

Panoramic Feedback Leadership Practices Questionnaire

This 360 Feedback Questionnaire
was designed by Training Resources for the Environmental
Community (TREC) for Organization ABC

You are assessing:
Terry Wright
Executive Director, Organization ABC

This questionnaire was designed specifically by Training Resources for the Environmental Community to provide Terry Wright with 360-degree feedback (i.e. from a full circle of sources, internal and external). Its purpose, in the context of a constantly changing internal and external environment, is to assist Terry in developing his capabilities fully.

In order to provide Terry with the broadest possible perspective, feedback is being requested from a range of people who know his work.

You have been chosen to provide feedback because you are familiar with how he works and because he values your perspective.

The questionnaire will require about 15 minutes to complete.

Please be frank

In order to be most helpful to Terry, please answer the questions that follow in a completely candid manner, without being unduly critical or uncritical.

Your individual reply is confidential.

People sometimes wonder whether their reply will be seen by the person who is the subject of the survey, or by other people in the organization. In fact, **TREC** has committed to guard all replies in strictest confidence, and no one in TREC can see any individual responses. Your reply is anonymous because it is averaged with replies from other people.

Your answers will be averaged with other people's responses into a report which provides a comprehensive but anonymous picture of how Terry is seen and experienced. Terry will receive this report in September 2003 from Training Resources for the Environmental Community as

part of a program which Organization ABC is participating in.

Thank you for taking the time to answer this questionnaire.

PART ONE QUESTIONNAIRE

Please indicate the extent to which you **agree** or **disagree** that the statements which follow are an accurate description of Terry Wright.

Your choice of responses ranges from a "1" (which means that you **strongly disagree**) to a "10" (which means that you **strongly agree**). Please use any of the numbers from 1 to 10, so as to provide a fine-tuned response to each statement.

If you don't believe you have enough information to respond to a particular statement, choose the "N" at the left to indicate "No opinion / Insufficient information to reply".

It's easy to reply. Simply circle the number which corresponds with your selection. (Do not circle the words.)

At the end of the section for each Heading, you will find space for any unstructured comments you would like to make. Please take time to make comments - these are often the most valuable part of the feedback and help the recipient to understand the quantitative responses more accurately.

The person who is the subject of this questionnaire.....

PERSONAL INTEGRITY AND RESILIENCE

1. Is honest and straightforward

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

2. Protects the reputation of colleagues and the organization

N	1	2	3	4	5	6	7	8	9	10
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Not enough info	Strongly Disagree	Disagree	Agree	Strongly Agree
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3. Can be trusted to do what they say they will do

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

4. Models desired behaviors - "walks the talk"

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

5. Manages their personal priorities, time and energy well

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

6. Demonstrates flexibility and a positive attitude in challenging situations

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

7. Your comments regarding: PERSONAL INTEGRITY AND RESILIENCE

STRATEGIC FOCUS

8. Demonstrates solid competency in advocacy tools, strategies and knowledge

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

9. Acts as a catalyst for the creation and maintenance of their organization's vision

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

10. Effectively communicates their program's or organization's vision, mission and strategy inside the organization

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

11. Effectively communicates their program's or organization's vision, mission and strategy outside the organization

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

12. Ensures the activities and objectives of people they are responsible for align with the organization's priorities

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

13. Builds and maintains effective working relationships with key external players

N	1	2	3	4	5	6	7	8	9	10
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Not enough info	Strongly Disagree	Disagree	Agree	Strongly Agree
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14. Uses their time effectively in addressing strategic priorities and avoids getting distracted in unnecessary details

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree	Agree	Strongly Agree						

15. Effectively delegates appropriate objectives and tasks to others

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree	Agree	Strongly Agree						

16. Your comments regarding: STRATEGIC FOCUS

ACHIEVING RESULTS BY WORKING WITH OTHERS

17. Leads in a way that inspires confidence and optimism

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree	Agree	Strongly Agree						

18. Sets challenging yet attainable objectives

N	1	2	3	4	5	6	7	8	9	10
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Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree
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19. Devotes adequate time and energy to helping and coaching others

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

20. Gives useful, timely performance feedback where appropriate or required

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

21. Provides clear-cut decisions in a timely manner

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

22. Is effective in obtaining support from others for their ideas & initiatives

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

23. Shares key information others need to do their jobs well

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree	Disagree			Agree			Strongly Agree		

24. Promotes collaboration when appropriate

N	1	2	3	4	5	6	7	8	9	10
Not	Strongly	Disagree			Agree			Strongly Agree		

enough info	Disagree			
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25. Effectively recognizes the accomplishments and contributions of others

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

26. Strives for an effective relationship with the Board of Directors and Committees

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

27. Respects the opinions of others

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

28. Communicates in a clear and compelling manner

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

29. Your comments regarding: ACHIEVING RESULTS BY WORKING WITH OTHERS

ORGANIZATION/PROGRAM SUSTAINABILITY

30. Ensures their organization anticipates and adjusts to internal and external changes

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

31. Has a long term view of the resources required to fulfill the organization's long-term needs

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

32. Strives for an appropriate level of diversity in the organization's funding base

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

33. Creates an atmosphere of trust and openness

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

34. Is open to new ideas, and encourages innovation

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

35. Involves others in decisions about change and its implementation

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

info				
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36. Provides adequate financial oversight leadership

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

37. Supports colleagues' needs to balance work with other commitments

N	1	2	3	4	5	6	7	8	9	10
Not enough info	Strongly Disagree		Disagree			Agree			Strongly Agree	

38. Your comments regarding: ORGANIZATION/PROGRAM SUSTAINABILITY

PART TWO

The section you have just completed may not convey everything you would like to say about Terry Wright. The comments section below will allow you to add any supplementary information you wish to express. Your contribution is valuable.

(The comments you enter here - and in the sections above - will be combined with all those provided by others before being conveyed to Terry Wright. If you have any concerns about anonymity, try to avoid using any words which might be recognized as typical of you.)

Feel free to use point form, instead of full sentences if you prefer. You can take as much space as you like.

39. What are Terry's three greatest strengths as a leader?

40. What are Terry's three greatest opportunities for being a more effective leader?

41. What is the SINGLE most important thing Terry could do differently tomorrow?

42. Is there anything else you would like to tell Terry?

You have reached the conclusion of this questionnaire. Thank you for taking the time to complete it. Your responses will provide valuable assistance to Training Resources for the

Environmental Community and Terry Wright.

When complete, please forward this form to your assigned co-ordinator.