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# **ABC's International, Inc.**

## **360 Review Survey For Roy Ewinst**

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**Helping Employers Manage and Develop an  
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# **ABC's International, Inc. 360 Review Survey Report for Roy Ewinst**

## **Confidential Report**

Cascade Employers Association worked closely with ABC's International, Inc. in conducting this 360 Review Survey and in preparing the following output reports.

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# ABC's 360 Review Report for Roy Ewinst

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# ABC's 360 Review Report for Roy Ewinst

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## Introduction

### Background and Purpose

The objective of the 360 Review is to provide Roy Ewinst with valuable feedback regarding his work and overall performance, and to help preserve the integrity and support the effectiveness of ABC's in achieving its mission.

The questionnaire was designed to allow all participants to openly share their areas of pride and concern through written comments, and to gain a broader, objective perspective through scaled responses to specific statements. All the open comments reflect the intent of the writer, correcting for obvious spelling errors and unnecessary words.

While some respondents may have chosen to openly discuss areas of pride and concern regarding Roy Ewinst, the purpose of this report is to gain a primarily objective, broad perspective of respondents' views so that positive momentum may be reinforced and constructive action may be taken in areas needing improvement.

Leadership happens at every level. Every day we have fresh opportunities. This data can help those who are willing to invest in change to identify areas where improvement is possible. In the long run, the only sound way to improve ratings is through constructive communication, individual initiative and collaborative problem solving.

# ABC's 360 Review Report for Roy Ewinst

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## Summary Statistics

Number of participating individuals:

Roy Ewinst ("Self") .....	1
Direct Reporting Manager .....	1
Direct Reports .....	10
Peer Group .....	15
Corporate Staff .....	3
Executive Staff .....	4
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Total:	39

Questionnaire Details:

Total Number of survey questions .....	85
Number of multiple choice questions .....	82
Number of open-ended questions .....	3
Data collection period .....	December 2011
Report publication date .....	December 2011

This 360 Review Input Survey was designed to gather performance input from those people who interact with Roy Ewinst during the performance of his job. Careful interpretation and analysis is required in arriving at an appropriate assessment of the incumbents' performance relative to all aspects of the job.

# ABC's 360 Review Report for Roy Ewinst

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## Interpreting the Rating Scales

While in general, the higher the rating, the more positive the response, numbers must be viewed in context. Individual ratings may range from 1 to 5 with "0" being 'Not Sure'; "1" being the lowest (falls below expectations), and "5" being the highest (far exceeds expectation). The average is the sum of the 1 to 5 ratings divided by the number of respondents to each question in the survey (excluding those who selected 'Not Sure'). The following scales were used:

### Performance Rating Scale

- 5 - Far Exceeds Expectations
- 4 - Exceeds Expectations
- 3 - Meets Expectations
- 2 - Partially Meets Expectations
- 1 - Falls Below Expectations
- 0 - Not Sure

### Performance Category Importance Scale

- 4 - Critically
- 3 - Very
- 2 - Somewhat
- 1 - Slightly
- 0 - Not Sure

Consider the following when interpreting the ratings:

- How the average\* ratings compare to each other
- The range of the ratings for each question (low to high)
- Open-ended comments made which give meaning to the ratings

*\* Unless otherwise noted, the averages are weighted by the number of employee responses.*

Ratings are objective data, which provide a different perspective than day-to-day, face-to-face communication. In conjunction with the written comments, these ratings are a useful way to gain insight into the raters' perceptions. Even if inaccurate, perceptions are part of the perceiver's reality and therefore must be treated with regard. Sometimes the person who is dissatisfied can alert us to issues which could become important to the incumbent and others.

## Survey Rating Summaries\*

### Performance Rating Scale

- 5 - Far Exceeds Expectations
- 4 - Exceeds Expectations
- 3 - Meets Expectations
- 2 - Partially Meets Expectations
- 1 - Falls Below Expectations
- 0 - Not Sure

### Performance Category Importance Scale

- 4 - Critically
- 3 - Very
- 2 - Somewhat
- 1 - Slightly
- 0 - Not Sure

*\* All averages are "weighted" by the number of responses for each question.*

# ABC's 360 Review Report for Roy Ewinst

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## Survey Rating Summaries

### Overall Respondent Average Ratings (Excluding Reporting Mgr.):

1. Highest Ratings	Self	4.4
2. Next Highest Ratings	Direct Reports	3.2
3. Next Highest Ratings	Corporate Staff	3.0
4. Next Highest Ratings	Executive	2.7
5. Next Highest Ratings	Peer Group	2.3

### Overall Performance Category Average Ratings (Excluding Self & Mgr.):

1. Highest Rating	Supervision	3.1
2. Next Highest Rating	Leadership	2.9
3. Next Highest Rating	Interpersonal	2.7
4. Next Highest Rating	Communication	2.5

### Highest Individual Question Average Ratings (Excluding Self & Mgr.):

1. Highest Individual Rating	Direct Reports	4.3
2. Next Highest Rating	Direct Reports	4.1
3. Next Highest Rating	Corporate Staff	4.0
4. Next Highest Rating	Corporate Staff	4.0



# ABC's 360 Review Report for Roy Ewinst

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*Survey Rating Summaries (continued)*

## **Lowest Individual Question Average Ratings** (Excluding Self & Mgr.):

1. First Lowest Rating	Peer Group	1.0
2. Second Lowest Rating	Executive	1.3
3. Third Lowest Rating	Peer Group	1.4
4. Fourth Lowest Rating	Peer & Executive	1.5

## **Individual Questions With Average Ratings Above 3** (Meets Expectations):

1. Communication Category	2 of 13 Questions	15%
2. Interpersonal Category	6 of 16 Questions	38%
3. Leadership Category	11 of 24 Questions	46%
4. Supervision Category	<u>14 of 25 Questions</u>	<u>56%</u>
<b>Overall</b>	33 of 78 Questions	42%*

(\* On the flip side, does not meet expectations on 58% of the questions)

## Rating Comparisons by Performance Category\*

### Performance Rating Scale

- 5 - Far Exceeds Expectations
- 4 - Exceeds Expectations
- 3 - Meets Expectations
- 2 - Partially Meets Expectations
- 1 - Falls Below Expectations
- 0 - Not Sure

\* Overall averages are "Simple Averages" (sum of the individual questions ratings divided by the number of questions).

# ABC's 360 Review Report for Roy Ewinst

## Rating Comparisons by Performance Category

Q#	COMMUNICATIONS	Direct Reporting Manager	Direct Reports	Peer Group	Corporate Staff	Executive	Group Averages	Self
1	Expresses opinions without intimidating or demeaning others	2.00	3.00	1.46	2.50	1.50	2.09	4.00
2	Informs others of progress, problems, and/or procedural changes	2.00	3.11	2.00	3.00	2.50	2.52	4.00
3	Listens to improvement suggestions and follows through	3.00	3.00	1.83	2.50	2.50	2.57	4.00
4	Works constructively under stress and pressure	2.00	3.56	2.25	2.50	2.50	2.56	4.00
5	Creates and maintains open communication channels	1.00	3.22	1.67	2.50	1.75	2.03	5.00
6	Listens carefully to input and feedback	3.00	3.22	1.92	2.50	2.25	2.58	4.00
7	Clearly communicates the mission, vision and values of the organization	4.00	3.56	2.82	3.00	3.00	3.28	5.00
8	Informs me about the changes that affect me and my job	N/A	3.56	1.89	2.00	3.00	2.61	5.00
9	Makes my job duties and responsibilities clear to me	N/A	3.67	2.67	2.00	3.00	2.84	5.00
10	Encourages others to express contrary views	2.00	2.67	1.46	3.00	1.67	2.16	5.00
11	Provides regular recognition and praise	N/A	2.45	1.86	3.00	2.00	2.33	3.00
12	Communicates goals and plans effectively	3.00	3.00	2.56	3.00	3.50	3.01	4.00
13	Elicits input from others whenever feasible	2.00	2.89	1.86	2.50	1.75	2.20	5.00
<b>COMMUNICATIONS: Overall Average</b>		<b>2.40</b>	<b>3.15</b>	<b>2.02</b>	<b>2.62</b>	<b>2.38</b>	<b>2.51</b>	<b>4.38</b>

# ABC's 360 Review Report for Roy Ewinst

## Rating Comparisons by Performance Category

Q#	INTERPERSONAL	Direct Reporting Manager	Direct Reports	Peer Group	Corporate Staff	Executive	Group Averages	Self
38	Is honest	3.00	3.90	3.30	3.50	3.67	3.47	5.00
39	Is respected by others	2.00	3.00	1.83	4.00	2.50	2.67	4.00
40	Receptive to recommendations and considers all ideas	2.00	2.90	1.50	2.00	1.75	2.03	5.00
41	Establishes open, candid, and trusting relationships	2.00	3.11	1.75	2.00	2.00	2.17	5.00
42	Relates well to boss and higher management	3.00	3.17	3.25	2.50	3.25	3.03	4.00
43	Cultivates a broad network to exchange ideas and rally support	1.00	2.70	1.55	3.00	1.75	2.00	4.00
44	Relates well to peers	2.00	2.88	2.00	4.00	2.25	2.63	3.00
45	Seeks and develops appropriate relationships	2.00	3.00	1.67	2.50	2.00	2.23	4.00
46	Is fair	3.00	3.40	2.70	4.00	2.75	3.17	5.00
47	Shows respect to me	3.00	3.90	2.91	3.00	3.75	3.31	5.00
48	Promotes and sells ideas persuasively	3.00	3.70	2.50	2.50	3.75	3.09	5.00
49	Makes me feel free to express my opinions without concern for consequences	N/A	3.78	2.75	3.00	3.50	3.26	5.00
50	Is a positive role model	2.00	3.40	2.08	4.00	2.00	2.70	5.00
51	Respects and appreciates individual differences in perspective and background	2.00	3.11	1.58	4.00	1.50	2.44	5.00
52	Is an influential leader, mentor, and coach	3.00	3.00	2.11	3.00	2.67	2.76	5.00
53	Offers constructive criticism in an effective and sensitive manner	2.00	3.00	1.89	3.00	1.33	2.24	5.00
<b>INTERPERSONAL: Overall Average</b>		<b>2.33</b>	<b>3.24</b>	<b>2.21</b>	<b>3.12</b>	<b>2.50</b>	<b>2.70</b>	<b>4.62</b>

## Performance Category Importance Ratings\*

### Performance Category Importance Scale

- 4 - Critically
- 3 - Very
- 2 - Somewhat
- 1 - Slightly
- 0 - Not Sure

\* Overall averages are "Simple Averages" (sum of the individual questions ratings divided by the number of questions).

# ABC's 360 Review Report for Roy Ewinst

## Performance Category by Importance Ratings

Q#	IMPORTANCE	Direct Reporting Manager	Direct Reports	Peer Group	Corporate Staff	Executive	Group Averages	Self
A	Communications	4.00	3.00	3.47	3.67	3.50	3.53	4.00
B	Leadership	4.00	3.30	3.27	3.67	3.50	3.55	4.00
C	Interpersonal	3.00	2.70	2.80	3.33	3.25	3.02	2.00
D	Supervision	3.00	3.00	2.87	3.33	3.25	3.09	4.00
<b>IMPORTANCE: Overall Average</b>		<b>3.50</b>	<b>3.00</b>	<b>3.10</b>	<b>3.50</b>	<b>3.38</b>	<b>3.30</b>	<b>3.50</b>

## Rating Detail by Question & Performance Category\*

### Performance Rating Scale

- 5 - Far Exceeds Expectations
- 4 - Exceeds Expectations
- 3 - Meets Expectations
- 2 - Partially Meets Expectations
- 1 - Falls Below Expectations
- 0 - Not Sure

*\* All averages are "weighted" by the number of responses for each question.*


# ABC's 360 Review Report for Roy Ewinst

## Rating Detail by Question & Performance Category

### Legend


Total Number of Respondents: 34


 Direct Reporting Manager - Number of Respondents:1

 Direct Report - Number of Respondents:10













 Peer Group - Number of Respondents:15

 Self - Number of Respondents:1

 Corporate Staff - Number of Respondents:3

 Executive - Number of Respondents:4

### COMMUNICATIONS

Q#	Expresses opinions without intimidating or demeaning others	# of Responses	Average Rating	Rating Range	
1	Direct Reporting Manager:		1	2.00	2
	Direct Report:		9	3.00	2 to 5
	Peer Group:		13	1.46	1 to 3
	Self:		1	4.00	4
	Corporate Staff:		2	2.50	2 to 3
	Executive:		4	1.50	1 to 2
Average Rating = 2.10 Average (excluding self) Rating =2.04					
Q#	Informs others of progress, problems, and/or procedural changes	# of Responses	Average Rating	Rating Range	
2	Direct Reporting Manager:		1	2.00	2
	Direct Report:		9	3.11	2 to 4
	Peer Group:		12	2.00	1 to 3
	Self:		1	4.00	4
	Corporate Staff:		2	3.00	2 to 4
	Executive:		4	2.50	2 to 3
Average Rating = 2.55 Average (excluding self) Rating =2.50					



# ABC's 360 Review Report for Roy Ewinst

## Rating Detail by Question & Performance Category

### COMMUNICATIONS (continued)

Q#	Listens to improvement suggestions and follows through	# of Responses	Average Rating	Rating Range
3	Direct Reporting Manager:	1	3.00	3
	Direct Report:	9	3.00	2 to 4
	Peer Group:	12	1.83	1 to 3
	Self:	1	4.00	4
	Corporate Staff:	2	2.50	2 to 3
	Executive:	4	2.50	2 to 4
Average Rating = 2.45 Average (excluding self) Rating =2.39				
Q#	Works constructively under stress and pressure	# of Responses	Average Rating	Rating Range
4	Direct Reporting Manager:	1	2.00	2
	Direct Report:	9	3.56	2 to 5
	Peer Group:	8	2.25	1 to 4
	Self:	1	4.00	4
	Corporate Staff:	2	2.50	2 to 3
	Executive:	4	2.50	2 to 3
Average Rating = 2.84 Average (excluding self) Rating =2.79				
Q#	Creates and maintains open communication channels	# of Responses	Average Rating	Rating Range
5	Direct Reporting Manager:	1	1.00	1
	Direct Report:	9	3.22	2 to 4
	Peer Group:	12	1.67	1 to 4
	Self:	1	5.00	5
	Corporate Staff:	2	2.50	1 to 4
	Executive:	4	1.75	1 to 2
Average Rating = 2.31 Average (excluding self) Rating =2.22				







# ABC's 360 Review Report for Roy Ewinst

## Rating Detail by Question & Performance Category

SUPERVISION					
Q#	Gives clear motivating and constructive feedback		# of Responses	Average Rating	Rating Range
54	Direct Reporting Manager:		1	3.00	3
	Direct Report:		10	2.90	2 to 3
	Peer Group:		5	1.80	1 to 3
	Self:		1	4.00	4
	Corporate Staff:		0	0.00	0
	Executive:		2	2.00	1 to 3
	Average Rating = 2.58 Average (excluding self) Rating =2.50				
Q#	Is consistent		# of Responses	Average Rating	Rating Range
55	Direct Reporting Manager:		1	3.00	3
	Direct Report:		10	2.90	2 to 4
	Peer Group:		3	3.33	3 to 4
	Self:		1	4.00	4
	Corporate Staff:		0	0.00	0
	Executive:		2	2.50	2 to 3
	Average Rating = 3.00 Average (excluding self) Rating =2.94				
Q#	Conveys confidence in others ability and desire to do their best		Average Rating	# of Responses	Rating Range
56	Direct Reporting Manager:		3.00	1	3
	Direct Report:		2.90	10	2 to 4
	Peer Group:		2.33	3	2 to 3
	Self:		4.00	1	4
	Corporate Staff:		0.00	0	0
	Executive:		2.50	2	2 to 3
	Average Rating = 2.82 Average (excluding self) Rating =2.75				

# ABC's 360 Review Report for Roy Ewinst

## Rating Detail by Question & Performance Category

SUPERVISION (continued)					
Q#	Relates well to direct reports		# of Responses	Average Rating	Rating Range
78	Direct Reporting Manager:		1	4.00	4
	Direct Report:		9	2.89	2 to 3
	Peer Group:		4	2.00	1 to 3
	Self:		1	5.00	5
	Corporate Staff:		0	0.00	0
	Executive:		1	3.00	3
	Average Rating = 2.88 Average (excluding self) Rating =2.73				
SUPERVISION: Average Overall Rating = 3.14 Average Overall Rating (Excluding Self) = 3.06					

## Performance Category Importance Ratings

### Performance Category Importance Scale

- 4 - Critically
- 3 - Very
- 2 - Somewhat
- 1 - Slightly
- 0 - Not Sure


*\* All averages are "weighted" by the number of responses for each question*


# ABC's 360 Review Report for Roy Ewinst

## Performance Category Importance Ratings


### Legend


Total Number of Respondents: 34


 Direct Reporting Manager - Number of Respondents:1

 Direct Report - Number of Respondents:10













 Peer Group - Number of Respondents:15

 Self - Number of Respondents:1

 Corporate Staff - Number of Respondents:3













 Executive - Number of Respondents:4

### IMPORTANCE

Q#	Communications		# of Responses	Average Rating	Rating Range
A	Direct Reporting Manager:		1	4.00	4
	Direct Report:		10	3.00	2 to 4
	Peer Group:		15	3.47	2 to 4
	Self:		1	4.00	4
	Corporate Staff:		3	3.67	3 to 4
	Executive:		4	3.50	3 to 4
	Average Rating = 3.38 Average (excluding self) Rating =3.36				
Q#	Leadership		# of Responses	Average Rating	Rating Range
B	Direct Reporting Manager:		1	4.00	4
	Direct Report:		10	3.30	3 to 4
	Peer Group:		15	3.27	2 to 4
	Self:		1	4.00	4
	Corporate Staff:		3	3.67	3 to 4
	Executive:		4	3.50	3 to 4
	Average Rating = 3.38 Average (excluding self) Rating =3.36				

# ABC's 360 Review Report for Roy Ewinst

## Performance Category Importance Ratings

IMPORTANCE <i>(continued)</i>					
Q#	Interpersonal		# of Responses	Average Rating	Rating Range
C	Direct Reporting Manager:		1	3.00	3
	Direct Report:		10	2.70	2 to 4
	Peer Group:		15	2.80	1 to 4
	Self:		1	2.00	2
	Corporate Staff:		3	3.33	3 to 4
	Executive:		4	3.25	3 to 4
	Average Rating = 2.85 Average (excluding self) Rating =2.88				
Q#	Supervision		# of Responses	Average Rating	Rating Range
D	Direct Reporting Manager:		1	3.00	3
	Direct Report:		10	3.00	2 to 4
	Peer Group:		15	2.87	2 to 4
	Self:		1	4.00	4
	Corporate Staff:		3	3.33	3 to 4
	Executive:		4	3.25	3 to 4
	Average Rating = 3.03 Average (excluding self) Rating =3.00				



## **Written Comments by Question**

# ABC's 360 Review Report for Roy Ewinst

## Written Comments

### Legend

Total Number of Respondents: 34

	Direct Reporting Manager - Number of Respondents:1		Self - Number of Respondents:1
	Direct Report - Number of Respondents:10		Corporate Staff - Number of Respondents:3
	Peer Group - Number of Respondents:15		Executive - Number of Respondents:4

### What areas of his performance have exceeded your expectations? In what way?

Support of company goals Knows his direct reports well and can motivate them. Roy is a doer, takes action, gets things done.

Helping others develop new and greater rolls in the company. He has supported me in my desire to change rolls, and has given candid information to help achieve that. He has also involved his direct reports to achieve my goals.

Managing many aspects of the business, working to integrate 2 companies while continuing to produce quality products. Getting the team to work together to get things done.

Great mentor

This year he started having staff meetings on Wednesday's and in these meetings he has got the group to think as a team, that if one person or dept fails it affects us all and makes us work towards being number 1. Roy has a lot of good ideas and has taught all of us from his knowledge.

He seems to be very focused on the company goals and dedicated to improve company performance. He always seems to be looking for better ways to make product faster and better with less mistakes.

Communicate with his subordinates on the mission of the company and the direction we are headed. Roy has communicated well with all of his supervisors in his weekly meeting. Roy taking his time to teach and help his subordinates learn new responsibilities for the particular individual to do his added job responsibilities. Roy has spent time with myself on Excel, mapics, spread sheets and MS Metrics etc...

Roy has a great team goal, just needs to throttle back a little at times.

Succeeding in moving plants three or four different times.

Roy has gotten lots of moving pieces relocated and up and running.

Organization, planning and execution of important and complex activities. Integration of acquisitions, major equipment and product moves, significant human resource changes.

None

His focus and drive to move Springfield into T-Street with little to no interruption. His obvious input in lowering cost and streamlining production.



# ABC's 360 Review Report for Roy Ewinst

## Written Comments

### What areas of his performance have exceeded your expectations? In what way? *(continued)*

Laying out the band saw shop floor for production flow. Getting three band saw plants and people moved into one plant with minimum amount of disruption to our customer service.

Taking the time to meet weekly training his staff and empowering them to solve their own problems.

They area that I find Roy exceeds my expectations is in organizational skills specific to projects such as Kazan events. Roy is a hard worker, thinks fast on his feet and is relentless in getting his task completed. Given a project with solid goals Roy uses all resources effectively and efficiently to get the job done.

Roy has taken on two very difficult jobs in integrating and consolidating the wide band and Small Diameter Saw manufacturing facilities from multiple facilities into one plant location. The difficulty of this cannot be overestimated.

I know he runs team and group meetings on a regular basis. He is very clear on what he wants done, how he wants it done. He has high confidence in his decisions.

I am not able to comment much as my interaction with him have mostly been under circumstances of strain and complaint.

Wideband production is on track and typically runs well- but relationships have been sacrificed to achieve this.

Completing projects with corporate disruptions. Has done this by balancing daily production requirements with corporate goals.

When given an assignment Roy puts himself into it, even when he is not sure it will benefit his plant.

Roy's project management in moving or integrating product lines during acquisitions has been excellent. His process development efforts have also had a major positive impact on the Company.

Roy is committed and demonstrates that he can get a project done. Specifically, during the PAC HOE transition he demonstrated leadership, commitment and the ability to overcome problems.

Great technical creativity. Challenges the status quo. Excellent lean adapter.

Roy has a very strong command of operational process and brings tremendous energy to what he does. He is creative and gives the business side of things a lot of thought.

### What areas of performance do you feel can be improved? In what way?

Improve cross functional relationships within the company. Creating collaborative win/win solutions

Follow through by making sure the projects that were started are finished. Example would be: The Horizontal Knife Grinder upgrade. Work on having a sales department representative come to our weekly meeting once or twice a month to understand some of our issues that we are having on shipping our products on time. Some of these issues are self induced and other issues are possibly created by other departments. If a sales department representative was at our meeting, they may be able to and or direct the issue to the appropriate individual for help. I wish I would have had more input on the move to T Street, concerning placement of machines. The issue that I'm concerned with is material flow through the shop.

When making changes to the work place be it plant layout or policies and procedures needs to be open to the employees concerns about the change and address there feelings and help them work through those concerns.

## **Significant Findings**

# ABC's 360 Review Report for Roy Ewinst

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## Significant Findings

### Perceived Strengths:

1. Strong in the operations areas; effectively organizes, integrates and consolidates major tasks.
2. Effectively mentors and motivates direct reports (high Supervision scores).
3. Very goal oriented and able to get things done (goal oriented). Is a very hard worker.
4. Is perceived as honest.
5. Sets clear expectations and high standards, and is committed to quality results.
6. Provides opportunities for his employees to do what they do best every day.

### Perceived Challenges:

1. While he is reportedly "relentless" in getting things done, he sacrifices relationships to get there. He just needs to "throttle down" a little.
2. Has difficulty working with others according to responses to "Receptive to recommendations and considers all ideas," and "Cultivates a broad network to exchange ideas and rally support."
3. Overall, the perception appears to be that he's in it alone and either doesn't want or need help from others. Needs to be more inclusive and consider the suggestions of others.
4. Responses to "Encourages others to express contrary views," and "Elicits input from others whenever feasible" suggest a "my way or the highway" perception.
5. Ratings suggest that most of his disconnects are with his peers rather than with his direct reports. Cross functional team building would be beneficial.
6. Ratings and comments suggest challenges with both personal and professional communications. Needs to stop "bullying" others and change the "us versus them" mentality.
7. People are apparently hesitant to challenge or even interact with him because he isn't open to others, or that he won't handle it well.

# ABC's 360 Review Report for Roy Ewinst

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## *Significant Findings (continued)*

8. Does not appear to be an environment where people are engaged and going above and beyond. This would be supported by the low ratings on expectations, feedback, recognition, etc.
9. While he sets high standards, employees may not be getting sufficient recognition for their contributions to the results based on recognition ratings.
10. Given that his ratings in the Interpersonal Category were among the lowest, it is notable that his self rating regarding the importance of interpersonal relations is lower than all others.
11. Comments regarding displays of anger suggest there may be personal issues affecting his behaviors. This can be perceived as being demeaning or intimidation (even if unintended).
12. The open-ended responses are rich with specifics that support the low communication and interpersonal ratings and should prove helpful in developing an improvement plan.
13. Improvement should be expected in the areas of collaboration and communication with all, 'thinking win-win' in interactions with peers, and recognizing good performance with his direct reports.

## **Development Opportunities**

# ABC's 360 Review Report for Roy Ewinst

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## Development Opportunities

1. His “my way or the highway” mentality suggests that he should continue with executive coaching to build skills for collaboration and communication.
2. His rating of the importance of interpersonal relations in performing his job (2 = somewhat important) and the ratings in the interpersonal and communications categories are also indicators of this need for skill building.
3. Based on comments regarding employees not getting sufficient recognition for their contributions to results, some training/coaching on recognizing and supporting good performance would also be beneficial.
4. Some comments point to problems controlling his temper/anger, suggesting that it is important for him to build interpersonal skills and insight into his effect on others. An Employee Assistance Program (EAP) referral may also be appropriate here. Cascade can suggest options.
5. As stated by one respondent, “He just needs to throttle down a little.”

### **Executive Coaching:**

According to Bill Swift, Roy is already engaged in developing his improvement plan relative to all of the above areas.

### **Employee Committee:**

In addition to executive coaching, an Employee Committee could be formed to support Roy in the improvement areas. The committee could include supporters and critics of Roy from both the employee and management ranks to help improve his relationships and strengthen employee morale and engagement. Getting others involved may help overcome the perception that Roy works in isolation.

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