

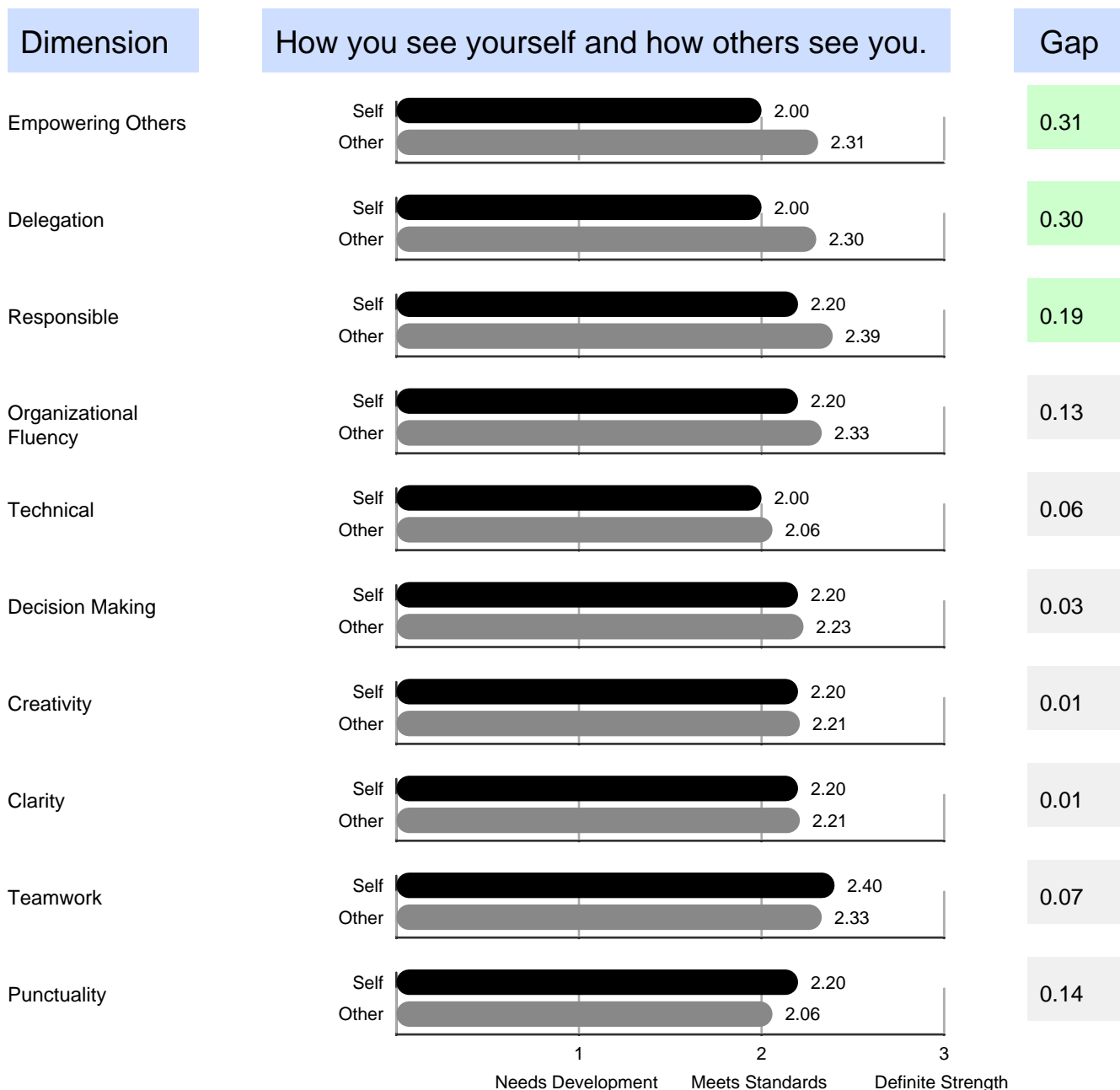


Feedback Results
Your CompanyName Here
2024

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.



Responsible

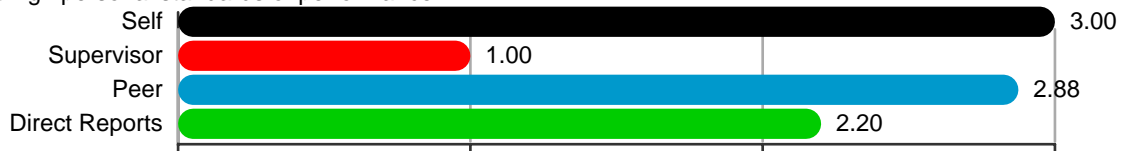
Summary Scores



1. You set a good example.



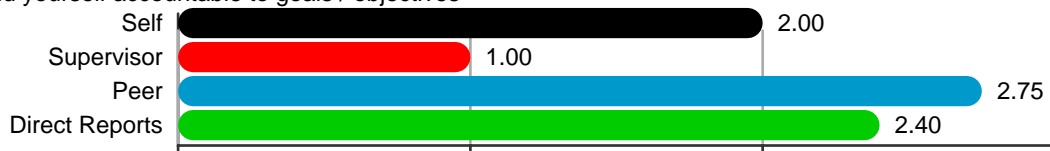
2. You set high personal standards of performance.



3. Your behavior is ethical and honest.



4. You hold yourself accountable to goals / objectives



5. You are a person others can 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
1. You set a good example.	15	2.27	33.3	7%	60%	33%
2. You set high personal standards of performance.	15	2.53	73.3	20%	7%	73%
3. Your behavior is ethical and honest.	15	2.33	40.0	7%	53%	40%
4. You hold yourself accountable to goals / objectives	15	2.47	53.3	7%	40%	53%
5. You are a person others can trust.	15	2.27	40.0	13%	47%	40%

Comments:

- He guides, influences, supports, facilitates his team towards the achievement of goals.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- 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.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.

Delegation

Summary Scores



6. You assign tasks to create learning opportunities for the employees.



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



8. You set clear and reasonable expectations for others and follows through on your progress.



9. You allow employees to decide how they wish to complete the tasks.



10. You define goals and objectives for subordinates.



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 assign tasks to create learning opportunities for the employees.	15	2.13	33.3	20%	47%	33%
7. You allow subordinates to use their own methods and procedures.	15	2.07	26.7	20%	53%	27%
8. You set clear and reasonable expectations for others and follows through on your progress.	15	2.33	40.0	7%	53%	40%
9. You allow employees to decide how they wish to complete the tasks.	15	2.40	53.3	13%	33%	53%
10. You define goals and objectives for subordinates.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ sets high standards for his team and ensures they perform professionally.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- 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.

Decision Making

Summary Scores



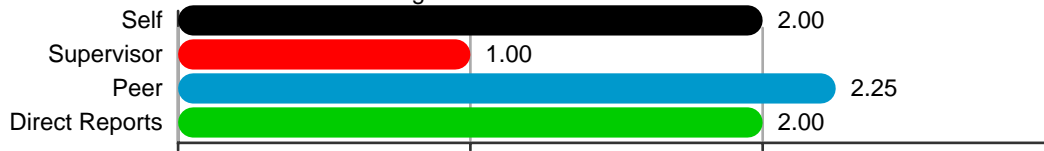
11. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action



12. You exercise good judgment by making sound and informed decisions.



13. You ask for additional information when making critical decisions.



14. You break complex issues into manageable parts and organize them in a systematic way before making decisions



15. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently



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 assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	2.33	40.0	7%	53%	40%
12. You exercise good judgment by making sound and informed decisions.	15	2.07	20.0	13%	67%	20%
13. You ask for additional information when making critical decisions.	15	2.07	26.7	20%	53%	27%
14. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	2.27	40.0	13%	47%	40%
15. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	14	2.43	50.0	7%	43%	50%

Comments:

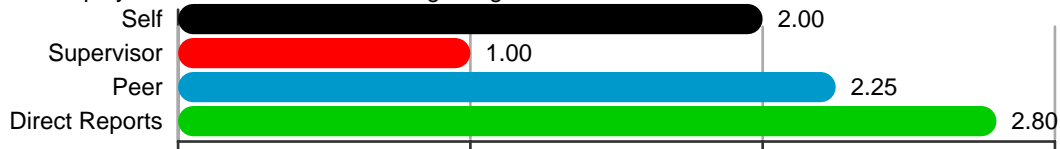
- _____ is very approachable and ensures the best for all employees in the department.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- Detail oriented

Empowering Others

Summary Scores



16. You ensure employees understand what is being assigned to them.



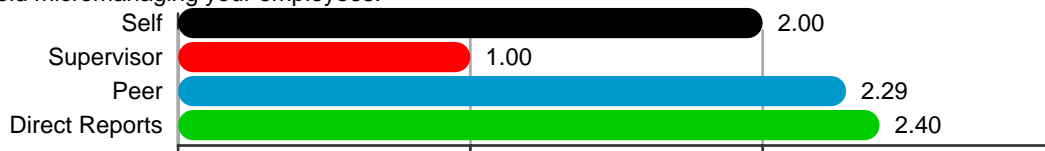
17. You trust employees are able to complete assigned tasks.



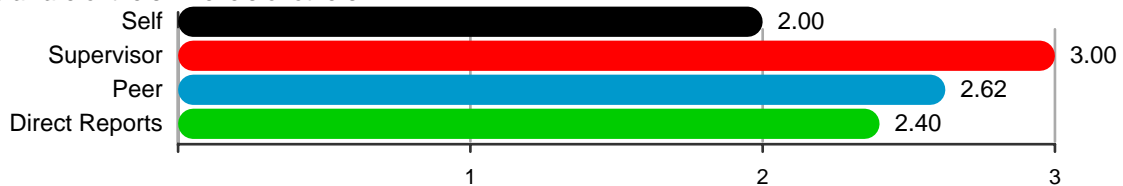
18. You allow individuals to be responsible for their decisions.



19. You avoid micromanaging your employees.



20. You are aware of the skill levels of 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. You ensure employees understand what is being assigned to them.	15	2.33	46.7	13%	40%	47%
17. You trust employees are able to complete assigned tasks.	15	2.33	40.0	7%	53%	40%
18. You allow individuals to be responsible for their decisions.	14	2.00	14.3	14%	71%	14%
19. You avoid micromanaging your employees.	14	2.21	42.9	21%	36%	43%
20. You are aware of the skill levels of others.	15	2.53	60.0	7%	33%	60%

Comments:

- He is very relatable and I believe it helps with the initial contact with the prospects.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- Communication to staff has greatly improved.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

Teamwork

Summary Scores



21. You are an effective team player



22. You encourage teamwork and collaboration.



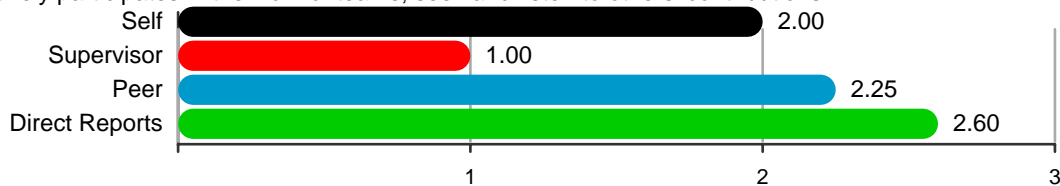
23. You create a climate that encourages team participation.



24. You communicate a clear message that teamwork and collaboration are expected.



25. You actively participates in the work of teams; seek and listen to others' contributions



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 are an effective team player	15	2.60	66.7	7%	27%	67%
22. You encourage teamwork and collaboration.	15	2.33	40.0	7%	53%	40%
23. You create a climate that encourages team participation.	15	2.07	20.0	13%	67%	20%
24. You communicate a clear message that teamwork and collaboration are expected.	15	2.40	53.3	13%	33%	53%
25. You actively participates in the work of teams; seek and listen to others' contributions	15	2.27	53.3	27%	20%	53%

Comments:

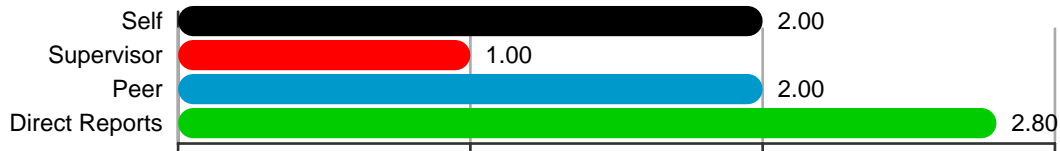
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- he understands where our opportunities for savings in the employee benefits plan may be.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- He encourages teammates more as a peer than a coach.

Creativity

Summary Scores



26. You create a lot of new ideas.



27. You develop solutions to challenging problems.



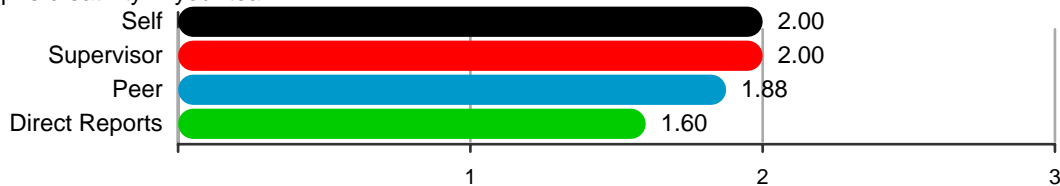
28. You conceive, implement and evaluate ideas.



29. You add value to the department/organization.



30. You inspire creativity in your team.



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 create a lot of new ideas.	15	2.20	33.3	13%	53%	33%
27. You develop solutions to challenging problems.	15	2.00	26.7	27%	47%	27%
28. You conceive, implement and evaluate ideas.	15	2.47	53.3	7%	40%	53%
29. You add value to the department/organization.	15	2.60	60.0		40%	60%
30. You inspire creativity in your team.	15	1.80	13.3	33%	53%	13%

Comments:

- Demonstrates an ability to remain focused on outcomes.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].

Punctuality

Summary Scores



31. You start meetings on time.



32. You conduct appointments at scheduled start time.



33. You arrive to meetings on time.



34. You respond to requests for information in a timely manner.



35. You start the workday when scheduled.



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 start meetings on time.	15	2.13	33.3	20%	47%	33%
32. You conduct appointments at scheduled start time.	15	2.13	33.3	20%	47%	33%
33. You arrive to meetings on time.	15	2.07	33.3	27%	40%	33%
34. You respond to requests for information in a timely manner.	15	2.13	26.7	13%	60%	27%
35. You start the workday when scheduled.	15	1.87	20.0	33%	47%	20%

Comments:

- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- _____ is a team player and effective in his role.
- He is a great manager and person to work for/with.
- He sets his expectations high, and delivers a high level of performance herself.
- 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.
- _____ 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.

Technical

Summary Scores



36. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



37. You seek information from others as needed.



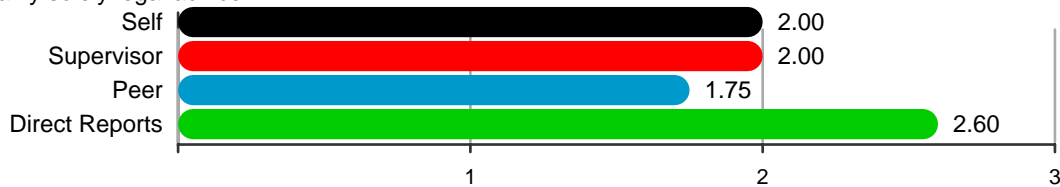
38. You are knowledgeable of procedures or systems necessary for the job.



39. You know how to produce high quality products/work.



40. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



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 use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	1.87	20.0	33%	47%	20%
37. You seek information from others as needed.	15	1.93	13.3	20%	67%	13%
38. You are knowledgeable of procedures or systems necessary for the job.	15	2.07	33.3	27%	40%	33%
39. You know how to produce high quality products/work.	15	2.33	33.3		67%	33%
40. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	2.07	33.3	27%	40%	33%

Comments:

- Is dedicated, selfless, trustworthy and focused on the big picture.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- He is a pleasure to work with and an asset to [CompanyName].
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.

Clarity

Summary Scores



41. You are clear about goals that need to be achieved.



42. You make sure goals and objectives are clearly and thoroughly explained and understood.



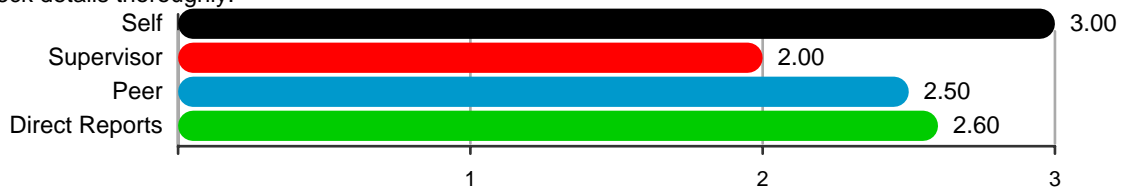
43. You maintain clarity in goals and objectives.



44. You communicate ideas and facts clearly and effectively in writing.



45. You check details thoroughly.



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 clear about goals that need to be achieved.	15	2.00	26.7	27%	47%	27%
42. You make sure goals and objectives are clearly and thoroughly explained and understood.	15	2.13	33.3	20%	47%	33%
43. You maintain clarity in goals and objectives.	15	2.20	40.0	20%	40%	40%
44. You communicate ideas and facts clearly and effectively in writing.	15	2.20	26.7	7%	67%	27%
45. You check details thoroughly.	15	2.53	60.0	7%	33%	60%

Comments:

- He is showing more comfort in providing and receiving critical feedback.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- 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 focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.

Organizational Fluency

Summary Scores



46. You are able to explain departmental policies and procedures to others.



47. You adept at navigating within the culture of the department.



48. You are effective in communicating with others within the organization.



49. You are aware of other organizational cultures to compare/contrast with the current organizational culture.



50. You get things done through the department.



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 are able to explain departmental policies and procedures to others.	15	2.27	26.7		73%	27%
47. You adept at navigating within the culture of the department.	15	2.13	26.7	13%	60%	27%
48. You are effective in communicating with others within the organization.	15	2.40	40.0		60%	40%
49. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.47	46.7		53%	47%
50. You get things done through the department.	15	2.33	46.7	13%	40%	47%

Comments:

- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- He is, quite simply, the best boss I've ever had.
- 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.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.

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?

- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- Does above and beyond work consistently
- _____ has an impressive vision for the company.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.

What do you like best about working with this individual?

- _____'s dedication and leadership in the management development program is evident.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- He can always be counted on to do what he commits to.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.

What do you like least about working with this individual?

- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- Always has the company's best interest at heart.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.

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

- He is very effective.
- He has really filled the role of interim manager for the department well.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.

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

- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.

Any final comments?

- Does excellent job, always.
- His professionalism is beyond reproach and he is fair and just.
- He is very professional and caring in his job
- Our department continues to have a very low loss rate.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- Additional feedback and communication.