



Feedback Results
Your CompanyName Here
2024

Sample Employee

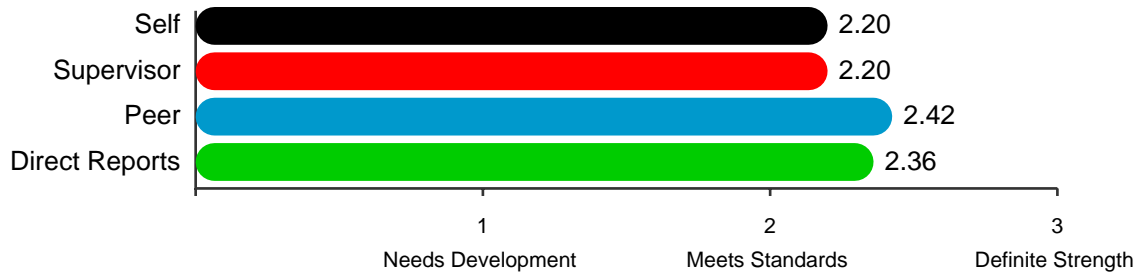
Gap Analysis

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.



Supervisory Skills

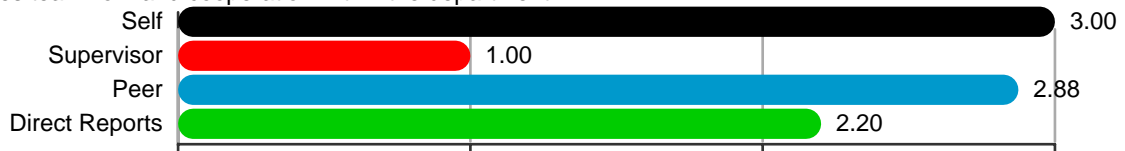
Summary Scores



1. Treats all staff equitably.



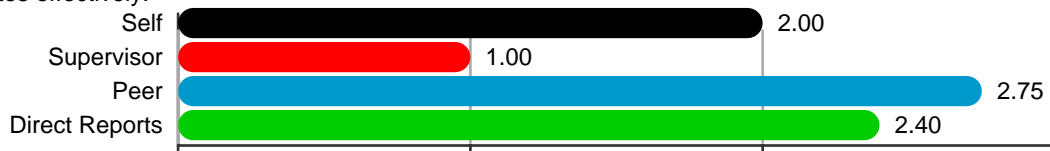
2. Promotes teamwork and cooperation within the department.



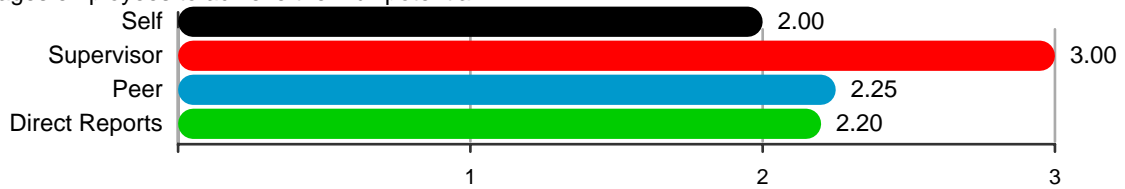
3. Provides constructive, ongoing feedback.



4. Delegates effectively.



5. Encourages employees to achieve their full potential.



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).

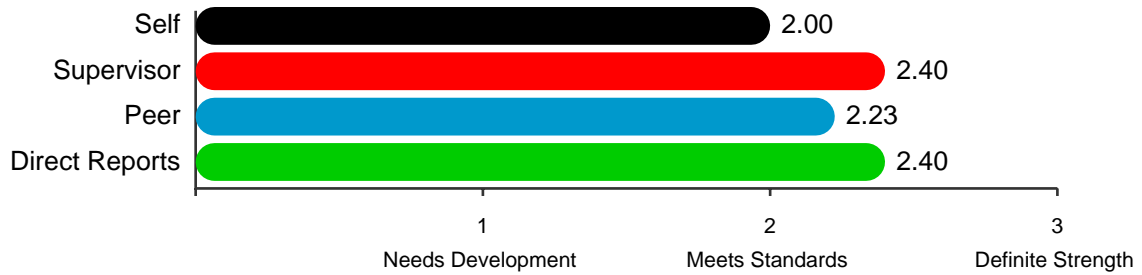
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Treats all staff equitably.	15	2.27	33.3	7%	60%	33%
2. Promotes teamwork and cooperation within the department.	15	2.53	73.3	20%	7%	73%
3. Provides constructive, ongoing feedback.	15	2.33	40.0	7%	53%	40%
4. Delegates effectively.	15	2.47	53.3	7%	40%	53%
5. Encourages employees to achieve their full potential.	15	2.27	40.0	13%	47%	40%

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.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- He has the ability to look at the system as a whole and make solid long range decisions.
- _____ is a very effective leader and a role model for other leaders.
- He cares deeply about the engagement of his staff and has concern for those in need.
- _____ has made great strides with increasing communication and teamwork within his reports.

Analytical

Summary Scores



6. Identifies opportunities for progress and innovation.



7. Identifies the root cause of a problem.



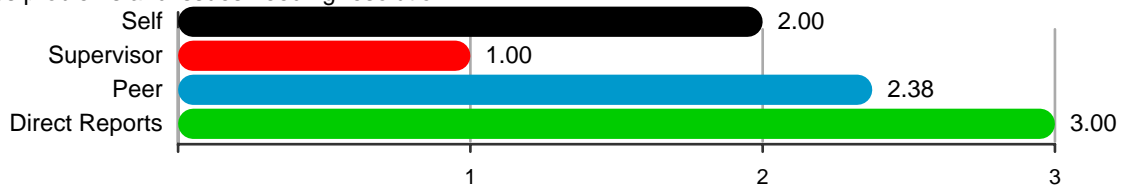
8. Analyzes data and information from several sources and arrives at logical conclusions.



9. Selects the appropriate techniques for analysis.



10. Identifies problems and issues needing resolution.



Level of Skill

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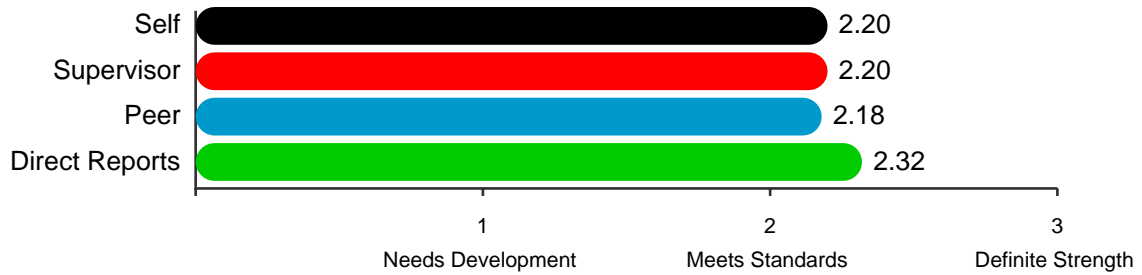
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Identifies opportunities for progress and innovation.	15	2.13	33.3	20%	47%	33%
7. Identifies the root cause of a problem.	15	2.07	26.7	20%	53%	27%
8. Analyzes data and information from several sources and arrives at logical conclusions.	15	2.33	40.0	7%	53%	40%
9. Selects the appropriate techniques for analysis.	15	2.40	53.3	13%	33%	53%
10. Identifies problems and issues needing resolution.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ is an extremely effective leader.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.

Communication Skills

Summary Scores



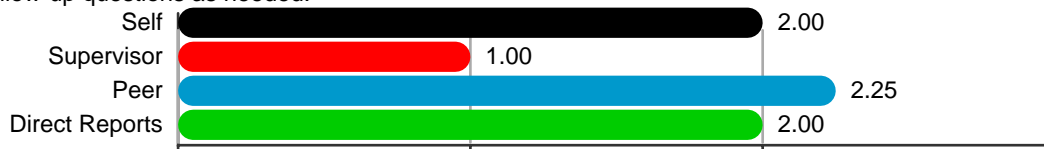
11. Conveys ideas confidently and succinctly.



12. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



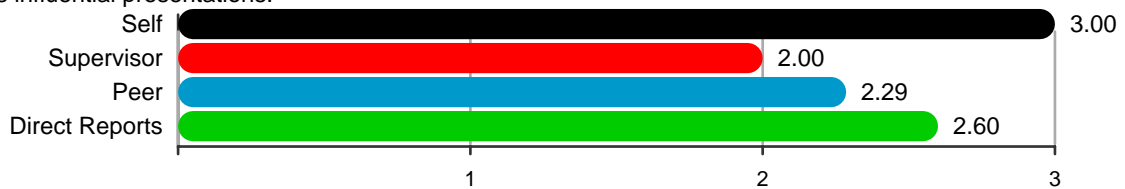
13. Asks follow-up questions as needed.



14. Communications with department leadership



15. Delivers influential presentations.



Level of Skill

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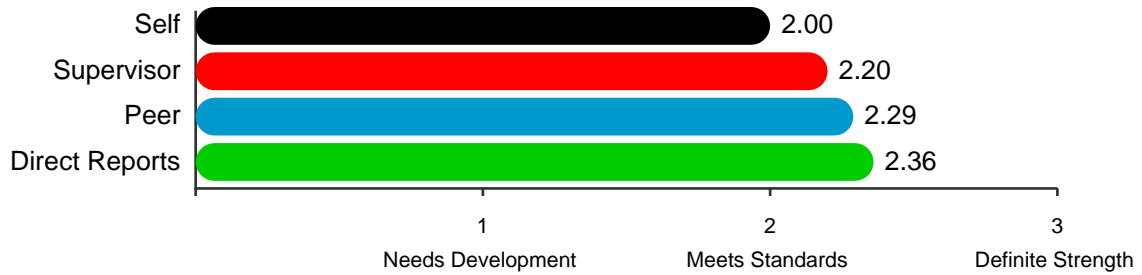
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Conveys ideas confidently and succinctly.	15	2.33	40.0	7%	53%	40%
12. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	2.07	20.0	13%	67%	20%
13. Asks follow-up questions as needed.	15	2.07	26.7	20%	53%	27%
14. Communications with department leadership	15	2.27	40.0	13%	47%	40%
15. Delivers influential presentations.	14	2.43	50.0	7%	43%	50%

Comments:

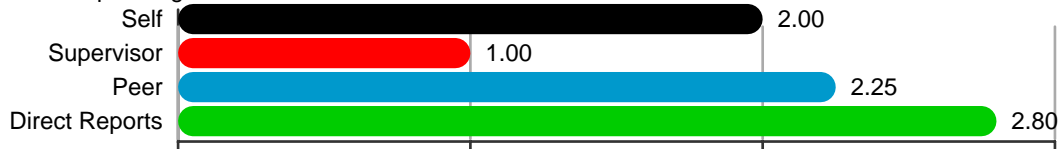
- He inspires us to remember that as leaders, anything's possible.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Has the experience needed.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.

Flexibility

Summary Scores



16. Effective in incorporating new ideas.



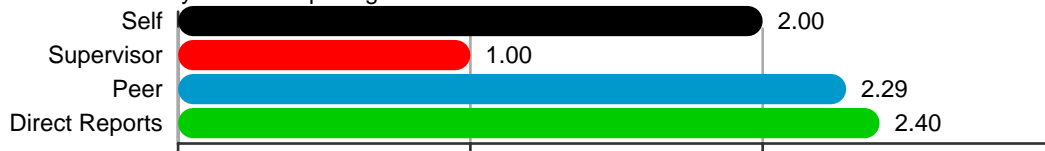
17. Identifies new opportunities to achieve goals



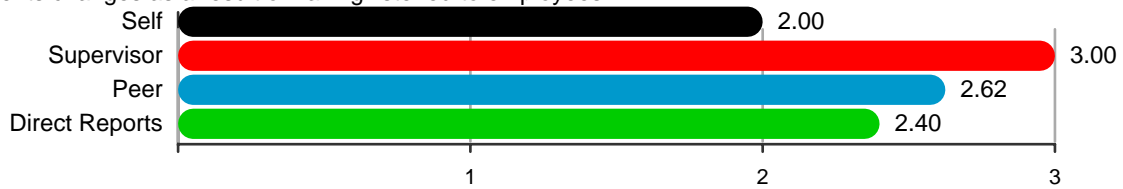
18. Open to the perspectives/viewpoints of others.



19. Is open to alternative ways to accomplish goals



20. Implements changes as a result of having listened to employees



Level of Skill

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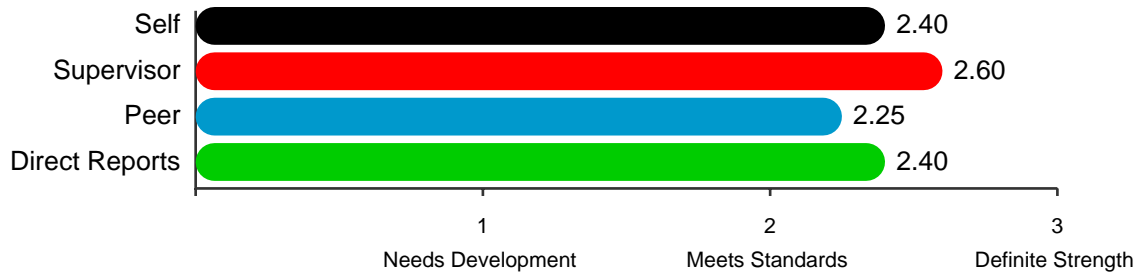
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Effective in incorporating new ideas.	15	2.33	46.7	13%	40%	47%
17. Identifies new opportunities to achieve goals	15	2.33	40.0	7%	53%	40%
18. Open to the perspectives/viewpoints of others.	14	2.00	14.3	14%	71%	14%
19. Is open to alternative ways to accomplish goals	14	2.21	42.9	21%	36%	43%
20. Implements changes as a result of having listened to employees	15	2.53	60.0	7%	33%	60%

Comments:

- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- _____ is very approachable and always willing to listen.
- _____ is very good at recognizing the strengths of his 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.
- He inspires others by the manner in which he does his work and engages others.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.

Leadership

Summary Scores



21. Sets clear goals and objectives for subordinates.



22. Able to influence others.



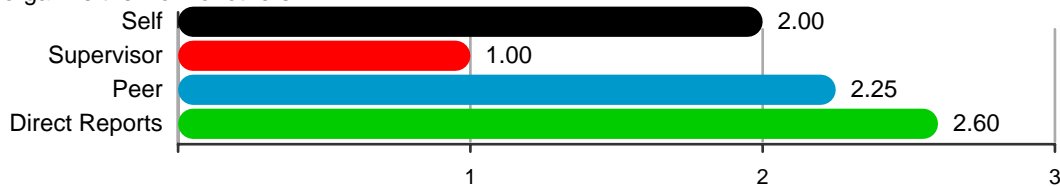
23. Provides resources to enable individuals to develop professionally.



24. Highly effective supervisor.



25. Able to organize the work of others.



Level of Skill

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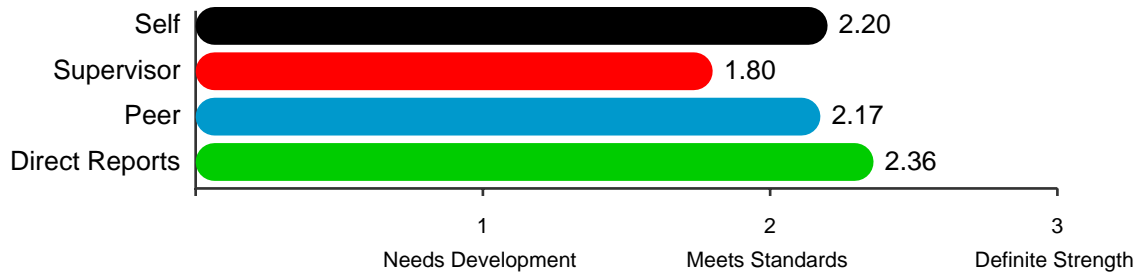
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Sets clear goals and objectives for subordinates.	15	2.60	66.7	7%	27%	67%
22. Able to influence others.	15	2.33	40.0	7%	53%	40%
23. Provides resources to enable individuals to develop professionally.	15	2.07	20.0	13%	67%	20%
24. Highly effective supervisor.	15	2.40	53.3	13%	33%	53%
25. Able to organize the work of others.	15	2.27	53.3	27%	20%	53%

Comments:

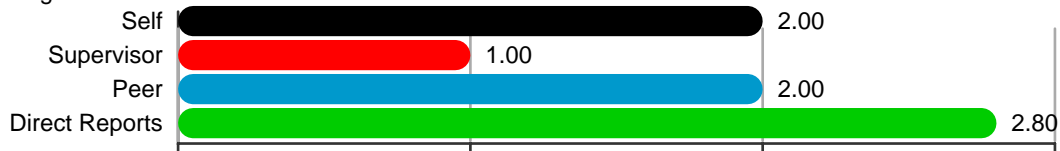
- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

Goals

Summary Scores



26. Goal Setting



27. Achieves goals.



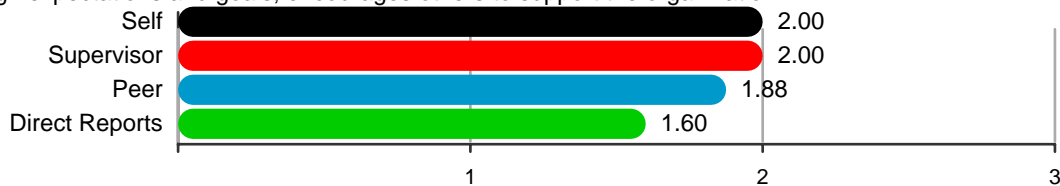
28. Makes sure that team members have a clear idea of our group's goals.



29. Makes sure that I have a clear idea of our group's goals.



30. Sets high expectations and goals; encourages others to support the organization.



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).

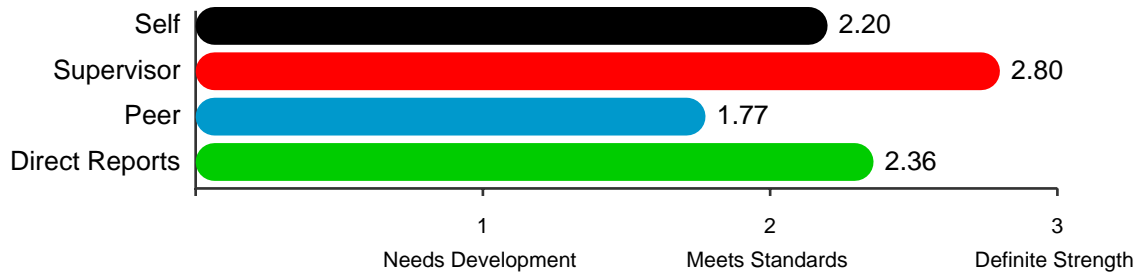
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Goal Setting	15	2.20	33.3	13%	53%	33%
27. Achieves goals.	15	2.00	26.7	27%	47%	27%
28. Makes sure that team members have a clear idea of our group's goals.	15	2.47	53.3	7%	40%	53%
29. Makes sure that I have a clear idea of our group's goals.	15	2.60	60.0		40%	60%
30. Sets high expectations and goals; encourages others to support the organization.	15	1.80	13.3	33%	53%	13%

Comments:

- Difficult to reach sometimes and often does not respond to messages at all.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- Takes complete ownership of role and looks for ways to assist teammates.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.

Technology Use/Management

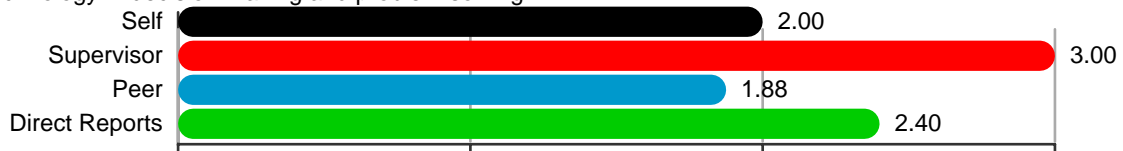
Summary Scores



31. Understands and is committed to implementing new technologies.



32. Uses technology in decision making and problem solving.



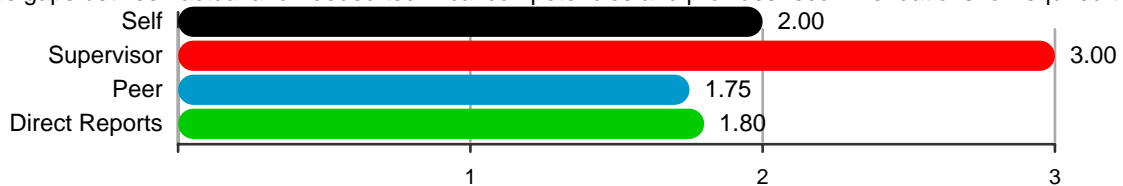
33. Supports employee training and development initiatives regarding implementation of technology.



34. Proficient in the use of technical systems and processes.



35. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



Level of Skill

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

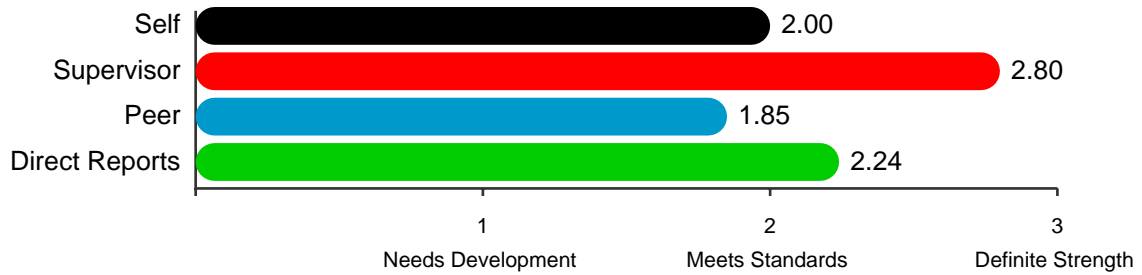
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Understands and is committed to implementing new technologies.	15	2.13	33.3	20%	47%	33%
32. Uses technology in decision making and problem solving.	15	2.13	33.3	20%	47%	33%
33. Supports employee training and development initiatives regarding implementation of technology.	15	2.07	33.3	27%	40%	33%
34. Proficient in the use of technical systems and processes.	15	2.13	26.7	13%	60%	27%
35. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	1.87	20.0	33%	47%	20%

Comments:

- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- _____ consistently asks how the day is going, if he can help us at all.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- _____ 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.
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.

Partnering/Networking

Summary Scores



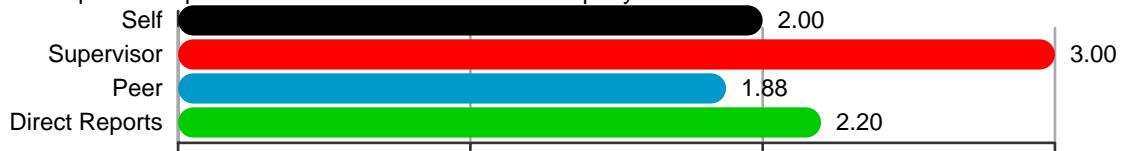
36. Builds alliances between departments and teams.



37. Develops a sense of trust in subordinates so they can freely interact and share information with others.



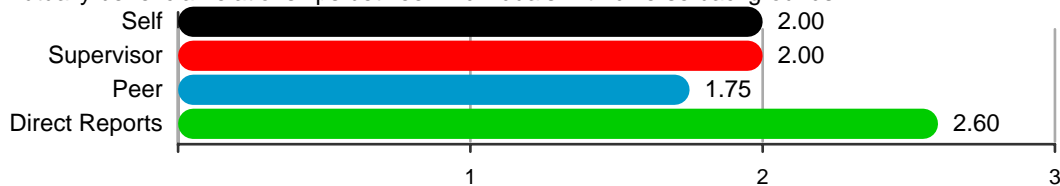
38. Capitalizes on partnerships and networks to enhance the Company's bottom line.



39. Seeks an understanding of diverse functions within the Company.



40. Forges mutually beneficial relationships between individuals with diverse backgrounds.



Level of Skill

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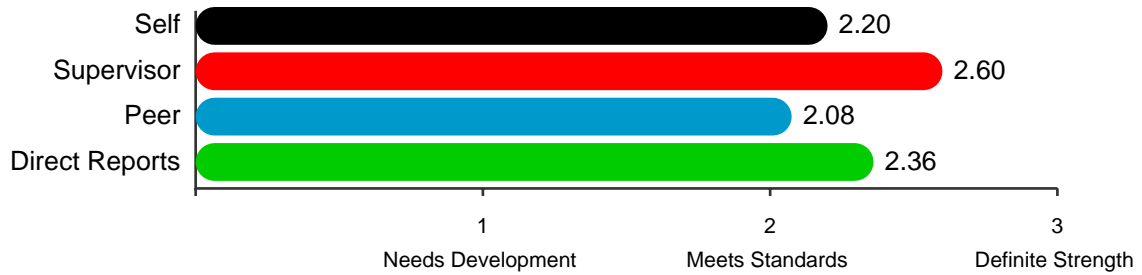
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Builds alliances between departments and teams.	15	1.87	20.0	33%	47%	20%
37. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	1.93	13.3	20%	67%	13%
38. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	2.07	33.3	27%	40%	33%
39. Seeks an understanding of diverse functions within the Company.	15	2.33	33.3		67%	33%
40. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	2.07	33.3	27%	40%	33%

Comments:

- He is a pleasure to work with and an asset to [CompanyName].
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- I feel as though _____ is still getting to know his management team and employees. He 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 he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- _____ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.

Strategic Focus

Summary Scores



41. Looks for opportunities to enhance contributions to the bottom line.



42. Understands & contributes to development of strategic goals.



43. Understands their role within the organization.



44. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



45. Communicates goals and objectives to employees.



Level of Skill

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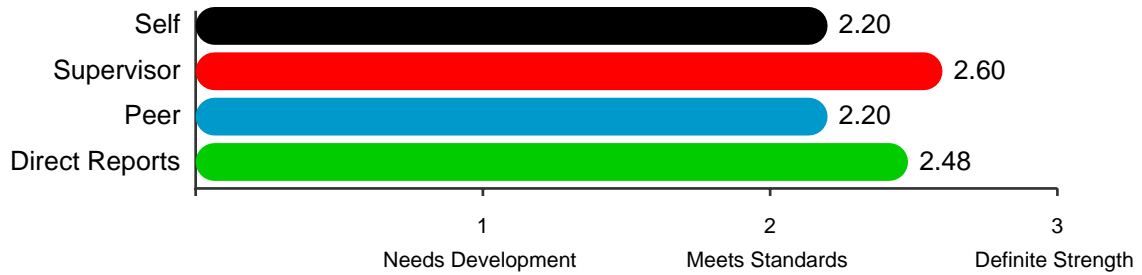
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Looks for opportunities to enhance contributions to the bottom line.	15	2.00	26.7	27%	47%	27%
42. Understands & contributes to development of strategic goals.	15	2.13	33.3	20%	47%	33%
43. Understands their role within the organization.	15	2.20	40.0	20%	40%	40%
44. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.20	26.7	7%	67%	27%
45. Communicates goals and objectives to employees.	15	2.53	60.0	7%	33%	60%

Comments:

- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- He leads by example, not reputation.

Company

Summary Scores



46. Expresses loyalty and dedication to [Company] in interactions with others.



47. Attends [Company] gatherings and social events.



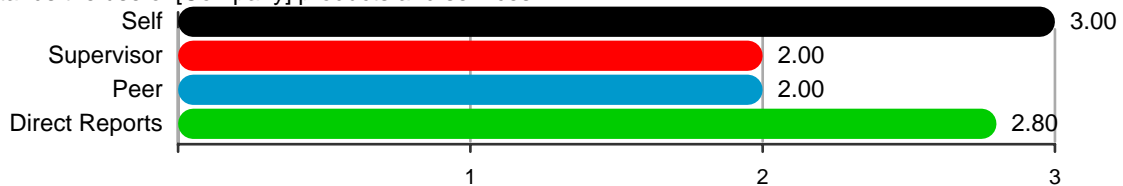
48. Follows existing procedures and processes.



49. Impresses upon others the important aspects of [Company].



50. Understands the use of [Company] products and services.



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. Expresses loyalty and dedication to [Company] in interactions with others.	15	2.27	26.7		73%	27%
47. Attends [Company] gatherings and social events.	15	2.13	26.7	13%	60%	27%
48. Follows existing procedures and processes.	15	2.40	40.0		60%	40%
49. Impresses upon others the important aspects of [Company].	15	2.47	46.7		53%	47%
50. Understands the use of [Company] products and services.	15	2.33	46.7	13%	40%	47%

Comments:

- I have truly appreciated his guidance.
- Communicate regularly with the whole company, not just one department.
- He is an outstanding manager.
- 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.
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.

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 shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- _____ 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 so attentive to the needs of our department and to the needs of individuals.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.

What do you like best about working with this individual?

- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- Provide more clarity. Increase your technical knowledge.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.

What do you like least about working with this individual?

- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that _____'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- _____ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.

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

- Is reliable and keeps the team focused on the delivery of outcomes.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- _____ has been an excellent assistant manager.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- _____ encourages us as directors to go out with one voice and keeps us accountable.

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

- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- He often involves his team in decision making and to determine how to achieve outcomes.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- As a new manager he is progressing very well.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.

Any final comments?

- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- He provided coaching and support to improve this individual's performance.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services.
Always has a positive attitude.