360

360º Leadership Review

Multi-Rater Assessment

RESULTS REPORT

For Feedback, Development & Coaching

Organization X

Kelly Sample

Survey Administered: Apr. 07 to Apr. 18, 2025

Report Generated: April 25, 2025

TalentClick

Introduction to your 360º Leadership Review Results

This report contains the results from your 360º Leadership Review that was administered at Organization X from Apr. 07, 2025 to Apr. 18, 2025.

The results encapsulate **feedback about your leadership**. The feedback was collected through a **questionnaire** completed by you and a carefully selected group of raters.

The raters selected are the **people who work closely around you.** 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 others perceive you. Sometimes people view themselves too favorably while other times too harshly, and you may be surprised by some of the results.

Report Overview

PART A: Summary of Results **3**
Overview of Leadership Competencies 3
Leadership Outcomes 4
Areas of Strength 5
Areas for Development 6
Areas of Misalignment (Raters' Average vs. Self-Rating) 7

PART B: Detailed Results **8**
Leadership Outcomes 9
Leadership Competencies 12

PART C: Additional Comments **28**
Areas of Strength 28
Areas for Development 29
General Feedback 30

OVERVIEW OF LEADERSHIP COMPETENCIES

Overall Rating:
Raters' average across all competencies
**Does not include self-rating*

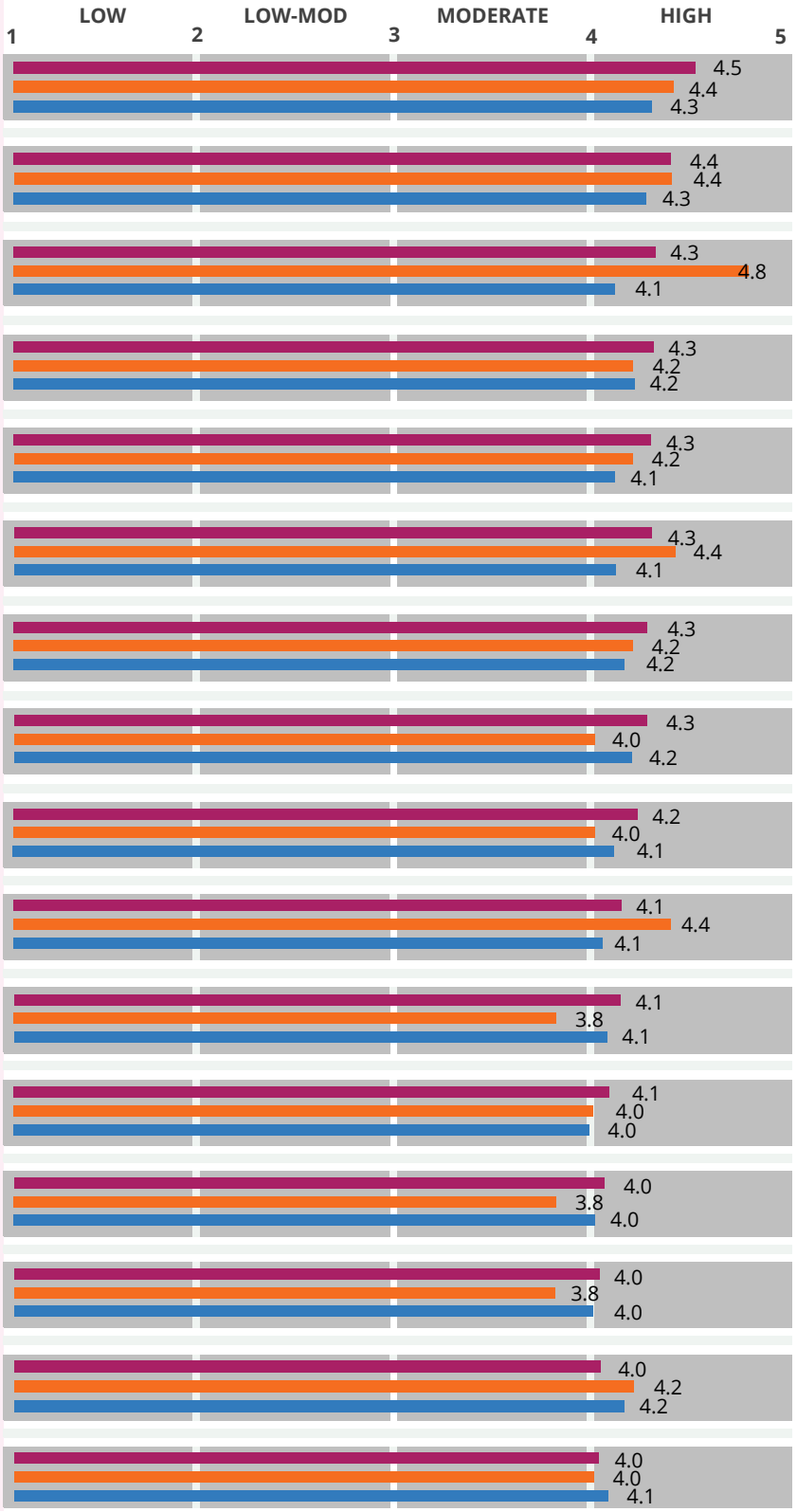
84

- Excellent (85-100)
- Good (75-84)
- Moderate (65-74)
- Low (1-64)

- Raters' Average (9 Responses)
- Self-Rating
- Organizational Average

LEADERSHIP COMPETENCIES

Rank ordered by overall rating:



1. Collaboration:
Works effectively and cooperatively with others. Fosters positive working relationships and team cohesion.
4.5 4.4 4.3

2. Integrity:
Upholds ethical principles, honesty, and accountability in all interactions and decisions.
4.4 4.4 4.3

3. Resilience:
Maintains focus and performance under pressure, adversity, or challenge.
4.3 4.8 4.1

4. Communication:
Effectively conveys information, ideas, and instructions to others both verbally and in writing.
4.3 4.2 4.2

5. Judgment:
Forms well-reasoned decisions that are based on a detailed analysis of available information, potential risks, and benefits.
4.3 4.2 4.1

6. Conflict Management:
Effectively addresses disagreements and conflicts within the team in a fair and constructive manner.
4.3 4.4 4.1

7. Drive:
Motivated to achieve high performance and accomplish ambitious goals.
4.3 4.2 4.2

8. Inclusion:
Engages all team members in a way that respects and values their individual differences and contributions.
4.3 4.0 4.2

9. Influence:
Positively impacts the thoughts, feelings, and behaviors of others to gain commitment and inspire others toward common goals.
4.2 4.0 4.1

10. Adaptability:
Readily adjusts to new conditions, information, or situations. Implements changes in strategies or processes when necessary.
4.1 4.4 4.1

11. Performance Management:
Oversees individual behaviors to ensure alignment with the organization's standards and objectives.
4.1 3.8 4.1

12. Innovation:
Generates new ideas, strategies, or solutions. Applies new knowledge and shows an eagerness to learn.
4.1 4.0 4.0

13. Strategic Planning:
Develops and implements effective strategies that align with the organization's long-term goals.
4.0 3.8 4.0

14. Initiative:
Takes swift action to tackle issues, prioritize important tasks, and seize opportunities.
4.0 3.8 4.0

15. Empowering Others:
Fosters the autonomy and contribution of others through delegation, trust, and support.
4.0 4.2 4.2

16. Developing Others:
Nurtures the growth of others by providing constructive feedback and learning opportunities to enhance skills or capabilities.
4.0 4.0 4.1

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LEADERSHIP OUTCOMES

This section provides insight into how your leadership is perceived by others. These perceptions reflect key outcomes of leadership behaviors that predict productivity and retention within one's team.

Excellent
Good
Moderate
Lower

DELIVERING RESULTS

Overall, you consistently achieve performance objectives for the quality or quantity of expected outcomes.

78% of all raters agree that you consistently meet or exceed performance objectives while 22% do not feel this way.	**78% of all raters agree that you consistently meet or exceed standards for quality of work** while 22% do not feel this way.	**57% of all raters agree that you consistently achieve or exceed targets for the amount of work produced** while 43% do not feel this way.

See Areas of Strength on page 5 for insight and tips on maintaining your effectiveness and efficiency in delivering results.

GENERATING ENGAGEMENT

Overall, you have a positive impact on team members' job satisfaction, wellbeing, and organizational alignment.

89% of all raters agree that you positively affect their overall job satisfaction while 11% do not feel this way.	**67% of all raters agree that you help reduce their job-related stress** while 33% do not feel this way.	**67% of all raters agree that you make them feel like a valued member of the team** while 33% do not feel this way.

See Areas of Strength on page 5 for insight and tips on maintaining your positive impact on team engagement.

DRIVING COMMITMENT

Overall, you positively impact the level of motivation and dedication felt by team members.

78% of all raters agree that you increase their feelings of loyalty and commitment to the team while 22% do not feel this way.	**56% of all raters agree that you inspire them to try harder** while 44% do not feel this way.	**56% of all raters agree that you positively influence their decision to continue working for Organization X** while 44% do not feel this way.

See Areas for Improvement on page 6 for insight and tips to improve your impact on team commitment.

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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). Your perception in this area (5.0 out of 5) is closely aligned to those of your raters (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 or viewpoints (88% strongly describe you this way). Your perception in this area (5.0 out of 5) is somewhat 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). Your perception in this area (5.0 out of 5) is somewhat aligned to those of your raters (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). You rated yourself lower in this area (4.0 out of 5) 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 Influence:

Displaying credibility

100% of raters perceive that you create an impression of competence and credibility (63% strongly describe you this way). You rated yourself lower in this area (4.0 out of 5) 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.

6 Conflict Management:

Mediating fairly

88% of all raters perceive that you treat everyone with fairness and respect when addressing conflict (88% strongly describe you this way). You rated yourself lower in this area (4.0 out of 5) 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.

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AREAS FOR 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. However, you rated yourself higher in this area (5.0 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. Your perception in this area (4.0 out of 5.0) is somewhat aligned to those of your raters (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 somewhat lower in this area (3.0 out of 5) compared to others who 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. Your perception in this area (4.0 out of 5.0) is closely aligned to those of your raters (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 Innovation:

Taking risks

29% of raters do not perceive that you take calculated risks. Your perception in this area (4.0 out of 5.0) is closely aligned to those of your raters (3.9 average).

Others suggest you may occasionally need to be more of a risk taker.

ACTION: Work on your comfort level with risk by gradually making small, informed decisions involving new methods. Remember, good outcomes usually start with some degree of risk.

6 Performance Management:

Assigning appropriate workloads

38% of raters do not perceive that you set a reasonable and manageable workload for others. Your perception in this area (4.0 out of 5.0) is closely aligned to those of your raters (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.

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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.

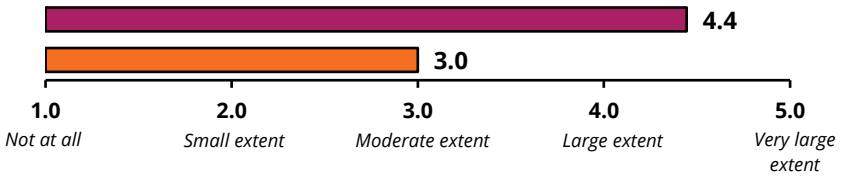
Gaps of **1.0 points** or more are considered significant and should be noted.

Raters' Average (9 Responses)

Self-Rating

1 Collaboration: Utilizing team talents

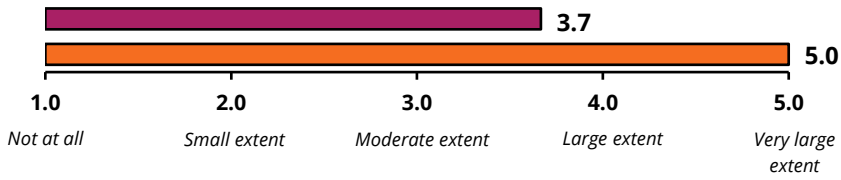
Others rate your ability to leverage team strengths and skills substantially higher than you rate yourself.



- Raters agree that you utilize the diverse talents and experiences of team members, while you rated yourself moderately in this area.
- This finding suggests you might overlook how well you understand and utilize the varied skills and backgrounds of others.

2 Empowering Others: Providing support

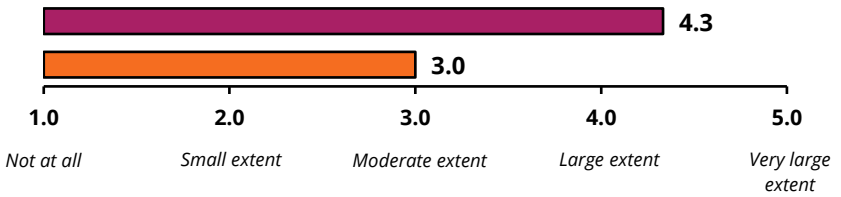
You rate your ability to guide and support others substantially higher than others rate you.



- Raters are less likely to perceive that you provide adequate guidance and support for others to succeed, while you rated yourself very highly.
- This feedback suggests room to clarify the support and guidance that may be lacking to ensure alignment with others' expectations.

3 Inclusion: Incorporating diversity

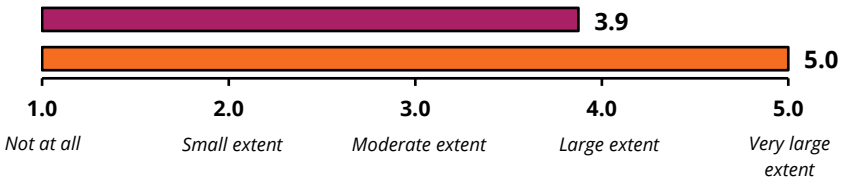
Others rate your ability to include varied perspectives in decisions substantially higher than you rate yourself.



- Raters agree that you incorporate diverse perspectives and ideas into processes or decisions, while you rated yourself moderately in this area.
- This insight implies you may overlook your tendency to incorporate diverse thoughts into team discussions for stronger outcomes.

4 Developing Others: Recognizing growth

You rate your ability to acknowledge growth and achievements substantially higher than others rate you.



- Raters are less likely to perceive that you provide recognition for personal growth and development, while you rated yourself very highly in this area.
- This insight suggests a need to recognize personal growth in others more visibly to strengthen alignment with team perceptions.

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Introduction to Detailed Results

The following section provides detailed results that expand on the summary in Part A. Beginning on the next page, you will find the breakdown of results for **3 Leadership Outcomes** and **16 Leadership Competencies**, including the individual questions that compose each factor.

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

Results:

The results from the 360º 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:

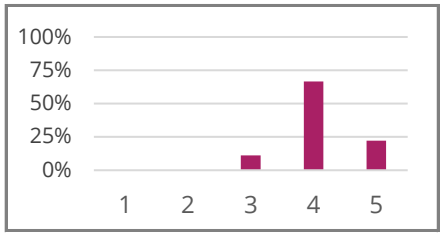
The results are reported on a **5-point scale**, with each number corresponding to **the extent to which others view that your behavior aligns with the competency** measured in the scale:

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 raters** who gave you each score on the 5-point scale. **For example:**

1 Shares credit freely with others



For this question, 0% of the participant's colleagues responded with a rating of '2 - Describes you to a small extent' , while 67% responded with a rating of '4 - Describes you to a large extent'.

Overall, 89% of raters perceive that this leader shares recognition with colleagues (ratings of '4' or '5'), while 0% do not feel this way (ratings of '1' or '2').

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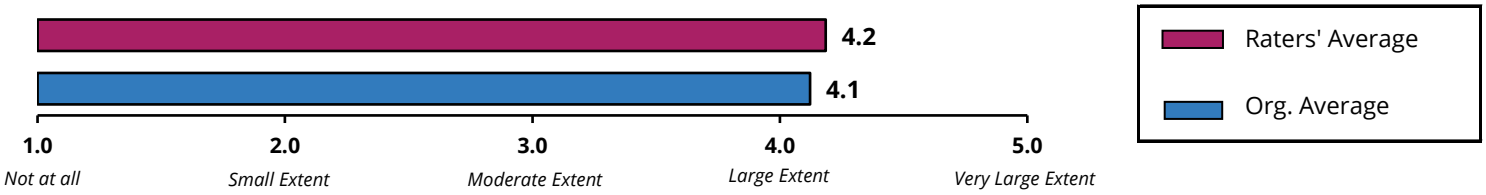
Outcome 1 - Delivering Results

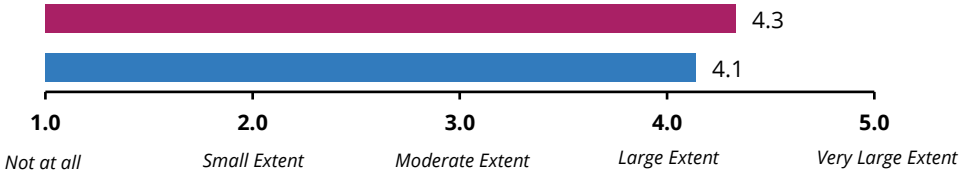
Consistently achieves or exceeds performance objectives for both the quantity and quality of expected outcomes.

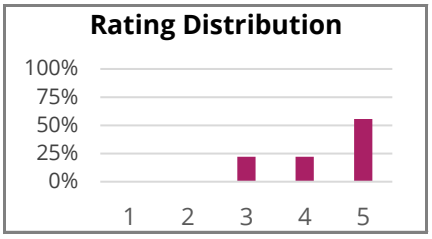
Overall Rating:



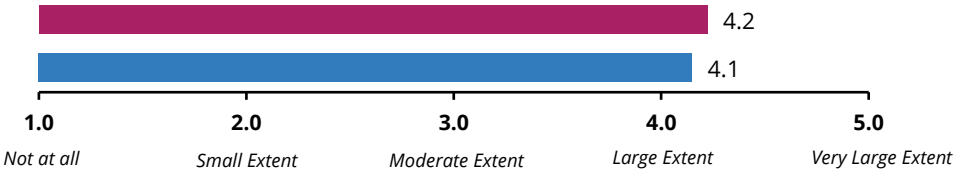
Individual Questions (rank ordered by rating):

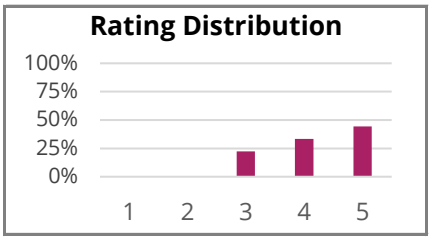
1 Consistently meets or exceeds performance objectives



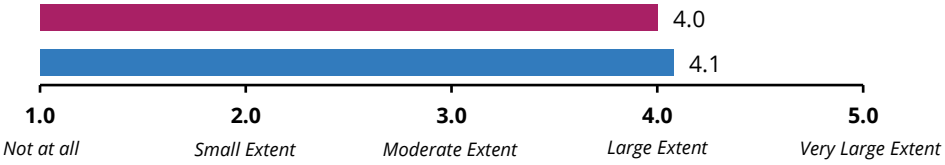


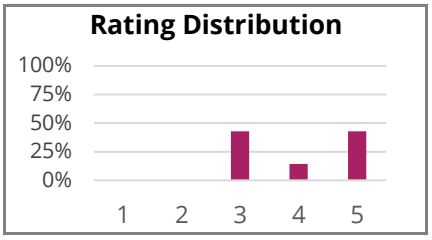
2 Consistently meets or exceeds standards for quality of work





3 Consistently achieves or exceeds targets for the amount of work produced





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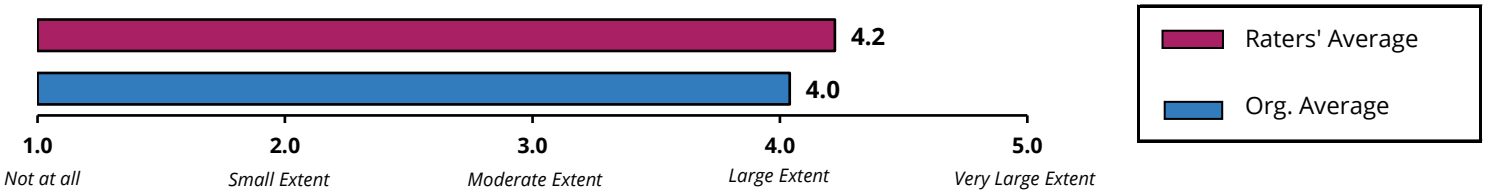
Outcome 2 - Generating Engagement

Enhances job satisfaction, well-being, and sense of alignment among team members.

Overall Rating:



Individual Questions (rank ordered by rating):

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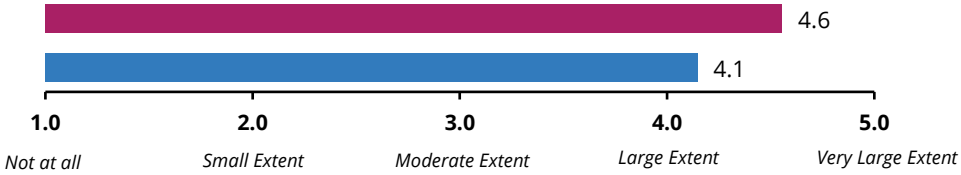

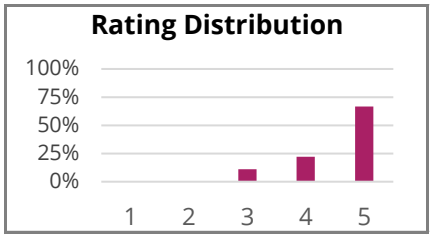

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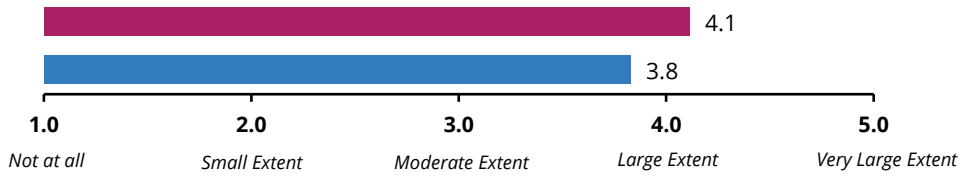

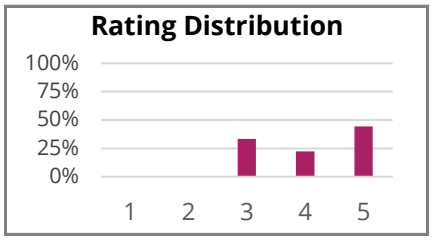

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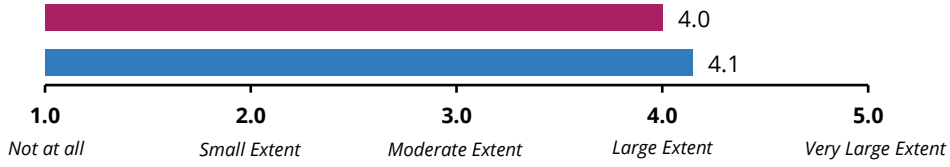

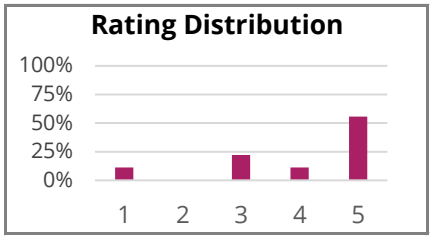

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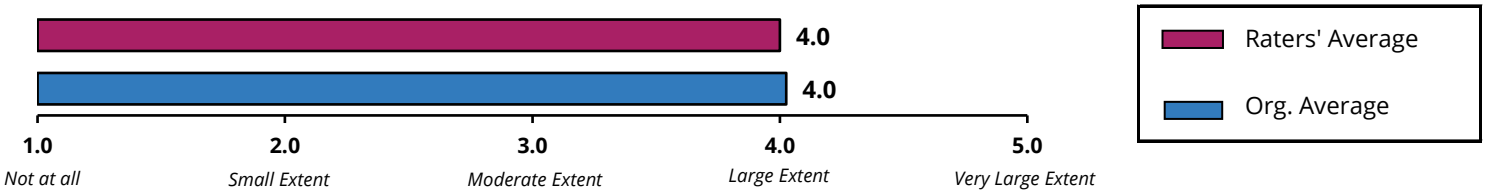
Outcome 3 - Driving Commitment

Facilitates motivation, extra effort, and dedication among team members.

Overall Rating:



Individual Questions (rank ordered by rating):

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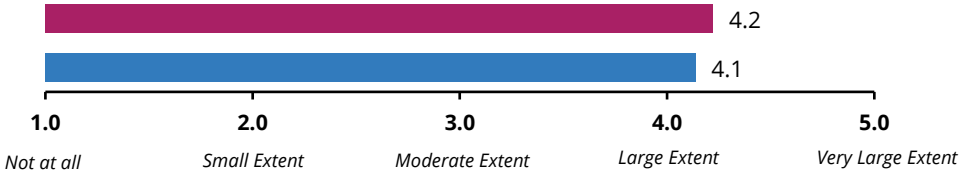

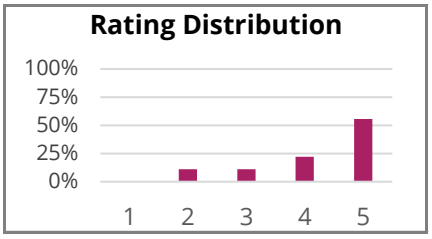

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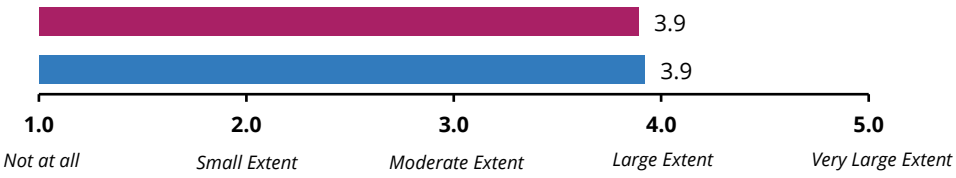
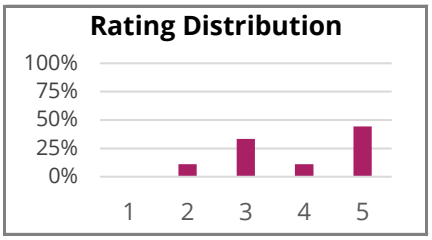
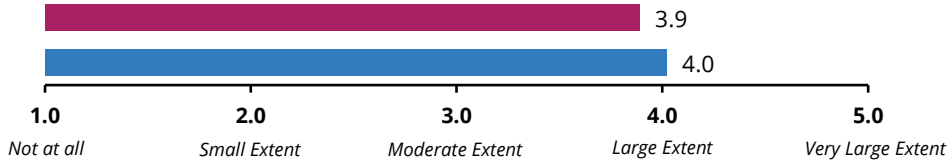
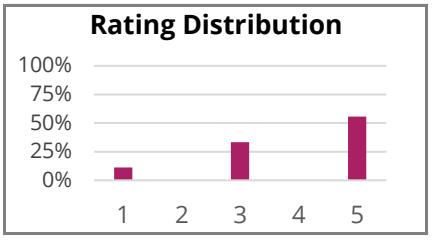




3 [Item Redacted for Sample]





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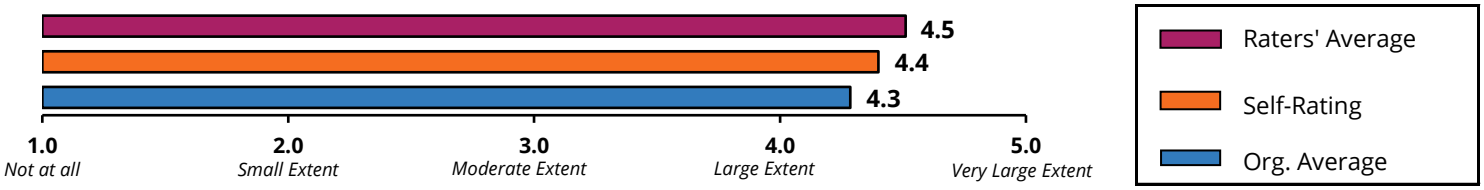
Competency 1 - Collaboration

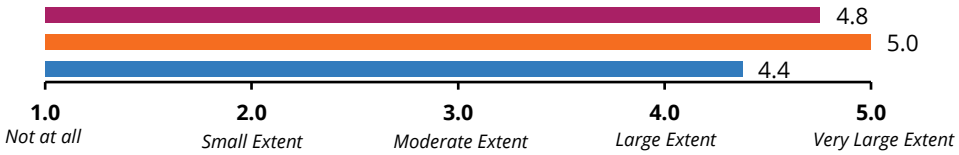
Works effectively and cooperatively with others. Fosters positive working relationships and team cohesion.

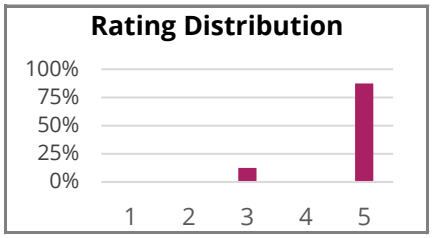
Overall Competency Rating:



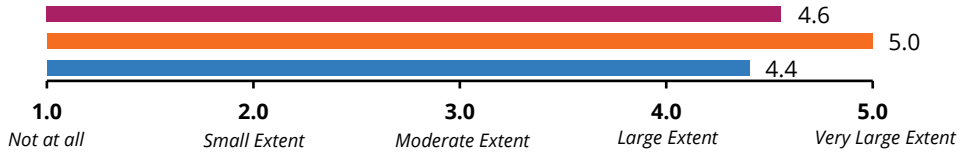
Individual Questions (rank ordered by rating):

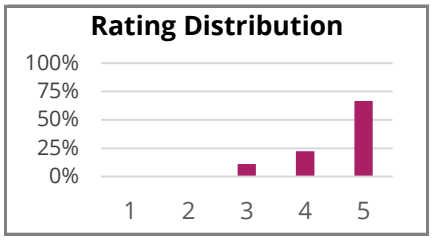
1 Works effectively with team members of different backgrounds, work styles, or viewpoints



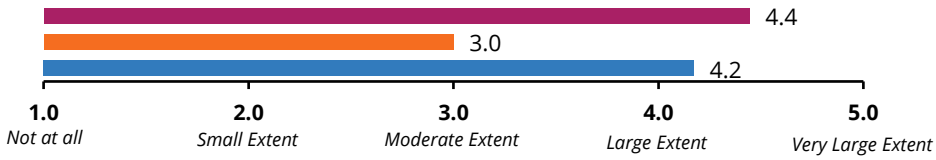


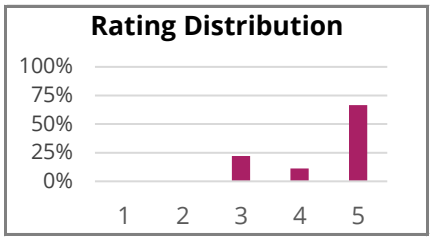
2 Shares credit freely with others



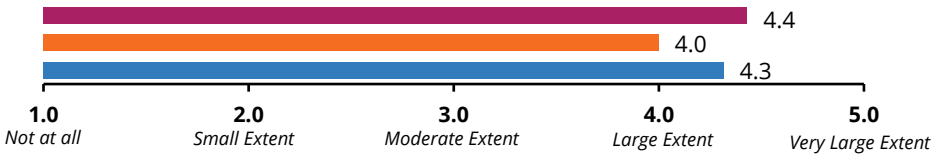


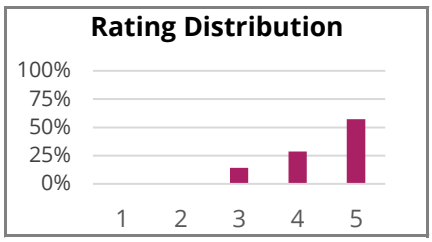
3 Utilizes the diverse talents and experiences of team members



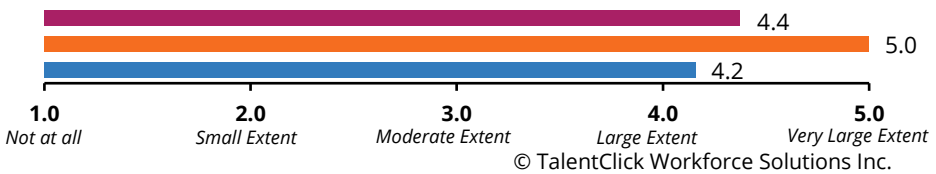


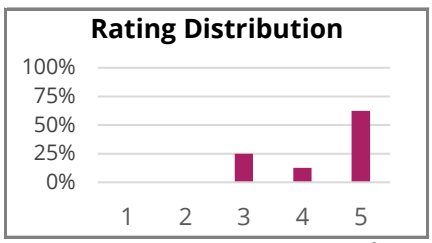
4 Freely shares information and resources across the team





5 Assists other team members to meet their goals





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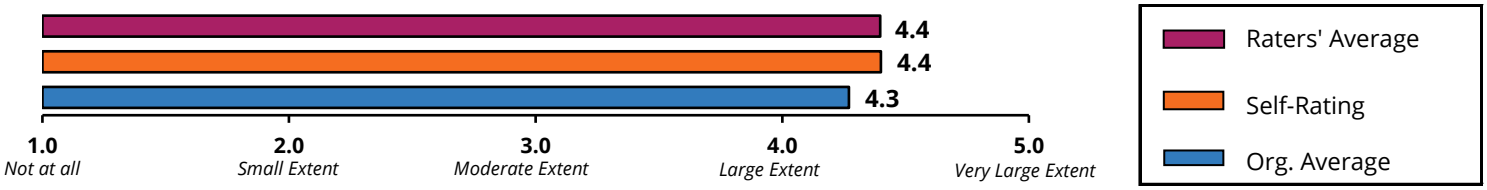
Competency 2 - Integrity

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

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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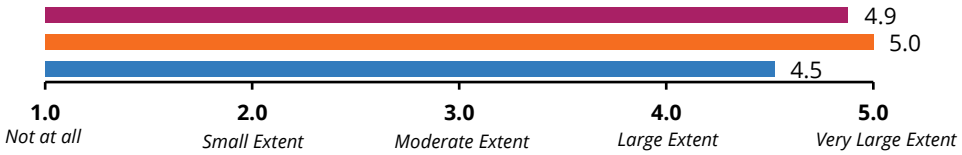

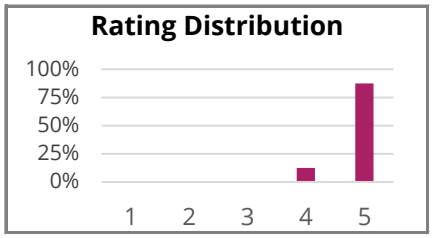

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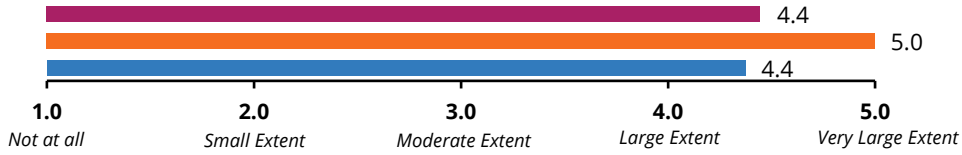

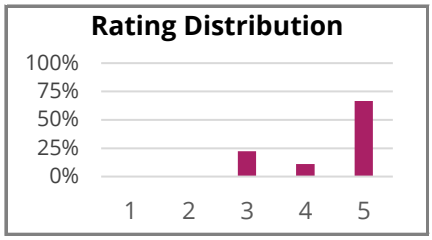

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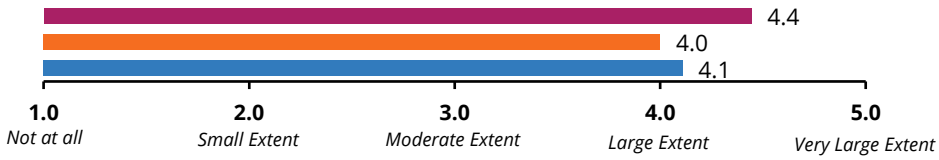

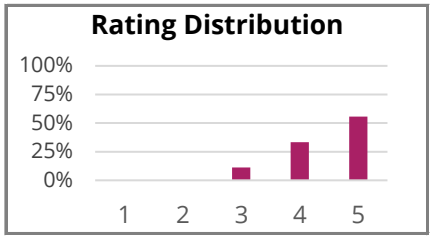

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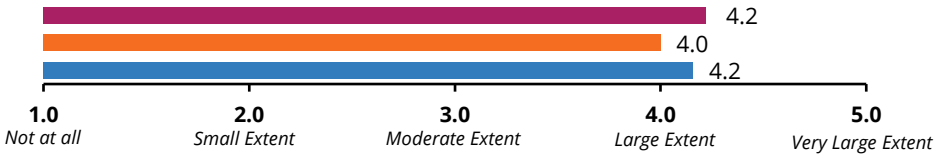

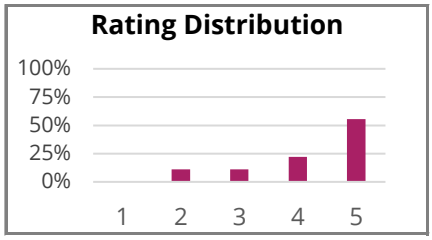

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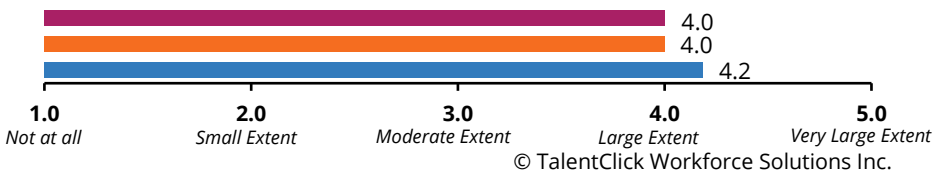

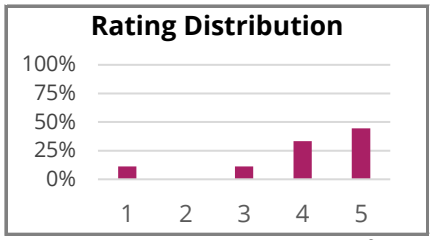

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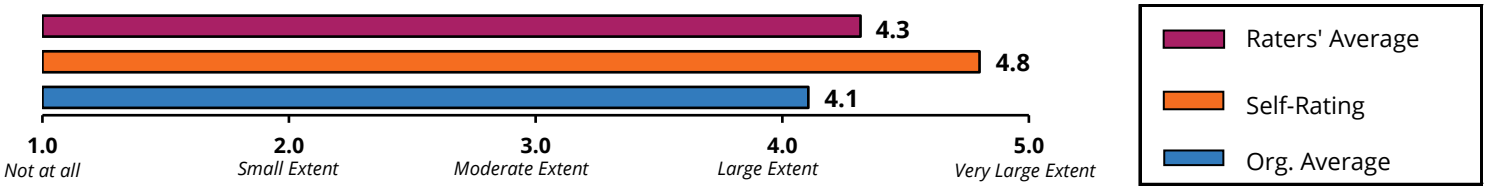
Competency 3 - Resilience

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

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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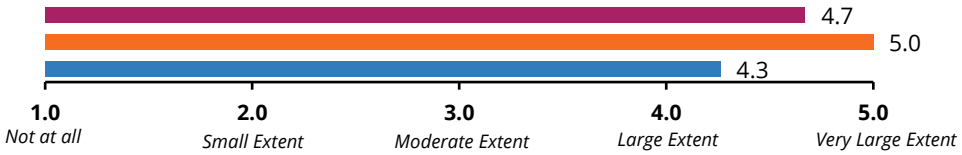

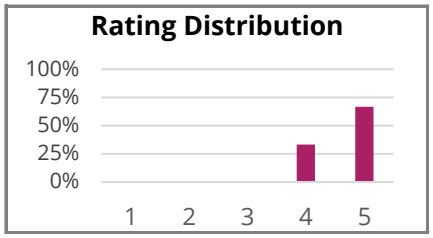

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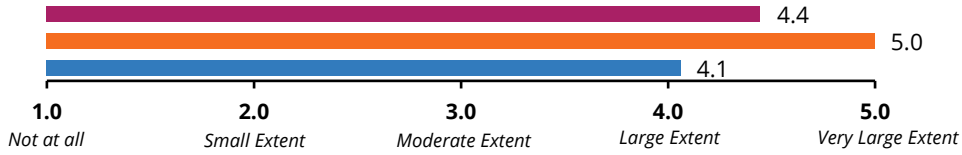

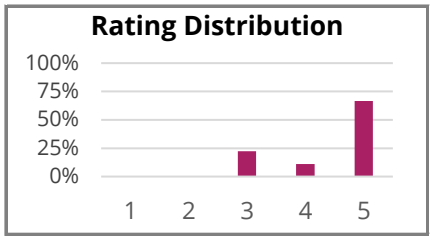

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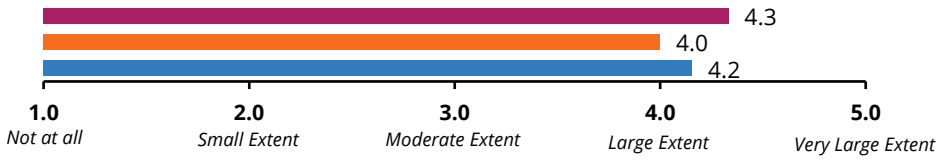

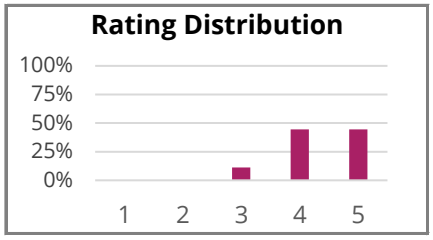

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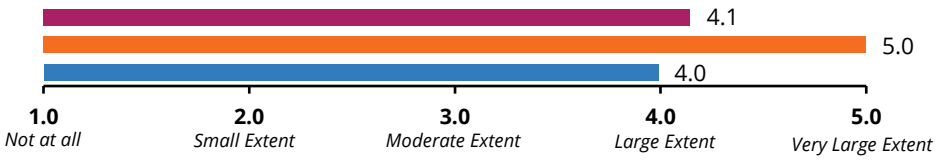

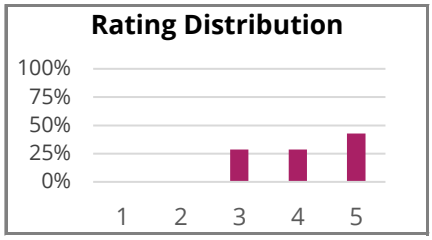

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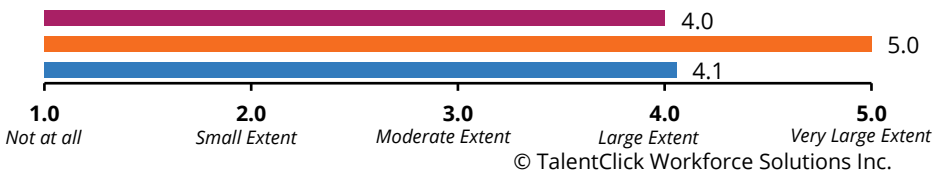

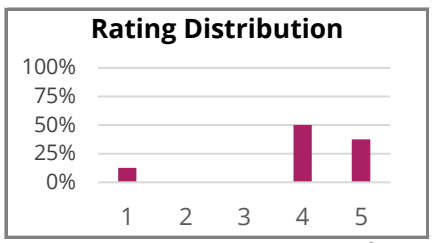

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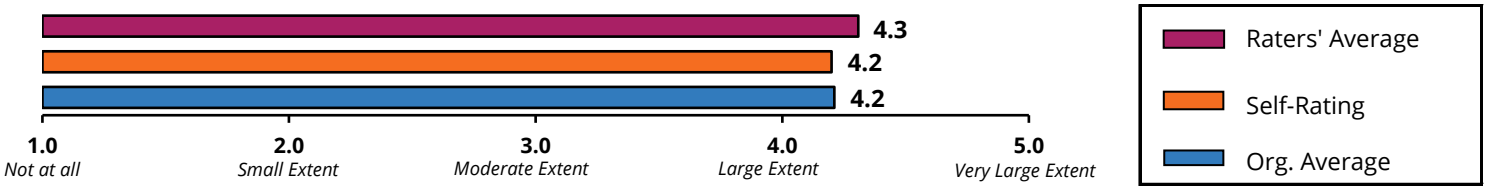
Competency 4 - Communication

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

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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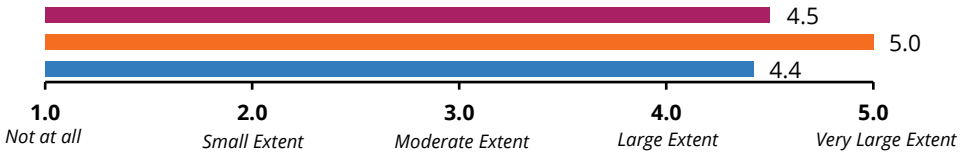

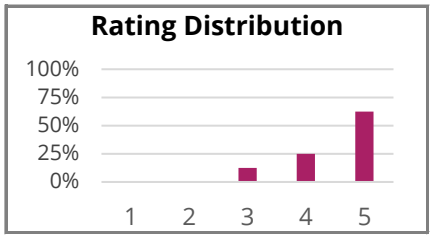

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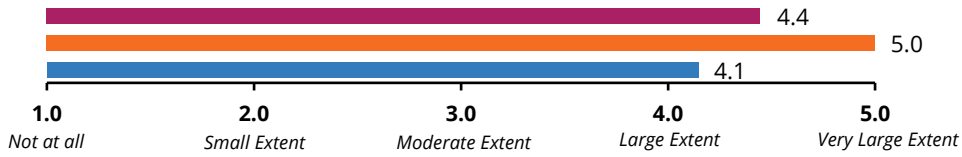

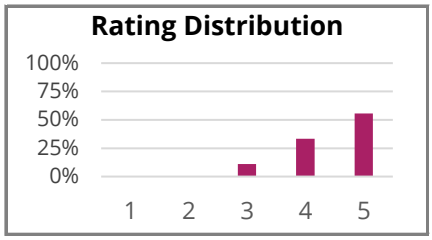

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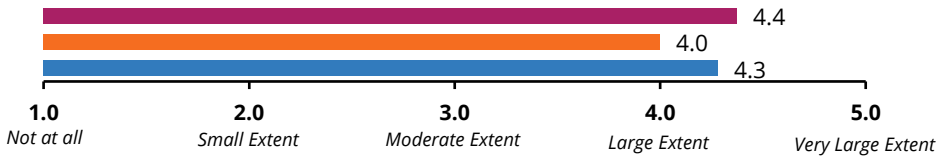

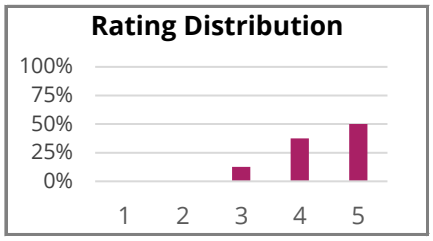

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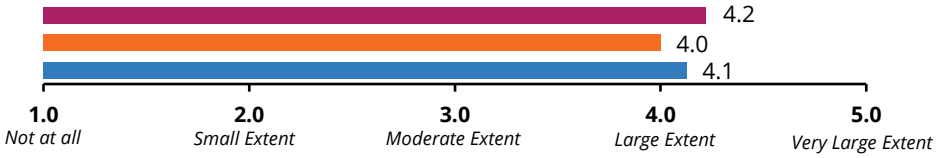

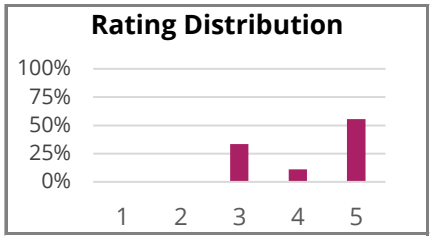

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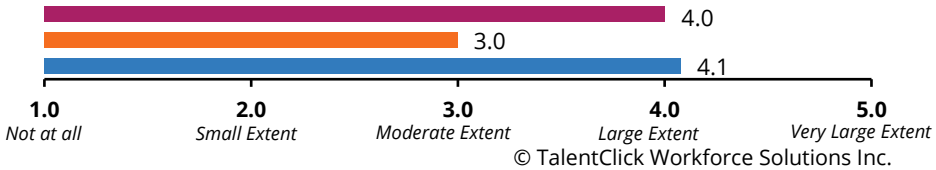

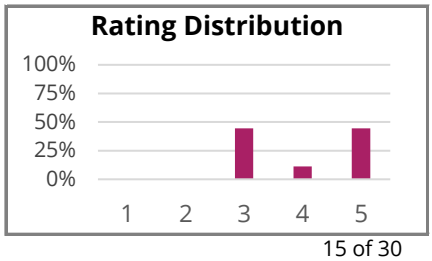

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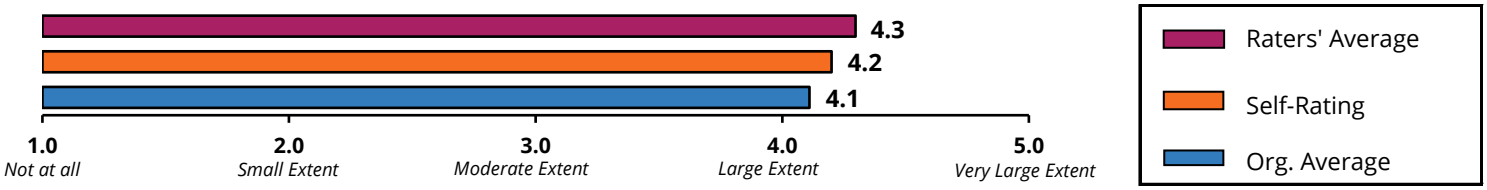
Competency 5 - Judgment

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):

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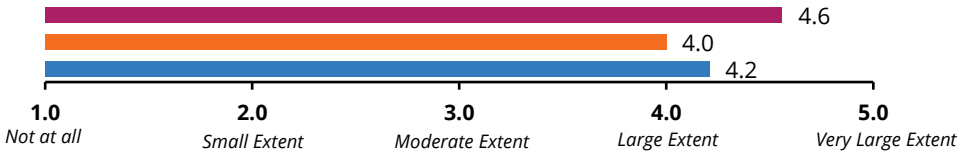

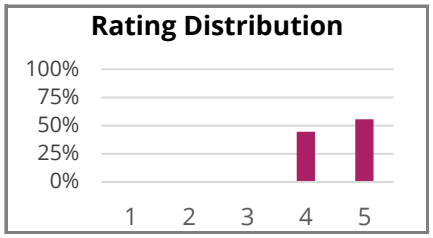

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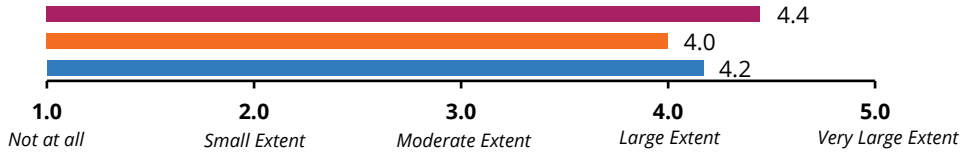

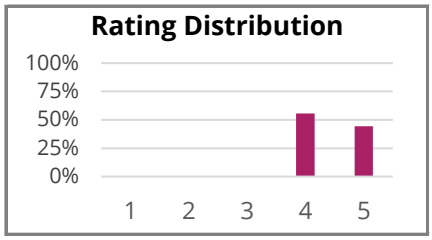

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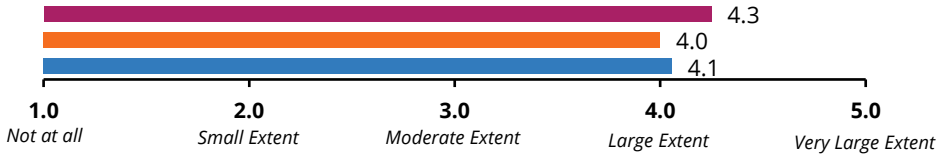

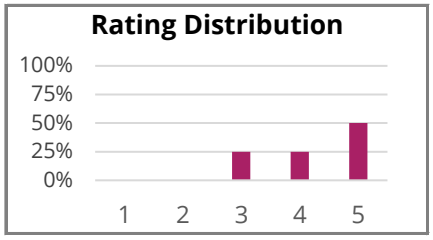

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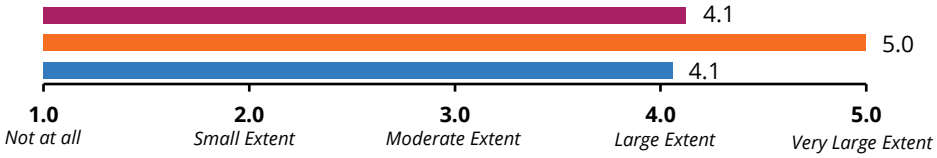

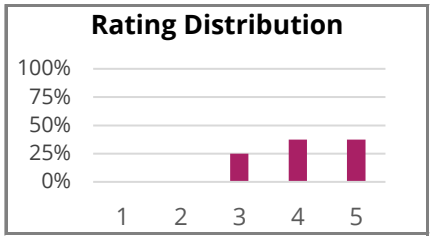

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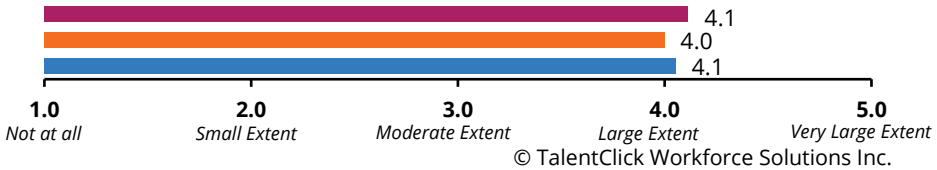

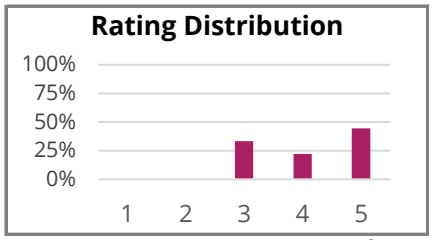

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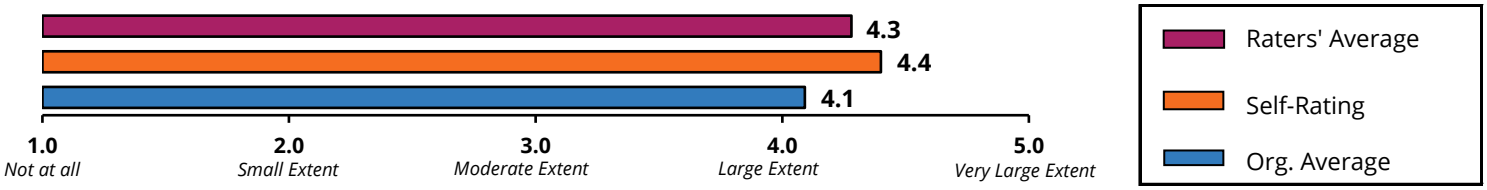
Competency 6 - Conflict Management

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

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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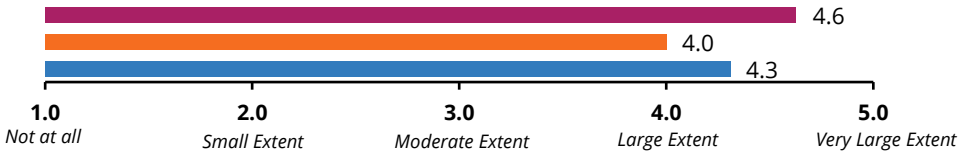

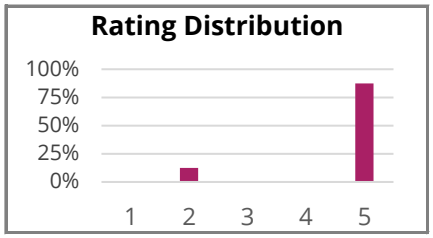

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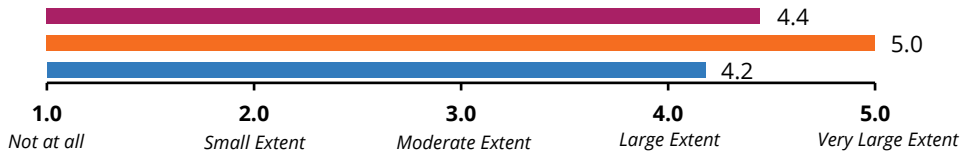

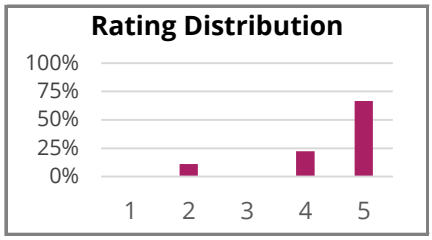

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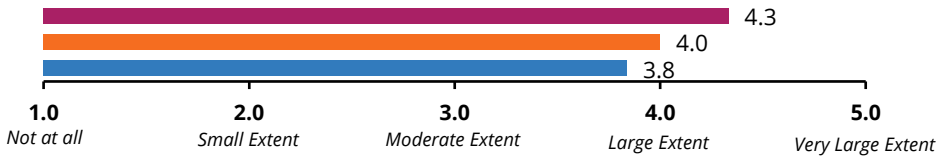

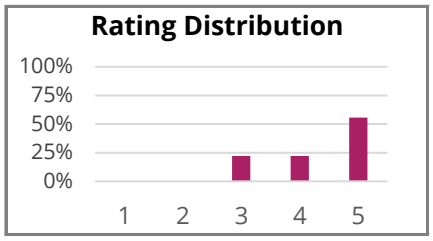

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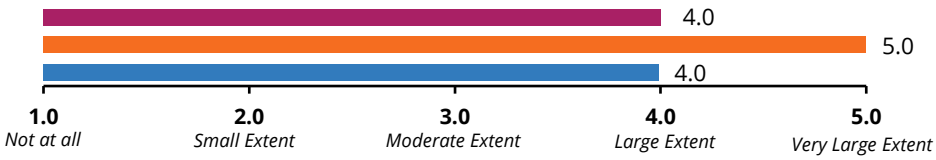

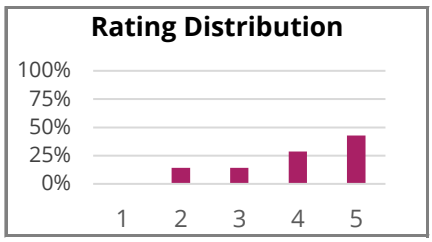

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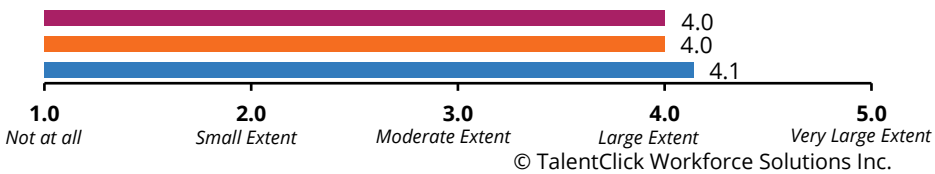

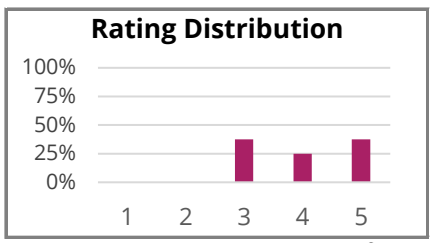

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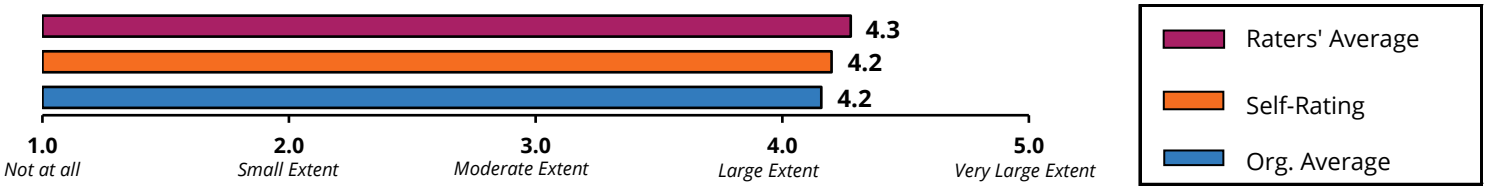
Competency 7 - Drive

Motivated to achieve high performance and accomplish ambitious goals.

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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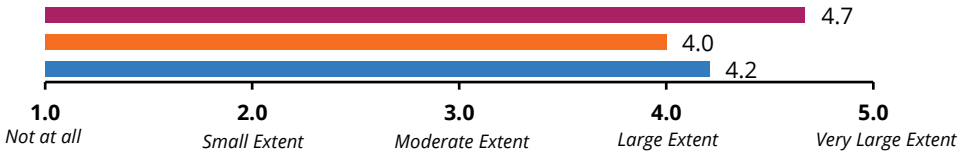

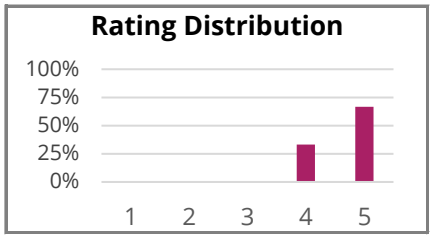

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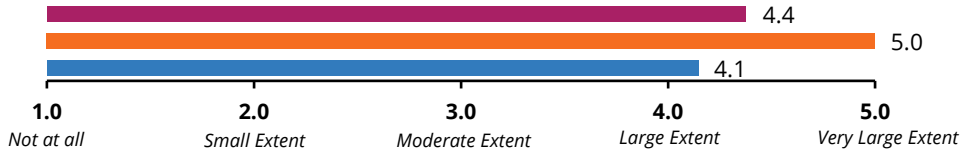

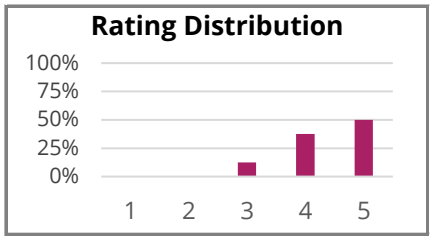

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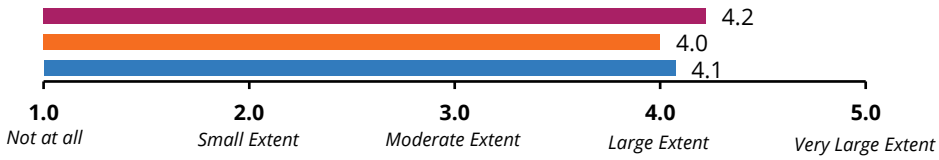

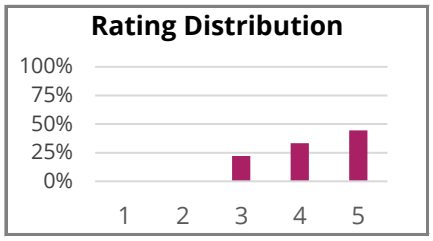

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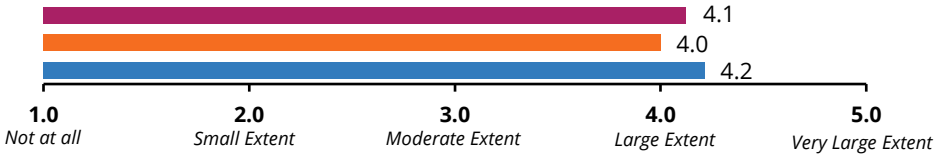

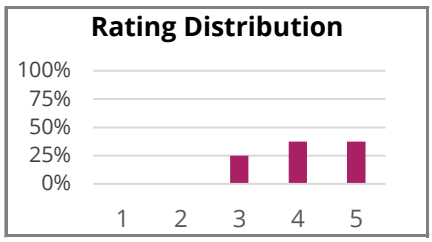

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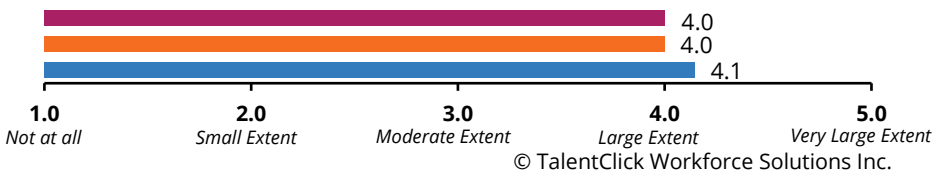

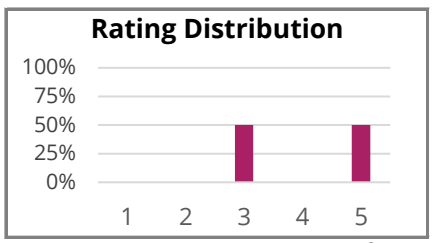

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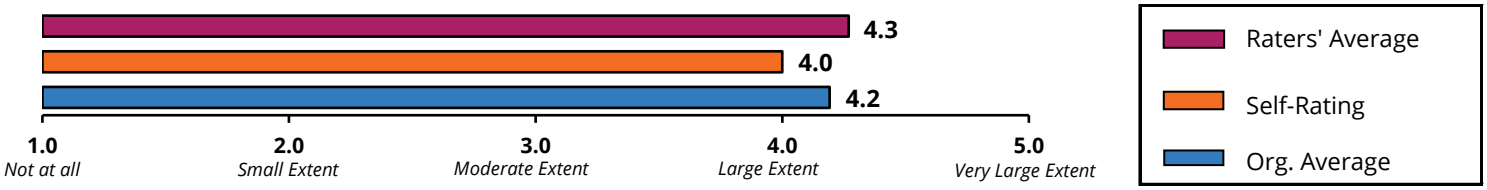
Competency 8 - Inclusion

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):

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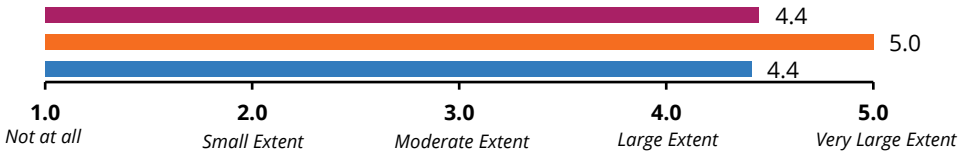

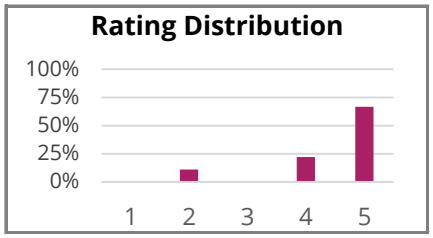

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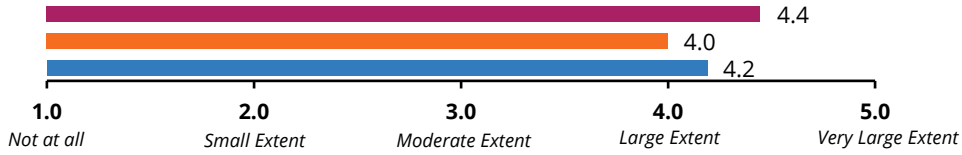

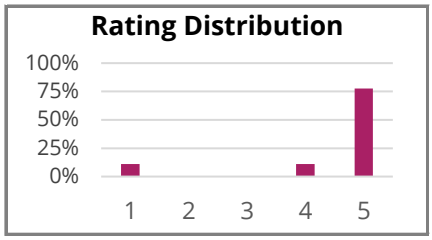

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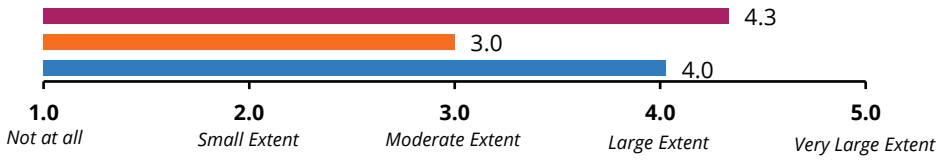

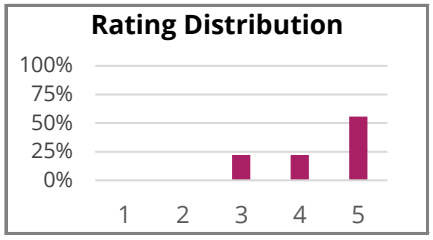

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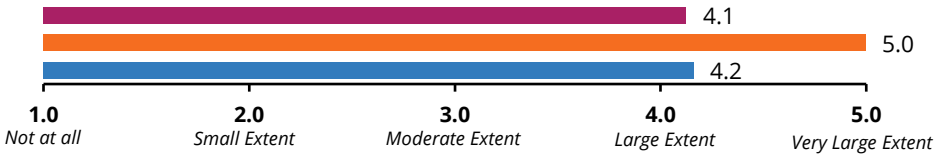

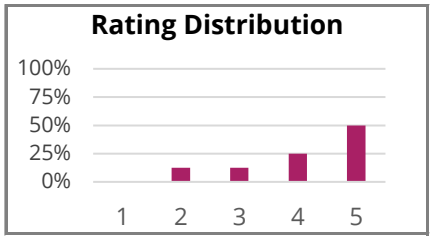

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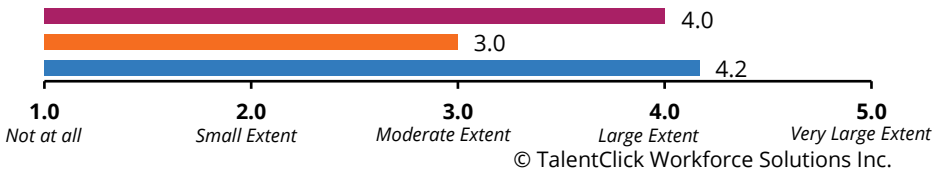

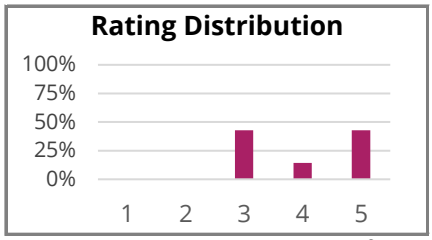

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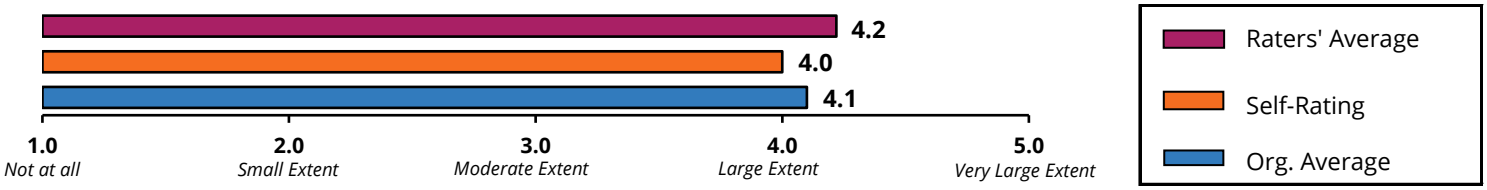
Competency 9 - Influence

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):

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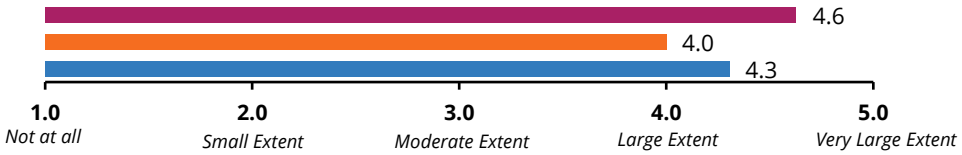

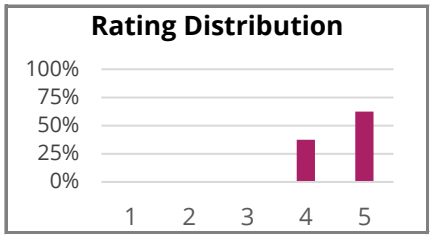

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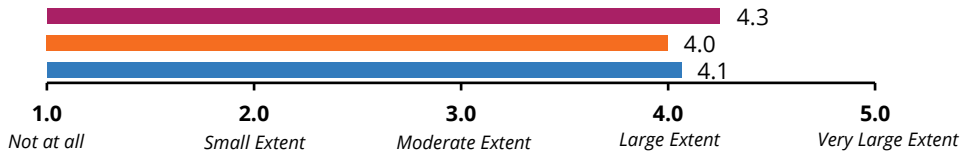

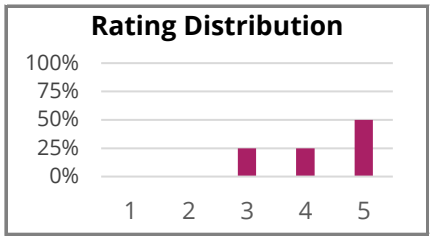

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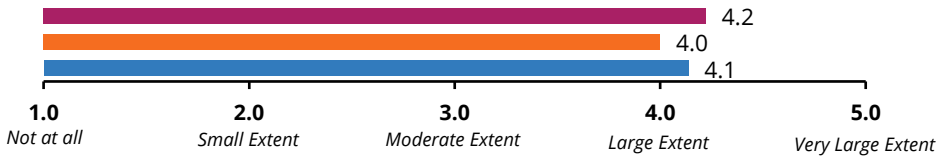

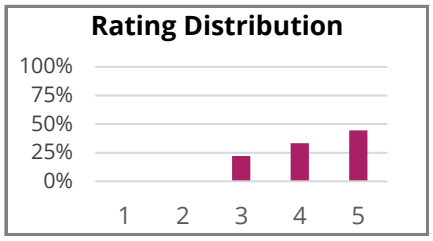

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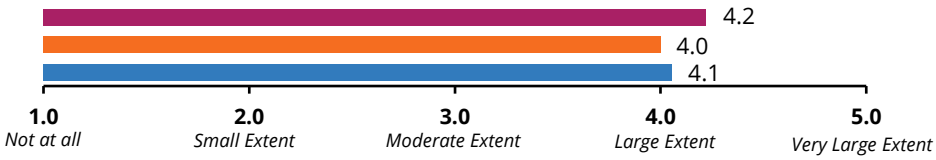

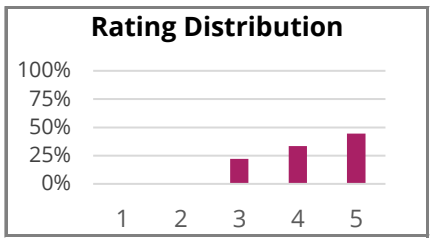

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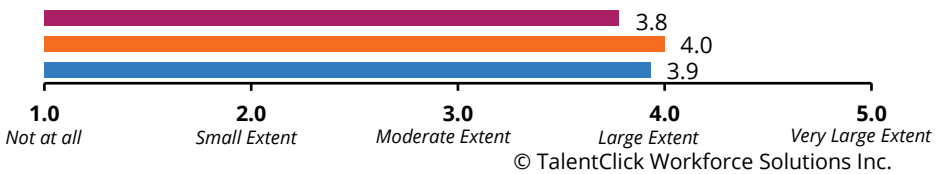

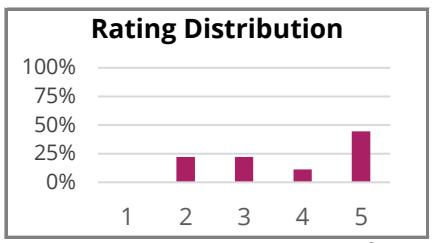

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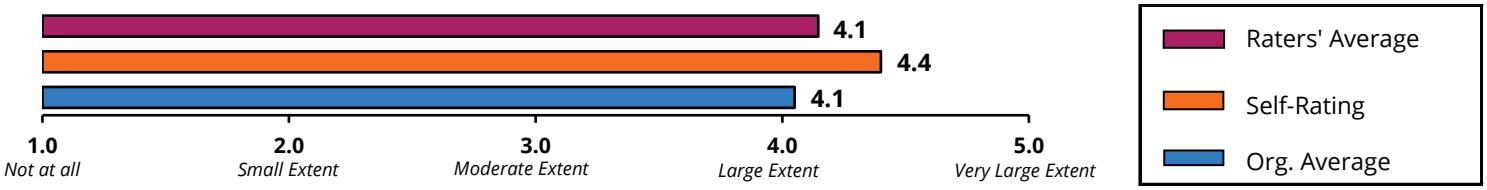
Competency 10 - Adaptability

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):

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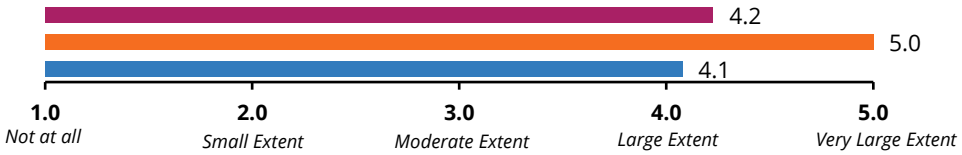

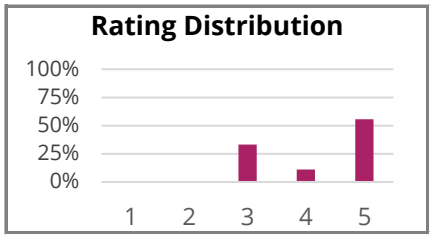

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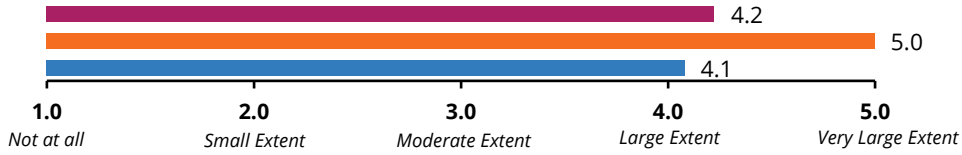

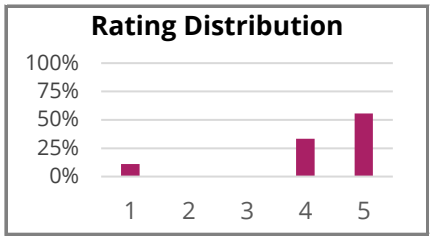

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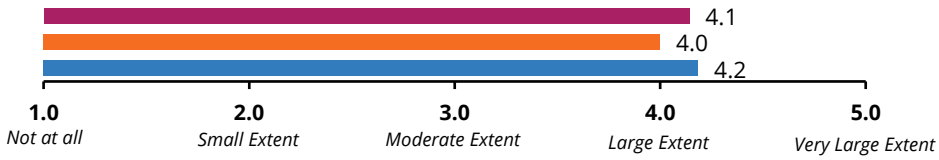

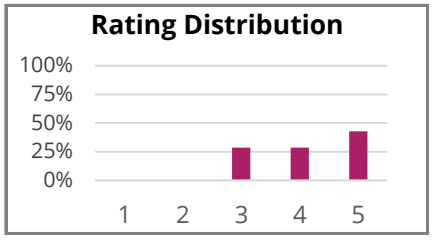

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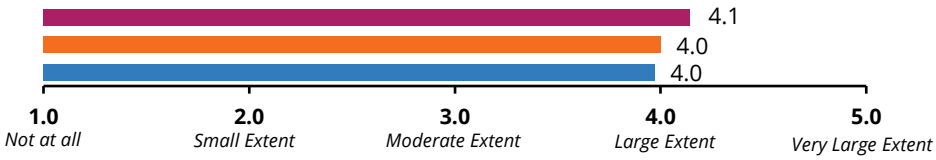

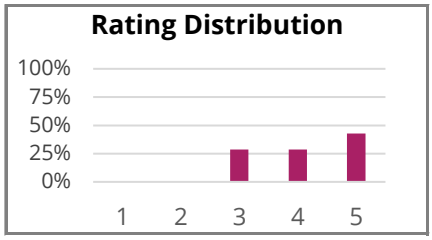

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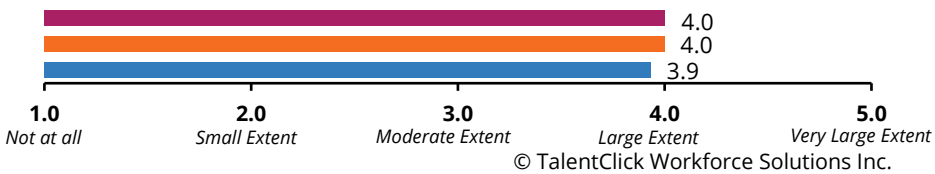

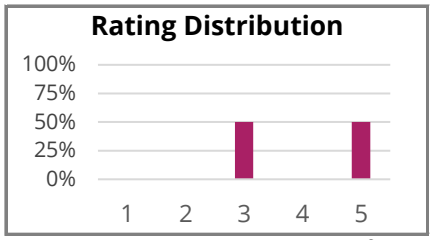

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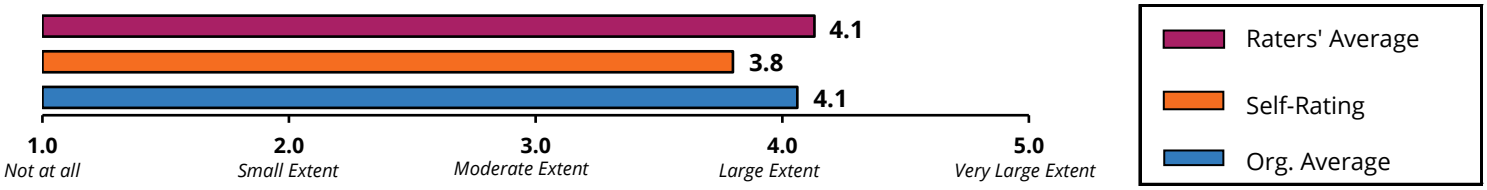
Competency 11 - Performance Management

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

Overall Competency Rating:



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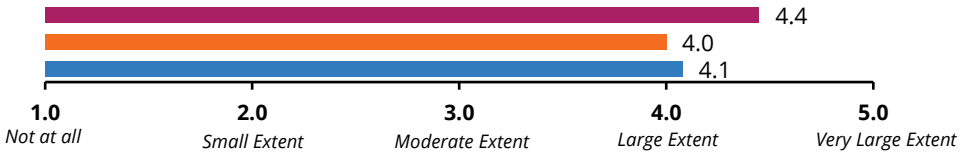

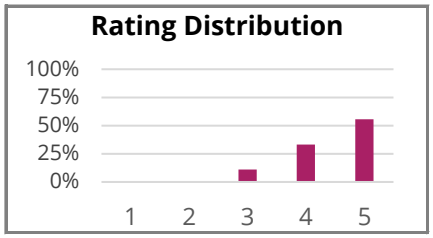

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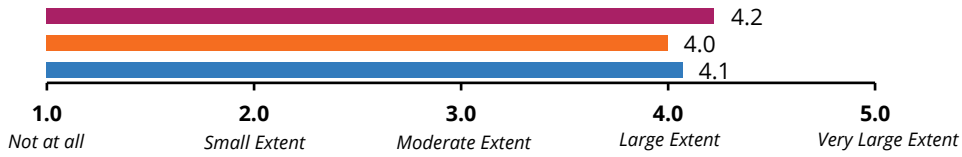

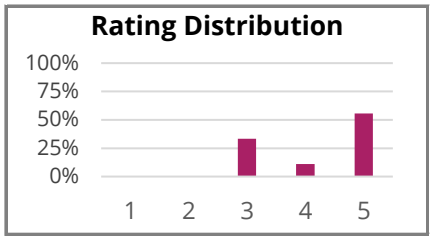

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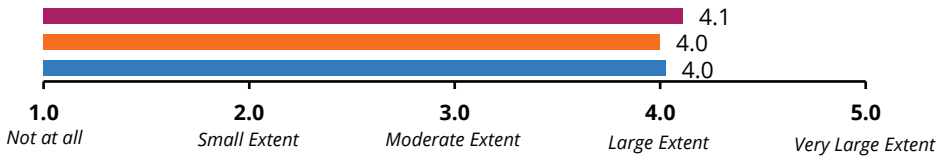

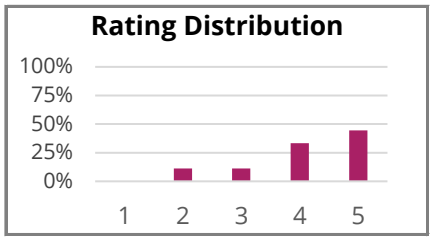

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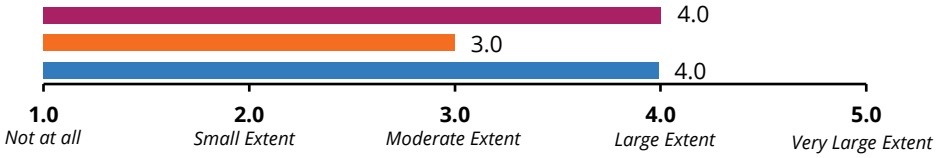

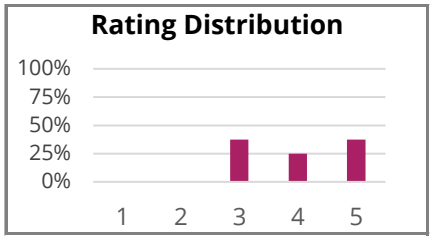

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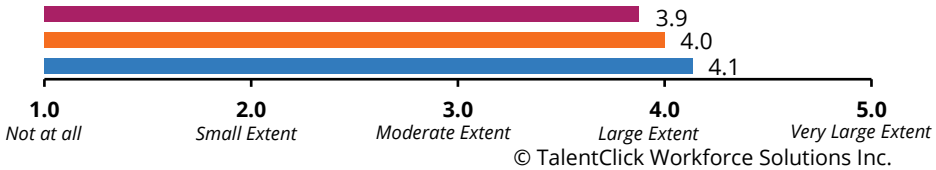

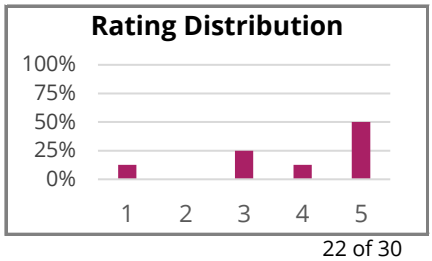

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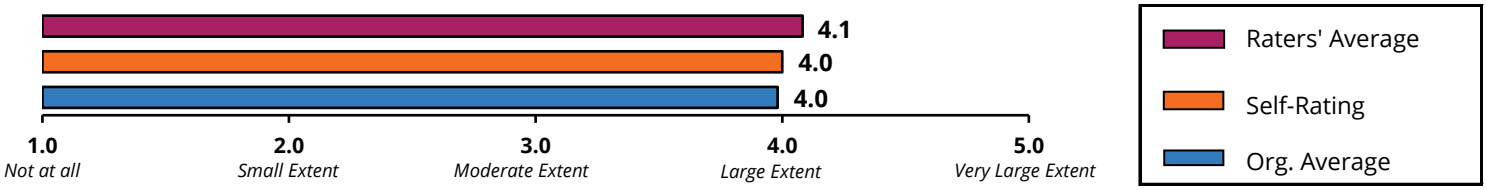
Competency 12 - Innovation

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

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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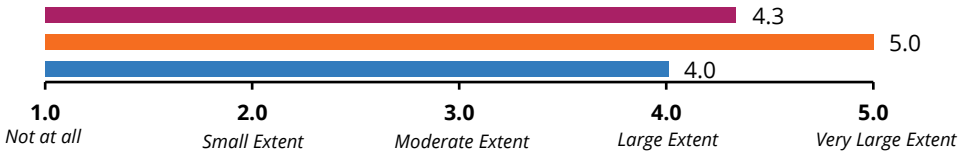

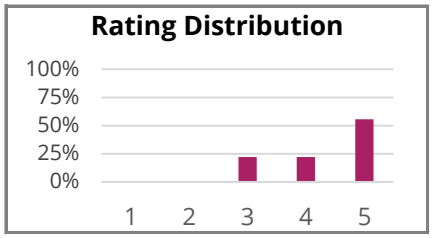

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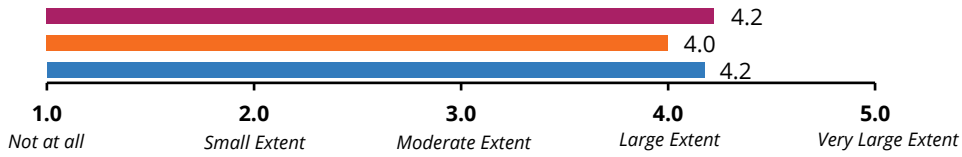

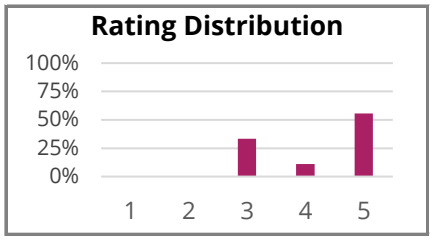

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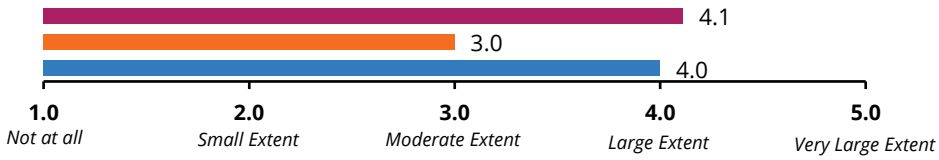

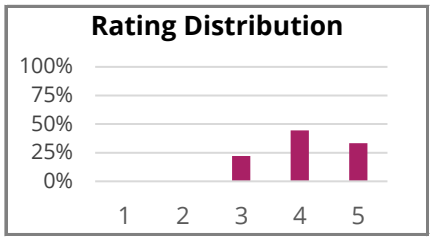

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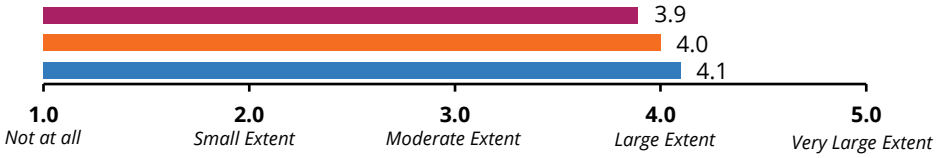

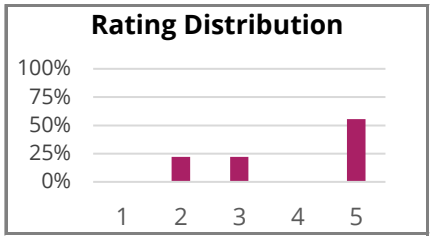

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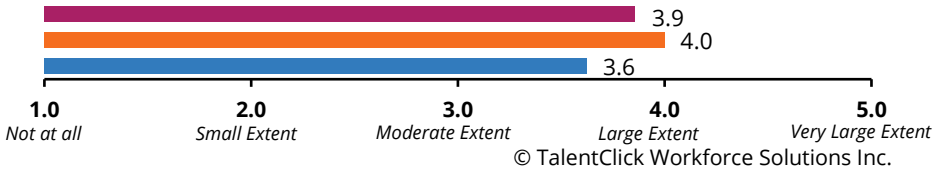

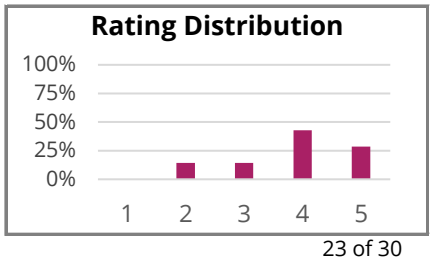

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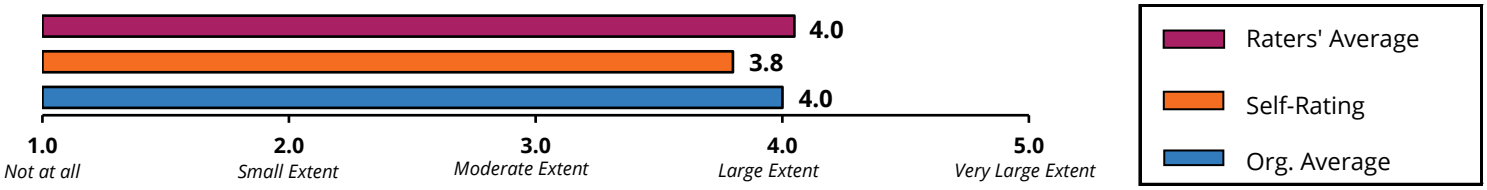
Competency 13 - Strategic Planning

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

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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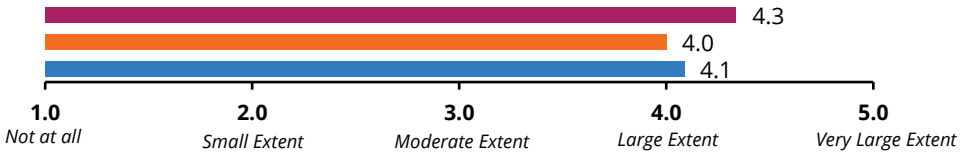

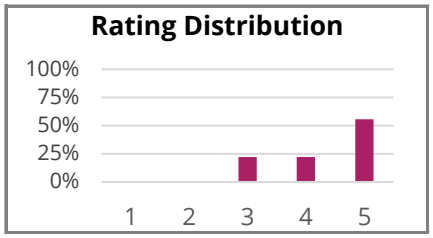

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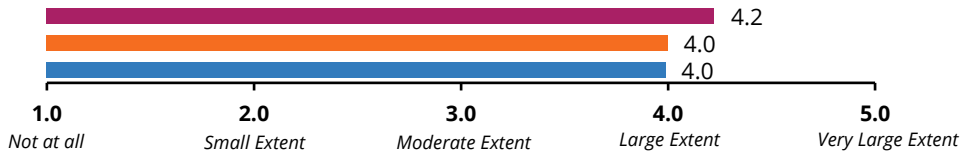

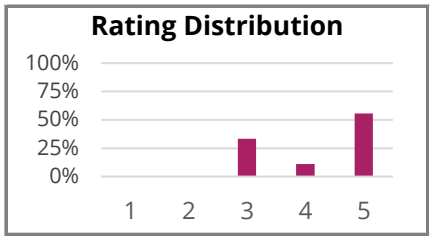

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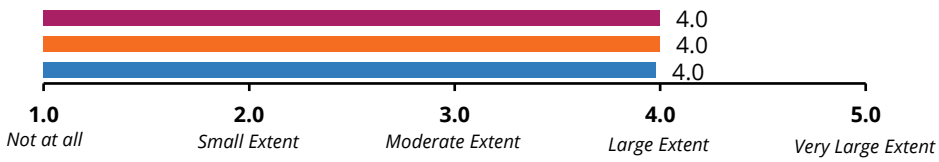

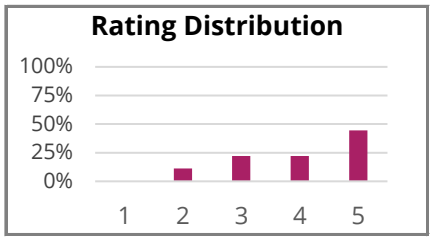

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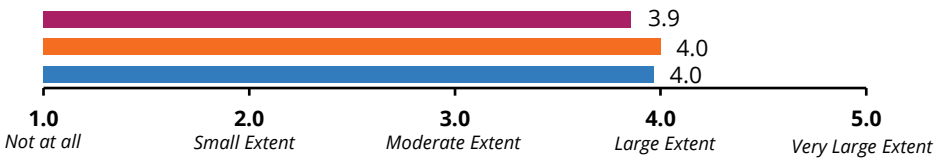

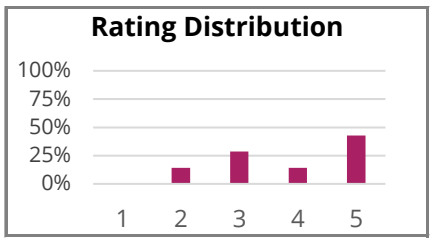

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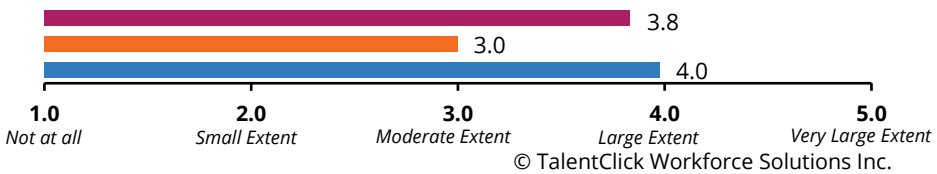

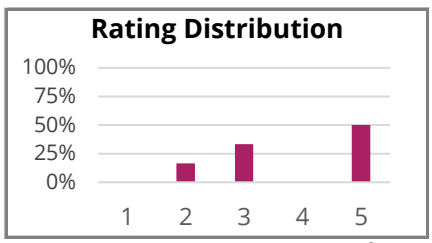

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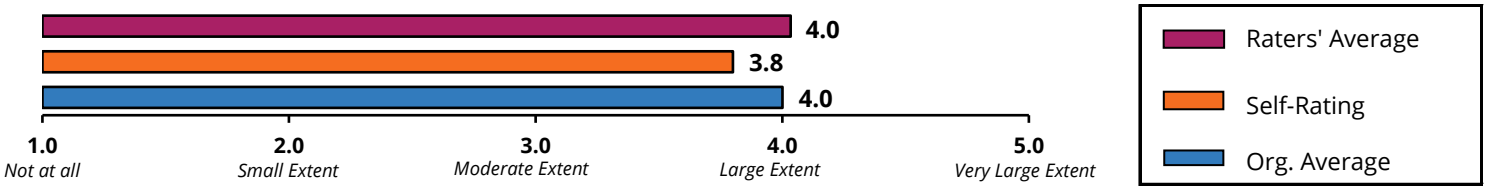
Competency 14 - Initiative

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

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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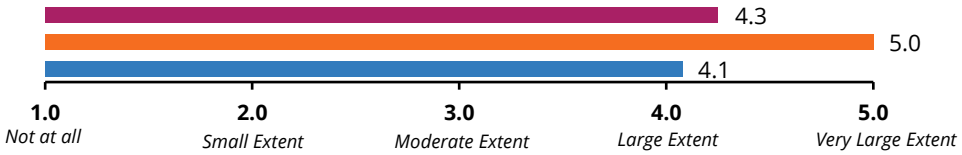

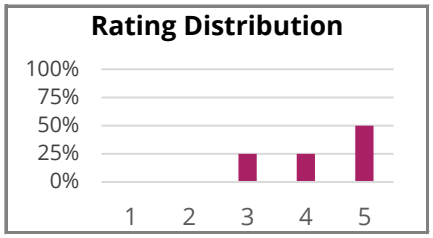

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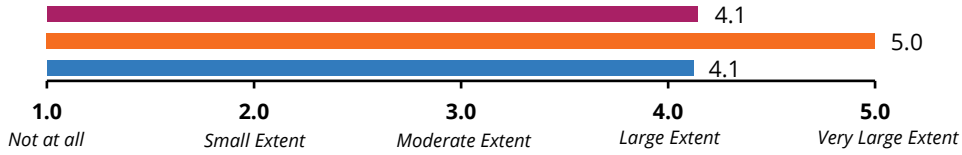

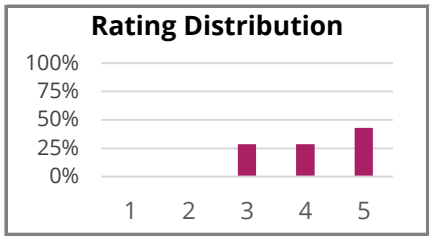

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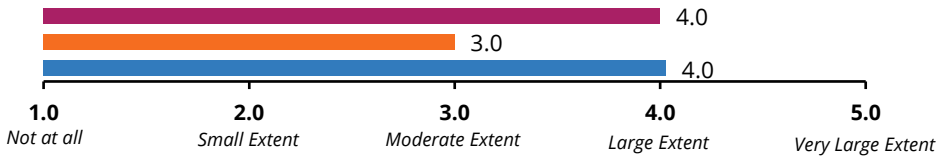

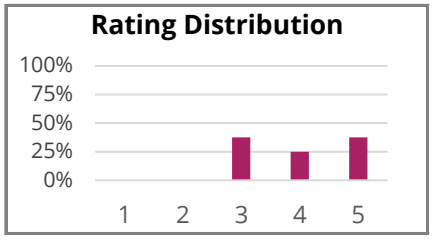

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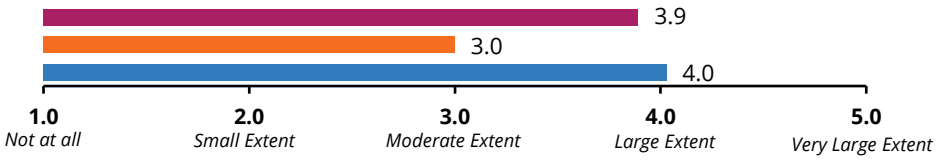

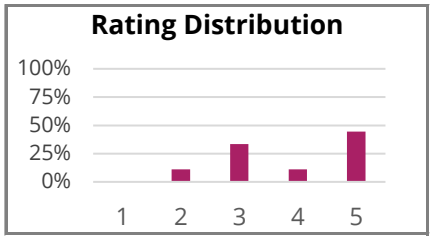

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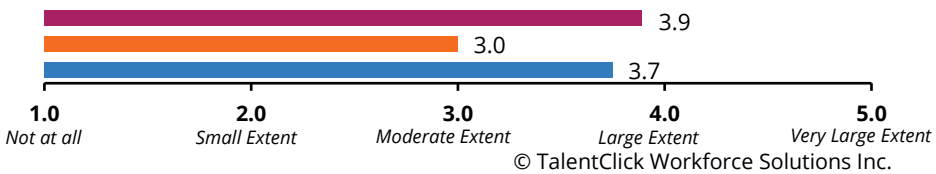

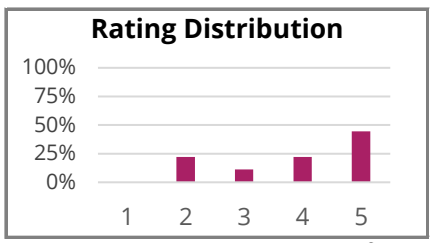

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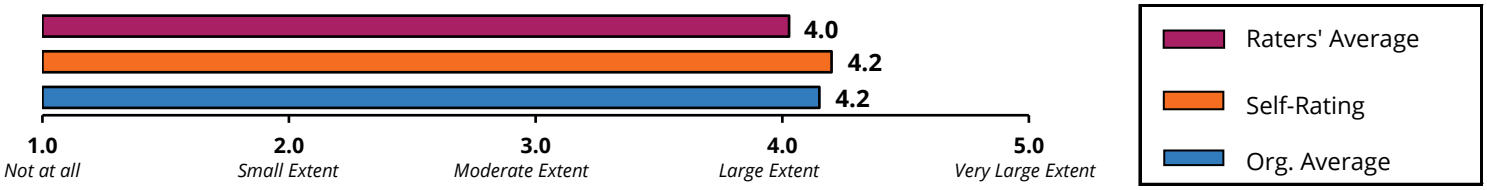
Competency 15 - Empowering Others

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

Overall Competency Rating:



Individual Questions (rank ordered by rating):

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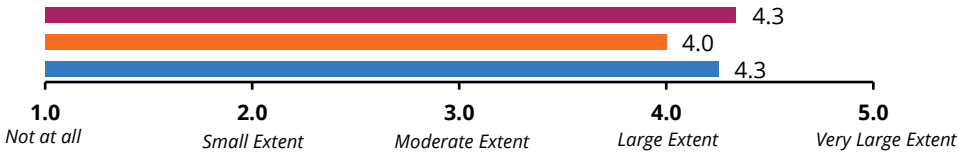

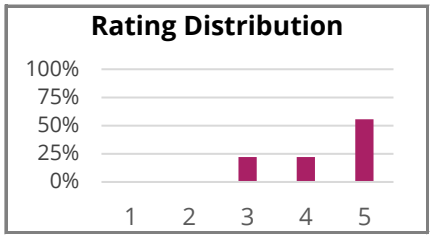

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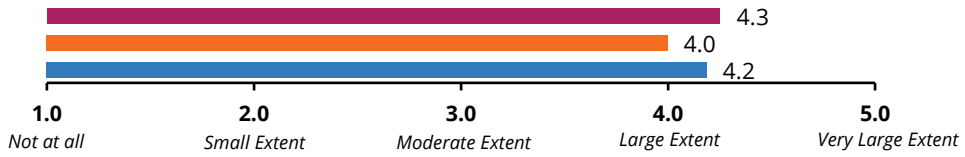

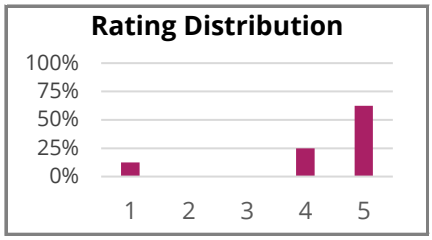

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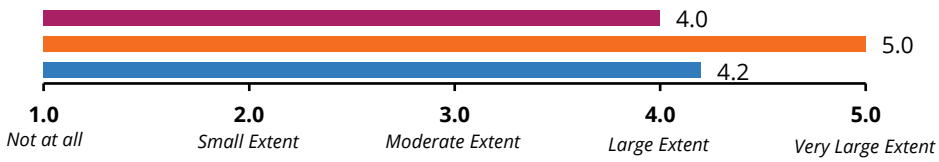

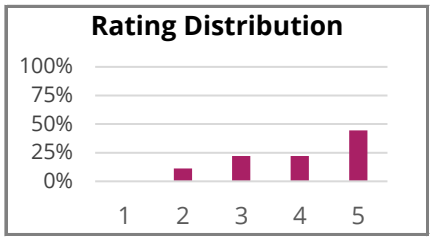

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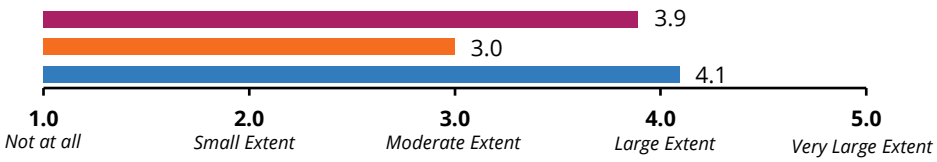

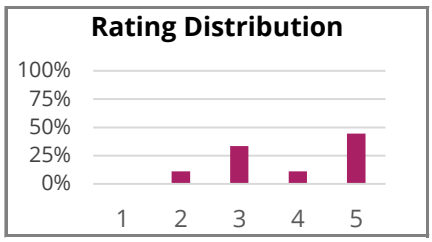

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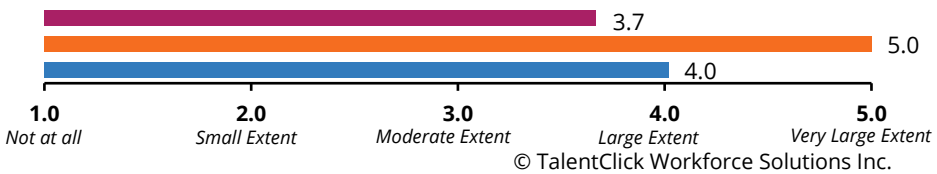

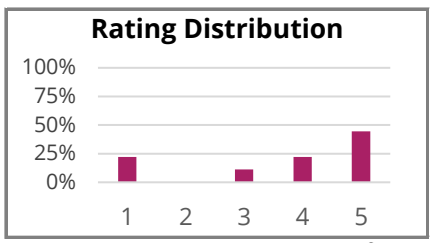

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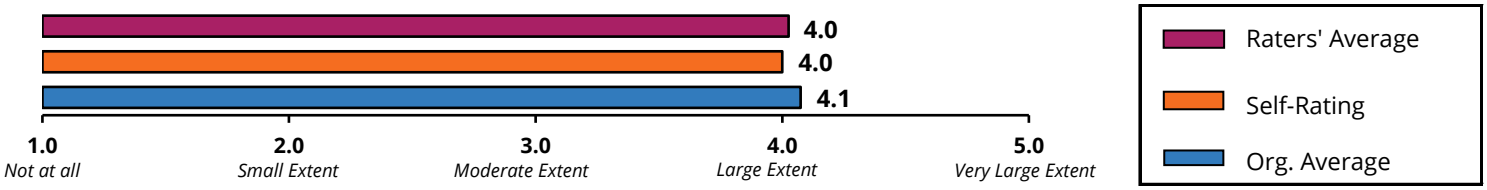
Competency 16 - Developing Others

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):

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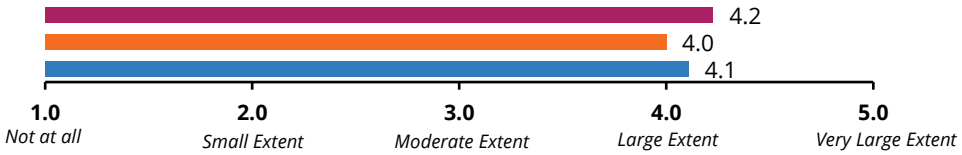

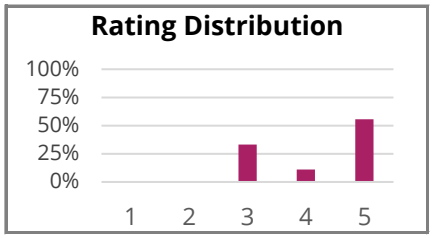

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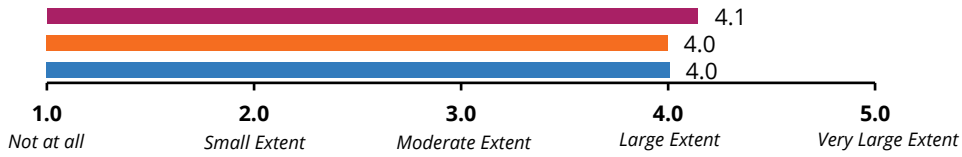

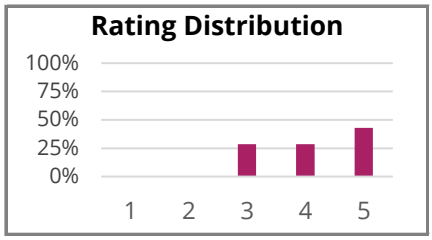

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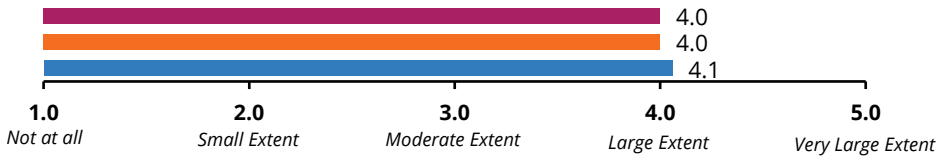

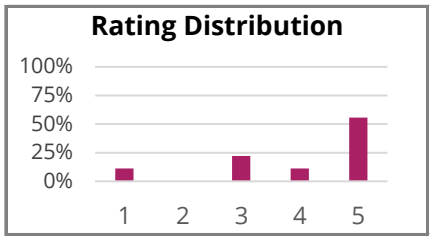

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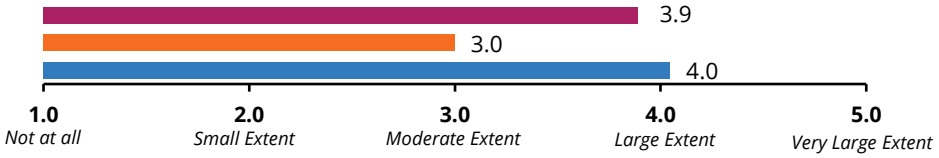

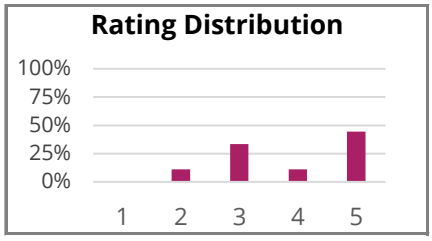

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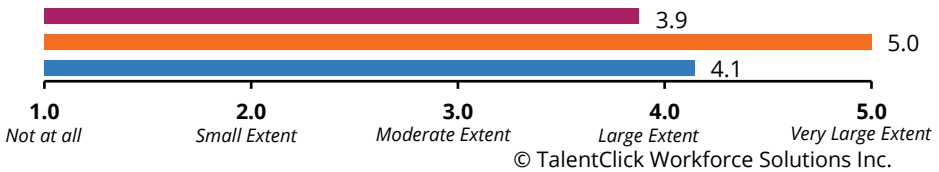

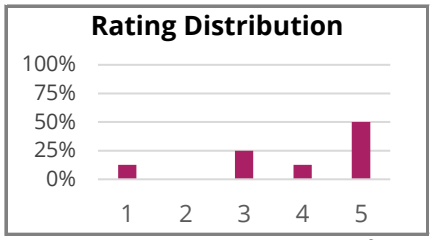

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Areas of Strength

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 department. 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 skills.
3. Kelly works well with communicating and organizing when our work load has changed for the day or weak. She attacks the work day with a great attitude and works well with the team.
4. Kelly is incredibly hard-working and dedicated to the company's mission to help teens and their families. She is 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. Kelly is always going 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 as RCs 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
6. Kelly 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 and calls.

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Areas for Development

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

Areas for development 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 a remote Program Director. 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, especially as I start a masters program.

Areas for development suggested by your Raters:

1 Stop working so hard! Very proud of her loyalty to her position and her team.

2 Because I work closely with Kelly 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.

3 Kelly 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.

4 Creating and contributing to a positive atmosphere and camaraderie among employees.

5 Kelly would benefit from increased confidence in both improved time-management strategies and delegating tasks to others to reduce her own risk of burnout. Kelly could also work on giving clear and direct constructive feedback to her reports quickly and with confidence.

6 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!

7 Being more on time with tasks such as reviews, or getting new facility equipment.

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General Feedback

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

Additional feedback from your Raters:

1	None at this time
2	Kelly is a highly valued member of the team.
3	Kelly 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.
4	Kelly deserves a huge raise. There is no possible way this house would function without her.

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