

Feedback Results
Your CompanyName Here
2024

Sample Employee

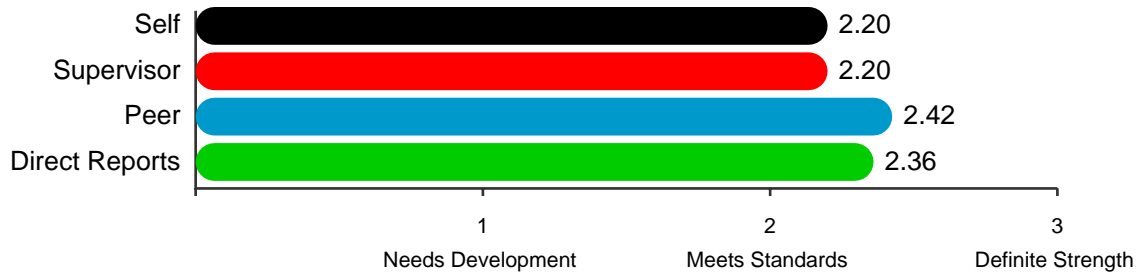
Gap Analysis

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.



Objectives

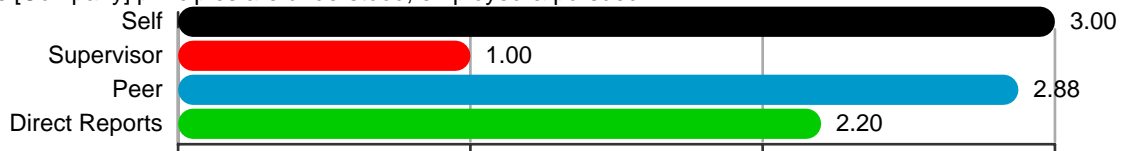
Summary Scores



1. Establishes goals and objectives.



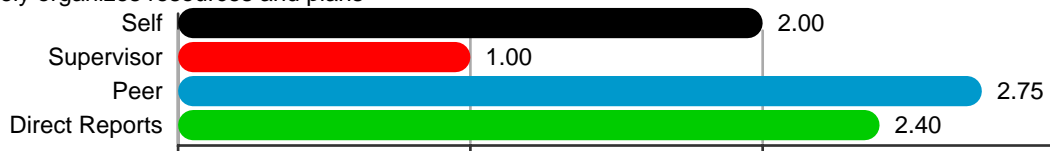
2. Assures [Company] principles are understood, employed & pursued.



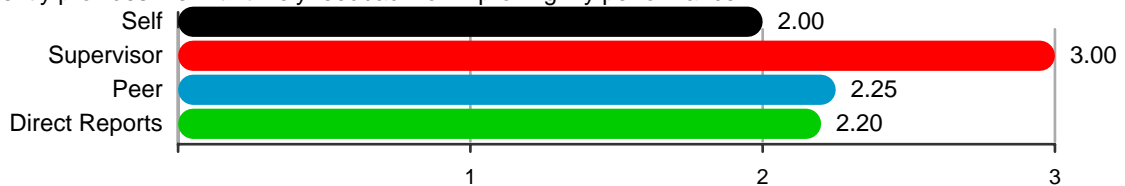
3. Communicates goals and objectives to employees.



4. Effectively organizes resources and plans



5. Consistently provides me with timely feedback for improving my performance.



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).

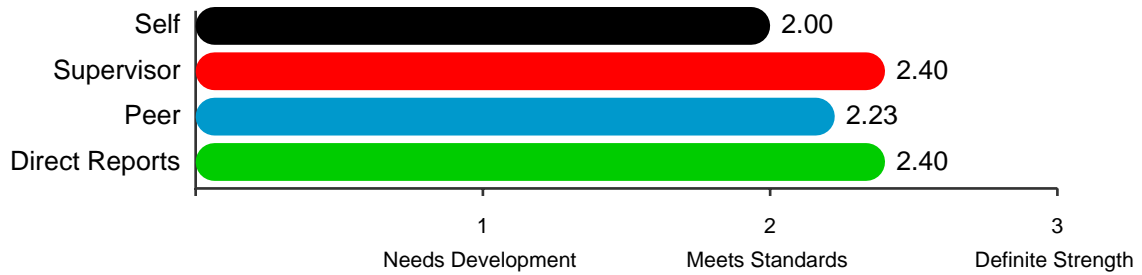
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Establishes goals and objectives.	15	2.27	33.3	7%	60%	33%
2. Assures [Company] principles are understood, employed & pursued.	15	2.53	73.3	20%	7%	73%
3. Communicates goals and objectives to employees.	15	2.33	40.0	7%	53%	40%
4. Effectively organizes resources and plans	15	2.47	53.3	7%	40%	53%
5. Consistently provides me with timely feedback for improving my performance.	15	2.27	40.0	13%	47%	40%

Comments:

- Dedicated to the customer and community, he is worth his weight in gold.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- _____ exemplifies all of the above.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Continual Improvement

Summary Scores



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



7. Looks for ways to expand current job responsibilities.



8. Looks for ways to expand and learn new job skills.



9. Promotes training and development opportunities to enhance job performance.



10. Open to the suggestions from 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).

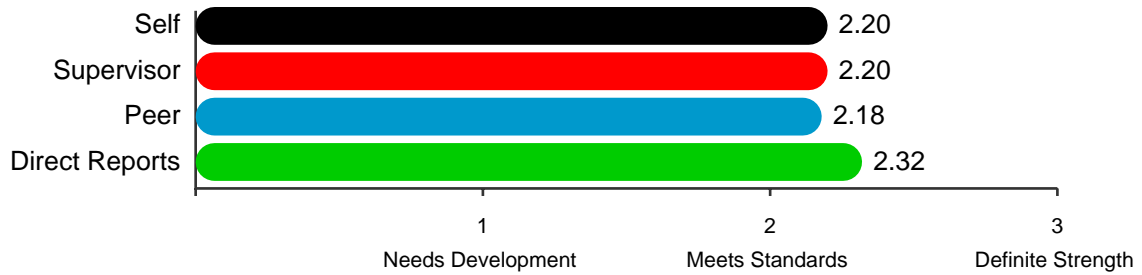
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.13	33.3	20%	47%	33%
7. Looks for ways to expand current job responsibilities.	15	2.07	26.7	20%	53%	27%
8. Looks for ways to expand and learn new job skills.	15	2.33	40.0	7%	53%	40%
9. Promotes training and development opportunities to enhance job performance.	15	2.40	53.3	13%	33%	53%
10. Open to the suggestions from others.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ 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 consistent side of it.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- 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.
- He is both the manager and the interim director for the service line.

Punctuality

Summary Scores



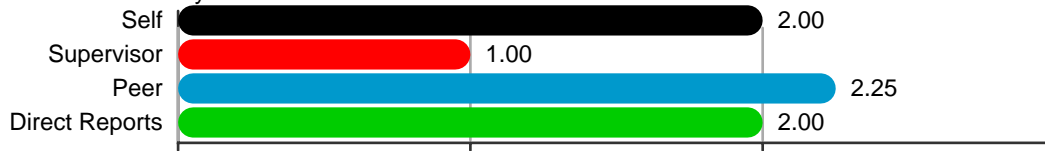
11. Avoids making personal phone calls during working hours.



12. Responds to requests for information in a timely manner.



13. Invoices clients on a timely basis.



14. Maintains an efficient schedule of activities.



15. Conducts appointments at scheduled start time.



Level of Skill

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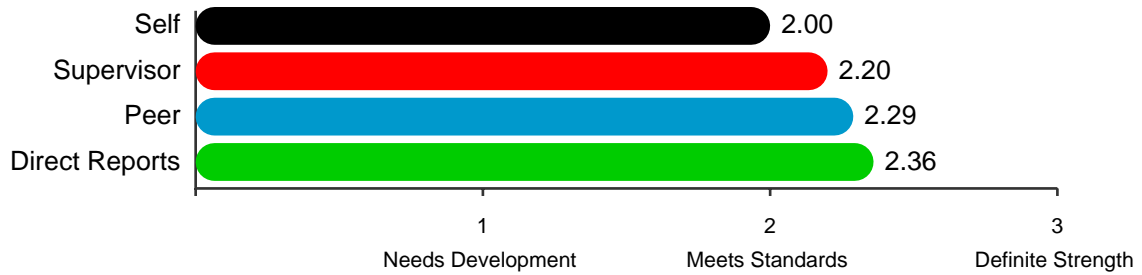
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Avoids making personal phone calls during working hours.	15	2.33	40.0	7%	53%	40%
12. Responds to requests for information in a timely manner.	15	2.07	20.0	13%	67%	20%
13. Invoices clients on a timely basis.	15	2.07	26.7	20%	53%	27%
14. Maintains an efficient schedule of activities.	15	2.27	40.0	13%	47%	40%
15. Conducts appointments at scheduled start time.	14	2.43	50.0	7%	43%	50%

Comments:

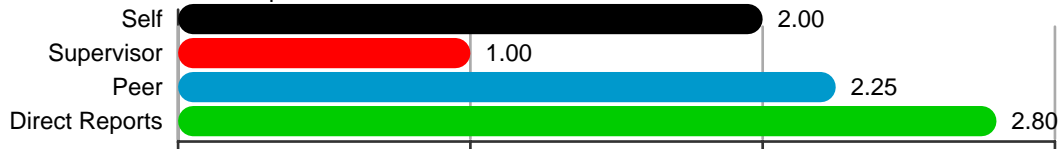
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- He has a very engaging style which generates trust and respect.
- He has helped make me a better manager through his actions and follow through.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.

Establishing Focus/Direction

Summary Scores



16. Stays focused even when under pressure and stress.



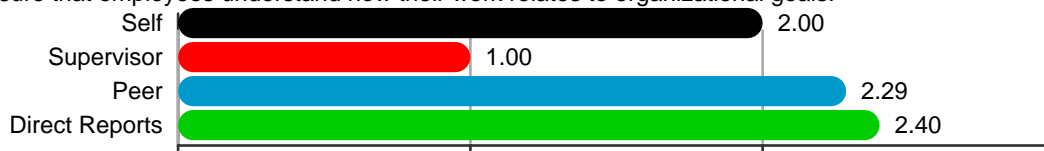
17. Aligns the department's goals with the goals of the organization.



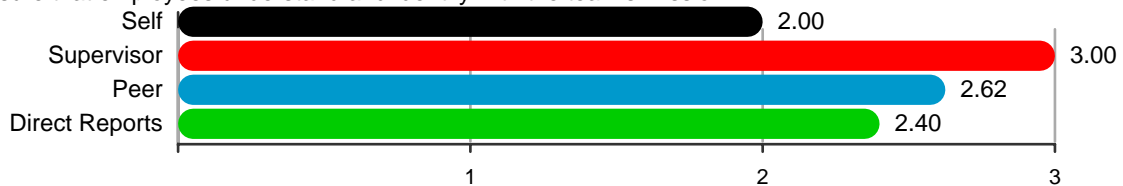
18. Helps guide employees with prioritizing tasks.



19. Makes sure that employees understand how their work relates to organizational goals.



20. Makes sure that employees understand and identify with the team's mission.



Level of Skill

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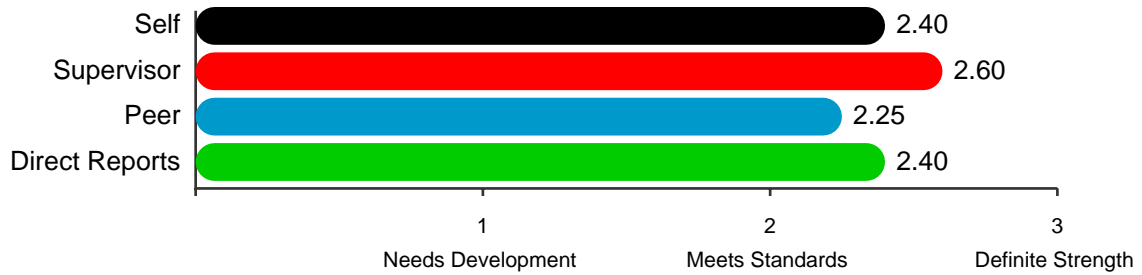
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Stays focused even when under pressure and stress.	15	2.33	46.7	13%	40%	47%
17. Aligns the department's goals with the goals of the organization.	15	2.33	40.0	7%	53%	40%
18. Helps guide employees with prioritizing tasks.	14	2.00	14.3	14%	71%	14%
19. Makes sure that employees understand how their work relates to organizational goals.	14	2.21	42.9	21%	36%	43%
20. Makes sure that employees understand and identify with the team's mission.	15	2.53	60.0	7%	33%	60%

Comments:

- Having a routine for schedule and coming to office more frequently
- Could benefit from increasing awareness on how much influence they have on the department.
- Improve on providing feedback.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.

Delegation

Summary Scores



21. Entrusts subordinates with important tasks.



22. Allows subordinates to use their own methods and procedures.



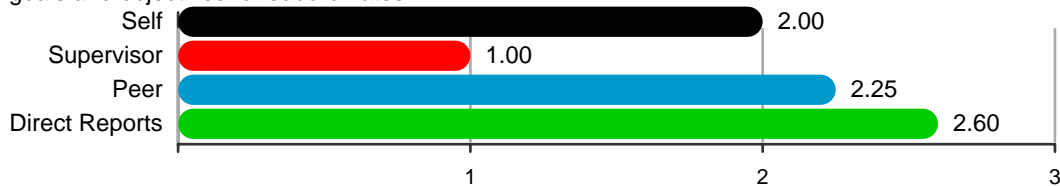
23. Sets clear and reasonable expectations for others and follows through on their progress.



24. Tells subordinates what to do, not how to do it.



25. Defines goals and objectives for subordinates.



Level of Skill

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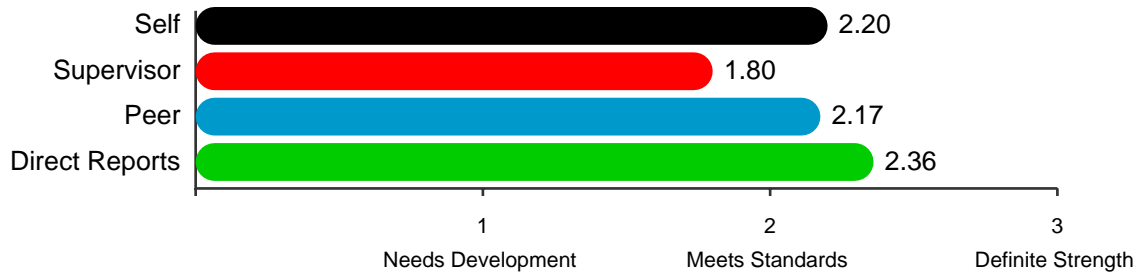
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Entrusts subordinates with important tasks.	15	2.60	66.7	7%	27%	67%
22. Allows subordinates to use their own methods and procedures.	15	2.33	40.0	7%	53%	40%
23. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.07	20.0	13%	67%	20%
24. Tells subordinates what to do, not how to do it.	15	2.40	53.3	13%	33%	53%
25. Defines goals and objectives for subordinates.	15	2.27	53.3	27%	20%	53%

Comments:

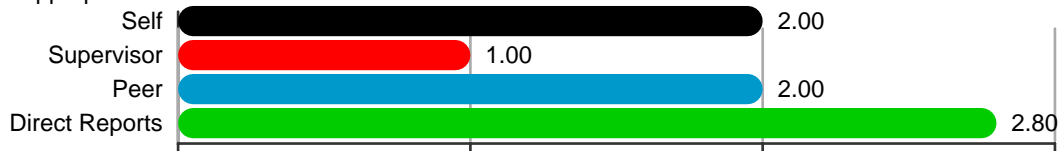
- _____ does an excellent job in his role.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.

Managing Risk

Summary Scores



26. Aware of appropriate actions to minimize risks.



27. Develops appropriate strategies to minimize risks.



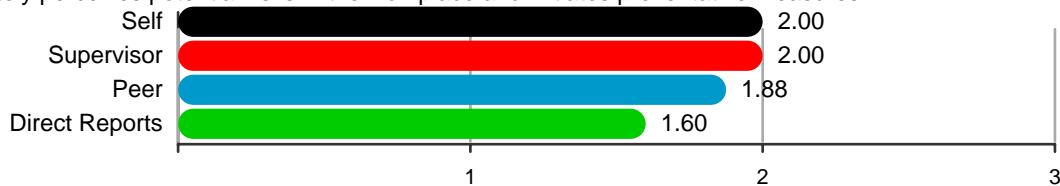
28. Perceives the risks of different work tasks and activities.



29. Effectively responds to critical situations to reduce potential for losses.



30. Accurately perceives potential risks in the workplace and initiates preventative measures.



Level of Skill

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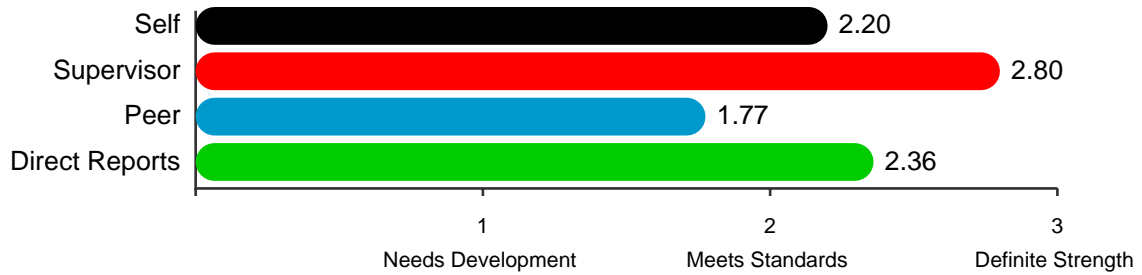
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Aware of appropriate actions to minimize risks.	15	2.20	33.3	13%	53%	33%
27. Develops appropriate strategies to minimize risks.	15	2.00	26.7	27%	47%	27%
28. Perceives the risks of different work tasks and activities.	15	2.47	53.3	7%	40%	53%
29. Effectively responds to critical situations to reduce potential for losses.	15	2.60	60.0		40%	60%
30. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	1.80	13.3	33%	53%	13%

Comments:

- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- He encourages individual and professional improvement and provides educational opportunities.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- _____ exemplifies outstanding professionalism.
- _____ listens to employees ideas and concerns and address the issues right away.
- I have enjoyed working with _____ and will miss his support and direction.

Regulatory/Compliance

Summary Scores



31. Understands the applicable regulations and laws that impact our business.



32. Maintains historical records and documents as needed/required.



33. Performs regular compliance audits.



34. Works quickly to implement changes in regulations.



35. Complies with trade agreements affecting international 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).

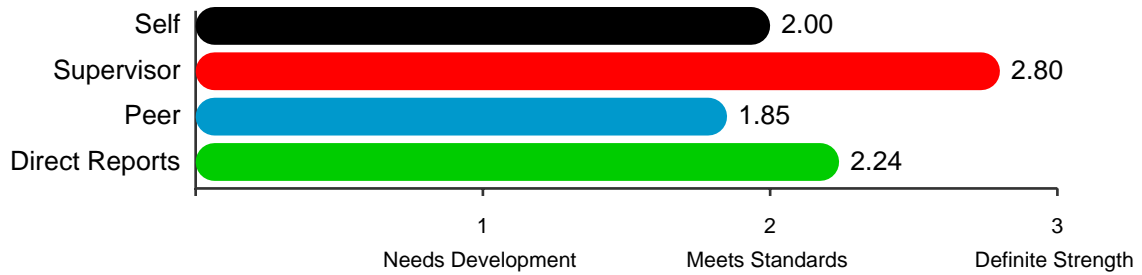
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Understands the applicable regulations and laws that impact our business.	15	2.13	33.3	20%	47%	33%
32. Maintains historical records and documents as needed/required.	15	2.13	33.3	20%	47%	33%
33. Performs regular compliance audits.	15	2.07	33.3	27%	40%	33%
34. Works quickly to implement changes in regulations.	15	2.13	26.7	13%	60%	27%
35. Complies with trade agreements affecting international companies.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ leads by example.
- He consistently involves employees in shared decision making.
- I think he is the kind of manager our department has needed and will continue to need.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.

Teamwork

Summary Scores



36. Encourages others to share ideas to develop team cohesion



37. Coaches team members to work toward a common goal.



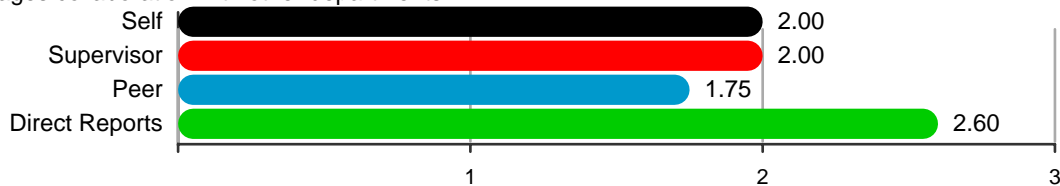
38. Is open to new ideas that may change own goals for benefit of the team



39. Carries his/her share of the workload



40. Encourages collaboration with 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).

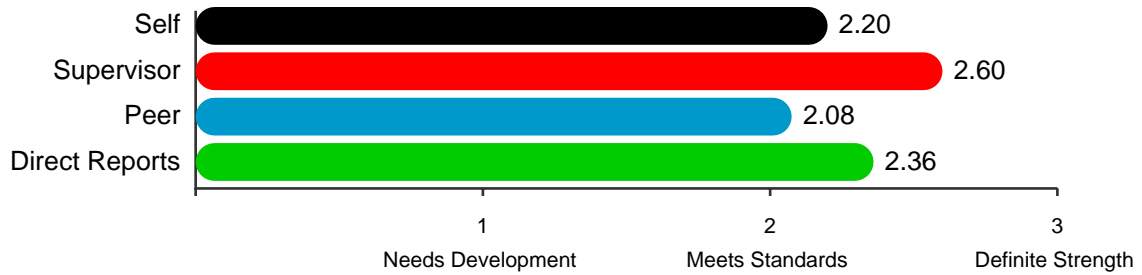
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Encourages others to share ideas to develop team cohesion	15	1.87	20.0	33%	47%	20%
37. Coaches team members to work toward a common goal.	15	1.93	13.3	20%	67%	13%
38. Is open to new ideas that may change own goals for benefit of the team	15	2.07	33.3	27%	40%	33%
39. Carries his/her share of the workload	15	2.33	33.3		67%	33%
40. Encourages collaboration with other departments.	15	2.07	33.3	27%	40%	33%

Comments:

- He has hired good people, and developed strong relationship's with finance.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- Delegates often with little to no direction.
- He is determined to find the answer to any problem or obstacle in his way.
- _____ makes great hiring choices. he is clear on what needs to be done.
- Need to continue to take action when needed, although have improved. . .

Organizational Fluency

Summary Scores



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



42. Gets things done through the department.



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



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



45. 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).

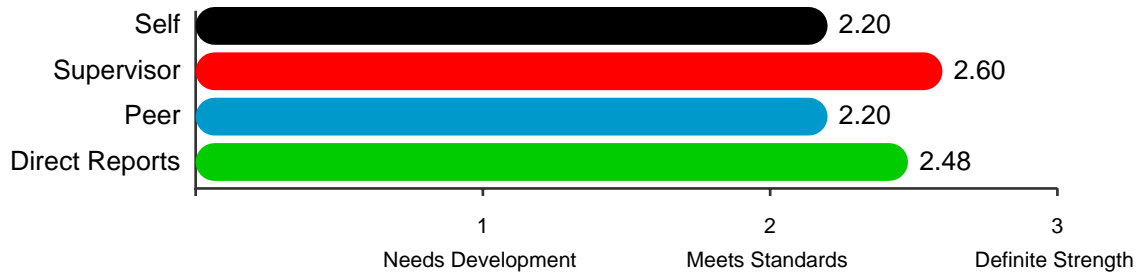
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Adept at navigating within the culture of the department.	15	2.00	26.7	27%	47%	27%
42. Gets things done through the department.	15	2.13	33.3	20%	47%	33%
43. Able to deal with sensitive issues with tact and professionalism.	15	2.20	40.0	20%	40%	40%
44. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.20	26.7	7%	67%	27%
45. Anticipates problems that may affect the department.	15	2.53	60.0	7%	33%	60%

Comments:

- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- Outstanding leader.
- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.

Vision

Summary Scores



46. Works to support the strategy of [Company]



47. Clearly articulates a vision for his/her work and inspires others to support it



48. Behaves in a way that is consistent with business values & code of conduct



49. Communicates a vision of where the Company needs to be in the future.



50. Understands the vision of the Company and promotes it ahead of any self-interests.



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. Works to support the strategy of [Company]	15	2.27	26.7		73%	27%
47. Clearly articulates a vision for his/her work and inspires others to support it	15	2.13	26.7	13%	60%	27%
48. Behaves in a way that is consistent with business values & code of conduct	15	2.40	40.0		60%	40%
49. Communicates a vision of where the Company needs to be in the future.	15	2.47	46.7		53%	47%
50. Understands the vision of the Company and promotes it ahead of any self-interests.	15	2.33	46.7	13%	40%	47%

Comments:

- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- _____ continues to be a wonderful boss and mentor.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.

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?

- We have made improvements in our documentation and have decreased duplicate reporting.
- He encourages individual and professional improvement and provides educational opportunities.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- Always looking for ways to grow as a person. Inspires others to do the same.

What do you like best about working with this individual?

- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- Need to continue to engage staff in team development and role clarification.
- Positive attitude.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.

What do you like least about working with this individual?

- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- He is a great manager and person to work for/with.
- He can ask a question and truly listen to the answer before giving feedback.
- He has been a great addition to the department in this area.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- Positive attitude.

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

- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- _____ is excellent at providing positive feedback in the moment while in meetings.

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

- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ is a great manager, committed to each employee in our department.
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- I value _____ for so much more than his negotiating skills which are outstanding.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.

Any final comments?

- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- Personality. Great Mentor and Leader. Talented.
- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- He exhibits vision, compassion and high integrity in all of his work.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- _____ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.