

“Your 360° review”



“Your secret advantage”



LEADERSHIP DEVELOPMENT AND SUPPORT CONSULTANCY



## Introduction

This 360° feedback report has been designed to give you some specific and structured feedback on your current performance against a detailed leadership competency profile. It gives you a benchmark of how others perceive you and compares that to how you see your own performance.

By making this comparison you can start to identify key areas for development and you will be provided with a development planning document along with this report.

The ratings and comments provided in this report were given in good faith and with the purpose of helping your self development. Even if you disagree with low ratings or negative comments, you should recognise that it is their perception and work to change it.

A Protostar consultant should be meeting you to go through this report however in any event, if you have questions relating to the report, please email [info@protostar-uk.com](mailto:info@protostar-uk.com)

Now, start reading the feedback and remember that this is the start of a journey to becoming an even more effective leader.

## Contents

A 360° Overview .....	5
1 – Objective Setting and Review .....	6
2 – Corporate Governance.....	8
3 – Strategic Planning .....	10
4 – Board and Committee Meetings .....	12
5 - Leadership .....	14
6 - Communication .....	16
7 – Thinking and Decision Making .....	18
8 – Personal Commitment and Inter-personal Skills .....	20
9 - Personal Effectiveness .....	22
10 – Organisation and Industry Knowledge and Awareness .....	24
11 - Business Ethics.....	26
Gap Analysis .....	29
Strengths and Weaknesses.....	30



# 360° Board Level Review prepared for **Michael Coates**

Feedback from the people who work with you

**November 2009**

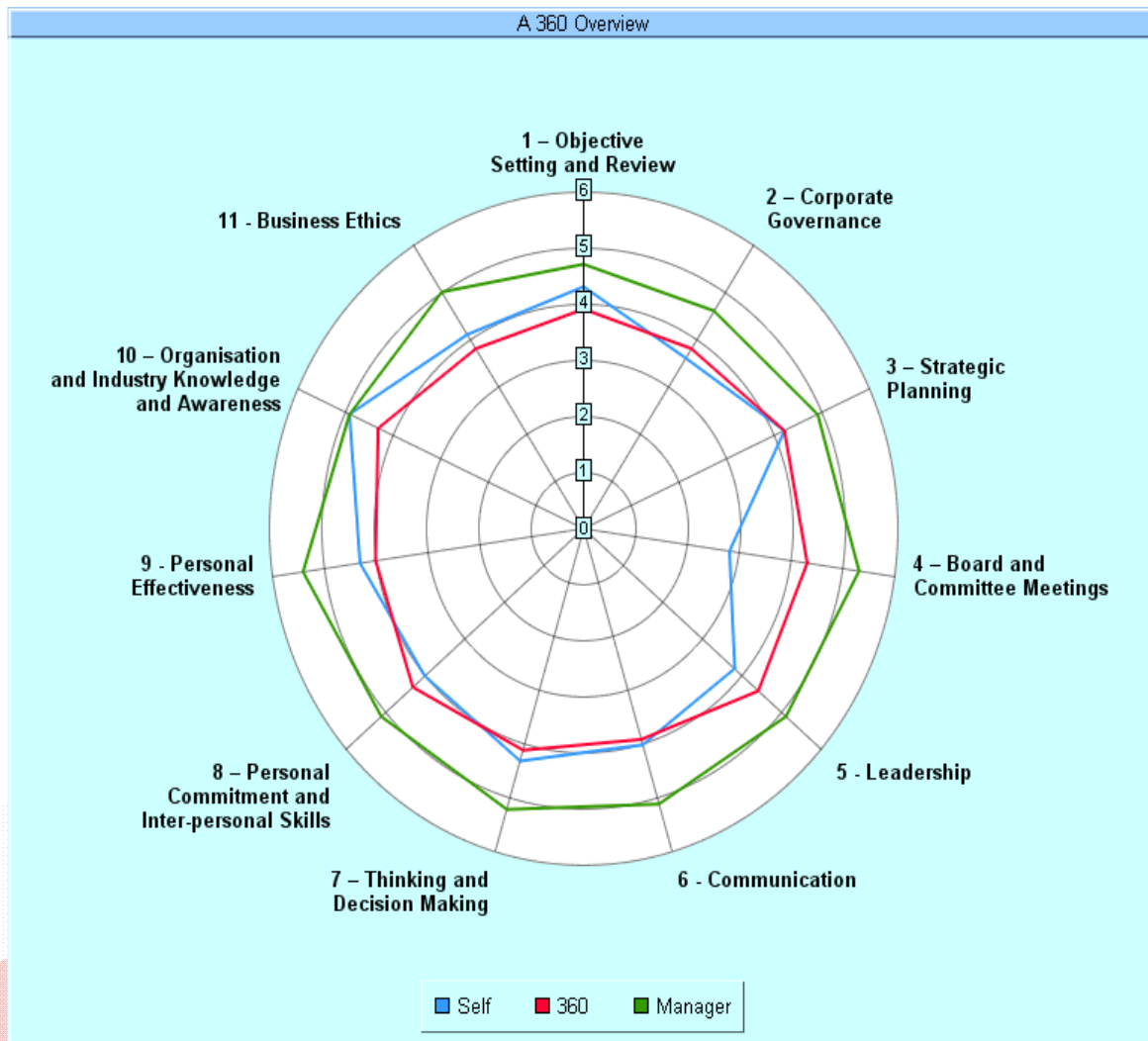
- **Fred Flinstone**
- **Gill Main**
- **Karen Lowes**
- **Selene Nieto**
- **Sue Timson**



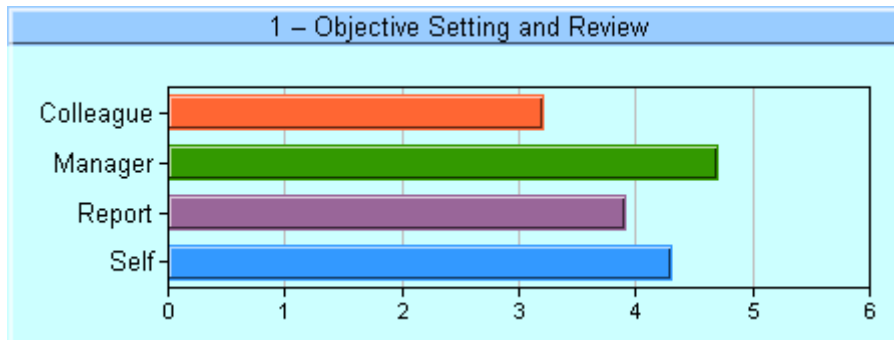
## A 360° Overview

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.

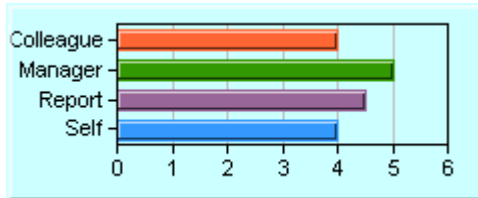
0	I do not have enough data to comment on this behaviour indicator
1	Requires significant development
2	Requires some development
3	Demonstrates this to a satisfactory level
4	Demonstrates this well
5	Consistently demonstrates this very well
6	Acts as an outstanding role model for others



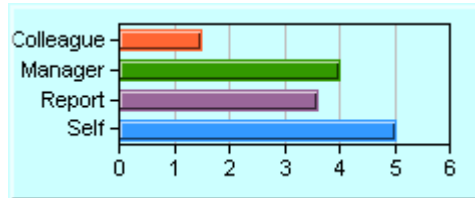
# 1 – Objective Setting and Review



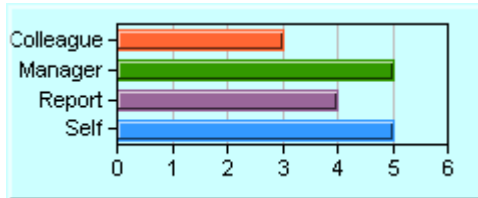
Presents clearly defined and achievable objectives for the board and the executive



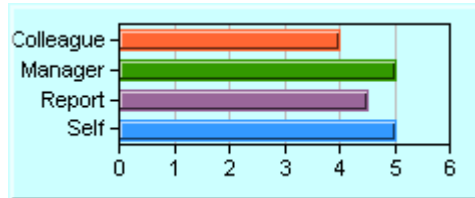
Achieves personal and board objectives



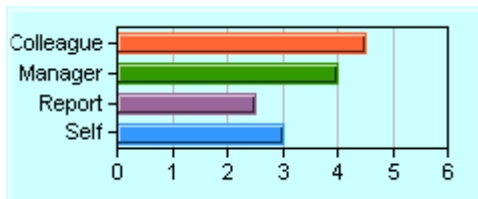
Sets and adheres to formal, objective and transparent review mechanisms



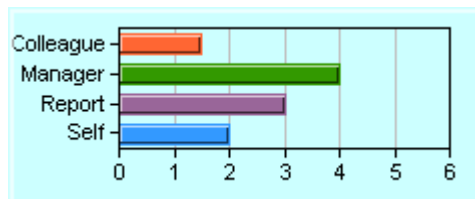
Reviews objectives and method of achieving them against potential risk



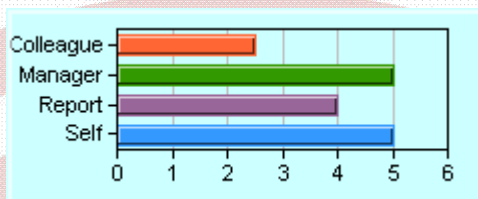
Reacts appropriately and effectively to problems and crises



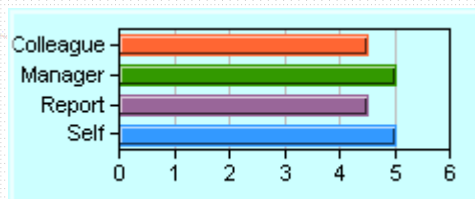
Analyses cause of problems and crises in order to prevent reoccurrence where possible



Responds in a professional, flexible and positive manner to changing issues



Involves all relevant parties in producing plans and deciding priorities.





## 1 – Objective Setting and Review

**In the box below, please describe what the individual does well in this area (using examples.)**

Rarely looks for root cause of issues

Good at reviewing the progress of plans and reviewing KPI

I feel Michael presents clearly defined and achievable objectives and communicates them well. He also has a good track record of achieving those objectives.

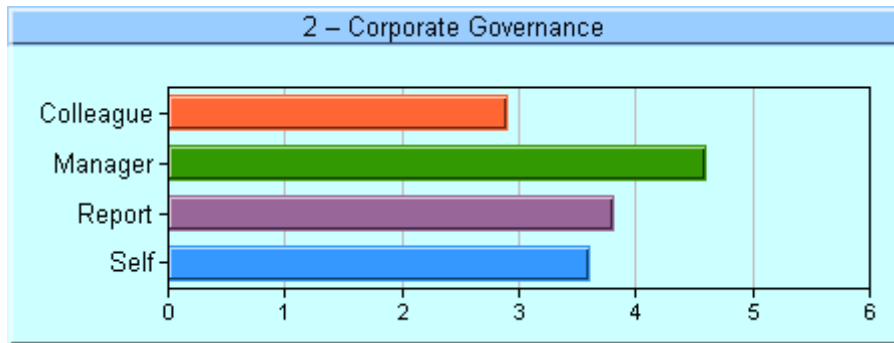
**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

Dont leap to the first potential solution (such as recent stock issues) and ask for alternative proposals

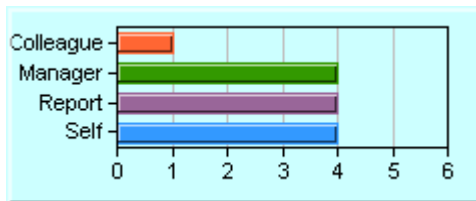
Provides too many vague objectives to the board, needs to be more specific

I see less evidence of review and evaluation of risk and would ask that Michael communicate more about that area.

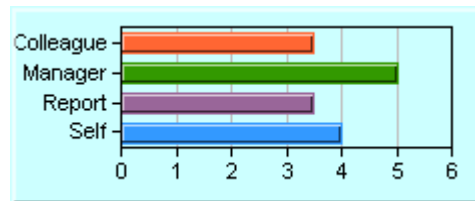
## 2 – Corporate Governance



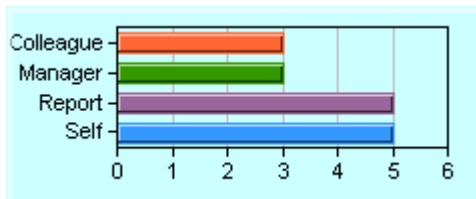
Actively seeks to be informed on best practice and latest development in Corporate Governance



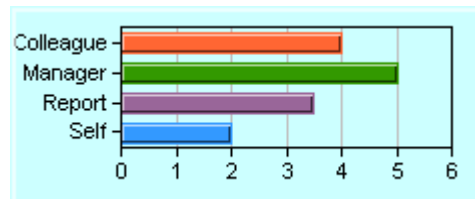
Demonstrates, at both a personal and board level, real and practical understanding of the legal and fiduciary responsibilities of a board of directors



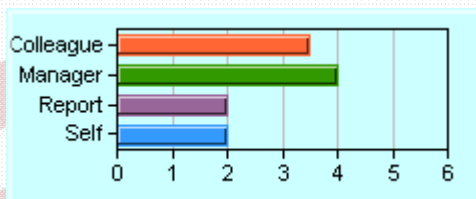
Considers own opinion along with those of others, when considering the best interests of the company



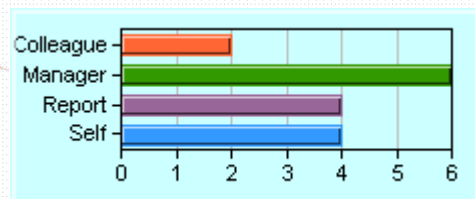
Develops processes, skills and resources to ensure that the board is composed of the most effective talent to meet current and future requirements



Supports the adherence to appropriate best practice in all matters of Corporate Governance



Is supportive in developing the skills and qualities of fellow directors in order to optimise the effectiveness of the board







## 2 – Corporate Governance

**In the box below, please describe what the individual does well in this area (using examples.)**

Always on the look out for successors to board members and open to external candidates

Is fully up to speed on latest corporate governance issues

One of Michael's strengths is that he is inclusive and involves others and I see that in action.

**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

Was sceptical about increased corporate governance which may have sent out the wrong message

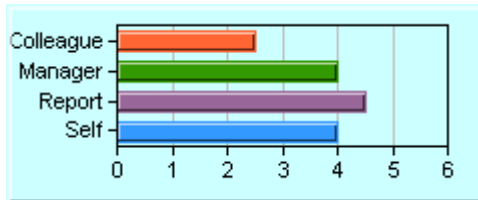
Does little to help develop the skills of new directors

I am less sure about his views in matters of corporate governance, perhaps he could to demonstrate this more to the team.

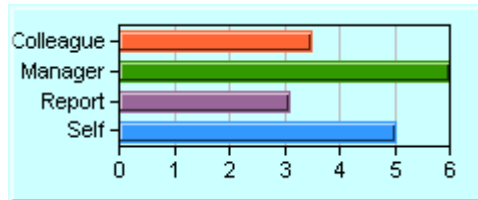
### 3 – Strategic Planning



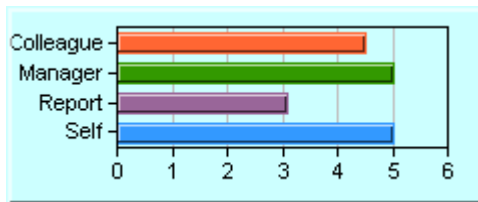
Takes active responsibility to ensure the development of the current and future direction of the company



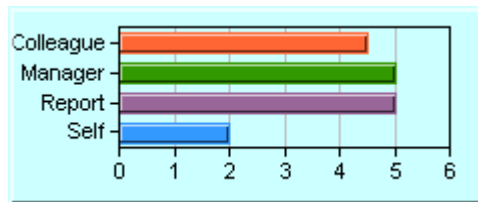
Provides significant contribution to the critique and development of the company's strategy



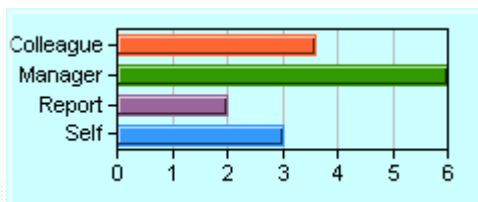
Considers the best interests of all shareholders, future and present when considering the direction of the company



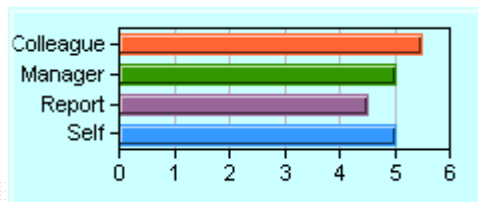
Successfully and positively integrates previous experience and knowledge into the strategic dialogue



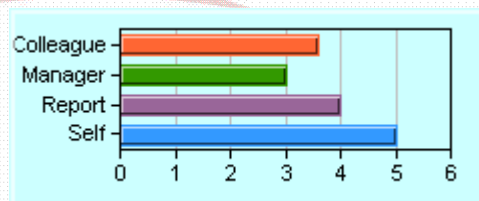
Ensures that all board decisions can be clearly seen to align with the company's stated strategy and within the boundaries of risk set by the company



Understands how the political, economic, sociological and technological environment affects organisational objectives



Understand the organisation's mission, vision and values





### 3 – Strategic Planning

**In the box below, please describe what the individual does well in this area (using examples.)**

Excellent knowledge of external business environment and often uses this to align strategy

Clearly articulates the company's vision and is passionate about it

Strategic planning is an area where I feel Michael demonstrates strength.

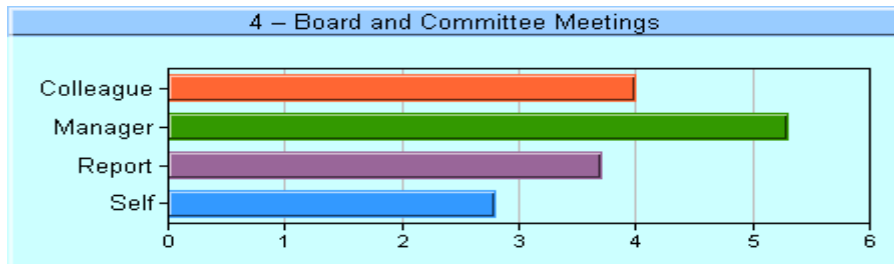
**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

Often throws in past bad experiences to avoid going down the same route however things have changed since those days - move on.

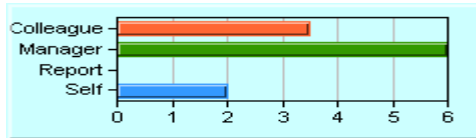
Doesn't always consider all stakeholders in particular junior staff

I am slightly less sure about issues around risk

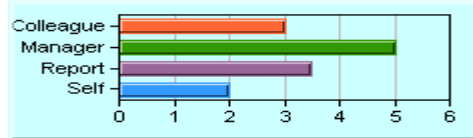
## 4 – Board and Committee Meetings



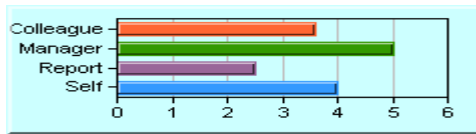
Actively contributes to agenda, ensuring that appropriate structure, information and resource is allocated and disseminated in advance of the meeting



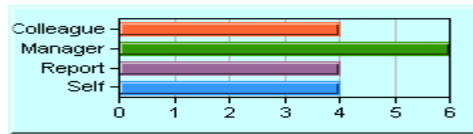
Is always prepared and demonstrates awareness and understanding of topics under discussion



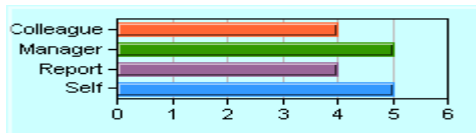
Manages time allocated to individual topics effectively, ensuring priorities are managed



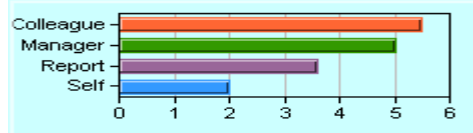
Is supportive of others to elicit discussion, even when contrary views are held



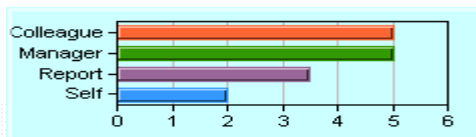
Prioritises and monitors own agenda issues in relation to those of other directors, to ensure most effective use of time available



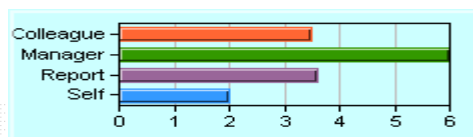
Ensures appropriate time allocated to enable topics to be thoroughly evaluated



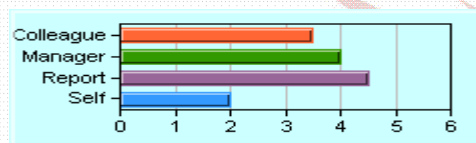
Monitors progress, highlighting and managing inconsistencies



Uses appropriate expertise within the board appropriately (e.g. company secretary, human resources, financial and other experts)



Is willing to seek external advice when internal expertise is neither sufficient or available





#### 4 – Board and Committee Meetings

**In the box below, please describe what the individual does well in this area (using examples.)**

Excellent at managing time within meetings, without you the meetings would go on for ever

Always contributes to the agenda but notes could go out earlier. Is always prepared to contribute to discussions in a constructive manner.

Again, Michael's inclusive style leads me to score this area well

**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

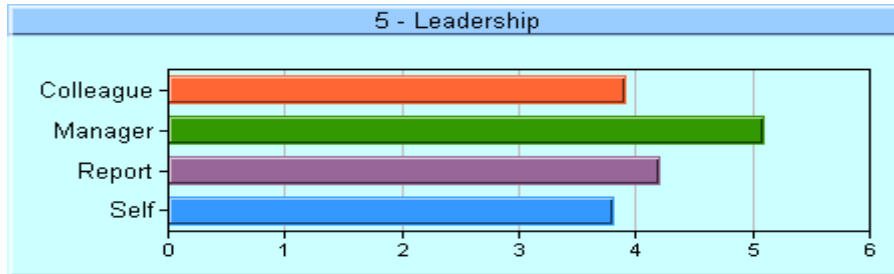
You need to take more advice from experts and be more prepared before attending meetings

Send out pre reading.

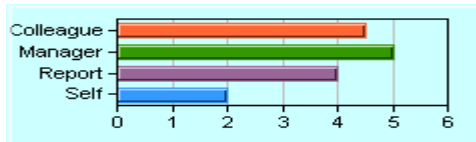
Be prepared to listen to outside advice

There are occasions when the time available could be managed more effectively, I have known us not get through the agenda!

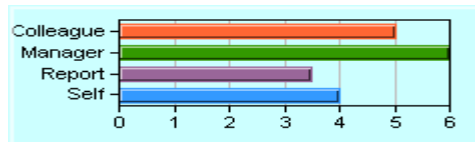
## 5 – Leadership



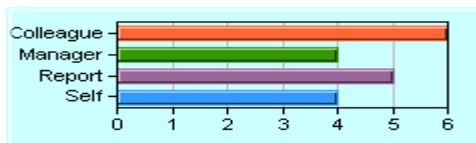
Creates and adheres to a clear and easily communicated vision for the company



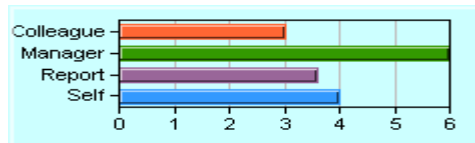
Balances the complex and often contrary needs of the stakeholders, for the benefit and prosperity of the organisation.



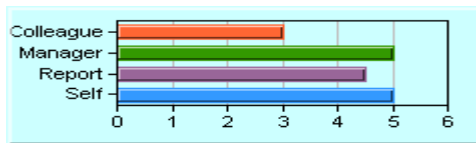
Demonstrates a strong orientation towards achievement and success in self and others



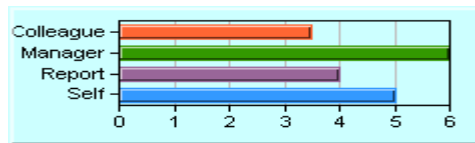
Is resilient in pursuing business goals, particularly when the going gets tough



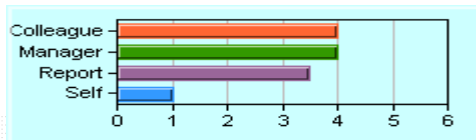
Inspires enthusiasm and energy in others to follow a given direction



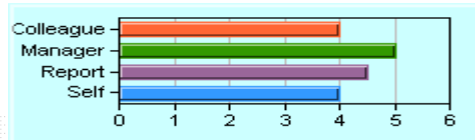
Demonstrates a confident and assertive approach to taking the lead when needed



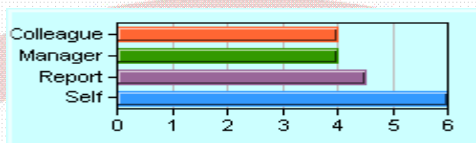
Delegates effectively, without bias, for the benefit of the company



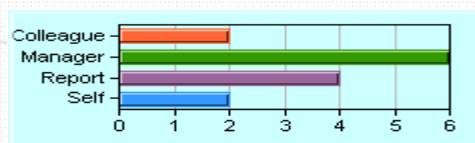
Demonstrates the organisation's values



Provides clear direction



Is assertive not aggressive





## 5 - Leadership

**In the box below, please describe what the individual does well in this area (using examples.)**

Always very clear direction and never leaves meeting without an action plan

Is passionate about success in self and others

Michael is a strong communicator and has an engaging style. As a result he scores performs well in this area. He also lives the company values and his team recognise that.

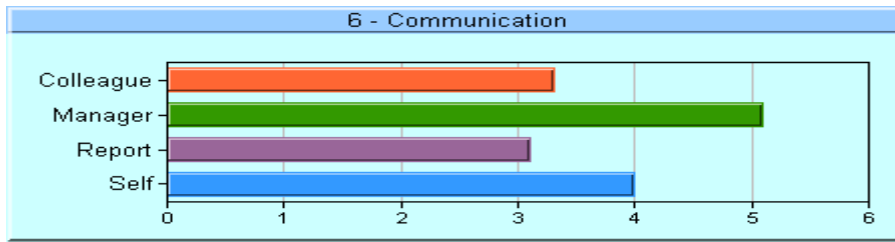
**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

Can be aggressive with more junior members of staff who come to present at board meetings.

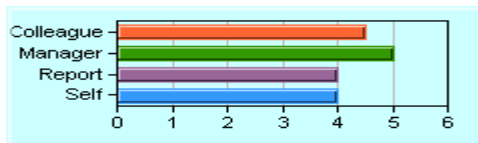
Can come over as aggressive particularly if someone comes with bad news

Difficult to say, this is a an area of strength for Michael.

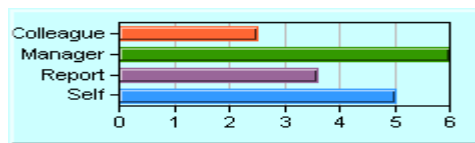
## 6 – Communication



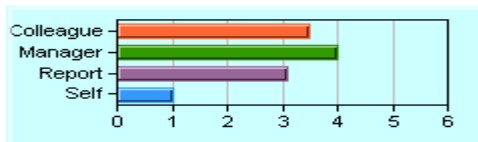
Communicates confidently and effectively to a wide variety of audiences



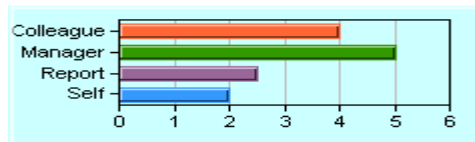
Is trusted to represent the company to external and internal stakeholders



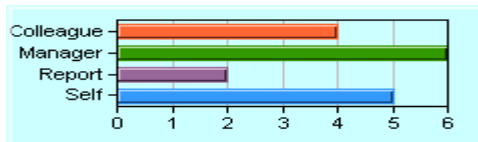
Clearly expresses thoughts and ideas in a logical manner



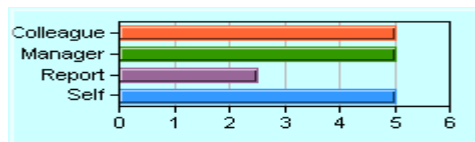
Provides an accurate and timely flow of information



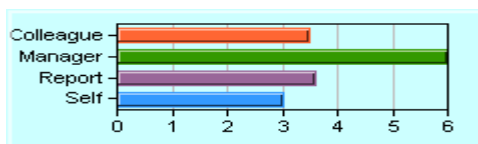
Ensures most effective use of external communication mechanisms (AGM, Annual Report etc)



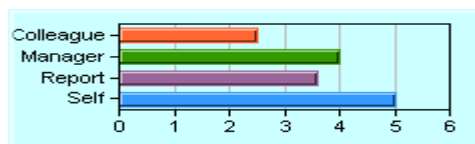
Produces written documents that are clear, concise and comprehensible



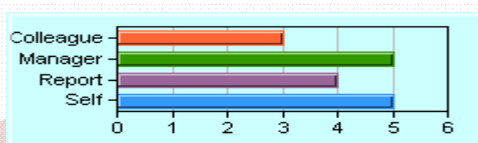
Delivers clear, professional and credible presentations



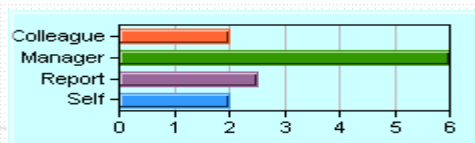
Encourages input, feedback and regular communication



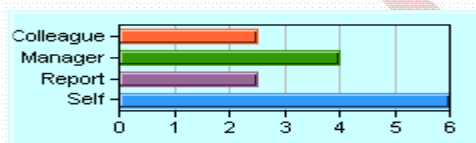
Keeps others informed on issues that affect them



Uses verbal communication rather than electronic when appropriate



Listens without interrupting







## 6 - Communication

**In the box below, please describe what the individual does well in this area (using examples.)**

Excellent presentations

Is a very logical and clear thinker which helps when others are confused

I've already mentioned Michael's strong communication skills and he does this really well, particularly big presentations on the big occasion.

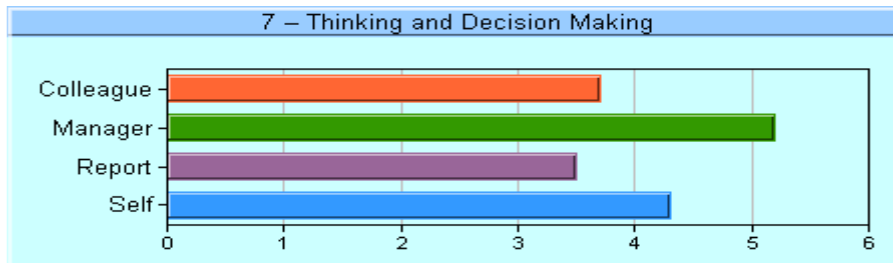
**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

Should pick up the phone more and not just use email

Ask for more input from others, it will speed up decision making

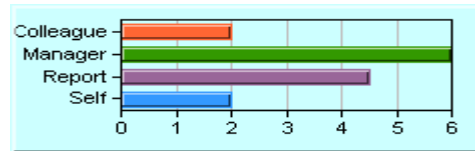
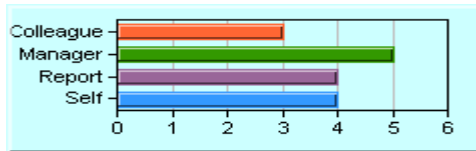
He clearly has a preference for verbal communication and could develop his written communication further.

## 7 – Thinking and Decision Making



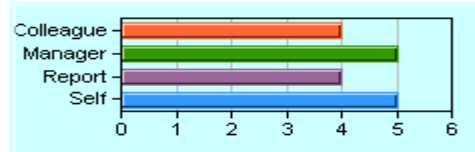
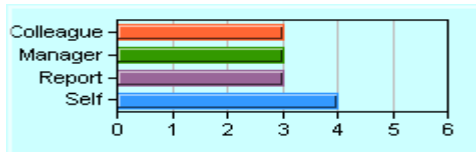
Demonstrates clarity of vision together with a structured and thorough approach towards decision-making

Displays flexibility and creativity when appropriate to generate ideas or alternative solutions



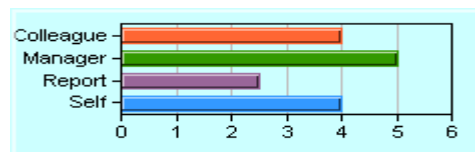
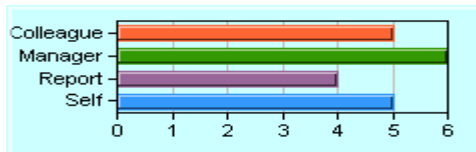
Probes and tests all assumptions appropriately

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



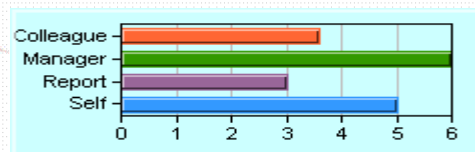
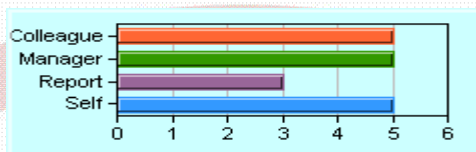
Considers input from others – valuing their ideas, opinions and contributions without losing sight of the issue under consideration

Makes sound decisions based on consideration of risks, alternatives and practical implications of the outcomes of any decision



Manages the balance between robust defence on a specific position and the merit of the defence

Effectively and pro-actively follows up areas of concern





## 7 – Thinking and Decision Making

**In the box below, please describe what the individual does well in this area (using examples.)**

Excellent problem solving technique and consistently uses this with his team

Always follows up if people raise a concern

Michael is very clear about the vision and where we're heading and he has that in his sights at all times.

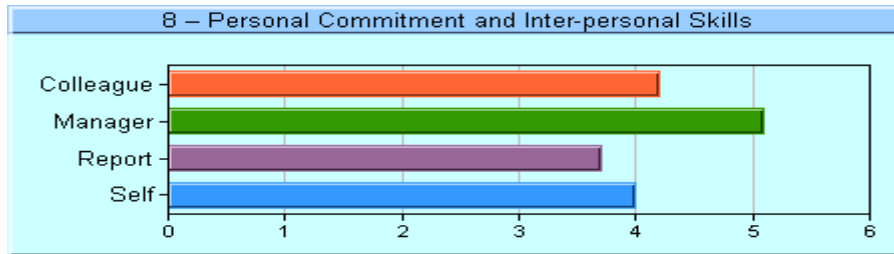
**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

Tends to prefer tried and tested methods. Could be more open to innovative ideas.

Could be more flexible when considering new and innovative ideas.

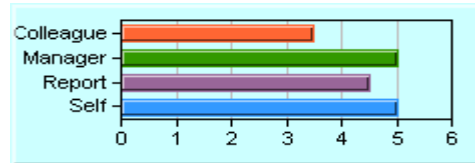
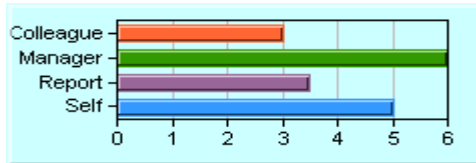
I would like to see Michael demonstrate his thinking more around the areas of review and risk.

## 8 – Personal Commitment and Inter-personal Skills



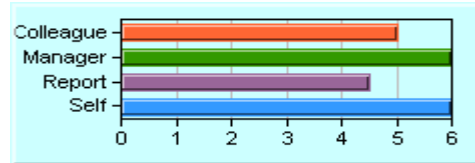
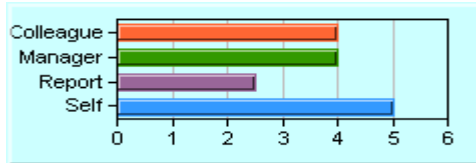
Displays obvious commitment to the company and fellow directors, attending all meetings, devoting time and effort to understand the company and its business

Praises, recognises and values contributions and effort from fellow directors



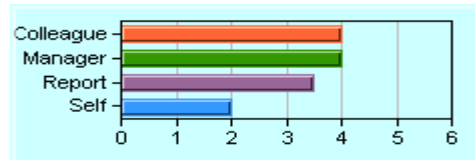
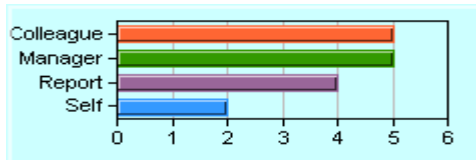
Source of good council, and is considered trustworthy and discrete by fellow directors

Fosters good working relationships with fellow directors



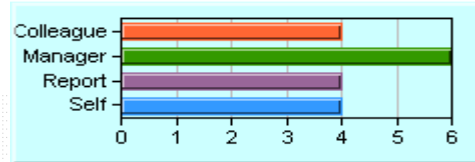
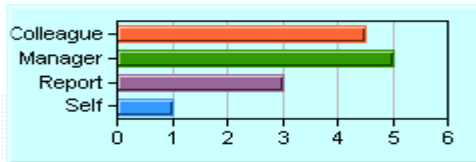
Deals with 'difficult' issues in a balanced, direct and honest manner as they arise

Treats people fairly without undue favouritism



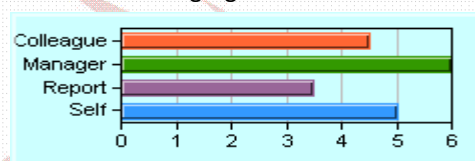
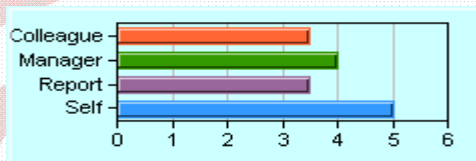
Recognises the impact of their emotional response upon working relationships

Keeps determined and focused when the going gets tough



Understands the perspective of others, taking an active interest in their concerns

Can easily identify symptoms/behaviours that are warning signs of emotional states





## 8 – Personal Commitment and Inter-personal Skills

**In the box below, please describe what the individual does well in this area (using examples.)**

Excellent advisor and mentor to others

Keeps focused even during difficult trading years

It is evident that Michael has good working relationships with fellow directors.

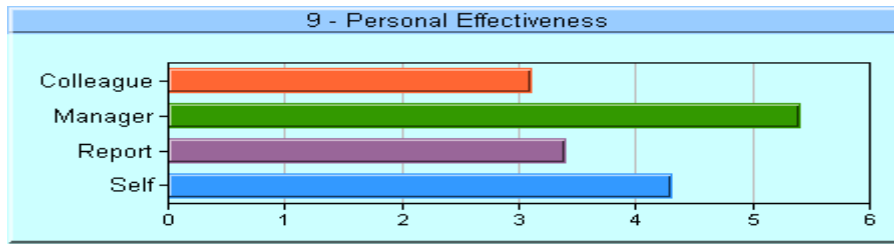
**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

Sometimes does not realise the impact of his emotions on junior staff

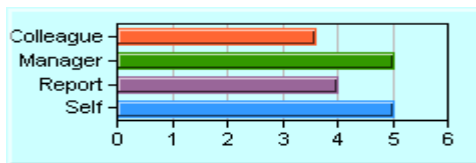
Can show favouritism towards former colleagues and close friends

I feel Michael could recognise more the impact his big personality and emotional response sometimes has on others

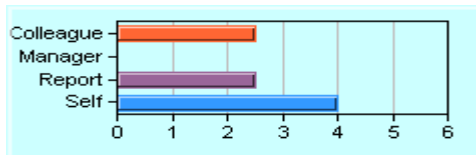
## 9 - Personal Effectiveness



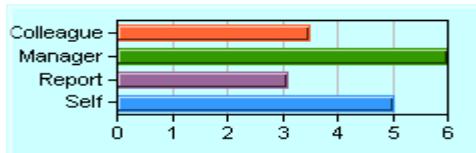
Adds significant value in terms of general contribution to board and company



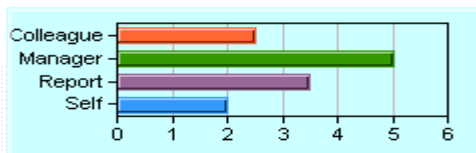
Respected for offering balanced and well judged opinion, even when in a minority position



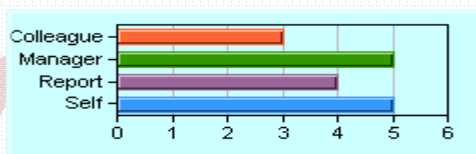
Reacts professionally and positively when questioned by others.



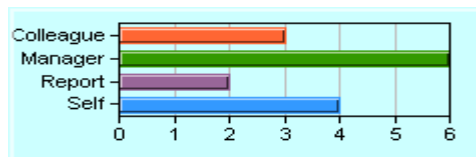
Actively seeks feedback in leadership style and proactively works to improve based on feedback given.



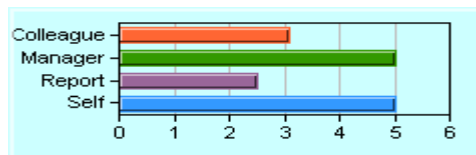
Acts decisively



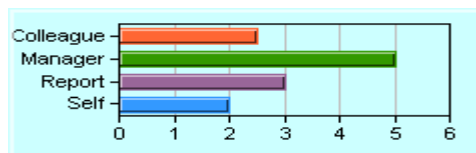
Provides particular expertise within the board, or takes responsibility for a specific area of governance (e.g. chair of audit. Remuneration committees etc)



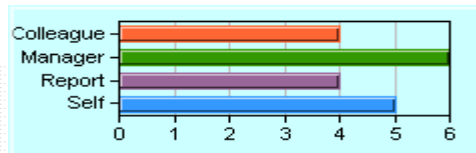
Listens carefully, and asks insightful questions.



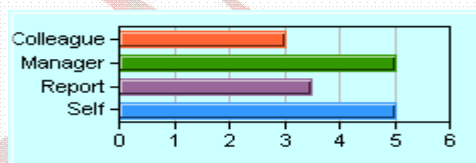
Recognises and manages emotions and emotional situations in a sensitive and appropriate manner



Meets targets and objectives



Acts via operational leaders rather than interject directly and undermine them.





## 9 - Personal Effectiveness

**In the box below, please describe what the individual does well in this area (using examples.)**

Good listener and asks very useful questions

Does add value to the company and to the board

Michael displays real presence and is very well like and respected by the team

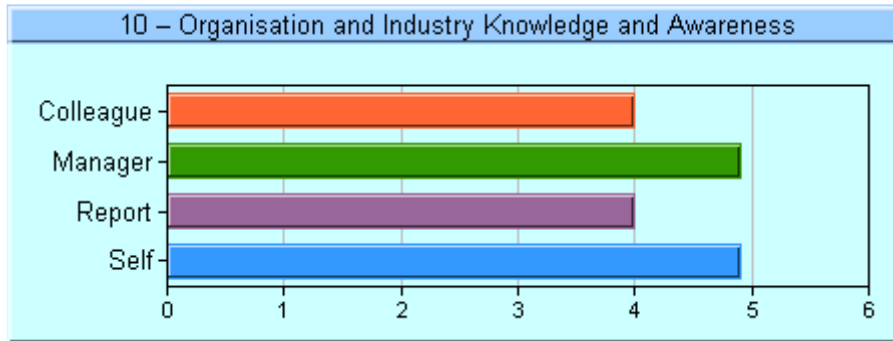
**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

Doesnt ask for or encourage feedback

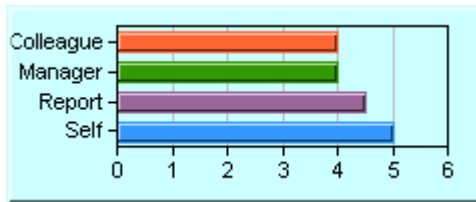
You should avoid going straight to the junior staff and instead go via their manager

Sometimes Michael could be more sensitive to the emotional needs of individuals

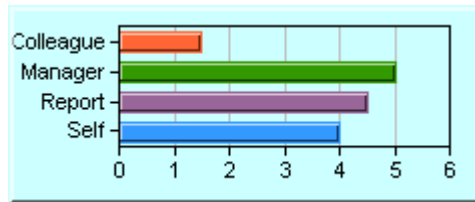
## 10 – Organisation and Industry Knowledge and Awareness



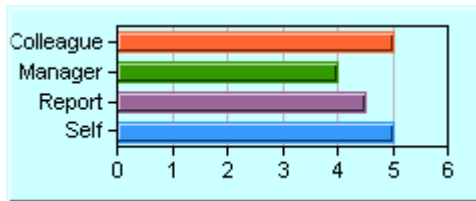
Demonstrates an awareness of the formal and informal structures and relationships ('politics') that operate within the organisation



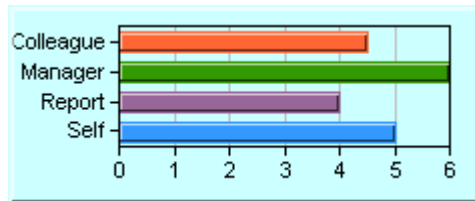
Understands the internal business processes to a sufficient level of detail to enable intelligent and constructive participation in relevant board discussions



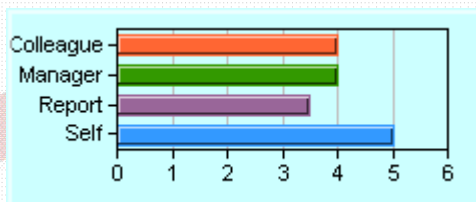
Networks with key players in order to build strong relationships with both internal and external stakeholders



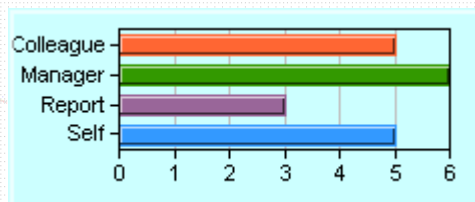
Spends time and energy keeping up to date with market data and trends that affect the overall business



Understands the relevant financial information, budgets and resources.



Understands and shows adequate emphasis on regulatory, industry or legal standards eg ISO, GMP, SOX.







## 10 – Organisation and Industry Knowledge and Awareness

**In the box below, please describe what the individual does well in this area (using examples.)**

Good at avoiding politics and clearly understands the power plays

Is an excellent networker and is ahead of most when it comes to understanding of regulations

Michael has great relationships with key players and is a skilled networker

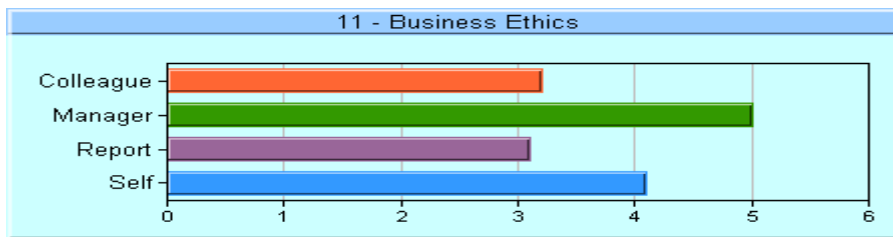
**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

No real development in this area

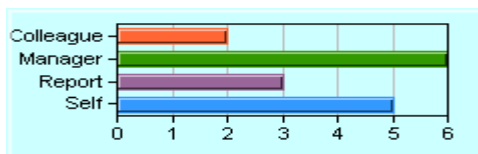
Doesnt understand many of the new processes used in the finance and Hr department and this leads to some statements which staff will realise are wrong

Again I am less sure of his interest and emphasis on regulatory issues

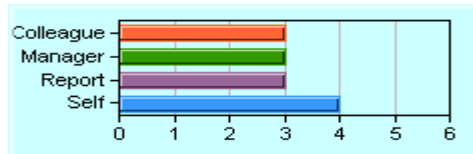
## 11 - Business Ethics



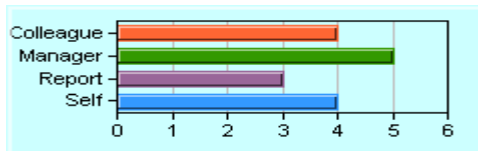
Considers ethical issues when agreeing objectives, actions and policy



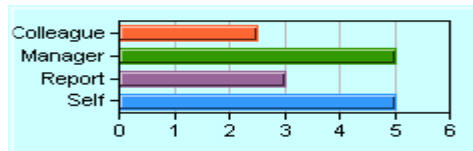
Considers the impact on employees when agreeing objectives, actions and policy



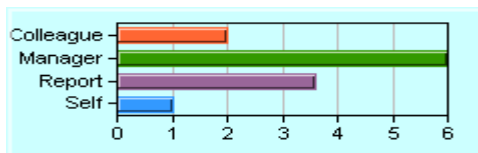
Considers the impact on communities when agreeing objectives, actions and policy



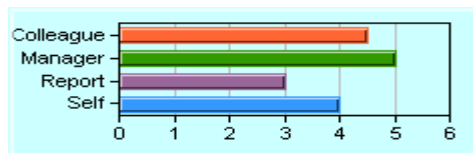
Considers environmental and health and safety implications when agreeing objectives, actions and policy



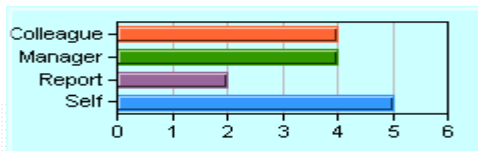
Actively promotes a diverse and inclusive working environment



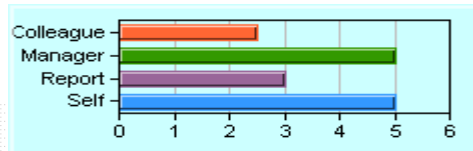
Is prepared to make tough decisions to ensure that the organisation maintains a high degree of ethical, legal and moral stance



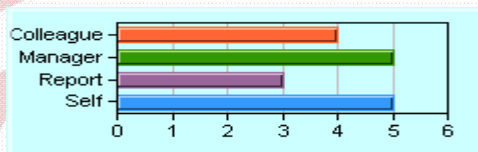
Claims expenses and other benefits both within the organisation guidelines but in a manner that is also ethically sound



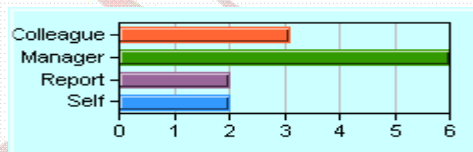
Avoids and/or makes clear any conflict of interests



Acts not only within the law but within the spirit and intent of the laws in any country of operation



Discloses any business gifts (both to and from) that could be misconstrued or be a potential influence on a decision





## 11 - Business Ethics

**In the box below, please describe what the individual does well in this area (using examples.)**

Regularly raises ethical question when we make decisions

Is always prepared to make tough decisions on ethical grounds, for instance the new process for re organising departments

Our team is an indication of Michael's belief in diversity and is stronger as a result.

**In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?**

We all need to work on this but declaring gifts and going on paid events could be an issue.  
Does not fully grasp the idea of diversity and doesnt promote it

Often attends fully paid for supplier functions. This could now be seen as inappropriate

I don't have any suggestions in this area.

## And Finally...

**And finally.... What one suggestion would you give that would significantly improve their performance?**

Watch behaviour with junior staff and encourage a more inclusive and safe working environment

Spend more time with new and junior staff and get to see how changes have been made in many functions.

keep doing what he is doing!!!!!!!!!!!!!!!!!!!!!!

My one recommendation would be to be more transparent in the areas of review and risk



## 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 those in blue indicate that you have rated yourself lower than your colleagues/peer/manager.

Competence	Element	Gap Analysis
6 - Communication	Listens without interrupting	(50 %)
1 – Objective Setting and Review	Achieves personal and board objectives	(33.34 %)
5 - Leadership	Provides clear direction	(30.56 %)
6 - Communication	Encourages input, feedback and regular communication	(27.78 %)
11 - Business Ethics	Claims expenses and other benefits both within the organisation guidelines but in a manner that is also ethically sound	(27.78 %)
11 - Business Ethics	Considers environmental and health and safety implications when agreeing objectives, actions and policy	(25.01 %)

Competence	Element	Gap Analysis
8 – Personal Commitment and Inter-personal Skills	Recognises the impact of their emotional response upon working relationships	(52.77 %)
5 - Leadership	Delegates effectively, without bias, for the benefit of the company	(47.22 %)
11 - Business Ethics	Actively promotes a diverse and inclusive working environment	(47.22 %)
3 – Strategic Planning	Successfully and positively integrates previous experience and knowledge into the strategic dialogue	(47.22 %)
4 – Board and Committee Meetings	Actively contributes to agenda, ensuring that appropriate structure, information and resource is allocated and disseminated in advance of the meeting	(45.83 %)
8 – Personal Commitment and Inter-personal Skills	Deals with 'difficult' issues in a balanced, direct and honest manner as they arise	(44.44 %)



## Strengths and Weaknesses

Most Successful Traits			
Rank	Competence	Trait	%Score
1	8 – Personal Commitment and Inter-personal Skills	Fosters good working relationships with fellow directors	89.59 %
2	7 – Thinking and Decision Making	Considers input from others – valuing their ideas, opinions and contributions without losing sight of the issue under consideration	83.34 %
3	3 – Strategic Planning	Understands how the political, economic, sociological and technological environment affects organisational objectives	83.34 %
4	10 – Organisation and Industry Knowledge and Awareness	Spends time and energy keeping up to date with market data and trends that affect the overall business	81.25 %
5	8 – Personal Commitment and Inter-personal Skills	Can easily identify symptoms/behaviours that are warning signs of emotional states	79.17 %
6	5 - Leadership	Demonstrates a strong orientation towards achievement and success in self and others	79.17 %
7	10 – Organisation and Industry Knowledge and Awareness	Understands and shows adequate emphasis on regulatory, industry or legal standards eg ISO, GMP, SOX.	79.17 %
8	1 – Objective Setting and Review	Involves all relevant parties in producing plans and deciding priorities.	79.17 %
9	9 - Personal Effectiveness	Meets targets and objectives	79.17 %
10	5 - Leadership	Provides clear direction	77.09 %

Least Successful Traits			
Rank	Competence	Trait	%Score
1	1 – Objective Setting and Review	Analyses cause of problems and crises in order to prevent reoccurrence where possible	43.75 %
2	6 - Communication	Clearly expresses thoughts and ideas in a logical manner	47.92 %
3	2 – Corporate Governance	Supports the adherence to appropriate best practice in all matters of Corporate Governance	47.92 %
4	9 - Personal Effectiveness	Respected for offering balanced and well judged opinion, even when in a minority position	50 %
5	11 - Business Ethics	Actively promotes a diverse and inclusive working environment	52.09 %
6	6 - Communication	Uses verbal communication rather than electronic when appropriate	52.09 %
7	9 - Personal Effectiveness	Recognises and manages emotions and emotional situations in a sensitive and appropriate manner	52.09 %
8	5 - Leadership	Delegates effectively, without bias, for the benefit of the company	52.09 %
9	2 – Corporate Governance	Actively seeks to be informed on best practice and latest development in Corporate Governance	54.17 %
10	11 - Business Ethics	Considers the impact on employees when agreeing objectives, actions and policy	54.17 %