

Transitions 360 - Phase 1  
Feedback



**Executive Edition**

Confidential Report for:

**Jamie Sample**  
December 11, 2022





## Report Sections

The report is organized along the following sections:

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## Getting the Most of Your Feedback Report



### 360 Feedback

This report provides information on how you rate yourself and how other people that were selected rate you on these items. This report is not a performance evaluation, but rather it is an assessment of how other people perceive you in the workplace. Everyone, good and struggling alike, has strengths and development opportunities. The goal of this report is to give you insights into those strengths and development areas.



### Debrief & Coaching

No assessment provides a definitive picture of an individual. Multiple variables affect the ways in which people perceive you. It is highly recommended that a professional who is trained in providing accurate interpretation of the results of this instrument assist you in debriefing and understanding your report. You may also find benefit from working with a professional coach over time to assist you in implementing your development plan.



### Development Planning

Use your feedback in this report to create your own realistic, achievable development plan. Identify goals that are meaningful to you, your role, and the people you work with. It may be difficult to be intentional about shifting multiple things at once; therefore, it is recommended that your development plan be realistic and that you not focus on more than a few goals at a time.



## Report Overview

### Rating Scale

The table below shows the rating scale and descriptors used for this feedback.

#### Descriptor Scale Value

|                      |   |
|----------------------|---|
| Doesn't Describe     | 1 |
| Minimally Describes  | 2 |
| Partially Describes  | 3 |
| Mostly Describes     | 4 |
| Completely Describes | 5 |

### Rater Response Information

Below is the number of raters that have completed the assessment.

|               |   |
|---------------|---|
| Boss          | 1 |
| Peer          | 7 |
| Direct Report | 5 |
| Other         | 3 |

### Rater Invitations

**Boss** - George Mann

**Peer** - Jenny Hill, Nichelle Gordon, Bob Gold, Jim Sevrade, Bill White, Ian Gallan, Ford Lackey, William Nove

**Direct Report** - Fred Preyer, Moody Marrs, Jill Tannenbaum, Mark Stiller, Xavi Julio, Ben Fadden, Yoshi Martine

**Other** - Bart Change, Nancy Filler, Nina Yan, Borge Winston, Marley Zeger

### Other Information

1. In the charts that show likert scales, the number of respondents for each question is identified in parenthesis per rater category.  
Example: Peers (7)
2. All the comments are displayed verbatim – typographical errors, grammar and punctuation mistakes are the result of your raters direct feedback.
3. Not applicable (N/A) scaled responses are not used in any average score calculations.
4. Items and Averages that receive a score of 3.5 or less are marked in brackets "[ ]" so that you can easily identify lower rated items.



## About the Transitions 360 - Phase 1 Feedback

The Transitions 360 report is designed to provide multi-rater feedback to senior leaders across specific categories that are thought to be important for leadership effectiveness in the first year of a leader's new role. The survey is completed at three intervals throughout the transition year and each report provides information about the raters' perceptions at each interval. The questions being asked at each interval are different and focus on behaviors that are particularly important for each phase of the transition. This report provides information on how you rate yourself and how other people that you selected rate you in these categories.





Leaders in new roles intentionally establish solid relationships with co-workers. They work to know and understand individuals and their point of view, both personally and professionally. They also share their thoughts and points of view to allow others to understand them, both personally and professionally. They evoke a sense of trust, respect, and caring for those they work with.

(1) Please rate the extent to which this statement describes this person.

| Rater                        | AVG  | HI | LO | 1 | 2 | 3 | 4 | 5 |
|------------------------------|------|----|----|---|---|---|---|---|
| Self (1)                     | [3]  | -  | -  |   |   |   |   |   |
| Boss (1)                     | 5    | 5  | 5  |   |   |   |   |   |
| Peer (7)                     | 4.86 | 5  | 4  |   |   |   |   |   |
| Direct Report (5)            | 4.4  | 5  | 4  |   |   |   |   |   |
| Other (3)                    | 4    | 5  | 3  |   |   |   |   |   |
| All Raters (minus Self) (16) | 4.56 | 5  | 3  |   |   |   |   |   |

(2) Please provide comments that will help this person understand your rating.

## Self

- I was advised by several of my coaches/mentors prior to taking this new role to listen, understand and build repore with my new teammates. This will lead to trust and its is very much a journey.

## Boss

- Jamie is an energetic leader that thrives on the connections he makes, where he brings dynamism and pace to any conversation. He is a strong communicator and is developing himself in actively listening/understanding views of his peers & team, in his new role.

## Peer

- Jamie is a very open and engaging individual. I don't believe he leaves anything out there and is very authentic in his approach and style. It is hard not to like, trust and engage with Jamie on a professional and personal level.
- Jamie is very personable in his approach and I expect is very relatable to his team.
- Jamie is an open and collaborative individula, who sees the value in building relationships with his peers, on both a personal and professional level.
- Jamie has already built strong relationships and trust with his own team as well as with most of the Company (some new members). I think he is a strong leader who is recognized as such by the rest of the team. He is keen to listen and share ways of working / best practices / ideas.
- Jamie shares his views and thoughts in a very open and pleasant manner.



## Direct Report

- Jamie does a great job at encouraging his teammates to be open and direct and respects all ideas, whether they are in favor of the popular opinion or not.
- There are those leaders who attempt to build these relationships from a "check the box" approach and mindset. Jamie is not one of those. He genuinely cares to know and understand the team while helping us better understand his view points.
- One of Jamie's strength is building relationships. He excels at networking, listening to people and sharing his vision and thoughts.
- I've known Jamie for 10 years, haven been his direct report for 4 of those years. During my interactions, he always valued my opinions and actively wanted to know me better both personally and professionally.
- Jamie had taken steps in 2021 to improve building relationships with leaders and employees outside of sales as part of his development plan to grow as a leader. I think that he has accelerated trying to communicate more with his direct reports since his promotion and he needs to let some of these relationships evolve naturally because at times it can appear forced or that he "has" to connect on professional level.

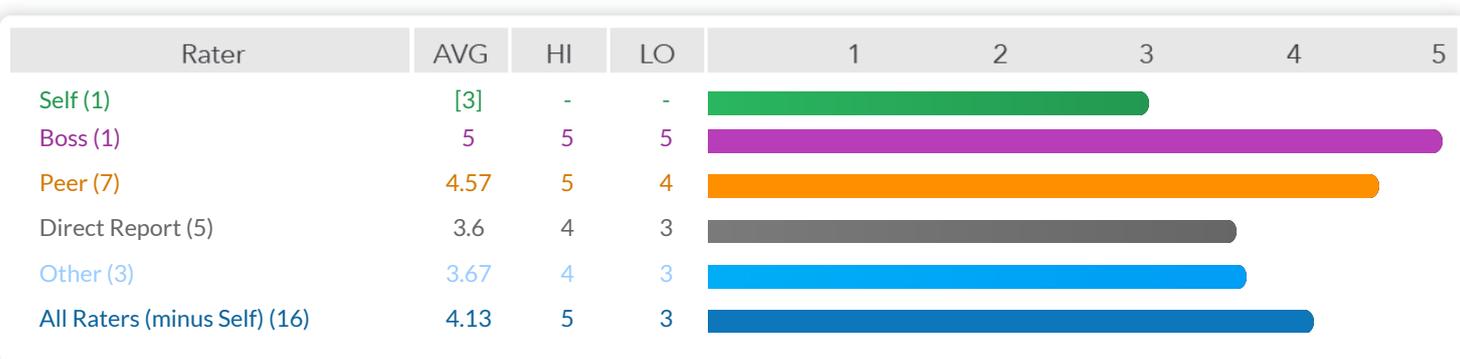
## Other

- Jamie is capable in building relationship, however he is sometime selective and it is not 100% clear if there is a hidden agenda behind or if it is an open relationship
- Jamie connects with his co-workers on a personal level and professional level.
- Building relationships in my opinion is one of Jamie's key strengths. When visiting our facility Jamie makes it a point to say hello and converse with everyone no matter their role. People really appreciate this and it gives them a little extra pep in their step. Also in meetings, he is very good at call out specific individuals when giving examples of accomplishments and the correct ways of doing things.



Effective leaders in new roles actively seek to thoroughly understand the organization and the systems that they lead. They ask others throughout the organization about what is working and not working at the individual, team, and organizational levels. They seek ideas about how to improve the systems they lead, leverage their knowledge of the organization from previous roles, and others trust that they have a clear understanding of the business and future objectives.

(3) Please rate the extent to which this statement describes this person.



(4) Please provide comments that will help this person understand your rating.

## Self

- I have found myself saying "help me understand"....quite a bit these first 30 days in the new role. While I am fortunate to have historical perspective of the business being in it since 2014, there are many aspects of how we work, our processes and people, that I do not know. I am relying on others knowledge to bridge my gap and expedite my learning curve.

## Boss

- Linked to the previous topic, Jamie is also curious & ambitious, to build & grow Company forward; both in his region, as well as globally. He is very engaged

## Peer

- Company NA is on a journey and Jamie knows it. Moving it to the next level is what he is about. He is also deeply interested in the broader organisation and what he can learn from it and what help he can impart to his peers. He is very curious and energised by the role.
- Jamie is very intellectually curious especially about learning about the non-US parts of Company's business. He is willing to share his experience to help colleagues in Europe/APAC.
- Jamie is inquisitive and is always looking for new ideas, new ways of doing things and he shares information with his peers around topics that he feels might be relevant.
- Jamie has an excellent understanding of NA business. He would probably benefit to better understand the European side of the business. This could trigger new ideas, thoughts...
- Jamie has a broad and deep knowledge of the market and the business. This helps him significantly in leading his team and gives him confidence.



## Direct Report

- Coming from the commercial side of the business, Jamie was always good at developing a respectable understanding of the other parts of the business. Since becoming President, he has been very active in developing a deeper understanding of the non-commercial areas. His questions and the ensuing dialogue have been very well thought out.
- Being new in a role, Jamie needs to spend more time listening and soliciting advice from different people in organization.
- Jamie always asks for opinion on different challenges. Although sometimes he comes to a discussion with a predefined idea, we listen to feedback and reevaluate his perspective. Even if at first he did not agree with.
- Jamie is taking steps on learning the manufacturing and operations side of the business. He is working with the leaders over these departments and will need to start going down the chain of command to connect with the individuals who do the day to day for this side of the business. I do not think he has been in his position long enough to gain a clear understanding and seek ideas to improve since he is still learning the nuances of the business.

## Other

- Jamie is part of an international organization. He is very much into the US part of the business, however in my opinion he is missing international experience and has to improve the global view of the business and how to extend collaboration
- Jamie seeks advice from the organization, he asks about improvement, however doesn't utilize all feedback or assets at his disposal. Do not feel as though we have a clear understanding of the future
- In most strategic meetings that I have been involved with Jamie on he is quick to admit he is not the expert on all topics and will typically ask those who are what their opinions are. I think this will be critical in his new role as Jamie as a very heavy background in sales but maybe not so much in the operations and engineering side.



Leaders in new roles are able to adapt to the demands of their new position. They understand that their new role may require a shift in their leadership approach and are willing to adapt their approach to be successful. They know what approaches to leave behind from previous positions and what approaches and adjustments to adopt in their new role. They are viewed as open, flexible and interested in learning and growing.

(5) Please rate the extent to which this statement describes this person.

| Rater                        | AVG  | HI | LO | 1 | 2 | 3 | 4 | 5 |
|------------------------------|------|----|----|---|---|---|---|---|
| Self (1)                     | [3]  | -  | -  |   |   |   |   |   |
| Boss (1)                     | 5    | 5  | 5  |   |   |   |   |   |
| Peer (5)                     | 3.8  | 4  | 3  |   |   |   |   |   |
| Direct Report (5)            | [3]  | 3  | 3  |   |   |   |   |   |
| Other (3)                    | 3.67 | 4  | 3  |   |   |   |   |   |
| All Raters (minus Self) (14) | 3.57 | 5  | 3  |   |   |   |   |   |

(6) Please provide comments that will help this person understand your rating.

## Self

- Stepping in from Bob Thomas, such a big personality and teammate, I have had big shoes to fill. Additionally, we have very different personalities and leadership styles. The relationships he had are undoubtedly different than mine. How I work with the team is drastically different than how he did. While I know both my direct teammates and I will have to adjust, I put the weight more on myself to make this transition easier for them.

## Boss

- Jamie is very motivated & willing to contribute to the global leadership team agenda, while stepping up from peer to leader in his N. America team setting. He is focused on his growth plan, as well as his team's... and he sets a very strong example to drive best practice sharing with his peers.

## Peer

- This competency is a little early to fully assess but don't believe it will be an issue
- I have put N/A because I feel it is too early to really judge. Bob has only just left the building. Jamie has a great platform to build off and I am sure that his curiosity, intellect and drive will allow him to shift and adjust.
- It is likely too early to tell how Jamie has changed his approach since he took his new role but I expect he will manage this transition well.
- Although I don't have enough information to rate this statement, Jamie is definitely a leader that is open, flexible and interesting the the process of learning, for him and his team.
- In 2020, Jamie demonstrated a big capacity to adapt and adjust to a new reality with the rightsizing exercise... His challenge now is to be seen by the organization as the new NA Regional President and not the VP sales.
- Jamie has just recently taken over the overall responsibility. His efforts to integrate the US business into the Company Group are evident.



## Direct Report

- Jamie is definitely open, flexible and willing to learn and grow. Where additional work can be done is in letting go of past responsibilities of the sales organization and focusing more on the business as a whole. Hopefully, as the new sales organization settles over the next few months, this will improve.
- "Partially Describes" is the best way to position Jamie right now. He is trying different approaches to see what is most effective. My comment here would be that while, yes, he may need to broaden his leadership style, he should not stray too far from what got him here.
- Jamie needs to delegate more. He is doing a great job listening to people and being open to different ideas, but now he needs to build a strong leadership team and let them execute on his vision. Jamie has too many people reporting to him at the moment, which makes it harder to execute on strategic initiatives and continue mentoring the team.
- Jamie definitely tries to learn and adjust to new leadership situations, while still maintaining his personal perspective. Coming from the commercial side of the company, he is obviously skewed towards a Sales centric perspective, but he is learning to expand to a more operation vision of the business.
- Jamie is working on changing his leadership style compared to how he led when I first started. He is trying to take constructive criticism to heart and working on improving his approach. He needs to be viewed as a Company leader and not the Company President, so he needs to work on treating all plants equally and allow his leaders to manage Boone as we would any other location.

## Other

- See previous comments
- Jamie is flexible and interested in learning and growing.
- I think this was very evident in the transition to Company or even further back when he came over from Company to Company. Jamie was very quick to pick up the other product brands and actively did so. I think he clearly understands that it will take a balanced approach with all Brands to aggressively grow the business.



Effective leaders that build trust demonstrate credibility, are seen as consistent and reliable, and treat others with a sense of respect and dignity. They are open and transparent in their leadership. They are interested in understanding the motives and concerns of their co-workers and work to support those around them.

(7) Please rate the extent to which this paragraph describes this person.

| Rater                        | AVG  | HI | LO | 1 | 2 | 3 | 4 | 5 |
|------------------------------|------|----|----|---|---|---|---|---|
| Self (1)                     | [3]  | -  | -  |   |   |   |   |   |
| Boss (1)                     | 5    | 5  | 5  |   |   |   |   |   |
| Peer (7)                     | 4.57 | 5  | 4  |   |   |   |   |   |
| Direct Report (5)            | 3.8  | 5  | 2  |   |   |   |   |   |
| Other (3)                    | 3.67 | 4  | 3  |   |   |   |   |   |
| All Raters (minus Self) (16) | 4.19 | 5  | 2  |   |   |   |   |   |

(8) Please provide comments that will help this person understand your rating.

## Self

- My focus has been on spending time 1:1, engaging, asking questions, diving deep into their motivation and goals.

## Boss

- Jamie is leading example of open & transparent in the global leadership team. He is focusing to show genuine interest in his peers' challenges, as well as offer help, where it makes sense

## Peer

- I covered this in question 1. Just a thoroughly decent and open human. I am delighted to have him sitting at the Company table.
- Jamie is very transparent in his leadership style which will be appreciated by the wider team. He has a good sense of empathy with all his colleagues.
- Jamie is a leader that instills trust and even from his prior role, you could tell that he had the best interests of his colleagues in mind.
- Jamie is a strong trustable leader, who knows very well his business. I always found Jamie being open and human in his way of working.
- Jamie just started recently to lead the US region. He's very interested in understanding the motives and concerns of the team.

## Direct Report

- Jamie has historically done very well building trust with those around him. In the new role, he does not necessarily need to start over, but more of a refresh of the trust he has built with the team. He has clearly been working toward that in a positive way.
- This is one of Jamie's strength. He always treats everyone with respect. He cares a lot about his employees, he is very transparent, approachable and supportive. He puts a lot of passion and pride in his work, which is contagious and inspires people to follow him as a leader.



- Over the years of working with Jamie, I build a strong trust on him and his vision. I know that he will have honest and fair feedback towards my performance.
- Jamie's biggest area of improvement from my perception is credibility. He is newly promoted and trying to figure out his place within the global leadership team and not make waves because he is "the new guy". I understand, however there are times when you have to stick up for your team and what is right.

## Other

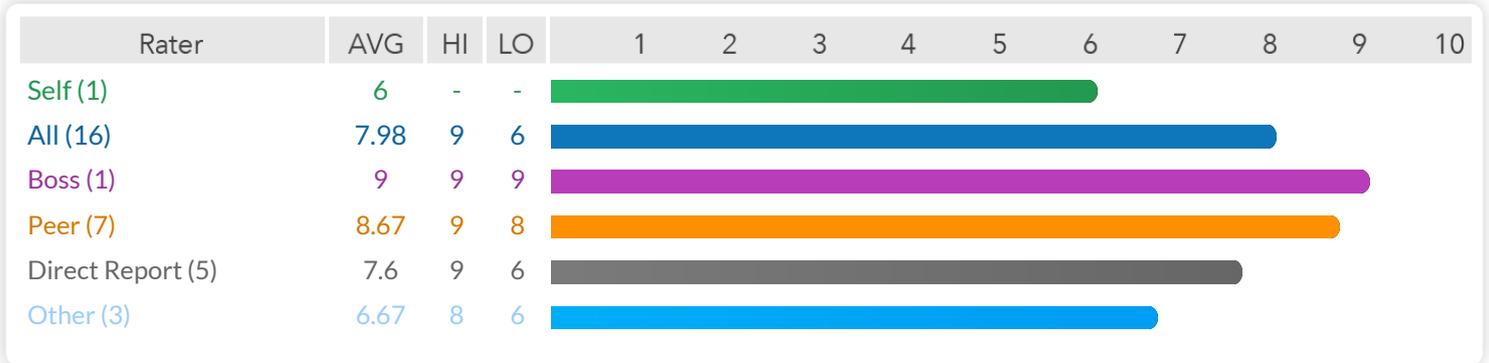
- Jamie is supportive towards his team
- Jamie is as open as he can be in the role he is in.
- I have never known Jamie to be untrustworthy. He is someone who will be upfront with you and you can rely on him to follow through with what he says he is going to do.

# Overall Effectiveness



Please provide a rating of this person's overall effectiveness as a professional on a 10 point scale:

(1 = Not At All Effective | 10 = Extremely Effective)





## Please describe your early impressions of the new role and your function.

### Self

- Significantly more information coming my way. Time management has been critical in these first 30 days.

## Please describe how the new role and your co-workers are fitting your leadership style and approach.

### Self

- They have been great. Supportive. I have asked some silly questions and they have helped me get up to speed as quickly as possible.

## What remains unclear about the new role and/or your function thus far?

### Self

- I am still learning the overall way of working with the Company Leadership Team. Their roles, goals and expectations for me. The Monday/Thursday calls help out a lot, but only being in person 1x so far has slowed my learning.

## Please describe anything about this person's personality or behavioral style that may affect their success.

### Boss

- I have never known Jamie to be untrustworthy. He is someone who will be upfront with you and you can rely on him to follow through with what he says he is going to do.

### Peer

- [None Provided]
- He has clearly done a great job in his prior role. The real question is how he adapts to the new role and we are all there to support and help him! I am confident that he will make a great success of it. We do need to be clear on what success in NA looks like - for me, it is not growing the EBITDA margin in the short term....
- Jamie has a very open and communicative manner. He is very interested and contributes well to the team.
- Open and welcoming personality, non judging and open to ideas.
- Excellent communicator
- As leaders we focus on our drive for results and to get "things done". Important to take time to listen to our teams and check in.

### Direct Report

- [None Provided]
- He is a very outgoing person and really makes everyone feel special in his presence. We is definitely a "people's person" and a great salesman, which he leverage strongly into each aspect of his leadership profile.



- It is too early in Jamie's tenure as president to accurately rate his effectiveness, however, he is on the right path. If there is one thing that I see as a potential problem it is his available bandwidth. He has a lot of direct reports currently and is still tied in with much of what he was doing as VP of commercial. This is limiting his available time and when with him he is coming across as rushed at times. While I understand this is still a transition, the limited availability and rushed discussions could eventually be seen as not caring. I am not saying that is the thought today but if left unchecked it could be a problem.
- Jamie needs to trust his leadership team and delegate more so that he can spend more time on strategic initiatives.

## Other

- [None Provided]
- Jamie presents himself as a very confident person. This is a great trait but overconfidence can sometimes get you in trouble. I think it's important to show humility at the right times in a leadership role. So I think the key is to have balance.

## What are you appreciating about this person's leadership thus far?

### Boss

- [None Provided]

### Peer

- [None Provided]
- The open nature and his reliability.
- Openness, high energy, business insight, and challenging current ways of working.
- I like his business and customer focus
- Willingness to hear different views, asking questions when something is unclear.
- Jamie is willing to open to changing how things were done previously - I believe he will be a big supporter of change.
- His: - fresh perspective - openness - curiosity - enthusiasm - experience - humor.

### Direct Report

- [None Provided]
- I appreciate the shift to being more flexible and open to change as the company evolves compared to prior leadership. I think the openness and acceptance of feedback is positive and I am looking forward to seeing how this new outlook coming from the top will impact the future of the organization. Jamie is humble and seems to appreciate and respect the opinions of his team, which I think will help him be a great leader.
- The trait of Jamie's leadership that I am appreciating the most thus far is his humility. Going from peer to supervisor is not an easy transition for the person being promoted or for the team. No matter how you slice it, the relationships and dynamics do change. By showing a great deal of humility, Jamie has allowed this transition to occur very smoothly. While I fully expect him to put his mark on the role, he has not come in looking to change everything on day one. This takes a level of patience and humility that not many leaders display when put into similar positions.
- He has a very strong work ethic and he is the embodiment of what it is to be part of this organization. He really took to heart when Company got acquired and carried over that same passion, as if Company had acquired Company. There is a very strong sense of ownership that he carries to the entire organization. He is not afraid to take on bold goals and strategies and he makes the team embrace those goals with the same commitment.
- His efforts to work on changing his leadership style from two years ago and working on improving himself and building relationships outside of sales. Also, taking constructive criticism and reflecting on ways to improve.



## Other

- [None Provided]
- He has very good commercial skills and shows enthusiasm

## What remains unclear about this person's leadership?

### Boss

- [None Provided]

### Peer

- [None Provided]
- I've not yet seen Jamie amongst his team, so still not clear what is his 'style' of leadership
- I'll wait for the first 100 days :-)
- Early in his new role so yet to fully prove himself.
- That he can really isolate what needs to change / where investment needs to occur and then make it happen. I don't think he wants to be or should be a Bob clone.
- Still early days...

### Direct Report

- [None Provided]
- How much of the politics will change him as a leader. Will he be a leader that North America needs or a leader that he thinks Global Leadership wants?
- We have not seen how Jamie is under heavy pressure yet, politically or otherwise. His predecessor tended to insulate the team from outside pressures in a way best described as combative. Jamie is very different and we have not seen his full style on display yet so how he responds to these pressures is unknown for now. This is not a negative view but, rather, an unclear and unseen part of his leadership thus far.
- Obviously there will be a learning curve, as this is the biggest challenge he had so far in his career. And although he still has room to grow, all his career so far and the leaders that mentored him helped to be as ready as possible. He was given a very financially strong organization, although this transition will be crucial as the organization faces challenges in terms of talent management and possible slowdown of the economy.
- Making tough personnel decisions are sometimes uncomfortable for Jamie.

## Other

- [None Provided]
- I hope that coming from the sales side of the business that he approaches this new role from an balanced perspective regarding sales, operations and engineering.