

Executive View/360

Online Questionnaire

Welcome

You are rating: **Sam Sample**.

Scale

- 1 = To an Extremely Small Extent
- 2 = To a Very Small Extent
- 3 = To a Small Extent
- 4 = To a Moderate Extent
- 5 = To a Large Extent
- 6 = To a Very Large Extent
- 7 = To an Extremely Large Extent
- N/A = Not Observable or Not Applicable

Questionnaire

Note: This is just a portion of the survey.

No.	The Individual	To an Extremely Small Extent					To an Extremely Large Extent		
		1	2	3	4	5	6	7	N/A
1	Has a compelling and clear picture for the future of the business and organization.	1	2	3	4	5	6	7	N/A
2	Develops results-oriented strategies to achieve and maintain competitive advantage.	1	2	3	4	5	6	7	N/A
3	Articulates a compelling strategy for integrating technology into the strategic plan.	1	2	3	4	5	6	7	N/A
4	Identifies key issues in budgets, profit and loss statements, and other financial indicators.	1	2	3	4	5	6	7	N/A
5	Demonstrates a depth and breadth of understanding of key operations and departments within the organization.	1	2	3	4	5	6	7	N/A
6	Has a deep knowledge of the industry (e.g., history, patterns, and trends).	1	2	3	4	5	6	7	N/A
7	Effectively utilizes positional power to drive key initiatives and strategies.	1	2	3	4	5	6	7	N/A
8	Anticipates potential and future problems.	1	2	3	4	5	6	7	N/A
9	Makes timely decisions based on adequate data and information.	1	2	3	4	5	6	7	N/A
10	Seeks and creates opportunities to add value within the marketplace.	1	2	3	4	5	6	7	N/A

Competencies Assessed in ExecView360

For senior level administrators

Performance Leadership

Visionary Leadership

Develops a clear direction and "picture" for the future of the business. Creates a long term, big picture view of the business. Creates a climate that supports future based thinking, analysis, and decision-making.

Drive for Results

Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Monitors and addresses team and organizational performance issues.

Technological Leadership

Allocates financial and human resources to acquire and utilize the most appropriate technologies in information, communication and operational systems for competitive advantage.

Financial Leadership

Understands and applies key financial information in the development of strategy, allocation of resources, capital expenditures, and overall corporate decision-making. Effectively allocates resources through the development and analysis of income and expense budgets.

Cross-Functional Versatility

Maximizes value by ensuring that all decisions and practices add superior value. Effectively builds cross-functional capabilities through strategic alliances. Effectively encourages cross-functional partnerships in achieving corporate goals.

Depth of Industry Knowledge

Is a consummate consumer of industry information. Frequently attends seminars, conferences, classes, and other educational opportunities to deepen industry knowledge. Teaches (shares) with others information, knowledge, and industry best practices.

Political Leadership

Understands the dynamics of political systems and power relationships within the organization. Strategically asserts political power and influence to achieve

organizational goals and objectives. Fosters a culture that minimizes the negative aspects of political infighting.

Strategic Problem Analysis

Analyzes situations, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Decision Making

Makes high quality decisions when required. Thinks and plans strategically.

Change Leadership

Entrepreneurial Leadership

Seeks opportunities to expand existing businesses. Take strategic risks in entering new markets, developing new products, and funding new business ventures.

Driving Strategic Direction

Ability to identify and communicate achievable organizational strategies and initiatives. Identifies potential risks and opportunities to achieve business goals and objectives.

Driving Change

Drives innovation and change. Creates and inspires innovative ideas, technologies and processes. Values and creates opportunities for innovative thinking that leads to the development of new products or services. Understands the need to allocate time, energy, and financial resources to creating a culture of innovation.

Interpersonal Leadership

Building Strategic Relationships

Ability to initiate and cultivate strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships **with diverse stakeholders.**

Empowering Others

Inspires extraordinary performance by fostering empowerment. Motivates others to achieve superior business performance by supporting autonomy and independence. Supports risk taking and innovation.

Team Building

Ability to create and develop motivated, cohesive, and high performance teams.

Interpersonal Effectiveness

Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.

Oral Communication/Presentation

Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner. Ability to express written thoughts and ideas in a clear and concise manner. Ability to convey oral thoughts & ideas in a clear and concise manner.

Influence/Negotiation

Ability to negotiate and effectively resolve interpersonal differences with others. Ability to utilize appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Coaching/Talent Development

Ability to attract, develop and retain talent. Ability to coach, train and develop others.

Personal Leadership

Self-Development

Ability to effectively manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Flexibility

Ability to maintain balance and performance under pressure and stress. Ability to effectively cope with ambiguity and change in a constructive manner.

Energizers Trust

Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor.
