

360

360° Leadership Review

Multi-Rater Assessment



RESULTS REPORT

For Feedback, Development & Coaching

Organization X

Sample Manager 1

Survey Administered: Aug. 26 to Sep. 12

Report Generated: October 1

TalentClick



Introduction to your 360° Leadership Review Results

This report contains the results from your 360° Leadership Review that was administered at Organization X from Aug. 26, 2024 to Sep. 12, 2024.

The results encapsulate feedback collected through a **comprehensive questionnaire assessing your demonstration of key leadership competencies**. This questionnaire was filled out by you and a carefully selected group of raters.

The raters selected are the **people who work closely around you**, thus the reason the tool is called a '360 degree' review. The ratings typically come from:

- your **direct reports**
- your **peers**
- your manager or **supervisor(s)**
- your own **self-assessment**

The individual responses and comments from your raters are kept confidential. Their ratings have been combined together to provide a balanced picture of your leadership strengths and areas for development.

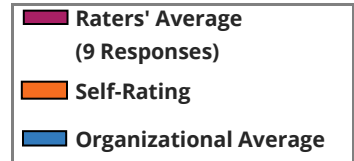
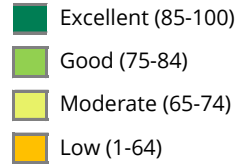
By **comparing your self-ratings with the aggregated feedback of others**, you may uncover gaps between how you perceive yourself and how you are perceived by those around you. Sometimes people view themselves too favorably while other times too harshly, and you may be surprised by some of the results.

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Overall Rating:
(Raters' Average across
all competencies)

84



Rank ordered by overall rating:

Collaboration:

Works effectively and cooperatively with others. Fosters positive working relationships and team cohesion.

Integrity:

Upholds ethical principles, honesty, and accountability in all interactions and decisions.

Resilience:

Maintains focus and performance under pressure, adversity, or challenge.

Communication:

Effectively conveys information, ideas, and instructions to others both verbally and in writing.

Judgment:

Forms well-reasoned decisions that are based on a detailed analysis of available information, potential risks, and benefits.

Conflict Management:

Effectively addresses disagreements and conflicts within the team in a fair and constructive manner.

Drive:

Motivated to achieve high performance and accomplish ambitious goals.

Inclusion:

Engages all team members in a way that respects and values their individual differences and contributions.

Influence:

Positively impacts the thoughts, feelings, and behaviors of others to gain commitment and inspire others toward common goals.

Adaptability:

Readily adjusts to new conditions, information, or situations. Implements changes in strategies or processes when necessary.

Performance Management:

Oversees individual behaviors to ensure alignment with the organization's standards and objectives.

Innovation:

Generates new ideas, strategies, or solutions. Applies new knowledge and shows an eagerness to learn.

Strategic Planning:

Develops and implements effective strategies that align with the organization's long-term goals.

Initiative:

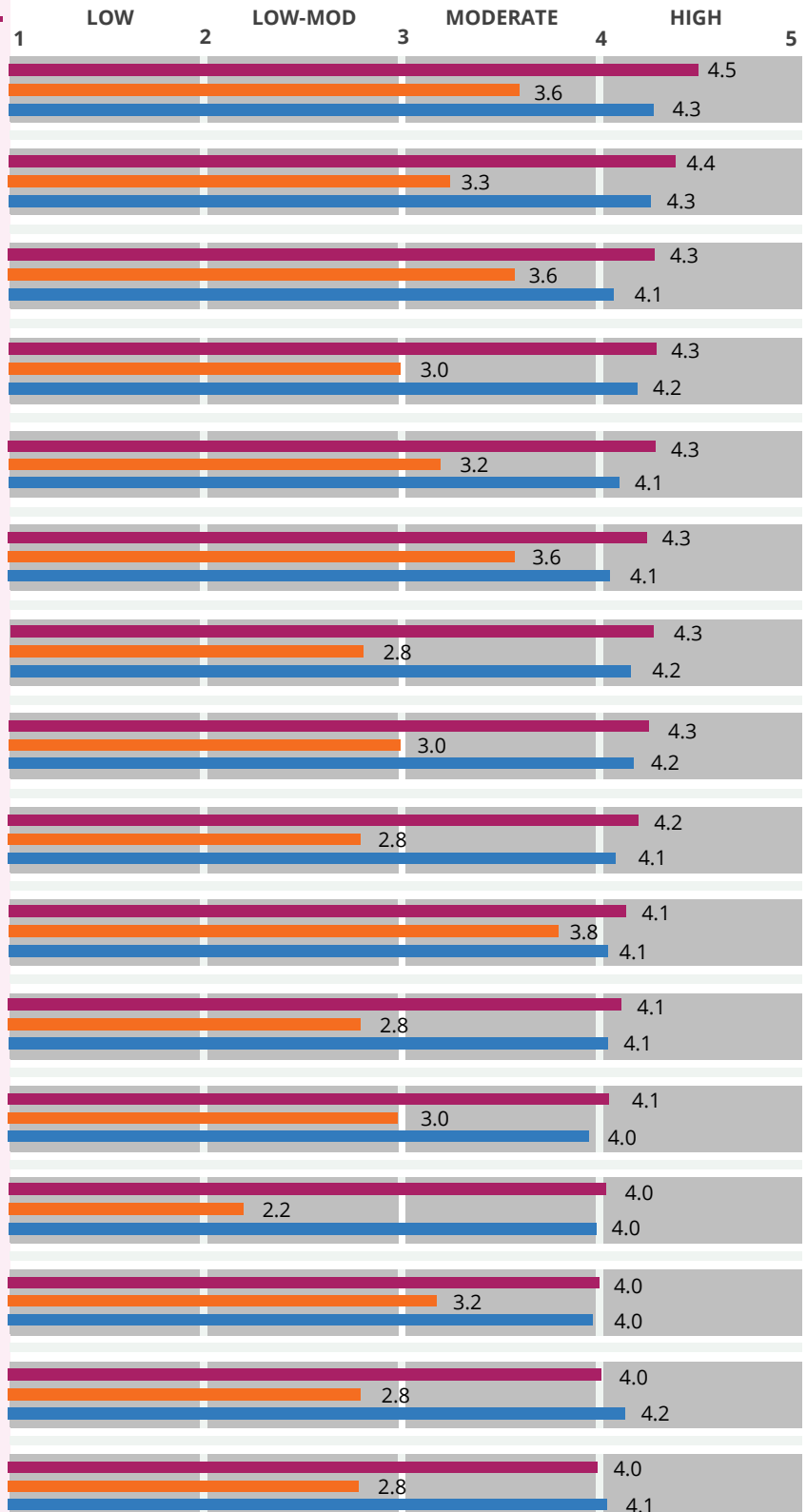
Takes swift action to tackle issues, prioritize important tasks, and seize opportunities.

Empowering Others:

Fosters the autonomy and contribution of others through delegation, trust, and support.

Developing Others:

Nurtures the growth of others by providing constructive feedback and learning opportunities to enhance skills or capabilities.



LEADERSHIP COMPETENCIES

KEY AREAS OF STRENGTH

This section highlights the key areas of strength based on the **items rated highest across all raters** (direct reports, peers, and/or supervisor), while also considering the ratings you gave yourself.

These positive results suggest you should continue efforts in the following areas:

1 Integrity:

Protecting confidentiality

100% of all raters perceive that you maintain strict confidentiality of sensitive information (88% strongly describe you this way). However, you rated yourself lower (3.0 out of 5.0) compared to others who rated you (4.9 average).

Others acknowledge your strong respect for privacy. The confidence in your discretion positions you as a trustworthy leader, capable of handling sensitive matters.

ACTION: Enhance your reputation for being trustworthy by coaching others to be discreet with private information. Be vocal. Explain the reasons for confidentiality. Use storytelling to bring to life negative consequences.

2 Collaboration:

Working with others

88% of all raters perceive that you work effectively with team members of different backgrounds, work styles, or viewpoints (88% strongly describe you this way). Your perception (5.0 out of 5.0) is closely aligned to those of your raters (4.8 average).

Others recognize your strong interpersonal skills. Your ability to work harmoniously with different people positions you as a key player in driving team cohesion.

ACTION: Continually delve into other people's uniqueness. Coach others on how to work collaboratively with people whom they see as "different."

3 Resilience:

Maintaining composure

100% of raters perceive that you maintain composure in challenging situations (67% strongly describe you this way). You rated yourself somewhat lower in this area (4.0 out of 5.0) compared to others who rated you (4.7 average).

This feedback affirms your ability to remain calm and composed during difficult times. Your emotional stability serves as a strong foundation for your team.

ACTION: Normalize feelings of stress by communicating when you are under pressure. Recognize that reactive people may display their stress. Show your acceptance and support. Coach them on stress-management techniques.

4 Drive:

Investing extra effort

100% of raters perceive that you willingly invest extra effort and time towards task achievement (67% strongly describe you this way). However, you rated yourself lower in this area (3.0 out of 5.0) compared to others who rated you (4.7 average).

This finding highlights your strong work ethic and dedication. Your effort to go beyond the basic requirements sets a strong example and fosters a culture of commitment.

ACTION: Continue to lead by example in work ethic and dedication while encouraging a balanced approach to prevent burnout. Accept that some people may not be willing or able to work as hard as you.

5 Conflict Management:

Mediating fairly

88% of all raters perceive that you treat everyone with fairness and respect when addressing disagreements (88% strongly describe you this way). However, you rated yourself lower (3.0 out of 5.0) compared to others who rated you (4.6 average).

You have a solid reputation for maintaining a positive and inclusive environment during conflict. Prioritizing respect strengthens relationships for long-term cooperation.

ACTION: Stay focused on courtesy and fairness during disputes. Be firm with people who become disrespectful. Encourage others to enroll in conflict resolution training on how to handle disagreements constructively.

6 Influence:

Displaying credibility

100% of raters perceive that you create an impression of competence and credibility (63% strongly describe you this way). However, you rated yourself lower in this area (3.0 out of 5.0) compared to others who rated you (4.6 average).

Results show that others have confidence in your leadership capability. Your reputation establishes a foundation of trust and respect for your ideas and decisions.

ACTION: Sustain your reputation by continuing to deliver on commitments. Explain the "big picture" and how things impact projects. Consistently update your team on how your ideas and actions translate into results.

AREAS FOR IMPROVEMENT & DEVELOPMENT

This section highlights the areas for improvement based on the items with the **lowest ratings** across all raters (direct reports, peers, and/or supervisor), while also considering the ratings you gave yourself.

Your assessment results suggest prioritizing these targeted areas to develop your management toolkit:

1 Empowering Others:

Providing support

33% of raters do not perceive that you provide adequate guidance and support for others to succeed. You rated yourself lower in this area (2.0 out of 5.0) compared to how others rated you (3.7 average).

Others would like to see from you more guidance or task-based support.

ACTION: Ask people what 'adequate' support means to them. Make sure not to ignore your top performers who may seem to need less support. Schedule regular one-on-one meetings to discuss and re-evaluate.

2 Influence:

Inspiring with vision

44% of raters do not perceive that you inspire team members with a compelling vision of the future. You rated yourself somewhat lower in this area (3.0 out of 5.0) compared to how others rated you (3.8 average).

Results suggest a need to focus on articulating a clear and motivating vision that resonates with your team.

ACTION: Become more inspirational by fully understanding the organization's vision, along with future benefits and gains. Help others understand why they are doing what they do. Articulate goals with energy and enthusiasm.

3 Strategic Planning:

Evaluating effectiveness

50% of raters do not perceive that you utilize metrics or feedback to assess the effectiveness of strategies. You rated yourself lower in this area (2.0 out of 5.0) compared to how others rated you (3.8 average).

Others ask you to more frequently use quantifiable metrics to evaluate and refine strategies.

ACTION: Work on how you assess strategy by identifying key performance indicators (KPIs) and setting realistic and measurable targets. Regularly review these metrics and seek feedback to refine your strategies.

4 Strategic Planning:

Allocating resources

43% of raters do not perceive that you allocate adequate time and resources needed to achieve strategic objectives. You rated yourself lower in this area (2.0 out of 5.0) compared to how others rated you (3.9 average).

This finding suggests an opportunity to enhance your leadership effectiveness by reassessing how you prioritize and allocate resources.

ACTION: Better allocate time and resources by clearly defining your objectives and breaking them down into actionable steps. Regularly review your resource allocation with others to ensure it's sufficient.

5 Performance Management:

Assigning appropriate workloads

38% of raters do not perceive that you set a reasonable and manageable workload for others. You rated yourself somewhat lower in this area (3.0 out of 5.0) compared to how others rated you (3.9 average).

This finding indicates an opportunity to enhance your team management skills by reassessing how you delegate tasks.

ACTION: To address this, start by understanding each team member's current commitments. Recognize that different people have different capacities. Regularly check in and adjust tasks based on their feedback and progress.

6 Developing Others:

Recognizing growth

38% of raters do not perceive that you provide recognition for personal growth and development. Your perception (4.0 out of 5.0) is closely aligned to those of your raters (3.9 average).

Others request that you work on celebrating the personal and professional growth of your team members.

ACTION: Work on recognizing others' growth. Set regular check-ins to discuss and celebrate individual achievements. Implement a system to track and reward personal development milestones.

Areas of Misalignment - Raters' Average vs. Self-Rating

This section highlights the areas with the **greatest gap** between your own ratings and the ratings that others provided for you.

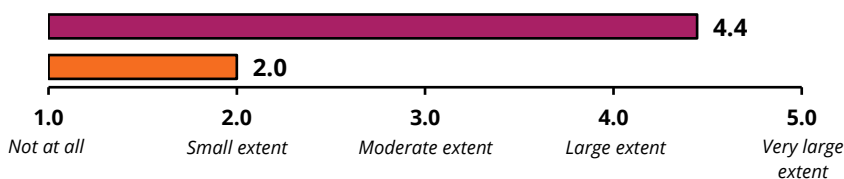
These areas indicate the notable differences between your **perception of yourself and your raters' perception of you** in this particular domain.

Gaps of **1.0 points** or more are considered significant and should be noted.



1 Collaboration: Utilizing team talents

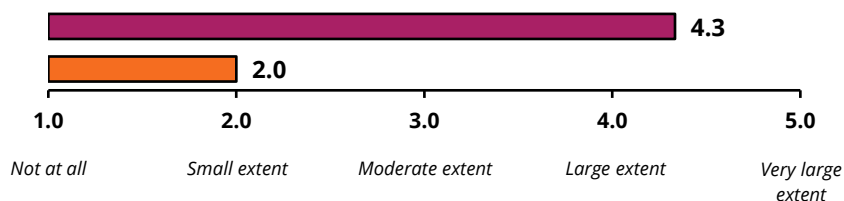
Others rate your ability to leverage team strengths and skills substantially higher than you rate yourself.



- Raters strongly agree that you utilize the diverse talents and experiences of team members, while you rated yourself low in this area.
- This finding suggests you might overlook the effective utilization of the varied skills and backgrounds of team members.

2 Strategic Planning: Clarifying roles

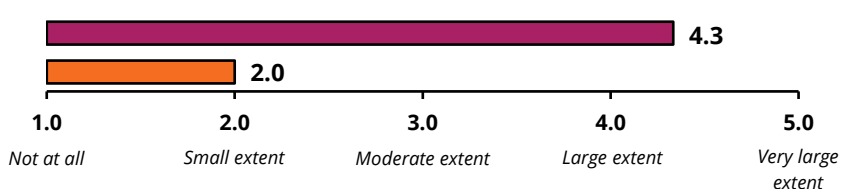
Others rate your ability to ensure clarity of roles in strategic plans substantially higher than you rate yourself.



- Raters strongly agree that you ensure others understand their role in achieving strategic objectives, while you rated yourself low in this area.
- This feedback suggests you may not see how well you ensure team members understand their roles in achieving goals.

3 Resilience: Regaining focus

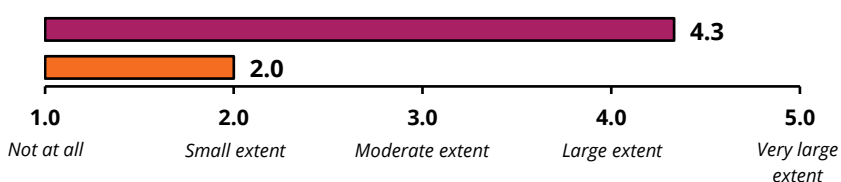
Others rate your ability to regain focus after setbacks substantially higher than you rate yourself.



- Raters strongly agree that you quickly regain focus after setbacks, failures, or adversity, while you rated yourself low in this area.
- This finding suggests you might not fully acknowledge your ability to refocus quickly after setbacks or challenges.

4 Inclusion: Incorporating diversity

Others rate your ability to include varied perspectives in decisions substantially higher than you rate yourself.



- Raters strongly agree that you incorporate diverse perspectives and ideas into processes or decisions, while you rated yourself low in this area.
- This insight implies you may overlook the importance of incorporating diverse thoughts into team discussions for stronger outcomes.




Introduction to Detailed Results

This section contains your detailed results for each leadership competency. For each competency, the **overall score** is presented, as well as the **results for the 5 individual questions** assessing specific behaviors that make up each competency.

The competencies are presented in **rank order** based on the average score across all raters, starting with the **strongest** overall score. Thus, "Competency 1" (next page) portrays the strongest overall score, while "Competency 16" portrays the lowest overall score.

Results:

The results from the 360° Leadership Review are presented in **three ways**:

-  **Raters' Average:** The average score derived from all your raters' responses to the feedback survey. This bar represents how others view you.
-  **Self-Rating:** The score derived from your responses to the self-report questionnaire. This bar represents how you view yourself.
-  **Organizational Average:** The average score derived from the compilation of all the ratings of people at Organization X who have undergone this assessment (9 participants total). This bar represents the typical rating of someone within your organization.

Scoring:

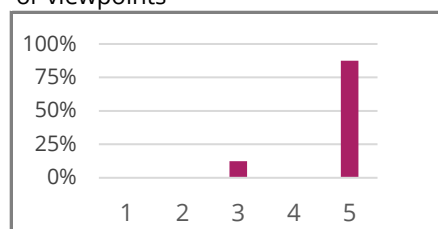
The results are reported on a **5-point scale**, with each number corresponding to **the extent to which others view that your behavior aligns to the competency** measured in the scale:

- 1 - Does **not** describe you at all
- 2 - Describes you to a **small extent**
- 3 - Describes you to a **moderate extent**
- 4 - Describes you to a **large extent**
- 5 - Describes you to a **very large extent**

Rating Distribution:

The bar chart beside each question shows the **percentage of respondents/raters** who gave you each score on the 5-point scale. **For example:**

- 1 Works effectively with team members of different backgrounds, work styles, or viewpoints



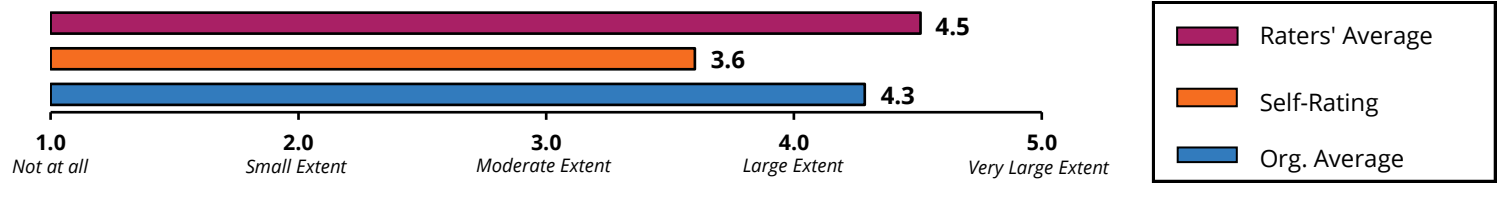
For Question 1, 0% of your colleagues responded with a rating of '2 - Describes you to a slight extent', while 0% responded with a rating of '4 - Describes you to a great extent'.

Overall, 88% of raters perceive that you collaborate with diverse individuals (ratings of '4' or '5'), while 0% do not feel this way (ratings of '1' or '2').

Competency 1 - Collaboration

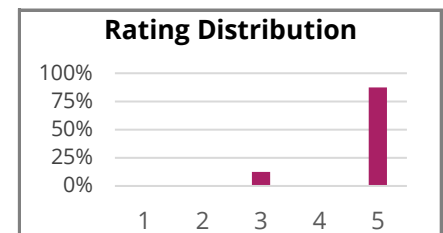
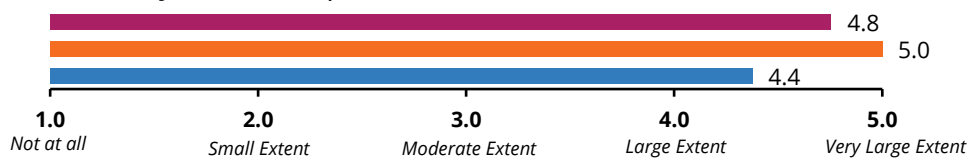
Works effectively and cooperatively with others. Fosters positive working relationships and team cohesion.

Overall Competency Rating:

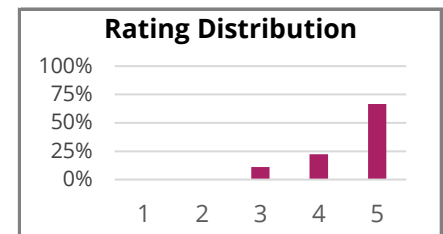
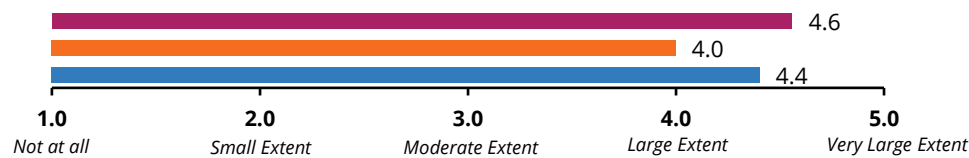


Individual Questions (rank ordered by rating):

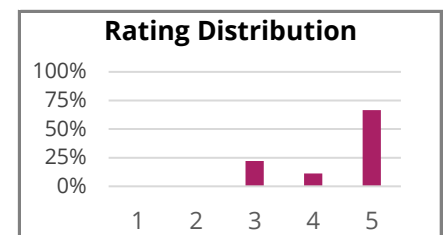
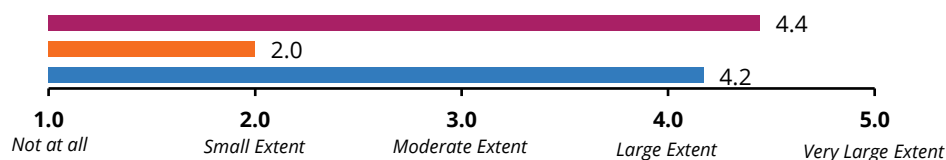
1 Works effectively with team members of different backgrounds, work styles, or viewpoints



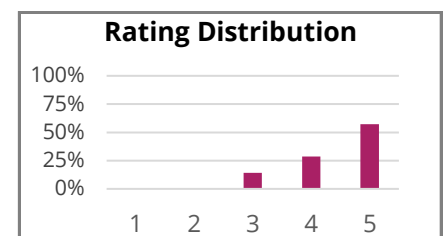
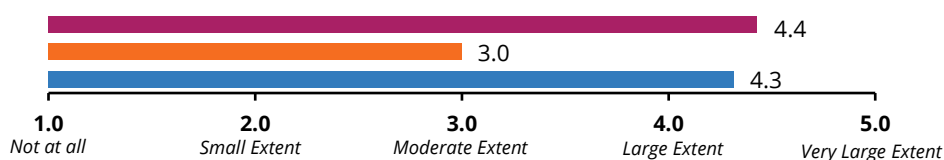
2 Shares credit freely with others



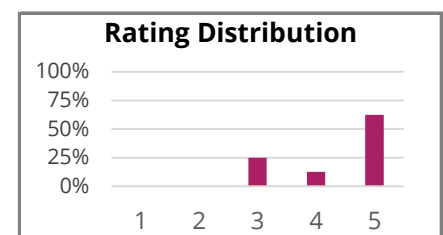
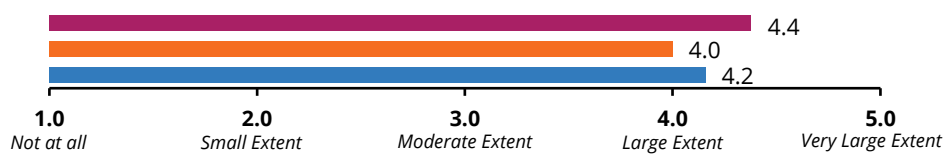
3 Utilizes the diverse talents and experiences of team members



4 Freely shares information and resources across the team



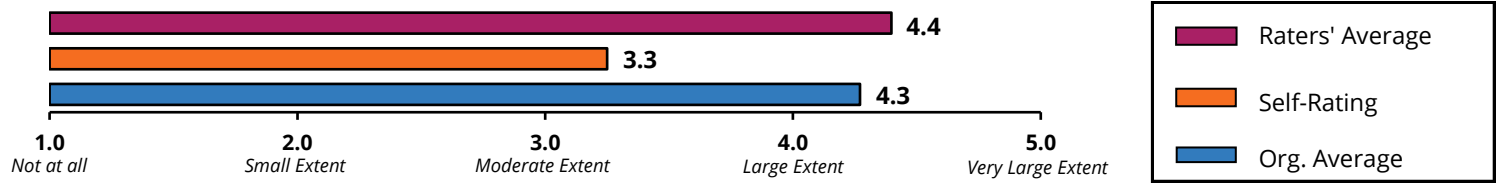
5 Assists other team members to meet their goals



Competency 2 - Integrity

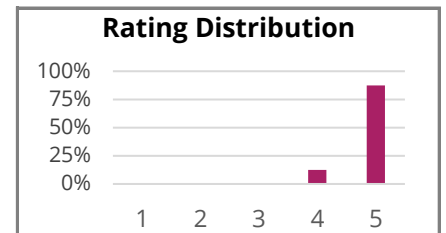
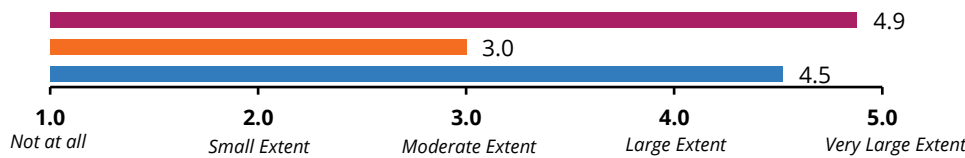
Upholds ethical principles, honesty, and accountability in all interactions and decisions.

Overall Competency Rating:

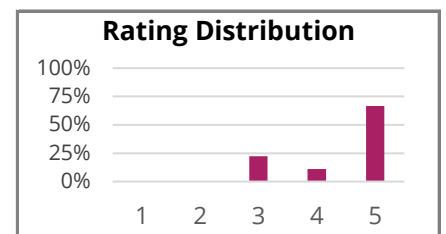
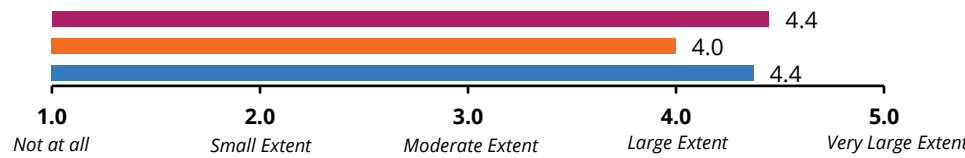


Individual Questions (rank ordered by rating):

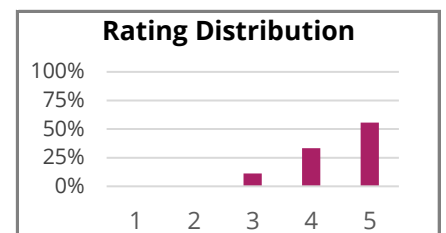
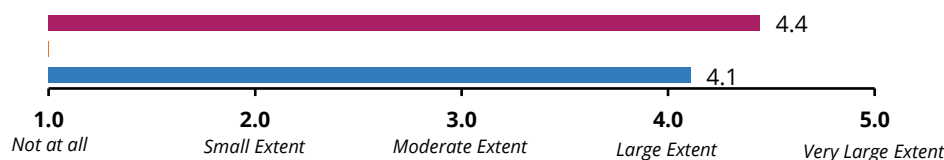
1 Maintains strict confidentiality of sensitive information



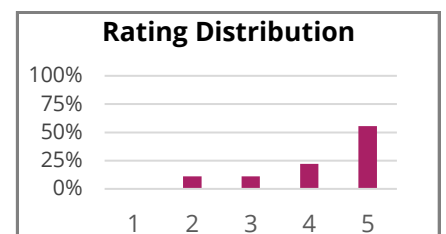
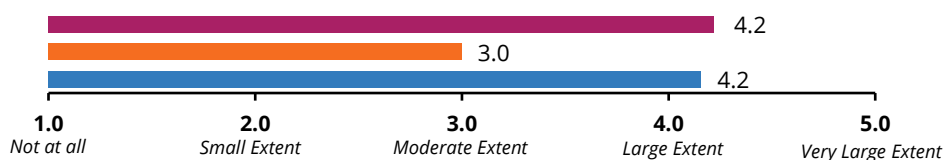
2 Makes ethical choices, even under pressure



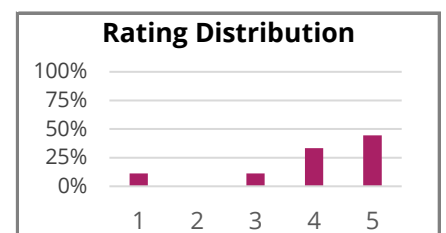
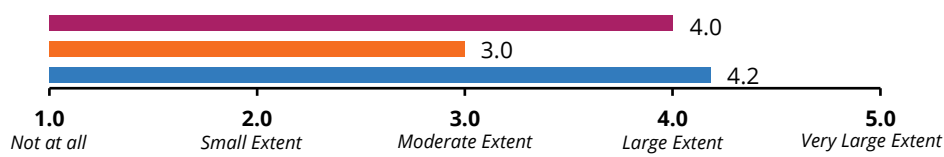
3 Consistently ensures actions align with words



4 Takes accountability for actions, including mistakes



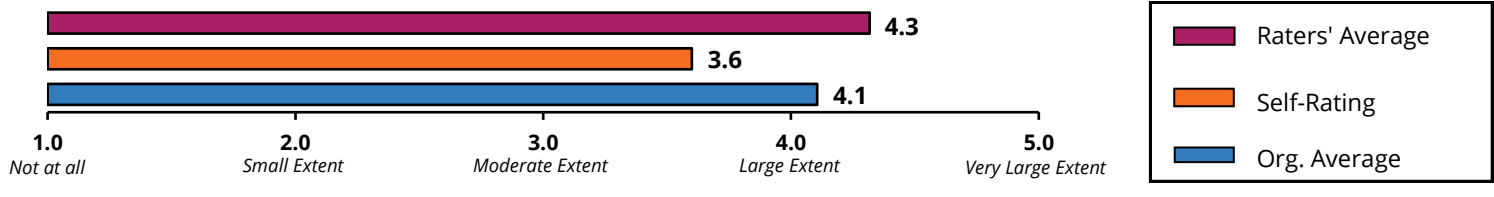
5 Engages in honest and transparent interactions with others



Competency 3 - Resilience

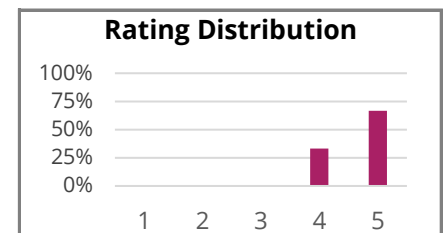
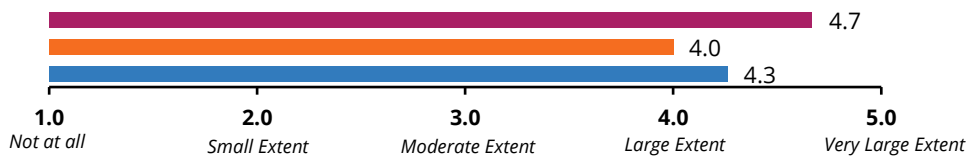
Maintains focus and performance under pressure, adversity, or challenge.

Overall Competency Rating:

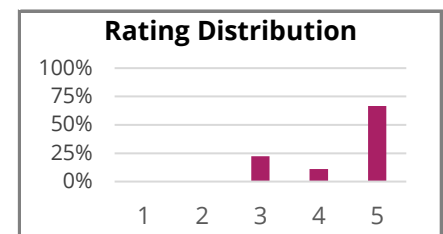
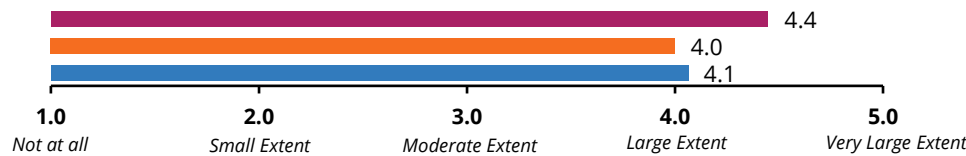


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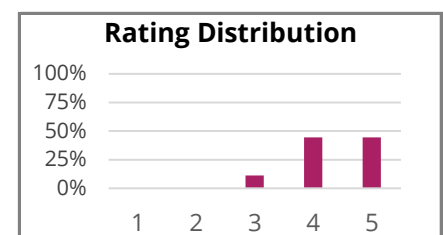
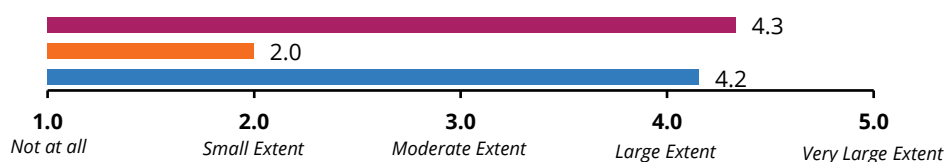
1 Maintains composure in challenging situations



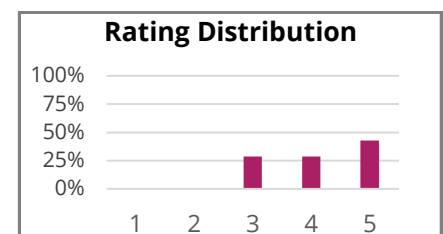
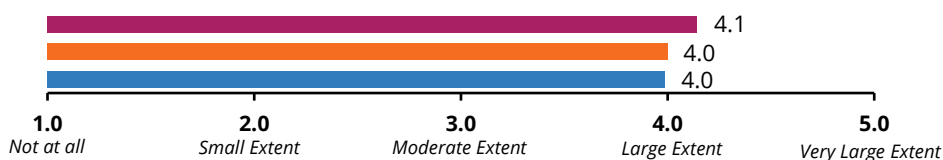
2 Works effectively when under pressure or stress



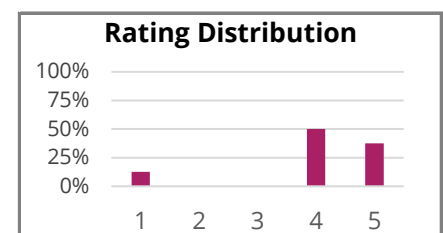
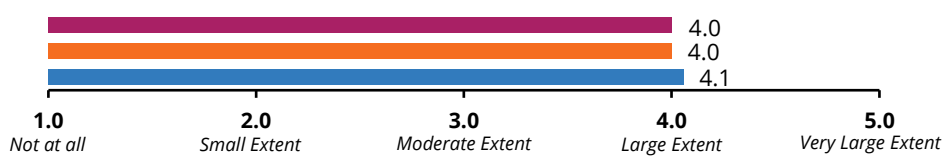
3 Quickly regains focus after setbacks, failures, or adversity



4 Approaches criticism or mistakes as learning opportunities



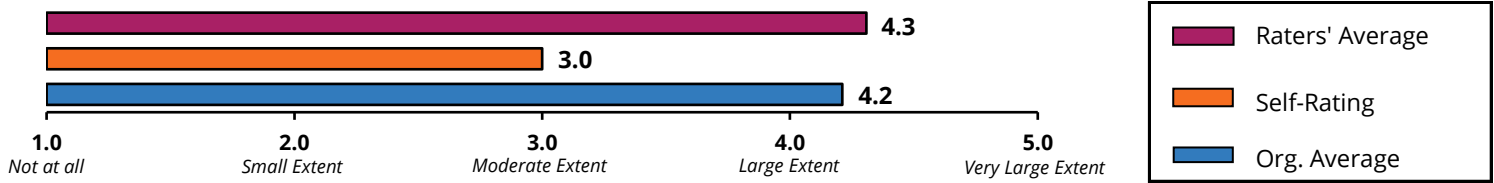
5 Helps uplift team morale during challenging times



Competency 4 - Communication

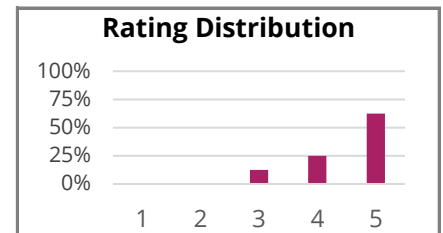
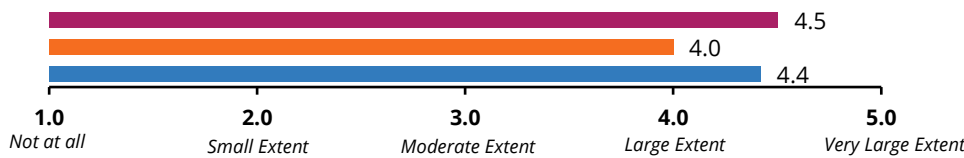
Effectively conveys information, ideas, and instructions to others both verbally and in writing.

Overall Competency Rating:

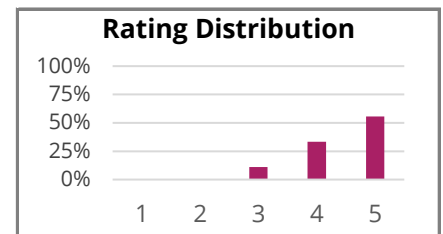
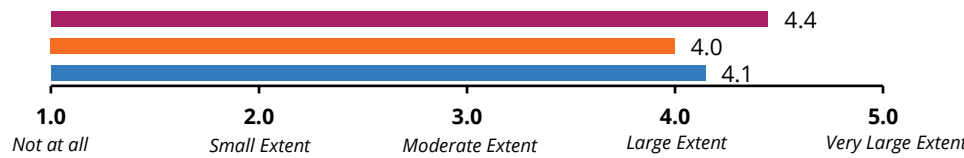


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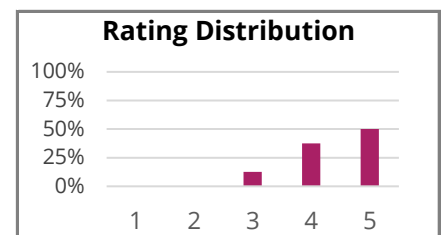
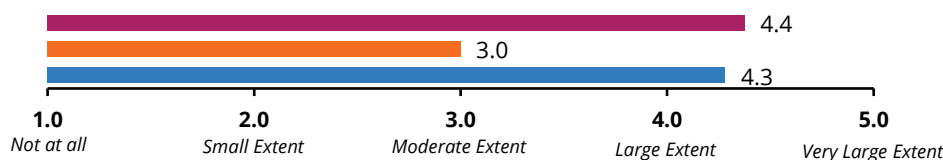
1 Respectfully listens when others are speaking



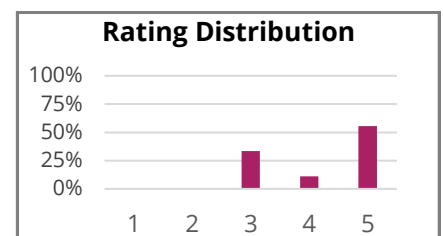
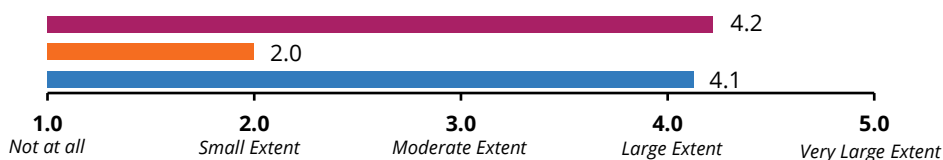
2 Presents information in writing clearly and concisely



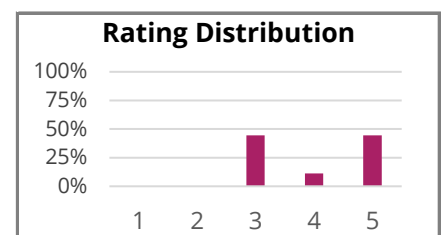
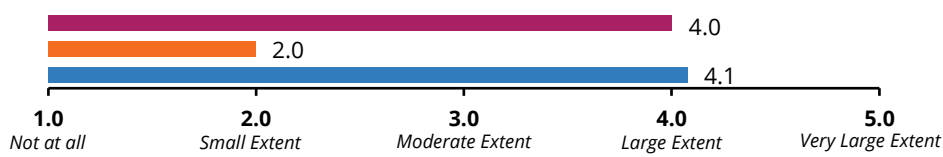
3 Communicates with tact and professionalism



4 Presents information clearly and effectively when speaking



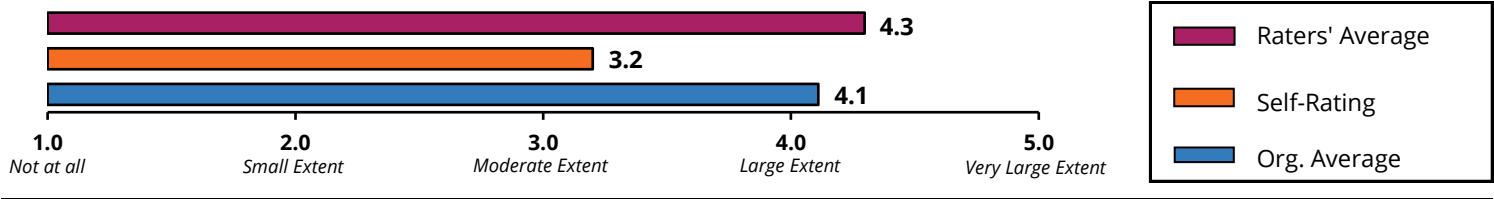
5 Adjusts messaging to effectively reach different audiences



Competency 5 - Judgment

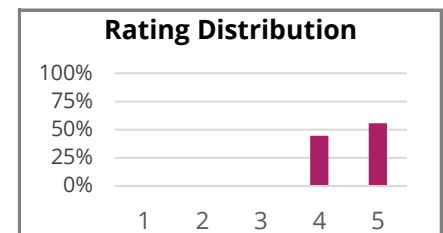
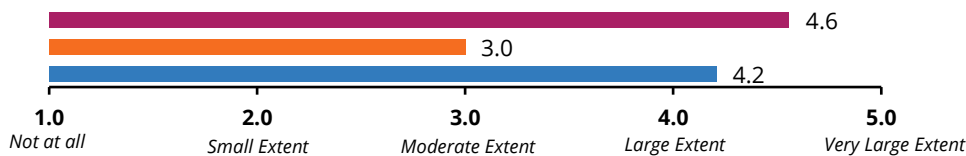
Forms well-reasoned decisions that are based on a detailed analysis of available information, potential risks, and benefits.

Overall Competency Rating:

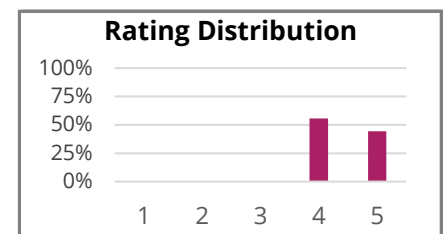
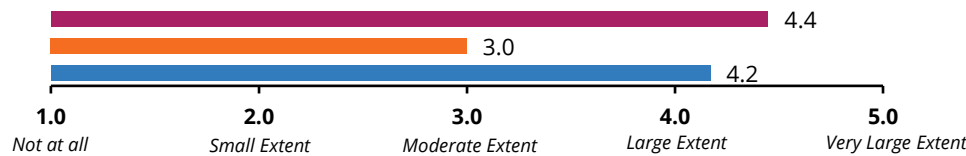


Individual Questions (rank ordered by rating):

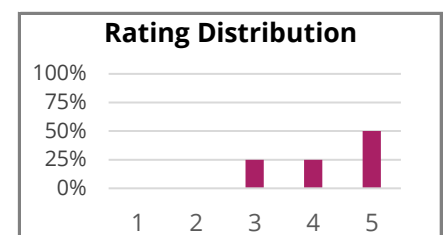
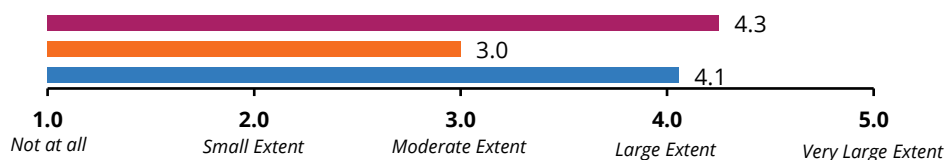
1 Considers potential risks and benefits before taking action



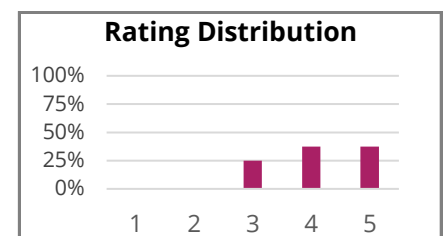
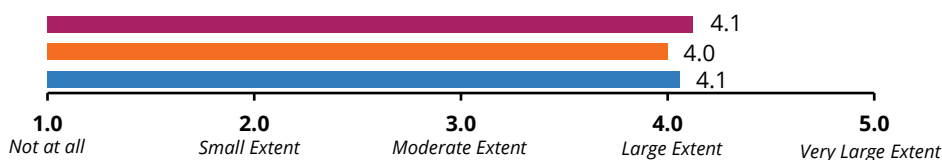
2 Makes judgments based on evaluation of available information



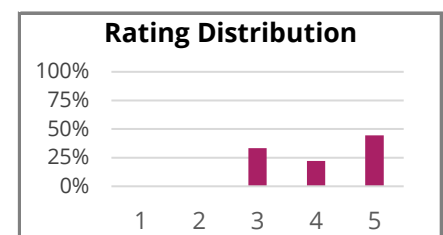
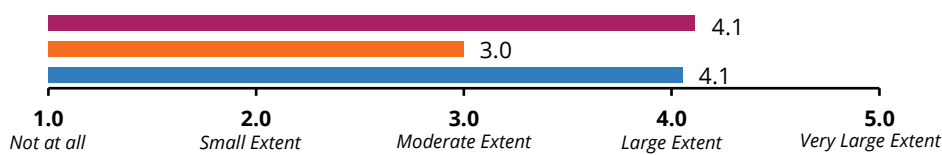
3 Demonstrates a clear and logical thought process to arrive at conclusions



4 Prioritizes solutions based on strategic importance and available resources



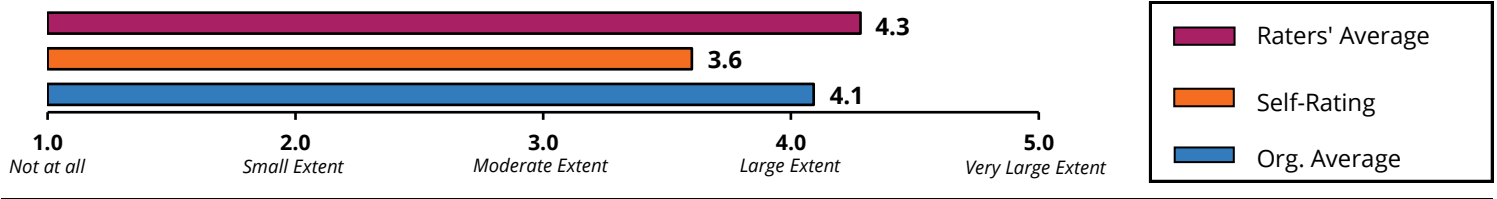
5 Accurately assesses situations to identify underlying issues



Competency 6 - Conflict Management

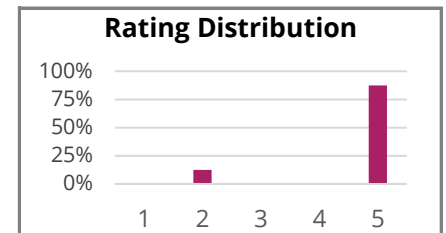
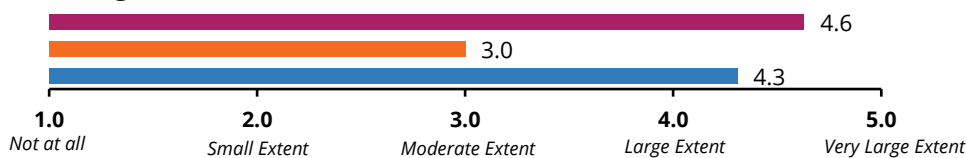
Effectively addresses disagreements and conflicts within the team in a fair and constructive manner.

Overall Competency Rating:

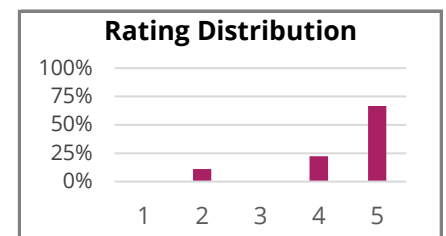
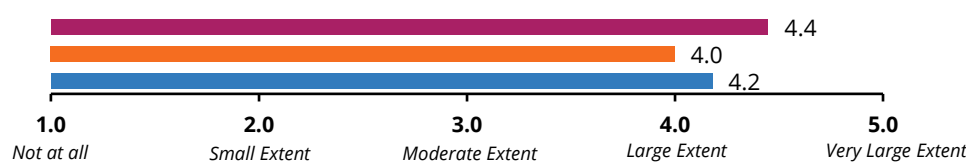


Individual Questions (rank ordered by rating):

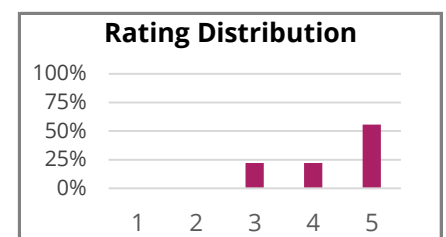
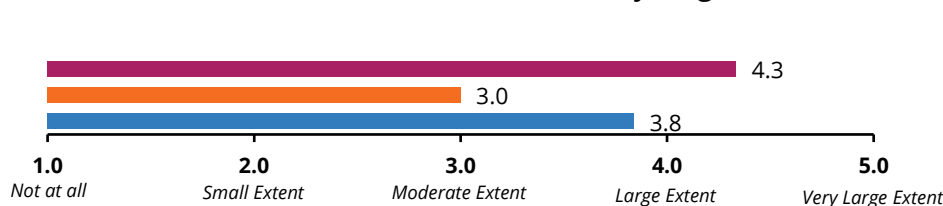
1 Treats everyone with fairness and respect when addressing disagreements



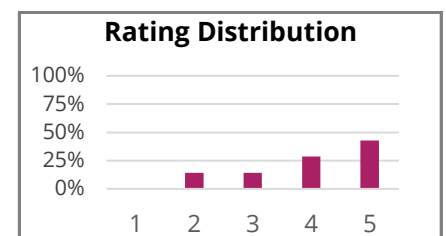
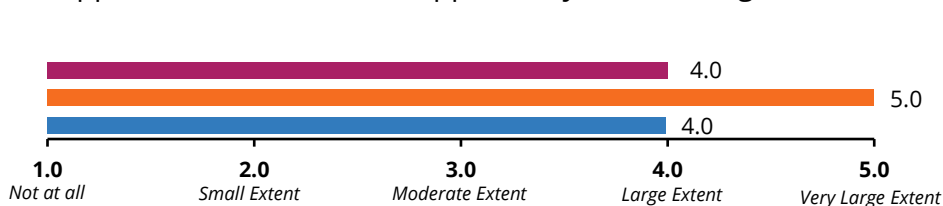
2 Considers everyone's perspective and concerns when mediating conflict



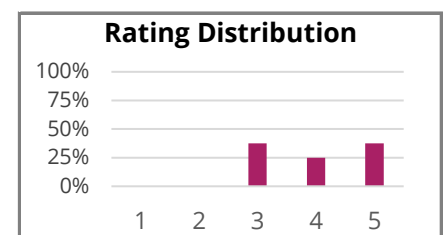
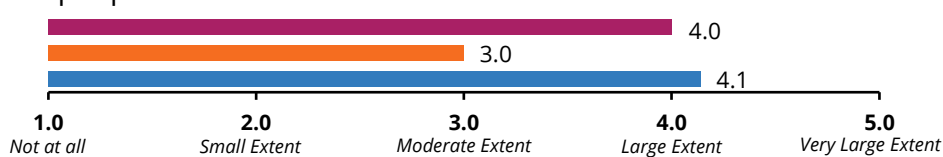
3 Identifies and addresses conflict at an early stage



4 Approaches conflict as an opportunity for mutual growth



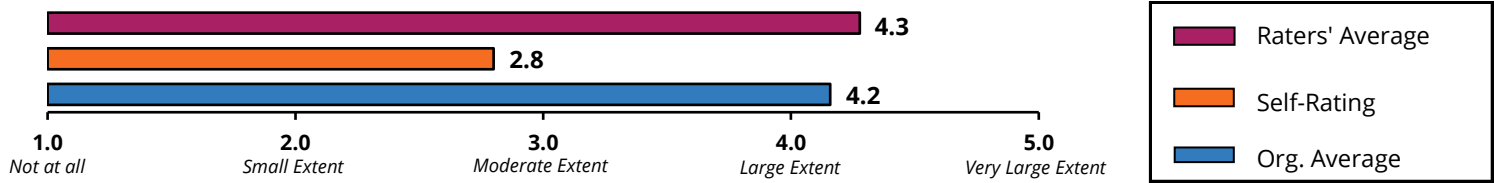
5 Tries to find solutions to conflict that are acceptable to all people involved



Competency 7 - Drive

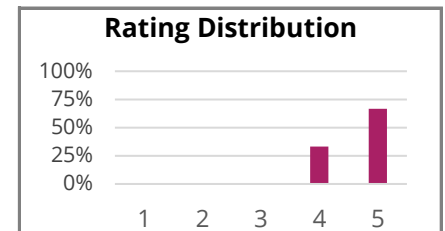
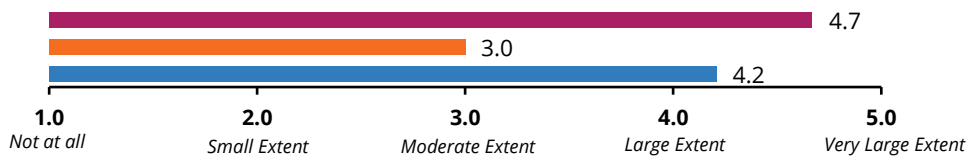
Motivated to achieve high performance and accomplish ambitious goals.

Overall Competency Rating:

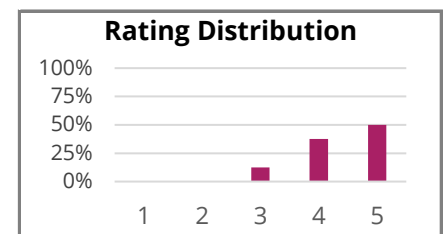
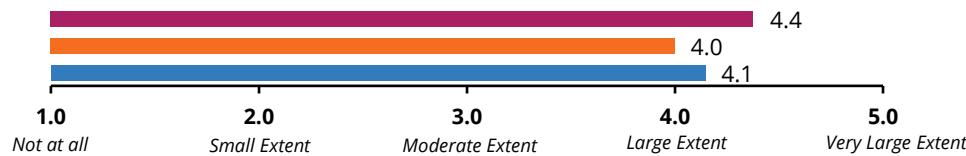


Individual Questions (rank ordered by rating):

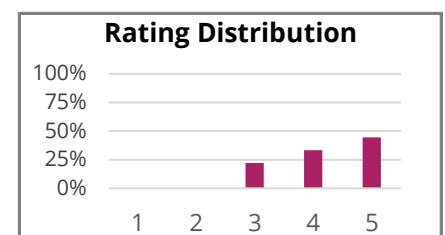
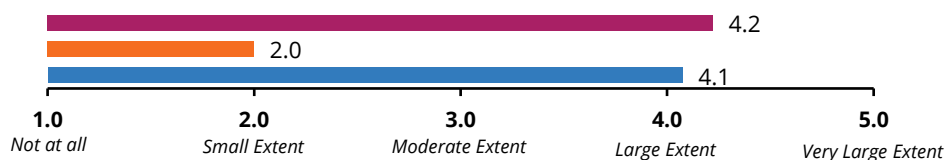
1 Willingly invests extra effort and time towards task achievement



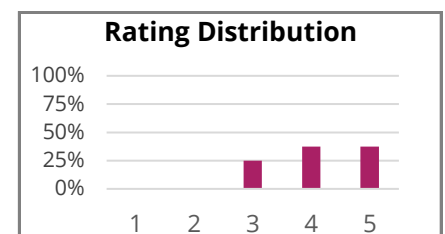
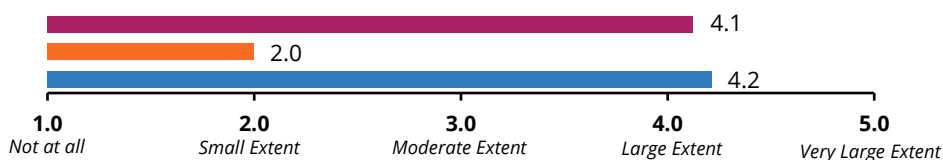
2 Strives to achieve ambitious goals



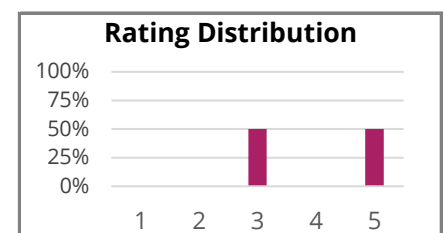
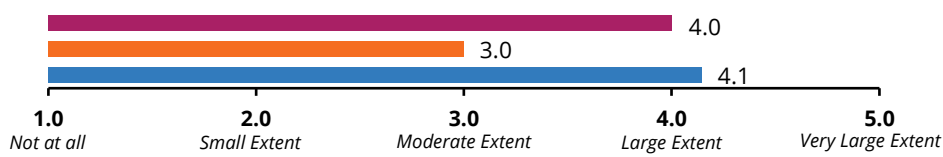
3 Persistently overcomes obstacles to complete tasks



4 Approaches tasks with enthusiasm and energy



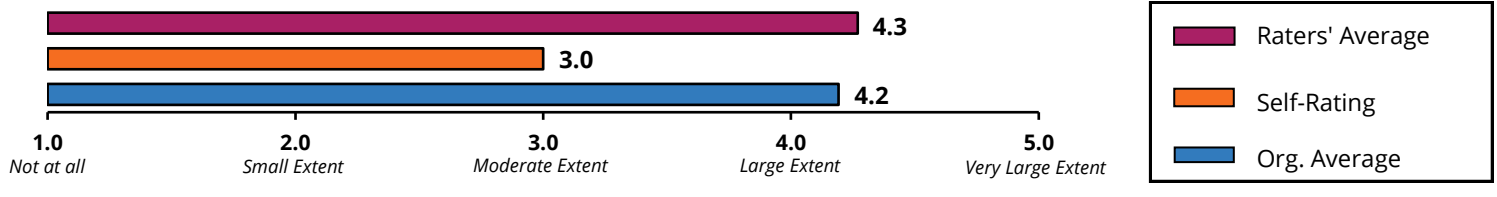
5 Establishes high-quality standards in work processes and output



Competency 8 - Inclusion

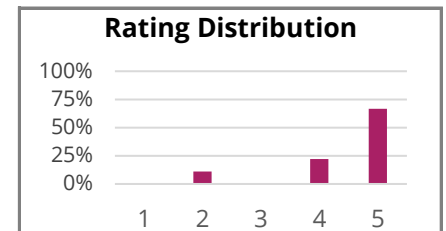
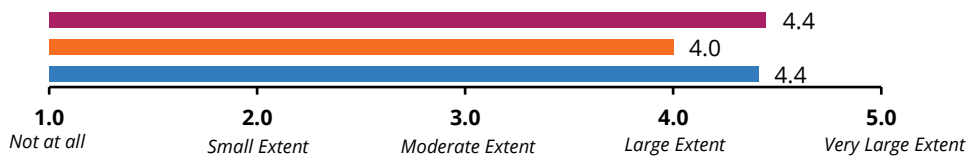
Engages all team members in a way that respects and values their individual differences and contributions.

Overall Competency Rating:

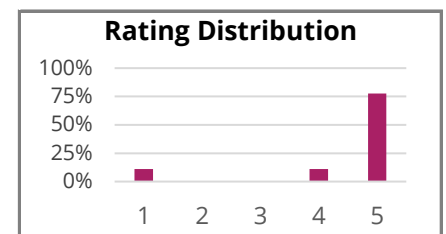
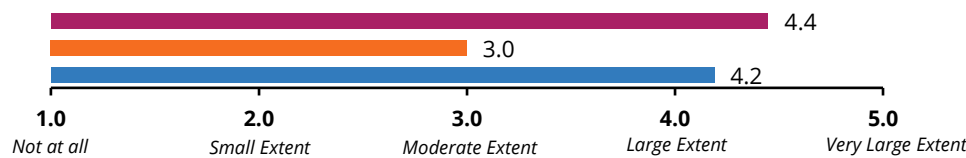


Individual Questions (rank ordered by rating):

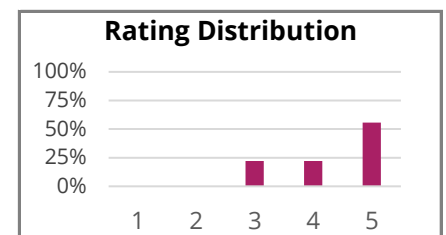
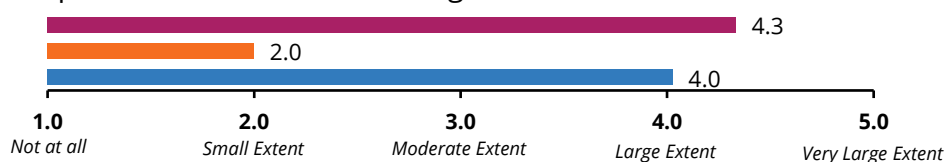
1 Uses respectful language that is considerate of all team members



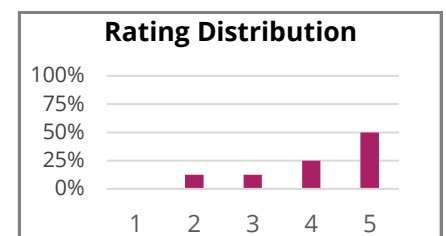
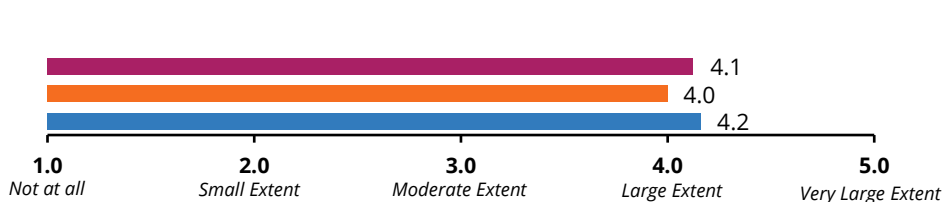
2 Creates a safe and comfortable environment to express concerns or dissenting views



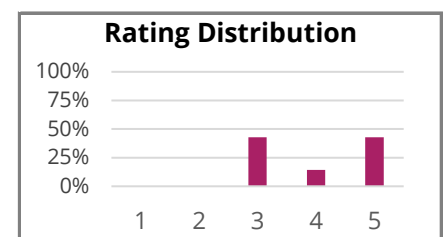
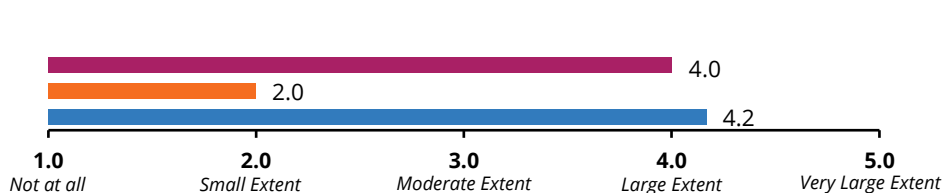
3 Incorporates diverse perspectives and ideas into team processes or decision-making



4 Provides fair access to professional development opportunities



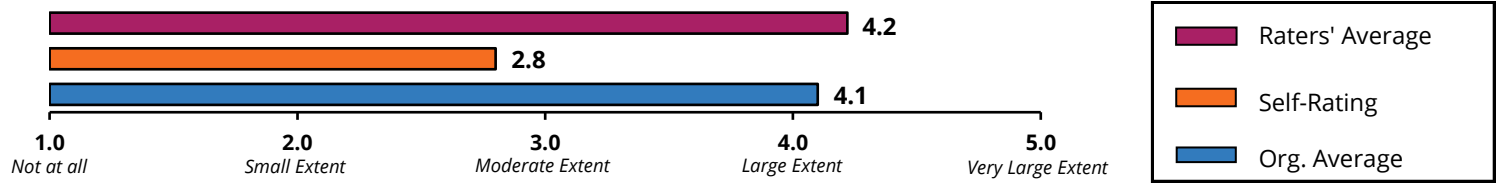
5 Distributes resources fairly among team members



Competency 9 - Influence

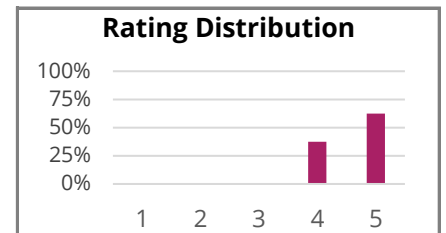
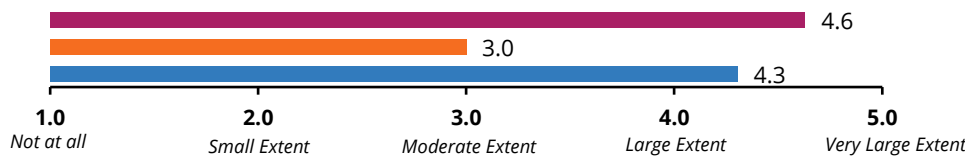
Positively impacts the thoughts, feelings, and behaviors of others to gain commitment and inspire others toward common goals.

Overall Competency Rating:

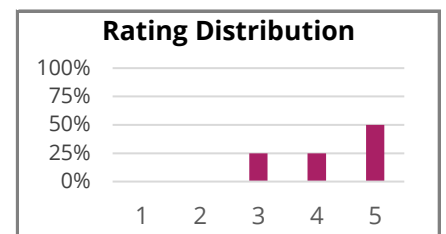
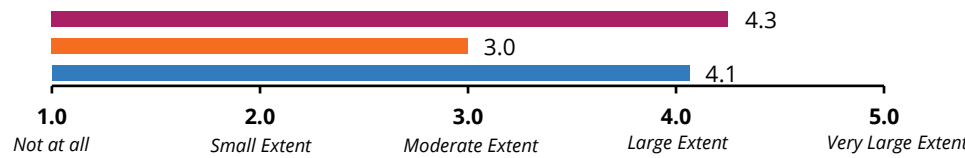


Individual Questions (rank ordered by rating):

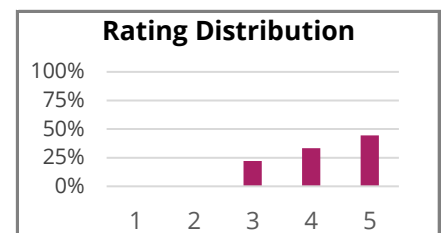
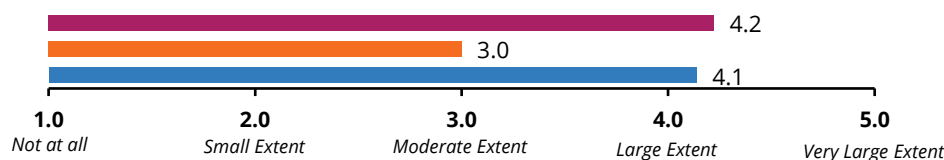
1 Creates an impression of competence and credibility



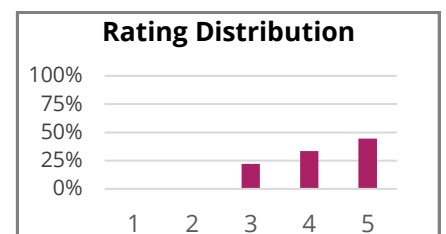
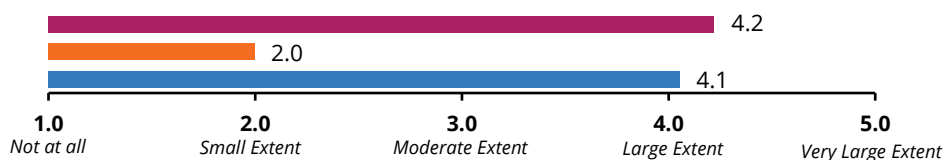
2 Adapts motivational strategies to different people or situations



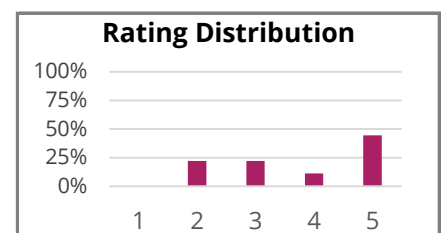
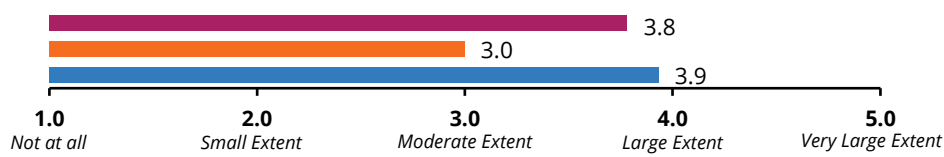
3 Gains agreement and commitment from others



4 Shares a compelling rationale for decisions or initiatives



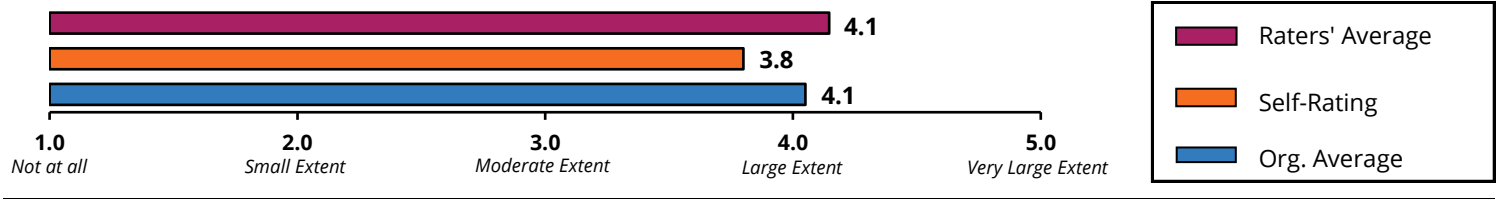
5 Inspires team members with a compelling vision of the future



Competency 10 - Adaptability

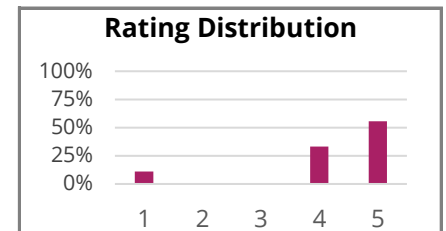
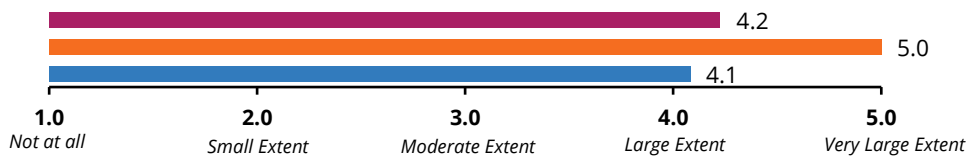
Readily adjusts to new conditions, information, or situations. Implements changes in strategies or processes when necessary.

Overall Competency Rating:

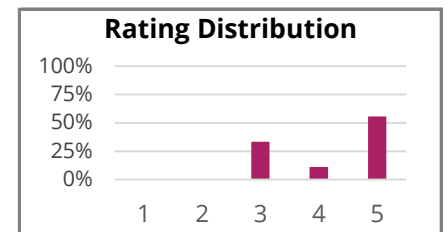
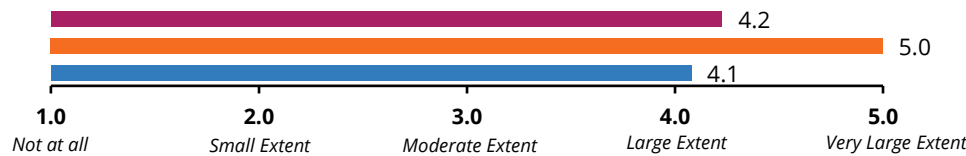


Individual Questions (rank ordered by rating):

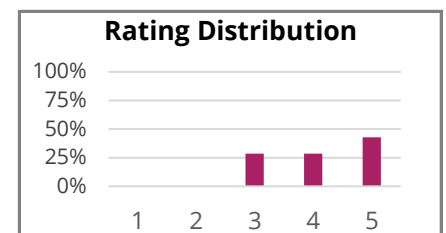
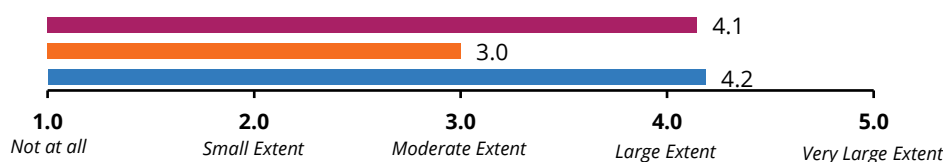
1 Leads others effectively through periods of transition



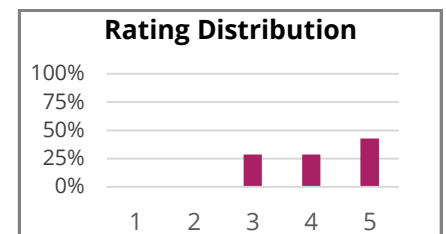
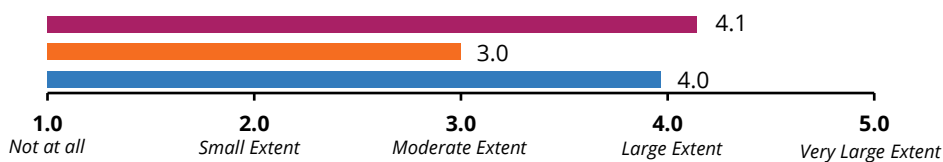
2 Promptly adapts plans or strategies to changing conditions



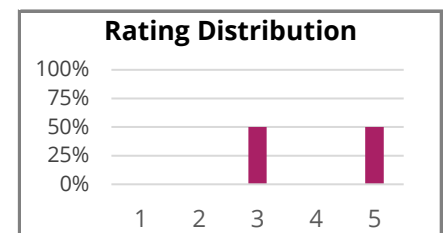
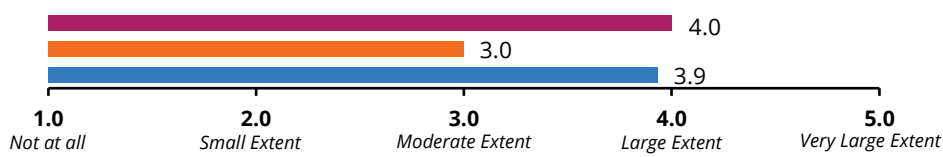
3 Works effectively in a variety of environments



4 Works comfortably in ambiguous situations



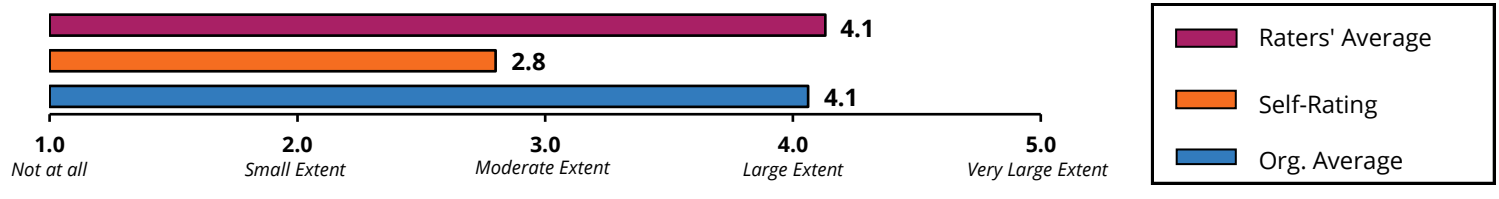
5 Adjusts work style or approach to suit different situations



Competency 11 - Performance Management

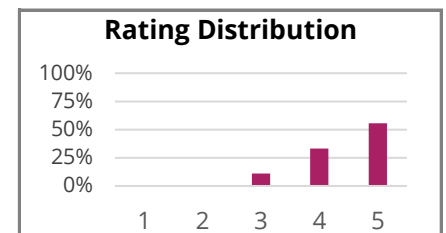
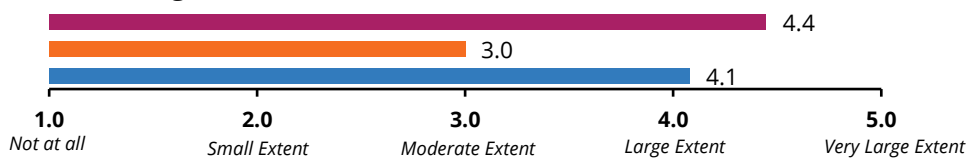
Oversees individual behaviors to ensure alignment with the organization's standards and objectives.

Overall Competency Rating:

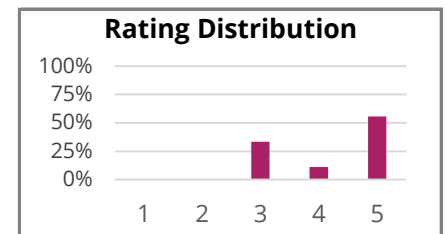
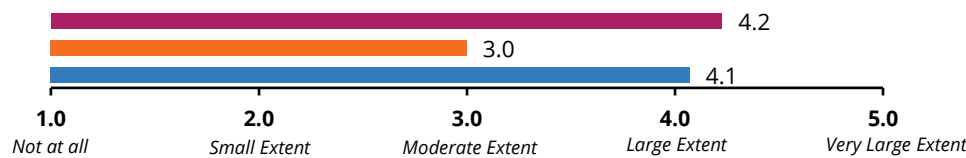


Individual Questions (rank ordered by rating):

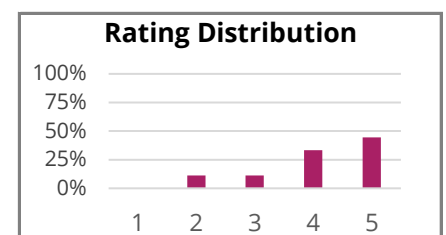
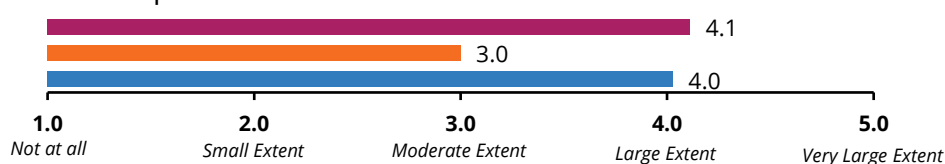
1 Monitors others' behavior to ensure standards and objectives are being met



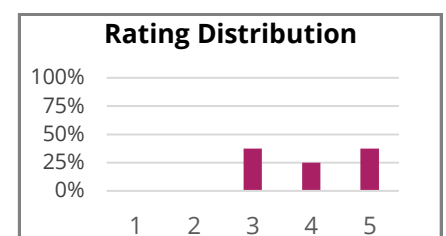
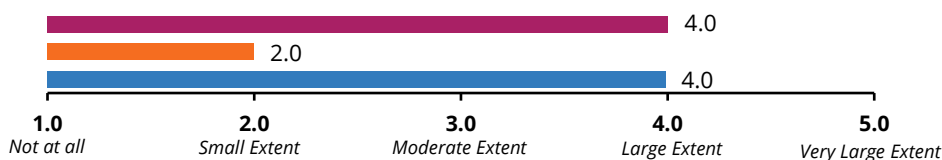
2 Clearly outlines responsibilities and expectations for others



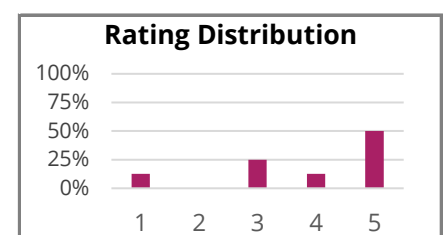
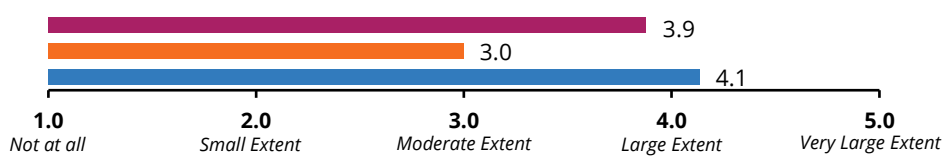
3 Ensures others have the necessary tools, training, and resources to complete tasks



4 Provides accurate performance appraisals



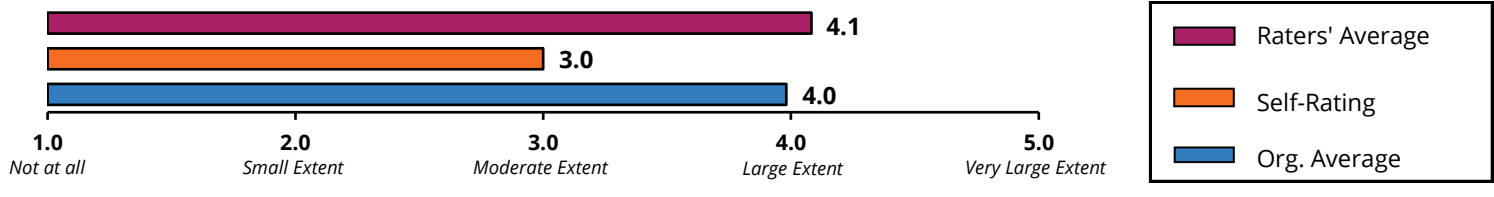
5 Sets a reasonable and manageable workload for others



Competency 12 - Innovation

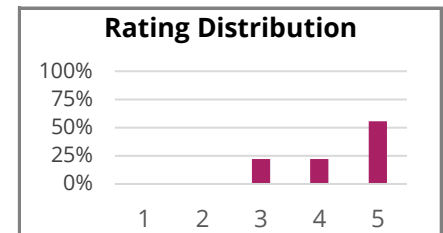
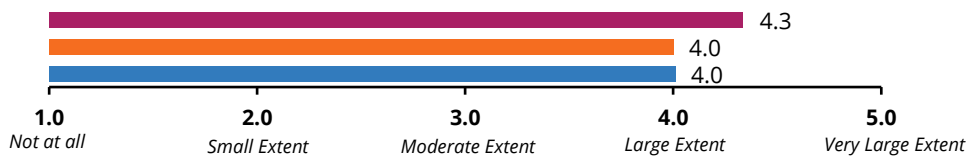
Generates new ideas, strategies, or solutions. Applies new knowledge and shows an eagerness to learn.

Overall Competency Rating:

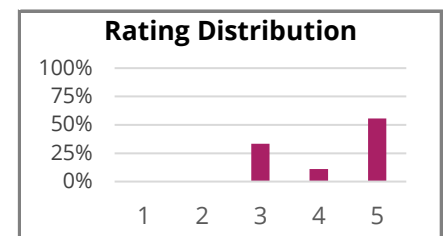
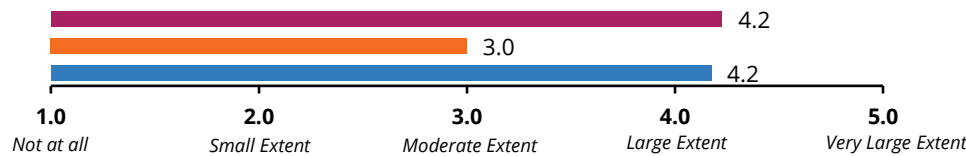


Individual Questions (rank ordered by rating):

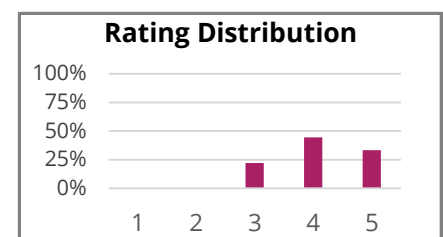
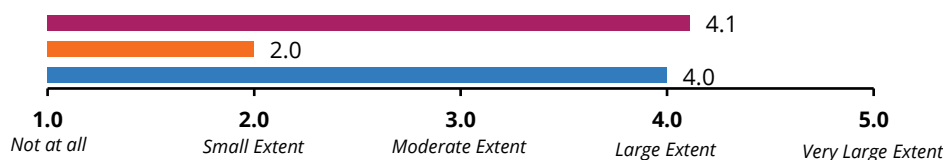
1 Embraces innovative concepts and alternative solutions



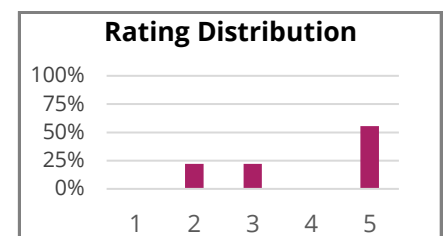
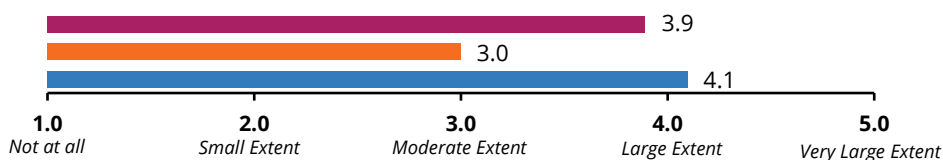
2 Encourages creative problem-solving



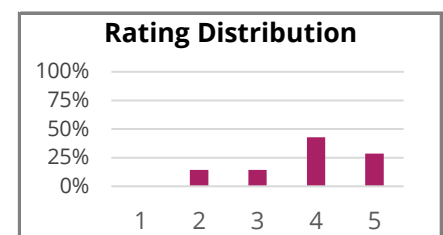
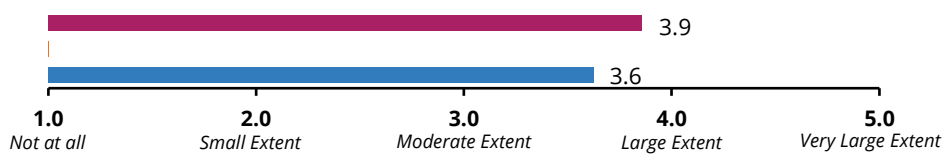
3 Readily integrates new approaches, methods, or trends into work



4 Seeks opportunities to make improvements



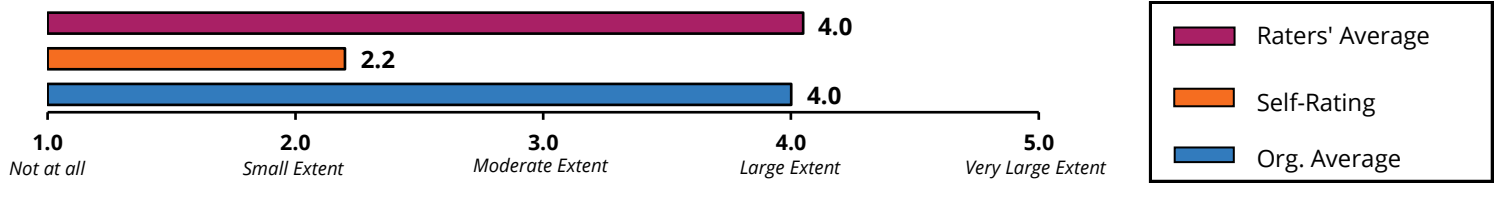
5 Takes calculated risks



Competency 13 - Strategic Planning

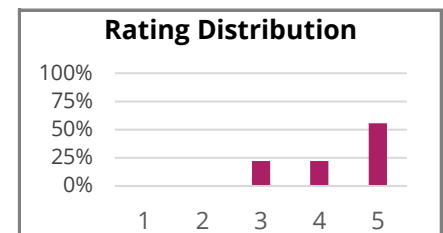
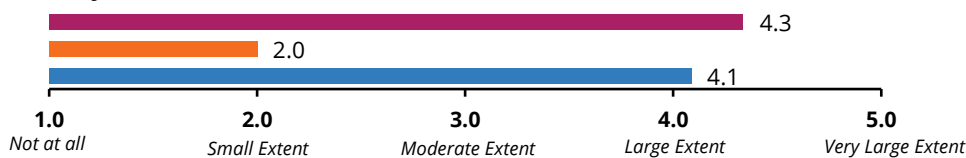
Develops and implements effective strategies that align with the organization's long-term goals.

Overall Competency Rating:

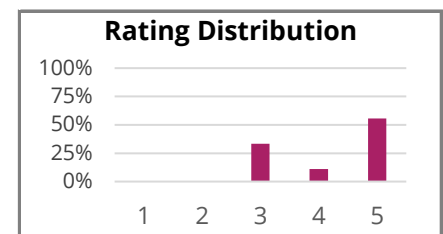
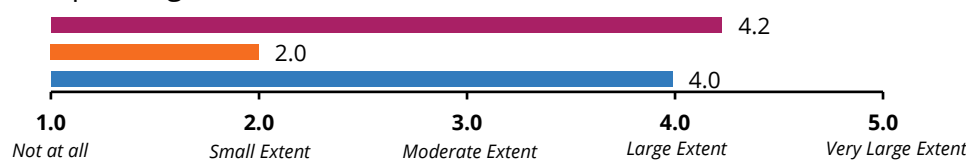


Individual Questions (rank ordered by rating):

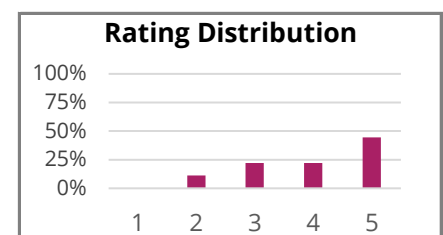
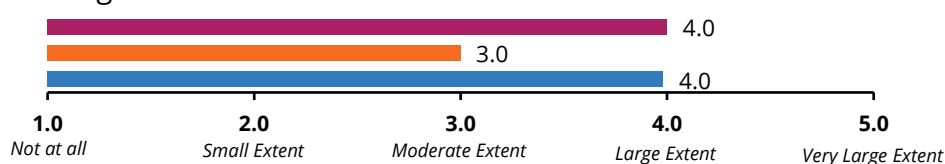
1 Ensures others understand their role in achieving strategic objectives



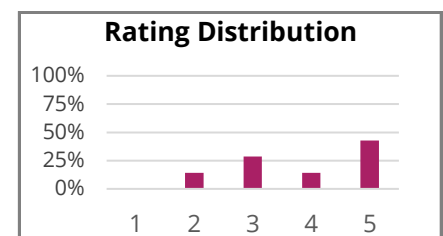
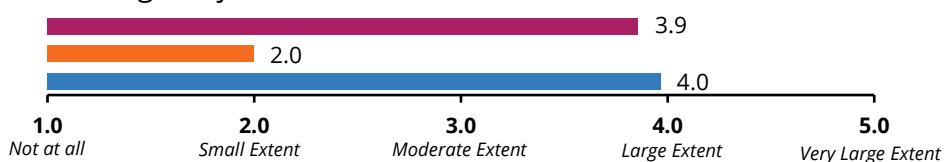
2 Develops comprehensive project plans aimed at achieving specific goals



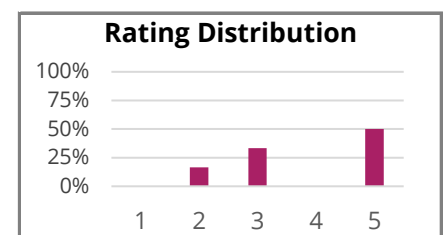
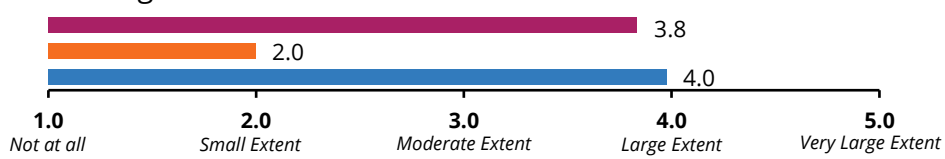
3 Establishes measurable objectives that align with organizational targets



4 Allocates adequate time and resources needed to achieve strategic objectives



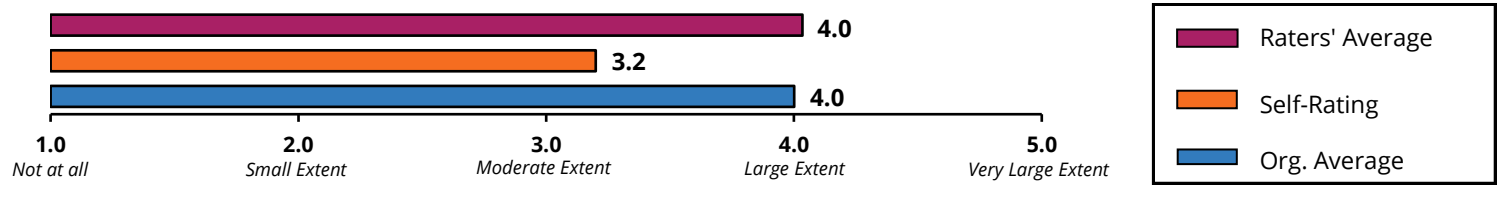
5 Utilizes metrics or feedback to assess the effectiveness of strategies



Competency 14 - Initiative

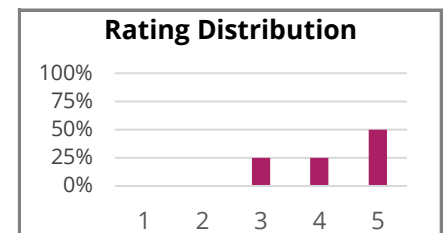
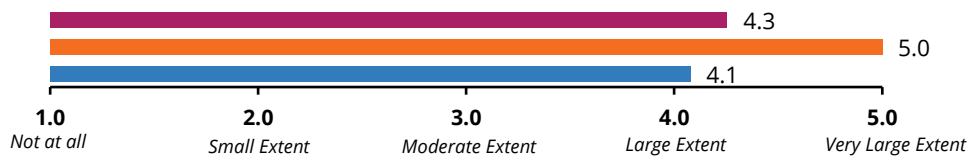
Takes swift action to tackle issues, prioritize important tasks, and seize opportunities.

Overall Competency Rating:

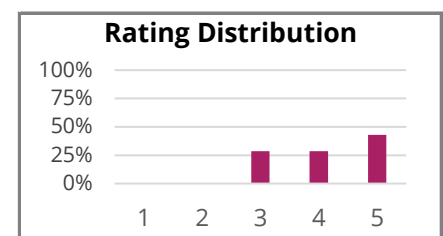
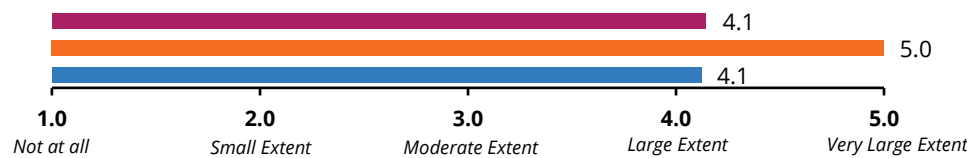


Individual Questions (rank ordered by rating):

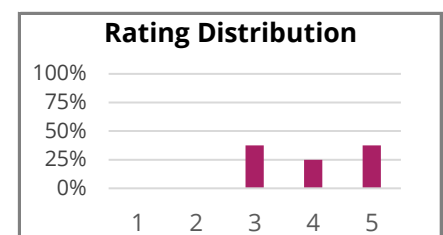
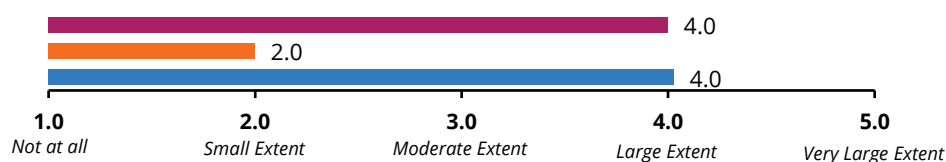
1 Acts independently without relying on direction from others



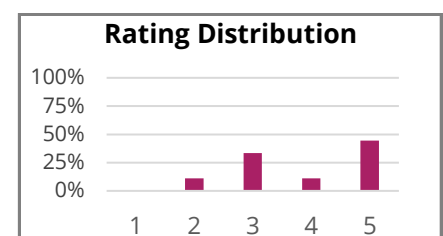
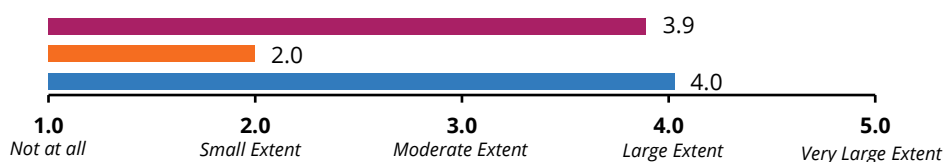
2 Takes ownership of tasks or initiatives without being prompted



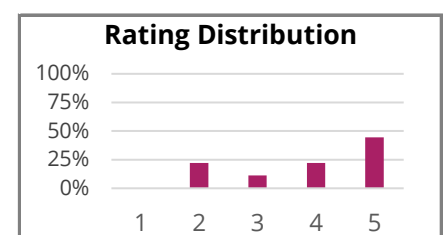
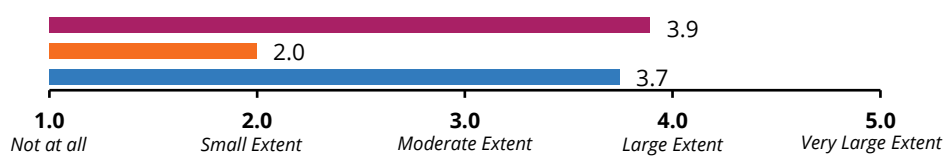
3 Confidently makes decisions despite uncertainties or ambiguity



4 Quickly takes advantage of opportunities



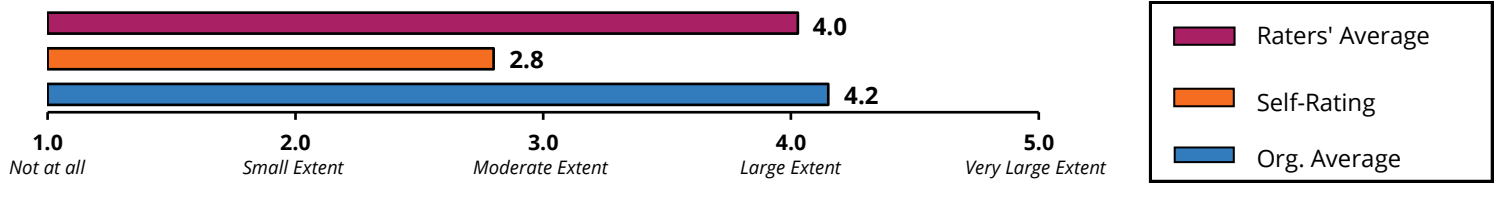
5 Promptly addresses issues before they escalate



Competency 15 - Empowering Others

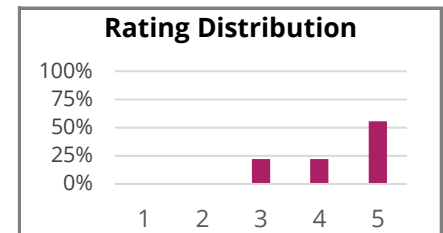
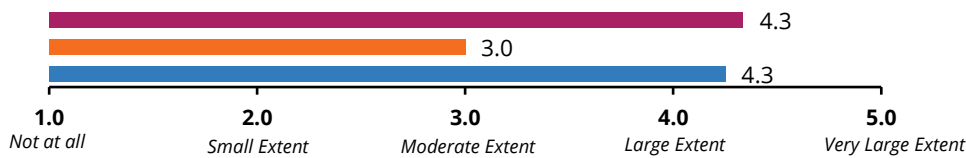
Fosters the autonomy and contribution of others through delegation, trust, and support.

Overall Competency Rating:

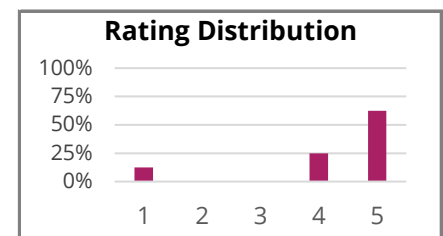
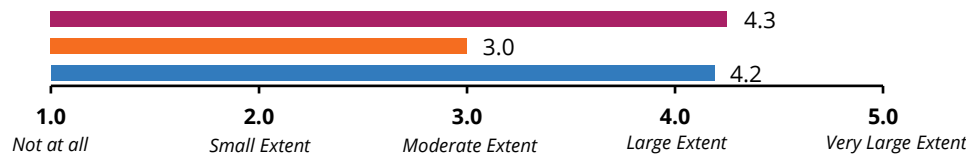


Individual Questions (rank ordered by rating):

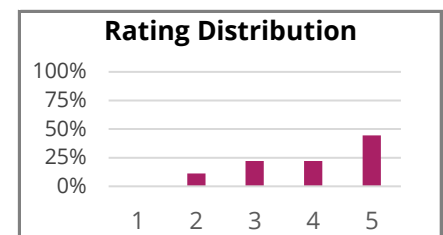
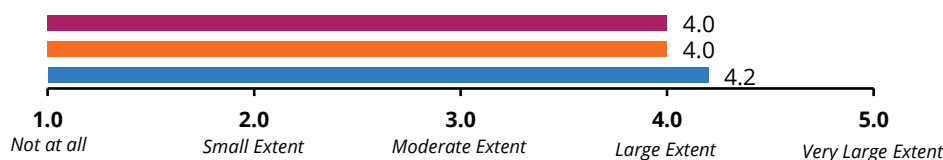
1 Encourages others to make decisions within their scope of work



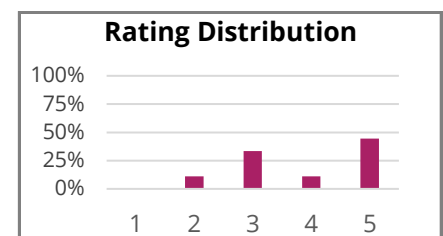
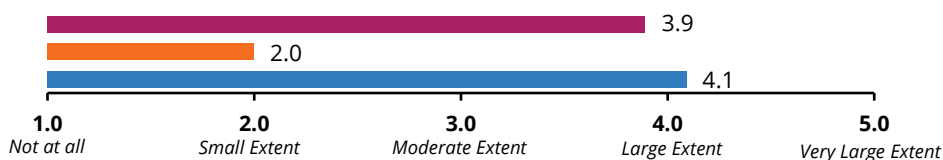
2 Recognizes the individual contributions of others



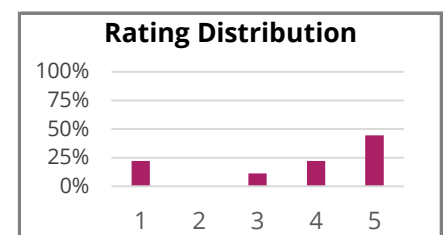
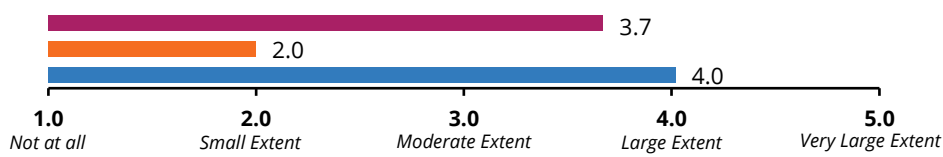
3 Demonstrates confidence in others' ability to perform tasks



4 Delegates tasks to others based on abilities



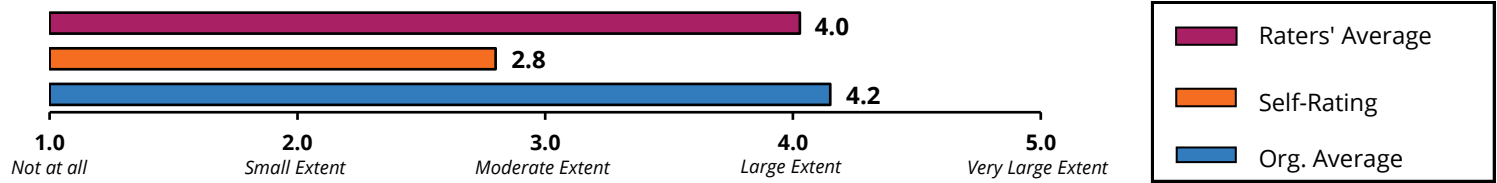
5 Provides adequate guidance and support for others to succeed



Competency 16 - Developing Others

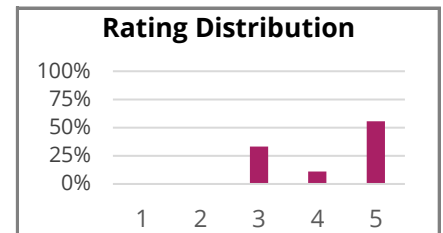
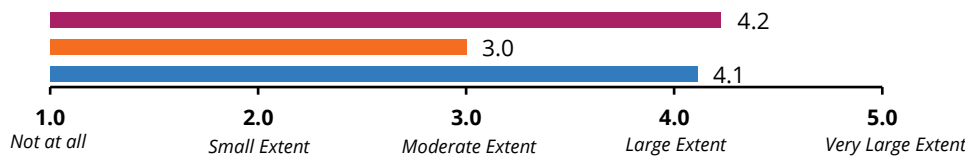
Nurtures the growth of others by providing constructive feedback and learning opportunities to enhance skills or capabilities.

Overall Competency Rating:

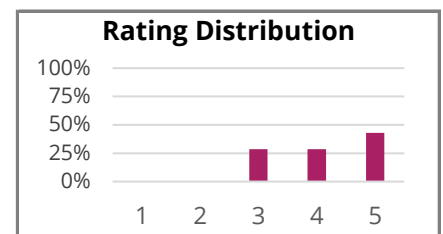
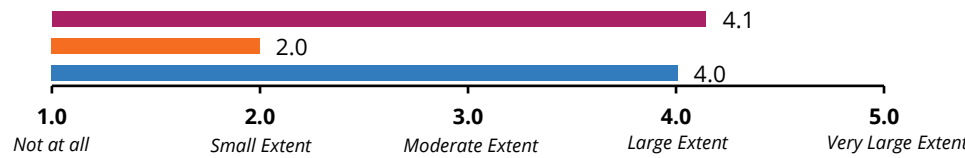


Individual Questions (rank ordered by rating):

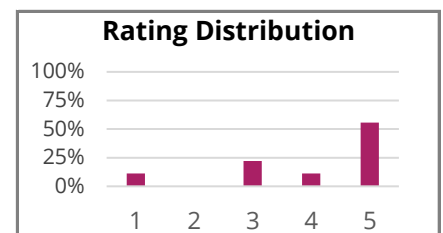
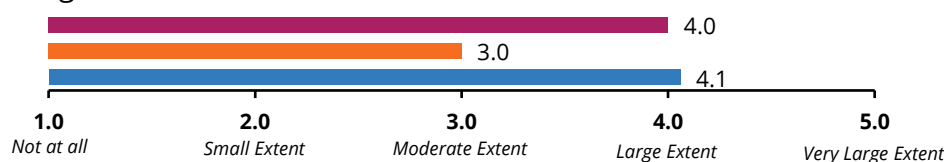
1 Coaches others with useful suggestions for improvement



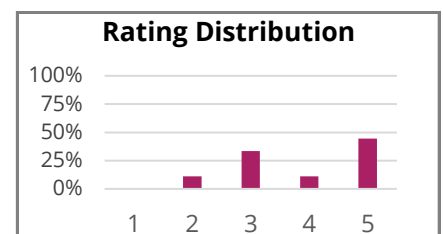
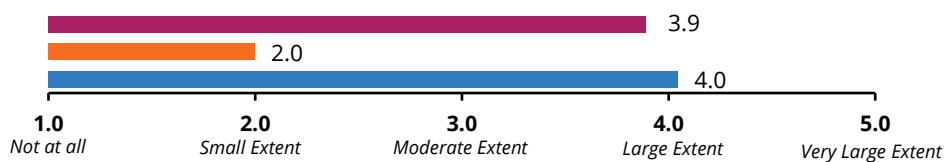
2 Assigns challenging tasks to promote growth and development



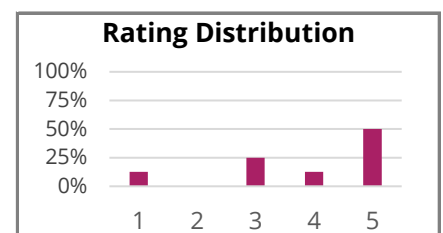
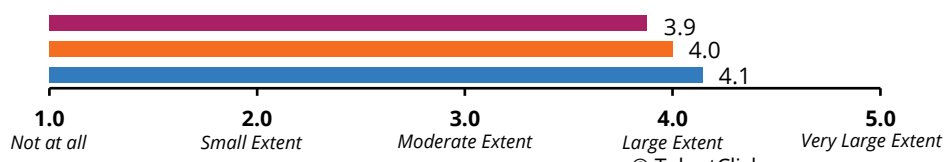
3 Helps others identify their development needs to set personal goals



4 Facilitates access to training or resources to support learning



5 Provides recognition for personal growth and development





Areas of Strength

Survey respondents were given the opportunity to highlight or provide additional positive feedback about your areas of strength.

Areas of strength that you highlighted for yourself:

I feel I am very adaptable and quickly change my workflow due to the needs of the unit. I maintain a very positive demeanor and response for my staff when they might be disgruntled. My staff heavily rely on me for day-to-day needs and I want to support them in becoming more self-sufficient.

Areas of strength highlighted by your Raters:

- 1 Telling staff what is needed to be done
- 2 Strong work ethic and dedication to tasks, great communication skills, problem solving skills and great organizational.
- 3 [Manager] works well with communicating/organizing when our work load has changed for the day or week. [Manager] attacks the work day with a great attitude and works well with the team.
- 4 [Manager] is incredibly hard-working and dedicated to the Organization's mission to help clients and their families. She is a team player and always willing to go beyond what is expected to ensure the house is taken care of and the counselors and clients have smooth shifts. She is well-liked due to her positive attitude, friendly demeanor, and willingness to contribute.
- 5 [Manager] always goes above and beyond for her staff. She makes sure everyone is always taken care of. If something hasn't gotten done, she will work no matter how many hours to make sure tasks are done and things are taken care of around the house. She picks up shifts for team members when they call out, and always wants to make sure her staff is okay before leaving the house. She very often works overtime to make sure staff is supported. She is also incredibly kind and caring towards our clientele and they often praise her and get just as excited as we do when she walks into a room.
- 6 [Manager] is a hard worker who always supports her team and is willing to jump in when needed. She is respectful and kind to everyone she interacts with and is prompt when responding to emails/calls.



Areas for Development

Survey respondents were given the opportunity to provide additional feedback about potential areas for improvement.

Areas for improvement that you suggested for yourself:

I have previously acknowledged a struggle with delegating tasks -- I sometimes have perfectionist tendencies and I can be inclined to do things "the right way" or to my own standard. I am practicing "allowing others to fail" and letting go of that need for control as long as it gets done. I still also struggle with my own work-life balance, as I have a remote Program Director, who is my counterpart in this role. I strongly believe it's important to model for my staff and be "in the trenches" alongside them to maintain their morale. Sometimes that gets away from me and I can continue to work on building stronger boundaries with my time.

Areas for improvement suggested by your Raters:

- 1 Stop working so hard, very proud of her loyalty to her position.
- 2 Creating and contributing to a positive atmosphere and camaraderie among employees
- 3 Being more on time with tasks such as reviews, or getting new facility equipment
- 4 Because I work closely with [Manager] in only the scheduling and staffing areas of her job, it is difficult for me to answer this question. The communication we have has always been effective.
- 5 As much as I praise her for working overtime, she needs to work on boundaries and understand that as much as we appreciate her going above and beyond for us, I worry about her mental health and burnout with how much she takes on!
- 6 [Manager] would benefit from increased confidence in both improved time-management strategies and delegating tasks to others to reduce her own risk of burnout. She could also work on giving clear and direct constructive feedback to her reports quickly and with confidence.
- 7 [Manager] at times appears overwhelmed by her role and could do a better job of delegating responsibilities to lessen her workload. In addition, providing critical feedback to staff at times appears to be challenging.



General Comments

Survey respondents were given the opportunity to provide any other additional feedback.

Additional feedback from your Raters:

- 1 [Manager] is a highly valued member of the team.
- 2 [Manager] has demonstrated a very dedicated and hard-working work persona. She has dedicated a lot of her personal time and gives me the impression and she really cares about the clients and her employees.
- 3 [Manager] deserves a huge raise. There is no possible way this house would function without her.