



UF 360 Leadership Report

Plato Smith

Tuesday, September 6, 2022

About Your Report

Welcome to your 360 feedback report. UF Leader 360 is a multisource assessment that provides leaders with anonymous, questionnaire-based feedback from a variety of raters including colleagues, direct reports, and supervisors. By soliciting feedback from a variety of people, leaders receive a full circle perspective on their leadership skills to help direct their professional development.

This assessment used the following rating scale when raters provided their feedback:

- Consistently: 100
- Most of the time: 80
- About half the time: 60
- Sometimes: 40
- Rarely: 20
- Not Applicable: No weight

The contents of this assessment are based on the UF Leadership/Management Competency Model. This model was created to identify UF specific competencies for leaders and provides a framework of knowledge, skills, and abilities needed to be an excellent leader at UF.

Your UF Leader 360 report includes the following:

- High and Low Scores
- Blind Spots and Hidden Strengths
- Competencies Deep Dive
- Open-Ended Responses

Report summary

Self-assessment	Done
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Respondent statistics

Group	Completed responses	% complete
Colleague	12/15	80%
Direct Report	0/0	0%
Manager	1/1	100%

Overall High and Low Scores

The high/low chart displays items based on the areas where others rated you highest and lowest

Highest scores

Rank	Scoring category	Item	Average
1	Cultivate Talent	Uses an effective process to recruit, interview, and select qualified staff	100
1	Build Trust	Reliably maintains confidential and sensitive information	100
1	Build Trust	Reflects an ongoing commitment to diversity	100
1	Build Trust	Supports fair treatment for all	100
1	Generate Alignment	Implements sound financial management practices and controls	100

Lowest scores

Rank	Scoring category	Item	Average
1	Cultivate Talent	Willing to assert authority when necessary	84
2	Create and Communicate Vision	Delivers impactful, persuasive communications	88
2	Create and Communicate Vision	Regularly invites candid feedback from others	88
2	Cultivate Talent	Willing to communicate even in difficult situations	88
3	Create and Communicate Vision	Maintains visibility	89

Hidden Strengths and Blind Spots

Hidden strengths shows where others rated you higher than you rated yourself. Blind spots shows where others rated you lower than you rated yourself. Both sections are ranked from largest to smallest gap.

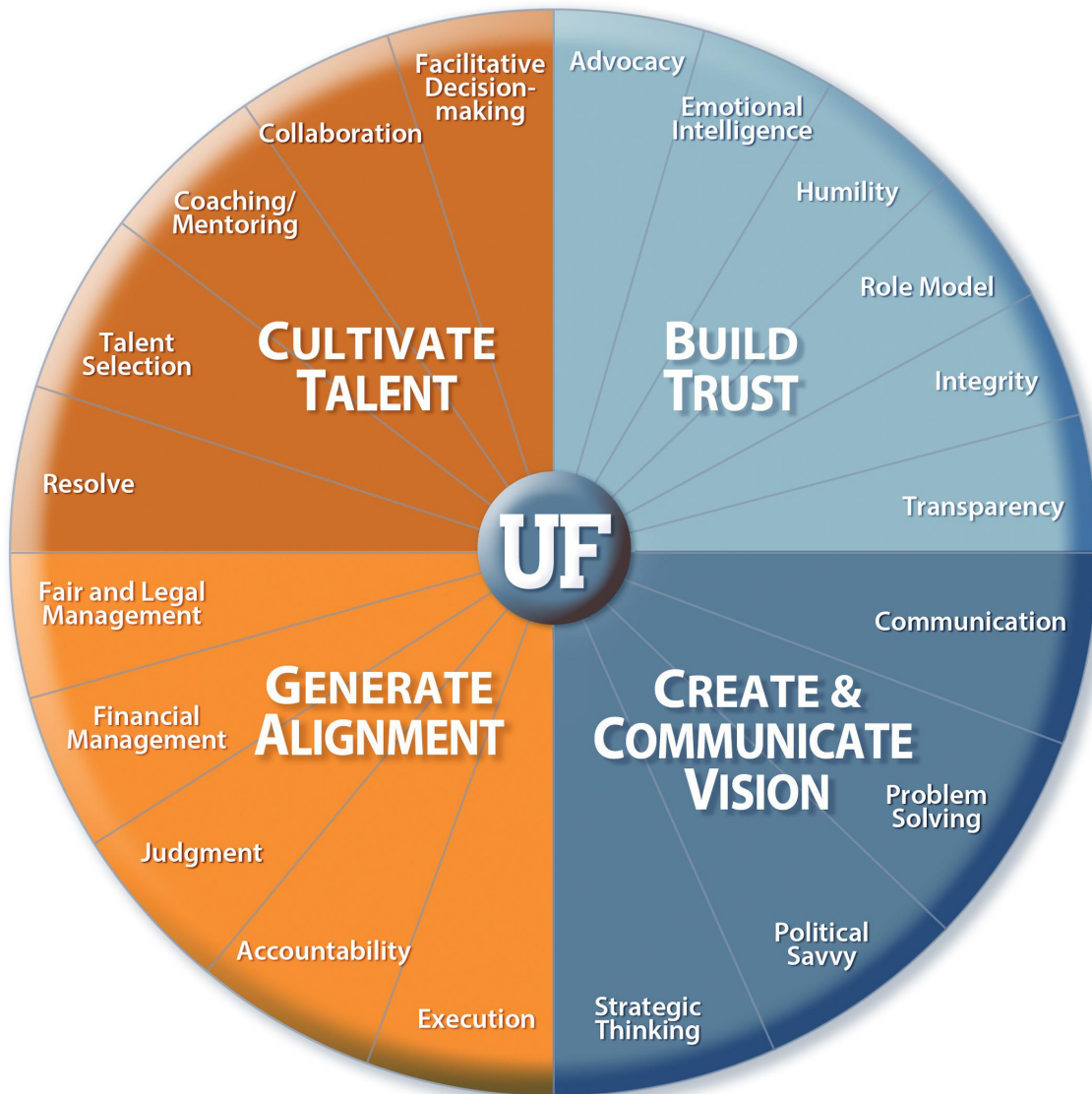
Hidden strengths

Rank	Scoring category	Item	Self	Others	Gap
1	Generate Alignment	Implements sound financial management practices and controls	80	100	+20
2	Generate Alignment	Manages budget within set parameters	80	98	+18
3	Generate Alignment	Executes at a high standard	80	97	+17
3	Create and Communicate Vision	Communicates team goals that align with the organization's vision and purpose	80	97	+17
4	Cultivate Talent	Delegates both responsibility and authority to the appropriate level	80	95	+15

Blind Spots

Rank	Scoring category	Item	Self	Others	Gap
1	Cultivate Talent	Willing to assert authority when necessary	100	84	-16
2	Create and Communicate Vision	Regularly invites candid feedback from others	100	88	-12
2	Cultivate Talent	Willing to communicate even in difficult situations	100	88	-12
3	Create and Communicate Vision	Maintains visibility	100	89	-11
3	Create and Communicate Vision	Proactively communicates about key issues	100	89	-11

Competencies: Deep Dive



Build Trust

Questions	Self	Manager	Direct Report	Colleague	Average
Admits mistakes	100	100	-	96	96
Behaves ethically in business activities and decisions	100	100	-	98	98
Champions an idea or position	100	100	-	93	94
Controls emotions in a positive way	100	80	-	97	95
Effectively manages relationships	100	80	-	93	92
Ensures that motives are clear (no hidden agendas)	100	100	-	97	97
Exemplifies professional behavior and image	100	100	-	98	98
Explains decisions	100	100	-	98	98
Follows through on commitments	100	100	-	92	92
Maintains consistency between words and actions	100	100	-	97	97
Measures personal success based on team accomplishments (not on his/her own agenda)	100	100	-	97	97
Reflects an ongoing commitment to diversity	100	100	-	100	100
Reliably maintains confidential and sensitive information	100	100	-	100	100
Responds appropriately to other's feelings and perspectives	100	100	-	95	95
Shares credit	100	100	-	97	97
Stays current on practices and trends in area of expertise	80	100	-	95	95
Supports fair treatment for all	100	100	-	100	100
Supports opportunity for all	100	100	-	98	98
Tells the truth	100	100	-	98	98

High and Low Scores

Build Trust

Highest scores

Rank	Scoring category	Item	Average
1	Build Trust	Reliably maintains confidential and sensitive information	100
1	Build Trust	Reflects an ongoing commitment to diversity	100
1	Build Trust	Supports fair treatment for all	100
2	Build Trust	Behaves ethically in business activities and decisions	98
2	Build Trust	Supports opportunity for all	98

Lowest scores

Rank	Scoring category	Item	Average
1	Build Trust	Follows through on commitments	92
1	Build Trust	Effectively manages relationships	92
2	Build Trust	Champions an idea or position	94
3	Build Trust	Stays current on practices and trends in area of expertise	95
3	Build Trust	Controls emotions in a positive way	95

Create and Communicate Vision

Questions	Self	Manager	Direct Report	Colleague	Average
Actively listens to others	100	100	-	97	97
Addresses problems logically	100	80	-	93	92
Articulates a shared vision for work unit	100	-	-	93	93
Asks good questions	80	100	-	92	92
Communicates team goals that align with the organization's vision and purpose	80	100	-	97	97
Delivers impactful, persuasive communications	80	100	-	87	88
Effectively expresses self	100	80	-	93	92
Facilitates a process to establish team goals	100	100	-	93	93
Fosters ongoing conversations about the team's vision and purpose	100	100	-	89	90
Maintains visibility	100	100	-	88	89
Operates effectively within the organization's political climate	100	100	-	95	95
Proactively communicates about key issues	100	100	-	88	89
Recognizes the right problems to work on	80	100	-	93	94
Regularly invites candid feedback from others	100	100	-	87	88
Regularly invites dialogue with others	100	100	-	93	94
Seeks answers from multiple sources	100	100	-	92	92
Seeks out diverse perspectives when developing strategy	100	100	-	95	95
Sets clear expectations	80	100	-	93	93
Sets clear priorities	100	100	-	93	93

High and Low Scores

Create and Communicate Vision

Highest scores

Rank	Scoring category	Item	Average
1	Create and Communicate Vision	Actively listens to others	97
1	Create and Communicate Vision	Communicates team goals that align with the organization's vision and purpose	97
2	Create and Communicate Vision	Seeks out diverse perspectives when developing strategy	95
2	Create and Communicate Vision	Operates effectively within the organization's political climate	95
3	Create and Communicate Vision	Regularly invites dialogue with others	94

Lowest scores

Rank	Scoring category	Item	Average
1	Create and Communicate Vision	Delivers impactful, persuasive communications	88
1	Create and Communicate Vision	Regularly invites candid feedback from others	88
2	Create and Communicate Vision	Maintains visibility	89
2	Create and Communicate Vision	Proactively communicates about key issues	89
3	Create and Communicate Vision	Fosters ongoing conversations about the team's vision and purpose	90

Generate Alignment

Questions	Self	Manager	Direct Report	Colleague	Average
Articulates high standards	100	100	-	95	95
Ensures others execute at a high standard	80	-	-	90	90
Executes at a high standard	80	100	-	97	97
Follows tasks through to completion	100	100	-	92	92
Implements sound financial management practices and controls	80	100	-	100	100
Knows when to speak and when to listen	80	100	-	92	92
Learns from mistakes	100	100	-	97	97
Maintains a fair work environment	100	100	-	98	98
Makes sound decisions	80	100	-	92	92
Makes timely decisions	80	100	-	93	94
Manages budget within set parameters	80	100	-	97	98
Measures results based on goals	100	100	-	93	93
Mobilizes resources to achieve success	100	100	-	93	93
Understands and complies with university, state, and federal requirements	100	100	-	98	98
Uses discretion	100	100	-	97	97

High and Low Scores

Generate Alignment

Highest scores

Rank	Scoring category	Item	Average
1	Generate Alignment	Implements sound financial management practices and controls	100
2	Generate Alignment	Manages budget within set parameters	98
2	Generate Alignment	Maintains a fair work environment	98
2	Generate Alignment	Understands and complies with university, state, and federal requirements	98
3	Generate Alignment	Learns from mistakes	97

Lowest scores

Rank	Scoring category	Item	Average
1	Generate Alignment	Ensures others execute at a high standard	90
2	Generate Alignment	Follows tasks through to completion	92
2	Generate Alignment	Makes sound decisions	92
2	Generate Alignment	Knows when to speak and when to listen	92
3	Generate Alignment	Mobilizes resources to achieve success	93

Cultivate Talent

Questions	Self	Manager	Direct Report	Colleague	Average
Addresses performance issues promptly	80	-	-	91	91
Approaches challenging tasks with a willing attitude	100	100	-	97	97
Builds consensus	100	100	-	96	96
Delegates both responsibility and authority to the appropriate level	80	100	-	95	95
Fosters teamwork	100	100	-	95	95
Gives candid and helpful feedback	100	100	-	90	91
Knows when to close a discussion and move to a decision	80	80	-	90	89
Manages group interactions (e.g., meetings) effectively	100	80	-	96	95
Nurtures talents in others	100	100	-	94	95
Reacts appropriately- doesn't over- or under-react to a situation	100	80	-	95	93
Shares knowledge and information	100	100	-	95	95
Uses an effective process to recruit, interview, and select qualified staff	100	-	-	100	100
Values diversity in applicant pools and hires	100	100	-	98	98
Willing to assert authority when necessary	100	-	-	84	84
Willing to communicate even in difficult situations	100	100	-	87	88

High and Low Scores

Cultivate Talent

Highest scores

Rank	Scoring category	Item	Average
1	Cultivate Talent	Uses an effective process to recruit, interview, and select qualified staff	100
2	Cultivate Talent	Values diversity in applicant pools and hires	98
3	Cultivate Talent	Approaches challenging tasks with a willing attitude	97
4	Cultivate Talent	Builds consensus	96
5	Cultivate Talent	Fosters teamwork	95

Lowest scores

Rank	Scoring category	Item	Average
1	Cultivate Talent	Willing to assert authority when necessary	84
2	Cultivate Talent	Willing to communicate even in difficult situations	88
3	Cultivate Talent	Knows when to close a discussion and move to a decision	89
4	Cultivate Talent	Addresses performance issues promptly	91
4	Cultivate Talent	Gives candid and helpful feedback	91

Describe a time when you were able to observe this person exhibiting strong leadership skills.

Self Response

1 Responses

Recently, I developed an informal electronic lab notebook task force comprised of multiple stakeholders in effort to work in parallel for a more formal university committee developing electronic lab notebook assessment and selection for institution-wide implementation.

Manager Response

1 Responses

He has been involved in important discussions regarding collaborations across campus that involve high level stakeholders and has participated in and overseen data management grant projects that required effective leadership.

Colleague Responses

11 Responses

One example where I observed Plato's leadership skills was when he led an effort to share our scholarship at an international conference. He proposed the idea and invited colleagues to join him. He led the development of the conference proposal and incorporated input from co-authors. He sent updates of the conference to co-authors and shared the link to the proceedings following the event.

Plato demonstrated strong leadership skills by convening a panel of experts from the library to support a funded project within his digital collections mission. He was extremely helpful from the proposal through project completion, using his skills when available and identifying others when appropriate.

Plato helped to lead efforts to integrate library expertise with research project needs.

Plato has lead the Data Management and Curation Working Group (DMCWG). At the start he was very effective at getting things organized and make progress within the group. I think Plato is good at networking and getting input from a broad diversity of campus constituents.

Plato has built a successful program from scratch. His area of expertise was new to the library and other faculty, while supportive in theory, were not always sure of how to help or support his work. He found or created the tools he needed, made connections across the university and created a solid program within the library.

As the lead for the Data Management and Curation Working Group, Plato balances group discussion with collaborative decision-making when necessary. These meetings are informational, productive, and do not waste time!

Plato is also a wonderful collaborator on research projects. He always provides insightful suggestions for the team to consider, whether he is the lead author or a contributor.

The university has been discussing electronic lab notebooks software and its implementation, training, and support. There is not a single solution and the needs vary. Over the years Plato has consistently and persistently been working to gather information, explain the advantages and disadvantages of different vendor products, to guide the university towards a solution for this need. Progress has been made and Plato's leadership has a lot to do with that.

As a member of the Data Management and Curation Working Group, I have been able to watch Plato lead a multidisciplinary group of faculty and staff to develop campus-wide policies and procedures related to research data management, as well as address related issues that arise from outside stakeholders. Plato is always well prepared for meetings, with a clear agenda that allows for attendees to contribute their thoughts and develop coherent solutions to the issues.

There are so many to choose from! Many are very technical, and some are of his leading through adversity. One example that is widely known: leading technical implementation of ORCID on campus by leading work to create awareness, conduct outreach, build a coalition, and then continue to follow through and build for years with constituents across campus, resulting in adoption and implementation. Another example that only a few people will ever know: a Black woman faculty member was harassed by a graduate student and came to him for counsel. He provided counsel, mentoring, and--because he was a trusted confidant and leader--he was able to provide her with comfort and support and to guide her to her supervisor (me) and library HR to have the situation handled successfully. He is an asset to UF in all that he does, and he does more than people will ever see.

Plato was the first Data Management Librarian for the Smathers Libraries and had to build his program from scratch. He has done a spectacular job developing relationships across campus and is a strong communicator. He takes existing conversations (such as ELN acquisition) and ties it together with other related conversations. He is a bridge builder!

He is a good listener and works to solve problems for his collaborators.

Please list this person's key strengths.

Self Response

1 Responses

The candidate is able to identify, aggregate, and collaborate with key and senior stakeholders across different units, hierarchy, and decision-making authorities. The candidate is an encourager, collaborator, and mentor. The candidate exhibits a servant-leadership approach.

Manager Response

1 Responses

Expertise in data management

Ability to navigate discussions among groups with varying interests/priorities

Measured and thoughtful responses to complex situations

Colleague Responses

11 Responses

Plato is enthusiastic and welcoming. He appreciates collaboration and contributes to teamwork. He shares his expertise in data management and grey literature and continues to enhance his own knowledge and skills.

Engaging

Targeted communication strategy

Patience

Creativity

Resourcefulness

Excellent communicator. Seeks ways to integrate skills and abilities across programs.

Plato is very good at sharing information with others

Plato is patient, tolerant, generous, and open.

--A true wealth of knowledge for all things related to data management.

--To the point!

--Welcomes collaborators at all levels of their academic and/or professional careers.

Plato has tremendous people skills and a talent to lead in a gentle but irresistible way, so that people follow him by the strength and clarity of his ideas, not by the authority of his position or some other external factor.

Plato is thoughtful and a good listener. He does an excellent job of bringing in an array of diverse voices to discuss the problem at hand. He is able to manage these different voices effectively and take in differing opinions in order to formulate consensus solutions.

Honesty, humility, servant leadership, kindness, compassion, fundamental decency

Plato is thoughtful, knowledgeable, and a great listener. He wants everyone to succeed and is a supportive colleague. He shows initiative in all his projects and makes sure to pull in folks from other units when needed.

Listening

Adapting to needs

Friendly/courteous

Please list specific areas where this person needs to improve and what would be the payoffs if this person made these improvements.

Self Response

1 Responses

The candidate needs to improve on condensing information in executive format for senior stakeholders. The candidate can improve his approach is developing business use case for institutional support of resources for the research and learning communities. The candidate needs to improve development of successful grant awards.

Manager Response

1 Responses

Hone writing skills-valuable in almost every facet of work, especially grant proposals

Colleague Responses

11 Responses

In my opinion, Plato could share his personal assessments, opinions, and recommendations more strongly. He has a lot of experience and expertise. I think the collaborations he is involved in would benefit from learning more of his authentic perspectives.

At times it felt like Plato had too much going on indicated by various means of communication. A strong team organizational structure was necessary to keep track of information for the project. Meetings were often able to complete tasks in the allotted time, but a couple extra minutes would have been helpful on occasion. Some meetings were designed as unstructured "check-ins". Communicating the strategy and goal behind rapid task-oriented meetings vs check-ins with clients might help determine an agreeable approach and appropriate expectation for the situation.

Improvement could be made helping to link administrative aspects of cooperative work.

I think Plato has difficulty delegating. Over the years, the DMCWG has mostly morphed into updates to the group on what Plato has been working on. There's some time for discussion and feedback, but it is largely focused on Plato's tasks and goals, not as much on building competency and shared goals across groups. I don't know if Plato manages any staff, but he seems to work alone a lot. He gathers input from a diverse array of people, but the synthesis and moving things forward seem to be reliant on him.

Plato has faced many challenges in his career, including here at UF. While he has navigated and overcome many barriers, I think it has (reasonably) left him a little reticent to engage outside of his immediate group of colleagues within the library. As the ARCS department gets on its feet, I hope to see him become a more prominent spokesperson for the group.

Plato is an incredible "department of one." I would love to know how we can better support his work as collaborators and colleagues to encourage a maintainable and sustainable workload.

Plato is always the ultimate professional. There are occasions where he can afford to be more assertive to get things done. He has the reputation and credibility to pull that off without compromising his strength as leader, uniter, and consensus builder.

At times, when he is not actively leading, Plato can be too quiet and fade into the background. His contributions always move conversations forward, but there are times when he does not always speak up to add to discussions and debate.

He has the skills, knowledge, and abilities. He does not currently supervise anyone, but he has the experience from the past. I do not see any gaps in his work. It would be best if UF, once he has tenure, positions him for greater service.

This is a tough one. There are times when Plato has friction with a colleague and his defense mechanism is to exclude that person. The initiating friction is not often of his making, but the response (while understandable) creates challenges for the organization. I say this to be candid, but I balance this by saying that the Smathers Libraries presents challenges for BIPOC colleagues and I think we could do more to support people facing difficult situations. Sometimes people do what they need to do.

Could use some improvement in following up with investigators to check how it is doing, follow through on projects, etc.