



Mini-Survey Feedback

Tom

Sept 06 to February 08

Tom is a VP Tax for US and Latin America for a large multi national Financial Organization

Feedback from Direct Reports and Peers/Colleagues:

<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	+1	+2	+3		
----	----	----	---	----	----	----	--	--

Change in Tom's behavior over the past few months:										
1. I will collaborate more effectively				1		3	4			
2. I will listen to different points of view with an open mind before giving my opinion						3	5			
Response and Follow-Up										
Has Tom talked with you about his stated goals?	YES = 9				NO = 0					
How much follow-up has Tom done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	5	He has done SOME Follow-Up								
	4	He has done CONSISTENT/PERIODIC Follow-Up								

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?

I would like to compliment Tom on his progress as **he actively encourages and involves other people in discussions and is keen to hear other colleague's points of view.**

Tom has demonstrated progress in this area. It was noticeable.

Listening also involves seeking input and making an environment for listening and openness for differing views. I'm not sure this is the case from my experiences with Tom.

It seems that Tom has lost some of his team effort (working together) points from the last review. Tom has continued to improve his inter relationship skills and makes every effort ensure that everyone is up to speed.

This aspect may have progressed, although now I think he is much too busy for greater levels of collaboration.

Tom no longer starts his discussions with "I disagree" and is much more receptive to collaboration.

Tom has been focused on these goals and improvements. **They are obviously very important to him,** and he is willing to work hard on them, and accept criticism if necessary. **I count this quite difficult, if not courageous.**

He has continued to listen to other people's points of view so that a more balanced and effective result is reached during a discussion.

Had them in mind and not just paid lip service. **He was clearly making an effort** to improve in these areas.

Tom has begun to see himself a bit more as others see him. He is much more effective now that **he listens more and speaks less.**

With responsibility for management of Project XXXX, Al has taken in many points of view and has tried to present solutions in a reasonable manner.

I thought Tom worked very well on the AO/transfer pricing area and included everyone as needed and appropriately. The team effort here seemed very real and genuine.

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

Tom still needs to listen to the other person in order to determine his or her intent before assuming that he has been challenged or that he has been attacked.

I think the crucial element is for them to become **instinctive and not just intellectual.** It is easy to lose one's way in the heat of battle. **The goals need to become subliminal.**

To keep up the good work and continue doing more of the same.

Not backslide and continue to look for opportunities to build on his progress

Tom needs **to continue to listen to others** and work collaboratively.

Demonstrate the ability to manage information flow and coordination for Project XXXX.

There seems to have been slippage in this team effort especially in the new project XXXXX work. While Tom has come in and said he wanted to work with everyone, He has not with me and I hear this is also the case with several other people. So there does seem to be slippage here.

Feedback from your Manager and Self:

	Less Effective		No Perceptible Change		More Effective	No Change Needed	Not Enough Information
	-3	-2	-1	0	+1	+2	+3
Change in Tom's behavior over the past few months:							
1. I will collaborate more effectively							M S
2. I will listen to different points of view with an open mind before giving my opinion							M S
Response and Follow-Up							
Has Tom talked with you about his stated goals?	YES = 1						
How much follow-up has Tom done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	He has done CONSISTENT/PERIODIC Follow-Up						

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

Manager: Sought feedback. Applied coaching he has received and **a much better listener.**

Leader: (Tom himself) Have built upon knowledge and skills developed from the coaching process in dealing with the R integration ... a very challenging assignment.

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

Manager: Don't regress. Keep applying the coaching received.

Leader (Tom himself) Continue to hone/further refine new skills. Be cognizant of challenges such as being tired (e.g. more of a challenge to implement skills when I am tired).