

## Questionnaire Formats

### Rating Scales

		Seldom effective	Sometimes effective	Adequately effective	Effective	Very effective	Often a strength	Always a strength
1.	Steps forward to take the initiative unprompted, regardless of his/her formal position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Not important	Slightly important	Somewhat important	Quite important	Critically important
31.	Ability to develop and articulate a vision for the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32.	High capacity for strategic thinking and execution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

		1 Almost never	2	3	4 Some-times	5	6	7 Almost always
1.	I use appropriate tools such as coaching, to develop others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	I actively create opportunities for others to learn and grow	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Low				High
	Integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1	2	3	4	5	6	NA
Never demonstrates this behaviour	Seldom demonstrates this behaviour	Occasionally demonstrates this behaviour	Often demonstrates this behaviour	Very often demonstrates this behaviour	Always demonstrates this behaviour	I have not observed the individual sufficiently to rate this behaviour

		Never	Seldom	Usually	Mostly	Almost always	No opportunity to observe
16.	Sacrifices personal time and/or resources to assist others in the achievement of organisational goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

57.

He/She is skilled at *finding* problems and opportunities and *deciding* which are the most important to address first.

☒ Have not observed

He/She is skilled at solving problems *when they arise* without spending much time looking beyond the immediate problem.

### Sliding scale

## Open Questions/Comments

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree	No opportunity to observe
1. Is approachable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments:						
<div></div>						

	Forte-mente in disaccordo	In disaccordo	Parzialmente in accordo	In accordo	Forte-mente in accordo	Non so	Commento/Esempio
1. Sono molto attento a dimostrare il mio apprezzamento per il lavoro svolto dagli altri	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<div>Commento/Esempio</div>

	Needs discussing as an area of development	Meets Requirements	An area of strength	Comments
Relates well to customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<div>Comment</div> <div>Comment</div>

**1. What's working? This should be based on evidence, so please give examples.**

What's working? . Examples: .

If you would like to provide additional examples, please do so in the comment box below:

**2. What's not working so well? This should be based on evidence, so please give examples.**

You could improve in . Examples: .

If you would like to provide additional examples, please do so in the comment box below:

## Open-ended feedback

What should Demo START doing to be more effective?

What should Demo STOP doing to be more effective?

What should Demo CONTINUE doing to be more effective?

Is there any additional positive feedback you'd like to give to Demo?

Is there any further opportunity for development you'd like to highlight that will assist him/her in developing leadership and management skills?

### CONTINUE:

Please describe the type of behaviour that contributes to Wendy's effectiveness as a leader. (For example, making a great effort to give constructive feedback to subordinates)

### DEVELOP:

Describe the kind of behaviour that Wendy should develop to become more effective as a leader. (For example, be more astute in running meetings)

### ELIMINATE:

Describe the kind of behaviour that Wendy should stop doing to be more effective as a leader. (For example, stop micro-managing subordinates)

Given your role requirements for Wendy, the career path he/she is on, and the feedback you have given above, please note 3-5 **PRIORITY** areas that you believe Wendy needs to focus on first.

**Option for managers to note priorities for the participant**

## Multiple Choice and Drop Down Menus

What level are you currently at?

- ☐ First year trainee
- ☐ Second year trainee
- ☐ Third year trainee
- ☐ Supervisor/ Assistant manager
- ☐ Manager
- ☐ Senior Manager
- ☐ Associate Director

Please answer the following biographical questions:

Department	<input type="text"/>
Years known the ratee in professional capacity	<input type="text"/>

Please answer the following biographical questions:

Department	<input type="text"/>
Years known the ratee in professional capacity	<input type="text"/>

Less than 1 year  
 1 year but less than 2 years  
 2 years but less than 4 years

## Multiple Selection/List Items

Please indicate what you believe to be the three most important characteristics of a leader.

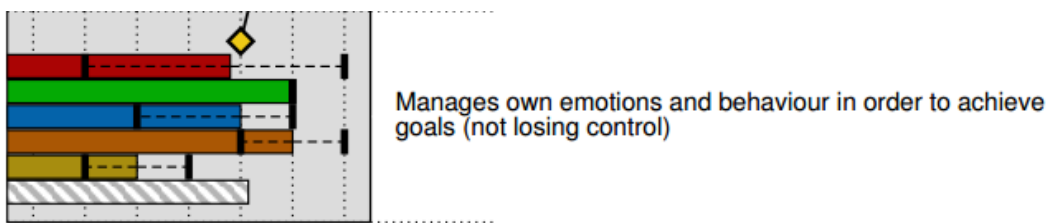
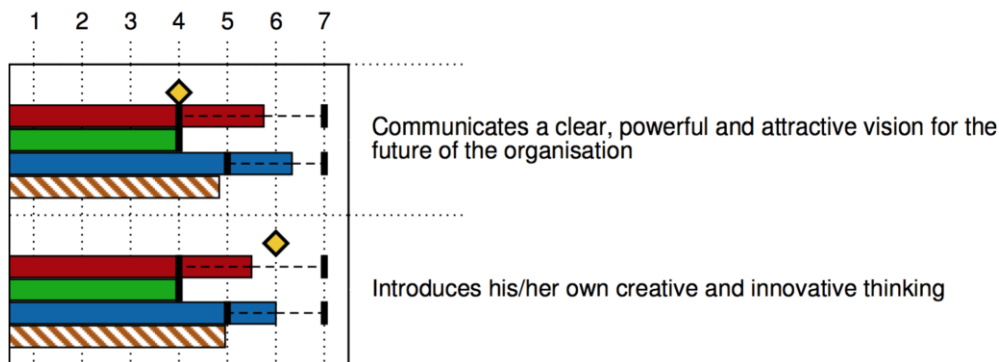
<b>Self awareness</b>	<b>Self confidence</b>
<b>Openness to change</b>	<b>Commitment to learning</b>
<b>Commitment to improving society</b>	<b>Understanding others</b>
<b>Diversity awareness</b>	<b>Ethical awareness</b>
<b>Personal resilience</b>	<b>Personal responsibility for outcomes</b>

In the following table please click on the name(s) of the **people most likely to exhibit each of the behaviours described**. Please choose no more than three people for each item.

1.	Coordinate the discussion, ensuring that each member's contribution is made	Judith	Daphne	Norman	Joanne	Kerryn
2.	Get the group going by suggesting a way of approaching an issue or defining the problem or task	Judith	Daphne	Norman	Joanne	Kerryn

# Reports

## Bar Graphs



## Comments

In the near future, the expectation is for him to take the lead on points that could be translated in to Continues Improvement projects.

Bar graphs followed by comments relating to the dimension/competency

## Tables

### YOUR RATINGS VERSUS THE OVERALL NORM

This table shows up to six items (plus possible ties) with the greatest difference between your respondents' ratings, and the average of all ratings for the group, with your respondents' rating the larger. These may be items which are particular strengths relative to the rest of the group.

Question text	Self	Your raters	Pro-gramme average
Contributes a very thorough understanding of how business works	6	5.77	5.05
Analyses complex situations insightfully	6	5.38	4.83

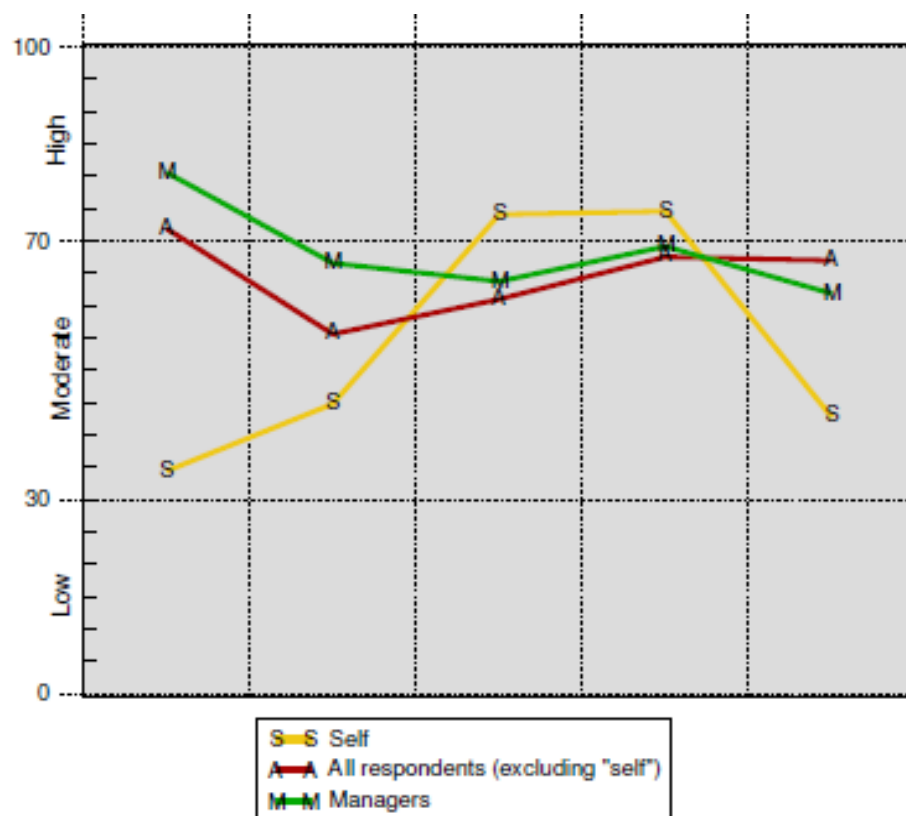
Your average scores for this section are:

**1.8** Average self score

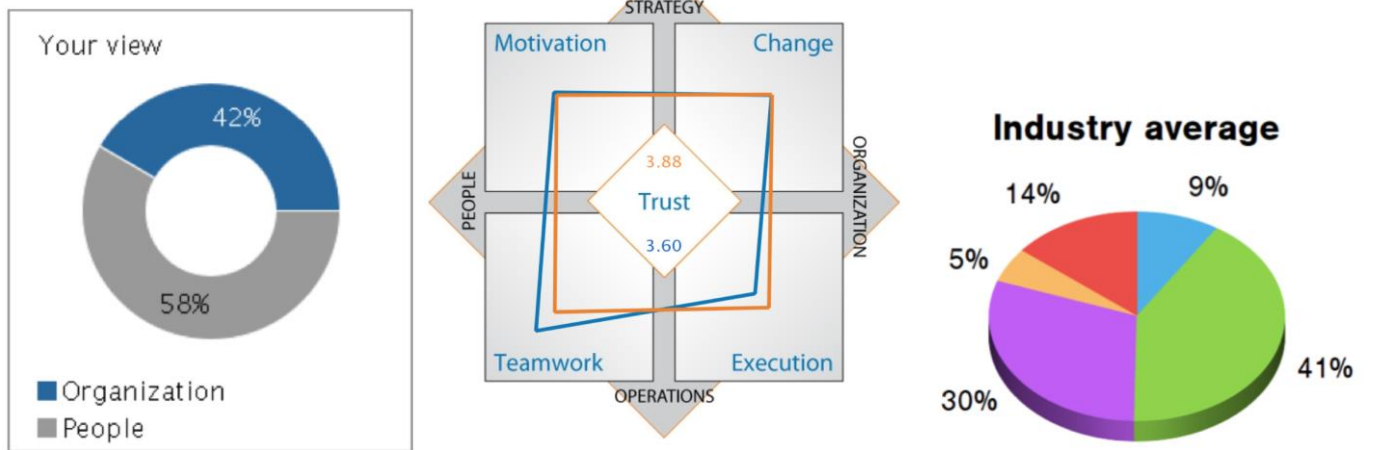
**3.07** Average score from other raters

	Self	All others
1. Provides a safe environment for others to voice ideas and opinions, regardless of their level.	3.00	<b>1.67</b>
2. Challenges the status quo and is willing to speak up even at personal risk.	2.00	<b>3.67</b>

## Line graphs



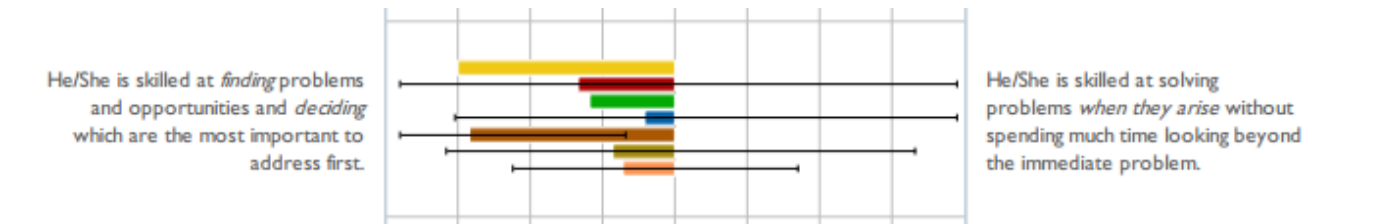
Other



This table shows how many people rated you a 1, 2, 3, 4, or 5 for each time. On the right you see the average score of all others' evaluations. Your self-evaluation is highlighted in blue.

Item	1	2	3	4	5	Average
1. She takes great care to show appreciation for my work	1	0	3	5	3	3.75

<b>Relates well to customers</b>	Has a very professional and well groomed approach  Robyn is friendly and understands the importance of customer experience
<b>Delivers high quality work at or beyond the expected standard</b>	Always strives for the best possible outcome and delivers more than 100% all the time  Dependable always and prepared to work until something is 'right'.



Reporting of sliding scale question items