

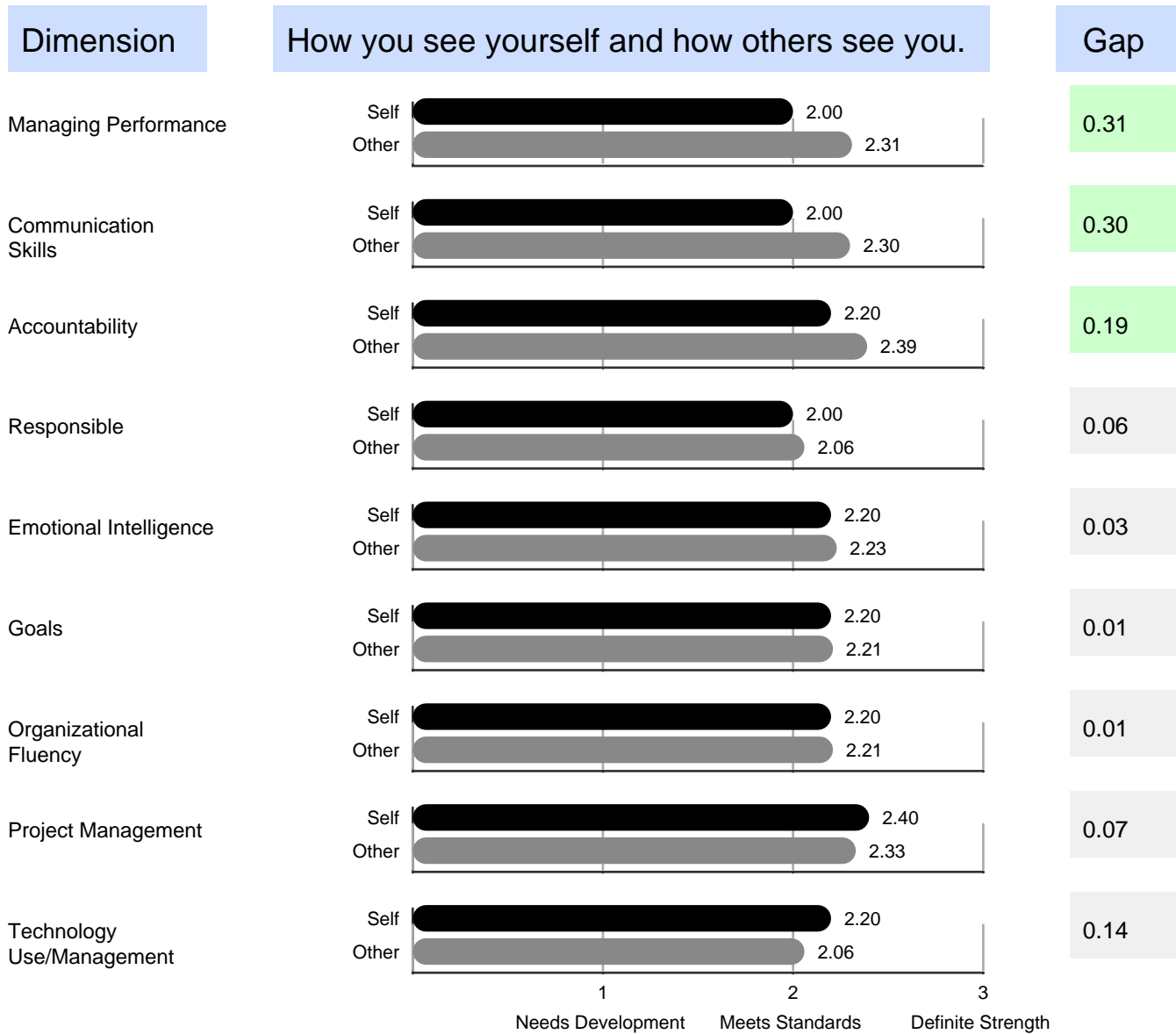


Feedback Results
Your CompanyName Here
2024

Sample Employee

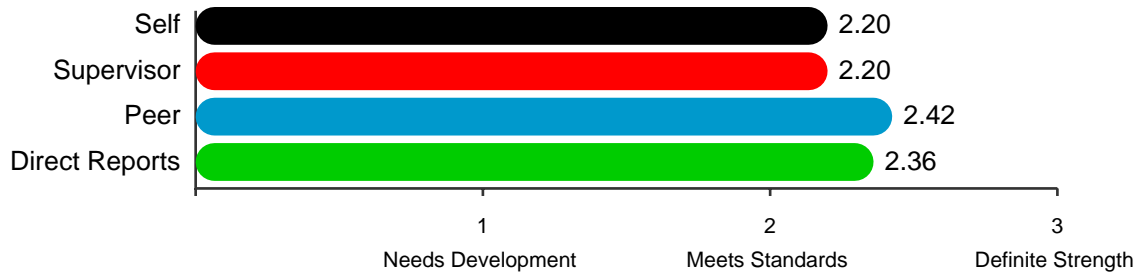
Gap Analysis

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.



Accountability

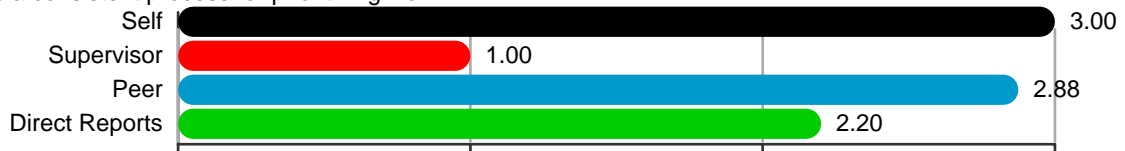
Summary Scores



1. Takes responsibility for results.



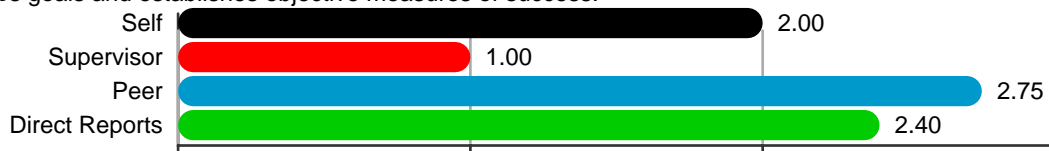
2. Creates a consistent process for prioritizing work.



3. Holds team accountable to meeting goals.



4. Develops goals and establishes objective measures of success.



5. Is aware of problems or issues that may affect the organization.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

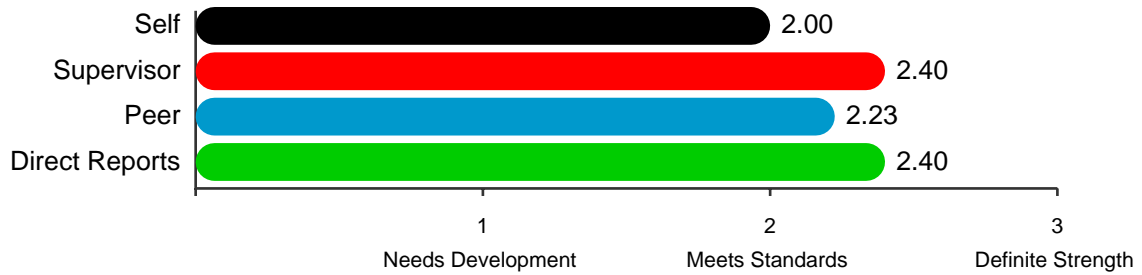
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Takes responsibility for results.	15	2.27	33.3	7%	60%	33%
2. Creates a consistent process for prioritizing work.	15	2.53	73.3	20%	7%	73%
3. Holds team accountable to meeting goals.	15	2.33	40.0	7%	53%	40%
4. Develops goals and establishes objective measures of success.	15	2.47	53.3	7%	40%	53%
5. Is aware of problems or issues that may affect the organization.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is always working collaboratively with many different teams not only within the organization but within the community
- I will always welcome ___'s direct, honest, caring feedback.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- I appreciate her helpful and cheerful outlook!
- ___ consistently asks how the day is going, if she can help us at all.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

Communication Skills

Summary Scores



6. Communications with department leadership



7. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



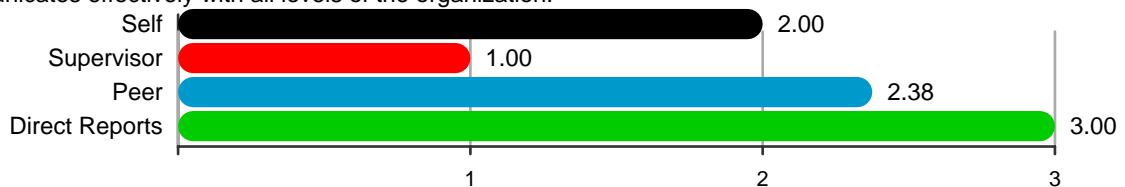
8. Deals with difficult situations calmly and confidently.



9. Checks for understanding throughout conversations or group presentations/discussions



10. Communicates effectively with all levels of the organization.



Level of Skill

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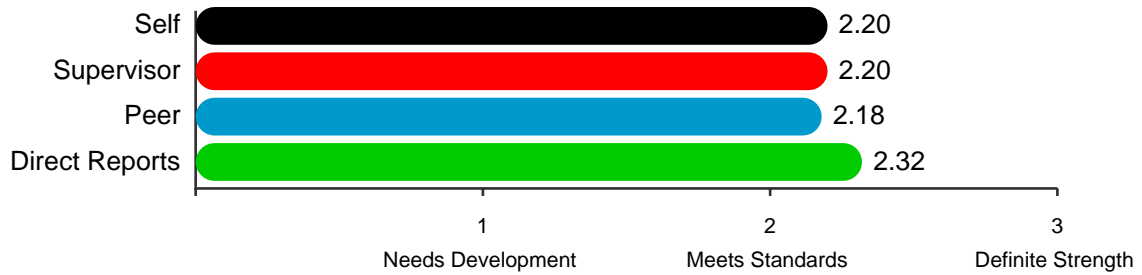
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Communications with department leadership	15	2.13	33.3	20%	47%	33%
7. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	2.07	26.7	20%	53%	27%
8. Deals with difficult situations calmly and confidently.	15	2.33	40.0	7%	53%	40%
9. Checks for understanding throughout conversations or group presentations/discussions	15	2.40	53.3	13%	33%	53%
10. Communicates effectively with all levels of the organization.	15	2.47	60.0	13%	27%	60%

Comments:

- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- Initiative, attitude, and willingness to pitch in.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- Our desire to improve loss rates has been encouraged and supported by ___.
- 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.

Emotional Intelligence

Summary Scores



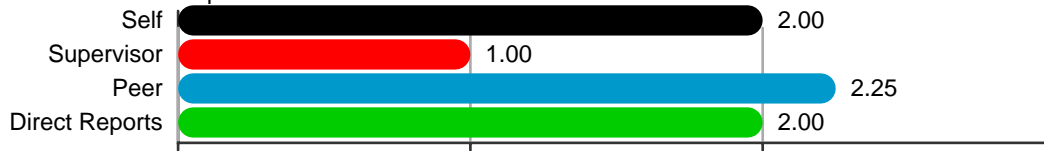
11. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



12. Is able to control their own emotions.



13. Able to understand others' points of view.



14. Accurately perceives the emotional reactions of others.



15. Is able to manage their own emotions.



Level of Skill

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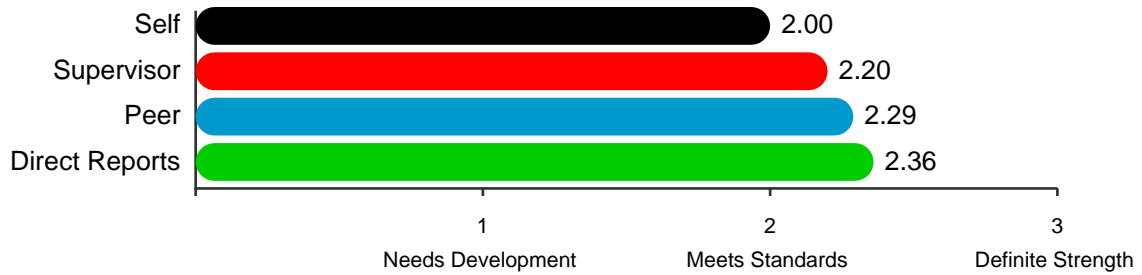
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.33	40.0	7%	53%	40%
12. Is able to control their own emotions.	15	2.07	20.0	13%	67%	20%
13. Able to understand others' points of view.	15	2.07	26.7	20%	53%	27%
14. Accurately perceives the emotional reactions of others.	15	2.27	40.0	13%	47%	40%
15. Is able to manage their own emotions.	14	2.43	50.0	7%	43%	50%

Comments:

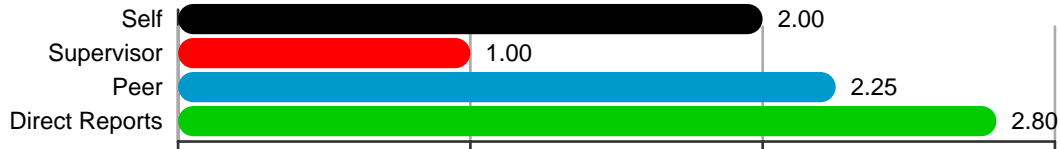
- She cares deeply for what she does and it shows.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- She is both the manager and the interim director for the service line.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- Is reliable and keeps the team focused on the delivery of outcomes.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.

Managing Performance

Summary Scores



16. Creates clear standards that are understandable and fair.



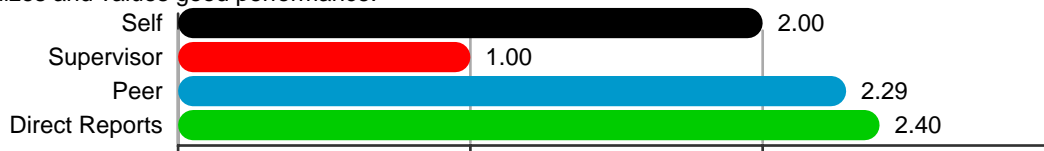
17. Acknowledges employee contributions that support the bottom line.



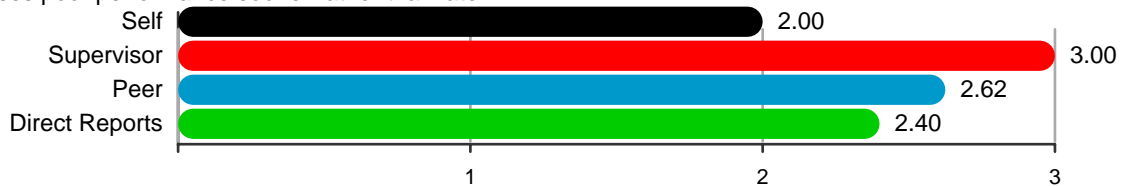
18. Continuously measures performance and provides feedback to employees regularly.



19. Recognizes and values good performance.



20. Addresses poor performance sooner rather than later.



Level of Skill

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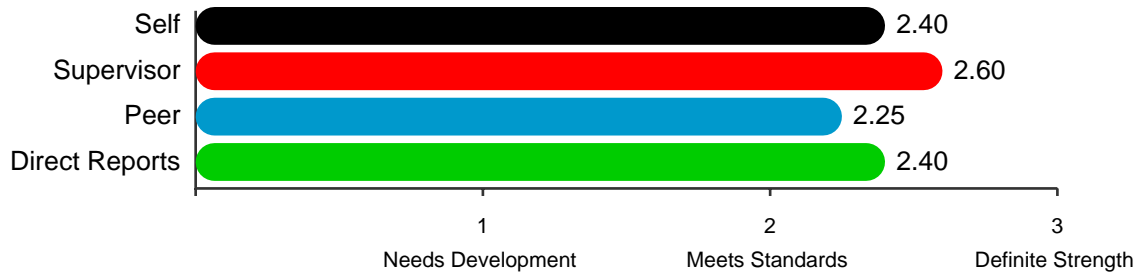
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Creates clear standards that are understandable and fair.	15	2.33	46.7	13%	40%	47%
17. Acknowledges employee contributions that support the bottom line.	15	2.33	40.0	7%	53%	40%
18. Continuously measures performance and provides feedback to employees regularly.	14	2.00	14.3	14%	71%	14%
19. Recognizes and values good performance.	14	2.21	42.9	21%	36%	43%
20. Addresses poor performance sooner rather than later.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- She holds everyone to such a high standard, you don't want to disappoint her.
- Having very minimum one-on-one discussion.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.

Project Management

Summary Scores



21. Able to adjust project schedule as needed to accommodate unforeseen issues.



22. Organizes, plans, and directs resources to accomplish the goals and objectives.



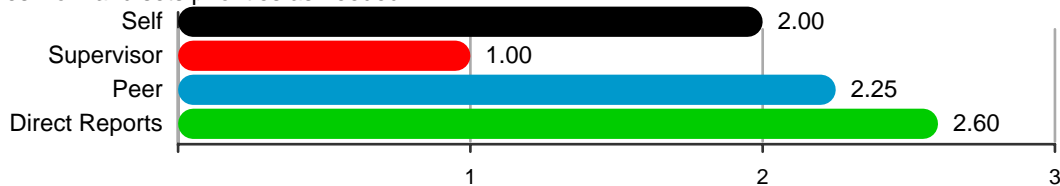
23. Anticipates potential problems and institutes controls and contingency plans to address them.



24. Inspires others to accomplish goals and objectives.



25. Organizes work and sets priorities as needed.



Level of Skill

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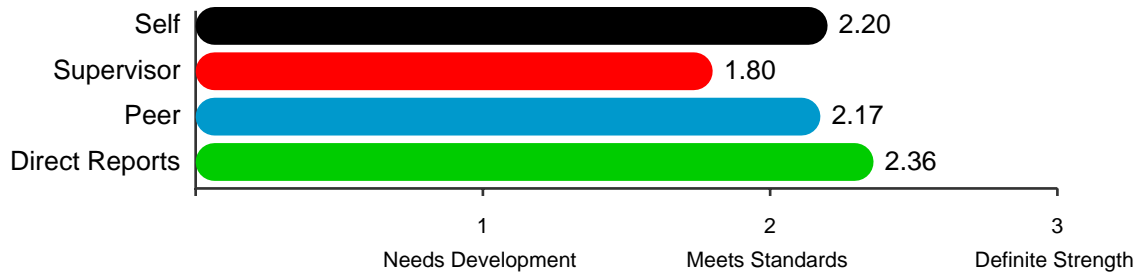
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.60	66.7	7%	27%	67%
22. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	2.33	40.0	7%	53%	40%
23. Anticipates potential problems and institutes controls and contingency plans to address them.	15	2.07	20.0	13%	67%	20%
24. Inspires others to accomplish goals and objectives.	15	2.40	53.3	13%	33%	53%
25. Organizes work and sets priorities as needed.	15	2.27	53.3	27%	20%	53%

Comments:

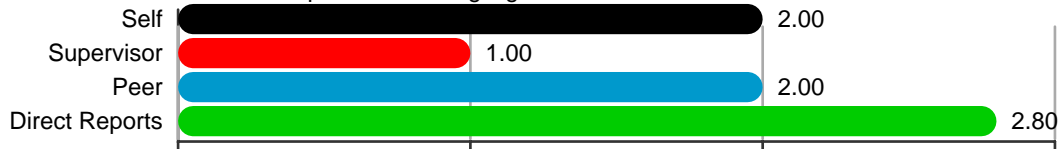
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- ___ is an impressive performer.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

Goals

Summary Scores



26. Understands & contributes to development of strategic goals.



27. Establishes and documents goals and objectives.



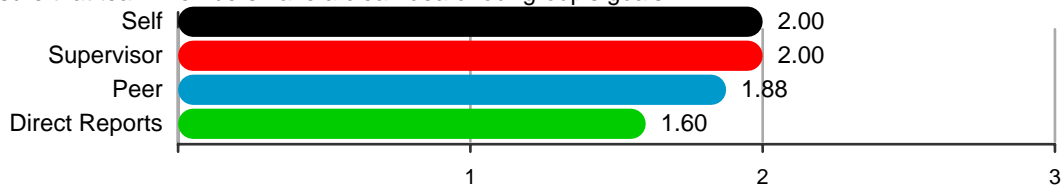
28. Goal Setting



29. Sets high expectations and goals; encourages others to support the organization.



30. Makes sure that team members have a clear idea of our group's goals.



Level of Skill

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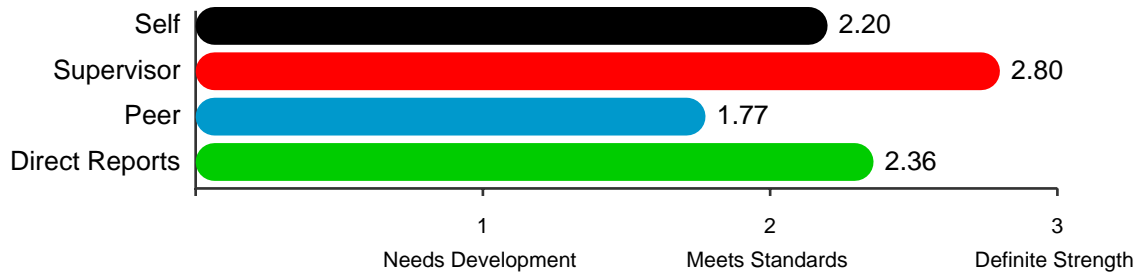
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Understands & contributes to development of strategic goals.	15	2.20	33.3	13%	53%	33%
27. Establishes and documents goals and objectives.	15	2.00	26.7	27%	47%	27%
28. Goal Setting	15	2.47	53.3	7%	40%	53%
29. Sets high expectations and goals; encourages others to support the organization.	15	2.60	60.0		40%	60%
30. Makes sure that team members have a clear idea of our group's goals.	15	1.80	13.3	33%	53%	13%

Comments:

- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- Employees were not encouraged to do anything besides come to work.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- She guides, influences, supports, facilitates her team towards the achievement of goals.

Technology Use/Management

Summary Scores



31. Maximizes the use of new technology to deliver products and services.



32. Applies complex rules and regulations to maintain optimal system performance.



33. Supports employee training and development initiatives regarding implementation of technology.



34. Uses technology in decision making and problem solving.



35. Understands and is committed to implementing new technologies.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

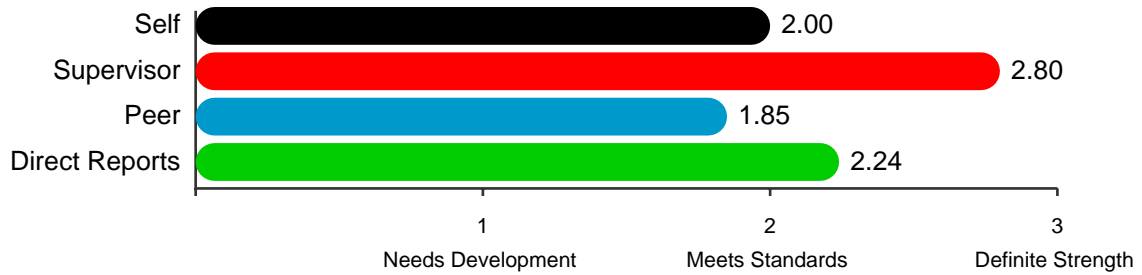
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Maximizes the use of new technology to deliver products and services.	15	2.13	33.3	20%	47%	33%
32. Applies complex rules and regulations to maintain optimal system performance.	15	2.13	33.3	20%	47%	33%
33. Supports employee training and development initiatives regarding implementation of technology.	15	2.07	33.3	27%	40%	33%
34. Uses technology in decision making and problem solving.	15	2.13	26.7	13%	60%	27%
35. Understands and is committed to implementing new technologies.	15	1.87	20.0	33%	47%	20%

Comments:

- Show others it is possible to understand both sides without having to agree all the time.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- ___ is an excellent manager.
- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.

Responsible

Summary Scores



36. Completes assigned work tasks.



37. Behavior is ethical and honest.



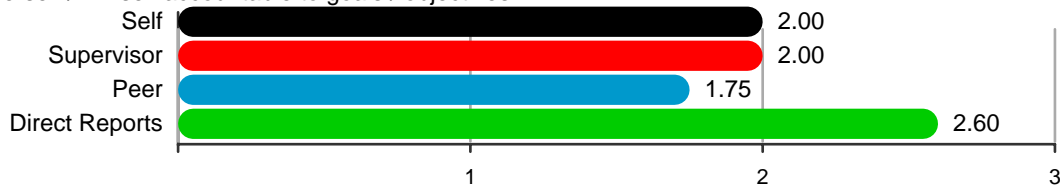
38. Works in a way that makes others want to work with her/him.



39. Sets a good example.



40. Holds herself / himself accountable to goals / objectives



Level of Skill

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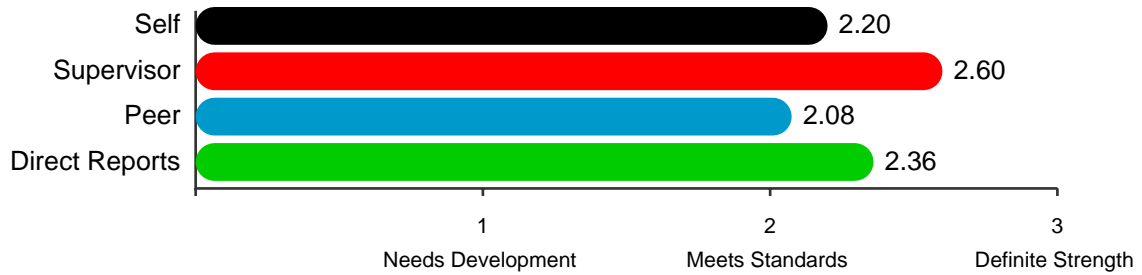
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Completes assigned work tasks.	15	1.87	20.0	33%	47%	20%
37. Behavior is ethical and honest.	15	1.93	13.3	20%	67%	13%
38. Works in a way that makes others want to work with her/him.	15	2.07	33.3	27%	40%	33%
39. Sets a good example.	15	2.33	33.3		67%	33%
40. Holds herself / himself accountable to goals / objectives	15	2.07	33.3	27%	40%	33%

Comments:

- ___ collaborates well with other departments and managers.
- She communicates clearly, and is always willing to listen attentively.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ is a solid performer knows her stuff.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.

Organizational Fluency

Summary Scores



41. Understands departmental policies and procedures.



42. Able to deal with sensitive issues with tact and professionalism.



43. Understands the current organizational culture.



44. Effective in communicating with others within the organization.



45. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Understands departmental policies and procedures.	15	2.00	26.7	27%	47%	27%
42. Able to deal with sensitive issues with tact and professionalism.	15	2.13	33.3	20%	47%	33%
43. Understands the current organizational culture.	15	2.20	40.0	20%	40%	40%
44. Effective in communicating with others within the organization.	15	2.20	26.7	7%	67%	27%
45. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.53	60.0	7%	33%	60%

Comments:

- Does well in most technical skills and is willing to learn anything that is new
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- She is very knowledgeable and is always willing to lend a helping hand!
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- ___ is a solid performer knows her stuff.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- I really enjoy working with ___. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.

What do you like best about working with this individual?

- ___ is a great leader and is committed to her role here at [CompanyName]!
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- She's a very hard worker and always helping out when needed.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- She has been both a great co-worker and mentor to me.

What do you like least about working with this individual?

- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- She gives you confidence knowing she always has your back.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- Don't be afraid to ask questions when stuck on a task.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.

What do you see as this person's most important leadership-related strengths?

- Is reliable and keeps the team focused on the delivery of outcomes.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- ___ always remembers the customer is at the center of what we do.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.

What do you see as this person's most important leadership-related areas for improvement?

- What I like is her standard line what resources do you need from me to make this work?
- She is a high energy individual, with a level of integrity that goes above and beyond.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- ___ is a strong advocate for both the customer and staff.

Any final comments?

- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- She recognized where I needed help and supported me in making the case to get it.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- She gives you confidence knowing she always has your back.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.