



Feedback Results
Your CompanyName Here
2024

Sample Employee

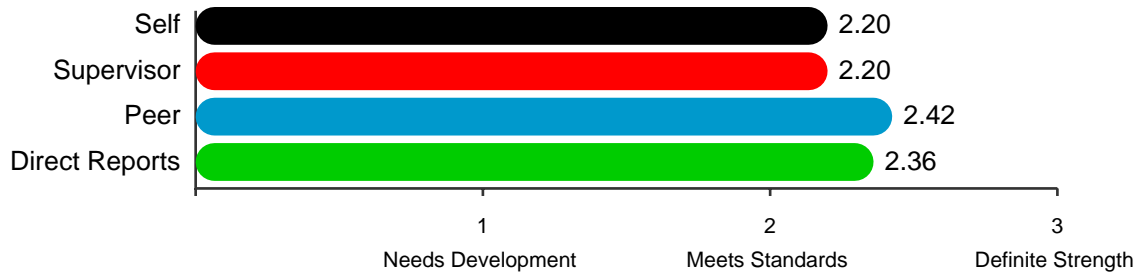
Gap Analysis

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.



Entrepreneurship

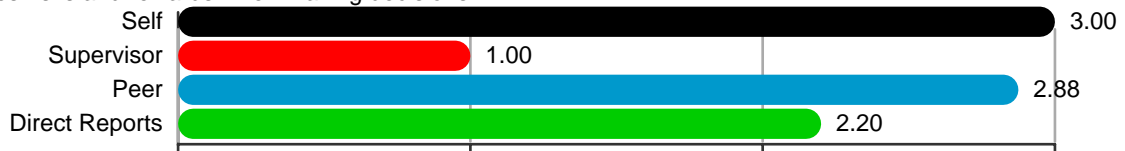
Summary Scores



1. Devotes a certain amount of time and effort to developing new business opportunities.



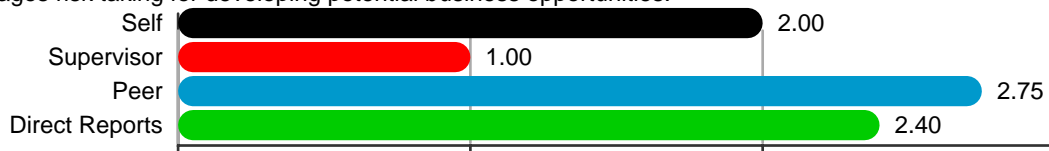
2. Balances risks and rewards when making decisions.



3. Able to adapt the department to changing business demands and climate.



4. Encourages risk taking for developing potential business opportunities.



5. Has a strategic awareness on how to promote the organization.



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).

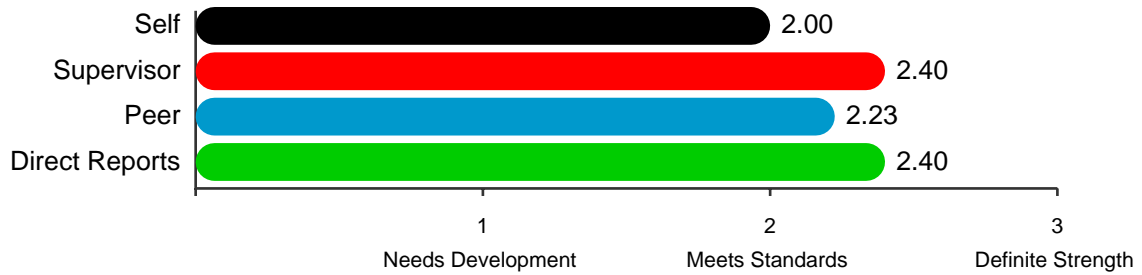
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Devotes a certain amount of time and effort to developing new business opportunities.	15	2.27	33.3	7%	60%	33%
2. Balances risks and rewards when making decisions.	15	2.53	73.3	20%	7%	73%
3. Able to adapt the department to changing business demands and climate.	15	2.33	40.0	7%	53%	40%
4. Encourages risk taking for developing potential business opportunities.	15	2.47	53.3	7%	40%	53%
5. Has a strategic awareness on how to promote the organization.	15	2.27	40.0	13%	47%	40%

Comments:

- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- just know going through the hiring process with her.
- Does excellent job, always.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- She could benefit from becoming more comfortable challenging others.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.

Organizational Fluency

Summary Scores



6. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



7. Able to explain departmental policies and procedures to others.



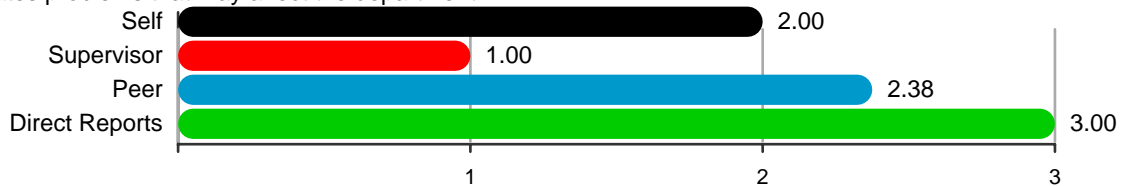
8. Understands the current organizational culture.



9. Understands departmental policies and procedures.



10. Anticipates problems that may affect the department.



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).

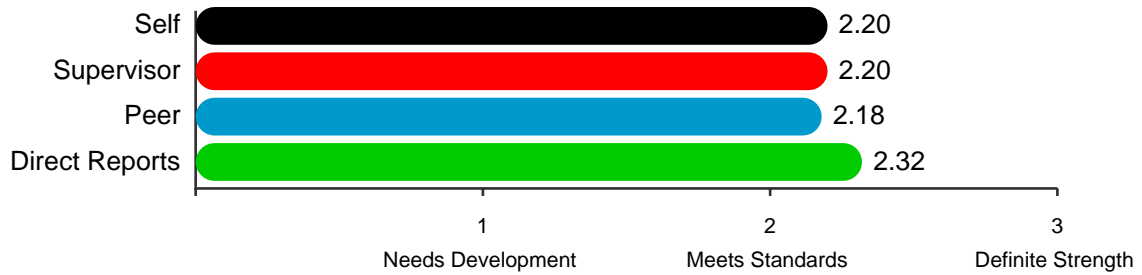
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.13	33.3	20%	47%	33%
7. Able to explain departmental policies and procedures to others.	15	2.07	26.7	20%	53%	27%
8. Understands the current organizational culture.	15	2.33	40.0	7%	53%	40%
9. Understands departmental policies and procedures.	15	2.40	53.3	13%	33%	53%
10. Anticipates problems that may affect the department.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- ___ is a tremendous leader in our organization.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

Accountability

Summary Scores



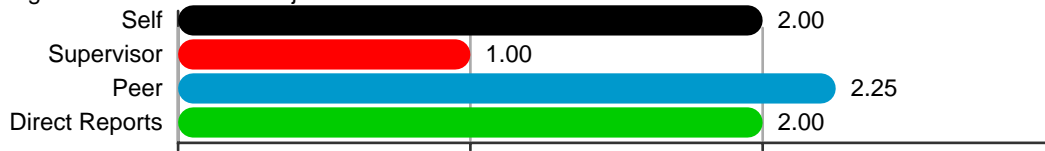
11. Defines roles, rights, and responsibilities of employees.



12. Is someone you can trust.



13. Develops goals and establishes objective measures of success.



14. Accepts accountability for their actions and results.



15. Acts like an owner when they make decisions.



Level of Skill

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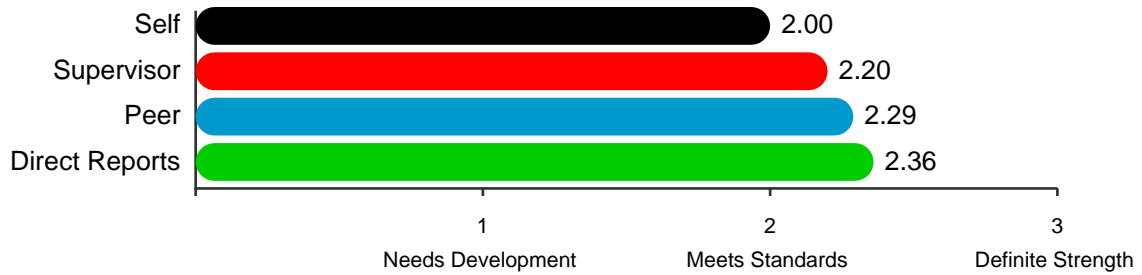
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Defines roles, rights, and responsibilities of employees.	15	2.33	40.0	7%	53%	40%
12. Is someone you can trust.	15	2.07	20.0	13%	67%	20%
13. Develops goals and establishes objective measures of success.	15	2.07	26.7	20%	53%	27%
14. Accepts accountability for their actions and results.	15	2.27	40.0	13%	47%	40%
15. Acts like an owner when they make decisions.	14	2.43	50.0	7%	43%	50%

Comments:

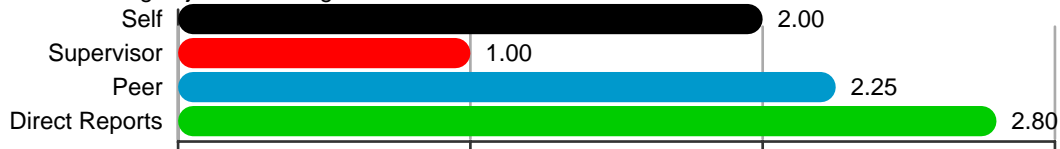
- Works hard to build a team environment.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- I truly enjoy working with ___ on a daily basis.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- She always responds in a timely manner and stays organized.

Continual Learning

Summary Scores



16. Sets relevant learning objectives and goals.



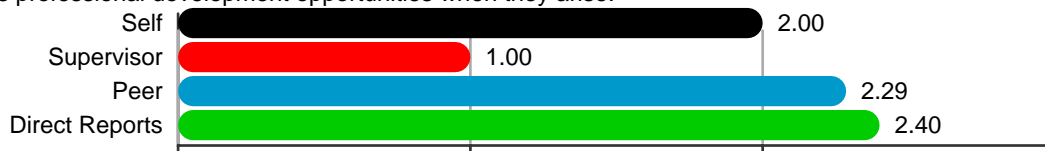
17. Pursues learning that will enhance job performance.



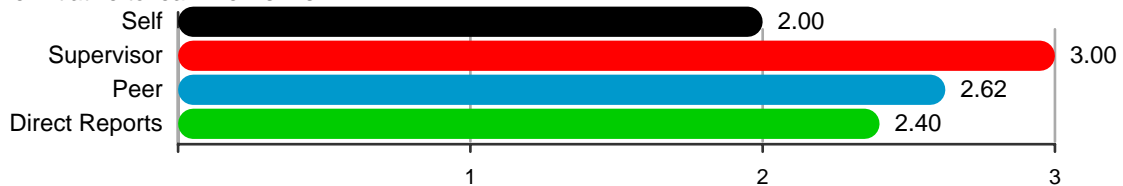
18. Takes charge of their training and skills enhancement.



19. Pursues professional development opportunities when they arise.



20. Takes the initiative to learn new skills.



Level of Skill

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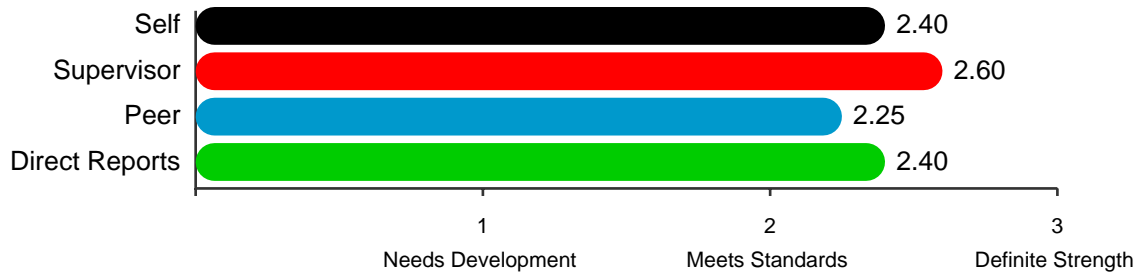
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Sets relevant learning objectives and goals.	15	2.33	46.7	13%	40%	47%
17. Pursues learning that will enhance job performance.	15	2.33	40.0	7%	53%	40%
18. Takes charge of their training and skills enhancement.	14	2.00	14.3	14%	71%	14%
19. Pursues professional development opportunities when they arise.	14	2.21	42.9	21%	36%	43%
20. Takes the initiative to learn new skills.	15	2.53	60.0	7%	33%	60%

Comments:

- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- Appreciate ___'s calm approach
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- ___ has good knowledge and awareness of the strengths and talents within the organization.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.

Attitude

Summary Scores



21. Is gracious and professional in their interactions with others.



22. Treats all people fairly and with respect.



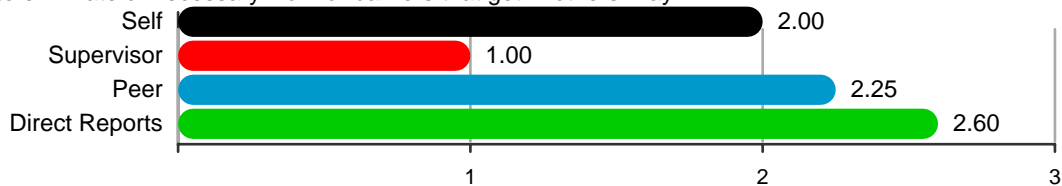
23. Builds open and trusting relationships.



24. Contributes to a positive work environment.



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



Level of Skill

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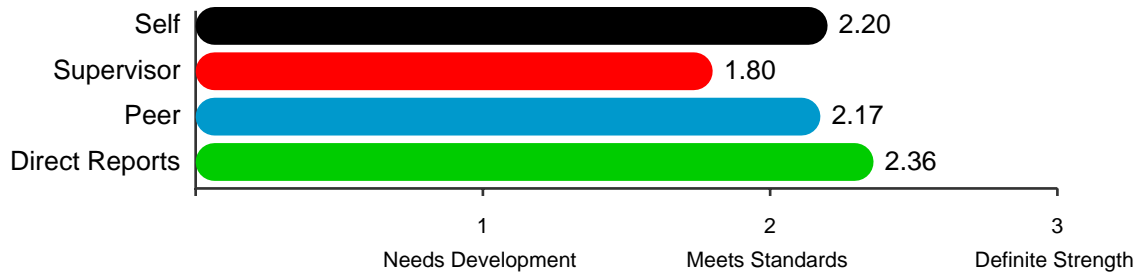
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Is gracious and professional in their interactions with others.	15	2.60	66.7	7%	27%	67%
22. Treats all people fairly and with respect.	15	2.33	40.0	7%	53%	40%
23. Builds open and trusting relationships.	15	2.07	20.0	13%	67%	20%
24. Contributes to a positive work environment.	15	2.40	53.3	13%	33%	53%
25. Works to eliminate unnecessary work or barriers that get in others' way.	15	2.27	53.3	27%	20%	53%

Comments:

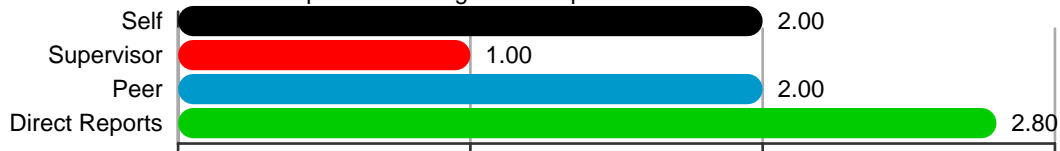
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

Achievement

Summary Scores



26. Makes use of talents of others to help achieve a high level of performance.



27. Is results oriented.



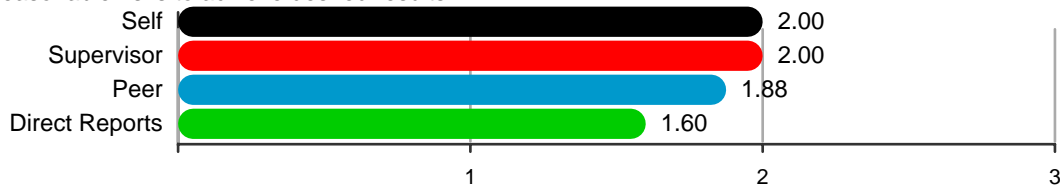
28. Completes work promptly and efficiently.



29. Accepts setbacks and challenges as improvement opportunities



30. Takes reasonable risks to achieve desired results.



Level of Skill

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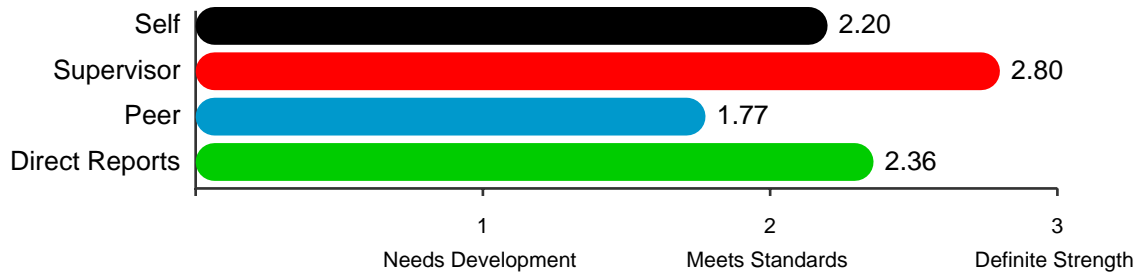
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Makes use of talents of others to help achieve a high level of performance.	15	2.20	33.3	13%	53%	33%
27. Is results oriented.	15	2.00	26.7	27%	47%	27%
28. Completes work promptly and efficiently.	15	2.47	53.3	7%	40%	53%
29. Accepts setbacks and challenges as improvement opportunities	15	2.60	60.0		40%	60%
30. Takes reasonable risks to achieve desired results.	15	1.80	13.3	33%	53%	13%

Comments:

- Timeliness and accountability of projects.
- In every interaction that I have had with ____, I have found her to be professional, reliable, and engaged in the process.
- ____ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- ____ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ____ 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.

Technical

Summary Scores



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



32. Seeks information from others as needed.



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



34. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



35. Willingly shares information and expertise; sought out as resource by 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).

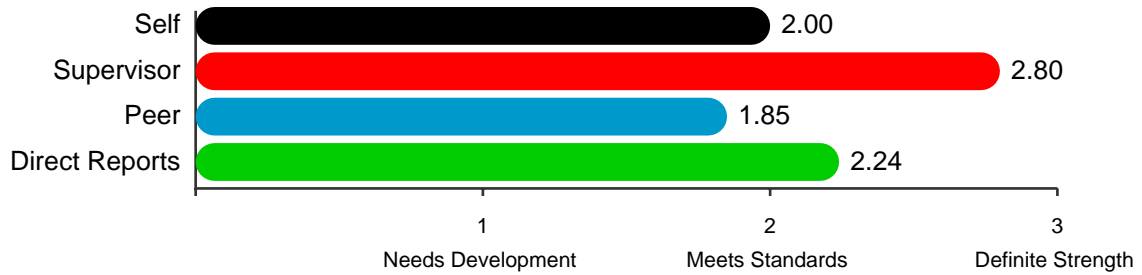
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Willingly shares his/her technical expertise; sought out as resource by others	15	2.13	33.3	20%	47%	33%
32. Seeks information from others as needed.	15	2.13	33.3	20%	47%	33%
33. Knows how to produce high quality products/work.	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. Willingly shares information and expertise; sought out as resource by others	15	1.87	20.0	33%	47%	20%

Comments:

- She clearly assigns our responsibilities by our individual strengths.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- A great addition to the team.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- We are striving to meet best practice standards.

Interpersonal Skills

Summary Scores



36. Is open and approachable



37. Anticipates the concerns of other employees.



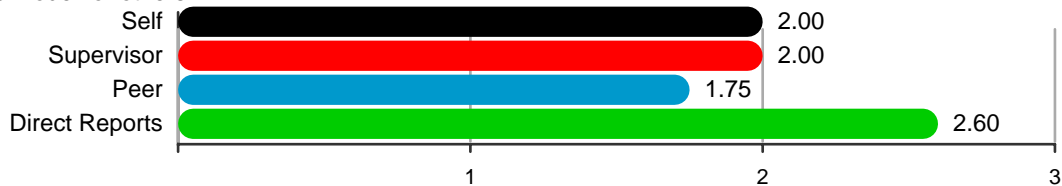
38. Creates an atmosphere that supports the open expression of ideas



39. Demonstrates willingness to work with others.



40. Is a role model for others



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Is open and approachable	15	1.87	20.0	33%	47%	20%
37. Anticipates the concerns of other employees.	15	1.93	13.3	20%	67%	13%
38. Creates an atmosphere that supports the open expression of ideas	15	2.07	33.3	27%	40%	33%
39. Demonstrates willingness to work with others.	15	2.33	33.3		67%	33%
40. Is a role model for others	15	2.07	33.3	27%	40%	33%

Comments:

- ___ sets high standards for her team and ensures they perform professionally.
- Has the experience needed.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- She challenges me every day to be my best and I appreciate that.
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.

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?

- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- Great addition to our team!

What do you like best about working with this individual?

- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- ___ 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.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.

What do you like least about working with this individual?

- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- ___ 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 consistant side of it.
- ___ 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, engagment 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.
- She correctly sets limits, and expectations of her managers.
- she is open and willing to share her vision for the team.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

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

- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- ___ exemplifies all of the above.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- ___ is respected by the team and they openly seek out her advise or opinion.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.

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

- ___ has excellent job and people skills.
- ___ 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.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.

Any final comments?

- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- ___ is a great partner in Systems Implementation.
- ___ works very well with other departments.
- Has good intentions, but follow through needs more work.
- Having a routine for schedule and coming to office more frequently