360° Leadership Skills Survey Template

This survey is designed to provide _____ [name of Candidate] with feedback about their level of preference or comfort with leadership characteristics and skills. If they have NOT performed a task before, estimate how difficult the task would be for them to learn to perform.

Circle the number on the scale that you believe comes closest to their skill or task level.

Be honest – there are no right or wrong answers – it is only to provide constructive feedback.

	Very Strong	Moderately Strong	Adequate	Moderately Weak	Very Weak
1. Enjoy communicating with others?	**5**	**4**	**3**	**2**	**1**
2. Behave honestly and fairly?	**5**	**4**	**3**	**2**	**1**
3. Make decisions with input from others?	**5**	**4**	**3**	**2**	**1**
4. Behave consistently?	**5**	**4**	**3**	**2**	**1**
5. Give others the information they need to do their jobs?	**5**	**4**	**3**	**2**	**1**
6. Keep focussed through follow-up?	**5**	**4**	**3**	**2**	**1**
7. Listen to feedback and ask questions?	**5**	**4**	**3**	**2**	**1**
8. Show loyalty to the company and to the team members?	**5**	**4**	**3**	**2**	**1**
9. Create an atmosphere of growth?	**5**	**4**	**3**	**2**	**1**

	Very Strong	Moderately Strong	Adequate	Moderately Weak	Very Weak
10. Have wide visibility?	**5**	**4**	**3**	**2**	**1**
11. Give praise and recognition?	**5**	**4**	**3**	**2**	**1**
12. Criticise constructively and address problems?	**5**	**4**	**3**	**2**	**1**
13. Develop plans?	**5**	**4**	**3**	**2**	**1**
14. Have a vision on where we are going and set long term goals?	**5**	**4**	**3**	**2**	**1**
15. Set objectives and follow them through to completion?	**5**	**4**	**3**	**2**	**1**
16. Display tolerance and flexibility?	**5**	**4**	**3**	**2**	**1**
17. Be assertive when needed?	**5**	**4**	**3**	**2**	**1**
18. Champion of change?	**5**	**4**	**3**	**2**	**1**
19. Treat others with respect and dignity?	**5**	**4**	**3**	**2**	**1**
20.Make themselves available and accessible?	**5**	**4**	**3**	**2**	**1**
21. Want to take charge?	**5**	**4**	**3**	**2**	**1**
22. Accept ownership for team decisions?	**5**	**4**	**3**	**2**	**1**
23. Set guidelines for how others are to treat one another?	**5**	**4**	**3**	**2**	**1**

	Very Strong	Moderately Strong	Adequate	Moderately Weak	Very Weak
24. Manage by 'walking around' (the front line is the bottom line)?	**5**	**4**	**3**	**2**	**1**
25. Have a broad view of where we are going and stay close to the business?	**5**	**4**	**3**	**2**	**1**
26. Coach team members?	**5**	**4**	**3**	**2**	**1**
27. Determine manpower requirements for their unit and write job descriptions for them?	**5**	**4**	**3**	**2**	**1**
28. Interview and select the most qualified Candidate for an open job position?	**5**	**4**	**3**	**2**	**1**
29. Provide new employees with on-the-job training?	**5**	**4**	**3**	**2**	**1**
30. Determine resources, material, and supply requirements for their unit?	**5**	**4**	**3**	**2**	**1**
31. Developed a budget for their unit?	**5**	**4**	**3**	**2**	**1**
32. Can respond to an employee who is upset with them or someone else in the organisation?	**5**	**4**	**3**	**2**	**1**
33. Have counselled employees who have personal problems (family, health, financial)?	**5**	**4**	**3**	**2**	**1**
34. React to situations in which the quality of an employee's work goes into a decline?	**5**	**4**	**3**	**2**	**1**

	Very Strong	Moderately Strong	Adequate	Moderately Weak	Very Weak
35. Deal with employees who have performance issues, such as suspected of substance abuse or chronically late?	**5**	**4**	**3**	**2**	**1**
36. Reward employees for good performances?	**5**	**4**	**3**	**2**	**1**
37. Conduct formal employee performance appraisals?	**5**	**4**	**3**	**2**	**1**
38. Can make a presentation to a group of peers and / or seniors?	**5**	**4**	**3**	**2**	**1**
39. Write reports to be distributed to a group of peers and / or seniors?	**5**	**4**	**3**	**2**	**1**
40. Have a deep-rooted understanding of the functions of the organisation?	**5**	**4**	**3**	**2**	**1**
41. Continues to be curious?	**5**	**4**	**3**	**2**	**1**
42. Know how to sell?	**5**	**4**	**3**	**2**	**1**
43. Learns well?	**5**	**4**	**3**	**2**	**1**
44. Knows how to influence people and get support?	**5**	**4**	**3**	**2**	**1**
45. Admit their mistakes and take responsibility for their actions?	**5**	**4**	**3**	**2**	**1**
46. Likes to talk to people and is a great listener?	**5**	**4**	**3**	**2**	**1**
47. Delegates effectively?	**5**	**4**	**3**	**2**	**1**
48. Separate the important issues from inconsequential ones?	**5**	**4**	**3**	**2**	**1**

	Very Strong	Moderately Strong	Adequate	Moderately Weak	Very Weak
49. Have integrity and can be trusted?	**5**	**4**	**3**	**2**	**1**
50. Behaves politically only when needed?	**5**	**4**	**3**	**2**	**1**
TOTAL					

Candidate Use Only

Total score for all 5 columns: _____Final Score

Total each of the five columns and then add the five columns together for your final score. The maximum score is 250 while the minimum score is 50.

There are no right or wrong answers. This survey is designed to show you the areas where you need to improve. Your lowest scoring answers are the areas you need to improve.

Use the table below for a general guideline of where you stand:

- 175 and above - You are well on your way to becoming a leader.
- 125 to 174 - You are getting close.
- 124 and below - Don’t give up! Many before you have continued with their studies to become some of the finest leaders around.