



Management Feedback System Results for Angie Jones

January 1, 2009

Summary results from 30 raters, including:

3 Manager(s)
15 Peers
12 Direct Reports

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Confidential Management Feedback System Coaching Report for Smith & Jones on Angie Jones

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Angie Jones

January 1, 2009

Disclaimer: The SDS Management Feedback System Report utilizes information from the Simmons Personal Survey to validate the feedback provided in the 360° assessment concerning an individual's performance in the workplace. The purpose of this report is to help the employee to identify their performance weaknesses and to understand how they can improve in better meeting their job requirements. This report is not designed to evaluate education, technical skills, intelligence, or experience.

Emotional Energy: is related to physical energy and provides the ability for a person to deal with stress, frustration, conflict, and pressure. Angie Jones's emotional energy has declined slightly since she took the survey three years ago. She has been able to rebound quickly from stress and handle the daily activities of working in prelitigation without any difficulty. But, she is beginning to have more difficulty handling the various aspects of her life, which is generating more stress for her and consuming her energy. She has a number of very compelling emotional tendencies that push her to behave in a manner that can create stress for her, as well as for her coworkers and subordinates. She enjoys a very active work life and can get bored if she does not have enough to do to keep her busy. But, this could result in her doing things that are not the most effective use of her time and her intentions could be misinterpreted by her coworkers if they feel she is interfering with their responsibilities. She is so energetic that she is capable of handling the stress associated with taking on more and more responsibility but her survey indicates that she is approaching her threshold. If the prelitigation area continues to increase in size, she could find herself overwhelmed and unable to cope, resulting in her being unable to function at her optimum. She could improve the personal and professional areas of her life by incorporating the suggestions in this report in order to modify her behaviors and to better utilize her emotional energy.

Stress: is the degree to which a person is bothered by troubling feelings and is related to both environmental and personal issues. Her stress has increased by nearly 25% over the past three years and is now consuming a good deal of her emotional energy so she is likely finding it more difficult to handle life and work-related challenges. People with strongly compelling behavioral tendencies, such as Angie has, begin to have more difficulty dealing with life as they age unless they are able to adjust their behaviors to better deal with the changing environment. Angie's behaviors seem to have become more compelling rather than less which is likely the source of her increased stress. Angie needs to be aware of her compelling behaviors in order to moderate them to some degree. But, because of the strength of her behaviors, this may still be very difficult for her to do and she may actually find it beneficial to seek professional assistance in order to discover the root of the problem and then start working on making needed changes in her character make-up.

Self-Esteem: is how one regards oneself in relationship to the world. Angie is very aware of her faults or shortcomings and strives diligently to overcome them. She is likely her 'own worst enemy' and much more critical of herself than anyone else would ever consider being. Criticism from others makes her feel even more unsure of herself so she works very hard to do everything possible to avoid it, including expecting her staff to support her very high work standards. But, they do not always understand or agree with those standards and this generated comments such as, "*micromanage less, understand that people are human and make mistakes from time to time.*" For Angie, mistakes are unacceptable because she feels they reflect badly on her so she tries to take over and head-off any mistakes before they occur. This leads to comments such as, "*at times she can create feelings of intimidation with her expectations.*" Her staff and peers feel very positively about her as a person and as an attorney but denigrate her need to control. There were many positive comments from them such as, "*she is a nice person who wants the best for everyone...*", "*Angie's most positive skills include her knowledge of the law...*", and "*her expertise is second to none in the office.*" But, Angie is unable to feel as good about herself as others do and does not feel about herself the way others see her. She must learn to take control of her 'inner voice' that is constantly critical of her and work to change it into a more positive tool. In other words, she must learn to 'love herself' in order for her to change her behaviors. The question for her is, "*Who or what is keeping me from recognizing my true potential as a person and an attorney and keeping me from achieving the happiness and success I so strongly desire?*"

Optimism: relates to how a person views their world. Angie is an upbeat person who can find the positives related to any person or situation. She is likely a pleasant person who always has an encouraging word for those around her. In fact, a number of people said things such as, "*she is a cheerleader. Likes to head up activities that encourage people to play*" ..., "*She has a great heart and the best of intentions for everyone...*". But, her optimism is a 'double-edged sword' in a manner of speaking. She wants to view the world as a good place where she tries to do her best for others. Hence, the references people made about her being a cheerleader or trying to turn any situation into a better one. But, she prefers to avoid dealing with problems and would rather overlook or deny anything negative that anyone points out about her personally. She would rather believe that the information is not accurate, yet she knows it to be true. She always means well when she attempts to do something for others but her actions are usually based on what she feels is needed and, therefore, others can misinterpret her intentions. Some of her other strong tendencies actually obscure her ability to see things for what they really are. She needs to reduce her positive outlook on life and begin to view things more realistically. She must recognize that she is not supposed to 'save the world' and, instead, she needs to concentrate more on herself and becoming the best she can be.

Work: is the tendency to work hard, to get things done, and to be responsible. Angie is so responsible that she probably never feels she is doing enough and, therefore continues to take on more and more and it is difficult for her to let go of work that should be handled by her staff. She can get so close to the issues at hand that she loses her perspective about what she is actually doing, which can result in her subordinates feeling that she is interfering with their work or that she does not trust them to handle their job. In response to the statement on the 360° survey, “*Earns respect without being overbearing*”, someone commented, “*This falls back to the micro-managing aspect... While Angie is a wonderful person, she can sometimes focus too much on the little things and not enough on the big picture. We all hold a great deal of respect for Angie’s talents and successes, and I appreciate her wealth of knowledge – it’s how she applies these things to certain situations that causes her to be a bit overbearing at times. This is not always.*” She feels compelled to complete important tasks in order to validate her abilities. And, her need to be so responsible impacts her ability to effectively prioritize so she puts as much attention on the minute issues as she does on the more important ones. People also stated, “*she can make the simplest tasks extremely tedious and overwhelming.*” She must work on ‘backing off’ and permitting her staff to do their jobs without constant interruptions or interventions by her. Perhaps she could meet with each staff member on a weekly basis to set their goals for the upcoming week and to discuss their goals from the previous week. Then, she would have no further input unless she was asked for assistance.

Detail: is how much care and attention a person pays to what he or she is doing. She has high standards that she works very hard to achieve and likely expects her staff to achieve those same standards, which may be difficult, or unnecessary, for her staff to do. People with such a strong desire to be so accurate and thorough measure success so narrowly that most people, including themselves, cannot succeed. Angie may feel that others’ work does not measure up to her standards and, when she addresses the issue with her staff, she creates dissension. An example of this is “*...she can create feelings of intimidation with her expectations...she presents a hard standard to live up to and that can be intimidating.*” She tends to focus a great deal of her attention on the process of how the work is done rather than on the results being accomplished. This makes it difficult for others since they may do their job in a different fashion than how she handles things but they still come up with a comparable result. Angie needs to become better at keeping an overall view of goals in the prelitigation area while letting the staff deal with the details needed to bring the goals to fruition. Or, her work environment needs to be modified where she did the work herself rather than relying on a staff.

Change: measures how much desire a person has to make changes in their environment, behaviors, or beliefs. Angie gets bored handling highly routine work and then looks for something different to become involved in. This may include examining the work of her subordinates or making a change in procedures that she believes will improve a process. But, she does this more to satisfy her needs rather than giving much consideration of how her behaviors are going to impact anyone else. She may feel the changes she makes will benefit everyone, but here is how one of the respondents in the 360° survey feels about this. “*I have never been consulted in areas that concern my department. I feel I’m very knowledgeable in what I do and could offer some helpful suggestions, but am never asked. Changes are made out of the blue.*” This tends to make people feel she is doing things to them rather than getting them to participate in making prelitigation better. Her need to have control makes it difficult for her to incorporate people into her thought processes when making improvements. She could improve a great deal by giving a list of what she perceives are problems to her staff so they can determine if her thinking is accurate. Then, once they have prioritized that list, ask them to develop solutions that could be discussed as a group. By following their ideas, it could change how they feel about her and could make her job much easier to handle.

Courage: is the willingness to take risks, weigh consequences, and struggle to accomplish goals. Angie has a great deal of confidence in her abilities and enjoys handling difficult cases. She tends to put a good deal of pressure on herself by trying to do too much herself. But, she enjoys being busy and the combination of her need to be responsible and her extremely confident nature leads her to believe that she must do everything herself and to the level she feels is necessary. Angie has a hard time ‘seeing the forest for the trees’ and, to her, there are so many trees that need to be tended that she can become so concerned about one tree that others are neglected. Yet, she may not permit anyone else to do anything with her trees. Someone said it this way, *“Because of her ability to see things in a different light, she might give the impression of being a bit arrogant.”* However, it is not arrogance but, instead, it is her need to be so responsible that she feels she must do everything herself. By recognizing that she does not have to do it all and that others are competent to ‘deal with the trees’, she could find life and work much easier and her staff would be more satisfied as well. She needs to discover the root cause for her strong need for control and learn to allow others to do their jobs without unnecessary interference by her.

Direction: or self-direction is the ability to form opinions, make decisions, solve problems, and set goals. One of Angie’s strongest emotional needs is to have control over anything she does. She feels that she must do most things herself or to know what is going on with others’ responsibilities. She likely feels she is simply being helpful to her subordinates when she becomes involved in their activities but they see it differently. One person put it this way, *“...her style tends to be micro-managing and treating employees like children vs. responsible adults.”* Although she does not intentionally mean to behave this way or to demean people, she does so simply because she follows the dictates of her emotional needs. Angie has found it very difficult to ‘let go’ of things because her compelling need to control makes her feel that she does not really do as much as she should or that people just do not understand her good intentions. However, it is an issue that can make a manager divisive in the workplace. She could change by having staff meetings in which she presented issues and asked for ideas from her staff on how to correct the situation. But, she needs to withhold her thoughts, which would likely be very difficult for her. She also could seek more consensus from the staff on virtually everything going on in prelitigation. By encouraging others to speak up, respecting their opinions or comments, and incorporating as many of their suggestions as possible, she could change people’s perceptions of her and possibly reduce her need for control.

Assertiveness: is how comfortable a person is verbally expressing their opinions or ideas. Angie is very comfortable expressing her opinions or making demands of people in order to satisfy her needs, which is definitely an asset for an attorney. However, she can treat people very nicely in some situations but come across quite differently in others. One person said, *“I haven’t heard that anyone is afraid to tell her anything at all. She’s very approachable and really has an ‘open door’ policy.”* But, another comment was, *“That communication tends to be very stressed and it is hard to talk to her; hard to go back and ask if you don’t understand.”* Most likely, her effectiveness in communicating with others is related to how much pressure she is experiencing at the moment. If in a ‘panic mode’, she probably tends to be very direct and blunt as she takes control of the situation. But, when things are going well and she feels somewhat relaxed, she can be friendly and exhibit a caring attitude towards people. But, she can quickly shift from being congenial to being in a ‘panicked mode’, which brings out her worst traits and probably causes most of her problems with her subordinates. She probably tries to prevent problems from re-occurring but, the harder she works to keep things from going awry, the more likely they do, primarily because she does not get anyone else involved changing the process. She then alienates her subordinates even more with how she presents the changes to them and could result in them feeling she does not think they are competent enough to help fix things.

Tolerance: is the degree to which a person is patient or willing to put up with inconvenience from others. Angie enjoys working in a team environment and prefers getting along with people, as long as they are meeting her standards. She does not mind helping anyone that she feels could use her assistance. Hence, the comment, *“She is a team leader – she does her work willingly and to the best of her ability for the firm. She will help out in any department that needs it no matter what she may be dealing with at the present time.”* But, this can generate stress for her since she cannot do anything ‘half way’ and there are only so many hours in the day. Her work schedule may be packed with things and she will try to add more until she feels overwhelmed. This can create pressure that then pushes her into being tough on her subordinates when they do not deserve that treatment. She more likely is ‘mad’ at herself for permitting someone to ‘take advantage’ of her good nature. But, her subordinates assume that she is angry at them by the way she behaves. One comment on this was, *“At times Angie’s approach can put the other person on the defensive like they have done something wrong and at times making that person feel like a kid being scolded.”* Her anger may come out over some insignificant issue that makes the person on the receiving end feel she is being nitpicking. A manager is supposed to hold their staff accountable but, when the manager is being ‘held hostage’ by their compelling emotional tendencies, they generally cannot manage very well. Angie’s level of tolerance is not an issue by itself but is negatively impacted by other compelling tendencies and she would be better served by modifying those behavioral tendencies.

Consideration: is how understanding, thoughtful, helpful, honest, and responsible the person is. Angie can be a very helpful and considerate person to her coworkers and clients alike. People in other departments of the firm probably appreciate this far more than do her subordinates. She likely is behaving the same in both instances but one occurs infrequently and the other happens everyday. Someone, who is likely not a subordinate, put it this way, *“She has a great heart and the best intentions for everyone. She is always willing to help you with anything.”* While someone, who is probably a subordinate, said, *“Be a little easier on the people that she supervises. We have a lot of good people that work at this firm and they need to hear more positive things from her.”* She can be very helpful and wants the best for her clients so, when she feels there is a problem involving a client, she probably gets upset very quickly. Then, some of her very strong behaviors ‘kick in’ and she takes control of the situation. In many of these situations, the legal assistants could resolve the problems without her help but her need to control does not let that occur. Then, afterwards, she may attempt to keep that type of problem from occurring again by changing the process yet again. She needs to recognize that she cannot keep problems from occurring and, that if she hires competent people, she must get out of their way and permit them to do their jobs. The legal assistants should take the lead in handling their cases and the attorneys should focus on handling the legal aspects of the files. The process of how cases are moved through the system should be a joint effort, not controlled by one person.

Sociability: is the ability to meet people, spend time talking or socializing, and the degree to which a person wants to be part of a group. Angie has a preference for people over tasks, yet she finds it difficult to handle both successfully. On one hand, she wants to do things for people but, because her need to control is so great, she has difficulty doing anything minimally. So, her attempts to be helpful often backfire on her. Rather than making people feel grateful for her assistance, she alienates them by becoming overly involved in their responsibilities to the degree that they feel she is interfering with them. The difficulty does not lie in her desire to be around people but more in her need to control and to do things herself. By changing those emotional tendencies, she would be more effective as a manager and as an attorney. The comments in her 360° survey were both positive and negative about her intentions and as an attorney. People constantly commented on how knowledgeable and caring she was while also noting how she could make things difficult for her subordinates. They want to like her but some of her behaviors make this difficult. By moderating some of her very strong emotional tendencies, she would be more effective in her role and still be well-liked and respected by her staff.

Summary: Angie Jones does not need to change a lot about herself but those few things she does need to modify are very difficult to change. However, if she were to make those changes, her performance would dramatically improve, as would her leadership ability.

Things for Angie to consider:

- Do not interfere with subordinates' responsibilities unless her help is requested.
- If uncertain about her role as a manager, discuss with Sam.
- If her desire to help becomes overwhelming, discuss with Sam before taking any action.
- If she feels she has identified a problem, ask the staff if it is indeed a problem. If they agree, ask them how to correct it. Seek a consensus on what to do and, if they cannot agree on a course of action, then make the decision for them. But, that should be a last resort, not the first effort.
- She should meet with each staff member weekly. During these weekly meeting, she should ask for that staff member's goals for that week and discuss their goals from the previous week with no further intervention from her unless requested. She could also use this time to explain what they are doing well and where they need to improve.

The first step in personal and professional growth is to be aware of those areas of behaviors that need to be modified. Change is a slow process but, if Angie could set daily or weekly goals on things that she needs to change, over time there is little doubt that she could accomplish more, her staff could accomplish more, and she would be able to better manage her stress and protect her well-being.

This report contains a summary of your 360-Degree Feedback results. The report begins with a high-level overview and progresses into greater detail as you proceed through it. Start by reading through the entire report to the end of the comments section. Try to keep an open mind as you look at the numeric data and read the comments that your raters provided. Once you have familiarized yourself with the report and your overall results, go back through the report and look for patterns, inconsistencies, and themes. Work back and forth between the numeric data and the comments as you do this.

Remember that any inconsistencies in your results mean that others see you from different angles and different value systems. Some feedback you can take literally, but some is due to colleagues who lack perspective or who have different expectations of you. You should debrief your results with your manager and/or HR representative. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

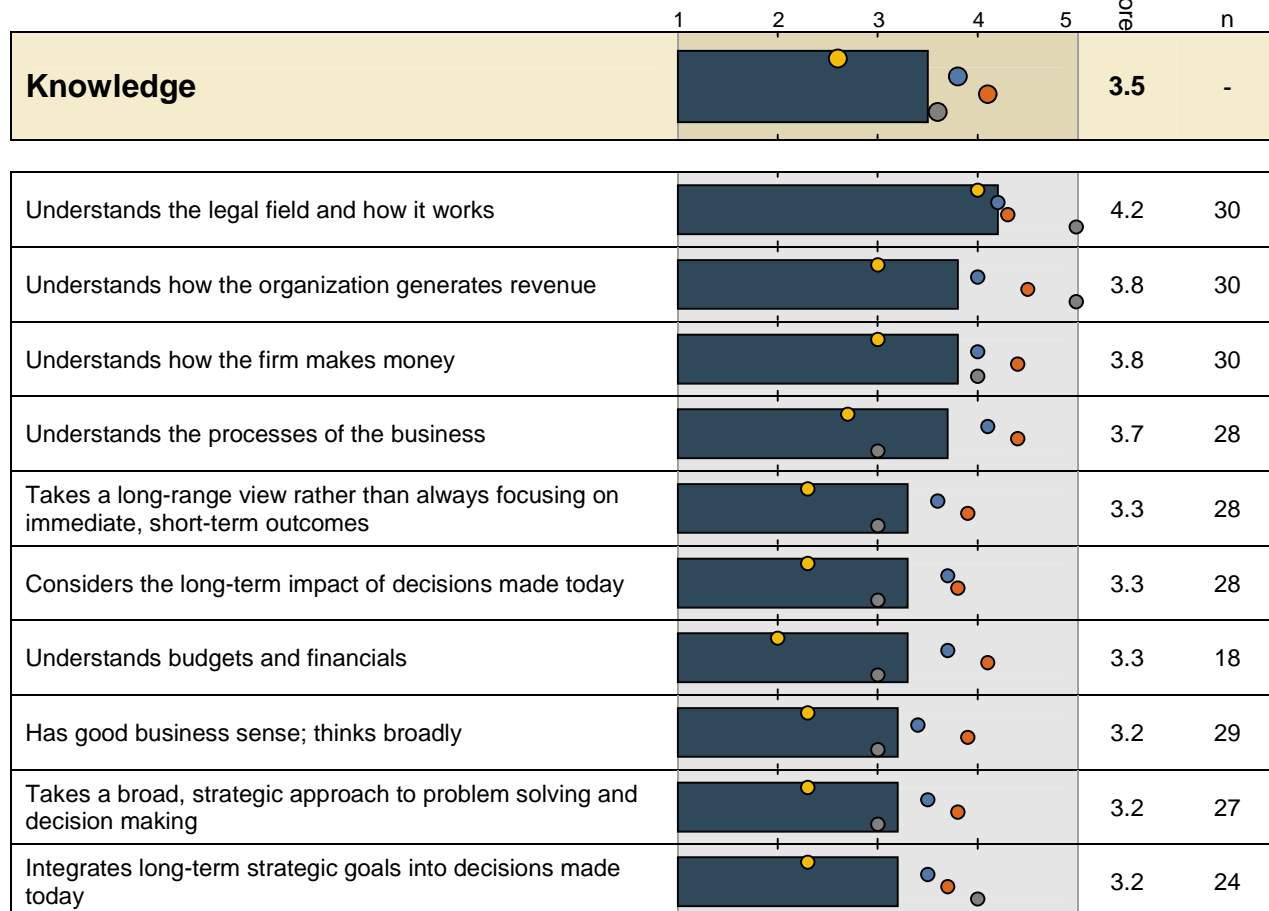
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- = All Respondents (30 responded)
- = Manager(s) (3 responded)
- = Peers (15 responded)
- = Direct Reports (12 responded)
- = Self

	Poor	Outstanding	Raw Score
Knowledge			3.5
Manager(s)			2.6
Peers			3.8
Direct Reports			4.1
Self			3.6
Character			3.5
Manager(s)			3.1
Peers			3.9
Direct Reports			3.5
Self			4.1
Interpersonal			3.4
Manager(s)			3.1
Peers			3.7
Direct Reports			3.4
Self			3.9
Change			3.4
Manager(s)			3.1
Peers			3.7
Direct Reports			3.5
Self			3.8
Developing Staff			3.3
Manager(s)			3.0
Peers			3.6
Direct Reports			3.3
Self			4.1
Leadership			3.4
Manager(s)			3.1
Peers			3.6
Direct Reports			3.5
Self			3.7
Implementation			3.6
Manager(s)			3.1
Peers			3.7
Direct Reports			3.9
Self			3.3

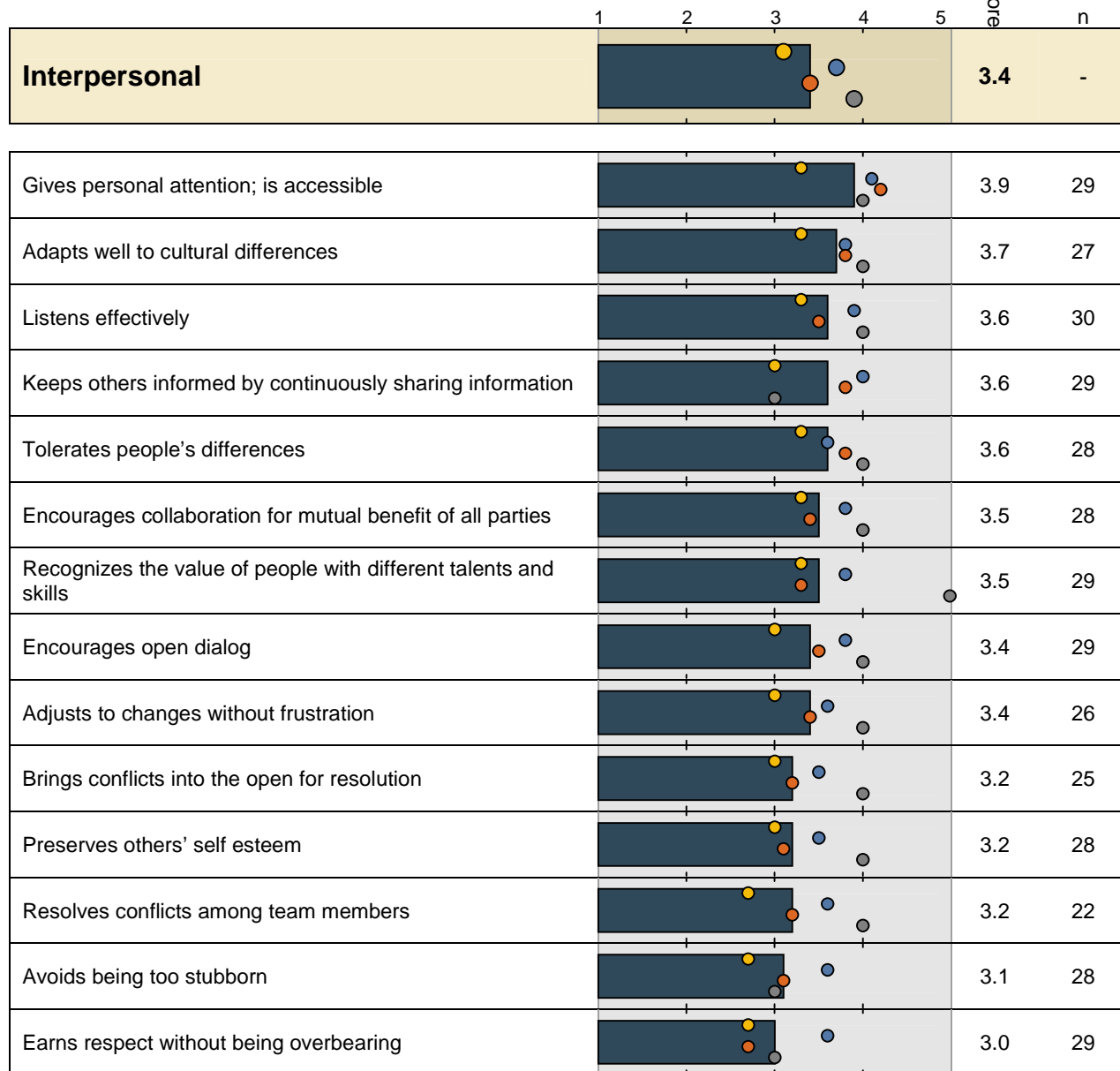
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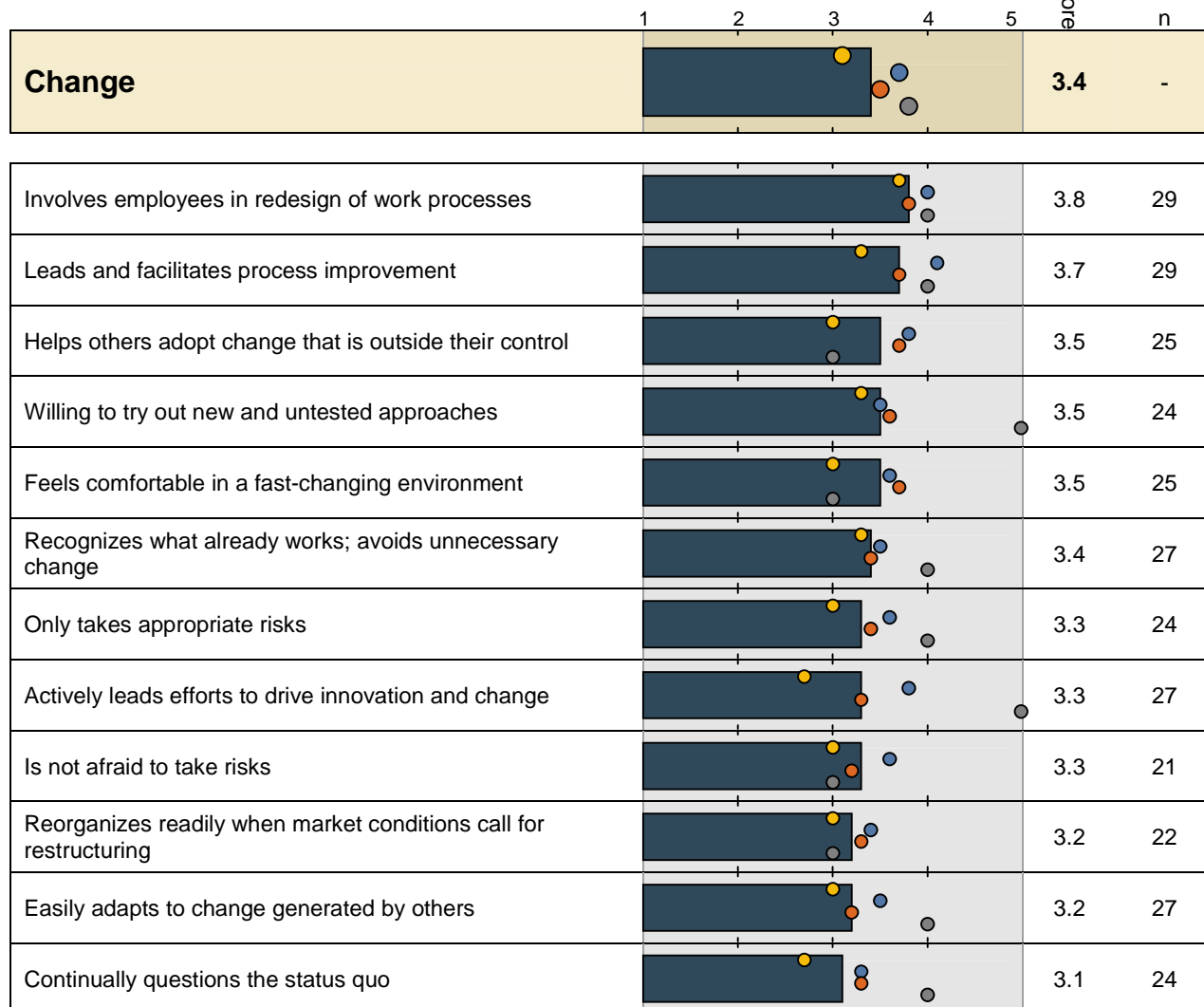
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	1	2	3	4	5	Raw Score	n
Character						3.5	-
Personally committed to the company's strategy						4.4	30
Eagerly pursues new knowledge, skills, and methods						4.0	27
Actively seeks out new learning opportunities						4.0	27
Makes decisions based on the company's needs rather than personal agenda						3.9	28
Sincere and straightforward						3.7	29
Respected by others						3.6	29
Seeks feedback and criticism						3.5	27
Serves others needs; avoids selfishness						3.5	28
Can be trusted with sensitive information						3.5	28
Patient when necessary						3.4	29
Avoids negatives and hidden agendas						3.4	25
Accepts responsibility for own mistakes						3.4	27
Willing to take a courageous stand when appropriate						3.4	27
Self confident						3.4	30
Avoids bias in attitude or treatment of people						3.3	28
Trusts others appropriately						3.3	28
Knows own strengths and limitations						2.9	25
Aware of how others react to his/her actions or statements						2.5	28

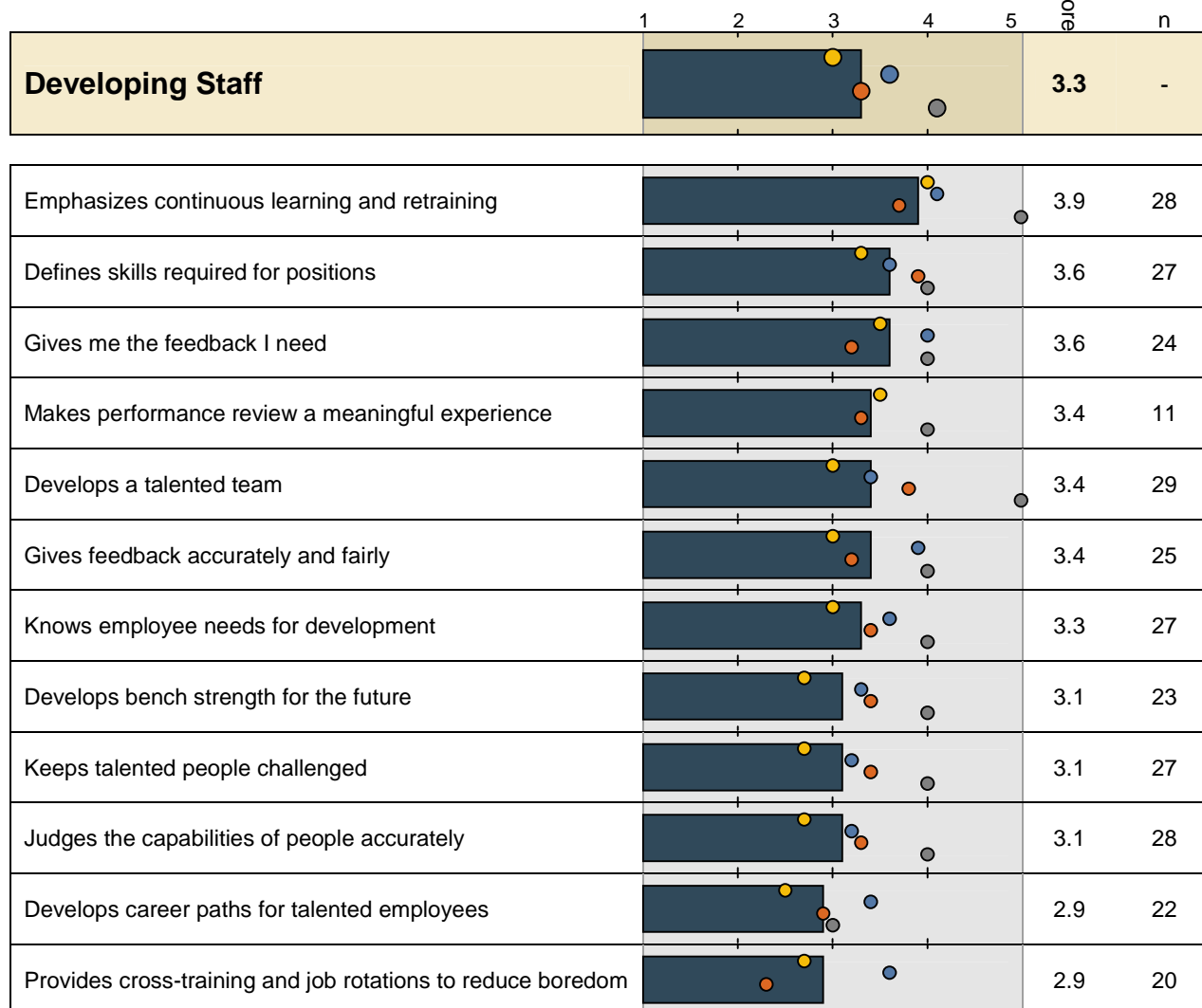
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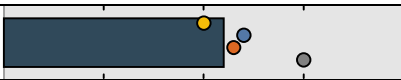
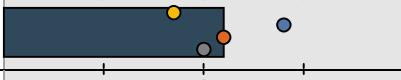





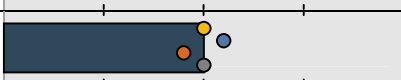




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	1	2	3	4	5	Raw Score	n
Leadership						3.4	-
Recognizes employee contributions and ideas						4.0	28
Enlists the talent of others in order to meet objectives						3.8	28
Regularly reviews objectives with staff						3.8	23
Conducts effective meetings regularly						3.7	27
Provides a positive example; "walks the talk"						3.6	29
Recognizes honest mistakes as learning experiences						3.6	27
Involves employees in decisions						3.6	27
Sensitive to satisfaction and morale in the group						3.6	27
Effectively communicates reasons for changes and decisions						3.5	29
Tolerates honest mistakes as learning experiences						3.5	27
Makes a compelling case for his/her point of view						3.5	27
Pushes people to achieve at a higher level						3.5	26
Articulates their plan in plain language						3.5	25
Recognizes and/or rewards high performers						3.4	14
Sets clear deadlines						3.4	15
Generates enthusiasm in others						3.4	28
Helps staff define clear objectives						3.3	25
Effectively persuades others in order to build commitment for ideas						3.3	26
Helps people develop passion for their work						3.3	23
Identifies others' abilities and delegates tasks accordingly						3.2	25

Manages people according to their needs		3.2	24
Manages costs without alienating staff		3.2	20
Creates an atmosphere that inspires others to achieve at a higher level		3.2	25
Persuasive; speaks with impact		3.2	30
Evenly delegates enough work		3.1	21
Generates urgency in others		3.1	25
Delegates work appropriately		3.0	25
Delegates authority; encourages independence		3.0	26
Facilitates rather than dominates		3.0	27
Leads with an inspiring vision		3.0	28

Category Breakdown – Raw Scores

Angie Jones

- = All Respondents (30 responded)
- = Manager(s) (3 responded)
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- = Self

	1	2	3	4	5	Raw Score	n
Implementation						3.6	-
Actively supports getting new clients						4.5	29
Understands the technical aspects of his/her job						4.4	29
Timely with meetings and appointments						4.3	30
Emphasizes service to "internal customers"						4.0	28
Doesn't skim important details						3.8	28
Follows through on commitments						3.8	28
Enforces Company policies consistently						3.8	26
Develops and tracks performance measures						3.8	23
Helps coordinate work with other departments						3.8	26
Has the ability to handle increasing levels of complexity						3.8	27
Keeps a clear mind under pressure						3.7	26
Establishes procedures when necessary						3.7	28
Promptly responds to phone calls and requests						3.7	29
Remains focused, even under pressure						3.6	29
Expects critical thinking from others						3.6	27
Strongly results-oriented						3.5	28
Able to integrate complex ideas and concepts when planning for the future						3.5	25
Plans effectively; avoids firefighting						3.4	26
Avoids distractions; not easily side-tracked						3.4	27
Holds people accountable						3.3	24

Focuses on important tasks		3.3	27
Coordinates work effectively among staff		3.3	24
Helps staff reduce obstacles and uncertainty		3.3	28
Develops and implements effective cost controls		3.2	16
Manages own time effectively		3.2	24
Acts to fix real problems by finding the root cause		3.2	26
Deals skillfully with people		3.2	30
Makes timely decisions		3.1	27
Continually simplifies; doesn't overcomplicate		3.0	28
Doesn't bog down in irrelevant details		3.0	27
Takes quick action with non-performers		2.8	24

Item Scores – Raw Scores

Angie Jones

Sorted by overall highest to lowest average raw score
5 highest and 5 lowest scores (plus ties) are highlighted
(Overall scores exclude self-rating)

	Self	Direct Reports	Peers	Manager(s)	Overall
Implementation – Actively supports getting new clients	4.00	4.82	4.27	4.33	4.47
Implementation – Understands the technical aspects of his/her job	4.00	4.55	4.47	4.33	4.45
Character – Personally committed to the company's strategy	5.00	4.67	4.13	4.33	4.38
Implementation – Timely with meetings and appointments	3.00	4.50	4.33	4.00	4.28
Knowledge – Understands the legal field and how it works	5.00	4.33	4.20	4.00	4.18
Character – Eagerly pursues new knowledge, skills, and methods	5.00	3.91	4.23	4.00	4.05
Implementation – Emphasizes service to "internal customers"	4.00	4.00	3.79	4.33	4.04
Character – Actively seeks out new learning opportunities	5.00	4.27	4.15	3.67	4.03
Leadership – Recognizes employee contributions and ideas	4.00	4.00	4.00	4.00	4.00
Developing Staff – Emphasizes continuous learning and retraining	5.00	3.67	4.08	4.00	3.91
Interpersonal – Gives personal attention; is accessible	4.00	4.25	4.07	3.33	3.88
Character – Makes decisions based on the company's needs rather than personal agenda	4.00	3.91	4.07	3.67	3.88
Implementation – Doesn't skim important details	3.00	3.83	3.69	4.00	3.84
Knowledge – Understands how the organization generates revenue	5.00	4.50	4.00	3.00	3.83
Implementation – Follows through on commitments	3.00	4.00	3.79	3.67	3.82
Implementation – Enforces Company policies consistently	4.00	4.18	4.25	3.00	3.81
Implementation – Develops and tracks performance measures	4.00	4.09	4.00	3.33	3.81
Knowledge – Understands how the firm makes money	4.00	4.42	4.00	3.00	3.81
Change – Involves employees in redesign of work processes	4.00	3.75	4.00	3.67	3.81
Implementation – Helps coordinate work with other departments	3.00	3.64	3.77	4.00	3.80
Implementation – Has the ability to handle increasing levels of complexity	4.00	4.27	3.77	3.33	3.79
Leadership – Enlists the talent of others in order to meet objectives	3.00	3.75	3.92	3.67	3.78
Leadership – Regularly reviews objectives with staff	4.00	4.00	3.78	3.50	3.76
Character – Sincere and straightforward	4.00	3.55	4.00	3.67	3.74
Implementation – Keeps a clear mind under pressure	3.00	4.18	3.67	3.33	3.73
Implementation – Establishes procedures when necessary	4.00	4.25	3.92	3.00	3.72
Knowledge – Understands the processes of the business	3.00	4.42	4.08	2.67	3.72
Change – Leads and facilitates process improvement	4.00	3.67	4.14	3.33	3.71
Leadership – Conducts effective meetings regularly	3.00	3.92	3.75	3.33	3.67
Interpersonal – Adapts well to cultural differences	4.00	3.82	3.85	3.33	3.67
Implementation – Promptly responds to phone calls and requests	2.00	4.25	3.71	3.00	3.65
Leadership – Provides a positive example; "walks the talk"	4.00	3.67	3.93	3.33	3.64
Leadership – Recognizes honest mistakes as learning experiences	4.00	3.42	3.83	3.67	3.64
Implementation – Remains focused, even under pressure	4.00	4.09	3.80	3.00	3.63
Developing Staff – Defines skills required for positions	4.00	3.91	3.62	3.33	3.62
Character – Respected by others	5.00	3.33	3.79	3.67	3.60
Interpersonal – Listens effectively	4.00	3.50	3.93	3.33	3.59
Interpersonal – Keeps others informed by continuously sharing information	3.00	3.75	4.00	3.00	3.58
Leadership – Involves employees in decisions	4.00	3.50	3.58	3.67	3.58
Interpersonal – Tolerates people's differences	4.00	3.75	3.62	3.33	3.57
Developing Staff – Gives me the feedback I need	4.00	3.18	4.00	3.50	3.56
Leadership – Sensitive to satisfaction and morale in the group	4.00	3.42	3.92	3.33	3.56
Implementation – Expects critical thinking from others	4.00	4.17	3.50	3.00	3.56
Leadership – Effectively communicates reasons for changes and decisions	3.00	3.75	3.50	3.33	3.53
Character – Seeks feedback and criticism	3.00	3.33	3.92	3.33	3.53
Change – Helps others adopt change that is outside their control	3.00	3.73	3.82	3.00	3.52
Interpersonal – Encourages collaboration for mutual benefit of all parties	4.00	3.42	3.77	3.33	3.51
Character – Serves others needs; avoids selfishness	4.00	3.58	3.92	3.00	3.50

Item Scores – Raw Scores

Angie Jones

Sorted by overall highest to lowest average raw score
5 highest and 5 lowest scores (plus ties) are highlighted
(Overall scores exclude self-rating)

	Self	Direct Reports	Peers	Manager(s)	Overall
Leadership – Tolerates honest mistakes as learning experiences	4.00	3.33	3.83	3.33	3.50
Character – Can be trusted with sensitive information	4.00	3.58	4.23	2.67	3.49
Change – Willing to try out new and untested approaches	5.00	3.60	3.55	3.33	3.49
Interpersonal – Recognizes the value of people with different talents and skills	5.00	3.33	3.79	3.33	3.48
Leadership – Makes a compelling case for his/her point of view	4.00	3.64	3.77	3.00	3.47
Implementation – Strongly results-oriented	4.00	4.09	3.64	2.67	3.47
Implementation – Able to integrate complex ideas and concepts when planning for the future	3.00	4.11	3.62	2.67	3.46
Leadership – Pushes people to achieve at a higher level	4.00	3.55	3.50	3.33	3.46
Change – Feels comfortable in a fast-changing environment	3.00	3.73	3.64	3.00	3.45
Leadership – Articulates their plan in plain language	4.00	3.64	3.73	3.00	3.45
Leadership – Recognizes and/or rewards high performers	4.00	3.55	-	3.33	3.44
Implementation – Plans effectively; avoids firefighting	2.00	3.64	3.67	3.00	3.43
Interpersonal – Encourages open dialog	4.00	3.50	3.79	3.00	3.43
Developing Staff – Makes performance review a meaningful experience	4.00	3.33	-	3.50	3.42
Change – Recognizes what already works; avoids unnecessary change	4.00	3.36	3.54	3.33	3.41
Character – Patient when necessary	4.00	3.50	3.71	3.00	3.40
Implementation – Avoids distractions; not easily side-tracked	3.00	3.73	3.46	3.00	3.40
Character – Avoids negatives and hidden agendas	4.00	3.36	3.82	3.00	3.39
Developing Staff – Develops a talented team	5.00	3.75	3.43	3.00	3.39
Character – Accepts responsibility for own mistakes	4.00	3.08	3.75	3.33	3.39
Character – Willing to take a courageous stand when appropriate	4.00	3.36	3.77	3.00	3.38
Leadership – Sets clear deadlines	3.00	3.75	-	3.00	3.38
Leadership – Generates enthusiasm in others	5.00	3.25	3.54	3.33	3.37
Character – Self confident	4.00	3.50	3.93	2.67	3.37
Developing Staff – Gives feedback accurately and fairly	4.00	3.18	3.91	3.00	3.36
Interpersonal – Adjusts to changes without frustration	4.00	3.42	3.64	3.00	3.35
Leadership – Helps staff define clear objectives	3.00	3.82	3.55	2.67	3.34
Developing Staff – Knows employee needs for development	4.00	3.36	3.62	3.00	3.33
Implementation – Holds people accountable	4.00	3.91	3.40	2.67	3.33
Change – Only takes appropriate risks	4.00	3.36	3.60	3.00	3.32
Implementation – Focuses on important tasks	3.00	3.82	3.46	2.67	3.32
Implementation – Coordinates work effectively among staff	4.00	3.40	3.55	3.00	3.32
Knowledge – Takes a long-range view rather than always focusing on immediate, short-term outcomes	3.00	3.92	3.62	2.33	3.29
Knowledge – Considers the long-term impact of decisions made today	3.00	3.83	3.69	2.33	3.29
Character – Trusts others appropriately	4.00	3.33	3.85	2.67	3.28
Character – Avoids bias in attitude or treatment of people	4.00	3.33	3.85	2.67	3.28
Knowledge – Understands budgets and financials	3.00	4.14	3.67	2.00	3.27
Implementation – Helps staff reduce obstacles and uncertainty	4.00	3.33	3.46	3.00	3.26
Leadership – Effectively persuades others in order to build commitment for ideas	4.00	3.45	3.67	2.67	3.26
Change – Actively leads efforts to drive innovation and change	5.00	3.27	3.85	2.67	3.26
Change – Is not afraid to take risks	3.00	3.22	3.56	3.00	3.26
Leadership – Helps people develop passion for their work	4.00	3.17	3.25	3.33	3.25
Implementation – Develops and implements effective cost controls	3.00	3.83	3.57	2.33	3.25
Interpersonal – Brings conflicts into the open for resolution	4.00	3.20	3.50	3.00	3.23
Change – Reorganizes readily when market conditions call for restructuring	3.00	3.33	3.36	3.00	3.23
Leadership – Identifies others' abilities and delegates tasks accordingly	5.00	3.60	3.42	2.67	3.23
Implementation – Manages own time effectively	3.00	3.80	3.55	2.33	3.23

Sorted by overall highest to lowest average raw score
 5 highest and 5 lowest scores (plus ties) are highlighted
 (Overall scores exclude self-rating)

	Self	Direct Reports	Peers	Manager(s)	Overall
Knowledge – Has good business sense; thinks broadly	3.00	3.92	3.43	2.33	3.23
Leadership – Manages people according to their needs	4.00	3.27	3.40	3.00	3.22
Change – Easily adapts to change generated by others	4.00	3.17	3.50	3.00	3.22
Knowledge – Takes a broad, strategic approach to problem solving and decision making	3.00	3.83	3.50	2.33	3.22
Leadership – Manages costs without alienating staff	3.00	3.22	3.75	2.67	3.21
Leadership – Creates an atmosphere that inspires others to achieve at a higher level	4.00	3.00	3.64	3.00	3.21
Implementation – Acts to fix real problems by finding the root cause	3.00	3.45	3.50	2.67	3.21
Leadership – Persuasive; speaks with impact	4.00	3.58	3.33	2.67	3.19
Knowledge – Integrates long-term strategic goals into decisions made today	4.00	3.70	3.55	2.33	3.19
Implementation – Deals skillfully with people	3.00	3.75	3.47	2.33	3.18
Interpersonal – Preserves others' self esteem	4.00	3.08	3.46	3.00	3.18
Interpersonal – Resolves conflicts among team members	4.00	3.22	3.60	2.67	3.16
Leadership – Evenly delegates enough work	3.00	3.22	3.56	2.67	3.15
Leadership – Generates urgency in others	4.00	3.64	3.09	2.67	3.13
Developing Staff – Develops bench strength for the future	4.00	3.36	3.33	2.67	3.12
Developing Staff – Keeps talented people challenged	4.00	3.42	3.25	2.67	3.11
Interpersonal – Avoids being too stubborn	3.00	3.09	3.57	2.67	3.11
Implementation – Makes timely decisions	3.00	3.45	3.46	2.33	3.08
Change – Continually questions the status quo	4.00	3.30	3.27	2.67	3.08
Developing Staff – Judges the capabilities of people accurately	4.00	3.33	3.23	2.67	3.08
Leadership – Delegates work appropriately	4.00	3.20	3.58	2.33	3.04
Leadership – Delegates authority; encourages independence	3.00	3.42	3.27	2.33	3.01
Leadership – Facilitates rather than dominates	3.00	2.75	3.25	3.00	3.00
Implementation – Continually simplifies; doesn't overcomplicate	3.00	3.25	3.08	2.67	3.00
Implementation – Doesn't bog down in irrelevant details	3.00	3.33	3.25	2.33	2.97
Interpersonal – Earns respect without being overbearing	3.00	2.67	3.57	2.67	2.97
Leadership – Leads with an inspiring vision	3.00	3.17	3.38	2.33	2.96
Developing Staff – Develops career paths for talented employees	3.00	2.90	3.40	2.50	2.93
Character – Knows own strengths and limitations	4.00	2.91	3.45	2.33	2.90
Developing Staff – Provides cross-training and job rotations to reduce boredom	-	2.29	3.60	2.67	2.85
Implementation – Takes quick action with non-performers	2.00	3.20	3.00	2.33	2.84
Character – Aware of how others react to his/her actions or statements	3.00	2.50	3.00	2.00	2.50

Manager Disagreements

Items with a difference of at least 1.5 (raw score)

Item	Category	Others	Manager(s)	Difference
Manager underestimates your skills, compared to others				
Understands budgets and financials	Knowledge	3.9	2	1.9
Understands the processes of the business	Knowledge	4.2	2.7	1.5
Manager overestimates your skills, compared to others				
none				

Blind Spots – Self vs. Others

Items with a difference of at least 1.5 (raw score)

Item	Category	Others	Self	Difference
Unrecognized skills (self rating lower than others' ratings)				
Promptly responds to phone calls and requests	Implementation	3.7	2	-1.7
Overestimated skills (self rating higher than others' ratings)				
Identifies others' abilities and delegates tasks accordingly	Leadership	3.2	5	1.8
Actively leads efforts to drive innovation and change	Change	3.3	5	1.7
Generates enthusiasm in others	Leadership	3.4	5	1.6
Develops a talented team	Developing Staff	3.4	5	1.6
Recognizes the value of people with different talents and skills	Interpersonal	3.5	5	1.5
Willing to try out new and untested approaches	Change	3.5	5	1.5

General Comments

(Manager's Comments in Boldface.)

Please elaborate on Angie Jones's most positive skills:

- Angie's most positive skills include her knowledge of the law and ability to apply it, as well as her caring and leadership in recognizing staff and maintaining a positive culture.
- From my perspective, Angie appears to be very organized and extremely dedicated to her job and the work she produces. She is constantly working on the existing processes to improve them and she places a high priority on training and educational development. Angie seems to care about the people she manages and she seems to make every effort to treat them equally. I personally think we are very fortunate to have someone with Angie's organizational skills and attention to detail in the pre-lit department. I think it would be very difficult for us to find someone of Angie's character that would be more dedicated than she is to her job and the firm.
- I believe Angie is a very loyal and dedicated employee. She is constantly looking for ways to improve, is always learning and tries to think of training ways to help everyone. She does a great job in this area.
- She's a very nice person who wants the best for everyone. She is an exceptional advocate for Smith & Jones and their team philosophy. A wealth of knowledge. She has a great heart and the best intentions for everyone. She is always willing to help you with anything.
- Angie is very enthusiastic about the S&J culture of service. She is very knowledgeable in her field of expertise and other related areas of the law. She encourages continual learning and improvement in job performance.
- She focuses on education and training, which is foundation to building confidence in carrying out our job duties.
- Her positive attitude
- You could not ask for a more dedicated individual to include not only the firm, but it's clients; Very knowledgeable in the area of personal injury, specifically Medicare and Medicaid processes. Handles difficult and/or unhappy clients very well.
- Angie is very conscientious regarding work and is always available to discuss situations with cases.
- Her expertise is second to none in the office.
- She is very interested in others' opinions and thoughts. She is always willing to take the initiative to teach people a new process or procedure.
- Understanding of case law
- **Angie is a paradigm for the hard working, dependable, loyal, and dedicated professional. No one can ever doubt her commitment to our clients and our team as she constantly demonstrates her passion for helping others. She has also proved to be willing to do anything she can to improve and develop herself, consistently striving to be the very best she can be. She has a genuine concern for others, both within and outside the firm.**
- **Angie is loyal, hardworking, and clearly an overall team player. We are proud of her developed areas of expertise. She is excellent at reviewing and analyzing details. Most of all, we are proud of her and glad to be on her team!**
- She is a team leader - she does her work willingly and to the best of her ability for the firm. She will help out in any department that needs it no matter what she may be dealing with at the present time.

- Angie knows personal injury law very well and stays adept of any upcoming changes in this area. She is good with the numbers and knows what it takes to continue a successful practice.
- Angie is a positive person, communicates with us on personal and professional levels and is, from what I see, a very dedicated, loyal, hard-working attorney who is always willing to go the extra mile to help the legal assistants in our daily duties. She is very focused on customer service and realizes the importance of our clients.
- She is knowledgeable in her area of practice and does well emphasizing the team approach necessary for success.
- She's excellent at supervision without micro-managing, and never acts as if it's inconvenient to answer questions or be interrupted.
- Her passion for the employees and our clients! Going over and beyond her duties and time to "Make Our Day"! Always willing to help! Very easy to talk to about anything. Her knowledge of the legal field. She walks the talks!
- She is a wealth of knowledge in the personal injury department. She keeps the department on track with the correct procedures and leads the legal assistants in the right direction in order to do their jobs effectively.
- She is a great cheerleader for S & J. She has attn to detail and can foresee issues with staff and put a plan in order to alleviate problems. She takes great pride in her staff and is very protective of them. It is very evident that she cares very much for her staff and S & J as a whole.
- Angie is an astute attorney and always willing to answer questions. She is an inspiring leader, team player, and instructor. Angie is the one who will find a better way of doing a task, and then teach others how to do it.
- **Angie is bright and very knowledgeable about the details of automobile accident law. She is extremely thorough and writes very detailed and well reasoned summaries for cases. She evaluates individual strengths and weaknesses on cases extremely well. She is very detailed in her thinking. She has a servant heart and will go out of her way to help others. She fits in extremely well with the history and the vision of the firm and clearly desires to help people both internally within the firm and with clients outside the firm. She does an excellent job of recognizing the contributions of the staff. She is very good about monitoring compliance with task oriented work. Angie is a vital part of the success of the pre-litigation department of the firm, and she is a true asset to the firm. We are fortunate to have her on the Smith & Jones team.**
- She's a cheer leader. Likes to head up activities that encourage employees to play.

What should Angie Jones do differently?

- Be a little easier on the people that she supervises. We have a lot of good people that work at this firm and they need to hear more positive things from her.

- Angie expects a high level of performance and dedication from her staff, as she should. However, at times she can create feelings of intimidation with her expectations. Angie possesses an air of irreproachability. This is not a snobbish attitude but one of making very few or no mistakes. Angie is very good at what she does and has the right to expect no less from others. She presents a hard standard to live up to and that can be very intimidating. Perhaps she should better understand that some people are simply not as competent and will not perform as well as she does regardless of how much training they have. Angie should also understand that to some this is not a career, simply a way to pay the bills. These individuals are not going to be as firm oriented as herself. Unfortunately, it would be almost impossible to find an entire team with the same capabilities and dedication as Angie.
- Angie would improve her performance by improving her decision making, and avoiding getting bogged down in process for process sake. Sometimes she focuses too much on the process rather than the result.
- The continuous turnover in our department makes us LA nervous. Not all of us are always in tune with what led to a LA to be terminated. It is during these time periods that we LA need reassurance that we have nothing to worry about. This would certainly help keep the morale of the remaining LA upbeat and thriving.
- Unknown
- She should take a step back and allow the legal assistants to do what is considered their job and she should handle the attorney portions of a case.
- Using more tact when approaching people about issues. She can seem defensive or urgent at times when dealing with issues involving clients.
- **Angie should focus on her positives including dealing with details, analyzing, and incorporating others in decision-making. She should collaborate with others who have expertise in big-picture issues when faced with these types of decisions. Angie should exercise discretion when sharing sensitive information, inside and outside the office.**
- Despite her efforts, Angie does not seem to have a natural gift for management. Her style tends to be micro managing and treating employees like children vs. responsible adults. She also tends to show favoritism. An effort could also be made to "not sweat the small stuff" and focus on placing more emphasis on positive skills of employees vs. the few not so good things.
- She could probably empower her staff more to do things without her input/knowledge. She is excellent on knowing what new people need to know and then having others train them.
- The only suggestion I would make is for Angie to look at the big picture more often and to be more concerned with the end product rather than the process. I think Angie is so good with details, processes, and organization that she sometimes forgets to see the big picture or the end result. As a result, there are times when changes are made or proposed even though the causal event is an aberration or it is insignificant to the end product. As attorneys, we operate in a very complex environment that is often difficult for our clients, and even our legal assistants, to understand. Consequently, we have to make the complex simple and we have to concentrate on the truly important aspects of our job because it is these points that will ultimately impact the final outcome. This often requires a broader perspective on the task that confronts us.
- Approach situations more calmly. While many things do require a sense of urgency, there are some priorities the legal assistants have she may not be aware of. Some items can't be tended to right away because of other duties, etc.
- I respect and enjoy working with Angie. I cannot think of anything she should change.
- Listen more
- Nothing comes to mind.

- **Continue her quest to achieve greater self-awareness, which will ultimately lead her to become an even better boss, an even better lawyer, and an even better person. Learning to play to her strengths (as is true for all of us) will help her minimize her weaknesses. By avoiding her strong need to control and micro-manage those around her, she will be able to progress and enable others to do the same.**
- She is not to me personally, but I have heard others say that she is overbearing at times.
- Micromanage less, understand that people are human and will make mistakes from time to time. Think more carefully about how her statements and actions may impact others' feelings.
- Because of her ability to see things in a different light, she might give the impression of being a bit arrogant.
- **Angie would be a more effective leader if she could become more results oriented with the staff rather than task oriented. The perception is that Angie does a very good job of training the staff on Needles and the details of the job at the start but does not focus on the "why" of the job. Angie's biggest asset is her focus on details, and the firm needs to continue to find ways to utilize her strengths in this area. But, Angie could become even more rounded if she thought more broadly and could see the forest and not just the individual trees. Angie's strengths appear to be on individual tasks on cases and not so much on managing people.**
- Less micromanaging.
- Be more open minded to suggestions from her staff
- Angie tends to micromanage and it is not a productive way of overseeing staff. Also, when a problem arises, everyone is trying to CYA that they tend to get upset w/ others quickly.
- Angie needs to concentrate on being a personal injury attorney and not a legal assistant. She likes the title of attorney but wants and performs more hands on duties and interaction in the files and with clients. Angie should let the legal assistants work on their own, without continued interruptions and rather than nitpicking each and every detail to ensure things are how she "wants" or "believes" they should be.

What are people afraid to tell Angie Jones?

- That she sometimes can be short with people
- That she tends to be too bossy at times. If she were to sit back and let the staff do their jobs, she may see a huge difference in their productivity.
- Mostly anything negative.
- **Others are afraid to tell her to back away and give them some breathing room: "I know how to do my job, please leave me alone and let me do it."**
- Just about anything that could be perceived as negative. Angie is always recognized as "The Manager". Most people find it difficult to talk about something negative with the manager. It is easier to discuss difficult things with someone you feel have a personal connection.
- That communication tends to be very stressed and it is hard to talk to her; hard to go back and ask if you don't understand something.
- I do not know of anything nor have I heard of anything that people are afraid to tell her. She is very easy to talk to and I've always had a great open door relationship with her.

- She micro manages her cases and, to some extent, her legal assistants.
- I don't know.
- That she can make the simplest task extremely tedious and overwhelming. Such as the checklist.
- I haven't heard that anyone is afraid tell her anything at all. She's very approachable and really has an "open door" policy.
- **While Angie does a very good job herself of analyzing the strengths and weaknesses of individual cases, she can somewhat unreasonably expect assistants working under her to have the same ability and desire for the more task driven aspects of the job. She thinks very narrowly and very detailed and not very broadly. She can come across as being a team player of the firm but yet appears much more interested in the individual success of the pre-litigation department rather than the well-being of the firm as a whole. She probably would develop more as a leader if she encouraged more independence in her legal assistants and not appear as though she is looking over their shoulders on each individual task within the process.**
- I think most of her employees are afraid to tell her that she hovers and sometimes her questions/emails are annoying to them. Because she is so caring for her dept, they do not want to hurt her feelings. The general feel that I get is that everyone is aware that she means well and is not intentionally micromanaging them.
- I am not sure - I feel if I had something that I wanted her to know I would tell her.
- That she may be wrong. That maybe "her" way isn't the right way.
- The legal assistants are afraid to tell Angie to leave them alone! She becomes too involved in case management and causes the legal assistants too many interruptions rather than leaving the tasks/duties to them and letting them come to her when needed. People are also reluctant to tell Angie she is "too" controlling and too nosy. She likes things done her way. She likes to get into and become involved in every situation she knows about, whether it is her business or not.
- That they might have a better idea than hers.
- She can be extremely intimidating, especially in training situations.
- People are afraid to tell Angie that she can be a bit of a micro-manager. Though it is part of her position as an attorney on a case to look out for the good of the client and the company, she tends to get a little too involved with the day-to-day checklists and the like. While the checklists are helpful and necessary, it is often a daunting task to keep on to every item that comes up each day. Some assistants are concerned that if they fail to finish each item every day it will affect them in the long run.
- **In her attention to details and dedication to the task at hand, Angie can come across as being bossy or nit-picky. I believe that is an unintentional result of her work style and is not intended to do harm; however, it sometimes affects co-workers negatively when it is misunderstood.**
- People shy away from talking to Angie about their dislikes in regard to her management style (ie hovering, overbearing at times, nitpicking, etc.)

Item-Specific Comments

Please elaborate on: "Has good business sense; thinks broadly"

- **Angie appears to understand the revenue side of her department, but the perception is that she does not understand the cost side of the firm.**

Please elaborate on: "Understands budgets and financials"

- There are some areas of the Knowledge section that I am not sure about for Angie. Although, I can say she seems very knowledgeable in these areas and dose a great overall job with the firm.
- **Angie is more task oriented in the individual cases she is working on rather than understanding of the financial side of the firm. All the attorneys probably need more feedback to understand the cost side of the firm in the firm's present size.**

Please elaborate on: "Understands the processes of the business"

- **Angie has not had much opportunity to be involved in the more firm wide business issues, but it appears she focuses mainly on the revenue side of just pre-litigation PI department.**

Please elaborate on: "Takes a broad, strategic approach to problem solving and decision making"

- **She appears to be more task oriented rather than results oriented.**

Please elaborate on: "Knows own strengths and limitations"

- **Angie works hard to improve; is beginning to realize she unintentionally micro-manages and seeks to control behavior she would be better served to leave alone and focus on outcomes rather than tasks.**
- Angie does not believe she has a problem with micro managing.
- Angie has recently attended a seminar where she was asked to consider if popping in and just asking a question was convenient for the person on the receiving end. She has applied that knowledge and now asks me if it's a good time for a conversation. She realized at the seminar she hadn't taken into account how this sense of urgency might affect the person on the receiving end. I appreciate how conscientious she can be when applying new knowledge, and how she can recognize her strengths and weaknesses - and takes measures to improve upon them.
- Does not seem to recognize managing may not come natural and that employees stay frustrated with a micro-managing style.

Please elaborate on: "Aware of how others react to his/her actions or statements"

- Again, she can tend to be very hard on people and it affects their work performance and how they would generally handle the situation. I say less stress, better productivity.
- **Admirably she does not dismiss as unfounded the perception others may sometimes have about her actions or statements, but instead is seeking to understand better what she may have done or said to create that perception.**
- At times Angie's approach can put the other person on the defensive like they have done something wrong and at times making that person feel like a kid being scolded.
- I don't believe she is aware that some of her actions/statements come across as pressure on staff and it creates some negative feelings. Also, delegation of items to the staff that should be handled by the atty because the client is to the point of needing specialized attention.
- Angie is probably unaware that she can come off as very condescending at times in her tone and in what she says to those who work below her.
- Angie does not believe her legal assistants and others don't want her in their files or poking her nose in where it does not belong. She also does not believe that her tone when giving directives can be and is condescending to the legal assistants.
- Seems to not realize she is talking down to others as if they are children vs. responsible adults.
- While in a mtg recently to discuss a change in the way we handle case evaluations, Angie did not realize just how much her body language impacted the energy in the room. (She was not the only one expressing herself this way). Many of us were asked our opinions but we would not speak up because our view differed from hers and we felt awkward accepting this new process when she obviously disagreed with it.
- Angie is not a great judge of other people's subtle emotional cues. I do not think Angie would intentionally hurt anyone's feelings, in fact I would guess the exact opposite would be true of her intended actions. I just don't think that Angie has a good grasp on how to read facial expression and voice intonation to understand what is going on with people under the projected surface. Usually these situations arise from actions she needs to take/make and are within the scope of her job duties.
- I think this could be one area to work on. Sometimes Angie is not always friendly or cordial.
- There have been times when Angie has met with an employee and felt that she was effective and the employee received her msg well only for the employee then to complain to management about how the msg was delivered.

Please elaborate on: "Personally committed to the company's strategy"

- Angie would do better coaching and leading her employees rather than micro-managing and alienating them.

Please elaborate on: "Seeks feedback and criticism"

- I am not sure about this in the past, although I believe that is what she is doing with this survey.
- There is no method for the staff she works with on a daily basis to rate her performance.

- I think she genuinely wants feedback and criticism however the department is hesitant to give any feedback; unsure how to approach her about situations
- At times, Angie tends to defend herself when she is getting constructive criticism. Instead of listening to the employee, she is thinking of how to defend herself with whatever situation is being presented.

Please elaborate on: "Avoids negatives and hidden agendas"

- The majority of feedback to others in general is negative. Rarely is there anything positive said unless it is attached to the negative criticism, which then makes the positive part seem insincere.
- Concerned that some of the decisions regarding providers are based on a hidden agenda (they don't need to know - and it benefits the client). Feel like some of these decisions are "white lie" type of situations and it can be uncomfortable.

Please elaborate on: "Willing to take a courageous stand when appropriate"

- In the past, Angie has continued to hold on to non- or underperforming employees too long because she believes she can change them at some point if she keeps "telling" them what to do. When issues are brought up about performance or other issues for her legal assistants, she is reluctant to dealing with the situation immediately and directly.

Please elaborate on: "Trusts others appropriately"

- Angie tries to maintain a personal distinction between management and non-management employees. As a general rule of thumb, this is good. However, it can also be a hindrance. If you do not know someone on a personal level it is going to be more difficult to read them on a professional level and therefore more difficult to determine the appropriate amount of trust to place in someone.

Please elaborate on: "Sincere and straightforward"

- Angie is usually straightforward
- At times, she tends to be more straightforward than sincere. Again, this can relate to her seeing the good qualities in the individual she is supervising and letting them excel at what they are good at.

Please elaborate on: "Serves others needs; avoids selfishness"

- Angie frequently interrupts others' conversations when she has something she feels is more important to discuss, whether related to the current conversation or not. This makes others feel that she thinks their conversations are insignificant and only what she has to say is important. She probably is not even aware she does this. She also seems completely uninterested in employees as individual people and appears only to be concerned with them as workers.

Please elaborate on: "Accepts responsibility for own mistakes"

- At times, it has been observed that she does not accept responsibility for her own mistakes. Can tend to blame others for the mistakes that may have involved her.

Please elaborate on: "Avoids bias in attitude or treatment of people"

- I am not sure there is truly a real bias in attitude or treatment of people by Angie, but I think the perception of this exists among staff members. Angie can appear to be dogmatic in following rules and procedures and in performing her duties as department manager. Once she has concerns over an employees performance or dedication to the firm, she has a tendency to more closely scrutinize everything that employee does. The feeling of being under a microscope is very intimidating to anyone and can come across as being biased against that person.
- **Sometimes is perceived as having a "pet" who can do no wrong, or a "dog" who can do no right.**
- Let's certain employees get by with things that others would be reprimanded for. (Ie timeliness, quality of work, workloads, etc.)

Please elaborate on: "Patient when necessary"

- A little pushy about cases when legal assistants are swamped trying to keep up with everything. Also, pushes after receiving a negative response from providers to have assistants call back and see if they will change their minds, making the provider mad because they have already made their decision.
- Angie can have a air of urgency at times which only adds more pressure to the person that she is dealing with at that time on a certain matter.

Please elaborate on: "Recognizes the value of people with different talents and skills"

- I think this could be a weak area.

Please elaborate on: "Encourages open dialog"

- While she encourages open dialog, many of the staff are hesitant to approach her regarding issues. Afraid that the issues may be used against them later.

Please elaborate on: "Brings conflicts into the open for resolution"

- Sometimes conflicts are avoided and not brought directly to the person she has the conflict with to try to resolve the conflict one on one.

Please elaborate on: "Adjusts to changes without frustration"

- I believe the same situation applies as mentioned above. Angie seemed perplexed by the idea that there was a suggestion on how we can "better" our process of case evaluations. It seemed to us that she was not happy having not been consulted prior to the meeting.

Please elaborate on: "Avoids being too stubborn"

- I think there are times when Angie can be stubborn on certain issues. She will listen to others view points, at least from a management level she will listen and reason.
- When others suggest changes, she seems very resistant to listen. She appears to take it personally if someone suggests that a method or procedure which she oversees does not work or is no longer effective.

Please elaborate on: "Tolerates people's differences"

- Not sure on this one - appears to
- There have been times when it has appeared that certain employees were not given the same consideration of others in her dept.

Please elaborate on: "Preserves others' self esteem"

- There have been times when employees have felt that Angie was demeaning them but in almost every occasion, the employee has admitted that they didn't feel that Angie meant to come across that way.
- **Certainly means well at all times, but has unintentionally come across to some subordinates as condescending on occasion.**
- Many times others' feel stupid in their job especially trying to learn new protocols.

Please elaborate on: "Earns respect without being overbearing"

- This falls back to the micro-managing aspect mentioned above. While Angie is a wonderful person, she can sometimes focus too much on the little things and not enough on the big picture. We all hold a great respect for Angie's talents and successes, and I appreciate her wealth of knowledge - it's how she applies these things to certain situations that causes her to be a bit overbearing at times. This is NOT always.
- "Hovering" - not allowing independent work. Keeps employees on too tight of a leash.
- Angie micromanages everything to the point that it comes across as overbearing, whether intended or not.

- Micromanaging staff tends to be overbearing and adds pressure to an already stressful job.
- Angie's enthusiastic nature and willingness to perform her job to the absolute best of her abilities can at times be a bit over zealous. This can be construed as overbearing.

Please elaborate on: "Easily adapts to change generated by others"

- The same, and most vivid example, of easily adapting to change generated by others can be reflected in her reaction to the new case evaluation process mentioned above. As soon as it was determined that she had not been previously informed of this new suggested process, it was as though she put up a wall and didn't want to hear anything. Her body language shifted and tension was immediately felt in the room. While I wouldn't suggest her adopting a poker face, I would say that she should be more aware of how she is watched by the legal assistants and how her outward appearance and attitude greatly affects us.

Please elaborate on: "Gives me the feedback I need"

- To often her feedback is very generic...not individually helpful.
- There is little to no feedback, positive or negative, between performance reviews. This creates a lot of uncertainty as to overall job performance.

Please elaborate on: "Gives feedback accurately and fairly"

- Because it's generic, not very accurate...but she does try to be fair

Please elaborate on: "Makes performance review a meaningful experience"

- Stressful before/during/after.

Please elaborate on: "Develops a talented team"

- **Definitely making strides in this area**
- The PI department has had a lot of turn over. This is not entirely her fault, but there does seem to be some difficulty in finding and keeping talented people.

Please elaborate on: "Judges the capabilities of people accurately"

- This may be more of a hiring problem but the PI department has a history of bad fits for job openings.

Please elaborate on: "Develops bench strength for the future"

- The PI department rarely has a surplus of capable legal assistants.

Please elaborate on: "Provides cross-training and job rotations to reduce boredom"

- Angie is really not in a position to provide job rotation or cross-training for other jobs. There are only so many positions in this firm.
- This is not an issue for her specifically as these opportunities are not available in any department.

Please elaborate on: "Emphasizes continuous learning and retraining"

- Angie has conducted a few training sessions that have been very helpful to me in having a better understanding of my job. She is very knowledgeable in many areas of pre-lit and has been instrumental in helping me achieve in my position.

Please elaborate on: "Articulates their plan in plain language"

- It isn't their plan. It's her plan.

Please elaborate on: "Helps staff define clear objectives"

- I'm just not so sure she does this at all

Please elaborate on: "Regularly reviews objectives with staff"

- I don't know about others, but she doesn't do this with me.

Please elaborate on: "Involves employees in decisions"

- I have never been consulted in area's that concern my dept. I feel I'm very knowledgeable in what I do and could offer some helpful suggestions, but am never asked. Changes are made out of the blue.

Please elaborate on: "Delegates work appropriately"

- Has improved; would benefit from focusing even more on doing only things she as an attorney is authorized/knowledgeable to do.

Please elaborate on: "Delegates authority; encourages independence"

- Same as above.

Please elaborate on: "Facilitates rather than dominates"

- Too much micro managing going on. People do not always have to agree - others thoughts and ideas can be just as good and creative.
- Angie does well delegating, but she is not able to let go fully. When work is delegated, she needs to let the person do their part rather than doing it her way anyway and making the person doing the work feel like they have wasted their time.

Please elaborate on: "Helps people develop passion for their work"

- It's difficult to have passion for this job because the Legal Assistants are too stressed and overwhelmed.

Please elaborate on: "Sensitive to satisfaction and morale in the group"

- Angie does not seem to be able to predict or understand how staff might react to certain decisions that affect the group as a whole. She seems very out of touch with the concerns of anyone not at her same level in the firm.

Please elaborate on: "Recognizes and/or rewards high performers"

- If nothing else, Angie is one of the biggest believers in the FISH philosophy at our firm. She rewards a job well done with FISH-y items and helps to point out OUR strengths.

Please elaborate on: "Provides a positive example; "walks the talk"

- Doesn't always do things in a timely manner when expecting others to accomplish certain things within a timeframe given.

Please elaborate on: "Generates enthusiasm in others"

- Her passion and dedication to her craft are major positives is setting an example and walking the talk; the control issues sometimes undermine her standing; would be best served by delineating and building upon her strengths.

Please elaborate on: "Manages own time effectively"

- Not sure although she appears to.

Please elaborate on: "Holds people accountable"

- People are often given chance after chance to get the job right without much recourse for making the same mistakes repeatedly.

Please elaborate on: "Takes quick action with non-performers"

- Has let non-performers drag on and on with no action or recourse. This sets a bad example for the others who are trying to do a great job and this seems to go unnoticed.

Please elaborate on: "Doesn't bog down in irrelevant details"

- At times misses the big picture because stays too bogged down on little specifics that are irrelevant.
- Sometimes Angie gets bogged down in details that are not relevant at that particular time. While the details she bogs down in will likely be relevant later, she needs a better acumen for determining what details are relevant at any particular time.

Please elaborate on: "Continually simplifies; doesn't overcomplicate"

- Overcomplicates most tasks.
- I think Angie can make anything extremely overcomplicated even if it doesn't warrant it...such as the Check list. Can make a job/task feel overwhelming. I think she tends to look at things from only the attorney point of view...not the legal assistant's view.

Please elaborate on: "Makes timely decisions"

- Sometimes Angie hesitates to make decisions. She would be more successful if she, at times, made decision more swiftly and confidently.

	Poor	Fair	Good	Very Good	Outstanding	Raw Score
Knowledge						
Has good business sense; thinks broadly	-	6	5	15	3	3.23
Understands the legal field and how it works	-	-	5	13	12	4.18
Understands how the firm makes money	-	1	5	15	9	3.81
Understands how the organization generates revenue	-	1	5	14	10	3.83
Understands budgets and financials	-	3	3	9	3	3.27
Understands the processes of the business	-	3	3	11	11	3.72
Takes a broad, strategic approach to problem solving and decision making	-	7	6	7	7	3.22
Takes a long-range view rather than always focusing on immediate, short-term outcomes	-	5	8	8	7	3.29
Considers the long-term impact of decisions made today	-	4	10	7	7	3.29
Integrates long-term strategic goals into decisions made today	-	4	9	7	4	3.19

Character						
Eagerly pursues new knowledge, skills, and methods	-	1	5	12	9	4.05
Actively seeks out new learning opportunities	-	-	6	11	10	4.03
Knows own strengths and limitations	1	6	10	6	2	2.90
Aware of how others react to his/her actions or statements	2	11	10	4	1	2.50
Personally committed to the company's strategy	-	1	2	12	15	4.38
Makes decisions based on the company's needs rather than personal agenda	-	1	9	8	10	3.88
Self confident	-	3	10	12	5	3.37
Seeks feedback and criticism	1	2	9	10	5	3.53
Avoids negatives and hidden agendas	1	-	13	7	4	3.39
Willing to take a courageous stand when appropriate	-	2	14	6	5	3.38
Trusts others appropriately	-	3	11	11	3	3.28
Respected by others	-	3	11	10	5	3.60
Sincere and straightforward	-	2	9	11	7	3.74
Serves others needs; avoids selfishness	1	-	11	11	5	3.50
Accepts responsibility for own mistakes	-	4	12	7	4	3.39
Can be trusted with sensitive information	-	5	4	11	8	3.49
Avoids bias in attitude or treatment of people	1	5	7	9	6	3.28
Patient when necessary	-	2	13	10	4	3.40

Interpersonal						
Gives personal attention; is accessible	-	-	7	13	9	3.88
Resolves conflicts among team members	-	3	11	6	2	3.16
Recognizes the value of people with different talents and skills	-	1	14	11	3	3.48
Adapts well to cultural differences	-	1	9	12	5	3.67
Listens effectively	-	-	14	11	5	3.59
Encourages open dialog	-	1	15	8	5	3.43
Keeps others informed by continuously sharing information	-	2	9	11	7	3.58
Brings conflicts into the open for resolution	-	3	13	7	2	3.23
Encourages collaboration for mutual benefit of all parties	-	1	13	11	3	3.51
Adjusts to changes without frustration	-	2	13	8	3	3.35
Avoids being too stubborn	1	3	13	9	2	3.11
Tolerates people's differences	-	2	9	14	3	3.57

Preserves others' self esteem	-	6	12	7	3	3.18
Earns respect without being overbearing	2	6	11	7	3	2.97

	Poor	Fair	Good	Very Good	Outstanding	Raw Score
Change						
Leads and facilitates process improvement	-	1	10	10	8	3.71
Involves employees in redesign of work processes	-	1	8	14	6	3.81
Easily adapts to change generated by others	-	4	14	6	3	3.22
Helps others adopt change that is outside their control	-	-	12	9	4	3.52
Feels comfortable in a fast-changing environment	-	1	12	8	4	3.45
Recognizes what already works; avoids unnecessary change	-	2	14	8	3	3.41
Reorganizes readily when market conditions call for restructuring	-	2	13	5	2	3.23
Is not afraid to take risks	-	2	12	5	2	3.26
Only takes appropriate risks	-	1	14	7	2	3.32
Actively leads efforts to drive innovation and change	-	3	11	10	3	3.26
Willing to try out new and untested approaches	-	2	10	9	3	3.49
Continually questions the status quo	-	3	14	6	1	3.08

Developing Staff						
Gives me the feedback I need	1	3	4	13	3	3.56
Gives feedback accurately and fairly	-	5	6	11	3	3.36
Makes performance review a meaningful experience	-	4	1	4	2	3.42
Develops a talented team	-	5	9	10	5	3.39
Defines skills required for positions	-	1	12	8	6	3.62
Judges the capabilities of people accurately	-	7	12	5	4	3.08
Keeps talented people challenged	-	5	14	4	4	3.11
Develops bench strength for the future	-	4	11	6	2	3.12
Develops career paths for talented employees	-	4	13	4	1	2.93
Knows employee needs for development	-	3	12	9	3	3.33
Provides cross-training and job rotations to reduce boredom	1	6	7	4	2	2.85
Emphasizes continuous learning and retraining	-	1	8	12	7	3.91

Leadership						
Articulates their plan in plain language	-	2	9	11	3	3.45
Helps staff define clear objectives	-	3	9	9	4	3.34
Regularly reviews objectives with staff	-	1	7	9	6	3.76
Involves employees in decisions	-	4	7	13	3	3.58
Evenly delegates enough work	-	3	10	7	1	3.15
Delegates work appropriately	-	5	10	8	2	3.04
Delegates authority; encourages independence	1	5	10	7	3	3.01
Sets clear deadlines	-	1	5	8	1	3.38
Enlists the talent of others in order to meet objectives	-	-	9	15	4	3.78
Identifies others' abilities and delegates tasks accordingly	-	2	13	8	2	3.23
Facilitates rather than dominates	2	8	9	4	4	3.00
Manages people according to their needs	-	5	10	6	3	3.22
Manages costs without alienating staff	-	2	10	7	1	3.21
Effectively communicates reasons for changes and decisions	-	2	12	11	4	3.53
Conducts effective meetings regularly	-	1	9	12	5	3.67
Helps people develop passion for their work	-	6	8	7	2	3.25
Recognizes employee contributions and ideas	-	1	7	11	9	4.00
Sensitive to satisfaction and morale in the group	1	4	6	9	7	3.56

Generates urgency in others	-	5	11	6	3	3.13
Recognizes and/or rewards high performers	-	2	6	3	3	3.44
Provides a positive example; "walks the talk"	-	3	8	11	7	3.64
Generates enthusiasm in others	-	4	13	7	4	3.37
Creates an atmosphere that inspires others to achieve at a higher level	-	4	13	5	3	3.21
Pushes people to achieve at a higher level	-	3	11	8	4	3.46
Tolerates honest mistakes as learning experiences	-	3	11	8	5	3.50
Recognizes honest mistakes as learning experiences	-	3	10	8	6	3.64
Makes a compelling case for his/her point of view	-	2	12	7	6	3.47
Effectively persuades others in order to build commitment for ideas	-	2	12	10	2	3.26
Persuasive; speaks with impact	-	3	17	6	4	3.19
Leads with an inspiring vision	-	7	12	6	3	2.96

	Poor	Fair	Good	Very Good	Outstanding	Raw Score
Implementation						
Understands the technical aspects of his/her job	-	-	2	11	16	4.45
Timely with meetings and appointments	-	-	3	13	14	4.28
Manages own time effectively	-	4	9	6	5	3.23
Remains focused, even under pressure	-	-	12	10	7	3.63
Avoids distractions; not easily side-tracked	-	4	10	8	5	3.40
Able to integrate complex ideas and concepts when planning for the future	-	2	9	9	5	3.46
Has the ability to handle increasing levels of complexity	-	-	8	13	6	3.79
Helps staff reduce obstacles and uncertainty	-	6	9	10	3	3.26
Coordinates work effectively among staff	-	2	13	6	3	3.32
Holds people accountable	-	3	11	4	6	3.33
Develops and tracks performance measures	-	-	8	8	7	3.81
Takes quick action with non-performers	1	8	9	2	4	2.84
Plans effectively; avoids firefighting	-	3	8	12	3	3.43
Expects critical thinking from others	-	3	8	9	7	3.56
Doesn't bog down in irrelevant details	2	5	10	6	4	2.97
Doesn't skim important details	-	2	8	12	6	3.84
Keeps a clear mind under pressure	-	-	10	10	6	3.73
Continually simplifies; doesn't overcomplicate	1	7	11	6	3	3.00
Focuses on important tasks	-	2	12	10	3	3.32
Makes timely decisions	1	5	10	6	5	3.08
Acts to fix real problems by finding the root cause	-	3	14	5	4	3.21
Strongly results-oriented	-	2	10	10	6	3.47
Follows through on commitments	-	-	10	12	6	3.82
Develops and implements effective cost controls	-	2	8	3	3	3.25
Emphasizes service to "internal customers"	-	1	7	13	7	4.04
Helps coordinate work with other departments	-	1	8	14	3	3.80
Promptly responds to phone calls and requests	-	2	9	9	9	3.65
Deals skillfully with people	-	5	12	7	6	3.18
Actively supports getting new clients	-	-	1	13	15	4.47
Establishes procedures when necessary	-	-	11	7	10	3.72
Enforces Company policies consistently	-	1	7	7	11	3.81