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Best Brands

Vice President

360° Feedback and Development Plan

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**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 on counsel on the implementation of this plan.

Mr. Leets explained that there are various ways to assess an individual's 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:

- Manny Mota
- Forest Whitaker
- Gayle Flinch
- Monika Bressler
- Marissa Maryland
- Scott Schultz
- Willie Hayes
- David Grolander
- Brad Gates
- Larry Kaplan
- Irene Mulholland
- Kevin Francis
- Sara Skara
- Mary Wilson
- Ben Thompson
- Ron Higgins

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 an assessment of my interaction with my supervisors, peers and direct reports. These responses indicate that I am professional and very accomplished at performing certain duties I am charged with including issues across the company at all division levels. The interviews also perceived me as direct, honest, knowledgeable, collaborative, having a strong personality and presence, very intense, analytical, get the job done, have good writing skills, good decision making skills, honest, dependable, very bright and have a lot of helpful insight around vital company issues. Additionally, the interviews found I was not afraid to take a hard position on difficult issues, use common sense, possessed practical experience, credibility and approach my role with creative solutions while using clear understandable language in an ethical manner all with the primary goal of looking out for Best Brands' long term interests.

Other areas resulting from the 360 interviews focused on my interaction with peers and subordinates and require my attention. These comments regarding areas of improvement focused mostly on the following three areas:

- Communication – I am sometimes harsh, short and abrupt in my responses and need to manage my emotions better becoming less intimidating and more responsive.
- Management – The feedback also involved some management style issues such as being too intense, controlling, and not sufficiently interacting subordinates. Additionally the feedback indicated I needed to delegate more responsibility or say no more to some requests for time.
- Leadership - My leadership qualities also could use refining in that I need to encourage more feedback from subordinates, from peers, direct reports and I have not been adequately receptive of other staff opinions.

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 various versions of this plan. It has been a very soul searching exercise and I appreciate Mr. Leets guidance and forthright advice.

I believe that this plan 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 will utilize my direct reports and peers, to bring them together as a team, improve inter-departmental communication, solicit ongoing feedback, and help Public Affairs and specifically the Public Relations area become a more efficient and well respected organization.

My future emphasis on improvement, as shown by this plan, will utilize the current respect within my client group and a focus on more strategic legal and role that is vital to Best Brands future. This can be done by allowing others to do the more minor and basic tasks. This will be accomplished with my sincere commitment to excellence and leading by example. I sincerely believe with your full support my objectives within this plan can be met very quickly.

Personal Development Plan Objectives

1. To improve communication

- Solicit feedback from Manny Mota about his thoughts on my direct reports personal development plans and goals, departmental goals and confirm such by January 1, 2007 with personal development plans are as follows:
 - Monthly report to Manny Mota beginning October 1, 2006
- Spend quality time with direct reports; at least an hour a week starting October 1, 2006.
 - a. Project positive body language when meeting with peers and direct reports starting October 1, 2006 Reduce abruptness: making a more sincere effort of communication to client groups and make sure that instructions are clear, concise and as consistent as possible based on the ever changing rules, laws and regulations starting October 1, 2006.
 - b. Connect personally: with key personnel as recommended by Manny Mota starting October 1, 2006.
 - c. Solicit regular feedback and suggestions for improvement starting January 1st from at least three members of management, peer groups or support personnel.

2. To improve management style

- Solicit input and feedback from superiors, peers and direct reports on actionable items starting October 1st.
- Offer input and engage in discussions on actionable items starting October 1st.
- Provide positive feedback to direct reports starting January 1st.
- Take inventory of work currently performed by January 1, 2007. Develop revised position description and career plan jointly with H.R. by January 1, 2007.
- Work with peers to develop compliance training programs by January 1, 2007.
- Delegate responsibilities for simple advertising review tasks by January 1, 2007.
- Solicit input for 2007 goals by January 1, 2007.

- Develop long term departmental vision statement/policy by January 1, 2007
- Identify any additional budget responsibilities by October 1, 2006
- Meet monthly with Manny Mota to assess progress starting October 1, 2006

3. To improve leadership

- Solicit input from Manny Mota about possible 2007 duties including broader responsibilities which match departmental goals.
- Discuss with direct reports their joint departmental goals for 2006/2007 and agree on them by January 1, 2007.
- On-going periodic meetings 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 1st.
- Invite at least two peers and supervisors to provide regular monthly feed back beginning October 1, 2006.
- Attend leadership development seminar by June 30, 2007.
- Report to Manny Mota on progress of leadership development goals and objectives monthly starting January 1, 2007.
- Assess effectiveness of the above meetings starting January 1, 2007.
- Increase involvement in strategic company meetings on behalf of Manny Mota starting October 1, 2006.
- Solicit input from Manny Mota acquiring more strategic responsibility.
- Discuss possible executive leadership training courses for attendance in 2007 with Manny Mota.

Closing

Thank you for giving me the opportunity to improve my professional skills and internal company perceptions with Mr. Leets
I have and continue to utilize all the valuable feedback and support and continue to appreciate your believing that I am the kind of professional and skilled Attorney who can make myself a better all-around corporate citizen through this self analytical process. I am ready and able to take advantage of this excellent growth opportunity immediately upon your endorsement.

I truly desire to be the best I can at my job with all the proper expectations in place and also appreciate your feedback to confirm that I am on the right track and that I have fully addressed the issues that are important not just to me but also to Allergan, the company as a whole.
Please let me know if there are any other areas that I have not addressed and whether you approve of my plan.

**When word gets around that you can listen when others
tend to talk, people will treat you as a sage.**

-Ed Koch

Things do not change; we change.

-Henry David Thoreau