



Mini-Survey Feedback

Tom Nevis August 09 to December 09

Tom is GM for a large division of a large agricultural business

**Green-Forman Corporation
Mini-Survey Summary Report for Tom Nevins**

Manager Feedback

	<i>Less Effective</i>	<i>No Perceptible Change</i>	<i>More Effective</i>	<i>No Change Needed</i>	<i>Not Enough Information</i>
	-	0	+	+	N
	3	2	1	0	1
“I have been committed to ...”					
1. Controlling my emotional reactions when listening to differing points of view that are substantiated by data				1	1
2. Maintaining an open mind while leading Prism and SCV to make the best business decisions for Green-Forman Corporation				1	1
3. Utilizing senior leadership and HR as a sounding board for management concerns and my coaching experience				2	
Response and Follow-Up					
Has Tom talked with you about his stated goals?	YES = 2			NO = 0	
How much follow-up has Tom done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	No Perceptible Follow-Up				
	Little Follow-Up				
	1	Some Follow-Up			
	1	Consistent (Periodic) Follow-Up			

Please provide additional comments/suggestions for Tom’s consideration
...

What specifically has Tom done in the past few months that you want to

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

- Continue to get input from those with the strongest leadership skills
- continue to understand employees, their strengths, weaknesses and motives, and what charges them and focus on establishing the best team and leveraging each player's abilities.
- Continue to watch leaders and see how they drive consensus, how they ask questions, and when to stop the discussion, bring closure and make the decision.

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

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

“I have been committed to ...”								
1. Controlling my emotional reactions when listening to differing points of view that are substantiated by data				2	3	2		
2. Maintaining an open mind while leading Prism and SCV to make the best business decisions for Green-Forman Corporation			1	1	4	1		
3. Utilizing senior leadership and HR as a sounding board for management concerns and my coaching experience						2		5

Response and Follow-Up									
Has Tom talked with you about his stated goals?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">YES = 7</td> <td style="width: 50%; text-align: center;">NO = 0</td> </tr> </table>	YES = 7	NO = 0						
YES = 7	NO = 0								
How much follow-up has Tom done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">1</td> <td>No Perceptible Follow-Up</td> </tr> <tr> <td style="text-align: center;">2</td> <td>Little Follow-Up</td> </tr> <tr> <td style="text-align: center;">3</td> <td>Some Follow-Up</td> </tr> <tr> <td style="text-align: center;">1</td> <td>Consistent (Periodic) Follow-Up</td> </tr> </table>	1	No Perceptible Follow-Up	2	Little Follow-Up	3	Some Follow-Up	1	Consistent (Periodic) Follow-Up
1	No Perceptible Follow-Up								
2	Little Follow-Up								
3	Some Follow-Up								
1	Consistent (Periodic) Follow-Up								

Please provide additional comments/suggestions for Tom’s consideration ...

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

- Ask questions to get others’ input
- Awaits discussion on issues
- better control over his emotional responses.

- better use of his leadership team
- continues to demand of BF departments other than production ownership of consequences of decisions made by them
- He has become more aware of how he comes across and tries to adapt
- he has taken deep breaths before responding in situations
- I don't really notice much of a change.
- Let people drive certain issues that were probably not crucial to him
- Let people express their positions before stating his
- makes himself available to provide advice, coaching, and Tomely decisions

- more objective decisions
- Quicker to discuss rather than instruct
- seeks out opinions and advice from industry professionals outside BF
- Seems to be more relaxed
- Tom has allowed his Leadership Team the ability to make some decisions as a team.
- Tom has become more aware of his nonverbal communication style.
- Tom has become much more aware of his communication style and the impact it has on others.

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

- Continue relaxed nature as it improves dialog
- continue to be aware
- still be sensitive to the local Prism and SCV heritage and pride.
- Continue to signal to his organization he is in this for the long haul, and that he has the vision and fortitude to drive BF to succeed and prosper in the wine business.
- Continue to sort out and focus on Hopland based strategies and tactics that provide business benefits as opposed to continuing status quo, thereby forcing change in the organizational culture.
- Find a strategy to promote an improved self image for BF Wines production, which moves us from “beat-down widget makers” to “world class winemakers”. Spend more time telling us who we are and why we exist.
- I can’t really offer up anything here.
- “rapid change” takes a commitment to selling why it’s the better way.
- It will be helpful if Tom remembers his nonverbal communication has a bigger impact than the words he chooses.
- It will be helpful if Tom tries to continue to keep his self awareness high to help maintain any improvements.
- Keep giving your opinion on subjects/issues during you’re 1-1s so people can understand your positions

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

- don’t be hesitant to put your card on the table to a wider audience.
- I feel people down the line are getting a better sense of direction from Safety awareness to Quality and efficiency focus
- don’t always assume that people will resist your vision once fully communicated.
- It’s really difficult for an individual to make the needed changes.

Peer/Colleague Feedback

<i>Less Effective</i>	<i>No Perceptible Change</i>	<i>More Effective</i>	<i>No Change Needed</i>	<i>Not Enough Information</i>
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-	-	-	0	+	+	+	+	N
3	2	1	0	1	2	3	3	I

“I have been committed to ...”								
1. Controlling my emotional reactions when listening to differing points of view that are substantiated by data					1	1		1
2. Maintaining an open mind while leading Prism and SCV to make the best business decisions for Green-Forman Corporation						3		
3. Utilizing senior leadership and HR as a sounding board for management concerns and my coaching experience					1	2		

Response and Follow-Up			
Has Tom talked with you about his stated goals?	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">YES = 3</td> <td style="width: 50%; text-align: center;">NO = 0</td> </tr> </table>	YES = 3	NO = 0
YES = 3	NO = 0		
How much follow-up has Tom done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	No Perceptible Follow-Up		
	Little Follow-Up		
	1 Some Follow-Up		
	1 Consistent (Periodic) Follow-Up		

Please provide additional comments/suggestions for Tom’s consideration
...

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

- He has open discussions of ideas before he states opinion.
- He lets the group form an opinion or solution with supplying the immediate answer.
- Open dialogue and perspective with cross-functional partners

- Pushes team to broaden perspective on challenging subjects or issues
- Reaching out to discuss business issues, and explaining recommended course of action
- Talks through issues in a non-defensive manner
- Thorough understanding of entire BF business needs

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

- Communicate more broadly (not just to his manager) issues that his business faces.
- Don't compromise your leadership style, but adjust your tactics to accomplish the same goals.
- None- we are lucky to have him leading BF wines

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

- Extremely high confidence he will deliver continually in leadership and promises
- He is one of my favorite cross-functional partners in BF
- Tom is outstanding at dealing with confidential and delicate issues