

Creative Leadership Questionnaire

360 Feedback Assessment

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Overview

The Creative Leadership Questionnaire is designed to help people in managerial and professional positions identify their current areas of competency and decide where to focus their development efforts. Competencies are sets of behaviors consisting of skills, knowledge, abilities, and personal attributes that managers utilize to carry out their work roles.

The CLQ360 questionnaire measures five clusters of competencies that apply across a wide range of managerial and professional occupations:

- Managing Change
- Planning & Organizing
- Interpersonal Skills
- Results Orientation
- Leadership

Each of these clusters is made up of five competency dimensions. You will recall that the CLQ360 instrument required you to assess your performance against 25 competency dimensions. Your coworkers also assessed your performance against these dimensions and provided written comments.

This feedback report shows how you and your coworkers assessed your competencies using the scale below and reveals the degree of consistency between how you perceive yourself and how others perceive you. The report also presents a summary of your coworkers' written comments about your performance and style.

Exceptional Strength	Strength	Satisfactory	Development Area	Critical Development Area
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This feedback is based on a total of 9 coworker(s):

- 1 Boss(es)
- 5 Peer(s)
- 3 Direct Report(s)

Keep in Mind

- However good you are, you can always improve and raise your game. This feedback report is designed to help you identify where to put your efforts.
- Don't be surprised if others do not rate you as highly as you rate yourself. Research shows that people tend to view themselves more positively than their coworkers do.
- Taking each competency factor in turn, look at your coworkers ratings and their written comments. Look initially for any competencies identified as development areas by your coworkers and then look at areas where there is a discrepancy between your self-ratings and your coworkers ratings.
- When you are deciding where to focus development activities, don't try to do too much at once. Most managers only work on one or two competencies at any one time.
- Discuss your thoughts and ideas with your boss or coach before firming up on development actions.

Managing Change Profile

Dimension	Exceptional Strength	Strength	Satisfactory	Development Area	Critical Development Area
Initiative: Shows initiative, has positive attitude, self-starter		 			
	D,P,P,P,D	P,P	D	B	
Risk Taking: Takes risks, challenges accepted practice, bends rules to make progress		 			
	P,P	P,D,P,D,D	P,B		
Creativity & Innovation: Originates change, makes things better, produces creative ideas and solutions					
	P,P	P,D,P,P,D	B	D	
Adaptability: Adapts quickly to change, responds flexibly to people and situations					
	P,P	P,D,P,D	P,D	B	
Strategic Thinking: Conveys sense of direction and identifies business opportunities		 			
	P,D,P,P,P	P,D	B,D		

Grey Bar = You

B = Bosses (1)

P = Peers (5)

D = Direct reports (3)

Black bar = All coworkers average (9)

Managing Change - Written Comments

Bosses	Peers	Direct Reports

Sample report

Planning & Organizing Profile

Dimension	Exceptional Strength	Strength	Satisfactory	Development Area	Critical Development Area
Analytical Thinking: Analyses situations carefully, makes rational judgments and logical decisions					
	P	P,D,P,P	P,D,B,D		
Decision Making: Decides quickly, displays confidence, acts independently when necessary					
	P	P,D,P,P,P,D	B,D		
Planning: Plans and prioritises tasks, project manages work effectively					
	P	P,D,P,P	D	P,B,D	
Quality Management: Takes pride in work, does job well, gets the detail correct					
	D,P	P,P,P,D	P,D	B	
Financial Management: Plans and controls expenditure, manages money, watches costs					
	D,P,D	P,P,P	P,B,D		

Grey Bar = You

B = Bosses (1)

P = Peers (5)

D = Direct reports (3)

Black bar = All coworkers average (9)

Planning & Organizing - Written Comments

Bosses	Peers	Direct Reports

Sample report

Interpersonal Skills Profile

Dimension	Exceptional Strength	Strength	Satisfactory	Development Area	Critical Development Area
Communicating: Communicates views and ideas assertively, makes impact with presentations					
	P,D,P,P,D	P,P,D		B	
Listening & Supporting: Displays sensitivity to people's needs, involves people in plans and decisions					
	P,P	D,P	P,P,D,D	B	
Relating & Networking: Develops strong working relationships, builds rapport quickly					
	P,D,P,P,D	P,P	D	B	
Teamwork: Strong team player, works effectively with people					
	D,P,P,P	P,P,D	D	B	
Emotional Awareness: Handles own and other people's feelings and emotions skillfully					
	D,P,P,D	P,P	P,D	B	

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Interpersonal Skills - Written Comments

Bosses	Peers	Direct Reports

Sample report

Results Orientation Profile

Dimension	Exceptional Strength	Strength	Satisfactory	Development Area	Critical Development Area
Achieving Goals: Self-motivated, driven to get ahead, prepared to do whatever it takes					
	D,P	P,P,P,P,D,D	B		
Customer Focus: Applies customer concepts, focuses on quality and service					
	D,P,D	P,P,P,D	P	B	
Business Awareness: Understands the business, focuses on bottom line, keeps eye on competitors					
	D,P,D,D	P,P,P,P	B		
Learning Orientation: Exploits opportunities for self-development, demonstrates self-awareness					
	D,P	P,P,P,D,D	P	B	
Written Communication: Conveys information clearly and concisely in emails, memos, papers and reports					
	P,D,P	P,P,D	P,B,D		

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Results Orientation - Written Comments

Bosses	Peers	Direct Reports

Sample report

Leadership Profile

Dimension	Exceptional Strength	Strength	Satisfactory	Development Area	Critical Development Area
Authority & Influence: Has presence and authority, enjoys being in charge, takes lead when required					
	D,P,D	P,P,P,P,D	B		
Motivating & Empowering: Empowers and motivates team members, delegates tasks effectively					
	D,P,D	P,P,P	D	P,B	
Developing Others: Coaches and mentors team members, gives regular development feedback					
	D,P,D	P,B	P,P,P,D		
Coping with Pressure: Handles pressure and stress, stays calm and in control					
	D,P,D	P,P,P	P,B,D		
Ethics: Promotes ethics, demonstrates integrity, encourages equal opportunities					
	D,P,P,P,D	P	P,B,D		

Grey Bar = You

B = Bosses (1)

P = Peers (5)

D = Direct reports (3)

Black bar = All coworkers average (9)

Leadership - Written Comments

Bosses	Peers	Direct Reports

Sample report