Manager 360 Feedback Report

Charles Jones
ABS Corporation
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SAMPLE REPORT

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1. In What Aspects of Management does the Participant Excel?

PARTICIPANT:

- I'm very good in communication with my customers.
- I'm also good in listening and coaching people.

SUPERVISING MANAGER:

- Charles is passionate and customer focus. His technical and customer service experience allows him to work with customers to understand their technical requirements for solutions.

PEERS:

- Customer service, wanting to do the right thing. Immediate attention to fix a problem.
- Charles knows the importance of understanding his customers' needs. He does well at managing the relationship with those customers.
- He has an excellent working relationship with his teams. I interface with other EngSup people frequently and all work well with Charles.
- Customer relationships
- Involvement with other groups.

DIRECT REPORTS:

- Charles is very good at managing the technical environment that we support and he is a champion for customer satisfaction.
- Good intentions and communications.

OTHERS:

- Charles seems to motivate his people to excel.
- Loyal, passionate
- Customer focus, relationship building, collaboration and execution
- Good organizational skill, strong interpersonal skills, strong communication skills
- Customer service/support, accessibility

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2. In What Aspects of Management could the Participant be more Effective?

PARTICIPANT:

- More 1 on 1 with team members.
- More interaction on feedback to team members.
- Following through on projects in a timely manner.

SUPERVISING MANAGER:

- Charles can be more effective by delegating responsibility to his key team members (leads) instead of getting himself into the details. This allows Charles to focus more on what is important such as working with his stakeholders on long term requirements and strategy. Improving on time management will allow Charles to be more effective. Example: Attend meeting only when he can get or produce results for it.

PEERS:

- Improvement in projecting his resource requirements properly and communicating those to his upper management will help Charles and his team to be more effective going forward.
- Follow up and completion
- Documenting agreements in a timely fashion.

DIRECT REPORTS:

- Charles is in a new role so this remains to be seen.
- Charles could be a little more effective in getting upper management to understand the local situation. Upper management doesn't seem to trust his management goals or opinions for RTP. They need to understand that EngSup in general is killing themselves trying to make management's deadlines without losing focus on the real mission of Eng Sup. our Customers. Charles has not been as successful has he needs to be with upper management.

OTHERS:

- Delegation. Learn to delegate more.
- Communication
- Driving change, strategic thinking and planning, engaging his team to understand the broader plan and how they connect to it
- Better selling of ideas to management.
- Meet on a regular basis with remote internal customers to align on plans/strategies.

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3. What is the Participant's Key Management challenge?

PARTICIPANT:

- Making the decision and running with it.
- I tend to want acceptance before proceeding with decisions.

SUPERVISING MANAGER:

- His ability to filter his emotion/passion in the discussion so that it does not get in the way of progress. Self-confidence is another area of key challenge that Charles needs to work on. Charles needs to be comfortable in the meetings that he is representing the team instead of just a messenger delivering information on behalf of the team.

PEERS:

- Service Level turnaround time.
- He is caught between his senior management who do not want to resource his team properly, and his engineers who are struggling to keep up with all the work.
- I believe the key challenge facing Charles is having the responsibility moving the EngSup hardware environment in RTP to the GDL but not the control to prioritize population of the GDL.
- Needs to learn to drive.
- Escalating to senior management levels sooner when project stall.

DIRECT REPORTS:

- Dealing with upper management stonewalling and double-talk.
- Charles is in a constant challenge with upper management in the direction and focus of Engsup. Louie, Peter and Joe seem to have forgotten the meaning of Engineering SUPPORT. Since they have lost focus on what we are meant for, Charles has to constantly battle between the local customers and his own management string.

OTHERS:

- There seems to be too much work to for his team. Charles needs to prioritize and push back on things that cannot be accomplished in the allotted time.
- Communication
- Bridging the gap between local customer needs and EngSup broader, strategic objectives. This includes becoming an influencer and a facilitator to drive solutions that balance both parties' needs.
- Too much work to prioritize effectively
- Working with remote teams and making sure plans/strategies/activities are aligned.

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4. What are two of the Participant's Major Short Term Business Goals?

PARTICIPANT:

a. Understand my customers business objectives and work flow.
b. Have an energetic team that is focused and enjoys their work.

SUPERVISING MANAGER:

a. Local labs move into GDL
b. RTP development growth and productivities

PEERS:

a. Return to the expected SLA's to meet his customers needs.
b. Satisfy the space needs of the various RTP teams who have equipment in RTP.

a. I do not know this.
b. I do not know this.

a. Partner with local customers and help them succeed.
b. Move all customers into the gdl.

DIRECT REPORTS:

a. Fixing local RTP customer expectations and overall satisfaction with our team
b. Capturing workload stats to justify more headcount before we drown in work.

a. Bring back the confidence of your customers that EngSup is where to go for their support.
b. Morale of his team.

OTHERS:

a. Be very effective in providing a high-level of service to his customers
b. Keeping his team motivated given the amount of work they have to do

a. Support RTP engineering teams lab needs
b. Provide a lab infrastructure that meets business needs

a. Management of RTP Eng. Labs.
b. Communication/Coordination of activities pertaining to RTP Labs.

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Individual skills in all key management functions continually need review and refinement in order to be optimally effective. Please identify specific areas which, if strengthened, could assist the participant in becoming more effective:

5. Communicating (giving clear direction, writing, listening, encouraging feedback and participation, understanding, and handling conflict)

PARTICIPANT:

- Communicating more effectively, clearly

SUPERVISING MANAGER:

- Handling conflict, giving clear direction

PEERS:

- Responding to my e-mail request.
- Resource planning
- In my dealing with Charles he is very good at communicating his ideas and opinions to the team and encouraging participation. I have not observed any interactions between Charles and his reports regarding conflict management.
- Oral communication is strong, but translating that message into formal written form needs to be completed faster.

DIRECT REPORTS:

- Charles needs to improve his communication skills so he can effectively advocate on behalf of his team. We feel that upper management does not understand the scope of our skills, the diversity of our services, and our impact on Engineering as a hole. (our customers)

OTHERS:

- Ability to present ideas and issues to customers that influences their direction; owning the issue vs. stating "I'm just the messenger" when speaking with customers. Ability to articulate issues with his leaders and include creative ideas or recommendations that may help solve the issues.
- Tell teams with changes are coming. Tell management of challenges in meeting goals, backed up by metrics and proposals for change.
- Very good in communication. Just need to increase awareness of RTP Lab Plans /strategies /changes.

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6. Planning (creating a vision, defining expectations, setting direction including goals/objectives, prioritizing, action planning, allocating resources)

PARTICIPANT:

- Strategic Planning

SUPERVISING MANAGER:

- Prioritizing, allocating resources, creating vision, setting direction

PEERS:

- I do not interface with Charles in this area.
- Developed plans look good on the surface, but Charles has difficult customers that constantly require set plans to be modified.

DIRECT REPORTS:

- Charles has tried several plans to improve the situation of his team but continues to be denied the resources to make it successful.

OTHERS:

- Setting a vision for his new team and helping them turn it into day-to-day operational deliverables
- Drive and communicate an RTP lab plan that allows engineering partners to meet/exceed their goals.
- Charles does planning well -- just need a little more communication to remote customers (i.e., from SVL).

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7. Organizing (arranging and relating work, clarifying authority/responsibility, empowering others, delegating, utilizing time and other resources efficiently)

PARTICIPANT:

- Delegating and time management

SUPERVISING MANAGER:

- Work/project interdependency, delegating, utilizing time

PEERS:

- My impression is that Charles does a very good job of identifying team leads and empowering them to manage their roles with limited oversight.

DIRECT REPORTS:

- He is decent at delegating power to his team.

OTHERS:

- Establishing metrics and measurements to understand the trends in the team's workflow and to proactively anticipate spikes in service and how to move day-to-day operational activities to ESOC and/or to automate them into self-service activities.
- Allow easy way to help prioritize assigned work.
- Charles is great in organizing.

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Individual skills in all key management functions continually need review and refinement in order to be optimally effective. Please identify specific areas which, if strengthened, could assist the participant in becoming more effective:

8. Staffing (selecting, developing, coaching, reviewing performance, appraising competencies, effectiveness with people)

PARTICIPANT:

- Coaching and hiring

SUPERVISING MANAGER:

- Effectiveness with people, coaching

PEERS:

- I do interface with Charles in this area.

DIRECT REPORTS:

- Charles tries to understand his team skills and focuses. This way he can better leverage the resources.

OTHERS:

- Understanding the current tasks and time requirements for activities the team performs and using that information to create a longer-term workforce plan that includes career development, up-skilling employees and opportunities to improve efficiencies in how they complete their work.
- No needs here. Charles has an excellent team.
- Not sure since I don't know how he manages his team. Although, the direct reports that have helped me have been very supportive of all my requests.

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Individual skills in all key management functions continually need review and refinement in order to be optimally effective. Please identify specific areas which, if strengthened, could assist the participant in becoming more effective:

9. Controlling (setting standards, monitoring progress, encouraging innovation, meeting regularly with team members, taking corrective action, following through, continuously improving)

PARTICIPANT:

- Team meeting effectiveness

SUPERVISING MANAGER:

- Setting standards, monitoring progress

PEERS:

- I do not interface with Charles in this area.

DIRECT REPORTS:

- We have regular meetings to discuss personal and team goals.

OTHERS:

- Being able to provide upper mgmt with metrics on the team's workload and activities to help drive future requests for budget/headcount or prioritize customer requests and expectations.
- Develop more metrics around effectiveness.
- Charles is great in following through with any requests/tasks I've given.

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Individual skills in all key management functions continually need review and refinement in order to be optimally effective. Please identify specific areas which, if strengthened, could assist the participant in becoming more effective:

10. Leading (being decisive, taking charge, influencing and encouraging others, building and supporting teamwork, modeling desired competency with integrity, establishing a supportive culture)

PARTICIPANT:

- Decisiveness, building a stronger team

SUPERVISING MANAGER:

- Being decisive, taking charge, influencing, being owner/leader vs. messenger for the team

PEERS:

- My observation is that Charles does a very good job of leading through teamwork. He explains what the mission is and allows his SMEs to provide input in determining course of action.

DIRECT REPORTS:

- He makes sure his team works with a unity in order to leverage skill sets to complete projects.

OTHERS:

- Influencing his leaders and customers regarding the trends he sees or issues he anticipates with all the changes and activity currently underway within Prod Ops.
- Charles has got this together. More communication always helps, especially when there are problems.
- Charles excels in this area -- not only is he supportive to his customers and peers, but he has also created his team to be the same way.

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11. Any Suggestions or Comments that will be Helpful to the Participant?

PARTICIPANT:

- I'm very passionate about supporting my customers.

SUPERVISING MANAGER:

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PEERS:

- Assign someone to represent Charles at meetings when he is unable to attend.

DIRECT REPORTS:

- I feel that Charles could benefit by promoting his team members to others. This will help in leveraging project direction.

OTHERS:

- He has a big heart and wants to do well for ABS, his team and himself. Showing that he can lead others, influence customers and drive decisions will increase his effectiveness as a people manager.
- Continue with the excellent service/support that he already provides to teams. Increase visibility into some of the plans/changes/strategies of the RTP labs (i.e., delay in migration to GDL).

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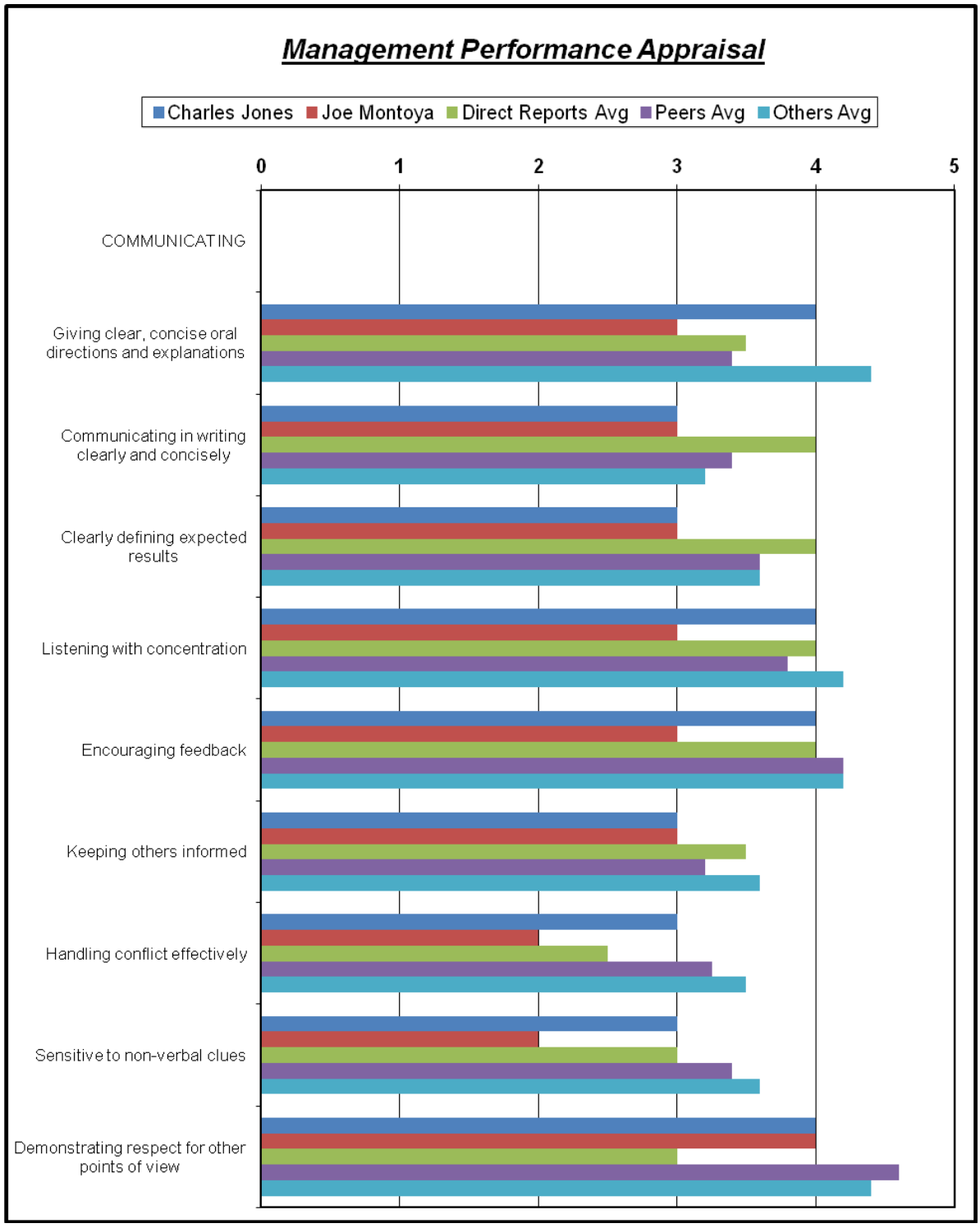

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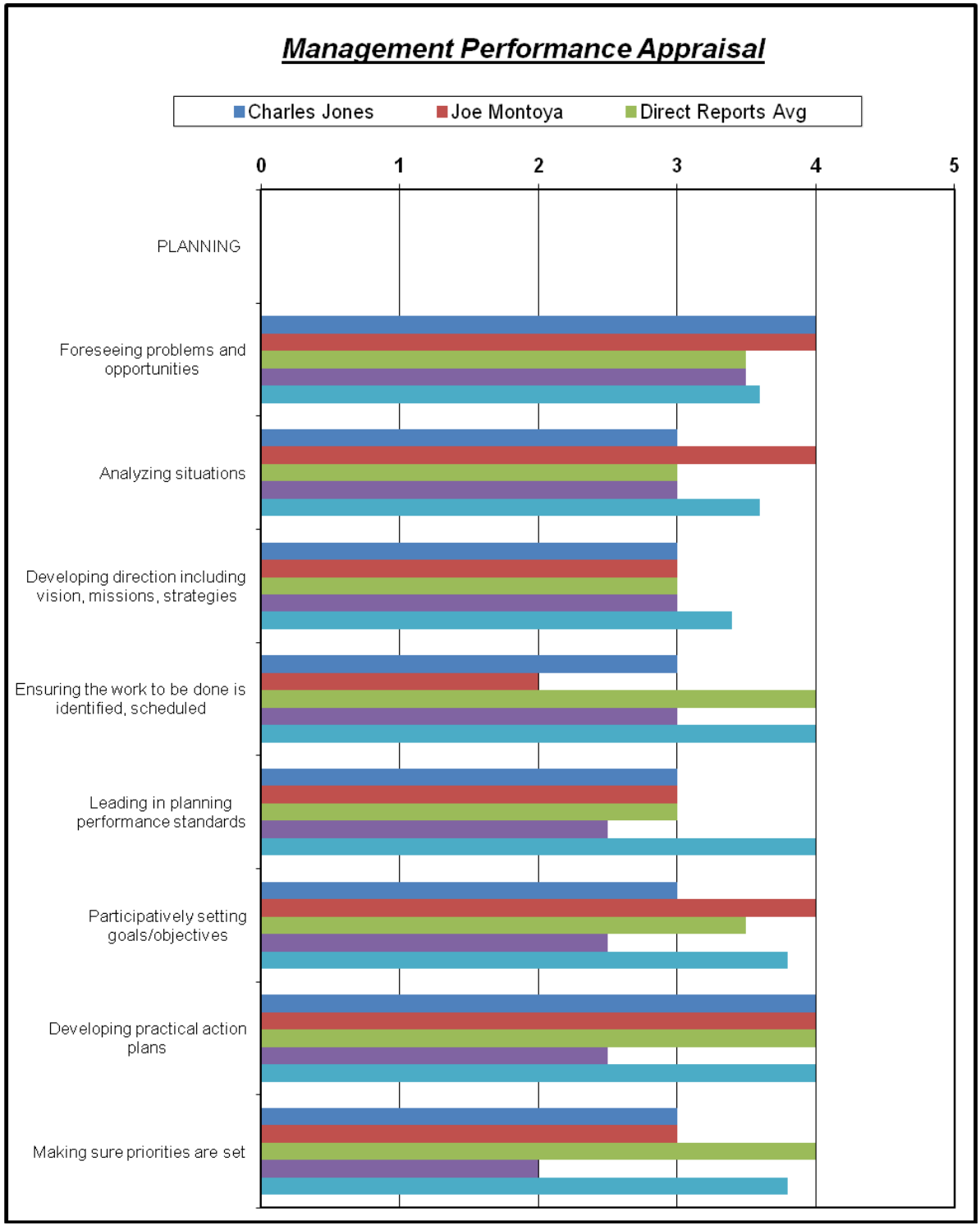

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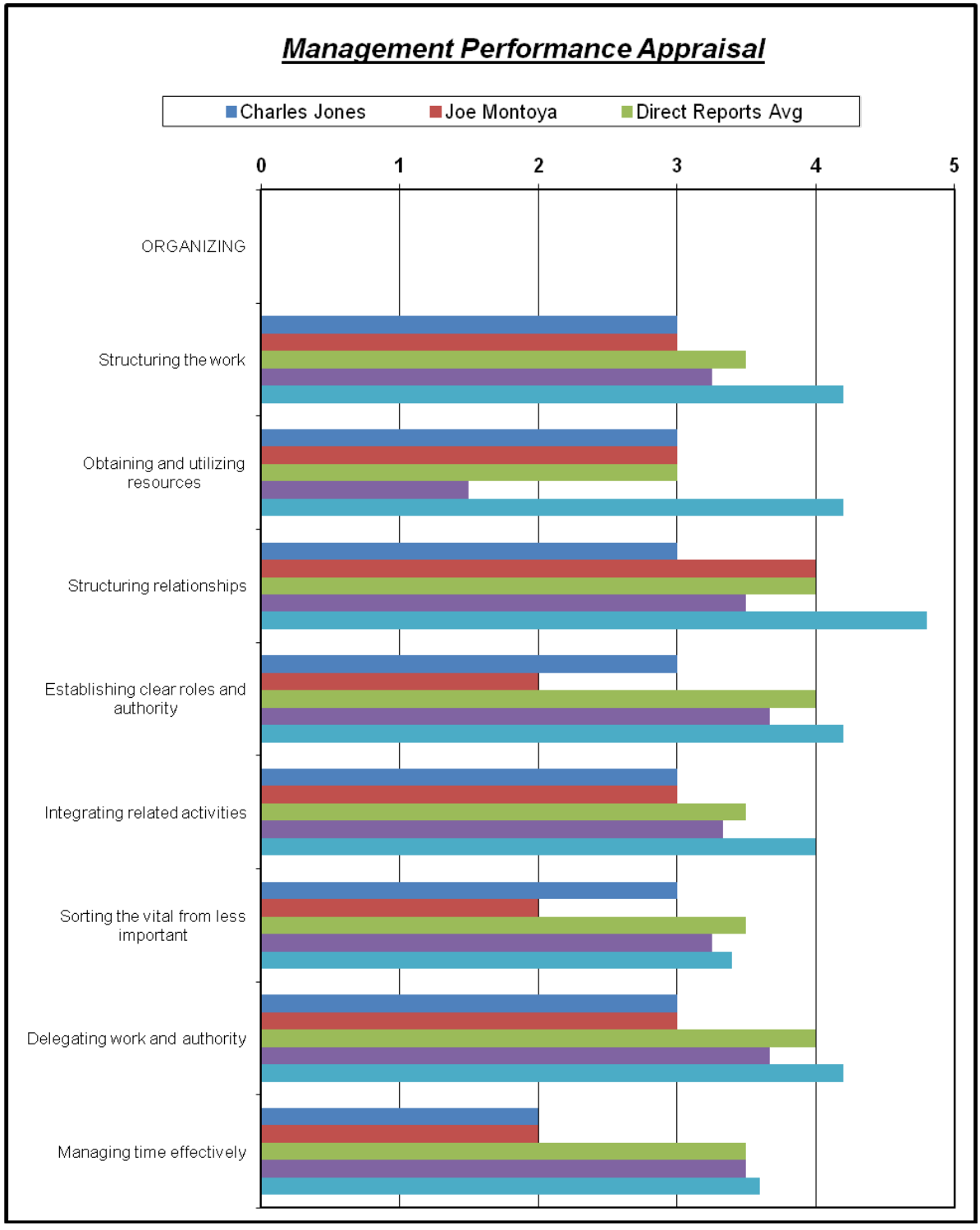

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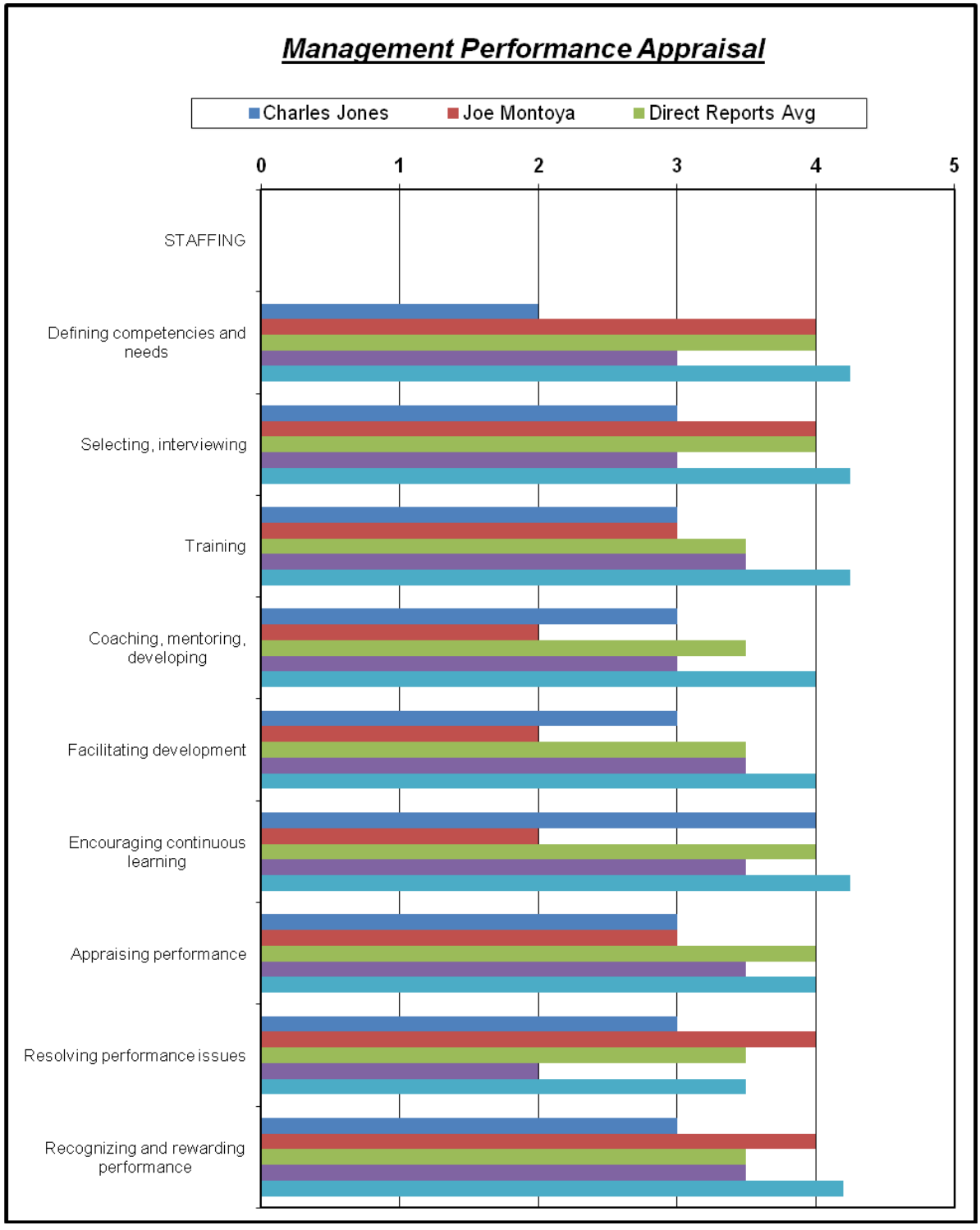

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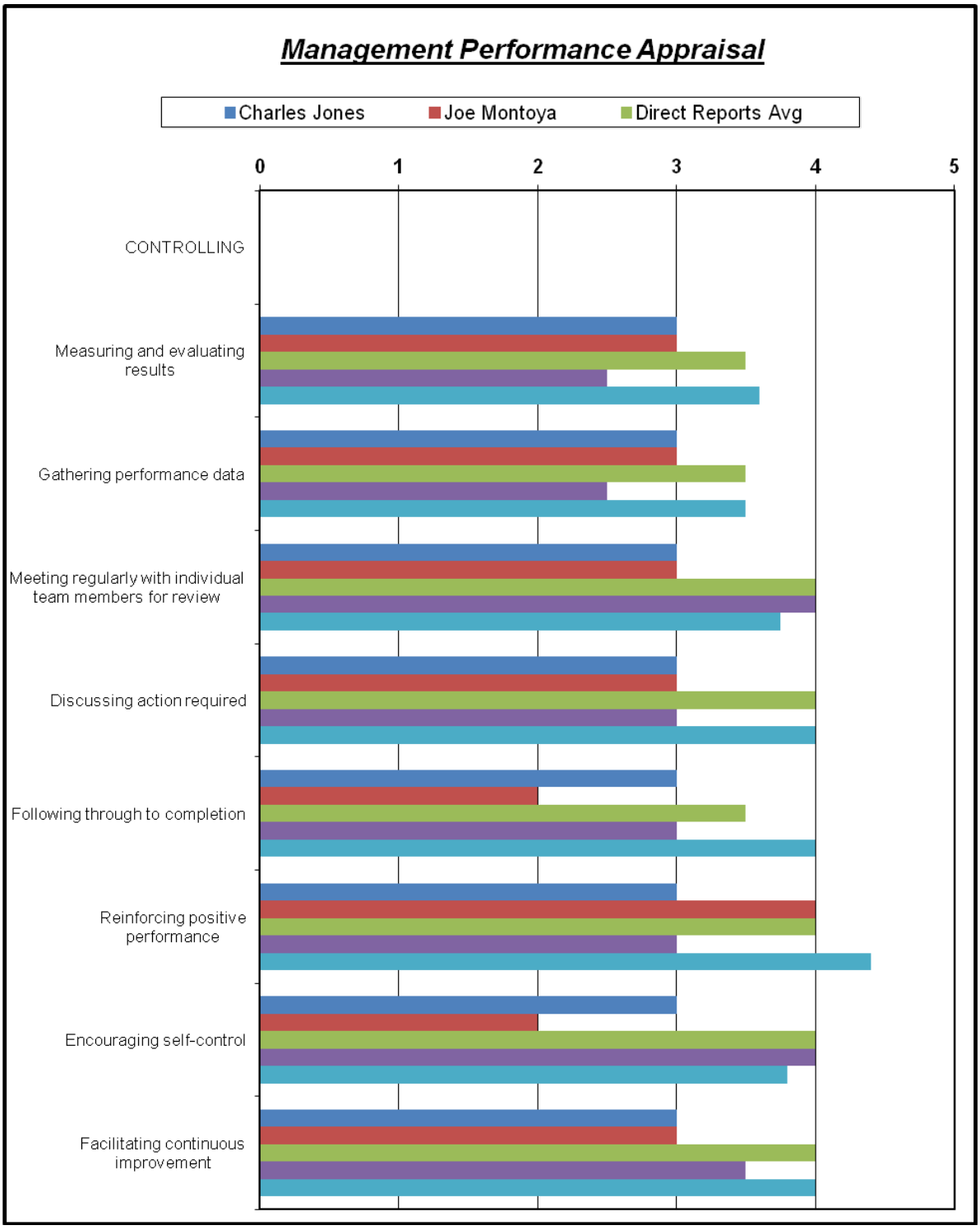

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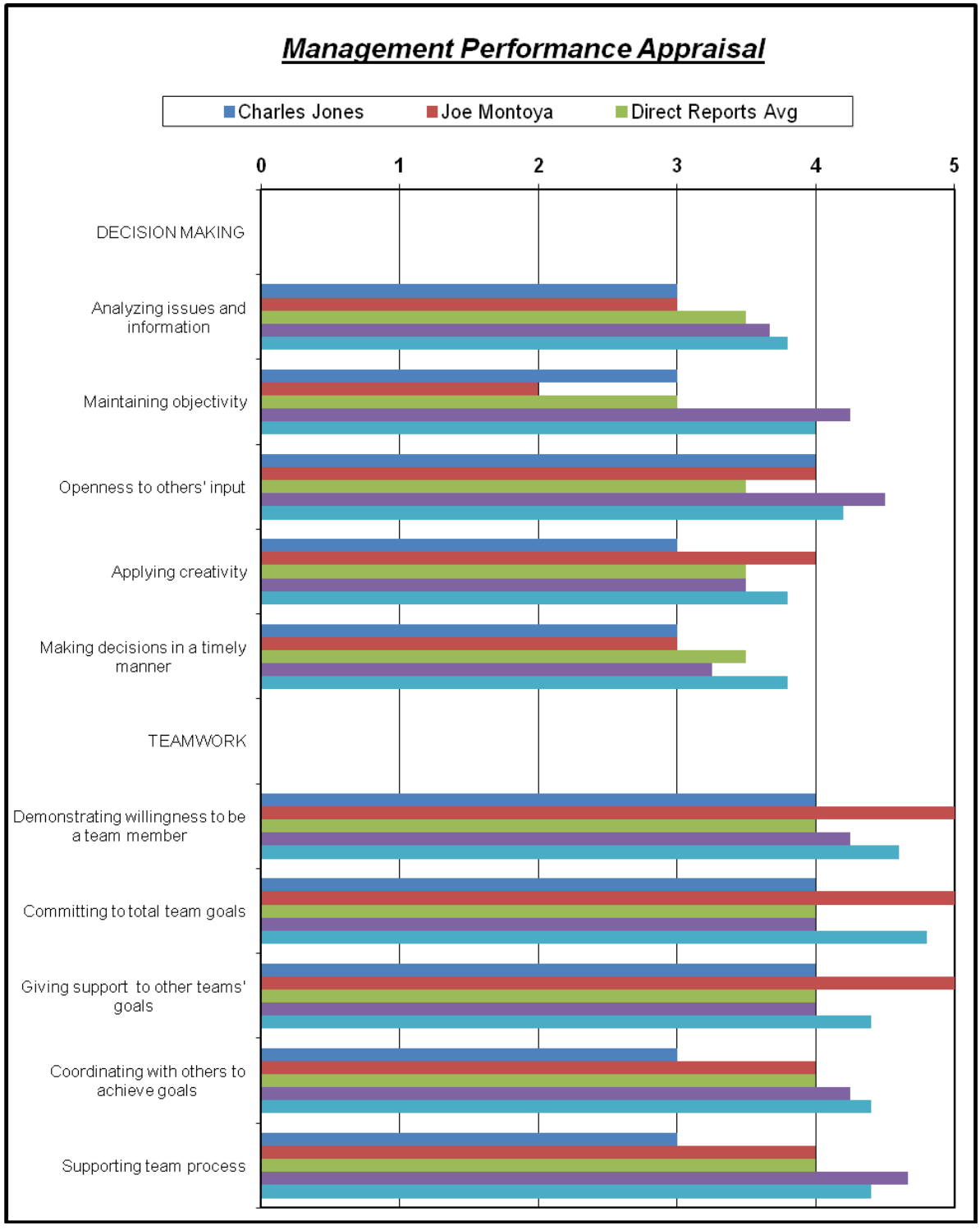

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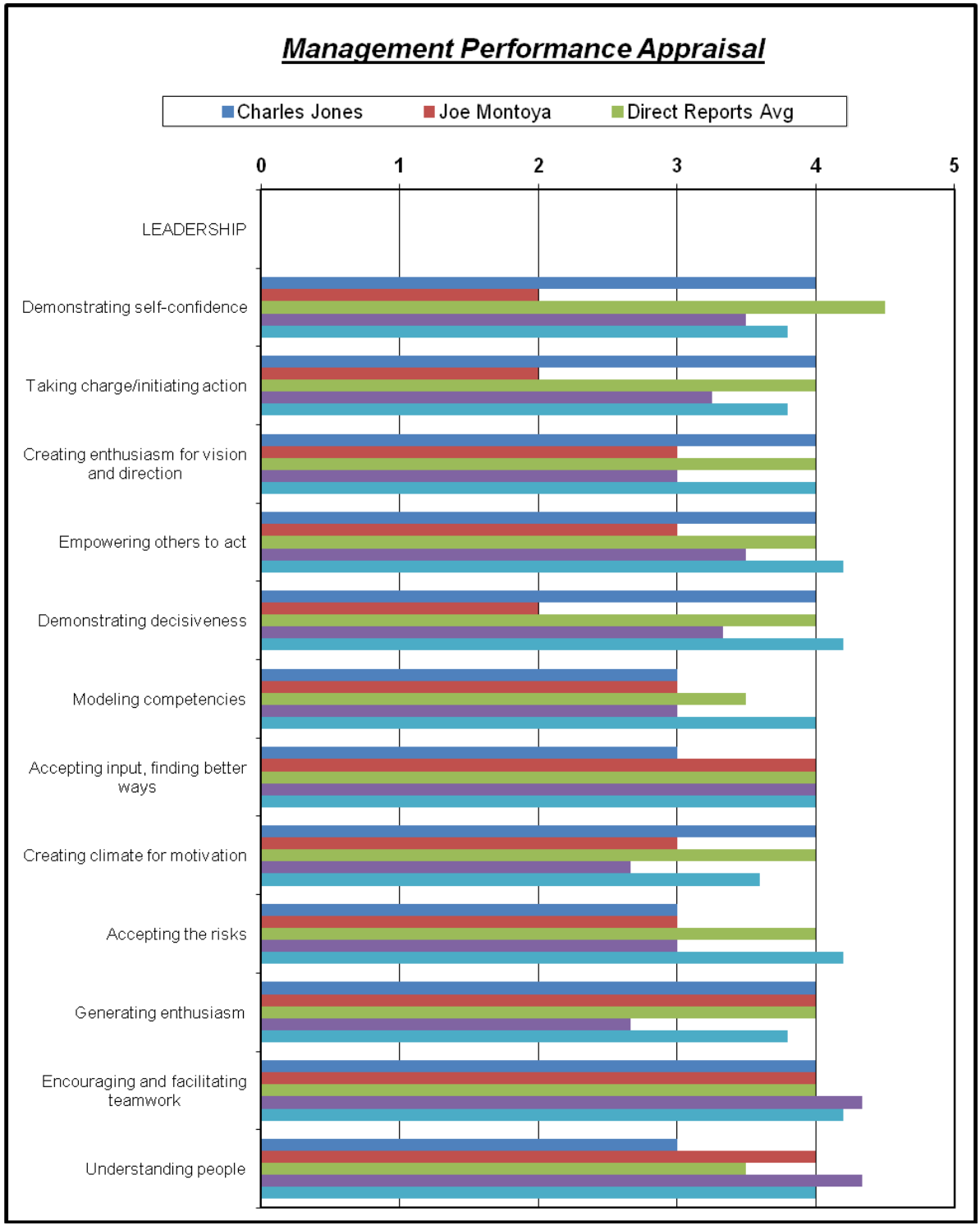

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