

LeadWay 360° Feedback

Individual Report

Participant's Name: Kostadin Galabov

Organization: Axway Bulgaria

Report Date: 03/06/2009

This LeadWay 360° Individual Feedback Report has been prepared specifically for you.

The information contained in this report is based on information about your leadership skills and performance collected on the feedback questionnaire you and others completed recently. These feedback questionnaires were completed by you and others around you - your immediate boss, peers, direct reports/subordinates, and customers. You and your other raters answered questions as to how frequently you performed 95 specific leadership behaviors. You were also asked to rank the relative importance of 21 specific leadership competencies. Finally, an opportunity was offered to give written comments regarding your strengths as a leader, as well as any areas which might benefit from further development of your leadership skills.

Feedback is Essential for Development

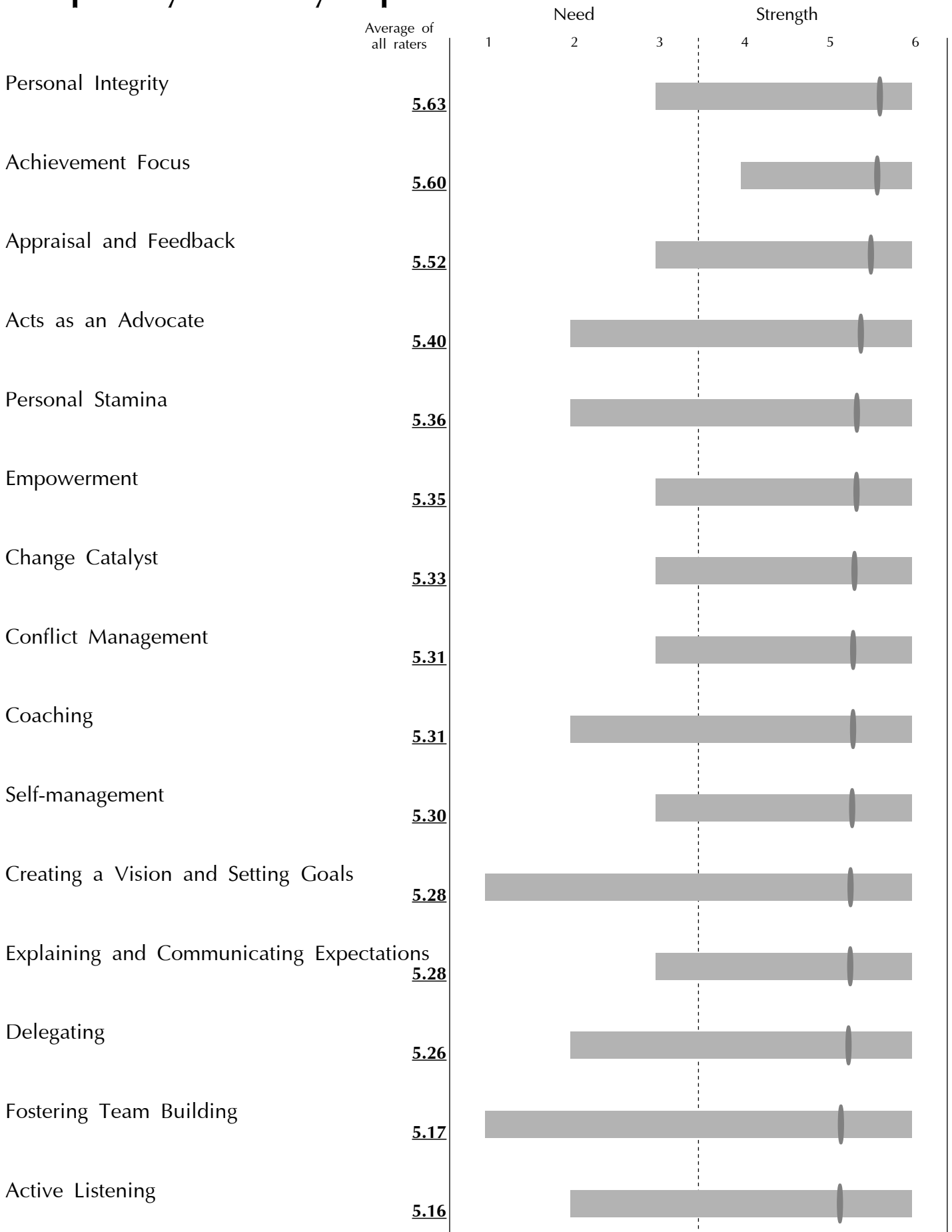
A former Mayor of New York City used to greet constituents on the streets of his city with the simple question, "How am I doing?" And he listened to their responses, good and bad. Mayor Koch recognized that getting constant feedback on his performance (especially from those most affected by his performance) was essential to his continued success as a leader. The value of the information in this report is in the use to which you put these results. What is most important is not what this report says, but what you do with the information it contains. The data contained in this report will help you measure your current progress as a leader, provide a benchmark for comparison as you continue to develop and implement your leadership skills, and provide ongoing motivation and direction for self-development. Your continuing development as a leader is so important to your organization and to those with whom you work that they have agreed to invest the time necessary to give you this detailed feedback. Your job is to accept, understand, and use the feedback which has been offered to you.

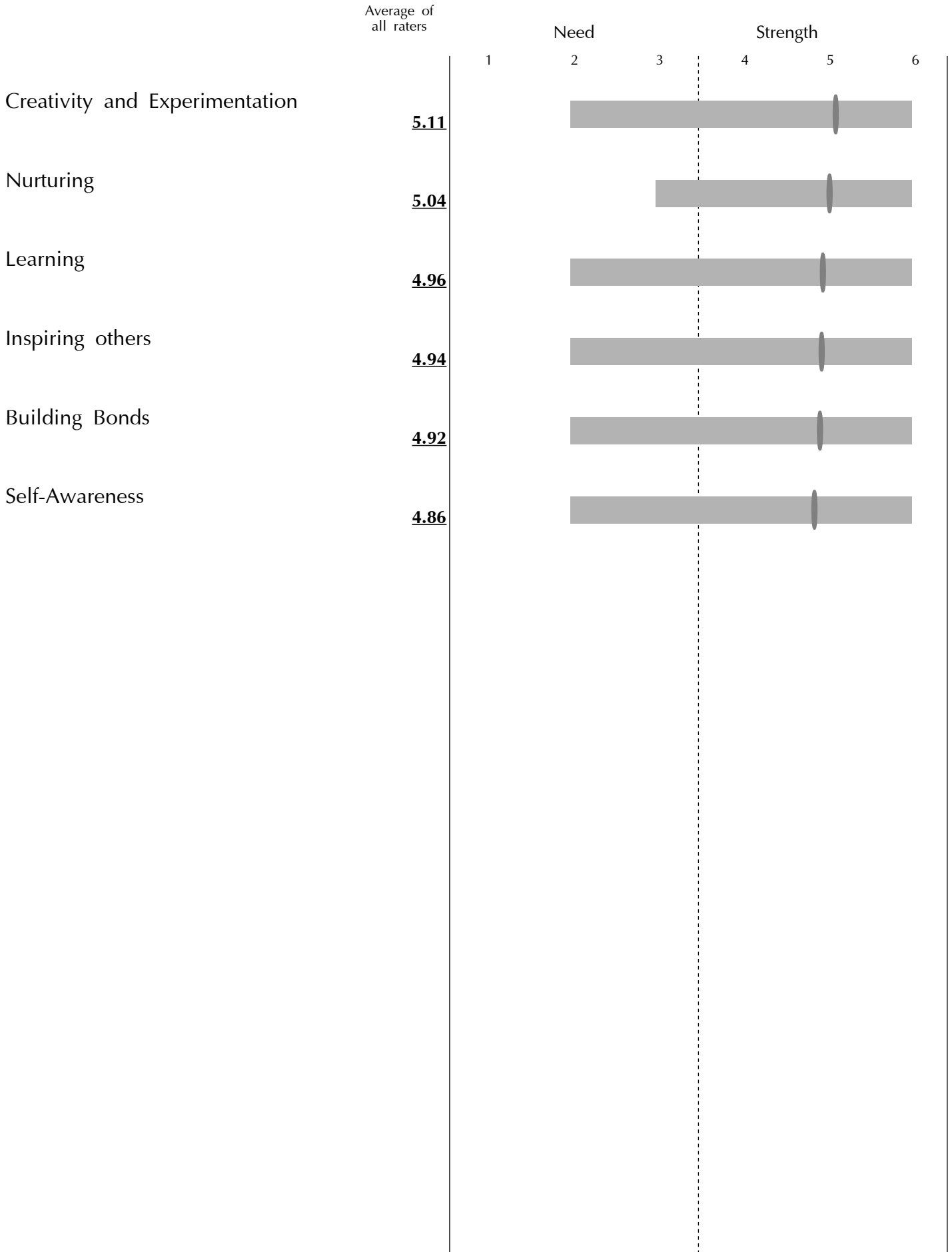


Competency Summary Reports



Competency Summary Reports







Gap Analysis Reports

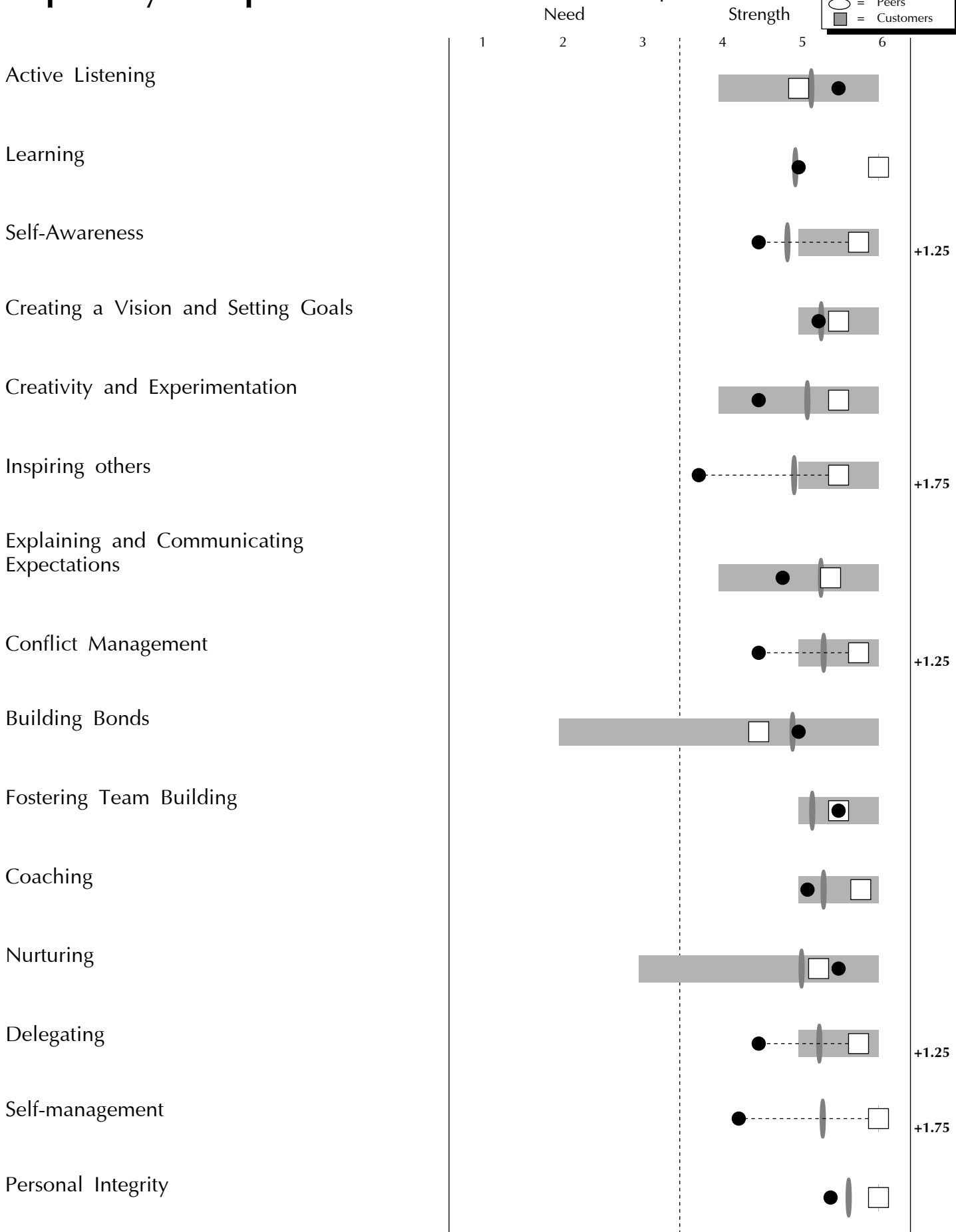


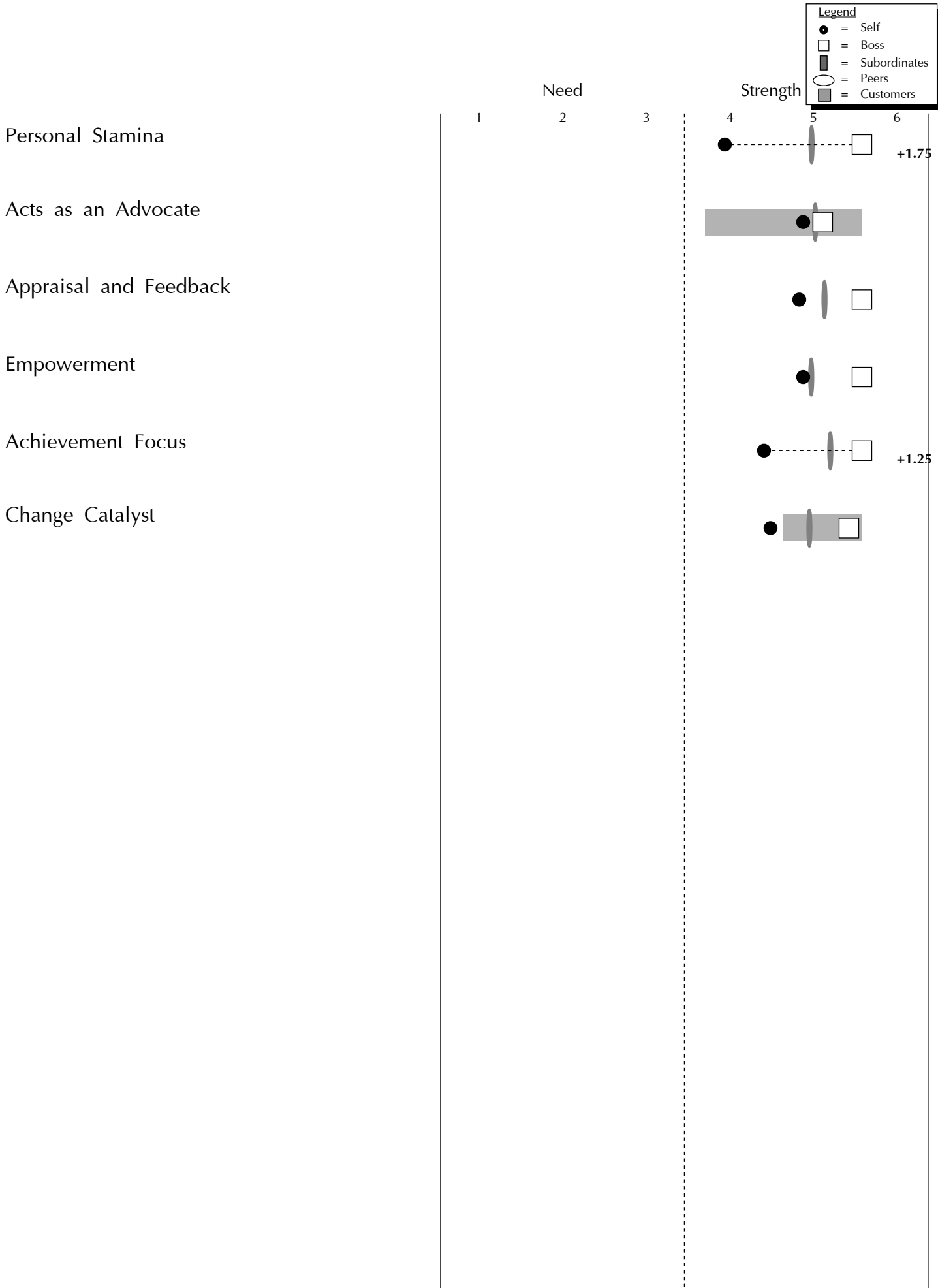
Gap Analysis Reports

[Immediate Boss Comparison]

Legend

- = Self
- = Boss
- ▨ = Subordinates
- = Peers
- = Customers





Legend

- = Self
- = Boss
- = Subordinates
- = Peers
- = Customers

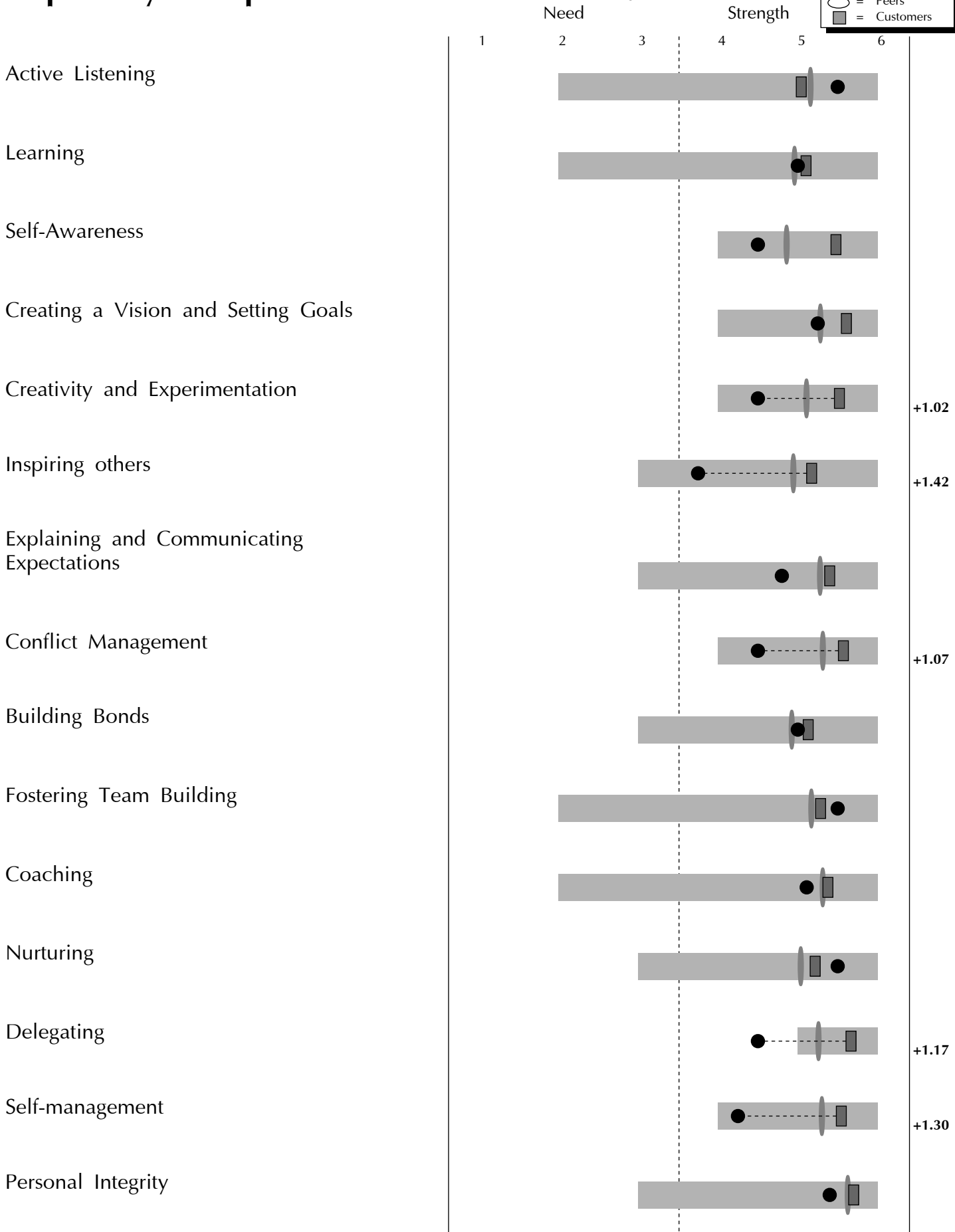


Gap Analysis Reports

[Subordinates Comparison]

Legend

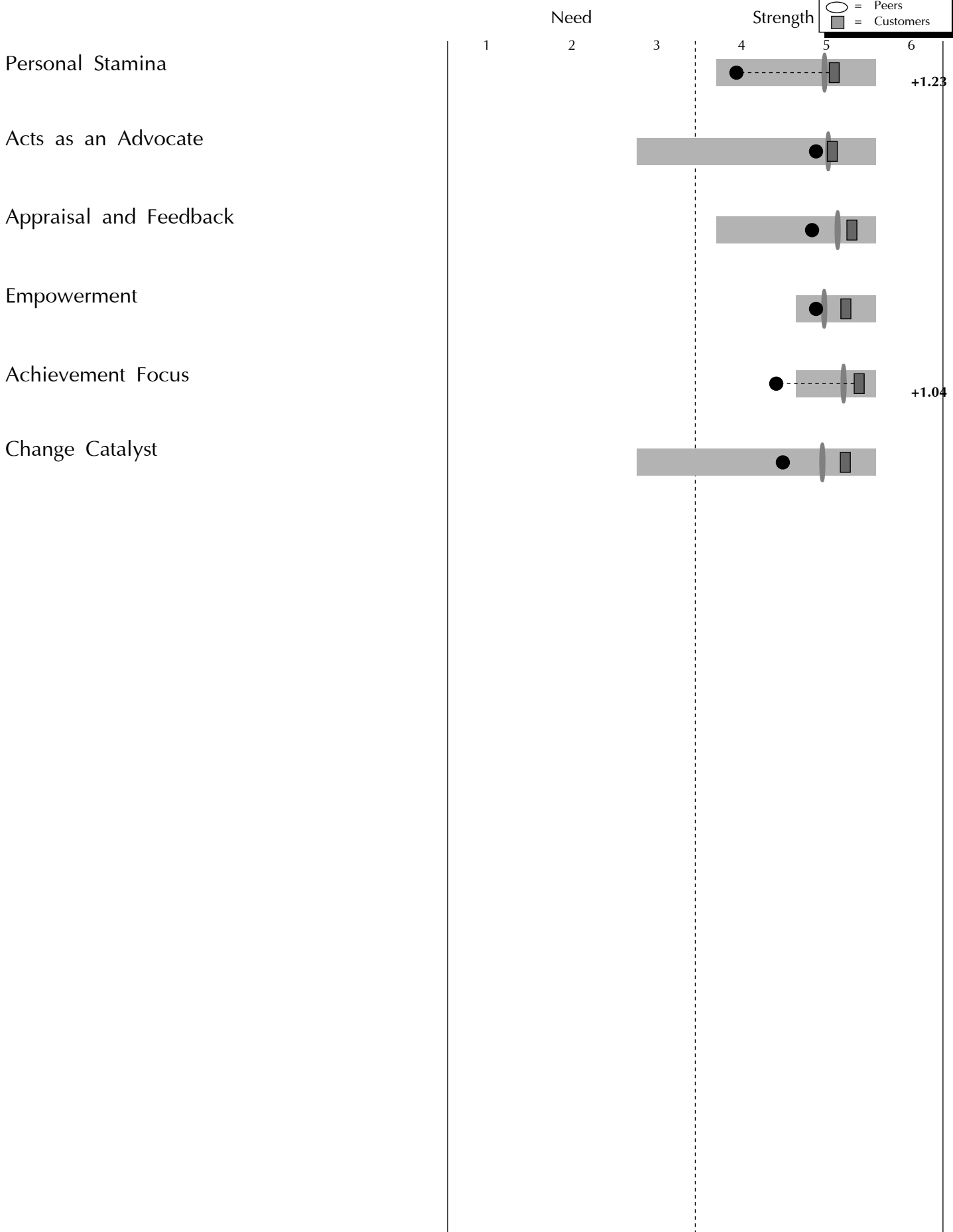
- = Self
- = Boss
- ▒ = Subordinates
- = Peers
- = Customers





Legend

- = Self
- = Boss
- ▒ = Subordinates
- = Peers
- = Customers





Gap Analysis Reports

[Peers Comparison]

Need

Strength

Legend

- = Self
- = Boss
- ▬ = Subordinates
- = Peers
- = Customers

Active Listening

Learning

Self-Awareness

Creating a Vision and Setting Goals

Creativity and Experimentation

Inspiring others

Explaining and Communicating Expectations

Conflict Management

Building Bonds

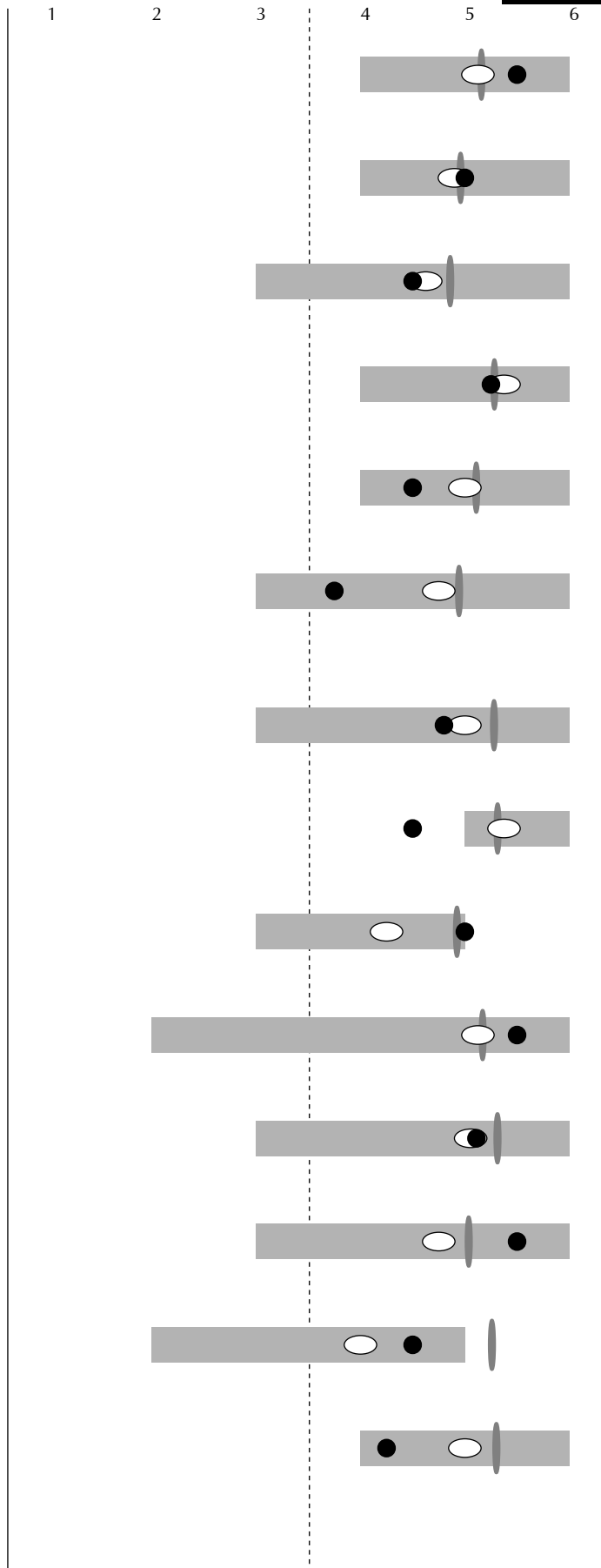
Fostering Team Building

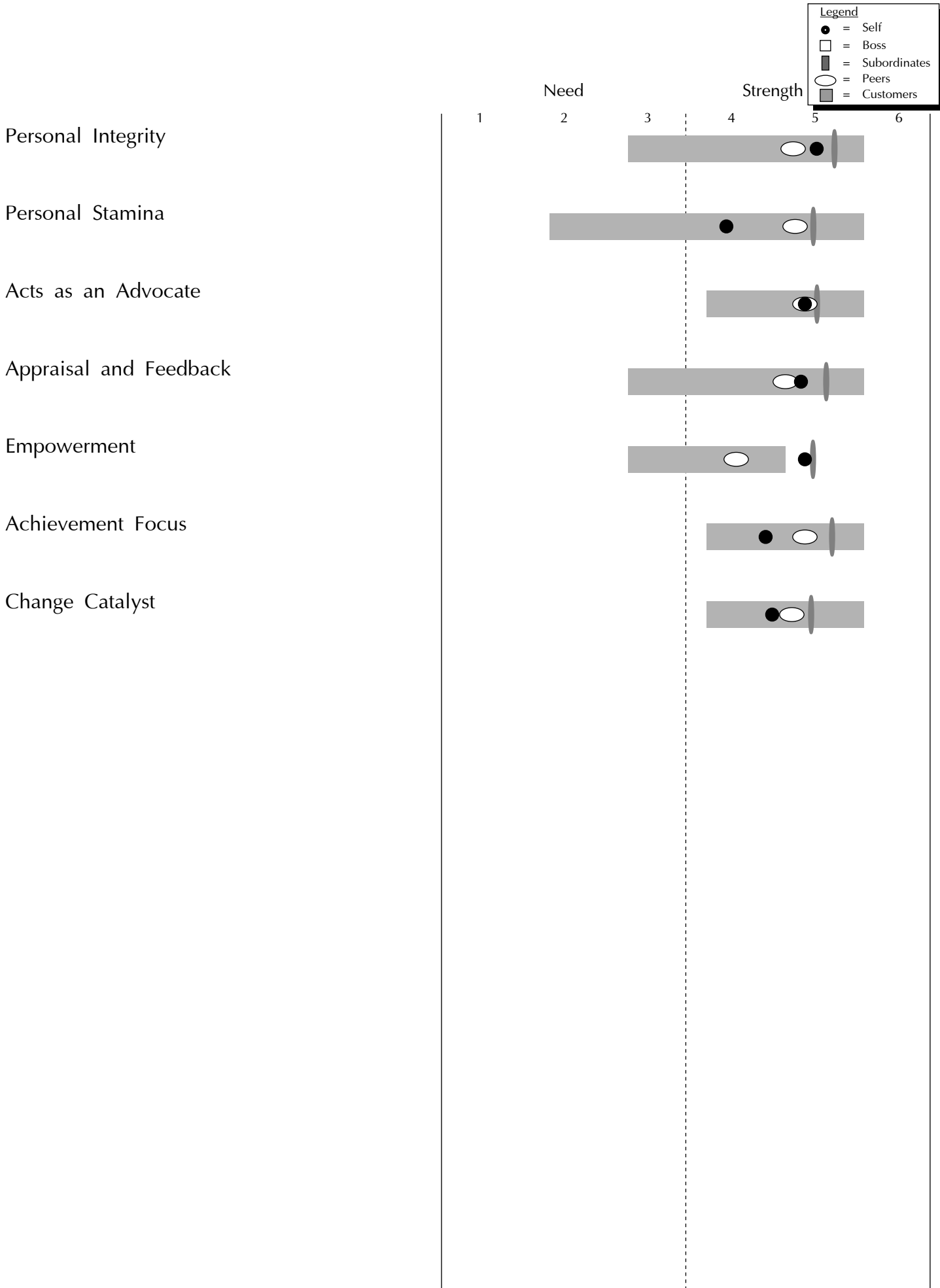
Coaching

Nurturing

Delegating

Self-management





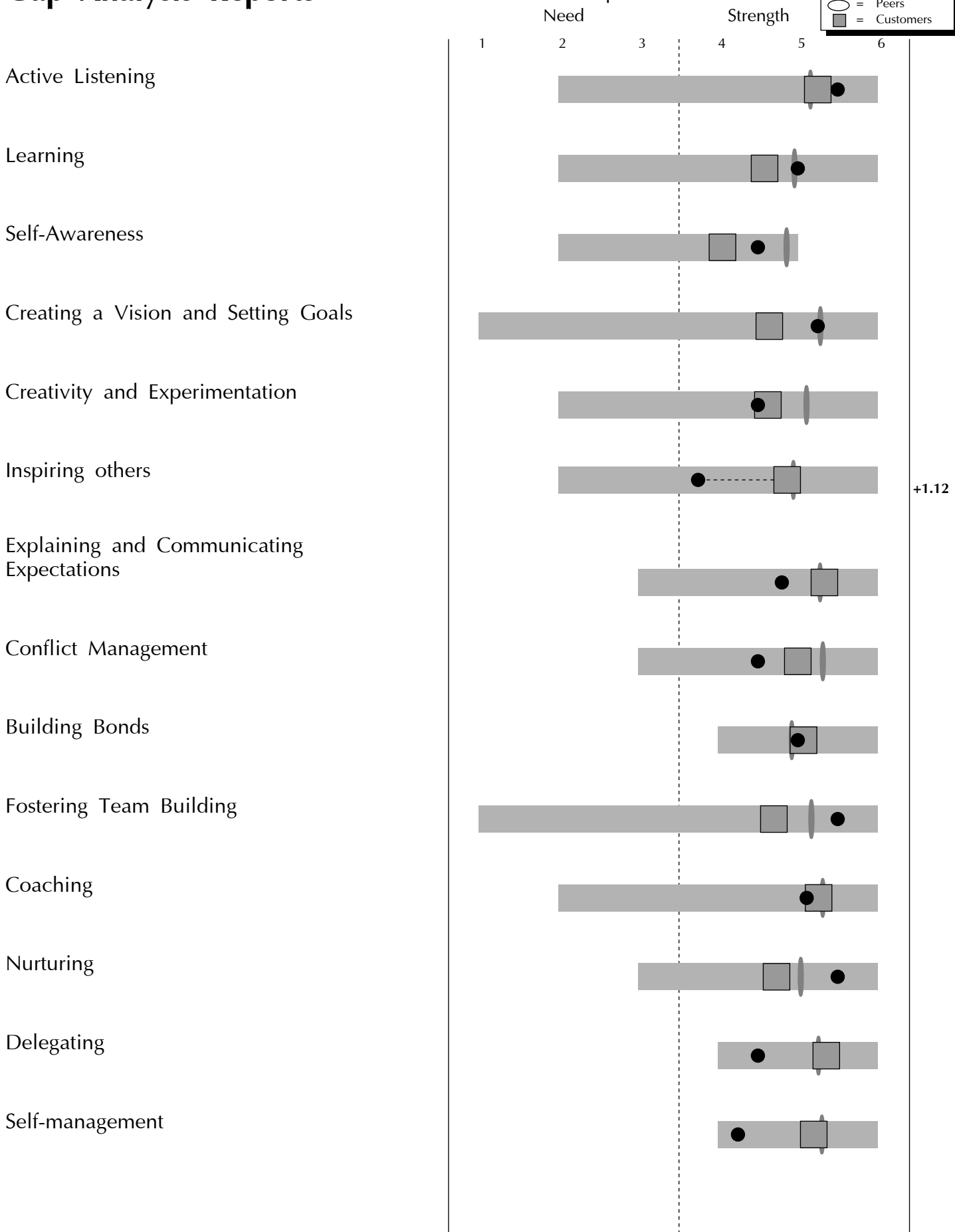


Gap Analysis Reports

[Customers Comparison]

Legend

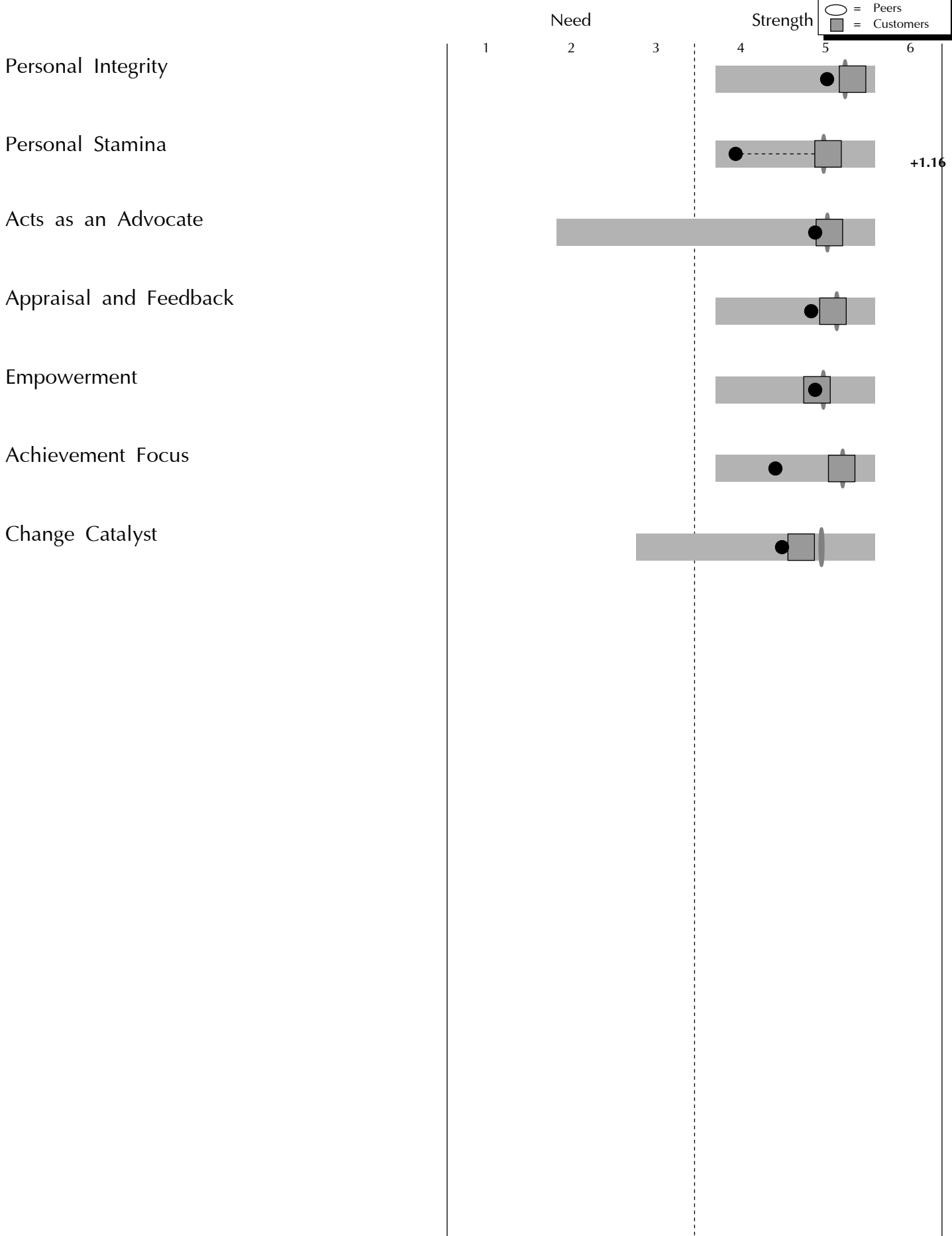
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- = Customers





Legend

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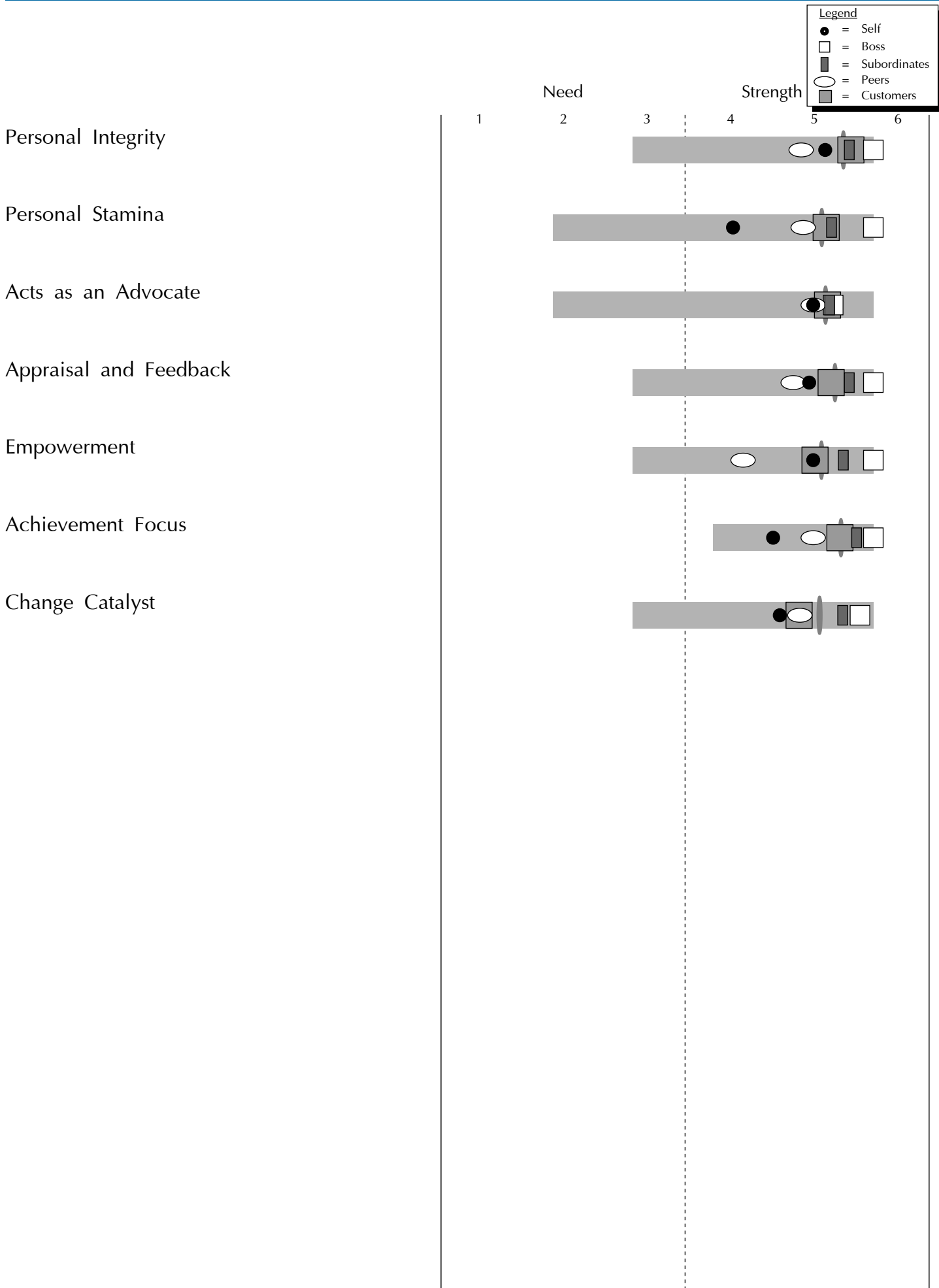
Gap Analysis Reports

[All Raters Comparison]

Legend

- = Self
- = Boss
- ▒ = Subordinates
- = Peers
- = Customers

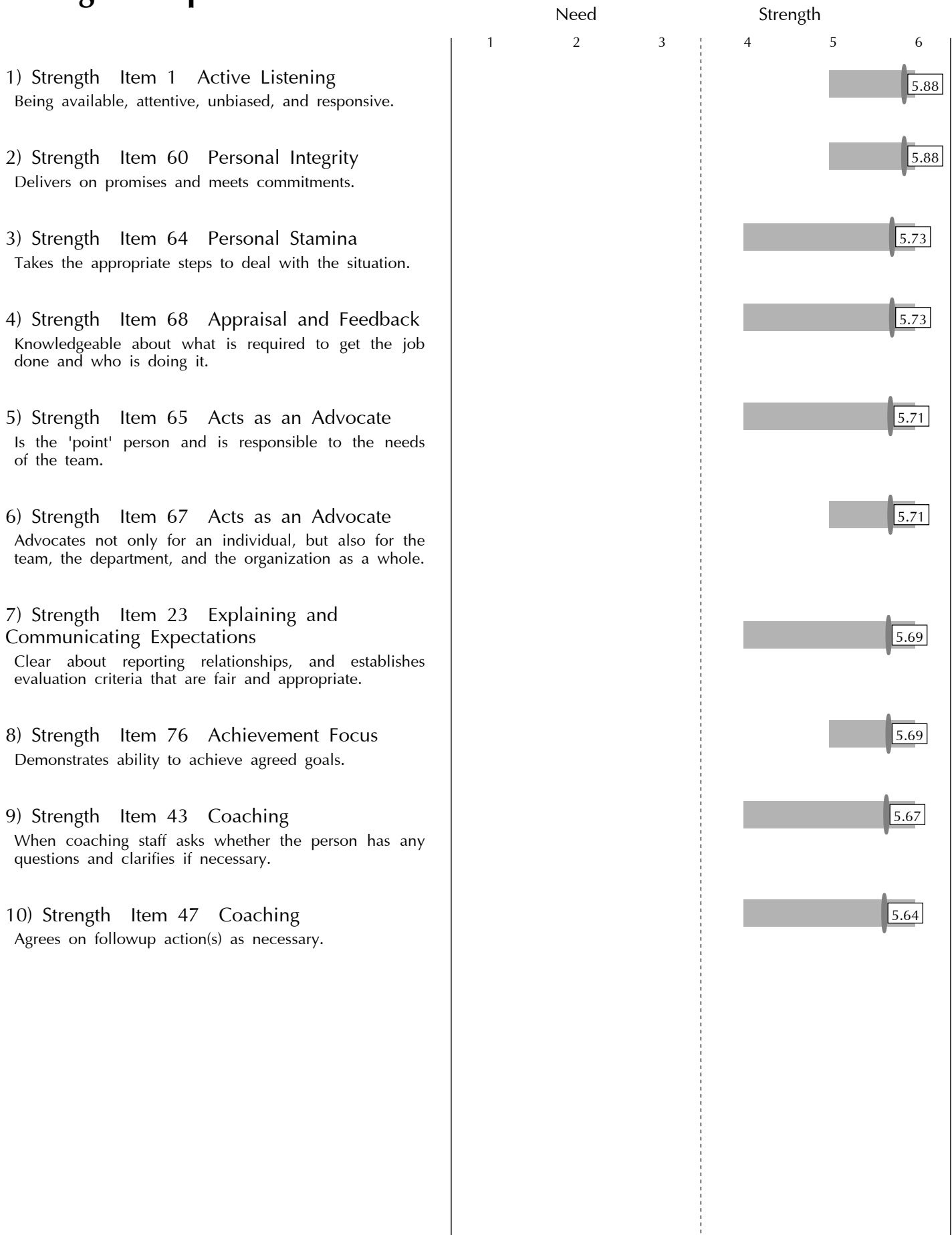






Strengths / Needs Report

Strengths Report



Needs Report

1) Need Item 12 Self-Awareness

Actively seeks feedback from others.

2) Need Item 33 Building Bonds

Patiently solicits and considers ideas from those who are reluctant to express their points of view.

3) Need Item 5 Learning

Open to change.

4) Need Item 39 Coaching

Spends considerable time in devising professional development guidance for staff.

5) Need Item 37 Fostering Team Building

Works to minimize and eliminate harmful competitiveness that may undermine the team.

6) Need Item 21 Inspiring others

Influences others within the organization to be excited, enthused, and committed to furthering the organization's objectives.

7) Need Item 49 Nurturing

Exhibites understanding and empathy for a variety of personality types.

8) Need Item 27 Explaining and Communicating Expectations

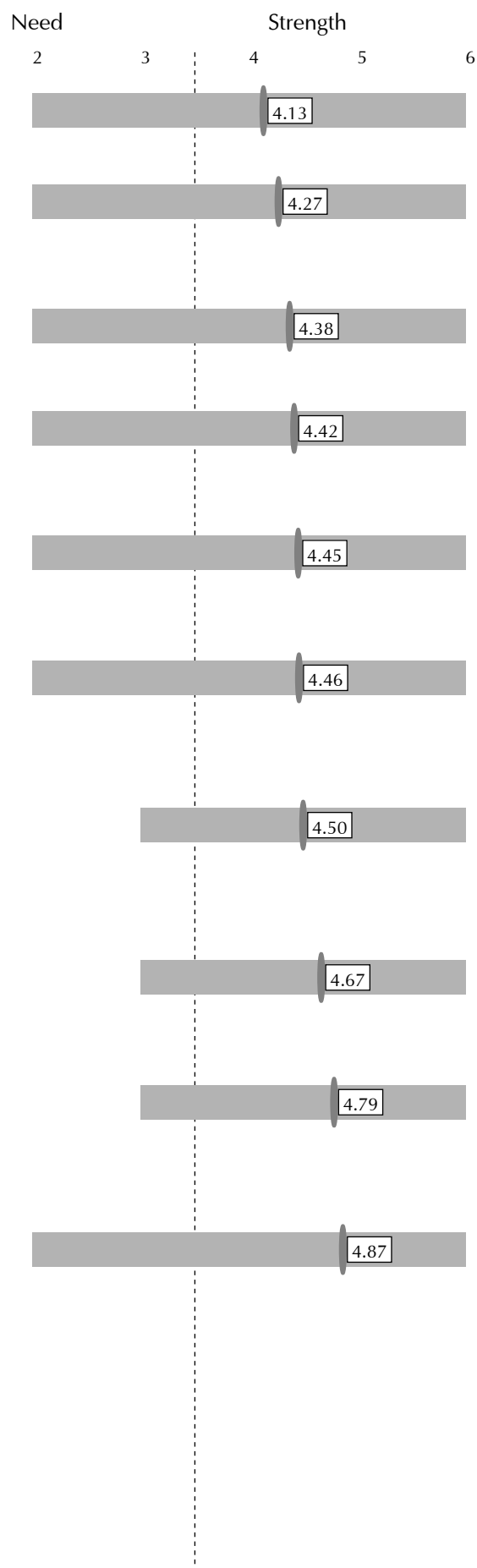
Structures meetings to provide room for needed dialogue.

9) Need Item 94 Change Catalyst

Helps in creating environment where people at all levels can assert their ideas to change the status quo for the better.

10) Need Item 4 Active Listening

Paraphrases what is being said to ensure that the person understands the speaker's point.





Written comments

Written comments

What are the things that Kostadin Galabov does well that should be continued?

Boss:

1) In American we would say, "...Kosta fires on all cylinders..." just keep striving to be better than the best (and he is the benchmark for the best)...

Peers:

1) He communicate pretty well with people at all levels and is always open minded. Give feedback and is not afraid to say the truth. He possesses a "can-do" attitude.

2) Good communication and mediation skills

Subordinates:

1) Almost everithing.

2) Kosta is an extremely effective operational manager. He has executed and brought to life countless improvements to internal processes, team structure, and every other imaginable aspect of everyday work that helps get the job done.□

Kosta's multi-tasking abilities are almost inhuman and after so many years I still can't believe how much real, gritty, grunt work he gets done even with his calendar full to the rim.□

He is also very well versed and can deliver both good and bad news in a way that his subordinates understand, even if we obviously don't always agree or like the latter kind.□

Kosta is very close with his team to the extent that he can predict, and to a reasonable degree counter, the effects of personal issues on people's performance, while never crossing the fine line into their private lives' territory, nor putting friendship before work.

3) Is always there when you need help. Defends people's interests even if they have not specifically asked him to do so.

4) Having a good vision about the team and the day-to-day work. He's always well informed and that makes him take the appropriate actions in the very beginning of a problems being developed.

5) Setting targets.□

Balance in task assignment.

6) Kostadin Galabov is extremely communicative and I thank him for his commitment. His dedication to the workflow drives everyone to higher levels of service. Using his personal skills he is able to tip the balance in any situation and win people trust in long term expressing indisputable facts in understandable for everyone language. His sharp mind executes best choice with FTL speed making him great source that you can always turn to for any dilemma while under pressure.

Customers:

1) He is easy going person and I can work with him very well. He is fair and frank and always gives feedback (including negative). He is great professional and clearly understands that the co-operation between teams is the key for the success.

2) Technical Expertise and Relationship Building

3) Great team attitude. His first implulse is to say "yes", then figure out how to get it done. Fantastic for customer satisfaction.

4) * accountable (says what he's going to do and does what he says)□

□

* ensures a high level customer satisfaction for employees (e.g., sales people) and customers□

□

* believes in working with a process

5) - have an open mind□

- listen to the others and their propositions□

- patience when trying to convince someone, and ability to admit that a proposition might be finally better than what he was trying to convince.□

- share his valuable experience without giving you the feeling that he is far more experienced than you (he is humble)□

- meet commitments and give feedback when requested□

- anticipate your needs

What could Kostadin Galabov do to be more effective?

Boss:

1) N/A

Peers:

- 1) To start delegate more!
- 2) Better and more delegation, more empowerment

Subordinates:

- 1) Give his reports a bit more attention.
- 2) Between everything he has taken on, he has less and less time to just sit down and talk to his people. While he is the open-door type (and indeed is in the same room as all of us), always approachable even if he's on a conference call with a customer, it sometimes requires more than a few minutes to share a professional or interpersonal problem and seek managerial advice. One either has to find a crack in his schedule, or steal his time from something else, or worse -- from his personal time. Putting aside some regular time for the team would make this easier.
- 3) Maybe relax more :)
- 4) No comments.
- 5) This is beyond my knowledge probably since I can't think of any.

Customers:

- 1) He is still taking Support cases and because of this sometimes he does not have the bandwidth to focus on important items. However this never led to not finished work and he also keeps his promises, although delayed by a couple of days.
- 2) Ease up on his workload -- he is going to be burnt out.
-
- Get more resources.
- 3) Pass. He has a great work ethic.
- 4) * additional training for his team - they need to speak English *and* American; the accent and the Bulgarian straight-forwardness still rubs some key customers the wrong way; we need some more polish here.
-
- * additional training for his team - level 2 and level 1 people need to have more contextual knowledge about products and the technologies that they use; the level 3 people need more knowledge about the technologies that the products use
- 5) i can't state on this

What does Kostadin Galabov do that should be stopped?

Boss:

- 1) N/A

Peers:

- 1) At that particular moment I do not catch such things.
- 2) at times overriding decisions and autocratic behavior

Subordinates:

- 1) none
- 2) I think Kosta could be more open about ongoing corporate changes. While I do understand it is in the best interest of the company to keep certain information to management and only provide it on a need-to-know basis, leaks do exist, and when they happen, it still hurts to have to learn bad news (or even just gossip) that way.
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On a more personal level, I think Kosta should really try to put less hours into work. From his first email to his "going offline" note there's easily 14-16 hours every day. One can't keep this pace forever and being the energetic and proactive type that he is, he'll inevitably burn out sooner rather than later. I would hate to see that happen.

- 3) No comments.
- 4) Nothing that I am aware of.

Customers:

- 1) Cant think of anything right now.
- 2) Nothing. Fantastic member of the team, enjoy working with him, and I have every confidence that when he is involved, customers will be happy.
- 3) nothing really; Kosta is perfect! :-)
- 4) i can't state on this