Feedback Results

Your CompanyName Here

2024

Sample Emp

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
Conflict Management	3.92
Change Management	3.69
Customer Focus	3.69
Recognition	3.69
Managing Performance	3.54
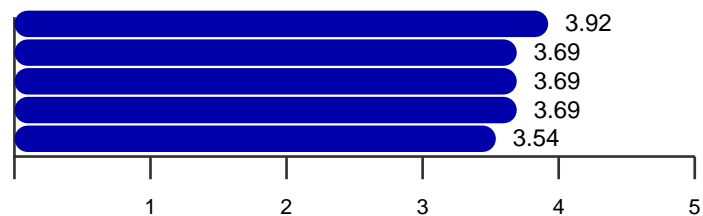
Relationship	Headcount
Self	1
Supvervisor	1
Peers	5
Direct Reports	6

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.

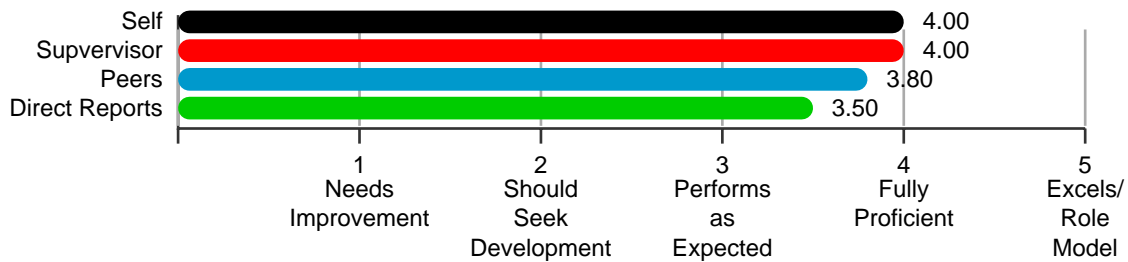| Dimension	How you see yourself and how others see you.	Gap
Change Management	Self 3.00 / Peer 3.75	0.75
Customer Focus	Self 3.00 / Peer 3.75	0.75
Managing Performance	Self 3.00 / Peer 3.58	0.58
Conflict Management	Self 4.00 / Peer 3.92	0.08
Recognition	Self 4.00 / Peer 3.67	0.33
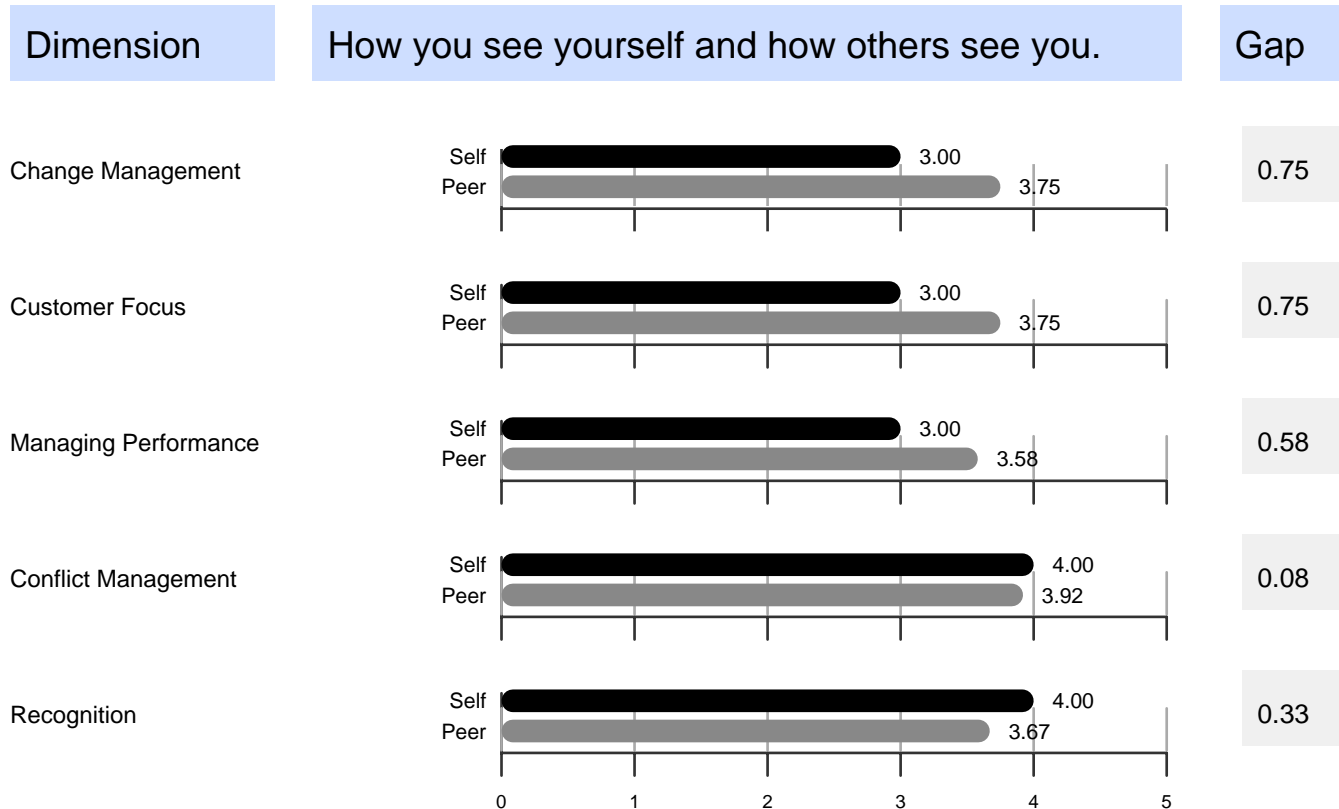
Recognition

Defintion:

Recognizes the work and contributions of others.

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:

You offer recognition in a timely manner.; You say "thank you" to show appreciation for work of others.; You make people around them feel appreciated and valued.; You recognize team members who offer a significant contribution to a project.; You let employees know when they have done well

Self		4.00
Supvervisor		4.00
Peers		3.80
Direct Reports		3.50

1	2	3	4	5
Needs Improvement	Should Seek Development	Performs as Expected	Fully Proficient	Excels/ Role Model

Provide any comments to help explain your answers.

- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- _____ always goes above and beyond in his daily work.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
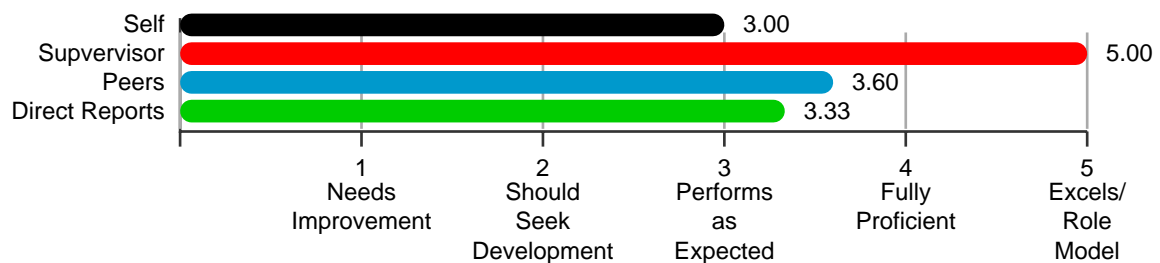
Managing Performance

Defintion:

Manages the performance of subordinates.   Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee.   Measures and monitors performance and conducts regular performance reviews using standardized performance measures.   Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why it is important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance.   It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

Statements for Level:

I implement remediation plans that include specific performance goals in areas most in need of improvement.; You inform the employee of the required sales/production targets.; You assess employee performance against defined standards.; I increase responsibilities for high performing individuals.; You implement remediation plans with follow up after 3 months.

Self	3.00
Supvervisor	5.00
Peers	3.60
Direct Reports	3.33

1	2	3	4	5
Needs Improvement	Should Seek Development	Performs as Expected	Fully Proficient	Excels/ Role Model

Provide any comments to help explain your answers.

- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- _____ always presents himself in the most professional manner.
- He is a great leader.
- Although I have only reported to _____ for a couple of months, the quality of my work life has improved greatly.
- He is well respected by his peers and it is clear to see why.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
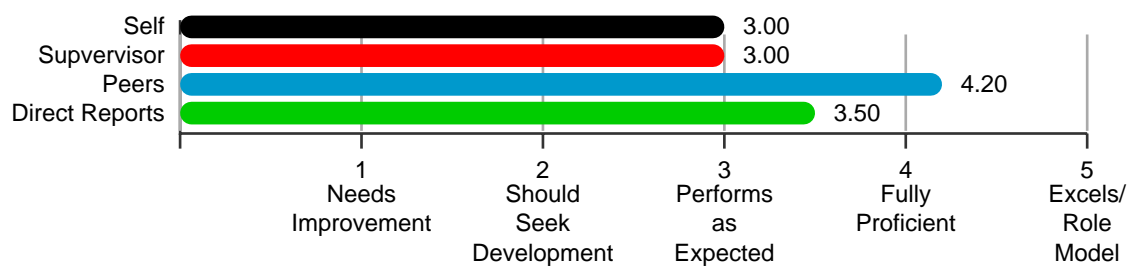
Change Management

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:

You assist others in understanding changes to the organization.; You address organizational and
departmental resistance to changes.; You support new initiatives for organizational changes to improve
effectiveness.; You adopt changes to set and example for others to follow.; I inspire others to accept
changes.

Self		3.00
Supvervisor		3.00
Peers		4.20
Direct Reports		3.50

1	2	3	4	5
Needs Improvement	Should Seek Development	Performs as Expected	Fully Proficient	Excels/ Role Model

Provide any comments to help explain your answers.

- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- _____ clearly communicates expectations and verifies information to ensure shared understanding.   A great example was the recent coaching session at our visibility wall.   This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- He is a joy to work for.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team.   I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
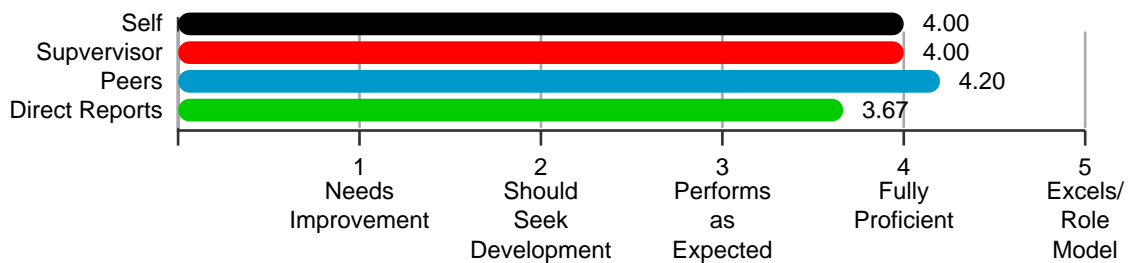
Conflict Management

Defintion:

Conflict management is the process of effectively resolving disputes by addressing underlying issues, preventing escalation, and ensuring clear communication. It involves finding common ground, fostering compromise, and actively listening to all parties. Successful conflict managers facilitate collaboration, recognize diverse perspectives, and remain open to change. They are responsive, persuasive, analytical, strategic, and inquisitive, ensuring a balanced and constructive approach to conflict resolution.

Why it is important:

Effective conflict management is crucial in business management because it helps maintain a productive and harmonious work environment. By resolving disputes promptly and fairly, managers can prevent minor issues from escalating into major problems, which can disrupt operations and lower morale. Additionally, good conflict management fosters better communication, collaboration, and understanding among team members, leading to more innovative solutions and improved overall performance. Managers who excel in this area can also build stronger relationships and trust within their teams, which is essential for long-term success.

Statements for Level:

You persuade others to accept personal transformation.; I ensure that both parties work toward finding compromise.; I ensure that all team members feel respected and heard.; I prefer to resolve conflicts through negotiation rather than coersion.; I attempt to accommodate vital interests of those who felt alienated or suffered injustice.

Self	4.00
Supvervisor	4.00
Peers	4.20
Direct Reports	3.67

1	2	3	4	5
Needs Improvement	Should Seek Development	Performs as Expected	Fully Proficient	Excels/ Role Model

Provide any comments to help explain your answers.

- I feel he has really engaged with the staff and with the quality work staff performs.   He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
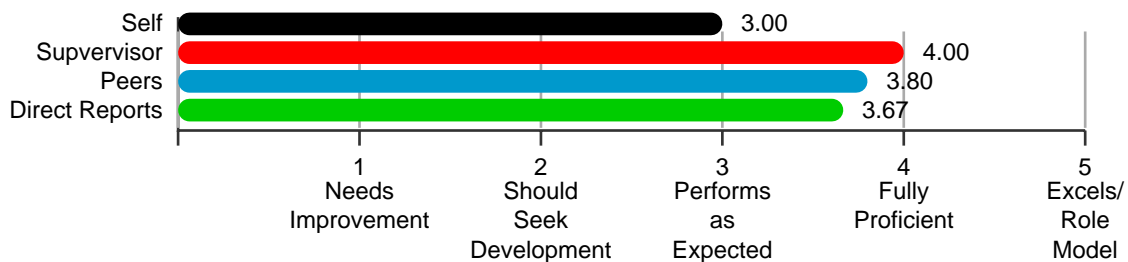
Customer Focus

Defintion:

Prioritizing the customer's needs, expectations interactions above all else.   Understanding and addressing customer needs, providing excellent service.   Consistently delivering value to customers. A customer-focused approach involves fostering a company culture dedicated to enhancing customer satisfaction and building strong customer relationships.

Why it is important:

Knowing your customer's needs, sometimes even before they articulate it, allows you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer satisfaction and loyalty.   When you go above and beyond what customers expect, you create memorable experiences that can set your business apart from competitors. This can lead to positive word-of-mouth and repeat business. Quick and effective responses to customer inquiries or issues demonstrate that you value their time and business. A commitment to resolving their concerns shows that you are reliable and trustworthy.

Statements for Level:

You make sure your interests are aligned with the customer's interests.; You are aware of the customer's needs.; I am competent in managing customer projects.; I actively listen to concerns from customers.; I accept responsibility for ensuring customer satisfaction.

Self		3.00		
Supvervisor			4.00	
Peers			3.80	
Direct Reports			3.67	

1	2	3	4	5
Needs Improvement	Should Seek Development	Performs as Expected	Fully Proficient	Excels/ Role Model

Provide any comments to help explain your answers.

- I find him to be a stellar asset to our team at [CompanyName].
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- He is always looking to and listening to the staff for their and needs.
- I appreciate his openness and availability to all the staff.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.