

Feedback Results
Your CompanyName Here
2024

Sample Employee

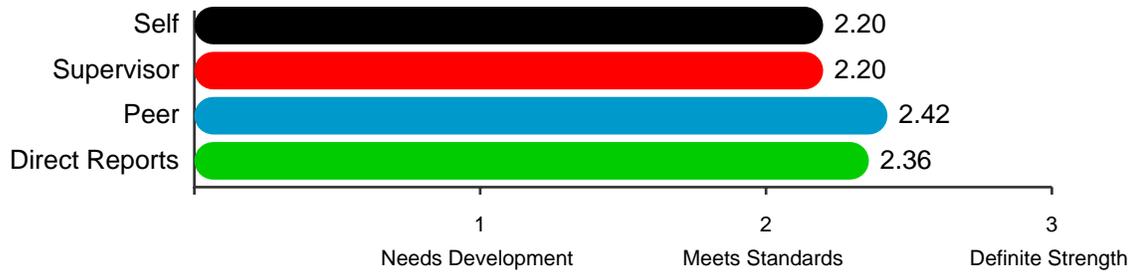
Gap Analysis

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.



Organizational Fluency

Summary Scores



1. Gets things done through the department.



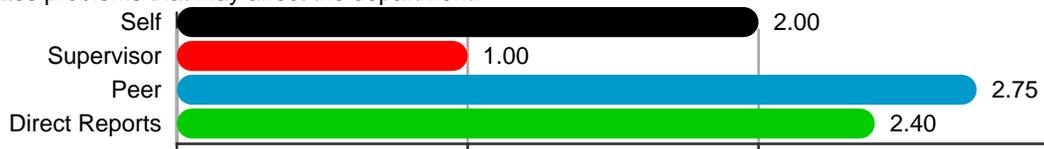
2. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



3. Understands departmental policies and procedures.



4. Anticipates problems that may affect the department.



5. Understands the current organizational culture.



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).

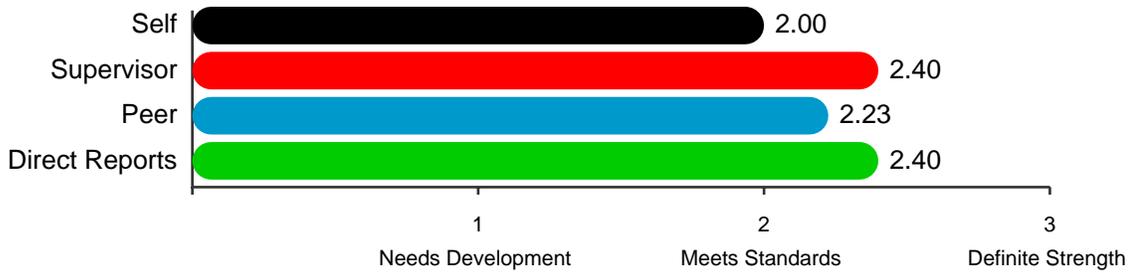
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Gets things done through the department.	15	2.27	33.3	7%	60%	33%
2. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.53	73.3	20%	7%	73%
3. Understands departmental policies and procedures.	15	2.33	40.0	7%	53%	40%
4. Anticipates problems that may affect the department.	15	2.47	53.3	7%	40%	53%
5. Understands the current organizational culture.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is very approachable and ensures the best for all employees in the department.
- Provide more frequent development feedback.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- ___ does a great job at demonstrating the value of her team to the organization.

Vision

Summary Scores



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



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



8. Creates a common vision for others.



9. Leads employees in new directions.



10. Develops action plans to align his/her work with the goals of 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).

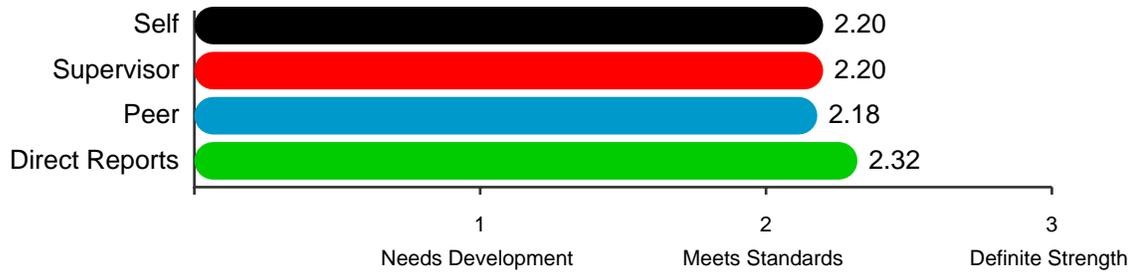
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Behaves in a way that is consistent with business values & code of conduct	15	2.13	33.3	20%	47%	33%
7. Clearly articulates a vision for his/her work and inspires others to support it	15	2.07	26.7	20%	53%	27%
8. Creates a common vision for others.	15	2.33	40.0	7%	53%	40%
9. Leads employees in new directions.	15	2.40	53.3	13%	33%	53%
10. Develops action plans to align his/her work with the goals of the organization	15	2.47	60.0	13%	27%	60%

Comments:

- She is a dedicated person who inspires excellence in both staff and customer service.
- ___ consistently asks how the day is going, if she can help us at all.
- ___ is very visible on the unit. Spending many hours with staff.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.

Global Perspective

Summary Scores



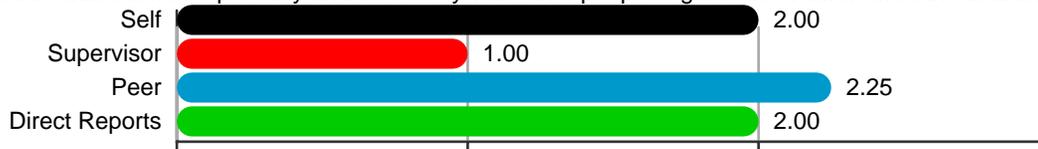
11. Can effectively deliver presentations to international clients.



12. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.



13. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.



14. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.



15. Communicates effectively on a multi-lingual basis.



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).

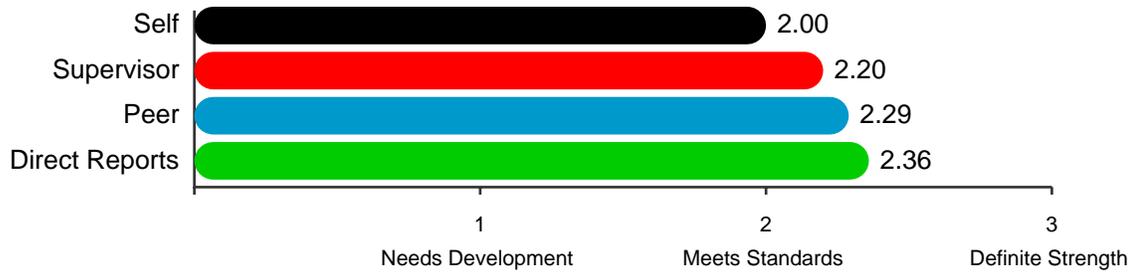
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Can effectively deliver presentations to international clients.	15	2.33	40.0	7%	53%	40%
12. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	2.07	20.0	13%	67%	20%
13. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	2.07	26.7	20%	53%	27%
14. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	2.27	40.0	13%	47%	40%
15. Communicates effectively on a multi-lingual basis.	14	2.43	50.0	7%	43%	50%

Comments:

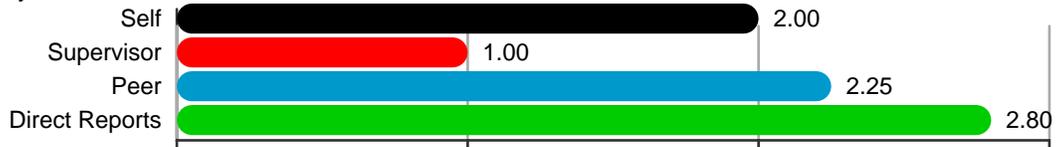
- Resources are managed carefully with input sought and considered before applying those resources.
- ___ does not beat around the bush nor does she have hidden agendas.
- ___ has nothing but [CompanyName]'s best interest at heart.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- Improve communication delivery. Acknowledge what others are saying.
- ___ is an excellent Director.

Action

Summary Scores



16. Effectively makes decisions



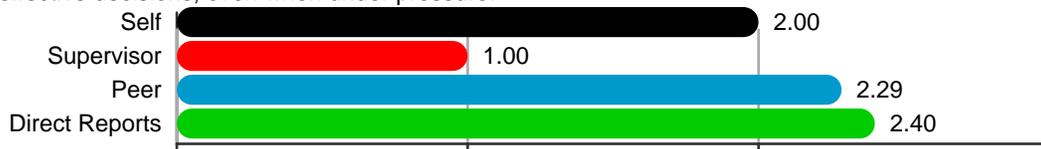
17. Motivates & supports others to gain skills



18. Is not afraid to take corrective action when necessary.



19. Makes effective decisions, even when under pressure.



20. Gets the job done.



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).

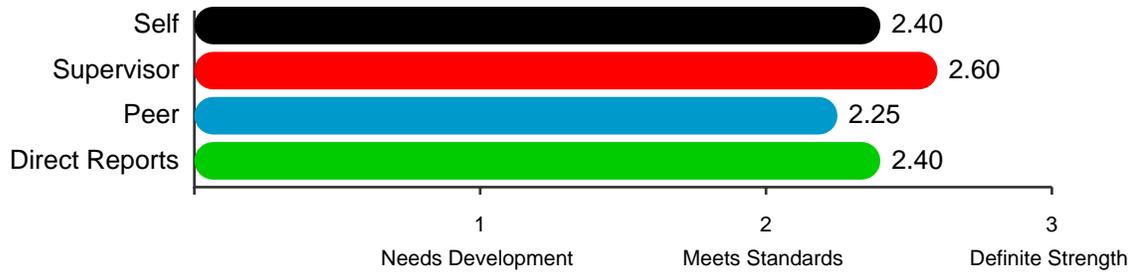
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Effectively makes decisions	15	2.33	46.7	13%	40%	47%
17. Motivates & supports others to gain skills	15	2.33	40.0	7%	53%	40%
18. Is not afraid to take corrective action when necessary.	14	2.00	14.3	14%	71%	14%
19. Makes effective decisions, even when under pressure.	14	2.21	42.9	21%	36%	43%
20. Gets the job done.	15	2.53	60.0	7%	33%	60%

Comments:

- Before ___ came into the position it seemed that the department was a dump.
- 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 think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- 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.
- Outstanding leader.

Punctuality

Summary Scores



21. Conducts appointments at scheduled start time.



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



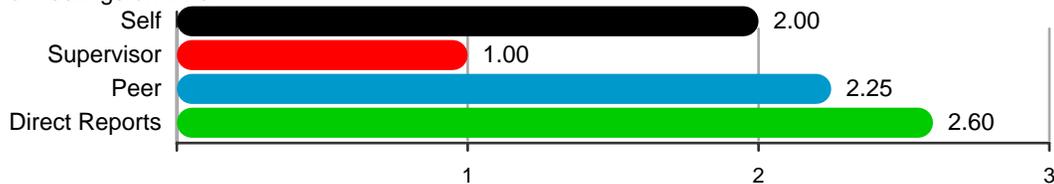
23. Invoices clients on a timely basis.



24. Starts meetings on time.



25. Arrives to meetings on 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).

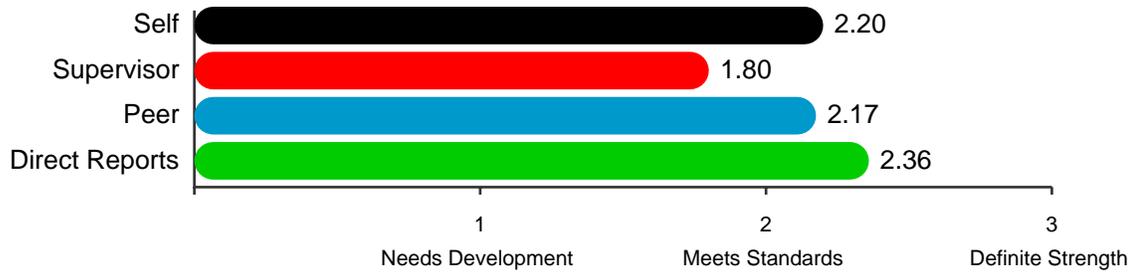
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Conducts appointments at scheduled start time.	15	2.60	66.7	7%	27%	67%
22. Responds to requests for information in a timely manner.	15	2.33	40.0	7%	53%	40%
23. Invoices clients on a timely basis.	15	2.07	20.0	13%	67%	20%
24. Starts meetings on time.	15	2.40	53.3	13%	33%	53%
25. Arrives to meetings on time.	15	2.27	53.3	27%	20%	53%

Comments:

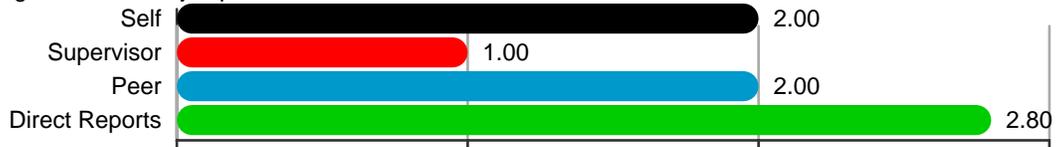
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- ___ 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.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.

Performance

Summary Scores



26. Sets a high standard for job performance.



27. ...Produce Quality



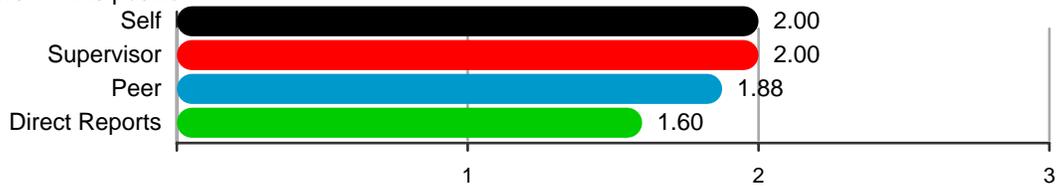
28. Effectively organizes resources and plans



29. Able to organize work.



30. Works well in this position.



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).

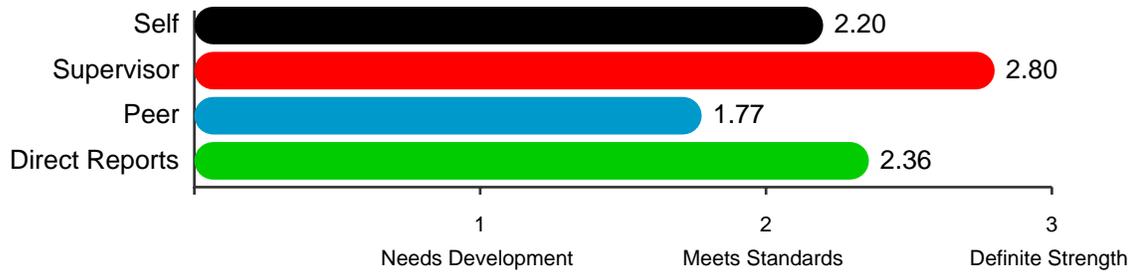
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Sets a high standard for job performance.	15	2.20	33.3	13%	53%	33%
27. ...Produce Quality	15	2.00	26.7	27%	47%	27%
28. Effectively organizes resources and plans	15	2.47	53.3	7%	40%	53%
29. Able to organize work.	15	2.60	60.0		40%	60%
30. Works well in this position.	15	1.80	13.3	33%	53%	13%

Comments:

- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ____, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- She is very collaborative and always attempts to work with others.
- ____ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ____ has done with this but needs to be addressed and improved.

Goals

Summary Scores



31. Makes sure that I have a clear idea of our group's goals.



32. Goal Setting



33. Conducts timely follow-up; keeps others informed on a need to know basis.



34. Sets high expectations and goals; encourages others to support the organization.



35. Achieves goals.



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).

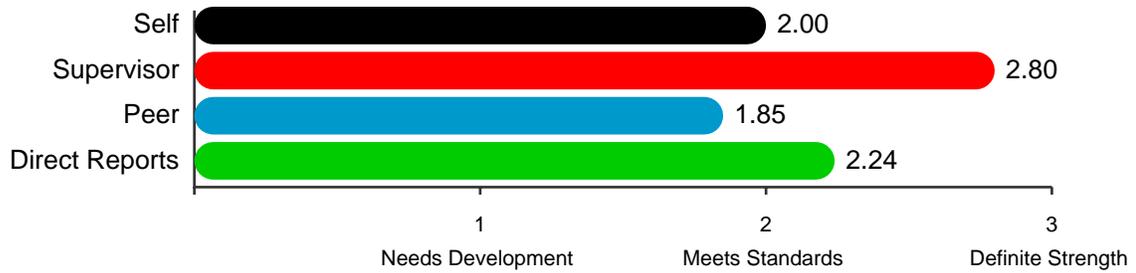
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Makes sure that I have a clear idea of our group's goals.	15	2.13	33.3	20%	47%	33%
32. Goal Setting	15	2.13	33.3	20%	47%	33%
33. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.07	33.3	27%	40%	33%
34. Sets high expectations and goals; encourages others to support the organization.	15	2.13	26.7	13%	60%	27%
35. Achieves goals.	15	1.87	20.0	33%	47%	20%

Comments:

- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- ___ has great communication skills and is a dependable member of the team.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.

Objectives

Summary Scores



36. Works toward achieving established goals and objectives.



37. Effectively organizes resources and plans



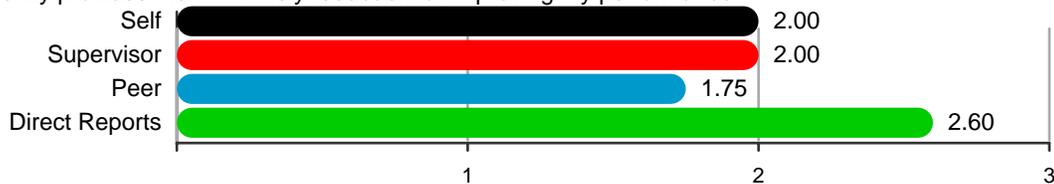
38. Able to organize work.



39. Sets long-term and short-term goals.



40. 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
36. Works toward achieving established goals and objectives.	15	1.87	20.0	33%	47%	20%
37. Effectively organizes resources and plans	15	1.93	13.3	20%	67%	13%
38. Able to organize work.	15	2.07	33.3	27%	40%	33%
39. Sets long-term and short-term goals.	15	2.33	33.3		67%	33%
40. Consistently provides me with timely feedback for improving my performance.	15	2.07	33.3	27%	40%	33%

Comments:

- Completes variance analysis and identifies corrective actions.
- Great to have you on the team!
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ continues to be a wonderful boss and mentor.
- ___ has my back and breaks down the barriers when I let her know that need her support.

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?

- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- Dependability, with whatever is needed.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- She cares deeply for what she does and it shows.
- She is an excellent teammate, great attitude, effort, and energy.

What do you like best about working with this individual?

- Is reliable and keeps the team focused on the delivery of outcomes.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- Increase in confidence. Being willing to lean into the uncomfortable.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.

What do you like least about working with this individual?

- 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.
- She is a dedicated person who inspires excellence in both staff and customer service.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- 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.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.

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

- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.

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

- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- She is well respected.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.

Any final comments?

- She is a great manager and person to work for/with.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- She is very collaborative and always attempts to work with others.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- It's been great working with her.