



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.



Employee Development

Definition:

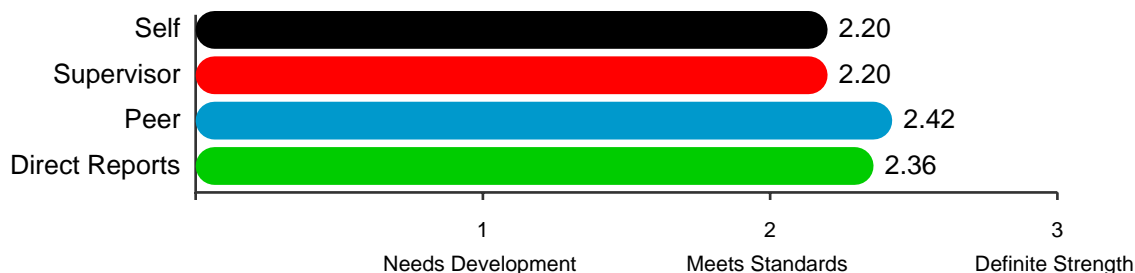
Employee Development is a strategic, organization-wide commitment to cultivating employee growth through needs-based assessments, relevant and well-resourced training, and clearly aligned opportunities that support both individual advancement and business objectives. It encompasses comprehensive onboarding, career and succession planning, coaching, mentorship, job enrichment, cross-training, and management development—ensuring employees are aware of and supported in accessing diverse pathways for learning and promotion. By integrating employee input, aligning development goals with company strategy, and promoting internal mobility, Employee Development fosters a culture of continuous improvement, leadership cultivation, and institutional resilience.

Why this is Important:

Employee Development is essential for organizations because it directly fuels performance, engagement, and long-term resilience. By aligning training with strategic goals, cultivating internal talent through coaching, mentorship, and promotion, and offering relevant, well-communicated opportunities for growth, companies build a workforce that is both capable and committed. This not only reduces turnover and strengthens leadership pipelines, but also fosters a culture of continuous learning--where employees feel valued, challenged, and equipped to adapt to evolving business needs.

Summary Scores:

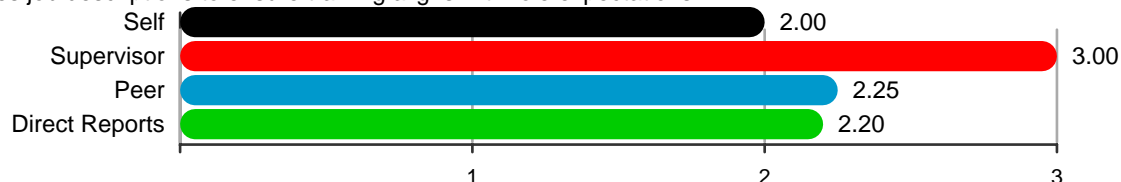
The summary scores shown here are an average of each of the items in this competency.



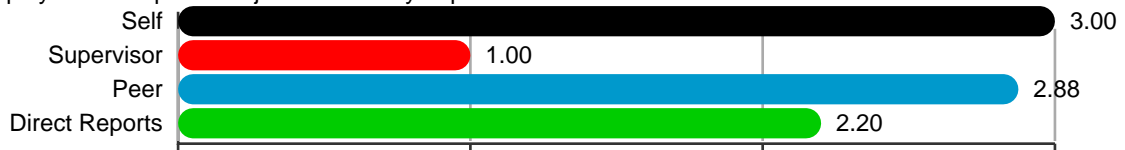
Scores on Each Item:

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

1. Analyzes job descriptions to ensure training aligns with role expectations.



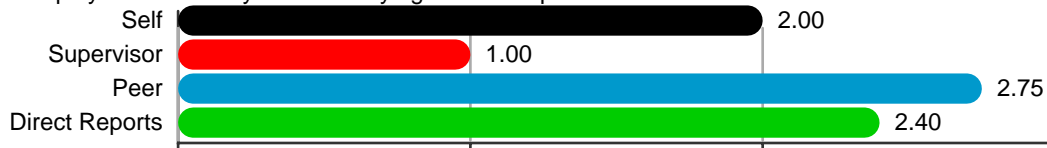
2. Ties employee development objectives directly to performance standards.



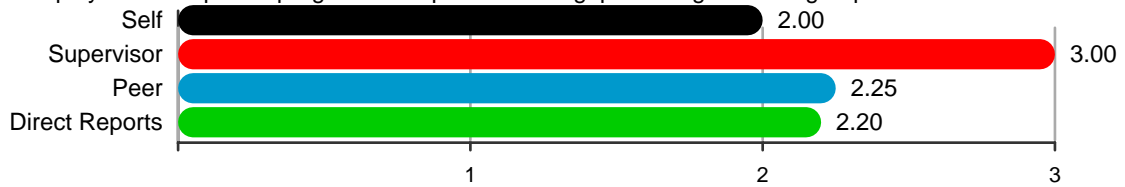
3. Gives employees opportunities to shadow colleagues in other roles to build empathy and teamwork.



4. Coaches employees when they are stuck trying to solve a problem.



5. Uses the employee development program to help close skills gaps among different groups.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are 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
1. Analyzes job descriptions to ensure training aligns with role expectations.	15	2.27	33.3	7%	60%	33%
2. Ties employee development objectives directly to performance standards.	15	2.53	73.3	20%	7%	73%
3. Gives employees opportunities to shadow colleagues in other roles to build empathy and teamwork.	15	2.33	40.0	7%	53%	40%
4. Coaches employees when they are stuck trying to solve a problem.	15	2.47	53.3	7%	40%	53%
5. Uses the employee development program to help close skills gaps among different groups.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- She is very astute, proactive in problem solving, and a great team member.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- I appreciate her helpful and cheerful outlook!

Partnering/Networking

Definition:

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

Why this is Important:

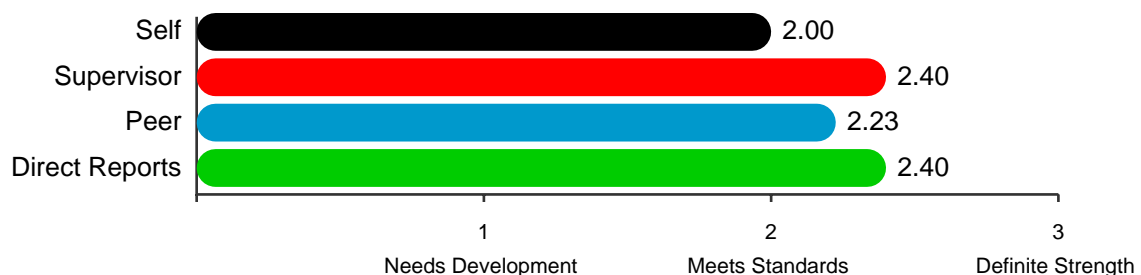
Partnering/Networking is essential for organizations and companies because it fosters collaboration, drives innovation, and enhances strategic opportunities. By building alliances, expanding professional networks, and forming meaningful relationships, businesses can access new markets, share resources, and exchange valuable industry knowledge. These connections enable organizations to strengthen their competitive edge, optimize workflow efficiency, and ensure trust and commitment in long-term partnerships.

Additionally, effective partnering and networking promote adaptability and resilience by aligning interests, resolving conflicts, and facilitating agreements that support mutual success. Strong partnerships create an ecosystem where organizations can leverage complementary strengths, exchange information, and navigate complex challenges with greater agility. Through continuous engagement with industry leaders, professional associations, and cross-functional teams, companies can anticipate trends, refine strategies, and remain at the forefront of their industries.

Ultimately, organizations thrive when they cultivate relationships built on transparency, mutual learning, and shared goals. Networking unlocks new business opportunities, enhances operational efficiency, and reinforces a culture of strategic collaboration. By embracing partnering and networking as a core function, companies position themselves for sustainable growth, innovation, and long-term success in a rapidly evolving business landscape.

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. Ensures all participants in the network are treated fairly and equitably.



7. Supports a partnering/networking culture.



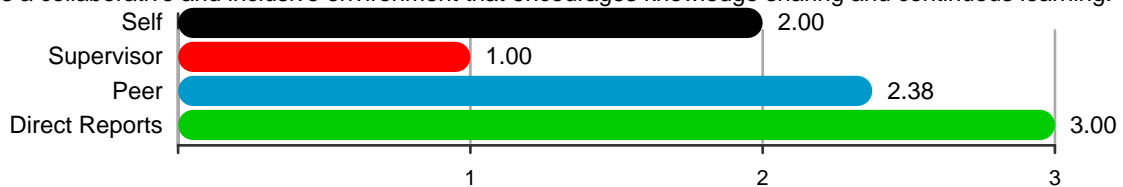
8. Develops effective peer to peer working relationships.



9. Participates in roundtables or panel discussions to share insights and gain perspectives.



10. Nurtures a collaborative and inclusive environment that encourages knowledge sharing and continuous learning.



Level of Skill

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

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1	2	3
6. Ensures all participants in the network are treated fairly and equitably.	15	2.13	33.3	20%	47%	33%
7. Supports a partnering/networking culture.	15	2.07	26.7	20%	53%	27%
8. Develops effective peer to peer working relationships.	15	2.33	40.0	7%	53%	40%
9. Participates in roundtables or panel discussions to share insights and gain perspectives.	15	2.40	53.3	13%	33%	53%
10. Nurtures a collaborative and inclusive environment that encourages knowledge sharing and continuous learning.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- I love how she is always open to approach with any questions I have, no matter the hour.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- ___ is highly professional in her everyday work.

Supervisory Skills

Definition:

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

Why this is Important:

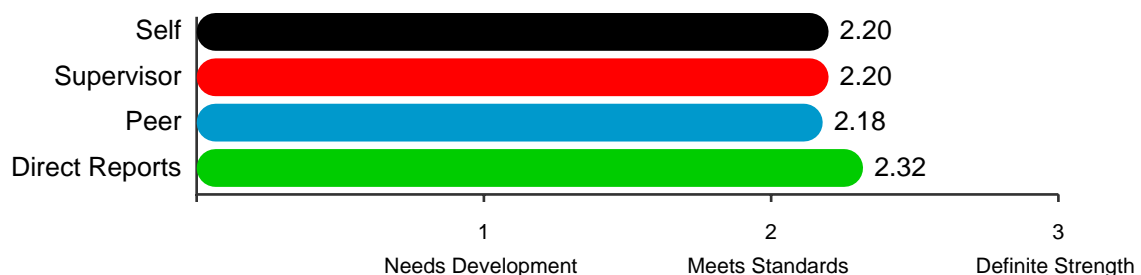
Strong supervisory skills are essential for organizations and companies because they drive productivity, foster employee engagement, and create a structured work environment. Effective supervisors ensure that teams are well-supported through clear communication, accountability, and conflict resolution, allowing employees to perform at their best. By leading by example and maintaining professionalism, supervisors build trust, boost morale, and encourage teamwork, all of which contribute to a positive and efficient workplace culture.

Additionally, supervisory skills play a critical role in employee development and retention. Through coaching, feedback, and recognition, supervisors empower employees to grow, improve their performance, and stay motivated in their roles. A well-trained management team helps maintain a high-performing workforce, reducing turnover and ensuring that employees feel valued and supported. When supervisors provide structure and clarity, employees are more likely to remain committed to company goals and contribute meaningfully to organizational success.

Ultimately, strong supervision directly impacts business outcomes by ensuring that operations run smoothly, decisions are made effectively, and employees remain engaged. Organizations that invest in supervisory skill development benefit from improved efficiency, reduced workplace conflicts, and a culture of accountability and collaboration. As businesses evolve, skilled supervisors help adapt to change, navigate challenges, and create a foundation for sustained growth and innovation.

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.

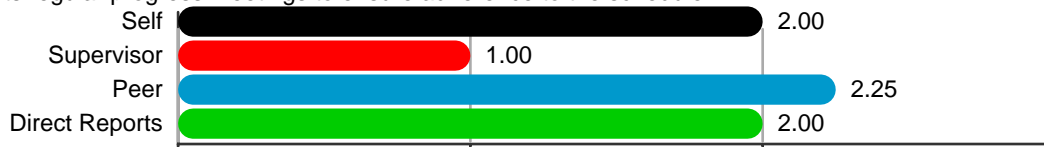
11. Is diligent about properly documenting disciplinary actions.



12. Decides the best approach for addressing issues that arise on the job.



13. Conducts regular progress meetings to ensure adherence to the schedule.



14. Uses persuasion rather than threats of disciplinary action.



15. Spends time to actively listen to the grievance.



Level of Skill

The table below shows the responses in a graphic form where the percentage is represented 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
11. Is diligent about properly documenting disciplinary actions.	15	2.33	40.0	7%	53%	40%
12. Decides the best approach for addressing issues that arise on the job.	15	2.07	20.0	13%	67%	20%
13. Conducts regular progress meetings to ensure adherence to the schedule.	15	2.07	26.7	20%	53%	27%
14. Uses persuasion rather than threats of disciplinary action.	15	2.27	40.0	13%	47%	40%
15. Spends time to actively listen to the grievance.	14	2.43	50.0	7%	43%	50%

Comments:

- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- ___ has made good judgements in hiring top notch employees.
- I do believe that when change is initiated by her 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.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. This has improved but can use a little more work on the consistent side of it.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.

Analytical

Definition:

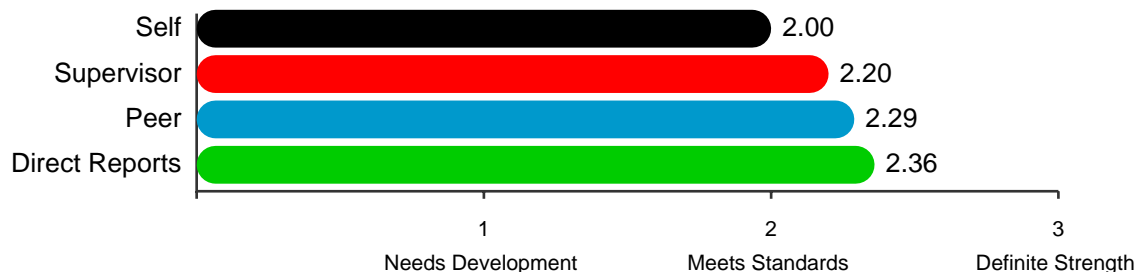
Analytical skills are the ability to think critically, be open-minded, and reduce complex issues into more manageable parts. The ability to collect, validate, and analyze data is important for making decisions, forecasting, and developing models. Attention to detail and a willingness to work with quantitative data are needed. Having a good understanding of systems, how to present data, and how to conduct research is useful. Analytical skills also require a certain degree of curiosity.

Why this is Important:

Analytical skills are crucial in business because they enable professionals to make informed decisions based on data. This not only helps in identifying trends and opportunities but also mitigates risks. With strong analytical skills, businesses can forecast future scenarios, optimize operations, and develop effective strategies. Attention to detail and a good understanding of systems ensure that decisions are precise and well-founded. Curiosity is a driver of continuous improvement and innovation, keeping businesses competitive in a rapidly changing market. Without analytical skills, businesses might rely on intuition rather than evidence, which can lead to costly mistakes and missed opportunities.

Summary Scores:

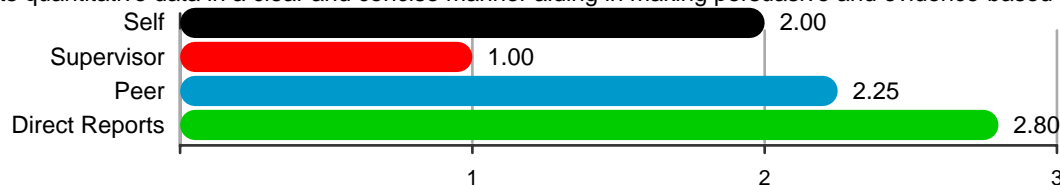
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Presents quantitative data in a clear and concise manner aiding in making persuasive and evidence-based arguments.



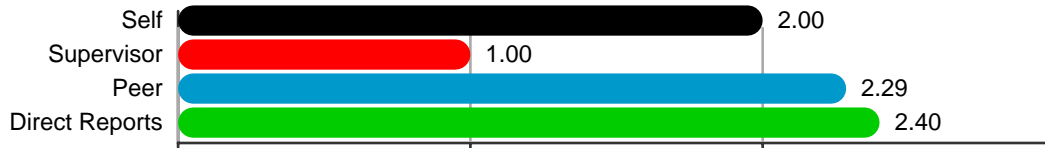
17. Checks that the information is both precise and up-to-date.



18. Decomposes problems into smaller, manageable parts.



19. Clearly identifies the issue to be resolved.



20. Analyzes data to meet constituent needs.



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		
				1	2	3	1	2	3	1	2	3
16. Presents quantitative data in a clear and concise manner aiding in making persuasive and evidence-based arguments.	15	2.33	46.7	13%	40%	47%						
17. Checks that the information is both precise and up-to-date.	15	2.33	40.0	7%	53%	40%						
18. Decomposes problems into smaller, manageable parts.	14	2.00	14.3	14%	71%	14%						
19. Clearly identifies the issue to be resolved.	14	2.21	42.9	21%	36%	43%						
20. Analyzes data to meet constituent needs.	15	2.53	60.0	7%	33%	60%						

Comments:

- ___ knows her team very well and is gaining the same knowledge in regards to her team
- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- ___ is a valuable resource to the organization and the team.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.

Quality

Definition:

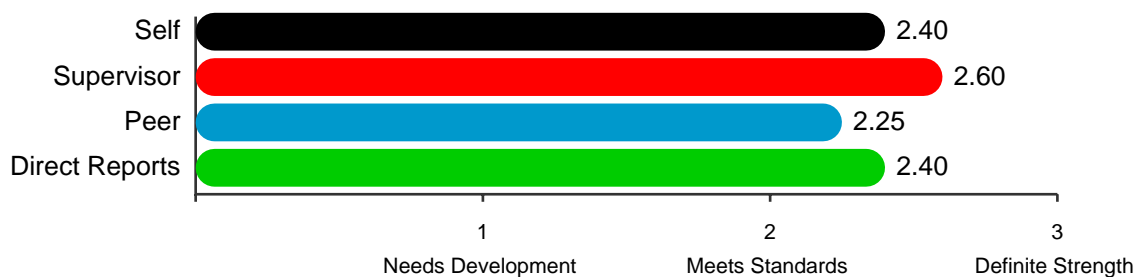
Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

Why this is Important:

Quality is important for business in that high-quality products and services meet or exceed customer expectations, leading to satisfaction and repeat customers. Consistently delivering quality helps build a strong reputation which attracts new customers. Investing in quality up-front can reduce costs in the long run. Producing products or services that meet industry standards or regulations requires and emphasis on quality.

Summary Scores:

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



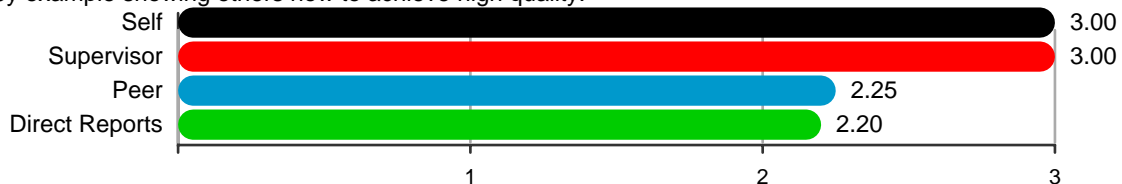
Scores on Each Item:

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

21. Inspires others to achieve high quality standards.



22. Leads by example showing others how to achieve high quality.



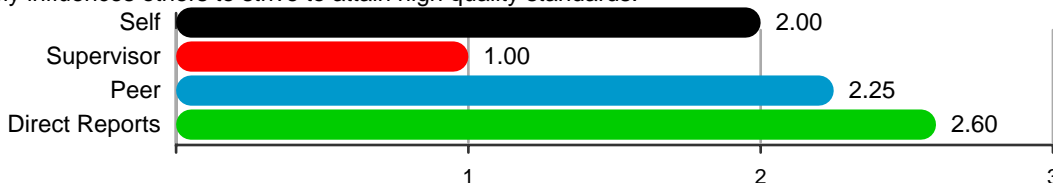
23. Reflects on what is working and what could be improved.



24. Resolves quality issues sooner rather than later.



25. Positively influences others to strive to attain high quality standards.



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. Inspires others to achieve high quality standards.	15	2.60	66.7	7%	27%	67%
22. Leads by example showing others how to achieve high quality.	15	2.33	40.0	7%	53%	40%
23. Reflects on what is working and what could be improved.	15	2.07	20.0	13%	67%	20%
24. Resolves quality issues sooner rather than later.	15	2.40	53.3	13%	33%	53%
25. Positively influences others to strive to attain high quality standards.	15	2.27	53.3	27%	20%	53%

Comments:

- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- She sets her expectations high, and delivers a high level of performance herself.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- Does well in most technical skills and is willing to learn anything that is new
- Works hard to build a team environment.
- Her years of experience and wisdom are generously shared and appreciated.

Change Management

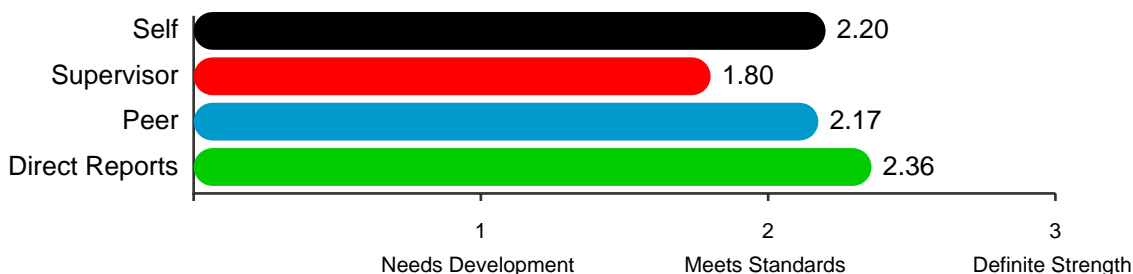
Definition:

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

Why this is Important:

Summary Scores:

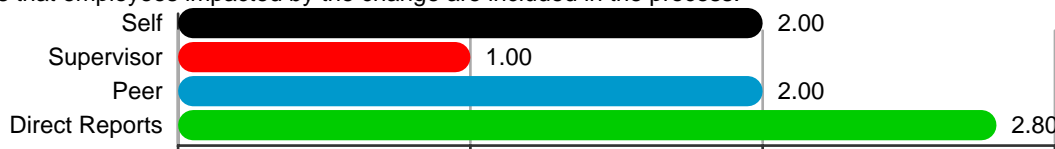
The summary scores shown here are an average of each of the items in this competency.



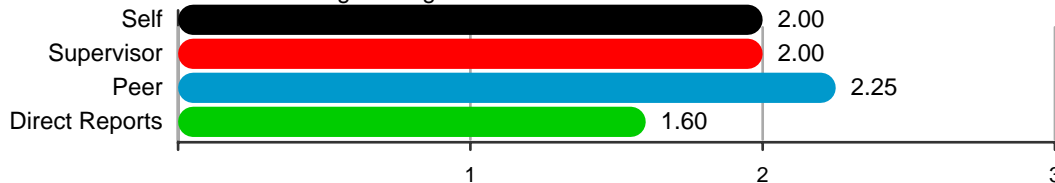
Scores on Each Item:

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

26. Ensures that employees impacted by the change are included in the process.



27. Uses positive reinforcement to encourage change.



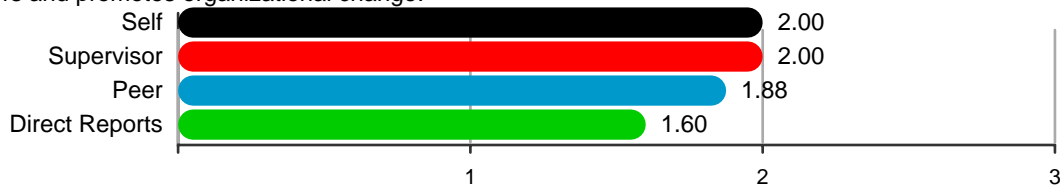
28. Supports the Company's efforts to implement changes.



29. Is an inspiration for others to accept the recent changes.



30. Sponsors and promotes organizational change.



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
26. Ensures that employees impacted by the change are included in the process.	15	2.20	33.3	13%	53%	33%
27. Uses positive reinforcement to encourage change.	15	2.00	26.7	27%	47%	27%
28. Supports the Company's efforts to implement changes.	15	2.47	53.3	7%	40%	53%
29. Is an inspiration for others to accept the recent changes.	15	2.60	60.0		40%	60%
30. Sponsors and promotes organizational change.	15	1.80	13.3	33%	53%	13%

Comments:

- Even though she is part-time, I don't like the minimal face-to-face exposure.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.

Technical

Definition:

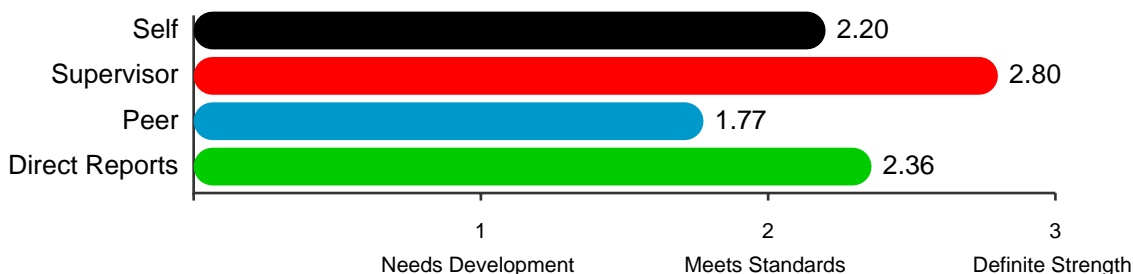
An expert in their field. Employee has the technical expertise to perform their job at a high level.

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:

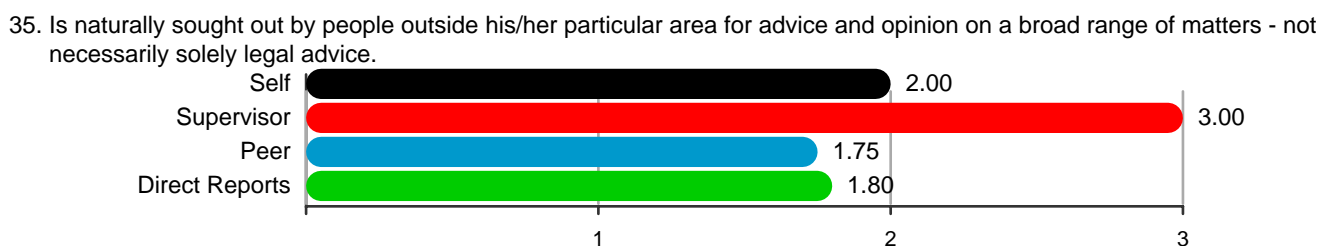
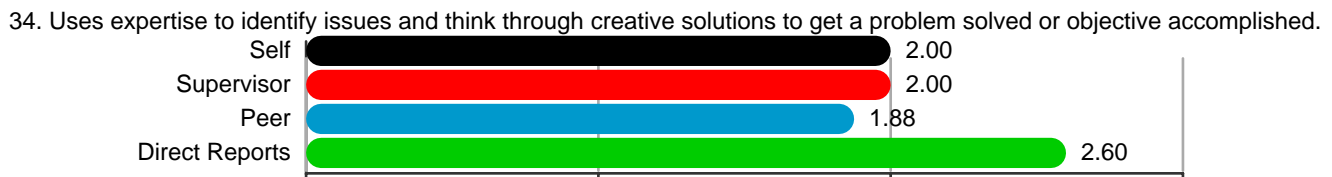
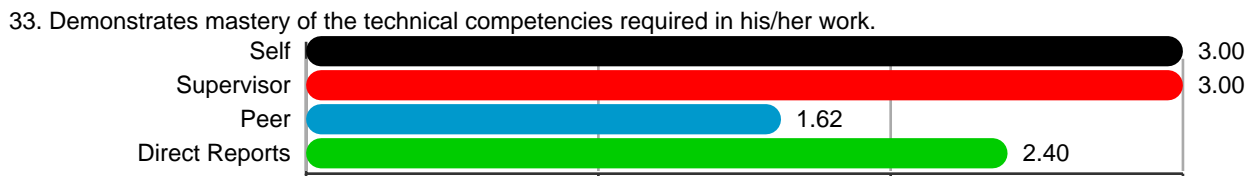
The scores for each of the items in this competency are shown below.

31. Knows how to produce high quality products/work.



32. Willingly shares his/her technical expertise; sought out as resource by others





Level of Skill

The table below shows the responses in a graphic form where the percentage 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
31. Knows how to produce high quality products/work.	15	2.13	33.3	20%	47%	33%
32. Willingly shares his/her technical expertise; sought out as resource by others	15	2.13	33.3	20%	47%	33%
33. Demonstrates mastery of the technical competencies required in his/her work.	15	2.07	33.3	27%	40%	33%
34. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.13	26.7	13%	60%	27%
35. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ is very approachable and always willing to listen.
- ___ does not beat around the bush nor does she have hidden agendas.
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- We are lucky to have her here at [CompanyName].
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Could be more self-aware of impact on other team members