"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

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

August 2009

> Doc
> Sneezy
> 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.

- 6 Consistently does this extremely well
- 5 Consistently does this very well
- 4 Consistently does this well
- 3 Consistently does this satisfactorily
- 2 Requires some development in this area
- 1 Requires significant development in this area
- 0 N/A or I have not observed enough to comment
Leadership

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

Takes charge to lead and direct the efforts of others

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

Inspires enthusiasm and energy in others to follow a given direction

Projects a positive high energy self image

Demonstrates the organisation’s values

Ensures all team members know what’s expected of them

Provides clear direction to the team

Is assertive
**Leadership**

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Colleague</th>
<th>Manager</th>
<th>Report</th>
<th>Self</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

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

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

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

Communicates confidently and effectively to a wide variety of audiences

Clearly expresses thoughts and ideas in a logical manner

Provides an accurate and timely flow of information

Listens effectively to others' ideas and point of view, without interrupting

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

Develops 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

Gets the point across and ensures mutual understanding
Communication

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

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

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

- Demonstrates flexibility in a fast changing environment
- Encourages innovation and creativity in others
- Considers new, untested and innovative ways to improve current activities
- Is willing to take calculated and managed risks, within organisational guidelines
- Manages change priorities in accordance with business needs
- Responds in a professional and positive manner to a constantly changing environment
- Champions and drives the change initiatives of others, as if was 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 key players and proactively addresses concerns
In the box below, please describe what you believe (using observed examples) the individual does well in this area:

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development:

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

- Understands the current and future direction of the organisation
- Translates organisational goals and objectives into workable and tangible 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 business decisions
- Takes responsibility and ownership for turning strategy into actions
- Understands how the political, economic, sociological and technological environment affects the organisation's objectives
- Understands the organisation's mission/vision and values
Strategic Planning and Perspective

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

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

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

Demonstrates a structured and objective approach towards 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 the 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 and without hesitation

Analyses and manipulates numerical data

Demonstrates clarity of thought and does not appear vague, confused or conflicted

Understands new information quickly

Doesn’t get immersed in the detail and focuses on what’s important
In the box below, please describe what you believe (using observed examples) the individual does well in this area

<table>
<thead>
<tr>
<th>Thinking and Decision Making</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleague</td>
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</table>

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

Don’t take too long to make the decision
Need to take account of views of all stakeholders, especially where they conflict with own opinion
Try to consistently recognise the time dimension associated with decision making, can be procrastinate
Limited interface here
His decision-making and risk assessment is often on the cautious side and this can sometimes be compounded by the deferral of a decision that does not benefit from the delay.
Ensure problems are dealt with in a speedier manner.
Stay out of the detail so as to take a wider view
Planning and Prioritising

Produces clear plans that mirror business objectives

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

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

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

Demonstrates focus on the objectives and end results

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

Develops effective contingency plans

Involves all relevant individuals when producing plans and deciding priorities

Demonstrates and encourages appropriate work life balance

Prioritises tasks based on their importance to the organisation and their urgency
Planning and Prioritising

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

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

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

Actively helps to build relations between team members

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

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

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

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

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 motivational techniques

Ensures new team members receive adequate support and induction
Managing and Building Teams

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

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

Be more empathetic
Better connection with team at all levels
Need to more robustly examine level of reliance on a small number of senior players in his team.
No comment
Snow needs to accept that when selecting new people to join his team he will not be able to get evidence of a 100% fit and that some people may require the opportunity to develop their potential by doing the job.
Consider regular feedback to these teams on performance.
Having delegated then getting into the detail rather than standing back and just taking the wider view
Could reorganise the department to better suit some of the staff strengths
Snow is not good at building informal relationships with team members
People Management

Actively manages performance by conducting regular performance reviews

Praises, recognises and values individuals’ contributions and effort

Coaches others to develop to their full potential and improve performance

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

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

Treats people fairly without undue favouritism

Creates an environment where people feel engaged and secure

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

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

Provides constructive feedback in a timely and effective manner
People Management

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

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

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

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

Considers ethical issues when setting objectives and agreeing to actions

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

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

Overcomes hurdles, issues and barriers

Acts decisively
In the box below, please describe what you believe (using observed examples) the individual does well in this area

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

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

- Understands and skillfully navigates the politics of organisational life
- Understands the 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 relevant financial information and manages budgets and resources with the organisation’s guidelines
- Understands and adheres to any relevant industry regulation, financial/quality standard or law
Organisation and industry knowledge and awareness

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

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

In the box below, please describe what you believe the individual could do differently, in order to improve their performance in this area. Use examples to help guide their development

Develop networking skills
Nothing specific
Needs to work on political skills, not always effective within the internal arena.
Time management
He could raise his profile within the infrastructure sector - this has already started but needs to be maintained.
Could become more of an industry spokesman for relevant income streams.
Do even more of maintaining contacts with the key players when looking for work rather than only when solving existing problems
Nothing to add
And finally…. What one suggestion would you give that would significantly improve the individual’s performance over the next 12 months?

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

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

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

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

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

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

Build delivery knowledge and develop networks.

Involve others in strategy, not just the operations.
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.

<table>
<thead>
<tr>
<th>Competence</th>
<th>Element</th>
<th>Gap Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and Prioritising</td>
<td>Demonstrates and encourages appropriate work life balance</td>
<td>16.67 %</td>
</tr>
<tr>
<td>Thinking and Decision Making</td>
<td>Demonstrates a structured and objective approach towards decision making</td>
<td>11.12 %</td>
</tr>
<tr>
<td>Communication</td>
<td>Clearly expresses thoughts and ideas in a logical manner</td>
<td>11.12 %</td>
</tr>
<tr>
<td>Managing and Building Teams</td>
<td>Effectively manages and develops teams across multiple locations</td>
<td>11.12 %</td>
</tr>
<tr>
<td>Leadership</td>
<td>Demonstrates the organisations values</td>
<td>5.56 %</td>
</tr>
<tr>
<td>Leadership</td>
<td>Provides clear direction to the team</td>
<td>5.56 %</td>
</tr>
</tbody>
</table>

<table>
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<tr>
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<th>Element</th>
<th>Gap Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thinking and Decision Making</td>
<td>Doesn’t get immersed in the detail and focuses on what’s important</td>
<td>33.33 %</td>
</tr>
<tr>
<td>People Management</td>
<td>Praises, recognises and values individuals’ contributions and effort</td>
<td>27.77 %</td>
</tr>
<tr>
<td>Communication</td>
<td>Develops clear, professional and credible presentations</td>
<td>27.77 %</td>
</tr>
<tr>
<td>People Management</td>
<td>Actively manages performance by conducting regular performance reviews</td>
<td>27.77 %</td>
</tr>
<tr>
<td>Communication</td>
<td>Provides an accurate and timely flow of information</td>
<td>27.77 %</td>
</tr>
<tr>
<td>Change Innovation and Adaptability</td>
<td>Analyses and produces plans for complex changes</td>
<td>27.77 %</td>
</tr>
</tbody>
</table>
# Strengths and Weaknesses

## Most Successful Traits

<table>
<thead>
<tr>
<th>Rank</th>
<th>Competence</th>
<th>Trait</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Communication</td>
<td>Gets the point across and ensures mutual understanding</td>
<td>5.25</td>
</tr>
<tr>
<td>2</td>
<td>Communication</td>
<td>Listens effectively to others’ ideas and point of view, without interrupting</td>
<td>4.50</td>
</tr>
<tr>
<td>3</td>
<td>Managing and Building Teams</td>
<td>Demonstrates awareness of the different cultural needs of team members, displaying sensitivity when dealing with issues that may be culturally sensitive</td>
<td>4.50</td>
</tr>
<tr>
<td>4</td>
<td>Organisation and “Industry” knowledge</td>
<td>Understands the processes and procedures to a sufficient level of detail to successfully manage and plan activities</td>
<td>4.50</td>
</tr>
<tr>
<td>5</td>
<td>Thinking and Decision Making</td>
<td>Analyses and manipulates numerical data</td>
<td>4.50</td>
</tr>
<tr>
<td>6</td>
<td>Change Innovation and Adaptability</td>
<td>Considers new, untested and innovative ways to improve current activities</td>
<td>4.50</td>
</tr>
<tr>
<td>7</td>
<td>Thinking and Decision Making</td>
<td>Doesn’t get immersed in the detail and focuses on what’s important</td>
<td>4.50</td>
</tr>
<tr>
<td>8</td>
<td>Personal Effectiveness</td>
<td>Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not adversely affected</td>
<td>4.25</td>
</tr>
<tr>
<td>9</td>
<td>Change Innovation and Adaptability</td>
<td>Is willing to take calculated and managed risks, within organisational guidelines</td>
<td>4.25</td>
</tr>
<tr>
<td>10</td>
<td>People Management</td>
<td>Creates an environment where people feel engaged and secure</td>
<td>4.25</td>
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</table>

## Least Successful Traits

<table>
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<tr>
<th>Rank</th>
<th>Competence</th>
<th>Trait</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Planning and Prioritising</td>
<td>Manages own time, ensuring priorities are set and dealt with effectively</td>
<td>2.75</td>
</tr>
<tr>
<td>2</td>
<td>Strategic Planning and Perspective</td>
<td>Translates organisational goals and objectives into workable and tangible operational plans</td>
<td>3.00</td>
</tr>
<tr>
<td>3</td>
<td>Communication</td>
<td>Produces written documents that are clear, concise and easy to follow</td>
<td>3.00</td>
</tr>
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<td>4</td>
<td>Personal Effectiveness</td>
<td>Is open and honest and adheres to policies such as: expenses, purchasing, business gifts and others</td>
<td>3.00</td>
</tr>
<tr>
<td>5</td>
<td>Planning and Prioritising</td>
<td>Develops effective contingency plans</td>
<td>3.00</td>
</tr>
<tr>
<td>6</td>
<td>Strategic Planning and Perspective</td>
<td>Understands how the political, economic, sociological and technological environment affects the organisation’s objectives</td>
<td>3.25</td>
</tr>
<tr>
<td>7</td>
<td>Change Innovation and Adaptability</td>
<td>Varies support and communication to individuals based on their comfort with change</td>
<td>3.25</td>
</tr>
<tr>
<td>8</td>
<td>Personal Effectiveness</td>
<td>Actively seeks feedback on management style and proactively works to improve, based on feedback given</td>
<td>3.25</td>
</tr>
<tr>
<td>9</td>
<td>Organisation and “Industry” knowledge</td>
<td>Understands the processes and procedures to a sufficient level of detail to successfully manage and plan activities</td>
<td>3.25</td>
</tr>
<tr>
<td>10</td>
<td>Communication</td>
<td>Uses verbal communication rather than electronic, when appropriate</td>
<td>3.25</td>
</tr>
</tbody>
</table>
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