

Creative Leadership Questionnaire

360 feedback operating instructions

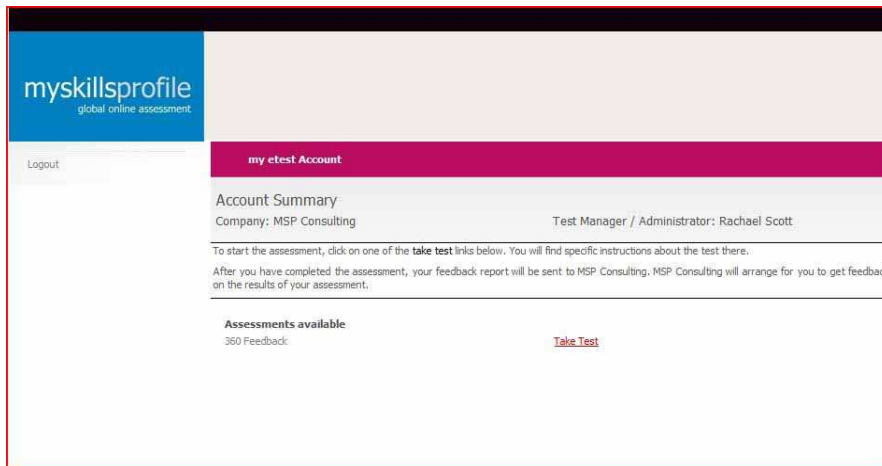
	Page
1. Ratee self-assessment	3
2. Rater assessment	11
3. Administrator's dashboard - editing rater details	15
4. Administrator's dashboard – customizing your user interface and reports	19
5. Basic operating guidelines	21

360 preparation

- Assemble a list of up to 10 people (raters) who are in a good position to comment on your performance and offer ideas and suggestions for improvement.
- If you have a managerial position, your list of raters should include a combination of bosses, peers and direct reports. You may also wish to include one or two customers.
- A typical list of raters might be:
 - your immediate boss/manager
 - another more senior manager
 - 4 direct reports
 - 2 peers/colleagues
 - 2 customers
- Depending on the context in which the assessment is taking place, it may be a good idea to discuss and agree your list of raters with your supervisor/manager.
- Send an email to your raters asking for their agreement to take part in a 360 degree assessment of your performance.
- During the self-assessment process, you will be asked to enter the names and addresses of all your raters in one step.
- Take care when entering email addresses. If you make a mistake in an email address, the person you are inviting to take part won't get their invitation email.

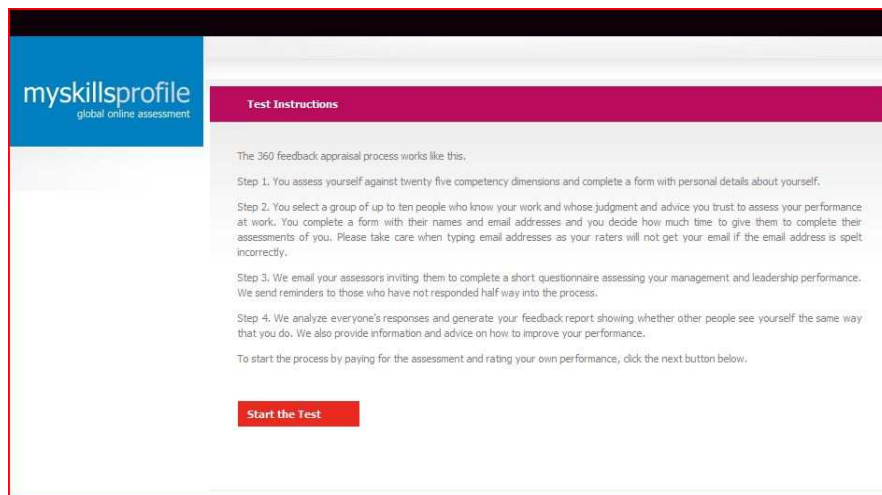
360 feedback: ratee self-assessment **m**sp

Screen **my etests account**



- This is the first screen after you have completed the login process.
- Before clicking **Take Test**, you need to have a list of up to 10 people who have agreed to assess your performance.
- You also need to have the email addresses of the people you are inviting to take part.

Screen test instructions



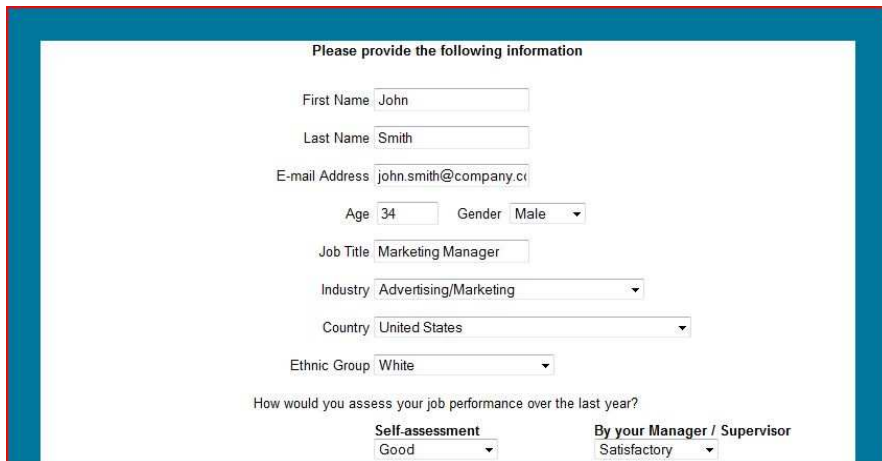
- This screen explains briefly how the 360 feedback assessment process works.
- Click the **Start the Test** button to begin.

Screen survey form

	Exceptional Strength 1	Strength 2	Satisfactory 3	Development Area 4	Critical Development Area 5
Page 1 Survey Form: Self-Assessment					
1. Initiative: Shows initiative, has positive attitude, self-starter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Risk Taking: Takes risks, challenges accepted practice, bends rules to make progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Creativity & Innovation: Originates change, makes things better, produces creative ideas and solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Adaptability: Adapts quickly to change, responds flexibly to people and situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Strategic Thinking: Conveys sense of direction and identifies business opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Analytical Thinking: Analyses situations carefully, makes rational judgments and logical decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- This screen presents a list of 25 leadership and management competencies, and a 5 point rating scale.
- Click on one of the five boxes under each competency description to assess your current level of performance.
- Your assessors will be assessing your performance using the same list of competencies and the same rating scale.
- They will also be asked to provide written comments and suggestions on how you might improve your performance.

Screen personal details



Please provide the following information

First Name

Last Name

E-mail Address

Age Gender

Job Title

Industry

Country

Ethnic Group

How would you assess your job performance over the last year?

Self-assessment	By your Manager / Supervisor
<input type="text" value="Good"/>	<input type="text" value="Satisfactory"/>

- This screen asks for a range of personal details, and information about how you and your line manager have assessed your performance.
- Please complete all the personal details boxes.
- The information you provide will be held on our servers, and we will maintain its confidentiality as required under data protection or other legislation.

Screen email invitations

Survey: Email Invitations

Enter the names and email addresses of up to 10 coworkers that you wish to invite to take part in your assessment. Invite people who you trust and who you have worked with for some time.

Invite Raters	First Name	MI	Last Name	Email Address
<input type="checkbox"/>	Michael		Reaves	michael.reaves@companyname.com
<input type="checkbox"/>	Brian		James	brian.james@companyname.com
<input type="checkbox"/>	Austin		Whitney	austin.whitney@companyname.com
<input type="checkbox"/>	Virginia		Farley	virginia.farley@companyname.com
<input type="checkbox"/>	Marcus		Hepburn	marcus.hepburn@companyname.com
<input type="checkbox"/>	Mary		Hinton	mary.hinton@companyname.com
<input type="checkbox"/>	Lauren		Clarke	lauren.clarke@companyname.com
<input type="checkbox"/>	Emily		Hepworth	emily.hepworth@companyname.com
<input type="checkbox"/>	Scott		Brewer	scott.brewer@companyname.com
<input type="checkbox"/>	Alex		Moss	alex.moss@companyname.com

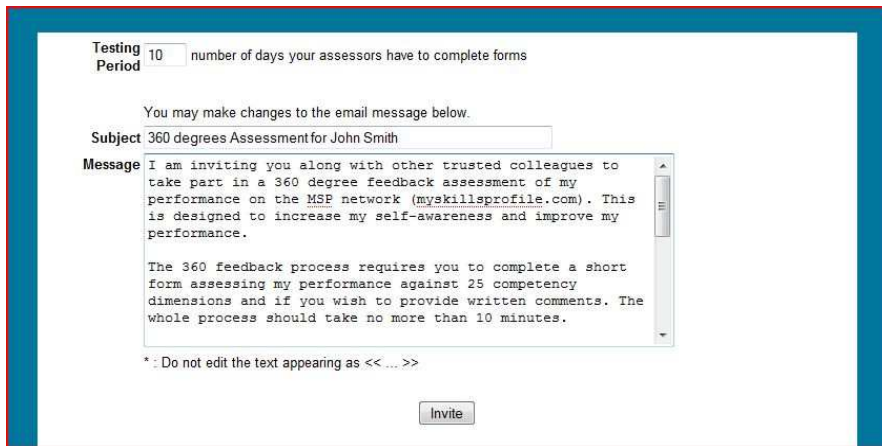
Testing Period number of days your assessors have to complete forms

- Enter the names and email addresses of up to 10 people who have agreed to take part in your assessment.
- You can reduce or extend the default time period for assessors to complete their assessments by changing the number in the Testing Period box.
- Check that you have entered email addresses correctly. You will not be able to make any changes yourself after you have submitted the form.
- Your test administrator will be able to make changes to your list of raters but this will delay the assessment process.

If you make mistakes in email addresses, your raters won't receive their invitation emails.

360 feedback: ratee self-assessment **m**sp

Screen **email message**



The screenshot shows a web-based interface for editing an email invitation. At the top, there is a 'Testing Period' field set to '10' with a note 'number of days your assessors have to complete forms'. Below this is a message preview area with a 'Subject' field containing '360 degrees Assessment for John Smith' and a 'Message' field containing the following text: 'I am inviting you along with other trusted colleagues to take part in a 360 degree feedback assessment of my performance on the MSP network (myskillsprofile.com). This is designed to increase my self-awareness and improve my performance. The 360 feedback process requires you to complete a short form assessing my performance against 25 competency dimensions and if you wish to provide written comments. The whole process should take no more than 10 minutes.' A note at the bottom of the message field reads '* : Do not edit the text appearing as << ... >>'. An 'Invite' button is located at the bottom center of the interface.

- You can edit the Subject and Message boxes to make any changes to the invitation email that your assessors will get.
- Check that you have made any amendments correctly.
- Click Invite to send your email invitations.
- People who do not initially respond to your invitation will get an automatic reminder to complete their assessment of you just before the completion deadline.

360 feedback: ratee self-assessment msp

Report extract

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

Grey Bar = You
 B = Bosses (1)
 P = Peers (4)
 D = Direct reports (5)
 Black bar = All coworkers average (10)

- This is an extract of a 360 feedback report showing how a manager's self-assessment compares with the assessments from his colleagues.
- The grey bars in the table show how the manager has assessed himself, and the black bars give the average rating from all the raters. You can see the distribution of ratings in the row beneath the bars.
- For example, the extract shows that the manager rates adaptability as an exceptional strength whereas his co-workers as group rate his capability as satisfactory.

General guidance

- msp's 360 feedback system gives a manager feedback based on the responses of up to 10 co-workers.
- You will be asked to rate a colleague's skills in 25 areas using a 5 point rating scale and provide written comments and suggestions.
- The feedback report does not identify names with ratings, but it does reveal the spread of ratings across the different categories of rater.
- This means that if you are the only rater/assessor in a category – for example, the boss – it will be possible to identify your ratings (but not your comments).
- All comments and suggestions for improvement are reported anonymously.
- Please provide as many comments and suggestions for improvement as possible as this helps build a rich picture of an individual's performance and development needs.

Report extract

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

Grey Bar = You
 B = Bosses (1)
 P = Peers (4)
 D = Direct reports (5)
 Black bar = All coworkers average (10)

- This is an extract of a 360 feedback report showing how a manager's self-assessment compares with the assessments from his colleagues.
- The grey bars in the table show how the manager has assessed himself, and the black bars give the average rating from all the raters. You can see the distribution of ratings in the row beneath the bars.
- For example, the extract shows that the manager rates adaptability as an exceptional strength whereas his co-workers as group rate his capability as satisfactory.

Screen rater relationship

Survey Form: Rater-Assessment for Brian Last

Instructions The purpose of this survey is to help the individual identify their strengths and weaknesses and decide where to focus development activities. There are twenty five competency dimensions and descriptions and your task is to assess the individual's performance using the scale below. After completing the ratings, you are invited to provide further written comments and advice. Please try to make this fair and constructive. Your ratings and comments will not be divulged but the feedback will show the range of ratings from all the assessors.

What is your relationship to Brian Last, the person being assessed?

Click here if Brian Last is your supervisor/manager/boss or another senior manager

Click here if you are a colleague or a customer of Brian Last

Click here if you supervise/manage Brian Last

- This is the first screen an assessor sees after logging on.
- The assessor is asked to describe their relationship to the person being assessed.
- Click the first radio button if the person being assessed is your supervisor or manager, or another more senior manager in the organization.
- Click the second radio button if you are a colleague or customer of the test taker/person being assessed.
- Click the third radio button if you are the manager/boss of the person you are assessing.

Screen rater survey form

	Exceptional Strength 1	Strength 2	Satisfactory 3	Development Area 4	Critical Development Area 5
2. Risk Taking: Takes risks, challenges accepted practice, bends rules to make progress	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Creativity & Innovation: Originates change, makes things better, produces creative ideas and solutions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Adaptability: Adapts quickly to change, responds flexibly to people and situations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Strategic Thinking: Conveys sense of direction and identifies business opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

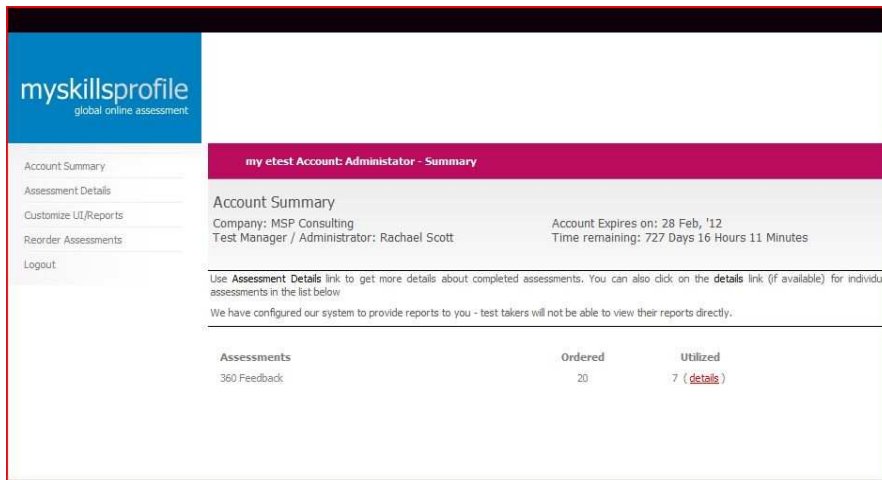
Additional Comments (max. 500 characters)

Use this box to explain current weaknesses and give any ideas and suggestions for development activities

- This screen invites you, the rater, to assess the test taker against 25 management and leadership competencies.
- Give a candid and fair assessment of the competency level your colleague is currently performing at.
- Please give written comments elaborating on the test taker's strengths and weaknesses, and how they might improve their performance.

360 feedback: administrator dashboard msp

Screen my etest account



The screenshot displays the 'my etest Account: Administrator - Summary' page. On the left is a navigation menu with links for Account Summary, Assessment Details, Customize UI/Reports, Reorder Assessments, and Logout. The main content area shows account details for 'MSP Consulting' with Test Manager/Administrator 'Rachael Scott'. It indicates the account expires on 28 Feb, '12 with 727 days, 16 hours, and 11 minutes remaining. Below this is a table of assessments:

Assessments	Ordered	Utilized
360 Feedback	20	7 (details)

- This is the main menu page for administrating a group 360 feedback process.
- From this page, the administrator can carry out 3 tasks:
 - 1) make changes to the raters for a an individual's 360 assessment – for example, delete a rater or correct mistakes in names, roles and email addresses of raters
 - 2) customize the testing screens and reports with the organization's name and logo
 - 3) order additional assessments

360 feedback: administrator dashboard msp

Screen assessment details

myetest Account: Administrator - Assessment Details

Assessment Details: 360 Feedback

Company: MSP Consulting
Test Manager / Administrator: Rachael Scott

Account Expires on: 28 Feb, '12
Time remaining: 727 Days 15 Hours 13 Minutes

Assessments ordered: 20
Assessments utilized: 7

To view or edit specific details for any of the assessments, click on the [details](#) link in the following. The details include a list of raters, their assessment status & assessment expiry date. You can also retrieve the [Access Links](#) for individual raters under that section.

For each of the assessments (can be partial, but must have atleast one rater assessment), click on [get Report](#) links in the list below, to view applicable options for accessing the reports

Ratee	Raters		Assessments	Status	Report
	Invited	Completed			
John Smith	8	1	details	Partial & Open	get Report
Alan Davies	0	0	details	No Invites Sent	get Report
Alan Jones	9	0	details	awaiting Raters	get Report

- This screen is brought up by clicking the Assessment Details menu option.
- Click [details](#) against one of the ratee names to make changes to the 360 assessment for that ratee – for example, to correct a spelling mistake in a name or an email address, or to add or delete a rater.
- Click [get Report](#) to view and print a PDF version of the 360 report for a ratee.

360 feedback: administrator dashboard msp

Screen edit assessment details

Edit	Rater Name	Rater Mail	Rater Role	Response Date
<input checked="" type="checkbox"/>	Bob James	bob.james@myskillsprofile.com	Not Known (Pending)	delete Rater
<input type="checkbox"/>	Austin Whitney	austin.whitney@myskillsprofile.com	Not Known (Pending)	
<input type="checkbox"/>	Virginia Farley	virginia.farley@myskillsprofile.com	Not Known (Pending)	
<input type="checkbox"/>	Marcus Hepburn	marcus.hepburn@myskillsprofile.com	Not Known (Pending)	
<input type="checkbox"/>	Mary Hinton	mary.hinton@myskillsprofile.com	Not Known (Pending)	
<input type="checkbox"/>	Lauren Clark	lauren.clark@myskillsprofile.com	Not Known (Pending)	
<input type="checkbox"/>	Emily Hepworth	emily.hepworth@myskillsprofile.com	Not Known (Pending)	
<input type="checkbox"/>	Alex Moss	alex.moss@myskillsprofile.com	Boss	01 Mar, '10

Add a new Rater

[Change Assessment Details](#)

When you have finished the changes, click the **Change Assessment Details** button.

- To edit or delete the details of a rater, check the box against the rater's name, and then amend the details or delete the record as appropriate.
- To add a new rater (up to a maximum of 10 raters), enter the name and email address of the rater, and then enter the rater's relationship to the ratee.
- When you check the edit checkbox for a rater who has completed his assessment, you will find the Rater Role column displaying a dropdown menu enabling you to correct the relationship to the ratee (if they made a mistake at the time of assessment).
- To extend or reduce the assessment expiry date, click Extend, change the date, and then click the Change Assessment Details button.

360 feedback: administrator dashboard msp

Screen customize user interface

Customize UI

Company Name: MSP Consulting
Administrator Name: Rachael Scott Administrator Email: rachael.scott@myskillsprofile.com

Company Name value is used for identifying your organization in the reports. Contact Email is used in both the User Interface and is printed on the front page of the Report. Website is printed on the front page of the Report. Logo is used in the User Interface only.

[Click here](#) for a preview of a sample UI and [Click here](#) for a preview of a sample Report.

If CUI is being created, a new notification email shall be sent to Account Administrator, by default, with the new link URLs for the myETests account. If CUI is being modified, notification email is NOT sent to Account Administrator

Customizable Parameters

Company Name:

User's Contact Email:

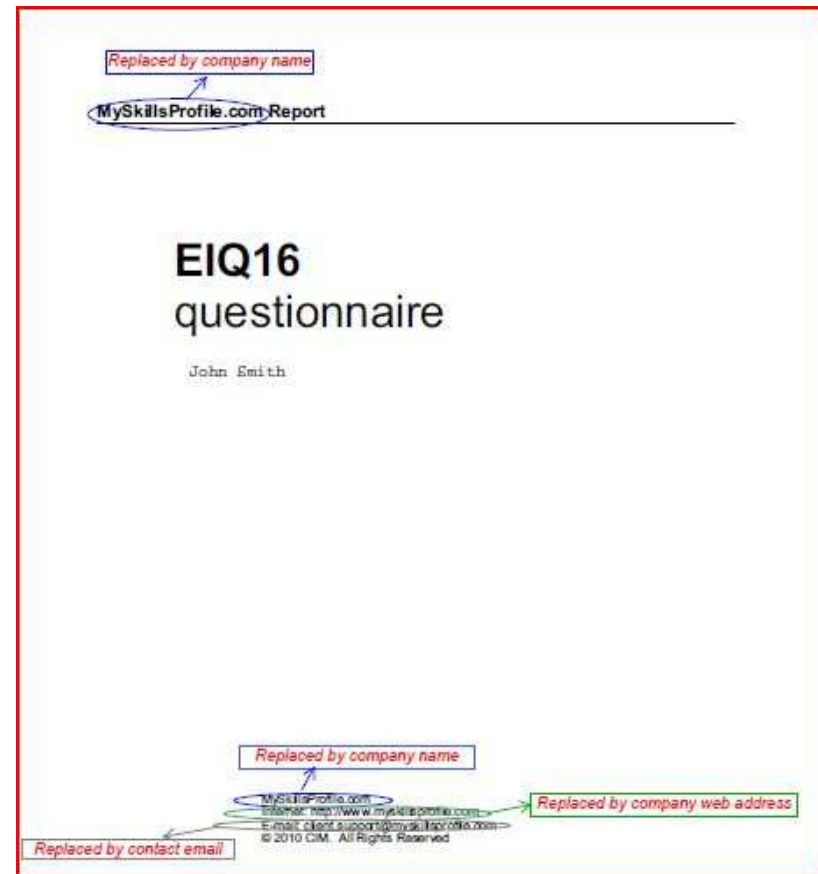
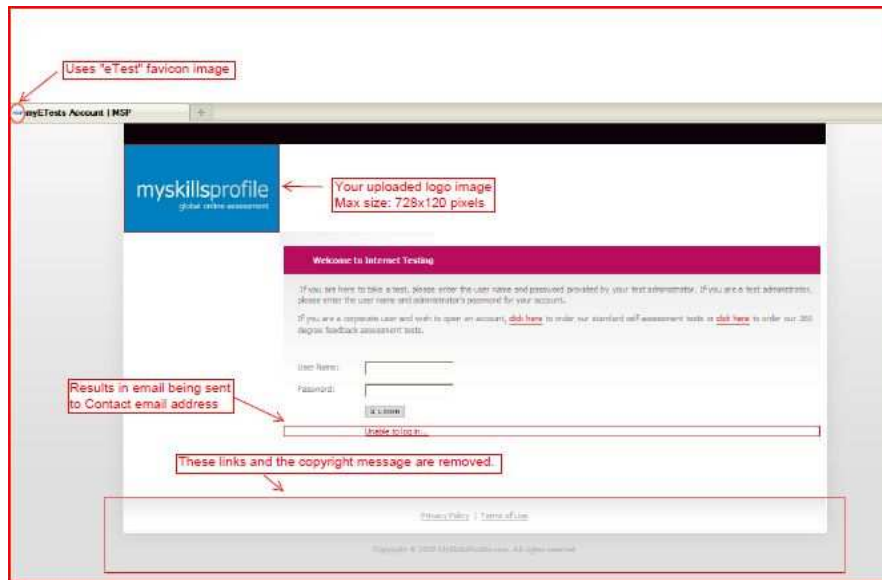
User's Website:

Upload Logo: (max size: 728 x 120 pixels)

- The Customize UI/Reports menu option enables you to amend the testing screens and reports with your own organization's details.
- You can insert your own website and contact details and upload your organization's logo.
- The [Click here](#) links illustrate the changes that can be made to the screens and reports that clients see (see page 20).

360 feedback: administrator dashboard msp

Screen customized user interface and report



360 feedback: basic operating guidelines msp

- Explain how the process works from a ratee and rater perspective well before the process starts.
- Encourage ratees to discuss and agree a list of up to 10 raters with their managers before starting.
- Emphasize the importance of the ratee entering a comprehensive and accurate list of rater details at the time of self-assessment as changes after this point can only be made by the test administrator.
- Point out that entry errors in email addresses mean that raters will not get invitation emails.
- Encourage raters to provide positive comments and suggestions for improvement using the text boxes on the online assessment form.
- Establish a common target date for all assessments to be completed. Allow sufficient time for completion.
- Monitor rater responses via the administrator's dashboard and send reminders as appropriate.
- Establish a central contact point for enquiries and test administration.

360 feedback: notes

m**s**p