



**ARSETH**  
**INSIGHTS**  
Executive Coaching & Development



**Lee Jones: Confidential 360 Report**

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# Executive Summary: Lee Jones

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## Overview

Thirteen individuals were asked to provide feedback to Lee Jones. Among them were two supervisors, four direct reports, three peers, and four others. Responses showed great consistency across all groups. Lee is highly respected across the company for his skill/knowledge, integrity, and genuine concern for both people and the company.

He is encouraged to work on a few opportunities for growth that would make him even more effective in his role as President of XYZ. Every effort has been made to present findings in a way that accurately represents both the content and weight of comments on any given topic.

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## Strengths

When asked to identify Lee's key strengths and ways he contributes to the company, respondents said Lee:

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### Is a respected leader; he:

- ⦿ Is proactive
- ⦿ Is clear on what he wants, how he wants it, and is able to convey that information.
  - “ There is “no gray”
  - “ He lays his “cards on the table” - will not surprise you later
- ⦿ Organizes well, staying “on top of things”
  - “ Is schedule conscious and budget aware

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- ⦿ Is willing to listen – is not arrogant/does not possess a strong ego
  - ⦿ Is willing to delegate; empowers others to act
  - ⦿ Sets clear standards, maintains high quality
    - ““ With standards in place, delegates to associates
    - ““ Allows them flexibility/self-determination of some methods
  - ⦿ Gets things done; works hard and sacrifices for the good of others
  - ⦿ Motivates others to work hard (“I can’t think of anything I would not do for him”)
    - ““ Is able and apt to teach; conveys confidence in one’s ability to do the job
    - ““ Shows appreciation to others for their work, especially if they go “above and beyond”
    - ““ Is “fair and steady”; refuses to “play favorites”
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**Has a vision for the company – has taken it to where it is and will take it even farther. He:**

- ⦿ Knows where he wants the company to go – has a plan for the next steps
  - ⦿ Knows what he wants the company to be; to get there, he has:
    - ““ Developed a strong, positive culture from the beginning
    - ““ Fostered an entrepreneurial environment
    - ““ Encouraged innovation to be “cutting edge” in the industry
    - ““ Hired carefully to assure fit with company culture
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**Is a strategic thinker; contributes beyond the realm of his department. He:**

- ⦿ Sees the bigger picture
- ⦿ Thinks longer term – sees five years ahead
- ⦿ Thinks outside the box

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## **Is respected for his technological knowledge and leadership**

- ⦿ He understands “our technology” – and knows XYZ products from years of experience
  - “He’s been around the business 28 years”
- ⦿ He has knowledge, knowledge, knowledge
- ⦿ He speaks with a lot of authority. He doesn’t pretend if he doesn’t know
- ⦿ He stays up with current trends – shows the “curiosity” to keep learning
- ⦿ He’ll pick up and learn new things. He’s not set in his ways or in the past
- ⦿ He stays abreast of what is happening
- ⦿ He understands how to apply new technology at XYZ
- ⦿ He keeps an eye on where we should go with it. He applies it to the products we sell
- ⦿ He seeks out new technology, embraces it, and does something with it. He has the ability to understand and do something very productive with that technology. That has made us successful
- ⦿ He leads staff through technological change – teaching and recruiting as needed

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## **Understands the business – manages the business well**

- ⦿ He analyzes situations well
- ⦿ He’s a good thinker – not just a techie
- ⦿ He’s analytical – logical. He asks the right question at the right time
- ⦿ He uses his knowledge, experience, and analysis to contribute to others
- ⦿ We don’t always think alike. I use him as a sounding board because of that
- ⦿ He’s always approachable – very responsive
- ⦿ He’s supportive – positive

- Ⓞ He solves business problems
  - Ⓞ He has broad knowledge of the business. If we have issues, he helps. He's able to understand. If there's a problem, he gets to the root cause
  - Ⓞ He will grab a problem and wrestle it to the ground
  - Ⓞ He wants to get to the 'right' answer
  - Ⓞ He makes smart business decisions
  - Ⓞ He exercises good business judgment
  - Ⓞ He looks at the facts – makes fact-based decisions
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### **Is a man of integrity; He:**

- Ⓞ Is “completely trustworthy”
  - Ⓞ Is consistently honest
  - Ⓞ Models XYZ values
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### **Is skilled at public communication**

- Ⓞ He is articulate – able to speak clearly and confidently to groups
  - Ⓞ He adapts his format and style to the audience
  - Ⓞ He is willing to ask the hard question that others think but won't ask
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### **Excels at interpersonal communication**

- Ⓞ He sets others at ease, inviting them into dialogue. His “personable” approach:
  - “” Makes it easy for others to talk to him
  - “” Invites others to ask for clarification and/or direction
- Ⓞ He thinks before he speaks – does not react emotionally

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- ⦿ He excels at negotiation
    - ““ His calm demeanor allows him to diffuse tension and conflict
    - ““ He is level-headed and does not over-react
    - ““ Has the ability to bring angry parties into productive discussion
  - ⦿ He is a good “teacher” – able to convey simple, wise ways to do a task
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## **Is dedicated and hardworking**

- ⦿ Gets things done
  - ⦿ Puts in long hours
  - ⦿ Is diligent, driven
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## **Models self-development**

- ⦿ Reads broadly
  - ⦿ Does research
  - ⦿ Brings outside ideas/thinking to the table
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## **Opportunities to Grow**

When asked what Lee could do to change, improve, or develop to be more effective, respondents varied in their responses. Some said they could think of nothing “wrong,” some (including the first group) cited ways to become even stronger, and a few cited challenges for him to address. As a group, they said Lee would be stronger if he would:

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## Address conflict proactively

- ⦿ “He avoids conflict between people. Rather than addressing the interpersonal issues, he tends to sit on the fence”
    - ““He doesn’t jump in and try to solve issues (between people)”
    - ““They are allowed to languish and linger when they could be resolved in a more expedient manner”
  - ⦿ Instead of avoiding conflict, he needs to “be more involved in solutions to conflict”
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## Provide clearer priorities. While Lee gives clear instruction, he does not always help his team identify clear priorities when workloads are heavy

- ⦿ His directions may “be too high-level”
  - ⦿ Lack of clarity results in confusion and/or unmet expectations
  - ⦿ Priorities need to be communicated at the time assignments are made
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## Manage his own workload better; learn to say “no” or “not now”

- ⦿ He is not as available as needed
  - ““It’s hard to get to him”
  - ““Others are always asking for his assistance”
  - ““It’s hard for him to get all the answers he needs to get and get back to you. And, it’s somewhat tough to get ahold of him”
  - ““He will get back to you. The challenge is to have that happen in the timeframe you need it by”
- ⦿ His workload and the demands of others impede his ability to focus
  - ““He’s yanked in so many areas”
  - ““You can lose the main focus from your priorities/your schedule when others are always asking for assistance”
  - ““Yet, “he will do what it takes (to get things done). You can rely on him”
  - ““He could use a little breathing room to focus on what he’s supposed to focus on”
- ⦿ He’s urged to evaluate all the demands and make hard choices to either say “no”, “not now,” or “delegate”
  - ““I’m not sure how he could free up more time. Is there anything he doesn’t need to be involved in?”

“Being all things to all people is a tough thing to do. I don’t want to see him get over-stressed/burned out. There are a lot of demands out there”

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## **Be more assertive with the lead team and others. He is urged to:**

### ⦿ **Champion his team’s proposals**

“We might formulate a plan of action and present it to the GM or lead team. They push back and he will fold. He doesn’t like conflict – would prefer to avoid it”

### ⦿ **Protect his team from unreasonable requests**

“He is afraid to say, ‘no’”

“At times, they steam roll over him. I’d like to see him have the confidence to say, ‘It’s not going to work’”

“He doesn’t stand up to the executive team when he needs to. It can be really tough on our team based on the timeline. He needs to say, ‘We’ll be happy to do this but need x weeks.’”

### ⦿ **Protect his team from charges made by others**

“I would like his first response to be to support us to the person, then get our side before promises are made ...”

“He can put people on the spot. I/they feel thrown under the bus. My advice is that he should say, ‘I’ll take responsibility for that; I’ll work with my team to resolve it.’ He does that sometimes but not consistently”