



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.



Fiscal Management

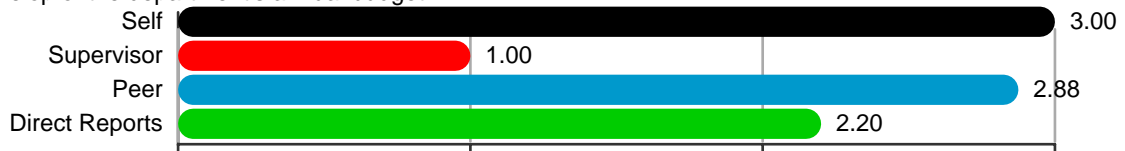
Summary Scores



1. You are effective in using company's resources.



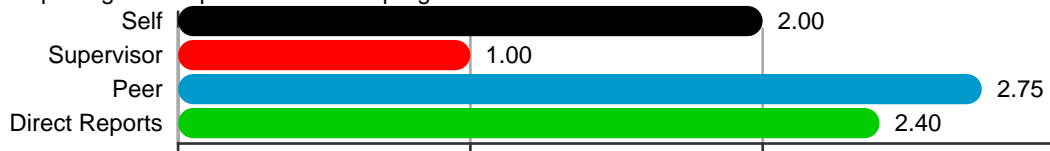
2. You develop of the department's annual budget.



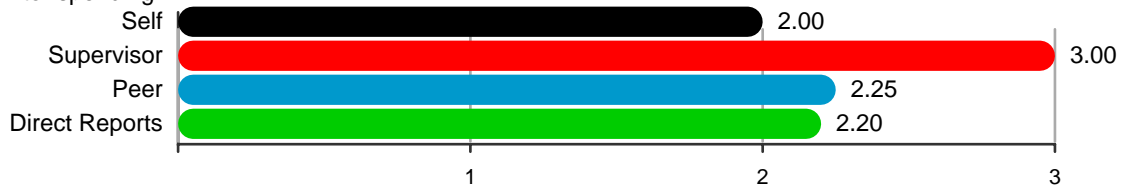
3. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.



4. You develop budgets and plans for various programs and initiatives.



5. You monitor spending.



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. You are effective in using company's resources.	15	2.27	33.3	7%	60%	33%
2. You develop of the department's annual budget.	15	2.53	73.3	20%	7%	73%
3. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.33	40.0	7%	53%	40%
4. You develop budgets and plans for various programs and initiatives.	15	2.47	53.3	7%	40%	53%
5. You monitor spending.	15	2.27	40.0	13%	47%	40%

Comments:

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- She is detailed when presenting a plan.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.

Communication Skills

Summary Scores



6. You listen to others' points of view with an open mind



7. You are able to demonstrate persuasiveness in pursuit of objectives.



8. You address issues of key importance to stakeholders.



9. You are an effective communicator



10. You have the confidence to communicate effectively to all levels (from ceo down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



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. You listen to others' points of view with an open mind	15	2.13	33.3	20%	47%	33%
7. You are able to demonstrate persuasiveness in pursuit of objectives.	15	2.07	26.7	20%	53%	27%
8. You address issues of key importance to stakeholders.	15	2.33	40.0	7%	53%	40%
9. You are an effective communicator	15	2.40	53.3	13%	33%	53%
10. You have the confidence to communicate effectively to all levels (from ceo down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- She is a joy to work for.
- ___ 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.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.

Self Management

Summary Scores



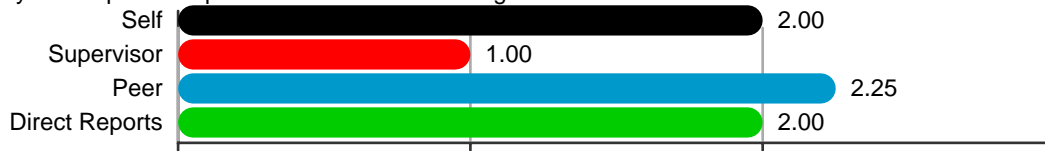
11. You use patience and self-control in working with customers and associates.



12. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.



13. You analyze interpersonal problems instead of reacting to them.



14. You do not allow own emotions to interfere with the performance of others.



15. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



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. You use patience and self-control in working with customers and associates.	15	2.33	40.0	7%	53%	40%
12. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.07	20.0	13%	67%	20%
13. You analyze interpersonal problems instead of reacting to them.	15	2.07	26.7	20%	53%	27%
14. You do not allow own emotions to interfere with the performance of others.	15	2.27	40.0	13%	47%	40%
15. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	14	2.43	50.0	7%	43%	50%

Comments:

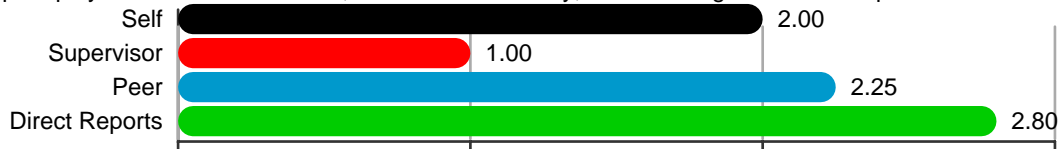
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ 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.
- She could improve with a take charge attitude.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- She knows product and how to engage potential clients.

Emotional Intelligence

Summary Scores



16. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.



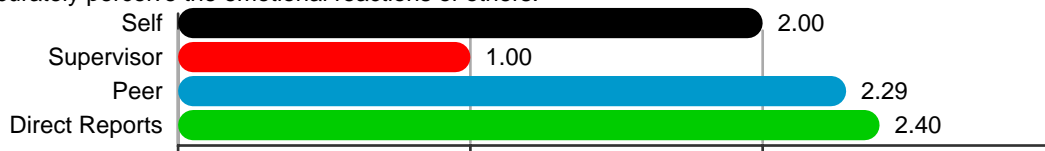
17. You help to make decisions and solve problems using knowledge about how others will react in certain situations.



18. You are able to understand others' points of view.



19. You accurately perceive the emotional reactions of others.



20. You are able to control your own emotions.



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. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.33	46.7	13%	40%	47%
17. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	40.0	7%	53%	40%
18. You are able to understand others' points of view.	14	2.00	14.3	14%	71%	14%
19. You accurately perceive the emotional reactions of others.	14	2.21	42.9	21%	36%	43%
20. You are able to control your own emotions.	15	2.53	60.0	7%	33%	60%

Comments:

- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ___ has improved with her follow-up assignments from meetings.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- Be being better organized. It would help with prioritizing.

Persuasion and Influence

Summary Scores



21. You seek to obtain consensus or compromise.



22. You communicate effectively with others.



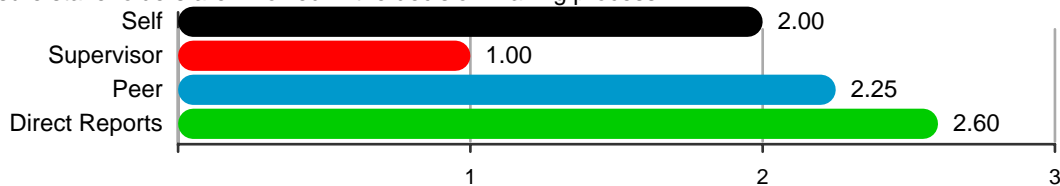
23. You develop a good rapport with others.



24. You persuade others to consider alternative points of view.



25. You ensure stakeholders are involved in the decision making process.



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. You seek to obtain consensus or compromise.	15	2.60	66.7	7%	27%	67%
22. You communicate effectively with others.	15	2.33	40.0	7%	53%	40%
23. You develop a good rapport with others.	15	2.07	20.0	13%	67%	20%
24. You persuade others to consider alternative points of view.	15	2.40	53.3	13%	33%	53%
25. You ensure stakeholders are involved in the decision making process.	15	2.27	53.3	27%	20%	53%

Comments:

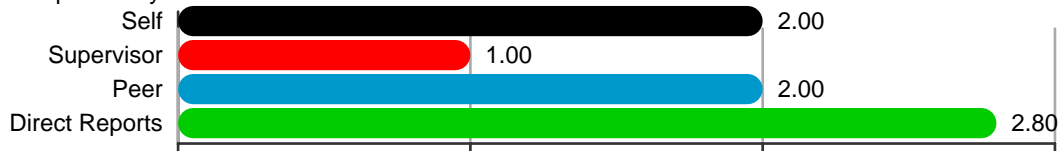
- Always looking for ways to grow as a person. Inspires others to do the same.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- ___ is a great asset to the team. We are grateful to have her.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- ___ does a great job at demonstrating the value of her team to the organization.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.

Administrative Skill

Summary Scores



26. You take responsibility for decisions.



27. You are able to develop, justify and present a budget.



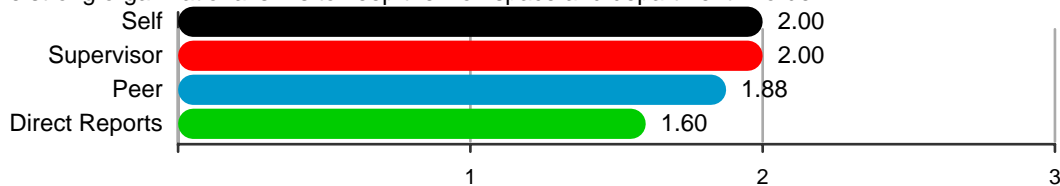
28. You are enthusiastic about taking on challenging projects.



29. You implement and use performance measures.



30. You have strong organizational skills to keep the workspace and department in order



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. You take responsibility for decisions.	15	2.20	33.3	13%	53%	33%
27. You are able to develop, justify and present a budget.	15	2.00	26.7	27%	47%	27%
28. You are enthusiastic about taking on challenging projects.	15	2.47	53.3	7%	40%	53%
29. You implement and use performance measures.	15	2.60	60.0		40%	60%
30. You have strong organizational skills to keep the workspace and department in order	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- ___'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Is a great teammate and valuable resource for the company. It is obvious she cares for the team
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.

Change Management

Summary Scores



31. You support new initiatives for organizational changes to improve effectiveness.



32. You support the Company's efforts to implement changes.



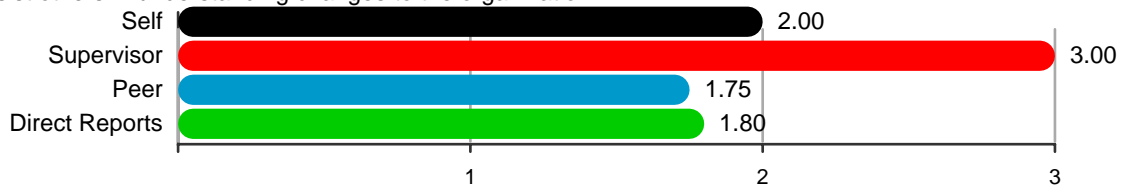
33. You are effective in dealing with ambiguous and challenging situations.



34. You address organizational and departmental resistance to changes.



35. You assist others in understanding changes to 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
31. You support new initiatives for organizational changes to improve effectiveness.	15	2.13	33.3	20%	47%	33%
32. You support the Company's efforts to implement changes.	15	2.13	33.3	20%	47%	33%
33. You are effective in dealing with ambiguous and challenging situations.	15	2.07	33.3	27%	40%	33%
34. You address organizational and departmental resistance to changes.	15	2.13	26.7	13%	60%	27%
35. You assist others in understanding changes to the organization.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ would be my choice for permanent manager of the department.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.

Technology Use/Management

Summary Scores



36. You understand and are committed to implementing new technologies.



37. You maximize the use of new technology to deliver products and services.



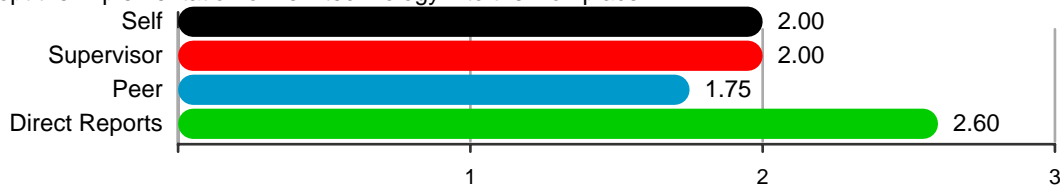
38. You are proficient in the use of technical systems and processes.



39. You support employee training and development initiatives regarding implementation of technology.



40. You adopt the implementation of new technology into the workplace.



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. You understand and are committed to implementing new technologies.	15	1.87	20.0	33%	47%	20%
37. You maximize the use of new technology to deliver products and services.	15	1.93	13.3	20%	67%	13%
38. You are proficient in the use of technical systems and processes.	15	2.07	33.3	27%	40%	33%
39. You support employee training and development initiatives regarding implementation of technology.	15	2.33	33.3		67%	33%
40. You adopt the implementation of new technology into the workplace.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ has been so helpful to me as a new manager.
- Our department continues to have a very low loss rate.
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- ___ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contributions to the department.
- 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.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all its forms helps the team to achieve excellence.

Safety

Summary Scores



41. You support our company's safety programs.



42. You seek to reduce the likelihood of accidents.



43. You develop a sustainable safety culture.



44. You work to implement corrective safety measures.



45. You are committed to safety in the workplace.



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. You support our company's safety programs.	15	2.00	26.7	27%	47%	27%
42. You seek to reduce the likelihood of accidents.	15	2.13	33.3	20%	47%	33%
43. You develop a sustainable safety culture.	15	2.20	40.0	20%	40%	40%
44. You work to implement corrective safety measures.	15	2.20	26.7	7%	67%	27%
45. You are committed to safety in the workplace.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- ___ 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.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!

Co-worker Development

Summary Scores



46. You adapt coaching and mentoring approach to meet the style or needs of individuals



47. You provide ongoing feedback to co-workers on your development progress



48. You take immediate action on poor performance



49. You give others development opportunities through project assignments and increased job responsibilities



50. You work to identify root causes of performance 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
46. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	2.27	26.7		73%	27%
47. You provide ongoing feedback to co-workers on your development progress	15	2.13	26.7	13%	60%	27%
48. You take immediate action on poor performance	15	2.40	40.0		60%	40%
49. You give others development opportunities through project assignments and increased job responsibilities	15	2.47	46.7		53%	47%
50. You work to identify root causes of performance problems	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.

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?

- Provides coaching for developing team leaders to help them meet their goals.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- Dependability, with whatever is needed.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She removes barriers so that we can do our job to the best of our ability.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!

What do you like best about working with this individual?

- I appreciate her commitment in this area.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- ___ 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.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- 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.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.

What do you like least about working with this individual?

- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- A willingness and flexibility to pitch in help where needed is important.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- I appreciate her openness and availability to all the staff.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

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

- She has also greatly improved her communication.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- ___ is able to problem solve very well.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.

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

- ___ is very sharp and plays a vital role in this organization
- ___ applied her strong analytical skills to problem solving.
- Provides reinforcement and feedback within the context of the overall business strategy.
- She leads by example, not reputation.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- I think she is the kind of manager our department has needed and will continue to need.

Any final comments?

- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- ___ does not beat around the bush nor does she have hidden agendas.
- Takes complete ownership of role and looks for ways to assist teammates.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- She provides essential data in order to help explain decisions.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.