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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.



# Decision Making

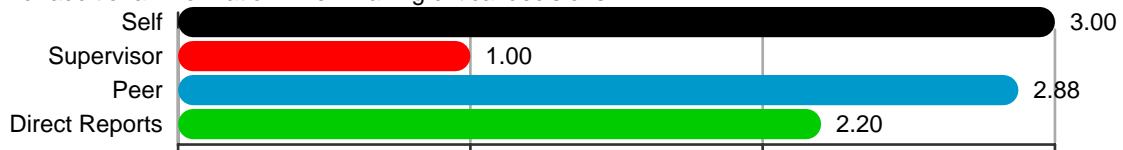
## Summary Scores



1. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently



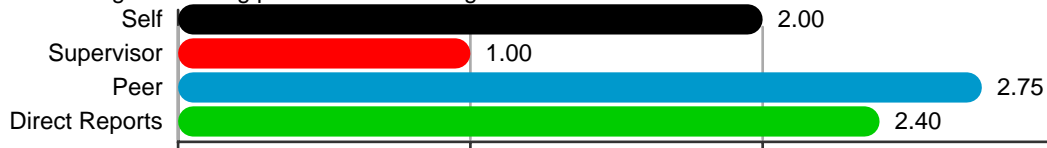
2. You ask for additional information when making critical decisions.



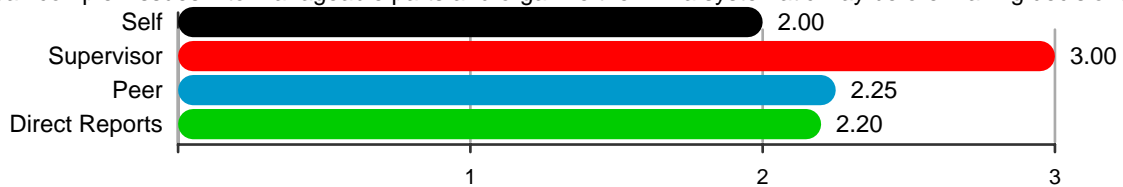
3. You are able to make decisions quickly.



4. You do not lose sight of the big picture when making decisions



5. You break complex issues into manageable parts and organize them in a systematic way before making decisions



## 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 coach team members individually when "poor" decisions are made and helps them see what could have been done differently	15	2.27	33.3	7%	60%	33%
2. You ask for additional information when making critical decisions.	15	2.53	73.3	20%	7%	73%
3. You are able to make decisions quickly.	15	2.33	40.0	7%	53%	40%
4. You do not lose sight of the big picture when making decisions	15	2.47	53.3	7%	40%	53%
5. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	2.27	40.0	13%	47%	40%

### Comments:

- He is in an often times impossible position and is doing well all things considered
- \_\_\_\_\_ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- \_\_\_\_\_ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- \_\_\_\_\_ has grown and proven himself to be an effective leader in the imaging department.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- \_\_\_\_\_ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.

# Time Management

## Summary Scores



6. You complete high-priority work within required timelines.



7. You make time for developing plans and schedules.



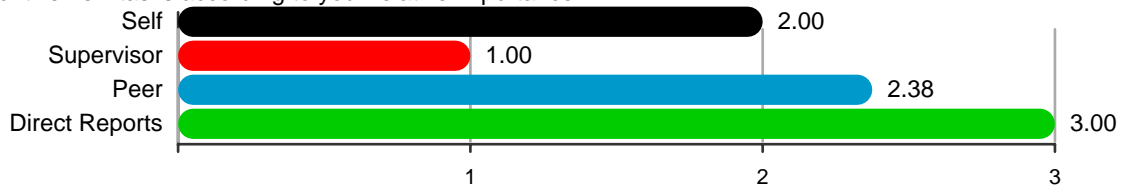
8. You use agendas when chairing or facilitating meetings.



9. You do not become flustered by deadlines and timelines.



10. You prioritize new tasks according to your relative importance.



## 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 complete high-priority work within required timelines.	15	2.13	33.3	20%	47%	33%
7. You make time for developing plans and schedules.	15	2.07	26.7	20%	53%	27%
8. You use agendas when chairing or facilitating meetings.	15	2.33	40.0	7%	53%	40%
9. You do not become flustered by deadlines and timelines.	15	2.40	53.3	13%	33%	53%
10. You prioritize new tasks according to your relative importance.	15	2.47	60.0	13%	27%	60%

### Comments:

- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- \_\_\_\_\_ established an environment in which teamwork and creativity flourished.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- \_\_\_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.

# Interpersonal Skills

## Summary Scores



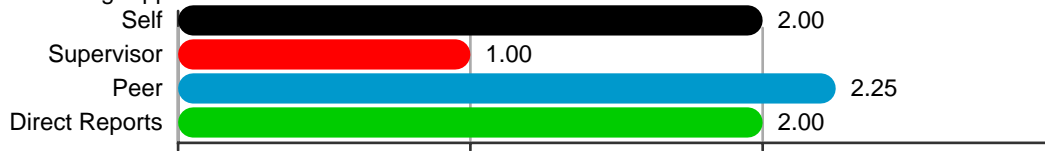
### 11. You create an atmosphere that supports the open expression of ideas



### 12. You provide constructive feedback in a way that fosters acceptance and development.



### 13. You build a strong rapport with co-workers.



### 14. You value the opinions of others.



### 15. You are a role model for 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
11. You create an atmosphere that supports the open expression of ideas	15	2.33	40.0	7%	53%	40%
12. You provide constructive feedback in a way that fosters acceptance and development.	15	2.07	20.0	13%	67%	20%
13. You build a strong rapport with co-workers.	15	2.07	26.7	20%	53%	27%
14. You value the opinions of others.	15	2.27	40.0	13%	47%	40%
15. You are a role model for others	14	2.43	50.0	7%	43%	50%

### Comments:

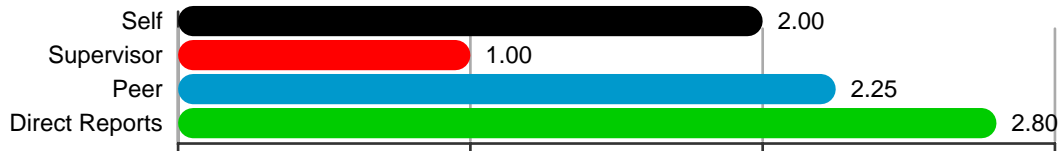
- \_\_\_\_\_ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- Willingness to pitch in, desire to grow, and a great attitude.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- \_\_\_\_\_ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- He follows up on questions and he is easily accessible. I think he is doing a great job!

# Communication Skills

## Summary Scores



### 16. You are an effective communicator



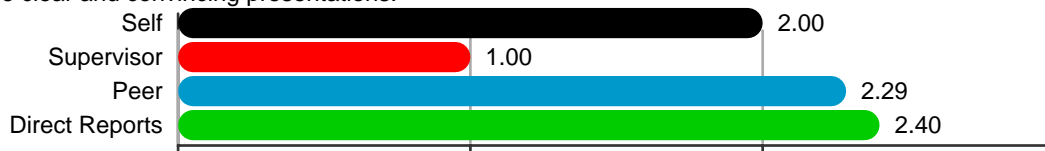
### 17. You ask follow-up questions as needed.



### 18. You convey ideas confidently and succinctly.



### 19. You give clear and convincing presentations.



### 20. You present issues, ideas, and strategy concisely and clearly.



## 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 are an effective communicator	15	2.33	46.7	13%	40%	47%
17. You ask follow-up questions as needed.	15	2.33	40.0	7%	53%	40%
18. You convey ideas confidently and succinctly.	14	2.00	14.3	14%	71%	14%
19. You give clear and convincing presentations.	14	2.21	42.9	21%	36%	43%
20. You present issues, ideas, and strategy concisely and clearly.	15	2.53	60.0	7%	33%	60%

### Comments:

- I value \_\_\_\_\_'s advice and support as we realigned my department a few times this year.
- Outstanding leader.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- \_\_\_\_\_'s office staff each have their own personalities and he effectively communicates with all of them.
- \_\_\_\_\_ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- \_\_\_\_\_ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.

# Flexibility

## Summary Scores



21. You adapt to new organizational structures, policies, or procedures.



22. You are able to adapt to new situations.



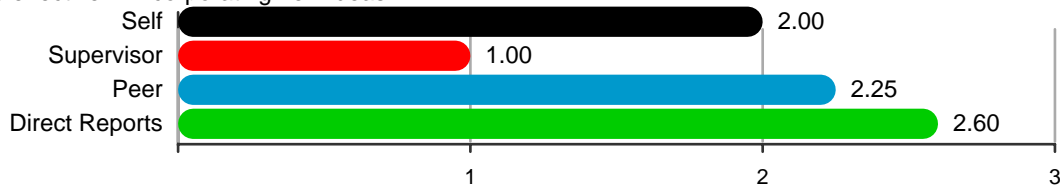
23. You work effectively during periods of change.



24. You are open to the perspectives/viewpoints of others.



25. You are effective in incorporating new ideas.



## 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 adapt to new organizational structures, policies, or procedures.	15	2.60	66.7	7%	27%	67%
22. You are able to adapt to new situations.	15	2.33	40.0	7%	53%	40%
23. You work effectively during periods of change.	15	2.07	20.0	13%	67%	20%
24. You are open to the perspectives/viewpoints of others.	15	2.40	53.3	13%	33%	53%
25. You are effective in incorporating new ideas.	15	2.27	53.3	27%	20%	53%

### Comments:

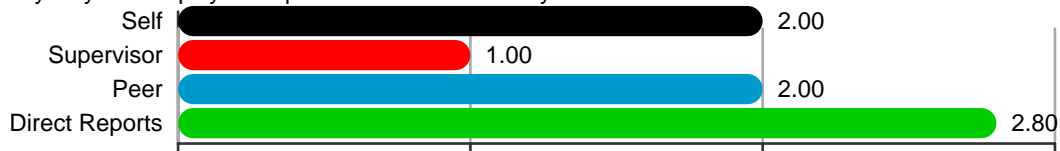
- I am still learning how to work with \_\_\_\_\_ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- \_\_\_\_\_'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- For reliability, I think \_\_\_\_\_ has so much on his plate that he is sometimes seen by staff as unreliable.
- \_\_\_\_\_ has used his strengths to make this department stronger in many ways.
- \_\_\_\_\_ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- \_\_\_\_\_ is a great team member who cares about his team, the quality of his work, and the organization.

# Bias for Action

## Summary Scores



26. You identify ways to simplify work processes and reduce cycle times



27. You coach others to foster an environment which can adapt quickly and willingly to rapid change.



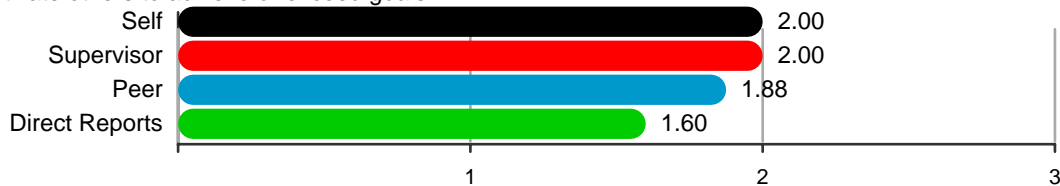
28. You display high energy and enthusiasm on consistent basis.



29. You encourage risk taking and experimentation to improve performance



30. You motivate others to achieve or exceed 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
26. You identify ways to simplify work processes and reduce cycle times	15	2.20	33.3	13%	53%	33%
27. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.00	26.7	27%	47%	27%
28. You display high energy and enthusiasm on consistent basis.	15	2.47	53.3	7%	40%	53%
29. You encourage risk taking and experimentation to improve performance	15	2.60	60.0		40%	60%
30. You motivate others to achieve or exceed goals	15	1.80	13.3	33%	53%	13%

### Comments:

- I appreciate the honest evaluative feedback \_\_\_\_\_ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- \_\_\_\_\_ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- He involves our team and holds us accountable out of respect.
- He translated the creative thinking into real change and solution that advanced our department.
- \_\_\_\_\_ has been so helpful to me as a new manager.

# Emotional Intelligence

## Summary Scores



31. You are able to express yourself clearly.



32. You are able to manage your own emotions.



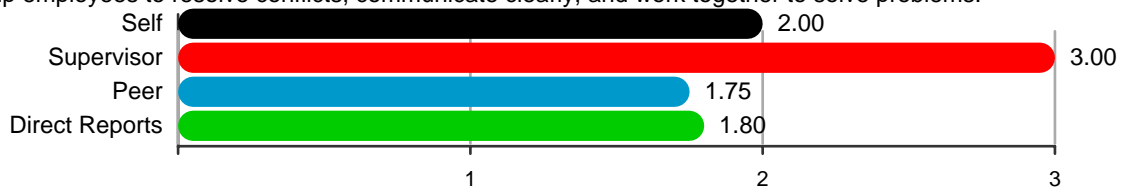
33. You are able to understand others' points of view.



34. You accurately perceive the emotional reactions of others.



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





## Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You are able to express yourself clearly.	15	2.13	33.3	20%	47%	33%
32. You are able to manage your own emotions.	15	2.13	33.3	20%	47%	33%
33. You are able to understand others' points of view.	15	2.07	33.3	27%	40%	33%
34. You accurately perceive the emotional reactions of others.	15	2.13	26.7	13%	60%	27%
35. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	1.87	20.0	33%	47%	20%

### Comments:

- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- Strive for excellence. Willing to learn. Implement advice from others.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- \_\_\_\_\_'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.

# Managing Performance

## Summary Scores



36. You prioritize the work of others.



37. You acknowledge employee contributions that support the bottom line.



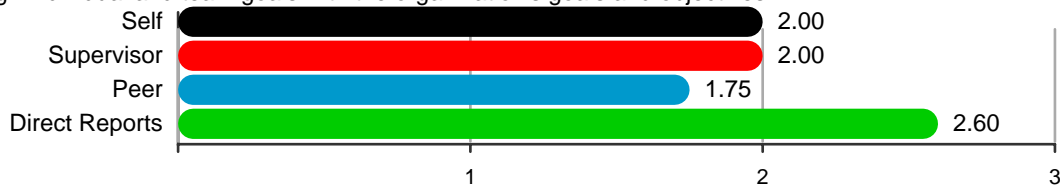
38. You create clear standards that are understandable and fair.



39. You measure performance of goals and objectives.



40. You align individual and team goals with the organization's 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
36. You prioritize the work of others.	15	1.87	20.0	33%	47%	20%
37. You acknowledge employee contributions that support the bottom line.	15	1.93	13.3	20%	67%	13%
38. You create clear standards that are understandable and fair.	15	2.07	33.3	27%	40%	33%
39. You measure performance of goals and objectives.	15	2.33	33.3		67%	33%
40. You align individual and team goals with the organization's goals and objectives.	15	2.07	33.3	27%	40%	33%

### Comments:

- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- \_\_\_\_\_ is very clear about his expectations and I appreciate this.
- \_\_\_\_\_ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

# Responsible

## Summary Scores



41. You set a good example.



42. You take personal responsibility for results.



43. You set a good example



44. You hold yourself accountable to goals / objectives



45. You set high personal standards of performance.



## Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You set a good example.	15	2.00	26.7	27%	47%	27%
42. You take personal responsibility for results.	15	2.13	33.3	20%	47%	33%
43. You set a good example	15	2.20	40.0	20%	40%	40%
44. You hold yourself accountable to goals / objectives	15	2.20	26.7	7%	67%	27%
45. You set high personal standards of performance.	15	2.53	60.0	7%	33%	60%

### Comments:

- Even though he is part-time, I don't like the minimal face-to-face exposure.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- Without a doubt, \_\_\_\_\_ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- \_\_\_\_\_ is a great boss and director. \_\_\_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_\_\_ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- He is a great teammate.

# Strategic Insight

## Summary Scores



46. You maintain knowledge of current trends in the industry.



47. You identify potential problems before they become critical incidents.



48. You formulate strategies and action plans to ensure successful completion of goals and objectives.



49. You analyze unique issues or problems impacting the Company.



50. You anticipate business cycles and trends and makes adjustments 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).

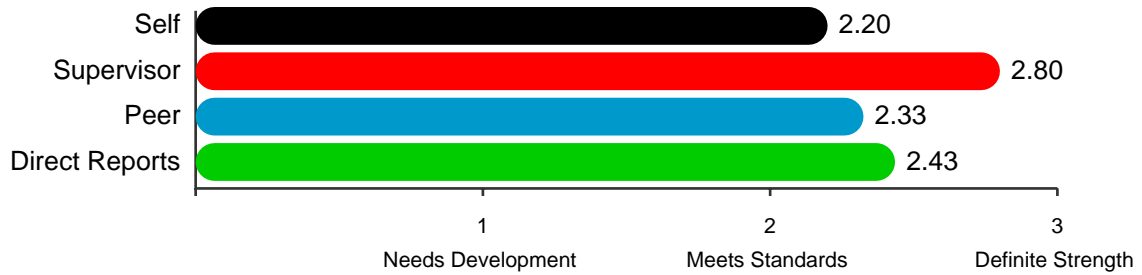
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You maintain knowledge of current trends in the industry.	15	2.27	26.7		73%	27%
47. You identify potential problems before they become critical incidents.	15	2.13	26.7	13%	60%	27%
48. You formulate strategies and action plans to ensure successful completion of goals and objectives.	15	2.40	40.0		60%	40%
49. You analyze unique issues or problems impacting the Company.	15	2.47	46.7		53%	47%
50. You anticipate business cycles and trends and makes adjustments in a timely manner.	15	2.33	46.7	13%	40%	47%

### Comments:

- Our team has gone through a lot of changes in the last year and \_\_\_\_\_ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- \_\_\_\_\_ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- \_\_\_\_\_ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- \_\_\_\_\_ exemplifies outstanding professionalism.
- Overall I think he does a great job and he is very approachable.

# Global Perspective

## Summary Scores



51. You can effectively deliver presentations to international clients.



52. You build working relationships with others across cultures.



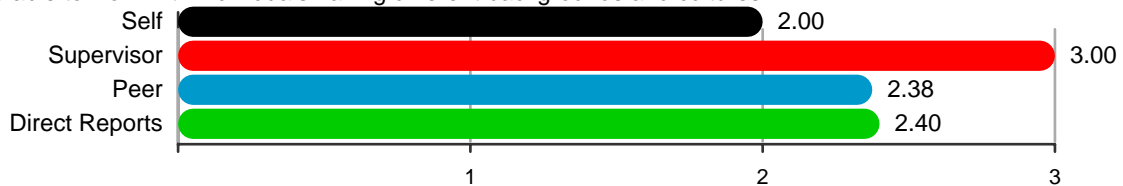
53. You have positive interactions with individuals from different cultures and backgrounds.



54. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.



55. You are able to work with individuals having different backgrounds and cultures.





## 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 can effectively deliver presentations to international clients.	14	2.21	28.6	7%	64%	29%
52. You build working relationships with others across cultures.	14	2.29	42.9	14%	43%	43%
53. You have positive interactions with individuals from different cultures and backgrounds.	15	2.53	53.3		47%	53%
54. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	2.47	46.7		53%	47%
55. You are able to work with individuals having different backgrounds and cultures.	15	2.40	40.0		60%	40%

### Comments:

- In every interaction that I have had with \_\_\_\_\_, I have found him to be professional, reliable, and engaged in the process.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- \_\_\_\_\_ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- \_\_\_\_\_ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- \_\_\_\_\_ does a great job investigating an issue thinking it through before he takes action.

## 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?

- Isn't afraid to ask the tough questions to get people to think outside of their box.
- \_\_\_\_\_ has a lot of knowledge in competency models and is passing that on to his teams.
- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- he has patience.
- \_\_\_\_\_ promotes and encourages teambuilding throughout the entire department.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.

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

- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- \_\_\_\_\_ has improved on his quick assessment of situations and as a result it has helped me improve also
- He is willing to fill in with daily workload when we are short staffed.
- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- Could be more self-aware of impact on other team members
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. \_\_\_\_\_ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.

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

- \_\_\_\_\_ has been instrumental in the working relationship of our department.
- As mentioned above, good collaboration.
- Whenever \_\_\_\_\_ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_\_\_ was there). He also participated in interviews within my department and was a valuable member.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- He cares deeply for what he does and it shows.

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

- \_\_\_\_\_ is an intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- \_\_\_\_\_ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- I appreciate \_\_\_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Over this past year \_\_\_\_\_ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- \_\_\_\_\_ is always professional during interactions with staff.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.

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

- \_\_\_\_\_ is a good leader because he gives examples through his own behavior.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- \_\_\_\_\_ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- He has taken his team to the next level.
- \_\_\_\_\_ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about \_\_\_\_\_ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- I truly appreciate \_\_\_\_\_'s knowledge, his professionalism, and his reliability.

### Any final comments?

- \_\_\_\_\_ could also improve his ability to work with the framework of a team. \_\_\_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- Is a fantastic source of feedback and growth development.
- Is reliable and keeps the team focused on the delivery of outcomes.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- \_\_\_\_\_ has a very high integrity standard. He handles all of his business with the utmost professionalism.