



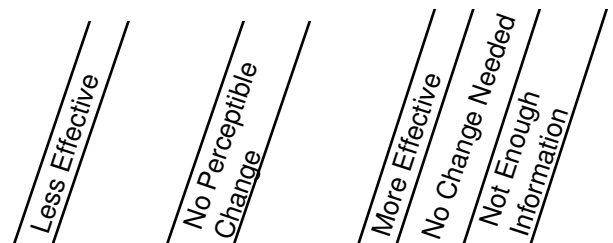
**Mini-Survey Feedback**

**August 09 to December 09**

**Steve is the CFO of a large division of a large multi national agricultural business**

**Green-Forman Corporation  
Mini-Survey Summary Report for Steve Carson**

**Manager Feedback**



-3	-2	-1	0	+	+	+	+	N
				1	2	3	3	I

**“I have been committed to ...”**

1. Becoming more assertive and presenting my views decisively and in a timely manner  
.....

2. Creating an environment and processes that ensure individuals on my team have the information they need / want and simultaneously build a strong team spirit  
.....

**Response and Follow-Up**

Has Steve talked with you about his stated goals?	<b>YES = 2</b>		<b>NO = 0</b>	
How much follow-up has Steve done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?		No Perceptible Follow-Up		
	<b>1</b>	Little Follow-Up		
		Some Follow-Up		
		Consistent (Periodic) Follow-Up		

**Please provide additional comments/suggestions for Steve’s consideration ...**

**What specifically has Steve done in the past few months that you want to reinforce and encourage him to continue?**

- (I am remote, so I don’t see) but I believe he has started having department meetings with his team!
- Continue to actively participate in meetings
- I have heard from Tim, that he is starting to lead some meetings

**What suggestions (feedforward) would you give Steve so there will be continued improvement in the future?**

- Keep thinking of ways to keep the Finance team engaged and motivated.
- Look for opportunities to publically present “stuff” or lead meetings
- Make communication (within the winery) and to L’ville a top of mind priority. When addressing issues, think of others that may need or want to know.

**Is there any other information you would like Steve to be aware of?**

- Always be aware of his voice – He has done a nice job projecting himself - keep it up!
- I would like to get you opportunities to present to BF LT – Jill or Jane – Let me know of interesting projects/issues that you are working on/addressing.

## Direct Report Feedback

	<i>Less Effective</i>	<i>No Perceptible Change</i>	<i>More Effective</i>	<i>No Change Needed</i>	<i>Not Enough Information</i>					
	-3	-2	-1	0	+	+	+	+	N	
					1	2	3	3	I	
<b>"I have been committed to ..."</b>										
1. Becoming more assertive and presenting my views decisively and in a timely manner .....							3			
2. Creating an environment and processes that ensure individuals on my team have the information they need / want and simultaneously build a strong team spirit .....					1	1	1			
<b>Response and Follow-Up</b>										
Has Steve talked with you about his stated goals?	<b>YES = 3</b>				<b>NO = 0</b>					
How much follow-up has Steve done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	No Perceptible Follow-Up									
	Little Follow-Up									
	2	Some Follow-Up								
	1	Consistent (Periodic) Follow-Up								

**Please provide additional comments/suggestions for Steve's consideration ...**

**What specifically has Steve done in the past few months that you want to reinforce and encourage him to continue?**

- A team meeting.
- initiated weekly 1 to 1 meetings
- More communication with his teams not just direct reports, but those that report to his direct reports.
- one on one meetings
- provided more communication
- Seems to be in better spirits.
- sharing with me my goals
- sharing with me what leadership is expecting from me

**What suggestions (feedforward) would you give Steve so there will be continued improvement in the future?**

- Continue the communication with his teams.
- initiate staff meetings
- More all team meetings.
- team meetings



## Peer/Colleague Feedback

*Less Effective*      *No Perceptible Change*      *More Effective*  
*No Change Needed*  
*Not Enough Information*

-3   -2   -1   0   +1   +2   +3   +3   N I

**“I have been committed to ...”**

1. Becoming more assertive and presenting my views decisively and in a timely manner .....					1		2		
2. Creating an environment and processes that ensure individuals on my team have the information they need / want and simultaneously build a strong team spirit .....			1	2					

**Response and Follow-Up**

Has Steve talked with you about his stated goals?	<b>YES = 3</b>	<b>NO = 0</b>
How much follow-up has Steve done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	No Perceptible Follow-Up	
	<b>2</b>	Little Follow-Up
	<b>1</b>	Some Follow-Up
	Consistent (Periodic) Follow-Up	

**Please provide additional comments/suggestions for Steve’s consideration ...**

**What specifically has Steve done in the past few months that you want to reinforce and encourage him to continue?**

- he has been more consistent in speaking on all topics in meetings.
- he is showing broader leadership by participating in all topics in the leadership meetings and not just those pertaining to Finance
- Seems to be more assertive or verbal in meetings
- Steve has been asking good probing questions in meetings to challenge others and help the team make the best decisions.
- Steve has done a great job presenting his ideas, being more assertive and demonstrating a leadership presence in meetings.
- Steve seems more confident and is more willing to bring up his point of view. He has done a better job of sticking with his idea and providing rationale for his opinion. At the same time he has listened to other points of view and has been willing to see things from a different perspective.

**What suggestions (feedforward) would you give Steve so there will be continued improvement in the future?**

- Don't be so quick to be critical of other departments, recently commenting on other depts..inability to forecast
- I would still encourage him to bring his team together more – i.e. lead fully Admin mtgs
- It would be helpful to bring his team together more often on a regular basis.
- Take ownership, recently with a SCV presentation there were 2 formats for the presentation. Not a major issue and the presentation worked although there should have been more ownership or awareness of what the mistake/confusion could have potentially caused
- There have been opportunities when he could have taken on more of a leadership role with his team and he didn't take the opportunity, for instance leading the Administration building meetings.

**Is there any other information you would like Steve to be aware of?**

- be aware of critical statements he makes about other departments or processes
- be aware of facial expressions when he is giving difficult feedback
- be less defensive about his team. He can be very critical about others but not always willing to deal with challenging issues with his team
- Still seems to be a disconnect in the finance dept. This may be finally able to be turned around as personnel changes can be put behind him