Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the 360-degree feedback collected from a combination of yourself, management, and peers. These results are presented in a variety of formats to help you identify your strengths, areas for development, and areas where your ratings may diverge from those of the individuals providing you feedback. Please recognize the time and effort your respondents put into providing you with this feedback, be open to their opinions, and be willing to use their feedback as a starting point for your learning and development.

Goals of the 360 Degree Feedback

1. Increased mindfulness
2. Greater awareness of the leadership and management competencies the company is seeking to develop
3. Greater clarity about strengths to build on and areas to improve
4. Improved goal-setting for personal and professional development
5. More frequent and open communication between yourself and others about what is working well and what needs to be improved
6. Increased comfort with seeking and receiving feedback
7. Increased comfort with giving feedback

Receiving Feedback

Hearing from others how they perceive you is challenging for everyone, especially if their perceptions are different from your own. Remember that their feedback is as much about them as about you. At the same time, others' perceptions of you form the real basis of your relationships. It is a precious gift to learn from others how they perceive you, for with that information you can begin to improve your relationships and teamwork on a truly solid foundation. Give your emotional responses to the feedback time to evolve and settle down, then begin the process of making sure you understand what others are saying.

What is Feedforward and What to Do with Your Feedforward

Feedforward is the reverse exercise of feedback. It's the process of replacing positive or negative feedback with future-oriented solutions. In simple terms, it means focusing on the future instead of the past.
During the upcoming Leadership sessions, you will have an extended opportunity to work with your coach to interpret your feedback and to begin to prioritize improvements you want to make.

At the end of the sessions, you will have dedicated time to factor these priorities into other session learnings to set a few focused, high-leverage goals and begin to think about how you will pursue those goals.
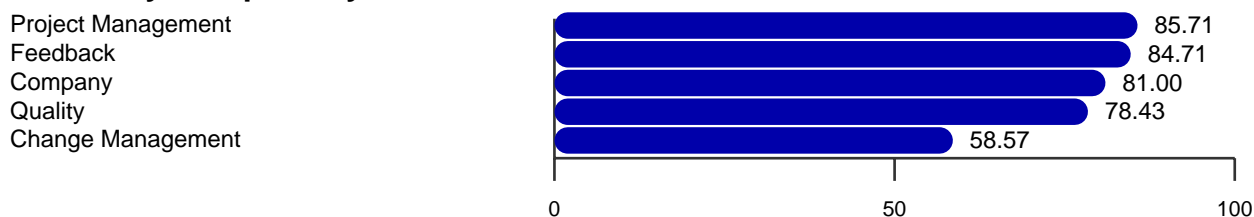
After the sessions, you should work with your coach to work on that pursuit.

You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've learned and seek their further feedforward.

Summary

The questionnaire items used in this feedback process asked respondents to rate 5 competencies of leadership and management. Summary scores for each item were calculated by averaging the scores of all your respondents to that item. Your scores for the items in each competency are shown in the bar graph below, with the highest-scored competencies at the top. Your competencies that received the lowest scores appear at the bottom of the graph.

Scores by Competency

Competency	Score
Project Management	85.71
Feedback	84.71
Company	81.00
Quality	78.43
Change Management	58.57

Relationship	Headcount
Self	1
Supvervisor	1
Peers	2
Direct Reports	3

The results in this report are based on responses collected from individuals in different roles. This table shows the number of responses from individuals in different roles.

These different roles provide different perspectives on your behaviors, competencies, and attributes. And, of course, the perspectives of individuals in each role may be unique.

Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

Dimension	How you see yourself and how others see you.	Gap
Feedback	Self 73.00 / Peer 86.67	13.67
Quality	Self 76.00 / Peer 78.83	2.83
Change Management	Self 70.00 / Peer 56.67	13.33
Project Management	Self 99.00 / Peer 83.50	15.50
Company	Self 98.00 / Peer 78.17	19.83

Quality

Defintion:

Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

Why it is important:

Quality is important for business in that high-quality products and services meet or exceed customer expectations, leading to satisfaction and repeat customers. Consistently delivering quality helps build a strong reputation which attracts new customers. Investing in quality up-front can reduce costs in the long run. Producing products or services that meet industry standards or regulations requires and emphasis on quality.

Statements for Level:

Addresses barriers to successfully implementing quality standards.

Provides advice and guidance to team members on improving quality controls.

Creates quality improvement programs and processes.

Identifies strategies and their associated risks to improve quality.

Investigates critical incidents that impact quality.

Rater	Score
Self	76.00
Supvervisor	85.00
Peers	73.00
Direct Reports	80.67
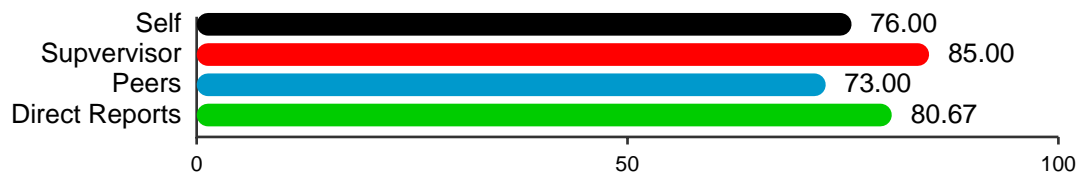
Provide any comments to help explain your answers.

- Getting people into the right role has been a bit challenging, but there are changes being made to adjust this in one case. There is little shared decision making on any meaningful topics.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- He removes barriers so that we can do our job to the best of our ability.

Feedback

Defintion:

Accepts and provides evaluative or corrective information to improve performance.

Why it is important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Statements for Level:

Open to the suggestions of others.

Is visible and approachable.

Asks others for their ideas and opinions.

Considers other's opinion and suggestions.

Is easy to approach with ideas and opinions.

Level	Score
Self	73.00
Supvervisor	82.00
Peers	88.00
Direct Reports	87.33
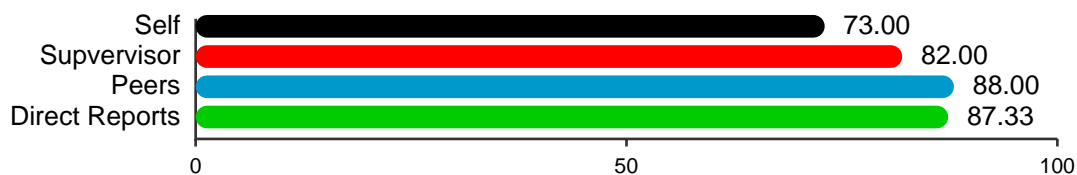
Provide any comments to help explain your answers.

- This has been a tough year on a number of fronts for me.   I think I have helped position the organization with the right strategizes and metrics to drive long-term success.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- Definitely goes out of his way to support customers.
- _____ is very customer focused.

Project Management

Defintion:

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress.   Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

Why it is important:

Project Management (PM) is crucial for businesses because it provides a structured framework that helps ensure projects are completed on time, within budget, and to the desired quality standards. PM is the backbone of successful project execution, enabling businesses to navigate complex tasks and achieve their goals effectively. It's not just about keeping projects on track; it's about making the most effective use of available resources to maximize outcomes.

Statements for Level:

Engages with individuals internally and externally to support the implementation of the project.

Has the requisite industry knowledge to manage projects in this field.

Implements risk mitigation strategies to help move the project to successful completion.

Holds meetings with supply-chain vendors regarding acquisition of resources.

Identifies the potential risks for each phase of the project.
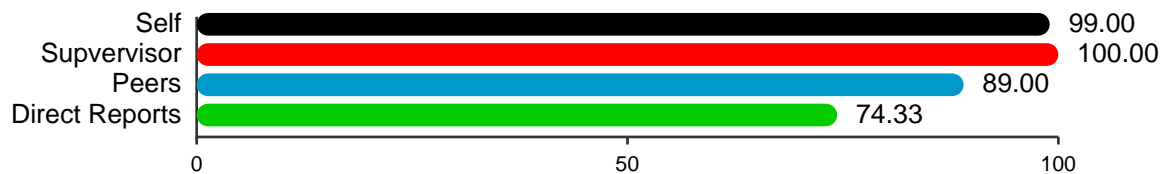
Provide any comments to help explain your answers.

- I can continue to be a better role model for my staff and colleagues
- He has established credibility and trust with all the directors and managers.
- Always conducts himself in a professional manner.

Change Management

Defintion:

Supports organizational efforts to improve processes and procedures.   Adapts to new processes as needed.

Why it is important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.
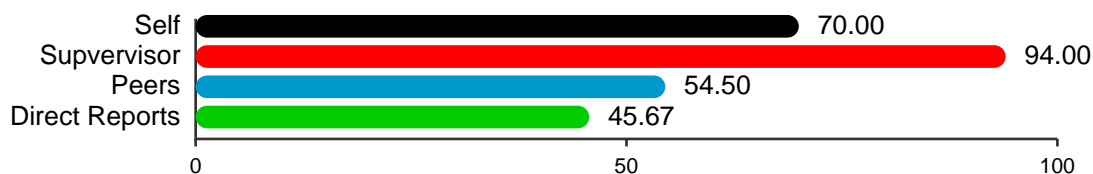
Statements for Level:

Able to get department employees to accept new changes.

Develops a strategy for implementing changes.

Inspires others to accept changes.

Works cooperatively with others to implement changes.

Assists others in understanding changes to the organization.

Role	Score
Self	70.00
Supvervisor	94.00
Peers	54.50
Direct Reports	45.67

Provide any comments to help explain your answers.

- I need to be a better listener and slow down.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Could improve Communication skill set.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.

Company

Defintion:

Maintains loyalty to the company.

Why it is important:

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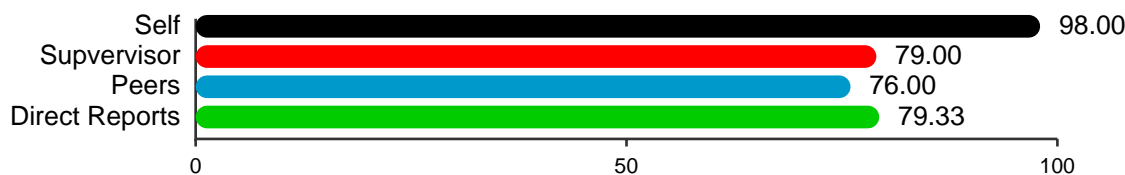
Statements for Level:

Impresses upon others the important aspects of [Company].

Understands the use of [Company] products and services.

Attends [Company] gatherings and social events.

Follows existing procedures and processes.

Understands how decisions impact other business units beyond their immediate department of work group.

Self	████████████████████████	98.00
Supvervisor	███████████████████	79.00
Peers	██████████████████	76.00
Direct Reports	███████████████████	79.33

0   50   100

Provide any comments to help explain your answers.

- I would like to learn more about the budgeting process and Core Competency as well as just refreshers with different computer tools to be more proficient with them.