

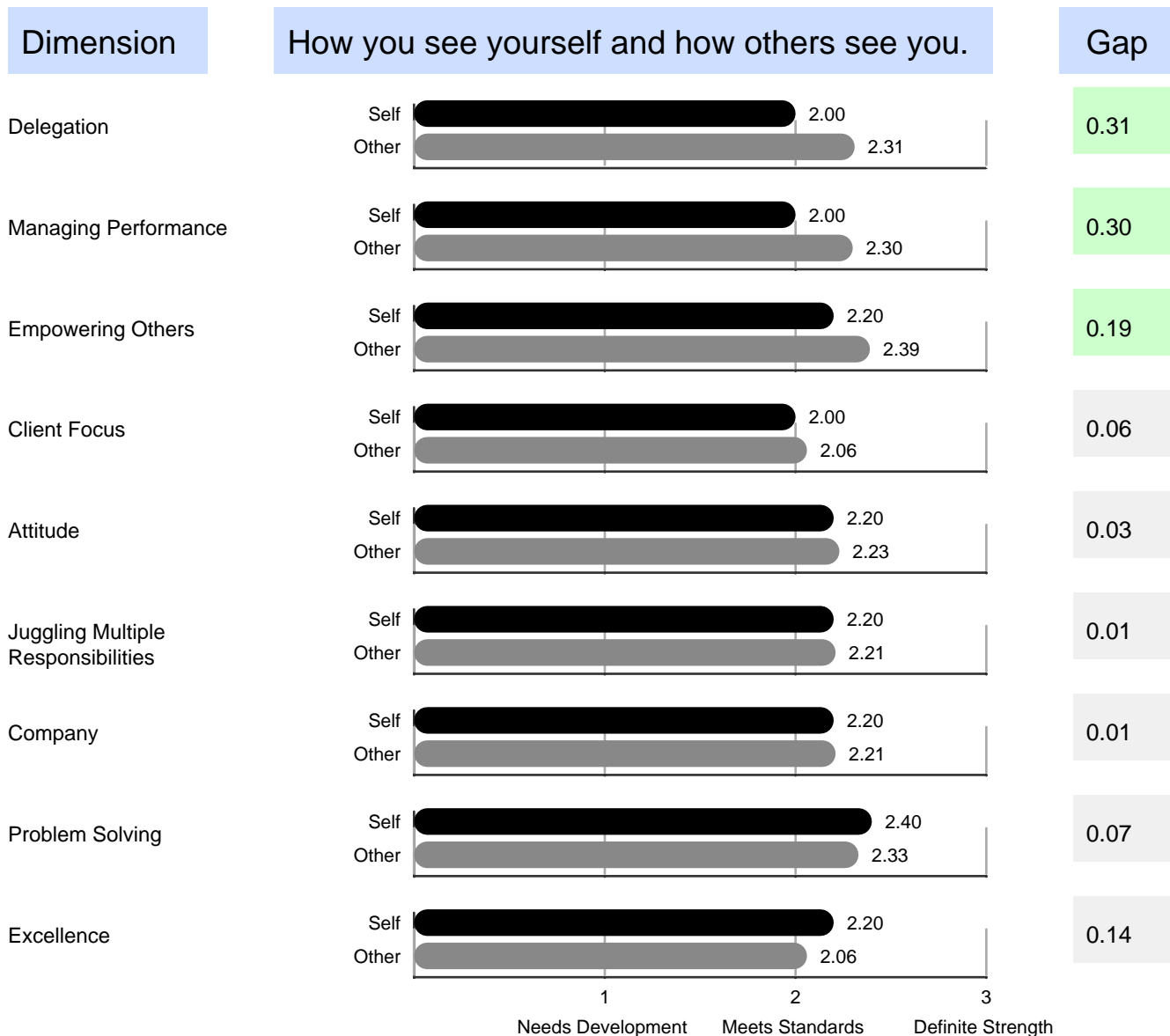


Feedback Results
Your CompanyName Here
2024

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.



Empowering Others

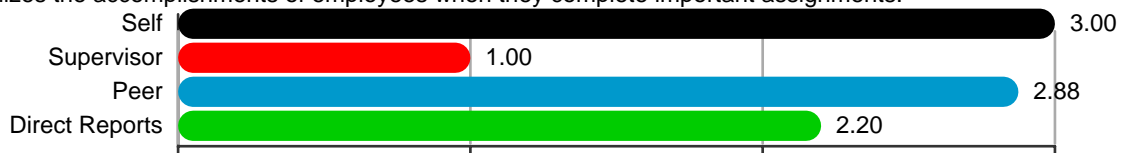
Summary Scores



1. Gives responsibility for making important decisions to employees.



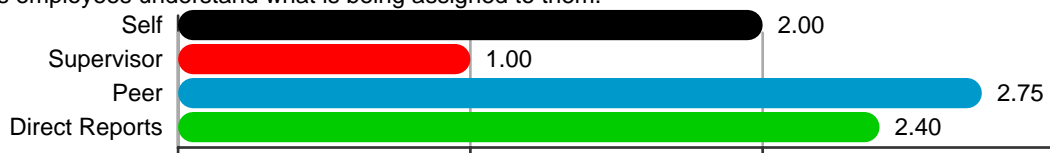
2. Recognizes the accomplishments of employees when they complete important assignments.



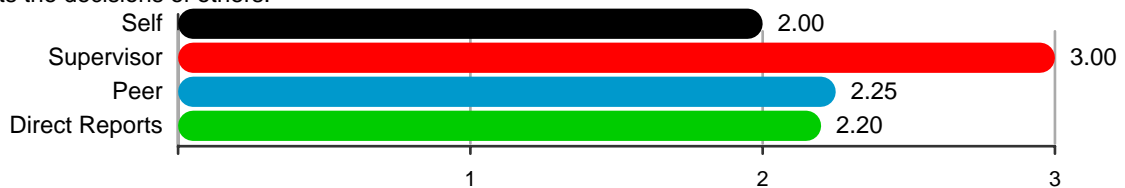
3. Expresses confidence in the abilities of others.



4. Ensures employees understand what is being assigned to them.



5. Supports the decisions 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
1. Gives responsibility for making important decisions to employees.	15	2.27	33.3	7%	60%	33%
2. Recognizes the accomplishments of employees when they complete important assignments.	15	2.53	73.3	20%	7%	73%
3. Expresses confidence in the abilities of others.	15	2.33	40.0	7%	53%	40%
4. Ensures employees understand what is being assigned to them.	15	2.47	53.3	7%	40%	53%
5. Supports the decisions of others.	15	2.27	40.0	13%	47%	40%

Comments:

- She is in an often times impossible position and is doing well all things considered
- Building relationships of trust to enhance safety is an important part of our approach.
- She knows product and how to engage potential clients.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- ___'s priority is our customers and community.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.

Managing Performance

Summary Scores



6. Provides employees with necessary resources to accomplish their goals.



7. Addresses poor performance sooner rather than later.



8. Routinely holds audits of performance on a weekly or monthly basis.



9. Acknowledges employee contributions that support the bottom line.



10. Establishes indicators to measure levels 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
6. Provides employees with necessary resources to accomplish their goals.	15	2.13	33.3	20%	47%	33%
7. Addresses poor performance sooner rather than later.	15	2.07	26.7	20%	53%	27%
8. Routinely holds audits of performance on a weekly or monthly basis.	15	2.33	40.0	7%	53%	40%
9. Acknowledges employee contributions that support the bottom line.	15	2.40	53.3	13%	33%	53%
10. Establishes indicators to measure levels of performance.	15	2.47	60.0	13%	27%	60%

Comments:

- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- ___ is a good leader because she gives examples through her own behavior.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

Attitude

Summary Scores



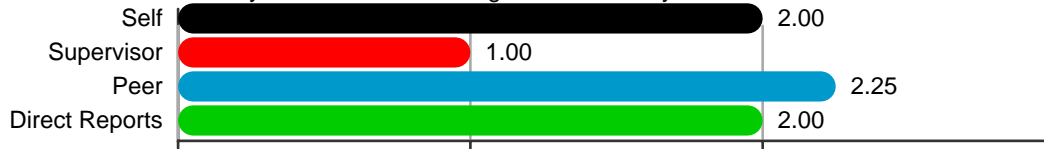
11. Treats all people fairly and with respect.



12. Contributes to a positive and fun work environment.



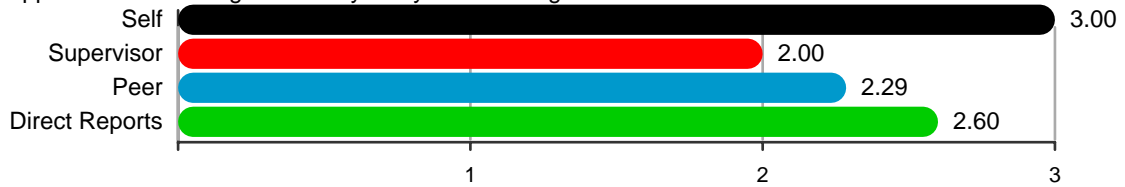
13. Works to eliminate unnecessary work or barriers that get in others' way.



14. Shows by their actions that they trust in the positive intentions of others.



15. Visibly supports and encourages diversity in style and background.



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. Treats all people fairly and with respect.	15	2.33	40.0	7%	53%	40%
12. Contributes to a positive and fun work environment.	15	2.07	20.0	13%	67%	20%
13. Works to eliminate unnecessary work or barriers that get in others' way.	15	2.07	26.7	20%	53%	27%
14. Shows by their actions that they trust in the positive intentions of others.	15	2.27	40.0	13%	47%	40%
15. Visibly supports and encourages diversity in style and background.	14	2.43	50.0	7%	43%	50%

Comments:

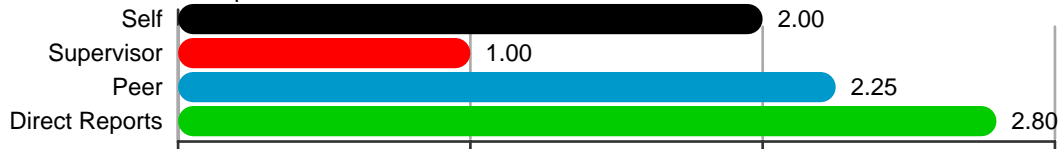
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She has also greatly improved her communication.

Delegation

Summary Scores



16. Entrusts subordinates with important tasks.



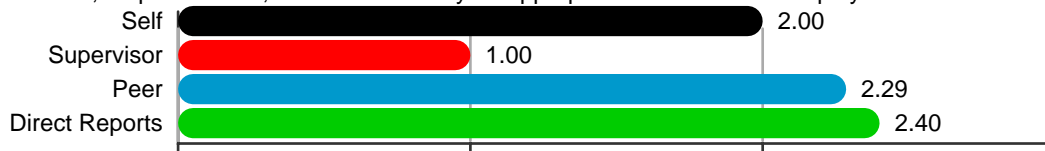
17. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



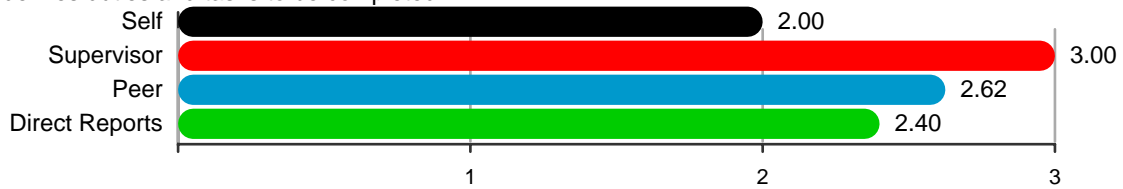
18. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



19. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



20. Clearly defines duties and tasks to be completed.



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. Entrusts subordinates with important tasks.	15	2.33	46.7	13%	40%	47%
17. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	2.33	40.0	7%	53%	40%
18. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	14	2.00	14.3	14%	71%	14%
19. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	14	2.21	42.9	21%	36%	43%
20. Clearly defines duties and tasks to be completed.	15	2.53	60.0	7%	33%	60%

Comments:

- She communicates well to all staff and we know what is expected of us.
- ___ leads by example in each of the areas noted above.
- ___ established an environment in which teamwork and creativity flourished.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- Provide more clarity. Increase your technical knowledge.
- ___ sets high standards for her team and ensures they perform professionally.

Problem Solving

Summary Scores



21. Implements effective solutions to critical problems.



22. Works cooperatively with others to solve problems.



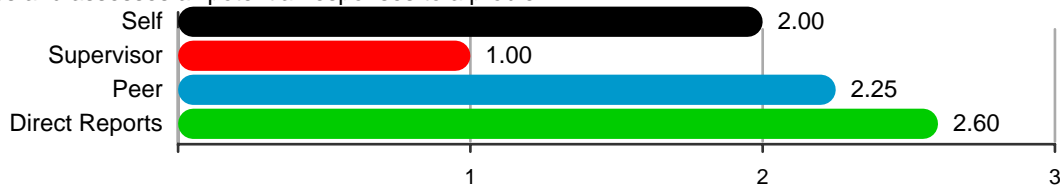
23. Understands the root causes of problems.



24. Ability to solve problems at root cause rather than at symptom level.



25. Identifies and assesses all potential responses to a problem.



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. Implements effective solutions to critical problems.	15	2.60	66.7	7%	27%	67%
22. Works cooperatively with others to solve problems.	15	2.33	40.0	7%	53%	40%
23. Understands the root causes of problems.	15	2.07	20.0	13%	67%	20%
24. Ability to solve problems at root cause rather than at symptom level.	15	2.40	53.3	13%	33%	53%
25. Identifies and assesses all potential responses to a problem.	15	2.27	53.3	27%	20%	53%

Comments:

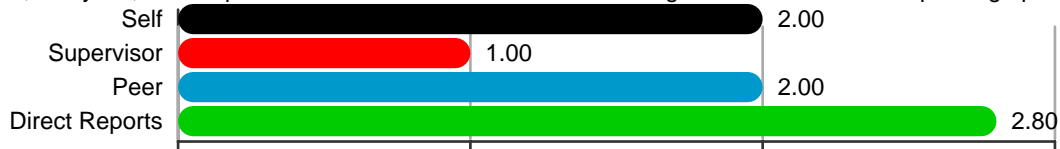
- Constantly working on improving the customer experience.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.

Juggling Multiple Responsibilities

Summary Scores



26. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.



27. Begins tasks as soon as possible.



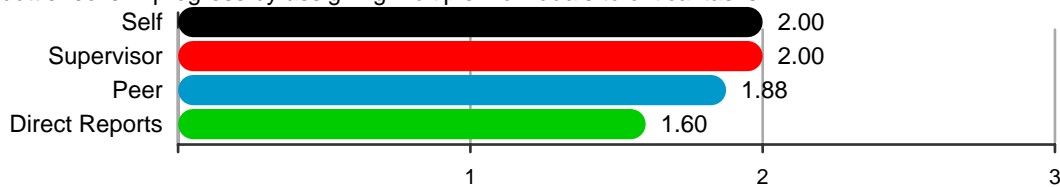
28. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.



29. Switches attention to more urgent tasks when necessary.



30. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.



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. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	2.20	33.3	13%	53%	33%
27. Begins tasks as soon as possible.	15	2.00	26.7	27%	47%	27%
28. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	2.47	53.3	7%	40%	53%
29. Switches attention to more urgent tasks when necessary.	15	2.60	60.0		40%	60%
30. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	1.80	13.3	33%	53%	13%

Comments:

- I can not say enough good things about ___ she has been an asset to our department from day one.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- She is always available to listen, lend a hand, or guide the staff when needed.

Excellence

Summary Scores



31. Demonstrates the analytical skills to do their job.



32. Demonstrates the functional or technical skills necessary to do their job.



33. Can be counted on to add value wherever they are involved.



34. Is planful and organized.



35. Keeps themselves and others focused on constant improvement.



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. Demonstrates the analytical skills to do their job.	15	2.13	33.3	20%	47%	33%
32. Demonstrates the functional or technical skills necessary to do their job.	15	2.13	33.3	20%	47%	33%
33. Can be counted on to add value wherever they are involved.	15	2.07	33.3	27%	40%	33%
34. Is planful and organized.	15	2.13	26.7	13%	60%	27%
35. Keeps themselves and others focused on constant improvement.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- Seek and provide critical feedback.

Client Focus

Summary Scores



36. Forms strong client relationships



37. Satisfies client needs.



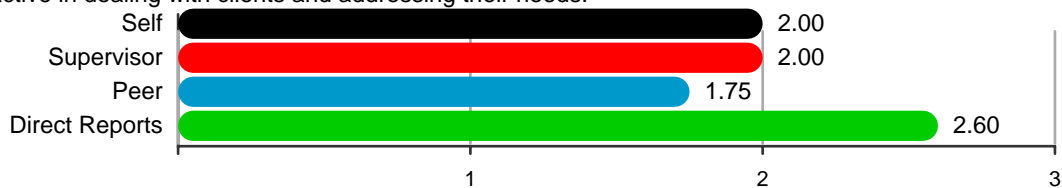
38. Maintains strong relationships with clients.



39. Looks for opportunities that have a positive impact on Clients.



40. Is pro-active in dealing with clients and addressing their needs.



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. Forms strong client relationships	15	1.87	20.0	33%	47%	20%
37. Satisfies client needs.	15	1.93	13.3	20%	67%	13%
38. Maintains strong relationships with clients.	15	2.07	33.3	27%	40%	33%
39. Looks for opportunities that have a positive impact on Clients.	15	2.33	33.3		67%	33%
40. Is pro-active in dealing with clients and addressing their needs.	15	2.07	33.3	27%	40%	33%

Comments:

- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.

Company

Summary Scores



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



42. Attends [Company] gatherings and social events.



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



44. Understands the "basics" as to how [Company] functions/operates.



45. Expresses loyalty and dedication to [Company] in interactions with 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. Understands the use of [Company] products and services.	15	2.00	26.7	27%	47%	27%
42. Attends [Company] gatherings and social events.	15	2.13	33.3	20%	47%	33%
43. Understands how decisions impact other business units beyond their immediate department of work group.	15	2.20	40.0	20%	40%	40%
44. Understands the "basics" as to how [Company] functions/operates.	15	2.20	26.7	7%	67%	27%
45. Expresses loyalty and dedication to [Company] in interactions with others.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- ___ continues to be a wonderful boss and mentor.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- Is very upbeat and quick to contribute to the team.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.

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?

- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- Take charge without being pushed to do so.
- She is a joy to work for.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.

What do you like best about working with this individual?

- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- She is respectful of the people she works with regardless of the level in the organization.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ is very professional in dealing with her peers and the staff.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- She uses the strengths of everyone around her to get the best solutions possible.

What do you like least about working with this individual?

- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- She involves our team and holds us accountable out of respect.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- One of the main reasons I am here is because of ___.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.

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

- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- Overall I think she does a great job and she is very approachable.
- ___ is very reliable and collaborates well on projects.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.

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

- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- She is very effective.
- Very knowledgeable and always steps up if help is needed.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ has been very supportive as a supervisor.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.

Any final comments?

- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- She is a team player and willing to help other departments and staff when needed.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- Timely follow through.
- ___ is an outstanding manager.