



People Management Assessment[™]

360° Feedback Report

Name: Mr. Smith SAMPLE
People Manager
Organization: SAMPLE
Date: November 15, 20XX

CONFIDENTIAL

TABLE OF CONTENTS

PMA[™] 360[°] FEEDBACK OVERVIEW	
THREE-HUNDRED SIXTY DEGREE FEEDBACK DEFINED	3
THE PEOPLE MANAGEMENT ASSESSMENT DIFFERENCE	3
THE VALUE YOUR PMA[™] BRINGS TO YOUR MANAGEMENT PORTFOLIO	4
KEY CONCEPTS AND DEFINITIONS	4
BEFORE YOU BEGIN	5
HOW THIS REPORT IS ORGANIZED	6
YOUR PMA[™] DATA	
PMA[™] SNAPSHOT	7
PMA[™] AND OVERALL DOMAIN AVERAGES PER RATER GROUP	8
PMA[™] OVERALL SCORES BY DOMAIN	
DOMAIN: MANAGING SELF	9-12
DOMAIN: MANAGING COMMUNICATIONS	13-16
DOMAIN: MANAGING RELATIONSHIPS	17-20
DOMAIN: MANAGING TEAMS	21-24
YOUR TOP STRENGTHS	25
YOUR TOP DEVELOPMENT NEEDS	27
ADDITIONAL COMMENTS	29
INVENTORY OF UNRECOGNIZED STRENGTHS AND DEVELOPMENT NEEDS	30
DEVELOPMENT PLANNING	31

WELCOME! This is your personalized AIM[®] People Management Assessment (PMA[™]) feedback report. We hope that you find the information useful and pertinent to the continual development of your Management Portfolio. Thank you, The AIM Strategies[®] Survey Design Team

THREE-HUNDRED SIXTY DEGREE FEEDBACK DEFINED:

Three-Hundred Sixty Degree (360°) Feedback is a process in which individuals receive developmental feedback from their circle of colleagues. This includes manager(s), direct reports, peers, and in some cases external customers, vendors and/or stakeholders who answer questions that cover a broad range of work-related skills. The survey format typically presents questions measured on a rating scale and also asks raters to provide comments. The person receiving feedback also fills out the survey which completes the assessment circle. This allows you to identify the differences between how you perceive yourself and how others perceive you, giving you the focus needed to create an actionable development plan.

THE PEOPLE MANAGEMENT ASSESSMENT DIFFERENCE:

Engaging in the 360° Feedback process helps **you** by identifying both your strengths and developmental areas; in addition it supports your organization’s talent management and succession planning efforts. Although 360° assessments have become widely used across industries and organizational levels, not all tools have the power to effect change. AIM Strategies[®] is dedicated to developing tools that are accurate, results driven and cost-effective. We conduct our own research and follow current business trends closely to ensure that these tools address the needs of global leaders.

Through our human capital consulting work with management teams and organizational leaders over the years we observed the qualities and the practices of effective leaders. While technical skills and business smarts are steadfast pre-requisites for managers, *people skills* become increasingly important as they advance professionally. Our unique PMA[™] feedback instrument offers the capacity to provide an in-depth analysis of *People Management Skills*. Based on our research we have distilled the specific people management skills consistently demonstrated by successful managers into four domains: *Managing Self*, *Managing Communications*, *Managing Individuals*, and *Managing Teams*. Each domain is comprised of 4 key components (16 components in total). These domains and their components are not mutually exclusive - many skills overlap between domains. The model below illustrates the structure of the four PMA[™] domains and their components.



THE VALUE YOUR PMA™ BRINGS TO YOUR MANAGEMENT PORTFOLIO

With the complexities of today’s business environment, your success depends on how well you integrate a variety of people resources into every aspect of the organization. This PMA™ 360° Feedback Report will provide you with a unique opportunity to focus solely on the *people management* aspects of your job as a manager. Your personalized report is generated from results captured via the PMA™ 360° Assessment recently conducted online. The feedback contained here was provided by you, your manager(s), direct reports, peers, clients, and other participants in the survey. The report is intended to:

1. Give you comprehensive and clear feedback based on specific behaviors within each PMA™ Domain.
2. Help you identify your people management strengths and areas for development.
3. Compare similarities and differences between how you view yourself and how others view you.
4. Provide a starting point for development action planning.

KEY PMA™ CONCEPTS AND DEFINITIONS:

<i>Term</i>	<i>Definition</i>
Rater Groups	Different groups of people you identified and asked for feedback.
Rating	This report uses a 5-point scale, 1-5 with 5 being the highest.
Domain	People management skill cluster containing four distinct Components.
Component	Represents the specific people management areas within each Domain. There are four related Components for each Domain - sixteen Components in total.
Managing Self (MS) Domain	Awareness of your own style, behavior, and preferences; the ability to identify and successfully regulate one’s own emotions. The four Components of Managing Self are: <i>Self Awareness, Sensitivity toward Others, Dealing with Adversity, and Attitude toward Work/Career.</i>
Managing Communications (MC) Domain	Having strong expressive and receptive capabilities. Being an adept listener and practiced presenter; can navigate through difficult conversations, make persuasive arguments, and compose thoughtful written material. The four Components of Managing Communications are: <i>Listening, Oral Expression, Written Expression, and Presentation.</i>
Managing Relationships (MR) Domain	Ability to form productive working relationships with many individuals within and outside of the organization; being able to create personal connections with superiors, peers, direct reports and external clients; knowing how to motivate and develop the individual talent within a team. The four Components of Managing Relationships are: <i>Connecting Individuals, Motivating Others, Developing Talent, and Serving Stakeholders.</i>
Managing Teams (MT) Domain	Having the capacity to manage conflict and the skill to influence others; the ability to elevate one’s team(s) to a more cohesive, collaborative, and productive unit. The four Components of Managing Teams are: <i>Team Supervision, Team Effectiveness, Conflict Management, and Influence.</i>

BEFORE YOU BEGIN:

Before you review your report feedback, consider the following points before reviewing the next set of pages:

- Remember that the goal of going through any 360⁰ feedback process is to confirm your strengths and to accept and act on your most pressing needs.
- This report is based on your self-rating as well as the ratings from these rater groups: *Manager(s)*, *Direct Reports*, *Peers*, *Clients*, and *Others*. To ensure anonymity, Manager(s) is the only rater group that can have only one (or two) respondent(s). If there was only one respondent in another rater group, his/her rating was included and located under *Others*.
- The PMA[™] data is organized to provide an initial overview of domain averages, followed by a further detailed analysis.
- Keep in mind that the validity of the feedback depends on how closely the respondents work with you and how long they have known you. Also, having an increased number of raters in each rater group increases the validity of your feedback.
- AIM Strategies[®] recommends that you focus on the highs *and* lows in your ratings. Identify your strengths, as well as your development areas; they are equally important to your management development.
- Look for points of agreement and noteworthy disagreement between your responses and those from your raters. If your self-rating is higher than those of other raters, you might have overrated yourself and need to watch out for blind spots. If your self-rating is lower than those of others, you might be underestimating yourself.
- In addition, to comparing your self-rating with rating from each rater group to get specific information, compare your self-rating with the average of all rater groups to see how closely your self-perceptions match the perceptions of others.
- Pay attention to whether the ratings from one rater group are especially higher or lower than those from other groups. While this could indicate that individuals in a rater group are harder or easier evaluators compared to others, it could also be a sign of unusual effectiveness or ineffectiveness in your relationship with that group. Either direction should prompt further inquiries and reflection. Also, be mindful that averages are skewed by especially high or low scores.
- Take ownership and become a shareholder in your own development. This is a critical step to change.
- Be honest with yourself, but don't be too harsh!

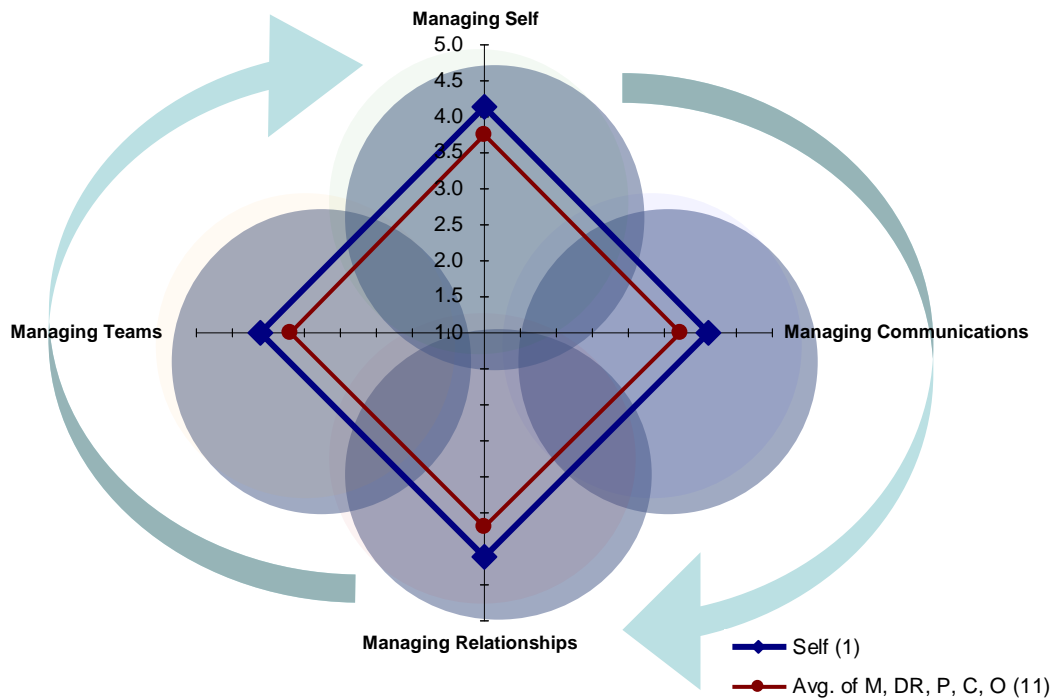
HOW THIS REPORT IS ORGANIZED

Your 360° PMA™ Feedback Report is organized into different sections to help you assess your people skills from multiple viewpoints.

Overview of PMA™	This section provides information about the PMA™ domains and the four components within each domain.
PMA™ Key Concepts and Definitions	This section provides definitions for the four PMA™ domains and the sixteen PMA™ components.
PMA™ Snapshot: Comparison of Self vs. Others	This section displays a graphic snapshot of your scores across the four PMA™ Domains which shows, how you rate yourself in comparison to how the other respondents rate your performance.
PMA™ and Overall Domain Averages per Rater Group	This section presents an overall picture of the average scores by each rater group per domain. It illustrates major patterns and trends across rater groups.
Average Scores by Domain for each Component	This section provides a more detailed analysis of each domain score. It shows the average score of the four components within each domain by rater group. Open-ended responses follow each domain section.
Top Strength Skills	This section shows the five highest-rated items by rater group from all PMA™ components and helps identify your top strengths.
Top Development Needs	This section shows the five lowest-rated items by rater group from all PMA™ components and helps identify your top development areas.
Inventory of Unrecognized Strengths and Development Needs	This section shows items that respondents gave significantly different scores from your scores. It highlights potential blind spots and unrealized strengths.

PMA™ SNAPSHOT

This graph shows how you rate yourself on PMA™ Domain in comparison to how the respondents rate your performance. The graph either highlights an agreement in perceived performance or identifies major discrepancies between how you see yourself and how others see you. Major discrepancies indicate a potential need for development.

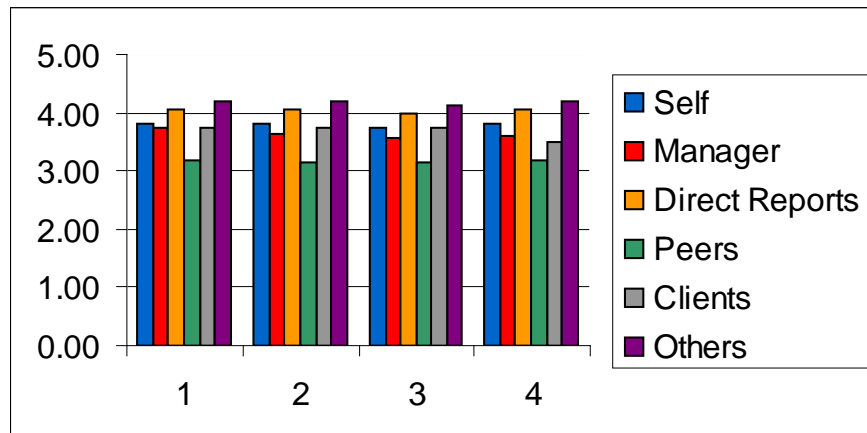


Your PMA™ snapshot indicates that you rated your performance higher than your colleagues rated you in the following domains:

	MANAGING SELF	MANAGING COMMUNICATIONS	MANAGING RELATIONSHIPS	MANAGING TEAMS
SELF	4.14	4.11	4.11	4.11
ALL OTHERS	3.76	3.74	3.71	3.68

PMA™ AND OVERALL DOMAIN AVERAGES PER RATER GROUP

The graph below compares the average perceptions of each rater group. It provides you with an overall picture of the average scores by each Rater Group per Domain on a scale of 1 – 5, with 5 being the highest. These ratings illustrate how you and your respondents perceive your overall performance in the four PMA™ Domains.



Domain
 1 = Managing Self
 2 = Managing Communications
 3 = Managing Relationships
 4 = Managing Teams

PMA™ Survey Data:

- The largest discrepancy in scores is between Peers (green) and Others (purple).
- Self (blue) and Manager (red) gave similar scores in each of the four domains.

	Managing Self	Managing Communications	Managing Relationships	Managing Teams
Self	3.82	3.82	3.75	3.82
Manager(s)	3.75	3.64	3.57	3.61
Direct Reports	4.07	4.05	4.00	4.06
Peers	3.18	3.15	3.13	3.18
Clients	3.73	3.73	3.74	3.50
Others	4.20	4.20	4.14	4.20

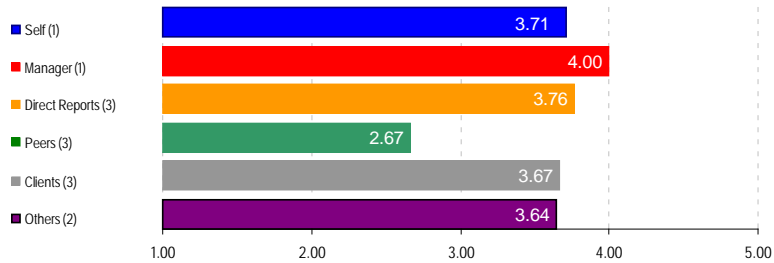
Turn to the following page to see a breakdown of your scores for each component domains.

DOMAIN 1: MANAGING SELF

This is the foundational Domain on which the other three Domains are built. Self-awareness allows you to be more sensitive to others. It also allows you to deal with stress and adversity while maintaining composure and resilience. The first key step to maximizing your management skills is building self-awareness because it enables you to identify opportunities and helps you recognize your own strengths and weaknesses.

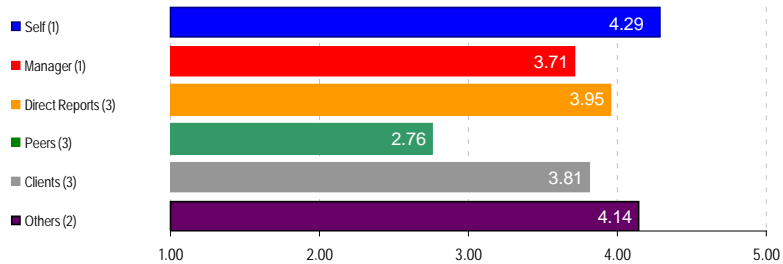
Self Awareness:

Can accurately self reflect on own style, habits, emotions, and leadership manner and monitor own behavior.



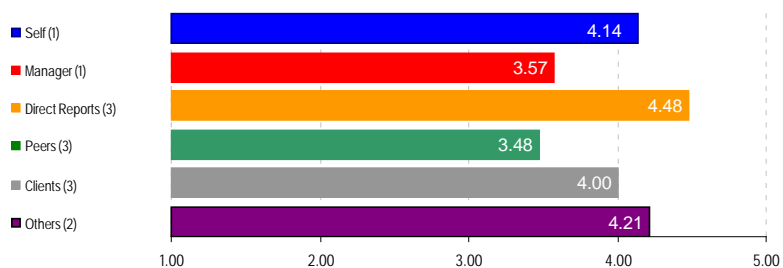
Sensitivity Toward Others:

Shows appropriate empathy and concern; having an open attitude toward others.



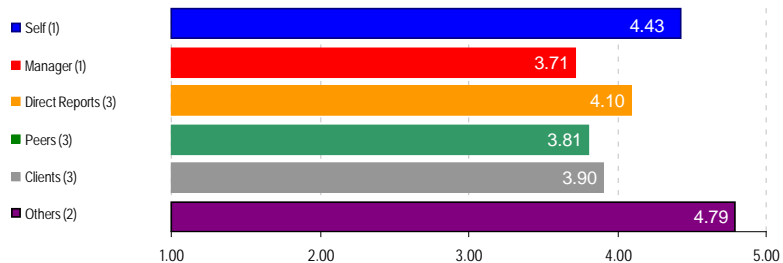
Dealing With Adversity:

Can handle stressful or negative events with composure and resilience; the ability to demonstrate flexibility in diverse situations.



Attitude Toward Career/Work:

Desires to develop professionally and contribute to the growth of the organization.



DOMAIN 1: MANAGING SELF -OPEN ENDED COMMENTS:

What is this person's greatest strength in managing him/herself (e.g., self awareness, sensitivity toward others, dealing with adversity and attitude toward work, etc.)?

Self: Deals well with adversity; is persistent

Manager: Work ethic. Mr. Smith is very achievement orientated and is always working towards his goals.

Direct Reports

- Trust and respect for employees
- The greatest strength in managing himself is probably his willingness to conversation and other forms of communication, "official" or simple extemporaneous brainstorming or venting.
- attitude toward work
- Mr. Smith has a lot of persistence and wants to achieve great results. He demonstrates a great deal of commitment to coming up with the best solutions and is willing to put in the time to make sure that everything is as perfect as possible.
- Mr. Smith is almost always very calm, very steady, very goal-oriented.

Peers

- Positive outlook and works well with staff. He is dedicated to his work.
- Singular focus and moving forward without consulting others
- Self awareness and sensitivity
- Mr. Smith is always even-keeled, careful, and professional. If he has trouble managing himself, it's rarely if ever evident to other people.
- Understands what and how the dept. needs to run and is able to translate that to others to get the work of the dept. done.
- He is a very hard and dedicated worker. He is very smart. He is a good and caring colleague but less so as a manager. Over time he has gained a greater sense of self-awareness, to some extent. He is very committed to working on his weaknesses.
- He is very committed to the financial success of the Press
- His business acumen. Mr. Smith is a strong negotiator - with unmatched skills at the company for business process and identifying possible pitfalls before they become a problem

Clients

- Follows through with attention to detail so projects reach a successful conclusion. You know he will do what he promises. He wants to use his department to help others succeed.
- Loves his work
- Mr. Smith models persistence.
- Sensitivity toward others and good attitude
- Sensitive to co-workers seeks input from others willing to listen to other opinions

Others: Mr. Smith's greatest strength is his commitment to the goals and mission of his team and the organization as a whole. Mr. Smith seems to view these things as a top priority for him and his team members, thus he is very achievement orientated.

DOMAIN 1: MANAGING SELF -OPEN ENDED COMMENTS:

What is one thing that you would like to see this person do better in order to be more effective in managing him/herself?

Self: increase the ability to understand how others are thinking about me and how my actions or inactions might be influencing their behaviors in the workplace.

Manager: Openness: sharing challenges EARLY in process with supervisors and reports

Direct Reports

- Should be better prepared before meeting with employees
- Knowing more intimately what and, more importantly, how each member of the team does what s/he does.
- Should have a better understanding about what his team members are dealing with.
- Don't consider myself knowledgeable enough of his self-management practices to comment.
- Cannot think of anything.

Peers

- Think outside the box and be creative in solving problems
- Be more open to seeing the support, resources and assistance that collaborating can offer
- Understand how others are feeling and what challenges they are dealing with.
- Mr. Smith needs to understand himself fully and become aware of how his presence impacts others.
- Understand the impact of things he says and does on the people who report to him.
- Learn how to communicate in a more effective way to his staff to create a greater sense of team, belonging and trust
- Mr. Smith needs to put his trust in others and let go of some of the details. He needs to be clearer in his vision for the department or project.

Clients

- I've only had good experience, nothing to add on this.
- Be more aware of others and his impact on them
- Develop ability to observe himself in order to assess how he is interacting in a group setting.
- To sometimes see the bigger picture

Others: Understand how his uncaring behaviors and flat attitude towards others who are not apart of his team may be effecting his overall long term accomplishments within the organization.

DOMAIN 1: MANAGING SELF -OPEN ENDED COMMENTS:

Look back at your responses. If you gave a score of 1 or 2 please elaborate on your thinking around these question(s). If you did not give any 1's or 2's please enter "n/a" to continue with the survey.

Self: Does not always put time and/or effort into developing relationships with others and understanding others if it does not seem to benefit the current goal.

Manager: Needs help in: Communicating, showing interest in other's work and personal lives, sharing his work and life, being emotionally sensitive and responsive to the needs of those he supervises and works with.

Direct Reports:

- Needs to understand how his behaviors impact others.
- Offer support to team members in times of need.

Peers

- Mr. Smith seems to have a very narrow focus and view about how to deal with co-workers and others in the workplace. He does not see the value of collaboration or process to enhance his work or the work of the department. He is not a consensus builder, and doesn't know how to get staff on board in such a way that they feel invested. He is also not good at listening to those he considers below him. He also doesn't inspire trust or loyalty with the staff.
- Can identify when others are stressed or over-worked: Mr. Smith has a strong work ethic. He comes in early and stays late. He has a habit of saying to someone at 5:10 or just as they are leaving - can you run a report for me or can you compile this information for me - and without saying it - he is implying NOW. He has high expectations of people but has trouble communicating his needs in a timely manner. He often comes across as passive aggressive because he doesn't usually say "NOW". Often work calls for late night and weekends and he never says - you worked for the last 24 days... why don't you take a few days off.
- Does not always understand how his mood can affect others.
- Needs to increase his self-awareness slightly.
- Remains calm and positive when encountering roadblocks. - His tone is most of the time calm but not always positive. And just because he isn't yelling people can read the anger or condescension in his tone. Is aware of his/her mood and how it affects others. - When Mr. Smith is in a bad mood and you need something from him you need to wait until he is in a better mood. The nature of the company fosters a "father" type in his position. Business decisions can be effected by his mood.
- Does not have an accurate picture of how he/she comes across in the group. I think Mr. Smith believes that his anger or disappointment is masked by a calm tone of voice.

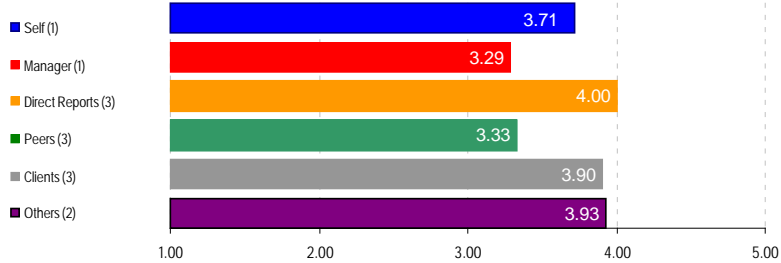
Clients: Mr. Smith is, at times, unaware of how his mood and tone and actions impact others and has even less awareness of others' feelings.

DOMAIN 2: MANAGING COMMUNICATIONS

Managing Communications has been positioned as the second essential PMA™ Domain since effective communication skills are essential to the successful people management. In fact, management is communication. Communication skills enable you to build rapport with individuals, motivate others, and develop a unified team.

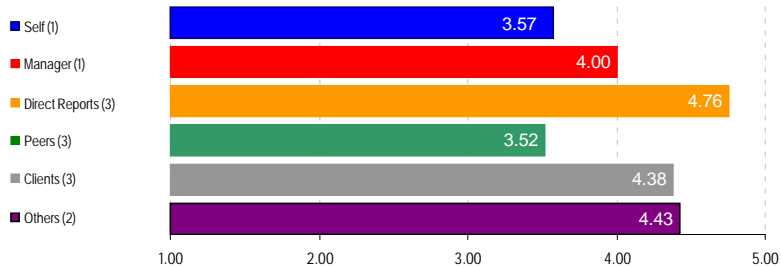
Listening:

Stays attentive, patient and responsive by using active listening, eye contact and appropriate body language during interactions with others.



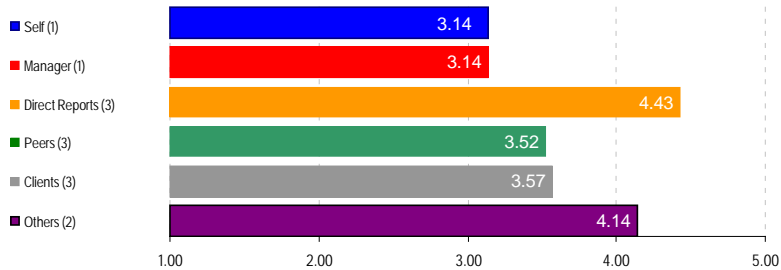
Oral Expression:

Engages in respectful dialogue by asking clarifying questions, monitoring participation and using facts to support one’s own point of view.



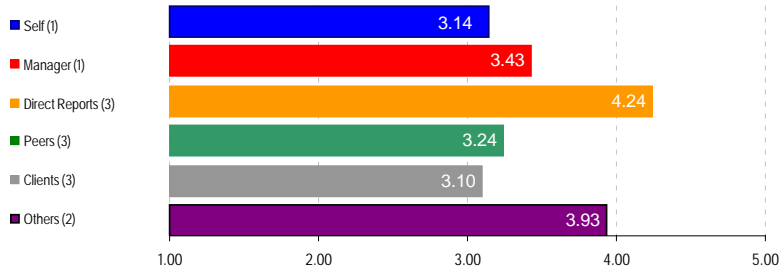
Written Expression:

Presents ideas in a way that clarifies abstract concepts and complex information and makes it understandable. Uses appropriate forms of written communication with recipient in mind.



Presentation

Able to articulate and project authenticity, confidence and passion about the subject at hand in a dynamically engaging and compelling manner.



DOMAIN 2: MANAGING COMMUNICATIONS - OPEN ENDED COMMENTS

What is the most important communications area (e.g., listening, conversation, presentation, written communication, etc.) that you would recommend this person change and/or improve the most? What suggestions can you provide for improvement?

Self: Effectively communicating when engaged in conversation.

Manager: Demonstrate real interest in listening to staff and lay leaders ideas without responding/being defensive. Initiate communication, rather than only responding when asked. Improve and increase written communication.

Direct Reports

- Mr. Smith seems to effectively communicate with me.
- He possesses developed presentation skills and communicates with others with ease.

Peers

- Presentation and written communication
- Presentation. Be more open, reflect what others have said, be inclusive of other perspectives
- Mr. Smith tends to be very brief and direct, especially in written communications, with little regard or patience for politics or egos. This can be a strength when it's time to cut to the chase, but sometimes politics or egos should be addressed.
- His communications skills.
- He communicates well with peers and his own supervisors, but not necessarily with those he manages. When he feels that he is being judged, he performs well.
- Needs a better understanding of how all his communications are perceived. A open and honest conversation with his peers about this would be a good start
- Mr. Smith needs to be clearer with speaking his expectations.

Clients

- No comment, I've found him to be a good communicator.
- Mr. Smith needs to improve his listening skills.
- Mr. Smith does not seems to have effective presentation skills. He does not seem to have the ability to adapt his presentations to fit the needs and interests of his audience.
- Presentations: acquire a mentor, practice Presentation with a small group
- nothing
- I think this person is a very good communicator.

Others: Mr. Smith needs to improve his listening ability. When speaking with others Mr. Smith needs to demonstrate that he is genuinely interested in what they have to say. Also, he needs to increase the amount of time he spends listening to others because most of the time when he is interacting he does all the talking.

DOMAIN 2: MANAGING COMMUNICATIONS - OPEN ENDED COMMENTS

What are this person's communication strengths? Please describe an example of a time when you felt this person was effective in his/her communication with you. If none come to mind, please explain.

Self: Manages to be concise

Manager: Has the ability to effectively communicate in conversations. Mr. Smith is able to speak in a way that is understandable to the respective audience.

Direct Reports

- On several occasions when I approached him to speak about an issue related to work he fully responded to my questions and also supported me when that was the case.
- Mr. Smith is always cordial with me and has a pleasant tone.
- Mr. Smith is a great listener, and particularly good at considering another's point of view. He trusts in the experience and expertise of others, and is very good about changing his own beliefs if someone makes a good enough case for a different approach to a problem.
- Presentation skills - strong, engaging presenter - uses lots of visuals, stories to make presentation informative and enjoyable for the audience.

Peers

- He is a good listener and clearly expresses his opinion.
- Listens carefully before responding
- Mr. Smith is a patient teacher and willing to answer any and all questions. In explaining a particular spreadsheet to me, for example, he answered all of my questions, restated his responses to address different issues when asked, and responded favorably when I questioned the methodology of some of the calculations.
- He is smart, articulate, writes well and can explain complex ideas and numbers. His presentations are very good - he knows how to talk to his peers.
- I have not witnessed any areas of strength in this area. I understand that working with the clients and numbers he is very strong
- Mr. Smith is good at excel - so when you look at an excel sheet together and the information is in numbers right in front of you - and you are looking at it together - it is easy to communicate. He is also very good at running board meetings and communicating information about financial performance.

Clients

- Listens well, follows up on what he agrees to do. Asks questions if he feels a project is behind, to find out if there's anything he should do to move it forward.
- he's good one on one when the subject is something he likes
- email - direct, impersonal, clear and cogent
- usually very effective in his communication
- Mr. Smith's strength is that he uses different forms of communications - email, face-to face appointments, and casual conversations.

Others

- Mr. Smith has excellent listening skills.

DOMAIN 2: MANAGING COMMUNICATIONS - OPEN ENDED COMMENTS

Look back at your responses. If you gave a score of 1 or 2 please elaborate on your thinking around these question(s). If you did not give any 1's or 2's please enter "n/a" to continue with the survey.

Self: Improve my use of memos and e-mails to communicate with others. Quickly respond to people via e-mail.

Manager: Needs to develop a positive public personality for meetings, sales, etc. Communicate, communicate, communicate. Otherwise, folks perceive there is a hidden agenda. Mr. Smith needs to develop his presentation style to fit the needs of this organization.

Direct Reports:

- I would recommend that he improve listening. It does not mean he never listens to others. However, sometimes it takes him a while to accept others' advice if it is far from his thought. I believe that his improvement of that skill would help him manage his department better.
- Mr. Smith needs to improve his listening skills. He doesn't always appear to be listening fully.
- Mr. Smith tends to speak for others and doesn't spend enough time listening. He is very adamant about getting his point across and sometimes doesn't appear to care what others think.

Peers

- He listens but very seldom will ask a searching question to get more information. Other than the required materials for the meetings he never has used visual aids to help in his Presentation.
- Almost always keeps to the context of the meeting and the subject matter without using outside examples.
- Is not dynamic and does not try to change or adapt to pull others in and engage them.
- He doesn't care enough about staff. He doesn't see them as important contributors to the team effort. He does not use different communication techniques to improve and develop his team.
- Focuses on the conversation; Use "I" statements when talking about opinions; avoid speaking for others. One thing that Mr. Smith says often is "You'll forgive me but..." and I always find that hard to take because in a casual way he is about to say something that you may not like or agree with.

Clients

- Needs to listen better and be more sensitive to others
- Mr. Smith's presentation style rarely includes painting a verbal picture, using examples to make a point or providing a persuasive, nuanced and memorable context.

Others

- Mr. Smith could develop his presentation skills.

DOMAIN 3: MANAGING RELATIONSHIPS

As a manager, supporting others is one of your primary responsibilities. There are a myriad of relationships that must be built and nurtured in the workplace to maintain this support. On any given day, you may deal with peers, supervisors, direct reports, internal and external stakeholders, etc. Your ability to build and maintain positive interpersonal interactions is crucial to the success of your organization as a whole.

<p>Connecting Individuals:</p> <p>Creates an environment that unifies individuals and teams around common goals. Creates opportunities for networking across the organization.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self (1)</td> <td>4.00</td> </tr> <tr> <td>Manager (1)</td> <td>3.86</td> </tr> <tr> <td>Direct Reports (3)</td> <td>4.43</td> </tr> <tr> <td>Peers (3)</td> <td>3.24</td> </tr> <tr> <td>Clients (3)</td> <td>3.38</td> </tr> <tr> <td>Others (2)</td> <td>3.93</td> </tr> </tbody> </table>	Category	Score	Self (1)	4.00	Manager (1)	3.86	Direct Reports (3)	4.43	Peers (3)	3.24	Clients (3)	3.38	Others (2)	3.93
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<p>Motivating Others</p> <p>Empowers others to make decisions independently, acknowledges their contributions and rewards accordingly.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self (1)</td> <td>4.14</td> </tr> <tr> <td>Manager (1)</td> <td>4.43</td> </tr> <tr> <td>Direct Reports (3)</td> <td>4.38</td> </tr> <tr> <td>Peers (3)</td> <td>3.48</td> </tr> <tr> <td>Clients (3)</td> <td>4.05</td> </tr> <tr> <td>Others (2)</td> <td>4.29</td> </tr> </tbody> </table>	Category	Score	Self (1)	4.14	Manager (1)	4.43	Direct Reports (3)	4.38	Peers (3)	3.48	Clients (3)	4.05	Others (2)	4.29
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Self (1)	4.14														
Manager (1)	4.43														
Direct Reports (3)	4.38														
Peers (3)	3.48														
Clients (3)	4.05														
Others (2)	4.29														
<p>Developing Talent</p> <p>Observes and provides accurate reflection on an employee's performance and provides opportunities for their professional growth.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self (1)</td> <td>3.71</td> </tr> <tr> <td>Manager (1)</td> <td>3.57</td> </tr> <tr> <td>Direct Reports (3)</td> <td>4.38</td> </tr> <tr> <td>Peers (3)</td> <td>2.81</td> </tr> <tr> <td>Clients (3)</td> <td>3.24</td> </tr> <tr> <td>Others (2)</td> <td>3.50</td> </tr> </tbody> </table>	Category	Score	Self (1)	3.71	Manager (1)	3.57	Direct Reports (3)	4.38	Peers (3)	2.81	Clients (3)	3.24	Others (2)	3.50
Category	Score														
Self (1)	3.71														
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Direct Reports (3)	4.38														
Peers (3)	2.81														
Clients (3)	3.24														
Others (2)	3.50														
<p>Serving Stakeholders</p> <p>Can communicate and build rapport with stakeholders in order to maintain stakeholder loyalty.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self (1)</td> <td>3.86</td> </tr> <tr> <td>Manager (1)</td> <td>3.86</td> </tr> <tr> <td>Direct Reports (3)</td> <td>4.10</td> </tr> <tr> <td>Peers (3)</td> <td>3.38</td> </tr> <tr> <td>Clients (3)</td> <td>3.57</td> </tr> <tr> <td>Others (2)</td> <td>3.57</td> </tr> </tbody> </table>	Category	Score	Self (1)	3.86	Manager (1)	3.86	Direct Reports (3)	4.10	Peers (3)	3.38	Clients (3)	3.57	Others (2)	3.57
Category	Score														
Self (1)	3.86														
Manager (1)	3.86														
Direct Reports (3)	4.10														
Peers (3)	3.38														
Clients (3)	3.57														
Others (2)	3.57														

DOMAIN 3: MANAGING RELATIONSHIPS - OPEN ENDED QUESTIONS

List 3 ways in which this person supports the development of his/her team members.

Self: Follows thru quickly on their requests; follows up on their needs; follows up on their projects

Manager: Regular team meetings, has engaged in goal setting with team members, and focuses on connecting people with one another in order to accomplish the goals.

Direct Reports

- He is patient, diplomatic in conversation, and encourages meeting regularly.
- Maintains weekly meetings to update and inform the department's activities.
- Encourages team members to take explore new and challenging opportunities, and to take on as much responsibility as they wish, while providing support and guidance if needed.
- Is very sensitive to the time and work demands of team members, looks for ways to make things easier/more manageable for them.
- Gives team members a lot of autonomy and freedom to manage their own time, personal commitments, etc. as long as work responsibilities are being met.

Peers

- Spends time with them when they have questions; Listens to their concerns; Is a team player.
- Has high expectations for everyone; goes to bat for team members when he feels the cause is justified; demands a good argument for challenging ideas but is always open to being convinced.
- Meets with them on a regular basis. Gives feed back, both positive and negative on job performance.
- This is a real weakness, though it is also an organizational problem. There are few ways within the organization to support development. But even in ways that he can, he tends not. He needs them to fulfill their specific task.
- Recently supported a change in titles and worked for a salary increase.
- Mr. Smith often comes to other members of the team to seek out their expert opinion on various topics and projects.
- Willing to pay for certain training classes for work related learning

Clients

- Not sure I can do that. I don't see them interact that much
- Holds team lunches
- Agrees to subsidize appropriate professional development opportunities
- Takes team out for celebrations at conferences
- Mr. Smith shows them great respect, listens to them and praises them

Others

- Makes necessary connections between individuals.
- Works to allow team members to develop to their fullest potential.

DOMAIN 3: **MANAGING RELATIONSHIPS** - OPEN ENDED QUESTIONS

How would you characterize this person's relationship with stakeholders (e.g. other teams within the organization, internal customers, external clients, vendors etc.)?

Self: Regular outreach to board; maintains regular contact with important vendor; listens to internal customers

Manager: Withdrawn, cautious; direct and clear with vendors

Direct Reports

- A traditionally business-like, matter of fact approach to almost everyone. It's very much what one might consider to be a stereotypical, business-like, negotiating manner
- Very good
- Varies greatly.
- I find Mr. Smith very laid-back and easy to get along with. He is usually very flexible and accommodating, but can be tough when he needs to be (with vendors, for example).

Peers

- He does work well with the Board.
- Fair.
- Again, Mr. Smith is always direct and professional, and shows the same attitude and has the same high expectations for everyone he deals with which can be ineffective.
- Works well with all, both lay and professional leaders of the organization. Is respected by all.
- He has good relationships with the outside stakeholders, board members, who get where he's coming from and respect his no-nonsense approach to business. With internal stakeholders, other departments, those relationships are not so good because he is often unwilling to "play the game" that's required within the organizational culture.
- Internally poor.
- Mr. Smith can sometimes over analyze the details and lose sight of the bigger picture. He will negotiate with a company and possibly make a great deal but at the expense of the relationship and in the long term that isn't good for the company.

Clients

- Seems good to me. The vendor from his department I worked with was pleasant and responsive, and did the work exactly as we wanted.
- Often combative
- Poor to non-existent. This is a core concern.
- Mr. Smith reaches out collaboratively to other members of the organization and seeks their advice when appropriate.

Others: Mr. Smith has an under developed relationship with stakeholders. Mr. Smith invests little time and energy in his commitment to others who are outside of his team. Mr. Smith tends to focus solely on the goals of his individual team without taking into consideration the possible benefits of stakeholder commitment to their team goals.

DOMAIN 3: MANAGING RELATIONSHIPS - OPEN ENDED QUESTIONS

Look back at your responses. If you gave a score of 1 or 2 please elaborate on your thinking around these question(s). If you did not give any 1's or 2's please enter "n/a" to continue with the survey.

Self: Does not always provide quick and direct feedback to team members. When feedback is provided it does not always include both the positive and negative aspects.

Manager: He needs to improve his ability to develop talent. Mr. Smith seems to understand the need for talent development, but does not always follow through with the necessary steps.

Direct Reports: N/A

Peers

- He doesn't know how to build motivation and talent. Staff don't connect to him. They don't always feel he cares about them as people and therefore are not motivated to work.
- Greatest struggle is to create investment by others in the goals and outcomes because people are not motivated.
- Mr. Smith does not provide incentives for talented employees to stay with the company.
- He has done something great by creating funny awards for staff members but they were only done twice. Other than that he was more concerned with collecting receivables than providing excellent customer service. He did hire a service to monitor the customer service and he did fire someone for not providing good customer service but I do not think actually doing good service was rewarded.
- Mr. Smith would often look for the least expensive way to do something and not the best or highest quality.
- One of the things Mr. Smith wanted to accomplish was creating a vision and mission statement. He sent out emails asking people to participate and even held team meetings to discuss it. When the board asked him to scrap the project or table it - he failed to continue to rally the troops around what he was trying to say through the vision and mission statement. He wanted to create something that we could all believe in. Unfortunately it was so clearly transparent because we said we wanted to meet and exceed customer expectations but doing that wasn't measured or rewarded. We wanted to produce the highest quality material - but cost was the number one factor. We wanted to be innovative but the materials and designs and styles never really changed or went outside of the box.
- Not a lot of growth opportunities

Clients

- Again needs to listen better
- The team must have some stability for it to coalesce around a shared vision and mission.
- Needs to develop better relationships with clients and provide incentives for employees based on their customer service.

Others: Mr. Smith does not seem to care about his relationships with those people outside his team. Mr. Smith appears to have little knowledge of the benefits behind leveraging his relationships with others to benefit his team and the organization.

DOMAIN 4: MANAGING TEAMS

Along with developing individual connections with team members, you can work to build team effectiveness. To do so you must have the capacity to manage conflict and the skill to influence others. Successful people managers elevate their teams to a more cohesive, collaborative and productive unit.

<p>Team Supervision</p> <p>The ability to clearly define the roles and responsibilities of each team member, to monitor decision making processes and to set appropriate boundaries</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self (1)</td> <td>3.43</td> </tr> <tr> <td>Manager (1)</td> <td>3.86</td> </tr> <tr> <td>Direct Reports (3)</td> <td>4.10</td> </tr> <tr> <td>Peers (3)</td> <td>3.33</td> </tr> <tr> <td>Clients (3)</td> <td>3.52</td> </tr> <tr> <td>Others (2)</td> <td>3.43</td> </tr> </tbody> </table>	Category	Score	Self (1)	3.43	Manager (1)	3.86	Direct Reports (3)	4.10	Peers (3)	3.33	Clients (3)	3.52	Others (2)	3.43
Category	Score														
Self (1)	3.43														
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<p>Team Effectiveness</p> <p>The ability to foster a sense of teamwork within the department and/or team and to support team cohesion through shared values and routines.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self (1)</td> <td>4.17</td> </tr> <tr> <td>Manager (1)</td> <td>4.17</td> </tr> <tr> <td>Direct Reports (3)</td> <td>4.19</td> </tr> <tr> <td>Peers (3)</td> <td>3.10</td> </tr> <tr> <td>Clients (3)</td> <td>3.19</td> </tr> <tr> <td>Others (2)</td> <td>4.36</td> </tr> </tbody> </table>	Category	Score	Self (1)	4.17	Manager (1)	4.17	Direct Reports (3)	4.19	Peers (3)	3.10	Clients (3)	3.19	Others (2)	4.36
Category	Score														
Self (1)	4.17														
Manager (1)	4.17														
Direct Reports (3)	4.19														
Peers (3)	3.10														
Clients (3)	3.19														
Others (2)	4.36														
<p>Conflict Management</p> <p>The ability to negotiate effectively and to handle conflicts that arise in the workplace with a win-win attitude.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self (1)</td> <td>3.57</td> </tr> <tr> <td>Manager (1)</td> <td>3.86</td> </tr> <tr> <td>Direct Reports (3)</td> <td>4.48</td> </tr> <tr> <td>Peers (3)</td> <td>3.10</td> </tr> <tr> <td>Clients (3)</td> <td>3.86</td> </tr> <tr> <td>Others (2)</td> <td>3.79</td> </tr> </tbody> </table>	Category	Score	Self (1)	3.57	Manager (1)	3.86	Direct Reports (3)	4.48	Peers (3)	3.10	Clients (3)	3.86	Others (2)	3.79
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<p>Influence</p> <p>The ability to develop strong relationships throughout the organization and to act as an advocate for the department and/or team.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Self (1)</td> <td>4.29</td> </tr> <tr> <td>Manager (1)</td> <td>3.86</td> </tr> <tr> <td>Direct Reports (3)</td> <td>4.57</td> </tr> <tr> <td>Peers (3)</td> <td>3.38</td> </tr> <tr> <td>Clients (3)</td> <td>3.62</td> </tr> <tr> <td>Others (2)</td> <td>4.21</td> </tr> </tbody> </table>	Category	Score	Self (1)	4.29	Manager (1)	3.86	Direct Reports (3)	4.57	Peers (3)	3.38	Clients (3)	3.62	Others (2)	4.21
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Clients (3)	3.62														
Others (2)	4.21														

DOMAIN 4: MANAGING TEAMS –OPEN ENDED QUESTIONS

What are some of the ways that this person effectively supervises (e.g., delegates work, defines roles, manages conflict, etc.)? If none come to mind, please explain.

Self: Allows team members to make mistakes -- as long as they aren't critical. Delegates work effectively to help develop his team members.

Manager: Good at handling his team and understanding the steps he needs to take in order to make the team effective. Mr. Smith is dedicated to helping his department develop a sense of cohesiveness.

Direct Reports

- He employs an effective laissez-faire approach that allows employee to develop their own working routines. This is great for those employees whose habits increase productivity and benefit the department.
- Delegates work, manages conflict
- Is a bit hands-off, but I think everyone likes that.
- Delegates well - looks for ways to share work load among the team and ease large burdens on individuals. Always open to suggestions and new ideas, especially for better ways of doing things.
- Allows team members to accomplish their tasks in the best way they see fit.

Peers

- Defines tasks
- Again, I think Mr. Smith's greatest strength as a supervisor is the high standard to which he holds himself and those he supervises. He is also always open to hear the ideas and feedback of others.
- He open when working those managers under his supervision. Making them more productive by feeling an important part of the dept.
- Supervision is his serious weakness. He doesn't understand that he needs to set the tone. If something needs to be done at a conference, he needs to be pitch in and be a role model, not stand around and watch everyone else doing it. The staff perceives that he looks down on them.
- Mr. Smith backs up his people outside the department. He rarely says anything negative to anyone not on the team. He is good at being sticking up for his team.

Clients

- I don't see his supervisory skills, but as a colleague he's reliable and responsive to the problems and challenges brought to him.
- While I do not usually see Mr. Smith in such settings, my impression is that he is well regarded by those he supervises.

Others: Supports individual growth/professional development through internal (lunch and learn sessions) and external learning opportunities.

DOMAIN 4: MANAGING TEAMS –OPEN ENDED QUESTIONS

Please provide your suggestions for this person to be a better leader within the organization.

Self: Needs to increase the supervision and support provided to the team. Develop the ability to better manage conflict.

Manager: Develop relationships through out the organization in order to have more leadership potential within the organization. Improve relationships with key decisions makers within the organization.

Direct Reports

- I would suggest a reorganization of responsibilities in the department in order to increase the potential of the teams. People's talents should be used more appropriately.
- Think of conflict as an opportunity for development instead of trying to "sweep it under the rug."
- More confidence, assertiveness, vision.

Peers

- Make sure that all staff in the organization realize how important his dept is.
- Mr. Smith could be a better conduit for information from the larger organization and clearer on policy statements for the department.
- He needs to learn how to truly listen. There is an arrogance to him that is off-putting to others and keeps him from being able to convince others of his point of view.
- Needs a better balance of relationship building and the business side
- He needs to more clearly define his own role within the department. And share more information with his team to build his leadership. He seems to believe that sometimes ambiguity is better.

Clients

- He needs to better learn to read situations and people
- Take the perspective(s) of others before making decisions.
- Articulate a daring, compelling vision.

Others

- Be humble.
- Understand that conflict is sometimes a necessary step to reaching an outcome.

DOMAIN 4: MANAGING TEAMS –OPEN ENDED QUESTIONS

Look back at your responses. If you gave a score of 1 or 2 please elaborate on your thinking around these question(s). If you did not give any 1's or 2's please enter "n/a" to continue with the survey.

Self: provide more role clarity and direct supervision to my direct reports. Also, I have some trouble working with members of other teams if I don't see the benefits right away and I need to work on this resistance.

Manager: needs to become a leader within the larger company system.

Direct Reports: N/A

Peers

- A good leader should be the first one onto the battlefield, inspiring the troops. Instead, he tends to send people out and watches them from the sidelines. He also doesn't know how to help them prioritize competing demands. When staff members have a problem, he gets annoyed and does not want to deal with it.
- Does not easily reach out to others for support, does not always ask for other or better ways to do things from others
- He has trouble recognizing unspoken tension - and if he doesn't know its there he can't address it.
- He may not be able to recognize those underlying issues so he can't address them. While he may not raise his voice very often his reactions to a tense situation aren't always constructive.

Clients

- Mr. Smith has not yet been successful in building a stable, strong team. The parts all seem interchangeable. There is a definite need to build trust and openness in his team and between Mr. Smith and other managers and organizational leaders.

Others:

- In the past I have witnessed Mr. Smith avoiding situations where conflict is likely to arise.
- It seems that Mr. Smith shy's away from conflict when he feels that the outcome might not be in his best interest.

YOUR TOP STRENGTHS:

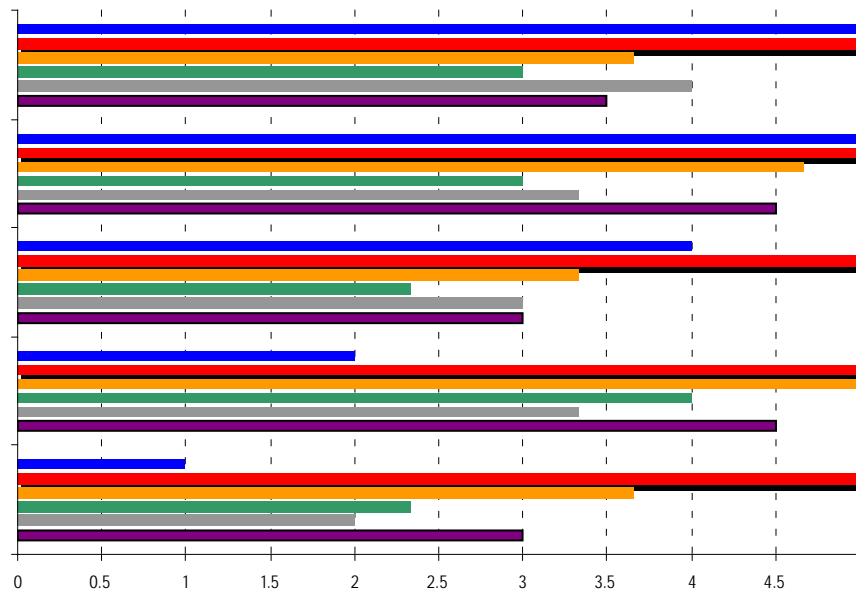
The following set of graphs display the five highest rated items (related to the PMA™ Component and Domain) from each Rater Group. They display what others see as your greatest strengths.

GA = Average score from within the specified rater group

OA = Overall average score from all raters (excluding Self)

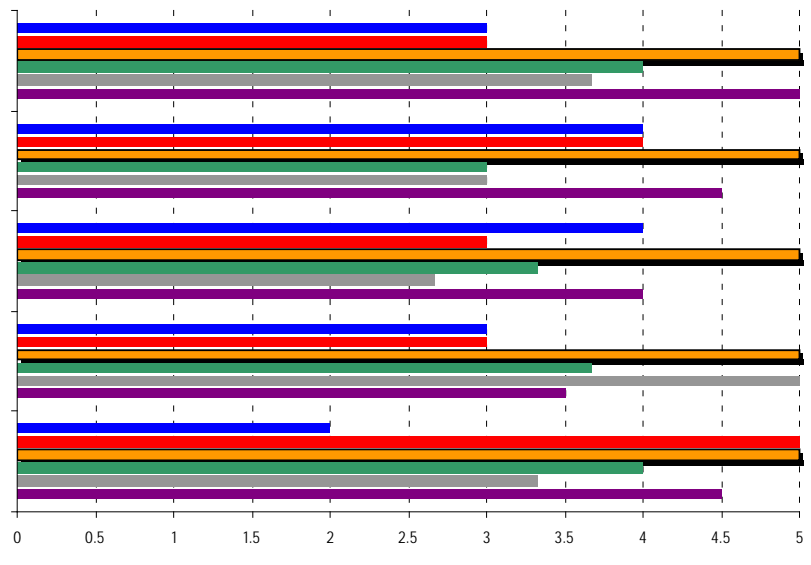
Manager:

Sets time boundaries at meetings and does not allow one person to take all the air-time. (*Team Supervision, MT*)



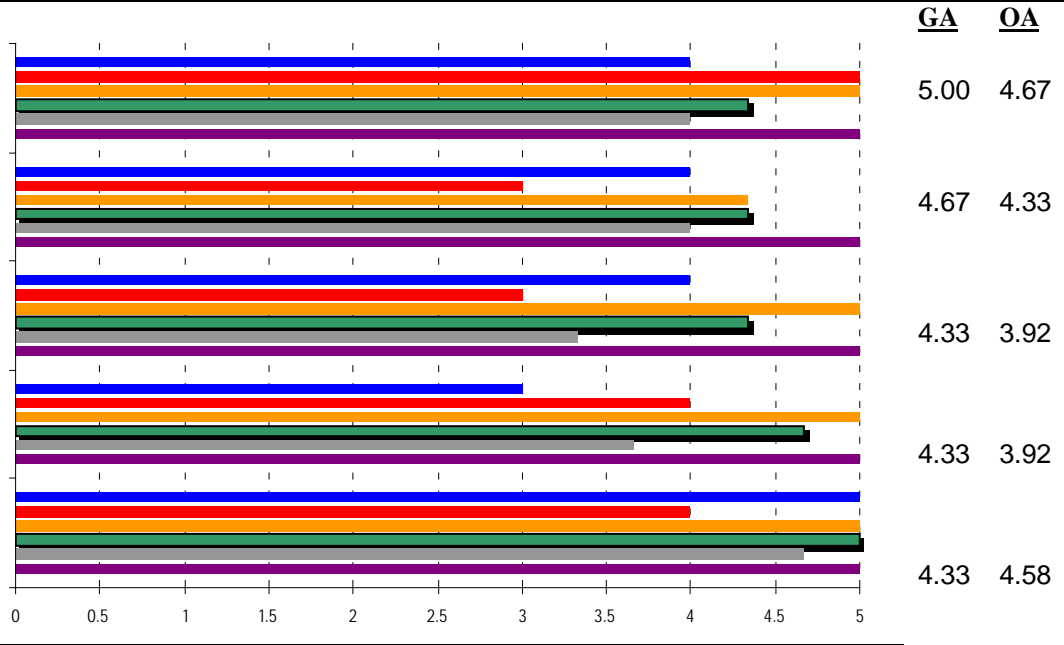
Direct Reports

Creates a work environment that allows others to test out new skills. (*Team Effectiveness, MT*)



Peers

- Exhibits a consistently positive outlook. (*Dealing with Adversity, MS*)
- Asks for feedback from direct reports, peers and managers. (*Motivating Others, MR*)
- Demonstrates flexibility by varying approaches to solving problems. (*Dealing with Adversity, MS*)
- Has an engaging and dynamic presentation style. (*Presentations, MC*)
- Follows up on written communication with face-to-face or phone conversations. (*Written Expression, MC*)

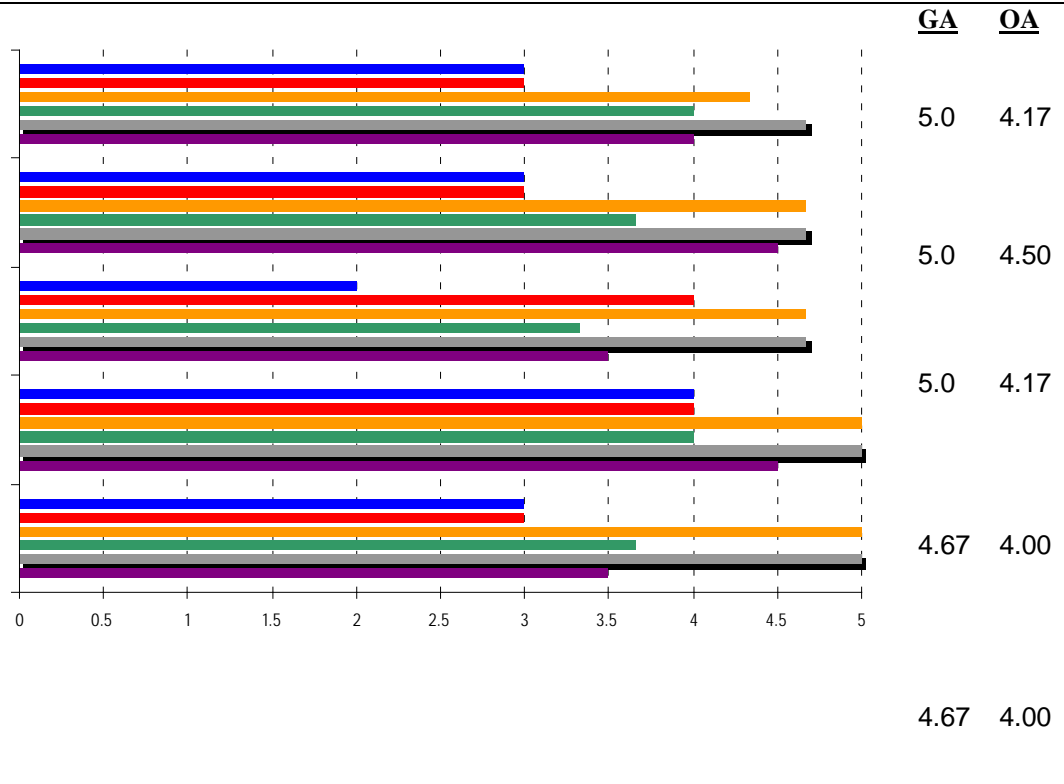


GA = Average score from within the specified rater group

OA = Overall average score from all raters (excluding Self)

Clients

- Modifies the presentation to fit the needs and interests of the audience. (*Presentation, MC*)
- Develops rapport and positive working relationships with stakeholders. (*Serving Stakeholders, MR*)
- Can accurately restate what others have said. (*Listening, MC*)
- Keeps personal problems separate from the workplace. (*Dealing with Adversity, MS*)
- Is respectful and inclusive of others regardless of their position background or style. (*Sensitivity to Others, MS*)



YOUR TOP DEVELOPMENT NEEDS:

The following set of graphs display the five top development needs (related to the PMA™ Component and Domain) from each Rater Group.

GA = Average score from within the specified rater group

OA = Overall average score from all raters (excluding Self)

Manager:

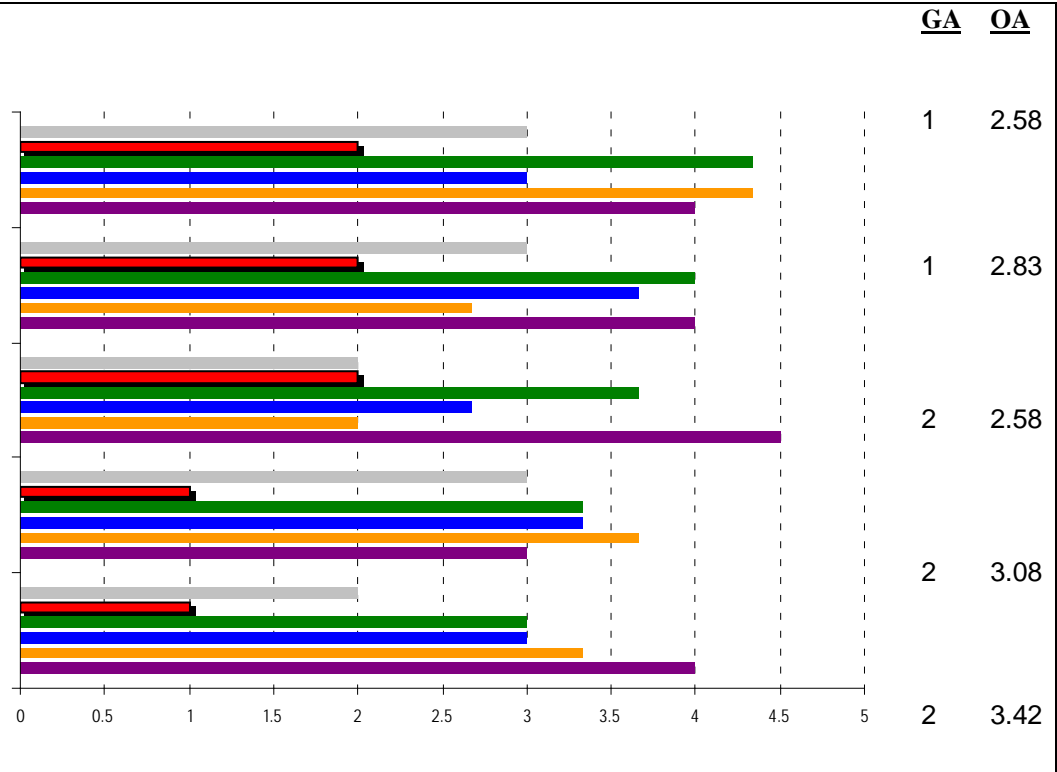
Shows a healthy level of self-confidence. (*Self-awareness, MS*)

Has frequent conversations about how s/he could be a better manager with both supervisor and direct reports. (*Sensitivity to Others, MS*)

Asks for agenda items from others and allows all voices to be heard during meetings. (*Team Supervision, MT*)

Creates a collective environment; people have the opportunity to network and can learn from each other. (*Connecting Individuals, MR*)

Unites individuals/teams around common goals. (*Connecting Individuals, MR*)



Direct Reports

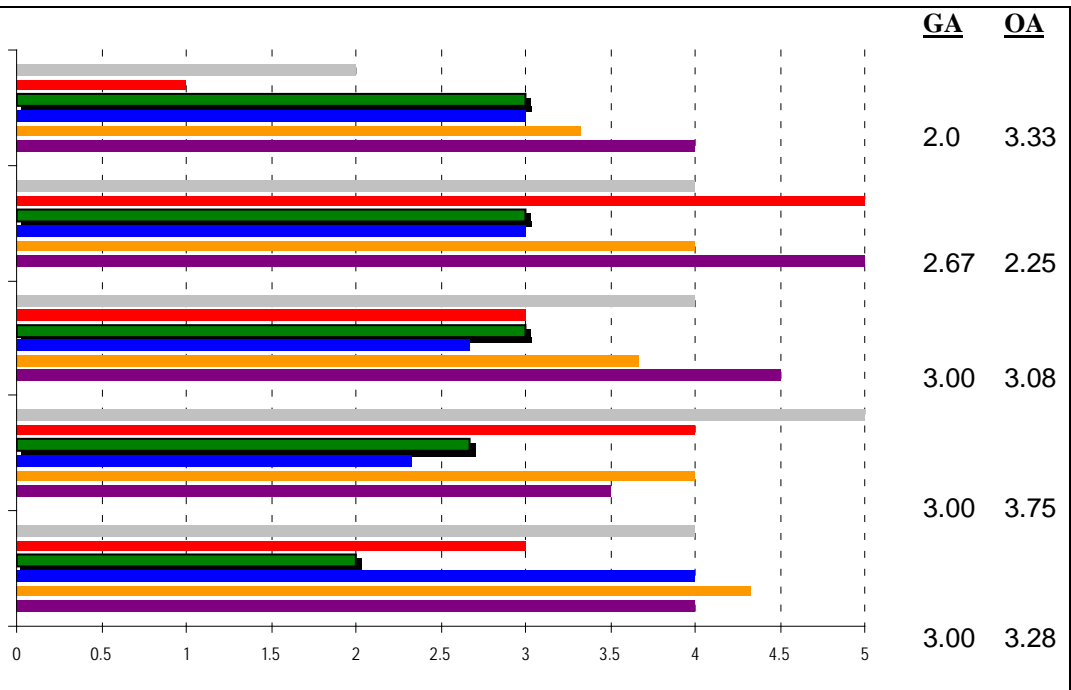
Persuades colleagues outside of the department to support new ideas and initiatives. (*Influence, MT*)

Is organized and can clearly and concisely articulate objectives. (*Presentation, MC*)

Gives regular feedback that is fair and accurate. (*Talent Development, MR*)

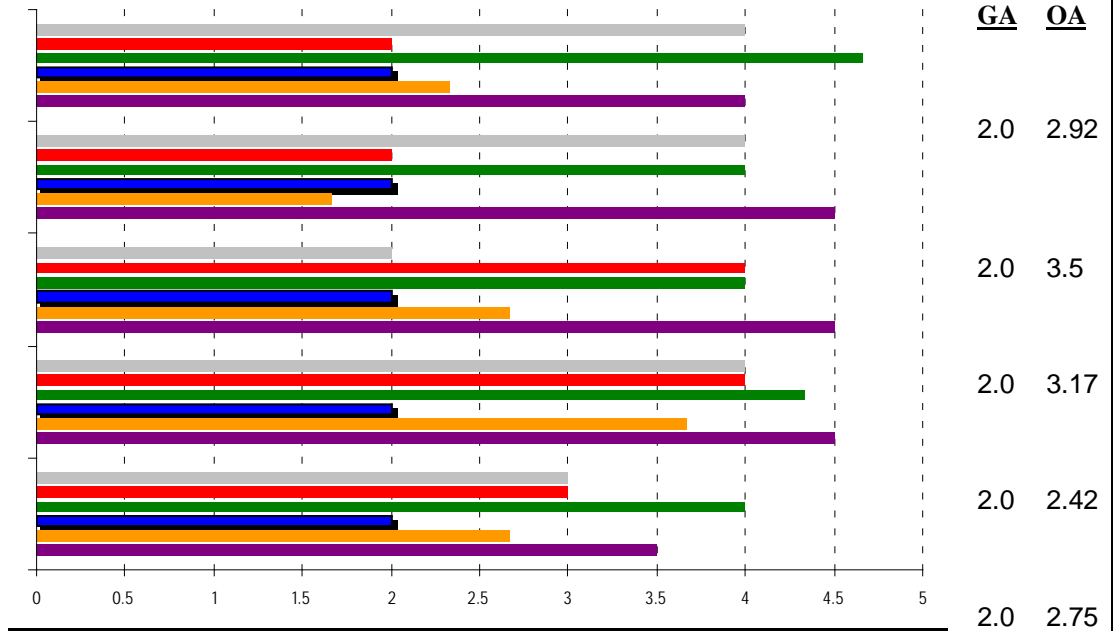
Shows determination and works hard to follow through on assignments. (*Attitude toward work/career, MS*)

Shows a healthy level of self-confidence. (*Self-Awareness, MS*)



Peers

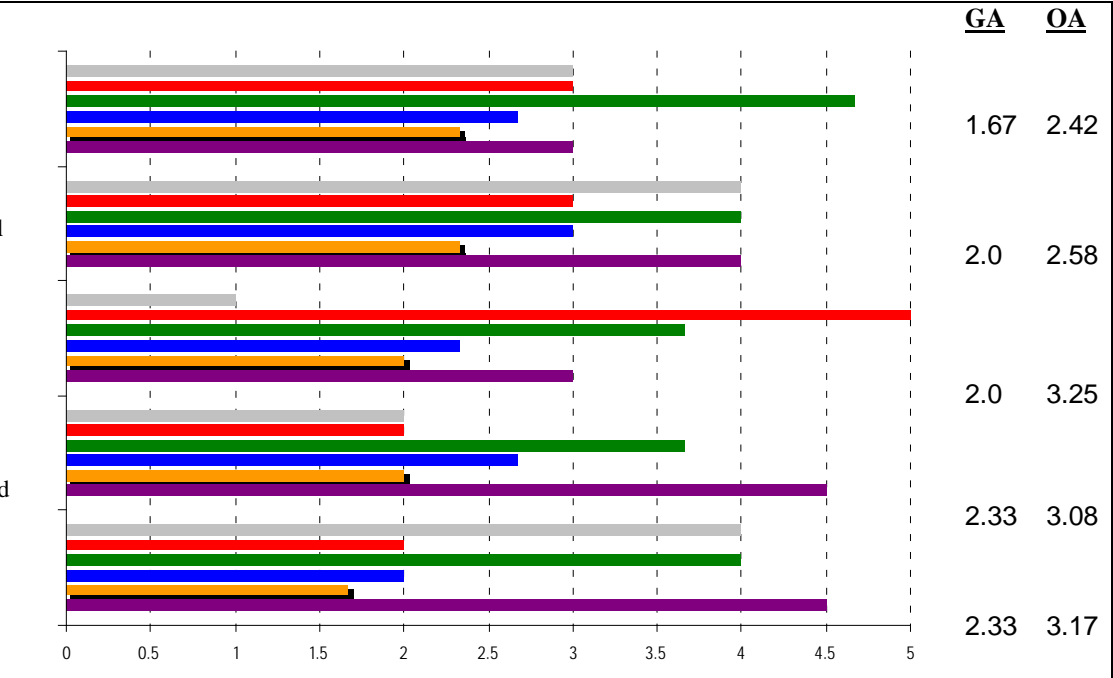
- Takes advantage of professional development opportunities. (*Attitude toward work/career, MS*)
- Appears fully present and attentive when listening. (*Listening, MC*)
- Writes logical and organized documents. (*Written Expression, MC*)
- Acknowledges others contributions publicly. (*Motivating Others, MR*)
- Gets buy-in across the organization. (*Influence, MT*)



GA = Average score from within the specified rater group **OA** = Overall average score from all raters (excluding Self)

Clients

- Acknowledges others contributions publicly. (*Motivating Others, MR*)
- Asks for agenda items from others and allows all voices to be heard during meetings. (*Team Supervision, MT*)
- Sets time boundaries at meetings and does not allow one person to take all the air-time. (*Team Supervision, MT*)
- Supports the decisions and actions of team members. (*Team Effectiveness, MT*)
- Makes others feel that their work is important. (*Motivating Others, MR*)



ADDITIONAL OPEN ENDED QUESTIONS
What should this person CONTINUE to do?

Self: Works well with team

Manager: Holding regular staff meetings

Direct Reports

- Being open to dialog.
- Be cordial, affable.
- Continue to let each team member do what they are best at, continue to listen and trust team members.

Peers

- Continue to listen
- Run the business end of the operations, communicate with board members.
- Continue to advocate for his team members. Should continue to be the voice of the department to the board. He should continue to try to create team activities around the goal of being a more effective team.

Clients

- Mr. Smith should continue to work collaboratively with others and to seek advice from others when needed.

Others

- Mr. Smith should maintain his current work ethic.

What should this person START doing? (or do differently to be more effective?)

Self: More outreach to board, more conflict management and team supervision.

Manager

- Get out of his office and visit each of his staffers and other company dept heads daily. Focus on staff retention; sharing concerns with others, and developing his influence as a leader.

Direct Reports

- Make more time for strategic and long-range planning, dreaming, exploring ways to grow the department.
- Provide more opportunities for his team members to grow and develop their talents.

Peers

- Understand that relationship building is key to success, inside department and outside.
- He should listen more carefully to what people are saying and what they are not saying. He should communicate more open and honestly his needs and expectations.
- He should communicate more often through verbal and written methods.

Clients

- Identify and cultivate mentors. Seek the feedback of peers and subordinates.
- Internalize the organizational mission of service.

Others: Dealing with conflict and developing from it.

What should this person STOP doing?

Direct Reports: Ignoring talent.

Peers: Avoiding conflict.

Clients: Treating others as means not ends.

INVENTORY OF UNRECOGNIZED STRENGTHS AND DEVELOPMENT NEEDS:

Created in 1955 by Joseph Luft and Harry Ingham, the Johari Window helps people become more aware of how they interact with others. The window is (broken down) divided into four panes (or quadrants) representing Blind Spots, Unrecognized Strengths, Potential Soft Spots and Unrealized Strengths.

If your self-rating is higher than those of other raters, you might have overrated yourself and need to watch out for Blind Spots. If your self-rating is lower than those of others, you might be underestimating yourself and have an opportunity to further enhance your Unrecognized Strengths. The lower two panes (potential Soft Spots and Unrealized Strengths) focus specifically on how you view yourself in comparison to how your manager views you. Components that appear in any of the four panes should be considered during future development planning.

<p align="center">BLIND SPOTS</p> <p align="center">SELF VS. OTHERS WHERE YOUR SELF SCORES HAD A HIGHER RATING THAN ALL OTHERS</p>	<p align="center">UNRECOGNIZED STRENGTHS</p> <p align="center">SELF VS. OTHERS WHERE YOUR SELF SCORE HAD A LOWER RATING THAN OTHERS</p>
<ul style="list-style-type: none"> • Attitude Toward Work/Career • Sensitivity Towards Others 	<ul style="list-style-type: none"> • Self-Awareness (manager) • Dealing With Adversity (direct reports) • Listening (direct reports) • Oral Expression • Written Expression • Presentation • Connecting Individuals (direct reports) • Motivating Others (managers, direct reports) • Developing Talent (direct reports) • Team Supervision (manager, direct reports) • Conflict Management (manager, direct reports) • Influence (direct report) • Serving Stakeholders (direct reports)
<p align="center">POTENTIAL SOFT SPOTS</p> <p align="center">ITEMS YOUR MANAGER UNDERESTIMATES YOUR SKILLS COMPARED TO OTHERS</p>	<p align="center">UNREALIZED STRENGTHS</p> <p align="center">ITEMS YOUR MANAGER OVERESTIMATES YOUR SKILLS COMPARED TO OTHERS</p>
<ul style="list-style-type: none"> • Attitude Toward Work/Career • Listening • Written Expression 	<ul style="list-style-type: none"> • Self-Awareness • Motivating Others

DEVELOPMENT PLANNING

The most important step in this process is to act on the information you receive from your 360° feedback report. The true benefits of the PMA™ process come from development planning. Simply put development planning is the process of using your feedback to help you create a step by step plan for enhancing your people management skills. Here is your opportunity to set real, concrete goals that will help you to capitalize on your strengths and improve your weaknesses.

Use the following exercise to help you get started with your development planning. After you complete the next section, you will be ready to move on to the *Development Action Guide* – a complete resource for helping you create a PMA™ Development Plan. The guide can be used with an AIM® certified coach or on your own.

FIRST IMPRESSIONS:

Now that you have had a chance to look through your report data, it is important to take a minute to reflect on your first impressions of the Feedback Report. Use the space below to note your initial reactions, thoughts and feelings. Answer the prompts honestly – you do not have to share your responses with anyone else unless you choose to do so.

AS YOU GO THROUGH YOUR REPORT FOR THE FIRST TIME WHAT ARE YOUR THOUGHTS ABOUT THE FEEDBACK YOU RECEIVED? (DID YOU AGREE OR DISAGREE WITH THE FINDINGS; WERE THERE ANY SURPRISES; CONCERNS OR DID THE FINDINGS MEET YOUR EXPECTATIONS?)

WHAT LEAVES YOU WITH QUESTIONS?

WHAT KINDS OF PATTERNS DID YOU NOTICE?

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