



360° Feedback Questionnaire





Please confirm rating scale

Excellent, acts as a role model for others	6
Does this very well	5
Does this well	4
Satisfactory, some minor development might help	3
Requires some development	2
Requires significant development	1
I do not have enough data to comment	0



1 - Leadership <i>Employees with effective leadership skills are able to clearly articulate the Company vision and business goals, inspiring their teams to translate them into tangible and workable successes and results</i>	Rating 0-6
Demonstrates a strong orientation towards achievement and success in self and others	
Takes charge to lead and direct the efforts of others	
Is resilient in pursuing business goals even when the going gets tough	
Inspires enthusiasm and energy in others to follow a given direction	
Projects a positive self image to win the commitment of others	
Delegates effectively by taking into account the potential of the individual and the needs of the job	
In the box below please describe what, in your opinion, the individual does well in this area?	
In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?	



2 - Communication <i>Employees with effective communication skills are able to share ideas and information, presenting ideas using well developed interpersonal skills to a variety of audiences</i>	Rating 0-6
Communicates confidently and effectively to a wide variety of audiences	
Clearly expresses thoughts and ideas in a logical manner	
Maintains a precise and constant flow of information	
Listens effectively to others' ideas and points of view	
Produces written documents that are clear, concise and easy to follow	
Delivers clear, professional and credible presentations	
In the box below please describe what, in your opinion, the individual does well in this area?	
In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?	



3 - Change Innovation and Adaptability <i>Employees who demonstrate the ability to change, innovate and adapt are able to respond to in a positive and professional manner</i>	Rating 0-6
Demonstrates flexibility in a fast changing environment	
Encourages innovation and creativity in others	
Considers new, untested and innovative ways to improve current activities	
Is willing to take calculated and managed risks	
Manages changing priorities in accordance with business needs	
Responds in a professional and positive manner to a constantly changing environment	
In the box below please describe what, in your opinion, the individual does well in this area?	
In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?	



4 - Strategic Planning and Perspective <i>Employees with strategic planning skills are able to proactively identify the way forward in a complex and challenging environment</i>	Rating 0-6
Understands the current and future direction of the company	
Translates business goals and objectives into workable and tangible operational plans	
Communicates the role that their 'team' plays in facilitating and achieving the business objectives	
Takes the longer term organizational requirements into account when making business decisions	
Formulates solutions by recognising the relationships between different business areas and situations	
Takes responsibility and ownership for turning ideas into actions	
In the box below please describe what, in your opinion, the individual does well in this area?	
In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?	



<p>5 - Thinking and Decision Making</p> <p><i>Employees displaying thinking and decision making skills analyse information gathered from a variety of sources in order to make sound judgements and take considered decisions</i></p>	<p>Rating</p> <p>0-6</p>
<p>Demonstrates a structured, but lateral approach and objective view towards decision making</p>	
<p>Displays flexibility and creativity when generating ideas / solutions</p>	
<p>Solves problems by taking a broad view of the situation, stepping back from the detail in order to assess the wider impact</p>	
<p>Collects the input from others – valuing their ideas, opinions and contributions</p>	
<p>Makes sound decisions based on consideration of risks, alternatives and practical implications</p>	
<p>Addresses problems in a timely fashion without hesitation</p>	
<p>In the box below please describe what, in your opinion, the individual does well in this area?</p>	
<p> </p>	
<p>In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?</p>	
<p> </p>	



6 - Planning and Prioritising <i>Employees who plan and prioritise effectively establish a course of action for themselves and others to accomplish specific goals</i>	Rating 0-6
Produces clear business plans that mirror business objectives	
Effectively plans both day-to-day work and ad-hoc projects of self and others	
Manages own time, ensuring priorities are set and dealt with efficiently	
Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise	
Demonstrates focus on the objectives and end results	
Monitors progress, managing any inconsistencies before they reach a critical stage	
In the box below please describe what, in your opinion, the individual does well in this area?	
Empty box for feedback	
In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?	
Empty box for feedback	



7 - Managing and Building Teams <i>Employees who build effective teams encourage full participation and effort, building cohesion while maintaining motivation</i>	Rating 0-6
Actively builds relationships within / between team members in a co-operative and effective manner	
Identifies suitable individuals for tasks by analysing their capabilities and potential	
Demonstrates awareness of the different cultural needs of team members, displaying sensitivity when dealing with issues that may be culturally sensitive	
Effectively manages and develops teams across multiple locations	
Gives appropriate levels of autonomy to allow individuals to exercise their own judgement	
Develops the skills and qualities of team members in order to maximize team and/or project success	
In the box below please describe what, in your opinion, the individual does well in this area?	
In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?	



8 - People Management <i>Managers who demonstrate effective People Management Skills ensure people within their teams are managed in a fair, consistent and professional manner.</i>	Rating 0-6
Actively manages performance by conducting regular performance reviews	
Praises, recognises and values individuals' contributions and effort	
Coaches others to develop to their full potential and improve their performance	
Takes active responsibility for the development of others by setting, realistic but challenging objectives	
Deals with 'difficult' individuals and performance problems in a direct and honest manner as they arise	
Adapts personal style to meet the needs of the individual and the situation	
Treats people fairly without undue favouritism	
In the box below please describe what, in your opinion, the individual does well in this area?	
In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?	



<p>9 - Personal Effectiveness</p> <p><i>Employees with a strong focus on personal effectiveness show resilience and determination to succeed in the face of pressure and difficulties</i></p>	<p>Rating</p> <p>0-6</p>
<p>Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not affected adversely</p>	
<p>Demonstrates a real passion and energy for what they do</p>	
<p>Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealings with internal and external customers</p>	
<p>Actively seeks feedback on management style and proactively works to improve based on feedback given</p>	
<p>Learns from previous experiences of self and others</p>	
<p>Recognises and manages emotions and emotional situations in a sensitive and appropriate manner</p>	
<p>In the box below please describe what, in your opinion, the individual does well in this area?</p>	
<p> </p>	
<p>In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?</p>	
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<p>10 –Company and Industry knowledge and awareness</p> <p><i>Employees with company and industry knowledge are able to quickly navigate their way within the organisation, identifying and enlisting the support of stakeholders to effectively complete their business goals</i></p>	<p>Rating</p> <p>0-6</p>
<p>Demonstrates an awareness of the formal and informal structures and relationships ('politics') that operate within the organisation</p>	
<p>Understand the business processes and procedures (within their area of responsibility) to a sufficient level of detail to successfully manage and plan activities</p>	
<p>Works within organisational boundaries for the benefit of their team / organisation</p>	
<p>Networks with key players in order to build strong relationships with both internal and external 'customers'</p>	
<p>Spends time and energy keeping up to date with market data and trends that affect the overall business</p>	
<p>Understands the cost revenue cycle, managing budgets and resources within corporate guidelines</p>	
<p>In the box below please describe what, in your opinion, the individual does well in this area?</p>	
<p> </p>	
<p>In the box below please describe what, in your opinion, the individual could do differently that would improve their performance in this area?</p>	
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And finally....

What one suggestion would you give that would significantly improve the individual's performance over the next 12 months?