

360 FEEDBACK
and
DEVELOPMENT
PLAN

PRESENTED TO
APRIL 2006

The following development plan is based on feedback provided to me by my coach, Peter Leets, which he obtained through interviews that he conducted with people representing senior management, my peers and direct reports.

The people interviewed were:

- John Bender
- Rashmi Reynolds
- Harold Best
- Mimi Lederer
- Dale Sibson
- Nan Stoddard
- Celia West
- Harry Halsted
- Lou Delmonico
- Tom Kotts
- Murray Josbin
- Roger Irvin

The questions that he asked each interviewee were the following:

- Please describe your relationship with
- When you think of Myron, what comes to your mind?
- What do you feel most people view as Myron's strengths? What do you view?
- What would they see as his most important development areas? Do you agree?
- Do you view Myron more as a manager or a leader? Why?
- Do you view Myron as a team player? Why?
- How would you rate Myron's political savvy? How important is this within Nexus?
- What question should I have asked, but did not?
- Have you any other thoughts about Myron?

The results were presented to me anonymously and Peter stressed that it was not important where the comments originated.

I found the feedback to be extremely useful, providing me with insights that would support me in my development. I appreciate the time that each person took to provide this feedback for me.

360 Feedback

Below I would like to give what I hope will be a balanced summary of the feedback that I received, followed by my plan to address those areas that it was felt I needed to improve on.

The answers to the question “*When you think of Myron, what comes to your mind*”? were very positive, primarily focusing on my being well liked, caring – both about the people that I work with as well as our business. That I was professional, involved and of good character. The one constructive comment was that I sometimes discounted and disregarded feedback.

Responses to my strengths focused on my success in sales and sales management, managing issues across departments, relationships and respect for others, completing tasks, having a positive attitude, support of my team and dealing with adversity.

There were several important points made in response to the question regarding areas of my performance that need improvement. These included needing to be more strategic, being more technical, thinking more broadly beyond sales, not being tentative in decision making, being more assertive – needing to “drive” things more.

Regarding people’s view of me as a manager or a leader, the responses were split pretty evenly. While I was viewed as a strong manager, I thought the comments regarding my need to improve as a leader were consistent with the need for me to be more assertive and demonstrate myself as a strategic thinker.

I was consistently viewed as a team player.

Feedback Summary

I believe that the most significant takeaway for me from the feedback that I received was that I needed to demonstrate that I am an innovative leader, who thinks strategically with a broad perspective of our business, who raises and drives issues that will positively contribute to our success. I am perceived as someone who is more task oriented, so I will work to further develop and broaden my critical thinking skills.

I also need to increase my visibility, both with Nexus management as well as with senior managers in other areas of the company. I will ask you who else you would recommend that I reach out to and ask that you support me in doing so. Also, now that I have responsibility for Safeway, our largest account, I will be afforded more opportunity to interact with the senior managers of marketing, which I rarely had before.

Development Plan Objectives

As a result of the feedback that I received, there are a number of actions that I have begun to take and will undertake to address the areas that I need to improve upon.

Interact more effectively with senior management –

I will engage senior management regarding actionable opportunities and/or challenges when appropriate and timely. One step that I have taken is to ask our VP of finance to be a mentor, to discuss business issues and engage in a dialog with me on a biweekly basis and as needed. I have also had more meaningful interaction than I have had in the past with our General Counsel, VP of Engineering and VP of Product Management, and will continue to do so when relevant to our business. There are also other meeting opportunities where I can and should assert myself more and raise my level of participation.

Interact more with executives outside of sales –

There are senior managers in other areas of the company that I need to interact with more to get their support in meeting the business objectives for my region.

I have started this process by meeting with our corporate SR.VP of Business Development and the President of grocery to discuss relevant business issues that we share in common. I plan to do this on a more regular basis.

Receive more feedback from my team –

Some of the feedback that I received expressed concern about my interaction with my team including the comment that I needed to interact on a more personal level. While I feel I do this, I may not be consistent in doing so with all of my team members. I will make a point to extend myself more and ask for feedback from my team regarding my interaction with them and about areas that they would like to offer me input on. I will include this in my weekly 1:1's with my team members.

Receive more feedback from my supervisor –

Please continue to give me regular feedback about areas that you feel I need to further develop and support me in doing so. I want to know that I am on track and demonstrating improvement in those areas mentioned above and that I have developed myself to move forward in my career.

Closing

I would like to thank you for providing me with the opportunity to improve my professional skills and supporting me in being a more effective and complete leader. I also appreciate being provided with a coach to assist me in this endeavor. I look forward to continuing to utilize my coach and other resources that are being provided to me.

I look forward to your continued input, guidance and support.

Please let me know if I have not adequately addressed or left out any areas that I should continue to focus on in my development.

As you know, I truly value being a part of your team and I appreciate the chance to further my career and achieve my objectives within Nexus.