

Name of individual seeking feedback:

Name of individual giving feedback:

Relation to individual seeking feedback (e.g. manager, peer, direct report):

Introduction:

This questionnaire has been devised as a tool to help individuals increase their awareness of their people and personal skills, linking into the 'People' strand of the firm's strategy.

Responses from this questionnaire will be collated and fed back to the individual on their People and Personal Skills programme. Individuals will be encouraged to follow up points from the questionnaire with those giving feedback to generate an accurate understanding of their skills. Please therefore ensure you have specific examples or situations on which to base your rating, which you can discuss with individuals. You may want to note examples in the comments column of the questionnaire.

Individuals will build on this by discussion with their career advisers / coaches / counsellors / line managers (as appropriate). This will enable individuals to identify their development 'journey' concentrating on their individual needs and various learning solutions to meet those needs.

Instructions:

Each question in the questionnaire refers to a behaviour used in the workplace. Please indicate the extent to which the individual demonstrates each behaviour by typing in a number from the scale on the top of the page next to each question.

We strongly encourage you to use the full scale from 1 to 5. However if the behaviour is one that you have not had the opportunity to see given your working relationship with the individual, please leave the question blank.

Remember:

- Please be as honest and objective as possible.
- Type in one response for each question on the right hand side of the page.
- Take your time with each question, trying to think about specific examples or situations where the competency is demonstrated.

Questionnaire:

Please use the following scale to show how often you have observed the individual demonstrating the behaviour indicated:

Strongly Agree	Agree	Don't know	Disagree	Strongly disagree
1	2	3	4	5

	Rating	Comments
People management skills		
1. Makes time to coach and develop others		
2. Uses delegation as a development process		
3. Flexes coaching style to take account of the situation and the individual		
4. Interacts with others in a flexible and sensitive way		
5. Provides timely, honest and constructive feedback		
6. Identifies development opportunities for others linked to their personal and business objectives		
7. Considers business strategy and development opportunities within the firm when developing others		
Planning and organising capabilities		
8. Sets clear goals for self and team to achieve tasks		
9. Focuses on delivering results by suggesting possible solutions to problems		
10. Prioritises time on important activities rather than reacting to demands		
11. Manages time effectively in the workplace		
12. Strikes a balance between work and home		
Teamwork		
13. Recognises and acknowledges contributions of all team members		
14. Shares knowledge and information with all team members		
15. Has consideration for others' work-life balance		
16. Builds a climate of trust and openness		
17. Asks for advice when appropriate and is open to suggestions		
18. Motivates others to reach personal, team and business objectives		

	Rating	Comments
19. Displays behaviour that gains the respect of others		
Communication		
20. Demonstrates active listening (e.g. maintains concentration, summarises and reflects, uses pauses, use non-verbal signs)		
21. Uses questions effectively to develop understanding of others' points		
22. Uses a clear and succinct communication style		
23. Flexes communication style to meet different situations		
24. Makes a positive impact in communications		
25. Is able to influence a situation when necessary		
26. Demonstrates patience when interacting with others		
Self awareness and development		
27. Strives for success with energy and determination		
28. Recognises own limitations and seeks support when appropriate		
29. Actively seeks feedback about own performance and behaviours		
30. Reflects on feedback received and takes action as appropriate		
31. Seeks support, advice and opportunities to develop		
32. Takes responsibility for own development and commits to continuous learning		
33. Is able to deal with pressure and adversity		
34. Aware of own style and its impact on others, and flexes accordingly		
35. Demonstrates self confidence and maturity in the workplace		
36. Demonstrates integrity and professionalism in the workplace		