



Feedback Results
Your CompanyName Here
2024

Sample Employee

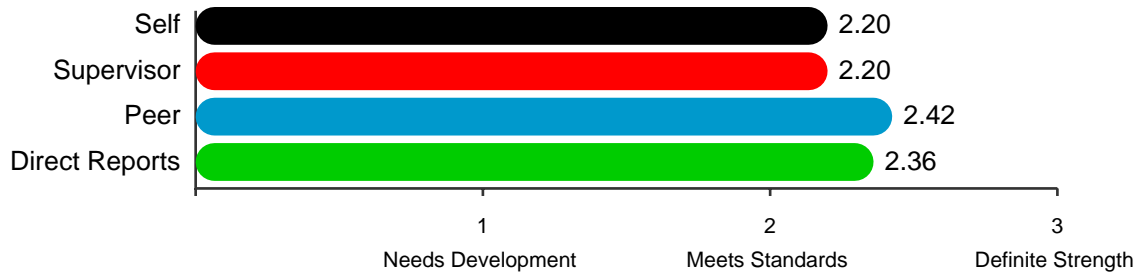
Gap Analysis

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.



Punctuality

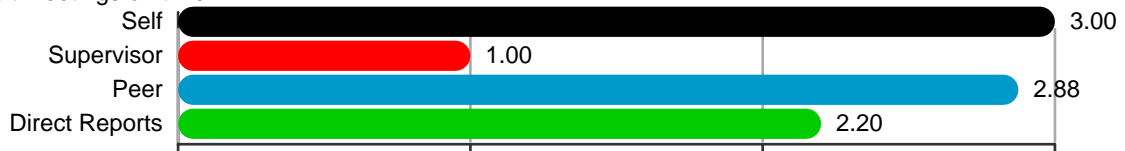
Summary Scores



1. You start the workday when scheduled.



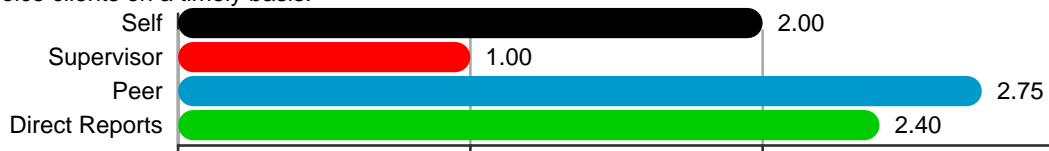
2. You start meetings on time.



3. You arrive to meetings on time.



4. You invoice clients on a timely basis.



5. You avoid making personal phone calls during working hours.



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).

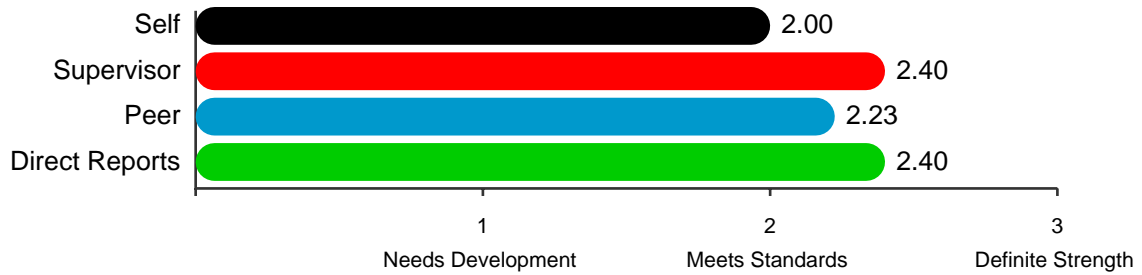
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 1. You start the workday when scheduled. | 15 | 2.27 | 33.3 | 7% | 60% | 33% |
| 2. You start meetings on time. | 15 | 2.53 | 73.3 | 20% | 7% | 73% |
| 3. You arrive to meetings on time. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 4. You invoice clients on a timely basis. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 5. You avoid making personal phone calls during working hours. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |

Comments:

- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- Always approachable no matter how busy she is.
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.

Action

Summary Scores



6. You display high energy and enthusiasm on consistent basis.



7. You drive and mobilizes others progress toward goals.



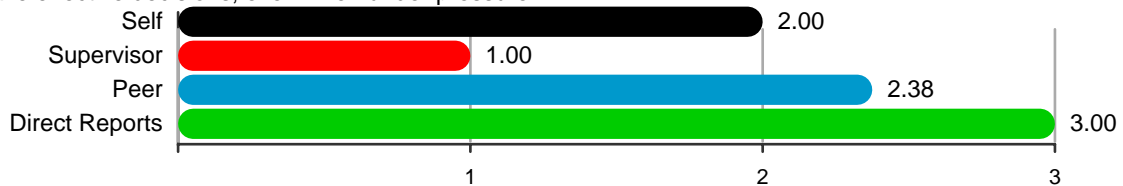
8. You get the job done.



9. You do whatever it takes (within reason) to get the job done.



10. You make effective decisions, even when under pressure.



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).

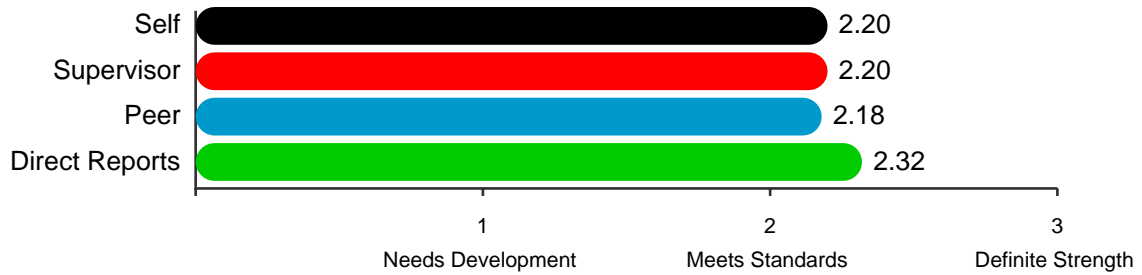
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 6. You display high energy and enthusiasm on consistent basis. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 7. You drive and mobilizes others progress toward goals. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 8. You get the job done. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 9. You do whatever it takes (within reason) to get the job done. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 10. You make effective decisions, even when under pressure. | 15 | 2.47 | 60.0 | 13% | 27% | 60% |

Comments:

- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- I look forward to working with her in her new role.
- Loyalty. Willingness to get it right.
- She knows product and how to engage potential clients.
- She is an outstanding manager.

Juggling Multiple Responsibilities

Summary Scores



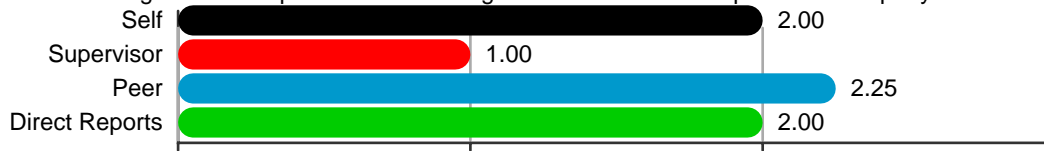
11. You assess current capabilities before committing to new requests from customers.



12. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.



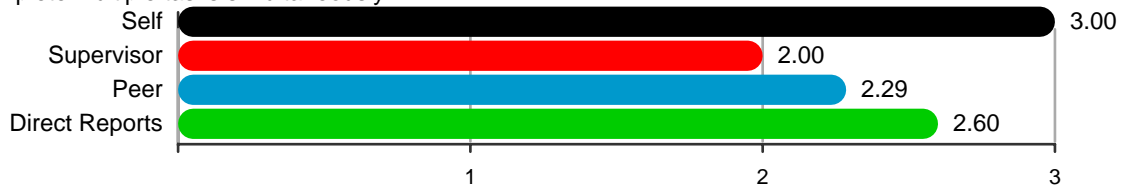
13. You ensure that assignments are prioritized according to the needs of the department/company.



14. You keep track of multiple assignments and deadlines.



15. You complete multiple tasks simultaneously.



Level of Skill

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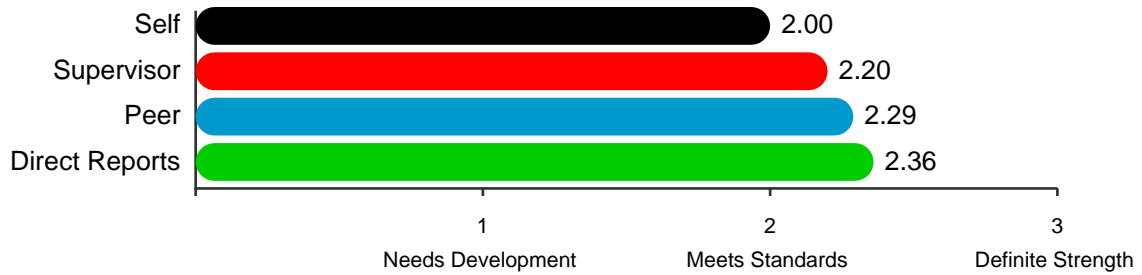
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|------------------------|----------------------|------------------------|
| 11. You assess current capabilities before committing to new requests from customers. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 12. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 13. You ensure that assignments are prioritized according to the needs of the department/company. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 14. You keep track of multiple assignments and deadlines. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |
| 15. You complete multiple tasks simultaneously. | 14 | 2.43 | 50.0 | 7% | 43% | 50% |

Comments:

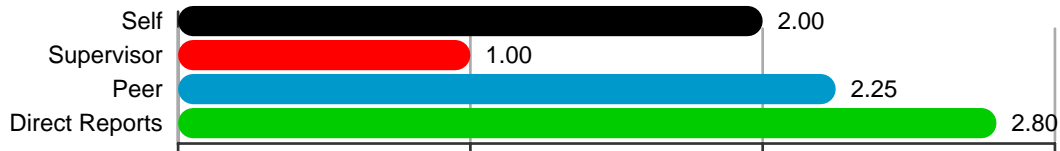
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ always goes above and beyond in her daily work.

Clarity

Summary Scores



16. You provide a clear vision for the future.



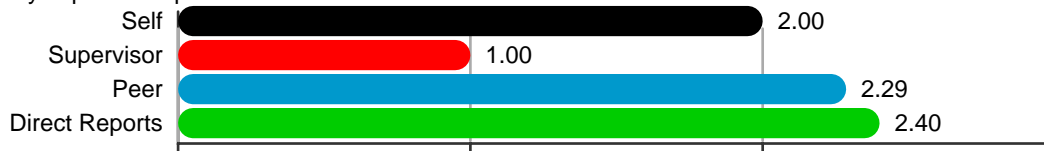
17. You attend to the important details of a job or task.



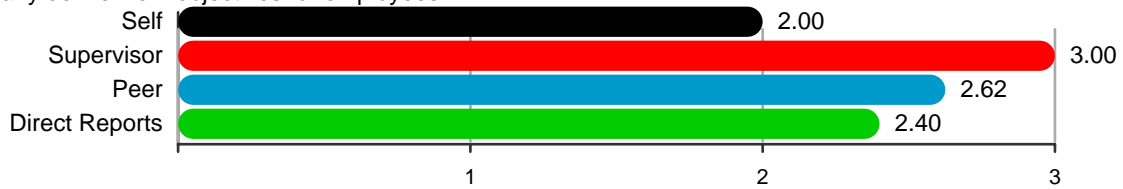
18. You check details thoroughly.



19. You clearly explains responsibilities to individuals.



20. You clearly define work objectives for employees.



Level of Skill

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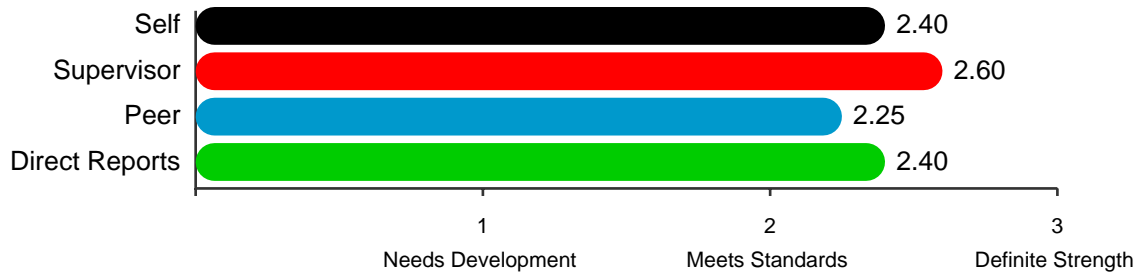
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|------------------------|----------------------|------------------------|
| 16. You provide a clear vision for the future. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |
| 17. You attend to the important details of a job or task. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 18. You check details thoroughly. | 14 | 2.00 | 14.3 | 14% | 71% | 14% |
| 19. You clearly explains responsibilities to individuals. | 14 | 2.21 | 42.9 | 21% | 36% | 43% |
| 20. You clearly define work objectives for employees. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- ___ exceeds in above in all she does.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ is a good leader because she gives examples through her own behavior.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- Great year of growth!
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.

Feedback

Summary Scores



21. You are visible and approachable.



22. You accept the views of others.



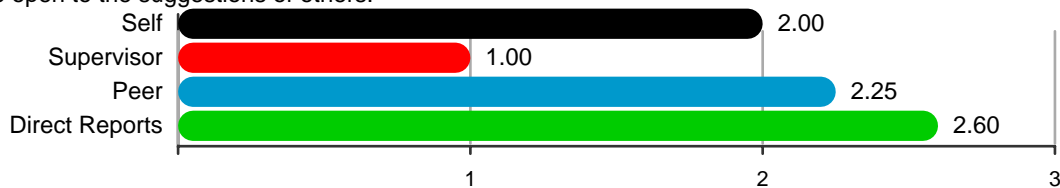
23. You consider other's opinion and suggestions.



24. You ask others for their ideas and opinions.



25. You are open to the suggestions of others.



Level of Skill

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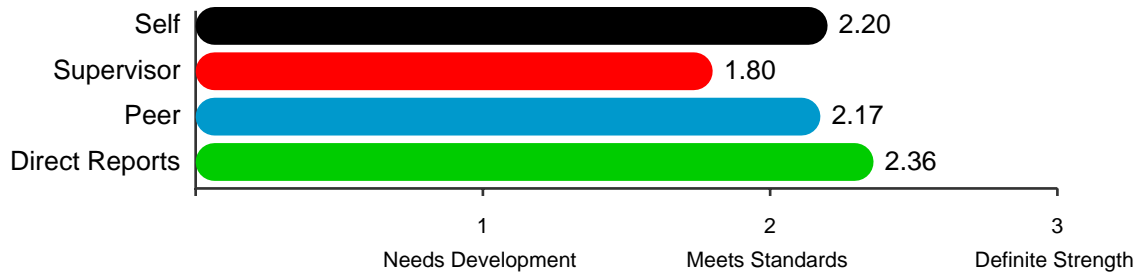
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|------------------------|----------------------|------------------------|
| 21. You are visible and approachable. | 15 | 2.60 | 66.7 | 7% | 27% | 67% |
| 22. You accept the views of others. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 23. You consider other's opinion and suggestions. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 24. You ask others for their ideas and opinions. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 25. You are open to the suggestions of others. | 15 | 2.27 | 53.3 | 27% | 20% | 53% |

Comments:

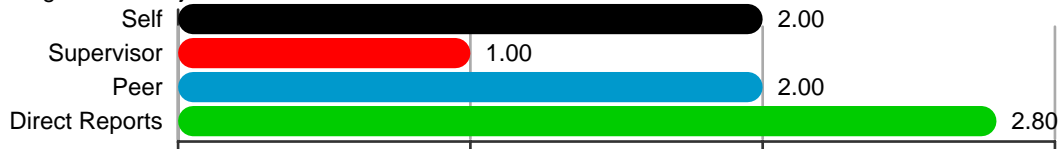
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone elses department, she is willing to help in any capacity she can to help reach goals.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved ina timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- She is an excellent Manager!
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- ___ is able to problem solve very well.

Delegation

Summary Scores



26. You define goals and objectives for subordinates.



27. You allow subordinates to use their own methods and procedures.



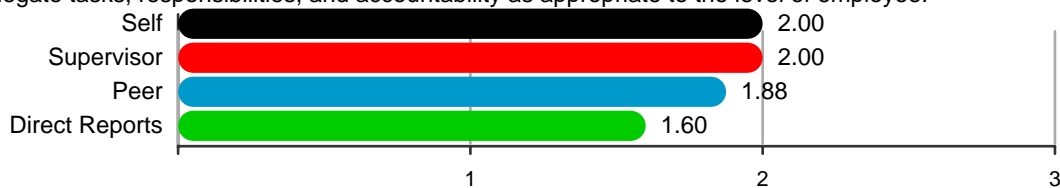
28. You set clear and reasonable expectations for others and follow through on their progress.



29. You delegate authority and responsibility to subordinates and holds them accountable for your actions.



30. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.



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).

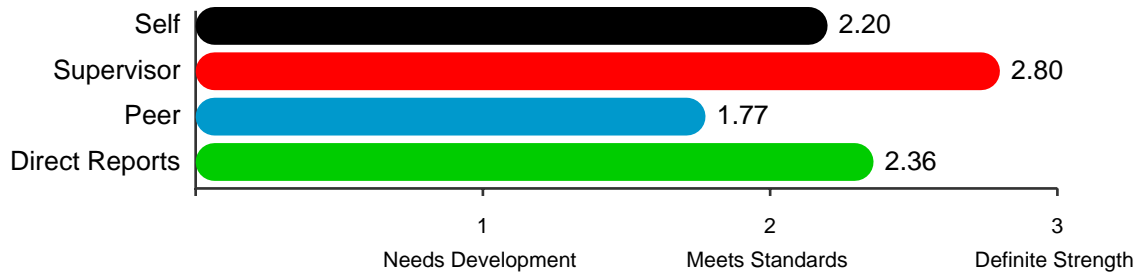
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 26. You define goals and objectives for subordinates. | 15 | 2.20 | 33.3 | 13% | 53% | 33% |
| 27. You allow subordinates to use their own methods and procedures. | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 28. You set clear and reasonable expectations for others and follow through on their progress. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 29. You delegate authority and responsibility to subordinates and holds them accountable for your actions. | 15 | 2.60 | 60.0 | | 40% | 60% |
| 30. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee. | 15 | 1.80 | 13.3 | 33% | 53% | 13% |

Comments:

- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- She challenges me every day to be my best and I appreciate that.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- ___ 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 constant side of it.

Trustworthy

Summary Scores



31. You are trustworthy; is someone that can be trusted.



32. You deliver on promises made.



33. You consistently keep commitments.



34. You build and maintain the trust of others.



35. You demonstrate a sense of responsibility and commitment to public trust.



Level of Skill

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

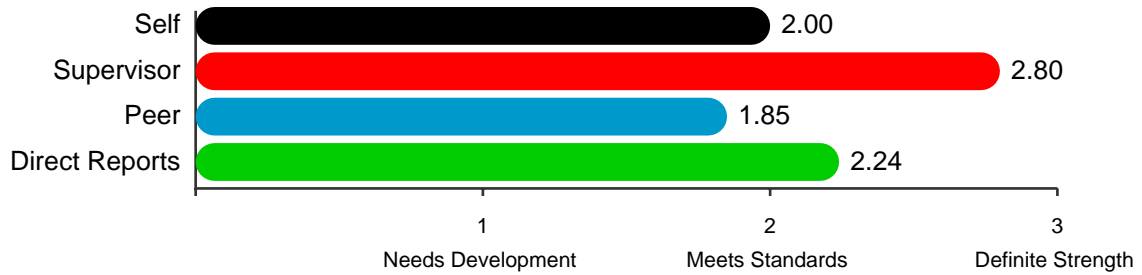
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|------------------------|----------------------|------------------------|
| 31. You are trustworthy; is someone that can be trusted. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 32. You deliver on promises made. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 33. You consistently keep commitments. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 34. You build and maintain the trust of others. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 35. You demonstrate a sense of responsibility and commitment to public trust. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |

Comments:

- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- She can fall behind on projects without providing timely feedback.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- She is a great leader.

Coaching

Summary Scores



36. You provide clear, motivating, and constructive feedback.



37. You help employees to understand responsibilities, authority, and expectations.



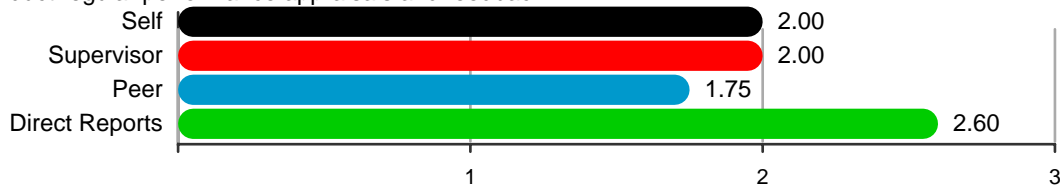
38. You coach employees in how to strengthen knowledge and skills to improve work performance.



39. You address employee behavior problems effectively.



40. You conduct regular performance appraisals and feedback.



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).

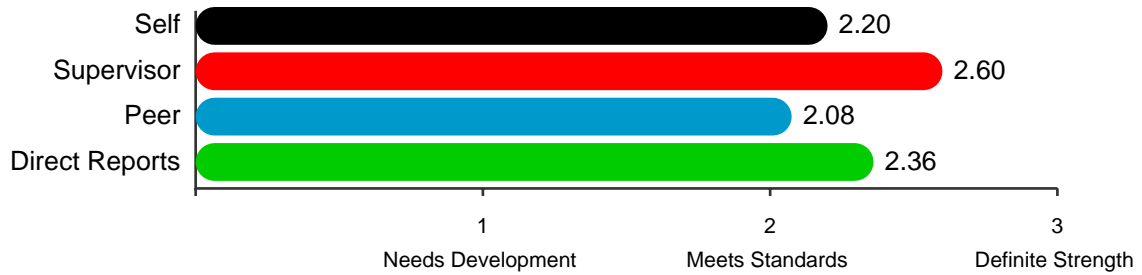
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 36. You provide clear, motivating, and constructive feedback. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |
| 37. You help employees to understand responsibilities, authority, and expectations. | 15 | 1.93 | 13.3 | 20% | 67% | 13% |
| 38. You coach employees in how to strengthen knowledge and skills to improve work performance. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 39. You address employee behavior problems effectively. | 15 | 2.33 | 33.3 | | 67% | 33% |
| 40. You conduct regular performance appraisals and feedback. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |

Comments:

- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- ___ 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.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- Show others it is possible to understand both sides without having to agree all the time.

Teamwork

Summary Scores



41. You are an effective team player



42. You recognize and respects the contributions and needs of each individual.



43. You relate to all kinds of people tactfully



44. You work cooperatively with others to solve problems.



45. You encourage others to share ideas to develop team cohesion



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).

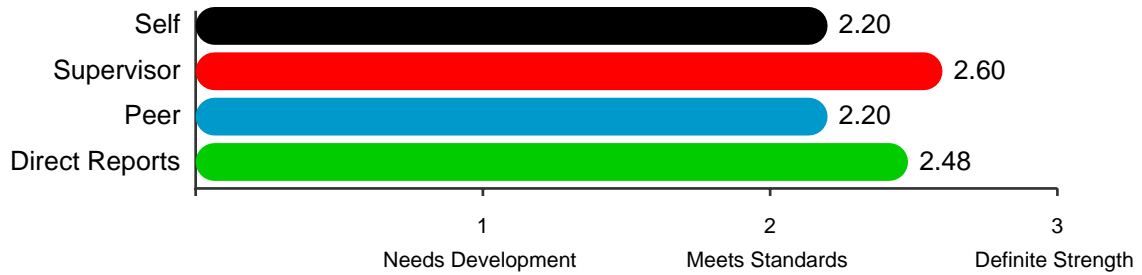
| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 41. You are an effective team player | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 42. You recognize and respects the contributions and needs of each individual. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 43. You relate to all kinds of people tactfully | 15 | 2.20 | 40.0 | 20% | 40% | 40% |
| 44. You work cooperatively with others to solve problems. | 15 | 2.20 | 26.7 | 7% | 67% | 27% |
| 45. You encourage others to share ideas to develop team cohesion | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- She is a joy to work for.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- Always has a positive, cheerful, and strong attitude.

Business Acumen

Summary Scores



46. I recognize trends in underlying data.



47. You interpret data to make informed business decisions.



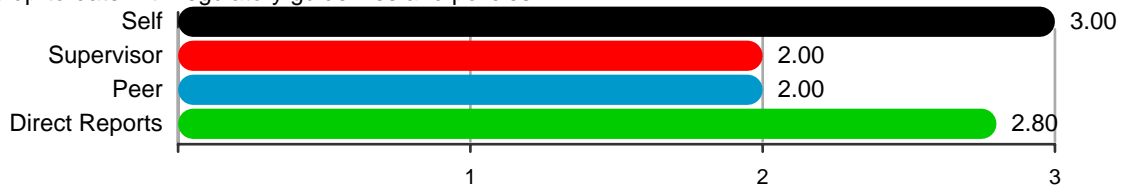
48. You anticipate marketplace opportunities and supports speed to market.



49. I am aware of regulations that impact our business.



50. You are up-to-date with regulatory guidelines and policies.



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. I recognize trends in underlying data. | 15 | 2.27 | 26.7 | | 73% | 27% |
| 47. You interpret data to make informed business decisions. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 48. You anticipate marketplace opportunities and supports speed to market. | 15 | 2.40 | 40.0 | | 60% | 40% |
| 49. I am aware of regulations that impact our business. | 15 | 2.47 | 46.7 | | 53% | 47% |
| 50. You are up-to-date with regulatory guidelines and policies. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |

Comments:

- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- She would benefit from soliciting more feedback and pushing others to do more.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.

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?

- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- Our organization is a better place because of her and her future focus.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her 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 her.
- She is open to feedback and actively tries to improve.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.

What do you like best about working with this individual?

- She continues to be a shining example to her team especially in process improvement and professional growth.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Works hard to build a team environment.

What do you like least about working with this individual?

- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- ___ is a solid performer knows her stuff.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- She is also quick to tap into her past experiences in attempting to find the best solution.

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

- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- ___ is a great manager, committed to each employee in our department.
- She is a team player and willing to help other departments and staff when needed.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.

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

- She has great sense of vision and purpose for the division and organization as a whole.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She has also greatly improved her communication.
- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.

Any final comments?

- ___ is very clear about her expectations and I appreciate this.
- She is very effective and she has learned so much about our product.
- ___ has a calm and professional style.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.