

# **Perspectives -- 360 Assessment Instrument**

**HRD Press**

Training House Inc.

Princeton, NJ & Amherst, MA

Version 1.0

To be completed by the: **Self**

# INTRODUCTION

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Perspectives is a management assessment instrument designed to help you identify your management development needs and job strengths. It is a tool that you can use to create and prioritize development activities to increase your managerial effectiveness.

Perspectives is based on studies that identified key competencies and behaviors necessary for effective performance in most management/leadership positions.

To complete Perspectives, perform the following steps:

Step 1. Fill in demographic and job information about yourself.

Step 2. Provide two ratings for each management behavior.

1. Identify the proficiency level that is required for successful performance in your job.
2. Identify your current proficiency level.

Please note the following:

- This questionnaire is designed for a wide range of management/leadership positions. Management behaviors listed here may not be required for your job. If you feel the behavior is not required for your job, you may rate the item as "No Proficiency" under the required rating column
  - When you provide your ratings for the behaviors, keep in mind that it is unlikely that all are required equally in your job or that you do everything equally well. Your careful thought will result in more useful feedback.
  - The information you provide will be used to create a personalized feedback report to assist you in your development planning. The results of this questionnaire are in no way associated with selection, promotion, or performance appraisal and are to be used strictly for development purposes.
  - The results are confidential. Your supervisor, peers, and direct reports will not have access to your data or your feedback report, unless you provide them with a copy.
  - You should provide your ratings within the context of your own environment and responsibility areas.
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# Demographic and Job Information

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The following demographic questions will be helpful for assessing the needs and strengths of different populations. For each question, use the pull-down menu to select the number that matches your response choice.

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1. Your position most directly contributes to:
  - (1) Production
  - (2) Marketing/Sales
  - (3) Administration
  - (4) Customer Service (Internal or External)
  - (5) Another Area
  
2. How long have you been in your existing position?
  - (1) Six months or less
  - (2) Between 6 months and 1 year
  - (3) Between 1 and 2 years
  - (4) Between 2 and 5 years
  - (5) More than 5 years
  
3. Which of the following best describes your existing position?
  - (1) Entry Level
  - (2) Non Supervisory
  - (3) First Line Supervisor
  - (4) Program or Project Team Leader or Coordinator
  - (5) Manager
  - (6) Technical Advisor
  - (7) Other Individual Performer
  - (8) Executive
  
4. What is the total number of employees in your work unit?
  - (1) 1-10
  - (2) 11-30
  - (3) 31-50
  - (4) 51-75
  - (5) 76-100
  - (6) More than 100
  - (7) None; not applicable

# Required and Current Proficiency Levels

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## INSTRUCTIONS:

Following are 68 management behaviors. Use the five-point scale to provide two ratings:

1) The level of proficiency required for successful performance in your job. Consider factors such as:

- the complexity or difficulty of your job
- the relevance of the behavior to your current position, and
- the knowledge or skill it requires.

Think about what your job requires without regard to your own skill level.

2) Your current level of proficiency. Think of the full range of your experience on and off the job, without reference to any particular position.

- Select both your "required" and "current" ratings from the pull-down menus on each question screen.

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<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>D</b>
No Proficiency	Low Proficiency	Moderate Proficiency	High Proficiency	Vry High Proficiency	Don't Know

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## Tasks

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1. Controls interruptions so as to keep activities on target.
2. Negotiates priorities in an attempt to resolve conflicting demands for time.
3. Keeps personal workload manageable by delegating and giving work to others.
4. Makes productive use of time in meetings and when on the phone.
5. Evaluates new projects and activities for their relationship to the organization's goals.
6. Sets goals for self and others, and evaluates progress against these goals.
7. Does not allow daily crises and interruptions to interfere with meeting our goals.
8. Uses goal setting as a process for getting commitment from self and other employees.
9. Relies on input from others to help set realistic goals.
10. Looks for ways and welcomes ideas on how to improve the way projects or tasks are being done.
11. Takes sufficient time to plan and schedule projects before launching them.
12. Shows skill in organizing a variety of activities to meet or exceed expectations.
13. Shows skill in managing projects and new assignments.
14. Pays attention and listens actively when others are explaining something.