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## 20/20 Insight Special Confidential Report

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**Michael Noakes**

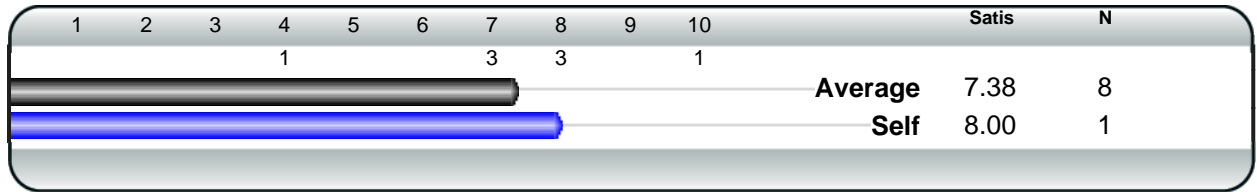
February 1, 2007

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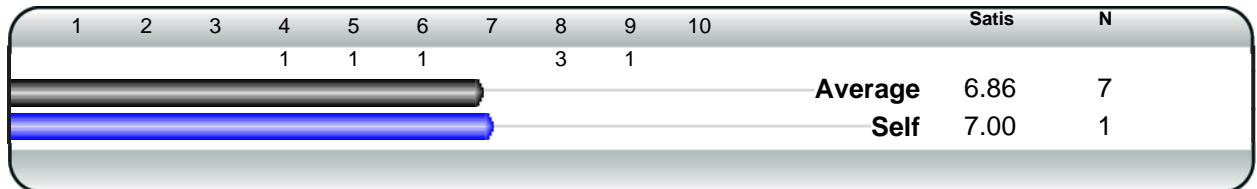
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Item Ratings (1) - Self/Other

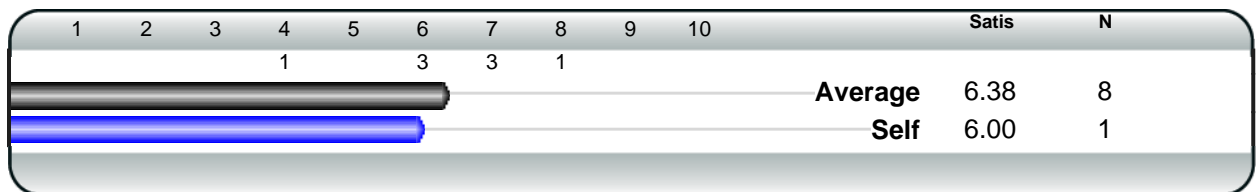
1. Actively supports decisions made by the team.



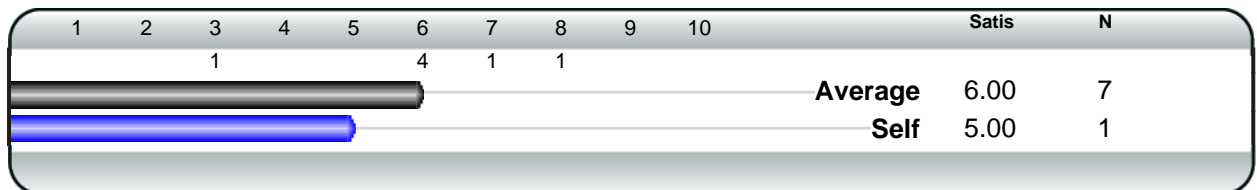
2. Confronts difficult people decisions



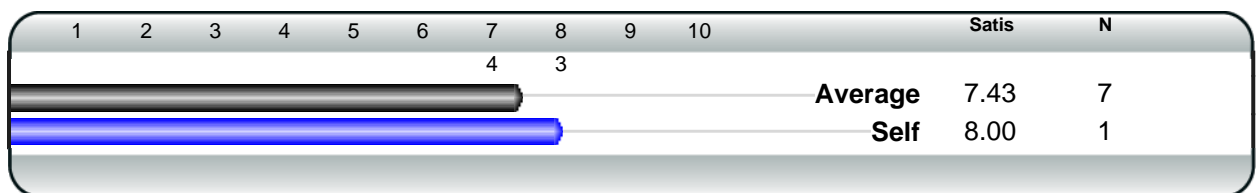
3. Deals fairly and consistently with all people.



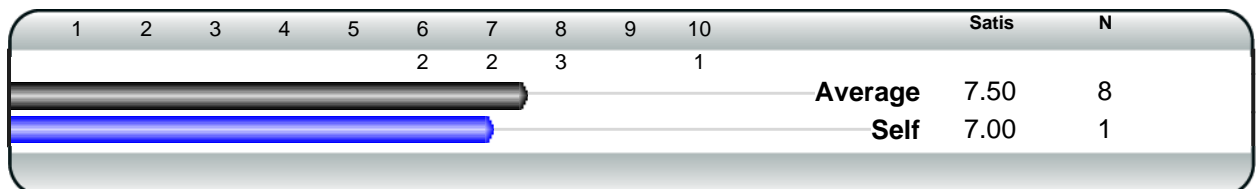
4. Displays a positive, optimistic attitude towards challenges and problems.



5. Encourages me to contribute my ideas fully and frankly.

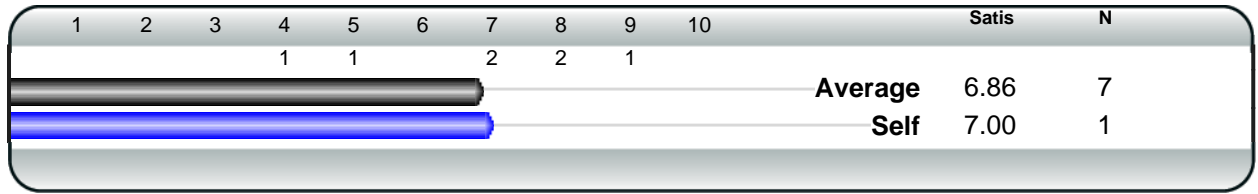


6. Establishes deadlines to review progress toward achieving our goals

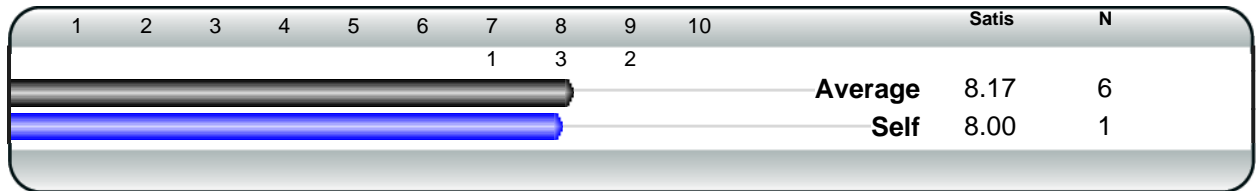


Item Ratings (1) - Self/Other

7. Follows through and delivers on promises

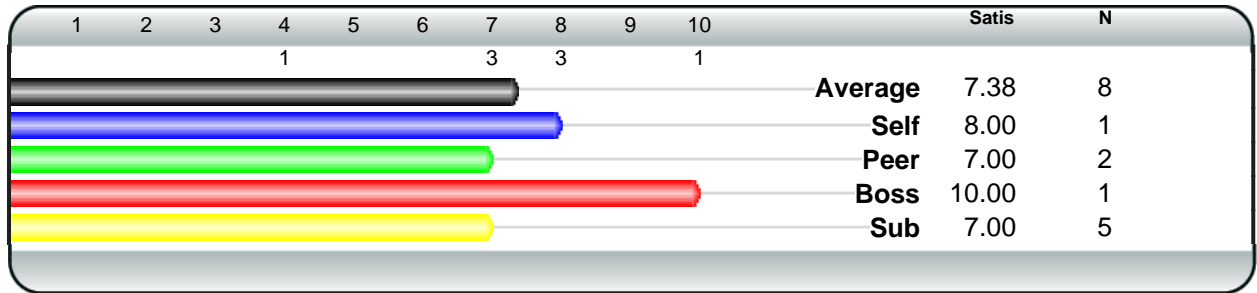


8. Gives me clear direction and standards of performance



Item Ratings (2) - Relationships/Comments

1. Actively supports decisions made by the team.



One thing ... - ... to CONTINUE doing

- Giving direct feedback
- Questions why the decision before agreeing.
- From my knowledge of you I believe you do support the decisions made by the team. However, you are not afraid to challenge decisions which I consider to be good.

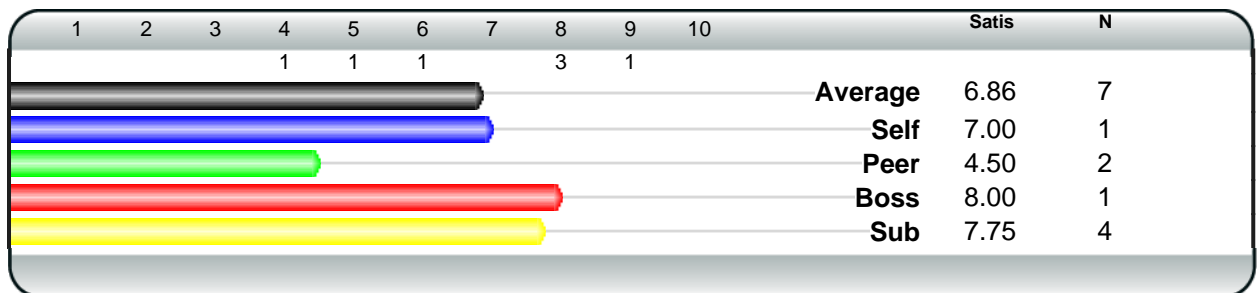
One thing ... - ... to STOP doing

- Can't think of anything at the moment
- Taking on too many tasks
- Openly complaining about decisions made by either Regional Managers or other Managers within the office.

One thing ... - ... to START doing

- Consider others priorities
- Be immediately supportive in any Regional Manager decision, making comment afterward to address the issues / situation not re-occurring.
- You should take on board comments from other experienced members of team

2. Confronts difficult people decisions



One thing ... - ... to CONTINUE doing

- Justifying decisions
- Being willing to air difficult people issues in the management team
- You are never afraid of confrontation and handle some delicate conversations in a very mature manner.
- You seem happy to take responsibility for acting on a difficult people issue

One thing ... - ... to STOP doing

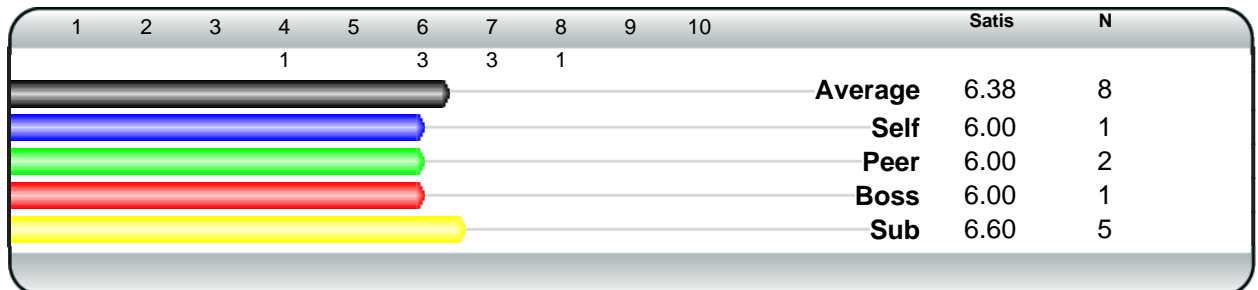
- Only considering position from Company point of view, mistrusting some suppliers

Item Ratings (2) - Relationships/Comments

**One thing ... - ... to START doing**

- *It would be good if Michael would help out when all other Managers are out.*
- *Speak to some dealers directly to consider bigger picture*

**3. Deals fairly and consistently with all people.**



**One thing ... - ... to CONTINUE doing**

- *Being interactive*
- *You should ensure consistency - don't allow favourites*

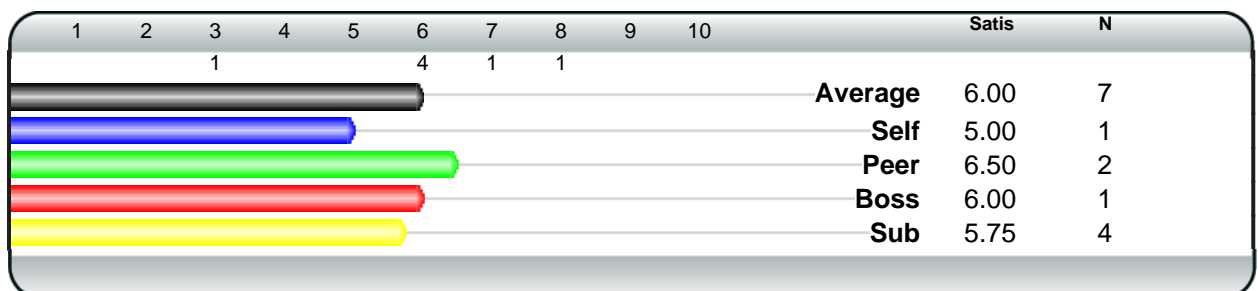
**One thing ... - ... to STOP doing**

- *Allowing other priorities to give impression not always approachable, or too busy*
- *Being a little less opinionated in terms of his views of others - perhaps be willing to consider the possibility that there might be another side to the person.*
- *Don't allow any possibility for misinterpretation of words/actions by others i.e. female staff, although this office environment does not help this and most are guilty.*
- *It is always apparent who your favourite people are within the organisation. You should try to keep the treatment of all people consistent.*

**One thing ... - ... to START doing**

- *Appreciate pressures his role has on others*
- *Be a little more approachable.*

**4. Displays a positive, optimistic attitude towards challenges and problems.**



**One thing ... - ... to CONTINUE doing**

- *Talking through a situation in order to agree a solution*
- *You always portray image of someone who can solve the problem and can get past a particular challenge*

Item Ratings (2) - Relationships/Comments

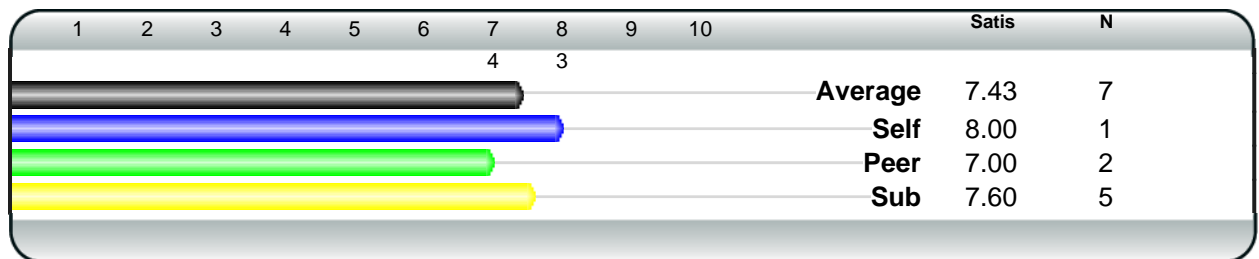
**One thing ... - ... to STOP doing**

- *Seeing most dealers as problems*
- *Stop being so pessimistic*
- *Taking on too much and being unwilling to involve others in helping him achieve his tasks*
- *Portraying image of only one who can solve problem, but is way too busy to do it just at the moment*
- *You can sometimes appear very quiet and distant when under pressure*
- *You need to stop commenting openly about problems.*

**One thing ... - ... to START doing**

- *Accepting others have to resolve problems at sharp end.*
- *It would be nice to see you more positive and optimistic generally.*
- *You should be more open about your workload and at very busy times such as budgets ask not to be disturbed for periods of time*

**5. Encourages me to contribute my ideas fully and frankly.**



**One thing ... - ... to CONTINUE doing**

- *Listens to my point of view fairly*
- *To listen to people*
- *Although our paths do not cross to a great extent with regard to projects etc, you do encourage me to contribute ideas.*
- *Asking for input - it may prove useful*
- *You always listen to any ideas and never give a negative feedback immediately. You actively encourage feedback on many things.*

**One thing ... - ... to STOP doing**

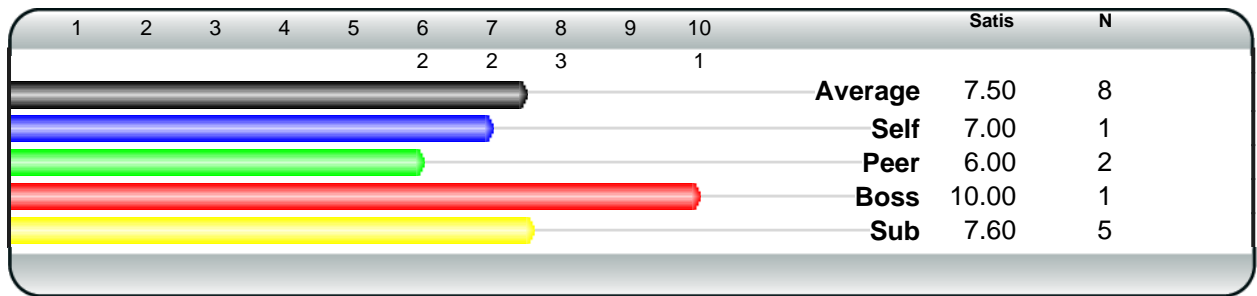
- *Assuming I do not have Companies best interests at heart*
- *Can sometimes be overly sceptical about the ideas contributed*
- *If you haven't asked for a comment from a specific person then you can treat any comments made quite flippantly.*

**One thing ... - ... to START doing**

- *A few dealer accountants in order to appreciate dealer prospective*
- *Be more positive if people have a valid comment despite not being asked directly for it by you.*
- *Take the view that we are in sales and occasionally certain non standard solutions have to be implemented*

Item Ratings (2) - Relationships/Comments

6. Establishes deadlines to review progress toward achieving our goals



One thing ... - ... to CONTINUE doing

- Give me deadline dates
- Always delivering on time
- Providing management information to support progress
- You always set achievable deadlines.
- You will never suddenly land something on my desk but give me advance warning of when you need the information. You do also follow up on progress in an unpressured way.

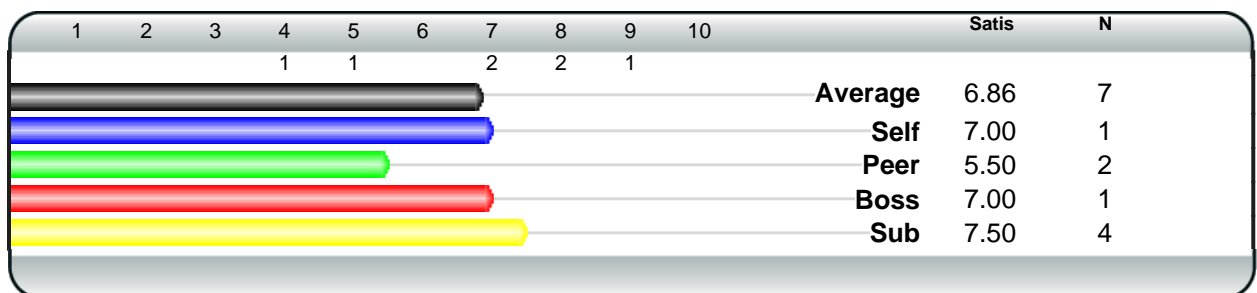
One thing ... - ... to STOP doing

- Holding up other's deadlines
- Putting things off

One thing ... - ... to START doing

- Making me aware of your objectives and goals
- Plan and organise your day

7. Follows through and delivers on promises



One thing ... - ... to CONTINUE doing

- Dealing with rate requests promptly
- Doing what you said you would do
- You are generally helpful and can be trusted to do something you say you will do

One thing ... - ... to STOP doing

- Telling me my requests is nearly at top of pile.
- Doing it later as it you are busy at present - so are we all

One thing ... - ... to START doing

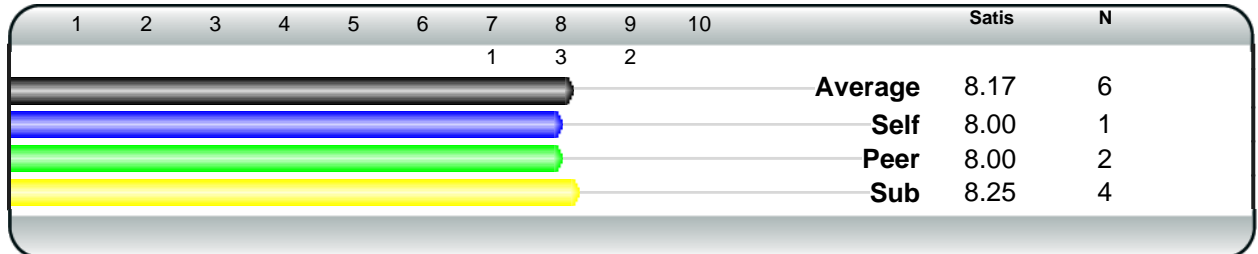
- A little more forth-coming
- Do What You Say You Will Do

Item Ratings (2) - Relationships/Comments

One thing ... - ... to START doing - (cont'd)

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- Sometimes things can slip due to pressure of large number of important tasks - As his manager, perhaps keep me better informed with progress on such tasks.

8. Gives me clear direction and standards of performance



One thing ... - ... to CONTINUE doing

- Gives me informative feedback on Company Performance
- Gives you clear instructions
- If there is a task that you need me to complete for you then you will always provide me with the detail you require. I consider this to be a good skill.
- Rate profile updates and new policy changes.

One thing ... - ... to STOP doing

- Assuming you can judge a dealer by figure work alone
- Stop checking up on people to see if they are going the job
- Changing the rules without consultation.

One thing ... - ... to START doing

- Advising me of the return my dealers produce for the Company
- Trusting people to do a good job.

**22. What is this person's most outstanding asset?**

- *Michael is very good at explaining anything you do not understand. He also gives good feedback.*
- *Precision and accuracy with figures*
- *Dedication and focus*
- *Although I do not report directly into you, from an observers view point, I would say that you are very good at looking at things objectively, are prepared to challenge others ideas openly, and are prepared to take time out to listen to your direct reports (plus me occasionally) when required.*
- *Extremely astute and can always be relied on to give a sound commercial slant on a topic.*
- *He will always set aside time to talk to you if you have a particular issue / comment or concern and you specifically ask him for some of his time to discuss it regardless of how busy he is.*
- *His accounting ability and his high standards in his area of responsibility. New ideas and good guidance and help in some of our important mathematical processes.*
- *Your most outstanding asset is your ability to communicate on all levels and your level of interest in the whole department.*

**23. What do you believe should be this person's top priority for personal development?**

- *Involve others in you objectives and understanding of your priorities*
- *Perhaps to trust people a little more. To be more helpful when all the other managers are out of the office.*
- *Growing himself in terms of his profile with his peer group at CWM (GB) and his peer group and immediate next level up*
- *Develop people skills, man management.*
- *I think that perhaps at specific times you may come across as unapproachable and a bit abrupt with other members of the team. However I think this is more a trait of the pressures you are under rather than anything else.*
- *Man Management in view of new team.*
- *More open communication. Sharing more ideas. Offer encouragement and support at all times. Don't be frightened to offer praise. Offer some warmth and try to understand our operating difficulties in the field a bit more. Better appreciation and understanding of our business at the 'Sharp End'*
- *Try to curb his ability to be dismissive of people and their comments and not to be so moody in future.*

**24. What additional feedback would you like to give this person?**

- *One thought would be for Michael to ask for help when under pressure. Michael can come times seem a little touchy - I think this is when he under a lot of pressure.*
- *You have a lot of potential to offer to the team, but your specialist role places many major deadlines on you and can appear to isolate you somewhat .*
- *Additional feedback would be to improve your approachability.*
- *As previously explained.*
- *Generally, a valued and well respected person, open to honest feedback and criticism, even if you never accept it. Needs to temper attitude in relation to dealings with staff, once wrong doesn't mean always wrong. Can also display a lack of sensitivity to certain situations or deal with in an inappropriate manner. Can have a tendency to put off work, or not prioritise, or suggest it can be done, but not when, or the when is some time off.*

## Additional Questions

- *I can only speak as I find and that is to say that you are always supportive to me if I need advice on any work related issues. I think you know that I will only come to you when I have to and that is usually because I want reassurance about a matter I'm not fully on top of re-budgets and accounts. I think the way that you have taken on board the management of the Sales Administrator role has been good.*
- *When the situation warrants it, you do have very good people skills however if you are caught off guard or on a bad day this can change dramatically and your attitude to people and situations can be totally different from one hour to the next. I would like to see more consistency in your approach.*