



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.



Excellence

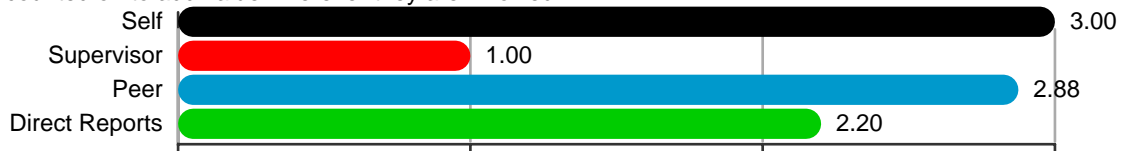
Summary Scores



1. Produces high quality work.



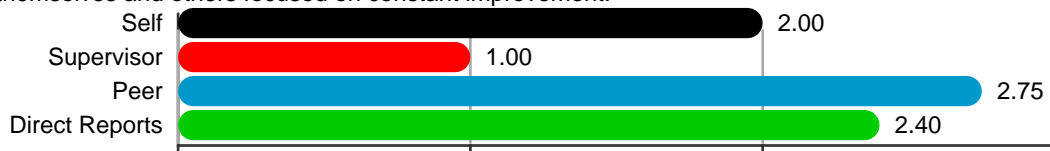
2. Can be counted on to add value wherever they are involved.



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



4. Keeps themselves and others focused on constant improvement.



5. Is planful and organized.



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. Produces high quality work.	15	2.27	33.3	7%	60%	33%
2. Can be counted on to add value wherever they are involved.	15	2.53	73.3	20%	7%	73%
3. Demonstrates the functional or technical skills necessary to do their job.	15	2.33	40.0	7%	53%	40%
4. Keeps themselves and others focused on constant improvement.	15	2.47	53.3	7%	40%	53%
5. Is planful and organized.	15	2.27	40.0	13%	47%	40%

Comments:

- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- Sometimes you want a little more direction from ___, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- She is detailed when presenting a plan.
- I have truly appreciated her guidance.

Accountability

Summary Scores



6. Implements and facilitates controls and processes that maintain the integrity of the organization.



7. Develops goals and establishes objective measures of success.



8. Holds team accountable to meeting goals.



9. Acts like an owner when they make decisions.



10. Tackles issues head on and finds solutions.



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. Implements and facilitates controls and processes that maintain the integrity of the organization.	15	2.13	33.3	20%	47%	33%
7. Develops goals and establishes objective measures of success.	15	2.07	26.7	20%	53%	27%
8. Holds team accountable to meeting goals.	15	2.33	40.0	7%	53%	40%
9. Acts like an owner when they make decisions.	15	2.40	53.3	13%	33%	53%
10. Tackles issues head on and finds solutions.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is organized and thorough.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- She is also very enthusiastic and energetic.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- Could be more self-aware of impact on other team members

Continual Improvement

Summary Scores



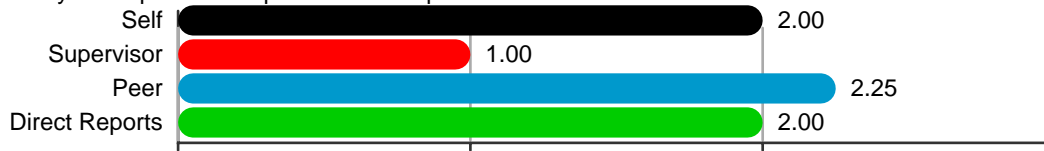
11. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



12. Looks for ways to expand current job responsibilities.



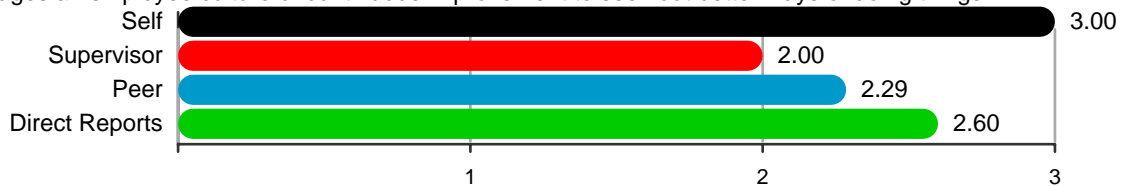
13. Looks for ways to improve work processes and procedures.



14. Open to the suggestions from others.



15. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.33	40.0	7%	53%	40%
12. Looks for ways to expand current job responsibilities.	15	2.07	20.0	13%	67%	20%
13. Looks for ways to improve work processes and procedures.	15	2.07	26.7	20%	53%	27%
14. Open to the suggestions from others.	15	2.27	40.0	13%	47%	40%
15. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	14	2.43	50.0	7%	43%	50%

Comments:

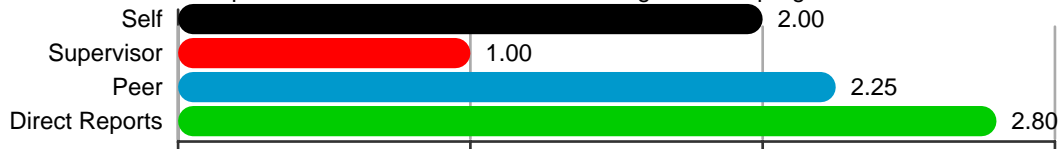
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- I appreciate her openness and availability to all the staff.
- She is well respected.

Delegation

Summary Scores



16. Sets clear and reasonable expectations for others and follows through on their progress.



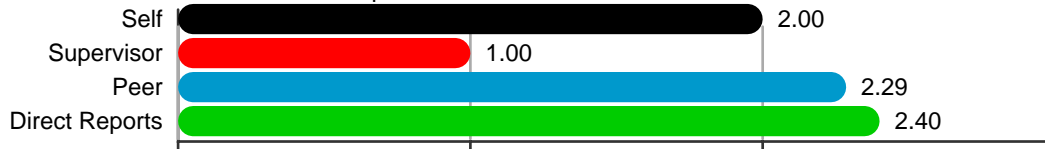
17. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



18. Entrusts subordinates with important tasks.



19. Clearly defines duties and tasks to be completed.



20. Allows employees to decide how they wish to complete the 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
16. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.33	46.7	13%	40%	47%
17. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	2.33	40.0	7%	53%	40%
18. Entrusts subordinates with important tasks.	14	2.00	14.3	14%	71%	14%
19. Clearly defines duties and tasks to be completed.	14	2.21	42.9	21%	36%	43%
20. Allows employees to decide how they wish to complete the tasks.	15	2.53	60.0	7%	33%	60%

Comments:

- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- She always involves others in decisions ensuring a well rounded approach.
- She also has always been thankful for any help that I have given her.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.

Analytical

Summary Scores



21. Balances risks and costs with the rewards and probabilities of success when decisions.



22. Implements data validation techniques and methods.



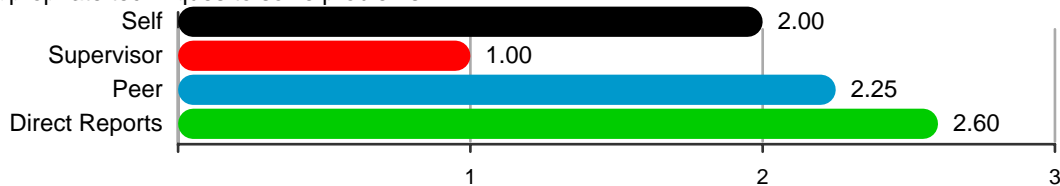
23. Identifies opportunities for progress and innovation.



24. Prioritizes various actions to be taken when solving a problem.



25. Uses appropriate techniques to solve problems.



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. Balances risks and costs with the rewards and probabilities of success when decisions.	15	2.60	66.7	7%	27%	67%
22. Implements data validation techniques and methods.	15	2.33	40.0	7%	53%	40%
23. Identifies opportunities for progress and innovation.	15	2.07	20.0	13%	67%	20%
24. Prioritizes various actions to be taken when solving a problem.	15	2.40	53.3	13%	33%	53%
25. Uses appropriate techniques to solve problems.	15	2.27	53.3	27%	20%	53%

Comments:

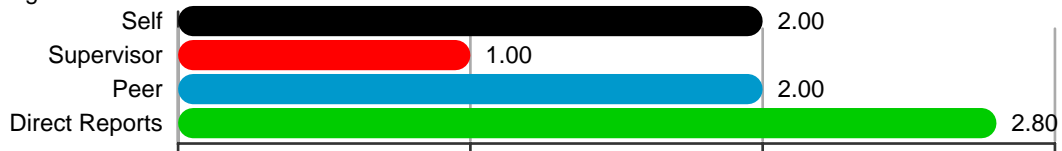
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- ___ is highly professional in her everyday work.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- ___ is approachable and professional in her interaction with staff and with customers.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- I really appreciate her as a member of the team.

Goals

Summary Scores



26. Achieves goals.



27. Makes sure that team members have a clear idea of our group's goals.



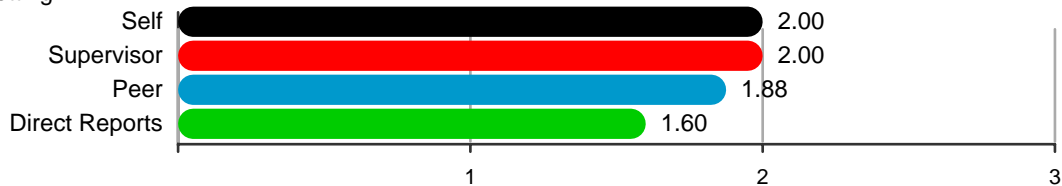
28. Establishes and documents goals and objectives.



29. Achieves established goals.



30. Goal Setting



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. Achieves goals.	15	2.20	33.3	13%	53%	33%
27. Makes sure that team members have a clear idea of our group's goals.	15	2.00	26.7	27%	47%	27%
28. Establishes and documents goals and objectives.	15	2.47	53.3	7%	40%	53%
29. Achieves established goals.	15	2.60	60.0		40%	60%
30. Goal Setting	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- A willingness and flexibility to pitch in help where needed is important.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.

Technical

Summary Scores



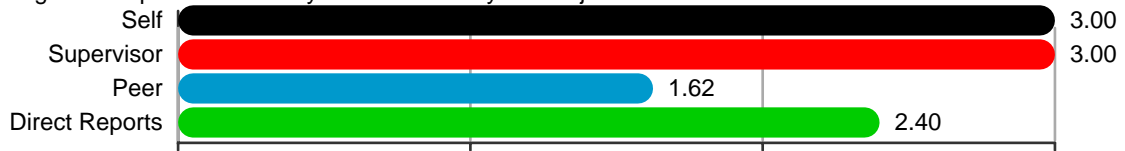
31. Knows how to produce high quality products/work.



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



33. Is knowledgeable of procedures or systems necessary for the job.



34. Seeks information from others as needed.



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.



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. 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. Is knowledgeable of procedures or systems necessary for the job.	15	2.07	33.3	27%	40%	33%
34. Seeks information from others as needed.	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:

- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- You can count on ___ to be honest and stay true to commitments.
- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.

Trustworthy

Summary Scores



36. Communicates an understanding of the other person's interests, needs and concerns.



37. Builds and maintains the trust of others.



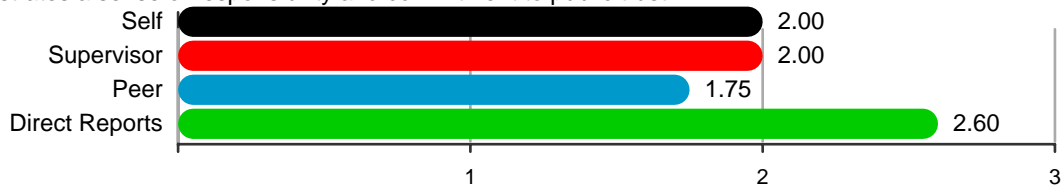
38. Delivers on promises made.



39. Is trustworthy; is someone I can trust.



40. Demonstrates a sense of responsibility and commitment to public trust.



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. Communicates an understanding of the other person's interests, needs and concerns.	15	1.87	20.0	33%	47%	20%
37. Builds and maintains the trust of others.	15	1.93	13.3	20%	67%	13%
38. Delivers on promises made.	15	2.07	33.3	27%	40%	33%
39. Is trustworthy; is someone I can trust.	15	2.33	33.3		67%	33%
40. Demonstrates a sense of responsibility and commitment to public trust.	15	2.07	33.3	27%	40%	33%

Comments:

- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- She values our feedback and takes our recommendations seriously.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.

Coaching

Summary Scores



41. Coaches employees in how to strengthen knowledge and skills to improve work performance.



42. Helps employees to understand responsibilities, authority, and expectations.



43. Meets regularly with employees to coach them on areas that will enhance their performance



44. Addresses employee behavior problems effectively.



45. Provides clear, motivating, and constructive feedback.



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).

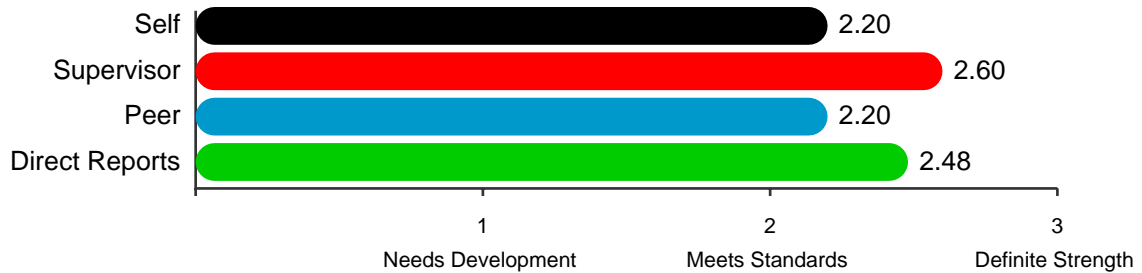
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.00	26.7	27%	47%	27%
42. Helps employees to understand responsibilities, authority, and expectations.	15	2.13	33.3	20%	47%	33%
43. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.20	40.0	20%	40%	40%
44. Addresses employee behavior problems effectively.	15	2.20	26.7	7%	67%	27%
45. Provides clear, motivating, and constructive feedback.	15	2.53	60.0	7%	33%	60%

Comments:

- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- Take charge without being pushed to do so.
- ___ has a strong knowledge base and willingly shares information.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- ___ exemplifies outstanding professionalism.
- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.

Strategic Insight

Summary Scores



46. Analyzes unique issues or problems impacting the Company.



47. Identifies root causes of problems.



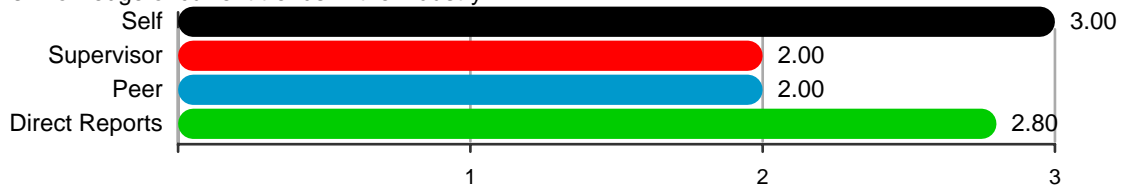
48. Anticipates business cycles and trends and makes adjustments in a timely manner.



49. Analyzes records and reports to obtain insight into potential issues and trends.



50. Maintains knowledge of current trends in the industry.



Level of Skill

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

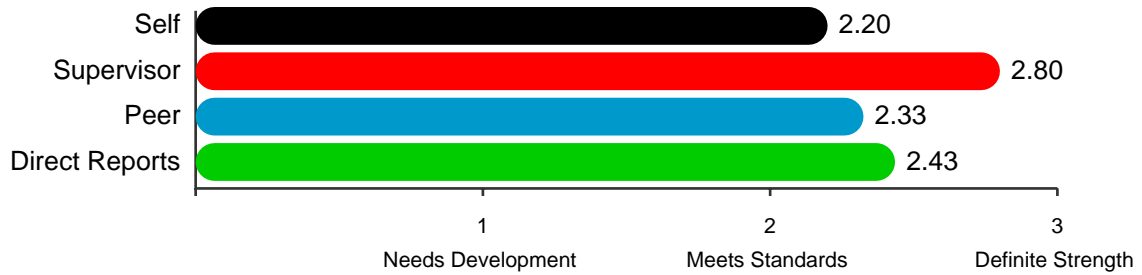
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Analyzes unique issues or problems impacting the Company.	15	2.27	26.7		73%	27%
47. Identifies root causes of problems.	15	2.13	26.7	13%	60%	27%
48. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	2.40	40.0		60%	40%
49. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.47	46.7		53%	47%
50. Maintains knowledge of current trends in the industry.	15	2.33	46.7	13%	40%	47%

Comments:

- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ___ is a strong leader & mentor.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- ___ is highly respected as a leader in this organization. She demonstrates excellent communication and negotiation skills.

Organizational Fluency

Summary Scores



51. Able to deal with sensitive issues with tact and professionalism.



52. Gets things done through the department.



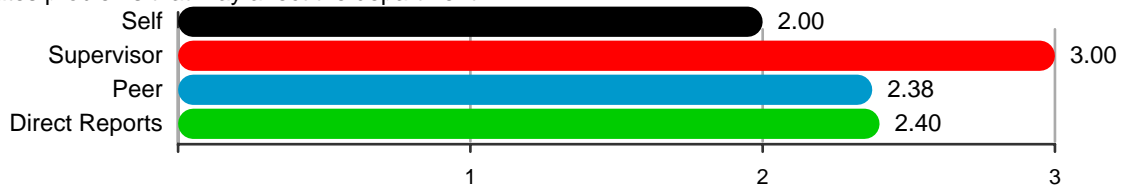
53. Adept at navigating within the culture of the department.



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



55. 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
51. Able to deal with sensitive issues with tact and professionalism.	14	2.21	28.6	7%	64%	29%
52. Gets things done through the department.	14	2.29	42.9	14%	43%	43%
53. Adept at navigating within the culture of the department.	15	2.53	53.3		47%	53%
54. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.47	46.7		53%	47%
55. Anticipates problems that may affect the department.	15	2.40	40.0		60%	40%

Comments:

- ___ is highly professional in her everyday work.
- ___ is an extremely effective leader.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- Needs to have more face-to-face communications with other employees in the company.
- ___'s job performance exceeds all the elements.

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?

- ___ collaborates well with other departments and managers.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.

What do you like best about working with this individual?

- Set clear expectations for others.
- 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.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- Good Team Player! Good decision making skills. A hard worker.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- She is trustworthy, dependable, positive attitude, and team focused.

What do you like least about working with this individual?

- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- She encourages individual and professional improvement and provides educational opportunities.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

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

- I can not say enough good things about ___ she has been an asset to our department from day one.
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- ___ is a tremendous leader in our organization.
- 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.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.

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

- Communicate regularly with the whole company, not just one department.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- She provides essential data in order to help explain decisions.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.

Any final comments?

- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- She make sure the team effort not only succeed on paper.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- ___ 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.