



Jeff Miller

Tuesday, June 25, 2019

360-Degree Feedback Report

CONFIDENTIAL - NOT TO BE SHARED WITH OTHERS

RCI Assessment and Development Services



Customized 360° Assessment Created by

Russell Consulting, Inc.

1134 Winston Drive
Madison, WI 53711-3161
USA

tel 608.274.4482

RCI@RussellConsultingInc.com

www.RussellConsultingInc.com

About This Report

This multi-rater feedback process is designed to assist you in your professional development. When used effectively, the survey can:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Establish a quantitative baseline that will allow you to assess your progress
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of their observations and suggestions

Rating Scale

The rating scale shown below was used in scoring quantitative feedback.

Scale Option	Assigned Value
Not Observed	---
Never or Almost Never	1
Very Rarely	2
Once in Awhile	3
Sometimes	4
Fairly Often	5
Very Often	6
Always or Almost Always	7

Response Summary

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

Rater Type	Nominated	Responded	Response Rate
Self	1	1	100%
Board	5	5	100%
Direct Reports	5	5	100%
Peers/Partners	7	7	100%
Others	4	4	100%
Past Direct Report	6	4	67%
Total	28	26	93%

Raters Nominated to Participate

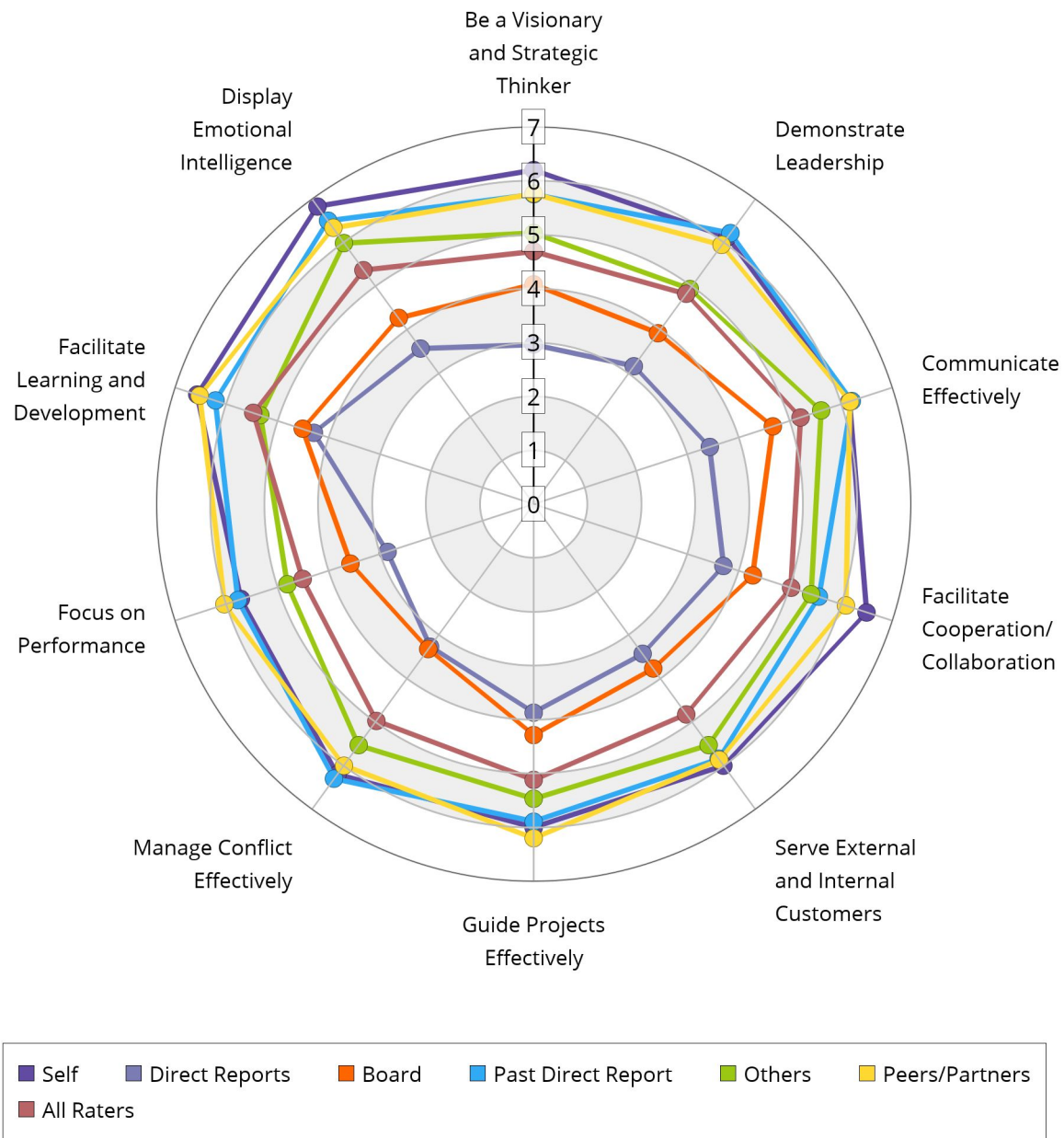
The individuals listed below were nominated to provide you feedback.

#	Rater Name	Rater Relationship
1.	Miller, Jeff	Self
2.	Berlitz, Timothy	Board
3.	Braker, Steven	Board
4.	Herman, Paula	Board
5.	Johnson, Randy	Board
6.	Mueller, John	Board
7.	Amthor, Mike	Direct Reports
8.	Gerrard, James	Direct Reports
9.	Kilwin, Jake	Direct Reports
10.	Solvone, Eric	Direct Reports
11.	Stone, William	Direct Reports
12.	Brody, Anita	Peers/Partners
13.	Klawitter, Peter	Peers/Partners
14.	Peterson, Mike	Peers/Partners
15.	Rivers, Jeff	Peers/Partners
16.	Stevens, Scott	Peers/Partners
17.	Williamson, Jerry	Peers/Partners
18.	Young, Tim	Peers/Partners
19.	Anderson, Scott	Others
20.	Fields, Jeff	Others
21.	Morrison, George	Others
22.	Wicklow, Richard	Others
23.	Crooks, Pamela	Past Direct Report
24.	Drake, Marshal	Past Direct Report
25.	Hummel, Vivian	Past Direct Report
26.	Nielson, Kristy	Past Direct Report
27.	Peters, Mike	Past Direct Report
28.	Schwartz, Denise	Past Direct Report

Competency Profile Radar Chart

The Competency Profile radar chart below shows scores for each rating group across all competencies. Radar charts are useful in easily spotting gaps between rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart. The "All Raters" values represent the average of all non-self raters in your review.

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed



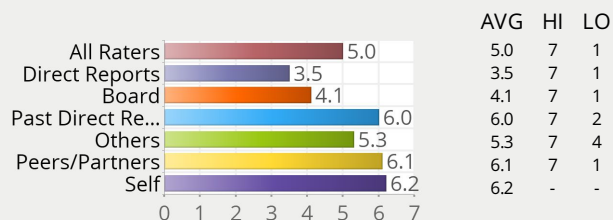
Competency Summary

This report shows average ratings for each competency in the review segmented by rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given competency. The "All Raters" bar represents the average of all non-self raters in your review.

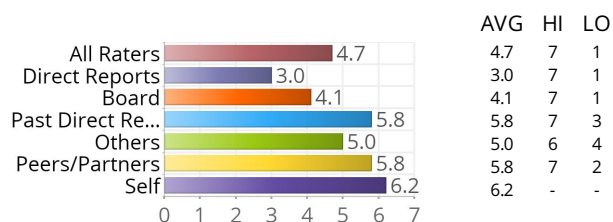
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Overall Rating: 5.0 out of 7.0

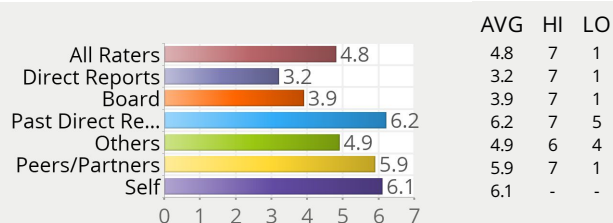
Aggregate ratings for all competencies in the review.



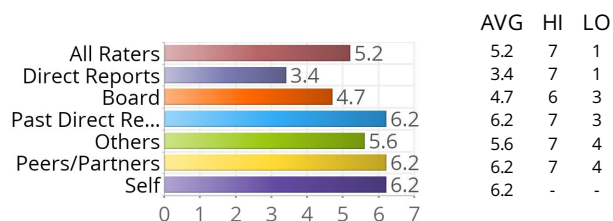
Be a Visionary and Strategic Thinker



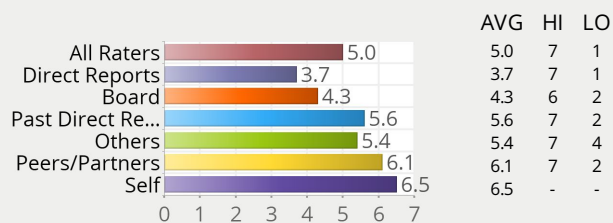
Demonstrate Leadership



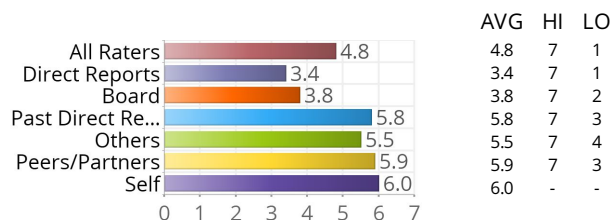
Communicate Effectively



Facilitate Cooperation/Collaboration



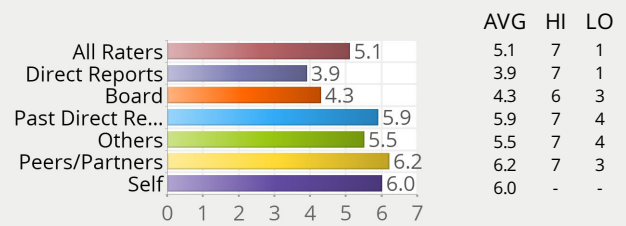
Serve External and Internal Customers



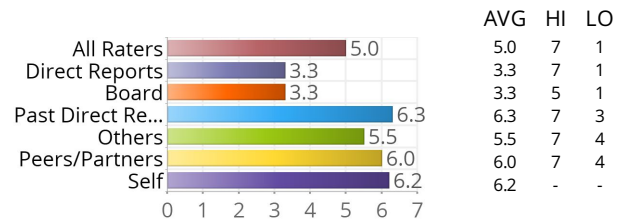
Competency Summary (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

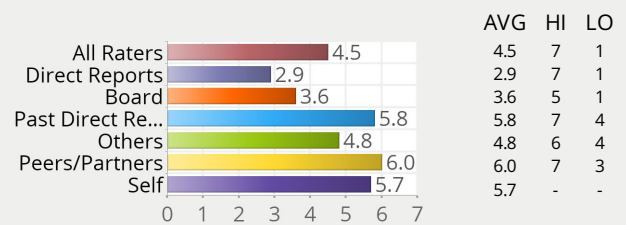
Guide Projects Effectively



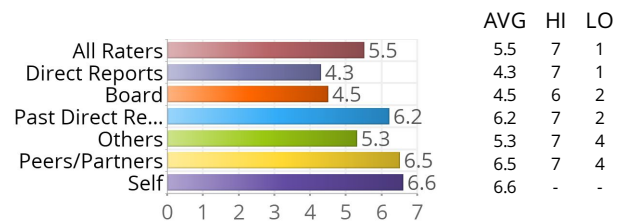
Manage Conflict Effectively



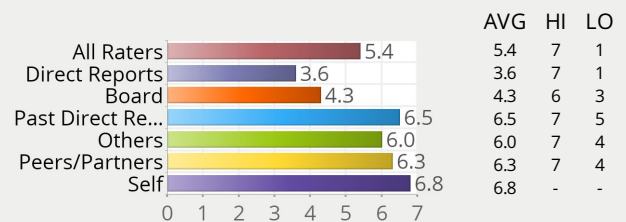
Focus on Performance



Facilitate Learning and Development



Display Emotional Intelligence

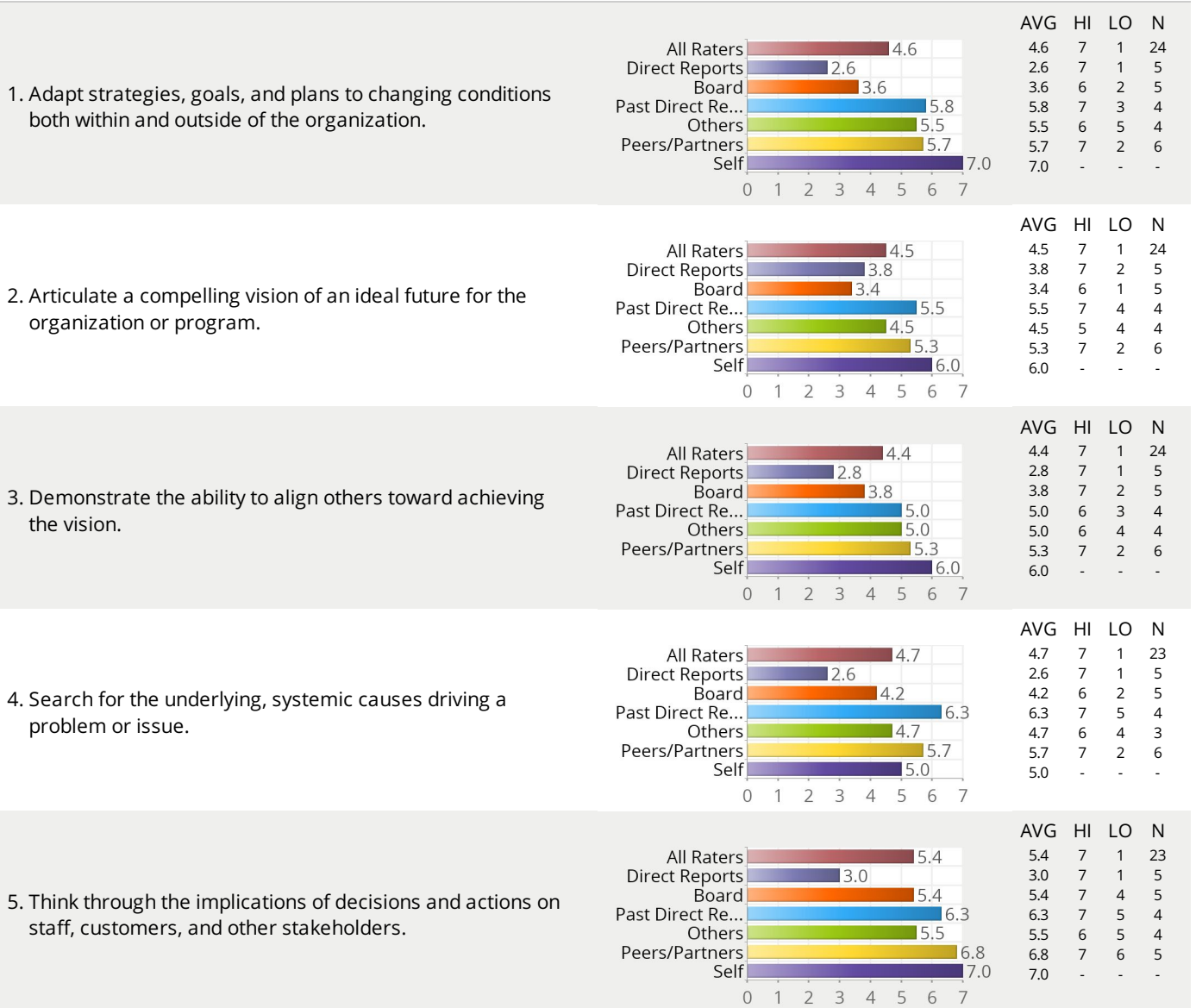


Individual Review Items

This report shows average ratings for each individual item in the review segmented by each rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given review item. The N column shows the number of responses submitted in a given rater group for a particular item. The "All Raters" bar represents the average of all non-self raters in your review.

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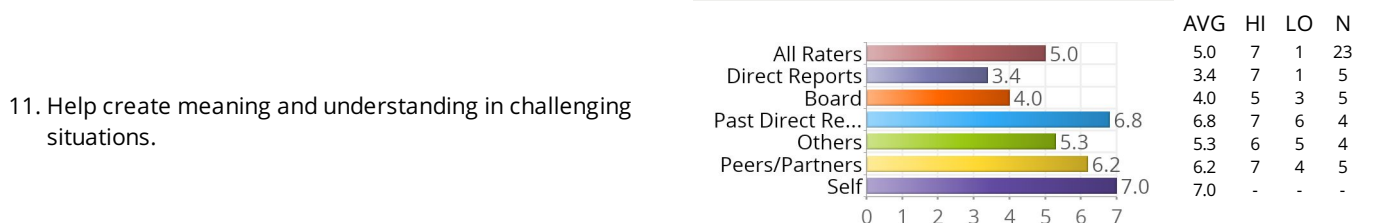
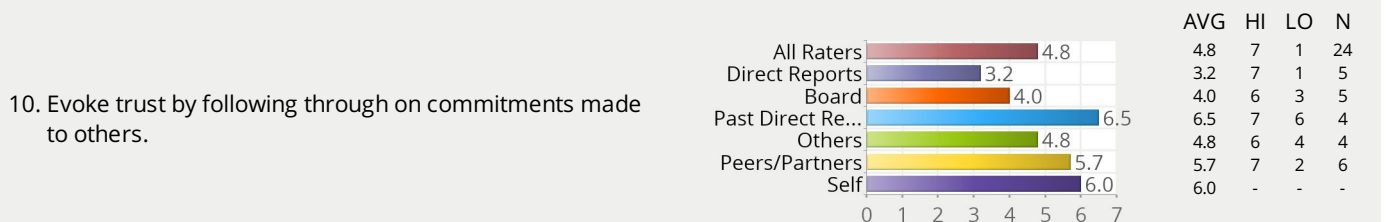
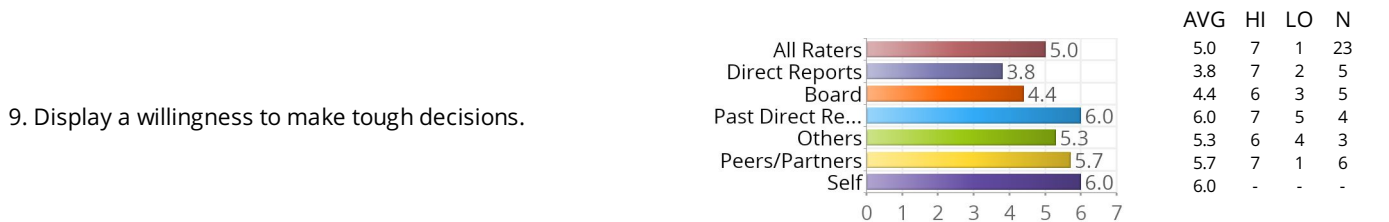
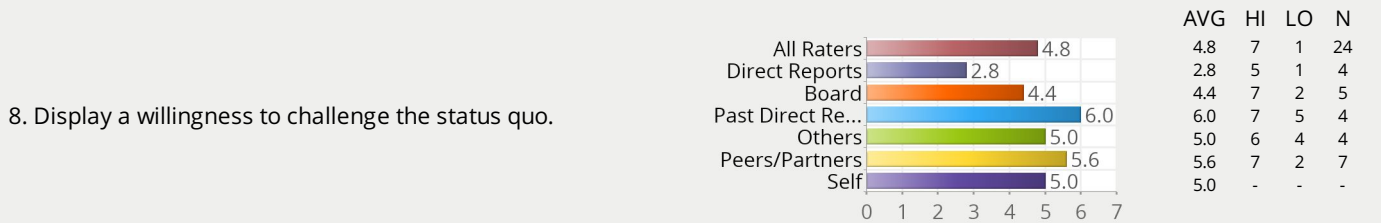
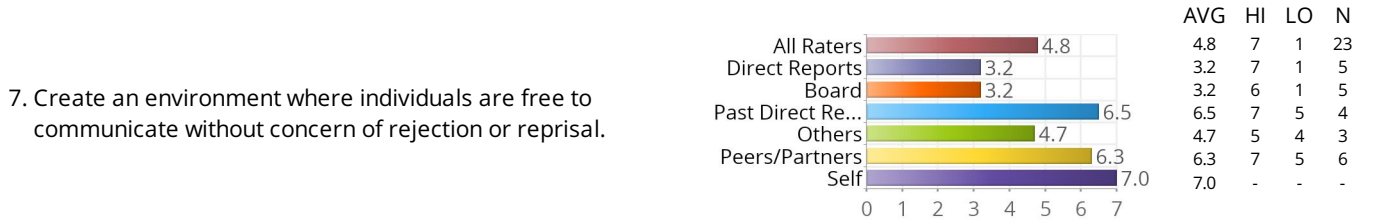
Be a Visionary and Strategic Thinker



Individual Review Items (continued)

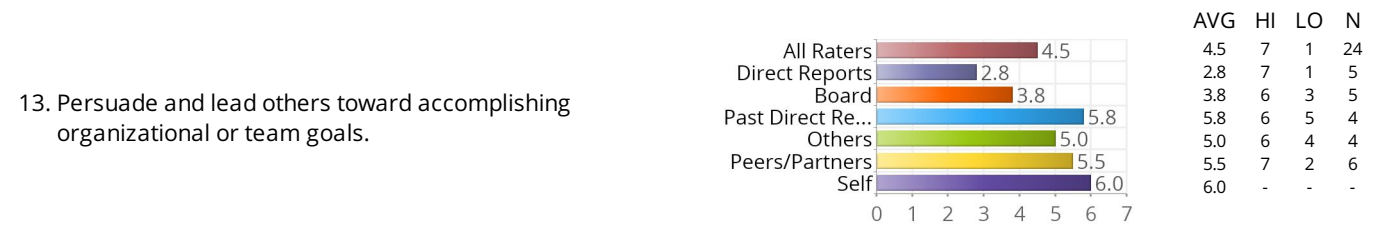
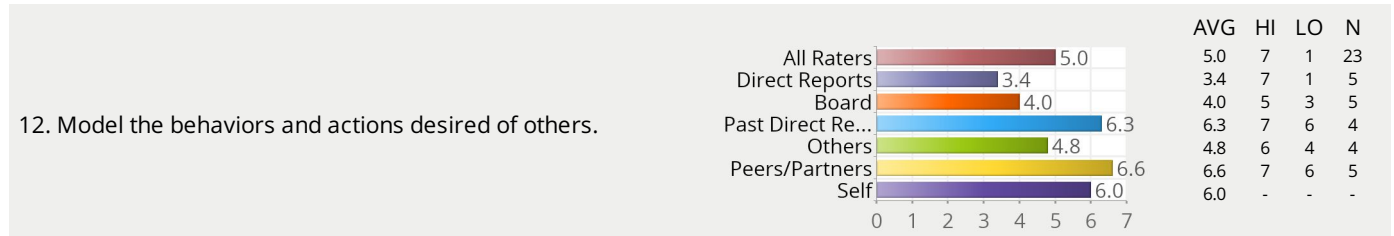
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Demonstrate Leadership



Individual Review Items (continued)

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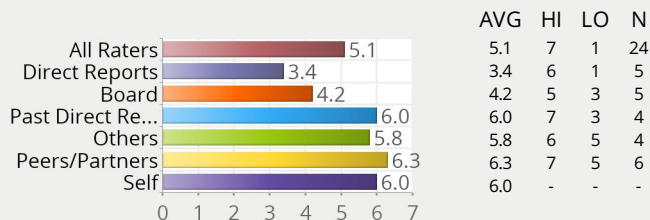


Individual Review Items (continued)

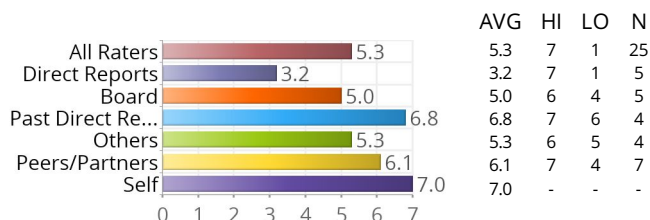
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Communicate Effectively

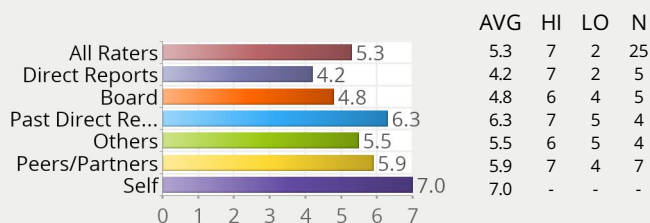
14. Appropriately use a good balance of communication tools (e.g., staff meetings, memos, e-mail, meeting minutes, etc.) to communicate with others.



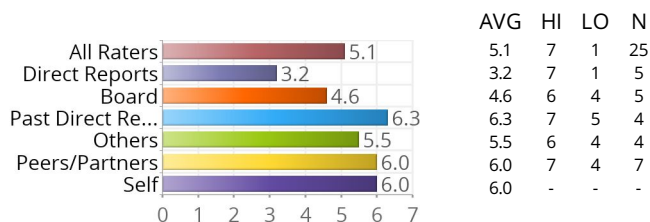
15. Ask questions to learn more about (or to clarify) what people are saying.



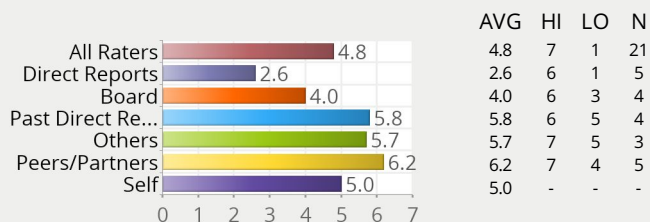
16. Listen effectively to others.



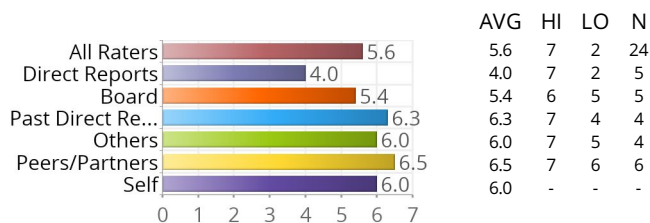
17. Take the time to communicate with and listen to others.



18. Turn communication breakdowns into an opportunity for insight and learning.



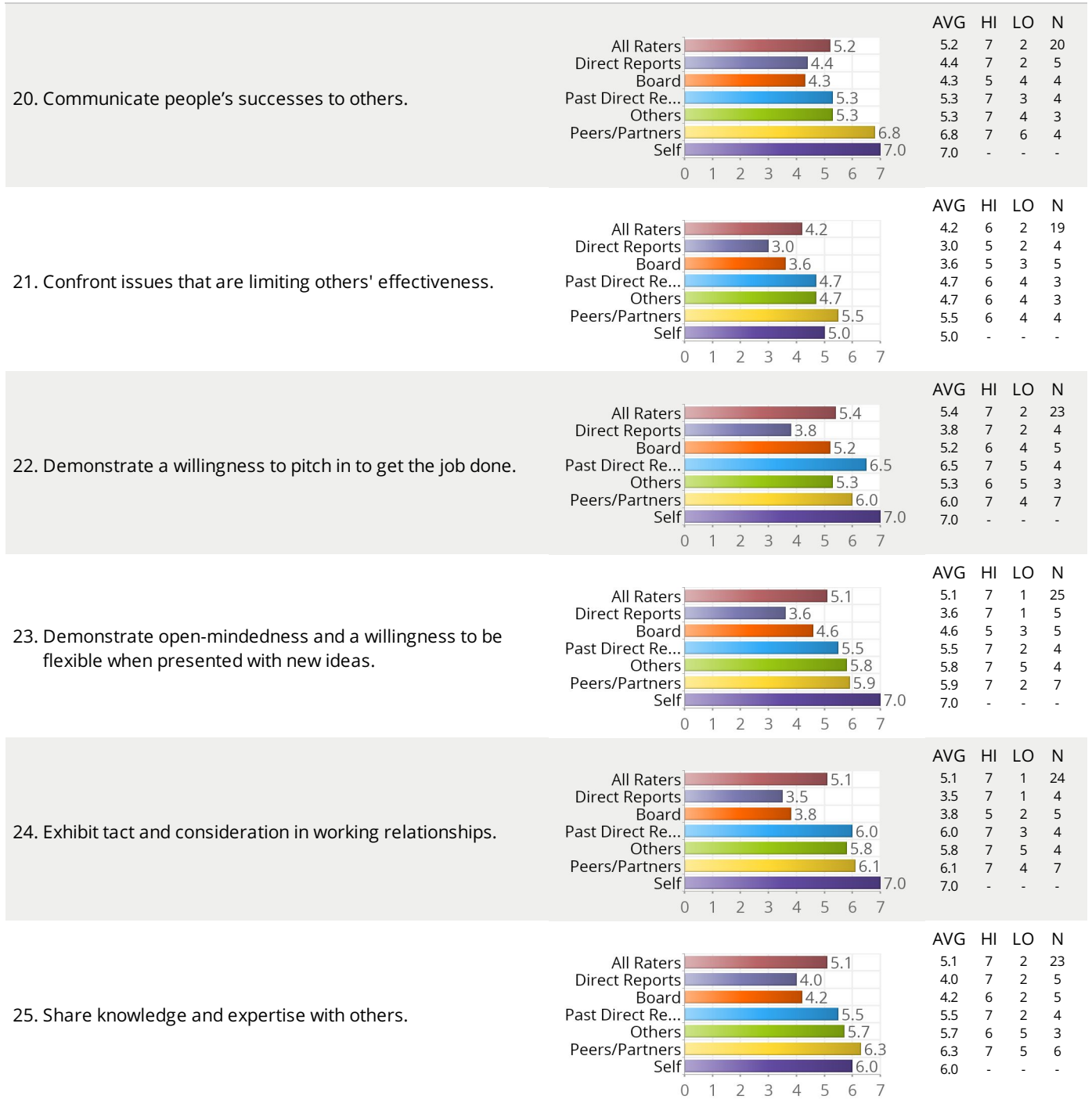
19. Write letters, e-mails, memos, and reports using a clear and clear and concise style.



Individual Review Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

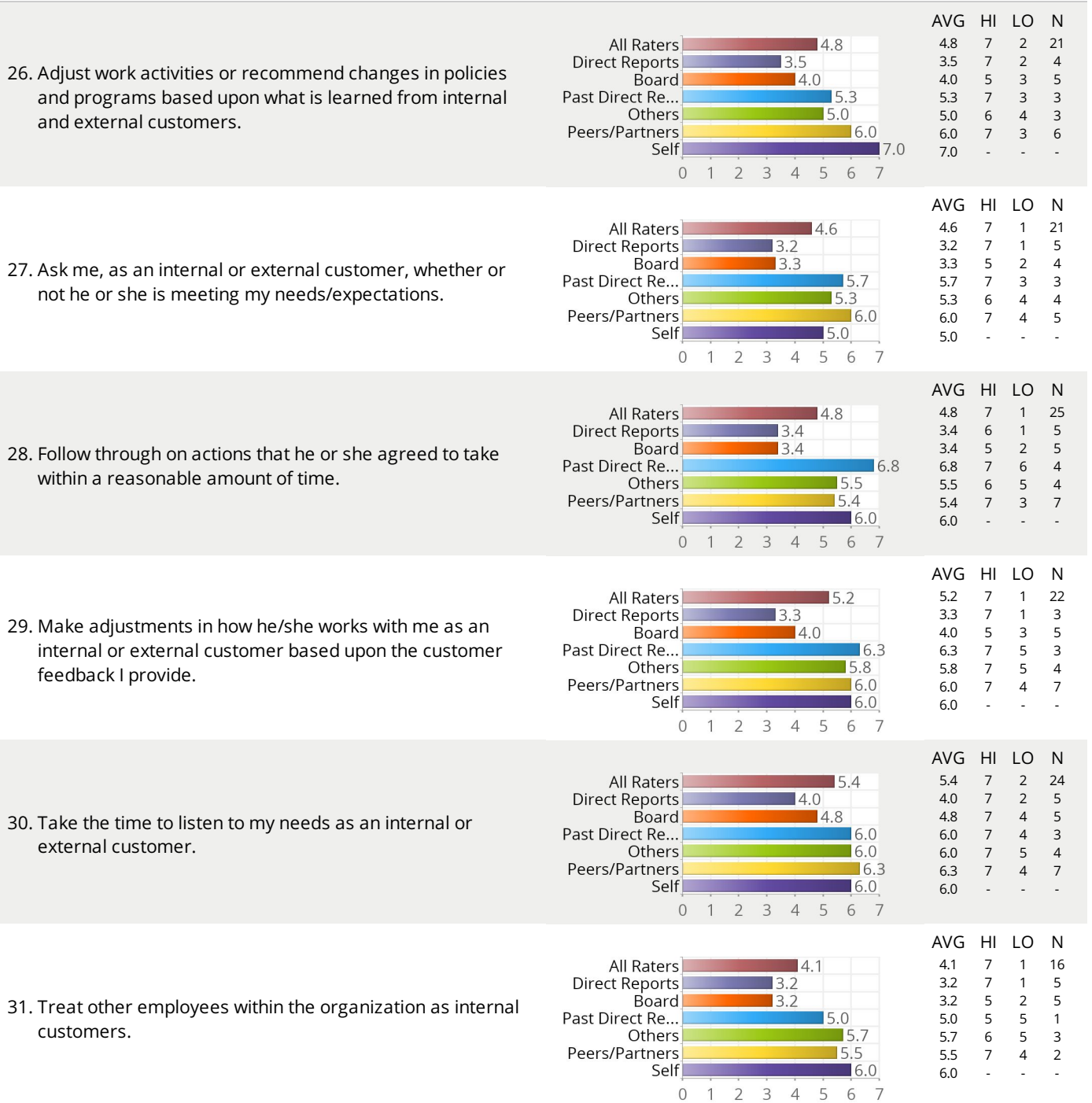
Facilitate Cooperation/Collaboration



Individual Review Items (continued)

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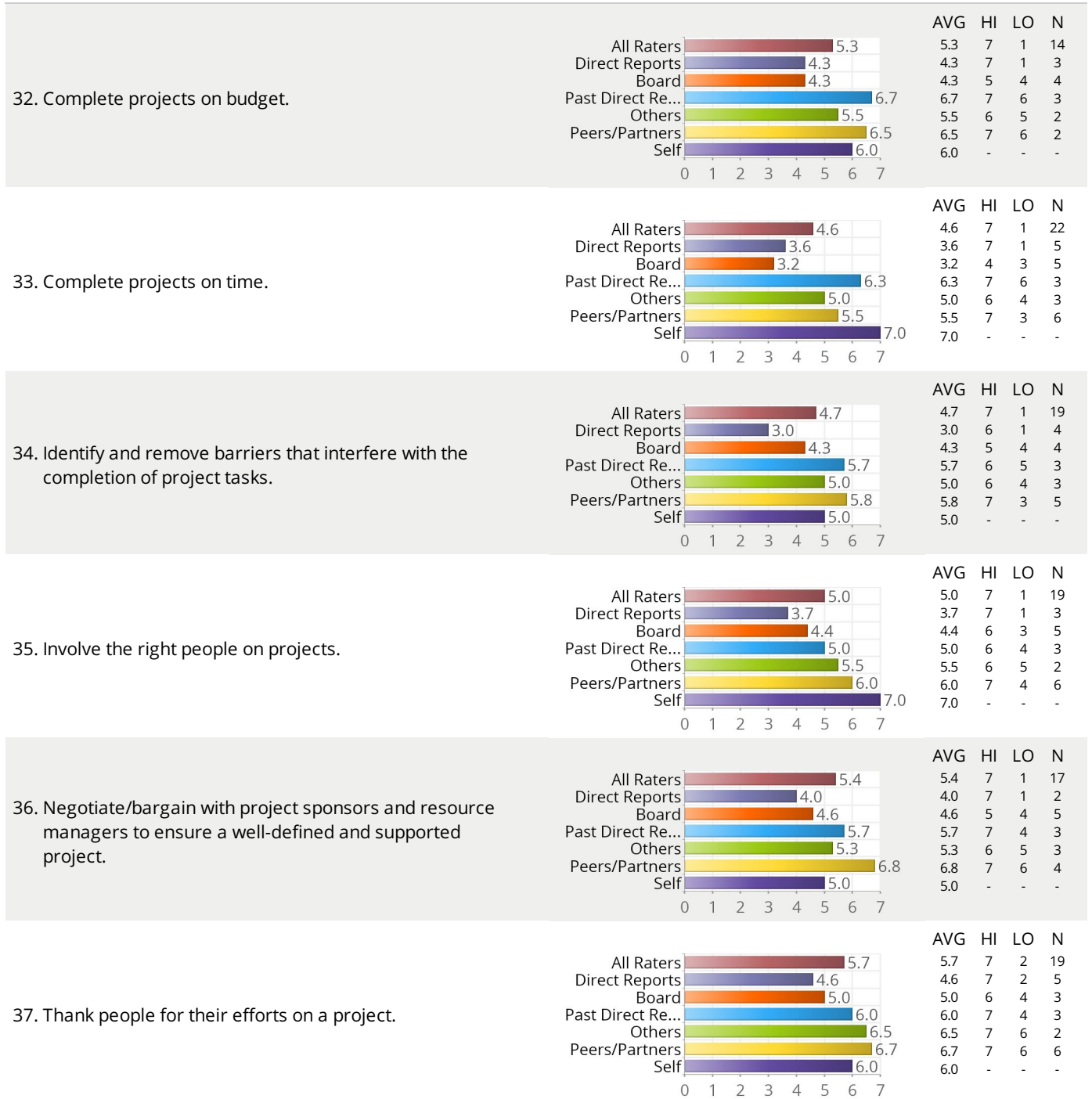
Serve External and Internal Customers



Individual Review Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Guide Projects Effectively



Individual Review Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

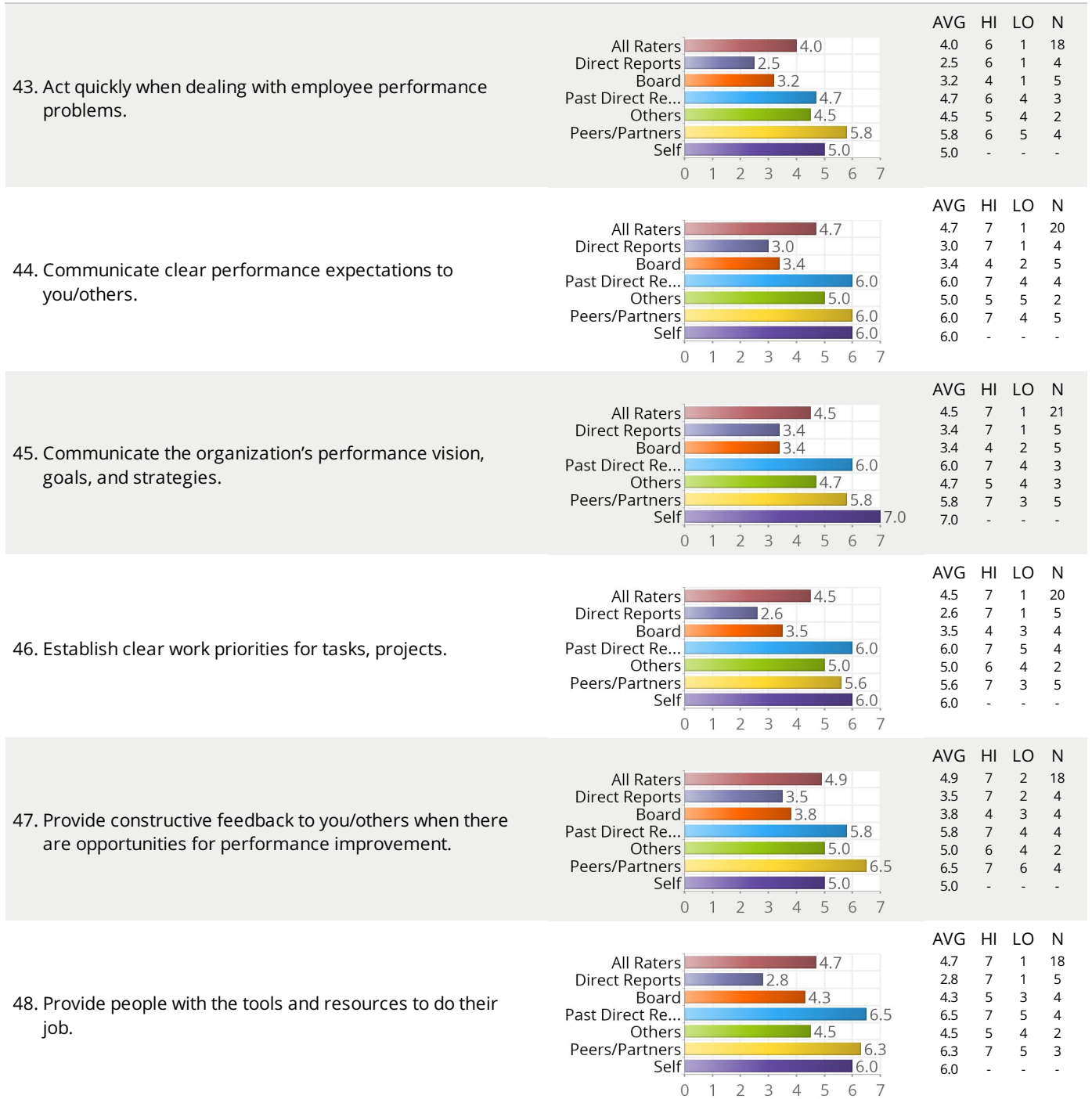
Manage Conflict Effectively



Individual Review Items (continued)

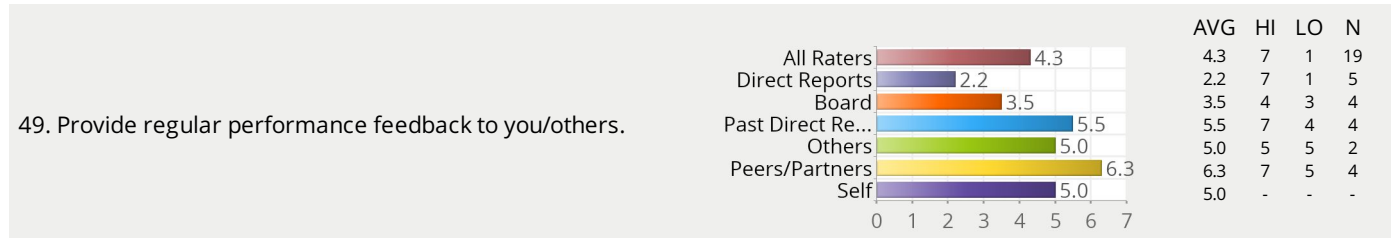
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Focus on Performance



Individual Review Items (continued)

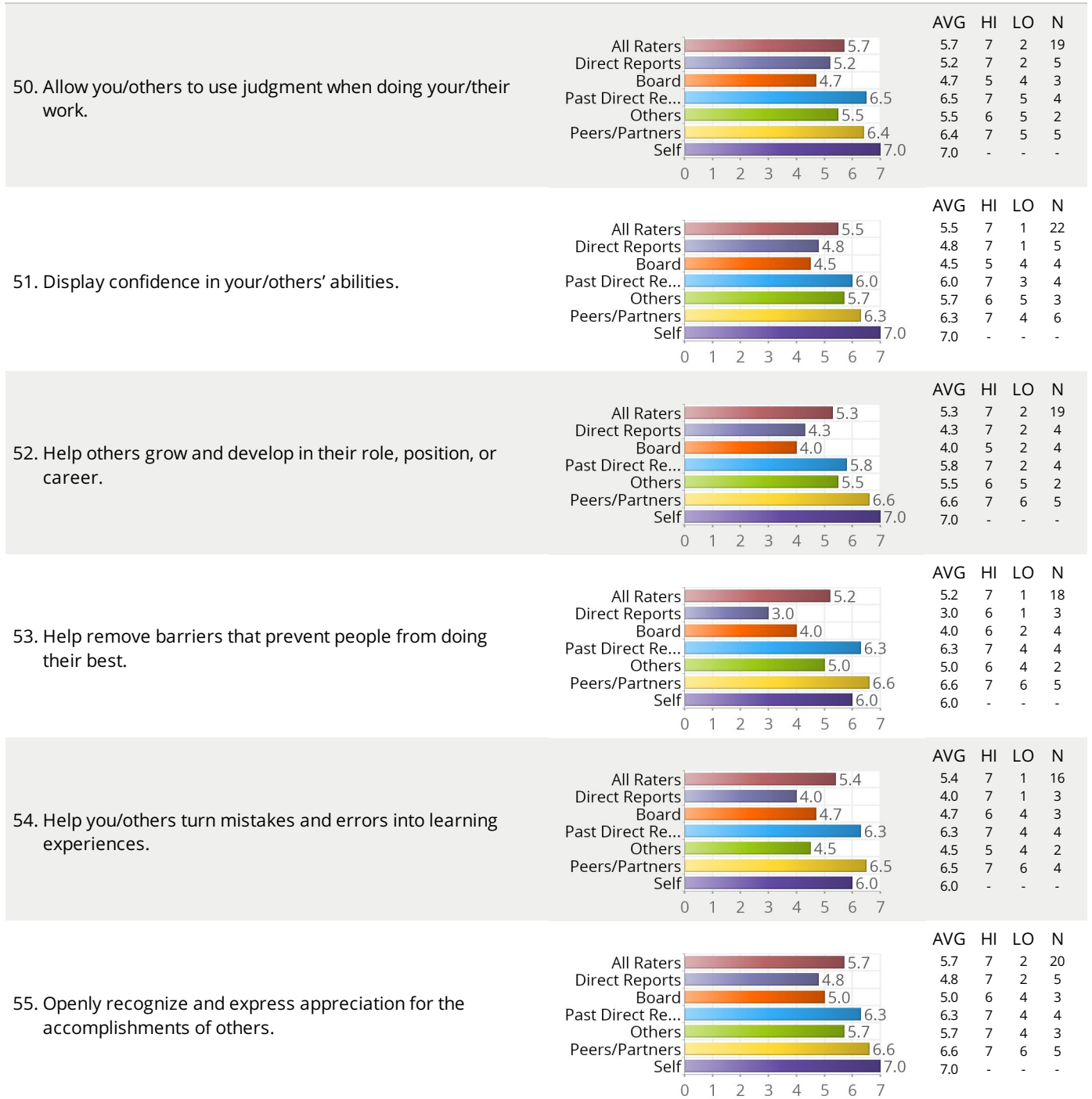
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed



Individual Review Items (continued)

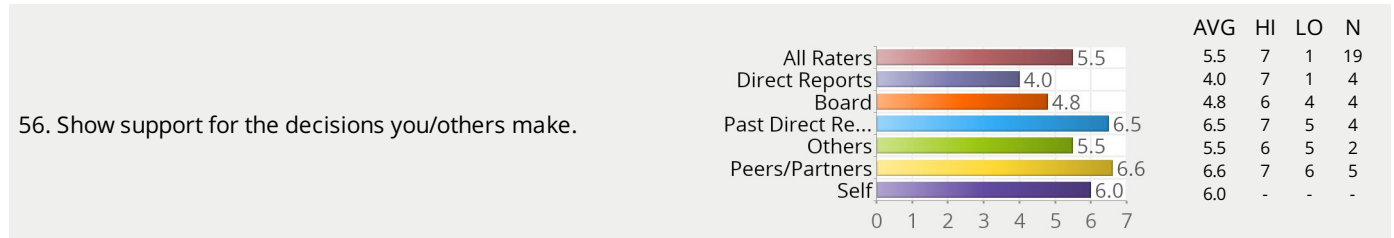
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Facilitate Learning and Development



Individual Review Items (continued)

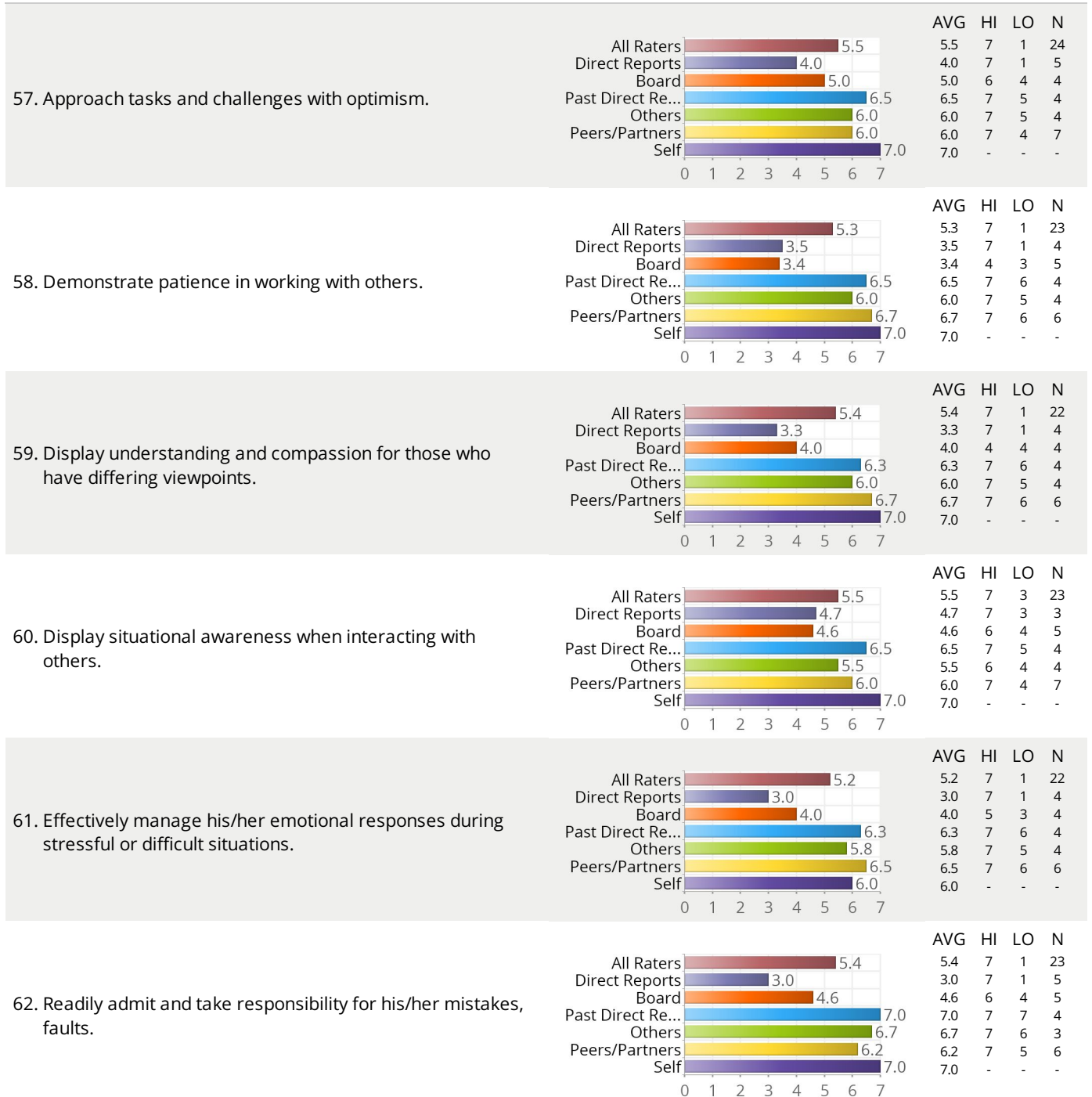
Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed



Individual Review Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

Display Emotional Intelligence



Highest Rated Items

This report shows average ratings for each of the 10 highest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
1. Guide Projects Effectively Thank people for their efforts on a project.	6.0	5.7	4.6	5.0	6.0	6.5	6.7
2. Facilitate Learning and Development Allow you/others to use judgment when doing your/their work.	7.0	5.7	5.2	4.7	6.5	5.5	6.4
3. Facilitate Learning and Development Openly recognize and express appreciation for the accomplishments of others.	7.0	5.7	4.8	5.0	6.3	5.7	6.6
4. Communicate Effectively Write letters, e-mails, memos, and reports using a clear and clear and concise style.	6.0	5.6	4.0	5.4	6.3	6.0	6.5
5. Facilitate Learning and Development Show support for the decisions you/others make.	6.0	5.5	4.0	4.8	6.5	5.5	6.6
6. Display Emotional Intelligence Display situational awareness when interacting with others.	7.0	5.5	4.7	4.6	6.5	5.5	6.0
7. Facilitate Learning and Development Display confidence in your/others' abilities.	7.0	5.5	4.8	4.5	6.0	5.7	6.3
8. Display Emotional Intelligence Approach tasks and challenges with optimism.	7.0	5.5	4.0	5.0	6.5	6.0	6.0
9. Facilitate Cooperation/Collaboration Demonstrate a willingness to pitch in to get the job done.	7.0	5.4	3.8	5.2	6.5	5.3	6.0
10. Serve External and Internal Customers Take the time to listen to my needs as an internal or external customer.	6.0	5.4	4.0	4.8	6.0	6.0	6.3

Lowest Rated Items

This report shows average ratings for each of the 10 lowest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
1. Focus on Performance Act quickly when dealing with employee performance problems.	5.0	4.0	2.5	3.2	4.7	4.5	5.8
2. Serve External and Internal Customers Treat other employees within the organization as internal customers.	6.0	4.1	3.2	3.2	5.0	5.7	5.5
3. Facilitate Cooperation/Collaboration Confront issues that are limiting others' effectiveness.	5.0	4.2	3.0	3.6	4.7	4.7	5.5
4. Focus on Performance Provide regular performance feedback to you/others.	5.0	4.3	2.2	3.5	5.5	5.0	6.3
5. Be a Visionary and Strategic Thinker Demonstrate the ability to align others toward achieving the vision.	6.0	4.4	2.8	3.8	5.0	5.0	5.3
6. Focus on Performance Establish clear work priorities for tasks, projects.	6.0	4.5	2.6	3.5	6.0	5.0	5.6
7. Be a Visionary and Strategic Thinker Articulate a compelling vision of an ideal future for the organization or program.	6.0	4.5	3.8	3.4	5.5	4.5	5.3
8. Focus on Performance Communicate the organization's performance vision, goals, and strategies.	7.0	4.5	3.4	3.4	6.0	4.7	5.8
9. Demonstrate Leadership Persuade and lead others toward accomplishing organizational or team goals.	6.0	4.5	2.8	3.8	5.8	5.0	5.5
10. Be a Visionary and Strategic Thinker Adapt strategies, goals, and plans to changing conditions both within and outside of the organization.	7.0	4.6	2.6	3.6	5.8	5.5	5.7

Blind Spots and Hidden Strengths - Items

The items below varied by +/- 1 rating point(s) between your self-review and all other Rater Groups. Items that have a higher self-score are commonly considered "blind spots" or behaviors you believe you are exhibiting more frequently than those around you perceive. "Hidden Strengths" are the opposite: behaviors that are more frequently observed by others than by you, and therefore may constitute a strength you are unaware of.

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BLIND SPOT (-2.48)	Focus on Performance	All Raters	Self	HI	LO	N
	Communicate the organization's performance vision, goals, and strategies.	4.5	7.0	7	1	21
BLIND SPOT (-2.42)	Be a Visionary and Strategic Thinker	All Raters	Self	HI	LO	N
	Adapt strategies, goals, and plans to changing conditions both within and outside of the organization.	4.6	7.0	7	1	24
BLIND SPOT (-2.41)	Guide Projects Effectively	All Raters	Self	HI	LO	N
	Complete projects on time.	4.6	7.0	7	1	22
BLIND SPOT (-2.22)	Demonstrate Leadership	All Raters	Self	HI	LO	N
	Create an environment where individuals are free to communicate without concern of rejection or reprisal.	4.8	7.0	7	1	23
BLIND SPOT (-2.19)	Serve External and Internal Customers	All Raters	Self	HI	LO	N
	Adjust work activities or recommend changes in policies and programs based upon what is learned from internal and external customers.	4.8	7.0	7	2	21
BLIND SPOT (-2.09)	Manage Conflict Effectively	All Raters	Self	HI	LO	N
	Maintain objectivity when seeking to understand another's perspective.	4.9	7.0	7	1	23

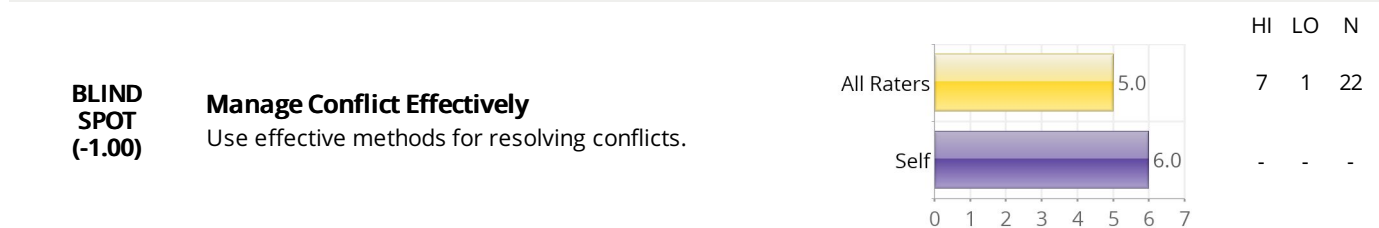
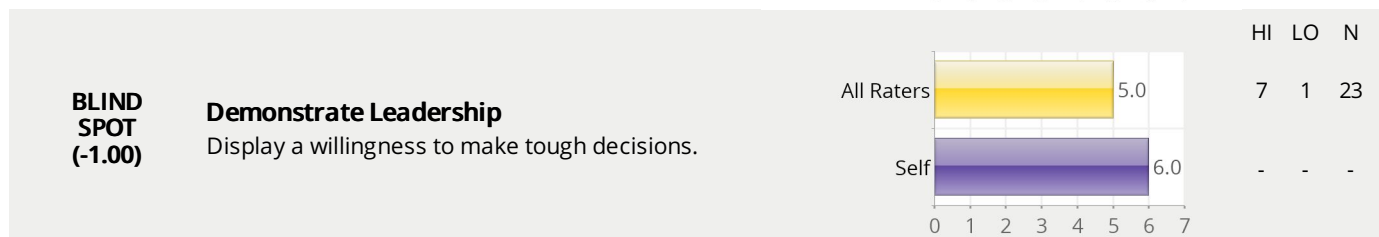
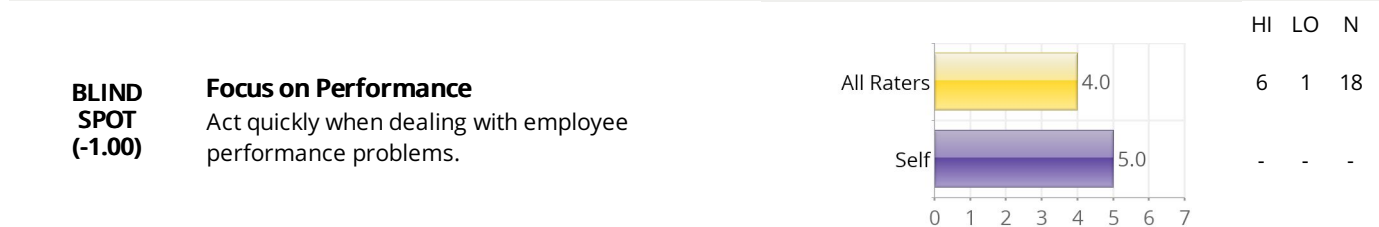
Blind Spots and Hidden Strengths - Items (continued)

Rating scale: 7 = Always or Almost Always; 6 = Very Often; 5 = Fairly Often; 4 = Sometimes; 3 = Once in Awhile; 2 = Very Rarely; 1 = Never or Almost Never; 0 = Not Observed

BLIND SPOT (-2.00)	Guide Projects Effectively	All Raters	Self	HI	LO	N
	Involve the right people on projects.	5.0	7.0	7	1	19
BLIND SPOT (-1.96)	Demonstrate Leadership	All Raters	Self	HI	LO	N
	Help create meaning and understanding in challenging situations.	5.0	7.0	7	1	23
BLIND SPOT (-1.95)	Manage Conflict Effectively	All Raters	Self	HI	LO	N
	Encourage open, honest, and direct communication.	5.1	7.0	7	2	22
BLIND SPOT (-1.94)	Serve External and Internal Customers	All Raters	Self	HI	LO	N
	Treat other employees within the organization as internal customers.	4.1	6.0	7	1	16
BLIND SPOT (-1.92)	Facilitate Cooperation/Collaboration	All Raters	Self	HI	LO	N
	Demonstrate open-mindedness and a willingness to be flexible when presented with new ideas.	5.1	7.0	7	1	25
BLIND SPOT (-1.87)	Facilitate Cooperation/Collaboration	All Raters	Self	HI	LO	N
	Exhibit tact and consideration in working relationships.	5.1	7.0	7	1	24

Blind Spots and Hidden Strengths - Items (continued)

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Multiple Choice Item Frequency Distribution

This report presents results for all multiple choice items in the review as a frequency distribution table.

Be a Visionary and Strategic Thinker: Overall, do you think that this person needs to increase his/her effectiveness as a visionary/strategic thinker?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	7 (29%)	1	-	2	-	4
Yes, a little more improvement is desired.	1	9 (38%)	-	2	2	4	1
Yes, a lot more improvement is desired.	-	8 (33%)	4	3	-	-	1

Demonstrate Leadership: Overall, do you think that this person needs to increase his/her effectiveness in demonstrating leadership?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	9 (36%)	1	-	3	-	5
Yes, a little more improvement is desired.	1	9 (36%)	1	2	1	4	1
Yes, a lot more improvement is desired.	-	7 (28%)	3	3	-	-	1

Communicate Effectively: Overall, do you think that this person needs to increase his/her effectiveness in communicating effectively?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	8 (32%)	-	-	2	2	4
Yes, a little more improvement is desired.	1	12 (48%)	2	4	2	2	2
Yes, a lot more improvement is desired.	-	5 (20%)	3	1	-	-	1

Facilitate Cooperation/Collaboration: Overall, do you think that this person needs to increase his/her effectiveness in facilitating cooperation and collaboration?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	10 (40%)	1	-	3	1	5
Yes, a little more improvement is desired.	1	10 (40%)	3	3	-	3	1
Yes, a lot more improvement is desired.	-	5 (20%)	1	2	1	-	1

Serve External and Internal Customers: Overall, do you think that this person needs to increase his/her effectiveness in serving external and internal customers?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	8 (33%)	1	-	3	1	3
Yes, a little more improvement is desired.	1	9 (38%)	2	1	-	3	3
Yes, a lot more improvement is desired.	-	7 (29%)	2	4	-	-	1

Guide Projects Effectively: Overall, do you think that this person needs to increase his/her effectiveness in guiding projects?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	9 (41%)	2	-	2	-	5
Yes, a little more improvement is desired.	1	10 (45%)	1	5	1	2	1
Yes, a lot more improvement is desired.	-	3 (14%)	2	-	-	-	1

Manage Conflict Effectively: Overall, do you think that this person needs to increase his/her effectiveness in managing conflict?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	11 (46%)	1	-	4	1	5
Yes, a little more improvement is desired.	1	6 (25%)	1	2	-	2	1
Yes, a lot more improvement is desired.	-	7 (29%)	3	3	-	-	1

Focus on Performance: Overall, do you think that this person needs to increase his/her effectiveness in managing the performance of others?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	9 (41%)	1	-	3	-	5
Yes, a little more improvement is desired.	1	6 (27%)	-	3	1	2	-
Yes, a lot more improvement is desired.	-	7 (32%)	4	2	-	-	1

Facilitate Learning and Development: Overall, do you think that this person needs to increase his/her effectiveness in facilitating learning and development?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	10 (43%)	2	-	3	-	5
Yes, a little more improvement is desired.	1	11 (48%)	2	4	1	4	-
Yes, a lot more improvement is desired.	-	2 (9%)	1	-	-	-	1

Display Emotional Intelligence: Overall, do you think that this person needs to increase his/her effectiveness in displaying emotional intelligence?

	Self	All Raters	Direct Reports	Board	Past Direct Report	Others	Peers/Partners
No. This person already does a good job in this area.	-	12 (50%)	1	-	4	2	5
Yes, a little more improvement is desired.	1	6 (25%)	-	4	-	1	1
Yes, a lot more improvement is desired.	-	6 (25%)	4	1	-	-	1

Open-ended Comments

All respondents were asked to provide open-ended commentary on skills. The comments below are segmented by question and are presented exactly as they were entered by the respondent.

Be a Visionary and Strategic Thinker: Suggestions to Help this Leader Maintain/Enhance His or Her Leadership Effectiveness As a Visionary/Strategic Thinker

Self

I am still learning the specifics of our business, as I do it will help me to be both more visionary and strategic in my thinking. I will continue to meet with and listen to our customers as well as to read trades and other books and resources that are applicable in order to better understand the issues, and formulate strategies that are appropriate.

Board

Be able to think outside the box and communicate/ guide others to new ideas and directions. Get a good grasp as to what actions can be harmful to staff and the organization.

Increase confidence in abilities and take charge of the organization. Stop looking back to see who is after you and start looking forward.

Jeff needs to gain a better understanding of the industry.

He must determine what the members want in order to put a vision together for the organization.

Vision/strategy involves the big picture, and some of his items on the 'draft' strategic plan are more policy or procedure oriented than looking at the big picture for the organization.

Direct Reports

Communicate more with employees, which he has recently started to do. Be aware of what employees are doing, monitor their performance, encourage, and coach employees to perform at their best ability. Jeff is very articulate to listen to but I feel he focuses more on governance issues than being involved in employees and the services they are providing the members.

The Strategic Plan meeting was back in March, and as of today, there still is no update on that, every month we have a staff call and the update is always the same, 'we should see something in the next few weeks' so how do we even know the the vision, goals, plans are in the future. We were given 1 week to get our strategic plans in. but we're going on 9 months to see the final product.

Be more personable with the staff. Get to know what is going on in the industry and adapt to the changes.

Needs to achieve goals and not just talk about them. He talks and talks about what he thinks needs to happen yet almost never asks staff opinions. When he does ask for ideas/opinions he passes individual's ideas off as his own. He is not innovative or willing to step outside the box. Unteachable and unwilling to change his views.

Peers/Partners

Jeff's effectiveness as a Visionary Thinker is hard to assess because I'm not aware of any programs he's implemented or any actions he's taken that require visionary thinking.

I think Jeff is still working out what his role should be as the CEO.

I have worked for years with Jeff and found him to be very skilled in the areas noted above.

Jeff is excellent first, understanding situations and dynamics and then moving people to a consensus. He get a group to arrive at the right answer but also includes the perspective of many of the stakeholders to ensure buy-in.

Jeff has a great deal of experience as a leader.

Continue to foster personal connections with peers and stakeholders and ask them for feedback continuously.

Others

I would suggest getting out to more of our customers, getting feedback from them, and providing his vision to them. It's difficult being new to the position, so I am understanding of the time it takes for a new person to adjust.

I believe more time in the respective field will help to enhance the leadership role.

Not sure if he attends some safety meetings.

I really don't know too much about the individual. I don't work with this individual on a daily basis. I appreciate his understanding of procedures. really his staff would be the best review of performance

Past Direct Report

I have found stronger personalities don't always receive Jeff's respectful approach to coaching or disciplinary conversation. He is exceptionally courteous and may need to be a little less 'nice' at times.

Demonstrate Leadership: Suggestions to Help this Leader Maintain/Enhance His or Her Leadership Effectiveness in Demonstrating Leadership

Self

I always feel that I can grow and improve. I sometimes may tend to work within the existing system rather than challenge it, so I think that is an area that I can look at for development. I believe that the completion of our strategic plan can help our team to come to agreement about the decisions we are making and how we are moving toward our goals.

Board

Allow others the ability to speak freely. Needs to build trust factor with staff.