

360 Feedback Report

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Survey Results & Verbatim Comments
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Making Use of This Report

This report is the result of your 360 assessment. The feedback provided is a mechanism to increase your awareness of how others experience you and identify opportunities to be more effective. The intent of this report is to contribute to your professional growth: shine a light on areas that you are particularly strong in and can continue to leverage, as well as identify areas where you could strengthen your leadership aptitude. Your 360 report includes feedback from colleagues. The 360 is not a performance evaluation, it's for your professional development.

How the report is organized

Your report is organized by increasing levels of detail, starting at the highest level summary and moving through to detailed written comments. Here are the sections.

1. Competency Descriptions
2. Summary of Raw and Standard Scores
3. Critical Success Factors
4. Top Skills and Top Development Needs
5. Competencies Ranked Highest to Lowest
6. Top Differences
7. Frequency Distribution
8. Written Comments

1. Competency Definitions

The report is based on 4 categories of leadership competence:

Leading Self

Here we look at the intra-personal dynamics as we navigate the world of work.

Leading Others

Here we look at the inter-personal dynamics and how we relate to others that will support your success at work.

Leading The Organization

Here we look at the larger context and at the competencies that will ensure your success in leading your team.

Managing Implementation

Here we look at those key areas that ensure execution and getting results.

In the following 4 pages, you'll find definitions of the 7 leadership competencies within each category, for a total of 28.

Leading Self Competencies

Emotional Control

Maintains a professional and respectful attitude during stressful situations.

Flexibility

Is open to change and new information. Adapts rapidly in response to changing conditions and unexpected difficulties. Is willing to compromise.

Integrity

Instills mutual trust through own actions and follows through on commitments. Demonstrates high standards of ethics and fairness.

Resilience

Deals effectively with pressure. Maintains focus and remains optimistic under adversity.

Self-Confidence

Demonstrates confidence in own abilities without arrogance.

Executive Presence

Displays poise, authenticity and confidence. Commands respect from colleagues.

Work/Life Balance

Effectively balances work and personal life.

Leading Others Competencies

Assertiveness

Presents own views and makes requests in a direct, open manner.

Conflict Resolution

Uncovers and resolves conflicts and disagreements in a positive and constructive manner. Helps people to reach agreement.

Influencing Others

Creates buy-in and support for strategic initiatives. Builds consensus and gains cooperation from others to accomplish goals.

Listening

Seeks to understand other's point of view. Fosters open communication and dialogue. Doesn't intimidate.

Partnering and Relationship Building

Develops interpersonal networks and builds alliances. Collaborates across functions and departments. Respects individual and cultural differences.

Teamwork and Collaboration

Fosters commitment, team spirit and trust. Consistently develops and sustains collaborative working relationships.

Verbal Communication

Communicates clearly and convincingly keeping the audience (individual or group) engaged.



Leading the Organization Competencies

Creativity and Innovation

Develops and applies innovative solutions. Challenges the status quo. Encourages creative thinking and innovation. Appropriately allows mistakes.

Entrepreneurship

Shows initiative. Is willing to take risks to achieve a recognized benefit for the organization.

External Awareness

Identifies and keeps up to date on key economic, political and social trends that affect the organization. Keeps an eye on the competition.

Inspirational Vision

Builds a shared and inspirational vision. Influences others to translate vision into action. Helps others understand the organization's direction.

Organizational Awareness

Displays a clear perception of organizational and political reality. Understands the organizational dynamics.

Service Motivation

Promotes an organizational culture that encourages providing the highest quality of service. Role models a spirit of service.

Strategic Thinking

Formulates effective strategies consistent with the organization's vision and goals. Takes a long-term view.

Managing Implementation Competencies

Coaching and Mentoring

Helps others improve performance through coaching and mentoring. Helps direct reports create realistic development plans.

Customer Focus

Responds effectively to customer (internal and external) feedback. Shows commitment to customer satisfaction.

Delegation

Trusts others by assigning responsibilities and allowing appropriate autonomy. Avoids micromanaging and promotes others to take initiative.

Effectiveness

Gets the job done. Ensures that projects are completed in a timely manner and within budget.

Monitoring Performance

Monitors work assignments and holds self and others accountable. Refuses to accept sub-standard performance.

Planning and Organizing

Establishes a systematic course of action to accomplish objectives. Determines priorities and allocates time and resources effectively.

Thoroughness

Demonstrates focused attention to detail without losing sight of the big picture.

2. Summary of Raw & Standard Scores

The next two pages summarize your results by the four categories of competence: Leading Self, Leading Others, Leading the Organization, and Managing Implementation.

The raw scores are your average scores by rater group on a scale of 1 to 5.

The standard scores compare your raw scores to those of the normative group (sample from database). The mid-line represents the normative group mean.

Raw Scores

The raw scores are the averages of the actual scores colleagues gave you on a scale of 1 to 5. Note the consistency and differences between the various groups.

Overall Category Scores / Percentiles

■ MANAGER (1 respondent)
 ■ PEERS (5 respondents)
 ■ REPORTS (6 respondents)
■ OUTSIDE PEERS (7 respondents)
 ■ OTHERS (7 respondents)
 ■ SELF (1 respondent)

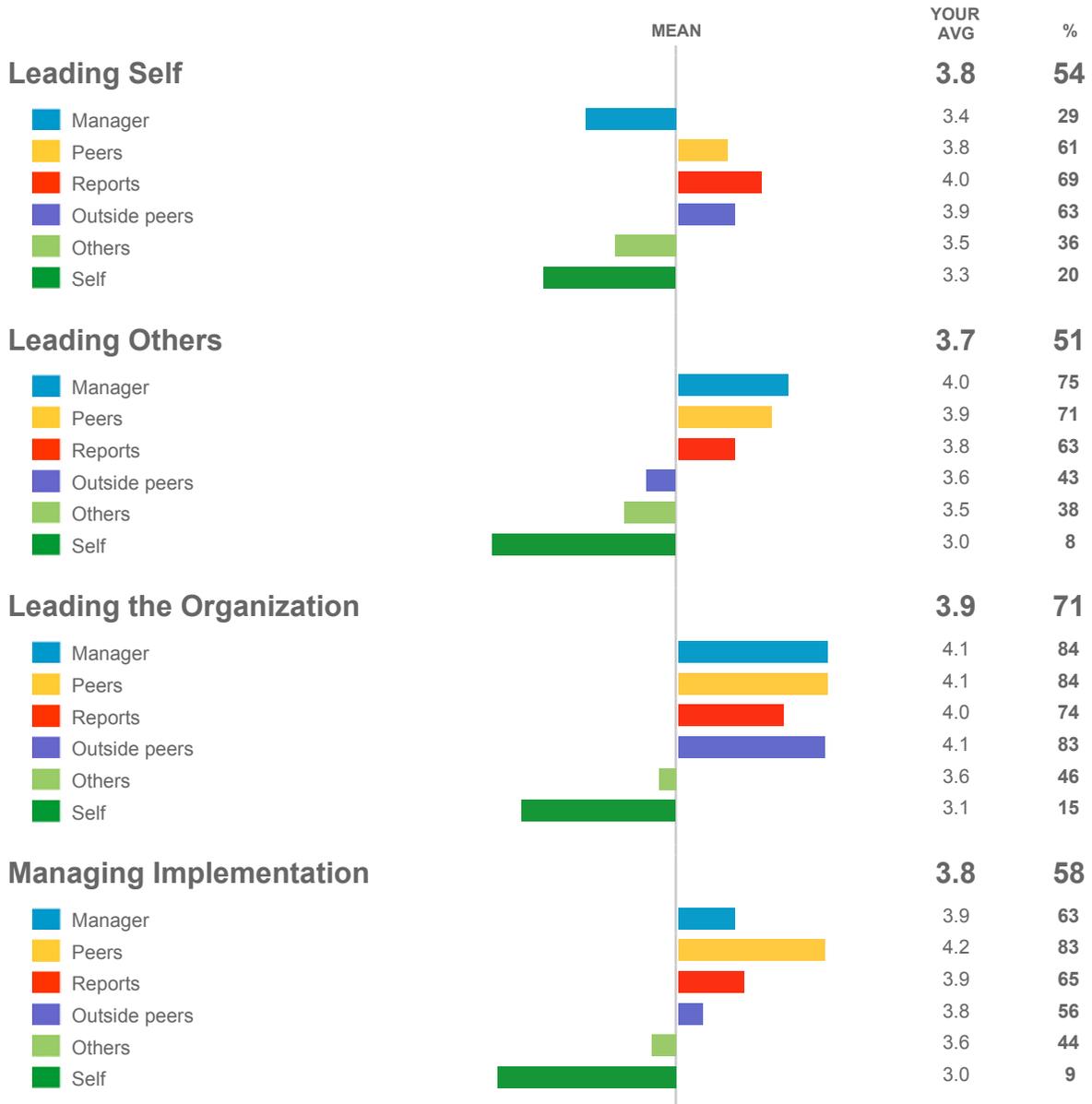


Standard Scores

The standard scores compare your raw scores (i.e., the actual scores colleagues gave you) with that of our normative group. This enables you to see how you rank in terms of percentile when compared to other leaders. The mid-line represents the normative group mean.

Overall Category Scores / Percentiles

- MANAGER (1 respondent)
- PEERS (5 respondents)
- REPORTS (6 respondents)
- OUTSIDE PEERS (7 respondents)
- OTHERS (7 respondents)
- SELF (1 respondent)



3. Critical Success Factors

You and your manager(s) were asked to identify the five skill sets that are most critical for success in your current role. What follows is a comparison of those skills identified by you and your manager; you share a 20.00 % alignment.

Throughout your report, self-identified skills are represented by **S** and manager-identified skills are represented by **M**.

Factors that are Aligned

S **M**

Effectiveness

Gets the job done. Ensures that projects are completed in a timely manner and within budget.

Factors that are Not Aligned

M

Emotional Control

Maintains a professional and respectful attitude during stressful situations.

S

Resilience

Deals effectively with pressure. Maintains focus and remains optimistic under adversity.

M

Executive Presence

Displays poise, authenticity and confidence. Commands respect from colleagues.

S

Influencing Others

Creates buy-in and support for strategic initiatives. Builds consensus and gains cooperation from others to accomplish goals.

S

Listening

Seeks to understand other's point of view. Fosters open communication and dialogue. Doesn't intimidate.

M

Teamwork and Collaboration

Fosters commitment, team spirit and trust. Consistently develops and sustains collaborative working relationships.

M

Inspirational Vision

Builds a shared and inspirational vision. Influences others to translate vision into action. Helps others understand the organization's direction.

S

Strategic Thinking

Formulates effective strategies consistent with the organization's vision and goals. Takes a long-term view.

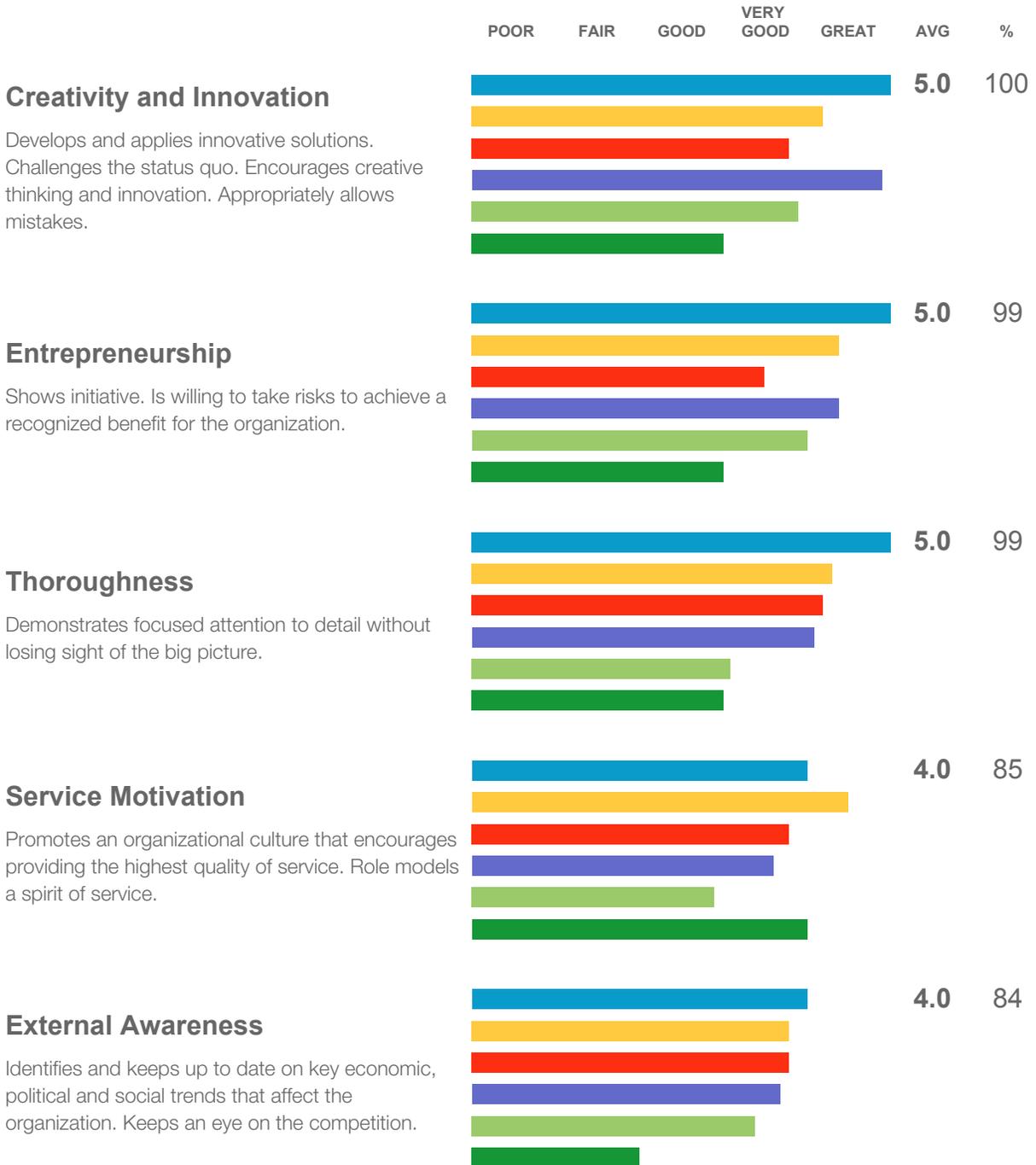
4. Top Skills & Top Development Needs

This section presents your highest and lowest-ranked competencies. There are two pages per rater group. Top Skills are the five competencies that each group rated you highest on average. Top Development Needs are those five competencies that were rated lowest on average.

Top Skills - Manager

From your manager's point of view, these are your highest-rated items. You can also see how other rater groups observe you in these items.

■ MANAGER (1 respondent)
 ■ PEERS (5 respondents)
 ■ REPORTS (6 respondents)
■ OUTSIDE PEERS (7 respondents)
 ■ OTHERS (7 respondents)
 ■ SELF (1 respondent)



Top Development Needs - Manager

From your manager's point of view, these are your lowest-rated items. You'll see their average score and your percentile against the normative data in the right-hand column.

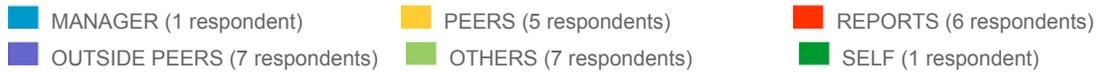
■ MANAGER (1 respondent)
 ■ PEERS (5 respondents)
 ■ REPORTS (6 respondents)

■ OUTSIDE PEERS (7 respondents)
 ■ OTHERS (7 respondents)
 ■ SELF (1 respondent)



Top Skills - Peers

From your peers' point of view, these are your highest-rated items. You can also see how other rater groups observe you in these items.



Top Development Needs - Peers

From your peers' point of view, these are your lowest-rated items. You'll see their average score and your percentile against the normative data in the right-hand column.

■ MANAGER (1 respondent)
 ■ PEERS (5 respondents)
 ■ REPORTS (6 respondents)

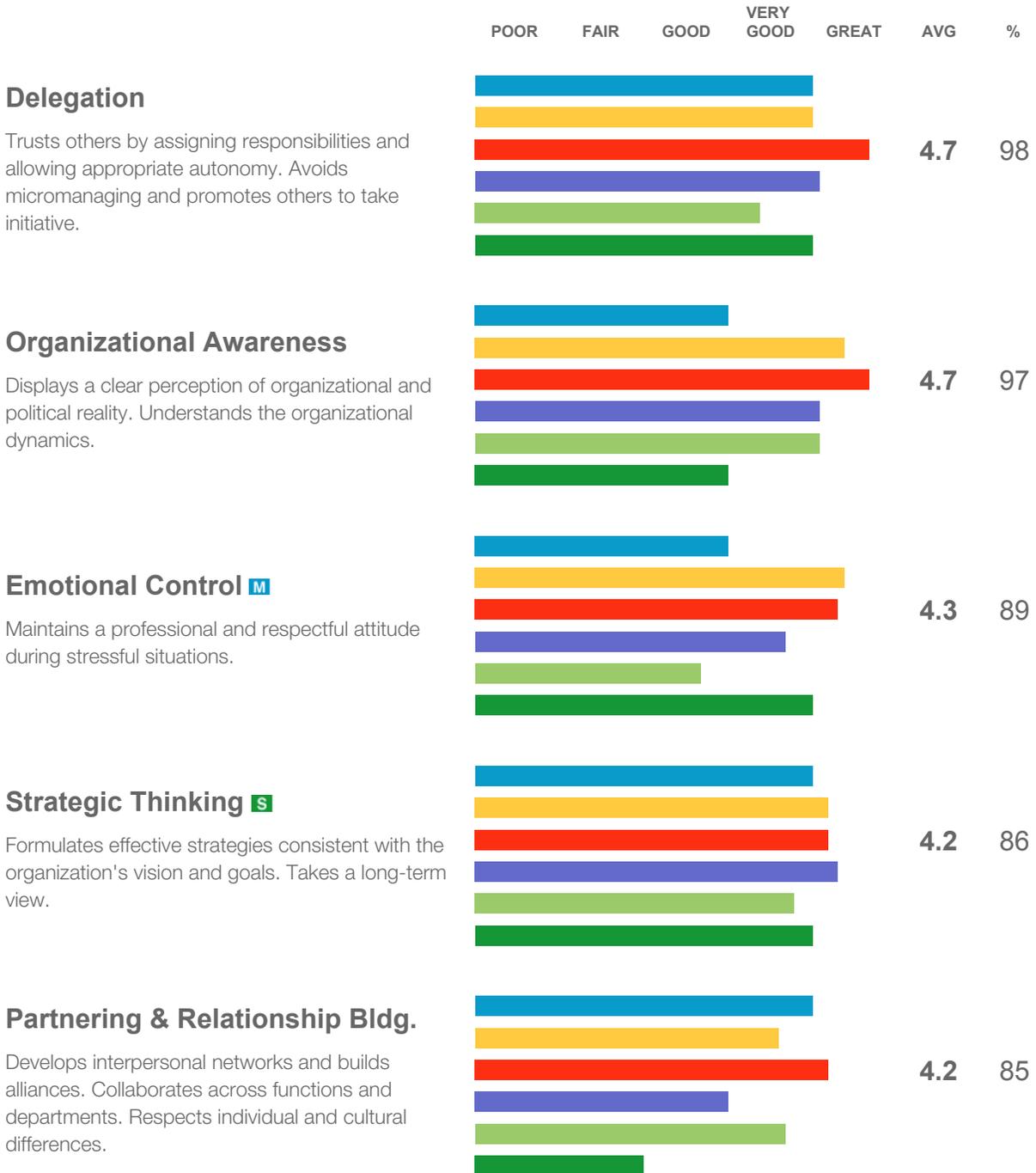
■ OUTSIDE PEERS (7 respondents)
 ■ OTHERS (7 respondents)
 ■ SELF (1 respondent)



Top Skills - Reports

From your reports' point of view, these are your highest-rated items. You can also see how other rater groups observe you in these items.

■ MANAGER (1 respondent)
 ■ PEERS (5 respondents)
 ■ REPORTS (6 respondents)
■ OUTSIDE PEERS (7 respondents)
 ■ OTHERS (7 respondents)
 ■ SELF (1 respondent)



Top Development Needs - Reports

From your reports' point of view, these are your lowest-rated items. You'll see their average score and your percentile against the normative data in the right-hand column.

■ MANAGER (1 respondent)
 ■ PEERS (5 respondents)
 ■ REPORTS (6 respondents)

■ OUTSIDE PEERS (7 respondents)
 ■ OTHERS (7 respondents)
 ■ SELF (1 respondent)



Top Skills - Outside peers

From your outside peers' point of view, these are your highest-rated items. You can also see how other rater groups observe you in these items.

■ MANAGER (1 respondent)
 ■ PEERS (5 respondents)
 ■ REPORTS (6 respondents)
■ OUTSIDE PEERS (7 respondents)
 ■ OTHERS (7 respondents)
 ■ SELF (1 respondent)

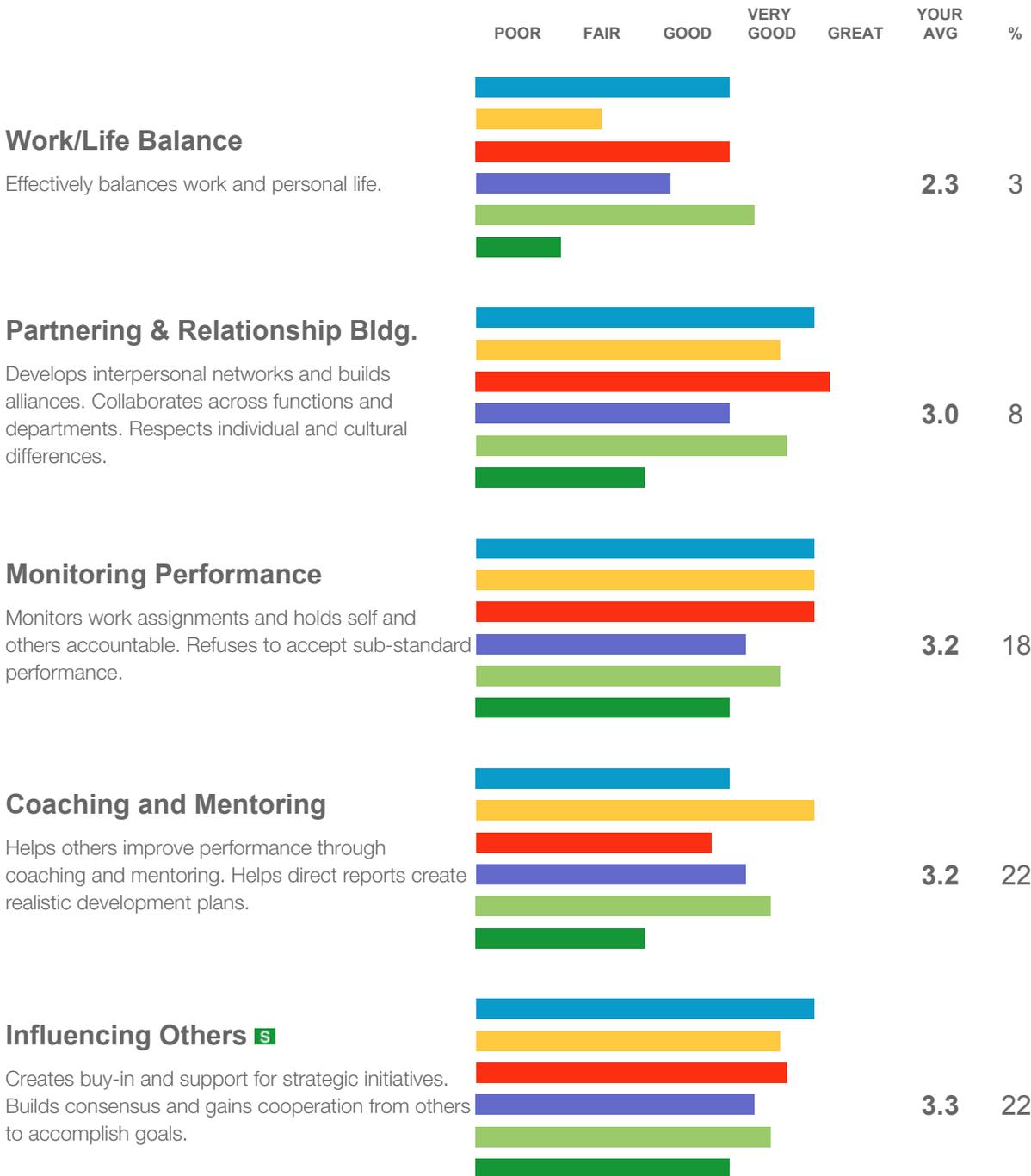


Top Development Needs - Outside peers

From your outside peers' point of view, these are your lowest-rated items. You'll see their average score and your percentile against the normative data in the right-hand column.

■ MANAGER (1 respondent)
 ■ PEERS (5 respondents)
 ■ REPORTS (6 respondents)

■ OUTSIDE PEERS (7 respondents)
 ■ OTHERS (7 respondents)
 ■ SELF (1 respondent)



Top Skills - Others

From your others' point of view, these are your highest-rated items. You can also see how other rater groups observe you in these items.

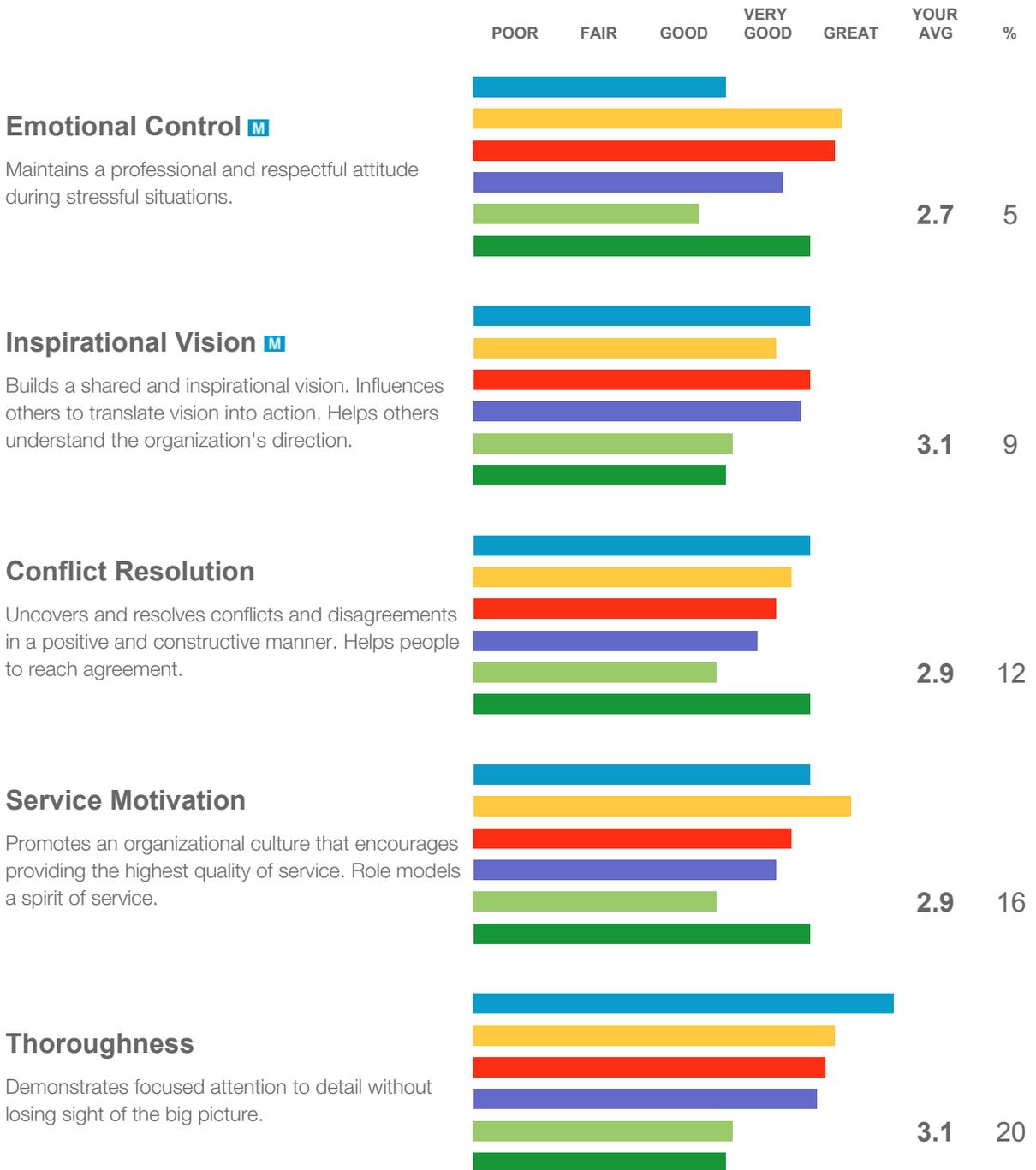
- MANAGER (1 respondent)
- PEERS (5 respondents)
- REPORTS (6 respondents)
- OUTSIDE PEERS (7 respondents)
- OTHERS (7 respondents)
- SELF (1 respondent)



Top Development Needs - Others

From your others' point of view, these are your lowest-rated items. You'll see their average score and your percentile against the normative data in the right-hand column.

- MANAGER (1 respondent)
- PEERS (5 respondents)
- REPORTS (6 respondents)
- OUTSIDE PEERS (7 respondents)
- OTHERS (7 respondents)
- SELF (1 respondent)



5. Competencies Ranked Highest to Lowest

The graph displays your total average (all rater groups except self) results from highest to lowest in comparison to the normative data. The middle bar is the mean of the normative data. Anything above the mean is shown in green.

Any results within one standard deviation below the mean are shown in yellow. Any results greater than one standard deviation below the mean are shown in red.

Remember, the normative data is based upon a robust database of executives and the bell distribution curve is both steep and narrow.

Your raw averages are listed in the right-hand column.

Once again, you'll see identified in the left-hand column those items deemed most critical for success by you and your manager(s).



Item Scores

	MEAN	YOUR OVERALL AVG	%
(Excludes Self)			
Integrity		4.3	90
Organizational Awareness		4.3	89
Creativity and Innovation		4.2	87
Customer Focus		4.2	84
Entrepreneurship		4.1	68
S Strategic Thinking		4.1	83
Delegation		4.0	80
Self-Confidence		4.0	73
M Teamwork and Collaboration		3.9	76
M Executive Presence		3.9	55
S M Effectiveness		3.9	51
Assertiveness		3.9	61
Thoroughness		3.9	71
Verbal Communication		3.8	48
S Listening		3.8	63
M Inspirational Vision		3.7	43
Flexibility		3.7	52
M Emotional Control		3.7	52
Monitoring Performance		3.7	51
S Resilience		3.7	42
External Awareness		3.7	66
Service Motivation		3.6	61
Partnering & Relationship Building		3.6	46
Planning and Organizing		3.6	40
S Influencing Others		3.5	38
Conflict Resolution		3.4	39
Coaching and Mentoring		3.3	32
Work/Life Balance		2.7	12

6. Top Differences

Items with at least 1.5 Variance (Average Score)

This section highlights items in which there is greatest variance between how you ranked yourself and how others see you. It is helpful to understand the differences between how we see ourselves and how others see us in order to uncover opportunities for development.

Items are listed where your rating differs from those of your manager(s) and where it differs from the average of all other rater groups by a variance of at least 1.5.



Manager Variance (Greater than 1.5)

	M	SELF	DIFF
MANAGER UNDERESTIMATES YOUR SKILLS COMPARED TO SELF			

	M	SELF	DIFF
MANAGER OVERESTIMATES YOUR SKILLS COMPARED TO SELF			

Creativity and Innovation

Develops and applies innovative solutions. Challenges the status quo. Encourages creative thinking and innovation. Appropriately allows mistakes.

5.0	3.0	2
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Teamwork and Collaboration M

Fosters commitment, team spirit and trust. Consistently develops and sustains collaborative working relationships.

4.0	2.0	2
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Partnering and Relationship Building

Develops interpersonal networks and builds alliances. Collaborates across functions and departments. Respects individual and cultural differences.

4.0	2.0	2
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Entrepreneurship

Shows initiative. Is willing to take risks to achieve a recognized benefit for the organization.

5.0	3.0	2
-----	-----	---

Thoroughness

Demonstrates focused attention to detail without losing sight of the big picture.

5.0	3.0	2
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Work/Life Balance

Effectively balances work and personal life.

3.0	1.0	2
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External Awareness

Identifies and keeps up to date on key economic, political and social trends that affect the organization. Keeps an eye on the competition.

4.0	2.0	2
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Blind Spots - Self vs Other Groups (Greater than 1.5)

	OTHERS	SELF	DIFF
UNRECOGNIZED SKILLS (SELF-RATING LOWER THAN OTHERS' RATING)			
Teamwork and Collaboration M	3.9	2.0	1.9
Fosters commitment, team spirit and trust. Consistently develops and sustains collaborative working relationships.			
Work/Life Balance	2.7	1.0	1.7
Effectively balances work and personal life.			
External Awareness	3.7	2.0	1.7
Identifies and keeps up to date on key economic, political and social trends that affect the organization. Keeps an eye on the competition.			
Partnering and Relationship Building	3.6	2.0	1.6
Develops interpersonal networks and builds alliances. Collaborates across functions and departments. Respects individual and cultural differences.			
Planning and Organizing	3.6	2.0	1.6
Establishes a systematic course of action to accomplish objectives. Determines priorities and allocates time and resources effectively.			
OVERESTIMATED SKILLS (SELF-RATING HIGHER THAN OTHERS' RATING)			

7. Frequency Distribution

This section provides the specific scores your colleagues gave you on each of the competencies. The value of this data is that averages can mask variances.

In addition, the details can reveal response patterns that can be useful when identifying your next steps and actions.

Leading Self

		POOR	FAIR	GOOD	VERY GOOD	GREAT	YOUR AVG	%
Emotional Control M Maintains a professional and respectful attitude during stressful situations.	Manager ■	-	-	1	-	-	3.0	12
	Peers ■	-	-	-	3	2	4.4	91
	Reports ■	-	-	1	2	3	4.3	87
	Outside peers ■	-	1	2	2	2	3.7	53
	Others ■	1	3	1	1	1	2.7	4
	Self ■	-	-	-	1	-	4.0	73
Flexibility Is open to change and new information. Adapts rapidly in response to changing conditions and unexpected difficulties. Is willing to compromise.	Manager ■	-	-	-	1	-	4.0	72
	Peers ■	-	-	2	3	-	3.6	41
	Reports ■	-	-	1	3	2	4.2	84
	Outside peers ■	-	1	2	3	1	3.6	41
	Others ■	-	1	2	3	1	3.6	41
	Self ■	-	-	-	1	-	4.0	72
Integrity Instills mutual trust through own actions and follows through on commitments. Demonstrates high standards of ethics and fairness.	Manager ■	-	-	-	1	-	4.0	71
	Peers ■	-	-	-	3	2	4.4	93
	Reports ■	-	-	1	4	1	4.0	71
	Outside peers ■	-	-	-	1	6	4.9	100
	Others ■	-	1	1	2	3	4.0	71
	Self ■	-	-	-	1	-	4.0	71
Resilience S Deals effectively with pressure. Maintains focus and remains optimistic under adversity.	Manager ■	-	-	1	-	-	3.0	4
	Peers ■	-	-	-	4	1	4.2	82
	Reports ■	-	-	1	5	-	3.8	52
	Outside peers ■	-	1	2	4	-	3.4	20
	Others ■	-	1	2	3	1	3.6	35
	Self ■	-	-	1	-	-	3.0	4
Self-Confidence Demonstrates confidence in own abilities without arrogance.	Manager ■	-	-	-	1	-	4.0	73
	Peers ■	-	-	3	2	-	3.4	23
	Reports ■	-	-	-	5	1	4.2	86
	Outside peers ■	-	-	-	4	3	4.4	94
	Others ■	-	1	2	1	3	3.9	65
	Self ■	-	-	-	1	-	4.0	73
Executive Presence M Displays poise, authenticity and confidence. Commands respect from colleagues.	Manager ■	-	-	1	-	-	3.0	3
	Peers ■	-	-	1	3	1	4.0	65
	Reports ■	-	-	-	6	-	4.0	65
	Outside peers ■	-	-	1	4	2	4.1	73
	Others ■	-	1	2	3	1	3.6	30
	Self ■	-	-	1	-	-	3.0	3
Work/Life Balance Effectively balances work and personal life.	Manager ■	-	-	1	-	-	3.0	24
	Peers ■	1	1	-	-	-	1.5	1
	Reports ■	-	3	-	1	1	3.0	24
	Outside peers ■	-	3	1	-	-	2.3	4
	Others ■	-	1	1	2	-	3.3	40
	Self ■	1	-	-	-	-	1.0	1

Leading Others

		POOR	FAIR	GOOD	VERY GOOD	GREAT	YOUR AVG	%
Assertiveness Presents own views and makes requests in a direct, open manner.	Manager	-	-	-	1	-	4.0	70
	Peers	-	-	-	5	-	4.0	70
	Reports	-	-	1	3	2	4.2	83
	Outside peers	-	1	1	3	2	3.9	62
	Others	1	-	2	2	2	3.6	36
	Self	-	-	-	1	-	4.0	70
Conflict Resolution Uncovers and resolves conflicts and disagreements in a positive and constructive manner. Helps people to reach agreement.	Manager	-	-	-	1	-	4.0	79
	Peers	-	-	1	3	-	3.8	68
	Reports	-	-	3	1	1	3.6	54
	Outside peers	-	1	3	2	1	3.4	40
	Others	1	-	5	1	-	2.9	13
	Self	-	-	-	1	-	4.0	79
Influencing Others S Creates buy-in and support for strategic initiatives. Builds consensus and gains cooperation from others to accomplish goals.	Manager	-	-	-	1	-	4.0	73
	Peers	-	-	2	3	-	3.6	44
	Reports	-	-	2	4	-	3.7	52
	Outside peers	-	2	2	2	1	3.3	23
	Others	-	-	3	3	-	3.5	36
	Self	-	-	1	-	-	3.0	10
Listening S Seeks to understand other's point of view. Fosters open communication and dialogue. Doesn't intimidate.	Manager	-	-	-	1	-	4.0	75
	Peers	-	-	-	3	2	4.4	93
	Reports	-	-	1	3	2	4.2	86
	Outside peers	-	1	1	5	-	3.6	42
	Others	1	1	-	4	1	3.4	27
	Self	-	-	1	-	-	3.0	7
Partnering and Relationship Building Develops interpersonal networks and builds alliances. Collaborates across functions and departments. Respects individual and cultural differences.	Manager	-	-	-	1	-	4.0	76
	Peers	-	-	3	1	1	3.6	45
	Reports	-	-	-	5	1	4.2	87
	Outside peers	-	2	3	2	-	3.0	8
	Others	1	-	1	3	2	3.7	53
	Self	-	1	-	-	-	2.0	1
Teamwork and Collaboration M Fosters commitment, team spirit and trust. Consistently develops and sustains collaborative working relationships.	Manager	-	-	-	1	-	4.0	80
	Peers	-	-	-	3	2	4.4	95
	Reports	-	-	3	3	-	3.5	43
	Outside peers	-	-	1	5	1	4.0	80
	Others	-	1	2	1	3	3.9	74
	Self	-	1	-	-	-	2.0	1
Verbal Communication Communicates clearly and convincingly keeping the audience (individual or group) engaged.	Manager	-	-	-	1	-	4.0	68
	Peers	-	-	1	4	-	3.8	51
	Reports	-	-	3	3	-	3.5	26
	Outside peers	-	-	2	3	2	4.0	68
	Others	-	1	1	4	1	3.7	42
	Self	-	-	1	-	-	3.0	4

Leading the Organization

		POOR	FAIR	GOOD	VERY GOOD	GREAT	YOUR AVG	%
Creativity and Innovation Develops and applies innovative solutions. Challenges the status quo. Encourages creative thinking and innovation. Appropriately allows mistakes.	Manager	-	-	-	-	1	5.0	100
	Peers	-	-	1	2	2	4.2	85
	Reports	-	-	1	5	-	3.8	57
	Outside peers	-	-	-	1	6	4.9	99
	Others	-	-	3	2	2	3.9	65
	Self	-	-	1	-	-	3.0	6
Entrepreneurship Shows initiative. Is willing to take risks to achieve a recognized benefit for the organization.	Manager	-	-	-	-	1	5.0	99
	Peers	-	-	-	3	2	4.4	85
	Reports	-	-	3	3	-	3.5	22
	Outside peers	-	-	1	2	4	4.4	85
	Others	-	-	2	2	2	4.0	59
	Self	-	-	1	-	-	3.0	4
External Awareness Identifies and keeps up to date on key economic, political and social trends that affect the organization. Keeps an eye on the competition.	Manager	-	-	-	1	-	4.0	84
	Peers	-	-	1	4	-	3.8	72
	Reports	-	-	3	1	2	3.8	72
	Outside peers	-	-	3	3	1	3.7	66
	Others	-	1	2	1	1	3.4	43
	Self	-	1	-	-	-	2.0	1
Inspirational Vision M Builds a shared and inspirational vision. Influences others to translate vision into action. Helps others understand the organization's direction.	Manager	-	-	-	1	-	4.0	73
	Peers	-	-	3	1	1	3.6	38
	Reports	-	-	2	2	2	4.0	73
	Outside peers	-	1	1	3	2	3.9	65
	Others	1	-	4	1	1	3.1	8
	Self	-	-	1	-	-	3.0	5
Organizational Awareness Displays a clear perception of organizational and political reality. Understands the organizational dynamics.	Manager	-	-	1	-	-	3.0	15
	Peers	-	-	-	3	2	4.4	92
	Reports	-	-	-	2	4	4.7	98
	Outside peers	-	1	-	3	3	4.1	82
	Others	-	1	-	3	3	4.1	82
	Self	-	-	1	-	-	3.0	15
Service Motivation Promotes an organizational culture that encourages providing the highest quality of service. Role models a spirit of service.	Manager	-	-	-	1	-	4.0	85
	Peers	-	-	-	2	2	4.5	97
	Reports	-	-	2	2	1	3.8	75
	Outside peers	-	-	4	2	1	3.6	62
	Others	-	2	4	1	-	2.9	18
	Self	-	-	-	1	-	4.0	85
Strategic Thinking S Formulates effective strategies consistent with the organization's vision and goals. Takes a long-term view.	Manager	-	-	-	1	-	4.0	74
	Peers	-	-	1	2	2	4.2	87
	Reports	-	-	-	5	1	4.2	87
	Outside peers	-	-	1	2	3	4.3	92
	Others	-	-	2	3	1	3.8	56
	Self	-	-	-	1	-	4.0	74

Managing Implementation

		POOR	FAIR	GOOD	VERY GOOD	GREAT	YOUR AVG	%
Coaching and Mentoring Helps others improve performance through coaching and mentoring. Helps direct reports create realistic development plans.	Manager	-	-	1	-	-	3.0	12
	Peers	-	1	-	2	2	4.0	80
	Reports	-	3	1	2	-	2.8	6
	Outside peers	-	1	2	2	-	3.2	22
	Others	-	-	3	3	-	3.5	44
	Self	-	1	-	-	-	2.0	1
Customer Focus Responds effectively to customer (internal and external) feedback. Shows commitment to customer satisfaction.	Manager	-	-	-	1	-	4.0	73
	Peers	-	-	-	3	2	4.4	92
	Reports	-	-	2	2	2	4.0	73
	Outside peers	-	-	1	3	3	4.3	88
	Others	-	-	1	3	2	4.2	84
	Self	-	-	1	-	-	3.0	10
Delegation Trusts others by assigning responsibilities and allowing appropriate autonomy. Avoids micromanaging and promotes others to take initiative.	Manager	-	-	-	1	-	4.0	78
	Peers	-	-	-	2	-	4.0	78
	Reports	-	-	1	-	5	4.7	98
	Outside peers	-	-	1	4	2	4.1	83
	Others	-	1	3	2	1	3.4	33
	Self	-	-	-	1	-	4.0	78
Effectiveness S M Gets the job done. Ensures that projects are completed in a timely manner and within budget.	Manager	-	-	-	1	-	4.0	58
	Peers	-	-	-	3	2	4.4	86
	Reports	-	-	2	3	1	3.8	40
	Outside peers	-	-	2	5	-	3.7	32
	Others	1	-	1	2	3	3.9	49
	Self	-	-	-	1	-	4.0	58
Monitoring Performance Monitors work assignments and holds self and others accountable. Refuses to accept sub-standard performance.	Manager	-	-	-	1	-	4.0	74
	Peers	-	-	-	4	-	4.0	74
	Reports	-	-	-	6	-	4.0	74
	Outside peers	-	2	1	3	-	3.2	19
	Others	-	1	2	3	1	3.6	45
	Self	-	-	1	-	-	3.0	11
Planning and Organizing Establishes a systematic course of action to accomplish objectives. Determines priorities and allocates time and resources effectively.	Manager	-	-	1	-	-	3.0	7
	Peers	-	-	1	2	1	4.0	67
	Reports	-	-	2	4	-	3.7	45
	Outside peers	-	1	2	4	-	3.4	23
	Others	1	-	-	5	1	3.7	45
	Self	-	1	-	-	-	2.0	1
Thoroughness Demonstrates focused attention to detail without losing sight of the big picture.	Manager	-	-	-	-	1	5.0	99
	Peers	-	-	1	1	2	4.3	90
	Reports	-	-	-	5	1	4.2	86
	Outside peers	-	-	1	4	2	4.1	81
	Others	1	1	2	2	1	3.1	18
	Self	-	-	1	-	-	3.0	13

8. Written Comments (Verbatim)

The written comments are organized into two sections.

First Section

In the first section, you'll find the responses to 5 open-ended questions that your colleagues were asked to answer.

Second Section

In the second section, you'll find comments relating to specific competencies. If your colleague rated you a 1 (poor) or 2 (fair) they were specifically asked to provide additional insights. Also, anyone regardless of rating could provide comments for each competency.



Suggestions for Productive Analysis of Comments

Avoid speculation

Review the comments with an eye to building on your strengths. Avoid attributing comments to specific people as it's likely not a true attribution and attempting to match the comment to a person is a distraction from what you can gain from the message.

Stay open & curious

Focus on staying open to learning and approach other views with a sense of curiosity. Challenge yourself to learn about how you are experienced from the stories and perceptions people have that are different from your own.

Balance what you know about yourself and what you read

As you read the comments, decide what rings true to you, what you believe you need to work on, and what traits you like about yourself.

Focus only on themes

Remember that everyone has perspectives and views, so one-off comments are less important than themes that are indicative of a pattern from more than three observers. Zero in on themes and identify them in the workspace below. Work with your coach to develop new practices that will address the theme.

Don't take yourself too seriously

Build upon what makes you operate from strength inside yourself and discard that which makes you operate from fear or self-judgment.

"Wonder is the beginning of wisdom." - Socrates

Open-Ended Questions

MANAGER (1 respondent) PEERS (5 respondents) REPORTS (6 respondents)
OUTSIDE PEERS (7 respondents) OTHERS (7 respondents) SELF (1 respondent)

What are this leader's greatest assets - the things he/she should continue building upon?

(OU) Fantastic strategic insight and one of the only ones that grasps the entire project (all cross functional areas), its scope, risks and path forward. Generally less political and more driven by great products. Easy to talk to and be frank with. Maintains composure.

(RE) Great at dealing with cross-functional groups and having them commit to / follow through with important issues - knowing who to talk to and when for solving issues - stays up to date on program's top product development items and gets involved when necessary. Pat is good at checking in with his direct reports to ensure they are not overloaded or if they need more support/resources. He is good at escalating issues with higher-ups both within our organization and with external vendors.

(OU) Pat is knowledgeable, direct, honest and approachable.

(OT) Organizational savvy. Ability to think clearly and set direction in ambiguous situations. Ability to influence.

(RE) Pat has done an effective job allocating human resources to strategic projects for our team. He has also been able to grow the team, bringing in effective personnel to achieve the group's goals. He is well respected in the company for his background in product development and ability to deliver on large programs.

(RE) Pat genuinely cares about his team and the success of his projects. He fosters a culture of mutual respect and excellence. He builds positive and long-lasting relationships across divisions and cross-functional teams. Pat has good long term vision and attention to detail. He is an effective delegator, providing guidance while avoiding micromanagement.

(OT) Ability to bring cross-functional teams together. Always supports multiple paths to success. Super positive attitude.

(OT) Great understanding of the organization, and talent for cross-functional topics.

(OT) Pat is very bright and is liked by his team and peers.

(PE) 1. Calm composure when appropriate, but is not afraid to step up intensity when needed 2. Intelligent thinker that formulates instant connection to consumer impact when discussing ideas 3. Personable to a wide range of individuals in different positions allowing him to connect with people easily

(OU) Pat's greatest asset is his ability to focus and drive an engineering effort. He does not bulls***, nor does he waste much time politicking. He only wants to get the job done in the best way possible, which combines timeliness with great engineering and a focus on the customer at all times. He is a selfless guy, and ultimately that is why I like working with him. He hates wasting time in the same way I do.

(PE) Determination, hardworking, takes feedback exceptionally well (even when given very strongly)

(OU) Strategic thinking is Pat's best quality. He is also a very good engineer and an all-around very good person. I would recommend building on the ability to be strategic and drive a vision. Pat can inspire when he is positive.

(RE) Pat provides great feedback and guidance for projects. He can cut through extraneous information quickly to identify the facts and actions that can drive results and decisions. I enjoy Pat's management style. He places trust and responsibility in his employees. He creates an environment where people feel comfortable learning from each other, taking risks, solving issues that come up, and gaining valuable experience in the process.

(PE) Very good emotional leader - Has a good strategy development plan - Gives good feedback - Digs deep into projects.

■ (OT) Pat is an extremely valuable member of the additions team. He has unique abilities to get to the heart of the problem and provide a clear path forward. He is experienced and very smart. The team has confidence in his technical ability based on everything he has done. He is a good listener in 1:1 situations.

■ (OT) Execution and attention to detail. He is also a hands on manager, interacting 1-1 with his team in a very effective way.

■ (OU) Product focused and overall visionary.

■ (OU) In my experience, Pat's greatest assets are: - his ability to simplify complex problems or communications into simple solutions or minimal sets - his ability to give direction and delegate tasks in what is effectively a very dynamic and chaotic environment.

■ (MA) Pat is a very creative engineer and mentor for his team. He has delivered many products and knows how to work through the system. He can be counted on to deliver and does not drop the ball on his responsibilities. He should use these skills to develop his new first level managers and coach them into holding high standards for their teams. He will also be able to use this as an asset if he is called on to work with other teams within our group.

■ (OT) From Pat's performance this year, I don't think there is anything that can turn around his performance. His lack of commitment to the team is not something that anyone is comfortable with.

■ (RE) He instills a sense of motivation and openness in his group that encourages healthy collaboration instead of unhealthy competition. He keeps himself very open and approachable, asking balanced questions about projects, and provides direction in an approachable, non-totalitarian manner. His direct reports are not afraid to ask him for help or to approach him with concerns.

■ (RE) Pat knows the politics of the cross functional teams and how to manage them to get the project on the right path.

■ (OU) Quickly understands key issues to focus on. Strong leadership skills and provides clear direction to the team. Challenges other team members to do their best work.

■ (PE) Pat is a really thoughtful guy. In addition to delivering great products through driving his team effectively, he also genuinely cares about the well-being of the individuals on his team.

What should this leader do differently to be more effective?

■ (RE) Make an effort to have more frequent technical reviews internally (maybe a recurring calendar event). Improve the team dynamic with more frequent team events or perks.

■ (OU) Needs to communicate and sell the vision more, get cross-functional team buy in and turn product direction into product POR.

■ (RE) I think Pat can do a better job of staying engaged with the people and projects that he oversees, which is understandably difficult since there are so many. I think this involvement is crucial not only to guide the products along the right path, but also so that he is up to date on the progress and issues of each project. He needs this information to guide the group as a whole, and allocate resources strategically based on project size and priority.

■ (RE) Fitting more frequent/consistent 1:1's into his schedule would help to provide a consistent feel within his group.

■ (RE) Pat can work on showing how the group can grow professionally. Also sharing the long-term goals for the group's projects to maintain excitement and direction.

■ (OU) Pat deals with too many projects so he has to delegate and ensure that his reports are doing a good job. Sometimes he seems out of touch with what his team is doing and it creates inefficiencies.

■ (OU) Needs to build out his team and add more oversight (managers) to the group to allow him to focus more on future roadmap and less on day to day execution. Needs to "attack" less when dealing with a new group, could probably approach them more softly and build the relationship.

■ (OT) Try not to let your personal frustration show all the time.

- (OT) Hold IC in his organization more accountable.
- (OT) Focus and engage in a more consistent manner. Temper delivery so that he seems slightly less belligerent. When in meetings, stay fully focused. Forget the phone. Prep when presenting. - Improve speed of follow up to mail.
- (OT) Find alternative ways to provide constructive criticism so as to not seem negative or a curmudgeon.
- (OT) Be a more engaged team member rather than participating on the fringe. Call some meetings or send proposals for how to solve a problem vs playing the role of the critic.
- (OU) Build more relationships around the company. Refine his ability to walk the line between challenging others / being assertive and being adversarial.
- (OU) Building a strong and effective team structure will help Pat to be more effective as a leader. I get the impression that he is spread too thin - and may have a hard time relinquishing control of all the details. Building a strong team structure will aid this.
- (PE) Build larger cross-functional network outside of his department - Build up leaders in team to help him manage workload - Strategize to oversee more projects to be able to manage more - Grow other teams (like ops) to make them better structured and stronger to support us.
- (MA) Pat is developing and improving on his executive presence and maintaining composure in the face of adversity. He has a unique capability for empathy, as well as the ability to communicate both the positive and negative. He is aware of the challenge to be a "cheerleader" when needed, as well as a skeptic. It is an opportunity for development as he grows within the organization. Additionally, being able to "roll with the punches" in times of ambiguity is a learned talent. Pat can tend to show his frustration with the cross functional team a bit too much. He should know/choose the avenues in which to vent (which is okay) but he should also know how to shelter this from the team. Finally, Pat and his team are strong engineers. Reaching across to other teams proactively and asking for participation in design reviews, etc. will get his team to develop relationships with the larger Product Development team.
- (OT) Listen to others, attend meetings on time, be part of the solution rather than throwing others under the bus or making everything some other team's problem.
- (OU) My biggest issue with Pat is that he is often shrouded in negativity. For someone who wants to do so much good, he sometimes has a weird way of showing it. He often shows his frustration, and his emails can be curt, even to those who are honestly trying to help him. For Pat to take the next step, I think he needs to profess more of a sense of optimism and excitement, and combine it with his super strong desire to build awesome products in the best/safest way possible. He has to show that he is happy to be here - this is hardly ever clear to me.
- (PE) Be more approachable. When Pat is in the zone he can come across as unwelcoming of discussion, especially to less senior team members. This, though, is not reflective of how he really is.
- (PE) Pull himself into conversations that may affect his team

How will you know this leader is more effective? How will he/she behave differently?

- (OU) I do not think there are any behavioral changes that I would notice. More it would be a matter of how Pat spends his time and what he focuses on.
- (OU) I think Pat should absolutely be a director currently. I think he possess all the skills needed to do this effectively. Improving his cross functional relationships is probably what is holding this back.
- (OT) See above.
- (OU) We have a simply, clear, agreed upon road-map everyone buys into and is excited about.
- (RE) A sign of improvement would be more face-time with each of the projects, and a more balanced allocation of employees per project.

■ (OU) If I see Pat behaving in a friendlier and upbeat manner, I will know that he takes this criticism seriously (and agrees with it). To be clear, I do not think it is so bad that it prevents him from doing his job (well); but I do think it is bad enough that it will prevent him from achieving everything he wants to achieve. Pat is an incredibly smart guy who has been doing smart, difficult things in a difficult environment for a long time. It would do him some good to refresh and remind himself why he is at our organization - to work with other smart people to build the best products in the world. I will know he is listening to this if I see him giving other people a chance (and more benefit of the doubt), as opposed to discounting questionable ideas immediately and moving on.

■ (PE) Full knowledge of all projects - All team members being mentored - Growing influence and respect by cross company managers.

■ (RE) Behaviors would change with using internal or external resources to further support the group's development, show quarterly updates on project timelines, and provide more exploration into third party additions to spark imagination/learning.

■ (OT) He will be more positive and show leadership in meetings - preparing and participating.

■ (OU) I'm not sure how to answer this.

■ (OT) See above. Try to maintain a steady demeanor.

■ (PE) This is hard to answer. Maybe smile more or be less terse when approached?

■ (MA) Pat will be sought out as a cross functional partner and leader beyond his current area of influence. He is seen as a key partner from the people that now know him, but he has the capability of influencing more within the company and becoming a person that we can rely on to drive even larger initiatives.

■ (OT) Tighten up the presence specifically with body position in meetings (often too leaned back and off to the side). Work on succinct communication skills.

■ (PE) Would be more aware of the latest and greatest efforts across the company that affect his work and would connect with his counterparts regularly on how those areas connect to his counterparts' work

■ (RE) Take more time to mentor direct reports.

■ (OU) Spend more time ensuring his direct reports perform well will save him lots of time in the long run.

■ (RE) I guess I'd see him in more meetings more often (not really sure what this question is looking for).

■ (OT) When Pat starts respecting people on other teams and people above and below him, when he starts treating people with respect, then I know he/his team will be more effective.

What do you believe this leader is most unaware of?

■ (PE) Nothing really - I think he knows all of this.

■ (PE) He does not always present very professionally - desk is a super mess and makes him look unorganized /overwhelmed.

■ (OT) That at this stage, most people do not want to work with him anymore as he is not adding value, he just shouts at people that they are wrong.

■ (PE) His own ability to become a great organizational leader

■ (OT) His IC organization does not function independently without his support.

■ (RE) Cross-functional relationships/politics.

■ (OU) n/a

■ (OU) When Pat's direct reports are not monitored correctly and they are new it trickles into huge amount of works and inefficiencies for other teams.

■ (RE) It is up to Pat and the team to identify the projects that are innovative and impactful, and focus efforts to push those along. Many projects in our group run into roadblocks due to lack of interest from other teams or executives. It is important for Pat to leverage his position and help persuade other teams on which products we should focus. Once a strong case is made for those products, we need to keep everyone engaged and drive to completion.

■ (OU) I sometimes wonder if Pat realizes just how talented and impactful he is to the company.

■ (OT) How his attitude and tone impact the other people in meetings. He can be intimidating. I know people question whether or not he respects them or their work. Didn't used to be that way.

■ (OU) How much people rely on him to lead, across all functional groups within the Additions scope.

■ (OU) Perhaps his sometimes hostile approach to trying to drive another part of the organization to provide support.

■ (MA) Pat may be aware of this - but if not, for people that do not know him, he can be seen as a bit gruff and abrupt. Once you get to know him, I think he is a genuinely caring person and fun to interact with, but that does not always come across in early meetings.

■ (OT) People appreciate Pat's involvement in projects/problem solving and welcome his insights. However they get frustrated with his inconsistent level/quality of engagement.

■ (OU) I think Pat is most unaware of how much his cross-functional peers respect him. I think his often-negative/frustrated approach to issues reflects a belief that his own peers are not going to listen to him anyway, so why should he try to be nice? With some folks we work with, I agree - it might be a lost cause. But not everyone! I think Pat needs a confidence boost and some charm. Truthfully, there are very few people I trust within our organization as much as I do Pat, and I am not alone.

Is there anything else you would like to add?

■ (OU) I rely on Pat for his vision and partnership; he has proven himself to be a leader people here want to work with and one that contributes uniquely to the team.

■ (OU) I think Pat needs to make a decision about his future - where does he want it to be, and what does he want to be doing. Only by truthfully answering these questions will he allow himself to be happy doing what he is doing, and in turn, to really inspire others to feel the same way.

■ (OT) Pat is awesome. And I think he can achieve anything he sets his mind on.

■ (OU) Lead the biz.

■ (PE) Nope

■ (OT) I hope he can get the recognition he deserves and then hopefully he will feel more satisfied and focus on making the roadmap happen, taking risks if needed. These comments are intended to show opportunities for growth. Some of the observations are focused on just the last few months. As I said elsewhere, we would be lost without Pat and I really hope he takes this feedback and reflects on how he projects himself when he is not happy. We need Pat's support to deliver to our charter and have fun while doing it.

■ (OU) Pat is great asset for our organization and I look forward to working with him in the future.

■ (OU) Great guy, enjoy working with him. Pat is the best strategic leader we have in our product space.

■ (OT) Pat is great to work with and very easy to talk to. With some slight optimizations he can easily become a force within our organization.

■ (MA) I am very much enjoying getting to know Pat and I believe that he has a great future within our organization. He has been willing to take feedback and coaching quite readily. I would like to see him be a bit more willing to "share" in the sense that I am willing to help anywhere I can and sometimes I feel that he may prefer to not communicate so that he does not inundate me. Since we are pretty new to each other, more communication is probably better and I can always let him know if I need to dial back.

■ (PE) I think if Pat wants to be a director he may have to handle more projects and build up lower layers to manage them. Has some resistance to building empires. Also needs to push projects to ship to make sure he keeps counting the successes. From my experience we are valued on what we can get out the door.

■ (PE) I enjoy working with Pat, and I have always found his style of challenging others to be an exemplary example of our organization's core DNA

Competency-based Comments

MANAGER (1 respondent) PEERS (5 respondents) REPORTS (6 respondents)
OUTSIDE PEERS (7 respondents) OTHERS (7 respondents) SELF (1 respondent)

Emotional Control

PEERS (PE) Very good at maintaining an even keel, but sometimes could leverage his emotions to create more of a sense of urgency.

REPORTS (RE) If there are differences in opinion, Pat is able to cut out emotional aspect and focus on the facts and the actions needed to collect good information.

OUTSIDE PEERS (OU) Pat can get overly charged in stressful situations, and I do not think it helps his cause. That being said, one thing I like is that Pat can then also turn it around back to a more calm and fact-based discussion.

OTHERS (OT) Sometimes Pat comes across as exasperated or tired.

OTHERS (OT) Pat sometimes shows exasperation and frustration when others cannot see or follow his v

OTHERS (OT) Pat's tone can be condescending and negative when he does not agree or does not think someone is saying/doing the right thing.

OTHERS (OT) Does not maintain professional and respectful attitude at any stage. Continually disrespects individuals including peers, individuals reporting to him and people from other groups.

Flexibility

OTHERS (OT) Pat is not open to change, if a change comes then he blames it on others and makes them suffer.

Integrity

OTHERS (OT) Very good but as far as follow-through, Pat doesn't consistently respond to email and can be hard to track down for in-person follow up. Not always clear when he has taken the action to follow up separately with another team/person.

OTHERS (OT) Continually does not follow through on even the most basic job requirements.

Resilience

OTHERS (OT) Lately Pat has not been as optimistic. It's clear that he is still dissatisfied with the organizational changes made back in the summer.

OUTSIDE PEERS (OU) Dips in and out of high pressure programs, does not give big issues his correct attention.

OTHERS (OT) Regarding focus, I have observed Pat to be at times inconsistent in his level of engagement. His insights are welcome and frequently of high quality but these need to be followed through on.

Self-Confidence

- (OT) Very arrogant and it is clear he is trying to hide issues, that he is not dealing with the major issues.
- (OT) Pat never acts arrogant or with an ego.

Executive Presence

- (OT) : I have great respect for Pat, but he does not always project confidence.
- (PE) Handles high level meetings well, very respected by internal teams and suppliers
- (OT) Really good at presenting to executives. Pat is very smart, calm, and clear. Answers the question asked, is straight-forward and honest about true status.

Work/Life Balance

- (RE) Pat is juggling so many projects in so many different fields. He often stays late at the office and responds to emails late at night. Having more managers under him would help spread the workload.
- (PE) Works on vacations, stays late to get work done some nights per week, generally overloaded
- (RE) On paper Pat was my manager for the last year, but I had little interaction with him. When there were high-level decisions that needed to be made he was always there for assistance, but for the mid and low level issues it was difficult to find him. Our weekly 1:1's were usually cancelled due to his schedule. This was not a large issue, but there were lower level things it would have been nice to discuss with him. I got the feeling that he was being spread a bit too thin covering so many different projects and managing so many different people. I think his promotion to director will actually be very good. It will allow him to spend more time on the big issues and problems and let the newly appointed managers (David and Bev) handle more of the personnel and mentoring. They have better visibility into these issues anyway and will have better insights.
- (PE) In early and out later everyday.
- (OU) With passion for products, comes emotion...double-edged sword.

Assertiveness

- (OT) Requests are disparaging to others.

Conflict Resolution

- (OU) Can sometimes come off as being too aggressive. A high road approach might serve him better particularly with "new" groups he has not worked with / who do not know him well.
- (OT) Pat is assertive and generally, his delivery is skillful. I feel at times though he appears to come on a little strong. He needs to temper his delivery.
- (OT) Pat does not hold back - he will put someone on the spot if he disagrees with them or thinks they didn't prepare enough, particularly if they are an individual contributor. Can be intimidating but I think it's his way of pushing people to prepare better.

■ (OT) Creates conflicts without resolving issues and then walks away from the actual conflict instead of dealing with healthy conflict.

Influencing Others

■ (PE) Not as good at networking or getting other teams on board who do not really want to support.

Listening

■ (OT) I have heard comments that because of Pat's (occasional) over-assertiveness, some people tend to back off.

■ (OT) Does not listen. Tries to intimidate but this no longer works, as he is increasingly ineffective.

■ (OT) Pat listens well. But he can be intimidating. He is a big presence in a meeting. He can use this to his advantage and demonstrate leadership by example (sometimes he carries a dark cloud).

Partnering and Relationship Building

■ (OU) Pat does this very well in some circles... not as well in others. One thing I have witnessed is Pat being somewhat adversarial with people he does not know (when the topic at hand puts them at odds). That can hinder partner / relationship building, possibly with someone who is really good to know.

■ (OU) At times Pat's forward approach to giving feedback and asserting his opinion can work against effective team building.

Teamwork and Collaboration

■ (OT) Does this very poorly.

■ (RE) Since our project teams are small and independent, the additions Product Development group is not as cohesive as it could be. I think moving to our new space together will help bring the team closer. It would be great to have more team activities, both social and technical, so that we can learn from each other's experiences.

■ (PE) All cross functional teams like working with Pat

Verbal Communication

■ (OT) Attempts this by bullying and shouting over people.

■ (OT) I get the impression that Pat rarely prepares when presenting material. He does have a clear communication style but I can't help but think a little prep would help.

Creativity and Innovation

■ (OT) Does this but not in a collaborative fashion.

■ (RE) Gives good direction and suggestions without handholding.

Entrepreneurship

■ (OT) Pat's contribution to a project and to the team is far more than just product development. He has valuable insights, he articulates them clearly, and he is usually the one who is right in a disagreement.

■ (PE) Allows and encourages team to explore new ideas.

■ (RE) Needs to show long-term direction for the group.

External Awareness

■ (PE) Has a good eye on internal trends, could leverage more external trends affecting the business.

■ (RE) Pat is always in tune with the direction of the company and how it affects our team's projects. One area of improvement is to use that information to provide better information and guidance to our team members, especially about project priorities.

■ (RE) Encouraging more 3rd party additions exploration could help foster growth from within the team.

■ (OT) This is a key value that Pat brings to the team. He has vision and a unique point of view.

Inspirational Vision

■ (OU) Pat is very skilled at cross functional brainstorming and helping team's develop a way to communicate a vision or to create one. It would be great to learn more about Pat's long term vision and strategic views as well.

■ (OT) Does not inspire a vision. Everything is someone else's fault or problem.

Organizational Awareness

■ (RE) Pat knows how the organization works, who to work with to get things accomplished.

■ (OT) Does not show respect for other departments/business units. His attitude is that everyone is there to serve him.

■ (OT) This is a key strength.

Service Motivation

■ (PE) High degree of focus on quality, willing to jump leaps and bounds to make the highest product possible

■ (OT) Pat is quick to say when he will not support something or will not travel (or will tell his team not to travel). I do not think he views himself as someone who needs to model a "spirit of service" to the team.

■ (RE) Pat can work on showing 'paths to success' to help his employees seek professional growth.

Strategic Thinking

- (OU) This is Pat's strongest quality.
- (RE) Pat helps set a path and tries to influence his superiors in the group's direction. We are in a state of transition right now, which opens up possibilities.
- (OT) Top notch. We would be lost without Pat.
- (PE) Pat is good at coming up with long term strategies to make our unit more of a permanent fixture, willing to pivot strategy to gain more traction.

Coaching and Mentoring

- (PE) Very detailed reviews and very helpful feedback. Could have started leader development earlier to have other managers queued up but is quickly getting Bev and David up to speed.
- (OU) Very product-focused, not as much people-focused but getting better.
- (RE) Pat does provide great guidance and mentoring, but his attention is spread across so many people and projects.
- (RE) Pat can work on showing employees how they can professionally develop outside of project work.
- (PE) I never received any coaching or mentoring from Pat in the time I worked for him. His approach seemed to be to let the more tenured person on a project team be the one to provide this

Delegation

- (PE) Good at giving specific tasks and monitoring status.
- (RE) I think Pat's management style works very well. He places a lot of responsibility and trust onto his team members and lets them run autonomously, but is always open to providing help and feedback if it is needed.
- (RE) Pat does not micromanage and allows autonomy with his team but knows when to step in to offer more support when necessary.
- (OT) Assigns responsibilities but does not give clear direction to weaker/less-experienced teammates that need things to be delegated to them properly.

Effectiveness

- (OT) Has done this very ineffectively this year. Clearly wants out rather than working through issues with the team for the greater good of the company.

Monitoring Performance

- (OU) Some of his team members seem to be sub-par, perhaps he is dealing with it, but keeps it invisible to the rest of the organization.
- (OT) Consistently misses gaping holes in his team's work that are fundamental to their roles.

■ (OU) Pat's direct reports sometimes do not perform and he could/should be more effective in dealing with it.

Planning and Organizing

■ (OU) There doesn't appear to be much structure to Pat's approach - but that isn't necessarily a bad thing around here.

■ (RE) Pat can focus his team's efforts better by understanding the priority and direction of each project, and allocate time and resources accordingly. Some high-interest projects are understaffed while other projects continue on despite lack of interest from others.

■ (OT) Consistently joins meetings late, is always distracted and leaves before the end with no conclusion or action taken from the meeting.

■ (RE) Pat is able to achieve objectives and allocate resources effectively.

Thoroughness

■ (PE) Overwhelmed by current level of detail with all of the products we work on - could develop techniques to read key emails and make sure has a good high level knowledge of key activities on all projects

■ (OT) As touched on elsewhere. Pat's levels of engagement and focus are not consistent.

■ (OT) This is completely lacking and ineffective this year.