

Questionnaire: Transformationals Leadership Training

Individual Performance 360° Survey

In the questionnaire, 1 stands for "never" - 10 stands for "almost always"

A, Personal Mastery Skills

1. <Name> continually achieves a high standard of performance at work.
2. <Name> is asked for advice and support.
3. <Name> reacts flexibly to changing circumstances.
4. <Name> maintains clarity and an overview - even in difficult situations.
5. <Name> addresses problems promptly, i.e. does not allow problems and conflicts to fester.
6. <Name> contributes effectively to the resolution of problems and conflicts.
7. <Name> makes appropriate judgements in decision-making situations (e.g. also under pressure).
8. <Name> manages their own time and energy responsibly (e.g. knows how to prioritise in a goal-oriented manner).
9. <Name> is comfortable acknowledging mistakes and learning from them.
10. <Name> is reliable (i.e. honours agreements and deadlines).

B. Interpersonal Skills

11. <Name> understands the feelings of others.
12. <Name> recognises and values the contributions of others.
13. <Name> manages to mobilise positive support from others for their own ideas and initiatives.
14. When I talk to <Name>, I feel that <Name> is really present and listens to me.
15. <Name> remains composed even in difficult situations and does not take anger, insecurity, hurt or irritation out on others.

16. <Name> respectfully considers the opinions of others, even if <Name> disagrees with them.

17. <Name> proactively gives helpful feedback.

18. <Name> makes it easy for others to give him/her feedback (e.g. by being approachable and not taking a defensive stance).

19. <Name> is authentic and transparent (e.g. shares thoughts and feelings openly and honestly).

20. <Name> skilfully handles potentially difficult interpersonal situations (e.g. due to disagreements, conflict, poor performance, hurt feelings, etc.).

C, Team Skills

21. <Name> puts the success of the team before his/her personal agenda.

22. <Name> gathers the perspectives of others (e.g. implementers and users of the decision, affected parties, experts) before making decisions.

23. <Name> understands why others arrive at opinions and positions (especially if he/she does not share them).

24. <Name> supports others in taking responsibility for their own needs and limits.

25. <Name> takes responsibility when it comes to measuring the team's performance.

26. <Name> takes responsibility when it comes to effectively increasing the team's performance.

27. <Name> helps to focus on what is most important for shared success.

28. <Name> inspires others with his*her positive attitude and energy.

29. <Name> is a positive force in group meetings.

30. <Name> demonstrates appropriate awareness of the impact of race, class, disability and gender issues.

D, Organisational Skills

- 31. <Name> communicates convincingly the purpose and mission of the organisation.
- 32. <Name> helps develop effective strategies to achieve the organisation's mission.
- 33. What <Name> does demonstrates sensitivity to organisational dynamics.
- 34. <Name> delegates tasks with appropriate resources (e.g. time, budget, ...) to fulfil the responsibilities assigned.
- 35. <Name> takes appropriate time for staff members and their questions.
- 36. <Name> keeps an eye on the workload of his*her staff members and protects them from overload.
- 37. <Name> actively shapes his*her own area of responsibility and develops it further.
- 38. <Name> maintains a larger perspective of what is best for the whole.
- 39. <Name> effectively creates co-operations and alliances that advance the work.
- 40. <Name> plays a supportive role in building a positive, value-based work culture.

E, Questions with Free-text Answers concerning strengths and needs as a leader

- 41. What are the two greatest strengths of this person as a leader?

The entry in this box can be in any language the person understands.

- 42. What are the two greatest needs for improvement of this person as a leader?

The entry in this box can be in any language the person understands.

Thank you for taking part!