



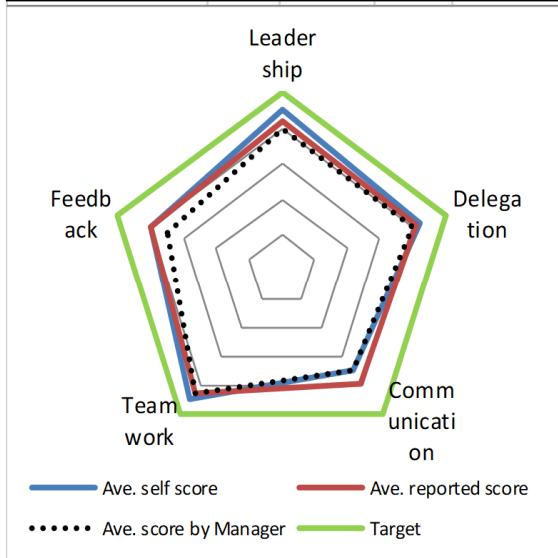
# A360 Evaluation



## Summary: John Johnson

| Q# | Questions   | Code | Self Score | Manager | PEERS | SUBS | Average Reported Score | BS HS |
|----|---|------|------------|---------|-------|------|------------------------|-------|
| 1  | Develops appropriate objectives and strategies to advance the organization's mission            | L    | 5          | 4       | 4     | 4    | 4.1                    |       |
| 2  | Collaborates with colleagues in finding solutions to business issues                            | D    | 4          | 4       | 4     | 5    | 4.4                    |       |
| 3  | Motivates and empowers others to succeed within their jobs                                      | L    | 5          | 3       | 5     | 4    | 4.3                    |       |
| 4  | Communicates clearly, concisely and in an organized and timely manner                           | C    | 4          | 3       | 5     | 4    | 4.2                    |       |
| 5  | Comes across as a reliable, committed team member   | T    | 5          | 5       | 5     | 4    | 4.6                    |       |
| 6  | Allows subordinates to learn from mistakes and responds adequately when someone makes a mistake | D    | 4          | 4       | 4     | 4    | 4.2                    |       |
| 7  | Is available to colleagues for discussion, advice, questions                                    | T    | 5          | 4       | 4     | 4    | 4.3                    |       |
| 8  | Is aware of the real problems that colleagues face.   | T    | 3          | 5       | 4     | 4    | 4.4                    |       |
| 9  | Finds ways to praise and inspire the employee, even if the employee has failed on a task        | F    | 2          | 3       | 3     | 4    | 3.8                    |       |
| 10 | Gives praise and credit to subordinates where due, never leaving any "good deed" unnoticed      | F    | 4          | 3       | 4     | 4    | 4.1                    |       |
| 11 | Seeks and provides feedback to enhance business performance and personal efficiency .           | F    | 5          | 5       | 3     | 4    | 4.1                    |       |
| 12 | Fosters a climate of collaboration based on mutual accountability                               | T    | 5          | 3       | 4     | 4    | 3.9                    |       |
| 13 | Leads by example, demonstrating the behavior expected of all                                    | L    | 5          | 4       | 4     | 4    | 4.1                    |       |
| 14 | Allows employees enough leeway in their area of responsibility, does not micromanage            | D    | 4          | 4       | 4     | 3    | 3.4                    |       |
| 15 | Shares relevant data and instructions for the successful completion of a task by others         | D    | 5          | 4       | 4     | 5    | 4.4                    |       |
| 16 | Sets clear objectives, time limit and agenda for meetings - and respects them                   | C    | 3          | 4       | 5     | 4    | 4.0                    |       |
| 17 | Listens well in a group discussion  | C    | 2          | 3       | 4     | 3    | 3.6                    |       |
| 18 | Regularly provides appropriate recognition of staff contributions.                              | F    | 5          | 3       | 4     | 4    | 4.1                    |       |
| 19 | Encourages open and candid communications with peers and subordinates                           | C    | 5          | 4       | 4     | 4    | 4.0                    |       |
| 20 | Clearly conveys objectives, deadlines and expectations  | L    | 3          | 5       | 4     | 4    | 4.3                    |       |
|    |   |      | 4.2        | 4.1     | 4.1   | 4.2  | 4.1                    |       |

|                      | Ave. self score | Ave. reported score | BS HS | Ave. score by Manager |
|----------------------|-----------------|---------------------|-------|-----------------------|
| <b>Leadership</b>    | 4.5             | 4.2                 |       | 4.0                   |
| <b>Delegation</b>    | 4.3             | 4.1                 |       | 4.0                   |
| <b>Communication</b> | 3.5             | 3.9                 | 4     | 3.5                   |
| <b>Teamwork</b>      | 4.5             | 4.3                 |       | 4.3                   |
| <b>Feedback</b>      | 4.0             | 4.0                 |       | 3.5                   |



- Self: Respect other people's opinion  
 Self: Be more strict with deadlines of subordinates' tasks
1. Improve listening skills
  2. Inconsistency between what is said and what is done
  3. Improve the evaluation of commitments to customers
  4. Be more clear with the instructions, delegation process and openness to others' opinions
  5. Improve the Coaching process for his subordinates.
  6. Get rid of arrogance and of passive aggressiveness
  7. Improve agenda follow up - time limits and respect scheduled events without changes, so that not to break others' agendas
  8. Be patient listening to others' arguments until the end before starting arguing yourself
  9. Argue less, come straight to the point
  10. Collaborate with other departments
  11. Do, not to interrupt when the other person is speaking
  12. Be more active on sales & marketing strategy
  13. Reduce micromanagement
  14. Listen better during a discussion
  15. Do not change agenda for meetings and calls
  16. Re-establish direct contact with customers
  17. Be more humble and less arrogant
  18. Improve your written skills

