



## 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



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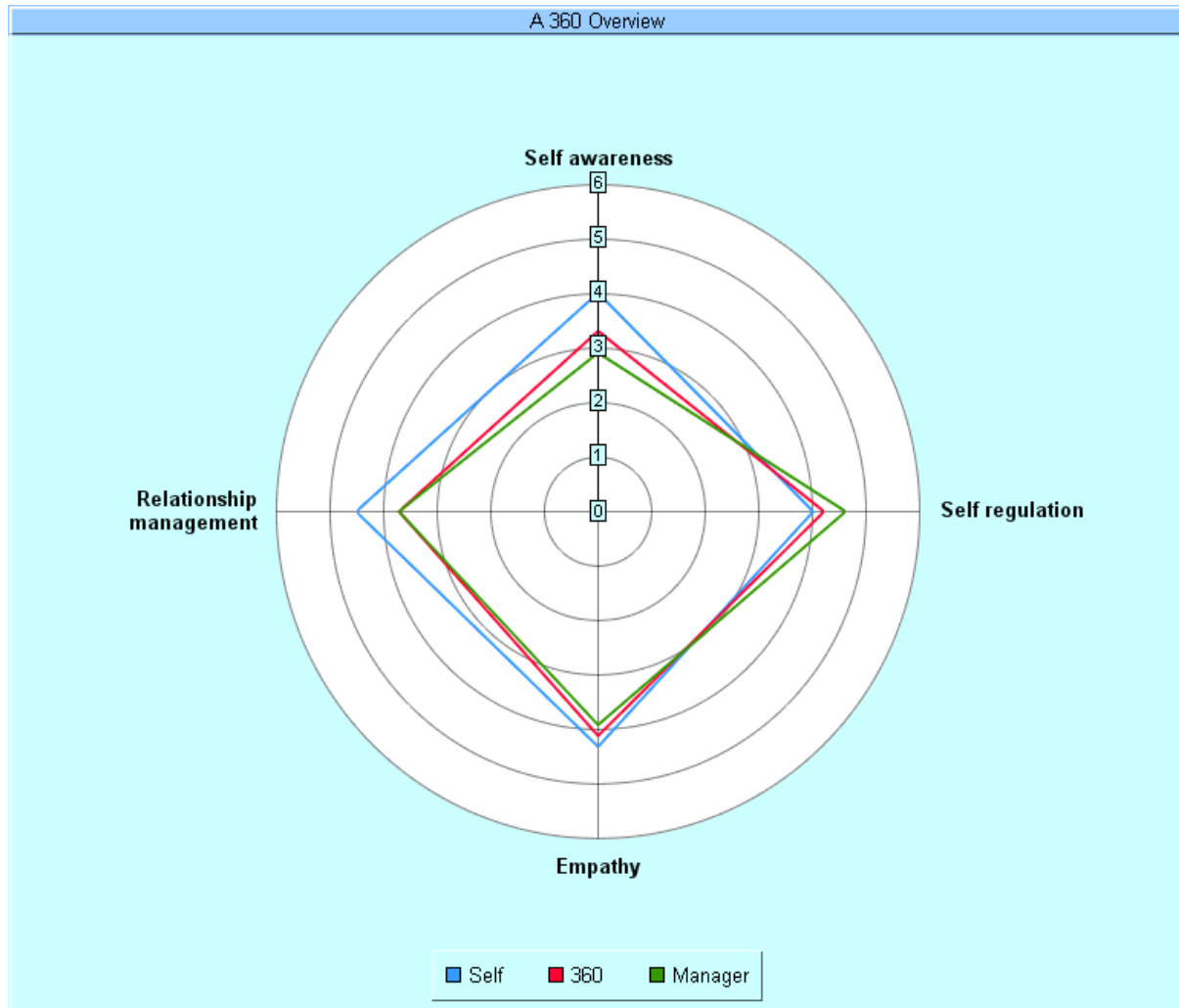
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## A 360° Overview

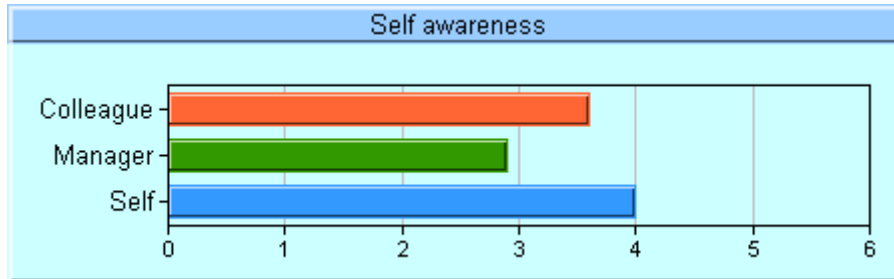
The following radar plot shows the opinions of yourself, your manager and the 360° average of all participants (including your manager, but not yourself). This aims to provide a visual 360° reference of the contrasting views of your performance against the agreed competencies.

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

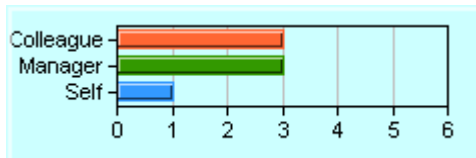




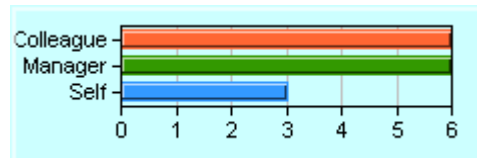
## Self awareness



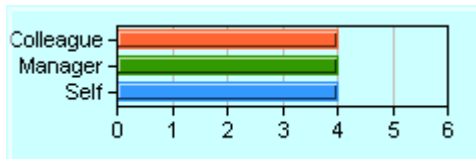
Is open in expressing their feelings and emotions



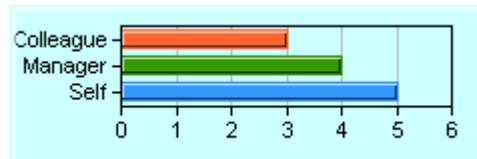
Shows consistency in their emotional responses



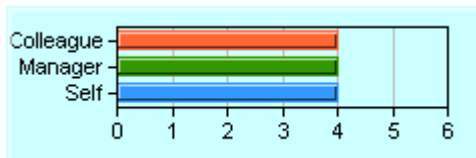
Demonstrates awareness of the impact of their emotions and moods on other people



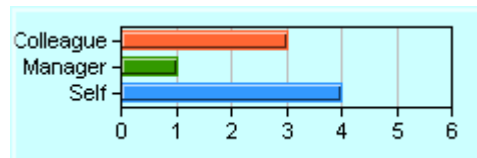
Is not self obsessed or full of their own importance



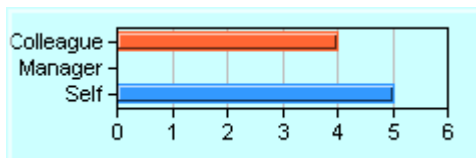
Is approachable and friendly



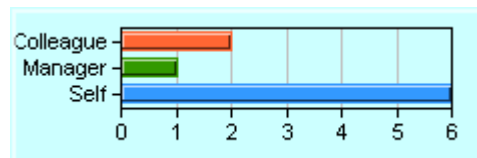
Accepts personal feedback (even if difficult to hear) without being defensive



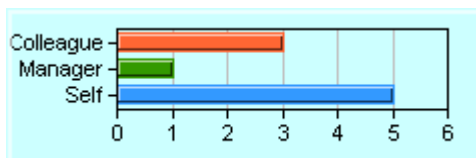
Has strong personal values and lives consistently by them



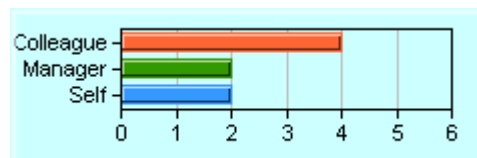
Demonstrates strong self confidence



Acts with integrity and honesty



Has a good sense of humour





## Self awareness

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

Nothing specific

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

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, in your opinion, Snow White could do differently that would improve their performance in this area?**

No comments

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

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

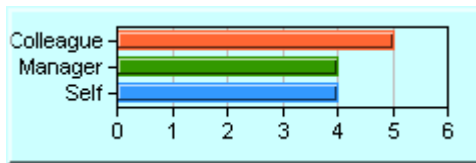
Snow projects herself well particularly if he is client facing. He can appear intimidating when you first meet her on a one to one basis.



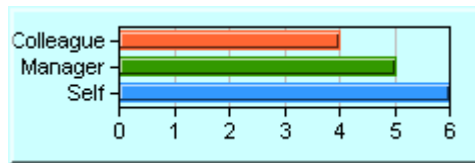
## Self regulation



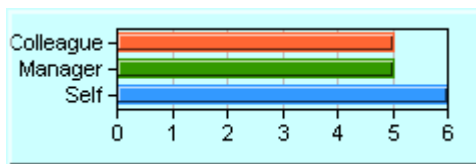
Does not get angry easily



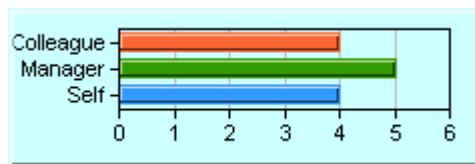
Does not often get anxious or agitated



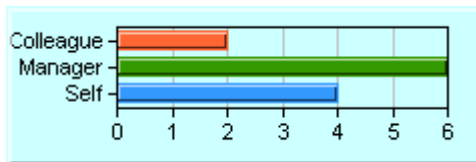
Does not appear nervous



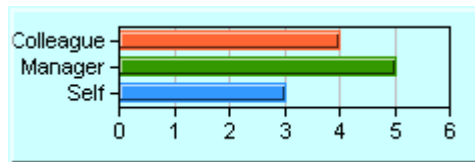
Does not take out their anger or frustration on other people



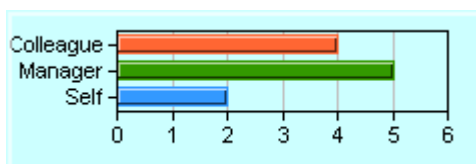
Keeps emotions and moods in check, especially under pressure



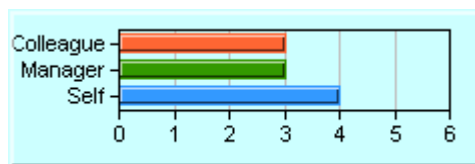
Demonstrates patience most of the time



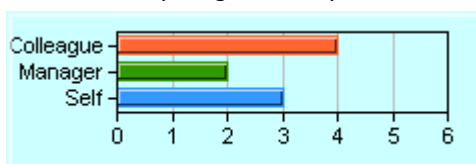
Listens attentively to people without jumping in



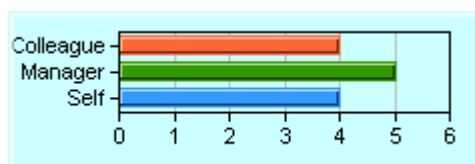
Trusts people



Does not interfere and try to take control everything and everyone



Takes time out to relax and have fun





## Self regulation

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

No comments

Try to be more inspirational than dogged  
No comments that would be of help

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, in your opinion, Snow White could do differently that would improve their performance in this area?**

Good person

Deals with difficult situations quickly without letting them develop into bigger problems

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.

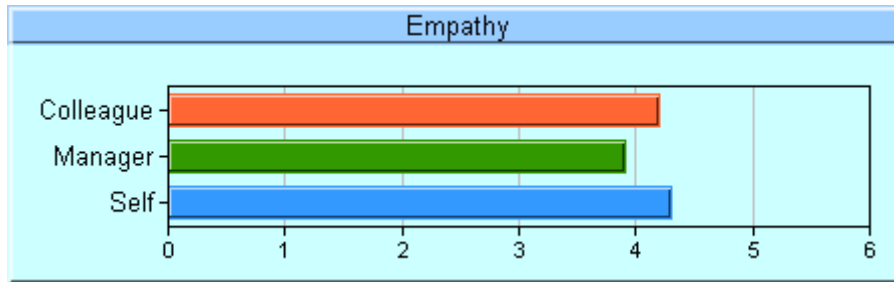
I have learnt to ensure that Snow is specific in his requirements otherwise you find that what you provide does not meet what he thought he asked for. ie he needs to ensure he has properly thought through the deliverables he is asking for

Listens to staff but does not then take the lead and say " this is where we are going". Placates too many people

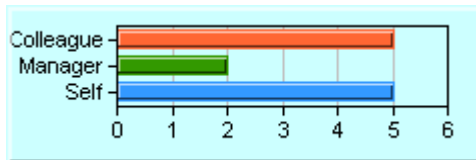
Snow is less clear at expressing his wishes on an informal level. There have been occasions where there have been misunderstandings about precise details of requirements. Snow puts up barriers to informal and spontaneous communication.



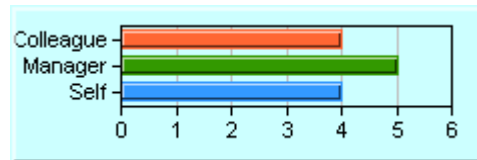
## Empathy



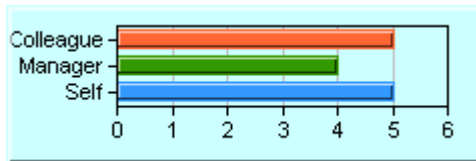
Tries to see things from other people's perspective



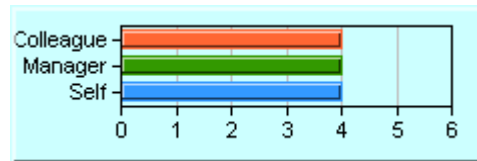
Treats everyone with respect and accepts that they may have an alternative view



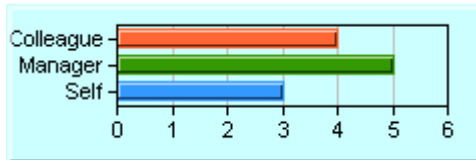
Relates well to people of all backgrounds



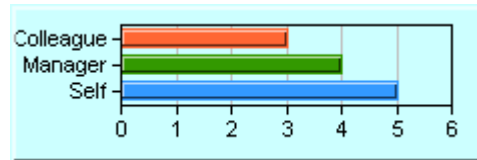
Promotes a spirit of teamwork



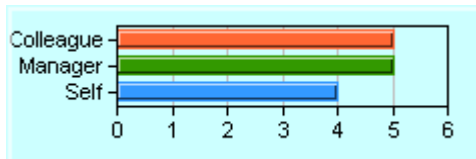
Sees the positives rather than the negatives in people



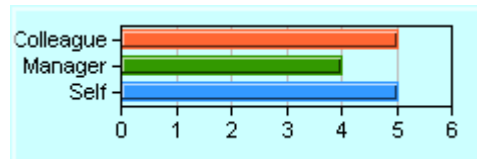
Maintains confidentiality where required



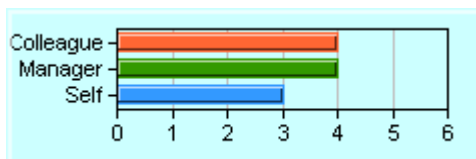
Is unselfish. Regularly gives time and support to others



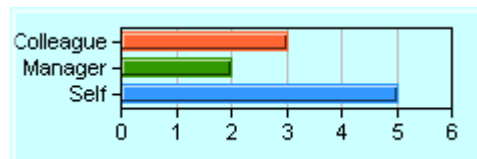
Demonstrates sensitivity and takes care not to deliberately upset people



Does not criticise people behind their back or deliberately hurt people with words or deeds



Shows genuine care for the wellbeing of others





## Empathy

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

Snow feels for us

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

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, in your opinion, Snow White could do differently that would improve their performance in this area?**

Come out of his shell

Be more empathetic

Better connection with team at all levels

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.

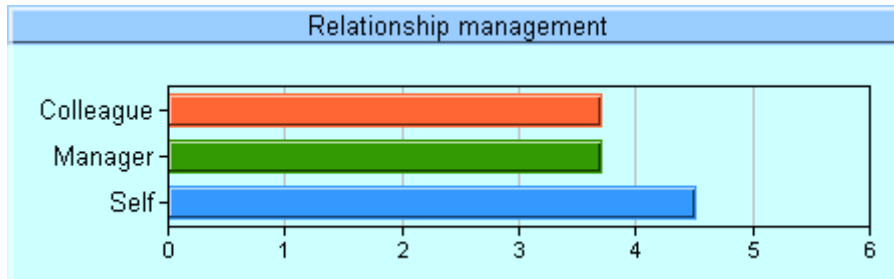
Is sometimes so risk adverse that will not consider the option

See question 8

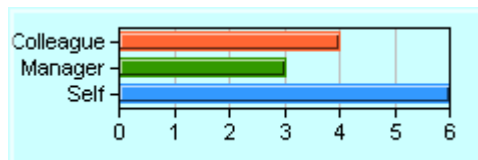
Snow does not always respond positively when in an unprepared or informal situation



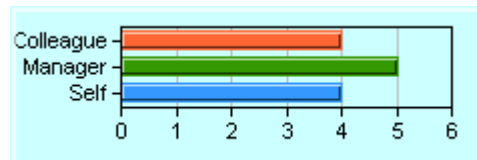
## Relationship management



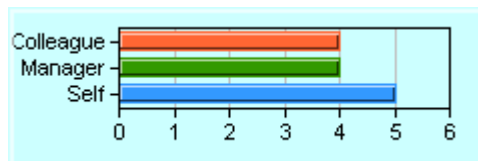
Adapts their behaviour to take account of people's emotional sensitivities



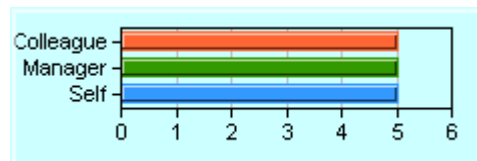
Makes people feel at ease



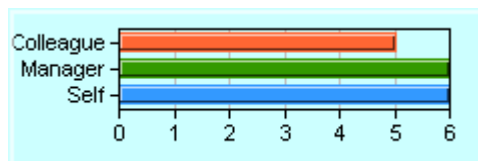
Makes themselves available if someone has a problem



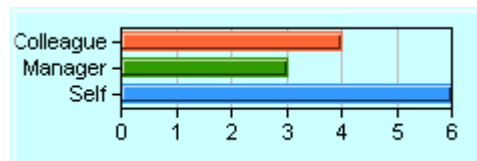
Seeks to understand someone's concerns before offering their view



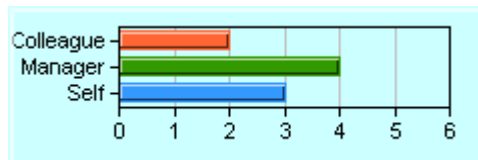
Includes others in their decision making rather than always doing things on their own



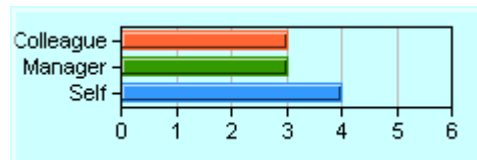
Seeks to persuade others rather than force compliance



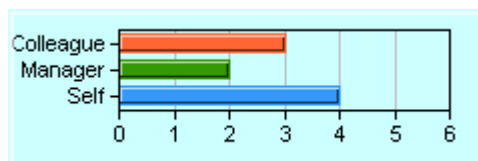
Keeps their promises



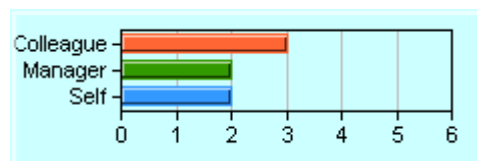
Tries to create "win win" relationships with people



Shows humility, asks for help if required, and says "sorry" if they make a mistake



Is comfortable being assertive, but not aggressive, with people who are confrontational





## Relationship management

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

Superb relationship

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

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, in your opinion, Snow White could do differently that would improve their performance in this area?**

Tone down

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

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 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



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

No comments

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

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

She 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 her client facing. She can appear intimidating when you first meet her on a one on one basis.



## 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
Self awareness	Demonstrates strong self confidence	(75 %)
Self awareness	Acts with integrity and honesty	(50.01 %)
Empathy	Shows genuine care for the wellbeing of others	(41.67 %)
Relationship management	Seeks to persuade others rather than force compliance	(41.67 %)
Relationship management	Adapts their behaviour to take account of people's emotional sensitivities	(41.67 %)
Self awareness	Accepts personal feedback (even if difficult to hear) without being defensive	(33.34 %)

Competence	Element	Gap Analysis
Self awareness	Shows consistency in their emotional responses	(50 %)
Self regulation	Listens attentively to people without jumping in	(41.66 %)
Self awareness	Is open in expressing their feelings and emotions	(33.33 %)
Self regulation	Demonstrates patience most of the time	(25 %)
Empathy	Sees the positives rather than the negatives in people	(25 %)
Empathy	Does not criticise people behind their back or deliberately hurt people with words or deeds	(16.66 %)



## Strengths and Weaknesses

Most Successful Traits			
Rank	Competence	Trait	%Score
1	Relationship management	Includes others in their decision making rather than always doing things on their own	5.67
2	Self regulation	Does not appear nervous	5.34
3	Relationship management	Seeks to understand someone's concerns before offering their view	5.01
4	Self regulation	Does not often get anxious or agitated	5
5	Self awareness	Shows consistency in their emotional responses	5
6	Empathy	Demonstrates sensitivity and takes care not to deliberately upset people	4.67
7	Empathy	Relates well to people of all backgrounds	4.67
8	Empathy	Is unselfish. Regularly gives time and support to others	4.67
9	Self awareness	Has strong personal values and lives consistently by them	4.5
10	Self regulation	Takes time out to relax and have fun	4.34

Least Successful Traits			
Rank	Competence	Trait	%Score
1	Self awareness	Is open in expressing their feelings and emotions	2.34
2	Relationship management	Is comfortable being assertive, but not aggressive, with people who are confrontational	2.34
3	Self awareness	Accepts personal feedback (even if difficult to hear) without being defensive	2.67
4	Self awareness	Has a good sense of humour	2.67
5	Relationship management	Shows humility, asks for help if required, and says "sorry" if they make a mistake	3
6	Self awareness	Acts with integrity and honesty	3
7	Self regulation	Does not interfere and try to take control everything and everyone	3
8	Relationship management	Keeps their promises	3
9	Self awareness	Demonstrates strong self confidence	3
10	Empathy	Shows genuine care for the wellbeing of others	3.34