

leadership *feedback*
QUESTIONNAIRE

Penny Test

Leadership Feedback Questionnaire Dual Scale

July 1, 2002

Strictly Confidential

This report contains feedback gathered from the following sources:

Participant	1
Manager	1
Colleagues	3
Staff	4
Total	9

Contents

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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 personal 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

Task Skills

This section covers thinking skills and personal qualities.

Decision Making

Ability to make sound decisions in a reasonable time

Drive / Self Motivation

Display of determination and commitment to achieving success

Planning and Organising

Using time effectively and meeting deadlines

Problem Solving

Ability to problem solve effectively

People Skills

This section covers the skills needed to work effectively with other people.

Communication

Communicating well with others

Networking and Relating

Building effective relationships with others

Persuading

People Management

Managing Change

Inspiration

Technical Competency

This section covers those skills and disciplines which are specific to the participant's department or function, and some questions on the use of technology.

Professional / Functional skills

Use of Technology

The Rating Scales

As a reminder, the scales that were used by respondents for the questionnaire are shown below:

Importance

How important the behaviour is to this person's job

- | | | |
|----------|---------------------|--|
| 5 | Extremely Important | <i>Essential to the job - the job could not be done without this.</i> |
| 4 | Very Important | <i>This behaviour is very significant to the effectiveness of the job.</i> |
| 3 | Important | <i>This is an important requirement of the job.</i> |
| 2 | Somewhat Important | <i>This has some importance to the requirements of the job.</i> |
| 1 | Less Important | <i>This is of very low importance to the job.</i> |
| U | Unable to Comment | |

Performance

How much the person displays this behaviour

- | | | |
|----------|-------------------|--|
| 5 | Very Effective | <i>Exceptionally good, consistently excellent.</i> |
| 4 | A Strength | <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. May be having a negative effect.</i> |
| U | Unable to Comment | |

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.

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

- a high number means that on average you were rated highly for that statement.
- a low number means that the competency is not seen often by respondents.

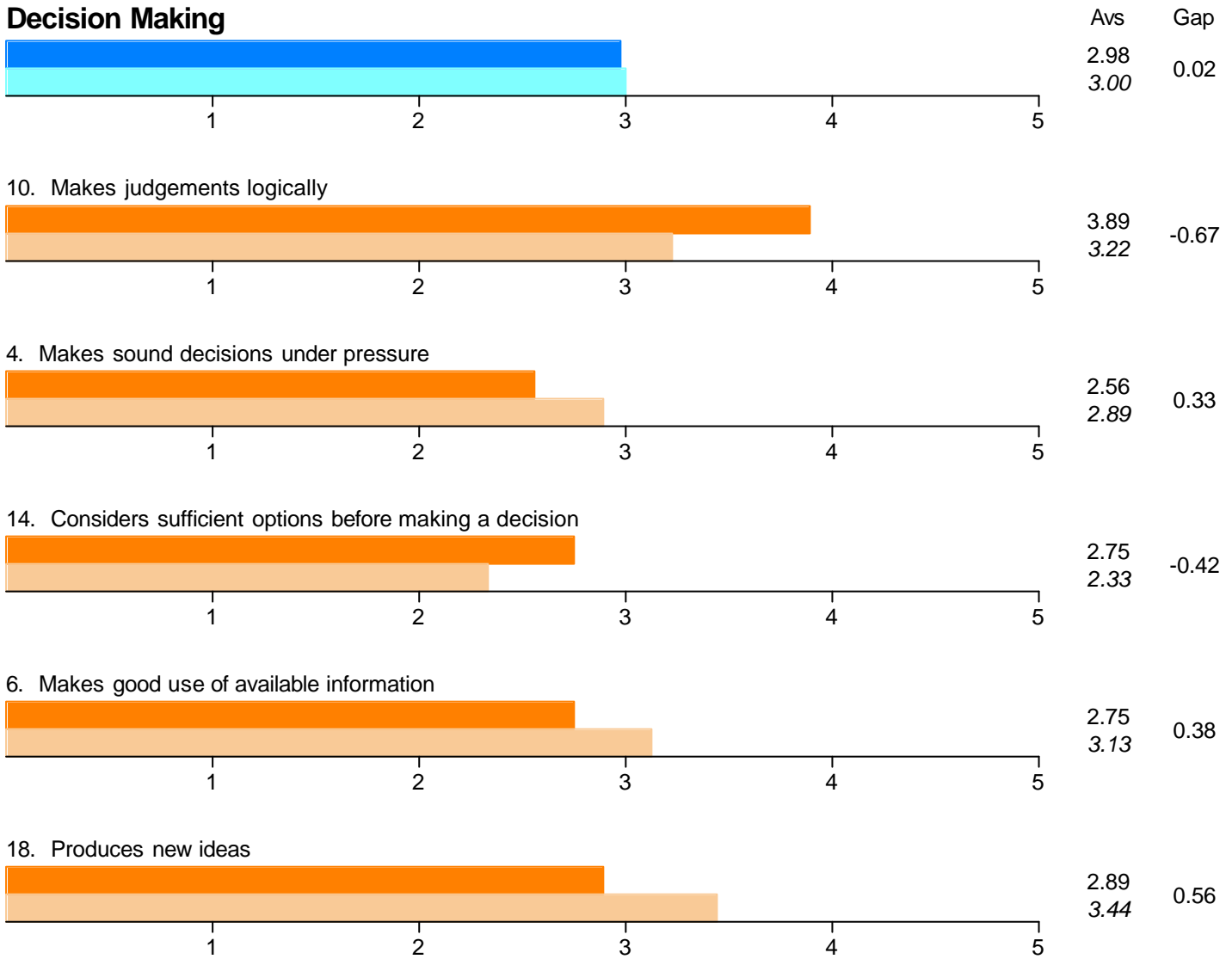
Gap shows the difference between your average. Importance and Performance scores.

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.

Question Overview Graphs Penny Test

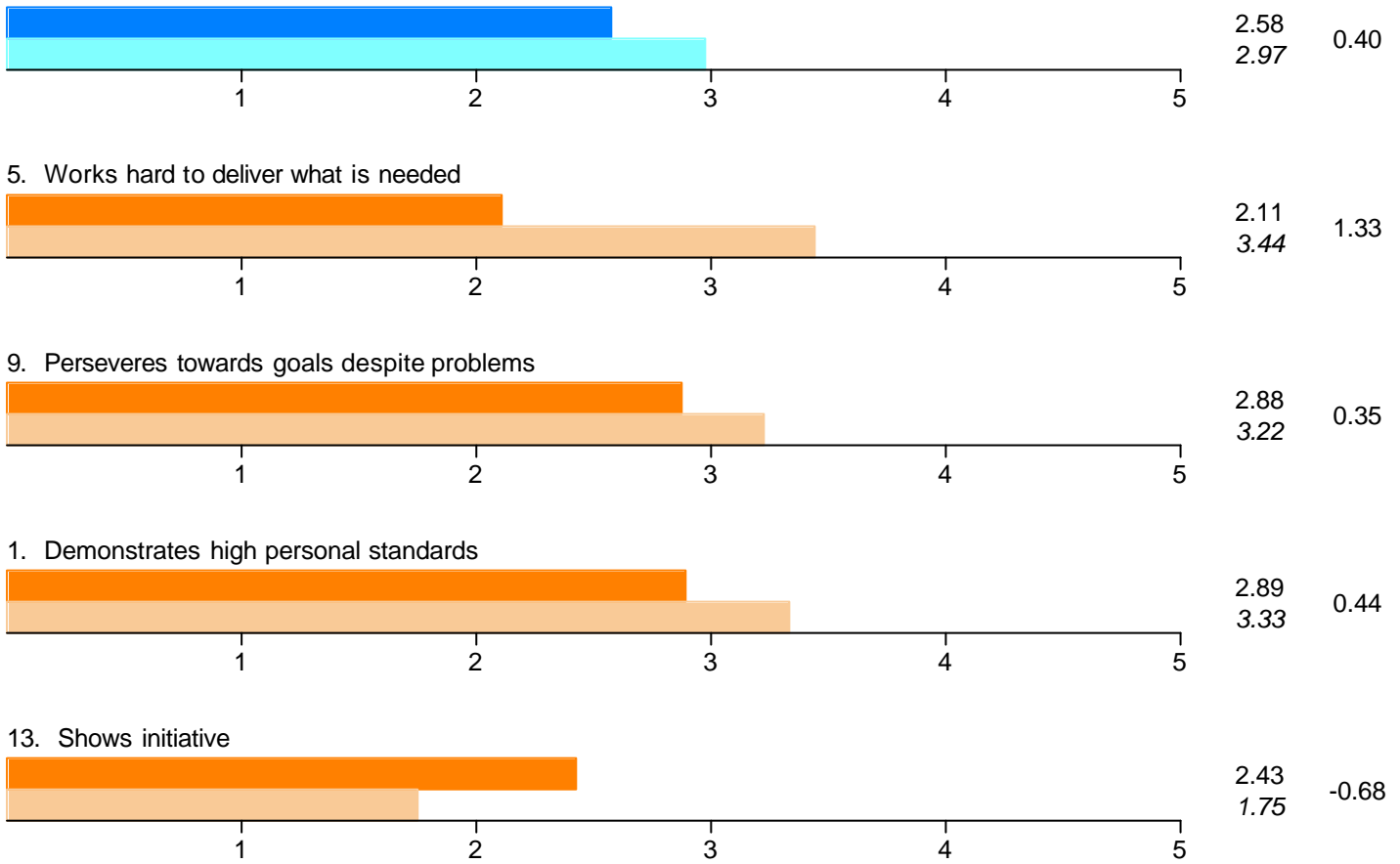
Decision Making



First Bar = Importance Second Bar = Performance
 Avs - Average Score Gap - Difference
 NR - No Response AP - Anonymity Protected

Question Overview Graphs Penny Test

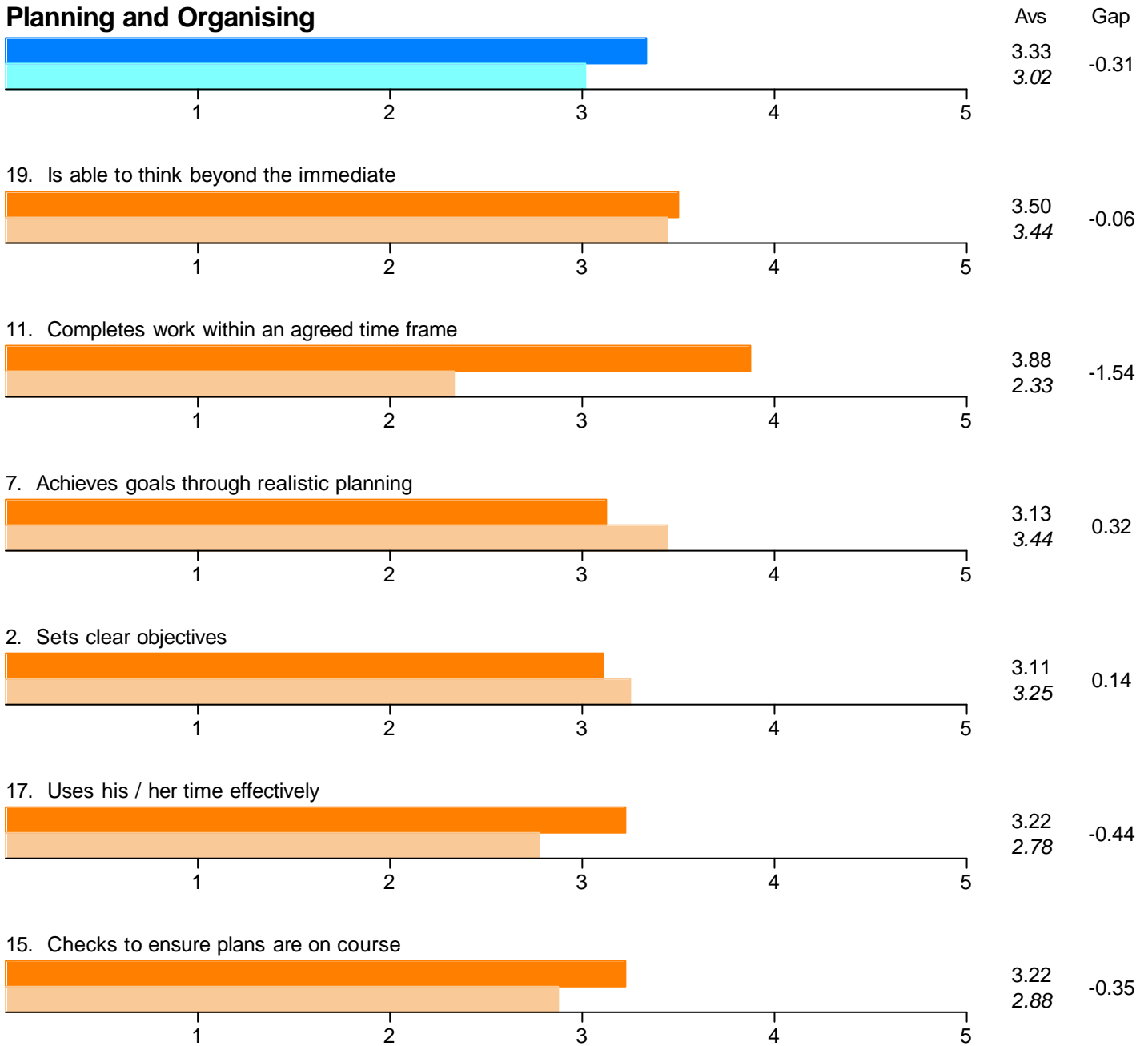
Drive / Self Motivation



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Question Overview Graphs Penny Test

Planning and Organising

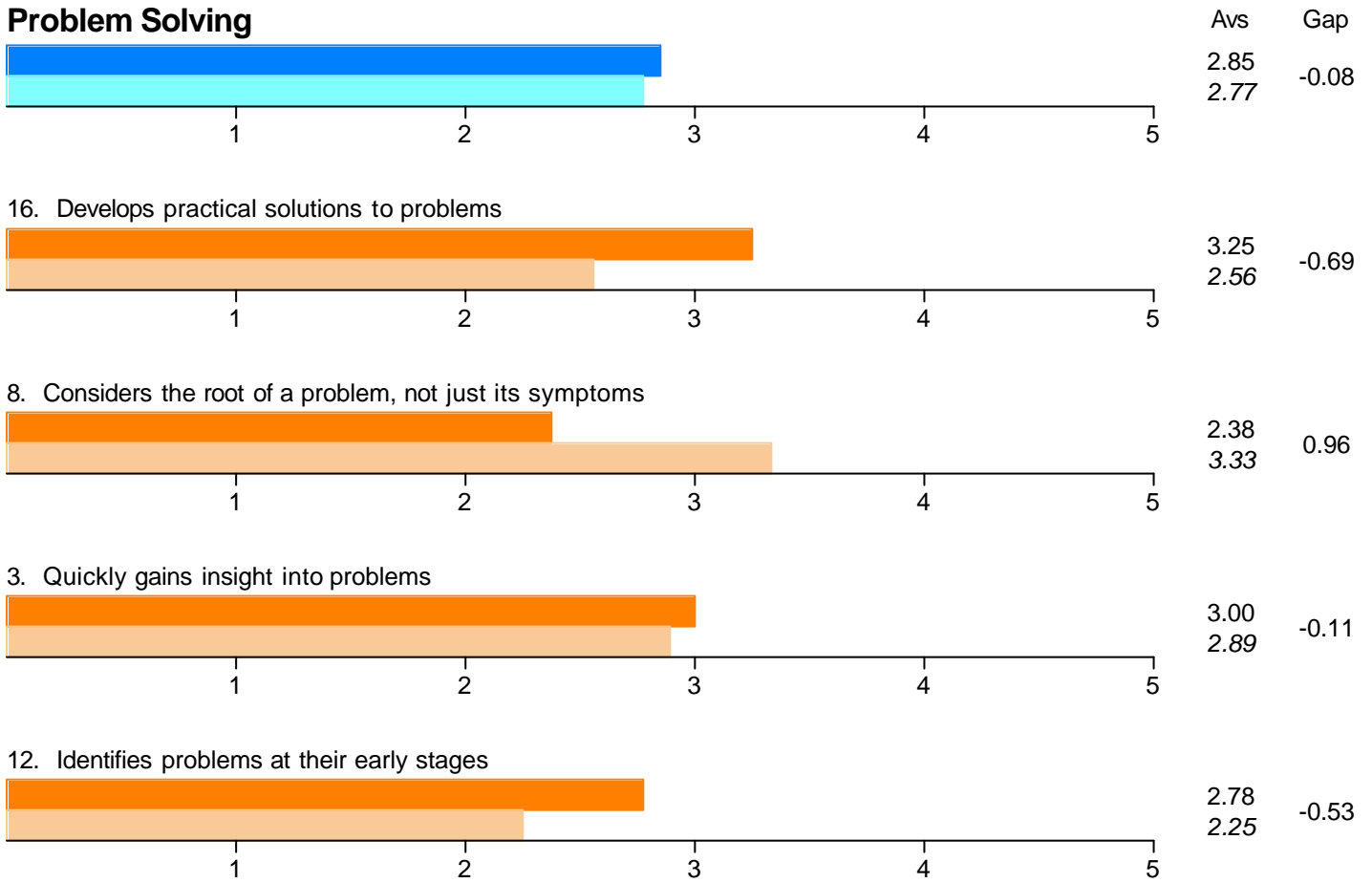


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Question Overview Graphs

Penny Test

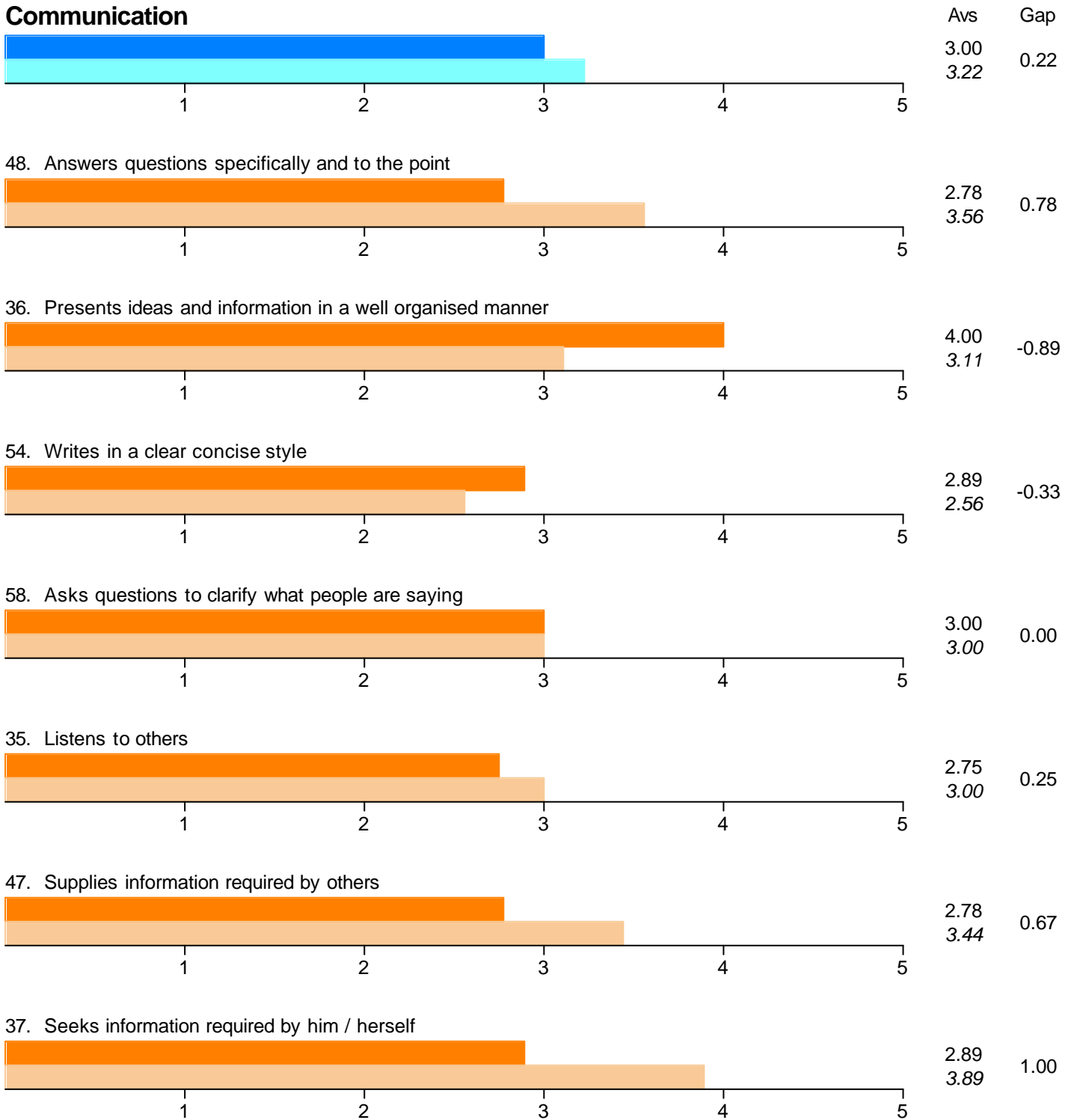
Problem Solving



First Bar = Importance Second Bar = Performance
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Question Overview Graphs Penny Test

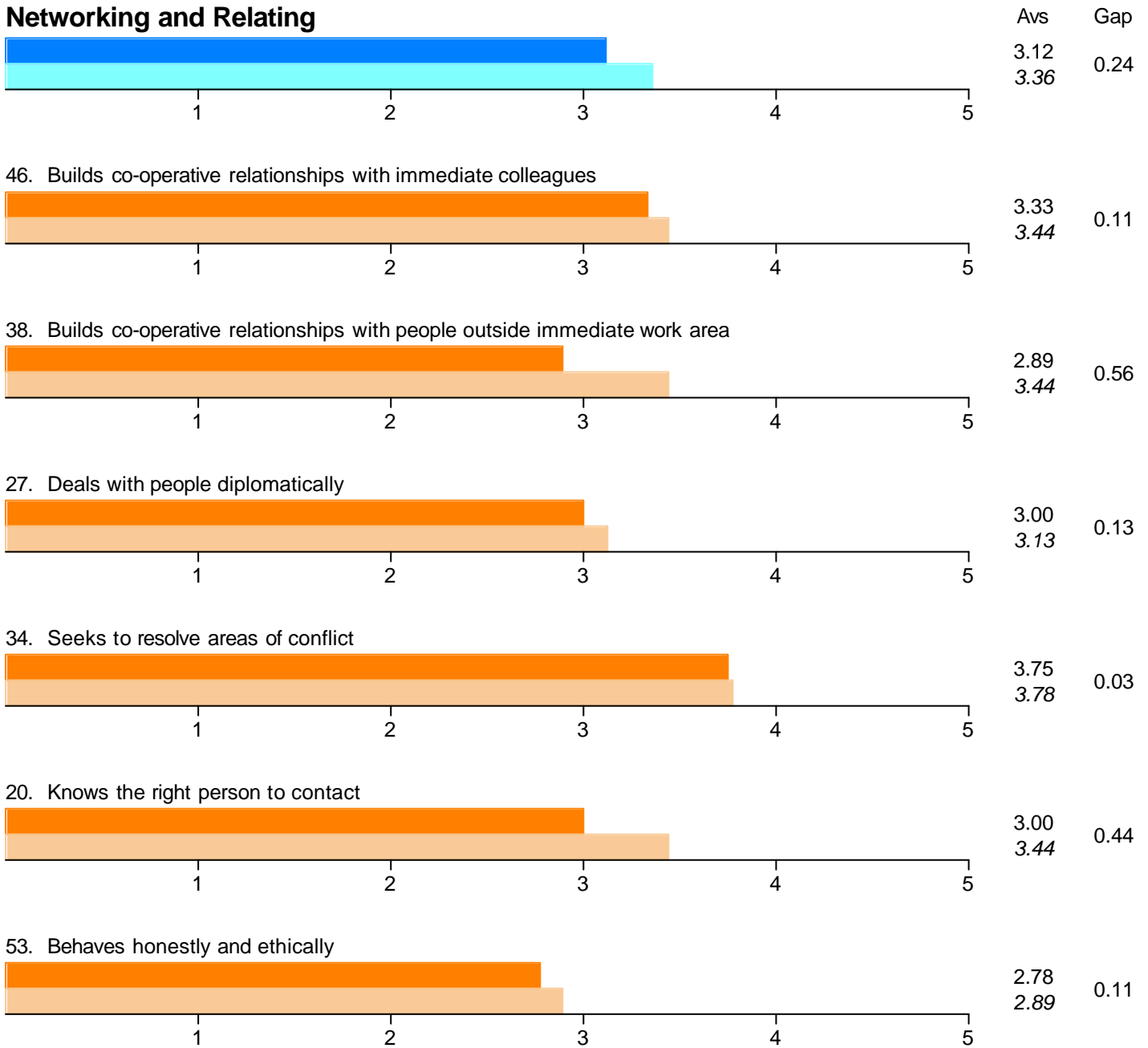
Communication



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Question Overview Graphs Penny Test

Networking and Relating

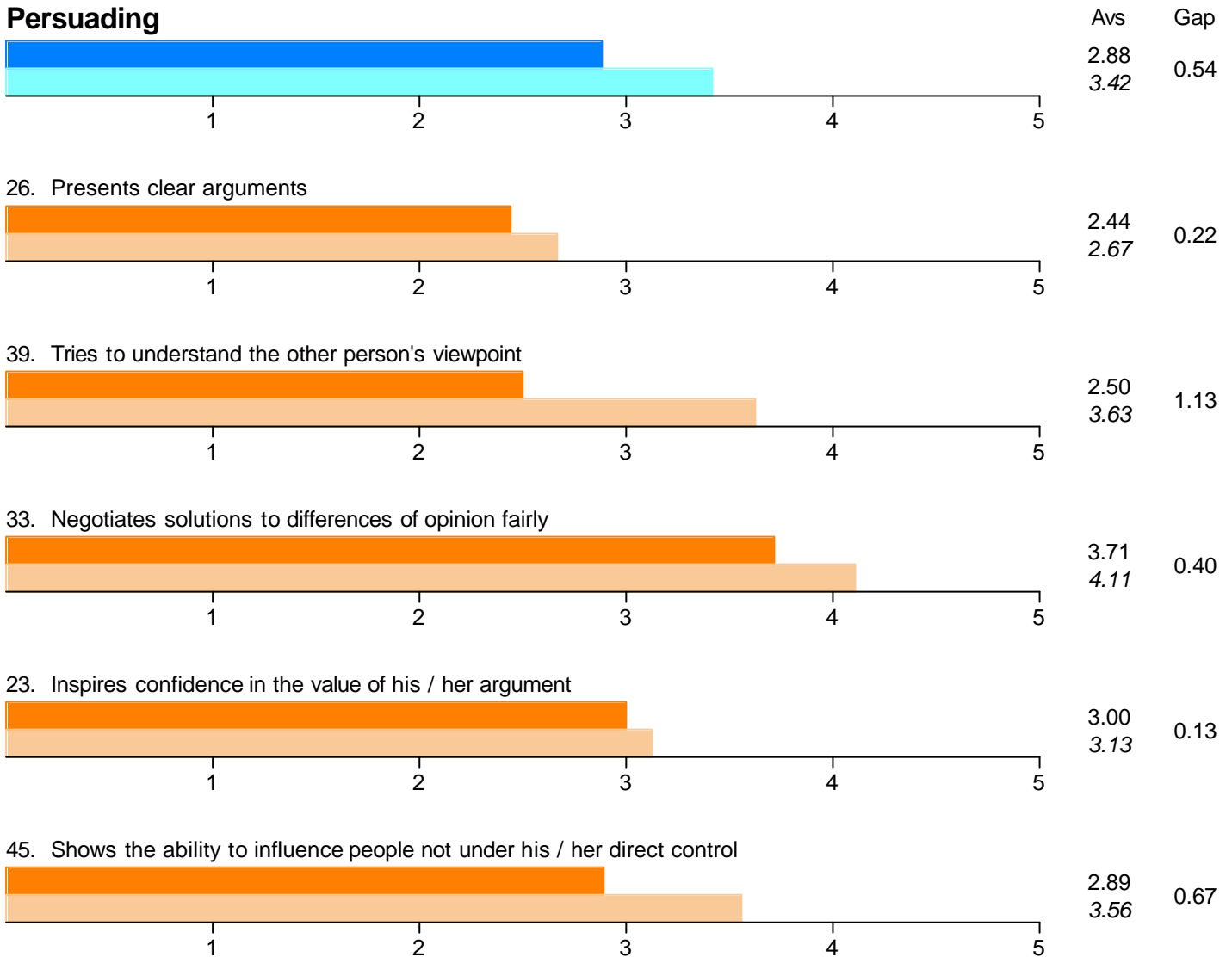


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Question Overview Graphs

Penny Test

Persuading

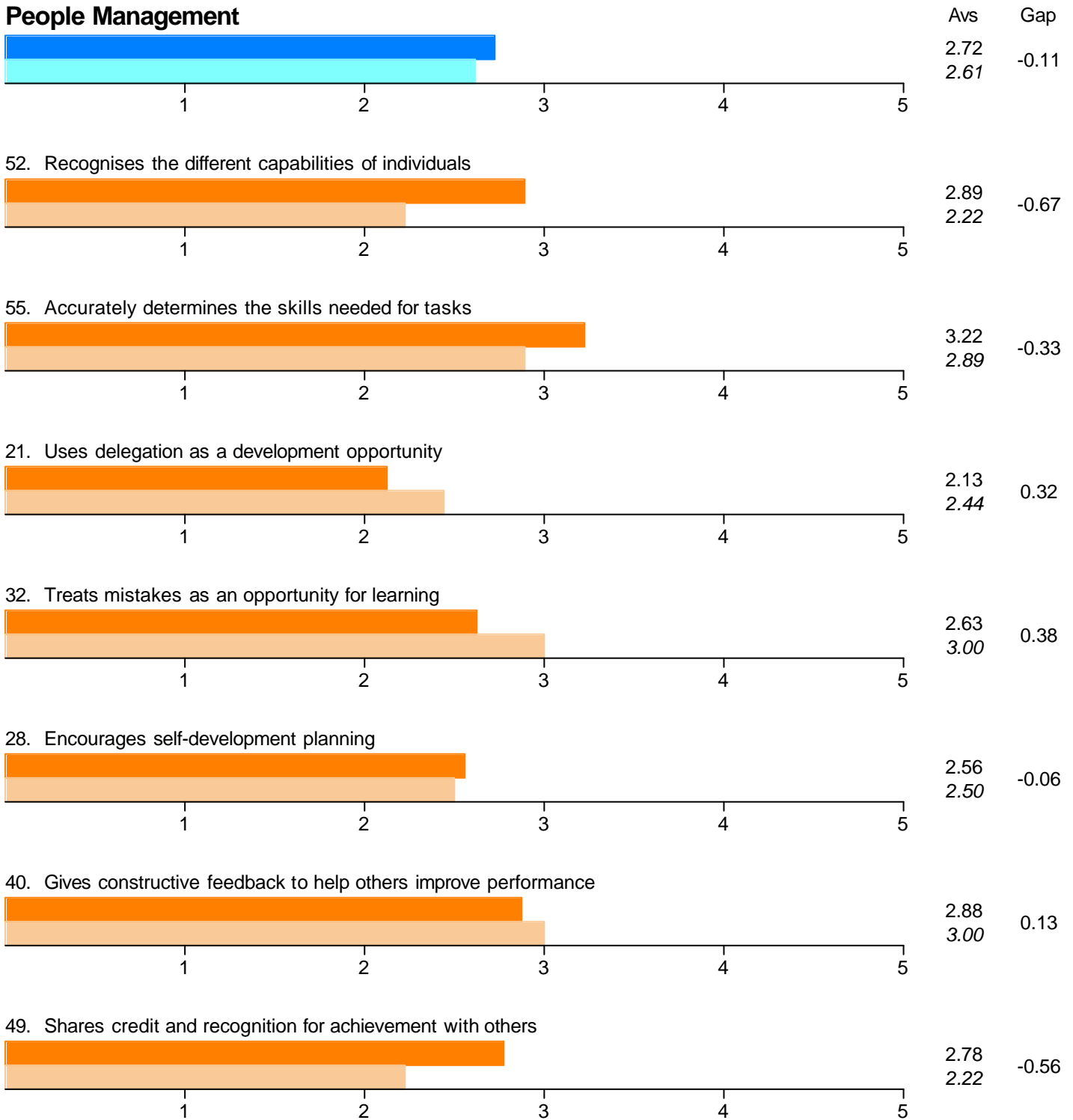


First Bar = Importance Second Bar = Performance
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Question Overview Graphs

Penny Test

People Management



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Question Overview Graphs

Penny Test

44. Seeks to build effective teams

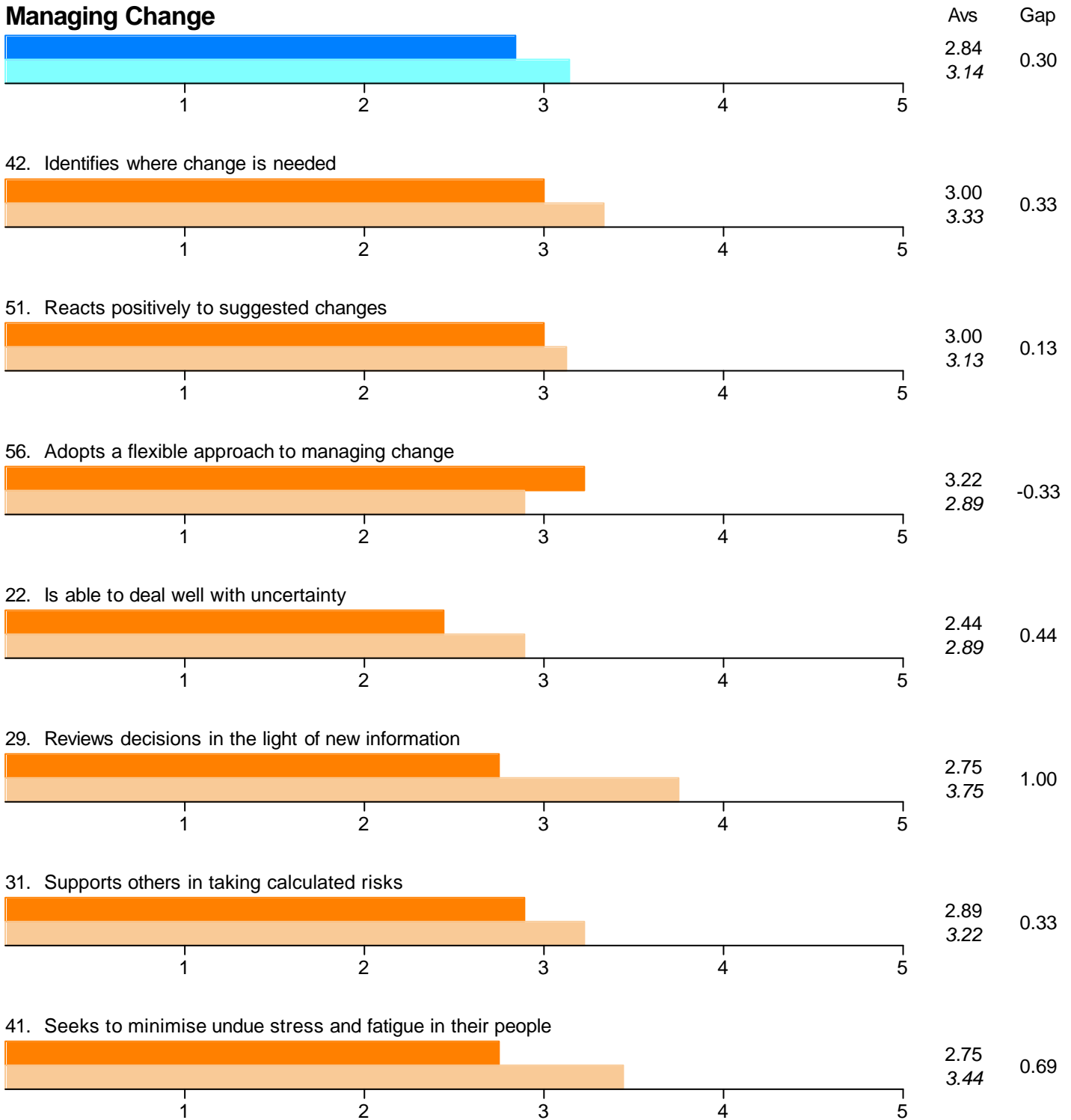


Avs	Gap
2.67	-0.04
2.63	

First Bar = Importance Second Bar = Performance
Avs - Average Score Gap - Difference
NR - No Response AP - Anonymity Protected

Question Overview Graphs Penny Test

Managing Change



First Bar = Importance Second Bar = Performance
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Question Overview Graphs

Penny Test

50. Understands the impact of change on people

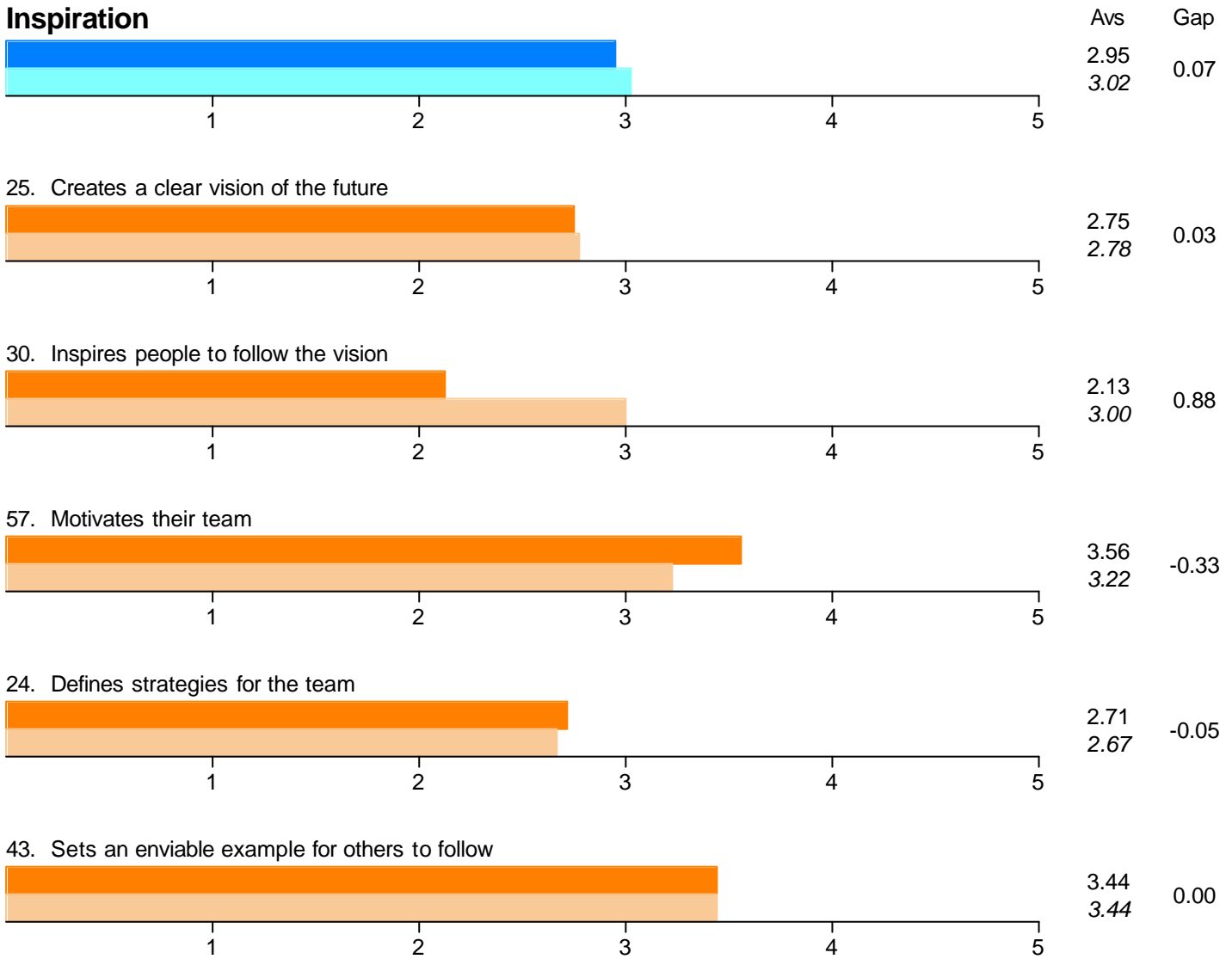


Avs	Gap
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2.56	

First Bar = Importance Second Bar = Performance
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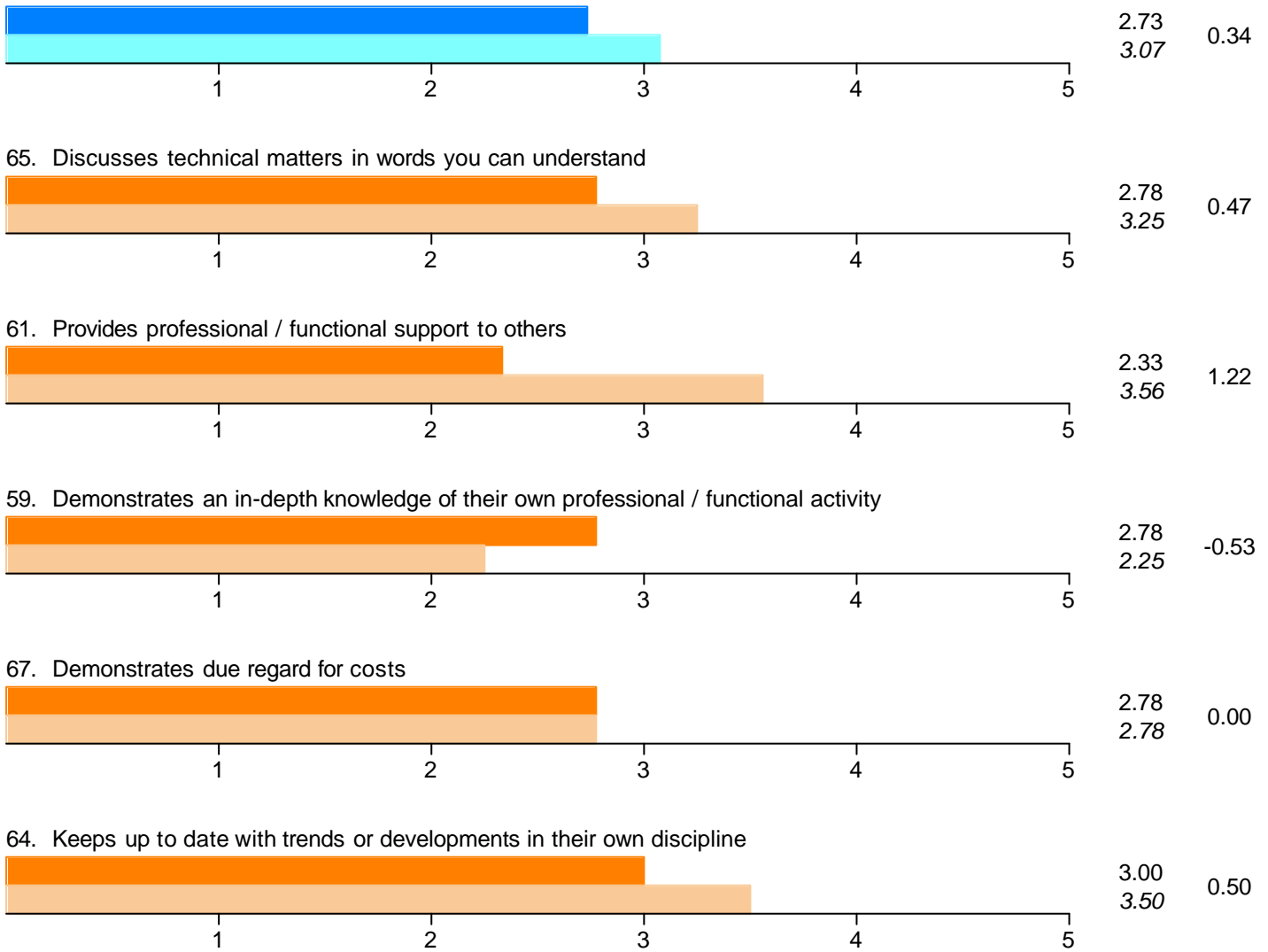
Inspiration



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Question Overview Graphs Penny Test

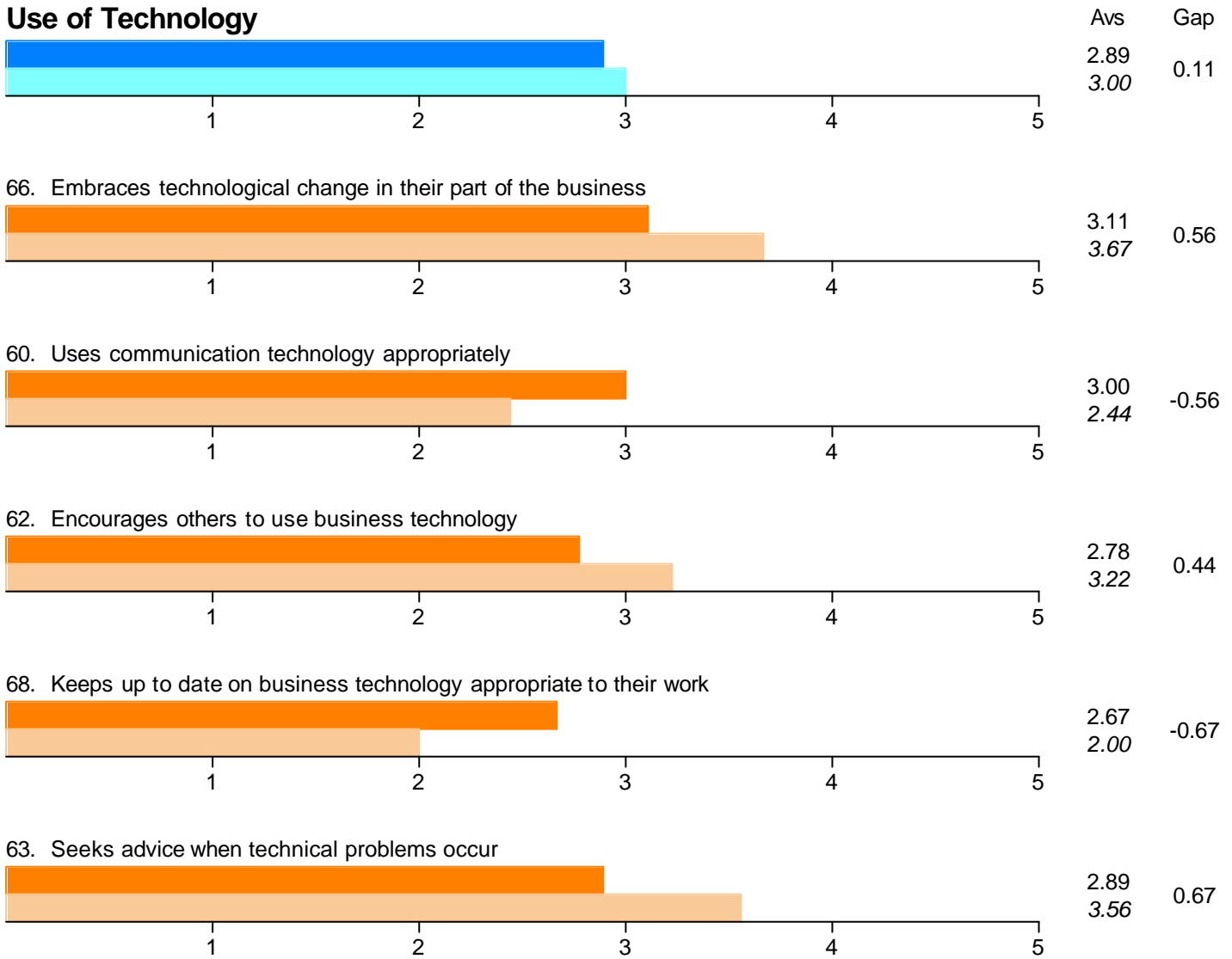
Professional / Functional skills



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Question Overview Graphs Penny Test

Use of Technology



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Introduction to Competency Rater Overview

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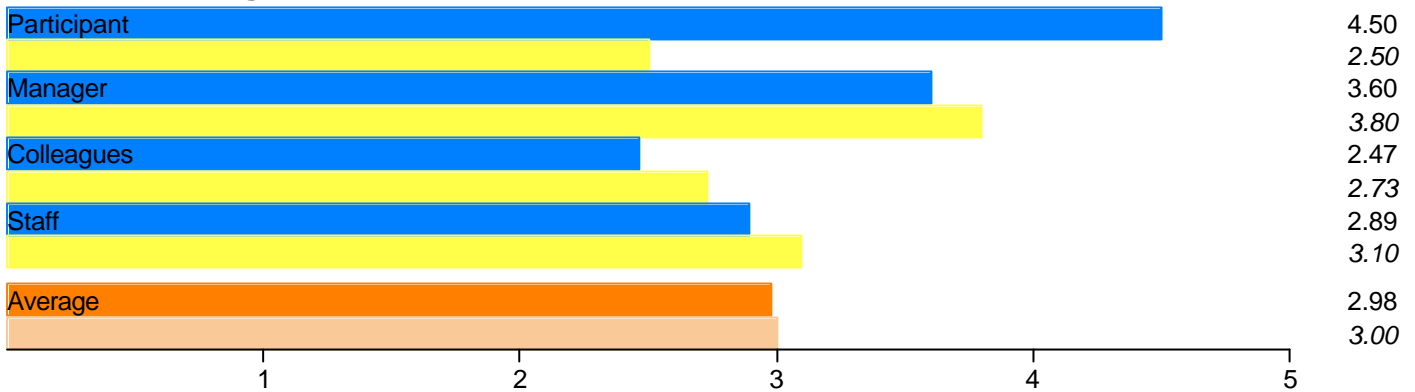
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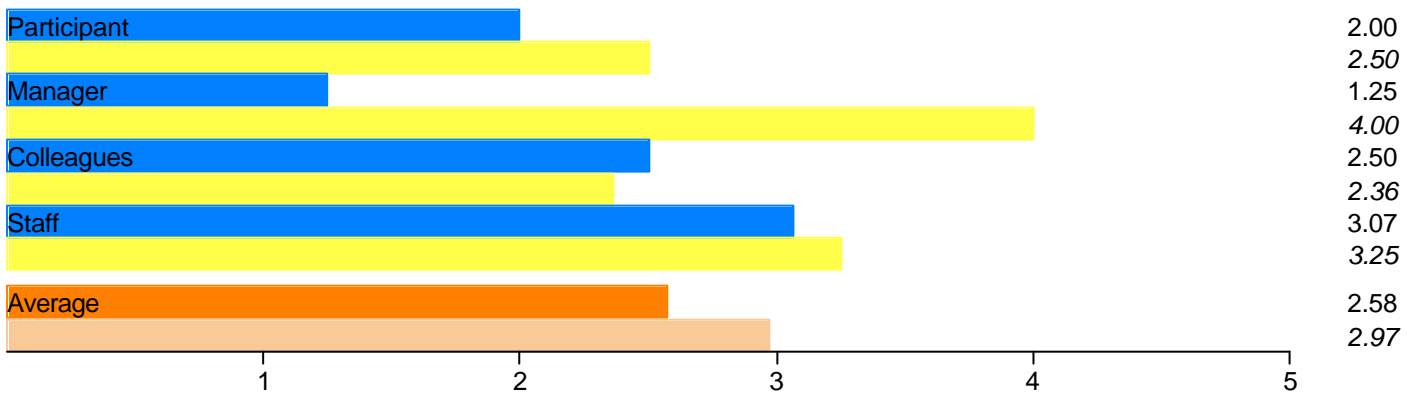
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Competency Rater Overview Penny Test

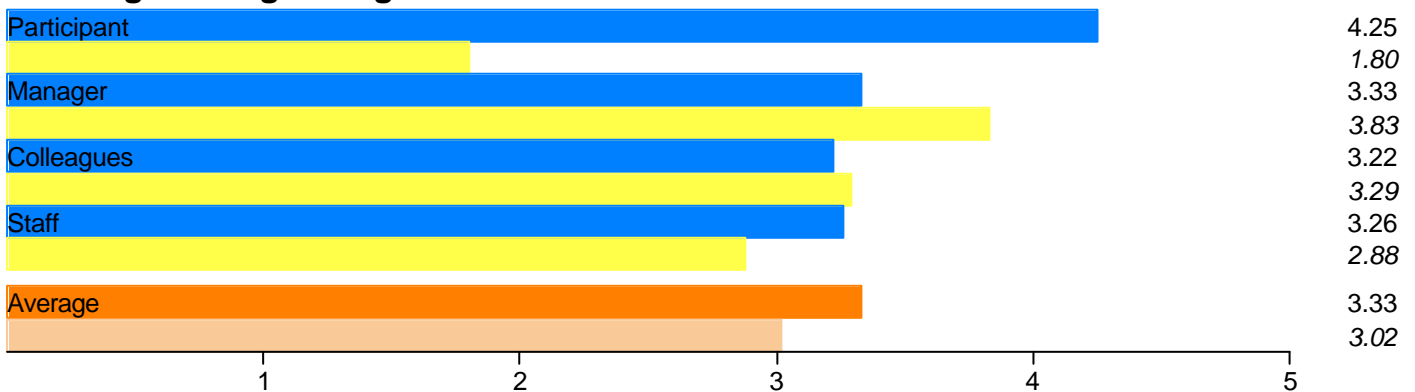
Decision Making



Drive / Self Motivation



Planning and Organising



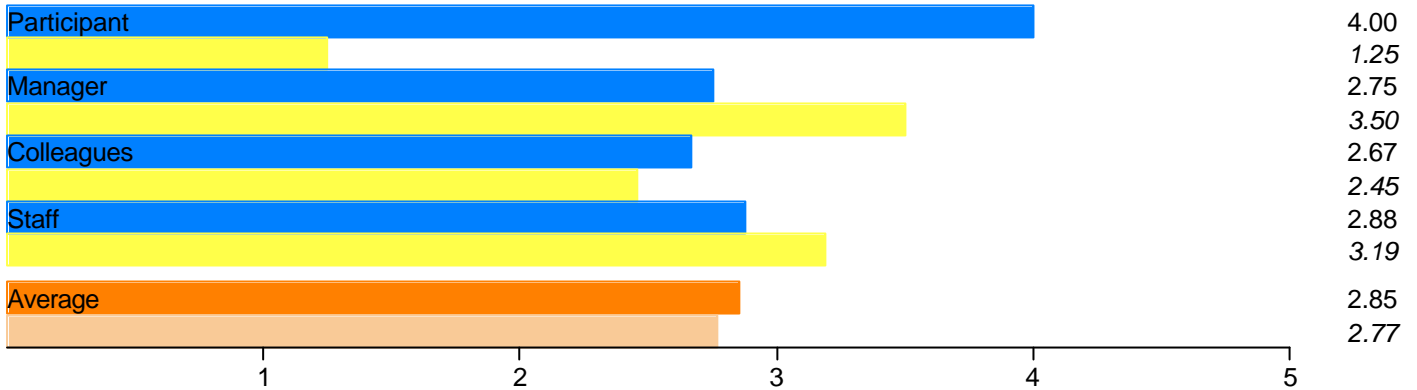
First Bar = Importance Second Bar = Performance

Avs - Average Score

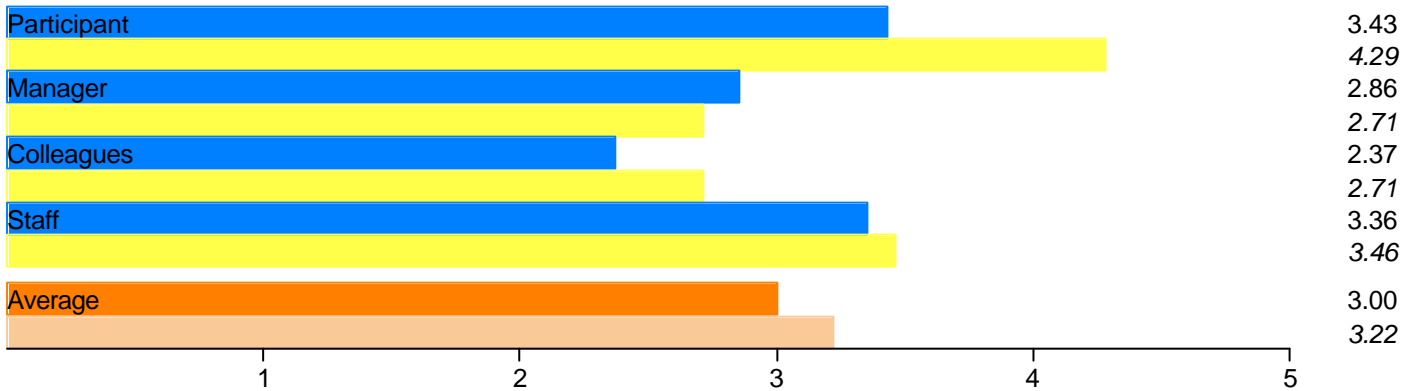
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Competency Rater Overview Penny Test

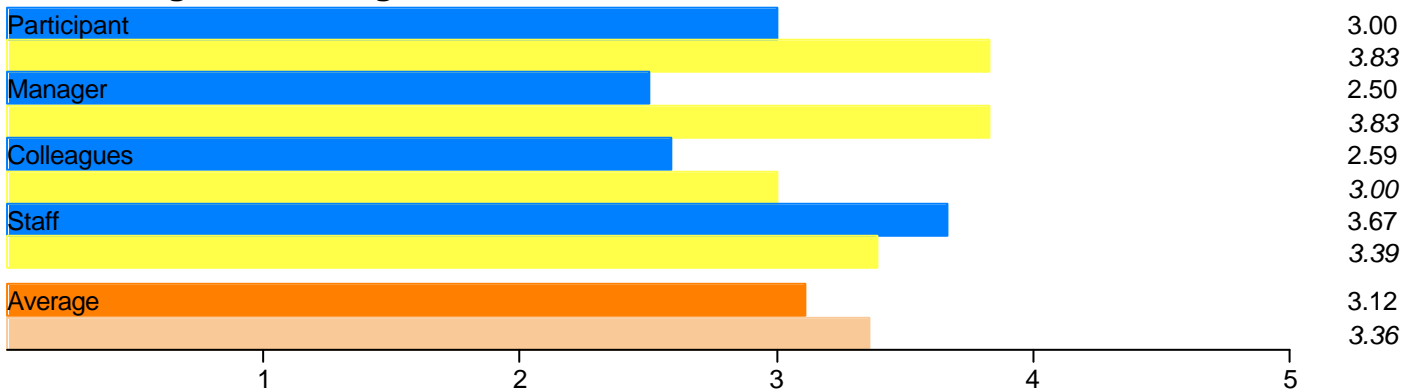
Problem Solving



Communication



Networking and Relating



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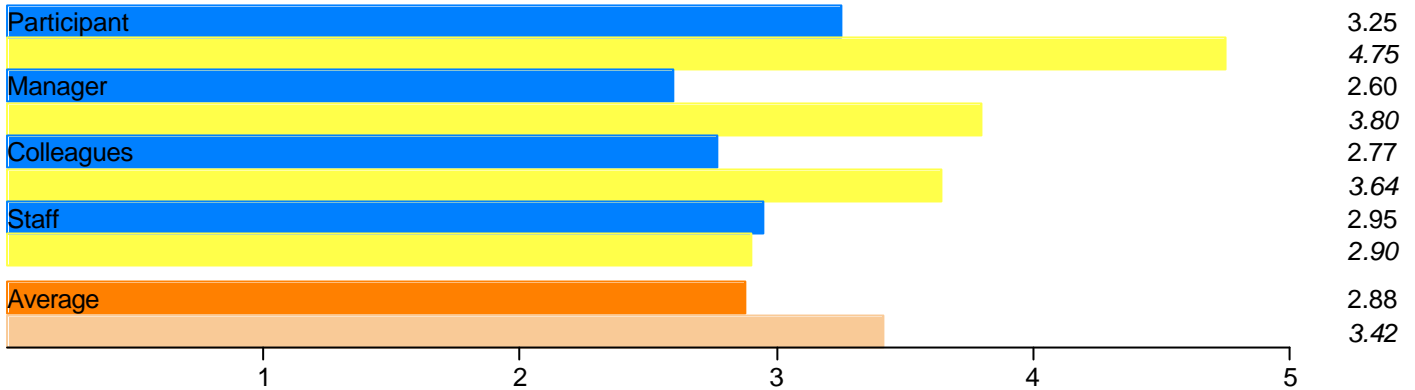
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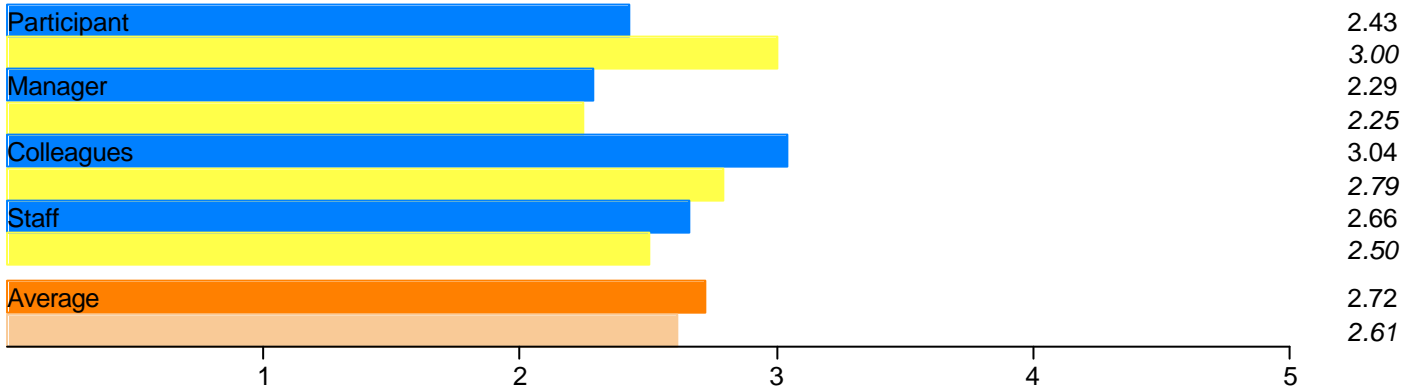
Competency Rater Overview

Penny Test

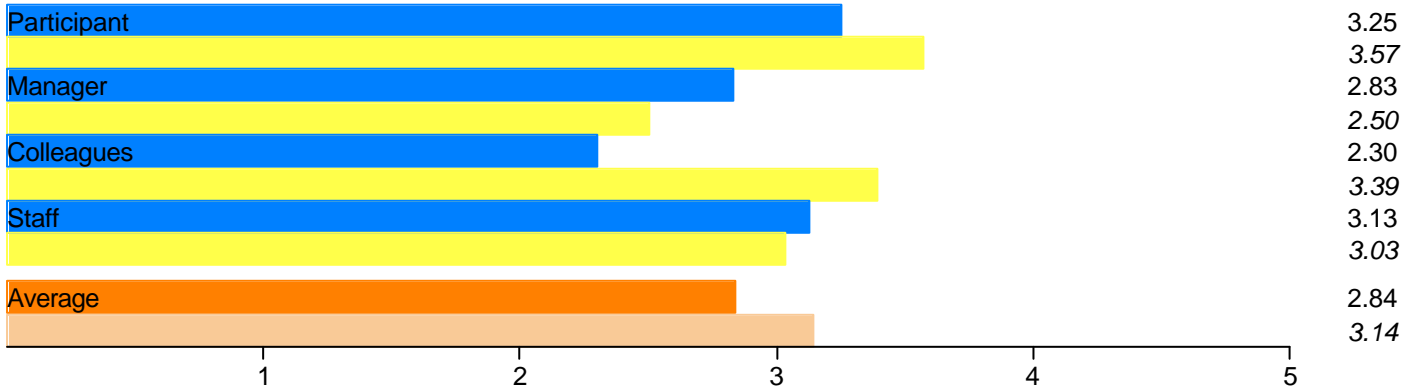
Persuading



People Management



Managing Change



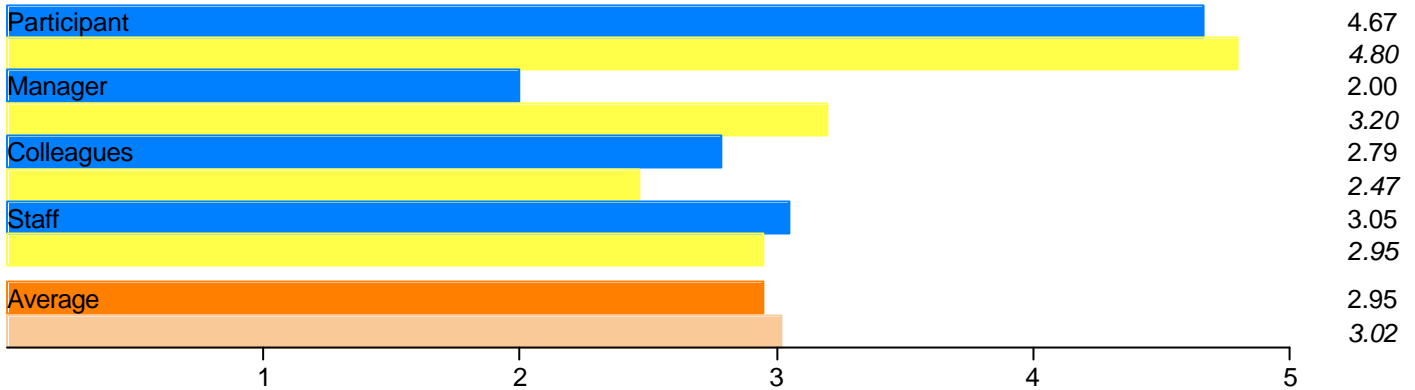
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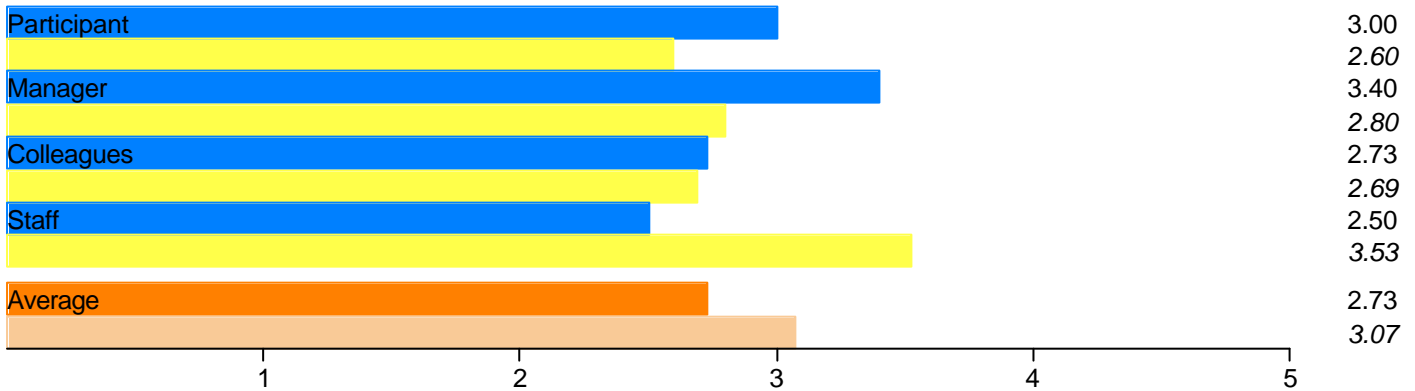
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Competency Rater Overview Penny Test

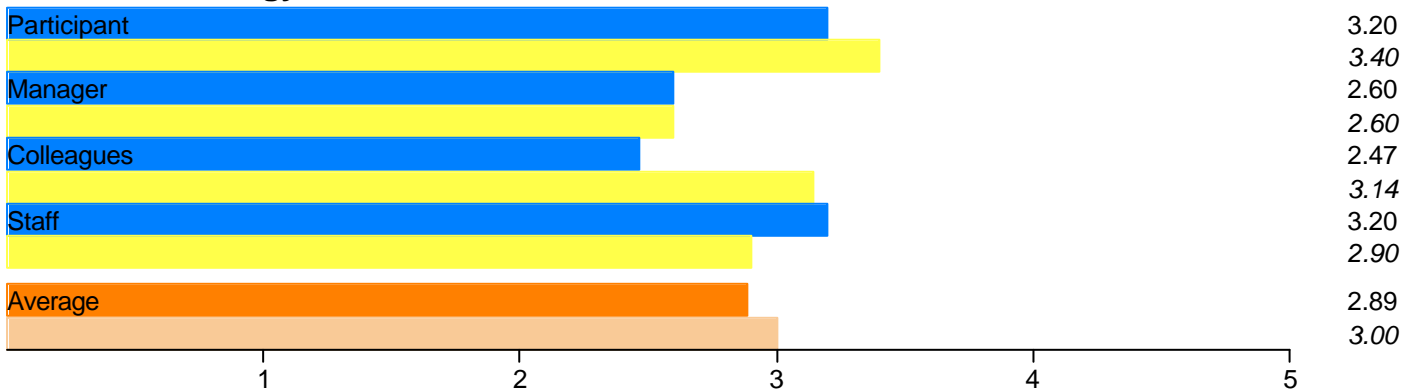
Inspiration



Professional / Functional skills



Use of Technology



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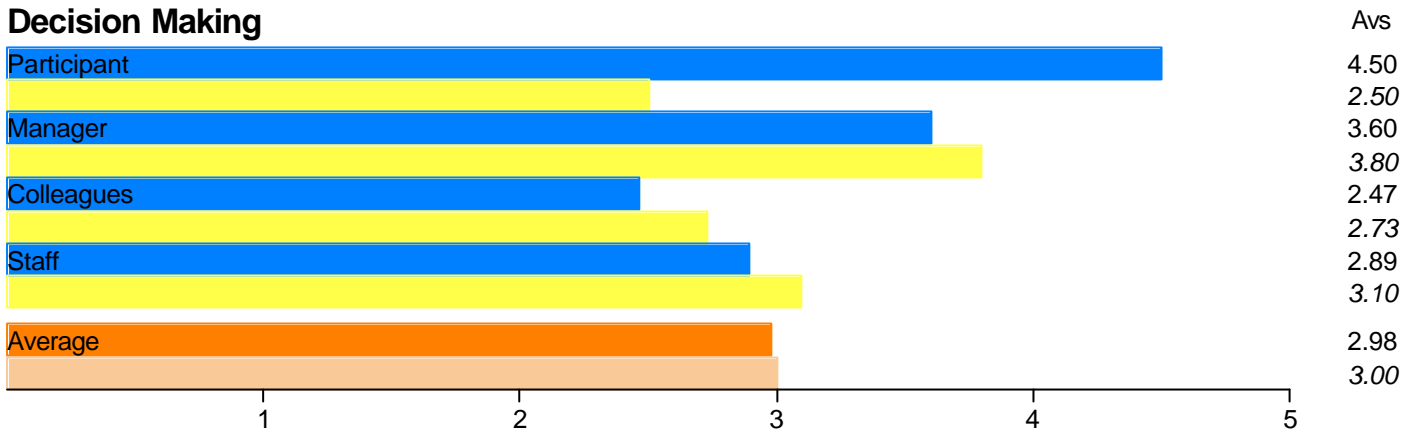
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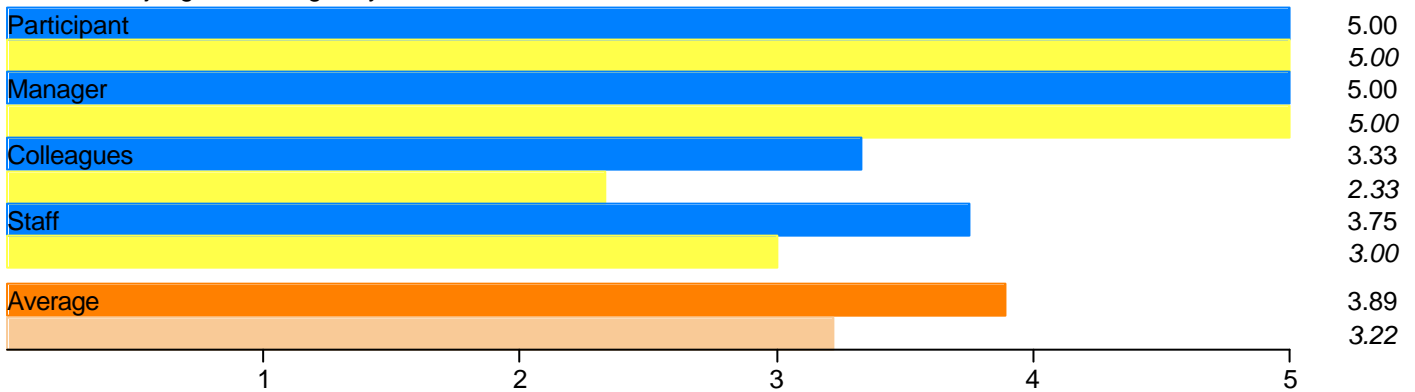
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Detailed Information Penny Test

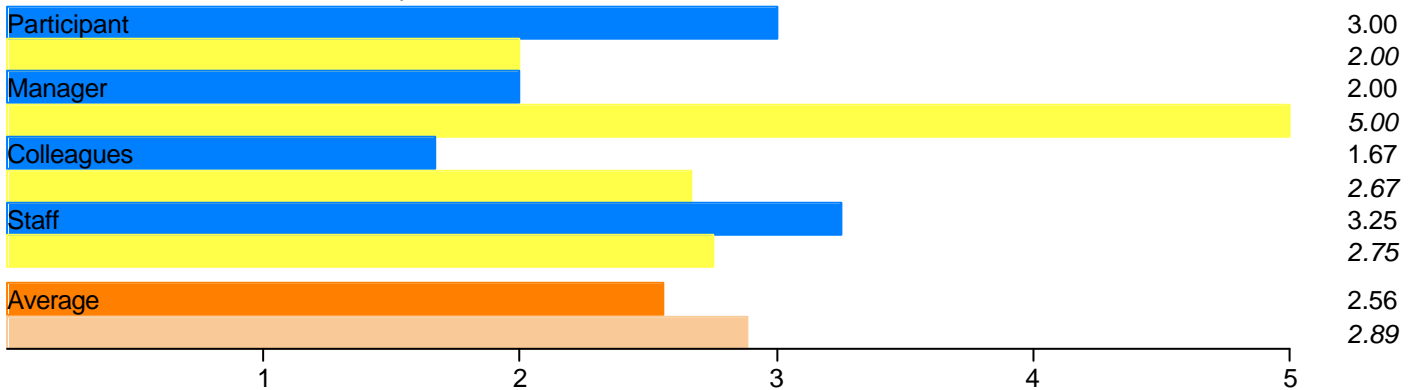
Decision Making



10. Makes judgements logically



4. Makes sound decisions under pressure



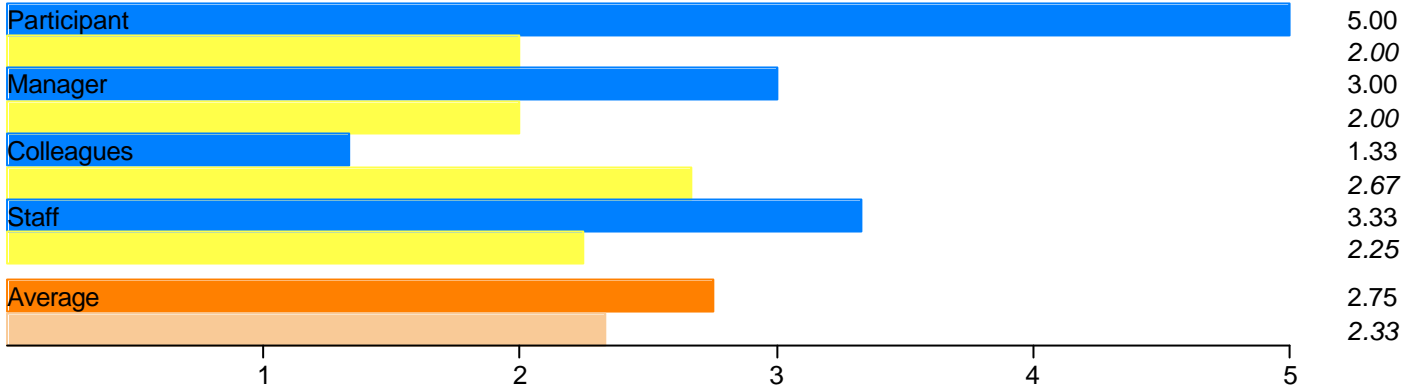
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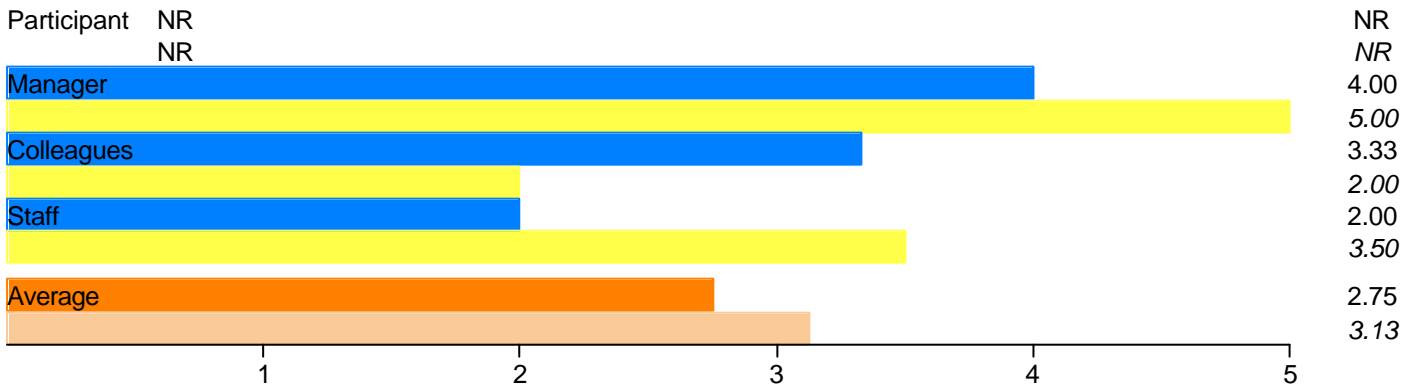
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Detailed Information Penny Test

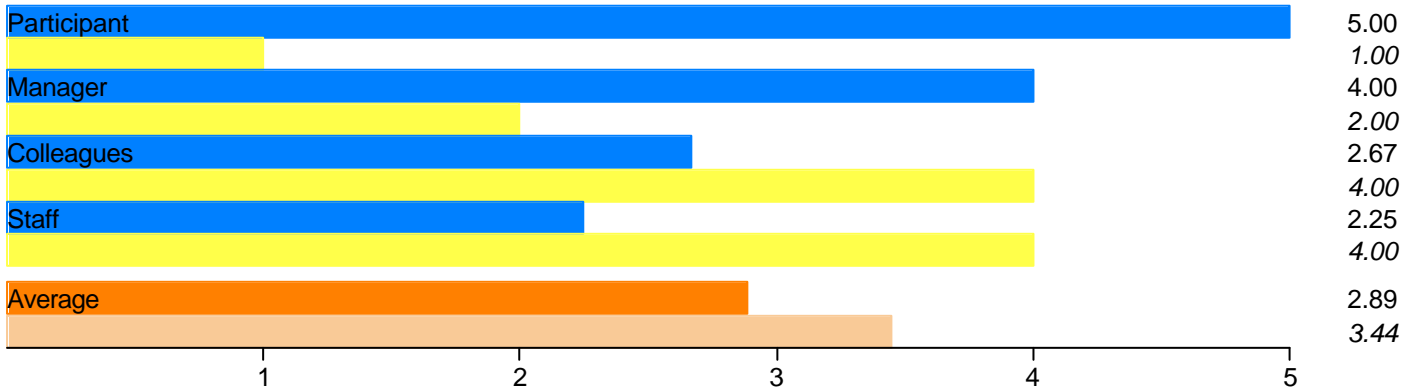
14. Considers sufficient options before making a decision



6. Makes good use of available information



18. Produces new ideas



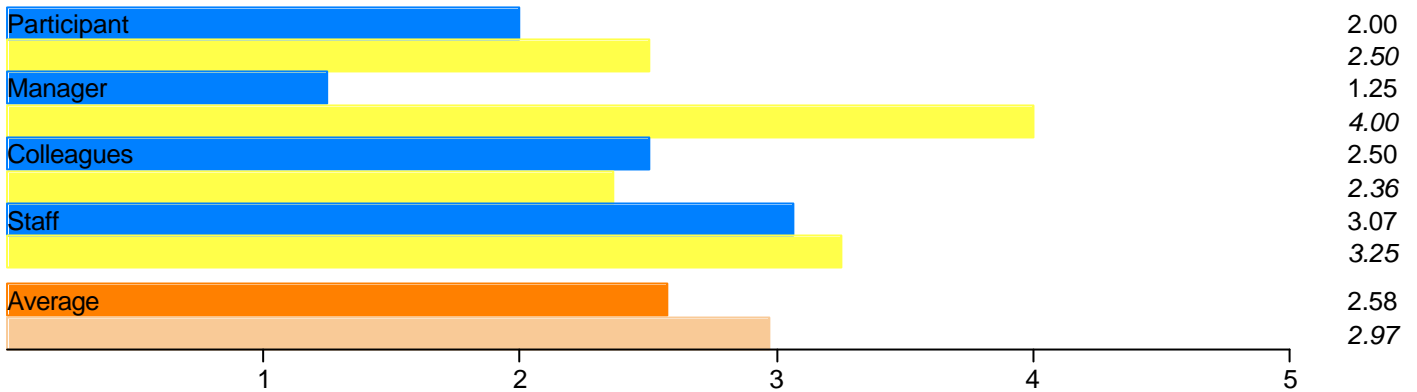
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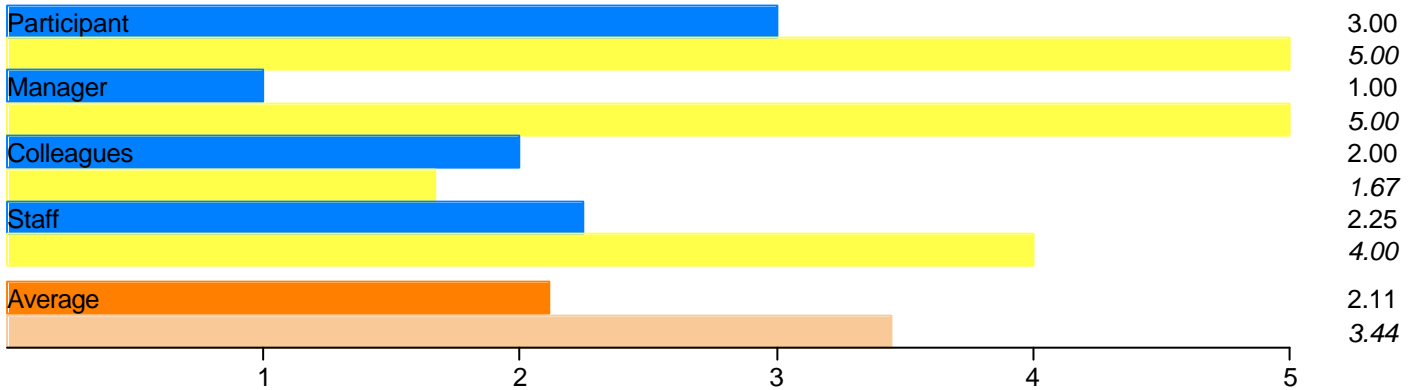
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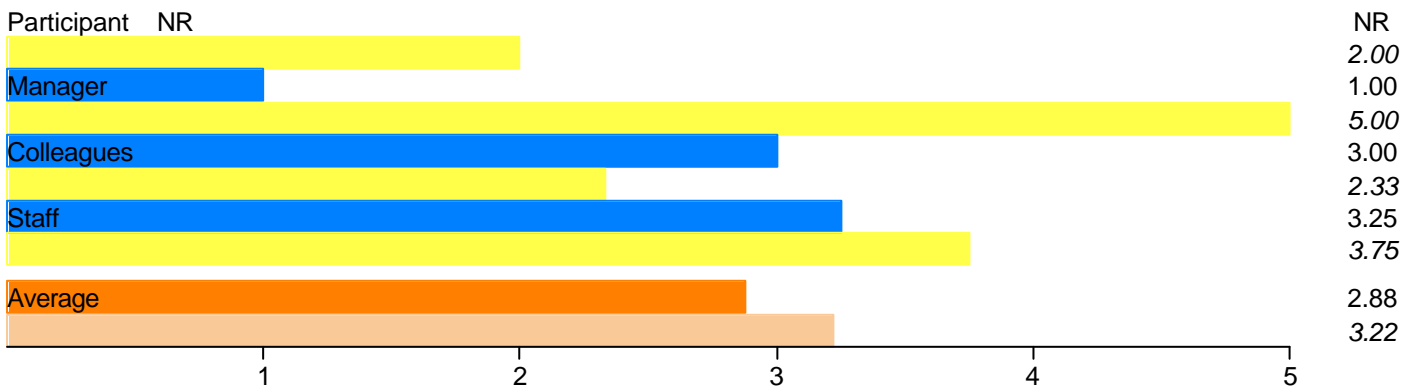
Drive / Self Motivation



5. Works hard to deliver what is needed



9. Perseveres towards goals despite problems



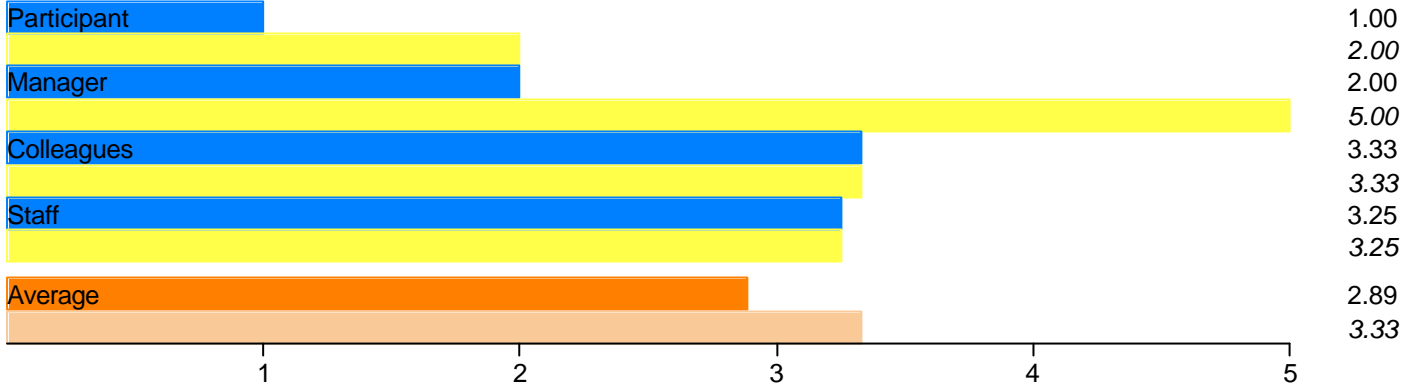
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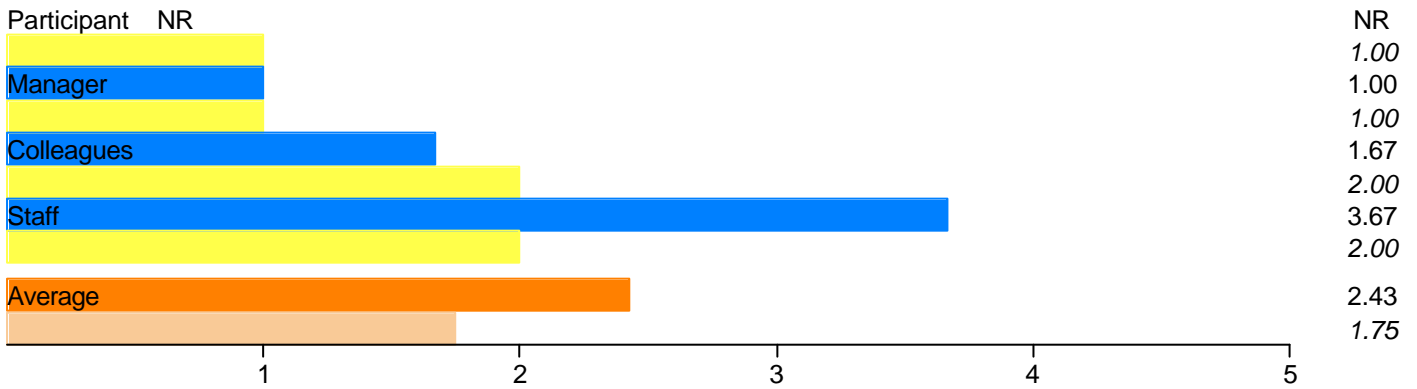
NR - No Response AP - Anonymity Protected

Detailed Information Penny Test

1. Demonstrates high personal standards



13. Shows initiative



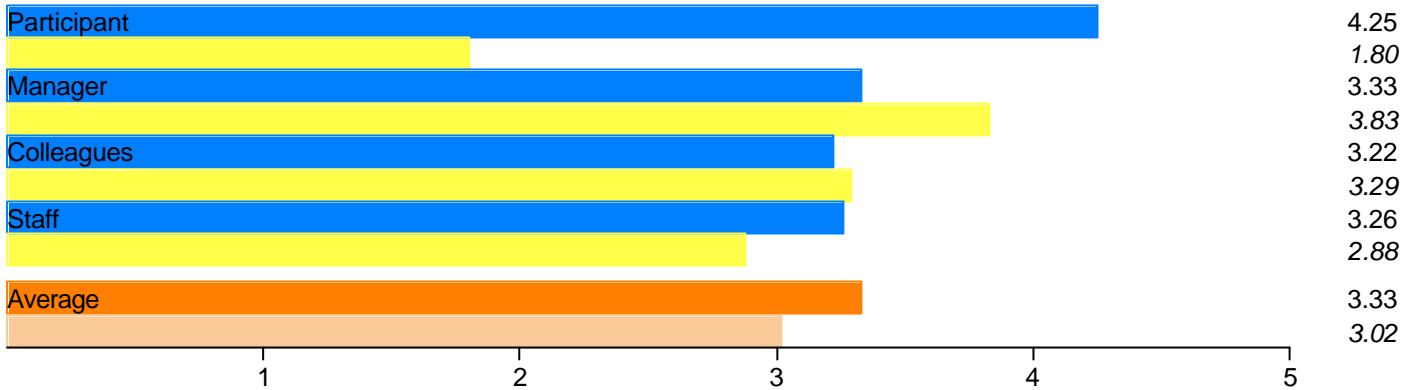
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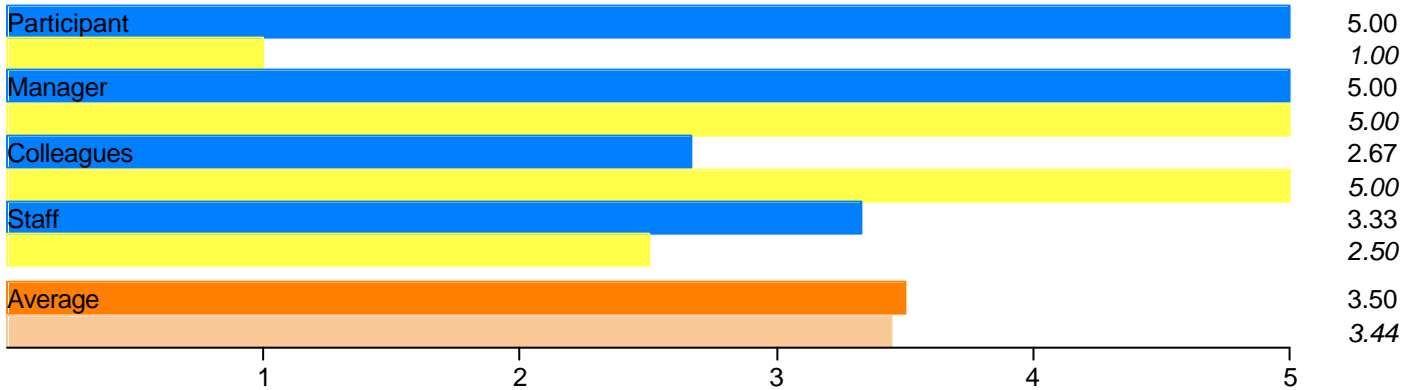
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Detailed Information Penny Test

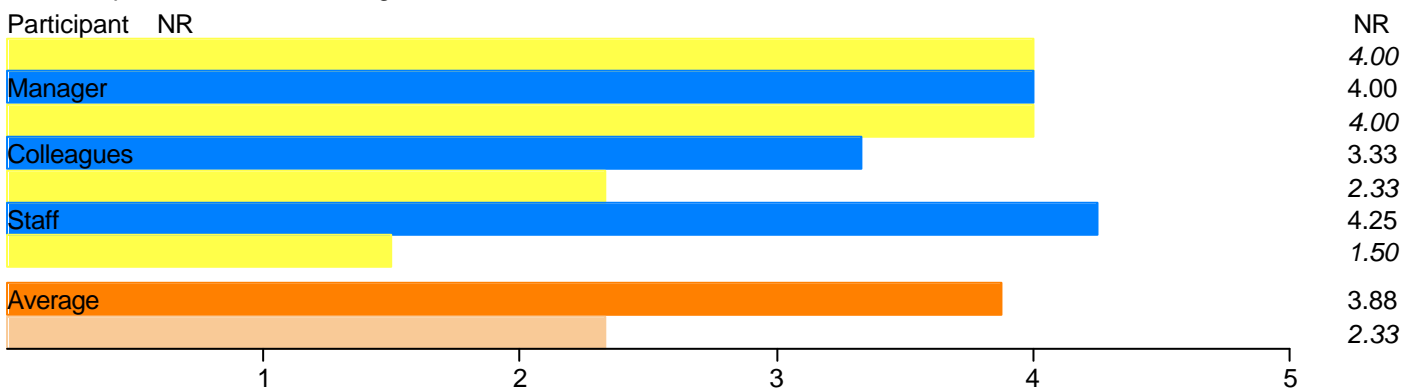
Planning and Organising



19. Is able to think beyond the immediate



11. Completes work within an agreed time frame



First Bar = Importance Second Bar = Performance

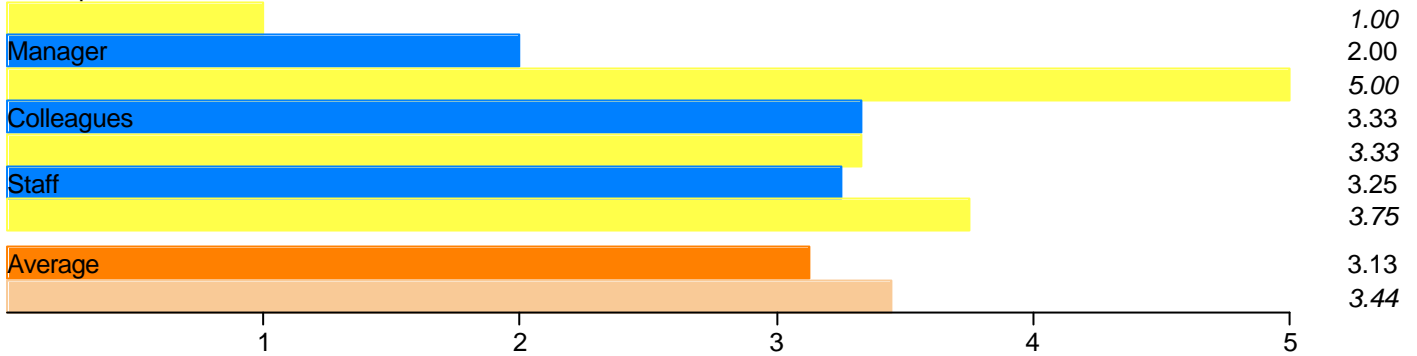
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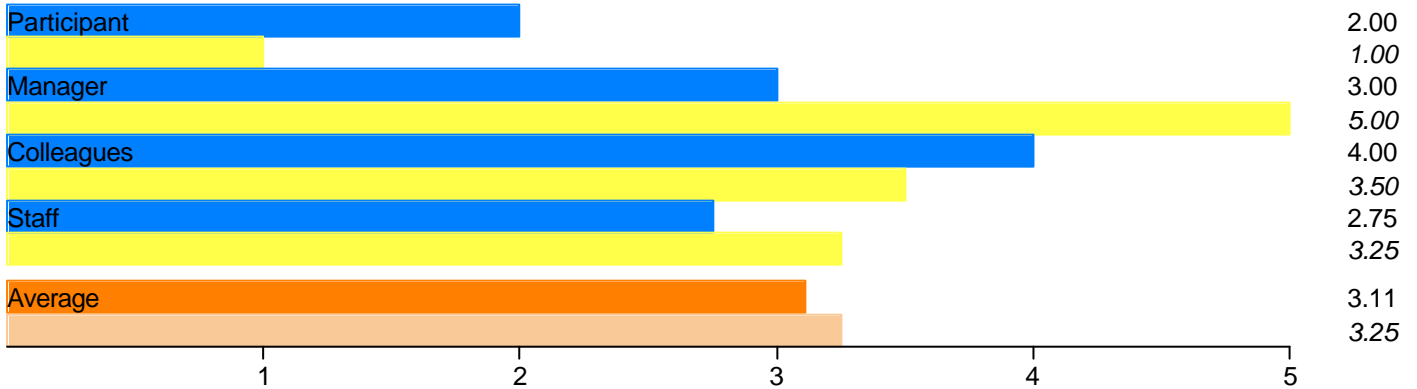
Detailed Information Penny Test

7. Achieves goals through realistic planning

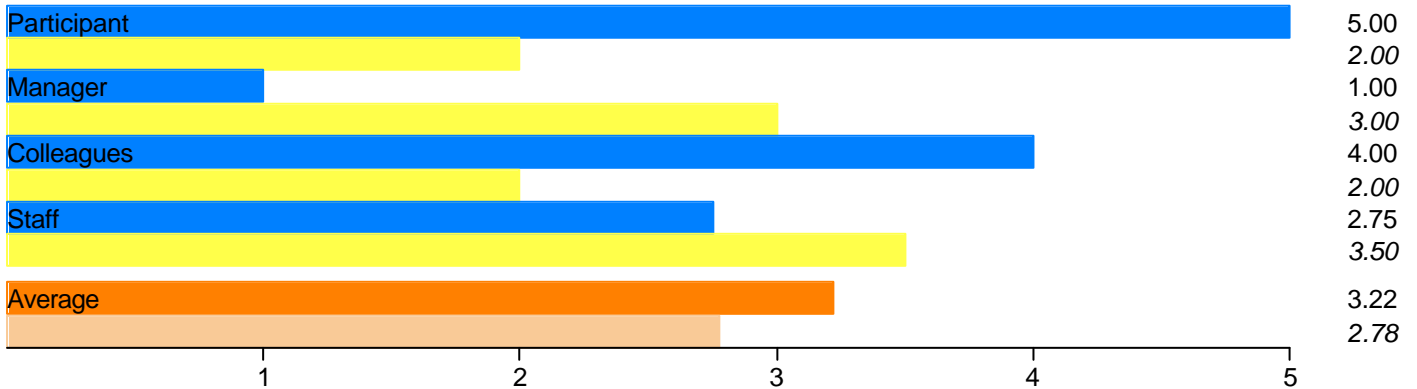
Participant NR



2. Sets clear objectives



17. Uses his / her time effectively



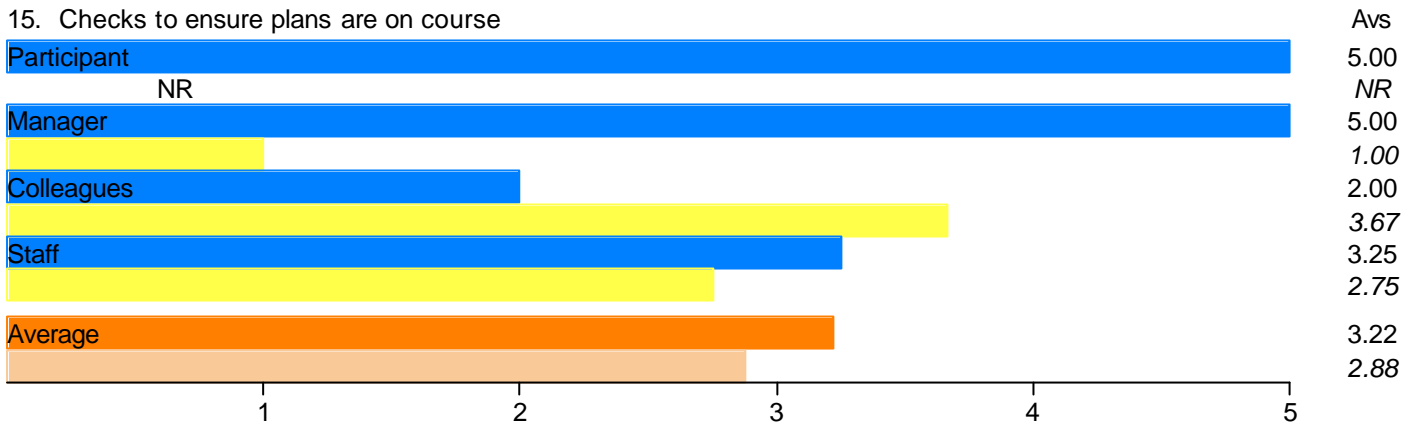
First Bar = Importance Second Bar = Performance

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Detailed Information Penny Test

15. Checks to ensure plans are on course



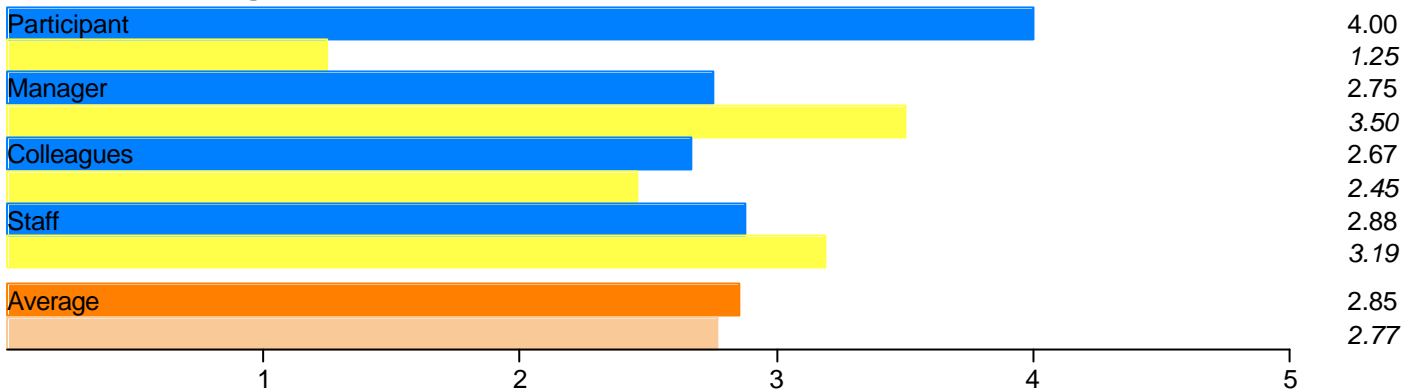
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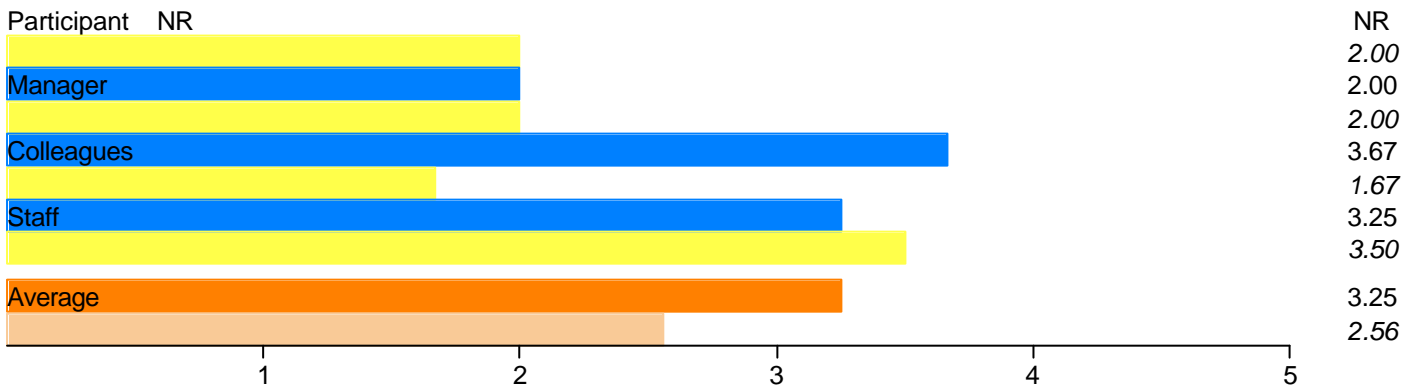
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Detailed Information Penny Test

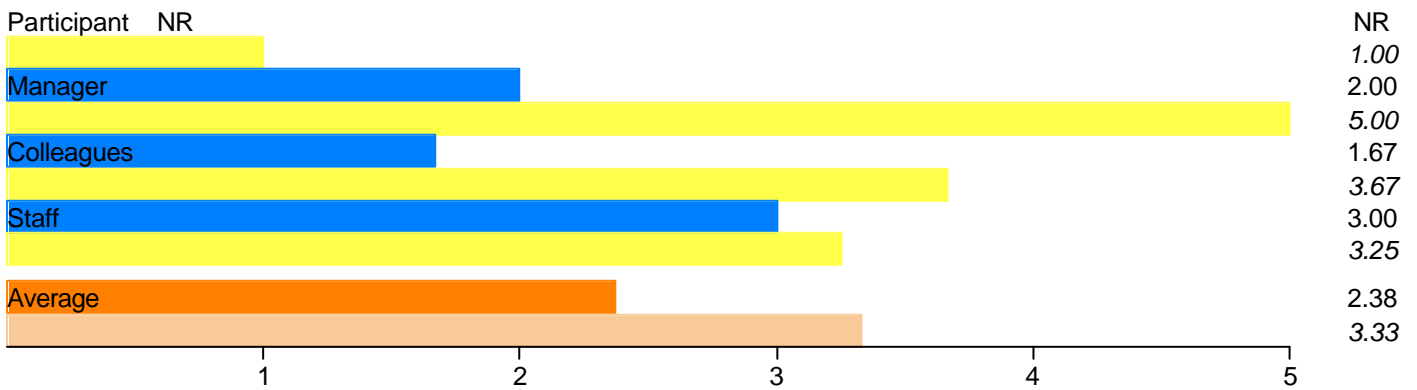
Problem Solving



16. Develops practical solutions to problems



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



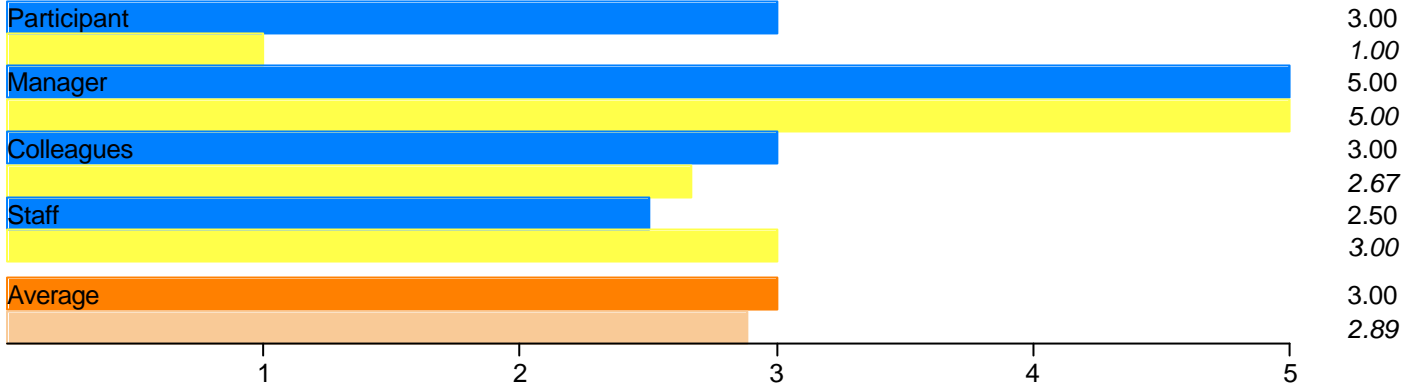
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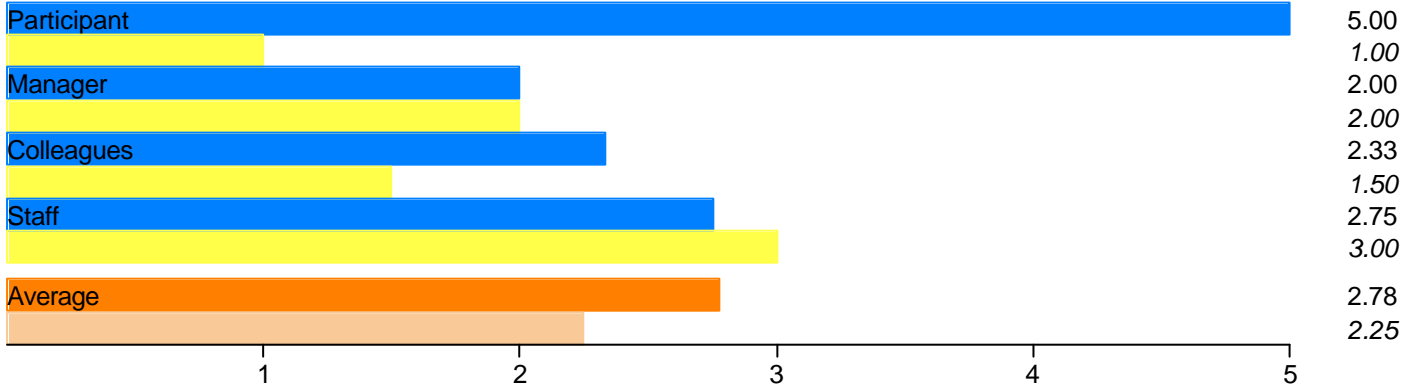
NR - No Response AP - Anonymity Protected

Detailed Information Penny Test

3. Quickly gains insight into problems



12. Identifies problems at their early stages



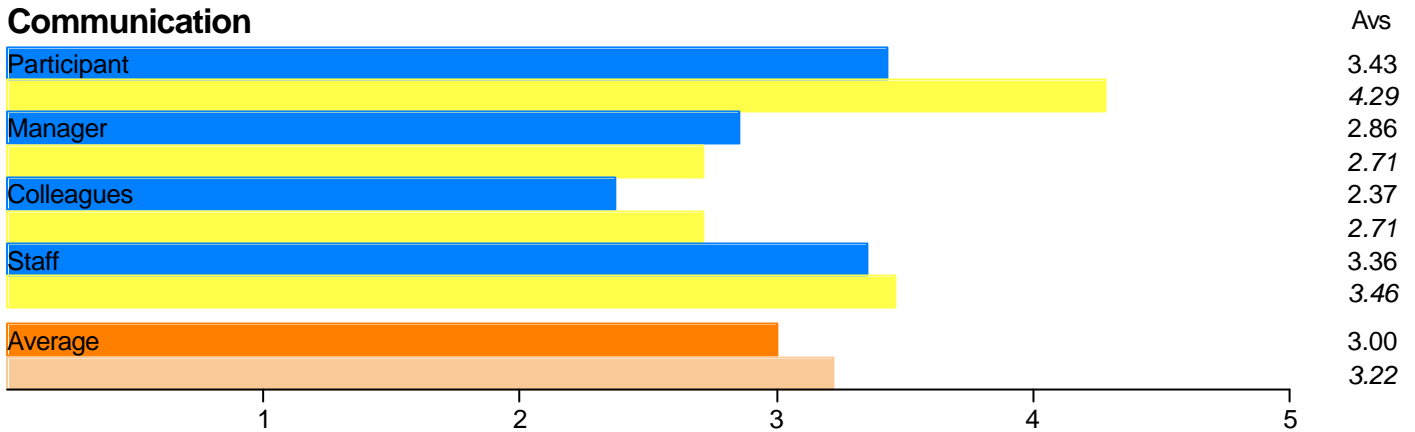
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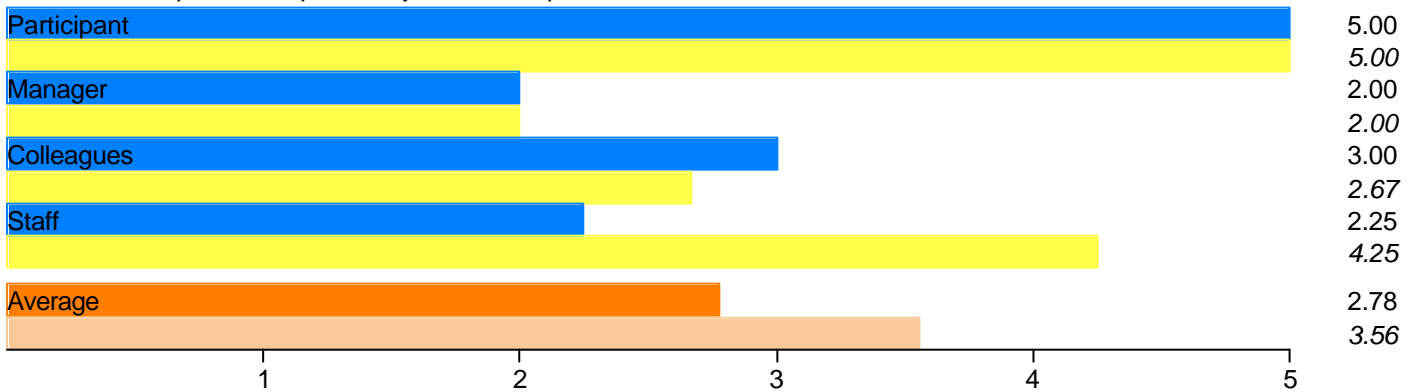
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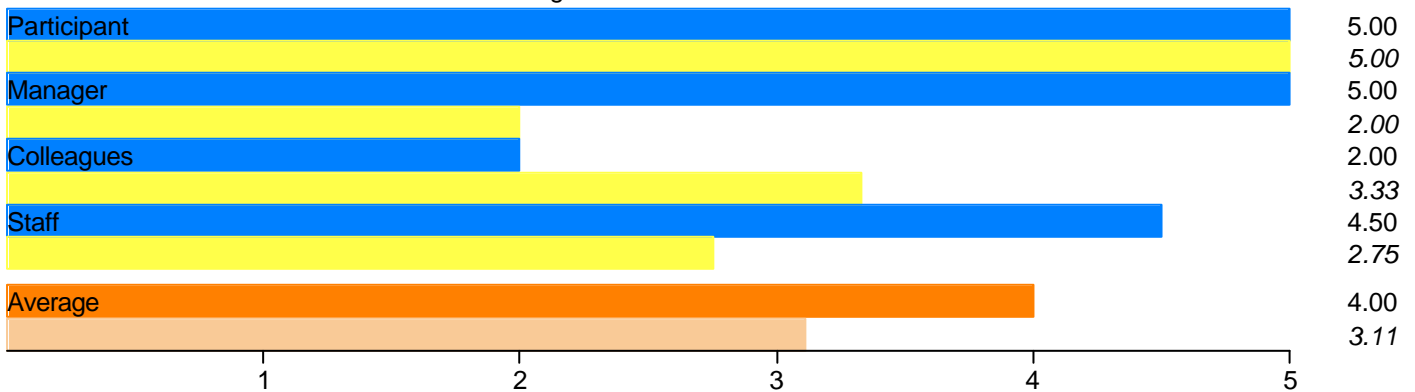
Communication



48. Answers questions specifically and to the point



36. Presents ideas and information in a well organised manner



First Bar = Importance Second Bar = Performance

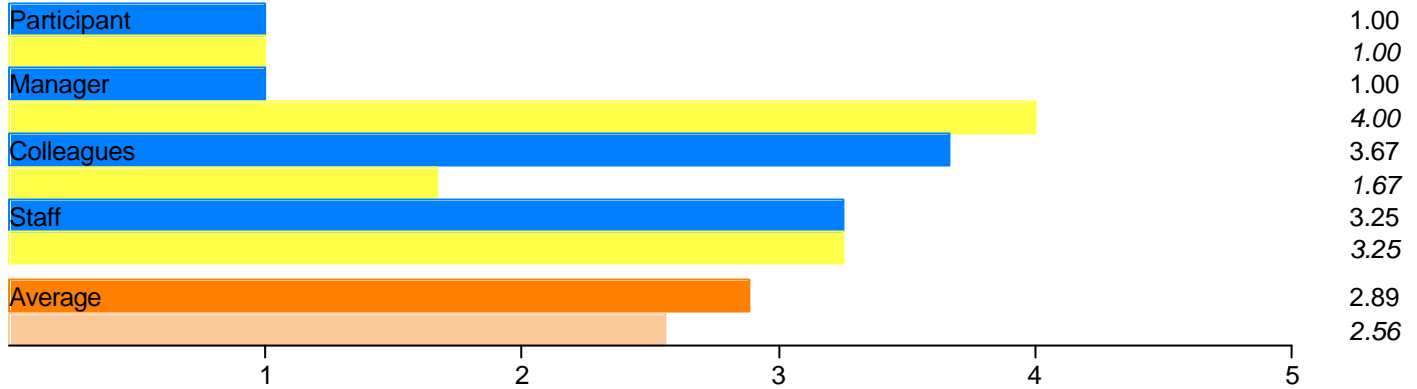
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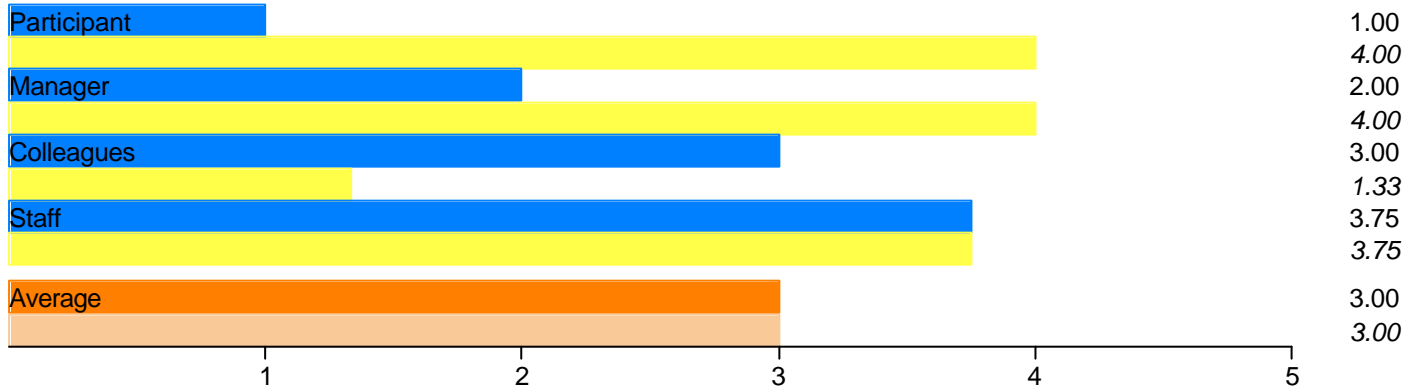
Detailed Information

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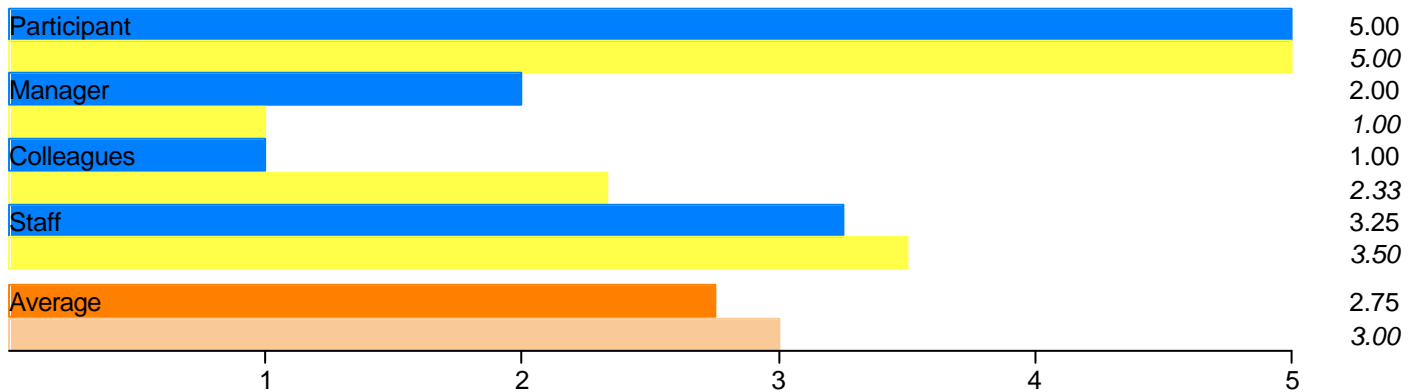
54. Writes in a clear concise style



58. Asks questions to clarify what people are saying



35. Listens to others

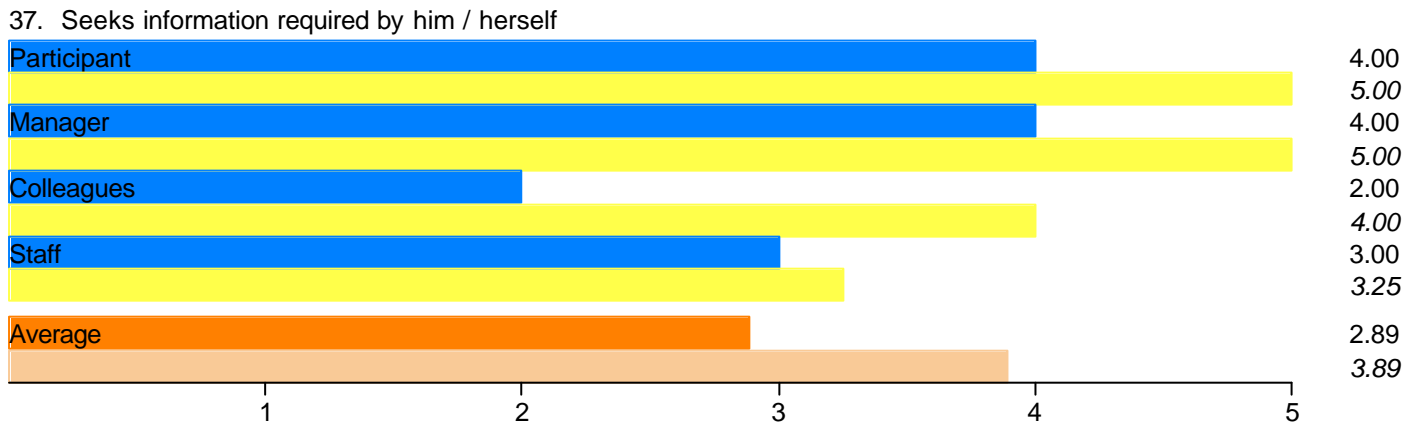
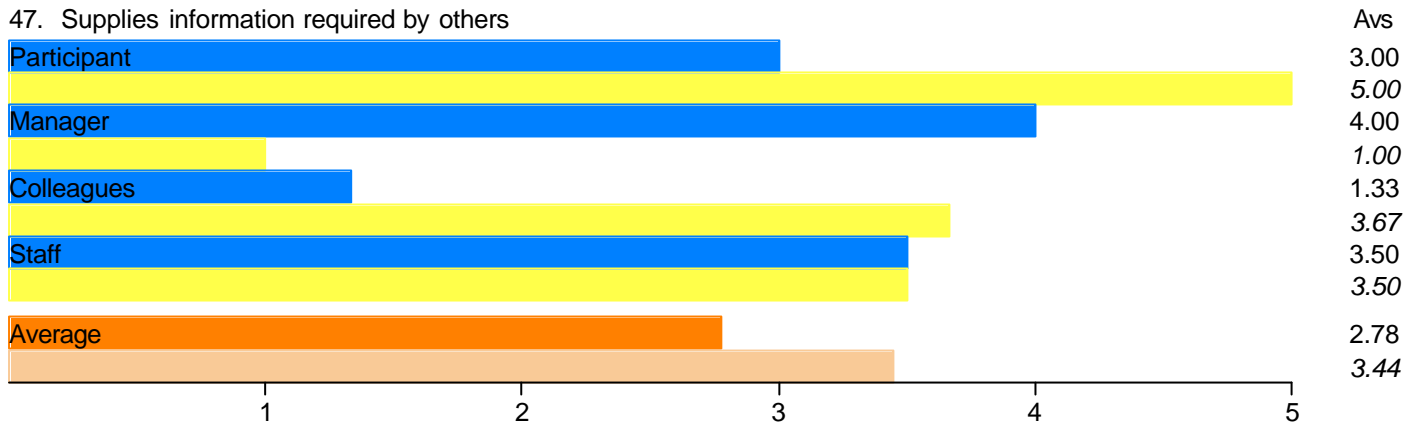


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Detailed Information Penny Test



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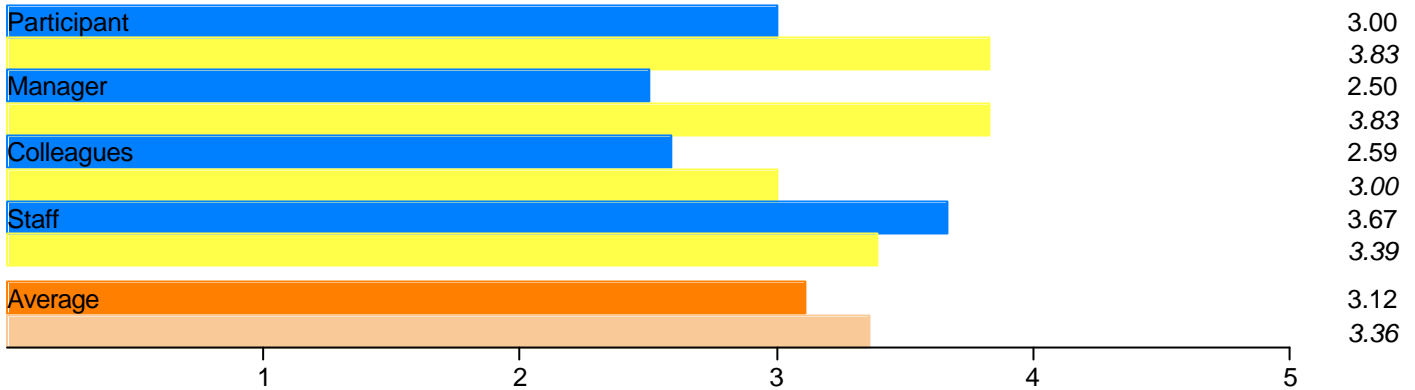
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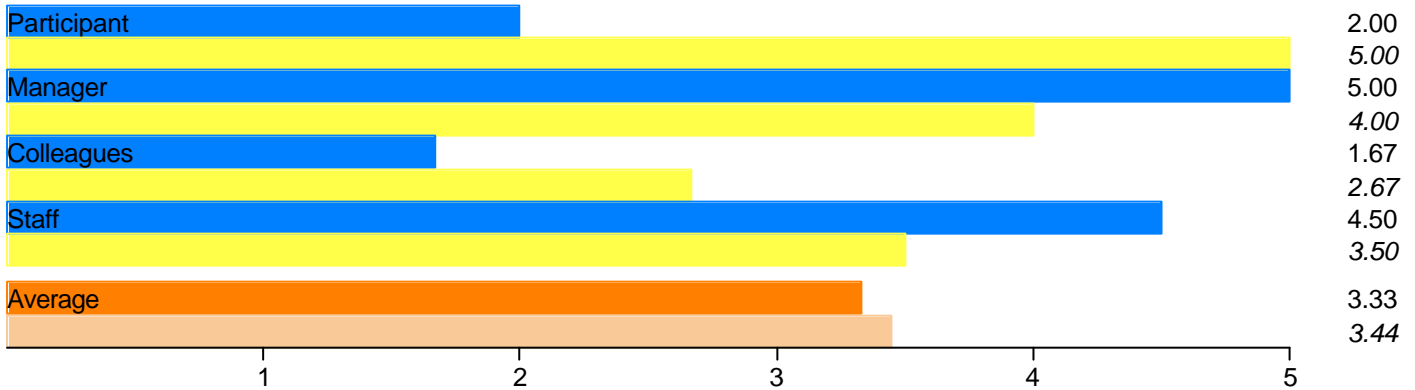
Detailed Information

Penny Test

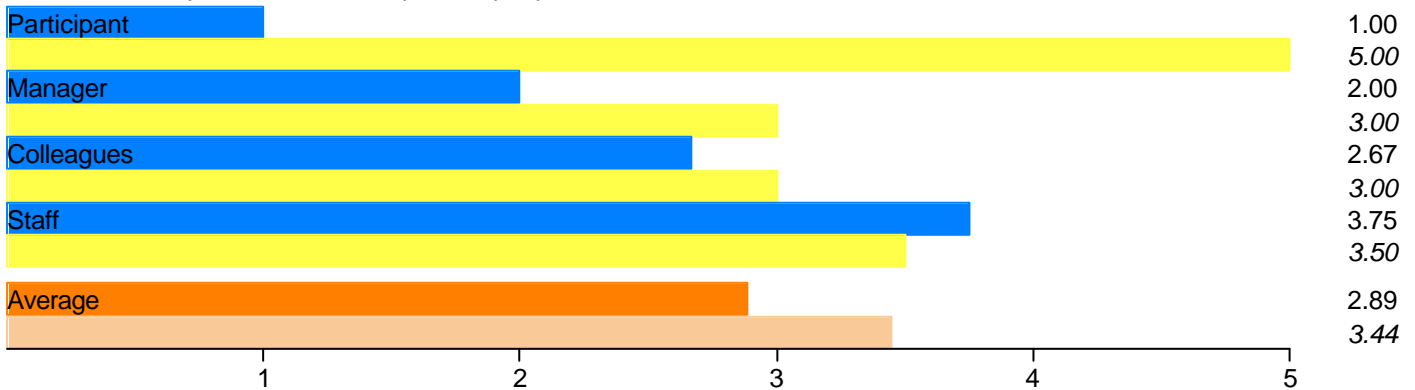
Networking and Relating



46. Builds co-operative relationships with immediate colleagues



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



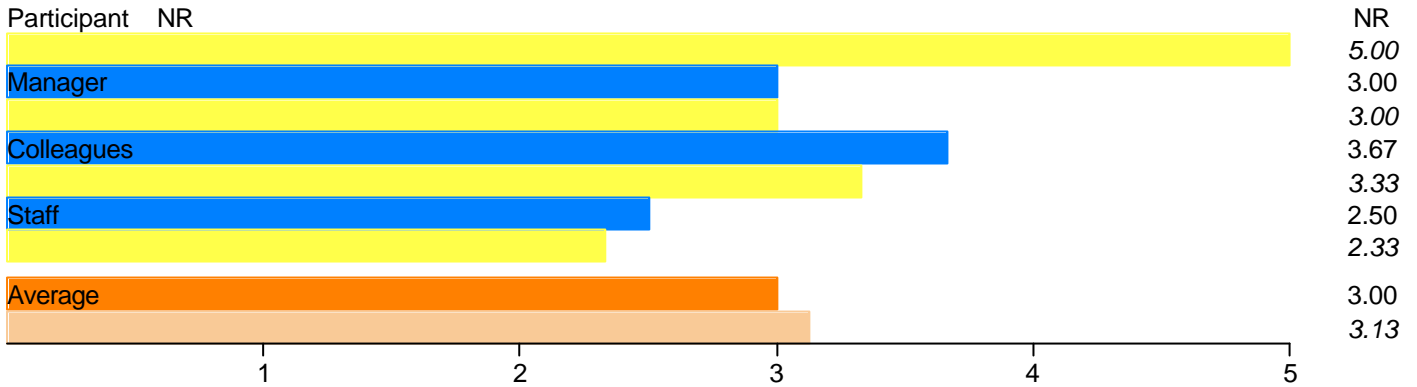
First Bar = Importance Second Bar = Performance

Avs - Average Score

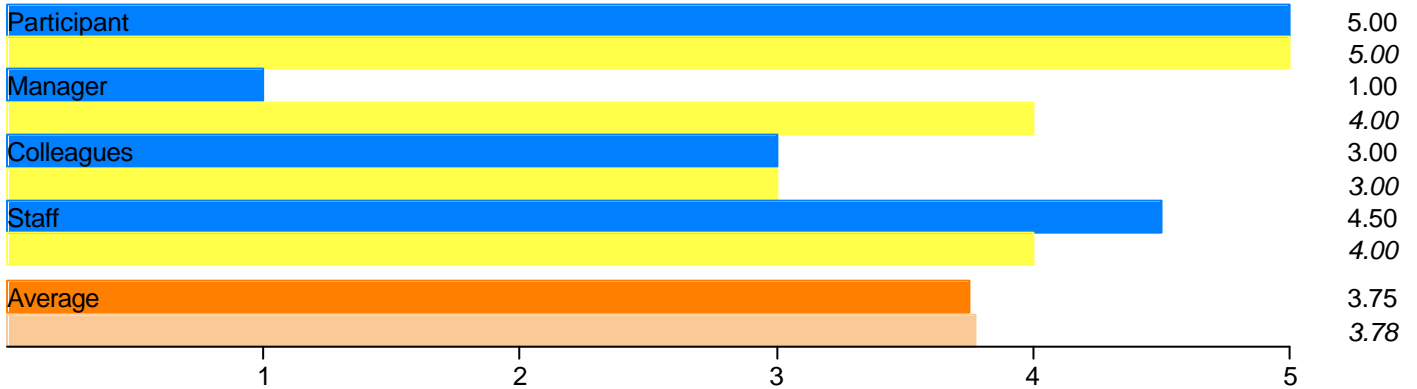
NR - No Response AP - Anonymity Protected

Detailed Information Penny Test

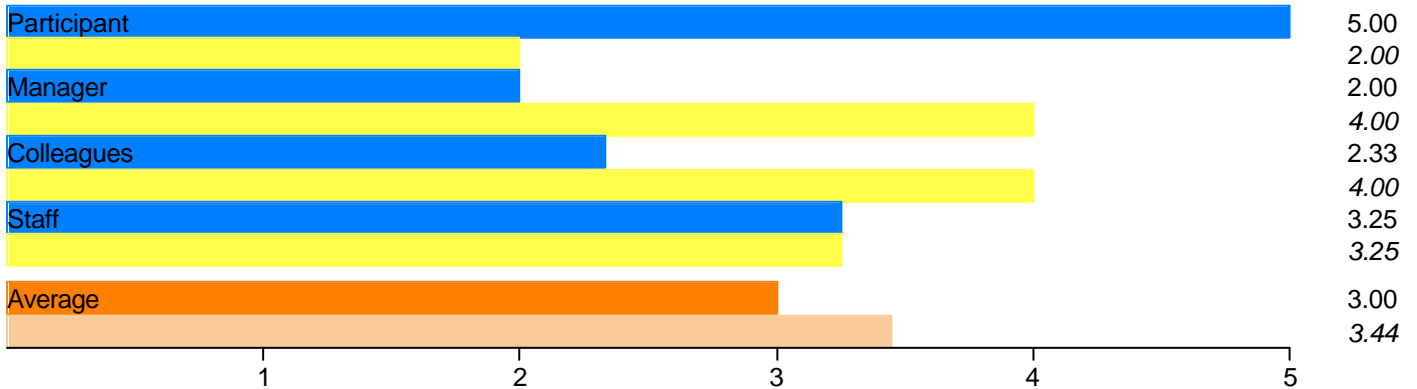
27. Deals with people diplomatically



34. Seeks to resolve areas of conflict



20. Knows the right person to contact

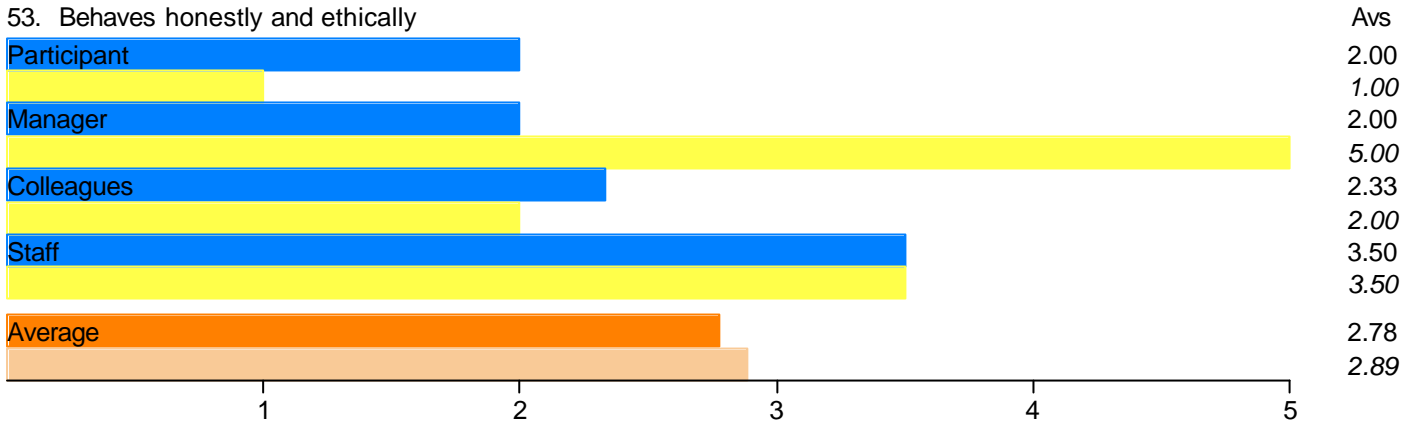


First Bar = Importance Second Bar = Performance

Avs - Average Score

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Detailed Information Penny Test



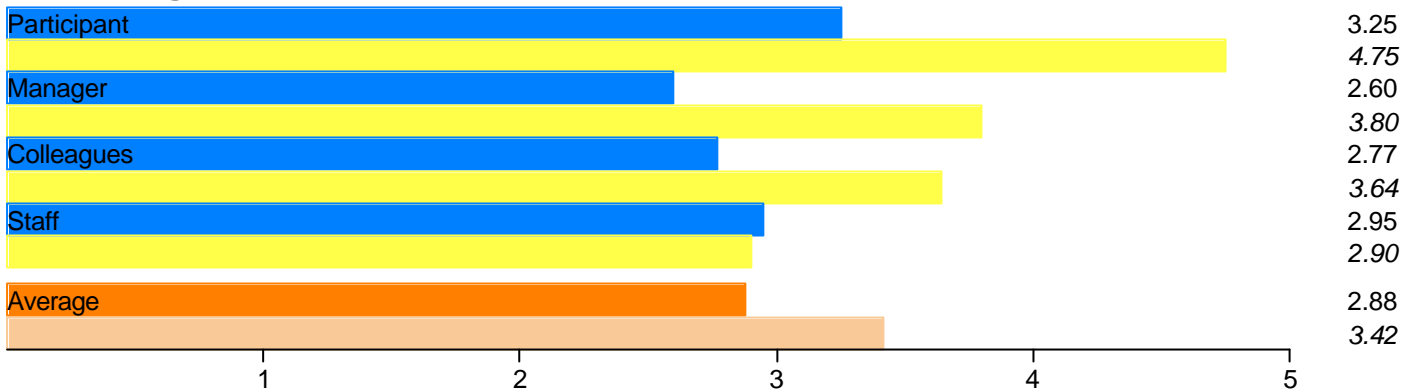
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Avs - Average Score

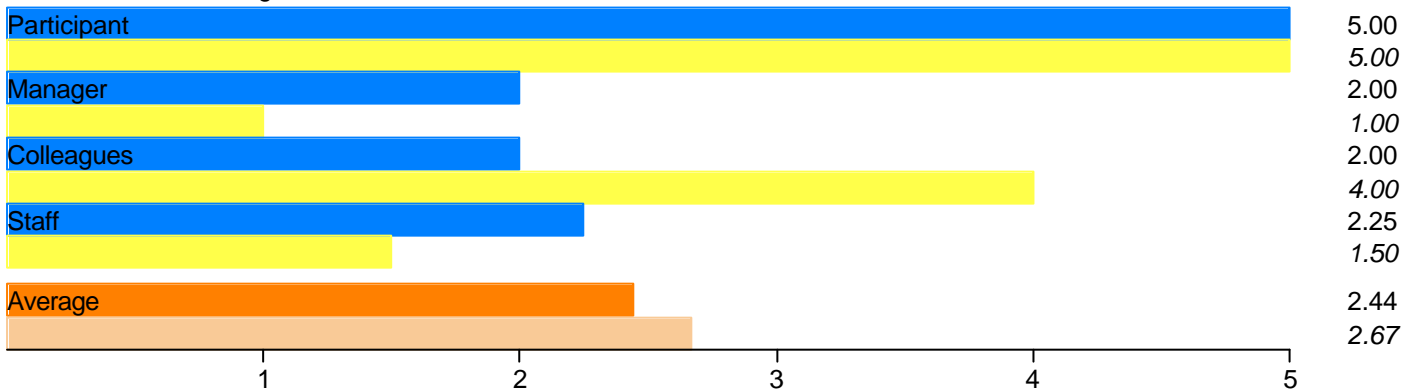
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Detailed Information Penny Test

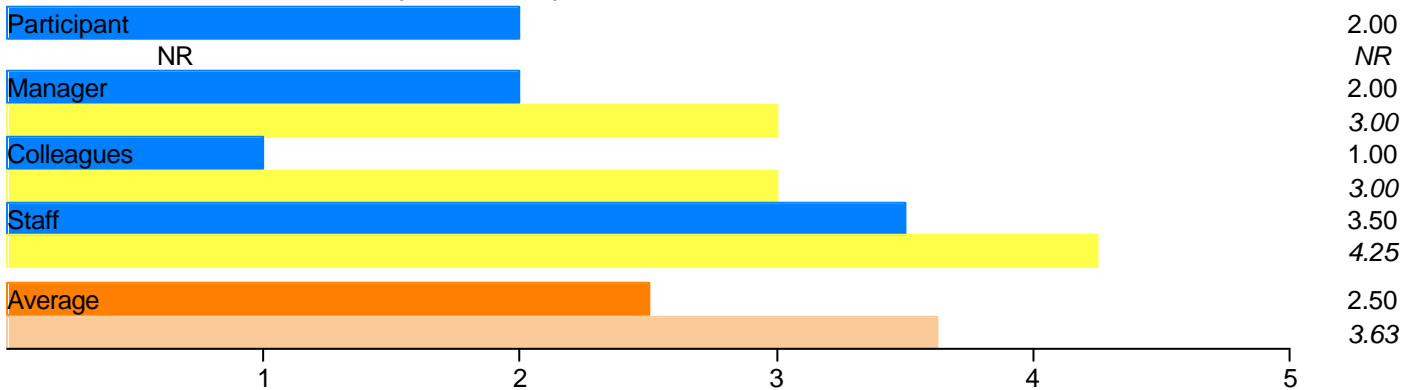
Persuading



26. Presents clear arguments



39. Tries to understand the other person's viewpoint



First Bar = Importance Second Bar = Performance

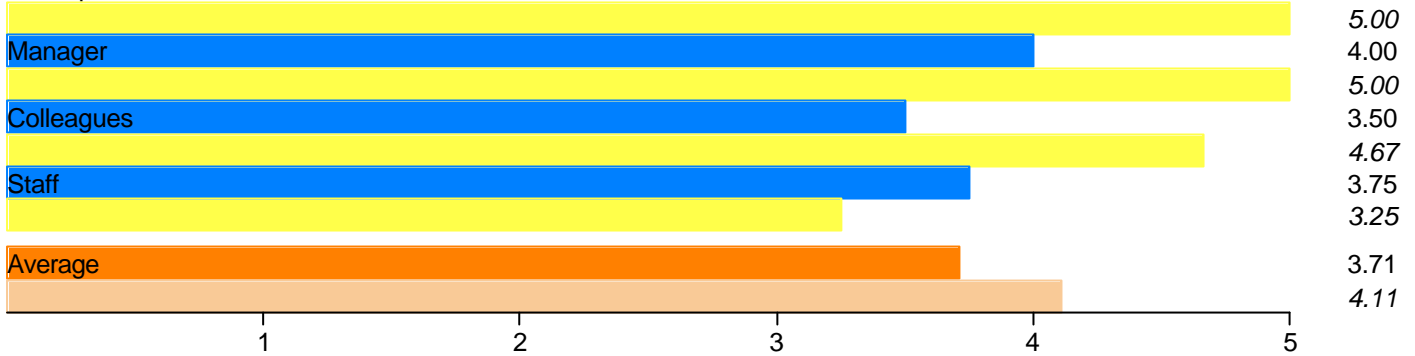
Avs - Average Score

NR - No Response AP - Anonymity Protected

Detailed Information Penny Test

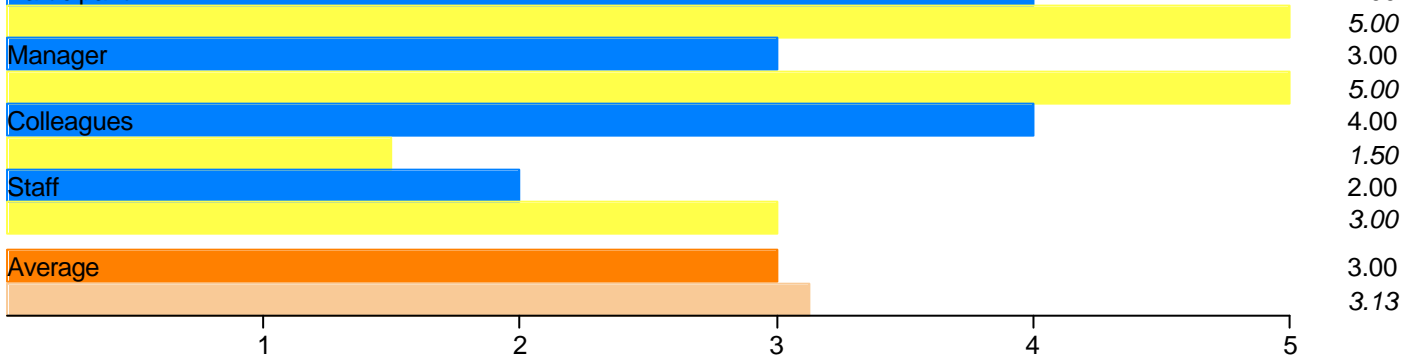
33. Negotiates solutions to differences of opinion fairly

Participant NR



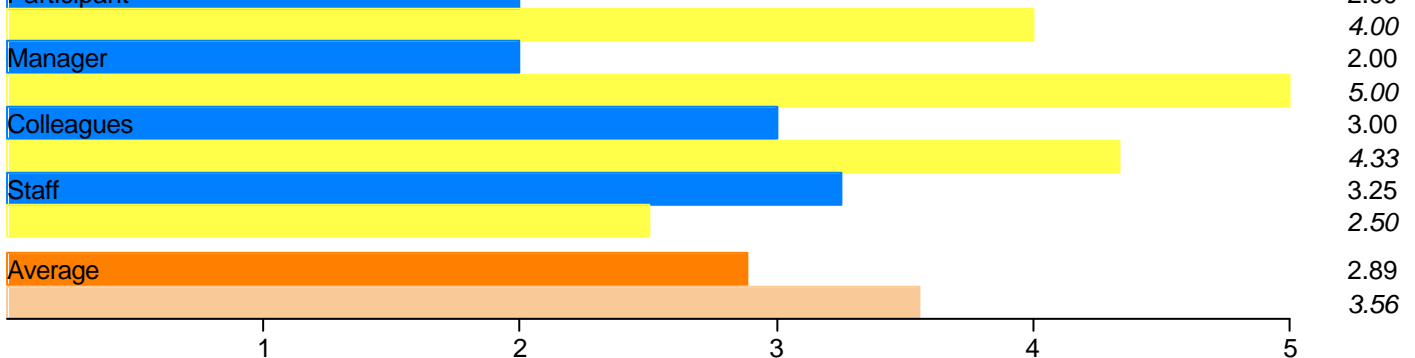
23. Inspires confidence in the value of his / her argument

Participant



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

Participant



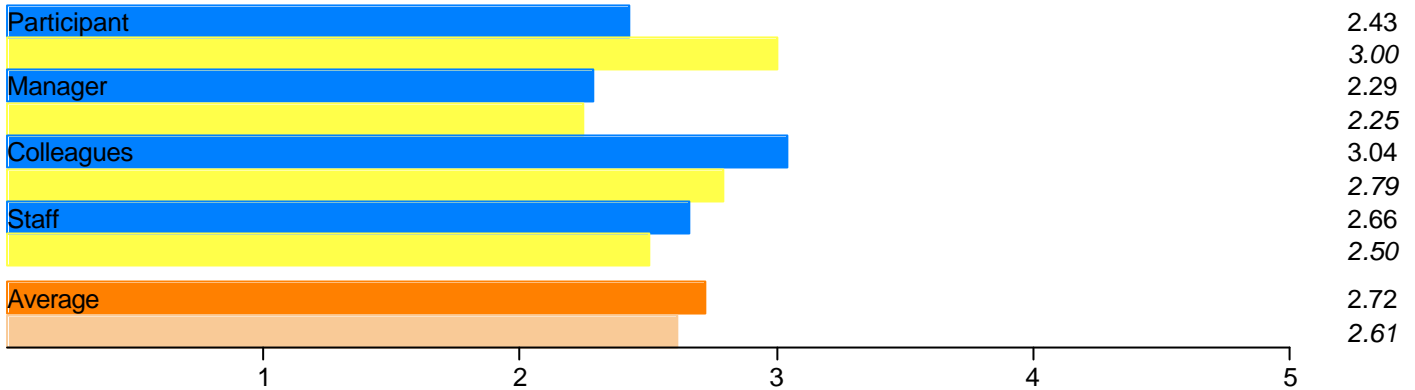
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Avs - Average Score

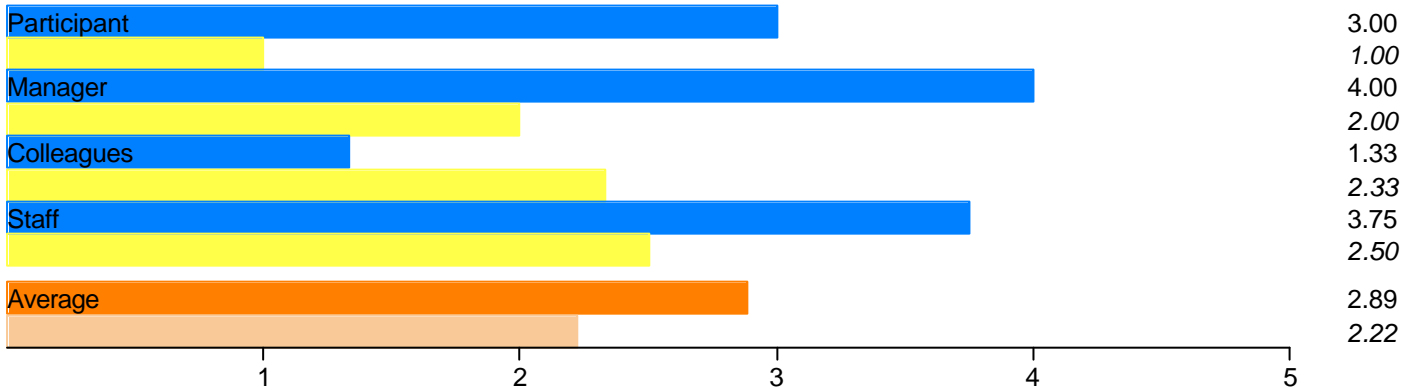
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Detailed Information Penny Test

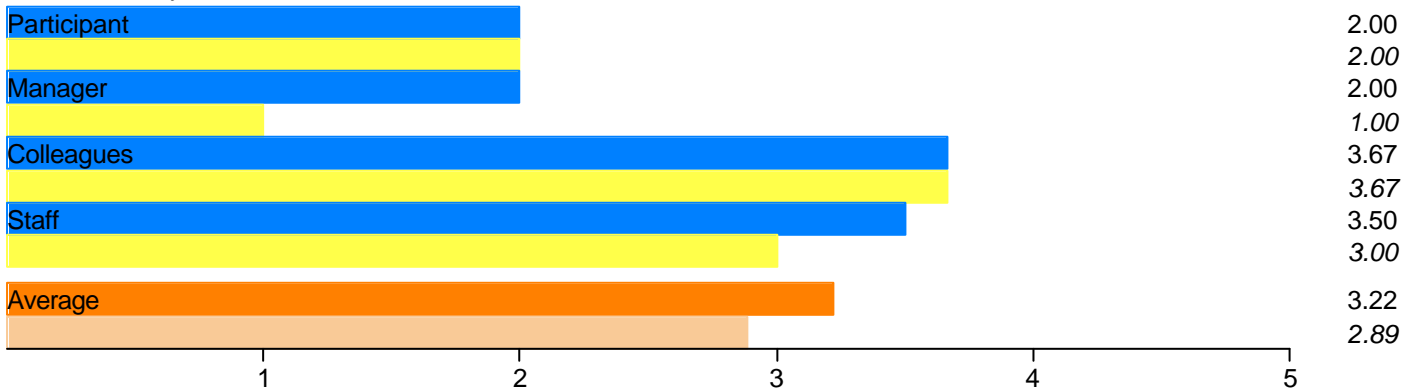
People Management



52. Recognises the different capabilities of individuals



55. Accurately determines the skills needed for tasks



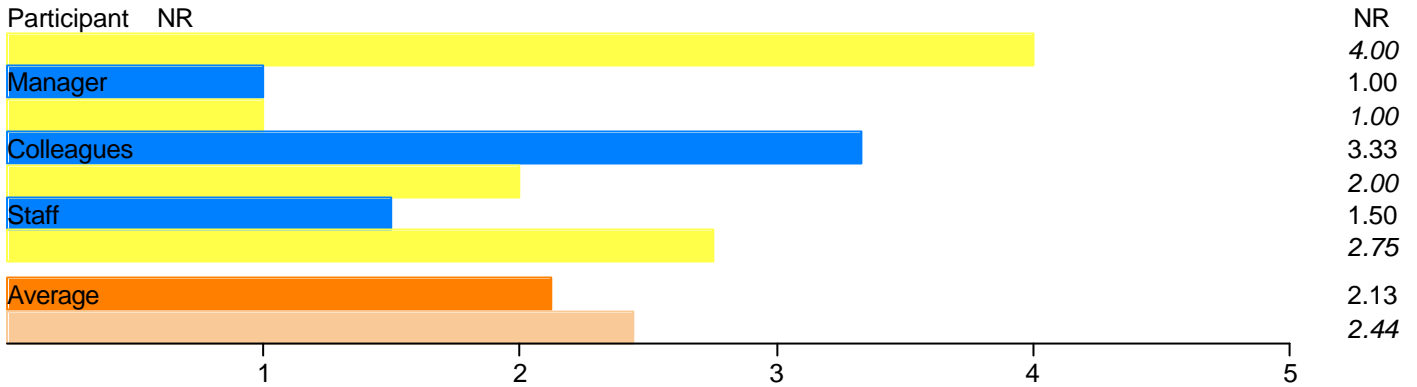
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Avs - Average Score

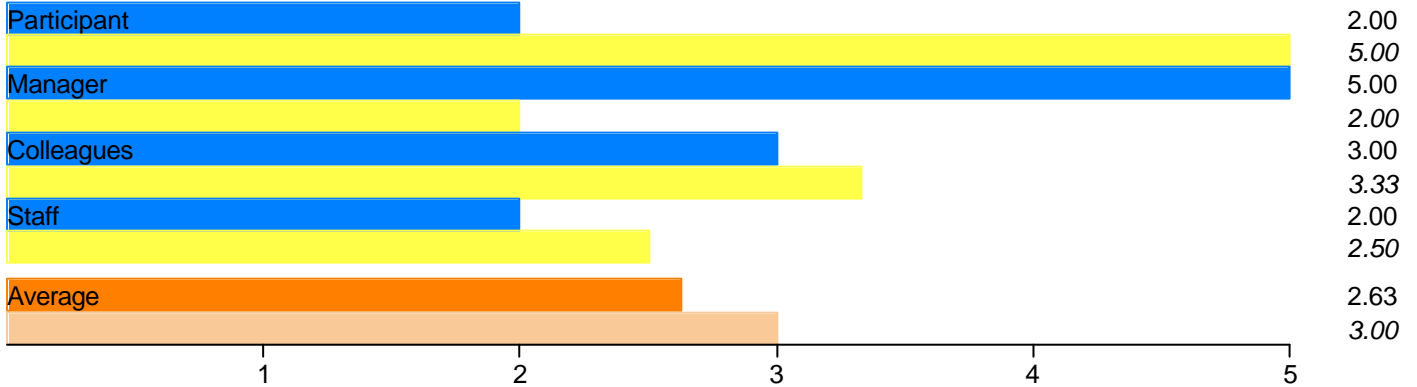
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Detailed Information Penny Test

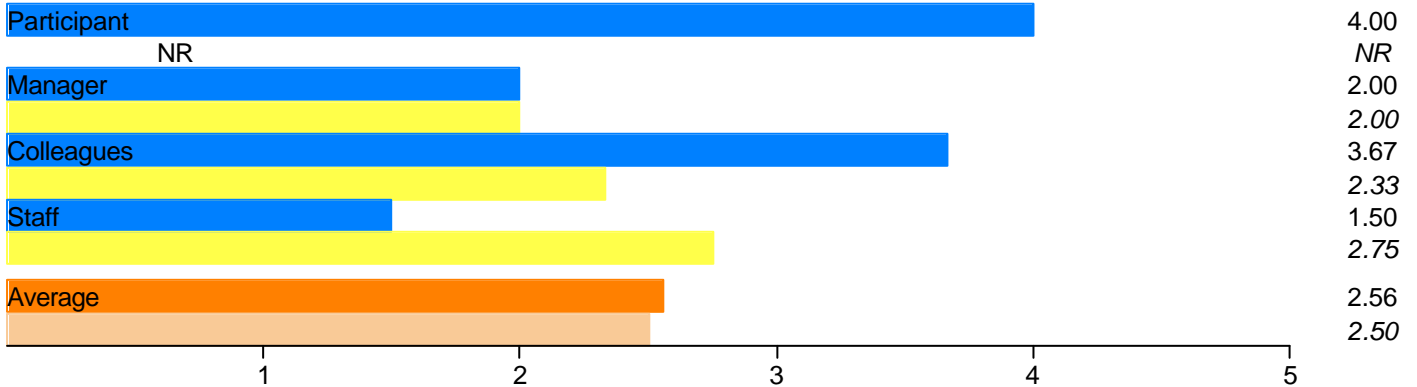
21. Uses delegation as a development opportunity



32. Treats mistakes as an opportunity for learning



28. Encourages self-development planning



First Bar = Importance Second Bar = Performance

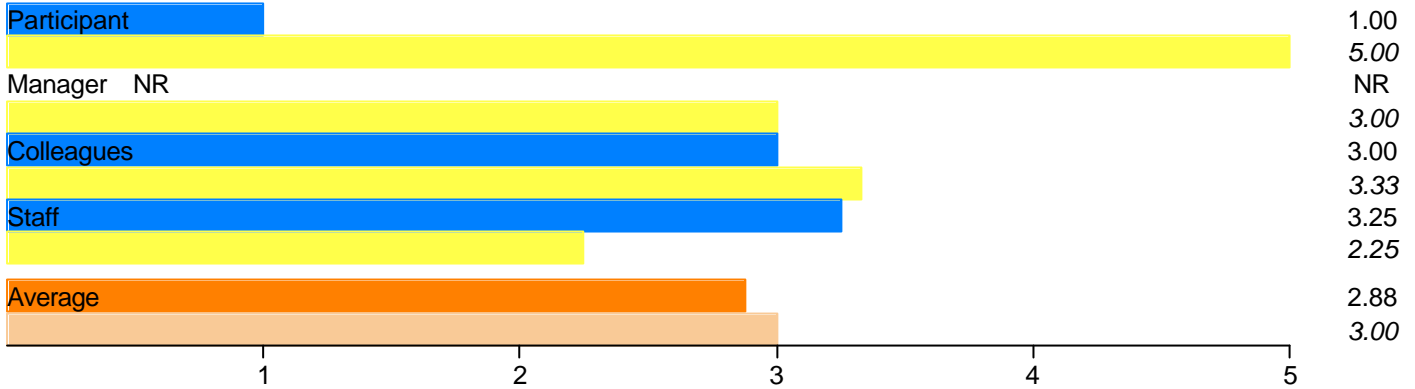
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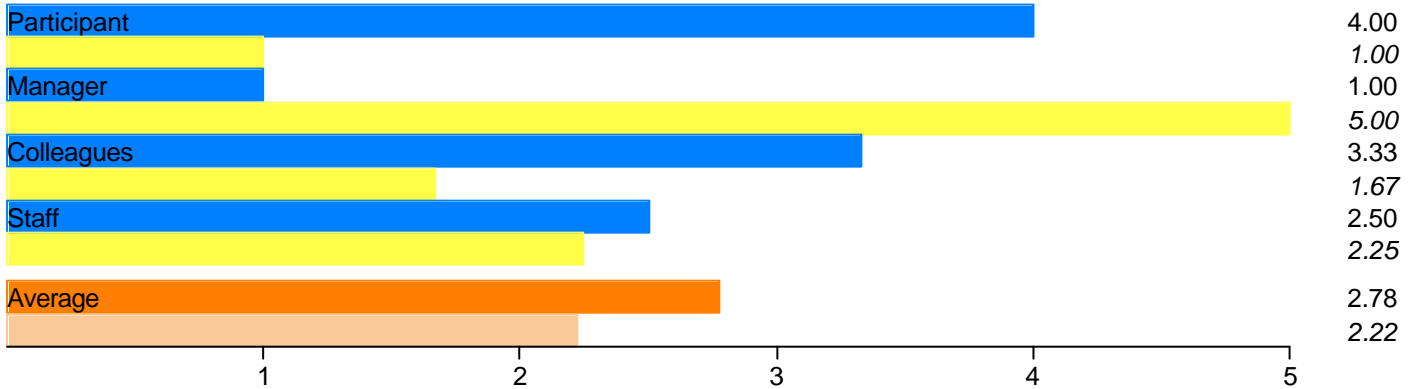
Detailed Information

Penny Test

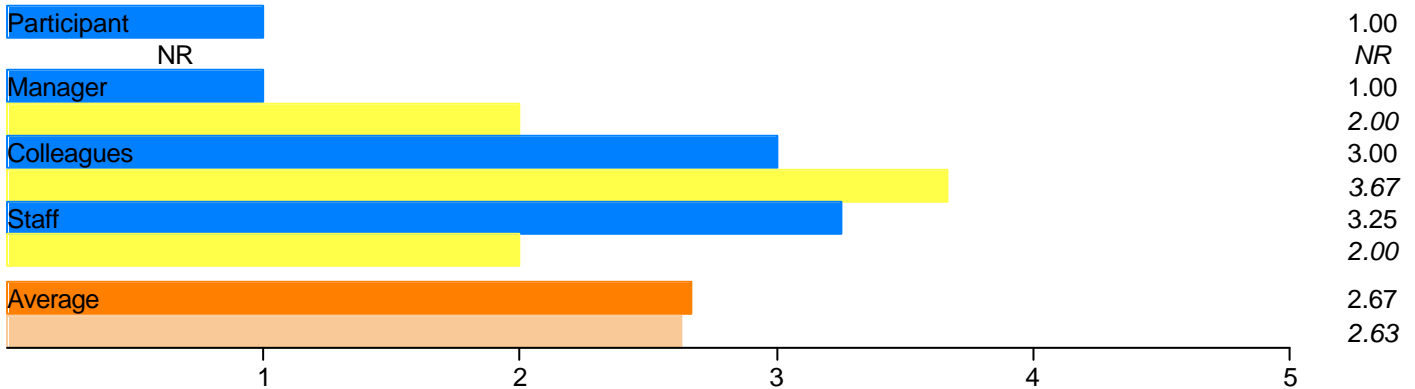
40. Gives constructive feedback to help others improve performance



49. Shares credit and recognition for achievement with others



44. Seeks to build effective teams



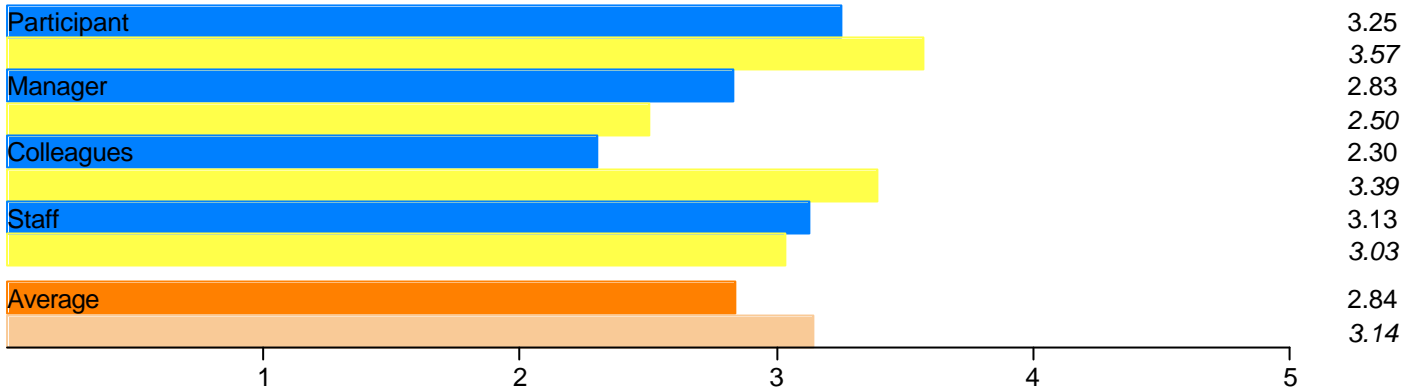
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Avs - Average Score

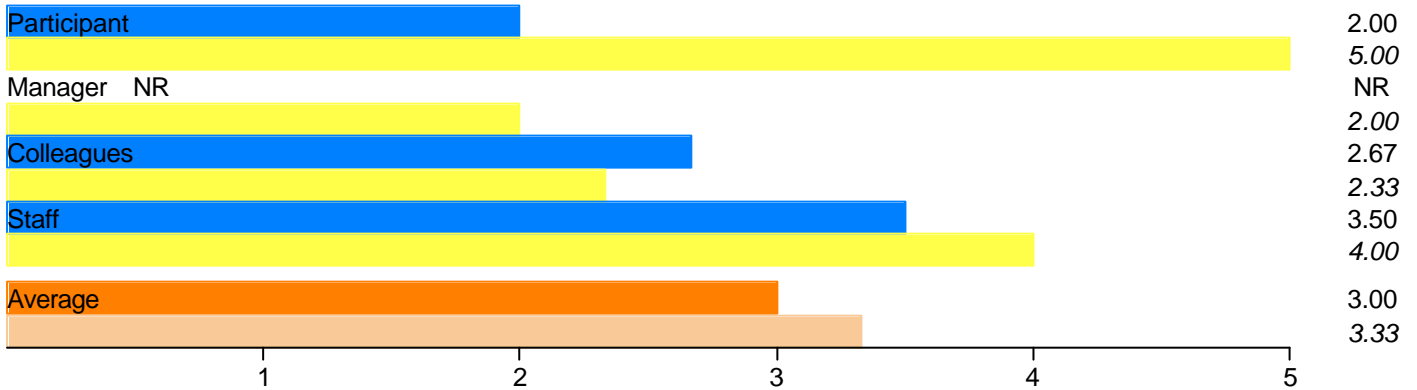
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Detailed Information Penny Test

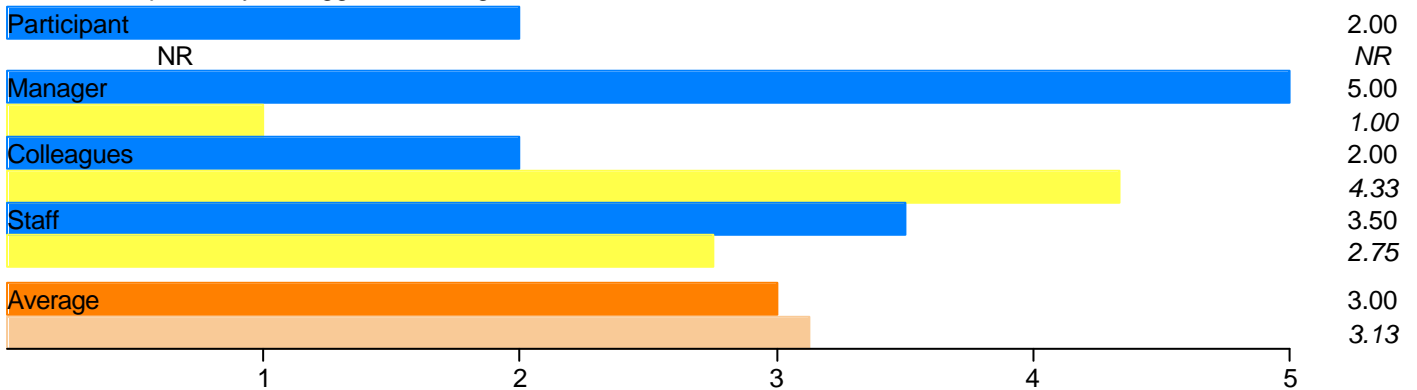
Managing Change



42. Identifies where change is needed



51. Reacts positively to suggested changes



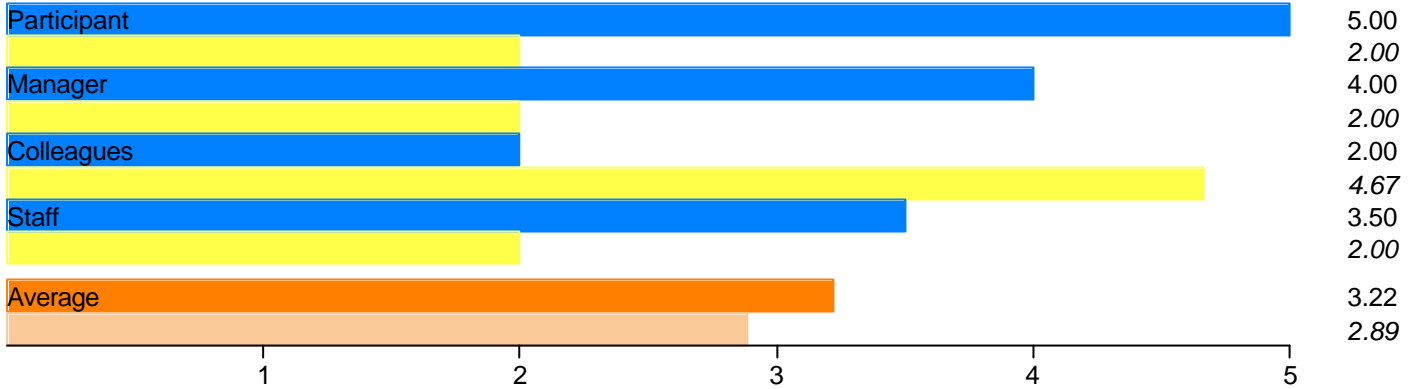
First Bar = Importance Second Bar = Performance

Avs - Average Score

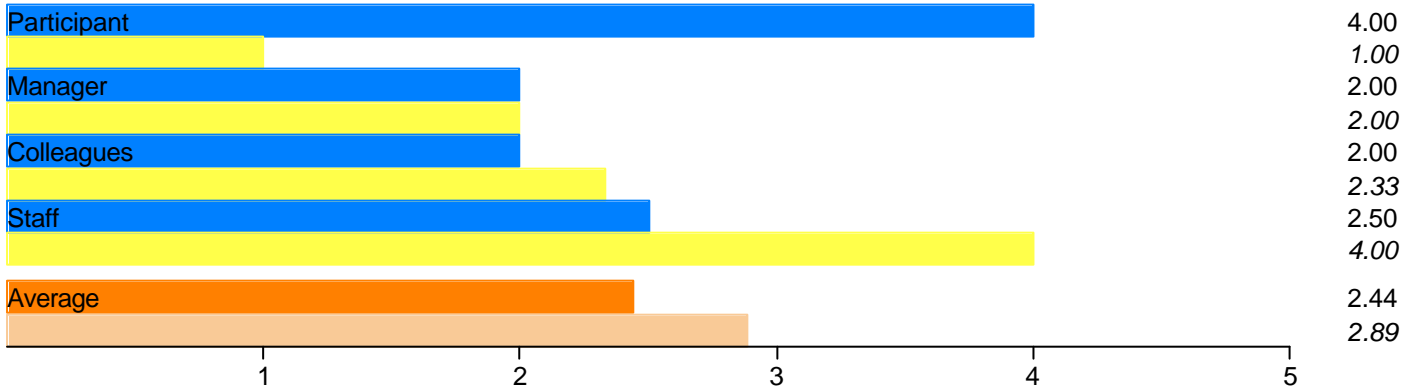
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Detailed Information Penny Test

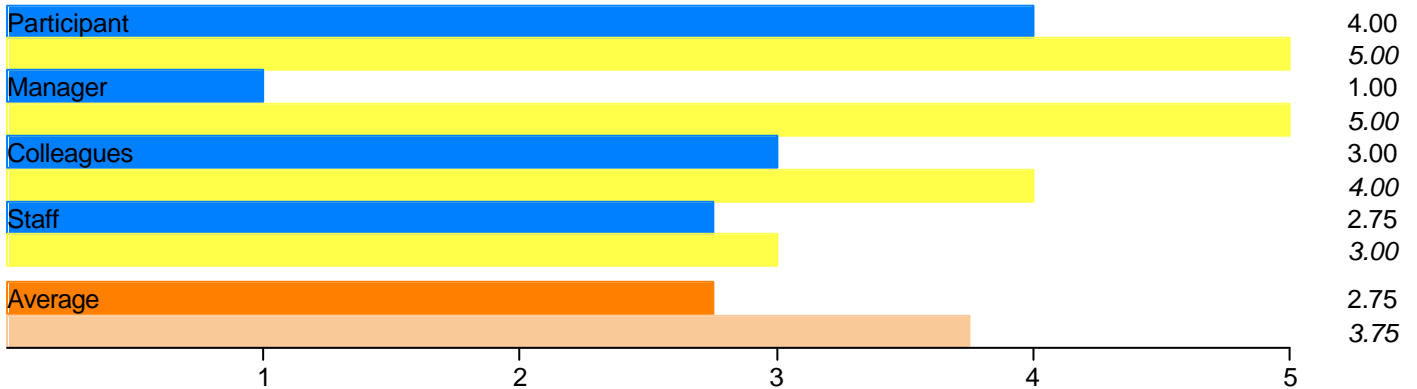
56. Adopts a flexible approach to managing change



22. Is able to deal well with uncertainty



29. Reviews decisions in the light of new information

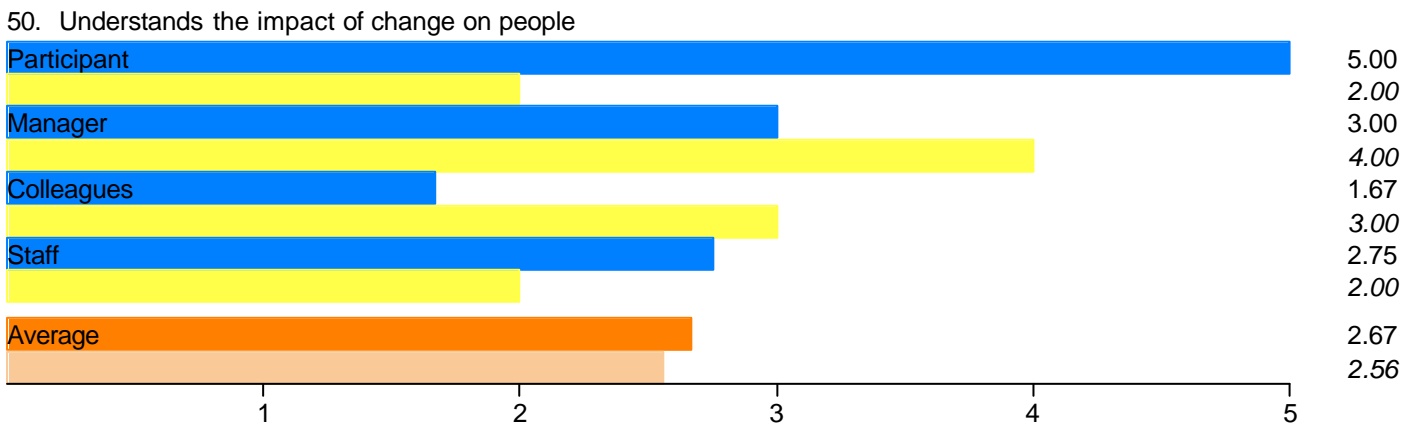
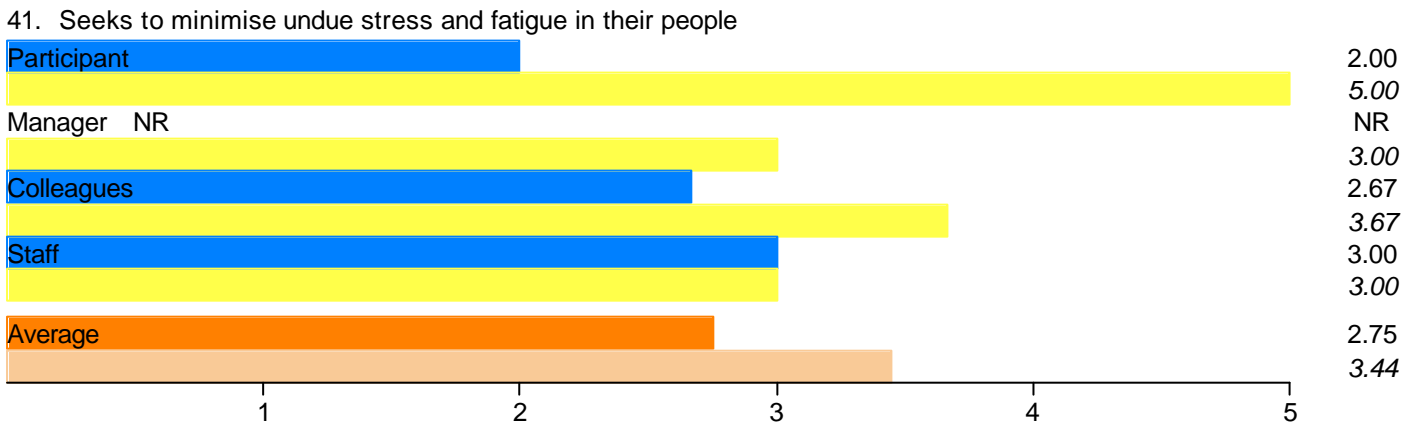
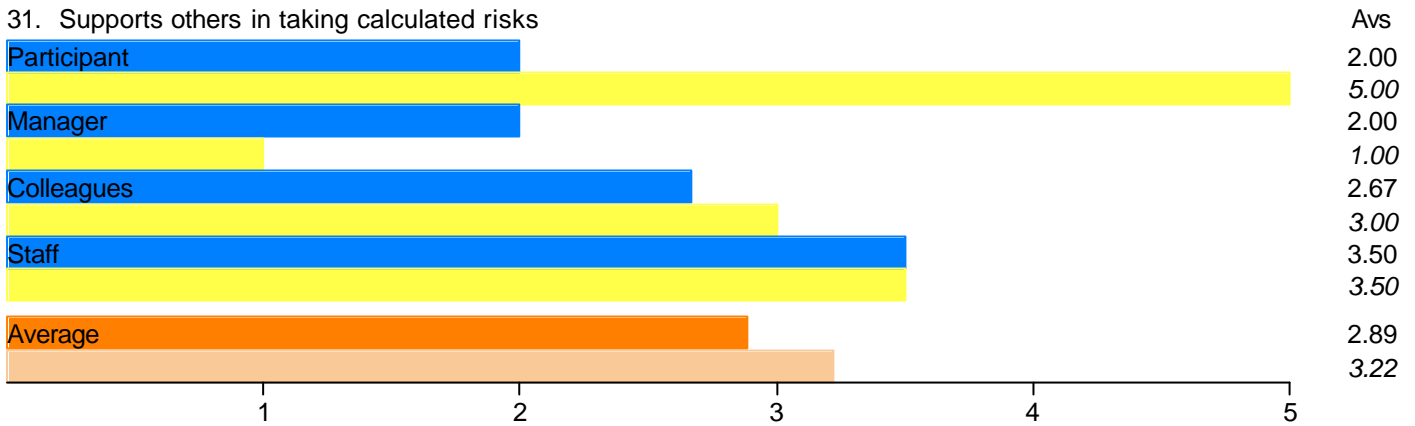


First Bar = Importance Second Bar = Performance

Avs - Average Score

NR - No Response AP - Anonymity Protected

Detailed Information Penny Test



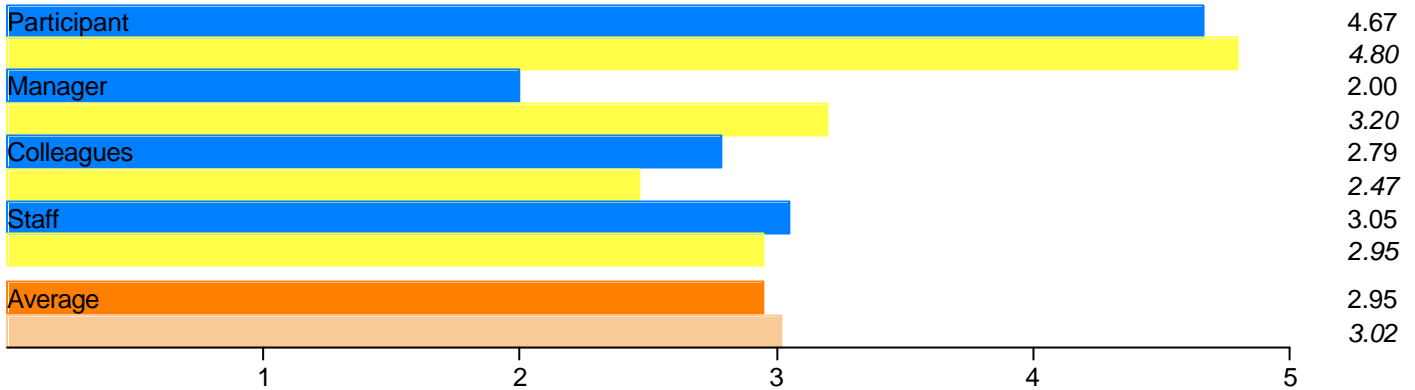
First Bar = Importance Second Bar = Performance

Avs - Average Score

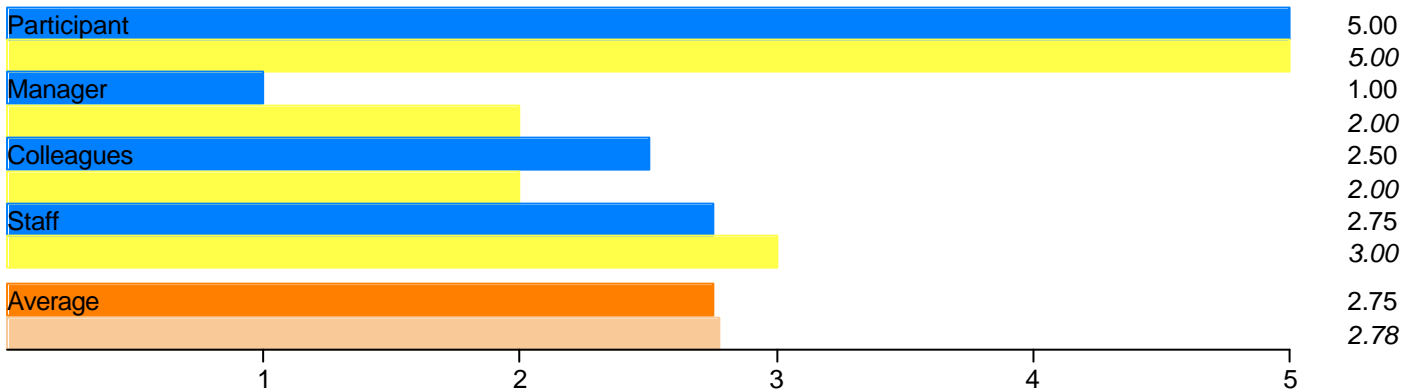
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Detailed Information Penny Test

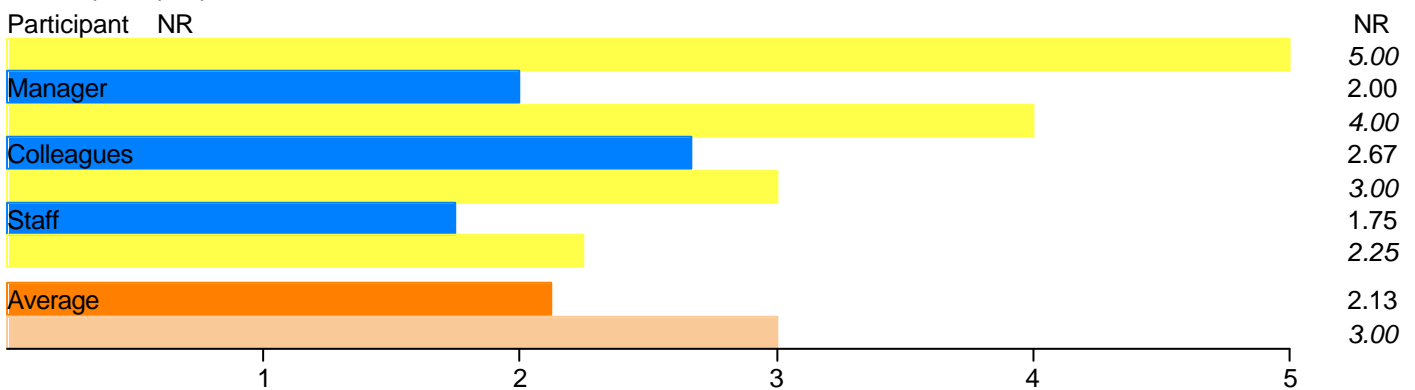
Inspiration



25. Creates a clear vision of the future



30. Inspires people to follow the vision



First Bar = Importance Second Bar = Performance

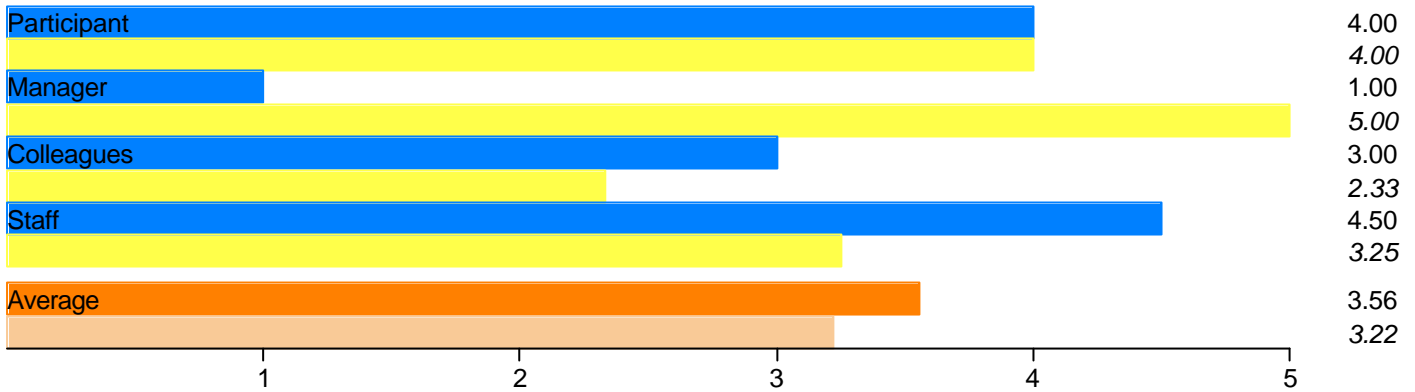
Avs - Average Score

NR - No Response AP - Anonymity Protected

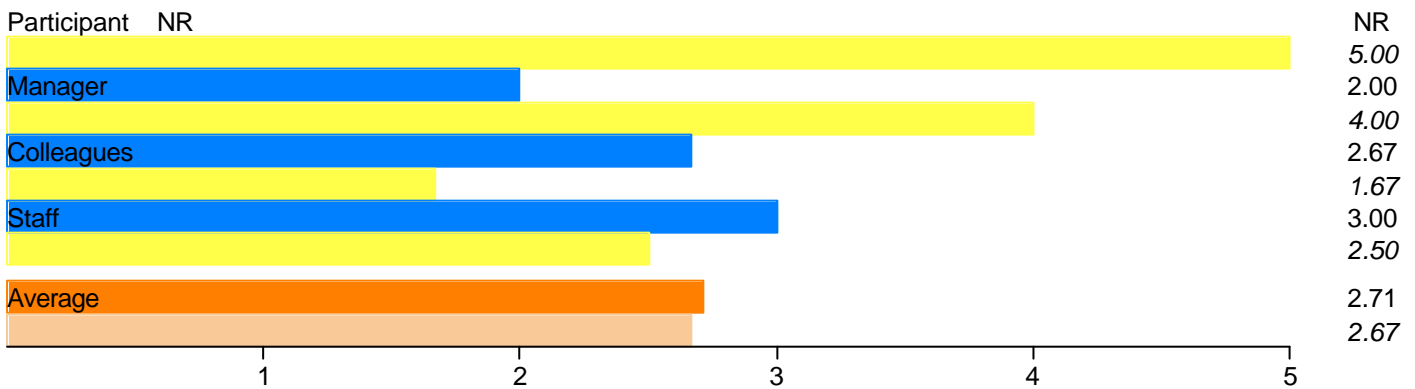
Detailed Information

Penny Test

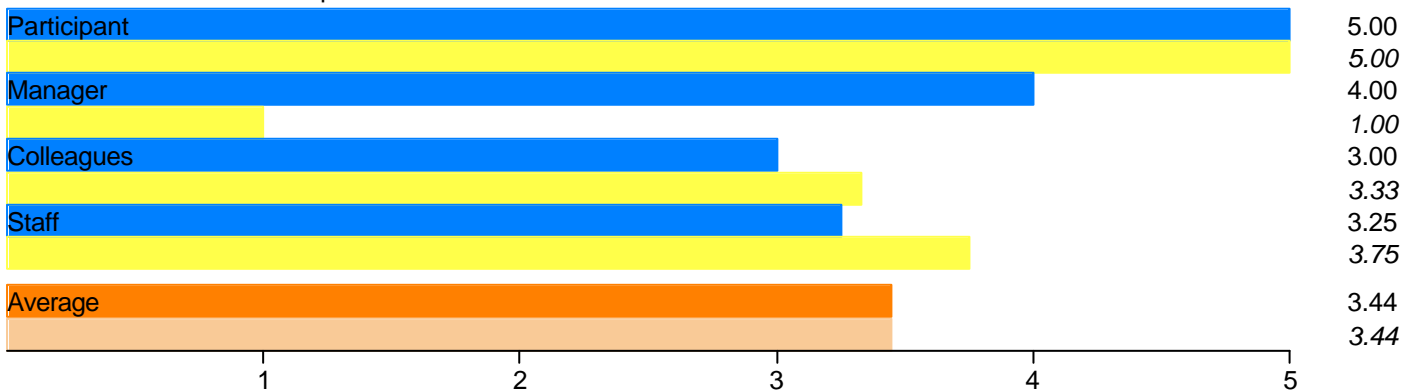
57. Motivates their team



24. Defines strategies for the team



43. Sets an enviable example for others to follow



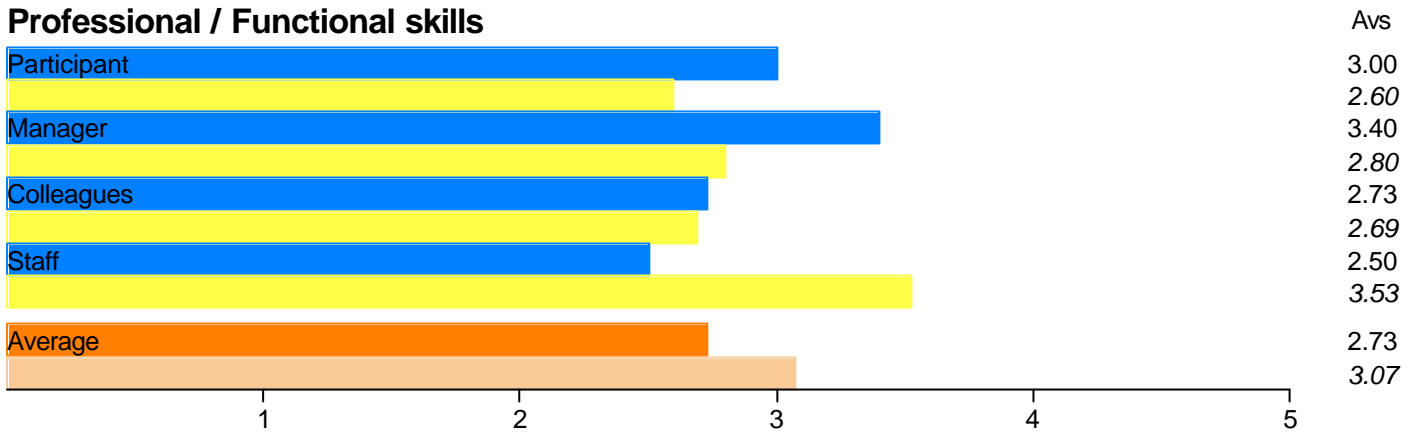
First Bar = Importance Second Bar = Performance

Avs - Average Score

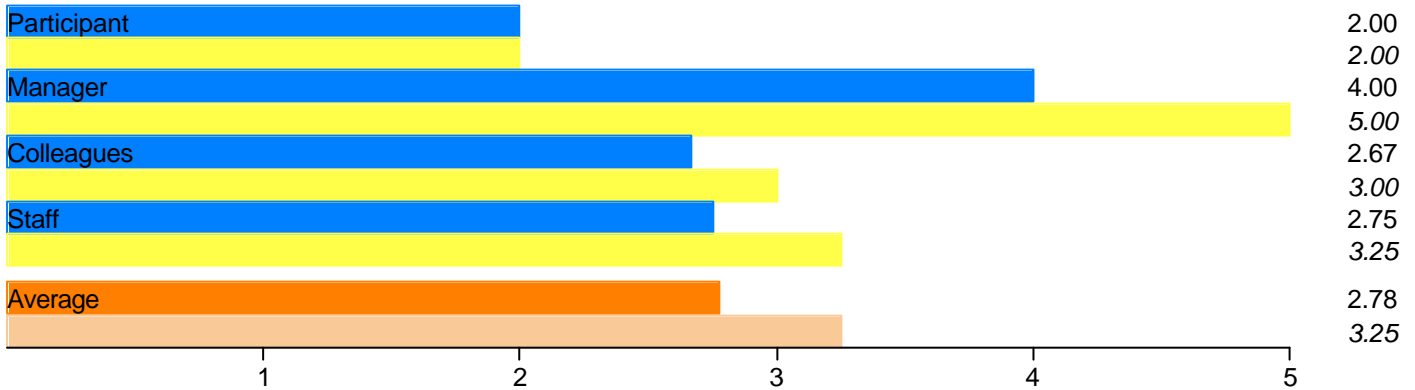
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Detailed Information Penny Test

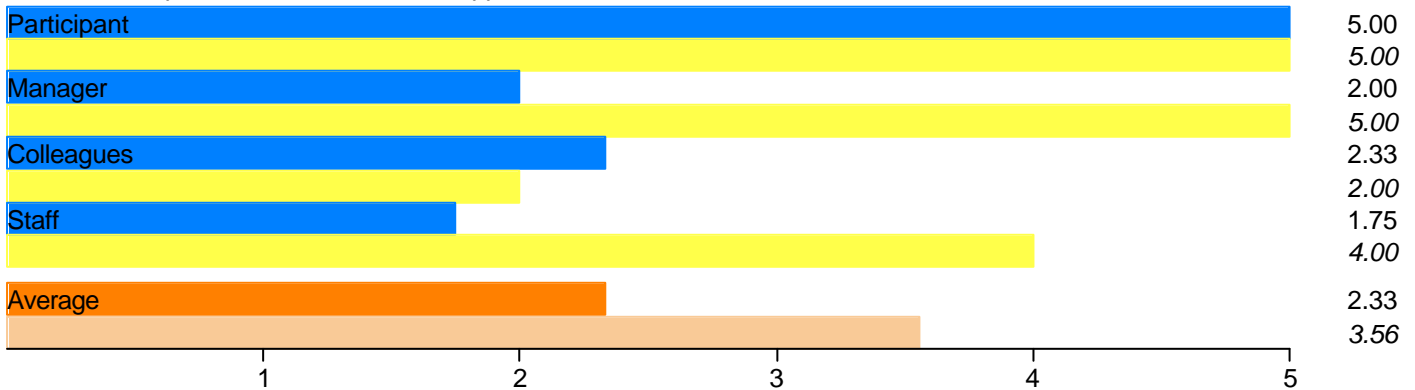
Professional / Functional skills



65. Discusses technical matters in words you can understand



61. Provides professional / functional support to others



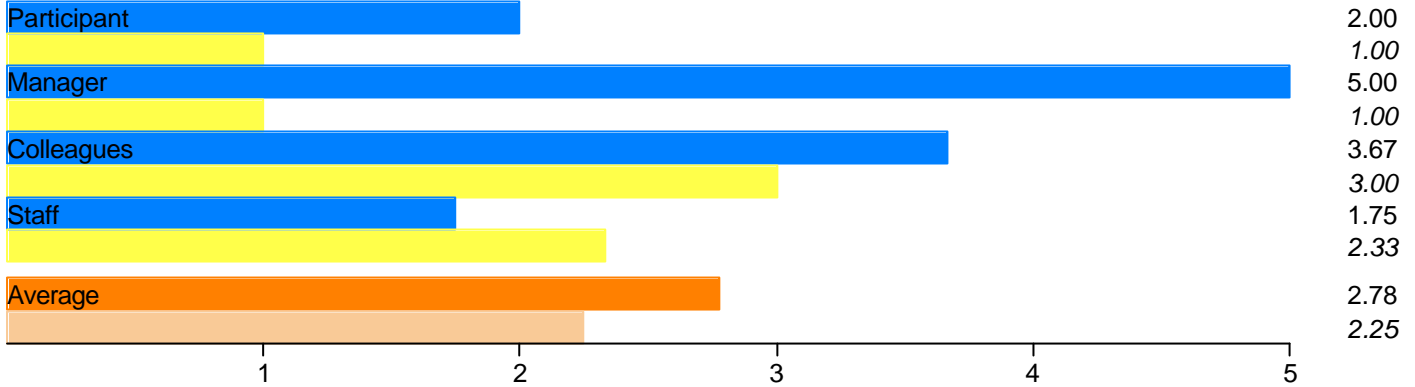
First Bar = Importance Second Bar = Performance

Avs - Average Score

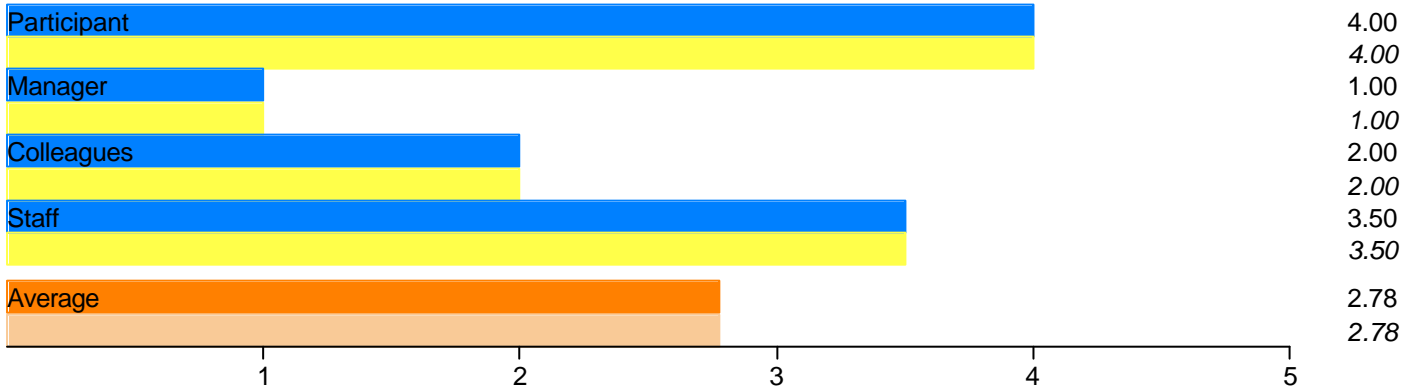
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Detailed Information Penny Test

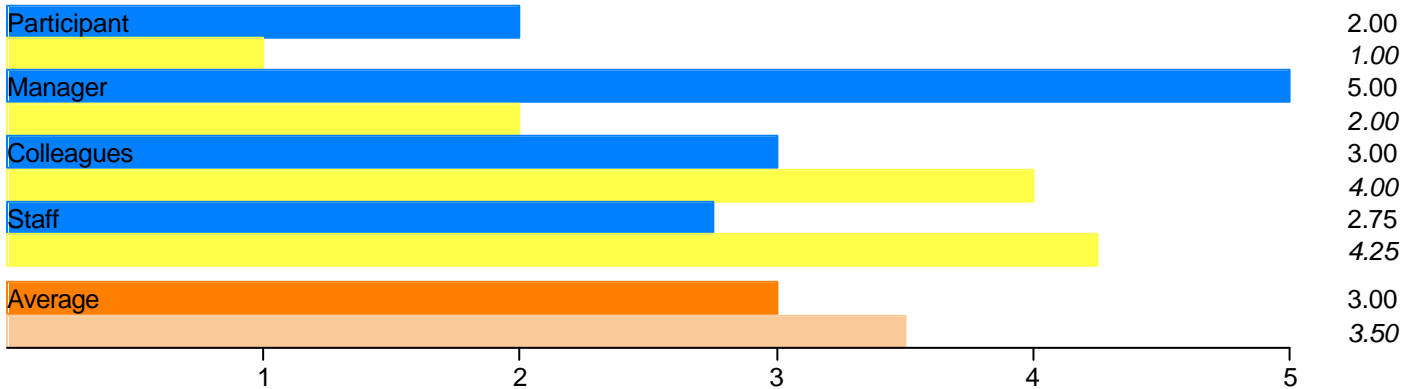
59. Demonstrates an in-depth knowledge of their own professional / functional activity



67. Demonstrates due regard for costs



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



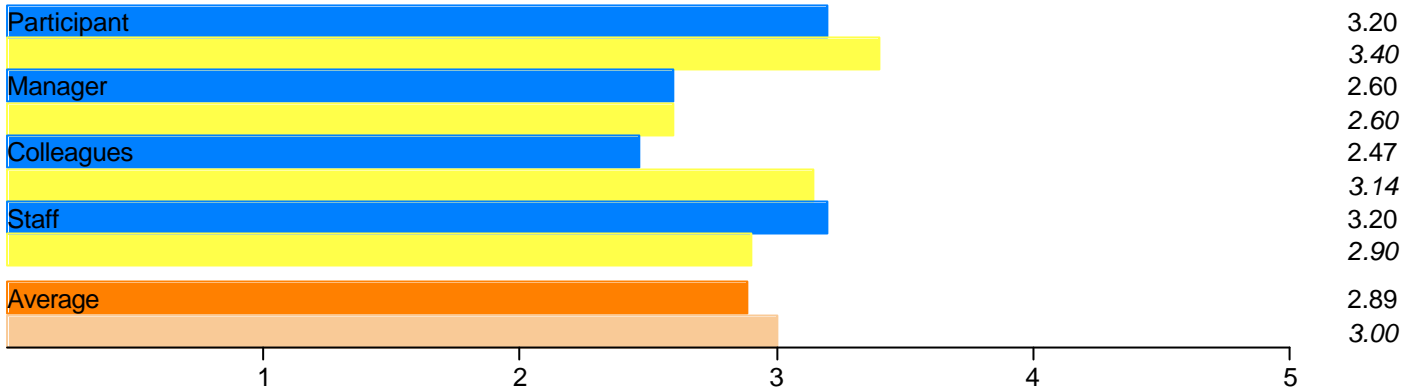
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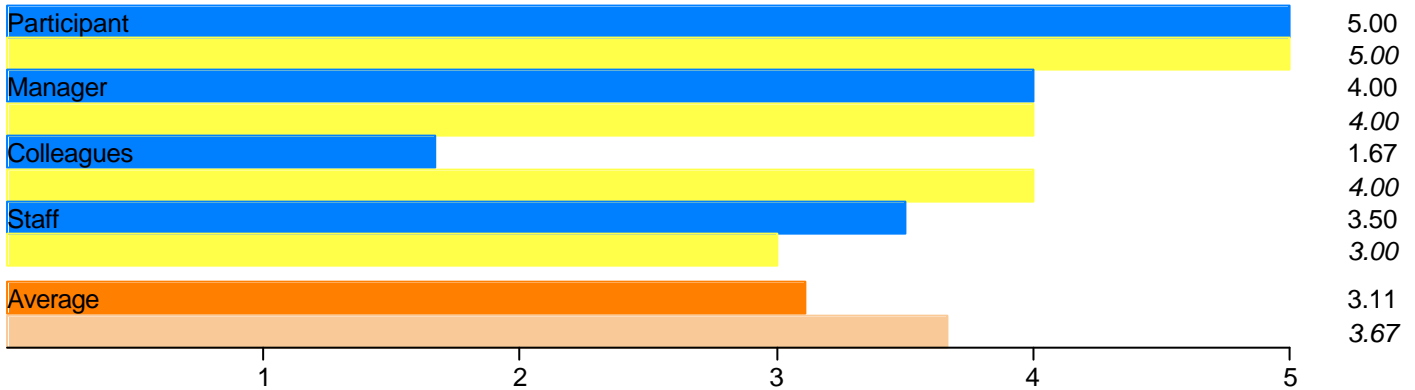
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Detailed Information Penny Test

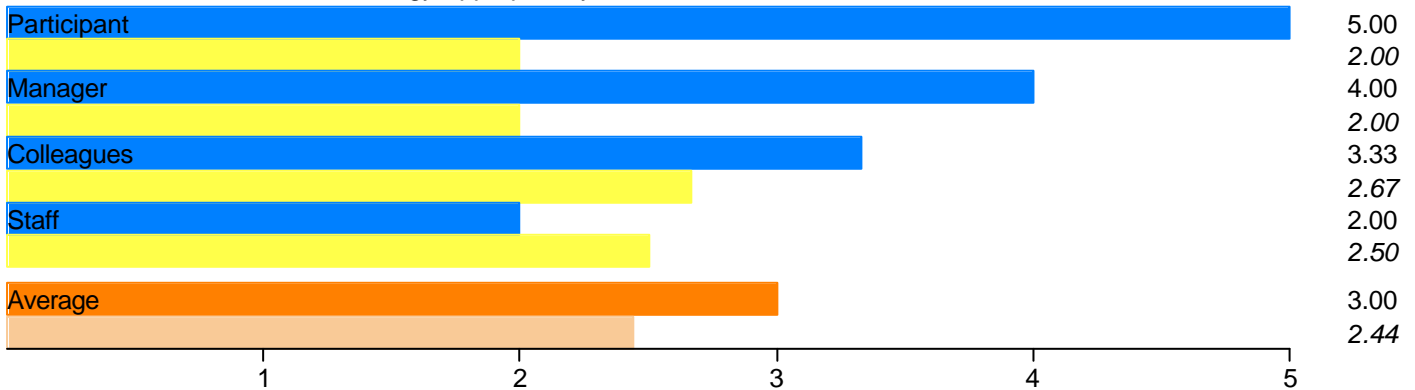
Use of Technology



66. Embraces technological change in their part of the business



60. Uses communication technology appropriately



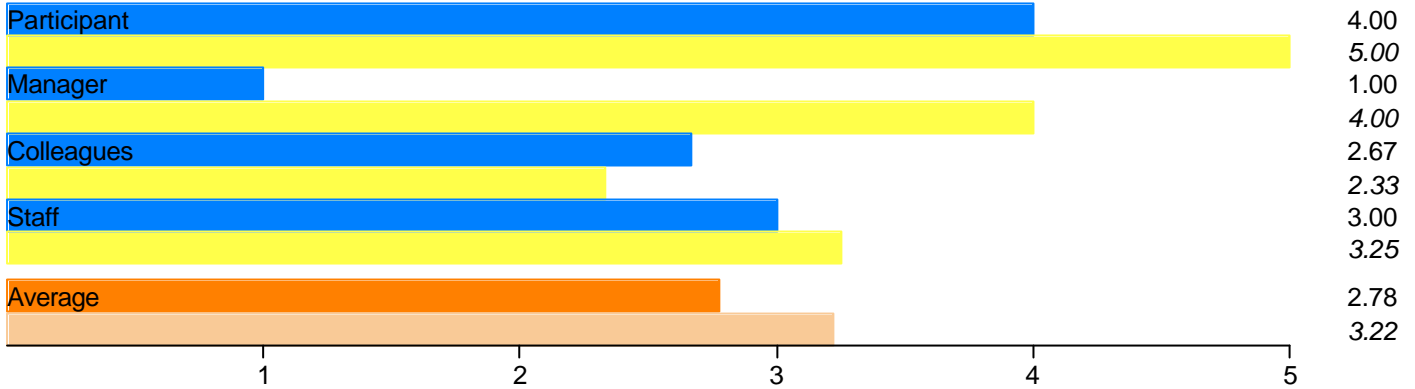
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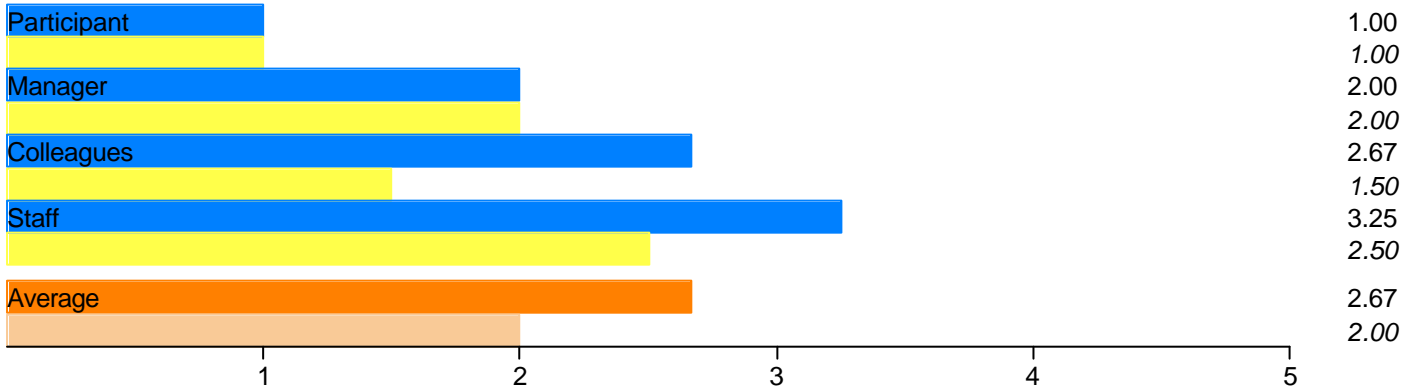
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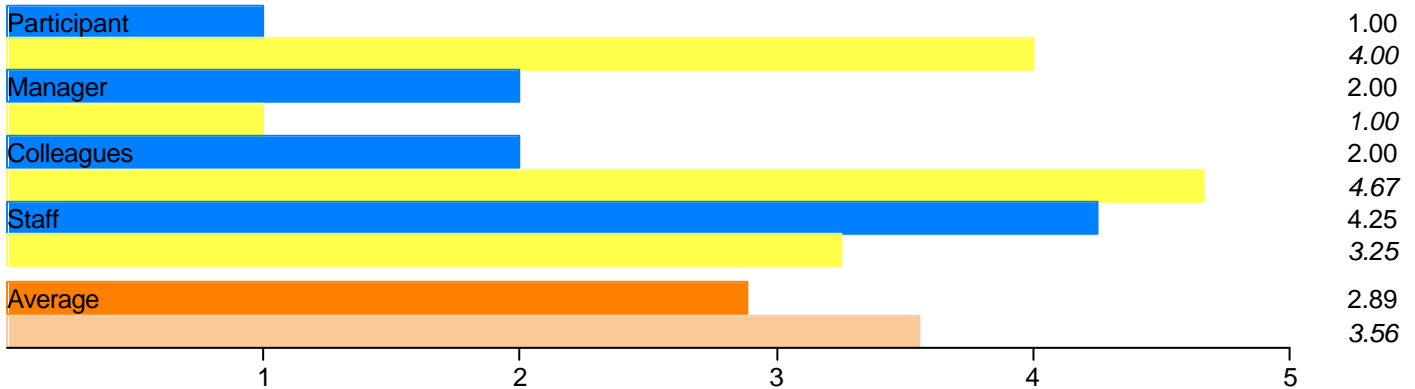
62. Encourages others to use business technology



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



63. Seeks advice when technical problems occur



First Bar = Importance Second Bar = Performance

Avs - Average Score

NR - No Response AP - Anonymity Protected

Introduction to Open Ended Answers

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

These comments have been quoted verbatim.

Compare the comments with the charts you have already read. Do they reinforce the ratings you have received? Do they add any information about your performance?

Open Ended Answers

What do I admire most about this person's work?

Participant

Technical knowledge and communication skills.

Manager

Friendly professional approach.

Colleagues

Confident with people.

Hard working.

Staff

No comments made.

What is the area I would most like this person to change?

Participant

Be more confident.

Manager

Nothing.

Colleagues

Telephone manner.

Staff

No comments made.