



GENERAL COMMENTS

Colleagues and/or Supervisor groups were asked to provide optional information that might help you in developing an action plan for improvement. The comments are reproduced below:

Mike is highly respected both inside and outside the organisation. He is very bright, has a positive attitude and gets things done. He is an approachable manager who is generous with his time. I've had feedback from peers that at times Mike spends too much time getting buy-in from colleagues who aren't part of the decision process. From what I've seen, Mike could probably benefit from delegating more tasks to his capable team, but he manages the workload, so he is obviously capable.

Mike is good at handling things and can anticipate where the land mines are and plan his approach accordingly. He has the skill to be both direct and forceful as well as diplomatic, but sometimes may miss when people feel uncomfortable or disagree with his direction. Sometimes, Mike finds it challenging to pull resources together effectively, and may rely too much on himself to get the work done. This results in scrambling at the last minute and having to work long hours to finish. Mike does not shrink from personal responsibility and can be counted on when times get tough.

Mike presents as very professional, with high levels of composure and has a settling influence in a crisis. He sets the bar very high for himself and can be unreasonably critical of his own actions and work. Mike has made a big impact on the company by using rigorous logic and methods to solve difficult quality control problems with effective solutions.

Mike possesses a combination of qualities, such as effective communication skills, strong ethics, empathy and technical expertise. He confidently solves technically challenging problems and makes quick decisions. He uses different ways of communication, such as phone, email, or any other, and he keeps everyone in the loop. I'd say that Mike could improve by involving his team more in some of the problem-solving and decision-making. Sometimes he doesn't share his deep industry knowledge as much as he could.

Mike, you always provide praise and recognition. I really admire your work ethic, but I think you could benefit from delegating more. The coaching and mentoring opportunities you have provided have been invaluable. I always feel optimistic and smarter after our one-on-one meetings.

I do enjoy working with Mike. He has a lot of innovative ideas, but he struggles to get the production leadership team on board with them. He's a strong communicator but doesn't collaborate that well. It's "my way or the highway" quite often. It's true that Mike is technically very sound, but there's value he could be getting from his line managers that's being left on the table.

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