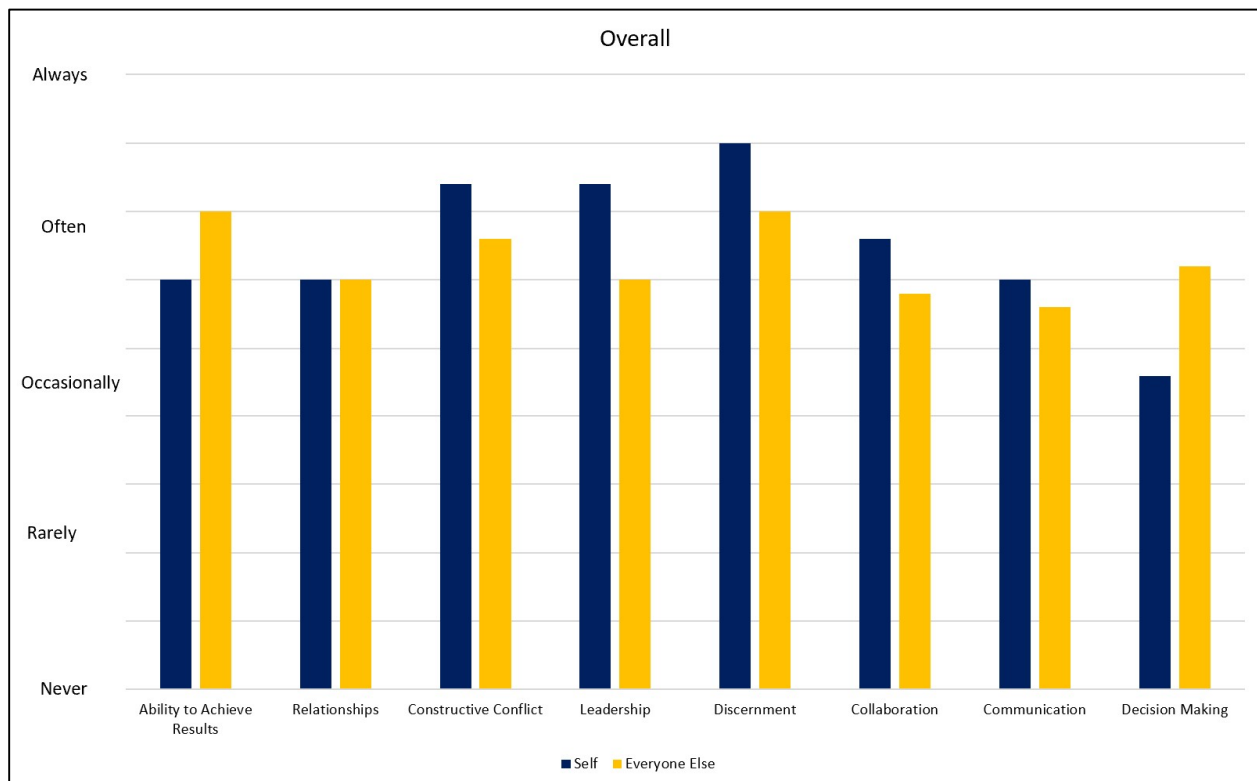


Overall Summary



Overall Does Well:

Elenor understands the business impact of decisions at THE ORGANIZATION as well as holds people accountable to getting results.

Elenor is great at giving people opportunities to grow and develop. She is also good at identifying the must haves of what needs to be done.

decision making, problem solving

Good decision maker. Spends quite a bit of time with direct subordinates and is well informed of the issues they are facing. Good at asking technical questions to drill down to core issues. Strong at explaining the why behind decisions and seeing the impact to operations financially.

Gets work accomplished and is a great problem solver.

Elenor is good at spotting talent and ability in others.

Elenor gets things done.

Listen Put conversation into action to get results Delegates well

Follow up and removing obstacles for his team members

plan and execute. Help leaders become better leaders

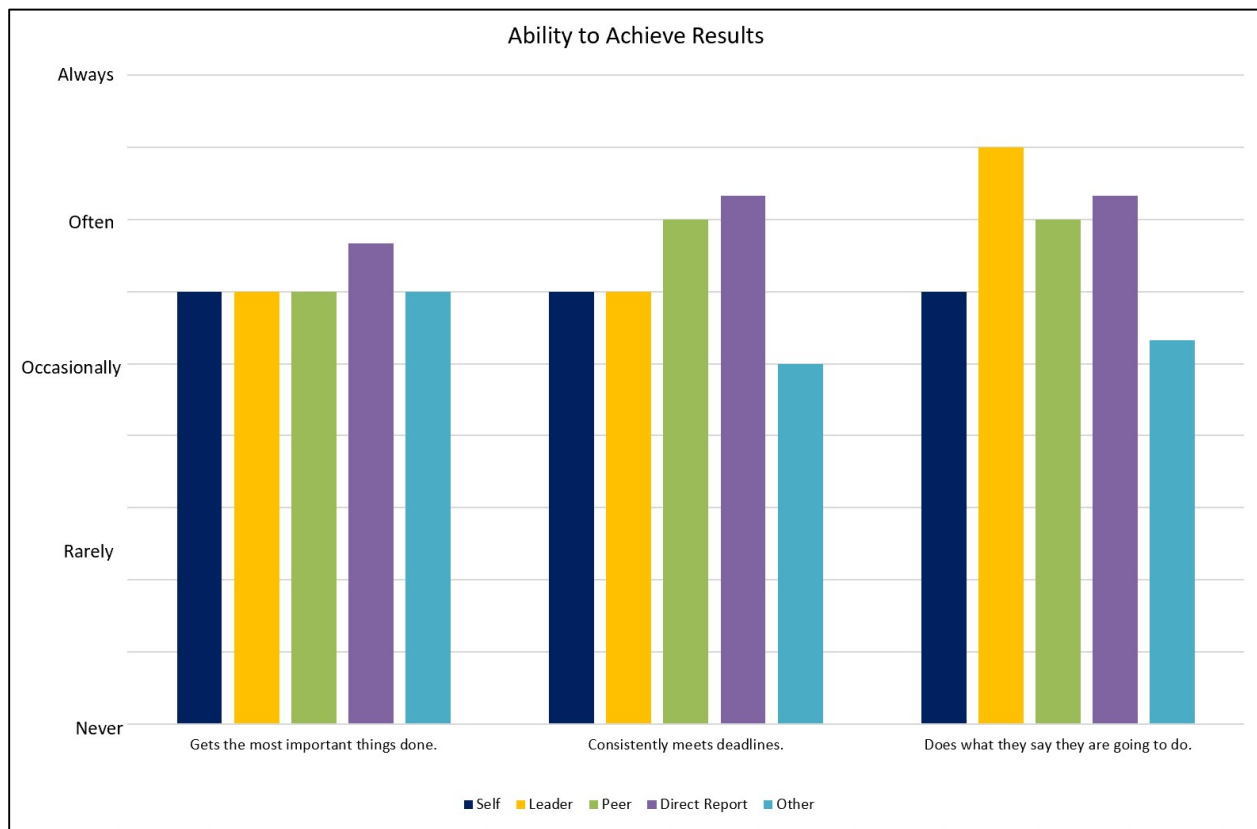
Opportunities:

Building stronger relationships with peers
Communication with others. Elenor vales brevity and may miss opportunities to build trust and further project outcomes by not communicating more.
empathy
Take some time to think about performance appraisals and meeting vs exceeding expectations. You have high performing staff, who in any other part of the organization, would be considered as exceeding yet are evaluated as meeting because that is your expectation. Understanding that setting the bar high also includes room for that person to know that they can get to exceeding, setting it to high means they won't even try.
Relationship building
seek more input. Work on collaboration and planning skills. The best plans involve all of the players and are well communicated in advance.Be patient and open to alternatives.
Communicating with and including others
Continue to speak up, provide perspective outside of areas of responsibilities.
focusing on everything going on around me and seeing decisions from another perspective.

Potential ways to add to organizational results

Supporting the understanding of measuring the impact of decisions at multiple levels of the organization
big picture decisions
Helping to make her vision of delegation of work the standard across the organization. Teaching the organization that both Directors and Managers need to be doing the right level of work.
Be patient and open to alternatives.
Keep asking the why questions.
Support and grow/develop direct reports.
More hands on with bigger projects.
keep open dialogues and remember to include everyone necessary on the plan

Ability to Achieve Results



Elenor tends to make decisions on her own. She will make decisions and report that decisions after the fact.

Elenor works to ensure she and her team meet commitments.

Understands the importance of results

She tends to be pragmatic on most issues which means getting results. Her focus on the ends often means long conversations about the means or methods. This can push those who are inclined to think things through to places where they are forced to make decisions quicker than they would like.

Elenor has good follow through.

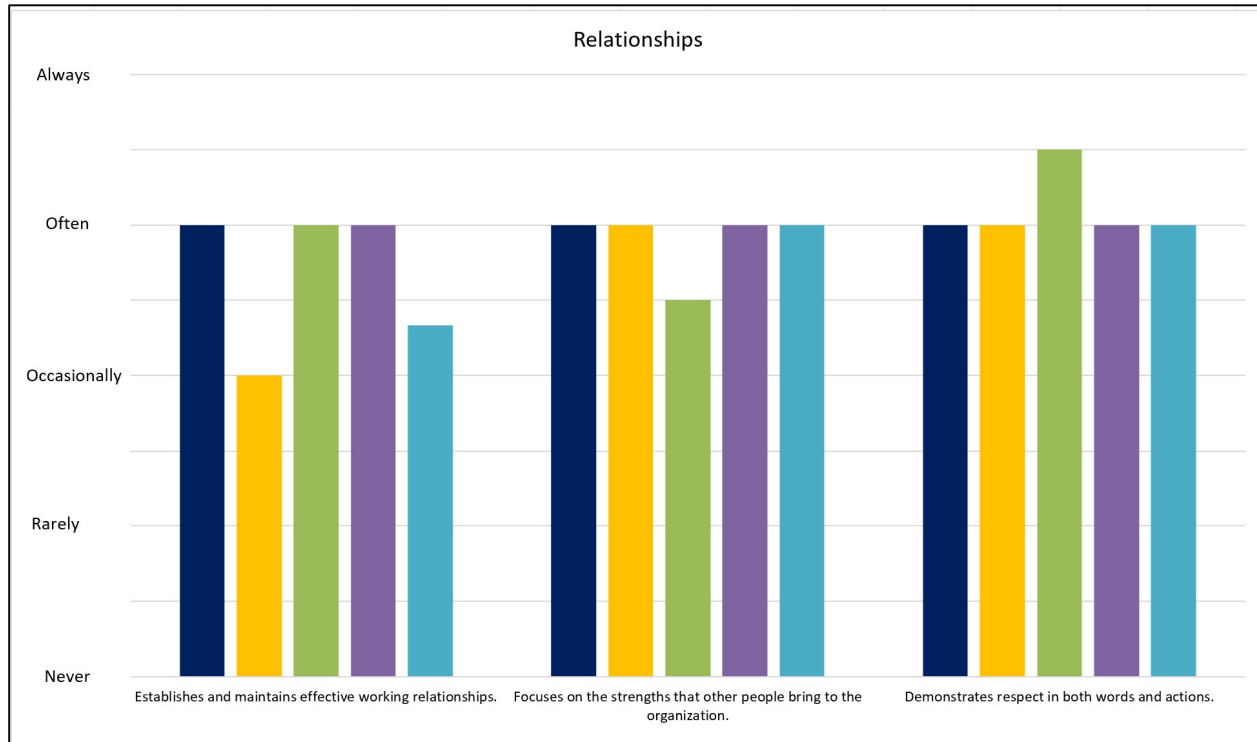
Very focused on results. Asks questions about improving results.

delegates well focused on outcomes and results

Strong follow up

I can prioritize and get the important things done. Important in my opinion

Relationships



Elenor has her, "go to" people. She focuses most on those relationships.

Elenor has a good working relationship with many at THE ORGANIZATION, connecting more with peers to build the ELT team is a recommended focal point.

Values effective work relationships

Goes to great lengths to maintain effective working relations with Directors. Is always respectful in both words and actions. Does not focus on strengths as much as focusing on overall strategy. Will force the round peg into the square hole if it is the most pragmatic thing to do, even if it isn't an area of strength for the subordinate.

Utilizes people's strengths to get work accomplished.

has a circle of people that he works well with, and I think he prefers to work with.

develops relationships among colleagues and coworkers where they are comfortable sharing questions and concerns. Easy to talk to.

Always professional and courteous.

I don't focus on relationships exclusively but do know who has what strength and how to make it work in the situation