



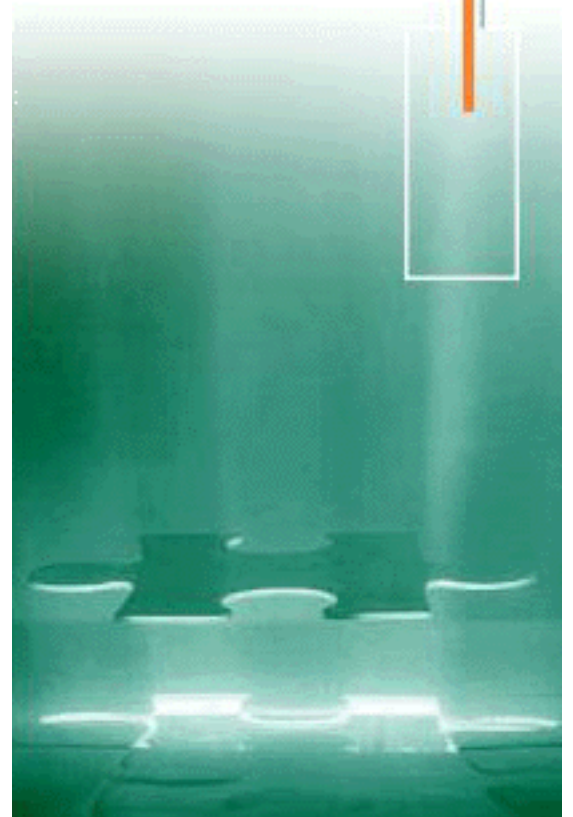
RealTime Leadership
Profile

Sonny Day



RealTime Performance

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RealTime Leadership Profile**Sonny Day****Introduction**

Receiving feedback is never an easy task - people tend to experience many different thoughts and feelings when reading and sorting through their data. It is extremely important for you to recognize the different emotions you may feel when sorting through the feedback. Recall that you are not alone...each and every person experiences some sort of emotional response when reading through the information.

Differences between your own perceptions of yourself and the perceptions that others may have of you may produce some level of discomfort. While these feelings will pass, it is beneficial to understand the different phases or emotions you experience. Read through the information below for a quick description of what people sometimes experience.

Surprise**Anger****Rationalization****Acceptance****Surprise**

When you first review your feedback, you may be very surprised by your results. It is highly possible that you will experience positive feelings of surprise, negative reactions, or some combination of the two. In fact, you may not be sure how to respond at all. This reaction is normal and quite natural.

If the feelings of surprise are too overwhelming, give yourself some time to absorb all of the data. Don't try to make decisions or plans - recognize that this feeling will eventually pass.

Anger

After your surprise begins to settle, feelings of anger may arise. Certain thoughts may pop into your head, such as, "They have no idea what I have to go through every day," or, "They don't understand the circumstances in which I have to work." Once again, this anger is perfectly natural. Just be sure to continue to give yourself some time to work through these feelings; do not rush into any developmental planning.

While it is a normal reaction to try and determine who said what during the anger and rationalization stages, such responses are highly discouraged. Never suggest to anyone that you know how he or she rated you, even in a joking manner. While you might be tempted to figure out who gave you certain specific ratings, this behavior violates the spirit of protecting the anonymity of the survey respondents and will probably hurt you in the long run.

Rationalization

During rationalization, you could begin to make reasonable excuses. While your statements may perhaps sound as if you are ready to begin creating your developmental action plan, it is possible that you still need more time. Allow yourself to continue to process your feedback until you begin to reach the next stage: Acceptance.

Acceptance

At this time you are able to fully digest what you've heard and use that feedback as stepping stones on your developmental journey. Now that you are able to objectively sort through your data, you will be able to apply your feedback towards a developmental plan that will guide your way to becoming a more successful leader!

RealTime Leadership Profile**Sonny Day****Legend****Satisfaction Range(5)****Highly Satisfied (HS); Score Value = 5**

an exceptional skill; you are delighted with this individual's performance or behavior with regard to this item; performs well above average; you rank him/her in the top 10-15% of all others on this item/behavior.

Satisfied (S); Score Value = 4

a strength; you are satisfied that this individual meets your expectations/needs; average or better performance.

Moderately Satisfied (M); Score Value = 3

okay; this individual satisfies some but not all of your expectations on this item/behavior; inconsistent performance.

Dissatisfied (D); Score Value = 2

not a strength; you are not satisfied with this individual's performance compared to your expectations; needs improvement; below average performance.

Highly Dissatisfied (HD); Score Value = 1

an obvious weakness; you are unhappy with this individual's performance on this item/behavior; performs well below average; in the bottom 10-15%; requires improvement.

No Answer/Not Applicable (N/A)

You do not have enough experience with this individual to have formed an opinion on this item, or the item does not apply to him/her.

Terminology

The following terms are used to explain and amplify the meaning of your data:

Your Average - The arithmetic mean score of the responses from your respondent groups (e.g., Direct Reports, Peers, Self, Manager, etc.). The highest mean score on a five-part scale is 5.00, and the lowest score is 1.00.

Company Average - The arithmetic mean score of all the respondents within your company that have participated in this survey.

Other Respondents - This group is formed by the system when there are less than three raters in a relationship group (e.g., Direct Report, Peer, Co-worker, etc.). In order to preserve anonymity, the system combines all relationship types, except the Manager and Self, into the Other Respondents group.

Percentile - Your percentile shows your rank in the group (for 'Your Average') when compared to all other participants in your group. For example, a percentile rating of 70 means 'Your Average' score was higher than 70% of all other survey participants in your survey group. The highest percentile ranking is a score of 100 (i.e., no one in the group has a higher 'Your Average'). The lowest percentile ranking will vary based on the total number of participants.

Note: In the Totals row for Your Avg., Co. Avg., and %Tile, the Self score is excluded from all calculations.

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Category Summary

The Category Summary report gives you an overall view of how well you are performing in each Category. The table provides average scores for each category across all evaluating relationship groups.

Category	Self	Peer	Manager	Direct Report	Non Weighted Average
Communication	3.60	4.00	3.80	3.20	3.67
Customer Skills	4.20	4.07	3.80	3.75	3.87
Networking/Teamwork	3.20	3.40	3.60	3.20	3.40
Planning	3.50	3.58	3.75	3.25	3.53
Building and Developing Talent	3.40	3.53	4.00	3.40	3.64
Performance Leadership	3.40	3.73	3.60	3.15	3.49
Conflict Management	3.75	3.42	3.50	3.50	3.47
Managing Change	3.50	3.67	4.00	3.25	3.64
Visionary Leadership	3.67	3.44	4.00	2.92	3.45
Overall Average	3.58	3.65	3.78	3.29	3.57

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Top 10 Items As Scored By Your Self

The following table shows the 10 top scores received from your self.

Rank	Category	Item	Your Avg.
1	Customer Skills	Understands customer's needs and expectations.	5.00
2	Customer Skills	Effectively follows through with customers.	5.00
3	Planning	Focuses efforts on important tasks.	5.00
4	Conflict Management	Resolves conflicts on a timely basis.	5.00
5	Communication	Creates a safe atmosphere for open communication.	4.00
6	Communication	Listens effectively.	4.00
7	Communication	Expresses ideas clearly, is direct and to the point.	4.00
8	Customer Skills	Makes realistic commitments to customers.	4.00
9	Customer Skills	Builds positive relationships with customers.	4.00
10	Networking/Teamwork	Provides teams with necessary materials and tools to be effective.	4.00*

* Your Self rated you 4.00 on 14 additional items.

Bottom 10 Items As Scored By Your Self

The following table shows the 10 bottom scores received from your self.

Rank	Category	Item	Your Avg.
1	Networking/Teamwork	Helps in creating team spirit.	2.00
2	Networking/Teamwork	Rewards and recognizes team accomplishments.	2.00
3	Planning	Breaks problems down into solvable components.	2.00
4	Building and Developing Talent	Provides helpful feedback on a regular basis.	2.00
5	Conflict Management	Skillfully confronts people and situations.	2.00
6	Communication	Is fully open to the ideas and opinions of others.	3.00
7	Communication	Asks penetrating and challenging questions.	3.00
8	Customer Skills	Creates systems that track customer satisfaction.	3.00
9	Planning	Develops realistic plans.	3.00
10	Building and Developing Talent	Invests time and resources in developing people.	3.00*

* Your Self rated you 3.00 on 6 additional items.

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Top 10 Items As Scored By Your Manager

The following table shows the 10 top scores received from your manager.

Rank	Category	Item	Your Avg.
1	Communication	Expresses ideas clearly, is direct and to the point.	5.00
2	Customer Skills	Understands customer's needs and expectations.	5.00
3	Building and Developing Talent	Recruits and hires the best talent.	5.00
4	Performance Leadership	Acts on a core set of personal beliefs and values.	5.00
5	Visionary Leadership	Clearly communicates the mission and direction of the organization.	5.00
6	Communication	Is fully open to the ideas and opinions of others.	4.00
7	Communication	Asks penetrating and challenging questions.	4.00
8	Customer Skills	Effectively follows through with customers.	4.00
9	Customer Skills	Builds positive relationships with customers.	4.00
10	Networking/Teamwork	Rewards and recognizes team accomplishments.	4.00*

* Your Manager rated you 4.00 on 17 additional items.

Bottom 10 Items As Scored By Your Manager

The following table shows the 10 bottom scores received from your manager.

Rank	Category	Item	Your Avg.
1	Performance Leadership	Gives people the authority and freedom to do their job.	2.00
2	Communication	Creates a safe atmosphere for open communication.	3.00
3	Communication	Listens effectively.	3.00
4	Customer Skills	Makes realistic commitments to customers.	3.00
5	Customer Skills	Creates systems that track customer satisfaction.	3.00
6	Networking/Teamwork	Helps in creating team spirit.	3.00
7	Networking/Teamwork	Works collaboratively with others.	3.00
8	Planning	Breaks problems down into solvable components.	3.00
9	Building and Developing Talent	Provides helpful feedback on a regular basis.	3.00
10	Performance Leadership	Works well with differing styles and individual differences.	3.00*

* Your Manager rated you 3.00 on 3 additional items.

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Top 10 Items As Scored By Your Direct Report

The following table shows the 10 top scores received from your direct report.

Rank	Category	Item	Your Avg.
1	Building and Developing Talent	Recruits and hires the best talent.	4.50
2	Communication	Asks penetrating and challenging questions.	4.00
3	Customer Skills	Understands customer's needs and expectations.	4.00
4	Customer Skills	Makes realistic commitments to customers.	4.00
5	Networking/Teamwork	Provides teams with necessary materials and tools to be effective.	4.00
6	Conflict Management	Works for win-win outcomes where possible.	4.00
7	Customer Skills	Builds positive relationships with customers.	3.75
8	Networking/Teamwork	Builds networks and alliances.	3.75
9	Building and Developing Talent	Provides helpful feedback on a regular basis.	3.75
10	Performance Leadership	Gives people the authority and freedom to do their job.	3.75*

* Your Direct Report rated you 3.75 on 3 additional items.

Bottom 10 Items As Scored By Your Direct Report

The following table shows the 10 bottom scores received from your direct report.

Rank	Category	Item	Your Avg.
1	Networking/Teamwork	Rewards and recognizes team accomplishments.	2.00
2	Managing Change	Acts as a positive role model in promoting change.	2.25
3	Building and Developing Talent	Mentors others for advancement within the organization.	2.50
4	Performance Leadership	Respects and treats people fairly.	2.50
5	Performance Leadership	Works well with differing styles and individual differences.	2.50
6	Visionary Leadership	Inspires people to take action in alignment with the vision.	2.50
7	Communication	Is fully open to the ideas and opinions of others.	2.75
8	Communication	Expresses ideas clearly, is direct and to the point.	2.75
9	Networking/Teamwork	Helps in creating team spirit.	2.75
10	Building and Developing Talent	Invests time and resources in developing people.	2.75*

* Your Direct Report rated you 2.75 on 2 additional items.

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Top 10 Items As Scored By Your Peer

The following table shows the 10 top scores received from your peer.

Rank	Category	Item	Your Avg.
1	Customer Skills	Effectively follows through with customers.	4.66
2	Communication	Listens effectively.	4.33
3	Communication	Expresses ideas clearly, is direct and to the point.	4.33
4	Communication	Asks penetrating and challenging questions.	4.33
5	Customer Skills	Makes realistic commitments to customers.	4.33
6	Building and Developing Talent	Works to ensure that people are well trained.	4.33
7	Performance Leadership	Acts on a core set of personal beliefs and values.	4.33
8	Customer Skills	Creates systems that track customer satisfaction.	4.00
9	Networking/Teamwork	Provides teams with necessary materials and tools to be effective.	4.00
10	Planning	Successfully translates strategy into action.	4.00*

* Your Peer rated you 4.00 on 6 additional items.

Bottom 10 Items As Scored By Your Peer

The following table shows the 10 bottom scores received from your peer.

Rank	Category	Item	Your Avg.
1	Networking/Teamwork	Helps in creating team spirit.	3.00
2	Networking/Teamwork	Rewards and recognizes team accomplishments.	3.00
3	Building and Developing Talent	Provides helpful feedback on a regular basis.	3.00
4	Building and Developing Talent	Mentors others for advancement within the organization.	3.00
5	Performance Leadership	Works well with differing styles and individual differences.	3.00
6	Conflict Management	Skillfully confronts people and situations.	3.00
7	Visionary Leadership	Inspires people to take action in alignment with the vision.	3.00
8	Communication	Creates a safe atmosphere for open communication.	3.33
9	Networking/Teamwork	Works collaboratively with others.	3.33
10	Planning	Develops realistic plans.	3.33*

* Your Peer rated you 3.33 on 7 additional items.

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Detailed Results

Communication

1. Creates a safe atmosphere for open communication.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager			1				1	3.00
Direct Report			2	2			4	3.50
Peer			2	1			3	3.33
TOTAL			5	4			9	3.37

Comments:**Manager**

Sonny seeks to have open communication, but at times this is not reached because her employees feel she is judging what they tell her.

Communication

2. Is fully open to the ideas and opinions of others.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager				1			1	4.00
Direct Report		2	1	1			4	2.75
Peer			1	2			3	3.66
TOTAL		2	3	4			9	3.25

Comments:**Direct Report**

She is a big believer in Acme standards.

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Communication

3. Listens effectively.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager			1				1	3.00
Direct Report		1	2	1			4	3.00
Peer				2	1		3	4.33
TOTAL		1	3	4	1		9	3.50

Comments:**Direct Report**

Can be forgetful at times

Communication

4. Expresses ideas clearly, is direct and to the point.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager					1		1	5.00
Direct Report		2	1	1			4	2.75
Peer				2	1		3	4.33
TOTAL		2	1	4	2		9	3.62

Comments:**Direct Report**

sonny seems to rush with answers to questions then hesitates and second guesses her own thoughts; very confusing for the underwriter asking the wuations

SOMETIMES I FEEL THAT A QUESTION CAN BE ANSWERED MORE SPECIFICALLY AND DIRECTLY. IN SOME CASES, I FEEL SONNY QUESTIONS HERSELF A BIT.

I am satisfied, however she makes some of us feel she is right and only right.

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Communication

5. Asks penetrating and challenging questions.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager				1			1	4.00
Direct Report			1	2	1		4	4.00
Peer				2	1		3	4.33
TOTAL			2	5	2		9	4.12

Comments:

Direct Report

She is very good at this, one of her best traits.

Customer Skills

6. Understands customer's needs and expectations.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self					1		1	5.00
Manager					1		1	5.00
Direct Report		1		1	2		4	4.00
Peer			1	2			3	3.66
TOTAL		1	1	3	4		9	4.00

Comments:

Direct Report

Customer's also include individuals who work within Acme, not just client's outside the company.

Clear ideas for customer satisfaction

RealTime Leadership Profile**Sonny Day****Customer Skills**

7. Effectively follows through with customers.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self					1		1	5.00
Manager				1			1	4.00
Direct Report		1	1	1	1		4	3.50
Peer				1	2		3	4.66
TOTAL		1	1	3	4		9	4.00

Comments:**Direct Report**

Seeing that customers includes company personnel, meetings are constantly missed or pushed back, and information is not effectively passed on. Seems overwhelmed sometimes and forgets about things that need to be done.

Customer Skills

8. Makes realistic commitments to customers.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager			1				1	3.00
Direct Report		1		1	2		4	4.00
Peer				2	1		3	4.33
TOTAL		1	1	4	3		9	4.00

Comments:**Manager**

Sonny's strong commitment to customers can be tempered by the realization that as a manager she is committing others as well - important to get their buy in first

Direct Report

She knows exactly what needs to be done, with reasonable promises.

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Customer Skills

9. Creates systems that track customer satisfaction.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager			1				1	3.00
Direct Report		1		3			4	3.50
Peer				2		1	3	4.00
TOTAL		1	2	5		1	9	3.57

Comments:**Direct Report**

In response to this question, the customer in this case refers to outside clients. Numbers are presented as far as premium is concerned and retention of policies. However, this information is available to all branches.

Those of us that have been successful, and have had agents make this know, she seems not to recognize us for this.

Customer Skills

10. Builds positive relationships with customers.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report		1		2	1		4	3.75
Peer			1	2			3	3.66
TOTAL		1	1	6	1		9	3.75

Comments:**Direct Report**

Positive reinforcement is not part of the management process in this case.

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Networking/Teamwork

11. Helps in creating team spirit.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self		1					1	2.00
Manager			1				1	3.00
Direct Report		1	3				4	2.75
Peer			3				3	3.00
TOTAL		2	7				9	2.87

Comments:**Manager**

Again, Sonny strives to create a sense of team, but the success is held back by her reactions to individual employees' actions/interactions

Direct Report

This individual does not create an open or supportive environment. An uncomfortable and tense environment is generally the norm.

I FEEL THAT THE INTENT IS DEFINITELY THERE, HOWEVER, SOME OF THE IDEAS TO CREATE TEAM SPIRIT HAVE NOT BEEN BROUGHT UP AGAIN/ OR APPLIED.

The opportunity is small, and we are accused for no team spirit, when it is really there, she needs to open her eyes a little better.

Self

While I try to create a more fun environment, I feel that the team can be unresponsive to those efforts and would like to find alternative ways to get there.

Networking/Teamwork

12. Rewards and recognizes team accomplishments.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self		1					1	2.00
Manager				1			1	4.00
Direct Report	2		2				4	2.00
Peer			3				3	3.00
TOTAL	2	1	5	1			9	2.62

Comments:**Peer**

Haven't seen much of this done to date.

Direct Report

AS A GROUP, (IE: SPECIFIC ZONE) WE ARE OCCASIONALLY VERBALLY PRAISED FOR MONTHLY REPORTS AND SUCH, HOWEVER, WE NEED MORE RECOGNITION ON A PERSON TO PERSON BASIS.

NEVER

RealTime Leadership Profile

Sonny Day

Networking/Teamwork

13. Provides teams with necessary materials and tools to be effective.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report				4			4	4.00
Peer				3			3	4.00
TOTAL				9			9	4.00

Networking/Teamwork

14. Builds networks and alliances.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report		1		2	1		4	3.75
Peer			1	2			3	3.66
TOTAL		1	1	6	1		9	3.75

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Networking/Teamwork

15. Works collaboratively with others.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager			1				1	3.00
Direct Report			2	2			4	3.50
Peer			2	1			3	3.33
TOTAL			5	4			9	3.37

Comments:**Peer**

Some times comes across as being inconvenienced when something doesn't go write and she has to get involved to help.

Planning

16. Develops realistic plans.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager				1			1	4.00
Direct Report		1	1	2			4	3.25
Peer			2	1			3	3.33
TOTAL		1	4	4			9	3.37

Comments:**Direct Report**

MOST PLANS DEVELOPED ARE REALISTIC, HOWEVER, SOME (DUE TO WORKFLOW, ETC) ARE NOT AS REALISTIC AS OTHERS.

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Planning

17. Breaks problems down into solvable components.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self		1					1	2.00
Manager			1				1	3.00
Direct Report	1		1	2			4	3.00
Peer			2	1			3	3.33
TOTAL	1	1	4	3			9	3.12

Comments:**Direct Report**

Solutions are usually rare

Planning

18. Focuses efforts on important tasks.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self					1		1	5.00
Manager				1			1	4.00
Direct Report			2	2			4	3.50
Peer			1	2			3	3.66
TOTAL			3	5	1		9	3.62

Comments:**Peer**

Sometimes gets caught up in the minor details.

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Planning

19. Successfully translates strategy into action.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report			3	1			4	3.25
Peer				3			3	4.00
TOTAL			3	6			9	3.62

Comments:**Direct Report**

A lot of what is said, never happens

Building and Developing Talent

20. Recruits and hires the best talent.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager					1		1	5.00
Direct Report				2	2		4	4.50
Peer				3			3	4.00
TOTAL				6	3		9	4.37

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Building and Developing Talent

21. Works to ensure that people are well trained.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report		1	1	1	1		4	3.50
Peer				2	1		3	4.33
TOTAL		1	1	5	2		9	3.87

Comments:**Direct Report**

This is more of a department problem and I know her resources are limited.

Building and Developing Talent

22. Provides helpful feedback on a regular basis.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self		1					1	2.00
Manager			1				1	3.00
Direct Report			1	3			4	3.75
Peer			3				3	3.00
TOTAL		1	5	3			9	3.37

Comments:**Manager**

Sonny can improve in the way she gives feedback so that it is accepted in a constructive way

Peer

Sometimes is reluctant to give negative feedback

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Building and Developing Talent

23. Invests time and resources in developing people.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager				1			1	4.00
Direct Report	1		2	1			4	2.75
Peer			2	1			3	3.33
TOTAL	1		5	3			9	3.12

Comments:**Direct Report**

SINCE JOINING THE TEAM IN MARCH, HAVE NOT REALLY SEEN MUCH ACCOMPLISHED IN DEVELOPING MYSELF PER OUR 1ST ONE ON ONE MEETING.

There is a lot of talk, but little action.

Building and Developing Talent

24. Mentors others for advancement within the organization.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report	1	1	1	1			4	2.50
Peer			3				3	3.00
TOTAL	1	1	4	3			9	2.87

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Performance Leadership

25. Respects and treats people fairly.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager				1			1	4.00
Direct Report		2	2				4	2.50
Peer			1	1	1		3	4.00
TOTAL		2	4	2	1		9	3.25

Comments:**Direct Report**

I FEEL THAT SONNY RESPECTS AND TREATS PEOPLE FAIRLY, ALTHOUGH, SOME ROOM FOR IMPROVEMENT.

Performance Leadership

26. Works well with differing styles and individual differences.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager			1				1	3.00
Direct Report	1	1	1	1			4	2.50
Peer			3				3	3.00
TOTAL	1	1	6	1			9	2.75

Comments:**Manager**

Sonny is working on understanding different styles and adjusting her approach to them

Direct Report

We all learn and work different, but she does not realize this.

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Performance Leadership

27. Gives people the authority and freedom to do their job.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager		1					1	2.00
Direct Report		1		2	1		4	3.75
Peer			2	1			3	3.33
TOTAL		2	3	3	1		9	3.37

Comments:

Manager

Part of appreciating differences is appreciating different talents and allowing people to excel without your involvement.

Direct Report

Even those of us that are successful, she still tries to change us, and watch us.

Performance Leadership

28. Ensures that everyone is clear on his/her goals and responsibilities.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report			1	3			4	3.75
Peer				3			3	4.00
TOTAL			1	8			9	3.87

RealTime Leadership Profile

Sonny Day

Performance Leadership

29. Acts on a core set of personal beliefs and values.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager					1		1	5.00
Direct Report		1	1	2			4	3.25
Peer				2	1		3	4.33
TOTAL		1	1	5	2		9	3.87

Comments:**Direct Report**

She is by the book 100%

Conflict Management

30. Faces difficult situations with determination.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report		1		2	1		4	3.75
Peer		1	1		1		3	3.33
TOTAL		2	1	4	2		9	3.62

Comments:**Peer**

Sonny is new to a leadership position. With additional time on the job and more experience with these type of situations, I suspect that she will improve in this area.

Direct Report

She is a hard worker and nothing gets her down.

RealTime Leadership Profile

Sonny Day

Conflict Management

31. Skillfully confronts people and situations.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self		1					1	2.00
Manager			1				1	3.00
Direct Report		2	1	1			4	2.75
Peer		1	1	1			3	3.00
TOTAL		4	3	2			9	2.87

Comments:**Manager**

As a new manager, Sonny has greatly improved this skill since she started

Peer

same comments from question 30

Direct Report

I feel like I work with my mother

Conflict Management

32. Resolves conflicts on a timely basis.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self					1		1	5.00
Manager				1			1	4.00
Direct Report		1		3			4	3.50
Peer			1	1	1		3	4.00
TOTAL		1	1	5	2		9	3.75

RealTime Leadership Profile

Sonny Day

Conflict Management

33. Works for win-win outcomes where possible.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager			1				1	3.00
Direct Report				4			4	4.00
Peer			2	1			3	3.33
TOTAL			3	6			9	3.62

Comments:**Manager**

Sonny can improve this by approaching a conflict with the desire to see the best outcome vs just what is "right."

Managing Change

34. Demonstrates willingness to try new ideas.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report		1	1	1	1		4	3.50
Peer			1	2			3	3.66
TOTAL		1	2	5	1		9	3.62

Comments:**Direct Report**

SONNY HAS ALWAYS BEEN WILLING TO WORK WITH ME TO TRY NEW IDEAS AND KEEPS AN OPEN MIND.

Strictly by the books.

RealTime Leadership Profile

Sonny Day

Managing Change

35. Is open to innovative thinking.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager				1			1	4.00
Direct Report		1		3			4	3.50
Peer				3			3	4.00
TOTAL		1	1	7			9	3.75

Managing Change

36. Focuses on improving the process rather than simply solving the problems.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager				1			1	4.00
Direct Report			1	3			4	3.75
Peer		1		2			3	3.33
TOTAL		1	2	6			9	3.62

Comments:**Direct Report**

Sometimes has no time for improving the process

RealTime Leadership Profile

Sonny Day

Managing Change

37. Acts as a positive role model in promoting change.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager				1			1	4.00
Direct Report	1	1	2				4	2.25
Peer			1	2			3	3.66
TOTAL	1	1	3	4			9	3.00

Comments:**Direct Report**

My feeling is she is against change as it may effect her in a negative way.

Visionary Leadership

38. Clearly communicates the mission and direction of the organization.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager					1		1	5.00
Direct Report		1	1	1	1		4	3.50
Peer			2	1			3	3.33
TOTAL		1	3	3	2		9	3.62

Comments:**Direct Report**

I have no idea what is going on here, at least career wise. Industry wise, she does well.

RealTime Leadership Profile

Sonny Day

Visionary Leadership

39. Inspires people to take action in alignment with the vision.

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self				1			1	4.00
Manager			1				1	3.00
Direct Report	1	1	1	1			4	2.50
Peer		1	1	1			3	3.00
TOTAL	1	2	3	3			9	2.75

Comments:**Direct Report**

She comes off as a just sit down and suck it up, even if you do not like it.

Visionary Leadership

40. Helps me understand the 'big picture.'

Relationship	HD	D	M	S	HS	N/A	N	Your Avg.
Self			1				1	3.00
Manager				1			1	4.00
Direct Report	1		2	1			4	2.75
Peer				3			3	4.00
TOTAL	1		3	5			9	3.37

Comments:**Direct Report**

I SOMETIMES FEEL THAT RESPONSES ARE MORE CONFUSING THAN HELPFUL.

I am more and more confused.

RealTime Leadership Profile

Sonny Day

Narrative Comments Sonny Day:
What specific suggestions do you have for this person on how she or he can become an even more effective leader?
Comment1 Solicit more regular feedback from individual team members; transition to being a coach, not just a manager
Comment2 Sonny has only been in a leadership position for a short time. I would suggest that she not get too down on herself when dealing with new situations that may have not turned out the way she wanted. She should take each opportunity as they come and learn from them. I would also suggest that she focus on developing a rapport with her team members. Once that rapport has been established, delivering and receiving feedback becomes much easier for both parties. Lastly, Sonny should view herself as part of her team and not make such a distinction between her 'staff' and herself.
Comment3 Encourage staff to be self motivated.
Comment4 Better understand the differences in employees and the differences in what it takes to motivate them
Comment5 1. Improve approachability 2. Be more of a "helper" than a "manager" 3. Focus on individual needs, vs worker responsibilities
Comment6 She could work on feeling more confident in her answers to any questions that may arise. A few people have mentioned they feel as if Sonny is talking down to them, she should definitely correct that.
Comment7 Inspire Confidence; Back up and represent her teams; Better Communication - break away from automatic defensiveness when discussing tough situations; Be Objective and Open-Minded; Seize opportunities to praise and recognize jobs well done, even if they are small, as a lack of recognition eventually leads to very low morale
Comment8 OVER ALL, I THINK THAT SONNY IS DOING A GOOD JOB- NO SPECIFIC SUGGESTIONS COME TO MIND.
Comment9 Needs to break out of this shell she is in. Although she is a manager, and a certain level of respect and behavior is important to maintain, there is no reason why she needs to be by the book on everything and cannot be our peer too. Many of us are intelligent people too, and we are adults, and we should not be treated as if we are under anyone, or that we are smaller. Most of are just as successful, and she needs to recognize that. Our positions are different than hers, and we need to be recognized for what we do.

RealTime Leadership Profile

Sonny Day

Narrative Comments Sonny Day:
What are this person's 3-5 greatest strengths as a leader?
Comment1 Encourages team members to do their best; encourages the team to view themselves as underwriters, not processors;promotes relationships between the underwriter and the branch via travel and regular communication
Comment2 1. Her willingness and openness to learn and develop her leadership skills. 2. Her creative team activities 3. Her underwriting experience and knowledge that she can share with others 4. Her dedication and professionalism
Comment3 1. Communicates clearly and concisely 2. Understands the Acme distribution and corporate channels. 3. Underwriting expertise
Comment4 Great Role Modle for staff--hard working--very knowledgeable
Comment5 1. Committment to results and team success. 2. Being open to new ideas. 3. Dedication
Comment6 Sonny has a strong underwriting background which is a huge asset in management. She already has the branch relationships in place with the Northern Zone. When one of her staff does something well or above and beyond she lets all of management that they effect know.
Comment7 Product Knowledge, Loyal to Superiors, Concerned with Organization as a whole
Comment8 1. SONNY KEEPS A VERY PROFESSIONAL RELATIONSHIP WITH HER TEAMS. 2. SONNY TRIES TO GET ALL NECESSARY INFORMATION TO HER TEAMS IN ORDER TO PROVIDE MOST UPDATED CHANGES. 3. SONNY IS USUALLY WILLING TO STAND BEHIND US 100% ON ANY DIFFICULT UNDERWRITING DECISIONS.
Comment9 Greatest strengths would be motivation to work, product knowledge, and drive to succeed. She is not a slacker in any way, and puts in the time needed to complete tasks. Her product knowledge is very important as she is a great resource for those of us who lack the knowledge, or have difficult scenarios. One importance is her drive to succeed. She pushes for the success of herself, this company and our customers.