
20/20 Insight Special Confidential Report

shine

360^o Feedback – Employee Surveys

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November 20, 2006

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360° Feedback Report

To help you understand and interpret your feedback report correctly, please take a moment to read the notes below.

The survey was based on 4 values (each with 5 behavioural statements to rate) and one section with 2 Technical and Professional indicators. Respondents were asked to rate each of the 22 statements against the scale below and provide written comments where appropriate.

<u>Scale</u>	<u>Effectiveness</u>
1	Ineffective
2	Limited effectiveness
3	Moderately effective
4	Effective
5	Highly effective
6	Exceptional

1 summary question completed the survey.

The Report:

There are 4 sections in the report:

1. Category Summary - Self/Other

- This summary shows the average rating for the statements under each Value provided by respondents. Your self-rating is also included for comparison
- **Effect** = Effectiveness Scale

2. Item Ratings - Relationships/Comments

- This section contains feedback for each of the 22 statements. This is expressed as an **average** of all respondents (not including self) and then by respondent group (e.g. Manager, Peer etc)
- Above the average bar chart you will see some numbers. This shows the distribution and number of people who gave specific scores
- **Effect** = Effectiveness Scale
- Comments associated with each category of questions are presented exactly as they were originally recorded

3. Summary Question

- The written responses to the summary question are recorded in full

4. Initial Observations

- This provides an opportunity to write down your first thoughts and reactions to the feedback having read through the report. Try to describe how you feel and think about the content but don't worry about coming to any conclusions at this stage.

Interpreting your report:

The following "do's" and "don'ts" will help you work through the feedback and come to the best conclusions.

"Do"

- Read the report a couple of times to get an overall feel for the feedback before going into any specific item in detail
- Take particular notice of consistent comments or trends that appear throughout the report
- Pay equal attention to strengths and areas for improvement
- Thank the respondents who contributed feedback

"Don't"

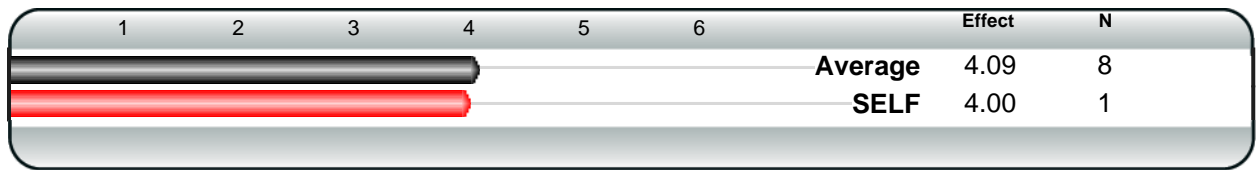
- Concentrate on, or overreact to isolated comments
- Ignore or overlook your achievements and successes
- Spend too much time trying to work out *who* gave what ratings or comments - concentrate on the themes
- Rationalise formative feedback - try to understand what may have prompted it.

We hope that you find this feedback report constructive and useful. It is intended to help you recognise strengths and focus attention on priorities for development.

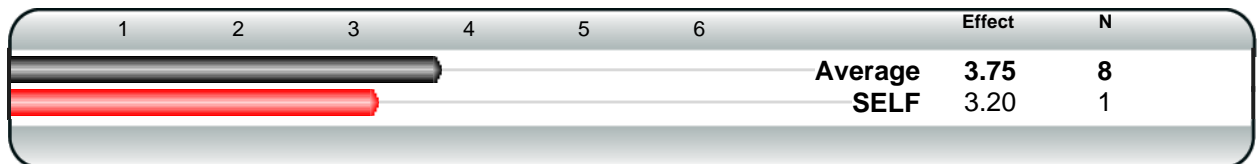
Good luck, and thank you for participating in the feedback process.

Category Summary - Self/Other

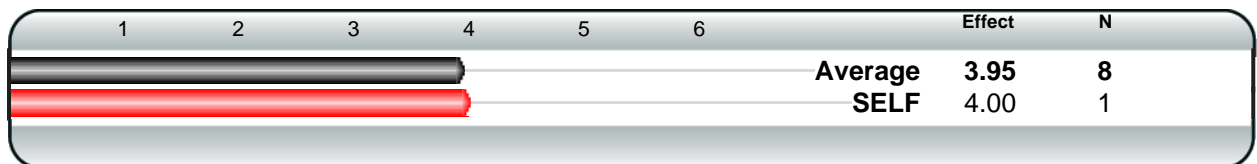
Overall Score:



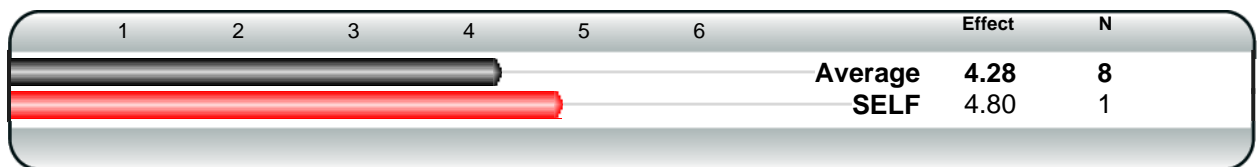
Business Awareness



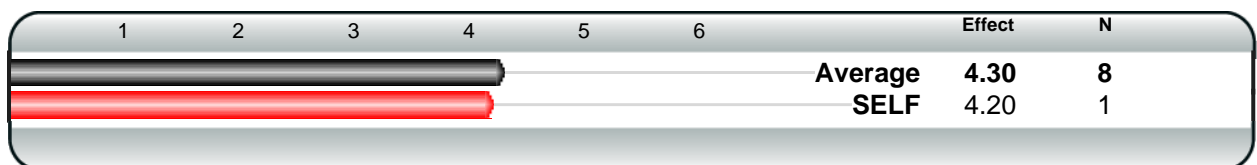
Working With Others



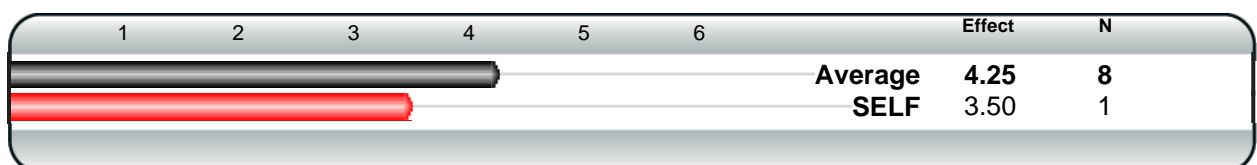
Tenacity



Commitment

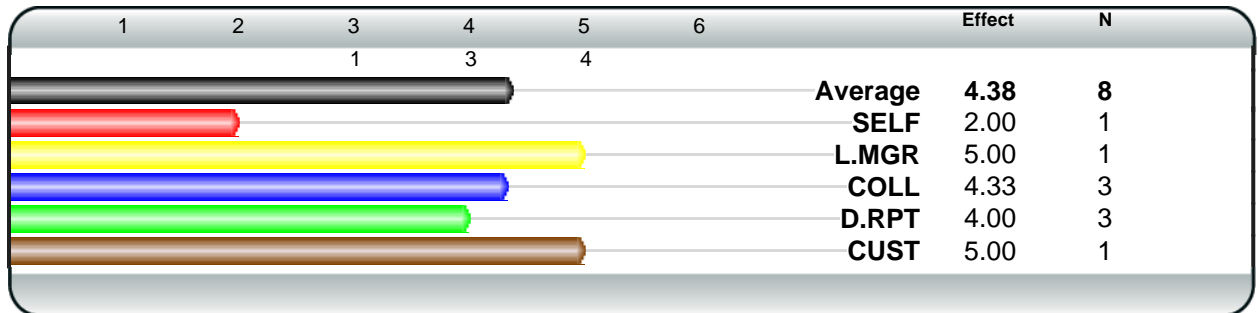


Technical and Professional

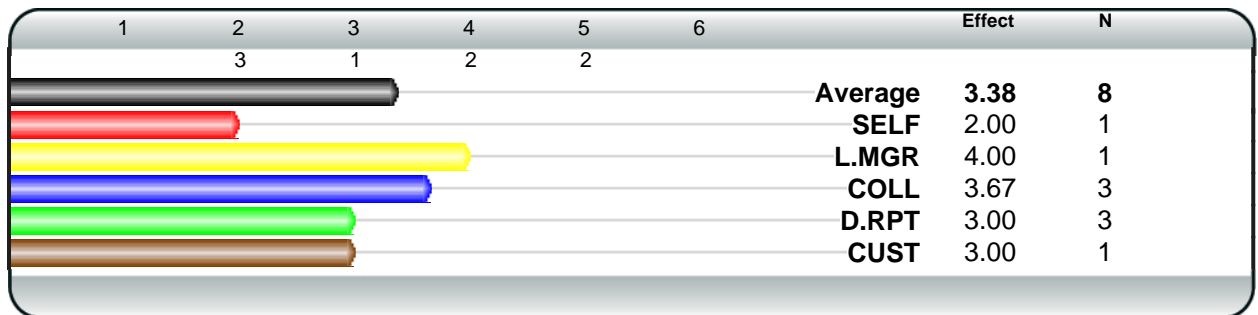


Business Awareness

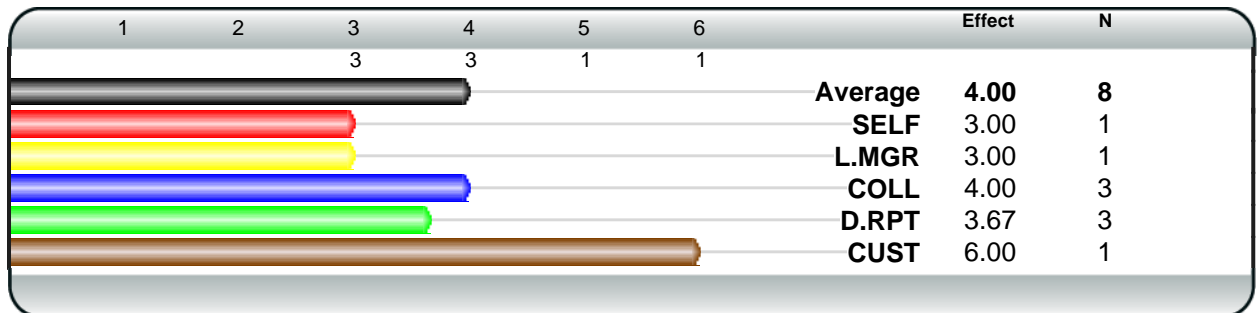
1. Demonstrates a clear understanding of customer needs and service excellence and consistently acts in the customer's best interests.



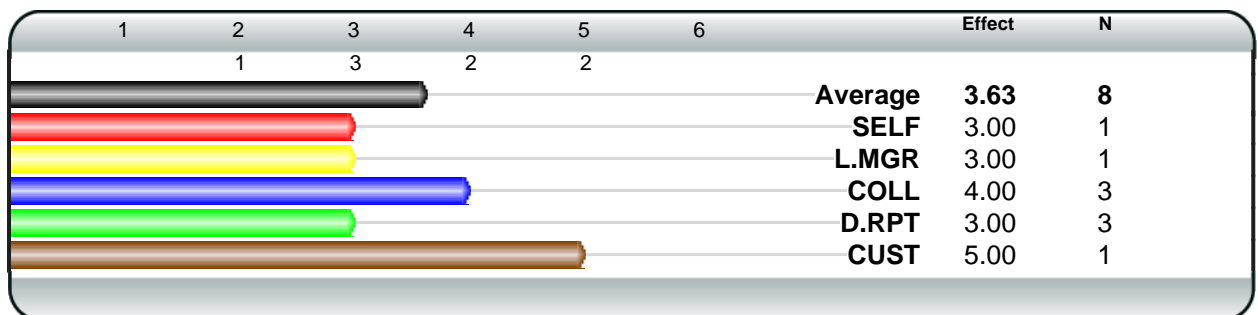
2. Welcomes innovation and is quick to take the opportunity to improve the way things are done to benefit customers and employees.



3. Keeps well informed about the external business environment and actively applies this information at work.

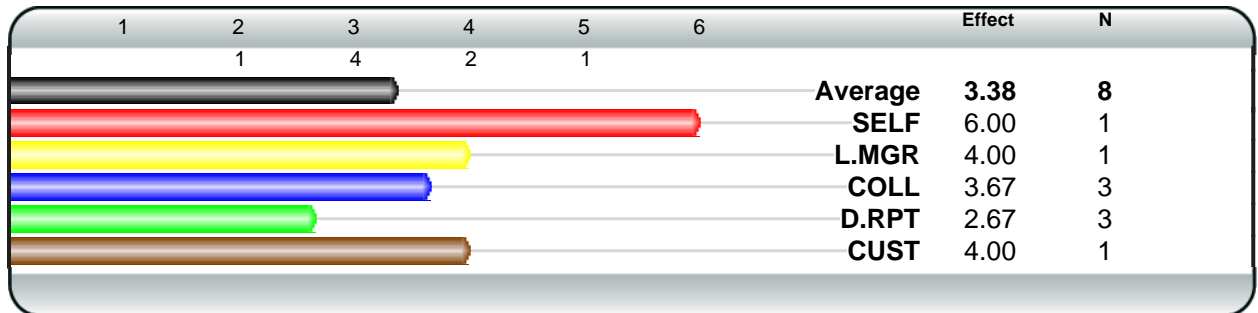


4. Demonstrates a sound understanding of the many issues that impact on business performance and focuses on the ones s/he can influence.



Item Ratings - Relationships/Comments

5. Understands the dependencies between different departments and works to support their own area but not at the expense another.



6. Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

L.MGR

- Your commitment to CS is evident in your language, which always refers action and decisions back to customers. I also note that you frequently ask your team how their suggestions or decisions will improve service. This creates a very positive mindset.

COLL

- Andy always makes time to discuss issues and problems within the business, providing me with ideas on how to resolve them. He has provided me with some very useful coaching on how to handle difficult situations and I feel more confident dealing with difficult customers
- Andy talks often about how important the customer is to us all which helps keep me focused on the importance of my role.
Andy is really good at explaining why our roles are so important and why it is important that we keep improving and he does this by explaining the things that are changing both externally and internally (for example when he cascaded the info about the changes in competition at the team meeting a while back).
- I think your understanding of the external environment is great, and I value your input at the monthly meetings. It helps broaden my own knowledge.

Specific limitations. - Behaviour that has an unhelpful impact.

L.MGR

- The time you commit to operational issues, whilst very effective, does limit your exposure to other key stakeholders. At times I hear you mention some actions (e.g shift pattern changes) that seem to ignore some of the implications for our other partners.

COLL

- Although Andy talks a lot about customer excellence he sometimes doesn't follow through with actions. For example when Andy gets off the phone to difficult customers he can be quite critical of them making it seem like he talks the talk but doesn't walk the walk.
Sometimes, I think when he's under pressure, Andy can become a little bit critical of other departments within the company too that "are making his life difficult". So while he does appear to understand how the different departments all fit together he is also seen to "talk down" about others areas at times. This makes me feel as though we are in competition with other areas and less likely to expect support from them.
- At times I'm a little surprised at the limited understanding you seem to have about internal relationships. This doesn't come across as indifference, more lack of awareness.
- Despite Andy's wealth of business knowledge I don't feel that he communicates changes to us in the team. I only found out about the new pricing structure from a colleague, the day before it was due to take effect.

D.RPT

- Sometimes your decisions, e.g the resourcing debate last March, indicate that you are not aware of some of the pressures on other departments (e.g systems). I know this is because you will back us to the hilt,

Specific limitations. - Behaviour that has an unhelpful impact. - (cont'd)

D.RPT

but that was an occasion when I think we could have supported our colleagues to ensure we got a better service from them.

- *Whilst you are quick to change things, I think this tends to be on your terms and based on your own ideas. At times you appear to show little interest or commitment to ideas from our team.*
- *You are selective about who you talk to and coach. It gives me the impression that you have favourites and I am not worth bothering with.*

Your suggestions. - Behaviour to improve effectiveness.

L.MGR

- *I would encourage you to delegate a little more of the day-to-day checks to free up time to spend with colleagues in other departments.*

COLL

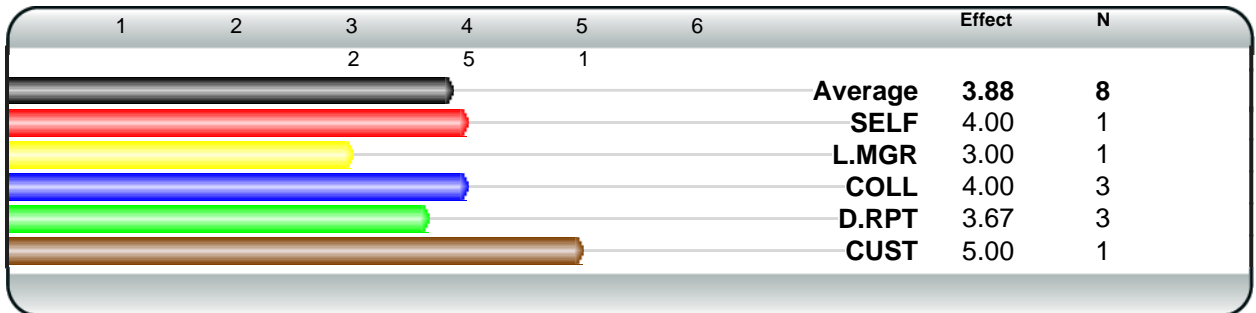
- *Andy should try to stop criticising difficult customers when he gets off the phone from them. Similarly, Andy would benefit from demonstrating greater understanding of other the demands that other departments are under. This would help me to learn more about the business and also to feel more like we're all trying to achieve the same goals.*
- *I would encourage you to spend a little informal time in other departments, talking to the staff and team managers to get their perspective on things.*
- *Keep on being supported but think a bit more about what the team needs to know and find time to share this information with us.*

D.RPT

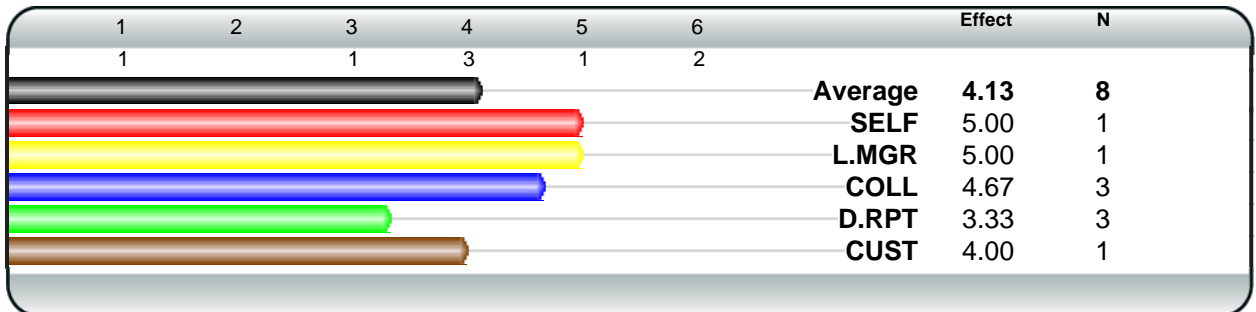
- *Discuss with me what you feel I am not doing that you you expect. At the moment I feel that I am working in a vacuum.*
- *Let us run with some of our ideas and see if they work. It would get our interest and enthusiasm up.*

Working With Others

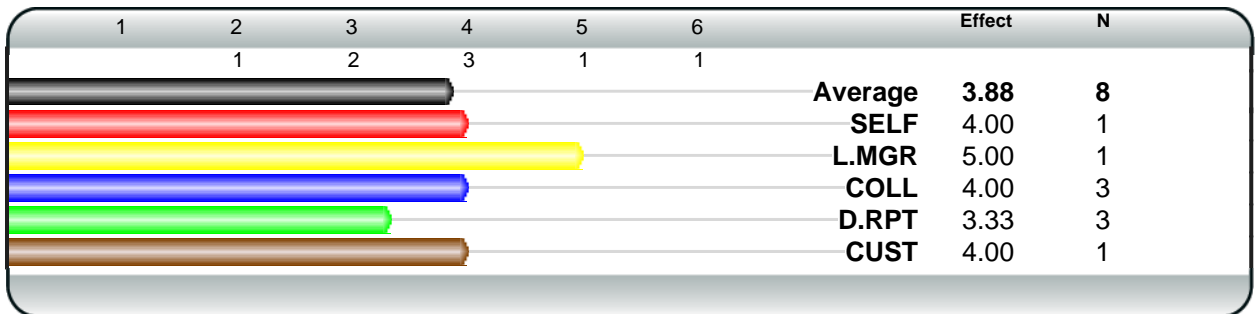
7. Works collaboratively with other parts of our business to achieve best results for customers and company.



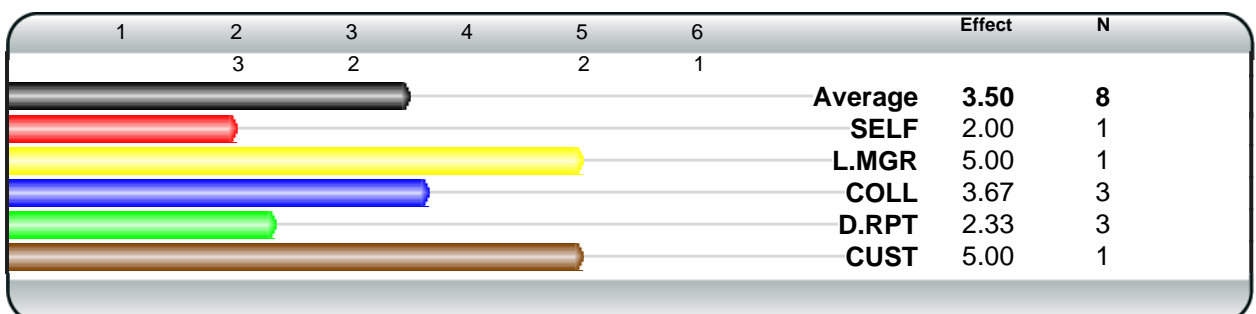
8. Remains accessible, approachable and available to others seeking their support.



9. Demonstrates flexibility in leadership style in order to accommodate the needs of others and to engage them on important issues.

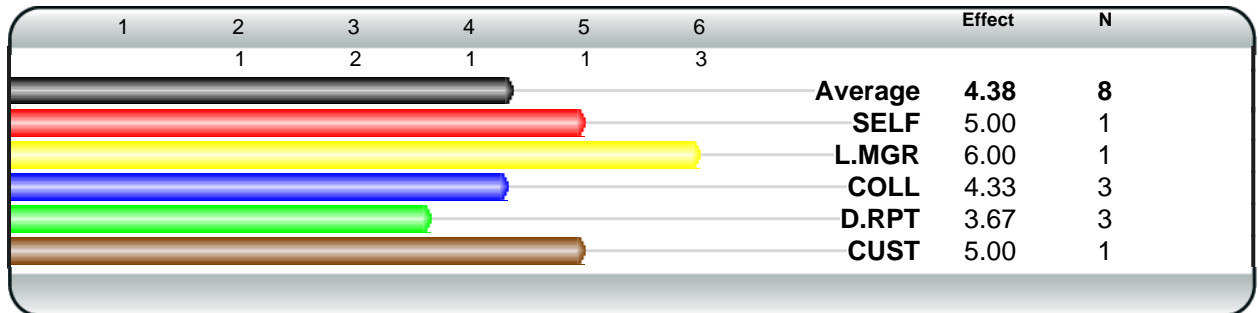


10. Shows genuine interest in the work, concerns and aspirations of others and uses this to support their development and that of the business.



Item Ratings - Relationships/Comments

11. Actively shares knowledge, gives feedback, and coaches others to improve the customer experience and deliver results.



12. Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

L.MGR

- Your willingness and patience in sharing your experience (both good and bad) with other companies has been invaluable in developing an awareness and attitude in the team. You do this in a very constructive way, building on but respecting the knowledge of our staff who have been with the company a long time.

COLL

- Always available and makes time to talk to me about my day and what's going on. Andy has a good network of contacts within the business so seems to know what is going on.
- I think Andy is mostly pretty good at working with other departments (ie marketing and finance) and he's sometimes invites reps from these areas to our team meetings so they can update us on what's going on in their area and so we can do some joint planning.
I find Andy really approachable and a really supportive manager. He always keeps his door open and only ever says "no" to a chat when he's got something else in his calendar, but then he always schedules us in later. I also really like the way Andy is really good at making sure we have regular one-to-ones and works hard to get us the development we need to improve in our roles. Like when he worked hard to get extra budget to send us all on the "dealing with Difficult Customers Course". This makes me feel like Andy genuinely cares about our development and will support me in developing my career here at the company.
Andy also gives great feedback. He is quick to say when we're getting something right and even manages to tell us how to improve in a way that doesn't seem negative. This leaves me feeling confident that I'm on the right track without ever having my feelings hurt. It also means I never get nervous when Andy asks to chat to me for a minute which I always did when my previous manager asked for a one-to-one.

D.RPT

- You have always been very willing to coach, help and advise me whenever I need your input. You even do this when I know you are pushed for time which says a lot about your commitment to serving our customers. It also has the effect of making me think if I can resolve the issue first so I don't put you under more pressure.

Specific limitations. - Behaviour that has an unhelpful impact.

L.MGR

- You are not spending sufficient time with other managers from other departments. More awareness of their expectations and constraints will make you even more effective than you have already been and improve your ability to coach your team.

COLL

- A little repetitive I know, but I don't think you show enough interest in some of the departments (e.g systems) on whom your own team rely. A greater appreciation of some of their own constraints might help your own decisions and objectives.
- Andy does sometimes get frustrated when other areas are not providing him with the support he needs. For example when marketing only gave him two days notice of when a new campaign was going out he

Item Ratings - Relationships/Comments

Specific limitations. - Behaviour that has an unhelpful impact. - (cont'd)

COLL

got noticeably angry and slammed down the phone. This leaves the rest of us with negative feelings about the people in the marketing department too.

- *Please share more information with me! I'd really like to develop to become a team leader and don't feel that my desire is on Andy's radar.*

D.RPT

- *To date, we haven't had a 1:1 to talk about my longer term career goals. We talk frequently about my weekly performance but not my ambitions. In time, this will become demotivating.*
- *Whilst I appreciate the work pressures you are under, there are times (e.g before and after the monthly meets) when you shut yourself away and make it difficult for us to access you. This slows some of our actions down as they do need your approval.*
- *Your behaviour suggests that you have made a decision that some of us are not worth bothering with. At meetings you pay little attention to my views and rarely ask me for performance updates. I think the standards you set are often unrealistic and are poorly communicated - or at least I don't always understand what you are expecting and why.*

Your suggestions. - Behaviour to improve effectiveness.

L.MGR

- *As previously mentioned, try to let go of some of the daily routines that I believe you can safely delegate to your team. They will accept these and this will free up your time to look at cross functional issues.*

COLL

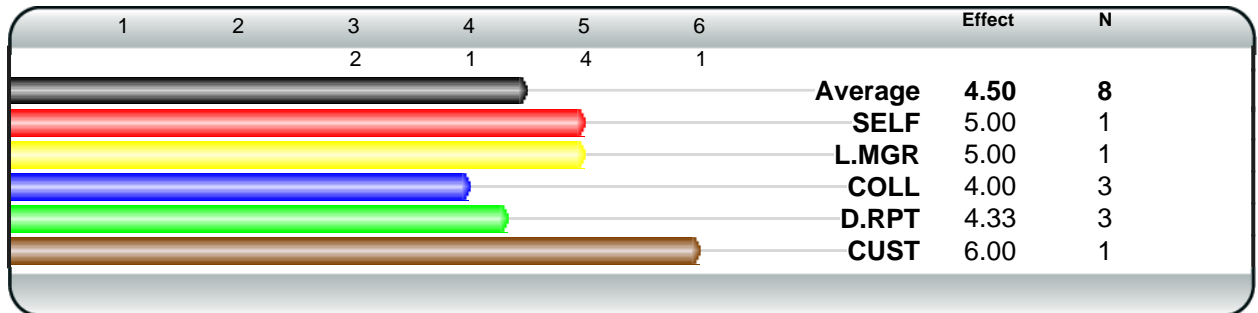
- *Have more specific 1-2-1's with a clear structure and agenda which includes development for the team.*
- *It would be great if Andy didn't demonstrate his frustrations with others so openly*

D.RPT

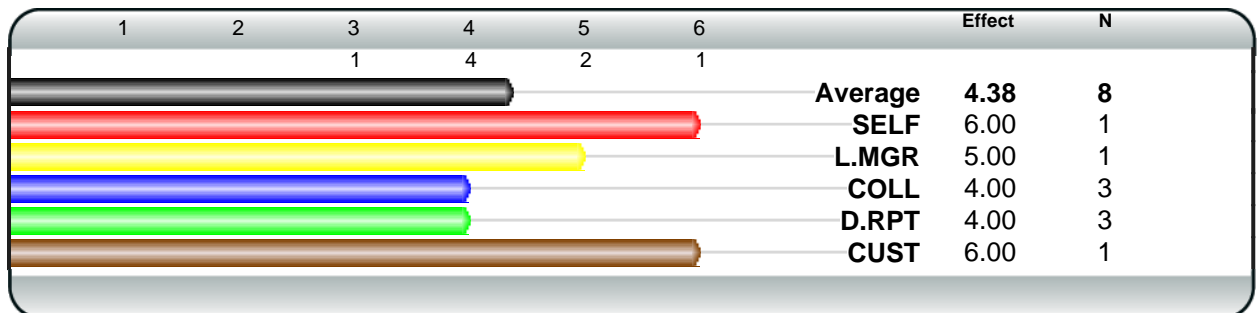
- *Please can you schedule some time, maybe an hour each quarter, to discuss my career plans.*

Tenacity

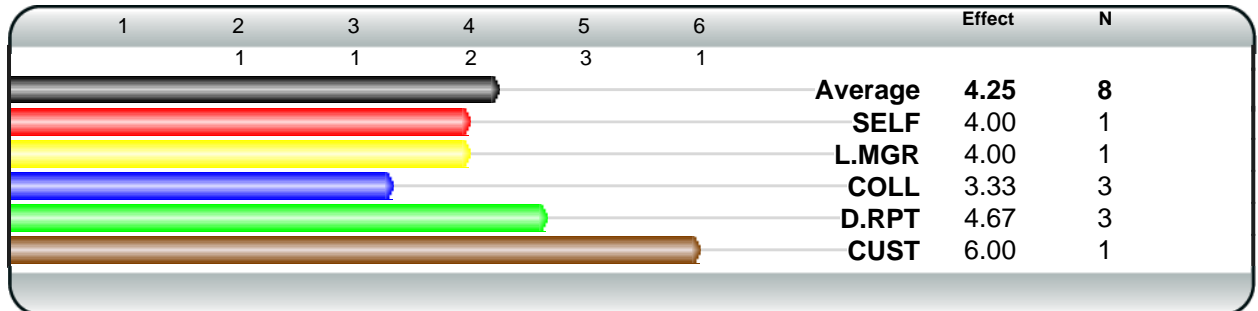
13. Quickly and effectively develops new skills and knowledge and uses these to improve their performance.



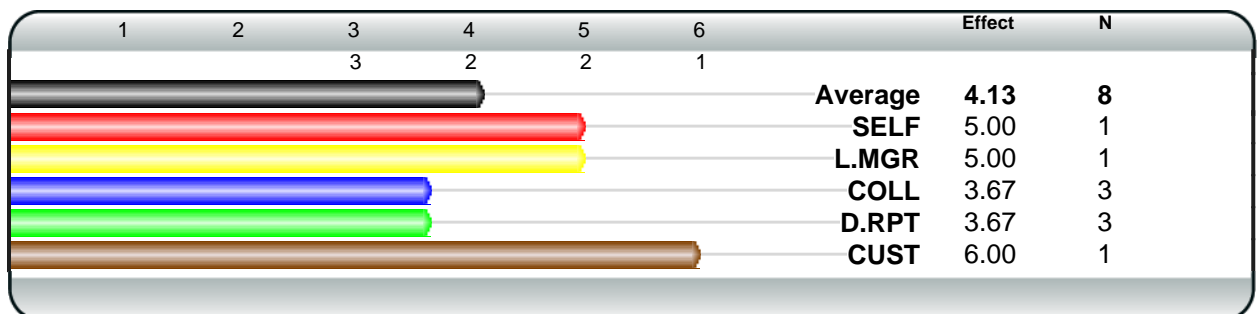
14. Offers, invites and works with constructive feedback in order to improve processes and maximise customer satisfaction.



15. Makes decisions to keep projects moving forward even in the face of obstacles, setbacks and uncertainty.

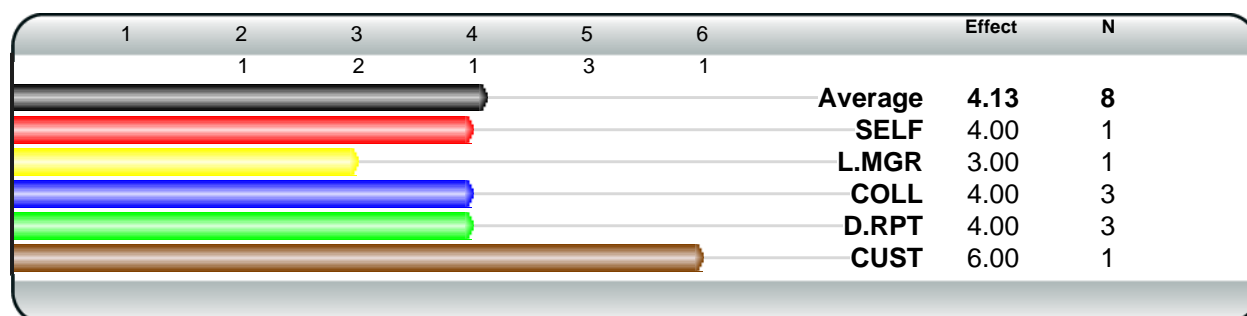


16. Remains positive and upbeat during periods of challenge and change.



Item Ratings - Relationships/Comments

17. Sets high standards of performance for self and others and is quick to act when these are not delivered.



18. Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

L.MGR

- You have always give me the impression you are listening to and analysing the feedback I give you and never appear defensive. I like the way you give time to consider what may appear to be critical observations and discuss issues to understand what prompted them.

COLL

- Andy is one of the most open managers within the business and whenever we have a review meeting after a project asks for personal feedback on his own performance. He also looks to implement changes each quarter after we've reviewed our Customer Service Levels.
- You do set high standards of performance which helps us all to keep focused on getting better.
- Your language, energy levels and body language are highly consistent with a positive attitude. I notice you frequently respond to a difficult request by saying 'I wonder how we can do this' which is both refreshing to here and encouraging. It gives me confidence to come to you, and increasingly others in your team, with what can be quite complex issues.

D.RPT

- The standards you set us are simply a reflection of the standards I see you set for yourself. In this sense, you are a role model because you don't ask me to do, or be anything that you don't expect of yourself. This is very encouraging and motivating for me.
- You have brought in some very helpful standards, especially in terms of accuracy and timeliness. I notice that you have been diligent in monitoring these which creates the impression that you mean business and this is more than flavour of the month.

Specific limitations. - Behaviour that has an unhelpful impact.

L.MGR

- At the moment I feel you are being a little too tolerant of some of your team and their performance (specifically AG and TW). I sense that you are cutting them too much slack and the rest of the team are covering for them.

COLL

- Andy tends to act with caution and speed is not always of the essence. On teh recent ABC project he delayed the team by voer a week procrastinating over the colour of the logo (a minor detail!) and we missed our deadline for copy. The centre manager wasn't very happy and the team seemed to work under a cloud for the rest of teh week.
- You have been doing his job for a long time I'm not sure that you are as up to date with modern contact centre management as other managers at the company are. For example some of the other managers have taken on the new approach to coaching which others are talking about really positively but you haven't.
You can also be quite indecisive at times, like when we needed to input into the design of the new call handling guides. You kept asking the team how we think it should be done which made some of us feel like you didn't really know the best way forward. This makes some of the team feel a bit anxious.

Specific limitations. - Behaviour that has an unhelpful impact. - (cont'd)

COLL

I've mentioned it before but you also let your frustration show through when you're busy or stressed. This rubs off on the rest of us and can make me feel frustrated and stressed as well. You can also be a little bit defensive at times. Like when a member of our team asked you to keep your voice down because she couldn't hear her own customer and you got a bit defensive. This means we sometimes feel that we can't be as open with you as we'd like.

Your suggestions. - Behaviour to improve effectiveness.

L.MGR

- *Provide very clear goals and targets for those team members who are not meeting your and our standards. You have an ability to coach and motivate effectively but I would also like you to take the tough decisions if there is not an adequate response.*

COLL

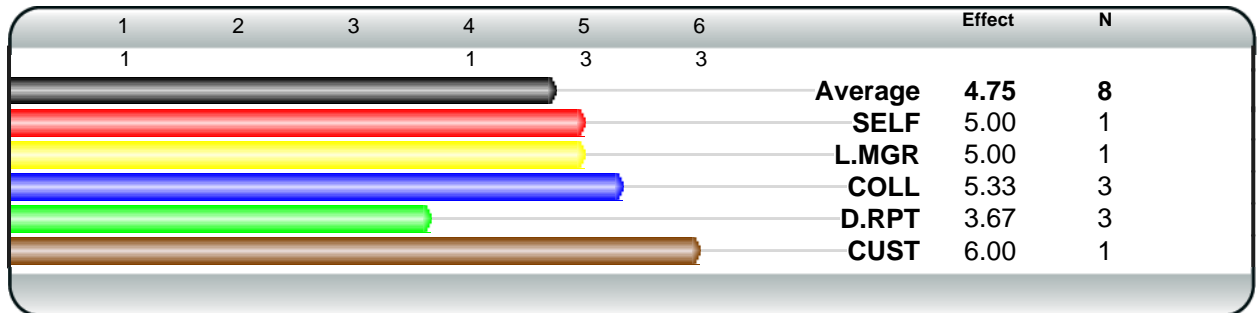
- *It's important that we stay involved but I think it would be good if you didn't consult us on every decision that you have to make. Some of the things you ask us about don't really matter too much so just getting on with them would be better.
Try to be a little less defensive and a little more aware of the impact that your behaviour can have on the rest of us.*
- *Think about the impact on the team as well as the business when you make decisions and please involve the team in the decision making process.*

D.RPT

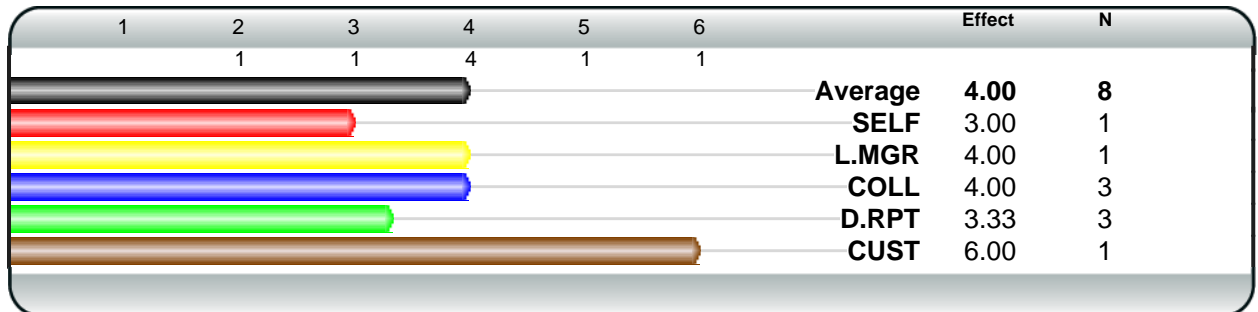
- *I know that the standards are in place but you seem disinterested in any input from others as to how realistic or achievable they may be. If you consulted some of the older, more experienced team members, perhaps we could agree more acceptable levels of service.*
- *I notice that in the past three months you have shown a frustration with the service of some of our internal colleagues and this is being noticed by the team. You are giving the impression that you have given up on them (e.g. "Well, what can we expect from Marketing"). This affects my own confidence in them, but not based on their service as I see it.*

Commitment

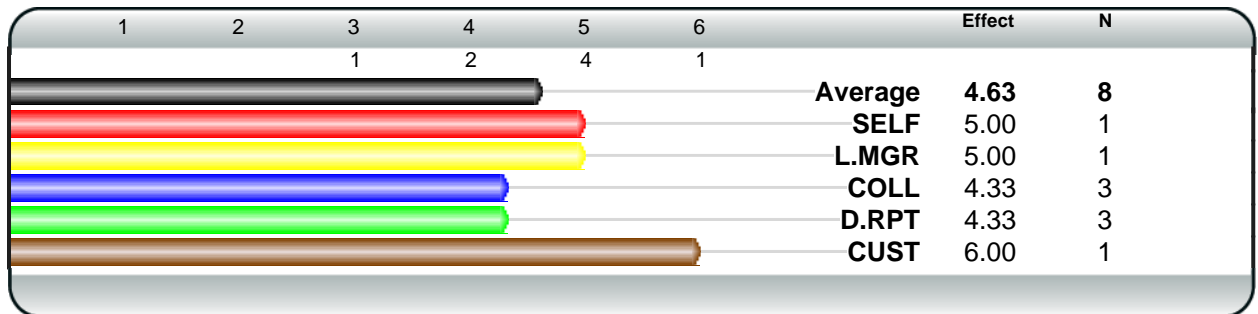
19. Creates a working environment where achievement and hard work are recognised and celebrated openly.



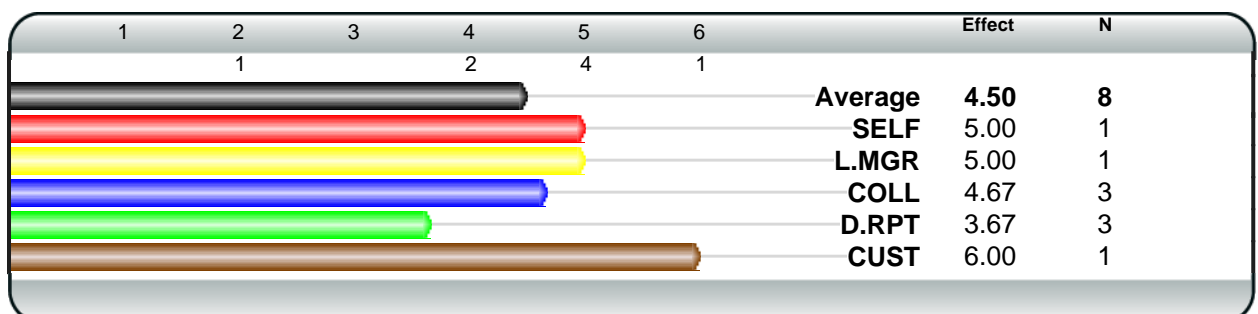
20. Demonstrates an infectious passion for both our industry and company.



21. Clearly enjoys the role and responsibilities of leadership and communicates this in both words and actions.

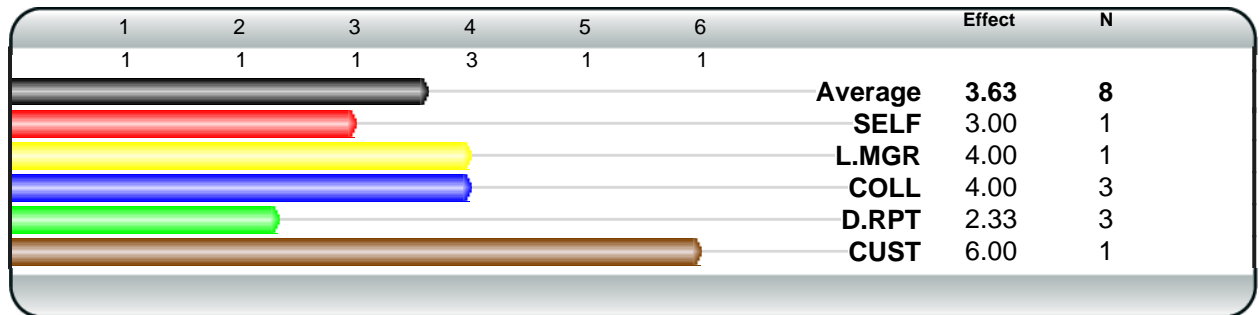


22. Demonstrates an enthusiasm and energy that inspires others and encourages them to join in.



Item Ratings - Relationships/Comments

23. Takes positive action to make this a great place to work.



24. Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

L.MGR

- I notice (and have learned) that you are naturally good at giving positive recognition for both outstanding customer service and effort beyond what is expected. This has really lifted the spirit and energy in your team and I believe they are really working for you. This is a big turn-around and I am sure it is because you take the time to notice people doing the right things.

COLL

- A true advocate of the company! Andy has incredible passion for our business and our brand. When I joined a year ago, he really inspired me to do great things and is a great example of where I could be if I want to progress my career.

Andy makes a real effort to ensure that we are happy as a team and ensures that we celebrate our successes at each monthly team meeting. The biscuits and 'spot' prizes are really welcome.

- You are quick to give positive feedback which is great because it means that we know when we're doing things well.
You often talk about what a great place to work the company is which is helpful especially when we're really busy and stressed - it's good to be reminded about what's good about our jobs too.
You have also run some team building events like the bowling night which makes me feel like the company is a better place to work than some other places.

D.RPT

- I like the fact that you never shirk a decision. I don't always agree with them and you will admit when they are wrong, but your principle of any decision is better than no decision gives me confidence in your ability to deliver and get things done.
- Over the last 6 - 12 months my personal confidence and ambition has increased because of the genuine praise you offer me. I know that you notice when I go the extra mile or have to display great patience with a difficult customer and I appreciate your interest and comments.

Specific limitations. - Behaviour that has an unhelpful impact.

COLL

- Because you are quite shy, you don't demonstrate your enthusiasm as much as some other leaders do. So while I think you are enthusiastic and quite passionate about the company, this doesn't come across very much unless you actually say it.
- I see the passion for your team, department and the company, but I'm not convinced that you are as passionate about the industry as a whole. At times I hear a few sarcastic or cynical comments from you about the direction the industry is going and I find this a mixed message from someone I see as generally highly positive.
- If there was one thing that I think Andy should review then it's his communication styles!! Andy is rather laid back and consequently we don't always hear about things when we should. This is the one area of his leadership that lets him down, yet is really easy to fix.

D.RPT

Specific limitations. - Behaviour that has an unhelpful impact. - (cont'd)

D.RPT

- *For the past 6 months you have ignored my contribution and that of others. I feel like I'm being left behind and you are not willing to do anything to change that situation. It is obvious from the amount of time you spend with others that you have a chosen 'elite' and this is causing me to become even more cynical about your personal agenda.*
- *You focus on tasks and turning things around has meant that you have not shown a great deal of interest in the lighter side of life. Our weekly meetings are very serious and practical. Over time, this is becoming a bit heavy and the mood in the team feels a little tired.*

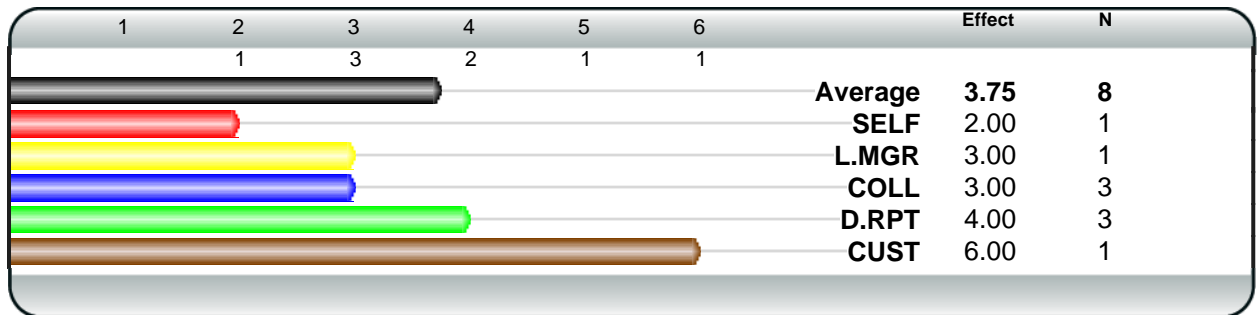
Your suggestions. - Behaviour to improve effectiveness.

COLL

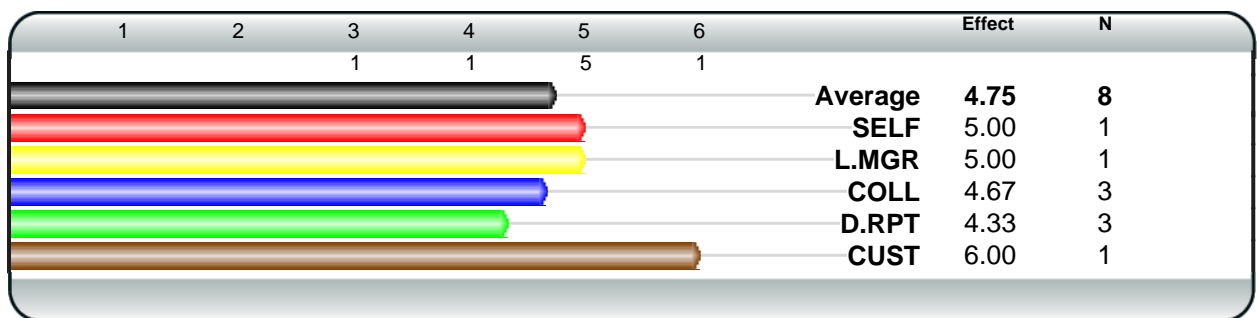
- *Focus on your comms plans. Schedule your meetings to include a comms update and get the team involved too.*
- *Maybe you could try to be a bit more energetic at work sometimes, especially when we're under pressure because this might help to create more of a buzz in the atmosphere*

Technical and Professional

25. Keeps up to date with professional and technical developments in their field.



26. Consistently delivers results to a high standard.



27. Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

COLL

- Andy is constantly sharing updates on technical developments within our field and at each monthly team meeting he shares information on any seminars/meetings he's attended which relate to improving professional knowledge.
- I think it's because you're well organised and give lots of feedback that helps us to be one of the best performing teams in our department.

D.RPT

- The fact that we are now seen to provide a quality service to a very high standard is a reflection of your commitment to delivery. This has been infectious throughout the team and I think most, if not all of us buy into it 100% now. For the first time in a long while, I am feeling good about who we are and what we do.

Specific limitations. - Behaviour that has an unhelpful impact.

COLL

- It sometimes seems as though you are a little reluctant to learn new things which makes me feel a less confident that you'll be able to help me if something went wrong.
- I've rated this low as I think that whilst your skills and knowledge in your own area are top notch, I think you can appear a little blinkered to the here and now. Your role will be changing dramatically in the next 2 - 5 years and I believe you will need to keep pace with it to remain effective. Your team will be looking to you for coaching and guidance so you must keep up-to-date.

Your suggestions. - Behaviour to improve effectiveness.

L.MGR

- I am conscious that your attention has been internal recently in order to get the house in order. You have done this successfully and I would now like you to turn more attention to understanding the wider business, especially the strategic direction and its implication for our service proposition.

COLL

Your suggestions. - Behaviour to improve effectiveness. - (cont'd)

COLL

- *I think you could do even better if you made a bit more effort to keep up to date with changing contact management practices (like the new coaching model) as well as making more of effort to become a superuser with Knowlagent. That way if any of us were having problems you'd be better able to help us solve them without having to call for the techies.*

6. Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

SELF

- *Sometimes I think you appear so focused on the issues facing your own team and department that you switch off from others concerns. An example would be the HD project in April when you indicated some support would be given but everything went quiet until I picked it up with you again. Perhaps if you were more clear at the time about what you can/cannot offer it would help me plan more effectively.*

L.MGR

- *Its early days so I don't expect you to fully understand the complexity of some of the business relationships but I would need you to pay more attention to systems support. They are a key stakeholders and I notice that you are not inviting them to your monthly update meetings.*

D.RPT

- *Undoubtedly your commitment to customer service comes through in everything you do. You constantly ask questions like 'How will this benefit the customer'. Sometimes I feel my suggestions are overlooked because you are so anxious to do things quickly. I would like you to acknowledge the idea before moving on with whatever you feel is the right solution.*

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