



360° review prepared for **Snow White**



Feedback from the people who work with you

December 2008

- > Doc
- > Sneazy
- > Dopey
- > Grumpy
- > Happy
- > Bashful
- > Sleepy
- > Prince Charming



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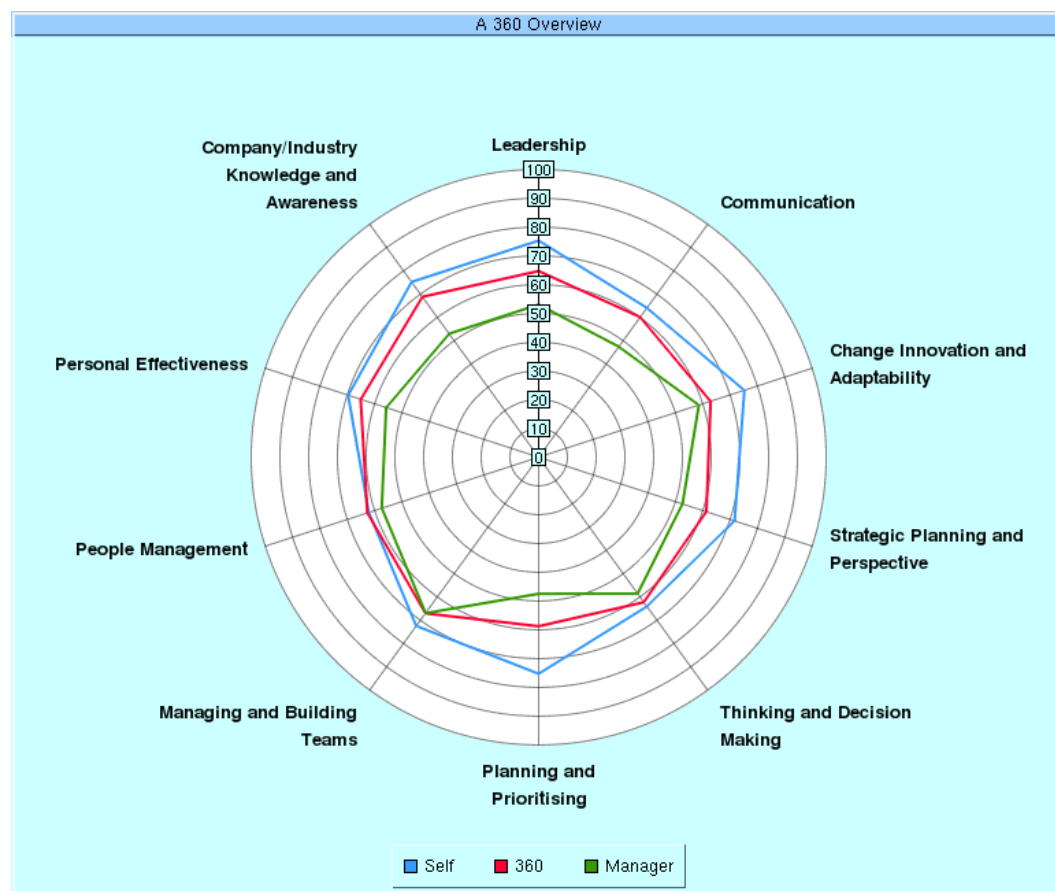
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A 360° Overview

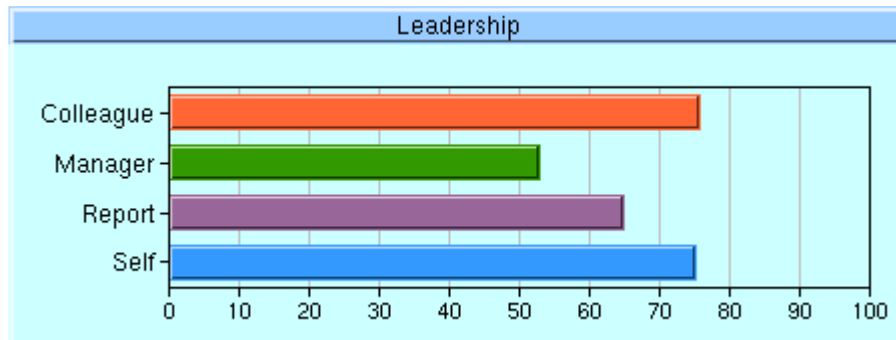
The following radar plot shows the opinions of yourself, your manager and the 360 average of all participants (including your manager, but not yourself). This aims to provide a visual 360 reference of the contrasting views of your performance against the agreed competencies.

0%	I do not have enough data to comment on this behaviour indicator
0-17%	Demonstrates unsatisfactory performance
18-33%	Demonstrates room for improvement
34-49%	Demonstrates this to a satisfactory level
50-66%	Demonstrates this well
67-83%	Consistently demonstrates this very well
84-100%	Acts as an outstanding role model for others



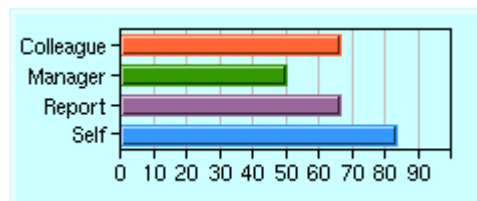
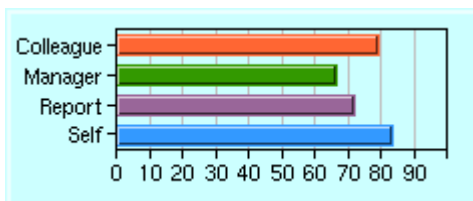


Leadership



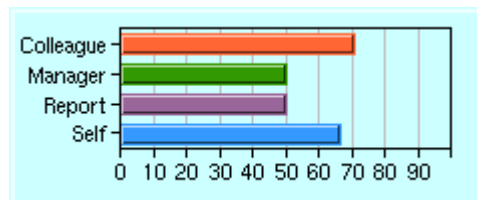
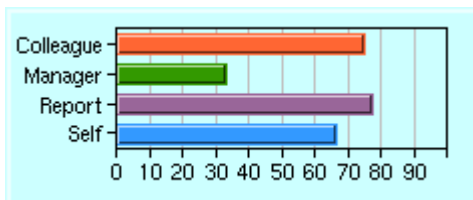
Demonstrates a strong orientation towards achievement and success in self and others

Takes charge to lead and direct the efforts of others



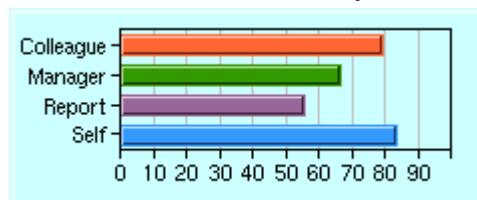
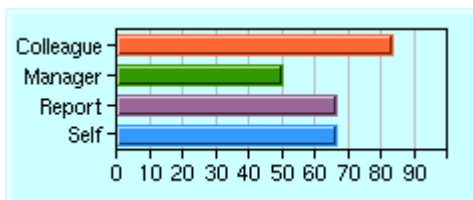
Is resilient in pursuing business goals even when the going gets tough

Inspires enthusiasm and energy in others to follow a given direction



Projects a positive self image to win the commitment of others

Delegate effectively by taking into account the potential of the individual and the needs of the job





Leadership

In the box below please describe what, in your opinion, the individual does well in this area?

Goal orientated
 Encourages and inspires confidence in team
 Good physical presence, and presents generally positive image with strong orientation towards individual and collective success
 Leads well from the front
 Snow is one of the best leaders in our business and I think a great example of how to delegate, starting with picking a high calibre team that you can delegate to.
 Good around leadership approach / style and skills. good delegation and succession management enabling others to aspire to greater positions.
 Is good at setting goals and giving direction.
 Has a burning desire to succeed and pursues goals that often appear a lost cause.
 Snow clearly demonstrates his focus on delivering company business goals

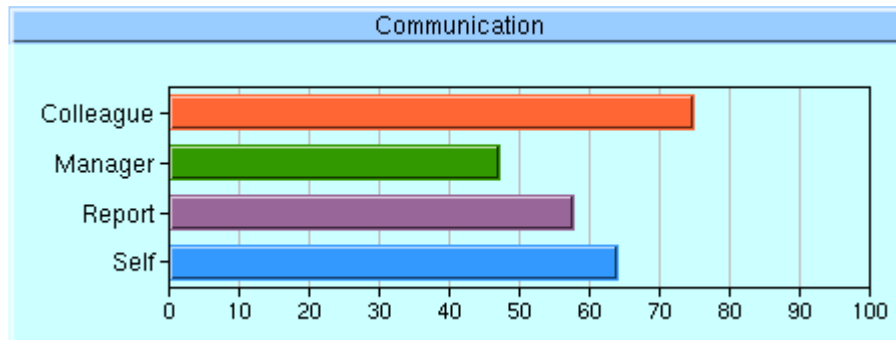
Leadership

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

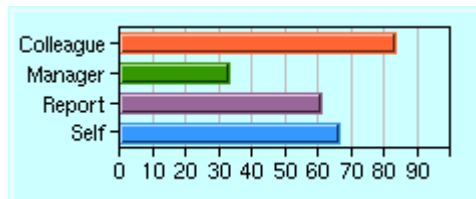
Take more time to bring others with me
 Get closer to operations and provide clearer direction
 Better control of consistency of decision making when the "going gets tough" concerted pressure can impact on effectiveness.
 Consult more fully
 He could improve his ability to take charge - when the situation demands it - he can have a tendency to reflect for slightly too long, or withdraw from the situation if he feels that he is likely to face opposition.
 Could provide greater enthusiasm.
 Does not delegate enough. Sometimes in setting targets and goals can demoralise rather than enthuse
 In my opinion the department could be structured in a different way which would make more efficient use of time. Too many of the staff dabble in several areas which leads to inefficient working
 Snow projects herself well particularly if he is client facing. He can appear intimidating when you first meet her on a one to one basis.



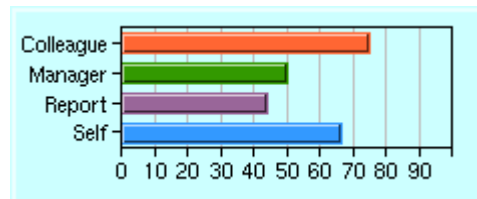
Communication



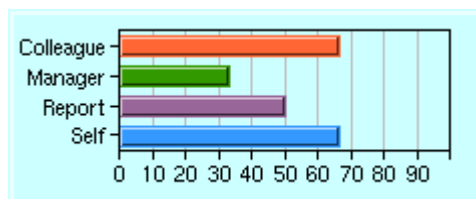
Communicates confidently and effectively to a wide variety of audiences



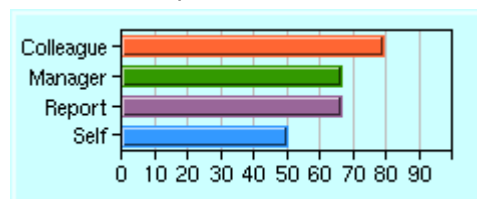
Clearly expresses thoughts and ideas in a logical manner



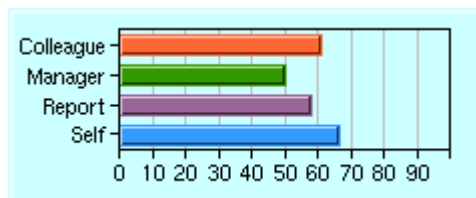
Maintains a precise and constant flow of information



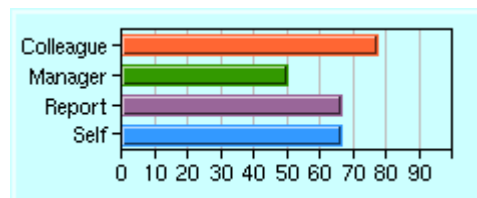
Listens effectively to others ideas and point of view



Produces written documents that are clear, concise and easy to follow



Develops clear, professional and credible presentations





Communication

In the box below please describe what, in your opinion, the individual does well in this area?

Reasoned and articulate
 Good confident verbal communications
 Excellent and balanced listener, will provide platform for others to express their views.
 Listens and then presents well on analysis
 Snow is an effective and thoughtful listener, with a gift for asking a slightly lateral question that will really test the quality of the proposition that is being made. He is also an accomplished presenter. He plans and targets his messages.
 Communication is effective to a number of audiences. Does manage to provide impact.
 Presentational skills have improved and are now maintain the listners interest
 Has a very good presentation style to clients.
 Is a very good listener to others but this can be a negative (see below)
 Snow is very good at giving polished and credible presentations. A good example was our recent divisional conference

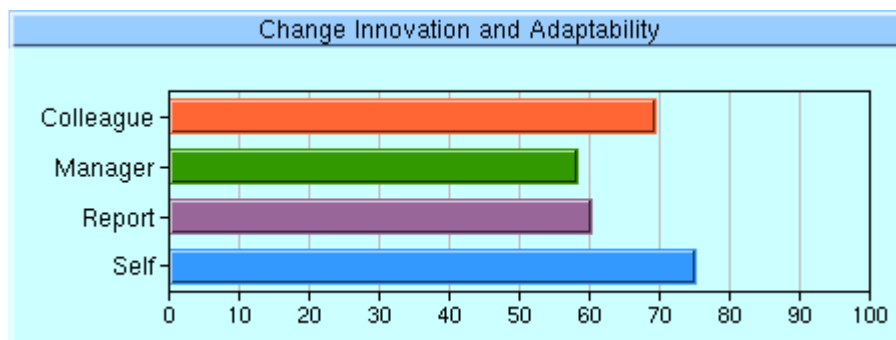
Communication

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

Listen better and demonstrate greater empathy
 More emphasis on content / back up to ideas
 Improve on consistency of presentation style.
 More consultation
 Snows tendency to withdraw at times can interfere with the flow of information on progress, issues to resolve etc.
 Others may find reasoning articulation difficult to follow. Consider simplification at times.
 I have learnt to ensure that Snow is specific in his requirements otherwise you find that what you provide does not meet what he thought he asked for. ie he needs to ensure he has properly thought through the deliverables he is asking for
 Listens to staff but does not then take the lead and say " this is where we are going".
 Placates too many people
 Snow is less clear at expressing his wishes on an informal level. There have been occasions where there have been misunderstandings about precise details of requirements.
 Snow puts up barriers to informal and spontaneous communication.

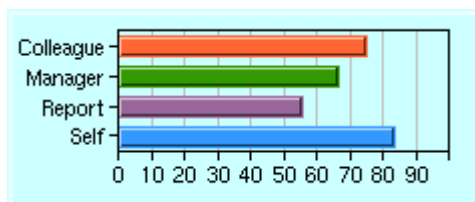
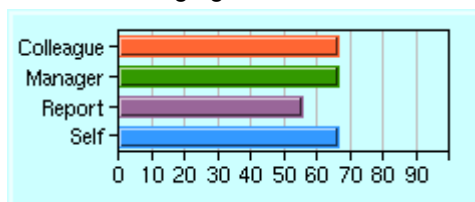


Change Innovation and Adaptability



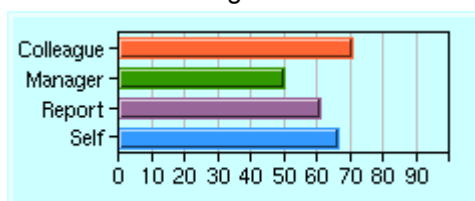
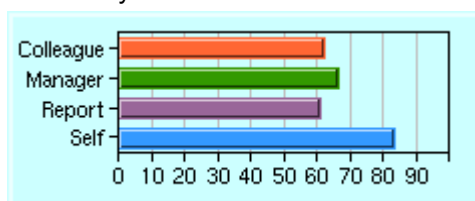
Demonstrates flexibility in a fast changing environment

Encourages innovation and creativity in others



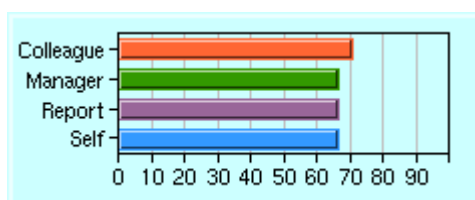
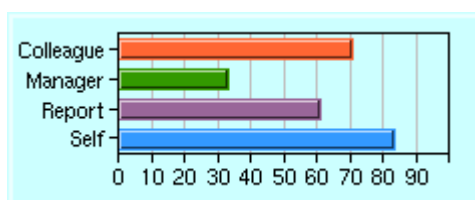
Considers new, untested and innovative ways to do current activities

Is willing to take calculated and managed risks



Manages change priorities in accordance with business needs

Responds in a professional and positive manner to a constantly changing environment





Change Innovation and Adaptability

In the box below please describe what, in your opinion, the individual does well in this area?

is excited by opportunity of change
Shows very strong commitment to change / innovation
Very strong encourager of innovation in others, sees real value in alternative solution
Very focused to try something better and more competitive and bring people along
Snow is very active at seeking creativity in others.
Has a professional approach to change and challenges others to look at problems / tasks differently
Does not often appear 'phased' by changing situation
I have struggled with this set of questions. Wonderland has too many restrictions within their business to allow creativity or risk.
I believe Snow would be a risk taker and more creative in a different environment
Snow has a creative mind and appreciates creativity in others and is encouraging

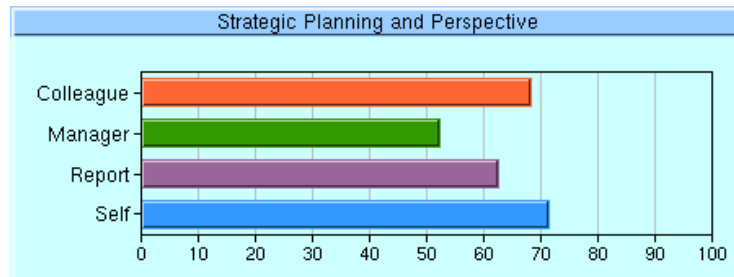
Change Innovation and Adaptability

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

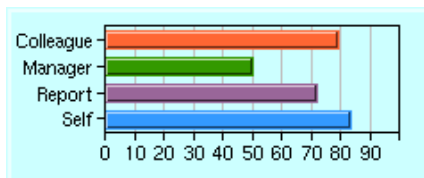
be more receptive of impact on others
Needs to give more direction / input to team, and back ideas with action
Look at consistency providing clarity of direction during periods of change/pressure.
Sell the ideas fully
He could improve his enthusiasm for trying out new ways of doing things. He needs to be more comfortable with the possibility of failure.
Could ensure all changes / innovations are driven through to completion. Take more cognisance of ideas from different industries.
Is sometimes so risk adverse that will not consider the option
See question 8
Snow does not always respond positively when in an unprepared or informal situation



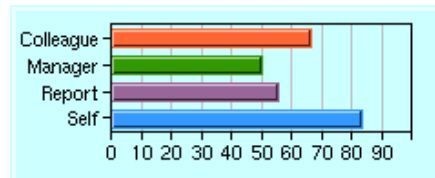
Strategic Planning and Perspective



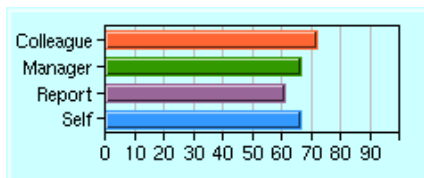
Understands the current and future direction of the company



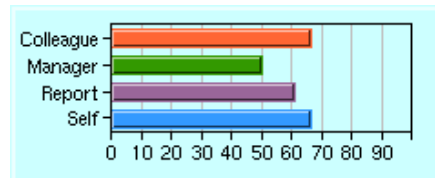
Translates business goals and objectives into workable and tangible operational plans



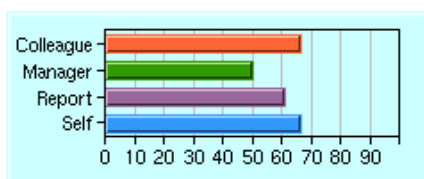
Communicates the role that their 'team' plays in facilitating and achieving the business objectives



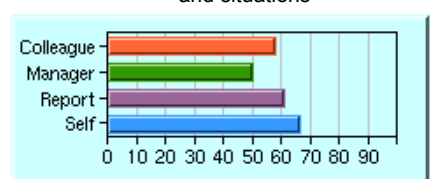
Takes the longer term organisational requirements into account when making business decisions



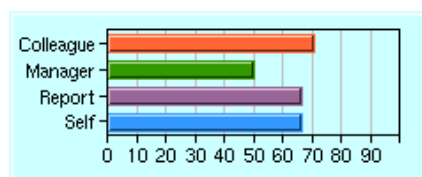
Takes the longer term organisational requirements into account when making business decisions



Formulates solutions by recognising the relationship between different business areas and situations



Takes responsibility and ownership for turning ideas into actions





Strategic Planning and Perspective

In the box below please describe what, in your opinion, the individual does well in this area?

Clear strategic mind

Very good understanding of the bigger picture for the business and the strategic decisions it faces

Very strong team ethic, makes concerted attempt (mostly successful) to ensure formation of strong and effective teams

Strong at company level little experience of role at Division

Snow is a great champion for his team within the business and takes every opportunity to explain how well they have done to achieve goals in very adverse circumstances.

Has a good understanding of the company's vision and strategy. His views are valued in strategic debates.

Delegating responsibility to the team for developing the divisional business planning

As in the question above very tied by HEA policy but the team know the objectives of the division and the company. Tries hard to be a global player and not a silo operator

Snow has a a very clear understanding of the business needs

Strategic Planning and Perspective

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

Don't lose sight of the implementation

Implementation of ideas needs to be more evident

Make conscious effort to ensure wider business alignment when making significant decision

Participate in widest debate

Snow needs to broaden his perspective beyond the confines of his own Division and their customers.

Although happy to take responsibility for improvements a tendency for them not to be driven to completion.

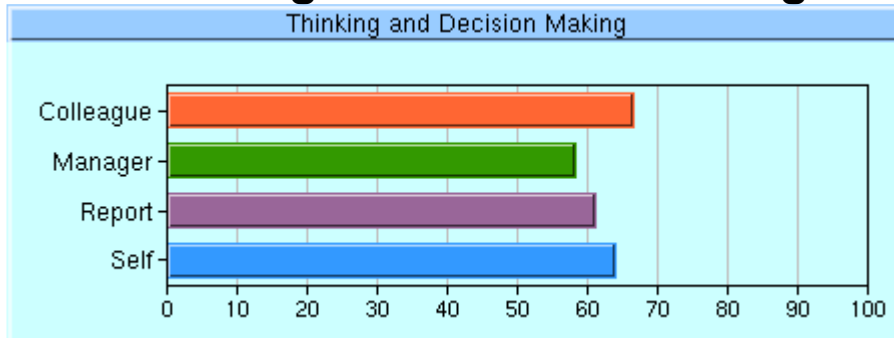
Try to be less "clever" with objectives and goals and be more specific

See question 11 - difficult within HEA to make strategic decisions as the company is so process driven within a narrow band of opportunities

Improved communication with his subordinate team on business and strategic issues

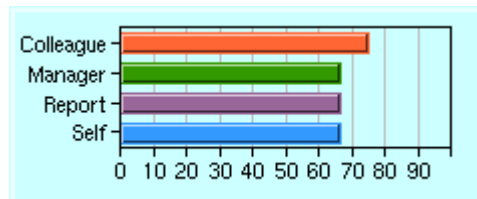
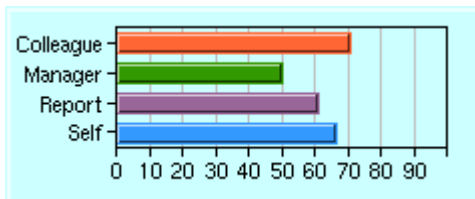


Thinking and Decision Making



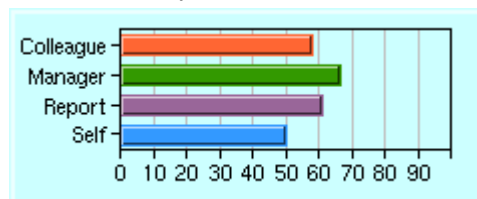
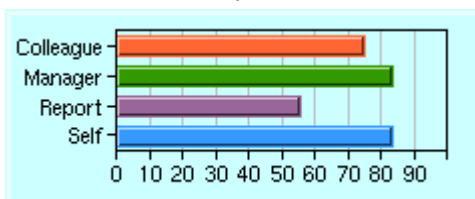
Demonstrates a structured, but lateral approach and objective view towards decision making

Displays flexibility and creativity when generating ideas / solutions



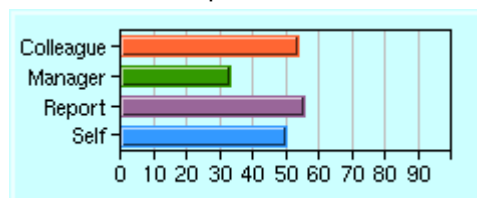
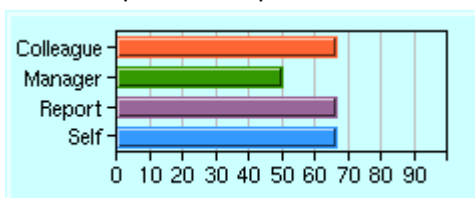
Solves problems by taking a broad view of the situation, stepping back from the detail in order to assess the wider impact

Collects the input from others - valuing their ideas, opinions and contributions



Makes sound decision based of consideration of risks, alternatives and practical implications

Addresses problems in a timely fashion without procrastination





Thinking and Decision Making

In the box below please describe what, in your opinion, the individual does well in this area?

When a decision is made am forceful in making it work
 Quick thinking and creative
 Good thinker, prior to making decisions, both in conventional and lateral manner, good ideas man
 Appears to be thoughtful and precise
 Snow White is one of our more lateral thinkers and will usually challenge a proposition from a perspective that has not been raised by a colleague, but is valid nonetheless.
 Has the ability to think strategically after analysing information and presenting in a understood fashion.
 Collecting information from others prior to final decision
 Ultimately the decisions taken are good. Does not take a "flyer" but considers all options
 Snow makes timely decisions based on sound thinking

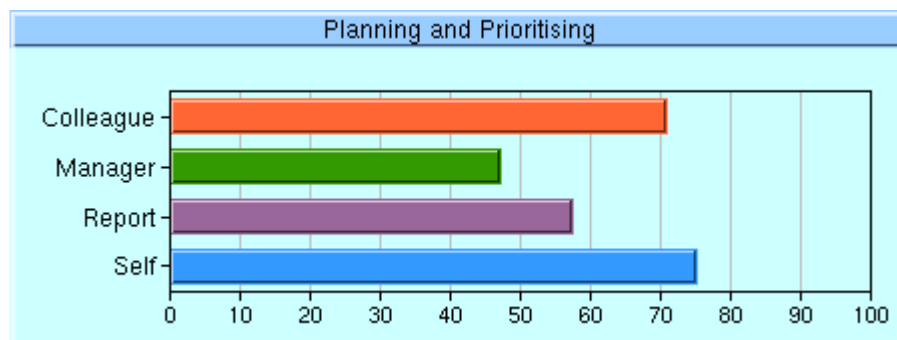
Thinking and Decision Making

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

Don't take too long to make the decision
 Need to take account of views of all stakeholders, especially where they conflict with own opinion
 Try to consistently recognise the time dimension associated with decision making, can be procrastinate
 Limited interface here
 His decision-making and risk assessment is often on the cautious side and this can sometimes be compounded by the deferral of a decision that does not benefit from the delay.
 Ensure problems are dealt with in a speedier manner.
 Stay out of the detail so as to take a wider view
 As stated before, probably listens too much to others. Staff would prefer that their opinions are consulted but a quick resolution is made. Might be surprised that the reaction of staff would not be negative
 Some decisions can appear to be predicated on an appeasement agenda with an emphasis on avoiding confrontation

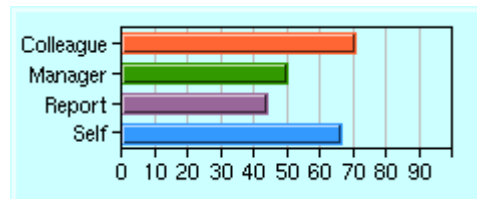
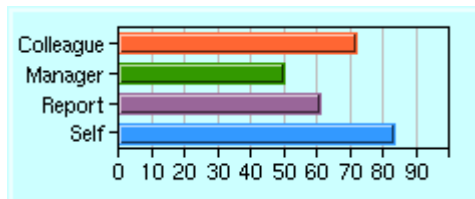


Planning and Prioritising



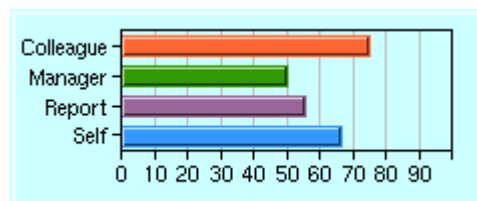
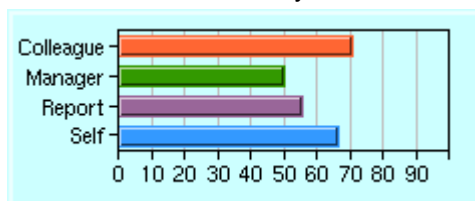
Produces clear business plans that mirror business objectives

Effectively plans both day-to-day work and ad-hoc projects of self and others



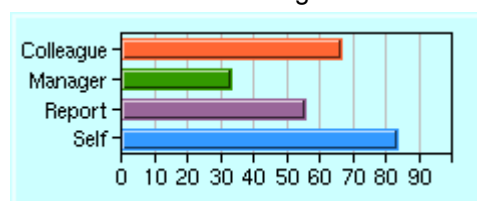
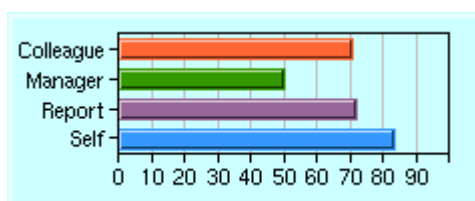
Manages own time effectively, ensuring priorities are set and dealt with effectively

Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise



Demonstrates focus on the objectives and end results

Monitors progress, managing any inconsistencies before they reach a critical stage





Planning and Prioritising

In the box below please describe what, in your opinion, the individual does well in this area?

Structured approach
 Good at dealing with priorities
 Solid planner, thinks clearly before setting course of action in train
 Again appears to be very logical and focused but limited experience
 Snow is an effective manager of his own time and often, the time of others.
 Effective planning and organisation
 Providing pre meeting objectives and requirements he wishes to achieve at meeting
 Good at business planning and appears to have a real interest in it
 Works well at keeping the general flow of work going

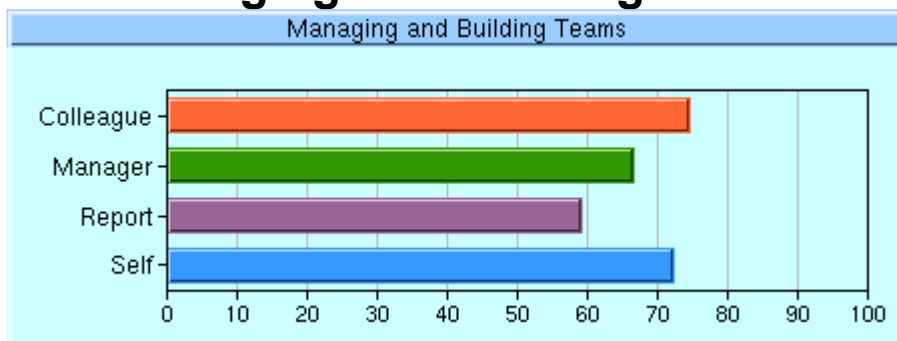
Planning and Prioritising

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

Keep concentrating on what is important
 Nothing specific
 Look closer at progress, Management at critical stages.
 Meets all deadlines
 He sometimes has too close a focus on the opportunities that fit his Division but not the risk profile that the business is willing to accept.
 Could monitor progress more closely
 Does not always recognise that others have their own time schedules and may not always be able to fit in with his last minute requirements
 Tries to do too much and diary becomes over-filled. partly due to the division not being set up as well as it could.
 Suspect that not enough time left for strategic thinking
 Could focus more on a longer term view of the development of the division

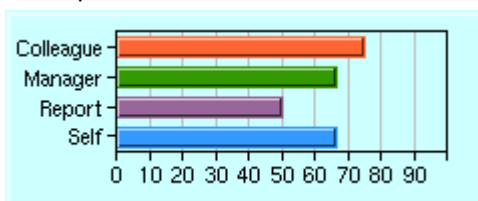


Managing and Building Teams

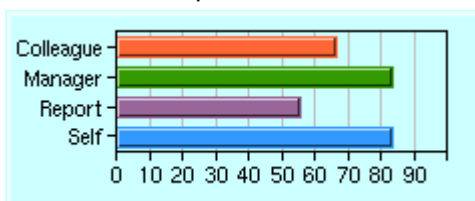


Actively builds relationships within/
between team members in a co-
operative and effective manner

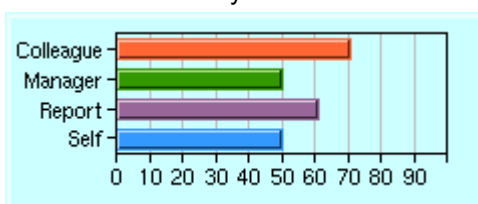
Identifies suitable individuals for tasks
by analysing their capabilities and
potential



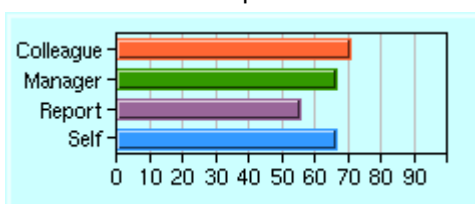
Demonstrates awareness of the
different cultural needs of team
members, displaying sensitivity when
dealing with issues that may be
culturally sensitive



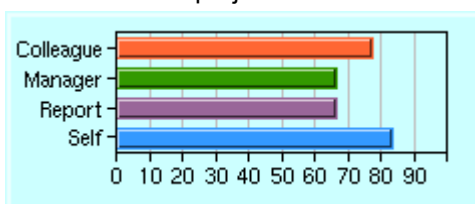
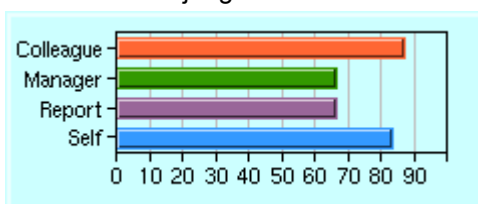
Effectively manages and develops team
across multiple locations



Gives appropriate levels of autonomy to
allow individuals to exercise their own
judgement



Develops the skills and qualities of team
members in order to maximise team
and/or project success





Managing and Building Teams

In the box below please describe what, in your opinion, the individual does well in this area?

Loyal

Encouraging team building through autonomy and ownership of results

Generally good with people, both peers and teams, displays empathy

Effective delegation and empowerment

Snow sets very high standards of performance and maintains a single-minded approach when selecting teams - only the very best will do. However, this can generate imbalance when adding people that he does not know, see below.

Very good teamwork skills and attributes. High levels of trust and delegation enables team to grow.

Delegating responsibility and allowing others to get on with there job

Very sensitive to individuals. This could also be considered a fault. keen that staff that perform well or have special talents are fast tracked

Snow is an able delegator

Managing and Building Teams

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

Be more empathetic

Better connection with team at all levels

Need to more robustly examine level of reliance on a small number of senior players in his team.

No comment

Snow needs to accept that when selecting new people to join his team he will not be able to get evidence of a 100% fit and that some people may require the opportunity to develop their potential by doing the job.

Consider regular feedback to these teams on performance.

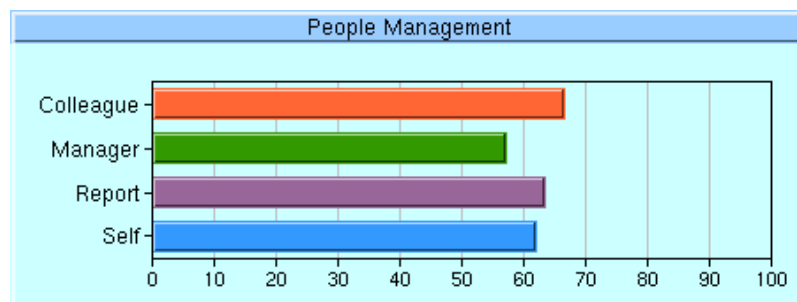
Having delegated then getting into the detail rather than standing back and just taking the wider view

Could reorganise the department to better suit some of the staff strengths

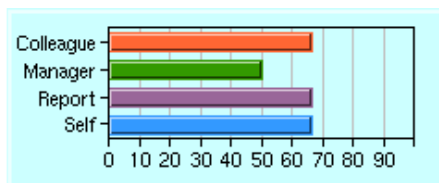
Snow is not good at building informal relationships with team members, he can appear aloof and preoccupied



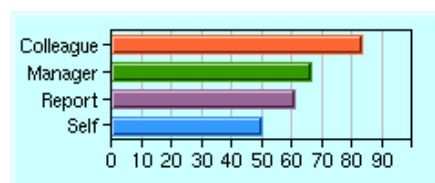
People Management



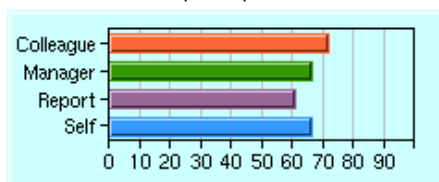
Actively manages performance by conducting regular performance reviews



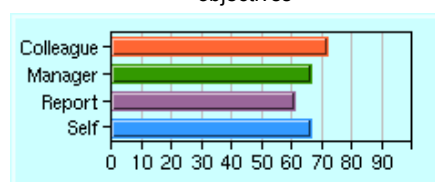
Praises, recognises and values individuals contributions and effort



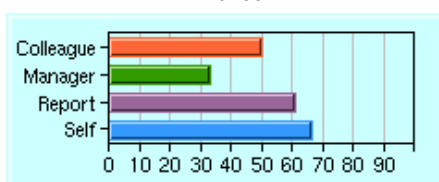
Coaches others to develop to their full potential and improve performance



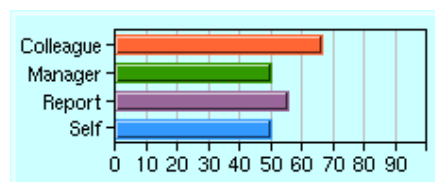
Takes active responsibility for the development of others by setting realistic but challenging objectives



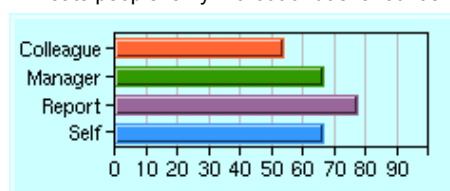
Deals with 'difficult' individuals and performance problems in a direct and honest manner as they arise



Adapts personal style to meet the needs of the individual and the situation



Treats people fairly without undue favouritism





People Management

In the box below please describe what, in your opinion, the individual does well in this area?

Recognise absolute importance of people
 Gives good recognition and encouragement of key individuals
 Is innately fair in his dealings with people
 Respected leader for personal approach and expertise
 Snow identifies well with high performers and talented individuals and will provide great feedback, recognition and support for their development, both professionally and personally.
 Snow sets good stretching targets for his teams. He also demonstrates good recognition of high performance.
 Deals with difficult situations quickly without letting them develop into bigger problems
 very strong on People management.
 Snow is good at managing performance from a measurement point of view

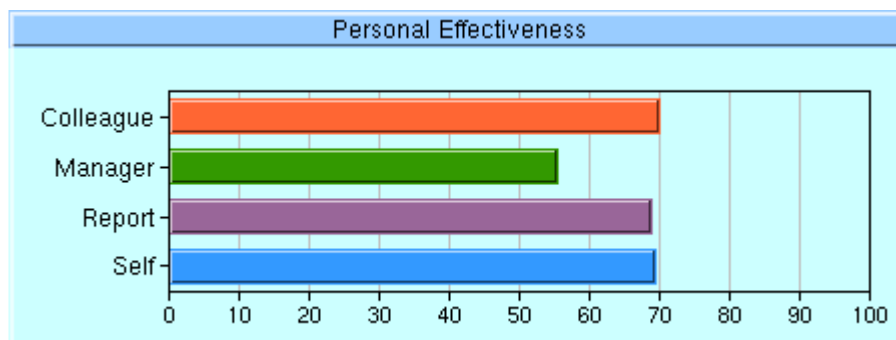
People Management

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

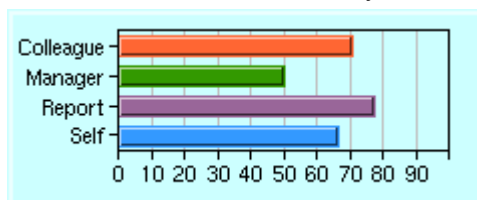
Ensure importance is consistently reflected in actions
 Be more consistent in management development of all members of the team
 Look at management of people when difficult situations arise, has tendency to want to be "fair" to all can impede on decision making
 Develop style further
 Once judgment has been made on individuals it is difficult for Snow to change his view. This is not a frequent issue but can result in her not seeing the strengths in people.
 Could deal with difficult individuals in a faster manner.
 Try to be more inspirational than dogged
 No comments that would be of help
 Snow is not good at giving praise and often only comments by saying that something could have been so much better.



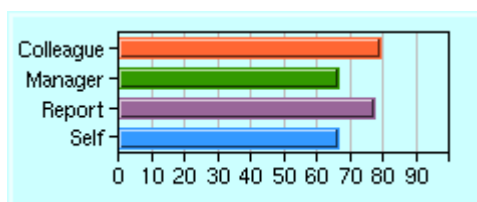
Personal Effectiveness



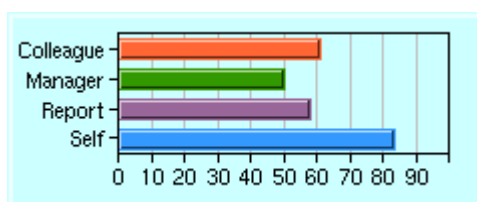
Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not affected adversely



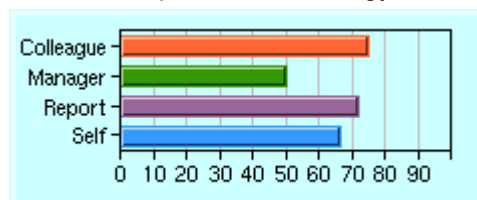
Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealing with internal and external customers



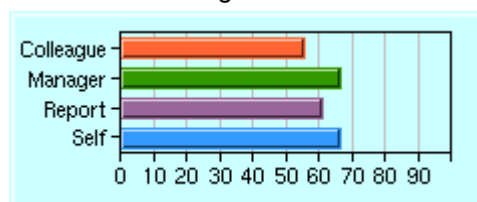
Learns from previous experiences of self and others



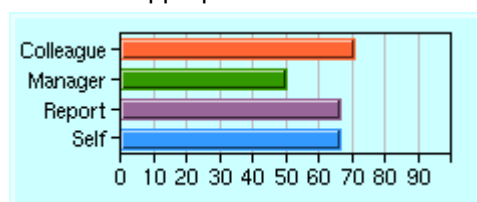
Demonstrates professionalism and a real passion and energy



Actively seeks feedback on management style and proactively works to improve based on feedback given



Recognises and manages emotions and emotional situations in a sensitive and appropriate manner





Personal Effectiveness

In the box below please describe what, in your opinion, the individual does well in this area?

Always seeking a better way
 Good control and determination in dealing with big challenges
 Deals effectively with external customers, able to form and maintain meaningful long relationships.
 Always appears logical and fair
 Snow has a quiet, calm passion for his part of the business, but lets this shine through at appropriate moments, to great effect. He is also emotionally aware and shows great integrity in addressing these situations.
 Good at noticing others emotions and adapting style accordingly.
 Maintains an even temperament and always appears fair and honest
 Very strong area. Must come under considerable stress at times but it never shows. An area of management that have great respect for
 Outwardly in situations where Snow has prepared he is positive

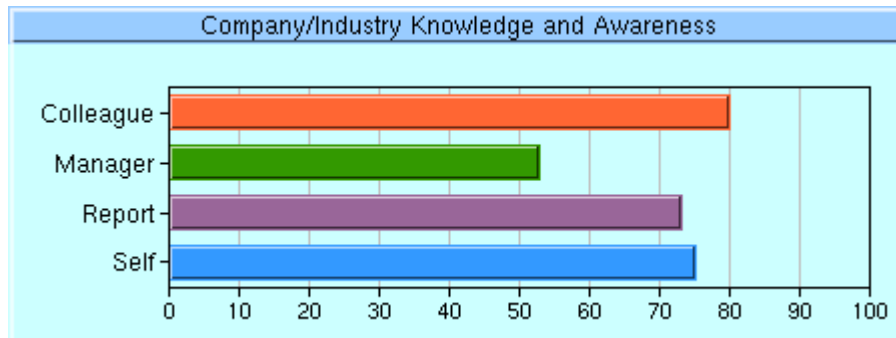
Personal Effectiveness

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

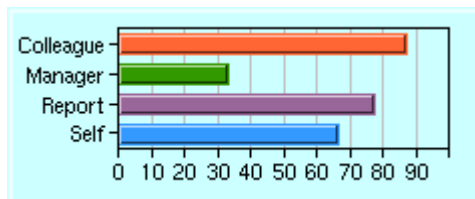
Be more prepared to try and fail
 Nothing specific
 Whilst generally positive, periods of prolonged difficulty/stress can impact on behaviour
 Feedback not requested frequently
 He needs to recognise that people can develop and improve with time, some old dogs can and do learn new tricks. Snow is capable of being the trainer in this regard if he chooses.
 I'm not sure whether Snow seeks feedback on his style or not.
 Could show more passion
 Does consult with others but no real experience of this changing Snow. However, very strong area so little to change
 In situations where spontaneity comes into play Snow can be pessimistic and occasionally negative.



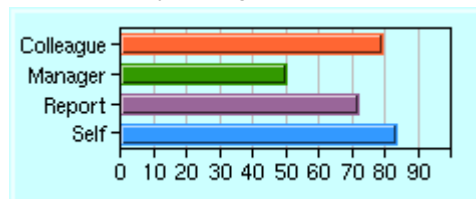
Company/Industry Knowledge and Awareness



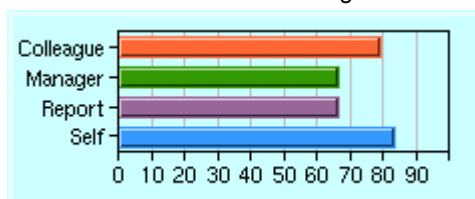
Demonstrates and awareness of the formal and informal structures and relationships (politics)



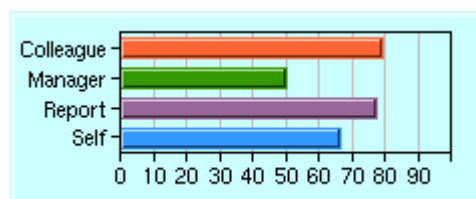
Understands the business process and procedures (within their areas of responsibility) to a sufficient level of detail to successfully manage and plan activities



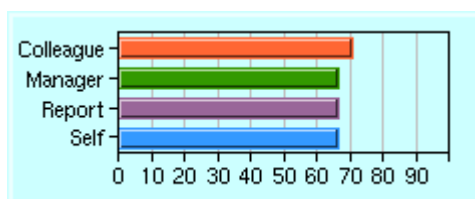
Works within organisational boundaries for the benefit of their team / organisation



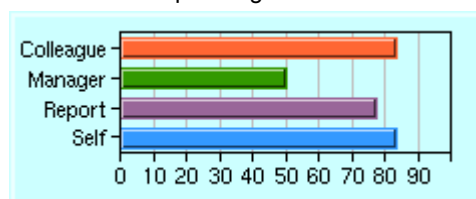
Networks with key players in order to build strong relationships with both internal and external 'customers'



Spends time and energy keeping up to date with market data and trends that affect the overall business



Understands the cost revenue cycle, managing budgets and resources within corporate guidelines





Company/Industry Knowledge and Awareness

In the box below please describe what, in your opinion, the individual does well in this area?

Keeps abreast
Networking with and promoting company to clients and stakeholders
Good networker, has made significant penetration within relevant business circles.
Comfortably in control
Snow is the class act in terms of managing the formal and informal structures within our organisation
Understands business structures and politics and has wide network.
Appears to have a good knowledge of the key players important to the divisions business
Works within the structure of the HEA procedures and policies. Good commercial knowledge
Snow has a very deep knowledge of the business and the team members

Company/Industry Knowledge and Awareness

In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?

Develop networking skills
Nothing specific
Needs to work on political skills, not always effective within the internal arena.
Time management
He could raise his profile within the infrastructure sector - this has already started but needs to be maintained.
Could become more of an industry spokesman for relevant income streams.
Do even more of maintaining contacts with the key players when looking for work rather than only when solving existing problems
Nothing to add
.



and finally

What could the individual do that would further improve their performance over the next 12 months?

Build the necessary internal relationships to allow a proactive approach to the role.

To have developed in the role and have a lot more exposure to various aspects of the business which will enable more constructive and proactive actions

The only area for improvement I can suggest is that Snow always considers the bigger picture (in terms of teams) when planning work and ensures adequate notice is given.

Communicate better and follow-up on tasks both internally and externally

To focus on developing teams, the individuals within those teams, and the processes they support.

I would like to see Snow looking after own team or even in the project side of the business. Snow is very much a people person with exceptional ideas.

Build delivery knowledge and develop networks

Involve others in strategy, not just the operations.



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Gap Analysis

The following table shows the greatest variance between your perception and those of your colleagues and peers. **Figures in red** indicate that you have rated yourself higher than your colleagues/peers/manager on a particular competence, and **figures in blue** indicate that you have rated yourself lower than your colleagues/peer/manager.

Competence	Element	Gap Analysis
Managing and Building Teams	Actively builds relationships within / between team members in a co-operative and effective manner	(31.7%)
People Management	Coaches others to develop to their full potential and improve their performance	(31.7%)
People Management	Actively manages performance by conducting regular performance reviews	(25.0%)
Planning and Prioritising	Effectively plans both day-to-day work and ad-hoc projects of self and others	(21.6%)
Planning and Prioritising	Manages own time effectively, ensuring priorities are set and dealt with efficiently	(18.4%)
People Management	Takes active responsibility for the development of others by setting, realistic but challenging objectives	(18.4%)

Competence	Element	Gap Analysis
Industry Knowledge and Awareness	Demonstrates an awareness of the formal and informal structures and relationships ('politics') that operate within the organisation	32.5%
Industry Knowledge and Awareness	Understand the business processes and procedures (within their area of responsibility) to a sufficient level of detail to successfully manage and plan activities	30.8%
Thinking and Decision Making	Addresses problems in a timely fashion without procrastination	27.0%
Leadership	Projects a positive self image to win the commitment of others	16.3%
Communication	Listens effectively to others ideas and points of view	14.3%
Communication	Produces written documents that are clear, concise and easy to follow	14.3%



Strengths and Weaknesses

Snow White - Strengths and Weaknesses

Most Successful Traits

Rank	Competence	Trait	%
1	Effectiveness	Demonstrates a real passion and energy for what they do	79.3%
2	Leadership	Is resilient in pursuing business goals even when the going gets tough	77.3%
3	Strategic Planning	Understands the current and future direction of the company	77.2%
4	Industry Knowledge	Demonstrates an awareness of the formal and informal structures and relationships ('politics') that operate within the organisation	75.2%
5	Effectiveness	Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealings with internal and external customers	74.5%
6	Leadership	Demonstrates a strong orientation towards achievement and success in self and others	74.2%
7	Industry Knowledge	Understand the business processes and procedures (within their area of responsibility) to a sufficient level of detail to successfully manage and plan activities	73.8%
8	Communication	Delivers clear, professional and credible presentations	73.4%
9	Planning	Works flexibly, responding readily to the demands of changing priorities and needs	73.4%
10	Industry Knowledge	Works within organisational boundaries for the benefit of their team / organisation	72.7%

Least Successful Traits

Rank	Competence	Trait	% Score
1	People	Actively manages performance by conducting regular performance reviews	53.2%
2	Communication	Maintains a precise and constant flow of information	56.6%
3	People	Coaches others to develop to their full potential and improve their performance	56.9%
4	People	Takes active responsibility for the development of others by setting, realistic but challenging objectives	57.3%
5	Effectiveness	Actively seeks feedback on management style and proactively works to improve based on feedback given	57.4%
6	Planning	Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise	59.0%
7	Planning	Demonstrates focus on the objectives and end results	59.3%
8	Planning	Manages own time effectively, ensuring priorities are set and dealt with efficiently	59.6%
9	Teams	Develops the skills and qualities of team members in order to maximize team and/or project success	60.6%
10	People	Deals with 'difficult' individuals and performance problems in a direct and honest manner as they arise	61.4%