Feedback Report

HayGroup

Emotional and Social Competency Inventory

An Other
Company X
06/22/08

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Introduction

What Is Emotional and Social Intelligence?

Emotional and Social Intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and in others. It describes the behaviors that sustain people in challenging roles, or as their careers become more demanding, and it captures the qualities that help people deal effectively with change.

The Emotional and Social Competency Inventory

Based on decades of research, across hundreds of roles and organizations, the Emotional and Social Competency Inventory (ESCI) model describes 12 competencies that differentiate outstanding from average performers. Although all of the ESCI competencies are important, you may not need to master all of them, in order to be successful. You may draw on different competencies, depending on your strengths, preferences, and the needs of the people and situations you work with.

The Four Clusters

The ESCI clusters highlight four distinct areas of ability:

- Self-Awareness: recognizing and understanding our own emotions

- Social Awareness: recognizing and understanding the emotions of others

- Self-Management: effectively managing our own emotions

- Relationship Management: applying emotional understanding in our dealings with others

Relationship Management is where emotional and social intelligence (or the lack thereof) becomes most visible to others. The competencies in this cluster impact on the motivation and performance of others, but they depend on strengths in the Social Awareness and Self-Management competencies. These clusters provide direction, energy, restraint, and skill to the way we use Relationship Management competencies.

Self-Awareness is at the heart of the model. It describes the ability to understand our emotions, our drives, our strengths and our weaknesses. It enables us to sustain our emotionally and socially intelligent behavior over time, despite setbacks.

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Introduction

Your Feedback Report

Your feedback report is organized into seven major sections:

- ESCI Model—a list of the competencies measured in this survey, organized by cluster

- Interpreting Your Feedback—a guide to what you'll see in your ESCI feedback report

- Data Validity—a summary of the source and quality of the feedback data, and of the agreement within rater groups

- ESCI Summary—a summary of your strengths and areas for improvement across the four clusters of emotional competencies

- ESCI Detail— your detailed competency scores, by rater group, with competency definitions

- Item Frequency Report—a distribution of ratings, by rater group, for each item in the ESCI

- Verbatim Comments—written comments about your behavior and performance from those who provided you with feedback

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Emotional and Social Competency Inventory
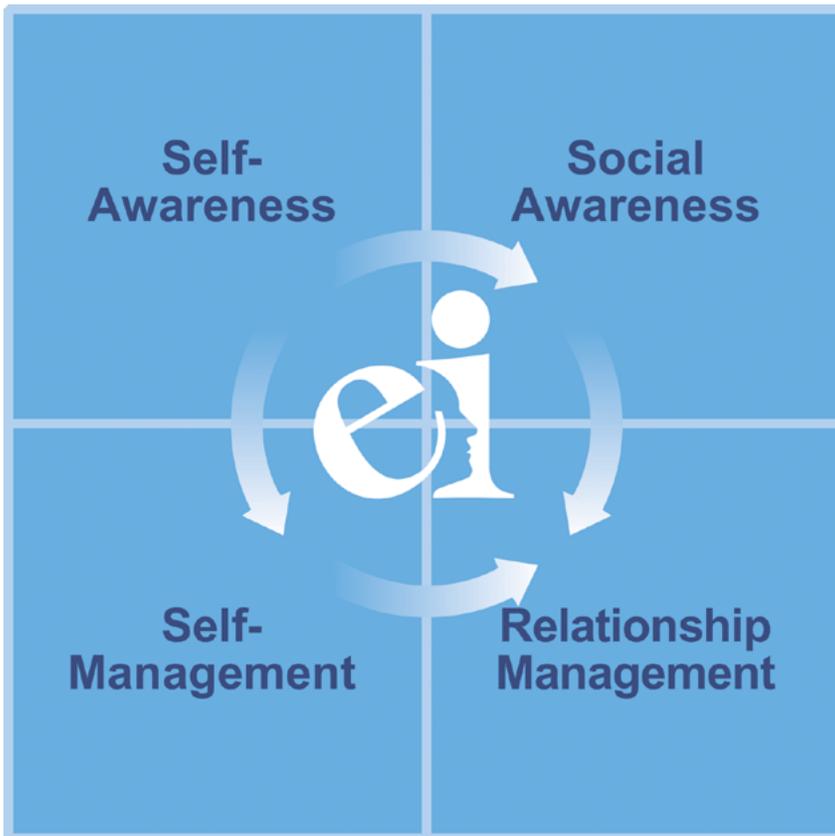
Self-Awareness
- Emotional Self-Awareness

Self-Management
- Achievement Orientation
- Adaptability
- Emotional Self-Control
- Positive Outlook

Social Awareness
- Empathy
- Organizational Awareness

Relationship Management
- Conflict Management
- Coach and Mentor
- Influence
- Inspirational Leadership
- Teamwork

Interpreting Your Feedback

A guide to what you'll see in your ESCI feedback report

Interpreting the ESCI Summary

The ESCI Summary provides an overview of your strengths and areas for improvement. All the competencies measured in this report are listed and organized by cluster.

Competency Scores

To the right of each competency, you will see Avg. Total Others Rating. This is the mean score from everyone, excluding yourself, who provided you with feedback.

Avg. Total Others Rating	Consistency of Demonstration	Strength

Total Others   ◯ Self   Norm Group
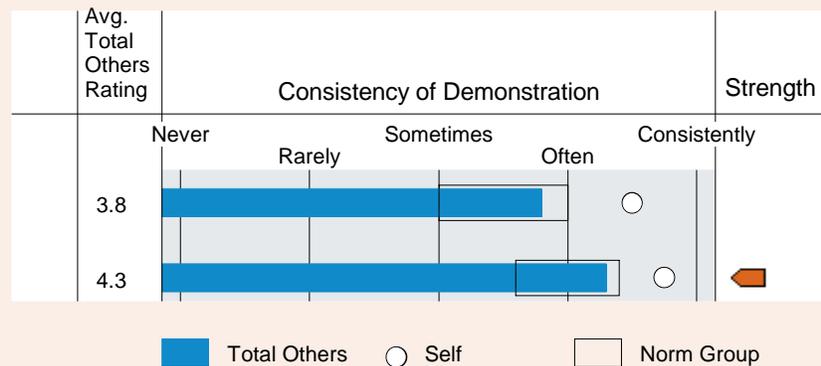
The bar represents your Total Others score.

The circle represents your rating, or how you saw yourself on that competency.

Norms: The transparent box represents the norm group. That is, the scores ranging from the 25th percentile to the 75th percentile of others who have taken the ESCI. The norm group shown represents a sample of 1,638 individuals and 17,475 respondents.

- If your Total Others score (represented by the bar) is to the left of this box, it indicates your score is below average for this competency.

- If your Total Others score is to the right of the box, it indicates you are above average on this competency.

When the Total Others score matches or exceeds 85% of the scale, the competency is considered a strength. In this case, an arrow will appear for that competency under the strength column.

Continued

Interpreting Your Feedback

A guide to what you'll see in your ESCI feedback report

Interpreting the Competency Detail

The ESCI competency detail report provides scores by rater group for each of the emotional competencies measured in this report.

Competency Scales: To the right of the graph is the scale the competencies were assessed on. The bar graph represents the average competency score for each rater group.
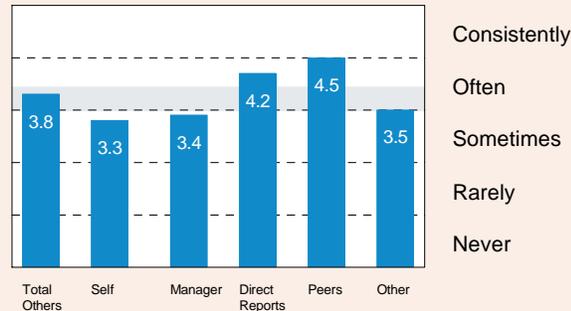
Norms: The shaded area represents the norm group or average range of scores (i.e. 25th to 75th percentile) for this competency. When a bar is above the shaded area, your rating is considered above average for this competency. When a bar is below the shaded area, it is considered below average for this competency.

Data Validity

Summarizes the source and quality of the feedback data

This report is based on the responses of 14 individuals as shown below.

15 questionnaires were returned in time to be included in this feedback. 1 questionnaire (Other) was discarded because less than 75% of the items were answered, or familiarity was indicated to be very low.

The responses were collected between 04/09/2008 and 06/05/2008.

	Questionnaires			Familiarity		Agreement	
	Distb.	Rcvd.	Prcsd.	Low	High	Low	High
Self	1	1	1				
Manager	2	2	2				
Direct Reports	2	2	2				
Peers	4	2	2				
Other	7	6	5				
Client/Customer	4	2	2				

Rater Familiarity

When making their ratings, raters indicated their familiarity with your job performance and their frequency of work-related contact with you.

The higher the familiarity, the more attention you should pay to the ratings. Low familiarity can occur when raters report that they are relatively unfamiliar with your job performance, or have relatively infrequent work-related contact with you (or both). You should place less weight on feedback from perspectives with low to moderate familiarity.

Rater Agreement

The level of rater agreement for perspectives with two or more raters is reported above. The higher the agreement, the more consistent the ratings within the rater group's perspective.

Agreement can be low for a number of reasons. Low agreement may indicate that some raters are less familiar with your performance than others. Low agreement may also indicate that the raters interact with you in different situations and see different aspects of your behavior. If the agreement for a perspective is low or moderate you should take time to consider the likely cause of the inconsistency and to adjust your evaluation of the feedback appropriately.

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ESCI Summary

Cluster / Competencies	Avg. Total Others Rating	Consistency of Demonstration	Strength
Self-Awareness		Never — Rarely — Sometimes — Often — Consistently	
Emotional Self-Awareness	3.8		
Self-Management			
Achievement Orientation	4.1		
Adaptability	3.5		
Emotional Self-Control	3.8		
Positive Outlook	3.8		
Social Awareness			
Empathy	3.8		
Organizational Awareness	3.8		
Relationship Management			
Conflict Management	3.8		
Coach and Mentor	3.9		
Influence	3.7		
Inspirational Leadership	3.9		
Teamwork	4.4		

Total Others ○ Self Norm Group

Self-Awareness

Emotional Self-Awareness

Recognizing how our emotions affect our performance. People who demonstrate this competency know the signals that tell them what they're feeling, and use them as an ongoing guide to how they are doing.

Consistently

Often

Sometimes

Rarely

Never

3.8	3.3	3.4	4.2	4.5	3.5	3.5
Total Others	Self	Manager	Direct Reports	Peers	Other	Client/-Customer
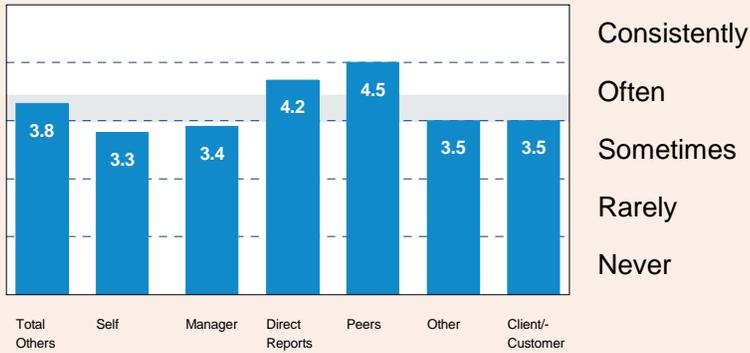
Self-Management

Achievement Orientation

Striving to meet or exceed a standard of excellence. People who demonstrate this competency look for ways to do things better, set challenging goals, and take calculated risks.
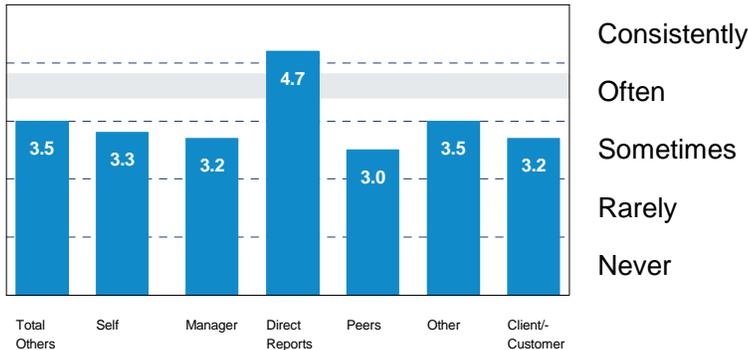
			Consistently
4.1	4.7	4.2	4.5	Often
		3.8	4.3	Sometimes
		3.8	Rarely
			Never

Chart values: Total Others 4.1, Self 4.7, Manager 4.2, Direct Reports 4.5, Peers 3.8, Other 4.3, Client/-Customer 3.8

| Total Others | Self | Manager | Direct Reports | Peers | Other | Client/-Customer |

Adaptability

Flexibility in handling change. People who demonstrate this competency willingly change their own ideas or approaches based on new information or changing needs. They are able to juggle multiple demands.

Consistently
Often
Sometimes
Rarely
Never

Chart values: Total Others 3.5, Self 3.3, Manager 3.2, Direct Reports 4.7, Peers 3.0, Other 3.5, Client/-Customer 3.2

| Total Others | Self | Manager | Direct Reports | Peers | Other | Client/-Customer |

Emotional Self-Control

Keeping disruptive emotions and impulses in check. People who demonstrate this competency are able to maintain their effectiveness under stressful or hostile conditions.

Consistently
Often
Sometimes
Rarely
Never

Chart values: Total Others 3.8, Self 4.3, Manager 3.2, Direct Reports 4.6, Peers 3.6, Other 4.1, Client/-Customer 3.5

| Total Others | Self | Manager | Direct Reports | Peers | Other | Client/-Customer |

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Self-Management

Positive Outlook

Persistence in pursuing goals despite obstacles and setbacks. People who demonstrate this competency see the positive in people, situations, and events more often than the negative.

3.8	4.0	3.3	4.9	3.0	3.8	4.2
Total Others	Self	Manager	Direct Reports	Peers	Other	Client/-Customer

Consistently

Often

Sometimes

Rarely

Never
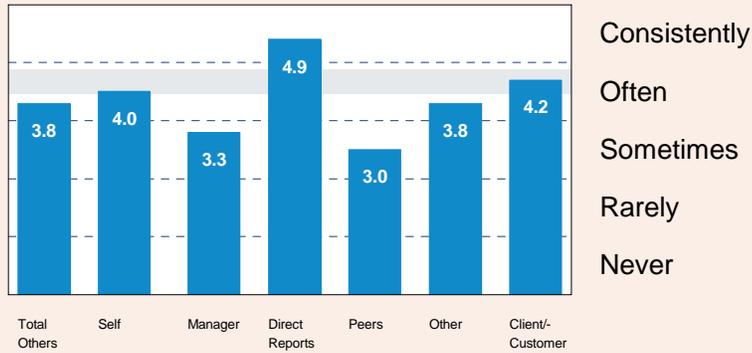
Social Awareness

Empathy

Sensing others' feelings and perspectives, and taking an active interest in their concerns. People who demonstrate this competency are able to pick up cues, understanding what is being felt and thought.

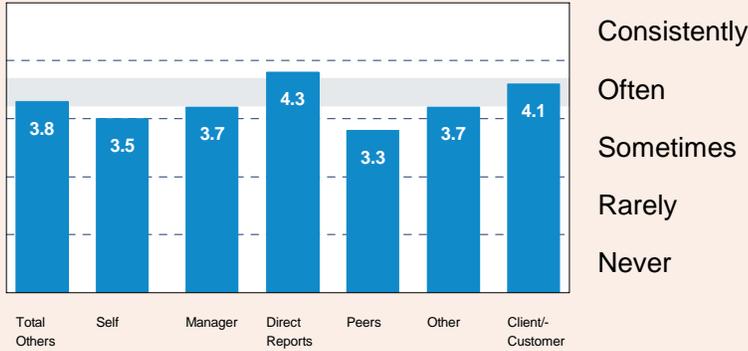|	
Chart	Consistently
3.8 3.5 3.7 4.3 3.3 3.7 4.1	Often
	Sometimes
	Rarely
	Never

Total Others | Self | Manager | Direct Reports | Peers | Other | Client/- Customer

Organizational Awareness

Reading a group's emotional currents and power relationships. People who demonstrate this competency think about power relationships. They can accurately identify influencers, networks and dynamics.

Chart	Consistently
3.8 3.3 3.6 4.4 3.1 3.6 4.1	Often
	Sometimes
	Rarely
	Never

Total Others | Self | Manager | Direct Reports | Peers | Other | Client/- Customer
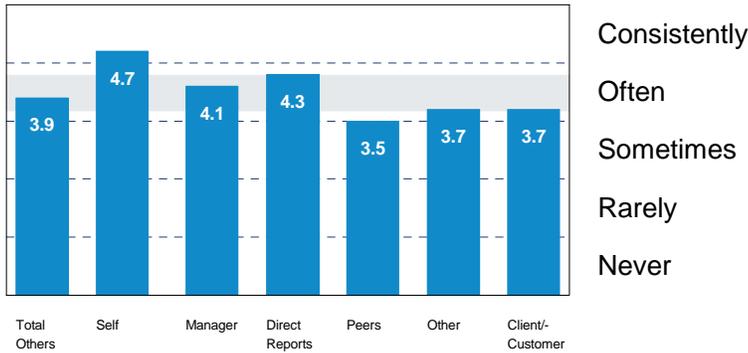
Relationship Management

Conflict Management

Negotiating and resolving conflict. People who demonstrate this competency bring disagreements into the open, effectively communicate the different positions and find solutions all can endorse.

3.8	3.5	3.7	4.4	3.7	3.8	3.6

Consistently
Often
Sometimes
Rarely
Never

Total Others | Self | Manager | Direct Reports | Peers | Other | Client/-Customer

Coach and Mentor

Taking an active interest in others' development needs and bolstering their abilities. People who demonstrate this competency spend time helping people via feedback, support and assignments.

3.9 | 4.7 | 4.1 | 4.3 | 3.5 | 3.7 | 3.7

Consistently
Often
Sometimes
Rarely
Never

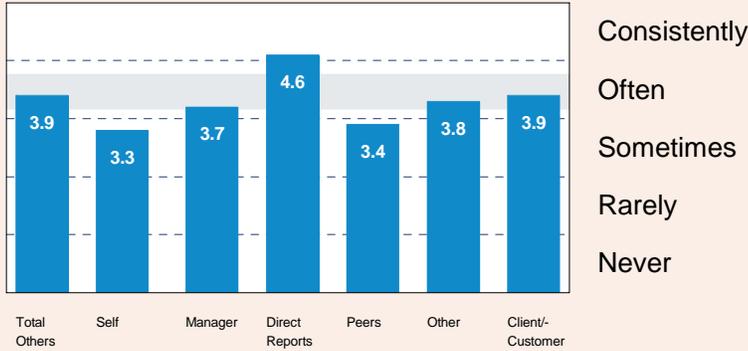Total Others | Self | Manager | Direct Reports | Peers | Other | Client/-Customer

Influence

Having a positive impact on others. People who demonstrate this competency persuade or convince others to gain support for an agenda.

3.7 | 3.2 | 3.3 | 4.6 | 3.5 | 3.5 | 3.8

Consistently
Often
Sometimes
Rarely
Never

Total Others | Self | Manager | Direct Reports | Peers | Other | Client/-Customer

Relationship Management
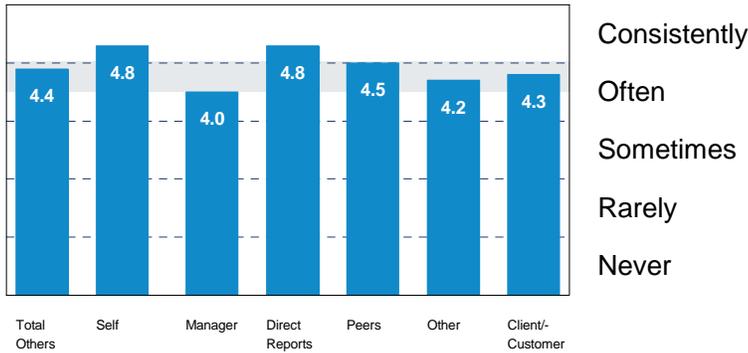
Inspirational Leadership

Inspiring and guiding individuals and groups. People who demonstrate this competency work to bring people together to get the job done. They bring out the best in people.

Category	Value
Total Others	3.9
Self	3.3
Manager	3.7
Direct Reports	4.6
Peers	3.4
Other	3.8
Client/-Customer	3.9

Consistently
Often
Sometimes
Rarely
Never

▭ Teamwork

Working with others towards a shared goal. Creating group synergy in pursuing collective goals. Teamwork is an orientation to work with others interdependently, not separately or competitively.

Category	Value
Total Others	4.4
Self	4.8
Manager	4.0
Direct Reports	4.8
Peers	4.5
Other	4.2
Client/-Customer	4.3

Consistently
Often
Sometimes
Rarely
Never

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Item Frequency Report
Self-Awareness Cluster

Item #	Emotional Self-Awareness	Self (Never → Consistently)					Manager (Never → Consistently)					Direct Reports (Never → Consistently)					Peers (Never → Consistently)				
9	Shows awareness of own feelings				1					1	1				1	1					2
17	Able to describe how own feelings affect own actions			1						2		*			1					1	1
29	Acknowledges own strengths and weaknesses				1					1	1				1	1					2
42	Understands the connection between what is happening and own feelings				1					1	1				1	1				1	1
55	Describes underlying reasons for own feelings			1						1	1					2			1		1
58	Does not describe own feelings			1			1	1				1	1				2				

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Self-Awareness Cluster

Item #	Emotional Self-Awareness	Other Never ○	○	○	○	Consistently ○	Client/Customer Never ○	○	○	○	Consistently ○
9	Shows awareness of own feelings	*	1		2			1		1	
17	Able to describe how own feelings affect own actions			2	2	1			1	1	
29	Acknowledges own strengths and weaknesses	*			4					2	
42	Understands the connection between what is happening and own feelings			2	3					2	
55	Describes underlying reasons for own feelings	*		1	3				1	1	
58	Does not describe own feelings		1	1	3				2		

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Self-Management Cluster

Item #	Achievement Orientation	Self (Never)				(Consistently)	Manager (Never)				(Consistently)	Direct Reports (Never)				(Consistently)	Peers (Never)				(Consistently)
4	Initiates actions to improve own performance				1					2					2		1	1			
15	Does not try to improve	1						2				2					1	1			
18	Seeks to improve own self by setting measurable and challenging goals				1					2				1	1				2		
19	Seeks ways to do things better					1				2					2					1	1
66	Strives to improve own performance					1				1	1				2					2	
43	Does not strive to improve own performance	1					1	1						1	1		1	1			

Item #	Adaptability	Self (Never)				(Consistently)	Manager (Never)				(Consistently)	Direct Reports (Never)				(Consistently)	Peers (Never)				(Consistently)
14	Adapts to shifting priorities and rapid change				1		1	1							2		2				
24	Adapts by applying standard procedures flexibly			1					1	1				1	1			1	1		
53	Adapts overall strategy, goals, or projects to fit the situation			1						2					2					1	1
65	Adapts overall strategy, goals, or projects to cope with unexpected events			1					1	1				1	1		*			1	
72	Adapts by smoothly juggling multiple demands			1					2						2					2	
44	Has difficulty adapting to uncertain and changing conditions			1					1	1		2								1	1

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Self-Management Cluster

Item #	Achievement Orientation	Other Never				Consistently	Client/Customer Never				Consistently
4	Initiates actions to improve own performance				1	4			2		
15	Does not try to improve	* 3	1				1	1			
18	Seeks to improve own self by setting measurable and challenging goals				1	4			2		
19	Seeks ways to do things better				5					1	1
66	Strives to improve own performance				3	2			1		1
43	Does not strive to improve own performance	* 3	1						1		1

Item #	Adaptability	Other Never				Consistently	Client/Customer Never				Consistently
14	Adapts to shifting priorities and rapid change		1	1	3					1	1
24	Adapts by applying standard procedures flexibly			3	2					1	1
53	Adapts overall strategy, goals, or projects to fit the situation		1	3	1				1		1
65	Adapts overall strategy, goals, or projects to cope with unexpected events	1	2	1	1		2				
72	Adapts by smoothly juggling multiple demands	*	1	1	2					1	1
44	Has difficulty adapting to uncertain and changing conditions	2	1	2						1	1

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Self-Management Cluster

Item #	Emotional Self-Control	Self (Never → Consistently)	Manager (Never → Consistently)	Direct Reports (Never → Consistently)	Peers (Never → Consistently)
10	Remains calm in stressful situations	1	1 1	2	2
26	Remains composed, even in trying moments	1	2	*	2
40	Controls impulses appropriately in situations	1	2	2	1 1
41	Acts appropriately even in emotionally charged situations	1	2	1 1	1 1
64	Gets impatient or shows frustration inappropriately	1	1 1	1 1	1 1
7	Loses composure when under stress	1	1 1	2	1 1

Item #	Positive Outlook	Self (Never → Consistently)	Manager (Never → Consistently)	Direct Reports (Never → Consistently)	Peers (Never → Consistently)
8	Sees possibilities more than problems	1	1 1	2	1 1
21	Sees the positive in people, situations, and events more often than the negative	1	1 1	1 1	2
23	Views the future with hope	1	2	2	1 1
32	Sees opportunities more than threats	1	1 1	2	1 1
45	Believes the future will be better than the past	1	1 1	2	1 1
35	Sees the positive side of a difficult situation	1	1 1	2	2

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Self-Management Cluster

Item #	Emotional Self-Control	Other Never				Consistently	Client/Customer Never				Consistently
10	Remains calm in stressful situations			1	3	1				1	1
26	Remains composed, even in trying moments			1	2	2				1	1
40	Controls impulses appropriately in situations				5					1	1
41	Acts appropriately even in emotionally charged situations			2	3						2
64	Gets impatient or shows frustration inappropriately	2	2	1					1	1	
7	Loses composure when under stress	* 2	2						1		1

Item #	Positive Outlook	Other Never				Consistently	Client/Customer Never				Consistently
8	Sees possibilities more than problems			1	3	1				1	1
21	Sees the positive in people, situations, and events more often than the negative	1			4					1	1
23	Views the future with hope			1	3	1			1		1
32	Sees opportunities more than threats			3	1	1				1	1
45	Believes the future will be better than the past			2	3						2
35	Sees the positive side of a difficult situation			1	3	1				1	1

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Social Awareness Cluster

Item #	Empathy	Self (Never — Consistently)	Manager (Never — Consistently)	Direct Reports (Never — Consistently)	Peers (Never — Consistently)
12	Understands others from different backgrounds	1	1 1	1 1	1 1
25	Understands others' perspectives when they are different from own perspective	1	2	* 1	1 1
28	Understands others by listening attentively	1	2	2	1 1
50	Understands reasons for others' actions	1	1 1	2	1 1
70	Understands others by putting self into others' shoes	1	1 1	1 1	1 1
49	Does not understand subtle feelings of others	1	1 1	2	1 1

Item #	Organizational Awareness	Self (Never — Consistently)	Manager (Never — Consistently)	Direct Reports (Never — Consistently)	Peers (Never — Consistently)
11	Understands the informal processes by which work gets done in the team or organization	1	1 1	2	1 1
20	Understands the values and culture of the team or organization	1	1 1	2	1 1
27	Understands social networks	1	2	*	1 1
52	Understands the informal structure in the team or organization	1	1 1	2	1 1
69	Understands the team's or organization's unspoken rules	1	1 1	* 1	1 1
68	Does not understand how to work the system to get a job done	1	2	2	1 1

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Social Awareness Cluster

Item #	Empathy	Other Never				Consistently	Client/Customer Never				Consistently
12	Understands others from different backgrounds		1		4					1	1
25	Understands others' perspectives when they are different from own perspective			1	3	1				1	1
28	Understands others by listening attentively	1			3	1					2
50	Understands reasons for others' actions			1	3	1				1	1
70	Understands others by putting self into others' shoes	*	1	1		1				1	1
49	Does not understand subtle feelings of others	* 1	1	2				1	1		

Item #	Organizational Awareness	Other Never				Consistently	Client/Customer Never				Consistently
11	Understands the informal processes by which work gets done in the team or organization	*		3	1					1	1
20	Understands the values and culture of the team or organization		1		3	1				1	1
27	Understands social networks	*		1	3					1	1
52	Understands the informal structure in the team or organization	*	1		3					1	1
69	Understands the team's or organization's unspoken rules		1	1	2	1				1	1
68	Does not understand how to work the system to get a job done	2	1	1	1			1		1	

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Relationship Management Cluster

Item #	Conflict Management	Self Never	·	·	·	Self Consistently	Manager Never	·	·	·	Manager Consistently	Direct Reports Never	·	·	·	Direct Reports Consistently	Peers Never	·	·	·	Peers Consistently
31	Tries to resolve conflict by finding a position everyone involved can endorse				1				1	1					1	1					2
46	Resolves conflict by bringing it into the open	1								2					2					1	1
48	Tries to resolve conflicts by finding a solution that addresses everyone's interests				1				1	1					1	1					2
54	When resolving conflict, de-escalates the emotions in the situation				1					2		*								1	1
59	Tries to resolve conflict by openly talking about disagreements with those involved			1					1		1	*			1						2
51	Allows conflict to fester			1					1	1		*	1						1	1	

Item #	Coach and Mentor	Self Never	·	·	·	Self Consistently	Manager Never	·	·	·	Manager Consistently	Direct Reports Never	·	·	·	Direct Reports Consistently	Peers Never	·	·	·	Peers Consistently
6	Coaches and mentors others				1				1	1						2				1	1
30	Does not spend time developing others	1						1	1					1	1			1	1		
34	Provides on-going mentoring or coaching				1					2						2				1	1
37	Personally invests time and effort in developing others			1						1	1				1	1				1	1
38	Cares about others and their development			1						1	1	*			1					1	1
62	Provides feedback others find helpful for their development			1						2						2				2	

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Relationship Management Cluster

Item #	Conflict Management	Other Never		Consistently			Client/Customer Never		Consistently		
31	Tries to resolve conflict by finding a position everyone involved can endorse			1	4					2	
46	Resolves conflict by bringing it into the open	*		1	2	1			1	1	
48	Tries to resolve conflicts by finding a solution that addresses everyone's interests			1	4				1		1
54	When resolving conflict, de-escalates the emotions in the situation			1	4				1	1	
59	Tries to resolve conflict by openly talking about disagreements with those involved	1	1	2	1				1	1	
51	Allows conflict to fester	* 1	1	1			*		1		

Item #	Coach and Mentor	Other Never		Consistently			Client/Customer Never		Consistently		
6	Coaches and mentors others			1	4				1	1	
30	Does not spend time developing others	* 2	1		1				1	1	
34	Provides on-going mentoring or coaching	*		1	3					1	1
37	Personally invests time and effort in developing others	*		1	3				2		
38	Cares about others and their development	*		1	3					2	
62	Provides feedback others find helpful for their development			1	2	2				1	1

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Relationship Management Cluster

Item #	Influence	Self (Never → Consistently)					Manager (Never → Consistently)					Direct Reports (Never → Consistently)					Peers (Never → Consistently)				
1	Anticipates how others will respond when trying to convince them				1					1	1	*			1					1	1
3	Convinces others by developing behind-the-scenes support	1								1	1					2				1	1
13	Convinces others by getting support from key people				1						2				1	1				1	1
16	Convinces others by engaging them in discussion				1				1		1				1	1				1	1
22	Convinces others by appealing to their self-interest				1						2				1	1			1		1
71	Uses multiple strategies when trying to convince others				1				1	1						2					2

Item #	Inspirational Leadership	Self (Never → Consistently)					Manager (Never → Consistently)					Direct Reports (Never → Consistently)					Peers (Never → Consistently)				
36	Leads others by creating a positive emotional tone				1				1	1					1	1				1	1
47	Leads by inspiring people			1					1	1					1	1					2
57	Leads by articulating a compelling vision			1							2					2	*				1
60	Does not inspire loyalty from followers	1						1	1			2							1	1	
63	Leads by building pride in the group			1					1	1					1	1				1	1
67	Leads by bringing out the best in people			1							2					2					2

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Relationship Management Cluster

Item #	Influence	Other Never				Consistently	Client/Customer Never				Consistently
1	Anticipates how others will respond when trying to convince them		1	1	2	1			1	1	
3	Convinces others by developing behind-the-scenes support		2		2	1	1	1			
13	Convinces others by getting support from key people		1	2	1	1			1	1	
16	Convinces others by engaging them in discussion		1		4						2
22	Convinces others by appealing to their self-interest		1		4		1			1	
71	Uses multiple strategies when trying to convince others		1	1	3					1	1

Item #	Inspirational Leadership	Other Never				Consistently	Client/Customer Never				Consistently
36	Leads others by creating a positive emotional tone			1	3	1				1	1
47	Leads by inspiring people	*	1		3				1	1	
57	Leads by articulating a compelling vision		1		2	2				1	1
60	Does not inspire loyalty from followers	2	1	1	1		2				
63	Leads by building pride in the group		1	1	2	1			1	1	
67	Leads by bringing out the best in people	*			4				1	1	

* Indicates that some of your assessors did not respond to this item

Item Frequency Report
Relationship Management Cluster

		Other					Client/Customer				
		Never				*Consistently*	*Never*				*Consistently*
Item #	**Teamwork**	○	○	○	○	○	○	○	○	○	○
5	Does not cooperate with others	* 3				1	1	1			
33	Works well in teams by being supportive		1		3	1		1			1
39	Works well in teams by soliciting others' input			1	3	1			1		1
56	Works well in teams by encouraging participation of everyone present			1	2	2			1		1
61	Works well in teams by being respectful of others				2	3			1		1
2	Works well in teams by encouraging cooperation	*			2	2			2		

* Indicates that some of your assessors did not respond to this item

Verbatim Comments

Please list this person's key strengths.

Self
- Structured and rigourous / using method - Takes time to perform thorough analysis - Uses a broad spectrum and develops strategic views - Provides synthesis - Good listener - Good social skills, team player

Manager
Intelectually very strong - strong desire to do what he believes is right for the business. Clearly articulates brand vision and strategy.

Peers
1. XXX is a remarkably well structured thinker with an ability to very clearly articulate concepts to a variety of audiences.   2. He responds very well to a clear vision and strategy and operates well within that. 3. XXX is able to take years of experience and apply it to his current environment in a manner from which all can learn. 4. Above all, Pierre is curious and delightfully mischevious, making him a fun person to be around Pierre has certainly defined a clear marketing strategy for the juice portfolio of the IC. That 'blueprint' is now accepted as the NWABU juice strat. He showed off his thinking prowess here, in one very simple example.

XXX est très cérébral et très cartésien. Tout passe par la tête. Il a une excellente maitrise de son domaine qui lui confère une grande confiance des autres. Il est organisé et méthodique.

Other
• Focus, meet deadline consistently, open to feedback , work well in team • Keep positive attitude in the face of adversity

Strategic thinking Ability to think through a vision Ability to articulate an idea into a sellable format Collaboration Communication

Client/Customer
Strenghts: (1) Strategic thinking mindset: drives vision & long term perspective into the thinking process (2) Clear articulation of Ideas: helps understanding & buying of his ideas.

Continued

Verbatim Comments

Please list specific areas where this person needs to improve, and what would be the payoffs if this person made these improvements?

Self

- Decode, understand and respond appropriately to others' non verbal communication, emotions, true concerns - Bridge gap between self emotions and rational thinking for synergy & energy vs conflict & paralysis - Get faster to conclusion (avoid sharing too much of the analysis phase with collegues, develop technics and skills to shorten it) - Be in action mode in a consistant & disiplined manner - fight paralysis derived from anxiety / disconnects / lack of clarity / lack of closing & renouncement of alternatives and risk taking

Manager

Dwells on things too much and risks coming across as negative and high maintenance. XXX needs to put his pov across clearly and get quicker to the point (tendancy sometime to think/brainstorm aloud rather than formulating and communicating a pov). Needs to know better when to let go and move on rather than engaging in ongoing discussion around things that he cannot change. XXX went through a tough year from a professional and personal perspective - he was cleary disappointed about changes that occured but made things more difficult for himself by continuously focusing on the negatives and not the positives. I believe now that he recognises this in hindsight and I have noticed a significant change of mindset over the last 3 months.

Peers

XXX is a deep and complex character, and as much as that is a priceless strength as it leads his analytical thinking, it can also be an improvement area. He is prone to ups and downs in terms of his mental energy and motivation. I am not sure where he draws his personal strength from - where or how he recharges himself - but he needs to draw on that place when he feels his level dropping. Few people have a greater appetite or passion for group success than XXX when his motivation levels are up. That is the challenge for him - to keep those motivation levels up, even when things are perhaps not falling into place as planned or envisaged.

XXX manque d'intuition, et est trop émotif.   Il peut se laisser submerger par ses émotions, au détriment de son équilibre personnel.

Continued

Verbatim Comments

Other

Management of a P&L Manage his own emotions

Client/Customer

Areas of improvement: (1) balance time spend in thinking vs getting into action