



Management Team 360 Questionnaire

Hello Sample Respondent this questionnaire is about your perception of Sample Appraisee.

Be honest - Sample Appraisee has asked for your feedback because they want you to be constructive and truthful.

You must answer all the questions below, including any free text questions at the end.

As far as possible try to base your answers on real observations of this person's behaviour. The marking scale is 1-5 where 1 is the lowest score and 5 is the highest score. If you really can't answer a question then you can tick the "Don't Know" box.

The exact interpretation of the marking scale will depend on the wording of the question, but to help you choose which answer best applies you may find the table below useful.

For support you can email caroline@talentforgrowth.co.uk

Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%

Is tenacious in achieving goals and objectives

1	2	3	4	5	Don't know
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Deals constructively with setbacks, distractions and changes to plans

1	2	3	4	5	Don't know
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Takes advantage of opportunities to develop skills

1	2	3	4	5	Don't know
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Reflects on experiences to draw out learning for the future

1	2	3	4	5	Don't know
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Views success more broadly than just own achievements

1	2	3	4	5	Don't know
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Supports others to achieve their goals

1	2	3	4	5	Don't know
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Acts as a role model for CORD Values	1	2	3	4	5	Don't know
Values and encourages diversity	1	2	3	4	5	Don't know
Fosters a climate of healthy debate and discussion	1	2	3	4	5	Don't know
Challenges behaviour that conflicts with theValues	1	2	3	4	5	Don't know
Inspires trust and confidence	1	2	3	4	5	Don't know
Maintains high personal standards	1	2	3	4	5	Don't know
Deals effectively with ambiguity and a lack of information	1	2	3	4	5	Don't know
Responds positively to change, sees it as an opportunity for improvement	1	2	3	4	5	Don't know
Is willing to change direction or views when needed	1	2	3	4	5	Don't know
Remains calm during turbulent times, keeps things in perspective	1	2	3	4	5	Don't know
Balances short term needs with strategic goals	1	2	3	4	5	Don't know
Is a source of support and strength during times of change	1	2	3	4	5	Don't know
Builds effective relationships across faculties and departments	1	2	3	4	5	Don't know
Uses empathy to predict and deal with objections and arguments	1	2	3	4	5	Don't know
Seeks the opinion of others at appropriate times	1	2	3	4	5	Don't know
Seeks opportunities to work collaboratively across departments	1	2	3	4	5	Don't know

Endeavours to understand the wishes and needs of others	1	2	3	4	5	Don't know
Facilitates the resolution of conflict between individuals and groups	1	2	3	4	5	Don't know
Engages and inspires individuals and teams to deliver their best	1	2	3	4	5	Don't know
Understands and seeks to meet the different aspirations of others	1	2	3	4	5	Don't know
Manages performance effectively, taking corrective action when necessary	1	2	3	4	5	Don't know
Coaches and mentors to develop others	1	2	3	4	5	Don't know
Provides clarity of direction	1	2	3	4	5	Don't know
Leads with courage during times of change	1	2	3	4	5	Don't know
Ensures that all activities support the long term strategy	1	2	3	4	5	Don't know
Build controls and milestones into projects	1	2	3	4	5	Don't know
Effectively deploys people and resources	1	2	3	4	5	Don't know
Communicates a clear vision of the future to engage others	1	2	3	4	5	Don't know
Prioritises activities and builds contingencies into plans	1	2	3	4	5	Don't know
Delegates appropriately, taking account of capabilities and capacity	1	2	3	4	5	Don't know
Makes complex information easy to understand	1	2	3	4	5	Don't know
Is an engaging and energising speaker	1	2	3	4	5	Don't know

Presents information in a way that is appropriate for the audience	1	2	3	4	5	Don't know
Deals with challenges and arguments effectively	1	2	3	4	5	Don't know
Communicates clearly and concisely	1	2	3	4	5	Don't know
Listens respectfully to the views of others	1	2	3	4	5	Don't know
Sets stretching goals with appropriate support	1	2	3	4	5	Don't know
Encourages ideas and contributions from everyone	1	2	3	4	5	Don't know
Seeks to remove barriers that impede progress	1	2	3	4	5	Don't know
Actively promotes a strong team spirit	1	2	3	4	5	Don't know
Creates opportunities for teams to work together	1	2	3	4	5	Don't know
Plays to the strengths of individuals	1	2	3	4	5	Don't know
Evaluates a broad range of information to assist decisions	1	2	3	4	5	Don't know
Takes ownership for mistakes	1	2	3	4	5	Don't know
Takes tough decisions when necessary	1	2	3	4	5	Don't know
Ensures that decisions support the broader university strategy	1	2	3	4	5	Don't know
Takes calculated risks rather than miss opportunities	1	2	3	4	5	Don't know
Uses the best available information to resolve problems	1	2	3	4	5	Don't know

what does Sample Appraisee do well?

what would you like Sample Appraisee to do differently or stop doing?

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