

transformational *leadership*
QUESTIONNAIRE

Anne Example

Transformational Leadership Questionnaire

30 Sep 2004

johnston
penno



Strictly Confidential

This report contains feedback gathered from the following sources:

Participant	1
Manager	1
Colleagues	3
Staff	2
Customers	0
Total:	7

Contents

General Points to Remember

The Rating Scale

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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 Rating Scale

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

Performance

- 5** Very effective
- 4** A strength
- 3** Competent
- 2** Needs development
- 1** Address urgently
- 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.

Ags shows the degree to which people agreed about your performance.

- a number close to 0 means that there was little agreement between the different respondents' ratings.
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NR means no responses.

AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

Competency Overview Graphs

Anne Example



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

Introduction to Question Overview Graphs

This report shows how you have been rated at the Competency and Question level. These scores are the average over all your respondents, including yourself. The responses are represented by a set of bars on the left of the page and in numerical format in the columns on the right.

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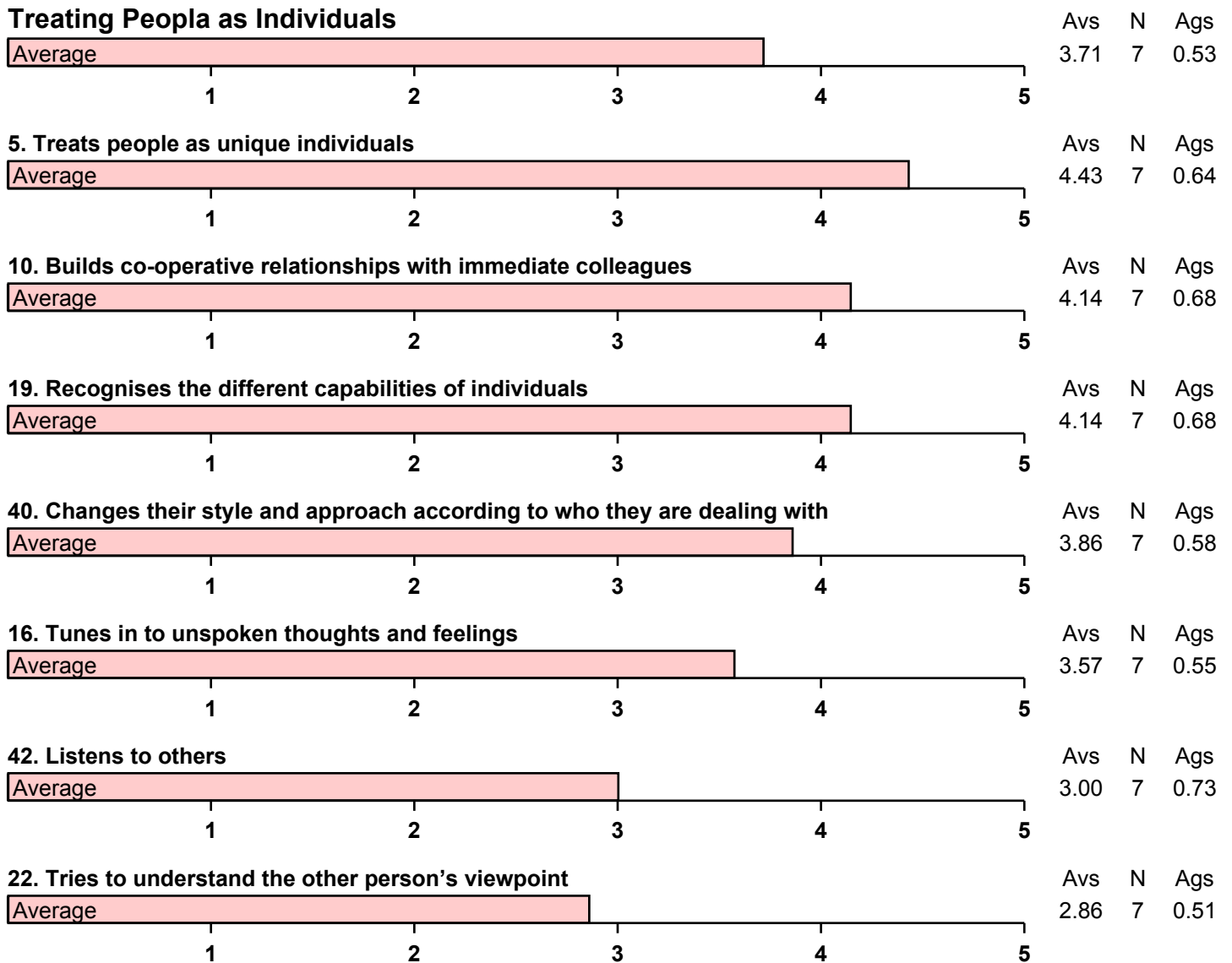
NR means no responses.

AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

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

Question Overview Graphs

Anne Example

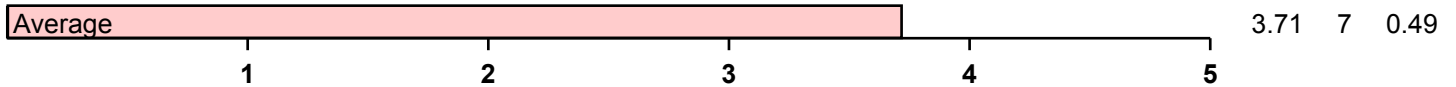


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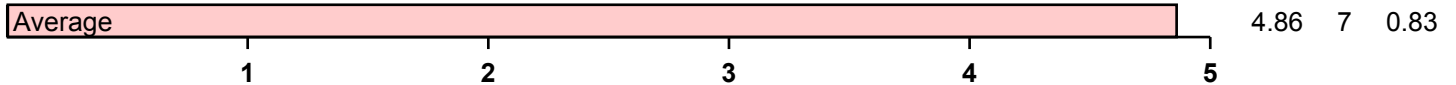
Question Overview Graphs

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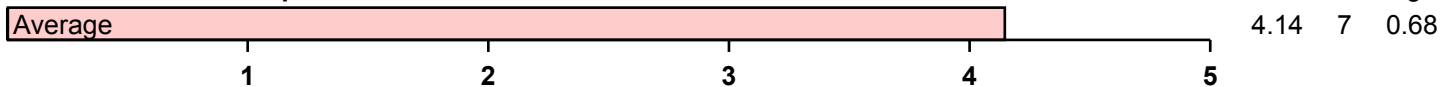
Performance Monitoring and Control



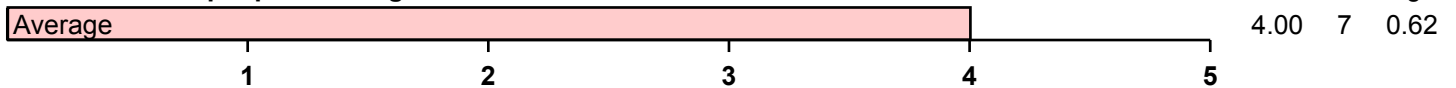
34. Keeps their finger on the pulse



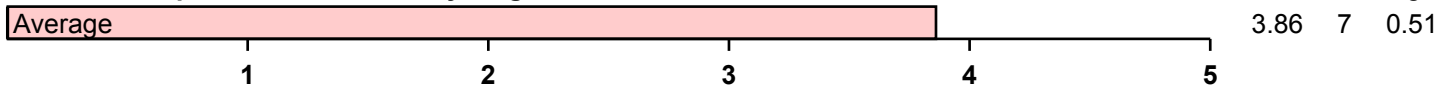
13. Checks to ensure plans are on course



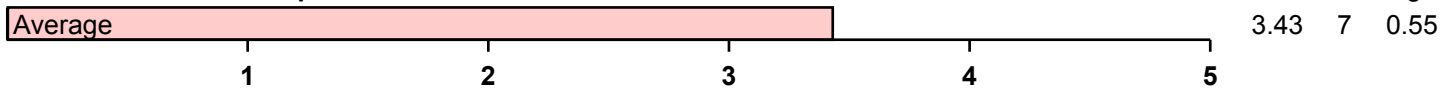
45. Understand people's strengths and weaknesses



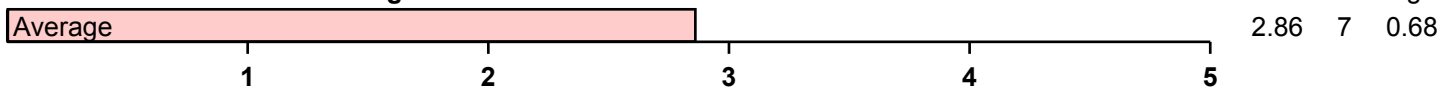
20. Identifies problems in their early stages



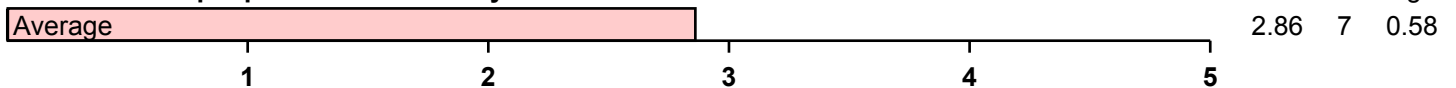
48. Reviews individual performance



46. Controls without interfering



30. Uses other people's time effectively

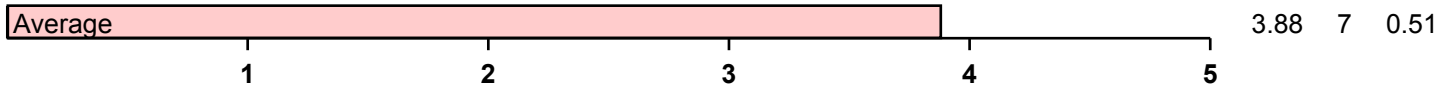


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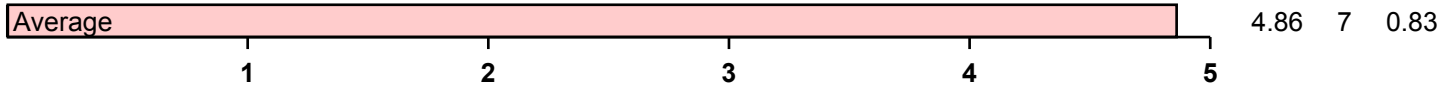
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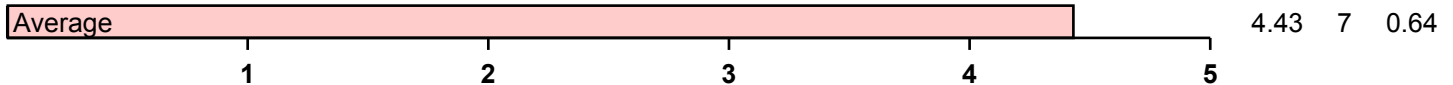
Goal Setting



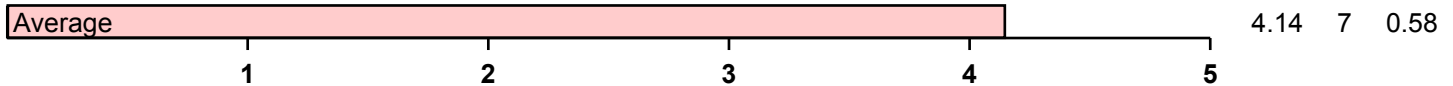
26. Is able to think beyond the immediate



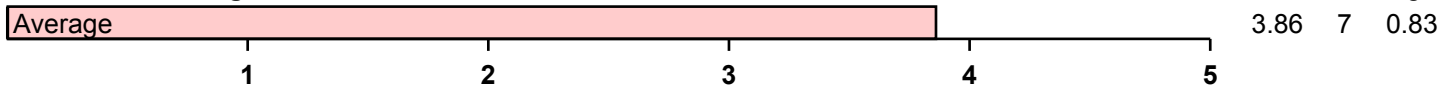
11. Organise resources to achieve goals



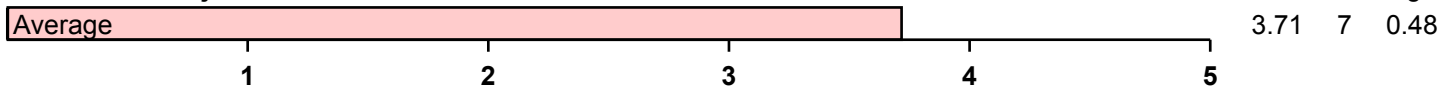
41. Perseveres towards goals despite problems



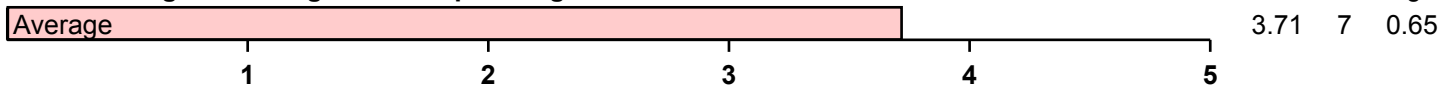
38. Defines strategies for the team



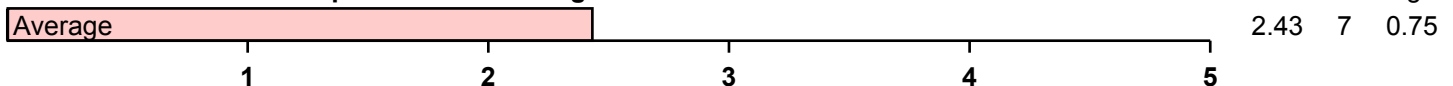
3. Sets clear objectives



8. Achieves goals through realistic planning



17. Considers sufficient options before taking a decision

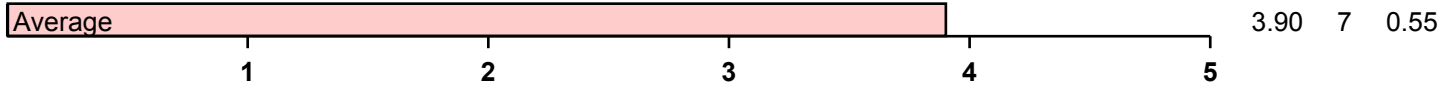


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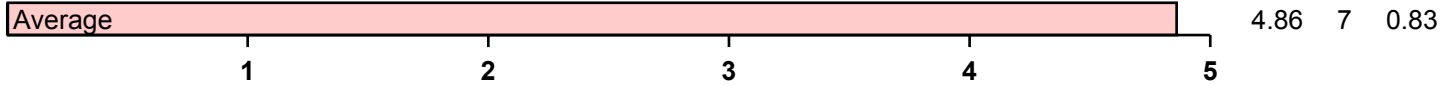
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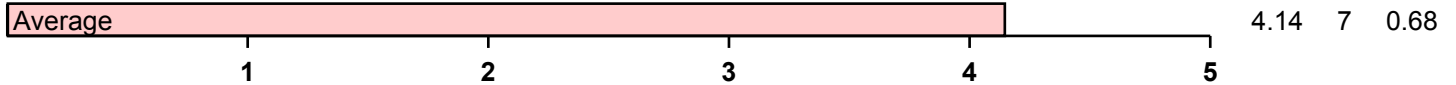
Career and Skill Development



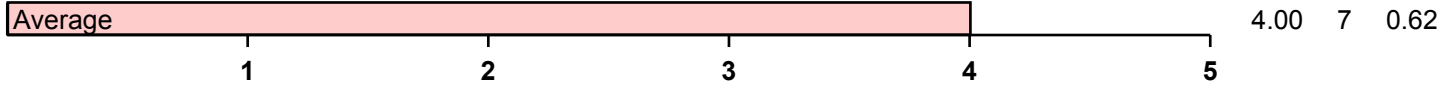
24. Supports training initiatives



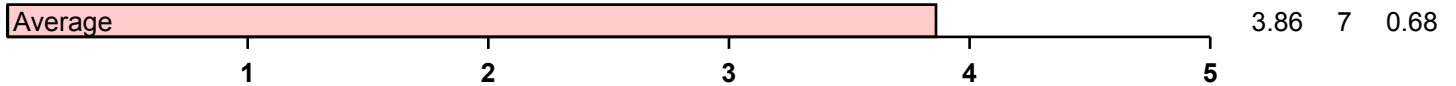
35. Treats mistakes as an opportunity for learning



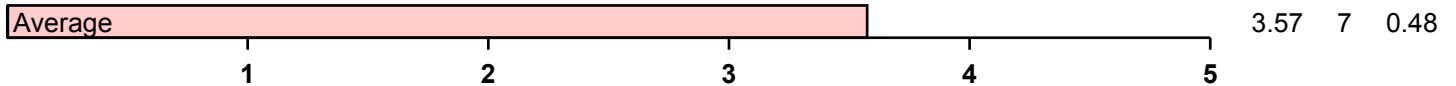
32. Encourages self development planning



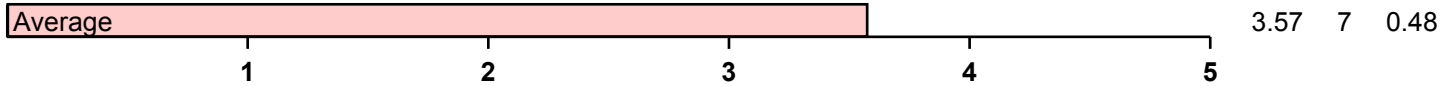
18. Seeks to build effective teamworking



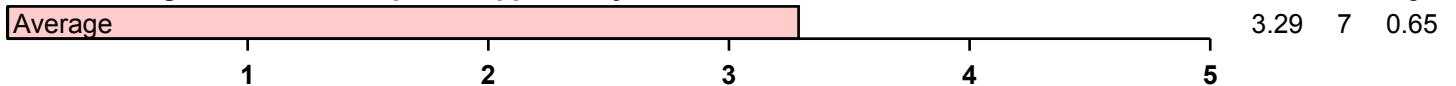
49. Discusses people's career aspirations with them



7. Coaches their people



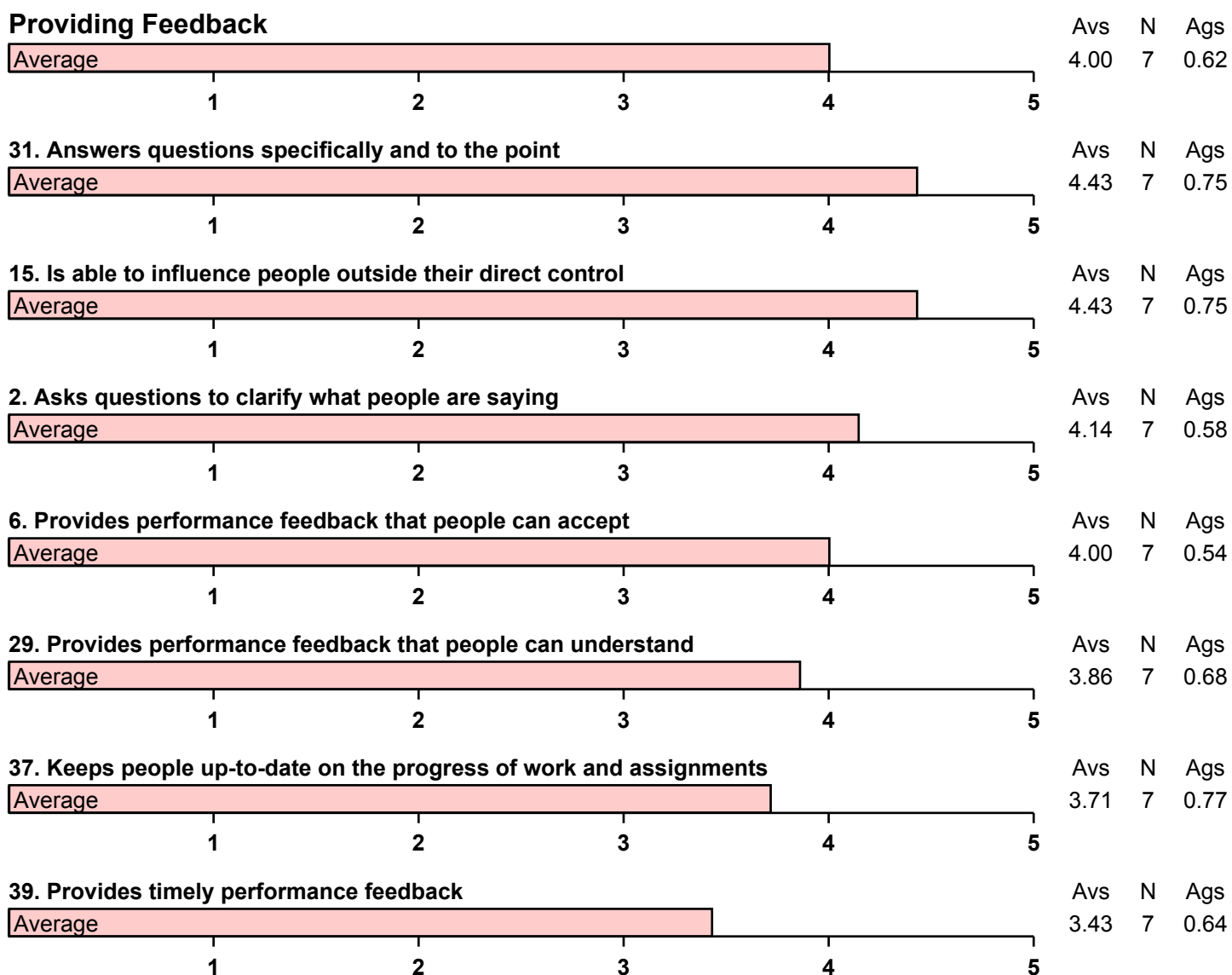
9. Uses delegation as a development opportunity



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Question Overview Graphs

Anne Example

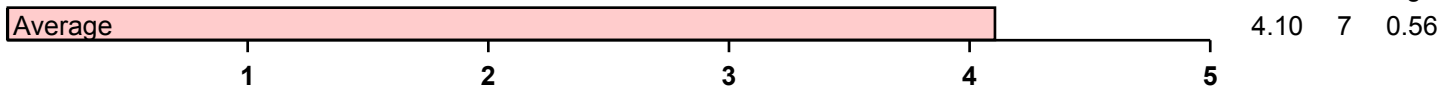


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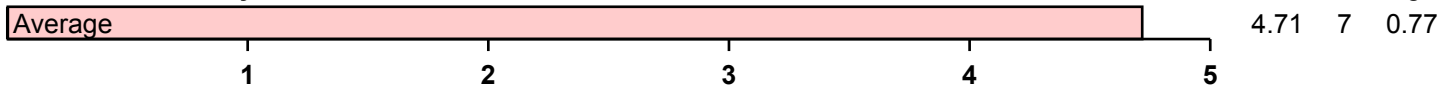
Question Overview Graphs

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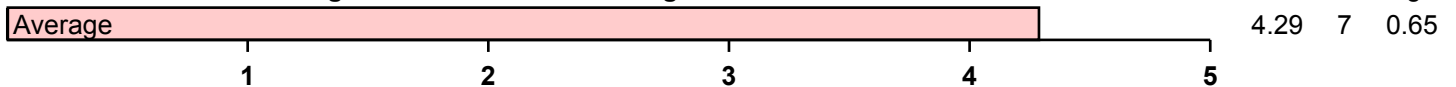
Intellectual Stimulation



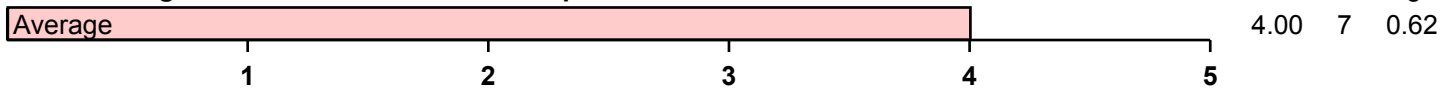
1. Shows the ability to sell the benefits of new ideas



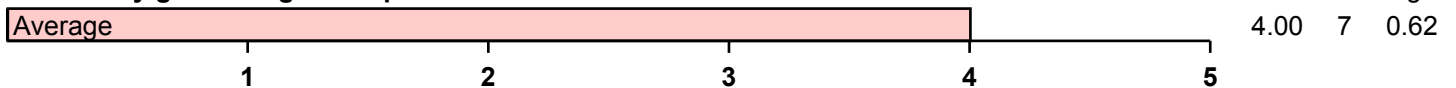
14. Provides work or assignments that are stretching but achievable



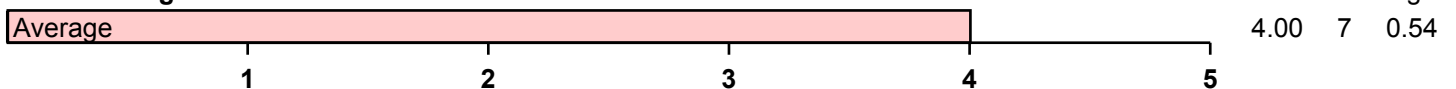
47. Encourages others to work to their best potential



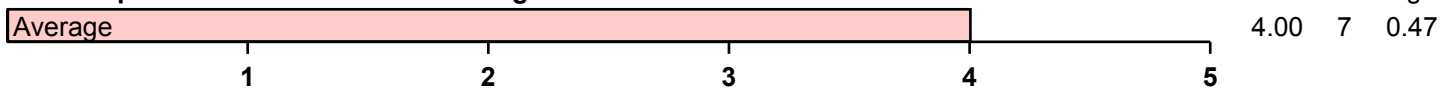
44. Quickly gains insight into problems



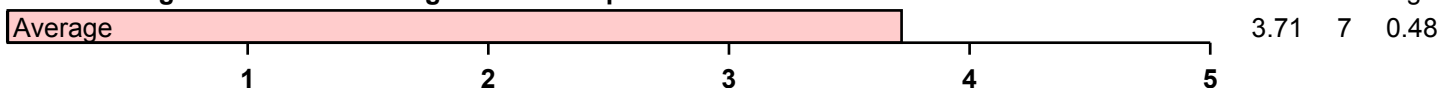
28. Encourages others to re-think their ideas



4. Asks questions to test other's thinking



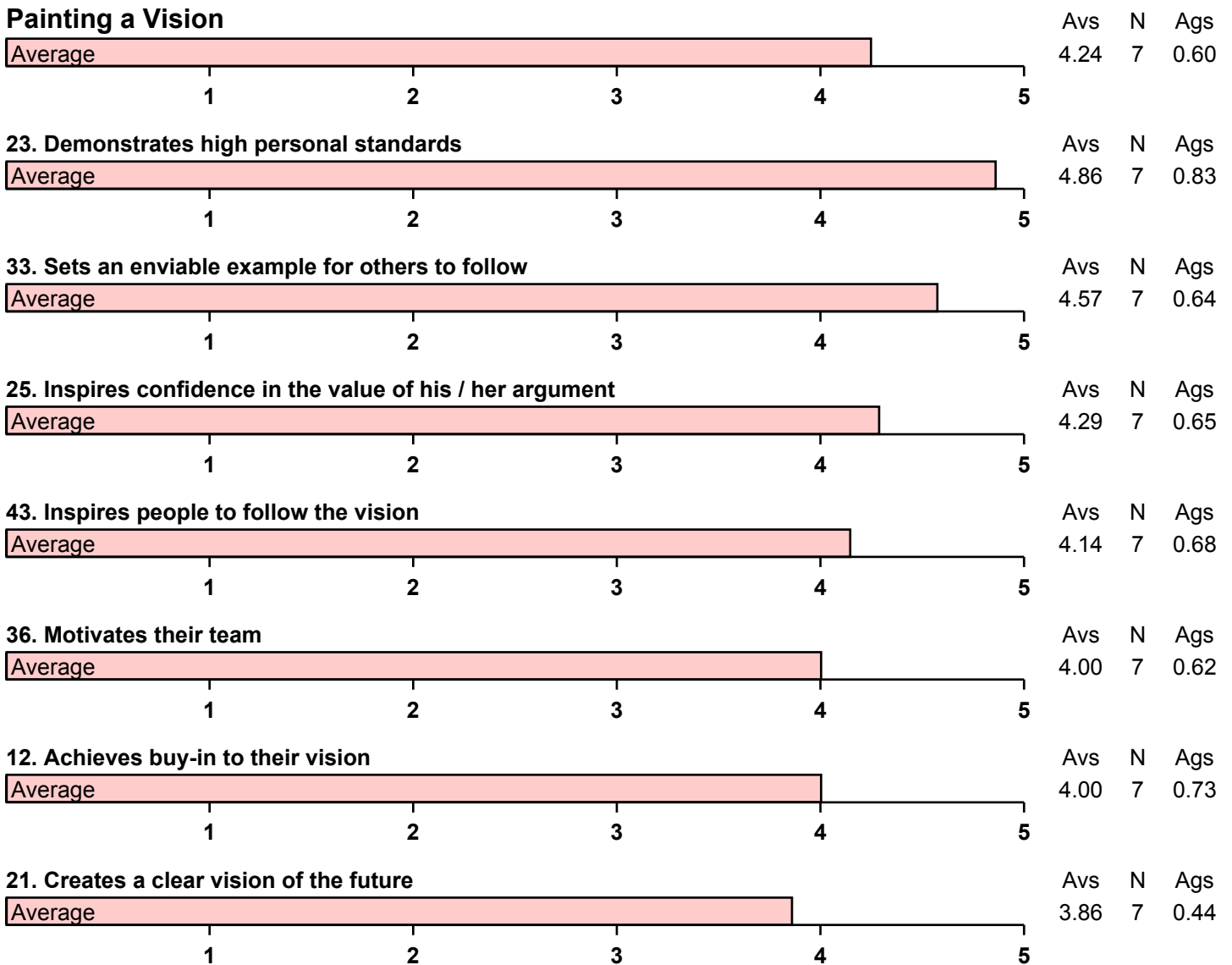
27. Encourages others to challenge the status quo



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Question Overview Graphs

Anne Example



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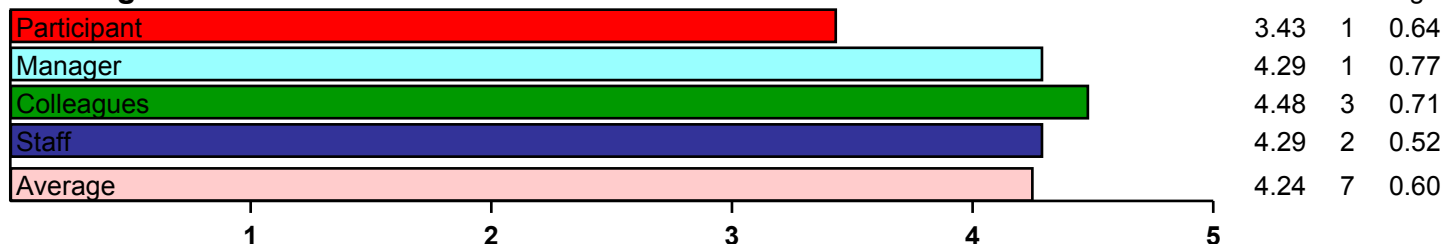
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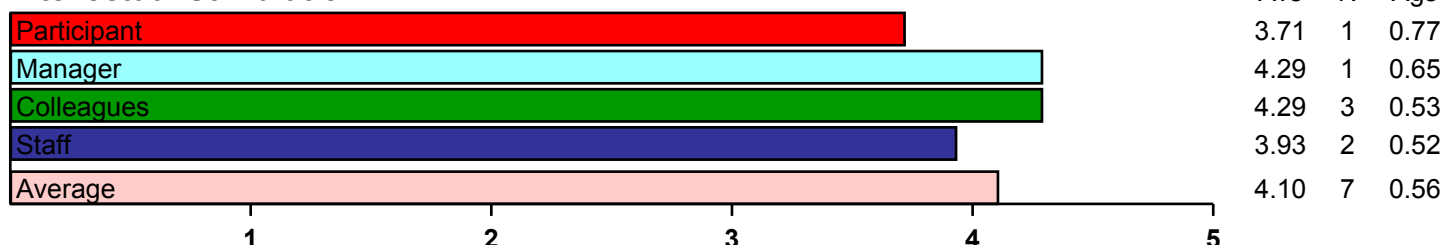
Competency Rater Overview

Anne Example

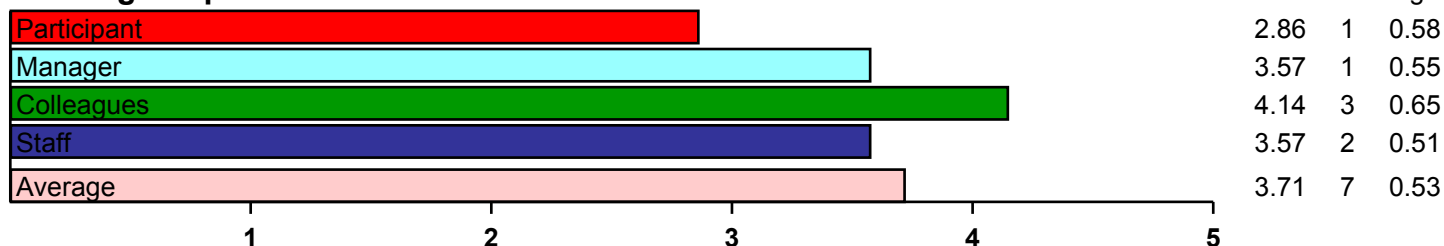
Painting a Vision



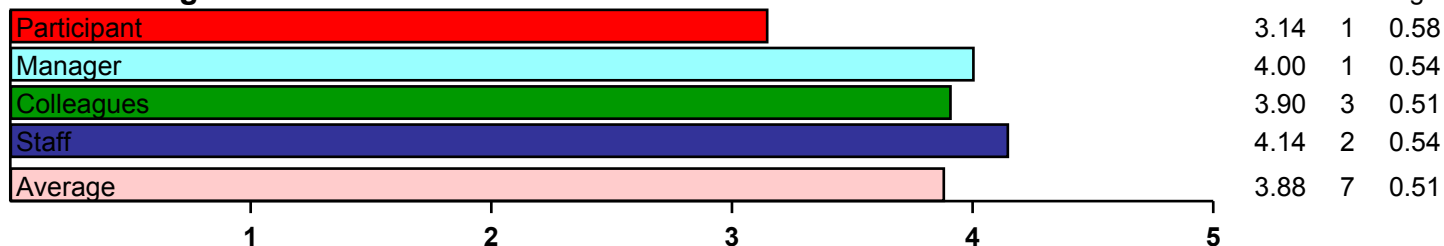
Intellectual Stimulation



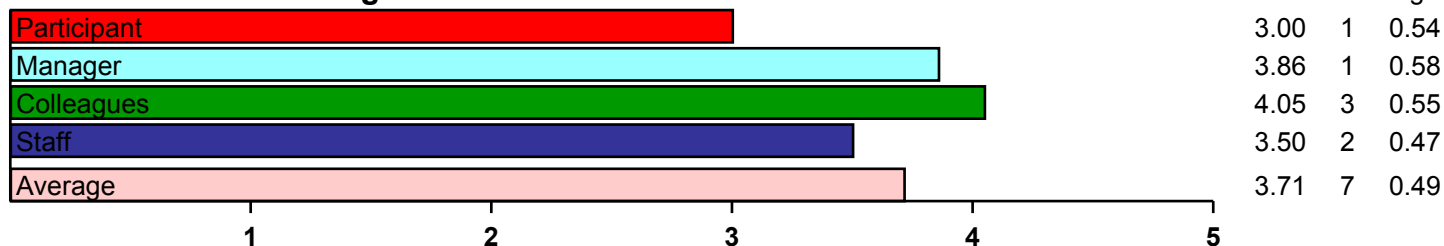
Treating People as Individuals



Goal Setting



Performance Monitoring and Control

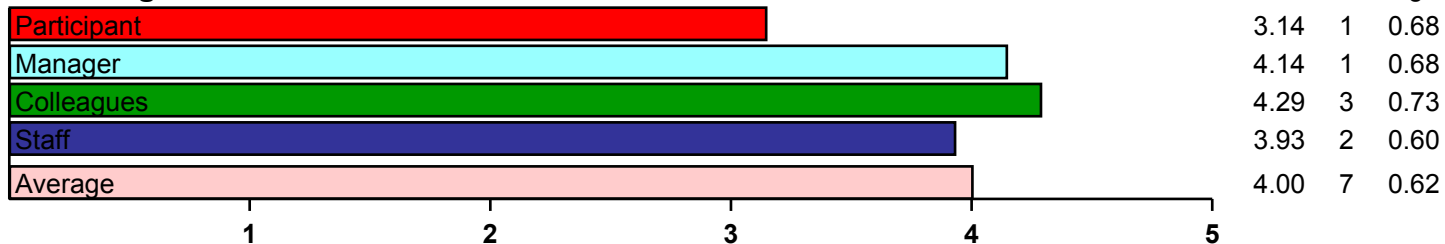


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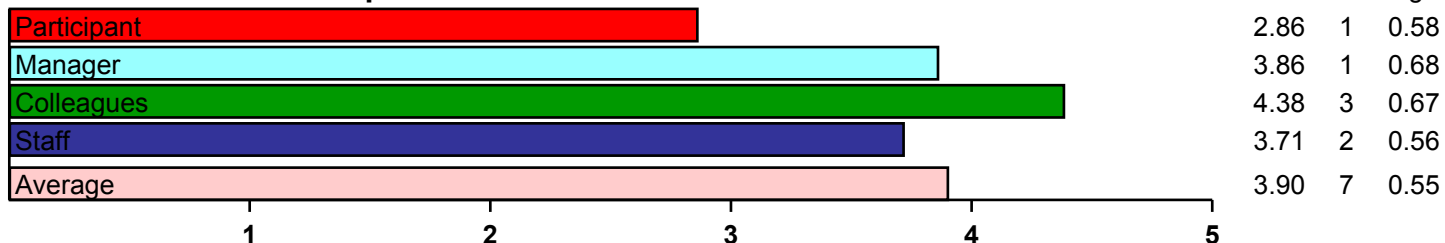
Competency Rater Overview

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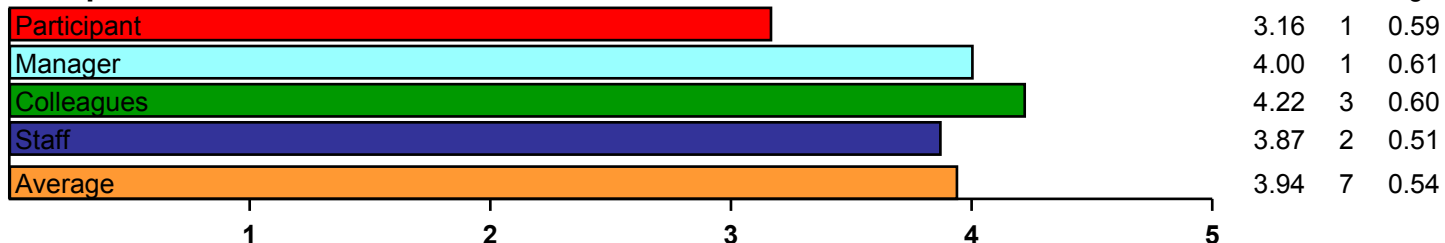
Providing Feedback



Career and Skill Development



Group



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Introduction to Detailed Information

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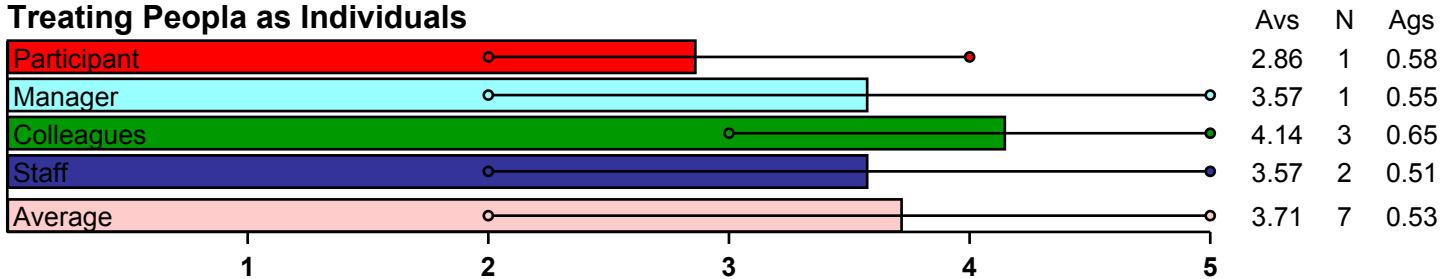
Range Bars show the highest and lowest ratings received for a question or competency from a given group.

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

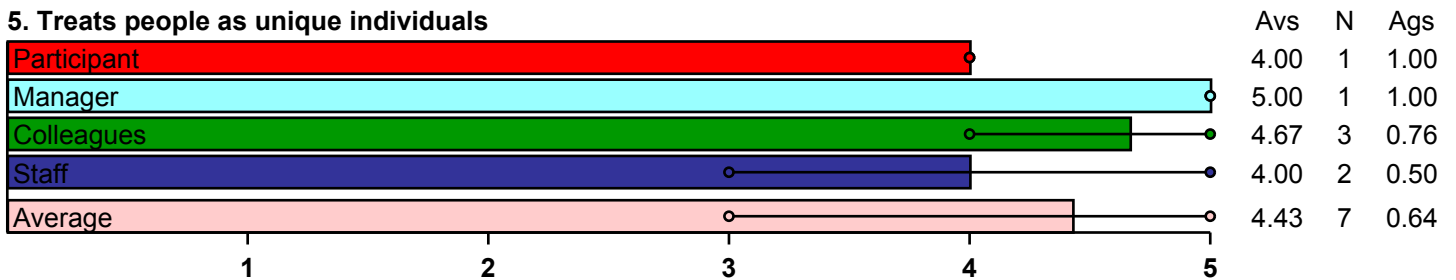
Detailed Information

Anne Example

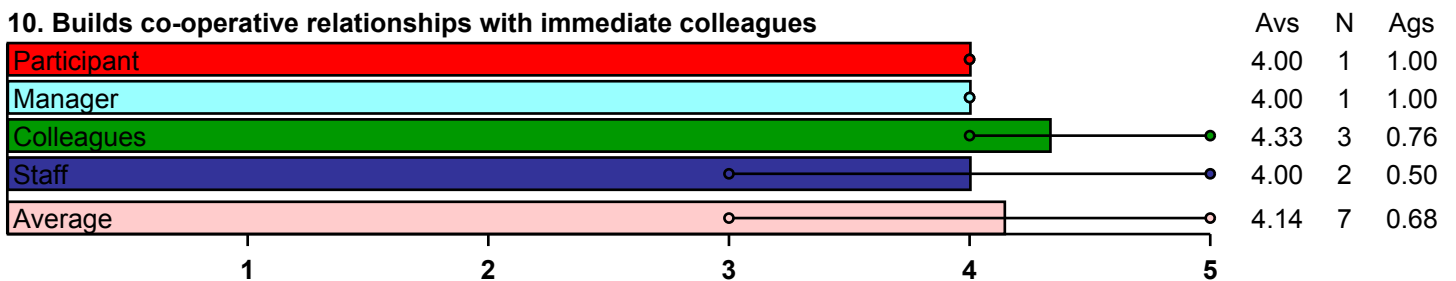
Treating Peopla as Individuals



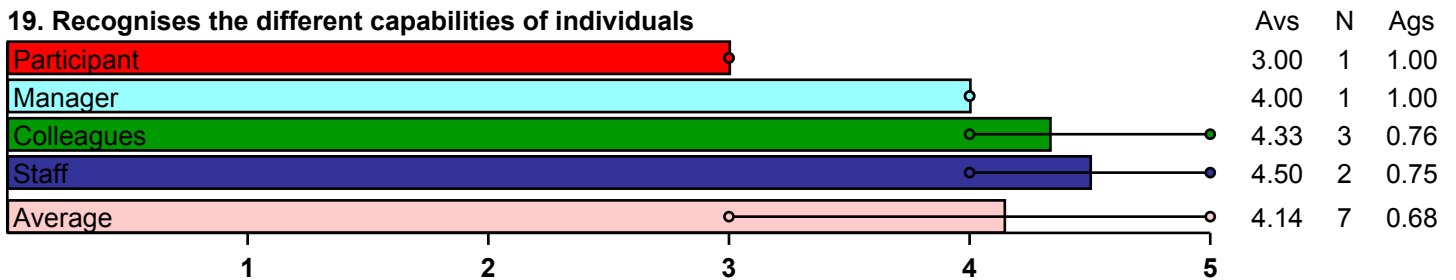
5. Treats people as unique individuals



10. Builds co-operative relationships with immediate colleagues



19. Recognises the different capabilities of individuals

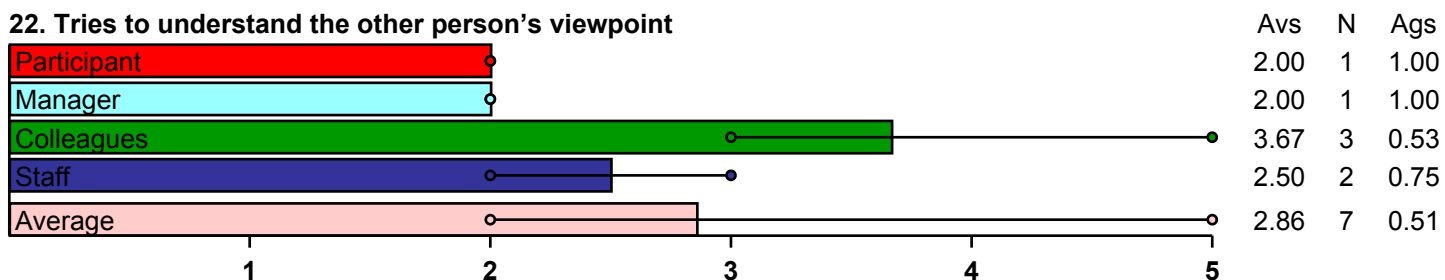
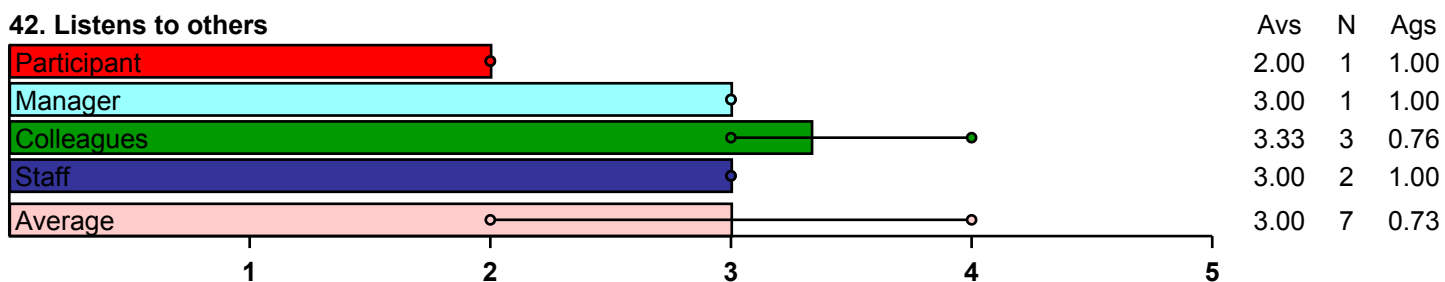
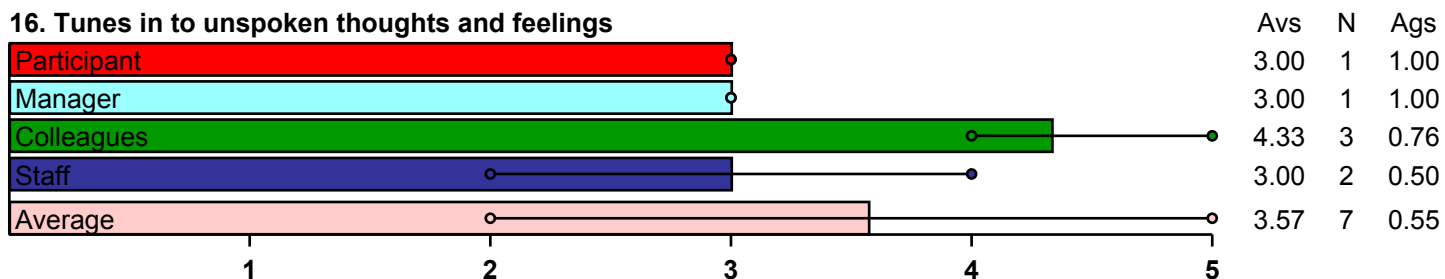


40. Changes their style and approach according to who they are dealing with



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Detailed Information Anne Example

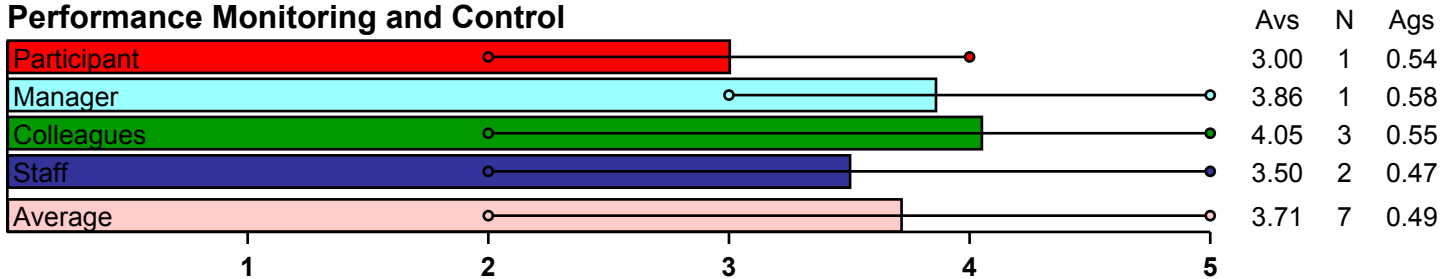


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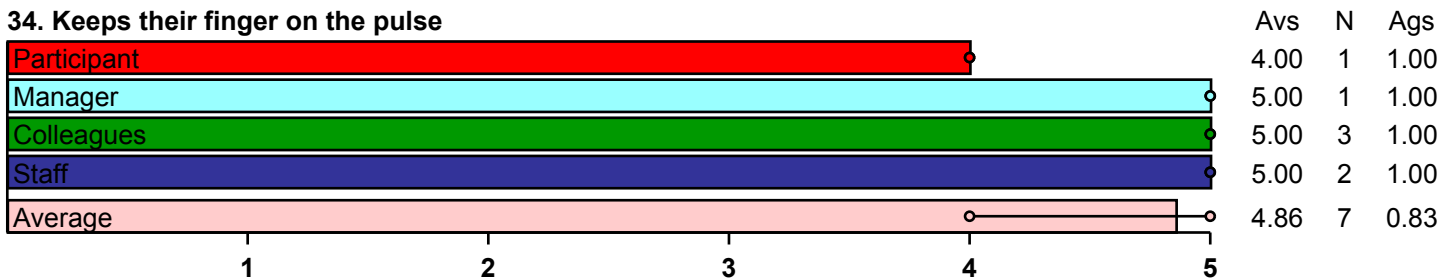
Detailed Information

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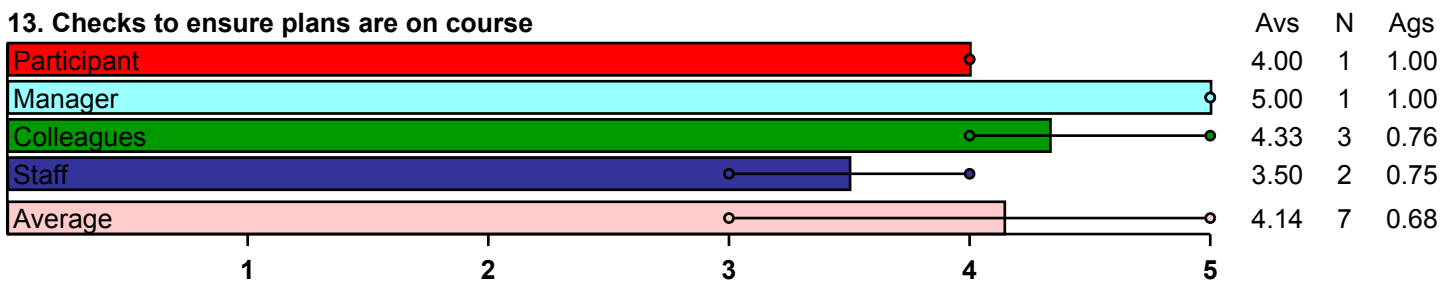
Performance Monitoring and Control



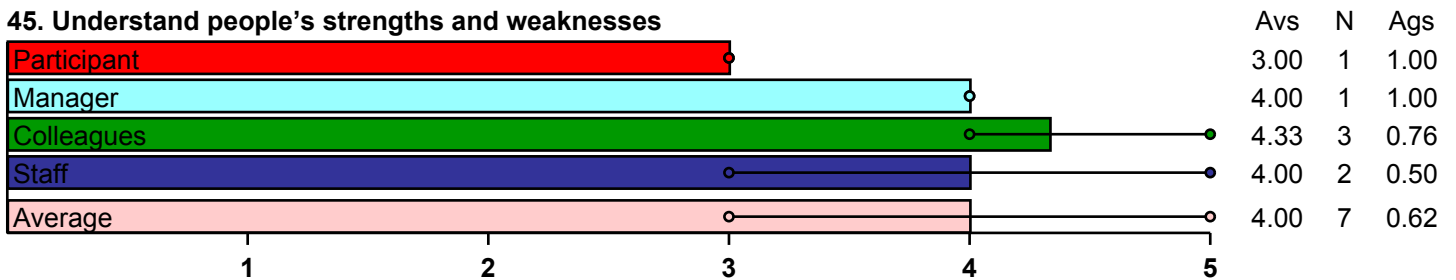
34. Keeps their finger on the pulse



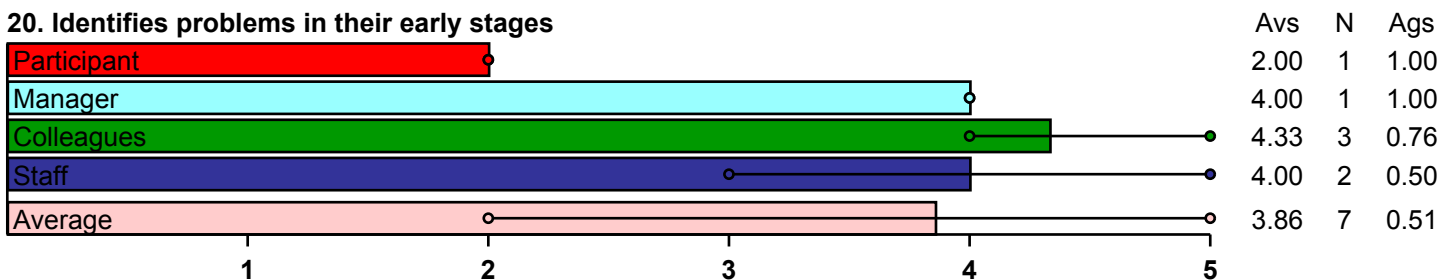
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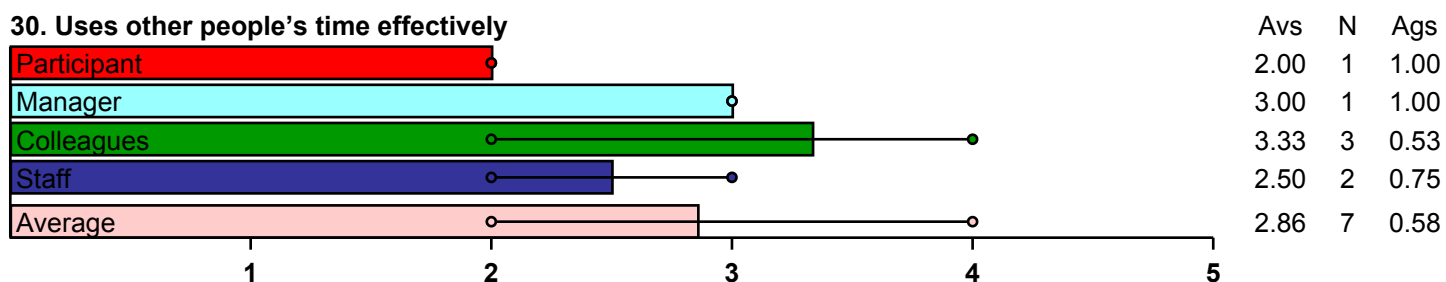
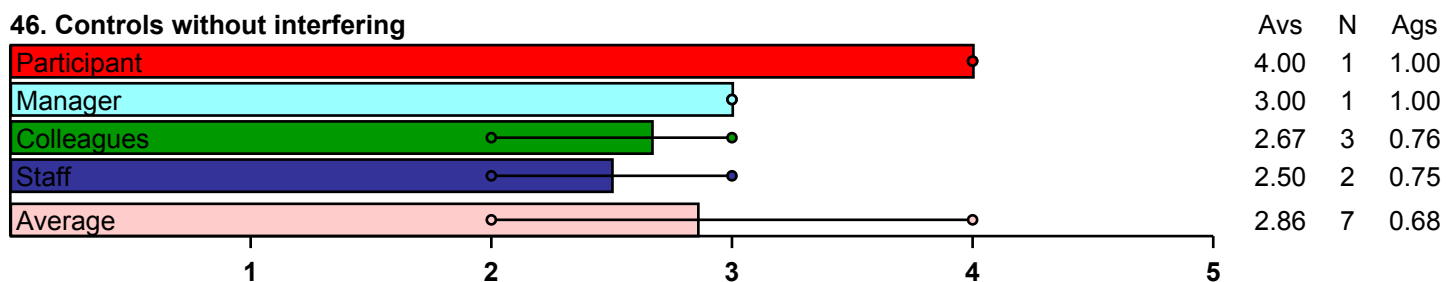
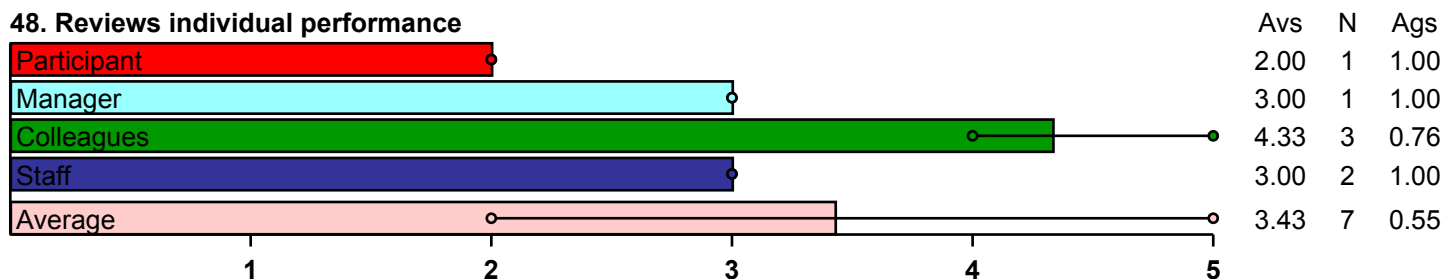


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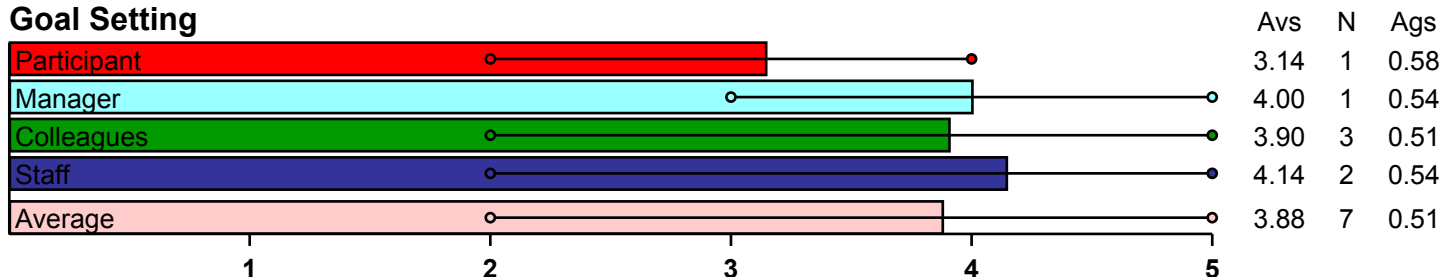
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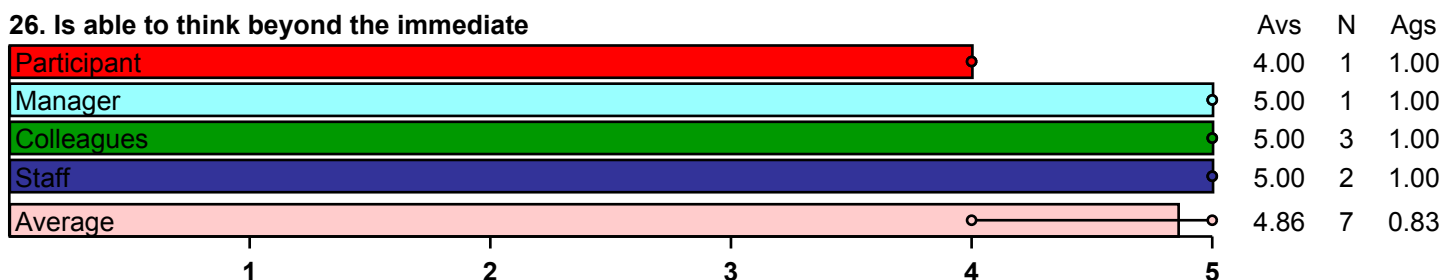
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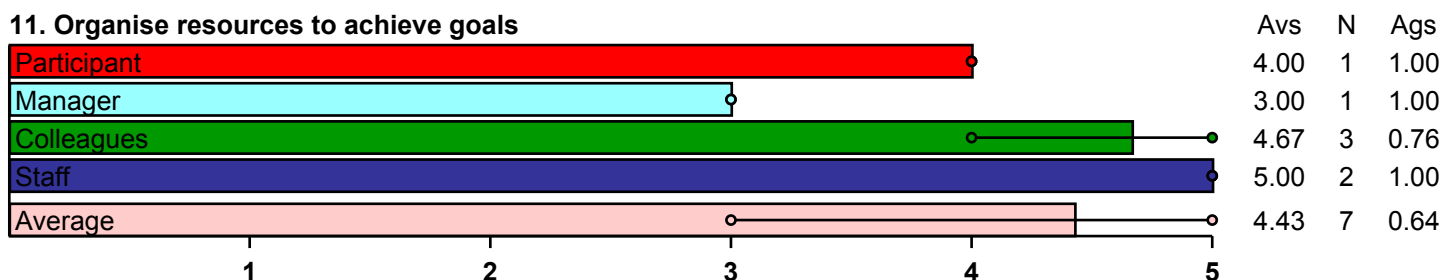
Goal Setting



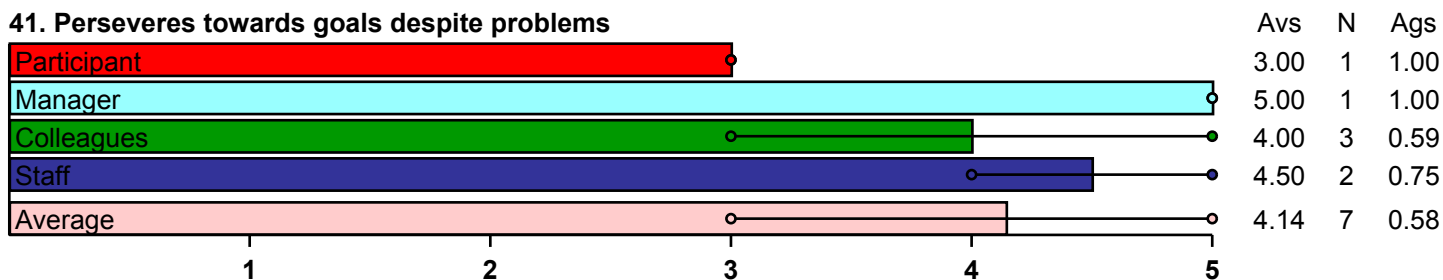
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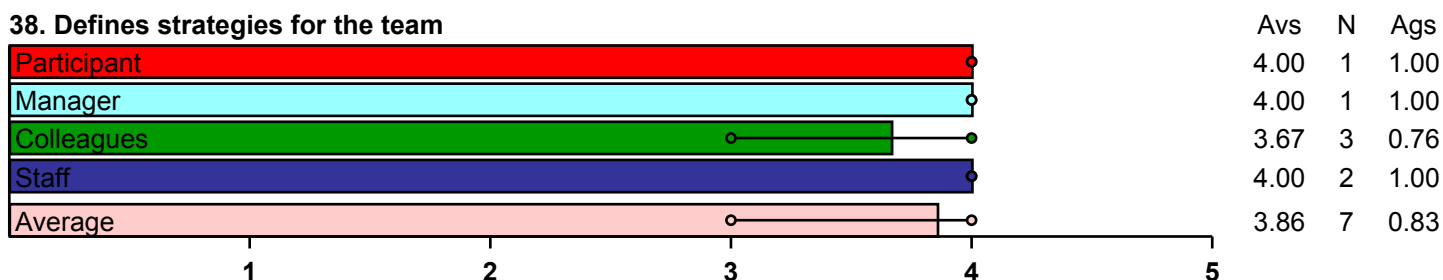
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41. Perseveres towards goals despite problems



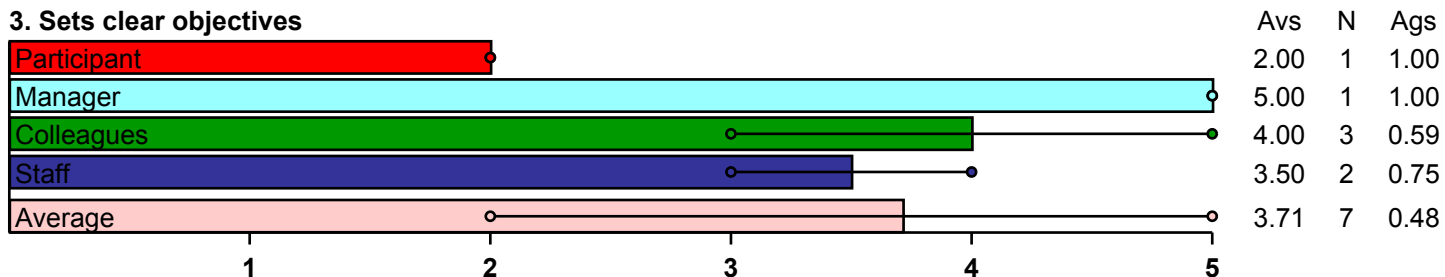
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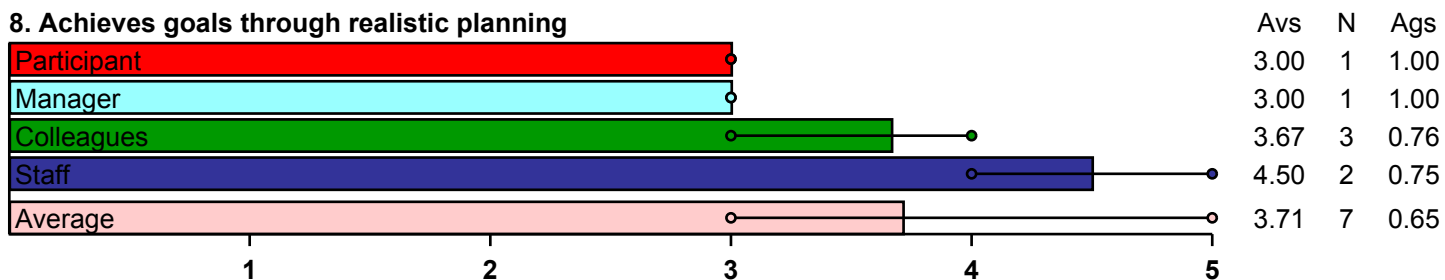
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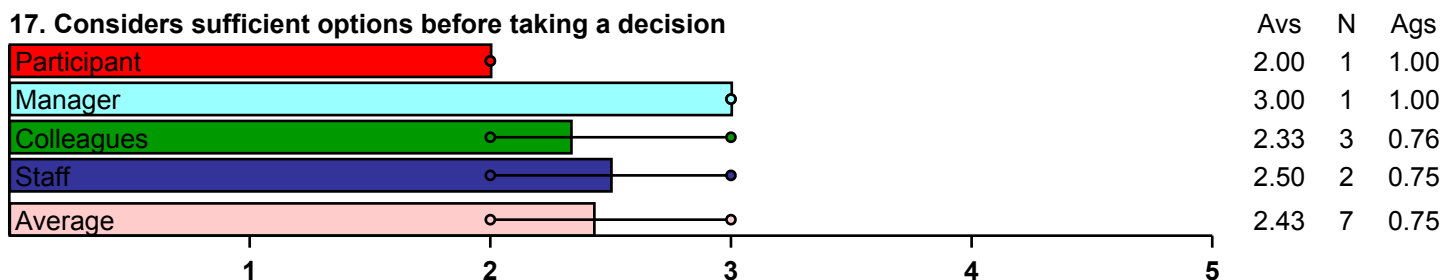
3. Sets clear objectives



8. Achieves goals through realistic planning



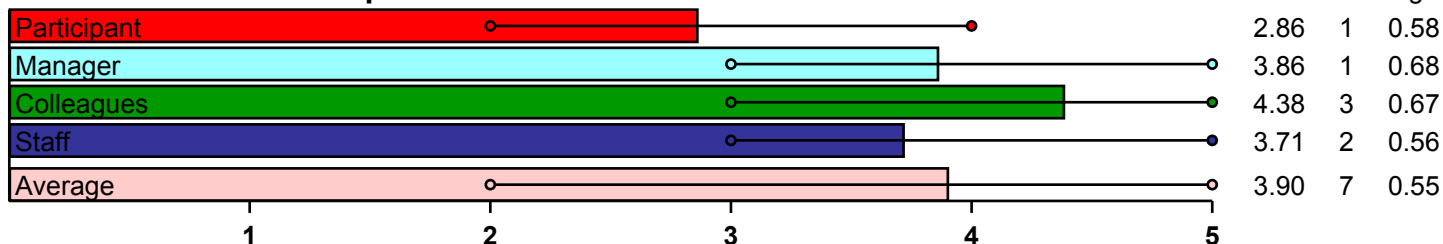
17. Considers sufficient options before taking a decision



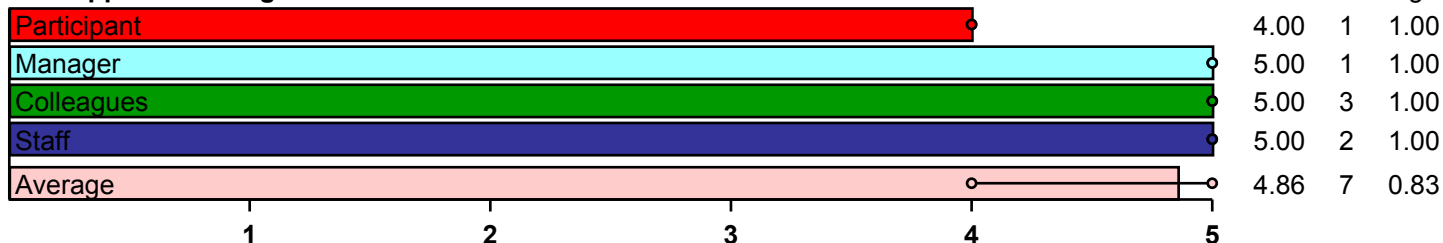
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information Anne Example

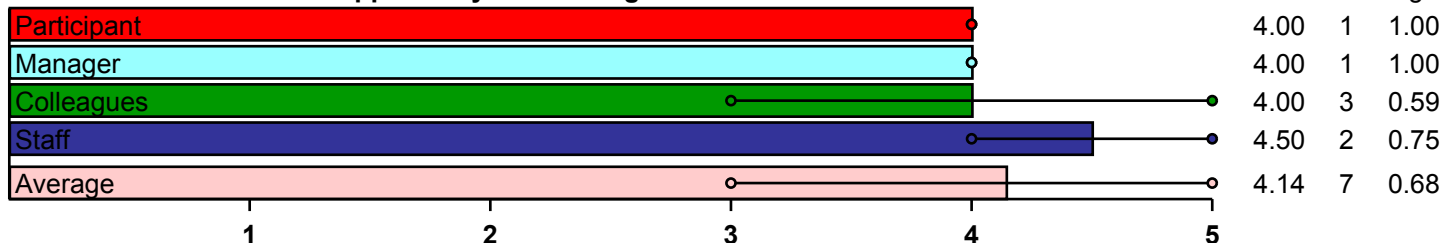
Career and Skill Development



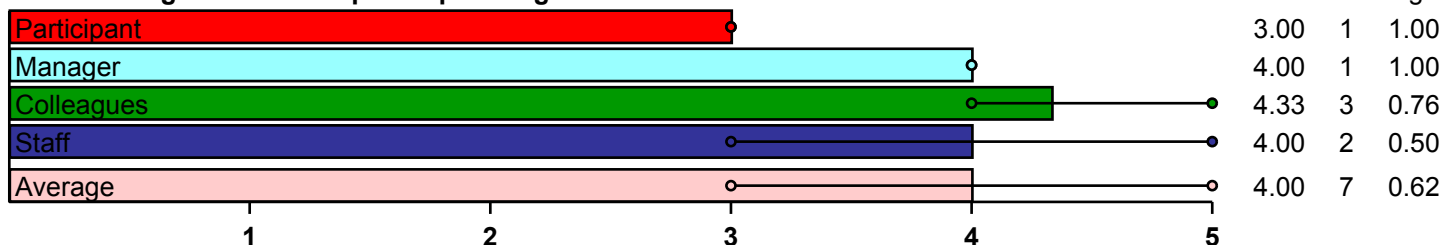
24. Supports training initiatives



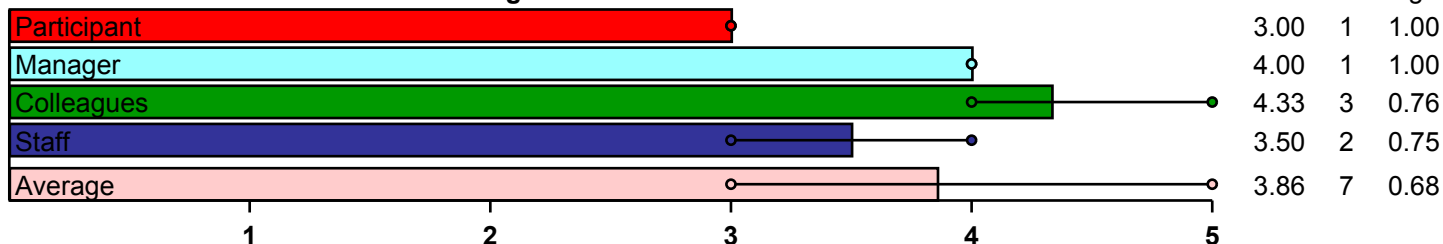
35. Treats mistakes as an opportunity for learning



32. Encourages self development planning



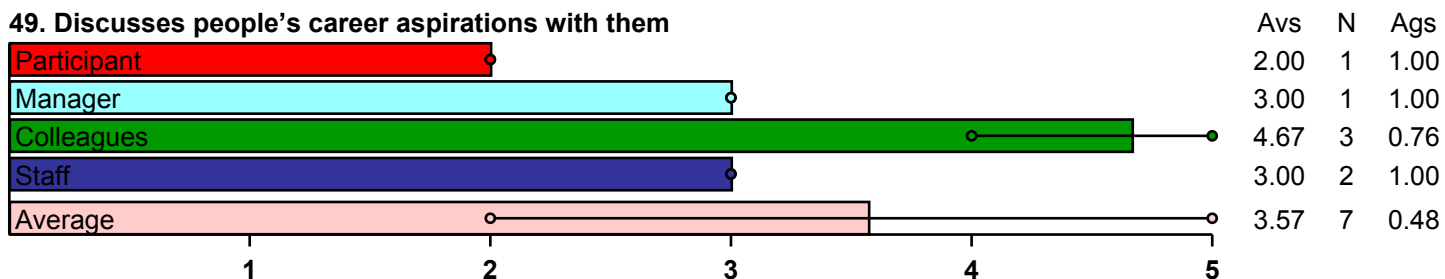
18. Seeks to build effective teamworking



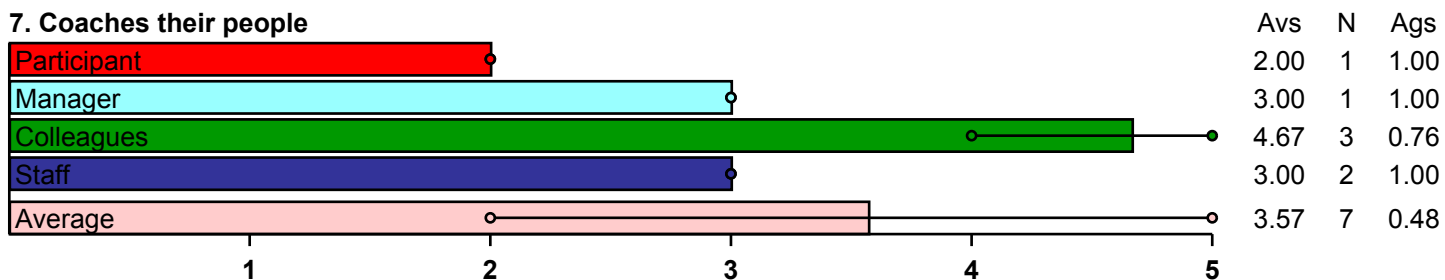
Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information Anne Example

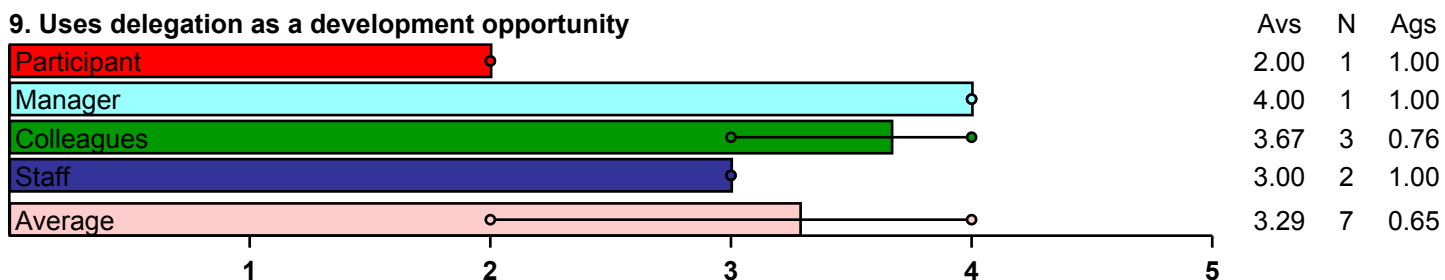
49. Discusses people's career aspirations with them



7. Coaches their people



9. Uses delegation as a development opportunity

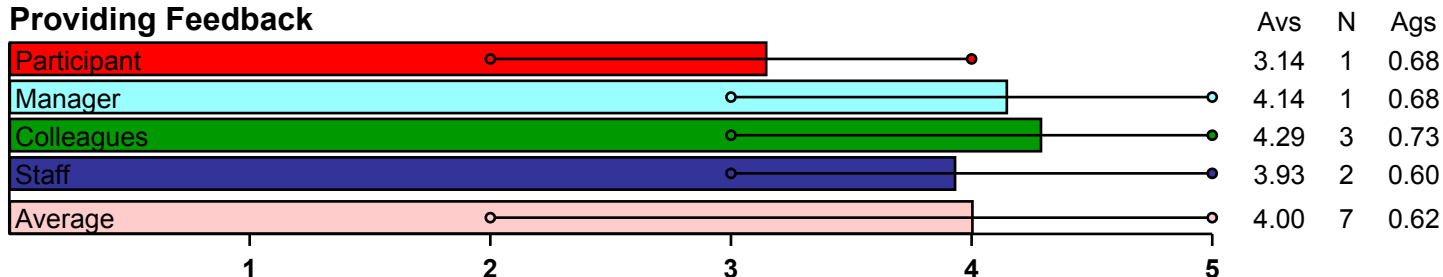


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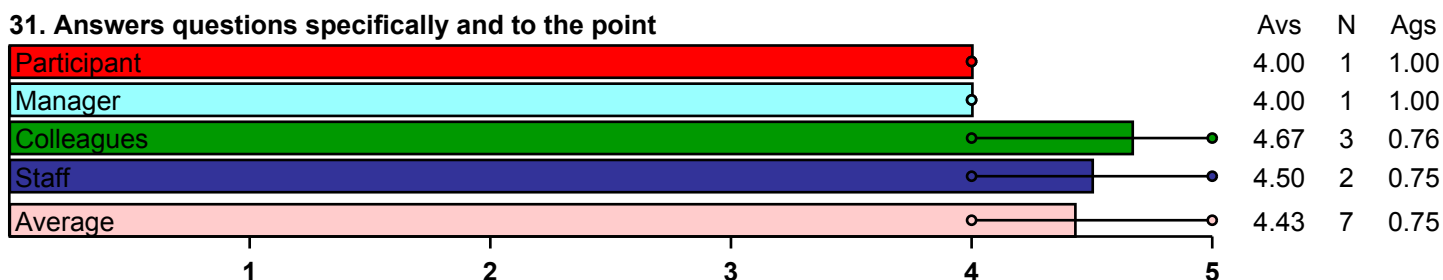
Detailed Information

Anne Example

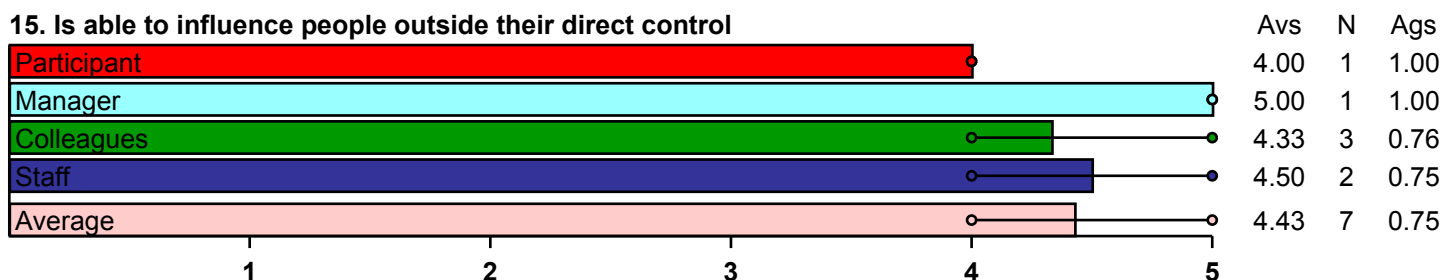
Providing Feedback



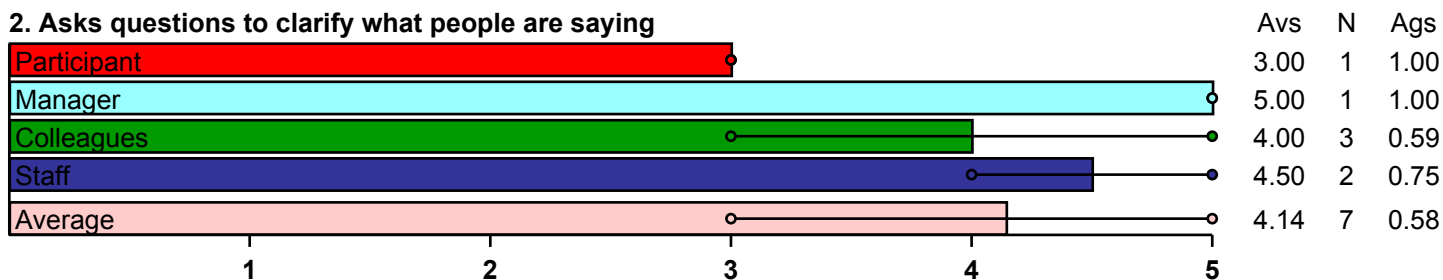
31. Answers questions specifically and to the point



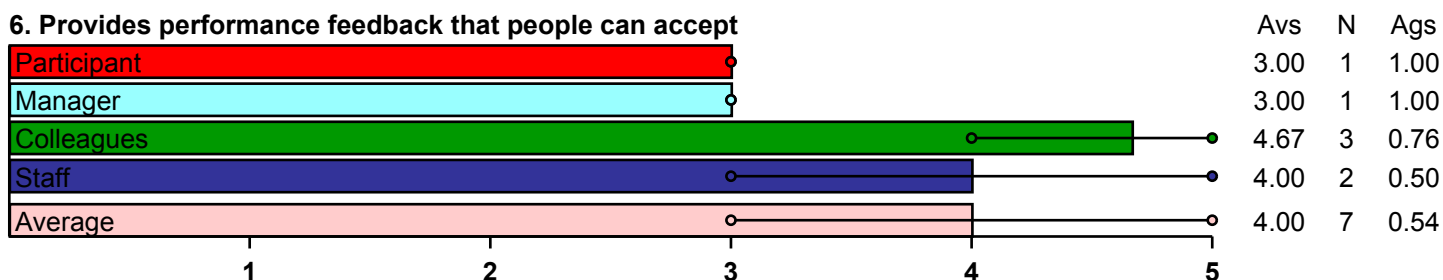
15. Is able to influence people outside their direct control



2. Asks questions to clarify what people are saying

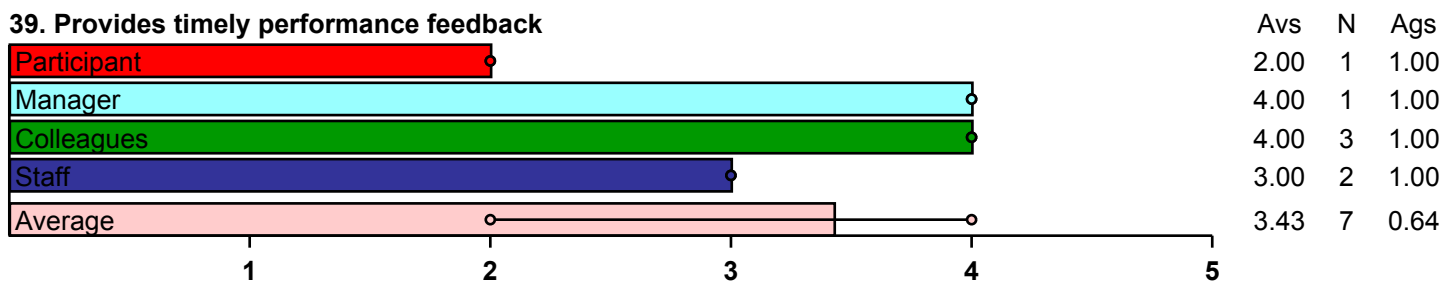
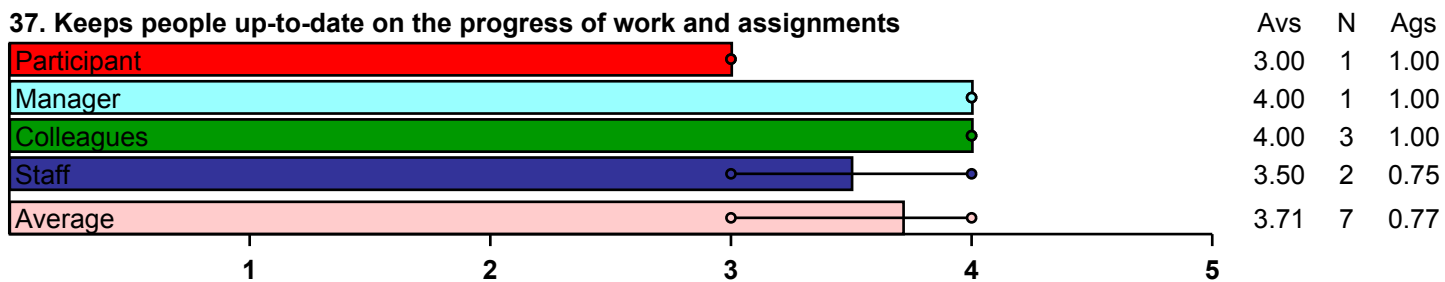
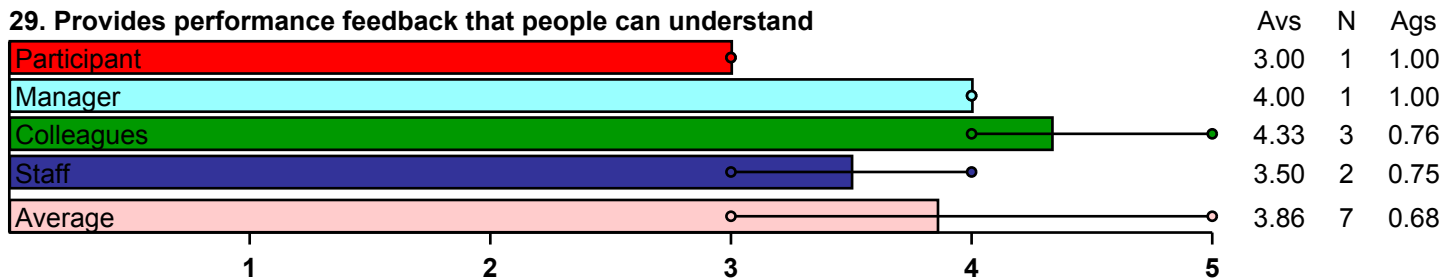


6. Provides performance feedback that people can accept



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Detailed Information Anne Example

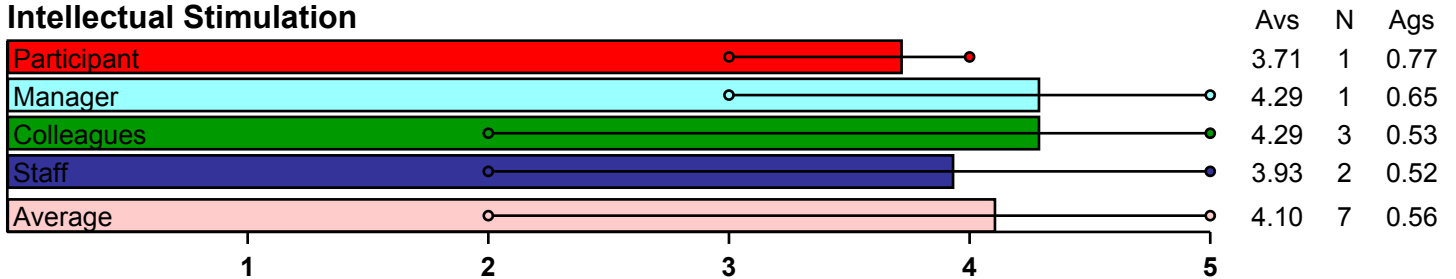


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

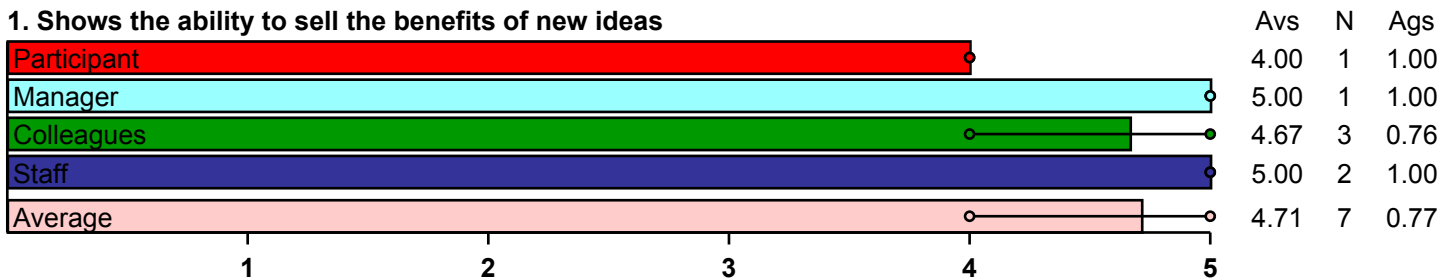
Detailed Information

Anne Example

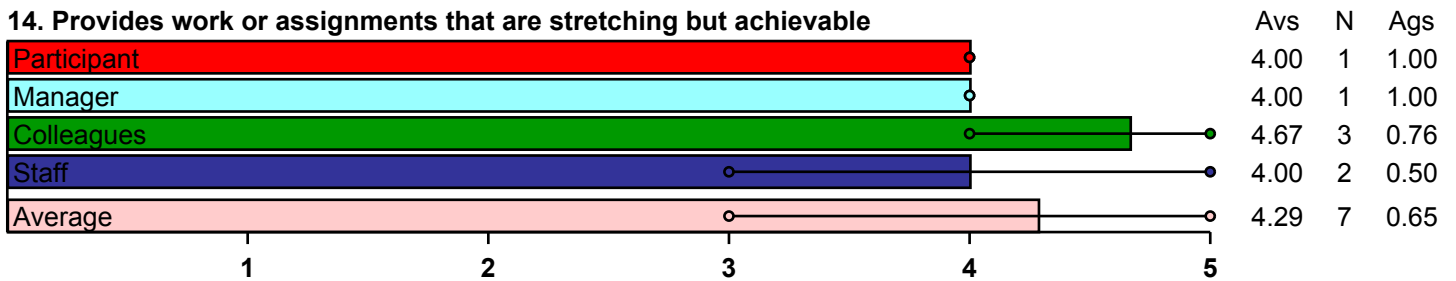
Intellectual Stimulation



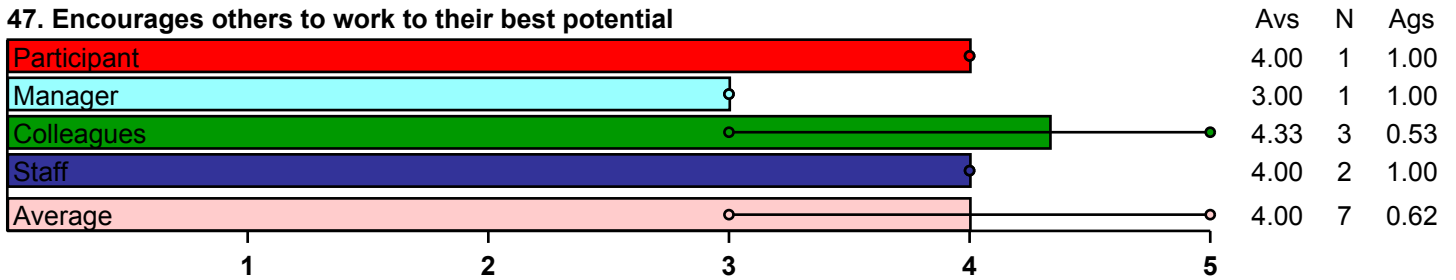
1. Shows the ability to sell the benefits of new ideas



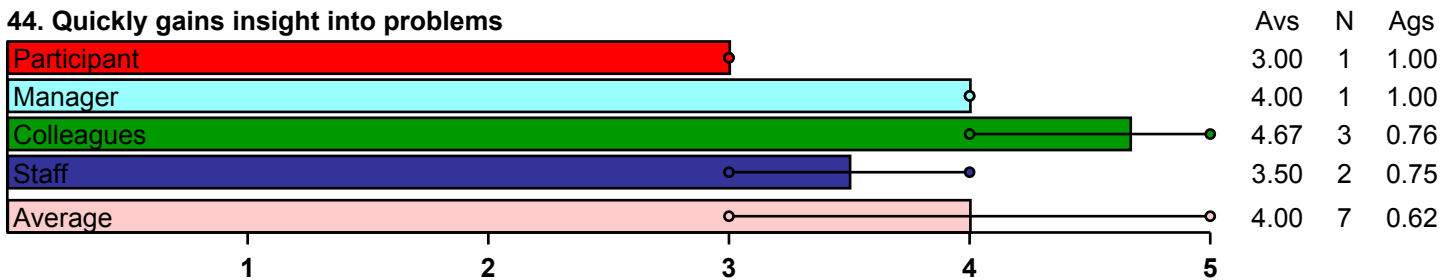
14. Provides work or assignments that are stretching but achievable



47. Encourages others to work to their best potential

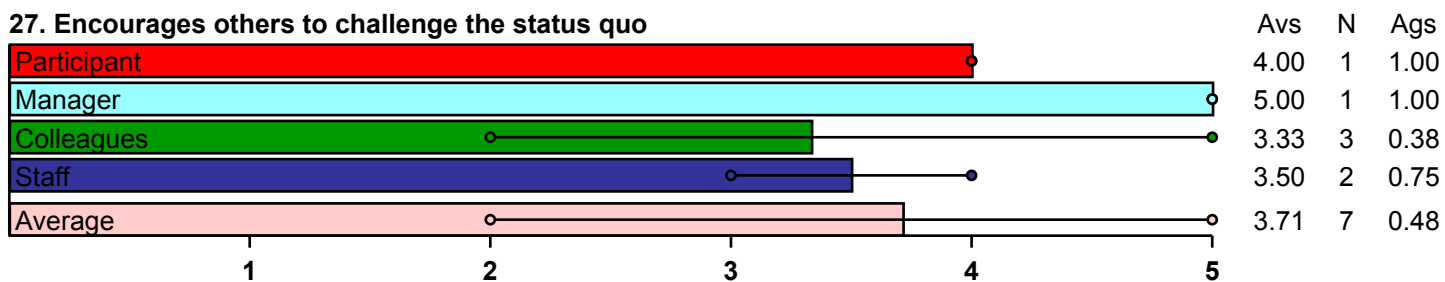
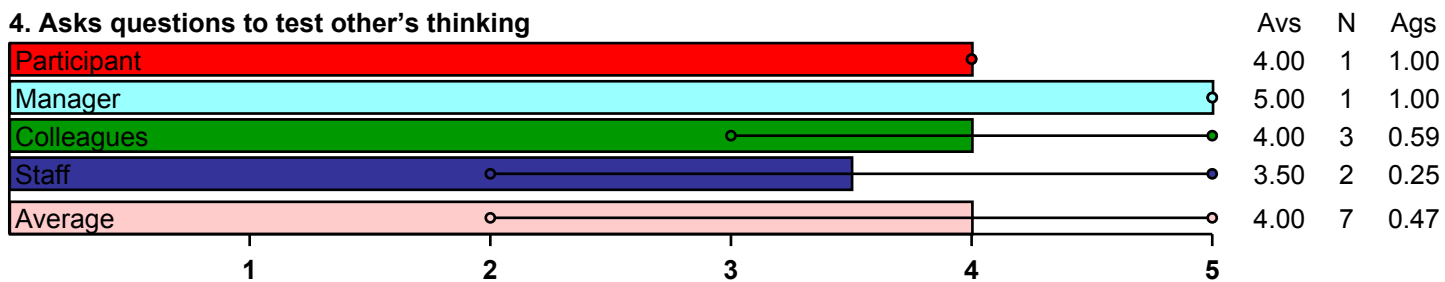
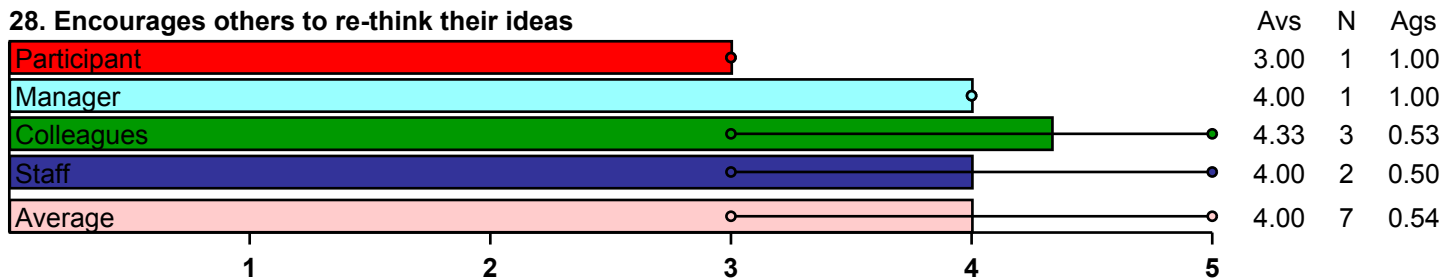


44. Quickly gains insight into problems



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Detailed Information Anne Example

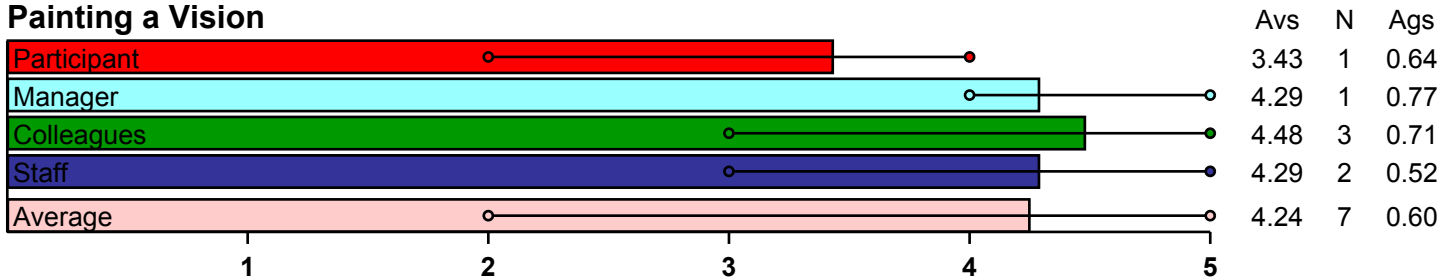


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

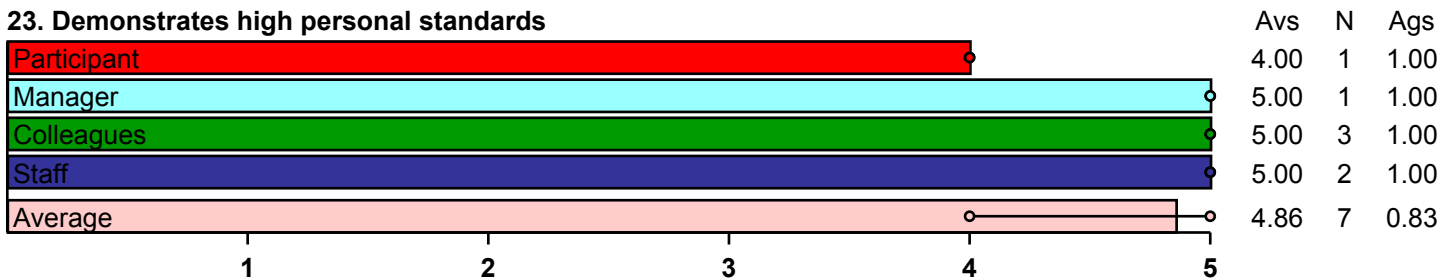
Detailed Information

Anne Example

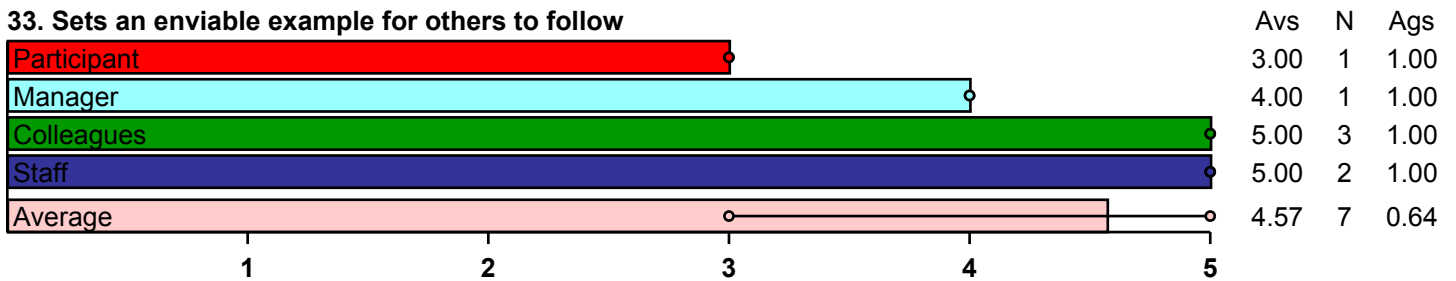
Painting a Vision



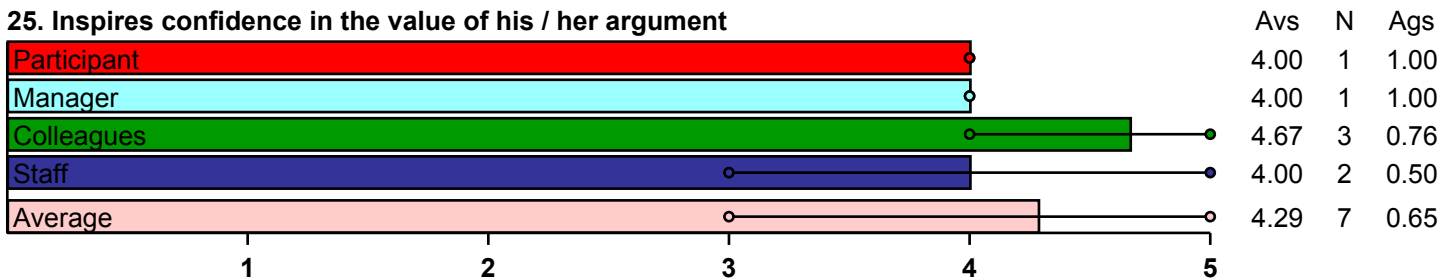
23. Demonstrates high personal standards



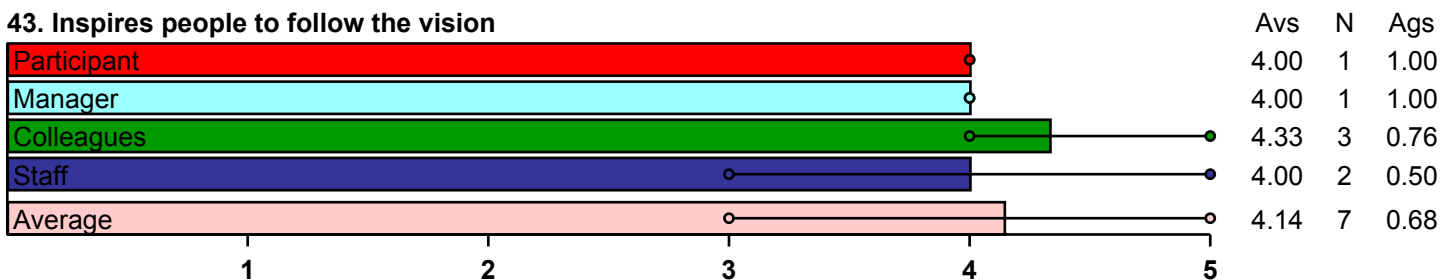
33. Sets an enviable example for others to follow



25. Inspires confidence in the value of his / her argument



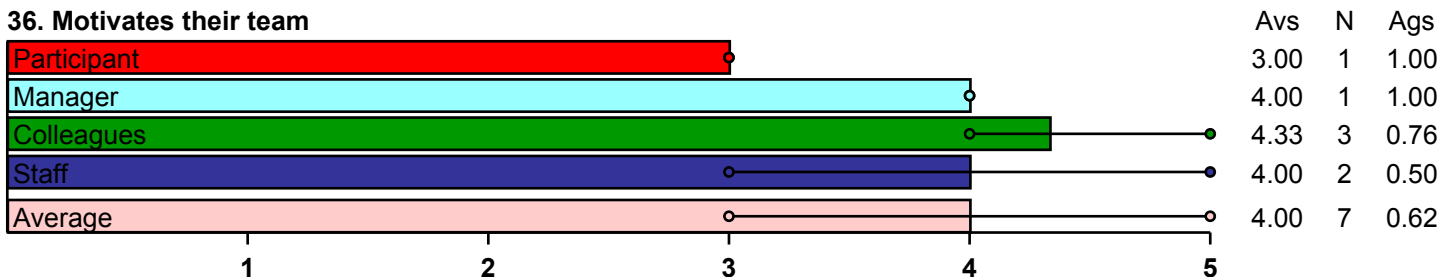
43. Inspires people to follow the vision



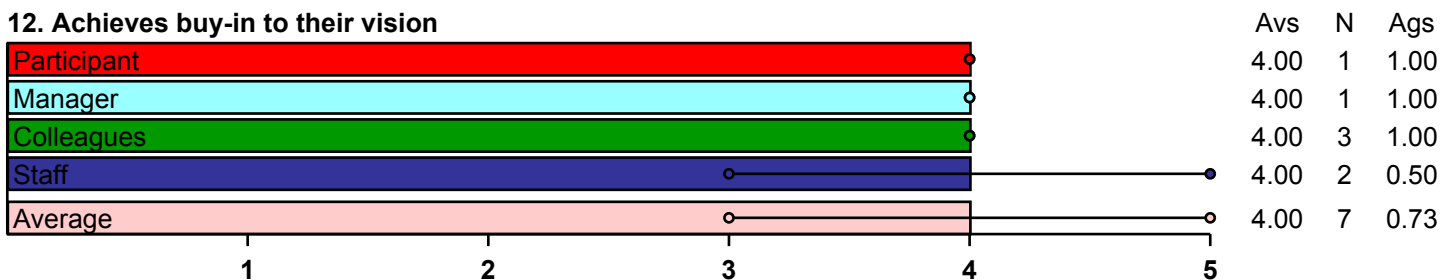
Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information Anne Example

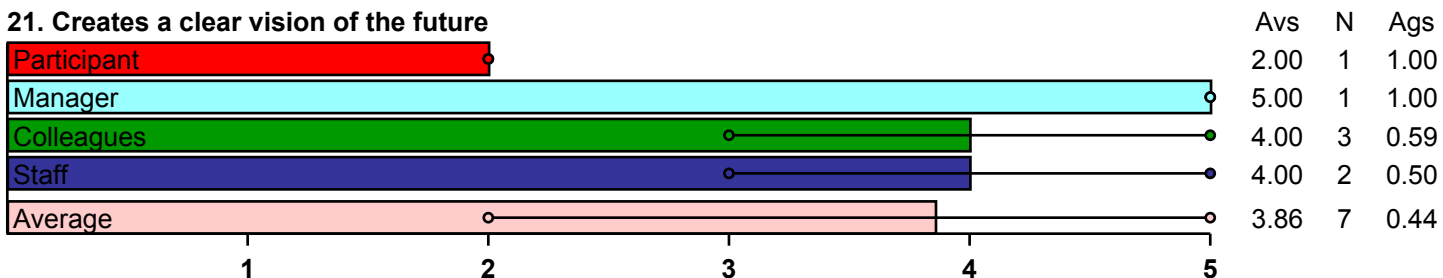
36. Motivates their team



12. Achieves buy-in to their vision



21. Creates a clear vision of the future



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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.