

ABC Manufacturing

Mary Smith

V.P. Finance and Operations

360° Feedback and Development Plan

January 2006

Everybody thinks of changing humanity, but nobody
thinks of changing himself.

-Leo Tolstoy

Background

To help me with my professional development, the Company engaged Mr. Peter Leets to assess my impact on the organization, to organize the feedback received, to develop a plan which would address the major areas of this feedback and provide follow counsel on the implementation of this plan.

Mr. Leets explained that there are various ways to assess an individual impact, including interviewing superiors, subordinates, direct reports, psychological tests, personality tests, etc. Mr. Leets decided that the most appropriate way in my case would be to develop a 360 ° Assessment, which includes feedback on confidential basis from my superiors, peers and direct reports, to share a summary of their feedback with me and to help me put together a professional development plan. He interviewed the following group:

- John Johnston
- Lori Irvin
- Marissa Conway
- Nan Ortiz
- Vaughn Duggin
- Kobe Jones
- Lily Smith
- Myron King
- Katricia Niskimaka
- Mario Cuomo
- Polly Currins

It was agreed that the above group would provide sufficient input to form the basis of relevant and appropriate feedback to share with me. All responses have been kept confidential so as to protect the process.

360 ° Feedback

I agreed based on the responses that the feedback provided represents a pretty fair assessment of my interaction with my supervisors, peers and direct reports. These responses indicate that I am professional, very good at accounting and finance tasks, seem to know what the distillery needs, direct, honest, have a strong personality, very intense, analytical, tough, kind, get the job done, have good writing skills, good decision making skills, honest, fair, impartial, and have a lot of common sense.

And given these qualities and my emphasis of these qualities over a period of time, I have not paid as much attention to other aspects of my interaction with peers and direct reports that can withstand improvement; these improvements areas are:

- Communication- My good writing skills and emphasis on meeting datelines, being cautious, short and precise has been interpreted as abrasive, no nonsense, sometimes not being a good listener, harsh, negative body language, not always showing respect.
- Management- My emphasis on being direct and desire to get it done quickly and directly has come across as intense, controlling, micro managing, too analytical and not developing subordinates.
- Leadership- My direct approach and decision making have not encouraged feedback from peers, direct reports and have not been receptive of other staff opinions. The minimal participation of other staff in developing their annual goals, lack of staff meetings and clear succession plans tend to paint a picture of a manager rather than a leader.

Summary

I am presenting this plan, which is outlined in the following pages, based on this feedback to address the major areas distilled from the feedback, which are my communication, management style and leadership style.

Mr. Leets has been very straightforward in sharing the feedback summary confidentially and instrumental in guiding me through several versions of this plan. It has been a very soul searching exercise and many times during the process, I felt vulnerable due to the unknowns involved. Thank you Mr. Leets for your advice and help.

My plan includes my own section and a section on my direct reports: Messrs. Johnston, Duggin Currins, Irvin; and my peers: Messers. Ortiz and Jones. This group is addressed as I believe that it will have the greatest impact on my contribution, provide more direct feedback and benefit the company the most. The plan also includes actionable items and time table for implementation.

Going forward, I aim to mentor and transfer as much of my knowledge and skill set to my direct reports and peers, to bring them together as a team, improve inter-departmental communication, solicit ongoing feedback, and become a more efficient organization.

It is apparent that I have concentrated more on being a manager rather than a leader; thus, my future emphasis, as shown by this plan, is teaching (rather than doing, when possible) continued commitment to excellence and continue to lead by example; please confirm that this approach is correct.

ABC Manufacturing
Mary Smith, V.P. Finance and Operations
Personal Development Plan Objectives

1. To improve communication

- Solicit feedback from Fred and Jim about their thoughts on my direct reports personal development plans and goals, departmental goals and confirm such by January 20. Presently, annual departmental goals will be jointly developed with direct reports and personal development plans are as follows:
 - ❖ Jerry: Monthly report, reporting package and succession plan by January 31
 - ❖ Brian: Communication, attitude, I.T. vision, monthly report and succession plan by January 31
 - ❖ Joe: monthly report, bar coding, and inventory management by January 31
 - ❖ Corrie: TTB filings, fleet insurance, general insurance by January 31
- Spend quality time with peers and direct reports; at least an hour a week starting January 15
- Project positive body language when meeting with peers and direct reports starting January 1st
- Display items in my office to that would project positive feelings by February 10

2. To improve management style

- Solicit input and feedback from superiors, peers and direct reports on actionable items starting January 1st
- Offer input and engage in discussions on actionable items starting January 1st

- Obtain feedback on mentoring activities monthly starting January 1st
- Provide positive feedback to direct reports starting January 1st
- Take inventory of work currently performed by March 31st

3. To improve leadership

- Solicit input from Jim about possible 2006 direct reports departmental goals by January 20
- Discuss with direct reports their joint departmental goals for 2006 and agree on them by January 31
- On-going periodic meeting with direct reports have been recommended to review progress on goals and discuss other actionable items with emphasis on leading rather than directing by January 31st
- invite peers (H.R., Marketing, Pricing, Events, & Sales) and supervisors to attend meetings with direct reports periodically starting with first meeting
- attend leadership development seminar by June 30
- Report to Fred and Jim on progress of leadership development goals and objectives monthly starting February
- Assess effectiveness of the above meetings starting February 15
- Reduce outside leadership roles starting January 1

ABC Manufacturing
Myron King, Executive Coordinator
Personal Development Plan Objectives

1. To improve communication

- Reduce abruptness: slow down communication and make sure that instructions are clear and concise starting January 1st
- Connect personally: meet at her office periodically at least once a week starting January 1st
- Provide positive reinforcements: acknowledge her contributions via email or rewards starting January 1st.
- Solicit feedback and suggestions for improvement starting January 1st

2. To improve management style

- Develop career plan jointly H.R. by March 31
- Work with Myron to select legal, insurance, office training programs by February 28
- Delegate responsibilities for TTB filings and fleet insurance by March 31
- Meet monthly to assess progress starting January

3. To improve leadership

- Solicit input from Myron about areas she desires more responsibility by February 28
- Discuss these areas in detail
- Mentor Myron on such areas

ABC Manufacturing
Mario Cuomo, Controller
Personal Development Plan Objectives

1. To improve communication

- Review alternatives and offer advice starting January 1
- Solicit feedback and recommendations on the above.
- Encourage more active partnership with H.R. starting January 1st
- Encourage Mario to delegate certain tasks to junior personnel on issues dealing with payroll, traffic and accounting; work with Jerry to identify these tasks by April 31st

2. To improve management

- Solicit input for 2006 goals by January 31st
- Develop long term departmental vision by June 30th
- Develop career plan including key staff succession plan, professional development, time table and accountability for this plan by May 31
- Identify additional budget responsibilities by July 31st
- Solicit input in preparation of monthly corporate report by March 31st
- Meet monthly to asses progress starting January 31st

ABC Manufacturing
Lily Smith, I. T. Manager
Personal Development Plan Objectives

1. To improve communication

- Be positive and supportive on all communication starting January 1
- Encourage Lily to offer recommendations rather than alternatives starting January 1
- Increase personal relationships by going to lunch monthly or meeting in his office at least once starting January 1
- Solicit 2006 self development goals by January 31
- Inquire about any additional responsibilities by January 31st

2. To improve management

- Spend more face time starting January 1st.
- Assist with professional development plan including key staff development plan, succession plan, and accountability by June 30

Discuss improvement to his communication style

- Develop long term I.T. vision by June 30
- Solicit help with monthly corporate I.T. reports starting with January 31, 2006 report
- Assess personal development quarterly progress starting March 31st

ABC Manufacturing
Kobe Jones, Senior Warehouse Coordinator
Personal Development Plan Objectives

1. To improve communication

- Share goals, objectives and solicit feedback on recommendations starting January 1
- Spend personal time go to lunch one a month or meet at his office weekly starting January 1
- Acknowledge good work via emails and rewards starting January 1
- Walk around warehouse twice a week starting January 31

2. To improve management style

- Develop career plan by March 31st
- Develop a succession plan by March 1st.
- Implement accountability for the above
- Partner on building related tasks such as plumbing, electrical and drywall starting January 1
- Meet monthly to assess progress starting February 28th

ABC Manufacturing
Katricia Nishimaka, Executive Administrator
Personal Development Plan Objectives

1. To improve communication

- Share goals and objectives and seek alternative ways to achieve them starting January 1st
- Solicit feedback periodically starting in December 31
- Slow down when requesting any action on goals and objectives starting January 1st
- Connect on a personal level by meeting in her office starting January 1st
- Solicit feedback on tasks that could be automated or improved starting March 1st

2. To improve management style

- Partner with her on H.R. matter starting December 31st
- Partner with her on direct reports staff development starting February 1st
- Solicit input on professional development issues starting February 1st
- Solicit feedback on plans and objectives

ABC Manufacturing
Jim Jones, President
Personal Development Plan Objectives

1. To improve communication
 - Share personal development plans by January 31st
 - Goals and objectives by January 31st
 - Clarify short term and long term
 - Solicit feedback on development plan monthly
 - Inquire regularly if any duties or responsibilities have been ignored
2. To improve management style
 - Draft succession plan by April 31st
 - Communicate progress of direct reports staff development monthly
 - Inquire monthly if any responsibilities are not being addressed
3. To improve leadership
 - Inquire if there is any way to make sure that leadership skills or such are not ignored or acted upon in the future

ABC Manufacturing.
Fred Saleet, Executive Vice President
Personal Development Plan Objectives

1. To improve communication
 - Share personal development plans by January 31st
 - Goals and objectives by January 31st
 - Clarify short term and long term
 - Solicit feedback on development plan monthly
 - Inquire regularly if any duties or responsibilities have been ignored

2. To improve management style
 - Draft succession plan by April 31st
 - Communicate progress of direct reports staff development monthly
 - Inquire about any responsibilities not currently addressed
 - Expand leadership development expertise by attending courses or seminars and reading books on the subject

3. To improve leadership
 - Inquire if there is any way to make sure that leadership skills or such are not ignored or acted upon in the future

Closing

Thank you for giving me the opportunity to improve my professional skills and thank you also for believing that I am good enough to get better; your beliefs have also given the motivation to do the best I can given that this process has been challenging, stressful, hard work, soul searching and has left me vulnerable at times.

I truly aim to do the best I can but I also need your feedback to confirm that I am on the right track and that I am addressing the issues that are important not just to me but also to the organization as a whole. As you know I have a great deal of respect for the Nolet Family, you, and all my team mates at Nolet and thus desire to strive for the best I can be.

Please let me know if there are any other areas that I have ignored or not addressed.

Things do not change; we change.

-Henry David Thoreau

