

“Your 360° review”



“Your secret advantage”



**Protostar**  
Leadership Development



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.



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## 360° review prepared for **Snow White**

### Feedback from the people who work with you

September 2009

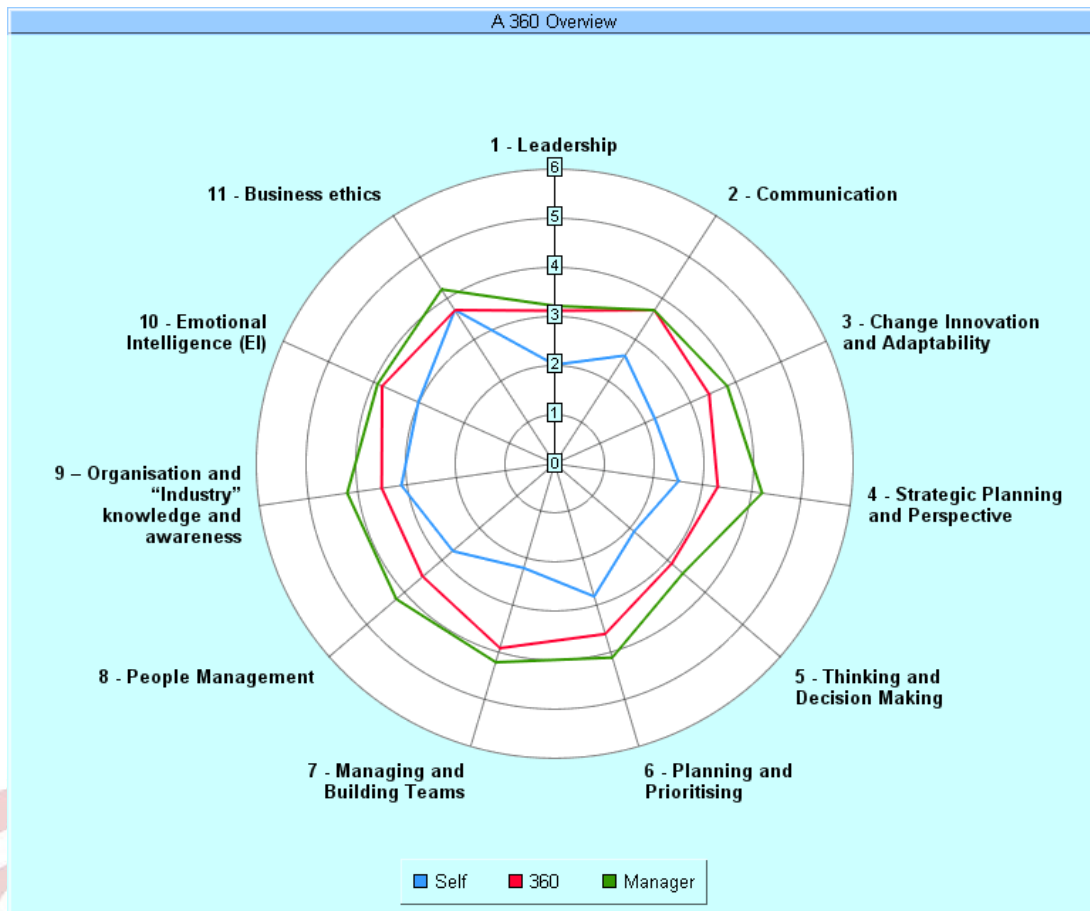
- Doc
- Sneezzy
- Dopey
- Grumpy
- Happy
- Bashful
- Sleepy
- Prince Charming



## A 360° Overview

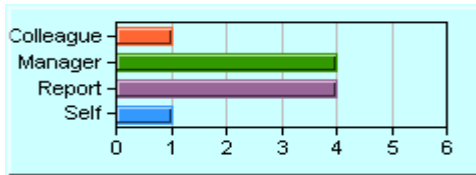
The following radar plot shows the opinions of yourself, your manager and the 360° average of all participants (including your manager, but not yourself). This aims to provide a visual 360° reference of the contrasting views of your performance against the agreed competencies.

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

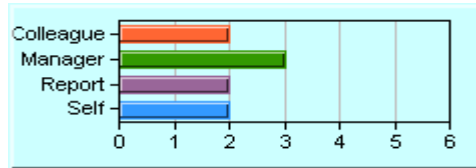


# 1 – Leadership

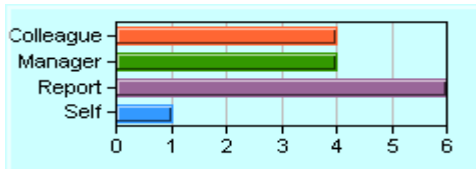
Directs and inspires enthusiasm and energy so that others follow a given direction



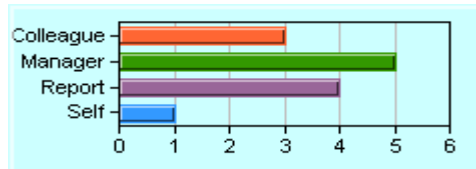
Projects a confident, positive, high energy self image



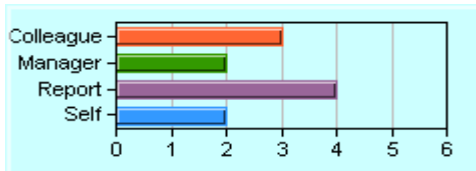
Demonstrates the organisation's values



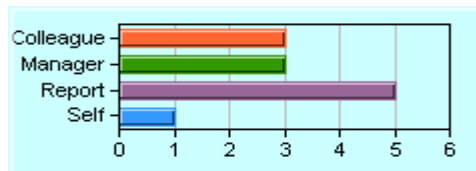
Ensures all team members know what is expected of them



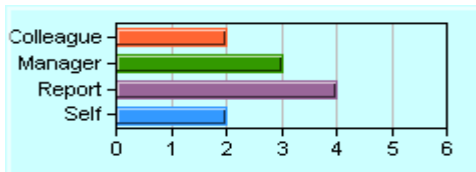
If required, explains why cuts are needed and how employees will benefit as the situation improves



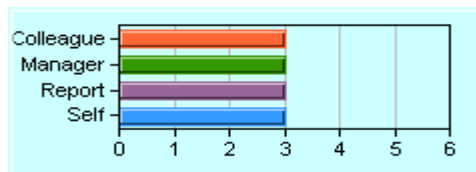
Displays even more visible leadership during uncertain times



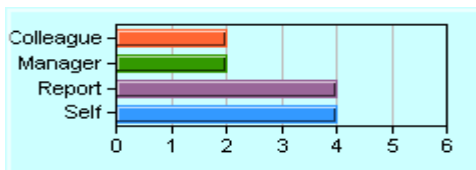
Acts as a role model for the behaviours required by the organisation moving forward



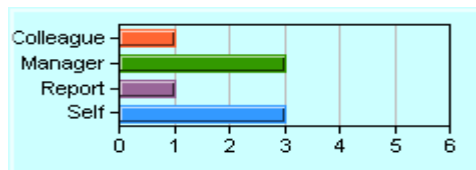
Introduces Key Performance Indicators or measures to cover both outcomes and behaviours vital for the organisation's success



Is willing to take calculated and managed risks, within organisational guidelines

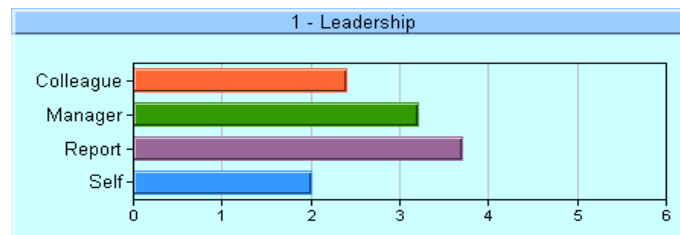


Actively seeks feedback on leadership/management style and proactively works to improve based on feedback given





## 1 - Leadership



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

Good at setting goals and articulating the company's vision and goals

Gives clear direction

Good around leadership approach / style and skills. Good delegation and succession management enabling others to aspire to greater positions. Is good at setting goals and giving direction.

Has a burning desire to succeed and pursues goals that often appear a lost cause.

Confident and highly motivated

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

Over delegates

Take more time to bring others with him

Get closer to operations and provide clearer direction

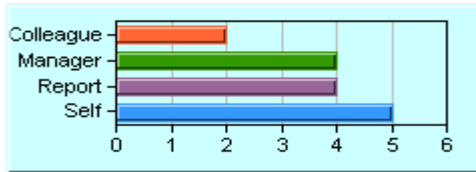
Better control of consistency of decision making when the "going gets tough" concerted pressure can impact on effectiveness.

Consult more fully

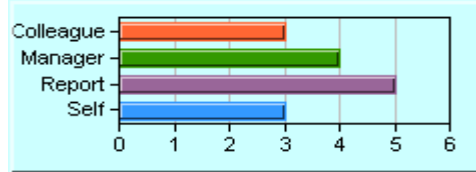
Listen and be open to feedbacks

## 2 - Communication

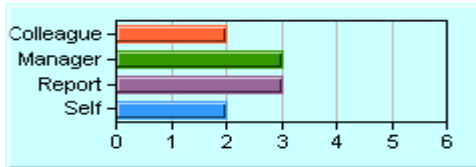
Communicates confidently and effectively to a wide variety of audiences



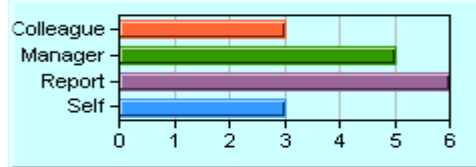
Clearly expresses thoughts and ideas in a logical manner



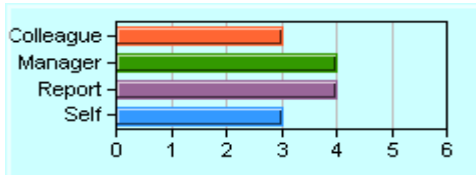
Provides accurate and timely flow of information



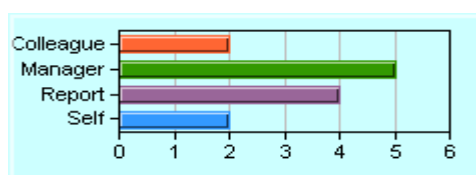
Listens and responds effectively to others' ideas concerns and points of view



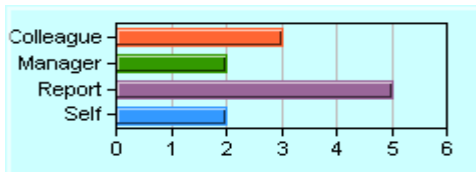
Encourages input, feedback and regular communication



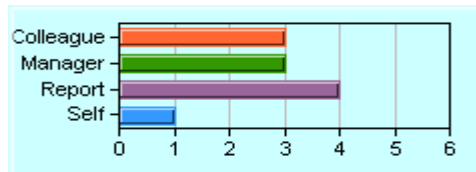
Keeps others informed on issues that affect them



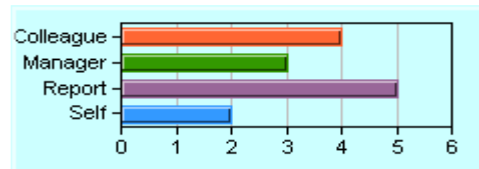
Uses verbal communication rather than electronic, when appropriate



Gets the point across and ensures mutual understanding



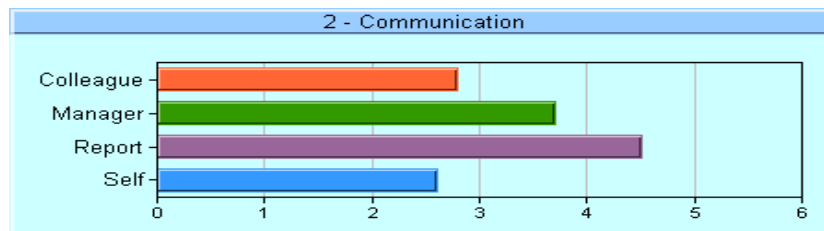
During difficult times, ensures that all employees are regularly informed of organisation's situation and plans







## 2 - Communication



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

Reasoned and articulate  
Good confident verbal communications  
Excellent and balanced listener, will provide platform for others to express their views.  
Listens and then presents well on analysis  
Is an effective and thoughtful listener, with a gift  
  
Expresses himself well

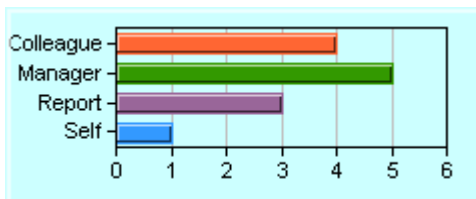
**In the box below please describe what, in your opinion, Snow White could do differently that would improve your performance in this area?**

Others may find reasoning articulation difficult to follow. Consider simplification at times.  
I have learnt to ensure that he is specific in his requirements otherwise you find that what you provide does not meet what he thought he asked for.  
  
Listen more

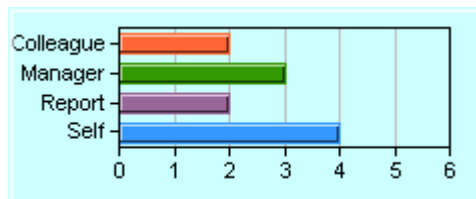


### 3 - Change Innovation and Adaptability

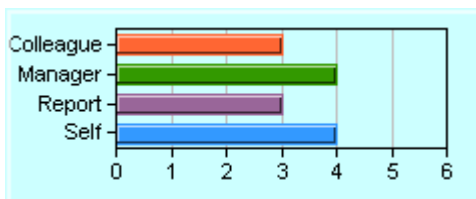
Considers ideas and encourages others to develop new and innovative ways to improve current activities



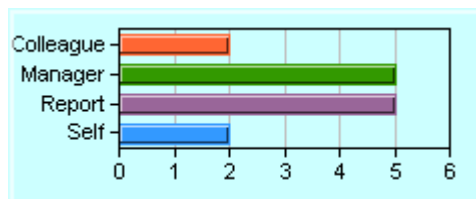
Responds in a professional, flexible and positive manner to a constantly changing environment



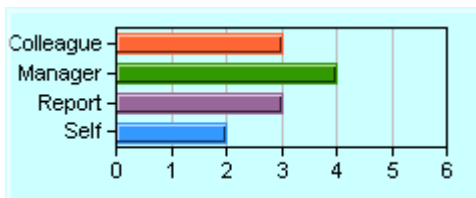
Champions and drives the change initiatives of others, as if were their own initiative



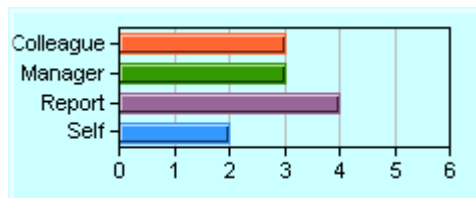
Analyses and produces plans for complex changes



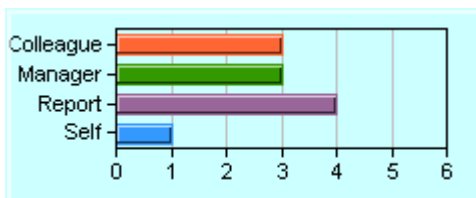
Varies support and communication to individuals, based on their comfort with change



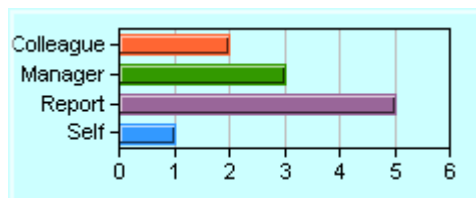
Takes the initiative to seek out and understand the impact of the change on all the key players and proactively address concerns



Sees downturn periods as an opportunity to make positive changes

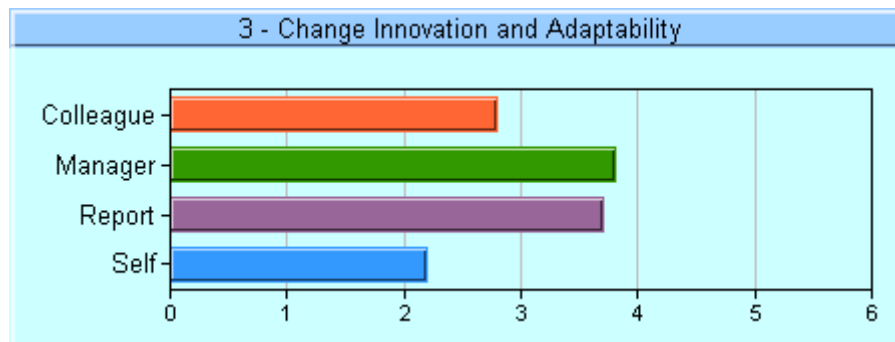


Establishes milestones/key change points and celebrates their achievement.





### 3 - Change Innovation and Adaptability



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

Does not often appear 'phased' by changing situation  
 I have struggled with this set of questions. Has too many restrictions within the business to allow creativity or risk.  
 I believe he would be a risk taker and more creative in a different way.

Has a lot of ideas

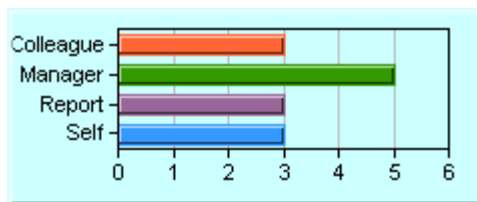
**In the box below please describe what, in your opinion, Snow White could do differently that would improve your performance in this area?**

Needs to give more direction / input to team, and back ideas with action  
 Look at consistency providing clarity of direction during periods of change/pressure.  
 Sell the ideas fully  
 He could improve his enthusiasm for trying out new ways of doing things. He needs to be more comfortable with the possibility of failure.  
 Could ensure all changes / innovations are driven through to completion. Take more cognisance of ideas from different industries.  
 Is sometimes so risk adverse that will not consider the option

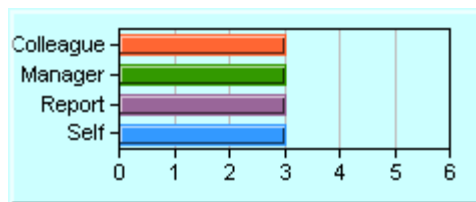
Be more flexible and open to others ideas

## 4 - Strategic Planning and Perspective

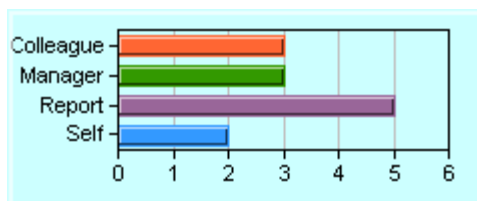
Understand current and future organisational objectives and translates them into clear operational plans



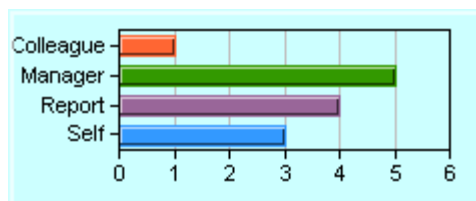
Communicates the role that their 'team' plays in facilitating and achieving the organisation's objectives



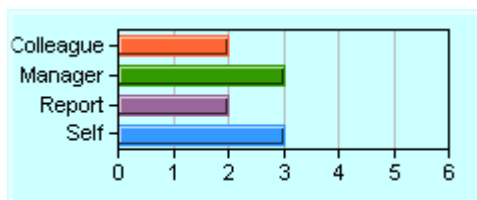
Takes the longer term organisational requirements into account when making decisions



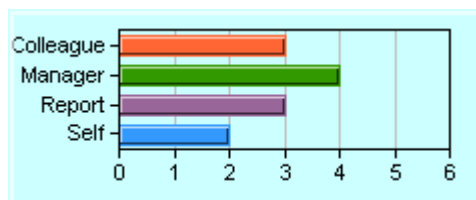
Understands how the political, economic, sociological and technological environment affects organisation's objectives



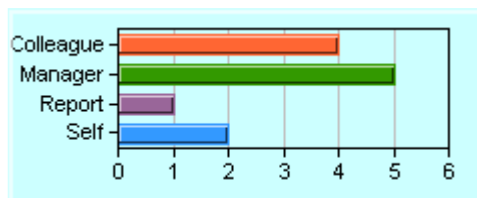
Understands the organisation's mission, vision and values



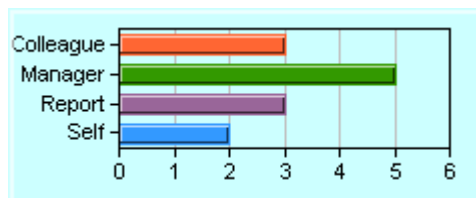
Proactively manages business challenges and builds a roadmap to see them through



Displays an understanding of what is required of an organisation, to take best advantage of an upturn

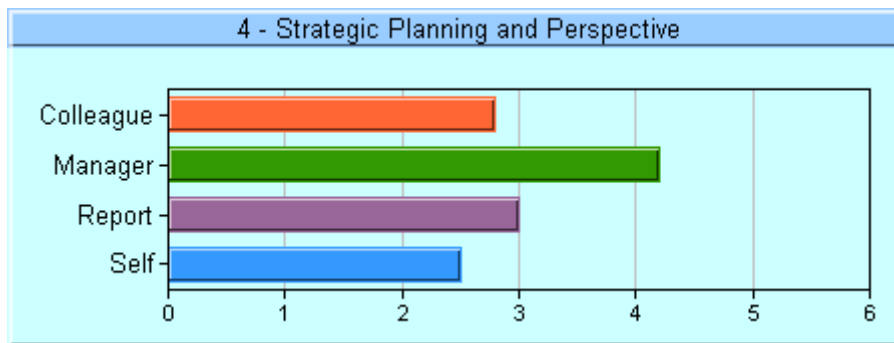


Prepares for growth/increased workload well before it occurs





#### 4 - Strategic Planning and Perspective



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

Strong at company level little experience of role at Division  
He is a great champion for his team within the business and takes every opportunity to explain how well they have done to achieve goals in very adverse circumstances.

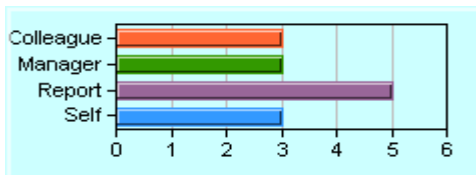
**In the box below please describe what, in your opinion, Snow White could do differently that would improve their performance in this area?**

Although happy to take responsibility for improvements a tendency for them not to be driven to completion.  
Try to be less "clever" with objectives and goals and be more specific

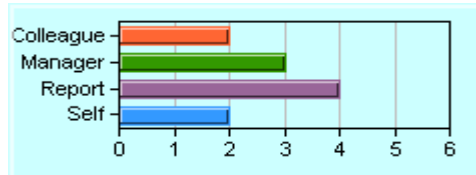


## 5 - Thinking and Decision Making

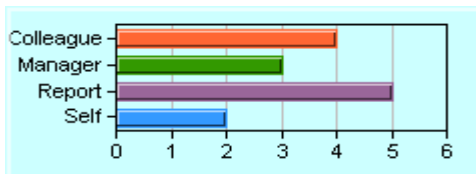
Solves problems by taking a broad view of the situation, stepping back from the detail in order to assess the wider impact



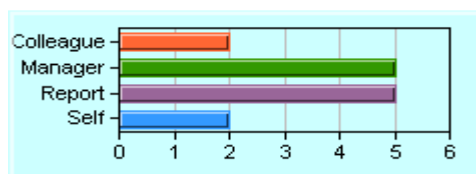
Collects input from others – valuing their ideas, opinions and contributions



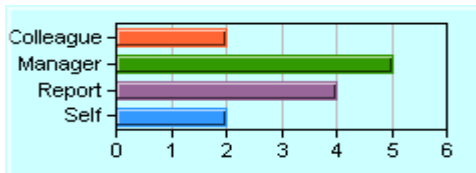
Makes sound and timely decisions based on consideration of risks, alternatives and practical implications



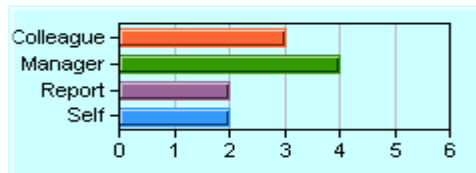
Tackles problems and issues in a timely fashion without hesitation



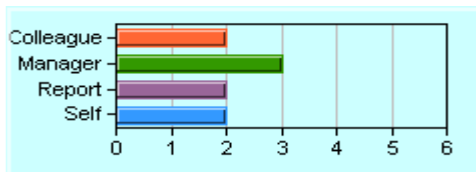
Demonstrates clarity of thinking, doesn't appear vague, confused or conflicted



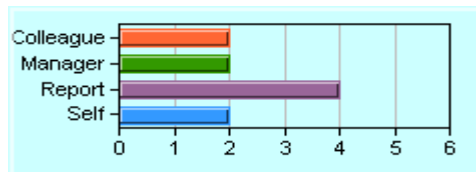
Understands new information quickly



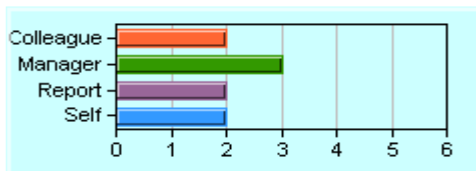
Doesn't get immersed in detail and focuses on what's important



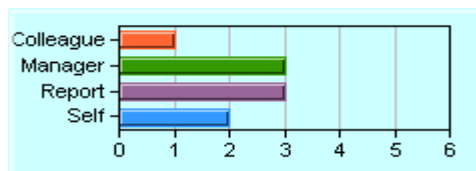
Makes hard decisions humanely and fast



Uses problems as an opportunity to learn and build capabilities within and across the team

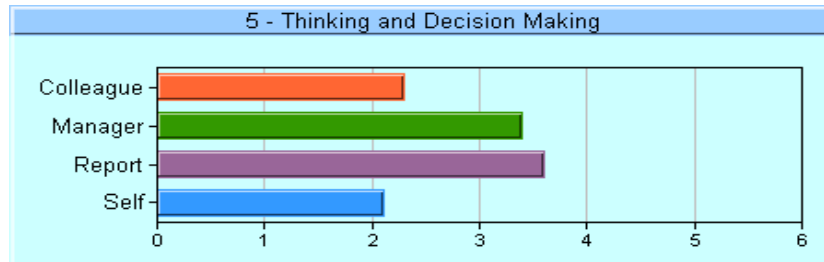


Overcomes hurdles, issues and barriers





## 5 - Thinking and Decision Making



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

Has the ability to think strategically after analysing information and presenting in a understood fashion.

Collecting information from others prior to final decision

Ultimately the decisions taken are good. Does not take a "flyer" but considers all options

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

His decision-making and risk assessment is often on the cautious side and this can sometimes be compounded by the deferral of a decision that does not benefit from the delay.

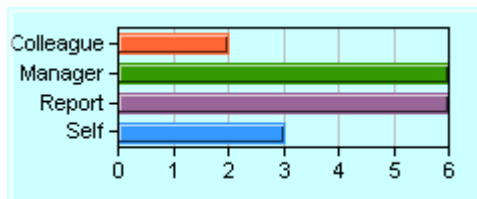
Ensure problems are dealt with in a speedier manner.

Stay out of the detail so as to take a wider view

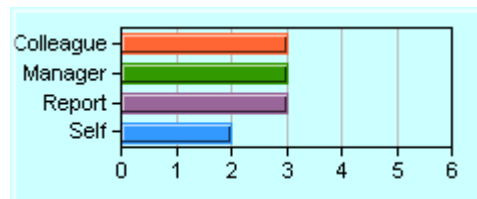


## 6 - Planning and Prioritising

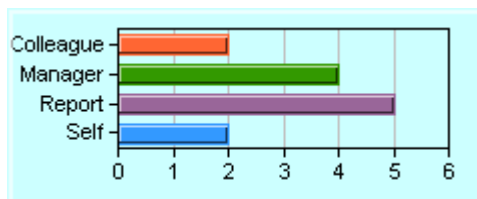
Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise



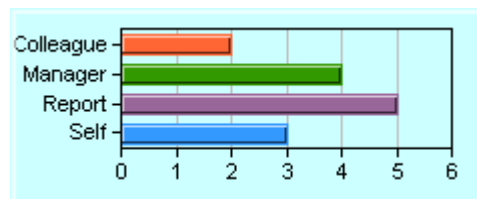
Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as team size/structure changes



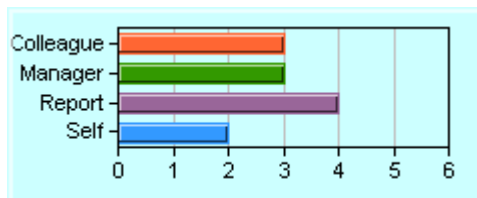
Demonstrates focus on the objectives and end results



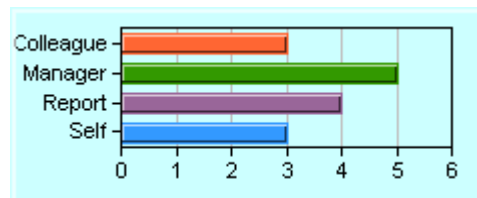
Monitors progress, managing any issues before they reach a critical stage



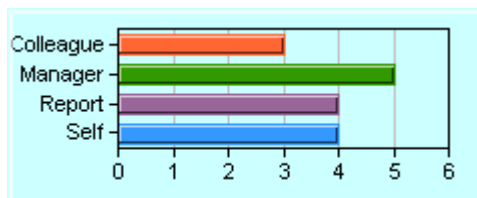
Develops effective contingency plans



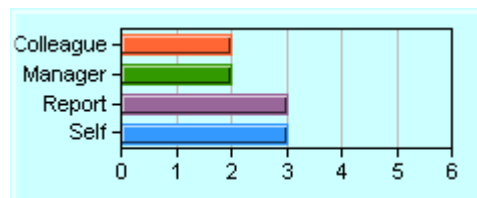
Involves all relevant individuals in producing plans and deciding priorities



Ensures that in times of stress, long term initiatives and decisions are not overwhelmed by short term requirements



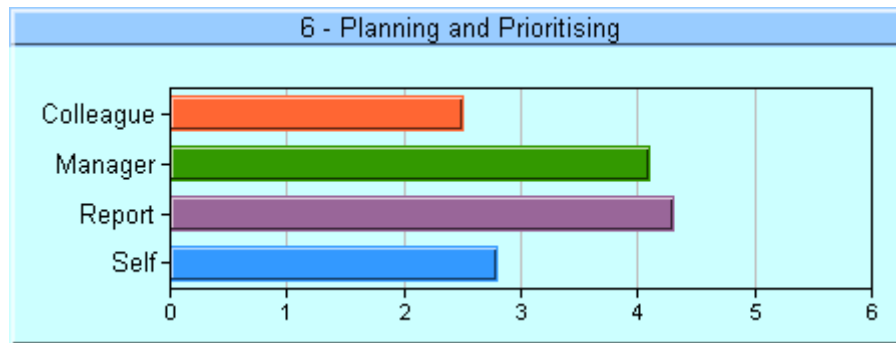
Identifies suitable individuals for tasks by analysing their capabilities/potential and delegates effectively







## 6 - Planning and Prioritising



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

Effective planning and organisation  
Providing pre meeting objectives and requirements he wishes to achieve at meeting  
Good at business planning and appears to have a real interest in it  
Works well at keeping the general flow of work going

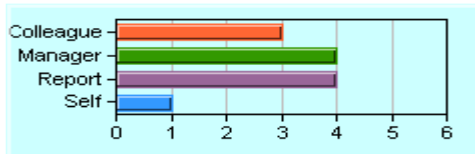
**In the box below please describe what, in your opinion, Snow White could do differently that would improve their performance in this area?**

He sometimes has too close a focus on the opportunities that fit his Division but not the risk profile that the business is willing to accept.  
Could monitor progress more closely  
Does not always recognise that others have their own time schedules and may not always be able to fit in with his last minute requirements

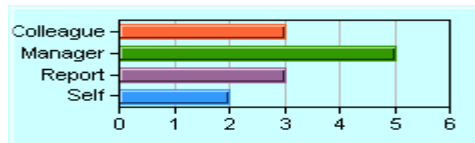


## 7 - Managing and Building Teams

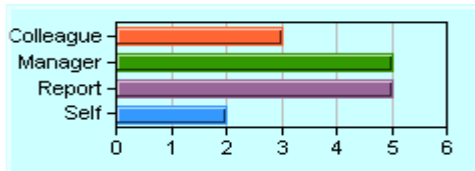
Demonstrates awareness of the different cultural needs of team members, displaying sensitivity when dealing with issues that may be culturally sensitive



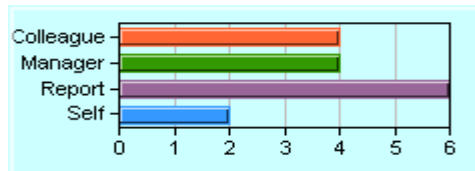
Effectively manages and develops teams across multiple locations



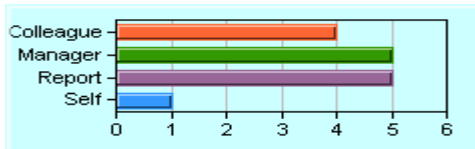
Develops the skills of team members in order to maximise likelihood of coming out of any downturn, stronger than before



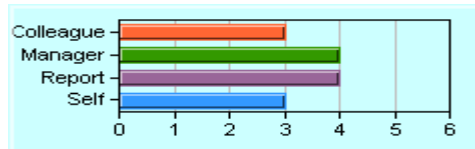
Ensures all team members know how they are performing and how they could improve



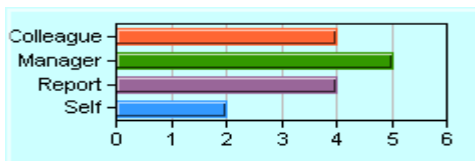
Uses an effective method of recruiting new team members



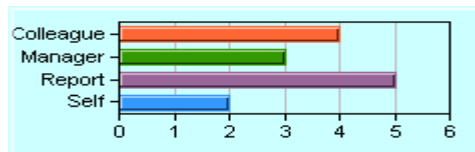
Actively motivates the team using a variety of motivation techniques, especially after any staff cutbacks



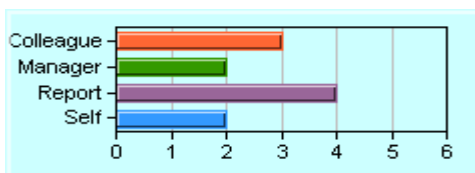
Ensures new team members receive effective support and induction



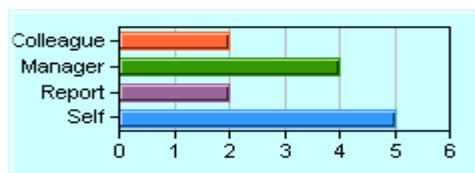
Helps team members adapt to any new culture or way of working



Identifies staffing requirements for current and potential future scenarios and flexes those requirements as the scenario unfolds

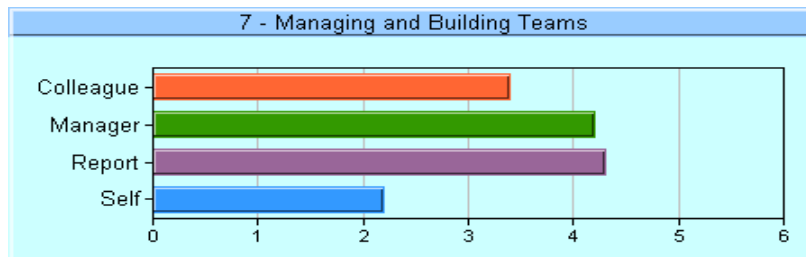


Actively lobbies for more team members, to respond swiftly to any up turn





## 7 - Managing and Building Teams



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

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

Delegating responsibility and allowing others to get on with there job

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

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

Be more empathetic

Better connection with team at all levels

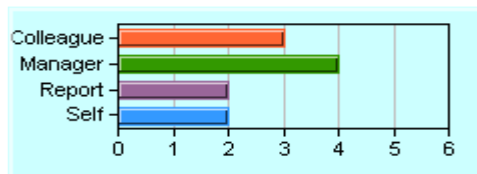
Need to more robustly examine level of reliance on a small number of senior players in his team.

No comment

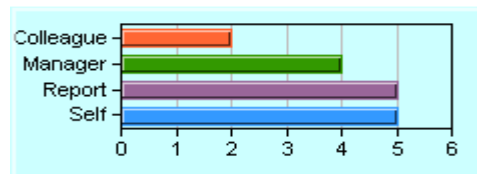


## 8 - People Management

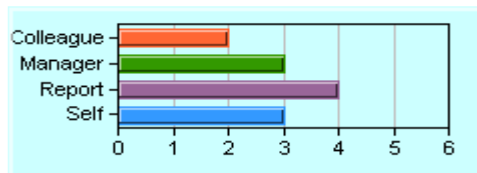
Actively manages performance by conducting regular performance reviews



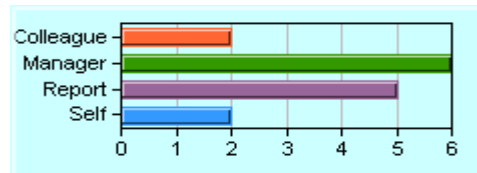
Praises, recognises and values individuals' contributions and effort



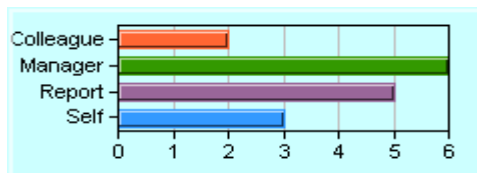
Coaches others to develop to their full potential and improve their performance



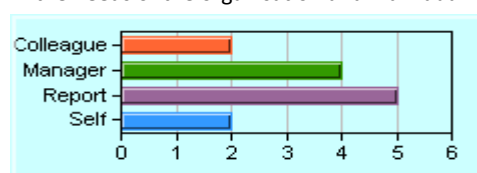
Deals with 'difficult' individuals and performance problems in a direct and honest manner as they arise



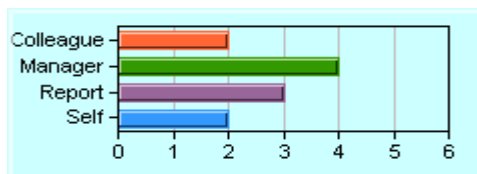
Creates an environment where people feel engaged



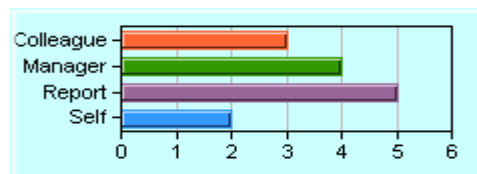
Ensures that all team members have comprehensive development plans that reflect the needs of the organisation and individual



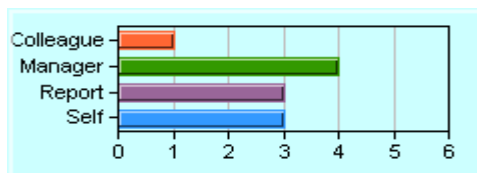
Takes an active interest in the needs and career aspirations of individuals



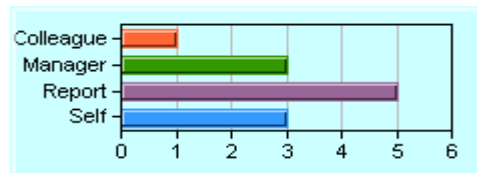
Provides constructive feedback in a timely and effective manner



Rewards and recognises innovation and required behaviours, even if finances are tight

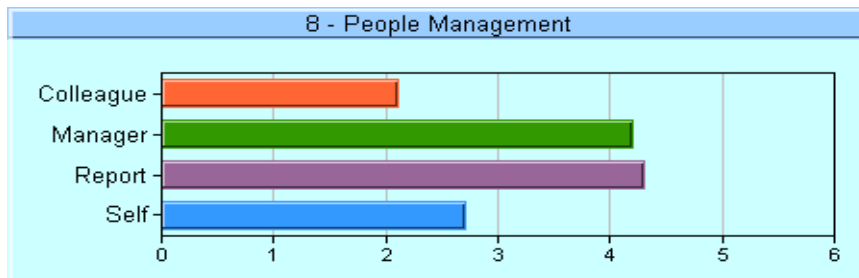


Deals swiftly with any employee who behaves inappropriately towards another





## 8 - People Management



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

Gives good recognition and encouragement of key individuals  
Is innately fair in his dealings with people  
Respected leader for personal approach and expertise  
Snow identifies well with high performers and talented individuals and will provide great feedback, recognition and support for their development, both professionally and personally

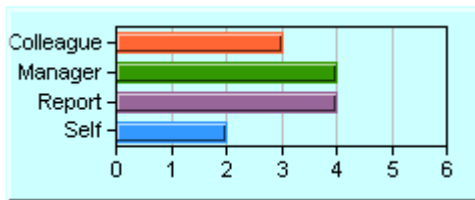
**In the box below please describe what, in your opinion, Snow White could do differently that would improve their performance in this area?**

Once judgment has been made on individuals it is difficult for Snow to change his view. This is not a frequent issue but can result in her not seeing the strengths in people.  
Could deal with difficult individuals in a faster manner.  
Try to be more inspirational than dogged  
No comments that would be of help

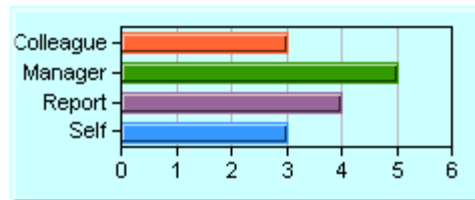


## 9 – Organization and “Industry” Knowledge and Awareness

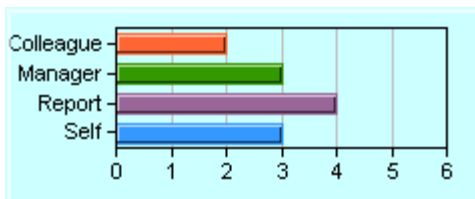
Understands and skilfully navigates the politics of organisational life.



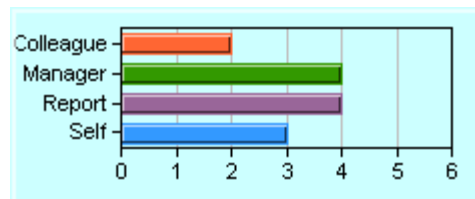
Understand the organisation’s processes and procedures to a sufficient level of detail to successfully manage and plan activities



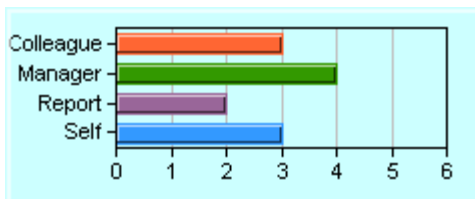
Networks with key players in order to build strong relationships with both internal and external ‘customers’



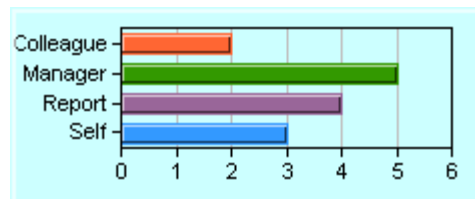
Spends time and energy keeping up to date with market data and trends that affect the overall business



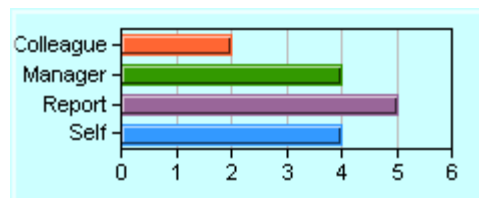
Understands the relevant financial information and manages budgets and resources within organisation’s guidelines



Keeps up to date on developments within the industry/sector

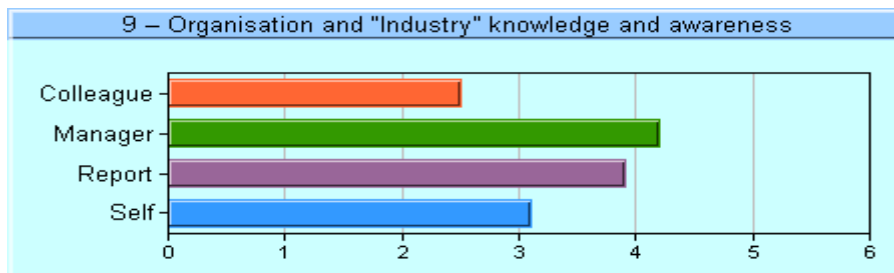


Keeps up to date on studies/research into what will be required within the industry/sector to succeed in the future





## 9 – Organisation and “Industry” Knowledge and Awareness



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

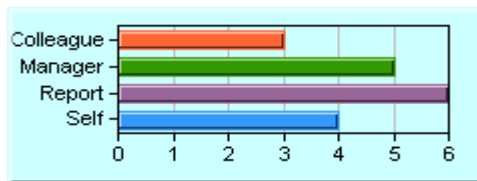
Always seeking a better way  
 Good control and determination in dealing with big challenges  
 Deals effectively with external customers, able to form and maintain meaningful long relationships.  
 Always appears logical and fair  
 Snow has a quiet, calm passion for his part of the business, but lets this shine through at appropriate moments, to great effect. He is also emotionally aware and shows great integrity in addressing these situations.  
 Good at noticing others emotions and adapting style accordingly.  
 Very knowledgeable and has in-depth insights of the industry

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

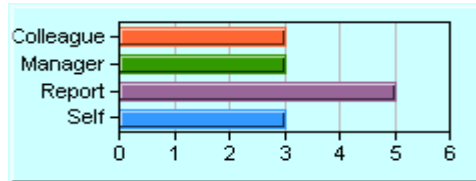
Whilst generally positive, periods of prolonged difficulty/stress can impact on behaviour  
 Feedback not requested frequently  
 He needs to recognise that people can develop and improve with time, some old dogs can and do learn new tricks. Snow is capable of being the trainer in this regard if he chooses.  
 I'm not sure whether Snow seeks feedback on his style or not.  
 Could show more passion  
 Share what he knows

## 10 - Emotional Intelligence (EI)

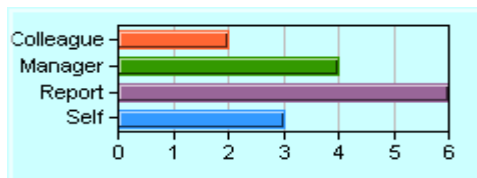
Keeps disruptive emotions and impulses under control



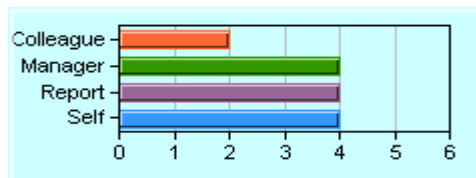
Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not adversely affected



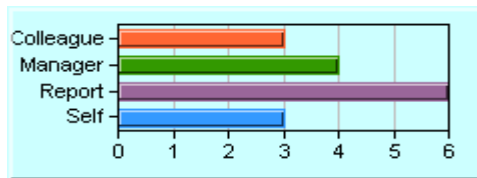
Keeps determined and focused when the going gets tough



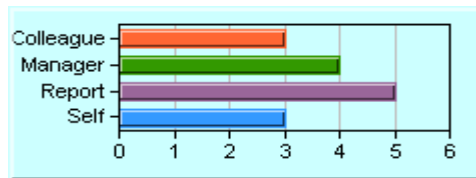
Publically recognises and consistently meets customer needs



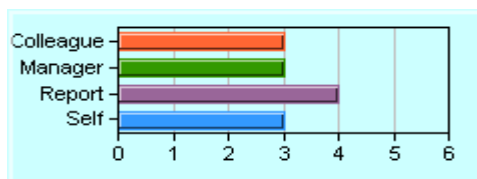
Skilfully negotiates and employs a wide range of persuasive tactics to achieve results



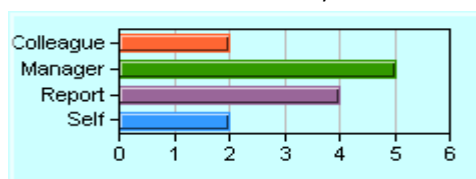
Makes others feel positive about them selves, even when providing constructive feedback or bad news



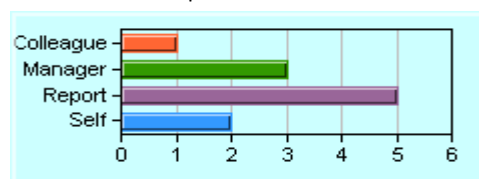
Adapts personal style to meet the needs of the individual and the situation



Recognises symptoms of stress in others and addresses swiftly



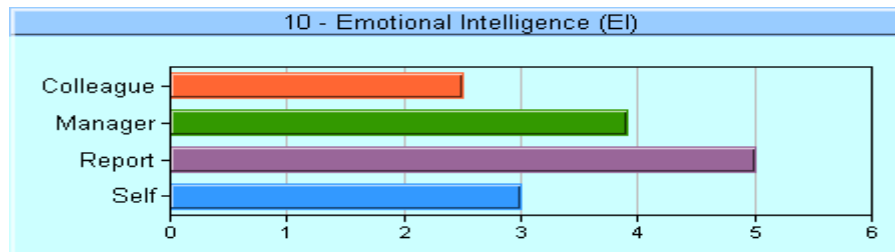
Recognises behaviours and emotions that might be manipulative or dishonest







## 10 - Emotional Intelligence (EI)



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

Keeps abreast

Networking with and promoting company to clients and stakeholders

Good networker, has made significant penetration within relevant business circles.

Comfortably in control

Snow is the class act in terms of managing the formal and informal structures within our organisation

Understands business structures and politics and has wide network.

Appears to have a good knowledge of the key players important to the divisions business

Works within the structure of the HEA procedures and policies. Good commercial knowledge

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

Develop networking skills

Nothing specific

Needs to work on political skills, not always effective within the internal arena.

Time management

He could raise his profile within the infrastructure sector - this has already started but needs to be maintained.

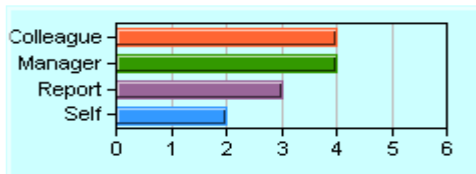
Could become more of an industry spokesman for relevant income streams.

Do even more of maintaining contacts with the key players when looking for work rather than only when solving existing problems

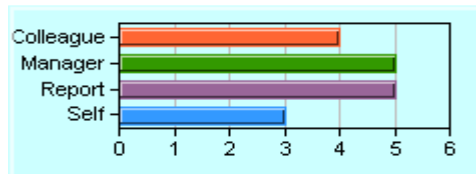
Nothing to add

## 11 - Business Ethics

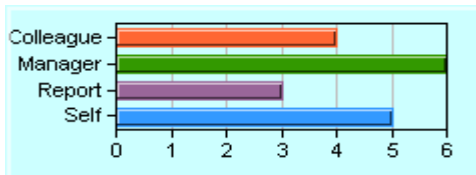
Considers ethical issues when setting objective and agreeing to actions.



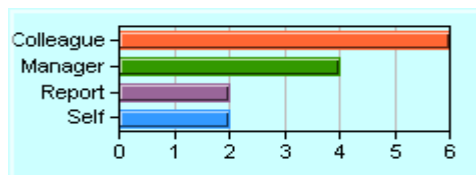
Considers impact on employees when setting objective and agreeing to actions



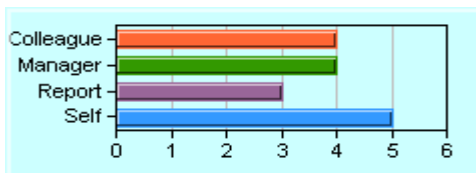
Considers health and safety implications when setting and agreeing to actions



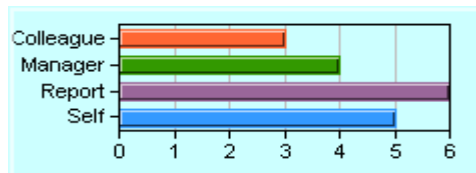
Is prepared to make tough decisions to ensure that ethical, legal and moral standards are maintained.



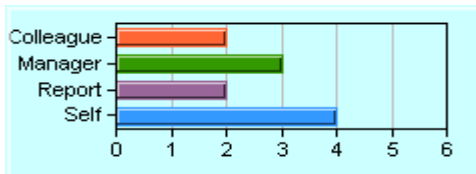
Is clear about financial processes and that they must be adhered to



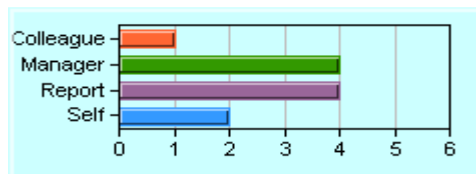
Is open and honest and adheres to policies such as expenses, purchasing, business gifts and others with a potential personal gain



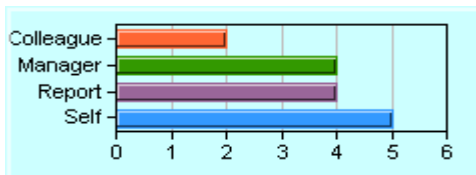
Deals swiftly and decisively with any transgression of a rule, principle or process that could indicate poor integrity.



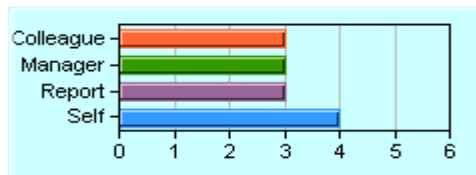
Ensures that employees whose employment is terminated are treated professionally and with respect.



Hires, promotes, and allocates roles and resources by business need and not personal favouritism or gain.

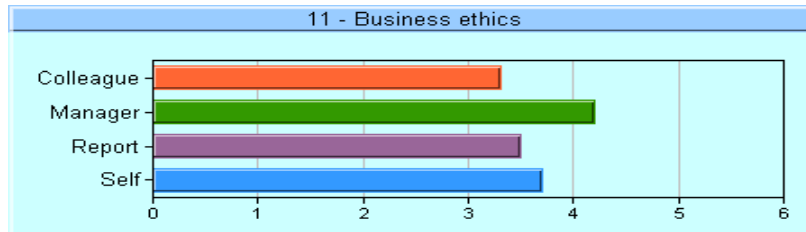


Reports concerns about ethical situations to senior management





## 11 - Business Ethics



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

Always above board  
Has integrity and compassion for fellow employees

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

Be objective  
Has to step in faster when issues arise



**And finally... what one suggestion would you give that would significantly improve Snow White's performance over the next 12 months?**

Be more attentive and in the present

Be more open to ideas, be more supportive of his colleagues.

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

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

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

Communicate better and follow-up on tasks both

Don't take short cuts



## 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
7 - Managing and Building Teams	Actively lobbies for more team members, to respond swiftly to any up turn	<b>38.89 %</b>
11 - Business ethics	Hires, promotes, and allocates roles and resources by business need and not personal favouritism or gain.	<b>27.78 %</b>
3 - Change Innovation and Adaptability	Responds in a professional, flexible and positive manner to a constantly changing environment	<b>27.78 %</b>
2 - Communication	Communicates confidently and effectively to a wide variety of audiences	<b>27.78 %</b>
11 - Business ethics	Deals swiftly and decisively with any transgression of a rule, principle or process that could indicate poor integrity.	<b>27.78 %</b>
8 - People Management	Praises, recognises and values individuals' contributions and effort	<b>22.23 %</b>

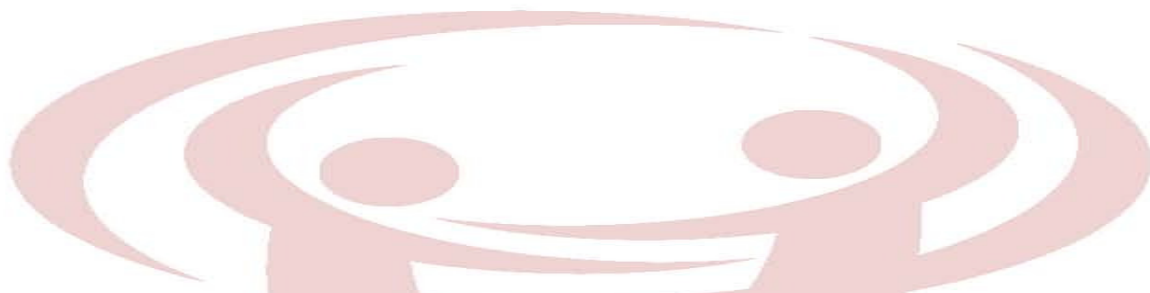
Competence	Element	Gap Analysis
7 - Managing and Building Teams	Uses an effective method of recruiting new team members	<b>61.11 %</b>
1 - Leadership	Demonstrates the organisation's values	<b>61.11 %</b>
3 - Change Innovation and Adaptability	Considers ideas and encourages others to develop new and innovative ways to improve current activities	<b>50 %</b>
1 - Leadership	Ensures all team members know what is expected of them	<b>50 %</b>
7 - Managing and Building Teams	Ensures all team members know how they are performing and how they could improve	<b>44.44 %</b>
7 - Managing and Building Teams	Demonstrates awareness of the different cultural needs of team members, displaying sensitivity when dealing with issues that may be culturally sensitive	<b>44.44 %</b>

## Strengths and Weaknesses

<b>Most Successful Traits</b>			
<b>Rank</b>	<b>Competence</b>	<b>Trait</b>	<b>%Score</b>
1	10 - Emotional Intelligence (EI)	Keeps disruptive emotions and impulses under control	75 %
2	11 - Business ethics	Considers health and safety implications when setting and agreeing to actions	75 %
3	11 - Business ethics	Is open and honest and adheres to policies such as expenses, purchasing, business gifts and others with a potential personal gain	75 %
4	2 - Communication	Listens and responds effectively to others' ideas concerns and points of view	70.84 %
5	11 - Business ethics	Considers impact on employees when setting objective and agreeing to actions	70.84 %
6	6 - Planning and Prioritising	Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise	70.84 %
7	7 - Managing and Building Teams	Ensures all team members know how they are performing and how they could improve	66.67 %
8	8 - People Management	Praises, recognises and values individuals' contributions and effort	66.67 %
9	11 - Business ethics	Is clear about financial processes and that they must be adhered to	66.67 %
10	10 - Emotional Intelligence (EI)	Skilfully negotiates and employs a wide range of persuasive tactics to achieve results	66.67 %
<b>Least Successful Traits</b>			
<b>Rank</b>	<b>Competence</b>	<b>Trait</b>	<b>%Score</b>
1	1 - Leadership	Actively seeks feedback on leadership/management style and proactively works to improve based on feedback given	33.34 %
2	5 - Thinking and Decision Making	Overcomes hurdles, issues and barriers	37.5 %
3	1 - Leadership	Projects a confident, positive, high energy self image	37.5 %
4	5 - Thinking and Decision Making	Uses problems as an opportunity to learn and build capabilities within and across the team	37.5 %
5	5 - Thinking and Decision Making	Doesn't get immersed in detail and focuses on what's important	37.5 %
6	1 - Leadership	Directs and inspires enthusiasm and energy so that others follow a given direction	41.67 %
7	6 - Planning and Prioritising	Identifies suitable individuals for tasks by analysing their capabilities/potential and delegates effectively	41.67 %
8	4 - Strategic Planning and Perspective	Understands the organisation's mission, vision and values	41.67 %
9	2 - Communication	Provides accurate and timely flow of information	41.67 %
10	5 - Thinking and Decision Making	Makes hard decisions humanely and fast	41.67 %



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