
20/20 Insight Special Report



Rick Stamm

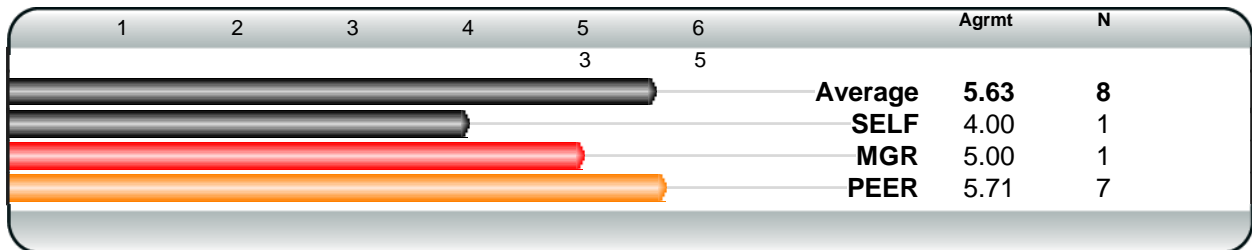
February 26, 2008

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Essential Skills of Leadership

1. Interacts with team members in a way that allows them to feel good about themselves.



What you LIKE: - Behaviors or conditions you hope will continue

- As far as I can tell Rick is very easy to communicate with and does not make me feel bad about anything I do wrong.
- Rick almost always finds a way to make things work and make people feel good.
- Rick always is loving and considerate in his approach to working with people
- Rick has an encouraging manner about him. He applies his analytical skills as he observes my performance and then gives me suggestions of possible ways that might resolve any difficulties I was having. He has always given me the feeling that there is more than one way to proceed and is open to hearing about alternatives. This is significant to me because I sense that his preference is the find a good method and stick to it.
- When something is said, it is genuine.

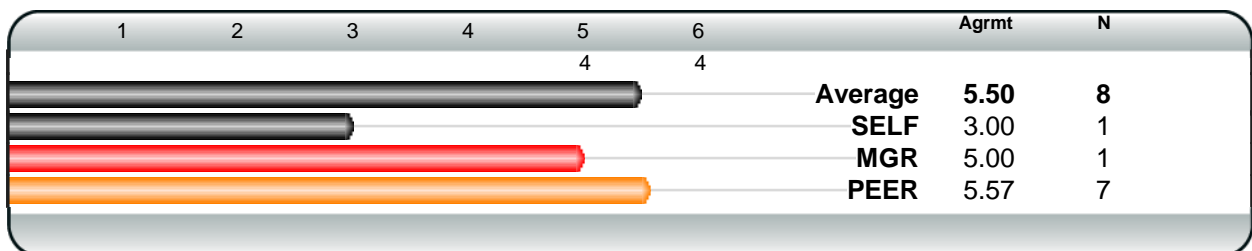
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- Not any at this point.
- Nothing.

What you WANT: - Improvements that you desire

- I appreciate it when you recognize my efforts- Susan
- More of him. I would like Rick to attend MY facilitation of the 2-day self-esteem Making It Happen (McGrane Institute) program. Upcoming dates are Fri/Sat January 4 and 5 or Feb 1 and 2. Cost is \$250. In the future I will be charging \$795 to \$1500 as I become more skilled in my people processing.
- Say more when you think it...just because I respect your opinion/thoughts
- So far all is going very well.

2. Creates a nonthreatening environment for team members.



What you LIKE: - Behaviors or conditions you hope will continue

- Rick is a passionate man who is temperate with its expression. Knowing that I've forsworn my Apple ways for the PC environment, he will engage in a little humorous ribbing back and forth, yet he looks for ways to utilize my knowledge where he can. I've appreciated that he has allowed me access to areas of the

Item Ratings - Relationships/Comments

What you LIKE: - Behaviors or conditions you hope will continue - (cont'd)

website for specific functions which others might guard jealously. His openness to suggestions is commendable.

- *Rick is very aware of his words and actions whenever I've seen him in action.*
- *The way he keeps me informed.*
- *You are always here for us when we are stuck- even if you don't want to be! Susan*

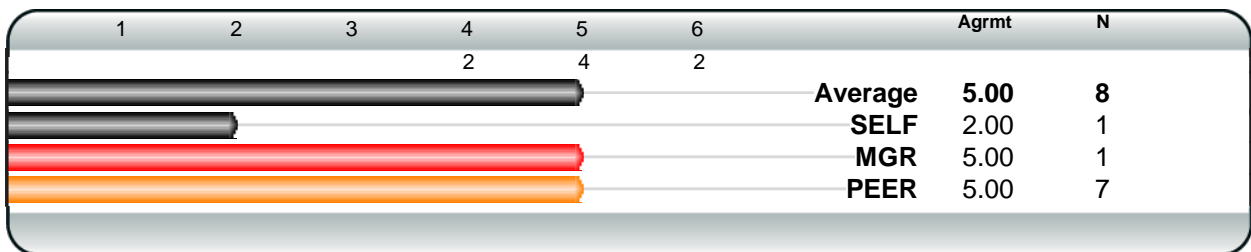
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *I can not think of any now.*
- *Nothing.*

What you WANT: - Improvements that you desire

- *More opportunities to see Rick in action.*
- *So far not any.*
- *You are ususally very focused on tasks and sometimes I feel just a wee bit unapproachable- I know you get pulled in way to many directions at once, so I am not sure what I am asking for here. I recognize the demands we place on you and I do appreciate all that you do! Susan*

3. Recognizes team members' contributions to the team's work.



What you LIKE: - Behaviors or conditions you hope will continue

- *Everything.*
- *I feel Rick does this pretty well.*
- *I love to be recognized, I think you appreciate the things I bring to the team often enough- thank you! (don't stop) Susan*
- *It means a lot to receive Rick's encouragement and he is generous with it. In team meetings he seems eager and affirming of our input.*
- *Rick may do this - I'm not in his physical prsence much to see/hear it if/when it occur. I don't see it as much in emails.*

What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *N/A*
- *Nothing.*

What you WANT: - Improvements that you desire

- *I want to be sure I am recognizing the important things YOU bring to the team too. We could not function for 10 minutes without YOU! Susan*
- *N/A*
- *There are times when I hear affirmation, but am not certain why. This could be due to my insecurities, but I tend to think that at times the affirmations come "second nature" rather than for a specific reason. When*

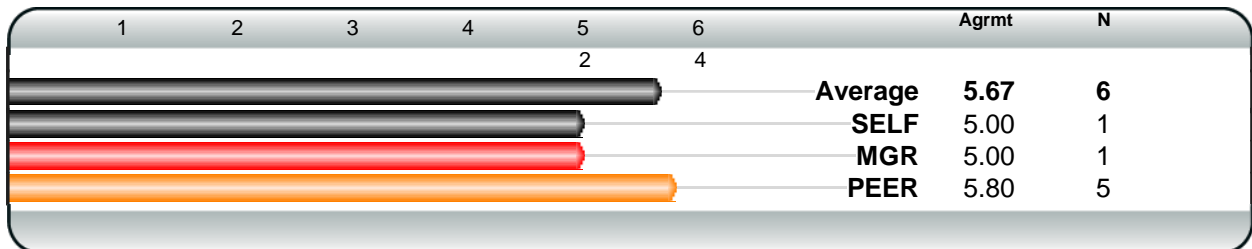
Item Ratings - Relationships/Comments

What you WANT: - Improvements that you desire - (cont'd)

this happens, I'm not certain what to make of the comment. Continuing to be specific, and being clear about it, might help.

- *To see more of him in action.*

4. When dealing with team member performance, focuses on specific things they've done rather than the kind of people they are.



What you LIKE: - Behaviors or conditions you hope will continue

- *Again, Rick has learned this skill.*
- *Have not had an opportunity to observe this, so cannot comment.*
- *I have not been through a team-member performance review for quite a while, but I recall my rough start-up period when I'm not certain I would have kept me on if I had been in his shoes. He had the ability to look beyond my current behavior to see potential in me. He stayed focused on specific behaviors rather than make assumptions of my motivation or my attitude.*
- *Rick lets you know how you are doing.*

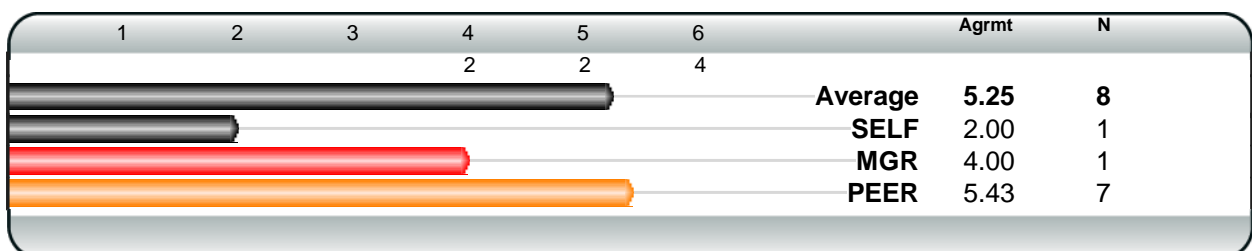
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *I think you avoid discussing performance issues all together. Susan*
- *N/A at this point.*
- *Nothing. Maybe I need to talk to Susan to get some ideas on some of these traits.*

What you WANT: - Improvements that you desire

- *I would like regular discussion about performance goals and progress to help me stay focused. Susan*
- *More time with Rick to provide more meaningful responses to this assessment. However, I feel I would continue to see the same and my evaluation would not change.*
- *To change this question...it should be both/and*
- *To continue as we are.*

5. Asks for team members' ideas when solving problems.



What you LIKE: - Behaviors or conditions you hope will continue

- *I feel included when brainstorming and problemsolving occur.*

Item Ratings - Relationships/Comments

What you LIKE: - Behaviors or conditions you hope will continue - (cont'd)

- Rick always does this.
- Rick is strong willed, quite confident in his ability and highly skilled in a variety of areas. I appreciate the fact that he solicits the ideas of others and expresses his responsiveness to our suggestions.
- Rick is very easy to talk with.

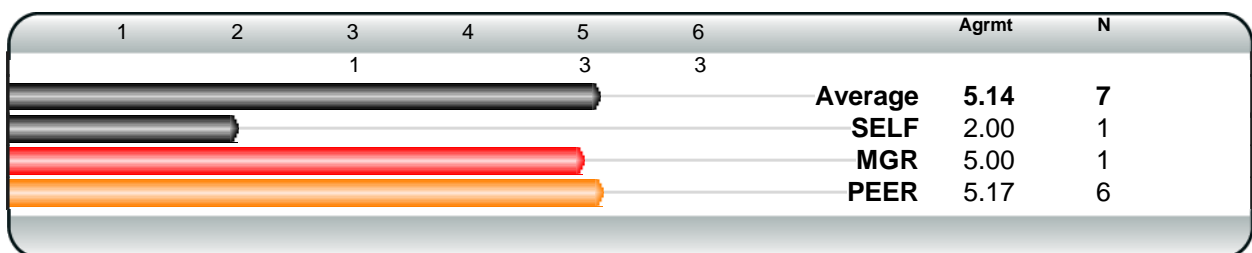
What you DON'T LIKE: - Behaviors or conditions that bother you and why

- All seems to be working out fine.
- Nothing.
- Sometimes I do not feel valued in an ideation process with you- YOur creator/refiner pattern since to shut others out sometimes. Susan

What you WANT: - Improvements that you desire

- Continue doing your best.
- I want to have a chance to advance before you refine. Susan
- To continue asking our input.

6. Asks for team members' input when making decisions.



What you LIKE: - Behaviors or conditions you hope will continue

- Again Rick does this from my view. He is very open to receiving others' ideas.
- I think Rick is open to input in the decision making process.
- Rick will always ask for input.
- When making decisions which might have an impact upon my work, I feel consulted.

What you DON'T LIKE: - Behaviors or conditions that bother you and why

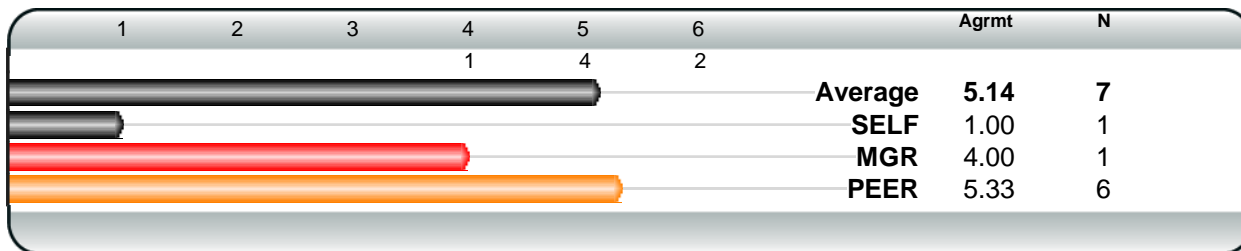
- N/A
- Nothing.

What you WANT: - Improvements that you desire

- Continue your behaviors.
- I'm not confident this question is appropriate in this situation. As co-owner of the business, he (they) must bear the brunt of any decisions they make. Most of the decisions should be made between he and Susan. I suspect that is a good thing.
- Sometimes since we changed the business structure, I feel like you check out and do not feel you have a voice in decisions. I still see us a partners. Susan
- To continue asking for our input.

Item Ratings - Relationships/Comments

7. Gets team members involved when making work plans.



What you LIKE: - Behaviors or conditions you hope will continue

- *Although I haven't seem much of this, I think Rick would be open to input.*
- *As evidenced in our last team meeting he and Susan solicited our individualized response to their strategic plan.*
- *In our TLC planning sessions, Rick encourages and involves others.*
- *Rick will always ask.*

What you DON'T LIKE: - Behaviors or conditions that bother you and why

- *N/A*
- *Nothing.*
- *We all are off doing what ever and really do not know for sure what we are each working on.*

What you WANT: - Improvements that you desire

- *Continue.*
- *I really can use your help here more than anywhere. I get lost and overwhelmed by the many priorities...and need help im planning work.*
- *To continue as is.*

Summary Questions

8. What is this person's greatest strength as a leader?

- *Details, multi-tasking.*
- *His ability to think differently than I do and articulate his thinking in a way that I understand--this makes for good teamwork.*
- *I think Rick really wants to make the processes and business work. He is open to ideas to make that happen. I think he feels 'ground down' by some of the drudgery and 'mundaneness' of some of the Admin tasks that the business requires and this saps his energy and positive attitude. Hopefully soon those tasks can be moved to someone else and he can use his creative talents doing things he finds satisfying and energizing.*
- *Obsessive problem solver! Doesn't give up. Holds in emotion- especially negative, but sometimes it comes out in other ways. Very diplomatic communicator, especially with difficult subject matter. Smart. -Susan*
- *Rick is very good at keeping everyone in the loop with what is going on. He has very good communication skills.*
- *Rick presents a non-anxious presence. I cannot speak to what turmoil may be taking place within, but his posture reduces stress level in some tense situations such as when a 'necessary' element is missing or non-functioning.*
- *Rick's ability to affirm others and intense desire to learn about things; his knowledge base. Almost always has an answer to anything or able to direct you to that answer.*
- *Sincerity, insight, values, thoughtfulness, tact*

9. What would you say is the most important behavior this person could develop further in order to become a more effective leader?

- *Experience the experience of the experience -- the 2-day Making It Happen course!*
- *I really can not think of any at this time.*
- *I'm not certain I have the wisdom and insight to be helpful here. I guess that's good. It probably means that I don't see a glaring problem. On the other hand, we all want to grow. I wish I could be of assistance. Sorry.*
- *I'm unable to think of something right now--will let Rick know when it comes to me.*
- *None.*
- *Share more of your thoughts with us so we can generate off of them.*
- *Use your stratitic and analytical skills to help us assess what is working and not working in our business so we can better target our time and resouces. Susan*