



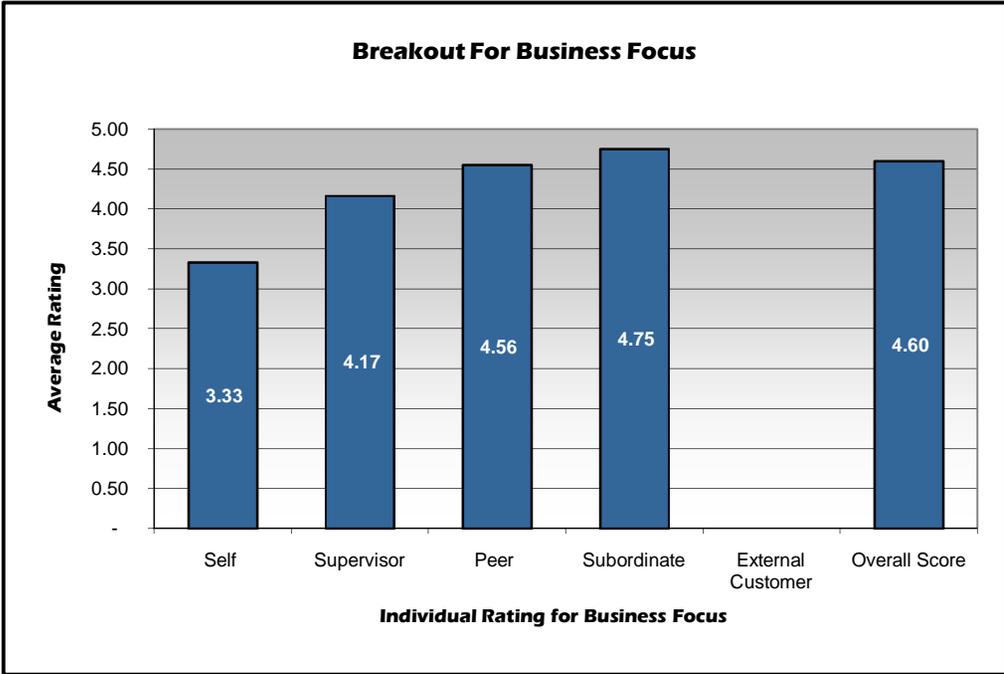
Official Report for:

John Doe

22 September 2010

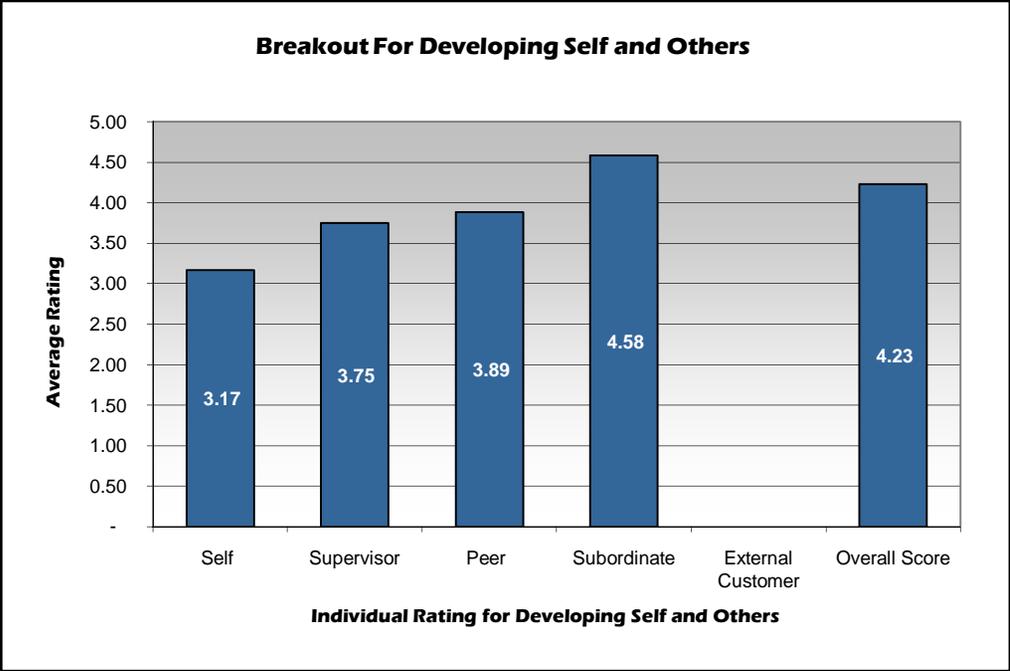


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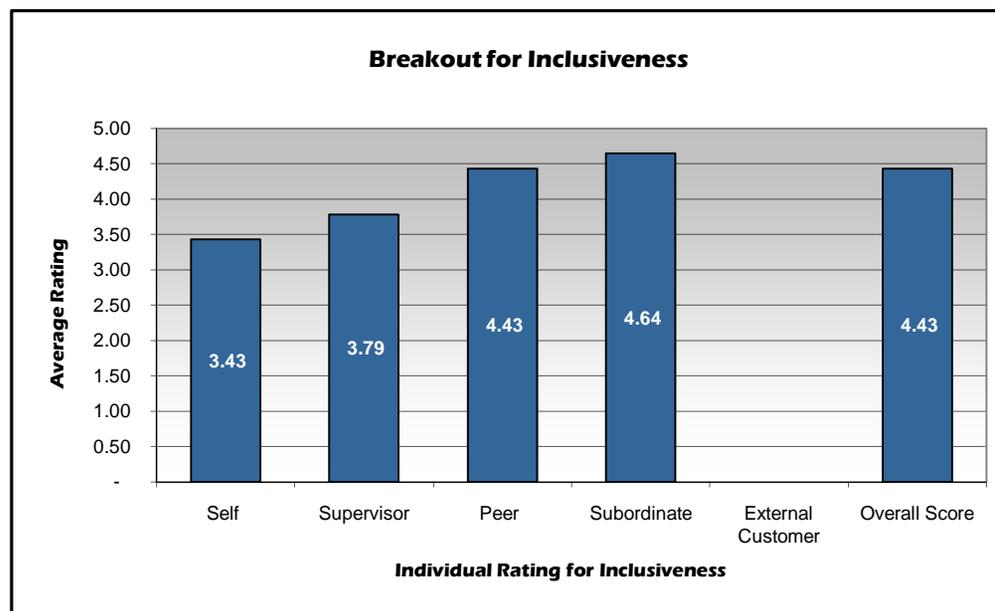
SECTION 1: Business Focus						
	Self	Supervisor	Peer	Subordinate	External Customer	Overall Score
1. Understands the organizational mission and goals.	4.00	4.50	4.67	5.00		4.88
2. Makes decisions based on organizational strategy, goals, and priorities.	4.00	4.00	4.33	4.75		4.50
3. Is an advocate of the organization's vision or purpose.	2.00	4.00	4.67	5.00		4.75
4. Exercises fiscal responsibility and manages budgets (if applicable) and supplies, equipment, expenditures appropriately.	2.00	3.50	4.33	4.25		4.13
5. Understands our industry and its global ramifications.	4.00	5.00	4.67	4.75		4.75
6. Faces the key challenges for the future, is a strong advocate for change that will make short or long term improvements.	4.00	4.00	4.67	4.75		4.63
	3.33	4.17	4.56	4.75		4.60

Additional Comments: John is always open to new ideas that makes everyone's job easier. John stays abreast of new developments in the industry and makes sure Hi-Lite competes where we are able. Understands the industry better than most. Not afraid of change. Sometimes has difficulty prioritizing. John is very organized and focused on the goals and mission of the company. John has a very good grasp on our industry and is always looking for new opportunities. John sets the standard in understanding the direction of Hi-Lite and its global path. John is always seeking out new opportunities for Hi-lite and to increase sales. He understands how RejuvaSeal fits into the overall picture.



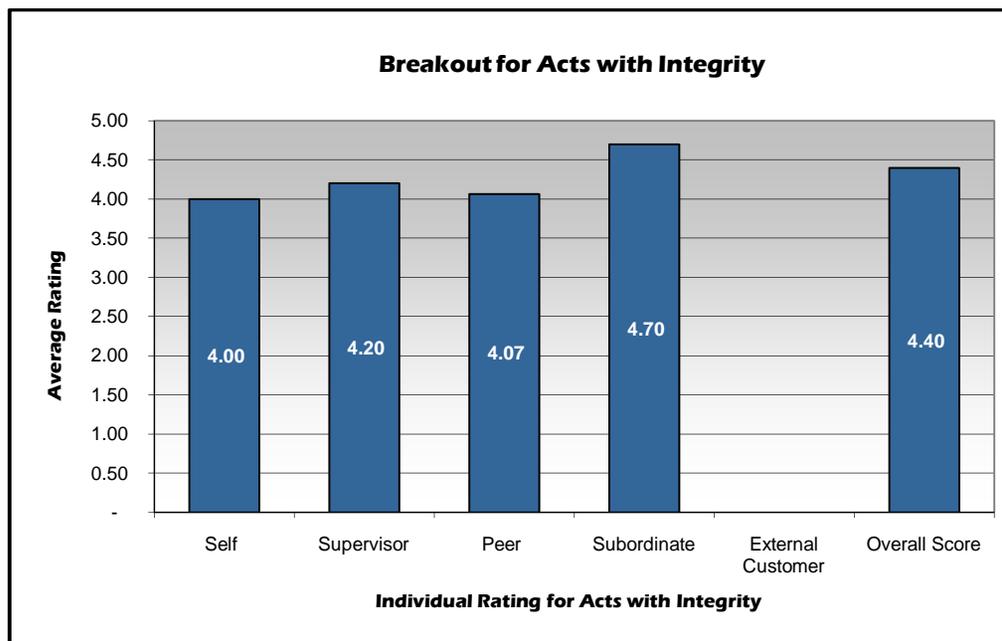
SECTION 2: Developing Self and Others						
	Self	Supervisor	Peer	Subordinate	External Customer	Overall Score
7. Understands strengths and weaknesses of peers and direct reports.	4.00	4.00	4.00	4.50		4.25
8. Sets appropriate development goals for self and others.	3.00	3.50	3.67	4.75		4.25
9. Provides motivation to others; maintains a positive attitude.	3.00	3.50	4.00	4.25		4.13
10. On projects and priorities, holds self and others accountable for timeframes and improvements.	3.00	3.50	3.33	4.50		3.88
11. Mentors others within the organization.	3.00	4.00	4.00	4.75		4.38
12. Provides both positive and negative feedback in a constructive way.	3.00	4.00	4.33	4.75		4.50
	3.17	3.75	3.89	4.58		4.23

Additional Comments: John is always positive and puts a lot of faith in his co-workers. John does not always get things done in a timely manner, but is given so much that he does what he can in the time he has. Works well with different personalities of peers. Not a great goal setter. Most of the time his peers do not know where he is or what he is working on, however when you are with him, he is all about teaching and sharing his knowledge. Not afraid to share positive and negative feedback - most of the time in a constructive way. John is very proactive about developing himself and others in the company, more so than a lot of others. Always has good intentions but loses focus on the details. He is much more of a big picture thinker. John is always working with the team to bring out the best in them. No matter if its sales or operations John is looking for solutions and working to improve the processes. John does lose track of priorities and project deadlines on occasion.



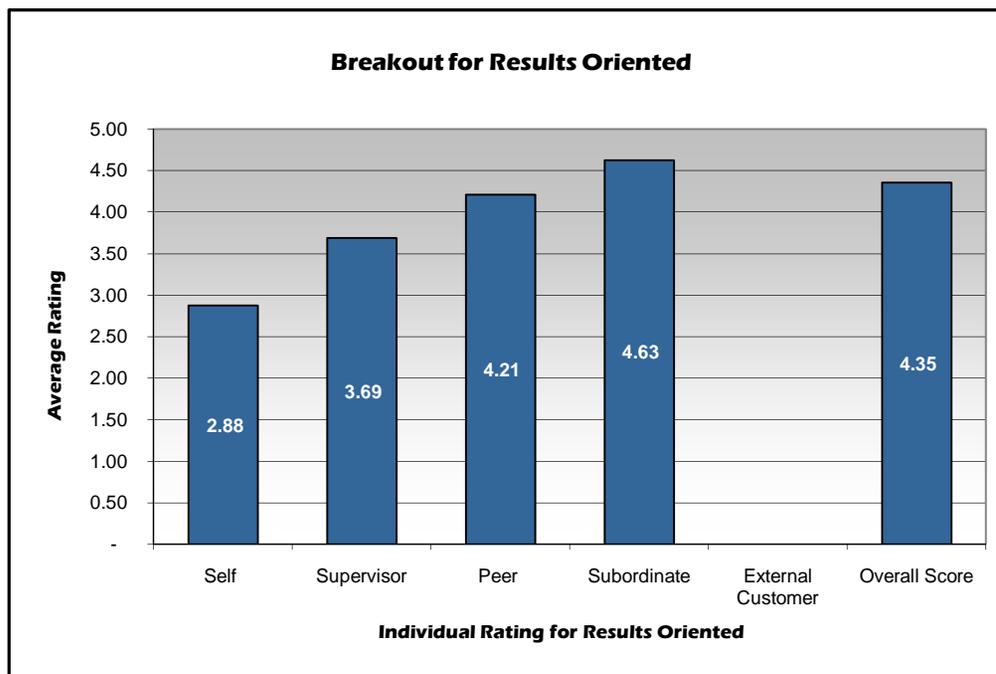
SECTION 3: Inclusiveness						
	Self	Supervisor	Peer	Subordinate	External Customer	Overall Score
13. Treats people with different backgrounds with respect and as equals.	4.00	4.00	4.33	4.75		4.50
14. Encourages others to express diverse opinions.	3.00	3.50	4.67	4.50		4.38
15. Values and appreciates diversity.	3.00	3.50	4.67	4.75		4.50
16. Does not 'play favorites'.	3.00	4.50	4.67	4.75		4.63
17. Directly confronts inappropriate behavior in others.	3.00	4.00	4.33	4.25		4.25
18. Shows respect for others regardless of position, background, or experience.	4.00	3.50	4.00	4.50		4.13
19. Considers alternative ideas and opinions when making decisions.	4.00	3.50	4.33	5.00		4.63
	3.43	3.79	4.43	4.64		4.43

Additional Comments: John is very open minded in all situations. John treats all subordinates and peers equally, and has no trouble expressing his opinions toward their comments and ideas, but is rarely outright negative. When he interacts with his peers he definitely respects them and does not play favorites. He is not afraid to discuss behaviors that he has seen in others. He actually tries to stomp on it. He knows the industry very well and sometimes does not listen to others' ideas because he knows he is right. John always treats everyone with the utmost respect regardless of how long they have been with the company. Appreciates what everyone brings to the table. John has been known to get frustrated with other team members. John must work to stay above the day-to-day shenanigans that sometimes gets in the way of peak performance.



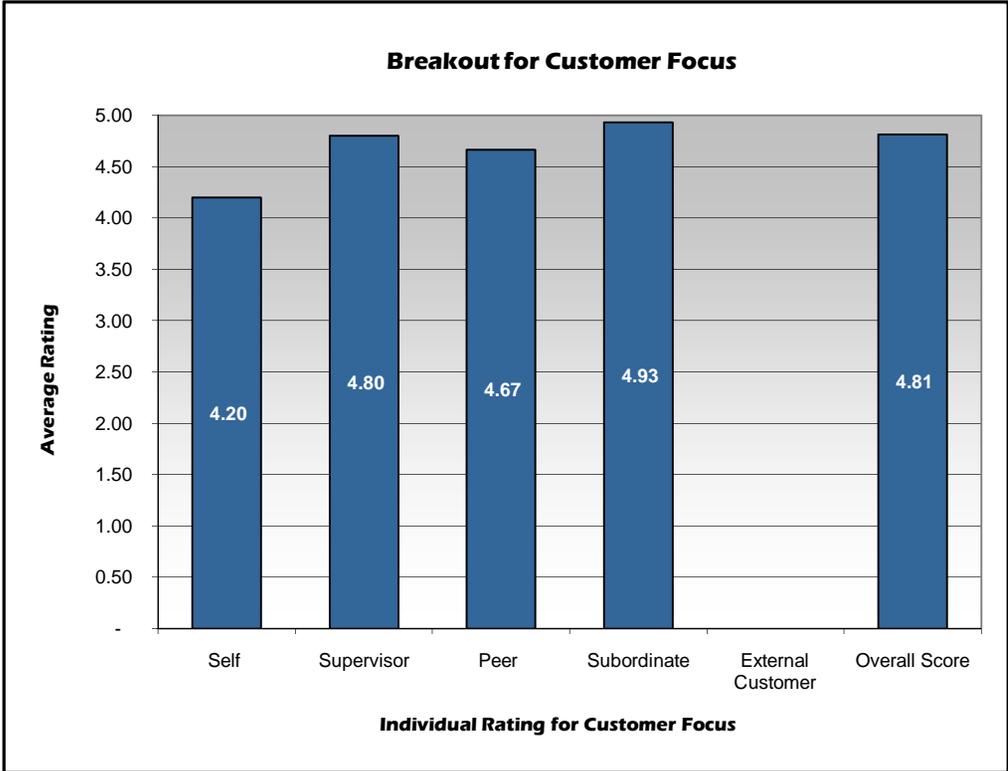
SECTION 4: Acts with Integrity						
	Self	Supervisor	Peer	Subordinate	External Customer	Overall Score
20. Communicates directly; says what I/he/she means.	3.00	4.00	4.00	4.75		4.38
21. Admits to mistakes.	4.00	5.00	4.33	5.00		4.75
22. Follows through on commitments.	4.00	3.50	3.33	4.50		4.00
23. Is forthcoming and honest.	4.00	4.50	4.33	4.75		4.50
24. Takes credit only for my/his/her work; does not take credit for others' work.	5.00	4.00	4.33	4.50		4.38
	4.00	4.20	4.07	4.70		4.40

Additional Comments: John gets overloaded and may promise to do something, but sometimes he forgets or does not have the time, and you have to ask multiple times or call him and get the information yourself to make sure things are taken care of in a timely manner. He is very frank and says what he means. I have never known him to blame someone else for a mistake he may have made. A little slow following through on commitments, forgetful, unorganized. Very forthcoming and honest - has nothing to hide and gives credit where credit is due. John is one of the few people that openly admits when he makes a mistake and takes the appropriate actions to correct the situation. Does not follow through well, especially with the office. E-mails and messages are often ignored. John is honest and straightforward. Despite the myriad responsibilities he has he still pushed forward. John is a trusted team member.



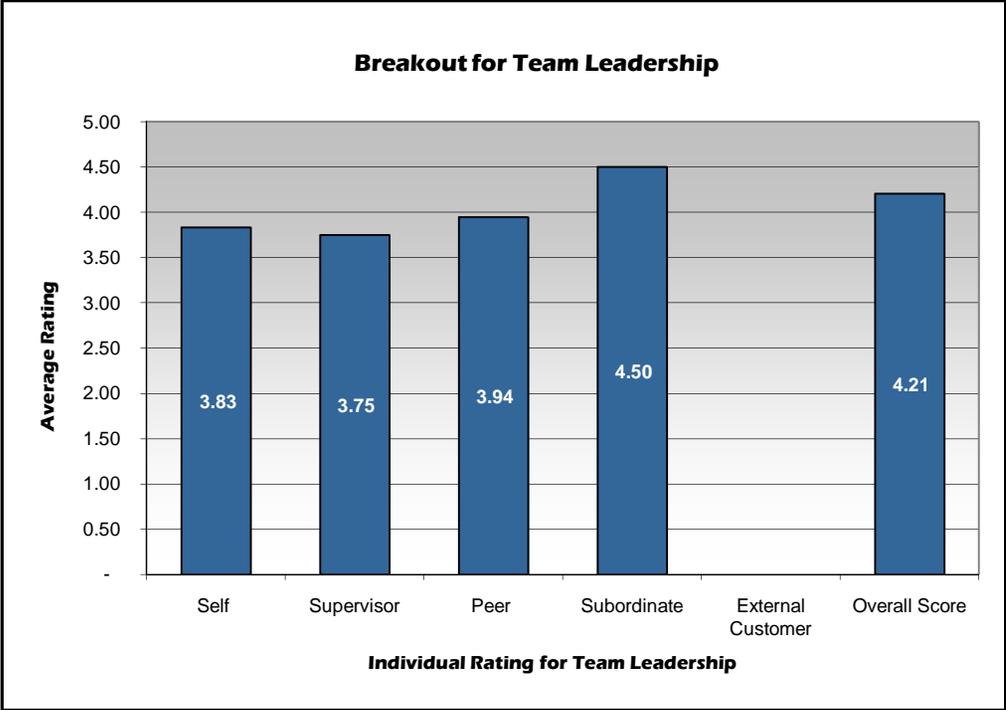
SECTION 5: Results Oriented						
	Self	Supervisor	Peer	Subordinate	External Customer	Overall Score
25. Proactively addresses issues before they become problems.	3.00	4.00	4.33	4.00		4.13
26. Conveys a sense of urgency when necessary.	3.00	3.00	4.67	5.00		4.63
27. Uses resources effectively (including staff, time, budget).	3.00	4.00	3.67	4.25		4.00
28. Effectively prioritizes initiatives, projects, and tasks.	3.00	3.00	4.00	4.75		4.25
29. Delegates or has the ability to delegate initiatives, projects, and tasks appropriately.	2.00	4.00	4.33	5.00		4.63
30. Considers the financial and time impact of decisions made.	3.00	4.50	4.33	4.75		4.50
31. Sets challenging yet appropriate goals for self and others.	3.00	3.50	4.00	4.25		4.13
32. Stays abreast of progress on key projects, initiatives, and goals.	3.00	3.50	4.33	5.00		4.57
	2.88	3.69	4.21	4.63		4.35

Additional Comments: I know that he sets goals for himself, but does not really share them with others. He needs to become more organized to stay focused. Going in many different directions. Not entirely his fault. Very flexible - schedule changes constantly and has never been an issue. He tends to work on the project at hand and other key projects fall by the way side until he is reminded of it. I believe that John tries to proactively address issues before they become a problem but in most cases the issues accelerate so fast that he cannot address them fast enough or is unsure how to approach the issue with an individual. As he is always looking to the next opportunity, the here and now is often lost. John is very even keeled and does not always convey a sense of urgency like he should. John is always moving forward and does not get rattled easily. Because he is going in so many directions things get missed.



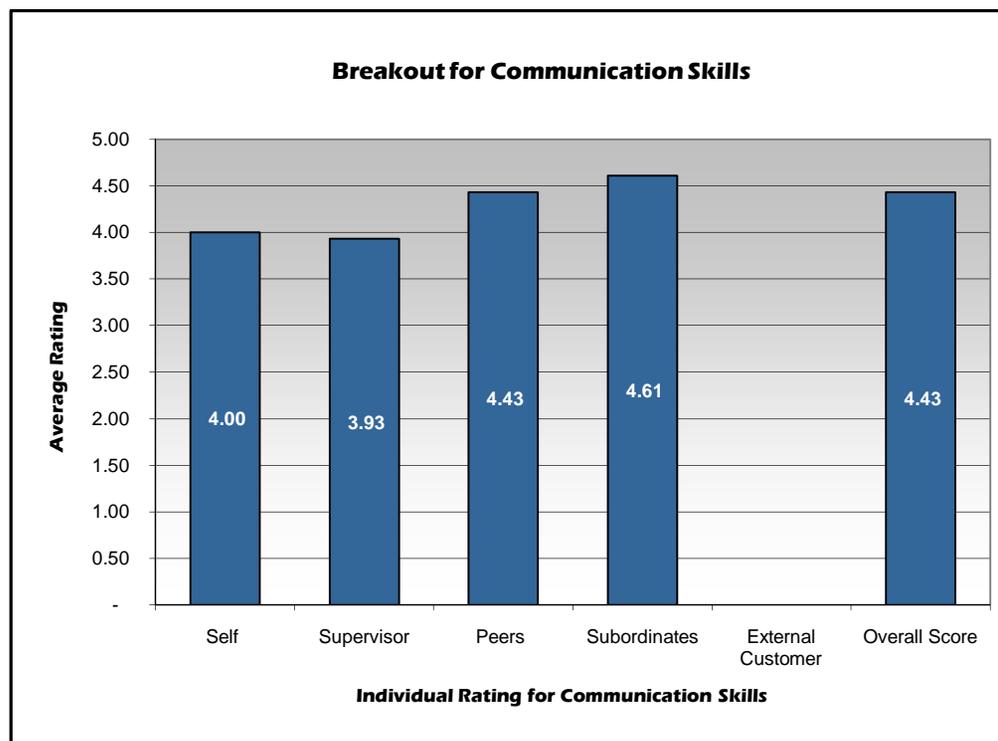
SECTION 6: Customer Focus						
	Self	Supervisor	Peer	Subordinate	External Customer	Overall Score
33. Understands the needs of the organization's most important customers.	4.00	5.00	4.67	5.00		4.88
34. Manages customer expectations.	4.00	4.50	4.67	4.67		4.57
35. Champions initiatives that will make things easier for the customers.	4.00	4.50	4.67	5.00		4.88
36. Makes customers a top priority.	4.00	5.00	4.67	5.00		4.88
37. Understands the impact of my/his/her decisions on customers.	5.00	5.00	4.67	5.00		4.88
	4.20	4.80	4.67	4.93		4.81

Additional Comments: John is very customer-centered, and understands that in our industry, word of mouth is just as or more powerful than direct marketing and business relationships. Totally customer satisfaction oriented. Whenever he makes a decision the customer is the first thought for what the outcome may be. I don't believe that there is anyone in the company that is more customer driven than John. John is a salesman - the customer is first and foremost. John sets the standard in customer focus. Must learn to balance productive and profitability with the customer needs.



SECTION 7: Team Leadership						
	Self	Supervisor	Peer	Subordinate	External Customer	Overall Score
38. Makes sure everyone has adequate resources to succeed (proper information, time, and follow-through).	4.00	4.00	4.00	4.25		4.13
39. Establishes clear expectation of self and others.	3.00	3.50	4.00	4.50		4.25
40. Ensures everyone is working well together.	4.00	3.00	3.67	4.25		3.88
41. Leads by example; walks one's talk.	4.00	4.00	4.00	4.50		4.25
42. Gets others to work toward shared goals or improvement goals.	4.00	4.00	4.00	4.75		4.38
43 Collaborates with quality talent in and outside your immediate team/office.	4.00	4.00	4.00	4.75		4.38
	3.83	3.75	3.94	4.50		4.21

Additional Comments: John has advocated strongly for everyone on the Texas crew to be cross-trained in everything so that things are never stopped because one person is sick or gone. Works very well collaborating with the team in the field but not so well with the office staff. John is very much a team player. Has a lot of ideas and knowledge, needs to learn to ask for assistance from the office and respond to the office on requests. John has been faced with many strong personalities in Guatemala and was capable of bringing the team back together when faced with chaos and disaster. Was able to set aside personal frustrations to look at the big picture.



SECTION 8: Communication Skills						
	Self	Supervisor	Peers	Subordinates	External Customer	Overall Score
44. Listens to others attentively.	5.00	3.50	4.67	4.50		4.38
45. Adjusts message according to the audience or style preference of peers.	4.00	4.00	4.33	4.00		4.13
46. Expresses ideas clearly and concisely.	4.00	4.00	4.67	4.75		4.63
47. Speaks with credibility and confidence.	4.00	4.00	4.67	5.00		4.63
48. Shares information as needed by others.	4.00	4.00	4.00	4.75		4.38
49. Asks clarifying questions to confirm understanding.	4.00	4.00	4.33	4.50		4.38
50. Uses proper grammar and avoids jargon or slang.	3.00	4.00	4.33	4.75		4.50
	4.00	3.93	4.43	4.61		4.43

Additional Comments: Always very attentive. He knows what he is talking about and is very confident when speaking. Shares information when asked. John listens and conveys his intentions with confidence. Sometimes tends to forget that everyone is not on the same page he is and starts mid stream when explaining/reviewing something rather than explaining from the beginning. John understands the needs of Hi-Lite and the customer. Sometimes he can be too passive and not directly state the issues. John takes charge when necessary.

SECTION 9: Narrative Response

The one or two things I admire most about this person is:

John has the ability to bring the best out of co-workers by empowering them with his confidence in their abilities. Always encouraging people to go the extra mile to better themselves.

- 1) In-depth knowledge of the industry as a whole, including methods, specifications, bureaucracy, technologies, etc.
- 2) Ability to speak his mind and present the facts no matter how hostile the audience may be, or how angry or upset he is.

He loves his job and dealing with customers to share his knowledge.

He is very flexible - his schedule changes all of the time and he rolls with it.

John is a good mentor. Respect, his word is law.

One thing I admire about John is his sincere desire to improve the employees under him.

John truly believes Hi-Lite mission and is willing to do whatever is asked and go wherever he needs to travel.

John does not get rattled. He understands the needs of the organization.

The one or two areas that this person needs to work on is:

John needs to work on his organization skills.

He needs to ask for help - with a little guidance, there are several people who could help alleviate his work load.

Organization and looking at the big picture, not just the project at hand.

Communication with the office staff - they need his knowledge also. He would have a lot more respect from them if he shared his information.

One thing that Brian needs to work on is quality control.

John needs to respond and answer other employee's questions or requests.

Making sure he is always available. Needs to work more closely with the office staff.

Leadership Potential

In terms of this person's leadership potential, what strengths exist:

John does an awesome job leading and developing talent within the company. He is my favorite supervisor to work for.

Credibility - John knows what he is talking about and rarely presents something before he has done his research and knows the facts.

Experience - He has run the equipment, made the material, met the authorities, and has the knowledge to help him make tough decisions.

His wealth of knowledge and being a part of the team. He is not afraid to teach the new guy and I think he actually may like it. Knows what the end result is in regards to our customers and employees.

Dedicated, Knowledgeable, Diverse and Positive Attitude.

Total commitment and belief in what he is doing and the knowledge to make others believe in it also.

John stays above office politics and stays calm when faced with challenges. He is an example of the Hi-Lite vision and priorities.

What things would this person need to improve upon or develop to achieve their full leadership potential?

Nothing, John does an awesome job.

A little more interest in interacting with his co-workers and spending time in his office might be helpful in fostering the personal relationships that aid in getting things he needs done in an effective and timely manner.

More organized and not so scatter brained. Hates doing paperwork, but it comes with the job. He is the last to turn things in.

Communication.

Bring others in to assist They will make him look better and he can then be more organized.

Needs to better understand the financial aspects of Hi-Lite. John needs to make himself readily available to the team and take care of the small details that sometimes gets left behind.

Leadership Potential

Describe one thing this employee should *stop* doing.

Smoking. He is in a position where he is dealing with the public. He smells like cigarette smoke all of the time. It is probably a turn off to most people.

John needs to stop getting frustrated with some team members and work more closely with them. It takes the entire team working in the same direction to be successful.

Describe one thing this employee should *start* doing.

Doing paperwork in a timely manner. The office brings it up on many occasion that he has not turned stuff in. Does not make him look good. He loses respect from others.

John needs to not always look like a worker and dress for success. His image can be sloppy at times.

Describe one thing this employee should *keep* doing.

Learning and sharing his knowledge - he has a wealth of it. Communication skills with our customers is impeccable.

Keep enjoying your job, and the satisfaction you show at Hi-Lite. You work hard to make Hi-Lite successful.