



360° review prepared for **Snow White**



The people you have invited to provide feedback:

Snow White	Self
Prince Charming	Manager
Doc	Colleague
Dopey	Colleague
Grumpy	Colleague
Sneezy	Colleague
Bashful	Report
Happy	Report
Sleepy	Report



A 360° Overview..... 3

Change Innovation and Adaptability..... 4

Communication..... 6

Company/Industry Knowledge and Awareness..... 8

Leadership..... 10

Managing and Building Teams..... 12

People Management..... 14

Personal Effectiveness..... 16

Planning and Prioritising..... 18

Strategic Planning and Perspective..... 20

Thinking and Decision Making..... 22

And finally..... 24

Gap Analysis..... 25

Strengths and Weaknesses..... 26

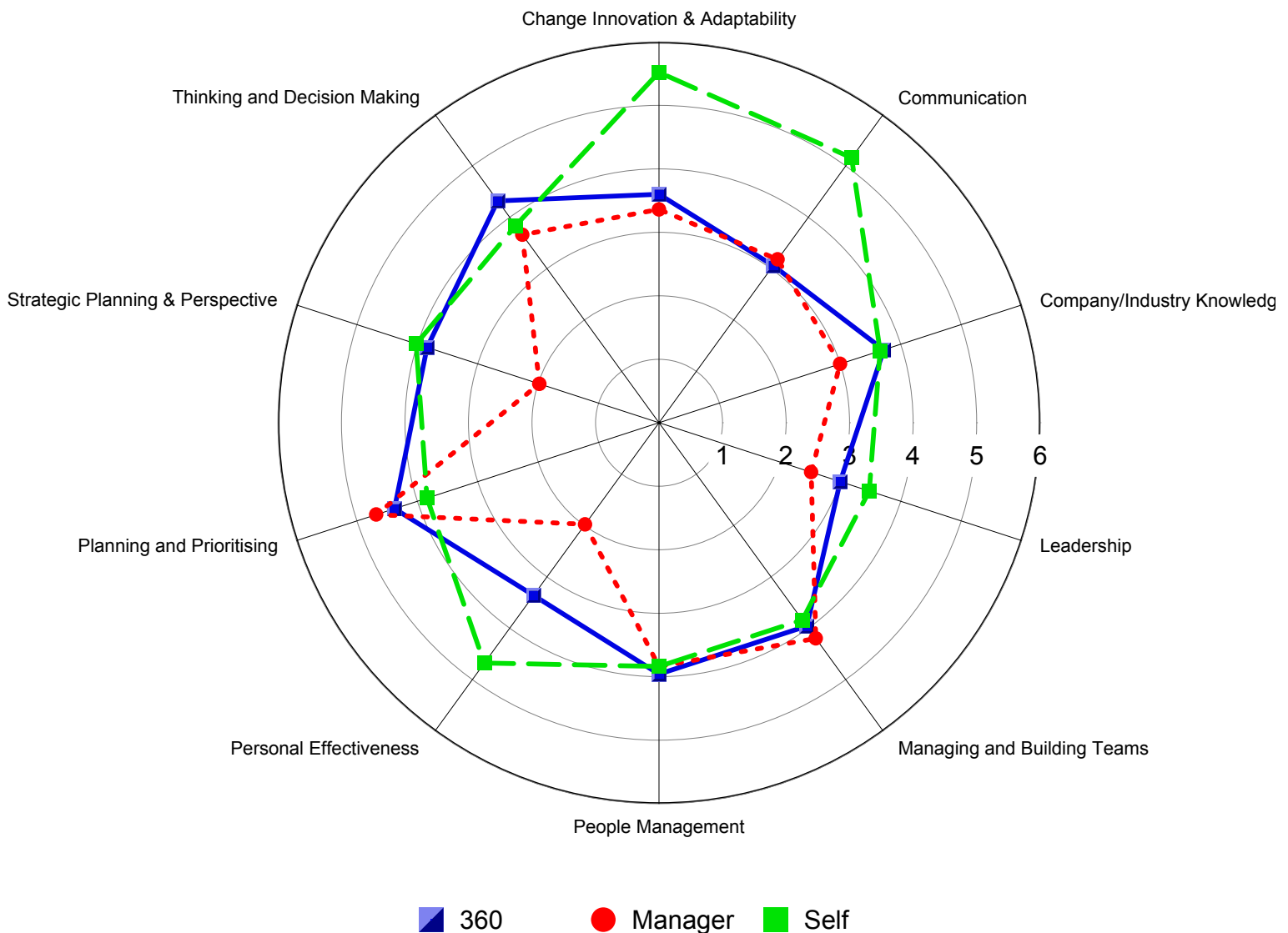
A 360° Overview

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.



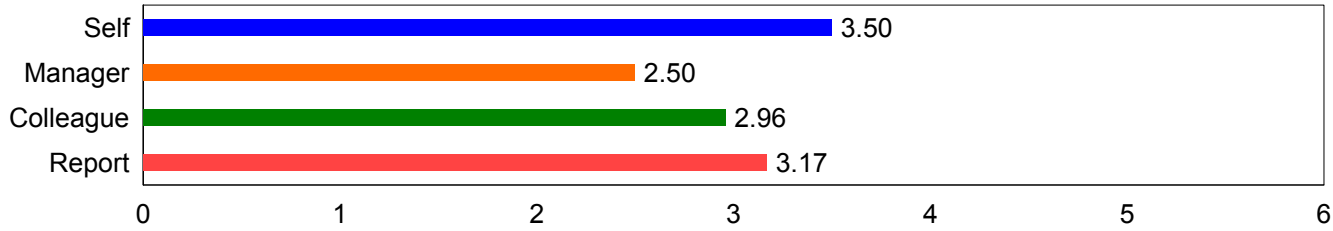
0	I do not have enough data to comment on this behaviour indicator
1	Requires significant development
2	Requires some development
3	Demonstrates this to a satisfactory level
4	Demonstrates this well
5	Consistently demonstrates this very well
6	Acts as an outstanding role model for others

360° Overview

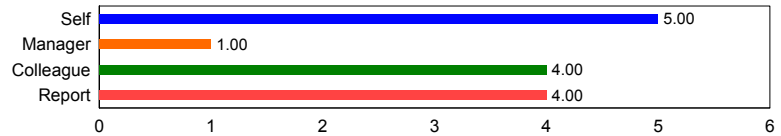




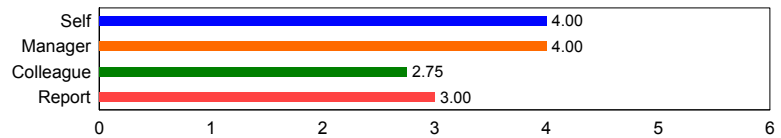
Summary



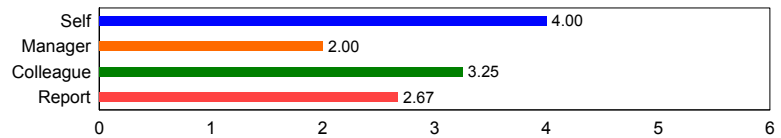
Delegates effectively by taking into account the potential of the individual and the needs of the job



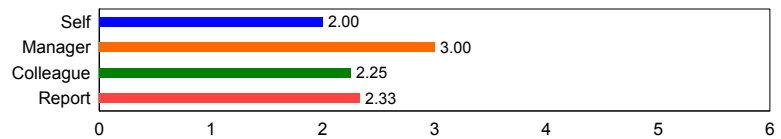
Demonstrates a strong orientation towards achievement and success in self and others



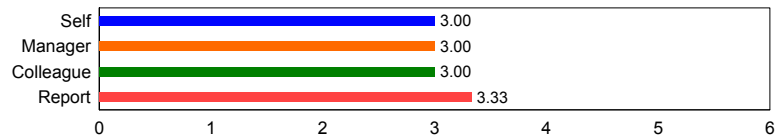
Inspires enthusiasm and energy in others to follow a given direction



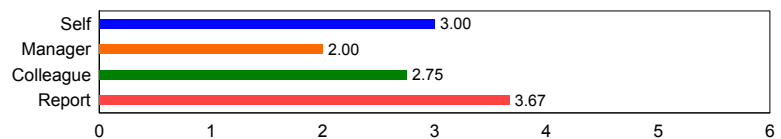
Is resilient in pursuing business goals even when the going gets tough



Projects a positive self image to win the commitment of others



Takes charge to lead and direct the efforts of others





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

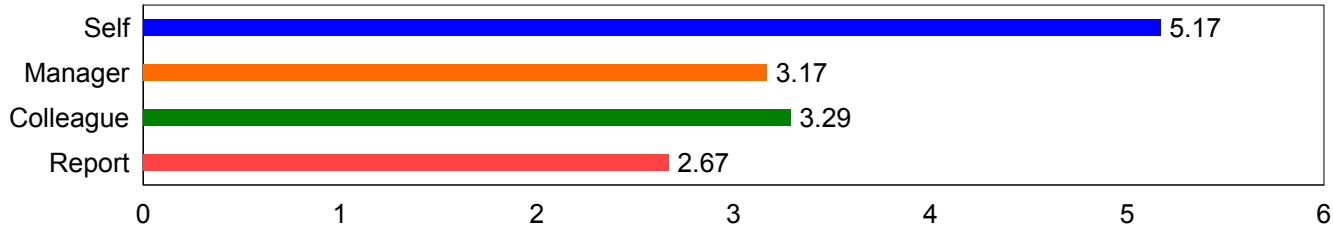
- Encourages and inspires confidence in team
- Snow is one of the best leaders in our business and I think a great example of how to delegate,
- This response is an example of random sampling.
- Good physical presence, and presents generally positive image with strong orientation towards individual and collective success
- Leads well from the front
- Has a burning desire to succeed and pursues goals that often appear a lost cause.
- 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.
- Goal orientated
- Snow clearly demonstrates his focus on delivering company business goals

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

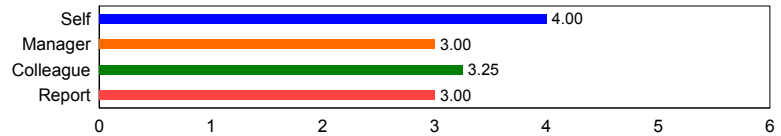
- Better control of consistency of decision making when the “going gets tough” concerted pressure can impact on effectiveness.
- Get closer to operations and provide clearer direction
- She could improve her ability to take charge - when the situation demands it - she can have a tendency to reflect for slightly too long, or withdraw from the situation if she feels that she is likely to face opposition.
- Snow projects herself well particularly if he is client facing. She can appear intimidating when you first meet her on a one to one basis.
- This response is an example of random sampling.
- 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
- Could provide greater enthusiasm.
- Consult more fully
- Take more time to bring others with me



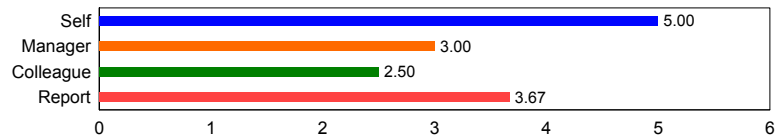
Summary



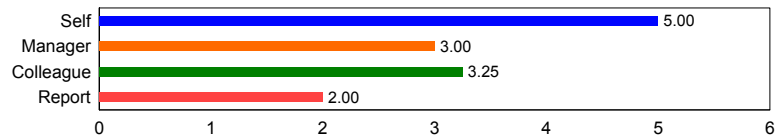
Clearly expresses thoughts and ideas in a logical manner



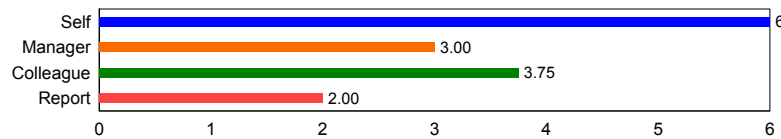
Communicates confidently and effectively to a wide variety of audiences



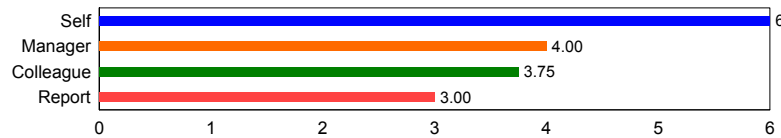
Develops clear, professional and credible presentations



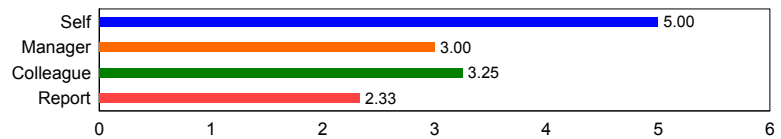
Listens effectively to others ideas and point of view



Maintains a precise and constant flow of information



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





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

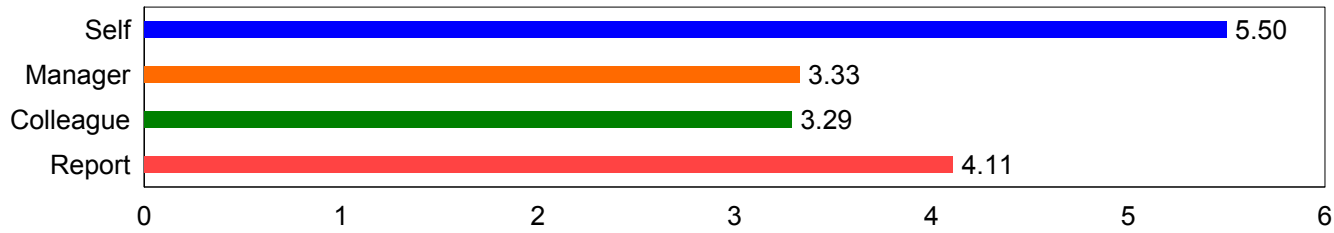
- Is a very good listener to others but this can be a negative
- Presentational skills have improved and are now maintain the listners interest
- Communication is effective to a number of audiences. Does manage to provide impact.
- This response is an example of random sampling.
- Excellent and balanced listener, will provide platform for others to express their views.
- Good confident verbal communications
- Snow is very good at giving polished and credible presentations. A good example was our recent conference
- Reasoned and articulate
- 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. She is also an accomplished presenter. She plans and targets her messages.

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

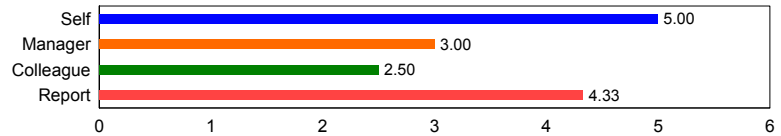
- Snows tendency to withdraw at times can interfere with the flow of information on progress, issues to resolve etc.
- More emphasis on content / back up to ideas
- More consultation
- Improve on consistency of presentation style.
- Others may find reasoning articulation difficult to follow. Consider simplification at times.
- This response is an example of random sampling.
- Snow is less clear at expressing her 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.
- Listens to staff but does not then take the lead and say " this is where we are going". Placates too many people
- Listen better and demonstrate greater empathy
- I have learnt to ensure that Snow is specific in her requirements otherwise you find that what you provide does not meet what she thought she asked for.



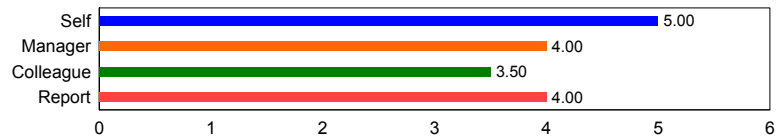
Summary



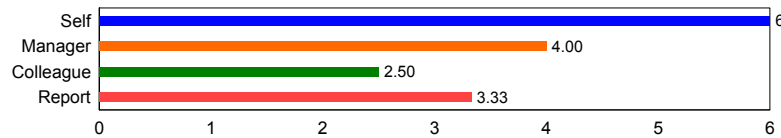
Considers new, untested and innovative ways to improve current activities



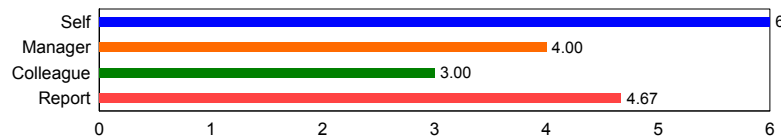
Demonstrates flexibility in a fast changing environment



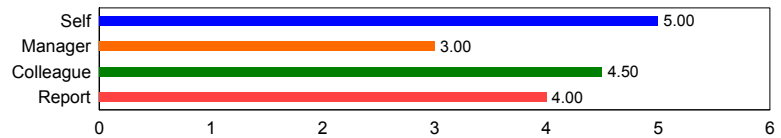
Encourages innovation and creativity in others



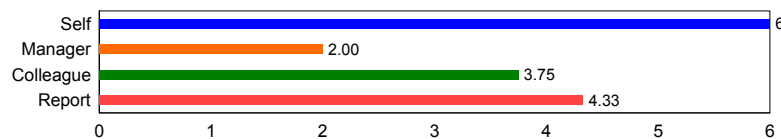
Is willing to take calculated and managed risks



Manages change priorities in accordance with business needs



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





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

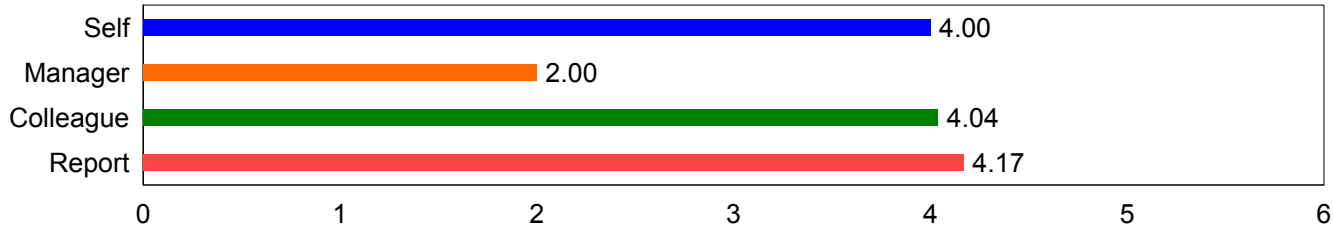
- Has a professional approach to change and challenges others to look at problems / tasks differently
- is excited by opportunity of change
- This response is an example of random sampling.
- Snow is very active at seeking creativity in others.
- Very strong encourager of innovation in others, sees real value in alternative solution
- Shows very strong commitment to change / innovation
- Snow has a creative mind and appreciates creativity in others and is encouraging
- 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
- Very focused to try something better and more competitive and bring people along

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

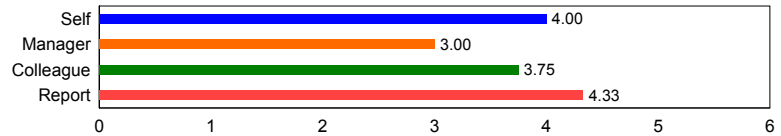
- Snow does not always respond positively when in an unprepared or informal situation
- Needs to give more direction / input to team, and back ideas with action
- This response is an example of random sampling.
- She needs to be more comfortable with the possibility of failure.
- be more receptive of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



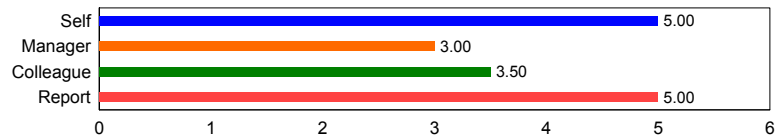
Summary



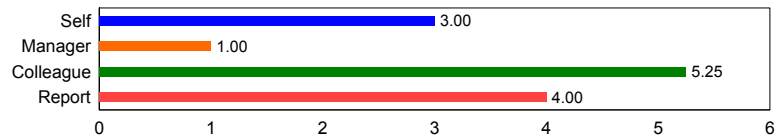
Communicates the role that their team plays in facilitating and achieving the business objectives



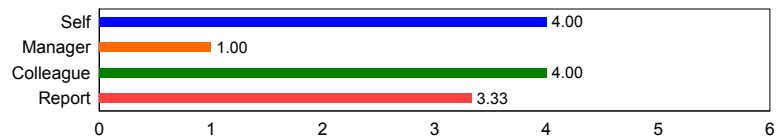
Formulates solutions by recognising the relationship between different business areas and situations



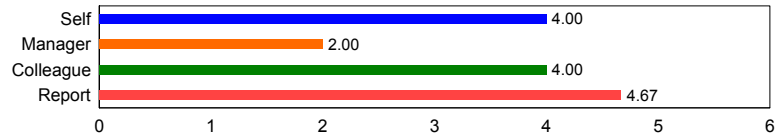
Takes responsibility and ownership for turning ideas into actions



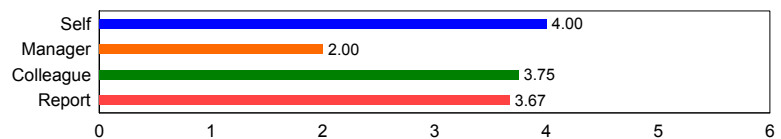
Takes the longer term organisational requirements into account when making business decisions



Translates business goals and objectives into workable and tangible operational plans



Understands the current and future direction of the company





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

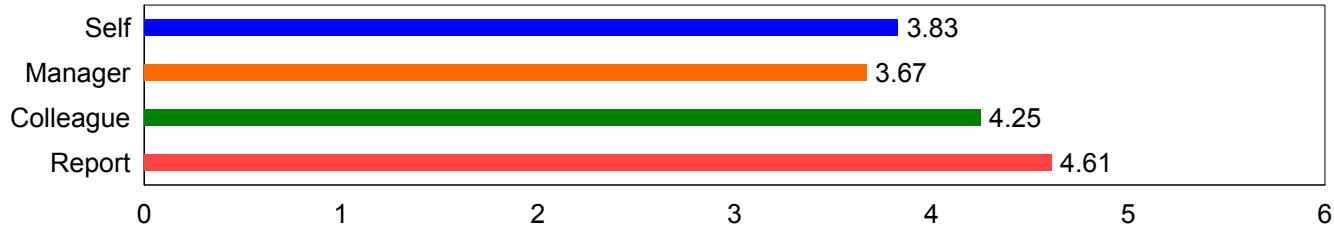
- As in the question above very tied by policy but the team know the objectives of the division and the company. Tries hard to be a global player and not a silo operator
- Snow has a a very clear understanding of the business needs
- Very strong team ethic, makes concerted attempt (mostly successful) to ensure formation of strong and effective teams
- Very good understanding of the bigger picture for the business and the strategic decisions it faces
- Strong at company level little experience of role at Division
- Clear strategic mind
- Delegating responsibility to the team for developing the divisional business planning
- Has a good understanding of the company's vision and strategy. Her views are valued in strategic debates.
- Snow is a great champion for herteam within the business and takes every opportunity to explain how well they have done to achieve goals in very adverse circumstances.
- This response is an example of random sampling.

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

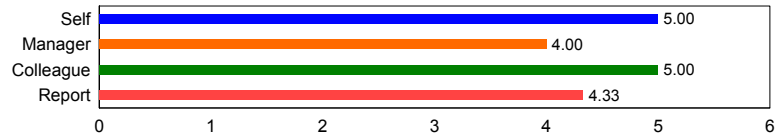
- Implementation of ideas needs to be more evident
- This response is an example of random sampling.
- Try to be less "clever" with objectives and goals and be more specific
- See question 11 - difficult to make strategic decisions as the company is so process driven within a narrow band of opportunities
- Don't lose sight of the implementation
- Snow needs to broaden her perspective beyond the confines of her own Division and their customers.
- Although happy to take responsibility for improvements a tendency for them not to be driven to completion.
- Improved communication with her subordinate team on business and strategic issues
- Make conscious effort to ensure wider business alignment when making significant decision



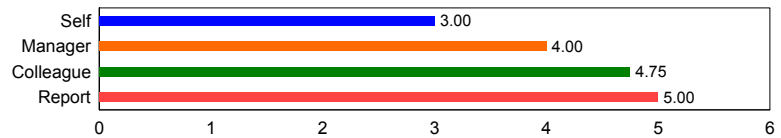
Summary



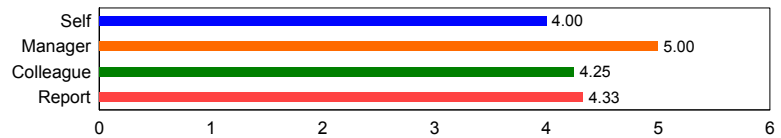
Addresses problems in a timely fashion without procrastination



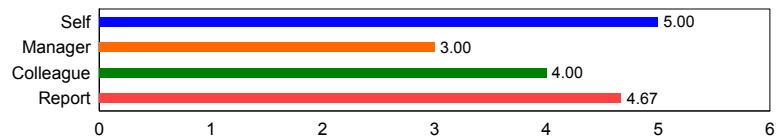
Collects the input from others - valuing their ideas, opinions and contributions



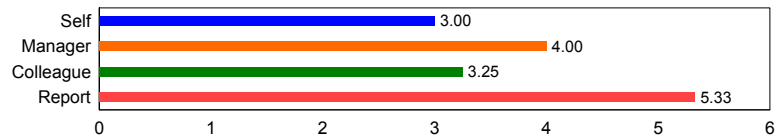
Demonstrates a structured, but lateral approach and objective view towards decision making



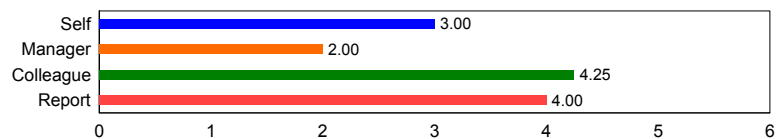
Displays flexibility and creativity when generating ideas / solutions



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



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





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

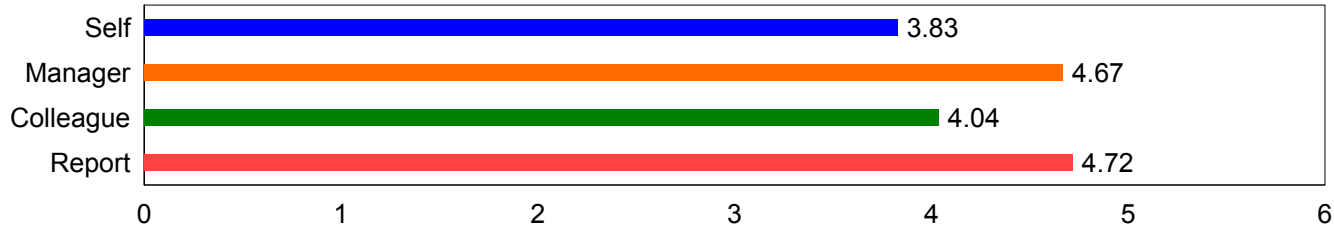
- Snow makes timely decisions based on sound thinking
- Snow White is one of our more lateral thinkers and will usually challenge a proposition from a perspective that has not been raised by a colleague, but is valid nonetheless.
- Ultimately the decisions taken are good. Does not take a "flyer" but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

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

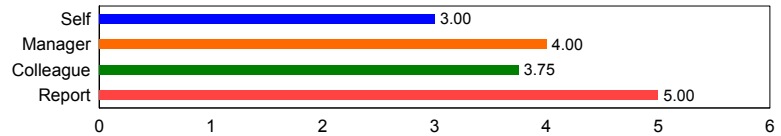
- Stay out of the detail so as to take a wider view
- **This response is an example of random sampling.**
- Ensure problems are dealt with in a speedier manner.
- Herdecision-making and risk assessment is often on the cautious side and this can sometimes be compounded by the deferral of a decision that does not benefit from the delay.
- Don't take too long to make the decision
- Limited interface here
- Try to consistently recognise the time dimension associated with decision making, can be procrastinate
- Some decisions can appear to be predicated on an appeasement agenda with an emphasis on avoiding confrontation
- Need to take account of views of all stakeholders, especially where they conflict with own opinion
- 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



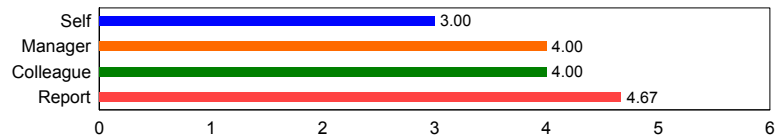
Summary



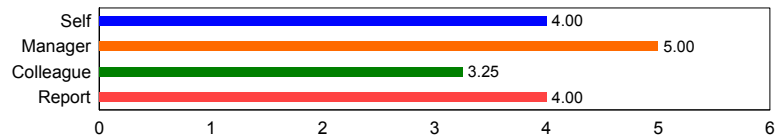
Demonstrates focus on the objectives and end results



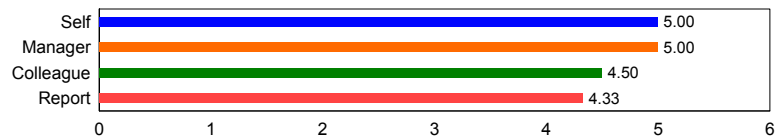
Effectively plans both day-to-day work and ad-hoc projects of self and others



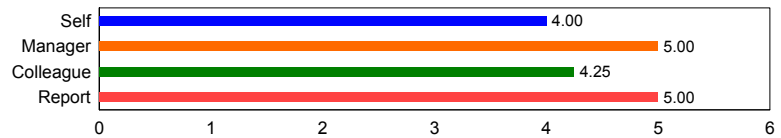
Manages own time, ensuring priorities are set and dealt with effectively



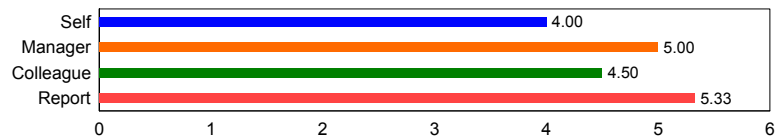
Monitors progress, managing any inconsistencies before they reach a critical stage



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



Produces clear business plans that mirror business objectives





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

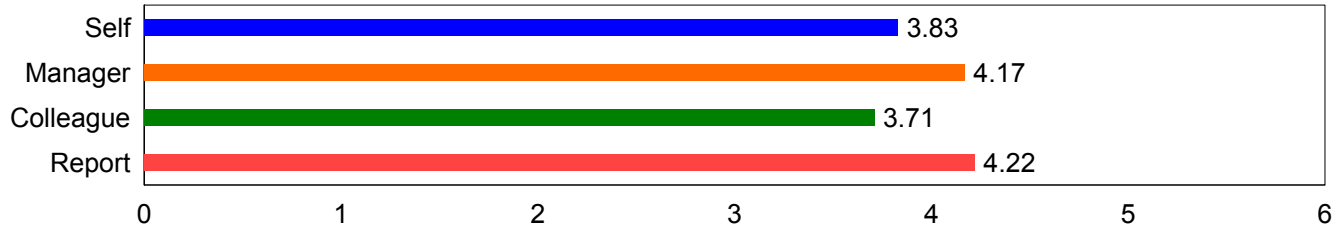
- Good at business planning and appears to have a real interest in it
- Again appears to be very logical and focused but limited experience
- Solid planner, thinks clearly before setting course of action in train
- Providing pre meeting objectives and requirements she wishes to achieve at meeting
- Good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

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

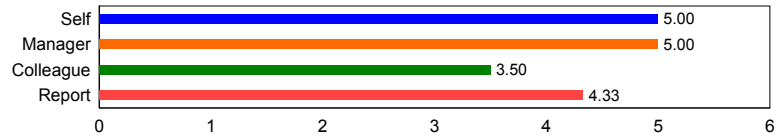
- Could monitor progress more closely
- Tries to do too much and diary becomes over-filled. partly due to the division not being set up as well as it could.
- Could focus more on a longer term view of the development of the division
- Suspect that not enough time left for strategic thinking
- Keep concentrating on what is important
- Nothing specific
- She sometimes has too close a focus on the opportunities that fit her Division but not the risk profile that the business is willing to accept.
- Meets all deadlines
- Look closer at progress, Management at critical stages.
- This response is an example of random sampling.



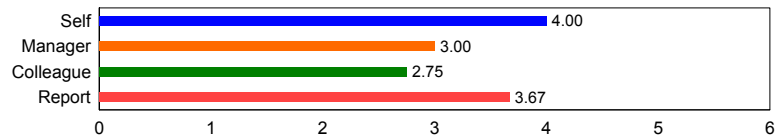
Summary



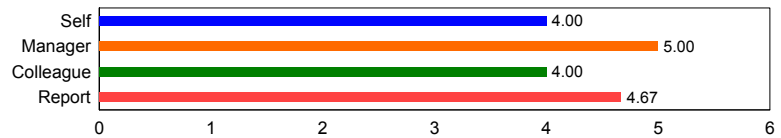
Actively builds relationships within/ between team members in a co-operative and effective manner



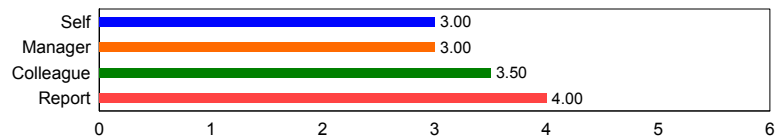
Demonstrates awareness of the different cultural needs of team members, displaying sensitivity when dealing with issues that may be culturally sensitive



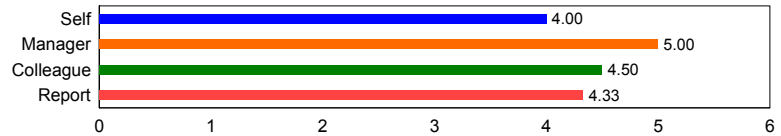
Develops the skills and qualities of team members in order to maximise team and/or project success



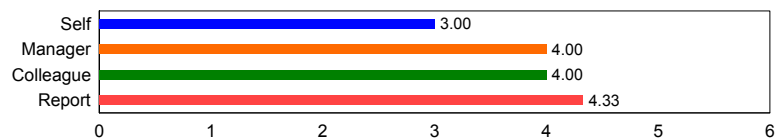
Effectively manages and develops teams across multiple locations



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



Identifies suitable individuals for tasks by analysing their capabilities and potential





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

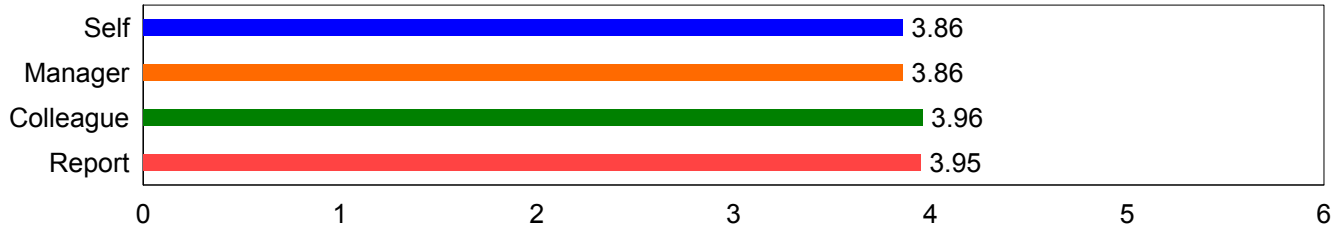
- Snow sets very high standards of performance and maintains a single-minded approach when selecting teams - only the very best will do. However, this can generate imbalance when adding people that she does not know.
- Delegating responsibility and allowing others to get on with their job
- Snow is an able delegator
- This response is an example of random sampling.
- Loyal
- Effective delegation and empowerment
- Very sensitive to individuals. This could also be considered a fault. Keen that staff that perform well or have special talents are fast tracked
- Generally good with people, both peers and teams, displays empathy
- Encouraging team building through autonomy and ownership of results
- Very good teamwork skills and attributes. High levels of trust and delegation enables team to grow.

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

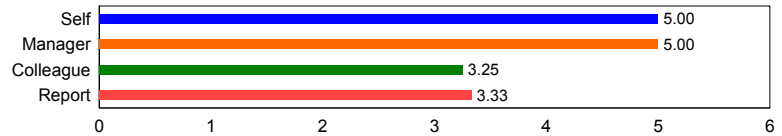
- Better connection with team at all levels
- Consider regular feedback to these teams on performance.
- Having delegated then getting into the detail rather than standing back and just taking the wider view
- Snow is not good at building informal relationships with team members, he can appear aloof and preoccupied
- This response is an example of random sampling.
- Snow needs to accept that when selecting new people to join his team she 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.
- Need to more robustly examine level of reliance on a small number of senior players in his team.
- No comment
- Be more empathetic
- Could reorganise the department to better suit some of the staff strengths



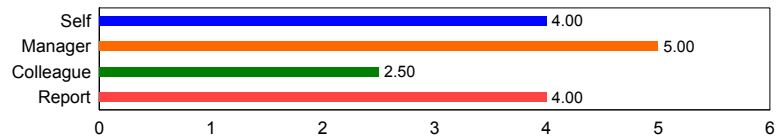
Summary



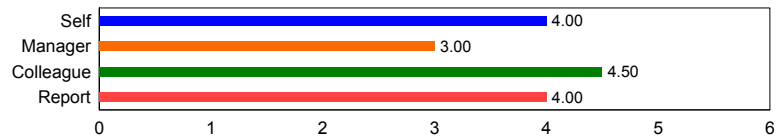
Actively manages performance by conducting regular performance reviews



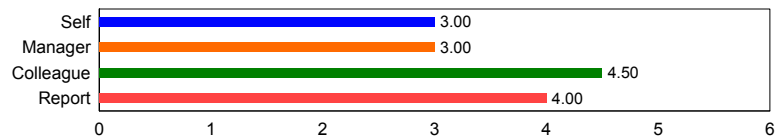
Adapts personal style to meet the needs of the individual and the situation



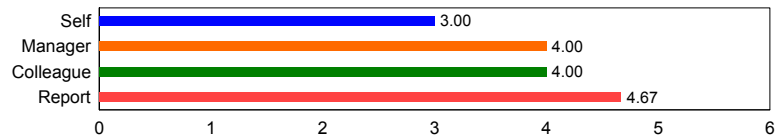
Coaches others to develop to their full potential and improve performance



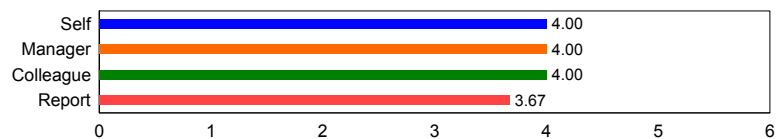
Deals with difficult individuals and performance problems in a direct and honest manner as they arise



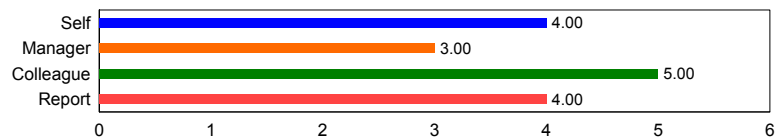
Praises, recognises and values individuals contributions and effort



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



Treats people fairly without undue favouritism





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

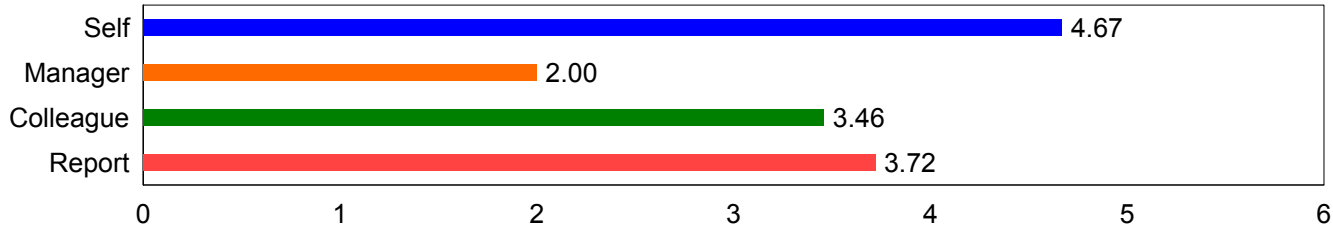
- Respected leader for personal approach and expertise
- Recognise absolute importance of people
- Snow sets good stretching targets for her teams. She also demonstrates good recognition of high performance.
- Snow is good at managing performance from a measurement point of view
- Is innately fair in his dealings with people
- Snow identifies well with high performers and talented individuals and will provide great feedback, recognition and support for their development, both professionally and personally.
- very strong on People management.
- This response is an example of random sampling.
- Gives good recognition and encouragement of key individuals

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

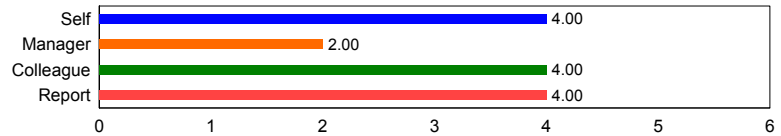
- Snow is not good at giving praise and often only comments by saying that something could have been so much better.
- Be more consistent in management development of all members of the team
- Look at management of people when difficult situations arise, has tendency to want to be “fair” to all can impede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



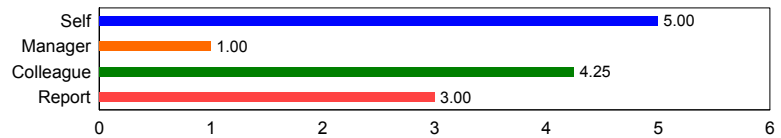
Summary



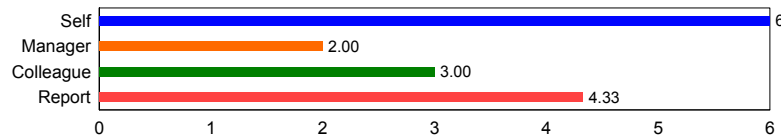
Actively seeks feedback on management style and proactively works to improve based on feedback given



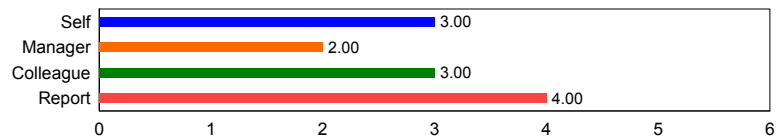
Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealing with internal and external customers



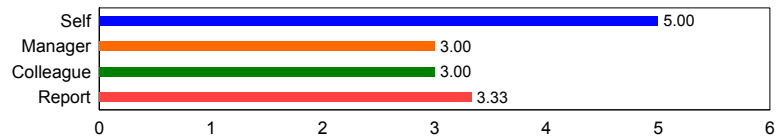
Demonstrates professionalism and a real passion and energy



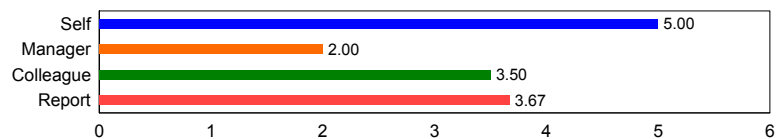
Learns from previous experiences of self and others



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



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





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

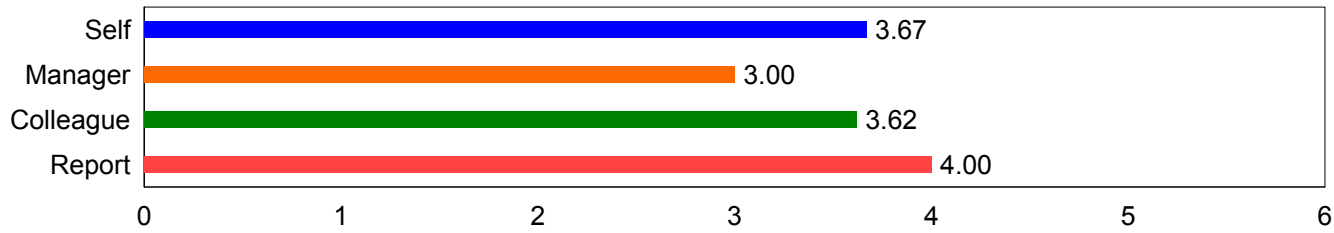
- Outwardly in situations where Snow has prepared he is positive
- Always seeking a better way
- Maintains an even temperament and always appears fair and honest
- This response is an example of random sampling.
- Good control and determination in dealing with big challenges
- Deals effectively with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

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

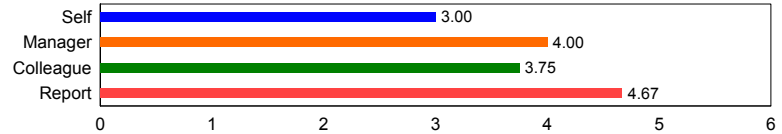
- In situations where spontaneity comes into play Snow can be pessimistic and occasionally negative.
- She needs to recognise that people can develop and improve with time, some old dogs can and do learn new tricks. Snow is capable of being the trainer in this regard if she chooses.
- Feedback not requested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



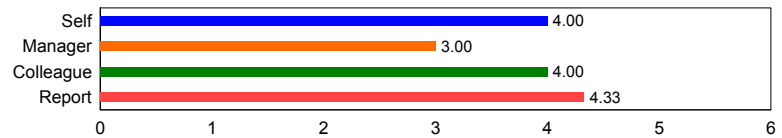
Summary



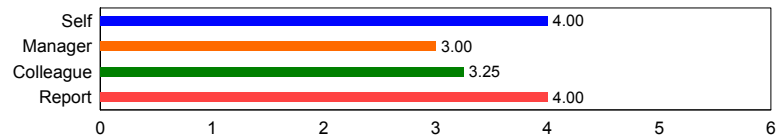
Demonstrates an awareness of the formal and informal structures and relationships (politics) that operate within the organisation



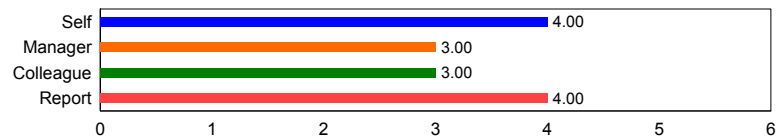
Networks with key players in order to build strong relationships with both internal and external customers



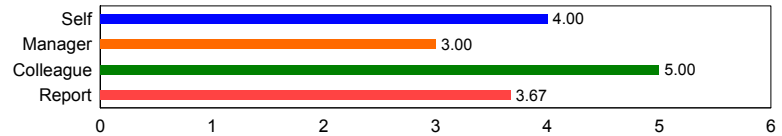
Spends time and energy keeping up to date with market data and trends that affect the overall business



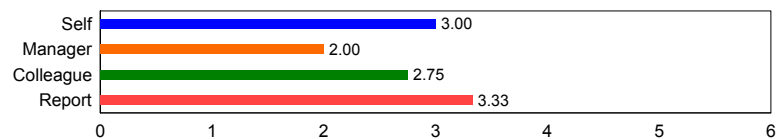
Understands the business processes and procedures (within their areas of responsibility) to a sufficient level of detail to successfully manage and plan activities



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



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





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

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

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

- This response is an example of random sampling.
- 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
- Needs to work on political skills, not always effective within the internal arena.
- She could raise her profile within the infrastructure sector - this has already started but needs to be maintained.
- Nothing to add
- Nothing specific
- Time management
- Develop networking skills



What one suggestion would you give that would significantly improve the subject's performance over the next 12 months?

- 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.
- Build delivery knowledge and develop networks
- 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
- This response is an example of random sampling.
- Communicate better and follow-up on tasks both internally and externally
- Involve others in strategy, not just the operations.
- Build the necessary internal relationships to allow a proactive approach to the role.
- 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.

The following tables detail the six behaviours where your opinion differs most from those around you. The first table ranks the behaviours where your perception is lower than those around you, and the second table ranks those where your perception is higher. The difference will indicate how great the learning opportunity might be.



Hidden Strengths - Opportunities?

Competence	Behaviour	Gap
Thinking and Decision Making	Collects the input from others - valuing their ideas, opinions and contributions	1.9
Strategic Planning and Perspective	Takes responsibility and ownership for turning ideas into actions	1.7
People Management	Deals with difficult individuals and performance problems in a direct and honest manner as they arise	1.3
People Management	Praises, recognises and values individuals contributions and effort	1.3
Planning and Prioritising	Demonstrates focus on the objectives and end results	1.3
Planning and Prioritising	Effectively plans both day-to-day work and ad-hoc projects of self and others	1.3

Hidden Weaknesses - Threats?

Competence	Behaviour	Gap
Change Innovation and Adaptability	Encourages innovation and creativity in others	-3.1
Communication	Listens effectively to others ideas and point of view	-3.0
Communication	Maintains a precise and constant flow of information	-2.6
Personal Effectiveness	Demonstrates professionalism and a real passion and energy	-2.5
Change Innovation and Adaptability	Is willing to take calculated and managed risks	-2.3
Communication	Develops clear, professional and credible presentations	-2.3



MOST SUCCESSFUL BEHAVIOURS

Rank	Competence	Behaviour	Φ
1	Planning and Prioritising	Produces clear business plans that mirror business objectives	4.9
2	Thinking and Decision Making	Collects the input from others - valuing their ideas, opinions and contributions	4.7
3	Planning and Prioritising	Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise	4.6
4	Thinking and Decision Making	Addresses problems in a timely fashion without procrastination	4.6
5	Managing and Building Teams	Gives appropriate levels of autonomy to allow individuals to exercise their own judgement	4.5
6	Planning and Prioritising	Monitors progress, managing any inconsistencies before they reach a critical stage	4.5
7	Managing and Building Teams	Develops the skills and qualities of team members in order to maximise team and/or project success	4.4
8	People Management	Treats people fairly without undue favouritism	4.4
9	Thinking and Decision Making	Demonstrates a structured, but lateral approach and objective view towards decision making	4.4
10	Company/Industry Knowledge and Awareness	Understands the cost revenue cycle, managing budgets and resources within corporate guidelines	4.3

DEVELOPMENT OPPORTUNITIES

Rank	Competence	Behaviour	Φ
1	Leadership	Is resilient in pursuing business goals even when the going gets tough	2.4
2	Communication	Develops clear, professional and credible presentations	2.8
3	Communication	Produces written documents that are clear, concise and easy to follow	2.9
4	Company/Industry Knowledge and Awareness	Works within organisational boundaries for the benefit of their team / organisation	2.9
5	Leadership	Inspires enthusiasm and energy in others to follow a given direction	2.9
6	Change Innovation and Adaptability	Encourages innovation and creativity in others	3.0
7	Communication	Communicates confidently and effectively to a wide variety of audiences	3.0
8	Communication	Listens effectively to others ideas and point of view	3.0
9	Leadership	Demonstrates a strong orientation towards achievement and success in self and others	3.0
10	Leadership	Takes charge to lead and direct the efforts of others	3.0