



# Manager 360 Report

## John Manager

18th June 2010



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## SR&A Management Competencies

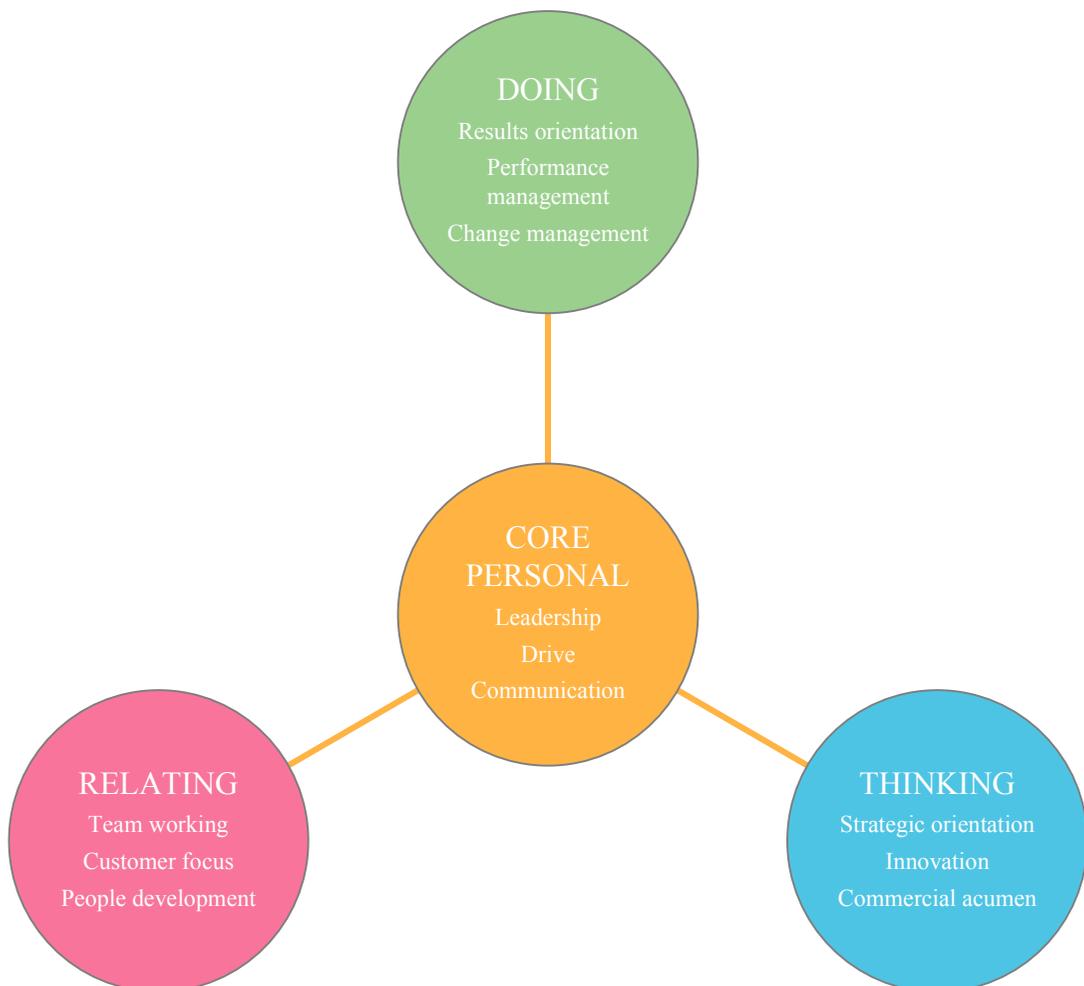
The SR&A model of management competencies provides an analysis of the key knowledge, skills and practices required for success in the management role. The 12 competencies fall into 4 groups:

**Core Personal** - underpinning personal competencies that support effectiveness in all aspects of management

**Doing** - competencies related to achieving results, managing performance and change

**Thinking** - competencies of strategic and innovative thinking, and demonstrating commercial acumen

**Relating** - competencies associated with working in a team, developing people and relating to the customer



## What this report is based upon

This report is based upon questionnaires obtained from yourself, your manager, 4 colleagues nominated as peers (including any external partners) and 4 colleagues nominated as direct reports or other colleagues.

## How the report is organised

The report is divided into 4 sections:

- Impressions – how your manager and colleagues describe you in 3 short phrases
- How you are valued – what your manager and colleagues value most about the way you do your job
- Where you are now – a detailed analysis of how all respondents have rated your work behaviours
- Moving forward – suggestions from your manager and colleagues about how to develop further

## A note on written comments

Written comments have been reproduced exactly as provided by respondents (including any spelling or grammatical errors). The ordering of comments from peers and direct reports is random, i.e. you should not assume that the first comment in each subsection is by the same person as was first in the previous subsection.

## How to read your report

In reading your report note the following:

- This report is intended to assist your development planning. Try to read the report in terms of what you can do in the future, rather than trying to analyse exactly who said what, or which person gave which ratings.
- In the written comments, respondents were directly prompted to offer some suggestions for improvement and personal development – you should not interpret these as criticisms.
- Inevitably, some of your ratings will be lower than others. Try to look for the overall message in your ratings, rather than focusing too much on one or two particular low scores.
- Nonetheless, lower scoring areas should provide useful information to help you plan your learning and development objectives.
- You should also look for differences between your self ratings and the ratings of others. These can give useful messages about how you do things differently with different groups, i.e. manager, peers and direct reports.
- Use the table of Strengths and Development Areas at the end of this report to record your first thoughts about the major messages in your feedback.

You and your respondents were asked to describe you in three short words or phrases. The responses to this have been presented exactly as written. Responses from peers and direct reports are presented in a random order – you cannot assume that the first comment for peers is from Peer1.

## *Self*

Performance orientated  
Results driven  
Professional

## *Manager*

Commercially astute  
Strategic & creative  
Persuasive & articulate

## *Peers*

Direct  
Challenging  
Supportive

Confident  
Demanding  
Thorough

Supportive  
Cares  
Driven

Driven  
Strong-minded  
Entrepreneurial

## *Direct Reports*

Focused on delivering results  
Strives for personal success  
Controlling

Results driven  
Perfectionist  
Supports peoples' development

## *Direct Reports*

Domineering  
Temperamental  
Commercially sharp

Professional  
Knows the industry  
Driven

You and your respondents were asked to write what they value most about the way you do your job. As before, the answers have been transcribed exactly as written and are presented in a (different) random order for peers and direct reports.

## *Self*

What you see is what you get - I do what I say I'm going to do and always deliver

## *Manager*

John can be relied upon to come up with creative and clever solutions  
John always gets results, getting the best from his team  
John always thinks commercially with an eye for the bottom line

## *Peers*

John is really passionate about the success of our business. He is driven to achieve results and gets people to deliver.

A passionate individual who takes great pride in his work, earning great respect from colleagues.

Uses honest feedback and support to develop the team around him.

Always does his best for the business. Takes an open and honest approach to all decisions. I value being able to consult him on plans and options where his feedback is very useful.

## *Direct Reports*

Meets and exceeds targets and standards both internally and for the customer.

Spots opportunities for change and makes sure it happens. Good at briefing the team. Supports team members and helps their development with clear and direct feedback. Inspires confidence in the people he works with.

John uses regular briefings to keep us in the loop and clarify new directives. He is a great source of advice and feedback. A great role model.

Fits a lot in to his working day, but always makes good commercial decisions.

## How this section is structured

Each statement that was rated in your questionnaires relates to a specific behaviour from the SR&A Management Competency framework. This section presents your ratings for each of the behaviours, grouped by the competencies to which they belong, for yourself, your manager, the average of peers and the average of direct reports.

Where there are no ratings, or where it was not possible to calculate an average, an “X” is included in the relevant table entry.

## Interpreting your ratings

The ratings were given on a scale of 1 (representing “strongly disagree”) to 6 (representing “strongly agree”) representing the extent to which you demonstrate each of the behaviours in the competency model. The detailed description of the rating scale is shown below:

- 1 Strongly Disagree – my colleague rarely or never does this
- 2 Disagree – my colleague occasionally does this
- 3 Slightly Disagree – my colleague sometimes does this and sometimes doesn’t
- 4 Slightly Agree – my colleague does this more often than not
- 5 Agree – my colleague nearly always does this
- 6 Strongly Agree – my colleague always does this
- 9 Can’t Say – I don’t have sufficient experience of my colleague to make a judgment

A rating of 9 was used to indicate “Can’t Say”; these ratings have been coded as missing values and do not contribute to the analysis.

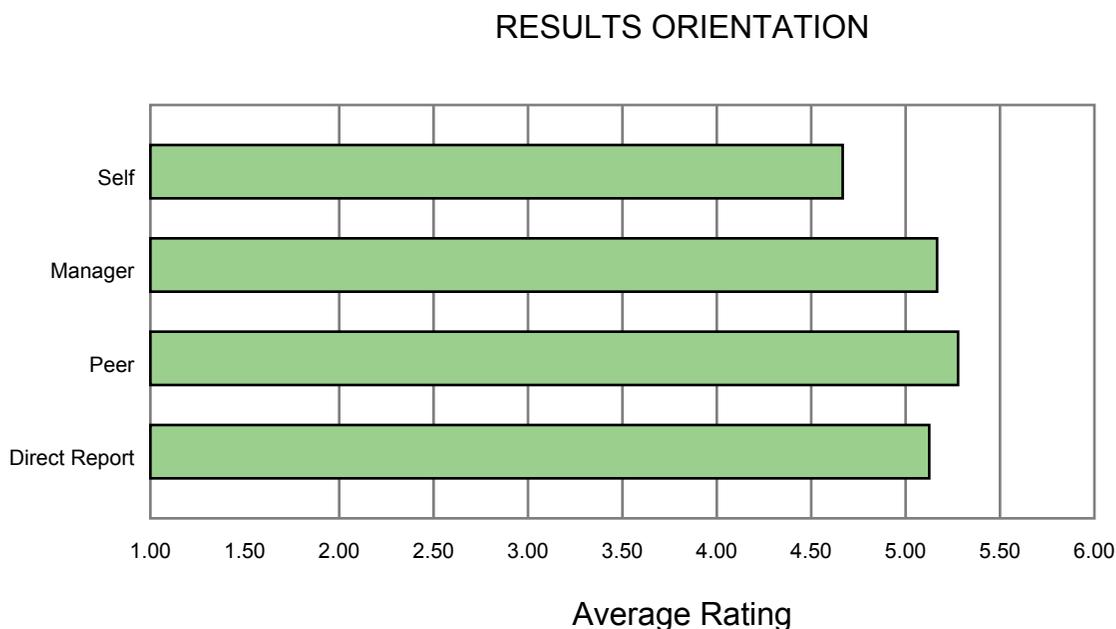
Ratings have been averaged within each competency to give an overall score for each category of respondent. Any scores or averages of **4 or more** indicate net agreement that you **do consistently demonstrate** the competency, while scores or averages of **3 or less** indicate net agreement that you **do not**.

An underline appears wherever the range of ratings making up any item average is 3 points or greater. This means that at least one person has agreed and at least one has disagreed that you consistently demonstrate the behaviour.

## Results Orientation

This competency relates to the capacity of the manager to ensure that results are delivered on time, on budget and to agreed quality standards. Managers who are effective here show a clear commitment to delivering what has been agreed, and take clear personal responsibility for ensuring delivery. They also show flair in identifying those who are best able to deliver. Results-oriented managers demonstrate a sense of urgency and measure progress against targets. To be effective in this area also requires managers to be responsible and organised, using appropriate project planning and project management techniques. Results oriented managers identify and curtail needless processes and activities that do not contribute to outcomes.

### Summary Chart



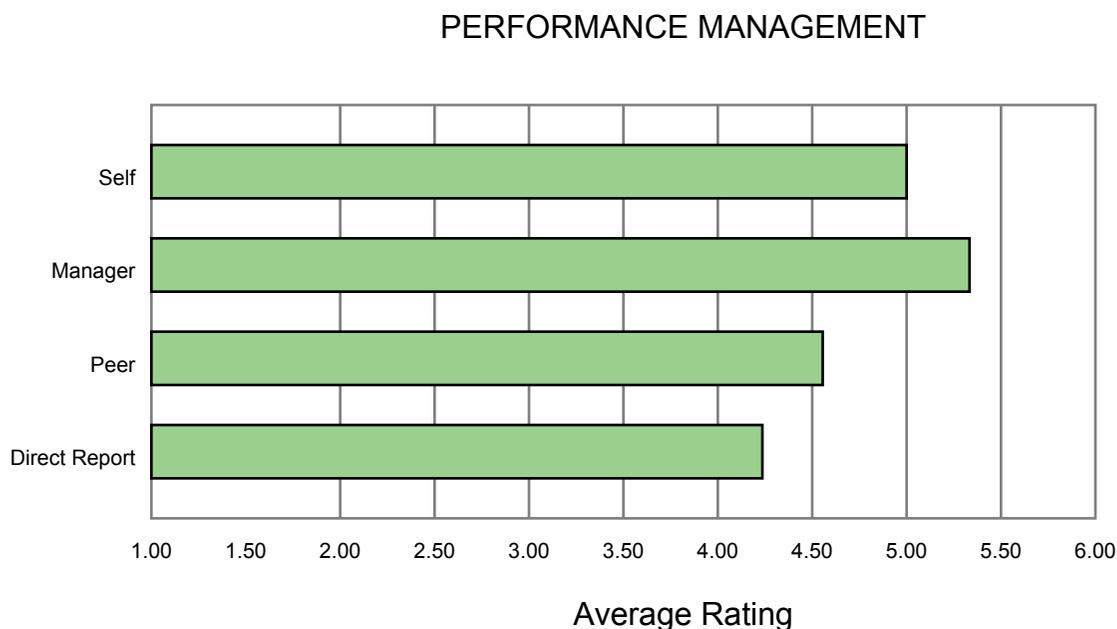
### Detailed Ratings

	Self	Manager	Peer Average	Direct Report
11 Delivers results on time, on budget and to agreed quality standards.	5	4	6	6
31 Demonstrates urgency in delivering results.	5	5	5.50	5.50
64 Measures progress against targets and milestones.	5	5	5	5.25
45 Uses planning and monitoring tools effectively.	4	6	5	5
2 Takes a highly organised approach to coordinating resources.	5	6	5.50	5
25 Identifies and removes processes and activities that do not contribute to outcomes.	4	5	4.67	4
<b>Average Score</b>	<b>4.67</b>	<b>5.17</b>	<b>5.28</b>	<b>5.13</b>

# Performance Management

This competency involves a direct and open management style based on clear communication of goals, delegation and feedback. Managers who are competent in performance management set clear standards and expectations. They are prompt and direct in addressing performance shortfalls. They treat staff fairly and sensitively when investigating the reasons for poor performance and endeavour to provide clear action plans to improve matters.

## Summary Chart



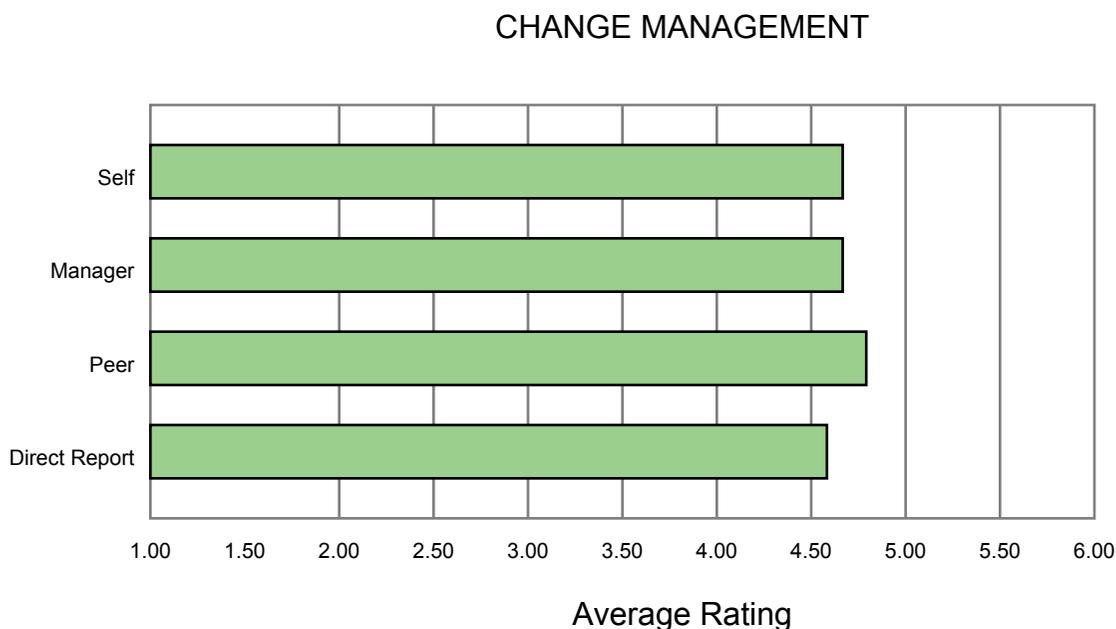
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
49 Establishes and communicates clear standards and expectations among team members.	6	6	4.75	<u>3.75</u>
62 Gives regular face-to-face feedback to team members.	5	5	4.25	<u>3.50</u>
26 Promptly addresses poor performance of team members.	5	5	5	4.67
70 Sets and reviews targets regularly.	5	6	5.33	5.25
13 Seeks to understand the reasons for poor performance from the employee's viewpoint.	4	5	4	3.25
55 Demonstrates fairness among team members.	5	5	4	5
<b>Average Score</b>	<b>5</b>	<b>5.33</b>	<b>4.56</b>	<b>4.24</b>

# Change Management

This competency concerns leading and managing organisational, departmental and individual change. Managers with this competence understand the implications of change both for themselves and others. They also understand the impact of change on the organisation as a whole and are able to use their understanding to develop a wide range of support strategies to both lead and manage the process.

## Summary Chart



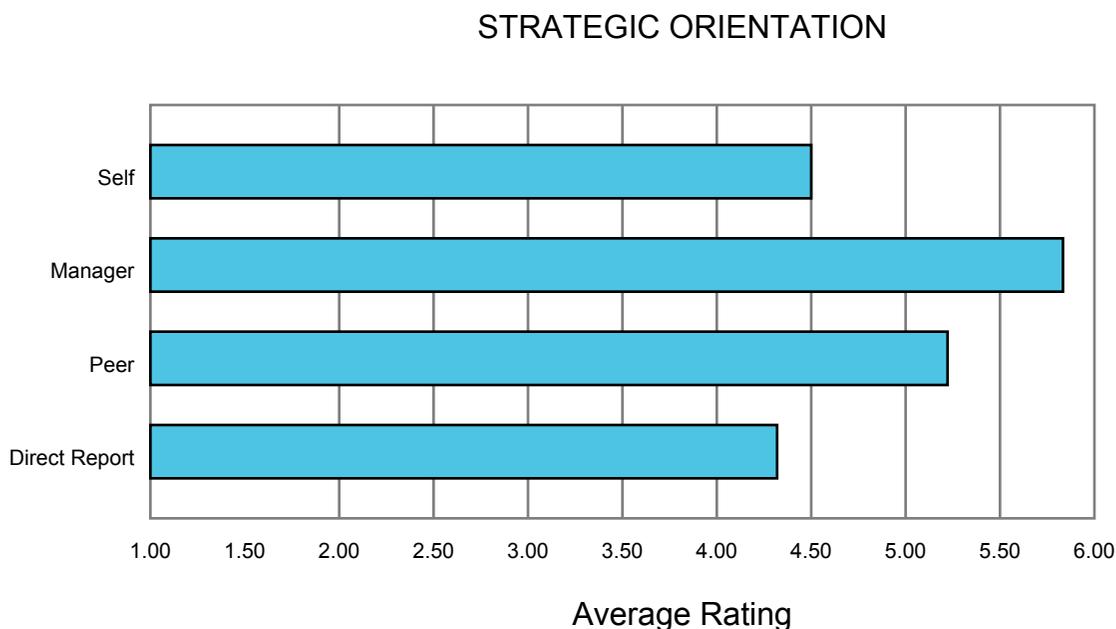
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
34 Shares information and knowledge at times of change.	4	4	4.67	4.67
23 Champions change as a positive force for organisational improvement.	5	4	5.33	4.67
42 Takes a positive, constructive approach to dealing with others' resistance to change.	4	5	4	4
52 Acts as a role model for dealing positively with change.	5	5	4.67	4.50
28 Gets buy-in to change through appropriate involvement of people including staff, customers and suppliers.	5	5	4.75	5
4 Uses an understanding of the change process to devise effective strategies for implementing change.	5	5	5.33	<u>4.67</u>
<b>Average Score</b>	<b>4.67</b>	<b>4.67</b>	<b>4.79</b>	<b>4.58</b>

# Strategic Orientation

This competency concerns planning for and working towards a clear vision of the future and being able to link operational activities into a strategic context. Managers with this competence understand the purpose and long term focus of the organisation and have the skills to translate this into strategic and operational plans, which can be understood and shared by everyone in the organisation. Strategically oriented managers take the broader, longer term view, and anticipate future demands and the implications of current actions

## Summary Chart



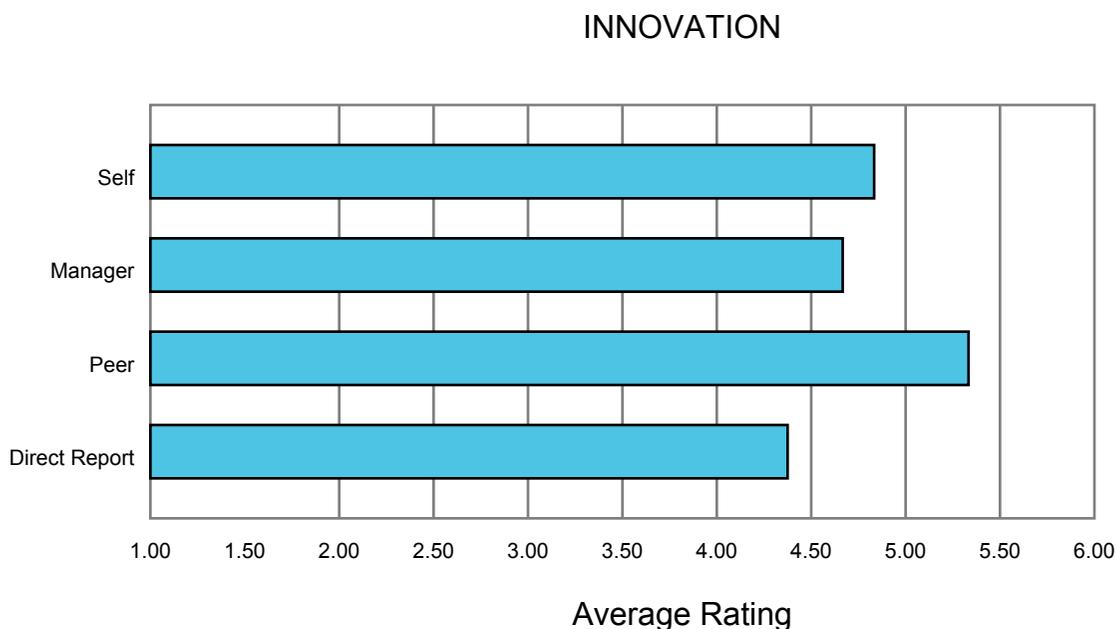
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
54 Translates the long-term vision of the organisation into achievable strategic and operational plans.	6	6	5.67	<u>4.25</u>
60 Regularly reviews, evaluates and revises strategic plans in the light of feedback and changing circumstances.	4	5	5	4.33
16 Communicates strategic plans clearly to others to gain their understanding and commitment.	5	6	5	<u>4</u>
43 Reconciles day-to-day demands with long term objectives.	4	6	5.33	5
56 Anticipates future demands, opportunities and constraints.	4	6	5.33	<u>4.33</u>
18 Contributes effectively to strategic thinking in the organisation.	4	6	5	<u>4</u>
<b>Average Score</b>	4.50	5.83	5.22	4.32

# Innovation

Innovation is about being open to new and different ways of doing things. Innovative managers seek out opportunities for new solutions and products. The innovative manager is capable of generating and recognising a range of innovative solutions to problems, and of choosing the most appropriate from among these alternatives. The innovative manager promotes and rewards innovation in others. The innovative manager is capable of working effectively in situations which are uncertain or ambiguous.

## Summary Chart



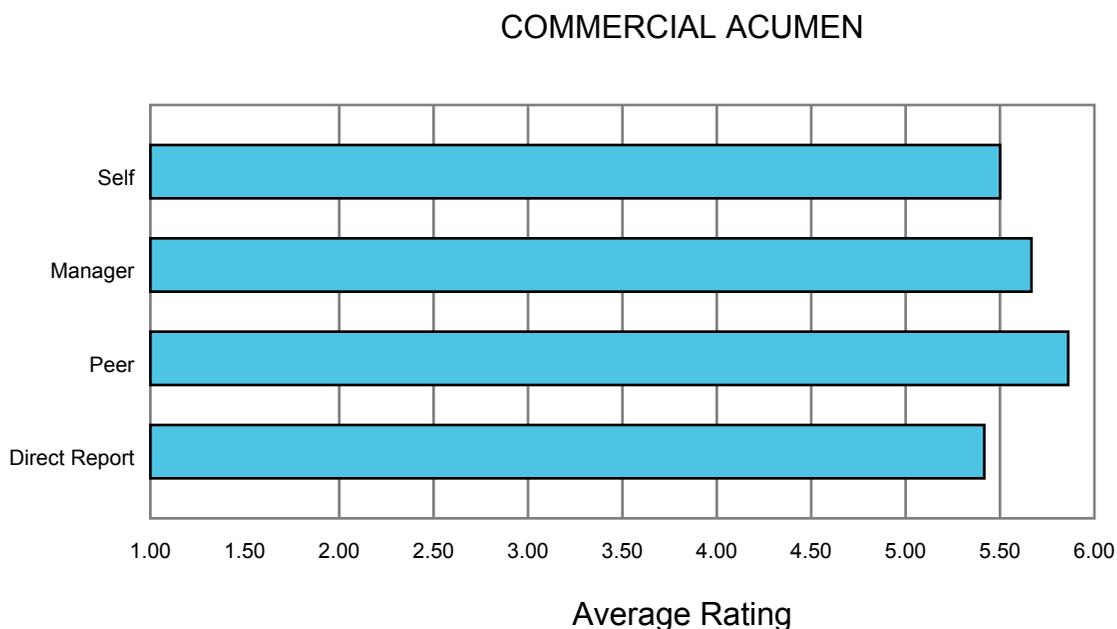
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
22 Is inquisitive and curious about new ideas.	4	6	5.50	<u>4.25</u>
69 Encourages new ideas and suggestions for improving the business.	5	4	5.25	5.33
29 Makes effective choices among innovative ideas and solutions.	4	4	5.33	4.33
10 Acts as a passionate champion for innovative solutions.	6	6	5.67	4.67
59 Is flexible in finding alternative ways of delivering solutions.	5	4	5.25	<u>4</u>
6 Can work effectively in situations which are uncertain or ambiguous.	5	4	5	<u>3.67</u>
<b>Average Score</b>	<b>4.83</b>	<b>4.67</b>	<b>5.33</b>	<b>4.38</b>

# Commercial Acumen

This competency concerns identifying and pursuing profitable commercial activities. Managers who are competent in this area take the initiative in keeping up with market trends and activity, anticipating shifting customer needs and requirements. They are alert to developments that may threaten current business, and propose ways of meeting those threats. Managers high in commercial acumen are also sensitive to shifting trends in profitability and will use or devise management information systems that keep them informed. Above all, managers who show this competency are driven to maximise and grow profits.

## Summary Chart



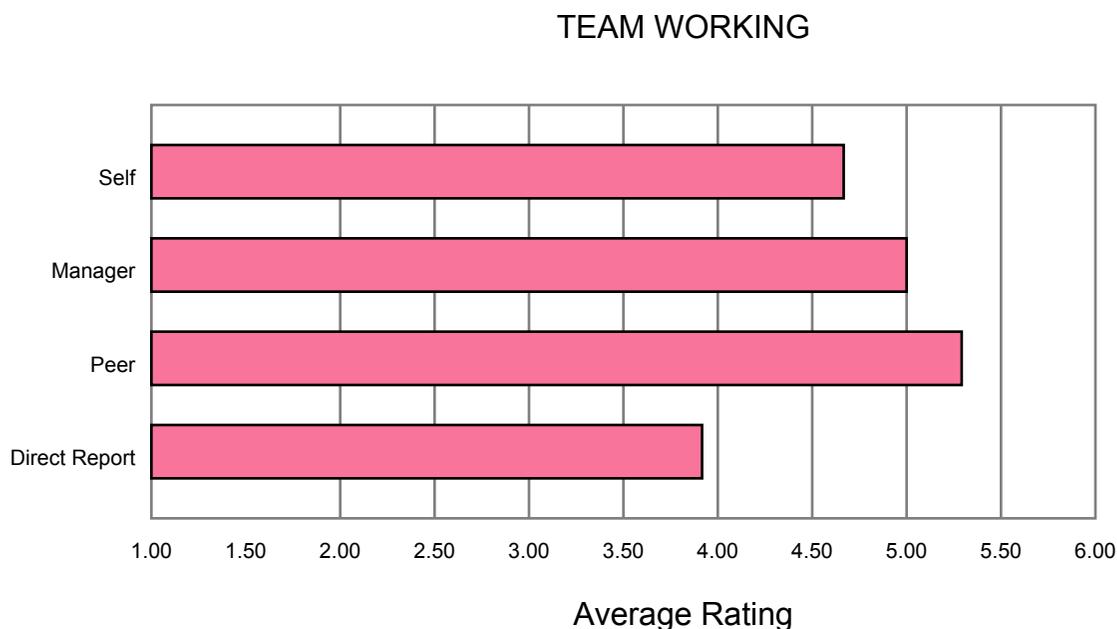
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
41 Searches for and analyses market information to align services with market trends, demands and expectations.	5	6	5.67	5
17 Identifies and addresses potential threats to the delivery of current business.	5	6	6	4.50
32 Identifies and develops aspects of the business that contribute most to profitability.	5	6	6	6
9 Understands the implications of decisions and actions for the bottom line.	6	6	5.75	5.50
21 Continually seeks to achieve growth in profits.	6	4	5.75	6
5 Uses management information to monitor and control resources and expenditure.	6	6	6	5.50
<b>Average Score</b>	<b>5.50</b>	<b>5.67</b>	<b>5.86</b>	<b>5.42</b>

# Team Working

This competency concerns building, maintaining and developing teams at both departmental and organisational levels. Managers who are competent in team working are effective in identifying and using the talents of others. They motivate the team to perform well both for itself and the organisation as a whole. They understand the importance of pooling resources and working with all the other parts of the organisation to achieve results for the common good. Managers effective in team working encourage cross-departmental working and discourage empire building. Team workers involve others in goal setting and planning to ensure shared goals and targets. The effective team worker is capable of using personal influence to gain the cooperation and assistance of others where there is no direct line relationship.

## Summary Chart



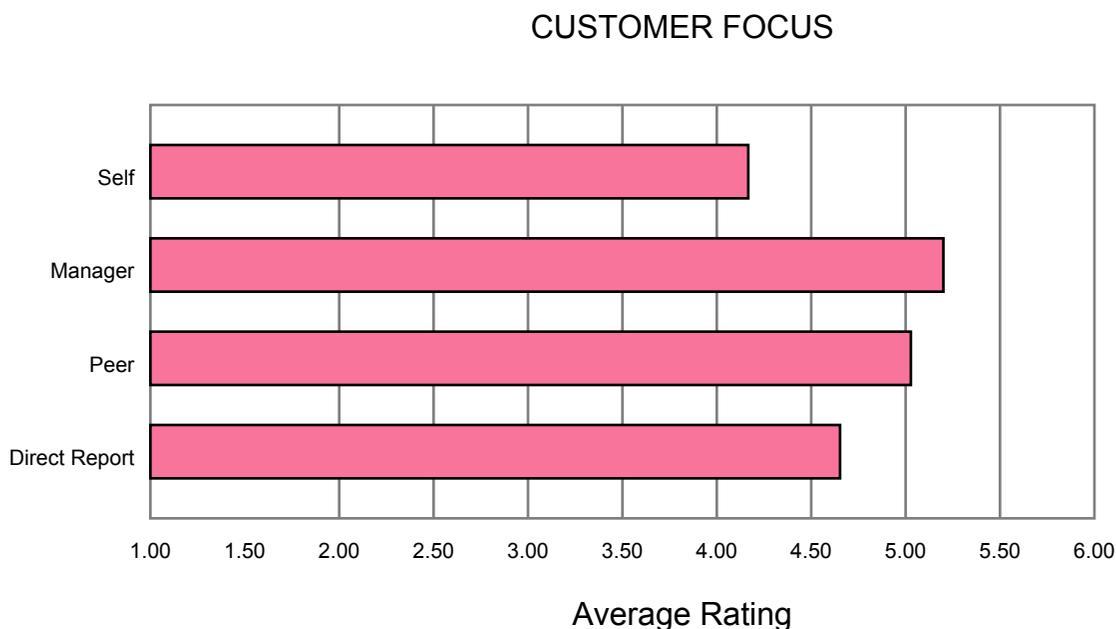
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
37 Builds effective teams and working groups with shared goals and targets.	5	6	5.50	<u>4.25</u>
3 Breaks down barriers between departments and functions.	4	5	5	3.67
33 Delegates effectively, knowing when to step in and when not to.	4	5	5.25	<u>3.75</u>
50 Involves others in goal setting and planning.	5	5	5.25	<u>3.75</u>
1 Accurately identifies the potential contribution of team members.	6	5	5	<u>4.33</u>
71 Gains the cooperation and assistance of others through strong personal influence.	4	4	5.75	<u>3.75</u>
<b>Average Score</b>	<b>4.67</b>	<b>5</b>	<b>5.29</b>	<b>3.92</b>

## Customer Focus

This competency leads to the heart of the organisation's purpose - service to, and value for, the customer. Managers with high levels of competency in this area are always focusing on their customers and consistently work at identifying and meeting customer needs whilst encouraging and acting on customer feedback. Effective managers demonstrate a dedication to their customers, continually seeking to find out more about the customer's business and strategy so as to support it in an effective partnership. Customer-focused managers identify key people in the customer organisation and work with them to specify and deliver solutions. They work with the customer to improve their business in a long-term relationship.

### Summary Chart



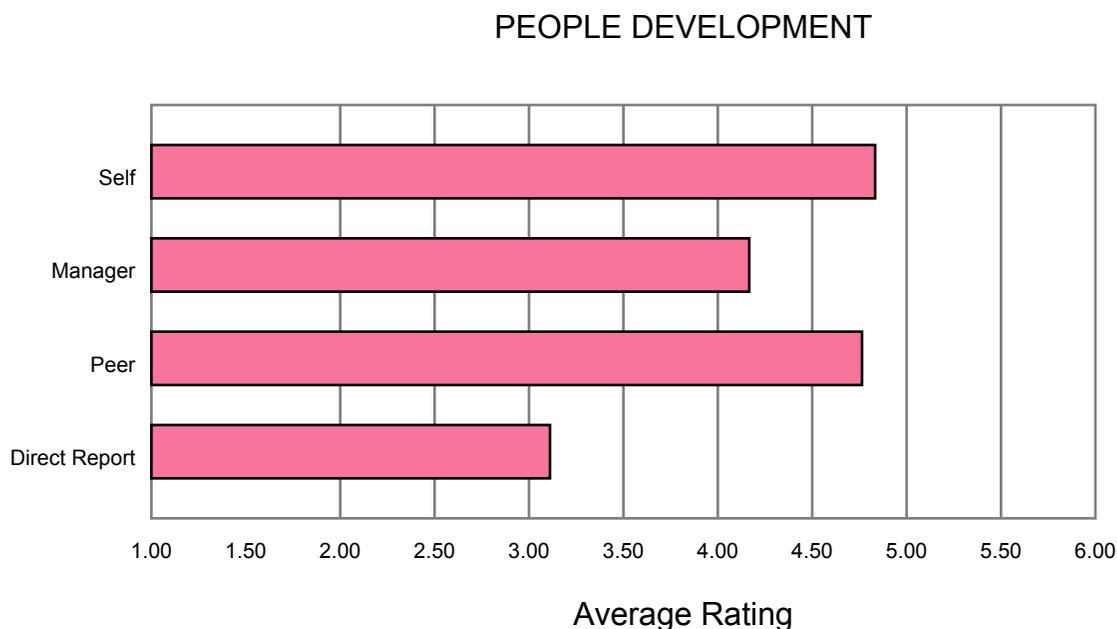
### Detailed Ratings

	Self	Manager	Peer Average	Direct Report
66 Demonstrates a dedication to identifying and meeting the client's needs.	5	5	5	4.50
12 Establishes close working relationships with key staff in the customer organization.	4	5	4.50	<u>4.67</u>
24 Empowers employees to take personal responsibility for continuously improving customer service.	4	5	5	4
38 Maintains constructive and forward looking relationships with customers when things go wrong.	3	5	5	5
14 Ensures that customer expectations and needs are fully understood within the organisation.	5	6	5.67	5.25
65 Works with the customer to improve their business in a long-term relationship.	4	x	5	4.50
<b>Average Score</b>	<b>4.17</b>	<b>5.20</b>	<b>5.03</b>	<b>4.65</b>

# People Development

The ability of managers to develop both themselves and others personally and professionally is essential to the survival and success of the organisation. Managers with this competence are committed to developing the skills of individual team members in order to create the future of the organisation.

## Summary Chart



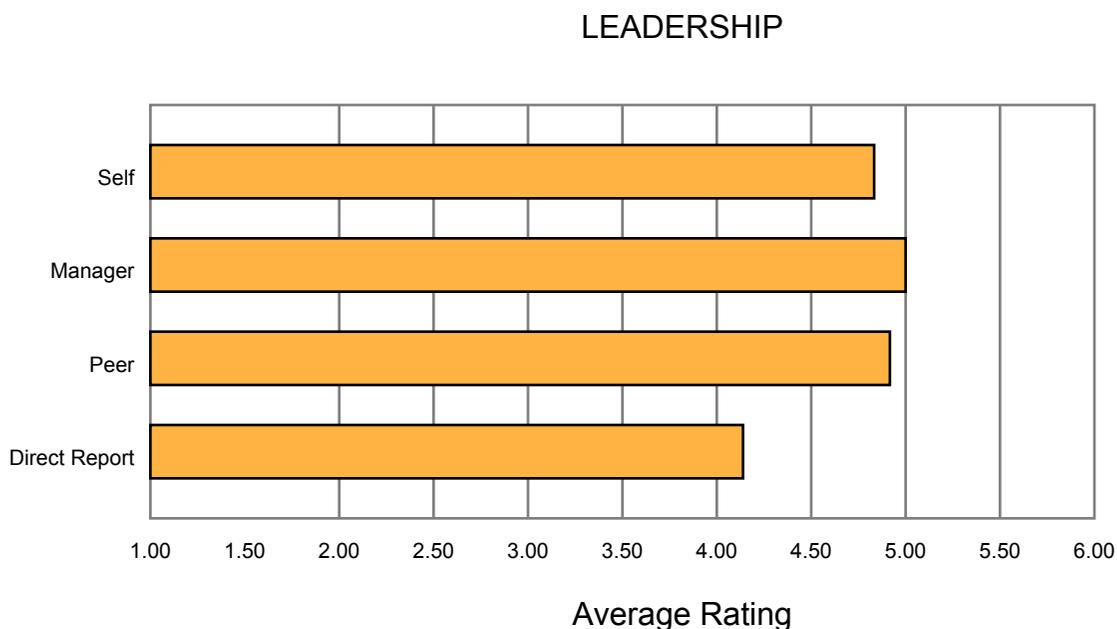
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
48 Seeks feedback on own performance to identify personal development needs.	5	3	4.25	2.50
39 Takes an active role in coaching and mentoring others.	4	5	5	<u>3.67</u>
72 Is supportive and encouraging to those seeking further training and development.	6	4	5.25	<u>3.75</u>
61 Acts as a coach and mentor, supporting and facilitating the performance of team members.	4	5	5	<u>3.25</u>
8 Helps others to learn from their experience - both successes and failures.	5	5	4.75	<u>3.50</u>
46 Shows the way for others through openly addressing own development needs	5	3	<u>4.33</u>	2
<b>Average Score</b>	<b>4.83</b>	<b>4.17</b>	<b>4.76</b>	<b>3.11</b>

# Leadership

Leadership is about both getting things done and transforming the way things are. Managers with this competence provide inspiration, vision and direction. They communicate their beliefs about what people can achieve, and act consistently with those beliefs. They are able to motivate others through appropriate challenges, encouragement, support and trust. They delegate responsibility while still accepting ultimate accountability for decisions and outcomes.

## Summary Chart



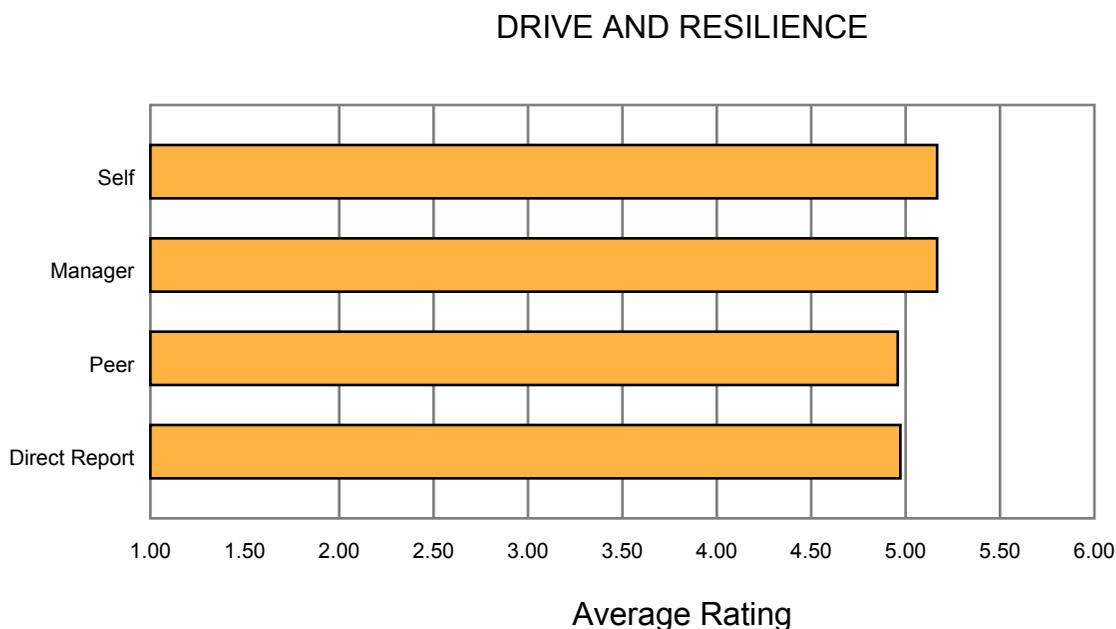
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
35 Communicates a clear vision of what is to be achieved.	6	6	5	5
27 Sets the direction to take based on a knowledge of current trends.	5	6	5	4.50
7 Acts as a role model for the beliefs and values of the organisation.	5	5	5.75	5.50
47 Demonstrates a belief in people and what they can achieve.	4	4	4.50	<u>3.25</u>
30 Demonstrates integrity through openness, honesty and consistency between words and actions.	5	5	4.25	3.33
57 Inspires colleagues and staff to gain commitment to goals and plans.	4	4	5	3.25
<b>Average Score</b>	<b>4.83</b>	<b>5</b>	<b>4.92</b>	<b>4.14</b>

# Drive and Resilience

A proactive and consistent approach to dealing with work demands based on self awareness, self confidence and a sense of personal responsibility. Managers with high drive put ideas into action look positively for ways of overcoming practical difficulties in their implementation. They are positive and optimistic about what can be achieved and are active, energetic and vigorous in their pursuit of goals. Managers with this competency are able to cope with stress and demonstrate personal resilience when faced with challenge, pressure and setbacks.

## Summary Chart



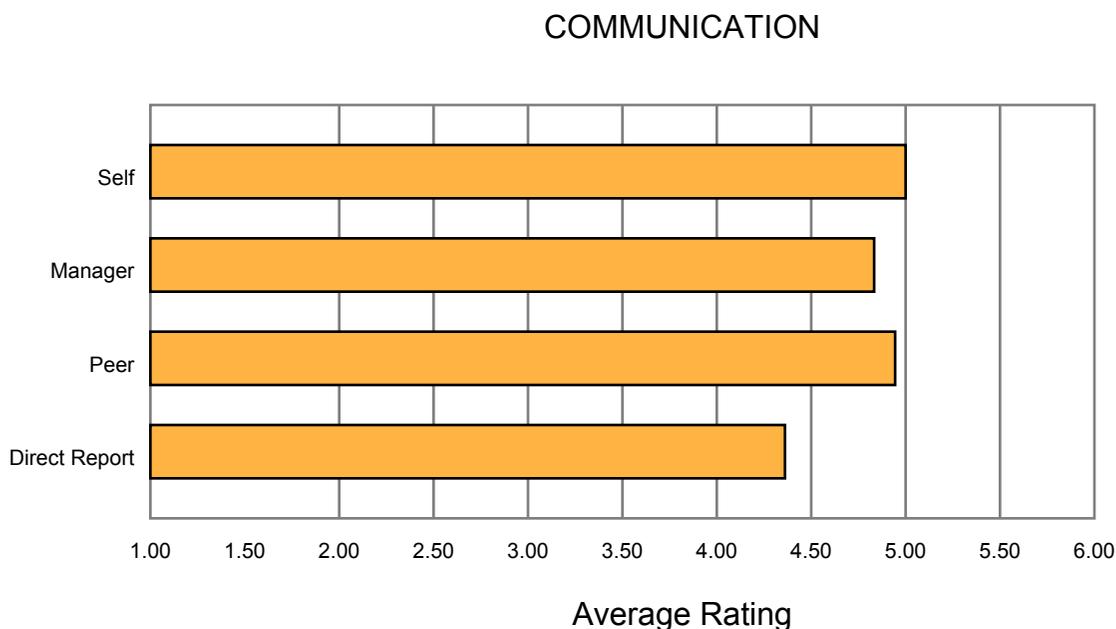
## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
15 Is persistent in putting ideas into action when faced with setbacks or difficulties.	5	4	5.67	<u>4</u>
36 Maintains own performance under pressure.	5	5	4.33	5.50
44 Pursues goals with energy and vigour.	5	6	5	5.33
63 Meets personal challenges with energy and enthusiasm.	5	5	4.33	5
51 Displays high levels of confidence and assertiveness.	5	6	5.75	5
20 Shows resilience, stamina and reliability under a challenging and varied workload.	6	5	4.67	5
<b>Average Score</b>	<b>5.17</b>	<b>5.17</b>	<b>4.96</b>	<b>4.97</b>

# Communication

This competency concerns both the skill and the intent to communicate widely and effectively. Managers who are competent in this area are aware of the different communication styles and methods open to them, and apply their judgment in selecting the appropriate method for their message and target audience. Good communicators are also good listeners, capable of testing and demonstrating their understanding by appropriate questioning and accurate summarising. Effective communication also entails being able to give and receive feedback. Good communicators ensure that all who should be kept informed, are kept informed. For the most effective, communication is second nature, and occurs often and not necessarily for a specific purpose.

## Summary Chart

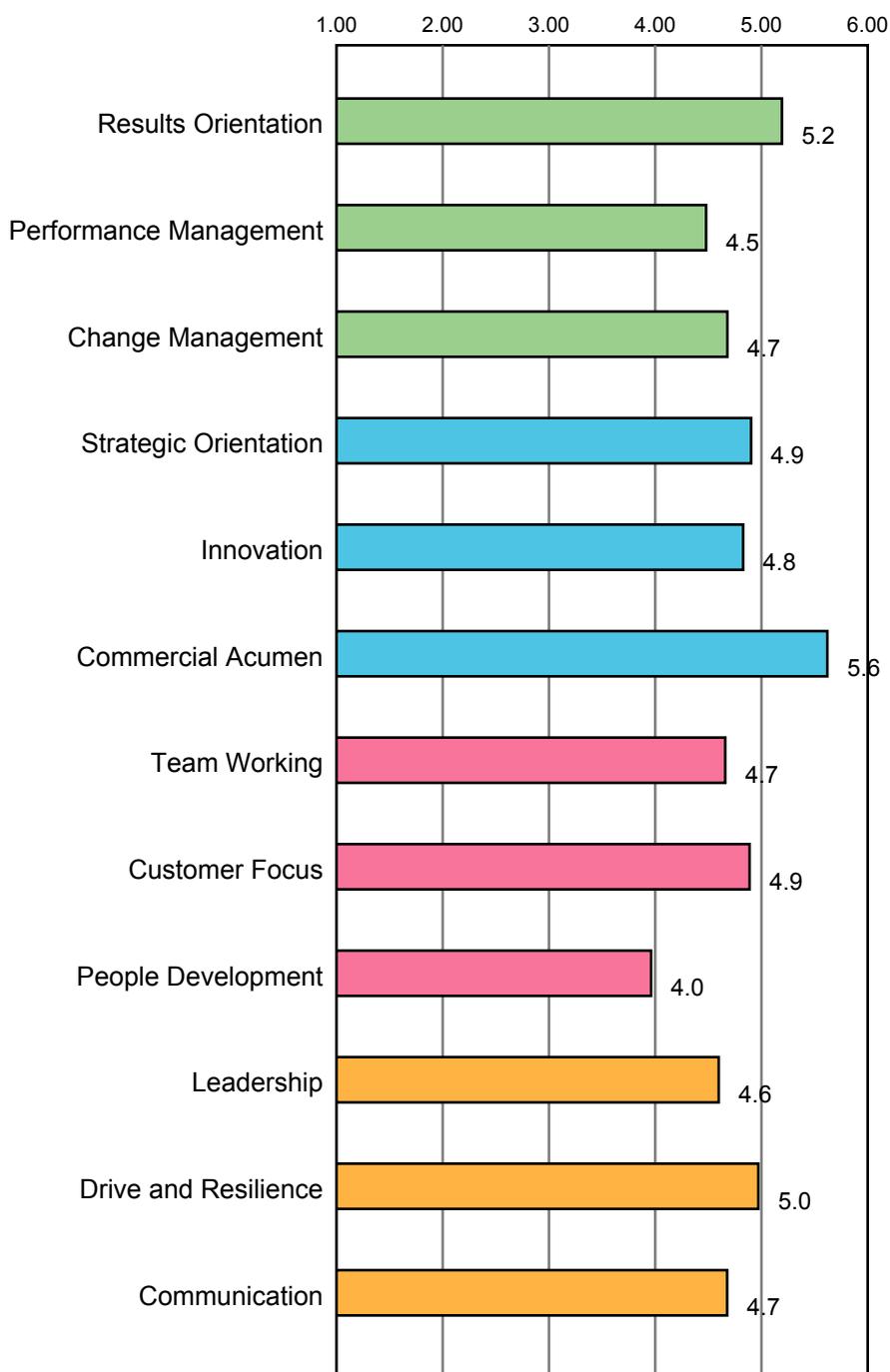


## Detailed Ratings

	Self	Manager	Peer Average	Direct Report
68 Demonstrates attentiveness to others through listening, questioning and summarizing .	4	3	4.25	<u>3.25</u>
58 Produces clear, concise written material in emails, reports, letters, etc.	6	6	6	5.67
40 Makes clear and confident presentations that demonstrate a strong grasp of the subject matter.	6	6	5.67	5
53 Expresses own point of view clearly and succinctly in meetings.	4	6	5.50	5
67 Communicates extensively, always sharing information with those who need to know.	5	3	4.25	4
19 Seeks and listens to feedback.	5	5	4	<u>3.25</u>
<b>Average Score</b>	<b>5</b>	<b>4.83</b>	<b>4.94</b>	<b>4.36</b>

The chart below shows the overall average across the 3 groups of respondents (manager, peer, direct report groups each equally weighted) to provide a competency profile based on how others have rated you.

### Average of all rater groups



## Gap Analysis: differences between your ratings and others'

The following table shows behaviours where your colleagues rated you significantly differently than you did yourself. Only behaviours where you differed from at least one of your respondent groups (i.e. Manager, Peers, Direct Reports) by 1.5 points or more are included. Where you have rated yourself higher these differences are highlighted in light red (with minus sign) and may represent unrecognised areas for development. Where others have rated you higher these differences are highlighted in green and may represent unrecognised strengths.

Competency	Item	Self Rating	Manager Gap	Peer Gap	Direct Report Gap
RESULTS ORIENTATION	Uses planning and monitoring tools effectively.	4	2.0	1.0	1.0
PERFORMANCE MANAGEMENT	Establishes and communicates clear standards and expectations among team members.	6	0.0	-1.3	-2.3
PERFORMANCE MANAGEMENT	Gives regular face-to-face feedback to team members.	5	0.0	-0.8	-1.5
STRATEGIC ORIENTATION	Translates the long-term vision of the organisation into achievable strategic and operational plans.	6	0.0	-0.3	-1.8
STRATEGIC ORIENTATION	Reconciles day-to-day demands with long term objectives.	4	2.0	1.3	1.0
STRATEGIC ORIENTATION	Anticipates future demands, opportunities and constraints.	4	2.0	1.3	0.3
STRATEGIC ORIENTATION	Contributes effectively to strategic thinking in the organisation.	4	2.0	1.0	0.0
INNOVATION	Is inquisitive and curious about new ideas.	4	2.0	1.5	0.3
COMMERCIAL ACUMEN	Continually seeks to achieve growth in profits.	6	-2.0	-0.3	0.0
TEAM WORKING	Accurately identifies the potential contribution of team members.	6	-1.0	-1.0	-1.7
TEAM WORKING	Gains the cooperation and assistance of others through strong personal influence.	4	0.0	1.8	-0.3
CUSTOMER FOCUS	Maintains constructive and forward looking relationships with customers when things go wrong.	3	2.0	2.0	2.0

Competency	Item	Self Rating	Manager Gap	Peer Gap	Direct Report Gap
CUSTOMER FOCUS	Works with the customer to improve their business in a long-term relationship.	4	x	1.0	0.5
PEOPLE DEVELOPMENT	Seeks feedback on own performance to identify personal development needs.	5	-2.0	-0.8	-2.5
PEOPLE DEVELOPMENT	Is supportive and encouraging to those seeking further training and development.	6	-2.0	-0.8	-2.3
PEOPLE DEVELOPMENT	Helps others to learn from their experience - both successes and failures.	5	0.0	-0.3	-1.5
PEOPLE DEVELOPMENT	Shows the way for others through openly addressing own development needs	5	-2.0	-0.7	-3.0
LEADERSHIP	Demonstrates integrity through openness, honesty and consistency between words and actions.	5	0.0	-0.8	-1.7
COMMUNICATION	Expresses own point of view clearly and succinctly in meetings.	4	2.0	1.5	1.0
COMMUNICATION	Communicates extensively, always sharing information with those who need to know.	5	-2.0	-0.8	-1.0
COMMUNICATION	Seeks and listens to feedback.	5	0.0	-1.0	-1.8

Colleagues were asked what you should Continue, Stop, Start doing to enhance your performance.

- **CONTINUE**

## *Manager*

Using his wide experience for the greater good of the business  
Contribute great ideas for taking the business forward  
Consistently aiming for the highest standards

## *Peers*

Continue the open door policy  
Continue using your great experience for the benefit of the business  
Continue setting and achieving high standards

Maintain his focus and drive  
Keep working on developing his team  
Being straight and honest

Showing real passion for the job  
Focusing on high standards of achievement  
Being direct and open with people

Showing pride and passion in his job  
Being a great supporter of people who are trying to do a hard job well  
Being clear and open in his feedback

## *Direct Reports*

1. Being the driving force behind success
2. Planning, organising, following through
3. Setting standards of professionalism and dedication for others

Being an excellent, highly motivated manager with a real drive for results and a focus on the end goal  
Using his skill at identifying key team members and supporting their development  
Showing his appreciation for people being open and honest with him

1. Doing his best for the company
2. Being clear about his demands
3. Setting the highest standards

Maintaining his focus on achieving key targets  
Pushing for change and innovation  
Inspiring through his passion and energy - nobody works harder than John

## • STOP

### *Manager*

Being defensive in the face of constructive criticism of his proposals - he is better at seeing the flaws in other people's ideas than his own  
Being too rigid about applying systems and policies to the letter  
Playing favourites - only placing trust in a select few risks not getting the best from everyone

### *Peers*

Using the one style of direct (often blunt and abrasive) communication with everyone.  
Following up everything you delegate so closely - show you trust others a bit more.  
Openly showing irritation when under pressure.

Taking it out on people when they get things wrong  
Being disagreeable when under pressure  
Playing favourites among team members

Working so independently - look for more support from colleagues  
Using team meetings as the primary way of giving feedback to individuals  
Being direct to the point of being destructive of a person's self-esteem

Being openly irritable when under pressure. He can be difficult to talk to when he has a lot to deal with. Staff are sometimes afraid or reluctant to approach him when he is in a bad mood. I am not sure he is aware of this.  
Blaming people for their mistakes. John has very high expectations, which can be difficult to meet all of the time. When they are not met, people can be made to feel quite small by his criticism. I don't think John means to do this, because he also shows a lot of support for people who are trying to better themselves.  
Being too quick to judge people. When John does not rate someone, it is very obvious.  
If you are not one of John's 'good guys' its hard to get a hearing for anything you have got to say or get involved in any of his really interesting initiatives.

### *Direct Reports*

Being so irritable that people are sometimes afraid to approach him  
Assuming that people just need to be told what to do  
Relying on team meetings as the only way to brief us

Not trusting others.  
Not treating everyone fairly - John has favourites (people who are like him).  
Making snap judgements/decisions - first opinion is not always the correct one

Assuming everyone will adapt to change in the same way and at the same rate.  
Getting into so many confrontational situations  
Ignoring the fact that different people have different needs and motivations

- **STOP**

*Direct Reports*

1. Stop criticising people in such a direct and personal way. When people get things wrong they are often spoken to in a demeaning way (we sometimes ask 'who is going to be the Baldrick today?' We are all grownups and don't need to feel that we are being sent to the naughty step.
2. Stop placing all your trust and confidence in a very small group of people. This makes people feel that you don't value or trust them and creates a dangerous atmosphere of suspicion
3. Stop bringing up things that have gone wrong in the past. It sometimes feels like we can never be allowed to forget our past mistakes.

## • **START**

### *Manager*

Be a bit more personable to build stronger relationships with the whole team  
Do more coaching/mentoring rather than always directing and telling  
Work harder at building the best business case for your great ideas

### *Peers*

Adapt your language and style of communication to the person you are talking to. Sometimes you make it difficult for staff to grasp what you really want them to do.  
Look for and welcome feedback from others as well as giving it.  
Its great to be on top of all the detail, but allow your senior staff the same level of access to information so they can make their own decisions on what to do.

Be more open to help and advice from others. Appears to be a bit of a loner at times.  
His team could benefit from more of his 1 to 1 coaching style as opposed to formal reviews and meetings.  
Use the strength of the central functions to discuss staff performance concerns & business issues  
- involve HR, Marketing, Finance more

Vary his style of giving feedback to people. Think about the best way of getting the message across to ensure his direct feedback enables the person to act on it rather than feeling told off.  
Suspend judgement on who is good and who isn't. Give people a chance to show what they are good at - we need a contribution from everyone to succeed.  
Be more consistently approachable - even when under pressure himself.

To be more approachable  
To show greater fairness to all team members  
To rein back his temper at times

### *Direct Reports*

Develop better people management skills  
Be more approachable to key members of the team  
Establish closer, more personal working relationships with team members

Be more more thoughtful in identifying the potential impact of change on individual team members and their reaction to it  
Try to anticipate where negative reaction might be coming from and take steps to avoid it.  
Understand that not all team members are motivated by the same things that John is, work with individuals to understand what pushes their buttons or gives them satisfaction and use these things to motivate them

- **START**

*Direct Reports*

1. Don't panic! Don't always show your irritation so much when things go wrong.
2. Be empathetic, listen, be consultative, support and show understanding - this will give encouragement to people and make them feel comfortable around you. John is clearly well intentioned towards people and is often openly supportive, but can blow hot and cold when things aren't being done as he'd like.
3. Don't 'damn with faint praise'. When John gives praise he does it openly and clearly - which is good, but he often brings people back down with things they have done wrong at the same time - this is demoralising.

Trust others. Gain more confidence in the team by honesty and straightforward decision-making. Be more focused on the team, not just self.

Use the table below to summarise your first impressions of your 4 major areas of strength that emerge from this feedback and 4 areas where you might need to develop further.

My strengths are:
<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4.</li></ol>
Areas where I could improve are:
<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4.</li></ol>