

leadership *feedback*
QUESTIONNAIRE

Anne Example

Leadership Feedback Questionnaire

30 Sep 2004

johnston
penno



Strictly Confidential

This report contains feedback gathered from the following sources:

| | |
|----------------|-----------|
| Participant | 1 |
| Manager | 1 |
| Colleagues | 5 |
| Direct Reports | 4 |
| Total: | 11 |

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General Points to Remember

Purpose Of 360° Feedback

- Feedback is essential to progress. It provides you with accurate information about the way you work with others.
- Feedback can act both as a stimulus to change your behaviour, and as a catalyst to facilitate change.
- To accelerate your professional effectiveness, you need to be aware of the consequences of your behaviour. If you are aware, you can decide whether or not the consequences match your intentions.

This system enables you to increase your knowledge about your job and performance. For example: it can give you information about how people rate current performance, what they expect of you and how important certain behaviours are to your job.

Primary Objectives

- To develop an awareness of your relative influence and effectiveness with others.
- To develop a self-directed strategic plan for working more effectively with others.

By Enabling You To

- Analyse and process your feedback.
- Understand the consequences of your behaviour.
- Identify what you could be doing differently to maximise your working relationships with others by creating self-directed action plans.
- Identify content areas for follow-up, skill-building, training and development.

The Competencies

Decision Making

Drive / Self Motivation

Planning and Organising

Problem Solving

Communication

Networking and Relating

Persuading

People Management

Managing Change

Inspiration

Professional / Functional skills

Use of Technology

The Rating Scale

As a reminder, the scale that was used by respondents for the questionnaire is shown below:

Performance

How much the person displays this behaviour

- | | |
|----------------------------|---|
| 5 Very Effective | <i>Exceptionally good, consistently excellent.</i> |
| 4 Effective | <i>Consistently good demonstration of this behaviour.</i> |
| 3 Competent | <i>Adequate. Occasionally demonstrates this behaviour</i> |
| 2 Needs Development | <i>Below the standard expected.</i> |
| 1 Address Urgently | <i>Needs to develop urgently. Maybe having a negative affect.</i> |
| U Unable to Comment | |

Introduction to Competency Overview Graphs

This demonstrates your overall scores against each of the main competency areas. These scores are the average over all the respondents, including yourself.

Avs is the average score and corresponds with the bar length.

N shows the number of respondents who answered the question.

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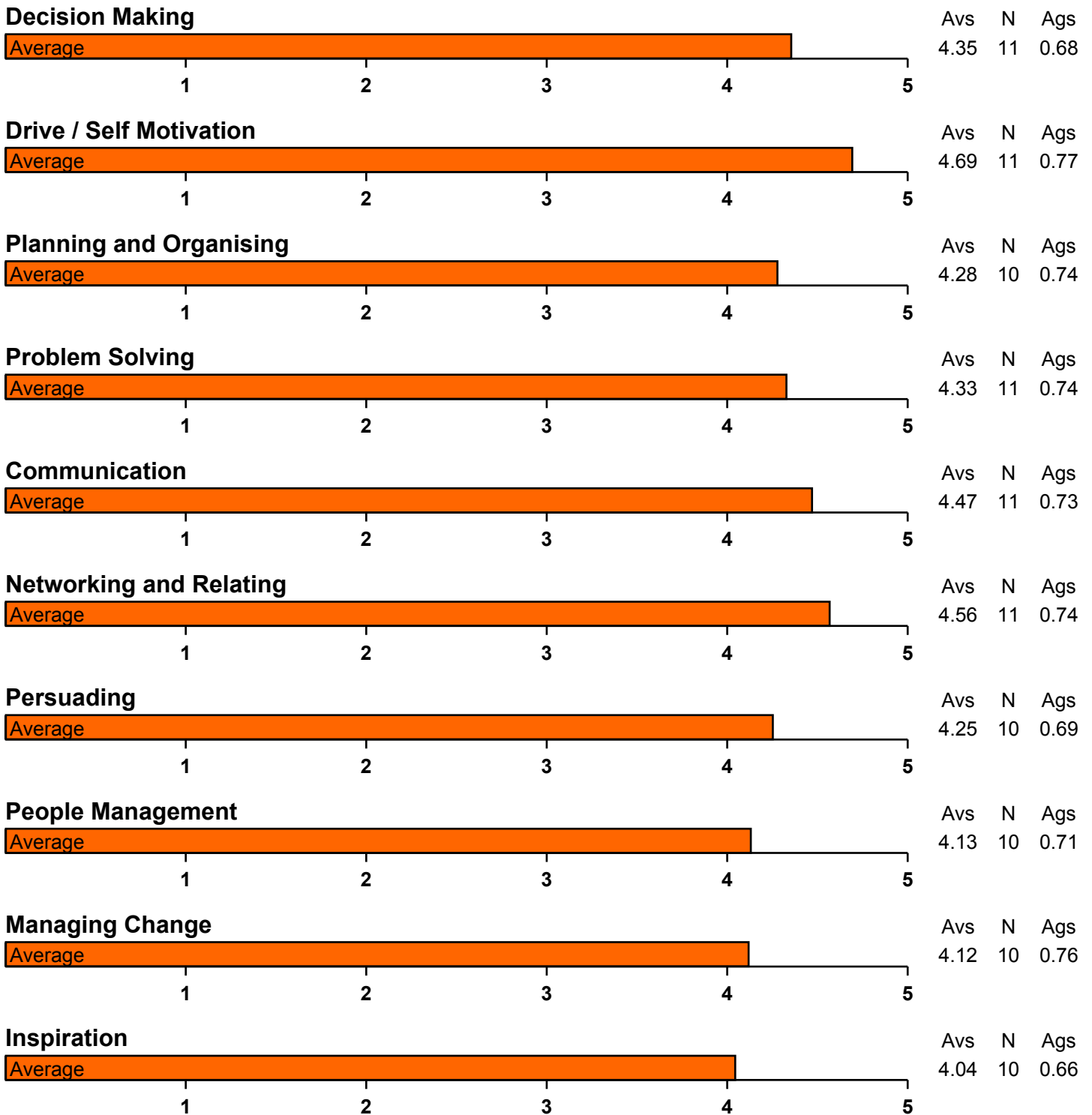
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Competency Overview Graphs

Anne Example

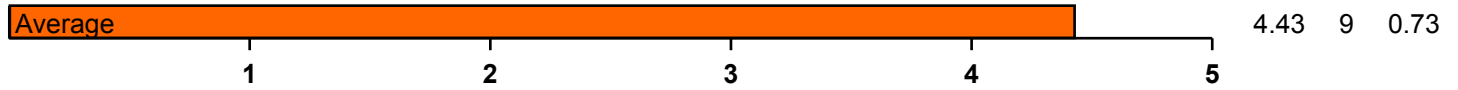


Avs - Average Score N - Number of Responses Ags - Agreement Score
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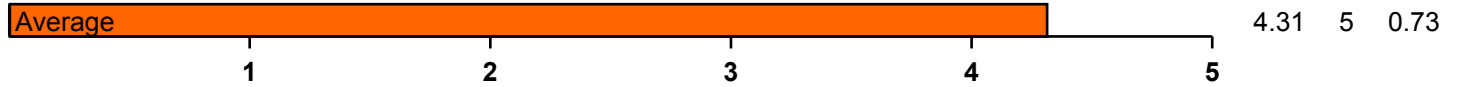
Competency Overview Graphs

Anne Example

Professional / Functional skills



Use of Technology



Composite



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Introduction to Question Overview Graphs

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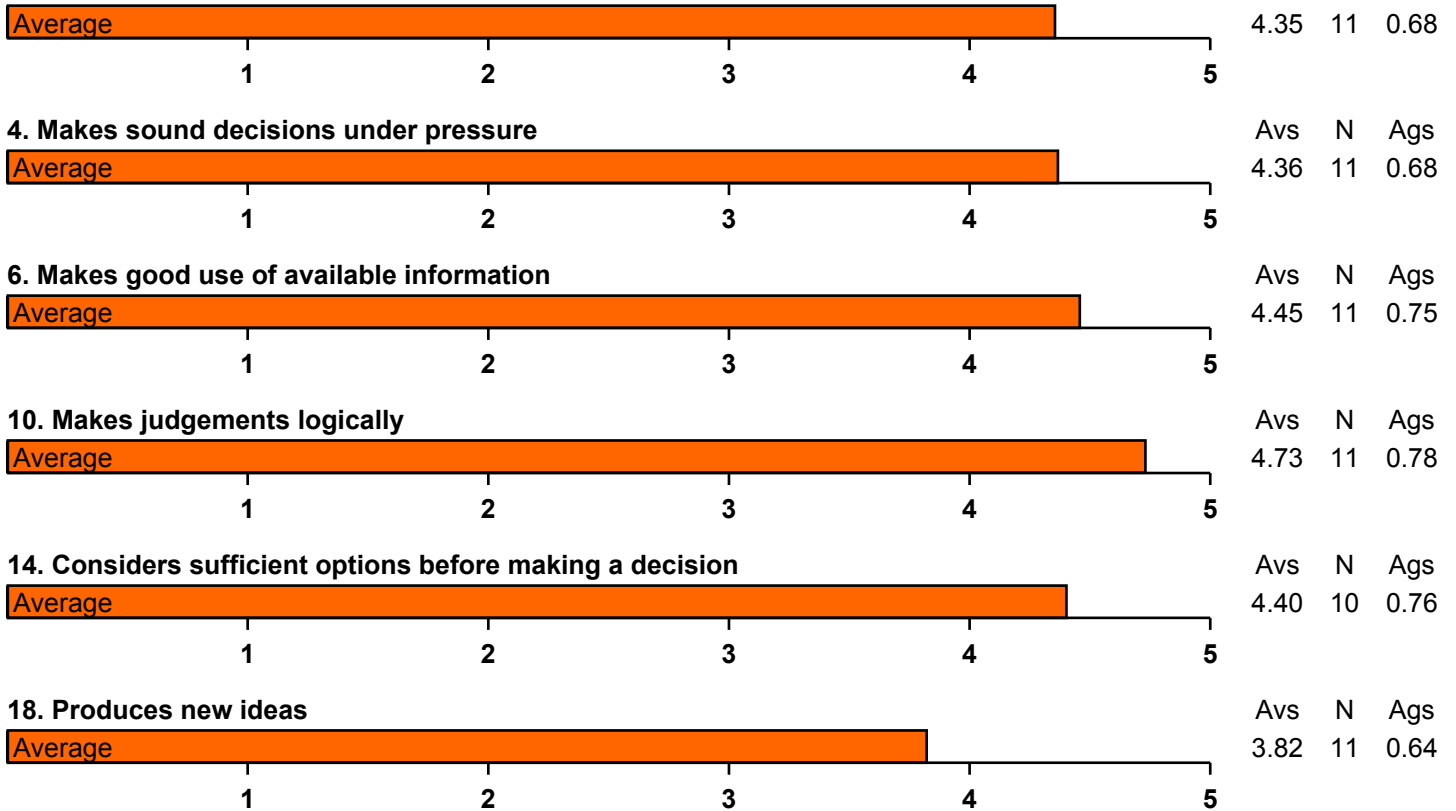
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Question Overview Graphs

Anne Example

Decision Making

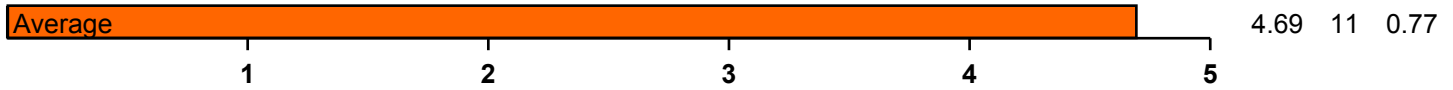


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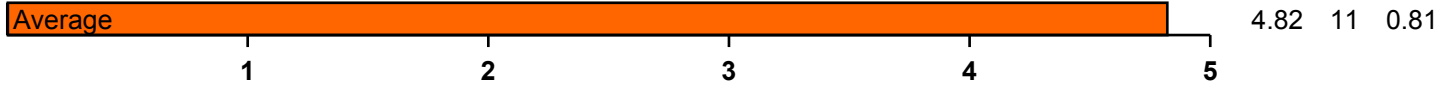
Question Overview Graphs

Anne Example

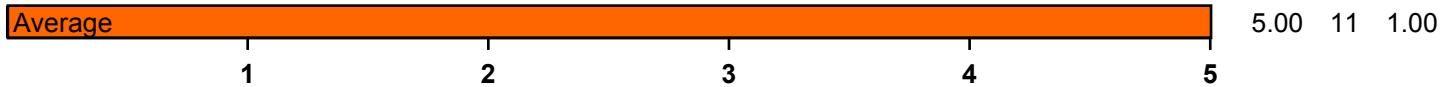
Drive / Self Motivation



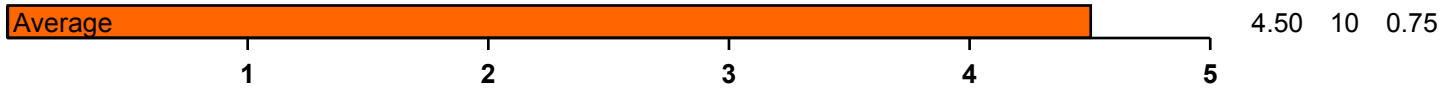
1. Demonstrates high personal standards



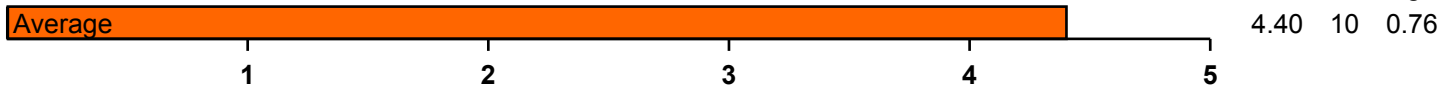
5. Works hard to deliver what is needed



9. Perseveres towards goals despite problems



13. Shows initiative

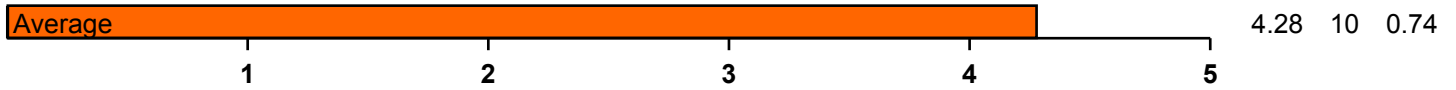


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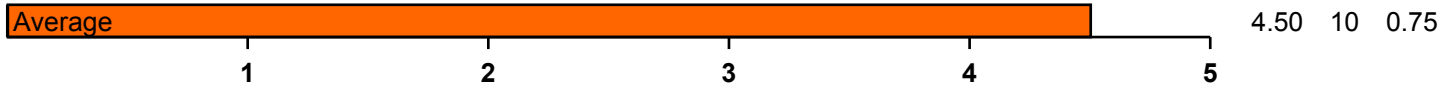
Question Overview Graphs

Anne Example

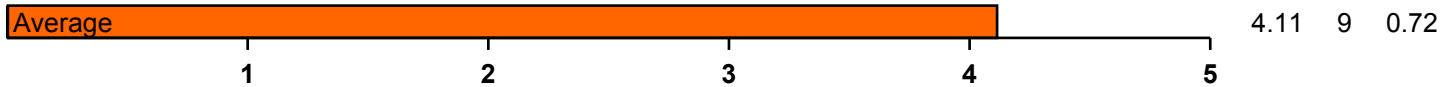
Planning and Organising



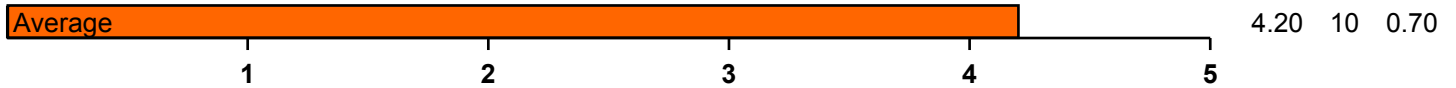
2. Sets clear objectives



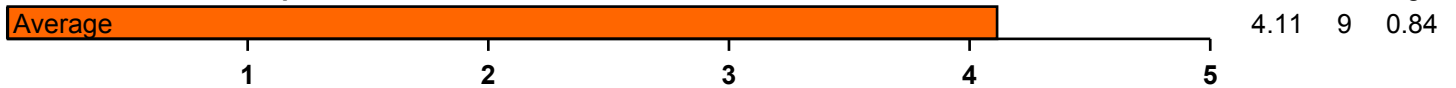
7. Achieves goals through realistic planning



11. Completes work within an agreed time frame



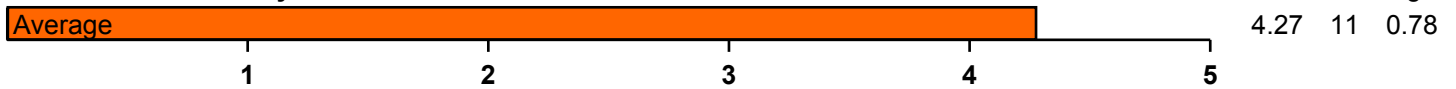
15. Checks to ensure plans are on course



17. Uses his / her time effectively



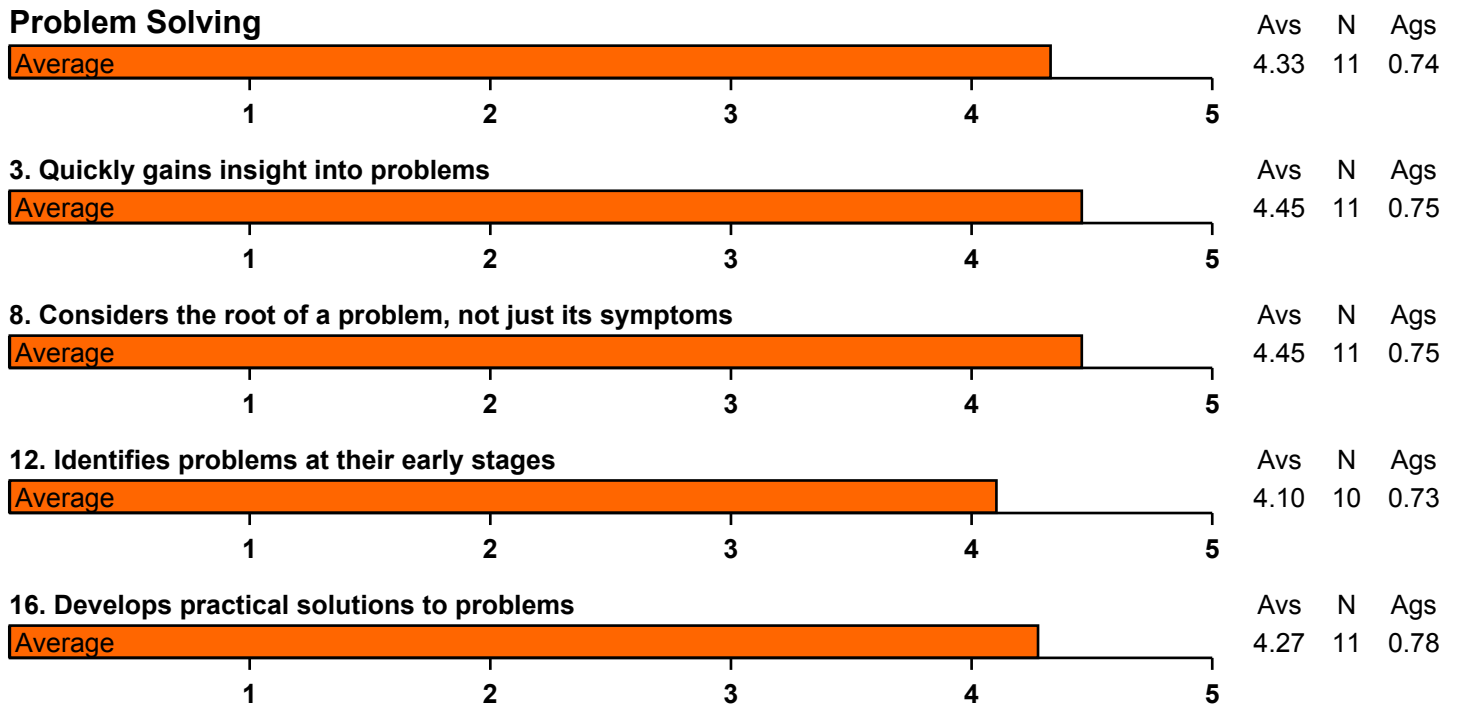
19. Is able to think beyond the immediate



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Question Overview Graphs

Anne Example

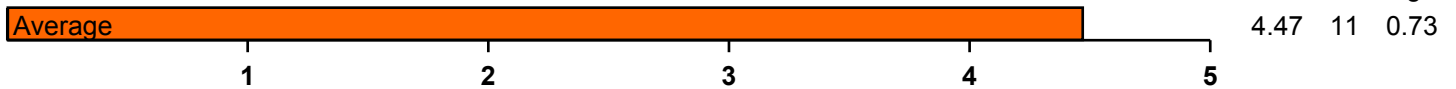


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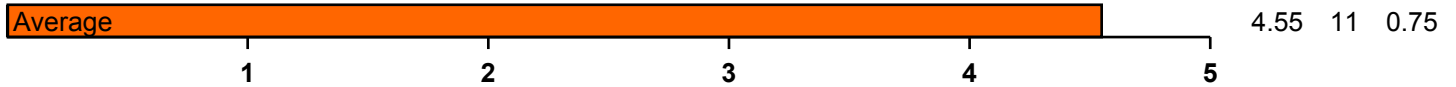
Question Overview Graphs

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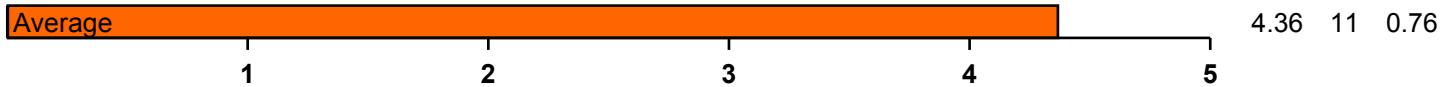
Communication



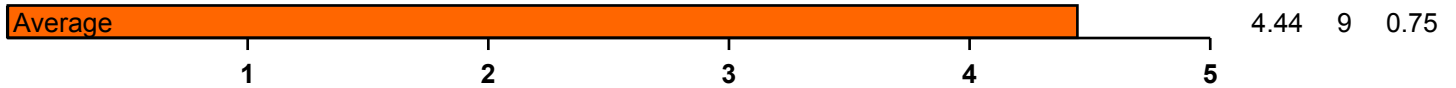
35. Listens to others



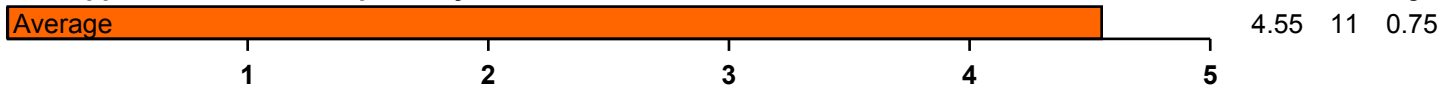
36. Presents ideas and information in a well organised manner



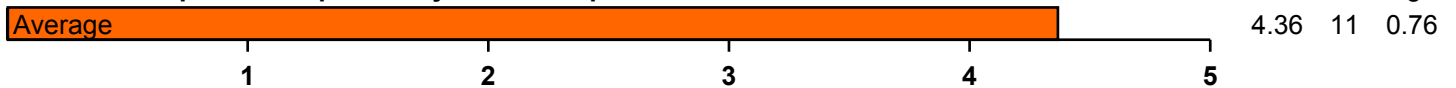
37. Seeks information required by him / herself



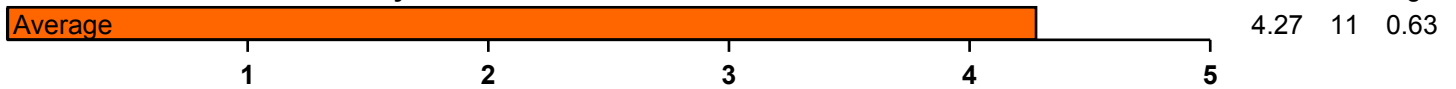
47. Supplies information required by others



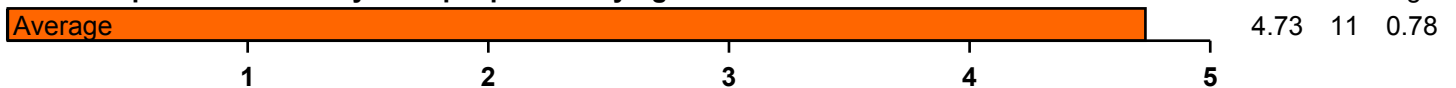
48. Answers questions specifically and to the point



54. Writes in a clear concise style



58. Asks questions to clarify what people are saying

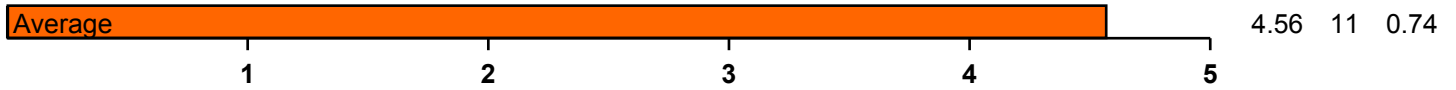


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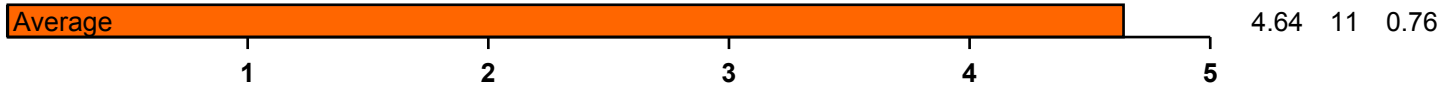
Question Overview Graphs

Anne Example

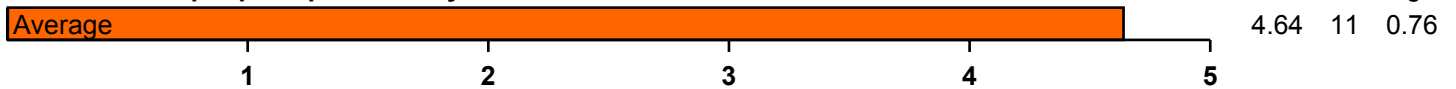
Networking and Relating



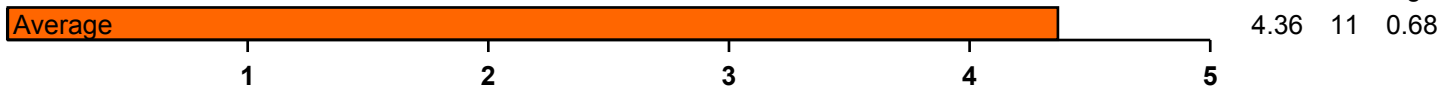
20. Knows the right person to contact



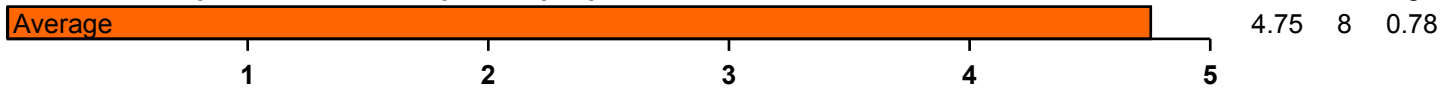
27. Deals with people diplomatically



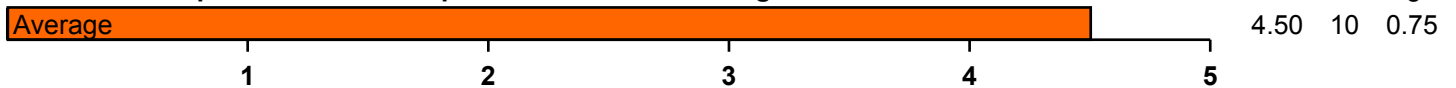
34. Seeks to resolve areas of conflict



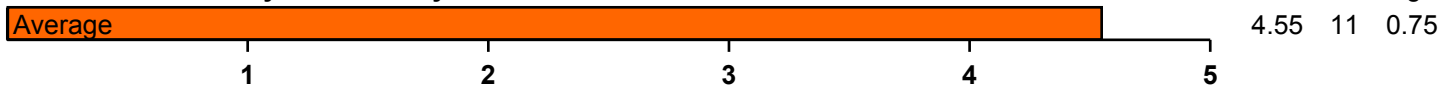
38. Builds co-operative relationships with people outside immediate work area



46. Builds co-operative relationships with immediate colleagues



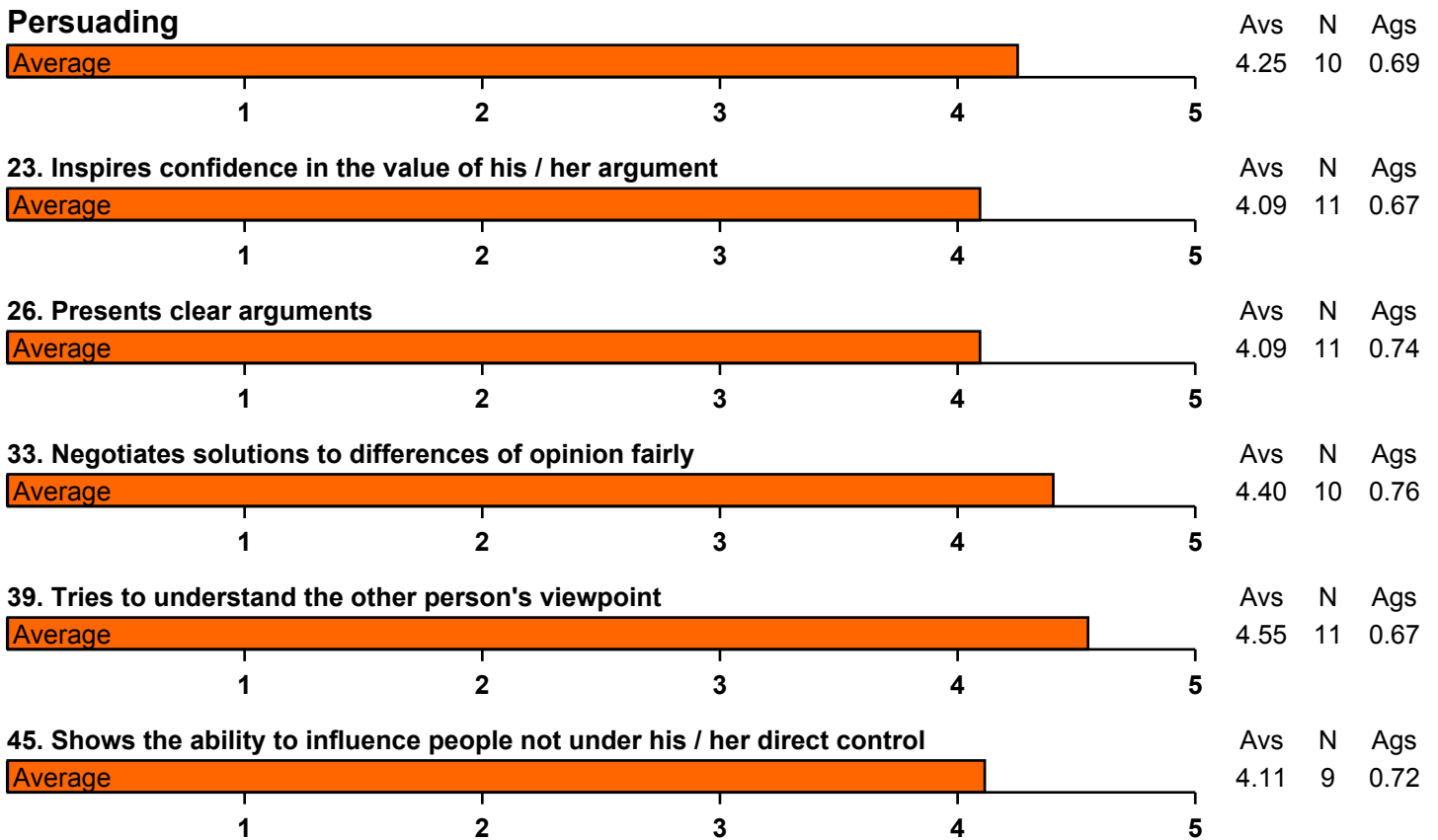
53. Behaves honestly and ethically



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Question Overview Graphs

Anne Example

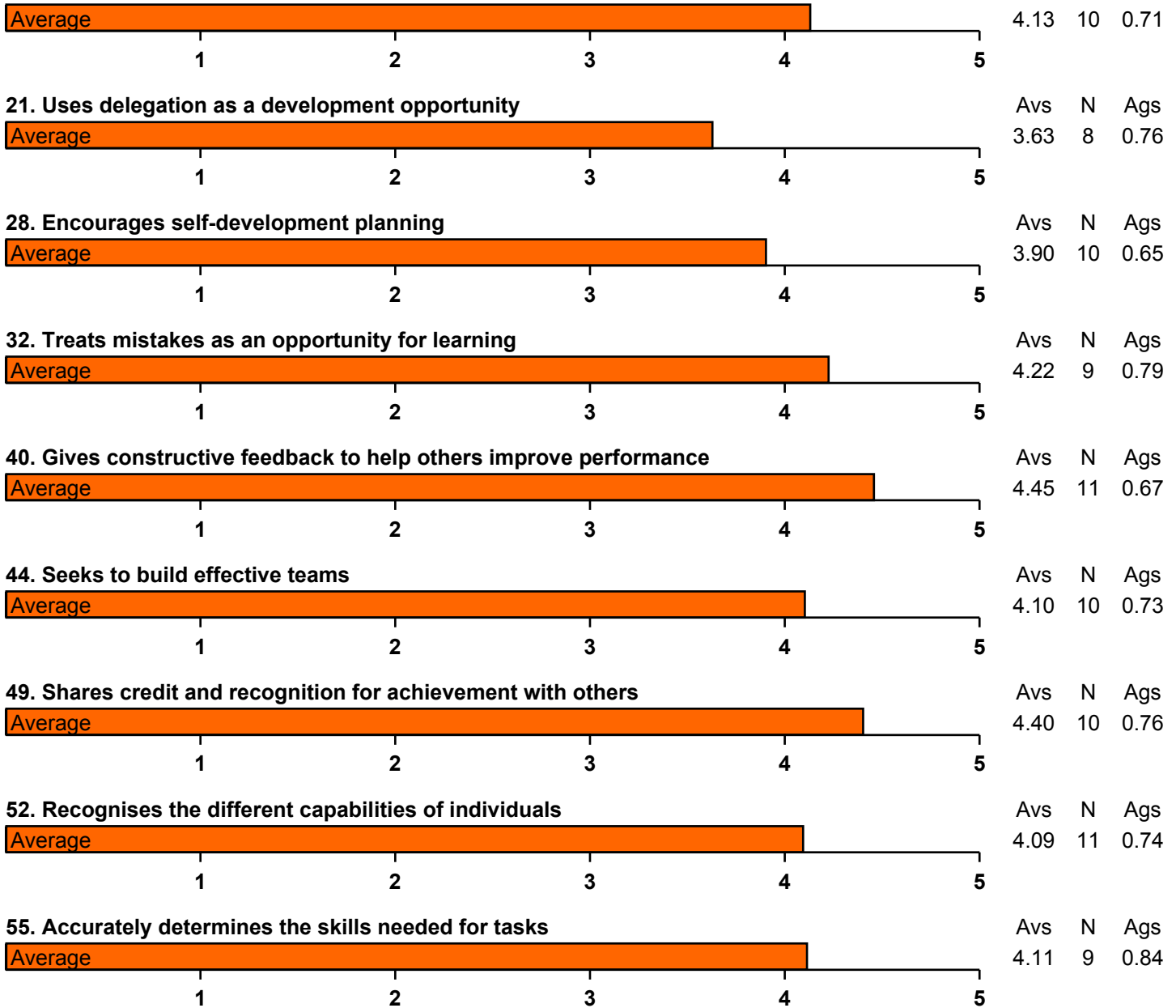


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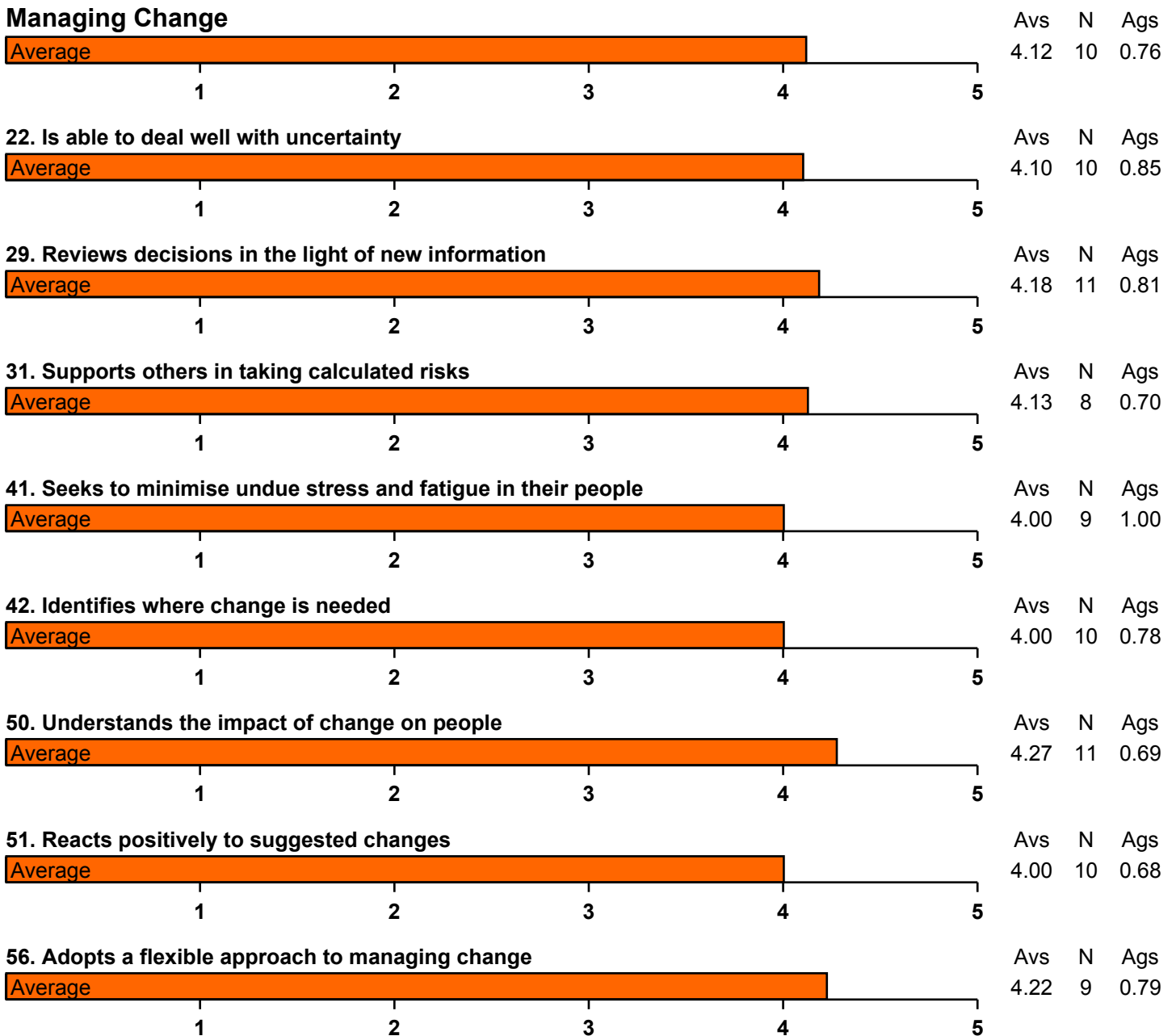
People Management



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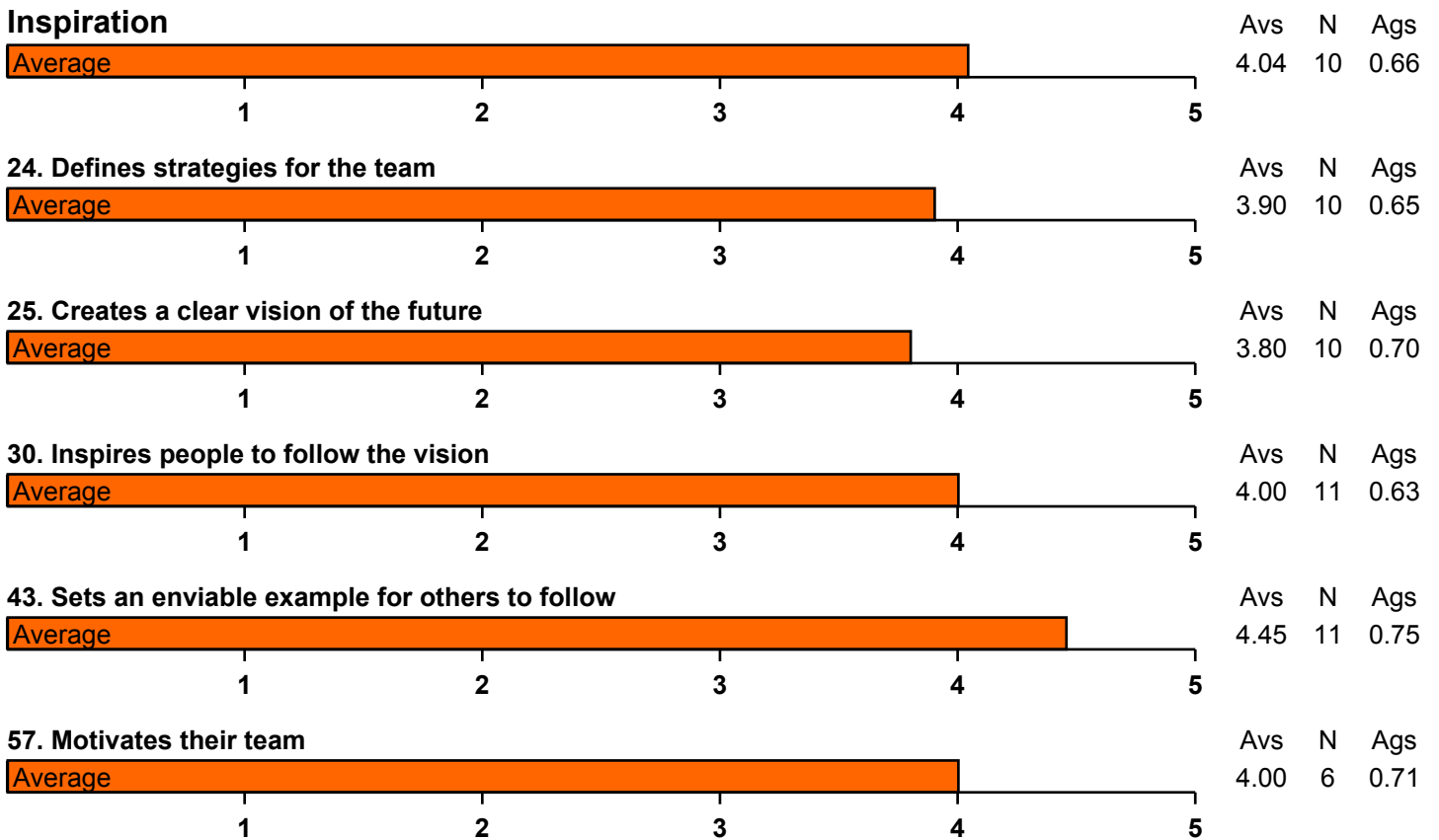
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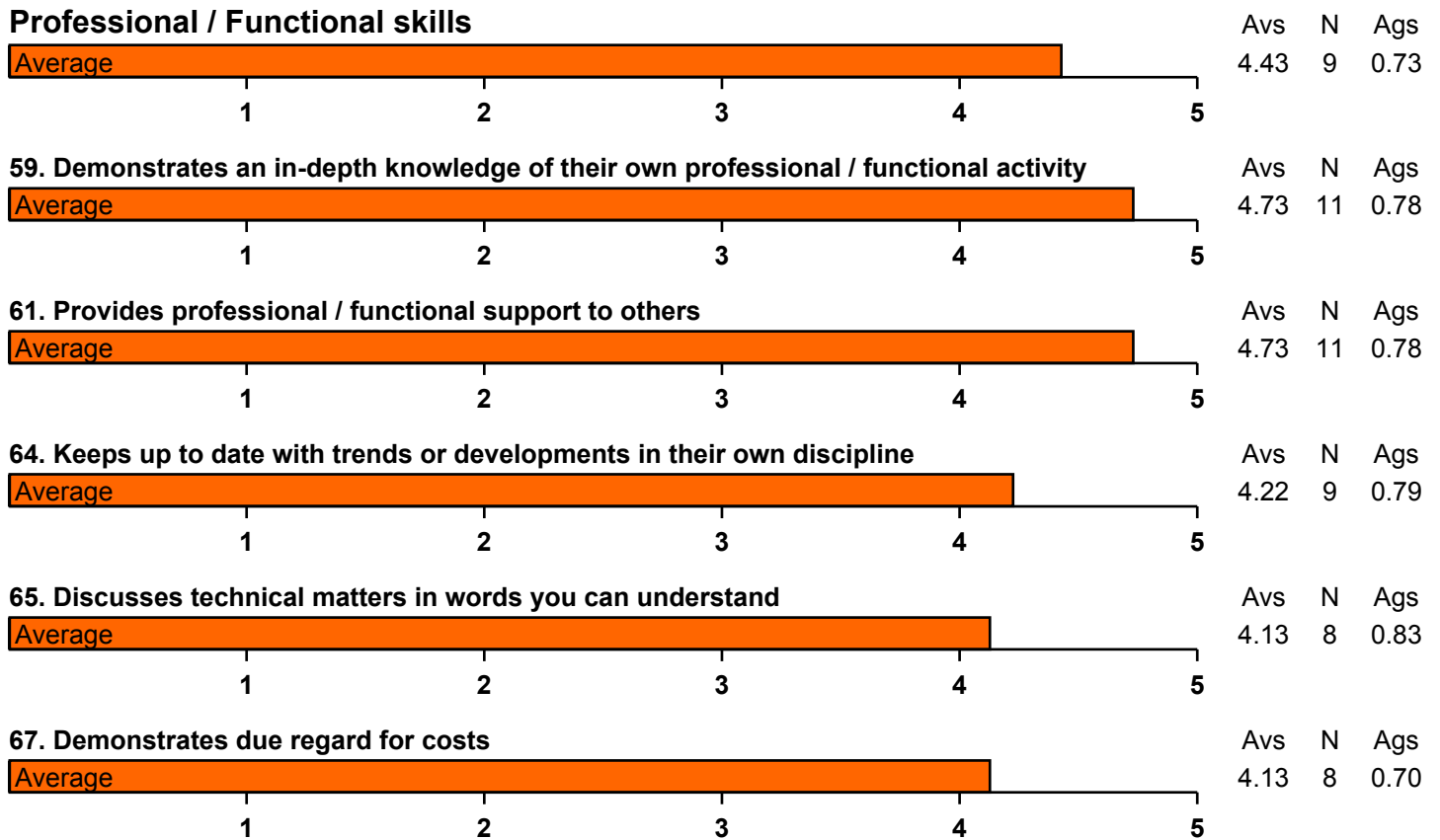
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Question Overview Graphs

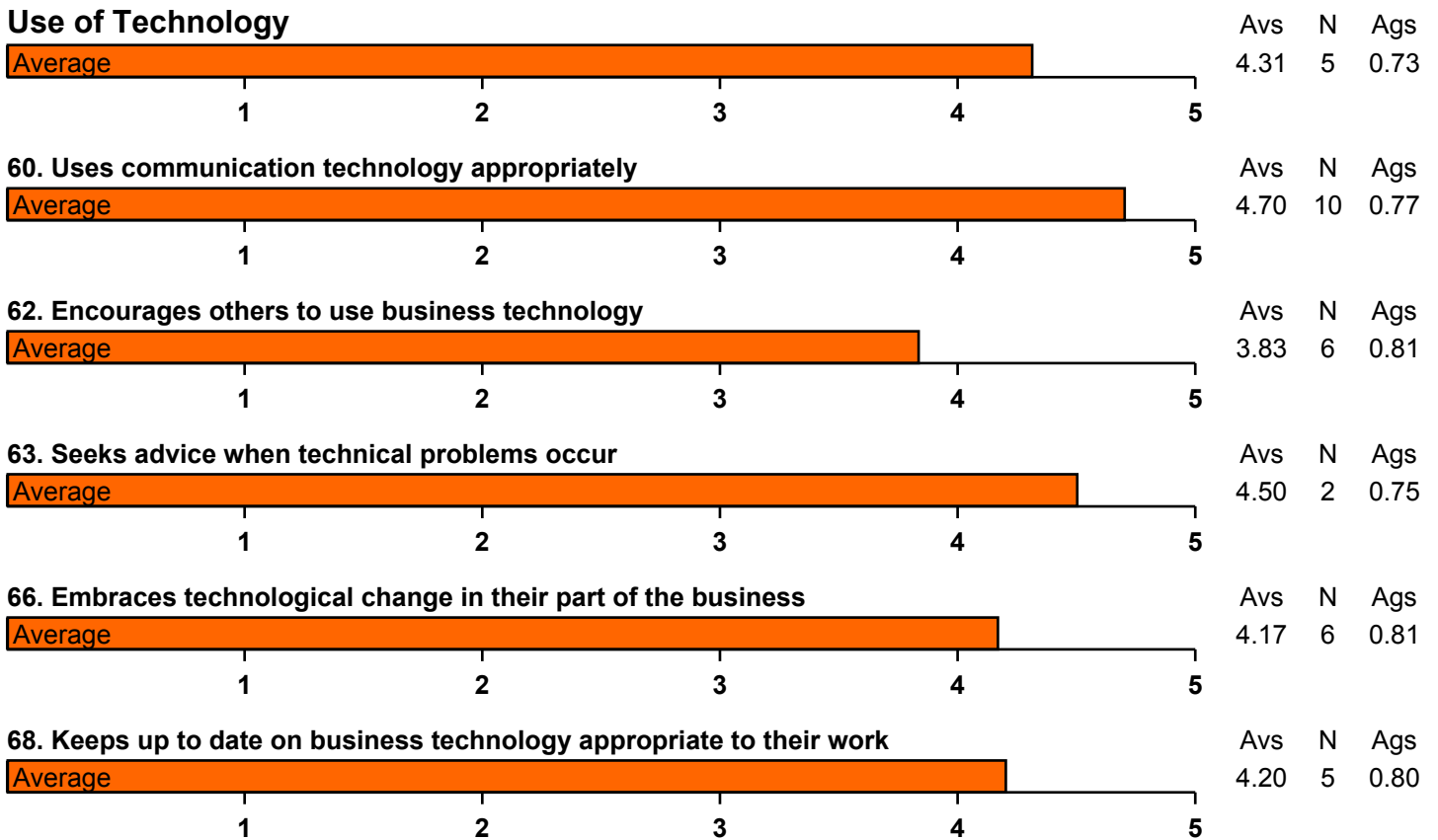
Anne Example



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Question Overview Graphs

Anne Example



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Introduction to Competency Rater Overview

This report shows how you have been rated at the Competency level by each of the different respondent (or rater) types. The responses are represented by a set of bars on the left of the page (where the respondent type is shown within the bar in each case) and in numerical format in the columns on the right. The last bar on each graph shows the average over all the respondents, including yourself.

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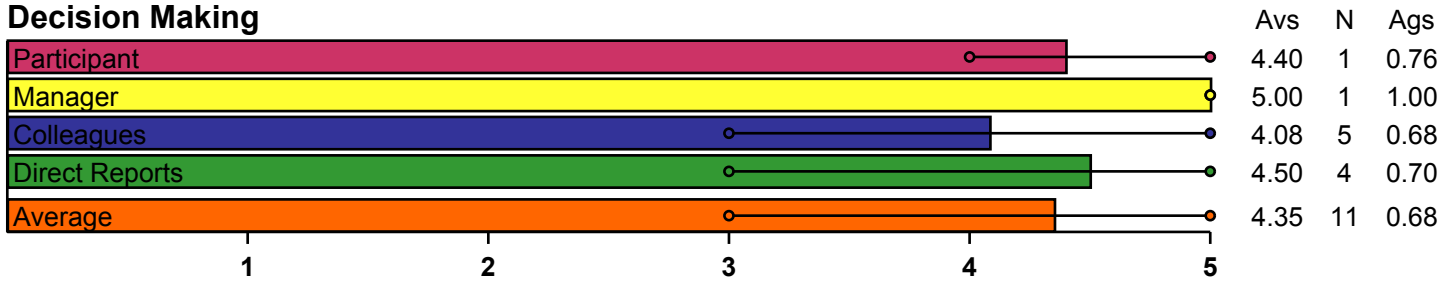
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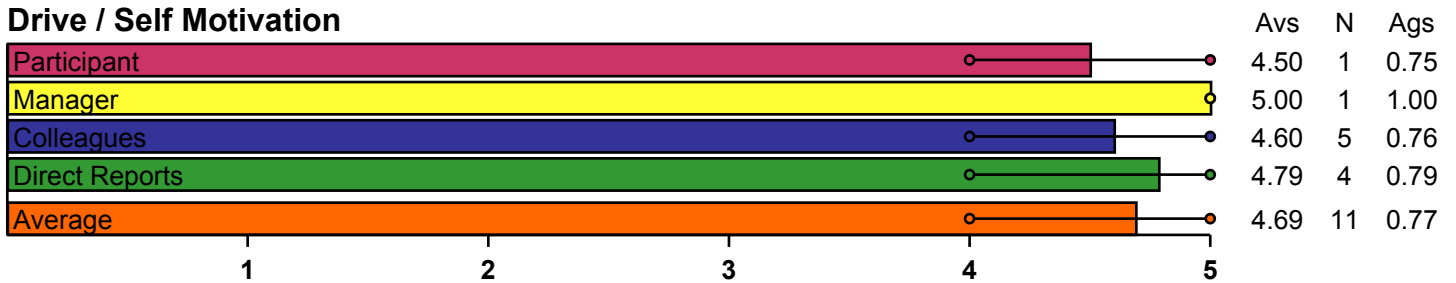
Competency Rater Overview

Anne Example

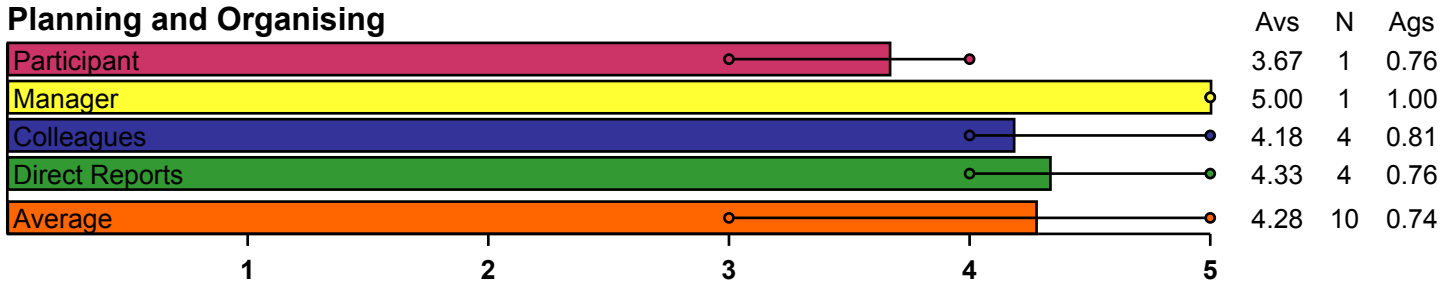
Decision Making



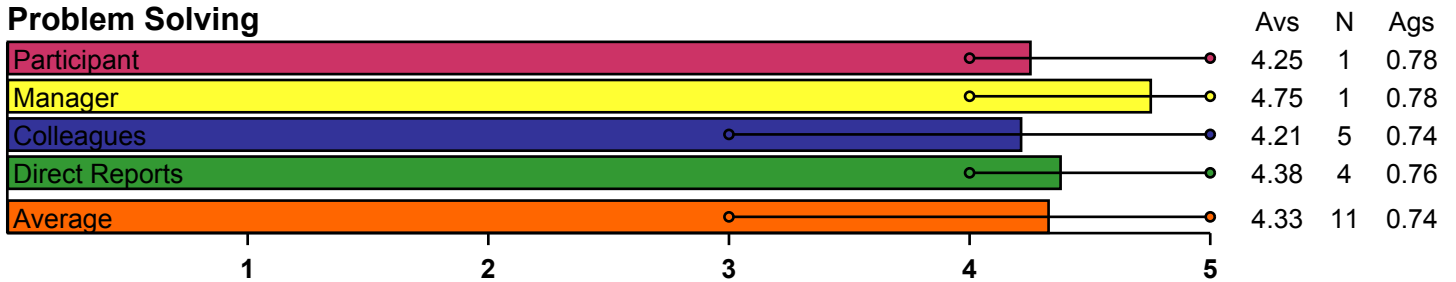
Drive / Self Motivation



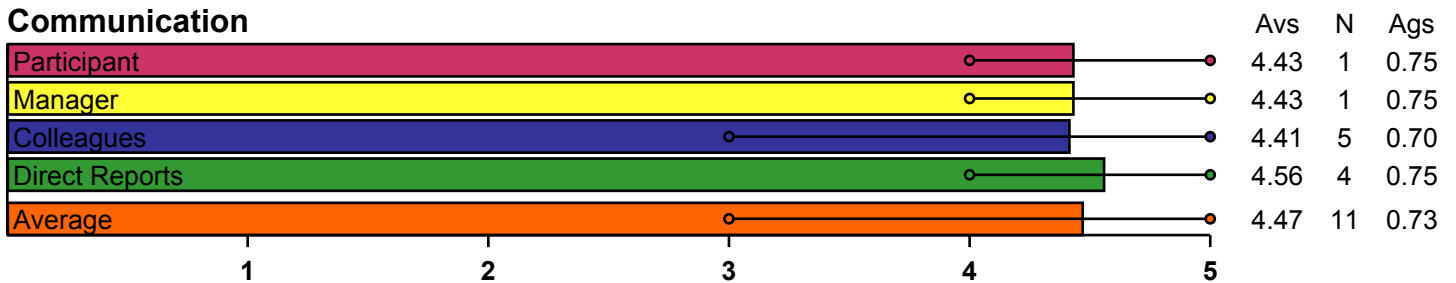
Planning and Organising



Problem Solving



Communication

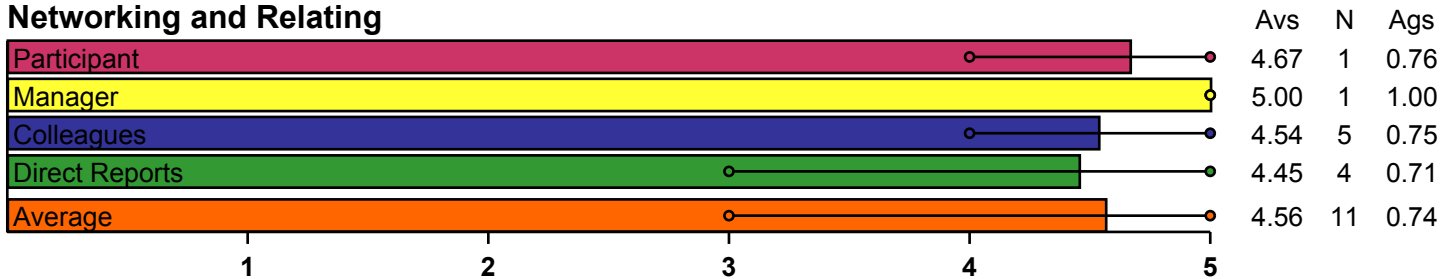


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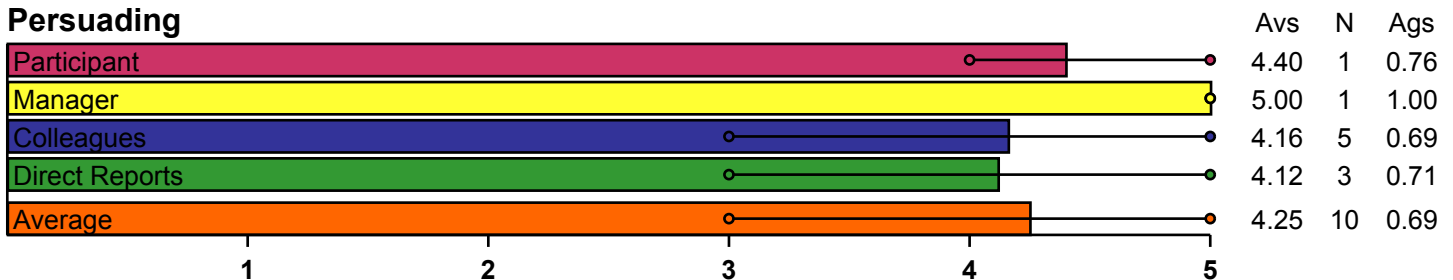
Competency Rater Overview

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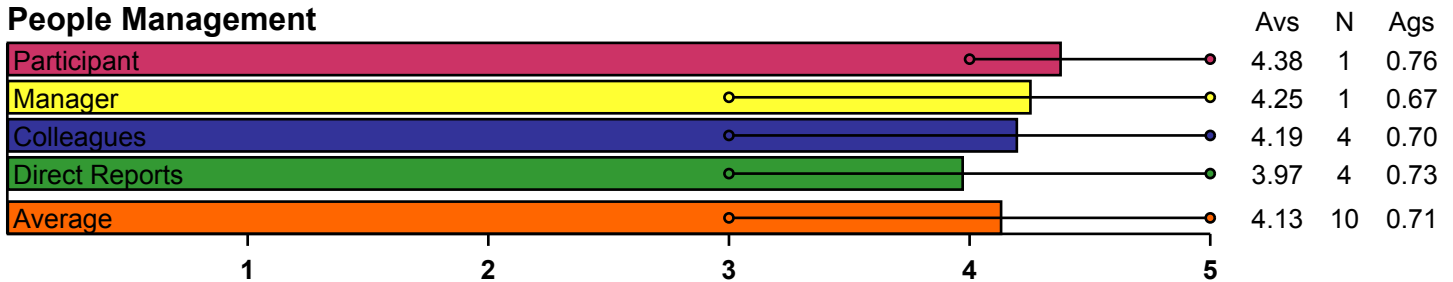
Networking and Relating



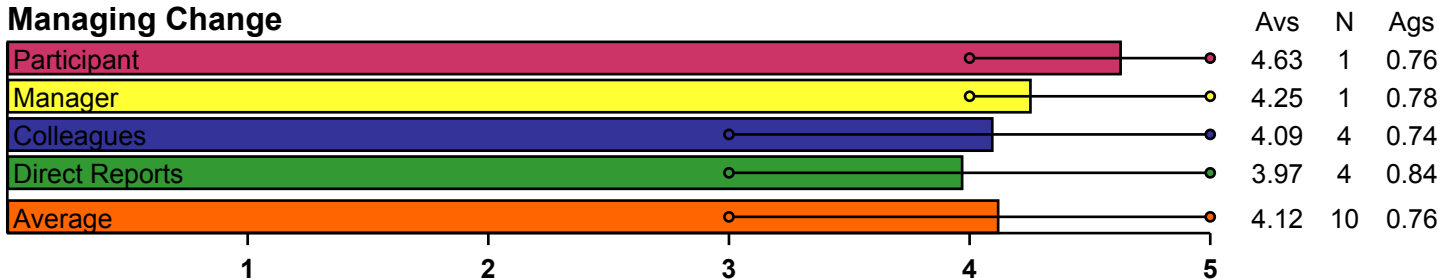
Persuading



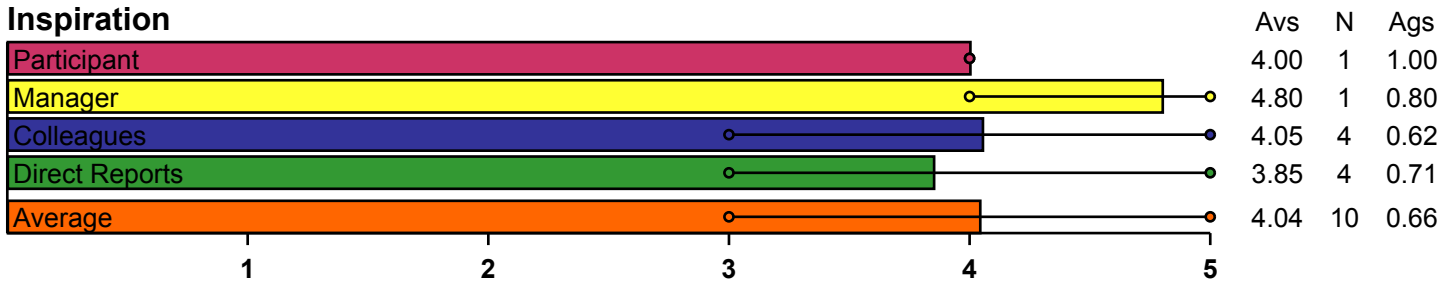
People Management



Managing Change



Inspiration

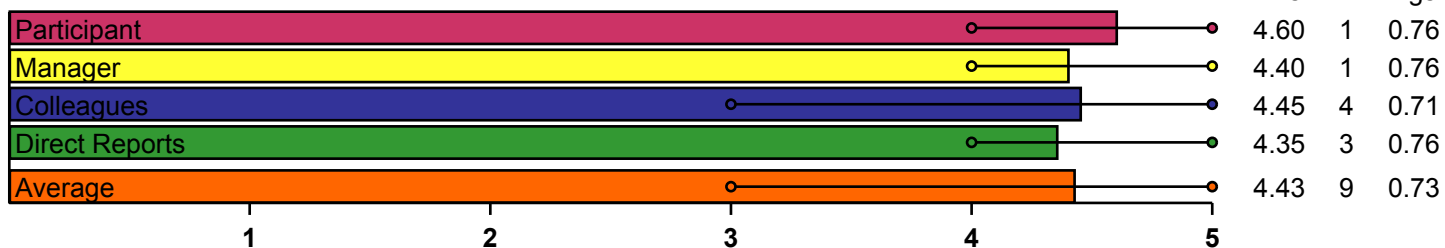


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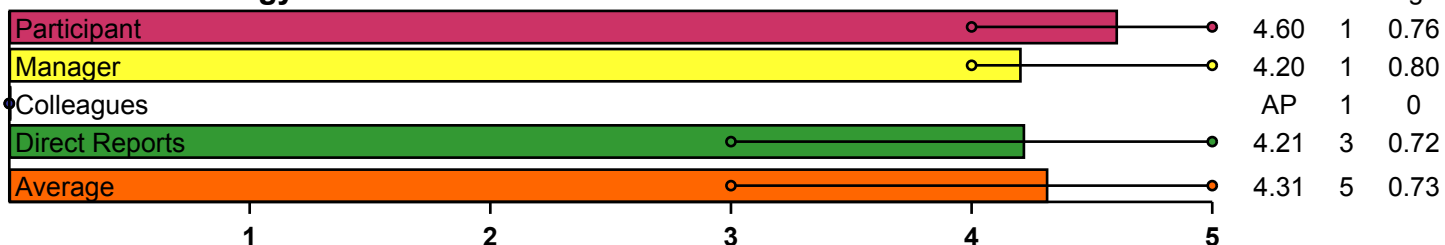
Competency Rater Overview

Anne Example

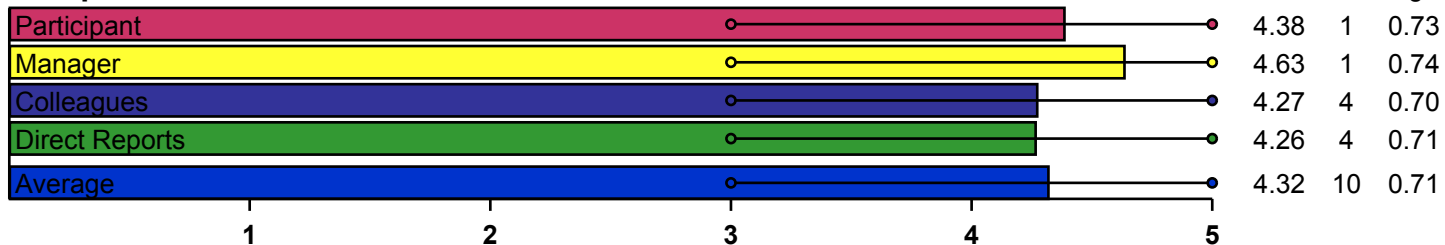
Professional / Functional skills



Use of Technology



Composite



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Introduction to Detailed Information

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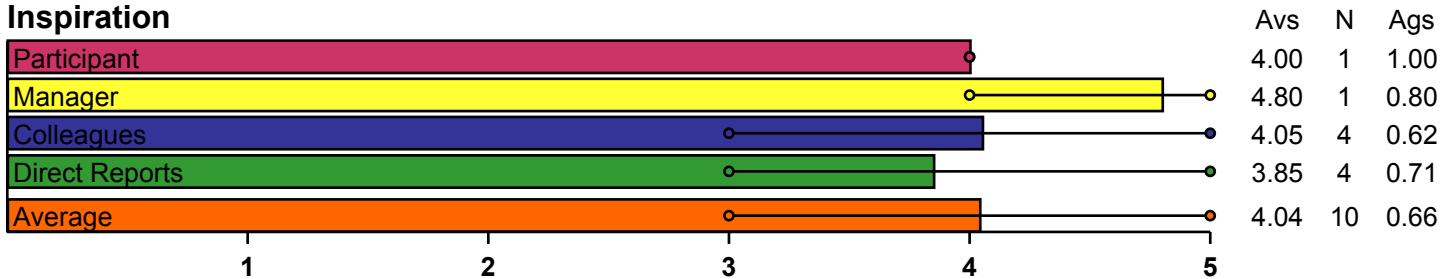
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The competencies and questions are shown in ranking order based on the respondent average.

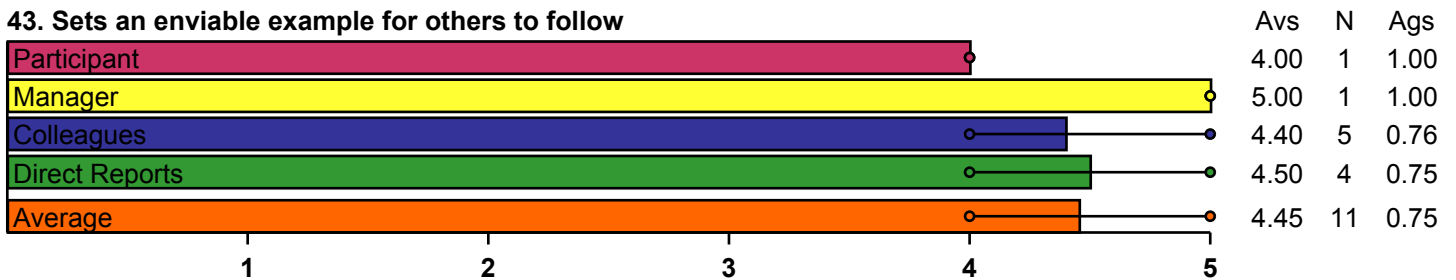
Detailed Information

Anne Example

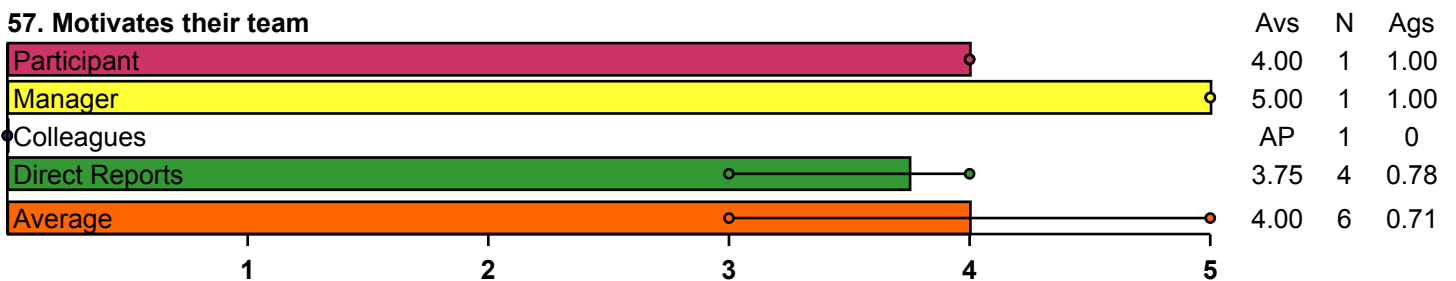
Inspiration



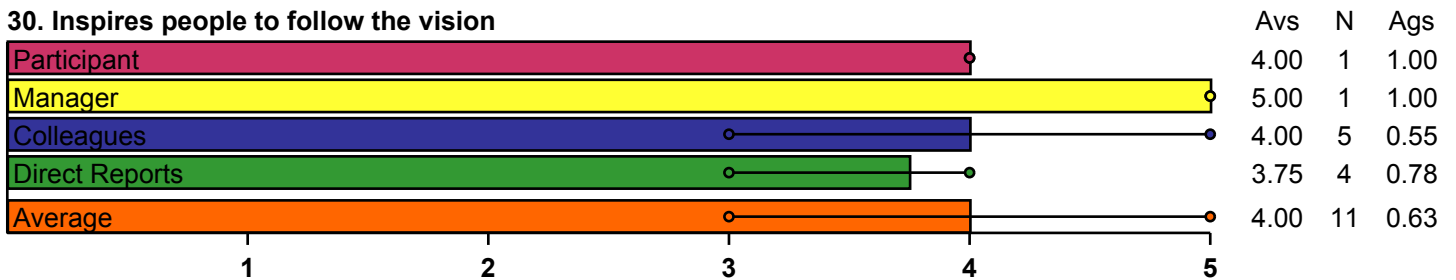
43. Sets an enviable example for others to follow



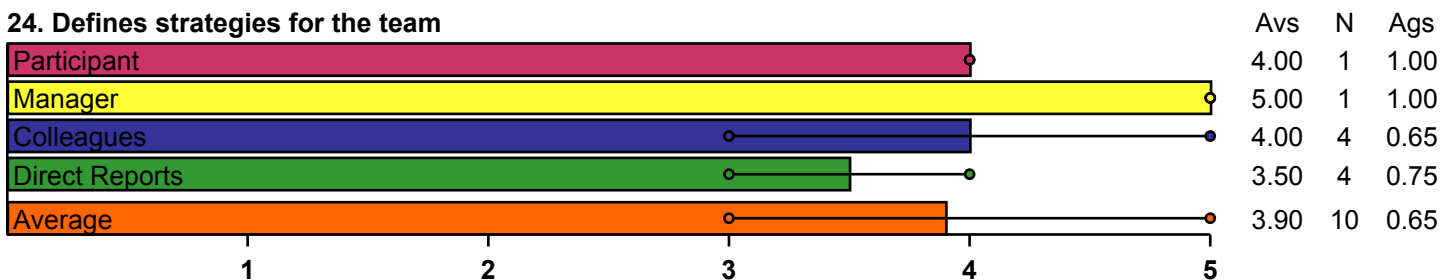
57. Motivates their team



30. Inspires people to follow the vision



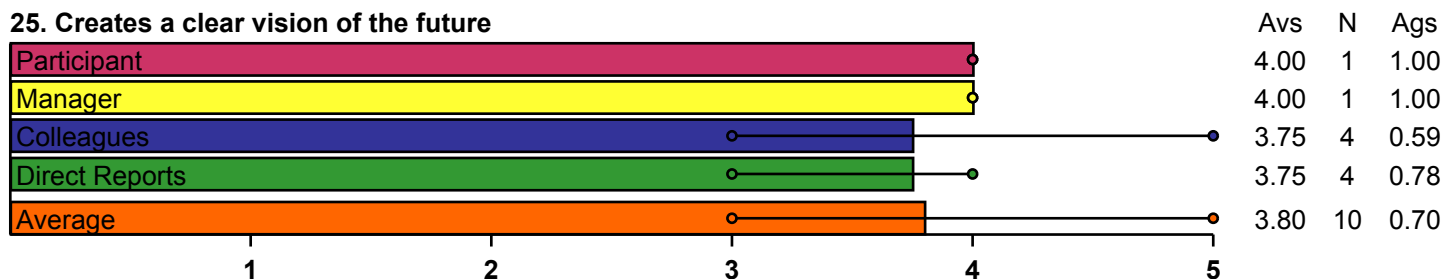
24. Defines strategies for the team



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Detailed Information Anne Example

25. Creates a clear vision of the future

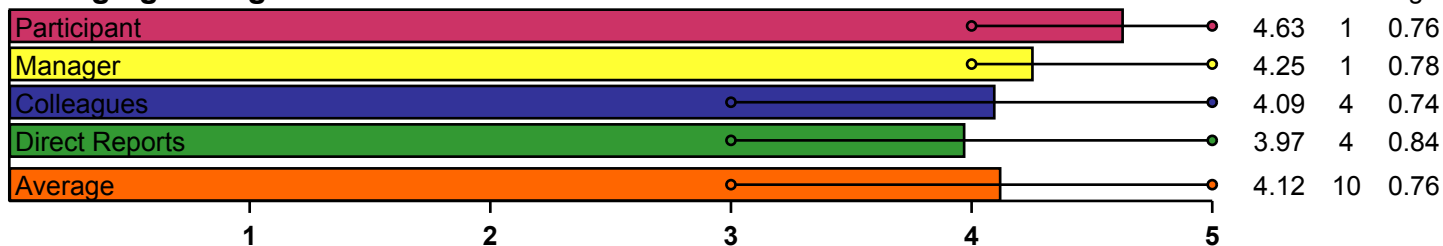


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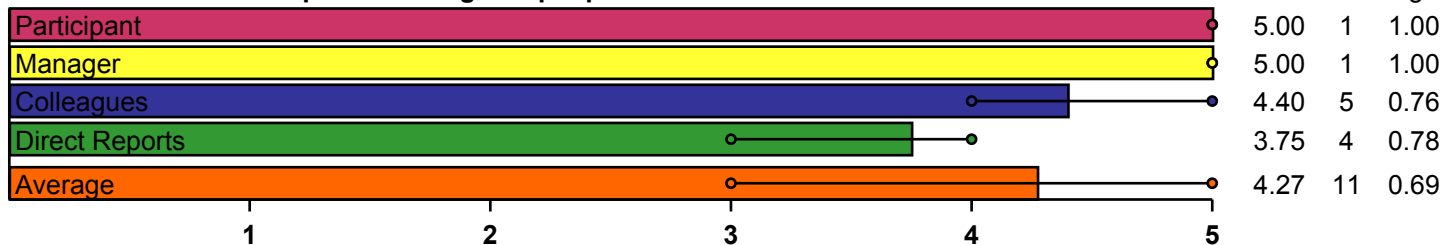
Detailed Information

Anne Example

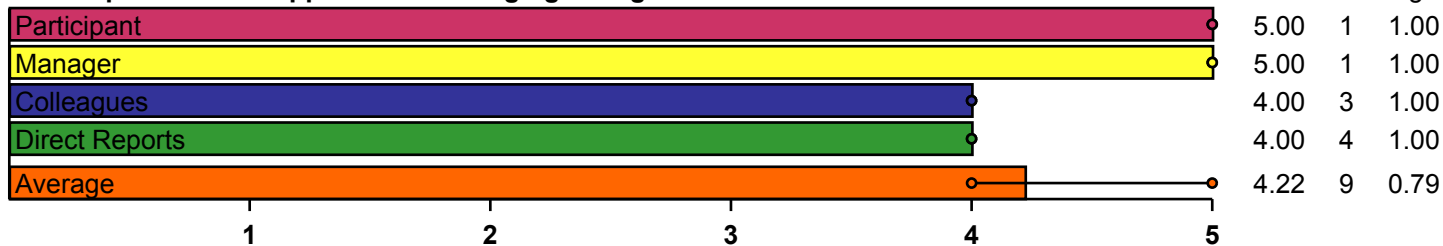
Managing Change



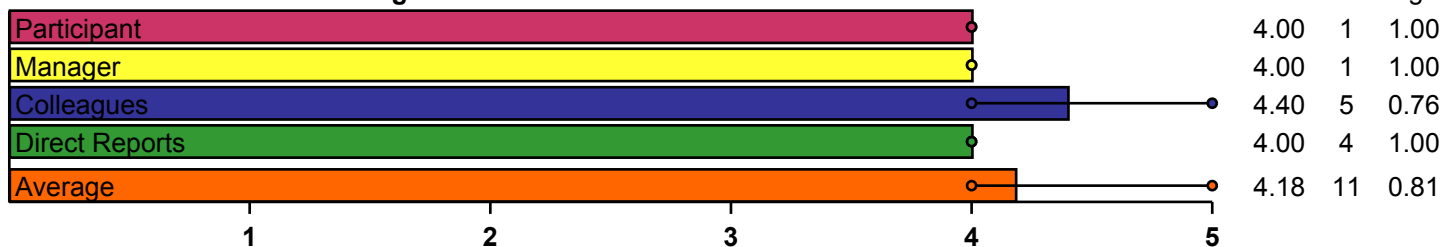
50. Understands the impact of change on people



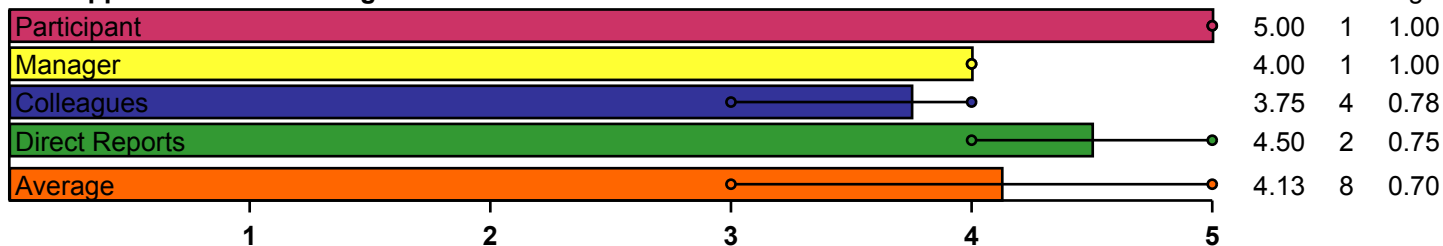
56. Adopts a flexible approach to managing change



29. Reviews decisions in the light of new information



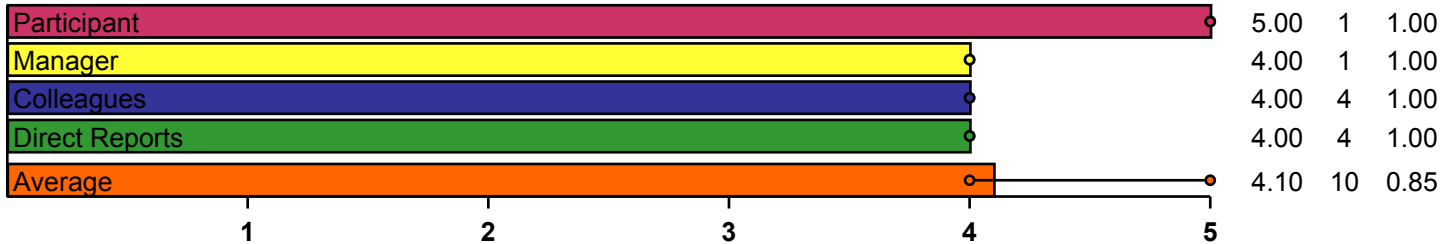
31. Supports others in taking calculated risks



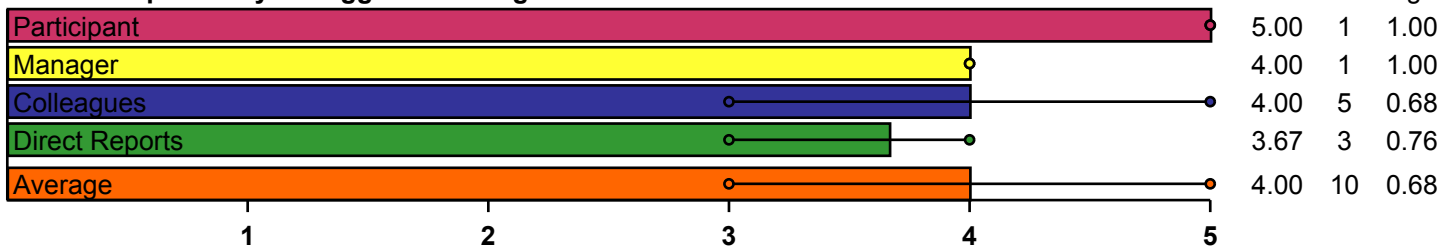
Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Response AP - Anonymity Protected

Detailed Information Anne Example

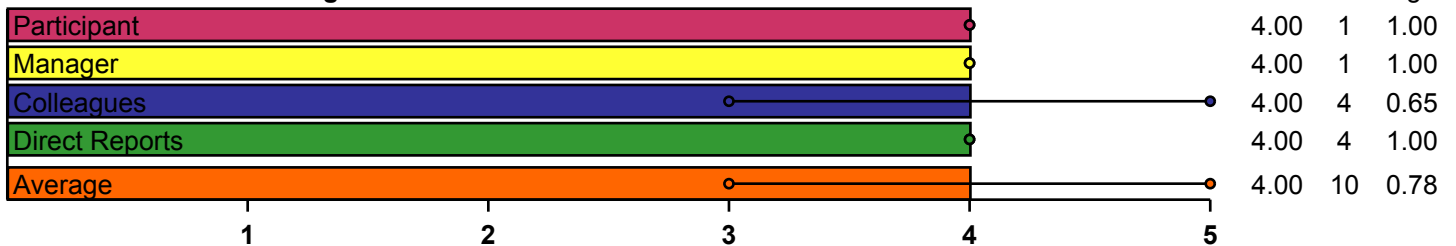
22. Is able to deal well with uncertainty



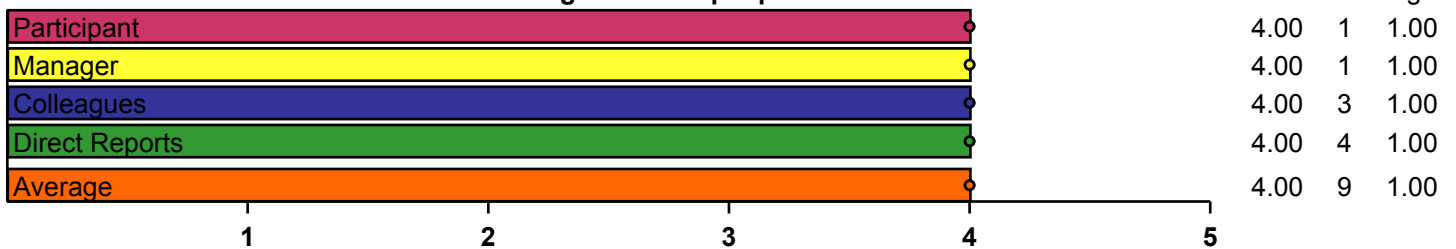
51. Reacts positively to suggested changes



42. Identifies where change is needed



41. Seeks to minimise undue stress and fatigue in their people

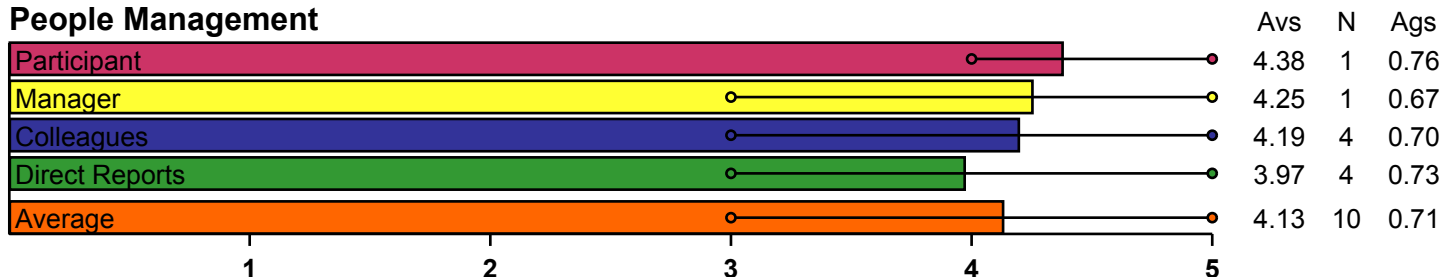


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

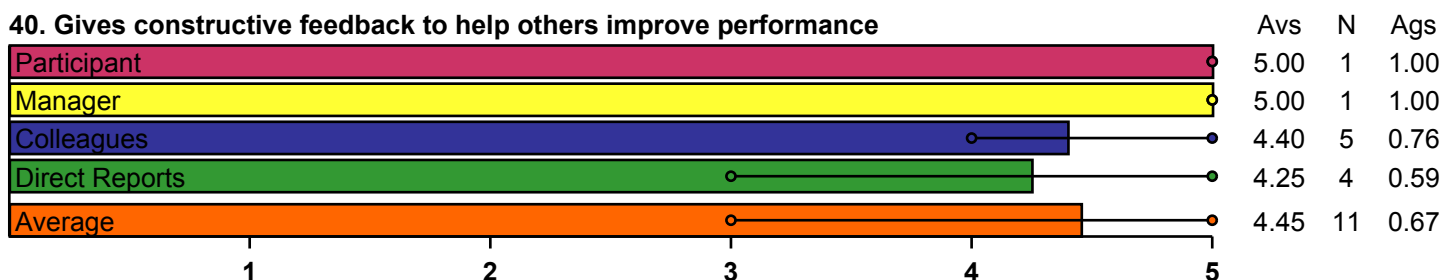
Detailed Information

Anne Example

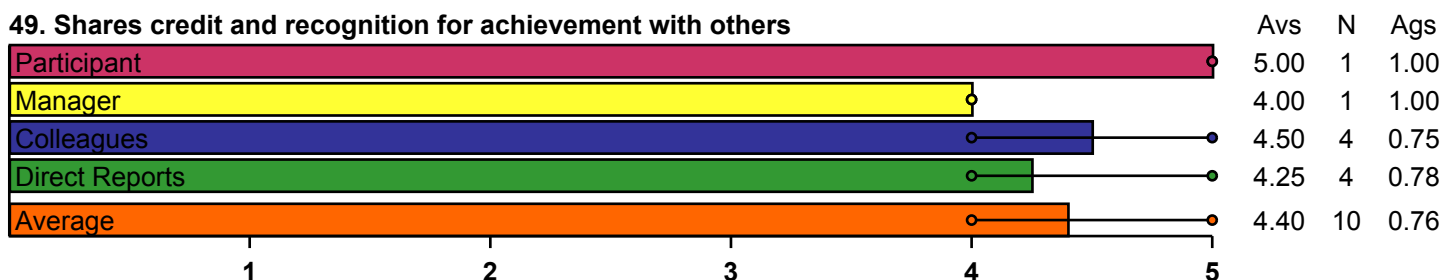
People Management



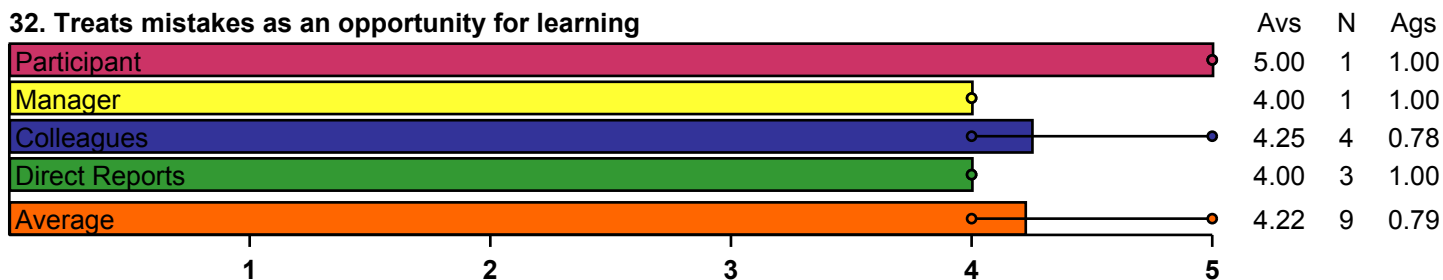
40. Gives constructive feedback to help others improve performance



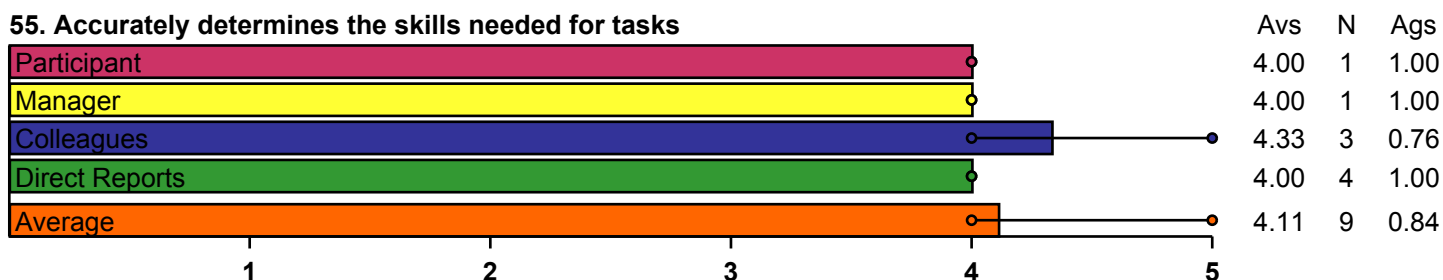
49. Shares credit and recognition for achievement with others



32. Treats mistakes as an opportunity for learning



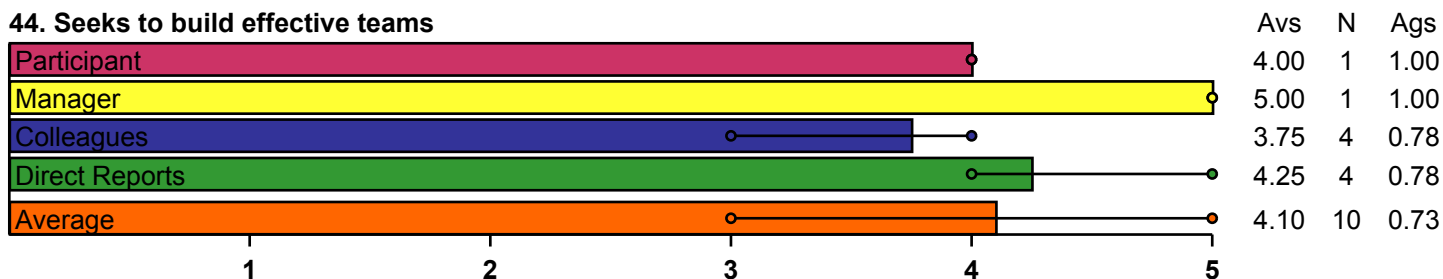
55. Accurately determines the skills needed for tasks



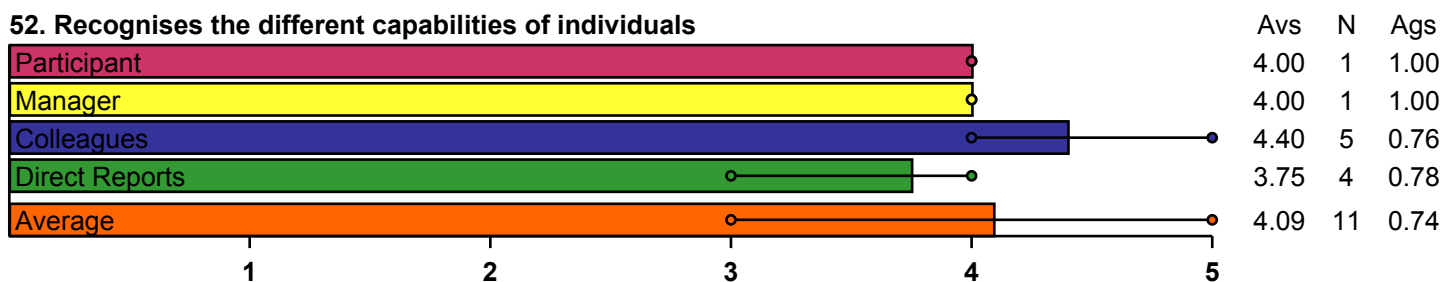
Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Response AP - Anonymity Protected

Detailed Information Anne Example

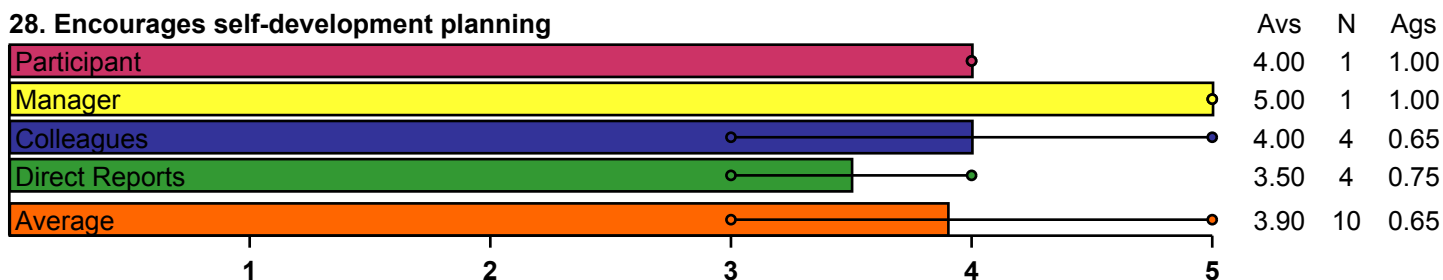
44. Seeks to build effective teams



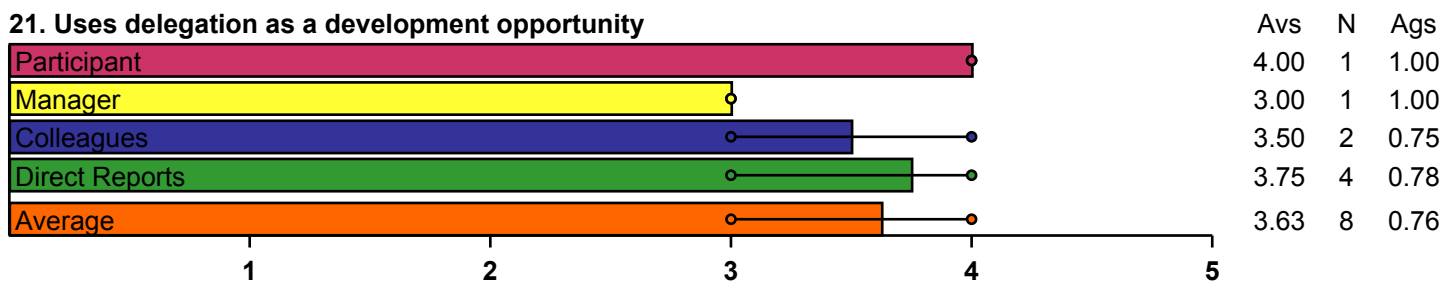
52. Recognises the different capabilities of individuals



28. Encourages self-development planning



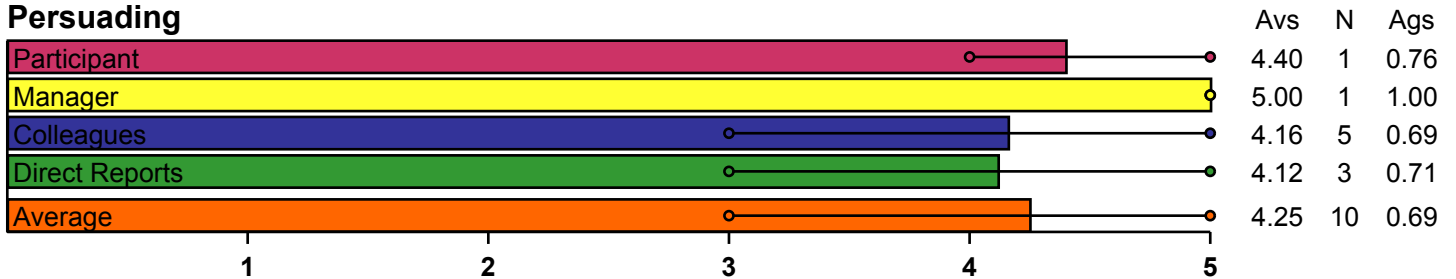
21. Uses delegation as a development opportunity



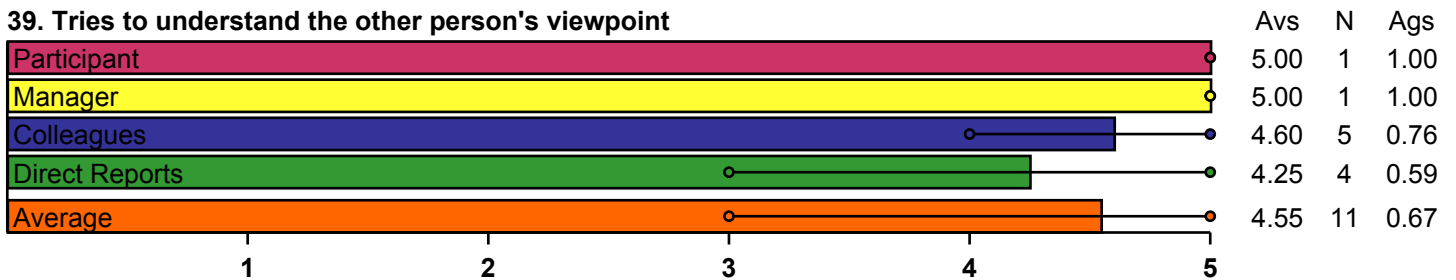
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

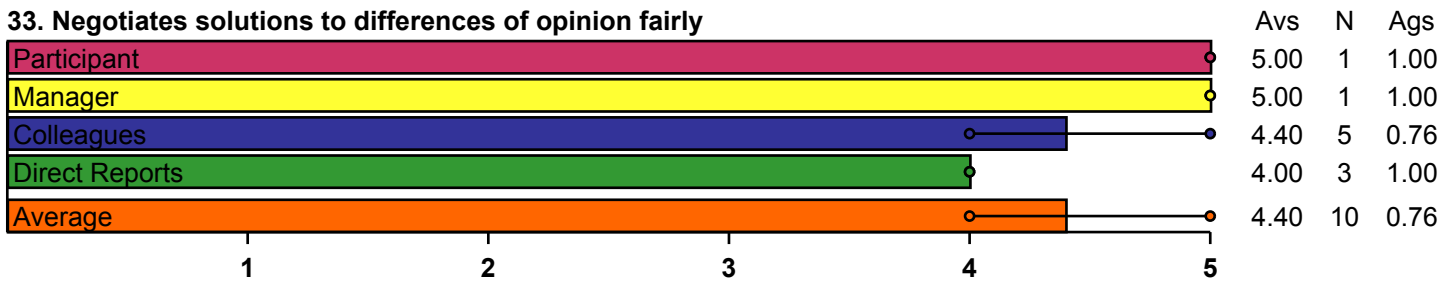
Persuading



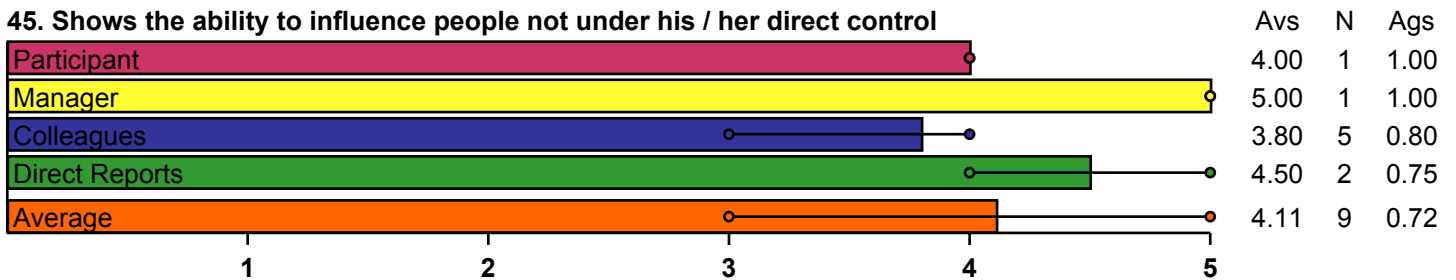
39. Tries to understand the other person's viewpoint



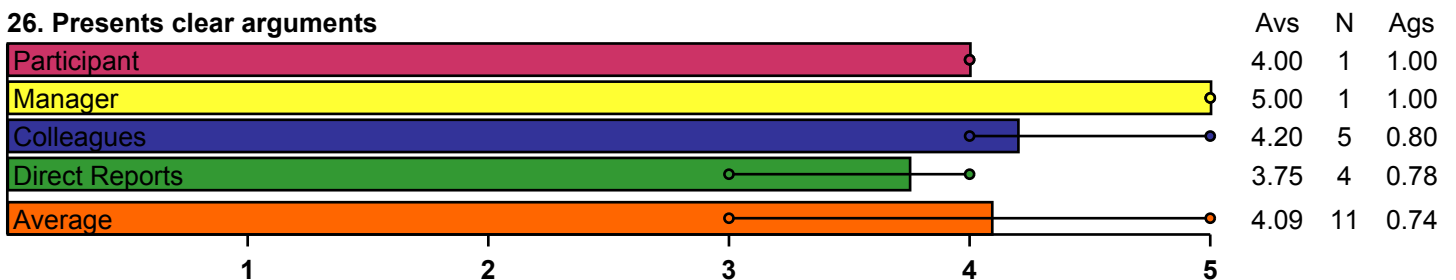
33. Negotiates solutions to differences of opinion fairly



45. Shows the ability to influence people not under his / her direct control

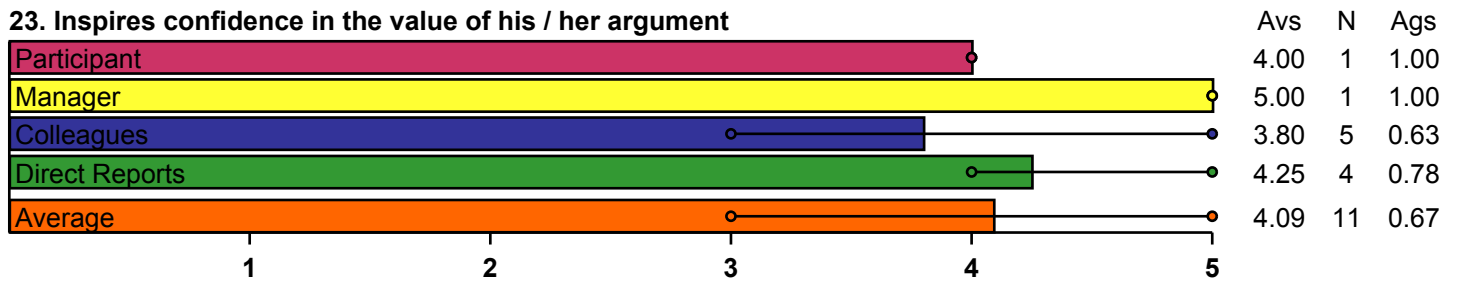


26. Presents clear arguments



Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

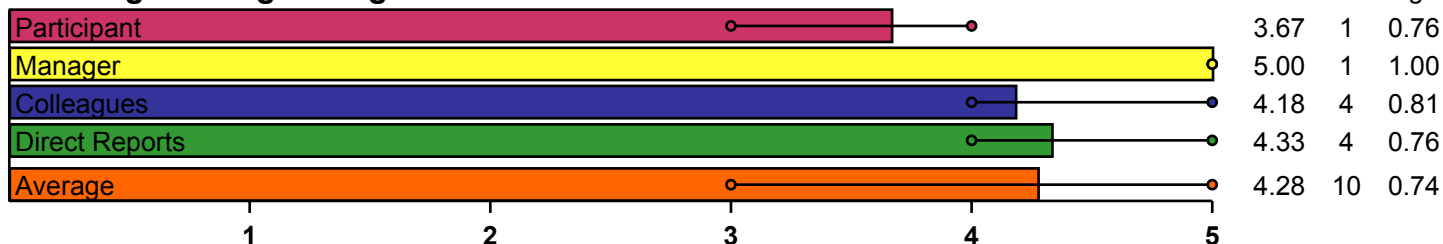


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

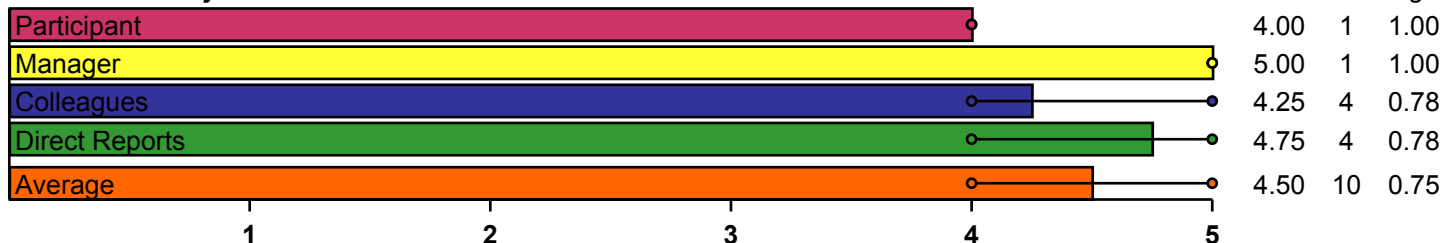
Detailed Information

Anne Example

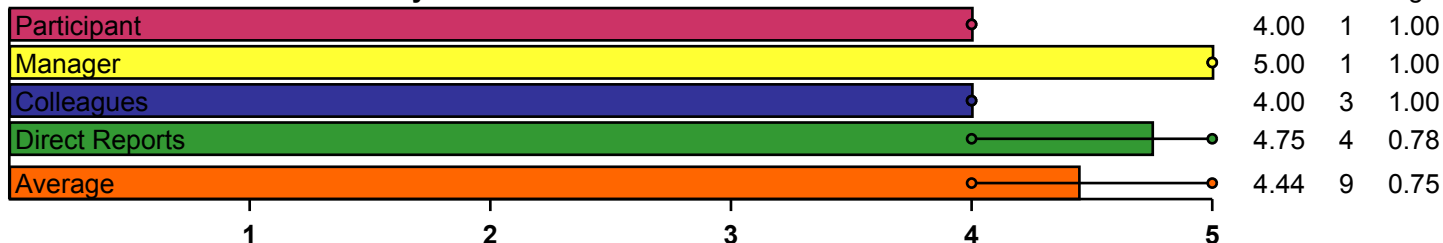
Planning and Organising



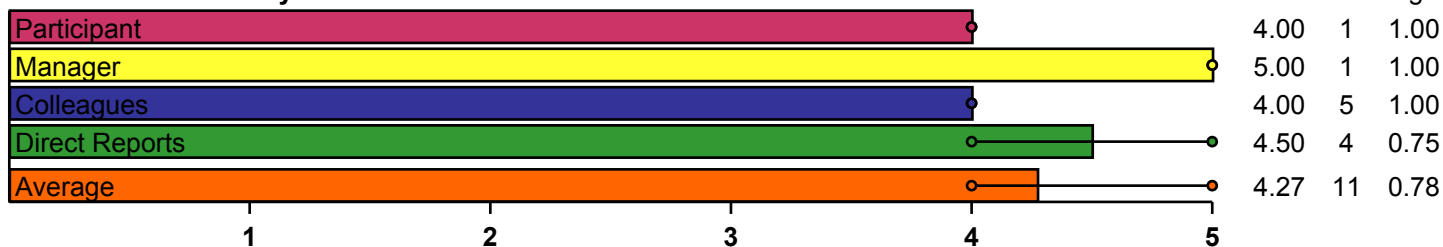
2. Sets clear objectives



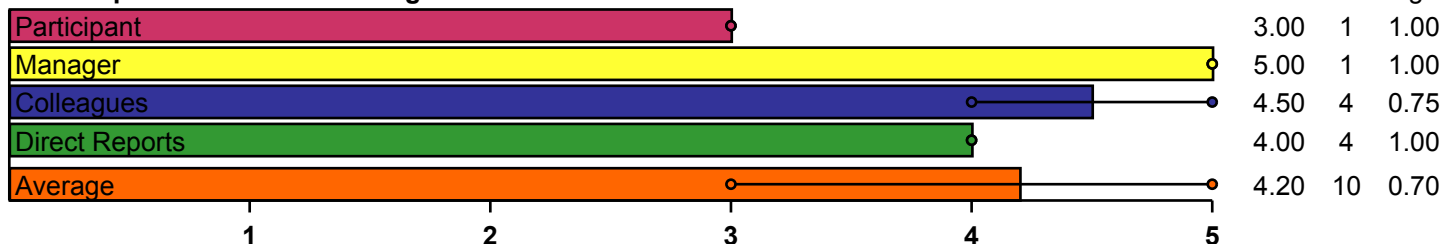
17. Uses his / her time effectively



19. Is able to think beyond the immediate



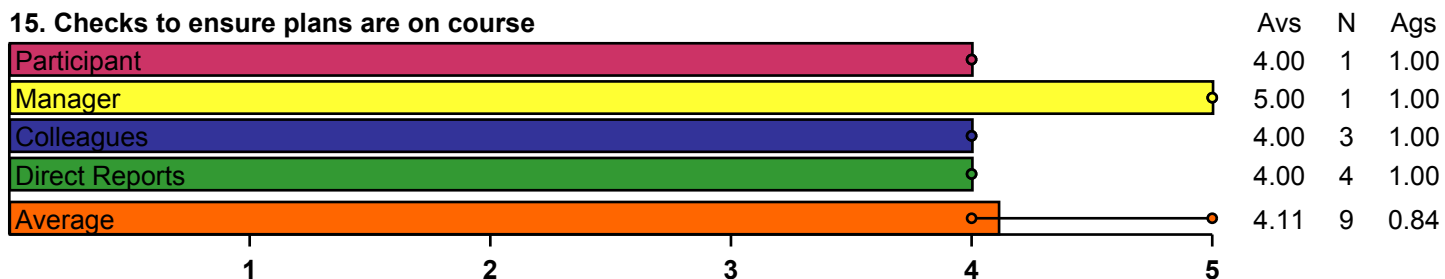
11. Completes work within an agreed time frame



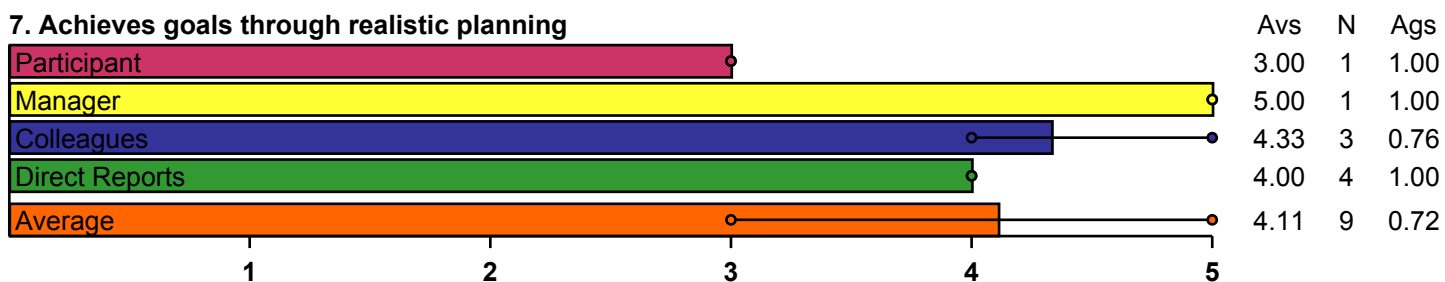
Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

15. Checks to ensure plans are on course



7. Achieves goals through realistic planning

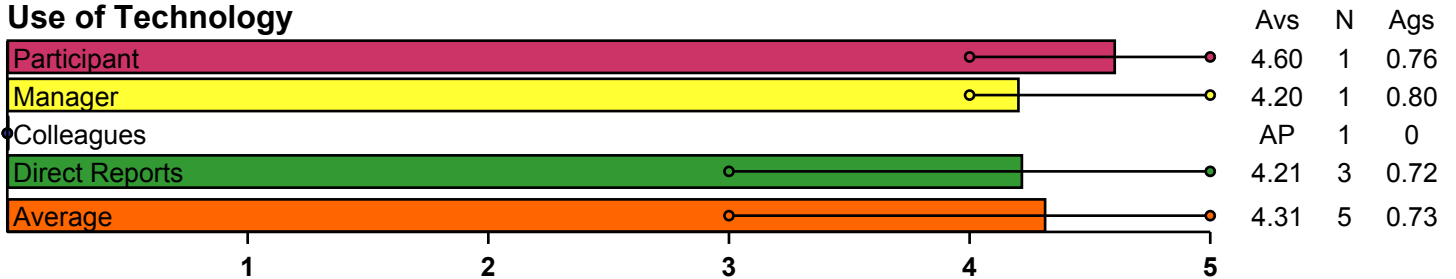


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

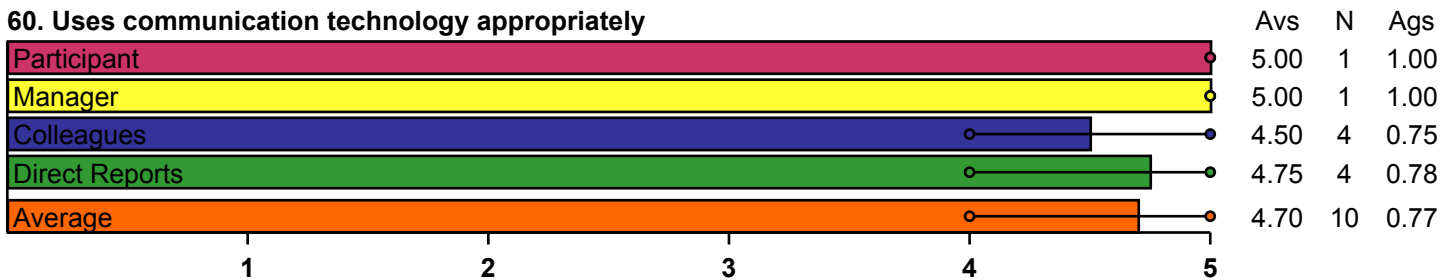
Detailed Information

Anne Example

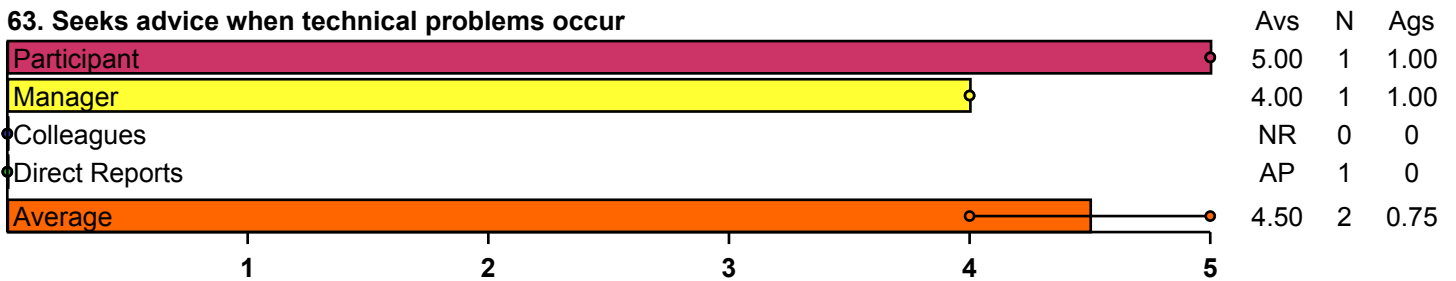
Use of Technology



60. Uses communication technology appropriately



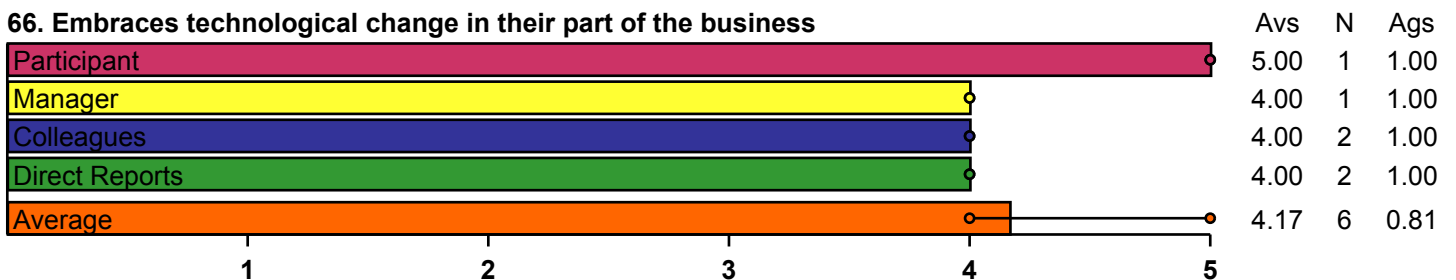
63. Seeks advice when technical problems occur



68. Keeps up to date on business technology appropriate to their work



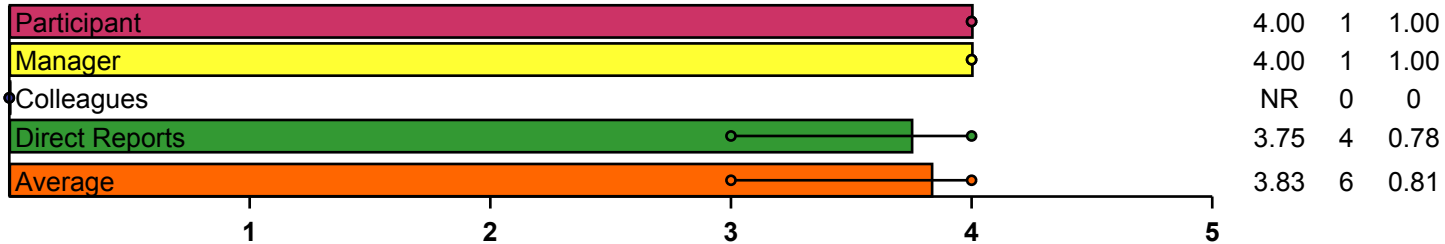
66. Embraces technological change in their part of the business



Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

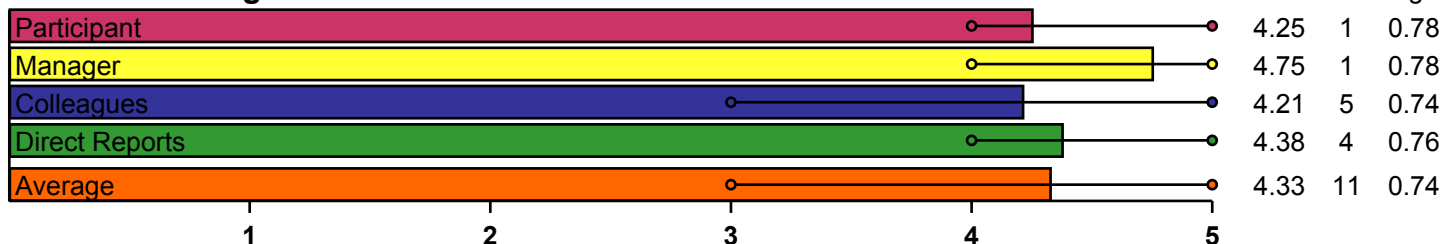
62. Encourages others to use business technology



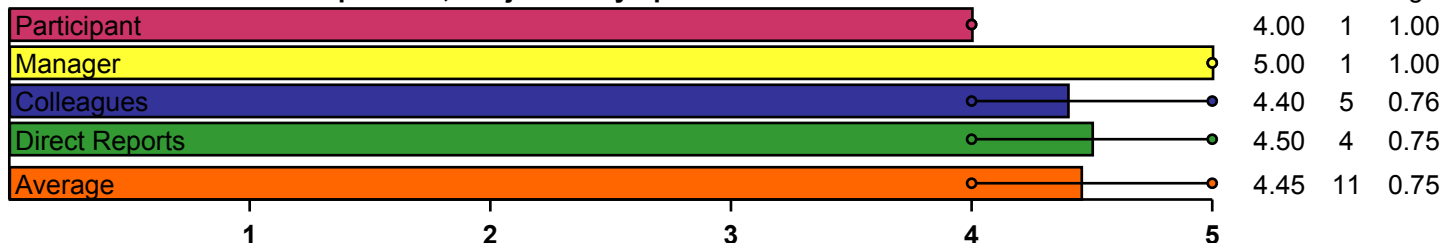
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

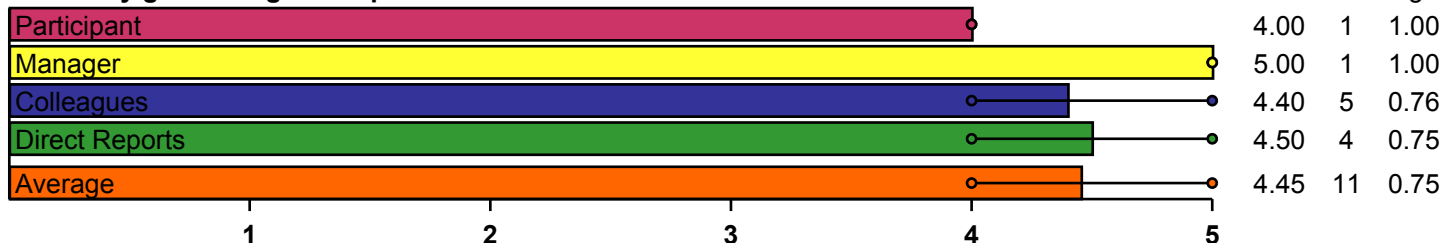
Problem Solving



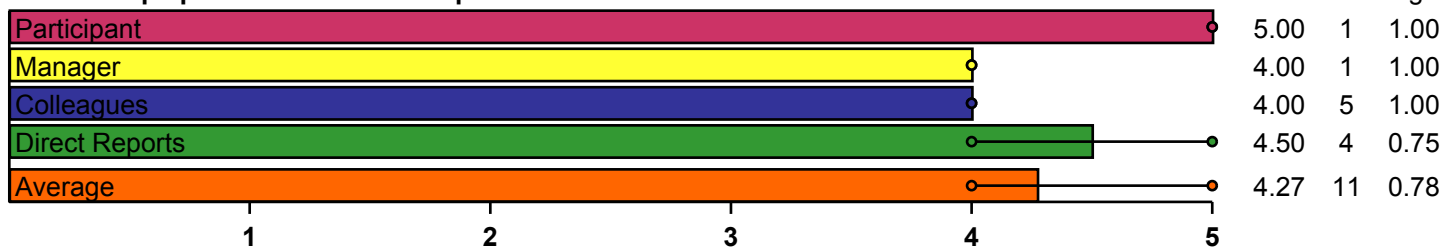
8. Considers the root of a problem, not just its symptoms



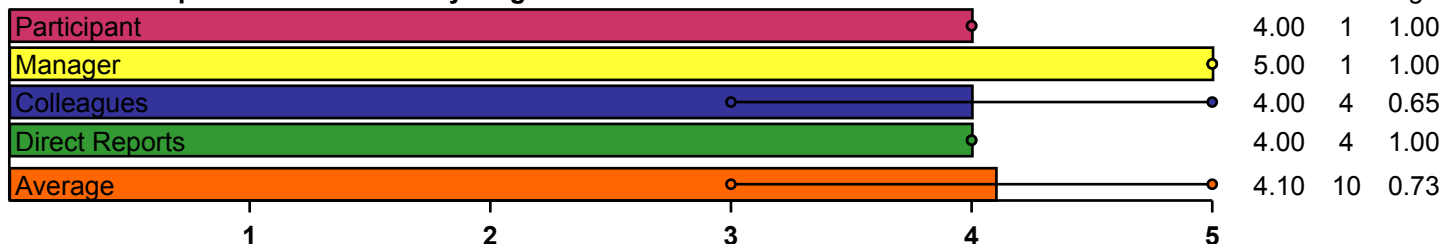
3. Quickly gains insight into problems



16. Develops practical solutions to problems



12. Identifies problems at their early stages

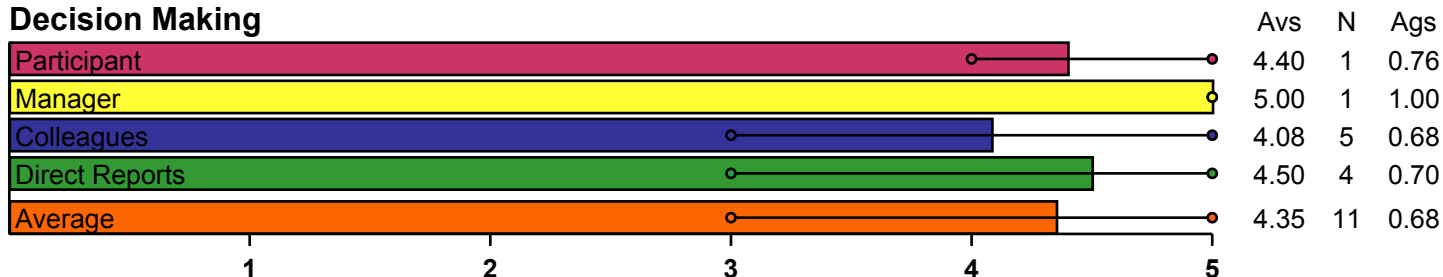


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

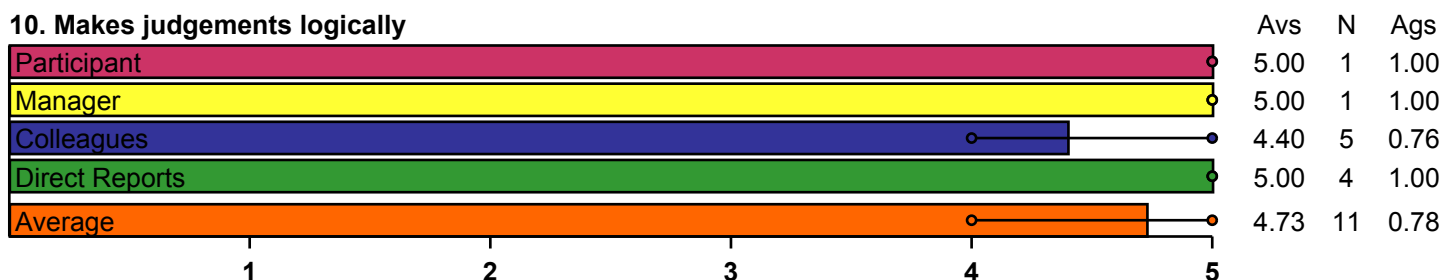
Detailed Information

Anne Example

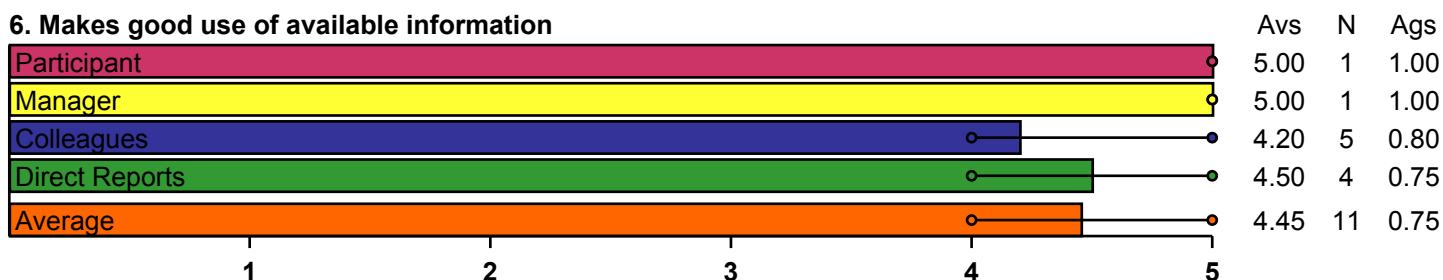
Decision Making



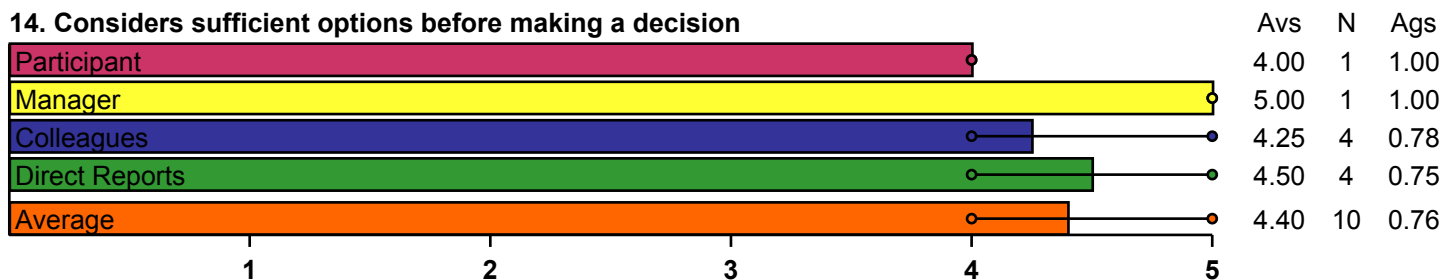
10. Makes judgements logically



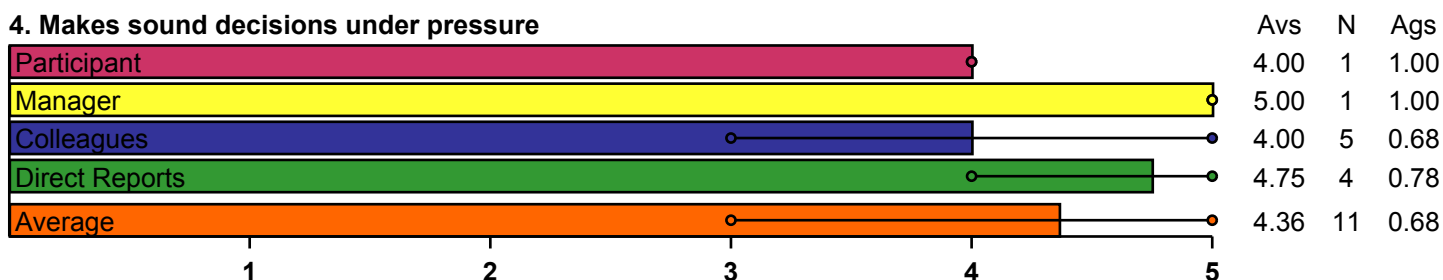
6. Makes good use of available information



14. Considers sufficient options before making a decision



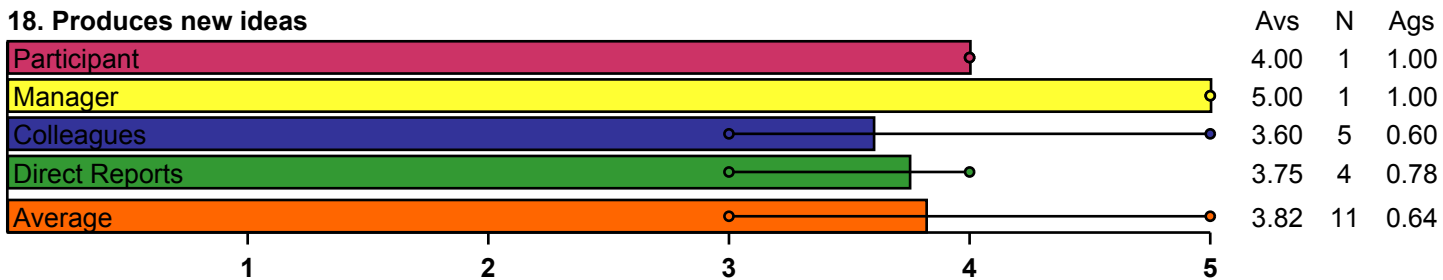
4. Makes sound decisions under pressure



Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information Anne Example

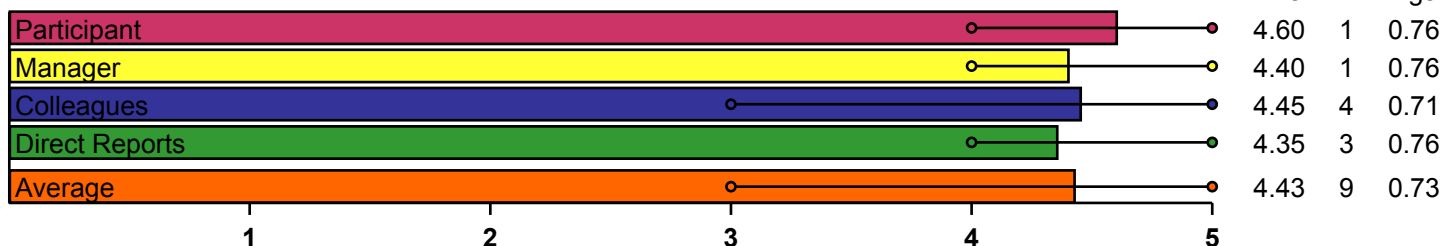
18. Produces new ideas



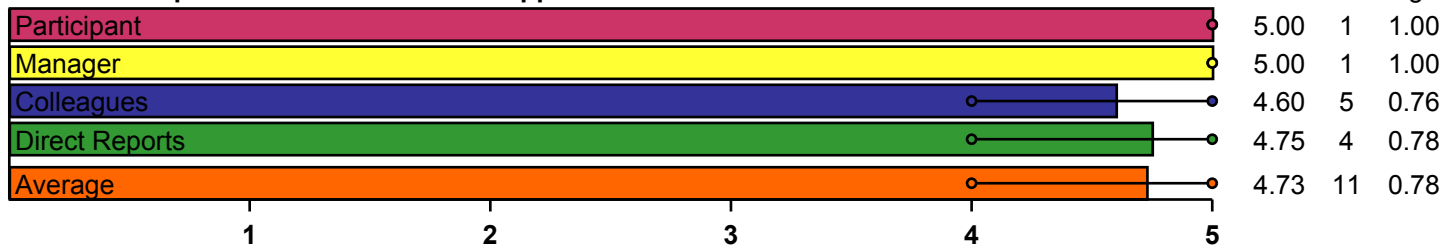
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

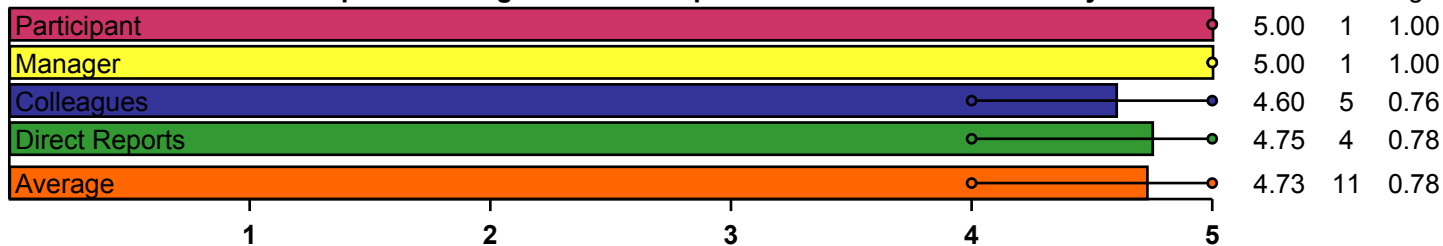
Professional / Functional skills



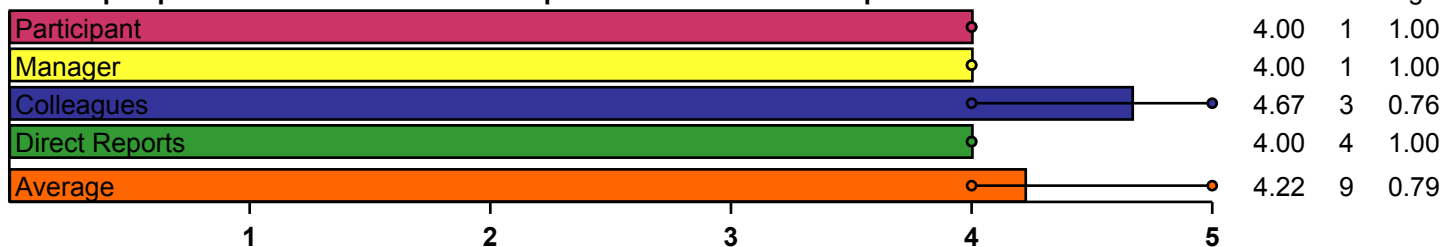
61. Provides professional / functional support to others



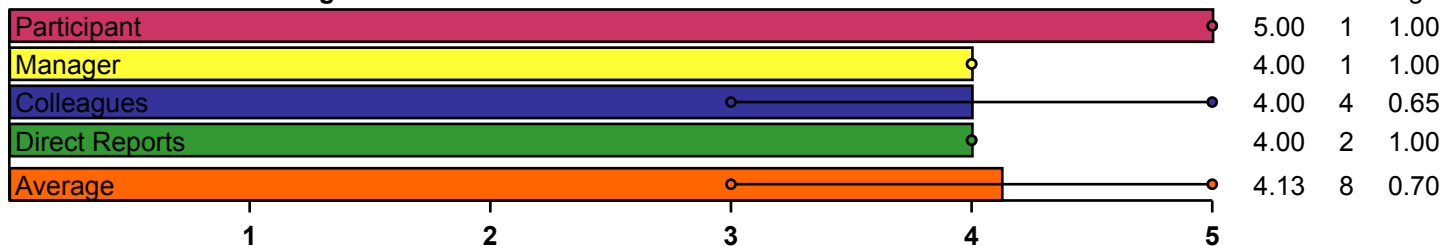
59. Demonstrates an in-depth knowledge of their own professional / functional activity



64. Keeps up to date with trends or developments in their own discipline

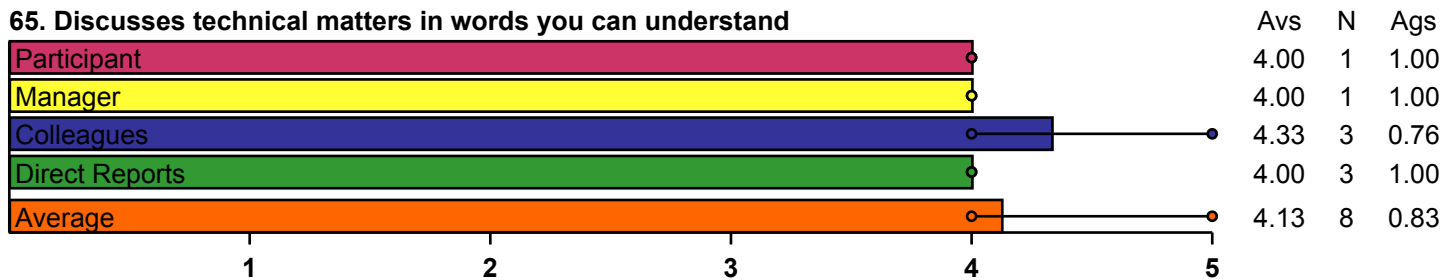


67. Demonstrates due regard for costs



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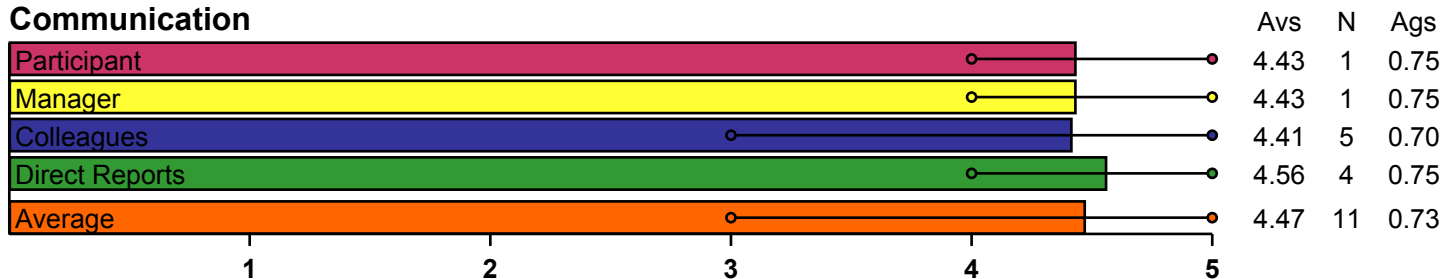
Detailed Information Anne Example



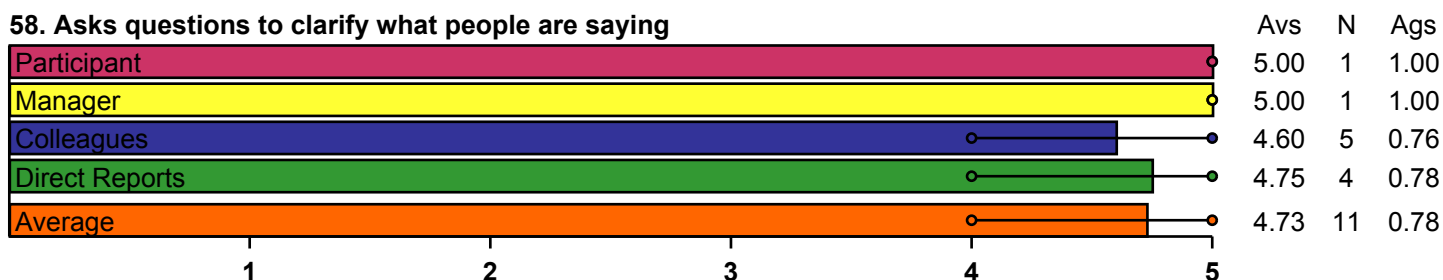
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

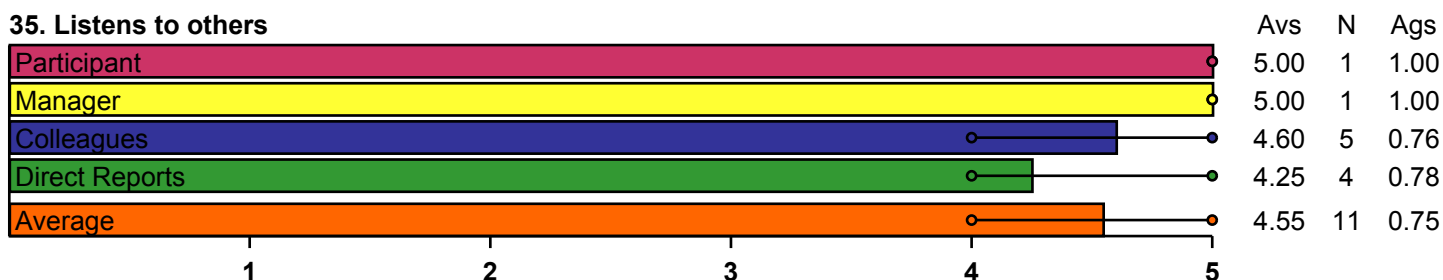
Communication



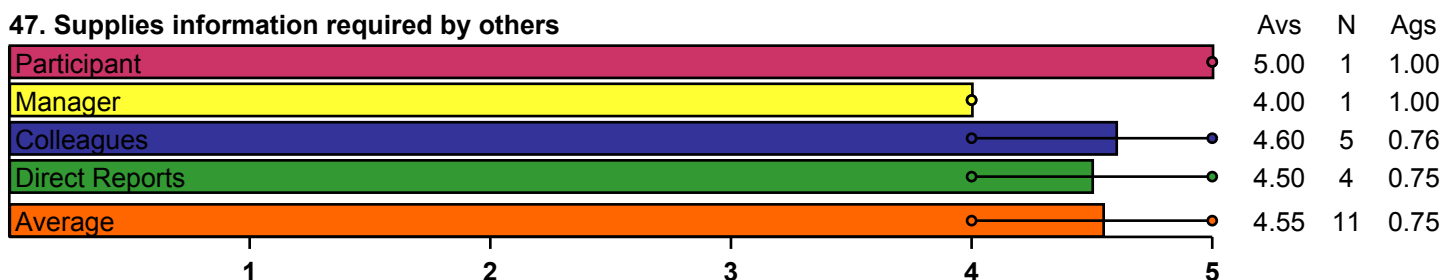
58. Asks questions to clarify what people are saying



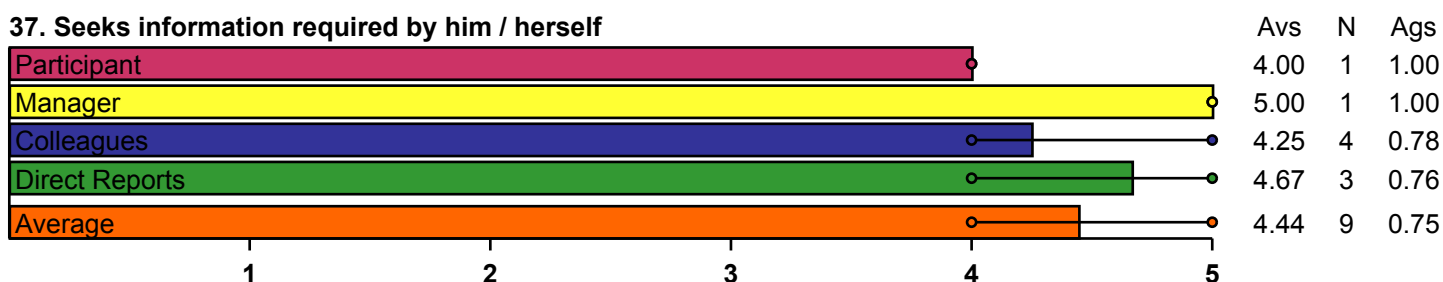
35. Listens to others



47. Supplies information required by others



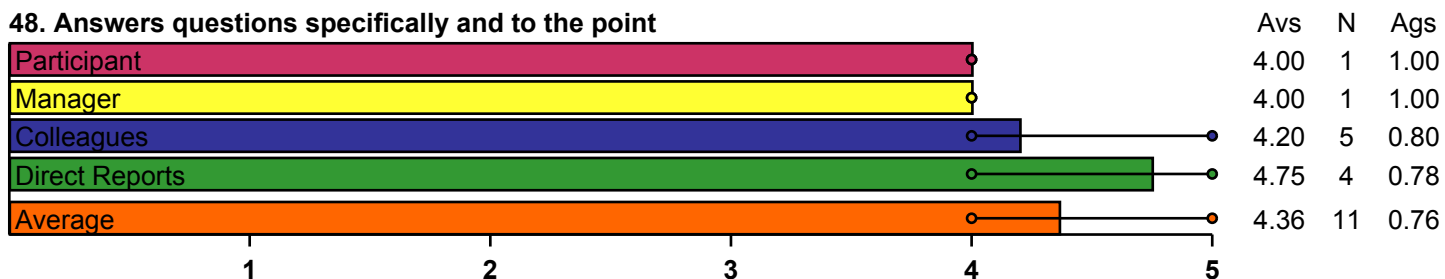
37. Seeks information required by him / herself



Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

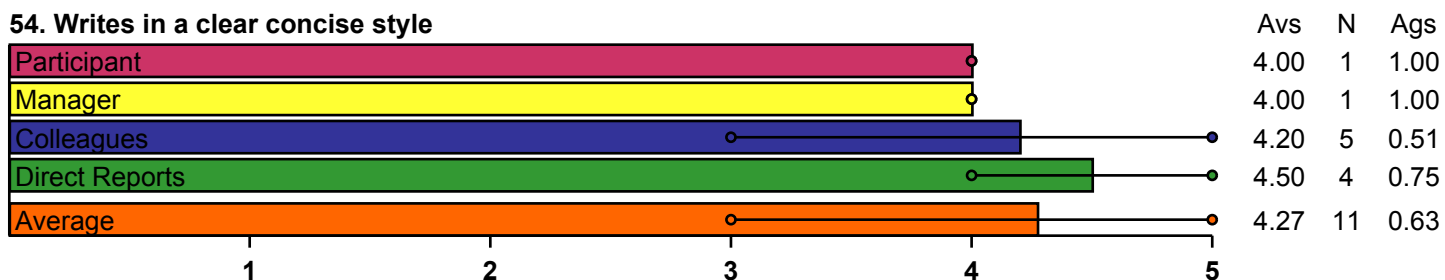
48. Answers questions specifically and to the point



36. Presents ideas and information in a well organised manner



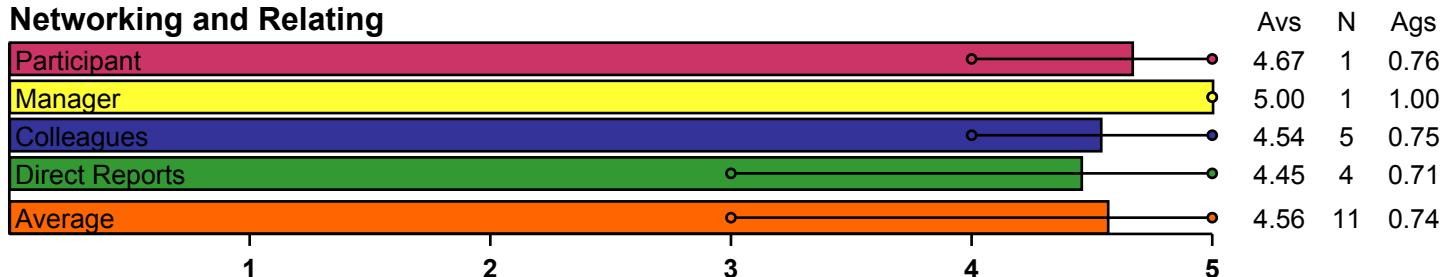
54. Writes in a clear concise style



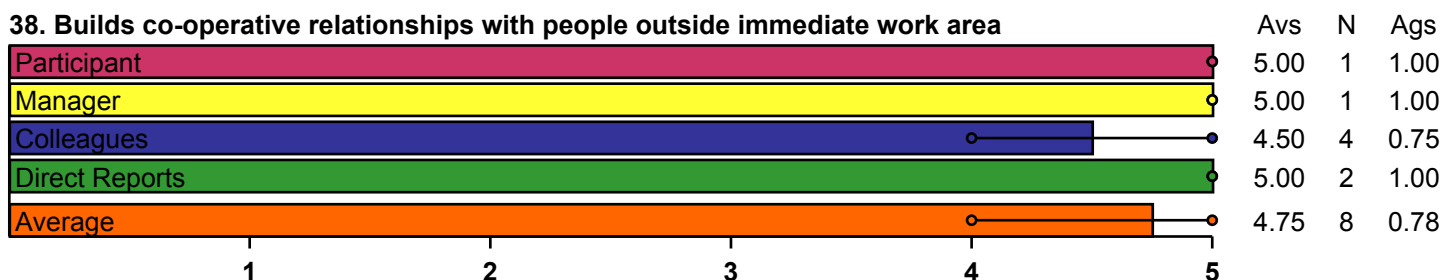
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

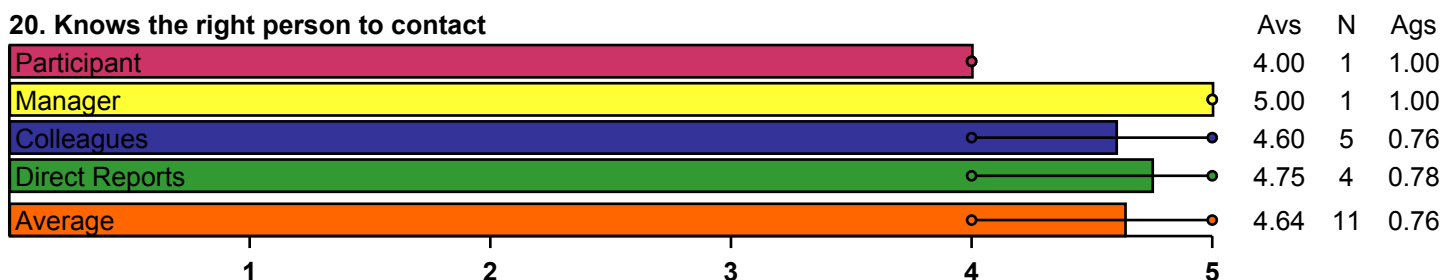
Networking and Relating



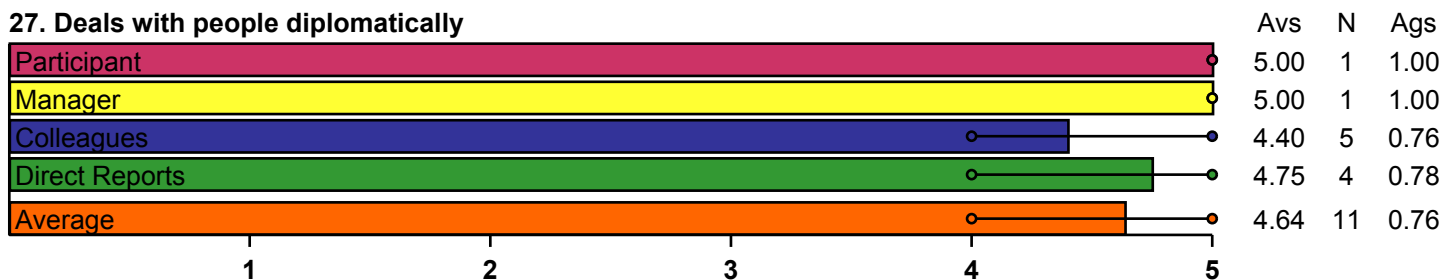
38. Builds co-operative relationships with people outside immediate work area



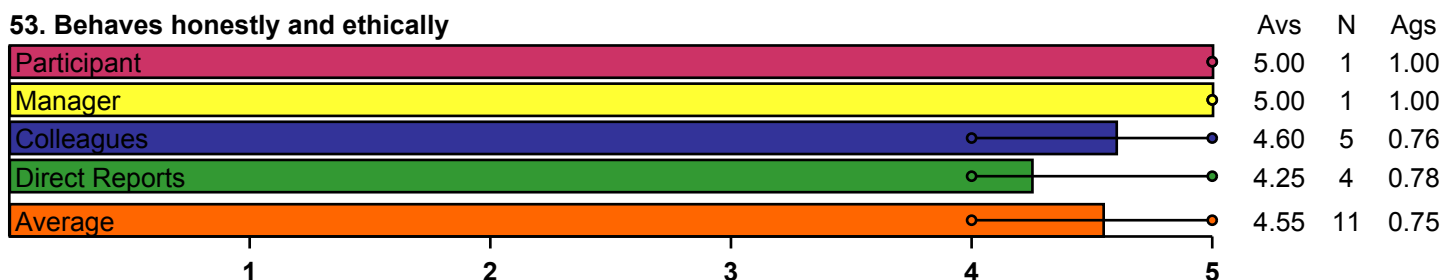
20. Knows the right person to contact



27. Deals with people diplomatically



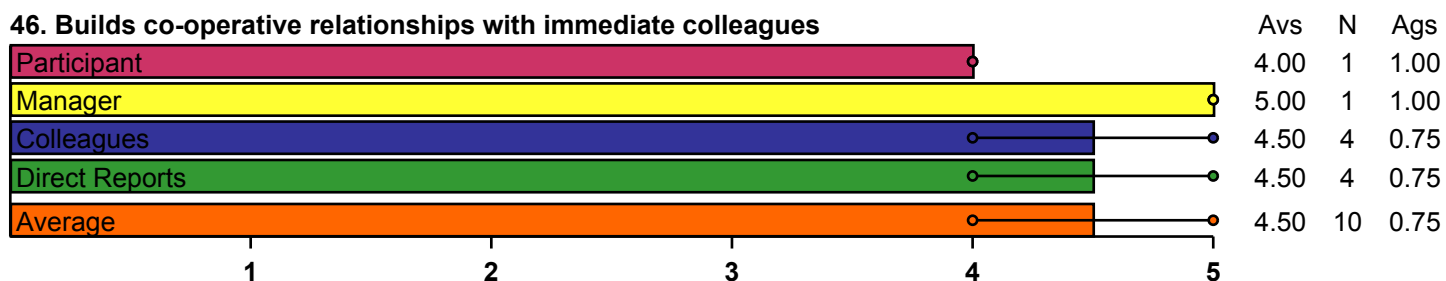
53. Behaves honestly and ethically



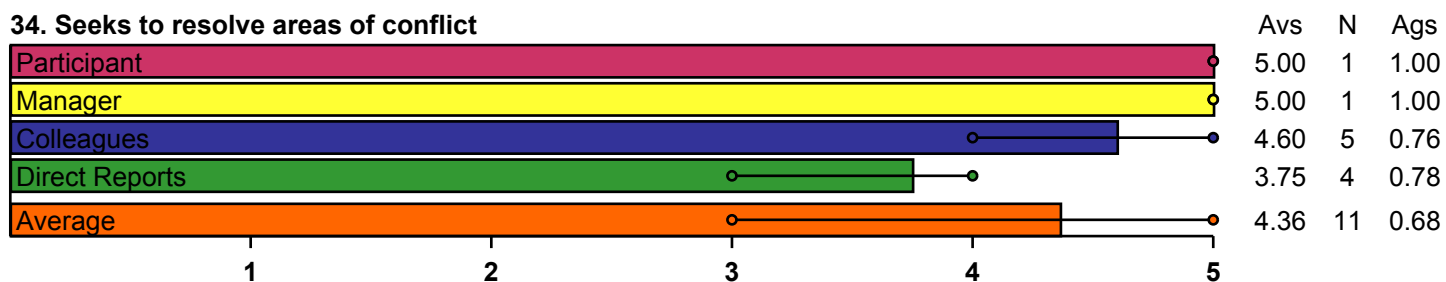
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

46. Builds co-operative relationships with immediate colleagues



34. Seeks to resolve areas of conflict

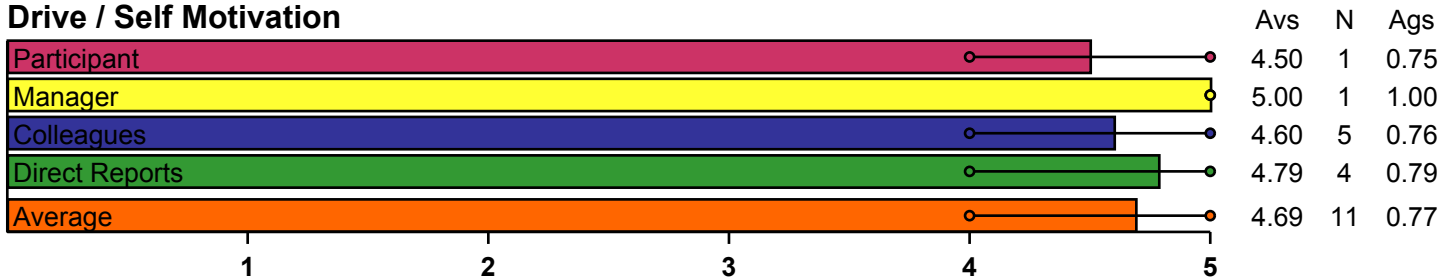


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

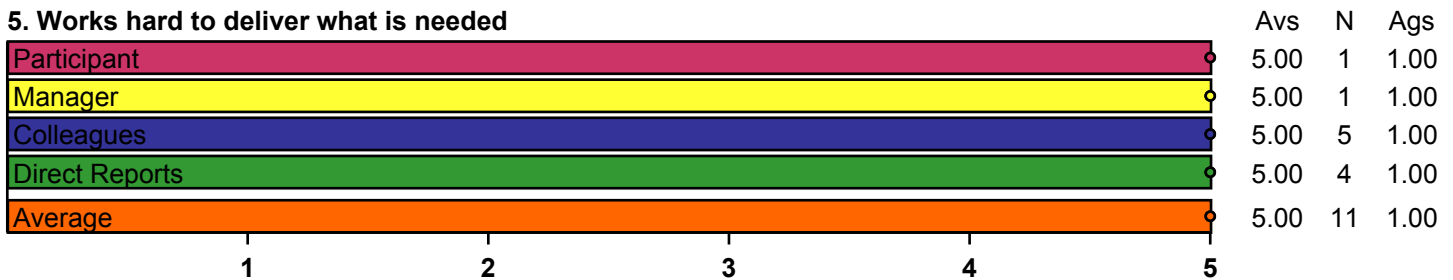
Detailed Information

Anne Example

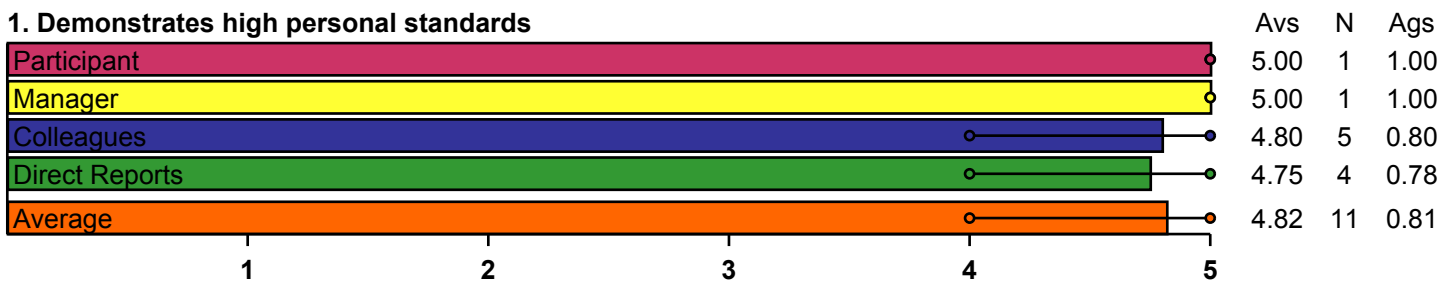
Drive / Self Motivation



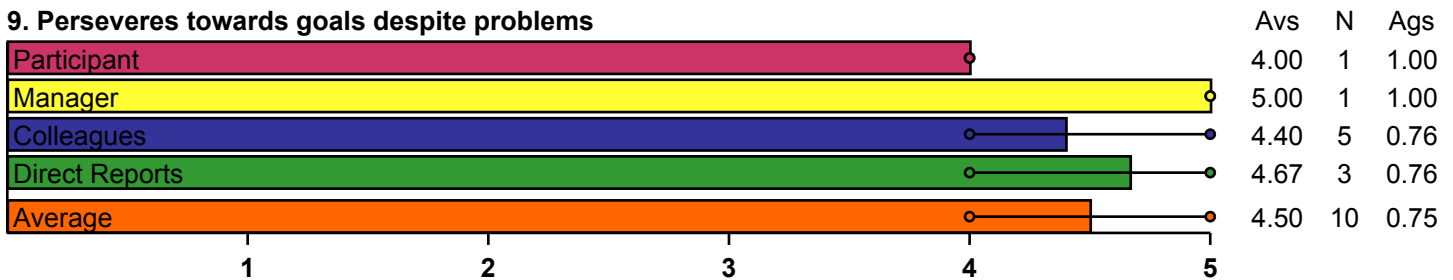
5. Works hard to deliver what is needed



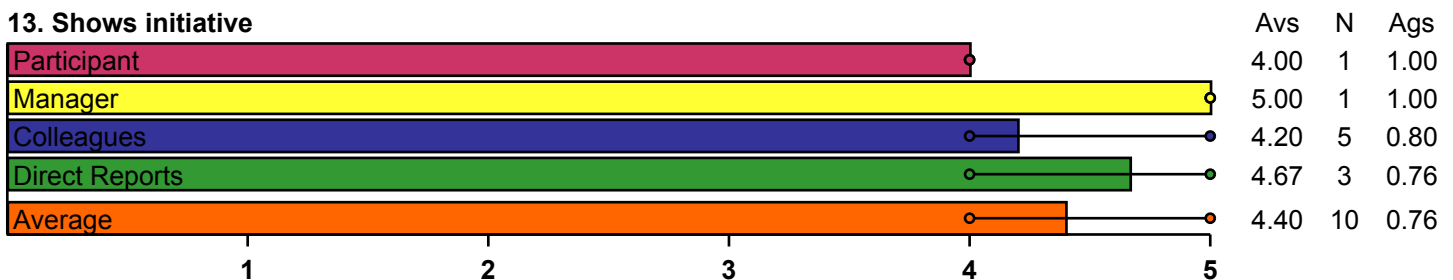
1. Demonstrates high personal standards



9. Perseveres towards goals despite problems



13. Shows initiative



Avs - Average Score N - Number of Responses Ags - Agreement Score
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Introduction to Open Ended Comments Summary

You and your respondents also had the opportunity to write comments on your performance.

These comments have been quoted verbatim.