

Leader 360 Feedback Report

*Mary Hinds
NVD Inc.*

Sample Report

1. What do you consider to be the participant's main leadership strength?

(Example areas include: Taking charge, setting team vision, decision making and decisiveness, building a strong team, setting the tone for and incorporating change)

Participant:

- Building a strong team dedicated to a single vision. Setting a team vision that allows us to work together to achieve our goals with a diverse internal population and the customer. I set a high example of excellence - especially with customer interaction and executive management.

Supervising Manager:

- (CS) Mary owns her customer relationship(s) in an effective way. She does a good job of gathering information by structuring face to face to meetings. She's open and assertive in the way she communicates and uses her charisma to develop relationships.
- (MB) Decisive (but not always with the appropriate decision), take charge, high energy, can do attitude. Good with customers because she is very approachable, professional and has good follow through.

Direct Reports:

- Good listening skills.
- Mary is very concerned about her direct reports. She is very caring. She has built a strong team.
- Mary has very strong interpersonal skills with her staff and customer contacts. She has gained the trust and respect of her staff through strong communication, collaboration, and allowing each of her direct reports the leeway to manage their teams with their individual styles. Mary provides good direction to the team, and keeps all abreast of key management objectives, assuring we all stay on track to meet the team's goals, while providing input to help her staff develop individually. Mary leads the team by example, working diligently to assure the client needs are met, and is always available for counsel, while frequently accompanying her staff members on company visits. She is very strong in building networks within the customer framework and shares these skills with her staff for development purposes.
- Building a strong team; Setting team vision and objective; Taking charge; Good communication
- Taking charge, no nonsense, doing whatever it takes to complete the task

Peers:

- Take Charge attitude.
- Strong organizational skills, excellent communicator, knowledgeable.
- Strong leadership skills. team focused, extremely customer centric and strong decision making skills.
- Talks a good talk
- Mary is a strong leader with business savvy and ability to drive an agenda.

Others:

- Mary has excellent team-building and people skills which allows her to relate to peers, customers and directs. She also has set clear objectives and team vision and brought up the visibility of her team's work and contributions. Mary is not afraid of change or making changes that make good business sense.
- Mary is GREAT at leading our team. The customer we support is the largest customer of NVD Inc., and she does an exemplary job of setting our team vision, and building team cohesiveness.
- Decisiveness in making decision ; provide clear guidance and directions ; find appropriate resources to help the team achieve their tasks/objectives ; open visibility of team to upper management/executives ; give praise and recognition as appropriate ; ready to find consensus in complex/sensitive discussions

2. What do you consider to be the participant's main leadership areas for improvement?

Participant:

- Internal focus - working with my management chain - understanding what they require to be successful and delivering to those goals.

Supervising Manager:

- (CS) I'd like to have Mary spend less time communicating and more time thinking about what needs to be communicated. More focus on her deliverables as well as her teams and I think she'd be better prepared for important meetings and more insightful about the outcomes she's in a position to deliver. I think I've probably already characterized much of these areas for improvement in the note previously sent on this topic.
- (MB) Can rush decisions without looking at all the moving parts, can be inclusive and sometimes not be as well so there is inconsistency in approach and sometimes lacks political awareness. Needs to learn how to listen more for input before making a decision and taking action. Sometimes takes action too quickly without in-depth analysis. Decision making is weak link.

Direct Reports:

- Create team vision and goals.
- Needs to set direction and once that is done, then let her direct reports run with their responsibilities. Additionally, she needs to learn to listen more to both her direct reports and clients.
- Mary has a desire to be close to all customer contacts, which has proven to be a great asset for the team, as her relationship building skills are outstanding. However, with the size of our particular account, DP, she may need to begin to take a more high level approach. Her engagement with key executives is, and needs to be, strong. As we continue to drive deeper into the client's organization to assess growth possibilities and develop relationships with more of the direct contributors for project assessment and execution, she has begun to keep her focus on the higher level customer contacts. This is a good trend in my mind, and I am happy to see it, as one person cannot cover the vast number of contacts we have in DP for a long period of time.....it would be exhausting.
- None
- Maintaining commitments (meetings, calls, etc.); Listen to others completely, pause, then respond; gather facts, evaluate, discuss the facts, then judge

Peers:

- Can be a bit scattered at times.
- Mary's ability to gather the team ensures we are working together & avoiding duplicate efforts.
- Can't think of any

- Follow Up; Time Keeping; Meeting attendance
- As a leader, a bit more restraint in what thoughts and opinions get communicated to broader audiences

Others:

- I honestly can't think of any major area at the moment but if I take the 5 P's of management, I'd say 4.
 - 1) Pay Attention to What's Important
 - 2) Praise What You Want to Continue
 - 3) Punish What You Want to Stop
 - 4) Pay for the Results You Want
 - 5) Promote the People Who Deliver Those Results
- I think trying to focus on one thing at a time - even though with this customer that is almost impossible.
- At times, Mary can be direct, straightforward. And some people may not like this. Although I see this ability as a strength, it may have negative impact on people/relationship.

3. What is the direct impact of the participant's leadership style on you?

Participant:

- I have a happy and productive team. I work effectively internally with the team to achieve our desired results at the customer. The stress created by not understanding my management's expectations is not necessary and my leadership style is changing to accommodate my new understanding of my management's goals.

Supervising Manager:

- (CS) To the degree Mary manages things with DP so that I don't have to manage problems others feel she has created, I have more time to proactively achieve my own goals and objectives. She has the capacity to help me in my career by achieving her goals with DP in such a way that it reflects favorably on me. The way she leads her team is reflection on me and my management.
- (MB) I am always a bit worried that I have to double check (or have Conway double check) Mary's decisions. It is extra stress/workload for me. She does not seem to have any issues with her customers. It is mostly internal decisions she makes that are not always the best for the company.

Direct Reports:

- She has created a sense of appreciation and value.
- I enjoyed interacting with Mary tremendously. I consider her a good friend. She has difficulty letting go of former responsibilities and this desire to stay involved made it difficult for me to establish myself appropriately within my assignments.
- Mary has a very similar approach to management as I do. She believes in hiring top talent, providing direction, and letting her team do the tasks as required. She provides checkpoints and inputs to assure direction is kept on target for team goal achievement, but does not dictate or micro-manage. This approach is very much appreciated, and I believe it allows her direct reports and others in the organization to develop into stronger contributors. I enjoy the trust Mary has instilled, and in return, she has earned from the team. She has a diverse background in support and organizations outside of support. I feel this breadth of knowledge is key to her providing direction and insight to our team.
- Mary trusts the employees thus, she has empowered others to do the work and to be successful.

Peers:

- N/a
- Great team leader, excellent distribution of vital partner information.
- She has been extremely helpful - willing to provide listening ear or helpful suggestions and creative solutions.
- The positive part is when you meet Mary you are confident that she knows what she is talking about and can deliver. However the reality is different.
- If it affects the community it affects me

Others:

- I have learned from Mary that you can still lead and also motivate even in difficult environments and circumstances. She also has shown tenacity when walking into quasi-hostile environment and turn them into a team.
- Mary's leadership style is definitely not micro managing and I like that. If she needs something from you it is requested in a timely manner, and she praises work well done.
- Very positive ; Mary has always been supportive. I like her management style in the way that she trusts my professionalism and common sense to do my job. At the same time, she keeps close to ensure business is taken care of. I've learnt a lot from her in the many interactions with the team, management and the customer. As such, I see her as a mentor and role model.

4. How effective is the participant in their leadership approach?

(Example areas include: Creating an environment where people aspire to go to next level, offers consistent development opportunities, respects his/her direct reports and is respected by them, is able to adapt their leadership style based on the situation, delegates to help others develop)

Participant:

- My leadership style is very strong and supportive. I encourage my team to think about where they want to be in 3 months - 1-year and 2-years. I want my team to think about their next steps and what they need to achieve to reach their goals. I am very supportive of movement within NVD Inc.. I have great respect for the diversity and leadership of my direct reports and I give them room to grow.

Supervising Manager:

- (CS) I think Mary does a great job talking and developing rapport with the people she's been asked to lead on her team. I think she recognizes that their success is important and she strives to enable that success, Derek Cordon excepted. Mary has managed in many different capacities through her career and has significant experience. However she has not yet developed the perspective needed to rise to the level that I think she aspires to. That level requires greater maturity and a willingness to focus on the goals of those to whom she reports. I don't feel the experience of the last year has been a good reflection on Mary's approach to leadership. She's a part of a large organization requiring she understand each level's expectation and requirements. Too many times over the past year, her leadership style has been that of an individual contributor rather than a Senior Director managing 8 highly paid professionals.
- (MB) I am not completely certain and would like to understand this dynamic more. We have had issues where we lost a new employee because he felt she did not give him enough responsibility and visibility but others that have had good experiences.

Direct Reports:

- She is somewhat new to the position and so I don't have enough information to provide good input to this question.
- She draws people to her with her genuine openness and concern for her team.
- As stated above, Mary enjoys a high level of respect from her team, and from our client contacts. She has allowed me to manage my staff to encourage development opportunities. This has resulted in my team becoming much more diverse in their knowledge base, thus driving higher levels of effective support. Her leadership skills allow her to adapt to situations as needed. She has shown the ability to be aggressive in certain situations as needed, and to work collaboratively with a diverse set of other teams and individuals. She has delegated key responsibilities to her staff, and has done so willingly. I believe she sees that as a way to impart trust and respect, but also to allow for the development of her direct reports. She conveys in her actions that she values her team and is interested in all of our individual growth and improvement.
- Mary respects her direct reports and is respected by the team.

- Sometimes the speed at which she moves is so quick that she tends to call people by the wrong name, gets the facts mixed up and tends to move down the wrong path quickly. Slow down just a bit, make sure you understand fully, then progress. I believe she is considered a nice person by many. She certainly cares deeply for her family and gives back to the community in which she lives and works.

Peers:

- Effective
- N/a
- She has been extremely supportive of her team and providing them opportunities for growth and change. She is very respectful and has strong change management skills.
- No direct exposure to how Mary works with her direct reports
- Very effective

Others:

- I can't provide a comprehensive answer on this are but on the interactions that I had with Mary, she made me feel she saw potential on my skills to aspire for more and motivated me greatly. She is extremely respectful and personable.
- Mary is very adaptable depending on which individual she is working with on the team. She is highly respected by her team mates. Our team calls that she schedules are very informative and provides everyone with a good picture of what their role is in the account.
- All these areas are applicable to Mary. She is a good listener and she leads the team focusing on the business goals and the individual's objectives to grow in the organization.

5. How well does the participant motivate, encourage and inspire people around them?

Participant:

- Motivation is one of my strengths - I motivate my team in various ways - with praise, customer introductions and upper management interactions.

Supervising Manager:

- (CS) I think Mary has done a reasonably effective job talking with and entertaining her team. She's built some structure into their meeting schedules which has helped them organize their work together as the team has grown by DP's acquisition of EDS. My perception is that her team is encouraged by their relationships with Mary. Denise, who felt passed over when the DP lead was given to Mary and now wants to leave her group and Derek, who left already would be the exceptions.
- (MB) I think ok.

Direct Reports:

- She exhibits confidence and enthusiasm and encourages input and feedback.
- She does a fairly good job of encouraging her team members.
- Mary motivates me through her actions and behavior. She is a high energy leader who has the ability to make others want to follow her and move to higher levels of accomplishment. She allows input from her directs and team members to be heard respectfully. This encourages an environment of openness and honesty on the team. She also is adept at providing needed direction periodically to assure our focus and activities are driving to our team and individual goals. This input is greatly appreciated, and I believe inspires her staff to seek higher levels of accomplishment.
- She does it very well.
- I would identify this as an area of improvement. While she encourages people to do well, she needs to learn how to inspire and motivate others around her. It goes back to working at a pace that is too fast for anyone to feel they can keep up --- it tends to come across as disingenuous, when I know she is well intended.

Peers:

- Mary is fun to be around.
- Excellent motivational skills.
- I am inspired by Mary, even when her plate is very full - she continues to have a helpful attitude.
- No direct exposure to this area
- Extremely well and very honest

Others:

- In my experience Mary is an outstanding motivator and encourager. She is a people's person.
- She encourages individuals to succeed in their positions and offers guidance for them to do so.
- Mary has the ability to pull the team around common goals and bring the team to focus on the essential and important stakes. She also understands the differences and the individual challenges. She is open to discussions and suggestions. The way she carries forward her energy into her work is definitely inspiring.

6. How would you characterize the participant's understanding of the needs of you and your team?

Participant:

- I lead by example. I believe they need direction to fully realize the vision of the global team and to bring back to them the needs of our management. My team is very senior with many years of excellent experience in customer service management at NVD Inc.. They need direction, understanding of their roles and interaction as a team.

Supervising Manager:

- (CS) I think she's learning. She's open and her style of involving everyone in team discussions should be viewed by her team as positive. However I'm concerned that she may not realize the individual concerns of each team member to the degree I'd prefer because of my experience in managing her. If given free reign with no obstacles, Mary will work to know her customer. If obstacles appear, I'm unconvinced that she'll be able to rapidly and successfully negotiate her team through and around those obstacles in a way that her team applauds and feels confident about.
- (MB) Fair but inadequate for a person of her title and role

Direct Reports:

- I would say very responsive and concerned.
- She does not fully understand what motivates me or others and may not take the time to dive to that level. However, she is very caring which alleviates some of that.
- We have a relatively senior team supporting DP. Thus, many of our conversations are collaborative in nature, sharing thoughts and ideas and trying to define the best solution for an issue, or the best structure to enhance service to our client. I believe Mary respects her staff and values their knowledge and experience, allowing her to provide leadership from a high level, coupled with interactive sessions led by her, with strong participation from all.
- Mary completely understands her leadership role in the team, and she has built a very strong team.
- I'm not sure if she's managed a team before or professionals. It would be helpful if she demonstrated respect for the lines of management within the group and worked through them appropriately, rather than generating the appearance of working around them.

Peers:

- She gets it.
- N/a
- She has very clear understanding of the leadership needs of me and my team. She has provided moral support and offers relevant guidance.

- She has a good understanding but this is not the same as those of her direct manager so there may be times when these are not a priority for Mary.
- Very well

Others:

- I think Mary is the perfect fit for the role she has. She understands the team and the customer and the complexities involved.
- I think Mary's understanding of her role as our team leader is outstanding, and she is very cognizant of all our needs.
- I think, a very clear understanding. She has opened the dialogue along these lines.

7. How effective is the participant in executing plans and getting results?

Participant:

- My team has been highly effective in executing to our plans. The results at DP have been incredible for NVD Inc. and the CSM team. We continue to set the standard at NVD Inc. for excellent customer management.

Supervising Manager:

- (CS) Mary is still relatively new to her team and is still learning the requirements of her role as a senior director. As she further settles in to things, I think she'll be in a position to lead more effectively and execute plans successfully. Over the past year she's not been effective in several leadership situations and has made some poor decisions.
- (MB) Good

Direct Reports:

- She is somewhat new to the position and so I don't have enough information to provide good input to this question.
- Planning was somewhat scattered. This is most likely caused more by the environment NVD Inc. creates however.
- This is actually a key strength Mary brings to our team. We all have very challenging roles with DP. The clients are very demanding, and our days are often filled with unplanned activities. Mary is excellent in the way she keeps us all on focus during times of chaos and uncertainty. She provides direction as necessary and will step in as needed if a person or team on her staff start to drift off course in relation to the goals and objectives for which she is held accountable. During weekly meetings with her team, she always first reviews the overall goals for the year and activities relating to such, then we will delve into the recent activities and plans for the near term. She is very focused on successfully meeting her goals as directed by senior management.
- Mary executed the plan very well.
- Needs to be better prepared and organized and more follow-through.

Peers:

- Effective. She's good in front of the customer.
- Excellent follow through & results oriented.
- Extremely results oriented
- I think Mary has taken on too much to be successful.
- Great

Others:

- Very effective in my opinion though we have worked together only for a relatively short period.
- I think that Mary would be more effective in executing her plans and getting results if upper management would provide her with more direction. She works very hard to prepare presentations just to be told "let's try something different" by management.
- I think she is successful and effective at achieving results. I do not have visibility to all the things she does, but from my window I can observe the benefits and positive impacts her actions have.

8. In which areas of leadership communication does the participant excel?

(Areas include: verbal skills, writing skills, articulating thoughts, ideas and vision, handling conflict, listening, providing clear direction and feedback and any observations you have with specific groups or settings)

Participant:

- My verbal, written and presentation skills are all excellent. I articulate my thoughts very succinctly and with clear understanding of the desired results. I work very well resolving conflict - at the customer and within the team. I listen effectively and I work hard at modifying my tone and style to meet the team, individual or customer needs.

Supervising Manager:

- (CS) Mary is an effective speaker. She has a lot of energy, she's great at selling her viewpoint, she's interesting to listen to as she's pretty articulate. I've seen a emails that I thought were well crafted, around the BEA MCS issue as it first arose last spring, She was assertive and the emails stand alone on their merits. She can write well when the situation calls for it.
- (MB) Verbal skills are very strong. Listening skills are weak. Handling conflict she is defensive and combative.

Direct Reports:

- Good verbal skills, listening and feedback.
- Mary is very good at handling conflict. She has a very good ability to cool down clients that are agitated.
- Mary communicates very well verbally and in writing. She is typically concise and direct in her written communication, with more of an open collaborative style verbally. As stated above, she effectively conveys her thoughts and suggestions, and due to her effective personal interaction skill, is very good at handling conflict. Due to the breadth of her role, she depends on her directs for key inputs and listens well to inputs from all.
- Almost in all communication areas, Mary does very well.
- Verbal skills -- articulating organizational messages. Written skills - ability to deliver the message required.

Peers:

- Personal impact. Getting face/face.
- Verbal communication is excellent - ability to clearly & concisely communicate vision, ideas, objectives & goals.
- Verbal skills. Sales skills and conflict management. I have seen her in action and she is extremely effective in these leadership areas.
- Verbal skills; Writing Skills; She is a very friendly, approachable and easy to talk to.
- Verbal

Others:

- Handling Conflict and Verbal Skills.
- Mary has good ideas and vision, as well as handling any conflict. She is a great listener and as stated above provides clear direction to her team so that they can excel.
- Mary is quick at grasping the challenge/stake of a sensitive situation. She understands very well the business and she articulates the requirements, options and goals clearly. I see her as a good negotiator and facilitator whether with the customer or with peers/management, as she reaches consensus and she acts upon it.

9. In which areas of leadership communication can the participant improve?

Participant:

- I am not sure - thinking about it. I would like to use my influence more effectively - not sure how to implement that desired outcome.

Supervising Manager:

- (CS) Mary has been very defensive in situations where conflicts existed, so much so that we're in this coaching situation. On many occasions she hasn't listened well or intuited what some situations required. At times she has not paid close attention to detail enabling her to ground her comments or opinions in the complete set of facts about some situations and has jumped to erroneous conclusions as a result.
- (MB) Listen more acutely to provide constructive feedback or when making decisions.

Direct Reports:

- Team meetings and account reviews.
- Listening would be an area that needs the most improvement.
- She tends to talk over people at times, however, I believe that is sometimes due to telephony equipment in use. In face to face meetings this is not an issue.
- No
- Listening
- Providing clear direction and feedback

Peers:

- Listen more. Be more concise.
- Improved listening skills.
- Can't think of any
- Meeting and time management; Delivery
- Filtering what gets communicated at various levels

Others:

- Probably on Listening at times.
- I think the only area within communication that could use improvement would be presentation skills.
- Hard to say...

10. Is there any other feedback you would like to provide the participant that will help them with developing their leadership skills?

Participant:

- I have been a customer services leader since I joined NVD Inc. Support 5-years ago. I continue to be recognized as a top CSM.

Supervising Manager:

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Direct Reports:

- Add structure to team meetings by providing meeting and account review agendas and follow up notes. Example, account reviews should have clear goals and objectives with assigned rolls with measureable results.
- Mary is a tremendous individual. She has all of the individual skills required to handle client services. She now needs to link those skills with better listening skills in order to better communicate with her direct reports and clients. It is more important to listen than to speak.
- N/a
- No
- Good Luck!

Peers:

- N/a
- Mary is extremely level headed and an air of reason in a difficult account.
- Don't take everything on yourself , otherwise you set yourself up to fail. There are many capable people working with you.
- No

Others:

- I believe Mary to be a great asset to her team. She is respectful, thoughtful. She has a "feel good" energy that is contagious, good humor, people skills and a great leader and motivator. I am glad she is part of this team.
- Mary has one of the best run teams that I have encountered at NVD Inc.. I am on other teams as well, and information on those teams is not disseminated as it should be so no one knows what is going on. Mary has the ability to keep our team completely informed. I would offer the feedback of "you are doing a great job".
- I know that Mary has at heart the welfare and the growth of the team she manages and leads. She is willing to do what it takes to improve as a high level professional, not only for herself, but also for the benefits of the team. I have a lot of respect for this.