

Name: Jayne Doe, IT Manager, ABC Company

Strengths	Opportunities
<b>General</b>	
Viewed very favourably by peers Positive attitude	Manager gaps are quite large Moderate DRPT gaps
<b>Strategy</b>	
Innovative Visionary Analytical/smart Dealing with complexity Seeing the long term	
<b>Developing followership</b>	
	Very strong thinking skills are recognised, but means of communicating ideas to senior people and peers can be perceived as abrasive, which blunts effectiveness
<b>Relationships and team playing</b>	
Extending training opportunities beyond own group People skills in general Encourages teamwork	Initial response to ideas (from outside own team) is often disagreement, followed by eventual agreement – confusing/frustrating to others  Makes assumptions about where people are coming from when in conflict
<b>Execution &amp; Achievement</b>	
Strong sense of urgency Dedicated Managing workflow / organized Holds self accountable Meets commitments and standards	
<b>Working through others</b>	
Empowering to staff Provides recognition Education and mentoring of staff Gives feedback / holds staff accountable Sets clear expectations Encourages career development Communicates well with staff / keeps them informed Cares about work-life balance of staff	Tendency to discuss areas of underperformance in front of entire team Taking action on weak performers Dealing with mistakes Perception of unnecessary flip-flopping on issues Tendency to dominate meetings and conversations without enough listening, letting others talk or finish
<b>Personal Growth</b>	
Strongly orientated to building own skills	Reaction to stress can be “blaming/complaining” (MGR) Inviting feedback

### **Developmental goal recommendations**

It appears that you are an extremely valued, smart, organized and people orientated person with big ideas, but being held back by your communication style with people. Developmental recommendations include:

- Developing a more two-way / tactful communication style in general
  - Listening
  - Awareness of “airtime”
  - Tact when working with senior people / other groups
- Develop more effective strategies for dealing with underperformance / mistakes
- Develop better management / reactions to stress in the workplace