



Pulse review prepared for **Snow White**



The people you have invited to provide feedback:

Snow	Self
Prince Charming	Manager
Dopey	Colleague
Grumpy	Colleague
Happy	Colleague
Sleepy	Report
Bashful	Report
Sneezy	Report
Steve	Report

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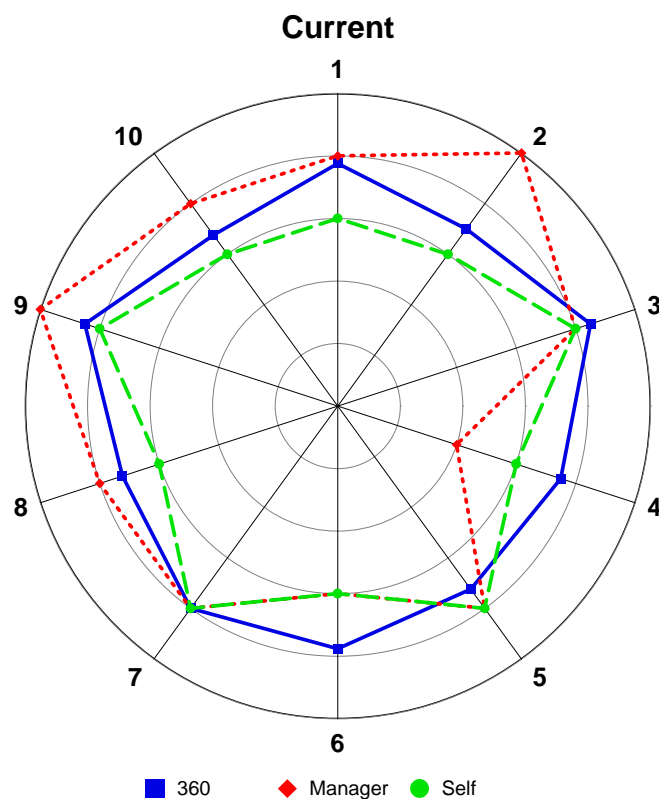
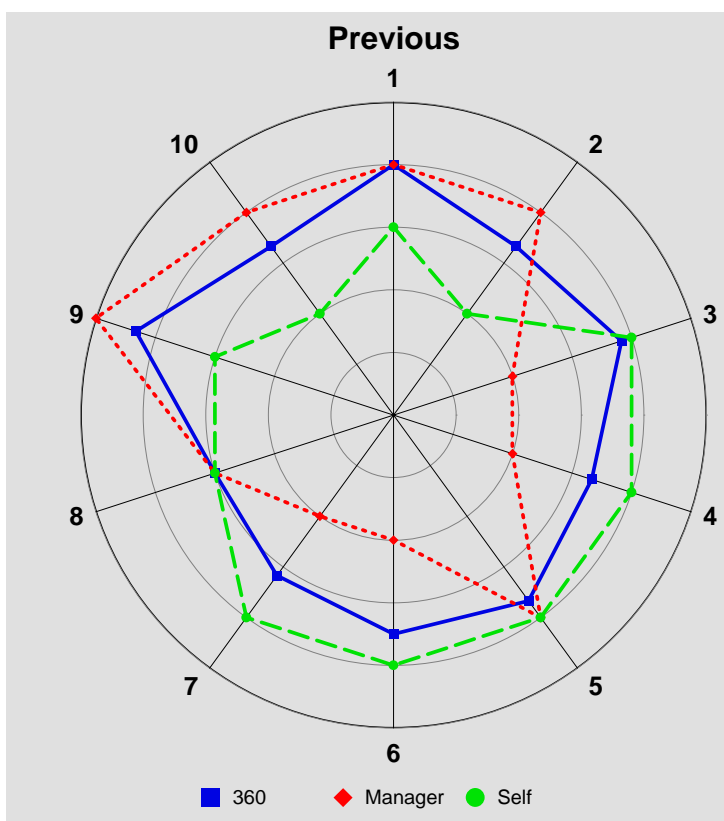
A 360° Overview

The radar plots show 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 chosen questions. The two plots compare your original scores for the behaviours you have selected with your current score.



0	Not Applicable.	No evidence available, or individual is too new into role to be able to effectively rate their performance at this stage
1	Immediate Development Need.	Overall performance could be hindered by failing to address a development need in this area
2	Development Opportunity.	Could strengthen performance by focusing developmental effort in this area
3	Competent / Effective.	Effective in this area
4	Strength.	Clearly strong in this area
5	Role Model.	Among the best seen in this area

A 360° Overview

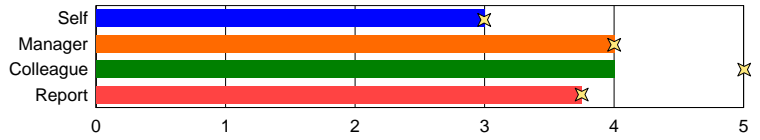


- 1 Communicates confidently and effectively to a wide variety of audiences
- 2 Maintains a precise and constant flow of information
- 3 Listens effectively to others' ideas and point of view
- 4 Encourages innovation and creativity in others
- 5 Communicates the role that their 'team' plays in facilitating and achieving the business objectives
- 6 Displays flexibility and creativity when generating ideas / solutions
- 7 Develops the skills and qualities of team members in order to maximise team and/or project success
- 8 Coaches others to develop to their full potential and improve performance
- 9 Demonstrates the Osborne values at all times
- 10 Actively seeks feedback on management style and proactively works to improve based on feedback given

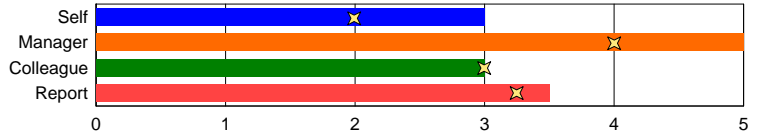
Summary



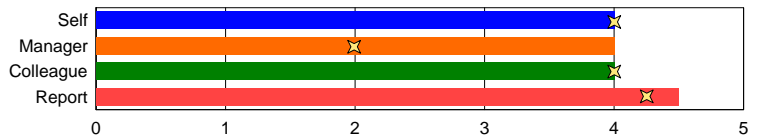
Communicates confidently and effectively to a wide variety of audiences



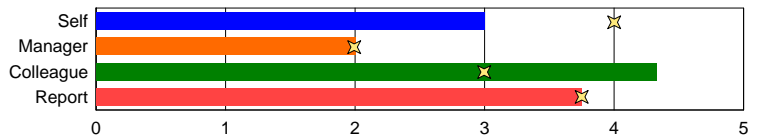
Maintains a precise and constant flow of information



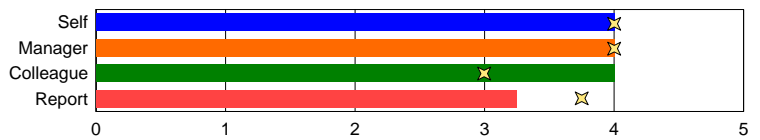
Listens effectively to others' ideas and point of view



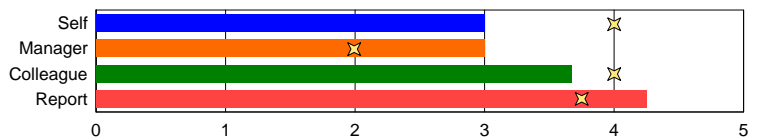
Encourages innovation and creativity in others



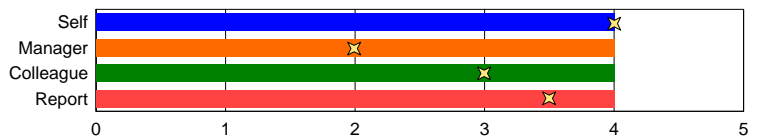
Communicates the role that their 'team' plays in facilitating and achieving the business objectives



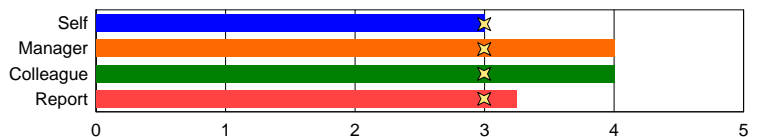
Displays flexibility and creativity when generating ideas / solutions



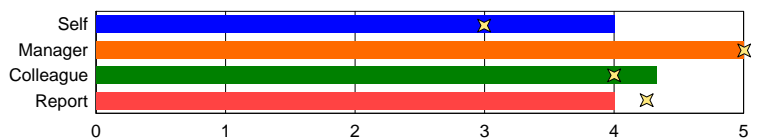
Develops the skills and qualities of team members in order to maximise team and/or project success



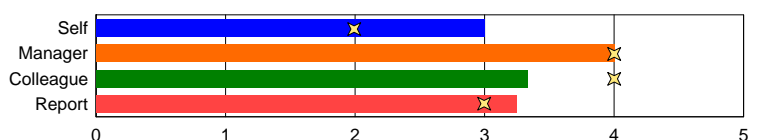
Coaches others to develop to their full potential and improve performance



Demonstrates the company values at all times



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



✦ Previous Score



In the box below please describe what, in your opinion, David does well:

Decisive and pacey, he ensures that there is min time between decision and implementation. Open style with genuine integrity creates feeling of honesty and trust, not aimed at self gain. Keen to give opportunity to others.

Communicates well to all levels in the Company.Has infectious enthusiasm for the company and industry.

David is one of the best operational managers that I have worked with. He is calm, clear and consistent in his dealings with his team and inspires great confidence. He is also great fun to work with.

David is a good communicator as well as a good listener, he will always take cognisance of alternative views as a positive contribution

David is very open and encouraging of other peoples views and opinions and actively takes the time to coach individuals to reach their full potential

Leads without ego. Keeps the messages simple and consistent. Listens effectively and looks for the best solution.

I am clear on priorities (and what is not) and am consistent.I engage people with my ideas/plans and get them to decide exactly how they will take forward. I do not dwell on detail and am not afraid to take decisions.

David has set a clear picture of where he wants to take the business and how he wants it to feel. He is clearly communicating this through the organisation.

David is a clear, consistent and effective communicator. He is open and apolitical. He has a good grip of the business and is extremely well respected and liked.



In the box below please describe what, in your opinion, David could do differently that would improve their performance:

Maintain the communication flow, it seems to go in some directions but not others

Be a bit more demanding, more pace.

Tends to side with the majority view, rather than provide the more difficult alternative view. He should seek to challenge his colleagues view more strongly, particularly when a change of direction may create changes.. Over optimistic, more realism ne

Avoid using frustration/irritation to close down a topic of debate deliberately or otherwise. He is more than capable of closing down a topic firmly but sensitively. Spend a bit more time on strategy and communicate this area more fully.

I could performance manage my team and through them the company better. I could communicate the goals better to the whole company.

Develop the "trust" conversation into the Executive.

Sometimes be less tolerant and demand more or less as the case may be.

David's intellect enables him to see the future direction for the business. He is less confident when it comes to setting out his own ideas and leading change in the business. David could do more to help his team develop their ideas and strategies.



What changes have you see in David's performance since their last 360?

Greater determination to see the company to progress further.

A clear commitment to up skilling the senior management,

More confident in managing the Board and he is obtaining the decisions that he requires, and therefore there is less breaking of ranks. He understands the business even better, and speaks his mind. He is a stronger leader, and has created a new shape to the operational structure that was not possible to envisage a year+ ago.

I am trying to maintain 1 to 1s and be more coaching in my style. I have reinforced my commitment to consistency. I have followed through on the specific actions I agreed to at the course - new people KPI and process for managing ABCs

Greater communication with me, rather than holding me at arms length.

David has come to terms with the capabilities of the managers in the business and has taken steps to deal with poor performance and strengthen his team. He has also become more confident in his relationship with me. I feel that I have moved from being a problem that has to be dealt with to being a confidant and safe place to explore new ideas.

He communicates his intentions and goals more openly.

Actively engaging more (maybe because I'm around more!). Not much else changed but the base wasn't low to begin with.

David regularly holds one to one meetings with his reports

Gap Analysis

The following table shows how your opinion differs from those around you for your current and previous 360° surveys. The numbers refer to the response scales used to score your survey, so a score of 1.0 indicates a complete level difference of opinion (eg you think you perform well and everyone else thinks you perform very well).



Competence	Behaviour	Gap	
		Current	Previous
Change Innovation and Adaptability	Encourages innovation and creativity in others	1.0	-0.4
Thinking and Decision Making	Displays flexibility and creativity when generating ideas / solutions	1.0	-0.2
Communication	Communicates confidently and effectively to a wide variety of audiences	0.9	1.0
People Management	Coaches others to develop to their full potential and improve performance	0.6	0.0
Communication	Listens effectively to others' ideas and point of view	0.3	0.2
Communication	Maintains a precise and constant flow of information	0.3	1.2
Personal Effectiveness	Actively seeks feedback on management style and proactively works to improve based on feedback given	0.3	1.2
Personal Effectiveness	Demonstrates the company values at all times	0.1	1.2
Managing and Building Teams	Develops the skills and qualities of team members in order to maximise team and/or project success	0.0	-0.6
Strategic Planning and Perspective	Communicates the role that their 'team' plays in facilitating and achieving the business objectives	-0.4	-0.4

Gap colour coding explanation

- | | | |
|---------------|-------|--|
| Current Gaps | Blue | - A significant hidden strength (i.e. a gap of one complete level or more) |
| | Black | - No significant gap (i.e. less than one complete level) |
| | Red | - A significant development area (i.e. a gap of one complete level or more) |
| Previous Gaps | Blue | - A significant increase in gap since your last 360° (i.e. one complete level or more) |
| | Black | - No significant change in gap (i.e. less than one complete level) |
| | Red | - A significant decrease in gap since your last 360° (i.e. one complete level or more) |

Strengths and Weakness

This table ranks the response of everyone apart from yourself for all your chosen Pulse behaviours in order



Rank	Competence	Behaviour	Score	
			Current	Previous
1	Communication	Listens effectively to others' ideas and point of view	4.3	3.8
2	Personal Effectiveness	Demonstrates the company values at all times	4.3	4.3
3	Managing and Building Teams	Develops the skills and qualities of team members in order to maximise team and/or project success	4.0	3.2
4	Communication	Communicates confidently and effectively to a wide variety of audiences	3.9	4.0
5	Thinking and Decision Making	Displays flexibility and creativity when generating ideas / solutions	3.9	3.5
6	Change Innovation and Adaptability	Encourages innovation and creativity in others	3.8	3.3
7	People Management	Coaches others to develop to their full potential and improve performance	3.6	3.0
8	Strategic Planning and Perspective	Communicates the role that their 'team' plays in facilitating and achieving the business objectives	3.6	3.7
9	Communication	Maintains a precise and constant flow of information	3.5	3.3
10	Personal Effectiveness	Actively seeks feedback on management style and proactively works to improve based on feedback given	3.4	3.3

Previous score colour coding explanation

- Blue** - A significant increase since your last 360° (i.e. one complete level or more)
- Black** - No significant change since your last 360° (i.e. less than one complete level)
- Red** - A significant decrease since your last 360° (i.e. one complete level or more)