



# Appendix 4 DRAFT PCC Leadership and Management 360<sup>0</sup> feedback

As part of my development I would like to ask you for some feedback in the areas below. The scale is about how often I demonstrate a particular behavior & one of the most useful parts would be if you could help me understand how I could improve if you don't observe me always demonstrating the behaviour.

The scale is: this behaviour is demonstrated

- 1. **Never**
- 2. **Hardly Ever**
- 3. **Sometimes**
- 4. **Regularly**
- 5. **Almost always**
- 6. **Always**

Area	Score	If not a "6. Always" please give some further information to assist me in identifying how to demonstrate this behaviour more frequently (for example consider if there are specific times or audiences when I could demonstrate more)
1. I seek to dismantle silo thinking & work towards one organisation		
2. I hear feedback / ideas / opinions from others thoughtfully & non judgementally		
3. I help others to hear feedback / ideas / opinions from others thoughtfully & non judgementally		
4. I speak up respectfully & candidly		
5. I help others to speak up respectfully & candidly		
6. When things go wrong I look to establish and understand the wider sources of influence rather than look to apportion personal blame		
7. I continually seek to put the customer at the heart of everything we do		



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8. What do you think would me flourish, grow and develop within this organisation?

9. Any other comments that you believe would be useful for my development?