

Feedback Report

フィードバック

피드백

HayGroup

Emotional Competency Inventory

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משוב

Rétroaction

Introduction

This report will provide you with the results of the Emotional Competency Inventory that you and the people whom you asked for feedback recently completed.

What Is Emotional Intelligence?

Emotional 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. An emotional competence is a learned capability based on emotional intelligence that contributes to effective performance at work.

Emotional Competencies

The Emotional Competency Inventory (ECI) measures 18 competencies organized into four clusters: Self-Awareness, Self-Management, Social Awareness and Relationship Management. Although each of the ECI competencies are important, you may not have to master every one to be successful. Depending on your situation, there is a combination of competencies you can use to be effective. In this report you will see suggestions of competency combinations that have been shown to lead to success.

How This Report Is Organized

This report is organized into the following sections:

- Interpreting Your Feedback—a guide to what you'll see in your competency portfolio report
- Competency Model Reference—a list of the competencies measured in this survey, organized by cluster
- Data Validity—a summary of the source and quality of the feedback data, as well as the agreement within rater groups
- ECI Summary—a summary of your strengths and areas for improvement across the four clusters of emotional competencies
- Competency Detail—definitions, levels, and scores by rater group for each emotional competency
- Item Frequency Report—a distribution of ratings by rater group for each item in the ECI
- Verbatim Comments—written comments about your behavior and performance from those who provided you with feedback

Interpreting Your Feedback

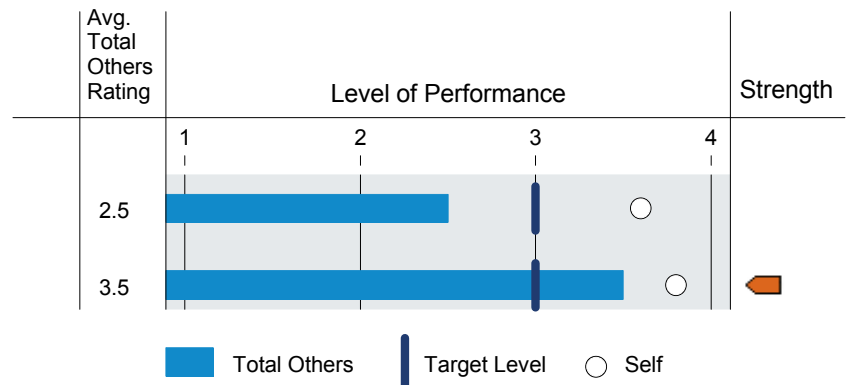
A guide to what you'll see in your ECI

Interpreting the ECI Summary

The ECI 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.



The bars represent your Total Others score. The circle represents your rating, or how you saw yourself on that competency. The vertical line represents the target level for the competency.

When the Total Others bar matches or is to the right of the Target Level line, the competency is considered a strength. In this case, an arrow will appear for that competency under the strength column.

Clusters and Algorithms

In the Introduction section it was noted that you do not need to master every emotional competency to be effective. In fact, research has shown that there is an algorithm or a certain combination of competencies that distinguishes outstanding performers.

The algorithm is represented by the numbers to the left of each competency or group of competencies. These numbers represent the number of competencies needed to have strength in this cluster. If an individual competency has a "1" to the left, it is considered mandatory. That is, in order to have strength in the cluster, you must demonstrate this competency at or above the target level. If a group of competencies has a "1" to the left, you will need to demonstrate mastery (at or above the target level) in at least 1 of the competencies in this group.

To the left of each cluster, you will see a diamond.

Continued

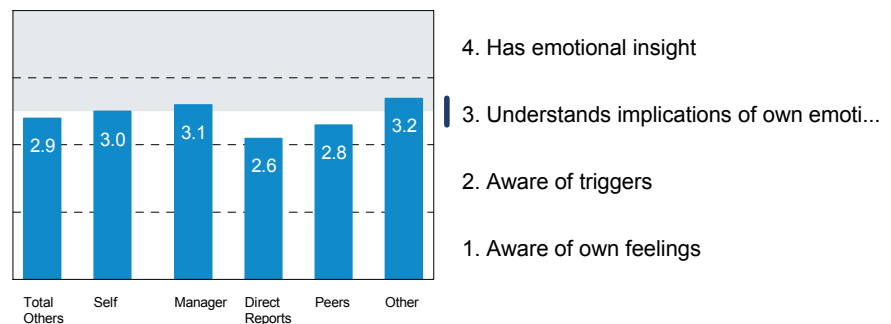
The shading of the diamond indicates your overall strength for this cluster of competencies, determined by the algorithm.

- ◆ Indicates a solid cluster strength (algorithm has been met)
- ◆ Indicates you are close to a strength, but need to develop at least one more competency to meet the algorithm criteria
- ◇ Indicates an area for development

Interpreting the ECI Detail Report

The ECI 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, the specific behaviors for each competency are arranged in a scale of increasing intensity, sophistication, complexity, or completeness. These scales also reflect the manner in which people tend to develop the competency, with the easier behaviors at the bottom of the scale and the hardest at the top. For each group of people who provided feedback you receive a single-scale score which reflects their overall opinion, with the items from the "higher" part of the scale weighted more heavily. This score is shown as a bar on a graph for each competency.



Target Levels: For each competency, a desirable level has been selected to represent the level at which use of the competency is likely to be most effective. This level is indicated by the shaded area of the graph.

Emotional Competency Inventory



Self-Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence

Self-Management

- Emotional Self-Control
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism

Social Awareness

- Empathy
- Organizational Awareness
- Service Orientation

Relationship Management

- Developing Others
- Inspirational Leadership
- Change Catalyst
- Influence
- Conflict Management
- Teamwork and Collaboration







Introduction to your Survey Results

*Summarizes the source and
quality of the feedback data*

This report is based on the responses of 15 individuals as shown below.

15 questionnaires were returned in time to be included in this feedback.

The responses were collected between 09/10/2012 and 09/25/2012.

	Questionnaires			Familiarity		Agreement	
	Distb.	Rcvd.	Prcsd.	Low	High	Low	High
Self	1	1	1				
Manager	1	1	1				
Direct Reports	5	5	5				
Peers	5	5	5				
Other	6	3	3				

Rater Familiarity

When making their ratings, raters indicated their familiarity with your job performance and their frequency of work-related contact with you. Responses to these questions were used to determine the credibility of the ratings. The credibility of the ratings for each perspective is reported above.

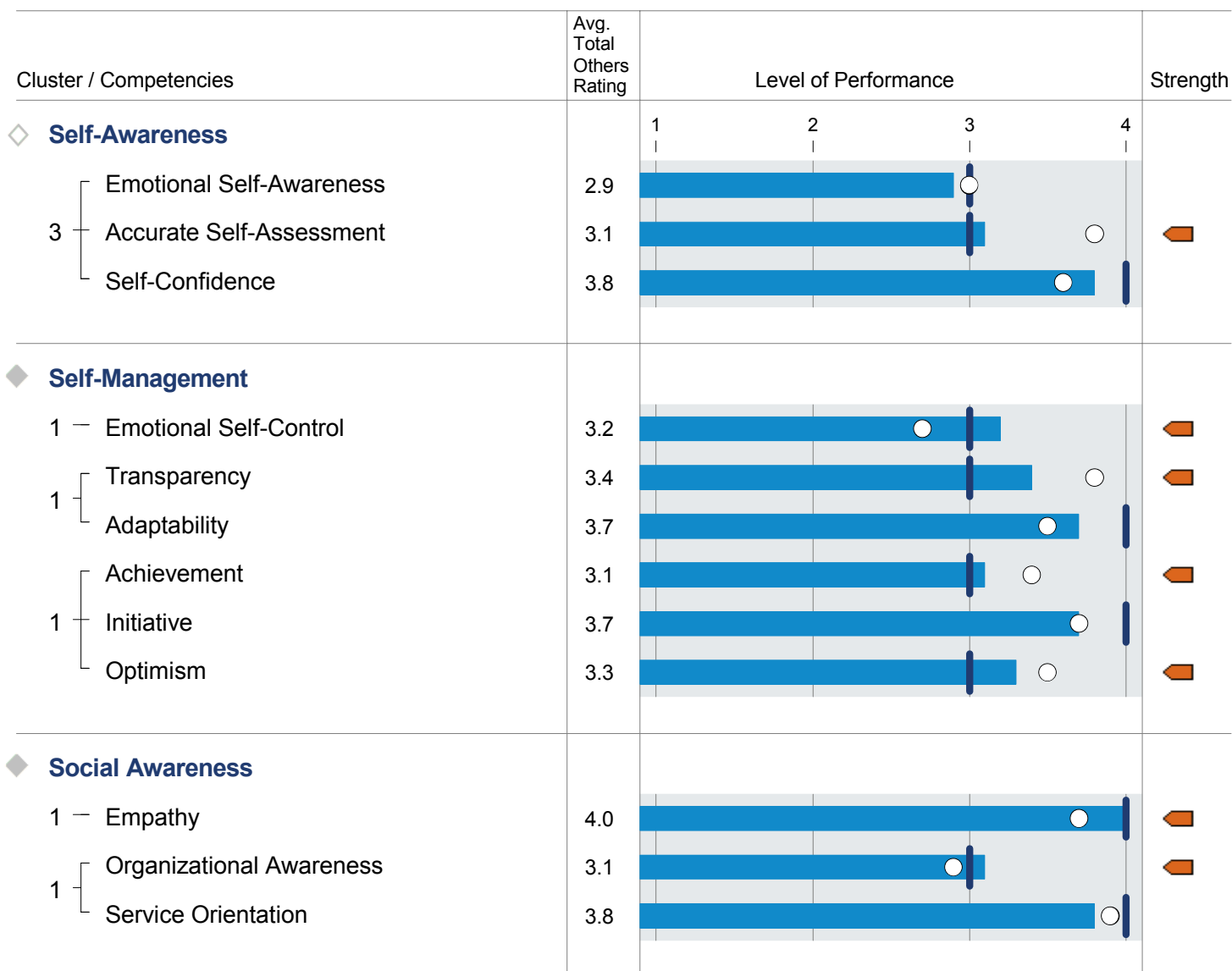
The higher the credibility, the more attention you should pay to the ratings. Low credibility can occur when raters report that they are relatively unfamiliar with your job performance, or have relatively infrequent work-related contact with you (or both). You should place less weight on feedback from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

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 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.

ECI Summary



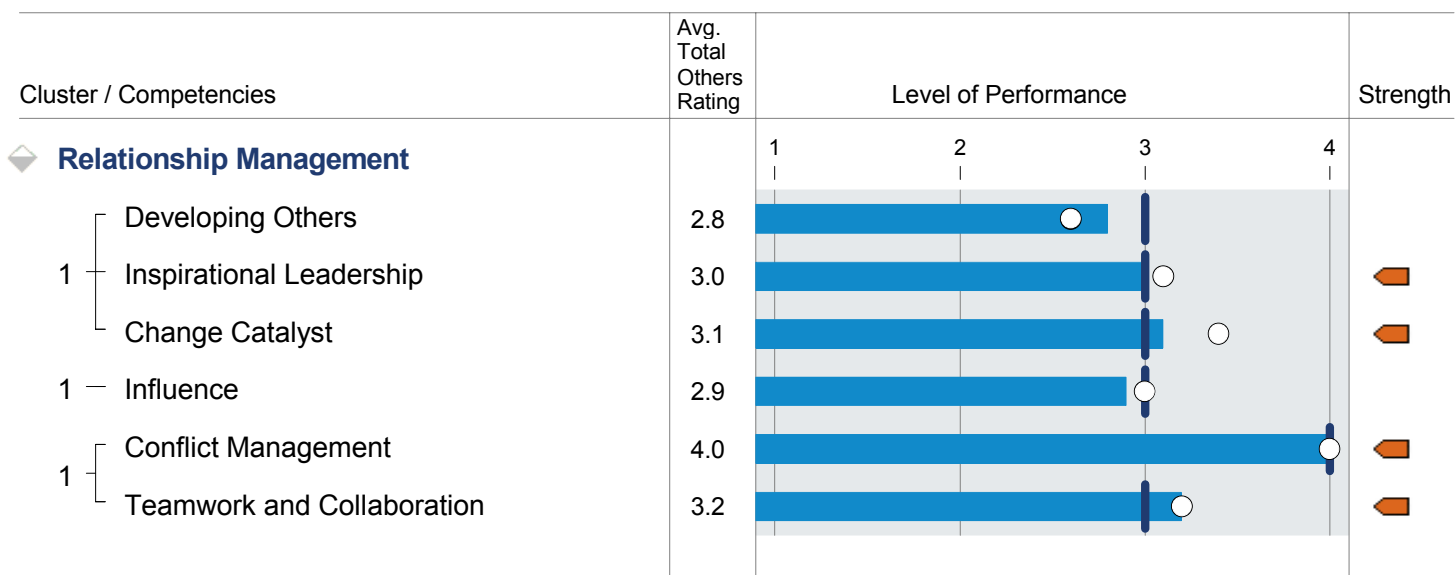
◆ Cluster Strength

◆ Close to Cluster Strength

◆ Cluster to Develop

Total Others
 Target Level
 Self

ECI Summary




◆ Cluster Strength

◆ Close to Cluster Strength

◆ Cluster to Develop

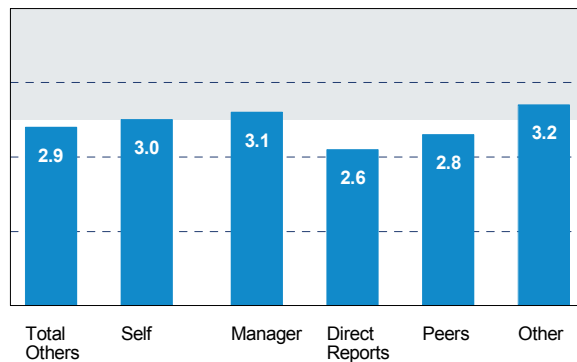
Total Others Target Level Self

Self-Awareness

Target Level |
Strength 

Emotional Self-Awareness

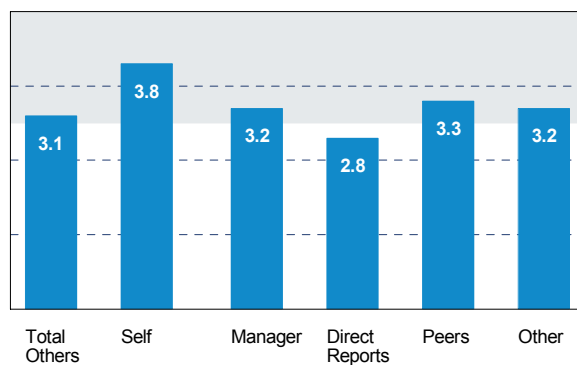
Recognizing how our emotions affect our performance.



4. Has emotional insight
3. Understands implications of own emotions
2. Aware of triggers
1. Aware of own feelings

Accurate Self-Assessment

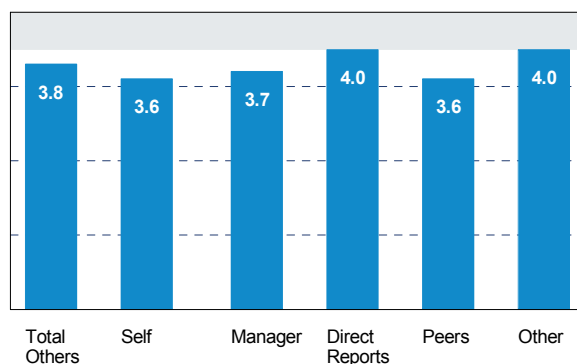
Knowing one's own inner resources, abilities and limits.



4. Solicits honest critiques
3. Has sense of humor about oneself
2. Open to feedback
1. Aware of own strengths and limits


Self-Confidence

A strong sense of one's self-worth and capabilities.



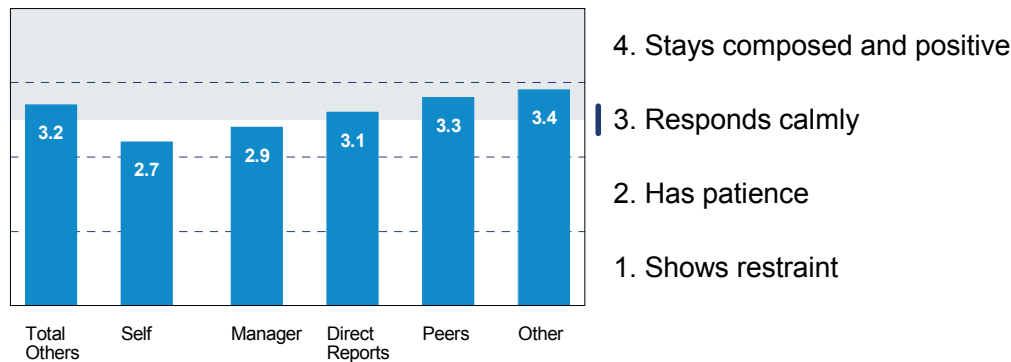
4. Has presence
3. Is self assured
2. Believes in oneself
1. Is confident in job capability

Self-Management

Target Level |
Strength 

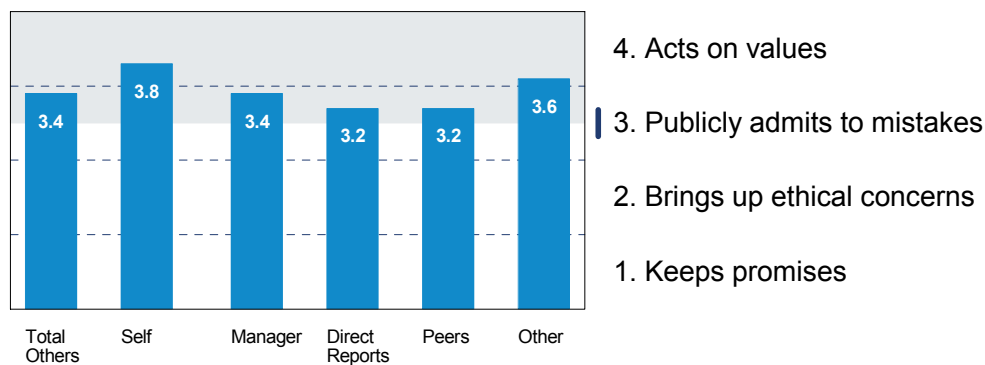
Emotional Self-Control

Keeping disruptive emotions and impulses in check.



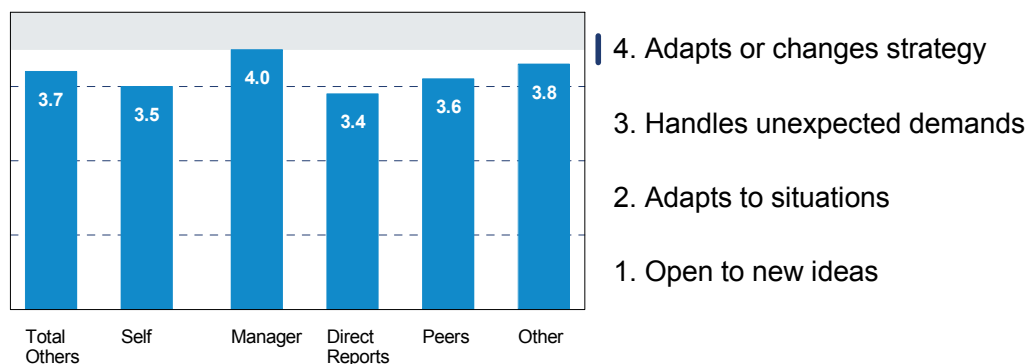
Transparency

Maintaining integrity, acting congruently with one's values.




Adaptability

Flexibility in handling change.

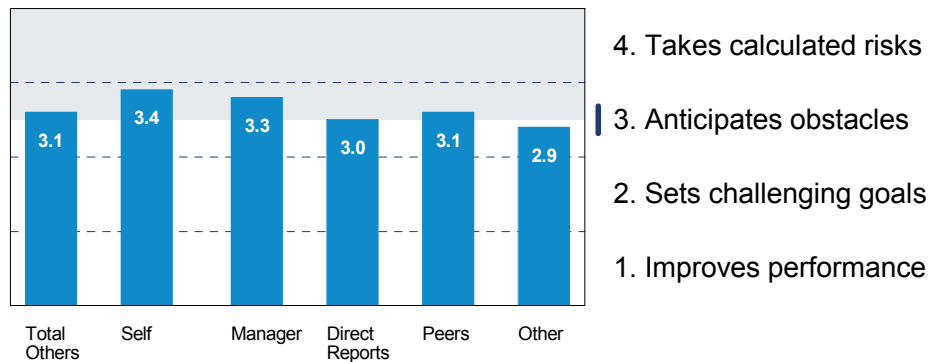


Self-Management

Target Level |
Strength 

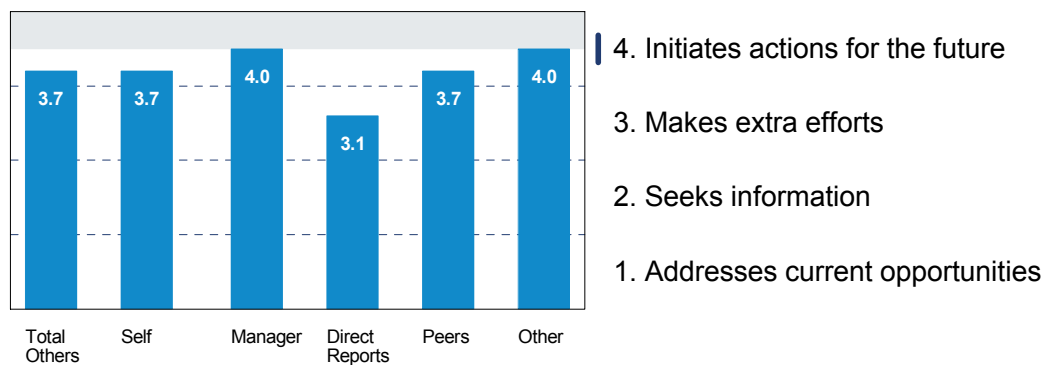
Achievement

Striving to improve or meeting a standard of excellence.



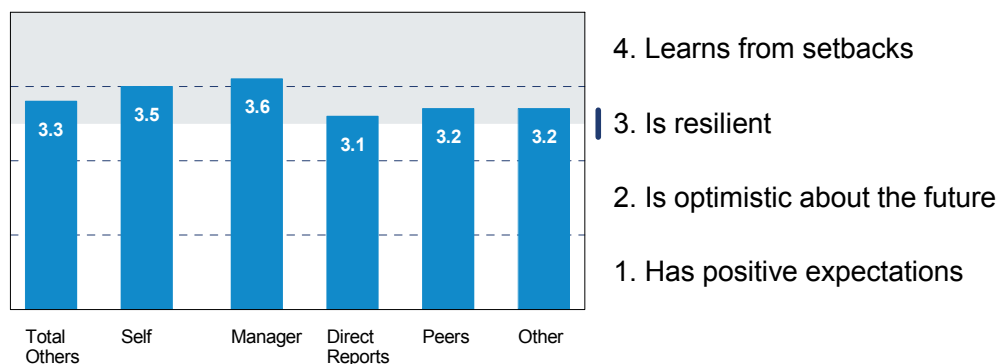
Initiative

Readiness to act on opportunities.



Optimism

Persistence in pursuing goals despite obstacles and setbacks.

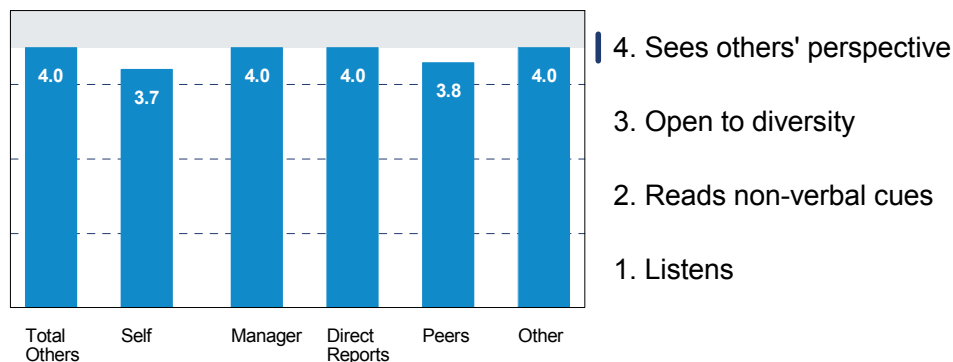


Social Awareness

Target Level |
Strength ▢

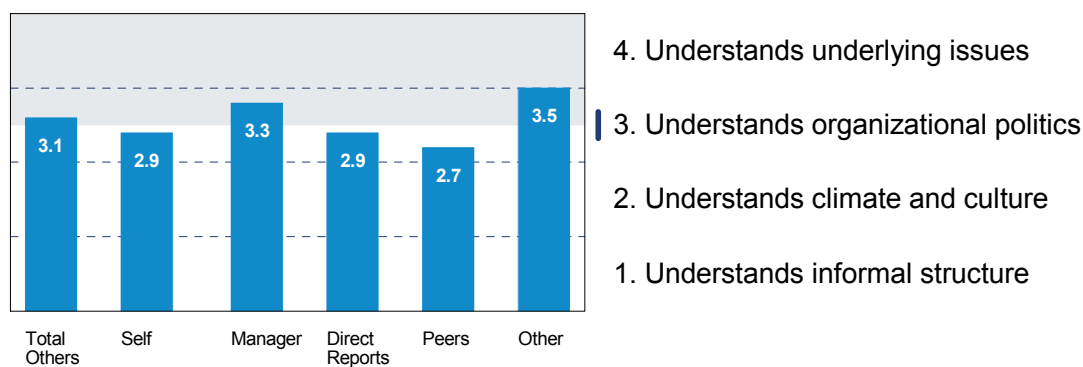
Empathy

Sensing others' feelings and perspectives, and taking an active interest in their concerns.



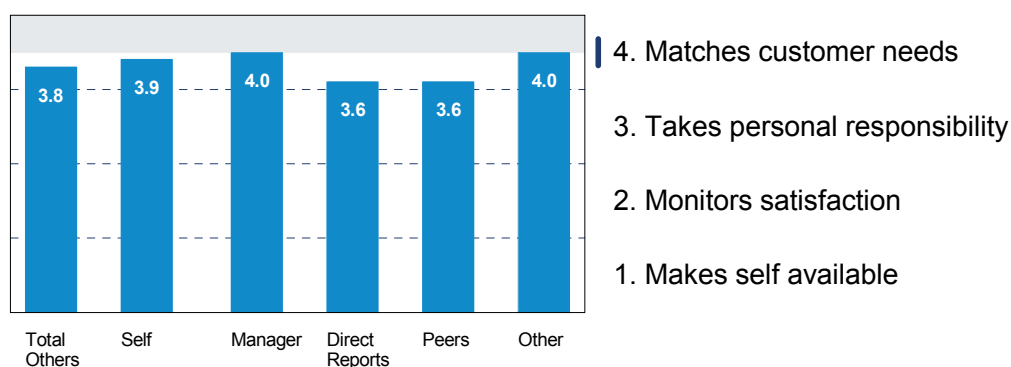
Organizational Awareness

Reading a group's emotional currents and power relationships.



Service Orientation

Anticipating, recognizing, and meeting customers' or clients' needs.

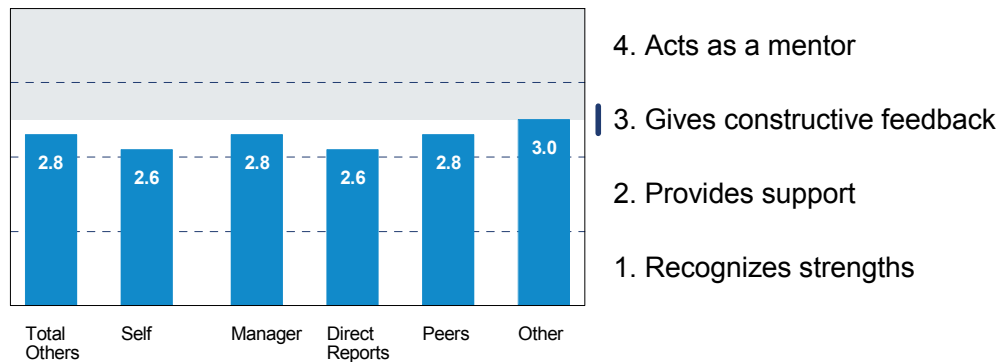


Relationship Management

Target Level |
Strength ▢

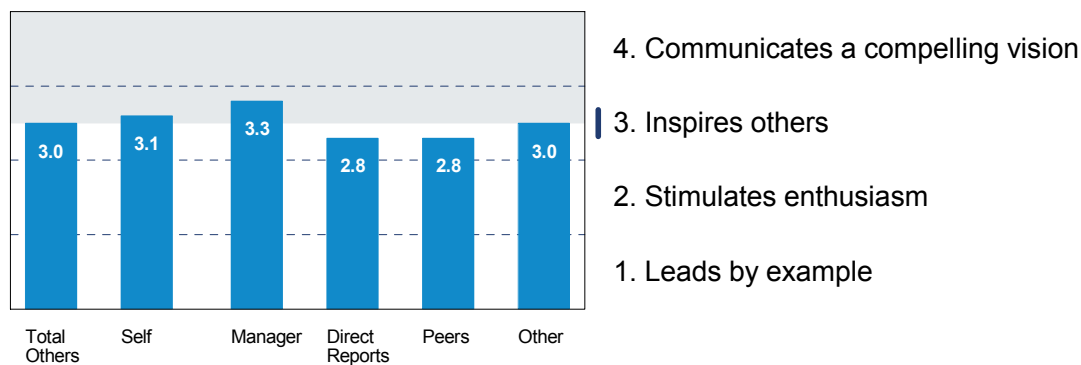
Developing Others

Sensing others' development needs and bolstering their abilities.



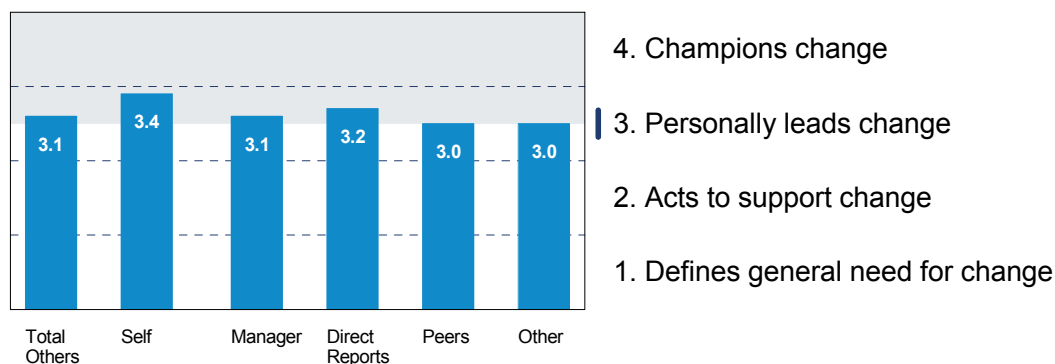
Inspirational Leadership

Inspiring and guiding individuals and groups.



Change Catalyst

Initiating or managing change.

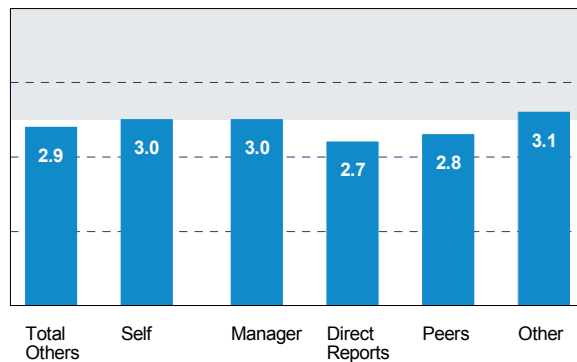


Relationship Management

Target Level |
Strength ▢

Influence

Having impact on others.



4. Develops behind the scenes support
3. Uses indirect influence
2. Anticipates impact of actions or words
1. Engages audience

Conflict Management

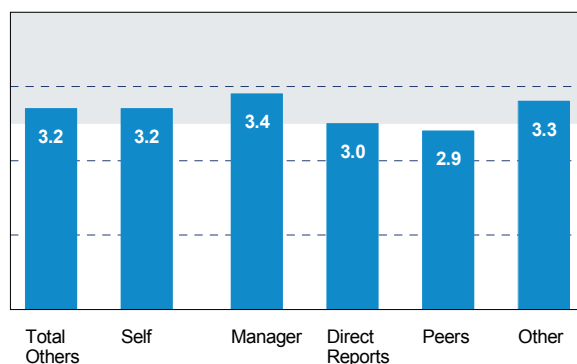
Negotiating and resolving conflict.



4. Orchestrates win-win solutions
3. Addresses conflict
2. Maintains objectivity
1. Airs disagreements

Teamwork and Collaboration

Working with others towards a shared goal. Creating group synergy in pursuing collective goals.



4. Builds bonds
3. Encourages others
2. Solicits input
1. Cooperates

Item Frequency Report

Self-Awareness Cluster

Level	Item #	Emotional Self-Awareness	Self / Manager					Direct Reports					Peers					Other				
			Never				Consistently	Never				Consistently	Never				Consistently	Never				Consistently
1	68	Is aware of own feelings					○ 1					1 3 1	*				1 1 1	*				1
2	1	Recognizes the situations that arouse strong emotions in him/her					①					3 2					2 3					3
3	27	Knows how his/her feelings affect his/her actions	*				○	*				1 3	*				1 1 1	*				1
4	16	Reflects on underlying reasons for feelings					①					2 3	*				2 1 1	*				1 1

Level	Item #	Accurate Self-Assessment	Self / Manager					Direct Reports					Peers					Other				
			Never				Consistently	Never				Consistently	Never				Consistently	Never				Consistently
1	53	Acknowledges own strengths and weaknesses					①					4 1					2 3					2 1
2	21	Is defensive when receiving feedback (reversed item)	1	○				*				4	*	1			3				2	1
3	6	Has a sense of humor about oneself					①					2 2 1					2 3				1 1 1	
4	15	Looks for feedback, even if hard to hear					1 ○					3 1 1	*				1 2 1				2	1

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

| Target Level

○ Self Score

Item Frequency Report

Self-Awareness Cluster

			Self / Manager					Direct Reports					Peers					Other							
			<div>NeverConsistently</div>					<div>NeverConsistently</div>					<div>NeverConsistently</div>					<div>NeverConsistently</div>							
Level	Item #	Self-Confidence	<div>○ ○ ○ ○ ○</div>					<div>○ ○ ○ ○ ○</div>						<div>○ ○ ○ ○ ○</div>						<div>○ ○ ○ ○ ○</div>					
1	55	Believes oneself to be capable for a job					○ 1					3 2					2 3							1 2	
2	62	Doubts his/her own ability (reversed item)		①				2 2 1					2 3					2 1							
3	48	Presents self in an assured manner					①					1 4					4 1							1 2	
4	31	Has "presence"					①					1 2 2					3 2							3	

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

| Target Level

○ Self Score

Item Frequency Report

Self-Management Cluster

Level	Item #	Emotional Self-Control	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	60	Acts impulsively (reversed item)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
				①					*	1	1	2			1	3		1		1	2	
2	37	Gets impatient or shows frustration (reversed item)		1	○					1	1	3			3	2			1	2		
3	40	Behaves calmly in stressful situations			①							4	1			1	1	3			1	2
4	24	Stays composed and positive, even in trying moments			①							3	2			2	3			1	2	

			Self / Manager					Direct Reports					Peers					Other				
			Never		Consistently			Never		Consistently			Never		Consistently			Never		Consistently		
Level	Item #	Transparency	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
1	44	Keeps his/her promises					①				3	2			1		4				3	
2	22	Brings up ethical concerns				①		*		1	2	1		*	1	1	1	1	*		1	1
3	47	Acknowledges mistakes				①				4	1			*			2	2	*		1	1
4	26	Acts on own values even when there is a personal cost				1	○			1	2	2		*		1	1	2			1	2

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

Target Level

○ Self Score

Item Frequency Report

Self-Management Cluster

			Self / Manager					Direct Reports					Peers					Other						
			Never		Consistently			Never		Consistently			Never		Consistently			Never		Consistently				
Level	Item #	Adaptability	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○			
1	9	Adapts ideas based on new information					○	1					4	1				3	2		1	1	1	
2	30	Applies standard procedures flexibly					①		1			3	1		*			2	1	1		1	1	1
3	49	Handles unexpected demands well					○	1				1	2	2				2	1	2		1	1	1
4	69	Changes overall strategy, goals, or projects to fit the situation					○	1	*	2	1	1						1	2	2	*			2

			Self / Manager					Direct Reports					Peers					Other									
			NeverConsistently					NeverConsistently					NeverConsistently					NeverConsistently									
Level	Item #	Achievement	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●							
1	52	Seeks ways to improve performance						○	1					3	2	*			1	2	1				1	2	
2	10	Sets measurable and challenging goals						○	1	*				2	1				1	2	2				1	1	1
3	4	Anticipates obstacles to a goal						①						2	3				1	1	3	*				2	
4	12	Takes calculated risks to reach a goal						1	○					1	3	1				3	2				2	1	

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

| Target Level

○ Self Score

Item Frequency Report

Self-Management Cluster

Level	Item #	Initiative	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	66	Hesitates to act on opportunities (reversed item)	1	○					3	1	1		4	1				1	2			
2	70	Seeks information in unusual ways		○	1				*	4			*	1	3			*		1		
3	56	Cuts through red tape or bends rules when necessary			①				*	1	3		*		4			*			1	1
4	3	Initiates actions to create possibilities			①					1	3	1		1	4					1	2	

Level	Item #	Optimism	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	2	Has mainly positive expectations		○	1					2	3			1	2	2				1	2	
2	13	Believes the future will be better than the past			①				*		1	1	2		1	3	1			1	1	1
3	57	Stays positive despite setbacks			①					3	2			1	2	2				1	1	1
4	72	Learns from setbacks			①					2	2	1	*		1	1	2	*			1	1

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

Target Level

○ Self Score

Item Frequency Report

Social Awareness Cluster

Level	Item #	Empathy	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	23	Listens attentively		○ 1				1 1 3					1 1 3								1 2	
2	71	Is attentive to people's moods or non-verbal cues		○ 1	*			3 1					1 2 1 1						*		2	
3	19	Relates well to people of diverse backgrounds		○ 1				2 3			*		2 2						*		1 1	
4	54	Can see things from someone else's perspective		○ 1				3 2					1 2 2								2 1	

Level	Item #	Organizational Awareness	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	39	Understands informal structure in the organization		○ 1	*			1 3					2 2 1								1 2	
2	43	Understands the organization's unspoken rules		①				2 1 2					2 3								2 1	
3	51	Is not politically savvy at work (reversed item)	1 ○		*			2 2					3 2						2 1			
4	45	Understands historical reasons for organizational issues		①				1 2 2					2 2 1								2 1	

Level	Item #	Service Orientation	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	17	Makes self available to customers or clients		①				1 2 2					1 3 1								1 2	
2	32	Monitors customer or client satisfaction		①				1 3 1					1 3 1								1 1 1	
3	46	Takes personal responsibility for meeting customer needs		○ 1				4 1					1 1 3								1 2	
4	64	Matches customer or client needs to services or products		○ 1				2 2 1					1 4								2 1	

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

| Target Level

○ Self Score

Item Frequency Report

Relationship Management Cluster

Level	Item #	Developing Others	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	38	Recognizes specific strengths of others		○ 1				2 1 2					1 1 3					1 1 1				
2	14	Gives directions or demonstrations to develop someone		①				3 2			*		1 2 1				*		1 1			
3	8	Gives constructive feedback		1 ○				3 1 1			*		1 2					2 1				
4	67	Provides ongoing mentoring or coaching		○ 1				1 3 1			*		2 2				*		1 1			

Level	Item #	Inspirational Leadership	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	25	Leads by example		①				1 3 1					1 2 2					1 2				
2	20	Makes work exciting		○ 1				2 2 1			*		2 1					1 1 1				
3	29	Inspires people		①				3 1 1					1 3 1					1 2				
4	50	Articulates a compelling vision		①				1 3 1			*		2 1 1					1 1 1				

Level	Item #	Change Catalyst	Self / Manager					Direct Reports					Peers					Other				
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	35	States need for change		○ 1				2 3					1 2 2					2 1				
2	5	Is reluctant to change or make changes (reversed item)		①				4 1					3 2					2 1				
3	41	Personally leads change initiatives		①				4 1					1 3 1					1 2				
4	36	Advocates change despite opposition		1 ○				1 2 2					1 2 2					2 1				

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

| Target Level

○ Self Score

Item Frequency Report

Relationship Management Cluster

Level	Item #	Influence	Self / Manager					Direct Reports					Peers					Other				
			Never		Consistently			Never		Consistently			Never		Consistently			Never		Consistently		
			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
1	34	Engages an audience when presenting			○	1			1		2	2			1	4		*		1	1	
2	59	Persuades by appealing to peoples' self interest			○	1		*	2	1	1			1	1	2	1				3	
3	42	Gets support from key people				1	○			1	2	2			1	3	1				2	1
4	58	Develops behind-the-scenes support				①				3	1	1			2	2	1		*		2	

Level	Item #	Conflict Management	Self / Manager					Direct Reports					Peers					Other				
			Never		Consistently			Never		Consistently			Never		Consistently			Never		Consistently		
			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
1	28	Airs disagreements or conflicts				①		*		3	1			1	3		1		*		1	
2	18	Publicly states everyone's position to those involved in a conflict			○	1		*		2	2				1	3	1		*		1	1
3	63	Avoids conflicts (reversed item)		○	1			*		4				5					*	1		1
4	33	In a conflict, finds a position everyone can endorse				①				1	3	1			1	2	2				2	1

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

| Target Level

○ Self Score

Item Frequency Report

Relationship Management Cluster

			Self / Manager					Direct Reports					Peers					Other				
			Never		Consistently			Never		Consistently			Never		Consistently			Never		Consistently		
Level	Item #	Teamwork and Collaboration	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
1	61	Does not cooperate with others (reversed item)	1	○						2	3				2	3			2	1		
2	11	Solicits others' input				1	○		*		2	2			1	3	1			2	1	
3	7	In a group, encourages others' participation				○	1				4	1			2	2	1			2	1	
4	65	Establishes and maintains close relationships at work				①					3	1	1			2	2	1	*		2	

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

| Target Level

○ Self Score

Verbatim Comments

Please list this person's key strengths.

Self

Very passionate about what I do; every day I am still interested in learning anything I can about the business; want to make my team and the business the best that it can be; very dedicated and excited about the senior management team at MBUSA; do whatever it takes to get the job done or to achieve the goals of my team and of the organization; very good management skills; I care about my team and my colleagues; strive to get very good business relationships with teams outside of finance and outside of MBUSA

Manager

- respects others - absolutely reliable on recurring tasks - responsible - team-worker - subject matter expert - growing self-confidence

Direct Reports

Strong Leadership skills, complete understanding of business and passion his role and responsibilities.

Can logically think through a problem to come up with possible solutions - - helps to sort through issues Seeks input from everyone - - makes people feel involved

Supports his people and their positions.- People feel confident that they can express themselves Is fair in dealing with everyone.

Establishes/maintains trust Will listen to and consider/challenge one's position. This fosters good dialogue between us.

Charlie is personable and easy to talk to - this makes it easy for people to approach him and voice concerns and/or give feedback when appropriate. Is realistic when it comes to work load and treats people fairly. Strong technical knowledge and great at giving examples and explaining things to others.

Charlie has a positive attitude toward brainstorming, stressful situations and talking through an answer. He is very approachable and welcomes a debate. He is a supportive manager. I feel like I can tell him all the facts and have a reasonable discussion with him and he will listen despite his own opinion.

Continued

Verbatim Comments

Peers

Charlie has a collaborative approach to successfully completing projects. Charlie is very good at sharing industry related news to colleagues. Charlie is always working with others for the betterment of MBUSA. Charlie takes a long term approach to problems and solutions.

Charlie has a clear understanding on how sales translates in to his area and what the impact on specific action will be. His financial expertise serves the company well. He listens very well to other areas needs and is always helpfull to find solution or resolution

Chales is very steady and confident manager and is comfortable within his own environment and that provides his people a stable environment and a great example to emulate.

Charlie is the right guy for the job. He brings life and real world situations to the Risk and tax area.

Other

Charlie has presence and has a his background is well known to those who work with him

Strengths -- Quiet leadership...always seems in control and a calming influence on those around him.

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

Self

Need to still learn more about the automotive business from a sales and marketing perspective; organizational skills could use improvement; presentation skills could use improvement- still get nervous when presenting to Sr management

Manager

- take feed-back as constructive input and less as personal dispraise - grow even more self assurance when presenting to an unknown audience - when presenting, focus on core messages and make it better unerstandable for non-finance audience - drive own and team's performance on new, unknown tasks - talk more about own expectations

Continued

Verbatim Comments

Direct Reports

N/A. Too short a window to comment on any of improvement areas.

Responsiveness would be an area for improvement such as responding to emails. By responding shows that your question and/or issue is important. Showing other areas more face time other than Residual Risk. By being more available to other areas within the Team, shows that they are an integral part as well

Some people view him as unapproachable - - creates frustration

Continue to improve on following up on items when he says he will which can create better communication to his direct reports and/or the department in general.

I think the organization respects Charlie as a GM. I think he could leverage the respect he has and help the department by advertising the analytically abilities of the back-office functions.

Peers

Although Charlie is very good manager and Leader, I think he could work to ensure more of his team members participate and have "voice" in meetings.

I am not able to comment on this

I'd like to see Charles more active outside his area, mentoring others and aligning with other GMs to both learn more about the business, but to also share his perspective and insights. Charles has a great sense of humor and natural likability which makes people comfortable around him, and gives him an opportunity to share more of himself to help others grow and obtain his unique perspective.

None

Other

Charlie is knowledgeable but could spend more time interacting with the field and our dealers. His team participates in many events where both are present

Improve -- Still getting to know Charlie better, but possibly more diverse communication with other departments/field to explore more ways to collaborate. Impact is better relationships all around and more opportunity to identify areas of potential improvement within the

Continued

Verbatim Comments

Other

...organization.