

# Ford Motor Company

## 360 Development Feedback Report

### 2008 Comments for JOSEPH DEAN

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#### Comments regarding strengths:

##### Direct and/or Matrix Manager:

Joe, your drive for results both personally and at work is fabulous. I also think you offer a view of things that is frequently different and progressive. I also respect your persistence in getting done what you think is needed. You have great leadership skills and dedication to the people who work for you and I very much appreciate your views and influence.

##### Direct Reports:

Great institutional knowledge and expertise. Wonderful ability to see the big picture and explain to others. A tremendous calming influence and steady leadership through all of the white water we have been through the past year.

Always several steps ahead and planning for the future. Very direct and truthful. Does not beat around the bush, always know where you stand with Joe.

Tremendous drive to do what is right for Ford Motor Company and not just complete the program of the day/ flavor of the month task. Will not do something just to get a tick mark. Stands up for what is right. Courage is admirable.

Great at delegating and empowering Team to make decisions to complete objectives.

Excellent Team Builder and rewarding accomplishments to members of the Team.

Consistent commitment to quality and realistic goal setting.

Candid and clear communicator.

Very direct and easy to work with. (Resolute)

Joe provides constant feedback to improve his team.

Joe consistently demonstrates commitment to improve quality by empowering his people.

Joe is a wonderful and much needed Role model for Ford Motor Company. He makes decision on business guidelines. He consistently demonstrates his high ethics and always acts on for the benefit of the company.

Joe continues to drive the process and the Contracts team towards the "One Ford" plan. As a matter of fact, Joe had the Contracts team move down this path before long before the rest of the Company.

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## **Work Partners:**

Joe has done an amazing job in creating a new team within our organization. His professional and positive approach is a true strength! He is a real champion of his people and consistently takes it upon himself to ensure the best outcome in any situation.

Joe. You demonstrate a continuous improvement philosophy. You not only build an effective organization, you have successfully developed team individuals and moved them forward within the organization.

Joe is a strong asset to the Company. He is a good manager and fully understands the dealer side of the business. He works well with his peers and has provided opportunities for new assignments for members of his team.

Joe is a good role model for younger employees and takes time to teach as well as lead

Joe has very good communication and listening skills. You can always tell he's giving you his full attention and is candid with his responses. That is refreshing. His extensive experience also makes Joe a great sounding board. His approachable demeanor makes going to him with issues or discussion points a comfortable and casual event.

## **Comments that could help you improve:**

### **Direct and/or Matrix Manager:**

I have two areas that I think will help you. First, I think you could have more patience and tact when decisions are made which you may not agree with (of course this applies to me too) or in areas that impact your group's ability to contribute, as I see a frustration level that appears to be at odds with the positive outlook that I think you seek to maintain. Second, I think you should seek to work with others at your level, below your level and above as a team rather than in isolation.

### **Direct Reports:**

Continue to be positive in light of the constant changes thrown at the Contracts team.

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Share more of your vision for the future and/or the next steps you are thinking of. Provide more feedback on my performance and areas I can improve on to continue to grow and develop my skills.

Can be stubborn. (Resolute, also a strength)

Can always do more to communicate with direct reports.

## **Work Partners:**

Stay positive, keep showing respect for your colleagues and team.

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Continue being open and honest.

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