

A company name goes here

## 360 DEGREE FEEDBACK LEADERSHIP QUESTIONNAIRE FOR **NAME HERE**

Getting feedback on your behaviour is one of the most powerful ways of developing leadership skills. Could you spend some time filling in this questionnaire to help the above-named person to do just that?

You are one of up to 15 people being asked to fill in a questionnaire about this person, and the results will show the different responses from staff, peers, Office and from the person themselves. It's important for you to know that the results will be confidential to that person: they will not be shown to anyone else in the company unless the person themselves chooses to do so.

Each person will also have a session with an independent coach where the feedback is 'de-briefed' and further development planned.

Please return the questionnaire to

Brook Data Consulting  
41 Ring Road  
Lancing  
West Sussex  
BN15 0QE

by 10am on 00/00/0000, in order to allow enough time for the results to be processed.

Remember, no manager is effective in every way, and your honest feedback can help them develop their skills. The aim is to help people to increase their effectiveness for the company

We strongly encourage you to use the full range of 1 - 7 scores: the more you do this, the more useful the subject is going to find their feedback. Please fill in the questionnaire using the following scale:

How often is this manager effective in their behaviour?

- 7 = consistently highly effective - a strength
- 6 = frequently effective
- 5 = effective fairly often
- 4 = sometimes effective
- 3 = effective now and again
- 2 = rarely effective
- 1 = ineffective a lot of the time - an area for development

Circle the appropriate number on the questionnaire.

Many thanks for taking the time to fill in and return this questionnaire and help the individual concerned in their personal development.

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| 1. Working with customers   | Effectiveness |   |   |   |   |   |   |
|---|---------------|---|---|---|---|---|---|
| Creates the 'party atmosphere' where customers have fun                   | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Accurately reads customers' moods and feelings                            | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Creates the right 'mood for the moment' in the outlet                     | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Creates strong rapport with customers of every sort                       | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Seeks customers' feedback on the outlet                                   | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Uses customers' ideas to improve the outlet                               | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Takes personal responsibility for resolving customers' problems           | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Balances firmness with friendliness when dealing with customers' concerns | 1             | 2 | 3 | 4 | 5 | 6 | 7 |

| 2. The bigger picture: setting direction                                | Effectiveness |   |   |   |   |   |   |
|---|---------------|---|---|---|---|---|---|
| Ambitious for the success of the not just for his or her own outlet     | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Aligns self wholeheartedly with the company vision                      | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Inspires others by communicating an exciting vision for the future      | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Lives the company: walks the talk                                       | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Shows keen understanding of what competitors are doing                  | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Encourages innovation and questioning of accepted ideas and assumptions | 1             | 2 | 3 | 4 | 5 | 6 | 7 |

| 3. Managing the business   | Effectiveness |   |   |   |   |   |   |
|--|---------------|---|---|---|---|---|---|
| Constantly drives for improvement in bottom-line performance       | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Communicates stretching sales targets                              | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Actively manages control of costs                                  | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Balances service quality with tight financial control              | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Holds people accountable for reaching their individual goals       | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Ensures there is close attention to the detail of the housekeeping | 1             | 2 | 3 | 4 | 5 | 6 | 7 |
| Shares all the important financial information with the staff      | 1             | 2 | 3 | 4 | 5 | 6 | 7 |