



Feedback Results  
Your CompanyName Here  
2024

Sample Emp

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Results Generated by HR-Survey

November 2024

# 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.

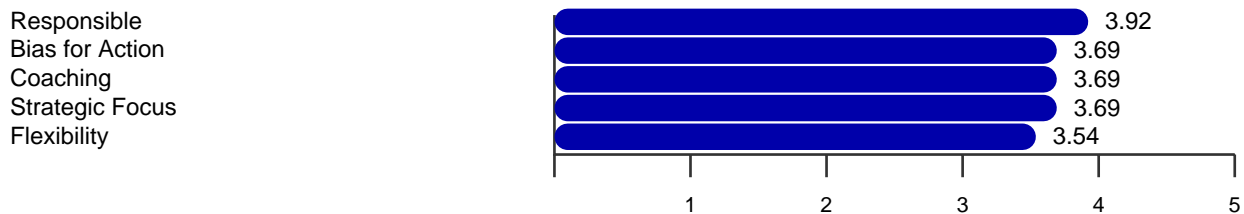
After the sessions, you should work with your coach to work on that pursuit.

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



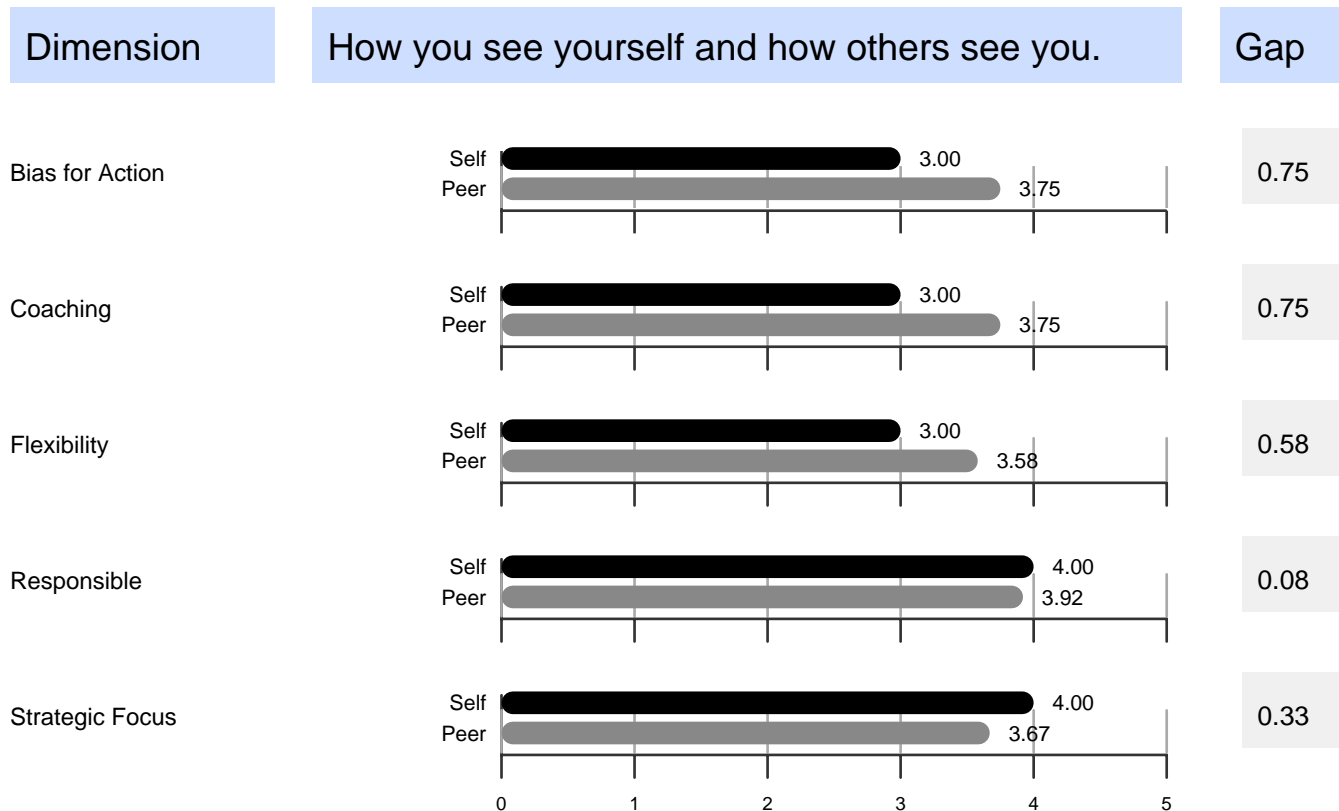
Relationship	Headcount
Self	1
Supervisor	1
Peers	5
Direct Reports	6

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.



# Strategic Focus

## Defintion:

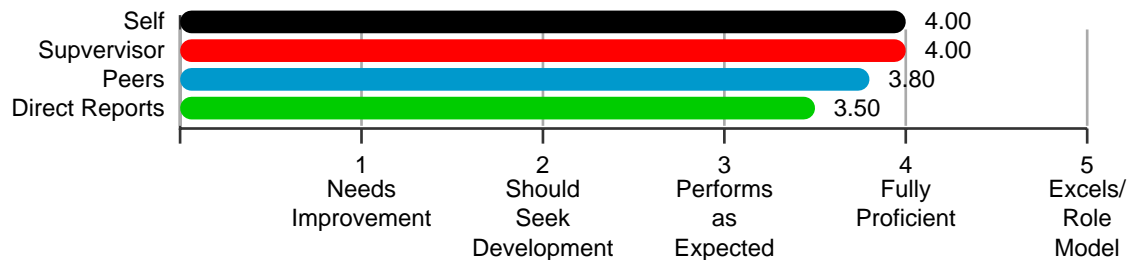
Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes necessary.

## Why it is important:

Strategic Focus helps you to focus on the future by creating a plan to achieve success. A strategic plan ensures goals are backed by data and sound judgements. The plan helps allocate resources. In summary, strategic focus provides clarity, alignment, and adaptability, enabling businesses to thrive in dynamic environments.

## Statements for Level:

I develop strategies that are practical and can be feasibly implemented within a reasonable period of time.; You support changes being recommended from senior management.; I make plans to handle unforeseen events that could impact the achievement of strategic goals.; I identify and address strategic risks impacting operations.; I develop strategies to increase efficiency and reduce environmental impacts.



## Provide any comments to help explain your answers.

- I do believe that when change is initiated by her 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 her daily work.
- \_\_\_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- She 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 her engagement, she has remained dedicated to [CompanyName] and especially to her staff.

# Flexibility

## Defintion:

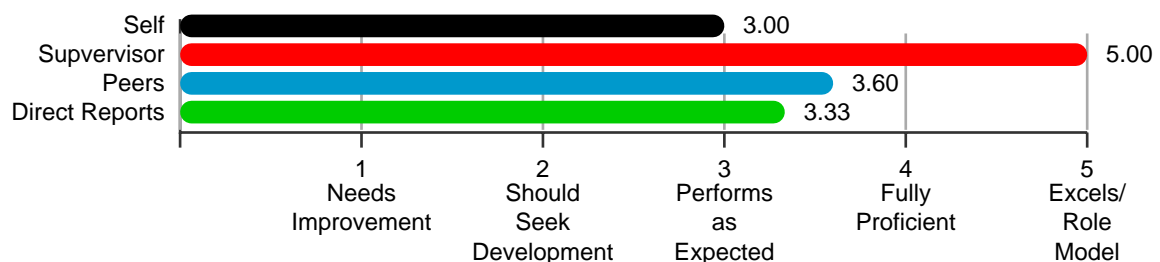
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

## Why it is important:

Flexibility allows individuals and organizations to adapt to changing circumstances and challenges with ease. This adaptability enhances problem-solving, strategic thinking and innovation, leading to more effective and efficient operations. Flexibility is being resilient in the response to setbacks, enabling a quicker recovery and maintaining productivity. Flexibility also accommodates the diverse needs and perspectives of others to create a more inclusive and collaborative work environment. Flexibility helps drive success and sustainability in today's dynamic business environment.

## Statements for Level:

You are willing to change strategies, operations, or processes in to meet new challenges or seize new opportunities.; You are capable of adapting workflows to accommodate new regulations or policies.; I respond positively to unanticipated changes in the work schedule.; I remain agile and responsive to address changing needs in a dynamic environment.; You adapt to different learning styles of employees as required to make sure employees receive the highest level of training.



## Provide any comments to help explain your answers.

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

## Bias for Action

### Defintion:

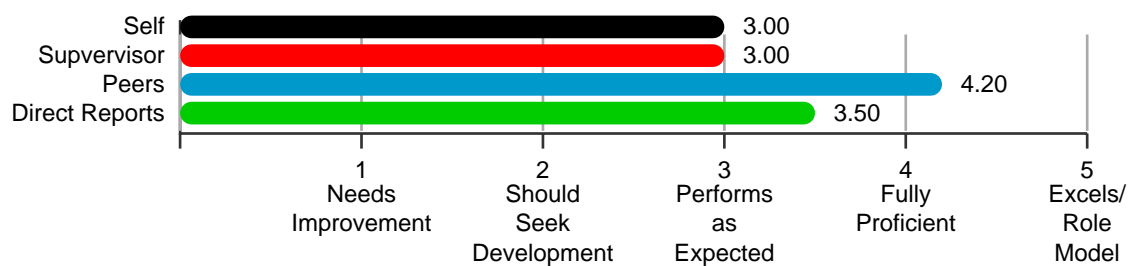
Has a desire/preference to act immediately to accomplish tasks. Would rather act now than later. Unafraid of making decisions in uncertainty.

### 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 display high energy and enthusiasm on consistent basis.; You complete a large volume of work.; You coach others to foster an environment which can adapt quickly and willingly to rapid change.; You identify ways to simplify work processes and reduce cycle times; You encourage risk taking and experimentation to improve performance



### 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 she 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.
- She is a joy to work for.
- As a leader, I can clearly see that \_\_\_\_\_ is open to growth as she 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 she gains leadership experience and mentoring.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- I appreciate \_\_\_\_\_ being open to suggestions, and available when concerns brought to her.

# Responsible

## Defintion:

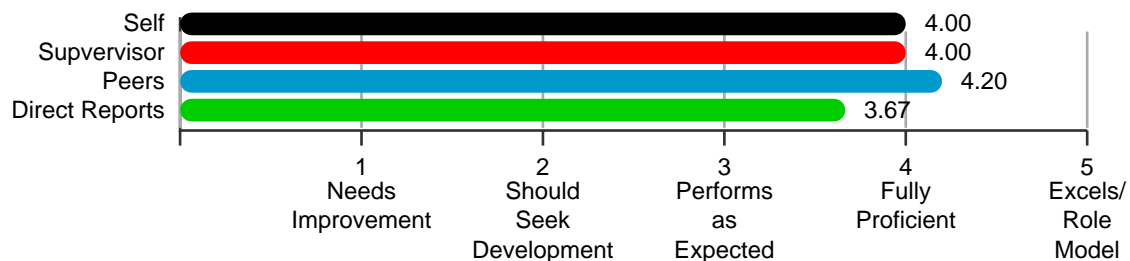
Takes responsibility for actions and sets a good example for others.

## 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 work in a way that makes others want to work with you.; You set a good example; You are responsible for setting the vision of the department.; You take personal responsibility for results.; You act as a resource without removing individual responsibility.



## Provide any comments to help explain your answers.

- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- \_\_\_\_\_ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- She 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 she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- She 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 technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.



# Coaching

## Defintion:

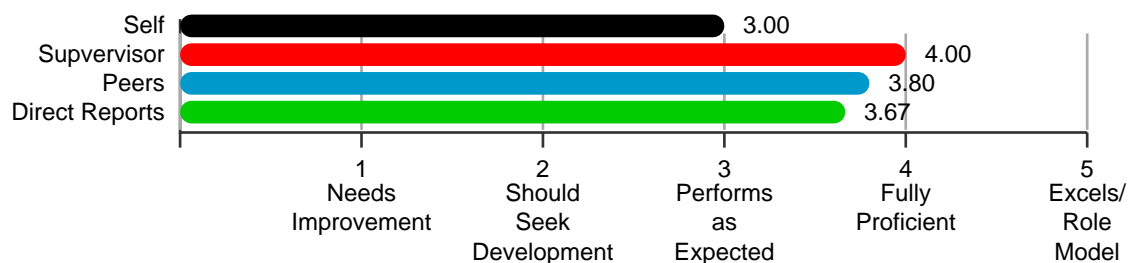
Mentors and guides others.

## 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 provide clear, motivating, and constructive feedback.; You coach employees in how to strengthen knowledge and skills to improve work performance.; You develop the skills and capabilities of others.; You address employee behavior problems effectively.; You help employees to maintain high personal standards.



## Provide any comments to help explain your answers.

- I find her to be a stellar asset to our team at [CompanyName].
- \_\_\_\_\_ could improve her communication style. She often does not clearly communicate her 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.
- She is always looking to and listening to the staff for their and needs.
- I appreciate her openness and availability to all the staff.
- She routinely demonstrates professionalism and her 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.