



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

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.



Critical Thinking

Definition:

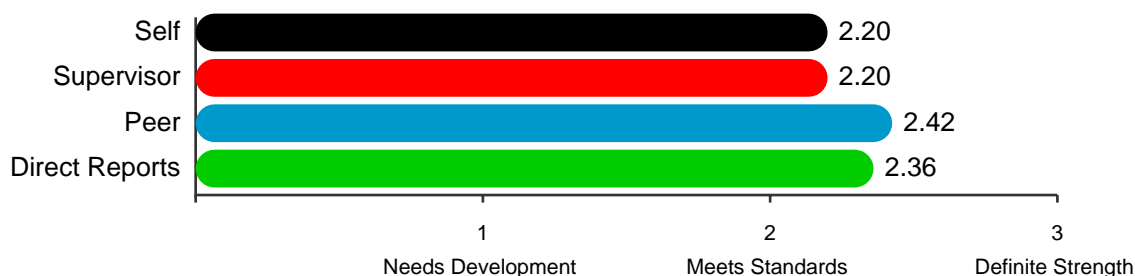
Critical thinking is the disciplined process of collecting, categorizing, and evaluating data and arguments to arrive at sound judgments and actionable insights. It involves ongoing reflection and self-awareness to refine analytical rigor, while remaining open to diverse perspectives, alternative explanations, and expert claims. Through targeted observation, structured analysis, and comparative evaluation, critical thinkers interpret data accurately, distinguish between fact and opinion, and build logical inferences that connect evidence to outcomes. Ultimately, critical thinking supports adaptive decision-making by recognizing when context shifts, integrating lessons learned, and adjusting approaches to ensure relevance and impact.

Why this is Important:

Critical thinking is essential for organizations because it enables teams to make sound, evidence-based decisions in complex and rapidly changing environments. When employees apply disciplined inquiry, structured analysis, and comparative evaluation, they generate insights that are both actionable and aligned with strategic goals. Reflection, openness to diverse perspectives, and accurate interpretation of data help organizations avoid costly missteps, adapt to emerging risks, and continuously improve. Ultimately, critical thinking fosters a culture of transparency, accountability, and innovation—where decisions are not just made, but made wisely.

Summary Scores:

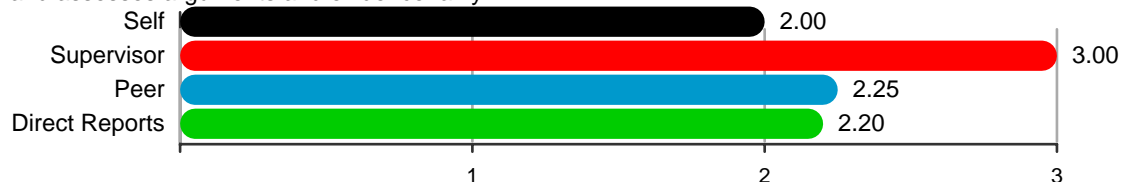
The summary scores shown here are an average of each of the items in this competency.



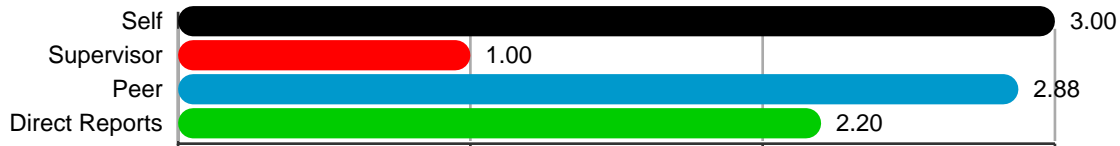
Scores on Each Item:

The scores for each of the items in this competency are shown below.

1. Weighs and assesses arguments and evidence fairly.



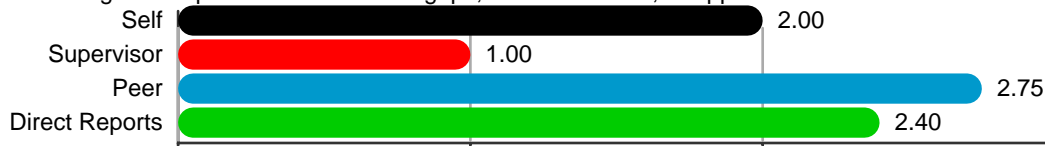
2. Able to 'read between the lines' and 'see under the surface'.



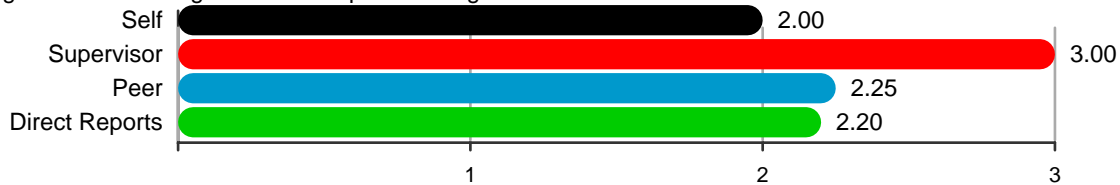
3. Evaluates the impact of decisions in real time and pivots when necessary.



4. Evaluates data against expectations to surface gaps, inconsistencies, or opportunities.



5. Challenges the taken-for-granted assumptions and generalizations.



Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
1. Weighs and assesses arguments and evidence fairly.	15	2.27	33.3	7%	60%	33%
2. Able to 'read between the lines' and 'see under the surface'.	15	2.53	73.3	20%	7%	73%
3. Evaluates the impact of decisions in real time and pivots when necessary.	15	2.33	40.0	7%	53%	40%
4. Evaluates data against expectations to surface gaps, inconsistencies, or opportunities.	15	2.47	53.3	7%	40%	53%
5. Challenges the taken-for-granted assumptions and generalizations.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ has an incredible vision for our organization's strategy and improvement efforts.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- ___ is a very good leader.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.

Adaptability

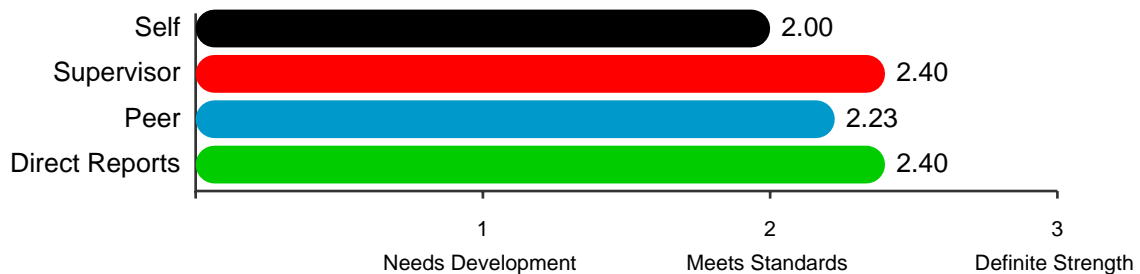
Definition:

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

Why this is Important:

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

6. Adapts to novel, dynamic, and changing situations requiring creative solutions to new problems.



7. Learns new skills to stay competitive in the workplace.



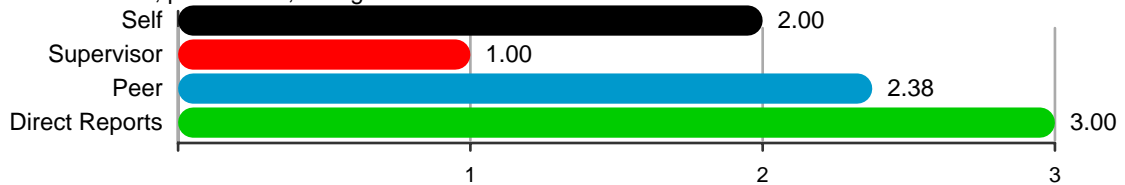
8. Is good at managing the unexpected.



9. Able to work with individuals in the department who have different personalities and working styles.



10. Implements new rules, procedures, or regulations.



Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
6. Adapts to novel, dynamic, and changing situations requiring creative solutions to new problems.	15	2.13	33.3	20%	47%	33%
7. Learns new skills to stay competitive in the workplace.	15	2.07	26.7	20%	53%	27%
8. Is good at managing the unexpected.	15	2.33	40.0	7%	53%	40%
9. Able to work with individuals in the department who have different personalities and working styles.	15	2.40	53.3	13%	33%	53%
10. Implements new rules, procedures, or regulations.	15	2.47	60.0	13%	27%	60%

Comments:

- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- ___ is able to multitask in a variety of ways.
- Experience, mentoring and self-confidence.
- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- ___ is a strong leader and passionate about her customers, staff and safety.
- She sets a good example for personal growth.

Action

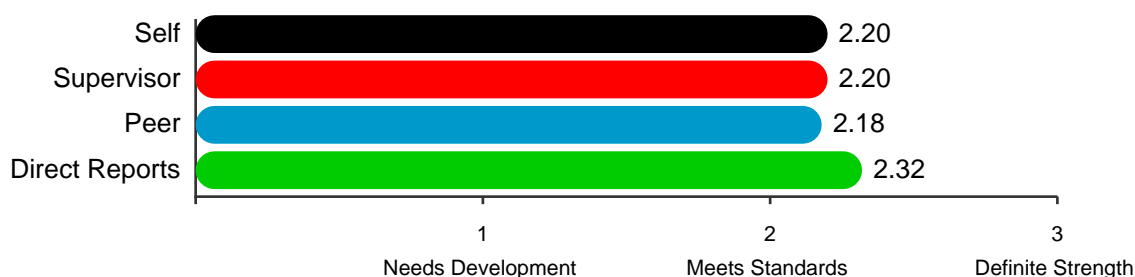
Definition:

Action reflects the ability to proactively address challenges, take initiative, and act decisively to drive results while fostering a culture of excellence and continuous improvement. It involves being resourceful, ambitious, and tenacious in overcoming obstacles, as well as responsive and preemptive in mitigating potential issues. Effective action includes delegating tasks appropriately, maintaining responsibility, and ensuring timely, results-oriented efforts to achieve goals with efficiency and innovation.

Why this is Important:

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



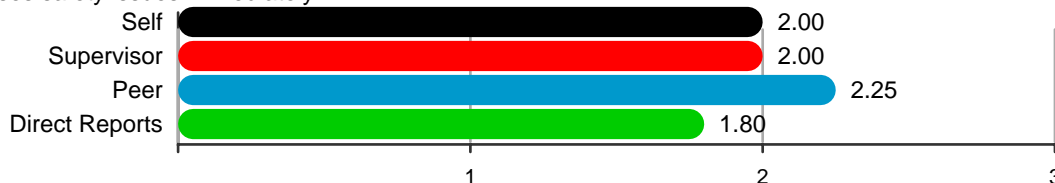
Scores on Each Item:

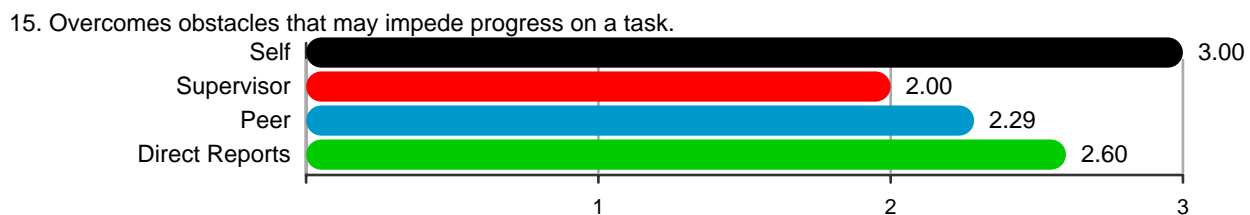
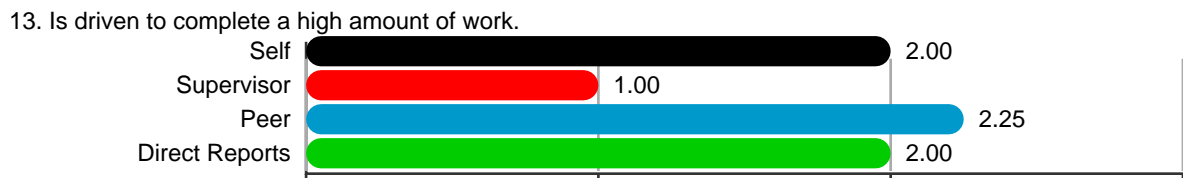
The scores for each of the items in this competency are shown below.

11. Is ambitious when working on the project.



12. Addresses safety issues immediately.





Level of Skill

The table below shows the responses in a graphic form where the percentage 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 ambitious when working on the project.	15	2.33	40.0	7%	53%	40%
12. Addresses safety issues immediately.	15	2.07	20.0	13%	67%	20%
13. Is driven to complete a high amount of work.	15	2.07	26.7	20%	53%	27%
14. Completes tasks on time in spite of delays in the process.	15	2.27	40.0	13%	47%	40%
15. Overcomes obstacles that may impede progress on a task.	14	2.43	50.0	7%	43%	50%

Comments:

- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- Allocates resources in advance to ensure the required work can be completed.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ is very reliable, respectful and ethical in her leadership.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.

Professional Development

Definition:

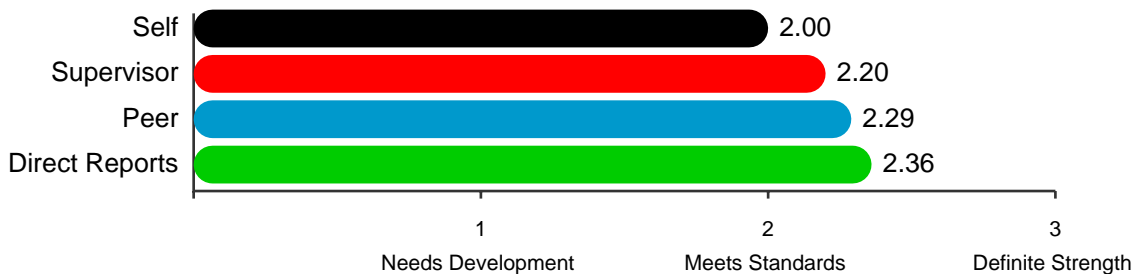
Improvement through specialized training and participating in advanced professional courses.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

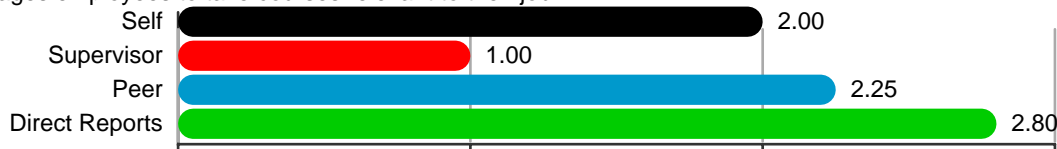
The summary scores shown here are an average of each of the items in this competency.



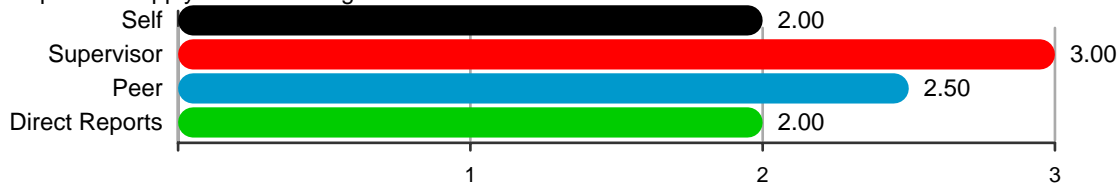
Scores on Each Item:

The scores for each of the items in this competency are shown below.

16. Encourages employees to take courses relevant to their job.



17. Quickly acquire and apply new knowledge and skills when needed





Level of Skill

The table below shows the responses in a graphic form where the percentage 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. Encourages employees to take courses relevant to their job.	15	2.33	46.7	13%	40%	47%
17. Quickly acquire and apply new knowledge and skills when needed	15	2.33	40.0	7%	53%	40%
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	2.00	14.3	14%	71%	14%
19. Allows employees to fully participate in employee training and professional development.	14	2.21	42.9	21%	36%	43%
20. Keep themselves up-to-date of technical/professional issues	15	2.53	60.0	7%	33%	60%

Comments:

- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- ___ 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.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- ___ has been very supportive of me and the Institute.
- Her communication style can also come across as very directive at times to peers and subordinates.
- 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.

Managing Risk

Definition:

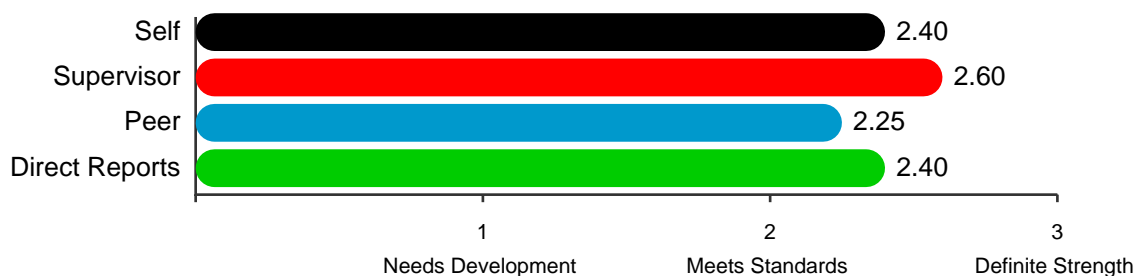
Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

Why this is Important:

Risk Management enhances the ability to swiftly return to normal operations after critical incidents through effective planning and mitigation. It increases organizational agility and customer responsiveness by quickly adapting to changes. By implementing risk management, companies can continuously improve and identify new opportunities, while proactively preventing issues before they arise.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



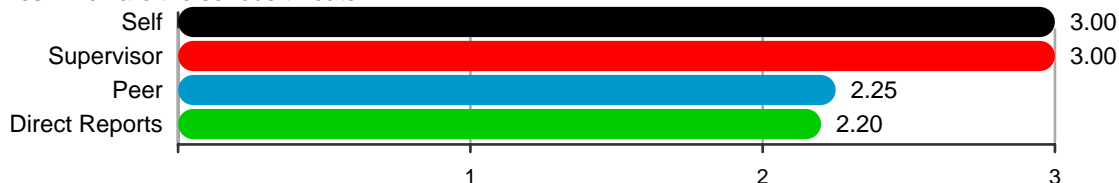
Scores on Each Item:

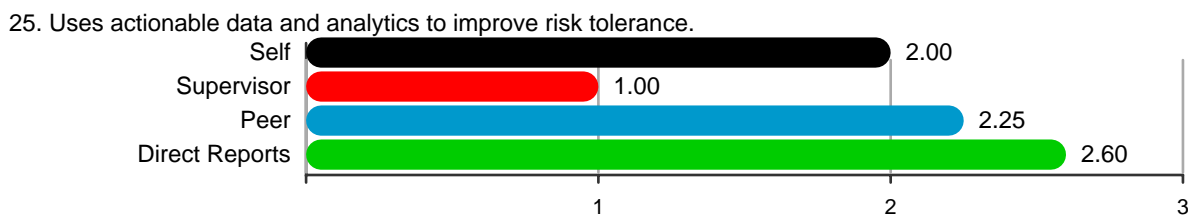
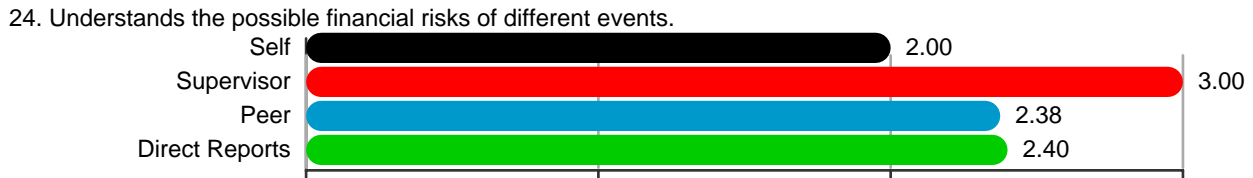
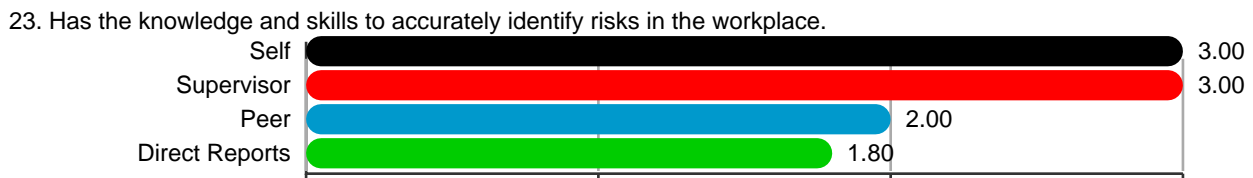
The scores for each of the items in this competency are shown below.

21. Seeks to reduce uncertainty (risks) in the supply chain.



22. Determines which are the serious threats.





Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
21. Seeks to reduce uncertainty (risks) in the supply chain.	15	2.60	66.7	7%	27%	67%
22. Determines which are the serious threats.	15	2.33	40.0	7%	53%	40%
23. Has the knowledge and skills to accurately identify risks in the workplace.	15	2.07	20.0	13%	67%	20%
24. Understands the possible financial risks of different events.	15	2.40	53.3	13%	33%	53%
25. Uses actionable data and analytics to improve risk tolerance.	15	2.27	53.3	27%	20%	53%

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.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- Our department continues to have a very low loss rate.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- I know I can always count of ___ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.

Collaboration

Definition:

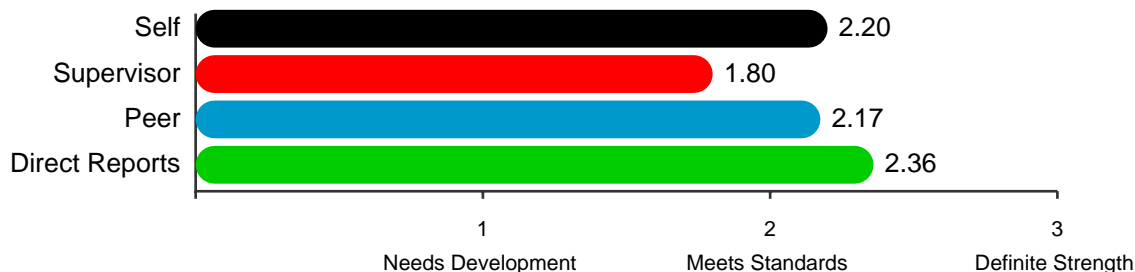
Collaboration is the process of fostering open communication, building trust-based relationships, and promoting a cooperative environment where information is shared freely and all team members contribute to shared goals. It involves active participation, consensus-building, and shared decision-making, ensuring diverse perspectives are valued while addressing challenges through teamwork and problem-solving. Strong collaboration is rooted in mutual respect, commitment, and the effective use of digital tools to enhance efficiency, minimize misunderstandings, and create a culture of transparency and innovation.

Why this is Important:

Collaboration is essential for organizations because it strengthens teamwork, improves problem-solving, and fosters a culture of trust and transparency. When employees openly share information, engage in shared decision-making, and work toward common goals, it enhances efficiency, reduces conflicts, and drives innovation. Strong collaboration ensures that departments function cohesively, leveraging diverse expertise to achieve long-term success while maintaining a respectful and cooperative work environment.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

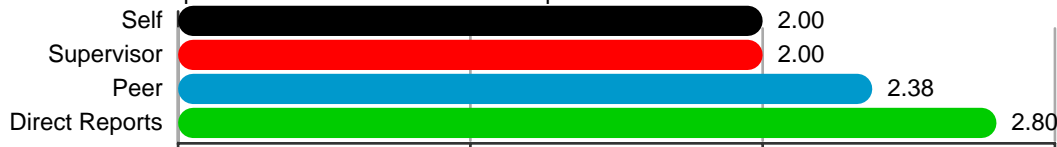
26. Develops networks and builds alliances with employees throughout the company.



27. Shares knowledge, ideas and resources to achieve quicker success.



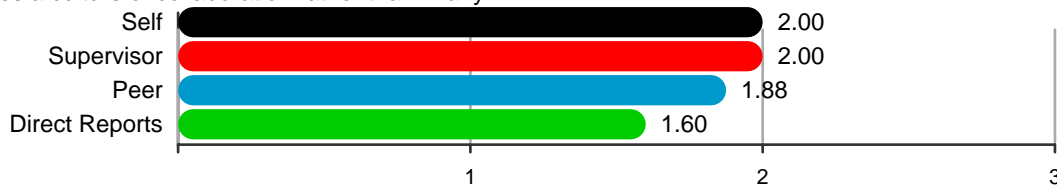
28. Clearly articulates the importance of collaboration in the department's values and vision.



29. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.



30. Promotes a culture of collaboration rather than rivalry.



Level of Skill

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

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1 1	2 2	3 3
26. Develops networks and builds alliances with employees throughout the company.	15	2.20	33.3	13%	53%	33%
27. Shares knowledge, ideas and resources to achieve quicker success.	15	2.00	26.7	27%	47%	27%
28. Clearly articulates the importance of collaboration in the department's values and vision.	15	2.47	53.3	7%	40%	53%
29. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	15	2.60	60.0		40%	60%
30. Promotes a culture of collaboration rather than rivalry.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- Could be more self-aware of impact on other team members
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ is by far a leader in the service area.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.

Employee Relations

Definition:

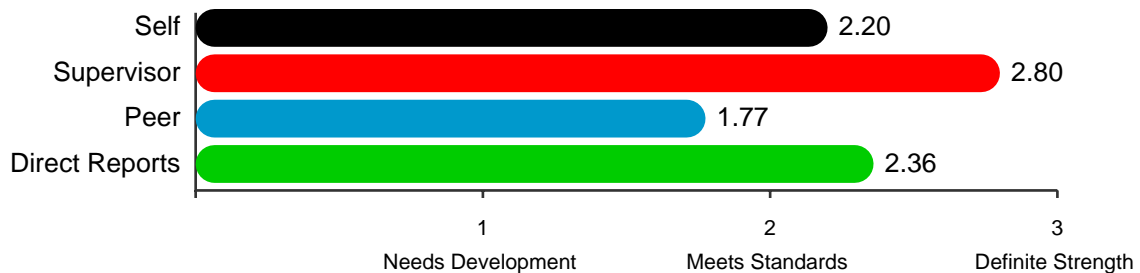
Employee Relations is the strategic practice of fostering trust, fairness, and mutual respect between employees and management through consistent communication, collaborative working relationships, and equitable interactions that reflect shared organizational values. It encompasses supportive leadership, transparent decision-making, and accessible management that uphold procedural fairness, legal compliance, and thoughtful engagement across performance, discipline, grievances, and conflict resolution. By valuing autonomy, recognizing contributions, and aligning policies with evolving needs, Employee Relations strengthens morale, promotes collective bargaining integrity, and ensures a work environment where employees feel heard, empowered, and respected.

Why this is Important:

Employee Relations is essential because it creates the foundation for a healthy, high-performing workplace where employees feel respected, informed, and empowered. When organizations prioritize fairness, trust, and transparent communication, they reduce conflict, improve morale, and strengthen engagement--leading to better retention, productivity, and collaboration. Moreover, by aligning employee relations with legal standards, strategic goals, and inclusive practices, companies build resilient cultures that can adapt to change, foster innovation, and sustain long-term success.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

31. Recognizes individual strengths and tailors support to help employees grow professionally.



32. Recognizes the union's right to bargain on behalf of employees at the company.



33. Consistently encourages open dialogue and ensures all parties feel heard during conflict resolution.



34. Maintains good communication with employees.



35. Implements a new employee orientation that supports a smooth integration into the company's values, norms, and workplace expectations.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
				1	2	3
31. Recognizes individual strengths and tailors support to help employees grow professionally.	15	2.13	33.3	20%	47%	33%
32. Recognizes the union's right to bargain on behalf of employees at the company.	15	2.13	33.3	20%	47%	33%
33. Consistently encourages open dialogue and ensures all parties feel heard during conflict resolution.	15	2.07	33.3	27%	40%	33%
34. Maintains good communication with employees.	15	2.13	26.7	13%	60%	27%
35. Implements a new employee orientation that supports a smooth integration into the company's values, norms, and workplace expectations.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- She has a calm demeanor and willingness to help with anything.
- Need to continue to engage staff in team development and role clarification.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- ___ excels at customer service and keeping our team focused on the customer.
- We have made improvements in our documentation and have decreased duplicate reporting.

Global Perspective

Definition:

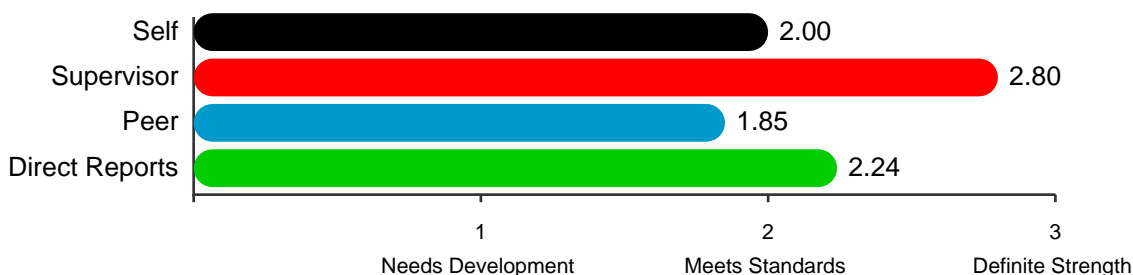
Maintains a global perspective on business functions and strategies.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

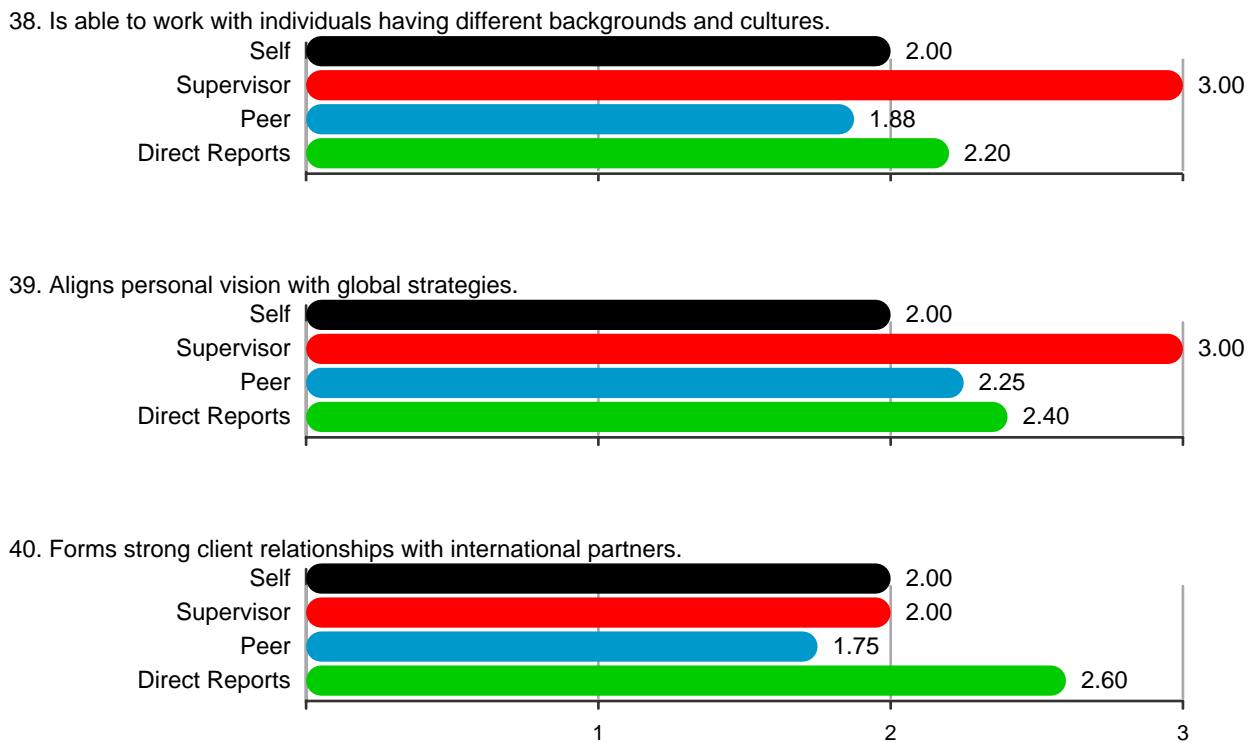
The scores for each of the items in this competency are shown below.

36. Volunteers for experiences and assignments abroad.



37. Builds working relationships with others across cultures.





Level of Skill

The table below shows the responses in a graphic form where the percentage of responses 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. Volunteers for experiences and assignments abroad.	15	1.87	20.0	33%	47%	20%
37. Builds working relationships with others across cultures.	15	1.93	13.3	20%	67%	13%
38. Is able to work with individuals having different backgrounds and cultures.	15	2.07	33.3	27%	40%	33%
39. Aligns personal vision with global strategies.	15	2.33	33.3		67%	33%
40. Forms strong client relationships with international partners.	15	2.07	33.3	27%	40%	33%

Comments:

- 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.
- She is passionate about providing the services necessary to meet the needs of our organization.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- Has good intentions, but follow through needs more work.
- Demonstrates an ability to remain focused on outcomes.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.