

HMC 360 Feedback Interview Results for *James Sample*

December 2002

(Based on n = 15)

1. How would you describe Jim's leadership style, for example in regard to his interactions with other people (e.g. handling conflicts, handling multiple priorities, etc.?)

- Is direct and focused. Very clear about his expectations
- He has a vision and communicates it well
- Very passionate and hands-on. He is very much in control
- Very organized and structured
- Straight-up and honest
- Has no gray areas. You know where he is coming from.
- Very fair.
- Gives credit to others on the team
- Very talented, knowledgeable and confident

2. What is his greatest leadership strength? How do you see this demonstrated on the job?

- He has a good vision for where to take his group and can effectively execute.
- His passion for the job and his people.
- Directness and fairness
- Seeks feedback from his people
- Building his team effectively
- Strong at driving for results

3. What would you recommend as a target area for self-development for Jim?

- He may be too directive and not allow an opportunity for others to give their input.
- To stop and consider what others are saying before creating his action plans.
- Learning how not to let his words get in the way of his real message.
- Acts too quickly before he gets buy-in.
- He broadcasts and doesn't consider what information to share.
- His interpersonal skills. He is so confident he doesn't take time to listen to others except for confirmation of his perspective.

4. On a scale from 1-10 with 1 being the least effective and 10 being the most effective, how would you rate him on his:

Average rating

- a) 7.8 ability to create a common and compelling vision for his group.
- b) 9.0 willingness to question organizational norms and take a stand on an issue even when faced with opposition.
- c) 9.3 ability to accomplish tasks within preferred or agreed upon time frames.
- d) 5.6 ability to assume a broad, long term perspective when solving problems.



- e) 7.7 ability to quickly grasp the complexities of a situation and take aggressive action
- f) 7.7 willingness to adopt new or innovative approaches when dealing with business issues
- g) 8.2 ability to demonstrate respect, integrity and honesty in all aspects of relationship building
- h) 7.8 ability to inspire others to achieve objectives in a desired direction
- i) 9.4 willingness to publicly recognize and reward others for their contributions
- j) 7.3 willingness to listen to the ideas of others and seek their input
- k) 9.7 willingness to share his ideas and thinking on issues
- l) 9.0 willingness to coach employees and address performance problems completely and quickly.
- m) 8.3 willingness to identify areas needing change and quickly seize on opportunities to ensure organizational success.
- n) 6.7 ability to build effective relationships at all levels within the organization.
- o) 8.8 willingness to look beyond his own area of responsibility for ideas and alternatives.

5. Of the 8 Any Corporation Leadership Competencies that you reviewed earlier, which two do you think Jim demonstrates:

<u>most often?</u>	<u>least often?</u>
Integrity	Communicates Openly and Effectively
Broad Business Knowledge and Savvy	Instills Purpose and Vision
Speed and Decisiveness	Builds and Maintains Successful Relationships
Builds Teams and Talent	Builds Teams and Talent
	Customer Satisfaction

6. If you could offer additional comments related to Jim's performance, what you like to say?

- He is good at putting structure around an organization and keeping it focused.
- He is supportive of his team.
- He could use more diplomacy and political savvy.
- He is so eager and passionate about his work that he needs to slow and do the grassroots work of bringing his people aboard, one at a time.
- He needs to do more to build relationships.
- Continue doing what you are doing except make coaches accountable for day-to-day management issues. Develop his managers to deal with their people's issues.
- He needs a chaperone. He is fair but aggressive.
- He has done an amazing job but he needs to watch what he says.
- He is very talented, ethical and knows the business.
- Great strategic mind and drives for results.
- He needs to be more accessible to people and give the process time.

