

“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

August 2009

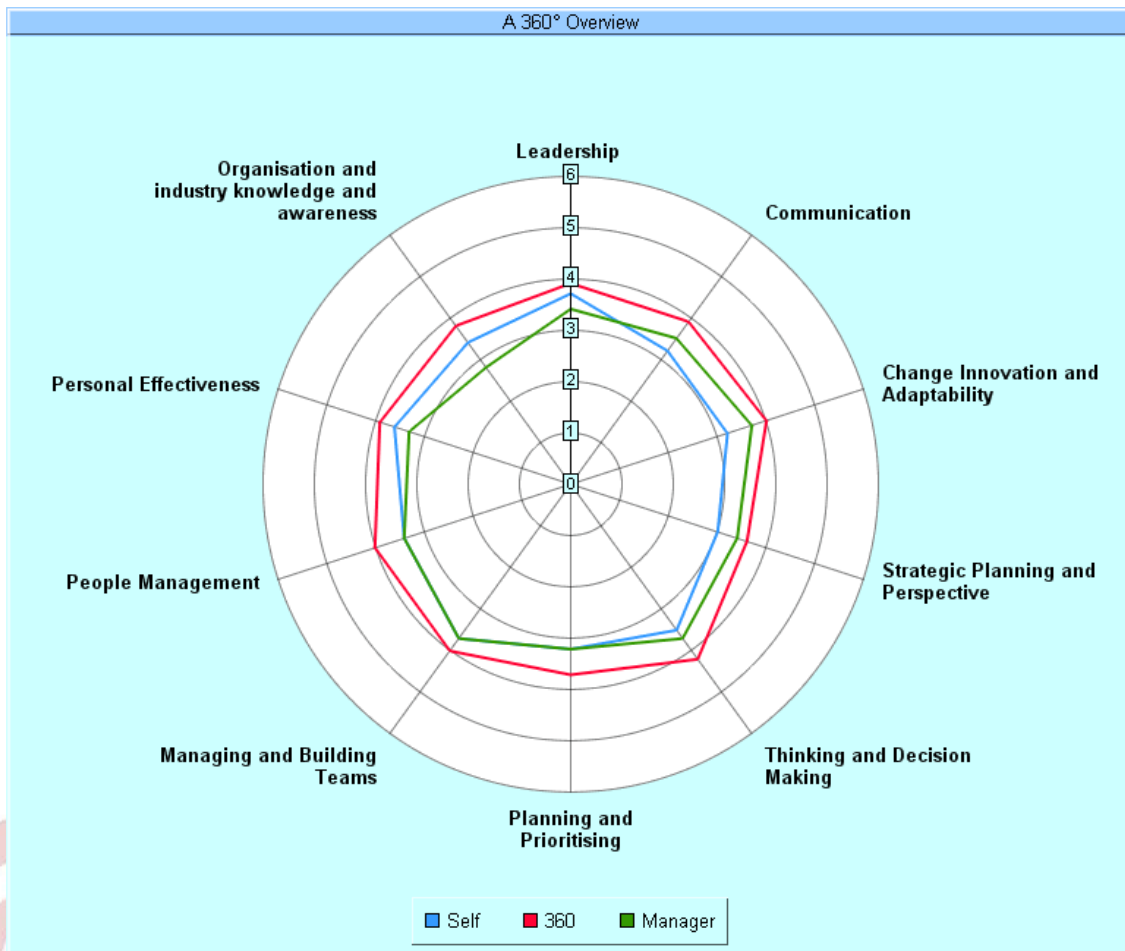
- > Doc
- > Sneezy
- > Dopey
- > Grumpy
- > Happy
- > Bashful
- > Sleepy
- > Prince Charming



## A 360° Overview

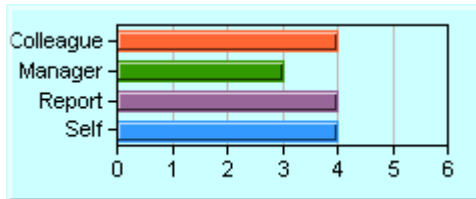
The following radar plot shows the opinions of yourself, your manager and the 360° average of all participants (including your manager, but not yourself). This aims to provide a visual 360° reference of the contrasting views of your performance against the agreed competencies.

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

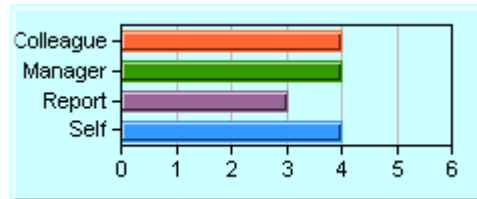


## Leadership

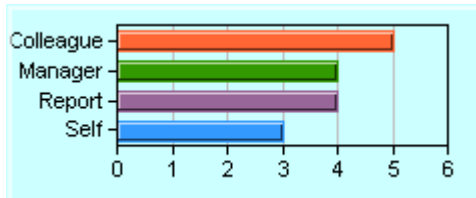
Demonstrates a strong orientation towards achievement and success in self and others



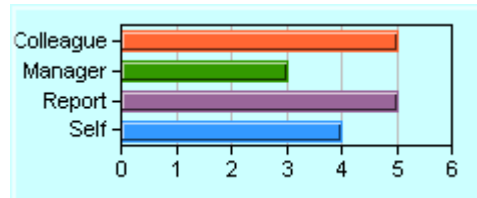
Takes charge to lead and direct the efforts of others



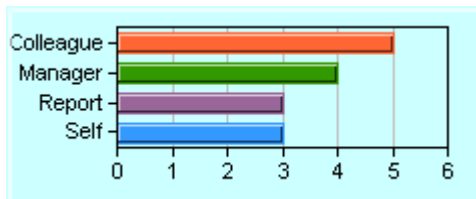
Is resilient in pursuing business goals even when the going gets tough



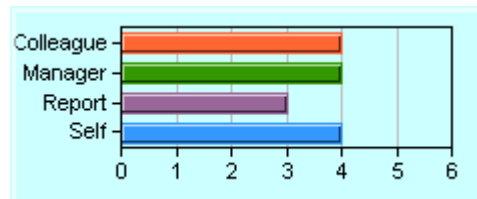
Inspires enthusiasm and energy in others to follow a given direction



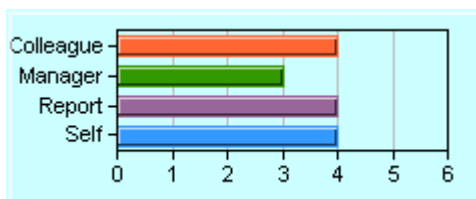
Projects a positive high energy self image



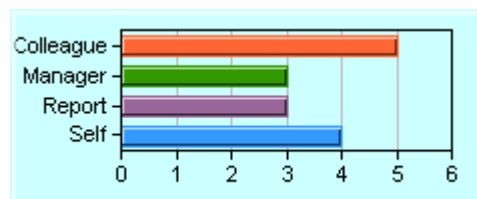
Demonstrates the organisation's values



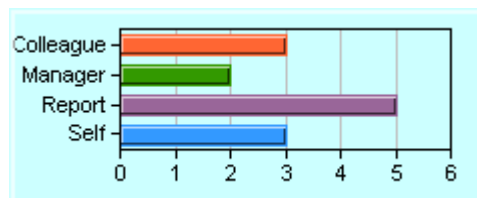
Ensures all team members know what's expected of them



Provides clear direction to the team

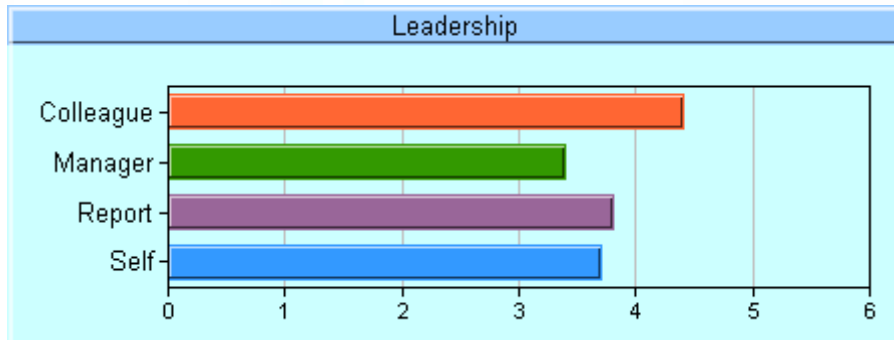


Is assertive





## Leadership



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

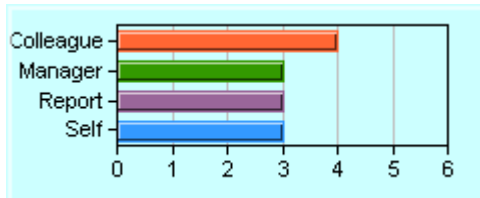
Goal orientated  
 Encourages and inspires confidence in team  
 Good physical presence, and presents generally positive image with strong orientation towards individual and collective success  
 Leads well from the front  
 Snow is one of the best leaders in our business and I think a great example 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**

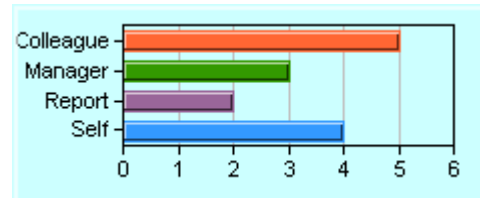
Take more time to bring others with me  
 Get closer to operations and provide clearer direction  
 Better control of consistency of decision making when the "going gets tough" concerted pressure can impact on effectiveness.  
 Consult more fully  
 He could improve his ability to take charge - when 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

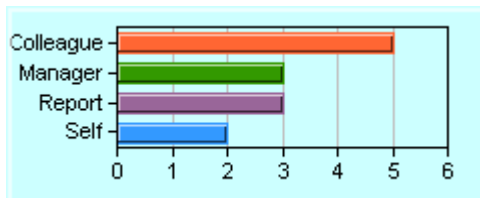
Communicates confidently and effectively to a wide variety of audiences



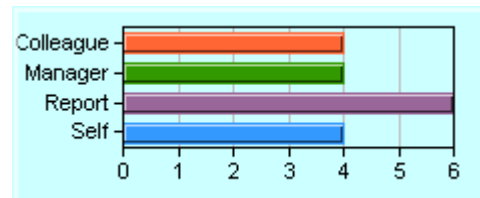
Clearly expresses thoughts and ideas in a logical manner



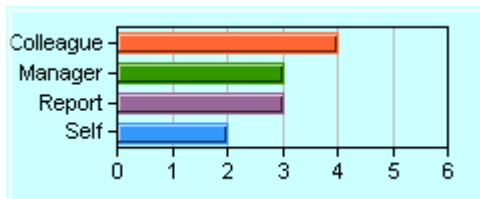
Provides an accurate and timely flow of information



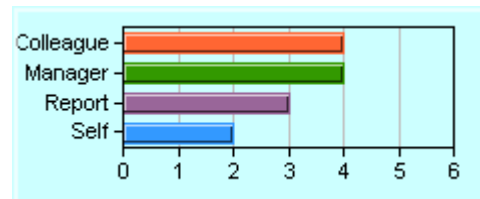
Listens effectively to others' ideas and point of view, without interrupting



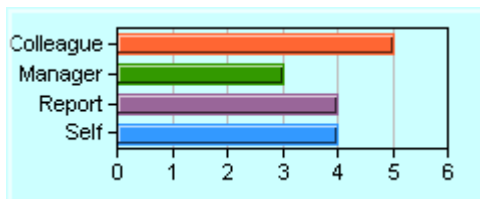
Produces written documents that are clear, concise and easy to follow



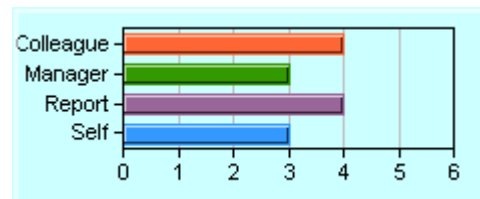
Develops clear, professional and credible presentations



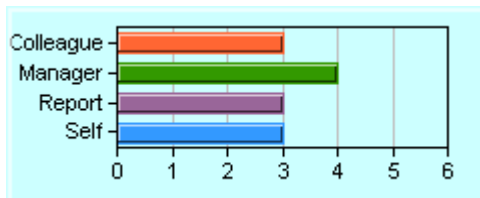
Encourages input, feedback and regular communication



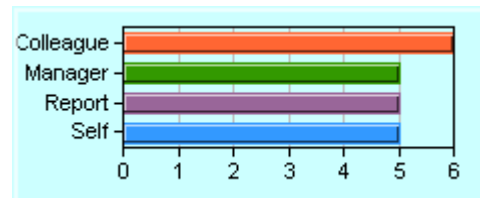
Keeps others informed on issues that affect them



Uses verbal communication rather than electronic, when appropriate



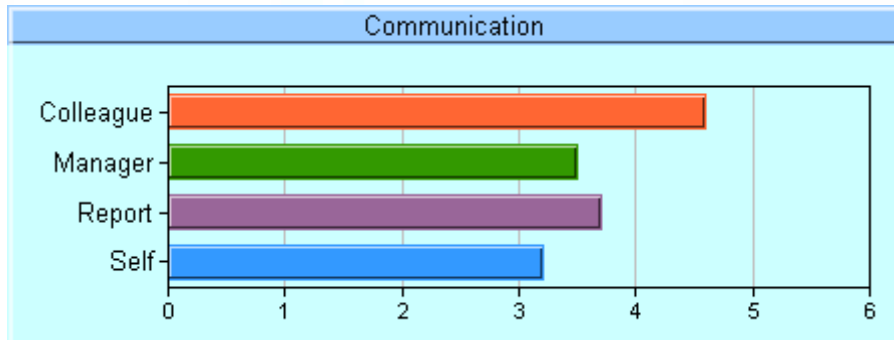
Gets the point across and ensures mutual understanding







## Communication



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

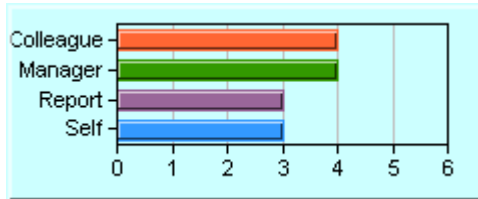
Reasoned and articulate  
 Good confident verbal communications  
 Excellent and balanced listener, will provide platform for others to express their views.  
 Listens and then presents well on analysis  
 Snow is an effective and thoughtful listener, with a gift for asking a slightly lateral question 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 listners 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**

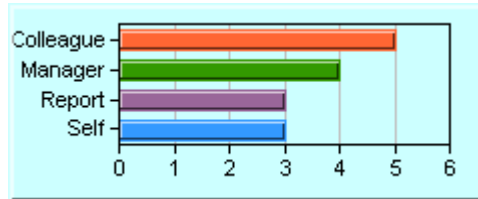
Listen better and demonstrate greater empathy  
 More emphasis on content / back up to ideas  
 Improve on consistency of presentation style.  
 More consultation  
 Snows tendency to withdraw at times can interfere with the flow of information on progress, issues to resolve etc.  
 Others may find reasoning 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

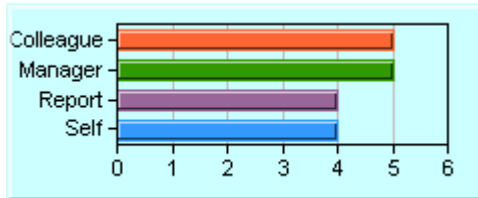
Demonstrates flexibility in a fast changing environment



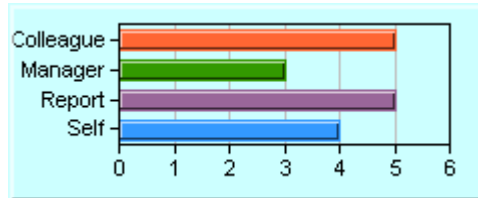
Encourages innovation and creativity in others



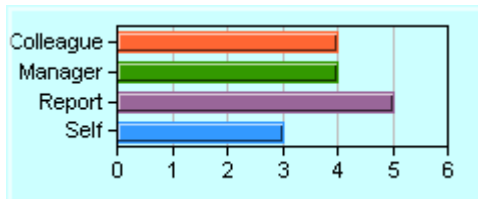
Considers new, untested and innovative ways to improve current activities



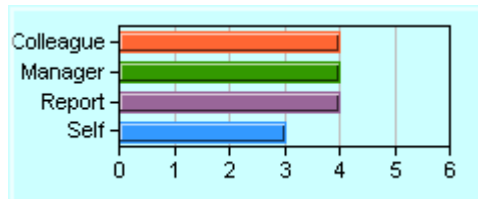
Is willing to take calculated and managed risks, within organisational guidelines



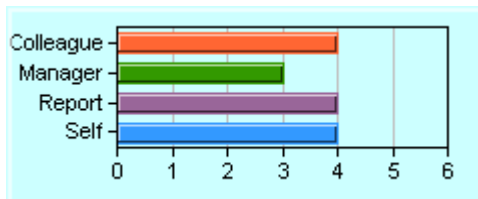
Manages change priorities in accordance with business needs



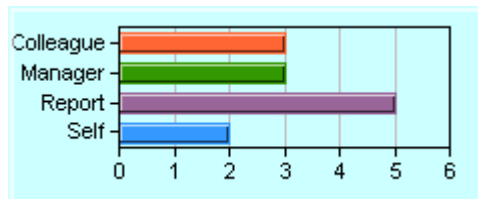
Responds in a professional and positive manner to a constantly changing environment



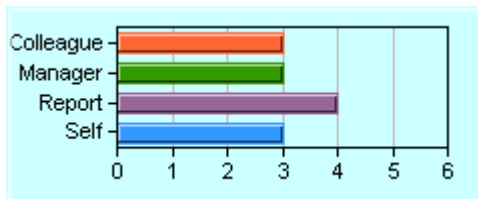
Champions and drives the change initiatives of others, as if was their own initiative



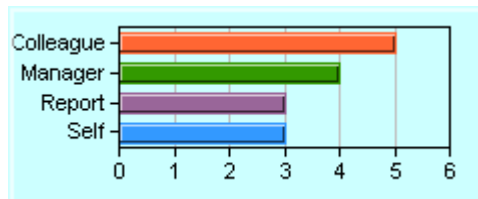
Analyses and produces plans for complex changes



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

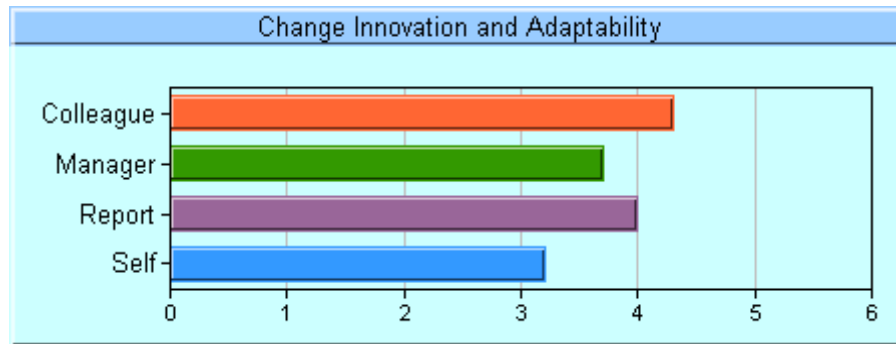


Takes the initiative to seek out and understand the impact of the change on all key players and proactively addresses concerns





## Change Innovation and Adaptability



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

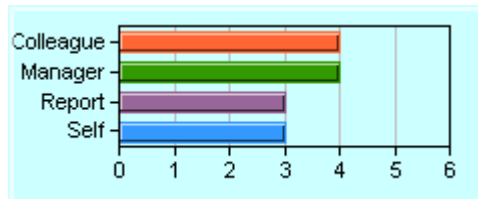
is excited by opportunity of change  
Shows very strong commitment to change / innovation  
Very strong encourager of innovation in others, sees real value in alternative solution  
Very focused to try something better and more competitive and bring people along  
Snow is very active at seeking creativity 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**

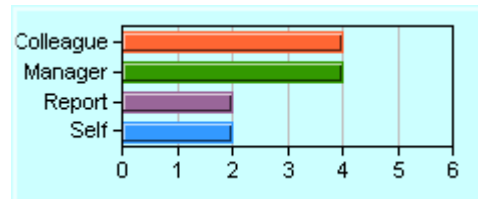
be more receptive of impact on others  
Needs to give more direction / input to team, and back ideas with action  
Look at consistency providing clarity of direction during periods of change/pressure.  
Sell the ideas fully  
He could improve his enthusiasm for trying out new ways of doing things. He 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

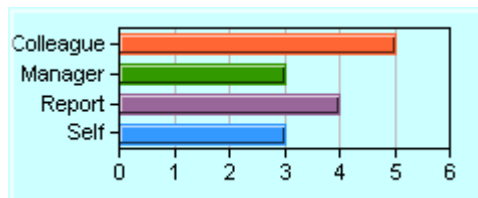
Understands the current and future direction of the organisation



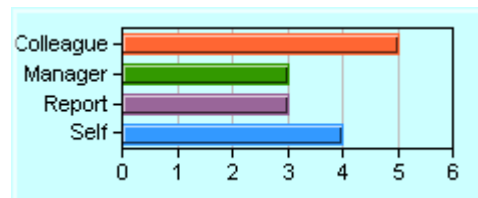
Translates organisational goals and objectives into workable and tangible operational plans



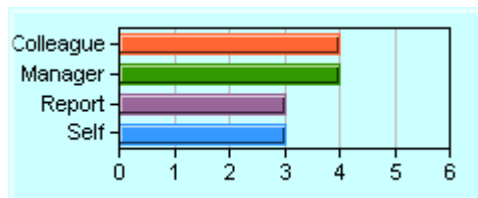
Communicates the role that their 'team' plays in facilitating and achieving the organisation's objectives



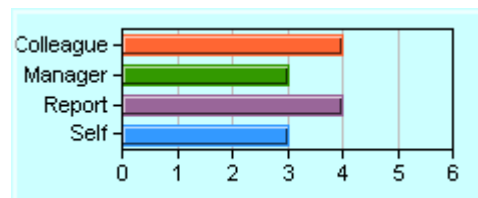
Takes the longer term organisational requirements into account when making business decisions



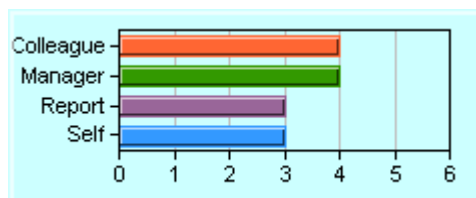
Takes responsibility and ownership for turning strategy into actions



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

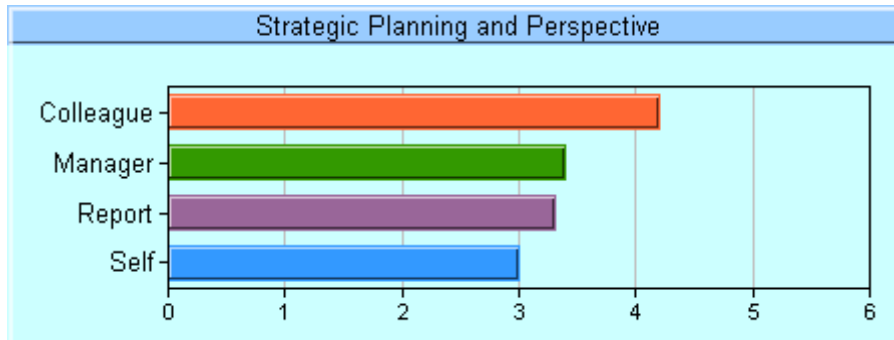


Understands the organisation's mission/vision and values





## Strategic Planning and Perspective



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

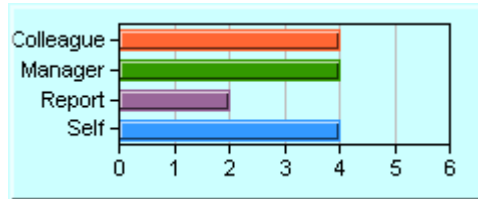
Clear strategic mind  
 Very good understanding of the bigger picture for the business and the strategic decisions it faces  
 Very strong team ethic, makes concerted attempt (mostly successful) to ensure formation of strong and effective teams  
 Strong at company level little experience of role at 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**

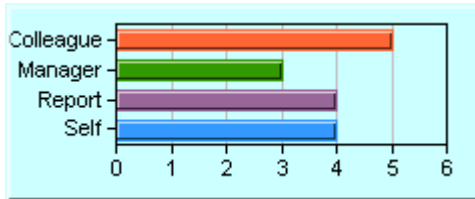
Don't lose sight of the implementation  
 Implementation of ideas needs to be more evident  
 Make conscious effort to ensure wider business alignment when making significant decision  
 Participate in widest debate  
 Snow needs to broaden his perspective beyond the confines of his own Division and 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

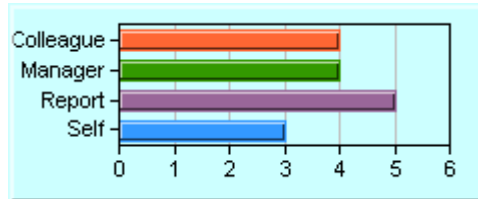
Demonstrates a structured and objective approach towards decision making



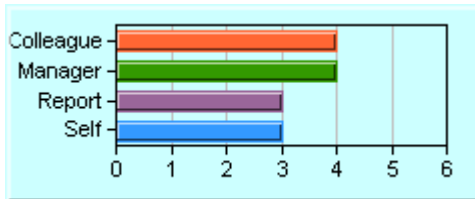
Solves problems by taking a broad view of the situation, stepping back from the detail in order to assess the wider impact



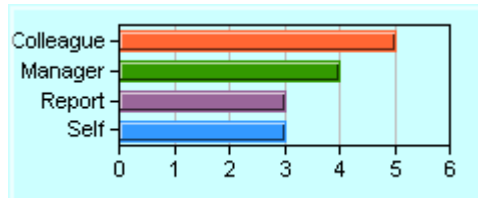
Collects the input from others - valuing their ideas, opinions and contributions



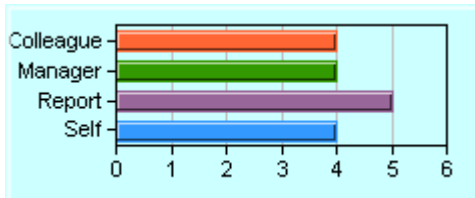
Makes sound and timely decisions, based on consideration of risks, alternatives and practical implications



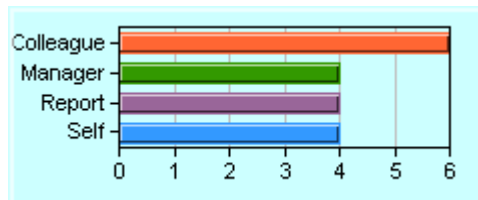
Tackles problems and issues in a timely fashion and without hesitation



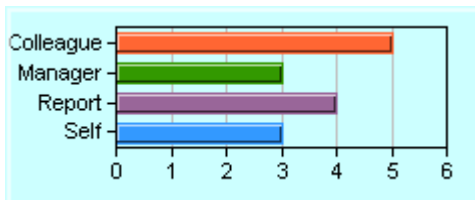
Analyses and manipulates numerical data



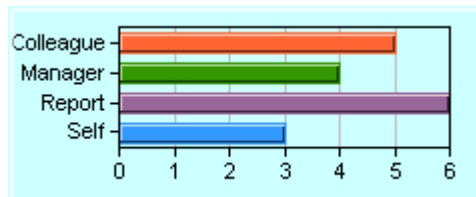
Demonstrates clarity of thought and does not appear vague, confused or conflicted



Understands new information quickly

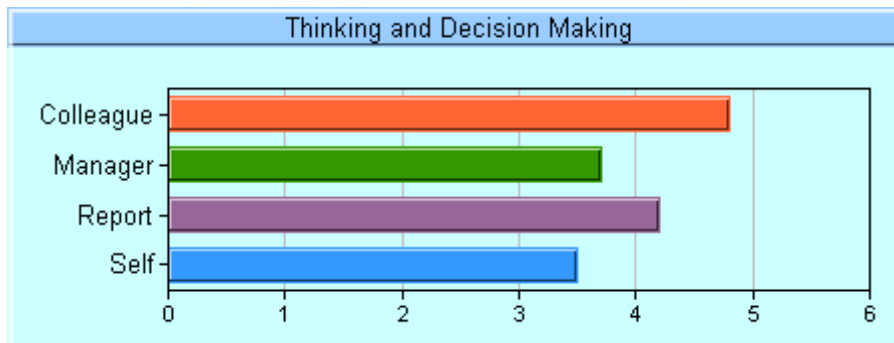


Doesn't get immersed in the detail and focuses on what's important





## Thinking and Decision Making



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

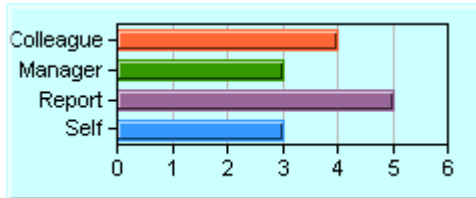
When a decision is made am forceful in making it work  
 Quick thinking and creative  
 Good thinker, prior to making decisions, both in conventional and lateral manner, good ideas man  
 Appears to be thoughtful and precise  
 Snow White is one of our more lateral thinkers and will usually challenge 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**

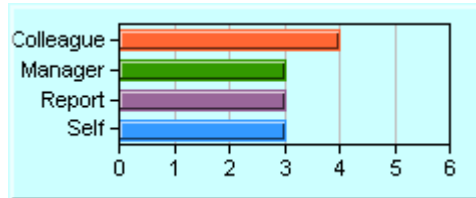
Don't take too long to make the decision  
 Need to take account of views of all stakeholders, especially where they conflict with own opinion  
 Try to consistently recognise the time dimension associated with decision making, can be procrastinate  
 Limited interface here  
 His decision-making and 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

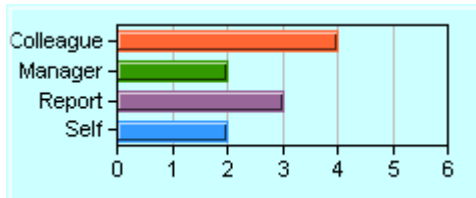
Produces clear plans that mirror business objectives



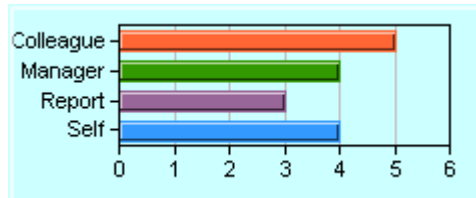
Effectively plans both day-to-day work and ad-hoc projects of self and others



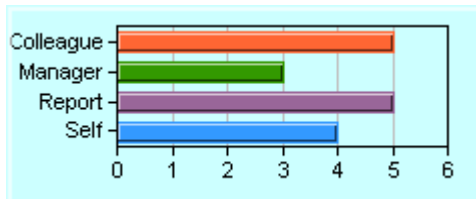
Manages own time, ensuring priorities are set and dealt with effectively



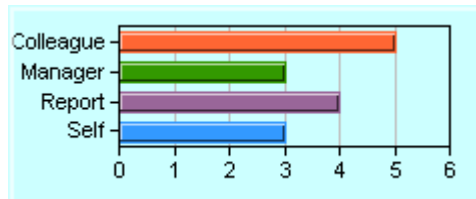
Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise



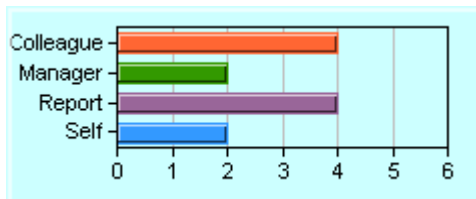
Demonstrates focus on the objectives and end results



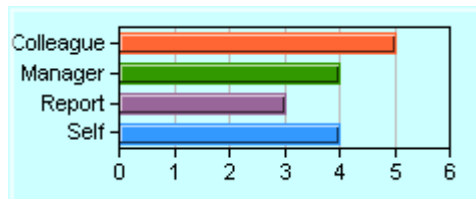
Monitors progress, managing any issues before they reach a critical stage



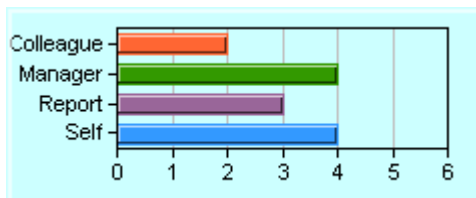
Develops effective contingency plans



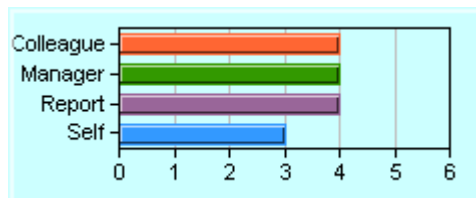
Involves all relevant individuals when producing plans and deciding priorities



Demonstrates and encourages appropriate work life balance



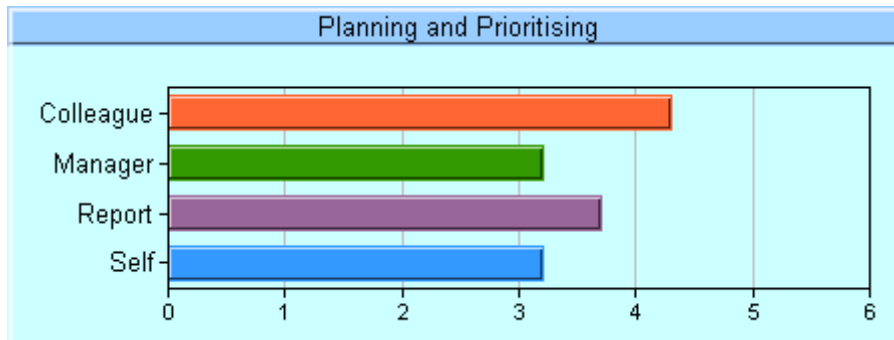
Prioritises tasks based on their importance to the organisation and their urgency







## Planning and Prioritising



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

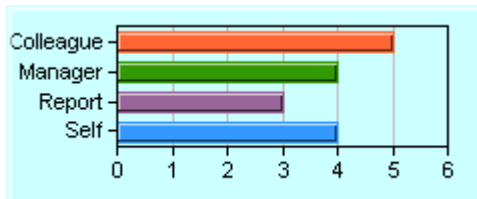
Structured approach  
 Good at dealing with priorities  
 Solid planner, thinks clearly before setting course of action in train  
 Again appears to be very logical and focused but limited experience  
 Snow is an effective manager of his own time and often, the time of others.  
 Effective planning 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**

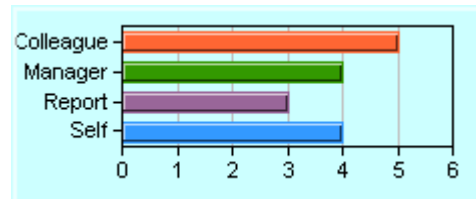
Keep concentrating on what is important  
 Nothing specific  
 Look closer at progress, Management at critical stages.  
 Meets all deadlines  
 He sometimes has too close a focus on the opportunities that fit his Division but not the risk profile that the business is willing to accept.  
 Could monitor 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

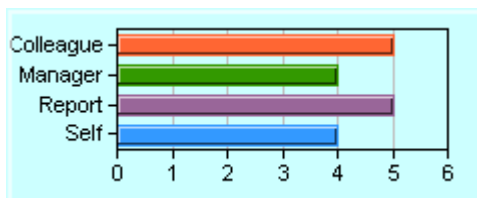
Actively helps to build relations between team members



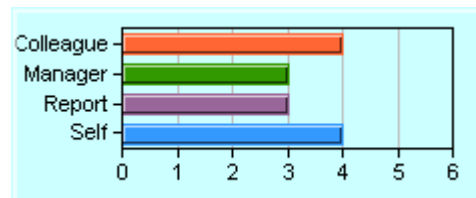
Identifies suitable individuals for tasks by analysing their capabilities and potential then delegates effectively



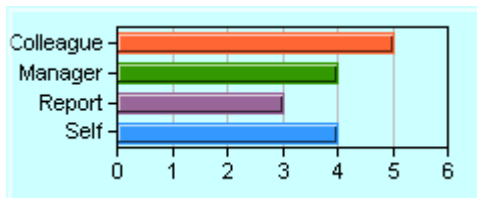
Demonstrates awareness of the different cultural needs of team members, displaying sensitivity when dealing with issues that may be culturally sensitive



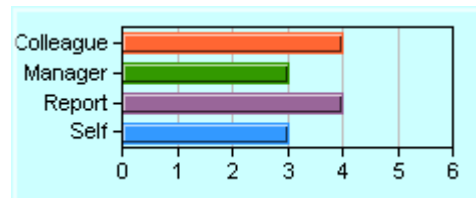
Effectively manages and develops teams across multiple locations



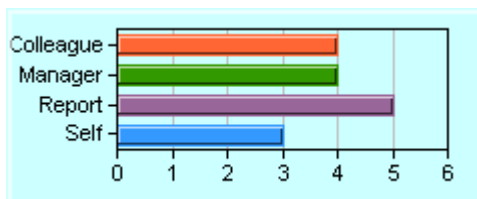
Gives appropriate levels of autonomy to allow individuals to exercise their own judgment



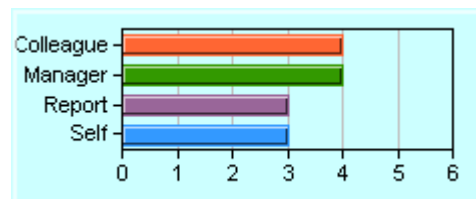
Develops the skills and qualities of team members in order to maximise team and/or project success



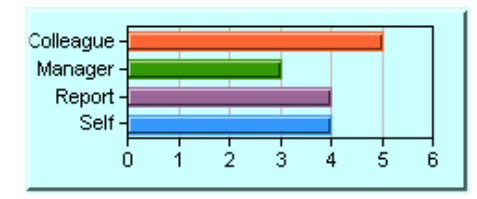
Ensures all team members know how they are performing and how they could improve



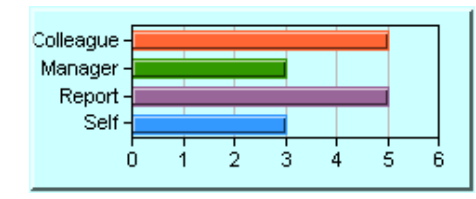
Uses an effective method of recruiting new team members



Actively motivates the team using a variety of motivational techniques

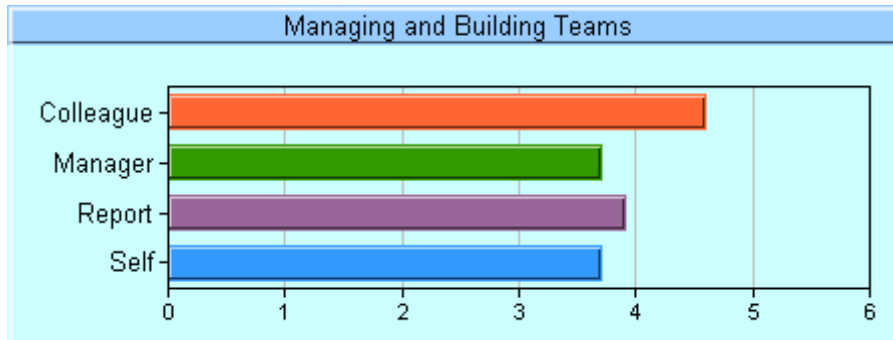


Ensures new team members receive adequate support and induction





## 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 their 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.

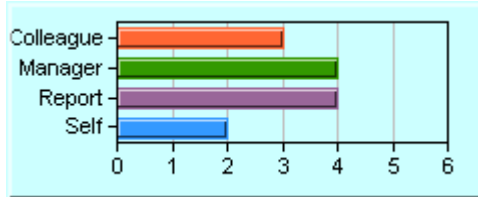
Having delegated then getting into the detail rather than standing back and just taking the wider view

Could reorganise the department to better suit some of the staff strengths

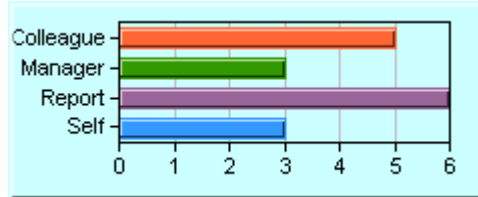
Snow is not good at building informal relationships with team members

## People Management

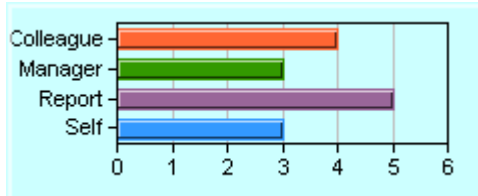
Actively manages performance by conducting regular performance reviews



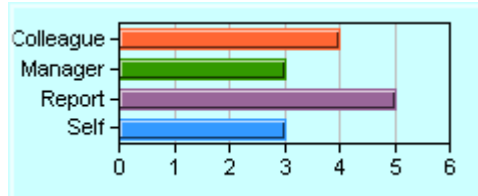
Praises, recognises and values individuals' contributions and effort



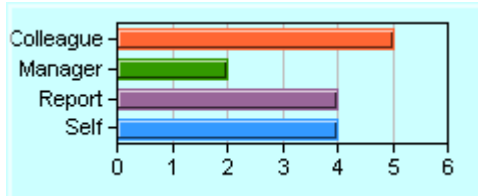
Coaches others to develop to their full potential and improve performance



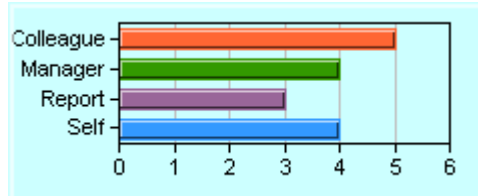
Deals with 'difficult' individuals and performance problems in a direct and honest manner as they arise



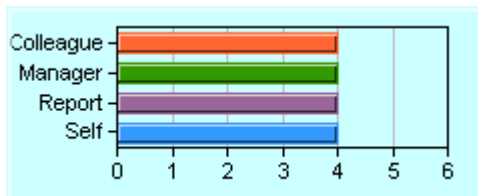
Adapts personal style to meet the needs of the individual and the situation



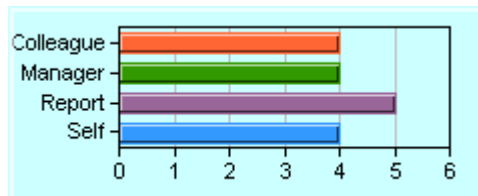
Treats people fairly without undue favouritism



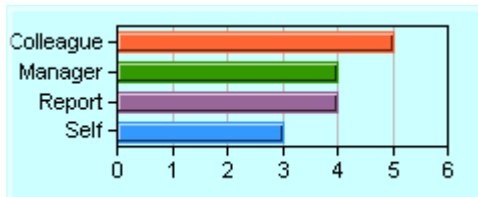
Creates an environment where people feel engaged and secure



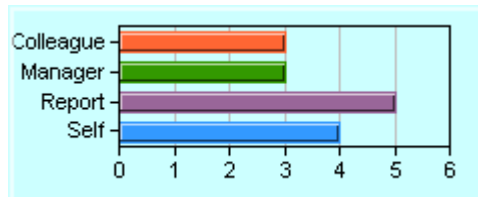
Ensures that all team members have comprehensive development plans that reflect the needs of the individual and organisation



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

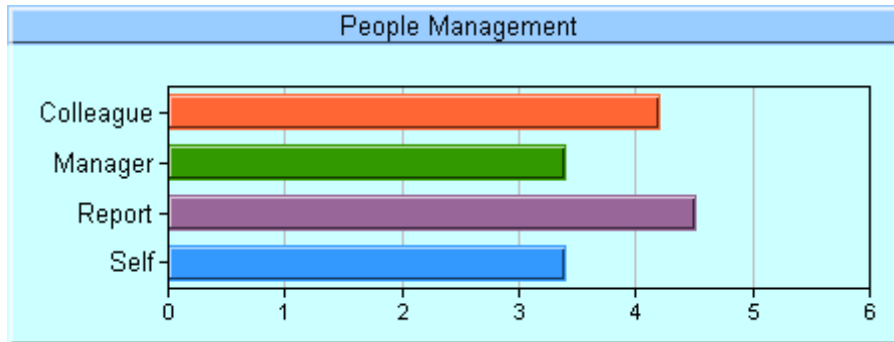


Provides constructive feedback in a timely and effective manner





## People Management



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

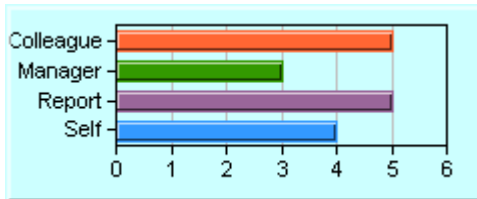
Recognise absolute importance of people  
 Gives good recognition and encouragement of key individuals  
 Is innately fair in his dealings with people  
 Respected leader for personal approach and expertise  
 Snow identifies well with high performers and talented individuals and will provide great feedback, 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**

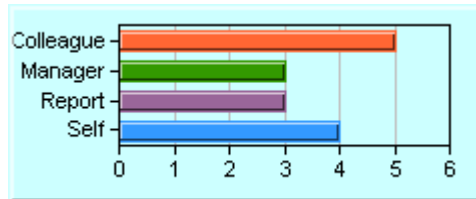
Ensure importance is consistently reflected in actions  
 Be more consistent in management development of all members of the team  
 Look at management of people when difficult situations arise, has tendency to want to be "fair" to all can impede on decision making  
 Develop style further  
 Once judgment 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

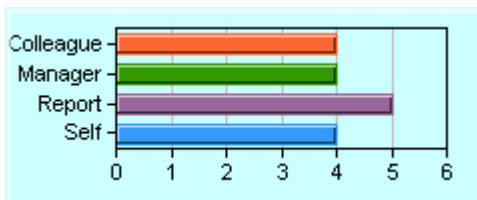
Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not adversely affected



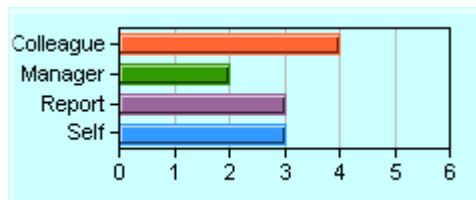
Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealing with internal and external customers



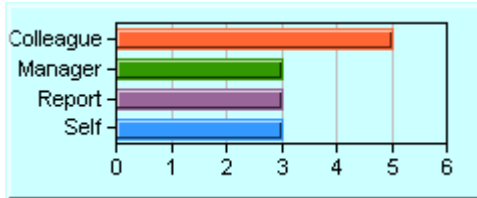
Considers ethical issues when setting objectives and agreeing to actions



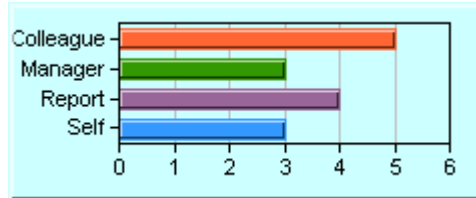
Is open and honest and adheres to policies such as; expenses, purchasing, business gifts and others with potential personal gain



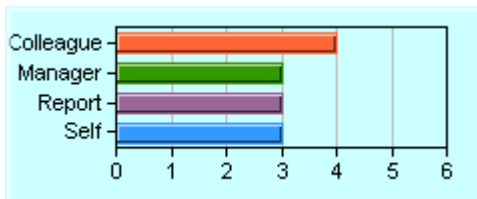
Actively seeks feedback on management style and proactively works to improve, based on feedback given



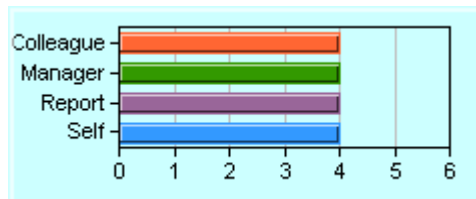
Learns from previous experiences of self and others



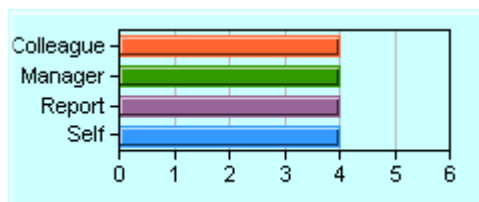
Recognises and manages emotions and emotional situations in a sensitive and appropriate manner



Overcomes hurdles, issues and barriers

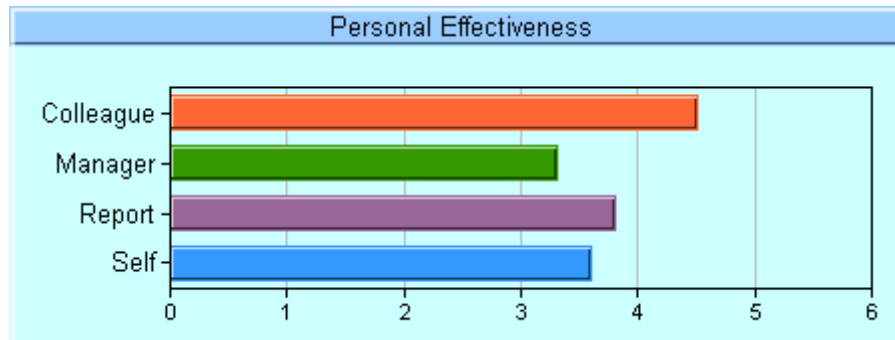


Acts decisively





## Personal Effectiveness



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

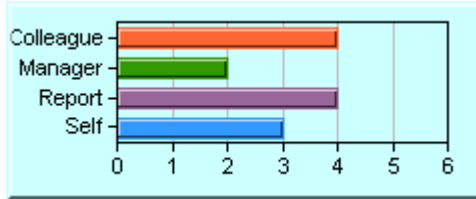
Always seeking a better way  
 Good control and determination in dealing with big challenges  
 Deals effectively with external customers, able to form and maintain meaningful long relationships.  
 Always appears logical and fair  
 Snow has a quiet, calm passion for his part of the business, but lets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

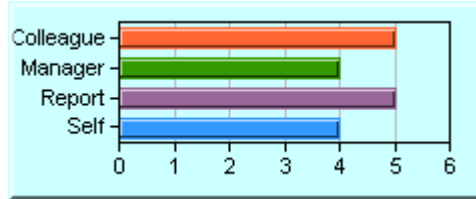
Be more prepared to try and fail  
 Nothing specific  
 Whilst generally positive, periods of prolonged difficulty/stress can impact on behaviour  
 Feedback not requested frequently  
 He needs to recognise that people can develop and improve with time, some old dogs can and do learn new tricks. Snow 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

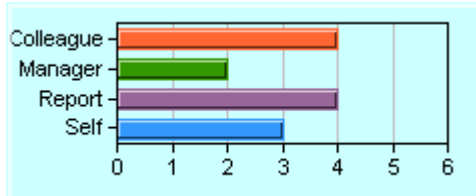
Understands and skillfully navigates the politics of organisational life



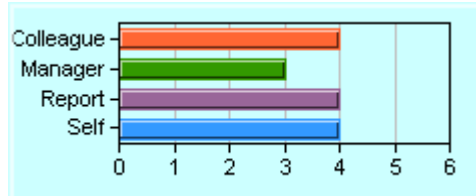
Understands the processes and procedures to a sufficient level of detail to successfully manage and plan activities



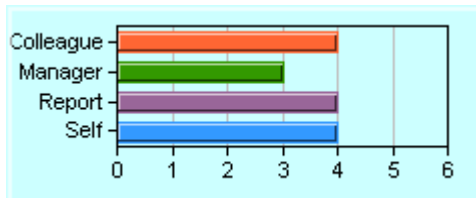
Networks with key players in order to build strong relationships with both internal and external 'customers'



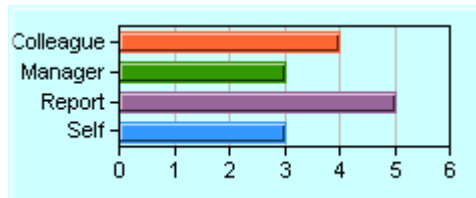
Spends time and energy keeping up to date with market data and trends that affect the overall business



Understands relevant financial information and manages budgets and resources with the organisation's guidelines



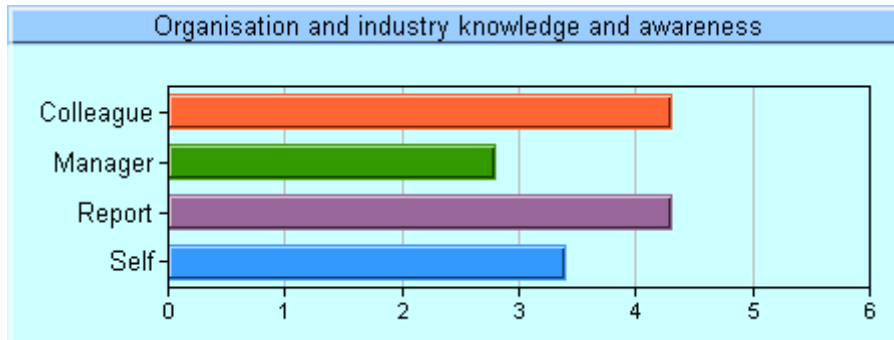
Understands and adheres to any relevant industry regulation, financial/quality standard or law







## 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.

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

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



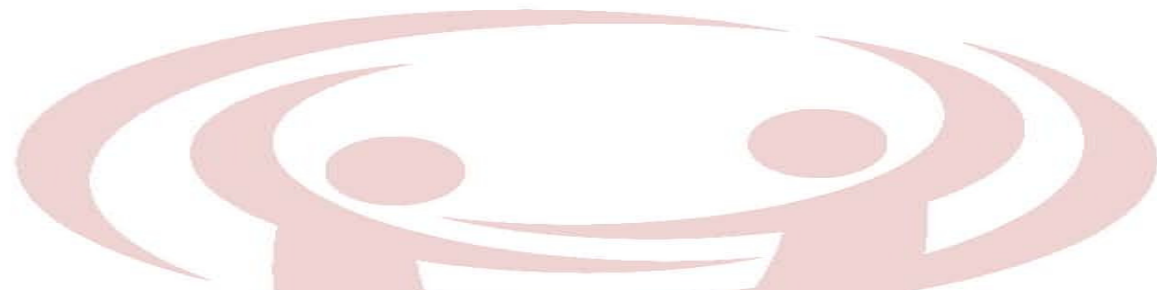
## Strengths and Weaknesses

<b>Most Successful Traits</b>			
<b>Rank</b>	<b>Competence</b>	<b>Trait</b>	<b>Score</b>
1	Communication	Gets the point across and ensures mutual understanding	5.25
2	Communication	Listens effectively to others' ideas and point of view, without interrupting	4.50
3	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	4.50
4	Organisation and "Industry" knowledge	Understands the processes and procedures to a sufficient level of detail to successfully manage and plan activities	4.50
5	Thinking and Decision Making	Analyses and manipulates numerical data	4.50
6	Change Innovation and Adaptability	Considers new, untested and innovative ways to improve current activities	4.50
7	Thinking and Decision Making	Doesn't get immersed in the detail and focuses on what's important	4.50
8	Personal Effectiveness	Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not adversely affected	4.25
9	Change Innovation and Adaptability	Is willing to take calculated and managed risks, within organisational guidelines	4.25
10	People Management	Creates an environment where people feel engaged and secure	4.25

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



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