

**Acme Industries**

**Confidential 720° Profile Report**

**Shirley Sample**

**December 2008**

**BEAMPINES, INC.**

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## OVERVIEW

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**S**hirley, you have had a long and successful career as a sales executive for a number of technology-related businesses. True to your style, you have been a pioneer at the forefront of selling internet/web-based solutions. Having risen to positions of significant responsibility and developed a high level of professional expertise, you should take justifiable pride in your accomplishments.

This Assessment is based on our initial discussion, the questionnaires you completed and feedback from your colleagues through the online survey. The purpose of this Report is to provide you with additional insights and awareness into your strengths as well as opportunities for your continued growth and development. Think about how you can use this feedback to validate your own perceptions, continue to capitalize on your greatest assets and zero in on two or three development goals.

Your 360° data reads a bit like a ‘tale of two sets of rater groups.’ On the one hand, it is clear that you are very well-regarded by your clients and team. On the other hand, it appears that you have some work to do in building a greater sense of trust, camaraderie and partnership with your superiors and peers. In particular, they seem to think that you could do a better job of collaborating with them and soliciting their input and ideas in solving some of the problems you are facing in sales.

You appear to be very well-respected within your team. With your passion, energy and enthusiasm, you inspire them and generate excitement. Your positive, can-do attitude also helps instill trust and confidence. Furthermore, with your years of experience and market/industry savvy, you are able to see the big picture, spot marketplace trends/patterns and envision new possibilities. You use this vision to set strategic direction for your team and identify new business opportunities. You are smart, quick-minded, intuitive and creative, so you are able to make connections quickly and think outside the box in coming up with solutions. You are also independent-thinking and entrepreneurial, further adding to your willingness to take risks, experiment with new ideas/approaches and change course to



maximize your impact. Your business insights and understanding/sensitivity to others' needs also help you build relationships with your clients and team and support them in their efforts to be successful.

From a developmental standpoint, it appears that you tend to talk more than listen. While it is good that you have your own ideas and the courage of your convictions, be aware of the potential for you to come on too strong in stating your opinions at times, potentially giving others the impression that you have all the answers, are on your own agenda and lack interest in others' input. Particularly in this economy which only further complicates the business challenges you are facing, it is likely that no one expects you to have all the answers. Instead, focus on encouraging more collaborative problem-solving, soliciting others' input and perspectives on issues and being open to alternative points-of-view.

In addition, there is a perception that you get defensive when criticized or other ideas are discussed and finger-point and blame others for performance issues at the expense of taking personal accountability. In effect, it appears that you are alienating at least some of your peers, making them less inclined to want to help you. It is going to be important for you to figure out a way to reframe these relationships, thinking of your colleagues a part of your 'team.' Along these lines, consider whether there are things that you do in working with your clients and team that you could apply to your peers and superiors to strengthen those relationships. Listening more would appear to be a key opportunity.

In addition, there appear to be some concerns about your analytics and problem-solving. This may be a reflection of perceptions that you cut off others' input as indicated above. However, you also acknowledge that you can be intuitive and inclined to go with your gut. Data from the questionnaires you completed corroborate this. Thus, make sure that your ideas/decisions are backed by disciplined, rigorous, objective thinking that incorporates/accounts for available data/facts and details. More specifically, given critical feedback relative to your financial management, make sure that you are paying close attention to the numbers so that you are making decisions that make the most sense for the business.

## SUMMARY OF FEEDBACK

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### Competency Analysis

#### Results Overview

Overall one of the most striking aspects of your ratings is the apparent discrepancy between the generally high scores of your Subordinates, Subordinates 2 and Clients and somewhat lower scores of your Superiors and Peers. Furthermore, your Superiors and Peers seem to agree on your top (Emotional Intelligence) and lowest rated (Strategic/Innovative) competencies. In contrast, your Subordinates give you the most credit for your Strategic/Innovative capabilities, and your Clients and Subordinates 2 rate your Results Orientation highest. Because your lowest ratings by your Client, Subordinate and Subordinate 2 groups are still relatively strong, it would be difficult to qualify them as real weaknesses.

#### Strategic/Innovative

In this competency, you are credited most for your innovative thinking and ability to come up with original ideas/solutions as indicated by the following highest rated items:

- Stays up-to-date on global business trends
- Originates, develops and implements ideas that make a difference
- Is willing to challenge conventional wisdom
- Is capable of understanding and developing new concepts and products that will be needed in the marketplace

However, your Superiors and Peers (in contrast to your other rater groups) seem to have questions about your analytics based on the lower rated items below. Consider whether this could reflect tendencies to go with your gut and rely on your intuition versus demonstrating a more data-driven and fact-based approach to sizing up situations.

- Draws correct conclusions from data
- Utilizes analytical skills to solve business/financial problems

It is also worth noting that your Peers score you significantly lower on “reinvents business solutions in light of changing markets.”

### Results Orientation

Your strong customer focus, decisiveness and overall commitment and sense of responsibility are evidenced in the following highest rated items for this competency:

- Is focused on generating revenue growth
- Understands/builds lasting relationships with customers
- Makes swift and effective decisions
- Effectively organizes her work
- Can be counted on to meet deadlines and obligations
- Experiments with new, action-oriented approaches
- Overcomes roadblocks in order to get results for her customers

However, there appear to be some questions about your numbers/financial results as indicated by the following lower rated items:

- Continually gets team to exceed financial objectives
- Effectively manages expenses/costs

Seeming to further reinforce this message, your Superiors and Peers in particular also score you lower on the following:

- Manages financial objectives and opportunities effectively



- Is bottom line/profit oriented
- Carefully reviews work to ensure accuracy

In addition, note that your Superiors give you lower marks on “develops new customers” and “leverages technical resources.”

### Emotional Intelligence

You clearly come across as confident with your highest rating overall across the survey coming on the item “carries herself with confidence.” Other perceived strengths in this competency are:

- Is receptive to new data and ideas
- Is willing to be “hands on” when necessary
- Seeks out challenges to stretch herself
- Is flexible/adaptable
- Demonstrates a commitment to personal growth
- Maintains an effective work/life balance

Interestingly, although all your other rater groups give you high marks on “maintains a high level of personal and professional ethical standards,” your Subordinates 2 give you lower scores on this item. It is not clear why this is or what, if any, significance it has but may be worth noting.

From a developmental standpoint, you generally score lower on “demonstrates self-awareness; understands her own strengths and weaknesses.” Moreover, your Peers in particular think you could do a better job on:

- Does not over-personalize professional criticism
- Shares credit

## Leadership

As a leader, you are credited most for your capabilities in building, motivating and driving a team toward agreed upon goals as evidenced by the following highest rated items:

- Keeps the organization focused on accomplishing the mission
- Will champion an unpopular cause even if it means taking a lot of heat
- Inspires and motivates others
- Is capable of building something from nothing
- Attracts and selects high quality employees, from both inside and outside the company
- Shares resources and information both inside and outside the unit
- Confronts individuals who are underperforming or exhibiting problematic behavior
- Negotiates effectively outside own area to produce change
- Challenges people to stretch and extend themselves

However, given lower scores on “listens well, tuning in to the real message and drawing out concerns,” the data suggests that you could improve your listening skills. There are also questions about whether you “can step into a losing venture and make it profitable.”

In addition, note that your Superiors and Peers give you low marks on “builds productive relationships by providing support and establishing trust,” suggesting that there is some trust/relationship building work that you need to do.

Your Peers also give you lower marks on “models corporate values” and “regularly provides constructive feedback.”



## SHIRLEY SAMPLE

### MOST CHARACTERISTIC BEHAVIORS

- You carry yourself with confidence.
- You are focused on generating revenue growth.
- You understand/build lasting relationships with customers.
- You make swift and effective decisions.
- You stay up-to-date on global business trends.
- You effectively organize your work.
- You originate, develop and implement ideas that make a difference.
- You are receptive to new data and ideas.
- You can be counted on to meet deadlines and obligations.
- You are willing to challenge conventional wisdom.



### LEAST CHARACTERISTIC BEHAVIORS

- **Continually getting team to exceed financial objectives**
- **Effectively managing expenses/costs**
- **Listening well, tuning in to the real message and drawing out concerns**
- **Demonstrating self-awareness; understanding your own strengths and weaknesses**
- **Drawing correct conclusions from data**
- **Being able to step into a losing venture and make it profitable**



## SUMMARY OF WRITE-IN COMMENTS

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### START DOING

- You would benefit from looking at data more carefully and frequently. You often go by "gut" vs. data and sometimes the data tells a different story.
- Be more open to others' suggestions.
- Be more open to listening to your peers and drawing them out.
- Be more proactive in communicating sales issues with superiors and peers.
- Be more consistent and accurate in your assessment of what is going on in the marketplace. Sometimes it feels as though the story changes, and in this marketplace we need 100% candor to figure out together what to do.
- Though it is hard, if you could be more open to discussion, it would be good as some team members have information that might be helpful in the sales efforts.
- Better manage both the short and long term growth strategies that will get us to the goal.
- Learn about the product and learn how to manage by deploying staff in a more strategic manner.
- Act more quickly to change course when things aren't working as planned. In 2008 we've spent a significant amount of creative energy brainstorming and executing "big ideas" that haven't panned out. Instead, if we'd have focused on a larger number of smaller deals, our exposure would have been limited, and we would have had a better chance at making our numbers.
- Be a little more objective about the skills of your former associates/employer in relationship to your current staff and company (i.e., by not assuming that your former associates are the best suited for the job at hand).
- At times your dominant personality can overtake a room. If you were more aware of those moments, you might seek to draw out more from coworkers.
- Start being more objective about ideas that are not your own or grown within your own department. Sometimes ideas are getting shut down that deserve more analysis.
- Show more confidence in the skills, abilities and knowledge of individuals and teams that provide support for you and your team.
- Gain a better understanding of some of the technical aspects of this business and a better understanding of other parts of the company (product/edit/metrics).
- Trust your peers.

- Find ways to collaborate with the staff a little more to really leverage your deep relationships with key clients.
- Push some of your contacts more and don't always rely on the salespeople who are calling on a particular account/agency.
- You've been in a transition this past year from "manager" to "executive". You need to allow yourself to play more of a role of visionary for your sales organization and let your managers do the "line work". You have a solid team now in place after a year of hard slogging.
- You now have the luxury of getting yourself above the fray and working on the "big stroke" items that can provide the additional tools your team needs to be successful/hit their numbers, like new products, market positioning and large deals " (a la Target, Wal-Mart, etc).
- Sometimes it is necessary to breathe and listen, and spend some time striking a balance between work and life.
- You have great skills and insight into the industry and the demands of the department. I feel you will benefit greatly from expressing the trust you have in your counterparts and the managers on your team.

#### STOP DOING

- You could benefit from being less defensive about your approach.
- As a very aggressive and focused sales executive, you can sometimes come across as "not listening" and as someone who has an agenda if you're not careful.
- I believe that you have fought a long battle here to win a better place for sales, but now can appear defensive and to be "blaming" external, company or product factors, and not at the same time looking at our sales efforts to see what may not have worked.
- Stop trying to sell something we don't have or be creative to compete with portals or venture backed businesses.
- Stop pointing fingers and look in the mirror. You have a tendency to blame everyone but yourself.
- When things aren't going well, avoid pointing the finger at other operations as the cause. Acme Industries has bent over backwards to become a sales driven company in 2008, and we have little to show for it. We all accept some responsibility for that, but it's up to you to change the message to adapt to the marketplace.

**STRENGTHS TO CONTINUE LEVERAGING**

- You have done a great job of stopping "throwing people under the bus" and that is a significant achievement.
- Continue to bring your expertise to Acme. You are an excellent team leader and have done a great job of creating a well-oiled sales machine - you should continue all that you do, such as your Monday meetings, to keep the team together, focused, motivated and on point.
- Continue to learn about Acme and how to best position our product in this marketplace.
- Continue to travel the country and be heard and seen. You are a good sales person and you bring tremendous value when in front of customers.
- Continue to be fair and a great listener.
- Continue to roll up your sleeves and do whatever it takes to get the job done.
- Continue to look at every side of an issue. You can break things down to their essence.
- You never lose your cool, motivate the entire team, and create career paths for people.
- You are great at creatively solving marketing problems. It's one of your best traits, which you display warmly and with humor.
- Continue to be an inspirational and charming leader.
- Continue to look for and develop ways to align Acme Industries offerings with marketplace demands to ensure that solutions provide value to customers.
- Continue your excellence at innovating around market ideas; understanding how to respond to the market in a differentiated fashion.
- Continue to be an advocate for the sales team not only with Acme Industries senior management but also within Acme Industries Worldwide.
- You are great at building relationships and should continue with this.
- You have earned a great reputation in the marketplace of someone who is trustworthy, credible and fair. Continue to build on that.
- Continue to be an aggressive and confident force with in the scope of sales responsibilities, but you could also benefit from scaling those same qualities when interacting with resource outlets of a different scope.
- Continue to speak with parts of the sales team individually. You're such a welcoming person, and for people who don't work with you every day, that is a breath of fresh air when working in a small office where tempers flare. It's easy to discuss real issues with you, with you listening instead of talking over.



- Continue the passion and caring approach.
- Continue being positive and a go-getter because that attitude is spreading and people are aspiring to be better!

#### **ADDITIONAL ADVICE CONTRIBUTED BY YOUR RATERS**

- You are a great leader and I can't say enough about you. You are very smart, organized, can think through problems logically.
- When you are taken to a meeting, it's always a great meeting -- people have so much respect for you.
- You are an inspiration and a great leader. You are a role model, a person who has been in this business for a while, doesn't sweat the small stuff and really looks at the big picture. You want everyone around you to succeed and have given the utmost support to your colleagues (i.e., training, meetings, sharing new ideas and perspectives).
- You are the backbone to Acme Industries -- as an outsider from another department, one can't help but notice a different morale and positive attitude around the company. Every department is working in tandem.
- You're doing a great job. I wish you'd make it out to the outer offices more, but generally I've been very pleased with the direction of the company and a lot of it is attributed to you and your tenacity to structure Acme Industries. It allows me to dream and visualize development whereas before I didn't see that vision.



# SURVEY RESULTS



Employee Name: Sheryl Goldstein

**RESULTS OVERVIEW**

	Rater Group						
	Self	Superiors	Peers	Subordinates	Clients	Subordinates 2	AVERAGE
STRATEGIC / INNOVATIVE	3.69	3.31	3.29	4.07	4.54	4.39	<b>3.92</b>
RESULTS ORIENTATION	3.75	3.38	3.50	4.06	4.73	4.47	<b>4.03</b>
EMOTIONAL INTELLIGENCE	3.79	3.71	3.67	4.05	4.54	3.86	<b>3.97</b>
LEADERSHIP	4.04	3.53	3.40	3.99	4.61	3.76	<b>3.86</b>



	Rater Group					
	Self	Superiors	Peers	Subordinates	Clients	Subordinates 2
<b>STRATEGIC / INNOVATIVE</b>	3.69	3.31	3.29	4.07	4.54	4.39
establishes goals and priorities based upon the long-range impact on the organization	3.00	3.00	3.00	4.14	5.00	4.50
is strategic in approach to projects and issues	5.00	3.00	3.33	4.43	4.50	4.00
has a global approach to building business	3.00	3.00	2.33	3.86	4.00	4.50
is adept at seeking out and integrating information from a wide range of sources	3.00	3.00	3.00	3.86	4.50	4.00
stays up-to-date on global business trends	4.00	5.00	3.75	3.86	4.50	5.00
utilizes analytical skills to solve business/financial problems	3.00	2.50	3.00	4.29	4.50	5.00
originates, develops and implements ideas that make a difference	5.00	3.50	3.50	4.29	5.00	4.75
adept at thinking outside the box in a focused, pragmatic manner	4.00	3.50	3.25	4.29	5.00	3.67
is capable of understanding and developing new concepts and products that will be needed in the marketplace	4.00	3.00	4.25	4.14	4.50	4.25
is willing to challenge conventional wisdom	4.00	4.50	3.00	3.86	4.50	5.00
draws correct conclusions from data	3.00	2.50	2.00	3.86	4.50	4.25
is resourceful in getting around obstacles	4.00	4.00	3.67	4.00	4.00	4.00
reinvents business solutions in light of changing markets	3.00	3.50	2.50	4.00	4.50	4.25



	Rater Group					
	Self	Superiors	Peers	Subordinates	Clients	Subordinates 2
<b>RESULTS ORIENTATION</b>	3.75	3.38	3.50	4.06	4.73	4.47
<b>makes swift and effective decisions</b>	4.00	4.00	4.50	4.00	5.00	4.67
<b>is bottom line/profit oriented</b>	3.00	2.50	3.00	4.29	5.00	4.75
<b>is focused on generating revenue growth</b>	5.00	4.50	4.50	5.00	5.00	5.00
<b>takes balanced/calculated risks</b>	4.00	3.50	3.33	4.00	4.50	4.50
<b>experiments with new, action-oriented approaches</b>	4.00	4.00	3.33	4.43	5.00	4.00
<b>effectively manages expenses/costs</b>	3.00	3.00	1.33	3.83	4.50	3.50
<b>can be counted on to meet deadlines and obligations</b>	4.00	4.00	3.33	4.00	5.00	4.50
<b>carefully reviews work to ensure accuracy</b>	3.00	3.00	2.50	3.86	4.00	4.50
<b>leverages technical resources</b>	3.00	2.50	3.67	3.71	4.00	4.00
<b>continually gets team to exceed financial objectives</b>	3.00	2.50	2.67	3.57		2.75
<b>overcomes roadblocks in order to get results for his/her customers</b>	4.00	4.00	3.00	4.14	4.50	4.75
<b>understands/builds lasting relationships with customers</b>	5.00	4.00	4.00	4.43	5.00	5.00
<b>manages financial objectives and opportunities effectively</b>	4.00	3.00	2.33	4.00	4.50	5.00
<b>develops new customers</b>	4.00	2.50	3.75	4.00	4.00	5.00
<b>generates additional business/sales from existing customers</b>	4.00	3.00	3.00	3.71	5.00	5.00
<b>effectively organizes his/her work</b>	3.00	4.00	4.00	4.00	4.50	5.00

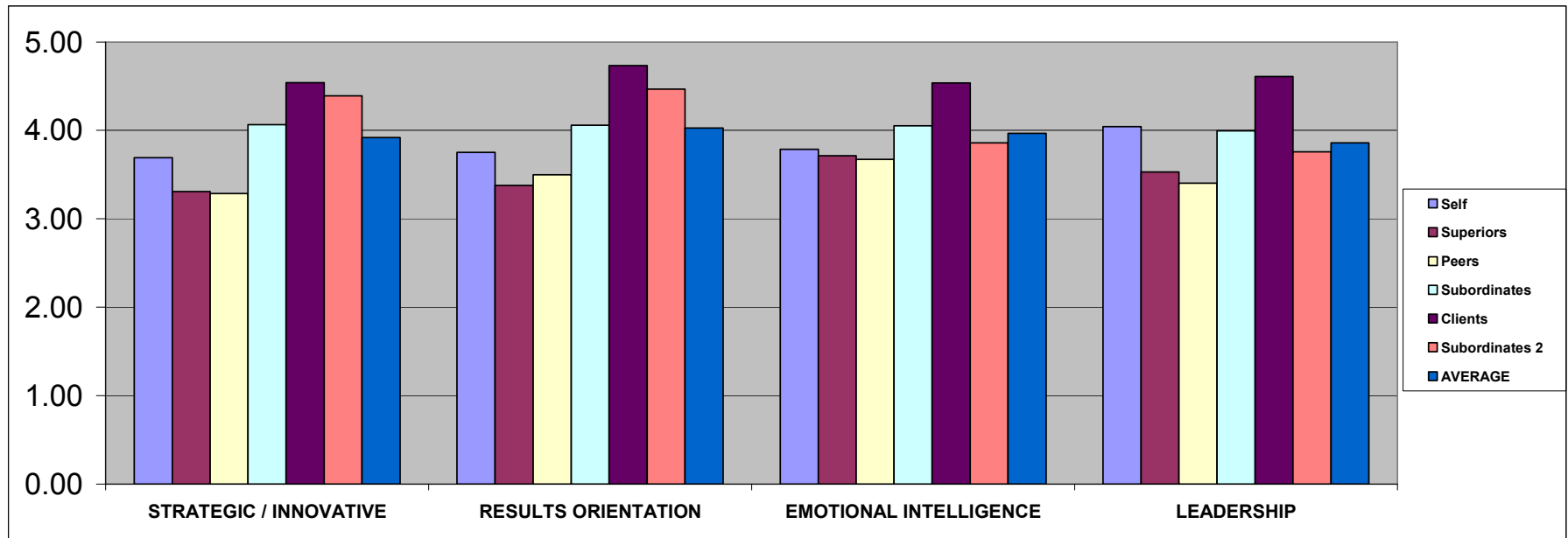


	Rater Group					
	Self	Superiors	Peers	Subordinates	Clients	Subordinates 2
<b>EMOTIONAL INTELLIGENCE</b>	3.79	3.71	3.67	4.05	4.54	3.86
is flexible/adaptable	4.00	4.00	3.50	3.86	4.00	5.00
is receptive to new data and ideas	4.00	4.00	4.25	4.14	4.50	4.00
demonstrates self awareness; understands his/her own strengths and weaknesses	4.00	2.00	3.25	3.86	4.50	3.50
demonstrates a commitment to personal growth	5.00	4.00	3.67	4.14	5.00	3.50
seeks out challenges to stretch himself/herself	3.00	4.00	3.33	4.14	5.00	4.33
maintains a high level of personal and professional ethical standards	4.00	4.00	3.67	4.14	5.00	3.25
objectively evaluates situations	3.00	3.00	3.00	3.71	4.50	4.00
is resilient and able to overcome setbacks	4.00	4.00	3.25	4.14	4.50	3.75
does not over-personalize professional criticism	3.00	3.50	1.00	3.86	4.50	4.00
does not become temperamental when frustrated	2.00	3.50	3.75	3.86	4.00	3.50
maintains an effective work/life balance	4.00	3.50	4.33	4.29	4.00	4.00
is willing to be "hands on" when necessary	4.00	4.00	4.50	4.29	4.50	3.50
shares credit	4.00	4.00	2.50	3.43	4.50	3.75
carries him/herself with confidence	5.00	4.50	4.75	4.86	5.00	5.00



	Rater Group					
	Self	Superiors	Peers	Subordinates	Clients	Subordinates 2
<b>LEADERSHIP</b>	4.04	3.53	3.40	3.99	4.61	3.76
inspires and motivates others	4.00	4.00	3.67	4.00	5.00	3.75
keeps the organization focused on accomplishing the mission	4.00	4.00	3.50	4.14	5.00	4.00
listens well, tuning in to the real message and drawing out concerns	3.00	2.00	2.75	3.71	4.50	3.50
validates that his/her communiqués have been understood	4.00	3.50	3.00	3.86	4.50	3.67
posts everyone on what is occurring in his/her area; assures there are no surprises	3.00	3.00	3.75	4.00	4.00	4.00
shares resources and information both inside and outside the unit	4.00	4.00	3.50	3.86	4.50	4.33
is a team player and effectively manages peer relationships	4.00	3.00	3.00	4.00	5.00	3.00
builds productive relationships by providing support and establishing trust	4.00	2.50	2.75	4.29	5.00	3.75
is capable of building something from nothing	5.00	4.00	3.33	4.14	4.50	4.25
can step into a losing venture and make it profitable	4.00	2.50	2.33	3.86	5.00	3.67
will champion an unpopular cause even if it means taking a lot of heat	4.00	4.50	3.75	3.43	4.50	4.33
negotiates effectively outside own area to produce change	4.00	3.00	3.75	4.14	4.50	4.67
has a clear vision of the future and an approach to achieving it	4.00	3.00	3.25	3.71	4.50	5.00
models corporate values	3.00	4.00	2.50	4.14	4.50	4.33
promotes global diversity	3.00	5.00	4.50	4.20	4.00	4.00
challenges people to stretch and extend themselves	4.00	4.00	3.75	4.14	4.50	3.50
attracts and selects high quality employees, from both inside and outside the company	5.00	3.50	4.25	4.43	4.50	3.50
ensures that strong and complementary skills exist within the staff	4.00	3.00	3.50	4.14	4.50	4.00
functions as a coach/mentor	5.00	4.00	3.50	3.86	4.50	3.25
encourages subordinates to experiment with innovative strategies	5.00	3.50	3.67	4.29	4.50	3.67
rewards staff based on merit	5.00	4.00	3.00	4.29	4.00	3.00
confronts individuals who are underperforming or exhibiting problematic behavior	4.00	4.00	3.00	3.86	5.00	4.33
regularly provides constructive feedback	4.00	4.00	2.67	3.57	5.00	3.50





NUMBER OF RESPONDENTS IN EACH RATER GROUP

	Rater Group					
	Self Count	Superiors Count	Peers Count	Subordinates Count	Clients Count	Subordinates 2 Count
	1	2	4	7	2	4

