Adam Jones

EchoSpan Sample Report

360-Degree Feedback Report

4/19/2023

Customize Your Section Header

This multi-rater feedback process is designed to assist you in your professional development. When used effectively, the survey can:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Establish a quantitative baseline that will allow you to assess your progress
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of their observations and suggestions

Rating Scale

The rating scale shown below was used in scoring quantitative feedback.

Scale Option	Assigned Value
Not Observed	---
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Response Summary

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

| Rater Type	Nominated	Responded	Response Rate
Self	1	1	100%
Direct Reports	5	5	100%
Peers	5	5	100%
Supervisor	2	2	100%
Total	13	13	100%

Raters Nominated to Participate

The individuals listed below were nominated to provide you feedback.

#	Rater Name	Rater Relationship
1.	Jones, Adam	Self
2.	Booth, Marva	Direct Reports
3.	Foster, Prunella	Direct Reports
4.	Navarro, Ferrol	Direct Reports
5.	Patel, Gonzalo	Direct Reports
6.	Phillips, Samar	Direct Reports
7.	Barry, Shirrelle	Peers
8.	Bradley, Pennie	Peers
9.	Crawford, Alano	Peers
10.	Green, Ivette	Peers
11.	Little, Hestia	Peers
12.	Barrett, Jadon	Supervisor
13.	Dudley, Brannon	Supervisor

Competency Profile Radar Chart

Insert custom text for any introductory paragraph.

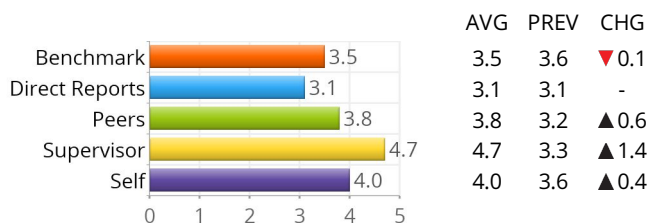Legend: Self · Direct Reports · Peers · Supervisor · All Raters
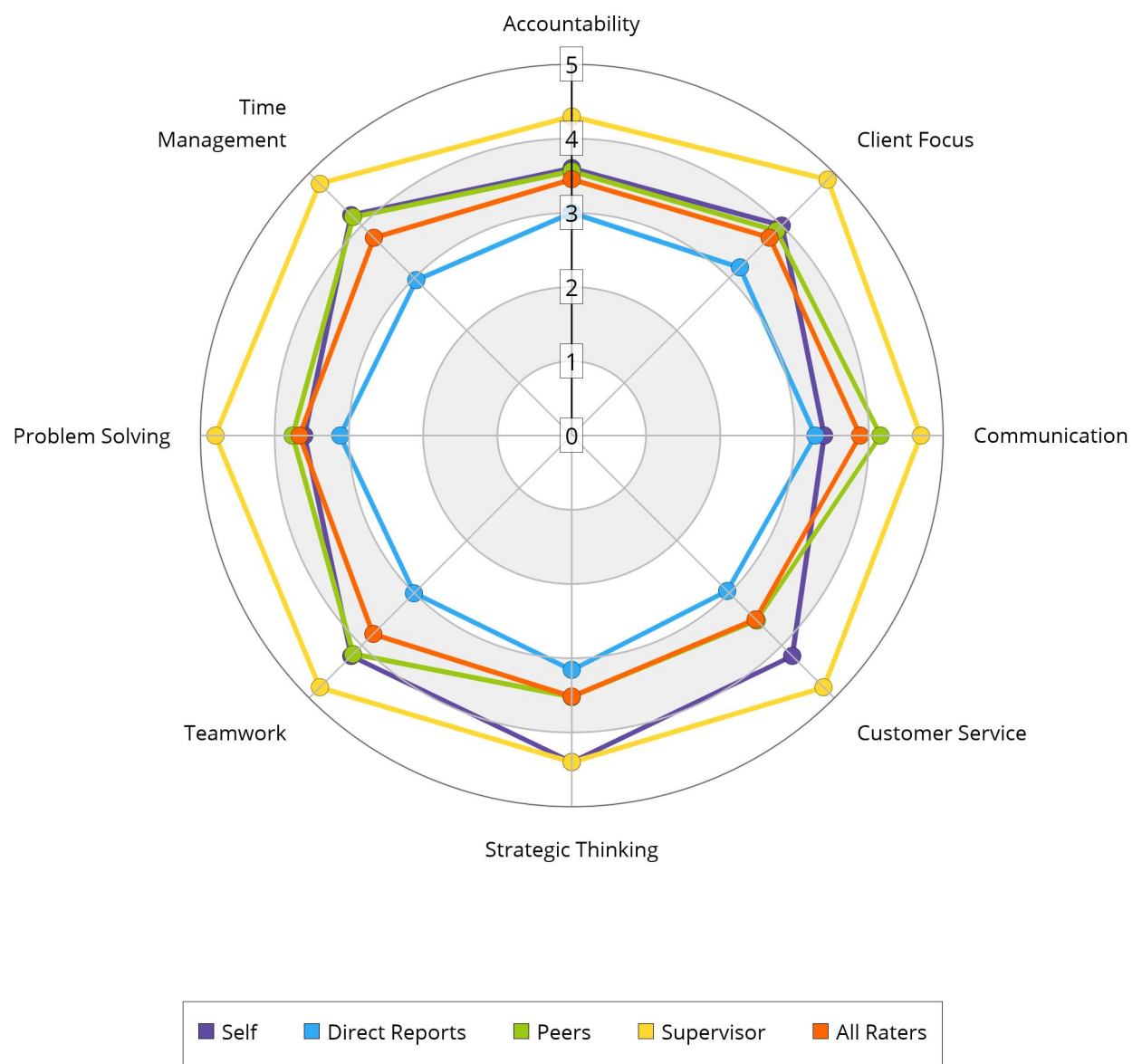
Competency Scores: Current vs Previous

This report shows average ratings for each competency in the most recent two reviews, segmented by rater group. The "Benchmark" bar represents the average of all non-self raters across all feedback recipients.
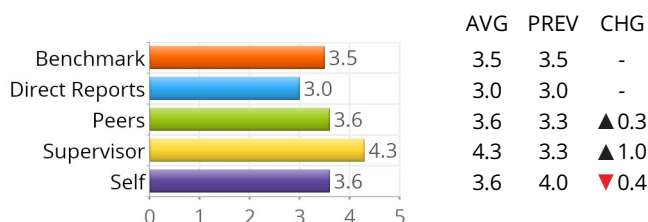
Overall Rating: 3.7 out of 5.0

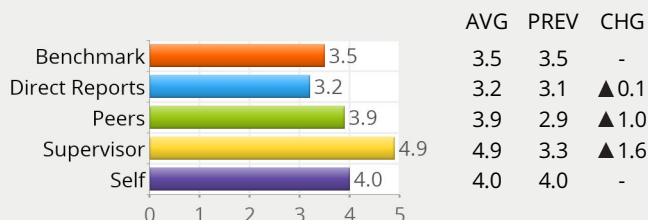Aggregate ratings for all competencies in the review.

	AVG	PREV	CHG
Benchmark	3.5	3.6	▼ 0.1
Direct Reports	3.1	3.1	-
Peers	3.8	3.2	▲ 0.6
Supervisor	4.7	3.3	▲ 1.4
Self	4.0	3.6	▲ 0.4

Accountability

Taking responsibility for performance

	AVG	PREV	CHG
Benchmark	3.5	3.5	-
Direct Reports	3.0	3.0	-
Peers	3.6	3.3	▲ 0.3
Supervisor	4.3	3.3	▲ 1.0
Self	3.6	4.0	▼ 0.4

Client Focus

Pursuing excellent customer service in all actions

	AVG	PREV	CHG
Benchmark	3.5	3.5	-
Direct Reports	3.2	3.1	▲ 0.1
Peers	3.9	2.9	▲ 1.0
Supervisor	4.9	3.3	▲ 1.6
Self	4.0	4.0	-

Communication

Relaying information clearly and receiving information effectively

	AVG	PREV	CHG
Benchmark	3.5	3.6	▼ 0.1
Direct Reports	3.3	3.2	▲ 0.1
Peers	4.2	3.9	▲ 0.3
Supervisor	4.7	3.2	▲ 1.5
Self	3.4	3.8	▼ 0.4
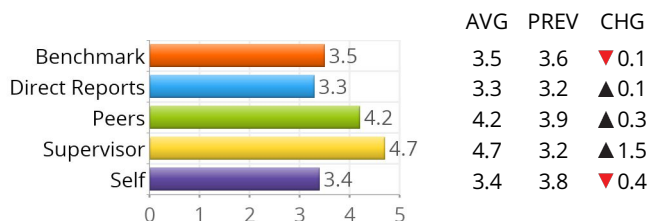
Customer Service

Providing customers with a high-quality experience

	AVG	PREV	CHG
Benchmark	3.5	3.6	▼ 0.1
Direct Reports	3.0	3.0	-
Peers	3.5	3.2	▲ 0.3
Supervisor	4.8	3.2	▲ 1.6
Self	4.2	3.4	▲ 0.8
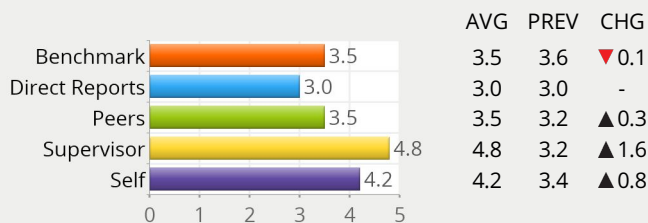
Strategic Thinking

Identifying, creating and leveraging ideas for long-term success

	AVG	PREV	CHG
Benchmark	3.5	3.5	-
Direct Reports	3.2	3.1	▲ 0.1
Peers	3.5	2.8	▲ 0.7
Supervisor	4.4	3.5	▲ 0.9
Self	4.4	3.6	▲ 0.8
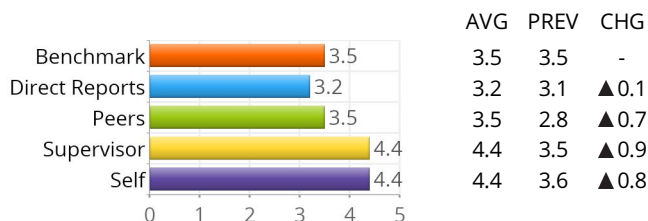
Competency Scores: Current vs Previous (continued)

Teamwork

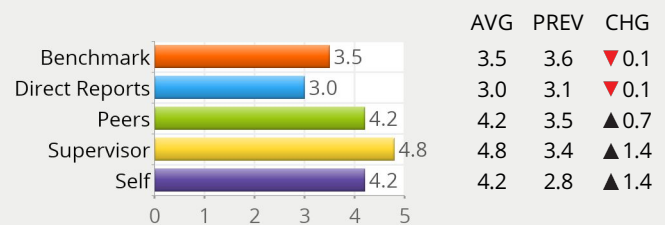Working collaboratively with others to achieve organizational goals

	AVG	PREV	CHG
Benchmark	3.5	3.5	-
Direct Reports	3.0	3.3	▼ 0.3
Peers	4.2	2.9	▲ 1.3
Supervisor	4.8	3.2	▲ 1.6
Self	4.2	4.0	▲ 0.2
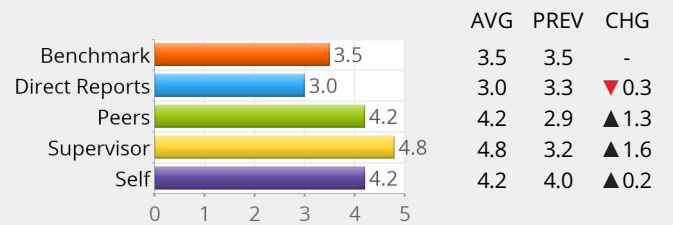
Problem Solving

Resolving complex problems through analytical thinking

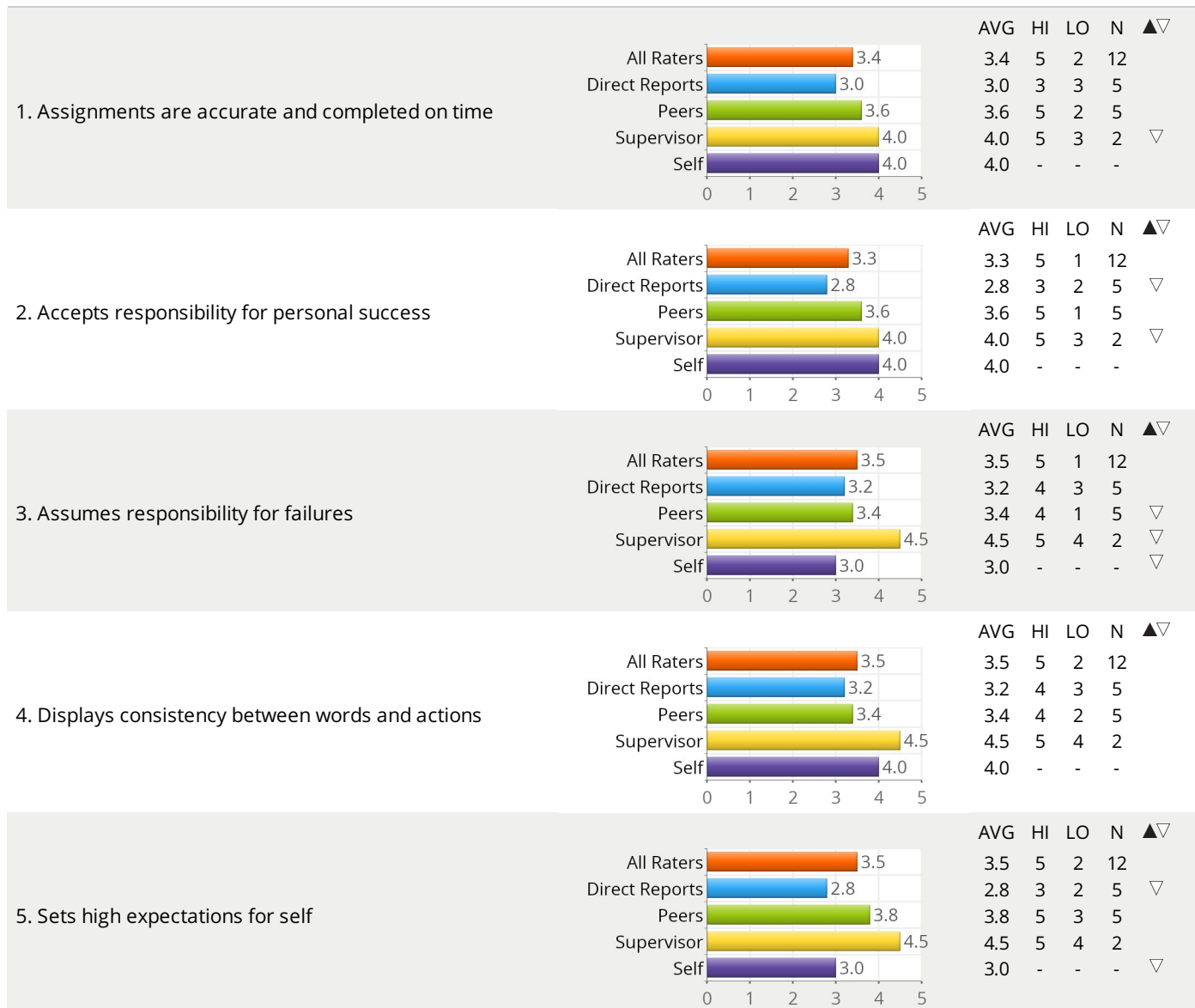|	AVG	PREV	CHG
Benchmark	3.5	3.5	-
Direct Reports	3.1	3.5	▼ 0.4
Peers	3.8	3.3	▲ 0.5
Supervisor	4.8	3.0	▲ 1.8
Self	3.6	3.6	-
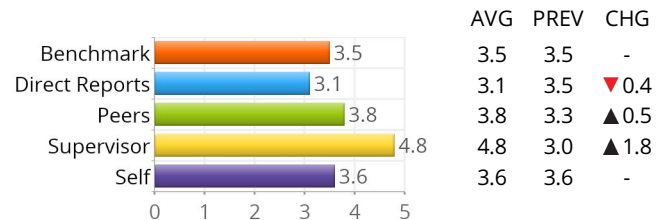
Time Management

Prioritizing tasks according to importance and constraints

	AVG	PREV	CHG
Benchmark	3.5	3.6	▼ 0.1
Direct Reports	3.0	3.1	▼ 0.1
Peers	4.2	3.5	▲ 0.7
Supervisor	4.8	3.4	▲ 1.4
Self	4.2	2.8	▲ 1.4
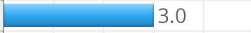
Review Items

This report shows average ratings for each individual item in the review segmented by each rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given review item. The N column shows the number of responses submitted in a given rater group for a particular item. The "All Raters" bar represents the average of all non-self raters in your review. Your highest and lowest 5 items by rater group are indicated by a ▲ icon and ▽ icon, respectively.

Accountability

1. Assignments are accurate and completed on time

	AVG	HI	LO	N	▲▽
All Raters	3.4	5	2	12	
Direct Reports	3.0	3	3	5	
Peers	3.6	5	2	5	
Supervisor	4.0	5	3	2	▽
Self	4.0	-	-	-	

2. Accepts responsibility for personal success

	AVG	HI	LO	N	▲▽
All Raters	3.3	5	1	12	
Direct Reports	2.8	3	2	5	▽
Peers	3.6	5	1	5	
Supervisor	4.0	5	3	2	▽
Self	4.0	-	-	-	

3. Assumes responsibility for failures

	AVG	HI	LO	N	▲▽
All Raters	3.5	5	1	12	
Direct Reports	3.2	4	3	5	
Peers	3.4	4	1	5	▽
Supervisor	4.5	5	4	2	▽
Self	3.0	-	-	-	▽

4. Displays consistency between words and actions

	AVG	HI	LO	N	▲▽
All Raters	3.5	5	2	12	
Direct Reports	3.2	4	3	5	
Peers	3.4	4	2	5	
Supervisor	4.5	5	4	2	
Self	4.0	-	-	-	

5. Sets high expectations for self

	AVG	HI	LO	N	▲▽
All Raters	3.5	5	2	12	
Direct Reports	2.8	3	2	5	▽
Peers	3.8	5	3	5	
Supervisor	4.5	5	4	2	
Self	3.0	-	-	-	▽

Review Items (continued)

Client Focus

		AVG	HI	LO	N	▲▽
6. Looks for ways to add value beyond clients' immediate requests	All Raters 3.3	3.3	5	1	12	
	Direct Reports 3.0	3.0	3	3	5	
	Peers 3.0	3.0	4	1	5	▽
	Supervisor 5.0	5.0	5	5	2	▲
	Self 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
7. Explores and addresses the unidentified, underlying and long-term client needs	All Raters 4.0	4.0	5	3	12	
	Direct Reports 3.4	3.4	4	3	5	▲
	Peers 4.4	4.4	5	3	5	▲
	Supervisor 4.5	4.5	5	4	2	
	Self 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
8. Enhances client service delivery systems and processes	All Raters 4.1	4.1	5	3	12	
	Direct Reports 3.6	3.6	5	3	5	▲
	Peers 4.2	4.2	5	4	5	
	Supervisor 5.0	5.0	5	5	2	▲
	Self 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
9. Anticipates clients' upcoming needs and concerns	All Raters 3.7	3.7	5	1	12	
	Direct Reports 2.8	2.8	3	2	5	
	Peers 4.0	4.0	5	1	5	
	Supervisor 5.0	5.0	5	5	2	▲
	Self 4.0	4.0	-	-	-	

Communication

		AVG	HI	LO	N	▲▽
10. Tailors communication to the audience	All Raters — 4.1	4.1	5	3	12	
	Direct Reports — 3.2	3.2	4	3	5	
	Peers — 4.6	4.6	5	4	5	▲
	Supervisor — 5.0	5.0	5	5	2	▲
	Self — 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
11. Delivers effective, high-quality presentations **HIDDEN STRENGTH (1.0)**	All Raters — 4.0	4.0	5	2	12	
	Direct Reports — 3.2	3.2	5	2	5	
	Peers — 4.4	4.4	5	4	5	▲
	Supervisor — 5.0	5.0	5	5	2	▲
	Self — 3.0	3.0	-	-	-	▽

		AVG	HI	LO	N	▲▽
12. Uses non-verbal communication methods effectively **HIDDEN STRENGTH (0.8)**	All Raters — 3.8	3.8	5	3	12	
	Direct Reports — 3.6	3.6	4	3	5	▲
	Peers — 3.8	3.8	5	3	5	
	Supervisor — 4.0	4.0	4	4	2	▽
	Self — 3.0	3.0	-	-	-	▽

		AVG	HI	LO	N	▲▽
13. Shares an appropriate amount of information	All Raters — 3.7	3.7	5	2	12	
	Direct Reports — 3.4	3.4	5	3	5	▲
	Peers — 3.6	3.6	5	2	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 3.0	3.0	-	-	-	▽

		AVG	HI	LO	N	▲▽
14. Handles criticism professionally	All Raters — 3.9	3.9	5	3	12	
	Direct Reports — 3.0	3.0	3	3	5	
	Peers — 4.4	4.4	5	4	5	
	Supervisor — 5.0	5.0	5	5	2	
	Self — 4.0	4.0	-	-	-	

Review Items (continued)

Customer Service

		AVG	HI	LO	N	▲▽
15. Listens to customers actively **BLIND SPOT** **(-1.4)**	All Raters — 3.6	3.6	5	2	12	
	Direct Reports — 3.2	3.2	4	3	5	
	Peers — 3.4	3.4	5	2	5	
	Supervisor — 5.0	5.0	5	5	2	
	Self — 5.0	5.0	-	-	-	▲
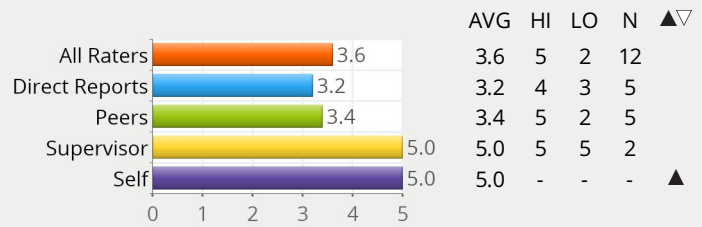
		AVG	HI	LO	N	▲▽
16. Is responsive to customer requests	All Raters — 3.5	3.5	5	2	12	
	Direct Reports — 2.8	2.8	3	2	5	
	Peers — 3.8	3.8	5	3	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
17. Handles customer complaints with professionalism and courtesy	All Raters — 3.4	3.4	5	1	12	
	Direct Reports — 2.4	2.4	3	2	5	▽
	Peers — 3.8	3.8	5	1	5	
	Supervisor — 5.0	5.0	5	5	2	
	Self — 4.0	4.0	-	-	-	
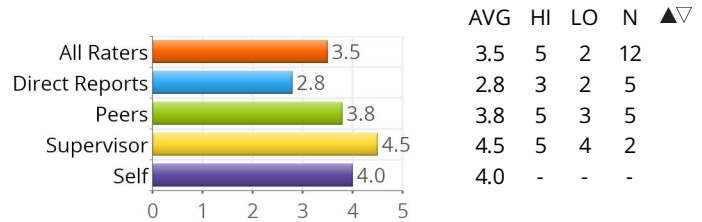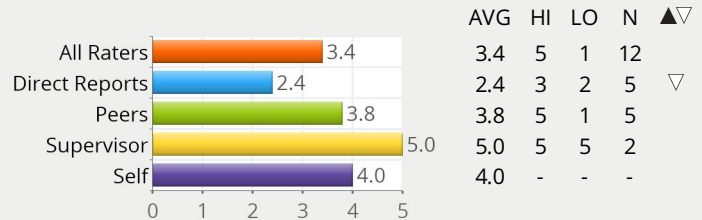
		AVG	HI	LO	N	▲▽
18. Demonstrates empathy and understanding toward customers **BLIND SPOT** **(-1.4)**	All Raters — 3.6	3.6	5	1	12	
	Direct Reports — 3.4	3.4	4	3	5	
	Peers — 3.4	3.4	4	1	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 5.0	5.0	-	-	-	▲
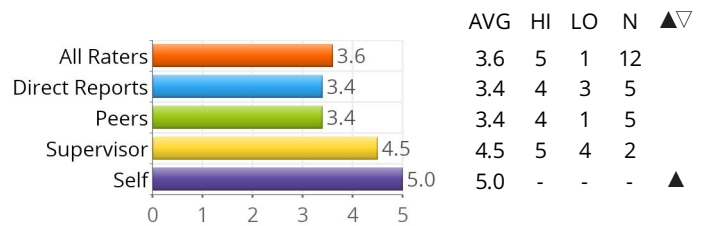
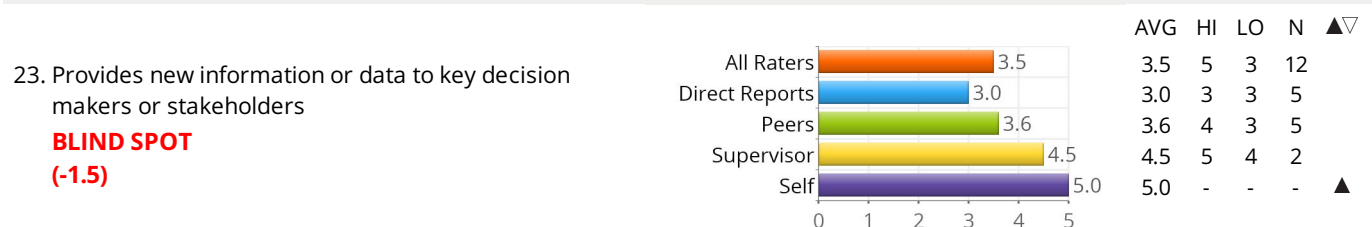|		AVG	HI	LO	N	▲▽
19. Communicates customer requests appropriately to management	All Raters — 3.4	3.4	5	1	12	
	Direct Reports — 3.0	3.0	3	3	5	
	Peers — 3.2	3.2	5	1	5	▽
	Supervisor — 5.0	5.0	5	5	2	
	Self — 3.0	3.0	-	-	-	

Strategic Thinking

		AVG	HI	LO	N	▲▽
20. Foresees long-term implications of proposed positions	All Raters — 3.7	3.7	5	1	12	
	Direct Reports — 3.6	3.6	5	3	5	▲
	Peers — 3.4	3.4	4	1	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
21. Exercises sound judgment in new situations **BLIND SPOT** **(-1.8)**	All Raters — 3.2	3.2	5	1	12	
	Direct Reports — 2.8	2.8	3	2	5	
	Peers — 3.2	3.2	4	1	5	▽
	Supervisor — 4.0	4.0	5	3	2	▽
	Self — 5.0	5.0	-	-	-	▲

		AVG	HI	LO	N	▲▽
22. Identifies and considers emerging opportunities and risks	All Raters — 3.7	3.7	5	2	12	
	Direct Reports — 3.2	3.2	4	2	5	
	Peers — 3.8	3.8	5	3	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
23. Provides new information or data to key decision makers or stakeholders **BLIND SPOT** **(-1.5)**	All Raters — 3.5	3.5	5	3	12	
	Direct Reports — 3.0	3.0	3	3	5	
	Peers — 3.6	3.6	4	3	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 5.0	5.0	-	-	-	▲

		AVG	HI	LO	N	▲▽
24. Demonstrates insightful understanding of the organizational context and priorities	All Raters — 3.6	3.6	5	1	12	
	Direct Reports — 3.2	3.2	4	3	5	
	Peers — 3.6	3.6	5	1	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 4.0	4.0	-	-	-	

Review Items (continued)

Teamwork

25. Gives credit and acknowledges contributions and efforts of other team members

	AVG	HI	LO	N	▲▽
All Raters — 3.7	3.7	5	3	12	
Direct Reports — 3.0	3.0	3	3	5	
Peers — 4.0	4.0	4	4	5	
Supervisor — 4.5	4.5	5	4	2	
Self — 4.0	4.0	-	-	-	

26. Makes outstanding efforts to help other team members

	AVG	HI	LO	N	▲▽
All Raters — 3.9	3.9	5	2	12	
Direct Reports — 3.2	3.2	4	2	5	
Peers — 4.4	4.4	5	4	5	
Supervisor — 4.5	4.5	5	4	2	
Self — 4.0	4.0	-	-	-	

27. Fosters team spirit

	AVG	HI	LO	N	▲▽
All Raters — 3.9	3.9	5	3	12	
Direct Reports — 3.4	3.4	5	3	5	
Peers — 4.0	4.0	5	3	5	
Supervisor — 5.0	5.0	5	5	2	
Self — 4.0	4.0	-	-	-	

28. Ensures that all group members have an opportunity to contribute to group discussions

	AVG	HI	LO	N	▲▽
All Raters — 3.6	3.6	5	2	12	
Direct Reports — 2.8	2.8	3	2	5	
Peers — 3.8	3.8	5	2	5	
Supervisor — 5.0	5.0	5	5	2	
Self — 4.0	4.0	-	-	-	

29. Helps build consensus among team members
BLIND SPOT
(-1.2)

	AVG	HI	LO	N	▲▽
All Raters — 3.8	3.8	5	2	12	
Direct Reports — 2.6	2.6	3	2	5	▽
Peers — 4.6	4.6	5	4	5	▲
Supervisor — 5.0	5.0	5	5	2	
Self — 5.0	5.0	-	-	-	▲

Review Items (continued)

Problem Solving

		AVG	HI	LO	N	▲▽
30. Approaches complex problems by breaking them down into manageable components **HIDDEN STRENGTH** (0.8)	All Raters 3.8 / Direct Reports 3.4 / Peers 3.8 / Supervisor 4.5 / Self 3.0	3.8 / 3.4 / 3.8 / 4.5 / 3.0	5 / 4 / 4 / 5 / -	3 / 3 / 3 / 4 / -	12 / 5 / 5 / 2 / -	
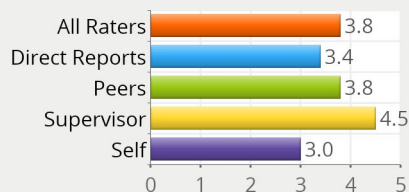
		AVG	HI	LO	N	▲▽
31. Identifies optimal solutions to problems by weighing the advantages and disadvantages of alternate approaches	All Raters 3.6 / Direct Reports 3.0 / Peers 3.6 / Supervisor 5.0 / Self 4.0	3.6 / 3.0 / 3.6 / 5.0 / 4.0	5 / 3 / 5 / 5 / -	1 / 3 / 1 / 5 / -	12 / 5 / 5 / 2 / -	
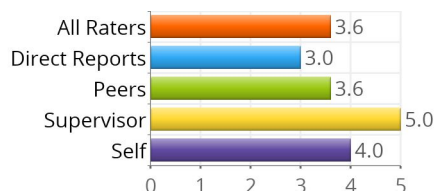
		AVG	HI	LO	N	▲▽
32. Identifies and seeks out information needed to solve a problem	All Raters 3.8 / Direct Reports 3.0 / Peers 4.2 / Supervisor 4.5 / Self 4.0	3.8 / 3.0 / 4.2 / 4.5 / 4.0	5 / 4 / 5 / 5 / -	2 / 2 / 4 / 4 / -	12 / 5 / 5 / 2 / -	
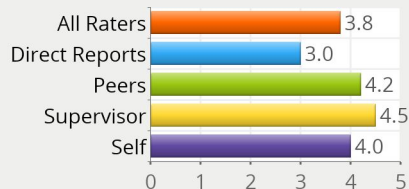
		AVG	HI	LO	N	▲▽
33. Anticipates possible negative outcomes of decisions **HIDDEN STRENGTH** (0.8)	All Raters 3.8 / Direct Reports 3.0 / Peers 4.0 / Supervisor 5.0 / Self 3.0	3.8 / 3.0 / 4.0 / 5.0 / 3.0	5 / 3 / 5 / 5 / -	3 / 3 / 3 / 5 / -	12 / 5 / 5 / 2 / -	
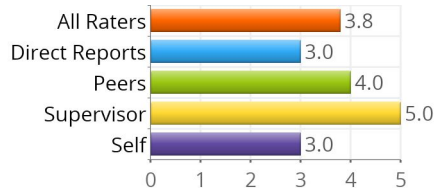
		AVG	HI	LO	N	▲▽
34. After implementation, evaluates the effectiveness and efficiency of solutions	All Raters 3.5 / Direct Reports 3.2 / Peers 3.2 / Supervisor 5.0 / Self 4.0	3.5 / 3.2 / 3.2 / 5.0 / 4.0	5 / 4 / 5 / 5 / -	1 / 3 / 1 / 5 / -	12 / 5 / 5 / 2 / -	▽
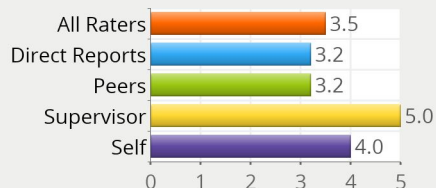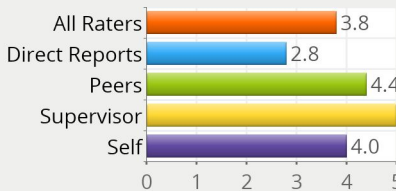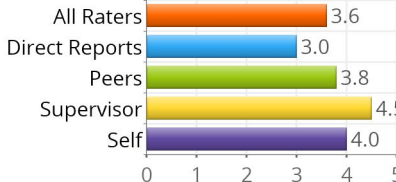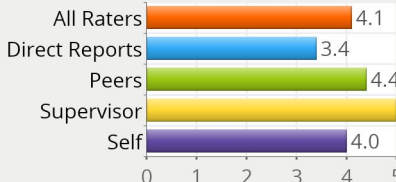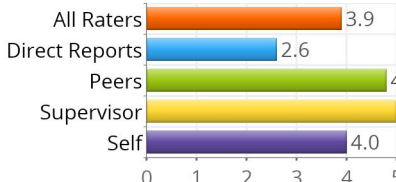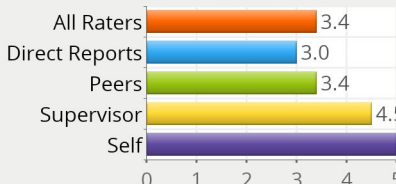
Time Management

		AVG	HI	LO	N	▲▽
35. Appropriately prioritizes tasks according to importance and time restraints	All Raters — 3.8	3.8	5	2	12	
	Direct Reports — 2.8	2.8	3	2	5	
	Peers — 4.4	4.4	5	4	5	
	Supervisor — 5.0	5.0	5	5	2	
	Self — 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
36. Correctly anticipates time required to complete tasks	All Raters — 3.6	3.6	5	1	12	
	Direct Reports — 3.0	3.0	3	3	5	
	Peers — 3.8	3.8	5	1	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
37. Uses project management systems and calendars to keep organized	All Raters — 4.1	4.1	5	3	12	
	Direct Reports — 3.4	3.4	4	3	5	
	Peers — 4.4	4.4	5	4	5	
	Supervisor — 5.0	5.0	5	5	2	
	Self — 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
38. Is always aware of the status of all assigned tasks	All Raters — 3.9	3.9	5	2	12	
	Direct Reports — 2.6	2.6	3	2	5	▽
	Peers — 4.8	4.8	5	4	5	▲
	Supervisor — 5.0	5.0	5	5	2	
	Self — 4.0	4.0	-	-	-	

		AVG	HI	LO	N	▲▽
39. Regularly keeps others informed of task status **BLIND SPOT (-1.6)**	All Raters — 3.4	3.4	5	2	12	
	Direct Reports — 3.0	3.0	3	3	5	
	Peers — 3.4	3.4	4	2	5	
	Supervisor — 4.5	4.5	5	4	2	
	Self — 5.0	5.0	-	-	-	

Highest and Lowest Rated Items

This report shows average ratings for each of the 5 highest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

		Self	**All Raters**	Direct Reports	Peers	Supervisor
1.	**Client Focus** Enhances client service delivery systems and processes	4.0	**4.1**	3.6	4.2	5.0
2.	**Communication** Tailors communication to the audience	4.0	**4.1**	3.2	4.6	5.0
3.	**Time Management** Uses project management systems and calendars to keep organized	4.0	**4.1**	3.4	4.4	5.0
4.	**Client Focus** Explores and addresses the unidentified, underlying and long-term client needs	4.0	**4.0**	3.4	4.4	4.5
5.	**Communication** Delivers effective, high-quality presentations	3.0	**4.0**	3.2	4.4	5.0

Highest and Lowest Rated Items

This report shows average ratings for each of the 5 lowest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

		Self	**All Raters**	Direct Reports	Peers	Supervisor
1.	**Strategic Thinking** Exercises sound judgment in new situations	5.0	**3.2**	2.8	3.2	4.0
2.	**Accountability** Accepts responsibility for personal success	4.0	**3.3**	2.8	3.6	4.0
3.	**Client Focus** Looks for ways to add value beyond clients' immediate requests	4.0	**3.3**	3.0	3.0	5.0
4.	**Accountability** Assignments are accurate and completed on time	4.0	**3.4**	3.0	3.6	4.0
5.	**Customer Service** Handles customer complaints with professionalism and courtesy	4.0	**3.4**	2.4	3.8	5.0

Open-ended Comments

All respondents were asked to provide open-ended commentary on skills. The comments below are segmented by question and are presented exactly as they were entered by the respondent.

Accountability: Comments

Self

Adam exchanges information with potential partner areas to clarify partnership benefits and potential problems. he collaboratively determines the scope and expectations of the partnership so that both areas' needs can be met.

Direct Reports

Adam stresses major points of his information framing the message using terms meaningful to the audience. he presents information in different ways to enhance audience understanding.

Adam as necessary, identifies observation or coaching opportunities, training, workshops, seminars, etc., that will help an individual achieve important goals.

Adam gathers information to understand probability of success, benefits of success, and consequences of failure.

Peers

Adam describes expectations, goals, requests, or future states in a way that provides clarity and excites interest.

Adam modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for uncertain or changed situations.

Adam establishes good interpersonal relationships by helping people feel valued, appreciated and included in discussions.

Adam has relationships with and learns more about people of other cultures and backgrounds. he helps to increase diversity in the workplace.

Supervisor

Adam provides instruction, resources, and guidance as appropriate to support success without undermining the individual's full ownership of issues.

Adam establishes criteria and work procedures to achieve an acceptable level of quality, productivity and service.

Adam is able to build working relationships and partnerships that support strategic behaviors used to accomplish work goals through interactions.

Adam facilitates open communication, effectively presents information and monitors progress against expectations and addresses performance gaps.

Client Focus: Comments

Self

Adam establishes good interpersonal relationships by helping people feel valued, appreciated and included in discussions.

Direct Reports

Adam includes others in the decision-making process as warranted to obtain good information, make the most

appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Adam stresses major points of his information framing the message using terms meaningful to the audience. he presents information in different ways to enhance audience understanding.

Adam seeks a win-win solution through a give-and-take process that recognizes each party's core needs.

Peers

Adam modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for uncertain or changed situations.

Adam treats people with the necessary dignity, respect, and fairness. he gives proper credit to others and stands up for deserving others and their ideas.

Adam retains the capacity for effective action or accomplishment over long periods of time.

Adam adheres to the team's expectations and guidelines. he fulfills team responsibilities and demonstrates a commitment to the team.

Supervisor

Adam uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

Adam assists in communicating the importance of the vision and values of the organization and helps to make decisions affecting the adoption of the vision and values.

Adam gives timely and appropriate feedback on performance. he answers appropriate questions to ensure understanding.

Adam collects information from relevant sources to understand the conflict. he establishes rationale for resolving conflict.

Communication: Comments

Self

Adam manages staff and resources consistent with organizational goals. he proactively negotiates and accesses resources outside one's immediate domain when necessary.

Direct Reports

Adam does not appear nervous or overly anxious and responds openly and warmly when appropriate.

Adam modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for uncertain or changed situations.

Adam adheres to the team's expectations and guidelines. he fulfills team responsibilities and demonstrates a commitment to the team.

Peers

Adam puts new training, understanding or skill to practical use on the job and furthers learning through trial and error.

Adam stresses major points of his information framing the message using terms meaningful to the audience. he presents information in different ways to enhance audience understanding.

Adam identifies resources required to support development efforts. he ensures that opportunities for development are available and assists in helping individuals overcome obstacles to learning.

Customer Service: Comments

Direct Reports

Adam demonstrates the physical and mental stamina necessary to meet the challenges of organizational demands.

Adam asks questions of customers to check for satisfaction. he commits to follow-through, if appropriate and thanks customer.

Peers

Adam is able to build working relationships and partnerships that support strategic behaviors used to accomplish work goals through interactions.

Adam gives timely and appropriate feedback on performance. he answers appropriate questions to ensure understanding.

Supervisor

Adam remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.

Adam gives timely and appropriate feedback on performance. he answers appropriate questions to ensure understanding.

Adam remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.

Strategic Thinking: Comments

Self

Adam performs actions as promised and does not share confidential information. he behaves consistently across most situations.

Direct Reports

Adam modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for uncertain or changed situations.

Adam as necessary, identifies observation or coaching opportunities, training, workshops, seminars, etc., that will help an individual achieve important goals.

Peers

Adam facilitates open communication, effectively presents information and monitors progress against expectations and addresses performance gaps.

Adam rarely allows disappointment or rejection to interfere with his work responsibilities.

Supervisor

Adam puts new training, understanding or skill to practical use on the job and furthers learning through trial and error.

Adam stays focused on work tasks and productively uses time and energy when under stress.

Adam assists in communicating the importance of the vision and values of the organization and helps to make decisions affecting the adoption of the vision and values.

Adam provides instruction, resources, and guidance as appropriate to support success without undermining the individual's full ownership of issues.

Teamwork: Comments

Direct Reports

Adam stays focused on work tasks and productively uses time and energy when under stress.

Adam identifies the facts and realities of a situation without letting positive or negative emotion unduly influence perspective.

Peers

Adam knows what emotions he is experiencing and considers the impact they may have in interactions with others.

Adam does not appear nervous or overly anxious and responds openly and warmly when appropriate.

Supervisor

Adam remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.

Adam identifies resources required to support development efforts. he ensures that opportunities for development are available and assists in helping individuals overcome obstacles to learning.

Adam is usually able to reach goals when faced with barriers and difficulties. he works with others to overcome obstacles and seeks assistance in changing strategies to reach the objective.

Problem Solving: Comments

Self

Adam understands implications of integrating research, manufacturing, marketing, sales, and other key alliances into the overall customer experience.

Direct Reports

Adam remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.

Adam uses appropriate words and actions to help others envision and move toward higher levels of performance.

Adam remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.

Adam includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Peers

Adam modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for uncertain or changed situations.

Adam treats people with the necessary dignity, respect, and fairness. he gives proper credit to others and stands up for

deserving others and their ideas.

Adam uses appropriate techniques to move others to action or to gain agreement. he presents products, services or ideas in a manner that clearly shows how they would meet needs and provide benefits.

Adam includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Adam uses appropriate financial strategies and systems to maximize cash flow and limit risk to the organization.

Supervisor

Adam performs actions as promised and does not share confidential information. he behaves consistently across most situations.

Adam as necessary, identifies observation or coaching opportunities, training, workshops, seminars, etc., that will help an individual achieve important goals.

Time Management: Comments

Self

Adam suggests resources and provides assistance or coaching as needed and expresses confidence in individuals tasked with task ownership.

Direct Reports

Adam makes suggestions for procedural and process changes, values and uses individual differences and talents and reviews and supports the team structure already in place.

Adam treats people with the necessary dignity, respect, and fairness. he gives proper credit to others and stands up for deserving others and their ideas.

Peers

Adam uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

Adam manages staff and resources consistent with organizational goals. he proactively negotiates and accesses resources outside one's immediate domain when necessary.

Adam asks questions of customers to check for satisfaction. he commits to follow-through, if appropriate and thanks customer.

Adam retains the capacity for effective action or accomplishment over long periods of time.

Supervisor

Adam makes suggestions for procedural and process changes, values and uses individual differences and talents and reviews and supports the team structure already in place.

Adam remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.

Overall Comments: What are Adam's greatest strengths?

Direct Reports

Adam has relationships with and learns more about people of other cultures and backgrounds. he helps to increase diversity in the workplace.

Adam uses appropriate words and actions to help others envision and move toward higher levels of performance.

Adam understands implications of integrating research, manufacturing, marketing, sales, and other key alliances into the overall customer experience.

Adam uses appropriate words and actions to help others envision and move toward higher levels of performance.

Adam establishes criteria and work procedures to achieve an acceptable level of quality, productivity and service.

Adam modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for uncertain or changed situations.

Adam treats people with the necessary dignity, respect, and fairness. he gives proper credit to others and stands up for deserving others and their ideas.

Adam has relationships with and learns more about people of other cultures and backgrounds. he helps to increase diversity in the workplace.

Adam knows what emotions he is experiencing and considers the impact they may have in interactions with others.

Adam asks questions of customers to check for satisfaction. he commits to follow-through, if appropriate and thanks customer.

Overall Comments: Are there any areas for development you'd like to see Adam focus on?

Adam asks questions and reviews ideas, decisions and/or approaches with appropriate local experts to ensure cultural suitability.

Adam as necessary, identifies observation or coaching opportunities, training, workshops, seminars, etc., that will help an individual achieve important goals.

Adam involves the audience by soliciting questions and input. he clarifies content as needed to help achieve the goals of the session.

Adam adheres to the team's expectations and guidelines. he fulfills team responsibilities and demonstrates a commitment to the team.

Adam is usually able to reach goals when faced with barriers and difficulties. he works with others to overcome obstacles and seeks assistance in changing strategies to reach the objective.

Adam adheres to the team's expectations and guidelines. he fulfills team responsibilities and demonstrates a commitment to the team.

Adam uses appropriate techniques to move others to action or to gain agreement. he presents products, services or ideas in a manner that clearly shows how they would meet needs and provide benefits.

Adam gives timely and appropriate feedback on performance. he answers appropriate questions to ensure understanding.

Recommended Developmental Reading

Based on the results of your feedback review, you may want to consider the following developmental resources from the Harvard Business Review. You can retrieve or purchase an article by clicking on or copying and pasting its associated URL into your web browser.

Are You a Good Boss or a Great One?

Linda A. Hill

Many managers underestimate the transformational challenges of their roles€"or they become complacent and stop growing and improving. At best they learn to get by; at worst they become terrible bosses. Sometimes even the best of them suffer doubts and fears despite years of management experience.

Three imperatives can guide managers on their journey to becoming great bosses: (1) Manage yourself. Productive influence comes from people's trust in your competence and character. (2) Manage your network. The organization as a whole must be engaged to create the conditions for your own and your team's success. (3) Manage your team. Effective managers forge a high-performing "we" out of all the individuals who report to them.

Constant and probing self-assessment across these three imperatives is essential, the authors write. They include a useful assessment tool to help readers get started.

http://hbr.org/2011/01/are-you-a-good-boss-or-a-great-one/ar/1

Gilt Groupe's CEO on Building a Team of A Players

Kevin Ryan

Companies always say employees are their most valuable asset. Kevin Ryan thinks that few of them act accordingly. He believes a CEO's most important job is managing talent.

When I think about starting a business, my view is that the idea itself is worth between zero and very little. Most new companies already have competitors when they launch "and if they don't, they soon will. DoubleClick, where I was CEO from 1996 to 2005, had dozens of competitors within a year of its founding. Gilt Groupe wasn't the first flash sales company, and Google was by no means the first search engine to come along. Why have these businesses succeeded? It's not the idea "it's the people. Execution is what matters, and execution relies on human talent. Every company thinks it's doing a good job of managing its people. They all say, "People are our most important asset." But most companies don't really act that way. Here's a simple test: Ask the CEO if he or she spends more time on recruiting and managing people than on any other activity. For me, the answer has always been yes.

That's a radical statement, so let me qualify it a bit. I don't think this test applies at a small company "say, 20 people "where the CEO may be doing a lot of the sales or directly overseeing operations. But at businesses that employ more than 50 people, the best use of a CEO's time is to bring in unbelievable people, manage them well, and make sure the company builds and maintains an A-caliber team.

Here's another test of a company's devotion to its talent: Is your head of HR one of the most important people in the company? I spend as much time with our head of HR as I do with our chief financial officer "and I'd never consider having the head of HR report to anybody but the CEO. That role is truly strategic, and the person in it needs a seat at the table.

It's clear to the people who work with me that I'm thinking about our talent most of the time. When we sit down for meetings, I frequently ask managers to review every one of their direct reports with me. I want continual updates. I also insist that as the CEO, I can talk with anyone in the company at any time. Some managers prefer that executives check with them before talking with their people. That's not going to happen here. I want to get to know our employees better and to assess their talent and potential. I also want to know if they have difficulties with a manager. I am evaluating talent all the time.

http://hbr.org/2012/01/gilt-groupes-ceo-on-building-a-team-of-a-players/ar/1

When Teams Can't Decide

Bob Frisch

The executive team is deliberating about a critical strategic choice, but no matter how much time and effort the team members expend, they cannot reach a satisfactory decision. Then comes that uncomfortable moment when all eyes turn to the CEO. The team waits for the boss to make the final call, yet when it's made, few people like the decision. Blame, though unspoken, is plentiful. The CEO blames the executives for indecisiveness; they resent the CEO for acting like a dictator. If this sounds familiar, you've experienced what I call the dictator-by-default syndrome.

For decades this dynamic has been diagnosed as a problem of leadership or teamwork or both. To combat it, companies use team-building and communications exercises that teach executives how to have assertive conversations, give and receive feedback, and establish mutual trust. In doing so, they miss the real problem, which lies not with the people but with the process. This sort of impasse is inherent in the act of arriving at a collective preference on the basis of individual preferences. Once leadership teams understand that voting-system mathematics are the culprit, they can stop wasting time on irrelevant psychological exercises and instead adopt practical measures designed to break the impasse. These measures, proven effective in scores of strategy off-sites for companies of all sizes, enable teams to move beyond the blame cycle to a no-fault style of decision making.

http://hbr.org/2008/11/when-teams-cant-decide/ar/1

Eight Ways to Build Collaborative Teams

Lynda Gratton and Tamara J. Erickson

To execute major initiatives in your organization "integrating a newly acquired firm, overhauling an IT system "you need complex teams. Such teams' defining characteristics "large, virtual, diverse, and specialized "are crucial for handling daunting projects. Yet these very characteristics can also destroy team members' ability to work together, say Gratton and Erickson. For instance, as team size grows, collaboration diminishes.

To maximize your complex teams' effectiveness, construct a basis for collaboration in your company. Eight practices hinging on relationship building and cultural change can help. For example, create a strong sense of community by sponsoring events and activities that bring people together and help them get to know one another. And use informal mentoring and coaching to encourage employees to view interaction with leaders and colleagues as valuable.

When executives, HR professionals, and team leaders all pitch in to apply these practices, complex teams hit the ground running "the day they're formed.

http://hbr.org/2007/11/eight-ways-to-build-collaborative-teams/ar/1#

Harvard Business Review on Building Better Teams

Harvard Business Press Books

 Most teams underperform. Yours can beat the odds. If you need the best practices and ideas for superior team building but don't have time to find them this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: boost team performance through mutual accountability, motivate large, diverse groups to tackle complex projects, increase groups' emotional intelligence, reverse the fortunes of a struggling team, prevent decision deadlock, extract results from a bunch of touchy superstars, fight constructively with top-management colleagues, and ensure productivity in far-flung teams.

http://hbr.org/product/harvard-business-review-on-building-better-teams/an/10302-PBK-ENG?Ntt=team%2520building

Managing Teams for High Performance

Harvard Business Publishing Newsletters

How do you build teams? What's the best way to manage global teams and diverse teams? How can you take your team to the next level in terms of creativity and effectiveness? The 13 articles in this Harvard Management Update collection, Managing Teams for High Performance, provide readers with a comprehensive yet concise resource for developing, managing, and

enhancing all types of team endeavors. The five articles in the first section, "Building Team Trust and Cohesiveness," range from increasing your team's emotional intelligence to the pitfalls of too much team camaraderie. The four articles in "Managing Dispersed and Cross-Functional Teams" offer critical insights and practices for taking your team to a global and even virtual arena. The authors of the four articles in the final section, "Powering Up Team Creativity and Effectiveness," share best practices gleaned from their research in leadership, psychology, and creativity. Whether you've been a team leader for years or are about to embark on your first team project, you'll find new approaches and practical tips for team success in Managing Teams for High Performance.

Building an Effective Team: How New Managers Can Rise to the Challenge of Team Management

Linda A. Hill

Due to advances in technology and the move toward globalization, new managers must step into roles involving increasing complexity and interdependence. The capacity to employ collaborative effort coordination across individuals, activities, or functions so that performance of the whole is greater than the sum of the parts is one of the toughest managerial skills to acquire. New managers generally recognize their responsibility to build effective teams, but do not fully appreciate what it will take to do so. How to rise to the challenge? In this chapter, expert Linda A. Hill provides new managers with the building blocks of effective team management.

Building and Leading Your Team

Paul Michelman

What are the hallmarks of effective senior-team leaders? Not only do they accept that tension and competition are unavoidable, they embrace them, even encourage them. More important, they are able to channel this conflict toward a common good. This is no easy task, of course. In the upper reaches of large organizations, teams include executives with billion-dollar responsibilities. These executives have their own strategic priorities, are competing for sometimes scarce resources, and may well be jockeying for positions in the succession queue. To help senior-team leaders manage the tensions and extract top performance, Harvard Business School professor Linda A. Hill has developed for senior team leaders a checklist of the key levers to pull. It not only aids leaders of senior teams but also team leaders at all levels of the organization.

http://hbr.org/product/building-and-leading-your-team/an/U0505E-PDF-ENG?Ntt=team+building&Nao=50

Managing Oneself

Peter F. Drucker

We live in an age of unprecedented opportunity: with ambition, drive, and talent, you can rise to the top of your chosen profession regardless of where you started out. But with opportunity comes responsibility. Companies today aren't managing their knowledge workers careers. Instead, you must be your own chief executive officer. That means it's up to you to carve out your place in the world and know when to change course. And it's up to you to keep yourself engaged and productive during a career that may span some 50 years. In "Managing Oneself," Peter Drucker explains how to do it. The keys: Cultivate a deep understanding of yourself by identifying your most valuable strengths and most dangerous weaknesses; Articulate how you learn and work with others and what your most deeply held values are; and Describe the type of work environment where you can make the greatest contribution. Only when you operate with a combination of your strengths and self-knowledge can you achieve true and lasting excellence. "Managing Oneself" identifies the probing questions you need to ask to gain the insights essential for taking charge of your career. Peter Drucker was a writer, teacher, and consultant. His 34 books have been published in more than 70 languages. He founded the Peter F. Drucker Foundation for Nonprofit Management, and counseled 13 governments, public services institutions, and major corporations. Thomas A. Stewart is the editor of Harvard Business Review.

http://hbr.org/product/managing-oneself-paperback/an/2312-PBK-ENG?N=4294841677 4294841679 4294958507 4294841678 4294841675 4294958484 4294207031 4293805631&Ntt=career+advancement&Nao=40

Leadership That Gets Results

Daniel Goleman

 leader's singular job is to get results. But even with all the leadership training programs and "expert" advice available, effective leadership still eludes many people and organizations. One reason, says Daniel Goleman, is that such experts offer advice based on inference, experience, and instinct, not on quantitative data. Now, drawing on research of more than 3,000 executives, Goleman explores which precise leadership behaviors yield positive results. He outlines six distinct leadership styles, each one springing from different components of emotional intelligence. Each style has a distinct effect on the working atmosphere of a company, division, or team, and, in turn, on its financial performance. The styles, by name and brief description alone, will resonate with anyone who leads, is led, or, as is the case with most of us, does both. Coercive leaders demand immediate compliance. Authoritative leaders mobilize people toward a vision. Affiliative leaders create emotional bonds and harmony. Democratic leaders build consensus through participation. Pacesetting leaders expect excellence and self-direction. And coaching leaders develop people for the future. The research indicates that leaders who get the best results don't rely on just one leadership style; they use most of the styles in any given week. Goleman details the types of business situations each style is best suited for, and he explains how leaders who lack one or more of these styles can expand their repertories. He maintains that with practice leaders can switch among leadership styles to produce powerful results, thus turning the art of leadership into a science.

http://hbr.org/product/leadership-that-gets-results/an/R00204-PDF-ENG?N=4294841677 4294841679 4294958507 4294841678 4294841675 4294958484 4294207031 4293805631&Ntt=Change+Leadership&Nao=50

Accountability Begins at the Top

John Baldoni

Accountability is fundamental to leadership. As much as every senior leaders knows this, and even preaches it to analysts, too often corporate leaders act as if consequences do not matter to them. They are exempt from accountability. Better to let the underlings fall than the top guy. After all, the CEO is special. That attitude fueled the steep rise in executive compensation that saw some at the top making 400 times what an average employee made.

https://hbr.org/2009/04/accountability-begins-at-the-t

Four Tips for Building Accountability

Rosabeth Moss Kanter

"Accountability" is a favorite word to invoke when the lack of it has become so apparent — such as now, with the global financial crisis. It is also a loaded word and political football in major sectors crying out for reform, such as health care and public education.

https://hbr.org/2009/08/looking-in-the-mirror-of-accou

Increase Accountability Without Incurring Distrust

Charalambos Vlachoutsicos

When people think their jobs are on the line, any change is suspect.

https://hbr.org/2013/11/increase-accountability-without-incurring-distrust

Let's Bring Back Accountability

Deborah Mills-Scofield

From customers' and suppliers' viewpoint, Company X is fast growing, exciting, and high-energy. Inside, though, it's a tornado. Fighting fires, arguing over who committed to what, why it didn't happen, and noticing things that fell through the cracks in just enough time is normal.

https://hbr.org/2012/07/lets-bring-back-accountability

Why Accountability Is So Muddled, and How to Un-Muddle It

Ron Ashkenas

Three reasons almost every organization is so bad at holding people responsible.