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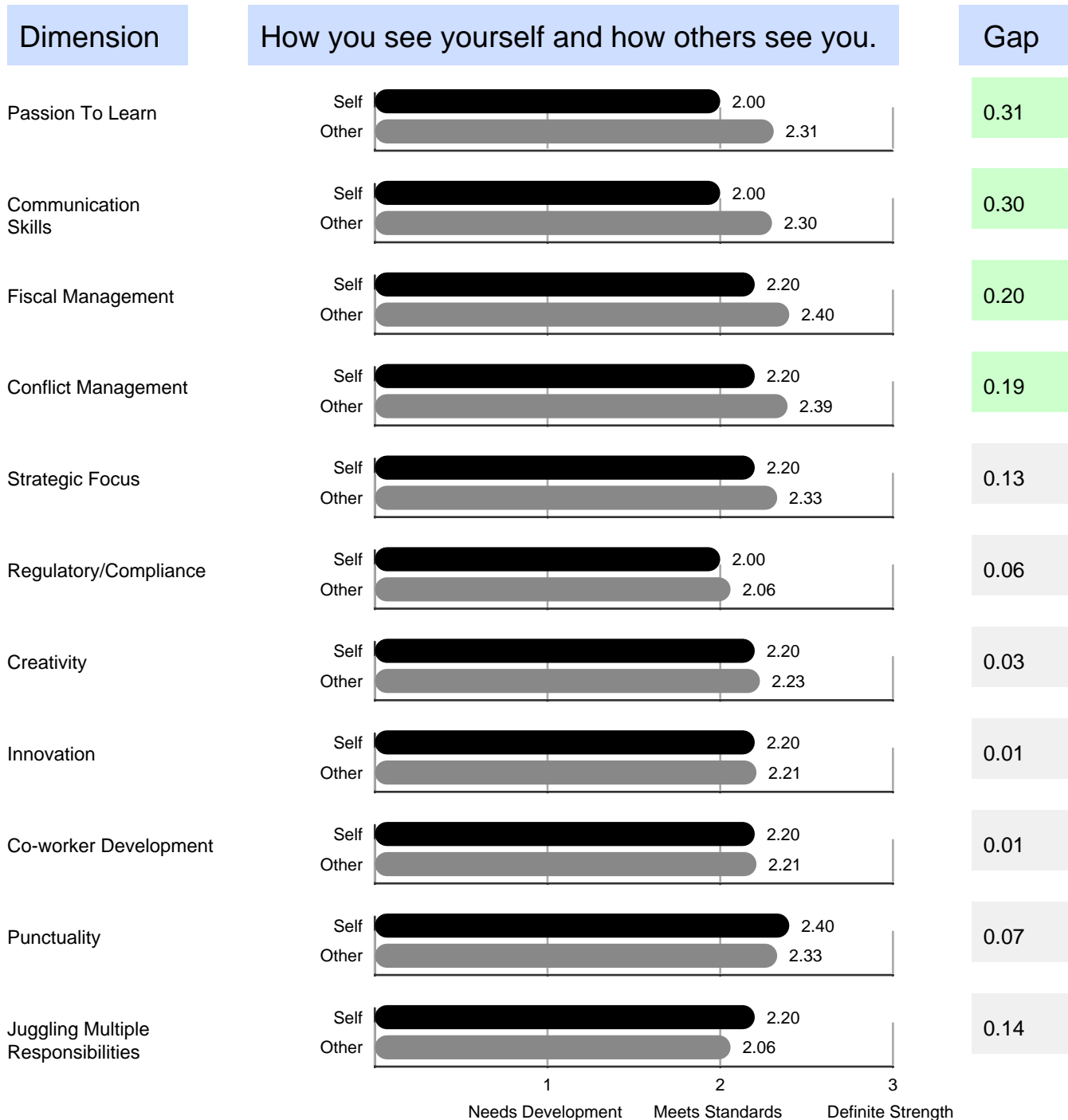
Feedback Results  
Your CompanyName Here  
2024

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.



# Conflict Management

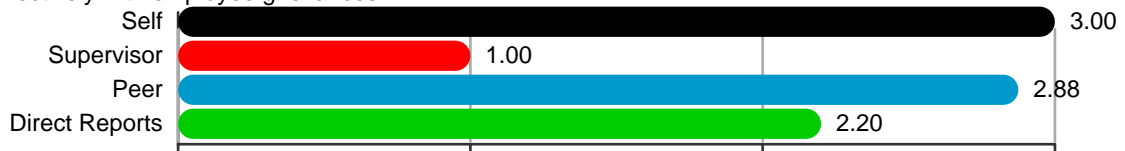
## Summary Scores



### 1. Clearly expresses expectations to others.



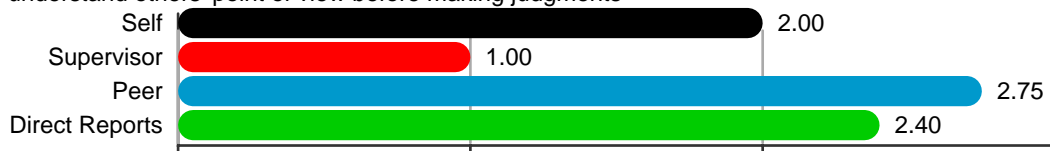
### 2. Deals effectively with employee grievances.



### 3. Assists team members by helping them see the other point of view.



### 4. Tries to understand others' point of view before making judgments



### 5. Discusses conflict situations with supervisor.



## 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).

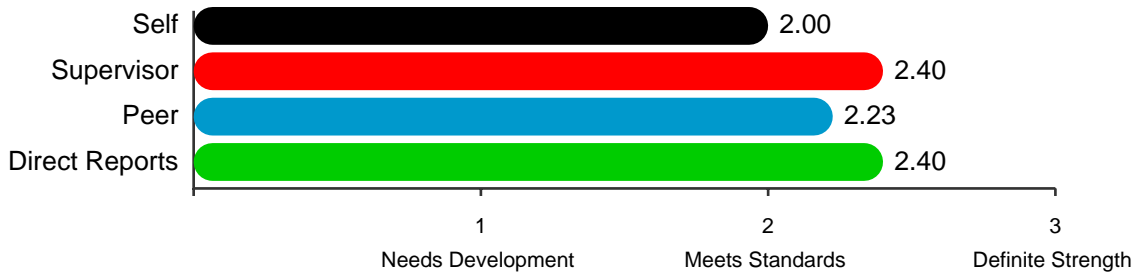
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Clearly expresses expectations to others.	15	2.27	33.3	7%	60%	33%
2. Deals effectively with employee grievances.	15	2.53	73.3	20%	7%	73%
3. Assists team members by helping them see the other point of view.	15	2.33	40.0	7%	53%	40%
4. Tries to understand others' point of view before making judgments	15	2.47	53.3	7%	40%	53%
5. Discusses conflict situations with supervisor.	15	2.27	40.0	13%	47%	40%

### Comments:

- She looks at problems in a systematic way and asks for input prior to making decisions.
- \_\_\_ 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.
- \_\_\_ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- I enjoyed working with \_\_\_ on the project and thought that the Rx team involves were strong partners.
- I really enjoy working with \_\_\_ and I respect her as a leader and role model.
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.

# Communication Skills

## Summary Scores



### 6. Listens to others' points of view with an open mind



### 7. Asks follow-up questions as needed.



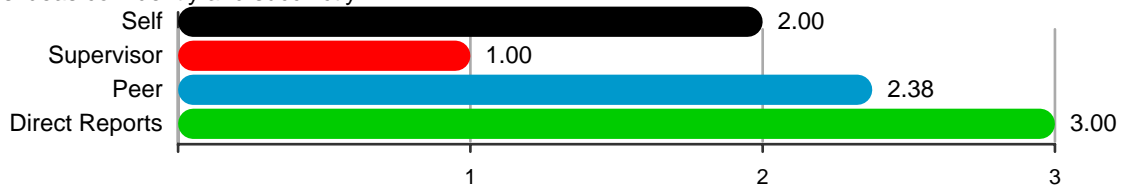
### 8. Deals with difficult situations calmly and confidently.



### 9. An effective listener who is responsive to information needs.



### 10. Conveys ideas confidently and succinctly.



## 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. Listens to others' points of view with an open mind	15	2.13	33.3	20%	47%	33%
7. Asks follow-up questions as needed.	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. An effective listener who is responsive to information needs.	15	2.40	53.3	13%	33%	53%
10. Conveys ideas confidently and succinctly.	15	2.47	60.0	13%	27%	60%

### Comments:

- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- I have found that \_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- \_\_\_ is a great team player with an employee safety and satisfaction focus.
- She is committed to modeling anything that she would like to see implemented in our work environment.

# Creativity

## Summary Scores



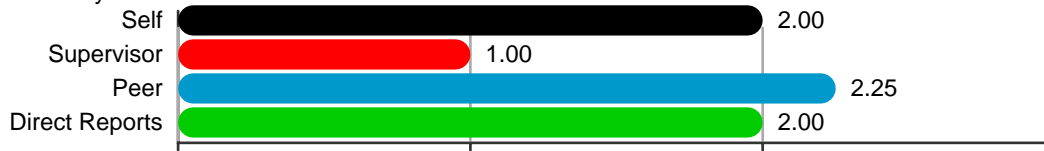
### 11. Conceives, implements and evaluates ideas.



### 12. Is creative.



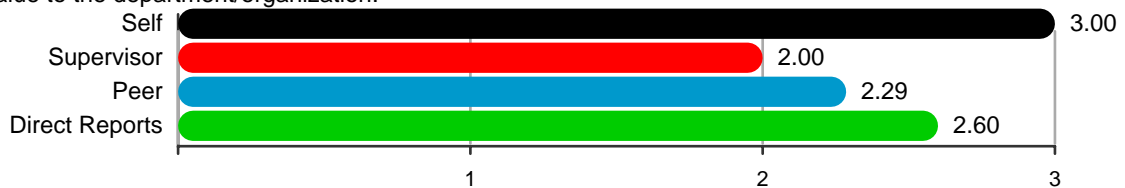
### 13. Inspires creativity in their team.



### 14. Is creative and inspirational.



### 15. Adds value to the department/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
11. Conceives, implements and evaluates ideas.	15	2.33	40.0	7%	53%	40%
12. Is creative.	15	2.07	20.0	13%	67%	20%
13. Inspires creativity in their team.	15	2.07	26.7	20%	53%	27%
14. Is creative and inspirational.	15	2.27	40.0	13%	47%	40%
15. Adds value to the department/organization.	14	2.43	50.0	7%	43%	50%

### Comments:

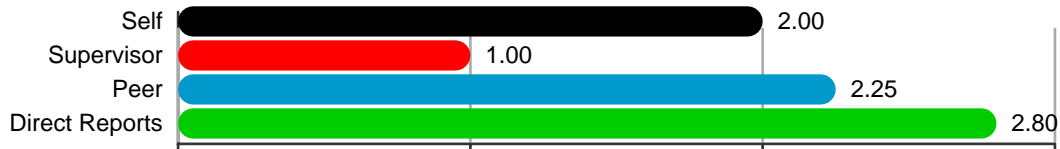
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- She is trustworthy, dependable, positive attitude, and team focused.
- \_\_\_ is a great role model and leader. Others could learn from her style.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

# Passion To Learn

## Summary Scores



16. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



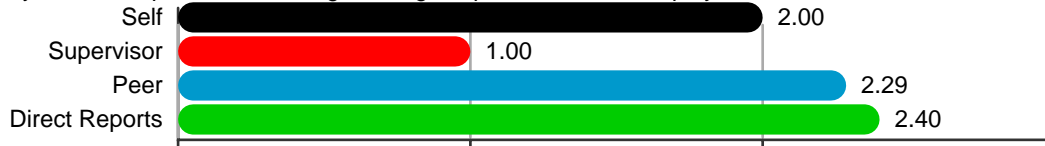
17. Stays up-to-date on emerging technologies.



18. Inspires others to learn new things.



19. Constantly enhances product knowledge through experimentation and play.



20. Takes advantage of training opportunities when they arise.



## 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. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	2.33	46.7	13%	40%	47%
17. Stays up-to-date on emerging technologies.	15	2.33	40.0	7%	53%	40%
18. Inspires others to learn new things.	14	2.00	14.3	14%	71%	14%
19. Constantly enhances product knowledge through experimentation and play.	14	2.21	42.9	21%	36%	43%
20. Takes advantage of training opportunities when they arise.	15	2.53	60.0	7%	33%	60%

### Comments:

- She is such a model for leaders throughout our organization.
- I feel as though \_\_\_ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- Again, \_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- She's a good and reliable team member.
- She is very customer focused and this reflects in her division leadership and performance.
- She is very professional and caring in her job

# Punctuality

## Summary Scores



21. Invoices clients on a timely basis.



22. Avoids making personal phone calls during working hours.



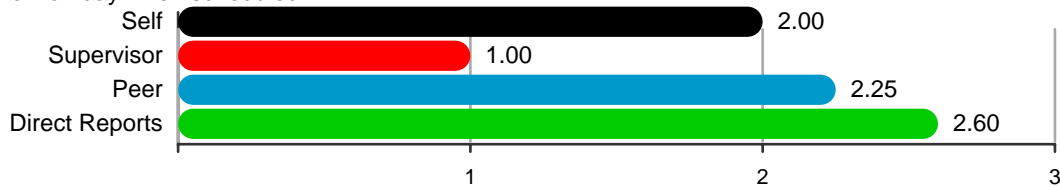
23. Arrives to meetings on time.



24. Responds to requests for information in a timely manner.



25. Starts the workday when scheduled.



## 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. Invoices clients on a timely basis.	15	2.60	66.7	7%	27%	67%
22. Avoids making personal phone calls during working hours.	15	2.33	40.0	7%	53%	40%
23. Arrives to meetings on time.	15	2.07	20.0	13%	67%	20%
24. Responds to requests for information in a timely manner.	15	2.40	53.3	13%	33%	53%
25. Starts the workday when scheduled.	15	2.27	53.3	27%	20%	53%

### Comments:

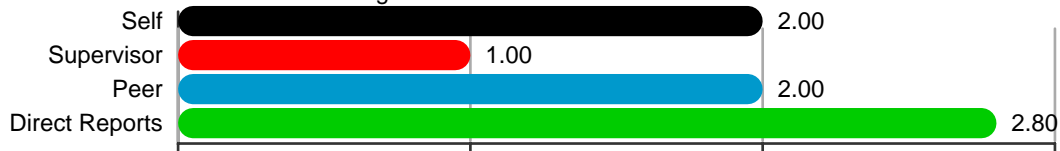
- \_\_\_ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- Job performance is excellent. Lucky to have \_\_\_ on our team.
- She will sit down with all parties involved before she makes a decision.
- Would like to see \_\_\_ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- \_\_\_ has excellent communication skills.

# Innovation

## Summary Scores



### 26. Creates a safe environment for idea-sharing.



### 27. Searches for opportunities and innovative ways to improve the organization.



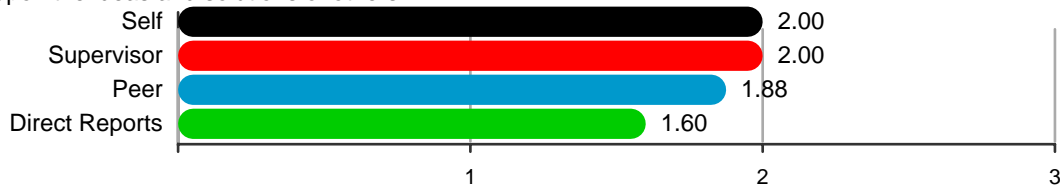
### 28. Takes risks to advance important ideas.



### 29. Implements best practices within the department.



### 30. Builds upon the ideas and solutions of others.



## 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. Creates a safe environment for idea-sharing.	15	2.20	33.3	13%	53%	33%
27. Searches for opportunities and innovative ways to improve the organization.	15	2.00	26.7	27%	47%	27%
28. Takes risks to advance important ideas.	15	2.47	53.3	7%	40%	53%
29. Implements best practices within the department.	15	2.60	60.0		40%	60%
30. Builds upon the ideas and solutions of others.	15	1.80	13.3	33%	53%	13%

### Comments:

- Outstanding leader.
- \_\_\_ 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.
- 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.
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- One of the things that I most appreciate about \_\_\_ is her willingness to mentor and grow new talent.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.

# Juggling Multiple Responsibilities

## Summary Scores



31. Assesses current capabilities before committing to new requests from customers.



32. Is aware of the deadlines for specific tasks/assignments.



33. Builds in extra time in the schedule for unplanned events/occurrences.



34. Keeps track of multiple assignments and deadlines.



35. Ranks the importance of tasks to make sure critical tasks are completed first.





## 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. Assesses current capabilities before committing to new requests from customers.	15	2.13	33.3	20%	47%	33%
32. Is aware of the deadlines for specific tasks/assignments.	15	2.13	33.3	20%	47%	33%
33. Builds in extra time in the schedule for unplanned events/occurrences.	15	2.07	33.3	27%	40%	33%
34. Keeps track of multiple assignments and deadlines.	15	2.13	26.7	13%	60%	27%
35. Ranks the importance of tasks to make sure critical tasks are completed first.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_ 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.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- She is an outstanding manager.
- She has been a great addition to the company.
- \_\_\_ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, \_\_\_ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.

# Regulatory/Compliance

## Summary Scores



36. Creates documents and reports as needed to maintain compliance with regulations.



37. Follows all safety regulations and procedures.



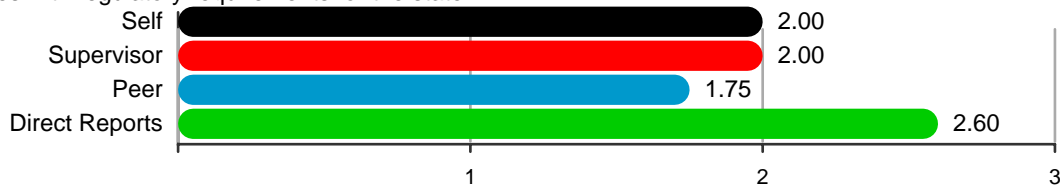
38. Creates and maintains necessary regulatory documentation.



39. Provides documents and reports as needed to maintain compliance with laws.



40. Complies with regulatory requirements for the state.



## 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. Creates documents and reports as needed to maintain compliance with regulations.	15	1.87	20.0	33%	47%	20%
37. Follows all safety regulations and procedures.	15	1.93	13.3	20%	67%	13%
38. Creates and maintains necessary regulatory documentation.	15	2.07	33.3	27%	40%	33%
39. Provides documents and reports as needed to maintain compliance with laws.	15	2.33	33.3		67%	33%
40. Complies with regulatory requirements for the state.	15	2.07	33.3	27%	40%	33%

### Comments:

- Positive energy and a team player.
- \_\_\_ provides opportunities for her staff to grow professionally and encourages them.
- \_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- 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.
- Provide regular updates on the progress of work/tasks/projects.
- 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.

# Co-worker Development

## Summary Scores



### 41. Sets and clearly communicates expectations, performance goals, and measurements to others



### 42. Takes immediate action on poor performance



### 43. Gives others development opportunities through project assignments and increased job responsibilities



### 44. Works to identify root causes of performance problems



### 45. Adapts coaching and mentoring approach to meet the style or needs of individuals



## 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. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.00	26.7	27%	47%	27%
42. Takes immediate action on poor performance	15	2.13	33.3	20%	47%	33%
43. Gives others development opportunities through project assignments and increased job responsibilities	15	2.20	40.0	20%	40%	40%
44. Works to identify root causes of performance problems	15	2.20	26.7	7%	67%	27%
45. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.53	60.0	7%	33%	60%

### Comments:

- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- The department is lucky to have her.
- In her role as a director, I have seen \_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Is extremely knowledgeable and is always continuing her education to stay up to date.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (\_\_\_) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- \_\_\_ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.

# Strategic Focus

## Summary Scores



46. Looks for opportunities to enhance contributions to the bottom line.



47. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



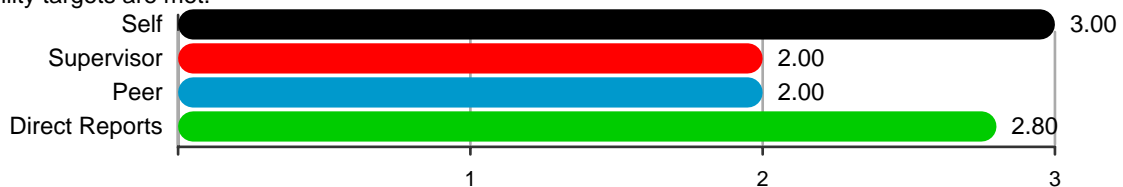
48. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



49. Understands their role within the organization.



50. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



## 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).

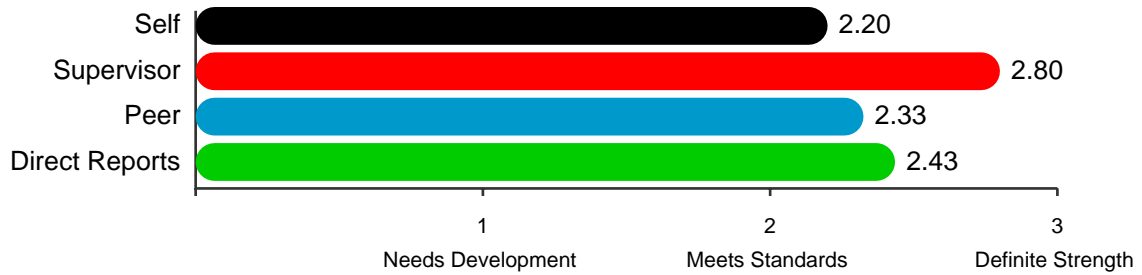
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Looks for opportunities to enhance contributions to the bottom line.	15	2.27	26.7		73%	27%
47. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.13	26.7	13%	60%	27%
48. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.40	40.0		60%	40%
49. Understands their role within the organization.	15	2.47	46.7		53%	47%
50. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- We are striving to meet best practice standards.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- I feel as though \_\_\_ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- \_\_\_ is a great leader and is committed to her role here at [CompanyName]!
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.

# Fiscal Management

## Summary Scores



### 51. Ensures others follow the correct rules and regulations on fiscal matters.



### 52. Monitors spending.



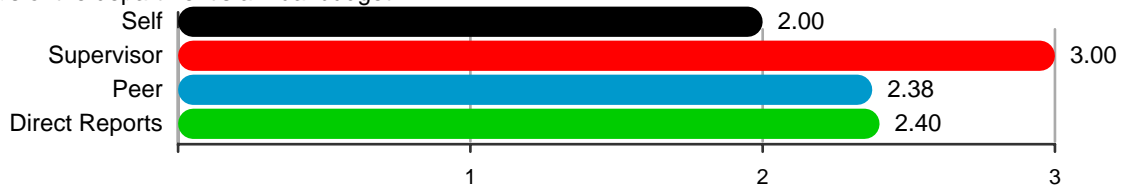
### 53. Develops budgets and plans for various programs and initiatives.



### 54. Effective in using Company's resources.



### 55. Develops of the department's annual budget.





## 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. Ensures others follow the correct rules and regulations on fiscal matters.	14	2.21	28.6	7%	64%	29%
52. Monitors spending.	14	2.29	42.9	14%	43%	43%
53. Develops budgets and plans for various programs and initiatives.	15	2.53	53.3		47%	53%
54. Effective in using Company's resources.	15	2.47	46.7		53%	47%
55. Develops of the department's annual budget.	15	2.40	40.0		60%	40%

### Comments:

- Manager engages in all categories described above as marked.
- When issues or questions are raised in the department, \_\_\_ follows thru to address them in a timely manner.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_ surpasses anyone I met before.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- She is a great teammate.

## 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?

- Whenever \_\_\_ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_ was there). She also participated in interviews within my department and was a valuable member.
- \_\_\_ does a great job in supporting and engaging all of her employees.
- Is viewed by many as a strong organizational resource.
- \_\_\_ is very visible on the unit. Spending many hours with staff.
- I wish I had 5 more years to learn from \_\_\_. She teaches me with every interaction.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.

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

- An all around great person who is smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- \_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- \_\_\_ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- \_\_\_ has improved on her quick assessment of situations and as a result it has helped me improve also
- Need to take in all opinions, not just those of employees who are not always truthful....
- One of the things that I most appreciate about \_\_\_ is her willingness to mentor and grow new talent.

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

- She communicates well to all staff and we know what is expected of us.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- \_\_\_ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- \_\_\_ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- She has grown as a manager in the last few months and it shows.
- Employees were not encouraged to do anything besides come to work.

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

- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- Demonstrates a focus on the business goals through task prioritization.
- \_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- \_\_\_ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- \_\_\_ is a very effective leader and excellent communicator.
- I have only worked under \_\_\_ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.

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

- I admire \_\_\_ for her vision and ability to think outside the box to better meet our organization's needs.
- I have found \_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- What I like is her standard line what resources do you need from me to make this work?
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- Is dedicated, selfless, trustworthy and focused on the big picture.

### Any final comments?

- Communication to staff has greatly improved.
- \_\_\_ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- She is a very diligent hard worker.
- \_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- \_\_\_ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.