

Confidential

**Feedback
for
'Rob Thompson' (fictional)**

**Designed by
TREC
for
Environmental Organization XY**

Survey opened April 10, 2002

Compiled April 25, 2002

Number of responses: 14

Board Members: 4 Direct Reports: 5 Peers, Others: 4 Self: 1

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Understanding Your Feedback Report

This document is a summary of the 360-degree feedback provided by your responders. Here is an introduction which will help you understand what the report contains.

What You Will Find Here

The report provides information in the form of charts, plus unstructured comments in your responders' own words, organized according to those behaviors which are relevant to your job.

First Chart Page

The first page offers a "Headline" view of your report, charting the average of how everyone (except for you) rated you under each major heading of the questionnaire.

Second Chart Page

The next page covers the same headings but reports each one by category of responder. If you responded, your reply is included here.

There's plenty of useful information revealed by those charts. For instance, you can see how your self-ratings compare with those of others. And being able to compare how you are viewed by various categories of responders, gives you valuable information about how your behavior may vary depending on whom you're with.

Following Chart Pages

Each of the following pages focuses on one of the headings. Although they show the categories of responders in the same way as the second page, here they report in detail on the particular behavior descriptions listed in the questionnaire.

After each chart you may find verbatim comments related to that particular heading. Responders often have useful information for you that cannot be communicated adequately by numbers or graphs. These comments can provide valuable detail about the impact you have on others, about which of your behaviors other people appreciate, which they would like you to change, and any specific changes they would like to see.

Final Page

The final page(s) may provide verbatim comments provided at the conclusion of the questionnaire.

What's Not Here

Let's also look at what the report doesn't contain. It doesn't inform you about who said what, except in the case of your supervisor and yourself. That's in order to protect the confidentiality of the responders, encouraging them to be frank and honest.

As well, it doesn't compare you with others who hold similar jobs across your industry. That's because the behaviors on which you were assessed apply specifically to your job in your organization. Since every organization is unique in culture, history, and expectations, even a person who holds an identical job title elsewhere is likely, in fact, to have a quite different job.

Receiving Feedback

A word about receiving feedback. It can be anxiety-producing to discover how you are perceived by those with whom you work day in, day out. It's important that you view this not as a threatening situation, but as an opportunity for learning and development.

How do you do this? Everyone handles feedback differently, but here's a suggestion. After receiving this report, talk privately with someone you trust. It is human nature, when we get feedback, to remember the critical comments and to discount the affirmations. Ask this person to help you focus on the positives in the report and avoid being overwhelmed by any negatives.

Keep an open mind too. Even if certain behaviors are described here in ways that don't match how you intend to act, the report does represent the way that other people see you.

Next Steps

It often feels difficult, and sometimes risky, for responders to provide honest feedback. You may wish to meet with yours as a group and tell them that you appreciate the feedback they provided. You can ask for clarification and specific examples of behaviors they have mentioned. It is important to do this in a non-defensive, open manner, making it clear that you are asking this for the sake of your own development, and that no one will be penalized for what they have to say.

Personal Planning

The next stage in getting maximum benefit from this report is to undertake your own personal development planning process. You may wish to seek the guidance of a coach or trusted mentor at this point. You will find this outline useful:

- 1) Determine your personal goals, based on what you have learned through this process. One of those goals should be to maintain the positive behaviors noted throughout this report.
- 2) To help yourself focus on how you would like to make changes, describe each goal in very specific terms. For example, "More delegation" is vague, whereas "I intend to delegate more of the interesting and challenging work to my direct reports" is clear and focused.
- 3) For each specific goal, identify steps you can take that will support your development. These might include getting some relevant training, finding a personal coach, using a development workbook, doing selected reading, working more closely with your supervisor, practising new behaviors, or asking for more on-going feedback.

4) Identify markers that will tell you that you are progressing in your development. For example, "The people who report to me will be less nervous talking to me," or "I'll complete my strategic plan on time." These markers help measure your changes and build in positive reinforcement.

Notes

If you see triangles on certain bars in the charts, they represent the lowest and highest scores received for that item.

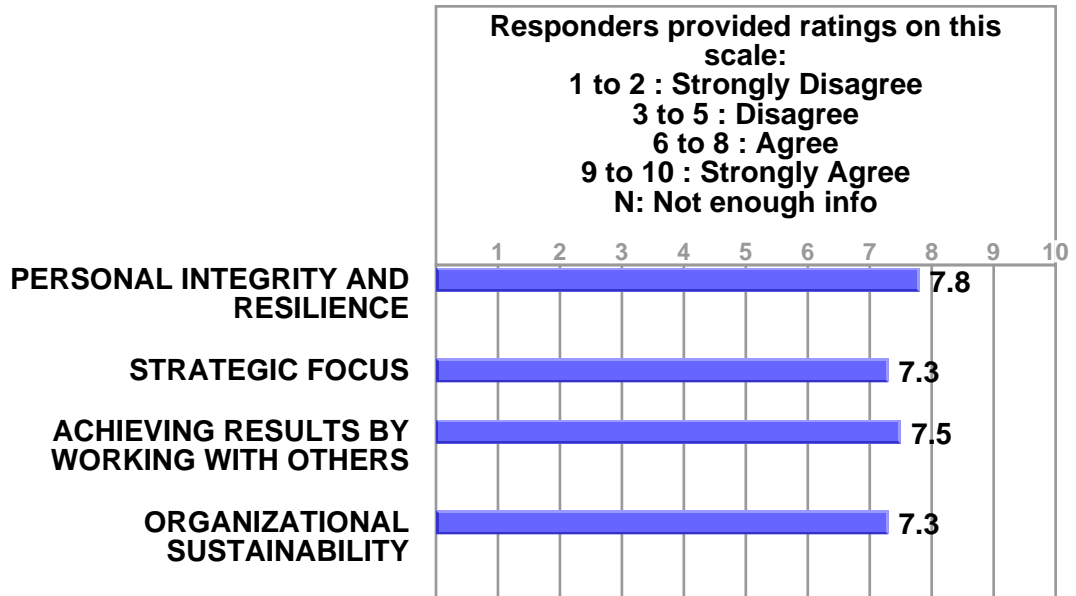
If you see the term "Olympic average", you will know that Olympic averaging is used on the top line of each chart throughout this report. (For certain Olympic sports the highest and lowest ratings are eliminated in order to reduce the impact of possible bias in responders.) If you see the term "Average" instead, it means that a standard, non-Olympic average has been used.

In the charts that follow, the value of the Average or Olympic Average bar may not match the average of the bars below it. Here's why: The Average or Olympic Average bar represents the average for all responders except the Self, so that each person has an equal voice. But each of the bars below represents a different number of responders. To simply average the bars would give some responders a louder voice than others. In addition, values may appear to disagree because decimals have been rounded up or down.

**This report is only the beginning of a process.
Good luck and good learning as you turn this page,
on your journey of self-awareness and development.**

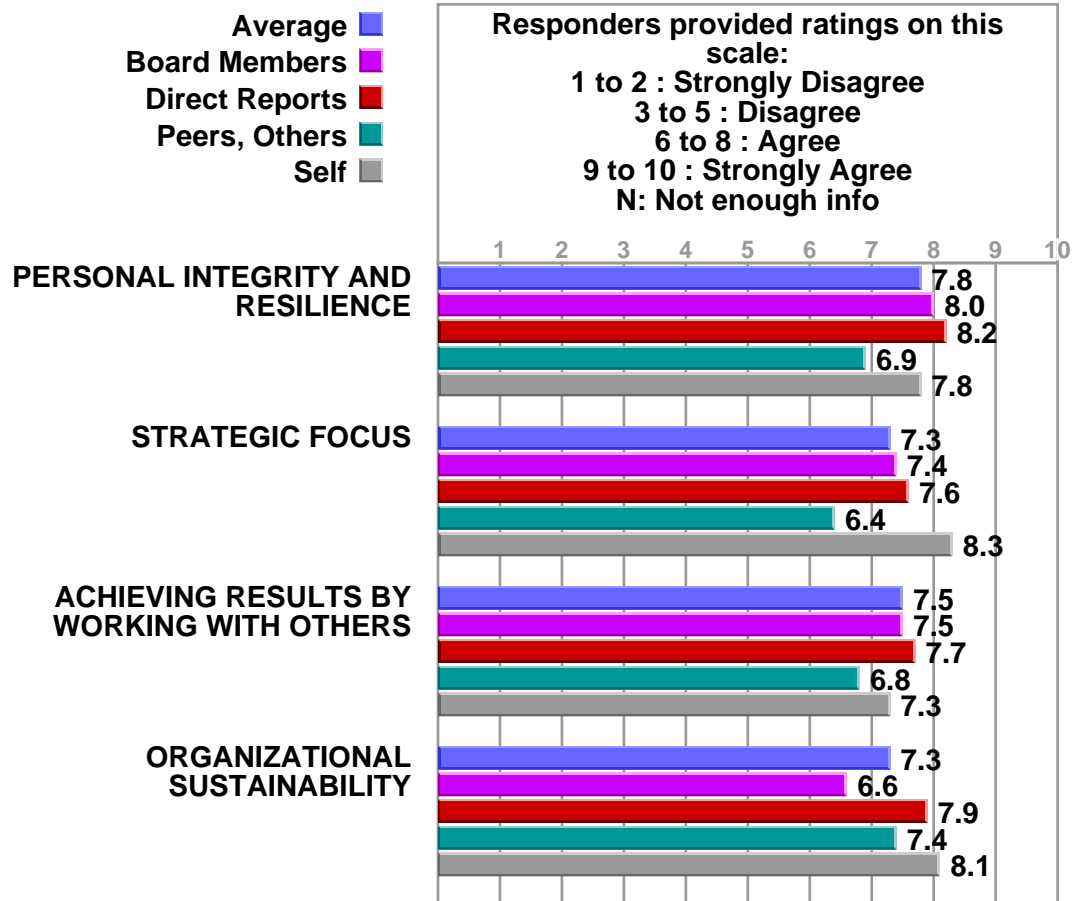
HEADLINES

Average of responses for each Heading

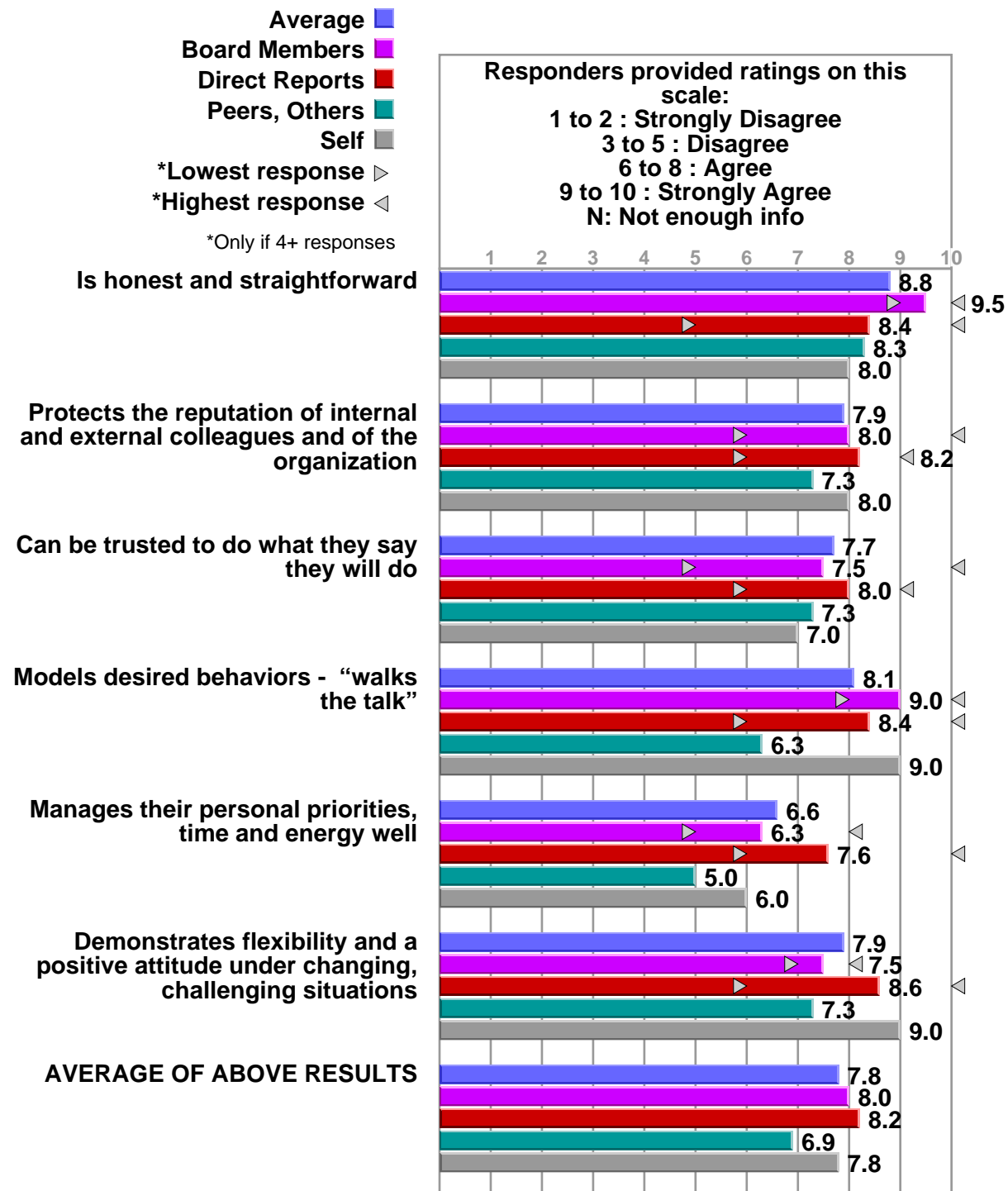


DETAILS

Average of responses for each Heading, by response category



Feedback for Rob Thompson re: PERSONAL INTEGRITY AND RESILIENCE



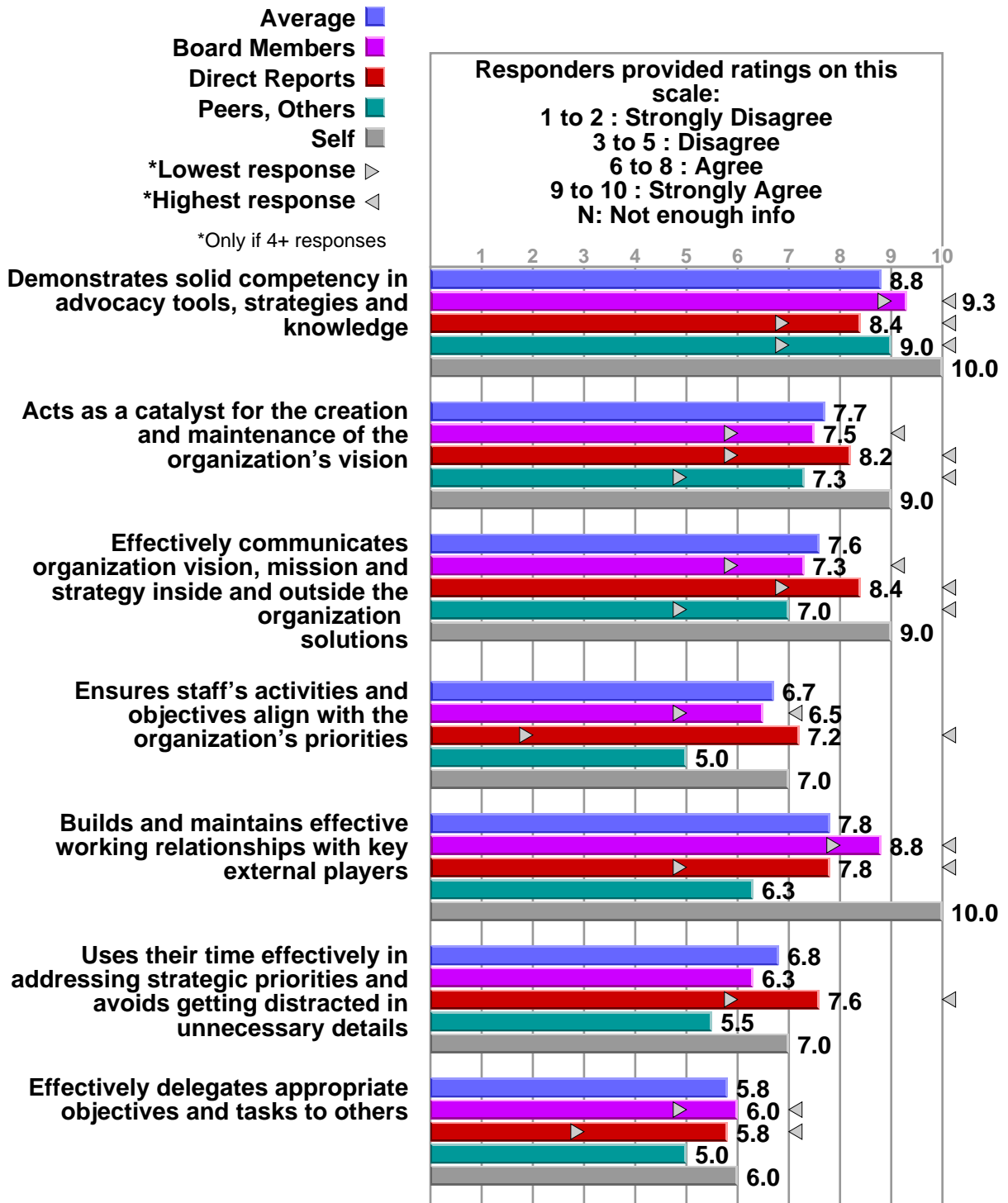
**Feedback for Rob Thompson re:
PERSONAL INTEGRITY AND RESILIENCE**

**Unedited Comments re:
PERSONAL INTEGRITY AND RESILIENCE**

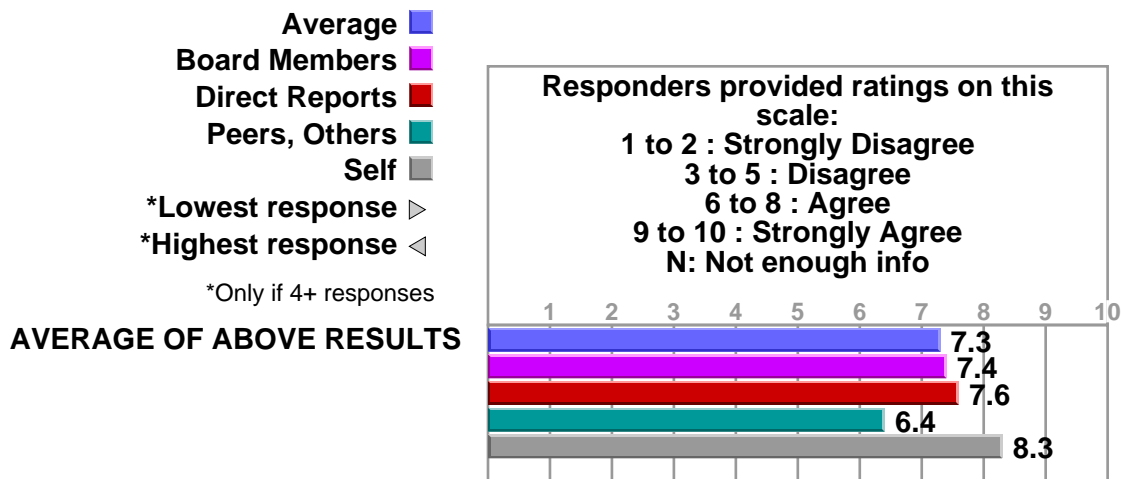
Comments from Board Members (random order)

"Rob is a believer in what he does. Sometimes he does not followthrough on promises. This is a product of his organization more than character. Time management is a problem."

Feedback for Rob Thompson re: STRATEGIC FOCUS



Feedback for Rob Thopson re: STRATEGIC FOCUS



Unedited Comments re: STRATEGIC FOCUS

Comments from Board Members (random order)

"Needs to guide Board more forcefully. Gives Board too much latitude for strategic planning."

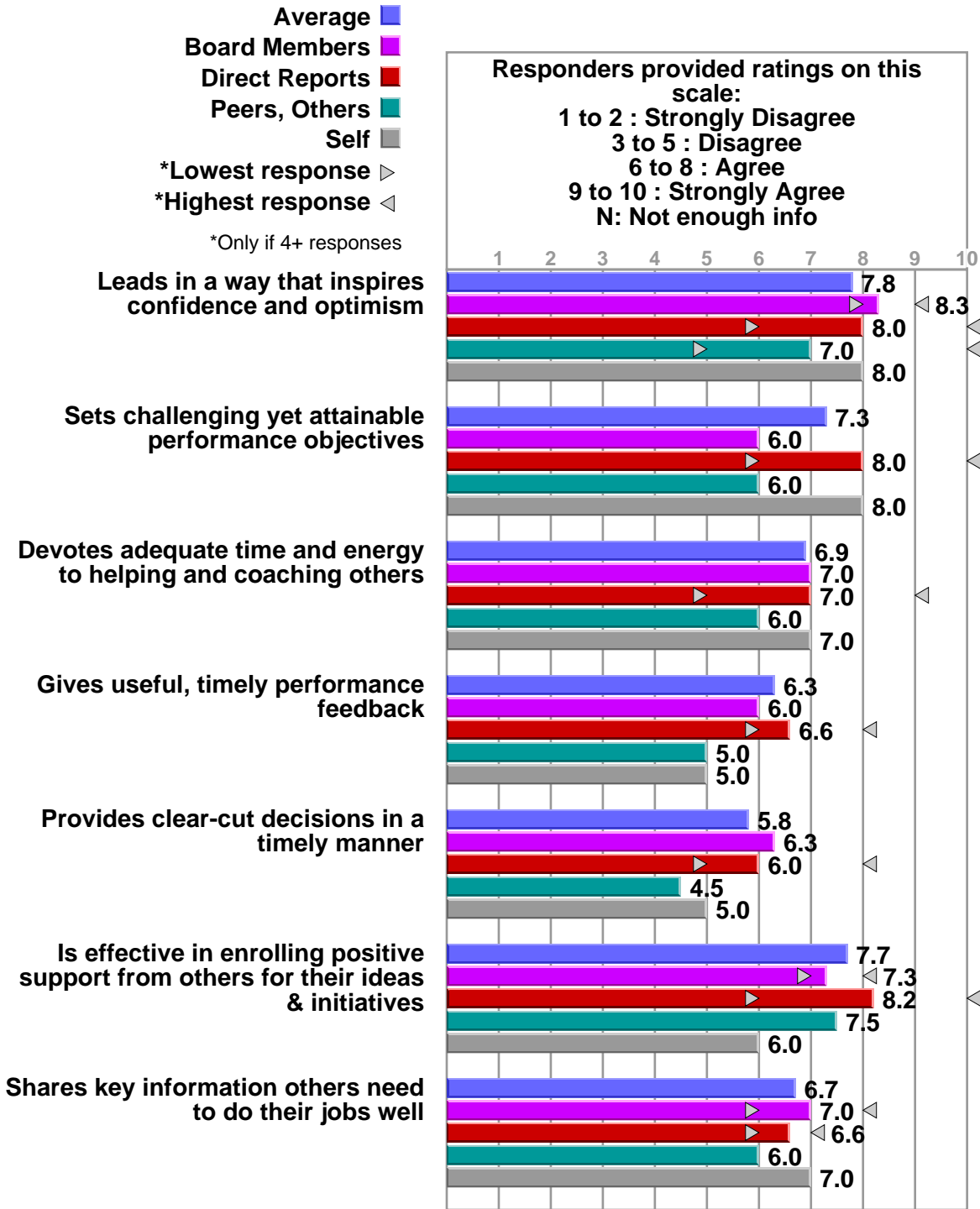
"The shortfalls are a result of lack of business experience and Rob's knowledge of how to manage effectively. There is great effort put forward by Rob but is it effective!!"

Comments from Direct Reports (random order)

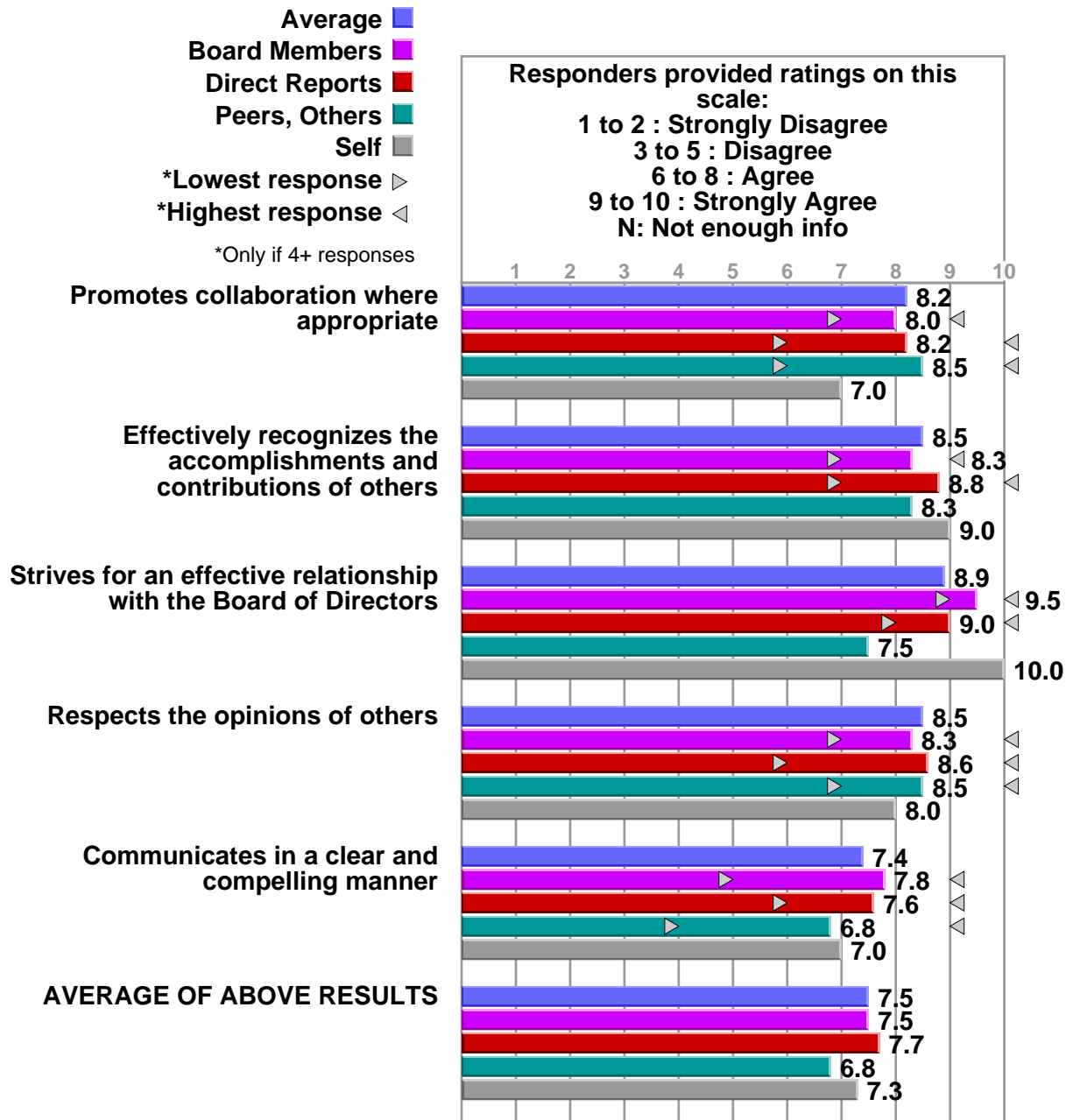
"Needs to delegate a little more"

"Rob has great personal vision and effectiveness - he just needs to spend a little more time passing that on to staff and delegating more tasks to free up his time for the key things only he can do."

Feedback for RobThompson re: ACHIEVING RESULTS BY WORKING WITH OTHERS



Feedback for Rob Thompson re: ACHIEVING RESULTS BY WORKING WITH OTHERS



Unedited Comments re: ACHIEVING RESULTS BY WORKING WITH OTHERS

Comments from Board Members (random order)

"There is a timid manner about Rob that is plus as well as a minus. You used key words such as effective, useful and timely, these factors are what will slow his process even though the effort is put forward. "

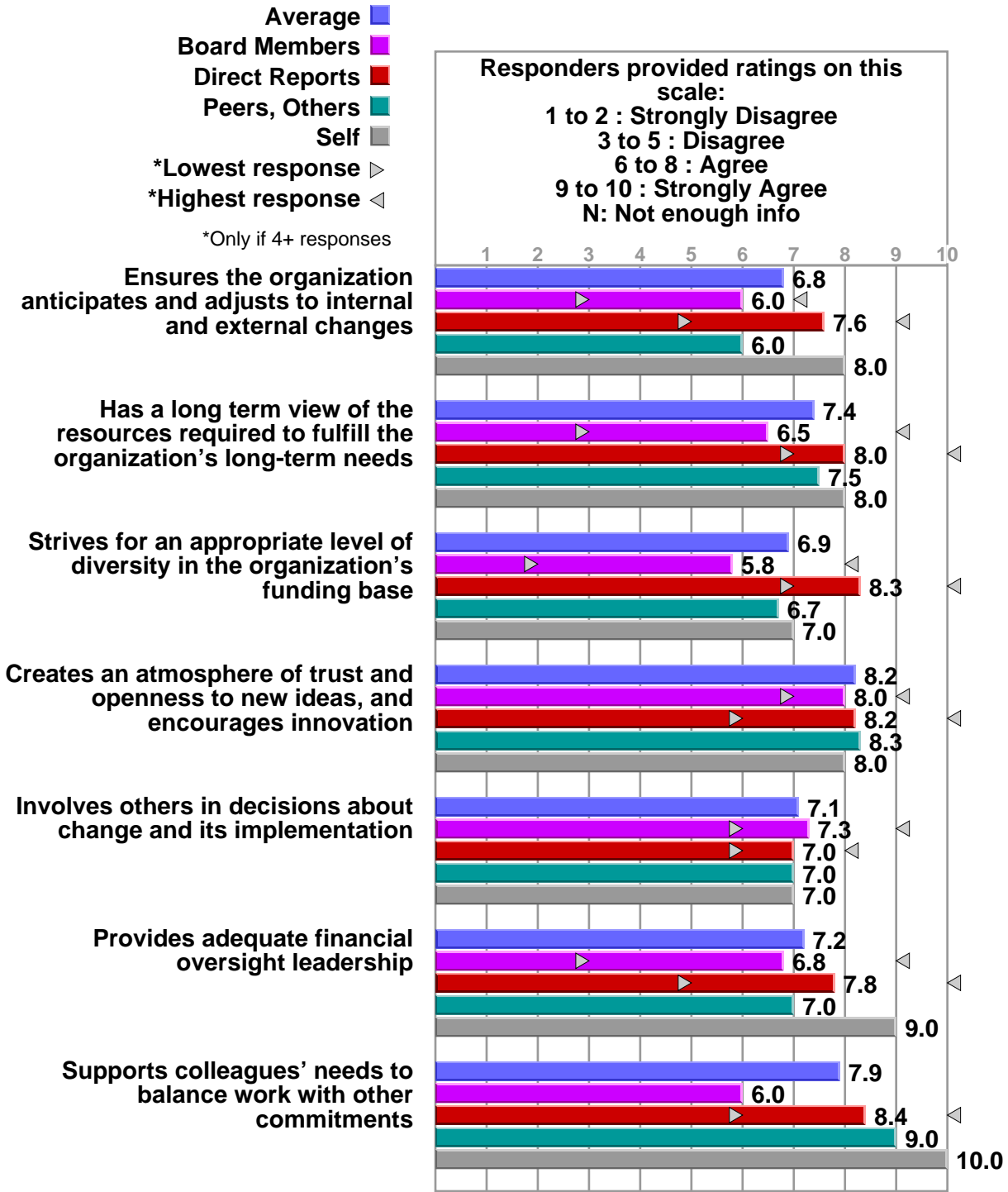
**Feedback for Rob Thompson re:
ACHIEVING RESULTS BY WORKING WITH OTHERS**

**Unedited Comments re:
ACHIEVING RESULTS BY WORKING WITH OTHERS**

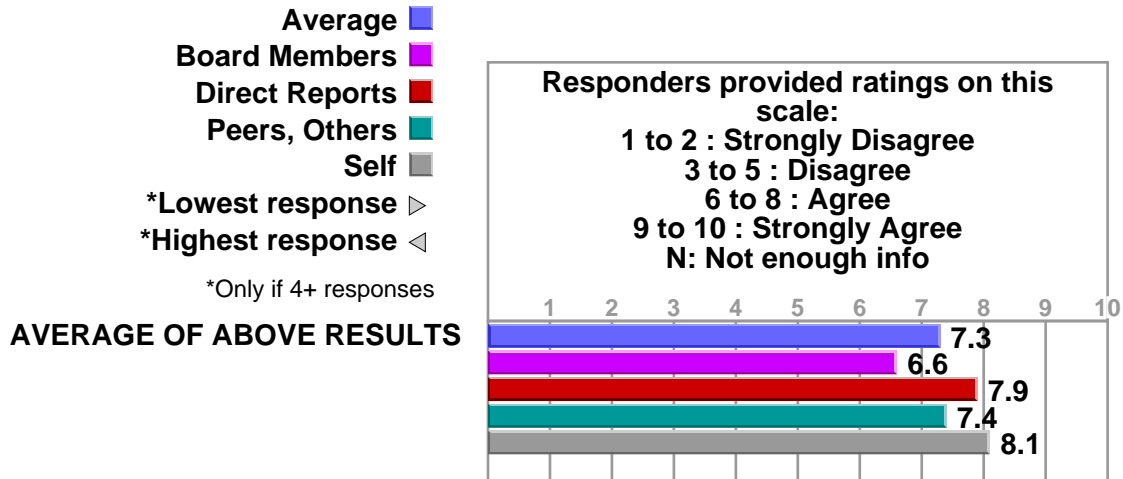
Comments from Board Members (random order)

"Needs to work on delegation with authority as organization grows."

Feedback for Rob Thompson re: ORGANIZATIONAL SUSTAINABILITY



Feedback for Rob Thompson re: ORGANIZATIONAL SUSTAINABILITY



Unedited Comments re: ORGANIZATIONAL SUSTAINABILITY

Comments from Board Members (random order)

"Communication often patronization in a mild way. Often Rob will sollicit ideas from knowledgable persons but not impliment. This does cause the who have something to offer to hold back in discussing creative movements for the organization."

"No long term funding plan."

UNEDITED CONCLUDING COMMENTS

What are Rob's three greatest strengths as a leader?

Comments from Board Members (random order)

"He is well liked.
He is very knowledgeable in his field.
He has a passion for his work."

"WILLINGNESS TO LISTEN.
WALKS THE WALK.
KNOWLEDGE OF THE SUBJECT AND THE ORGANIZATION."

"Has infectious excitement about topic
Recognizes staff efforts
Communicates goals and pupose effectively "

"Good communication skills.
Excellent knowledge base.
Passion for the cause."

Comments from Direct Reports (random order)

"Optimistic
Respectful
Well-educated"

"Vision
Ability to work effectively with all types of people and organizations
Knowledge of conservation tools and innovative use of them
"

"1) Ability to communicate effectively
2) In his job, he must be careful not to offend and he is always polite and thoughtful
3) Is able to encourage others ideas and visions"

"Rob comes across as a very genuine and caring individual who one feels they in turn can be open and honest and forthright with. He is a good listener and respects all parties and incorporates all angles into his opinions so people respect his opinion when he offers it. He is a passionate and likeable guy who people like being around. "

Comments from Peers, Others (random order)

"Patience
Ability to work with a variety of interest groups
Clear minded, maintains controled demeanor"

"Commitment to saving open space"

Ability to work with diversified groups

Tenacity in getting job done"

Comments from Self

"Entrepreneurial/creative
Strong interpersonal skills
Persistence

UNEDITED CONCLUDING COMMENTS

What are Rob's three greatest strengths as a leader?

Comments from Self

... "

UNEDITED CONCLUDING COMMENTS

What are Rob's three greatest opportunities for being a more effective leader?

Comments from Board Members (random order)

"Better time management.
Better delegation skills.
Addressing problems in a timely manner."

"Become a CEO
Surround with superior team
Continue building support base in community"

"Time management.
Development of management skills.
Delegation of tasks."

"NEEDS MORE DEFINITIVE JOB DESCRIPTIONS
NEEDS TO BE MORE ASSERTIVE WITH STAFF
STAFF SHOULD HAVE SPECIFIC GOALS AND PERFORMANCE OBJECTIVES WHICH
WILL BE USED TO EVALUATE PERFORMANCE."

Comments from Direct Reports (random order)

"Ability to have vision
Ability to cause consensus
Ability to make change happen
"

"More mentoring/training time with staff
Time management
Delegate more of what someone else can do"

"1) Being more confident in his abilities and opinions; although sometimes Rob's genuineness compels him to be open about his shortcomings, don't allow this to diminish his expertise; stay "human," but also confident 2) after 5+ yrs in the field, his skills and accomplishments are now at the level where the organization would benefit from him taking on a bigger profile, perhaps on a more state-wide or regional level 3) as he rises in the ranks - and he will - he shouldn't forget the people skills and passion that made him a terrific conservationist; don't get lost in the details - remember the big picture and to keep enjoying himself - everything else will then fall into place."

Comments from Peers, Others (random order)

"Improve time management, punctuality
Take more risks
Continue coalition building
"

"Gaining more knowledge and experience in inter-relationships of different partners and raising private money"

Comments from Self

"Need to better manage time
Need to better develop and implement plans"

UNEDITED CONCLUDING COMMENTS

What are Rob's three greatest opportunities for being a more effective leader?

Comments from Self

... Need to better delegate and manage staff"

UNEDITED CONCLUDING COMMENTS

What is the SINGLE most important thing Rob could do differently tomorrow?

Comments from Board Members (random order)

"KICK SOME BUTT"

"Establish a weekly plan of action."

"Change mindset from fledgling to mature organization and manage as such"

"Better time management. An effective day timer."

Comments from Direct Reports (random order)

"Believe in himself and his abilities"

"Improve communication with staff"

"Delegate more"

Comments from Peers, Others (random order)

"Improve time mangement, reduce procrastination"

"Express his opinions, knowledge of problems or issues in obtaining goals of projects more directly. Tends to "talk around the bush" so as (it appears) not to step on any toes."

Comments from Self

"Work with staff better"

UNEDITED CONCLUDING COMMENTS

Is there anything else you would like to share with us about Rob?

Comments from Board Members (random order)

"We are fortunate to have Rob. He is well liked and sincere. He is trusted almost too much because the organization gives him enough latitude to hang himself. Rob has a very difficult time recognizing where his time should be most effectively placed. He does not use the personal opportunities that he has to get the real priorities completed. He has been funded and directed to create an effective funding plan and has not been able to get it together for over two years. He has not been able to utilize numerous hours and dollars to standardize a software program that can track the organizations financial activity. Rob will save a dollar and lose hundreds. He needs to understand that if his employees are not able to do their jobs because of antiquated equipment it is not reasonable to spend money in other areas that will require more demand from these employees. Rob needs to learn time management methods both for himself and for the staff. As a manager he must make hard decisions when personal needs to be changed, either through their time use or simply recognizing that the person is not fit for the position. Delegation is not just the asking someone to do a job but also being sure that person learns the job in a timely manor. Rob still uses a small pocket day timer that could not possibly keep track of the tasks he needs to cover. It has been suggested to him that he needs the above changes but he fails to follow through even though he concedes their importance. Even at board meetings there are directives that he is given but they do not make it to the minutes and he does not usually write them down. When he does take notes it is on various pads and or pieces of paper. Some of the problems with management is that the past presidents have not been effective managers and the current president is far from a business minded person. It is my hope that Rob will be with this organization for years to come and I give these criticisms wanting to help him grow with the organization. Rob is greatly responsible for the growth of the organization and he should see the fruits of his labors. thx.."

"Very competent"

"He has excellent people skills. He can talk to anyone, and listen to anyone."

"ROB IS A VERY WARM, COMPASSIONATE INDIVIDUAL WHO MAY HAVE A TENDENCY TO GET TOO CLOSE TO HIS STAFF. HE MAY HAVE DIFFICULTY IN EVALUATING PERFORMANCE BECAUSE HE FEELS RESPONSIBLE FOR STAFFS NOT ACHEIVING DESIRED RESULTS."

Comments from Direct Reports (random order)

"Rob has great vision and goals for the organization and himself and inspires confidence and positive attitudes in staff. He is a compassionate person who works internally and externally to create cooperation rather than confrontation. He is definitely the glue of this organization and is respected and liked professionally and personally. He has accomplished great things and will continue to do so."

"Rob's time could be better spent if he would take the time, up front, to train and provide information to staff in order to hand off more projects and have confidence in staff to be competent and to complete projects."

Rob almost always follows up on interrupted conversations and is very respecting of others' thoughts and opinions."

UNEDITED CONCLUDING COMMENTS

Is there anything else you would like to share with us about Rob?

Comments from Peers, Others (random order)

"Believe Rob is restricted in what he can do by working for a non-profit. The organization is always short of money and staff. He has grown in the job and become a leader in conservation of open space in the community."

Comments from Self

"I need to improve my work/life balance. I need to learn to say no and draw boundaries"