

# One Page Talent Management



**360° Developmental Report**

**Marc Effron**  
**September 14, 2010**

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Prepared for: Marc Efron  
Date: September 14, 2010

## **Welcome to the 360° Developmental Survey Report**

Your One Page Talent Management 360 report provides you with specific, practical and immediately applicable suggestions for continuing your development. Your respondents have prioritized the three behaviors that you should do more of, or less of, going forward. They have also provided you with specific suggestions for how you can change those behaviors.

## **What Was Measured**

Your report includes an assessment of individual and managerial behaviors that are likely to impact your performance and your potential to advance. Not every possible workplace behavior was measured—just those we consider to be most important.

## **How to Benefit from this Report**

The next two pages will focus your development efforts. On the first page, you will see the three behaviors that your respondents say are your highest priority for change. On the following page you will see your respondents' suggestions for how to change each of those behaviors.

Since we can each devote only a limited amount of time to development, select one or two of the listed items to work on during the next six months. Use the suggestions to start your development efforts.

## **How to Change Your Behaviors**

Practice, Practice, Practice. While behaviors aren't always easy to change, you control whether your behaviors change. Practice the new behavior using the suggestions as a guide. The more frequently you practice the new behavior, the faster it will change—we guarantee it.

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### Priority Items

The three items listed below are your priority items. These are the items that were prioritized by your respondents when asked which behaviors should change. They should be your priority for development.

These items are listed in priority order. The first item is the first priority for change, the second is the second priority, etc. The next page lists the comments your respondents provided about how you can change these behaviors.

Priority Items	Do Much Less	Do Less	Don't Change	Do More	Do Much More
14. Manages across boundaries (i.e. country, function, business unit) (Organizational)				    	
11. Challenges the status quo/takes risks (Managing)		  			
21. Builds strong relationships with peers (Relationships)			 	  	

 Self 
  Manager 
  Direct Report 
  Peer 
  Other Manager 
  Other

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## Your Development Suggestions

The comments below were provided by your respondents to help you address your priority items. You should use these suggestions as a starting point for creating your development plan.

Only comments given on these three items are included in the report.

### Priority #1

#### 14. Manages across boundaries (i.e. country, function, business unit)

It would be helpful if you visited Asia more frequently. We have very different challenges in the production environment here and sometime the solutions from New York don't fit. You should try to be here once a quarter if possible.

Get to know your counterparts better in the regions. You should take time to regularly meet with them one-on-one, not just assume the quarterly staff meetings are enough. You need to build relationships with them.

Many of the leaders in EMEA don't know you very well yet, so if you could do a trip to get to know them and then spend time here every few months, it would be very helpful.

Connecting with the staff groups more frequently would allow us to better support you. If you could let us know before you launch large projects we might be able to help support you.

Please speak with your regional peers at least once a month to stay connected

If you can make sure Bob and Mary know what you're working on it will help your team be more effective.

You should get to know your counterparts in Asia and Europe. Maybe speak at their staff meetings.

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### Priority #2

#### 11. Challenges the status quo/takes risks

While you came here to be a change agent, you need to understand that our culture isn't used to rapid change. You should propose smaller changes over time rather than trying to push through major initiatives like the One Company project in one year. Break that up into smaller projects that people can better understand and spread it out over three or four years.

Sometimes it feels as if you need to do something different than what we've done in the past, even if it's working today. Before proposing eliminating a process like Supply Chain Excellence, see if it's possible to fix it since it worked well previously.

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At (Company) you have to "go slow to go fast." Instead of proposing such major changes, it might work better to break the project into a number of smaller parts that people will be able to understand more easily.

You're pushing in the right direction, but soften the language you use when suggesting changes. Things go better here with a teaspoon of honey.

You should test your communication ideas with a trusted few people before communicating to larger groups. They can help you understand how to effectively communicate in our culture.

This is a very unique culture and some of the changes you've suggested aren't liked. You should slow down implementing changes until more people are comfortable with them.

Be careful when proposing changes not to act like you have all the answers. You should say that you have suggestions and let people react to them.

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### Priority #3

#### 21. Builds strong relationships with peers

Because you have not been with (Company) for very long, it's important that you get to know your peers better before you try to move forward on your agenda. Set up monthly meetings or lunches with Bob, Sue and Bill and share what you're working on and ask for their input.

You've done a good job coming into a culture that doesn't always accept outsiders. It would be great to better understand your approach to supply chain and some of the ideas you bring from XYZ Company. A monthly call or meeting with each of the regional team would help them get to know you better.

You have done a good job with this but because (Company) is one where relationships are very helpful in getting things done, even more effort here would be great. You might want to drop by people's offices to say hello and spend more time in the lunchroom instead of taking lunch back to your office.

No suggestion.

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## **Details of your Development Needs and Strengths**

This appendix contains complete information about how every 360 item was answered. The analysis by group (i.e. peers, direct reports) may be helpful in understanding if different groups have different change priority items.

Please remember that your development plan should be focused on the Page 1 priorities. This appendix is included only for your information.

### **Development - All Items**

#### **Ranking by Group**

#### **Survey Response**

#### **Nominated Raters**

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All 360 items are listed below in order of the number of priority votes received.

Priority Items	Do Much Less	Do Less	Don't Change	Do More	Do Much More
14. Manages across boundaries (i.e. country, function, business unit) (20 votes, category Organizational)				    	
11. Challenges the status quo/takes risks (14 votes, category Managing)		  			
21. Builds strong relationships with peers (11 votes, category Relationships)			 	  	
17. Seeks feedback on their performance and/or behaviors (3 votes, category Personal Development)				   	
7. Shares with me the information I need to do my job (3 votes, category Managing)				   	
26. Provides me with feedback (2 votes, category Talent Management)			 	  	

 Self 
  Manager 
  Direct Report 
  Peer 
  Other Manager 
  Other

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Priority Items	Do Much Less	Do Less	Don't Change	Do More	Do Much More
19. Builds strong relationships with direct reports (2 votes, category Relationships)			 	 	
4. Conveys a clear vision of their group's/area's future (2 votes, category Leadership)			 		
20. Builds strong relationships with superiors (1 votes, category Relationships)			 	 	
16. Sets clear goals for their direct reports (1 votes, category Performance Management)			  	 	
23. Uses influencing skills to achieve results (1 votes, category Relationships)					 
1. Demonstrates functional expertise in their area (no votes, category Functional Excellence)			   		
2. Develops creative and/or innovative solutions (no votes, category Innovation)			 		 

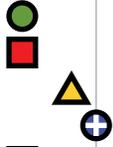
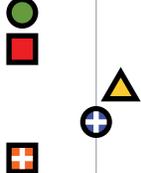
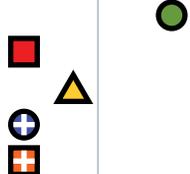
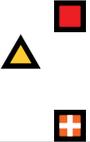
 Self 
  Manager 
  Direct Report 
  Peer 
  Other Manager 
  Other

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Priority Items	Do Much Less	Do Less	Don't Change	Do More	Do Much More
3. Encourages other to develop creative and/or innovative solutions (no votes, category Innovation)			 	 	
5. Is passionate about their work (no votes, category Leadership)			  		
6. Focuses on process execution (no votes, category Managing)			 	 	
8. Focuses on results (no votes, category Managing)			 	 	
9. Makes tough choices in a timely manner (no votes, category Managing)			 	 	
10. Delegates work (no votes, category Managing)			 	 	
12. Acts strategically (no votes, category Managing)			  	 	

 Self 
  Manager 
  Direct Report 
  Peer 
  Other Manager 
  Other

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Priority Items	Do Much Less	Do Less	Don't Change	Do More	Do Much More
13. Perseveres in pursuing goals (no votes, category Managing)					
15. Holds people accountable for performance (no votes, category Performance Management)					
18. Addresses own development needs (no votes, category Personal Development)					
22. Shows respect for the input and opinions of others (no votes, category Relationships)					
24. Sets clear performance and/or behavior standards for their team (no votes, category Talent Management)					
25. Invests in staff development (no votes, category Talent Management)					

 Self 
  Manager 
  Direct Report 
  Peer 
  Other Manager 
  Other

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### Top 3 Development Needs by Group

Listed below are the top three priority items as voted by the groups responding (direct reports, peers, etc.). This detail can help you target your development actions.

Self	Do Much Less	Do Less	Don't Change	Do More	Do Much More
17. Seeks feedback on their performance and/or behaviors (Personal Development)					
19. Builds strong relationships with direct reports (Relationships)					
20. Builds strong relationships with superiors (Relationships)					

Manager	Do Much Less	Do Less	Don't Change	Do More	Do Much More
14. Manages across boundaries (i.e. country, function, business unit) (Organizational)					
11. Challenges the status quo/takes risks (Managing)					

Self 
 Manager 
 Direct Report 
 Peer 
 Other Manager 
 Other

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Manager	Do Much Less	Do Less	Don't Change	Do More	Do Much More
26. Provides me with feedback (Talent Management)			● ■	▲ +	■

Direct Report	Do Much Less	Do Less	Don't Change	Do More	Do Much More
14. Manages across boundaries (i.e. country, function, business unit) (Organizational)				● ■ ▲ +	+
11. Challenges the status quo/takes risks (Managing)	+	■ ▲	● +		
21. Builds strong relationships with peers (Relationships)			● +	▲ ■	+
4. Conveys a clear vision of their group's/area's future (Leadership)			■ +	● +	▲

Peer	Do Much Less	Do Less	Don't Change	Do More	Do Much More

● Self ■ Manager ▲ Direct Report + Peer + Other Manager ◆ Other

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Peer	Do Much Less	Do Less	Don't Change	Do More	Do Much More
21. Builds strong relationships with peers (Relationships)			● +	▲ ■	+
14. Manages across boundaries (i.e. country, function, business unit) (Organizational)				● ■ ▲ +	+
11. Challenges the status quo/takes risks (Managing)	+	■ ▲	● +		
7. Shares with me the information I need to do my job (Managing)			●	■ ▲ +	+

Other Manager	Do Much Less	Do Less	Don't Change	Do More	Do Much More
14. Manages across boundaries (i.e. country, function, business unit) (Organizational)				● ■ ▲ +	+
11. Challenges the status quo/takes risks (Managing)	+	■ ▲	● +		

● Self   ■ Manager   ▲ Direct Report   + Peer   + Other Manager   ◆ Other

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Other Manager	Do Much Less	Do Less	Don't Change	Do More	Do Much More
23. Uses influencing skills to achieve results (Relationships)			 	 	

 Self
  Manager
  Direct Report
  Peer
  Other Manager
  Other

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## Survey Respondents

Listed below are the number of responses received from each group. To preserve confidentiality, at least two responses must be received for a group result to be reported.

Relationship	Number Returned
Self	1
Manager	1
Direct Report	3
Peer	4
Other Manager	1
Other	

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## **Nominated Raters**

Listed below are the raters you nominated to participate in this 360 assessment. It is not a list of who responded to the survey.

### **Self**

Marc Efron

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### **Manager**

Sally Smith

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### **Direct Report**

Bill O'Malley

Mae Ching

Mary Ellen Smithers

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### **Peer**

Joseph McGruber

Christine Doff

Jonalyn Mercado

Marco Christiansen

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### **Other Manager**

Candy Stiller

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Thank you for participating in this 360 assessment.

For more information about the One Page Talent Management 360 or our other OPTM products, please go to [www.onepagetm.com/optm360.html](http://www.onepagetm.com/optm360.html)