

180-degree feedback – November 2018

Report for XYZ



Strategic Thinking – 8.1

XYZ demonstrates a strong strategic understanding. As a senior leader and driver for the business, it should be expected at a high level, more than a score of 8. Having a slightly lower number would indicate a tendency to get caught up in operational focus. This is reflective of some of the comments received indicating a desire to still get caught in the details of operations instead of trusting the business to get on with things.

Decisiveness – 7.6

This is a relatively low level of decision making capability. However, given the comments received it appears to be that decisions are made in one direction to managers and not necessarily with explanation. This does seem to vary significantly from manager to manager, maybe reflecting the competence in the field as appropriate. A few comments reflective passive aggressive tendencies when challenged on a decision as well.

Stakeholder Focus – 8.6

This is a strong result, reflective of someone who understands the needs for many stakeholders to be involved whenever the business is evolving. It is clear that XYZ understands the customers and the dependent suppliers of the business model and knows how important it is to give them tru

consideration. Comments in feedback reflect this understanding of suppliers, customers and their relationship with superior.

Competency – 8.5

A high response here is reflective of product knowledge. One respondent referred to XYZ as the “glove Guru” and understanding what makes the business what it is comes down to knowing the product and this is very evident here.

Self-Awareness - 8.5

This is a very high response, indicating that XYZ is very self aware and likely to have a high level emotional intelligence (EQ). An interesting mix of responses from the managers here indicating that XYZ is very self aware, even when he knows he is doing something different to that expected.

Presence & Respect – 7.6

This is a low response for someone leading the company. Combining with the comments from managers it seems that there is a differential here between time served with XYZ. Newer members are still unsure how to respect XYZ and feel unable to challenge him yet they respect his knowledge they are unsure of his direction. Others see him as having great presence in the business. This may come down to production or support role variations.

Motivating People – 8.0

This is a solid number and indicates that XYZ can get things done when needed. He has a way of pushing forward the business needs in a way that the managers accept and generally feel good about themselves.

Energy & Confidence – 7.2

This is the lowest response level and would indicate that XYZ doesn't appear to be an energetic manager. Reflecting comments of niceness, quiet and calm it may also separate or hold aloof his role from the person. Is he President or XYZ? Who do you see? Maybe trying to be friendly with everyone is detrimental to evidencing confidence. This is a behavioural focus and doesn't reflect competence in the product and business model.

Summary

Strength areas to be exploited and maximized:

1. Self- Awareness
2. Stakeholder focus
3. Competency

This combination of strengths enables XYZ to show mutual respect and offer advisory and mentorship to new managers and yet appreciate the need to pull together many areas.

Areas for development and growth:

1. Energy & Confidence

2. Decisiveness
3. Presence & Respect

This combination suggests a need to be more of a leader of the business and less of a manager and friend to everyone in the business. There is some personal challenges on decision making to be done and it may be reflective that XYZ needs to move forward in a way that assures his position in the organization and the way it interacts with others.