

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

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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.

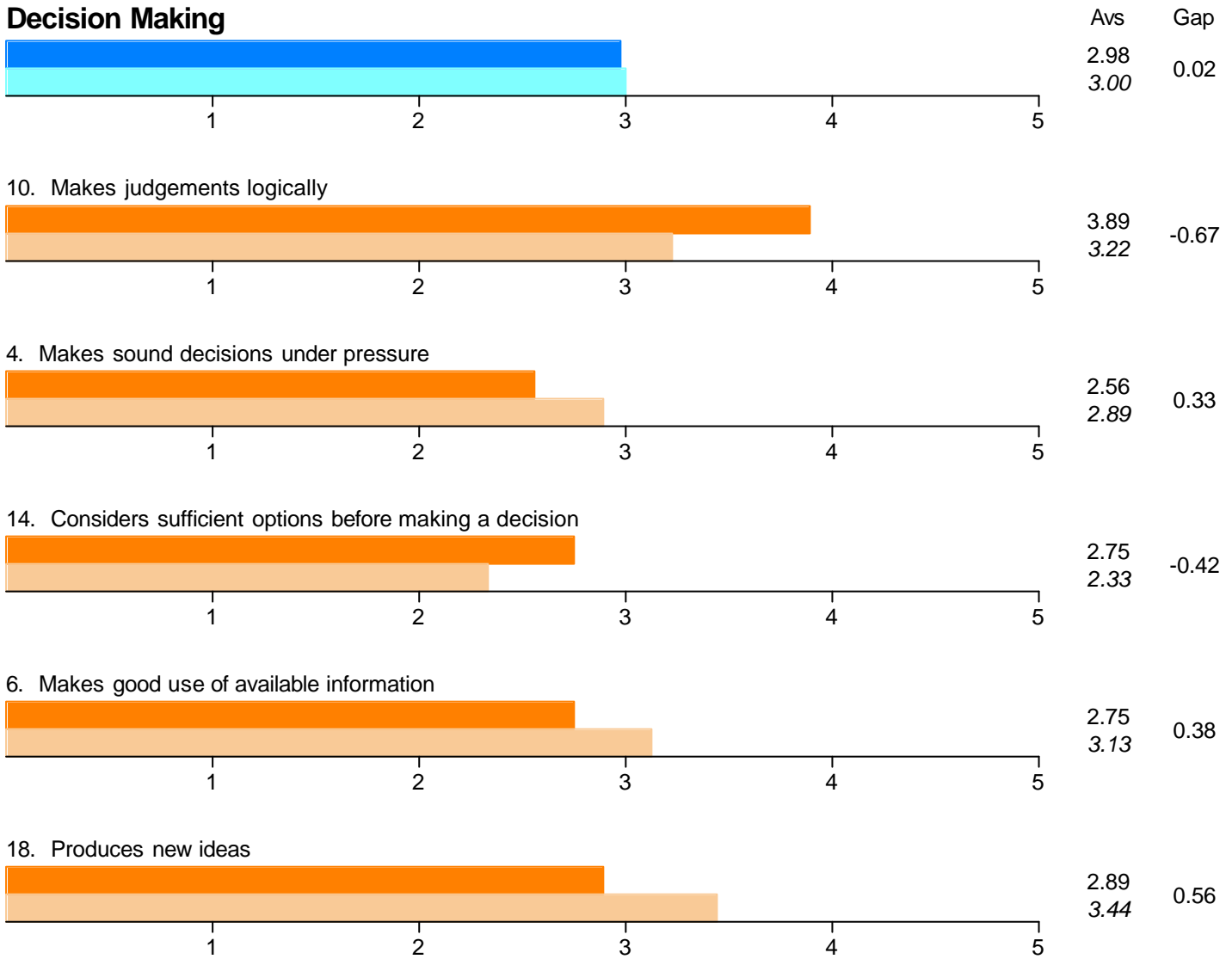
Gap shows the difference between your average. Importance and Performance scores.

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

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.

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

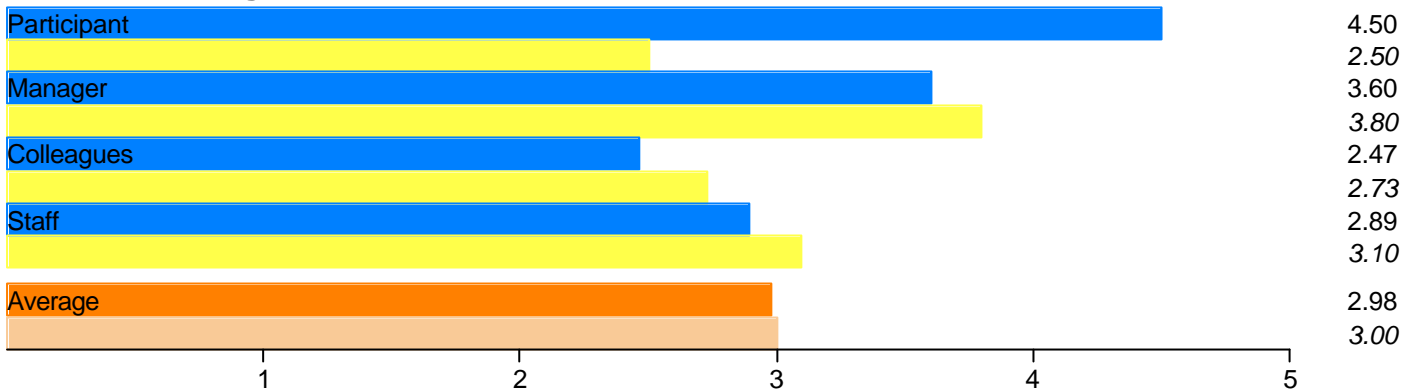
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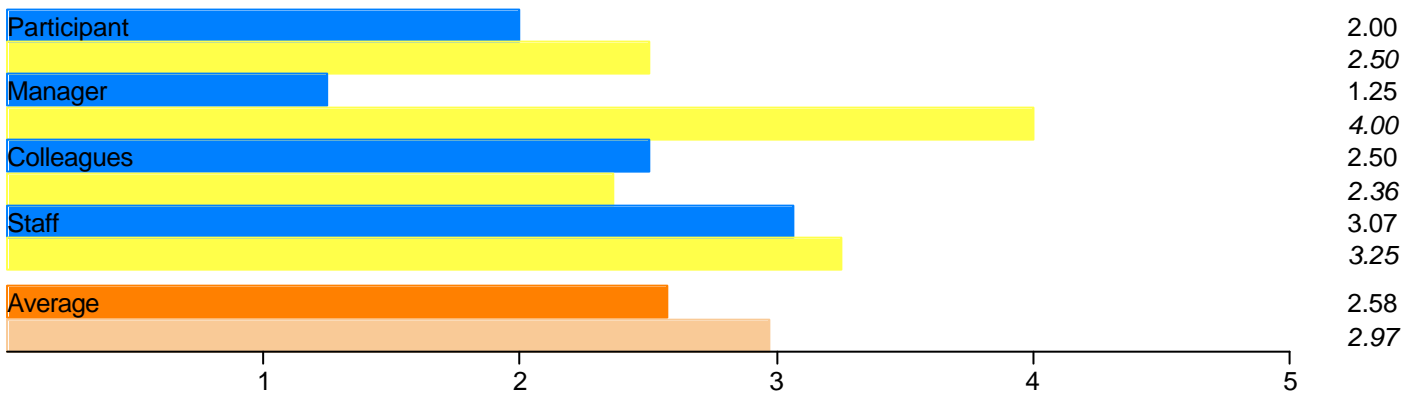
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Competency Rater Overview Penny Test

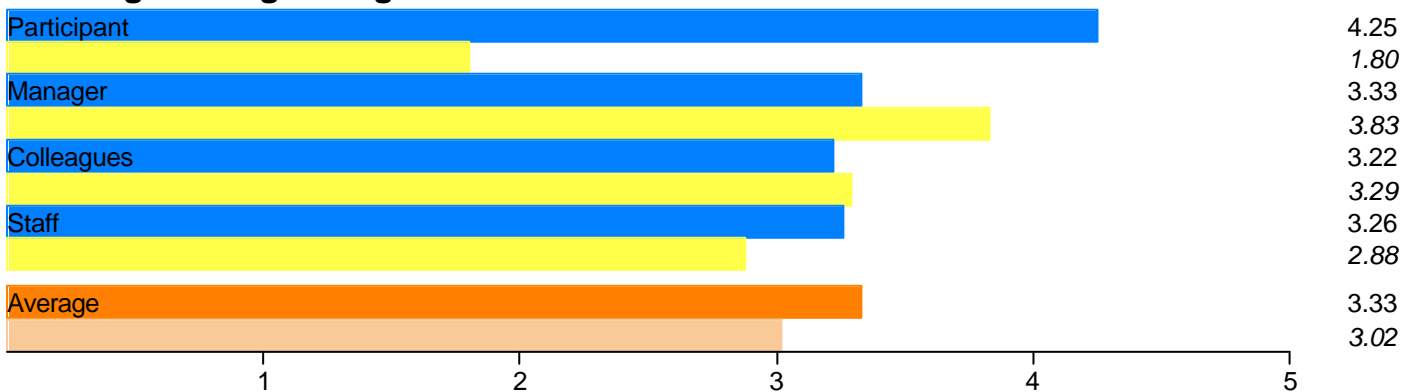
Decision Making



Drive / Self Motivation



Planning and Organising



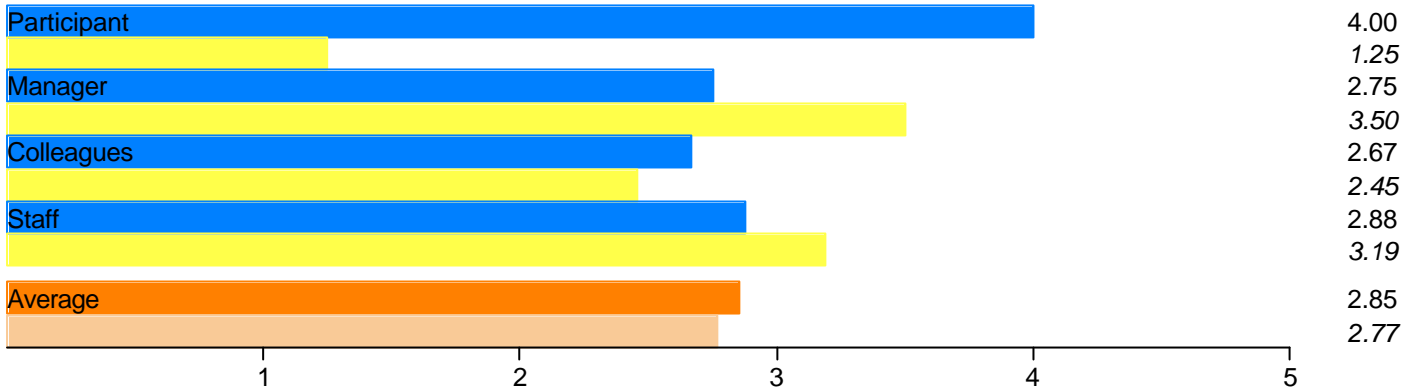
First Bar = Importance Second Bar = Performance

Avs - Average Score

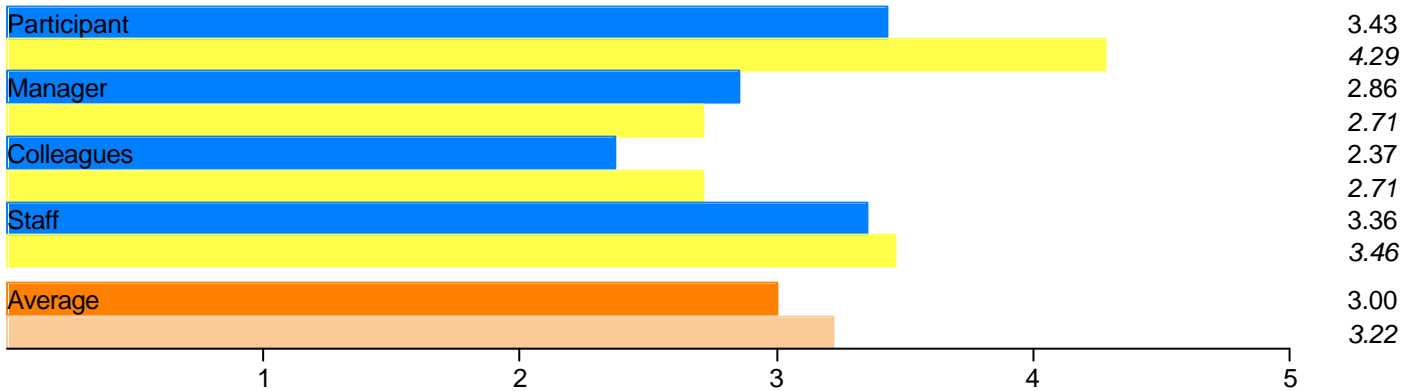
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Competency Rater Overview Penny Test

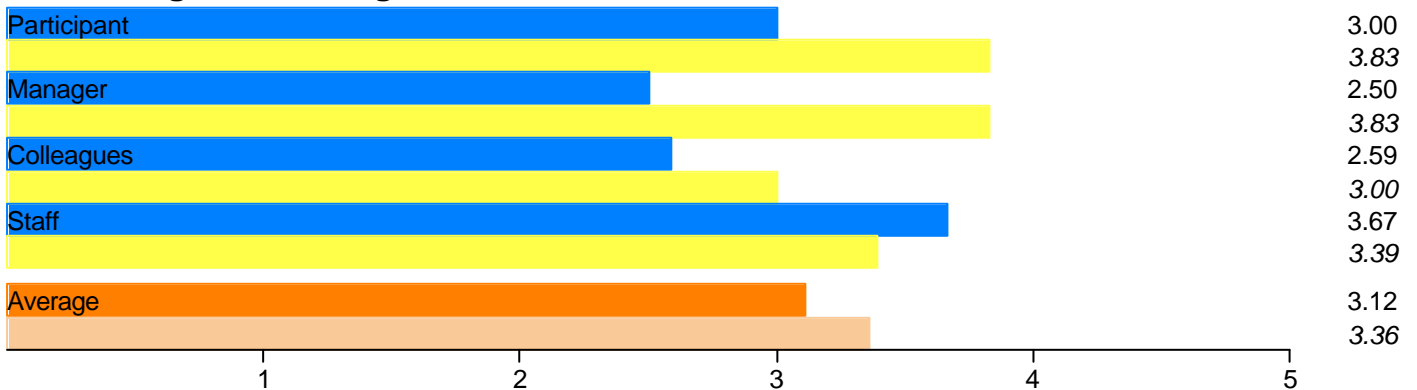
Problem Solving



Communication



Networking and Relating



First Bar = Importance Second Bar = Performance

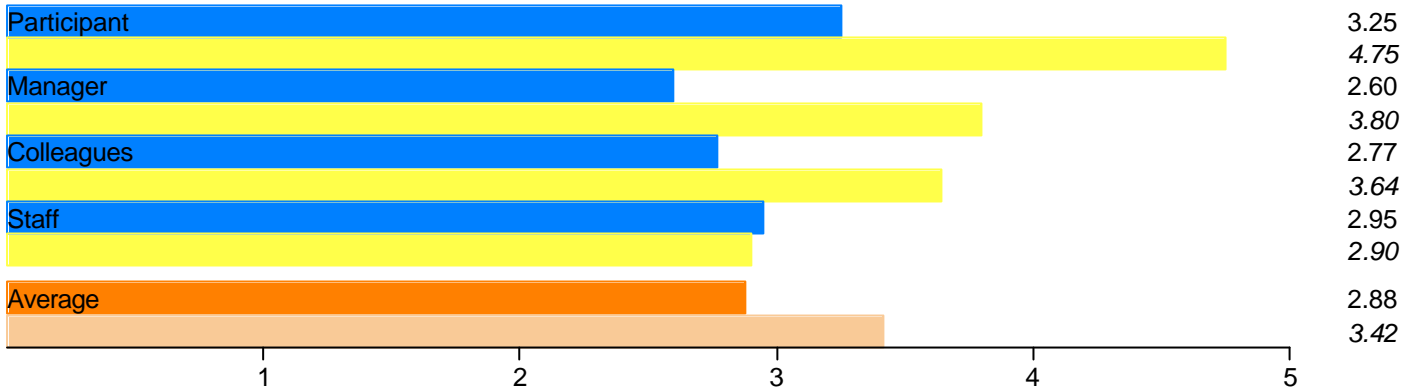
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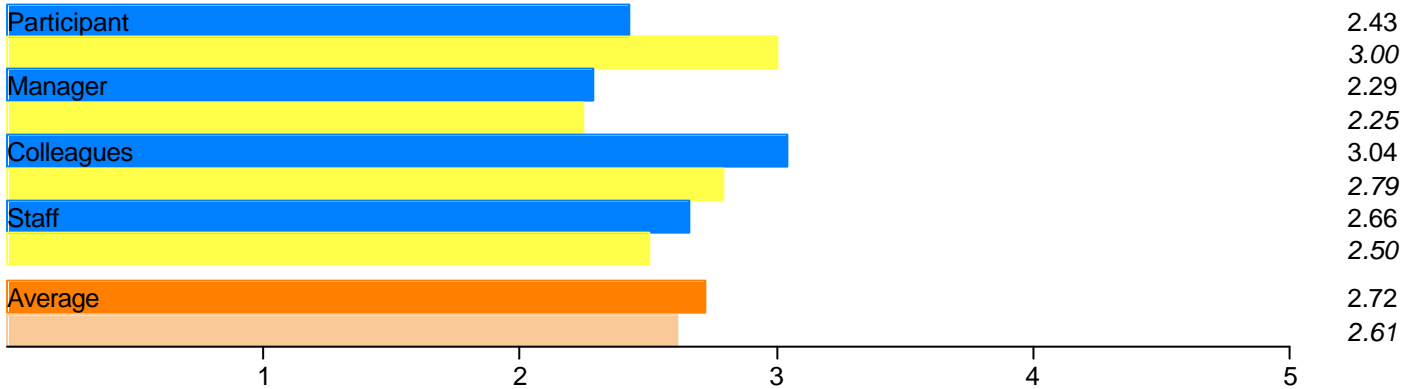
Competency Rater Overview

Penny Test

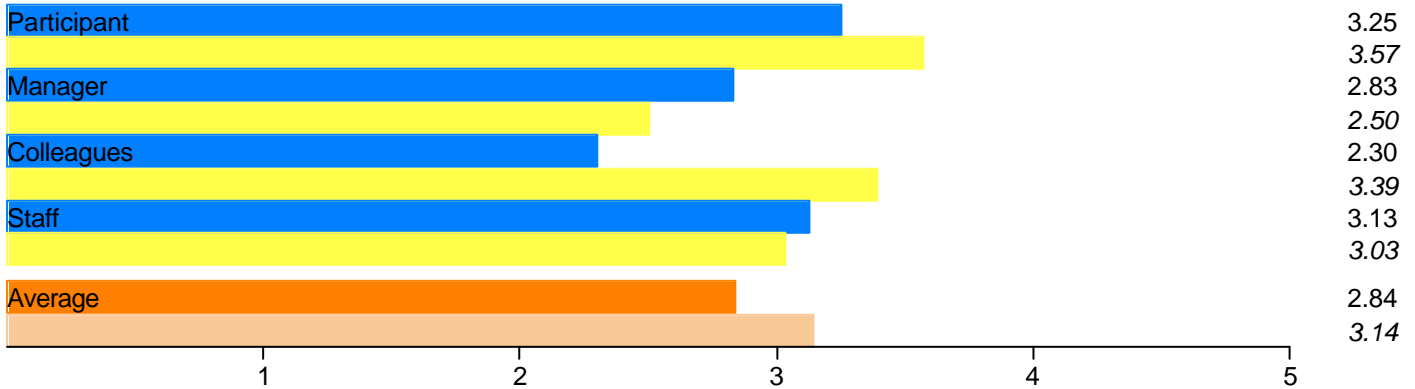
Persuading



People Management



Managing Change



First Bar = Importance Second Bar = Performance

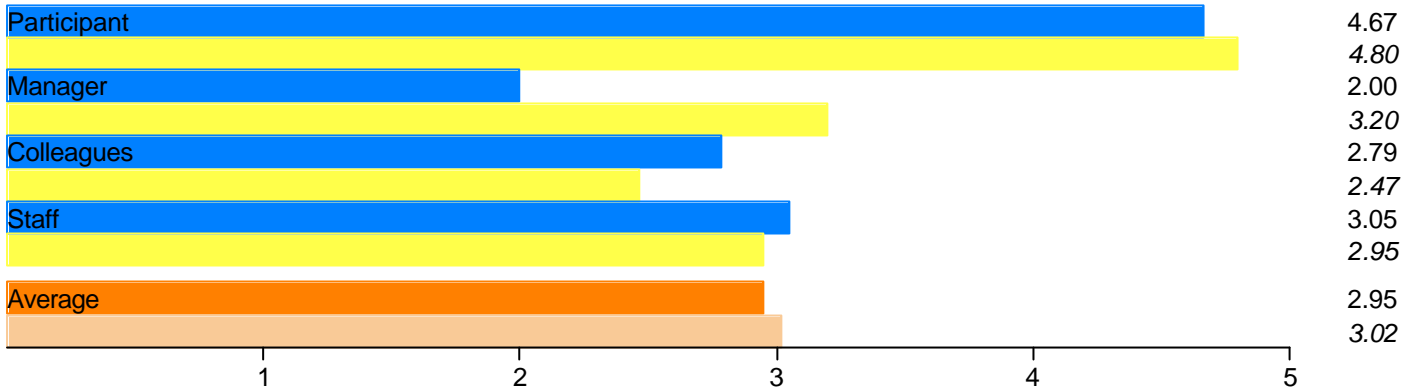
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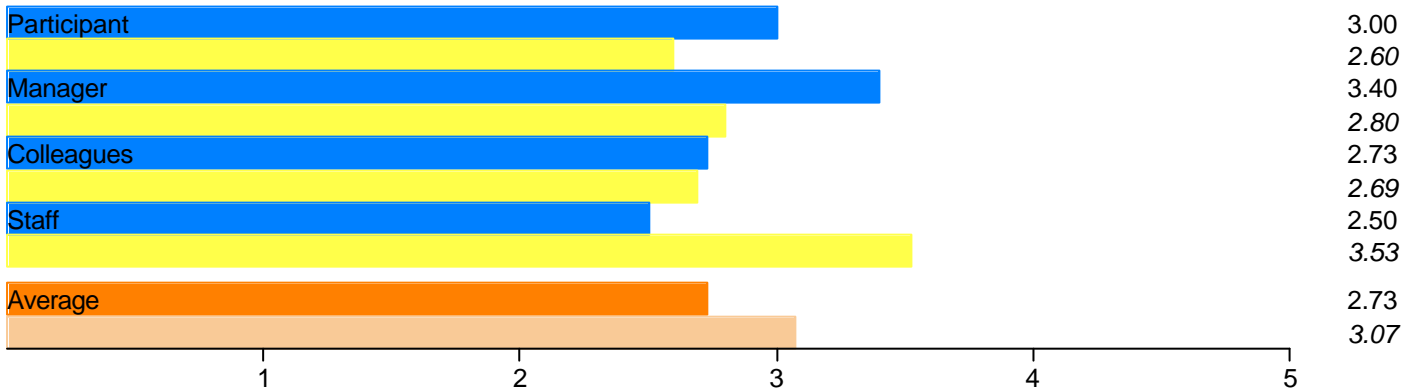
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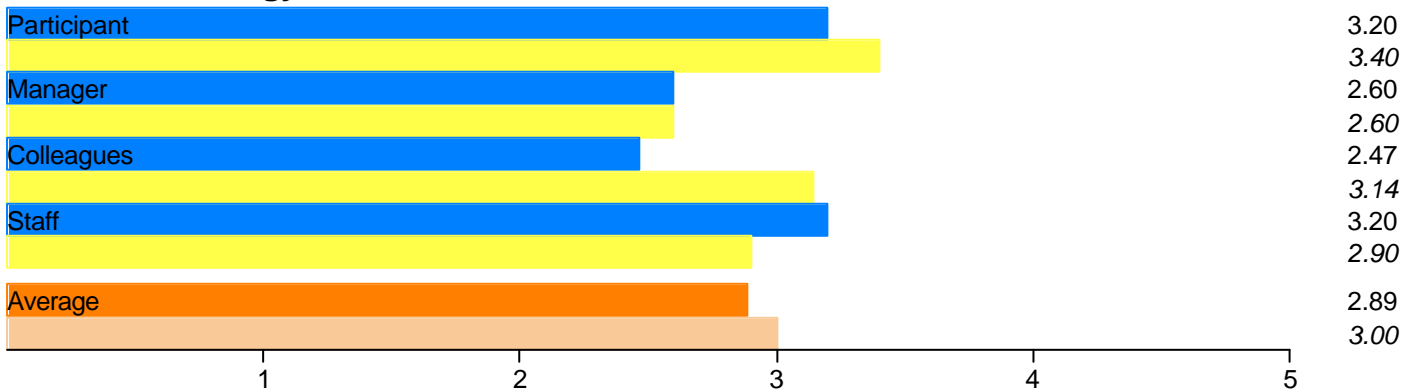
Inspiration



Professional / Functional skills



Use of Technology



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Introduction to Detailed Information

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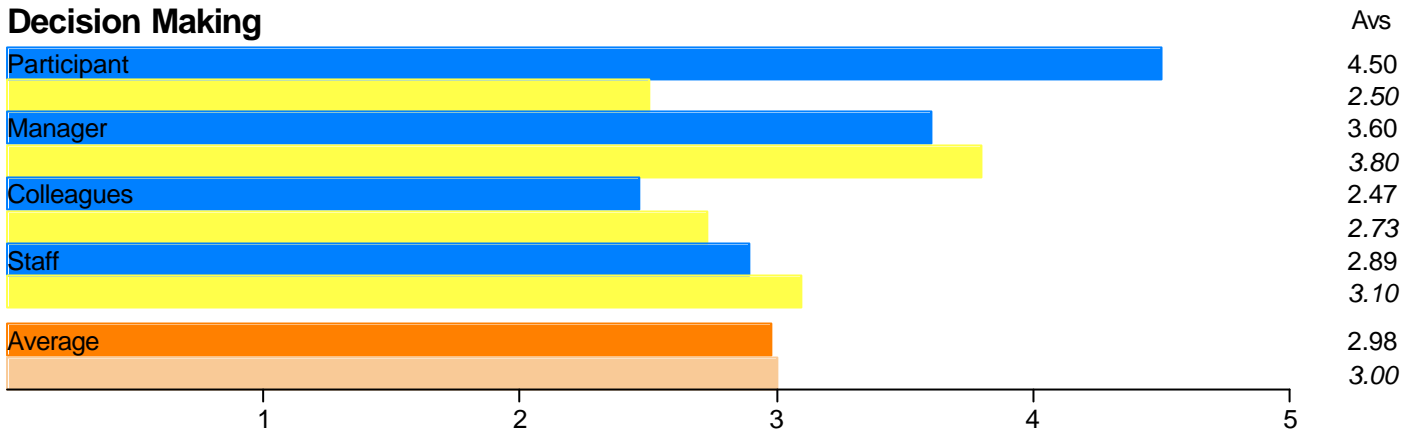
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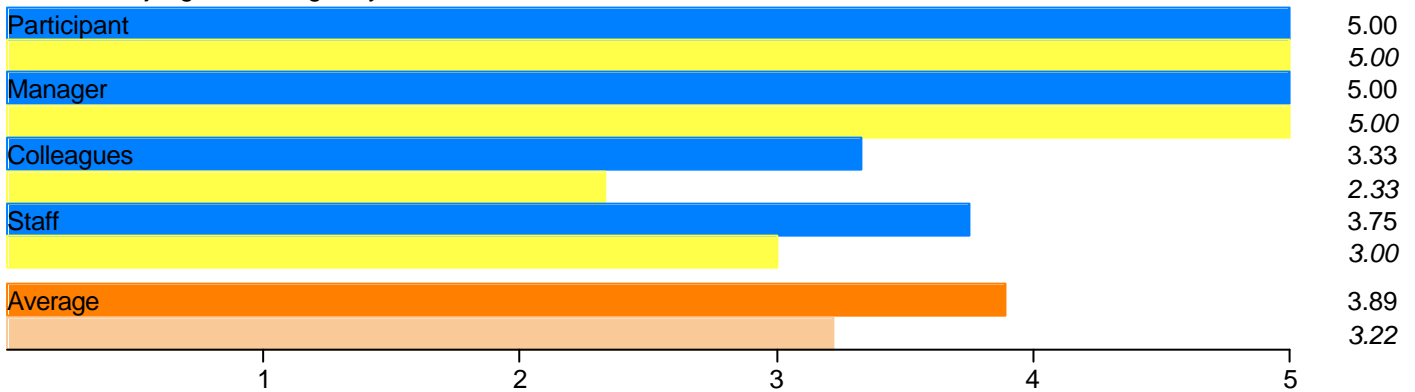
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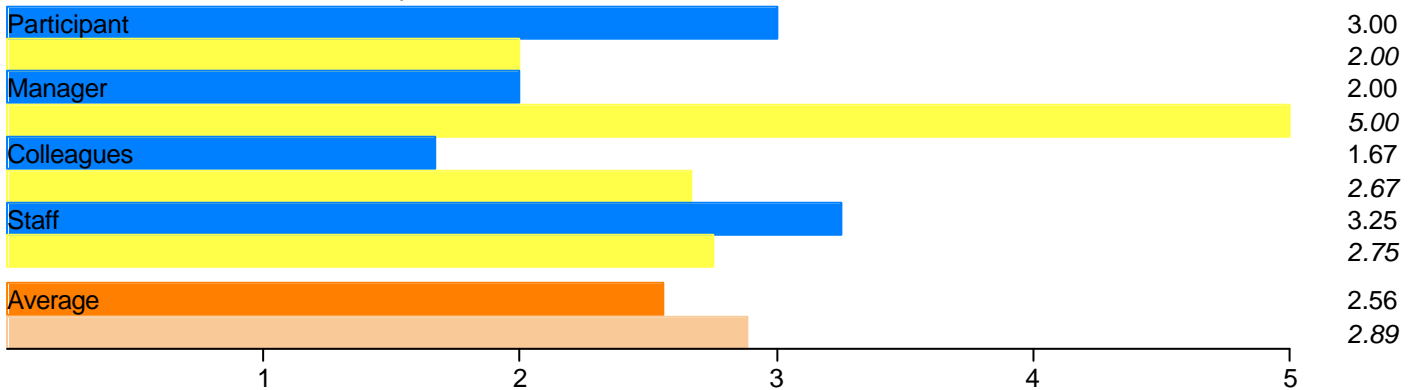
Decision Making



10. Makes judgements logically



4. Makes sound decisions under pressure



First Bar = Importance Second Bar = Performance

Avs - Average Score

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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.