



Feedback Results
Your CompanyName Here
2024

Sample Employee

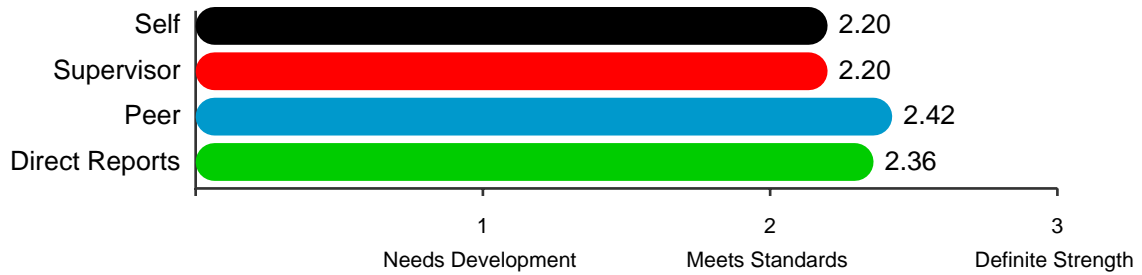
Gap Analysis

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.



Time Management

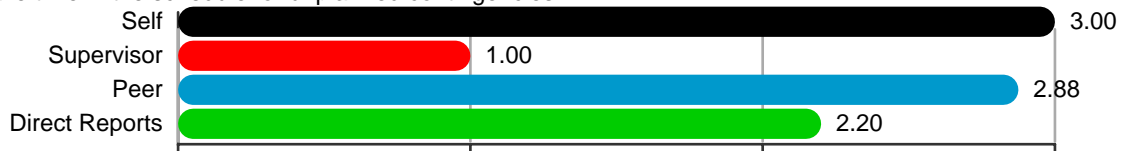
Summary Scores



1. You do not procrastinate.



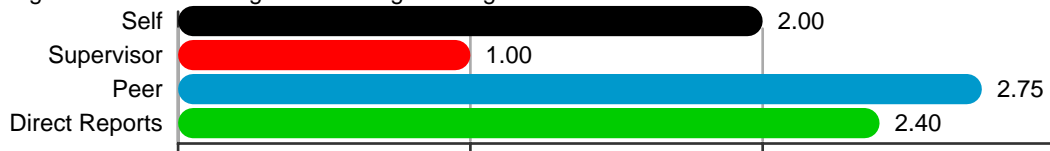
2. You leave time in the schedule for unplanned contingencies.



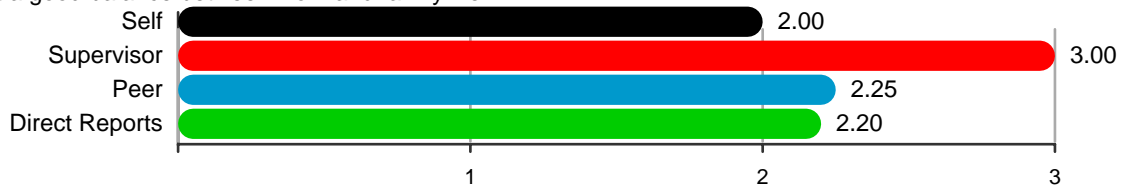
3. You prioritize new tasks according to your relative importance.



4. You use agendas when chairing or facilitating meetings.



5. You set a good balance between work and family life.



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).

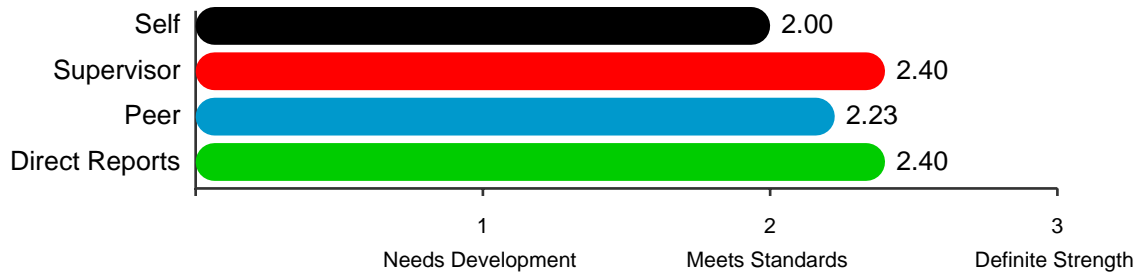
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You do not procrastinate.	15	2.27	33.3	7%	60%	33%
2. You leave time in the schedule for unplanned contingencies.	15	2.53	73.3	20%	7%	73%
3. You prioritize new tasks according to your relative importance.	15	2.33	40.0	7%	53%	40%
4. You use agendas when chairing or facilitating meetings.	15	2.47	53.3	7%	40%	53%
5. You set a good balance between work and family life.	15	2.27	40.0	13%	47%	40%

Comments:

- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She has been and is a mentor for me.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ is a pleasure to work with.

Achievement

Summary Scores



6. You are determined to complete tasks regardless of obstacles that may occur.



7. You help others to improve or meet standards of performance.



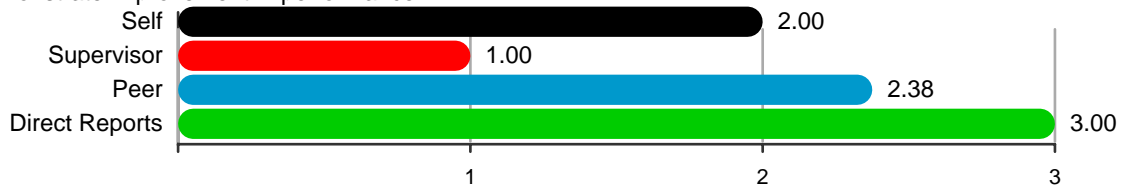
8. You systematically work to improve the organization



9. You establish stretch goals to advance skills and output.



10. You demonstrate improvement in performance.



Level of Skill

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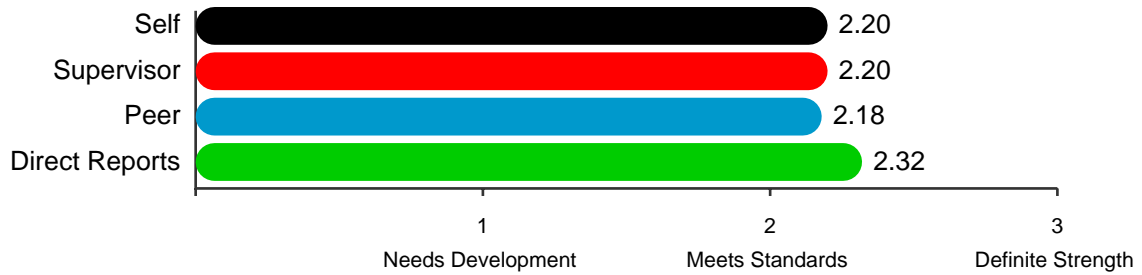
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You are determined to complete tasks regardless of obstacles that may occur.	15	2.13	33.3	20%	47%	33%
7. You help others to improve or meet standards of performance.	15	2.07	26.7	20%	53%	27%
8. You systematically work to improve the organization	15	2.33	40.0	7%	53%	40%
9. You establish stretch goals to advance skills and output.	15	2.40	53.3	13%	33%	53%
10. You demonstrate improvement in performance.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ does a great job of keeping the lines of communication and this is appreciated.
- Strive for excellence. Willing to learn. Implement advice from others.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- I really appreciate her.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.

Adaptability

Summary Scores



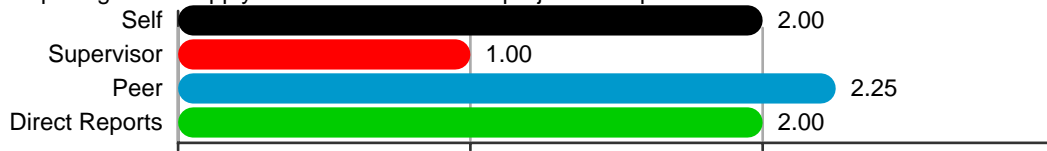
11. You work effectively in dynamic and changing work environments.



12. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.



13. You develop insights and apply innovative solutions to projects and problems.



14. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.



15. You recognize and implement changes to enhance efficiency and effectiveness.



Level of Skill

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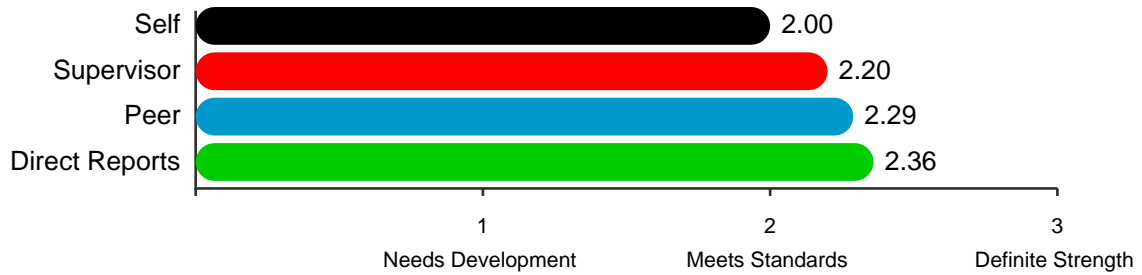
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You work effectively in dynamic and changing work environments.	15	2.33	40.0	7%	53%	40%
12. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	2.07	20.0	13%	67%	20%
13. You develop insights and apply innovative solutions to projects and problems.	15	2.07	26.7	20%	53%	27%
14. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	15	2.27	40.0	13%	47%	40%
15. You recognize and implement changes to enhance efficiency and effectiveness.	14	2.43	50.0	7%	43%	50%

Comments:

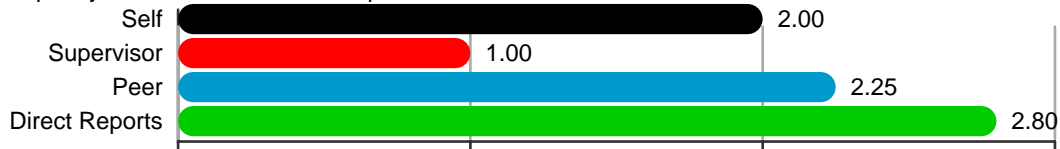
- ___ is smart, detailed and committed. I appreciate having her on our team.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- She walks the walk and talks the talk.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !

Action

Summary Scores



16. You work quickly when faced with difficult problems.



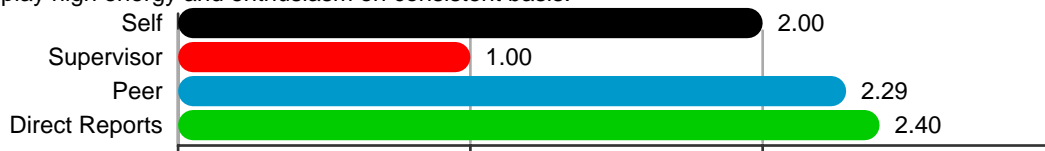
17. You do whatever it takes (within reason) to get the job done.



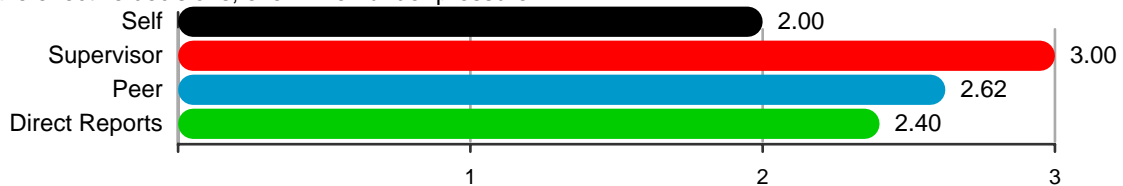
18. You are not afraid to take corrective action when necessary.



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



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



Level of Skill

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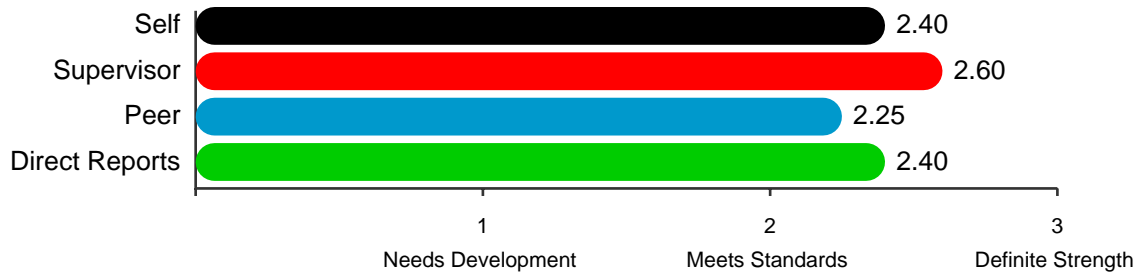
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You work quickly when faced with difficult problems.	15	2.33	46.7	13%	40%	47%
17. You do whatever it takes (within reason) to get the job done.	15	2.33	40.0	7%	53%	40%
18. You are not afraid to take corrective action when necessary.	14	2.00	14.3	14%	71%	14%
19. You display high energy and enthusiasm on consistent basis.	14	2.21	42.9	21%	36%	43%
20. You make effective decisions, even when under pressure.	15	2.53	60.0	7%	33%	60%

Comments:

- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ is very professional in dealing with her peers and the staff.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- She communicates clearly, and is always willing to listen attentively.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.

Professional Development

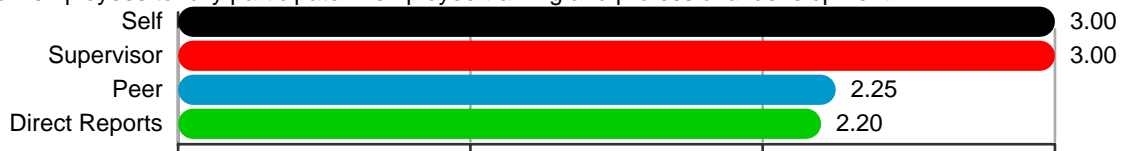
Summary Scores



21. You seek opportunities for professional development.



22. You allow employees to fully participate in employee training and professional development.



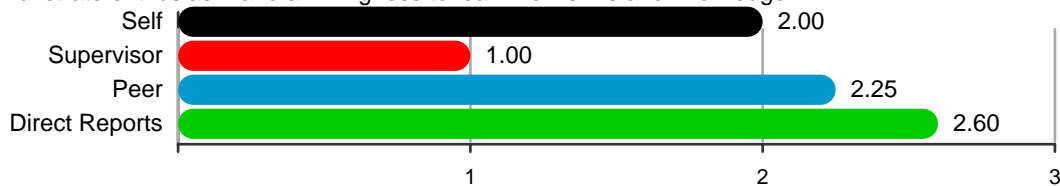
23. You encourage employees to take courses relevant to their job.



24. You quickly acquire and apply new knowledge and skills when needed



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



Level of Skill

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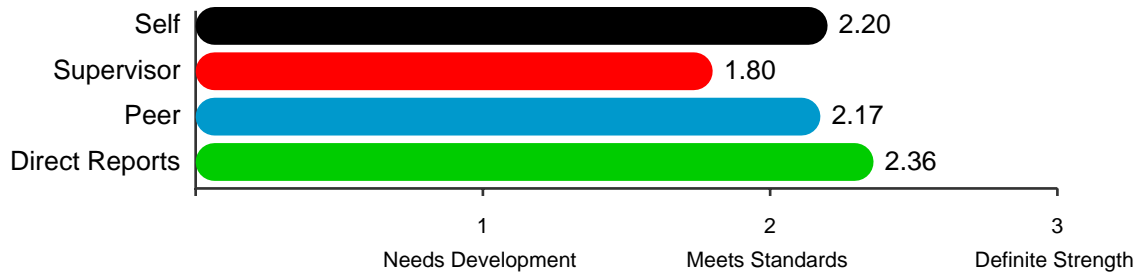
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You seek opportunities for professional development.	15	2.60	66.7	7%	27%	67%
22. You allow employees to fully participate in employee training and professional development.	15	2.33	40.0	7%	53%	40%
23. You encourage employees to take courses relevant to their job.	15	2.07	20.0	13%	67%	20%
24. You quickly acquire and apply new knowledge and skills when needed	15	2.40	53.3	13%	33%	53%
25. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.27	53.3	27%	20%	53%

Comments:

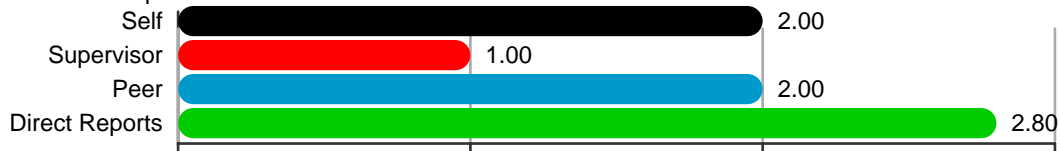
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- ___ is respected by the team and they openly seek out her advise or opinion.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- just know going through the hiring process with her.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.

Performance

Summary Scores



26. You work well in this position.



27. You shown significant improvement in job performance.



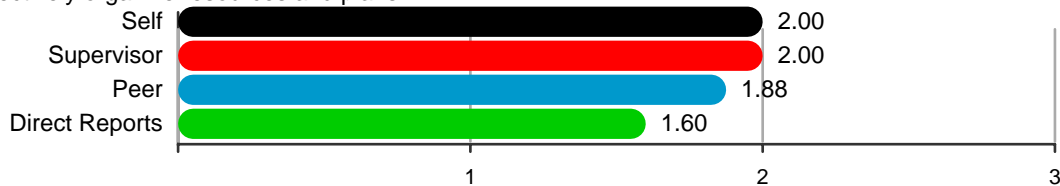
28. You are able to organize work.



29. You are effective in performing your job.



30. You effectively organize resources and plans



Level of Skill

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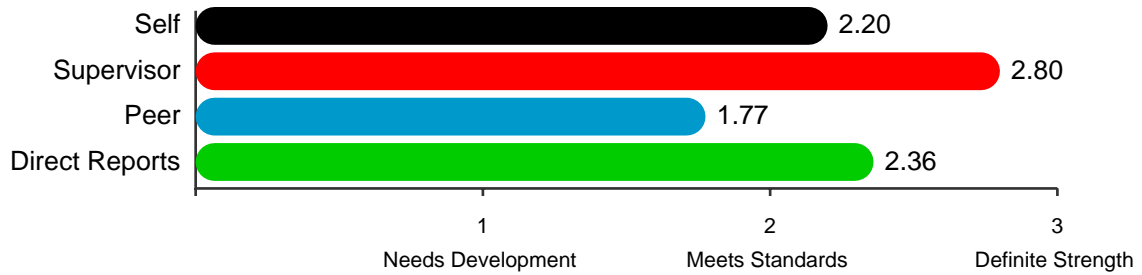
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You work well in this position.	15	2.20	33.3	13%	53%	33%
27. You shown significant improvement in job performance.	15	2.00	26.7	27%	47%	27%
28. You are able to organize work.	15	2.47	53.3	7%	40%	53%
29. You are effective in performing your job.	15	2.60	60.0		40%	60%
30. You effectively organize resources and plans	15	1.80	13.3	33%	53%	13%

Comments:

- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- I would like to see her expand personal long-term goals at the company.
- She had done amazingly well considering all of the global threats to the product line.
- She has integrity, dependability, and a desire to constantly improve.
- ___ 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.

Problem Solving

Summary Scores



31. You generate alternative solutions to problems and challenges.



32. You identify fresh approaches and shows a willingness to question traditional assumptions.



33. You actively seek the root cause of a problem.



34. You find creative ways to get things done with limited resources.



35. You solve problems using logic and insight.



Level of Skill

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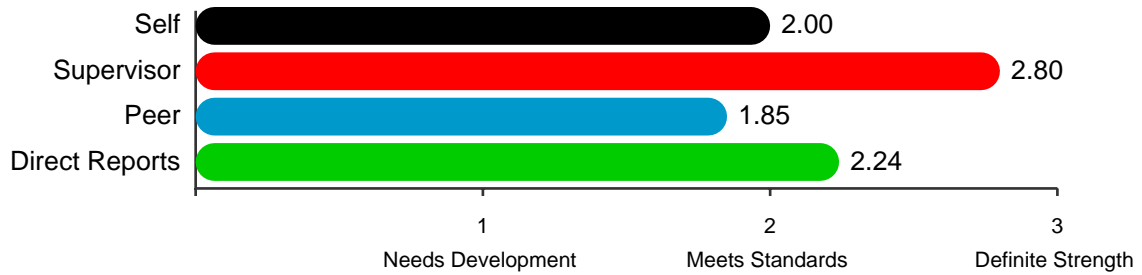
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You generate alternative solutions to problems and challenges.	15	2.13	33.3	20%	47%	33%
32. You identify fresh approaches and shows a willingness to question traditional assumptions.	15	2.13	33.3	20%	47%	33%
33. You actively seek the root cause of a problem.	15	2.07	33.3	27%	40%	33%
34. You find creative ways to get things done with limited resources.	15	2.13	26.7	13%	60%	27%
35. You solve problems using logic and insight.	15	1.87	20.0	33%	47%	20%

Comments:

- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- Increase in confidence. Being willing to lean into the uncomfortable.

Clarity

Summary Scores



36. You avoid creating ambiguity or mixed messages.



37. You check details thoroughly.



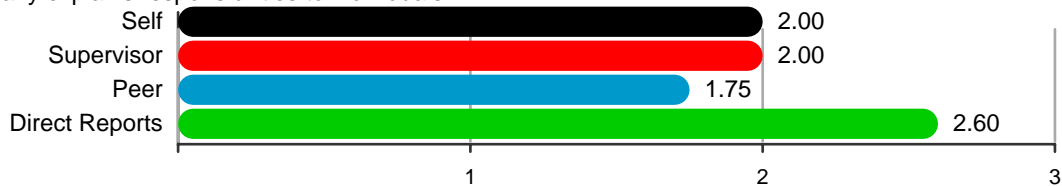
38. You communicate with clarity and efficiency.



39. You make sure employees understand why they were given certain assignments.



40. You clearly explains responsibilities to individuals.



Level of Skill

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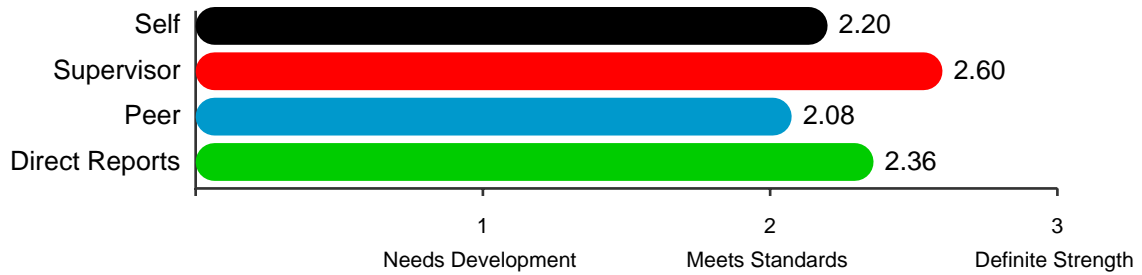
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You avoid creating ambiguity or mixed messages.	15	1.87	20.0	33%	47%	20%
37. You check details thoroughly.	15	1.93	13.3	20%	67%	13%
38. You communicate with clarity and efficiency.	15	2.07	33.3	27%	40%	33%
39. You make sure employees understand why they were given certain assignments.	15	2.33	33.3		67%	33%
40. You clearly explains responsibilities to individuals.	15	2.07	33.3	27%	40%	33%

Comments:

- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- she continues to make improvements in core competencies.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- She does not settle- but will continue a search until the right fit is found.

Trustworthy

Summary Scores



41. You take ownership, deliver on commitments



42. You work in a way that makes others want to work with you.



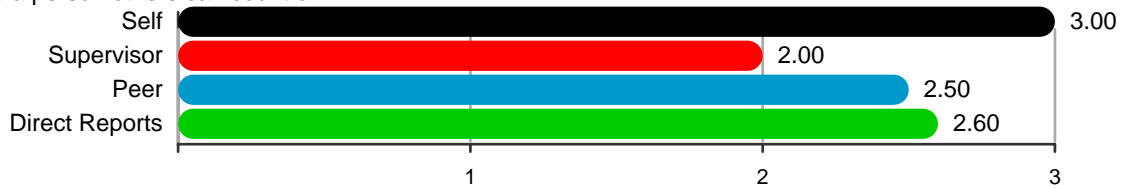
43. You build and maintain the trust of others.



44. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.



45. You are a person others can count on.



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).

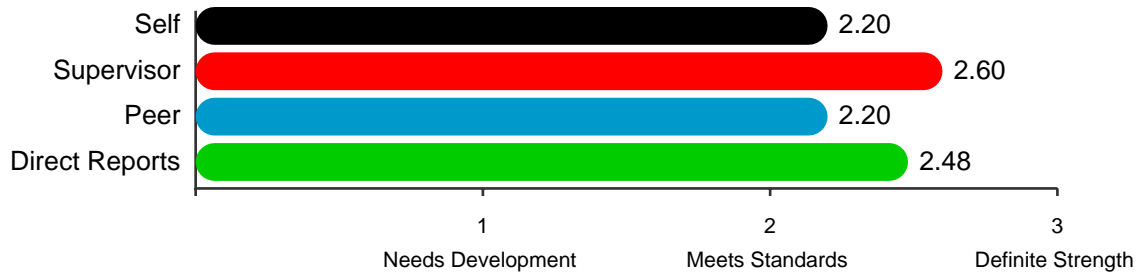
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You take ownership, deliver on commitments	15	2.00	26.7	27%	47%	27%
42. You work in a way that makes others want to work with you.	15	2.13	33.3	20%	47%	33%
43. You build and maintain the trust of others.	15	2.20	40.0	20%	40%	40%
44. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	15	2.20	26.7	7%	67%	27%
45. You are a person others can count on.	15	2.53	60.0	7%	33%	60%

Comments:

- she is open and willing to share her vision for the team.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- I have seen improvement and will try to encourage even more growth.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- She is very supportive and easily approachable.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.

Developing Others

Summary Scores



46. You assess employees' developmental needs.



47. You set performance objectives for subordinates that encourages development opportunities.



48. You create opportunities for professional development.



49. You are open to receiving feedback.



50. You create a work environment that fosters positive feedback to employees.



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).

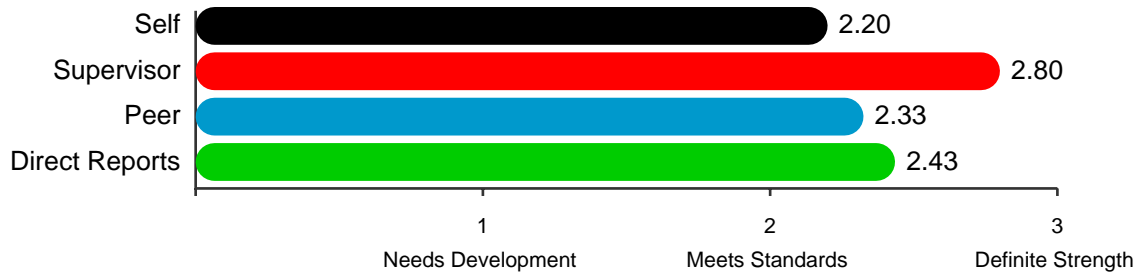
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You assess employees' developmental needs.	15	2.27	26.7		73%	27%
47. You set performance objectives for subordinates that encourages development opportunities.	15	2.13	26.7	13%	60%	27%
48. You create opportunities for professional development.	15	2.40	40.0		60%	40%
49. You are open to receiving feedback.	15	2.47	46.7		53%	47%
50. You create a work environment that fosters positive feedback to employees.	15	2.33	46.7	13%	40%	47%

Comments:

- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- As a new manager she is progressing very well.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- I have never known ___ to not hire for talent.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.

Teamwork

Summary Scores



51. You foster teamwork rather than individual competition



52. You are open to new ideas that may change own goals for benefit of the team



53. You share credit for accomplishments with team members



54. You create opportunities to learn with other team members



55. You act as an effective team player



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 foster teamwork rather than individual competition	14	2.21	28.6	7%	64%	29%
52. You are open to new ideas that may change own goals for benefit of the team	14	2.29	42.9	14%	43%	43%
53. You share credit for accomplishments with team members	15	2.53	53.3		47%	53%
54. You create opportunities to learn with other team members	15	2.47	46.7		53%	47%
55. You act as an effective team player	15	2.40	40.0		60%	40%

Comments:

- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- She is decisive about budgets, emergency preparedness, and safety.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- she 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?

- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- ___ would be my choice for permanent manager of the department.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- ___ has been instrumental in the working relationship of our department.
- Always has a positive, cheerful, and strong attitude.

What do you like best about working with this individual?

- Provide and solicit more frequent feedback.
- She is very effective and she has learned so much about our product.
- She could benefit from becoming more comfortable challenging others.
- ___ is an excellent manager.
- I think she is doing really good work and I found that to be one area I could list that might help.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.

What do you like least about working with this individual?

- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- ___ has a strong knowledge base and willingly shares information.
- She is also quick to tap into her past experiences in attempting to find the best solution.

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

- She is very supportive of cross training and learning new skills.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her 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. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- Overall I think she does a great job and she is very approachable.
- Timeliness and accountability of projects.
- ___ analyzes all situations before making a decision.
- She is truly dedicated to doing a good job, by helping us do a good job.

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

- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. Her support during this transition was extremely helpful to me.
- ___ 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.
- ___ meets and exceeds all of these leadership roles.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- Outstanding leader.

Any final comments?

- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- She always involves others in decisions ensuring a well rounded approach.
- ___ routinely goes out of her way to make work a more engaging experience.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.