



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

December 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.



# Engagement

## Definition:

Engagement is the deep connection employees feel to their work, demonstrated through involvement, high energy, enthusiasm, and commitment to organizational success. It is strengthened when employees are aligned with company values and goals, understand their roles, remain aware of changes, and exercise autonomy while contributing meaningful impact through accountability and innovation.

Engagement thrives in environments that support employee development, encourage input, provide feedback and recognition, and foster satisfaction, interpersonal relations, and trust between supervisors and teams. Ultimately, engagement reflects a culture where employees feel valued, supported, and inspired, creating both individual fulfillment and collective achievement.

## Why this is Important:

Engagement, as defined through dimensions like connection, energy, enthusiasm, commitment, alignment, impact, autonomy, development, clarity, awareness, feedback, input, support, satisfaction, relationships, and values, is vital because it directly links employee experience to organizational outcomes. When employees are engaged, they bring pride, energy, and enthusiasm to their roles, which fuels productivity, innovation, and resilience across the company.

For organizations, engagement ensures that employees are aligned with mission and values, understand their roles, and feel empowered to make decisions that create meaningful impact. This alignment reduces turnover, strengthens trust in leadership, and builds a culture where employees are motivated to contribute beyond tasks, shaping outcomes that matter for both the business and the community.

Engagement also fosters continuous improvement and adaptability: employees who receive feedback, recognition, and development opportunities are more likely to grow, innovate, and sustain high performance. Input from employees and support from supervisors create a collaborative environment where voices are heard, ideas are implemented, and wellbeing is prioritized.

Ultimately, engagement is not just about employee satisfaction it is about creating a strategic advantage. Companies with engaged workforces enjoy stronger customer loyalty, higher profitability, and a reputation as employers of choice, making engagement a cornerstone of longterm organizational success.

## Summary Scores:

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





Needs Development



Meets Standards



Definite Strength

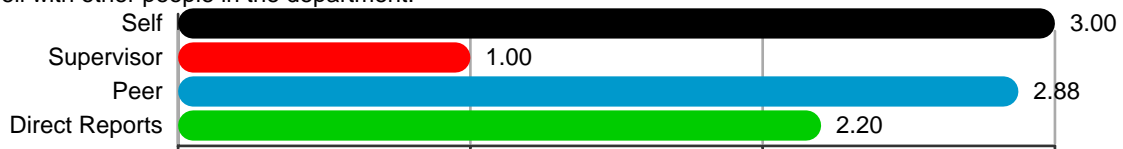
## Scores on Each Item:

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

## 1. Regularly keeps employees informed of important changes.



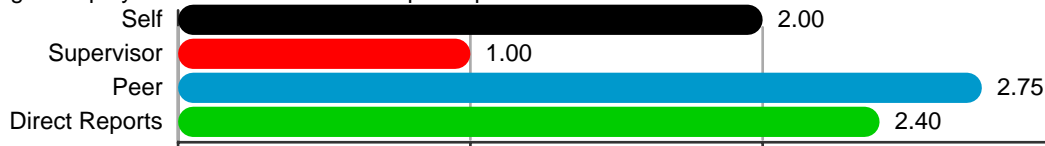
## 2. Work well with other people in the department.



## 3. Acknowledges contributions publicly when appropriate.



## 4. Encourages employees to share ideas that improve processes and outcomes.



## 5. Holds employees accountable for meaningful outcomes.



### 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
1. Regularly keeps employees informed of important changes.	15	2.27	33.3	7%	60%	33%
2. Work well with other people in the department.	15	2.53	73.3	20%	7%	73%
3. Acknowledges contributions publicly when appropriate.	15	2.33	40.0	7%	53%	40%
4. Encourages employees to share ideas that improve processes and outcomes.	15	2.47	53.3	7%	40%	53%
5. Holds employees accountable for meaningful outcomes.	15	2.27	40.0	13%	47%	40%

Comments:

- \_\_\_ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- \_\_\_'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- Team-oriented and goal focused. Shows continuous desire for improvement.
- Communication to entire team is excellent and helps engage all staff. \_\_\_'s visibility to her team has been very positive.
- \_\_\_ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

# Change Management

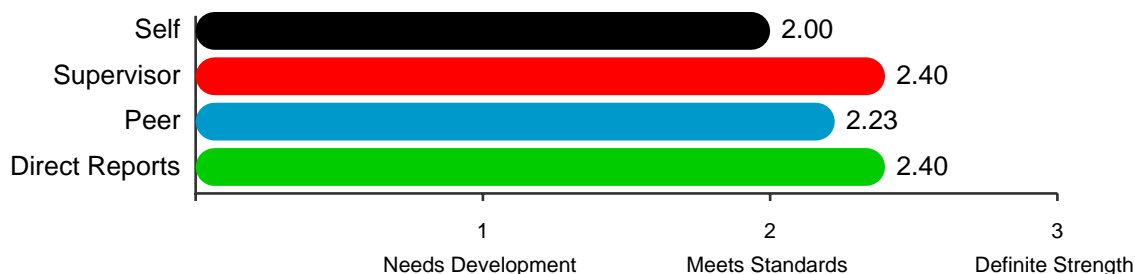
## Definition:

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.



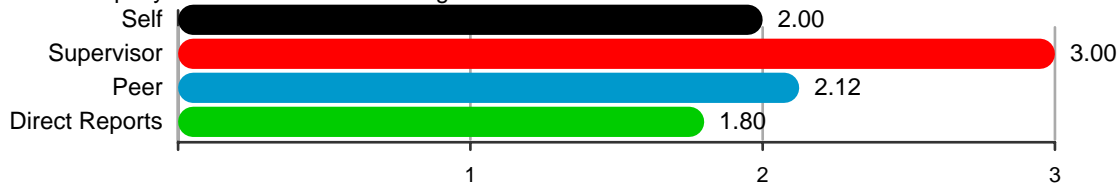
## Scores on Each Item:

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

### 6. Adopts changes to set and example for others to follow.



### 7. Modifies leadership style to address new challenges.



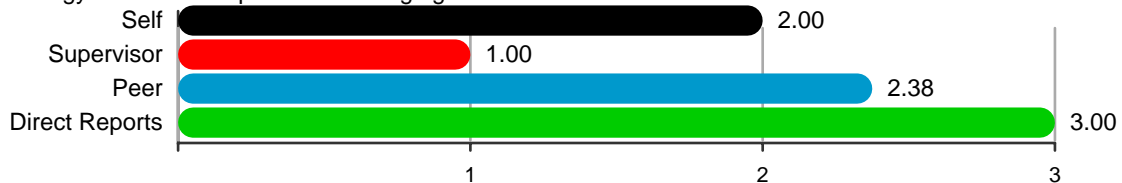
8. Develops a proactive strategy to manage changes happening in the business environment.



9. Offers training, resources, and encouragement to help employees adapt and succeed in the new environment.



10. Adapts strategy and leadership to meet emerging demands.



### Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
6. Adopts changes to set and example for others to follow.	15	2.13	33.3	20%	47%	33%
7. Modifies leadership style to address new challenges.	15	2.07	26.7	20%	53%	27%
8. Develops a proactive strategy to manage changes happening in the business environment.	15	2.33	40.0	7%	53%	40%
9. Offers training, resources, and encouragement to help employees adapt and succeed in the new environment.	15	2.40	53.3	13%	33%	53%
10. Adapts strategy and leadership to meet emerging demands.	15	2.47	60.0	13%	27%	60%

### Comments:

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- I like that she challenges me.
- She gives you confidence knowing she always has your back.
- \_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- \_\_\_ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_ and get an honest response.
- In my opinion, \_\_\_ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop \_\_\_.

# Trustworthy

**Definition:**

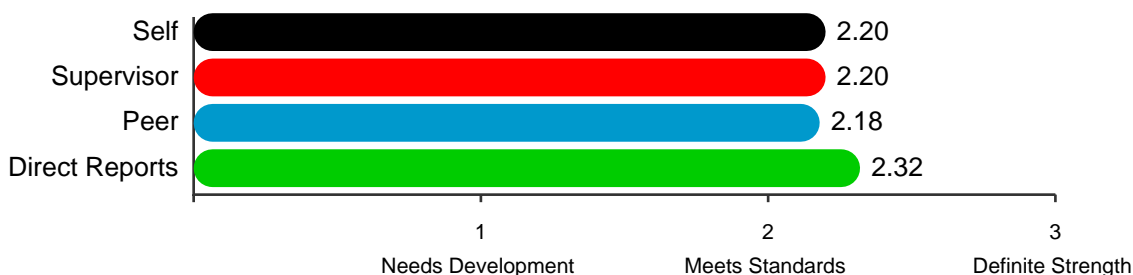
Is trusted by others. Builds and maintains trust with others. Is open and honest.

**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.



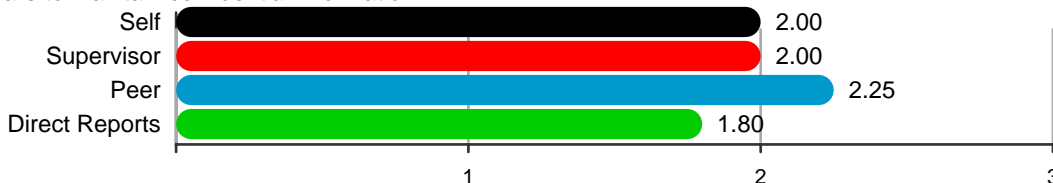
**Scores on Each Item:**

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

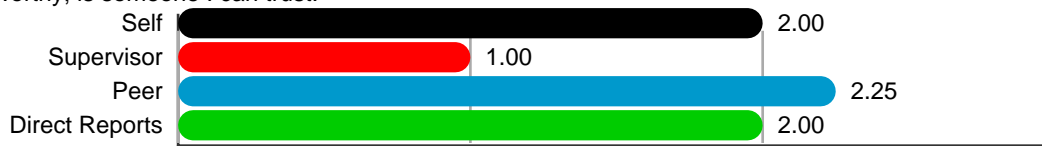
11. Delivers on promises made.



12. Takes care to maintain confidential information.



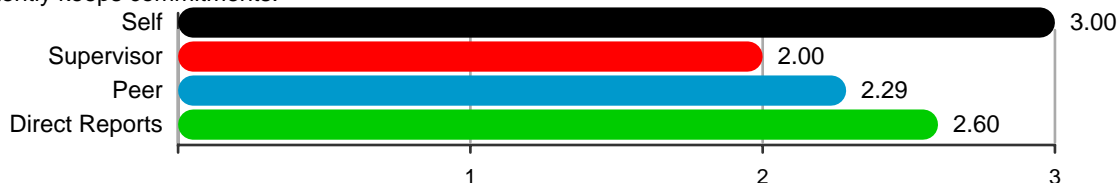
13. Is trustworthy; is someone I can trust.



14. Is a person you can trust.



15. Consistently keeps commitments.



### Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Delivers on promises made.	15	2.33	40.0	7%	53%	40%
12. Takes care to maintain confidential information.	15	2.07	20.0	13%	67%	20%
13. Is trustworthy; is someone I can trust.	15	2.07	26.7	20%	53%	27%
14. Is a person you can trust.	15	2.27	40.0	13%	47%	40%
15. Consistently keeps commitments.	14	2.43	50.0	7%	43%	50%

### Comments:

- \_\_\_ is a team player and effective in her role.
- \_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- She leads by example, not reputation.
- \_\_\_ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- \_\_\_'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.

# Accountability

## Definition:

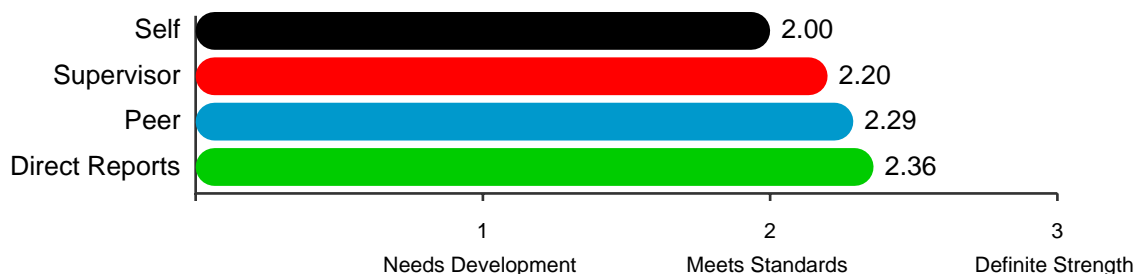
Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

## Why this is Important:

Accountability is a driving force to achieve performance goals. When people know that their actions are being observed and evaluated, they are more likely to put forth their best effort. Holding employees accountable ensures that their objectives are aligned with the overall business objectives. This is because clear expectations provide a roadmap for success, and the potential consequences serve as a motivator to achieve the set goals.

## Summary Scores:

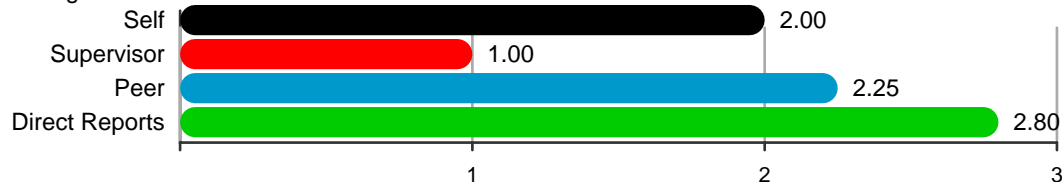
The summary scores shown here are an average of each of the items in this competency.



## Scores on Each Item:

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

### 16. Follows through on commitments made.



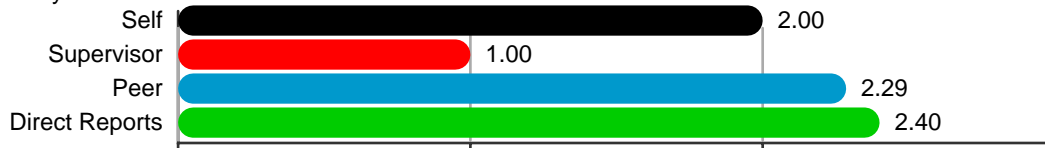
17. Requires employees to submit monthly reports of the work they performed.



18. Tackles issues head on and finds solutions.



19. Is someone you can trust.



20. Takes full responsibility for unmet expectations and makes corrective actions immediately.



### 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	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
16. Follows through on commitments made.	15	2.33	46.7	13%	40%	47%
17. Requires employees to submit monthly reports of the work they performed.	15	2.33	40.0	7%	53%	40%
18. Tackles issues head on and finds solutions.	14	2.00	14.3	14%	71%	14%
19. Is someone you can trust.	14	2.21	42.9	21%	36%	43%
20. Takes full responsibility for unmet expectations and makes corrective actions immediately.	15	2.53	60.0	7%	33%	60%

Comments:

- \_\_\_ has also attended many off-site events to show her support to department staff.
- \_\_\_ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- \_\_\_ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- \_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- \_\_\_ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- \_\_\_ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.

# Managing Performance

**Definition:**

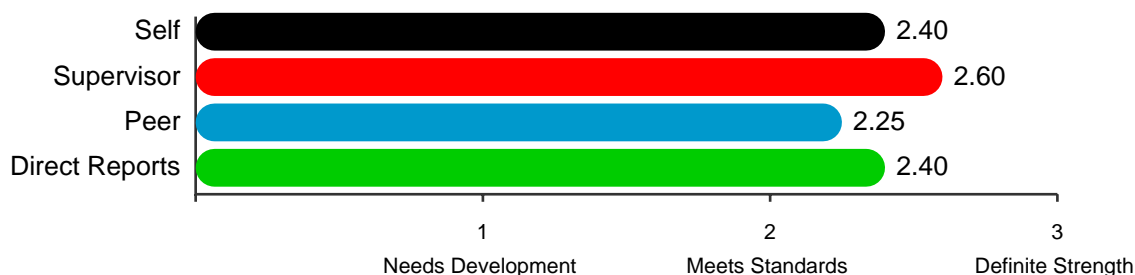
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

**Why this is Important:**

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

**Summary Scores:**

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



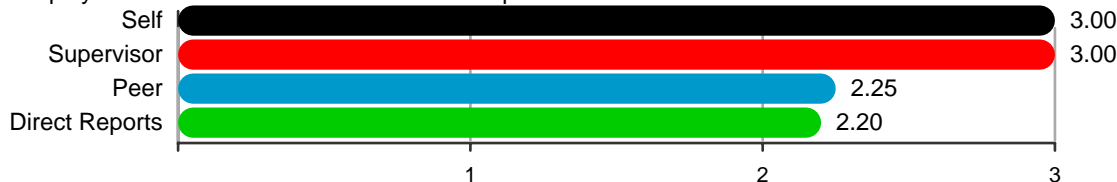
**Scores on Each Item:**

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

21. Obtains commitment from employees regarding completion of tasks.



22. Ensures employees understand how work is to be completed.



23. Reviews monthly or weekly reports of quantitative metrics (sales/production) to measure performance level.



24. Conveys expectations for meeting performance metrics.



25. Determines the Objectives and Key Results (OKRs) needed for the position.



### 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. Obtains commitment from employees regarding completion of tasks.	15	2.60	66.7	7%	27%	67%
22. Ensures employees understand how work is to be completed.	15	2.33	40.0	7%	53%	40%
23. Reviews monthly or weekly reports of quantitative metrics (sales/production) to measure performance level.	15	2.07	20.0	13%	67%	20%
24. Conveys expectations for meeting performance metrics.	15	2.40	53.3	13%	33%	53%
25. Determines the Objectives and Key Results (OKRs) needed for the position.	15	2.27	53.3	27%	20%	53%

### Comments:

- She is a high energy individual, with a level of integrity that goes above and beyond.
- \_\_\_ strives to be professional with each and every interaction and I think inspires confidence.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- \_\_\_ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
-

The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.

# Objectives

**Definition:**

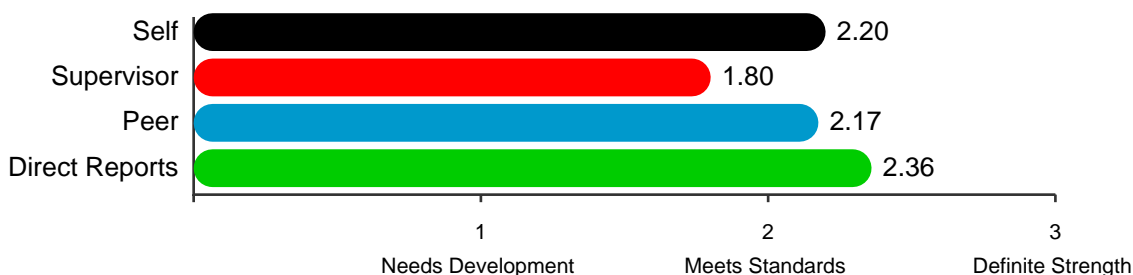
Establishes and completes objectives.

**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:**

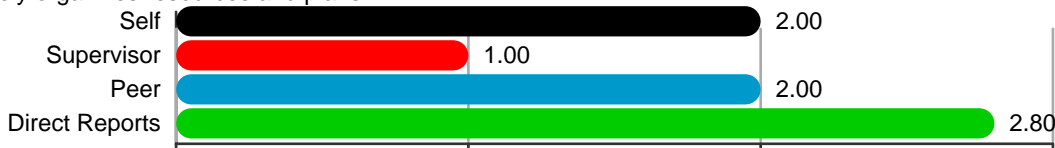
The summary scores shown here are an average of each of the items in this competency.



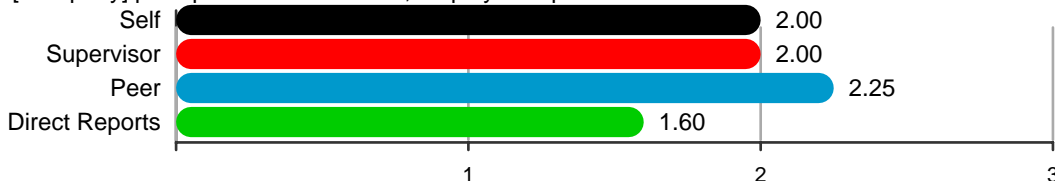
**Scores on Each Item:**

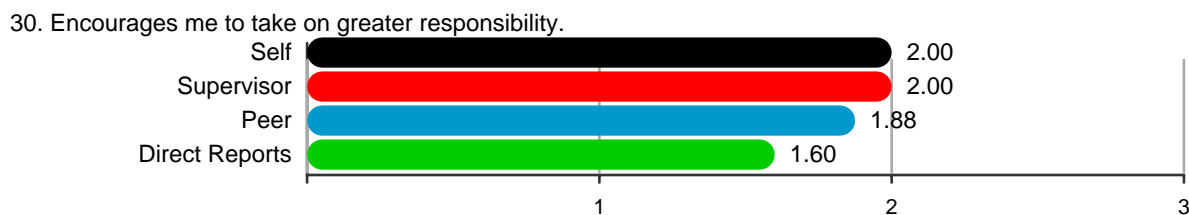
The scores for each of the items in this competency are shown below.

26. Effectively organizes resources and plans



27. Assures [Company] principles are understood, employed & pursued.





### 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
26. Effectively organizes resources and plans	15	2.20	33.3	13%	53%	33%
27. Assures [Company] principles are understood, employed & pursued.	15	2.00	26.7	27%	47%	27%
28. Sets long-term and short-term goals.	15	2.47	53.3	7%	40%	53%
29. Consistently provides me with timely feedback for improving my performance.	15	2.60	60.0	0%	40%	60%
30. Encourages me to take on greater responsibility.	15	1.80	13.3	33%	53%	13%

### Comments:

- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- \_\_\_ is very sharp and plays a vital role in this organization
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- \_\_\_ is a true asset to [CompanyName].
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.

# Conflict Management

## Definition:

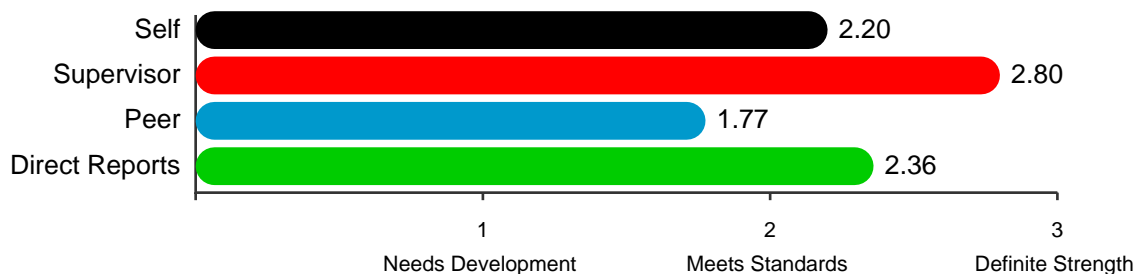
Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

## Why this is Important:

Conflict Management is vital for organizations because it transforms potential disruptions into opportunities for alignment, innovation, and strengthened relationships. By proactively addressing tensions and clarifying expectations, companies reduce costly misunderstandings, improve decision-making, and foster psychological safety--essential for high-performing teams. Moreover, when diverse viewpoints are heard and compromise is facilitated, organizations become more resilient, adaptive, and capable of sustaining long-term strategic success in complex, fast-changing environments.

## 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. Anticipates where bottlenecks or competing priorities may cause tension and adjusts systems accordingly.



32. Determines what issues can be agreed upon.



33. Establishes roles and responsibilities.



34. Identifies who holds the authority to make decisions.



35. Balances assertiveness with empathy, persuading without coercion and influencing without alienating



## Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
				1	2	3
31. Anticipates where bottlenecks or competing priorities may cause tension and adjusts systems accordingly.	15	2.13	33.3	20%	47%	33%
32. Determines what issues can be agreed upon.	15	2.13	33.3	20%	47%	33%
33. Establishes roles and responsibilities.	15	2.07	33.3	27%	40%	33%
34. Identifies who holds the authority to make decisions.	15	2.13	26.7	13%	60%	27%
35. Balances assertiveness with empathy, persuading without coercion and influencing without alienating	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- \_\_\_ 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.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_ is the consummate professional and pleasure to work with.
- \_\_\_ is the best employee the department has employed.
- \_\_\_ has done a great job of continuing to grow and refine the service lines.