

Feedback Results  
Your CompanyName Here  
2024

Sample Employee

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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.

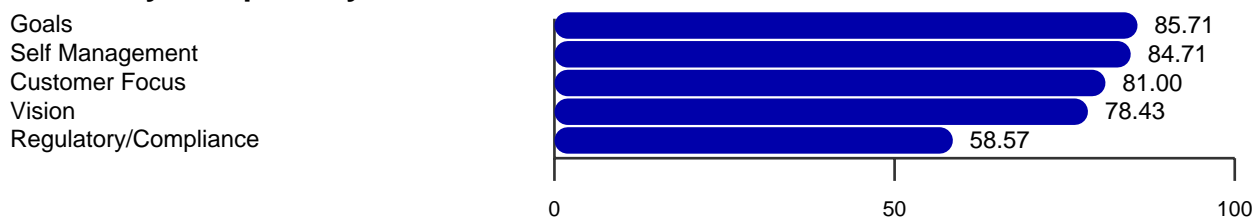
After the sessions, you should work with your coach to work on that pursuit.

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



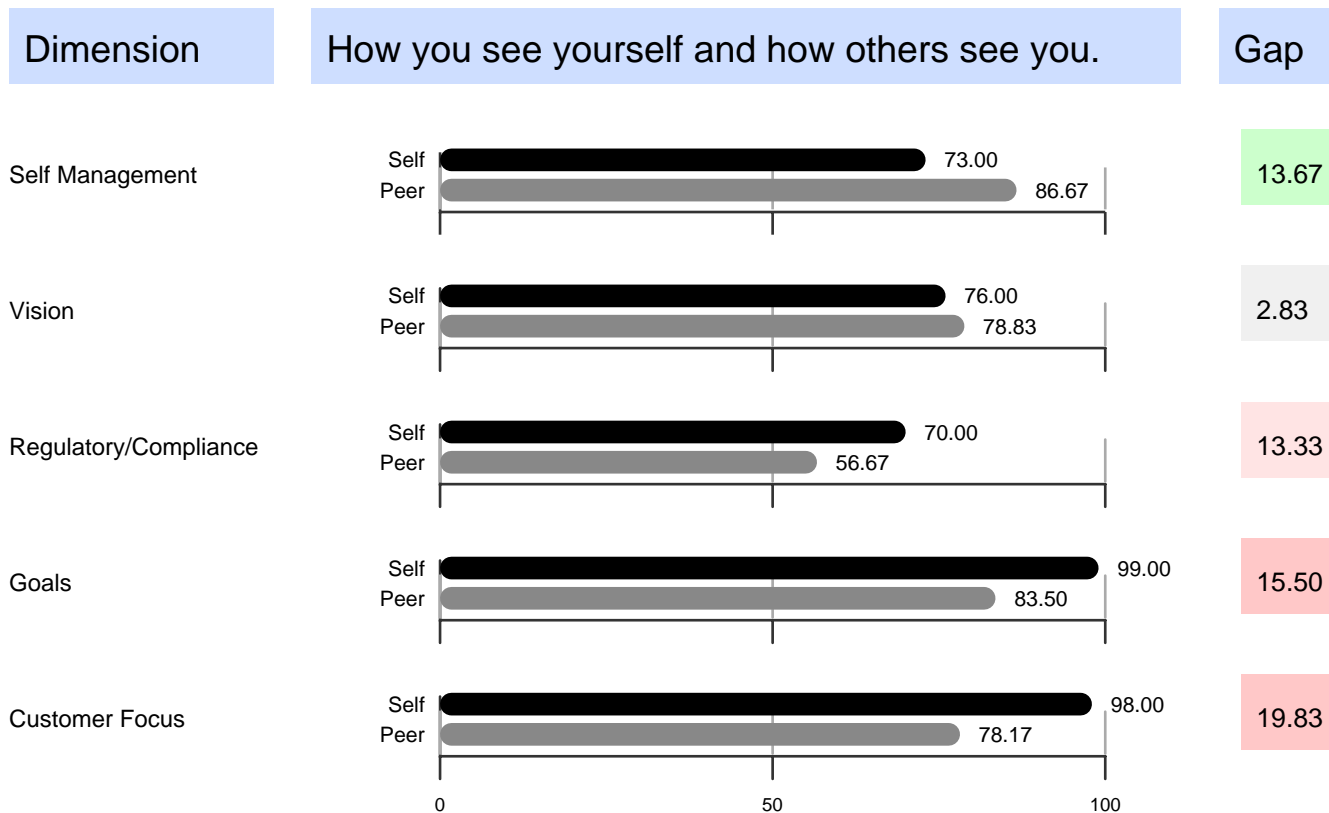
Relationship	Headcount
Self	1
Supervisor	1
Peers	2
Direct Reports	3

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.



# Vision

## Defintion:

Vision is the ability to create a unifying strategic path for employees. Vision can be aspirational and inspirational influencing employees toward a common goal. A vision may be implemented by a manager or delegated to the employees in the department/team for implementation. Vision must be communicated with clarity and consistency. A manager with vision may be prescient and able to more effectively solve problems.

## Why it is important:

Vision provides a clear direction and purpose for the organization. A compelling vision can inspire and motivate employees. Vision, as the ability to perceive issues clearly, helps leaders make strategic decisions. A shared vision fosters alignment and cohesion within the organization. A strong vision helps organizations stay resilient and adaptable in the face of challenges. Leaders who articulate a clear vision build trust and credibility with their teams.

## Statements for Level:

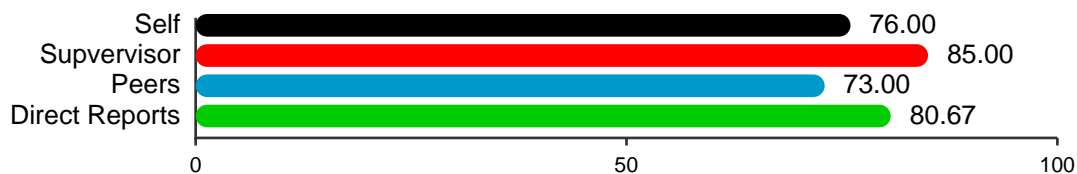
Aligns subordinates' work with the vision's critical priorities.

Promotes a vision that inspires individuals to take risks to achieve greater rewards.

Pinpoints specific challenges that the company faces and meticulously crafts tailored solutions to overcome these obstacles.

Crafts strategic plans that embody the organization's shared vision.

Able to formulate and implement a vision for the future of the department.



## 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.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She removes barriers so that we can do our job to the best of our ability.

# Self Management

## Defintion:

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own 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:

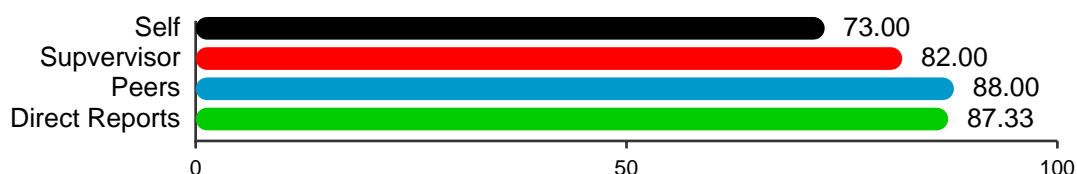
Does not allow own emotions to interfere with the performance of others.

Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.

Consciously controls own negative emotions in order to keep team morale up.

Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.

Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



## 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.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- Definitely goes out of her way to support customers.
- \_\_\_\_\_ is very customer focused.

# Goals

**Defintion:**

Sets and achieves goals aligned with the mission/values of the department and/or organization.

**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.

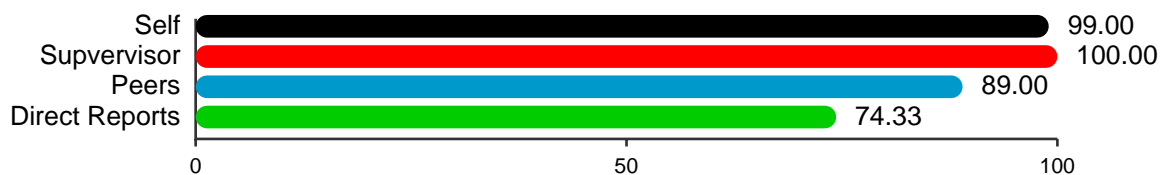
**Statements for Level:****Goal Setting**

Understands & contributes to development of strategic goals.

Establishes and documents goals and objectives.

Conducts timely follow-up; keeps others informed on a need to know basis.

Achieves established goals.

**Provide any comments to help explain your answers.**

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

# 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:

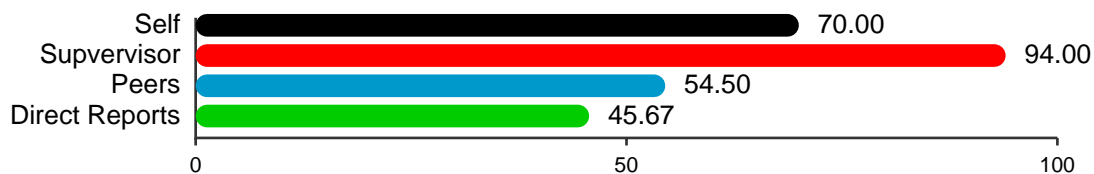
Trains and coordinates activies of compliance officers.

Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.

Keeps track of changes in legislation affecting regulatory compliance.

Creates and maintains necessary regulatory documentation.

Develops the appropriate incentives (or disincentives) for regulatory compliance.



## Provide any comments to help explain your answers.

- I need to be a better listener and slow down.
- She 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 she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.



# 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:

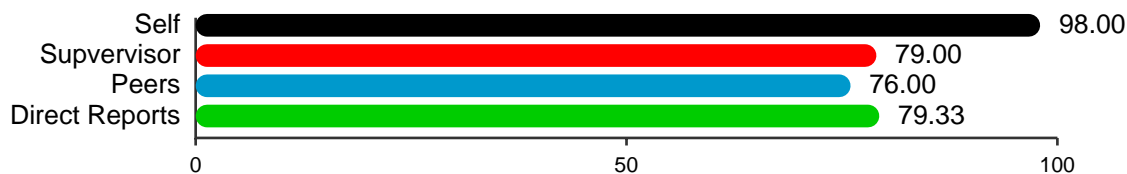
Anticipates customer needs.

Creates documents that meet the customer's specifications.

Is committed to the customer's success.

Is focused on improving customer services.

Documents customer interactions.



## 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.