

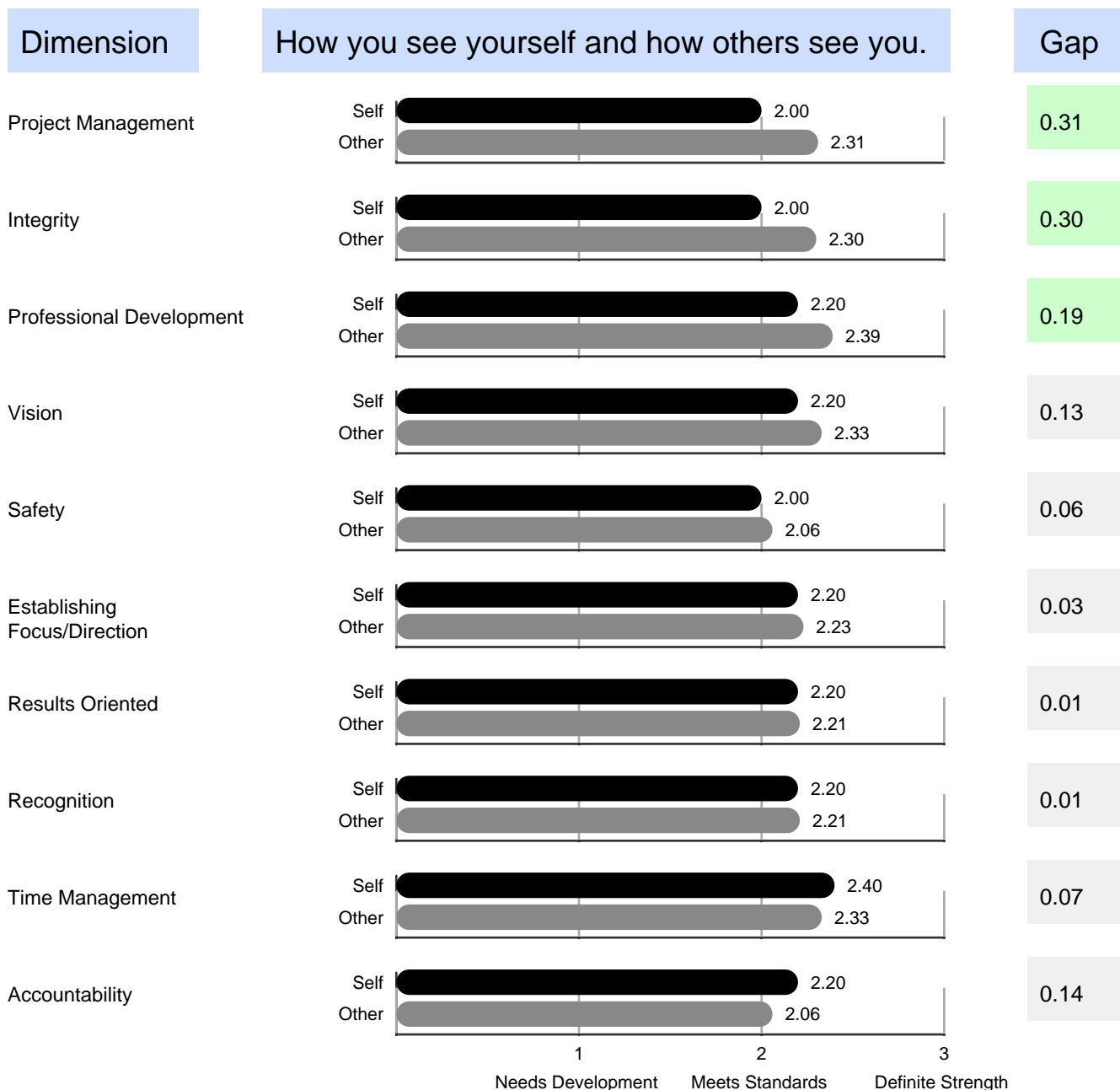


Feedback Results
Your CompanyName Here
2024

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.



Professional Development

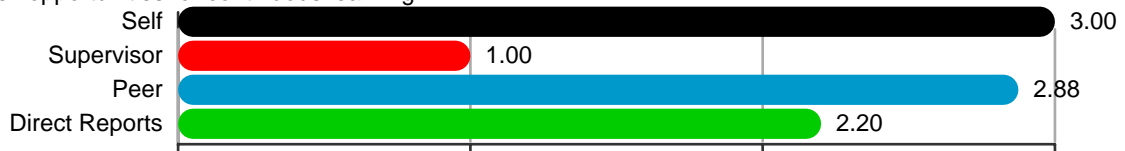
Summary Scores



1. You demonstrate enthusiasm and a willingness to learn new skills and knowledge



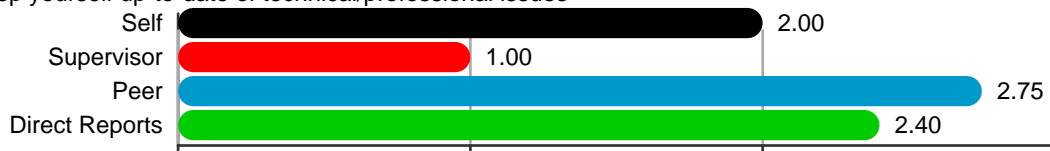
2. You seek opportunities for continuous learning.



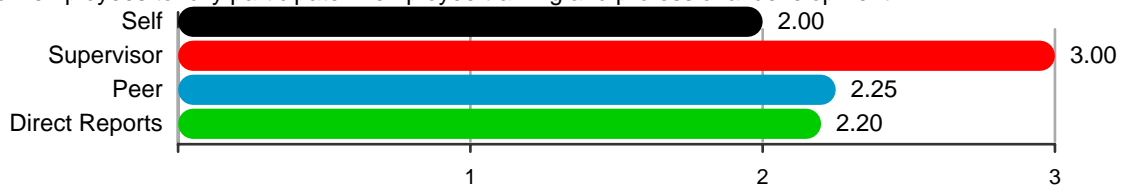
3. You quickly acquire and apply new knowledge and skills when needed



4. You keep yourself up-to-date of technical/professional issues



5. You allow employees to fully participate in employee training and professional development.



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. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.27	33.3	7%	60%	33%
2. You seek opportunities for continuous learning.	15	2.53	73.3	20%	7%	73%
3. You quickly acquire and apply new knowledge and skills when needed	15	2.33	40.0	7%	53%	40%
4. You keep yourself up-to-date of technical/professional issues	15	2.47	53.3	7%	40%	53%
5. You allow employees to fully participate in employee training and professional development.	15	2.27	40.0	13%	47%	40%

Comments:

- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- Confidence, Attitude, Desire to learn.
- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.

Integrity

Summary Scores



6. You maintain strong relationships with others.



7. You always conduct yourself in an honest and upfront manner



8. You foster a high standard of ethics and integrity.



9. You do not withhold important information needed by others.



10. You protect the integrity and confidentiality of information



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. You maintain strong relationships with others.	15	2.13	33.3	20%	47%	33%
7. You always conduct yourself in an honest and upfront manner	15	2.07	26.7	20%	53%	27%
8. You foster a high standard of ethics and integrity.	15	2.33	40.0	7%	53%	40%
9. You do not withhold important information needed by others.	15	2.40	53.3	13%	33%	53%
10. You protect the integrity and confidentiality of information	15	2.47	60.0	13%	27%	60%

Comments:

- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- I like _____, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- _____ is a very effective leader and a role model for other leaders.
- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. _____ is always open and is a great collaborator.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.

Establishing Focus/Direction

Summary Scores



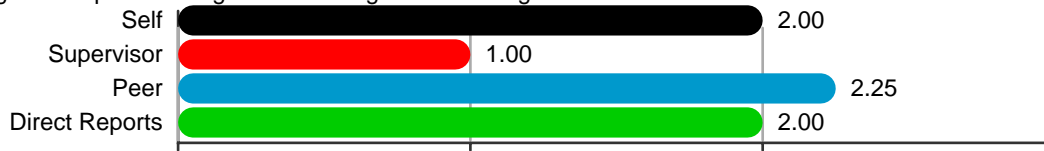
11. You help guide employees with prioritizing tasks.



12. You function well under stress, deadlines, and/or significant workloads.



13. You align the department's goals with the goals of the organization.



14. You make sure that employees understand and identify with the team's mission.



15. You maintain focus when handling several problems or tasks simultaneously.



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. You help guide employees with prioritizing tasks.	15	2.33	40.0	7%	53%	40%
12. You function well under stress, deadlines, and/or significant workloads.	15	2.07	20.0	13%	67%	20%
13. You align the department's goals with the goals of the organization.	15	2.07	26.7	20%	53%	27%
14. You make sure that employees understand and identify with the team's mission.	15	2.27	40.0	13%	47%	40%
15. You maintain focus when handling several problems or tasks simultaneously.	14	2.43	50.0	7%	43%	50%

Comments:

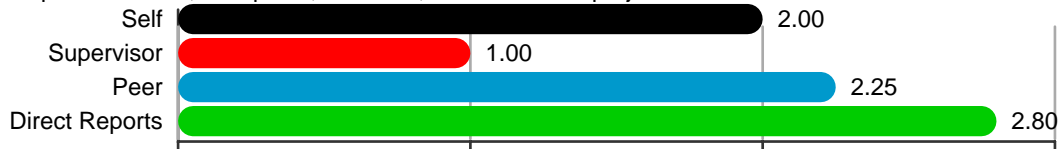
- Thoroughness, accuracy, professionalism.
- _____ is an extremely effective leader.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- He cares deeply for what he does and it shows.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

Project Management

Summary Scores



16. You develop action items, workplans, timelines, and criteria for projects.



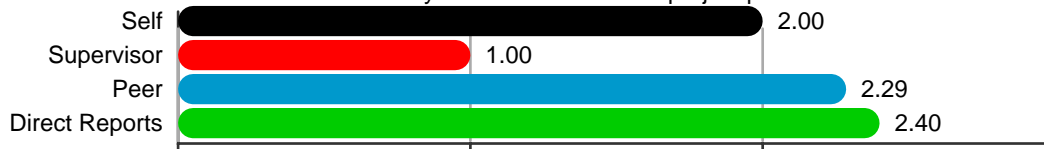
17. You inspire others to accomplish goals and objectives.



18. You organize work and sets priorities as needed.



19. You work with customers and clients to assess your needs and define project parameters.



20. You maintain costs and expenses within budget limits.



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. You develop action items, workplans, timelines, and criteria for projects.	15	2.33	46.7	13%	40%	47%
17. You inspire others to accomplish goals and objectives.	15	2.33	40.0	7%	53%	40%
18. You organize work and sets priorities as needed.	14	2.00	14.3	14%	71%	14%
19. You work with customers and clients to assess your needs and define project parameters.	14	2.21	42.9	21%	36%	43%
20. You maintain costs and expenses within budget limits.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- He has the ability to look at the system as a whole and make solid long range decisions.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.

Time Management

Summary Scores



21. You complete high-priority work within required timelines.



22. You complete tasks ahead of schedule.



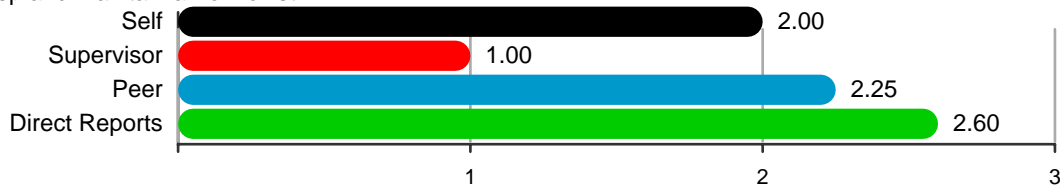
23. You do not become flustered by deadlines and timelines.



24. You set clearly defined goals.



25. You keep and maintain a To-Do list.



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. You complete high-priority work within required timelines.	15	2.60	66.7	7%	27%	67%
22. You complete tasks ahead of schedule.	15	2.33	40.0	7%	53%	40%
23. You do not become flustered by deadlines and timelines.	15	2.07	20.0	13%	67%	20%
24. You set clearly defined goals.	15	2.40	53.3	13%	33%	53%
25. You keep and maintain a To-Do list.	15	2.27	53.3	27%	20%	53%

Comments:

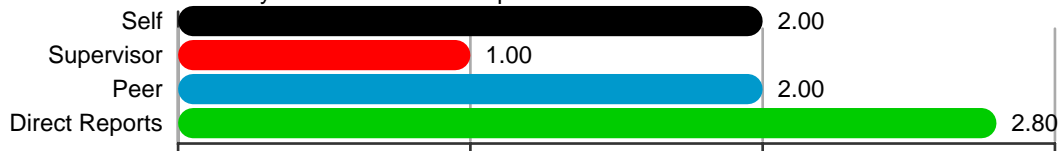
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- In one word I can summarize _____ in leadership skill. WOW!
- He sets a good example for personal growth.
- _____ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.

Results Oriented

Summary Scores



26. You do not become distracted by non-issues or interruptions.



27. You embrace setbacks and challenges as opportunities to learn.



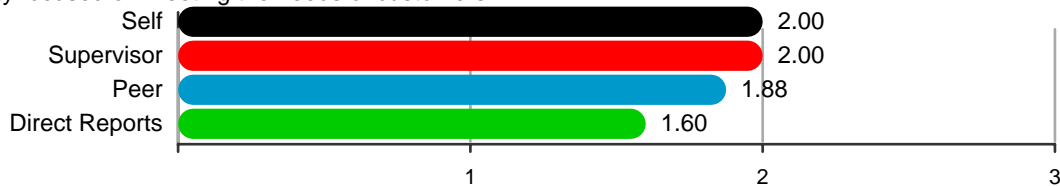
28. You hold employees accountable for completing required work.



29. You help others when free-time is available.



30. You stay focused on meeting the needs of customers.



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. You do not become distracted by non-issues or interruptions.	15	2.20	33.3	13%	53%	33%
27. You embrace setbacks and challenges as opportunities to learn.	15	2.00	26.7	27%	47%	27%
28. You hold employees accountable for completing required work.	15	2.47	53.3	7%	40%	53%
29. You help others when free-time is available.	15	2.60	60.0		40%	60%
30. You stay focused on meeting the needs of customers.	15	1.80	13.3	33%	53%	13%

Comments:

- Having very minimum one-on-one discussion.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ is a very good leader.
- Expectations are not always clearly communicated/outlined.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.

Accountability

Summary Scores



31. You tackle issues head on and finds solutions.



32. You act like an owner when they make decisions.



33. You take responsibility for results.



34. You accept responsibility for outcomes.



35. You define roles, rights, and responsibilities of 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
31. You tackle issues head on and finds solutions.	15	2.13	33.3	20%	47%	33%
32. You act like an owner when they make decisions.	15	2.13	33.3	20%	47%	33%
33. You take responsibility for results.	15	2.07	33.3	27%	40%	33%
34. You accept responsibility for outcomes.	15	2.13	26.7	13%	60%	27%
35. You define roles, rights, and responsibilities of employees.	15	1.87	20.0	33%	47%	20%

Comments:

- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- _____ meets and exceeds all of these leadership roles.

Safety

Summary Scores



36. You create accurate and effective measures of safety.



37. You participate in safety training as applicable.



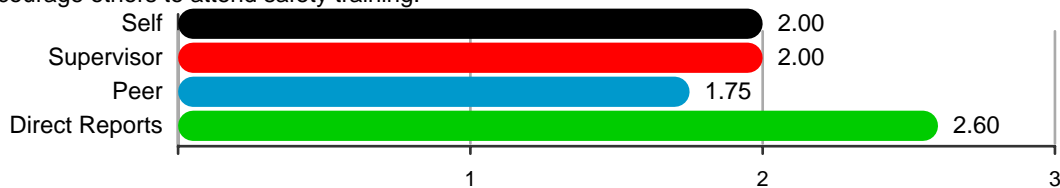
38. You develop a culture of safety.



39. You are not afraid to question a potential safety issue observed in the workplace.



40. You encourage 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
36. You create accurate and effective measures of safety.	15	1.87	20.0	33%	47%	20%
37. You participate in safety training as applicable.	15	1.93	13.3	20%	67%	13%
38. You develop a culture of safety.	15	2.07	33.3	27%	40%	33%
39. You are not afraid to question a potential safety issue observed in the workplace.	15	2.33	33.3		67%	33%
40. You encourage others to attend safety training.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- He is someone that has proven he can be trusted to do what is right.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- _____ established an environment in which teamwork and creativity flourished.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.

Recognition

Summary Scores



41. You find opportunities to recognize others.



42. You reinforce and reward employees for accomplishing necessary goals.



43. You recognize individuals for a specific outstanding achievement.



44. You offer recognition in a timely manner.



45. You make people around them feel appreciated and valued.



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. You find opportunities to recognize others.	15	2.00	26.7	27%	47%	27%
42. You reinforce and reward employees for accomplishing necessary goals.	15	2.13	33.3	20%	47%	33%
43. You recognize individuals for a specific outstanding achievement.	15	2.20	40.0	20%	40%	40%
44. You offer recognition in a timely manner.	15	2.20	26.7	7%	67%	27%
45. You make people around them feel appreciated and valued.	15	2.53	60.0	7%	33%	60%

Comments:

- He is continually looking for ways to improve our service to our customers.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- He has been a great addition to the department in this area.
- Don't know where we would be without him.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.

Vision

Summary Scores



46. You lead employees in new directions.



47. You demonstrate consistency between words and actions



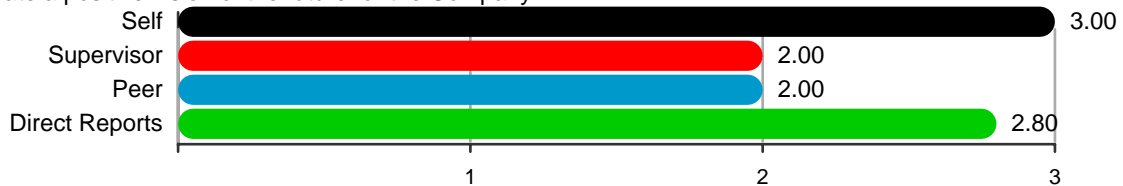
48. You work to support the strategy of [Company]



49. You develop action plans to align your work with the goals of the organization



50. You create a positive vision of the future 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
46. You lead employees in new directions.	15	2.27	26.7		73%	27%
47. You demonstrate consistency between words and actions	15	2.13	26.7	13%	60%	27%
48. You work to support the strategy of [Company]	15	2.40	40.0		60%	40%
49. You develop action plans to align your work with the goals of the organization	15	2.47	46.7		53%	47%
50. You create a positive vision of the future for the Company.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ listens to employees ideas and concerns and address the issues right away.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- He will sit down with all parties involved before he makes a decision.
- 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 his assignments.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.

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?

- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- He is such a positive person and always willing to pitch in where help is needed.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.

What do you like best about working with this individual?

- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- He is a dedicated person who inspires excellence in both staff and customer service.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.

What do you like least about working with this individual?

- _____ has been very supportive of me and the Institute.
- Knowledge, experience, and the will to help when help is needed.
- I can't think of a single thing _____ could improve upon.
- I have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- I appreciate his dedication to the department employees.
- He recognized where I needed help and supported me in making the case to get it.

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

- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- _____ is very sharp and plays a vital role in this organization
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.

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

- His quality of work is good.
- He recognized where I needed help and supported me in making the case to get it.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- Allocates resources in advance to ensure the required work can be completed.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.

Any final comments?

- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- He lets us develop our own style and inspires us to do our best.