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

Establishing Focus/Direction
Communication Skills
Regulatory/Compliance
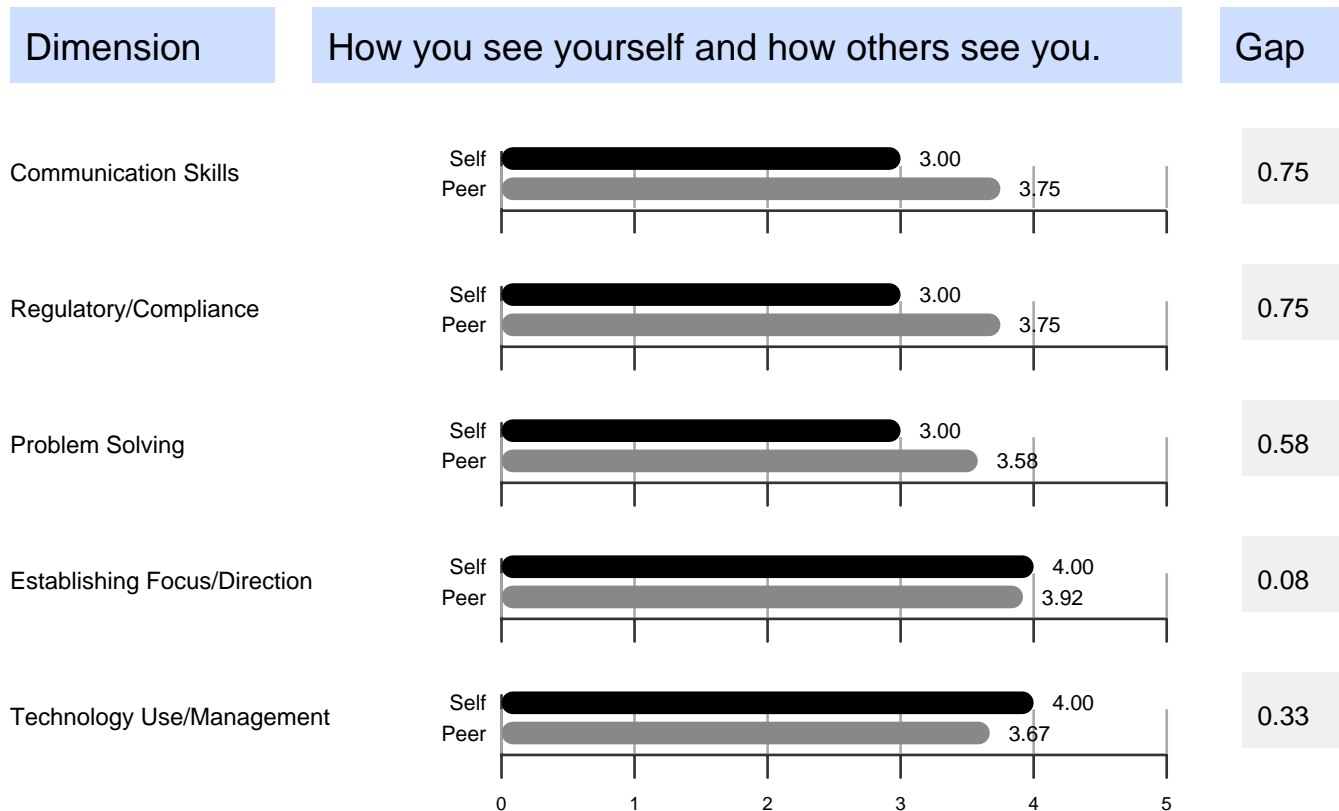Technology Use/Management
Problem Solving

Competency	Score
Establishing Focus/Direction	3.92
Communication Skills	3.69
Regulatory/Compliance	3.69
Technology Use/Management	3.69
Problem Solving	3.54
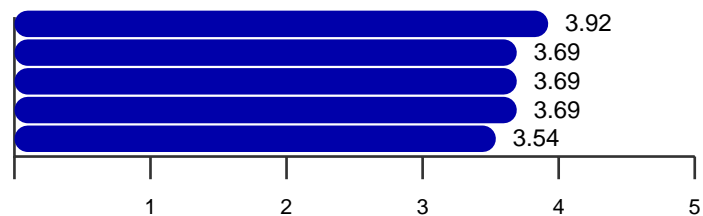
Relationship	Headcount
Self	1
Supvervisor	1
Peers	5
Direct Reports	6

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.

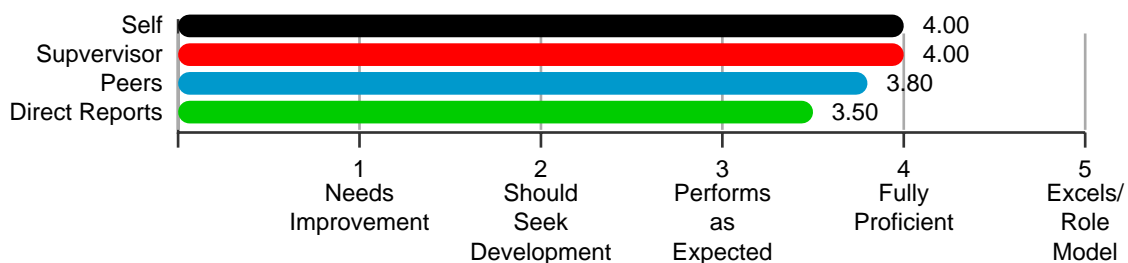| Dimension	How you see yourself and how others see you.	Gap
Communication Skills	Self 3.00 / Peer 3.75	0.75
Regulatory/Compliance	Self 3.00 / Peer 3.75	0.75
Problem Solving	Self 3.00 / Peer 3.58	0.58
Establishing Focus/Direction	Self 4.00 / Peer 3.92	0.08
Technology Use/Management	Self 4.00 / Peer 3.67	0.33

Technology Use/Management

Defintion:

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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 identify gaps between actual and needed technical competencies and provide recommendations for required training.; You are proficient in the use of technical systems and processes.; You adopt the implementation of new technology into the workplace.; You understand and are committed to implementing new technologies.; You support technical training and development of employees.

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.
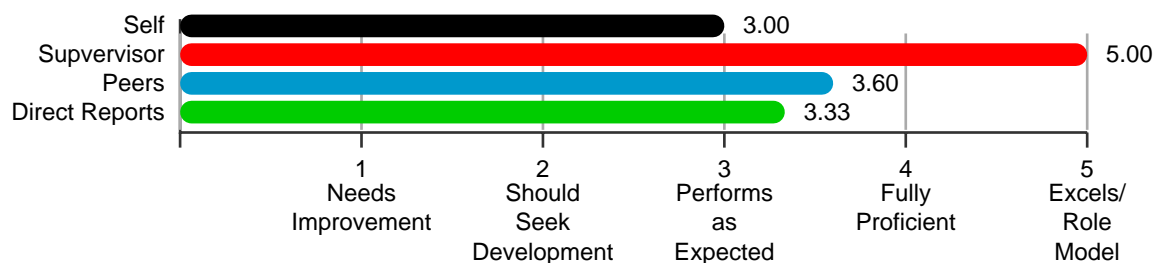
Problem Solving

Defintion:

Able to efficiently identify, determine cause, propose and implement solutions to solve problems in the workplace.

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 are effective in solving problems.; You find creative ways to get things done with limited resources.; You are a good problem solver and decision maker; You actively seek the root cause of a problem.; You can develop innovative solutions to problems.

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.
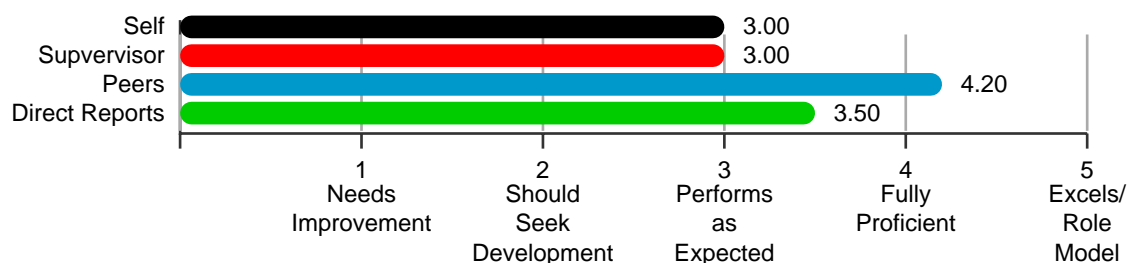
Communication Skills

Defintion:

Communication skills mean being able to adapt your communication to the audience. To be available, attentive, open for feedback, responsive.   To be clear, succinct, and effective.   To be able to communicate with superiors and to coach subordinates. To share information in a professional and timely manner. To have expertise, energy, and persuasiveness.

Why it is important:

Effective communication skills are essential for building strong relationships, fostering collaboration, and achieving organizational goals. They enable you to connect with others, share ideas, and drive positive outcomes.

Statements for Level:

I provide feedback in a helpful and respectful way, focusing on improvement.; I summarize the question to verify comprehension.; I am ready to offer feedback, even if it involves tough critiques.; You deliver clear and concise instructions.; I articulate ideas and emotions clearly to others.

	Value
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.
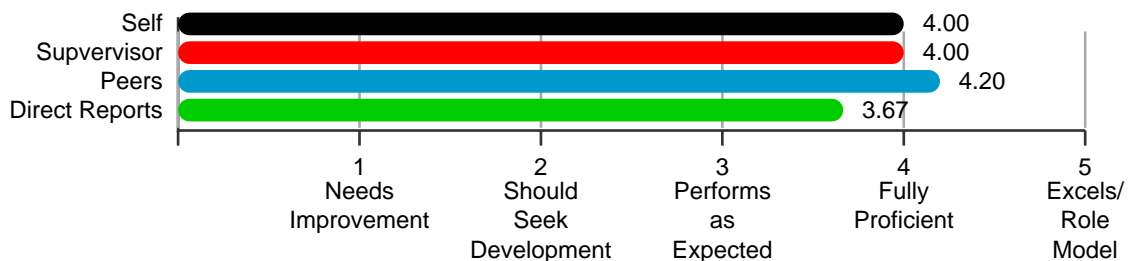
Establishing Focus/Direction

Defintion:

Establishes the focus/direction of employees within the department/division/organization.
Aligns mission and goals 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 make sure that employees understand and identify with the team's mission.; You make sure that
employees understand how their work relates to organizational goals.; You are excellent at managing
time.; You set appropriate goals for employees.; You help guide employees with prioritizing tasks.

	Rating
Self	4.00
Supvervisor	4.00
Peers	4.20
Direct Reports	3.67

Scale:
1 Needs Improvement | 2 Should Seek Development | 3 Performs as Expected | 4 Fully Proficient | 5 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.
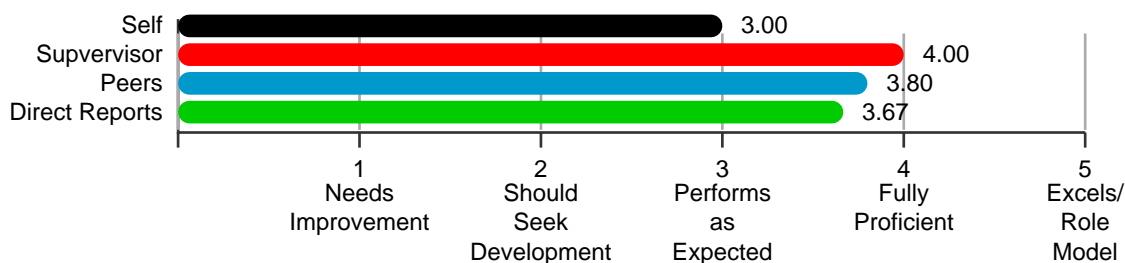
Regulatory/Compliance

Defintion:

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why it is important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

Statements for Level:

I create a company compliance manual for distribution to the employees.; You create documents and reports as needed to maintain compliance with regulations.; You keep informed of various regulations and procedures.; I ensure appropriate followup for regulatory violations.; I review documentation, processes and practices.

		Rating
Self		3.00
Supvervisor		4.00
Peers		3.80
Direct Reports		3.67

Scale:
1 - Needs Improvement
2 - Should Seek Development
3 - Performs as Expected
4 - Fully Proficient
5 - 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.