

MANSSA 360 - R

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Report for: John Sample
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About the 360 Feedback System

No one knows us better than ourselves. However, there are circumstances where we may not be fully aware of our latent talents, and unable to find the gaps in our skills and knowledge. A 360 feedback system is like walking into a house of mirrors – we get to see ourselves from different perspectives, and perhaps learn things about what we reflect back to others that we've never known before.

The goal of a 360 feedback system is to provide insight into your skills and personality from the perspectives of those who work most intimately with you. While it can be difficult at times to receive criticism from others, regardless of how constructive it is, recognize that the feedback is offered with the intention to see you grow as a professional.

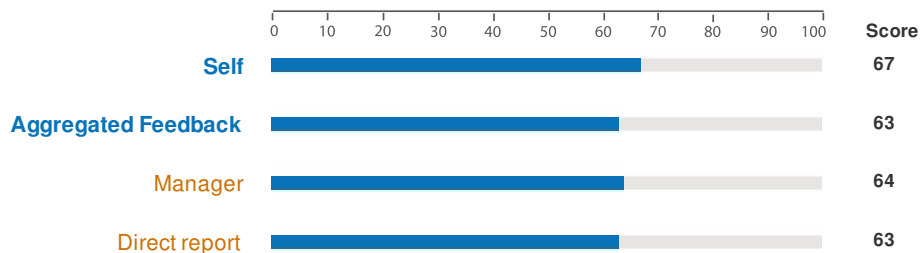
Make sure to review your results in detail, paying close attention to skills/traits in which others recommend improvement, and any areas in which there are clear gaps between your ratings and the ratings of others.

Result Details

Each skill and trait assessed in the 360 will be shown on a scale from 0 to 100. The higher the score, the greater the degree to which you possess the trait or skill.

Overall Rating

Overall managerial performance rating.



The aggregated feedback of your raters indicates that your performance as a manager is fairly good – there are a few areas where you still have room to grow. Below you will find your self-assessment ratings and those of your raters for each of the traits and skills evaluated in the feedback assessment. We recommend that you go through each rating carefully and objectively.

As you are reading through your report, it might be a good idea to take notes – questions you would like to ask your raters, suggestions on how to improve in certain areas, or new performance goals you would like to set. You can use the exercises that will be provided with each result as a springboard for mapping out your growth and development process.

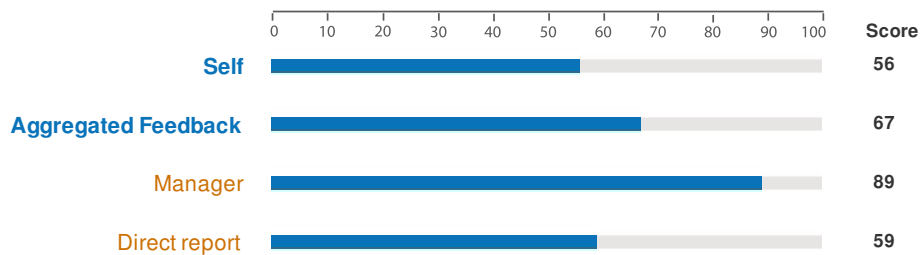
Please remember that receiving feedback from your raters, both positive and negative feedback, is an essential aspect of your professional growth. The goal of a 360 feedback program is to help you reach your full potential. You are not changing who you are but rather, are becoming a better version of you.

SOFT SKILLS

Soft Skills consist of various social competencies that govern your interactions with others. Those who excel in this area find it easier to build a rapport with the people they meet. Those who don't are more likely to struggle with miscommunication and conflict. The following is a breakdown of the Soft Skills scale, and how you have been rated:

Soft Skills

Ability to converse with others in a manner that shows tact and respect; ability to create a rapport with others.



While your soft skills could still be refined a little more, you are generally quite proficient at building a rapport with others. The relationship between managers and employees is a delicate one that needs to be maneuvered through with tact and respect. This is important, because the style in which a manager interacts with his or her staff has a major impact on job satisfaction and performance. Managers with strong soft skills create a work environment that encourages respect and cooperation. The exercise below provides examples of “touchy” social situations that you are likely to encounter, or may have already. Practice adjusting your social approach to each situation.

Exercise – Molding your soft skills like clay

Each employee has a unique character, which makes the ability to adapt one's soft skills – to mold them depending on the social situation or person – an essential skill. Below are examples of employees with certain personality characteristics that you are likely to run into. How would you approach each employee in order to bring out the best in them? Remember, understanding, respect, and tact are key.

The Chronic Complainer

For every task you assign Jon, there's always something he hates about it – this way of doing things is too slow and inefficient; this way is much too complex and difficult to understand. This idea is too risky; this idea will never work. How would you deal with this Chronic Complainer?

The Sensitive Defensive

Talking to Lisa is like walking on eggshells. If there's a hint of disappointment in your voice about the way a certain project was handled (even though you are satisfied with the results overall), she takes it hard. Mistakes in her work that are brought to her attention or even suggestions for improvement result in blow after blow to her ego. More assertive workers either have her cowering and fearful to disagree, or acting defensive, like they've just insulted her. How would you deal with this Sensitive Defensive?

The Laidback Laborer

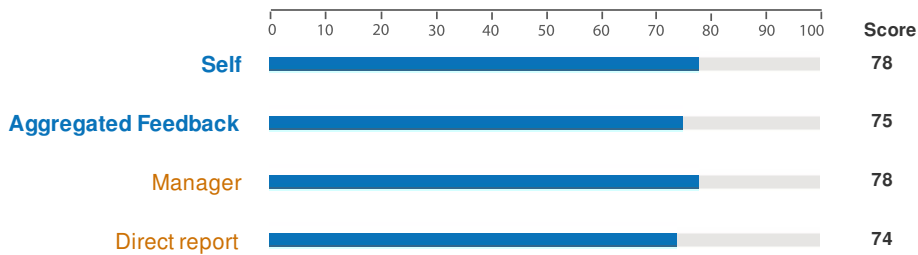
Mark is a master when it comes to making excuses – when he comes in late, takes longer lunches, doesn't finish a project by the deadline, etc. When Mark puts his mind to something, he can accomplish amazing things, but to get him to buckle down and stay focused and invested is like telling a child to eat all of his vegetables. How would you deal with this Laidback Laborer?

The Wide-eyed Deer

Amanda has the potential to be a great worker, but she's extremely unsure of herself. When you assign a new project to her, especially if it's something she normally doesn't tackle, her eyes get that "deer in the headlights" look. She'll ask a question, and then come back again later to ask you again. She'll want you to check her work to make sure she's on the right track, and if, after completing a task, you don't compliment her, she'll think she's messed up. How would you deal with this Wide-eyed Deer?

Communication Skills

Ability to express thoughts and ideas clearly and effectively.



Overall, you have been rated as a good communicator, but there is room for you to improve in this area. There may be occasions when you are not as clear as you could be, which could result in confusion or misunderstandings. Communication is one of those fundamental skills that cannot be replaced with or buffered by other competencies – it's much too important. In fact, one of the most common complaints from employees is management's lack of communication. It is well worth the effort to ensure that these skills are in top shape, as they form the basis of a strong relationship with employees. Review the exercise below for some insight on improving communication.

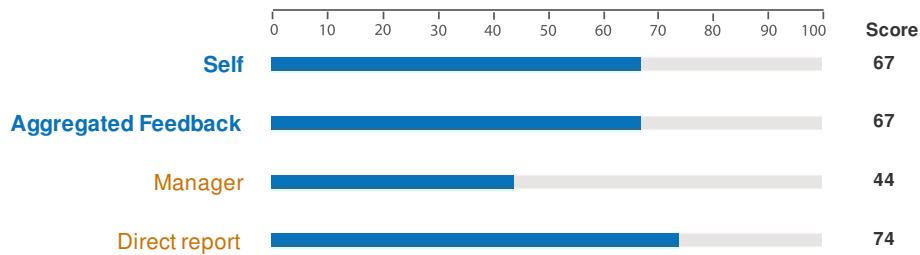
Exercise – Is there a better or clearer way to say this?

In this exercise, we provide a list of statements that managers may often utter – and you may have done so yourself. In the space provided, reword the statement in a way that is clearer and, in the end, more conducive to employee success.

- Statement 1: "We have been using this system of operation for 5 years and have never had any problems. I fail to see the point of fixing something that isn't broken."
- Statement 2: "I don't care why it can't be done. I want it done."
- Statement 3: "I understand you have a family, but this project has a tight deadline and will require working extra hours."
- Statement 4: "The workplace is not for socializing."
- Statement 5: "Here's the project plan and deadline. This is how I want it done."

Self-Monitoring

Ability to effectively monitor and manage emotions.



While there can be a few occasions when your emotions will get the best of you, you are generally fairly good at monitoring and controlling your emotions. Managers need to be able to maintain their poise and professionalism at all times, especially when things get busy or stressful at work. While one or two outbursts, for example, can be forgiven, a frequent lack of self-monitoring will leave a bad impression on employees and clients, and create a tense, uneasy and uncomfortable work atmosphere. Review the exercise below to help you improve self-control.

Exercise – Curbing knee-jerk reactions

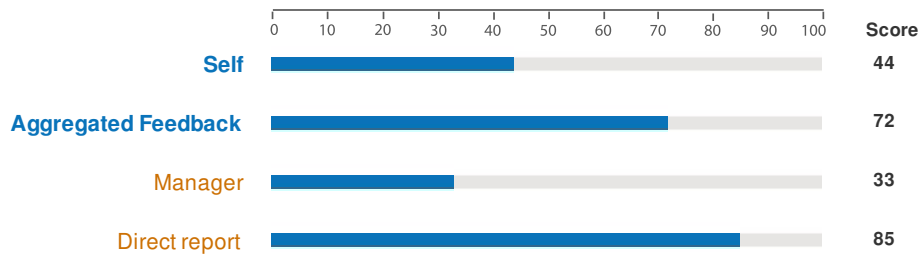
How many times have you said, “If I could go back in time, I would have...” after saying or doing something you regret? In the heat of the moment, we tend to go with the flow (aka tidal wave) of our emotions. Employees, clients, suppliers, and upper management are bound to push your button sometimes. This exercise will help remind you to take a step back, breathe, and keep things in perspective.

Think back to most recent situation that really upset, or where you responded in a manner that you regret.

- 1) What was your initial gut reaction? How did you feel and what actions did you take?
- 2) If you had a few moments to take a breather and think, what would your reaction have been? How would you have felt and what actions would you have taken?
- 3) If you were given 24 hours to think about the situation, what would your reaction have been? How would you have felt and what actions would you have taken?

Sensitivity to Social Cues

Ability to read others as well as interpret social situations, and respond appropriately.



You try to see things from your employees' perspective. You usually show empathy and sensitivity when dealing with others, especially in touchy situations. Managers need to face multiple employee issues (performance appraisals, disagreements) that will require a diplomatic approach, or they risk causing friction and may even compel some employees to quit. Empathy and social insight are key to maintaining relationships. Every level of interaction with employees, whether it's assigning tasks or dealing with grievances, requires managers to be empathetic and responsive. Check out the exercise below for improving social sensitivity.

Exercise – Walking in someone else's shoes

The ability to see and feel the world through someone else's eyes is an invaluable ability, especially for managers. Empathy cannot be faked. While it certainly doesn't mean that you need to feel an employee's pain to the point where it brings tears to your eyes, it does require you to take the blinders off and put yourself in the position of your employees. It means understanding how every word you say and every decision you make will impact them emotionally and psychologically. The mini vignettes below will give you a chance to practice empathy, and use the information to take appropriate action.

Scenario 1: One of your teams has their nose to the grindstone trying to finish a project with a tight deadline. Last-minute changes on the part of a client have forced them to stay late and arrive early just to stay on track, and they are feeling the pressure. If they do manage to finish the project on time, it will probably be by the skin of their teeth. How would you as a manager deal with this situation?

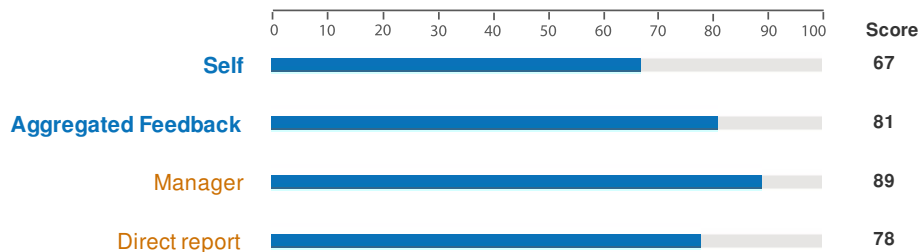
Scenario 2: You're a new manager in the company. The small team you need to lead is made up of a mix of some very outspoken extroverts and some very quiet introverts. Your first order of business is to have a meeting with everyone to discuss a new project proposal. How would you approach this mixed group?

DEALING WITH EMPLOYEES

How a manager deals with his or her employees has a major influence on morale, engagement and turnover. Those who possess the traits and skills below are more likely to bring out the best in their staff and help them reach their full potential. Those who don't will either create dissension or will struggle to retain talent. The following is a breakdown of this scale, and how you have been rated:

Coaching

Ability to mentor others.



Your combined rating for coaching ability is very good. Overall, you are considered an excellent mentor and have shown a great deal of knowledge and skill in your effort to help employees reach their full potential. Coaching employees is beneficial for their own development as well the development of the company as a whole. It builds confidence, grooms employees to take on more responsibility and key leadership positions in the future (which is essential to the succession planning process), and helps develop skills and traits that may have otherwise remained undiscovered/latent.

Exercise – The Perfect Employee

Imagine that, thanks to modern artificial intelligence technology, you now have the ability to build the perfect employee! What traits and skills would this perfect employee possess? Create a list of the top 10 competencies you would build into this new creation.

The only glitch with this new AI build employee is that he or she needs to be continually upgraded, like a computer. For each trait that you listed in your top 10, write down two methods you could use to upgrade your perfect employee's abilities. For example:

My perfect employee...

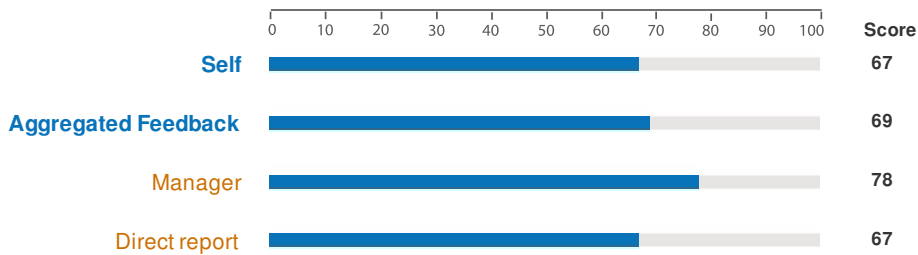
Is efficient and manages his or her time well.

To upgrade this skill:

- Implement the use of to-do lists. Organize tasks according to priority, and set a deadline that's a few days ahead of the real deadline to allow for trouble-shooting.
- Encourage employees to take advantage of their optimum productivity time. An employee who is a "morning person" may be better off scheduling major tasks in the morning, when he or she is most alert. Less mentally-demanding tasks can be left for the afternoon.

Giving Feedback

Ability to offer regular and constructive feedback.



You often make it a point to offer feedback to your employees regarding their performance. While you could still polish your skills in this area, you have made feedback a staple of your managerial approach, and this will certainly benefit your staff. Feedback that is tactful and that offers guidance for improvement is one of management's most effective tools for employee development. Timely feedback reduces the potential for error and failure, keeps the line of communication open between management and staff, and shows employees that the company is dedicated to their individual success. To improve the feedback process, check out the exercise below.

Exercise – Role playing

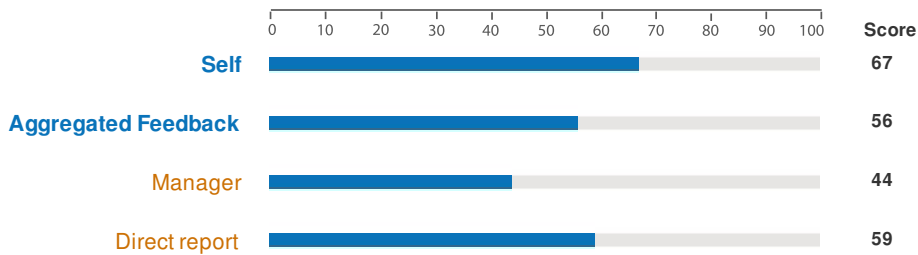
Ask a trusted friend, family member, or colleague to join you on this exercise. With a specific employee in mind, practice giving feedback and performance appraisals. Ask the person who is playing the role of your employee to offer their feedback on your approach. You can ask them questions like:

- Am I expressing myself clearly?
- Am I offering clear examples of where improvement is needed?
- Is the advice I am offering for improvement practical and useful?
- Is my negative feedback worded tactfully?
- Do you feel you have learned something from my feedback?

Encourage your role player to treat this exercise like a real performance review. Encourage them to ask questions, challenge your feedback, and even get a little upset with you. This way, you can be better prepared to deal with the different reactions and responses you may receive from employees. (NOTE: If you don't have someone to role play with, use yourself as a model. Just ask yourself: "Is this something that I would want to hear someone say to me?")

Comfort with Authority

Level of comfort with leading and giving orders to others.



You have been shown to be capable of taking charge when necessary, but don't appear to be fully at ease in a position of authority. In order to gain respect, trust, and compliance from others, managers need to show that they can take charge – and are comfortable doing so. Assigning tasks, conducting performance evaluations, enforcing rules and reprimanding misconduct all require a manager to be comfortable in his or her own skin. The exercise below can help you improve your comfort with authority.

Exercise – I am manager, hear me roar

One of the keys to being more comfortable with authority lies with assertiveness. Assertiveness is a delicate balance. You need to be firm, but not aggressive. You need to be direct, but objective. You need to say what you think and feel without stepping on other's toes.

Think back to the most recent time at work when you did not assert your authority and would have liked to. Visualize the moment, and then answer the following questions.

- 1) What were you feeling right at the moment when you should have, in retrospect, asserted yourself?
- 2) What do you think held you back from asserting yourself?

Assertiveness is a combination of verbal and non-verbal cues. In addition to the answers already provided below, indicate other things you feel are necessary when asserting your authority.

Tone: Firm...

Body: Arms uncrossed...

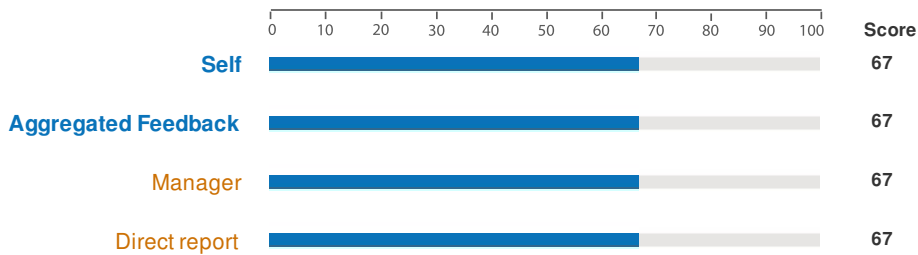
Skills: Good communication...

Traits: Empathy...

- 3) With the information you provided above, imagine that you had a chance to relive that moment when you did not assert your authority. What would you have said or done differently?

Flexibility

Openness to change and to different views.



While you may not agree with every idea or alternative you are presented with, you usually try to be as open-minded as possible. Being flexible doesn't imply jumping on every bandwagon and accommodating every request. Flexibility means being willing to look at other possibilities while remaining objective. Managers who are inflexible risk missing out on important business opportunities, and are more likely to find themselves in conflict with employees.

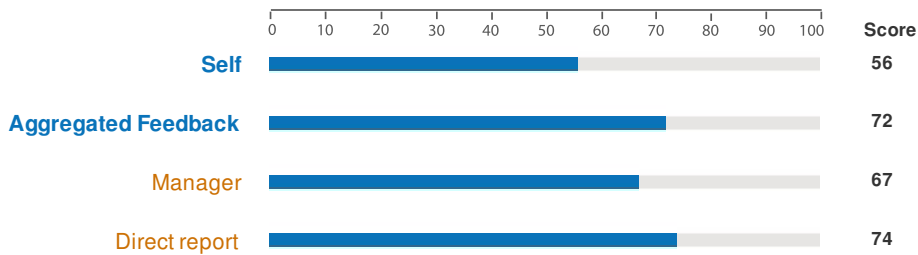
Exercise – Think of the possibilities

Much like in problem-solving, being flexible means opening your mind to the possibilities. When we focus only on our way of doing things, we limit our potential to see and accept alternatives. When we allow ourselves to be open to and to believe that there are other perspectives and other ways of doing things, suddenly, the ideas start to flow and we begin to see limitless possibilities. For each of the problems below, indicate what your most likely solution would be, and then come up with at least 2 more alternative solutions.

- 1) Problem: There are a lot of disagreements going on during the planning stage of a team project. The group just can't decide which approach to take.
- 2) Problem: One of your employees has just been appointed to a leadership position, and the power is starting to get to his head. Subordinates are coming to you complaining that he is impolite and abrasive.
- 3) Problem: You keep catching one of employees socializing during work hours. She still manages to get her work done, but not as quickly as others do.

Rewarding Performance

Willingness to offer incentives to work hard and recompense employees for a job well done.



You consider rewarding employee performance fairly important, although it may not always be on a consistent basis. Regularly offering incentives shows employees that management not only recognizes their hard work, but also appreciates it as well. A combination of both intrinsic (comes from within, like pride, sense of enjoyment) and extrinsic motivation (comes from outside of self, like praise, bonuses) provide the ideal balance of rewards. Review the exercise below for tips on rewarding performance.

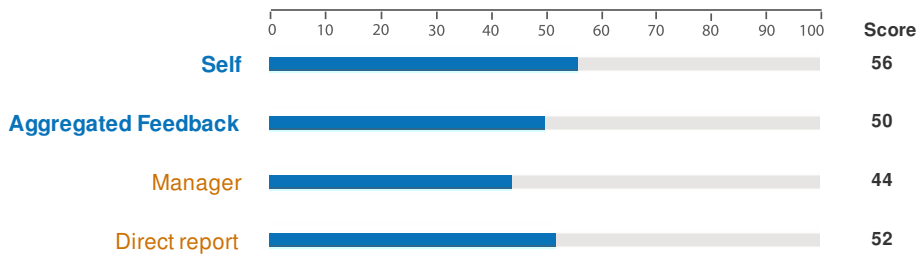
Exercise – Finding just the right gift

There are two important aspects of rewarding performance: timeliness (giving a reward immediately or soon after the accomplishment) and suitability. This doesn't mean you need to reward employees after every small accomplishment, nor does it mean you need to spend money every time. Create a list of typical achievements employees are likely to achieve, and a list of rewards that would be appropriate and feasible. Remember, the greater the achievement, the greater the reward would need to be. For example:

- 1) Coming up with a good idea during a brainstorming meeting - Reward: verbal praise in front of others
- 2) Finishing a project ahead of schedule – Reward: small monetary bonus
- 3) Signing a lucrative deal with a client – Reward: gift card, time off, Employee of the Month

Motivating

Ability to inspire employees to do and be their best



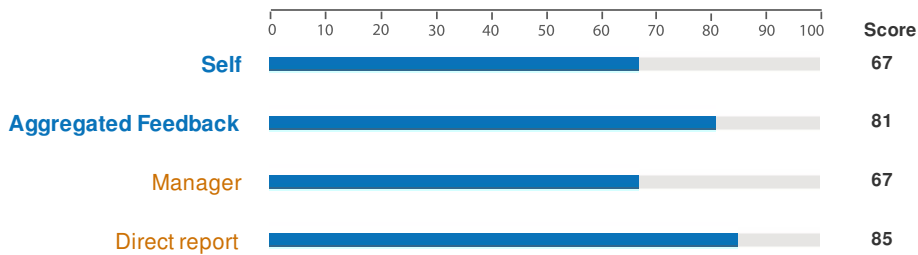
Your efforts to motivate your employees are satisfactory at this point – you will need to improve your approach in order to truly bring out the best in them. While it is important for employees to be self-motivated, encouragement from management can boost productivity, morale, and job satisfaction. Motivated employees are more likely to be committed and loyal, because management makes it worth it for them to be so.

Exercise – Digging for motivational gold

The best way to determine what motivates employees is rather simple – manager’s just need to ask. Create a list of motivators that management can and will be able to provide – in essence, make sure it’s something that the company can afford and will be able to offer on a consistent basis. Your list can include regular praise, gift cards, time off, bonuses, leadership opportunities, education courses, picnics, etc. Send your staff the list and ask them to rank the motivators in order of most inspiring to least inspiring (employees need not include their name). You can also ask them to rank their current level of motivation on a scale from 1 to 10. You’ll not only be able to gain insight on the state of your group’s morale, but you’ll also learn what it’ll take to bring out from them.

Collaboration

Ability and willingness to work with others.



Others enjoy working with you – you have made it your duty to collaborate and work harmoniously with your team. When managers are open to learning from and working with others, they can tap into an amazing source of ideas, knowledge, and expertise. Employees can provide a unique point of view of the company; they can offer valuable suggestions to help encourage business and make operations more efficient. The exercise below offers insight into the benefits of collaborating with others.

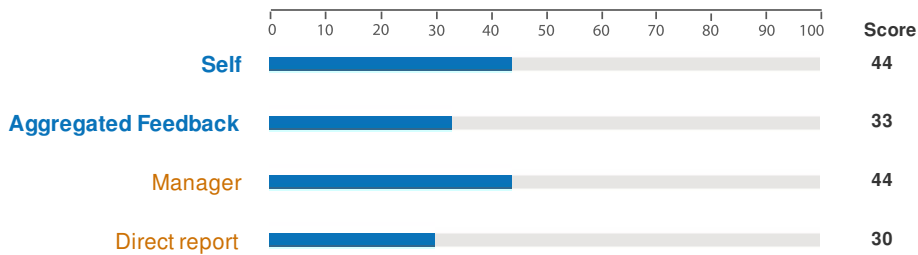
Exercise – When the teacher becomes the student

You likely offer a great deal to your employees – knowledge, advice, guidance, motivation, and expertise. However, there is also a great deal that employees can offer in return. Take a moment to think about your highest-performing employees, and then complete the following statements.

- 1) These employees are considered my top performers because...
- 2) The 3 qualities that these employees possess that I would like to develop in myself are...
- 3) The 3 work skills these employees possess that I would be interested in learning are...
- 4) What I admire most about these employees is...
- 5) I knew that I needed to hire these employees when they showed me that...

Perfectionism (standards set for others)

Ability to set high but reasonable expectations for others.



You will need to revise the standards that you set for your employees, because your expectations of them do not seem to be cultivating their strengths in an empowering way. In order to encourage employees to stretch outside their comfort zone and accomplish more, managers need to set their standards high but reasonable. Encouraging high-quality work and showing employees how to learn from error and failure is more empowering and more likely to draw out the best in them.

Exercise – Perfectionism Myths

Behind an overly-perfectionistic attitude is likely to be a very limiting belief system about how others should and should not behave. When these beliefs form the basis of our behaviors, we are more likely to be inflexible, unsympathetic, and less understanding in our treatment of others. The statements below are examples of perfectionism myths that managers may have. Add an additional 5 perfectionism myths that you tend to have about your employees.

Myth 1: An employee who considers himself or herself a professional should not make mistakes in their work.

Myth 2: Tasks that I delegate to others have to be done my way.

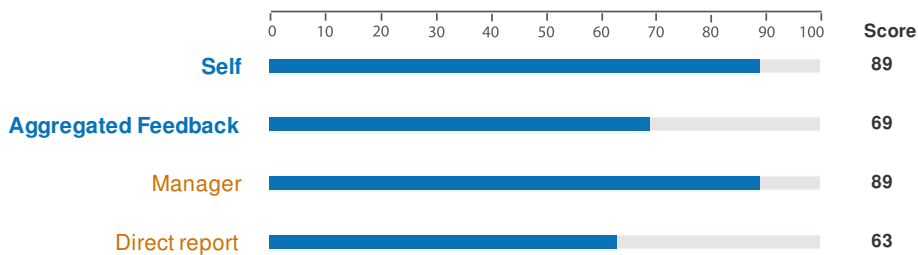
Myth 3: If I don't give employees a hard time when they fail, they will never learn to do better.

DEALING WITH STRESS

A manager's job is fraught with challenges. Aside from the fact that managers need to be able to juggle many different tasks, they must also take responsibility for the success and the failure of their team. This requires a great deal of inner strength and tenacity. The following is a breakdown of this scale, and how you have been rated:

Coping Skills

Ability to cope with stress in a healthy manner.



You are generally able to deal with stress at work, although you may occasionally struggle under pressure. Overall, you can function reasonably well in high-pressure situations, but it is not an ideal condition for you. Adopting some practical techniques to deal with stress can be very helpful in your case. With the need to balance many tasks and deal with a multitude of issues, coping with stress is generally part and parcel of a managerial position. Managers need to be able to channel stress productively and remain poised under pressure in order to set a good example for others. The exercise below offers two helpful methods to deal with stress in the heat of the moment.

Exercise – Let's get physiological

There are two things that are incompatible with stress – deep breathing and muscle relaxation. When you feel stress coming on (try to catch your stress level as its starting to build, not when you're already in Red Alert mode), excuse yourself and find a quiet and private place to practice the two stress reduction methods below. You can close your office door, go to the restroom or step outdoors.

10-minute Breathing Technique

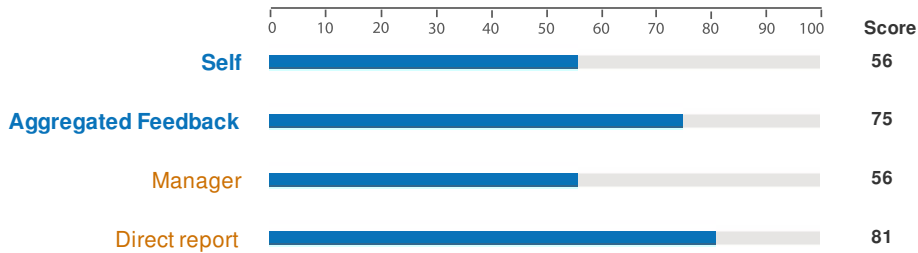
- When you're stressed your breathing is more likely to be short and shallow. Make it a point to breathe deeply by using your diaphragm. Breathe in and out through your nose (if you can, try to do this outside where you can get some fresh air). Use a five-second count to time your breathing – it might even help to say to yourself "Breathe in 1..2..3..4..5, breathe out 1..2..3..4..5. Continue to do this until you feel your pulse and your breathing pattern slow down to a more natural, calm pace. Note: As you're breathing in and out, repeating calming words may also help. The word tranquility is a wonderful word to say in time with your breathing.

10-minute Muscle Relaxation Technique

- Progressively and mindfully relax your muscles, one part at a time. For example, start with your toes, and move up through your body, focusing longer on areas that are particularly tense. As you're moving through each section, repeatedly tell your muscle to relax. Combine this with deep breathing to enhance your relaxation.

Optimism

Extent to which a person has an upbeat, positive attitude.



Your attitude and mindset leans more toward optimism than pessimism. You tend to believe - or at least hope - that an outcome will be favorable, although you may occasionally have some lingering doubt at the back of your mind. While there may be some potential benefits to a pessimistic outlook, optimism has been shown to enhance creativity, resilience, goal orientation, and success likelihood. In addition, research has shown that positive managers can have a major impact on employee conduct, boosting morale, engagement, and productivity. Check out the exercise below on ways that can encourage a more optimistic mindset.

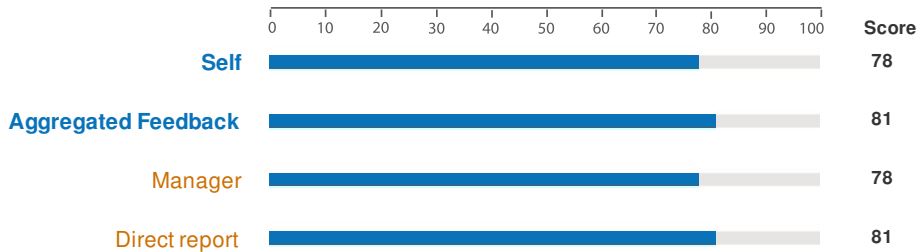
Exercise – Attitude of gratitude

This exercise can not only improve your mood, but serves as a reminder that for every bad thing that happens, there's bound to be something good, even if it's something as insignificant as a good cup of coffee. For each section below, indicate 5 things that you are grateful for.

- 1) 5 things I am grateful for regarding my staff
- 2) 5 things I am grateful for regarding my position as manager
- 3) 5 things I am grateful for regarding the type of work we do in this company
- 4) 5 things I am grateful for regarding the way the company is run
- 5) 5 things I am grateful for regarding my career in general

Locus of Control

Extent to which a person takes responsibility for success and failure, and believes that he/she has the ability to impact his or her environment.



You take full responsibility for you work, for the conduct of your employees, and for everything that occurs under your management. You possess an internal locus of control, and believe that you have the ability to influence, change, and control what happens in your environment. Managers need to believe that, through dedication and hard work, they have the ability to control the success of their team and their organization, or they will find themselves *reacting* rather than *acting* in response to situations at work. The exercise below provides examples of how to adopt a more empowering approach to your work and life.

Exercise – The power of words

When we have limiting beliefs about what we are capable of accomplishing, a great deal of the self-talk that runs through our head is more likely to be disempowering rather than empowering. Sentences that start with words like “I can’t,” “I should be,” “I don’t have a choice,” can inhibit us and discourage us from striving to look for alternative solutions. When you find yourself using disempowering terms, take a moment to reword the statement in a more empowering way. You can practice with the statements below.

1) Disempowering: “There’s nothing I can do about the way he does his work.”

Empowering example 1: “I am going to do something to influence his approach his work.”

Empowering example 2:

2) Disempowering: “Why does this always happen to me?”

Empowering example 1: “What can I do to make this situation/outcome better?”

Empowering example 2:

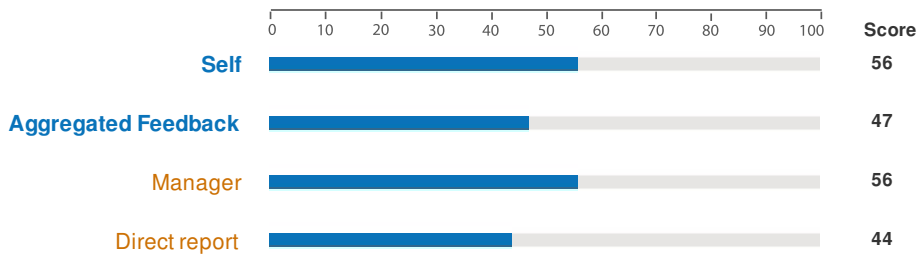
3) Disempowering: “I can’t figure out how to deal with this issue.”

Empowering example 1: “I am going to conduct a brainstorming session to come up with solutions to this issue.”

Empowering example 2:

Perfectionism (standards set for self)

Ability to set standards for oneself that are high yet reasonable.



Some of the standards you set for yourself are reasonable, but they are not at the point where they can truly enhance your performance. Healthy perfectionism involves setting standards that push you to achieve a little more than you have in the past, but that still leaves room for error and failure. A perfect manager is not a person who never makes mistakes; it's someone who pushes himself or herself to achieve, who strives to give his or her best, and who uses setbacks as learning experiences. Check out the exercise below for tips to encourage healthy perfectionism.

Exercise – Personal Perfectionism Myths

No one is harder on us than we are on ourselves. We tend to expect more from ourselves than we do others. It is important to remember that striving for excellence is a healthy approach to challenges. In moderation, it can lead to a fulfilling professional life. It is when we expect constant perfection and leave no room for human error that we risk disappointing ourselves. In order to encourage a healthy form of perfection, you need to cultivate a more flexible mindset. Below are examples of all-or-nothing statements that are more likely to promote unhealthy perfectionism, along with a more empowering alternative. Write down 3 additional examples of overly-perfectionistic statements, and then come up with a healthier alternative. Remember, the goal is to set high, but reasonable standards.

1) Maladaptive: If I delegate tasks to others, they will think I am lazy or incompetent.

Healthy: By delegating to others, I am encouraging skill development in my employees, and showing them that I trust that they can handle more responsibility.

2) Maladaptive: Good managers don't make mistakes.

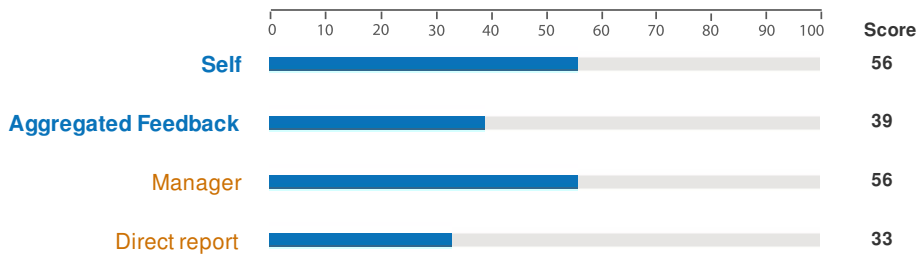
Healthy: Not only do good managers make mistakes sometimes, they also shows others that they can learn from their mistakes.

3) Maladaptive: Failure is unacceptable.

Healthy: Failure is just a sign that my current approach needs to be revised.

Self-Confidence

Belief in oneself and in one's ability.



You do not give others the impression that you are completely confident in your capabilities as a manager. Confident managers are more likely to inspire trust and respect from their staff. Employees need to know that they can turn to their manager for encouragement and help when facing challenges - they need to know that their leader has the ability to confidently take charge of situations and guide their team to success. The exercise below provides examples of tasks that require a confident approach, and encourages you to come up with solutions to help you develop the self-assuredness needed to complete them.

Exercise – Going against the grain

Managers sometimes need to make decisions or take actions involving their staff that will go over very smoothly. For each of the following tasks, indicate how comfortable you are completing it, on a scale from 1-10 (1 being extremely uncomfortable, 10 being extremely comfortable). If anything is rated 7 or lower, come up with steps that can to increase your comfort level (e.g. participate in assertiveness training, strive to be more empathetic, etc.).

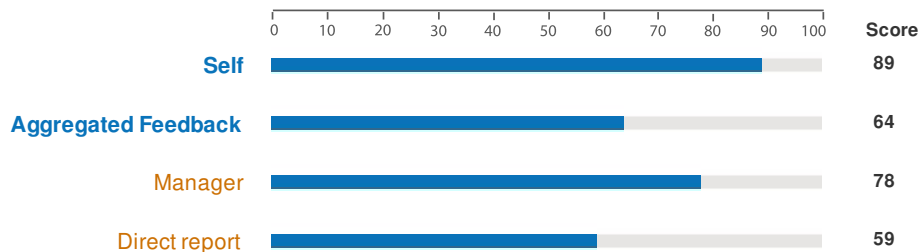
- 1) Taking an employee off an assignment because he or she is struggling with it. (Rating:)
- 2) Telling an employee, during a performance evaluation, that his or her performance is not satisfactory. (Rating:)
- 3) Implementing a rule that will add extra work to an already overworked staff (e.g. hourly safety checks).
- 4) Telling an employee that his or her job is on the line if productivity is not improved. (Rating:)
- 5) Firing an employee who is not productive. (Rating:)
- 6) Confronting an employee who blatantly breaks rules. (Rating:)

MANAGEMENT SKILLS

It is up to the manager to create a work atmosphere that inspires dedication and commitment. In order to create a self-governing and determined team, managers need to possess certain key competencies. It's not enough to give employees a mission; a good manager needs to be able to lead employees to the completion of that mission. The following is a breakdown of this scale, and how you have been rated:

Delegating

Willingness and ability to delegate tasks.



You seem to recognize the importance of delegation to a manager's performance. You are generally comfortable handing over some of your tasks, but may need to slightly modify your approach (i.e. how much to delegate, how often, and to whom). While some managers may hesitate to delegate, the benefits are numerous. On the manager's part, it reduces stress, frees up time to work on high priority projects, and can give a manager a better idea of which employees can handle more responsibility effectively. Employees can also benefit from delegation because they're given the chance to expand their skill set and show their commitment to learning and to the company. Delegation also boosts confidence. Check out the exercise below for tips on how to delegate effectively.

Exercise – The when, the what, the who

There are three main questions to ask yourself before delegating: When is it time to delegate some of my work? What should I delegate? Who should I delegate to? The best way to answer these questions is to set up some guidelines ahead of time. For example:

When is it time to delegate some of my work?

- When I am spending a great deal of time on tasks that could be done by someone else
- When I lack the expertise to complete the task
- When an employee doesn't have much to do
- When an employee shows the potential for growth and development

What should I delegate?

- Do NOT delegate tasks that absolutely must be done by you. This includes tasks with a high failure rate, tasks that are personal in nature (performance reviews, firing), tasks that are vague and would require a great deal of training and explanation, etc.
- Tasks that you can easily train others to learn to do.
- Tasks that don't require training and are easy to delegate.

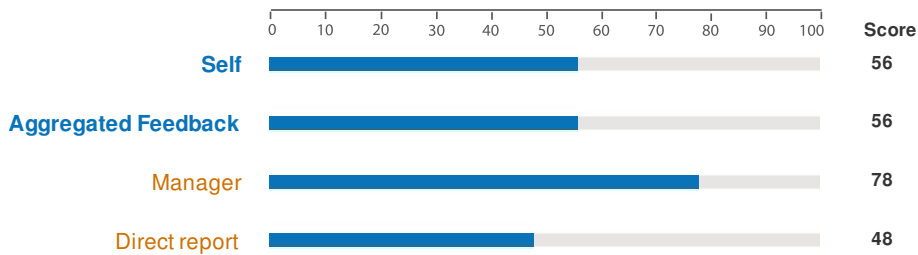
Who should I delegate to?

- Someone whose job description or skill set are similar to yours
- Someone who has shown the ability to learn quickly

- Someone who has already approached you and asked for additional work
- Someone who has long-term potential in the company
- Someone who deals well with stress, pressure and responsibility

Goal Setting

Ability to set challenging but reasonable goals.



While there is some degree of goal orientation on your part, your process of setting objectives and achieving them will need to be reworked. Setting regular goals for both the short and long-term helps employees and management stay focused, organized, and motivated. If employees do not know what they are working towards, they are more likely to become disenchanted and dissatisfied. Clear and challenging goals push both employees and the organization to grow, progress, and reach for their full potential. The exercise below will help you take that first step toward goal achievement.

Exercise – The Goal Contract

Nothing sets a goal in place like a goal contract. Seeing goals written down on paper really sends the message home that you are serious about what you want to accomplish, and nothing boosts morale more than being able to cross a goal off the list once it has been attained. Create a goal contract that is visually appealing, and post it or send it to all employees from top to bottom – remember, every employee plays a part in the success of a company, no matter how minor their role may seem. Here's an example of what you can write on your goal contract:

I hereby declare that we, the employees and managers of Company XYZ, will accomplish the following goal(s):

Accomplishing this goal will help the company to:

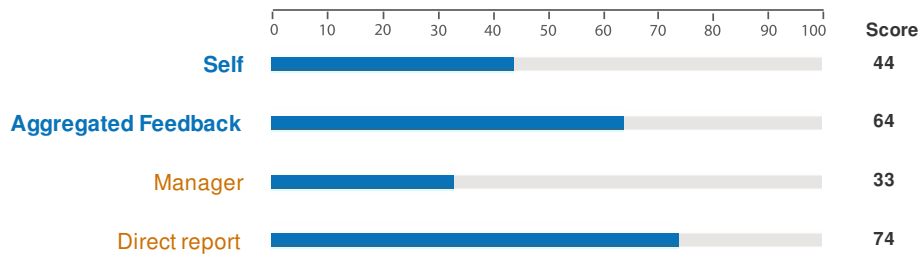
The rewards we will receive by attaining this goal include:

We will need the following skills, traits, and resources to accomplish this goal:

We will strive to complete this goal by:

Vision

Assesses whether management has a clear idea of where the company is headed, and how they will get there.



While you may still need to solidify your vision, others seem to at least have an idea as to what you want to achieve as a manager. Remember that goal-setting and vision go hand-in-hand. In order to set the kind of goals that will help an organization progress, managers need to have a vision of what they want to achieve in the short-term and the long-term. This vision must be clear, feasible, and inspiring. Review the exercise for tips on developing a vision for your company.

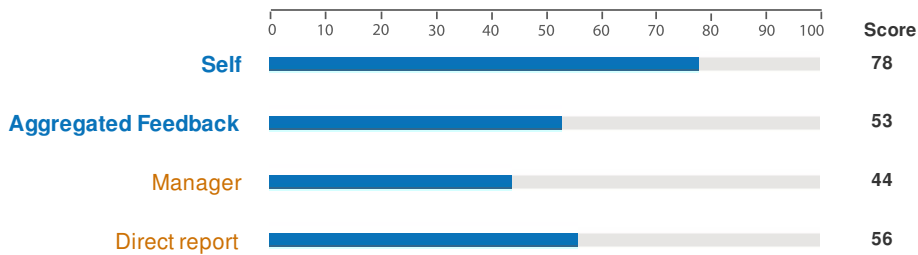
Exercise – VIP: Values, Ideals, and Principles

One approach to creating a vision is to clarify what your values are – what matters to you and to the company. Your value system will form the basis of the kind of products and services you will produce. Use the questions below to develop some insight into the value system that you want to cultivate in your team and organization.

- 1) If our customers and/or investors were to describe our business, it would give me great joy to hear them say that we are...
- 2) If our company had a coat of arms, it would display the following 3 words...
- 3) If one of my employees retires, I want him or her to be able to say that working for us was...
- 4) In order to get me to spend my hard-earned money on a product/service, it would have to be...
- 5) I believe that customers will want to do business with us instead of our competitors because...

Communicating Vision

Ability to communicate short-term and long-term vision in a manner that inspires others.



The manner in which you communicate your company vision to employees may pique some interest, but it doesn't seem to be enough to really get them excited and committed. Employees may get things done because they have to, but if they are inspired to work because they know they are making a difference or working toward an important goal, this can have a major impact on their level of motivation and productivity. If a manager is excited about a cause and can communicate this effectively, the enthusiasm will spread to others. Review the exercise below for help on communicating your vision to your employees.

Exercise – Electrifying people, electrifying words

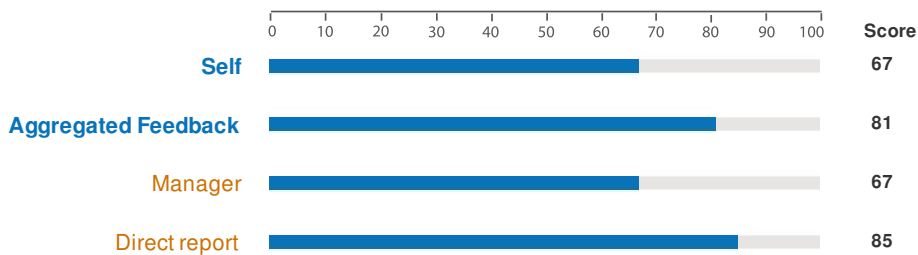
- Who inspires you and why? Create a list of people who always manage to give you a boost. What is it about them that inspires you so much? What personality traits do they possess? Can you adopt some of these traits in order to inspire your employees? For example, can you show more charisma, support, compassion, confidence?
- What words inspire you? Create a list of words or short phrases that motivate you. For example: success, teamwork, accomplishment, confidence, together. Next, write out your vision for the company, what you hope to achieve, how it will benefit the company, how it will benefit the world, and why it is essential to have your employees working by your side. Use words from your list throughout your vision statement as much as possible. You can either make this your official vision and send it out to employees, or use it as inspiration to help you create a more formal one.

MANAGEMENT ATTRIBUTES

Managers wear many hats. They are decision-makers, role models, problem-solvers, and idea-generators. Those who possess these managerial attribute will have everything they need to lead a team and a company to success. The following is a breakdown of this competency, and how you have been rated:

Drive

Determination to achieve goals and overcome obstacles.



You are a self-motivated manager who is driven to get things done. You possess an amazing level of determination, and are unlikely to get sidetracked once you set yourself to a task. Completing day-to-day duties, achieving goals, overcoming challenges, and getting through difficult/busy days requires a very driven manager. Productivity aside, a driven manager sets a good example for employees. This go-getter approach shows that he or she is committed to success and is willing to work just as hard as everyone else. Review the exercise below for tips that can help increase your drive.

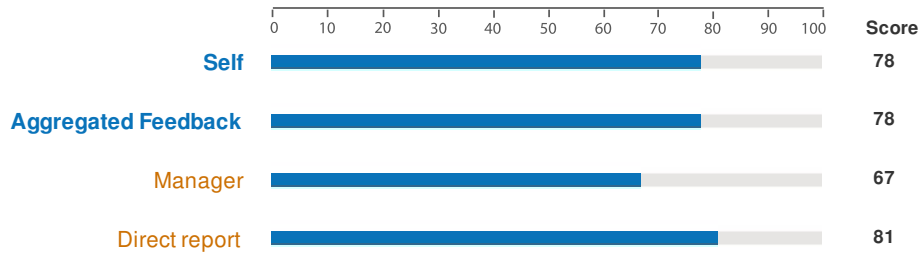
Exercise – One step at a time

If you look at your workload as one big, overwhelming chunk, mustering up the motivation to get it all done will be very difficult. Try the following approach:

- 1) Break your work down into small, manageable tasks. Creating a list of what you need to get done will not only keep you organized, but will also motivate you as you cross each completed item off the list.
- 2) Create a list of benefits. If you get all your work done, what will you get out of it? Try to come up with a list of all the positive outcomes of working hard. For example, "I'll be free to relax when I get home because I won't have to take any work with me." "Others will appreciate my effort." "It will inspire my employees to work hard too."
- 3) Reward yourself. Every time you complete a large group of tasks, give yourself a reward. Take a 10-minute break outside, eat your favorite snack, or make yourself a cup of coffee.

Integrity

Extent to which a person behaves in a trustworthy and honest manner.



Although building trust is an area that still needs work, people generally feel that you are a manager who conducts himself/herself with honor and honesty. A manager's reputation is a reflection of his or her integrity, and this is a standard that will determine (or at least influence) how employees will behave in turn. In order to inspire loyalty, commitment, hard work, and honesty in others - which forms the basis of what makes a company work - a manager must possess integrity.

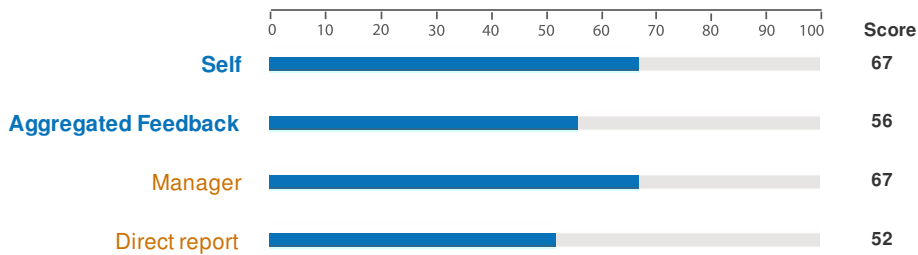
Exercise – Talk the talk, walk the walk

Integrity is a function of both our words and actions – one cannot be without the other. Think of a person who you believe is someone of integrity, and then answer the questions below.

- 1) What are three things that this person values the most?
- 2) What has this person said to reflect the fact that he or she is someone of integrity? (Find three quotes)
- 3) What actions has this person taken to show that he or she is someone of integrity? (Find three accomplishments)
- 4) What are three things that you admire most about this person?
- 5) What are three things that you can learn from this person?

Risk-taking

Ability to take smart, well-considered risks.



You have some experience with risk-taking, but are not approaching this process in the most proficient way possible, which could result in serious problems. Risk-taking is not limited to financial or physical risks. Managers take risks when deciding who to assign a project to, what kind of clients to take on, who to hire and who to fire. Aside from experience, the consequences of risk-taking, much like decision-making and problem-solving, can be mitigated by researching, analyzing, and planning. Comfort with ambiguity is also important, as even well-laid out risks are not completely fail-safe. The exercise below can help you improve your risk-taking comfort and proficiency.

Exercise – Conducting a risk analysis

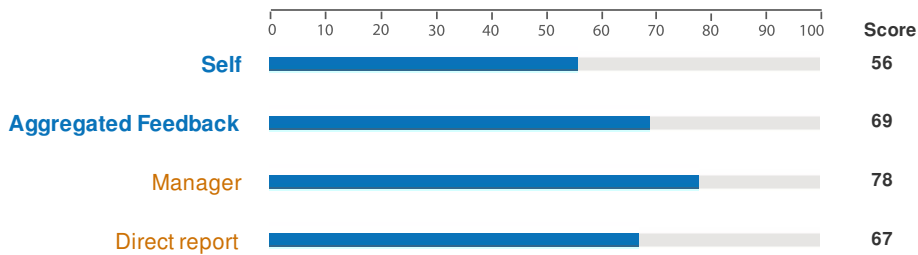
A manager's most effective tool when taking risks is to conduct a risk analysis. It provides a platform that allows you to gather and evaluate all the information you will need in order to take smart, well-calculated risks. There are various examples of how to conduct a risk management analysis online. Here's one example:

(Note: It might help to do this as a group – a brainstorming meeting can provide you with valuable insight and resources to help you conduct a thorough risk analysis).

- 1) What is the nature of the risk?
- 2) What is the worst-case scenario? What could go wrong?
- 3) What is the likelihood that something will go wrong?
- 4) What are our options? What can be done to mitigate or eliminate the possible consequences? What assets/resources are available to us?
- 5) What is the most viable option?
- 6) What is our contingency plan if this option doesn't pan out?
- 7) Final analysis – Taking everything into consideration, is this a risk that is worth taking?

Creativity

Ability to generate novel and innovative ideas.



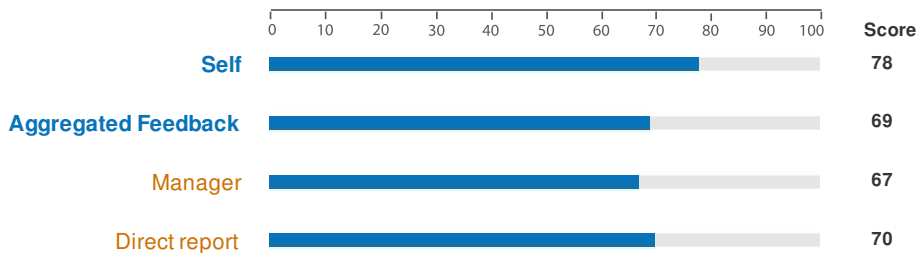
You have the ability to be rather innovative when you allow yourself to tap into your creative potential. You can still develop this trait further, but overall, you are a fairly inventive and are able to think outside the box. The need for creativity in managerial position may not be readily obvious, but managers are constantly faced with problems, projects, and tasks that require an innovative approach. In addition, with the business world changing all the time, managers need to be resourceful in order to adjust. Using the same ideas and solutions will not work for every problem that arises. Check out the exercise below for ideas on how to get your creative juices flowing.

Exercise – Free association

Flexibility and open-mindedness are the keys to releasing your creative potential. If you “police” your ideas too much and cast them aside too quickly because they are – in your view - “illogical,” you’ll inhibit the creative thinking process. Try to “free associate”. Grab a piece of paper and write down a common problem you encounter that you would like to solve. Next, write down whatever solutions come to mind. It doesn’t matter if they don’t make sense. Even off-the-wall ideas can lead to or trigger the perfection solution. Keep coming up with as many ideas as you can. Chances are that there will be at least a few workable solutions that you can use to help solve your problem.

Decision-Making

Ability to make well thought-out and on-the-spot decisions.



On most occasions, you are a careful, confident, and calculated decision-maker, although your rating indicates that you can still improve more in this area. Overall, you can be trusted to make effective and successful decisions. Managers need to make numerous decisions every day, both minor and high-risk. This requires - especially in terms of the latter - a great deal of confidence, willingness to deal with ambiguity, and the ability to make smart, well-considered, and calculated decisions. Having a clear decision-making process is the key to all this. Review the exercise below for more information.

Exercise – The pros and cons template

When you need to make an important decision, creating a visual representation of all your possible options can be very helpful, even when you don't have a great deal of time in which to make a choice. The idea of creating a list of pros and cons may seem simplistic, but writing it out can really help clarify things. If you have a major decision to make, grab a piece of paper and divide it into two columns labeled "Pros" and "Cons". Give each pro and con a score from 1 to 10: if it has little impact on the outcome of the decision, give it a low score; if it has a major impact on the outcome of your decision, give it a score of 10. When you're done with your list, add up your scores. You can run the list by others for feedback, and then choose the most viable option. Here's an example:

Decision to be made: Should we spend extra money this year for a new marketing campaign?

Pros:

We did one two years ago and it really helped (score: 10)

It could boost sales (score: 9)

It will make people more aware of our brand (score: 8)

Total score for pros:

Cons:

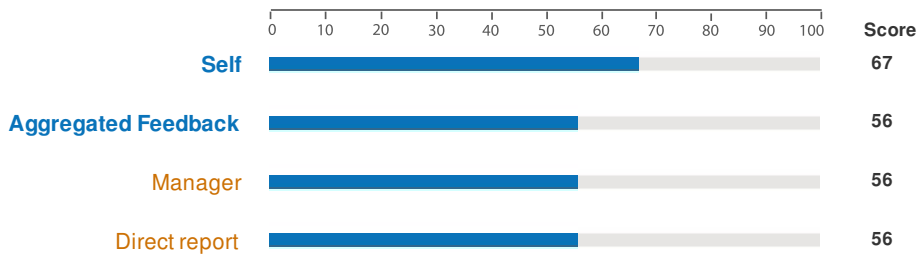
It will require a lot of time and resources to come up with a campaign idea, whether we do it in-house or hire someone to do it. (score: 9)

If we spend money on this campaign, we won't have enough money for... (score: 10)

Total score for cons:

Problem-Solving

Ability to approach and solve problems effectively and systematically.



Your problem-solving approach likely involves some successes and some not-so-successful resolutions. There are times when you'd rather use a practical and conventional solution, while other times you'll put more time, effort, and inventiveness into your problem-solving approach. Approaching problem-solving in a systematic manner offers the best foundation for resolution. Using the easiest/fastest solution, or adopting an approach that has worked in the past may work in the short-term, but the problem is likely to resurface – or become worse. In order to solve a problem effectively the first time around, it's important to be open to new ideas and approaches, and to take the time and resources needed to carefully research and plan out a solution. Progress, for both a manager and an organization, requires new and innovative approaches to problems. The exercise below offers insight into how to approach problem-solving in a more systematic manner.

Exercise – Take it one small issue at a time

A problem can seem all-the-more overwhelming when you look at as one big task (and this is the point where a lot of people opt for the quickest and fastest solution). Break the problem-solving process down step-by-step:

Step 1: Determine what the main issue is that needs to be resolved

Step 2: Determine what your goal is. It should be than just solving the problem – make the situation better in order to prevent this problem from coming up again in the future.

Step 3: Conduct research and/or consult with subject matter experts

Step 4: Brainstorm solutions with employees - they can offer valuable insight.

Step 5: Plan how the solution will be implemented and the resources you will need.

Step 6: Implement the solution.

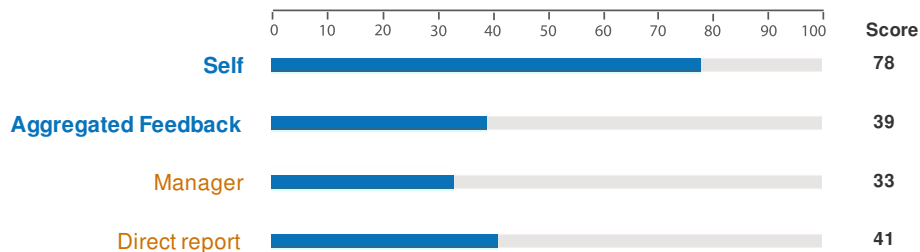
Step 7: Follow-up – What improvements have you noticed? What may need to be revised?

ORGANIZATION

With so many employees and responsibilities to keep track off, the ability to create structure is essential. In a hectic workplace, it's so easy to fall into habits of disorganization – and when one task falls by the wayside, it creates a domino effect. A disorganized manager creates a disorganized staff. The following is a breakdown of this competency, and how you have been rated:

Organization Skills

Ability to maintain a tidy workspace and approach tasks in an organized manner.



You tend to fall into the habit of disorganization, which can impact your level of productivity as well as your teams'. With the multitude of work that is expected of a manager, organization skills are crucial. Aside from taking care of your own tasks, you need to be able to stay on top of everything that goes on in the organization, from business dealings to employee management. This could prove to be very difficult if you are not well-organized. Everything from planning projects, scheduling and assigning duties, coordinating resources, and meeting deadlines requires strong organization skills – if one person is disorganized, it can throw off an entire operation. Review the exercise below to help you with your organization.

Exercise – List it, prioritize it

While we may think our stellar memories will be able to keep track of everything that needs to get done in a day, it usually doesn't work out that way. If you don't have a project management software to help you organize your tasks and deadlines, you can create chart in Word or Excel. Make sure to either print it up, or keep it open on your computer at all times so you can refer to it regularly. Include the following information:

Column 1 - To-Do List: List all the tasks that you need to get done, from minor to major. Avoid using general labels like "Project for John Smith." Individualize each task that needs to be done, no matter how small.

Column 2 – Dependents: If the completion of specific task requires input or work from others, list all the people that are involved, and what exactly you need from them. Schedule a specific date and time (as early in the day as possible) to contact and coordinate with others on the status of their part of a task/project.

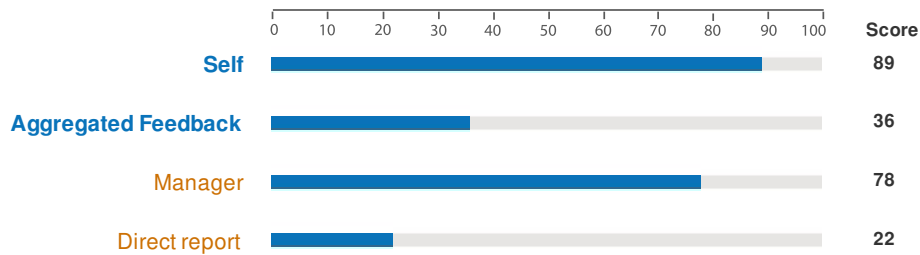
Column 3 – Priority Level: Based on the information in the previous columns, enter a tentative priority level. For example, set a higher priority for tasks with a tight deadline. Remember, depending on the circumstances of the task, priority levels can change (e.g. if you're waiting for someone to finish his/her part of a project).

Column 4 - Deadline: Set an artificial deadline that is at least one day before the actual date. This gives you time to check over your work, and creates a buffer should an unexpected problem arise.

Column 5 – Notes: Add in any additional information that will help you complete a task, like telephone numbers of relevant clients, meeting times, etc.).

Time Management

Ability to work efficiently and complete tasks in timely manner.



Your time management skills will need to be improved, as you appear to be struggling to complete tasks and duties on time. With the amount of work that managers need to tackle in a day, time management skills are essential or they risk causing delays, missed deadlines, lower productivity, and disorganization. Understandably, managers may sometimes feel like they don't have enough time to get everything done, but adopting the right time management strategies can help. Review the exercise below for advice.

Exercise – Log it!

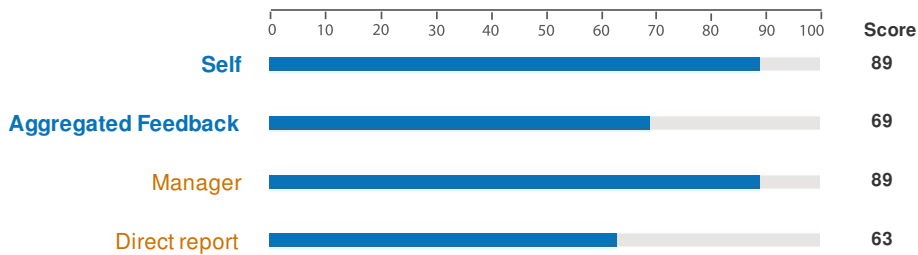
Where does the time go? This doesn't have to be a hypothetical question! If you find yourself constantly scrambling to get things done, keep a log of your tasks for two weeks. Once you've completed it, analyze it carefully. You may be surprised to discover tasks that could be done more efficiently, or that can be delegated to someone else.

Include the following information:

- Each task you need to complete
- How often each task needs to be completed
- How long it takes you to complete each task
- How long it takes others to a specific task (if relevant)
- Interruptions that prevented you from completing a task
- Distractions that sidetracked you from completing the task

Concentration Skills

Ability to focus on a task.



Your concentration skills are in good shape, but there may be occasions when you are a little more prone to distraction. It would be a good idea to equip yourself with some strategies to help you stay focused at work. Good concentration requires a mix of self-discipline and a practical approach to reducing distraction as much as possible. Review the exercise below for more information.

Exercise – Covering all your bases

Create a list of all the things that are likely to distract you at work. Your list may include things like “Conversations going on outside my office,” or even “Stress”. Next, create a list of practical ways in which you could eliminate or at least reduce these distractions. For example, if a problem at home is causing you to lose your focus at work, try repeating the “Be here now” mantra, or write down what is bothering you and tell yourself that you will deal with it later. Noise distractions can be solved by using earplugs. If visual distractions are bother you, turn your desk around or close your door. Rather than focusing on the problems that are causing you to lose focus, use your energy to come up with solutions.

Question 31:

If you would like to make any additional comments regarding this person's management skills and style, please enter them below.

Self:

- I am new to my role, so I know that there is a lot of room to grow. I was very much used to working with a team that was inexperienced, so I took on the bulk of the responsibilities. I now work with a team that is far more skilled so I need to learn how to let go of the reins more.

Manager:

- Somewhat disorganized in his approach to tasks. Gets work done but it's a challenge to get there sometimes. Doesn't seem to be entirely comfortable in his role yet, but that will likely change with experience. Would like to see him push his team a little more, because they can handle it. Right now, he seems to be taking on more responsibilities than he should. As time passes, I would like to see him develop his own vision for his team.

Direct report:

- I think a great deal of John's leadership issues relate to a lack of self-confidence. He can be abrasive, but this is often the case when he is being criticized. He delegates decisions that should be made by him alone, and instead defers to his second in command. However, he is often used this as a scapegoating opportunity so as not to take responsibility for errors or failures. He needs to start acting like a leader.
- I've only worked with John for a short time. He has helped me adapt quite well to my role and has been a mentor to me.
- His vision is rather scattered. He often comes up with grand ideas that are not very feasible. I feel he needs to tone down his expectations for himself, because he takes on too much. I would also like to see him be more assertive with higher-ups and push back on certain needs.

Summary & Gap Analysis

Summary Table

In the Summary table, you will find a compilation of all the scores on the 360 assessment from the participant (Self), all raters combined (Aggregate), and other rater categories (e.g., Managers, Direct Reports, Peers, Internal Clients, External Clients).

This is useful for the participant and coach as a quick summary of the person's overall behavior, performance, thinking style or emotional responses.

For your convenience, we have color-coded the results. The cut-off points are to some degree arbitrary, but they are based on our coaching experience with leaders and employees. You can, of course, adjust the thresholds if you wish, based on your own desired benchmarks.

Color-coding legend for Summary Table

| Color | Legend |
|--------|---|
| Green | Green indicates an excellent result. Improvement may still be possible in order to take a skill to an even higher level, but overall it is great as is. |
| Yellow | Yellow indicates a good result, which means there is some room for improvement. This would be considered a medium priority issue. |
| Orange | Orange indicates a development area with quite a bit of room for improvement. This would be considered a medium to high priority issue. |
| Red | Red indicates a significant development area that the participant needs to work on, if relevant to his or her role. This should be considered high priority. |

| Summary table (Compilation of scores) | Self | Aggregated Feedback | Manager | Direct report |
|--|-----------|---------------------|-----------|---------------|
| Overall Rating | 67 | 63 | 64 | 63 |
| Soft Skills | 56 | 67 | 89 | 59 |
| Communication Skills | 78 | 75 | 78 | 74 |
| Self-Monitoring | 67 | 67 | 44 | 74 |
| Sensitivity to Social Cues | 44 | 72 | 33 | 85 |
| Coaching | 67 | 81 | 89 | 78 |
| Giving Feedback | 67 | 69 | 78 | 67 |
| Comfort with Authority | 67 | 56 | 44 | 59 |
| Flexibility | 67 | 67 | 67 | 67 |
| Rewarding Performance | 56 | 72 | 67 | 74 |
| Motivating | 56 | 50 | 44 | 52 |
| Collaboration | 67 | 81 | 67 | 85 |
| Perfectionism (standards set for others) | 44 | 33 | 44 | 30 |
| Coping Skills | 89 | 69 | 89 | 63 |
| Optimism | 56 | 75 | 56 | 81 |
| Locus of Control | 78 | 81 | 78 | 81 |

| Summary table (Compilation of scores) | Self | Aggregated Feedback | Manager | Direct report |
|--|-------------|----------------------------|----------------|----------------------|
| Perfectionism (standards set for self) | 56 | 47 | 56 | 44 |
| Self-Confidence | 56 | 39 | 56 | 33 |
| Delegating | 89 | 64 | 78 | 59 |
| Goal Setting | 56 | 56 | 78 | 48 |
| Vision | 44 | 64 | 33 | 74 |
| Communicating Vision | 78 | 53 | 44 | 56 |
| Drive | 67 | 81 | 67 | 85 |
| Integrity | 78 | 78 | 67 | 81 |
| Risk-taking | 67 | 56 | 67 | 52 |
| Creativity | 56 | 69 | 78 | 67 |
| Decision-Making | 78 | 69 | 67 | 70 |
| Problem-Solving | 67 | 56 | 56 | 56 |
| Organization Skills | 78 | 39 | 33 | 41 |
| Time Management | 89 | 36 | 78 | 22 |
| Concentration Skills | 89 | 69 | 89 | 63 |

Gap Analysis Table

The purpose of the gap analysis table is to highlight discrepancies among the ratings, specifically:

- Between Self and Aggregate
- Between Self and other rater categories (e.g., Manager, Peer, Clients, Direct Reports)

If there are discrepancies between ratings, what does this indicate?

There are a number of factors that can be at play. For example:

When there is a large discrepancy between a participant's self-ratings and the ratings of his or her evaluators:

- It could be an indication of low self-awareness. The participant's self-perception is not aligned with how he/she is perceived by other people. Oftentimes, such discrepancy indicates a "blind spot" that the participant needs to bring into his or her awareness, and address.
- It could be an indication of low self-esteem. The participant is under-valuing his or her skills and contribution.
- It could be an indication of overconfidence. The participant is over-valuing or over-exaggerating his or her skills and contribution.
- The participant could be playing it safe by discounting his or her skills, so that others do not think that he or she has an inflated ego.

When there is a large discrepancy between the different rater categories:

- It could be an indication that the participant behaves disparately depending on the circumstances. Essentially, the participant adapts his/her attitudes and behaviors based on who he/she is interacting with. This can be a conscious adaptation - and the intention may range from negative to positive. For example:
 - The participant may be deliberately engaging in socially desirable behavior in order to look good in front of the right people (e.g., supervisor, manager, clients).
 - The participant may recognize the importance of self-monitoring (e.g., being more casual with peers, but acting more professionally with a manager or client).
- It could be indication that the participant subconsciously changes his/her behavior because of the way he or she was raised, because of past experiences, or as a result of behavioral conditioning. For instance, he or she may be at ease with some people (e.g. peers), but feels intimidated when dealing with a supervisor or manager (e.g. is assertive with colleagues or direct reports, but holds back opinions/ideas and becomes acquiescent with an authority figure).

Thus, the purpose and value of the gap analysis is to reveal the dynamics of a participant's behavior. It can help to pinpoint when adaptive actions are at play and, with the help of a coach, the participant can identify the underlying cause of the discrepancy.

Color-coding legend for Gap Analysis Table

- A plus (+) sign indicates that the Self score is higher than the rater score.
- A minus (-) sign indicates that the Self score is lower than the rater score.

| Color | Legend |
|--------|---|
| Green | The difference between the Self score and rater score is negligible (difference of 5 points or less) |
| Yellow | The difference between the Self score and rater score is minor (difference of 5 to 10 points) |
| Red | The difference between the Self score and rater score is significant (difference of more than 10 points) |

| Gap analysis: Self scores vs. Rater categories | Self vs. Aggregated Feedback | Self vs. Manager | Self vs. Direct report |
|---|-------------------------------------|-------------------------|-------------------------------|
| Overall Rating | +4 | +3 | +4 |
| Soft Skills | -11 | -33 | -3 |
| Communication Skills | +3 | 0 | +4 |
| Self-Monitoring | 0 | +23 | -7 |
| Sensitivity to Social Cues | -28 | +11 | -41 |
| Coaching | -14 | -22 | -11 |
| Giving Feedback | -2 | -11 | 0 |
| Comfort with Authority | +11 | +23 | +8 |
| Flexibility | 0 | 0 | 0 |
| Rewarding Performance | -16 | -11 | -18 |
| Motivating | +6 | +12 | +4 |
| Collaboration | -14 | 0 | -18 |
| Perfectionism (standards set for others) | +11 | 0 | +14 |
| Coping Skills | +20 | 0 | +26 |
| Optimism | -19 | 0 | -25 |
| Locus of Control | -3 | 0 | -3 |

| Gap analysis: Self scores vs. Rater categories | Self vs. Aggregated Feedback | Self vs. Manager | Self vs. Direct report |
|---|-------------------------------------|-------------------------|-------------------------------|
| Perfectionism (standards set for self) | +9 | 0 | +12 |
| Self-Confidence | +17 | 0 | +23 |
| Delegating | +25 | +11 | +30 |
| Goal Setting | 0 | -22 | +8 |
| Vision | -20 | +11 | -30 |
| Communicating Vision | +25 | +34 | +22 |
| Drive | -14 | 0 | -18 |
| Integrity | 0 | +11 | -3 |
| Risk-taking | +11 | 0 | +15 |
| Creativity | -13 | -22 | -11 |
| Decision-Making | +9 | +11 | +8 |
| Problem-Solving | +11 | +11 | +11 |
| Organization Skills | +39 | +45 | +37 |
| Time Management | +53 | +11 | +67 |
| Concentration Skills | +20 | 0 | +26 |

Advice and Tips

Advice for Improving Management Skills

- **Feedback should be immediate and relative to the achievement.** The greater the achievement, the larger the reward should be. It won't do to simply say thank you to an employee who single-handedly snagged a million-dollar deal, for instance. Some compensation is in order!
- **When offering negative feedback, be prepared to present some options and solutions.** If you are suggesting major changes or telling your employee s/he needs to rectify a problem, s/he may feel at a loss as to how to proceed if you don't at least suggest some follow-up tasks. Agree on specific objectives, provide guidelines or timelines, and suggest steps to achieve them.
- **Show appreciation.** Employers should be aware that on a day-to-day basis, all they need to do to keep an employee motivated is offer an emphatic "Thank you!" or "Good job!" when appropriate.
- **Recognize the need for decisiveness.** A certain amount of structure and clear instruction is needed in order to run an organized workplace. The manager is the one who needs to be capable of deciding who needs to do what, and when.
- **Great expectations.** Make sure that your expectations are clear, and that employees are held responsible for both successes and failures. That means you need to be comfortable with both praising people and offering them constructive criticism.

For the full advice please download the following PDF file: <http://archprofile.com/mr360pdf/AdviceAndTips.pdf>

List of Raters

For your reference, the following is the list of raters who participated in this 360 assessment.

- john@test.com
- mary@example.com
- konstantin@test.com
- kate@example.com

Additional Materials

For other references that can enhance managerial performance, feel free to review the materials suggested below.

Books:

Title: The Communication Problem Solver: Simple Tools and Techniques for Busy Managers

Author: Nannette Rundle Carroll

Publication year: 2009

Publisher: AMACOM

URL: https://www.amazon.com/Communication-Problem-Solver-Techniques-book/dp/B0035JJQ9E/ref=sr_1_9?s=books&ie=UTF8&qid=1318449473&sr=1-9

Title: Managing (Right) for the First Time

Author: David C. Baker

Publication year: 2010

Publisher: RockBench Publishing Corp.

URL: https://www.amazon.com/Managing-Right-First-David-Baker/dp/1605440027/ref=sr_1_26?s=books&ie=UTF8&qid=1318450094&sr=1-26

Title: The Effective Executive

Author: Peter F. Drucker

Publication year: 1993

Publisher: Harperbusiness

URL: https://www.amazon.com/Effective-Executive-Peter-F-Drucker/dp/0887306128/ref=sr_1_34?s=books&ie=UTF8&qid=1318450197&sr=1-34

Title: EntreLeadership: 20 Years of Practical Wisdom from the Trenches

Author: Dave Ramsey

Publication year: 2011

Publisher: Howard Books

URL: https://www.amazon.com/EntreLeadership-Practical-Business-Wisdom-Trenches/dp/1451617852/ref=sr_1_1?s=books&ie=UTF8&qid=1318451062&sr=1-1