

Feedback Report

フィードバック

피드백

HayGroup

Emotional and Social Competency Inventory

Sandy Smithfield

Test Client

3/31/2011

משוב Rétroaction

Introduction

What Is Emotional and Social Intelligence?

Emotional and Social Intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and in others. It describes the behaviors that sustain people in challenging roles, or as their careers become more demanding, and it captures the qualities that help people deal effectively with change.

The Emotional and Social Competency Inventory

Based on decades of research, across hundreds of roles and organizations, the Emotional and Social Competency Inventory (ESCI) model describes 12 competencies that differentiate outstanding from average performers. Although all of the ESCI competencies are important, you may not need to master all of them, in order to be successful. You may draw on different competencies, depending on your strengths, preferences, and the needs of the people and situations you work with.

The Four Clusters

The ESCI clusters highlight four distinct areas of ability:

- Self-Awareness: recognizing and understanding our own emotions
- Social Awareness: recognizing and understanding the emotions of others
- Self-Management: effectively managing our own emotions
- Relationship Management: applying emotional understanding in our dealings with others

Relationship Management is where emotional and social intelligence (or the lack thereof) becomes most visible to others. The competencies in this cluster impact on the motivation and performance of others, but they depend on strengths in the Social Awareness and Self-Management competencies. These clusters provide direction, energy, restraint, and skill to the way we use Relationship Management competencies.

Self-Awareness is at the heart of the model. It describes the ability to understand our emotions, our drives, our strengths and our weaknesses. It enables us to sustain our emotionally and socially intelligent behavior over time, despite setbacks.

Continued

Introduction

Your Feedback Report

Your feedback report is organized into seven major sections:

- ESCI Model—a list of the competencies measured in this survey, organized by cluster
- Interpreting Your Feedback—a guide to what you'll see in your ESCI feedback report
- Data Validity—a summary of the source and quality of the feedback data, and of the agreement within rater groups
- ESCI Summary—a summary of your strengths and areas for improvement across the four clusters of emotional competencies
- ESCI Detail— your detailed competency scores, by rater group, with competency definitions
- Item Frequency Report—a distribution of ratings, by rater group, for each item in the ESCI
- Verbatim Comments—written comments about your behavior and performance from those who provided you with feedback

Emotional and Social Competency Inventory



Self-Awareness

- Emotional Self-Awareness

Self-Management

- Achievement Orientation
- Adaptability
- Emotional Self-Control
- Positive Outlook

Social Awareness

- Empathy
- Organizational Awareness

Relationship Management

- Conflict Management
- Coach and Mentor
- Influence
- Inspirational Leadership
- Teamwork

Interpreting Your Feedback

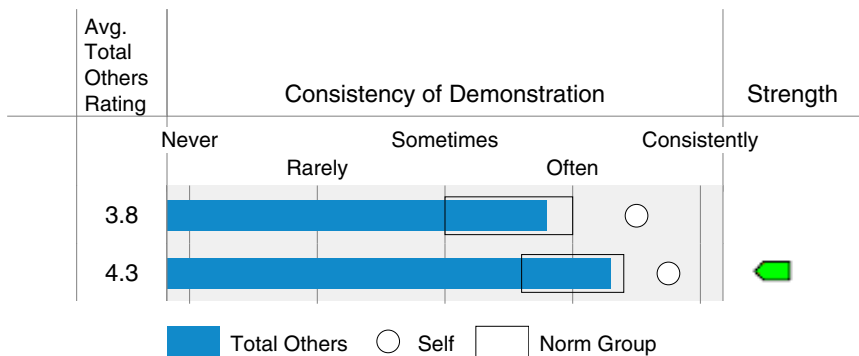
A guide to what you'll see in your ESCI feedback report

Interpreting the ESCI Summary

The ESCI Summary provides an overview of your strengths and areas for improvement. All the competencies measured in this report are listed and organized by cluster.

Competency Scores

To the right of each competency, you will see Avg. Total Others Rating. This is the mean score from everyone, excluding yourself, who provided you with feedback.



The bar represents your Total Others score.

The circle represents your rating, or how you saw yourself on that competency.

Norms: The transparent box represents the norm group. That is, the scores ranging from the 25th percentile to the 75th percentile of others who have taken the ESCI. The norm group shown represents a sample of 4,014 individuals and 42,092 respondents.

- If your Total Others score (represented by the bar) is to the left of this box, it indicates your score is below average for this competency.
- If your Total Others score is to the right of the box, it indicates you are above average on this competency.

When the Total Others score matches or exceeds 85% of the scale, the competency is considered a strength. In this case, an arrow will appear for that competency under the strength column.

Interpreting the Competency Detail

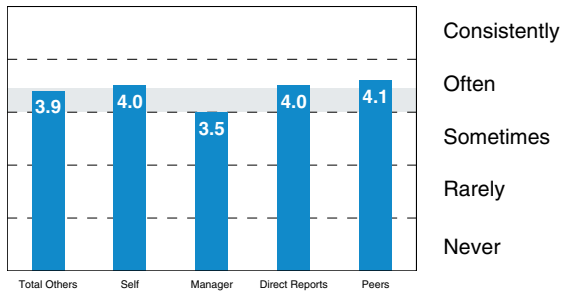
The ESCI competency detail report provides scores by rater group for each of the emotional competencies measured in this report.

Continued

Interpreting Your Feedback

A guide to what you'll see in your ESCI feedback report

Competency Scales: To the right of the graph is the scale the competencies were assessed on. The bar graph represents the average competency score for each rater group.



Norms: The shaded area represents the norm group or average range of scores (i.e. 25th to 75th percentile) for this competency. When a bar is above the shaded area, your rating is considered above average for this competency. When a bar is below the shaded area, it is considered below average for this competency.






Data Validity

Summarizes the source and quality of the feedback data

This report is based on the responses of 10 individuals as shown below.

10 questionnaires were returned in time to be included in this feedback.

The responses were collected between 5/4/2011 and 5/10/2011.

	Questionnaires			Familiarity		Agreement	
	Distb.	Rcvd.	Prcsd.	Low	High	Low	High
Self	1	1	1				
Manager	1	1	1				
Direct Reports	4	4	4				
Peers	5	4	4				

Rater Familiarity

When making their ratings, raters indicated their familiarity with your job performance and their frequency of work-related contact with you.

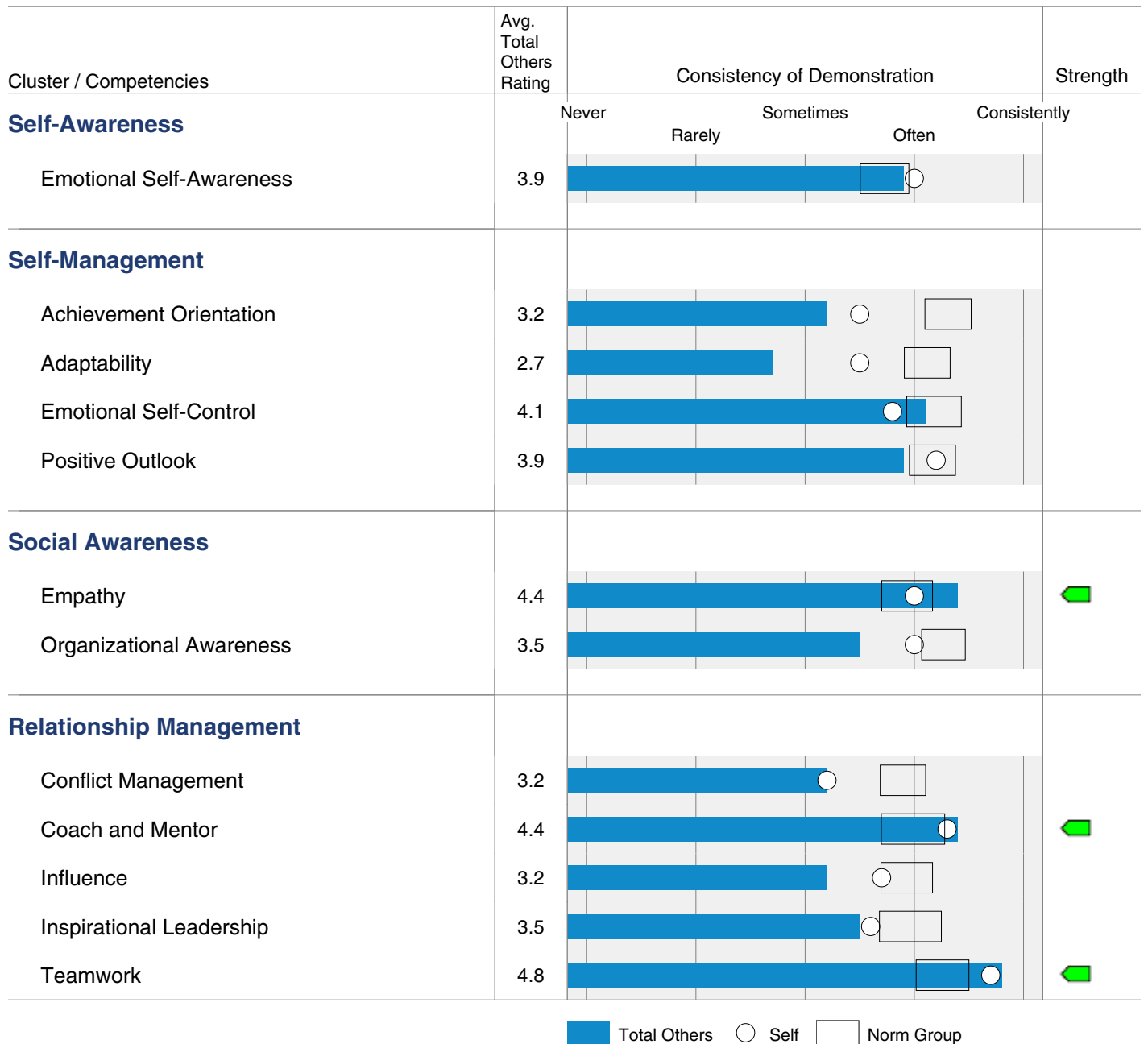
The higher the familiarity, the more attention you should pay to the ratings. Low familiarity can occur when raters report that they are relatively unfamiliar with your job performance, or have relatively infrequent work-related contact with you (or both). You should place less weight on feedback from perspectives with low to moderate familiarity.

Rater Agreement

The level of rater agreement for perspectives with two or more raters is reported above. The higher the agreement, the more consistent the ratings within the rater group's perspective.

Agreement can be low for a number of reasons. Low agreement may indicate that some raters are less familiar with your performance than others. Low agreement may also indicate that the raters interact with you in different situations and see different aspects of your behavior. If the agreement for a perspective is low or moderate you should take time to consider the likely cause of the inconsistency and to adjust your evaluation of the feedback appropriately.

ESCI Summary

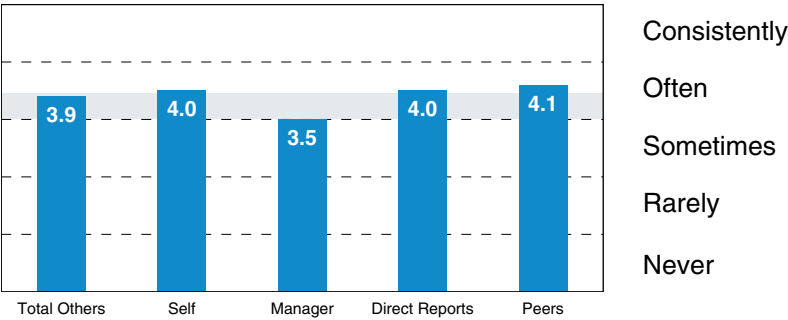


Self-Awareness


Strength

Emotional Self-Awareness

Recognizing how our emotions affect our performance. People who demonstrate this competency know the signals that tell them what they're feeling, and use them as an ongoing guide to how they are doing.

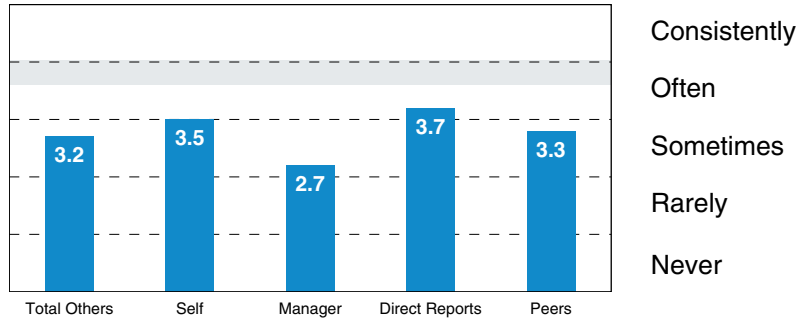


Self-Management

Strength 

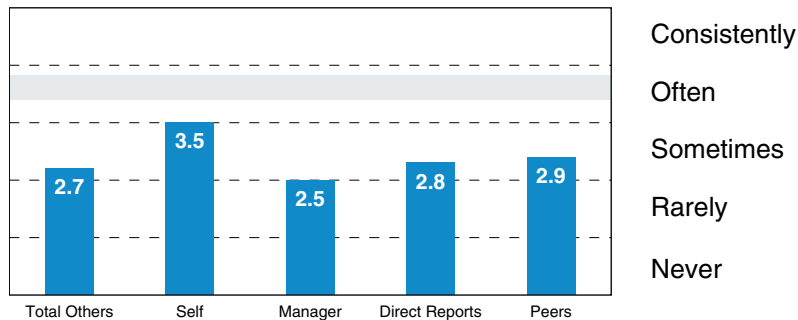
Achievement Orientation

Striving to meet or exceed a standard of excellence. People who demonstrate this competency look for ways to do things better, set challenging goals, and take calculated risks.



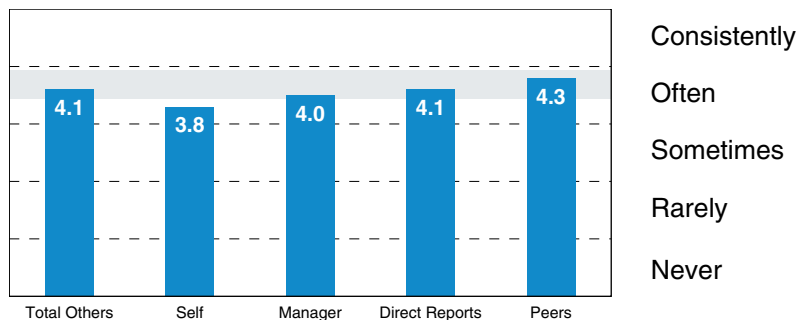
Adaptability

Flexibility in handling change. People who demonstrate this competency willingly change their own ideas or approaches based on new information or changing needs. They are able to juggle multiple demands.




Emotional Self-Control

Keeping disruptive emotions and impulses in check. People who demonstrate this competency are able to maintain their effectiveness under stressful or hostile conditions.



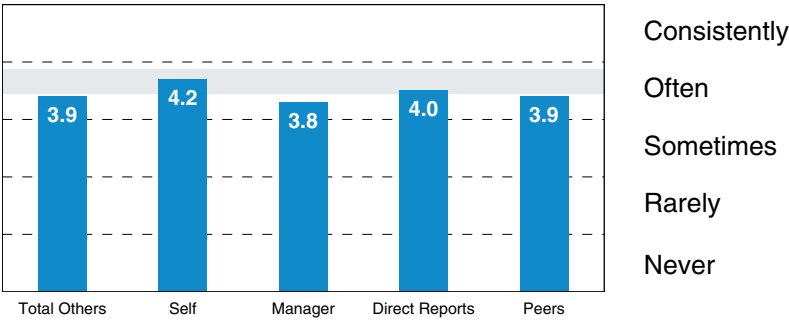
Continued

Self-Management

Strength 

Positive Outlook

Persistence in pursuing goals despite obstacles and setbacks. People who demonstrate this competency see the positive in people, situations, and events more often than the negative.



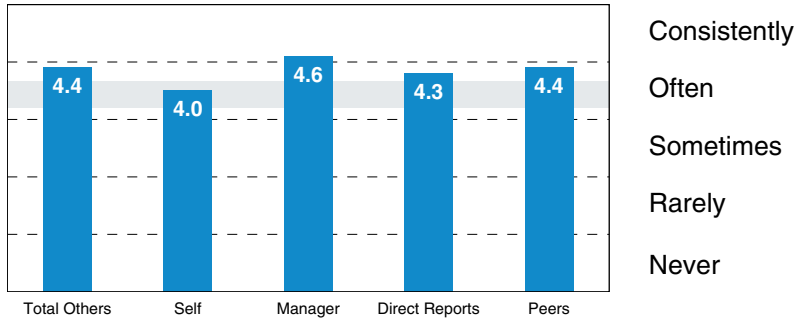
Continued

Social Awareness

Strength 

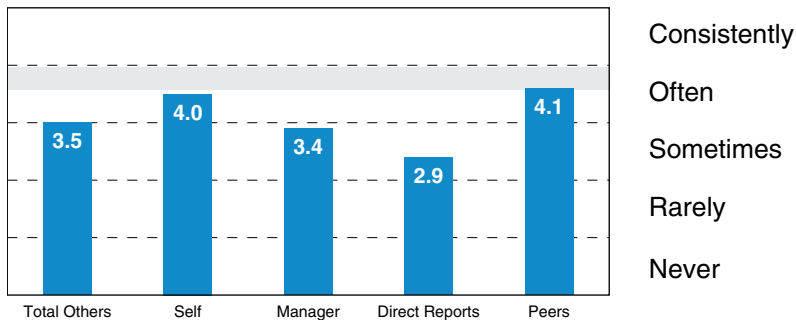
Empathy

Sensing others' feelings and perspectives, and taking an active interest in their concerns. People who demonstrate this competency are able to pick up cues, understanding what is being felt and thought.




Organizational Awareness

Reading a group's emotional currents and power relationships. People who demonstrate this competency think about power relationships. They can accurately identify influencers, networks and dynamics.



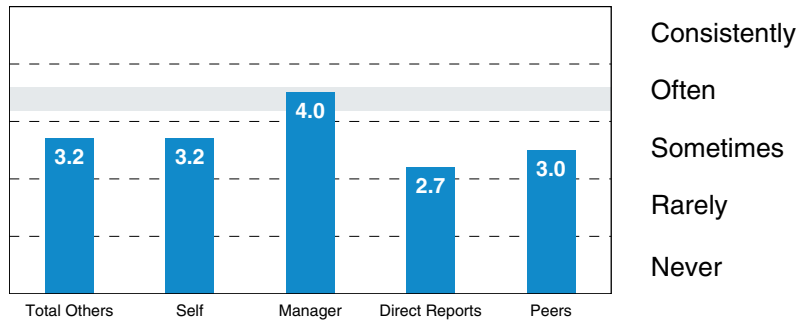
Continued

Relationship Management

Strength 

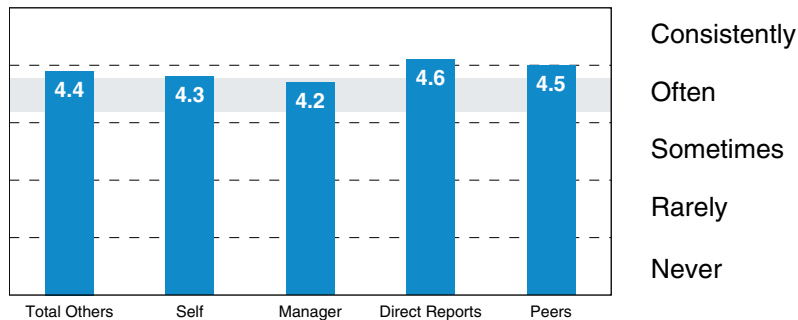
Conflict Management

Negotiating and resolving conflict. People who demonstrate this competency bring disagreements into the open, effectively communicate the different positions and find solutions all can endorse.



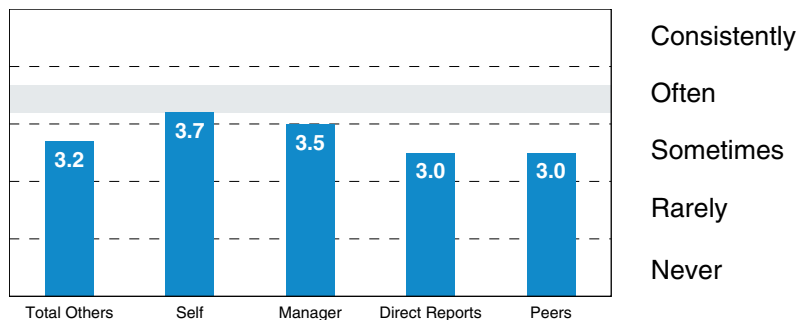
Coach and Mentor

Taking an active interest in others' development needs and bolstering their abilities. People who demonstrate this competency spend time helping people via feedback, support and assignments.




Influence

Having a positive impact on others. People who demonstrate this competency persuade or convince others to gain support for an agenda.



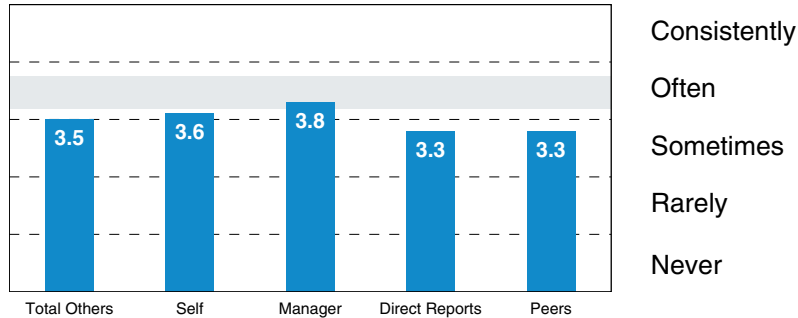
Continued

Relationship Management

Strength 

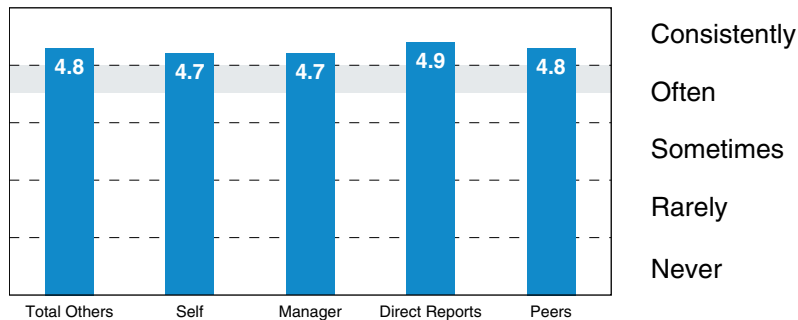
Inspirational Leadership

Inspiring and guiding individuals and groups. People who demonstrate this competency work to bring people together to get the job done. They bring out the best in people.



Teamwork

Working with others towards a shared goal. Creating group synergy in pursuing collective goals. Teamwork is an orientation to work with others interdependently, not separately or competitively.



Item Frequency Report

The following charts show how your raters responded to each questionnaire item. It indicates, item by item, where raters' perceptions of your behavior agree or differ.

The bars on the 'Average rating' column represent the average item score for each rater group. The distribution of ratings, with a column for each point on the rating scale, are shown to the right of the bars. The number in each column indicates the number of raters who rated you on that point. The left most column labeled with a * indicates the number of raters who did not answer the question.

Self-Awareness Cluster

Emotional Self-Awareness									
#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	○	○	○	○	○
34	Able to describe how own feelings affect own actions	Self	<div><div></div></div> 4.0					1	
		Manager	<div><div></div></div> 4.0					1	
		Direct Reports	<div><div></div></div> 4.0					4	
		Peers	<div><div></div></div> 3.8					13	
39	Describes underlying reasons for own feelings	Self	<div><div></div></div> 4.0					1	
		Manager	<div><div></div></div> 4.0					1	
		Direct Reports	<div><div></div></div> 3.8					211	
		Peers	<div><div></div></div> 4.3					112	
41	Aware of the connection between what is happening and own feelings	Self	<div><div></div></div> 4.0			1		1	
		Manager	<div><div></div></div> 2.0						
		Direct Reports	<div><div></div></div> 3.8					211	
		Peers	<div><div></div></div> 4.3					31	
44	Shows awareness of own feelings	Self	<div><div></div></div> 4.0					1	
		Manager	<div><div></div></div> 4.0					1	
		Direct Reports	<div><div></div></div> 4.5					22	
		Peers	<div><div></div></div> 4.3					31	
48	Does not describe own feelings	Self	<div><div></div></div> 4.0			1			
		Manager	<div><div></div></div> 4.0					1	
		Direct Reports	<div><div></div></div> 3.8					112	
		Peers	<div><div></div></div> 4.3					13	

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Self-Awareness Cluster

Emotional Self-Awareness									
#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
63	Acknowledges own strengths and weaknesses	Self	<div><div></div></div> 4.0					1	
		Manager	<div><div></div></div> 3.0				1		
		Direct Reports	<div><div></div></div> 4.0				1	2	1
		Peers	<div><div></div></div> 4.0				2		2

- Reverse item
- * Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Self-Management Cluster

Achievement Orientation

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
9	Initiates actions to improve own performance	Self	4.0					1	
		Manager	3.0				1		
		Direct Reports	3.5				2	2	
		Peers	3.3			2		1	1
28	Seeks to improve own self by setting measurable and challenging goals	Self	3.0					1	
		Manager	3.0				1		
		Direct Reports	3.5				2	2	
		Peers	3.8			1	1		2
29	Does not strive to improve own performance	Self	3.0					1	
		Manager	3.0				1		
		Direct Reports	4.3	1	3				
		Peers	3.0			2		2	
36	Strives to improve own performance	Self	3.0					1	
		Manager	2.0			1			
		Direct Reports	4.0					4	
		Peers	3.8			1	1		2
40	Does not try to improve	Self	4.0			1			
		Manager	3.0				1		
		Direct Reports	4.0			4			
		Peers	3.3			2	1	1	
57	Seeks ways to do things better	Self	4.0					1	
		Manager	2.0			1			
		Direct Reports	3.0				4		
		Peers	2.8			1	3		

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Self-Management Cluster

Adaptability

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
1	Has difficulty adapting to uncertain and changing conditions	Self	4.0			1			
		Manager	2.0					1	
		Direct Reports	2.8			1	1	2	
		Peers	2.5				2	2	
10	Adapts by smoothly juggling multiple demands	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	2.8			1	3		
		Peers	3.8			1	1		2
19	Adapts by applying standard procedures flexibly	Self	4.0					1	
		Manager	3.0				1		
		Direct Reports	3.0			2		2	
		Peers	3.5				2	2	
35	Adapts overall strategy, goals, or projects to fit the situation	Self	3.0				1		
		Manager	2.0			1			
		Direct Reports	3.0				4		
		Peers	2.5	2				2	
42	Adapts to shifting priorities and rapid change	Self	3.0				1		
		Manager	2.0			1			
		Direct Reports	3.0				4		
		Peers	2.8	1	1			2	
51	Adapts overall strategy, goals, or projects to cope with unexpected events	Self	3.0				1		
		Manager	2.0			1			
		Direct Reports	2.3	1	1	1	2		
		Peers	2.3	1	1	1	2		

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Self-Management Cluster

Emotional Self-Control

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
4	Gets impatient or shows frustration inappropriately	Self	4.0			1			
		Manager	4.0			1			
		Direct Reports	4.0			4			
		Peers	4.8	3	1				
16	Acts appropriately even in emotionally charged situations	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	4.5					2	2
		Peers	4.3			1	1	2	
18	Remains calm in stressful situations	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	4.5					2	2
		Peers	4.3					3	1
58	Remains composed, even in trying moments	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	4.5					2	2
		Peers	4.3			1	1	2	
59	Controls impulses appropriately in situations	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	3.8			1	3		
		Peers	4.8					1	3
60	Loses composure when under stress	Self	3.0					1	
		Manager	4.0			1			
		Direct Reports	3.3			1	3		
		Peers	3.8	1	1	2			

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Self-Management Cluster

Positive Outlook

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
2	Sees the positive in people, situations, and events more often than the negative	Self	5.0						1
		Manager	5.0						1
		Direct Reports	4.3					3	1
		Peers	4.8					1	3
45	Believes the future will be better than the past	Self	4.0						1
		Manager	4.0						1
		Direct Reports	4.0				1	2	1
		Peers	4.3				1	1	2
50	Views the future with hope	Self	4.0						1
		Manager	4.0						1
		Direct Reports	4.3					3	1
		Peers	4.3				1	1	2
55	Sees possibilities more than problems	Self	4.0						1
		Manager	3.0				1		
		Direct Reports	3.8				1	3	
		Peers	3.3				3	1	
62	Sees opportunities more than threats	Self	4.0						1
		Manager	3.0				1		
		Direct Reports	3.8				2	1	1
		Peers	3.3		1			3	
65	Sees the positive side of a difficult situation	Self	4.0						1
		Manager	4.0						1
		Direct Reports	3.8				1	3	
		Peers	3.8				1	3	

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Social Awareness Cluster

Empathy

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
23	Understands another person's motivation	Self	4.0					1	
		Manager	5.0						1
		Direct Reports	4.5					2	2
		Peers	4.5					2	2
30	Understands others by listening attentively	Self	4.0					1	
		Manager	5.0						1
		Direct Reports	4.3					3	1
		Peers	4.5					2	2
31	Does not understand subtle feelings of others	Self	4.0			1			
		Manager	4.0			1			
		Direct Reports	4.0		1	2	1		
		Peers	4.3		1	3			
43	Understands others by putting self into others' shoes	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	4.5					2	2
		Peers	4.5					2	2
53	Understands others' perspectives when they are different from own perspective	Self	4.0					1	
		Manager	5.0						1
		Direct Reports	4.3					3	1
		Peers	4.0					4	

Organizational Awareness

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
6	Understands social networks	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	3.5				2	2	
		Peers	4.8					1	3

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Social Awareness Cluster

Organizational Awareness

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
13	Understands the values and culture of the team or organization	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	3.5				2	2	
		Peers	3.8				1	3	
21	Understands the informal structure in the team or organization	Self	4.0					1	
		Manager	3.0				1		
		Direct Reports	2.5			2	2		
		Peers	4.3				1	1	2
64	Understands the informal processes by which work gets done in the team or organization	Self	4.0					1	
		Manager	3.0				1		
		Direct Reports	2.5		1		3		
		Peers	3.8				2	1	1
67	Understands the team's or organization's unspoken rules	Self	4.0					1	
		Manager	3.0				1		
		Direct Reports	2.3		1	1	2		
		Peers	3.8				2	1	1

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Relationship Management Cluster

Conflict Management

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
8	Tries to resolve conflict instead of allowing it to fester	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	3.0				4		
		Peers	3.3				3	1	
14	Resolves conflict by de-escalating the emotions in a situation	Self	3.0					1	
		Manager	4.0						1
		Direct Reports	2.8			2	1	1	
		Peers	3.3				3	1	
15	Allows conflict to fester	Self	3.0					1	
		Manager	4.0			1			
		Direct Reports	3.3			1	3		
		Peers	2.8				3	1	
26	Tries to resolve conflict by openly talking about disagreements with those involved	Self	3.0					1	
		Manager	5.0						1
		Direct Reports	2.3			3	1		
		Peers	2.8			1	3		
46	Resolves conflict by bringing it into the open	Self	3.0					1	
		Manager	3.0					1	
		Direct Reports	2.3		1	1	2		
		Peers	2.8			1	3		

Coach and Mentor

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
22	Provides on-going mentoring or coaching	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	4.5					2	2
		Peers	4.5					2	2

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Relationship Management Cluster

Coach and Mentor

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
32	Provides feedback others find helpful for their development	Self	4.0					1	
		Manager	2.0			1			
		Direct Reports	4.0				1	2	1
		Peers	4.0				1	2	1
47	Personally invests time and effort in developing others	Self	4.0					1	
		Manager	5.0						1
		Direct Reports	5.0						4
		Peers	4.8					1	3
52	Coaches and mentors others	Self	5.0						1
		Manager	5.0						1
		Direct Reports	4.8					1	3
		Peers	4.8					1	3
54	Does not spend time developing others	Self	4.0			1			
		Manager	4.0			1			
		Direct Reports	4.8		3	1			
		Peers	4.8		3	1			
66	Cares about others and their development	Self	5.0						1
		Manager	5.0						1
		Direct Reports	4.5					2	2
		Peers	4.5			1			3

Influence

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
3	Convinces others by getting support from key people	Self	4.0					1	
		Manager	3.0					1	
		Direct Reports	2.8			1		3	
		Peers	2.8			1		3	

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Relationship Management Cluster

Influence

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
17	Convinces others by using multiple approaches	Self	3.0				1		
		Manager	4.0					1	
		Direct Reports	2.5			2	2		
		Peers	3.0			1	2	1	
20	Convinces others by appealing to their self-interest	Self	4.0					1	
		Manager	3.0				1		
		Direct Reports	3.3				3	1	
		Peers	3.3				3	1	
38	Anticipates how others will respond when trying to convince them	Self	4.0					1	
		Manager	5.0						1
		Direct Reports	3.5				2	2	
		Peers	3.3				3	1	
49	Convinces others by developing behind-the-scenes support	Self	3.0				1		
		Manager	3.0				1		
		Direct Reports	2.8			1	3		
		Peers	2.8			1	3		
68	Convinces others through discussion	Self	4.0					1	
		Manager	3.0				1		
		Direct Reports	3.5				2	2	
		Peers	3.3				3	1	

Inspirational Leadership

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
5	Leads by building pride in the group	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	3.3				3	1	
		Peers	3.5				2	2	

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Relationship Management Cluster

Inspirational Leadership

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	○	○	○	○	○
7	Leads by inspiring people	Self	3.0				1		
		Manager	5.0						1
		Direct Reports	3.0				4		
		Peers	2.3			3	1		
24	Does not inspire followers	Self	4.0			1			
		Manager	4.0			1			
		Direct Reports	4.5		2	2			
		Peers	4.5		2	2			
27	Leads by bringing out the best in people	Self	4.0					1	
		Manager	3.0				1		
		Direct Reports	3.3				3	1	
		Peers	3.5				2	2	
61	Leads by articulating a compelling vision	Self	3.0				1		
		Manager	3.0				1		
		Direct Reports	2.5			2	2		
		Peers	2.5			2	2		

Teamwork

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	○	○	○	○	○
11	Does not cooperate with others	Self	4.0			1			
		Manager	5.0		1				
		Direct Reports	5.0		4				
		Peers	4.8		3	1			
12	Works well in teams by being supportive	Self	4.0					1	
		Manager	4.0					1	
		Direct Reports	5.0						4
		Peers	5.0						4

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Continued

Item Frequency Report

Relationship Management Cluster

Teamwork

#	ITEM	Rater Group	Average rating	Never - Consistently					
				*	●	●	●	●	●
25	Works well in teams by encouraging cooperation	Self	5.0						1
		Manager	5.0						1
		Direct Reports	5.0						4
		Peers	5.0						4
33	Works well in teams by soliciting others' input	Self	5.0						1
		Manager	4.0					1	
		Direct Reports	4.5					2	2
		Peers	4.8					1	3
37	Works well in teams by being respectful of others	Self	5.0						1
		Manager	5.0						1
		Direct Reports	4.8					1	3
		Peers	4.8					1	3
56	Works well in teams by encouraging participation of everyone present	Self	5.0						1
		Manager	5.0						1
		Direct Reports	5.0						4
		Peers	4.8					1	3

■ Reverse item

* Indicates that some of your assessors did not respond to this item

Verbatim Comments

Please list this person's key strengths.

Self

I take the time to understand and address employee concerns. I also look for opportunities to celebrate events and accomplishments. I am sincerely interested in the development of my people. I am always willing to help them in any way I can. Morale is really good in my department, and turnover very low.

Manager

Sandy is a real people person. She has created a pleasant work environment and gets on well with her team. She treats reports and peers with respect, and always keeps her self control - even in difficult situations. Her reports feel comfortable approaching her with problems, and team issues are dealt with quickly. She is good at developing her team, and guiding them through any issues they have. She works well in difficult situations, and is very quick to spot potential issues with her team. She is effective at day to day management, and manages well with a large number of reports.

Direct Reports

great mentor & coach a very understanding/compassionate leader

Peers

Sandy is a very caring and understanding manager with a great capacity to get on with people. Sandy goes to great lengths to keep everyone in the team happy and will often put others first.

Sandy has transformed HR's recruitment activities. 10 years ago the department had no regard for the needs of line manager - it just ran it's processes as prescribed and any specific needs were viewed as an inconvenience. Sandy has worked hard to create a climate in which her staff automatically think of line managers as their customers. They ask us what we need, they listen to our ideas, they're prepared to try something different. Sandy has created a sense of stability within her team, and a positive team spirit that we all benefit from.

Please list specific areas where this person needs to improve, and what would be the payoffs if this person made these improvements?

Self

I sometimes get caught up in the people side of things, and miss out on opportunities to articulate/communicate/enforce standards. I need to be better about that.

Manager

Sandy needs to focus more time on delivery. She allows personal relationships to get in the way of productivity. One or two of her team seem

Continued

Verbatim Comments

to take advantage of her good relationship with them, and do not deliver as they should. She needs to work on dealing with poor performance. Also Sandy doesn't always 'think outside the box'. She needs to review processes and see if there is a more efficient way to do things. She needs to focus more on the organization needs. Sandy would also benefit from developing her relationships across the business with key people, not just her team relationships. Her profile is not high enough across the company.

Direct Reports

would be nice to be provided with more clarity and structure

Peers

Sandy sometimes lets team members get away with things such as lateness and poor performance for fear of confronting them and losing popularity. This is frustrating for the rest of the team and in the end does not benefit anyone. If Sandy were to get tough, I think people would be more respectful and in turn more productive.

Because Sandy has proved herself so well over the years, she's surely ready to and capable of raising the bar. The business has reached that point where we need something more from her and her team. What's changed is the growth rate of our business - we need more good people, faster. And we can't afford to hire people who aren't right for us. So what we need from Sandy is for her to step up from being 'in' the business and start working 'on' the business. We need her to take a helicopter view of her department and its operations: to find out about - and try - new approaches, the set higher standards for her team. Sandy's worked so hard to build a good team. It's time now for her to trust - and expect - them to deliver more.