

# REPORT

TalentFocus

Henry Fictional

Date: 26th March 2008

Self: 1

Other Seniors: 1

Others: 3



TALENT INNOVATIONS

# Contents

Your Profile	1
Communicating clearly and concisely	2
Influencing and convincing others	5
Contributing strategic ideas	8
Now what are your thoughts?	11
Next Steps	12

# Your Profile

Thank you for participating in your TalentFocus™ survey. The ratings provided by you and your raters are shown in this report for your review, reflection and understanding. Please take this opportunity to see how others see you and to understand how you have recently been expressing yourself as a professional.

As you will recall, you defined a small number of specific behaviours that you have chosen to focus on developing. The questions in the survey asked about many aspects of your chosen behaviours and the impact you have on yourself, on others and on the organisation.

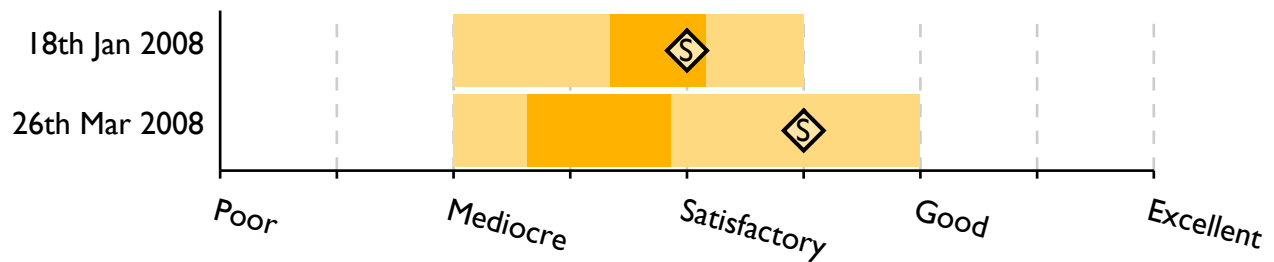
In discussion with your facilitator, you will find that you learn where others see you differently from how you see yourself. You may see where you have:

- 1) a facade - an aspect over which you are misleading others into thinking you are better or worse than you really are,
- 2) a blind-spot - an aspect only others see,
- 3) an opportunity to stop doing things you are currently doing but should not, and/or
- 4) a suggestion to do things you could easily start to do but you do not.

Expanding your understanding of how you are being portrayed to others will empower you to understand better your current impact and power at work. Once you have explored why your behaviours are perceived in this way you will be able to create possibilities for yourself in the future for personal and business success.

# Communicating clearly and concisely

How good is Henry at communicating clearly and concisely?



What example(s) are you considering when you rate this?

Self:

“Communicating the results of the last Employee satisfaction survey, Environment Accreditation Programme EMEA”

Other Senior:

“quite good in verbal comms - best in face to face  
still some work to do on phone and email”

Other:

“presentation or face2face - speed of talking way to fast; monotone; with accent and therefore difficult to understand altogether”

“his recent telcos he held where fast speaking and monotone”

“he has to do detailed selection and decision to whom he communicates what in which form”

What is it like for you when you see Henry doing this?

Other Senior:

“I think he has improved a lot”

Other:

“Very good content but hard to follow.”

“it is unnecessary and unfortunate, as what is being communicated is mostly of importance”

“he could have more interesting feedback from the relevant people to the described issue”

What is the impact on other people of Henry doing this?

Other Senior:

“some may be confused by too much information”

Other:

“They might not get his message”

“get distracted because you cannot follow”

“people get messages for which they are not responsible or can not deliver any actions”

What do you appreciate about this aspect of Henry?

Other Senior:

“his dedication and drive”

Other:

“The content is very valuable”

“willing to improve”

“Henry communicates really open and let people know what he is working on or thinking concerning the subjects”

What are the down-sides of this aspect of Henry?

Other Senior:

“that he may lose some of his audience, if they can not follow him”

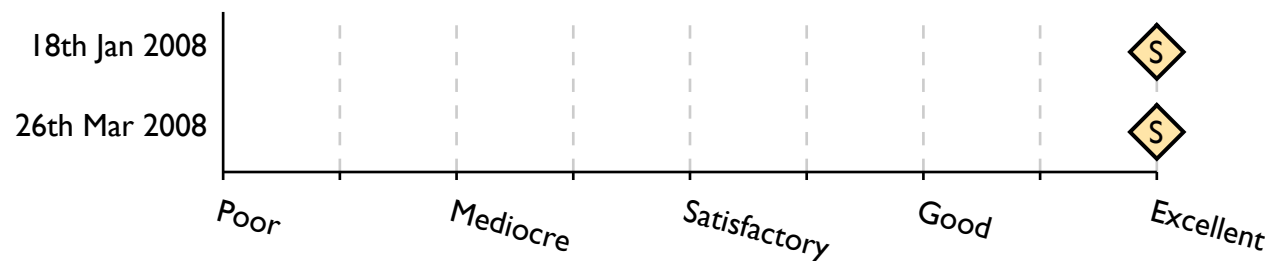
Other:

“getting his message across is hard for people they do not know him”

“needs to improve”

“he should more select what he communicate to whom otherwise he do not find the right people who can support”

How good would you ideally like to be at communicating clearly and concisely?



What actions have you been taking to be better at communicating clearly and concisely?

Self:

“i) training plan is prepared & approved by my Sponsor & my direct Manager.  
ii) Executive coaching plan is in place”

What would you gain from being that good at communicating clearly and concisely?

Self:

“better understanding for the others, better motivating & coaching people, better selling my ideas/innovations”

What would others gain from you being that good at communicating clearly and concisely?

Self:

“better understanding my strengths, better chance to support my ideas..all this will lead to better collaboration and achieving of the Oracle Vision/Mission”

What are your concerns about your communicating clearly and concisely?

Self:

“i) Sometimes emails or verbal is a bit unclear - partly because of English skills, ii) It looks like different people are perceiving my communication differently, which impacts my way to influence, iii) Some times, I'm spending a lot of words instead of passing a short and clear message.”

What issues do you think other people have in relation to you and communicating clearly and concisely?

Self:

“the people are expecting to get the right message, in the right time to the right community, but I still address too many topics using too many mails.”

What is in the way of him further developing his communicating clearly and concisely?

Self:

“regular executive coaching sessions ( starting 18-Mar) and continue with my training plan”

Other:

“in the daily business he has really good to reflect which communication should be sent to whom. The best would be that he has a coach and he could discuss the examples with him”

“I don't think there is; as mentioned he is willing and I'm confident he will improve”

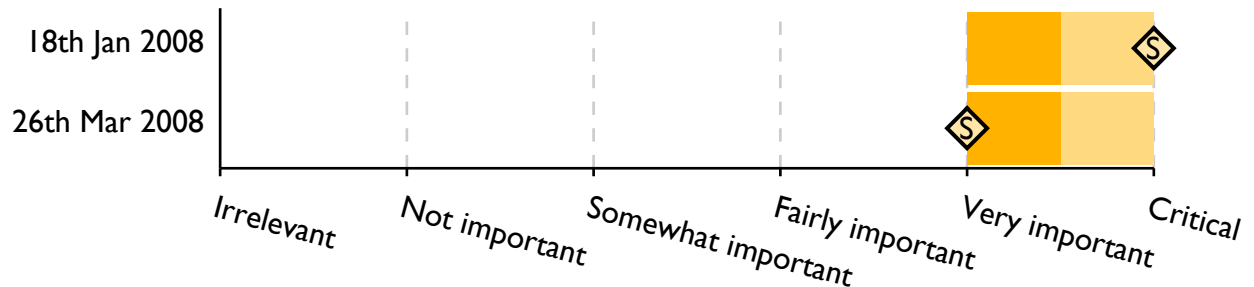
“book and perform the trainings agreed”

What are you committed to doing in this area?

Self:

“i) Media training - done, ii) Leading Virtual Team training - done, iii) formulating conclusive training - planned.”

How important is it for Henry to be good at communicating clearly and concisely?



In respect of communicating clearly and concisely, why do you think Henry is as he is?

Self:

“i) english skills, ii) broader network, allowing me to get many informations, iii) willigness to share”

Other Senior:

“maybe a background in a technical culture, where attention to detail is important”

Other:

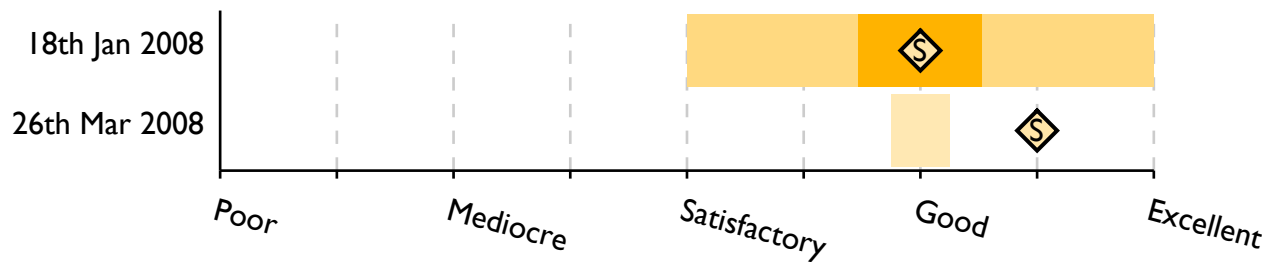
“no english ever learned; trying to do as much as possible, and as such thinking that talking fast contributes to that”

“he likes to communicate and to send people his opinion and he will show that he is here. He is very activ so he wants things to bring forward and to solve issues”

“long history and technical backround”

# Influencing and convincing others

How good is Henry at influencing and convincing others?



What example(s) are you considering when you rate this?

Self:

“i) Vision 2010( in particulare Lead & Listen in Germany),ii) extending the feedback time after All-Hands Conf. Calls., iii)Environment Accreditation Programme EMEA and iv) Daylight saving time”

Other Senior:

“extremely good at networking - spends a lot of time finding out how the organisation works still appears to have some challenges "politically" with some parts of global org”

Other:

“Henry has a lot of knowledges and experiences so that he always has good reasons for saying or doing things in the certain way”

“I believe he is definetely driver behind and executor of various initiatives that are well-received”

“The recent taskforce he let”

What is it like for you when you see Henry doing this?

Other Senior:

“very good to see how connected he is”

Other:

“he can be an example for many in Oracle”

“it is good to see that he has always time for people to listen to them so he can hear what is going on and what is to do”

“he is getting people together on a taskorce and drive it to a good success”

What is the impact on other people of Henry doing this?

Other Senior:

“impressed by how he knows so much”

Other:

“they are engaged on very high performing team and need to manage the high expectations”

“he can support because he is listening to them and he try to solve issues with them”

“positive”

What do you appreciate about this aspect of Henry?

Other Senior:

“he has a 360 degree view and is very proactive”

Other:

“the results”

“he really has good ideas and has a good network to discuss things in the top management”  
“the never-ending energy that is shown by picking up new initiatives”

*What are the down-sides of this aspect of Henry?*

Other Senior:

“his history may still chase him where some people may remember how he was perceived in the past”

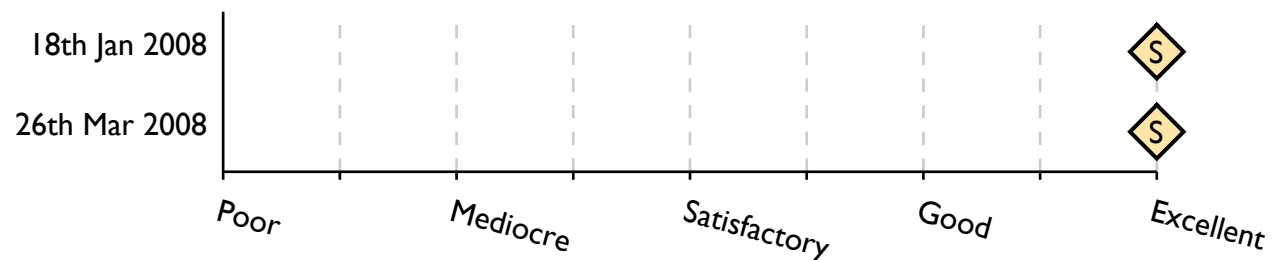
Other:

“sometimes he is too quick concerning his actions”

“that people which are not capable of doing so will face a problem with the expectation.”

“maybe piking up too much, rather than a few less with more strategic impact”

*How good would you ideally like to be at influencing and convincing others?*



*What actions have you been taking to be better at influencing and convincing others?*

Self:

“introducing executive coach program ( starting 18-MAR) and regular check with my Exec. Sponsor.”

*What would you gain from being that good at influencing and convincing others?*

Self:

“better support to share & implement my ideas/innovations.”

*What would others gain from you being that good at influencing and convincing others?*

Self:

“more business & operations efficiency”

*What are your concerns about your influencing and convincing others?*

Self:

“missing or not well understanding the "big picture" at very high level.”

*What issues do you think other people have in relation to you and influencing and convincing others?*

Self:

“May be some times i'm too quick/fast, demanding and too results oriented.”

*What is in the way of him further developing his influencing and convincing others?*

Self:

“4Sight training”

Other Senior:

“He should know that he is very respected and well liked, and that he can get a lot of things done just by asking others to work for him, provided he can sell the vision to them, which I think he can”

Other:

“see networking from a different perspective, that means networkers do not need to share all of his thoughts and ways of doing things”

“when he really learn to use his networks at the right time in the right form he can reach a lot.”

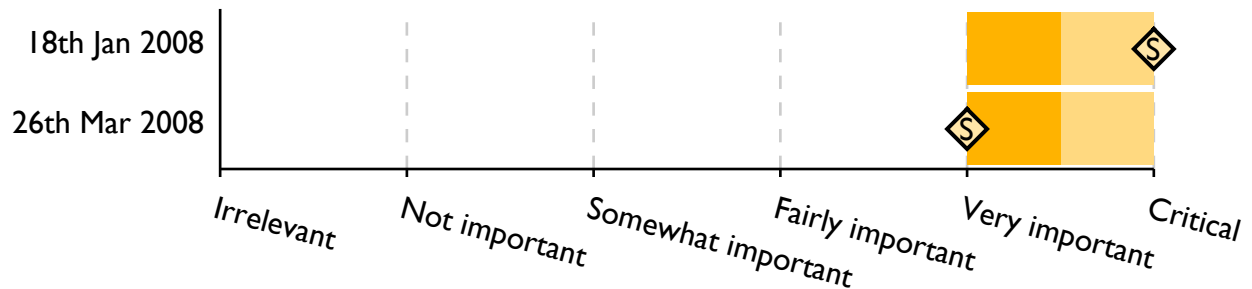
“nothing; our leadership team will help him pick lesser initiatives with more strategic impact”

What are you committed to doing in this area?

Self:

“take a lead on important xLOB strategy project”

How important is it for Henry to be good at influencing and convincing others?



In respect of influencing and convincing others, why do you think Henry is as he is?

Self:

“very committed & loyal to Oracle and as mentioned above some times to operational oriented”

Other Senior:

“maybe growing up in a very political environment and maybe in a regime with some aspects of "management by fear"”

Other:

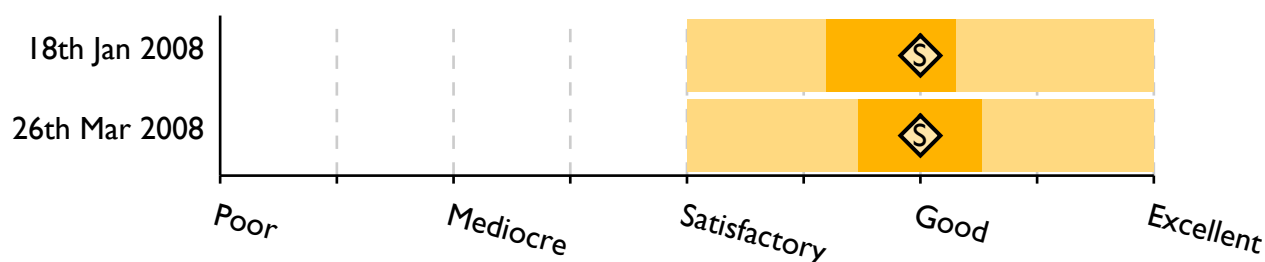
“when he see some issues which should be solved he likes to do and he also will show what he has done”

“he is a good I:I networker on a personal base”

“he has proven trak-record of being an expert in his field, and as such respected and listened-to”

# Contributing strategic ideas

How good is Henry at contributing strategic ideas?



What example(s) are you considering when you rate this?

Self:

“(i) Design & implementation of Extended Solution Center (winning of QI/EMEA Innovation award), ii) Designing & implementation of Globals Situation Management”

Other Senior:

“he is always on the lookout for events internal and external which impacts Oracle, eg trends in support or major product desupports”

Other:

“initiatives are more operational than strategic today”

“the latest initiative we have discussed”

“Henry has a very good strategic thinking - he has the overview concerning the organization and the people who can influence”

What is it like for you when you see Henry doing this?

Other Senior:

“impressed with his perspective”

Other:

“there is more to get out of Henry”

“He has deep connections xLob so he has contact to them and do not only respect the support view of things but also all other LOBs”

“the good overview about Oracles organisation and business”

What is the impact on other people of Henry doing this?

Other Senior:

“how does he do that in the 24hours per day?”

Other:

“They can learn a lot of Henry in strategic thinking”

“operational impact is excellent (good manager in his field of expertise); but his thoughts and ideas could be better leveraged strategically”

“he can contribute new aspects of making things working”

What do you appreciate about this aspect of Henry?

Other Senior:

“he shares information”

Other:

“he also respects all other LOBs and all can have profit to work with him”

“see above”

“the results”

*What are the down-sides of this aspect of Henry?*

Other Senior:

“maybe too much information shared”

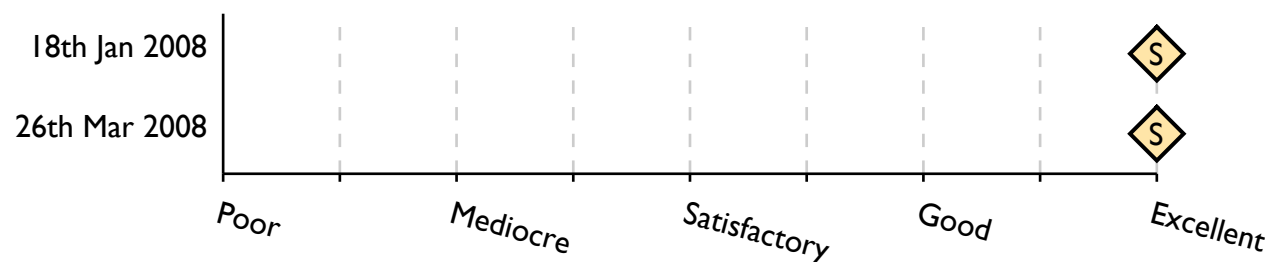
Other:

“he is sometimes missing the point that we should not improve the given but reach out for the new one”

“he sometimes is too quick and people do not understand what his thoughts and actions are good for”

“see above”

*How good would you ideally like to be at contributing strategic ideas?*



*What actions have you been taking to be better at contributing strategic ideas?*

Self:

“take a leader role of one Global Initiative”

*What would you gain from being that good at contributing strategic ideas?*

Self:

“getting member of the Sr. Leadership Team.”

*What would others gain from you being that good at contributing strategic ideas?*

Self:

“more business & operations efficiency”

*What are your concerns about your contributing strategic ideas?*

Self:

“not well involved at global strategy level discussion”

*What issues do you think other people have in relation to you and contributing strategic ideas?*

Self:

“Not to understand properly, because of my communication weakness”

*What is in the way of him further developing his contributing strategic ideas?*

Self:

“getting visibility in front of the Sr. Leadership Team - i have strong support from my Sponsor & direct Manager”

Other Senior:

“maybe be more selective”

Other:

“complete a strategic business course like 4 sight or Simi”

“he can learn to use these strategic ideas in a more effective way in letting his partner know what he has planned to do”

“nothing, see previous question; our leadership-team is identifying strategic initiatives for him”

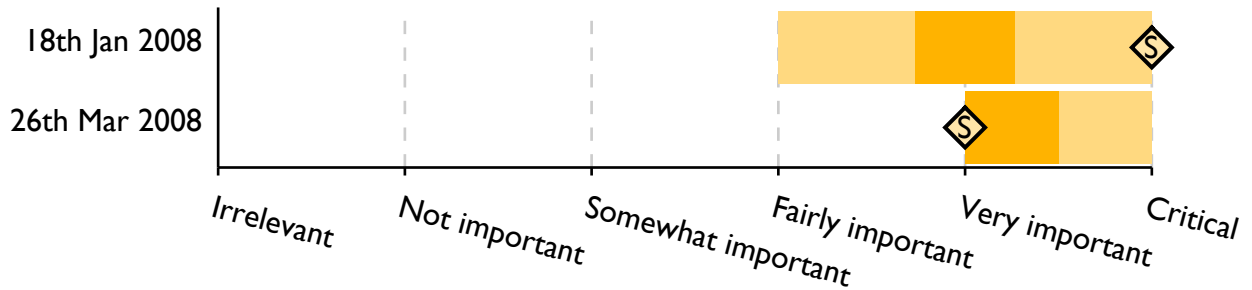
to play important part in”

What are you committed to doing in this area?

Self:

“taking more responsibility at strategy level.”

How important is it for Henry to be good at contributing strategic ideas?



In respect of contributing strategic ideas, why do you think Henry is as he is?

Self:

“my Oracle history, communication skills, broader network, interests & commitments”

Other:

“the communication and leadership constraints have been somewhat in the way of getting involved in more strategic initiatives; with some help he’ll get more involved in these”

“he really has learnt to think and to handle in this way what is good for the organization for the customers and for the colleagues and he likes to get a good feedback from all”

“his personal business experience and the roles he had performed”

# Now what are your thoughts?

What conclusions do you draw on:

1) Your relationships with your raters?

Manager:

Peers:

Reports:

Clients:

2) Your blind-spots (ie. aspects of your behaviour you have not been aware of before now?)

3) What you are particularly good at?

4) What you are not so good at?

5) Things about your behaviour you want to work on?

## Next Steps

If you have any further questions, please contact **Elva Ainsworth**, Occupational Psychologist:

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