
20/20 Insight Special Confidential Report



Dana Pritchard

Professional
Development

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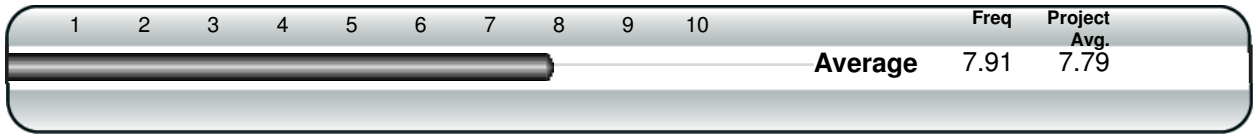
Sample 360 Feedback Report for a Manager

sample-DP

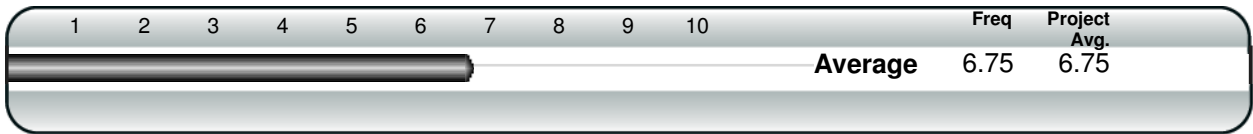
Dana Pritchard

Category Summary

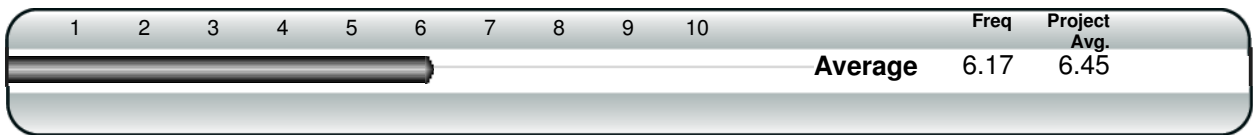
Leading by Example



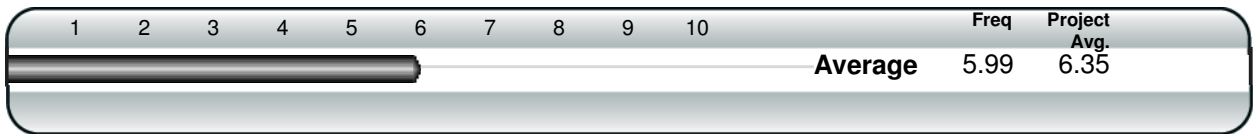
Feedback



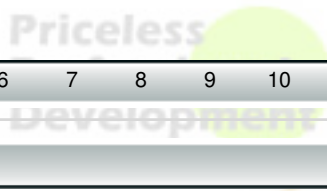
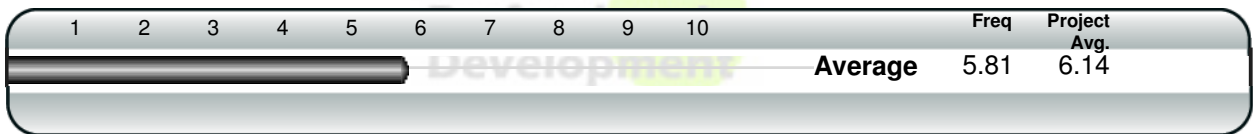
Resolving Conflict



Dialogue

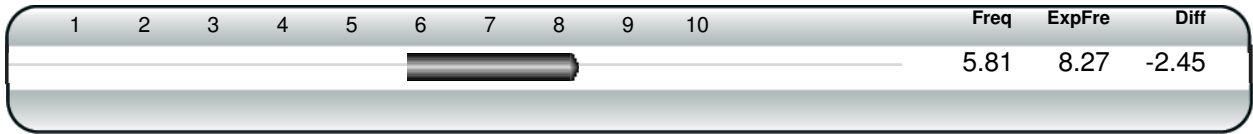


Listening

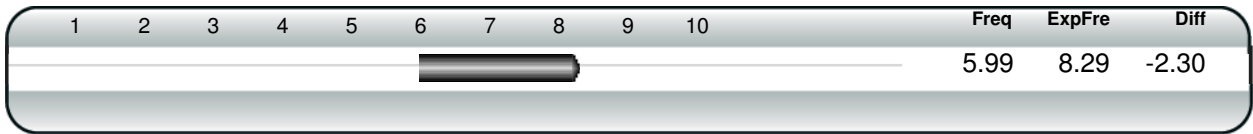


Category Summary - Scale Comparison

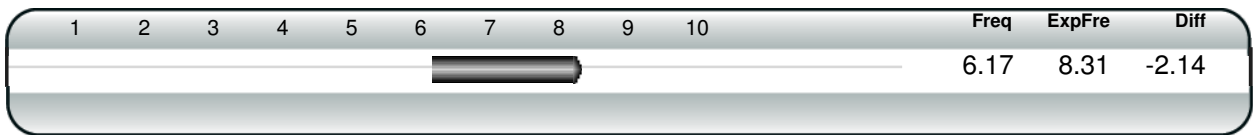
Listening



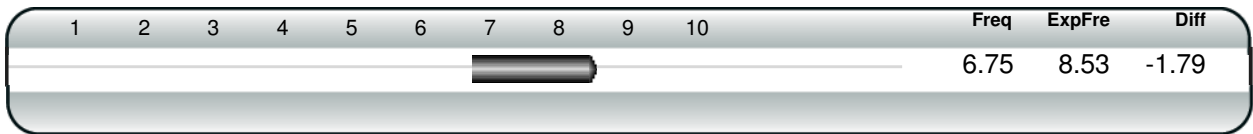
Dialogue



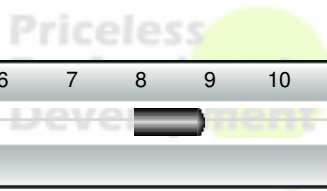
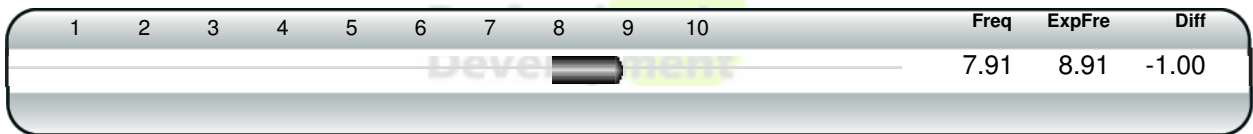
Resolving Conflict



Feedback

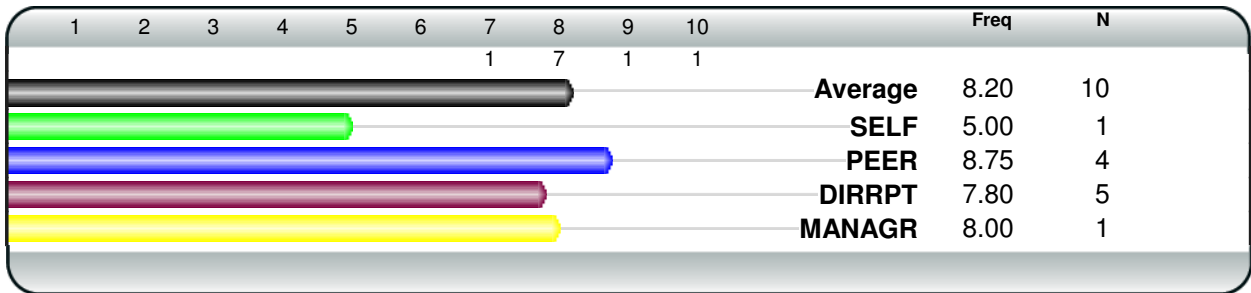


Leading by Example



Item Ratings - Relationships/Comments

1. Contributes important skills and abilities to the total team effort.
(Leading by Example)



What you LIKE: - Behaviors or conditions you hope will continue

- Self: I like to work with the team and contribute ideas.
- Highly efficient, focused. Hard-working problem solver.
- You have what it takes to make your team successful.
- You have an excellent work ethic that helps us achieve our team goals. You have a motivation and drive that just won't quit.
- You set a good example for the team by your strong work ethic. I also like the way you help us achieve our goals.
- Your ability to analyze a situation objectively has kept us from making some bad decisions.
- You seem to know about our business as well as any manager here. I like the way you show that you care about our products and the future of the company.

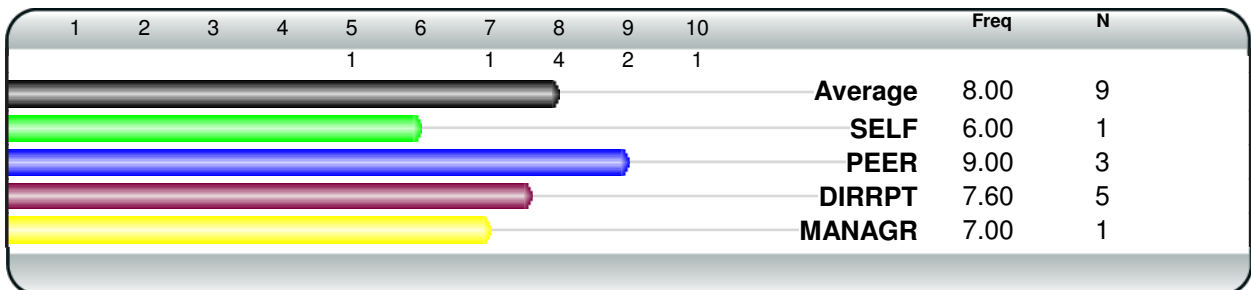
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- More of an individual hard-charger doing your part, not so much of a supportive team player.
- You need to focus more on people skills. You're cutting people off. They seem to give up on getting through to you.

What you WANT: - Improvements that you desire

- Focus on team members as much as tasks.
- Continue to be a good role model. Practice strong work ethic.
- Continue to tell us when you think one of us is headed in the wrong direction.
- More communication and listening on your part during a deadline may help alleviate harsh feelings.
- More listening, more open-mindedness, more employees who believe they can approach you.

2. Works on improving own knowledge and skills.
(Leading by Example)



Item Ratings - Relationships/Comments

What you LIKE: - Behaviors or conditions you hope will continue

- *Self: Like to learn and share knowledge.*
- *A real student of learning new technology!*
- *Every now and again, you will have a moment when you will admit that your own performance/management skills need improvement. I like those moments because it is a relief to think that you may see the error in your ways.*
- *I like the way you share what you've learned when you come back from conferences.*
- *I see you reading a lot of success books.*
- *I would like to see you participate in peer groups that meet to talk about their office happenings. I think you need this external stimulation and knowledge base.*
- *You have good management skills, and you have worked on these over the years.*

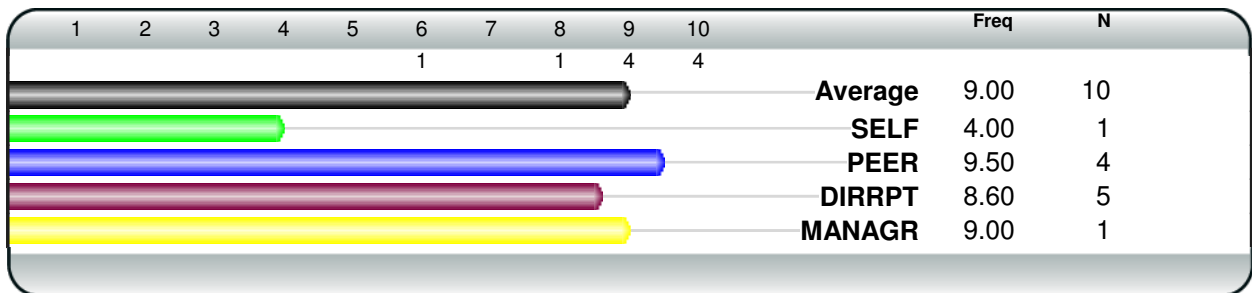
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *I don't like how you frown on spending money when asked about conferences or training courses I would like to attend.*
- *I think it is great that you are always reading and learning about new software to use, but sometimes you are neglecting your duties and us.*

What you WANT: - Improvements that you desire

- *Keep on learning.*
- *I would like it if you focused more on the team, but continue to look for new technologies.*
- *I'd like you to share some of the success principles you read about with your team.*
- *Time spend constructively with involvement in peer groups/professional organizations that would expand knowledge base and experiences.*
- *Learn how to be a better coach. Someone who grows people by helping them learn by experience.*

**3. Works at a high level of energy.
(Leading by Example)**



What you LIKE: - Behaviors or conditions you hope will continue

- *Self: I put my all into my work.*
- *Always a whirlwind of action!*
- *Energy is contagious. When your energy is positive, you leave the entire office feeling good all day.*
- *You are very high-energy and driven to accomplish your goals.*

Item Ratings - Relationships/Comments

What you LIKE: - Behaviors or conditions you hope will continue - (cont'd)

- *You never seem to tire.*
- *You're amazing - I've never seen you tired!*
- *You're willing to commit any level of energy or stay with it as long as needed.*

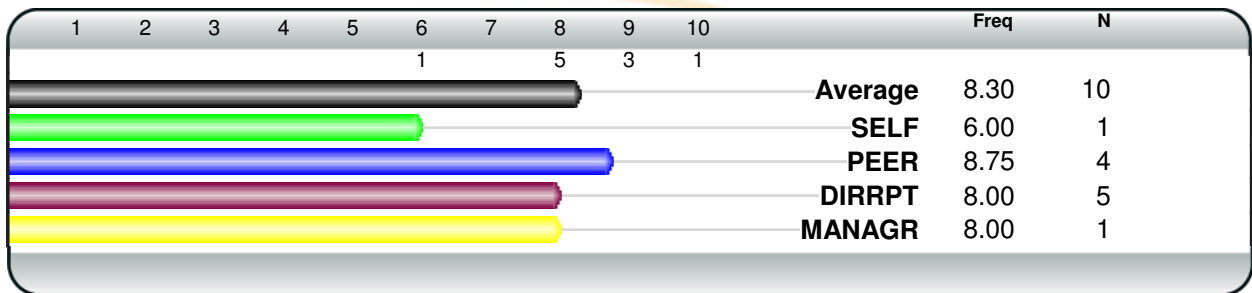
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *Sometimes you push yourself too hard and then suffer later.*
- *When your energy is negative, that is also contagious. You usually end up taking out your frustrations on us.*
- *You seem to expect all of us to have the same level of energy that you possess.*
- *Maybe you should learn to relax as effectively as you work.*

What you WANT: - Improvements that you desire

- *I would like to see you moderate your energy level and not push too hard.*
- *I would like you to learn to be more professional. If you come into work and you are in a bad mood, try not to take it out on us. Close your door or go on a walk to try and shake the bad mood. We lose productivity when you are feeling negative. You are unapproachable and we are sometimes afraid to bother you when an important issue arises.*
- *I'd like you to recognize that we all work at different paces, instead of expecting us all to be on your energy level.*
- *Let the rest of us know how you do it!*
- *A balanced individual.*

4. Produces high-quality work.
(Leading by Example)



What you LIKE: - Behaviors or conditions you hope will continue

- *We can count on you to pull your weight.*
- *You strive for excellence in all you do - it's inspiring!*
- *Because of your ambition, drive, and motivation, you always produce top quality work. The clients are always impressed with you and your team.*
- *Your team can be relied on to meet its objectives.*

What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *The things I have mentioned previously about what we have to deal with sometimes in order for the work to be its highest quality. Sometimes your team pays a huge price.*

Item Ratings - Relationships/Comments

What you DON'T LIKE: - Behaviors or conditions that bother you and why - (cont'd)

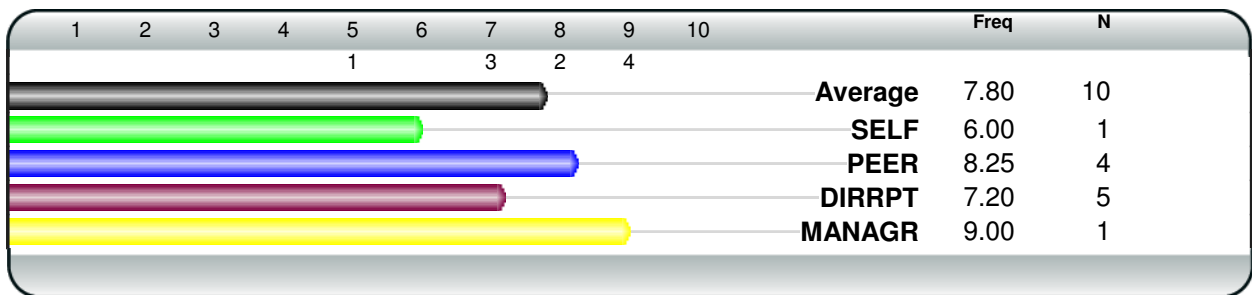
- *Your team is actually capable of doing more. But it has to be though their effort, not yours. You need to distribute and coordinate more, do less yourself.*

What you WANT: - Improvements that you desire

- *I would like to see us produce high-quality work without the expense of employee's feelings.*
- *Get more teamwork from your team.*

5. Uses time effectively--works on high-priority actions first.

(Leading by Example)



What you LIKE: - Behaviors or conditions you hope will continue

- *A no-BS businesslike approach to work. Get things done. No BS.*
- *You set priorities with very little effort. And you've helped me several times when I've needed help setting my own priorities.*
- *Most of the time we do work on high-priority actions first.*
- *You sort through priorities well. You know what's important and what's not.*

What you DON'T LIKE: - Behaviors or conditions that bother you and why

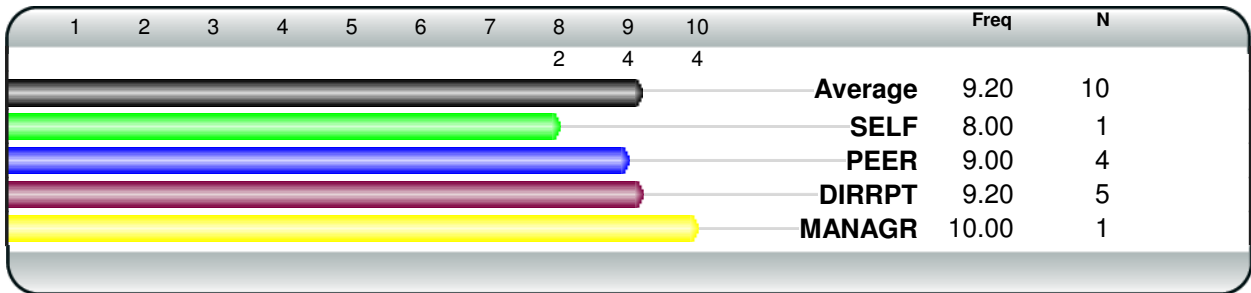
- *Self: Sometimes feeling overwhelmed with tasks at hand.*
- *I've seen you get distracted at times by less important tasks that could have been delegated to someone on your team.*
- *We don't always use our time effectively because we're trying to skate around your temper or mood swing.*
- *Sometimes people don't rise to the level of priority I feel they deserve.*

What you WANT: - Improvements that you desire

- *Before you take on responsibility for something, make sure it's really yours to do.*
- *I would like to see you call the group together at the beginning of each week to go over our priorities for the week.*
- *To be able to address the weak areas so our team can be more time efficient.*
- *More consideration of the needs of your team.*

Item Ratings - Relationships/Comments

6. Takes initiative--does what needs to be done without being asked to do so.
(Leading by Example)



What you LIKE: - Behaviors or conditions you hope will continue

- Self: Gives me a sense of pride in my workmanship.
- This is related to setting priorities. Once you have them set, you're off and running!
- You are a professional, through and through. You know what has to be done. You believe in what's going on around here. Total self-starter.
- You are always on the ball when it comes to a deadline.
- I never have to tell you that something needs done. I feel you always sense this and just do it.

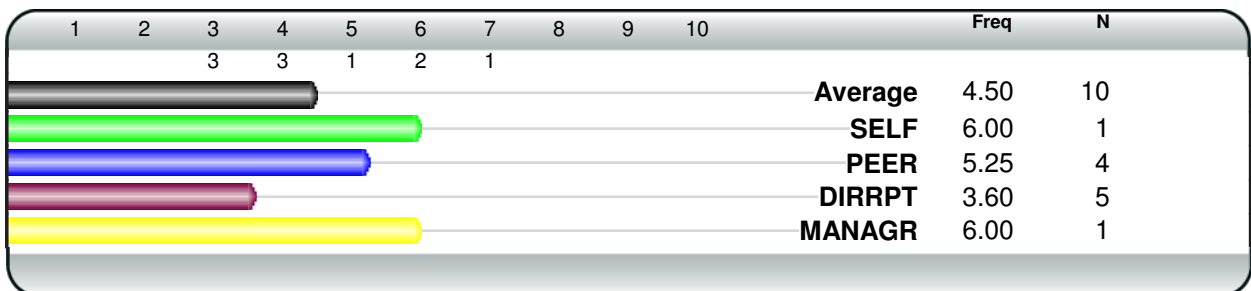
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- Sometimes you tend to just try and do everything yourself instead of giving one of us a chance to try it and grow.
- You sometimes step on people who get in your way.

What you WANT: - Improvements that you desire

- Address weak areas and try to improve them.
- I'd like to see you trust us to do some of the tasks that you feel you need to handle yourself.

7. Accepts responsibility for own mistakes.
(Leading by Example)



What you LIKE: - Behaviors or conditions you hope will continue

- Self: I feel free to own up to my mistakes without feeling put down.
- Sometimes you DO accept responsibility for your mistakes. When this happens, I'm always glad.
- You willingly address issues created by you or your team.

Item Ratings - Relationships/Comments

What you DON'T LIKE: - Behaviors or conditions that bother you and why

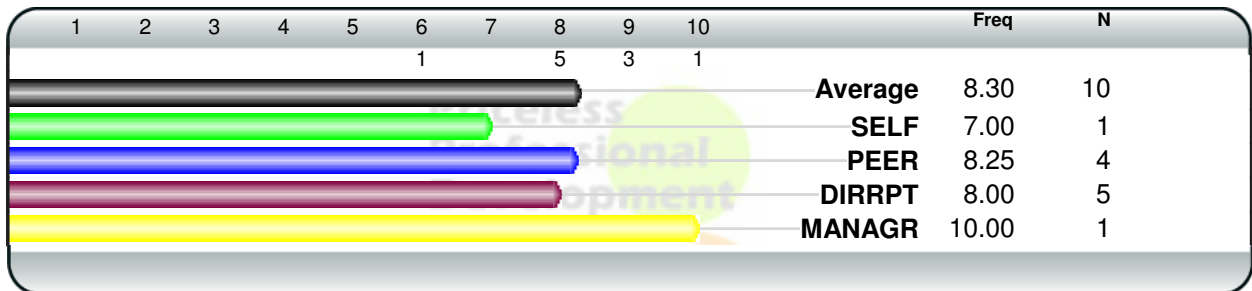
- *You seem to want to come across "perfect." Sometimes a little defensive when things go wrong.*
- *When things go wrong with a project, I feel that you want to find fault with one of the other team members, even though the mistake was caused by something you did.*
- *You seem to look for someone to blame when you make an error in judgement.*
- *All too often, you focus on the actions of your team members when something goes wrong. We know that both triumphs and setbacks are a team effort, not the sole doing of the leader. But it shows character to own bad outcomes along with the good.*

What you WANT: - Improvements that you desire

- *Admit you're wrong when it's your fault. I'd respect you more, not less. We're all human.*
- *I would like you to practice looking at the situation and its causes before lashing out at one of the team members and blaming them.*
- *I'd like to see you take more ownership and admit it when you make a mistake. It makes you more human to us.*
- *More: "That was my responsibility." Less: "Brandy should have checked the scheduling beforehand."*

8. Follows through and delivers on promises.

(Leading by Example)



What you LIKE: - Behaviors or conditions you hope will continue

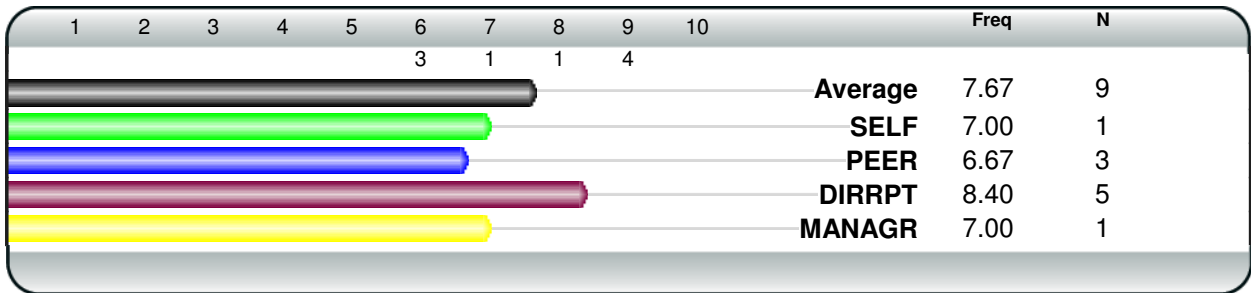
- *I can always count on you to do what you say you'll do.*
- *It's nice to know I can count on you.*
- *This is one of the things I like most about you No BS. You do what you say. Very consistent.*
- *I like when you follow through with the promises you have made to us.*
- *You never break a promise and that is a trait to be admired.*
- *I trust you a great deal because you do what you say you will do.*

What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *Self: When others come back a week later to ask about a question I have already answered.*

Item Ratings - Relationships/Comments

9. When praising performance, mentions specific details.
(Feedback)



What you LIKE: - Behaviors or conditions you hope will continue

- I liked it when you sat in on a presentation I had done and gave me feedback about how it went.
- It really is encouraging to me the way you mention specific details about a project and how I handled them.
- When one of us has done something outstanding, you praise us extremely well. You get the group together and explain the good deed and why you are so proud of that employee.

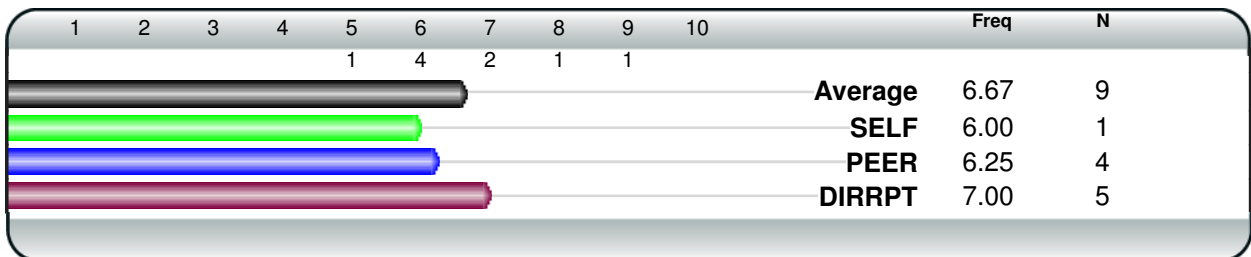
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- It's rare that you give me positive feedback or affirm me when I have accomplished something.
- I'm sure that most of your positive feedback is done in private, but I've noticed a few missed opportunities, and you seem to be a little vague with your praise.

What you WANT: - Improvements that you desire

- Consider affirming what you like in the people around you.
- I'd like you to sit in on more presentations in the future. It helped me to get your ideas about how I presented.
- Please continue to recognize attention to detail and praising good actions.
- Focus in on what they did well and describe it to them.

10. Before giving constructive feedback, affirms the positive contributions of the individual.
(Feedback)



What you LIKE: - Behaviors or conditions you hope will continue

- Very direct and honest. You focus on the important stuff.
- You are very careful when giving constructive feedback. You use caution and you gather both positive and negative traits about the person so that it seems to balance out.

Item Ratings - Relationships/Comments

What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *I don't see you do this much, and the people on your team could probably use it since you all work at such a high pace.*
- *I've observed you several times giving feedback when you're angry. It's during those times that you have nothing positive to say to the employee you're counseling.*
- *You seem "in your face" when others let you down. Need to say something, but maybe there's a better way to say it. You can hurt people's feelings, leave a bad taste.*
- *More often than not, you just start right in with the criticism.*
- *This is the only time we see you acting with any caution and reserve for other people's feelings.*

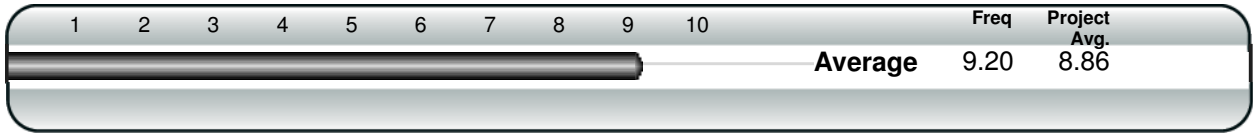
What you WANT: - Improvements that you desire

- *I'd like to see you take your anger out of all constructive feedback. It might help you to wait a day or two in order for your anger to subside. Also keep in mind that people aren't perfect, and we all make mistakes.*
- *Say something good along with the bad. Usually, things are not all bad.*
- *Try to think of something positive to say before you start criticizing - there needs to be a balance.*
- *I wish this behavior could be displayed on a daily basis. It would make life much easier at work.*
- *Let us know when you notice we're doing something especially well so we'll know to keep doing it.*

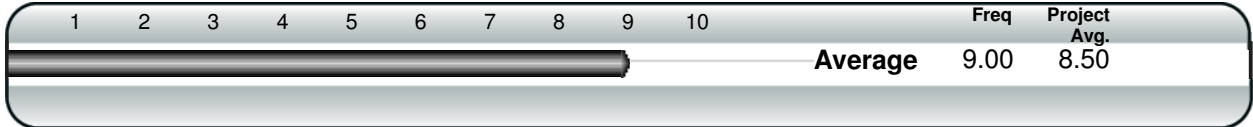


Highest-Rated Items

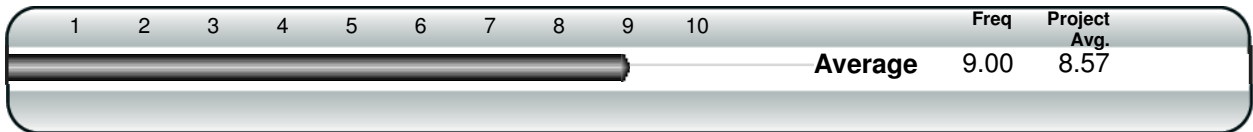
6. Takes initiative--does what needs to be done without being asked to do so.
(Leading by Example)



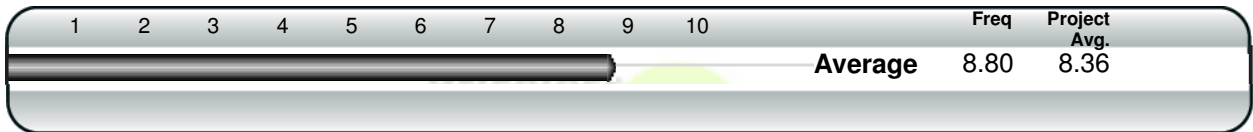
3. Works at a high level of energy.
(Leading by Example)



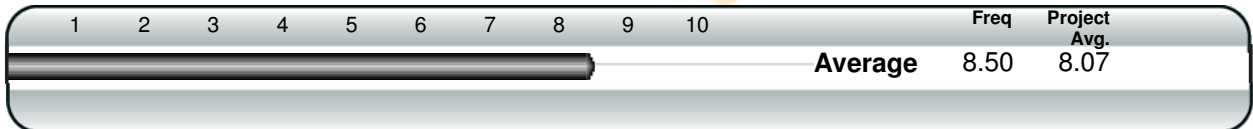
21. States own opinions clearly.
(Dialogue)



31. States own needs and wants clearly.
(Resolving Conflict)

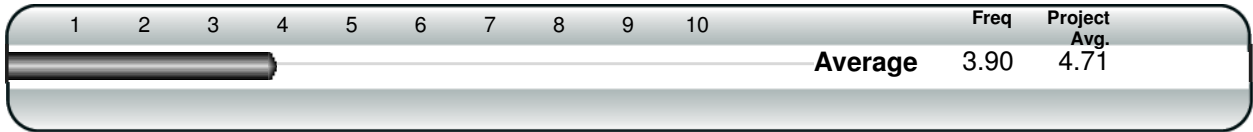


29. Speaks up when in disagreement with coworkers.
(Resolving Conflict)

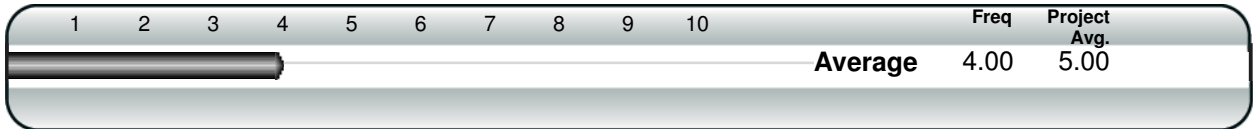


Lowest-Rated Items

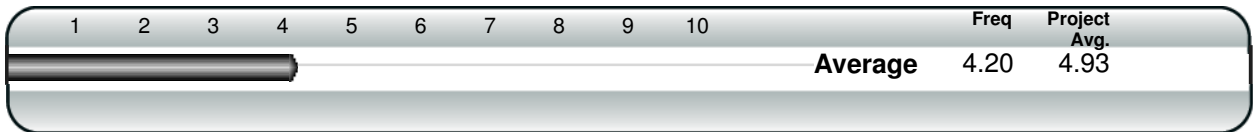
16. Listens to others without reacting emotionally.
(Listening)



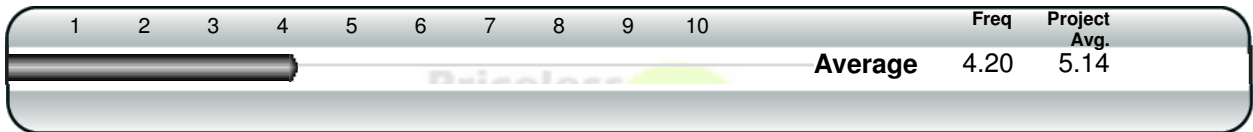
30. Uses consideration and tact when voicing disagreement.
(Resolving Conflict)



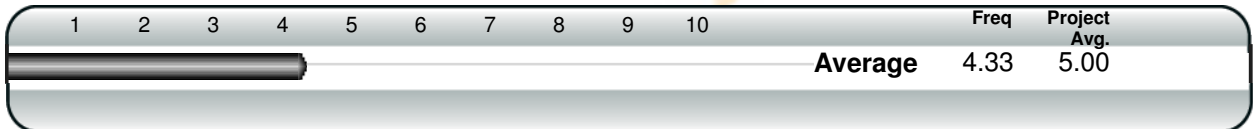
14. Receives constructive feedback without reacting defensively.
(Feedback)



22. Communicates without ridicule, threats or emotional outbursts.
(Dialogue)

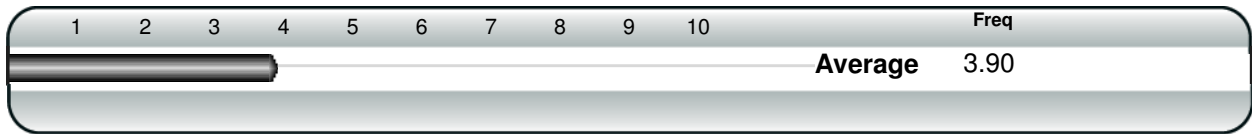


33. When in conflict with a coworker, suggests new options that may satisfy the needs of both parties.
(Resolving Conflict)



Recommendations for Development

16. Listens to others without reacting emotionally.
(Listening)



Sometimes what people tell each other can be upsetting. They may express a point of view that others strongly disagree with. Hearing unexpected news about accidents, mistakes, errors, opposition or other problems can cause an immediate reaction. Especially upsetting is criticism or the message that others are responsible for something bad that has happened. Feelings of concern, disappointment, frustration and anger can quickly cascade into an outburst.

Under pressure, listeners who show their feelings easily may react with an emotional outburst. Behavior such as this can create barriers to communication. People may decide to filter the information or keep it to themselves rather than deal with this person's negative reaction.

What lower ratings may mean:

The people who gave you feedback may feel uncomfortable with the way you express negative emotions.

- They may have noticed that you lose your temper when you hear bad news.
- They may be afraid to tell you things that may set you off.
- Maybe you've experienced a number of disappointments recently.
- You may feel that it's good and natural to express how you feel.
- Perhaps you grew up with people who shouted when communicating.
- You may not realize the adverse impact your outbursts can have.
- You may believe it's better for people to know when you are upset.

Recommended follow-up development actions:

- If the comments in your report don't describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.
- Perhaps the people who work around you expect more of you than you realize. Tell them that you don't want them to feel uncomfortable with the way you react to unpleasant news. Ask them what improvements they would like to see in the way you express your emotions.
- Identify one or two individuals who never seem to lose their cool. Arrange a meeting so that you can ask: "Surely you get mad from time to time, but you never seem to lose your temper. What's your method for staying cool when you are feeling upset?"
- Appreciate that few people will interpret an emotional outburst in a positive way. They may think of it as a temper tantrum. They may see your outbursts as immature or aggressive behavior. You can be sure that displays of anger make others feel uncomfortable. People want their coworkers to think clearly in adversity, and they may doubt your effectiveness. They may think, "If you are capable of this, what else are you capable of?"
- If you become upset while listening to someone, put your feelings aside until the conversation is over. If you have an outburst during the middle of a conversation, you are likely to create a major barrier to communication. Get the message first; react later.
- Consider that showing anger is not the only way to express it, and it is probably not the best. There is a big difference between acting out your emotions--shouting, accusing, cursing, slamming doors or throwing things--and stating, "This is upsetting. I'm angry about this."

Recommendations for Development

- The best way to deal with your anger is to give constructive feedback to the people who are responsible for whatever has upset you. The following approach is recommended:
 1. Put the behavior in context. "Normally your estimates are close."
 2. Describe the behavior. "The May estimates didn't take our new product line into account. They are 50% under our actual expenses, so we're going to have delays."
 3. State how you feel and why. "I'm upset and disappointed. We've been talking about the new product line for months, and now this error will cost us several thousand dollars."
 4. Reaffirm the desired performance. "I know you can handle this, and I trust there will be no more oversights in the future."

- Consider believing in and doing things based on these positive attitudes:
 - "It's OK for people to know I'm upset-- it's not OK for me to act it out."
 - "When the messenger brings bad news, I won't shoot him."

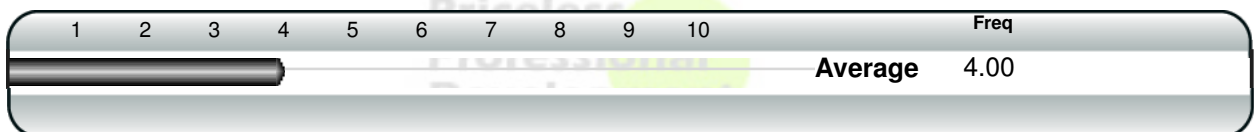
Recommended Resources

Burley-Allen, Madelyn. *Listening: The Forgotten Skill*, 2nd ed. New York: John Wiley & Sons, 1995.

Pachter, Barbara, and Susan Magee. *The Power of Positive Confrontation: The Skills You Need to Know to Handle Conflict at Work, at Home and in Life*. New York: Marlowe & Company, 2001.

Weisinger, Hendrie. *Emotional Intelligence at Work*. San Francisco: Jossey-Bass, 2000.

30. Uses consideration and tact when voicing disagreement.
(Resolving Conflict)



Although most professional people have good judgment, some coworkers may not always agree about what to do. Faced with opposition and the pressure of time, members of the work group could easily become impatient and come on too strong. Instead of using dialogue or negotiation, they may use argument, intimidation or authority. Most people would be inclined to let head-strong individuals have their way. But that could have several bad consequences. First, the needs of other people would not be satisfied. Further, they might harbor resentment. Most important, the alternatives that are generated through creative negotiation are typically breakthroughs--superior to the initial desires of either party. These benefits would be lost.

When coworkers experience opposition, they need to make an effort not to be overbearing. They need to voice disagreement in a neutral way that invites further dialogue. They need to ask about the needs of the coworkers who oppose them and listen actively. They need to set the stage for the process of creative negotiation.

What lower ratings may mean:

The people who gave you feedback may feel that you are often hard to deal with when you are trying to get your way.

- They may want a better chance to state their cases.
- They may feel that you're overbearing when you disagree.
- You may feel strongly about what you want to do.
- You may have a very intimidating or abrasive personality.
- You may feel that you have a right to try to make people to go along.

Recommendations for Development

- Perhaps you're used to getting your way.
- Maybe you see conflict as winning or losing.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.
- Perhaps the people who work around you expect more of you than you realize. Tell them that you want to be considerate and tactful. Ask them what improvements they would like to see in the way you voice disagreement.
- Identify someone noted for showing respect when voicing disagreement. If possible, study this person's on-the-job behavior. Consider asking this person to observe you and give you feedback.
- Think of a time when someone who was in conflict with you was harsh and intimidating. How did you feel? What impact did this have on your ability to resolve the conflict?
- The next time you find yourself in opposition to someone, pay attention to the way you express yourself. Are you coming on strong? Are you forceful and argumentative? Consider voicing disagreement and expressing your needs in a calm, neutral, open-ended way. Examples:
 - "I understand your position now. I need something a lot different."
 - "At first glance it seems we disagree. Here's my view of it."
 - "I believe we want different things. Let me see if I have it right."
 - "I appreciate your needs. I think I need something different. "
- Make it a habit to inquire into the needs of other people. State your own needs, but ask about the needs of the people who want something different. Examples:
 - "Maybe you folks want something different."
 - "So that's why I like my plan. Why do you like your plan?"
 - "But I'm open to other possibilities. What are you thinking?"
 - "Let's try to address all our needs. What do you want out of this?"
- Consider letting other people state their desires first. This act of courtesy will ensure that you hear them out, and it will make them more willing to hear you out. Example: "Becky, I'll tell you what I have in mind. But first, what about you? How did you want this to turn out?"
- Beware of these aggressive behaviors:
 - Making demands or stating ultimatums
 - Promising bad consequences
 - Arguing or debating
 - Making critical or abusive comments
 - Interrupting people or raising your voice
 - Invoking your authority
- Consider believing in and doing things based on these positive attitudes:
 - "Others have a right to needs and opinions that are different from mine."
 - "Courtesy is essential to resolving conflict."

Recommended Resources

Pachter, Barbara. *When the Little Things Count...and They Always Count*. New York: Marlowe & Company. 2001.

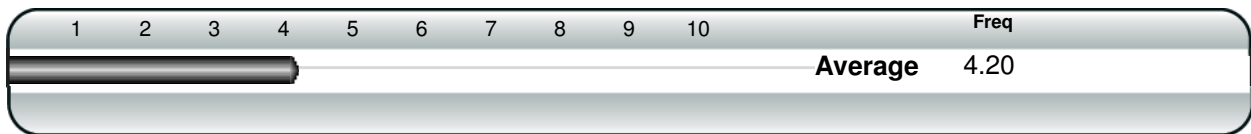
Silberman, Mel. *PeopleSmart: Developing Your Interpersonal Intelligence*. San Francisco: Berrett-Koehler

Recommendations for Development

Publishers, 2000.

Yankelovich, Daniel. *The Magic of Dialogue: Transforming Conflict into Cooperation*. New York: Simon & Schuster, 1999.

14. Receives constructive feedback without reacting defensively.
(Feedback)



Not everyone feels comfortable telling others about shortcomings. They may not want to cause hurt feelings, or they may not know a polite way of expressing it. They may not be sure the feedback is wanted. To ensure that people continue to volunteer constructive feedback, the people who ask for it need to be careful not to react negatively. Although feelings of defensiveness are inevitable, people hearing evaluations of their work should set these feelings aside and show appreciation instead. This response will convince others that the evaluation is truly welcomed.

If people in the workplace want to learn about blind spots in their performance, they must respond to feedback graciously. They need to keep in mind that people who give feedback usually are not trying to hurt or be critical, but are genuinely trying to help them improve. They need to listen actively to be sure that they clearly understand the points people are trying to make, thank them for sharing the information and affirm a commitment to improve.

What lower ratings may mean:

The people who gave you feedback may feel that you do not always welcome constructive feedback.

- They may have noticed defensiveness when they try to give you feedback.
- They may feel you are trying to shift the blame or excuse your behavior.
- Maybe the kind of feedback you get is mostly negative--not constructive.
- Perhaps the feedback catches you by surprise.
- You may not be sure how to respond to constructive feedback.
- Possibly you feel that other people can't judge your contributions.
- You may feel that most feedback is given to hurt, not to help.
- You may not know how to deal with your feelings of defensiveness.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.
- Perhaps the people who work around you expect more of you than you realize. Tell them that you want their constructive feedback. Ask them how they would like you to improve the way you react to it.
- Identify someone who usually doesn't get defensive when offered feedback. If possible, study this person's on-the-job behavior. Consider asking this person to observe you and give you feedback.
- Consider that the most valuable feedback you can receive is (1) not verification of a strength, but an area that you can improve, and (2) something you don't already know about. This kind of information could catch you by surprise, and you will probably feel defensive. It is natural to feel uncomfortable or even angry. Rather than react defensively, discipline yourself to do this:
 - Remember that constructive feedback is a gift.

Recommendations for Development

- Say nothing until the other person is completely finished.
 - Listen actively to make sure you understand. Restate the main points.
 - Fight the urge to deny, downplay, explain, justify or argue.
 - Thank the person for giving it.
- Appreciate that even if most people don't give feedback well, they don't give it to hurt. They do it because if you perform better, it'll make their work easier. Remember that people who give feedback may feel they are taking a risk. You might become defensive, angry and resentful. This is why even though constructive feedback almost never feels good, you should always think of it as a gift.
 - Most people don't give feedback well. The feedback may be emotional, vague or not to the point. Instead of getting upset, help the person say it right.
 - "Could you give me an example?"
 - "What did I do that caused you to feel this way?"
 - "Tell me how you would like me to act in this situation."
 - Remember the basic rule of motivation: if doing something feels bad, after a while people will stop doing it. Be careful that you do not make people regret giving you feedback. You will be in big trouble if you are making mistakes and people decide not to tell you about them, thinking to themselves, "It's not worth it." If you're smart, you'll think of ways to make people feel rewarded for taking the risk of offering you constructive feedback. As a minimum, thank people for their feedback. Examples:
 - "Look, I really appreciate your honesty."
 - "Thanks for bringing this to my attention."
 - "This is definitely something I need to pay attention to."
 - "I value your opinion. I plan to work on this."
 - "Your feedback means a lot to me."
 - "This information will be helpful to me."
 - Consider believing in and doing things based on these positive attitudes:
 - "Feedback is the breakfast of champions."
 - "Constructive feedback is a priceless gift."

Recommended Resources

Bramson, Robert. *What Your Boss Doesn't Tell You Until It's Too Late*. New York: Fireside, 1996.

Pachter, Barbara, and Susan Magee. *The Power of Positive Confrontation: The Skills You Need to Know to Handle Conflict at Work, at Home and in Life*. New York: Marlowe & Company, 2001.

Wall, Bob. *Working Relationships: The Simple Truth about Getting Along with Friends and Foes at Work*. Palo-Alto, CA: Davies-Black Publishing, 1999.

Summary Questions

What is this person's most outstanding asset?

- *Self: I try to always be positive and encouraging to others. My greatest strength is my ability to interact effectively with management and my peers.*
- *A serious, high-energy person. Very loyal to the company and loaded with experience in the business.*
- *You have a good work ethic, and work hard to help your team meet their goals in whatever way you can. You're a good example of what a boss can do to help.*
- *Your ability to get things done. You will push yourself - and others - to meet or exceed the requirements of a project or goal. I really admire that!*
- *Your commitment to doing an excellent job in all you do - and the energy that you do it with!*
- *I would have to say your most outstanding asset is your work ethic. You do help us achieve our team goals on time and under cost.*
- *You are a dedicated person who strives to achieve your goals.*
- *You has many assets. You are hard working, you have good work ethics, and you try to help the team achieve their goals.*
- *You have an admirable work ethic and are decisive. I always know your stand on an issue.*
- *Your work ethic. You put a lot of yourself into the job, and the team achieves its goals because of the standards you set.*
- *Your dedication to the company and the quality of our product. This loyalty and the hard-driving approach to achieving our goals has helped make us successful.*

What do you believe should be this person's #1 priority for development?

- *Controlling your temper.*
- *Learn to be a better listener.*
- *Learn to control your anger. I believe this is the crux of your behavioral problems. I think when you get your anger under control, a lot of the other things will begin to fall in place.*
- *Your people skills need work, Dana. You have a lot of talent, but you often alienate people because of your defensiveness and anger. You could accomplish even more if you'd learn to control your anger and other emotions when interacting with others.*
- *I believe you should focus on your listening and communication skills as the #1 priority for development. If you improve on those two areas, then the other will come along with that.*
- *I feel that you should work on your listening skills. Once you have made up your mind, and think you are right - that is it.*
- *Interpersonal skills. Talking to other people in a way that communicates respect for their ideas, feelings, and opinions. The current behavior has resulted in an atmosphere where team members are reluctant to speak up at times for fear of being put down.*
- *Listening and learning to compromise.*
- *To take some time to listen to the team about some of our ideas and concerns, so that things can truly be a team effort instead of a one-person show.*

Summary Questions

- *Open yourself up to the thoughts and feelings of others. Really come to think of it as valuable and useful to your own success.*

