



SurveyOnline 360 Feedback


Follow-up Report

for:

Rachel White

Printed

3/23/2012



SurveyOnline
Follow-up Report

Individual: **Rachel White**

Total Responses: **12**

Since this person started participating in the Leadership Development Process several months ago, has he/she discussed with you what he/she learned from the feedback?

Yes 50.0%
No 8.3%

Please indicate the extent to which this person involved you in the development process by sharing or discussing his/her development targets with you and inviting your ongoing input.

	1 No Involvement	2	3 Little Involvement	4	5 Moderate Involvement	6	7 Frequent Involvement		Average
Manager					1	1			5.5
Colleague	1					1	2		5.3
Direct Report					2	1	2		6.0
Self					1				5.0

1. To consciously set a sustainable pace for myself and help my staff to do the same

	-3 less effective	-2	-1	0 no change	+1	+2	+3 more effective	No Information	Average
Manager					1		1		2.0
Colleague					1	3			1.8
Direct Report						3	2		2.4
Self					1				1.0

2. To teach, mentor, coach and delegate effectively

	-3 less effective	-2	-1	0 no change	+1	+2	+3 more effective	No Information	Average
Manager					2				1.0
Colleague						3		1	2.0
Direct Report					1	3	1		2.0
Self					1				1.0

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3. To focus on activities that have a meaningful impact on our mission, communicating more clearly about these activities and bring them to closure

	-3 less effective	-2	-1	0 no change	+1	+2	+3 more effective	No Information	Average
Manager					1	1			1.5
Colleague						3	1		2.3
Direct Report						4	1		2.2
Self					1				1.0

How would you rate any changes in this person's overall leadership effectiveness?

	-3 Less Effective	-2	-1	0 No Change	+1	+2	+3 More Effective		Average
Manager					1	1			1.5
Colleague					1	2	1		2.0
Direct Report					1	2	2		2.2
Self					1				1.0

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Comments

What has this person done in recent months that you have found particularly effective?

From: Manager	Rachel has been working on focusing the bod meetings to focus on bigger issues and steer away from less critical issues. I think her inclusion of Joan from Department A has been particularly effective.
From: Manager	Rachel has become much more self aware of herself - that's great.
From: Colleague	Has demonstrated more independent leadership in organizing strategic efforts, turned down micromanagement opportunities on a concious basis, focused her efforts
From: Colleague	Rachel is more aware of herself, which is helping her with her development. I've been impressed with her ability to disconnect at times - which is helping her recharge her own self, as well as be a good role model for her employees.
From: Colleague	More focused in conversations as to what she wanted to achieve, including getting agendas ahead of time.
From: Colleague	More reflection on what happens next.
From: Direct Report	She has presented meeting agendas, and for the most part, honored scheduled meeting times (staff meetings, one-on-one's, and others). Also having someone else lead meetings has been effective. She's also created more clarity behind staff's roles, and so its becoming easier to know how things get done, because there's a clear point person. Some more can be done in this area though.
From: Direct Report	She has lessened the layers to execute actions by delegating more effectively and more often.
From: Direct Report	She has improved her eagerness to present a solution during a meeting rather than listening to input and allowing individuals to provide solutions.
From: Direct Report	Be very open about what in particular she's trying to improve. Calling herself out when she notices that she's "slipping" and announcing what she will do better. Even asking how she could have done better.
From: Direct Report	Rachel has applied her coaching to the format of our one-on-one meetings by helping me focus on my own priorities, providing support for setting a sustainable pace, and by focusing on coaching me.
From: Self	Better coaching in one on ones.

Is there one thing you would like her to do differently?

From: Manager	Ensure she is effectively deligating tasks, and taking time for herself.
From: Manager	Continue to build out her team and empower them. She has really empowered Susan but could use elevating one more key leader to her senior team.
From: Colleague	Keep simple notes on meetings with nearly everyone so she is better able to take up where she left off in the previous encounter.
From: Colleague	Talk more slowly! (But I think that habit is the result of her energetic mind-- and I wouldn't want to inhibit that!)
From: Colleague	No
From: Colleague	Pick an goal outside of the company and accomplish it. Maybe a 5K or half marathon. Something that gets a positive focus on something that is purely for her.
From: Direct Report	She has gained a keen sense of what matters the most among our objectives and the hurdles to reaching those primary objectives. She has good advisory instincts; in that vein I would like her to express those instincts a little more freely at the table of discussion. I realize this is something she is trying to minimize as she delegates more effectively, but perhaps there is a way to project her visceral input without nullifying her delegation prowess.
From: Direct Report	I would just say continue to improve in these areas.
From: Direct Report	I can't think of anything specific, I think this is going well.
From: Self	Continue to work on holding back giving her opinion until asked. Continue to work on effective delegation