



The following questions are designed to find out the frequency with which the person you are providing feedback displays specific management and leadership behaviors. This is your opinion, which may require you to generalize based on your total observations of this person in relation to the question being asked.

Name of Person you are assessing: \_\_\_\_\_

You are completing this assessment from the following view:

- Self
- Manager
- Peer
- Direct Report
- Internal Customer

1. Before completing this questionnaire could you please take a moment to provide the following information.

**Age Group**

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 & Over

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**Industry**

- Agriculture Mining and Manufacturing
- Utilities and Construction
- Wholesale and Retail Trade
- Transport and Communication
- Finance and Property
- Public Sector and Community Services
- Recreation and Personal Services
- Other

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**Educational Level**

- High School or less
- Some Tertiary
- Graduate Degree
- Post Graduate Degree

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**Position**

- Executive/ Senior Manager
  - Manager
  - Team Leader/Supervisor
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# Managing Self

## Self Awareness:

- 2. Is aware of how their behavior affects others. ....
- 3. Behaves appropriately when experiencing potentially disruptive emotions. ....

## Directness:

- 4. Communicates assertively with others in a non-threatening way. ....
- 5. Provides timely feedback in an appropriate manner. ....

## Listens:

- 6. Listens effectively with an open mind and demonstrates a focus on listening to understand. ....
- 7. Uses open questions effectively to clarify other people's points of view. ....

## Personal Responsibility:

- 8. Accepts personal responsibility for his or her behavior. ....
- 9. Avoids taking responsibility from others by not playing authoritarian roles. ....

## Optimism:

- 10. Displays a positive outlook when working with others. ....
- 11. Does not allow problems or setbacks to deter them from achieving their goals. ....

## Flexibility:

- 12. Displays a positive and constructive manner when faced with unplanned change. ....
- 13. Adapts their behavior to do things differently when the need or situation arises. ....

## Problem Solving:

- 14. Confronts problems as they arise and works effectively towards finding a solution. ....
- 15. Manages their emotions effectively when working with others to solve problems. ....

## Results Orientation:

- 16. Works towards continually improving personal performance. ....
- 17. Is open to feedback from others on their personal performance. ....

## Interpersonal Skills:

- 18. When relating to others, adapts their behavior in a way that establishes comfort and achieves effectiveness. ....
- 19. Shows appreciation for the efforts of all team members in a genuine and appropriate way. ....

	Almost Never	Seldom	Sometimes	Usually	Almost Always	Not Applicable or Not Observed
2. Is aware of how their behavior affects others. ....	▶	▶	▶	▶	▶	▶
3. Behaves appropriately when experiencing potentially disruptive emotions. ....	▶	▶	▶	▶	▶	▶
4. Communicates assertively with others in a non-threatening way. ....	▶	▶	▶	▶	▶	▶
5. Provides timely feedback in an appropriate manner. ....	▶	▶	▶	▶	▶	▶
6. Listens effectively with an open mind and demonstrates a focus on listening to understand. ....	▶	▶	▶	▶	▶	▶
7. Uses open questions effectively to clarify other people's points of view. ....	▶	▶	▶	▶	▶	▶
8. Accepts personal responsibility for his or her behavior. ....	▶	▶	▶	▶	▶	▶
9. Avoids taking responsibility from others by not playing authoritarian roles. ....	▶	▶	▶	▶	▶	▶
10. Displays a positive outlook when working with others. ....	▶	▶	▶	▶	▶	▶
11. Does not allow problems or setbacks to deter them from achieving their goals. ....	▶	▶	▶	▶	▶	▶
12. Displays a positive and constructive manner when faced with unplanned change. ....	▶	▶	▶	▶	▶	▶
13. Adapts their behavior to do things differently when the need or situation arises. ....	▶	▶	▶	▶	▶	▶
14. Confronts problems as they arise and works effectively towards finding a solution. ....	▶	▶	▶	▶	▶	▶
15. Manages their emotions effectively when working with others to solve problems. ....	▶	▶	▶	▶	▶	▶
16. Works towards continually improving personal performance. ....	▶	▶	▶	▶	▶	▶
17. Is open to feedback from others on their personal performance. ....	▶	▶	▶	▶	▶	▶
18. When relating to others, adapts their behavior in a way that establishes comfort and achieves effectiveness. ....	▶	▶	▶	▶	▶	▶
19. Shows appreciation for the efforts of all team members in a genuine and appropriate way. ....	▶	▶	▶	▶	▶	▶

# Managing the Environment

## Planning:

- 20. Works in conjunction with team members to establish annual performance objectives for the team or department. ....
- 21. Works with and encourages team members to establish their own annual performance objectives. ....

## Meeting Management:

- 22. Conducts and manages effective meetings. ....
- 23. Ensures that team members take ownership for following through on agreed upon action plans. ....

## Encouraging Innovation:

- 24. Ensures that ideas generated within the team are appropriately assessed and followed through to implementation. ....
- 25. Utilizes the diverse skills of team members when working through problems that require innovative solutions. ....

## Mentoring Skills:

- 26. Uses questions to help others understand existing performance standards and gains agreement where there is a need for improvement. ....
- 27. Works with others to help them take ownership of their own performance improvements. ....

## Improving Performance:

- 28. Seeks to identify the causes of poor performance in others. ....
- 29. Shares skills and knowledge appropriately with others to assist in the improvement of performance. ....

## Inspiration:

- 30. Communicates in a way that inspires others to act. ....
- 31. Creates an environment where people want to give their best. ....

## Commitment to Diversity:

- 32. Challenges any display of discrimination or intolerance. ....
- 33. Where appropriate, provides feedback and guidance on appropriate ways of behaving towards others within the workplace. ....

## Leadership:

- 34. Has a vision of what is possible and shares that vision with other team members. ....
- 35. Encourages team members to assume leadership roles when their skills and abilities meet the leadership needs of the situation. ....

## Increases Engagement:

- 36. Helps team members understand their role in fulfilling the organization's purpose. ....
- 37. Creates an environment where people enjoy coming to work. ....

	Almost Never	Seldom	Sometimes	Usually	Almost Always	Not Applicable or Not Observed
20. Works in conjunction with team members to establish annual performance objectives for the team or department. ....	▶	▶	▶	▶	▶	▶
21. Works with and encourages team members to establish their own annual performance objectives. ....	▶	▶	▶	▶	▶	▶
22. Conducts and manages effective meetings. ....	▶	▶	▶	▶	▶	▶
23. Ensures that team members take ownership for following through on agreed upon action plans. ....	▶	▶	▶	▶	▶	▶
24. Ensures that ideas generated within the team are appropriately assessed and followed through to implementation. ....	▶	▶	▶	▶	▶	▶
25. Utilizes the diverse skills of team members when working through problems that require innovative solutions. ....	▶	▶	▶	▶	▶	▶
26. Uses questions to help others understand existing performance standards and gains agreement where there is a need for improvement. ....	▶	▶	▶	▶	▶	▶
27. Works with others to help them take ownership of their own performance improvements. ....	▶	▶	▶	▶	▶	▶
28. Seeks to identify the causes of poor performance in others. ....	▶	▶	▶	▶	▶	▶
29. Shares skills and knowledge appropriately with others to assist in the improvement of performance. ....	▶	▶	▶	▶	▶	▶
30. Communicates in a way that inspires others to act. ....	▶	▶	▶	▶	▶	▶
31. Creates an environment where people want to give their best. ....	▶	▶	▶	▶	▶	▶
32. Challenges any display of discrimination or intolerance. ....	▶	▶	▶	▶	▶	▶
33. Where appropriate, provides feedback and guidance on appropriate ways of behaving towards others within the workplace. ....	▶	▶	▶	▶	▶	▶
34. Has a vision of what is possible and shares that vision with other team members. ....	▶	▶	▶	▶	▶	▶
35. Encourages team members to assume leadership roles when their skills and abilities meet the leadership needs of the situation. ....	▶	▶	▶	▶	▶	▶
36. Helps team members understand their role in fulfilling the organization's purpose. ....	▶	▶	▶	▶	▶	▶
37. Creates an environment where people enjoy coming to work. ....	▶	▶	▶	▶	▶	▶

# Building Trust

## Honesty:

- 38. Demonstrates high standards of honesty and integrity that are not negotiable. ....
- 39. Practices what they preach. ....

## Straightforwardness:

- 40. Communicates clearly when he or she expects something from others. ....
- 41. Seeks feedback from others. ....

## Recognition:

- 42. Is free with praise of other team members. ....
- 43. Encourages other team members. ....

## Respect:

- 44. Shows that he or she cares about other team members. ....
- 45. Gives as much value to other team member's skills as to his or her own. ....

## Receptivity:

- 46. Gives new ideas and methods a fair hearing. ....
- 47. Is willing to change opinion in the face of new evidence. ....

## Disclosure:

- 48. Communicates openly with others. ....
- 49. Tells others what they need to know. ....

## Seeks Excellence:

- 50. Seeks excellence in his or her responsibilities. ....
- 51. Makes an observable effort to improve his or her skills. ....

## Keeps Commitments:

- 52. Performs his or her responsibilities conscientiously. ....
- 53. Stays with the job until it is done. ....

	Almost Never	Seldom	Sometimes	Usually	Almost Always	Not Applicable or Not Observed
38. Demonstrates high standards of honesty and integrity that are not negotiable. ....	▼	▼	▼	▼	▼	▼
39. Practices what they preach. ....	▼	▼	▼	▼	▼	▼
40. Communicates clearly when he or she expects something from others. ....	▼	▼	▼	▼	▼	▼
41. Seeks feedback from others. ....	▼	▼	▼	▼	▼	▼
42. Is free with praise of other team members. ....	▼	▼	▼	▼	▼	▼
43. Encourages other team members. ....	▼	▼	▼	▼	▼	▼
44. Shows that he or she cares about other team members. ....	▼	▼	▼	▼	▼	▼
45. Gives as much value to other team member's skills as to his or her own. ....	▼	▼	▼	▼	▼	▼
46. Gives new ideas and methods a fair hearing. ....	▼	▼	▼	▼	▼	▼
47. Is willing to change opinion in the face of new evidence. ....	▼	▼	▼	▼	▼	▼
48. Communicates openly with others. ....	▼	▼	▼	▼	▼	▼
49. Tells others what they need to know. ....	▼	▼	▼	▼	▼	▼
50. Seeks excellence in his or her responsibilities. ....	▼	▼	▼	▼	▼	▼
51. Makes an observable effort to improve his or her skills. ....	▼	▼	▼	▼	▼	▼
52. Performs his or her responsibilities conscientiously. ....	▼	▼	▼	▼	▼	▼
53. Stays with the job until it is done. ....	▼	▼	▼	▼	▼	▼