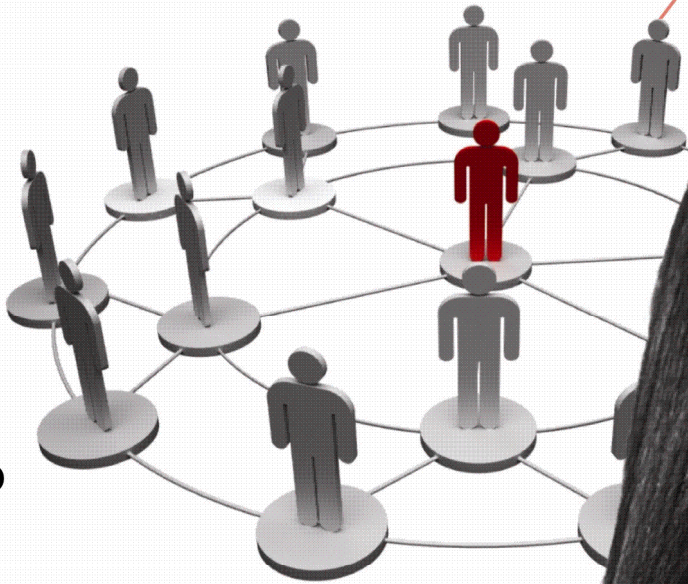


“Your 360° review”



“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

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

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360° First Line Manager Level Review
prepared for
Michael Coates

Feedback from the people who work with you
November 2009

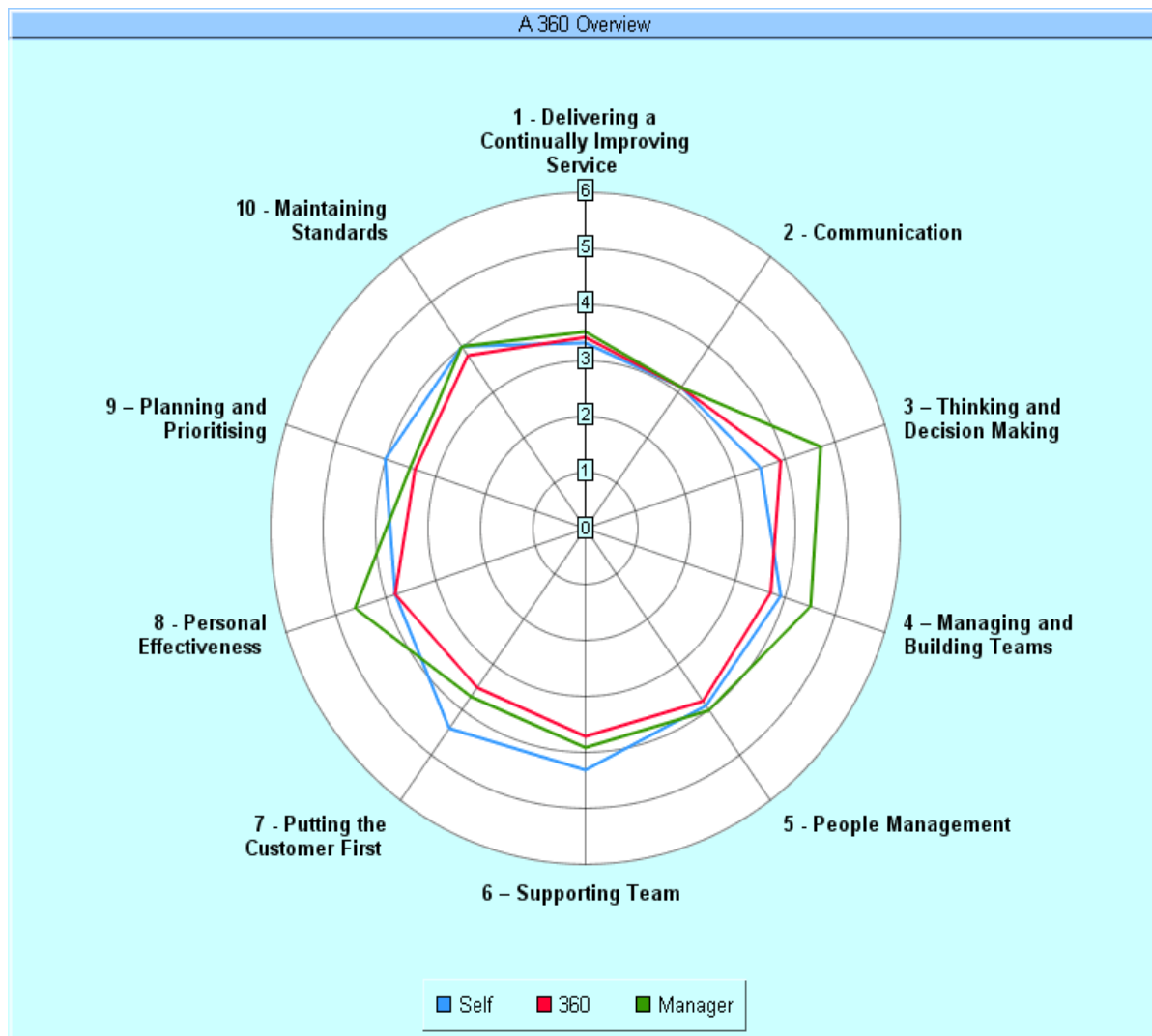
- **Alan Marshall**
- **Barney Rubble**
- **Fe Foreman**
- **Fred Flinstone**
- **Pummi Mattu**
- **Selene Nieto**
- **Top Cat**



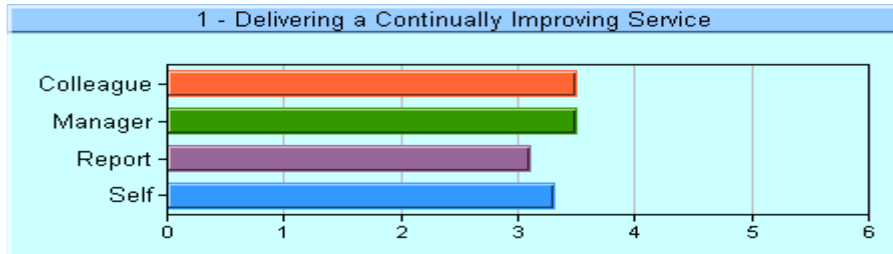
A 360° Overview

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.

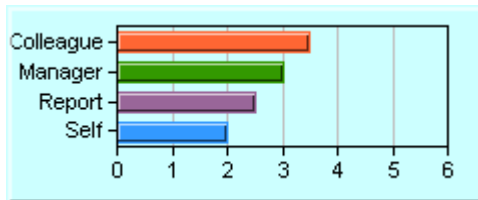
0	I do not have enough data to comment on this behaviour indicator
1	Requires significant development
2	Requires some development
3	Demonstrates this to a satisfactory level
4	Demonstrates this well
5	Consistently demonstrates this very well
6	Acts as an outstanding role model for others



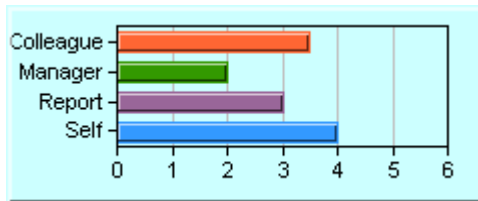
1 - Delivering a Continually Improving Service



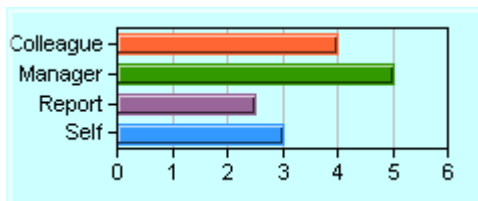
Ensures the team understands how they contribute to achieving the organisation's objectives



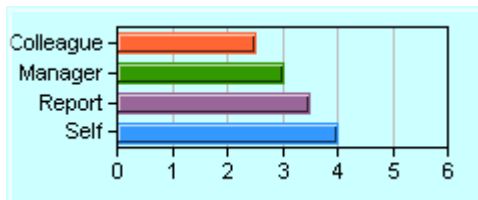
Consistently measures and monitors process performance



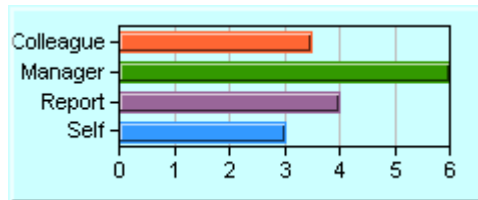
Is positive about improving the quality of service/product his/her team provides for the customer



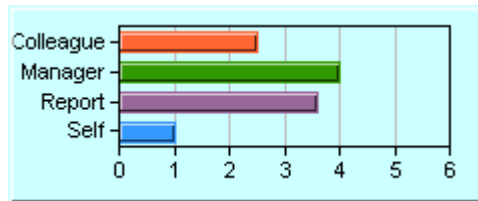
Encourages innovation and creativity in others



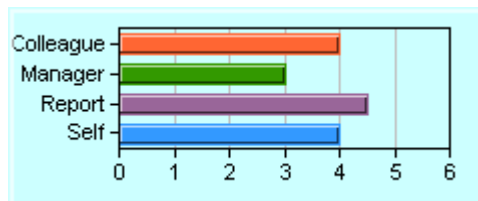
Is focused on continually improving performance of everyone



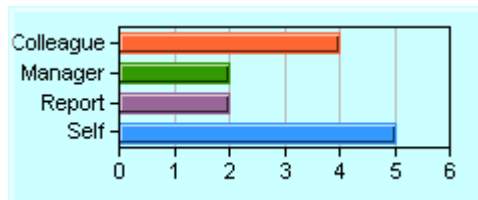
Makes use of recognised quality tools to continually improve process



Demonstrates flexibility in a fast changing environment



Supports change initiatives even if they impact on own area of responsibility





1 - Delivering a Continually Improving Service

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

Good at monitoring progress of jobs and highlighting issues. Keeps measures board up to date

Very performance focused and keeps targets visible to all

regularly reviews performance metrics of each team member

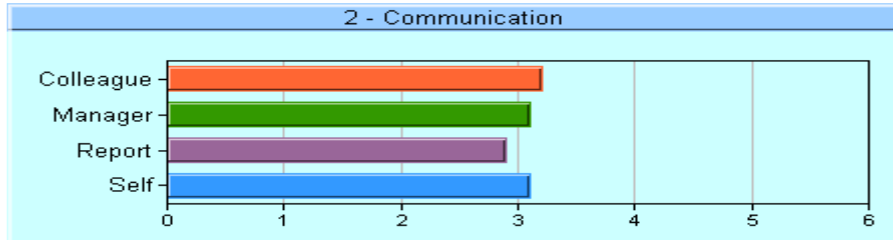
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

Doesnt use any improvement tools or techniques

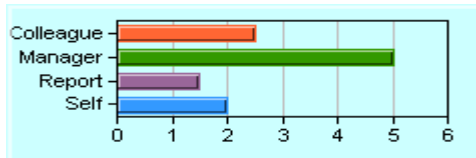
Doesn't support change if it impacts his area, for instance the new HR system for recording over time

Never seen him use any quality tools

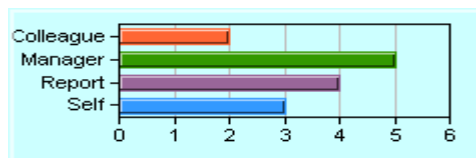
2 - Communication



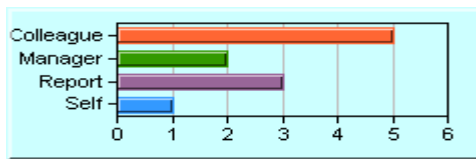
Communicates confidently and effectively to team, colleagues, customers and senior management



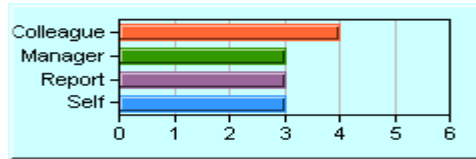
Communicates positively and respectfully



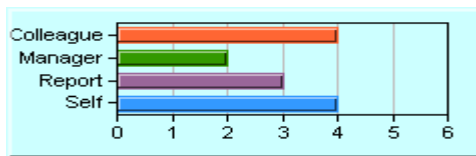
Always seeks to confirm his/her understanding of a situation



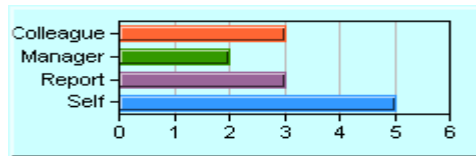
Explains decisions clearly using appropriate communication techniques



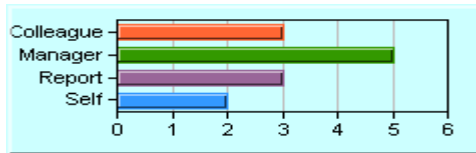
Listens effectively to the ideas and points of view of others



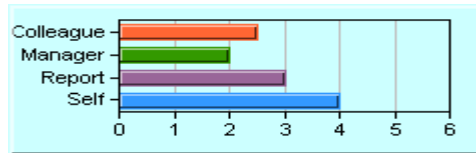
Keeps others well informed eg other shift supervisors, internal customers, technical support, HR etc



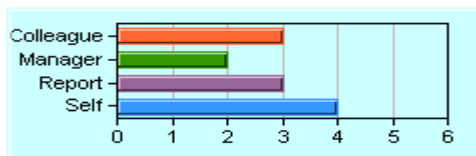
Encourages input, feedback and regular communication



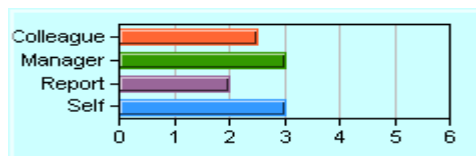
Listens without interrupting



Gets the point across



Uses verbal communication rather than electronic, when appropriate





2 - Communication

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

Good listener and doesn't interrupt

Overall he needs to improve communication however he does get his point across, it could just have been more articulate

Keeps other shifts well informed and set up the whiteboard system which works well

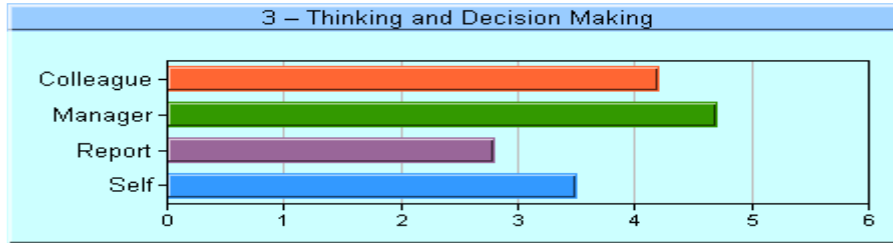
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

While you listen you don't check for understanding and your team often come to me to get it clear

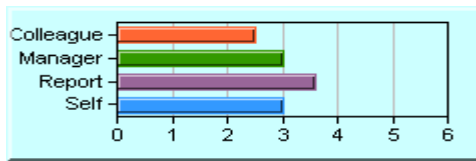
Don't just send email after email, pick up the phone

Can take too long to get his point across, be more succinct

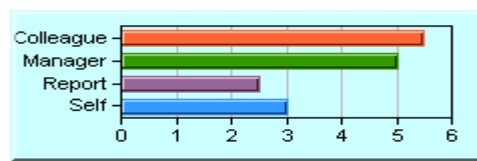
3 – Thinking and Decision Making



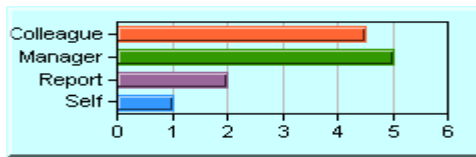
Considers implications of proposed decisions



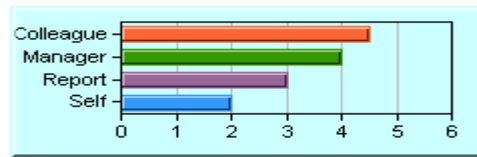
Ensures decisions link to the organisation's objectives



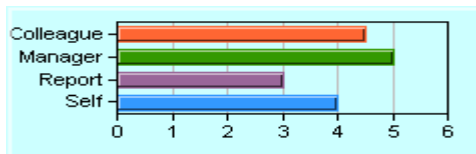
Uses a structured and effective approach to solving problems



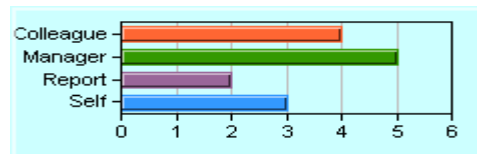
Seeks clarification to ensure understanding



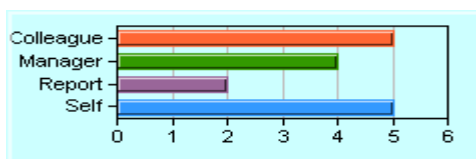
Challenges others appropriately, focusing on issues rather than personalities



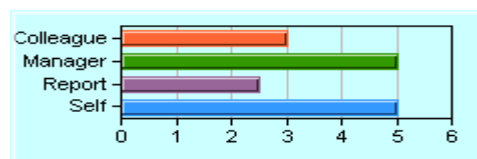
Consults with all relevant parties before committing to a decision



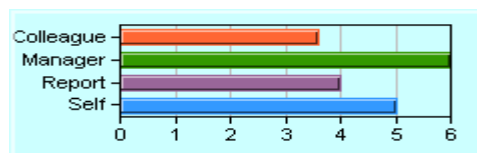
Collects input from others, valuing their ideas, opinions and contributions



Tackles issues/problems in a timely fashion and without hesitation



Doesn't get immersed in detail and focuses on what's important





3 – Thinking and Decision Making

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

Good at focussing on the most important tasks. rarely gets involved in stuff that adds no value

Always considers the implications of major decisions

Challenges others if he feels they are wrong and is consistent, its about the issues, its not about the person

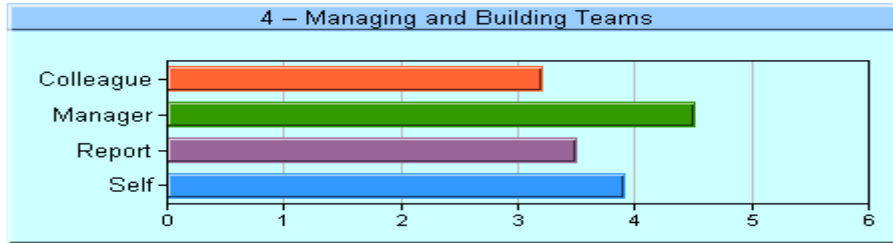
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

Needs to aks if people understand

Rarely links decisions to organisation's objectives, just those of own department and they do not always match

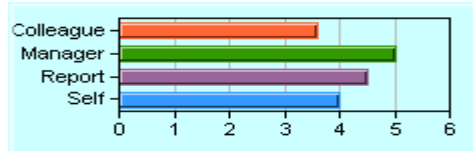
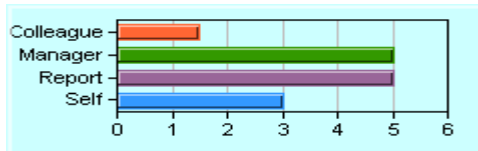
Sometimes rushes in and doesnt consider the ramifications

4 – Managing and Building Teams



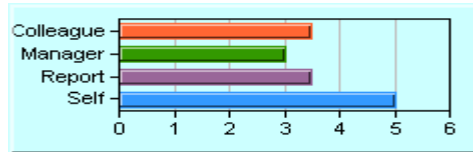
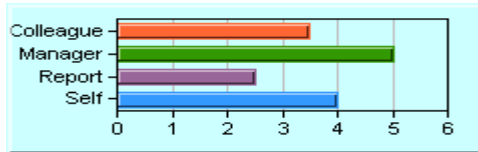
Displays a clear belief in the benefits of working together across team and company

Networks effectively internally and externally for the benefit of the team and company



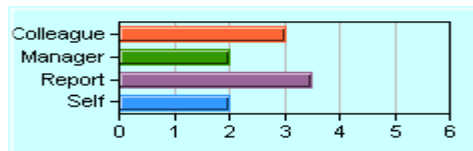
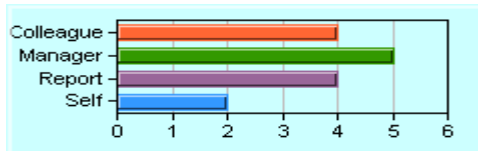
Effectively resolves internal team member and/or organisational conflicts through application of professional management techniques

Promotes teamwork and cooperation within the department



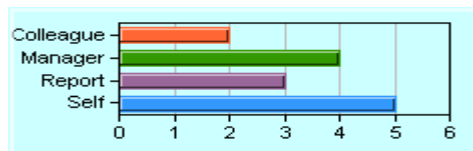
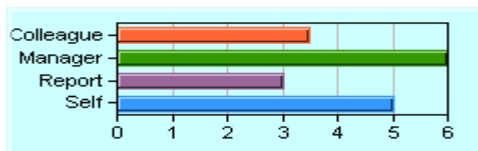
Actively takes team ideas and suggestions into account whenever possible

Demonstrates awareness of different cultural needs, displaying sensitivity to them

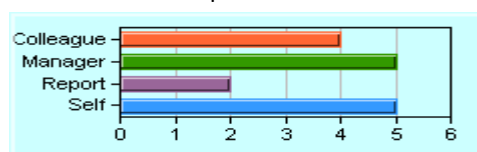


Uses or contribute to, an effective recruitment process

Ensures new team members receive effective support and induction



Gives regular constructive feedback about team performance





4 – Managing and Building Teams

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

Gives good feedback and support

Always talks about team work and encourages it across the site

he always talks about team work

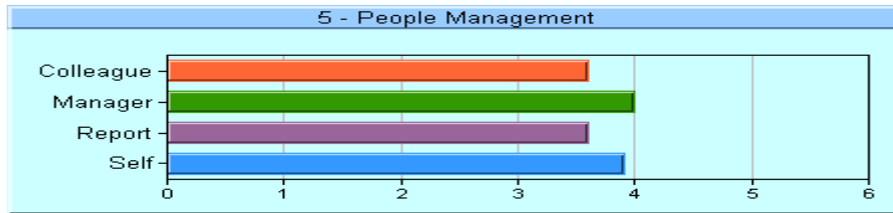
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

Not keen on asking for views and feedback

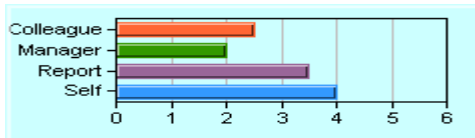
Doest use an effective hiring process and in fact the last 6 people hired were totally unsuitable

new staff get very poor induction particularly Fred who got none

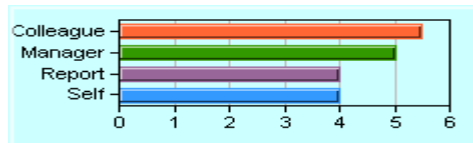
5 - People Management



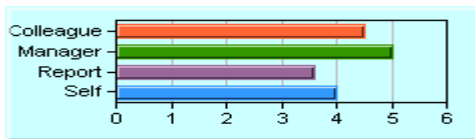
Clearly defines priorities and responsibility of each member of team



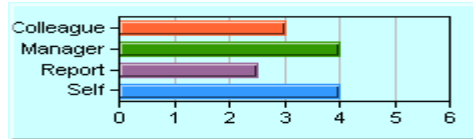
Works with each member of team to develop SMART work objectives (Specific, Measurable, Agreed, Realistic, Time bound)



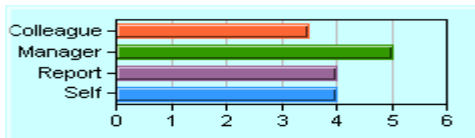
Agrees on performance standards with the team member such as quantity, quality, timeliness, and/or cost related to accomplishing work objectives



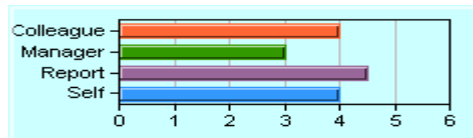
Publicly acknowledges individual contributions



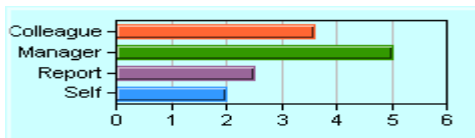
Openly communicates examples of individual and team success to senior management



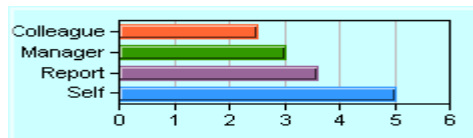
Deals swiftly with any bullying or inappropriate behaviour



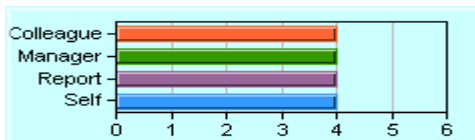
Deals with "difficult" individuals and performance problems, in a direct, timely and honest manner



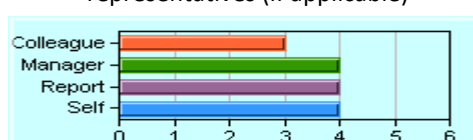
Adapts style to meet the needs of individuals and situation



Treats people fairly without undue favouritism



Communicates regularly and deals effectively with union or employee representatives (if applicable)





5 - People Management

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

Always sets SMART objectives

Good at praising staff

Excellent with union guys, involves them and is fair

Sets SMART objectives with engineers

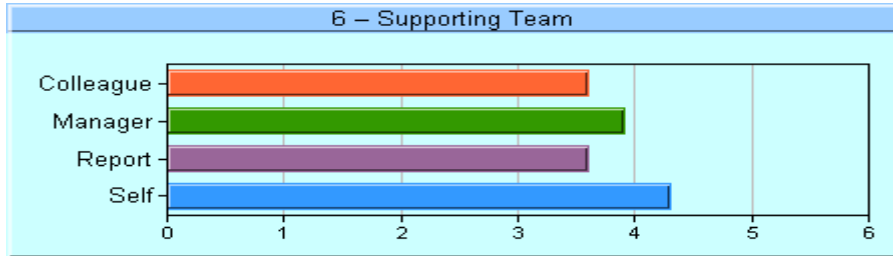
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

Doesnt deal with difficult staff until it is too late

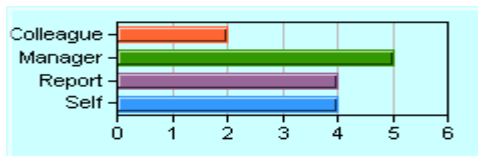
Needs to set more specific goals and start using SMART objectives

Tends to sideline difficult people rather than tackling them

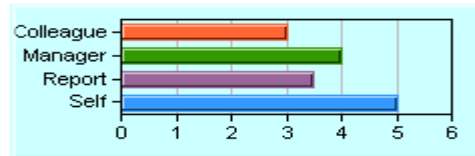
6 – Supporting Team



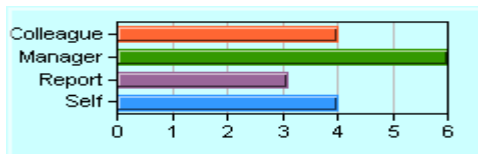
Discusses team member's performance with other managers if relevant



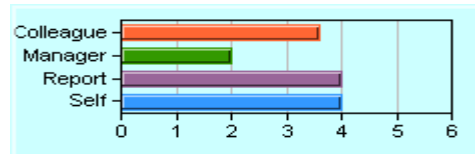
Systematically develops individual work plans for next designated time period



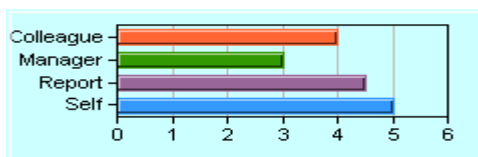
Jointly develops an action plan for any education, training, or in-service activities for team members



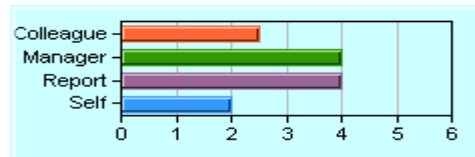
Listen, guides and encourages team members to solve their own problems



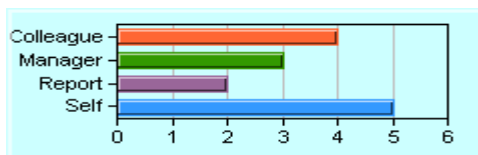
Offers assistance and support when known problems interfere with job performance



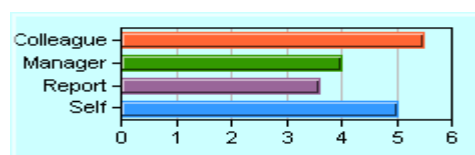
Creates an environment where team members feel engaged and secure



Gives regular constructive feedback about individual performance, focusing on how it can be improved



Ensures that all team members work in a safe environment





6 – Supporting Team

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

Excellent health and safety knowledge and sticks to procedure

Good awareness of health and safety and doesn't allow staff to use incorrect equipment

Always ensures that safety audits are complete and tackles poor behaviour

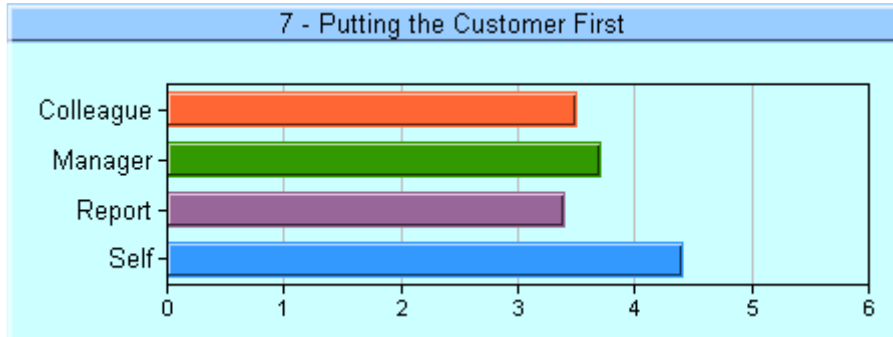
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

Doesn't crack down on bullying in until the issue is obvious

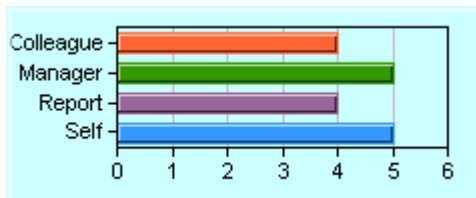
Your development plans are very poor and you should involve the site trainers if you need help

Tends to tell people answer to problems rather than help them come to a solution

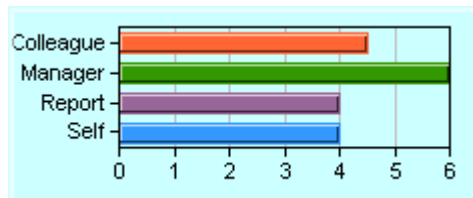
7 - Putting the Customer First



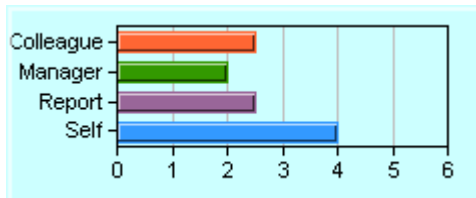
Recognises the importance of the customer's input to improving the service/product provided by their team.



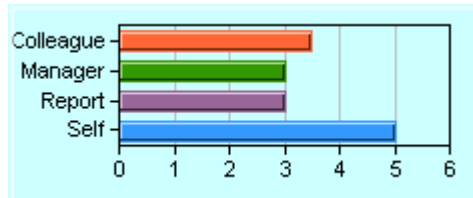
Ensures that all members of team clearly understand prioritisation of customer requirements



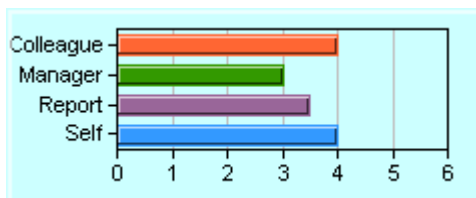
Clearly recognises the role that their team has to play in supporting both internal and external customers



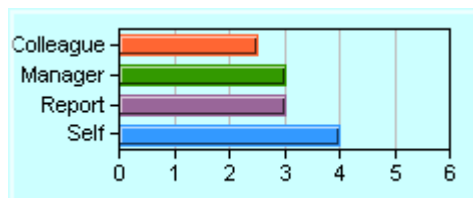
Ensures team is focused on meeting customer's needs



Regularly seeks feedback from the customer on the quality of service delivery



Is positive about the organisation and the community it serves





7 - Putting the Customer First

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

Always talks about the customer being king

Does recognise the importance of the customer and regularly mentions customer in staff briefings.
has encouraged customers to visit and give them a good tour

Very good at prioritising work based on what different customers need

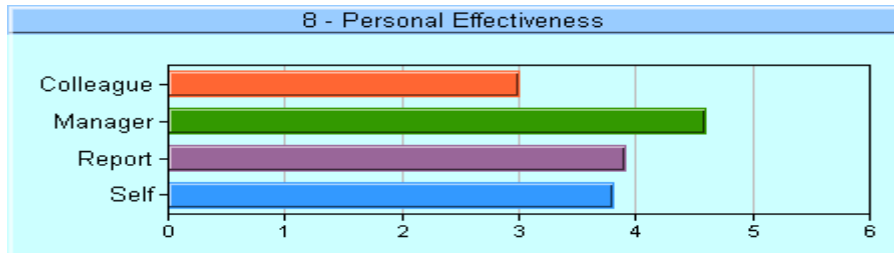
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

No improvement here as he is very customer focussed

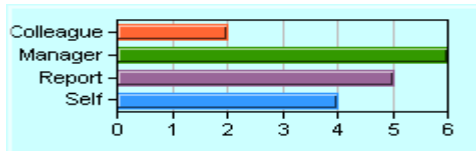
Doesn't treat internal customers half as well as external

Never gets involved in the community work projects

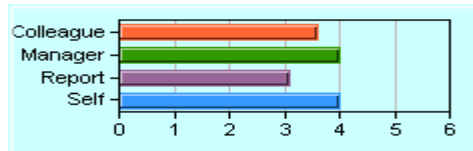
8 - Personal Effectiveness



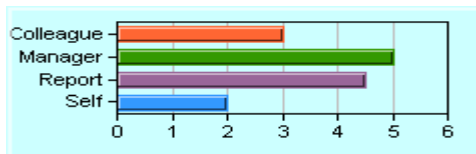
Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not affected adversely



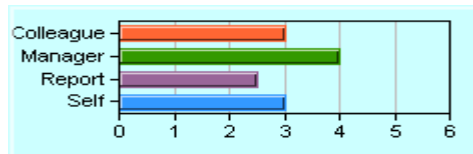
Demonstrates a real passion and energy for what they do



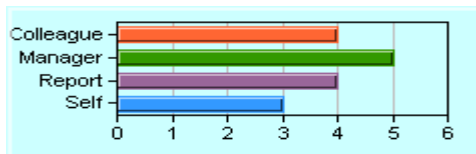
Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealings with all members of the team



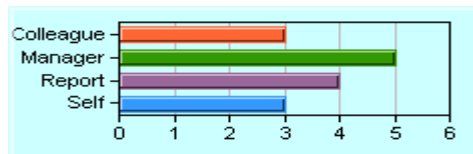
Actively seeks feedback on management style and proactively works to improve based on feedback given



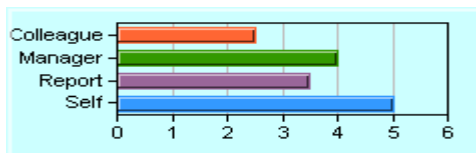
Learns from previous experiences of self and others



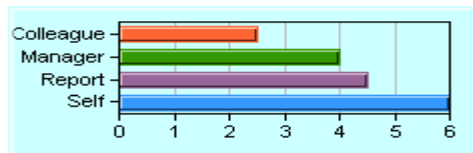
Recognises and manages emotions and emotional situations in a sensitive and appropriate manner



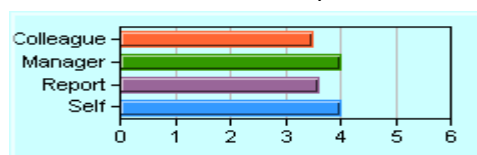
Consistently meets targets, objectives and KPIs



Overcomes hurdles, issues and barriers



Acts decisively





8 - Personal Effectiveness

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

Very decisive for instance with the customer x issue and good at requesting feedback

Decisive decision maker who meets targets

Is exposed to a number of sensitive issues and is very careful about who he reveals info to

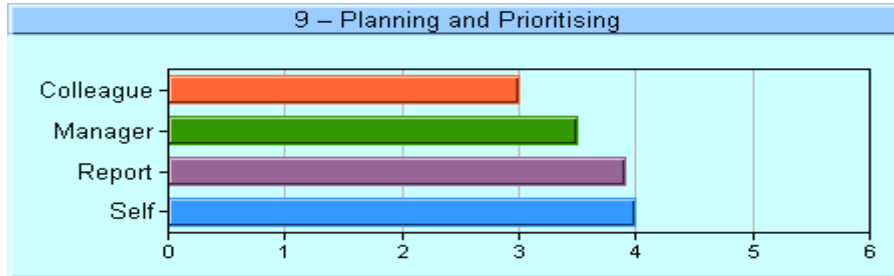
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

Doesnt always keep information condinetial eg the interview feedback

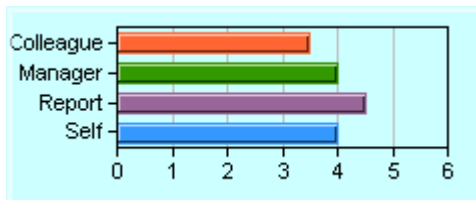
Does not encourage staff to give him feedback and yet could do with some

Often gets slowed up by hurdles or issues that could have been foreseen

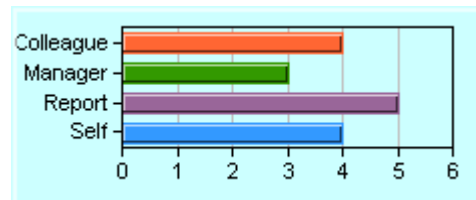
9 – Planning and Prioritising



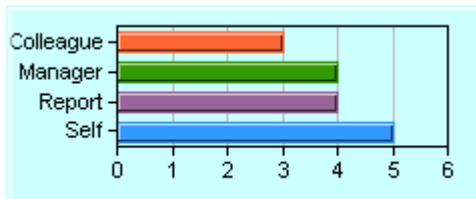
Prioritises own work responsibilities



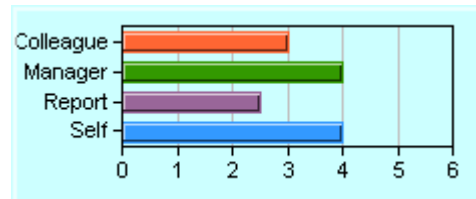
Plans daily, weekly and monthly schedule to allow time for the most important tasks



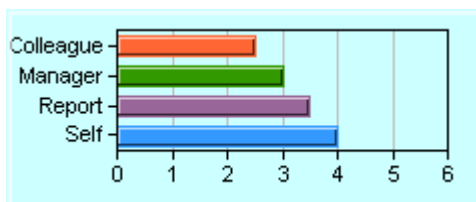
Allows time for unexpected demands



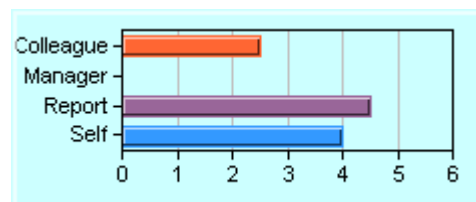
Schedules time for learning and professional development



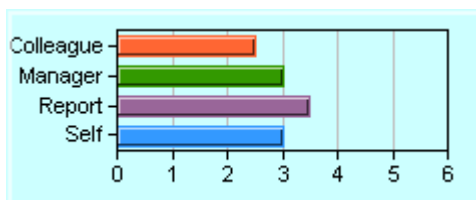
Delegates tasks wherever possible



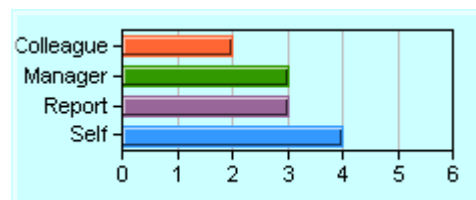
Asks manager for advice there is too much work and no one to delegate to



Develops effective contingency plans



Involves all relevant parties in producing plans and deciding priorities





9 – Planning and Prioritising

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

Very good weekly plans, clearly communicated to rest of team

Does plan weekly and monthly and keeps those plans visible for all to see

Good at prioritising work and has effective rationale for deciding

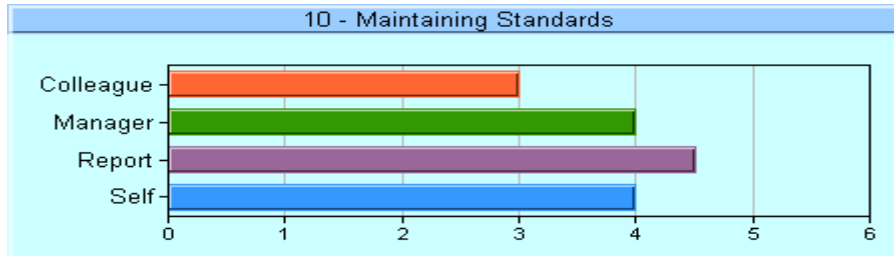
In the box below, using examples, please describe what the individual could do differently to improve their performance in this area?

Could do with having more contingency plans particularly related to when staff might be missing

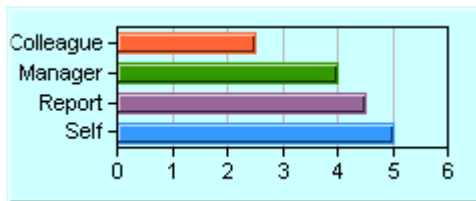
Could involve others when making major decisions

Always puts personal development to bottom of list and tends not to go to training

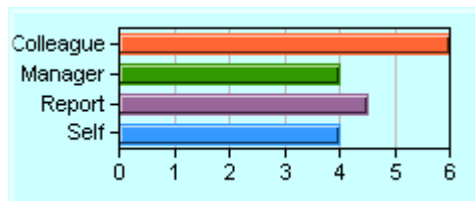
10 - Maintaining Standards



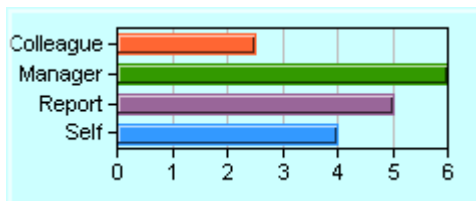
Ensures compliance with regulations, law and industry standards



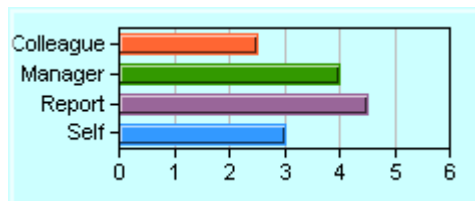
Ensures that all employees, visitors and colleagues are in a safe and secure environment



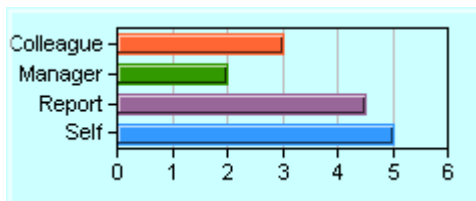
Ensure that all team members are sufficiently trained and equipped to work safely



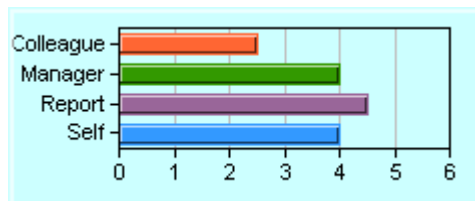
Ensures that all employees act appropriately towards each other and acts decisively if this is not the case



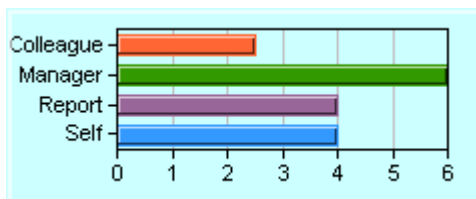
Encourages an inclusive working environment where everyone is given fair treatment



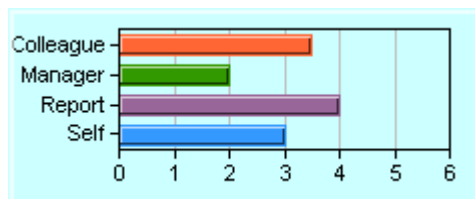
Informs senior management of any issue that impacts on standards, breaches of law or organisational values



Ensures compliance with standards such as ISO, GMP, SOX etc



Works to a standard that would not bring the company in to disrepute





10 - Maintaining Standards

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

is one of the few managers who consistently meets the ISO standards and gets good reviews during audit

is always conscious of industry regulations and laws


No real strengths in this area

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

Staff do not always act well towards each other and he does not crack down quick enough

No real development areas on this topic

Generally doesn't know much about industry standards and doesn't pay enough attention to ISO



And finally.... What one suggestion would you give that would significantly improve the individual's performance over the next 12 months?

Make the team work better together and treat each other nicely

Set better objectives and support change initiatives of others

Spend more time communicating

Learn more about industry regulations and ensure that ISO audit is passed



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
2 - Communication	Keeps others well informed eg other shift supervisors, internal customers, technical support, HR etc	(38.89 %)
1 - Delivering a Continually Improving Service	Supports change initiatives even if they impact on own area of responsibility	(38.89 %)
8 - Personal Effectiveness	Overcomes hurdles, issues and barriers	(38.89 %)
6 – Supporting Team	Gives regular constructive feedback about individual performance, focusing on how it can be improved	(33.34 %)
4 – Managing and Building Teams	Ensures new team members receive effective support and induction	(33.34 %)
5 - People Management	Adapts style to meet the needs of individuals and situation	(33.34 %)

Competence	Element	Gap Analysis
3 – Thinking and Decision Making	Uses a structured and effective approach to solving problems	(47.22 %)
1 - Delivering a Continually Improving Service	Makes use of recognised quality tools to continually improve process	(38.88 %)
2 - Communication	Always seeks to confirm his/her understanding of a situation	(38.88 %)
4 – Managing and Building Teams	Actively takes team ideas and suggestions into account whenever possible	(38.88 %)
8 - Personal Effectiveness	Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealings with all members of the team	(36.11 %)
3 – Thinking and Decision Making	Seeks clarification to ensure understanding	(30.55 %)



Strengths and Weaknesses

Most Successful Traits			
Rank	Competence	Trait	%Score
1	7 - Putting the Customer First	Ensures that all members of team clearly understand prioritisation of customer requirements	77.09 %
2	5 - People Management	Works with each member of team to develop SMART work objectives (Specific, Measurable, Agreed, Realistic, Time bound)	77.09 %
3	10 - Maintaining Standards	Ensures that all employees, visitors and colleagues are in a safe and secure environment	77.09 %
4	3 – Thinking and Decision Making	Doesn't get immersed in detail and focuses on what's important	77.09 %
5	6 – Supporting Team	Ensures that all team members work in a safe environment	75.01 %
6	7 - Putting the Customer First	Recognises the importance of the customer's input to improving the service/product provided by their team.	75 %
7	10 - Maintaining Standards	Ensure that all team members are sufficiently trained and equipped to work safely	72.92 %
8	4 – Managing and Building Teams	Uses or contribute to, an effective recruitment process	72.92 %
9	8 - Personal Effectiveness	Overcomes hurdles, issues and barriers	70.84 %
10	6 – Supporting Team	Jointly develops an action plan for any education, training, or in-service activities for team members	70.84 %

Least Successful Traits			
Rank	Competence	Trait	%Score
1	2 - Communication	Uses verbal communication rather than electronic, when appropriate	43.75 %
2	4 – Managing and Building Teams	Demonstrates awareness of different cultural needs, displaying sensitivity to them	43.75 %
3	2 - Communication	Always seeks to confirm his/her understanding of a situation	45.84 %
4	1 - Delivering a Continually Improving Service	Ensures the team understands how they contribute to achieving the organisation's objectives	45.84 %
5	2 - Communication	Communicates confidently and effectively to team, colleagues, customers and senior management	45.84 %
6	1 - Delivering a Continually Improving Service	Makes use of recognised quality tools to continually improve process	45.84 %
7	7 - Putting the Customer First	Clearly recognises the role that their team has to play in supporting both internal and external customers	45.84 %
8	2 - Communication	Listens without interrupting	47.92 %
9	5 - People Management	Clearly defines priorities and responsibility of each member of team	50 %
10	3 – Thinking and Decision Making	Considers implications of proposed decisions	50 %