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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.



# Others

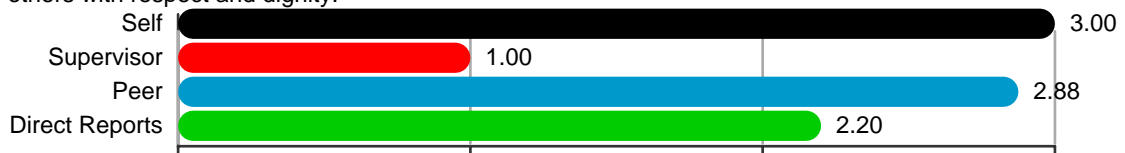
## Summary Scores



### 1. Forms working relationships with employees from other departments.



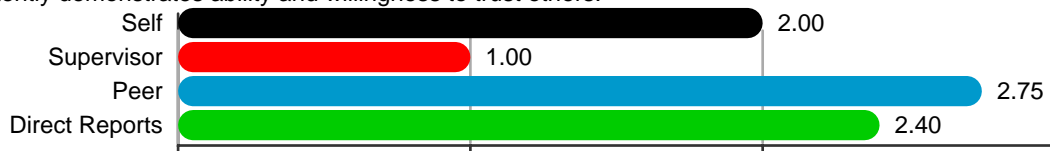
### 2. ...treats others with respect and dignity.



### 3. Works effectively with people from other departments.



### 4. Consistently demonstrates ability and willingness to trust others.



### 5. Is able to see issues from others' perspectives.



## 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).

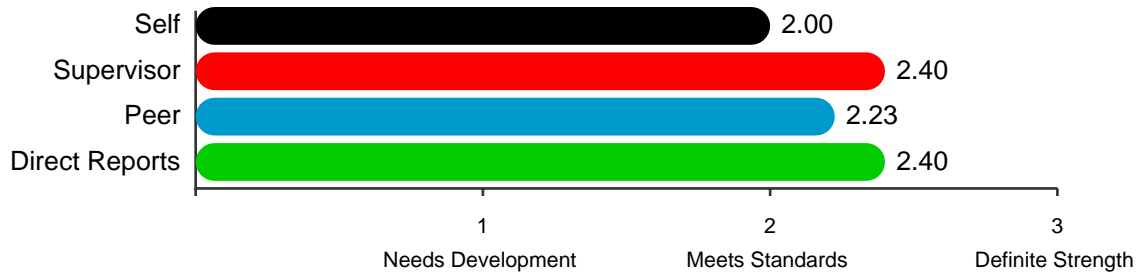
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Forms working relationships with employees from other departments.	15	2.27	33.3	7%	60%	33%
2. ...treats others with respect and dignity.	15	2.53	73.3	20%	7%	73%
3. Works effectively with people from other departments.	15	2.33	40.0	7%	53%	40%
4. Consistently demonstrates ability and willingness to trust others.	15	2.47	53.3	7%	40%	53%
5. Is able to see issues from others' perspectives.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- \_\_\_ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- Sometimes her decisions aren't thought through from a financial perspective.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.

# Administrative Skill

## Summary Scores



### 6. High attention to detail.



### 7. Takes responsibility for decisions.



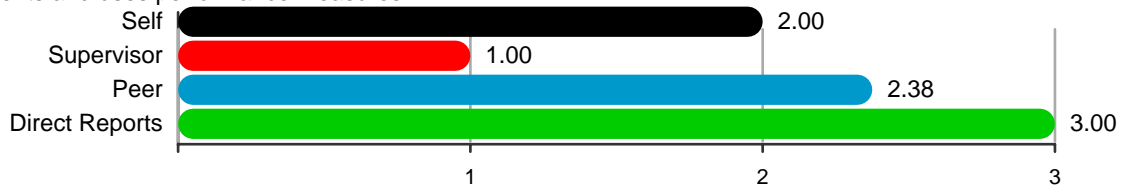
### 8. Has strong technical/computer skills.



### 9. Strong organizational skills to keep the workspace and department in order



### 10. Implements and uses performance measures.



## 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. High attention to detail.	15	2.13	33.3	20%	47%	33%
7. Takes responsibility for decisions.	15	2.07	26.7	20%	53%	27%
8. Has strong technical/computer skills.	15	2.33	40.0	7%	53%	40%
9. Strong organizational skills to keep the workspace and department in order	15	2.40	53.3	13%	33%	53%
10. Implements and uses performance measures.	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- \_\_\_ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- There have been many changes in management over the last 5 years. I can truly say that \_\_\_ is an exceptional manager. Our dept has made some truly good changes under \_\_\_.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_ 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.
- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].

# Leadership

## Summary Scores



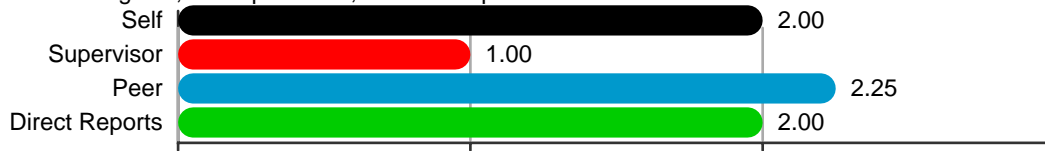
11. Is a highly effective supervisor.



12. Able to influence others.



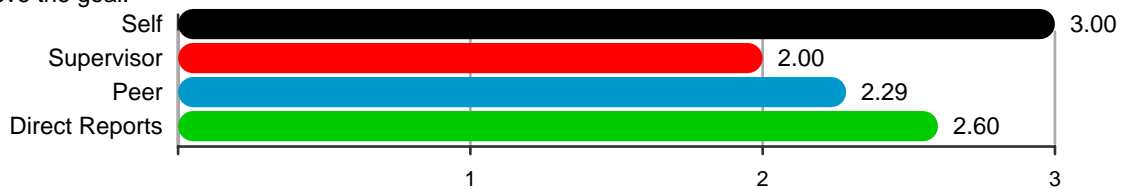
13. Leads team to set goals, solve problems, and accomplish tasks.



14. Gives inspiring presentations or discussions.



15. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.





## 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. Is a highly effective supervisor.	15	2.33	40.0	7%	53%	40%
12. Able to influence others.	15	2.07	20.0	13%	67%	20%
13. Leads team to set goals, solve problems, and accomplish tasks.	15	2.07	26.7	20%	53%	27%
14. Gives inspiring presentations or discussions.	15	2.27	40.0	13%	47%	40%
15. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	14	2.43	50.0	7%	43%	50%

### Comments:

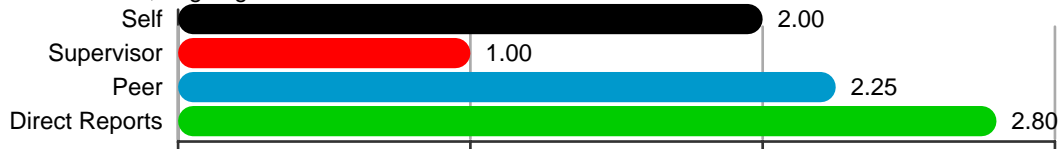
- There have been many changes in each department and \_\_\_'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- \_\_\_ is a tremendous leader in our organization.
- Is reliable and keeps the team focused on the delivery of outcomes.
- \_\_\_ is a solid performer knows her stuff.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

# Supervisory Skills

## Summary Scores



### 16. Provides constructive, ongoing feedback.



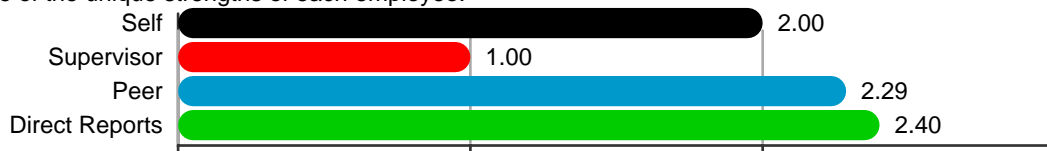
### 17. Maintains good working relationships with employees.



### 18. Appropriately recognizes and rewards employees.



### 19. Is aware of the unique strengths of each employee.



### 20. Treats all staff equitably.



## 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. Provides constructive, ongoing feedback.	15	2.33	46.7	13%	40%	47%
17. Maintains good working relationships with employees.	15	2.33	40.0	7%	53%	40%
18. Appropriately recognizes and rewards employees.	14	2.00	14.3	14%	71%	14%
19. Is aware of the unique strengths of each employee.	14	2.21	42.9	21%	36%	43%
20. Treats all staff equitably.	15	2.53	60.0	7%	33%	60%

### Comments:

- She truly is the best Manager I have ever had.
- \_\_\_ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- She quickly addresses any challenges that may arise.
- She has really filled the role of interim manager for the department well.
- \_\_\_ is very supportive to staff and offers many opportunities for staff to grow.

# Creativity

## Summary Scores



### 21. Inspires creativity in their team.



### 22. Develops solutions to challenging problems.



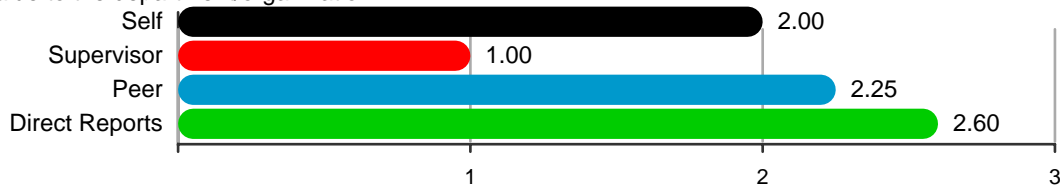
### 23. Creates a lot of new ideas.



### 24. Conceives, implements and evaluates ideas.



### 25. Adds value to the department/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
21. Inspires creativity in their team.	15	2.60	66.7	7%	27%	67%
22. Develops solutions to challenging problems.	15	2.33	40.0	7%	53%	40%
23. Creates a lot of new ideas.	15	2.07	20.0	13%	67%	20%
24. Conceives, implements and evaluates ideas.	15	2.40	53.3	13%	33%	53%
25. Adds value to the department/organization.	15	2.27	53.3	27%	20%	53%

### Comments:

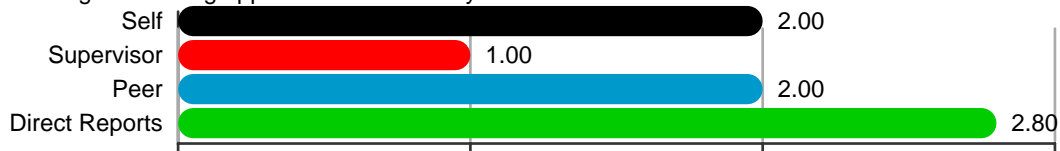
- She interacts effectively with our most difficult customers.
- Willingness to help, patience in teaching.
- I appreciate \_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Has one of the strongest work ethics I've ever encountered in a team member.
- \_\_\_ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.

# Passion To Learn

## Summary Scores



26. Takes advantage of training opportunities when they arise.



27. Takes initiative for own learning and development.



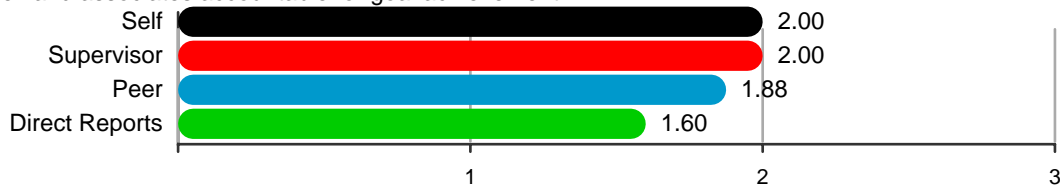
28. Enhances value to the company through additional training and development.



29. Will participate in training classes even if offered outside of normal working hours.



30. Holds self and associates accountable for goal achievement.



## 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. Takes advantage of training opportunities when they arise.	15	2.20	33.3	13%	53%	33%
27. Takes initiative for own learning and development.	15	2.00	26.7	27%	47%	27%
28. Enhances value to the company through additional training and development.	15	2.47	53.3	7%	40%	53%
29. Will participate in training classes even if offered outside of normal working hours.	15	2.60	60.0		40%	60%
30. Holds self and associates accountable for goal achievement.	15	1.80	13.3	33%	53%	13%

### Comments:

- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- \_\_\_ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- \_\_\_ always presents herself in the most professional manner.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- She has always encouraged others and provided tools for the employee to do so.
- I have worked on several performance improvement projects with \_\_\_ and have appreciated her knowledge and reliability with collaboration.

# Juggling Multiple Responsibilities

## Summary Scores



31. Keeps track of multiple assignments and deadlines.



32. Assesses current capabilities before committing to new requests from customers.



33. Completes multiple tasks simultaneously.



34. Can multitask while performing all of their other responsibilities and activities.



35. Avoids bottlenecks in progress by assigning multiple individuals to critical 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
31. Keeps track of multiple assignments and deadlines.	15	2.13	33.3	20%	47%	33%
32. Assesses current capabilities before committing to new requests from customers.	15	2.13	33.3	20%	47%	33%
33. Completes multiple tasks simultaneously.	15	2.07	33.3	27%	40%	33%
34. Can multitask while performing all of their other responsibilities and activities.	15	2.13	26.7	13%	60%	27%
35. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	1.87	20.0	33%	47%	20%

### Comments:

- She consistently conducts herself with professionalism and represents our unit well.
- \_\_\_ is very approachable and ensures the best for all employees in the department.
- A great addition to the team.
- She is very effective.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

# Clarity

## Summary Scores



36. Uses appropriate grammar and tense in communications.



37. Is clear about goals that need to be achieved.



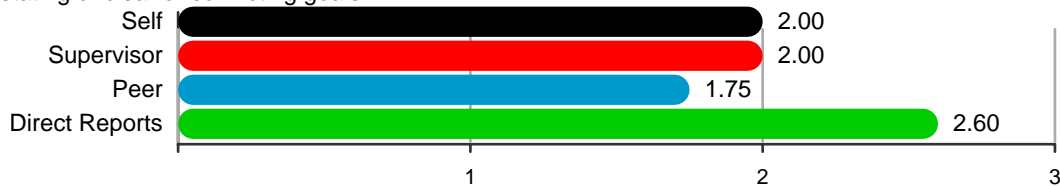
38. Is clear about the roles and duties of team members.



39. Clarifies problems and their causes to help employees correct them.



40. Avoids stating unclear or conflicting 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
36. Uses appropriate grammar and tense in communications.	15	1.87	20.0	33%	47%	20%
37. Is clear about goals that need to be achieved.	15	1.93	13.3	20%	67%	13%
38. Is clear about the roles and duties of team members.	15	2.07	33.3	27%	40%	33%
39. Clarifies problems and their causes to help employees correct them.	15	2.33	33.3		67%	33%
40. Avoids stating unclear or conflicting goals.	15	2.07	33.3	27%	40%	33%

### Comments:

- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- She is well respected by her peers and it is clear to see why.
- Additional feedback and communication.
- \_\_\_ has a strong work ethic and is consistently working with the mindset that customers come first.
- In one word I can summarize \_\_\_ in leadership skill. WOW!
- We are very blessed to have \_\_\_ for our manager! Best one we've EVER had. We appreciate her very much.

# Trustworthy

## Summary Scores



41. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



42. Builds and maintains the trust of others.



43. Is a person you can trust.



44. Works in a way that makes others want to work with her/him.



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



## Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	2.00	26.7	27%	47%	27%
42. Builds and maintains the trust of others.	15	2.13	33.3	20%	47%	33%
43. Is a person you can trust.	15	2.20	40.0	20%	40%	40%
44. Works in a way that makes others want to work with her/him.	15	2.20	26.7	7%	67%	27%
45. Demonstrates a sense of responsibility and commitment to public trust.	15	2.53	60.0	7%	33%	60%

### Comments:

- It doesn't feel like \_\_\_'s been at her best this year. She seems disconnected from the work of her group.
- \_\_\_ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- \_\_\_ is a great manager, committed to each employee in our department.
- \_\_\_'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (\_\_\_) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

# Partnering/Networking

## Summary Scores



46. Creates the conditions for partnerships to grow and develop.



47. Seeks an understanding of diverse functions within the Company.



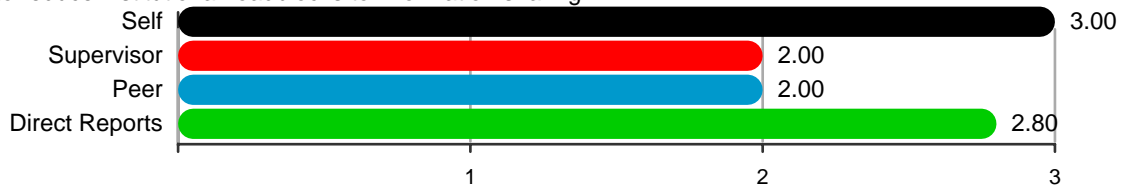
48. Promotes the understanding of how the department affects the organization overall.



49. Collaborates with others to accomplish goals and objectives.



50. Seeks to reduce institutional roadblocks to information sharing.



## 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. Creates the conditions for partnerships to grow and develop.	15	2.27	26.7		73%	27%
47. Seeks an understanding of diverse functions within the Company.	15	2.13	26.7	13%	60%	27%
48. Promotes the understanding of how the department affects the organization overall.	15	2.40	40.0		60%	40%
49. Collaborates with others to accomplish goals and objectives.	15	2.47	46.7		53%	47%
50. Seeks to reduce institutional roadblocks to information sharing.	15	2.33	46.7	13%	40%	47%

### Comments:

- She collaborates with all departments and operates under shared governance.
- \_\_\_ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- \_\_\_ makes a concerted effort to ensure that the right people are in the right jobs.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- \_\_\_ listens to employees ideas and concerns and address the issues right away.
- \_\_\_ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.

## 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?

- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- Works hard to build a team environment.

### What do you like best about working with this individual?

- \_\_\_ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- There have been many changes in management over the last 5 years. I can truly say that \_\_\_ is an exceptional manager. Our dept has made some truly good changes under \_\_\_.
- The role of interim director is new to \_\_\_ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- She is quick to remind others, when needed why we are really here.
- \_\_\_ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.

### What do you like least about working with this individual?

- \_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- She has confidence in leading and making decisions improving rapidly.
- \_\_\_ continues to be a wonderful boss and mentor.
- There are a lot of great features this system has to offer and \_\_\_ has challenges at times.
- \_\_\_ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- As \_\_\_ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.

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

- I have not had any issues with \_\_\_ since I have been working for her.
- You can always count on \_\_\_ to respond to emails and telephone calls and follow through with commitments.
- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.
- \_\_\_ 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.
- \_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.



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

- She has a calm demeanor and willingness to help with anything.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- \_\_\_ teams with others to improve communication and process.
- \_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- She is passionate about providing the services necessary to meet the needs of our organization.

### Any final comments?

- \_\_\_ is a great leader and supports her staff.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- \_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_ has had tendency to lose staff or participants in her communication. To her merit, \_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.
- Everyone who works with \_\_\_ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- \_\_\_ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.