

Exercise 3: 360 degree evaluation

As part of my Continuing Professional Development I am undertaking an evaluation of my current Leadership Competencies to identify the areas where I need to make the most improvement, using a 360 degree evaluation to gather the views of my superiors, peers, and subordinates. I am therefore sending the attached questionnaire to you for your response, and I would be very grateful if you could complete and return it by the end of the week.

One of the key principles of 360 degree evaluation is that the responses should be anonymous and honest; when I have the responses I will compare them to my self-analysis in order to establish what my priorities for learning should be (moving information from the Blind Spot in the Johari window (below) to the Arena).

Known to others, not to me (my Blind Spot)	Not known by me or by others (the Unknown)
Known to me and to others (the Arena)	Known to me and not to others (the Façade)

Johari window model of knowledge about myself

The form is intended to be self-explanatory; I would like you to score it on the basis of my current performance as you perceive it:

- 1 You recognise very little of this behaviour in me
- 2 I could improve his performance significantly
- 3 I am as competent as his peers
- 4 I usually do this well, but could improve
- 5 I consistently does this well

You need not spend a long time agonising over which absolute scores to assign: the important thing is the pattern of poor, fair and good scores which will allow me to check my self-assessed priorities.

I enclose a self-addressed envelope so that the responses remain anonymous.

Thank you for your help.

Please circle your score for each statement.

	Disagree		Neutral		Agree
I am good at explaining the purpose of the work to my team	1	2	3	4	5
My written work is clear, correct, understandable and persuasive	1	2	3	4	5
I provide opportunities for others to contribute ideas and feedback	1	2	3	4	5
I take time to care for my staff as individuals	1	2	3	4	5
I cope well with change and the need to be flexible	1	2	3	4	5
I am well-organised and efficient	1	2	3	4	5
I am tactful and courteous	1	2	3	4	5
I seek advice when I am unsure how to proceed	1	2	3	4	5
I find creative solutions to problems that emerge	1	2	3	4	5
I focus more on getting the job done than on making sure the team understands it	1	2	3	4	5
I am a good ambassador for my employers	1	2	3	4	5
I confront poor performance and conflict	1	2	3	4	5
I provide enthusiasm to the team	1	2	3	4	5
I give credit to others for their contribution to the success of my work	1	2	3	4	5
I do not let my mood affect my interaction with staff	1	2	3	4	5
I expect and display high professional standards	1	2	3	4	5
I am patient with staff learning new skills	1	2	3	4	5
I give clear instructions	1	2	3	4	5
I keep myself informed about progress	1	2	3	4	5
I delegate important tasks to others	1	2	3	4	5
I protect my staff from criticism	1	2	3	4	5
I blame my staff for failure	1	2	3	4	5
I encourage my staff's personal development	1	2	3	4	5
I help staff with their problems	1	2	3	4	5
I understand and promote my organisation's strategic aims	1	2	3	4	5
I contribute to the development of the organisation	1	2	3	4	5