



ABC Company
Follow-up 360 Report

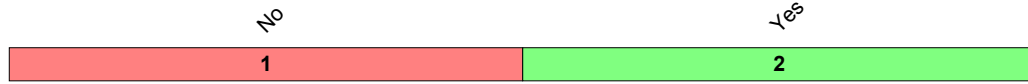
Confidential Report For: Sample, Jane
October 2003

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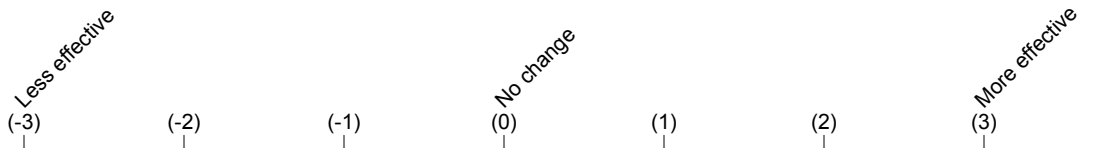
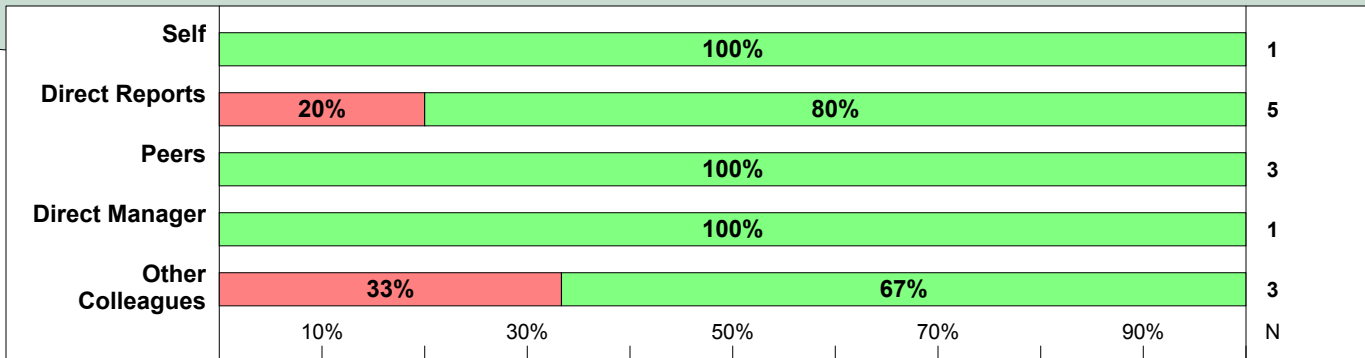
Company Items

Symbol Key

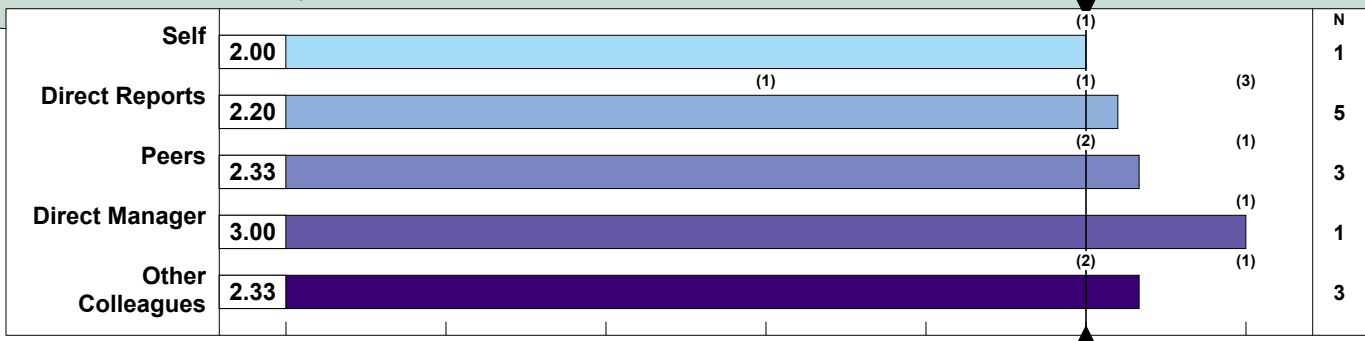
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌵ Self Score Line



C1 Since the feedback session, has this person followed-up with you regarding how he/she can improve?



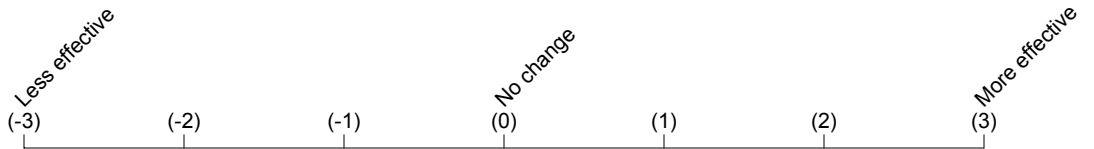
C2 Do you feel this person has become more or less effective as a leader since the feedback session (Do not consider environmental factors beyond this person's control.)?



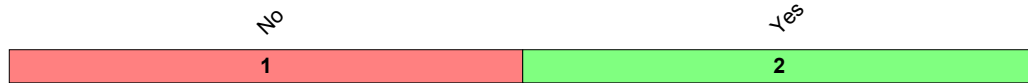
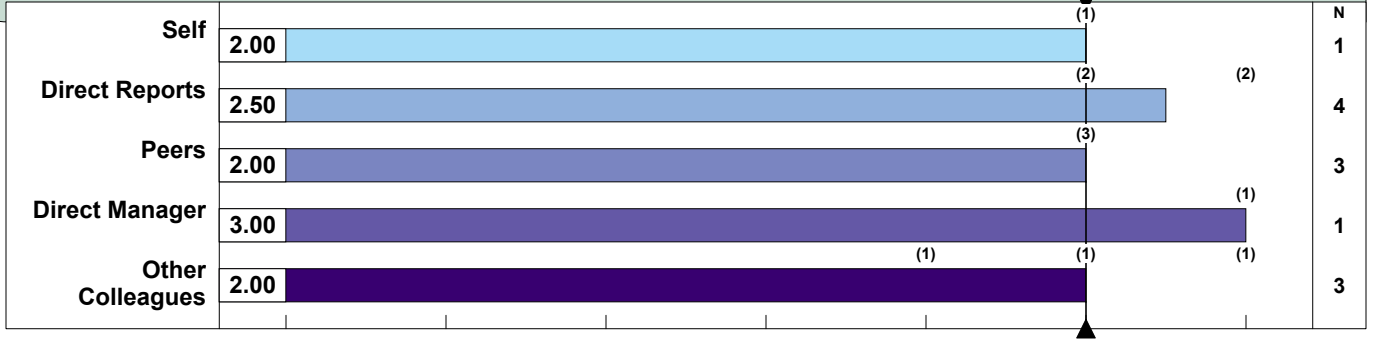
Participant Custom Items

Symbol Key

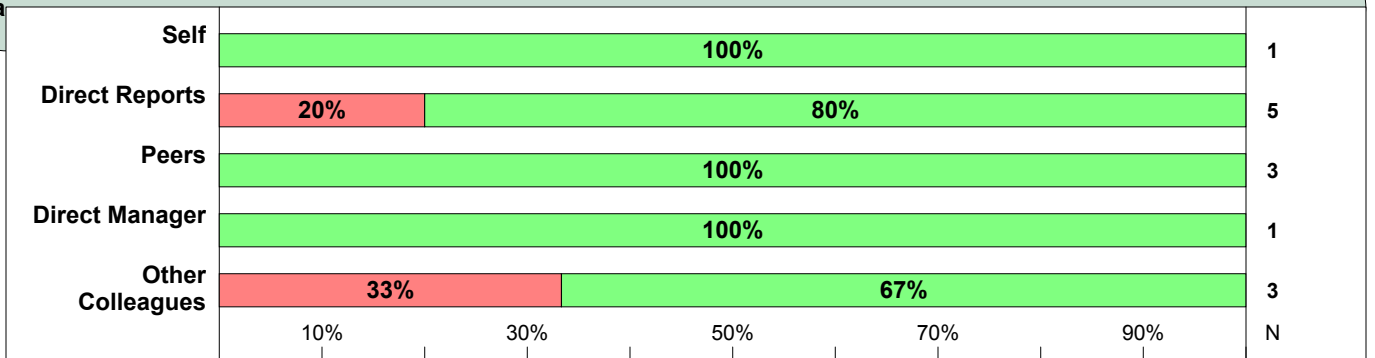
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌵ Self Score Line



P1 I will focus my energy on collaboration, communication, and appropriate delegation to enable focus for ACF so that we deliver the right stuff at the right time.



P1a Do you feel that change was needed in the area mentioned in the previous question?



Comments

What has been done by this person in the past six months that you have found to be particularly effective?

Self

Increased my focus and attention on proactive communication. I have also increased my open delegation of work to better balance the load among the team. I have tried to fill communication voids within the organization by asking pertinent questions and sharing what I learn.

Direct Reports

She has been better at delegating duties than she was in the past. She also works at communicating, including all staff members -- even those that do not report directly to her.

Increased collaboration and involvement of the right numbers of team members as well as specific skills to get the job done.

Communication is quick and proactive. Proactively gives opportunities for further discussion on issues if employees feel they need it. Doing a great job delegating and not taking on too much herself.

She has done a fair job of keeping me included and involved in the functions of her organization as well as giving me opportunities to help take on new roles.

Peers

She has provided some strong personal leadership during times of major changes that the team has gone through. Her initiative in providing much required communication to the team has helped the team to still be actively engaged.

Brought up finance express.

She has become a much more effective communicator. She is well prepared for meetings/events and is limiting the time of calls and meetings.

Direct Manager

She has been very self-directed and has taken charge of various activities. She has been able to assimilate strategic direction from me and translate it into tangible improvements to our group. Her communication skills are less verbose and more directed. I believe she has made great strides in refining her leadership skills and is a key contributor to our team. Her ability to engage our customers (internal and external) and articulate our objectives have been very successful. In short, her energy is well directed and I believe she has struck a healthy work/life balance. A+ for improvement.

Other Colleagues

Opened up her staff time to ensure communication reaches the broader department group. Frequently communicates with her manager on topics related to her group and the department at large (not an easy thing to do) and then shares this with others in the department. This helps build linkages across groups.

She's done a great job of focusing her team on a limited number of key objectives. She's kept them motivated during trying times. She collaborates well with field management and has delivered tools that meet the needs of the field and customers.

What can this person do to become more effective as a manager in the development areas noted above?

Self

I need to keep these issues in my conscious mind - and not "forget" or allow myself to get "too busy" to focus on the basics. Also, I need to remain confident that it is OK to share the load and not be constrained by "titles" and "positions" when working to deliver quality work.

Direct Reports

Continue to delegate.

Continue to progress with what she has been doing.

She is now very effective in this area. She is an outstanding manager and one of the best I have worked for.

Peers

To continue to be in communication with all her peers and the larger team at the same time.

Continue to include others and make the best use of everyone's time.

Direct Manager

Continued on page 4 >>>

Comments

What can this person do to become more effective as a manager in the development areas noted above?

<<< Continued from page 3

More of the same.

Other Colleagues

Clear understanding of individual roles across the organization to delegate most effectively.

Continue to focus on what you can control and fix what you can. Don't let the politics/personalities get in your way or get to you.

