

LeaderView360 Questionnaire

You are rating: Sam Sample

Effectiveness Scale

1	=	Needs Considerable Development
2	=	Needs Development
3	=	Competent
4	=	Effective
5	=	Very Effective
N/A	=	Not Observable or Not Applicable

Questionnaire

Note: This is just a portion of the survey.

No.	The Individual	Effectiveness Scale					N/A
		Needs Considerable Development		Very Effective			
		1	2	3	4	5	
1	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	1	2	3	4	5	N/A
2	Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	1	2	3	4	5	N/A
3	Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	1	2	3	4	5	N/A
4	Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	1	2	3	4	5	N/A
5	Recognizing trends - Sees patterns in otherwise disorganized information. Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	1	2	3	4	5	N/A
6	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	1	2	3	4	5	N/A
7	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	1	2	3	4	5	N/A
8	Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	1	2	3	4	5	N/A
9	Monitoring and controlling performance - Stays on top of what's happening. Knows the status of work underway. Ensures that work is being done within guidelines.	1	2	3	4	5	N/A
10	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	1	2	3	4	5	N/A

Competencies Assessed in LeaderView360

For mid-to-senior level leaders

Problem Solving

Recognizing trends— monitors data regularly to be aware of trends in services and products provided.

Generating ideas—looks for and accepts alternative solutions.

Evaluating and acting on ideas—uses clear process to judge potential of specific actions and provides direction.

Planning

Planning for the future—ensures that the organization's vision is shared, and acted through staff actions.

Adapting to change—provides purpose, resources and support to guide staff through change.

Setting goals and objectives—drives efforts to link goals and objectives of each level to the organization's mission.

Controlling

Organizing and orchestrating events—looks for cross-functional opportunities within area to maximize efficiencies.

Monitoring and controlling performance—provides feedback to improve, maintain or recognize staff performance.

Meeting schedules and deadlines—provides focus, resources, process improvement to maintain goals.

Producing high-quality work—sets, communicates, evaluates and celebrates achievement of standards.

Maintaining high productivity—provides climate that supports people doing their best work using examined processes.

Meeting commitments—role models keeping promises and how to respond when commitments change.

Managing Self

Handling pressure—recognizes their role in maintaining a culture where pressure is handled positively.

Coping with own frustration—recognizes own feelings and acts to work productively

Developing own capabilities—continuously seeks learning new skills and applying them.

Responding to feedback—is open to feedback, evaluates it and uses it to improve.

Balancing work and personal life—develops personal view of quality time and effort in many aspects of living.

Managing Relationships

Initiating relationships—understands that positive working relationships require intent and time.

Maintaining relationships—knows that effort to maintain positive working relationships are necessary to an environment that encourages risk and innovation.

Resolving conflict—attends to resolving conflict because it negatively impacts productivity.

Responding to others' needs—is able to be flexible in responding to individuals using different approaches.

Leading

Delegating responsibility—gives staff the direction, tools and support to work independently.

Facilitating meetings—ensures that meetings are productive and inclusive.

Motivating and inspiring others—coaches staff to engage in meeting goals and making improvements.

Developing other people—teaches, shares, empowers, provides resources, etc., to assist staff to grow.

Giving recognition to others— thanks staff for both effort and results in informal and formal ways.

Building the team—provides direction, support and resources to maintain teams.

Communicating

Articulating ideas and information— recognizes needs of audience in conveying information.

Listening to others—attends to the intent, feelings and thoughts of others before stating own ideas.

Keeping other people informed—recognizes that information is required to engage staff.

Giving performance feedback—engages in collaborative and regular feedback with all reports.

Communicating expectations—ensures that staff know what is required of them.

Expresses exciting visions of the future—keeps the vision and importance of the work immediate by communicating regularly with staff about the “big picture” and their role in it.