



## Leadership/ Communication goals picked by 17 individuals:

### **I will present my point of view persuasively**

I will collaborate with others,  
I will present myself with confidence

I will build effective and efficient cross-functional relationships  
I will present my point of view persuasively

### **I will take Appropriate Risks**

#### **I will become a Better Mentor and Coach:**

I will listen to different points of view with an open mind before giving my opinion:  
I will become a better coach and mentor:

### **I will delegate more effectively and focus on the critical few issues**

#### **I will address conflict constructively and timely**

**I will become better focused (less distracted) on tasks and deliverables.**  
**I will become a better coach and mentor**

### **I will be more effective in defining, aligning, and integrating project goals**

#### **I will become a better coach and mentor**

I will listen to different points of view with an open mind before giving my opinion:  
I will recognize progress/success and be positive.

I will present my point of view more concisely and persuasively  
I will match my leadership style to others' readiness level

### **I will become better at focusing on the critical few issues**

#### **I will become a better coach and mentor**

I will collaborate more effectively  
I will listen and understand different points of view before offering my opinion

### **I will address emergent conflict within my working environment in a constructive and timely manner**

**I will take appropriate risks:**  
**I will delegate more effectively:**

**I will challenge current ways to conducting trials and take appropriate risks.**  
**I will assess readiness and use the appropriate leadership style in managing others.**



I will collaborate more effectively

Do you believe {this person} has become more (or less) effective *since the start of this coaching process* on these leadership skills?

**Report Codes are as follows:**  
**S=Self, M=Manager, DR=Direct Report, PC=Peer/Colleague.**

Mini Survey #1 Report									
Individual items (aggregate)	Less Effective			No Perceptible Change	More Effective			No Change Needed	Not Enough Information
	-3	-2	-1		0	+1	+2		
<b>Number of DR</b>			3	13	16	8	11	3	3
% Based on 57 DR responses			5.3	22.8	28.1	14.0	19.3	5.3	5.3
<b>Number of P/C</b>				17	42	40	19	8	14
% Based on 140 PC responses				12.1	30.0	28.6	13.6	5.7	10.0
<b>Number of M</b>				4	19	8	4	1	1
% Based on 37 Manager responses				10.8	51.4	21.6	10.8	2.7	2.7
<b>Number of Self</b>				3	23	3	3		1
% Based on 17 Self responses)				9.1	69.7	9.1	9.1		3.0

Mini Survey #2 Report									
Individual items (aggregate)	Less Effective			No Perceptible Change	More Effective			No Change Needed	Not Enough Information
	-3	-2	-1		0	+1	+2		
<b>Number of DR</b>				12	4	10	10	1	3
% Based on 40 DR responses				30	10	25	25	2.5	7.5
<b>Number of P/C</b>			1	9	37	40	20	8	3
% Based on 118 PC responses			0.8	7.6	31.4	33.9	16.9	6.8	2.2
<b>Number of M</b>					17	13	8	1	
% Based on 39 Manager responses					43.6	33.3	20.5	2.6	
<b>Number of Self</b>				3	15	14	3		
% Based on 35 Self responses				8.6	42.9	40	8.6		



**Response and Follow-Up**

Has {this person} talked with you about his/her stated goals?

**Report Codes are as follows:**  
**S=Self, M=Manager, DR=Direct Report,**  
**PC=Peer/Colleague.**

Mini Survey #1 Report			
YES		NO	
Self	12 (70.6%)	S	5 (29.4%)
Manager	17 (89.5%)	M	2 (10.5%)
Direct reports	18 (64.3%)	DR	10 (35.7%)
Peer/colleague	45 (59.2%)	PC	31 (40.8%)

Mini Survey #2 Report			
YES		NO	
Self	14 (77.8%)	S	4 (22.2%)
Manager	20 (100%)	M	
Direct reports	13 (68.4%)	DR	6 (31.6%)
Peer/colleague	42 (63.6%)	PC	24 (36.4)

**To what extent has {this person} followed-up with you on the areas that he has committed to improve?**

	Mini Survey #1 Report			
	Self	Mgr	DR	PC
No Perceptible Follow-Up	5 (29.4%)	0	7 (25%)	18 (26.5%)
Little Follow-Up	6 (35.3%)	10 (52.6%)	10 (35.7%)	23 (33.8%)
Some Follow-Up	6 (35.3%)	7 (36.8%)	8 (28.6%)	21 (30.9%)
Consistent (Periodic) Follow-Up	0	2 (10.5%)	3 (10.7%)	6 (8.8%)

	Mini Survey #2 Report			
	Self	Mgr	DR	PC
No Perceptible Follow-Up	2 (11.1%)	0	7 (35%)	16 (24.6%)
Little Follow-Up	8 (44.4%)	7 (35%)	2 (10%)	15 (23.18%)
Some Follow-Up	8 (44.4%)	11 (55%)	11 (55%)	27 (41.5%)
Consistent (Periodic) Follow-Up	0	2 (10%)	0	7 (10.8%)



**What specifically has [this person] done to improve that you want to acknowledge and reinforce?**

**Manager**

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Been more assertive in presenting your point</li> <li>• Despite incredibly tight timelines and extra work, during the [project] activities, you were collaborative and supportive to all team members</li> <li>• Do not give up on presenting own ideas, even when they are not perceived to be in agreement with others. To me, this needs to continue, as you have great insights on what it takes to be successful.</li> <li>• Getting buy-in from diverse groups you interact with</li> <li>• Has taken leadership accountability for data review process. This effort has the potential to positively affect trial execution. It is great to see this initiative underway, further demonstrating collaborative effort with many people.</li> <li>• Have turned a study around; are comfortable leading and bringing others to support you</li> <li>• I do see clearly that you are interested in mentoring and developing people. Your direct report seems to enjoy interactions with you on a variety of management issues.</li> <li>• Improved prioritization and time management.</li> <li>• Is doing very well as a coach, despite many different personalities and work demands.</li> <li>• Meetings with staff to assess their workload, needs, concerns.</li> <li>• More concise when presenting your case at meetings.</li> <li>• Nice job of managing the team and making leadership decisions</li> <li>• Obtaining input from other managers on how better to support staff</li> <li>• Tremendous job recently with mentoring a junior team member while still being successful with team goals.</li> <li>• Very nice job of confidently directing the project and team.</li> <li>• Very nice job of managing internal and external resources.</li> <li>• Very nice job recently in delegating tasks to accomplish a very important company goal</li> <li>• Working independently and confidently</li> </ul>	<ul style="list-style-type: none"> <li>• A balanced view of self including what s/he needs to do to improve – this is a terrific leadership quality</li> <li>• Actively delegating high level tasks to others</li> <li>• Become a little more quick to move something forward regardless of knowing all the risks prospectively</li> <li>• close mgmt of [project], metrics support our notion that things are going well in that trial</li> <li>• Communicate better with peers to deal with competing priorities</li> <li>• communicating frequently to managers</li> <li>• Considering new ideas</li> <li>• Dealt with selection of an alternative [product] vendor in an urgent and effective manner</li> <li>• Delegates a lot more often, has started to let go and manage vs. do it by self.</li> <li>• direct reports are growing with her/him</li> <li>• Does not seem to judge with limited information</li> <li>• Excellent progress in mentoring and working with peers</li> <li>• handles complex issues with ease and without emotion</li> <li>• Has gotten close to the team, they seem to be responsive</li> <li>• Helped by new role, is taking initiative to provide leadership to cross functional teams to solve complex/challenging problems bridging [divisions]</li> <li>• Holds others accountable for the delivery in a highly effective and supportive manner</li> <li>• I believe has gone out of own way to proactively seek challenging opportunities where s/he has the background and skills necessary to contribute in unique and meaningful ways.</li> </ul>



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| <ul style="list-style-type: none"><li>• You are getting very good at taking on the long view of a situation and determining the appropriate course of immediate action.</li><li>• You have chosen to directly face some challenging colleague situations head-on, with an effort to improve them over the long run, rather than burying them. In some instances this means changing or broadening your perspective (seeing things from an outside perspective). I don't think this comes naturally to you, but your flexibility and desire to succeed seem to win out so that you are willing to step outside of your comfort zone in dealing with others.</li><li>• You have resurrected a study that was struggling early on. This is due in large part to your management and attention to detail.</li><li>• You speak authoritatively and confidently, which I believe is as a result of your mastery of the material. You are meticulous in fact checking and mastering information, which is a real asset to [department] and other teams who rely on you as a subject matter expert.</li><li>• Your pulse on important matters is usually spot on and thus you are able to give good concrete advice [sic]</li><li>• Your team has grown, which now you have learned to trust them and therefore delegate, but still has room for improvement.</li></ul> | <ul style="list-style-type: none"><li>• Increased awareness of own skills, abilities and approaches</li><li>• Is genuine in wanting to help the team</li><li>• Is quick to say yes and is not afraid of trying new approaches/work streams.</li><li>• Keeping the team informed</li><li>• Listens to other points of view</li><li>• Nice job of being more open-minded to other opinions</li><li>• Nice progress in working with others at own level</li><li>• Only person in my group who pays attention consistently to this training</li><li>• Took over and addressed risk mgmt plan for [product]</li><li>• Uses metrics to manage the team</li><li>• Work on appearing to be a responsive team member instead of a "specialist" who comes off as always having higher-priority work to do than what stakeholders need done at the moment.</li></ul> |
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**Direct Reports**

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Consistently offering expertise/advise/coaching in an effort to develop employee performance</li> <li>• Continue to talk to me about my goals and encourages me that I am on the right path for growth.</li> <li>• Delegation of tasks has remained the same, which is not the most effective.</li> <li>• Does better job listening during 1 – 1’s and offering suggestions &amp; insights. In the past, think sometimes you didn’t always listen to the message but that is much better now.</li> <li>• First of all, you stated your goals to your stakeholders, and explained your desires to improve, etc.</li> <li>• Has become a very attentive listener to needs of others</li> <li>• Has been a strong leader for us during a very difficult year in terms of workload and interdepartmental conflict.</li> <li>• Has made an effort to become a listener that is more open to others’ opinions, etc.</li> <li>• Has participated more and been more engaged in cross functional meetings</li> <li>• Has supported team building and other efforts to come together as a department</li> <li>• Have become more open to soliciting input from others.</li> <li>• Held me more accountable when tasks aren’t being completed in a timely manner</li> <li>• I appreciate that you are better at focusing (making you a better mentor), but what I really appreciate about you as a manager is that you are very approachable, and very straightforward and fair in your interactions with your reportees. We can always expect an honest / fair answer from you when we discuss our work / issues with you.</li> <li>• I have seen you give guidance (as well as willingly</li> </ul>	<ul style="list-style-type: none"> <li>• A great acknowledgment to you for your continued efforts on making me aware of office events happenings while being out of the office.</li> <li>• Always shows initiative to learn more about own role and become an effective mentor/leader through training courses and simply asking questions</li> <li>• As my new manager I set up a meeting with you to discuss some concerns. We decided at that point that my concerns were worth meeting monthly to discuss ideas, issues and develop my personal goals and growth. I would like to acknowledge you for taking on this task and putting forth an effort to mentor me in a roundabout way. No other manager at this company had done that before and I’ve had several.</li> <li>• Before the reorganization, I had no direct contact or communication with you. It has been since that change that I have noticed once you became my manager as well as [others’] manager. In meeting you speak up for us and do not back down on issues that directly impact us. Our voice, and I like that</li> <li>• Checks-in with me every once in a while to ask me if s/he is engaging in the appropriate communication regarding own goals. It is obvious to me that s/he is putting forth the effort.</li> <li>• collaboration with those who have differing viewpoints</li> <li>• Consistently constructive</li> <li>• Consistently resolves emergent conflict in an appropriate manner</li> <li>• Demonstrates a global perspective when reviewing reports/tackling study issues</li> <li>• Does a great job of listening to employees and giving constructive feedback</li> <li>• Has actively mentored providing useful skills for monitoring and assisting in problem-solving</li> <li>• Has been better at giving feedback to the team from the “higher-ups”</li> <li>• Has improved delegation of responsibility to the team. Has gained trust in the team and will provide a concise goal and timeline for each activity.</li> <li>• Has opened up the communication between [the offices] via fortnightly calls and regular email contact.</li> <li>• Has pointed me in the right direction on many occasions in order to keep me focused on my career path</li> </ul>



receive guidance) to new colleagues, thus showing that you are making an effort to be a better coach and mentor.

- I no longer work directly with you so this is difficult to determine. You have reached appropriate goals with your main study that you manage in that it is complete and the report is written. However I have seen no change in risk taking.
- Is aware of the impact of own behavior on others.
- Matured as a leader (i.e. improved presence in meetings, more decisive, etc.)
- Moved away from computer when having meetings in your office
- One of your best attributes is your capacity to set goals that are specific, measurable, and achievable.
- Positive encouragement is extremely effective
- provides valuable expertise/coaching to develop one's performance
- Sense of humor.
- You are genuinely concerned with the career growth of others.
- You are pulled in many directions; with that you have better focused on areas where your experience and expertise is needed – you spend less time on things you don't need to worry about as much.
- You have delegated study tasks and responsibilities very well, especially in recent weeks – keep it up!
- You have done a good job to be a more supportive manager.
- You support the growth of other individuals in a variety of ways, thus making you a better coach and mentor.
- Your ability to be approachable and flexible in managing employees while maintaining company goals and focus.
- Your follow through has improved

- Has taken the time to learn and understand [certain] regulations in order to assist the [certain] office clinical operations team
- Holding some additional project meetings – focused on team goals.
- I believe you are attempting to delegate more responsibilities, but it isn't completely clear in my day-to-day work.
- I feel that you are much more active in listening to others and offering your professional expertise when needed
- I have not seen any significant changes in your behavior that would allow me to acknowledge any improvement at this time.
- Is always approachable and available for questions
- Is always providing praises to employees—great for employee morale
- Is at least open to the need to modify own behavior.
- Is better at following up on tasks, deliverables – if something's outstanding, is better about revisiting the issue
- Is better prepared for meetings, conversations, etc.
- Is continuing to be vested in own improvement by being a better coach and mentor by offering assistance and coaching where necessary.
- Is more focused on me (or the issue) when we meet
- It is obvious that you want people here at work to succeed and always take the time to give feedback and mentor
- It's obvious that you have made an effort to be more focused
- Looks for opportunities to discuss personal development with own reports.
- More diplomatic/agreeable in email and meetings.
- None
- Nothing with respect to collaboration. Does not make an effort to communicate with me although is quite open with Wayne, Dave, and Jeff.
- Recognizes strengths and doesn't just focus on negatives.
- REFERENCE "Response and Follow-Up": not your own goals, but you have spoken to me about your goals for me as your employee
- Seems to be 'sharing' more details of discussions you have with upper management
- Supportive of own team.
- Understands where I am coming from in order to grasp the entire situation when challenges arise





- Without having to ask, has stepped up to help make sure I do not get spread too thin.

**Peers**

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Acknowledged efforts positively during meetings</li> <li>• Addressed team items of concern with upper management.</li> <li>• Always a valued contributor</li> <li>• As a mentor, you take time to teach me new processes and functions to make me more efficient at my job.</li> <li>• Become more comfortable/confident with differences of opinion, confrontation, etc – especially in meetings</li> <li>• Cares about own development growth and is genuine about learning and improving</li> <li>• Consistently positive attitude and a pleasure to work with</li> <li>• Discussion of ideas and conversations about thought.</li> <li>• Does a good job allowing me to take responsibility (and be visible) for my projects</li> <li>• Does an excellent job in delegating and setting realistic objectives. Understands the development process and as such provides feedback and suggestions.</li> <li>• During meetings, has done a good job recognizing and focusing more on individual accomplishments vs. unresolved issues. For unresolved issues, has worked with folks to ensure the goals are met.</li> <li>• Engages others and acknowledges others in meeting deadlines</li> <li>• Follows up as appropriate and involves all stakeholders in discussions &amp; decisions as appropriate</li> <li>• Follows up on all outstanding issues to resolution.</li> <li>• Fully embraced mentoring/coaching role (e.g. [individual names], etc.). I actually think you really enjoy the mentoring/coaching role. The people receiving your help are responding positively as well. It's clear both sides are benefiting from the process.</li> </ul>	<ul style="list-style-type: none"> <li>• Acknowledges when s/he receives a question or requested info from me &amp; lets me know when I can expect to hear back. That info is very helpful.</li> <li>• Already delegates effectively</li> <li>• Appears in corporate meetings to take a more active role in presenting own points of view / opinion.</li> <li>• Appears to be pushing forward with initiatives</li> <li>• Asks many questions rather than speculate</li> <li>• Assessed the [group] needs and planned training activities to address the gaps.</li> <li>• Backed off on activities that aren't priorities</li> <li>• Being more assertive with direct reports</li> <li>• Believe you gather more facts and are more knowledgeable about task(s) before you render an opinion / thought.</li> <li>• Better at acknowledging successes – could be more – see below</li> <li>• Better overall communication</li> <li>• Building consensus on topics across departments</li> <li>• Checks in to see if tasks have been completed</li> <li>• Clear articulation of goals at onset of working together</li> <li>• Coming up with ideas for training, discussion points with employees, etc</li> <li>• Communicates more with me on what projects need to be completed.</li> <li>• Considered risks</li> <li>• Continuing to be focused on mission-critical issues</li> <li>• Cooperation across disciplines and willingness to cooperate</li> <li>• Delegated some tasks to vendors that didn't need to be done by [self]</li> <li>• Delegation is better – We're using [support] more effectively</li> </ul>





- Handles diverse projects well and manages time well.
- Has always done a good job listening to points of view and is easily approachable.
- Has become more personable and approachable for other team members, particularly with those team members at a lower level position. Conversely, is confident and comfortable speaking with upper management.
- Has become much better at sharing information which ultimately enhances overall communication
- Has become much more autonomous in problem solving, and in identifying key issues which require resolution.
- Has been more open and public with praise and recognition of the team's successes and achievements
- Has been more visible and outspoken (in a positive way) at team meetings. Is very knowledgeable about own work and that is reflected when speak[ing].
- Has been very helpful and proactive about working on the various tasks.
- Has consistently executed deliverables such as [list of items], and recommendations on time and with high quality
- Has continued to improve in incorporation of others' ideas and acknowledgements.
- Has good attention to detail
- Has included many stakeholders to develop new trial concepts
- Has made a noticeable effort to listen to other points of view before speaking up
- Has made several suggestions over the last several months to collaborate and improve communication on common processes across studies and programs here at UT (e.g. [list of processes])
- Have always been a great coach / mentor in that you know a lot about managing clinical trials. Lately you have loosened up a bit and made yourself even more approachable.
- Have asked me to provide ways that you can be a better mentor to me. I have noticed that although I have considerably less experience
- Demonstrated [technical] skills while also showing teamwork within your group by participating in [effort].
- Does allow personnel to speak and give their points of view before providing a response / opinion.
- For the [program], you presented a balanced view on what needs to be accomplished. I especially liked the way you asked for help and support to address future issues
- Frequently asks... "how can I/we positively impact [staff]" and actively seeks opportunities to mentor/coach
- Getting better with respect to body language
- Good progress on recognition and positive outlook
- Has a new position in the company, and has devoted much time in creating relationships
- Has adopted strategies for identify and then prioritizing issues
- Has always been a good coach and mentor. It is very obvious that s/he likes to help others.
- Has been making an effort to ask others of their opinions more during meetings.
- Has been more cognizant during team meetings in realizing others skill sets and has been more helpful in training / assisting others as a result.
- Has begun to relate to others' communication skills and finds way of enhancing own [skills] to compensate
- Has effective communication techniques through dialog and e-mail.
- Has evolved into self-awareness of others' skill sets and how to maximize what s/he needs
- Has followed up on items with less reminders from me
- Has improved communication skills
- Has made improvement re: positivity – noticeable, albeit small, improvement
- Has obviously been working on taking the risk of delegating more!
- Has often "thanked" people for completed tasks and acknowledged their accomplishments.
- Has reduced the amount of "passive" verbal and body language



and expertise, you always allow me to make suggestions and at times, accept those suggestions or you will take the time to explain why a different approach may be better.

- Have made an effort to stop what you are doing (on computer, etc.) when we are talking so that you can provide undivided attention to our discussion.
- Have taken effective ownership of own role on the team and speaks with more confidence and authority on own subjects. When you speak, you are thorough, but to the point.
- I have noticed that you speak up more often and with more confidence in group settings.
- I have noticed you being a bit more confident during meetings, which has improved your persuasiveness.
- I think you do a good job focusing on the important and critical aspects of task at hand
- I think your 2 areas for improvement are intertwined in that the perceived risk is often delegating tasks. There have been cases (e.g., during the writing of a CSR) that you were forced to delegate tasks in order to accomplish a team goal.
- I've noticed more efficient email communication from you – where you don't use extra, unnecessary, language to make your point(s).
- Improved body language and demeanor during meetings/conversations – people have noticed
- Improved demeanor during meetings – i.e. less confrontational and more agreeable.
- In team settings, you make a point to acknowledge my efforts toward our collaborative projects and encourage me to take on new responsibilities
- Is a good sounding board for new approaches to a problem
- Is extremely pleasant and inclusive. Doesn't seem to have an "agenda". Is a great team player.
- Is less inclined to accept delays in things and pushes harder for the results need[ed]
- Is more assertive in getting own point across

- Has softened/lightened/tempered responses, which portrays that is listening more intently/openly
- Has started to ask more questions as to how we arrive at our decisions.
- Has taken charge on one item that I noticed.
- Has taken the lead on several aspects of the project and has done with confidence
- Has the ability to assess a situation and determine how to approach the problem before taking action
- Has trusted my follow up and follow through on assignments that I was responsible for
- Hasn't disregarded others' opinions as much
- Have noticed speaking up more without prompting
- Having discussions with staff regarding personal development and appropriate tasks to help them meet their career goals.
- I believe you are open to suggestions for ways to improve your deliverables; accept edits easily
- I did not have issue with my interactions with you from the beginning. When I challenge you, you respect my opinion.
- I do not have much contact with you on my projects
- I had no issue with your presentation. I believe you have always acted appropriately given that you are still in the absorption phase of your career. You may be soft spoken but your delivery is clear and you get across what you need to get across.
- I have appreciated your initiative helping out on the [study]. You are always willing to help.
- I have seen significant change in your ability to delegate
- I was not aware that you had a plan in place but I do believe you have actively worked to seek out opportunities for collaboration
- I've noticed an improvement in your presentation of events/issues/etc. – more focused
- In my opinion, you are an effective project leader and is doing a great job.
- Involving other disciplines in decision making to ensure all are informed



- Is much more approachable.
- Is very detailed oriented.
- Is very easy to talk to and is readily available.
- Just continue to speak and present information with confidence.
- Made my job worth doing when you recognize my work ethic [sic] and gives me accolades.
- Mentorship is present, but not any more than the past. You do a good job in this arena.
- Nice job of considering what your direct reports need for success.
- Now that your study has progressed, and you are developing in a leadership role, you are clearly more confident in seeking advice and/or presenting your own ideas.
- On the mentoring, I didn't see much change. More enthusiasm earlier
- Openly checks self and makes sure is getting input from everyone. Very effective.
- Presenting topics related to [project]. Has a wealth of knowledge and willingness to learn. Can be a great teacher.
- Presents very confidently, concisely, and shares just the right amount of detail. Keep up the great work!
- Provided the team with information pertaining to educational events or conferences to attend.
- Provides own point of view & rationale with respect to issues facing the brand to constructively anticipate and solve issues
- Provides straight forward feedback which helps me adjust priorities as needed
- Puts significant thought behind content and considers both medical and commercial points of view simultaneously which is often a challenging task
- Regarding how you present your point of view, using the example above, there were cases during the set up of the clinical study report that I had certain suggestions on how I thought it should be written and if you disagreed, you provided a concise and rational explanation of why not to do it my way based on your experience.

- Is an effective team leader and is effective managing assigned projects
- Is highly effective at all parts of the job and has an outstanding communication style.
- Is making more of an effort to visit [site] periodically.
- It has been a pleasure working with you and I'm sure you will be highly successful at whatever additional responsibilities you are afforded
- It is obvious that you are actively trying to listen to others' opinions completely before giving your opinion. I didn't really know you before the leadership training, so to me, it's like you have always been this way.
- It is obvious that you think about others' suggestions before accepting them or not
- Letting people finish statements completely before speaking
- More actively asks people for suggestions
- More consistent in responses than in the past
- More focused in meetings
- More involved in big picture items
- More organized in presenting own thoughts
- Much more "patient" with hearing out other peoples' thoughts/opinions/etc.
- Nice progress collaborating with others.
- Nip any arising conflict in the bud without delay which you did demonstrate recently. It's difficult to provide feedback as only the one situation, which I witnessed, has arisen since the development of this Personal Growth Plan and which you dealt with very well.
- No comment.
- No comment.
- Not sure about the risks goal and how that relates to [person] – need clarity
- Nothing new.
- Nothing new.
- Noticeably more confident, direct during recent meetings
- Occasionally disagrees with (supports less popular view) majority in a



- Seems to have organized time better
- Shifted your work style to a more hands-off approach allowing the individual to invest themselves more in the project.
- Simply talking things over with me has demonstrated your openness and commitment, and this has also helped me reflect on my own management style.
- Speaking up at meetings.
- Stood own ground in several meetings – in ways would not have a year ago.
- Supportive of my efforts and will assist with a task when asked
- Takes other team members view into account.
- Takes responsibility & accountability for action items that fall within [department]
- Takes responsibility for own actions.
- Thought you needed to be better at listening to different points of view and being positive, but in my experience working with you, these skills have always been appropriately present.
- Tremendous job of leading a team recently to a timely completion of a critical project. Remained very positive during challenging times.
- Tried to be more inclusive with the much larger “bureaucracy” we now have – although frankly it is not easy with the continual changes in direction within [group]!
- Very nice job of collaborating on a very difficult project/timeline recently. Seen as a calming force and not as a divider.
- Very nice job of guiding UT through a building phase within your group.
- Very nice job of managing the team during honerors [sic] deadlines
- Was visibly busy on the NDA, which showed own dedication.
- Well prepared to present own ideas; researches all issues well, but at the same time, is open to other views and ideas
- With respect to matching leadership style to readiness level, you were exceptionally helpful, and patient, setting up a clinical study report template and assisting in the data that was relevant to the

- productive way (i.e. taking risks)
- On the delegation side, again it seems to me that you have let loose of some of the more minor tasks to team members.
- On the risks side, has definitely shown more willingness to let loose of some of more minor tasks and embrace a “this is good enough” approach when a task truly was performed appropriately well. I see that s/he is less bothered now in letting go and taking a risk.
- Participated in monitoring activities demonstrating to the team her/his knowledge and involvement in improving their process
- People always listen to what you have to say because they trust you know what you are talking about
- Proactive, thoughtful support of our business needs.
- Provides scientific expertise and input to balance clinical and commercial interests
- provides valuable feedback from [teams]
- Quality Checks if process are being completed correctly
- Responding more deliberately – more thought out it seems
- Seems more open to feedback/others’ opinions
- Sets a clear example – is open and direct
- Setting up meetings with me and HR to discuss personnel issues and employee growth
- shared your new role/job description annual goals and objectives
- Sorry, but it is hard to say. I really didn’t think that communication was a big issue in the first place.
- Speaks very clearly and confidently in meetings
- Speaks with more confidence in team settings.
- Specifically, better effort to communicate your team’s competing priorities and work to establish realistic timelines
- Talks less and listens more.
- There really was nothing wrong (to my mind) with your leadership style, but as the company has grown and is more than just a small group of collaborative friendly people you have stepped up your ability to show leadership across many departments and guide us with your very high



document. I asked many questions that reflected my lack of experience and was always ready to provide an appropriate response.

- You are developing good cross-functional relationships, which will develop on their own as your study progresses.
- You have continued to exert great effort in strengthening cross-functional ties by being very positive and very visible.

level of clarity and insight.

- Thinking strategically at solutions to our business issues.
- Willingness to work closely with [department] to drive our business forward
- You have always had a great work ethic. You have improved your ability to communicate your ideas with team members.
- You have become more approachable
- You have better verbalized your prioritization of deliverables
- You have mentored and become more accessible to younger scientists
- You have noticeably changed leadership style to incorporate team members more effectively. It's a great improvement to an already remarkable job you do as a project leader.





**What suggestions (feedforward) can you provide to [this person] moving forward to improve even more?**

**Manager**

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Continue to broaden and build skill sets especially in [departments], etc.</li> <li>• Continue to explore situations from the viewpoint of others, especially from the imagined viewpoint of your manager and use that viewpoint along with others in formulating solutions.</li> <li>• Continue to focus and practice number 3 (above).</li> <li>• Continue to focus on ensuring your management style drives your team to success.</li> <li>• Continue to request resource and communicate the issues with senior folks (as well as your team).</li> <li>• Continued attention to embracing a team concept.</li> <li>• Continued awareness of subtle cues during interactions (posture, voice, etc.)</li> <li>• Continued focus on increasing own visibility within your peers by taking on new tasks within your peer group and project.</li> <li>• Definite progress!</li> <li>• Delegate even more</li> <li>• Do not underestimate the need to sometimes over-engage others in frequent communication when there exists a potential for individuals/teams to feel disconnected. This isn't always true, as some folks just want things to be taken care of, but it is important to know when to over-communicate and when to simply address.</li> <li>• Greater support for people outside of your immediate area.</li> <li>• I am not aware of the goals so it is difficult to comment.</li> <li>• Make faster [type of] decisions</li> <li>• More clear communication with management</li> <li>• More time spent with individuals as well as with the staff as a group</li> <li>• Needs to be a bit more direct; take things a bit less personal not over analyze every last detail.</li> </ul>	<ul style="list-style-type: none"> <li>• Be relentless</li> <li>• Be urgent</li> <li>• Continue the progress made in open-minded behavior</li> <li>• Continue to seek out advice from more experienced peers</li> <li>• Continued improvement in presenting ideas and getting results</li> <li>• Establish more rigorous metrics for people mgmt</li> <li>• focus on 1-2 items as soon as possible</li> <li>• Focus on clear, concise communication</li> <li>• Keep communicating on setting priorities; it's always a moving target in our environment.</li> <li>• Keep on working on these things</li> <li>• Keep prioritizing important tasks needing to be done and important communications to relay.</li> <li>• Lead by example - look for improvement opportunities within biometrics / data mgmt</li> <li>• Maintain clear sight of the areas in [department] (or elsewhere in the Company) where you want to contribute more in the future and participate in projects in those areas as much as possible.</li> <li>• None – excellent progress</li> <li>• None – you will succeed</li> <li>• Nothing, you are fabulous at what you do, are respected and thoughtful with your advice</li> <li>• Offer more solutions; be more involved in solutions to improve our place</li> <li>• Practice the art of influence when leading projects that require cross-functional team support.</li> <li>• Set high bars for performance. Select 1-2 important and complex issues to focus to raise the skill level of your team</li> </ul>





<ul style="list-style-type: none"> <li>• Seek opportunities to increase your visibility</li> <li>• Take personal responsibility for more issues.</li> <li>• Truly dedicate yourself to take risks and move projects forward.</li> <li>• When you are dealing with issues affecting other functions, try to bring solutions to the issues. You have better and more complete solutions than most others</li> <li>• While it is nice to see that you are giving more autonomy to your direct reports, in some cases, you could be more involved in the details and take a stronger position. You know what needs to be done to achieve success.</li> <li>• Writing down tasks in order to ensure their completion.</li> <li>• Your role has changed substantially over the past year. While change is never easy, you have adapted to your new role and have found additional ways to contribute to the team.</li> </ul>	<ul style="list-style-type: none"> <li>• taking problems and issues and converting them into opportunities</li> <li>• Use metrics to manage your team</li> <li>• using issues to develop deep technical expertise to help move the dept into a new direction</li> <li>• While you show compassion for your direct reports and colleagues, seek to raise the bar the bar on their performance, through tougher assignments. At the end, this is needed for their growth</li> <li>• Work more on delegation</li> <li>• You have and use high performance standards for yourself. Do the same for your direct reports and colleagues</li> <li>• Your biggest challenge moving forward likely will be gating the myriad projects in which you are involved to ensure your contributions consistently are of the highest quality.</li> </ul>
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### Direct Reports

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Ask about my goals – discussion would reinforce your goal for mentoring/coaching/etc.</li> <li>• Ask for feedback on your goals</li> <li>• Continue to be vocal about the value of our group and seek recognition for the individuals within that group.</li> <li>• Continue to recognize and celebrate our successes as a group (because no one else is going to)</li> <li>• Continue to seek out DIFFERING opinions and understand what the other person is trying to say (be curious). When someone else speaks spend your</li> </ul>	<ul style="list-style-type: none"> <li>• Be a mentor</li> <li>• Co-monitoring visits in the [regions] – to reinforce his knowledge of [certain] regulations</li> <li>• Continue to be active in providing assistance in problem solving and mentoring.</li> <li>• Continue to fully evaluate the capabilities of tasks assigned and who may be best suited to accomplish those tasks.</li> <li>• Continue to participate in cross-functional meeting</li> <li>• Continue to take an active role in mentoring to employees</li> <li>• Continue to take more training in order to further understand how to mentor and develop the careers of all of the [staff]</li> <li>• Continue to use actual situations in clinical to instruct/teach employees you’re mentoring (it’s very helpful)</li> <li>• Continues to look at improvements for our systems; however, not everything needs to be changed or slightly modified. A hybrid outlook to more efficiency, yet keeping some of the “old way” we have done things may be a better approach</li> </ul>



time listening, not formulating a response.

- Continue to set priorities for the group and seek additional resources as necessary
- Directing people and projects.
- However, I would like you to give & allow specific time horizon for completion for goals, assignments & delegate assignments based achievable hours allowed to me as part-time associate.
- I suggest that you continue on your current path; you are already improving a great deal.
- Keep up the good work!!
- Less telling and more directing
- Listening to other points of view without needing to remark.
- Need to stay involved so that not only your direct reports see your actions but also the CRAs so there is appreciation and recognition of your accomplishments.
- Please consider using this exercise more effectively. The stakeholders took a risk in providing you candid feedback, please appreciate it and use it as a tool for growth.
- Should provide some additional follow-up to own stakeholders, just to keep them more in the loop.
- Should try to follow-up with your stakeholders more regularly (perhaps

- Delegate remedial tasks so that higher priorities can be given more focus
- Delegate. This is linked to the above. But to delegate one must not be fearful to communicate. I pretty much go around and drum up most of my own 'business'.
- Dialogue and communication are always a good start. You should speak to all of your employees on a regular basis. If dialogue is difficult then scheduling a regular time to speak to that employee is good (you scheduled one) or ensuring that is done. Department meetings are good so that everyone is included in the discussions - not just the personal friends. We have had one department meeting in my 2 years here and I scheduled it. Two years later I am learning things that should have been brought to my attention when I first arrived. You should initiate some communications and not always expect the report to initiate communications. Said report may not be aware of all that should be communicated.
- I suggest that you better outline the areas that you are committed to improving, and ways in which you plan to do so, especially when it comes to taking appropriate risks.
- I suggest that you discuss what kinds of risks you are attempting to take, so we can hold you more accountable and know what to look for in terms of your improvement.
- I suggest that you try to delegate more study-related tasks in the future, as needed. To do this, you could approach the study team more frequently to see if anyone has time to perform tasks you are looking to delegate.
- Keep doing more of the same – I've seen a noticeable improvement
- Keep up the good work!
- Manage [project] submissions/approvals
- No suggestions at this time.
- None
- Perhaps provide a little more feedback to [staff] re: "behind the scenes" changes/improvements/etc. w.r.t. operational matters – not a lot more (would be overbearing)...just an occasional update
- Possibly suggest that you could consider pushing back more aggressively when appropriate – but you are demonstrably effective in your current approach
- Take leadership and not be a follower to others
- Take risks whenever possible.
- The goals that you set for yourself don't seem applicable to the feedback you were given. You need to focus on your organizational skills and communicating in a timely manner, especially when responding to email.
- Understand that if a process can be utilized to aid management, yet other individuals will be entering data to facilitate such a process, those individuals should have a considerable impact as to



once a month or once every 6-8 weeks or so?), that way they are kept in the loop of your commitments and how you're trying to meet them.

- Understand what task you need to do yourself and what tasks can be given to others. What tasks are given to others still need appropriate follow-up and ensure those individuals meet their deadline.
- When you tell someone you will do something, you should tell them the timeline in which you plan to get to it (i.e., "I will give them a call tomorrow morning and let you know what they say by tomorrow afternoon").
- Would like to see you slow down in when assigning tasks & not present in such a rushed manner in which you make the person you are assigning task feel rushed in which most cases mistakes are made on tasks as result.

how such data is going to be entered and what the expectations are for how and when that data is completed

- Utilize your staff resources more for help on various projects & events, rather than you taking them all on yourself.
- When generating project document templates, involve members of the [certain] team as well as the [certain] team
- You allow your team members to attend meetings to gain additional knowledge of systems, department infrastructures and overall UT information. By providing your team with direct and timely information you will now trust your team more in difficult situations.
- You briefly in a very vague way mentioned your goals, but I would like to know more about what your plans/goals are and how you plan to implement/achieve them, so I can provide a complete assessment in the future.
- You need to improve in managing 'talent'. Talent includes those employees who have a lot of experience but are not management. You should utilize that talent to best support the Company. It takes confidence. But (for instance) if talent is more experience in an area that talent should be utilized - not shunned because talent may have more experience in something than management. Talent is more interested in contributing in challenging and interesting ways ... and gets frustrated when relegated to doing things quite beneath their capacity or forced to work in ways that are less efficient.
- You should be a better advocate for your own accomplishments. It's not clear what you do or what changes you're driving.
- You should force yourself to listen to others' points of view before responding. Your gut reaction to any change is resistance.



Peers

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Can continue to recognize opportunities for others to speak up. Has done a great job recognizing these opportunities in the past few months.</li> <li>• Communication style is very direct. I'm a big fan of yours, but you need to be careful that this doesn't come across abrasive when it isn't intended.</li> <li>• Continue excellent communication &amp; to be an effective member of the team</li> <li>• Continue to be assertive in managing your reports and making unpopular decisions with reports when it's in the best interest of the team.</li> <li>• Continue to be cognizant of the skill level of the folks you work with and provide appropriate tasks based on their readiness.</li> <li>• Continue to be visible on project work and be willing to defend various points of view as needed.</li> <li>• continue to be vocal at meetings—you are very knowledgeable about what you are doing, so presenting your point of view with confidence is key</li> <li>• Continue to collaborate with others about status of deliverables.</li> <li>• Continue to communicate and accept even negative feedback.</li> <li>• Continue to focus on team accomplishments and acknowledge those.</li> <li>• Continue to focus on the positives – may start to see the positives voluntarily.</li> <li>• Continue to have a global view</li> <li>• continue to provide positive and negative feedback openly</li> <li>• Continued focus on being a good listener with your reports.</li> <li>• Continued focus on embracing other groups and imparting to them the wealth of knowledge you possess.</li> <li>• Decisiveness. Too much joking during meetings gives the</li> </ul>	<ul style="list-style-type: none"> <li>• {Department} is a specialty that faces peaks and valleys of demand, and thus it is unavoidable it will be a bottleneck at times (like regulatory is at UT). The only thing we can probably do is to keep working to have staff on board that can deal with general issues like providing statistical input and follow-on analyses needed to keep “lower priority” on track, and perhaps have more trusted consultants available.</li> <li>• Always be prepared and stay on task – remember the task/question</li> <li>• Ask more questions</li> <li>• Assume ownership in projects and take the lead on areas of your responsibility</li> <li>• Become an increasingly heard voice in meetings when corporate decisions are being made as your skills continue to impress the team(s) you work with.</li> <li>• Communicate status of ongoing projects</li> <li>• Communication with other departments needs to improve. Long emails to various people don't seem to be working. Go and talk to people in person.</li> <li>• Consider adding more good news to meetings - people should hear about the good as well as the bad (even if it's small/minor)</li> <li>• Continue to assess readiness and knowledge of your fellow team members and offer improvements when and where needed.</li> <li>• continue to be open to learning from others' experience and backgrounds</li> <li>• Continue to do more of the same.</li> <li>• Continue to evaluate which tasks can be delegated in the coming months as the project moves closer to completion. As tasks are delegated, that will introduce more risk to you.</li> <li>• Continue to explore the commercial point of view.</li> <li>• Continue to listen to people, ask questions, and then discuss the issue. Don't jump to conclusions.</li> <li>• Continue to take ownership of your role on the project team; become the expert in your discipline.</li> <li>• Continue to watch tone of voice when responding</li> <li>• Continue to work closely with team to build success.</li> </ul>



impression of uncertainty. On the other hand, your ability to laugh and make a heavy situation light is one of your best traits. Balance here is key.

- Focus on leadership by more opening [sic] championing your own ideas, which are very good.
- Follow-up with people regarding your goals
- FREEDOM was quietly closed down. It would have been nice to see a bit more acknowledgement of the team.
- I think a regularly scheduled touch base meeting would be a good idea
- I think you should continue to evolve as the [certain] expert in the company.
- Just to continue to strive to be an expert in your discipline, to be aware of the need to project when speaking – confidence will continue to develop with experience and success.
- Keep doing exactly what you are doing.
- Keep focused on the way you respond, or don't respond, to different points of view. This approach causes people to see you differently, to open up, to work more willingly with you, etc.
- Keep on just as you are – a great blend of humility and quality but with certainty of purpose and expectation of performance in those around you.
- Look for more opportunities to mentor/coach – it seems to suit you.
- More in-depth and detailed presentation of your ideas. I have a difference in the past year, and you are on track to do great things in your new role
- None
- Of course, the problem for you is that people want it both ways: we want super rigorous and timely data bases constructed on big projects with tight timelines, but we also want help on “favors” for customers, and ideas that may be half-baked, and this is always hard to reconcile – it is very

- Continue trusting your instincts – they're usually solid
- Continue what you are doing.
- Continued focus on collaboration/status updates on an ongoing basis
- Delegate specific tasks with greater transparency – expectations are clear, but not necessarily the delegation.
- Don't be afraid to make a decision.
- Don't be afraid to make decisions and where needed take charge in the absence of proper leadership
- Don't set timeline goals for finishing tasks if not attainable.
- Engage the [staff] and make them accountable.
- Evolution is a journey and you need to continue with the path you have effectively started
- Focus on collaboration with those that require help from your team (stakeholders)
- Focus on more quickly arriving at decisions or implementation
- I believe that you have been a good coach and mentor. Since the restructuring of the clins ops department, we have had less frequent contact, but you are always available if I have a question.
- I currently have no suggestions
- I do not have much contact with you on my projects
- I suggest you work on organization and flow of your strategies and presentations; filter out non-essential content
- I think this addition to your leadership (to collaborate and listen more effectively) has been thoroughly appreciated by your team. I would encourage you to continue with the effort and to not forget how important it is to give people responsibility and credit for their efforts and input, where appropriate.
- I would like for you to be more apparent communicating status of [staff] activities and successes to the [certain] team.
- I would recommend that you have routinely scheduled 1:1s with your staff (minimum 1x/month) and require that your direct report come prepared to discuss their schedule, issues/concerns and recommendations to improve the department.





hard to do both things well.

- Outreach to others who could use experience. We, as a group, tend to hoard knowledge.
- Seek out and catch people doing things right and then let them know that they are doing things right along the way and not just at the end. In meetings, by nature and necessity we frequently focus on what is going wrong and needs to be addressed/resolved
- There's still a perception – maybe not even accurate! -- that stats and DM is too busy to ask for informal help on projects that are not top corporate priorities – people still tell me they are afraid to add one more set of programming requests to the long line, especially if the request is for a manuscript or something that's not the top corporate priority of the moment.
- Trust your instincts.
- Trust yourself. You are well respected by teammates, peers and upper management. With more confidence and trust in yourself you will be more persuasive. The tools (i.e. knowledge, work ethic, people skills, etc.) are there to be persuasive – just need to trust your ability and let it rip.
- Try to continue to delegate tasks to appropriate personnel and provide oversight as needed to help that person learn but also to become more comfortable in delegating.
- When acknowledging positives etc try not to joke it off so much as it sort of reduces the effect (i.e. it comes across as a bit too forced and not as sincere)
- When multiple people are helping with an overarching project for which you have ultimate responsibility, you could extend and enhance working relationships by sharing the credit and acknowledge individual contributors.
- Work on vocal projection.
- Work with other departments in exploring a different view; seek clarification instead of dismissing issues
- Would elevate your standing at UT if you improved your

- If there is nothing to report, but we are expecting something. Communicate that the situation hasn't changed.
- improve visibility – make know what you are working on
- Keep improving at your current pace - it's helping (well received by many others)
- Keep on doing these things!
- Keep up the good work
- Look for additional opportunities to flex your goal.
- Make sure you understand the complete situation before providing viewpoint. Ask questions.
- More assertive in pushing forward with new initiatives
- More communication of what you need from me.
- No real suggestions/changes other than to continue what you've begun
- Nothing, you're doing great in your new role
- Open mind to increase compliance scrutiny around validation activities
- Open up to new ideas before shooting them down.
- Other than continuing to manage up, I don't have any suggestions at this time.
- Realize when something is not working and act on it.
- Require the monitors to participate more in developing and contributing to the direction of the clinical monitoring group.
- Since women are expected to behave differently from men in the workplace (i.e. with difference, non-threatening, and non-challenging) a more demure approach may limit the negative feedback- but may not positively affect the overall project performance. It isn't my approach either, but I have seen what happens to smart, experienced, assertive women in the workplace over the years.
- Take more risks
- Talk to stakeholders about other studies so they're aware of what you're doing to address your leadership goals w.r.t. these studies
- The company is coming upon a very pivotal point with several studies completing, you should continue to use these techniques as the team's stress level rises in the coming months.





presentation skills in front of a large group

- Would improve your effectiveness if you could better integrate your role with the clinical research and stats dept
- You are such a good mentor I would encourage you to continue developing mentoring skills with other mentees that may present different challenges for you.
- you are very supportive which has helped me to grow in my career
- you do a good job of making sure all loose ends are tied up
- You have done a good job juggling many projects and priorities at once. Please continue to provide your input objectively to the “smaller issues” that often require your perspective.
- You have great ideas....I would like more follow-up from you to understand what is working and what isn't.

- To not pay attention these goals. I believe the soft-spoken-ness was misinterpreted as a lack of confidence. I actually find your delivery very effective. You are very smart – but still new, and as you get more experience in your field you will be heard more.
- trust your instincts and act on them
- Trust your opinion/input – it's usually solid
- Try to get [individual] more involved in presenting goals of the clinical monitoring group
- Will be more effective in building relationships if others see you rolling your sleeves up and completing tasks instead of only delegating/talking.
- Work with stakeholders to let them know how/when you're working on leadership style – not clear
- You always present yourself confidently. I would consider this objective met.
- You are very enthusiastic and intelligent. Remember you can't resolve every issue and solve every problem. Don't be frustrated by that.
- You believe that you are more negative than you appear to be.
- You can continue to ask others for their opinions and allow for open dialogue.

**Is there any other information you would like [this person] to consider?**

**Manager**

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Hire, mentor and manage a co-worker effectively over the next few months.</li> <li>• People like working with you and your co-workers across all departments would benefit by having [person] better define own goals and objectives.</li> <li>• Your new role suits you well and you are a real pleasure to work with</li> </ul>	<ul style="list-style-type: none"> <li>• A little more aggressive in presenting your viewpoint.</li> <li>• Clearer in presenting ideas</li> <li>• Your project seems to be going very well and I credit your perseverance and leadership.</li> </ul>

**Direct Reports**

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Continue to work on these goals in your position. Improving in these areas will be most helpful.</li> <li>• I honestly have nothing to contribute for this one (although I did fill out the top). I don't work with this individual anymore and have very little contact at all.</li> <li>• I want to know how you are taking risks – what kinds of risks are being taken? What are you doing to implement this goal?</li> <li>• Overall, you are a very professional, fair &amp; ethical manager.</li> <li>• Stay involved, continue to mentor folks through discussions and direct involvement where required.</li> <li>• Understand that UT is in a period of change and those who are willing to challenge the “way we’ve always done it” are more likely to succeed. Your experience is quite extensive. You should be more confident using your experience to propose new ideas, processes, solutions, etc. You’re quite a clever person.</li> <li>• When others are speaking to you about their concerns, it</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and confidence are key. You have proven yourself an effective leader to your personal friends, but you need to expand out of your comfort zone to include myself and others in the group. You are FULLY capable of this but needs to trust yourself and the rest of us. We want to be included as much as [certain individuals] in the sharing of information. Or even just some sharing. We want to know that our backgrounds are being fully considered in terms of opportunities at work. When reports are not treated equally and spoken to, they start feeling stigmatized and shunned and totally out of the loop.</li> <li>• No one likes to have their ideas squelched.</li> <li>• No. I have no issues with you and you have no issues with me. Your goals/growth plan involve how you deal with others. I am primarily an observer.</li> <li>• None. You are a best-in-class leader and top notch boss.</li> <li>• You are smart, KIND, sensitive, personable and can be quite engaging. I feel like I have failed in that our relationship has not progressed as it should. And I should have done more to improve your confidence in yourself in managing. And the way [certain individuals] have banded together makes it even more challenging and intimidating to myself. I hope to do better. But I recognize that I am also to blame.</li> </ul>



sometimes seems you spend your time formulating a response rather than listening. This is so common that it appears to be human nature, but the best managers around are ones who've overcome this tendency and actually try to understand what the other person is saying. It's only with this clarity of understanding that a good solution can be found.

- You are valued, respected and liked by your team
- You have always been able to take on more risks. You should continue to do so.
- You should leave your iPad and iPhone in your office when attending meetings and focus on being a more active participant.
- You've made very noticeable improvements – really seems to be growing/maturing into role.

### Peers

MS #2	MS #1
<ul style="list-style-type: none"> <li>• Always look at the big picture (e.g. Consider all possibilities and have contingent back-up plans)</li> <li>• Be a positive model as people are watching to see how you behave.</li> <li>• Be super sensitive of how others view you, as an in-house UT insider and someone who has frequent contact and overlapping work streams with the VP.</li> <li>• Continue to work on speaking plainly and authoritatively</li> <li>• I did not see a huge problem with this in the past. I think there has been an improvement, but I never really felt that I was not being heard. At times, I do feel a little out of the loop, but when I need feedback or answers you are responsive and do listen to my concerns and ideas.</li> <li>• I would encourage you to continue to speak up in group settings as you have a lot of experience and can offer great suggestions to our team that will improve our processes.</li> <li>• I would tell you to continue mentoring as you are a great teacher and easy to work with.</li> <li>• I'm unable to comment as I have not worked closely with you for the past eight months since moving to a different department. I have also not witnessed any '[situations]' to which I can talk about.</li> <li>• It has always been an enjoyable experience to work with you, you are considerate, well-informed, and consistently make good decisions.</li> <li>• Keep on keepin' on!</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciate your expertise and solutions-oriented approach</li> <li>• Become more proficient in Wisdom for all document creation</li> <li>• Consider holding meetings with [colleagues] to discuss your current objectives with [staff] – keep [colleagues] in the loop</li> <li>• Continued improvement in responsiveness – keep up the good work.</li> <li>• Definite change in your approach in dealing with people.</li> <li>• Hang in there baby!!!</li> <li>• Hard to comment on coaching/mentoring given state of your study and current team structure</li> <li>• I appreciate your frequent communications with me.</li> <li>• I enjoy working on projects with you</li> <li>• I think you have done a very good job in outreach and collaboration</li> <li>• Is fantastic to work with; appreciate the support.</li> <li>• It might be helpful for [your manager] on yourself to better define your quarterly/annual objectives so that others can understand your role on the team</li> <li>• Keep up the good work</li> <li>• None at this time.</li> <li>• Not at this time</li> <li>• There are two very strong personalities in our organization vying to out-do each other in the top-dog stakes. [Person] should not try and shout the loudest, but continue to retain measured, calm, but clearly</li> </ul>



- My apologies for sending this directly to you...so much for anonymous. I really have noticed positive changes w.r.t. to you persuasiveness. Keep it up.
- No other comments at this time.
- Not at this time.
- Small gestures go a long way
- Summarize and focus on top-line corporate goals, vs. trying so hard to be “scientific” and “neutral” about everything
- The scoring on increased effectiveness doesn’t have any baseline. I thought you were quite an effective collaborator and listener before you started on the program, so my scoring of +1 means that you improved from quite good to very good
- There will be times that individuals / groups will have to account for issues/timelines, just be consistent and not be more critical or judgmental (or more lenient) of one compared to another.
- Try to have a goal or viewpoint to champion, vs. present exhaustive detail about all possible options
- You have a lot to offer with your high level of scientific thinking, not everyone is at your level. You need to continue to offer assistance when possible and impart your knowledge to others in the organization.

- authoritative and wide-ranging engagement with all that is happening in the company.
- Think this course has been of benefit to you as it forces you to think about your behavior related to completion of work tasks.
- You are generally perceived by the [group] in [site] to be capable and effective.
- You are valued and respected – others will trust your judgment if you takes risks
- You continue to improve on your leadership skills by being more involved with projects and is really being viewed as a leader by team members.
- You should continue to be yourself and not fall in the trap of doing things b/c everyone else are doing them. If the changes will not work with the quality of life of the [staff].
- You sometimes interrupt a question halfway through without letting me finish my complete thought and then it takes more time to get through the conversation
- You’re on the right track – keep on working on projecting ideas with confidence.