



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.



Strategic Insight

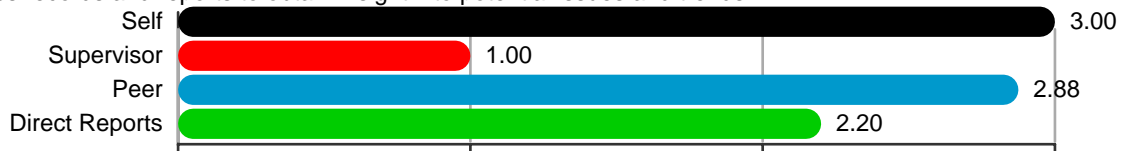
Summary Scores



1. Formulates strategies and action plans to ensure successful completion of goals and objectives.



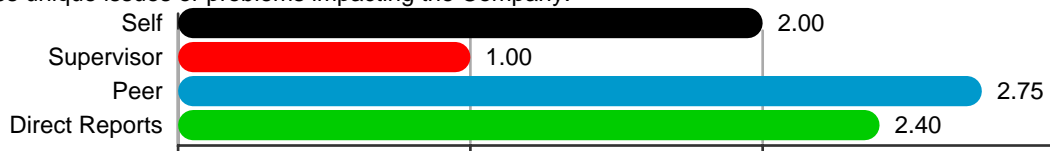
2. Analyzes records and reports to obtain insight into potential issues and trends.



3. Communicates vision for the department and company.



4. Analyzes unique issues or problems impacting the Company.



5. Identifies potential problems before they become critical incidents.



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. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	2.27	33.3	7%	60%	33%
2. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.53	73.3	20%	7%	73%
3. Communicates vision for the department and company.	15	2.33	40.0	7%	53%	40%
4. Analyzes unique issues or problems impacting the Company.	15	2.47	53.3	7%	40%	53%
5. Identifies potential problems before they become critical incidents.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is professional, collaborative. . . a great team member.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- 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.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- She recognized where I needed help and supported me in making the case to get it.
- She is very relatable and I believe it helps with the initial contact with the prospects.

Client Focus

Summary Scores



6. Obtains feedback to ensure client needs are being met.



7. Ensures client commitments and requirements are met or exceeded



8. Is pro-active in dealing with clients and addressing their needs.



9. Looks for opportunities that have a positive impact on Clients.



10. Satisfies client needs.



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. Obtains feedback to ensure client needs are being met.	15	2.13	33.3	20%	47%	33%
7. Ensures client commitments and requirements are met or exceeded	15	2.07	26.7	20%	53%	27%
8. Is pro-active in dealing with clients and addressing their needs.	15	2.33	40.0	7%	53%	40%
9. Looks for opportunities that have a positive impact on Clients.	15	2.40	53.3	13%	33%	53%
10. Satisfies client needs.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- Always conducts herself in a professional manner.
- 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 is very supportive and easily approachable.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

Customer Focus

Summary Scores



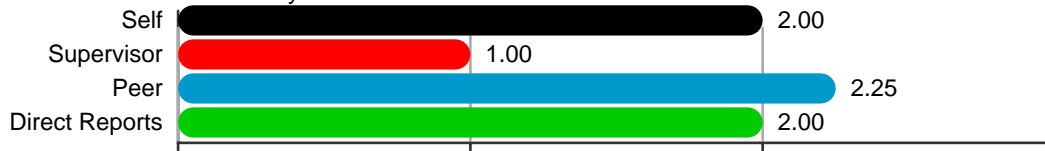
11. Ensures all customer commitments and requirements are met or exceeded.



12. Consistently models positive customer service attitudes.



13. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



14. Does not hesitate to address customer concerns or complaints.



15. Develops good rapport and trust with the customer.



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. Ensures all customer commitments and requirements are met or exceeded.	15	2.33	40.0	7%	53%	40%
12. Consistently models positive customer service attitudes.	15	2.07	20.0	13%	67%	20%
13. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	2.07	26.7	20%	53%	27%
14. Does not hesitate to address customer concerns or complaints.	15	2.27	40.0	13%	47%	40%
15. Develops good rapport and trust with the customer.	14	2.43	50.0	7%	43%	50%

Comments:

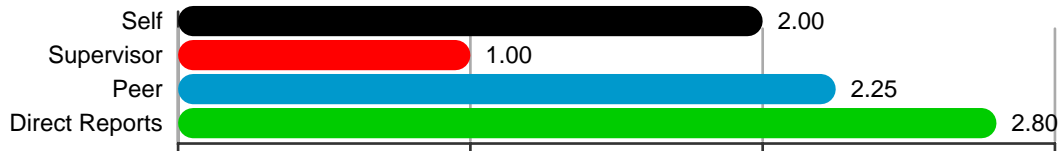
- I enjoy working with ____; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- I feel as though ____ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- ____ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ____ takes pride in her department. Her follow through is excellent. ____ leads by example.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- ____ offers support to her managers in a style that is engaging, consistent, and motivating.

Feedback

Summary Scores



16. Actively seeks feedback from others.



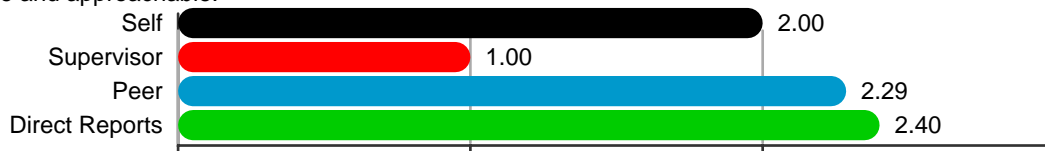
17. Is easy to approach with ideas and opinions.



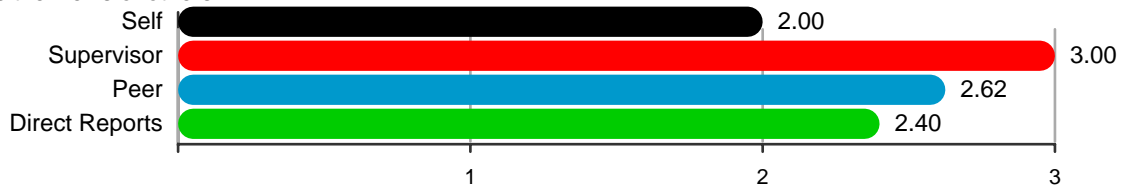
18. Shares past experiences with others as learning opportunities.



19. Is visible and approachable.



20. Accepts the views 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. Actively seeks feedback from others.	15	2.33	46.7	13%	40%	47%
17. Is easy to approach with ideas and opinions.	15	2.33	40.0	7%	53%	40%
18. Shares past experiences with others as learning opportunities.	14	2.00	14.3	14%	71%	14%
19. Is visible and approachable.	14	2.21	42.9	21%	36%	43%
20. Accepts the views of others.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is a great communicator and challenges staff to look at process improvements. She 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.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- 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.
- Her professionalism is beyond reproach and she is fair and just.

Management

Summary Scores



21. Makes you feel enthusiastic about your work



22. Keep staff informed about what is happening in the company



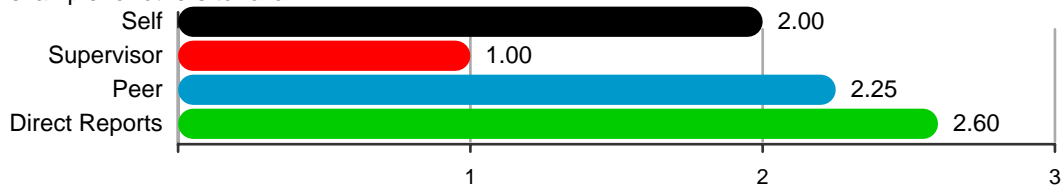
23. Is ready to offer help



24. Takes responsibility for things that go wrong



25. Sets an 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
21. Makes you feel enthusiastic about your work	15	2.60	66.7	7%	27%	67%
22. Keep staff informed about what is happening in the company	15	2.33	40.0	7%	53%	40%
23. Is ready to offer help	15	2.07	20.0	13%	67%	20%
24. Takes responsibility for things that go wrong	15	2.40	53.3	13%	33%	53%
25. Sets an example for others to follow	15	2.27	53.3	27%	20%	53%

Comments:

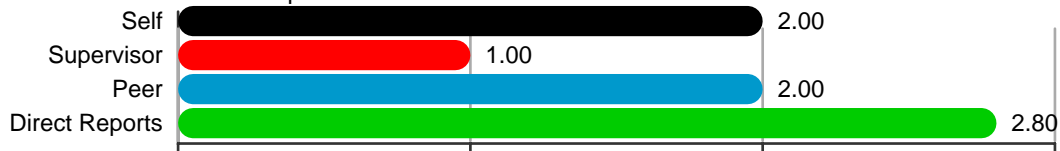
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- I think ___ works really hard to engage with everyone of us.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- ___ is very friendly and expresses genuine care for the staff when she is present.

Persuasion and Influence

Summary Scores



26. Seeks to obtain consensus or compromise.



27. Able to express own goals and needs.



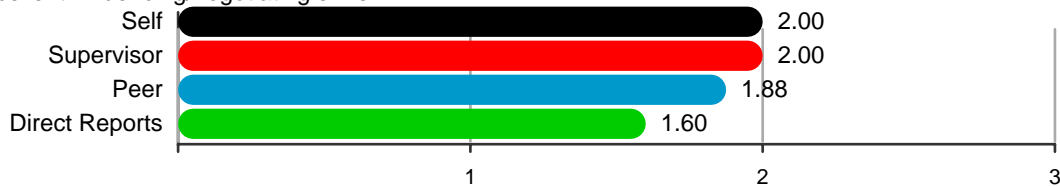
28. Ensures stakeholders are involved in the decision making process.



29. Communicates effectively with others.



30. Has excellent influencing/negotiating skills.



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. Seeks to obtain consensus or compromise.	15	2.20	33.3	13%	53%	33%
27. Able to express own goals and needs.	15	2.00	26.7	27%	47%	27%
28. Ensures stakeholders are involved in the decision making process.	15	2.47	53.3	7%	40%	53%
29. Communicates effectively with others.	15	2.60	60.0		40%	60%
30. Has excellent influencing/negotiating skills.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has brought a much needed positive change to [CompanyName].
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- ___ works very well with other departments.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- Always approachable no matter how busy she is.

Decision Making

Summary Scores



31. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



32. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



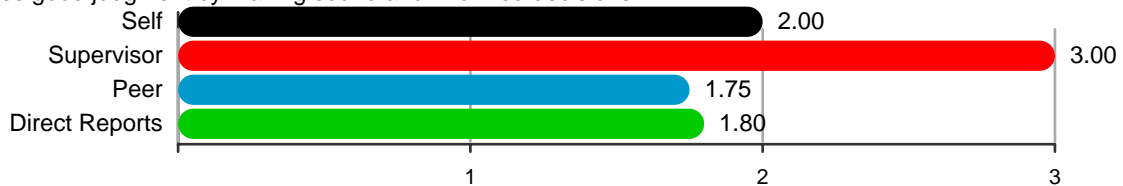
33. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently



34. Seeks input from key people who should be involved in, or will be affected by, decisions



35. Exercises good judgment by making sound and informed decisions.



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. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	2.13	33.3	20%	47%	33%
32. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	2.13	33.3	20%	47%	33%
33. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	2.07	33.3	27%	40%	33%
34. Seeks input from key people who should be involved in, or will be affected by, decisions	15	2.13	26.7	13%	60%	27%
35. Exercises good judgment by making sound and informed decisions.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- I respect ___ and have turned to her for advice.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- ___ is determined to help make [CompanyName] successful.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She is very collaborative and always attempts to work with others.

Innovation

Summary Scores



36. Implements best practices within the department.



37. Creates a safe environment for idea-sharing.



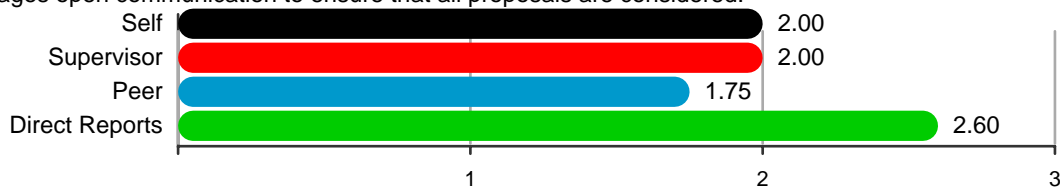
38. Builds upon the ideas and solutions of others.



39. Searches for opportunities and innovative ways to improve the organization.



40. Encourages open communication to ensure that all proposals are considered.



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. Implements best practices within the department.	15	1.87	20.0	33%	47%	20%
37. Creates a safe environment for idea-sharing.	15	1.93	13.3	20%	67%	13%
38. Builds upon the ideas and solutions of others.	15	2.07	33.3	27%	40%	33%
39. Searches for opportunities and innovative ways to improve the organization.	15	2.33	33.3		67%	33%
40. Encourages open communication to ensure that all proposals are considered.	15	2.07	33.3	27%	40%	33%

Comments:

- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- Good leadership style.
- I will always welcome ___'s direct, honest, caring feedback.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- She is continually looking for ways to improve our service to our customers.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.

Juggling Multiple Responsibilities

Summary Scores



41. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.



42. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.



43. Builds in extra time in the schedule for unplanned events/occurrences.



44. Prioritizes tasks for efficiency.



45. Switches attention to more urgent tasks when necessary.



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. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	2.00	26.7	27%	47%	27%
42. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	2.13	33.3	20%	47%	33%
43. Builds in extra time in the schedule for unplanned events/occurrences.	15	2.20	40.0	20%	40%	40%
44. Prioritizes tasks for efficiency.	15	2.20	26.7	7%	67%	27%
45. Switches attention to more urgent tasks when necessary.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ is a great team player for our organization as a whole and for the Department itself.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.

Interpersonal Skills

Summary Scores



46. Is open and approachable



47. Effectively manages conflicts by dealing with them directly and immediately



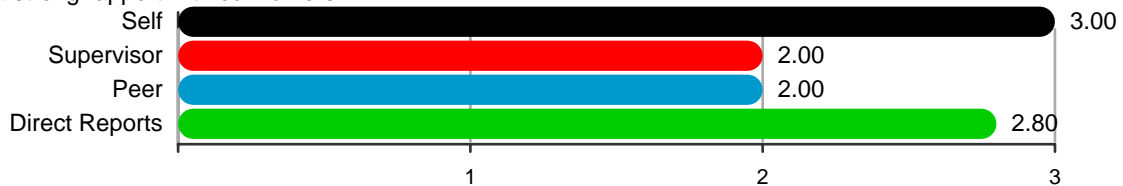
48. Comes across as credible, knowledgeable and sincere



49. Successfully resolves conflicts and grievances to a win-win solution.



50. Builds a strong rapport with co-workers.



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. Is open and approachable	15	2.27	26.7		73%	27%
47. Effectively manages conflicts by dealing with them directly and immediately	15	2.13	26.7	13%	60%	27%
48. Comes across as credible, knowledgeable and sincere	15	2.40	40.0		60%	40%
49. Successfully resolves conflicts and grievances to a win-win solution.	15	2.47	46.7		53%	47%
50. Builds a strong rapport with co-workers.	15	2.33	46.7	13%	40%	47%

Comments:

- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.

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 feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- She's a very hard worker and always helping out when needed.
- ___ 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.
- ___ teams with others to improve communication and process.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.

What do you like best about working with this individual?

- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- Closes off discussions with action plans.
- She is organized, kind, and extremely approachable.
- I appreciate her perspective and guidance on a variety of things.
- There are a lot of great features this system has to offer and ___ has challenges at times.

What do you like least about working with this individual?

- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- She is very customer focused and this reflects in her division leadership and performance.
- I appreciate how ___ guides, supports, and direct staff.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.

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

- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- Timely follow through.
- ___ 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.

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

- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- She always steps up and gets what needs to be done completed.
- She values our feedback and takes our recommendations seriously.
- ___ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.

Any final comments?

- I enjoy working with ___ and look forward to future opportunities for collaboration.
- She keeps focused on things that are important for her department to run smoothly.
- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- She is organized, kind, and extremely approachable.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- Team-oriented and goal focused. Shows continuous desire for improvement.