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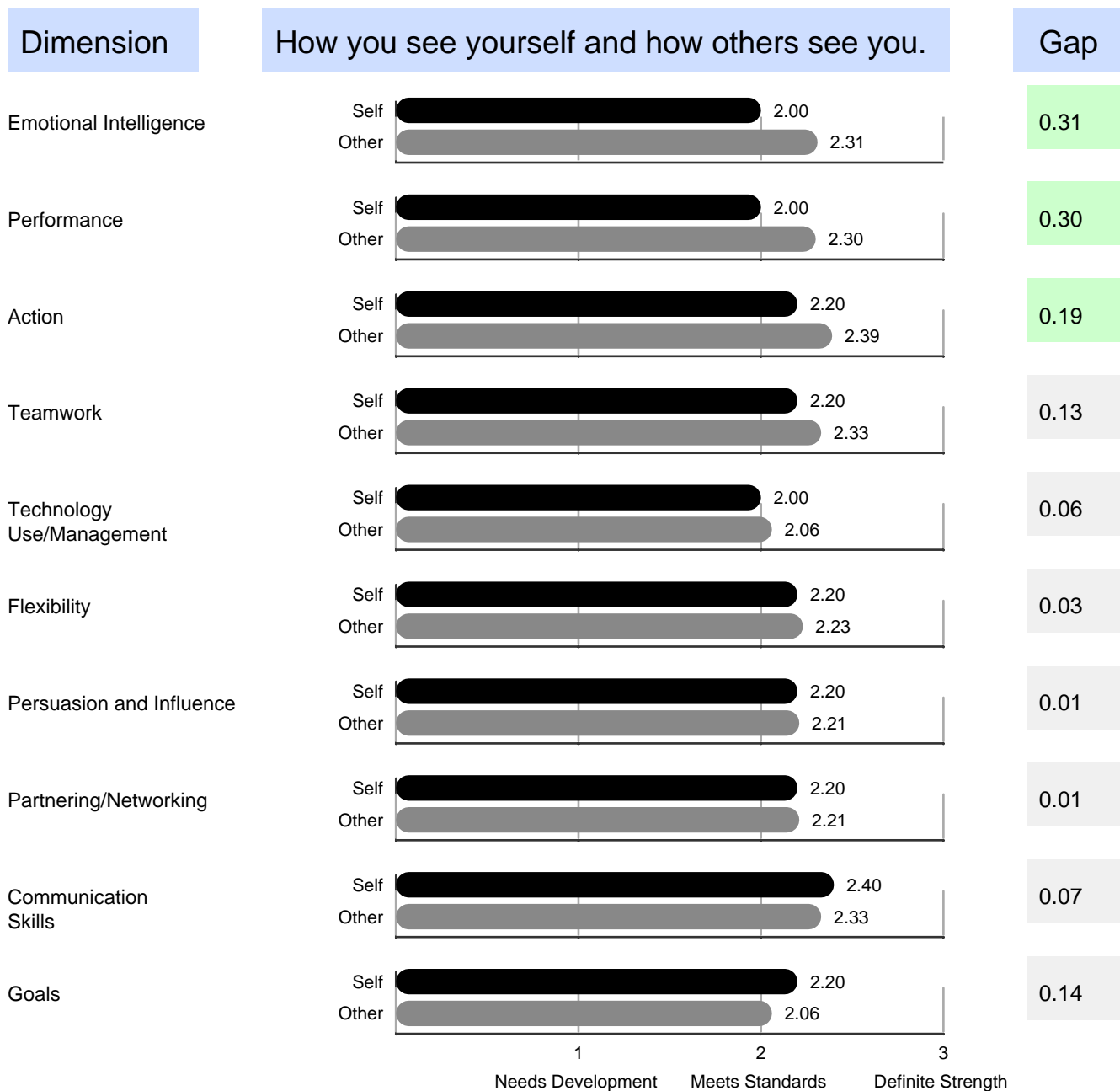
Feedback Results  
Your CompanyName Here  
2024

Sample Employee



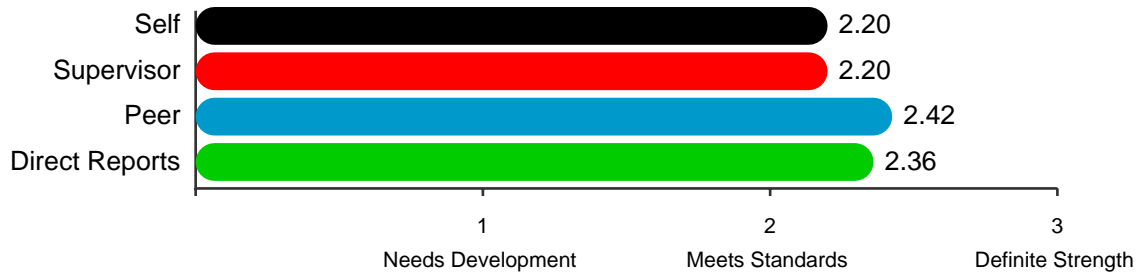
## Gap Analysis

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.



# Action

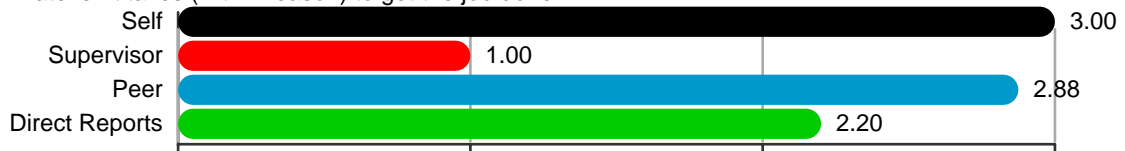
## Summary Scores



1. You drive and mobilizes others progress toward goals.



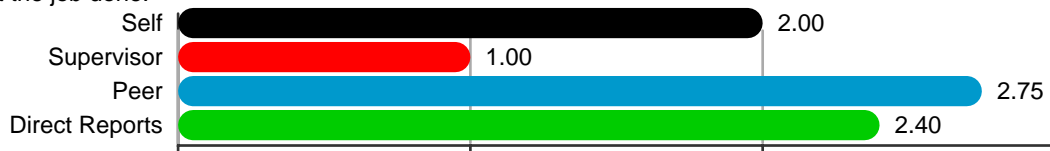
2. You do whatever it takes (within reason) to get the job done.



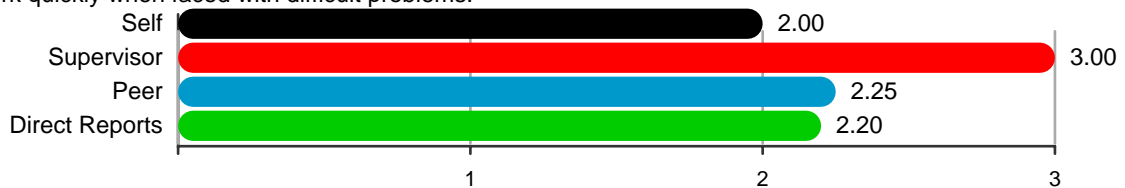
3. You make effective decisions



4. You get the job done.



5. You work quickly when faced with difficult problems.



## 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).

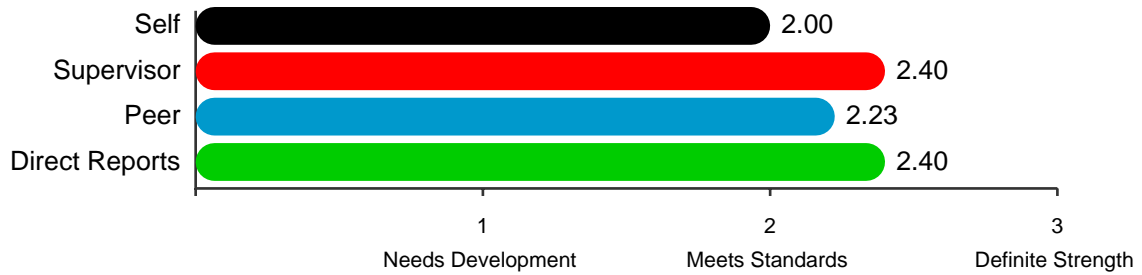
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You drive and mobilizes others progress toward goals.	15	2.27	33.3	7%	60%	33%
2. You do whatever it takes (within reason) to get the job done.	15	2.53	73.3	20%	7%	73%
3. You make effective decisions	15	2.33	40.0	7%	53%	40%
4. You get the job done.	15	2.47	53.3	7%	40%	53%
5. You work quickly when faced with difficult problems.	15	2.27	40.0	13%	47%	40%

### Comments:

- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- \_\_\_ is a great leader and supports her staff.
- If feel \_\_\_ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- She includes appropriate people in her decisions and follows through on decisions made.
- \_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_ without her bringing them before the team for discussion.

# Performance

## Summary Scores



6. You work well in this position.



7. You effectively organize resources and plans



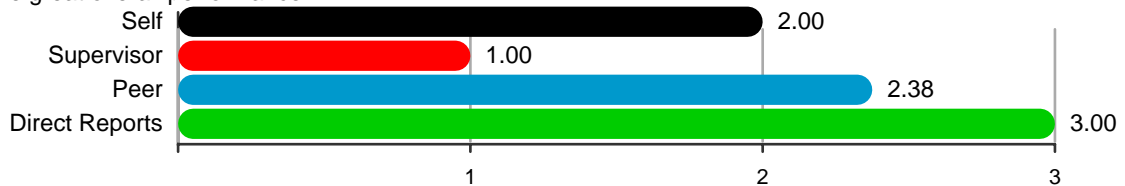
8. You produce quality



9. You are effective in performing your job.



10. You have great overall performance



## Level of Skill

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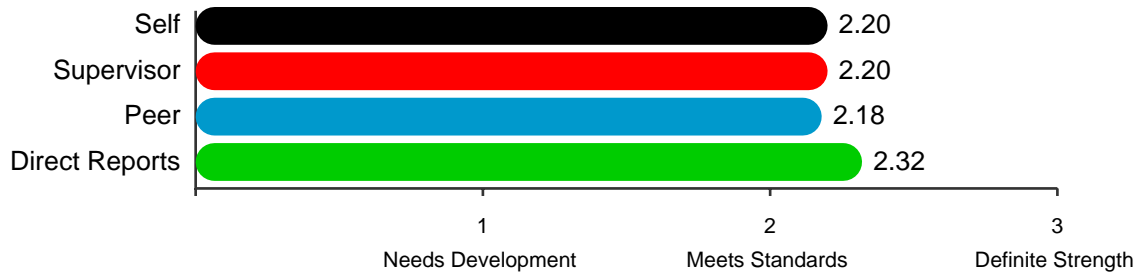
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You work well in this position.	15	2.13	33.3	20%	47%	33%
7. You effectively organize resources and plans	15	2.07	26.7	20%	53%	27%
8. You produce quality	15	2.33	40.0	7%	53%	40%
9. You are effective in performing your job.	15	2.40	53.3	13%	33%	53%
10. You have great overall performance	15	2.47	60.0	13%	27%	60%

### Comments:

- I am glad to have \_\_\_ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- \_\_\_ sometimes struggles with clarity in her communication and her understanding of operational issues.
- The department is lucky to have her.
- As mentioned above, good collaboration.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.

# Flexibility

## Summary Scores



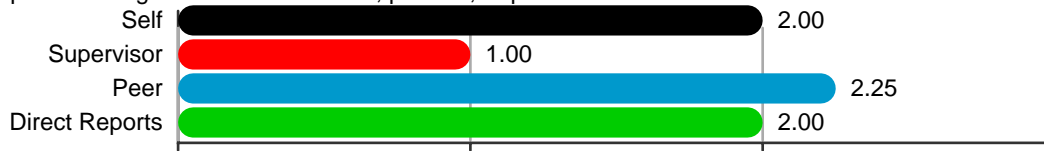
### 11. You identify new opportunities to achieve goals



### 12. You are open to alternative ways to accomplish goals



### 13. You adapt to new organizational structures, policies, or procedures.



### 14. You are willing to try new ideas.



### 15. You work effectively during periods of change.





## Level of Skill

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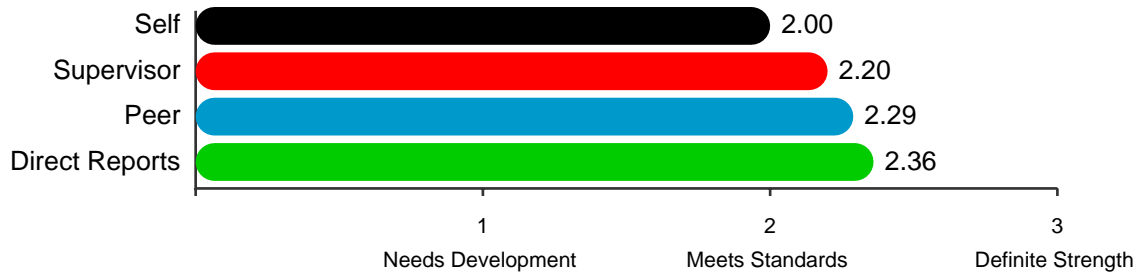
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You identify new opportunities to achieve goals	15	2.33	40.0	7%	53%	40%
12. You are open to alternative ways to accomplish goals	15	2.07	20.0	13%	67%	20%
13. You adapt to new organizational structures, policies, or procedures.	15	2.07	26.7	20%	53%	27%
14. You are willing to try new ideas.	15	2.27	40.0	13%	47%	40%
15. You work effectively during periods of change.	14	2.43	50.0	7%	43%	50%

### Comments:

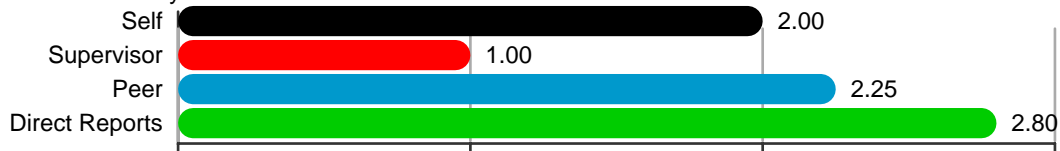
- \_\_\_ exemplifies all of these qualities.
- She also has always been thankful for any help that I have given her.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- \_\_\_ is consistent in her messaging about how we best serve the customers.
- \_\_\_ is incredibly talented and very smart. Her attention to detail is unparalleled.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.

# Emotional Intelligence

## Summary Scores



16. You are able to control your own emotions.



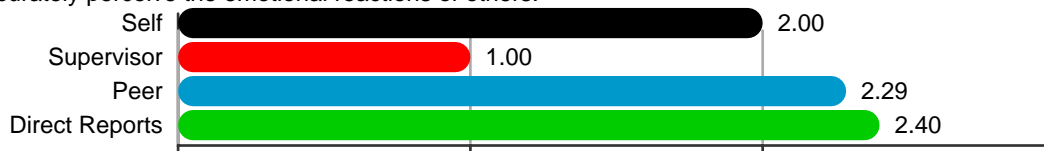
17. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.



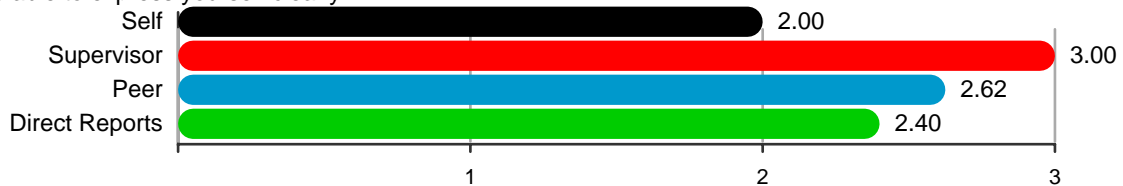
18. You are attentive to emotional cues and interprets others' feelings correctly.



19. You accurately perceive the emotional reactions of others.



20. You are able to express yourself clearly.



## Level of Skill

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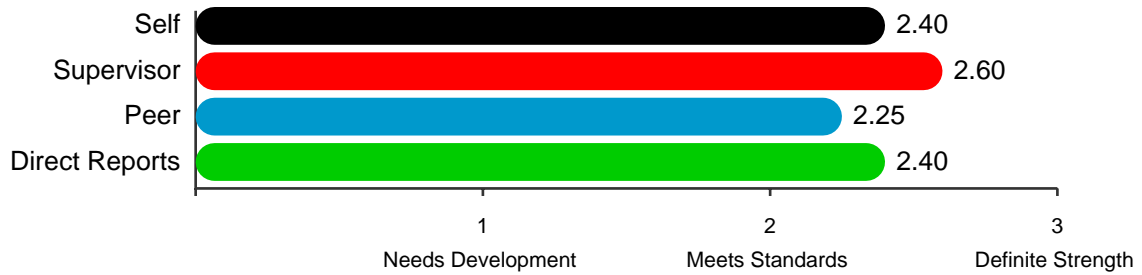
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You are able to control your own emotions.	15	2.33	46.7	13%	40%	47%
17. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.33	40.0	7%	53%	40%
18. You are attentive to emotional cues and interprets others' feelings correctly.	14	2.00	14.3	14%	71%	14%
19. You accurately perceive the emotional reactions of others.	14	2.21	42.9	21%	36%	43%
20. You are able to express yourself clearly.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped \_\_\_ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- \_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- Overall I think she does a great job and she is very approachable.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- She provided coaching and support to improve this individual's performance.
- Again, \_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

# Communication Skills

## Summary Scores



21. You deal with difficult situations calmly and confidently.



22. You communicate effectively with all levels of the organization.



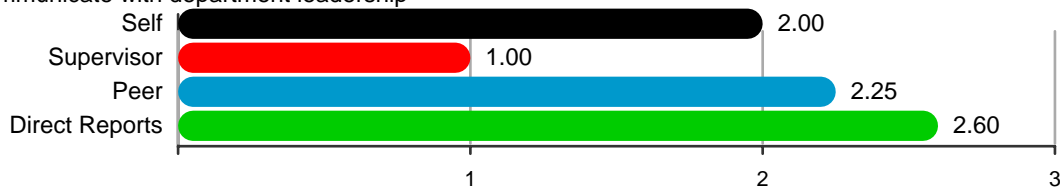
23. You an effective listener who is responsive to information needs.



24. You deliver information in a clear, concise, and logical manner.



25. You communicate with department leadership



## Level of Skill

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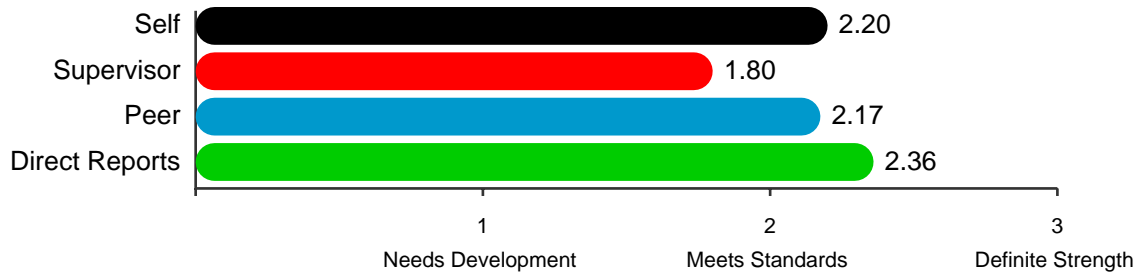
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You deal with difficult situations calmly and confidently.	15	2.60	66.7	7%	27%	67%
22. You communicate effectively with all levels of the organization.	15	2.33	40.0	7%	53%	40%
23. You an effective listener who is responsive to information needs.	15	2.07	20.0	13%	67%	20%
24. You deliver information in a clear, concise, and logical manner.	15	2.40	53.3	13%	33%	53%
25. You communicate with department leadership	15	2.27	53.3	27%	20%	53%

### Comments:

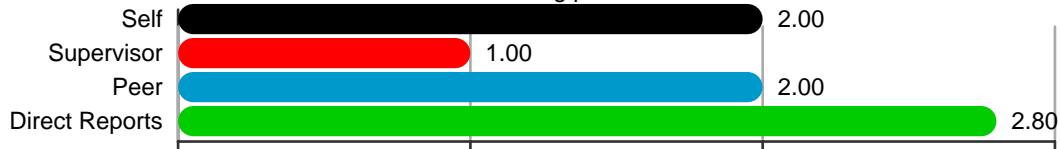
- She has created a highly engaged team and manages a diverse group of individuals very well.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I wish I had 5 more years to learn from \_\_\_\_\_. She teaches me with every interaction.
- Has one of the strongest work ethics I've ever encountered in a team member.
- I believe I need to give her a chance to get into her position.
- Expectations are not always clearly communicated/outlined.

# Persuasion and Influence

## Summary Scores



26. You ensure stakeholders are involved in the decision making process.



27. You persuade others to consider alternative points of view.



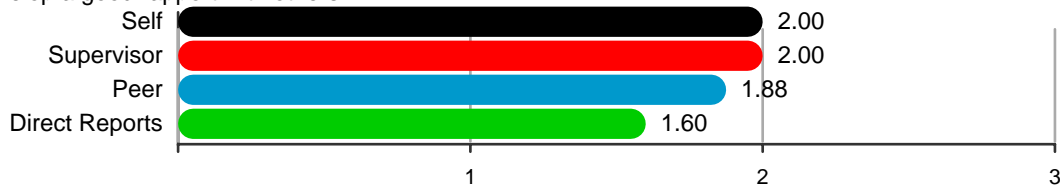
28. You are able to express own goals and needs.



29. You seek to obtain consensus or compromise.



30. You develop a good rapport with others.



## Level of Skill

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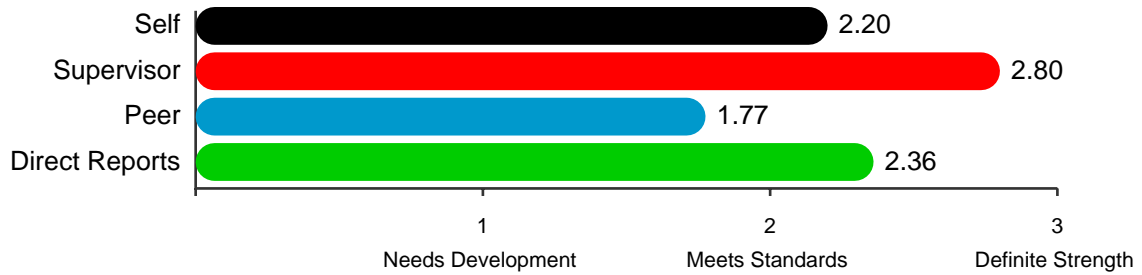
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You ensure stakeholders are involved in the decision making process.	15	2.20	33.3	13%	53%	33%
27. You persuade others to consider alternative points of view.	15	2.00	26.7	27%	47%	27%
28. You are able to express own goals and needs.	15	2.47	53.3	7%	40%	53%
29. You seek to obtain consensus or compromise.	15	2.60	60.0		40%	60%
30. You develop a good rapport with others.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- She does not settle- but will continue a search until the right fit is found.
- \_\_\_ is trusting her team, and expecting high standards of behavior from all employees.
- I do not have knowledge of \_\_\_'s own department and how she hires, assigns, or fits with her team.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.

# Goals

## Summary Scores



### 31. You achieve goals.



### 32. You establish and document goals and objectives.



### 33. You achieve established goals.



### 34. You make sure that team members have a clear idea of our group's goals.



### 35. You set high expectations and goals; encourages others to support 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).

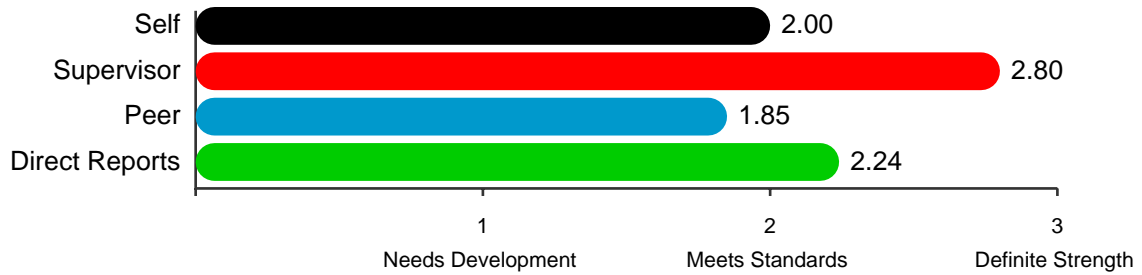
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You achieve goals.	15	2.13	33.3	20%	47%	33%
32. You establish and document goals and objectives.	15	2.13	33.3	20%	47%	33%
33. You achieve established goals.	15	2.07	33.3	27%	40%	33%
34. You make sure that team members have a clear idea of our group's goals.	15	2.13	26.7	13%	60%	27%
35. You set high expectations and goals; encourages others to support the organization.	15	1.87	20.0	33%	47%	20%

### Comments:

- What I like is her standard line what resources do you need from me to make this work?
- \_\_\_ is a strong leader and continues to grow in her role. \_\_\_ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that \_\_\_ does especially well and seems to do with ease are bulleted below.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- Appreciate \_\_\_'s calm approach
- She encourages each staff member to understand each other and to work together in a very positive manner.
- \_\_\_ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.

# Technology Use/Management

## Summary Scores



36. You are proficient in the use of technical systems and processes.



37. You support employee training and development initiatives regarding implementation of technology.



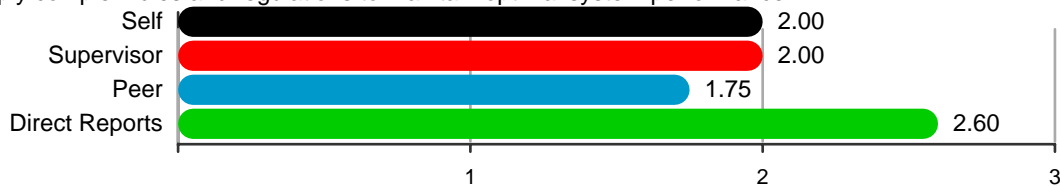
38. You understand and are committed to implementing new technologies.



39. You adopt the implementation of new technology into the workplace.



40. You apply complex rules and regulations to maintain optimal system performance.



## 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).

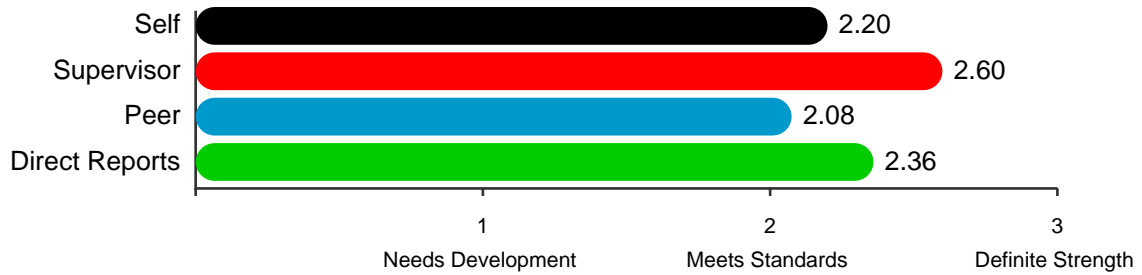
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You are proficient in the use of technical systems and processes.	15	1.87	20.0	33%	47%	20%
37. You support employee training and development initiatives regarding implementation of technology.	15	1.93	13.3	20%	67%	13%
38. You understand and are committed to implementing new technologies.	15	2.07	33.3	27%	40%	33%
39. You adopt the implementation of new technology into the workplace.	15	2.33	33.3		67%	33%
40. You apply complex rules and regulations to maintain optimal system performance.	15	2.07	33.3	27%	40%	33%

### Comments:

- \_\_\_'s department has changed considerably over the last year, yet she still managed to serve her customers.
- I sit back and listen to \_\_\_'s approach and communication skills and love to glean things from her.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- She consistently helps us in problem solving a variety of issues.
- I am having a hard time evaluating the last four. \_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.

# Partnering/Networking

## Summary Scores



41. You promote the understanding of how the department affects the organization overall.



42. You create value within the Company by building networks.



43. You develop a sense of trust in subordinates so they can freely interact and share information with others.



44. You create the conditions for partnerships to grow and develop.



45. You partner with peers to obtain influence within the Company.



## 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).

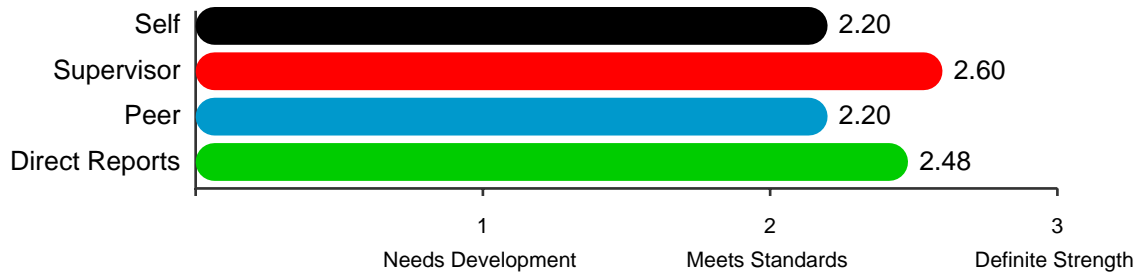
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You promote the understanding of how the department affects the organization overall.	15	2.00	26.7	27%	47%	27%
42. You create value within the Company by building networks.	15	2.13	33.3	20%	47%	33%
43. You develop a sense of trust in subordinates so they can freely interact and share information with others.	15	2.20	40.0	20%	40%	40%
44. You create the conditions for partnerships to grow and develop.	15	2.20	26.7	7%	67%	27%
45. You partner with peers to obtain influence within the Company.	15	2.53	60.0	7%	33%	60%

### Comments:

- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- \_\_\_ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- I think having \_\_\_ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- \_\_\_ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- \_\_\_ is very reliable, respectful and ethical in her leadership.
- She values our feedback and takes our recommendations seriously.

# Teamwork

## Summary Scores



46. You identify and resolves conflicts within the team to increase team effectiveness



47. You recognize and respects the contributions and needs of each individual.



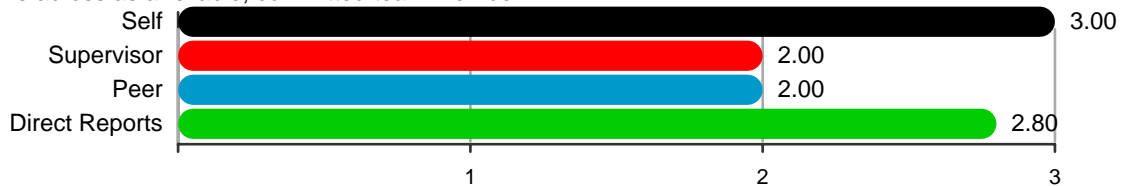
48. You seek and listen to other's contributions



49. You encourage collaboration with other departments.



50. You come across as a reliable, committed team member



## 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
46. You identify and resolves conflicts within the team to increase team effectiveness	15	2.27	26.7		73%	27%
47. You recognize and respects the contributions and needs of each individual.	15	2.13	26.7	13%	60%	27%
48. You seek and listen to other's contributions	15	2.40	40.0		60%	40%
49. You encourage collaboration with other departments.	15	2.47	46.7		53%	47%
50. You come across as a reliable, committed team member	15	2.33	46.7	13%	40%	47%

### Comments:

- Her professionalism is beyond reproach and she is fair and just.
- \_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- She is quick and willing to aid.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

## 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?

- \_\_\_ takes people where they want to go and pushes them to be their own success.
- Improve on providing feedback.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.
- Our department continues to have a very low loss rate.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.

### What do you like best about working with this individual?

- \_\_\_ exemplifies outstanding professionalism.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that \_\_\_'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- She is a great manager and person to work for/with.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- I think \_\_\_ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- \_\_\_ does a great job of ensuring her departments are meeting the needs of the organization and our community.

### What do you like least about working with this individual?

- \_\_\_ is a new manager and it is clear that she wants to do well and engage her team.
- \_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- \_\_\_ has great communication skills and is a dependable member of the team.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- \_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.

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

- \_\_\_ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- Look up collaboration and you'll find \_\_\_'s picture beside the word.
- She has been both a great co-worker and mentor to me.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- Overall I think she does a great job and she is very approachable.
- \_\_\_ could also improve her ability to work with the framework of a team. \_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.



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

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- 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.
- \_\_\_ has excellent communication skills with both staff and her management team.
- \_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_ without her bringing them before the team for discussion.
- \_\_\_ is an outstanding manager.

### Any final comments?

- I feel confident as if she treats us all as equals.
- \_\_\_ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Very much appreciate \_\_\_'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- Knowledge, experience, and the will to help when help is needed.