LeadWay 360° Feedback

Individual Report

Participant's Name: Kostadin Galabov
Organization: Axway EOOD
Report Date: 07/05/2012

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 about 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. He 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.

Soliciting and Accepting Feedback

As leaders rise through the hierarchies of their organizations, they often receive less and less honest information about themselves and their performance. With most positions of leadership comes perceived power and authority. Subordinates and others are sometimes fearful of displeasing those in leadership positions and often may give less than frank and candid feedback on a leader's performance when asked directly, face to face, as the former mayor asked his constituents on the streets of New York.

A 360° feedback process such as this offers others an opportunity to give you accurate and helpful feedback in a constructive and confidential manner.

Strengths & Needs... as well as Unseen Strengths & Blind Spots

This feedback may help to validate your own self-perceptions. It is unlikely that you have reached your position in your organization by behaving in a random way. You already have an understanding of appropriate leadership behavior and probably have a pretty good idea of your own strengths and needs. But honest and reliable feedback is necessary to test your own perceptions, recognize previously unseen strengths, and become aware of blind spots in your own self-perceptions.

Self-Perception vs. Reality

Humans are said to be the only animals capable of self-deception. On occasion, our self-perceptions may be creating blind spots in our view of ourselves. We may think of a particular leadership competency as one of our towering strengths while others around us may see that, in reality, this competency is more of a glaring need. We need feedback from others to make sure that our view of ourselves is completely realistic.

Feedback Is An Investment

When others give you feedback in a 360° feedback process such as this, they become involved in the process of improvement. They have invested time, energy, and thought into your development as a leader and have become actively involved in your growth and continued improvement. They are more likely to continue to support your development when you ask for their feedback, act on their feedback, and follow through with them afterwards.

Three more quick points before we turn to the reports...

1. This feedback report is simply information. It is *not* a "report card" or an appraisal of your worth as a leader, or as a person.
2. The feedback contained in this report is inherently *subjective*. In other words, this information is based on the perceptions and opinions of others.
3. In your development as a leader, what matters most is how *you* evaluate this information what it means to you, not what it means to others around you.

Interpreting Your Reports

Your Individual Feedback Report is actually a collection of several different types of reports. Each of these sets of reports looks at the information collected in different ways.

Competency Summary Reports

The Competency Summary Reports give a bird's-eye view of your feedback results. In completing your 360 feedback questionnaire, your respondents rated to what extent they agree you performed 95 specific leadership behaviors. These behaviors can be linked together to form a group of 21 discrete leadership competencies, such as Self-Awareness or Inspiring Others. Each competency contains several leadership behaviors. The Competency Summary Reports show your overall ratings for each of these leadership competencies. There are two reports, one in alphabetical order by competency and the second in order by performance rating with your highest rated competency at the top.

Gap Analysis Reports

The Gap Analysis Reports show how you rated yourself in each of the leadership competencies compared to how your immediate boss, your subordinates, your peers, and your customers rated you. These reports are important for spotting *unseen strengths* areas in which you may have rated your performance significantly lower than others did, as well as *blind spots* those competencies in which you may have rated yourself significantly higher than others did. Highlighting these gaps can be a source of excellent insight and the starting point for discussion with others as to why your ratings might have differed.

Importance Rankings Report

The Importance Rankings Report shows the overall importance rankings given for each of the leadership competencies and how each group of raters (yourself, your immediate boss, your subordinates, your peers, and your customers) ranked the importance of each leadership competency. This information can be useful as you attempt to prioritize the areas in which you seek further development. These reports can also highlight competencies in which you and others may hold significantly different opinions as to the relative importance of that particular competency and may serve as an excellent discussion starter exploring these differing perceptions.

Importance / Performance Grid

As a follow-up to the Importance Rankings Report, the Importance / Performance Grid sets up a four-quadrant view of your performance ratings compared to the overall importance rankings given by your raters. This report can help prioritize areas for development as well as identify areas of strength you can build on. For example, you may wish to focus your development efforts on those competencies which were rated "high" in importance in which your performance level was "low."

Strengths / Needs Report

The Strengths / Needs Report lists your 10 top-rated and your 10 lowest-rated of the rated behavior items. This report will help you identify those specific behaviors which are recognized

by your raters as particular strengths, as well as those behaviors which may need further attention and development work.

Competency Detail Report

The Competency Detail Report gives the most comprehensive look at your feedback results. For each of the leadership competencies assessed, you will see how each of the rater groups (self, immediate boss, subordinates, peers, and customers) rated you. You will also see each behavior item which contributed to this competency score and the detailed ratings report for each item.

Competency Summary Reports

Competency Summary Reports

The following Competency Summary Reports give an overall view of the results of your 360° feedback and are compiled from the responses given by up to five groups of raters: yourself, your immediate boss, your subordinates, your peers, and your customers.

95 Behaviors Rated

Your raters responded to 95 very specific statements regarding your leadership behaviors. These behavior statements included items such as *"Actively seeks feedback from others."* and *"Is able to set realistic goals to achieve that vision."* Your respondents were asked to rate to what extent they agree you perform a given behavior, using the following six-point scale.

Six-Point Scale

1. Completely disagree
2. Strongly disagree
3. Disagree
4. Agree
5. Strongly agree
6. Completely agree

21 Leadership Competencies

These specific leadership behaviors can be grouped within discrete leadership competencies. For instance, the following two items, *"Engages others in problem solving."* and *"Views ideas from different perspectives."* are both part of the overall leadership competency called *"Learning"*.

"Average All" Rating

The ratings you received from all your raters for each item were averaged together to give an "Average All" score for each item. The average item scores for each item pertaining to one leadership competency were then averaged together to determine an "Average All" score for each of the competencies. These "Average All" scores for each competency were used in producing the following Competency Summary Reports.
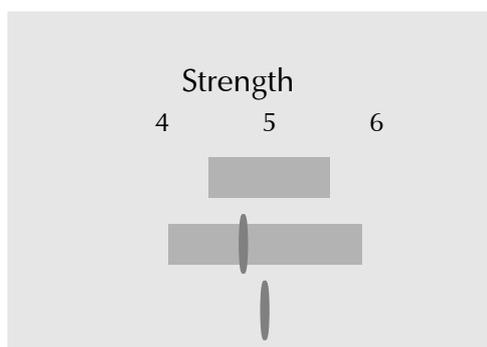
You will notice that most competencies on the report have a **gray bar** on the chart to the right of the competency name. This gray bar shows the range of item scores you received for that competency.

The "Average All" score for each competency is represented on the following charts by a **darker gray line** and the score itself is indicated by the number to the left of the graph.
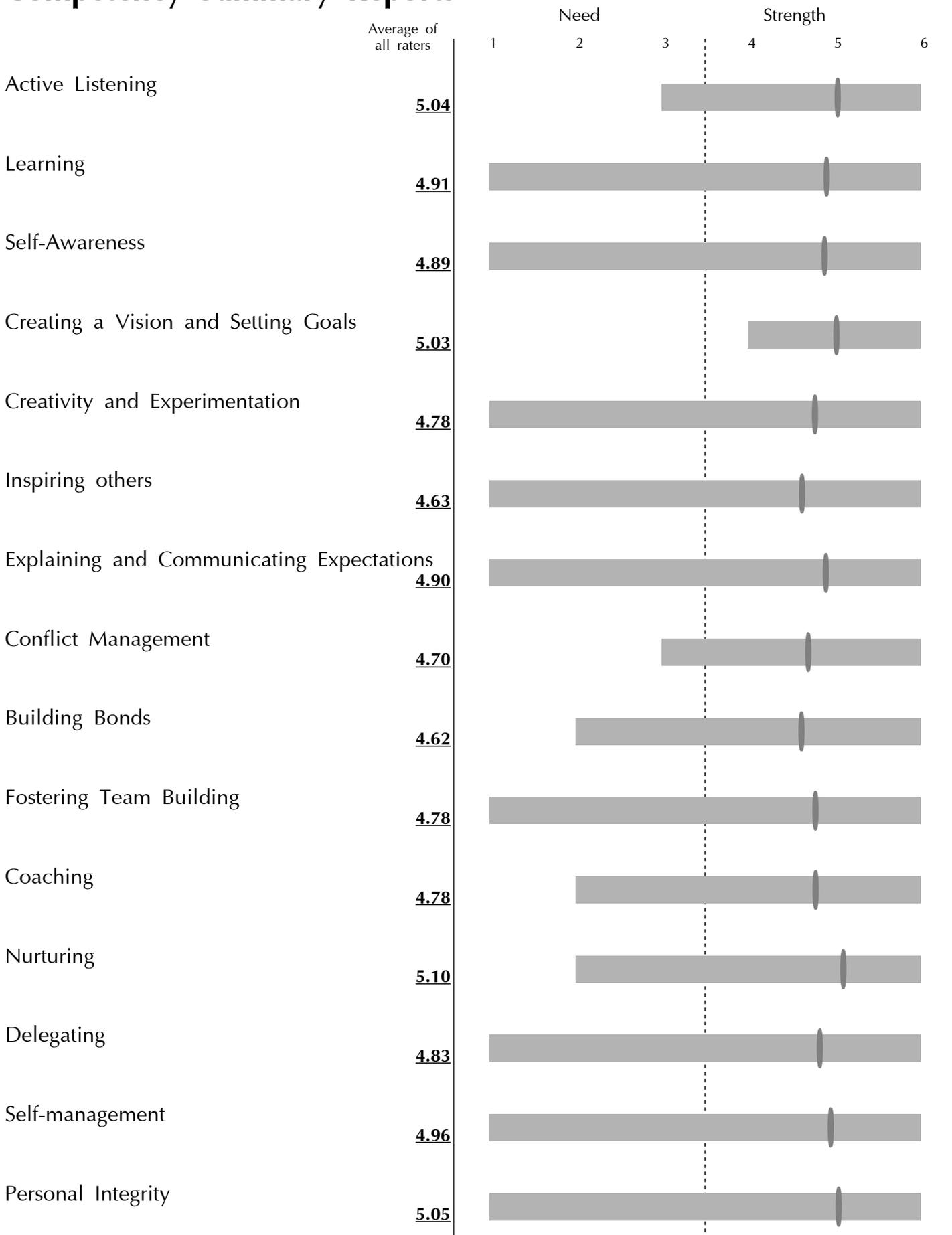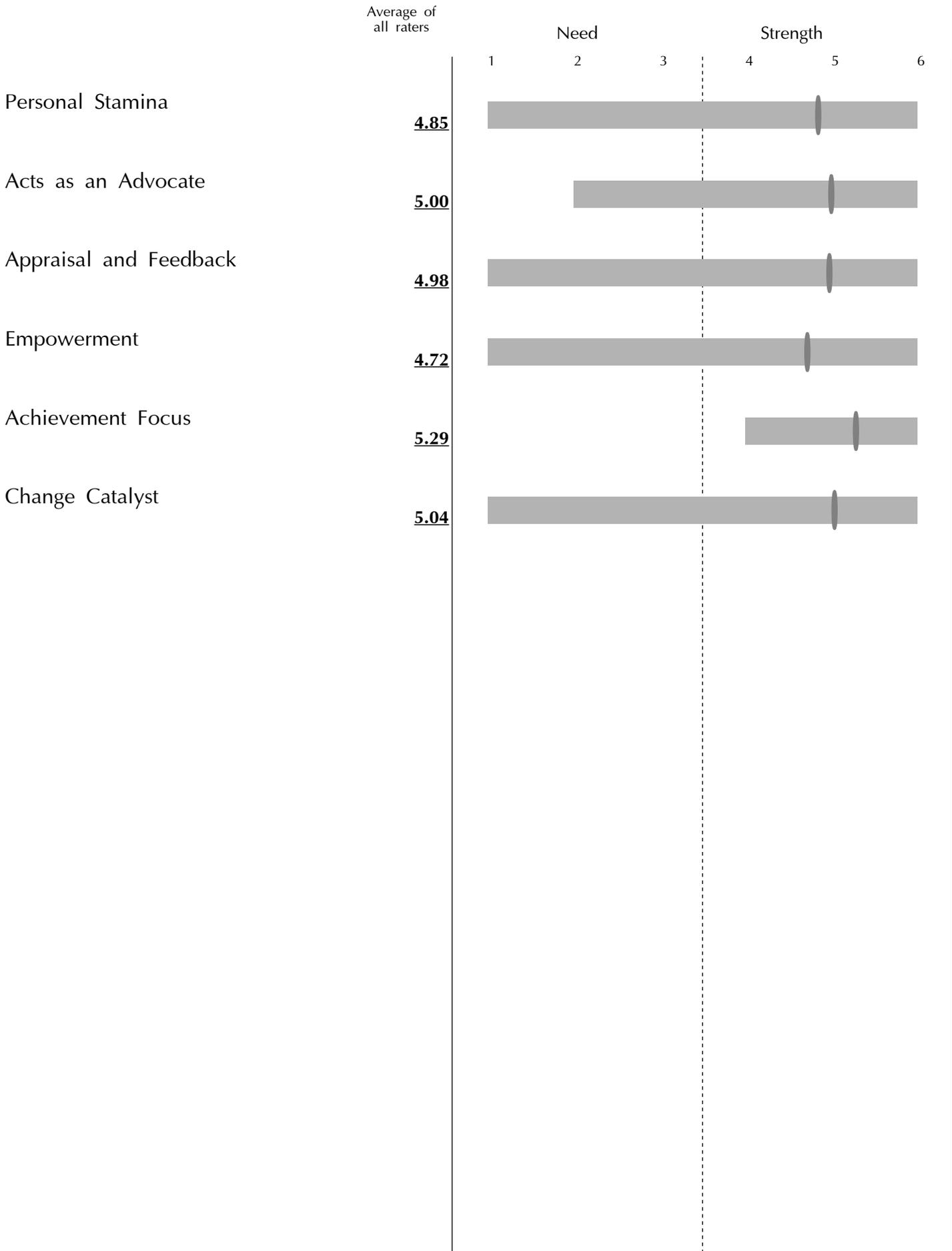
If there is no gray bar, only the darker gray line, then all raters gave you that same rating there was no variance in their ratings.

The first Competency Summary Report shows the competencies and their scores in alphabetical order by competency. The second Competency Summary Report shows the competencies sorted by performance, with the highest rated competency listed at the top.

Competency Summary Reports

	Average of all raters	Need	Strength
		1 2 3	4 5 6
Active Listening	**5.04**		
Learning	**4.91**		
Self-Awareness	**4.89**		
Creating a Vision and Setting Goals	**5.03**		
Creativity and Experimentation	**4.78**		
Inspiring others	**4.63**		
Explaining and Communicating Expectations	**4.90**		
Conflict Management	**4.70**		
Building Bonds	**4.62**		
Fostering Team Building	**4.78**		
Coaching	**4.78**		
Nurturing	**5.10**		
Delegating	**4.83**		
Self-management	**4.96**		
Personal Integrity	**5.05**		

	Average of all raters	Need			Strength		
		1	2	3	4	5	6
Personal Stamina	**4.85**						
Acts as an Advocate	**5.00**						
Appraisal and Feedback	**4.98**						
Empowerment	**4.72**						
Achievement Focus	**5.29**						
Change Catalyst	**5.04**						

Competency Summary Reports

	Average of all raters	Need	Strength

| | 1 2 3 4 5 6 |

Need   **Strength**

Achievement Focus — **5.29**

Nurturing — **5.10**

Personal Integrity — **5.05**

Active Listening — **5.04**

Change Catalyst — **5.04**

Creating a Vision and Setting Goals — **5.03**

Acts as an Advocate — **5.00**

Appraisal and Feedback — **4.98**

Self-management — **4.96**

Learning — **4.91**

Explaining and Communicating Expectations — **4.90**

Self-Awareness — **4.89**

Personal Stamina — **4.85**

Delegating — **4.83**

Coaching — **4.78**

	Average of all raters	Need		Strength	

	1	2	3	4	5	6

Fostering Team Building **4.78**

Creativity and Experimentation **4.78**

Empowerment **4.72**

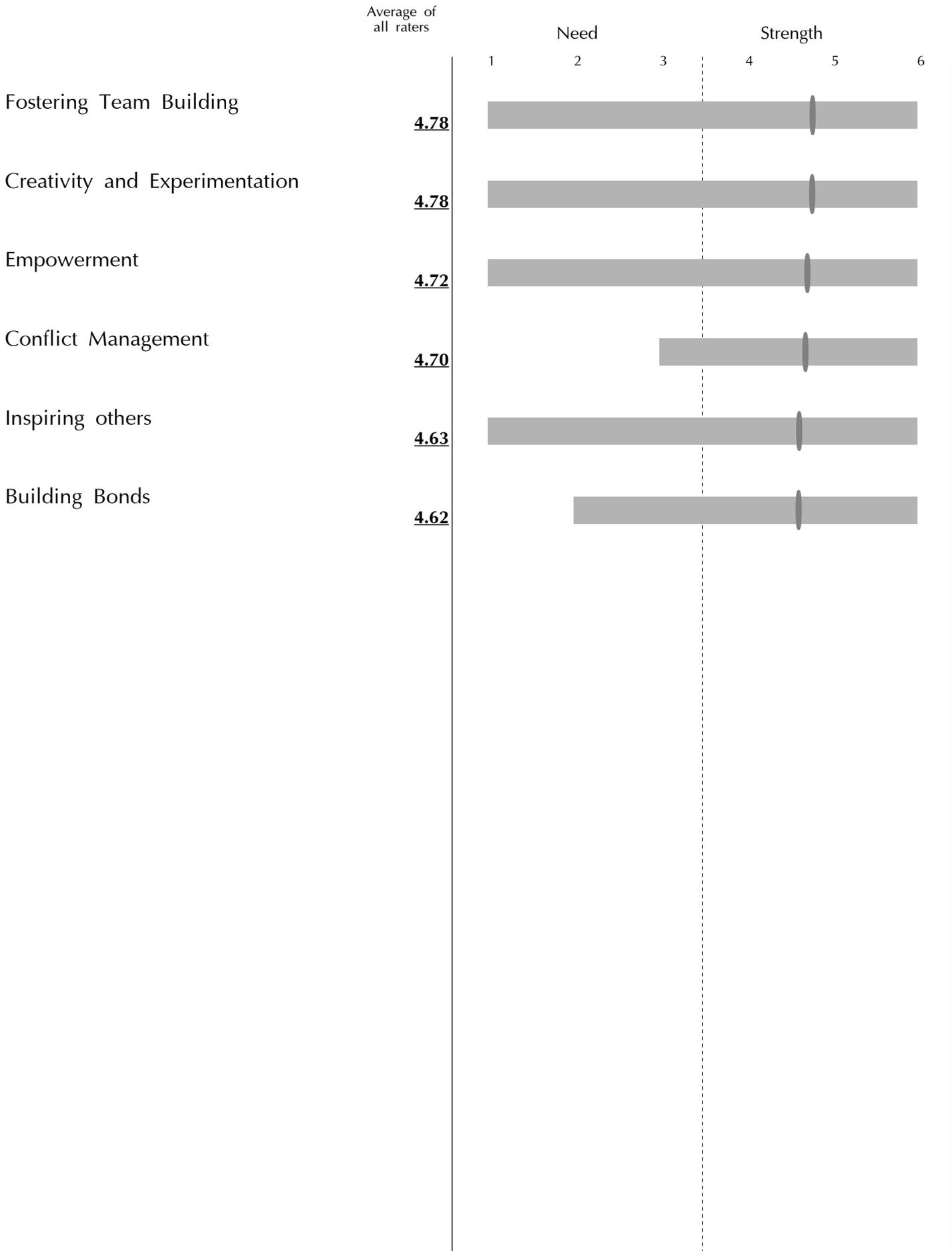Conflict Management **4.70**

Inspiring others **4.63**

Building Bonds **4.62**

Gap Analysis Reports

Gap Analysis Reports

The following Gap Analysis Reports are among the most powerful reports in this package. These reports will show you how your own evaluation of your performance compares to that given by your boss, subordinates, peers, and customers.

1. The first question this report answers is **"How do others view my performance for each leadership competency?"**

The gray bar shows the range of scores given by all the others, besides yourself, who rated your performance - your immediate boss, subordinates, peers, and customers.

The dark gray line shows the average of all the scores given by yourself and all others.

2. The next question is **"How does my immediate boss** (or my subordinate group, or peer group, etc.) **view my performance for each leadership competency?"**

Each Gap Analysis Report shows how a specific group rated your performance for each leadership competency. In this case, your boss's rating is shown. The boss's rating is indicated by the white square which appears on the gray bar.

3. The third question is **"How did I rate myself on each leadership competency?"**

Your own rating for each competency is indicated by the black dot. You can see at a glance whether your own rating is higher or lower than that given by your boss. You can see how close your own rating was to the overall average score given by all others. You can also see whether your own rating was within the range of ratings given by all others, or whether as in the example at left your rating of your own performance was different than the rating given by all others.

4. Finally, we can ask, **"Are there any significant gaps between my own ratings of my performance, and the ratings given by my boss** (or my subordinates, or peers, etc.) **for these leadership competencies?"**

If a significant gap (greater than one point on the scale) appears between the rating you have given yourself and the rating given by the comparison group, in this case your boss, then your attention is called to that gap by the placement of a line connecting the two ratings.
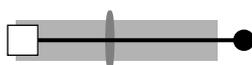
If you rated yourself significantly higher (greater than one point on the scale) than the comparison group rated you, then a bold black line connects the two ratings and calls your attention to a potential **_blind spot_** an area in which you may be overrating your own performance. The number to the left of the scale shows the size of the gap.
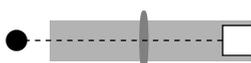
If you rated yourself significantly lower (greater than one point on the scale) than the comparison group rated you, then a dotted black line

connects the two ratings and calls your attention to a potential **_hidden strength_** an area in which you may be underrating your own performance. The number to the right of the scale shows the size of the gap.
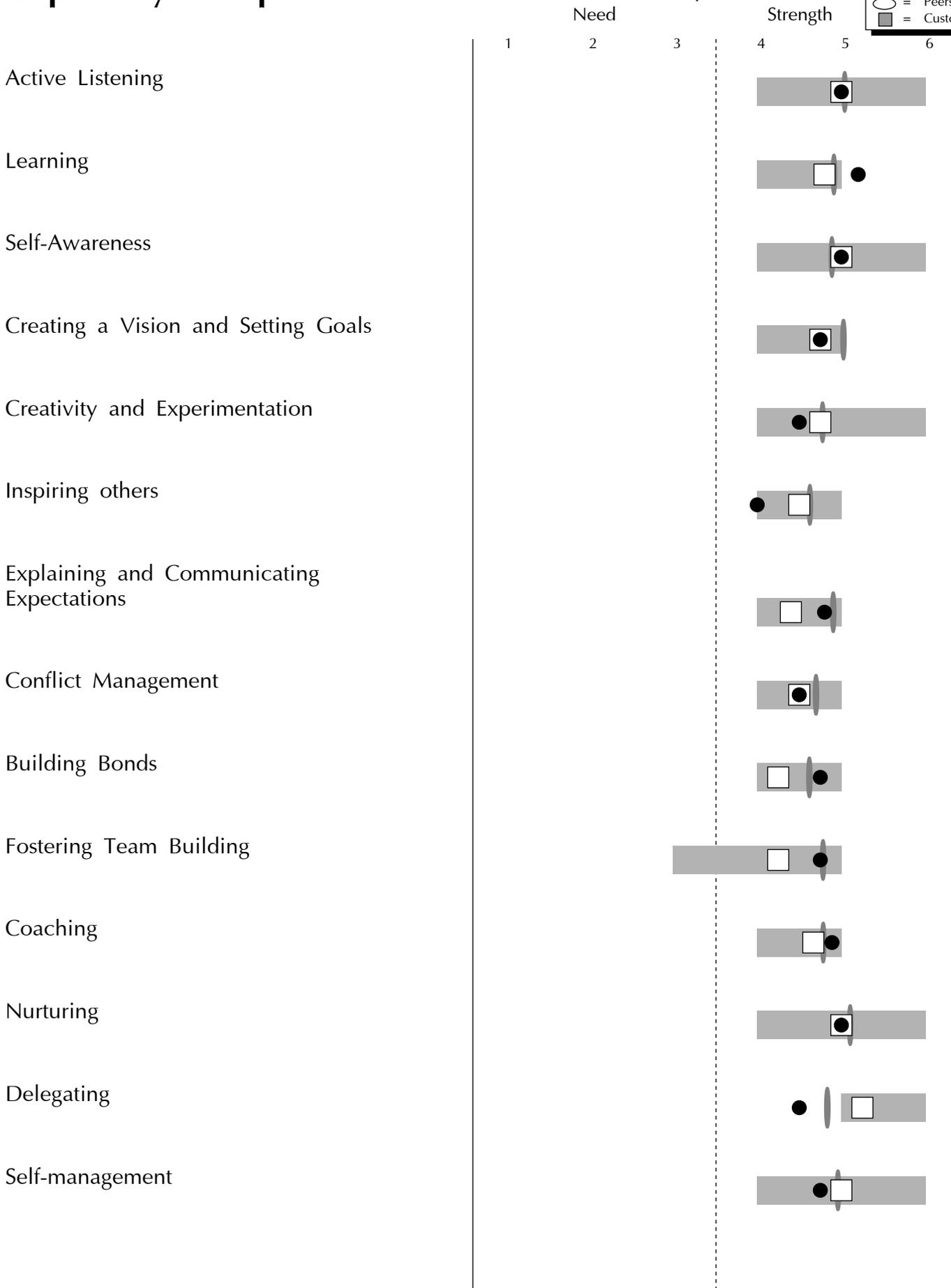
Gap Analysis Reports

[Immediate Boss Comparison]

Need   Strength

Legend
● = Self
□ = Boss
▮ = Subordinates
⬭ = Peers
▨ = Customers

1   2   3   4   5   6

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

Legend
- ● = Self
- □ = Boss
- ▮ = Subordinates
- ⬭ = Peers
- ▮ = Customers

Need   Strength

	1	2	3	4	5	6

Personal Integrity

Personal Stamina

Acts as an Advocate

Appraisal and Feedback

Empowerment

Achievement Focus

Change Catalyst

Gap Analysis Reports

[Subordinates 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

Legend
- ● = Self
- □ = Boss
- ▮ = Subordinates
- ⬭ = Peers
- ▪ = Customers

	Need	Strength			
1	2	3	4	5	6

Personal Integrity

Personal Stamina

Acts as an Advocate

Appraisal and Feedback

Empowerment

Achievement Focus

Change Catalyst
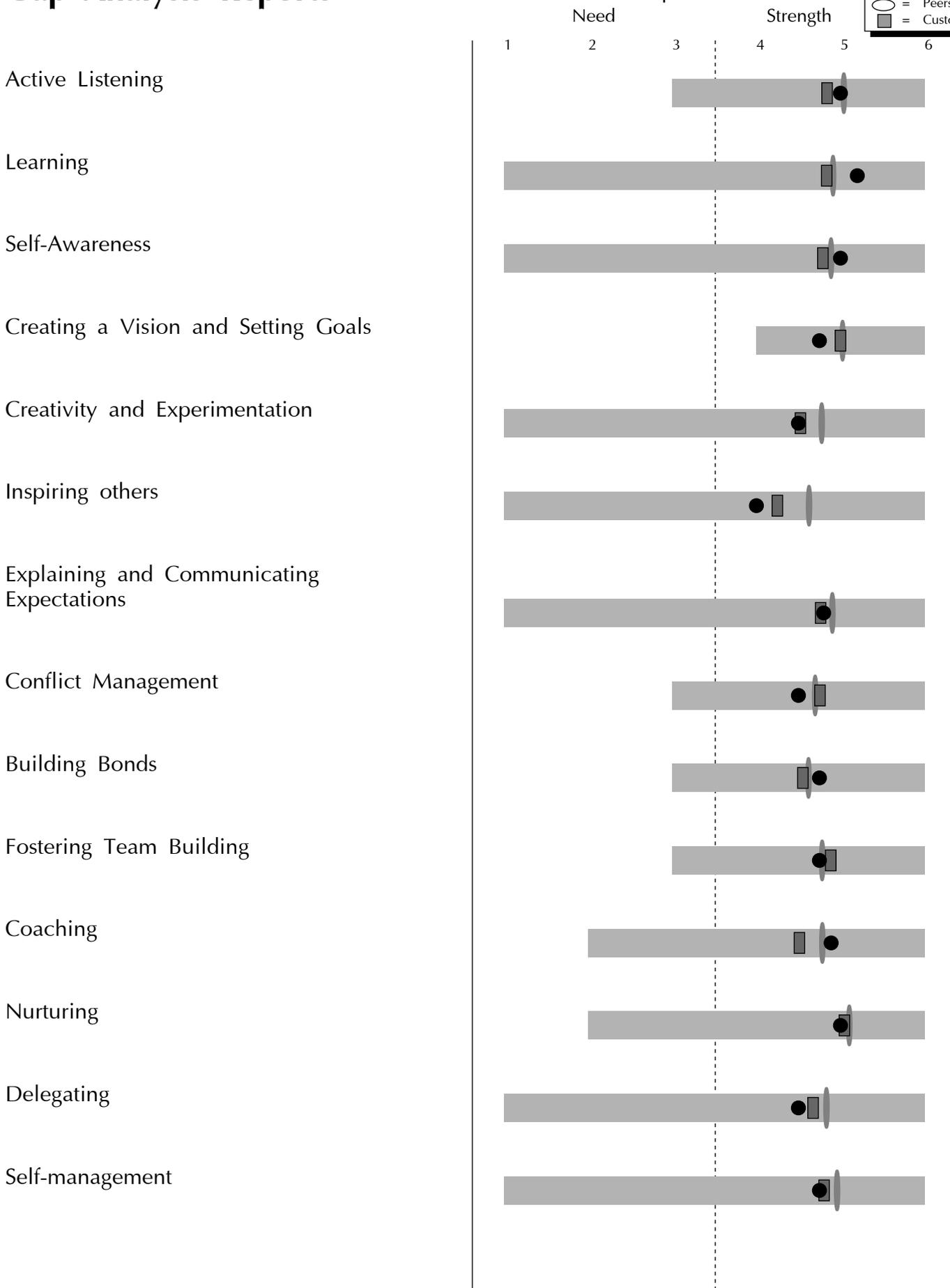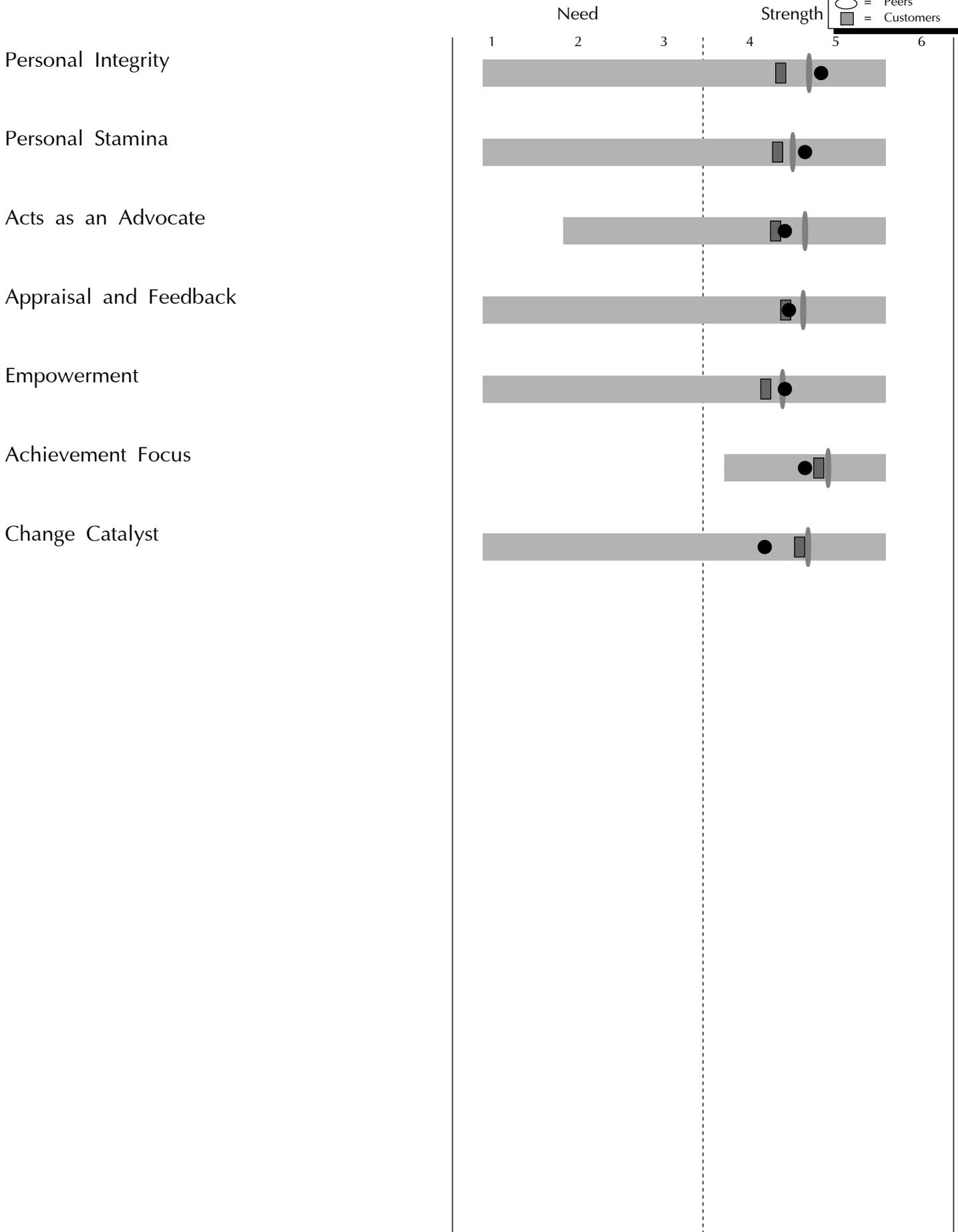
Gap Analysis Reports

[Peers Comparison]

Need   Strength

	1	2	3	4	5	6

Active Listening

Learning

Self-Awareness

Creating a Vision and Setting Goals

Creativity and Experimentation

Inspiring others

Explaining and Communicating Expectations
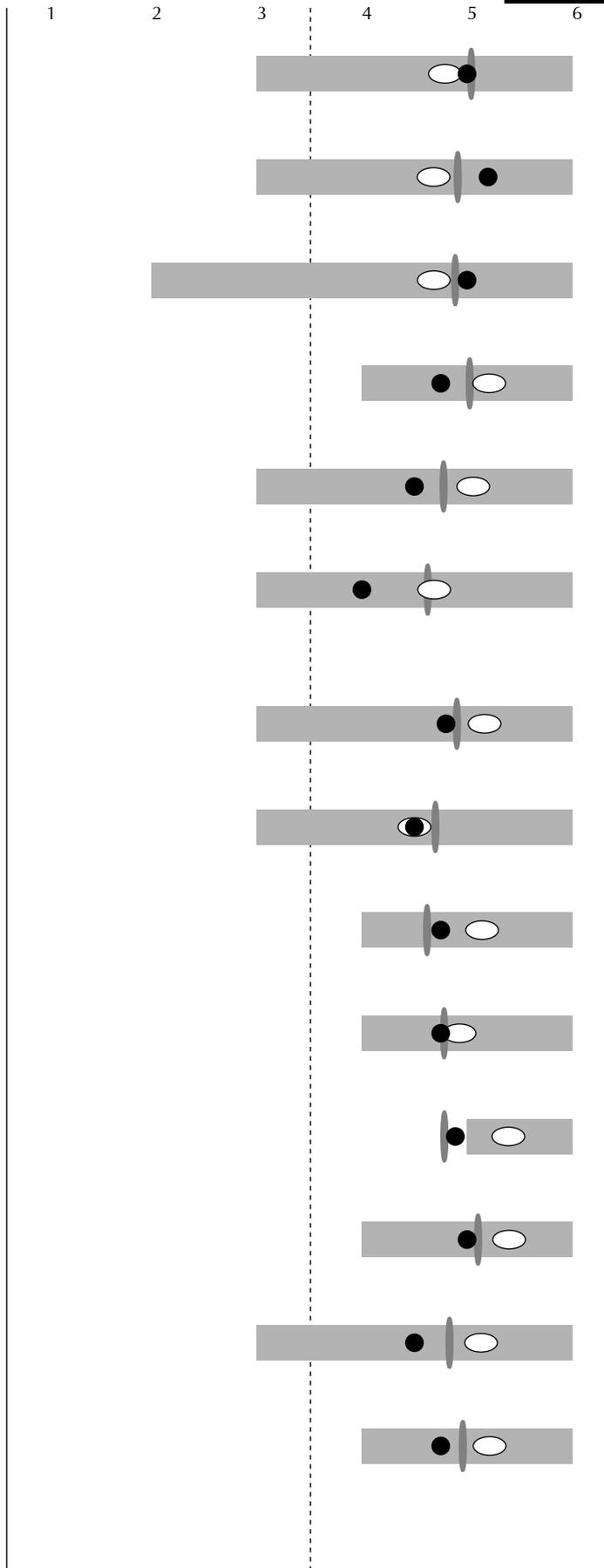
Conflict Management

Building Bonds

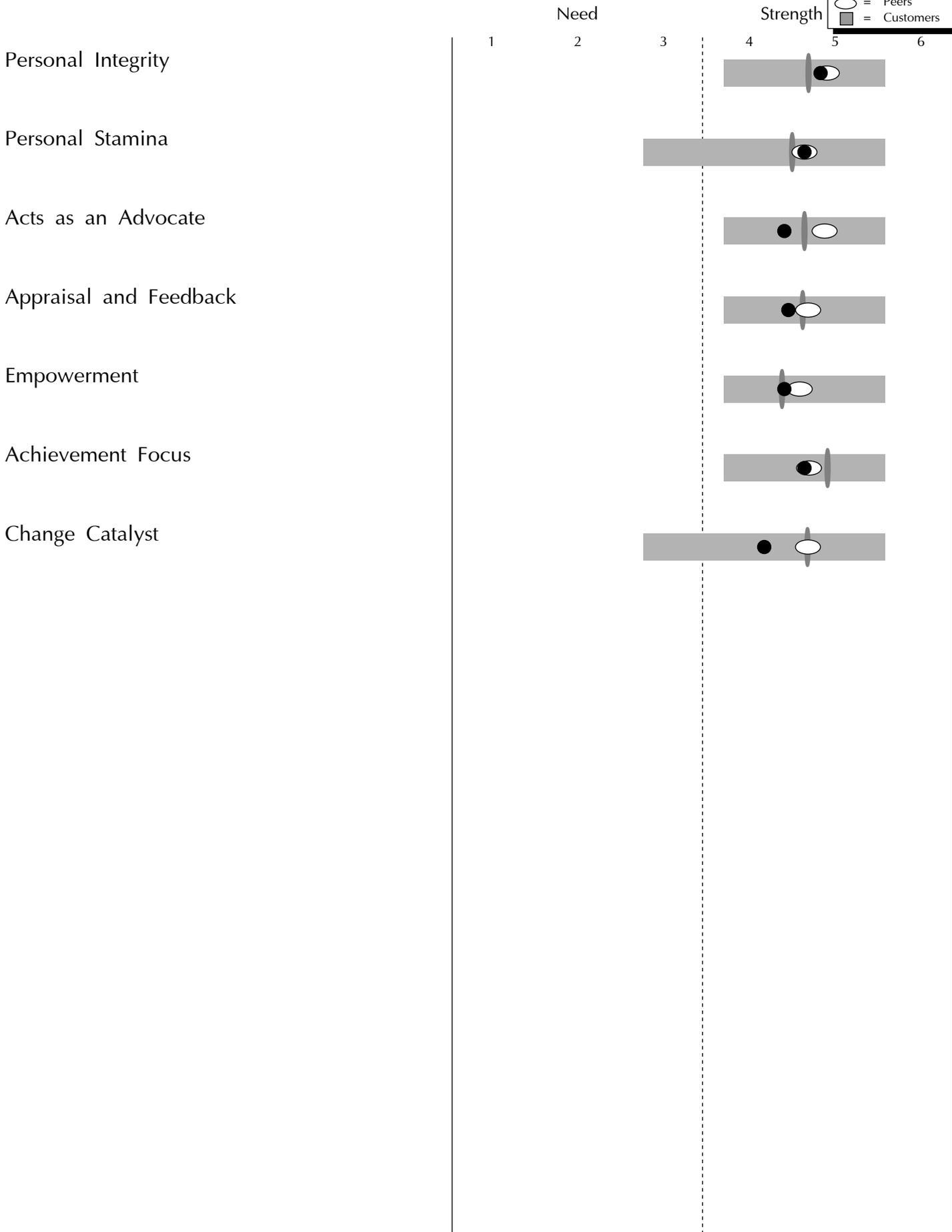Fostering Team Building

Coaching

Nurturing

Delegating

Self-management

Need   Strength

Legend
- ● = Self
- □ = Boss
- ▮ = Subordinates
- ⬭ = Peers
- ▬ = Customers

	1	2	3	4	5	6

Personal Integrity

Personal Stamina

Acts as an Advocate

Appraisal and Feedback

Empowerment

Achievement Focus

Change Catalyst

Gap Analysis Reports

[Customers Comparison]

Need   Strength

Legend
- ◉ = Self
- ☐ = Boss
- ▮ = Subordinates
- ⬭ = Peers
- ▭ = Customers

	1	2	3	4	5	6

Active Listening

Learning

Self-Awareness

Creating a Vision and Setting Goals

Creativity and Experimentation

Inspiring others   +1.02

Explaining and Communicating Expectations

Conflict Management

Building Bonds

Fostering Team Building

Coaching

Nurturing

Delegating

Self-management

Need   Strength

Legend
● = Self
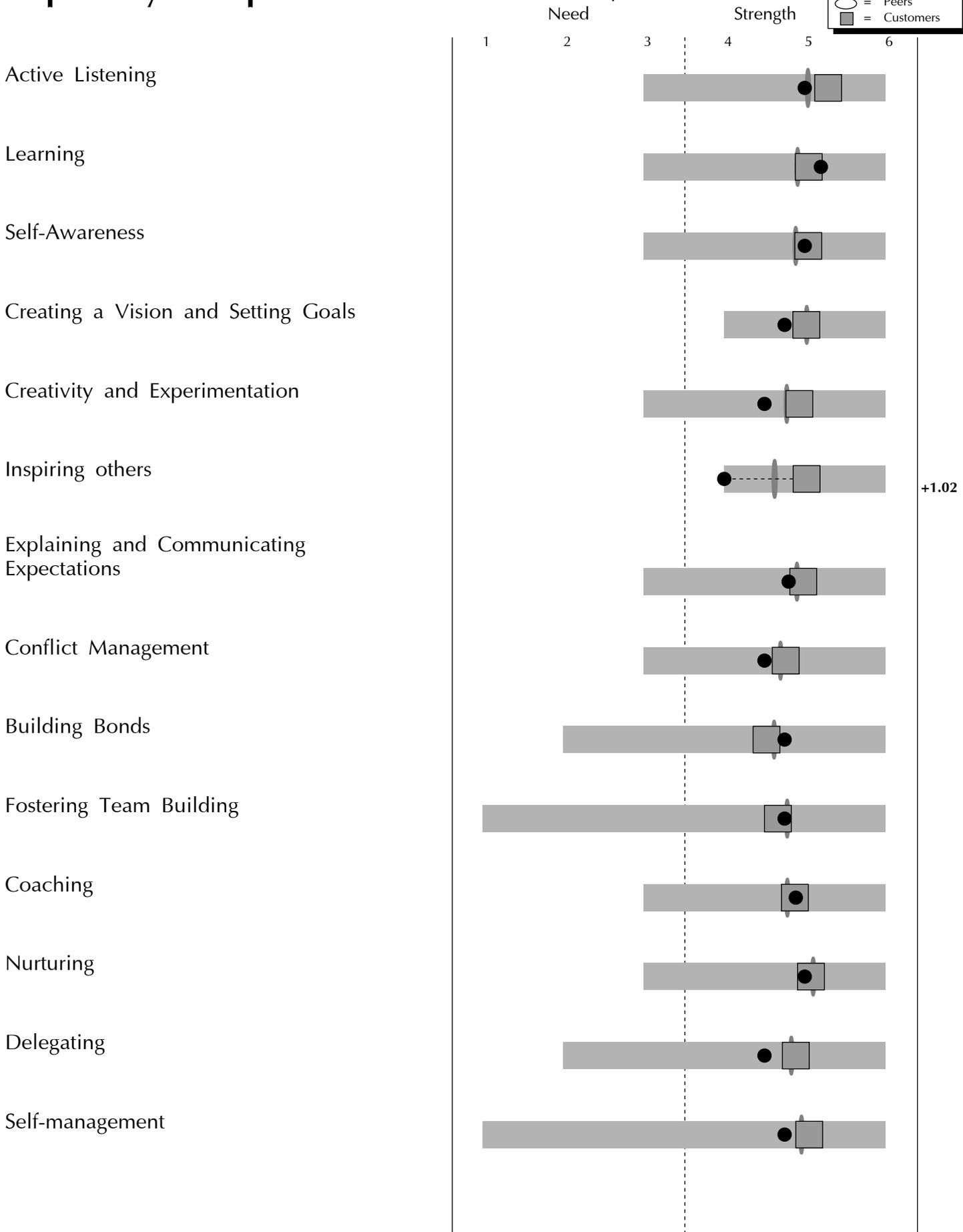□ = Boss
▮ = Subordinates
⬭ = Peers
▦ = Customers

	1	2	3	4	5	6

Personal Integrity

Personal Stamina

Acts as an Advocate

Appraisal and Feedback

Empowerment

Achievement Focus

Change Catalyst
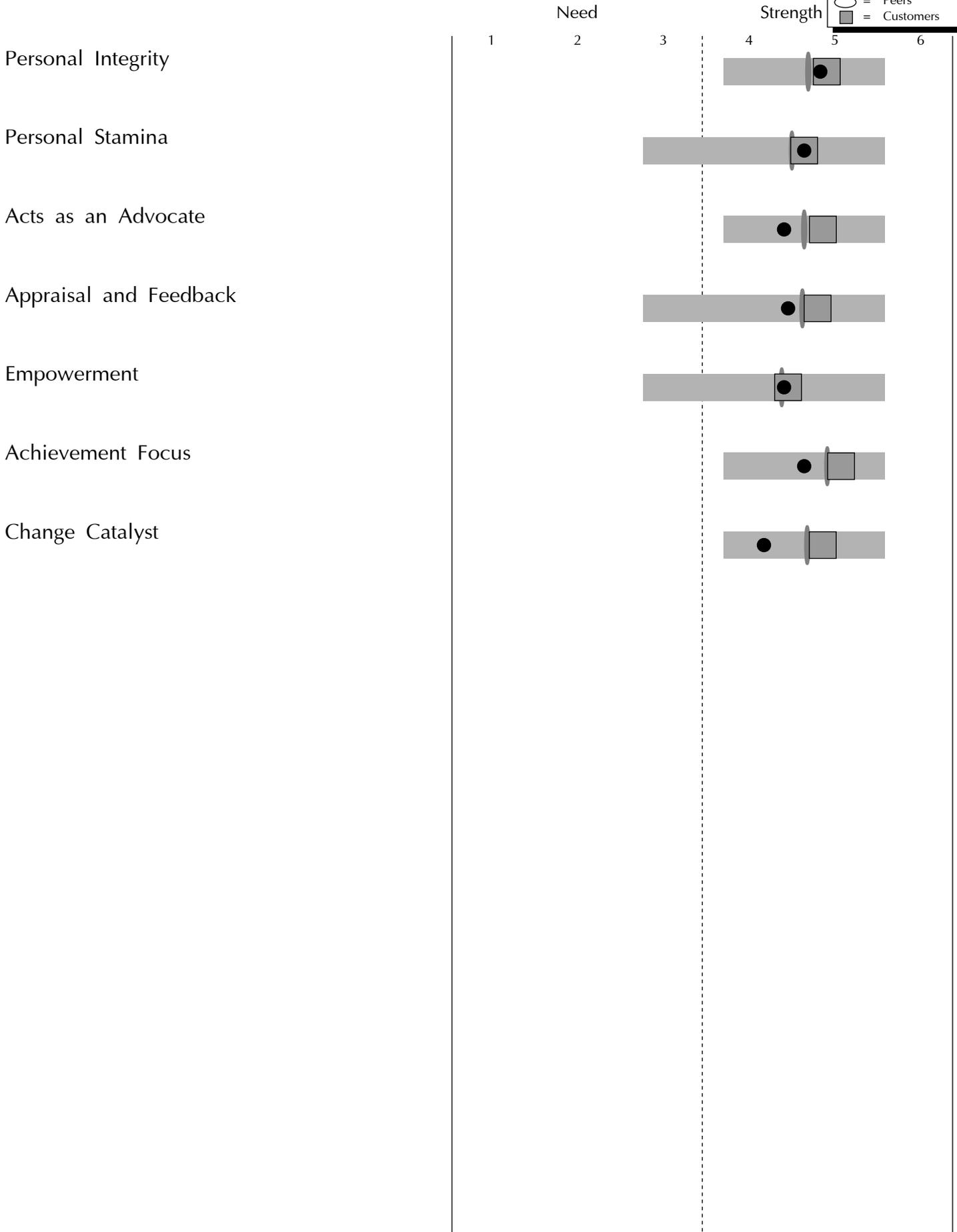
Gap Analysis Reports

[All Raters Comparison]

Need   Strength

	1	2	3	4	5	6

Active Listening

Learning

Self-Awareness

Creating a Vision and Setting Goals

Creativity and Experimentation

Inspiring others

Explaining and Communicating Expectations
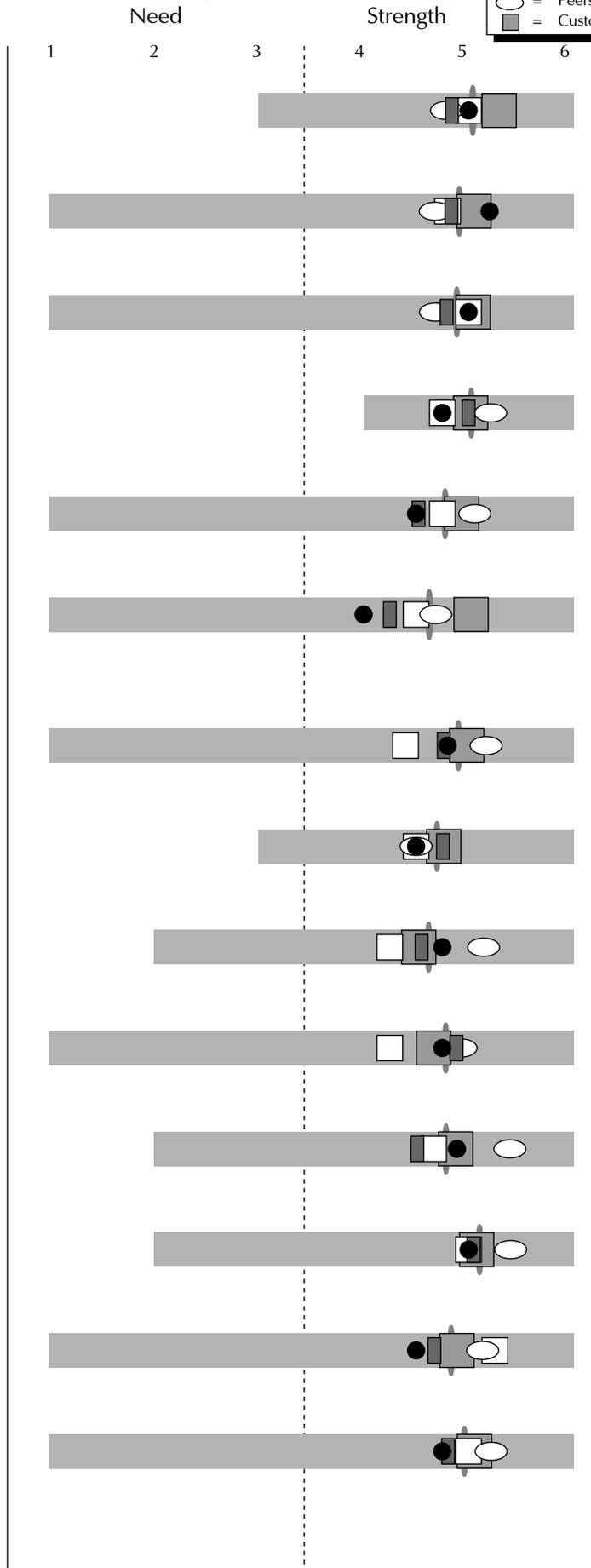
Conflict Management

Building Bonds

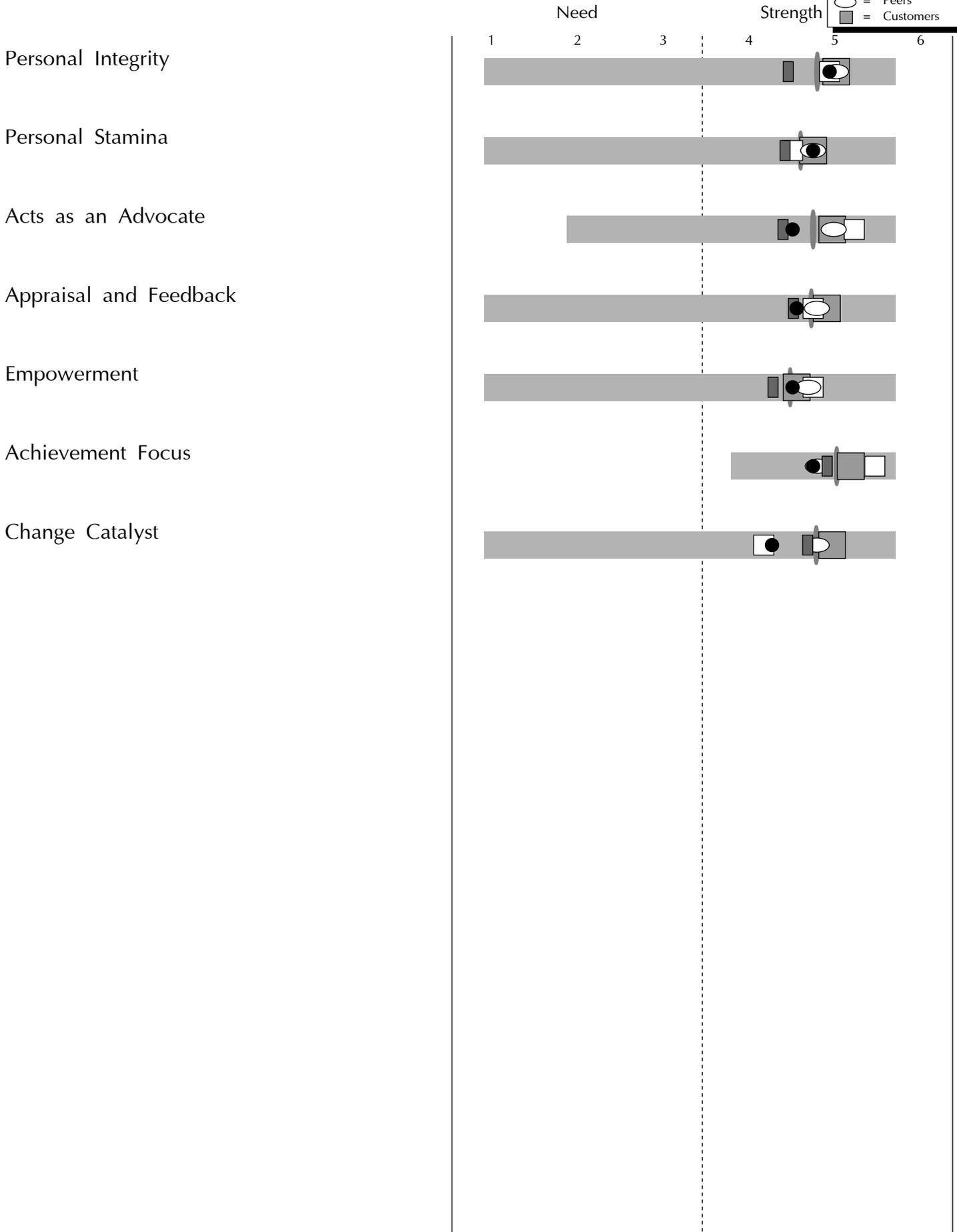Fostering Team Building

Coaching

Nurturing

Delegating

Self-management

Legend

- ● = Self
- □ = Boss
- ▮ = Subordinates
- ⬭ = Peers
- ▬ = Customers

	Need			Strength		
	1	2	3	4	5	6

Personal Integrity

Personal Stamina

Acts as an Advocate

Appraisal and Feedback

Empowerment

Achievement Focus

Change Catalyst

*We boost your best...You lead the way!*

31

Strengths / Needs Report

Strengths / Needs Report

10 Highest-Rated Behaviors & 10 Lowest-Rated Behaviors

The Strengths / Needs Report lists your 10 highest-rated behaviors and your 10 lowest-rated behaviors of the behavior items assessed.

Each listed strength or need includes the leadership competency from which the item is taken, the text of the behavior statement (and item #) as it was printed in the feedback questionnaire, and a graphic depiction of the overall average rating you received for that item.

Need
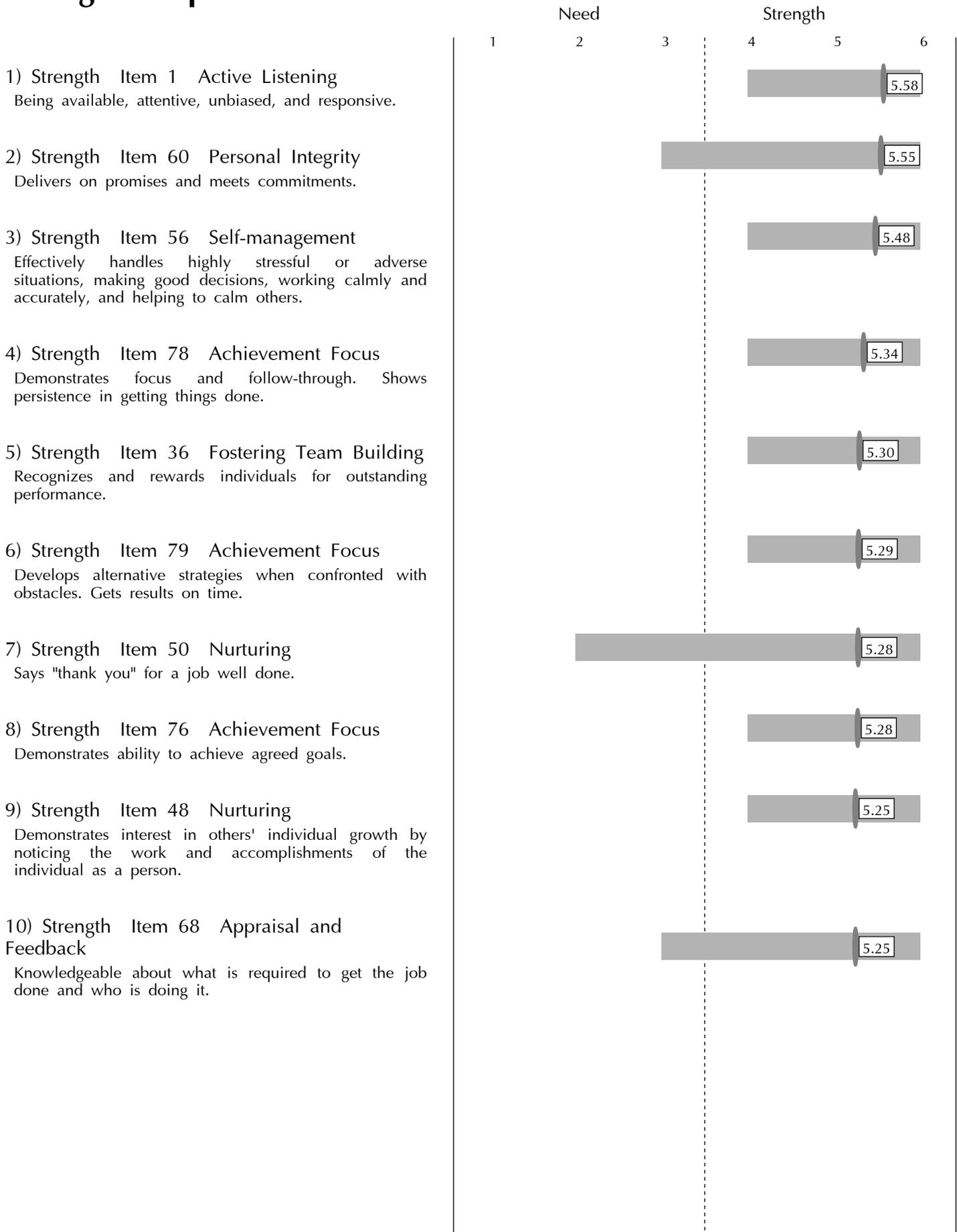
1   2   3

1.70

1.90
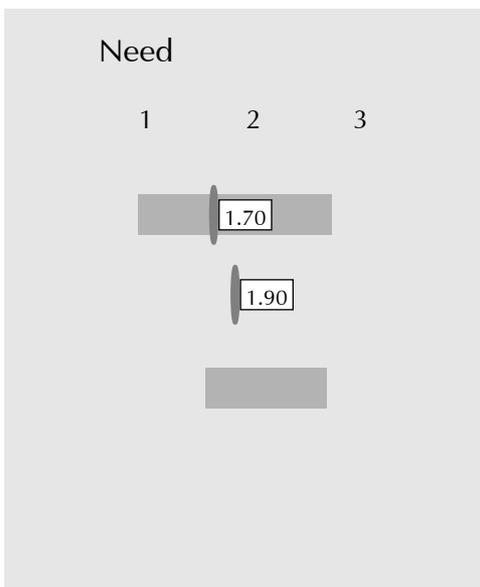
The gray bar indicates the range of scores given on that item by all the rating groups (Self, Immediate Boss, Subordinates, Peers, and Customers).

The darker gray line indicates the average of all ratings (including your own). The average rating score is printed to the right of the darker gray line.

If there is no gray bar, then all raters gave you the same rating for that item, i.e. there was no variance between the ratings.

Strengths Report

Need | Strength

1   2   3   4   5   6

1) Strength Item 1 Active Listening
Being available, attentive, unbiased, and responsive.

5.58

2) Strength Item 60 Personal Integrity
Delivers on promises and meets commitments.

5.55

3) Strength Item 56 Self-management
Effectively handles highly stressful or adverse situations, making good decisions, working calmly and accurately, and helping to calm others.

5.48

4) Strength Item 78 Achievement Focus
Demonstrates focus and follow-through. Shows persistence in getting things done.

5.34

5) Strength Item 36 Fostering Team Building
Recognizes and rewards individuals for outstanding performance.

5.30

6) Strength Item 79 Achievement Focus
Develops alternative strategies when confronted with obstacles. Gets results on time.

5.29

7) Strength Item 50 Nurturing
Says "thank you" for a job well done.

5.28

8) Strength Item 76 Achievement Focus
Demonstrates ability to achieve agreed goals.

5.28

9) Strength Item 48 Nurturing
Demonstrates interest in others' individual growth by noticing the work and accomplishments of the individual as a person.

5.25

10) Strength Item 68 Appraisal and Feedback
Knowledgeable about what is required to get the job done and who is doing it.

5.25

Needs Report

	Need			Strength		
1	2	3	4	5	6

1) Need Item 37 Fostering Team Building
Works to minimize and eliminate harmful competitiveness that may undermine the team.

4.14

2) Need Item 38 Fostering Team Building
Continuously discourages we–they attitudes.

4.24

3) Need Item 39 Coaching
Spends considerable time in devising professional development guidance for staff.

4.30

4) Need Item 32 Building Bonds
Anticipates and recognizes the concerns of others, even if those concerns are not openly expressed.

4.33

5) Need Item 33 Building Bonds
Patiently solicits and considers ideas from those who are reluctant to express their points of view.

4.33

6) Need Item 22 Inspiring others
Inspires others to follow example and direction voluntarily.

4.34

7) Need Item 29 Conflict Management
Assertive in using mediation skills when warranted.

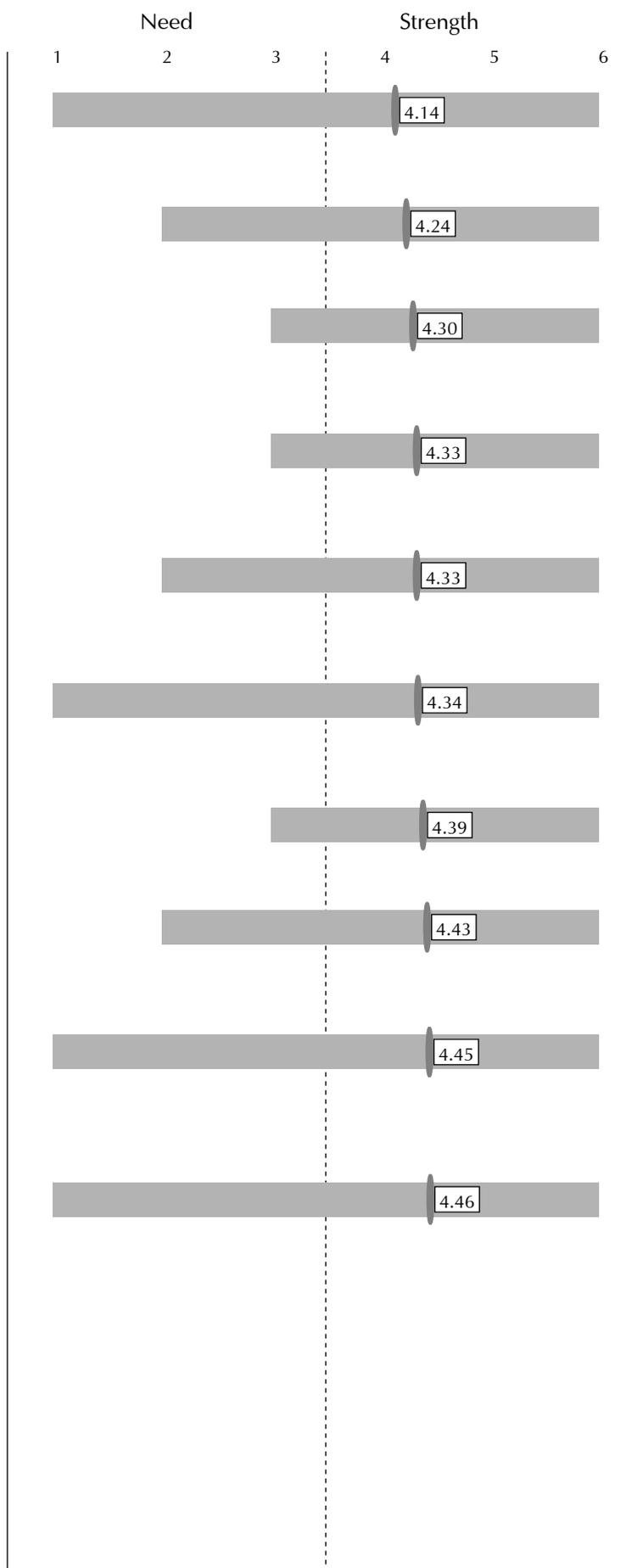4.39

8) Need Item 62 Personal Stamina
Does not humiliate others in public. Remains objective and sticks to facts.

4.43

9) Need Item 93 Self-management
Is able to admit to one's mistakes. Is able to keep one's personal beliefs and biases from overly influencing one's decisions.

4.45

10) Need Item 88 Delegating
Seeks input on decisions that others will be affected by.

4.46

Written comments

Written Comments

These written comments have been provided by your raters to provide further feedback, observations, and suggestions for your continued development. These comments are presented as they have been received, without editing or alterations made.

Written comments

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

Boss:
1) Kosta is an extremely effective operational manager. He has built a very good team, and maximizes their productivity by matching their strengths to the work to be done. In a stressful, demanding environment, he provides the needed coaching and mentoring that allows the team to work confidently. He measures and is aware of team and individual performance.

Peers:
1) Kosta is goal oriented and achieves goals. Not influenced by feelings.
His decisions are logical and make sense strategically.
2) - great can-do attitude
- delivers on time
- very responsive and ready to help and gives ideas
3) Builds trust
Delivers on commitment
Empowers people
Is open, honest and fair
4) Response to emails , is quite fast and to the point. Perfect
Follow up
High Technical skills blended with good Mgmt skills
Program Management
Help the team technically and professionally

Subordinates:
1) Kosta is strictly professional. He doesn't involve personal feedlings in the job and threat everyone as equals. The important thing for him is job to be done and that human point of view he should continue to follow in a future.
2) He is actively managing multiple high-importance tasks at the same time without this causing a problem - one tasks does not affect another.

Aside from that is able to easily shift focus when needed to an emerging issue - so that this does not cause delay of frustration internally/externally.

While managing the development of the team as a whole he is also able to focus on the individuals in the team(on really close and personal level) - which is something I see being done for the first time in my professional career.

3) Kosta is a great mediator and facilitator. He manages complex and tight situations with great confidence and skill.
He spends significant amount of time working with people on their development, giving them directions and correctives to do their jobs better.
He shows great empathy and at the same time stays objective and realistic.
He has great sense of humor which always helps breaking the ice in all levels of communication.
4) Kosta should continue growing professionals through hard work.
5) ability to motivate people to do their tasks and projects better.
ability to judge in a fair way people equally for their success or failures.

6) Giving people trust that everything must be done is a fair way; being a leader that knows one professional but more importantly - personal drivers and taking them into favor for the from work that needs to be achieved; geiving a positive perspective for his peers even in thought situations.
7) His day-to-day work - meetings, conversations, visibility and credibility for/to the team.
8) Motivates others by personal example.
Encourages and rewards hard work from team members.
Builds upon team's friendly spirit and atmosphere.

Customers:
1) He's very good at listening to people demands and needs and react accordingly.
2) -The way he stands for the team within the organization and   customers.
-the way he monitors the work, effectiveness and improvement of each member of the team.

-he acknowledges and rewards one's efforts
- we always handle the situation ourselves but he will get involved if we were completely stonewalled

He is THE BEST manager and a great leader
3) Very positive and commited person. Helps to solve problems at customer site proactively with innovative ideas and deep knowledge!

Always a pleasure to work with Kosta.
4) Everything! Kosta is a credit to the organization and always delivers a positive impression to every customer that I've placed him in connection with.
5) I think Kosta is very involved, has a professional attitude, is a real manager, able to lead the change and represent fairly the company. He has great ideas. He defends the interests of Axway and his team as a manager should do. Is looking for moving ahead, improving situations.
Kosta is a guy very interesting to discuss with outside of the professional context, which helps to build a good relation, and ease communication.
6) Surely he had done great job on building a really good team that can be fully trusted and relied on. I have more experience working with his team than working with him and all I can say is that when someone from him team says a task would be done, then it's done - regardless of the effort needed or the obstacles. They has always been a true example for dedication and professionalism.

7) The way Kosta manages realtionship with people is the good one and he should continue like this.
Then all the work he does seems from my point of view efficient and very good.
8) Kosta is but far one of the most outstanding team players at Axway. He is ALLWAYS available and extremely customer focused.
9) When ever I asked him for support I got it within less than an hour!
Kosta, please keep on being that committed person I have got to know you for a couple of years.
10) Most of what he's doing

11) Kosta is very initiative and always does his best to resolve the problem.

What could Kostadin Galabov do to be more effective?

Boss:
1) Kosta works effectively with the ES dev team, but could improve his approach with the ST dev team.
Peers:
1) Sometimes he views problems or definition of solutions to a problem from his perspective only. It will help to better understand the other party as well.

2) - trust more on his team abilities
- delegate a bit more
3) Just continue to do the excellent job he is doing
4) 1)Think Global , more than local
2) Processes are made to follow but break it during exceptions :) He is a hardcore processes Superman
3)

Subordinates:
1) I think communication between Kosta and other people in the team can be improved. This is important thing because people don't like separation between hierarchy levels and that will help to the member of the team to be more friendly with the management.
2) Delegate more.
3) Delegate more I guess. Time seems to be the only constraint for him - working at least 14 hours a day.
4) - Motivate others. Working under such a demanding boss causes morale erosion over the years.
- Share. Knowing why some tough decisions had to be made may help us accept them.
5) n/a
6) hehe :) - nothing now, should seek more challenging work position trough the company so he can excel and be really interested in the new challenges.
7) He is so effective in his work that I do not believe it could be better.
8) More even distribution of the workload. The best team members are the best team members but they too have limits and those limits should not be often reached in order to make everything possible to keep the best members in the team and prevent them from flying away.
Customers:
1) n/a
2) ----
3) Nothing that I can think of.
4) I would suggest encouraging his teams not replying all with all Axway in copy with high importance

messages.

It's not understood, at least in french culture, and it spams too many people, by reading conversations they should not be involved in, as in the mean time they should concentrate their energy on achieving critical tasks.

5) I have little experience working with him and I cannot now think of something that he can do to be more effective.

6) He could be more effective duplicating himself.

More seriously, there may be at some potin some delegation to do.

7) I honestly can not think of anything to make Kosta more effective.

8) - have some rest every day

- delegate and give more responsabilities to others

- cut his hair

What does Kostadin Galabov do that should be stopped?

Boss:

1) Working 20 hours per day.

Peers:

1) none

2) Nothing in particular

Subordinates:

1) I don't know

2) I cannot think of something. I might sound biased - still I am constantly amazed by what he does daily. That would be one thing I will surely miss once I am not part of the GSS team.

3) Stop working after he goes home! :)

4) Albeit supervision is beneficial and very appreciated, constantly peeking over one's shoulder can easily get annoying and eventually counterproductive.

5) - Kosta was very good Support Manager and is very good Support Director. No person however, can or should fill both roles simultaneously.

- There are lines that should _not_ be crossed in the name of achieving one's goals.

6) n/a

7) Should work less-to-none outside of normal business (daytime) hours.

8) Not aware of something that should be stopped.

9) I do not think there is such thing.

Customers:

1) Make fun of people that are not capable of understanding a basic joke.

2) ------

3) Nothing that I can think of. If anything, he works far too hard and seems to always be available 24/7. I hope takes time off for himself too!

4) I'm sure Kosta should delegate more. Let his project manager take more initiative, and ask them to present the reporting of the projects they are responsible for, instead of doing it himself !

I would say a very directive management can have unwished reactions, and not help people supposed to be managers working with him to grow. By letting them more responsabilities, it would avoid to create the risk of being the single point of everything.

5) Based on my relationship I cannot think of such a thing.

6) Nothing from my point of view.

7) Again, I have nothing negative to say, other then he should sleep more. There have been many times I would email him and it would be like 3am in Bulgaria and I would get an answer 5 minutes later. This is Matt Foley from NYL.