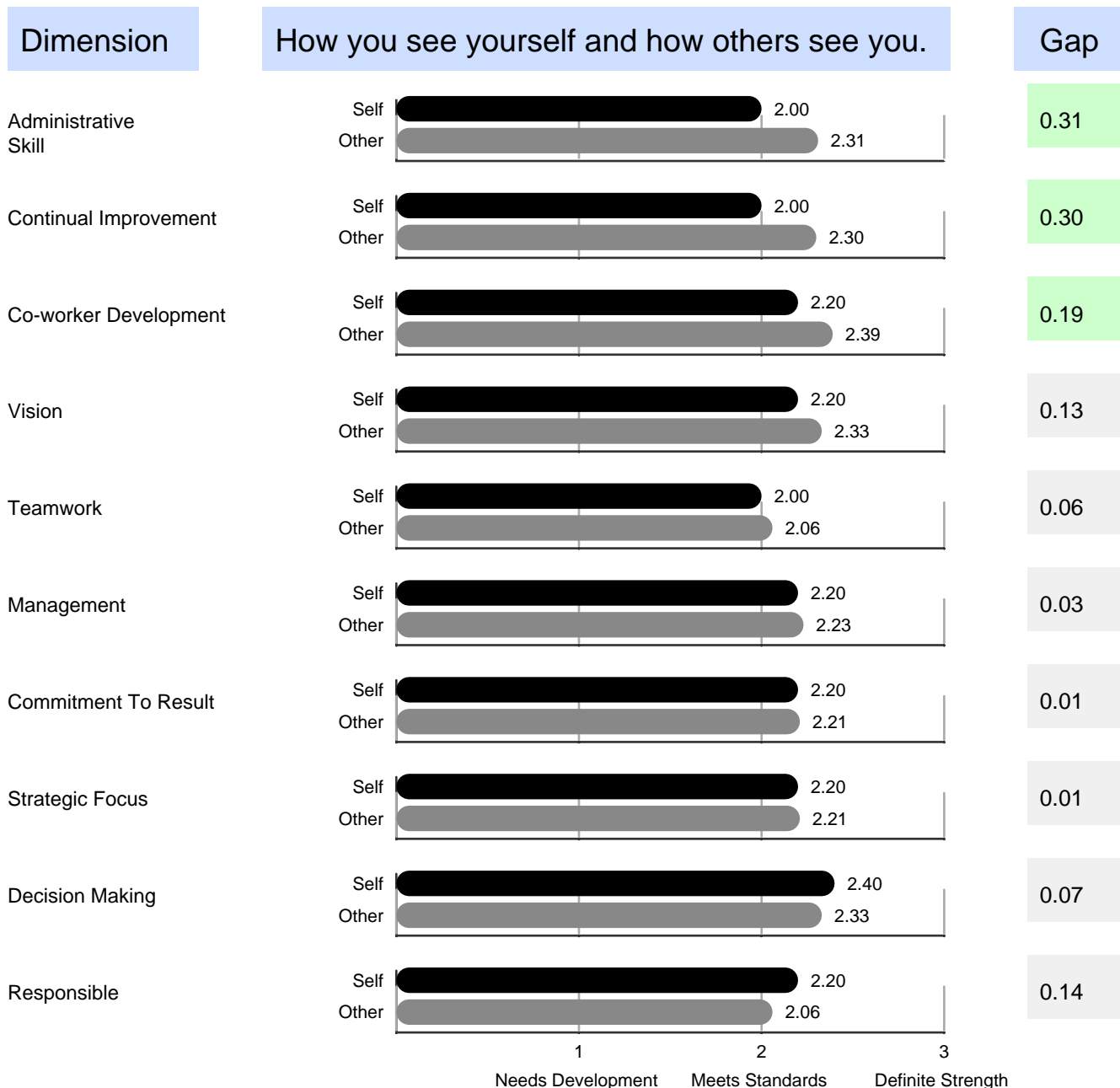


Feedback Results
Your CompanyName Here
2024

Sample Employee

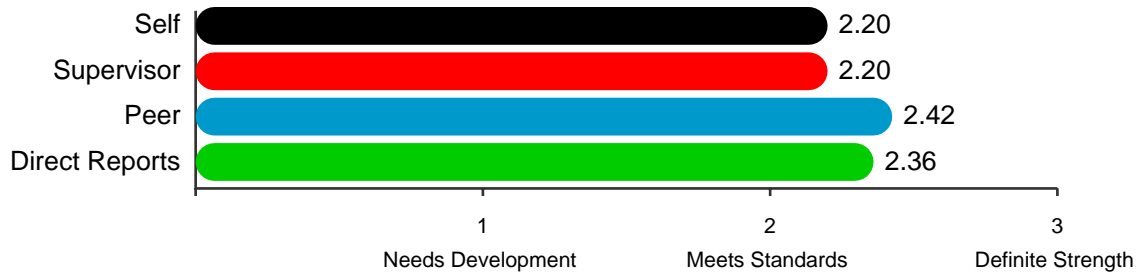
Gap Analysis

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.



Co-worker Development

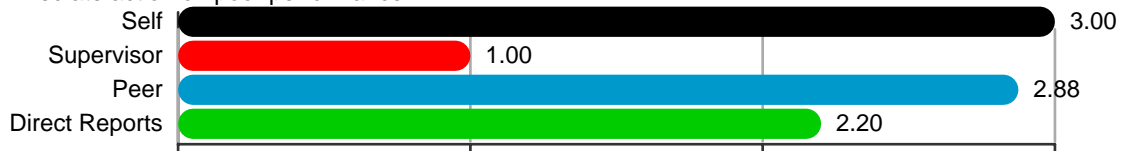
Summary Scores



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



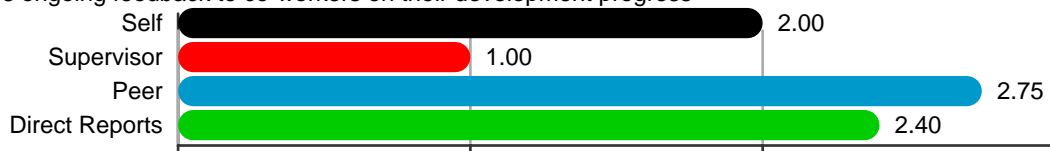
2. Takes immediate action on poor performance



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



4. Provides ongoing feedback to co-workers on their development progress



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



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).

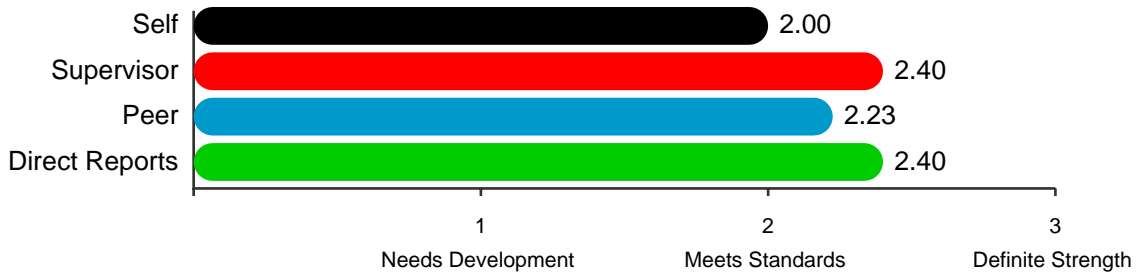
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.27	33.3	7%	60%	33%
2. Takes immediate action on poor performance	15	2.53	73.3	20%	7%	73%
3. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.33	40.0	7%	53%	40%
4. Provides ongoing feedback to co-workers on their development progress	15	2.47	53.3	7%	40%	53%
5. Gives others development opportunities through project assignments and increased job responsibilities	15	2.27	40.0	13%	47%	40%

Comments:

- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.

Continual Improvement

Summary Scores



6. Looks for ways to improve work processes and procedures.



7. Looks for ways to expand current job responsibilities.



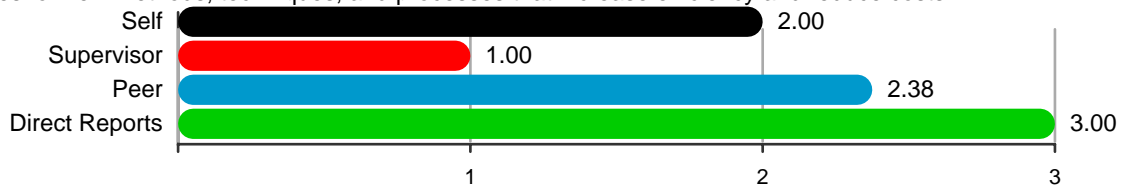
8. Open to the suggestions from others.



9. Promotes training and development opportunities to enhance job performance.



10. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



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).

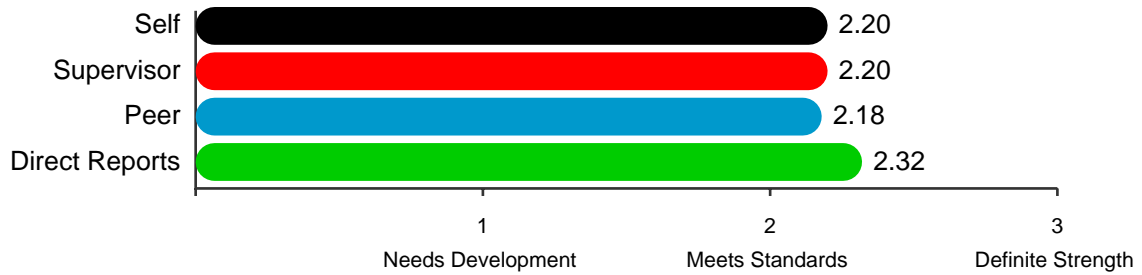
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Looks for ways to improve work processes and procedures.	15	2.13	33.3	20%	47%	33%
7. Looks for ways to expand current job responsibilities.	15	2.07	26.7	20%	53%	27%
8. Open to the suggestions from others.	15	2.33	40.0	7%	53%	40%
9. Promotes training and development opportunities to enhance job performance.	15	2.40	53.3	13%	33%	53%
10. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.47	60.0	13%	27%	60%

Comments:

- Has good intentions, but follow through needs more work.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- Willingness to pitch in, desire to grow, and a great attitude.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- ___ 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.

Management

Summary Scores



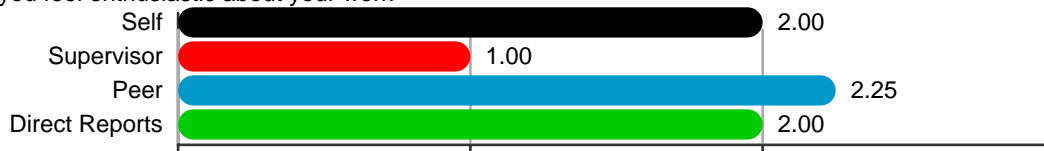
11. Is ready to offer help



12. Sets an example for others to follow



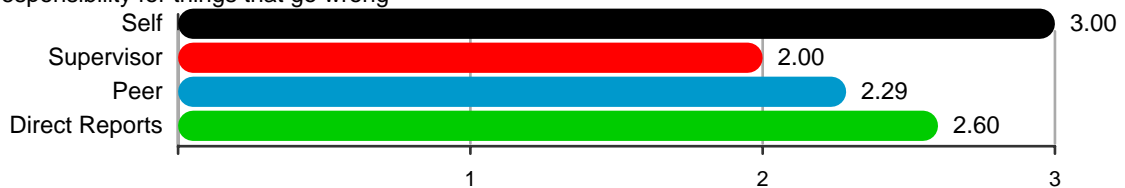
13. Makes you feel enthusiastic about your work



14. Keep staff informed about what is happening in the company



15. Takes responsibility for things that go wrong



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).

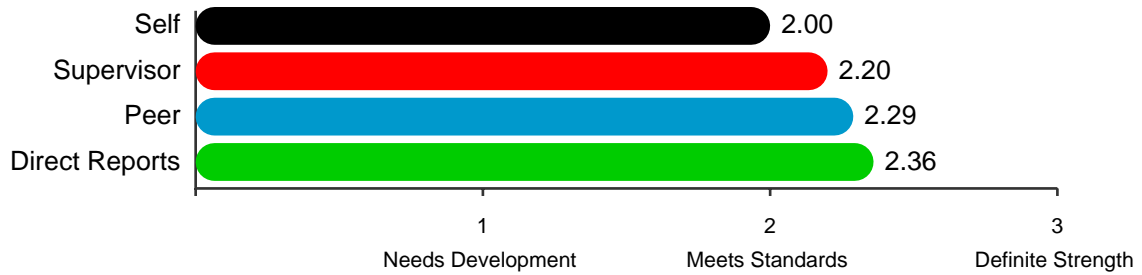
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Is ready to offer help	15	2.33	40.0	7%	53%	40%
12. Sets an example for others to follow	15	2.07	20.0	13%	67%	20%
13. Makes you feel enthusiastic about your work	15	2.07	26.7	20%	53%	27%
14. Keep staff informed about what is happening in the company	15	2.27	40.0	13%	47%	40%
15. Takes responsibility for things that go wrong	14	2.43	50.0	7%	43%	50%

Comments:

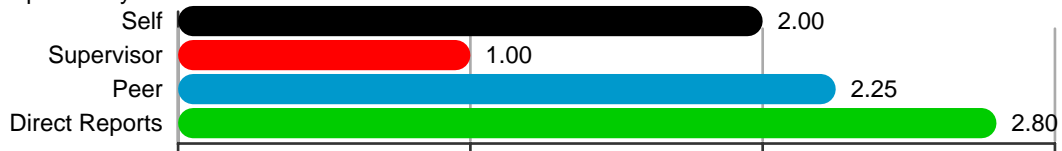
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.

Administrative Skill

Summary Scores



16. Takes responsibility for decisions.



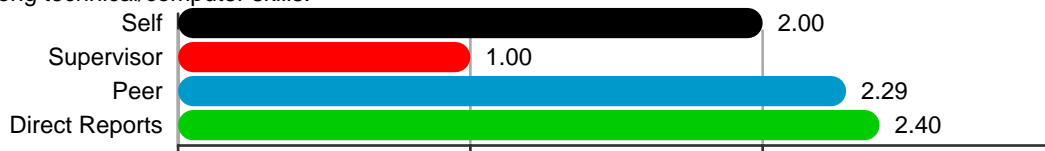
17. Completes reports on-time.



18. Accurately implements contract provisions.



19. Has strong technical/computer skills.



20. High attention to detail.



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).

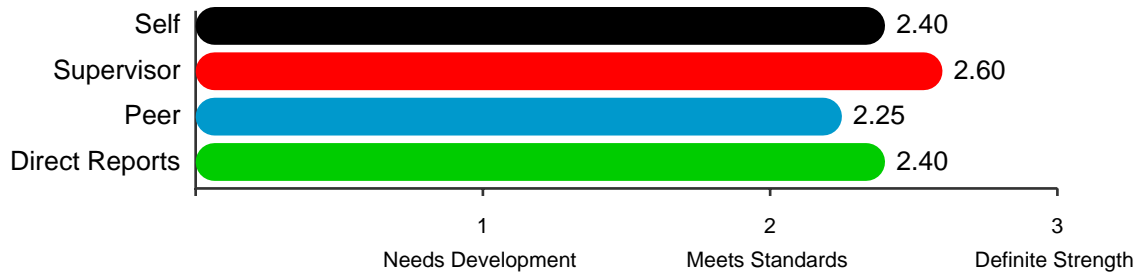
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Takes responsibility for decisions.	15	2.33	46.7	13%	40%	47%
17. Completes reports on-time.	15	2.33	40.0	7%	53%	40%
18. Accurately implements contract provisions.	14	2.00	14.3	14%	71%	14%
19. Has strong technical/computer skills.	14	2.21	42.9	21%	36%	43%
20. High attention to detail.	15	2.53	60.0	7%	33%	60%

Comments:

- She is someone that has proven she can be trusted to do what is right.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- She walks the walk and talks the talk.

Decision Making

Summary Scores



21. Does not lose sight of the big picture when making decisions



22. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



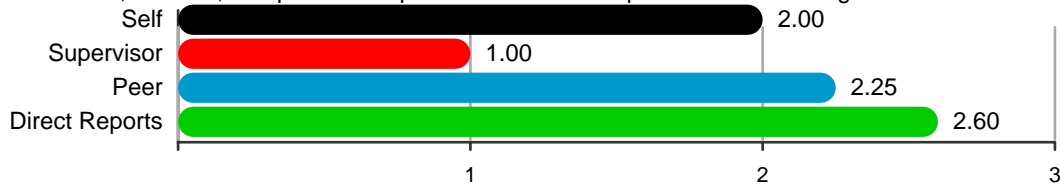
23. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently



24. Seeks input from key people who should be involved in, or will be affected by, decisions



25. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



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).

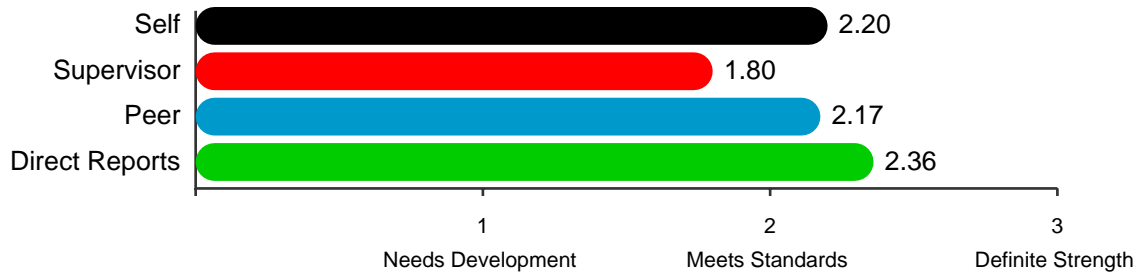
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Does not lose sight of the big picture when making decisions	15	2.60	66.7	7%	27%	67%
22. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	2.33	40.0	7%	53%	40%
23. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	2.07	20.0	13%	67%	20%
24. Seeks input from key people who should be involved in, or will be affected by, decisions	15	2.40	53.3	13%	33%	53%
25. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	2.27	53.3	27%	20%	53%

Comments:

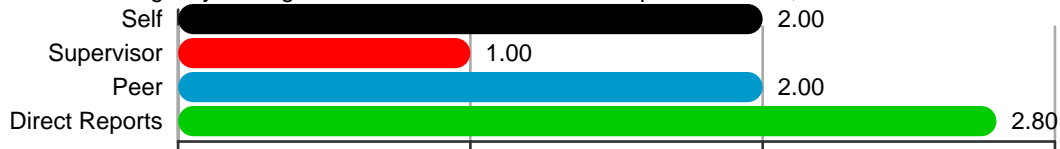
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- She is trustworthy, dependable, positive attitude, and team focused.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

Commitment To Result

Summary Scores



26. Creates a sense of urgency among the store team members to complete activities, which drive sales.



27. Maintains persistence and dedication to achieving results.



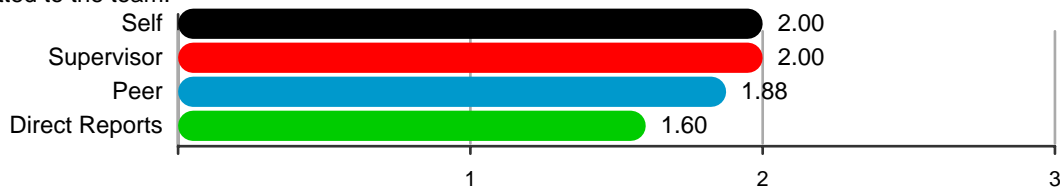
28. Coordinates all department activities into a cohesive team effort.



29. Able to focus on a task even when working alone.



30. Committed to the team.



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).

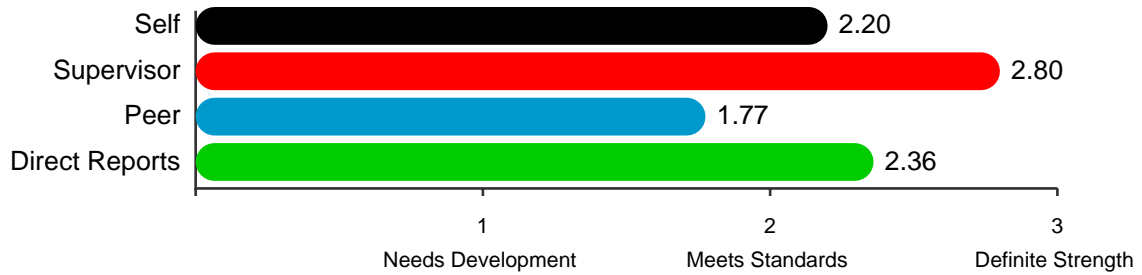
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	2.20	33.3	13%	53%	33%
27. Maintains persistence and dedication to achieving results.	15	2.00	26.7	27%	47%	27%
28. Coordinates all department activities into a cohesive team effort.	15	2.47	53.3	7%	40%	53%
29. Able to focus on a task even when working alone.	15	2.60	60.0		40%	60%
30. Committed to the team.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- She is beginning to reach out to the other managers more, and it is appreciated.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- She is always collaborative in her approach, and makes good decisions.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.

Responsible

Summary Scores



31. Sets a good example.



32. Responsible for setting the vision of the department.



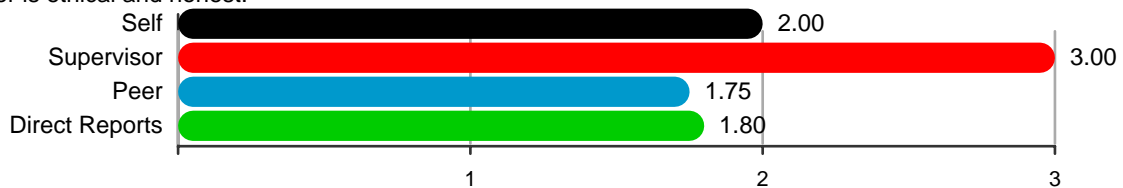
33. Holds herself / himself accountable to goals / objectives



34. Sets a good example



35. Behavior is ethical and honest.



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).

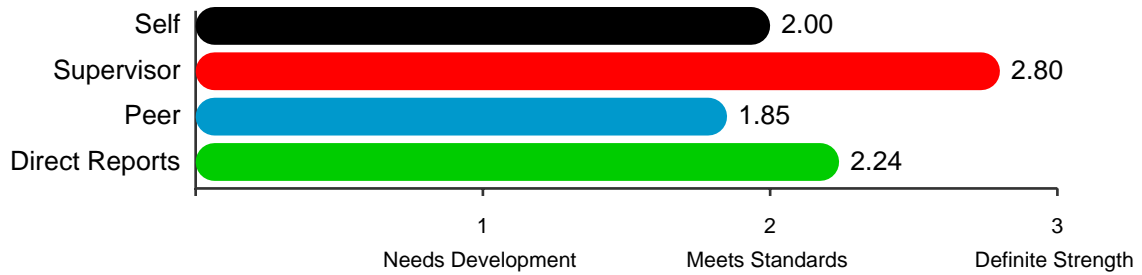
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Sets a good example.	15	2.13	33.3	20%	47%	33%
32. Responsible for setting the vision of the department.	15	2.13	33.3	20%	47%	33%
33. Holds herself / himself accountable to goals / objectives	15	2.07	33.3	27%	40%	33%
34. Sets a good example	15	2.13	26.7	13%	60%	27%
35. Behavior is ethical and honest.	15	1.87	20.0	33%	47%	20%

Comments:

- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- She has taken her team to the next level.
- ___ is a good leader because she gives examples through her own behavior.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

Teamwork

Summary Scores



36. Encourages teamwork and collaboration.



37. Recognizes and respects the contributions and needs of each individual.



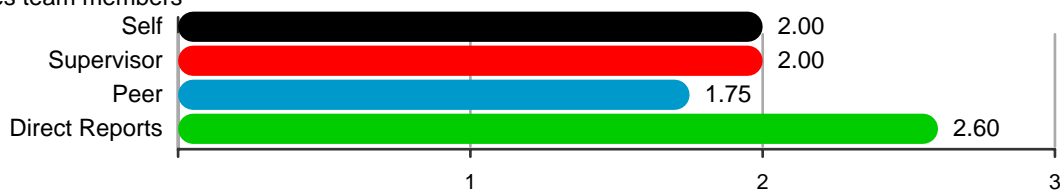
38. Act as an effective team player



39. Creates a climate that encourages team participation.



40. Coaches team members



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).

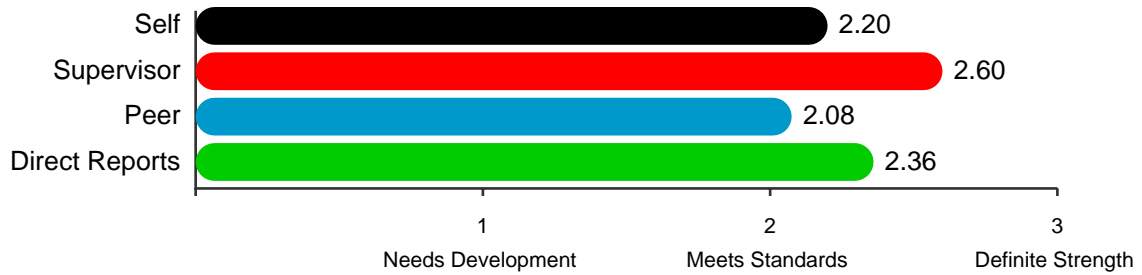
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Encourages teamwork and collaboration.	15	1.87	20.0	33%	47%	20%
37. Recognizes and respects the contributions and needs of each individual.	15	1.93	13.3	20%	67%	13%
38. Act as an effective team player	15	2.07	33.3	27%	40%	33%
39. Creates a climate that encourages team participation.	15	2.33	33.3		67%	33%
40. Coaches team members	15	2.07	33.3	27%	40%	33%

Comments:

- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- She has been a great addition to the company.
- ___ gives me feedback good and indifferent.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

Strategic Focus

Summary Scores



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



42. Understands their role within the organization.



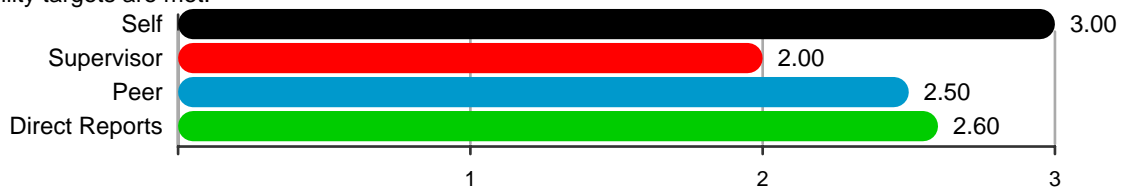
43. Understands & contributes to development of strategic goals.



44. Able to decline a poor strategy by proposing alternate strategies.



45. 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).

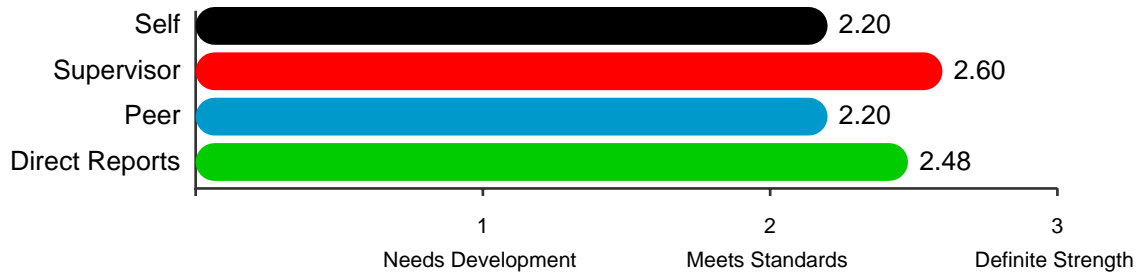
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.00	26.7	27%	47%	27%
42. Understands their role within the organization.	15	2.13	33.3	20%	47%	33%
43. Understands & contributes to development of strategic goals.	15	2.20	40.0	20%	40%	40%
44. Able to decline a poor strategy by proposing alternate strategies.	15	2.20	26.7	7%	67%	27%
45. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.53	60.0	7%	33%	60%

Comments:

- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ is a steady leader who maintains her objectivity during stressful times.
- ___ makes great hiring choices. she is clear on what needs to be done.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.

Vision

Summary Scores



46. Expresses the Company vision in a way that is easily understood and adopted by employees.



47. Creates a positive vision of the future for the Company.



48. Demonstrates consistency between words and actions



49. Persuades others to follow the Company's vision.



50. Behaves in a way that is consistent with business values & code of conduct



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. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	2.27	26.7		73%	27%
47. Creates a positive vision of the future for the Company.	15	2.13	26.7	13%	60%	27%
48. Demonstrates consistency between words and actions	15	2.40	40.0		60%	40%
49. Persuades others to follow the Company's vision.	15	2.47	46.7		53%	47%
50. Behaves in a way that is consistent with business values & code of conduct	15	2.33	46.7	13%	40%	47%

Comments:

- I really enjoy her mentorship.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- She consistently conducts herself with professionalism and represents our unit well.
- ___ always goes above and beyond in her daily work.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.

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?

- She is a natural and perfect fit for the CFO position.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- We have made improvements in our documentation and have decreased duplicate reporting.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- She is a great teammate.

What do you like best about working with this individual?

- She gives you confidence knowing she always has your back.
- We are lucky to have her here at [CompanyName].
- I admire her ability to see the big picture (both within our walls and outside our walls).
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.

What do you like least about working with this individual?

- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ is a great partner in Systems Implementation.
- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.

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

- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- She will sit down with all parties involved before she makes a decision.
- She consistently helps us in problem solving a variety of issues.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.

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

- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- I can not say enough good things about ___ she has been an asset to our department from day one.

Any final comments?

- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- ___ needs no improvement
- ___ is a valued member of the department.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- ___ handles every situation in a professional manner and she responds promptly to requests.