

MANAGEMENT 360 DEGREE APPRAISAL

Name	Score	No. of Respondents
John Smith	6.84	8

This is a gold medal, congratulations! In the 14 themes, People Skills and Team Player are the highs while Performance Culture and Managing Performance can be improved. Your strengths are "the right attitude" and "good organisational skills". Opportunities to improve are "delegate more" and "try not to take on too much".

Scoring System

Thank you for participating in the 360 Degree Appraisal process. I trust you will find the results stimulating and invaluable as feedback for personal development. The answers to the questions ranged on a scale from 1 to 8, with 1 being low and 8 being high. Your score and the number of respondents is at the top of this page. We define 4 levels of leadership capability: **Outstanding** (Gold Medal); **Excellent** (Silver Medal); **Competent** (Bronze Medal) and **Needs Development**.

Score	Level of Leadership Capability
6.5 and above	Outstanding (Gold)
6.0 to 6.49	Excellent (Silver)
5.0 to 5.99	Competent (Bronze)
4.99 and below	Needs Improvement

Not only do you receive an overall score, but the appraisal also gives you feedback on four essential Leadership Domains, namely: **Self**: Self management; **Relationships**: Productive relationships with others; **Operational**: Working 'in' the business; and **Strategic**: Working 'on' the business.

SELF MANAGEMENT

Integrity
Composure

RELATIONSHIP MANAGEMENT

People Skills
Communication
Team Player
Engaging

WORKING IN THE BUSINESS

Job Capacity
Efficiency
Customer
Results

WORKING ON THE BUSINESS

Managing Performance
Performance Culture
Strategic Planning
Strategic Thinking

Page 2 and 3 of this report contain a guide to interpreting your 360 Degree Appraisal results. We trust you will take a positive attitude in analysing your results, quickly develop a self improvement action plan and, if appropriate, share this with those colleagues who gave you the feedback.

How to Interpret the Report

To get the maximum benefit of this feedback, you should read this report several times. Each time you should seek to achieve deeper meaning from the feedback and constantly think about an action plan for improvement. You need to put the results into the context of your attitude and performance in recent times and the challenges you face in the coming 12 months.

1. Let's start with the overall score on Page 1.
 - Anything above the benchmark figure of 6 is great news and cause for celebration. Make sure you give yourself a 'pat on the back' because this is wonderful feedback. Please take on board the positive messages before you focus on areas for improvement.
 - Scores between 5 and 6 are competent. Again, you should celebrate the strengths and then identify the opportunities to do better.
 - Scores below 5 are a 'wake up call' to improve. You should still take comfort from the strengths highlighted and then begin the challenging task of prioritising your opportunities to improve.
2. Now let's look at how you scored in the questions on Pages 4 and 5
 - Start by looking at how many questions scored 6.5 or above. These fit in to the "Outstanding" category. These are your superior strengths that others readily identify in you. You should think about leveraging them even more to enhance your contribution.
 - Scores in the range of 6 - 6.49 are "Excellent". Of all these questions, you can now see how many scored 6 or above and fit in to the gold and silver medal categories.
 - The next cut-off point of note is the figure of 5. A Score of 5 or above is "Competent" and below 5 is a "Need for improvement".
 - Obviously, not having any scores below 5 is an excellent outcome. If you look carefully at the questions at the top and bottom end of the scale you will start to see some patterns emerge. Patterns will become clearer as we proceed through the report.
3. Page 6 brings the results together in four Leadership Domains and then on Page 7 you'll see the fourteen Themes.
 - On Page 10 there are three columns to consider. The first column is how you scored yourself. You should identify your highs and lows.
 - The second column is the feedback from your colleagues, ranked from high to low. The higher scores are your strengths and the lower scores are opportunities to do better. You can now benchmark your self score against your actual result, i.e. the first column against the second column.
 - You may also have a third column showing the average of all of the participants in this 360 Degree Appraisal process. Some reports might also show an industry average, or break your results down further. These provide benchmarking opportunities.

Relationship to Hogan Assessment Systems

The 360 Degree Appraisal works best when used in conjunction with Hogan Assessment Systems' personality profiles. The three Hogan reports capture your "bright side" (normal personality), your "dark side" (potential derailers), and your "inside" (preferences and values).

The Hogan reports capture who you are and your personality characteristics. This 360 Degree Appraisal is a snapshot of how you behave and perform at work. The Hogan reports explain the "why" and the 360 Degree Appraisal explains the "what".

4. The next section on Pages 7, 8 and 9 allocates the 50 questions into themes so you can look in greater detail at your results.
 - In studying these themes the items are again ranked from high to low.
 - The lower scores represent the greatest opportunities for improvement.

5. The table on Page 11 highlights your Top 4 Strengths.
 - Each respondent was asked to identify four positives and we have weighted the items by 4 votes for their first choice, 3 votes for their second choice etc. You should take great heart from the top items.
 - There may be one or two that really stand out from the rest of the pack or the top five or six items might be tightly bunched. This simply means that people see your strengths as being clustered in a couple of areas or generally spread more broadly.
 - Page 12 uses the same scoring system to identify your Top 4 Opportunities to improve. Again you should check to see if one or two items really stand out or whether the numbers are pretty close for the top four or five items.

6. The final part of the report is the written comments on Page 13.
 - There is a wealth of information here that should be invaluable in your self reflection.
 - In looking at the strengths, search for similar words to identify any patterns.
 - You should also do the same for the opportunities section.
 - Please take time to look for connections between these written comments and the numbers provided in the earlier part of the report. There is usually a neat fit in putting your whole jigsaw together. The comments usually confirm the earlier numbers.

Interpretation Summary

- Step 1:** Check your overall score on Page 1: Scores at 6.5 or above are Outstanding, scores between 6 and 6.49 are Excellent, 5 to 5.99 is Competent, and those below 5.0 fit in to the Needs Improvement Category.
- Step 2:** Review the 50 Questions on Pages 4 and 5: Identify those above 6.5 (Outstanding), and those between 6 and 6.49 (Excellent). Look at the low scoring items, especially those below 5.0. Are there any common themes of things you are good at or could improve?
- Step 3:** Look at the four Leadership Domains on Page 6, and the themes on Page 7. Identify the areas where you are relatively strong versus those where you could improve. Also, check to see that you see yourself as others see you: do you have any hidden talents or blindspots?
- Step 4:** Pages 8, 9 and 10 show you the specific questions that make up the Leadership Domains and Themes.
- Step 5:** Identify your strengths and opportunities on Pages 11 and 12. These are likely to be consistent with earlier scores, and should help you identify your top personal development priorities.
- Step 6:** Review the written comments for further clarification. Remember, respondents have given you this feedback to assist your personal development.

**Please put aside some private time for reflection and the development of an action plan.
Sharing the key issues and your plan is the healthiest way of moving forward.**

XYZ Company

No of Responses 8

Manager = John Smith

Rank	Aust Avg	Your Overall Score	Question	Scale = 1	Scale = 8
1	6.27	7.25	This person is polite and considerate, never rude or abrasive:	No, not really	Yes, definitely
2	6.11	7.25	This person is always friendly, warm and thoughtful in relationships with others:	No, not really	Yes, definitely
3	6.11	7.25	This person builds trust and loyalty with others:	No, not really	Yes, definitely
4	6.38	7.25	This person brings a positive attitude to the job:	No, not really	Yes, definitely
5	6.63	7.13	This person treats people with respect and never harasses them (eg. sexually, physically or verbally):	No, not really	Yes, definitely
6	6.65	7.13	This person behaves to very high ethical standards:	No, not really	Yes, definitely
7	6.18	7.13	This person is calm and even tempered, not volatile or moody	No, not really	Yes, definitely
8	6.06	7.13	This person's behaviour provides a positive role model for others:	No, not really	Yes, definitely
9	6.63	7.13	This person has the right knowledge and ability to do a very good job:	No, not really	Yes, definitely
10	6.44	7.13	This person gets the job done professionally:	Rarely	Always
11	6.40	7.13	This person possesses the passion to make a difference:	No, not really	Yes, definitely
12	6.20	7.00	This person presents ideas and concepts clearly while speaking:	Rarely	Always
13	5.94	7.00	This person keeps the relevant people "in the loop" and informed:	No, not really	Yes, definitely
14	5.89	7.00	This person has excellent people skills:	No, not really	Yes, definitely
15	5.98	7.00	This person shares resources, knowledge and time effectively:	No, not really	Yes, definitely
16	5.98	7.00	This person encourages different work areas to pull together because they share common goals:	Rarely	Always
17	6.76	7.00	This person is hardworking and has a good work ethic:	No, not really	Yes, definitely
18	5.97	7.00	This person has very effective time management and organisational skills:	No, not really	Yes, definitely
19	6.01	7.00	This person is very effective in setting and managing his/her work priorities:	No, not really	Yes, definitely
20	6.19	7.00	This person is assertive, energetic and persuasive:	No, not really	Yes, definitely
21	6.26	7.00	This person is always looking to "add value" and deliver better results:	No, not really	Yes, definitely
22	6.03	6.88	This person has high self awareness around personal improvement opportunities:	No, not really	Yes, definitely
23	6.10	6.88	This person has very good communication skills:	No, not really	Yes, definitely
24	5.96	6.88	This person makes people feel valued:	No, not really	Yes, definitely
25	5.78	6.88	This person goes out of their way to build strong relationships with others:	No, not really	Yes, definitely
26	5.85	6.88	This person effectively uses goals/key performance indicators to drive improved performance:	No, not really	Yes, definitely

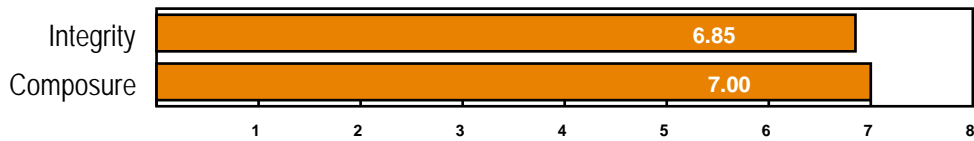
Rank	Aust Avg	Your Overall Score	Question	Scale = 1	Scale = 8
27	6.29	6.88	This person consistently performs to a high standard on challenging projects/assignments:	No, not really	Yes, definitely
28	6.23	6.88	This person consistently delivers very good results:	No, not really	Yes, definitely
29	6.09	6.88	This person is creative and can "think outside the square":	No, not really	Yes, definitely
30	6.20	6.75	This person makes every effort to treat people equally and not have favourites:	No, not really	Yes, definitely
31	6.35	6.75	This person always consistently applies our organisation's policies to avoid double standards:	No, not really	Yes, definitely
32	6.17	6.75	This person manages emotions maturely and intelligently in stressful situations:	No, not really	Yes, definitely
33	6.20	6.75	This person is passionate about improving customer service:	No, not really	Yes, definitely
34	6.07	6.75	This person has taken initiatives to promote a "customer service" focus in his/her work area:	No, not really	Yes, definitely
35	6.61	6.75	This person has the right industry experience to do a very good job:	No, not really	Yes, definitely
36	6.00	6.75	This person is good at thinking long term about new opportunities:	No, not really	Yes, definitely
37	5.94	6.63	This person uses customer feedback to drive improved performance:	No, not really	Yes, definitely
38	6.01	6.63	This person's quality of work is very high, it is mistake free:	No, not really	Yes, definitely
39	5.62	6.63	This person is effective in coaching and developing others:	No, not really	Yes, definitely
40	5.77	6.63	This person is very good at setting long term stretch goals:	No, not really	Yes, definitely
41	6.33	6.50	This person is always honest and frank and does not have hidden agendas:	No, not really	Yes, definitely
42	6.01	6.50	This person has strong influencing and negotiation skills:	No, not really	Yes, definitely
43	5.86	6.50	This person helps create a positive working environment which encourages people to work to their full potential:	No, not really	Yes, definitely
44	6.01	6.50	This person sets high expectations for performance and performance improvement:	No, not really	Yes, definitely
45	5.75	6.50	This person often talks about a long term vision of where our organisation is heading:	Rarely	Always
46	6.13	6.38	This person is competitive, driven and loves to win:	No, not really	Yes, definitely
47	5.88	6.38	This person makes sure that people around them "pull their weight":	No, not really	Yes, definitely
48	5.63	6.38	This person recognises and challenges poor performance by individuals	Rarely	Always
49	5.90	6.38	This person holds people accountable to the organisation's values and expectations:	No, not really	Yes, definitely
50	5.77	6.25	This person works hard to improve morale:	No, not really	Yes, definitely

XYZ Company

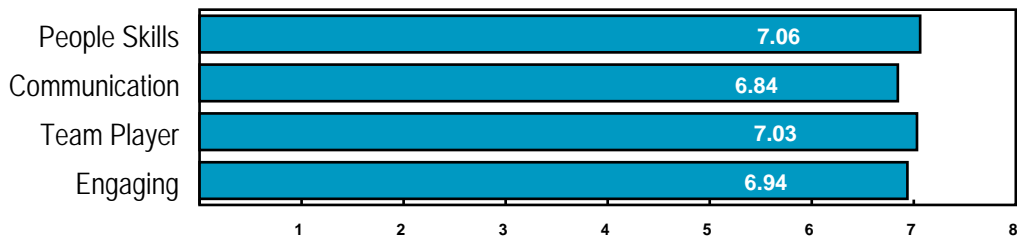
Manager = John Smith

The 50 Questions live comfortably in 4 Leadership Domains and 14 Themes which enables you to immediately identify strengths and opportunities. These Domains consist of **Self Management**, **Relationship Management**: Productive relationships with others, **Working "in" the business**, and **Working "on" the business**. Your scores by Leadership Domain and Theme are shown below.

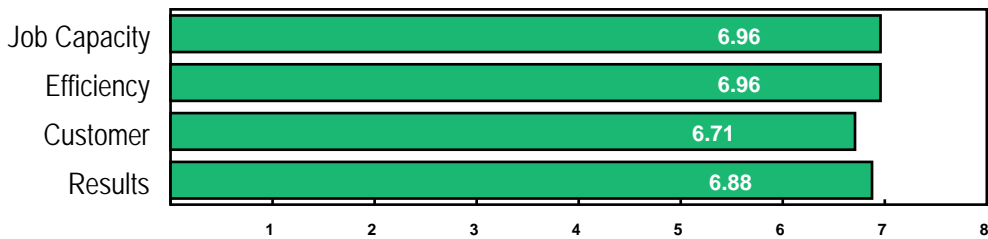
Self Management: 6.92



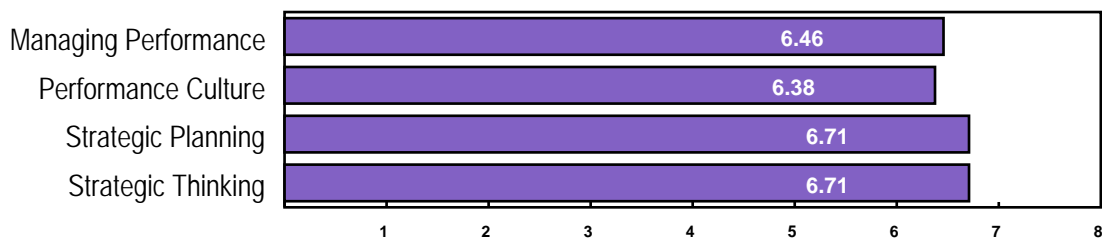
Relationship Management: 6.97



Working 'in' the Business: 6.88



Working 'on' the Business: 6.56



XYZ Company

Manager =John Smith

As Others see you	Aust Avg	As Mgr sees you	As Peers see you	Question	Scale = 1	Scale = 8
7.06	6.01	5.50	7.00	People Skills		
7.25	6.11	6.00	7.25	This person is always friendly, warm and thoughtful in relationships with others:	No, not really	Yes, definitely
7.13	6.06	6.00	7.00	This person's behaviour provides a positive role model for others:	No, not really	Yes, definitely
7.00	5.89	5.00	7.00	This person has excellent people skills:	No, not really	Yes, definitely
6.88	5.96	5.00	6.75	This person makes people feel valued:	No, not really	Yes, definitely
7.03	5.96	6.25	6.69	Team Player		
7.25	6.11	7.00	7.00	This person builds trust and loyalty with others:	No, not really	Yes, definitely
7.00	5.98	6.00	6.50	This person shares resources, knowledge and time effectively:	No, not really	Yes, definitely
7.00	5.98	6.00	6.50	This person encourages different work areas to pull together because they share common goals:	Rarely	Always
6.88	5.78	6.00	6.75	This person goes out of their way to build strong relationships with others:	No, not really	Yes, definitely
7.00	6.16	5.75	6.69	Composure		
7.25	6.27	6.00	7.00	This person is polite and considerate, never rude or abrasive:	No, not really	Yes, definitely
7.13	6.18	6.00	6.75	This person is calm and even tempered, not volatile or moody	No, not really	Yes, definitely
6.88	6.03	6.00	6.50	This person has high self awareness around personal improvement opportunities:	No, not really	Yes, definitely
6.75	6.17	5.00	6.50	This person manages emotions maturely and intelligently in stressful situations:	No, not really	Yes, definitely
6.96	6.67	5.33	7.17	Job Capacity		
7.13	6.63	6.00	7.25	This person has the right knowledge and ability to do a very good job:	No, not really	Yes, definitely
7.00	6.76	5.00	7.25	This person is hardworking and has a good work ethic:	No, not really	Yes, definitely
6.75	6.61	5.00	7.00	This person has the right industry experience to do a very good job:	No, not really	Yes, definitely
6.96	5.94	5.67	6.67	Efficiency		
7.00	5.97	5.00	6.75	This person has very effective time management and organisational skills:	No, not really	Yes, definitely
7.00	6.01	6.00	6.50	This person is very effective in setting and managing his/her work priorities:	No, not really	Yes, definitely
6.88	5.85	6.00	6.75	This person effectively uses goals/key performance indicators to drive improved performance:	No, not really	Yes, definitely

As Others see you	Aust Avg	As Mgr sees you	As Peers see you	Question	Scale = 1	Scale = 8
6.94	6.28	6.00	7.19	Engaging		
7.25	6.38	6.00	7.25	This person brings a positive attitude to the job:	No, not really	Yes, definitely
7.13	6.40	6.00	7.25	This person possesses the passion to make a difference:	No, not really	Yes, definitely
7.00	6.19	6.00	7.25	This person is assertive, energetic and persuasive:	No, not really	Yes, definitely
6.38	6.13	6.00	7.00	This person is competitive, driven and loves to win:	No, not really	Yes, definitely
6.88	6.24	5.25	7.00	Results		
7.13	6.44	6.00	7.25	This person gets the job done professionally:	Rarely	Always
6.88	6.23	5.00	7.25	This person consistently delivers very good results:	No, not really	Yes, definitely
6.88	6.29	5.00	7.00	This person consistently performs to a high standard on challenging projects/assignments:	No, not really	Yes, definitely
6.63	6.01	5.00	6.50	This person's quality of work is very high, it is mistake free:	No, not really	Yes, definitely
6.85	6.43	5.20	6.75	Integrity		
7.13	6.63	6.00	7.00	This person treats people with respect and never harasses them (eg. sexually, physically or verbally):	No, not really	Yes, definitely
7.13	6.65	6.00	7.00	This person behaves to very high ethical standards:	No, not really	Yes, definitely
6.75	6.35	4.00	6.75	This person always consistently applies our organisation's policies to avoid double standards:	No, not really	Yes, definitely
6.75	6.20	5.00	6.75	This person makes every effort to treat people equally and not have favourites:	No, not really	Yes, definitely
6.50	6.33	5.00	6.25	This person is always honest and frank and does not have hidden agendas:	No, not really	Yes, definitely
6.84	6.06	5.75	6.50	Communication		
7.00	6.20	5.00	6.75	This person presents ideas and concepts clearly while speaking:	Rarely	Always
7.00	5.94	6.00	6.75	This person keeps the relevant people "in the loop" and informed:	No, not really	Yes, definitely
6.88	6.10	6.00	6.50	This person has very good communication skills:	No, not really	Yes, definitely
6.50	6.01	6.00	6.00	This person has strong influencing and negotiation skills:	No, not really	Yes, definitely
6.71	6.07	6.00	6.83	Customer		
6.75	6.07	6.00	7.00	This person has taken initiatives to promote a "customer service" focus in his/her work area:	No, not really	Yes, definitely
6.75	6.20	6.00	7.00	This person is passionate about improving customer service:	No, not really	Yes, definitely
6.63	5.94	6.00	6.50	This person uses customer feedback to drive improved performance:	No, not really	Yes, definitely

As Others see you	Aust Avg	As Mgr sees you	As Peers see you	Question	Scale = 1	Scale = 8
6.71	6.01	5.33	6.67	Strategic Planning		
7.00	6.26	6.00	7.00	This person is always looking to "add value" and deliver better results:	No, not really	Yes, definitely
6.63	5.77	5.00	6.50	This person is very good at setting long term stretch goals:	No, not really	Yes, definitely
6.50	6.01	5.00	6.50	This person sets high expectations for performance and performance improvement:	No, not really	Yes, definitely
6.71	5.95	5.67	6.75	Strategic Thinking		
6.88	6.09	6.00	7.00	This person is creative and can "think outside the square":	No, not really	Yes, definitely
6.75	6.00	6.00	6.75	This person is good at thinking long term about new opportunities:	No, not really	Yes, definitely
6.50	5.75	5.00	6.50	This person often talks about a long term vision of where our organisation is heading:	Rarely	Always
6.46	5.71	4.67	6.83	Managing Performance		
6.63	5.62	5.00	7.00	This person is effective in coaching and developing others:	No, not really	Yes, definitely
6.38	5.88	5.00	7.00	This person makes sure that people around them "pull their weight":	No, not really	Yes, definitely
6.38	5.63	4.00	6.50	This person recognises and challenges poor performance by individuals	Rarely	Always
6.38	5.84	4.67	7.00	Performance Culture		
6.50	5.86	5.00	7.00	This person helps create a positive working environment which encourages people to work to their full potential:	No, not really	Yes, definitely
6.38	5.90	4.00	7.00	This person holds people accountable to the organisation's values and expectations:	No, not really	Yes, definitely
6.25	5.77	5.00	7.00	This person works hard to improve morale:	No, not really	Yes, definitely

XYZ Company

Manager = John Smith

How you see yourself	As Others see you	Aust Avg	As Mgr sees you	As Peers see you	As Rpts see you	The group profile	Subtheme
4.33	7.06	6.01	5.50	7.00	7.67	6.13	People Skills
5.50	7.03	5.96	6.25	6.69	7.75	6.08	Team Player
4.25	7.00	6.16	5.75	6.69	7.83	6.45	Composure
6.33	6.96	6.67	5.33	7.17	7.22	6.67	Job Capacity
5.00	6.96	5.94	5.67	6.67	7.78	6.20	Efficiency
6.75	6.94	6.28	6.00	7.19	6.92	6.26	Engaging
4.75	6.88	6.24	5.25	7.00	7.25	6.34	Results
5.40	6.85	6.43	5.20	6.75	7.53	6.59	Integrity
4.25	6.84	6.06	5.75	6.50	7.67	6.21	Communication
4.67	6.71	6.01	5.33	6.67	7.22	6.09	Strategic Planning
5.33	6.71	6.07	6.00	6.83	6.78	6.02	Customer
5.67	6.71	5.95	5.67	6.75	7.00	5.85	Strategic Thinking
5.67	6.46	5.71	4.67	6.83	6.56	5.62	Managing
5.67	6.38	5.84	4.67	7.00	6.11	5.67	Performance Culture

XYZ Company

No of Responses 8

Manager = John Smith

This person's strengths are...

Rank	Answer	Total Score
1	The right attitude: enthusiastic, positive	12
2	Good organisational skills: well organised	11
3	Integrity: high ethical standards	8
4	Good people skills: people person	7
5	Communciations skills	7
6	Knowledge: technical ability, experience	5
7	Empathy: supportive	4
8	Cool under pressure	4
9	Hardworking: has a good work ethic	3
10	Problem solving approach: good troubleshooter	3
11	Good Leadership Skills	3
12	Professional approach	3
13	Creative: thinks outside the square	2
14	Challenges poor performance	2
15	Good sense of humour	2
16	Builds effective relationships	2
17	Good at planning: forward thinking	1
18	Sets clear goals: results driven	1
19	Motivational: inspires others	0
20	Customer focussed: good with clients	0
21	Positive role model: leads by example	0
22	Is very loyal	0
23	Makes tough decisions: deals with the hard issues	0
24	Action oriented: gets the job done	0
25	Visionary: understands the big picture	0
26	Competitive and determined	0

The top items are normally - Knowledge: technical ability and experience, Hardworking: has a good work ethic, Good people skills, the right attitude: enthusiastic and positive, Professional approach, Customer focused: good with clients

XYZ Company

No of Responses 6

Manager = John Smith

This person's opportunities to improve are...

Rank	Answer	Total Score
1	Delegate more	8
2	Takes on too much: spreads self too thin	8
3	Share knowledge and resources	7
4	Better job / industry knowledge	5
5	Challenge poor performers	4
6	Look at the big picture	4
7	Give appropriate feedback	4
8	Be out and about more: be seen, accessible	4
9	Show leadership on issues	3
10	Be more assertive	3
11	Time management and organisational skills	2
12	Make it happen: get things done	2
13	Listen more: don't jump the gun	2
14	Build effective relationships	2
15	Less favouritism: treat people equally	1
16	Be more open to new ideas: embrace change	1
17	Communicate Better	0
18	Be less aggressive	0
19	Team player: "we" not "me"	0
20	Improve people skills: interpersonal skills	0
21	Control temper: less moodiness	0
22	Sets clear goals and KPI's	0
23	More customer focus	0
24	Motivate people: improve morale	0
25	Be more empathetic	0
26	Be more positive: good attitude	0

The top items are normally - Takes on too much: spreads self too thin, Challenge poor performers, Delegate more, Communicate Better, Time management and organisational skills, Show leadership on issues

XYZ Company

Manager = John Smith

This person's strengths are...

- : Experienced manager; professional; calm; hardworking.
- : John is intelligent and easy to work with. He performs the role of "The Devils Advocate" very well and quite often raises the much needed opposing view. His experience at senior level management has proven to be very beneficial and on a number of occasions provided that often required calming and balanced view.
- : John has enormous respect as a manager and person and as such is valuable in many ways, including as an impartial and wise sounding board for problems, be they work or other.
- : John works well with the team. He has a wealth of experience within the Media industry.
- : John is a grounding force - when all are losing their heads, he can bring people back to the issue at hand. He has a beautifully calm approach to matters.
- : Business experience; challenges thinking and makes people explain their ideas; not afraid to ask hard questions; thoughtful approach.
- : Genuinely cares about the welfare of XYZ Company's employees.
- : John is a great sounding board. He always makes himself available and is always willing to listen. He has a very controlled manner and in circumstances when I am great frustrated he is often a good person to talk to about the issues at hand.

XYZ Company

Manager = John Smith

This person's opportunities to improve are...

- : Could be more aggressive and fast about change; needs to be more proactive about mentoring.
- : John can sometimes be quick to judge before he has fully understood all the issues and looked at the detail.
- : John tends to concentrate on what I consider minor issues which can become frustrating. His real value is in the upper level advice and this is an area I look to him for and would openly accept if forthcoming.
- : Needs to learn more about the IT side of the business.
- : Could sometimes push poor performers a bit harder. Sometimes needs to think more of the big picture.
- : Build closer relationships with colleagues; communicate better; understand more about the business.
- : I'd like to see John have some clearly defined accountabilities. I think that would help provide him with direction and also allow more people to work with him who could benefit having him as a guide/mentor. Last year I was frustrated with John when he would ask for information and not put his needs into context. It meant that I was unaware of what he needed and therefore found it hard to give him the information he wanted. I feel this has improved enormously.
- : Think outside the box a little and be a little less conservative.