
20/20 Insight Special Report



Beacons

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January 20, 2016

CONTENTS

Sections:

Ratings (1) - Self and Rater's summary scores
Ratings (2) - Relationships Scores and Comments
Summary Questions

Scale:

Satisfaction - how satisfied are you that [name] performs this action well?

The scores mean:

| | |
|------|----------------------|
| 1-2 | Not at all satisfied |
| 3-4 | Minimally satisfied |
| 5-6 | Quite satisfied |
| 7-8 | Very satisfied |
| 9-10 | Totally satisfied |

NOTES

Some of your scores will be higher than others. We each have special areas of competence and strength, and areas that are opportunities for more development.

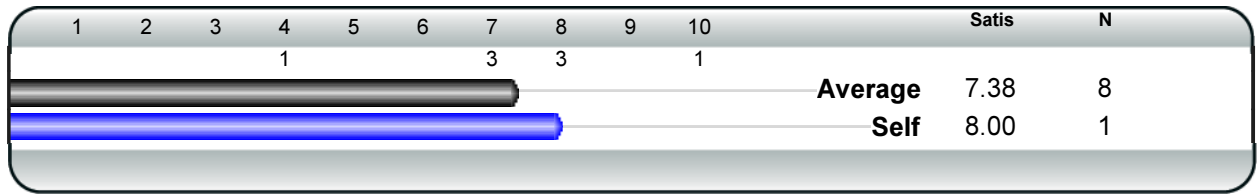
To use this feedback to your advantage, it is important not to react to the lower scores and comments with anger, hurt, denial, or defensiveness. The purpose of this feedback is to help you learn where you can become stronger. The information will help you focus on specific skills you should work on to get better results.

Please read through the whole report, highlight any key words and phrases that stand out, and make notes about:

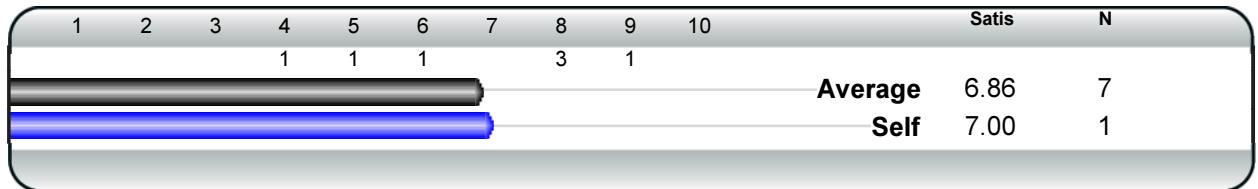
- Significant perception gaps where your Self-ratings are much higher or lower than your Raters' scores
- The distribution of the scores for each question; what does that tell you?
- Your high and low areas?
- Scores that pleased or puzzled you?
- Patterns or themes that you can see relating to your:
 - perceived strengths
 - perceived development needs
- Compare the scores from your manager, peers or other colleagues. What do you see?

Item Ratings - Self/All summary

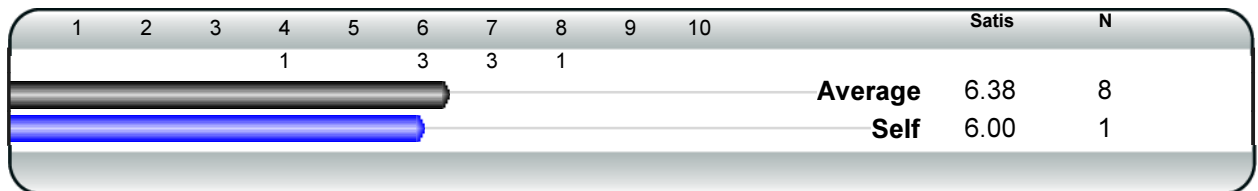
1. Actively supports decisions made by the team.



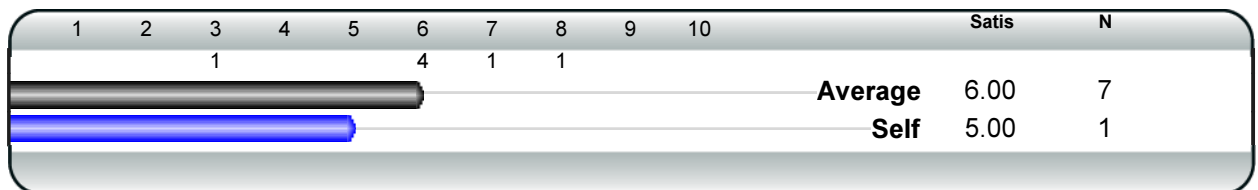
2. Confronts difficult people decisions



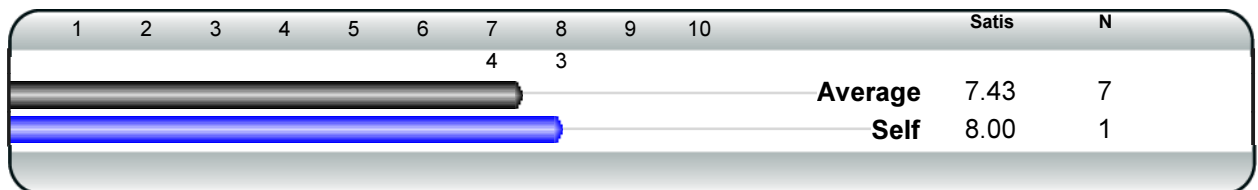
3. Deals fairly and consistently with all people.



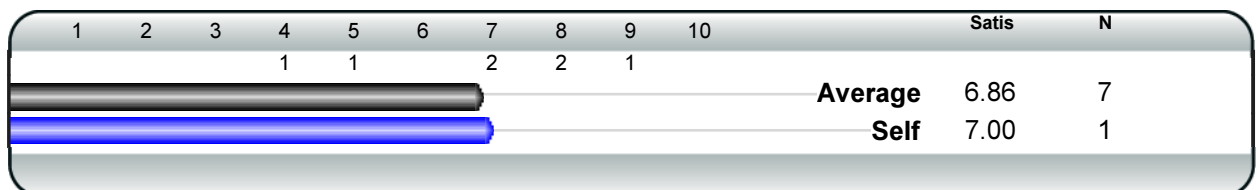
4. Displays a positive, optimistic attitude towards challenges and problems.



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

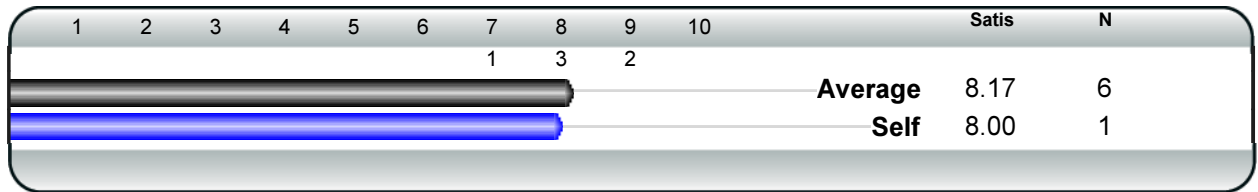


6. Follows through and delivers on promises

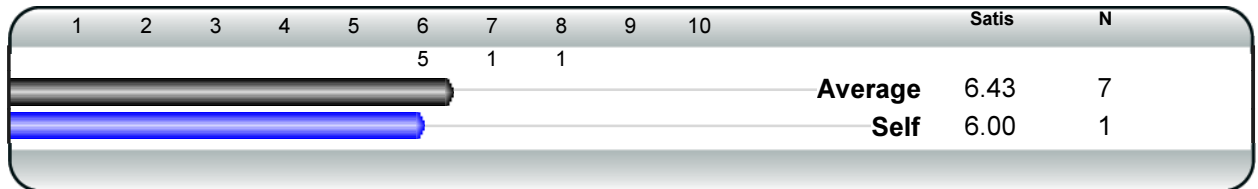


Item Ratings - Self/All summary

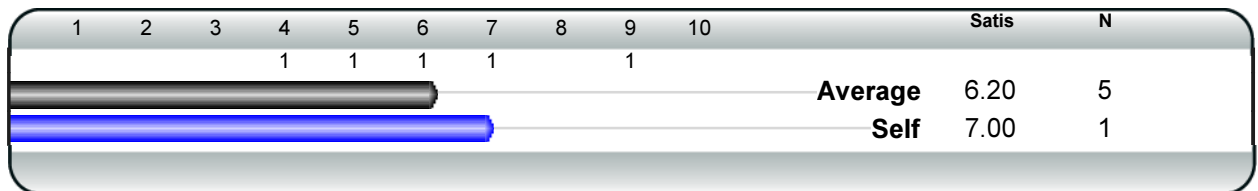
7. Gives me clear direction and standards of performance



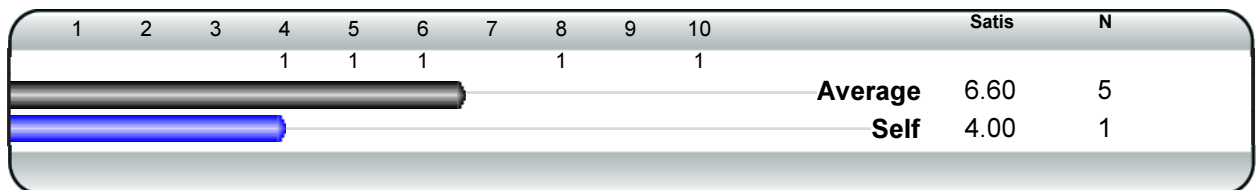
8. Gives me informal verbal feedback about performance soon after it occurs.



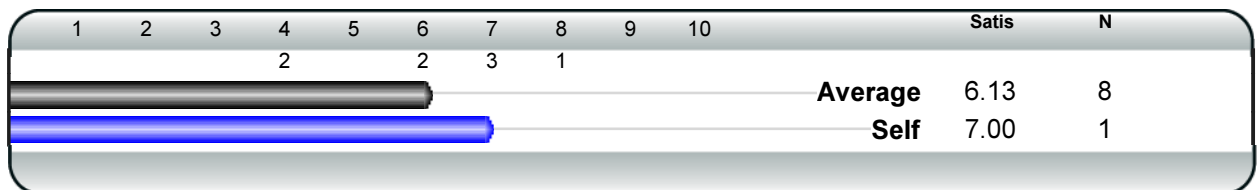
9. Gives me the freedom and resources to do my job effectively



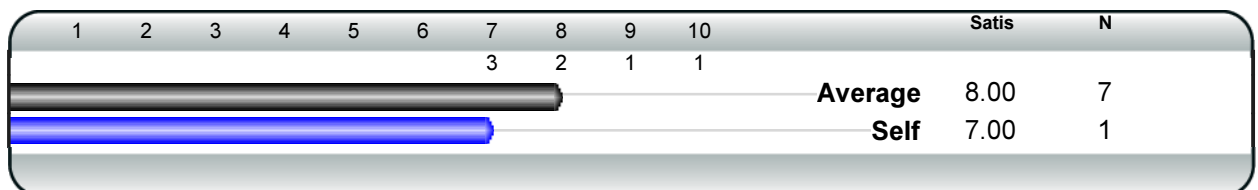
10. Gives me the opportunity to give feedback about his performance.



11. Gives praise, recognition and thanks when it is due

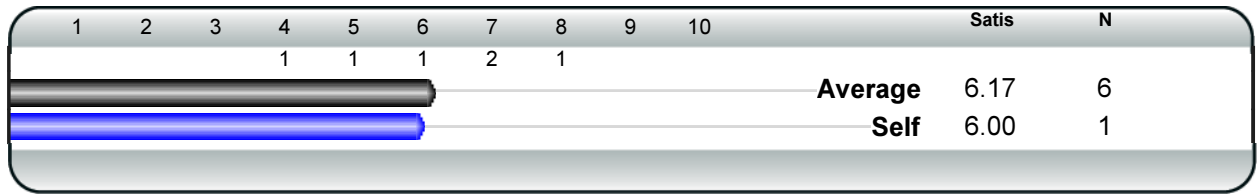


12. In urgent situations, makes appropriate decisions

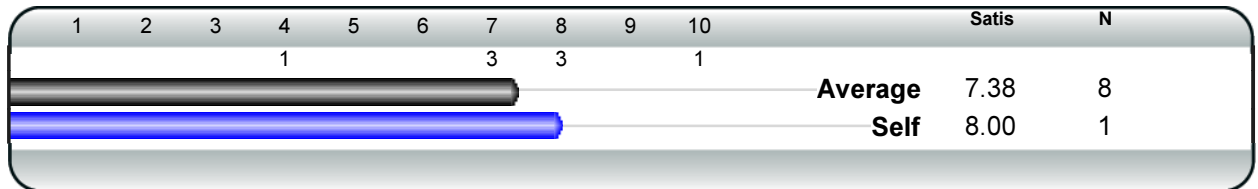


Item Ratings - Self/All summary

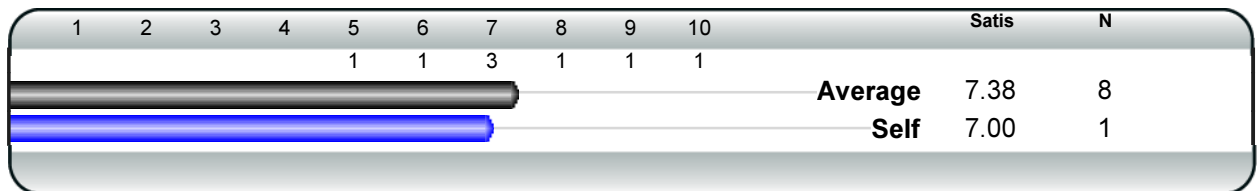
13. Keeps me informed about changing needs and priorities.



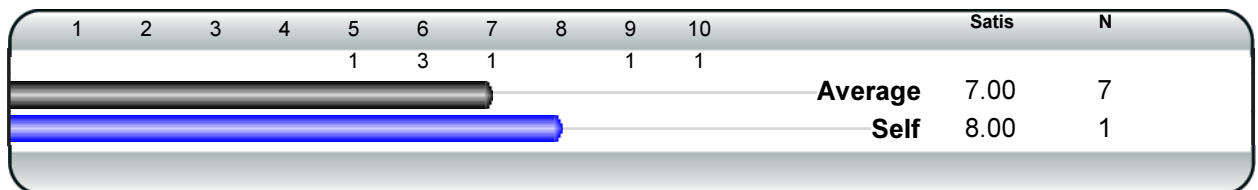
14. Listens well to my views and ideas.



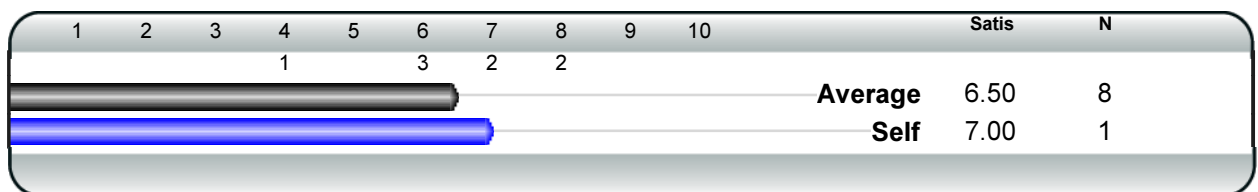
15. Makes the time to talk to me when I need something



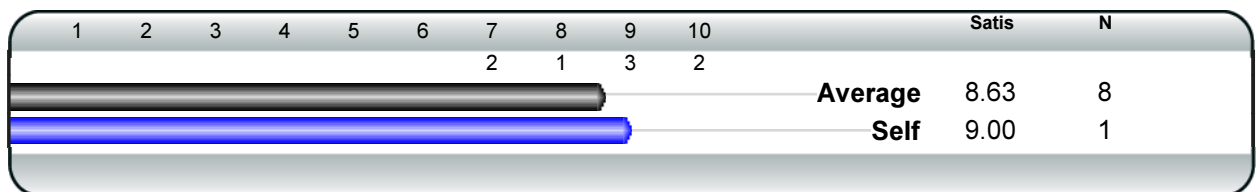
16. Trusts me to do my job



17. Works co-operatively with others, as part of the team.

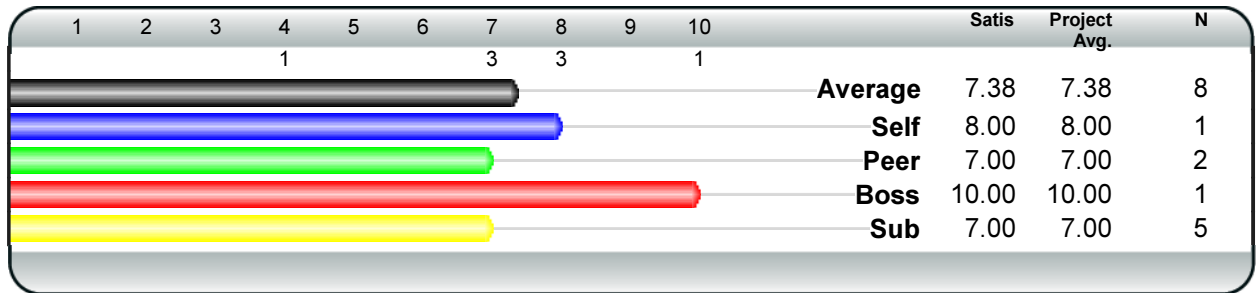


18. Shows concern for quality



Item Ratings - Self/All plus Comments

1. Actively supports decisions made by the team.



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

- 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.
- Giving direct feedback
- Questions why the decision before agreeing.

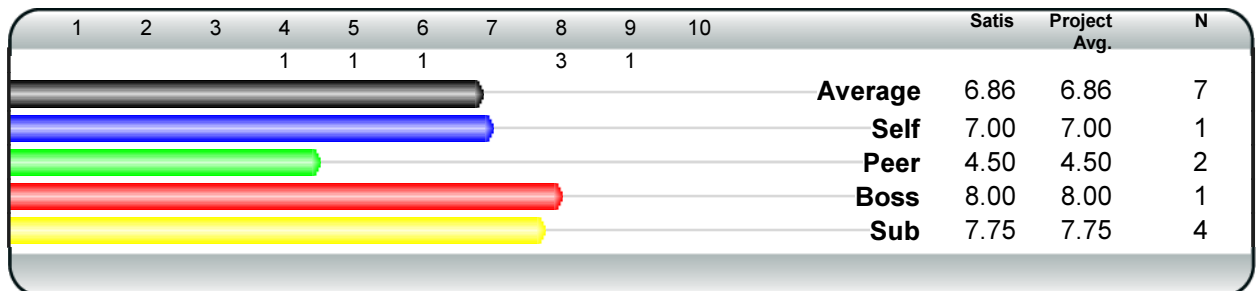
One thing ... - ... to STOP doing

- Openly complaining about decisions made by Regional Managers.
- Taking on too many tasks

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

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

2. Confronts difficult people decisions



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

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

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

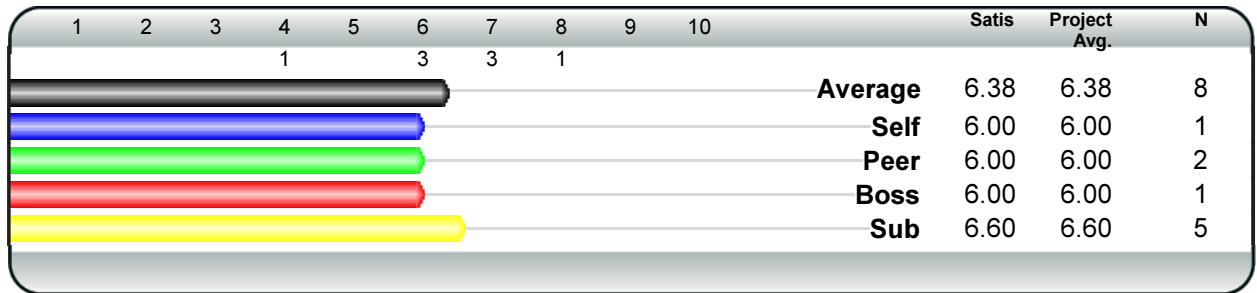
- Only considering position from Company point of view, mistrusting some suppliers

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

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

Item Ratings - Self/All plus Comments

3. Deals fairly and consistently with all people.



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

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

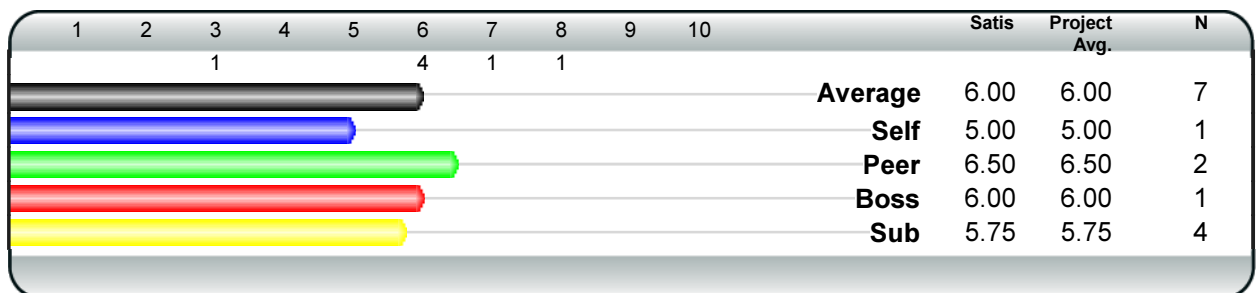
One thing ... - ... to STOP doing

- Allowing other priorities to give impression not always approachable, or too busy
- Being a little less opinionated in terms of your 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 that your 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

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

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

Item Ratings - Self/All plus Comments

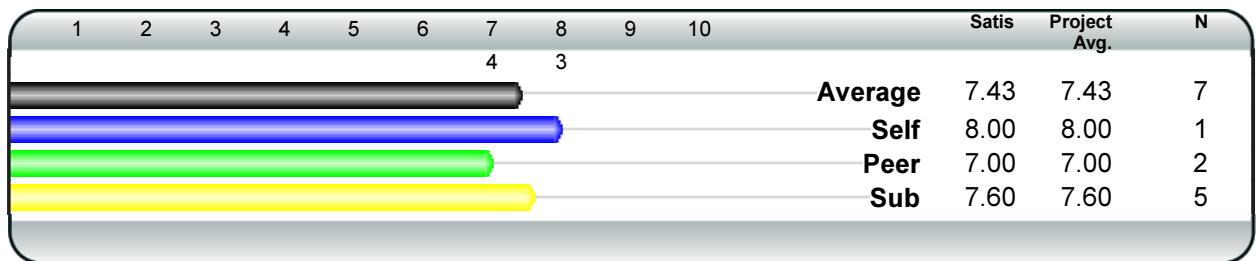
One thing ... - ... to STOP doing - (cont'd)

- *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

- *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*
- *Listens to my point of view fairly*
- *To listen to people*
- *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

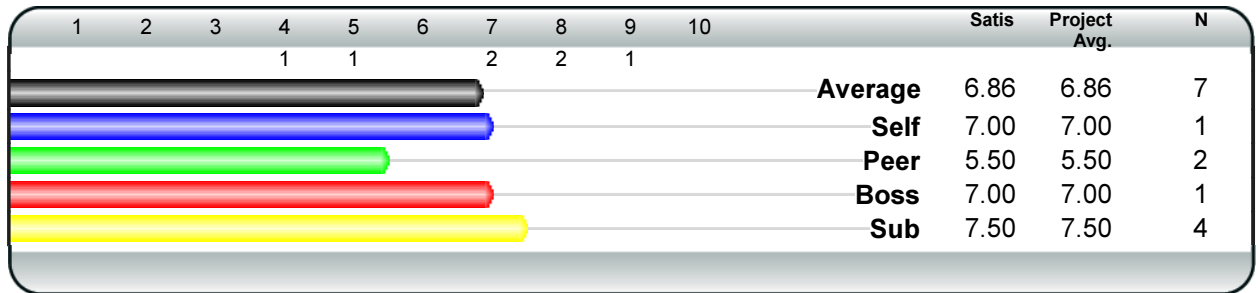
- *Assuming I do not have the company's best interests at heart*
- *Can sometimes be overly sceptical about the ideas contributed*
- *If you haven't asked for a comment from a specific person then you can treat any comments made quite flippantly.*

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 - Self/All plus Comments

6. 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

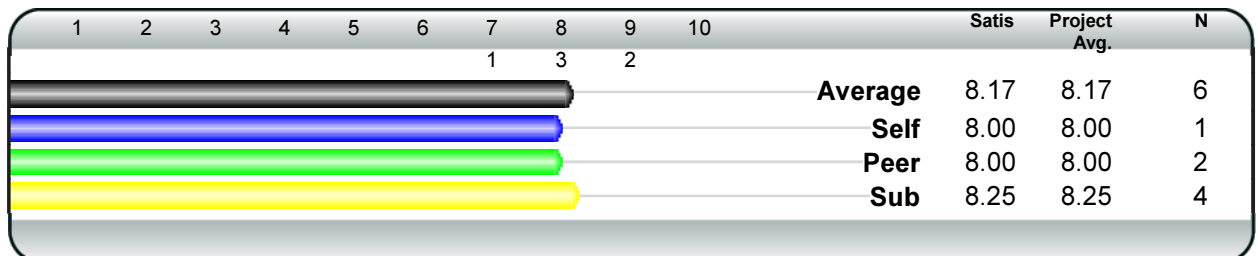
One thing ... - ... to STOP doing

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

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

- Be a little more forthcoming
- Do What You Say You Will Do
- Sometimes things can slip due to pressure of large number of important tasks - As your manager, perhaps keep me better informed with progress on such tasks.

7. Gives me clear direction and standards of performance



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

- 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.
- You give me clear instructions
- You give me informative feedback on Company Performance

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

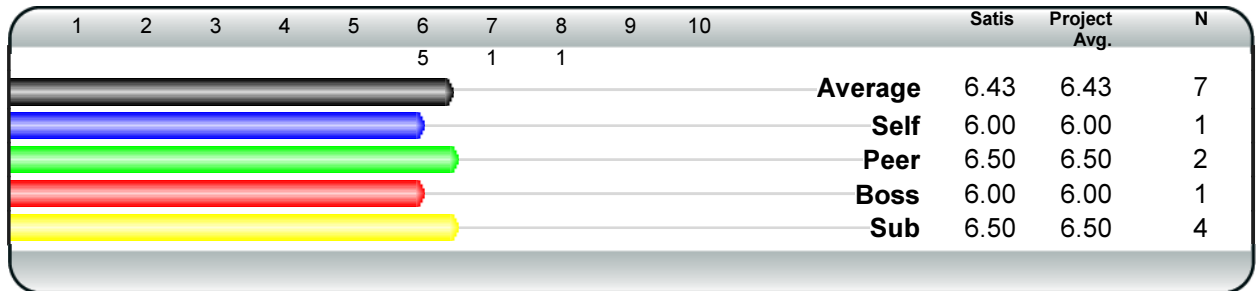
- Assuming you can judge a dealer by figure work alone
- Changing the rules without consultation.
- Stop checking up on people to see if they are going the job

Item Ratings - Self/All plus Comments

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

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

8. Gives me informal verbal feedback about performance soon after it occurs.



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

- *Advising me of a dealer problem promptly together with your views on a solution*
- *Not always, but if the performance deserves it then you will add positive comments openly.*
- *You will always give me feedback*

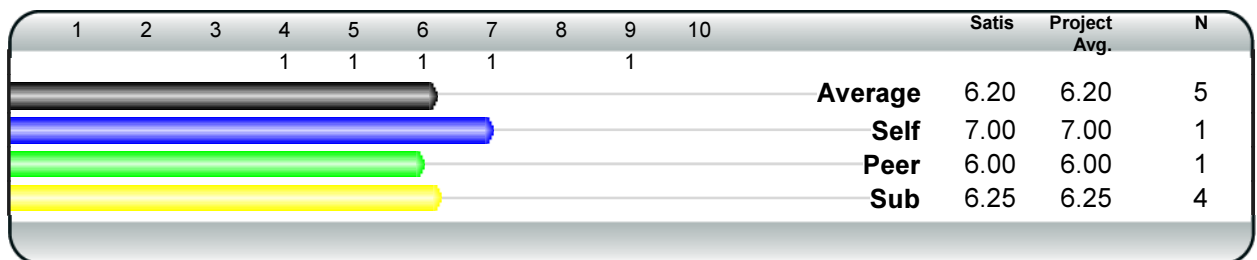
One thing ... - ... to STOP doing

- *Making me feel uneasy to ring and ask your advice as often you are too busy or involved in management meetings*

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

- *Share dealer profitability information*
- *Would prefer more informal feedback from you on my performance as your manager*

9. Gives me the freedom and resources to do my job effectively



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

- *Accepting that the freedom is not abused*

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

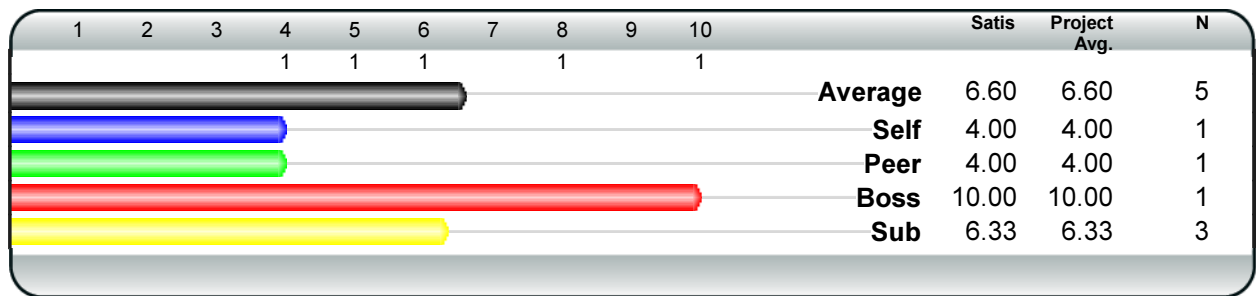
- *Checking up on the job*
- *You check everything very carefully and you are very busy - there are some things you could check less if you trusted the person doing the work in the first place*
- *You will often question why I get involved in things rather than let me just get on with the task in hand.*

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

- *Let me complete the task then sit down and talk to me about how I could of handled it differently.*
- *Trust people*

Item Ratings - Self/All plus Comments

10. Gives me the opportunity to give feedback about his performance.



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

- Allowing comment about performance
- Always willing to accept feedback from me, as your manager, and dealing with it positively.

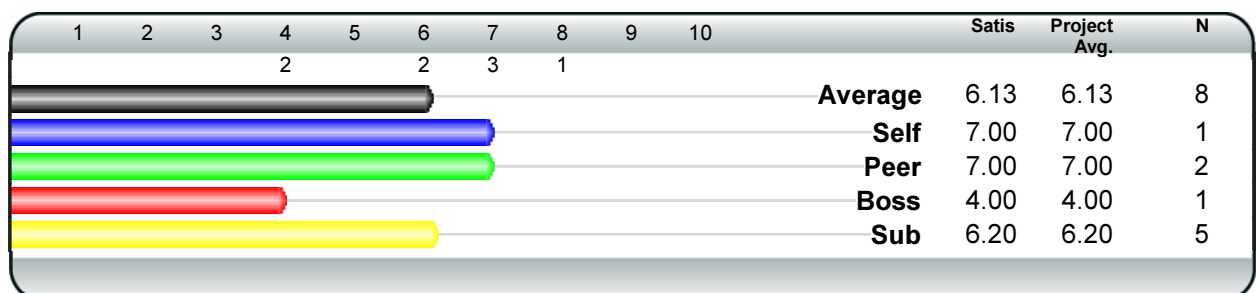
One thing ... - ... to STOP doing

- Perhaps showing a defensive attitude to comments - not perhaps accepting the comment straight away

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

- Agreeing with feedback/criticism where appropriate instead of suggesting not applicable

11. Gives praise, recognition and thanks when it is due



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

- Showing recognition for specific competitor information request
- Whenever I have had to complete tasks for you e.g. sanity checking of internet, bike ads etc you have always made a point of thanking me for my contribution.
- you are happy to give praise when due.
- You do give informal feedback on a good performance with the individual concerned.

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

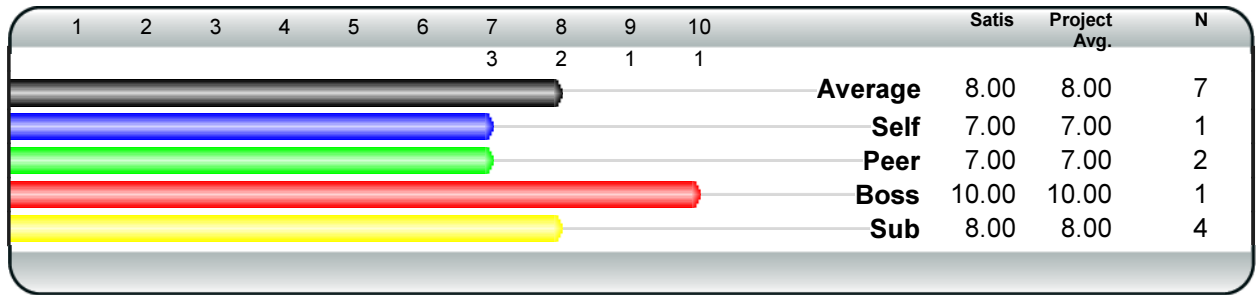
- Asking for feedback

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

- As well as commenting on a good job done personally, it would be even better if you could feed this back to line managers.
- Do more to motivate by offering praise/thanks more often
- Letting others in office know when a job has been well done
- Should be more overt in your praise of others in the team (beneath your peer group)

Item Ratings - Self/All plus Comments

12. In urgent situations, makes appropriate decisions



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

- Explains why a decision has been made
- I can always rely on you to make an urgent decision should one be required.
- You are a very focussed manager and have the ability to make appropriate and considered decisions
- You generally seem to make the right call on most matters - very sensible solutions normally

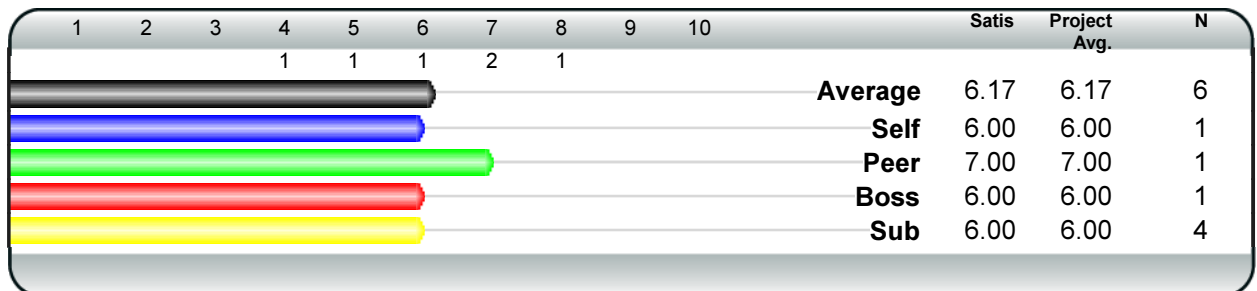
One thing ... - ... to STOP doing

- Assuming all dealers are untrustworthy
- Don't complain when you're asked to do this - it makes the person asking feel bad about coming to you in the first place.
- You sometimes put things off or side track them

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

- Be more confident in RMs contribution or comments based on the strength of their relationships with their suppliers

13. Keeps me informed about changing needs and priorities.



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

- Keep open lines of communication with the team.
- you are good at keeping people in the office informed of any changes within your area
- You do keep confidential matters secret

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

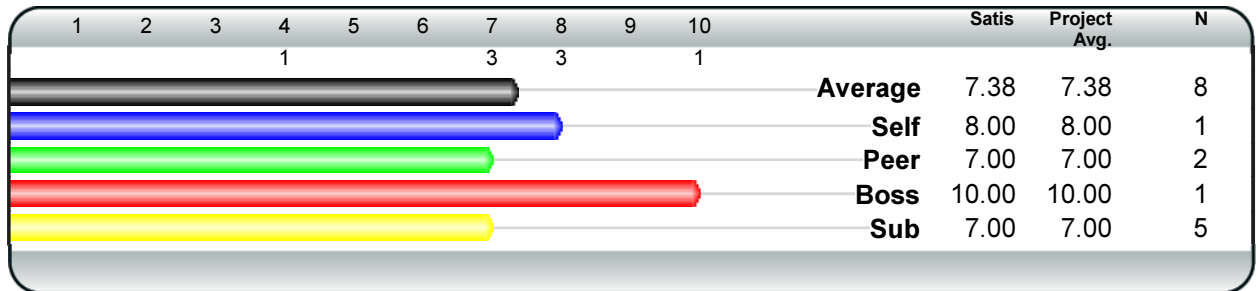
- But you do keep absolutely everything very close to the chest, no matter how small sometimes
- If something I ask you to do gets replaced by another task with a higher priority you don't let me know that this is the case.
- Keeping too many things 'under your hat' - inform me of your pressure points.

Item Ratings - Self/All plus Comments

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

- *Make us more aware of any hold-ups which may occur due to your priorities changing without getting cross about it!*
- *Perhaps you could allow that it may help to take a view from colleagues*

14. Listens well to my views and ideas.



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

- *Exactly that - listening at least should be a minimum requirement for anyone*
- *Getting involved in areas outside your normal working environment*
- *You listen very well and will respond to me.*
- *Your listening skills are very good and the time you have been devoting to this recently with the whole department is very encouraging*

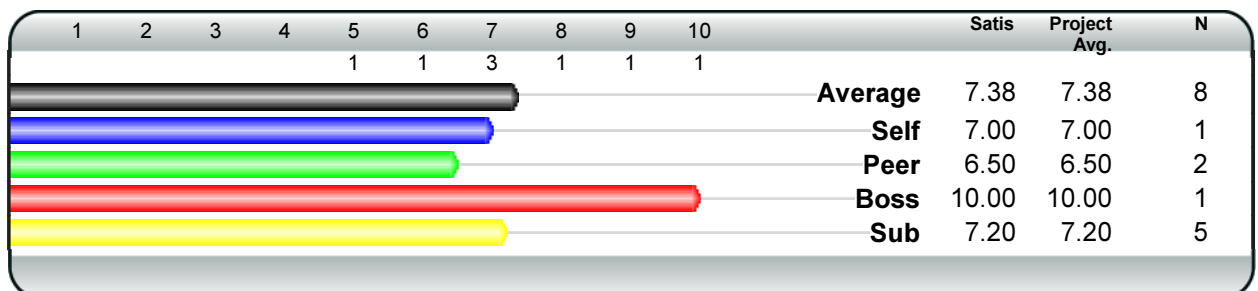
One thing ... - ... to STOP doing

- *Assume worse case scenarios.*
- *You do listen to any comments I make but can be flippant about it if you haven't asked for the comment specifically.*

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

- *Take all views / comments on board whether you ask for them directly or not. Someone looking at the issue from the outside may have a valid idea.*
- *Take on more ideas of others*

15. Makes the time to talk to me when I need something



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

- *As your manager, always available for me.*
- *I know that if Paul is ever away and I need help with something that you will do your best to assist if I ask. I remember the comment you made when I started "If you have a question and your boss isn't around, don't feel you can't ask me". This is very reassuring.*

Item Ratings - Self/All plus Comments

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

- *Speaking to me if you are available*
- *Whenever I ask you for a moment to talk about an issue, you are always happy to make the time.*
- *You do listen*
- *You have become very good at this recently - keep it up as it really has made a difference to me*

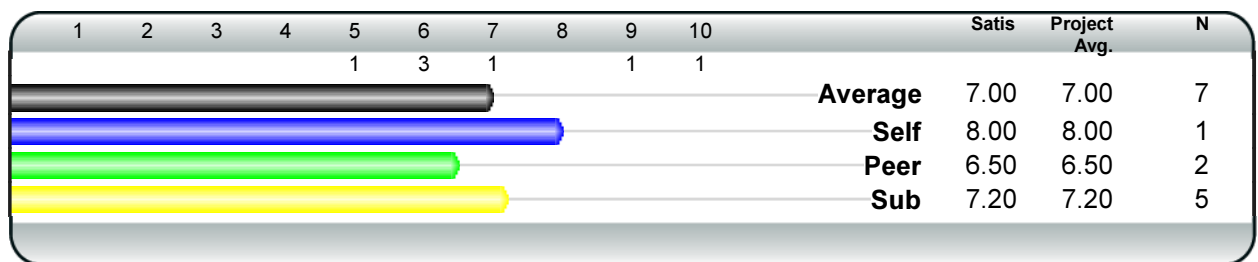
One thing ... - ... to STOP doing

- *Telling me you have work to do for others that take priority over my request, even if that's true.*
- *You can sometimes get too stressed and uptight over work load to want to discuss anything immediately*

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

- *Accept others need you support and visa versa*
- *You could perhaps allow a short discussion, prioritise, then decide whether appropriate to be immediate or later*
- *You need to explain to people when you are busy and can't listen.*

16. Trusts me to do my job



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

- *Requesting information and feedback*
- *You should continue to offer guidance where obvious learning required*

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

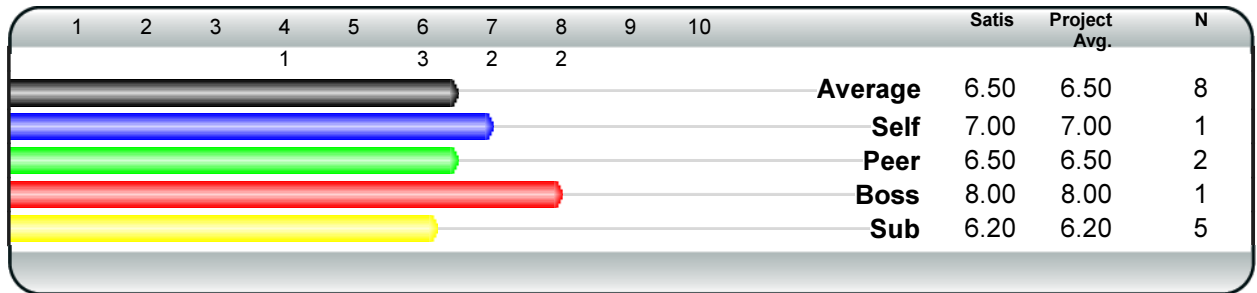
- *Only highlighting negatives*
- *Sometimes by questioning why I get involved in certain things, leads me to doubt my abilities.*
- *You like to check up on the job I am doing for you*

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

- *Accept certain opinions that are sometimes necessary for PR purposes*
- *Accept that I/we know what we are doing in the main and can be trusted - you can give the impression you are not entirely convinced.*
- *You have a great deal of responsibility in terms of signing off work. You should make your life easier by trusting other's work*

Item Ratings - Self/All plus Comments

17. Works co-operatively with others, as part of the team.



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

- Continue to improve on this skill, as you have done to great effect over the last year
- Reporting update information to team

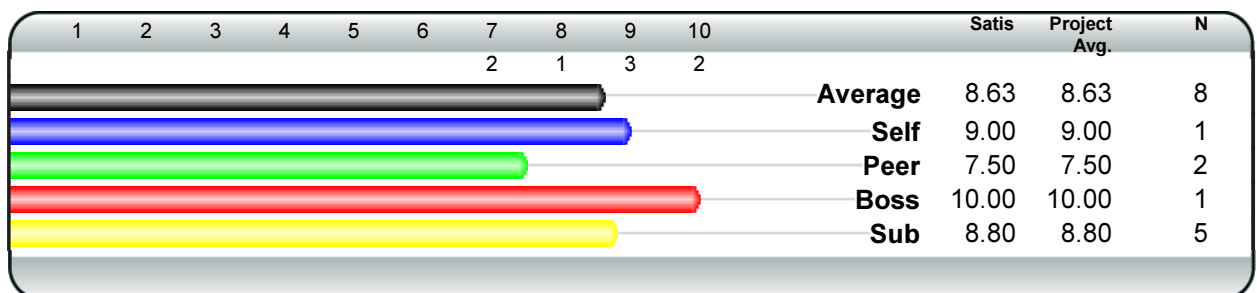
One thing ... - ... to STOP doing

- Given the pressures of your job sometimes I feel you may appear to be unapproachable with others but I dare say I'm the same! Your manner can be quiet brusque.
- Isolating yourself behind you specialist role
- You can sometimes appear to be a separate team altogether, perhaps against other managers.
- You can sometimes appear very isolated and unapproachable.
- You can sometimes make it obvious that you don't want to talk to someone on an issue that may be of major significance to them in their role but you don't see it that way.

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

- Be a little more sympathetic to others job roles / pressures and assist them with any issues they may perceive as important without making them feel that they are wasting your time.
- I don't think this is intentional so you should be aware of your outward behaviour
- Involving others in some of your projects
- Perhaps it would be possible for you to simply let the person know that you are busy but give them a bit of guidance when they can come back to you.

18. Shows concern for quality



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

- Always sets high standards and pursues accurate data and information.
- Expects high level of accuracy
- Outstanding attention to detail.
- You always looks for 100% accuracy - it's an Accountant thing

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

- *You should really work in Marketing. Your eye for detail is excellent.*
- *You will always support any issue that I have with the quality of work sent either within our outside the group that I don't consider to be 'brand'.*
- *Your work always appears to be of a high standard*

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

- *Delaying imperative information after dealers have been notified of reduced payment*

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

- *Give early feedback when errors have occurred*

19. What is this person's most outstanding quality?

- *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.*
- *Dedication and focus*
- *Extremely astute and can always be relied on to give a sound commercial slant on a topic.*
- *You are very good at explaining anything I do not understand. You also give good feedback.*
- *You will always set aside time to talk to me if I have a particular issue / comment or concern and I specifically ask you for some of your time to discuss it, regardless of how busy you are.*
- *Your accounting ability and your high standards in your 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.*

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

- *Develop people skills, man management.*
- *Growing yourself in terms of your profile with your peer group at CWM (GB) and your peer group and immediate next level up*
- *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.*
- *Involve others in you objectives and understanding of your priorities*
- *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.*
- *To be more helpful when all the other managers are out of the office.*
- *Try to curb your ability to be dismissive of people and their comments and not to be so moody.*

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

- *Additional feedback would be to improve your approachability.*
- *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.*
- *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.*
- *One thought would be for you to ask for help when under pressure. You can some times seem a little touchy - I think this is when you are under a lot of pressure.*
- *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*

Additional Questions

different from one hour to the next. I would like to see more consistency in your approach.

- *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 .*