



# Represent



**360° Review**

**A personal report for**

**Snow White**

A personal perspective compiled by those who work with you

Doc  
Sneezy  
Dopey  
Grumpy  
Happy  
Bashful  
Sleepy  
Prince Charming

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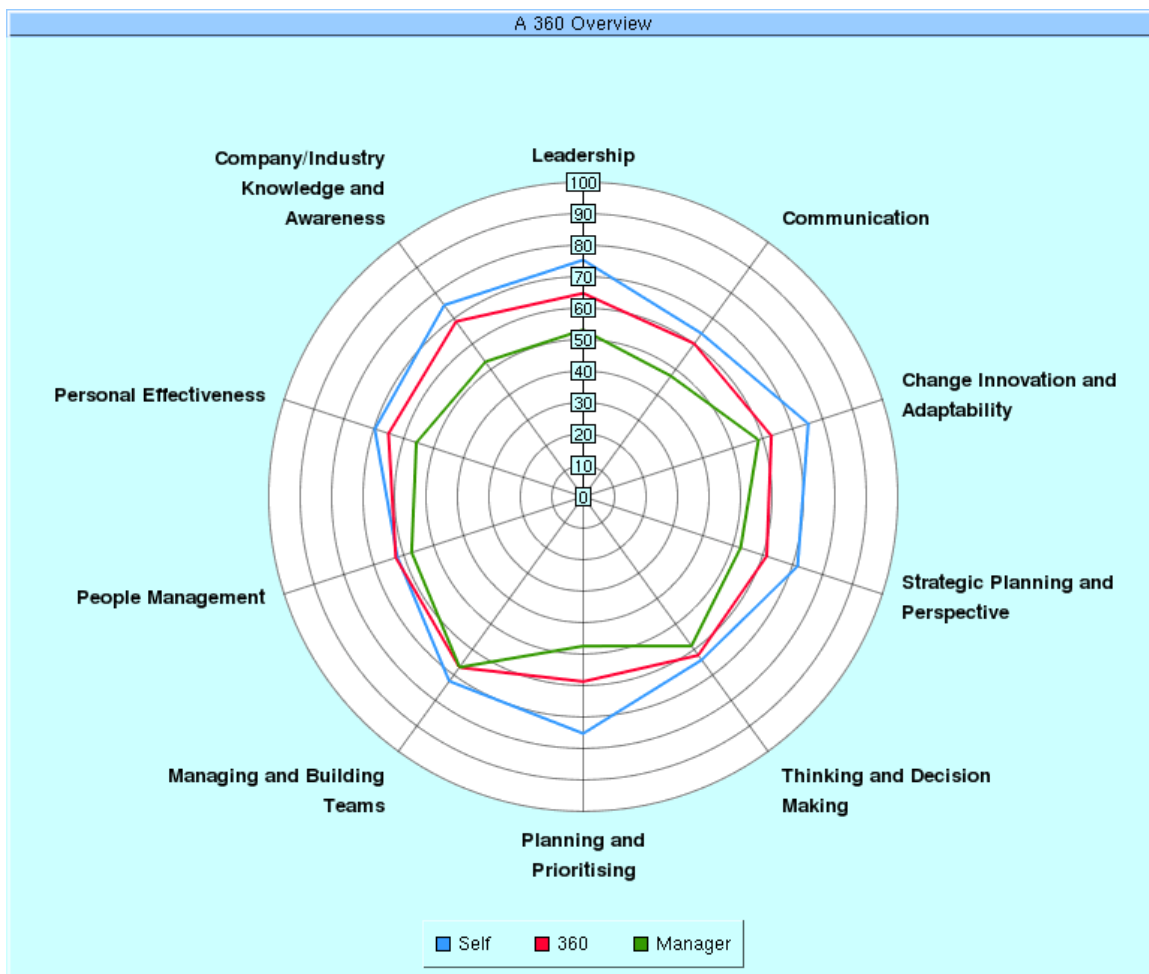
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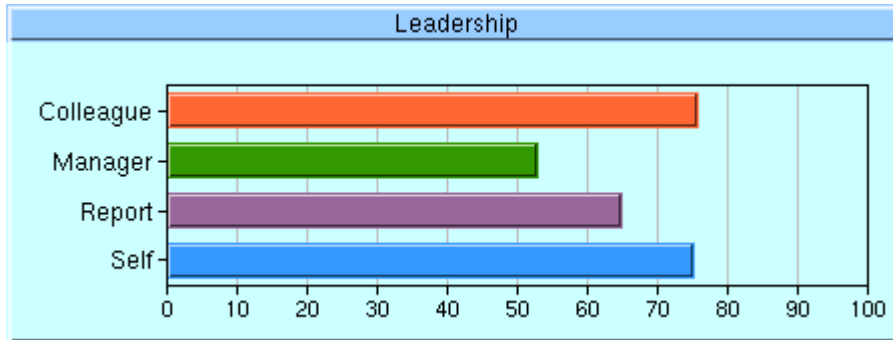
# A 360° Overview

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.

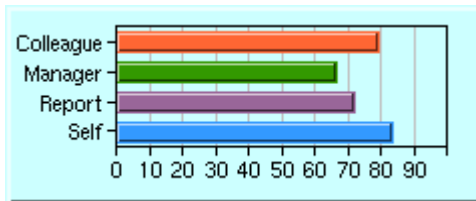
0%	I do not have enough data to comment on this behaviour indicator
0-17%	Requires significant development
18-33%	Requires some development
34-49%	Demonstrates this to a satisfactory level
50-66%	Demonstrates this well
67-83%	Consistently demonstrates this very well
84-100%	Acts as an outstanding role model for others



# Leadership



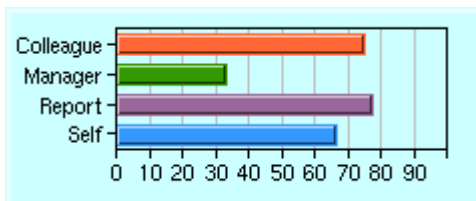
Demonstrates a strong orientation towards achievement and success in self and others



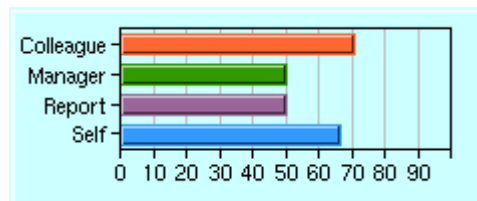
Takes charge to lead and direct the efforts of others



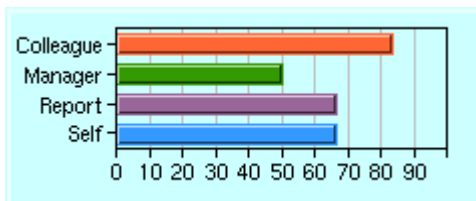
Is resilient in pursuing business goals even when the going gets tough



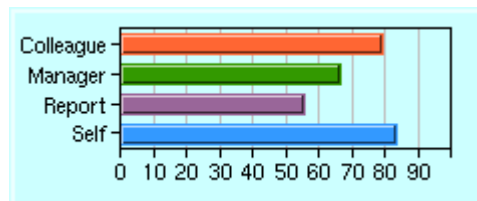
Inspires enthusiasm and energy in others to follow a given direction



Projects a positive self image to win the commitment of others



Delegate effectively by taking into account the potential of the individual and the needs of the job



## Leadership

**In the box below please describe what, in your opinion, 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

## Leadership

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

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.

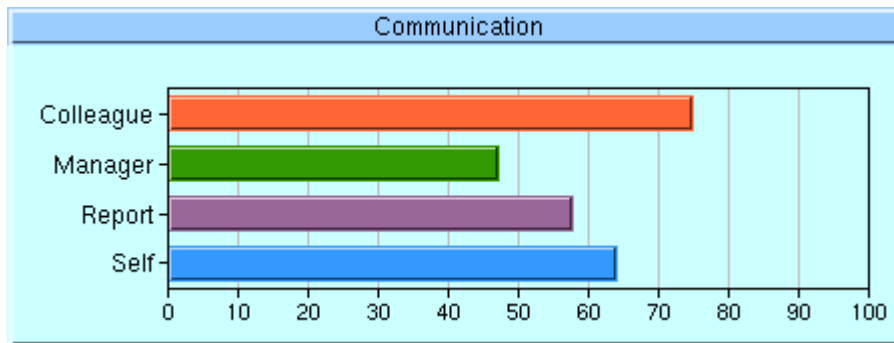
Does not delegate enough. Sometimes in setting targets and goals can demoralise rather than enthuse

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

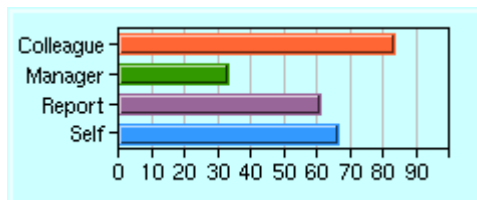
Snow projects herself well particularly if he is client facing. He can appear intimidating when you first meet her on a one to one basis.



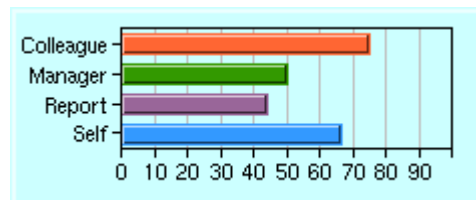
# Communication



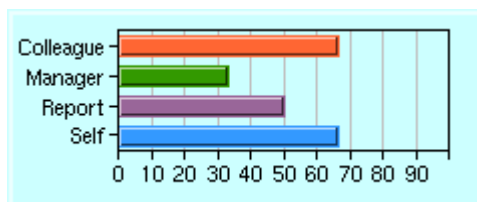
Communicates confidently and effectively to a wide variety of audiences



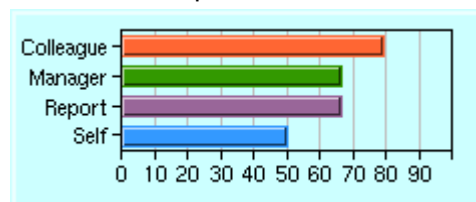
Clearly expresses thoughts and ideas in a logical manner



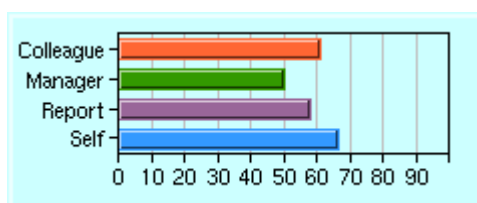
Maintains a precise and constant flow of information



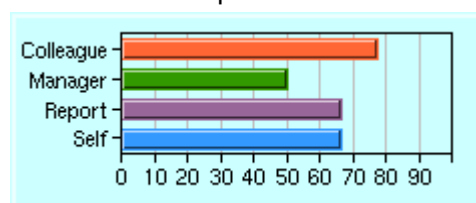
Listens effectively to others ideas and point of view



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



Develops clear, professional and credible presentations



## Communication

**In the box below please describe what, in your opinion, 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

## Communication

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

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

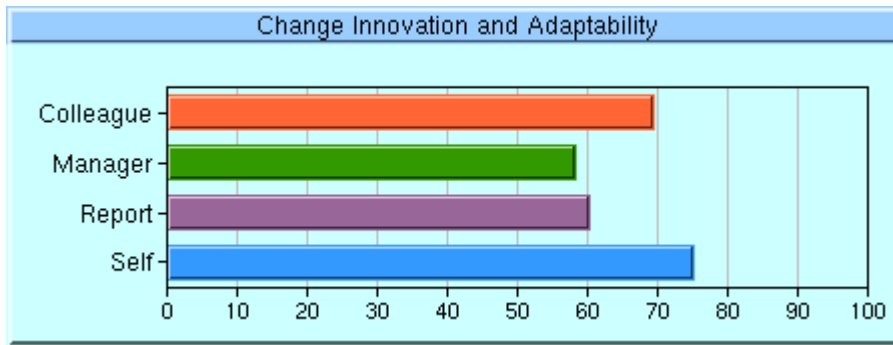
Listens to staff but does not then take the lead and say " this is where we are going".

Placates too many people

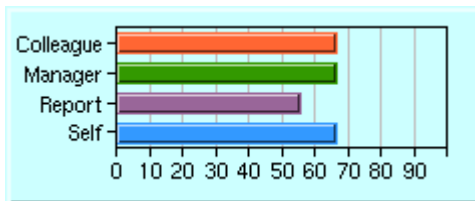
Snow is less clear at expressing his wishes on an informal level. There have been occasions where there have been misunderstandings about precise details of requirements. Snow puts up barriers to informal and spontaneous communication.



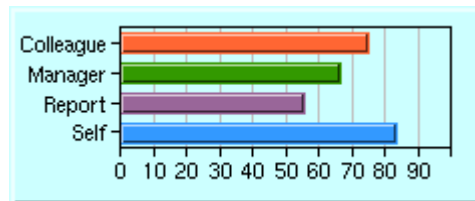
## Change Innovation and Adaptability



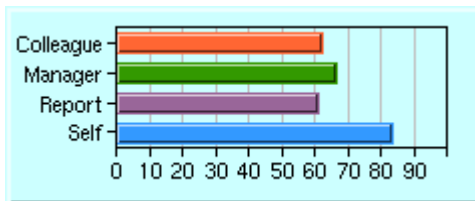
Demonstrates flexibility in a fast changing environment



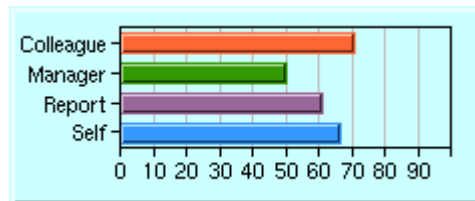
Encourages innovation and creativity in others



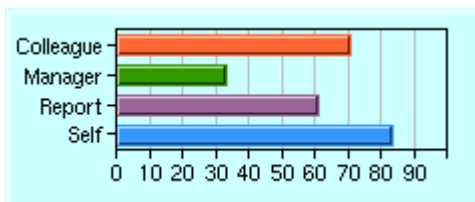
Considers new, untested and innovative ways to do current activities



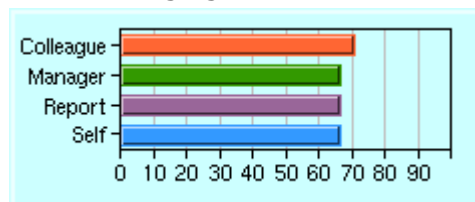
Is willing to take calculated and managed risks



Manages change priorities in accordance with business needs



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



## Change Innovation and Adaptability

**In the box below please describe what, in your opinion, 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

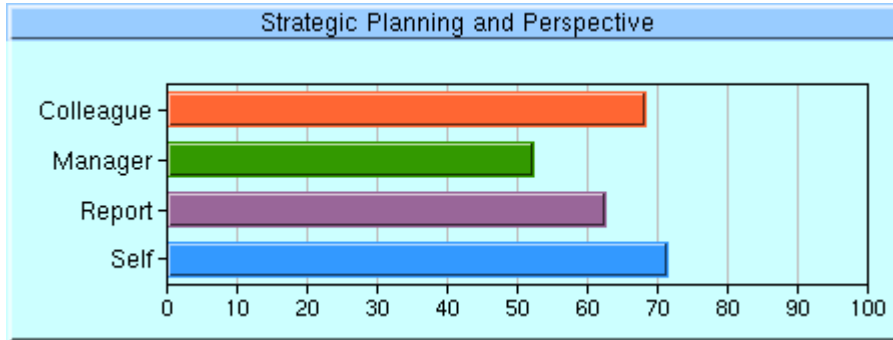
## Change Innovation and Adaptability

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

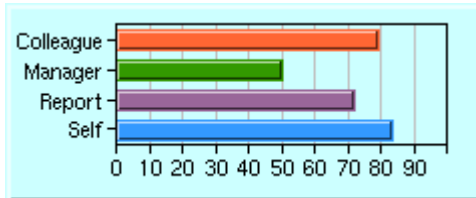
be more receptive of impact on others  
Needs to give more direction / input to team, and back ideas with action  
Look at consistency providing clarity of direction during periods of change/pressure.  
Sell the ideas fully  
He could improve his enthusiasm for trying out new ways of doing things. He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



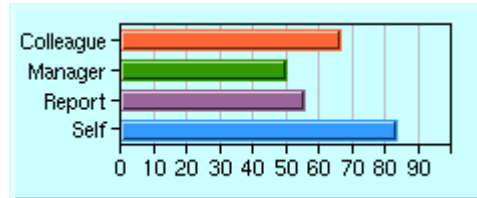
# Strategic Planning and Perspective



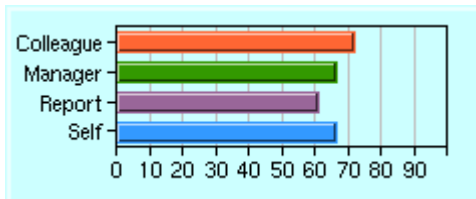
Understands the current and future direction of the company



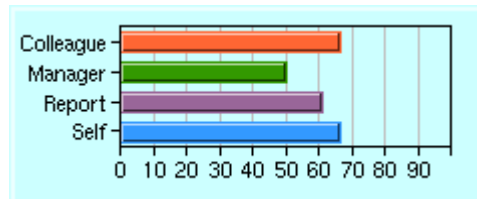
Translates business goals and objectives into workable and tangible operational plans



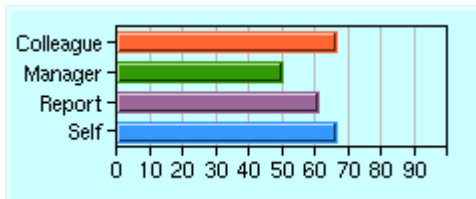
Communicates the role that their 'team' plays in facilitating and achieving the business objectives



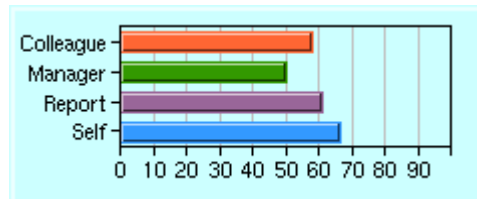
Takes the longer term organisational requirements into account when making business decisions



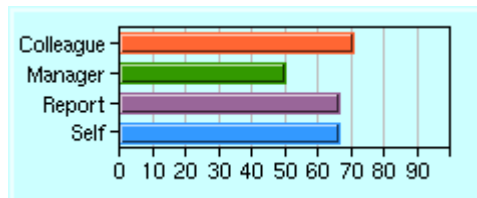
Takes the longer term organisational requirements into account when making business decisions



Formulates solutions by recognising the relationship between different business areas and situations



Takes responsibility and ownership for turning ideas into actions



## Strategic Planning and Perspective

**In the box below please describe what, in your opinion, 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

## Strategic Planning and Perspective

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

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.

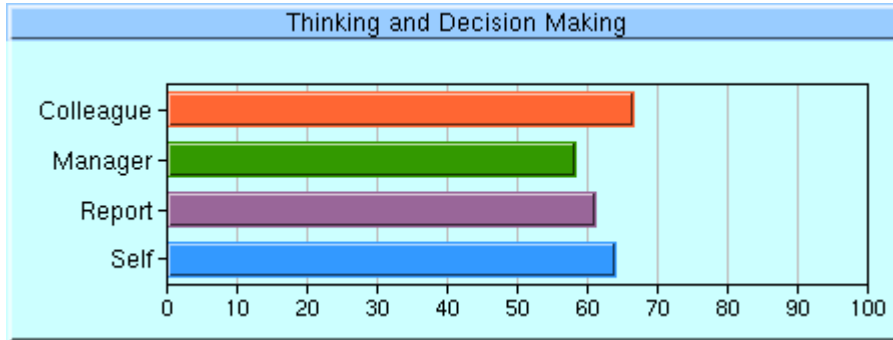
Try to be less "clever" with objectives and goals and be more specific

See question 11 - difficult within HEA to make strategic decisions as the company is so process driven within a narrow band of opportunities

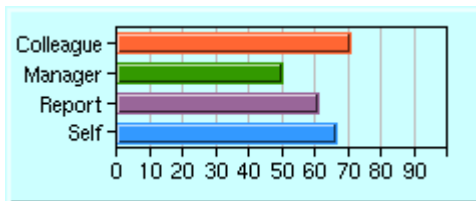
Improved communication with his subordinate team on business and strategic issues



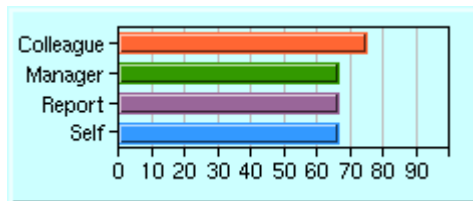
# Thinking and Decision Making



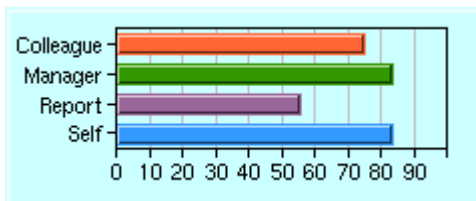
Demonstrates a structured, but lateral approach and objective view towards decision making



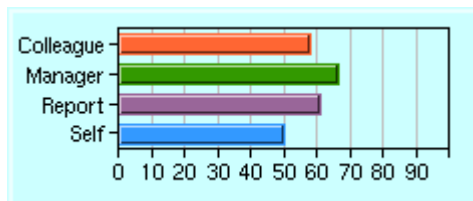
Displays flexibility and creativity when generating ideas / solutions



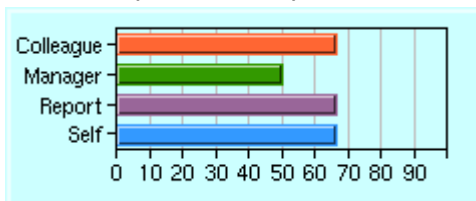
Solves problems by taking a broad view of the situation, stepping back from the detail in order to assess the wider impact



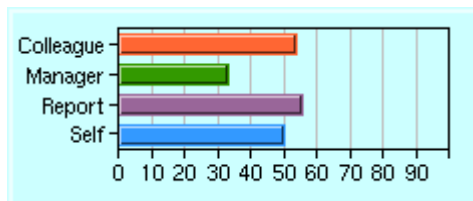
Collects the input from others - valuing their ideas, opinions and contributions



Makes sound decision based of consideration of risks, alternatives and practical implications



Addresses problems in a timely fashion without procrastination



## Thinking and Decision Making

**In the box below please describe what, in your opinion, 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

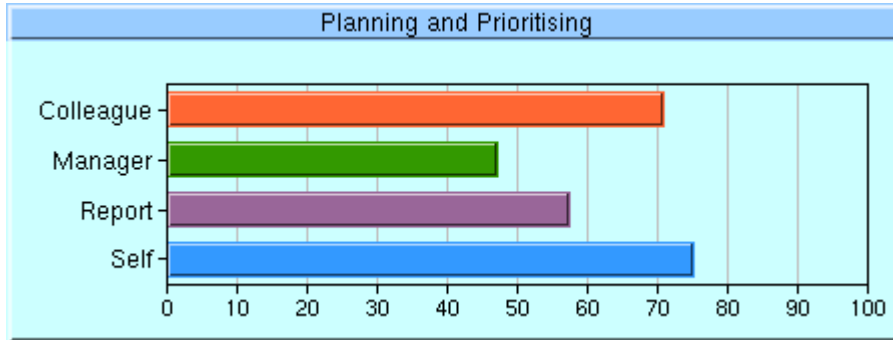
## Thinking and Decision Making

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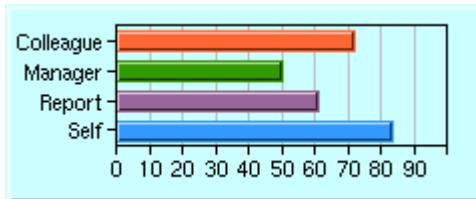
Don't take too long to make the decision  
Need to take account of views of all stakeholders, especially where they conflict with own opinion  
Try to consistently recognise the time dimension associated with decision making, can be procrastinate  
Limited interface here  
His decision-making and risk 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  
As stated before, probably listens too much to others. Staff would prefer that their opinions are consulted but a quick resolution is made. Might be surprised that the reaction of staff would not be negative  
Some decisions can appear to be predicated on an appeasement agenda with an emphasis on avoiding confrontation



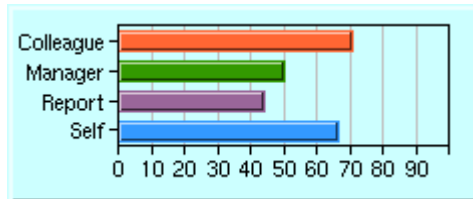
# Planning and Prioritising



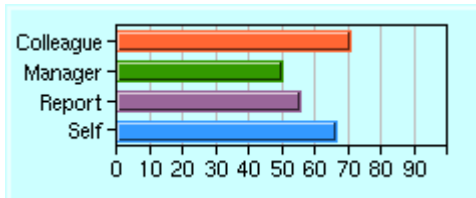
Produces clear business plans that mirror business objectives



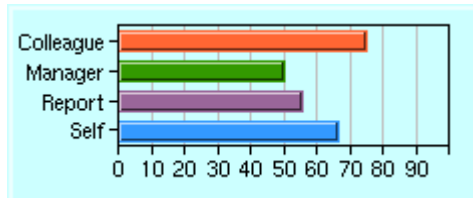
Effectively plans both day-to-day work and ad-hoc projects of self and others



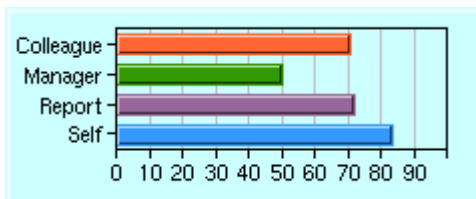
Manages own time effectively, ensuring priorities are set and dealt with effectively



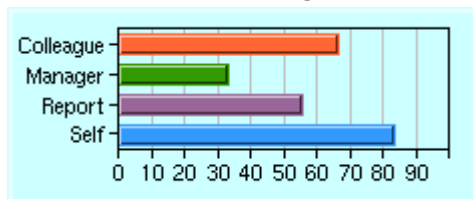
Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise



Demonstrates focus on the objectives and end results



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



## Planning and Prioritising

**In the box below please describe what, in your opinion, 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

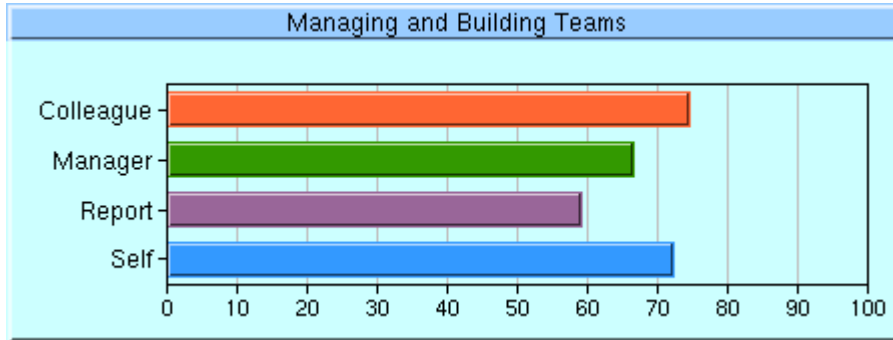
## Planning and Prioritising

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

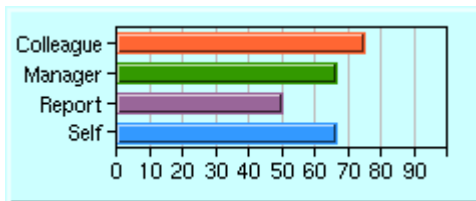
Keep concentrating on what is important  
Nothing specific  
Look closer at progress, Management at critical stages.  
Meets all deadlines  
He sometimes has too close a focus on the opportunities that fit his Division but not the risk profile that the business is willing to accept.  
Could monitor progress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



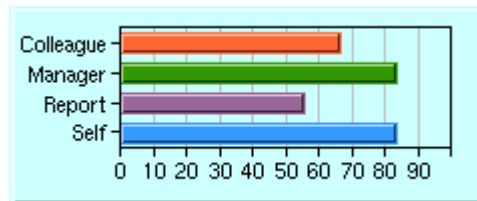
# Managing and Building Teams



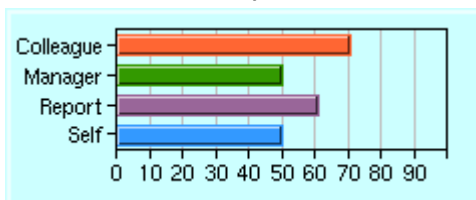
Actively builds relationships within/ between team members in a co-operative and effective manner



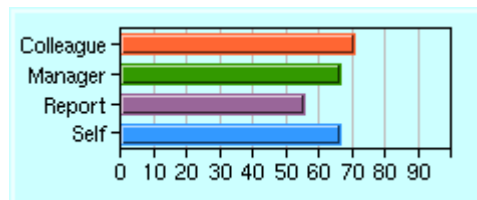
Identifies suitable individuals for tasks by analysing their capabilities and potential



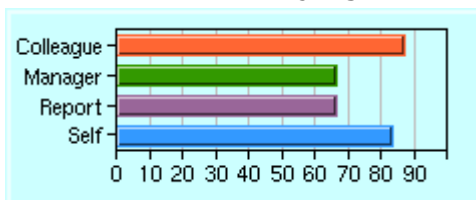
Demonstrates awareness of the different cultural needs of team members, displaying sensitivity when dealing with issues that may be culturally sensitive



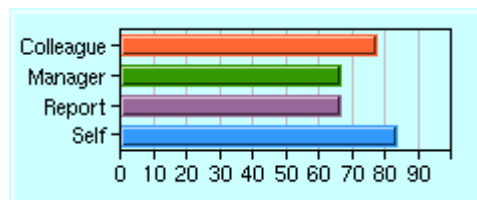
Effectively manages and develops team across multiple locations



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



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



## Managing and Building Teams

**In the box below please describe what, in your opinion, 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

## Managing and Building Teams

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

Be more empathetic

Better connection with team at all levels

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

No comment

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

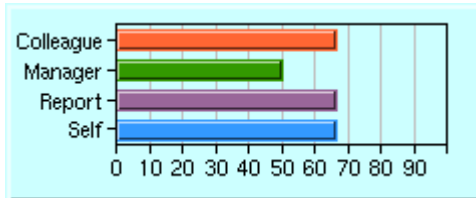
Snow is not good at building informal relationships with team members, he can appear aloof and preoccupied



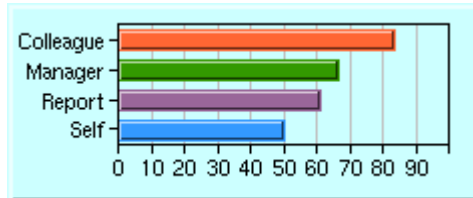
# People Management



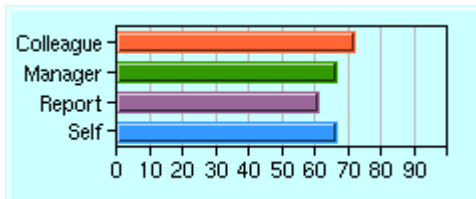
Actively manages performance by conducting regular performance reviews



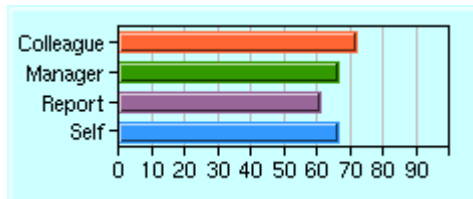
Praises, recognises and values individuals contributions and effort



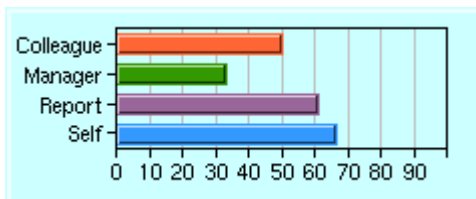
Coaches others to develop to their full potential and improve performance



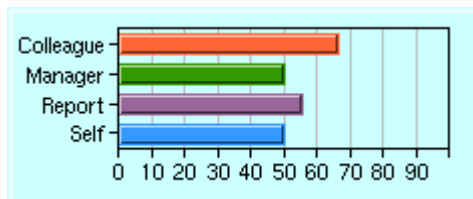
Takes active responsibility for the development of others by setting realistic but challenging objectives



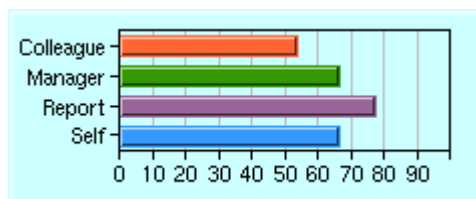
Deals with 'difficult' individuals and performance problems in a direct and honest manner as they arise



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



Treats people fairly without undue favouritism



## People Management

**In the box below please describe what, in your opinion, 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

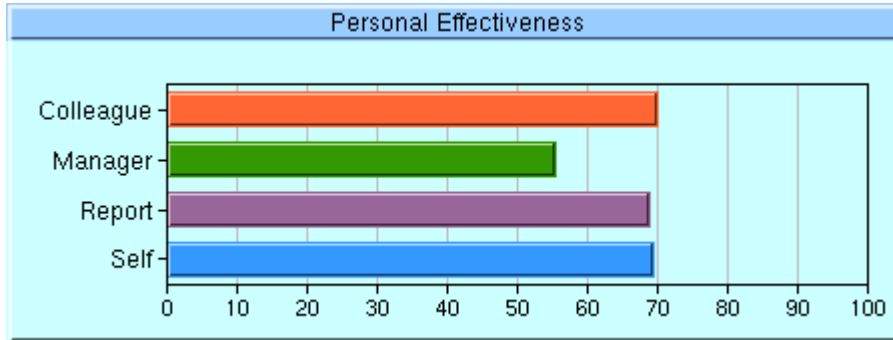
## People Management

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

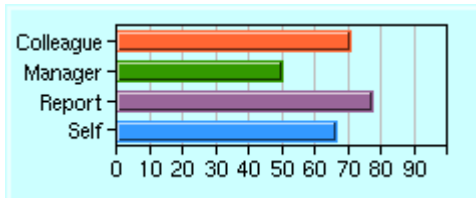
Ensure importance is consistently reflected in actions  
Be more consistent in management development of all members of the team  
Look at management of people when difficult situations arise, has tendency to want to be "fair" to all can impede on decision making  
Develop style further  
Once judgment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



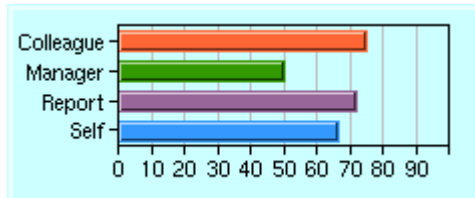
# Personal Effectiveness



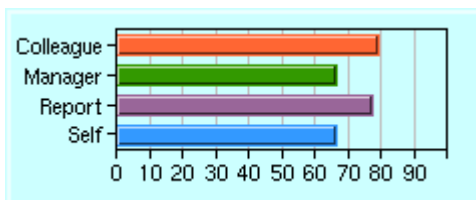
Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not affected adversely



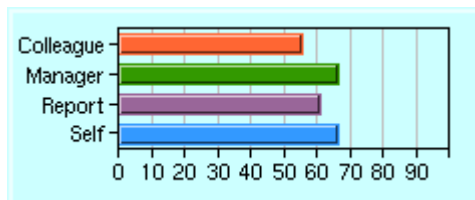
Demonstrates professionalism and a real passion and energy



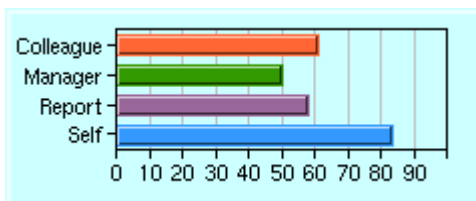
Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealing with internal and external customers



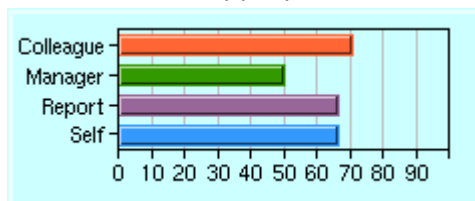
Actively seeks feedback on management style and proactively works to improve based on feedback given



Learns from previous experiences of self and others



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



## Personal Effectiveness

**In the box below please describe what, in your opinion, 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

## Personal Effectiveness

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

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.

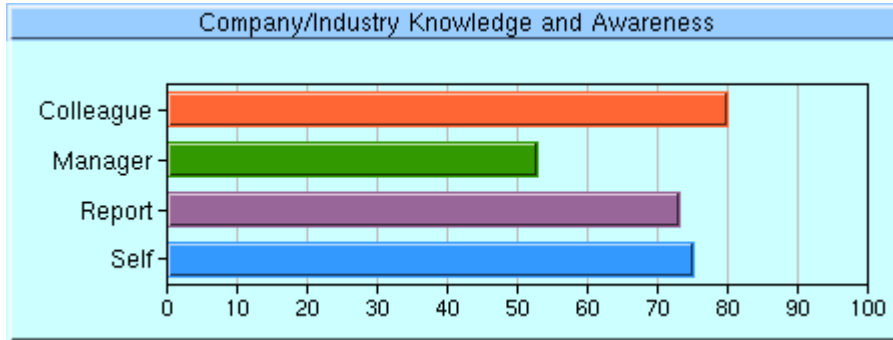
Could show more passion

Does consult with others but no real experience of this changing Snow. However, very strong area so little to change

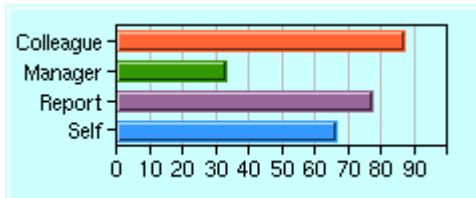
In situations where spontaneity comes into play Snow can be pessimistic and occasionally negative.



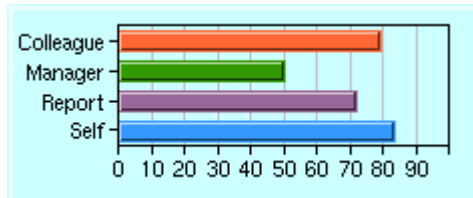
# Company/Industry Knowledge and Awareness



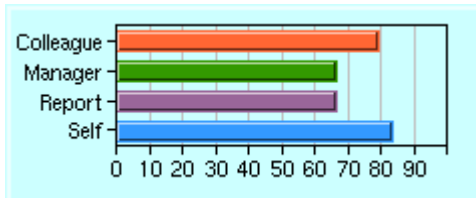
Demonstrates and awareness of the formal and informal structures and relationships (politics)



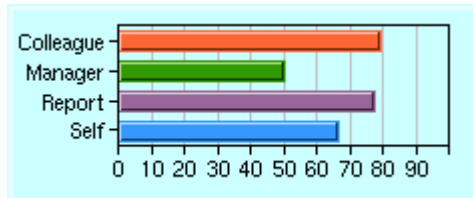
Understands the business process and procedures (within their areas of responsibility) to a sufficient level of detail to successfully manage and plan activities



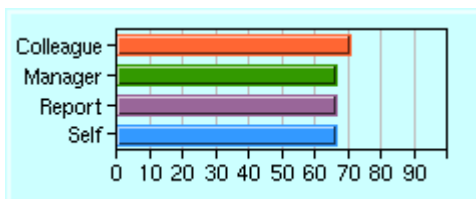
Works within organisational boundaries for the benefit of their team / organisation



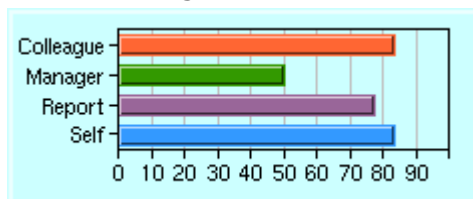
Networks with key players in order to build strong relationships with both internal and external 'customers'



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



Understands the cost revenue cycle, managing budgets and resources within corporate guidelines



## Company/Industry Knowledge and Awareness

**In the box below please describe what, in your opinion, 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

## Company/Industry Knowledge and Awareness

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

Develop networking skills  
Nothing specific  
Needs to work on political skills, not always effective within the internal arena.  
Time management  
He could raise his profile within the infrastructure sector - this has already started but needs to be maintained.  
Could become more of an industry spokesman for relevant income streams.  
Do even more of maintaining contacts with the key players when looking for work rather than only when solving existing problems  
Nothing to add  
.



## and finally ....

### **What could the individual do that would further improve their 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 **figures in blue** indicate that you have rated yourself lower than your colleagues/peer/manager.

Competence	Element	Gap Analysis
Managing and Building Teams	Actively builds relationships within / between team members in a co-operative and effective manner	<b>(31.7%)</b>
People Management	Coaches others to develop to their full potential and improve their performance	<b>(31.7%)</b>
People Management	Actively manages performance by conducting regular performance reviews	<b>(25.0%)</b>
Planning and Prioritising	Effectively plans both day-to-day work and ad-hoc projects of self and others	<b>(21.6%)</b>
Planning and Prioritising	Manages own time effectively, ensuring priorities are set and dealt with efficiently	<b>(18.4%)</b>
People Management	Takes active responsibility for the development of others by setting, realistic but challenging objectives	<b>(18.4%)</b>

Competence	Element	Gap Analysis
Industry Knowledge and Awareness	Demonstrates an awareness of the formal and informal structures and relationships ('politics') that operate within the organisation	<b>32.5%</b>
Industry Knowledge and Awareness	Understand the business processes and procedures (within their area of responsibility) to a sufficient level of detail to successful manage and plan activities	<b>30.8%</b>
Thinking and Decision Making	Addresses problems in a timely fashion without procrastination	<b>27.0%</b>
Leadership	Projects a positive self image to win the commitment of others	<b>16.3%</b>
Communication	Listens effectively to others ideas and points of view	<b>14.3%</b>
Communication	Produces written documents that are clear, concise and easy to follow	<b>14.3%</b>



# Strengths and Weaknesses

## Snow White - Strengths and Weaknesses

Most Successful Traits				Least Successful Traits			
Rank	Competence	Trait	%	Rank	Competence	Trait	%Score
1	Effectiveness	Demonstrates a real passion and energy for what they do	79.3%	1	People	Actively manages performance by conducting regular performance reviews	53.2%
2	Leadership	Is resilient in pursuing business goals even when the going gets tough	77.3%	2	Communication	Maintains a precise and constant flow of information	56.6%
3	Strategic Planning	Understands the current and future direction of the company	77.2%	3	People	Coaches others to develop to their full potential and improve their performance	56.9%
4	Industry Knowledge	Demonstrates an awareness of the formal and informal structures and relationships ('politics') that operate within the organisation	75.2%	4	People	Takes active responsibility for the development of others by setting, realistic but challenging objectives	57.3%
5	Effectiveness	Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealings with internal and external customers	74.5%	5	Effectiveness	Actively seeks feedback on management style and proactively works to improve based on feedback given	57.4%
6	Leadership	Demonstrates a strong orientation towards achievement and success in self and others	74.2%	6	Planning	Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise	59.0%
7	Industry Knowledge	Understand the business processes and procedures (within their area of responsibility) to a sufficient level of detail to successfully manage and plan activities	73.8%	7	Planning	Demonstrates focus on the objectives and end results	59.3%
8	Communication	Delivers clear, professional and credible presentations	73.4%	8	Planning	Manages own time effectively, ensuring priorities are set and dealt with efficiently	59.6%
9	Planning	Works flexibly, responding readily to the demands of changing priorities and needs	73.4%	9	Teams	Develops the skills and qualities of team members in order to maximize team and/or project success	60.6%
10	Industry Knowledge	Works within organisational boundaries for the benefit of their team / organisation	72.7%	10	People	Deals with 'difficult' individuals and performance problems in a direct and honest manner as they arise	61.4%

