

**FEEDBACK REPORT
for
DANIEL SMITH**

Total Respondents Invited: 15
Total Respondents Replying: 14
BOSS: Invited: 1 Responded: 1
EXECUTIVES: Invited: 4 Responded: 4
PEERS Invited: 2 Responded: 2
DIRECT REPORTS: Invited: 3 Responded: 3
CLIENTS Invited: 5 Responded: 4

#1. What are three or four of Daniel's greatest strengths?

BOSS

- Work Ethic – Daniel is a hard worker who will put in the time and effort to get the job done right
- Attention to Detail – He is very detailed oriented which he leverages very effectively in ensuring quality in the work he delivers
- Accountability – He dives in head first and with full ownership to all tasks that comes his way
- Delivery – Daniel gets the job done when it comes to execution and delivery; he holds himself to high personal standards that are very evident in the quality of his work
- Robust and creative thinking – Daniel is thoughtful in consideration of project challenges and objectives and utilizes that to evaluate all angles and design creative and robust solutions



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EXECUTIVES

- Attention to detail
- Daniel is detailed oriented.
- Detail oriented
- Daniel pays a great deal of attention to details which allows for requirements and deliverables to be very specific and to avoid re-work.
- Hard working
- Daniel is a hard worker.
- Hard worker and strong independent contributor; Internal drive that results in a high degree of focus, productivity, and project execution
- Passionate and proud of his work product
- Ability to understand and extract client requirements
- Daniel is very disciplined in trying to take the customer's perspective of how things should work and what would be easiest for the user.
- Strong follow up – takes personal responsibility for his work
- Demonstrates ownership – but only for projects that are doing well; distances himself from those projects and people that are perceived to not be in favor
- Daniel has strong organizational skills.
- He is organized in a way that fits well with expectations from Paul regarding project approach and documentation.
- Timely delivery of tasks

PEERS

- Thoughtful and friendly
- Daniel has always been friendly and conversational to me.
- Individuality
- Daniel is ok going against the grain, stating his opinion and generally having tough conversations. This individuality and honesty is a major strength.
- I very much respect Daniel's work ethic and determination. He is very disciplined and puts in his 110% each and every day (which has helped him climb that ladder here quickly)
- Diligence and focus towards achieving results and objectives of the project and/or task at hand.
- Extremely dedicated.



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DIRECT REPORTS

- Hardworking
- Resilient.
- Hard working
- Good Analytical skills
- Doing things in Quality
- Detail-oriented
- Clever
- Strategic
- Bold

CLIENTS

- If there is something on Daniel's plate, I have full confidence it will get done.
- Work ethic, reliability
- He gets things done, and stays on top of his projects.
- Daniel delivers high-quality products every time. He brings a lot of experience to his position.
- Consistently high quality work product
- No matter the nature or difficulty of a project, Daniel brings to it his full enthusiasm
- Precision, attention to detail
- He is incredibly detail oriented.
- Daniel does a nice job involving the business at the right point in a project.
- He ensures that all project stakeholders concerns are vetted thoroughly and listens to all suggestions brought to the table; keeping a very open forum for dialogue.
- Daniel is charismatic, knowledgeable and has impressive capacity.
- He brings thoughtful, creative, and relevant ideas and suggestions to the table
- Ability to write comprehensive, detailed specs for developers
- Responsiveness and desire to please internal customers
- His intelligence is of the most practical kind and perfect for his role – he knows the questions to ask, he can project forward, he knows how things work and can make great suggestions for the projects he works on, he sees the connections between things.
- He is one of the smartest people I know.



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**#2. What should Daniel do *more of*
to be even more effective in his role?**

BOSS

- Consider how he is perceived by others in his actions both in person and virtually
- Be cognizant of how his actions (either direct or indirect to others) may impact others
- Exercise patience. When Daniel makes up his mind on something he wants to act very quickly. At times he needs to take a step back and evaluate how to organize others around his line of thinking to create buy-in and support versus “bull dozing” his way to completion
- Recognize the achievements of others and learn to leverage them to collectively achieve success
- Provide coaching and guidance to his team

EXECUTIVES

- Improve his listening skills. He often dismisses advice without giving it due consideration.
- Daniel needs to listen better.
- Listen to others and digest for a moment before shutting an idea down. Sometimes I feel like Daniel may have his mind made up and dismisses suggestions from others that might improve upon his solution.
- Acknowledge the other person’s perspective would go a long way towards the individual feeling like they are welcome to continue to contribute.
- Listen to and respond to feedback from others.
When Daniel doesn’t agree with something he generally avoids the topic by stating that “we will discuss it later”. He doesn’t disagree but rather cuts off discussion. Instead of avoiding topics, Daniel should speak his mind.
- Accept that the plans you design may be modified through discussion. Be interested in everyone’s input.
- Develop the people that work for you so they can become capable of delivering quality projects under your supervision. Do not treat them as though it is a sink or swim situation.
- Learn to be a supportive manager
- Demonstrate leadership by coaching, mentoring and training his team members



- Provide coaching and guidance in an “open-door,” collaborative manner
- Build relationships with your peers and people who work for you
- Maintain a professional composure as well as a communication style
Build a plan and approach and obtain by-in from all levels of management (above, below, and to the side) rather than wait for the most senior person to “sanction” the plan and to tell everyone what to do.
- Work through the proper management and escalation chains rather than around them.
- Raise issues in a timely manner. And do so in a calm, not overly dramatic, manner.
- Demonstrate leadership by actively, intentionally, and genuinely collaborating with others.

PEERS

- Daniel should also show more positive reinforcement with his team by acknowledging their contributions and achievements. The positive reinforcement can be demonstrated through direct 1:1 feedback and in front of a larger group.
- Trust his team more and train them if they don't match his expectations
- Be more professional in his approach/demeanor with colleagues and co-workers

DIRECT REPORTS

- Improve essential communication skills
- Understand feelings of the people
- People management
- Control emotions
- Improve communication style
- Daniel should take some time off for himself.



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CLIENTS

- Be more tolerant of those who do things differently, even if his way would be better
- Show respect to EVERYONE, regardless of their level and position
- I think relationships can suffer because results are being driven forward. Remember to bring people along the journey with you. Relationships can suffer because of how Daniel drives results
- Daniel should spend more time investing in his people to ensure they can “carry the torch” for him where his capacity becomes inevitably stretched.
- Share the spotlight (I have seen progress in this area) and give credit to others’ where due
- Be more proud of the fact that he can handle more than most people, instead of resentful that he does more.

#3. What should Daniel do *less* of to be even more effective in his role?

BOSS

- Name drop. Daniel has a tendency to mention senior leaders when their involvement is unnecessary. This is unappreciated by others.
- When working with others, Daniel can give the perception that his time spent with them is simply a required step to “check them off” in order to meet the expectations of senior leadership.
- Wear his emotions on his sleeve; Daniel is passionate in his work, but he often shows his disapproval or discomfort very openly in meetings and interactions. He needs to set an example for others.
- Take things personally.

EXECUTIVES

- Less giggling
- Daniel tends to laugh at meetings while he is either presenting or other people are talking. This becomes extremely distracting and borders on rudeness.
- In meetings, Daniel can be very giggly. It feels a bit immature and over the top emotionally.
- “Command and control” method of fostering collaboration [do this less]. His messages can sound like “my way or the highway.”



- Name dropping [do this less]
- Name dropping used as a mechanism to empower or promote himself in front of others.
- Managing to the most senior person in the room [less]
- Waiting for the most senior person to show up for the meeting to begin [less].
- Taking things personally [less]
- Daniel can shut down a meeting participant by his words and/or tone of voice. Even though Daniel may be right in the facts of the issue or comment, the way it is conveyed can be destructive to the individual relationship or to the meeting dynamics. Not everyone is as bright as Daniel, or as experienced in his area. Extending a bit of grace without being condescending to those who might be slower or less experienced could be beneficial.
- Gossiping; talking about team members to other team members:
- Daniel wants to be completely in control of projects. He should run projects more as a democracy.
- Daniel can be highly negative of other people's ideas.
- Passive aggressive nature:
- "Turns off" and disconnects from work when unhappy
- Did not come into work for a day or two after receiving feedback that he needed to improve and was not meeting my expectations on certain fronts as a manager within my team

PEERS

- Less giggling when speaking. It makes his audience take him less seriously.
- Sometimes brutal honesty can be too much and you need to soften the message or keep your audience's perspective in sight.
- Daniel's tone can be too harsh and dictatorial.
- Judging people too quickly
- Dismissing qualified opinions too quickly
- Treat others (especially those who work for him) with greater respect by not yelling or raising his voice. Speak and think rationally in situations when providing feedback.
- Try to make his feedback constructive.
- When others are speaking, do not interrupt.
- Speak less and listen more as others may find it difficult to convey their point of view when Daniel is in the room.



DIRECT REPORTS

- Bugging people
- Emotions
- Reaction to an incident
- No comment.
- Daniel should put a maximum work hours limit on daily and weekly basis.

CLIENTS

- Think he does more than anyone else [do this less] (even if it's true)
- Expect everyone to be as smart as he is [less]
- Be less negative
- Daniel should take care not to appear like he is too overwhelmed or “complaining” about how much he and his team have to achieve.
- Gossip, speak ill of his supervisor and his direct reports [less].
- Name drop [less].
- Taking things personally [less].

**#4. For his professional development and success,
what else would you like to tell Daniel?**

BOSS

- Daniel has demonstrated an ability to deliver great work that is thoughtful, comprehensive, well organized, and rich in value. As an individual contributor he excels.
- His challenge is to cultivate and lead a team to execute and deliver in line with his own personal standards in a way that leverages the strengths of others.
- As an organization we value Daniel's work and are hopeful he can grow to manage delivery of the same caliber of work across a larger pool of resources.



EXECUTIVES

- Daniel is an incredible individual with extremely valuable skills. However Daniel will need to develop his team to deliver at the same level he does. To achieve this, he must focus on his management and interpersonal relationships. We are confident that Daniel will be able to learn these skills and therefore have agreed to invest in his coaching.
- Daniel would improve by becoming more of a facilitator instead of trying to be a micro-manager. He tends to want to be the center of all projects, controlling all facets at all times. Daniel should improve his collaboration skills.
- It appears Daniel has very high expectations of himself and of others. Mistakes have at times been responded to in a condemning or shaming manner. I would hope that Daniel could leverage his terrific knowledge and abilities in a way that would focus more on coaching and encouraging others.

PEERS

- It is very important to have a positive attitude and show positive energy with his team. Oftentimes his team members seem unmotivated. Be more considerate of others.
- Be more graceful in his approach when dealing with other people's work. Understand first and critique later
- I have observed a great deal of employee turn-over on Daniel's team. This is not the norm here and indicates potential issues in his personnel management skills.
- My favorite moment with Daniel was this past September when we were at the Dreamforce conference together. We were at the Red Hot Chili Peppers concert and after leading the team close to the stage, Daniel left the group so he could get even closer and dance his heart out. That. Was. AWESOME.

DIRECT REPORTS

- Less Attitude towards people
- Control emotions
- People management
- Value others time
- Ethics is the first step to development for any professional.
- No comment



CLIENTS

- Take suggestions and criticism less personally
- Daniel appears to be interested in developing a style of management that motivates his team versus demoralizes them. Criticizing or chastising is not coaching. Without intending to, I think Daniel can be experienced as condescending or demeaning. I know he is capable of channeling his high standards into a highly effective style of leading and managing.
- Daniel brings a lot to the table. I'm looking forward to the next stage in his evolution.
- He is an incredible asset and I value his contribution greatly. I also greatly value that he puts energy and passion into his work. He is a great example of our next generation at its best.
- Daniel creates a creative and productive working environment. While the mood is kept light there is a lot of important progress and work getting accomplished.
- Daniel is an intelligent and well-intentioned individual. I think it is great that he is doing this.



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