



Feedback Results
Your CompanyName Here
2024

Sample Employee

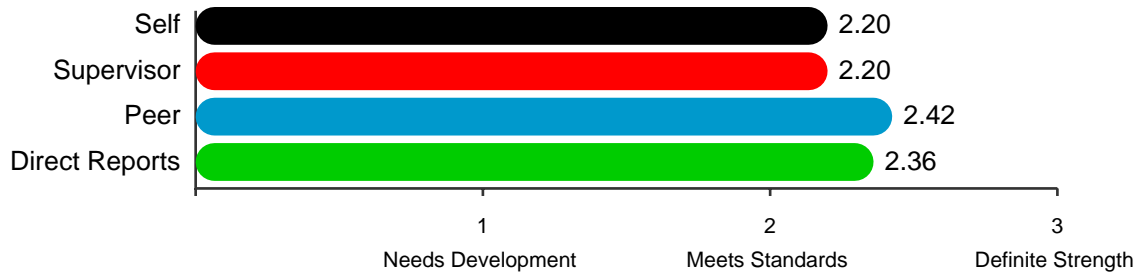
Gap Analysis

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.



Safety

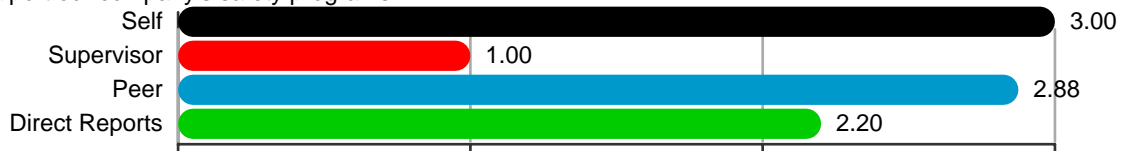
Summary Scores



1. You keep accurate safety records.



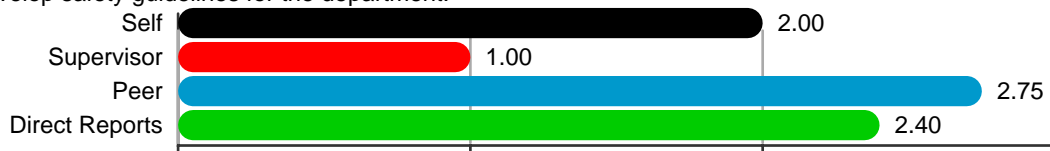
2. You support our company's safety programs.



3. You seek to reduce the likelihood of accidents.



4. You develop safety guidelines for the department.



5. You ensure that all supervisors are aware of regulatory and compliance measures.



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).

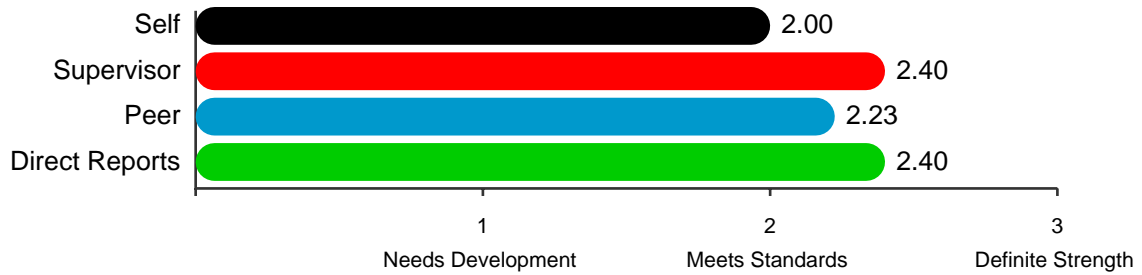
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You keep accurate safety records.	15	2.27	33.3	7%	60%	33%
2. You support our company's safety programs.	15	2.53	73.3	20%	7%	73%
3. You seek to reduce the likelihood of accidents.	15	2.33	40.0	7%	53%	40%
4. You develop safety guidelines for the department.	15	2.47	53.3	7%	40%	53%
5. You ensure that all supervisors are aware of regulatory and compliance measures.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- Take charge without being pushed to do so.
- ___ 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.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.

Adaptability

Summary Scores



6. You adjust priorities to changing business goals.



7. You learn from personal experiences and/or mistakes.



8. You are able to quickly learn new ways of performing your job.



9. You are flexible and open minded in dealing with others.



10. You are flexible and open to new ideas and encourages others to value change.



Level of Skill

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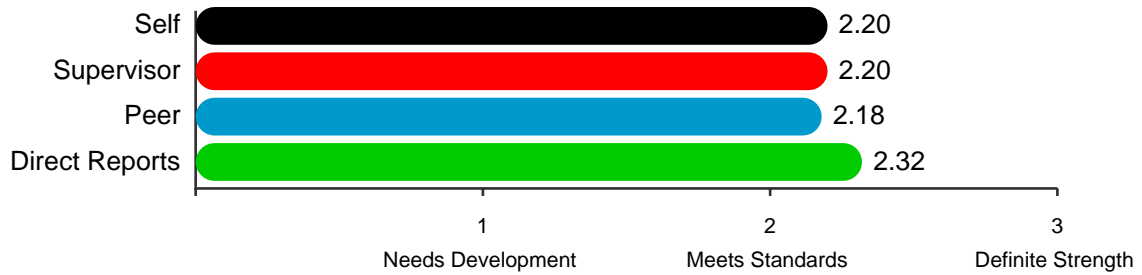
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You adjust priorities to changing business goals.	15	2.13	33.3	20%	47%	33%
7. You learn from personal experiences and/or mistakes.	15	2.07	26.7	20%	53%	27%
8. You are able to quickly learn new ways of performing your job.	15	2.33	40.0	7%	53%	40%
9. You are flexible and open minded in dealing with others.	15	2.40	53.3	13%	33%	53%
10. You are flexible and open to new ideas and encourages others to value change.	15	2.47	60.0	13%	27%	60%

Comments:

- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- It's been a pleasure to work for her.
- ___ delegates very effectively.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+

Professional Development

Summary Scores



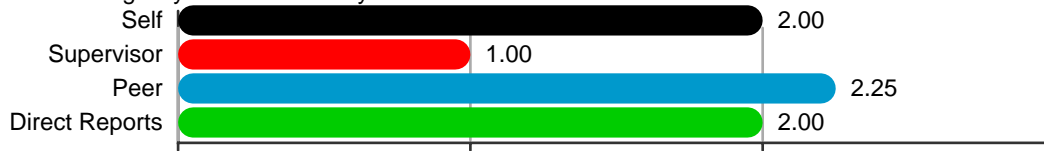
11. You seek opportunities for professional development.



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



13. You are contributing fully to the extent of your skills



14. You seek opportunities for continuous learning.



15. You encourage employees to take courses relevant to their job.



Level of Skill

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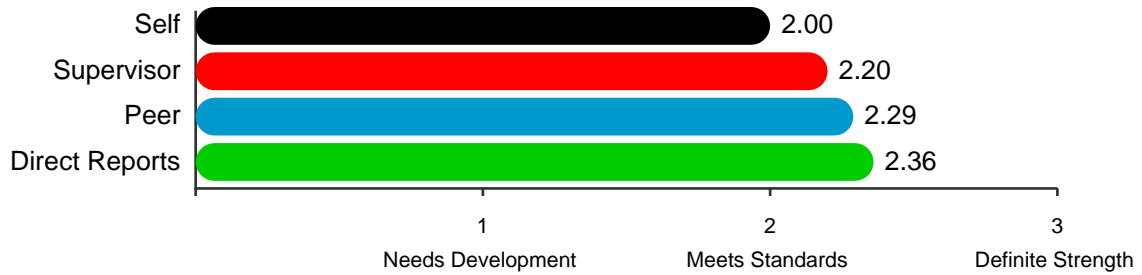
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You seek opportunities for professional development.	15	2.33	40.0	7%	53%	40%
12. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.07	20.0	13%	67%	20%
13. You are contributing fully to the extent of your skills	15	2.07	26.7	20%	53%	27%
14. You seek opportunities for continuous learning.	15	2.27	40.0	13%	47%	40%
15. You encourage employees to take courses relevant to their job.	14	2.43	50.0	7%	43%	50%

Comments:

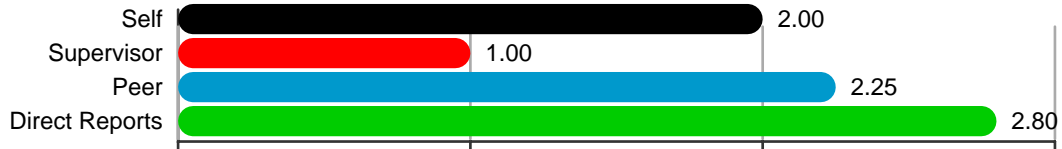
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- Personality. Great Mentor and Leader. Talented.
- Demonstrates a focus on the business goals through task prioritization.
- She is quick and willing to aid.
- She is a great manager and person to work for/with.

Cultural Awareness

Summary Scores



16. You foster a diverse workforce free from discrimination and harassment.



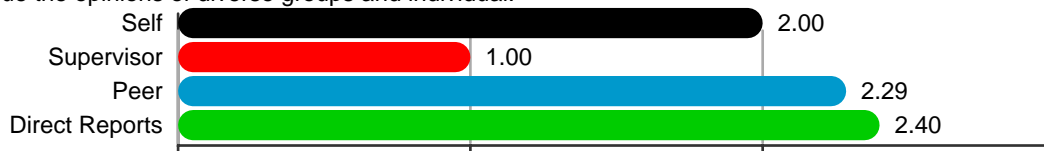
17. You treat others with dignity and respect.



18. You show respect in daily interactions



19. You value the opinions of diverse groups and individual.



20. You recognize and value individual and cultural differences.



Level of Skill

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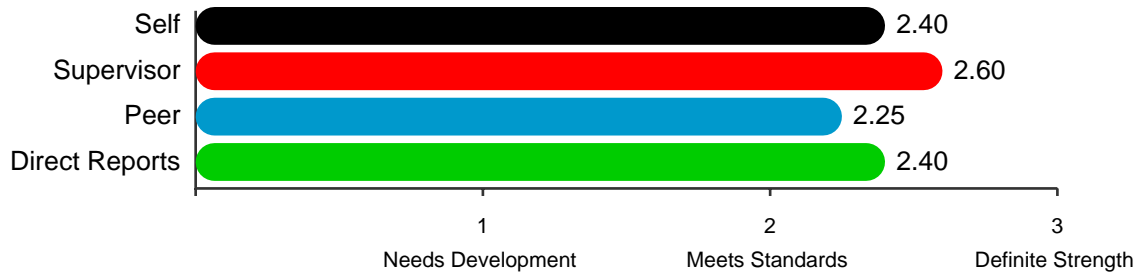
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You foster a diverse workforce free from discrimination and harassment.	15	2.33	46.7	13%	40%	47%
17. You treat others with dignity and respect.	15	2.33	40.0	7%	53%	40%
18. You show respect in daily interactions	14	2.00	14.3	14%	71%	14%
19. You value the opinions of diverse groups and individual.	14	2.21	42.9	21%	36%	43%
20. You recognize and value individual and cultural differences.	15	2.53	60.0	7%	33%	60%

Comments:

- She is a strength that supports department morale and work flow.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- She cares deeply for what she does and it shows.

Delegation

Summary Scores



21. You tell subordinates what to do, not how to do it.



22. You define goals and objectives for subordinates.



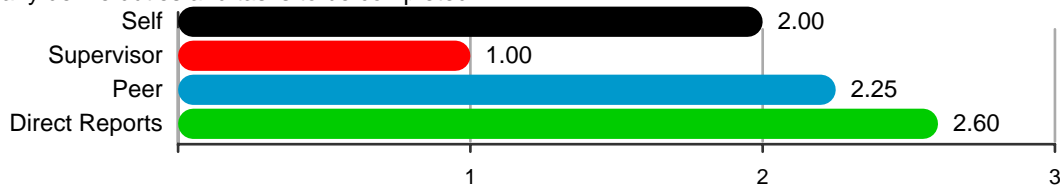
23. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.



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



25. You clearly define duties and tasks to be completed.



Level of Skill

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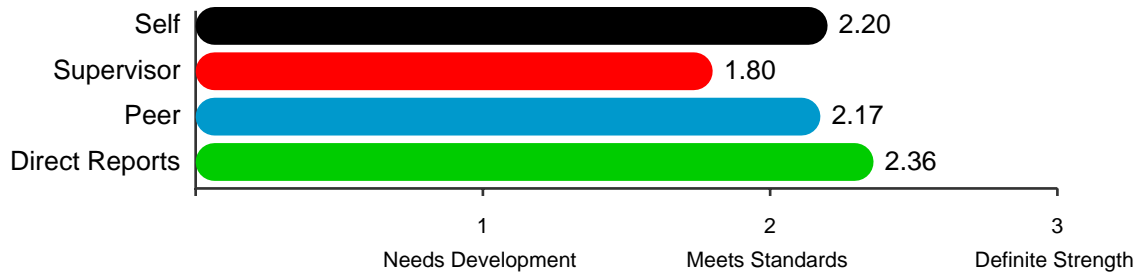
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You tell subordinates what to do, not how to do it.	15	2.60	66.7	7%	27%	67%
22. You define goals and objectives for subordinates.	15	2.33	40.0	7%	53%	40%
23. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.	15	2.07	20.0	13%	67%	20%
24. You allow employees to decide how they wish to complete the tasks.	15	2.40	53.3	13%	33%	53%
25. You clearly define duties and tasks to be completed.	15	2.27	53.3	27%	20%	53%

Comments:

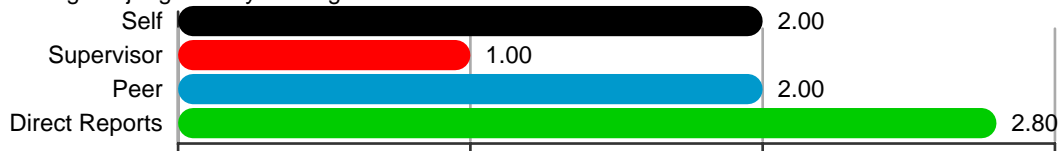
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- ___ is the best employee the department has employed.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.

Decision Making

Summary Scores



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



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



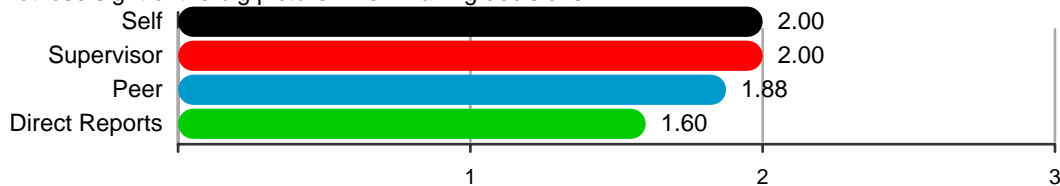
28. You ask for additional information when making critical decisions.



29. You are able to make decisions quickly.



30. You do not lose sight of the big picture when making decisions



Level of Skill

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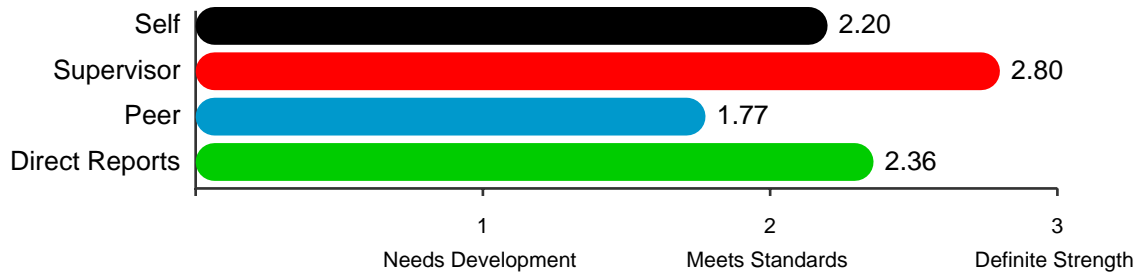
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You exercise good judgment by making sound and informed decisions.	15	2.20	33.3	13%	53%	33%
27. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	2.00	26.7	27%	47%	27%
28. You ask for additional information when making critical decisions.	15	2.47	53.3	7%	40%	53%
29. You are able to make decisions quickly.	15	2.60	60.0		40%	60%
30. You do not lose sight of the big picture when making decisions	15	1.80	13.3	33%	53%	13%

Comments:

- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- Even though she is part-time, I don't like the minimal face-to-face exposure.

Change Management

Summary Scores



31. You support the Company's efforts to implement changes.



32. You support new initiatives for organizational changes to improve effectiveness.



33. You assist others in understanding changes to the organization.



34. You are effective in implementing new organizational vision and values.



35. You adopt changes to set and example for others to follow.



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).

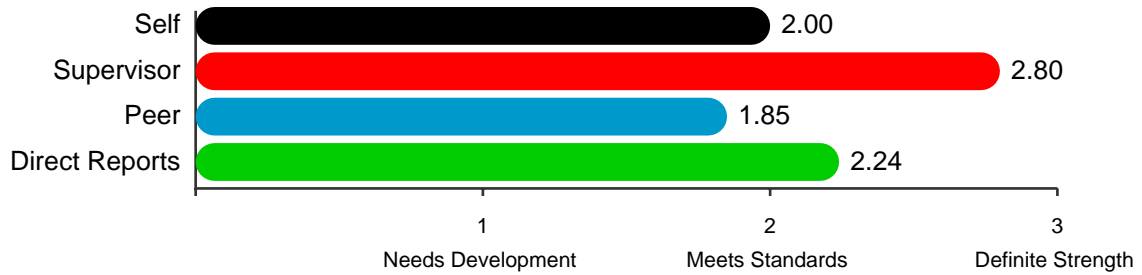
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You support the Company's efforts to implement changes.	15	2.13	33.3	20%	47%	33%
32. You support new initiatives for organizational changes to improve effectiveness.	15	2.13	33.3	20%	47%	33%
33. You assist others in understanding changes to the organization.	15	2.07	33.3	27%	40%	33%
34. You are effective in implementing new organizational vision and values.	15	2.13	26.7	13%	60%	27%
35. You adopt changes to set and example for others to follow.	15	1.87	20.0	33%	47%	20%

Comments:

- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- ___ is willing to understand how a current process works before wanting to incorporate changes.

Technical

Summary Scores



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



37. You willingly share your technical expertise; sought out as resource by others



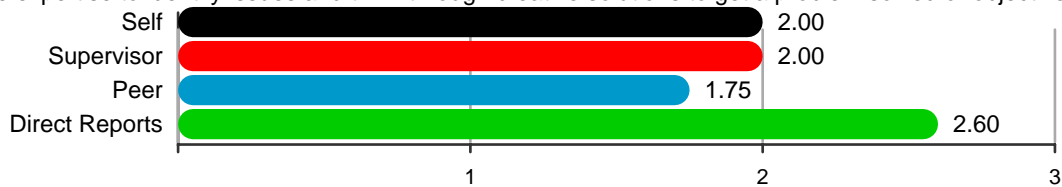
38. You seek information from others as needed.



39. 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.



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



Level of Skill

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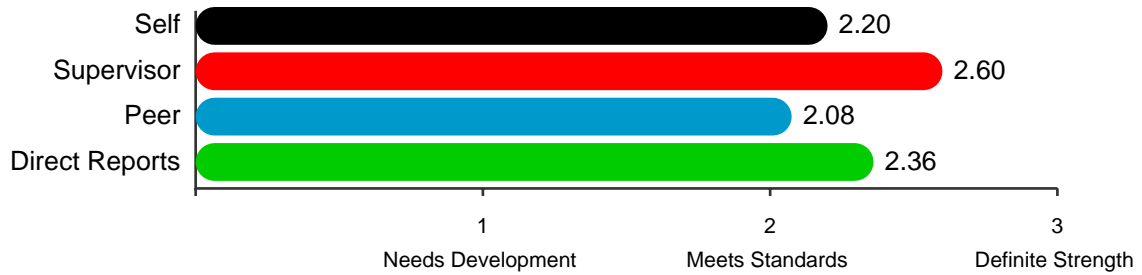
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You are knowledgeable of procedures or systems necessary for the job.	15	1.87	20.0	33%	47%	20%
37. You willingly share your technical expertise; sought out as resource by others	15	1.93	13.3	20%	67%	13%
38. You seek information from others as needed.	15	2.07	33.3	27%	40%	33%
39. 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	2.33	33.3		67%	33%
40. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- I will always welcome ___'s direct, honest, caring feedback.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- 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.
- Difficult to reach sometimes and often does not respond to messages at all.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.

Client Focus

Summary Scores



41. You look for opportunities that have a positive impact on Clients.



42. You maintain strong relationships with clients.



43. You obtain feedback to ensure client needs are being met.



44. You are pro-active in dealing with clients and addressing your needs.



45. You ensure client commitments and requirements are met or exceeded



Level of Skill

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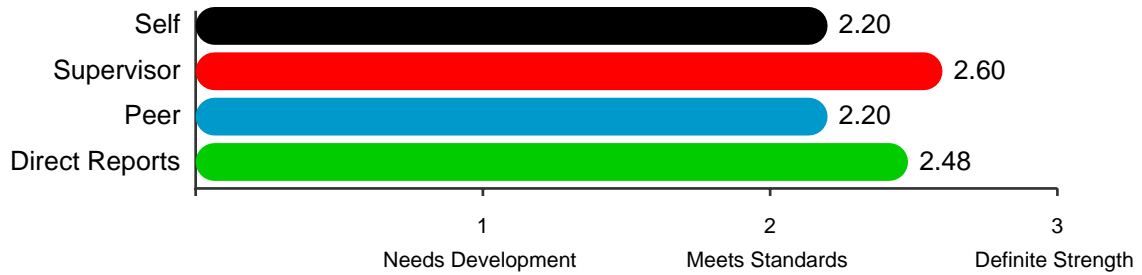
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You look for opportunities that have a positive impact on Clients.	15	2.00	26.7	27%	47%	27%
42. You maintain strong relationships with clients.	15	2.13	33.3	20%	47%	33%
43. You obtain feedback to ensure client needs are being met.	15	2.20	40.0	20%	40%	40%
44. You are pro-active in dealing with clients and addressing your needs.	15	2.20	26.7	7%	67%	27%
45. You ensure client commitments and requirements are met or exceeded	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- She is willing to fill in with daily workload when we are short staffed.
- ___ is an amazing manager. She genuinely cares about her staff.
- ___ is always professional during interactions with staff.
- ___ always has the customer at the center of focus.
- ___ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contributions to the department.

Teamwork

Summary Scores



46. You create opportunities to learn with other team members



47. You share credit for accomplishments with team members



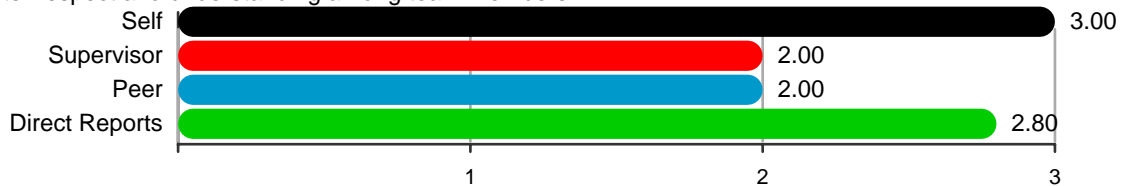
48. You build relationships across boundaries and with key stakeholders by developing informal and formal networks.



49. You contribute to and supports team decision-making process



50. You foster respect and understanding among team members



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).

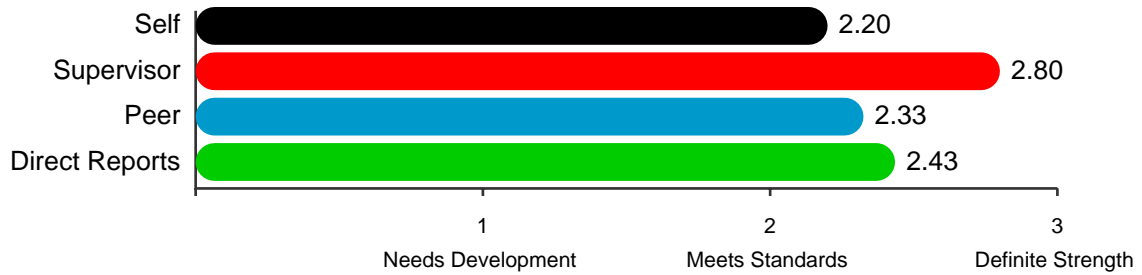
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You create opportunities to learn with other team members	15	2.27	26.7		73%	27%
47. You share credit for accomplishments with team members	15	2.13	26.7	13%	60%	27%
48. You build relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	2.40	40.0		60%	40%
49. You contribute to and supports team decision-making process	15	2.47	46.7		53%	47%
50. You foster respect and understanding among team members	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- She removes barriers so that we can do our job to the best of our ability.
- She exhibits vision, compassion and high integrity in all of her work.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- I appreciate her style and support.

Organizational Fluency

Summary Scores



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



52. You understand departmental policies and procedures.



53. You understand the current organizational culture.



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



55. You are able to deal with sensitive issues with tact and professionalism.



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. You adept at navigating within the culture of the department.	14	2.21	28.6	7%	64%	29%
52. You understand departmental policies and procedures.	14	2.29	42.9	14%	43%	43%
53. You understand the current organizational culture.	15	2.53	53.3		47%	53%
54. You are effective in communicating with others within the organization.	15	2.47	46.7		53%	47%
55. You are able to deal with sensitive issues with tact and professionalism.	15	2.40	40.0		60%	40%

Comments:

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- Take charge without feeling like you need approval.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.

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?

- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- She involves our team and holds us accountable out of respect.
- It has been a pleasure working with _____. Her interactions with customers have improved over the last year.
- _____ exemplifies all of the above.
- _____ does not beat around the bush nor does she have hidden agendas.

What do you like best about working with this individual?

- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- _____ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- _____ is a great manager, committed to each employee in our department.
- As I have indicated above, _____ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that she will grow in her leadership role.
- She walks the walk and talks the talk.
- Whenever _____ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). She also participated in interviews within my department and was a valuable member.

What do you like least about working with this individual?

- _____ could also improve her ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- She has worked hard to understand people's strengths and what they need from her.
- 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.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- Establishes a culture where everyone's contribution is acknowledged and valued.

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

- I appreciate her openness and availability to all the staff.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- _____ routinely goes out of her way to make work a more engaging experience.
- When in meetings in _____'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- _____ is respected by the team and they openly seek out her advice or opinion.
- She 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.

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

- I admire her ability to see the big picture (both within our walls and outside our walls).
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ always has the customer at the center of focus.
- ___ consistently asks how the day is going, if she can help us at all.
- ___ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contributions to the department.

Any final comments?

- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- ___ is a great role model and leader. Others could learn from her style.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- She gives you confidence knowing she always has your back.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.