
360° Feedback Report for Jessica Jones

of Respondents 10
Self: 1 Supervisor: 1 Peers: 4 Direct Reports: 4

C O N F I D E N T I A L

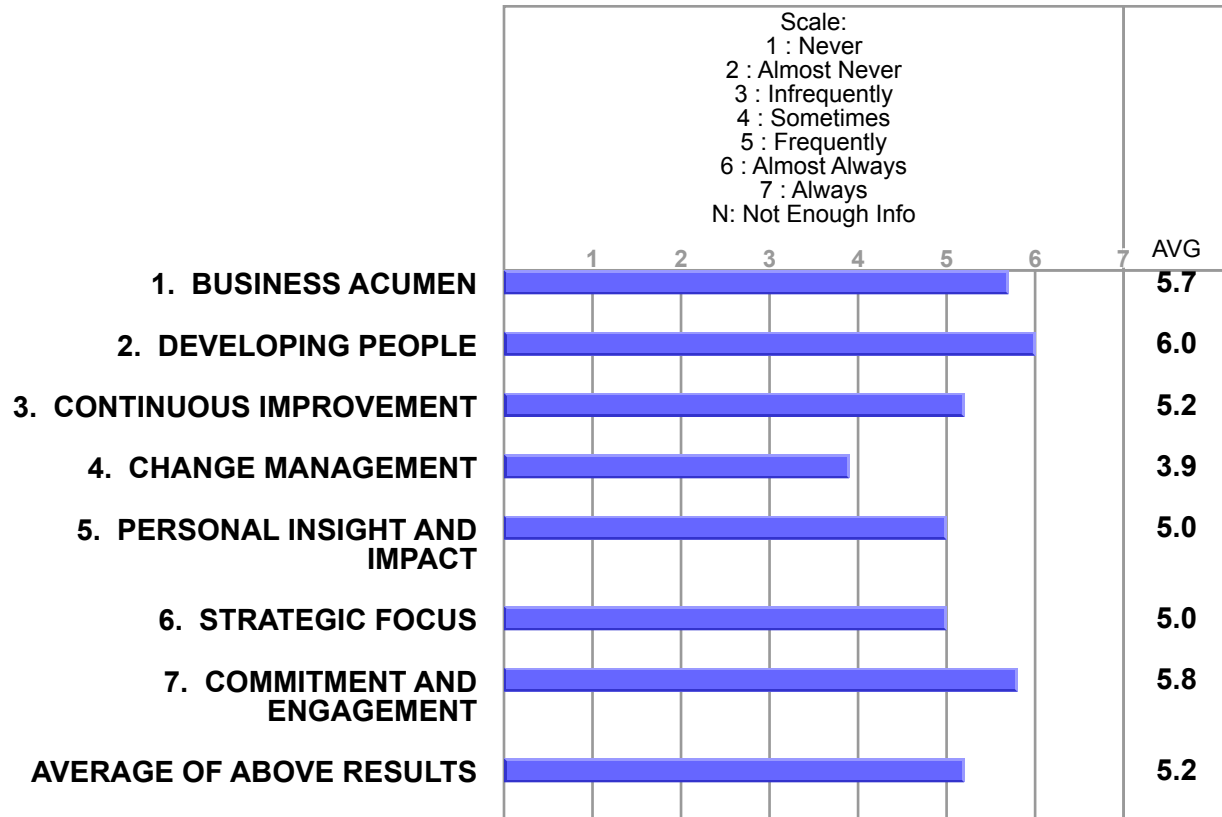
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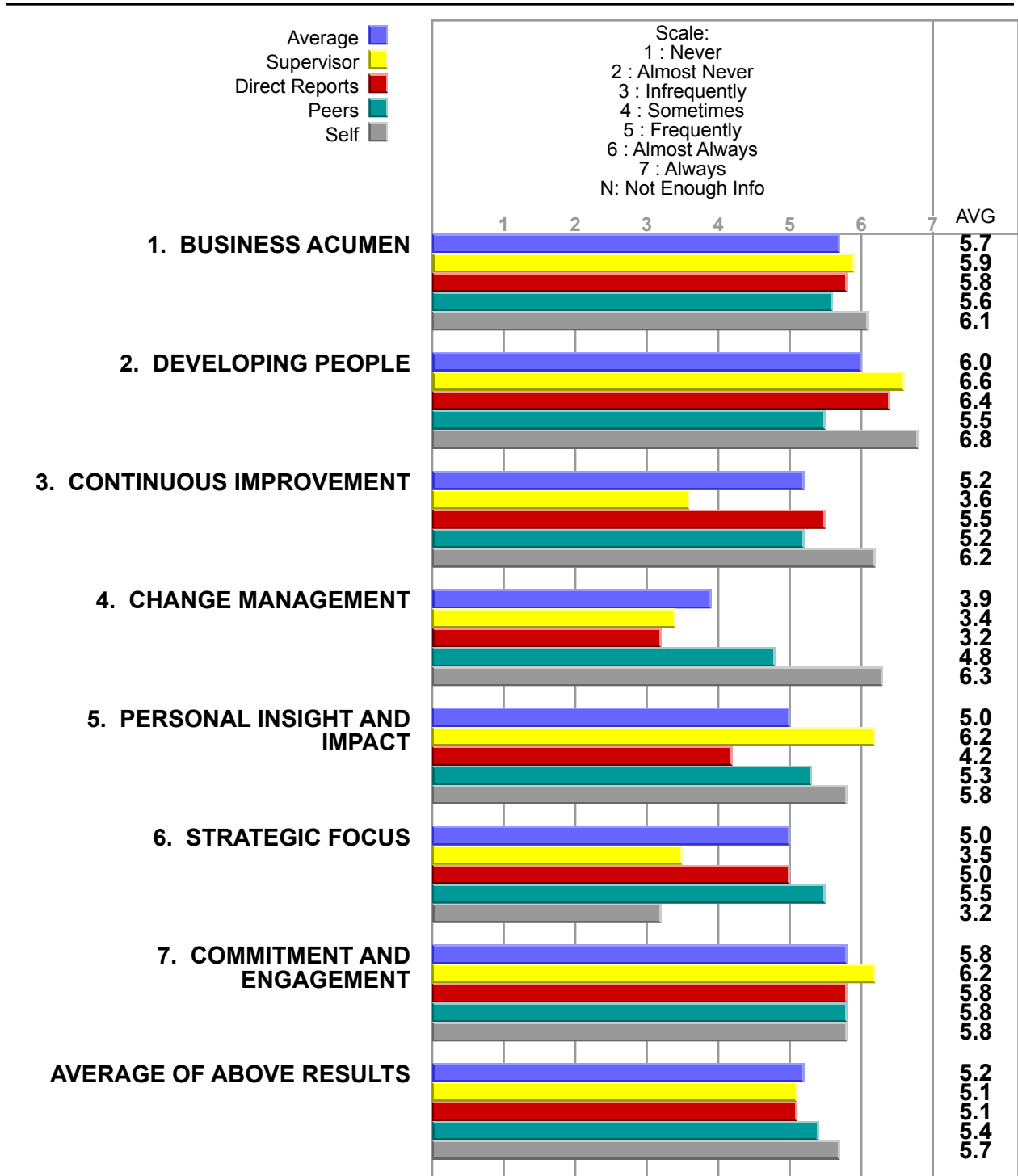
HEADLINES

Average of responses for each Heading

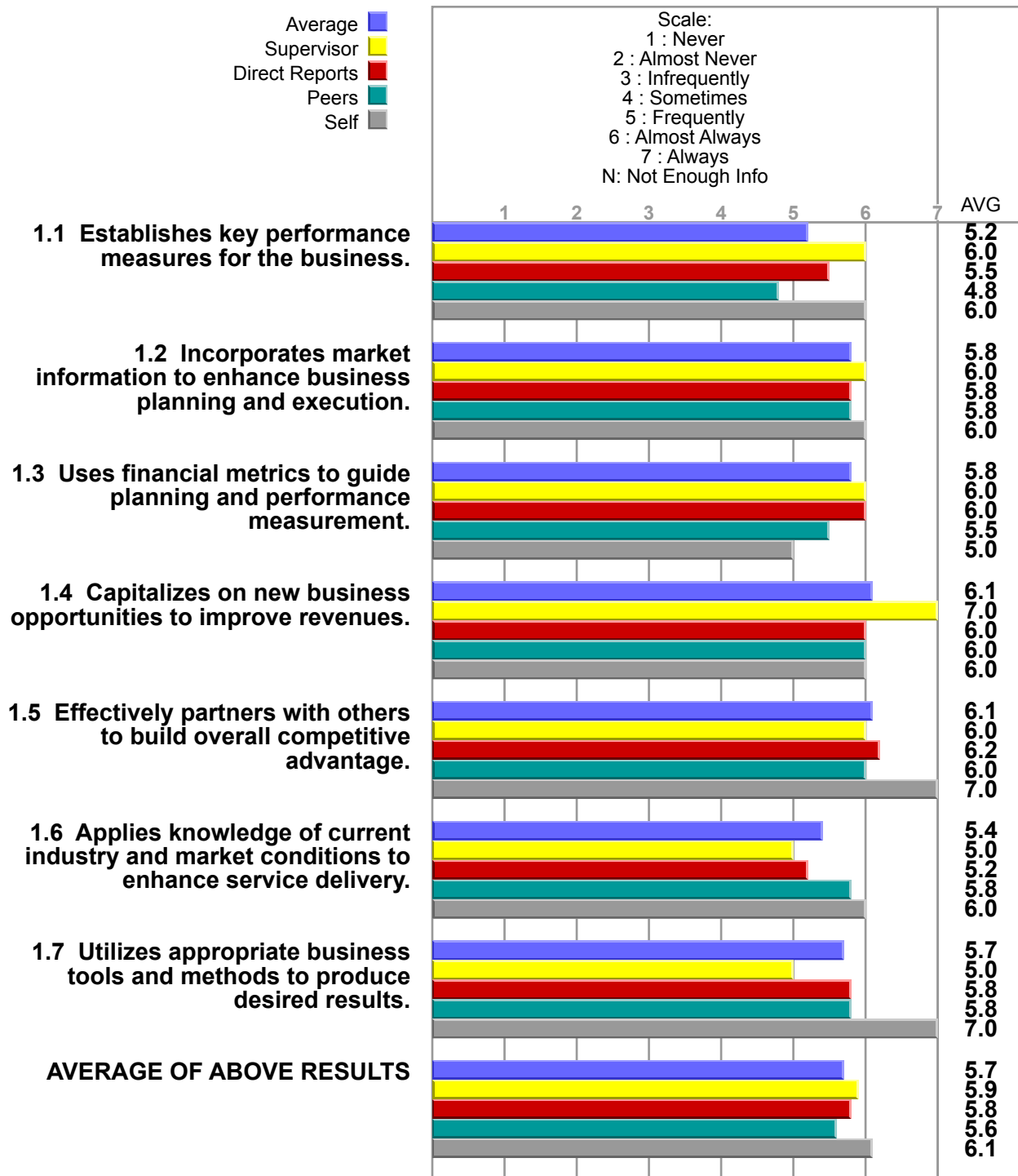


DETAILS

Average of responses for each Heading, by response category



1. BUSINESS ACUMEN



Unedited Comments

Comments from Supervisor (Random order)

Jess is very good at performance management and using financial metrics to guide her team's work.

1. BUSINESS ACUMEN

Unedited Comments

Comments from Direct Reports (Random order)

Really helped with this year's marketing plan in terms of new developments.

Always networking with others in our industry - gets out there. Holds us accountable when we don't make the numbers.

Good business sense - seems to keep up to date on latest trends and issues.

Really knowledgeable about what is going on in the business. Seems to use the right kinds of business tools to address the situation.

Comments from Peers (Random order)

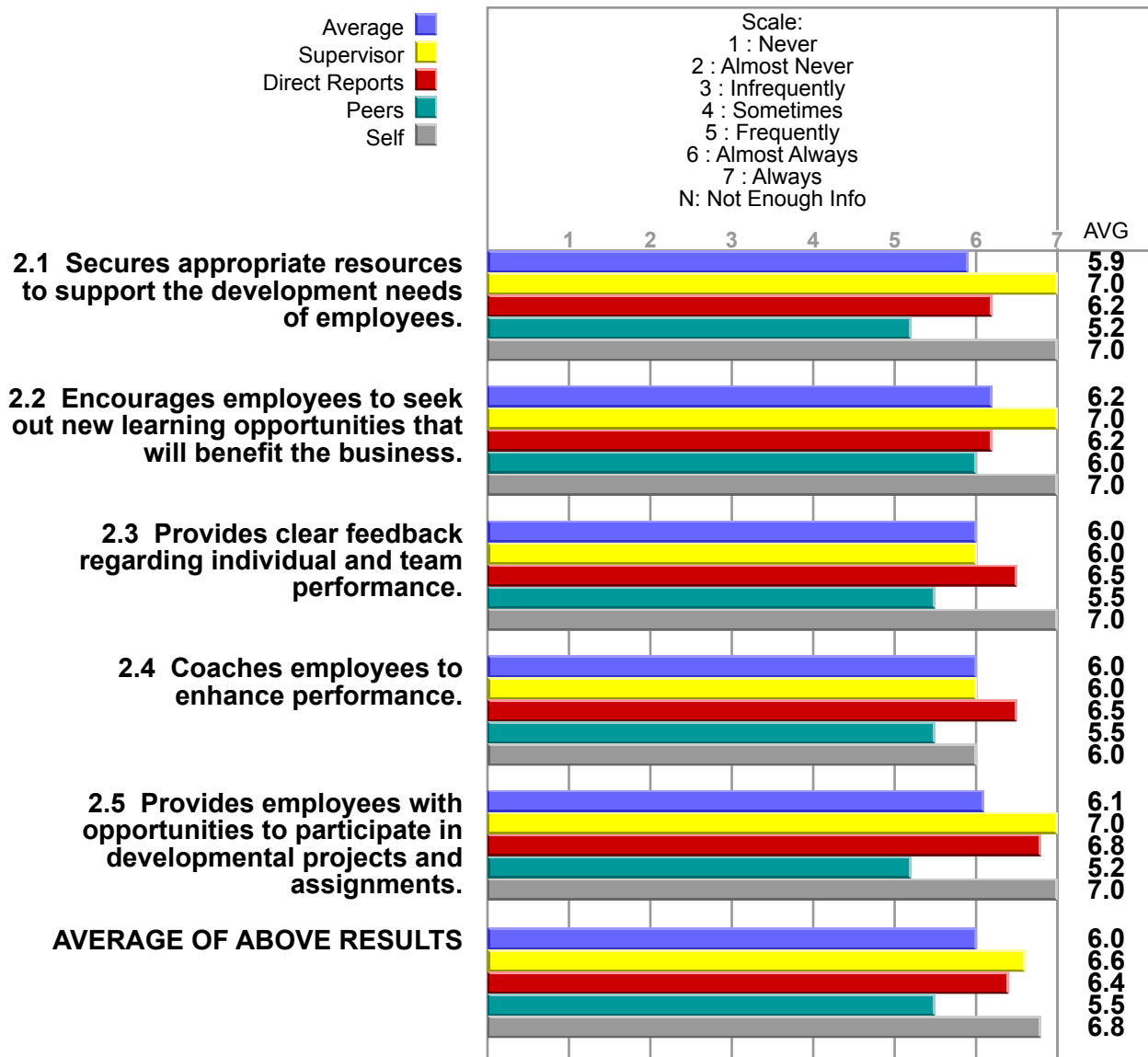
Look to Jessica for critical review of new product ideas - intuitive sense of what will work.

Strong in this area - seems to know how to use the right methods at the right time.

Comments from Self (Random order)

I believe I apply the latest business tools to our work and projects.

2. DEVELOPING PEOPLE



Unedited Comments

Comments from Supervisor (Random order)

Jessica demonstrates a strong commitment to developing her people's capabilities. She takes lots of time to coach and mentor staff so that they increase their own knowledge and skills.

Comments from Direct Reports (Random order)

Jessica is really concerned about our development. She takes a lot of time to coach us on new processes, methods and approaches.

Jessica is really intersted in my career growth. Lots of opportunities to take training.

Very supportive - too much so?

A natural at coaching and mentoring. She should be offering this to other departments.

2. DEVELOPING PEOPLE

Unedited Comments

Comments from Peers (Random order)

I don't see this very much but am presuming that it occurs based on what I hear from Jessica's staff.

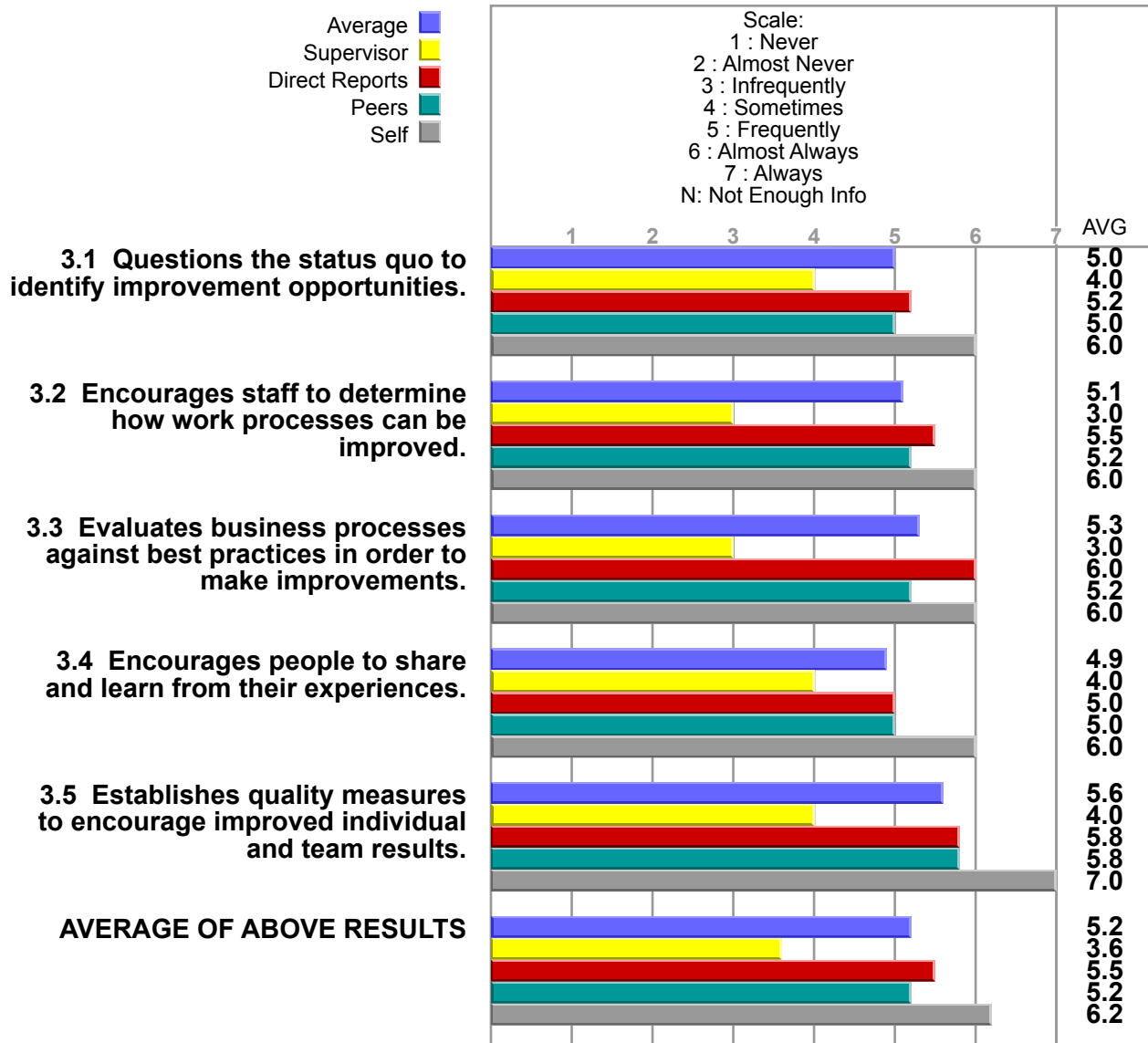
Not sure about some of these.

Jessica seems to have a pretty good relationship with her staff.

Comments from Self (Random order)

I do a good job of developing and coaching people - it has been a high priority for me over the past year.

3. CONTINUOUS IMPROVEMENT



3. CONTINUOUS IMPROVEMENT

Unedited Comments

Comments from Supervisor (Random order)

This area could be strengthened - more attention to process improvements. Needs to question the established way of doing things - don't be afraid to rock the boat once in a while.

Comments from Direct Reports (Random order)

I pretty much keep looking for improvements but Jessica encourages me to look for more.

Sometimes asks me to improve things but I am never sure what the consequences will be!

Jessica makes continuous improvement a high priority and we're always reviewing at least one process at any one time.

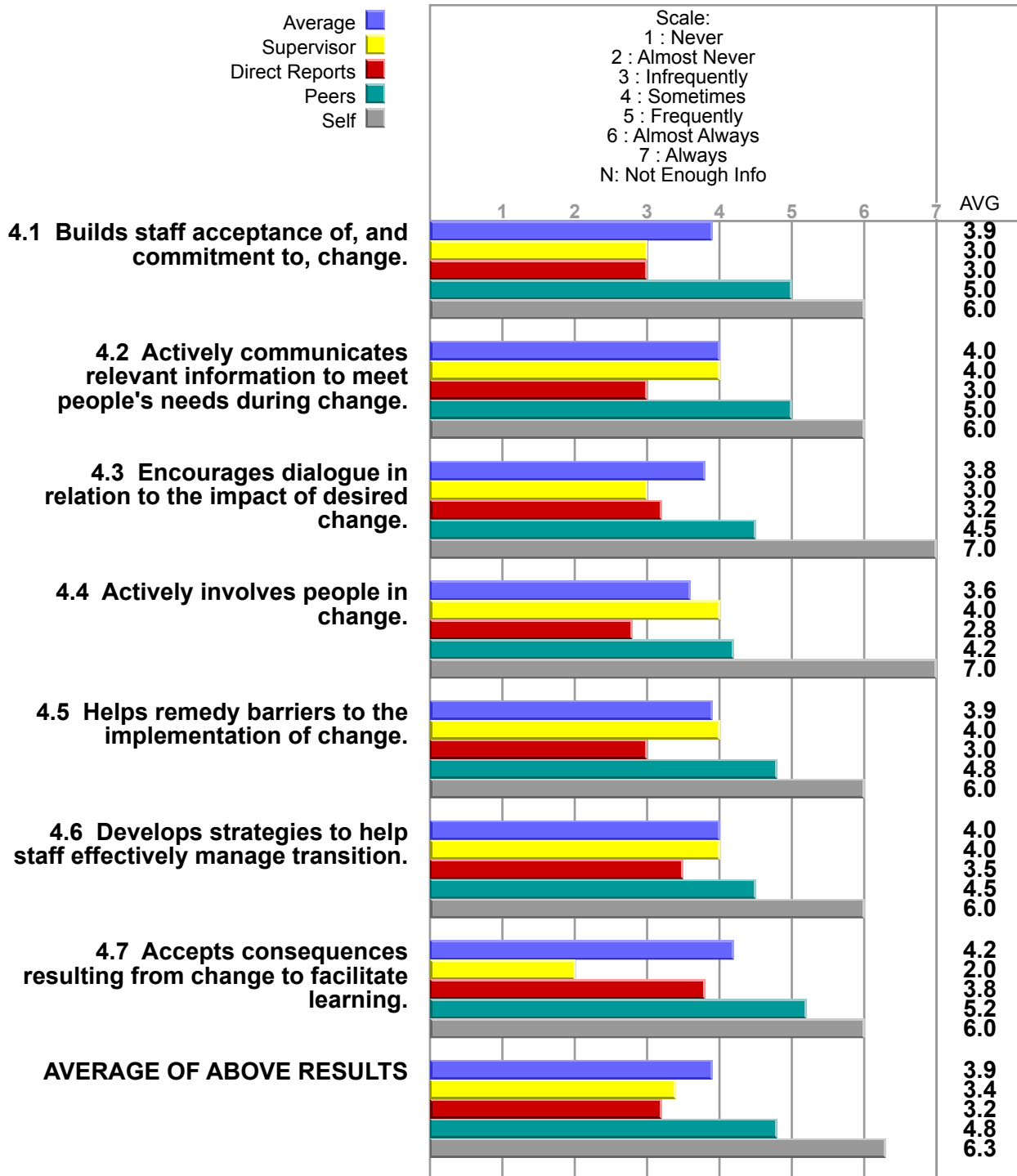
Comments from Peers (Random order)

Spearheaded last year's R&D process review - very good results.

Comments from Self (Random order)

Still learning how to apply some of the BPI tools to our work processes.

4. CHANGE MANAGEMENT



Unedited Comments

Comments from Supervisor (Random order)

Jessica needs to take greater ownership around her part in the change process. She plays a critical role in getting her team involved and committed to the intended change.

4. CHANGE MANAGEMENT

Unedited Comments

Comments from Direct Reports (Random order)

Not sure if it's a lack of knowledge or lack of interest but this just doesn't happen around here.

I don't see much of this happening with Jessica.

I'm never sure what's going on in terms of new initiatives. Our group always seems to be the last to know - I get better information from other teams.

We're pretty much kept in the dark about changes around the workplace. It always comes as a surprise - we pretty much have to react to everything.

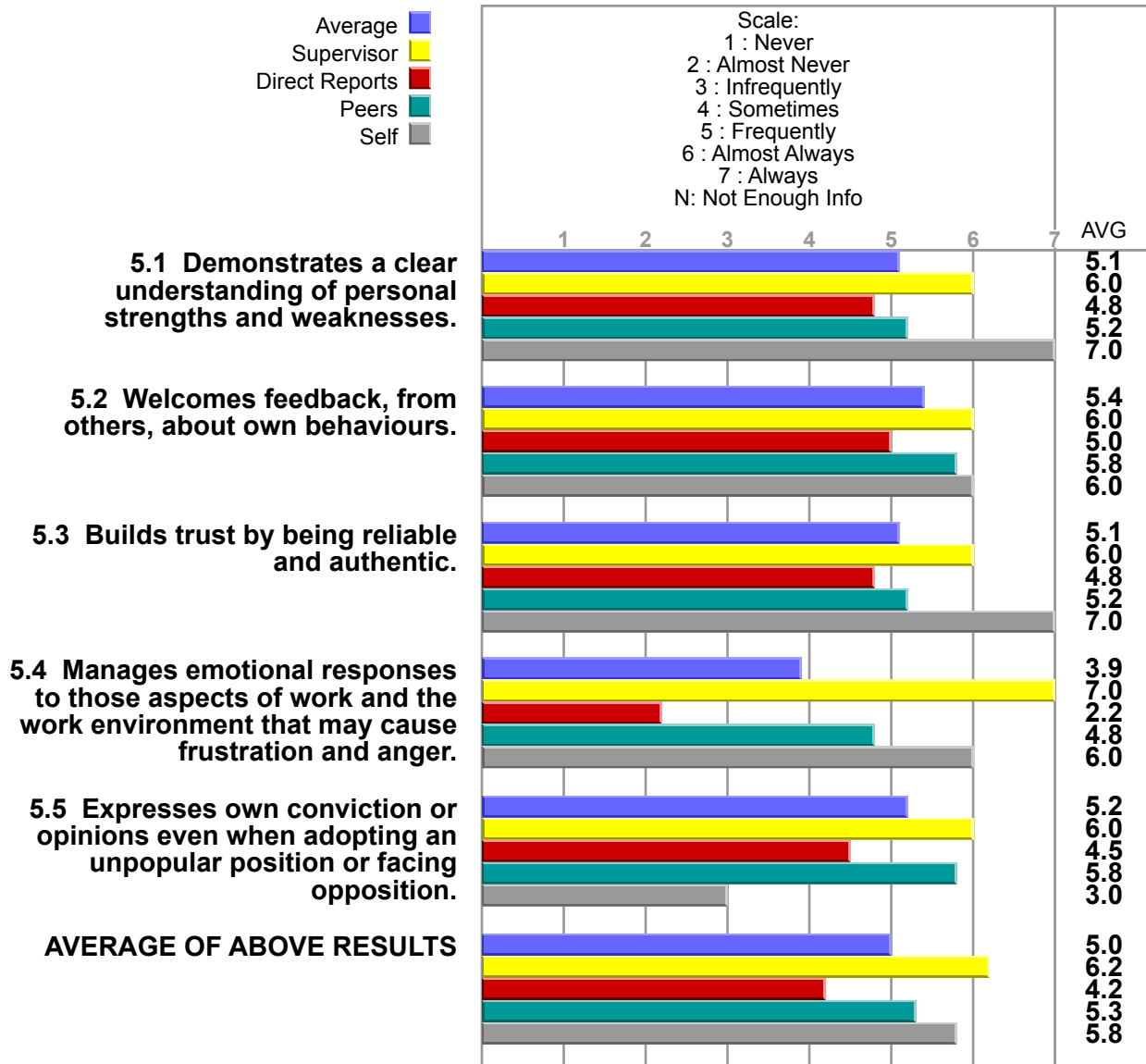
Comments from Peers (Random order)

Pretty flexible and adaptable.

I get the feeling that her staff are pretty much in the dark when it comes to new directions. I'm fine with her change management skills.

Jessica is really clear on change processes and tools. Not really sure if she applies them to her own situation but the last corporate-wide initiative on CRM was a big success thanks to Jessica's involvement.

5. PERSONAL INSIGHT AND IMPACT



Unedited Comments

Comments from Direct Reports (Random order)

Good interpersonal relationships with us and others in the company. Sometimes, however, she can get pretty angry about missed deadlines. Needs to realize that we have tonnes of stuff to do and aren't all that clear on priorities so some things tend to slide.

Can get pretty annoyed with small things - needs to cool down before making comments that could be hurtful.

Could be calmer in some circumstances - gets too emotionally charged with some issues.

Hot buttons are too easily pushed - needs to watch her reaction to actual vs. expectations.

Comments from Peers (Random order)

Level headed - seems to be calm and collected most of the time.

5. PERSONAL INSIGHT AND IMPACT

Unedited Comments

Comments from Peers (Random order)

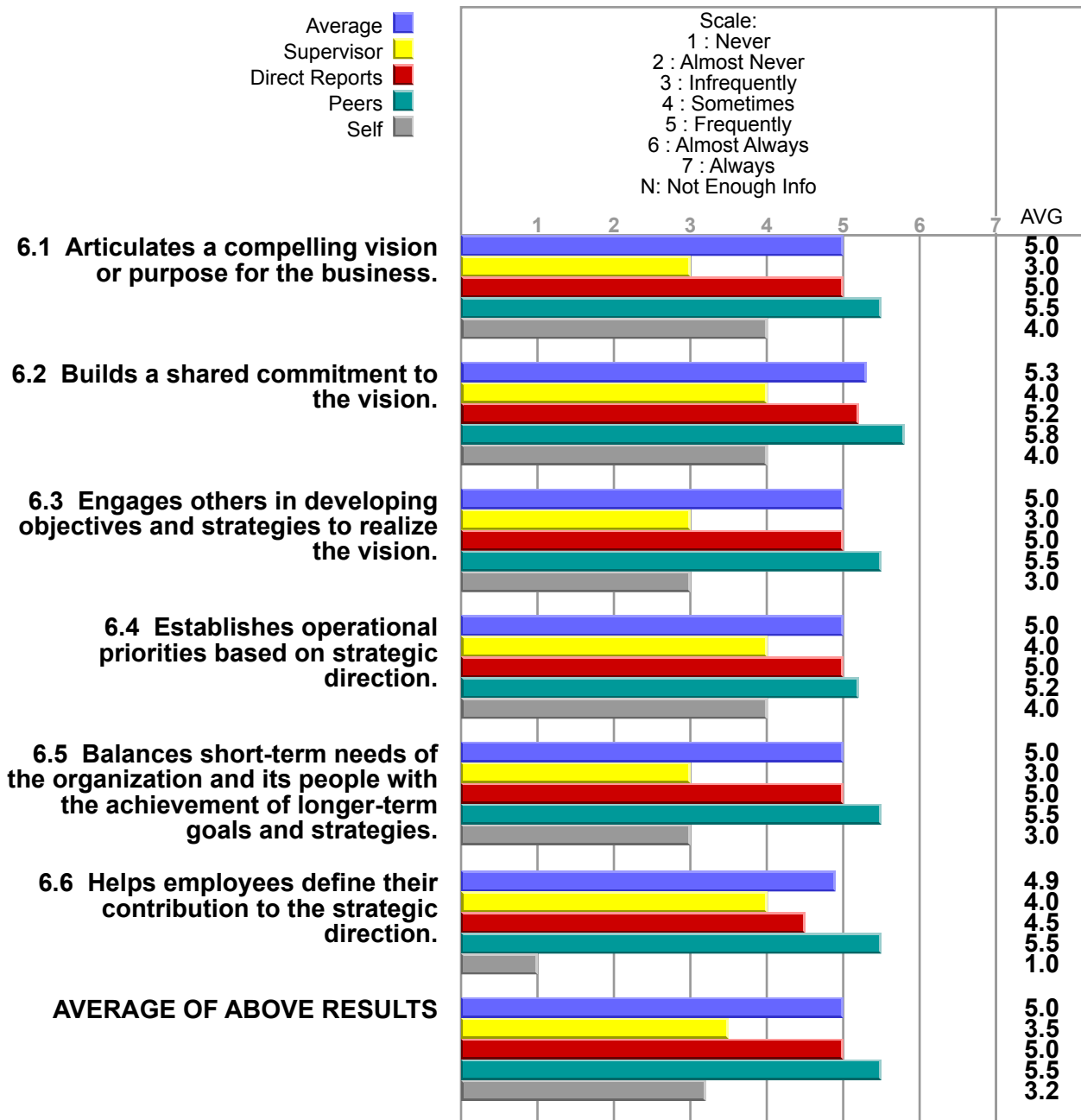
Maybe a little too opinionated in our staff meetings - otherwise, really good people skills.

More than once I've seen Jessica get annoyed with her staff on missed deadlines but it's probably just miscommunication.

Comments from Self (Random order)

I'm pretty much 'in tune' with my strengths and weaknesses and I have a good sense of how I affect others.

6. STRATEGIC FOCUS



Unedited Comments

Comments from Supervisor (Random order)

This is an area for potential development - so far, little opportunity to get involved in the strategy development process. Still, could take greater recognition of strategic direction in operational type situations.

Comments from Direct Reports (Random order)

I think that Jess is working on this - has talked about getting more involved in the strategy side of things.

6. STRATEGIC FOCUS

Unedited Comments

Comments from Direct Reports (Random order)

Not sure this is a priority at this time.

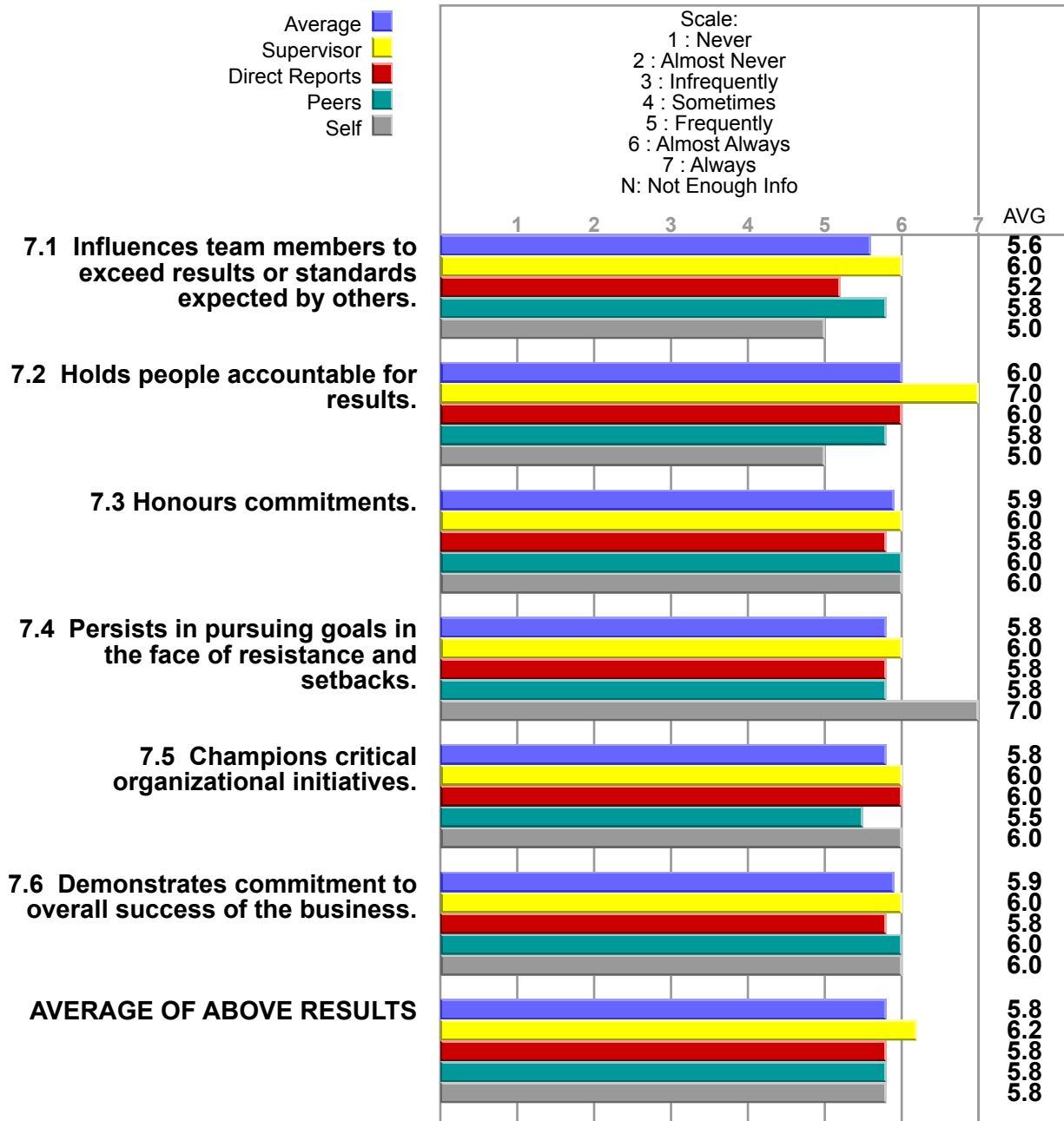
Comments from Peers (Random order)

Not sure what Jessica's involvement in strategy is - provides lots of input to our annual planning retreat.

Comments from Self (Random order)

I've got more work to do in this area.

7. COMMITMENT AND ENGAGEMENT



Unedited Comments

Comments from Direct Reports (Random order)

Oh, she is definitely committed - sometimes I wonder if the long hours are good for her health.

Jessica is really keen on taking high profile jobs. No question that there is a strong commitment to results.

Really focused on getting results for our team and the company.

Puts company priorities first before any kind of self interest.

7. COMMITMENT AND ENGAGEMENT

Unedited Comments

Comments from Peers (Random order)

Supportive of all kinds of priorities - sometimes wonder how she manages the workload.

Dedicated to getting things done and representing corporate interests.

Supports company initiatives without question.

QUESTIONNAIRE CONCLUSION

What are the key strengths that Jessica demonstrates as a manager/leader?

Comments from Supervisor (Random order)

Strong on the people development aspect. Excellent communicator and keeps people informed about what is going on. Appreciate her support on initiatives that aren't directly related to her mandate/role. Good interpersonal skills both internally and with clients/stakeholders.

Comments from Direct Reports (Random order)

Really supportive of staff development - helps us learn for the current job and also new roles.

Really good business sense. Very supportive of her people.

Great communicator and builds strong relationships internal and external to the company. Natural coaching ability which is used often.

Really good relationships with other department heads. Uses this to influence resource allocation. Very supportive of staff.

Comments from Peers (Random order)

Good interpersonal skills and a strong commitment to getting results.

Really good business acumen and strong on the numbers side.

Very strong people skills and excellent customer focus. Has helped lots of us be more effective in our marketing efforts - seems to have real insight into our customers and our competitors.

Very reliable - also quick and insightful.

Comments from Self (Random order)

I think that I'm a good coach and mentor. Over the past year I've also worked hard at improving my change management skills and abilities.

What key areas for self development should Jessica focus on as a manager/leader?

Comments from Supervisor (Random order)

Jessica should take a more active role in the change process and work to engage her people and help them deal with transition. Should also try to take a more strategic focus when setting operational priorities.

Comments from Direct Reports (Random order)

Short fuse. Keep us better informed of changes and help us to cope better with those changes.

Needs to help us better understand what's happening on new initiatives. Also, should watch her temper 'tantrums' on the missed deadlines.

Less involved in the detail and more bigger picture focus would be helpful. Some opportunities are being missed.

Maybe less emphasis on absolute results and more on keeping the team informed about what is happening and where the company is headed.

QUESTIONNAIRE CONCLUSION

What key areas for self development should Jessica focus on as a manager/leader? Comments from Peers (Random order)

Not anything specific - maybe some courses in financial planning.

Balance between own priorities and those of the company? Seems to go too far in trying to meet all of the corporate demands (projects, initiatives etc.) vs. meeting the needs of her team.

Helping some of her staff through change initiatives would be worthwhile.

Maybe some work on the change side of things for her staff.

Comments from Self (Random order)

The whole area of strategy and strategic focus needs to be a priority for me. I'm not all that involved in development of the annual strategic update but that would be useful.