



HTM - Leadership Development Survey - October 2021

Individual Feedback Report

Alec Harmer

11/1/2021



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Introduction

You recently participated in a multi-rater feedback survey. Both you and your raters were asked to provide ratings of your effectiveness on many behaviors. The individuals who rated you were categorized by what relationship they have to you. For example, they may have been your leaders, colleagues, and persons directly or indirectly reporting to you. They were asked to be fair and accurate and to base their ratings on their observations of your performance in specific areas. This report presents the results of this multi-rater feedback process and contains your self-ratings and the ratings provided by your co-workers, as well as written feedback provided by your raters if applicable.

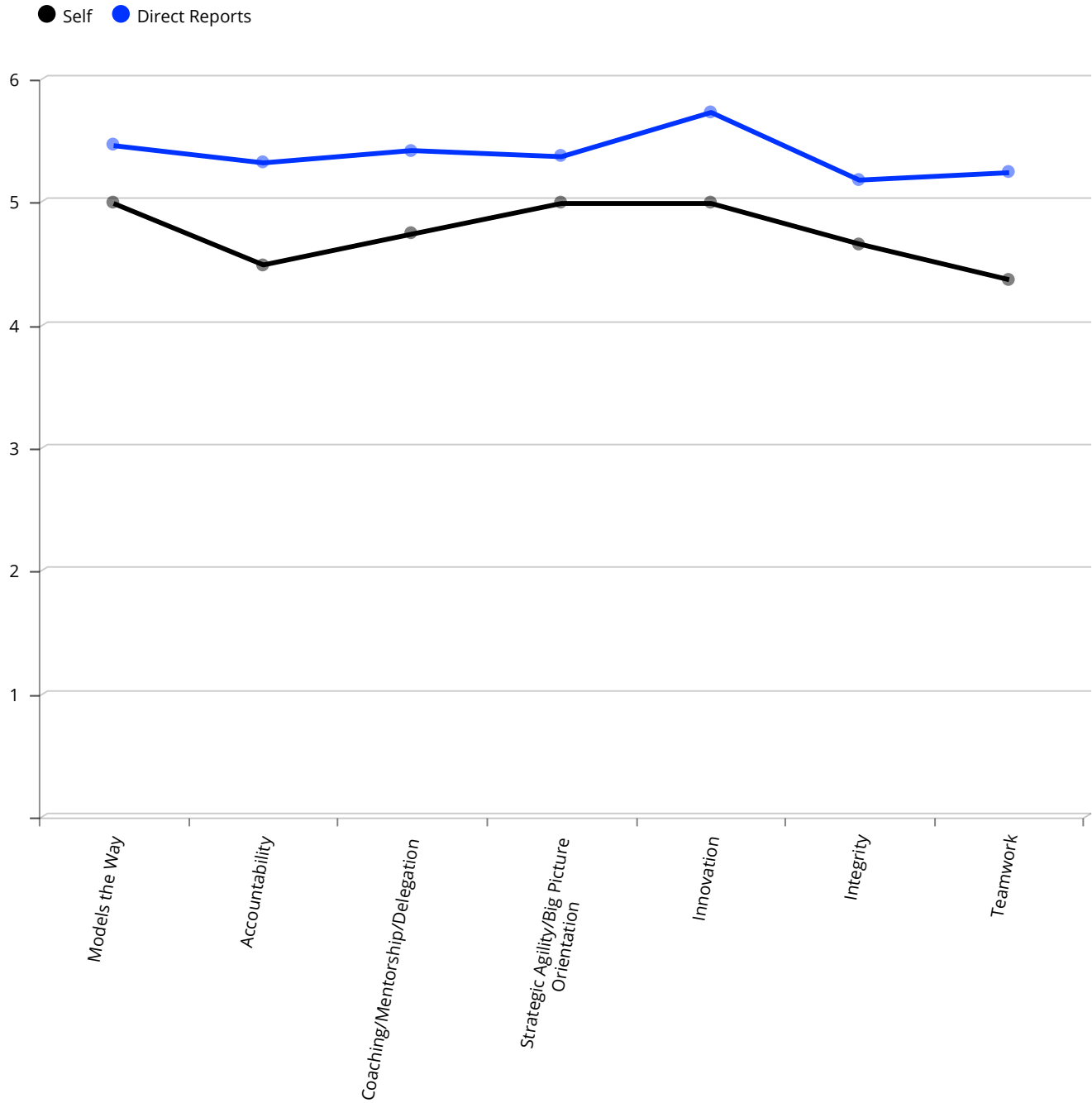
Purpose

The purpose of the multi-rater feedback survey is to help you explore how you contribute to the success of your organization, and to help you identify opportunities to become more successful and more fulfilled in your role. The report will identify “the gap”, which is defined as the difference of how you rate yourself compared to the individuals that rated your ability to perform based on the specific competencies

Results Summary

GAP Analysis - Line Chart

The scores are listed on the left (y-axis) and the competencies are shown along the bottom (x-axis). The average scores sorted by relationship categories are plotted.



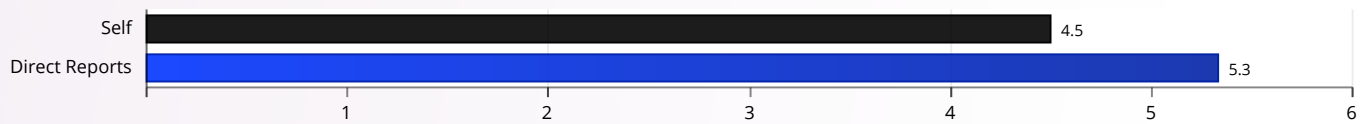
Results Summary

Observer Ratings Average

Models the Way



Accountability



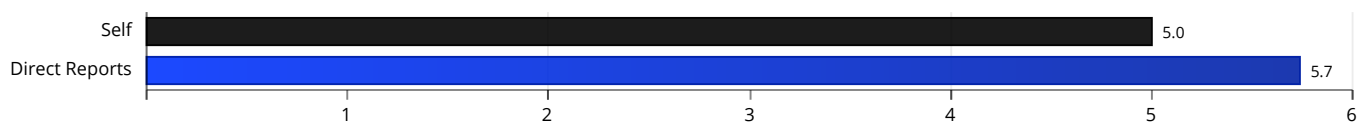
Coaching/Mentorship/Delegation



Strategic Agility/Big Picture Orientation



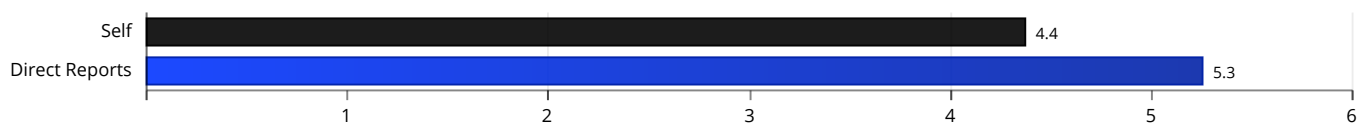
Innovation



Integrity



Teamwork



Results Summary

Your Strengths & Areas of Opportunity

Top 5 Strengths

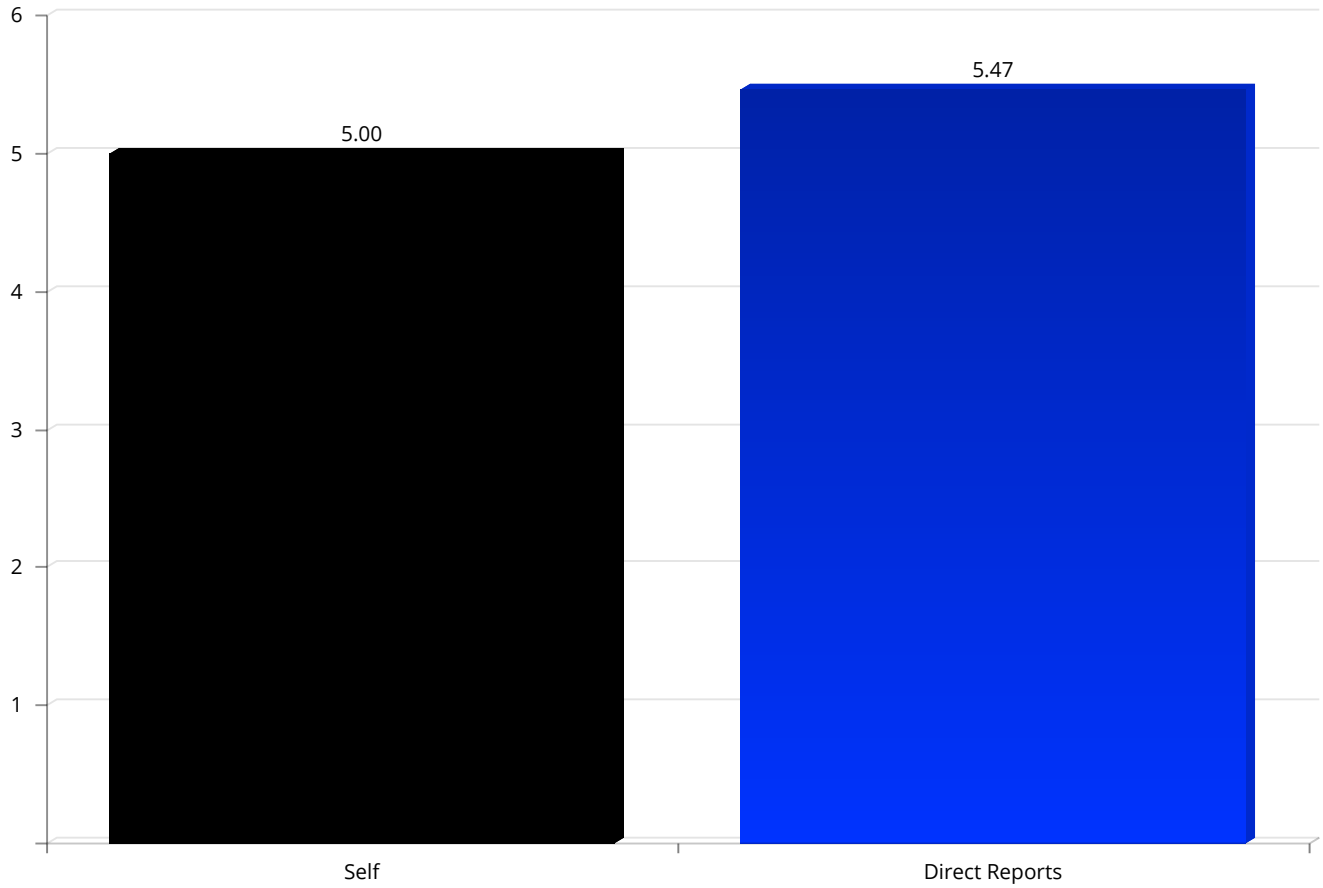
	Avg
28 Innovation Identifies innovative solutions and demonstrates “out of the box” thinking	6.00
32 Innovation Displays intellectual curiosity	6.00
5 Models the Way Supports decisions made by you and the other managers	5.83
20 Coaching/Mentorship/Delegation Develops learning opportunities for you	5.83
33 Innovation Actively leads efforts to drive innovation and change	5.83

Top 5 Areas of Opportunity

	Avg
37 Integrity Is trusted and respected throughout the organization	4.67
9 Accountability Meets deadlines and produces results in a timely manner	4.83
15 Coaching/Mentorship/Delegation Provides feedback to you on your performance	4.83
46 Teamwork Builds trust throughout the organization	4.83
26 Strategic Agility/Big Picture Orientation Looks outside the organization for best practices	5.00

Competency Analysis

By Competency - GAP Analysis Models the Way



Competency Analysis

By Competency - Observer Rating Average Models the Way

1. Sets a personal example of what is expected



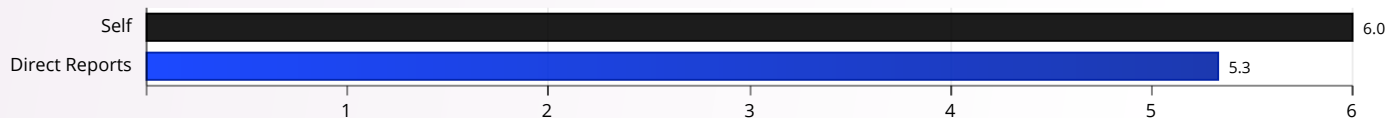
2. Demonstrates alignment and support around organizational values and norms



3. Develops cooperative relationships



4. Takes ownership for decisions



5. Supports decisions made by you and the other managers



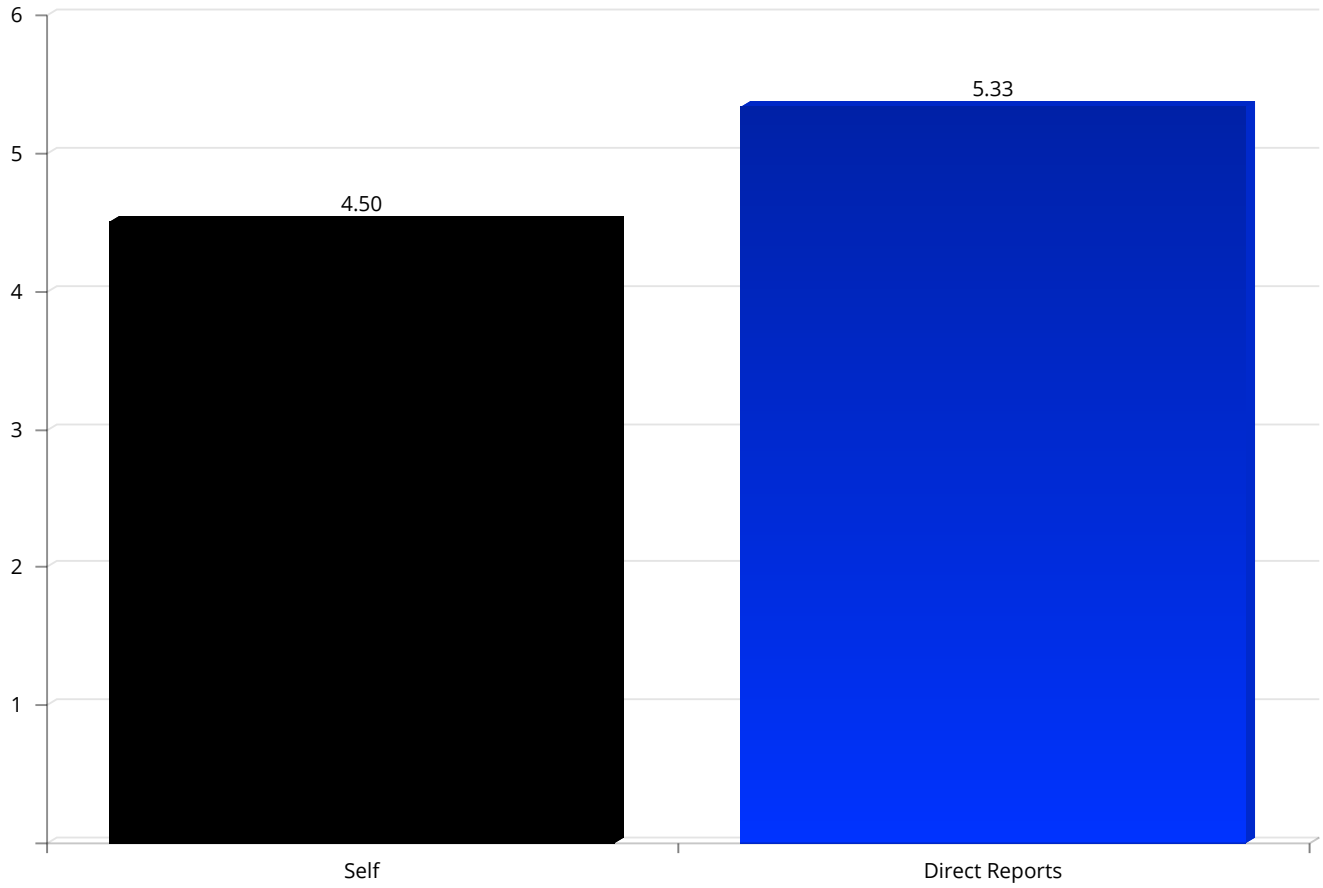
6. Supports day-to-day actions taken by you and the other managers



Competency Analysis

By Competency - GAP Analysis

Accountability



Competency Analysis

By Competency - Observer Rating Average Accountability

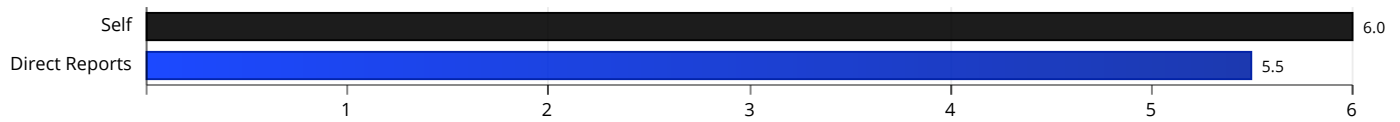
8. Holds himself accountable for delivering high quality work performance



9. Meets deadlines and produces results in a timely manner



10. Arrives for meetings on time



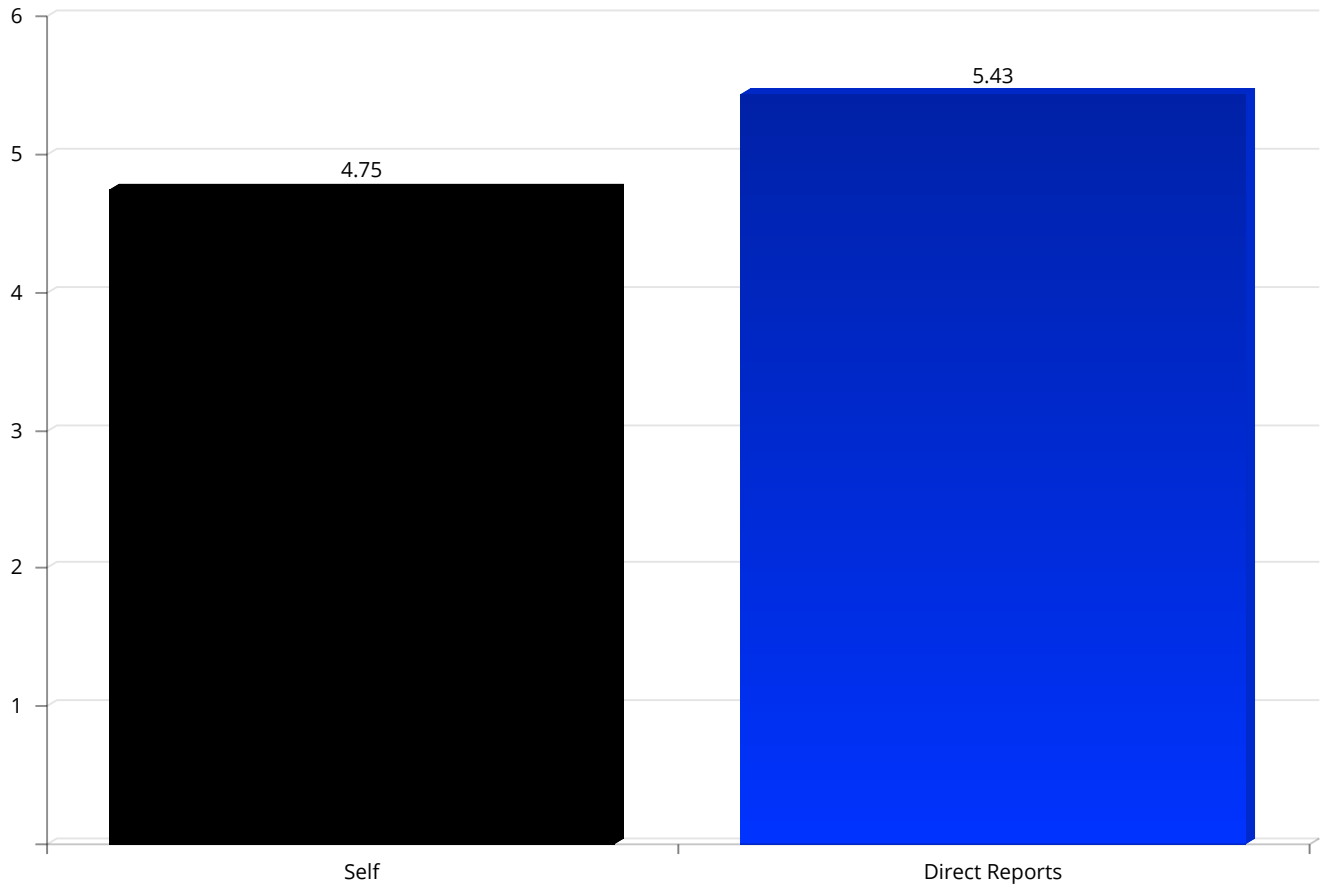
11. Prepares for meetings in advance



Competency Analysis

By Competency - GAP Analysis

Coaching/Mentorship/Delegation



Competency Analysis

By Competency - Observer Rating Average Coaching/Mentorship/Delegation

13. Motivates you by helping you realize your full potential



14. Provides coaching to you to improve your performance



15. Provides feedback to you on your performance



16. Regularly asks for feedback on his performance



17. Makes performance reviews a meaningful experience



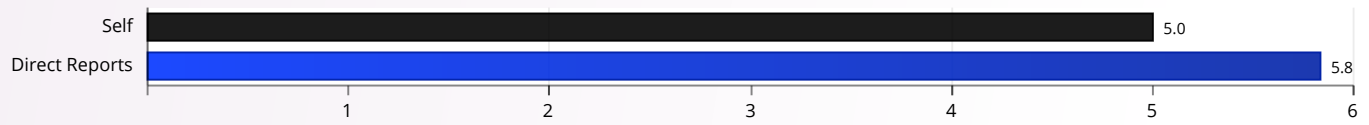
18. Delegates day-to-day work and complex tasks to team members in order to achieve results



19. Keeps you challenged

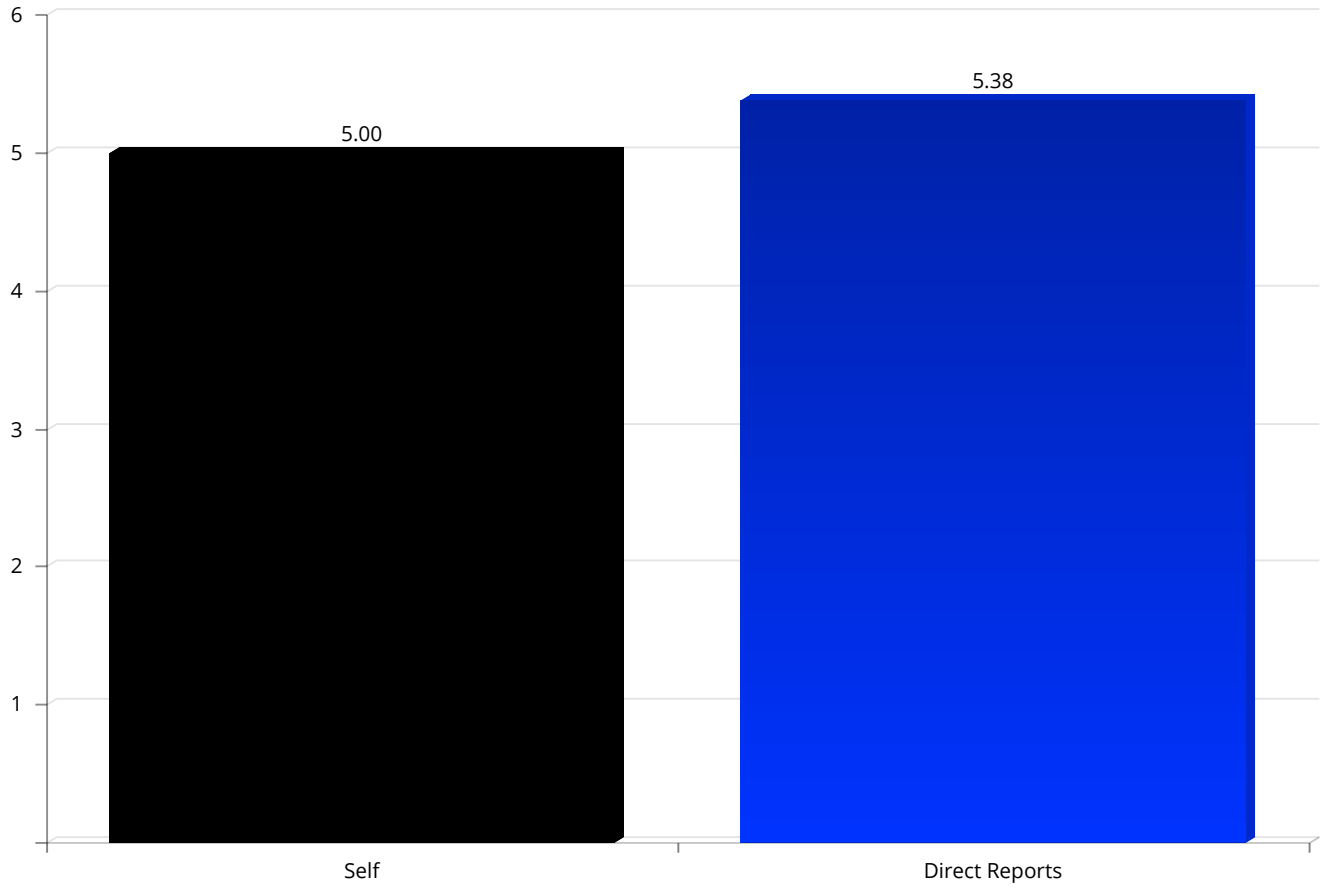


20. Develops learning opportunities for you



Competency Analysis

By Competency - GAP Analysis Strategic Agility/Big Picture Orientation



Competency Analysis

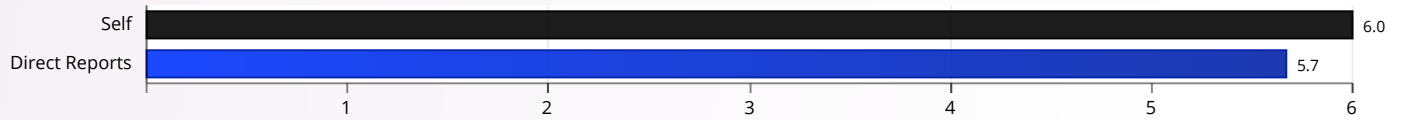
By Competency - Observer Rating Average

Strategic Agility/Big Picture Orientation

22. Thinks bigger picture when making decisions



23. Thinks strategically to improve the overall organization's performance



24. Translates the organization's vision and strategy to team members



25. Communicates the vision and long term strategy for the organization



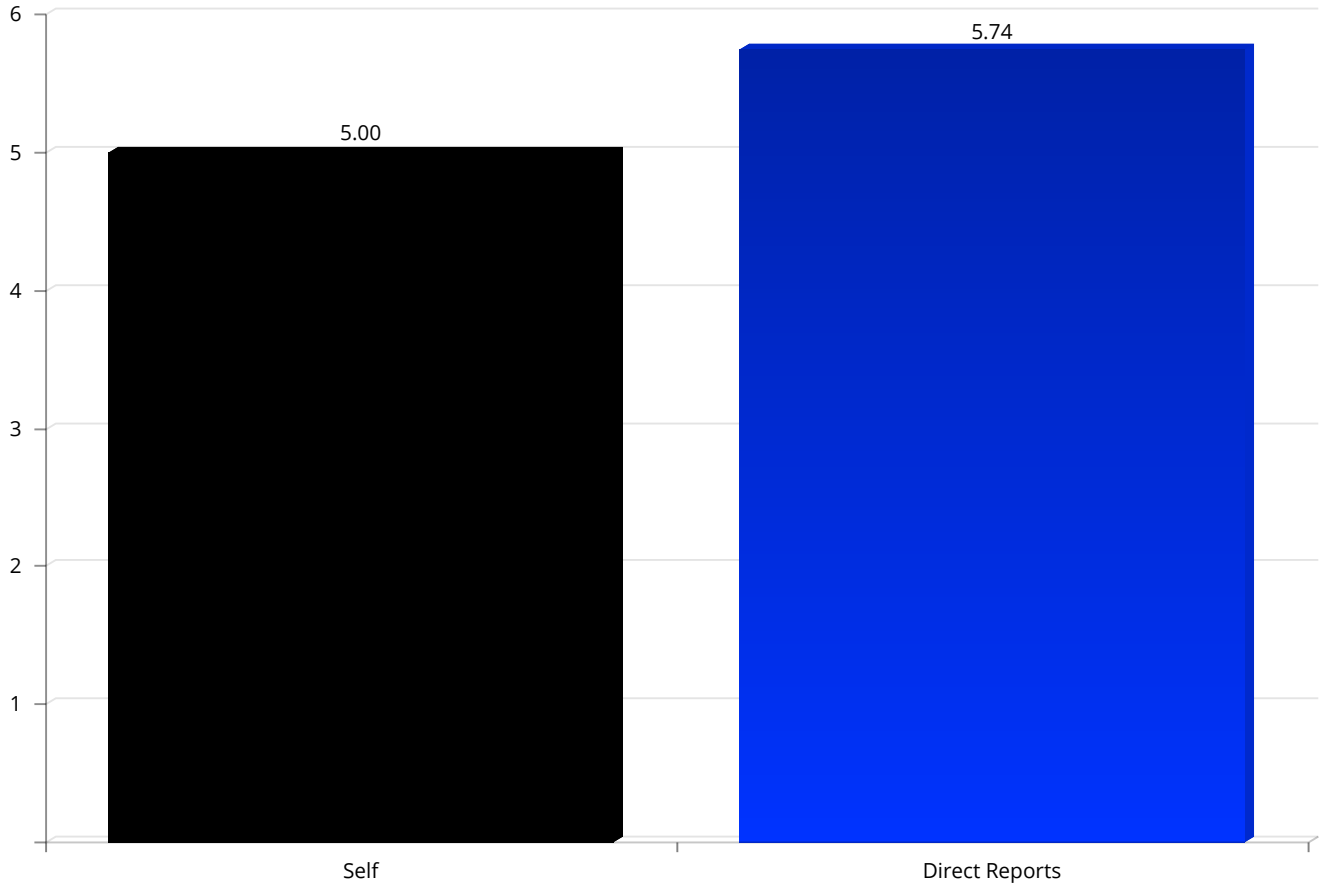
26. Looks outside the organization for best practices



Competency Analysis

By Competency - GAP Analysis

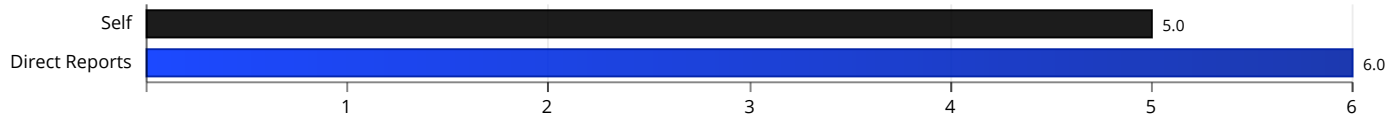
Innovation



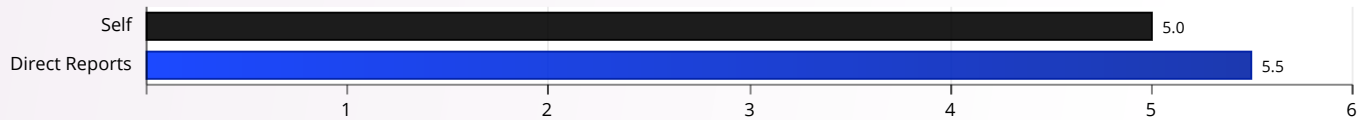
Competency Analysis

By Competency - Observer Rating Average Innovation

28. Identifies innovative solutions and demonstrates "out of the box" thinking



29. Provides suggestions for continuous business improvement



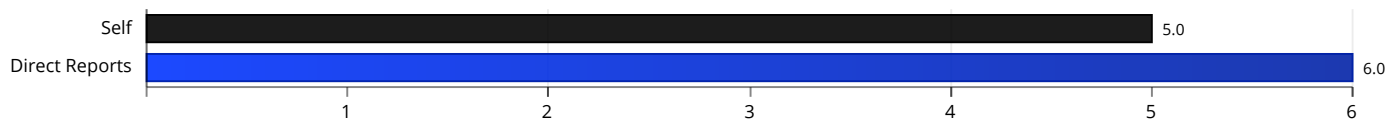
30. Leads and facilitates continuous business improvement strategies



31. Encourages team members to be creative and present new ideas



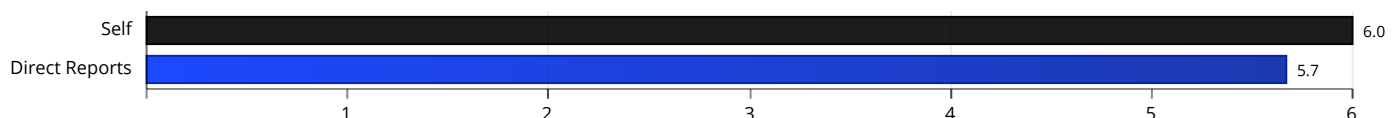
32. Displays intellectual curiosity



33. Actively leads efforts to drive innovation and change



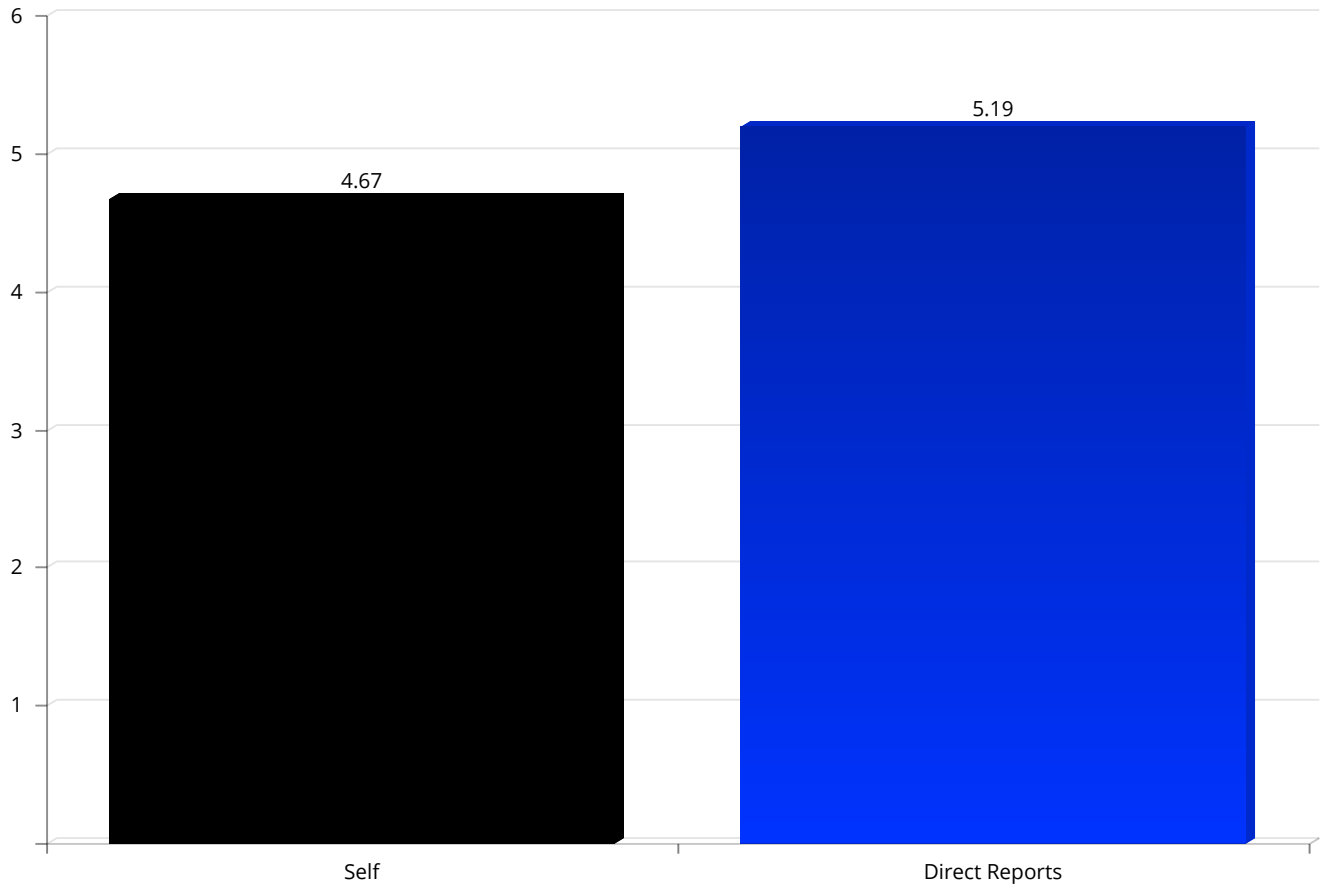
34. Is not afraid to take risks



Competency Analysis

By Competency - GAP Analysis

Integrity



Competency Analysis

By Competency - Observer Rating Average

Integrity

36. Is trusted and respected by me



37. Is trusted and respected throughout the organization



38. Demonstrates honesty and professionalism in all interactions (internal and external)



39. Follows through on commitments



40. Treats people with dignity and respect



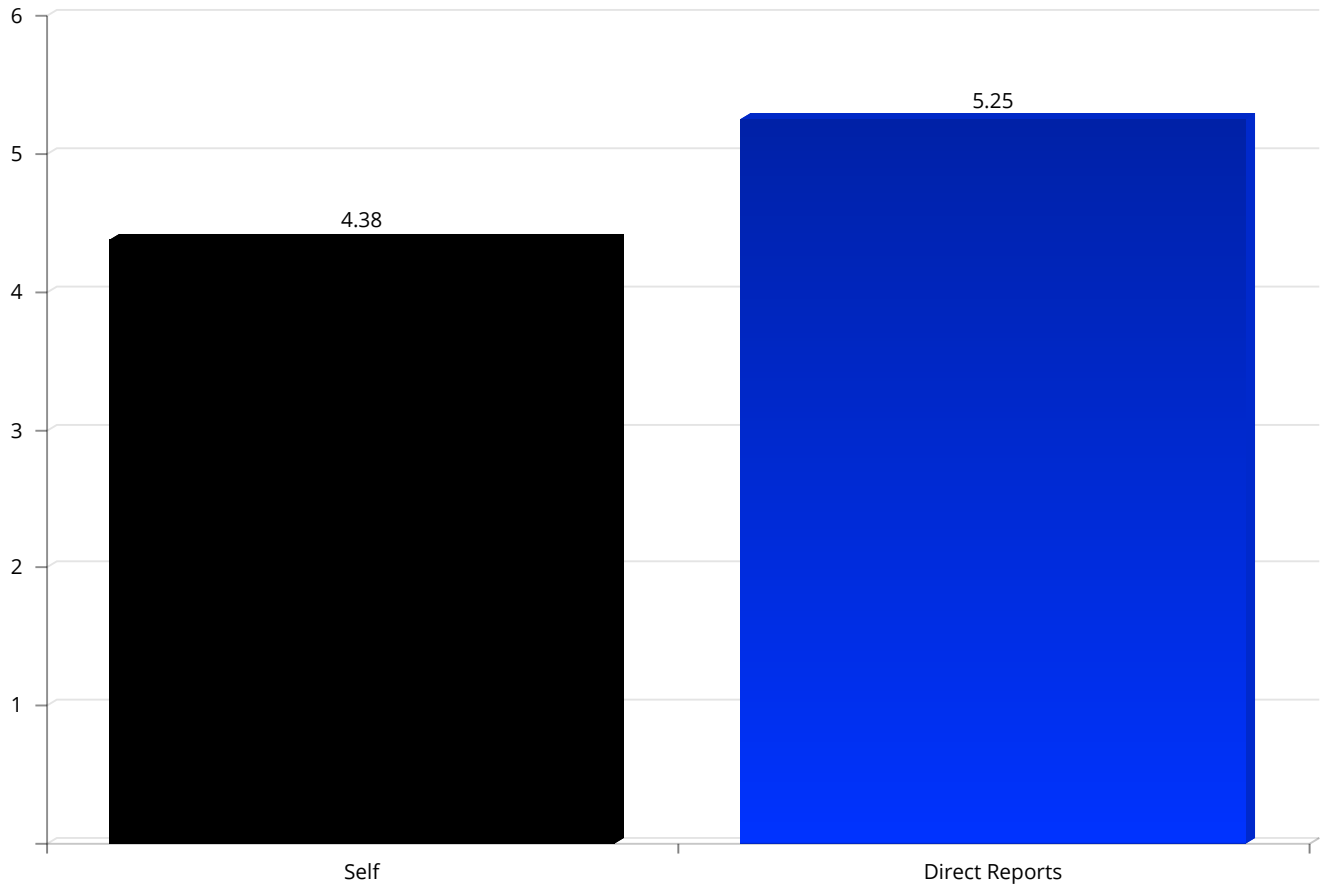
41. Is fair and sets realistic expectations



Competency Analysis

By Competency - GAP Analysis

Teamwork



Competency Analysis

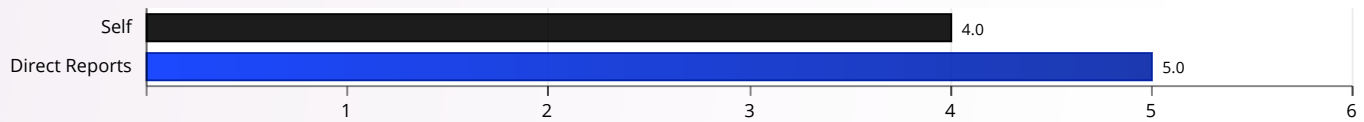
By Competency - Observer Rating Average

Teamwork

43. Provides support to team members within the department



44. Builds trust within the team



45. Develops a high performance team



46. Builds trust throughout the organization



47. Resolves conflict among team members



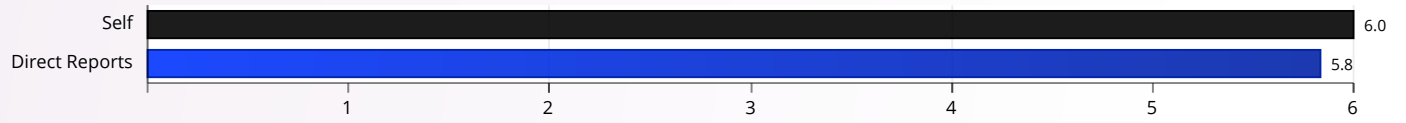
48. Encourages collaboration within departments



49. Encourages collaboration across the organization



50. Is available when needed



Comments

7. Please enter any additional comments you have for Models the Way.

Alec works hard, and he is professional and calm even when dealing with difficult situations.

Alec has an unwavering commitment to the organization, a strong work ethic, and a desire to do his best for the company. He also supports the independent expertise of his managers in their roles. His interaction with his MT has improved in the period, and he is finding better balance between working alone and in conjunction with others. However, there remains opportunity and ways to develop stronger co-operative relationships.

I would depict Alec as genuinely caring about the staff and the company. He shows an interest in the employees on an individual basis and keeps HTM on track at all levels. His leadership has shone through in the pandemic and more recently with our "cyber incident".

12. Please enter any additional comments you have for Accountability.

Alec: This is an area for improvement. A little more advanced notice and perhaps more prep materials would make for better meetings. I have been doing an agenda and trying to stick to those topics as well as working on setting aside appropriate amount of time for the meeting (trying to stick to that time can be difficult). Overall, our management meetings have been excellent.

In Some cases things are left until close to deadline and this can put a little stress on getting things done. Meetings are sometimes called with very little notice.

Meetings are usually well organized and have full agendas.
He is typically at the meeting when I arrive.

Alec invests heavily in his work for and on behalf of the company. He accepts responsibility for his work and its impact. To the extent its relevant to this rating category, he could be more actionable/accountable for the work/performance of his managers where appropriate.

Alec has a strong work ethic and is always well prepared for meetings and presents his views professionally.

21. Please enter any additional comments you have for Coaching/Mentorship/Delegation.

Alec: I feel like I make good decisions in this area. Some management have more opportunities for growth and education. I still need to work on making the performance reviews more meaningful, the fact that they last 90 minutes shows engagement to the process on all our parts. I have been asking for feedback the majority of times in interviews. Still working on it.

Alec is always available when I'm looking for direction and advice. I feel he tries to encourage and challenge us as leaders.

Alec has been very supportive of the managers over the last year and does give me quiet support when needed which is greatly appreciated.

This year many more ideas have been delegated to the team. This helps with development and also better time management.

Alec is genuine in his desire to pursue opportunities for his MT (and other staff) to learn, add skills, and develop their careers. He has a mix of senior and newer MT members and allocates coaching/mentoring time accordingly.
However, in terms of motivation/feedback, he could be more consistent, open and demonstrative in his recognition & appreciation of positive contributions.

27. Please enter any additional comments you have for Strategic Agility/Big Picture Orientation.

Alec: I think the planning process was excellent this year. I (we) need to figure out how better to translate a series of action items into a nice flowing direction for the organization (paint a picture for the staff). I love our mission, vision and values but we need to bring these to life.

I think this is one we can all work on to improve. I believe this is a work in progress but we are getting better.

Alec is always looking to the future. He has been a leader in helping HTM move forward with technology. He has done a great job on putting together everyone's input on the strategic plan.

Our strategic planning sessions this year went extremely well. All staff were included as well as sessions with the managers and board. Alec took the lead in this and I feel that we are moving the organization in the right direction.

Big picture thinking is both Alec's inclination and strength. However, he tends to address this work solo, or with select individuals, inside or outside the organization. This approach can challenge his ability to optimally transfer/communicate the vision to the MT/Staff.

35. Please enter any additional comments you have for Innovation.

Alec: This is an area I particularly like. Trying new things is exciting to me. I like the management team working together on a number of initiatives and management agreement on participation in mutual initiatives was very high. We still need to bring innovation space into our management meetings on a regular basis and set aside time to discuss ways of improvement.

Similar to the Vision category before, Alec is at home with his like for innovative thinking. And he has successes here. However, my perception is a disproportionate attention towards the new thing to do vs. doing the things we have to do better. While his managers have more direct responsibility and control over operational improvements, managers may benefit from more intentional direction and encouragement in that area.

One of Alec's strengths is his knowledge of systems and desire to continuously improve.

Alec is always looking toward what new things we can do.

Alec is always interested in new ideas and encourages out of the box thinking at all levels of the company. I would consider innovation a strong point of Alec's

42. Please enter any additional comments you have for Integrity.

Alec: Still like to over-promise which usually results in under-delivering, so I still need to work on my limitations in terms of how much I can do. I have been delegating more. I have worked on "nose in and fingers out" letting managers handle issues, especially around HR.

I think that trust in the organization is something that still needs work. It has been hard to build with so many staff working remotely. The net promoter scores have improved and this is a positive step.

There are still some trust issues within the organization and this is an area that is very difficult to get back once there is mistrust. He is continuously trying to improve in this area and has come a long way in the past year.

Relationships are an important challenge for everyone, even more so for one in Alec's role. And integrity is always under constant measure for people in leadership. Alec's default behavior is to get along with others and in keeping with that, he sets fair & reasonable expectations. He has also repaired or improved trust relationships across the organization.

51. Please enter any additional comments you have for Teamwork.

Alec: I need to work on encouraging collaboration, working together across the organization. We still seem to have "silo" thinking in some areas where one department doesn't know the other department's role in the full process. I have made available several surveys to staff to gather their opinions and have openly shown the results of the survey, whether it's negative or positive. Hopefully this transparency has the benefit of building trust in me and the management team.

We do meet regularly as a management group but I would like to do some team building exercises/events. It has been difficult to do anything altogether with Covid, however with our rapid tests and the low number of cases locally I am sure we would be safe to do some activities offsite where we could spend some time together not necessarily on HTM work but doing an activity to get to know each other outside of the office.

Alec recognizes the importance of teamwork and encourages it in others. He is also very available and supportive when sought out for assistance. Further, involvement of staff in the planning process and increased interactions have improved organizational trust. However, Alec produces more work in isolation than within the MT, which he engages more on an ad hoc than scheduled basis; to present finished work or to discuss topical vs. standardized issues. More intentional and purposeful engagement there would be beneficial.

Alec is very much a team player and encourages collaboration throughout HTM

Alec has tried over the past year to bring the management team together. The atmosphere in meetings has improved greatly.

52. What would you like the CEO to stop doing?

Alec: Putting too much on our plate. Less last minute meetings.

Can't think of anything

It has been quite a while since he has done anything to upset me.

- Last minute meetings, having more time to prepare will help make sure the meeting runs smoothly

Reinventing the wheel.

Alec's interest for improvement through change, can sometimes manifest less as an enhancement or progression and more so a reframe/repackage of modest betterment.

Many of the points made last year in my feedback have now stopped. GREAT job Alec!

I think that meetings, deadlines should have ample time given for managers to prepare. Assigned tasks with a short turn around time can at times be difficult to achieve. Everyone wants to be prepared but with little notice this can be difficult to do.

53. What would you like the CEO to start doing?

Alec: More structure to management meetings and providing more focused discussion time for innovative ideas and cross department collaborative discussion.

Consideration of having a set date for management meetings. Example second Monday of each month. I understand that this may need to be flexible or have additional meetings at certain times. This scheduling allows everyone to expect a meeting and be prepared. Take notice of the tone in meetings. At times, some managers can be critical of others and stop this behaviour.

Some team building with the management team. Might be challenging with Covid.

Ingrain business performance and operations as a standard agenda items for MT discussion.

Openly recognize, elevate and reward the positive contributions of others.

Many of the points made last year for the CEO to start doing are now in the section below to continue.

Thanks Alec for taking the initiative to be better!

- Taking more control in meetings, it is common for one or two people to dominate which gets us off topic and limits contribution from others

- Being a little more organized

- Ensuring that all the managers have the same information, sometimes it is assumed people know things when they actually do not

- Making sure the team is all treated fairly and one does not get perks others do not

Ensure that when we start a group project that the project comes to completion as a group. Sometimes it feels that you are left hanging and you are not sure what is happening or why you are no longer involved. We lose a little team work when projects get divided up and no clear end.

54. What would you like the CEO to continue to do?

Alec: Challenge each manager in their department with activities that move the company ahead in terms of service or productivity improvements. Support them in their role and help them with their career path.

I would like Alec to continue to be a mentor and share his knowledge with newer managers. He has started to delegate more and this has been positive. It helps to meet deadlines and to achieve the completion of projects. Alec has shown great effort this year on changes to his management style. The environment has improved for everyone including himself.

Continue to support us in our day to day roles and give guidance or advise when needed. He has been very supportive to everyone at HTM over the last year.

This year has been a much better year for Alec. He has by and large left the managing of each department to his VPs which shows trust and allows him to focus on the bigger picture to move HTM forward. Areas in which I feel Alec should continue to do are:

- Continue in being a great listener
- Continue in being our support when called upon
- Continue in being patient
- Continue in looking for innovations in which HTM can benefit from
- Continue trusting the management team he has
- Continue building back trust and respect of all staff
- Continue being more transparent by conveying one message to all to make sure message is consistent and understood by all

Thanks Alec for a GREAT YEAR!

To be Alec. To engage, listen, guide and support, both professionally and personally.

To continue the progress made and earned in formulating a higher functioning MT and supporting a more equitable, responsible and enjoyable workplace.

- Being supportive of the management team
 - Being passionate about HTM Insurance and the staff members here
 - Not taking on as much and delegating to others when necessary
 - Being innovative and open to products and tools that will continue to better HTM
-

Continue to encourage and coach on an individual basis and on a team basis.