



---

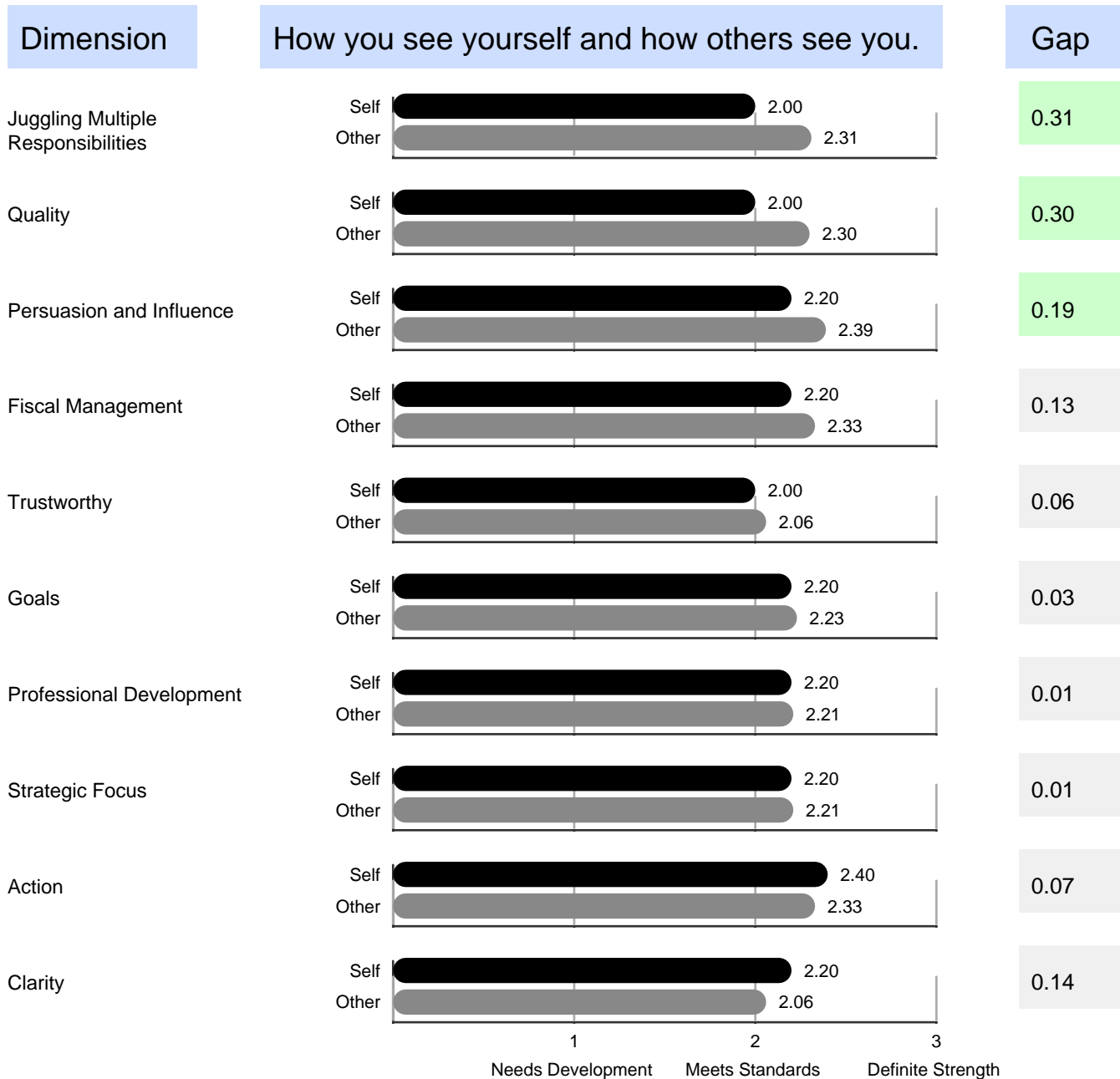
Feedback Results  
Your CompanyName Here  
2024

Sample Employee



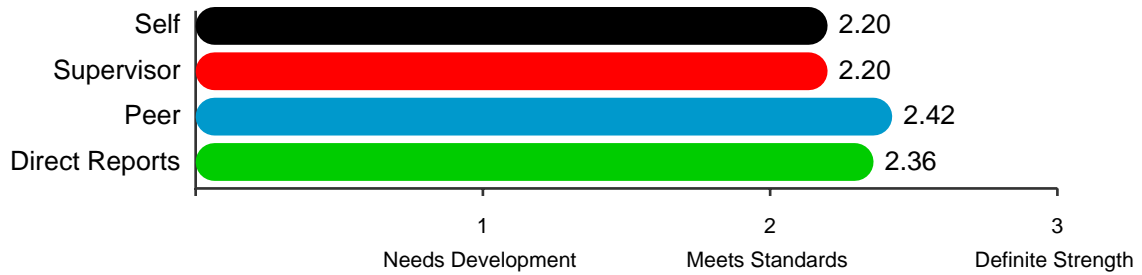
## Gap Analysis

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.



# Persuasion and Influence

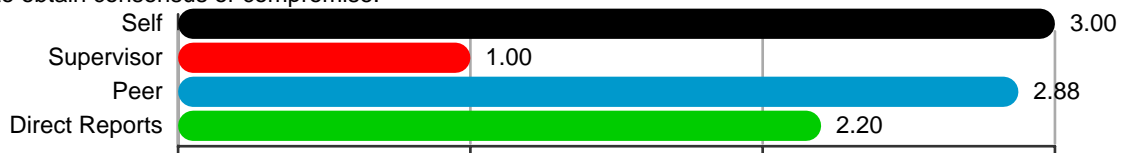
## Summary Scores



### 1. Attempts to persuade others rather than simply control them.



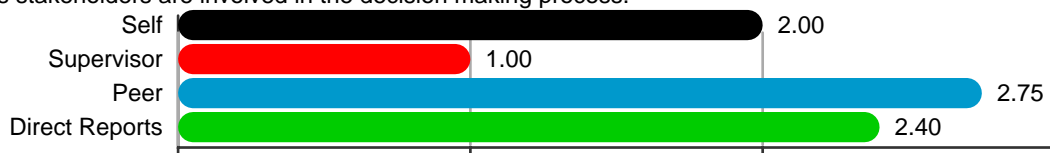
### 2. Seeks to obtain consensus or compromise.



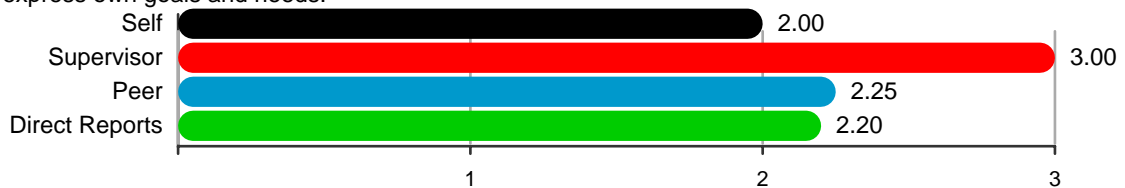
### 3. Understanding what others need.



### 4. Ensures stakeholders are involved in the decision making process.



### 5. Able to express own goals and needs.



## 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).

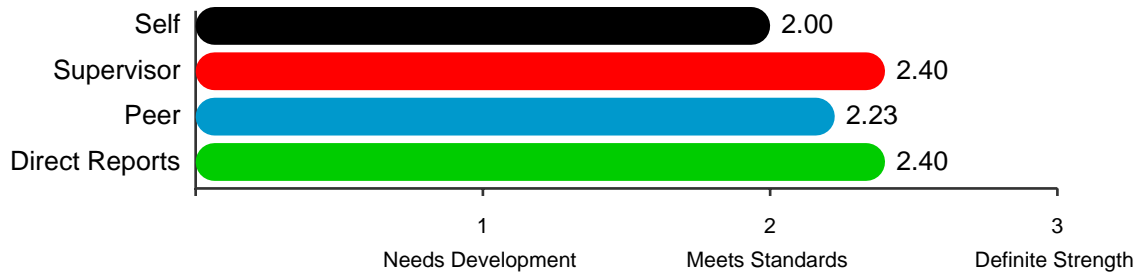
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Attempts to persuade others rather than simply control them.	15	2.27	33.3	7%	60%	33%
2. Seeks to obtain consensus or compromise.	15	2.53	73.3	20%	7%	73%
3. Understanding what others need.	15	2.33	40.0	7%	53%	40%
4. Ensures stakeholders are involved in the decision making process.	15	2.47	53.3	7%	40%	53%
5. Able to express own goals and needs.	15	2.27	40.0	13%	47%	40%

### Comments:

- Confidence, Attitude, Desire to learn.
- \_\_\_ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that \_\_\_ respects their abilities and contributions to the department.
- \_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- I have been most impressed by \_\_\_ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from \_\_\_.
- \_\_\_ routinely goes out of her way to make work a more engaging experience.
- I think staff would respect \_\_\_ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.

# Quality

## Summary Scores



### 6. Corrects issues in a timely manner.



### 7. Encourages others to produce the highest quality work products.



### 8. Analyze what occurred and re-adjusts accordingly when goals are not met.



### 9. Reflects on what is working and what could be improved.



### 10. Always strives to produce the highest quality work products.



## 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).

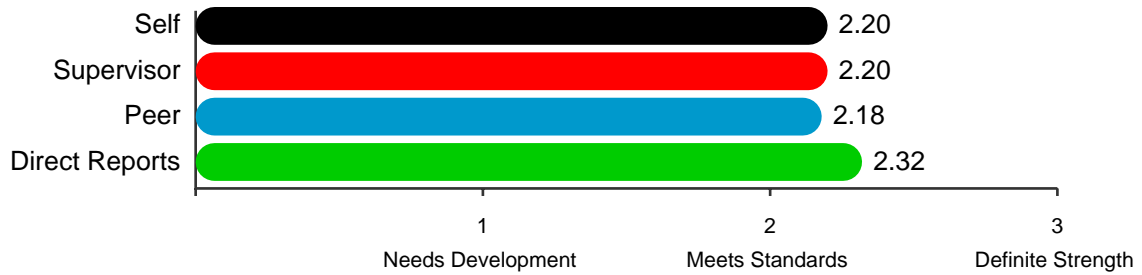
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Corrects issues in a timely manner.	15	2.13	33.3	20%	47%	33%
7. Encourages others to produce the highest quality work products.	15	2.07	26.7	20%	53%	27%
8. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.33	40.0	7%	53%	40%
9. Reflects on what is working and what could be improved.	15	2.40	53.3	13%	33%	53%
10. Always strives to produce the highest quality work products.	15	2.47	60.0	13%	27%	60%

### Comments:

- She has worked hard to understand people's strengths and what they need from her.
- 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.
- \_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- She is also very enthusiastic and energetic.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.

# Goals

## Summary Scores



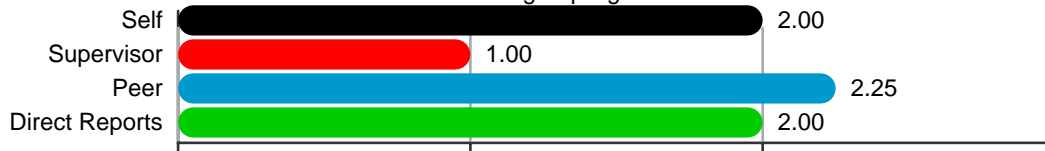
### 11. Achieves goals.



### 12. Achieves established goals.



### 13. Makes sure that team members have a clear idea of our group's goals.



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



### 15. Understands & contributes to development of strategic 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).

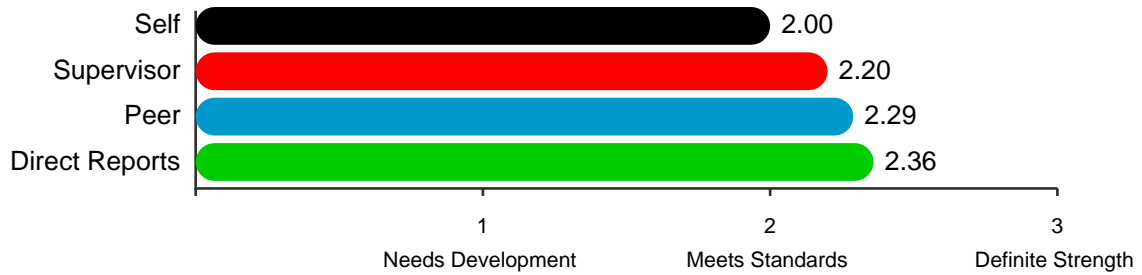
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Achieves goals.	15	2.33	40.0	7%	53%	40%
12. Achieves established goals.	15	2.07	20.0	13%	67%	20%
13. Makes sure that team members have a clear idea of our group's goals.	15	2.07	26.7	20%	53%	27%
14. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.27	40.0	13%	47%	40%
15. Understands & contributes to development of strategic goals.	14	2.43	50.0	7%	43%	50%

### Comments:

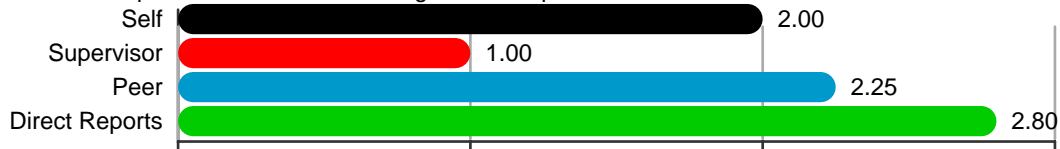
- \_\_\_ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- \_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Additional feedback and communication.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.

# Juggling Multiple Responsibilities

## Summary Scores



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



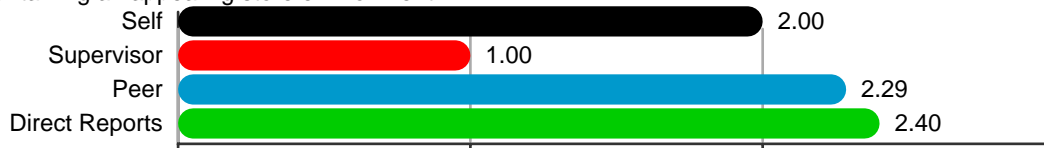
17. Completes multiple tasks simultaneously.



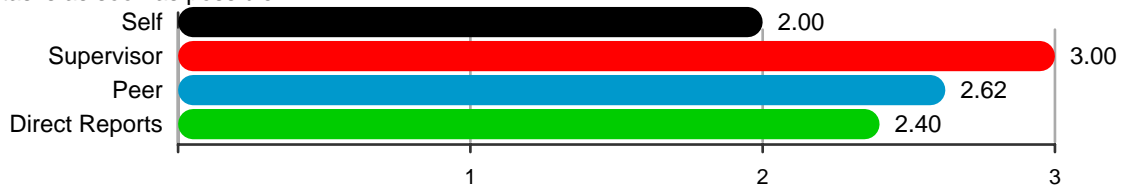
18. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.



19. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.



20. Begins tasks as soon as possible.



## 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).

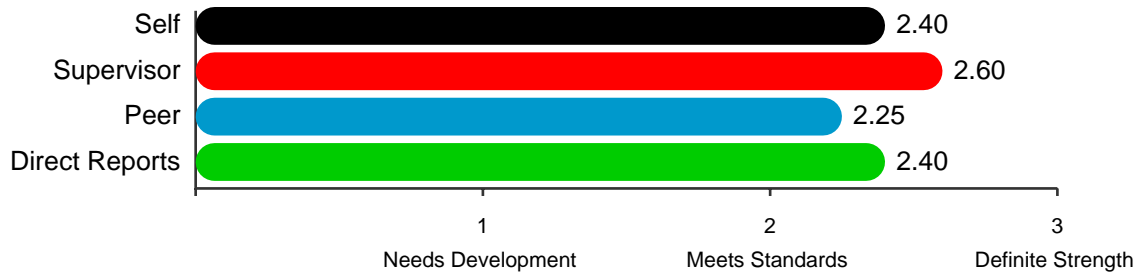
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Assesses current capabilities before committing to new requests from customers.	15	2.33	46.7	13%	40%	47%
17. Completes multiple tasks simultaneously.	15	2.33	40.0	7%	53%	40%
18. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	14	2.00	14.3	14%	71%	14%
19. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	14	2.21	42.9	21%	36%	43%
20. Begins tasks as soon as possible.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ has been excellent about obtaining feedback and our opinions about system and program changes.
- \_\_\_ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- My interaction with \_\_\_ is very limited, but when I have requested time with her, she makes time for me.
- The few problems we have experienced during these changes is a reflection of \_\_\_'s leadership.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- \_\_\_ is a great manager and has nothing but the greatest interest for her employees and customers.

# Action

## Summary Scores



### 21. Makes effective decisions, even when under pressure.



### 22. Effectively makes decisions



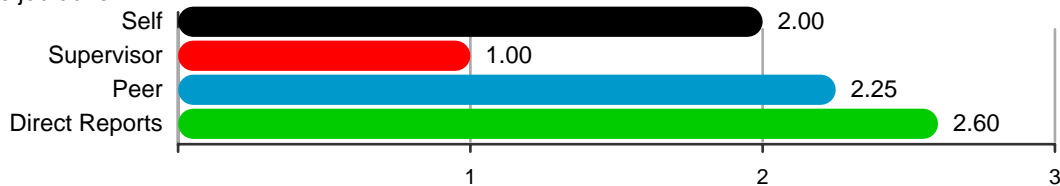
### 23. Motivates & supports others to gain skills



### 24. Displays high energy and enthusiasm on consistent basis.



### 25. 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).

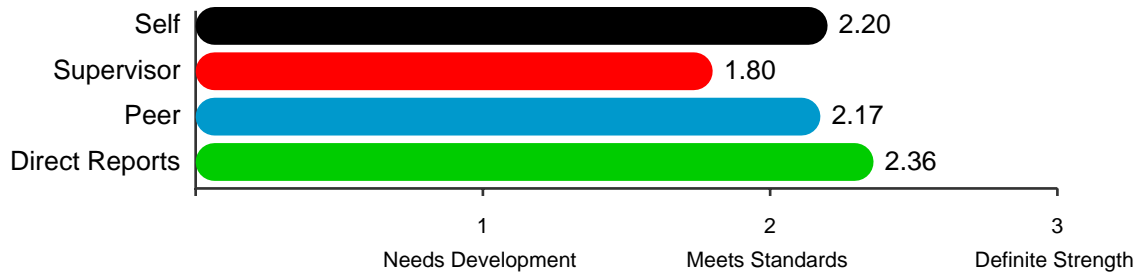
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Makes effective decisions, even when under pressure.	15	2.60	66.7	7%	27%	67%
22. Effectively makes decisions	15	2.33	40.0	7%	53%	40%
23. Motivates & supports others to gain skills	15	2.07	20.0	13%	67%	20%
24. Displays high energy and enthusiasm on consistent basis.	15	2.40	53.3	13%	33%	53%
25. Gets the job done.	15	2.27	53.3	27%	20%	53%

### Comments:

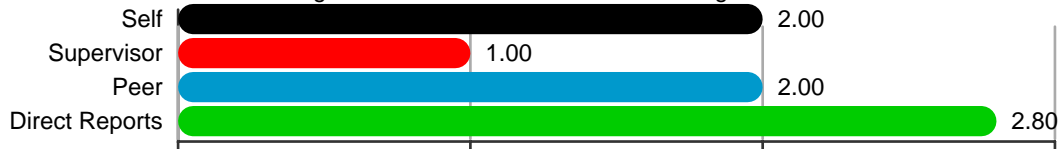
- She is decisive about budgets, emergency preparedness, and safety.
- \_\_\_ is an excellent employee, I do not know of any areas that need improvement.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- \_\_\_ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- \_\_\_ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- She is a team player and willing to help other departments and staff when needed.

# Professional Development

## Summary Scores



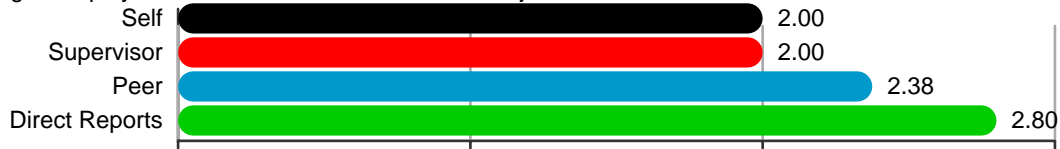
### 26. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



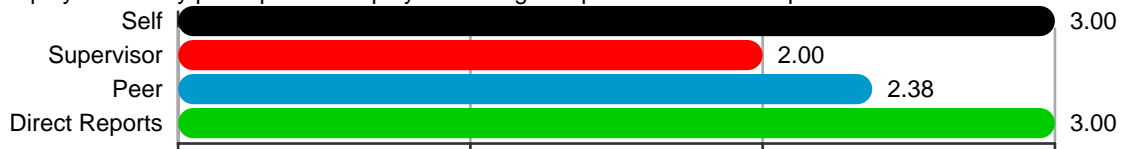
### 27. Seeks opportunities for continuous learning.



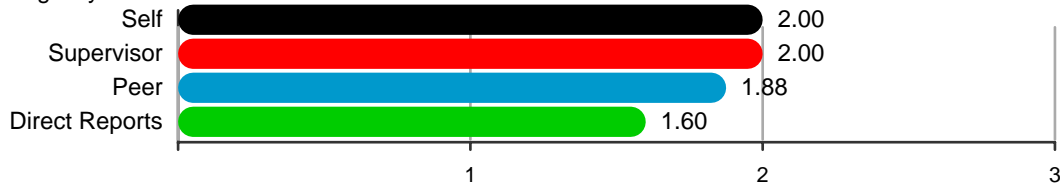
### 28. Encourages employees to take courses relevant to their job.



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



### 30. Contributing fully to the extent of their skills



## 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).

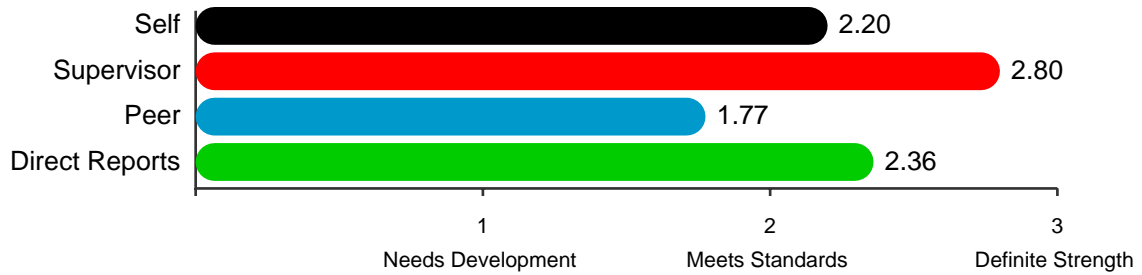
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.20	33.3	13%	53%	33%
27. Seeks opportunities for continuous learning.	15	2.00	26.7	27%	47%	27%
28. Encourages employees to take courses relevant to their job.	15	2.47	53.3	7%	40%	53%
29. Allows employees to fully participate in employee training and professional development.	15	2.60	60.0		40%	60%
30. Contributing fully to the extent of their skills	15	1.80	13.3	33%	53%	13%

### Comments:

- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- \_\_\_ is a great asset to the team. We are grateful to have her.
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- She is excellent at helping/coaching/problem-solving with others.
- \_\_\_ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- I like \_\_\_, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.

# Clarity

## Summary Scores



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



32. Makes sure goals and objectives are clearly and thoroughly explained and understood.



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



34. Clearly explains the vision and goals of the company.



35. Makes sure employees understand why they were given certain assignments.





## 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).

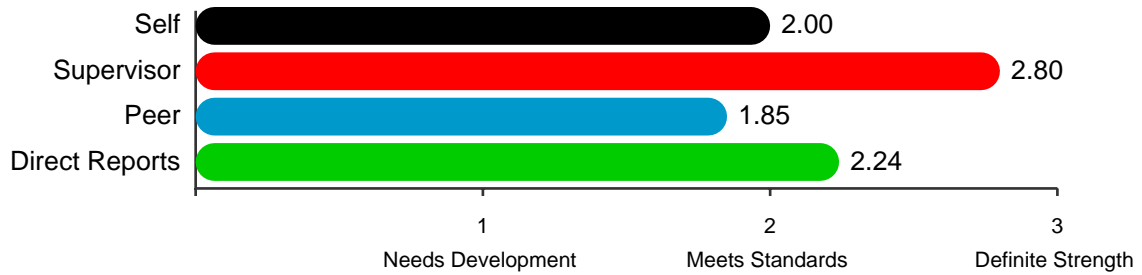
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Is clear about the roles and duties of team members.	15	2.13	33.3	20%	47%	33%
32. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	2.13	33.3	20%	47%	33%
33. Is clear about goals that need to be achieved.	15	2.07	33.3	27%	40%	33%
34. Clearly explains the vision and goals of the company.	15	2.13	26.7	13%	60%	27%
35. Makes sure employees understand why they were given certain assignments.	15	1.87	20.0	33%	47%	20%

### Comments:

- Show others it is possible to understand both sides without having to agree all the time.
- Experience, mentoring and self-confidence.
- I will always remember \_\_\_ as my first manager and be thankful she helped shape my first career.
- \_\_\_ is by far a leader in the service area.
- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- I have found that \_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.

# Trustworthy

## Summary Scores



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



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



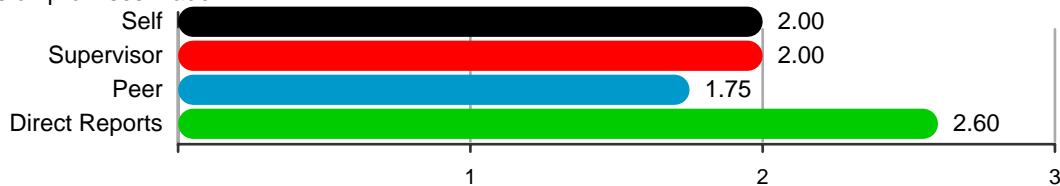
38. Builds and maintains the trust of others.



39. Takes ownership, delivers on commitments



40. Delivers on promises made.



## 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).

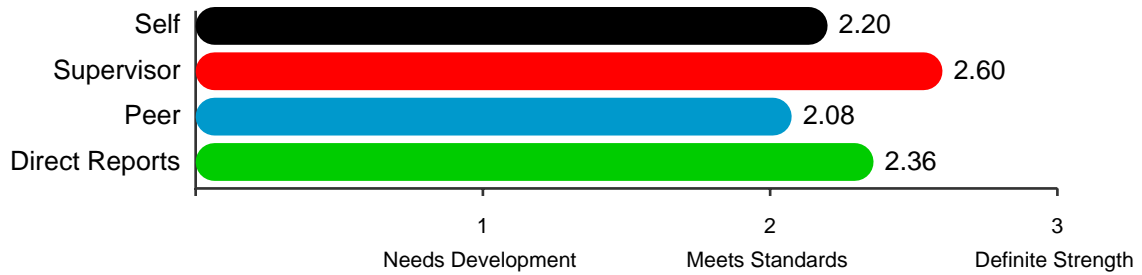
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	1.87	20.0	33%	47%	20%
37. Demonstrates a sense of responsibility and commitment to public trust.	15	1.93	13.3	20%	67%	13%
38. Builds and maintains the trust of others.	15	2.07	33.3	27%	40%	33%
39. Takes ownership, delivers on commitments	15	2.33	33.3		67%	33%
40. Delivers on promises made.	15	2.07	33.3	27%	40%	33%

### Comments:

- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- She is an excellent problem solver.
- \_\_\_ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- \_\_\_ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- Again, \_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

# Strategic Focus

## Summary Scores



41. Able to decline a poor strategy by proposing alternate strategies.



42. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



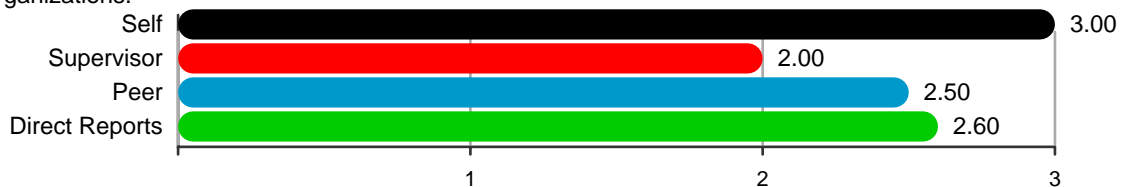
43. Looks for opportunities to enhance contributions to the bottom line.



44. Communicates goals and objectives to employees.



45. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



## 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).

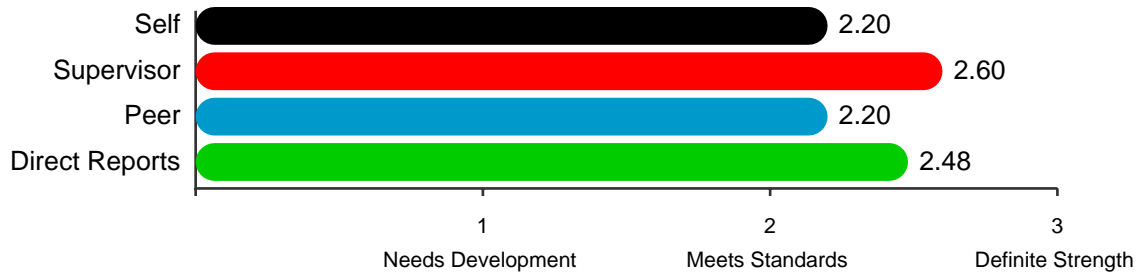
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Able to decline a poor strategy by proposing alternate strategies.	15	2.00	26.7	27%	47%	27%
42. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.13	33.3	20%	47%	33%
43. Looks for opportunities to enhance contributions to the bottom line.	15	2.20	40.0	20%	40%	40%
44. Communicates goals and objectives to employees.	15	2.20	26.7	7%	67%	27%
45. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.53	60.0	7%	33%	60%

### Comments:

- In my opinion, \_\_\_ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop \_\_\_.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- She consistently helps us in problem solving a variety of issues.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Always approachable no matter how busy she is.
- \_\_\_ has a lot of knowledge in competency models and is passing that on to her teams.

# Fiscal Management

## Summary Scores



46. Develops of the department's annual budget.



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



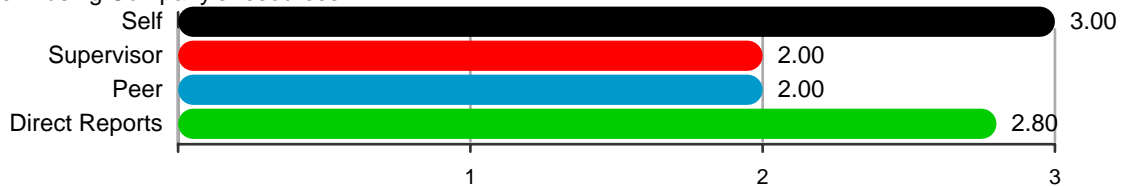
48. Keeps excellent records for financial transparency.



49. Provides budgeting and accounting support to the Company.



50. Effective in using Company's resources.



## 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. Develops of the department's annual budget.	15	2.27	26.7		73%	27%
47. Monitors expenses and verifies the need for items purchased.	15	2.13	26.7	13%	60%	27%
48. Keeps excellent records for financial transparency.	15	2.40	40.0		60%	40%
49. Provides budgeting and accounting support to the Company.	15	2.47	46.7		53%	47%
50. Effective in using Company's resources.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- I appreciate how \_\_\_ guides, supports, and direct staff.
- \_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- She is trustworthy, dependable, positive attitude, and team focused.

## 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 my back and breaks down the barriers when I let her know that need her support.
- \_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- She knows her subject matter!
- Engagement is an area where \_\_\_ has improved by being more in-tune with department needs. She listens more and asks great questions.
- I really enjoy her mentorship.
- It's a pleasure to work with \_\_\_ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.

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

- Be being better organized. It would help with prioritizing.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- \_\_\_ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- \_\_\_ is someone I feel I can talk to about any problem or situation and I value her opinion.
- \_\_\_ strives to be professional with each and every interaction and I think inspires confidence.

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

- Having had minimal interaction with \_\_\_'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- \_\_\_ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- \_\_\_ is a rock amongst the management at [CompanyName].
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_ fits the leadership role well.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.

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

- \_\_\_ 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.
- Has one of the strongest work ethics I've ever encountered in a team member.
- Provide more clarity. Increase your technical knowledge.
- \_\_\_ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad \_\_\_ has joined the team.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- Provides reinforcement and feedback within the context of the overall business strategy.

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

- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- \_\_\_'s priority is our customers and community.
- She is also very enthusiastic and energetic.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_ surpasses anyone I met before.
- \_\_\_ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- I so appreciate that \_\_\_ is so on top of everything that we do in payroll.



### Any final comments?

- Don't know where we would be without her.
- She is well respected.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_ can.
- She is a real advocate for the customers. Excellent department and computer skills