

ExcelView™ 360° – Coach Report

The ExcelView™ 360 Report includes the following five categories:

- Coaching
- Communication/ Dialogue
- Builds Trust
- People Interactions and Versatility
- Listening Skills

Within each of these sections there are a number of separate questions:

Coaching

- 1) Consults with direct reports to determine developmental goals.
- 2) Encourages two-way communication about expectations and responsibilities.
- 3) Takes a collaborative approach to problem solving.
- 4) Provides clear instruction, invites questions and responds with respect.
- 5) Establishes an environment that encourages employees to take ownership of their jobs.
- 6) As a manager, provides supportive performance feedback for development.
- 7) Assists others in problem solving, rather than just telling them how to solve the problem,

Communication/ Dialogue

- 1) Asks questions to clarify and understand.
- 2) Encourages two-way communication.
- 3) Invites people to raise issues and contribute to a solution.
- 4) Helps people feel comfortable sharing their opinions.
- 5) Asks questions to be sure instructions are understood, and invites feedback.
- 6) When something goes wrong, asks clarifying questions instead of jumping to conclusions.
- 7) Presents opinions in a way that makes it safe for others to disagree.

Builds Trust

- 1) He/ She follows through on promises and commitments.
- 2) Doesn't withhold critical information from others.
- 3) I trust this person to represent my interests even if I am not present.
- 4) I can express my honest opinions to this manager without fear of reprisal.
- 5) I feel this person treats others with respect.
- 6) Gives each person's ideas and suggestions fair consideration based on their own merit.
- 7) This person makes me feel appreciated for my contribution.
- 8) I trust what he/ she tells me to be accurate and true.

People Interactions and Versatility

- 1) Does not talk down to others.
- 2) Models versatility in dealing with others
- 3) Maintains a high level of respect for others.
- 4) Contributes ideas, asks questions, listens, raises issues constructively.
- 5) Establishes cooperative and positive relationships with associates.
- 6) Is open to considering other points of view.

Listening Skills

- 1) Listens carefully to understand the underlying concerns and needs of others.
- 2) Makes people feel safe speaking up and sharing dissenting opinions.
- 3) Will give me undivided attention when I am discussing something.
- 4) Makes me feel that my contribution is important by listening to my viewpoint even when we disagree.
- 5) Listens carefully to my suggestions and gives me honest, timely suggestions.
- 6) Does not make others feel that a different opinion is not worth having.
- 7) Models patience when others are speaking.