ARCH PROFILE

MR 360

TEAM PROFILER: MANSSA 360 - R

Company:	Acme Company
Team:	Sales Department
Date:	May 12, 2022 at 2:59 pm

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About the 360 Feedback System

The 360 feedback system for teams functions as a performance compass – it details how a group of workers with similar functions and skills (e.g. management team, sales team, marketing team) are currently performing as a unit. In order to create a successful team, all members must be at their best. If there are gaps between various members' skills or knowledge, it affects the success of the whole team.

The objective of the 360 feedback system is to reveal the strengths and deficiencies of the group as whole. If there are competencies and traits that can be developed further, the team can work together to create an action plan that benefits everyone. Remember, your objective isn't to single out weaker members – it is to strengthen the entire team.

Make sure to review your team's results in detail, paying close attention to skills/traits in which the raters identify a need for improvement. The Advice section offers helpful exercises that can be used, both individually and as a team, to nurture your team's strengths and develop any areas that are lacking.

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 this team possesses the trait or skill.

Overall Rating

Overall managerial performance rating.

|	Score
Aggregated Feedback	**72**
Manager	**67**
Peer	**73**
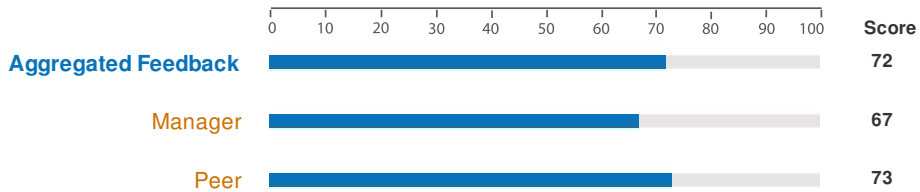
You perform fairly well as a group, but there are a few areas where you still have room to grow. Below you will find your ratings for each of the traits and skills evaluated in the feedback assessment. We recommend that you go through each rating carefully and objectively. You can use the exercises that will be provided in the Advice section as a springboard for mapping out your growth and development as a group.

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 your team has been rated:

Soft Skills

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

	Score
Aggregated Feedback	**77**
Manager	**95**
Peer	**70**
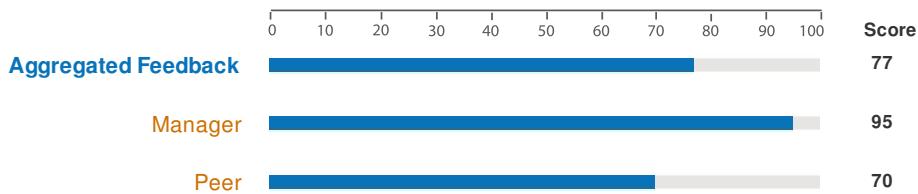
Although this group's soft skills could still be refined a little more, you are generally quite proficient at building a rapport with others. The relationship between managers and employees is a delicate one that needs to be maneuvered through with tact and respect. This is important, because the style 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.

Communication Skills

Ability to express thoughts and ideas clearly and effectively.

	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback		**79**
Manager		**78**
Peer		**80**
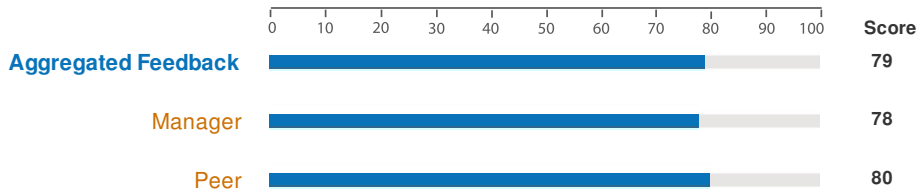
Overall, you have been rated as good communicators, but there is room to improve in this area. There may be occasions when you are not as clear as you could be, which could result in confusion or misunderstandings. Communication is one of those fundamental skills that cannot be replaced with or buffered 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.

Self-Monitoring

Ability to effectively monitor and manage emotions.

	Score
Aggregated Feedback	**74**
Manager	**67**
Peer	**76**
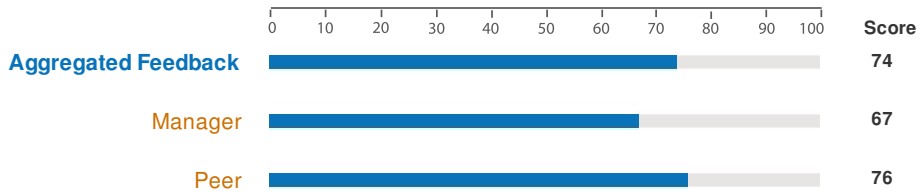
While there can be a few occasions when your emotions will get the best of you, as a group you are generally fairly good at monitoring and controlling your emotions. Managers need to be able to maintain their poise and professionalism at all times, especially when things get busy or stressful at work. 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.

Sensitivity to Social Cues

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

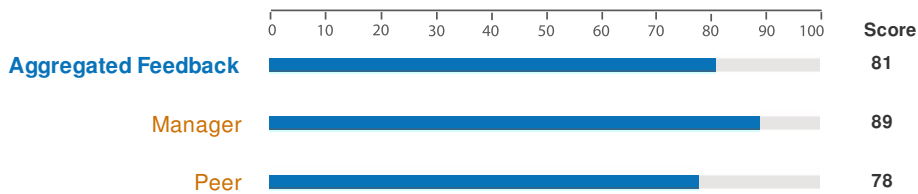|	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback		**74**
Manager		**56**
Peer		**80**
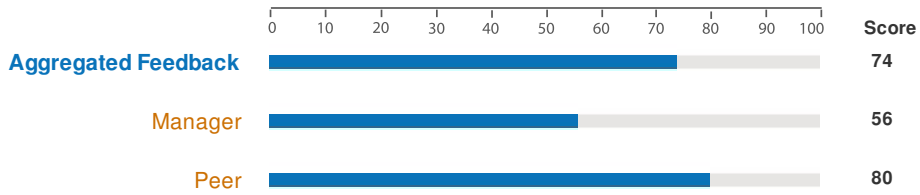
You try to see things from your employees' perspective. Your group usually shows empathy and sensitivity when dealing with others, especially in touchy situations. Managers need to face multiple employee issues (performance appraisals, disagreements) that will require a diplomatic approach, or they risk causing friction and may even compel some employees to quit. Empathy and social insight are the 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.

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 your team has been rated:

Coaching

Ability to mentor others.

	0	10	20	30	40	50	60	70	80	90	100	Score
Aggregated Feedback												**81**
Manager												**89**
Peer												**78**

Your combined rating for coaching ability is very good. Overall, you are considered excellent mentors and have shown a great deal of knowledge and skill in your efforts to help your 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.

Giving Feedback

Ability to offer regular and constructive feedback.

	0 10 20 30 40 50 60 70 80 90 100	**Score**
Aggregated Feedback		**75**
Manager		**73**
Peer		**76**
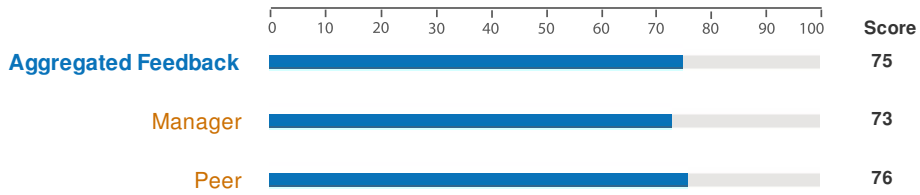
This group often makes it a point to offer feedback to employees regarding performance. While you could still polish your skills in this area, you have made feedback a staple of your managerial approach, and this will certainly benefit your staff. Feedback that is tactful and that offers guidance for 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.
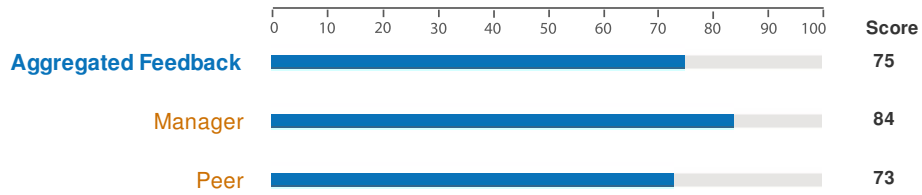
Comfort with Authority

Level of comfort with leading and giving orders to others.

	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback		**74**
Manager		**72**
Peer		**74**
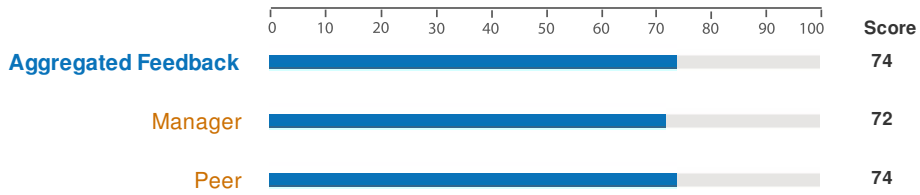
Being in a position of authority may not come naturally to everyone in this group, but you have managed to show others that, for the most part, you have the ability to take charge and are fairly comfortable doing so. In order to gain respect, trust, and compliance from others, managers need to show that they can take charge – and are comfortable doing so. Assigning tasks, conducting performance evaluations, enforcing rules and reprimanding misconduct require managers to be comfortable their own skin.

Flexibility

Openness to change and to different views.

	0	10	20	30	40	50	60	70	80	90	100	Score
Aggregated Feedback												**75**
Manager												**84**
Peer												**73**

While you may not agree with every idea or alternative you are presented with, as a group 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.

Rewarding Performance

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

	Score
Aggregated Feedback	**78**
Manager	73
Peer	80
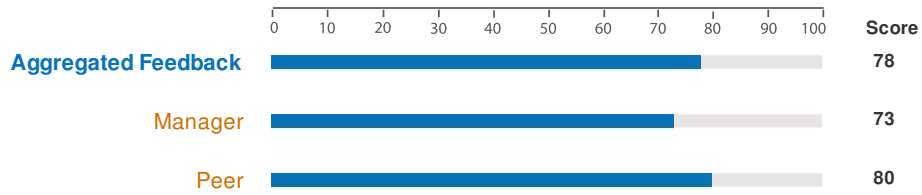
Your group considers rewarding employee performance fairly important, although it may not always be on a consistent basis. Regularly offering incentives shows employee that management not only recognizes their hard work, but also appreciates it as well. A combination of both intrinsic (comes from within, like pride, sense of enjoyment) and extrinsic motivation (comes from outside of self, like praise, bonuses) provide the ideal balance of rewards.

Motivating

Ability to inspire employees to do and be their best

	Score
Aggregated Feedback	**67**
Manager	**56**
Peer	**71**
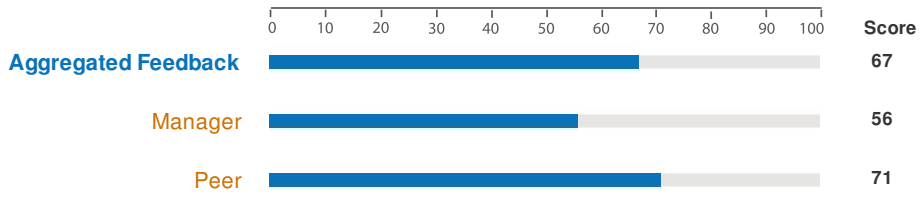
This group understands the importance of motivating employees in order to encourage them to offer 100% effort. You may still need to adjust your motivational approach slightly, but overall, you are on the right track. While it is important for employees to be self-motivated, encouragement from management 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.

Collaboration

Ability and willingness to work with others.

	Score
Aggregated Feedback	**82**
Manager	**84**
Peer	**82**
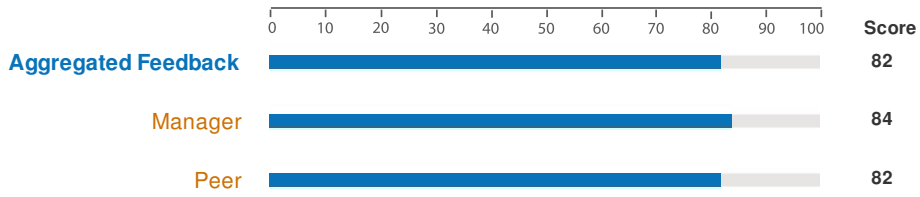
As a group, you have made it your duty to collaborate and work harmoniously with your team. When managers are open to learning from and working with others, they can tap into an amazing source of ideas, knowledge, and expertise. Employees can provide a unique point of view of the company; they can offer valuable suggestions to help encourage business and make operations more efficient.

Perfectionism (standards set for others)

Ability to set high but reasonable expectations for others.

|	Score
Aggregated Feedback	**50**
Manager	**33**
Peer	**56**
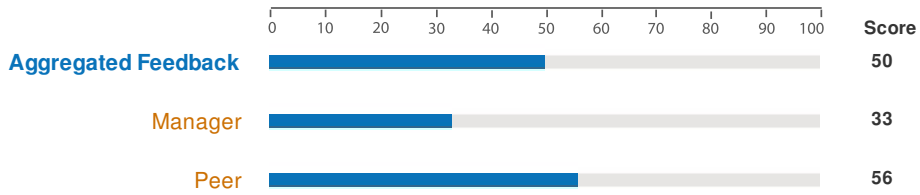
While you do set standards for employees to live up to, your group may need to rethink and revise some of those expectations. In order to encourage employees to stretch outside their comfort zone and accomplish more, managers need to set their standards high but reasonable. Encouraging high-quality work and showing employees how to learn from error and failure is more empowering and more likely to draw out the best in them.

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 your team has been rated:

Coping Skills

Ability to cope with stress in a healthy manner.

	Score
Aggregated Feedback	75
Manager	78
Peer	74
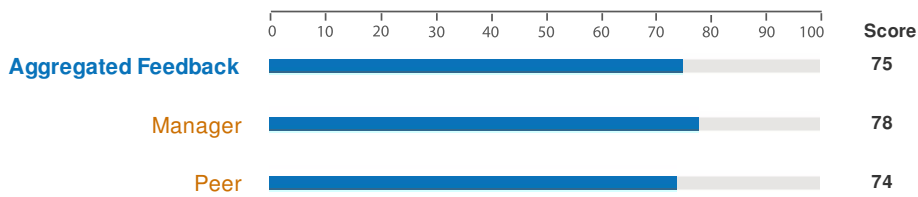
As a whole, this group is generally able to deal with stress at work, although you may occasionally struggle under pressure. Overall, you can function reasonably well in high-pressure situations, but it is not an ideal condition. Adopting some practical techniques to deal with stress can be very helpful for this group. With the need to balance many tasks and deal with a multitude of issues, dealing 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.
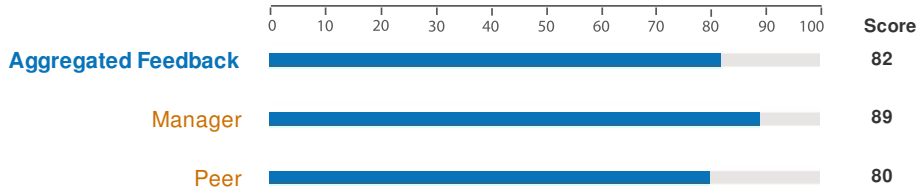
Optimism

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

	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback		**81**
Manager		**78**
Peer		**81**
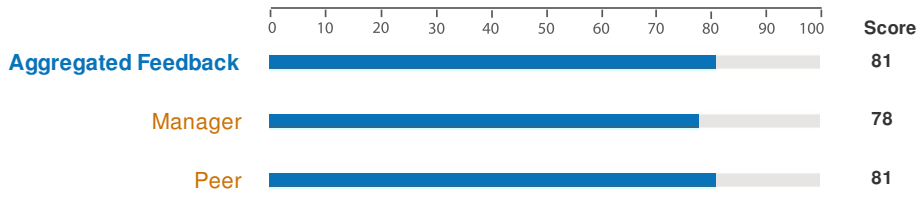
You are a very optimistic and upbeat group. You are more likely to anticipate and assume the best from situations and from the people around you. While there may be some potential benefits to a pessimistic outlook, optimism has been shown to enhance creativity, resilience, goal orientation, and success likelihood. In addition, research has shown that positive managers can have a major impact on employee conduct, boosting morale, engagement, and productivity.

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.

	0	10	20	30	40	50	60	70	80	90	100	Score
Aggregated Feedback												**82**
Manager												**89**
Peer												**80**

As a group, you take full responsibility for your 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.

Perfectionism (standards set for self)

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

	Score
Aggregated Feedback	**58**
Manager	**39**
Peer	**65**
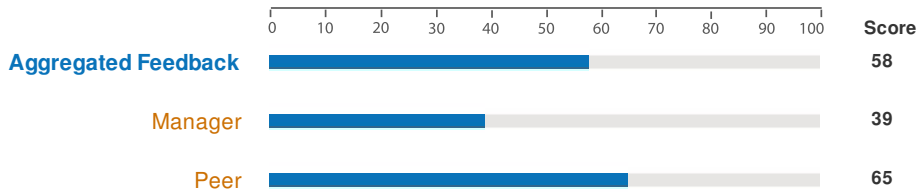
Some of the standards you set for yourselves are reasonable, but they are not at the point where they can truly enhance your performance as a group. Healthy perfectionism involves setting standards that push you to achieve a little more than you have in the past, but that still leaves room for error and failure. A perfect manager is not 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.

Self-Confidence

Belief in oneself and in one's ability.

	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback		**60**
Manager		**62**
Peer		**59**
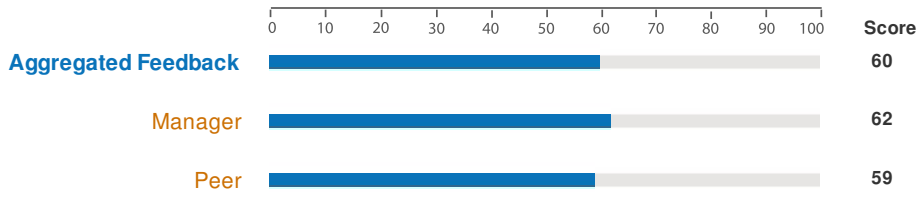
Although this group as a whole could work on improving your confidence, you have managed to show others that you have faith in yourselves and in your abilities. Confident managers are more likely to inspire trust and respect from their staff. Employees need to know that they can turn to management for encouragement and help when facing challenges - they need to know that their leaders have the ability to confidently take charge of situations and guide their team to success.

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 your team has been rated:
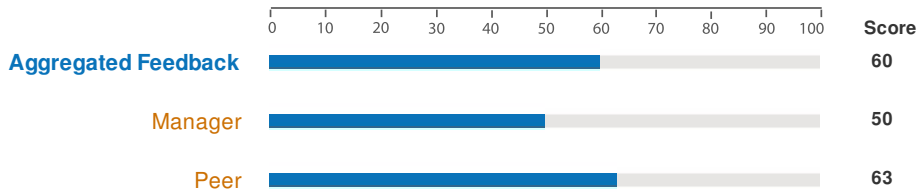
Delegating

Willingness and ability to delegate tasks.

	Score
Aggregated Feedback	68
Manager	61
Peer	70
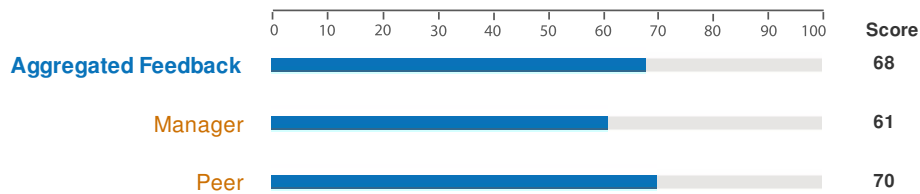
Managers in this group seem to recognize the importance of delegation to their performance. You are generally comfortable handing over some of your tasks, but may need to slightly modify your approach (i.e. how much to delegate, how often, and to whom). While some managers may hesitate to delegate, the 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.
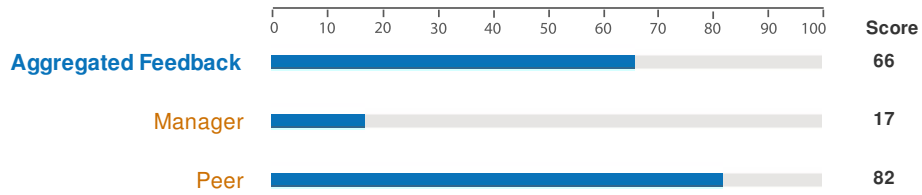
Goal Setting

Ability to set challenging but reasonable goals.

	0	10	20	30	40	50	60	70	80	90	100	Score
Aggregated Feedback							60					**60**
Manager						50						**50**
Peer							63					**63**

Your group is reasonably goal oriented, and strives to set and achieve at least some goals. You clearly have both the effort and the ambition; however, you may want to review your goal plan to see if there are any areas where improvement is warranted. 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.
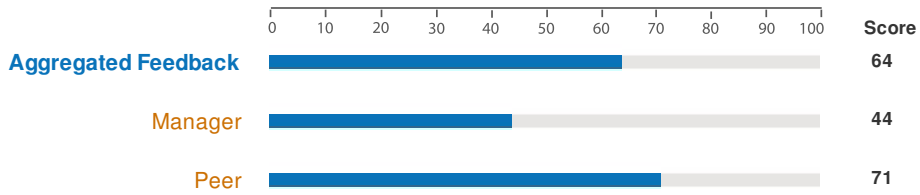
Vision

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

	Score
Aggregated Feedback	**66**
Manager	**17**
Peer	**82**

While you may still need to solidity your group vision, others seem to at least have an idea as to what management wants to achieve. 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.

Communicating Vision

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

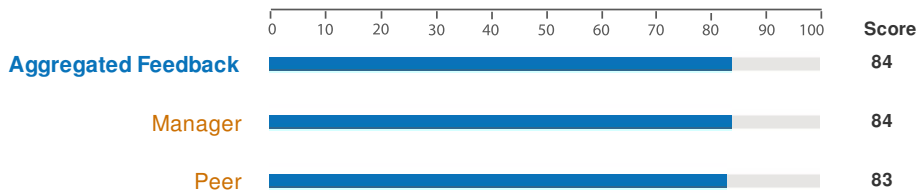|	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback		**64**
Manager		**44**
Peer		**71**

For the most part, your group is capable of communicating the company vision to employees in a manner that piques their interest and gets them excited. You could work to improve your approach more, but overall, you are doing fairly well in this area. 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 towards an important goal, this can have a major impact on their level of motivation and productivity. If management is excited about a cause and can communicate this effectively, the enthusiasm will spread to others.

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 your team has been rated:

Drive

Determination to achieve goals and overcome obstacles.

	0	10	20	30	40	50	60	70	80	90	100	Score
Aggregated Feedback												**84**
Manager												**84**
Peer												**83**

You are a group of very self-motivated managers who are driven to get things done. You possess an amazing level of determination, and are unlikely to get sidetracked once you set yourselves to a task. Completing day-to-day tasks, achieving goals, overcoming challenges, and getting through difficult/busy days requires drive. Productivity aside, a driven group of managers set a good example for employees. This go-getter approach shows that management is committed to success and is willing to work just as hard as everyone else.
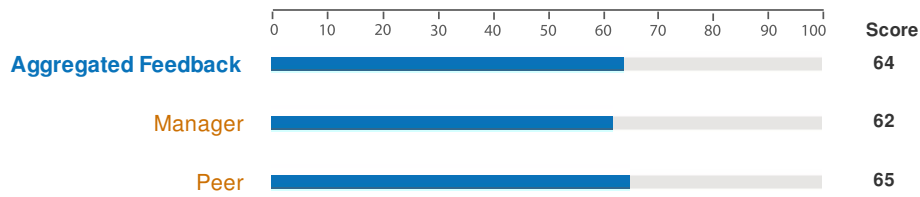
Integrity

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

	Score
Aggregated Feedback	**85**
Manager	**84**
Peer	**85**
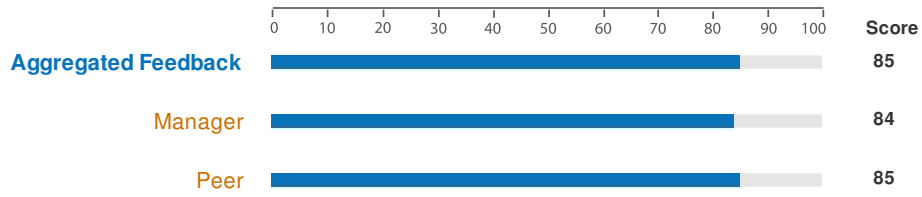
Your group has built a reputation that inspires of trust. Others believe that you are a team of managers that conducts themselves with honor and honesty. Management's reputation is a reflection of their integrity, and this is the standard that will determine (or at least influence) how employees will 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 - managers must possess integrity.
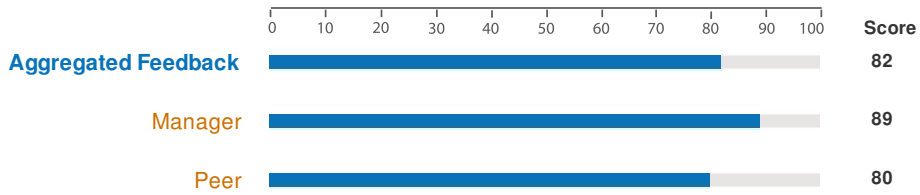
Risk-taking

Ability to take smart, well-considered risks.

	0	10	20	30	40	50	60	70	80	90	100	**Score**
Aggregated Feedback												**64**
Manager												**62**
Peer												**65**

Your group is made up of reasonably experienced risk-takers. You are generally capable of taking responsible risks. There is still some room to improve, however – review your risk-taking approach to ensure that you are doing everything you can to ensure that the chances you are taking are well-calculated. 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 conducted research, analysis, and planning. Comfort with ambiguity is also important, as even well-laid out risks are not completely fail-safe.

Creativity

Ability to generate novel and innovative ideas.

	0	10	20	30	40	50	60	70	80	90	100	**Score**
Aggregated Feedback												**82**
Manager												**89**
Peer												**80**

As a group, you display a great deal of creativity and innovativeness. Rather than recycling old ideas and solutions, you are able to tap into your creative side and think outside the box in order to come up with novel and progressive approaches. The need for creativity in a 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.
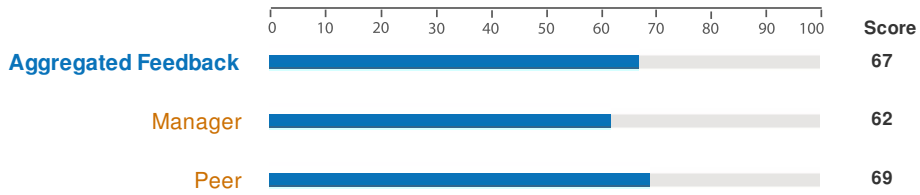
Decision-Making

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

	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback		**78**
Manager		**78**
Peer		**78**
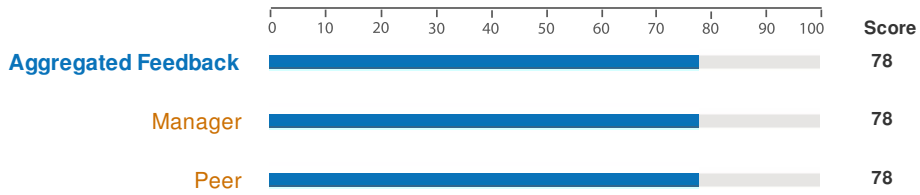
On most occasions, you group makes careful, confident, and calculated decisions, although your rating indicates that you can still improve more in this area. Overall, you can be trusted to make effective and successful decisions. Managers need to make numerous decisions every day, both minor and high-risk. 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.

Problem-Solving

Ability to approach and solve problems effectively and systematically.

|	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback	████████████████	**67**
Manager	███████████████	**62**
Peer	█████████████████	**69**

Problem-solving can occasionally be a challenge for this group, but you do have a fairly good approach to resolving issues. 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.

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 your has been rated:

Organization Skills

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

	Score
Aggregated Feedback	59
Manager	45
Peer	63
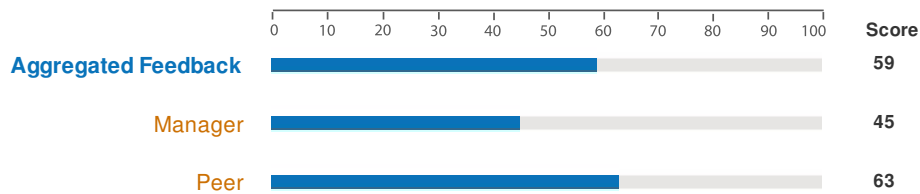
This group's effort to stay organized may be successful in the short-term, but it seems to be a challenge for you to keep it up. Your potential for disorganization may be especially pronounced during very busy or high-stress periods at work. With the multitude of tasks that are expected of management, 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 a well-organized group. 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.

Time Management

Ability to work efficiently and complete tasks in timely manner.

	0 10 20 30 40 50 60 70 80 90 100	Score
Aggregated Feedback		**54**
Manager		**56**
Peer		**54**
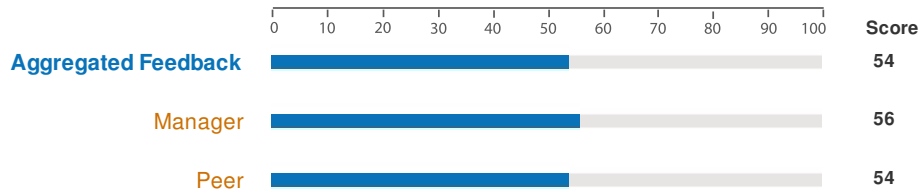
As a whole, your group can sometimes manage your time well, but this is not a consistent behavior – your time management skills will need to be improved. With the amount of work that managers need to tackle in a day, time management skills are essential or you risk causing delays, missed deadlines, lower 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.

Concentration Skills

Ability to focus on a task.

	Score
Aggregated Feedback	**75**
Manager	**84**
Peer	**72**
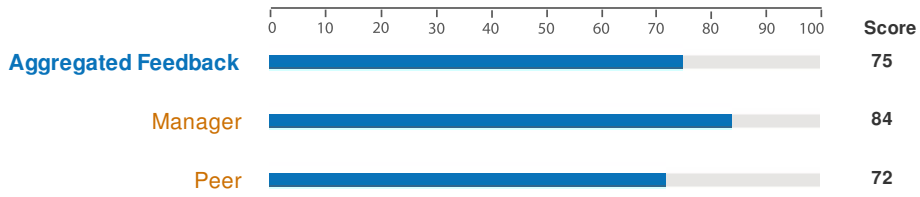
Your concentration skills as a group are in good shape, but there may be occasions when you are a little more prone to distraction. It would be a good idea to equip yourselves with some strategies to help you stay focused at work. Good concentration requires a mix of self-discipline, and a practical approach to reducing distraction as much as possible.

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 have taken many steps to improving my coaching skills, and have completed several online courses (and continue to take more). The coaching sessions I have conducted with members of my team and now with clients have gone very well. I have received a lot of positive feedback from people, and they feel that my guidance has helped them. One area that I feel I can work on is communicating a clearer and less cluttered vision for the team and the company as a whole. I also think I can be a bit scattered in terms of sticking to a structure.

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.
- I would describe her as a people-oriented manager. She cares about others and gives them a lot of chances. This is good in most cases but not all. Sometimes you have to recognize when someone isn't strong enough or skilled enough to shoulder a task. Her goals can be somewhat unrealistic.

Peer:

- 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.
- A good, people-oriented manager who wants her team to succeed. Creates a positive, open environment.
- Jane's management potential has always been evident, from the moment I she joined the company. It is clear to me that she has worked hard to get to where she is today and is always striving to do and be more.
- I have always worked with product or task-oriented managers, so her more people-focused approach is refreshing. It's nice to work for and with someone who genuinely cares about her team.

Advice and Tips

To help get your team started on the path toward growth and improvement, MANSSA 360 offers a variety of insightful and practical exercises. The exercises can be completed individually or as a group activity. Below you will find a description of the different exercises. You can access the full activity booklet by clicking on the PDF link at the end.

1)   Improving Coaching Ability – The "Perfect Employee" Exercise: Gain insight into what you consider the ideal employee and develop methods to develop your staff's potential.

2)   Improving Communication Skills – The "Is there a better or clearer way to say this?" Exercise: Learn to identify and reword unproductive statements that shut down communication.

3)   Improving Concentration – The "Covering all your bases" Exercise: Identify your most common distractions and develop practical methods to deal with them.

4)   Developing Coping Skills – The "Let's get physiological" Exercise: Nip stress in the bud with this deceptively simple yet effective exercise.

5)   Enhancing Creativity – The "Free Association" Exercise: Tap into your creative potential and let ideas flow with this exercise.

6)   Improving Decision-making – The "Pros and Cons" Exercise: Maximize your chances of making the best decision possible by taking a more systematic approach to the decision-making process.

7)   Encouraging Delegation – The "When, What, Who" Exercise: Become a more confident and effective delegator with these helpful guidelines.

8)   Improving the Feedback Process – The "Role Playing" Exercise: Gain insight into the method and manner in which you offer feedback to employees.

9)   Improving Goal-Setting Process – The "Goal Contract" Exercise: Get clear on exactly what you want to achieve and how you will achieve it with this exercise.

10) Improving Soft Skills – The "Clay Mold" Exercise: Learn how to adapt your social skills to different employee "personalities."

11) Improving Motivational Skills – The "Digging for Motivational Gold" Exercise: Uncover the state of your team's morale and ways to bring out the best in your employees.

12) Improving Problem-Solving – The "One Issue at a Time" Exercise: Learn how to break down big problems into more manageable steps.

13) Improving Communication of Vision – The "Electrifying" Exercise: Take a cue from your personal role models and learn how to create an inspiring vision for your employees.

14) Improving Self-Monitoring – The "Curbing knee-jerk reactions" Exercise: Manage your emotions more effectively by learning how to change your perspective.

15) Rewarding Performance – The "Right Gift" Exercise: Learn how to offer timely and appropriate rewards for various employee achievements.

16) Improving Time Management – The "Log it" Exercise: Learn how to identify time-wasters and complete tasks more efficiently.

17) Improving Risk-taking – The "Risk Analysis" Exercise: Learn how to conduct a risk management analysis in order

to take smarter, well-calculated risks.

18) Improving Organization – The "List and Prioritize" Exercise: Learn how to manage projects and stay on top of everything that goes on in your organization using a simple table.

19) Improving Comfort with Authority – The "I am manager, hear me roar" Exercise: Learn how to assert your authority through verbal and non-verbal methods.

20) Increasing Drive – The "Motivational Basics" Exercise: Learn three effective ways to boost your motivation and tackle even the biggest of projects.

21) Increasing Flexibility – The "Think of the Possibilities" Exercise: Learn how to widen your perspective and develop a more flexible and open mindset.

22) Modifying Locus of Control – The "Power of Words" Exercise: Take control of your life by learning how to change limiting beliefs and thoughts.

23) Increasing Optimism – The "Attitude of Gratitude" Exercise: Improve your mood and nurture a positive mindset with this exercise.

24) Setting healthy standards for your team – The "Perfectionism Myths" Exercise: Learn how to set more reasonable standards for your employees by identifying unhealthy perfectionism beliefs.

25) Setting healthy standards for yourself – The "Personal Perfectionism Myths" Exercise: Learn how to identify the difference between maladaptive and healthy perfectionism.

26) Improving Self-Confidence – The "Going Against the Grain" Exercise: Identify confidence issues and develop a practical approach to dealing with difficult managerial tasks.

27) Developing Vision – The "VIP" Exercise: Learn to identify your values and use them as the basis for your company vision statement.

28) Encouraging Collaboration – The "Teacher-Student" Exercise: Learn how your top-performing employees can be a valuable source of knowledge and information.

29) Improving Integrity – The "Talk the talk, walk the walk" Exercise: Learn the basis of developing integrity through words and actions.

For full access to all tips and exercises, please download the following PDF file:
http://archprofile.com/mr360pdf/AdviceAndTipsTeam.pdf

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