



Development Guide

Participant Name : Steve Brown

Survey Name : Leadership Perspectives 360 Survey

Report Date : 3/15/2004



Dear **Steve Brown**, the following areas have been identified for improvement. The recommendations are as follows:

SKILL - Listens & responds with empathy: Listens & responds with empathy.

Action:

- Lets others know that (s)he "hears" and understands how they feel before moving on in a discussion.
- Is good at understanding how others' feel.
- Creates an environment in which others feel comfortable expressing their feelings, good or bad.
- Confirms his/her understanding of others by verbally summarizing the emotions and information they express.

Your Score: **3.83**

Target Zone: **4.00**

Recommendations:

- Summarize emotionally charged statements with the feeling and facts of their situation. Make eye contact. Put other tasks aside and give the associate your full attention.
- Use non-verbals and statements that convey you care about the associate as a person. Listen more than you talk. Do not try to fix the problem or justify the situation.
- Make time to listen without distractions. Do not prejudge motives. Be sure non-verbals communicate interest and a listening posture.
- Leave personal biases and judgements behind. Check your understanding by re-stating how they are feeling and why they are feeling that way.

SKILL - Supports other's without removing responsibility.: Supports other's without removing responsibility.

Action:

- Shows others how to approach a task and then lets them do it on their own.
- Provides others with support without removing their responsibility.

Your Score: **3.79**

Target Zone: **4.00**

Recommendations:

- Demonstrate the task while explaining what you are doing and why. Then let the associate do the task while you repeat what and why. Finally, let the associate do the task while they explain what and why.
- Offer a coach, training, tools, resources or practice sessions. Provide the associate with the resources to grow and succeed. Take back the responsibility only when the associate has proven a lack of willingness or a physical/mental inability to succeed.

SKILL - Maintains or enhances self esteem: Maintains or enhances self esteem.

Action:

- Lets others know the value they bring to the organization.
- Lets people know that their accomplishments, ideas and / or suggestions are appreciated.
- Maintains and enhances others' self-esteem.

Your Score: 3.86

Target Zone: 4.00

Recommendations:

- Be specific about what each person's strength's are and what role they play on the team. Tell associates how they are missed when absent.
- Thank people for their input. If the idea cannot be used, explain why and stress your hope that they will continue to contribute. Get them involved in implementing useable ideas. Be sure credit is given where credit is due.
- Catch associates doing things right! Be specific as to what was done well and how it benefited the team, the customer or the company.