



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 2025

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.



Problem Solving

Definition:

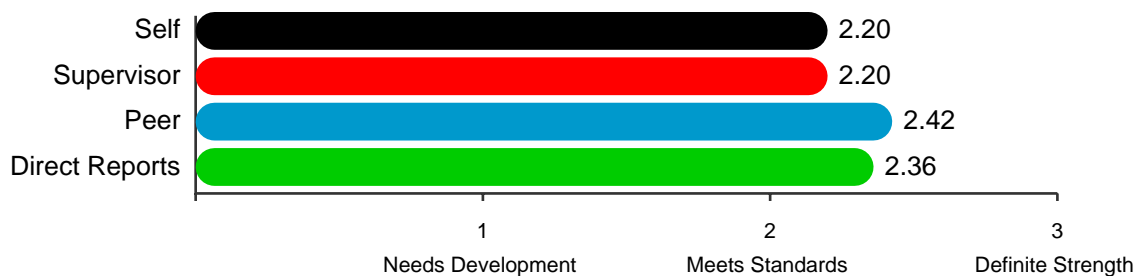
Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated for practicality, efficiency, and feasibility. Additionally, the needs and constraints imposed by the organization are balanced. The information gathered is analyzed to determine the best strategy for addressing the problem, which is then effectively implemented.

Why this is Important:

Effective problem-solving is crucial for businesses as it helps to identify and address issues before they escalate, ensuring smooth operations and minimizing disruptions. It fosters innovation by encouraging creative solutions and continuous improvement. Additionally, it enhances decision-making, leading to more efficient use of resources and better outcomes. Overall, strong problem-solving skills contribute to the long-term success and competitiveness of a business.

Summary Scores:

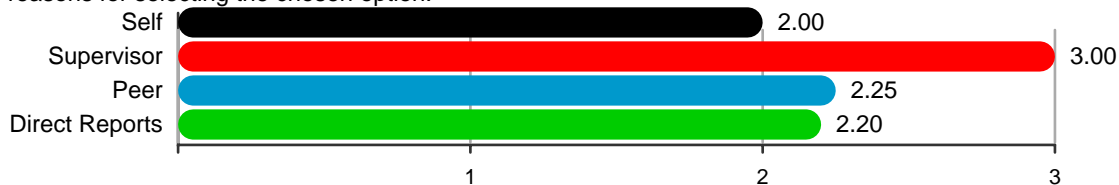
The summary scores shown here are an average of each of the items in this competency.



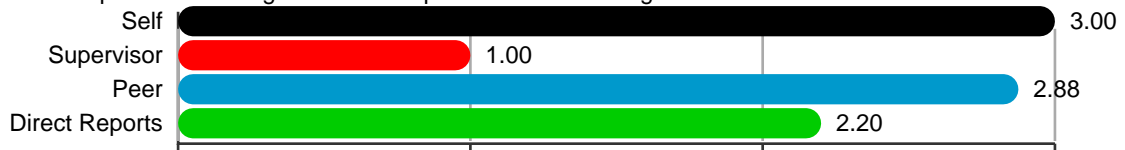
Scores on Each Item:

The scores for each of the items in this competency are shown below.

- Clearly documents the decision-making process, including the evaluation criteria, the scores or rankings of each solution, and the reasons for selecting the chosen option.



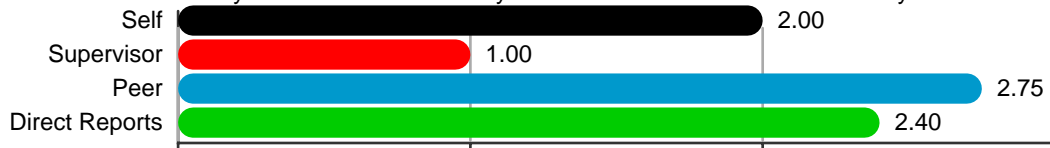
2. Develops and implements clear guidelines and protocols for handling tasks.



3. Focuses solutions on closing the gap between expected outcomes and the current situation.



4. Is comfortable with uncertainty and can work effectively even when all the information is not yet available.



5. Uses tools like Gantt charts and resource calendars can help visualize and manage solutions.



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. Clearly documents the decision-making process, including the evaluation criteria, the scores or rankings of each solution, and the reasons for selecting the chosen option.	15	2.27	33.3	7%	60%	33%
2. Develops and implements clear guidelines and protocols for handling tasks.	15	2.53	73.3	20%	7%	73%
3. Focuses solutions on closing the gap between expected outcomes and the current situation.	15	2.33	40.0	7%	53%	40%
4. Is comfortable with uncertainty and can work effectively even when all the information is not yet available.	15	2.47	53.3	7%	40%	53%
5. Uses tools like Gantt charts and resource calendars can help visualize and manage solutions.	15	2.27	40.0	13%	47%	40%

Comments:

- Great year of growth!
- Don't work with him enough to observe the vast majority of these items.
- _____ is committed to our organization and leads by example.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- _____ leads by example.

Goals

Definition:

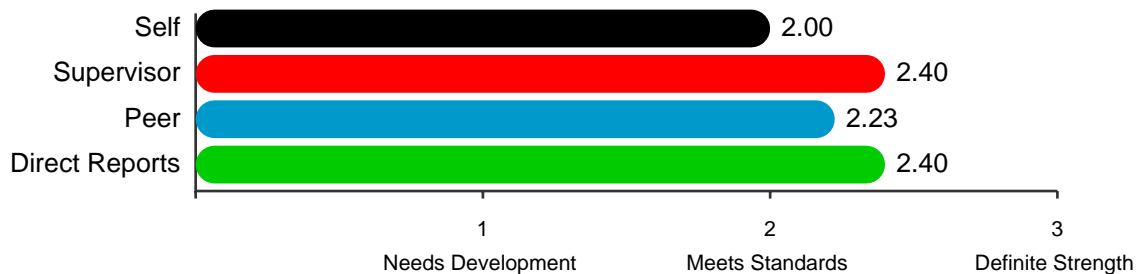
Sets and achieves goals aligned with the mission/values of the department and/or organization.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

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



7. Establishes and documents goals and objectives.



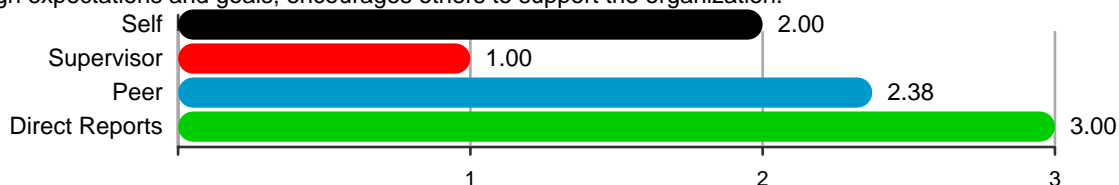
8. Understands & contributes to development of strategic goals.



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



10. Sets high expectations and goals; encourages others to support 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. Makes sure that I have a clear idea of our group's goals.	15	2.13	33.3	20%	47%	33%
7. Establishes and documents goals and objectives.	15	2.07	26.7	20%	53%	27%
8. Understands & contributes to development of strategic goals.	15	2.33	40.0	7%	53%	40%
9. Makes sure that team members have a clear idea of our group's goals.	15	2.40	53.3	13%	33%	53%
10. Sets high expectations and goals; encourages others to support the organization.	15	2.47	60.0	13%	27%	60%

Comments:

- I value and appreciate _____ very much.
- Always has a positive, cheerful, and strong attitude.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- _____ is a great leader. His team has been through a lot of change. _____ is focused on building his team and helping them through the change.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- He is very effective and he has learned so much about our product.

Technology Use/Management

Definition:

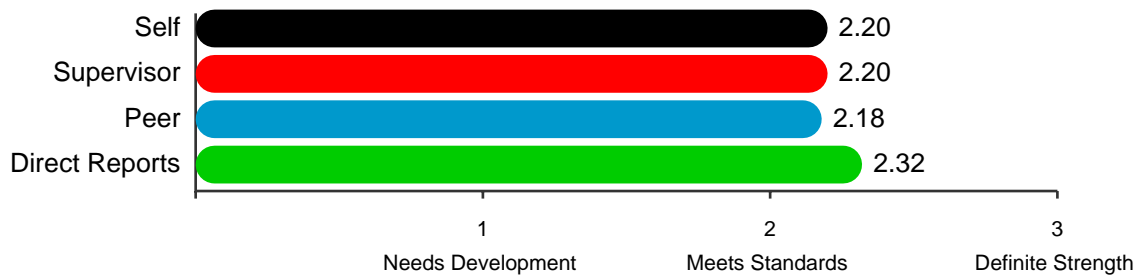
Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

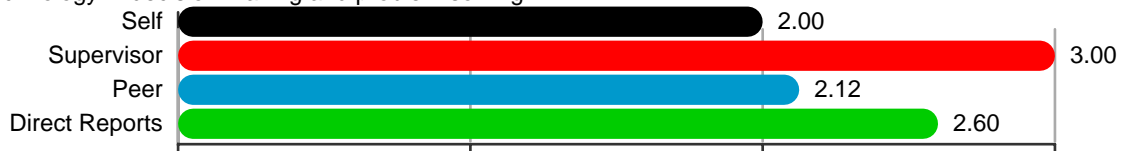
The summary scores shown here are an average of each of the items in this competency.



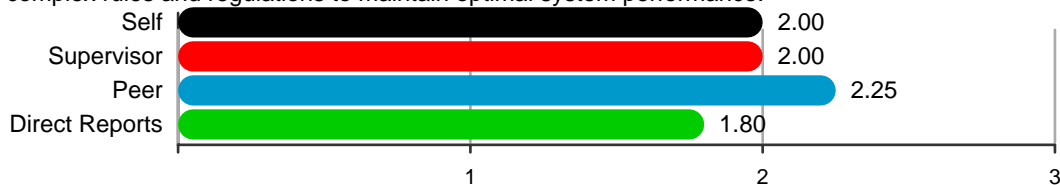
Scores on Each Item:

The scores for each of the items in this competency are shown below.

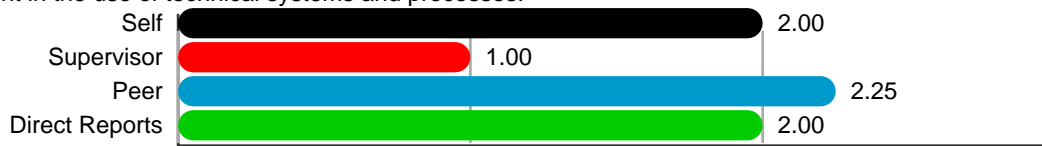
11. Uses technology in decision making and problem solving.



12. Applies complex rules and regulations to maintain optimal system performance.



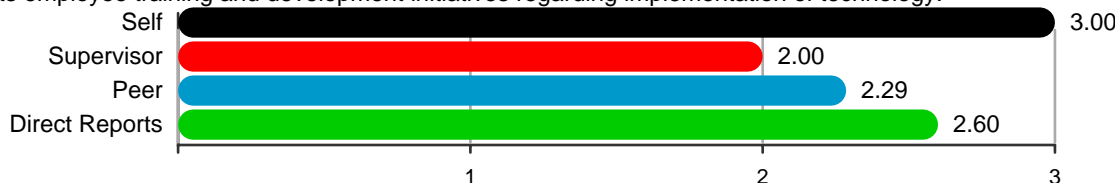
13. Proficient in the use of technical systems and processes.



14. Maximizes the use of new technology to deliver products and services.



15. Supports employee training and development initiatives regarding implementation of technology.



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. Uses technology in decision making and problem solving.	15	2.33	40.0	7%	53%	40%
12. Applies complex rules and regulations to maintain optimal system performance.	15	2.07	20.0	13%	67%	20%
13. Proficient in the use of technical systems and processes.	15	2.07	26.7	20%	53%	27%
14. Maximizes the use of new technology to deliver products and services.	15	2.27	40.0	13%	47%	40%
15. Supports employee training and development initiatives regarding implementation of technology.	14	2.43	50.0	7%	43%	50%

Comments:

- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- There is room for improvement in all these elements.
- He is well respected by his peers and it is clear to see why.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- There are times that the customers interest is overlooked because it is the way we have always done it.

Integrity

Definition:

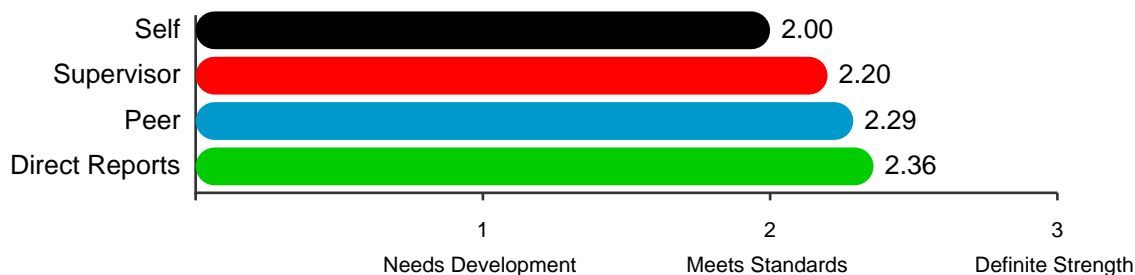
Behaves in an ethical and fair way consistent with professional standards and rules of conduct. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

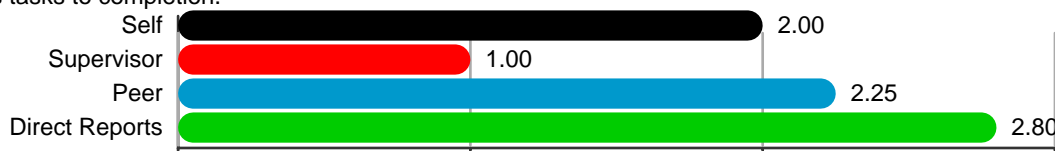
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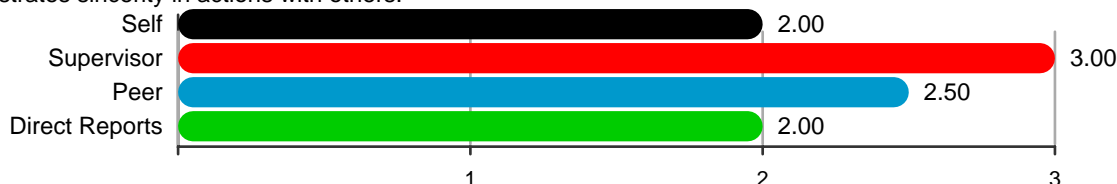
Scores on Each Item:

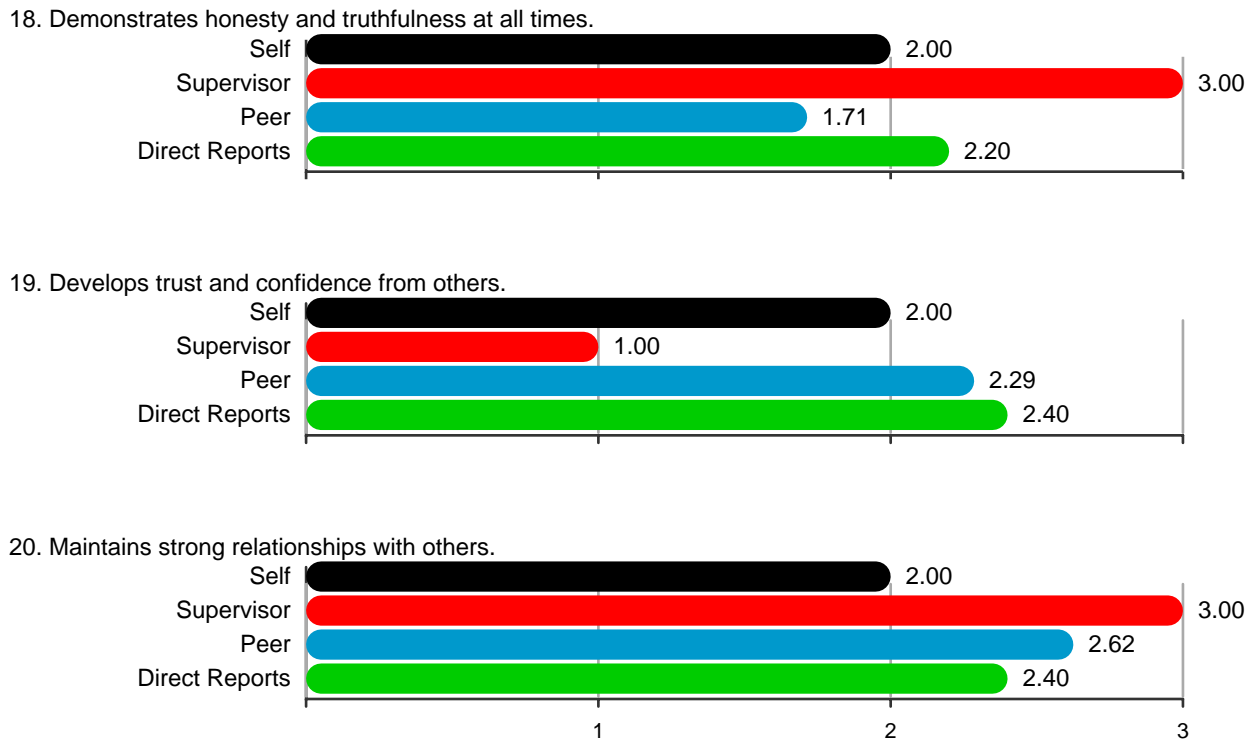
The scores for each of the items in this competency are shown below.

16. Follows tasks to completion.



17. Demonstrates sincerity in actions with others.





Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Follows tasks to completion.	15	2.33	46.7	13%	40%	47%
17. Demonstrates sincerity in actions with others.	15	2.33	40.0	7%	53%	40%
18. Demonstrates honesty and truthfulness at all times.	14	2.00	14.3	14%	71%	14%
19. Develops trust and confidence from others.	14	2.21	42.9	21%	36%	43%
20. Maintains strong relationships with others.	15	2.53	60.0	7%	33%	60%

Comments:

- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- _____ is by far a leader in the service area.
- He is friendly, courteous, and kind all while being very professional.
- He is an advocate for [CompanyName].
- He is very responsive when asked for input or his assistance is requested.
- He lets us develop our own style and inspires us to do our best.

Professional Development

Definition:

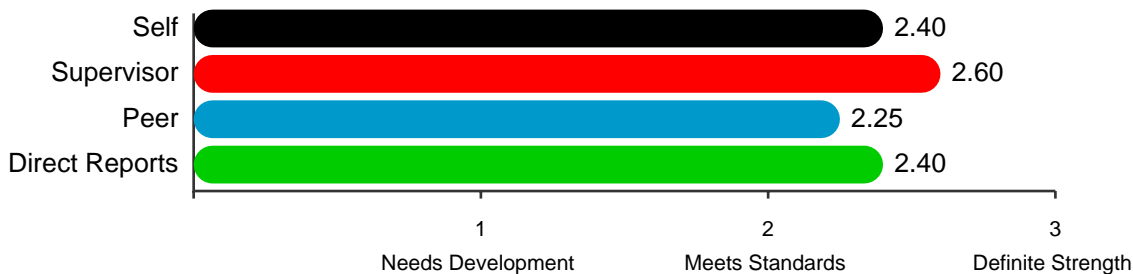
Improvement through specialized training and participating in advanced professional courses.

Why this is Important:

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Summary Scores:

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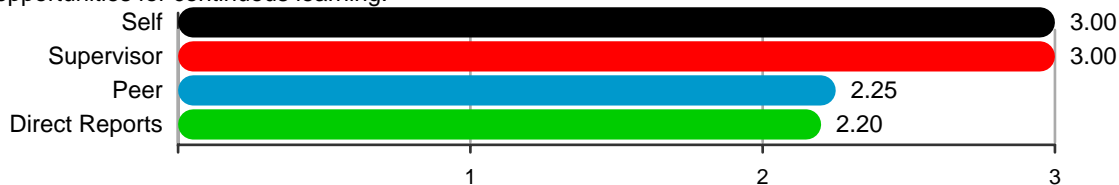
Scores on Each Item:

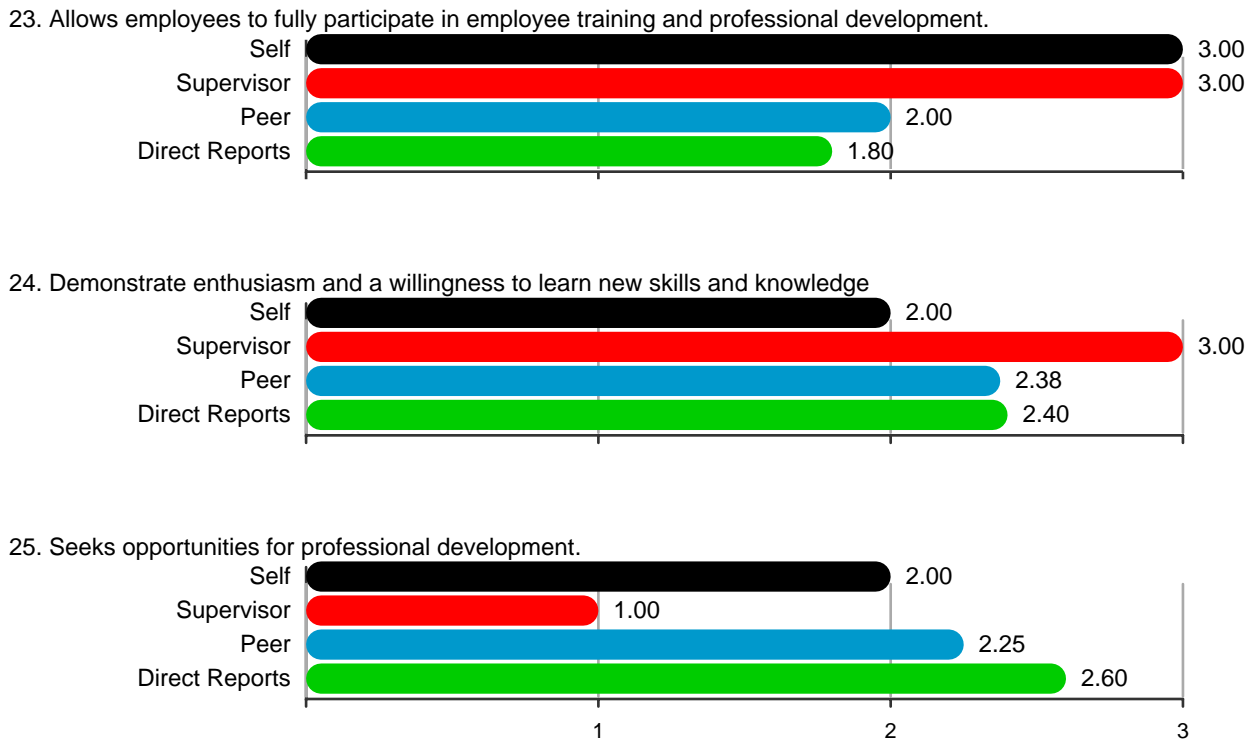
The scores for each of the items in this competency are shown below.

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



22. Seeks opportunities for continuous learning.





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. Quickly acquire and apply new knowledge and skills when needed	15	2.60	66.7	7%	27%	67%
22. Seeks opportunities for continuous learning.	15	2.33	40.0	7%	53%	40%
23. Allows employees to fully participate in employee training and professional development.	15	2.07	20.0	13%	67%	20%
24. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.40	53.3	13%	33%	53%
25. Seeks opportunities for professional development.	15	2.27	53.3	27%	20%	53%

Comments:

- _____ has been very helpful to me as a new manager this year.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- _____ is a valuable resource to the organization and the team.
- _____ 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.
- _____ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.

Emotional Intelligence

Definition:

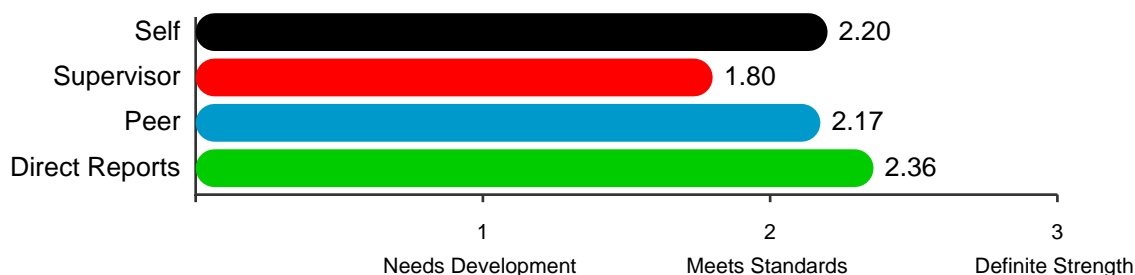
Ability to perceive, interpret, and understand the emotions of others.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

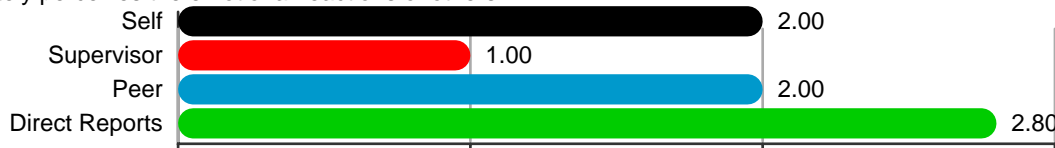
The summary scores shown here are an average of each of the items in this competency.



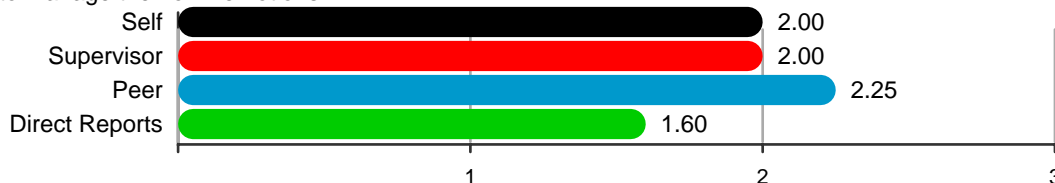
Scores on Each Item:

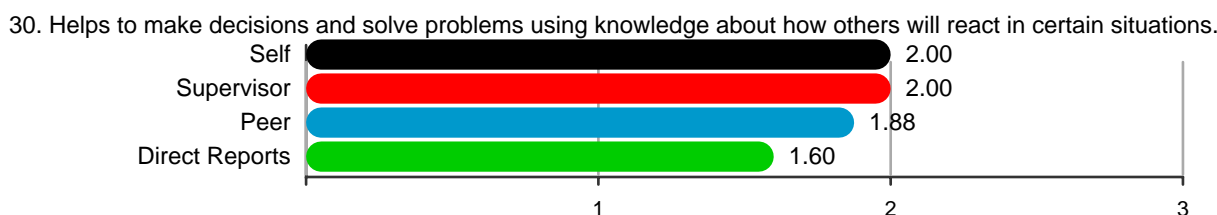
The scores for each of the items in this competency are shown below.

26. Accurately perceives the emotional reactions of others.



27. Is able to manage their own emotions.





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. Accurately perceives the emotional reactions of others.	15	2.20	33.3	13%	53%	33%
27. Is able to manage their own emotions.	15	2.00	26.7	27%	47%	27%
28. Is able to control their own emotions.	15	2.47	53.3	7%	40%	53%
29. Is able to express themselves clearly.	15	2.60	60.0		40%	60%
30. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	1.80	13.3	33%	53%	13%

Comments:

- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- It is often difficult to contact _____ and email communication may take a long period for a reply.
- _____ is always professional during interactions with staff.

Safety

Definition:

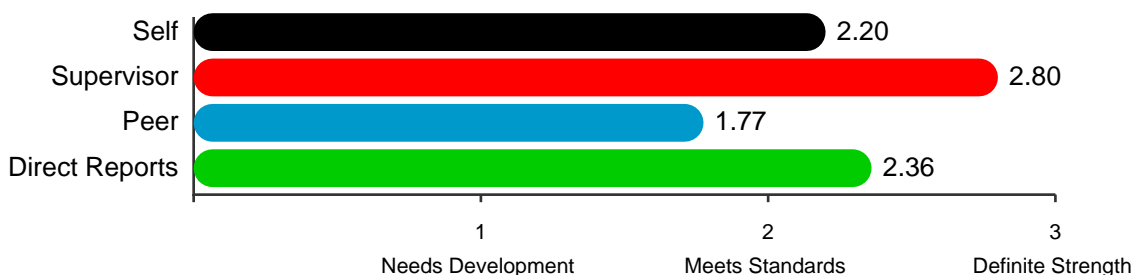
Works in a safe manner and promotes safe working conditions.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

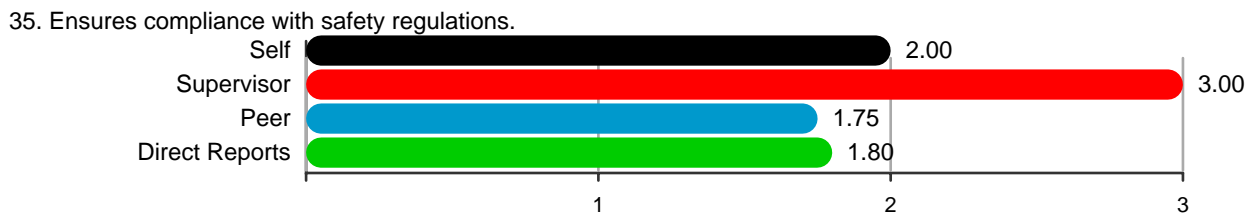
The scores for each of the items in this competency are shown below.

31. Participates in safety training when offered.



32. Encourages others to attend safety training.





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. Participates in safety training when offered.	15	2.13	33.3	20%	47%	33%
32. Encourages others to attend safety training.	15	2.13	33.3	20%	47%	33%
33. Participates in safety training as applicable.	15	2.07	33.3	27%	40%	33%
34. Ensures that all supervisors are aware of regulatory and compliance measures.	15	2.13	26.7	13%	60%	27%
35. Ensures compliance with safety regulations.	15	1.87	20.0	33%	47%	20%

Comments:

- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- Provide and solicit more frequent feedback.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.

Co-worker Development

Definition:

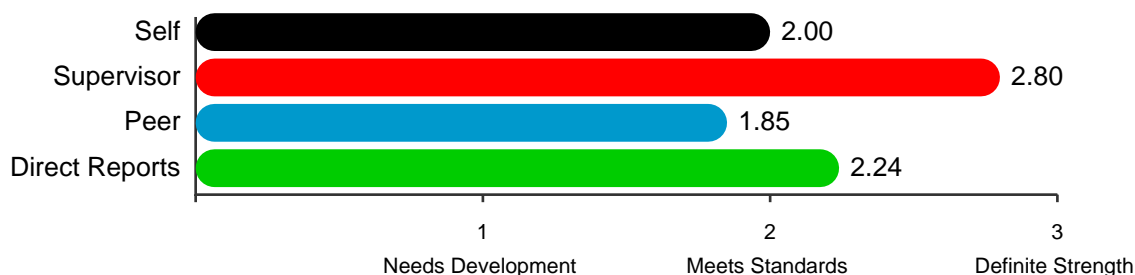
Invests in the professional development of others.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

36. Takes immediate action on poor performance



37. Provides ongoing feedback to co-workers on their development progress





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. Takes immediate action on poor performance	15	1.87	20.0	33%	47%	20%
37. Provides ongoing feedback to co-workers on their development progress	15	1.93	13.3	20%	67%	13%
38. Works to identify root causes of performance problems	15	2.07	33.3	27%	40%	33%
39. Gives others development opportunities through project assignments and increased job responsibilities	15	2.33	33.3		67%	33%
40. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.07	33.3	27%	40%	33%

Comments:

- He 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.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ has been very supportive as a supervisor.
- Demonstrates an ability to remain focused on outcomes.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- I so appreciate that _____ is so on top of everything that we do in payroll.

Negotiation

Definition:

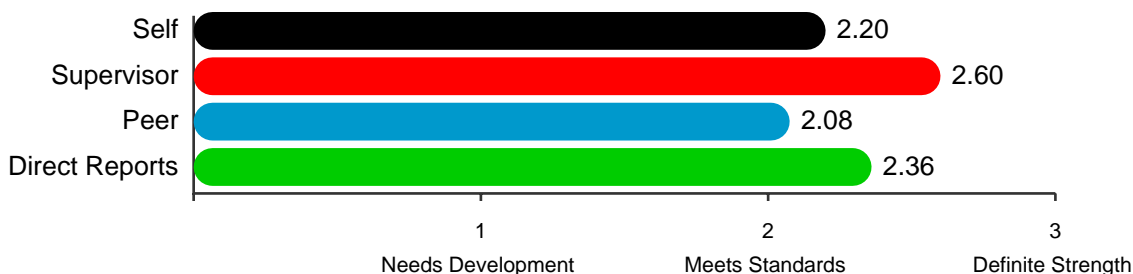
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

Why this is Important:

Negotiation Skills enable managers to successfully resolve conflicts, develop trust and long-term partnerships. These skills can help achieve business objectives that contribute toward the success of the company. Strong negotiation skills can help individuals advance their careers by advocating for better roles, compensation, and benefits. Negotiation skills help managers and employees work together better to adapt to business challenges.

Summary Scores:

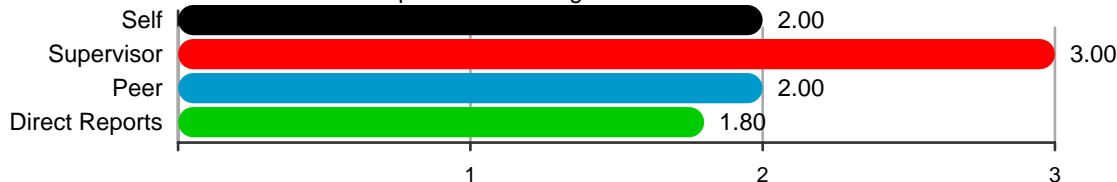
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

41. Maintains communication channels between parties in the negotiation.



42. Establishes good working relationships with others.



43. Alters plans to respond to immediate challenges.



44. Is resolute in positions to better withstand pressure and resist making hasty concessions.



45. Always has a "game plan" prior to entering into negotiations.



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. Maintains communication channels between parties in the negotiation.	15	2.00	26.7	27%	47%	27%
42. Establishes good working relationships with others.	15	2.13	33.3	20%	47%	33%
43. Alters plans to respond to immediate challenges.	15	2.20	40.0	20%	40%	40%
44. Is resolute in positions to better withstand pressure and resist making hasty concessions.	15	2.20	26.7	7%	67%	27%
45. Always has a "game plan" prior to entering into negotiations.	15	2.53	60.0	7%	33%	60%

Comments:

- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- Does well in most technical skills and is willing to learn anything that is new
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- Dedicated to the customer and community, he is worth his weight in gold.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.

Others

Definition:

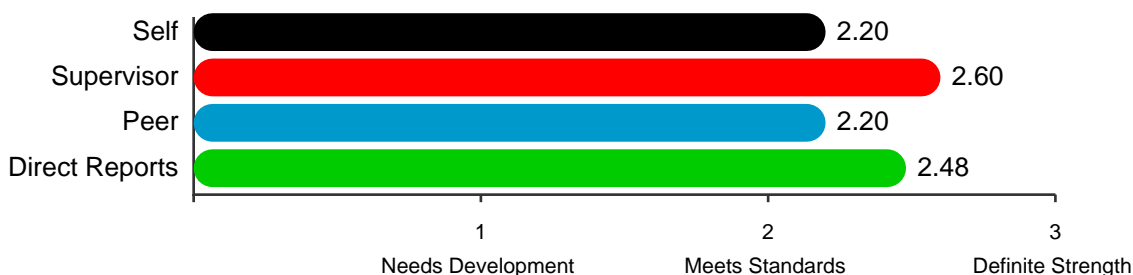
Works well with other employees.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



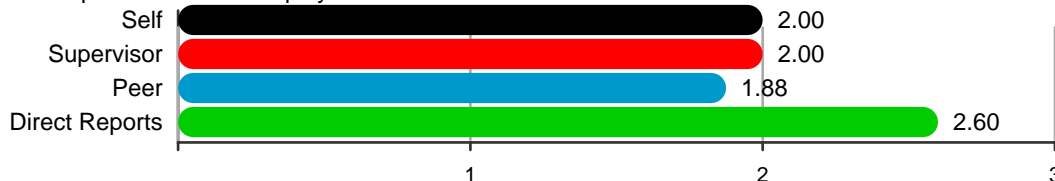
Scores on Each Item:

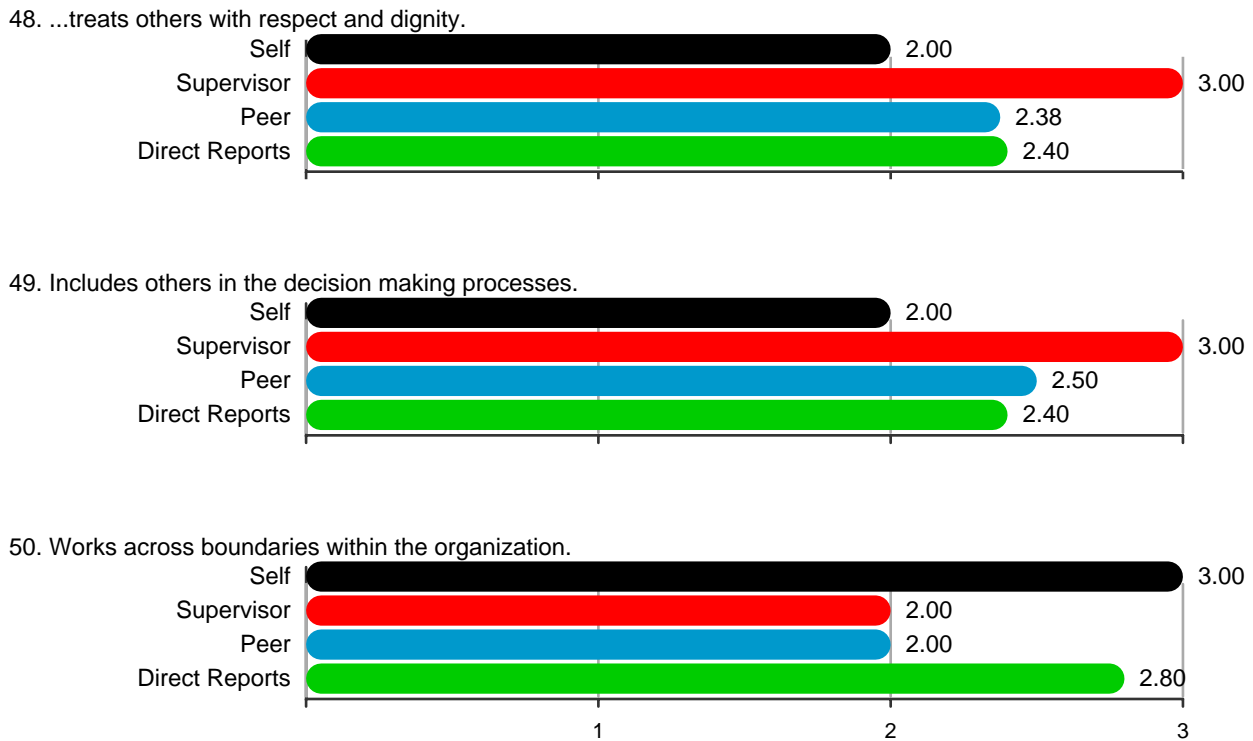
The scores for each of the items in this competency are shown below.

46. Helpful



47. Respects the opinions of other employees.





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. Helpful	15	2.27	26.7		73%	27%
47. Respects the opinions of other employees.	15	2.13	26.7	13%	60%	27%
48. ...treats others with respect and dignity.	15	2.40	40.0		60%	40%
49. Includes others in the decision making processes.	15	2.47	46.7		53%	47%
50. Works across boundaries within the organization.	15	2.33	46.7	13%	40%	47%

Comments:

- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ is a great role model and leader. Others could learn from his style.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- He listens to the team.

Vision

Definition:

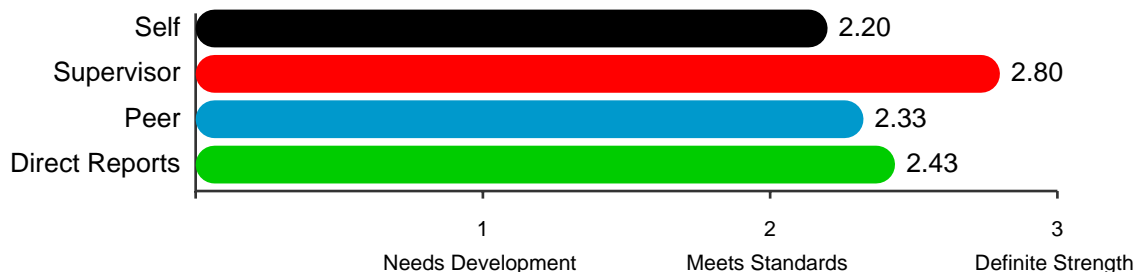
Vision is the ability to create a unifying strategic path for employees. Vision can be aspirational and inspirational influencing employees toward a common goal. A vision may be implemented by a manager or delegated to the employees in the department/team for implementation. Vision must be communicated with clarity and consistency. A manager with vision may be prescient and able to more effectively solve problems.

Why this is Important:

Vision provides a clear direction and purpose for the organization. A compelling vision can inspire and motivate employees. Vision, as the ability to perceive issues clearly, helps leaders make strategic decisions. A shared vision fosters alignment and cohesion within the organization. A strong vision helps organizations stay resilient and adaptable in the face of challenges. Leaders who articulate a clear vision build trust and credibility with their teams.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

51. Is adept at identifying underlying problems within the organization and is capable of envisioning innovative and effective solutions to address these issues.



52. Assigns the responsibility of implementing the vision to the team, ensuring they have clear guidance, adequate resources, and the necessary authority.



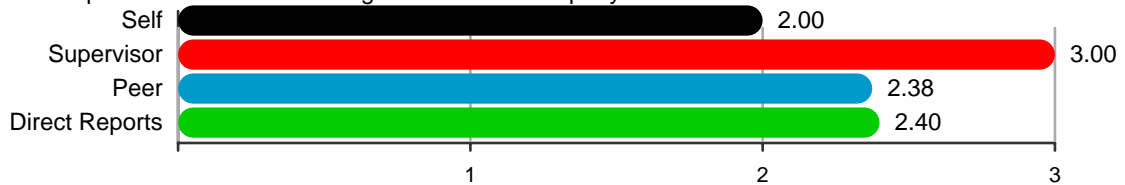
53. Develops a strategic vision informed by comprehensive analysis of the company's performance.



54. Develops an inspiring and ambitious vision for the organization's future.



55. Designs and implements a forward-looking vision for the company.



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
51. Is adept at identifying underlying problems within the organization and is capable of envisioning innovative and effective solutions to address these issues.	14	2.21	28.6	7%	64%	29%
52. Assigns the responsibility of implementing the vision to the team, ensuring they have clear guidance, adequate resources, and the necessary authority.	14	2.29	42.9	14%	43%	43%
53. Develops a strategic vision informed by comprehensive analysis of the company's performance.	15	2.53	53.3		47%	53%
54. Develops an inspiring and ambitious vision for the organization's future.	15	2.47	46.7		53%	47%
55. Designs and implements a forward-looking vision for the company.	15	2.40	40.0		60%	40%

Comments:

- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.