



Feedback Results
Your CompanyName Here
2024

Sample Employee

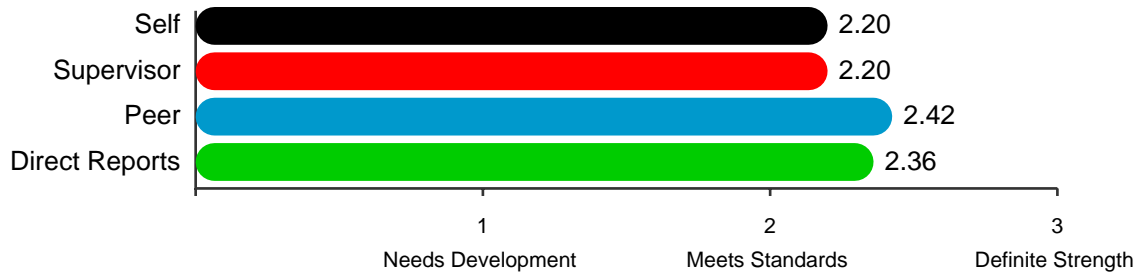
Gap Analysis

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.



Partnering/Networking

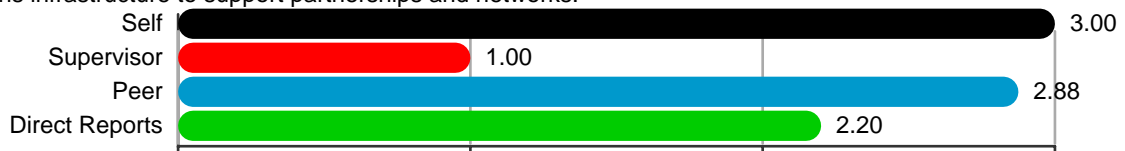
Summary Scores



1. Creates value within the Company by building networks.



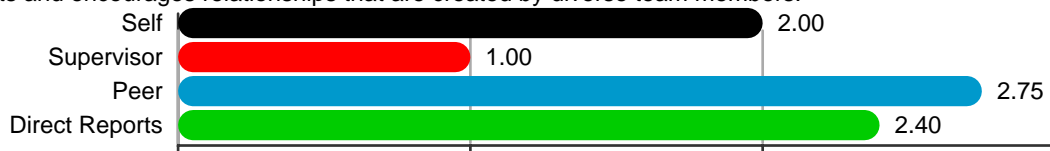
2. Maintains infrastructure to support partnerships and networks.



3. Capitalizes on partnerships and networks to enhance the Company's bottom line.



4. Supports and encourages relationships that are created by diverse team members.



5. 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).

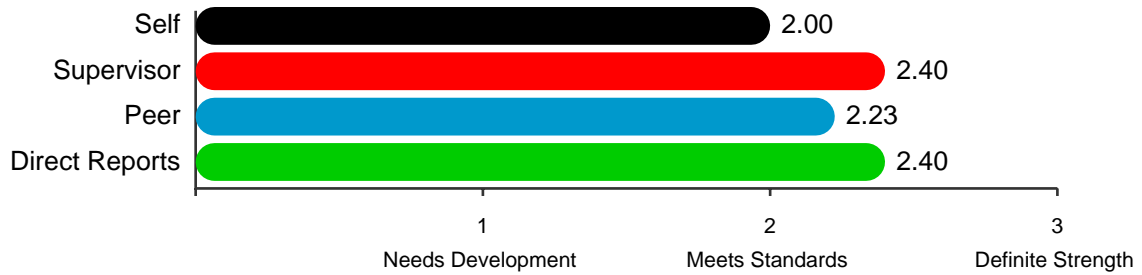
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Creates value within the Company by building networks.	15	2.27	33.3	7%	60%	33%
2. Maintains infrastructure to support partnerships and networks.	15	2.53	73.3	20%	7%	73%
3. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	2.33	40.0	7%	53%	40%
4. Supports and encourages relationships that are created by diverse team members.	15	2.47	53.3	7%	40%	53%
5. Seeks to reduce institutional roadblocks to information sharing.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- Manager routinely demonstrates all of the above characteristics, as marked
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- ___ 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.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.

Bias for Action

Summary Scores



6. Completes a large volume of work.



7. Displays high energy and enthusiasm on consistent basis.



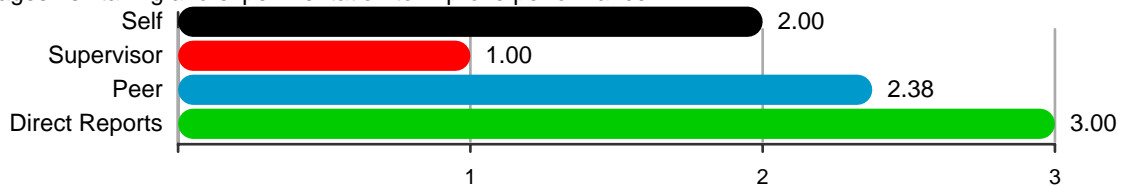
8. Conveys a sense of urgency about addressing problems and opportunities



9. Completes work on time



10. Encourages risk taking and experimentation to improve performance



Level of Skill

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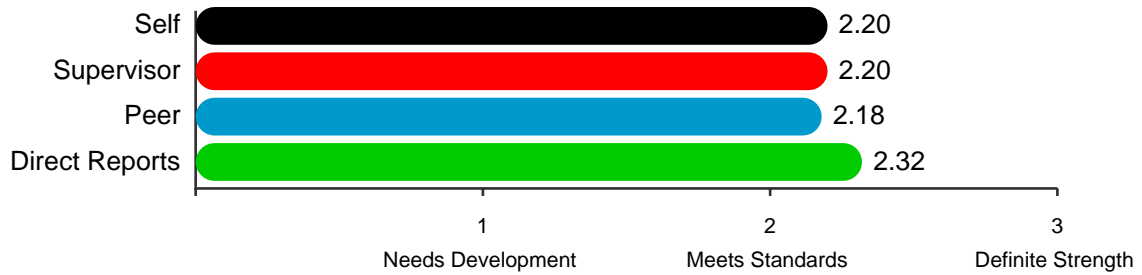
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Completes a large volume of work.	15	2.13	33.3	20%	47%	33%
7. Displays high energy and enthusiasm on consistent basis.	15	2.07	26.7	20%	53%	27%
8. Conveys a sense of urgency about addressing problems and opportunities	15	2.33	40.0	7%	53%	40%
9. Completes work on time	15	2.40	53.3	13%	33%	53%
10. Encourages risk taking and experimentation to improve performance	15	2.47	60.0	13%	27%	60%

Comments:

- More opportunities to share knowledge with the team.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- She is a very diligent hard worker.
- ___ has a calm and professional style.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- I cannot say if she challenges others.

Professional Development

Summary Scores



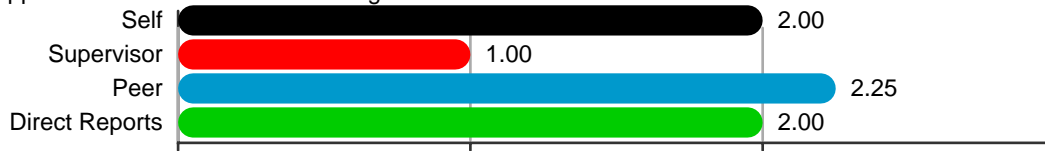
11. Keep themselves up-to-date of technical/professional issues



12. Encourages employees to take courses relevant to their job.



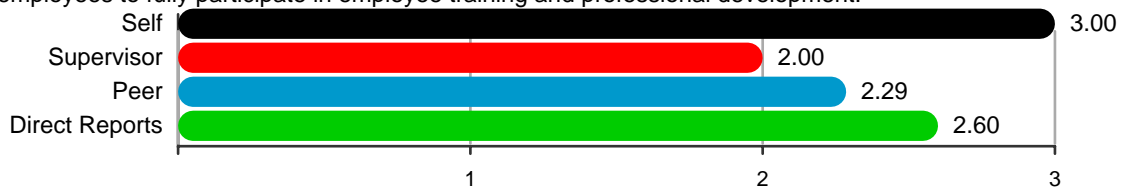
13. Seeks opportunities for continuous learning.



14. Quickly acquire and apply new knowledge and skills when needed



15. Allows employees to fully participate in employee training and professional development.



Level of Skill

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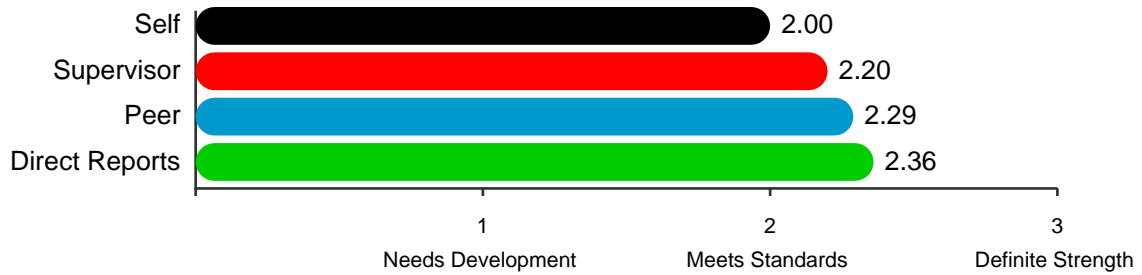
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Keep themselves up-to-date of technical/professional issues	15	2.33	40.0	7%	53%	40%
12. Encourages employees to take courses relevant to their job.	15	2.07	20.0	13%	67%	20%
13. Seeks opportunities for continuous learning.	15	2.07	26.7	20%	53%	27%
14. Quickly acquire and apply new knowledge and skills when needed	15	2.27	40.0	13%	47%	40%
15. Allows employees to fully participate in employee training and professional development.	14	2.43	50.0	7%	43%	50%

Comments:

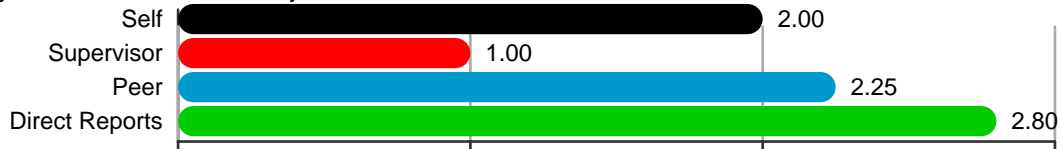
- Is reliable and keeps the team focused on the delivery of outcomes.
- Could be more self-aware of impact on other team members
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.

Management

Summary Scores



16. Makes you feel enthusiastic about your work



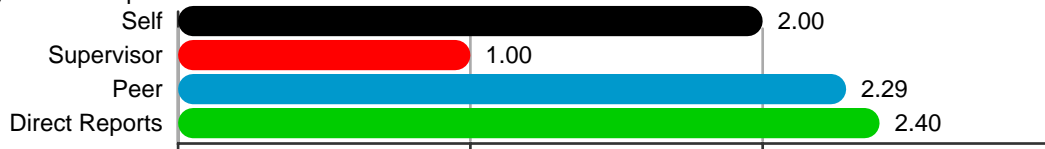
17. Takes responsibility for things that go wrong



18. Sets an example for others to follow



19. Is ready to offer help



20. Keep staff informed about what is happening in the company



Level of Skill

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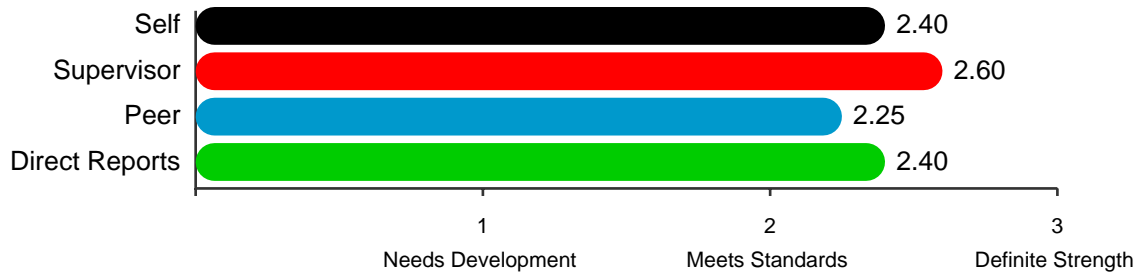
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Makes you feel enthusiastic about your work	15	2.33	46.7	13%	40%	47%
17. Takes responsibility for things that go wrong	15	2.33	40.0	7%	53%	40%
18. Sets an example for others to follow	14	2.00	14.3	14%	71%	14%
19. Is ready to offer help	14	2.21	42.9	21%	36%	43%
20. Keep staff informed about what is happening in the company	15	2.53	60.0	7%	33%	60%

Comments:

- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___ is a good leader because she gives examples through her own behavior.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- I believe I need to give her a chance to get into her position.

Establishing Focus/Direction

Summary Scores



21. Helps guide employees with prioritizing tasks.



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



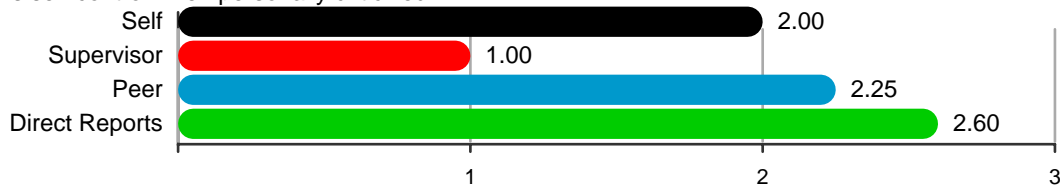
23. Excellent at managing time.



24. Stays focused even when under pressure and stress.



25. Maintains self-control when personally criticized.



Level of Skill

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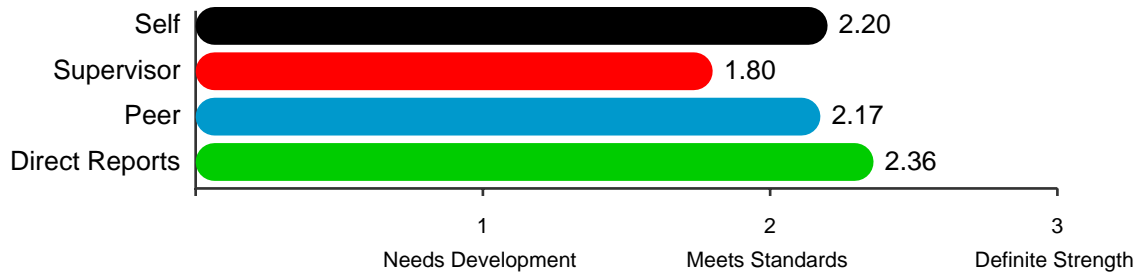
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Helps guide employees with prioritizing tasks.	15	2.60	66.7	7%	27%	67%
22. Aligns the department's goals with the goals of the organization.	15	2.33	40.0	7%	53%	40%
23. Excellent at managing time.	15	2.07	20.0	13%	67%	20%
24. Stays focused even when under pressure and stress.	15	2.40	53.3	13%	33%	53%
25. Maintains self-control when personally criticized.	15	2.27	53.3	27%	20%	53%

Comments:

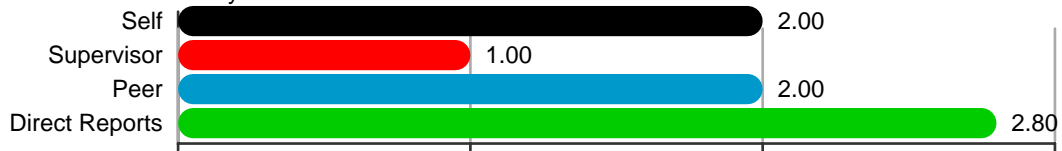
- I am impressed with her commitment to task and job knowledge.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Positive attitude.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.

Time Management

Summary Scores



26. Does not become flustered by deadlines and timelines.



27. Does not procrastinate.



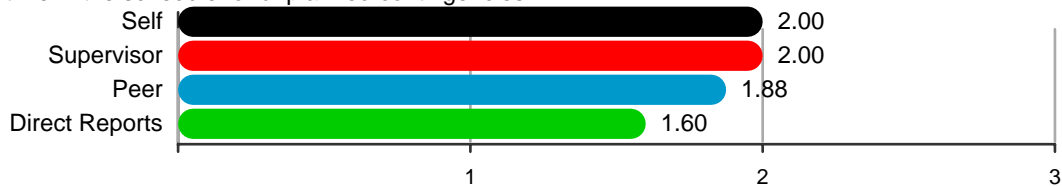
28. Focuses on tasks that have high priority.



29. Uses agendas when chairing or facilitating meetings.



30. Leaves time in the schedule for unplanned contingencies.



Level of Skill

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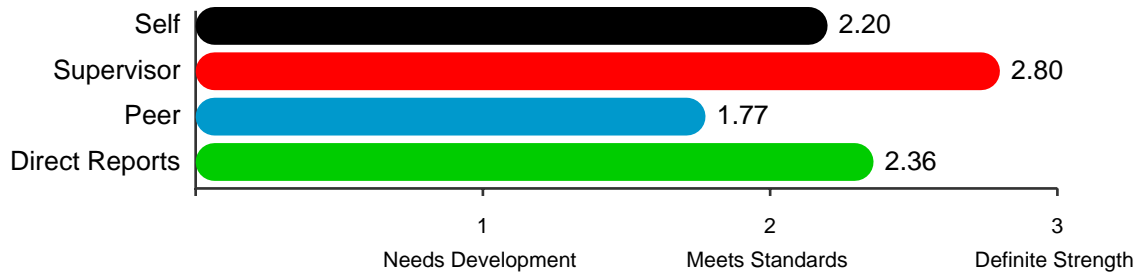
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Does not become flustered by deadlines and timelines.	15	2.20	33.3	13%	53%	33%
27. Does not procrastinate.	15	2.00	26.7	27%	47%	27%
28. Focuses on tasks that have high priority.	15	2.47	53.3	7%	40%	53%
29. Uses agendas when chairing or facilitating meetings.	15	2.60	60.0		40%	60%
30. Leaves time in the schedule for unplanned contingencies.	15	1.80	13.3	33%	53%	13%

Comments:

- I love how she is always open to approach with any questions I have, no matter the hour.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- ___ always makes decisions based on what is best for the department or organization.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- She has grown as a manager in the last few months and it shows.

Achievement

Summary Scores



31. Holds others to high standards of achievement.



32. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.



33. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.



34. Takes calculated risks to achieve higher levels of performance.



35. Makes use of talents of others to help achieve a high level of performance.



Level of Skill

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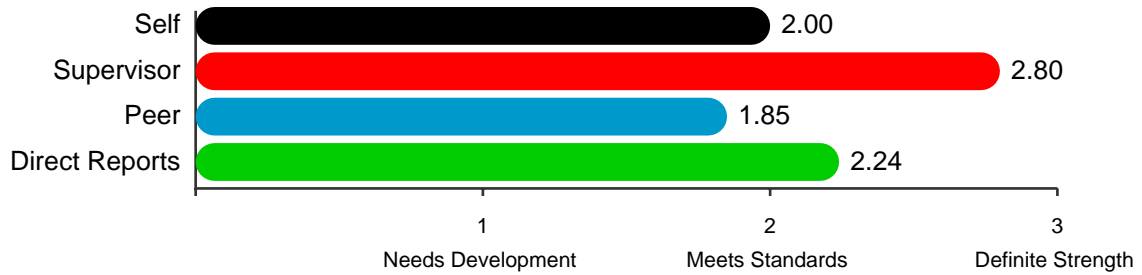
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Holds others to high standards of achievement.	15	2.13	33.3	20%	47%	33%
32. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	2.13	33.3	20%	47%	33%
33. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	2.07	33.3	27%	40%	33%
34. Takes calculated risks to achieve higher levels of performance.	15	2.13	26.7	13%	60%	27%
35. Makes use of talents of others to help achieve a high level of performance.	15	1.87	20.0	33%	47%	20%

Comments:

- She is always available to listen, lend a hand, or guide the staff when needed.
- One of the main reasons I am here is because of ____.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- ____ has been a strong leader at [CompanyName] for many years, and she will be missed.
- ____ is a great listener and leader for the department.
- ____ has used her strengths to make this department stronger in many ways.

Objectives

Summary Scores



36. Communicates goals and objectives to employees.



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



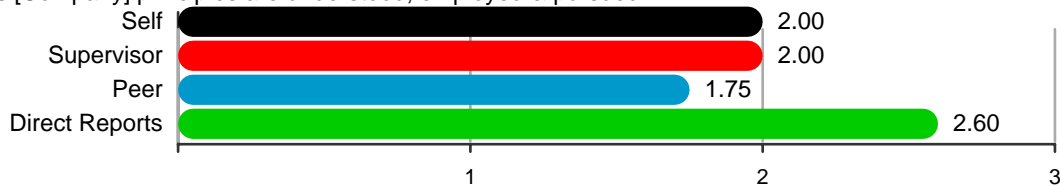
38. Ability to establish realistic goals.



39. Works toward achieving established goals and objectives.



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



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).

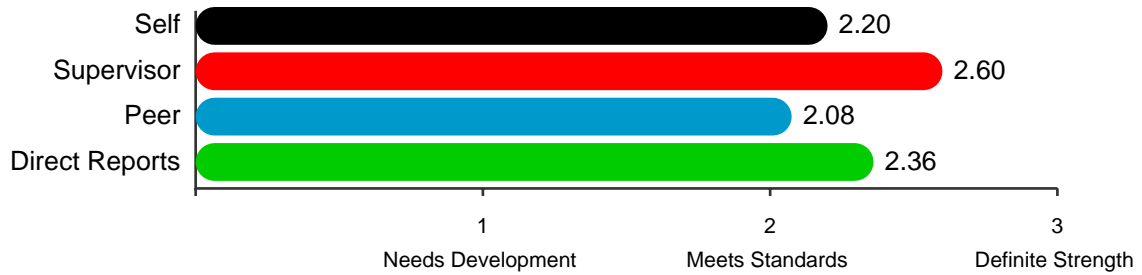
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Communicates goals and objectives to employees.	15	1.87	20.0	33%	47%	20%
37. Consistently provides me with timely feedback for improving my performance.	15	1.93	13.3	20%	67%	13%
38. Ability to establish realistic goals.	15	2.07	33.3	27%	40%	33%
39. Works toward achieving established goals and objectives.	15	2.33	33.3		67%	33%
40. Assures [Company] principles are understood, employed & pursued.	15	2.07	33.3	27%	40%	33%

Comments:

- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- I really appreciate her.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.

Global Perspective

Summary Scores



41. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.



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



43. Understands and appreciates the perspectives offered by others with different cultural backgrounds.



44. Can effectively deliver presentations to international clients.



45. Forms strong client relationships with international partners.



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. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	2.00	26.7	27%	47%	27%
42. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	2.13	33.3	20%	47%	33%
43. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	2.20	40.0	20%	40%	40%
44. Can effectively deliver presentations to international clients.	15	2.20	26.7	7%	67%	27%
45. Forms strong client relationships with international partners.	15	2.53	60.0	7%	33%	60%

Comments:

- She has deep technical expertise in a number of areas of human resource management.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.

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 is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- ___ is a great role model and leader. Others could learn from her style.
- She inspires us to remember that as leaders, anything's possible.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

What do you like best about working with this individual?

- I have never known ___ to not hire for talent.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- Difficult to reach sometimes and often does not respond to messages at all.

What do you like least about working with this individual?

- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ exemplifies all of these qualities.
- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humany possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She can always be counted on to do what she commits to.

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

- Works hard to build a team environment.
- ___ has excellent job and people skills.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- She gives you confidence knowing she always has your back.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.

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

- 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.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- ___ does a great job at demonstrating the value of her team to the organization.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- She is respectful of the people she works with regardless of the level in the organization.

Any final comments?

- ___ is very supportive to staff and offers many opportunities for staff to grow.
- She uses the strengths of everyone around her to get the best solutions possible.
- She encourages individual and professional improvement and provides educational opportunities.
- Has the experience needed.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- ___ is very busy and does a good job delegating work. By delegating she 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.