



ABC Company
Follow-up 360 Report

Confidential Report For: Sample, Joe
October 2003

Assessment Plus
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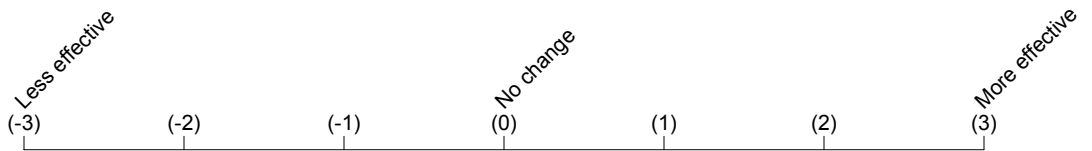
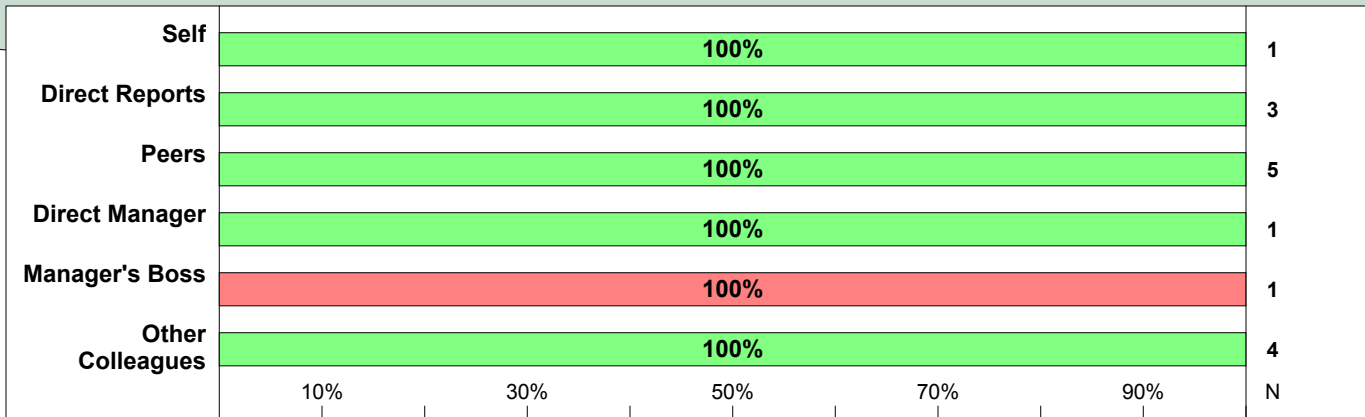
Company Items

Symbol Key

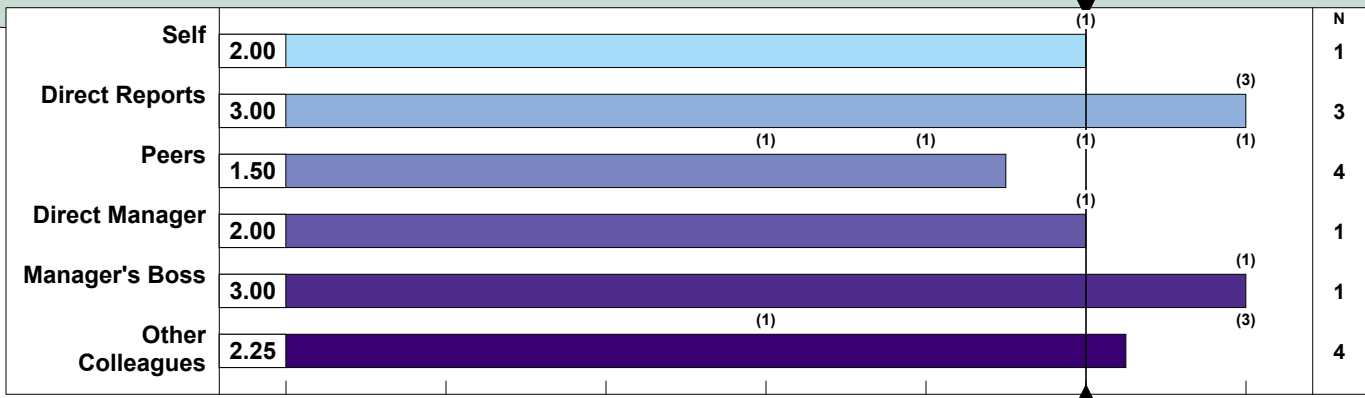
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌵ Self Score Line



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



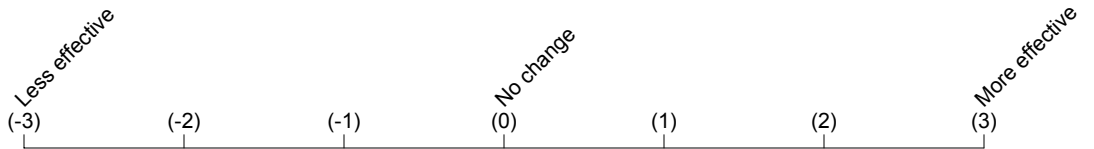
C2 Do you feel this person has become more or less effective as a leader since the feedback session (Do not consider environmental factors beyond this person's control.)?



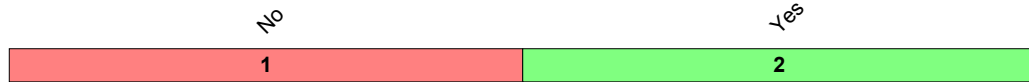
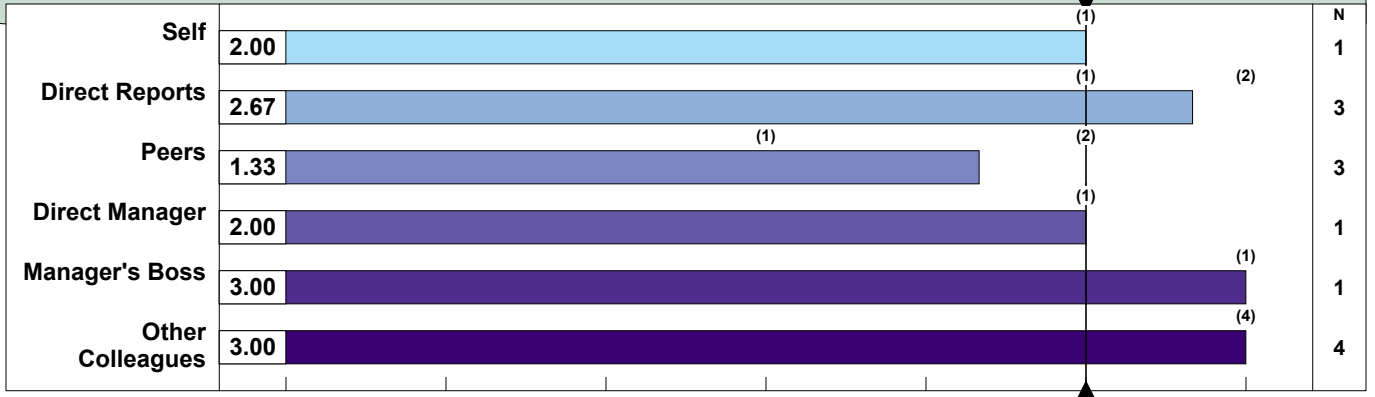
Participant Custom Items

Symbol Key

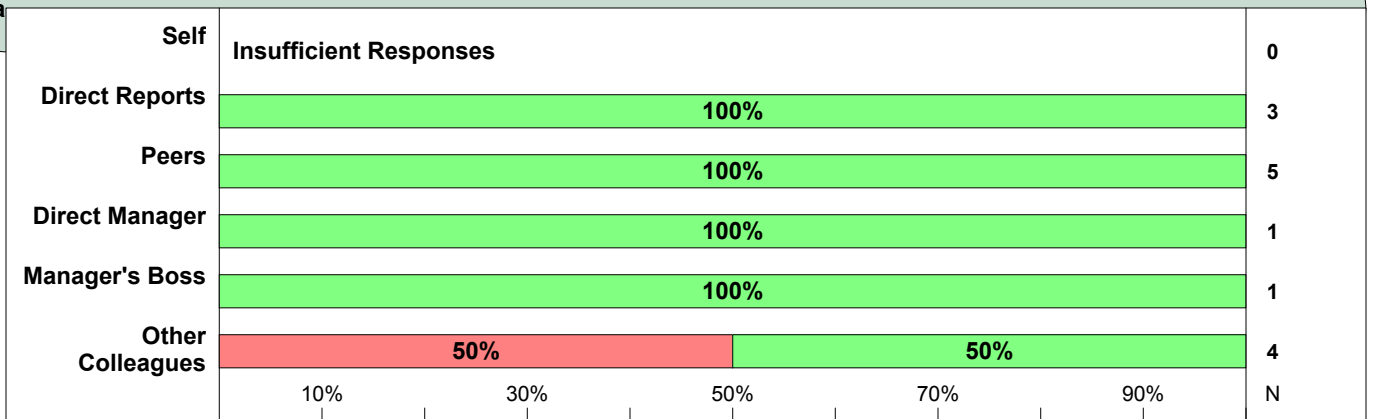
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- ⚡ Self Score Line



P1 I will focus my energy and confirm with individuals on an ongoing basis the critical few issues that need to be addressed to manage my time effectively and work smarter.



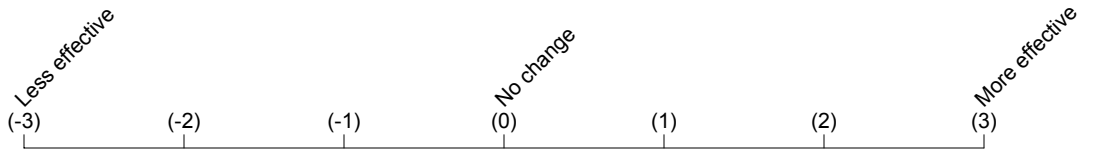
P1a Do you feel that change was needed in the area mentioned in the previous question?



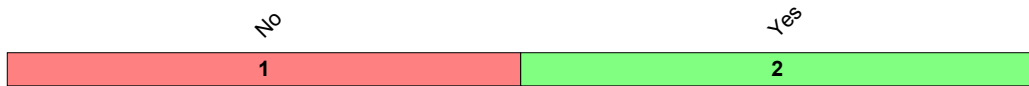
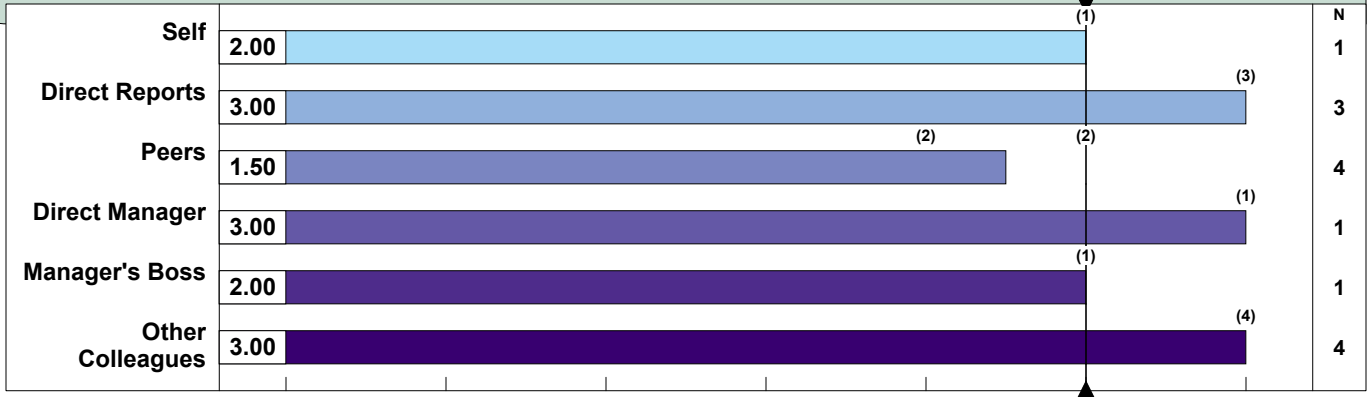
Participant Custom Items

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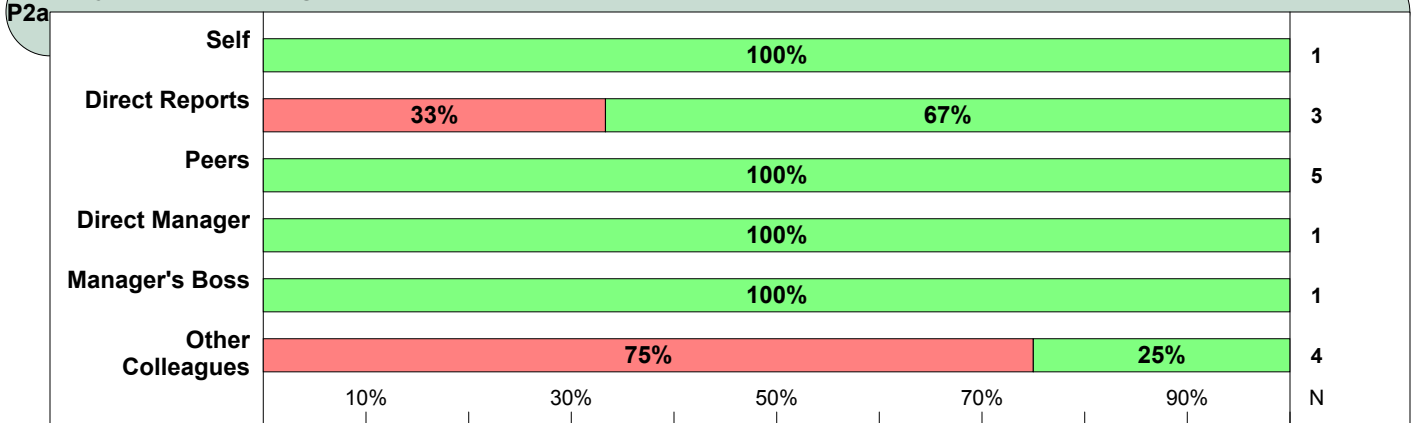
- Hidden Strength Gap Line
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- ⌵ Self Score Line



I will be proactive and assertive to strike a balance of civility and positive creative tension to ensure that customer P2 financing's end objectives are met.



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

Making a list of my priorities and confirming and clarifying with my stakeholders the appropriate priorities. Being objective on matters by consciously recognizing my biases and listening objectively to different views.

Direct Reports

He has committed to doing less but better, balanced his time better, delegated more, been more responsive, improved team players (considers involving others in key task), shared more information as it became available. He has also been more considerate of the political impacts of his decisions and actions which I think is great and really an area I saw that he could improve.

He has done an excellent job of improving his follow-up with individuals to ensure we are all clear on objectives and goals as well as providing us opportunities for guidance on those tasks we are managing regularly as part of those goals. He keeps us focused. He has begun to manage his own time much more effectively which has afforded him the time to spend working with others to achieve the overall goals.

Reiterates and incorporates the goals of the organization. Very proactive -- anticipates well. Disseminates information well and in a timely manner. Helps the team to understand why it is important.

Peers

He has managed to bring more balance into his workload and to delegate responsibilities more. He is more accessible as a manager now than he was a year ago.

He has consciously made an effort to become a more effective manager of people and activities. He is much more to the point and does not waste time on the abstract.

Direct Manager

He has been more focused in his activities. By concentrating on fewer tasks he has been able to accomplish more. He has exercised great independence and self-direction.

Manager's Boss

Supported the transition to the new management structure and helped with critical partner negotiations.

Other Colleagues

He has involved his team more in coming to conclusions on geographically challenging deals like SFS, leaving him to focus on the biggest issues.

Even though I do not report to him in a dotted line relationship anymore, I have seen a very positive change. In my working relationship with him I actually never felt that any of the "issues" related to our personal working relationship, which I've discussed with him personally during our one on one follow up sessions. This hasn't been an easy year for him, yet he has handled it professionally and gracefully and has continued to be there for all of us who no longer report into him.

Regular follow up, regular feedback; hands on approach to solve situations in a practical and effective manner, continuous team support, result oriented and at the same time pleasant to deal with.

He is able to approach a problem by first identifying what is the objective we are trying to reach and whether the proposed solution will accomplish this. He can also break down the issue into a number of smaller objectives and create a whole solution. He is a very good communicator with a good understanding of many parts of the business which enables a good build up of rapport for open communication.

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

Self

Keep seeking ongoing feed forward from my key stakeholders. Push myself to focus more on business objectives and less on being civil.

Direct Reports

Again, consider political impacts of decisions and actions (e.g., include others, keep all parties involved updated, share knowledge, ask for help/support). Continue to delegate more.

He has done a great job of learning how to solicit feedback and manage the improvement of his skills and styles. If

Continued on page 5 >>>

Comments

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

<<< Continued from page 4

he can commit to continuing this effort of self-improvement, I think it would serve him well in the future.

Continue to work with the newer team members to help them understand the importance of the company culture, goals, vision, etc., and how that translates into everything that we do. Help the newer members network and develop key relationships. His breadth and depth of not only financing knowledge, but how to incorporate that into the company selling model and how the entire end to end process works far exceeds anyone else in the organization. Others should be tapping him for this knowledge -- and he is always very willing to share.

Peers

He can continue to speak up and share his experience even when not asked. The dynamics of the group have changed but the customer needs have not.

Continue to look for the most efficient method of completing tasks.

Manager's Boss

Continue to focus on his development areas and keep his visibility high with management.

Other Colleagues

Keep working on developing these skills, and making time to focus on the bigger picture.

Satisfied with the level of present cooperation. Not sufficiently close for more detailed comments.

Continue improving as a manager by doing what he is already doing.

