

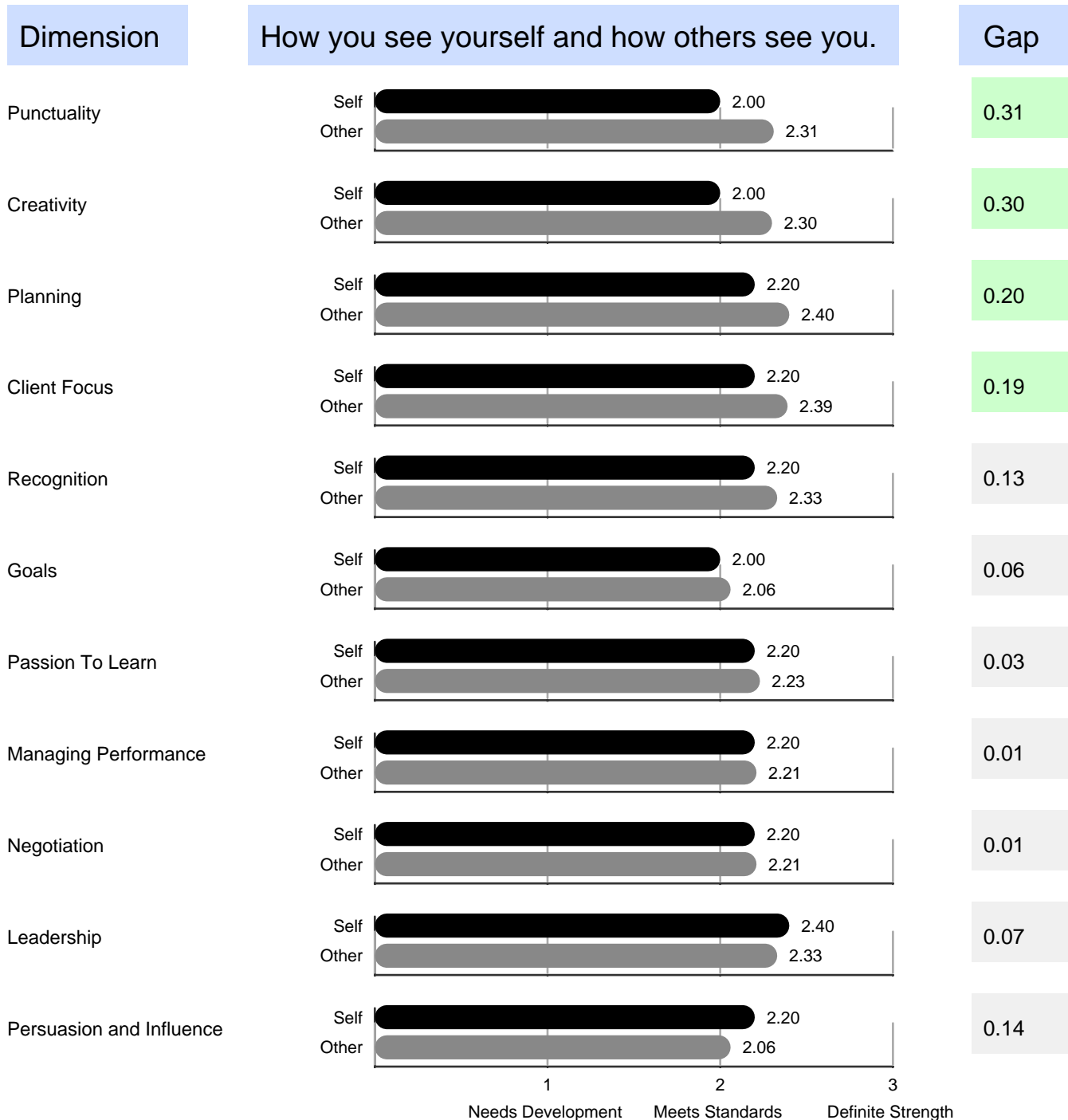


Feedback Results
Your CompanyName Here
2024

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.



Client Focus

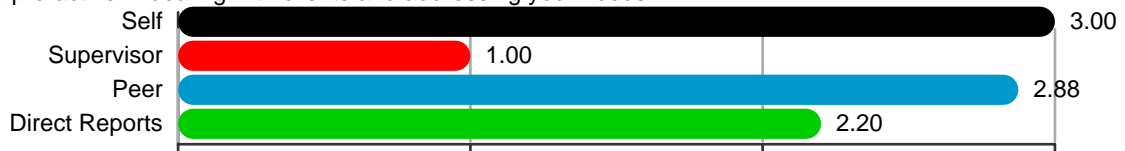
Summary Scores



1. You maintain strong relationships with clients.



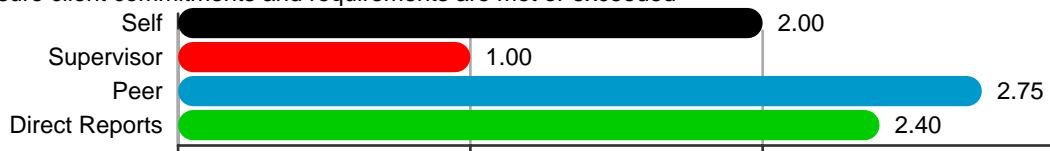
2. You are pro-active in dealing with clients and addressing your needs.



3. You look for opportunities that have a positive impact on Clients.



4. You ensure client commitments and requirements are met or exceeded



5. You satisfy client needs.



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 maintain strong relationships with clients.	15	2.27	33.3	7%	60%	33%
2. You are pro-active in dealing with clients and addressing your needs.	15	2.53	73.3	20%	7%	73%
3. You look for opportunities that have a positive impact on Clients.	15	2.33	40.0	7%	53%	40%
4. You ensure client commitments and requirements are met or exceeded	15	2.47	53.3	7%	40%	53%
5. You satisfy client needs.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- ___ knows her team very well and is gaining the same knowledge in regards to her team
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- ___ always presents herself in the most professional manner.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- The department director should have the authority to lead the team toward the vision laid out by the VP.

Creativity

Summary Scores



6. You conceive, implement and evaluate ideas.



7. You develop solutions to challenging problems.



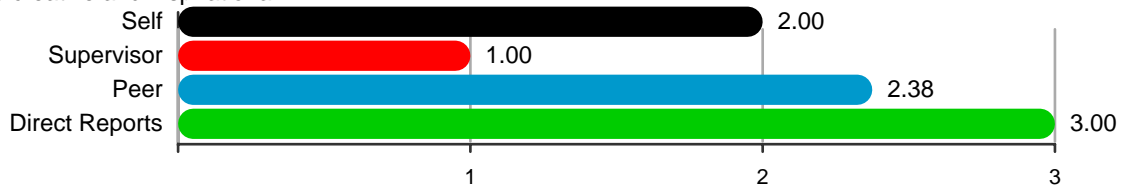
8. You add value to the department/organization.



9. You inspire creativity in your team.



10. You are creative and inspirational.



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
6. You conceive, implement and evaluate ideas.	15	2.13	33.3	20%	47%	33%
7. You develop solutions to challenging problems.	15	2.07	26.7	20%	53%	27%
8. You add value to the department/organization.	15	2.33	40.0	7%	53%	40%
9. You inspire creativity in your team.	15	2.40	53.3	13%	33%	53%
10. You are creative and inspirational.	15	2.47	60.0	13%	27%	60%

Comments:

- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- ___ has been instrumental in the working relationship of our department.
- I am VERY fortunate to be on her team and part of this division.
- 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.
- ___ listens to employees ideas and concerns and address the issues right away.
- She is organized, kind, and extremely approachable.

Passion To Learn

Summary Scores



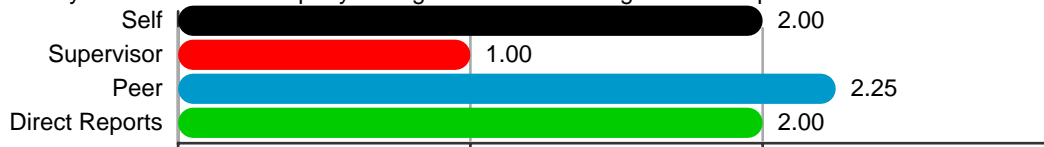
11. You embrace new technology and procedures.



12. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.



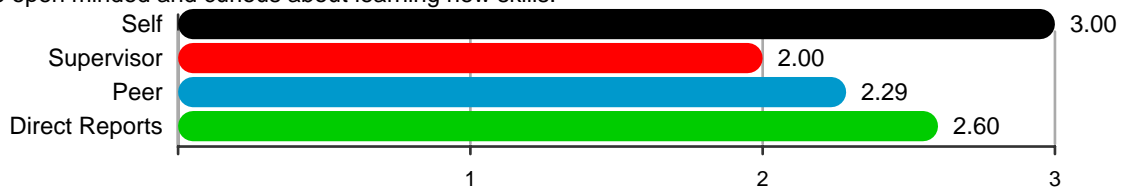
13. You enhance your value to the company through additional training and development.



14. You demonstrate a willingness to participate in continuing education courses.



15. You are open minded and curious about learning new skills.



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
11. You embrace new technology and procedures.	15	2.33	40.0	7%	53%	40%
12. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.	15	2.07	20.0	13%	67%	20%
13. You enhance your value to the company through additional training and development.	15	2.07	26.7	20%	53%	27%
14. You demonstrate a willingness to participate in continuing education courses.	15	2.27	40.0	13%	47%	40%
15. You are open minded and curious about learning new skills.	14	2.43	50.0	7%	43%	50%

Comments:

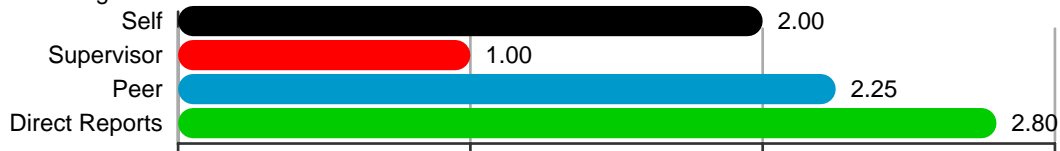
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- One of the main reasons I am here is because of ___.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.

Punctuality

Summary Scores



16. You start meetings on time.



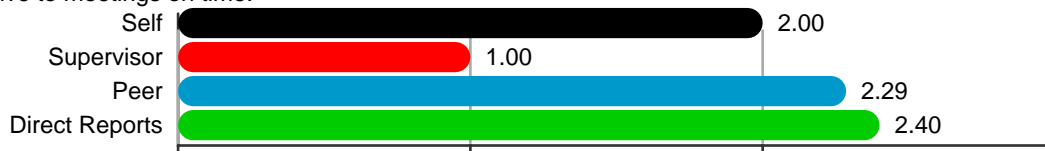
17. You start the workday when scheduled.



18. You maintain an efficient schedule of activities.



19. You arrive to meetings on time.



20. You respond to requests for information in a timely manner.



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
16. You start meetings on time.	15	2.33	46.7	13%	40%	47%
17. You start the workday when scheduled.	15	2.33	40.0	7%	53%	40%
18. You maintain an efficient schedule of activities.	14	2.00	14.3	14%	71%	14%
19. You arrive to meetings on time.	14	2.21	42.9	21%	36%	43%
20. You respond to requests for information in a timely manner.	15	2.53	60.0	7%	33%	60%

Comments:

- She is a great leader.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- I appreciate her perspective and guidance on a variety of things.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- 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.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.

Leadership

Summary Scores



21. You set specific, measurable, and challenging goals.



22. You motivate others to reach and exceed organizational goals and objectives.



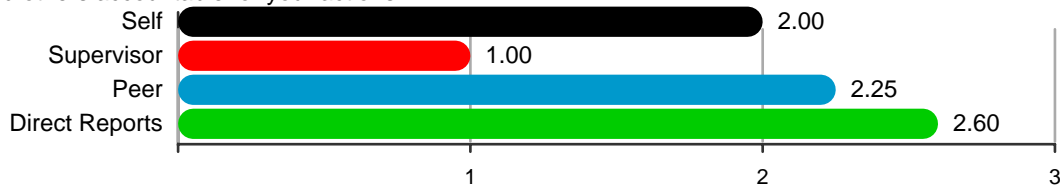
23. You give direct, constructive, and actionable feedback.



24. You motivate and challenges employees to attain a shared vision.



25. You hold others accountable for your actions.



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
21. You set specific, measurable, and challenging goals.	15	2.60	66.7	7%	27%	67%
22. You motivate others to reach and exceed organizational goals and objectives.	15	2.33	40.0	7%	53%	40%
23. You give direct, constructive, and actionable feedback.	15	2.07	20.0	13%	67%	20%
24. You motivate and challenges employees to attain a shared vision.	15	2.40	53.3	13%	33%	53%
25. You hold others accountable for your actions.	15	2.27	53.3	27%	20%	53%

Comments:

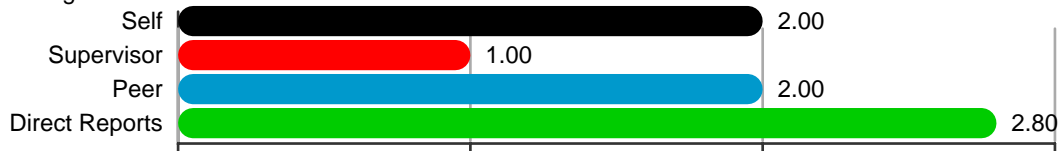
- Seek feedback from everyone at least once a month to assist in growing relationship.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- She has an innate ability to match assigned roles with individual strengths.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- 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.

Managing Performance

Summary Scores



26. You address grievances sooner rather than later.



27. You ensure employees understand the goals of the organization/department.



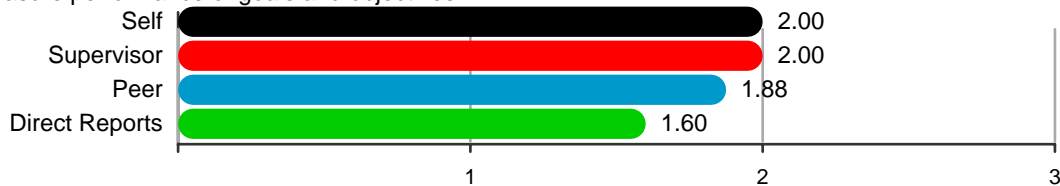
28. You set long and short term goals.



29. You review job performance shortly after completion of tasks.



30. You measure performance of goals and objectives.



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
26. You address grievances sooner rather than later.	15	2.20	33.3	13%	53%	33%
27. You ensure employees understand the goals of the organization/department.	15	2.00	26.7	27%	47%	27%
28. You set long and short term goals.	15	2.47	53.3	7%	40%	53%
29. You review job performance shortly after completion of tasks.	15	2.60	60.0		40%	60%
30. You measure performance of goals and objectives.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- ___ has improved with her follow-up assignments from meetings.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.

Persuasion and Influence

Summary Scores



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



32. You attempt to persuade others rather than simply control them.



33. You develop a good rapport with others.



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



35. You understand what others need.



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 ensure stakeholders are involved in the decision making process.	15	2.13	33.3	20%	47%	33%
32. You attempt to persuade others rather than simply control them.	15	2.13	33.3	20%	47%	33%
33. You develop a good rapport with others.	15	2.07	33.3	27%	40%	33%
34. You persuade others to consider alternative points of view.	15	2.13	26.7	13%	60%	27%
35. You understand what others need.	15	1.87	20.0	33%	47%	20%

Comments:

- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- ___ is an intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.

Goals

Summary Scores



36. You set high expectations and goals; encourages others to support the organization.



37. You conduct timely follow-up; keeps others informed on a need to know basis.



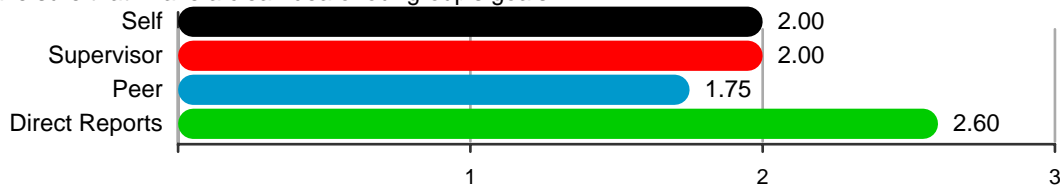
38. You achieve established goals.



39. You set challenging stretch goals



40. You make sure that I have a clear idea of our group's goals.



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 set high expectations and goals; encourages others to support the organization.	15	1.87	20.0	33%	47%	20%
37. You conduct timely follow-up; keeps others informed on a need to know basis.	15	1.93	13.3	20%	67%	13%
38. You achieve established goals.	15	2.07	33.3	27%	40%	33%
39. You set challenging stretch goals	15	2.33	33.3		67%	33%
40. You make sure that I have a clear idea of our group's goals.	15	2.07	33.3	27%	40%	33%

Comments:

- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- She has grown as a manager in the last few months and it shows.
- Uses visual aids to communicate progress to your team.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- Is empathetic, understanding, and dependable.

Negotiation

Summary Scores



41. You are able to say "no" when it is essential to maintaining quality and high standards.



42. You establish good working relationships with others.



43. You identify verbal and nonverbal cues to help interpret actions and messages.



44. You actively listen to conversations to be able to recall important details later.



45. You influence others through rational argument and persuasion.



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 are able to say "no" when it is essential to maintaining quality and high standards.	15	2.00	26.7	27%	47%	27%
42. You establish good working relationships with others.	15	2.13	33.3	20%	47%	33%
43. You identify verbal and nonverbal cues to help interpret actions and messages.	15	2.20	40.0	20%	40%	40%
44. You actively listen to conversations to be able to recall important details later.	15	2.20	26.7	7%	67%	27%
45. You influence others through rational argument and persuasion.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.

Recognition

Summary Scores



46. You find opportunities to recognize others.



47. You compliment other people when they do good work



48. You recognize the abilities and skills of self and others



49. You readily share credit and gives others opportunity for visibility.



50. You reinforce and reward employees for accomplishing necessary goals.



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).

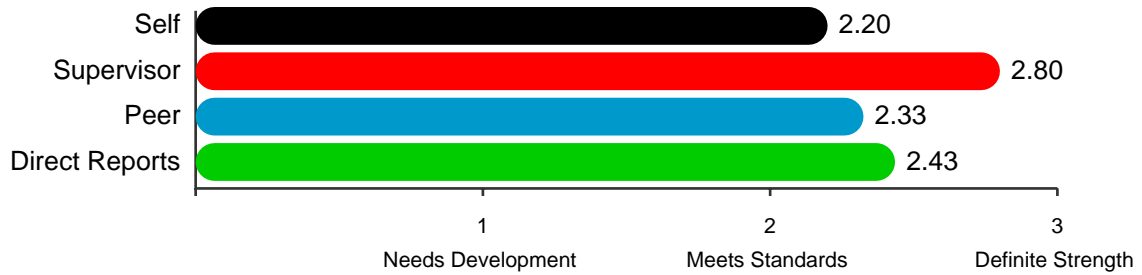
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You find opportunities to recognize others.	15	2.27	26.7		73%	27%
47. You compliment other people when they do good work	15	2.13	26.7	13%	60%	27%
48. You recognize the abilities and skills of self and others	15	2.40	40.0		60%	40%
49. You readily share credit and gives others opportunity for visibility.	15	2.47	46.7		53%	47%
50. You reinforce and reward employees for accomplishing necessary goals.	15	2.33	46.7	13%	40%	47%

Comments:

- Always has a positive, cheerful, and strong attitude.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- ___ always remembers the customer is at the center of what we do.
- She can fall behind on projects without providing timely feedback.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- She is a real advocate for the customers. Excellent department and computer skills

Planning

Summary Scores



51. You are able to look ahead (beyond the present) when addressing the work/needs of the department.



52. You anticipate obstacles and ways to overcome them.



53. You are able to identify the needs of the department before a major change.



54. You make plans and follows through.



55. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.



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
51. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	14	2.21	28.6	7%	64%	29%
52. You anticipate obstacles and ways to overcome them.	14	2.29	42.9	14%	43%	43%
53. You are able to identify the needs of the department before a major change.	15	2.53	53.3		47%	53%
54. You make plans and follows through.	15	2.47	46.7		53%	47%
55. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	15	2.40	40.0		60%	40%

Comments:

- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- She encourages teammates more as a peer than a coach.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- ___ is very good at reading people which enables her to respond quickly and appropriately.

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?

- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.

What do you like best about working with this individual?

- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- ___ has also come down to help our department when we have been very busy and needed help.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

What do you like least about working with this individual?

- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- I find her to be a stellar asset to our team at [CompanyName].
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- She interacts effectively with our most difficult customers.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

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

- ___ has done a great job of continuing to grow and refine the service lines.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- We are lucky to have her here at [CompanyName].
- ___ 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.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.

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

- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- ___ has a good perspective on the organization as a whole.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- Provide and solicit more frequent feedback.

Any final comments?

- 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.
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.
- 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.
- ___ has a good perspective on the organization as a whole.
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.