

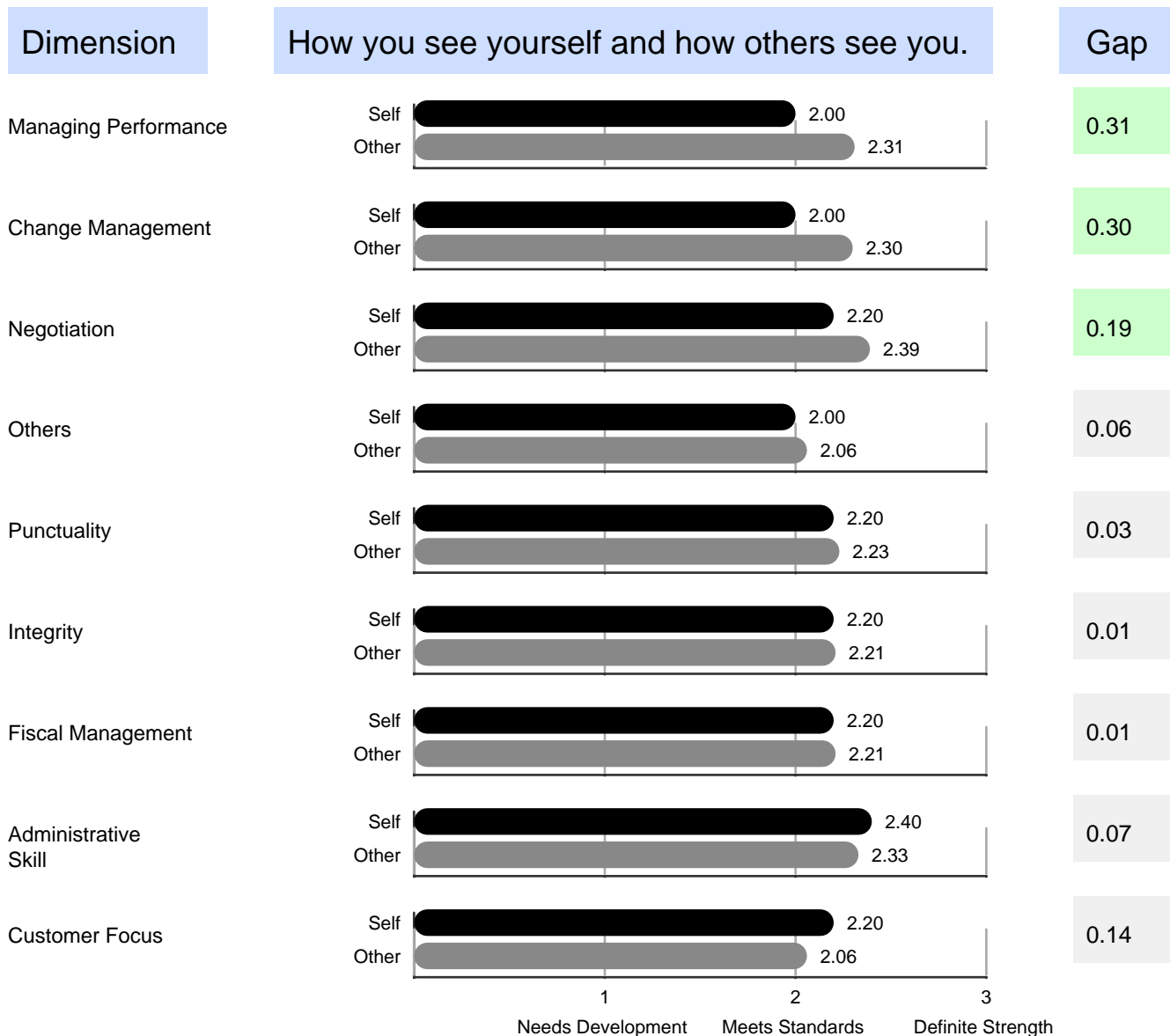


Feedback Results
Your CompanyName Here
2024

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.



Negotiation

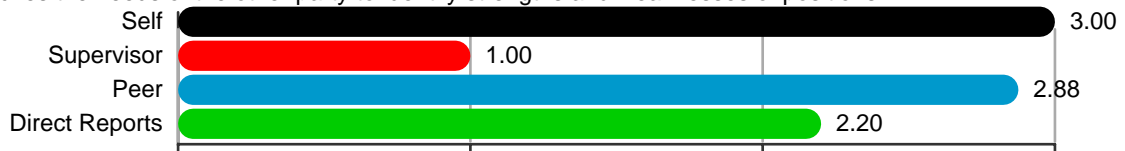
Summary Scores



1. Able to say "no" when it is essential to maintaining quality and high standards.



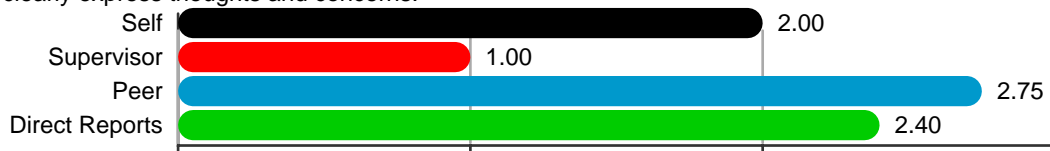
2. Researches the needs of the other party to identify strengths and weaknesses of positions.



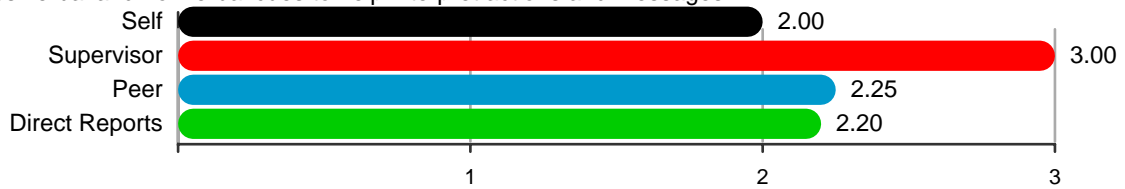
3. Establishes good working relationships with others.



4. Able to clearly express thoughts and concerns.



5. Identifies verbal and nonverbal cues to help interpret actions and messages.



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. Able to say "no" when it is essential to maintaining quality and high standards.	15	2.27	33.3	7%	60%	33%
2. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	2.53	73.3	20%	7%	73%
3. Establishes good working relationships with others.	15	2.33	40.0	7%	53%	40%
4. Able to clearly express thoughts and concerns.	15	2.47	53.3	7%	40%	53%
5. Identifies verbal and nonverbal cues to help interpret actions and messages.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.

Change Management

Summary Scores



6. Works cooperatively with others to implement changes.



7. Effective in dealing with ambiguous and challenging situations.



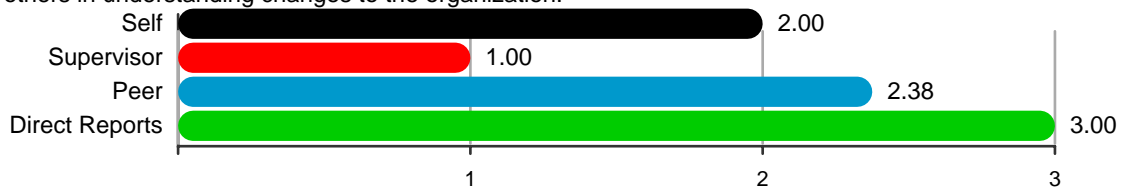
8. Supports the Company's efforts to implement changes.



9. Effective in implementing new organizational vision and values.



10. Assists 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
6. Works cooperatively with others to implement changes.	15	2.13	33.3	20%	47%	33%
7. Effective in dealing with ambiguous and challenging situations.	15	2.07	26.7	20%	53%	27%
8. Supports the Company's efforts to implement changes.	15	2.33	40.0	7%	53%	40%
9. Effective in implementing new organizational vision and values.	15	2.40	53.3	13%	33%	53%
10. Assists others in understanding changes to the organization.	15	2.47	60.0	13%	27%	60%

Comments:

- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- I have enjoyed working with ___ and will miss her support and direction.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- Thoroughness, accuracy, professionalism.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

Punctuality

Summary Scores



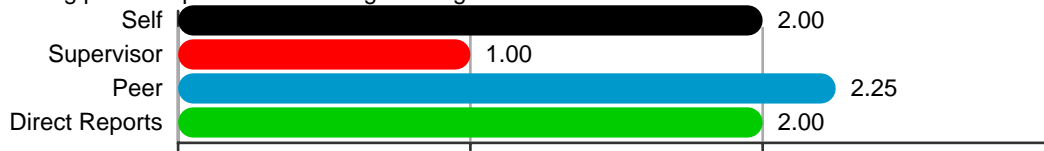
11. Maintains an efficient schedule of activities.



12. Arrives to meetings on time.



13. Avoids making personal phone calls during working hours.



14. Starts meetings on time.



15. Conducts appointments at scheduled start time.



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. Maintains an efficient schedule of activities.	15	2.33	40.0	7%	53%	40%
12. Arrives to meetings on time.	15	2.07	20.0	13%	67%	20%
13. Avoids making personal phone calls during working hours.	15	2.07	26.7	20%	53%	27%
14. Starts meetings on time.	15	2.27	40.0	13%	47%	40%
15. Conducts appointments at scheduled start time.	14	2.43	50.0	7%	43%	50%

Comments:

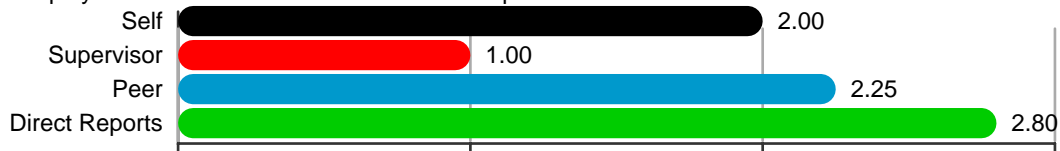
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- ___ has been eager to learn her new position and is transitioning well.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- It has been a pleasure working with ___. Her interactions with customers have improved over the last year.
- Don't know where we would be without her.

Managing Performance

Summary Scores



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



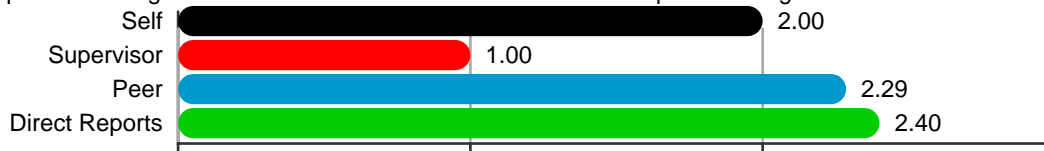
17. Routinely holds audits of performance on a weekly or monthly basis.



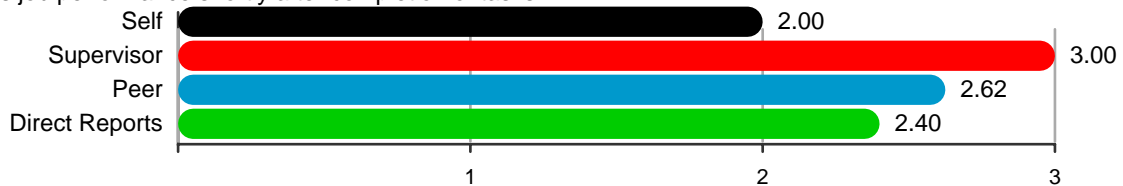
18. Sets and maintains high standards for self and others.



19. Adjusts performance goals as needed to meet the demands of the department/organization.



20. Reviews job performance shortly after completion of 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. Ensures employees understand how work is to be completed.	15	2.33	46.7	13%	40%	47%
17. Routinely holds audits of performance on a weekly or monthly basis.	15	2.33	40.0	7%	53%	40%
18. Sets and maintains high standards for self and others.	14	2.00	14.3	14%	71%	14%
19. Adjusts performance goals as needed to meet the demands of the department/organization.	14	2.21	42.9	21%	36%	43%
20. Reviews job performance shortly after completion of tasks.	15	2.53	60.0	7%	33%	60%

Comments:

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- 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!
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ does a great job of keeping the lines of communication and this is appreciated.

Administrative Skill

Summary Scores



21. High attention to detail.



22. Takes responsibility for decisions.



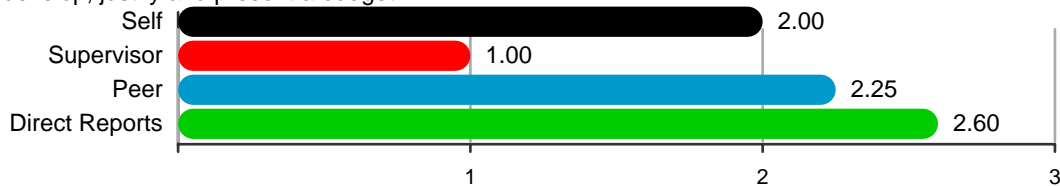
23. Enthusiastic about taking on challenging projects.



24. Completes reports on-time.



25. Able to develop, justify and present a budget.



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. High attention to detail.	15	2.60	66.7	7%	27%	67%
22. Takes responsibility for decisions.	15	2.33	40.0	7%	53%	40%
23. Enthusiastic about taking on challenging projects.	15	2.07	20.0	13%	67%	20%
24. Completes reports on-time.	15	2.40	53.3	13%	33%	53%
25. Able to develop, justify and present a budget.	15	2.27	53.3	27%	20%	53%

Comments:

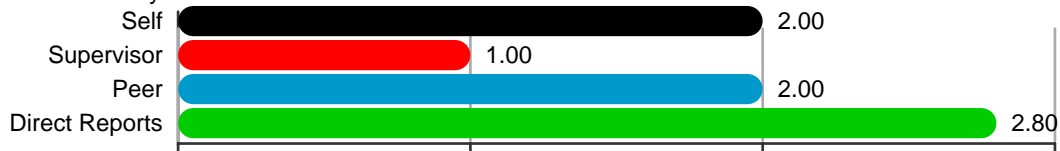
- Willingness to pitch in, desire to grow, and a great attitude.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- She is very knowledgeable and is always willing to lend a helping hand!

Integrity

Summary Scores



26. Demonstrates honesty and truthfulness at all times.



27. Fosters a high standard of ethics and integrity.



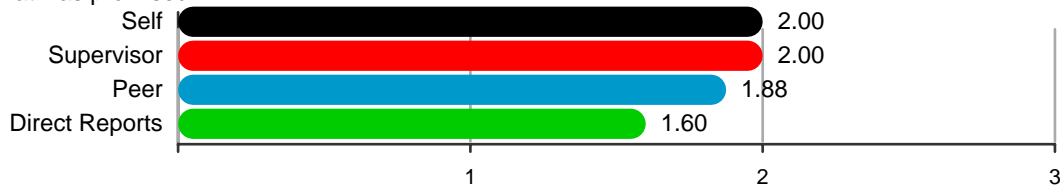
28. Follows tasks to completion.



29. Protects the integrity and confidentiality of information



30. Does what was promised.



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. Demonstrates honesty and truthfulness at all times.	15	2.20	33.3	13%	53%	33%
27. Fosters a high standard of ethics and integrity.	15	2.00	26.7	27%	47%	27%
28. Follows tasks to completion.	15	2.47	53.3	7%	40%	53%
29. Protects the integrity and confidentiality of information	15	2.60	60.0		40%	60%
30. Does what was promised.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has been instrumental in the working relationship of our department.
- ___ is the absolute definition of team player.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- Positive energy and a team player.
- 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.
- ___ leads by example. Great Employee engagement.

Customer Focus

Summary Scores



31. Develops good rapport and trust with the customer.



32. Maintains positive customer relationships.



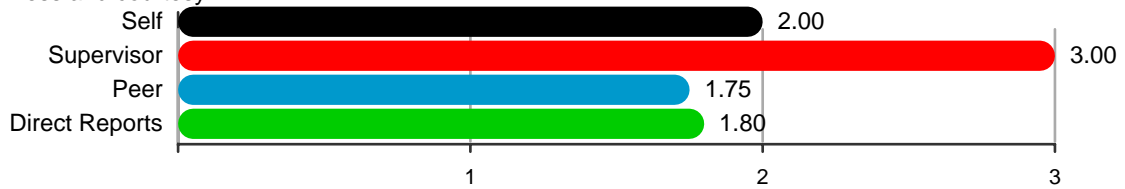
33. Consistently models positive customer service attitudes.



34. Does not hesitate to address customer concerns or complaints.



35. ...friendliness and courtesy



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).

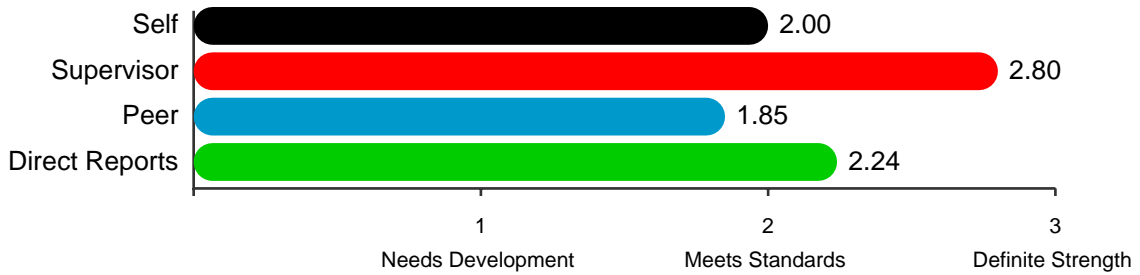
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Develops good rapport and trust with the customer.	15	2.13	33.3	20%	47%	33%
32. Maintains positive customer relationships.	15	2.13	33.3	20%	47%	33%
33. Consistently models positive customer service attitudes.	15	2.07	33.3	27%	40%	33%
34. Does not hesitate to address customer concerns or complaints.	15	2.13	26.7	13%	60%	27%
35. ...friendliness and courtesy	15	1.87	20.0	33%	47%	20%

Comments:

- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- What I like is her standard line what resources do you need from me to make this work?
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- ___ leads by example in each of the areas noted above.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- Always has a positive, cheerful, and strong attitude.

Others

Summary Scores



36. Able to see issues from others' perspectives.



37. Helpful



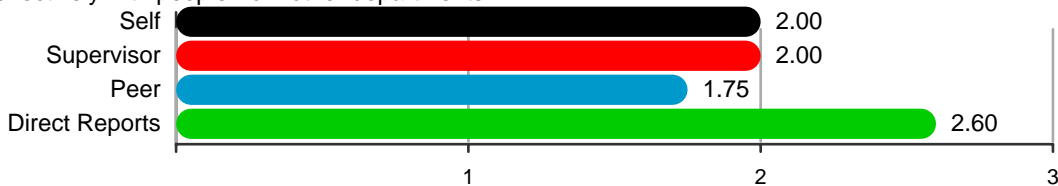
38. Works across boundaries within the organization.



39. Includes others in the decision making processes.



40. Works effectively with people from other departments.



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. Able to see issues from others' perspectives.	15	1.87	20.0	33%	47%	20%
37. Helpful	15	1.93	13.3	20%	67%	13%
38. Works across boundaries within the organization.	15	2.07	33.3	27%	40%	33%
39. Includes others in the decision making processes.	15	2.33	33.3		67%	33%
40. Works effectively with people from other departments.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- Great year of growth!
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- She has a very engaging style which generates trust and respect.
- She challenges me every day to be my best and I appreciate that.
- She is smart, quick, compassionate, and thorough.

Fiscal Management

Summary Scores



41. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



42. Develops of the department's annual budget.



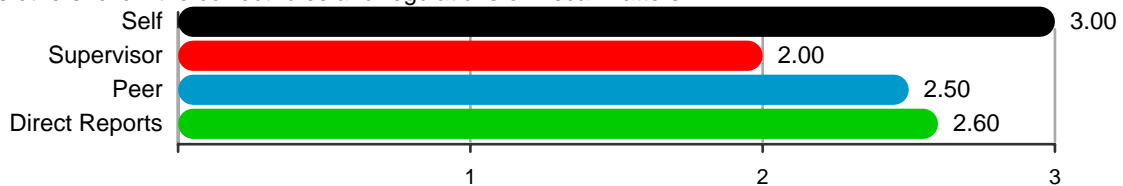
43. Monitors expenses and verifies the need for items purchased.



44. Develops budgets and plans for various programs and initiatives.



45. Ensures others follow the correct rules and regulations on fiscal matters.



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. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.00	26.7	27%	47%	27%
42. Develops of the department's annual budget.	15	2.13	33.3	20%	47%	33%
43. Monitors expenses and verifies the need for items purchased.	15	2.20	40.0	20%	40%	40%
44. Develops budgets and plans for various programs and initiatives.	15	2.20	26.7	7%	67%	27%
45. Ensures others follow the correct rules and regulations on fiscal matters.	15	2.53	60.0	7%	33%	60%

Comments:

- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- She cares deeply for what she does and it shows.

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?

- She has great sense of vision and purpose for the division and organization as a whole.
- ___ has also come down to help our department when we have been very busy and needed help.
- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- ___ 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 taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- ___ has a good perspective on the organization as a whole.

What do you like best about working with this individual?

- She is the only manager in the department to help us when we are short.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- She is an excellent teammate, great attitude, effort, and energy.
- ___ collaborates well with other departments and managers.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- She seems to be well respected from members of her own team as well.

What do you like least about working with this individual?

- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- ___ 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 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.

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

- 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.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.

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

- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- ___ is a rock amongst the management at [CompanyName].
- Has a "go getter" attitude!
- I will always welcome ___'s direct, honest, caring feedback.

Any final comments?

- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- She has taken her team to the next level.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- She could help teammates by becoming more proficient in some areas.
- She is a fantastic resource.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.