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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.



# Developing Others

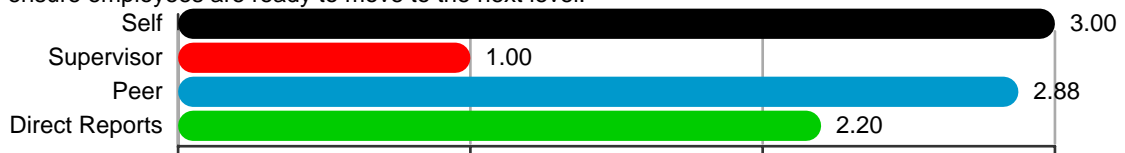
## Summary Scores



### 1. Assesses employees' developmental needs.



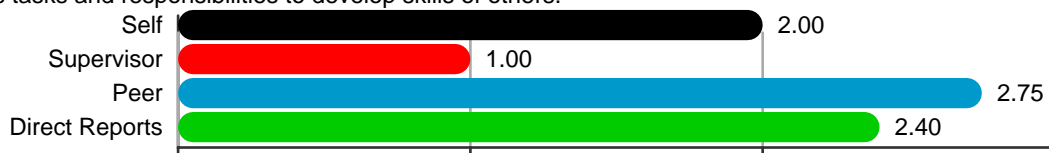
### 2. Tries to ensure employees are ready to move to the next level.



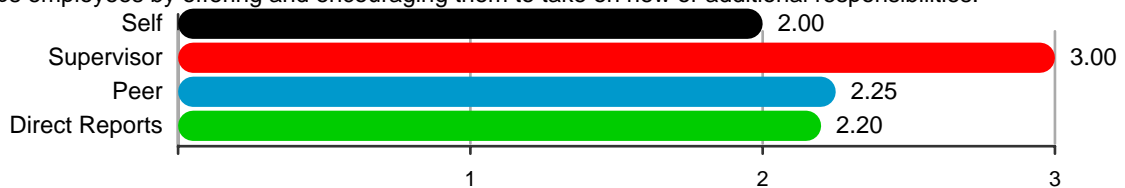
### 3. Is open to receiving feedback.



### 4. Assigns tasks and responsibilities to develop skills of others.



### 5. Develops employees by offering and encouraging them to take on new or additional 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. Assesses employees' developmental needs.	15	2.27	33.3	7%	60%	33%
2. Tries to ensure employees are ready to move to the next level.	15	2.53	73.3	20%	7%	73%
3. Is open to receiving feedback.	15	2.33	40.0	7%	53%	40%
4. Assigns tasks and responsibilities to develop skills of others.	15	2.47	53.3	7%	40%	53%
5. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- \_\_\_\_\_ is a strong leader and passionate about his customers, staff and safety.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- \_\_\_\_\_ is an outstanding manager.
- \_\_\_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.

# Professional Development

## Summary Scores



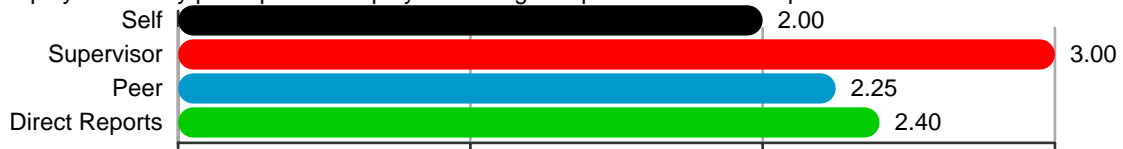
### 6. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



### 7. Quickly acquire and apply new knowledge and skills when needed



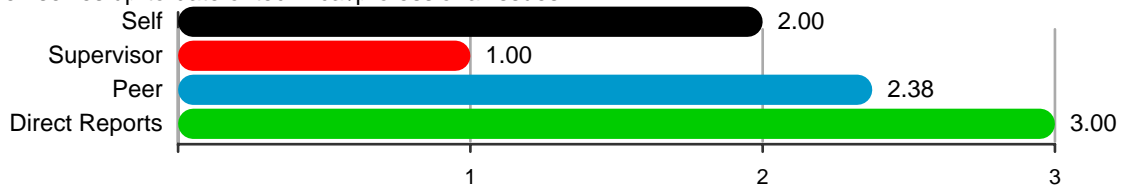
### 8. Allows employees to fully participate in employee training and professional development.



### 9. Encourages employees to take courses relevant to their job.



### 10. Keep themselves up-to-date of technical/professional issues



## 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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.13	33.3	20%	47%	33%
7. Quickly acquire and apply new knowledge and skills when needed	15	2.07	26.7	20%	53%	27%
8. Allows employees to fully participate in employee training and professional development.	15	2.33	40.0	7%	53%	40%
9. Encourages employees to take courses relevant to their job.	15	2.40	53.3	13%	33%	53%
10. Keep themselves up-to-date of technical/professional issues	15	2.47	60.0	13%	27%	60%

### Comments:

- 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.
- I have worked with \_\_\_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Works hard to build a team environment.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- \_\_\_\_\_ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect \_\_\_\_\_ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- He is detailed when presenting a plan.

# Empowering Others

## Summary Scores



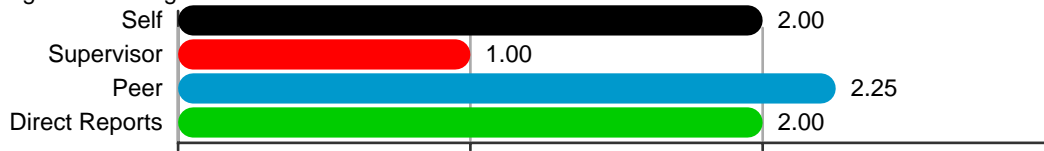
### 11. Encourages employees to solve problems on their own.



### 12. Allows the employees to have flexible work schedules.



### 13. Set clear goals for assignments.



### 14. Allows individuals to be responsible for their decisions.



### 15. Distributes the workload to subordinates.





## 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).

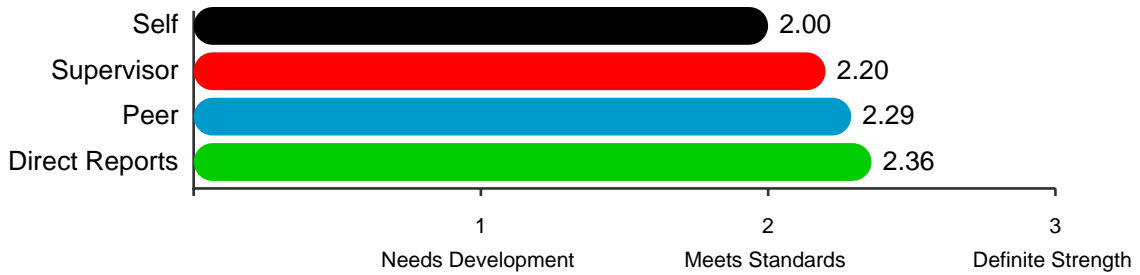
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Encourages employees to solve problems on their own.	15	2.33	40.0	7%	53%	40%
12. Allows the employees to have flexible work schedules.	15	2.07	20.0	13%	67%	20%
13. Set clear goals for assignments.	15	2.07	26.7	20%	53%	27%
14. Allows individuals to be responsible for their decisions.	15	2.27	40.0	13%	47%	40%
15. Distributes the workload to subordinates.	14	2.43	50.0	7%	43%	50%

### Comments:

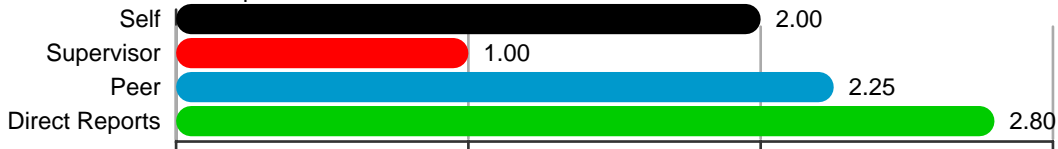
- \_\_\_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_\_\_ to stand his ground and take care of his employees / department.
- Good leadership style.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- \_\_\_\_\_ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.

# Communication Skills

## Summary Scores



16. An effective listener who is responsive to information needs.



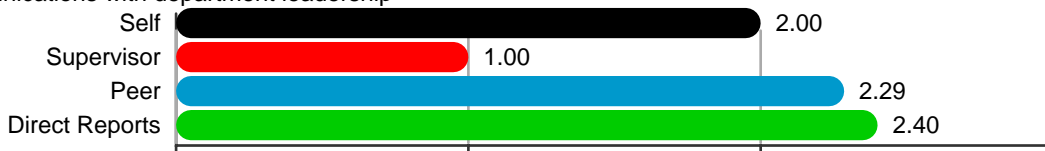
17. Checks for understanding throughout conversations or group presentations/discussions



18. Is an effective communicator



19. Communications with department leadership



20. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



## 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. An effective listener who is responsive to information needs.	15	2.33	46.7	13%	40%	47%
17. Checks for understanding throughout conversations or group presentations/discussions	15	2.33	40.0	7%	53%	40%
18. Is an effective communicator	14	2.00	14.3	14%	71%	14%
19. Communications with department leadership	14	2.21	42.9	21%	36%	43%
20. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	2.53	60.0	7%	33%	60%

### Comments:

- Great year of growth!
- Has the experience needed.
- Provide more clarity. Increase your technical knowledge.
- Strive for excellence. Willing to learn. Implement advice from others.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- I really appreciate and respect \_\_\_\_\_'s leadership and his ability to perceive issues and intricate insights into working toward solutions.

# Emotional Intelligence

## Summary Scores



21. Is able to express themselves clearly.



22. Accurately perceives the emotional reactions of others.



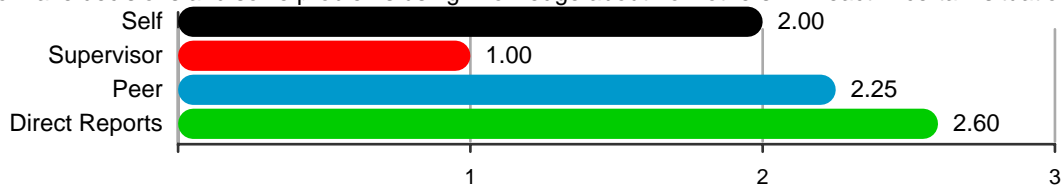
23. Able to understand others' points of view.



24. Is able to manage their own emotions.



25. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



## 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. Is able to express themselves clearly.	15	2.60	66.7	7%	27%	67%
22. Accurately perceives the emotional reactions of others.	15	2.33	40.0	7%	53%	40%
23. Able to understand others' points of view.	15	2.07	20.0	13%	67%	20%
24. Is able to manage their own emotions.	15	2.40	53.3	13%	33%	53%
25. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.27	53.3	27%	20%	53%

### Comments:

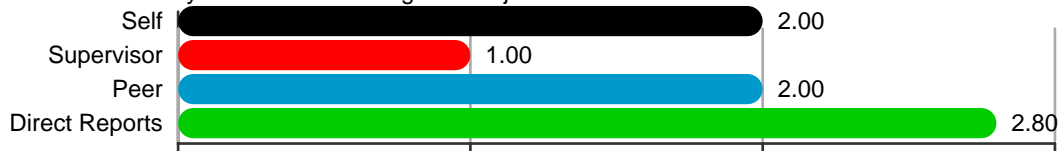
- He translated the creative thinking into real change and solution that advanced our department.
- \_\_\_\_\_ is a great boss and director. \_\_\_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_\_\_ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Provides reinforcement and feedback within the context of the overall business strategy.
- \_\_\_\_\_ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- Positive attitude.

# Time Management

## Summary Scores



26. Prioritizes tasks to identify immediate and long-term objectives.



27. Completes high-priority work within required timelines.



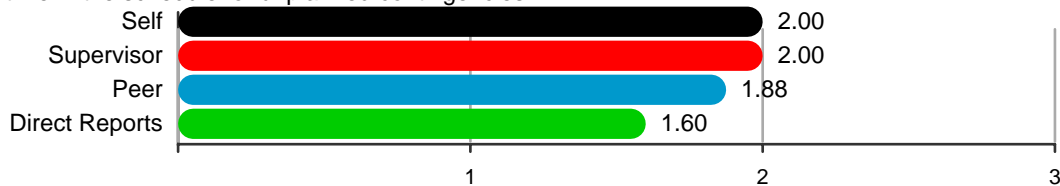
28. Focuses on tasks that have high priority.



29. Keeps and maintains a To-Do list.



30. Leaves time in the schedule for unplanned contingencies.



## 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. Prioritizes tasks to identify immediate and long-term objectives.	15	2.20	33.3	13%	53%	33%
27. Completes high-priority work within required timelines.	15	2.00	26.7	27%	47%	27%
28. Focuses on tasks that have high priority.	15	2.47	53.3	7%	40%	53%
29. Keeps and maintains a To-Do list.	15	2.60	60.0		40%	60%
30. Leaves time in the schedule for unplanned contingencies.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_\_\_ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- He leads by example.
- I cannot say if he challenges others.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_\_\_ last month.
- I appreciate his perspective and guidance on a variety of things.
- \_\_\_\_\_ does a great job in supporting and engaging all of his employees.

# Commitment To Result

## Summary Scores



31. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



32. Maintains persistence and dedication to achieving results.



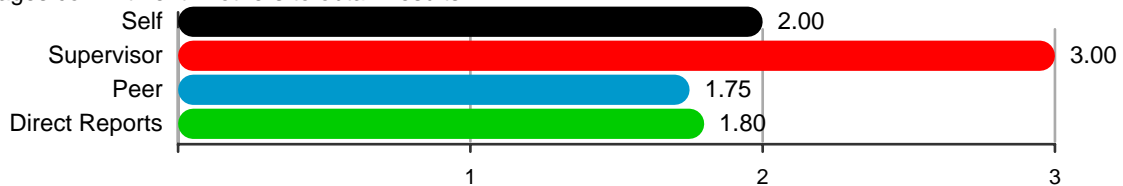
33. Takes immediate action toward goals.



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



35. Encourages commitment in others to obtain results.





## 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. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.13	33.3	20%	47%	33%
32. Maintains persistence and dedication to achieving results.	15	2.13	33.3	20%	47%	33%
33. Takes immediate action toward goals.	15	2.07	33.3	27%	40%	33%
34. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	2.13	26.7	13%	60%	27%
35. Encourages commitment in others to obtain results.	15	1.87	20.0	33%	47%	20%

### Comments:

- he has patience.
- I believe I need to give him a chance to get into his position.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- \_\_\_\_\_ is very reliable and collaborates well on projects.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.

# Managing Risk

## Summary Scores



36. Evaluates risks against acceptable risk levels.



37. Develops policies for risk management.



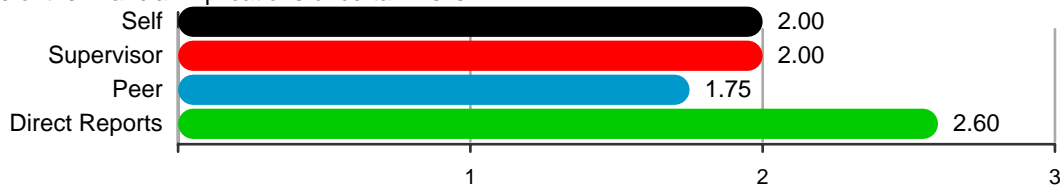
38. Creates a risk management strategy for the department.



39. Develops appropriate strategies to minimize risks.



40. Is aware of the financial implications of certain risks.



## 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. Evaluates risks against acceptable risk levels.	15	1.87	20.0	33%	47%	20%
37. Develops policies for risk management.	15	1.93	13.3	20%	67%	13%
38. Creates a risk management strategy for the department.	15	2.07	33.3	27%	40%	33%
39. Develops appropriate strategies to minimize risks.	15	2.33	33.3		67%	33%
40. Is aware of the financial implications of certain risks.	15	2.07	33.3	27%	40%	33%

### Comments:

- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- \_\_\_\_\_ is always working collaboratively with many different teams not only within the organization but within the community
- I think he is doing really good work and I found that to be one area I could list that might help.
- \_\_\_\_\_ is a true asset to [CompanyName].
- \_\_\_\_\_ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- \_\_\_\_\_ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.

# Trustworthy

## Summary Scores



41. Works in a way that makes others want to work with her/him.



42. Takes ownership, delivers on commitments



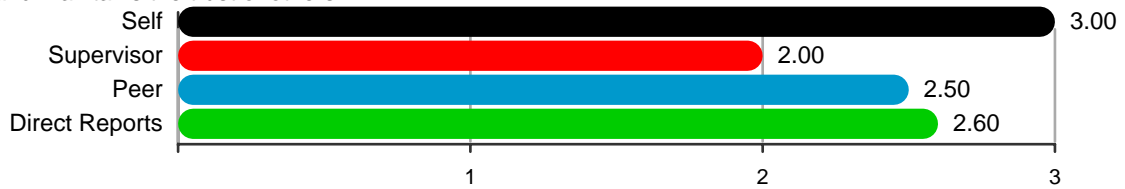
43. Consistently keeps commitments.



44. Is trustworthy; is someone I can trust.



45. Builds and maintains the trust 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
41. Works in a way that makes others want to work with her/him.	15	2.00	26.7	27%	47%	27%
42. Takes ownership, delivers on commitments	15	2.13	33.3	20%	47%	33%
43. Consistently keeps commitments.	15	2.20	40.0	20%	40%	40%
44. Is trustworthy; is someone I can trust.	15	2.20	26.7	7%	67%	27%
45. Builds and maintains the trust of others.	15	2.53	60.0	7%	33%	60%

### Comments:

- The Core Competency Training has been a great success. \_\_\_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- \_\_\_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- \_\_\_\_\_ has a clear process for hiring which has aided his in building an amazing team.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- Willingness to pitch in, desire to grow, and a great attitude.

# Teamwork

## Summary Scores



### 46. Facilitates team discussions and problem-solving



### 47. Encourages teamwork and collaboration.



### 48. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.



### 49. Builds consensus and shares relevant information.



### 50. Encourages open communication



## 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).

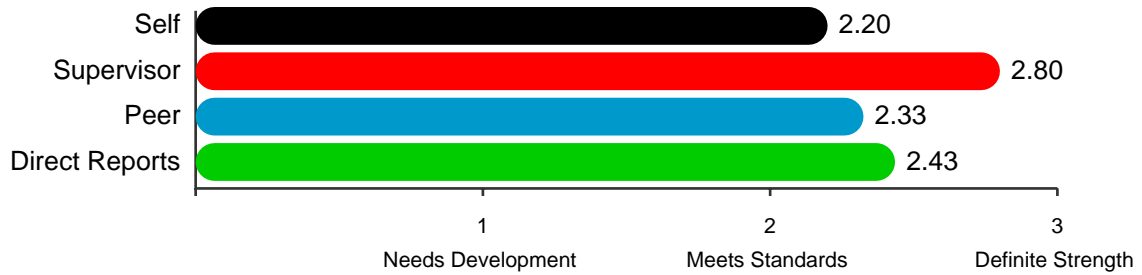
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Facilitates team discussions and problem-solving	15	2.27	26.7		73%	27%
47. Encourages teamwork and collaboration.	15	2.13	26.7	13%	60%	27%
48. Builds relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	2.40	40.0		60%	40%
49. Builds consensus and shares relevant information.	15	2.47	46.7		53%	47%
50. Encourages open communication	15	2.33	46.7	13%	40%	47%

### Comments:

- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_\_\_ is trying to communicate with them, I also understand why \_\_\_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_\_\_ does a good job.
- I enjoy working with \_\_\_\_\_ and look forward to future opportunities for collaboration.
- \_\_\_\_\_'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- We are lucky to have him here at [CompanyName].
- \_\_\_\_\_ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about \_\_\_\_\_ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- He continues to be a shining example to his team especially in process improvement and professional growth.

# Company

## Summary Scores



51. Expresses loyalty and dedication to [Company] in interactions with others.



52. Impresses upon others the important aspects of [Company].



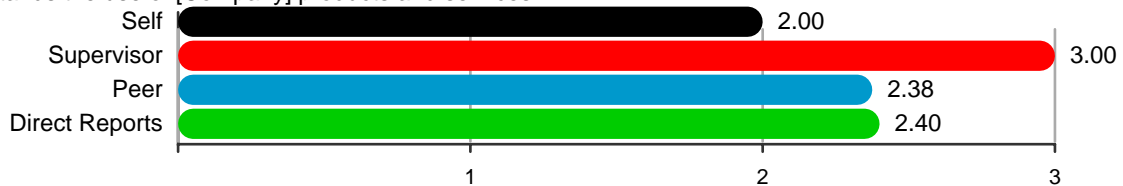
53. Understands how decisions impact other business units beyond their immediate department of work group.



54. Follows existing procedures and processes.



55. Understands the use of [Company] products and services.





## 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. Expresses loyalty and dedication to [Company] in interactions with others.	14	2.21	28.6	7%	64%	29%
52. Impresses upon others the important aspects of [Company].	14	2.29	42.9	14%	43%	43%
53. Understands how decisions impact other business units beyond their immediate department of work group.	15	2.53	53.3		47%	53%
54. Follows existing procedures and processes.	15	2.47	46.7		53%	47%
55. Understands the use of [Company] products and services.	15	2.40	40.0		60%	40%

### Comments:

- \_\_\_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- A great addition to the team.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- \_\_\_\_\_ knows his work and knows the facility very well. \_\_\_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.
- 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.
- \_\_\_\_\_ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.

## 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?

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- Sometimes \_\_\_\_\_'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_\_\_'s management style is excellent.

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

- Improvement should come over time. There is potential which is present.
- When issues or questions are raised in the department, \_\_\_\_\_ follows thru to address them in a timely manner.
- Everyone who works with \_\_\_\_\_ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- \_\_\_\_\_ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- \_\_\_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.

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

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- \_\_\_\_\_ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- He is a dedicated person who inspires excellence in both staff and customer service.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- \_\_\_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.

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

- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- \_\_\_\_\_ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- I appreciate that as a new manager to this department \_\_\_\_\_ has sought to understand my work flow and process. He is actively learning more about our work processes and involved to determine needed resources.
- \_\_\_\_\_ is an excellent leader, and has a great ability to encourage employees to be the best they can be.

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

- \_\_\_\_\_ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- Again, \_\_\_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- Appreciate \_\_\_\_\_'s willingness to participate on leadership in expanding research activity.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

### Any final comments?

- \_\_\_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- He is organized, kind, and extremely approachable.
- \_\_\_\_\_ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- He always steps up and gets what needs to be done completed.
- Timely follow through.