



P I L A T
HR Solutions

360° Classic

Frameworks



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360-Classic Questionnaires

Pilat 360-Classic incorporates three questionnaires that have developed from our extensive experience in competency design and 360 feedback, they are

1. Professional: non managerial, but needing to exercise a wide range of business competencies
2. General Managerial: covering most of the common aspects in managerial practise
3. Senior Managerial: looking more at the strategic requirements of senior roles

The questionnaires present a number of behaviours under different capability/competency headings for rating. These include three narrative response questions to collect general comments. Feedback providers are asked to consider each of the behaviours and reflect on their observations regarding the recipient in the working environment.

The rating scale is defined as follows:

“To what extent do you agree that each statement accurately describes her/his characteristic behaviour?”

1 Strongly disagree	This is far from what he/she would normally do. More likely to do the opposite
2 Disagree	No. Does not really do this
3 Tend to disagree	Not really. Does this occasionally but not very often
4 Tend to agree	Not characteristic, but he/she tends to behave this way more often than not
5 Agree	Yes, this is how he /she typically behaves
6 Strongly agree	Absolutely characteristic of her/him. This describes her/him accurately
N Not rated	I have insufficient evidence on which to base a reliable rating. I am not going to guess

There is an additional comments section, which includes the following questions:

1. What one or two behaviours does the feedback recipient need to **START** displaying or **IMPROVE** to increase her/his overall performance?
2. What one or two behaviours does the feedback recipient need to **STOP** doing or **DO LESS OF** to increase her/his overall performance?
3. What one or two behaviours should the feedback recipient **CONTINUE** to display to maintain her/his overall performance?



360-Classic Questionnaires

The PILAT Classic Frameworks

Classic Professional	Classic General Managerial	Classic Senior Managerial
Customer Awareness	Leadership	Working in a Wider Context
Planning & Organising	Client Orientation and Business Awareness	Leadership
Resilience	People Managements/ Development	Managing & Developing Others
Flexibility& Adaptability	Teamwork	Commercial Awareness & Customer Focus
Teamwork	Creativity & Innovation	Achieving Results
Organisational Awareness & Commitment	Influencing/Interpersonal Skills	Communication
Initiative	Performance & Results	Problem Solving & Decision Making
	Self Management	Managing Change/ Continuous Improvement
		Self Management & Personal Motivation



360-Classic Questionnaires

Classic Professional

Commercial awareness and (internal/external) customer focus

- Demonstrates a clear understanding of the organisation's business and the industry in which it operates
- Takes active steps to understand the needs of his or her customers
- Meets customer needs and expectations as fully as possible
- Balances the conflicting priorities of different customers.
- Deals positively with queries or complaints raised by his/her customers
- Keeps customers informed about progress

Achieving results

- Prioritises key objectives and focuses on the work that is critical
- Takes personal responsibility for getting things done
- Follows-through on the details when performing specific tasks
- Delivers on time what he/she promises
- Consistently produces work that is accurate and of high quality

Working with others

- Works cooperatively with other people and groups across the business
- Supports the team(s) to which he or she belongs, sharing responsibilities and working towards common goals
- Actively listens to other's contributions and views
- Is open to constructive criticism and takes prompt action
- Develops an effective network of useful contacts within and outside the organisation

Communicating and influencing

- Demonstrates an understanding of others' views
- Communicates verbally in a clear, concise and articulate manner
- Produces written communication which is clear, logical and appropriate for the purpose
- Presents their views with confidence
- Wins people over to his/her ideas

Problem-solving & decision making

- Digs beneath the surface, asking probing questions to understand people and situations
- Makes sense of complex information - sees patterns, trends and linkages
- Demonstrates expertise in own functional/specialist area
- Gets to the root of a problem
- Makes sound judgements about the best course of action to take
- Makes timely decisions, even with limited information



360-Classic Questionnaires

Change and Adaptability

- Responds promptly and positively to changing demands and circumstances
- Willingly takes on new tasks at short notice
- Challenges existing practices to seek better ways of doing things
- Anticipates upcoming changes and shifts tasks and priorities as organisational needs require.
- Remains calm and effective when under pressure

Self management and personal motivation

- Is active and energetic at work – is eager for the next challenge
- Takes the initiative – doesn't wait to be told to take action
- Makes effective use of own time
- Seeks and makes effective use of feedback on own performance
- Learns from mistakes
- Displays a high level of energy and an urgency to get things done



360-Classic Questionnaires

Classic General Managerial

Leadership

- Develops effective plans to meet organisational targets and goals
- Provides others with a clear view of how they contribute to organisational goals
- Agrees challenging work standards and objectives with individuals and teams
- Creates a feeling of energy and focus in those around them
- Adapts a personal style to get the best out of different people
- Creates and sustains a positive team spirit

Managing and developing others

- Delegates responsibility and authority to the lowest appropriate level
- Gives others timely, focused and balanced feedback on performance
- Provides genuine and timely praise where it is due
- Coaches individuals to help them improve their performance
- Puts staff in situations which expand their skills and widens their horizons
- Encourages staff to treat mistakes as learning opportunities
- Addresses poor performance issues early

Commercial awareness and customer focus

- Demonstrates a clear understanding of the commercial priorities of the organisation
- Continually identifies and explores commercial / business opportunities
- Anticipates and seeks to understand the needs of internal/external customers
- Meets internal/external customer needs and expectations as fully as possible
- Establishes good working relationships with internal/external customers
- Consistently ensures any expenditure is justified and provides good ROI

Achieving results

- Prioritises key objectives and focuses on the work that is critical
- Effectively allocates available resources (e.g. time, people, money)
- Monitors and reviews progress against agreed objectives
- Takes personal responsibility for getting things done
- Delivers what he/she promises
- Consistently achieves high quality results in his/her work

Working with others

- Promotes co-operative working across internal boundaries
- Participates collaboratively as a team member
- Actively listens to other's contributions and views
- Treats people fairly and consistently
- Is open to constructive criticism and takes prompt action
- Displays sensitivity to the feelings of others
- Resolves conflicts effectively - regularly achieves "win-win" outcomes



360-Classic Questionnaires

Influencing and communicating

- Communicates effectively to gain “buy in” to initiatives and management decisions
- Seeks relevant feedback of views from employees and customers
- Demonstrates a clear understanding of others’ perspectives
- Promotes openness by willingly sharing information
- Identifies causes of resistance to new ideas and finds ways to overcome them
- Wins people over to his/her ideas
- Speaks with authority and confidence

Problem-solving & decision making

- Gathers all the appropriate information before making decisions
- Makes sense of complex information - sees patterns, trends and linkages
- Demonstrates expertise in own functional/specialist area
- Identifies a range of possible solutions before making decisions
- Bases conclusions on all sides of the problem, not just one viewpoint
- Makes sound judgements about the best course of action to take
- Makes timely decisions, even with limited information
- Willingly makes tough decisions when necessary

Managing change & continuous improvement

- Identifies opportunities for change in the business
- Communicates the benefits of change convincingly to others
- Responds promptly and positively to changing demands and circumstances
- Creates an environment in which new ideas are encouraged
- Challenges existing practices to seek better ways of doing things
- Actively promotes the implementation of improved ways of working
- Provides practical support to help others cope with change

Self management and personal motivation

- Sets himself/herself challenging goals
- Appears positive and self-assured, even in challenging situations
- Remains calm and effective when under pressure
- Is active and energetic at work – is eager for the next challenge
- Takes the initiative – doesn’t wait to be told to take action
- Demonstrates personal commitment to the organisation’s goals
- Makes effective use of own time
- Seeks and makes effective use of feedback on own performance



360-Classic Questionnaires

Classic Senior Managerial

Leadership - establishing direction and purpose

- Provides a clear, coherent vision of the future to help guide strategy
- Develops effective strategy to meet broad organisational objectives
- Develops effective plans to meet business targets and goals
- Provides others with a clear view of how they contribute to the organisation's goals
- Provides a powerful and inspirational role model to others
- Motivates others to achieve and stretch performance
- Adapts own leadership style to get the best out of different people
- Creates and sustains a positive team spirit

Managing & developing others

- Delegates responsibility and authority to the lowest appropriate level
- Gives others timely, focused and balanced feedback on performance
- Gives genuine and timely praise where it is due
- Coaches individuals to help them improve their performance
- Puts staff in situations which expand their skills and widens their horizons
- Encourages staff to treat mistakes as learning opportunities

Commercial awareness and customer focus

- Demonstrates a clear understanding of the commercial priorities of the organisation
- Continually identifies and explores commercial / business opportunities
- Anticipates and seeks to understand customer needs
- Develops a customer focused ethos in the areas for which he/she is responsible
- Ensures customer needs and expectations are met as fully as possible
- Establishes good working relationships with customers

Achieving results

- Ensures policy and strategy are effectively implemented
- Prioritises key objectives and focuses on the work that is critical
- Effectively allocates available resources (e.g. time, people, money)
- Monitors and reviews progress against agreed objectives
- Takes personal responsibility for getting things done
- Delivers what he/she promises
- Constantly keeps the long term objectives on track while managing short term needs

Working with others

- Promotes co-operative working across internal boundaries
- Actively listens to other's contributions and views
- Involves others in developing new ideas
- Treats people fairly and consistently
- Responds constructively to justified criticism
- Displays sensitivity to the feelings of others
- Resolves conflicts effectively - regularly achieves "win-win" outcomes



Influencing and communicating

- Communicates effectively to gain “buy in” to initiatives and management decisions
- Seeks relevant feedback of views from employees and customers
- Demonstrates a clear understanding of others’ perspectives
- Ensures “no surprises” by timely and adequate communication
- Identifies causes of resistance to new ideas and finds ways to overcome them
- Wins people over to his/her ideas
- Speaks with authority and confidence to any audience

Problem-solving & decision making

- Gathers all the appropriate information before making decisions
- Makes sense of complex information - sees patterns, trends and linkages
- Identifies a range of possible solutions before making decisions
- Bases conclusions on all sides of the problem, not just one viewpoint
- Makes sound judgements about the best course of action to take
- Makes timely decisions, even with limited information
- Willingly makes tough decisions when necessary

Promoting & managing change

- Identifies strategic opportunities for change in the business
- Communicates the benefits of change convincingly to others
- Responds promptly and positively to changing demands and circumstances
- Creates an environment in which new ideas are encouraged
- Challenges existing practices to seek better ways of doing things
- Actively promotes the implementation of improved ways of working

Self management and personal motivation

- Appears positive and self-assured, even in challenging situations
- Remains calm and effective when under pressure
- Is active and energetic at work - is always eager for the next challenge
- Uses initiative - responds quickly and creatively to new situations
- Demonstrates personal commitment to the organisation’s goals
- Makes effective use of own time
- Seeks and makes effective use of feedback on own performance