PROPEL
PROGRAM FOR PREPARING EARLY LEADERS

PROPEL
LEADERSHIP ASSESSMENT
END-OF-PROGRAM REPORT
<Date>

<Name of Participant>
University of XXX
PROPEL Leadership Assessment Framework

How to use this report

This report summarises the results of the Participant Self-Assessment and 360 Degree Feedback questionnaires, and includes pre-program, mid-point and end-of-program responses.

Your personal responses at the beginning of the Program gave you a benchmark from which to measure your leadership development over 12 months. They also helped you clarify the areas you felt were your strengths and the areas you saw as challenging.

Others’ perceptions, gained through the 360 degree feedback process at the beginning and end of the Program, help you take stock of the impact you are currently having and identify the specific areas where you can maximise your leadership potential in the future. You may find your ratings and those from the 360 degree process vary significantly on occasions. These are the results which will tell you most about yourself.

This report is for your development, so use the results in any way you feel will assist you. You may choose to share your results with other PROPEL participants, Coordinators and your leadership mentor if you wish. You may also choose to discuss results as part of your career development process within the Faculty.

Confidentiality of responses

The PROPEL Coordinators will keep your responses and your 360 degree feedback confidential at all times. This report will not be forwarded to any other party unless you request it. PROPEL will use some parts of the responses to assess changes in your leadership abilities over the 12-month Program. After the conclusion of the Program, only aggregated and de-identified results will be used to evaluate the effectiveness of the Program in achieving its aims.
OVERVIEW: Your PROPEL leadership development goals and achievements

Based on your self-assessment, the 360 degree feedback you received and your experiences during the first part of the PROPEL Program, you identified the following development goals for yourself:

<table>
<thead>
<tr>
<th>GOAL 1</th>
<th>&lt;insert Goal 1 from Ques. 8 Mid-Point&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRESS</td>
<td></td>
</tr>
<tr>
<td>- After six months</td>
<td>&lt;insert Goal 1 from Ques. 9 Mid-Point&gt;</td>
</tr>
<tr>
<td>- After twelve months</td>
<td>&lt;insert Goal 1 from Ques. 24 End-of-Program&gt;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 2</th>
<th>&lt;insert Goal 2 from Ques. 8 Mid-Point&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRESS</td>
<td></td>
</tr>
<tr>
<td>- After six months</td>
<td>&lt;insert Goal 2 from Ques. 9 Mid-Point&gt;</td>
</tr>
<tr>
<td>- After twelve months</td>
<td>&lt;insert Goal 2 from Ques. 24 End-of-Program&gt;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 3</th>
<th>&lt;insert Goal 3 from Ques. 8 Mid-Point&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRESS</td>
<td></td>
</tr>
<tr>
<td>- After six months</td>
<td>&lt;insert Goal 3 from Ques. 9 Mid-Point&gt;</td>
</tr>
<tr>
<td>- After twelve months</td>
<td>&lt;insert Goal 3 from Ques. 24 End-of-Program&gt;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 4</th>
<th>&lt;insert Goal 4 from Ques. 8 Mid-Point&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRESS</td>
<td></td>
</tr>
<tr>
<td>- After six months</td>
<td>&lt;insert Goal 4 from Ques. 9 Mid-Point&gt;</td>
</tr>
<tr>
<td>- After twelve months</td>
<td>&lt;insert Goal 4 from Ques. 24 End-of-Program&gt;</td>
</tr>
</tbody>
</table>
SECTION 1: Your leadership aspirations

Before commencing the PROPEL Program you felt:

\[ <\text{insert rating from Ques. 9 Pre-Program Self}> \] see myself moving into an institutional leadership role.

At the end of the PROPEL Program you felt:

\[ <\text{insert rating from Ques. 9 End-of-Program Self}> \] see myself moving into an institutional leadership role.

Others’ views about you moving into an institutional leadership role:

**PRE-PROGRAM**

\[<\text{To update, right-click on graph and select ‘EDIT DATA’. Enter values from Ques. 3 Pre-Program 360}>\]

**END-OF-PROGRAM**

\[<\text{To update, right-click on graph and select ‘EDIT DATA’. Enter values from Ques. 3 End-of-Program 360}>\]
Before commencing the PROPEL Program you felt:

I see this happening <insert rating from Ques. 10 Pre-Program Self>.

At the end of the PROPEL Program you felt:

I see this happening <insert rating from Ques. 10 End-of-Program Self>.

When others see this happening:

**PRE-PROGRAM**

- Next 12 months
- 1-2 years
- 3-5 years
- More than 5 years
- Unsure

<To update, right-click on graph and select ‘EDIT DATA’. Enter values from Ques. 4 Pre-Program 360>

**END-OF-PROGRAM**

- Next 12 months
- 1-2 years
- 3-5 years
- More than 5 years
- Unsure

<To update, right-click on graph and select ‘EDIT DATA’. Enter values from Ques. 4 End-of-Program 360>
Before commencing the PROPEL Program you felt:

I feel I <insert rating from Ques. 11 Pre-Program Self> have the skills and confidence to take on an institutional leadership position right now.

At the end of the PROPEL Program you felt:

I feel <insert rating from Ques. 11 End-of-Program Self> have the skills and confidence to take on an institutional leadership position right now.

Others’ views about your skills and confidence to take on an institutional leadership position right now:

**PRE-PROGRAM**

**END-OF-PROGRAM**

<To update, right-click on graph and select ‘EDIT DATA’. Enter values from Ques. 5 Pre-Program 360>

<To update, right-click on graph and select ‘EDIT DATA’. Enter values from Ques. 5 End-of-Program 360>
At the beginning of the PROPEL Program you saw the following aspects of moving into an institutional leadership position as the most challenging for you:

- Insert comments from Ques. 12 Pre-Program Self
- 
- 

After twelve months in the Program you added:

- Insert comments from Ques. 16 End-of-Program Self
- 
- 

Before commencing the PROPEL Program you identified what you needed to help you overcome these challenges:

- Insert comments from Ques. 13 Pre-Program Self
- 
- 

After twelve months in the Program you added:

- Insert comments from Ques. 17 End-of-Program Self
- 
- 
Others saw the following aspects of moving into an institutional leadership position as the MOST CHALLENGING for you:

### 360 DEGREE FEEDBACK – PRE-PROGRAM

**SUPERVISORS**
- <insert Supervisor comments from Ques. 6 Pre-Program 360>
- 
- 

**PEERS**
- <insert Peer comments from Ques. 6 Pre-Program 360>
- 
- 

**REPORTS**
- <insert Report comments from Ques. 6 Pre-Program 360>
- 
- 

### 360 DEGREE FEEDBACK – END-OF-PROGRAM

**SUPERVISORS**
- <insert Supervisor comments from Ques. 6 End-of-Program 360>
- 
- 

**PEERS**
- <insert Peer comments from Ques. 6 End-of-Program 360>
- 
- 

**REPORTS**
- <insert Report comments from Ques. 6 End-of-Program 360>
- 
-
Others identified the following to help you OVERCOME THESE CHALLENGES:

### 360 DEGREE FEEDBACK – PRE-PROGRAM

**SUPERVISORS**
- <insert Supervisor comments from Ques. 7 Pre-Program 360>
- 
- 

**PEERS**
- <insert Peer comments from Ques. 7 Pre-Program 360>
- 
- 

**REPORTS**
- <insert Report comments from Ques. 7 Pre-Program 360>
- 
- 

### 360 DEGREE FEEDBACK – END-OF-PROGRAM

**SUPERVISORS**
- <insert Supervisor comments from Ques. 7 End-of-Program 360>
- 
- 

**PEERS**
- <insert Peer comments from Ques. 7 End-of-Program 360>
- 
- 

**REPORTS**
- <insert Report comments from Ques. 7 End-of-Program 360>
- 
- 

## SECTION 2: Leadership attribute domains - The PROPEL Scale

The PROPEL Leadership Attribute Domains consist of six groupings of skills and characteristics which have been identified by academic staff as essential to good academic leadership.

<table>
<thead>
<tr>
<th>Domain</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position</td>
<td>Think and work strategically to position yourself, your staff and your unit within your university and the wider context</td>
</tr>
<tr>
<td>Reflect</td>
<td>Reflect on yourself as a leader and be prepared to make changes</td>
</tr>
<tr>
<td>Open</td>
<td>Open out to your staff on both the professional and personal level</td>
</tr>
<tr>
<td>Provide</td>
<td>Provide a supporting environment in which your staff will thrive</td>
</tr>
<tr>
<td>Enable</td>
<td>Enable your unit to always move forward</td>
</tr>
<tr>
<td>Link</td>
<td>Create links and connections with other staff, faculties and institutions which will strengthen your unit and your discipline</td>
</tr>
</tbody>
</table>

To update the graphs on the following page, click on the graph and select ‘EDIT DATA’. Enter the AVERAGE RATINGS for each domain for

- **Self** - questions 15-20 pre-program and 18-23 end-of-program
- **Supervisors, peers, reports** - questions 8-13 pre-program and end-of-program
Your PRE-PROGRAM ratings across the 6 domains of academic leadership:

1  Inadequately - fail to meet this on many occasions
2  Adequately - but with occasional lapses
3  Largely - show regular evidence
4  Fully - a real strength

Your END-OF-PROGRAM ratings across the 6 domains of academic leadership:
## POSITION

How well you and others believe you meet (or would meet) these demands on you as an academic leader.

1. Inadequately - fail to meet this on many occasions
2. Adequately - but with occasional lapses
3. Largely - show regular evidence
4. Fully - a real strength

<table>
<thead>
<tr>
<th>Statement</th>
<th>Self Pre-Program</th>
<th>Self End-Program</th>
<th>Supervisors Pre-Program</th>
<th>Supervisors End-Program</th>
<th>Peers Pre-Program</th>
<th>Peers End-Program</th>
<th>Reports Pre-Program</th>
<th>Reports End-Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you take a ‘big picture’ view of your organisation?</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.2</td>
<td>3.3</td>
<td>3.2</td>
<td>3.5</td>
</tr>
<tr>
<td>How well do you assess and manage risk?</td>
<td>2.0</td>
<td>3.0</td>
<td>2.7</td>
<td>2.5</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
<td>3.5</td>
</tr>
<tr>
<td>How do you really understand how the system works?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>How proactive are you in driving initiatives by gaining alignment and commitment?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you demonstrate political awareness in the workplace?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>How well do you balance demands on you from above and below?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you act as a strong advocate for your Unit/group?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>How well do you convert vision into strategy then into operational plans?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>To what extent do you see opportunities and act proactively?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>How well do you understand the higher education context and environment?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Average rating for ‘Position’</strong></td>
<td><strong>2.5</strong></td>
<td><strong>2.8</strong></td>
<td><strong>2.5</strong></td>
<td><strong>2.8</strong></td>
<td><strong>3.0</strong></td>
<td><strong>2.9</strong></td>
<td><strong>3.0</strong></td>
<td><strong>3.3</strong></td>
</tr>
<tr>
<td><strong>Average change over 12 months</strong></td>
<td><strong>+12%</strong></td>
<td><strong>+12%</strong></td>
<td><strong>-3%</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<insert average ratings from: Pre/ Self Ques. 15 | End/ Self Ques. 18 | Pre/ 360 Ques. 8 | End/ 360 Ques. 8 | Pre/ 360 Ques. 8 | End/ 360 Ques. 8 | Pre/ 360 Ques. 8 | End/ 360 Ques. 8>
PRE-PROGRAM 360 DEGREE RESPONSES – ‘POSITION’
What others saw as your strengths in this area:
• <insert comments from Ques. 8a Pre-Program 360>
•
•
What others saw you could improve in this area:
• <insert comments from Ques. 8b Pre-Program 360>
•
•
END-OF-PROGRAM 360 DEGREE RESPONSES – ‘POSITION’
What others saw as your strengths in this area:
• <insert comments from Ques. 8a End-of-Program 360>
•
•
What others saw you could improve in this area:
• <insert comments from Ques. 8b End-of-Program 360>
•
•
# REFLECT

How well you and others believe you currently meet (or would meet) these demands on you as an academic leader.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Self</th>
<th>Supervisors</th>
<th>Peers</th>
<th>Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>How successfully are you moving from a self-focused academic role to a people-focused leadership role?</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.2</td>
</tr>
<tr>
<td>Are you committed to ongoing personal and professional development?</td>
<td>2.0</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>How well do you make sense of and learn from experience?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
</tr>
<tr>
<td>Do you fully understand your personal strengths and limitations?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
</tr>
<tr>
<td>Can you admit to and learn from your mistakes?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
</tr>
<tr>
<td>How calm do you remain under pressure?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
</tr>
<tr>
<td>Do you feel you are resilient?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>Average rating for ‘Reflect’</strong></td>
<td><strong>2.5</strong></td>
<td><strong>2.8</strong></td>
<td><strong>2.5</strong></td>
<td><strong>2.8</strong></td>
</tr>
</tbody>
</table>

Average change over 12 months

<table>
<thead>
<tr>
<th></th>
<th>Pre/ Self Ques. 16</th>
<th>End/ Self Ques. 19</th>
<th>Pre/ 360 Ques. 9</th>
<th>End/ 360 Ques. 9</th>
<th>Pre/ 360 Ques. 9</th>
<th>End/ 360 Ques. 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change</td>
<td>+12%</td>
<td>+12%</td>
<td>-3%</td>
<td>+13%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<insert average ratings from: Pre/ Self Ques. 16 | End/ Self Ques. 19 | Pre/ 360 Ques. 9 | End/ 360 Ques. 9 | Pre/ 360 Ques. 9 | End/ 360 Ques. 9>

1. Inadequately - fail to meet this on many occasions
2. Adequately - but with occasional lapses
3. Largely - show regular evidence
4. Fully - a real strength
PRE-PROGRAM 360 DEGREE RESPONSES – ‘REFLECT’

What others saw as your strengths in this area:
• <insert comments from Ques. 9a Pre-Program 360>
•
•

What others saw you could improve in this area:
• <insert comments from Ques. 9b Pre-Program 360>
•
•

END-OF-PROGRAM 360 DEGREE RESPONSES – ‘REFLECT’

What others saw as your strengths in this area:
• <insert comments from Ques. 9a End-of-Program 360>
•
•

What others saw you could improve in this area:
• <insert comments from Ques. 9b End-of-Program 360>
•
•
### OPEN

How well you and others believe you currently meet (or would meet) these demands on you as an academic leader.

1. Inadequately - fail to meet this on many occasions
2. Adequately - but with occasional lapses
3. Largely - show regular evidence
4. Fully - a real strength

<table>
<thead>
<tr>
<th>Statement</th>
<th>Self Pre-Program</th>
<th>Self End-Program</th>
<th>Supervisors Pre-Program</th>
<th>Supervisors End-Program</th>
<th>Peers Pre-Program</th>
<th>Peers End-Program</th>
<th>Reports Pre-Program</th>
<th>Reports End-Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you make sure you are accessible, visible and approachable?</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.2</td>
<td>3.3</td>
<td>3.2</td>
<td>3.5</td>
</tr>
<tr>
<td>How well can you listen without pre-judging?</td>
<td>2.0</td>
<td>3.0</td>
<td>2.7</td>
<td>2.5</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
<td>3.5</td>
</tr>
<tr>
<td>Do you communicate with colleagues and staff clearly, openly and honestly?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>Are you consistent in your actions and decisions?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you act on feedback you receive about yourself?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you have strategies in place to find out about staff needs?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Can you say ‘no’ to staff and colleagues without undermining working relationships?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>To what extent do you value diversity in your workplace?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>How well do you give positive and negative feedback to others?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you demonstrate integrity?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>How well do you think you are trusted by those you work with?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
</tbody>
</table>

**Average rating for ‘Open’**

|                           | 2.5 | 2.8 | 2.5 | 2.8 | 3.0 | 2.9 | 3.0 | 3.3 |

**Average change over 12 months**

- Open: +12%  
- Open: +12%  
- Open: -3%  
- Open: +13%
PRE-PROGRAM 360 DEGREE RESPONSES – ‘OPEN’

What others saw as your strengths in this area:

• <insert comments from Ques. 10a Pre-Program 360>

What others saw you could improve in this area:

• <insert comments from Ques. 10b Pre-Program 360>

END-OF-PROGRAM 360 DEGREE RESPONSES – ‘OPEN’

What others saw as your strengths in this area:

• <insert comments from Ques. 10a End-of-Program 360>

What others saw you could improve in this area:

• <insert comments from Ques. 10b End-of-Program 360>
### PROVIDE

How well you and others believe you currently meet (or would meet) these demands on you as an academic leader.

1. Inadequately - fail to meet this on many occasions
2. Adequately - but with occasional lapses
3. Largely - show regular evidence
4. Fully - a real strength

<table>
<thead>
<tr>
<th>Statement</th>
<th>Self</th>
<th>Supervisors</th>
<th>Peers</th>
<th>Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>How well do you appreciate the breadth of academic work and the multi-faceted nature of the university organisation?</td>
<td>3.0 3.0</td>
<td>3.0 3.0</td>
<td>3.2 3.3</td>
<td>3.2 3.5</td>
</tr>
<tr>
<td>Are you able to lead academic staff in ways which suit their unique needs and communication styles?</td>
<td>2.0 3.0</td>
<td>2.7 2.5</td>
<td>3.0 2.7</td>
<td>3.0 3.5</td>
</tr>
<tr>
<td>Do you consistently deal with staff in a respectful and professional manner?</td>
<td>3.0 3.0</td>
<td>2.0 2.7</td>
<td>2.7 3.0</td>
<td>2.7 3.0</td>
</tr>
<tr>
<td>Do you understand the organisational rules and apply them fairly and appropriately?</td>
<td>2.0 2.0</td>
<td>2.3 2.8</td>
<td>2.9 2.7</td>
<td>2.9 3.0</td>
</tr>
<tr>
<td>Do you demonstrate balanced leadership in teaching, research and community engagement?</td>
<td>3.0 3.0</td>
<td>2.0 2.7</td>
<td>2.7 3.0</td>
<td>2.7 3.0</td>
</tr>
<tr>
<td>Is your academic integrity beyond reproach?</td>
<td>2.0 2.0</td>
<td>2.3 2.8</td>
<td>2.9 2.7</td>
<td>2.9 3.0</td>
</tr>
<tr>
<td>Do you treat staff with fairness and consistency?</td>
<td>3.0 3.0</td>
<td>2.0 2.7</td>
<td>2.7 3.0</td>
<td>2.7 3.0</td>
</tr>
<tr>
<td>How well do you foster team collegiality?</td>
<td>2.0 2.0</td>
<td>2.3 2.8</td>
<td>2.9 2.7</td>
<td>2.9 3.0</td>
</tr>
<tr>
<td>How successfully can you balance an academic leadership role with administrative leadership demands?</td>
<td>3.0 3.0</td>
<td>2.0 2.7</td>
<td>2.7 3.0</td>
<td>2.7 3.0</td>
</tr>
<tr>
<td>Do you identify development opportunities which could empower staff and advance their career?</td>
<td>2.0 2.0</td>
<td>2.3 2.8</td>
<td>2.9 2.7</td>
<td>2.9 3.0</td>
</tr>
<tr>
<td>Are you focused on being of service to staff to help them achieve?</td>
<td>3.0 3.0</td>
<td>2.0 2.7</td>
<td>2.7 3.0</td>
<td>2.7 3.0</td>
</tr>
<tr>
<td><strong>Average rating for 'Provide'</strong></td>
<td><strong>2.5 2.8</strong></td>
<td><strong>2.5 2.8</strong></td>
<td><strong>3.0 2.9</strong></td>
<td><strong>3.0 3.3</strong></td>
</tr>
<tr>
<td><strong>Average change over 12 months</strong></td>
<td>+12%</td>
<td>+12%</td>
<td>-3%</td>
<td>+13%</td>
</tr>
</tbody>
</table>

<insert average ratings from:

<table>
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<tr>
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</tr>
</thead>
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<tr>
<td>21</td>
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<tr>
<td>11</td>
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</tbody>
</table>
PRE-PROGRAM 360 DEGREE RESPONSES – ‘PROVIDE’

What others saw as your strengths in this area:
- <insert comments from Ques. 11a Pre-Program 360>
- 
- 

What others saw you could improve in this area:
- <insert comments from Ques. 11b Pre-Program 360>
- 
- 

END-OF-PROGRAM 360 DEGREE RESPONSES – ‘PROVIDE’

What others saw as your strengths in this area:
- <insert comments from Ques. 11a End-of-Program 360>
- 
- 

What others saw you could improve in this area:
- <insert comments from Ques. 11b End-of-Program 360>
- 
- 

ENABLE

How well you and others believe you currently meet (or would meet) these demands on you as an academic leader.

1. Inadequately - fail to meet this on many occasions
2. Adequately - but with occasional lapses
3. Largely - show regular evidence
4. Fully - a real strength

<table>
<thead>
<tr>
<th>Statement</th>
<th>Self Pre-Program</th>
<th>End-Program</th>
<th>Supervisors Pre-Program</th>
<th>End-Program</th>
<th>Peers Pre-Program</th>
<th>End-Program</th>
<th>Reports Pre-Program</th>
<th>End-Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>How well do you make timely and confident decisions?</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.2</td>
<td>3.3</td>
<td>3.2</td>
<td>3.5</td>
</tr>
<tr>
<td>Do you make sure you don’t leave things to chance?</td>
<td>2.0</td>
<td>3.0</td>
<td>2.7</td>
<td>2.5</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
<td>3.5</td>
</tr>
<tr>
<td>Are you able to initiate change responsibly and manage it sensitively?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>How well organised are you (especially time management)?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Are you able to make the most strategic use of available resources?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you always take a ‘can do’ attitude?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you actively build a culture of success and shared responsibility?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you regularly celebrate the successes of others?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you always ensure tangible outcomes from meetings and forums?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>Are you able to delegate effectively?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you look positively at ways to move forward?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>How well do you identify and solve problems early by guiding staff away from negative behaviours?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Do you set up structures for consultation and reflection which include staff in the decision making process?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
<td>2.7</td>
<td>3.0</td>
<td>2.7</td>
<td>3.0</td>
</tr>
<tr>
<td>How well do you believe you can engage staff in your ideas and plans?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
<td>2.9</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Average rating for ‘Enable’</strong></td>
<td><strong>2.5</strong></td>
<td><strong>2.8</strong></td>
<td><strong>2.5</strong></td>
<td><strong>2.8</strong></td>
<td><strong>3.0</strong></td>
<td><strong>2.9</strong></td>
<td><strong>3.0</strong></td>
<td><strong>3.3</strong></td>
</tr>
</tbody>
</table>

Average change over 12 months

<table>
<thead>
<tr>
<th>Self</th>
<th>+12%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors</td>
<td>+12%</td>
</tr>
<tr>
<td>Peers</td>
<td>-3%</td>
</tr>
<tr>
<td>Reports</td>
<td>+13%</td>
</tr>
<tr>
<td>&lt;insert average ratings from:</td>
<td>Pre/ Self Ques. 19</td>
</tr>
</tbody>
</table>
PRE-PROGRAM 360 DEGREE RESPONSES – ‘ENABLE’

What others saw as your strengths in this area:
• <insert comments from Ques. 12a Pre-Program 360>
•

What others saw you could improve in this area:
• <insert comments from Ques. 12b Pre-Program 360>
•

END-OF-PROGRAM 360 DEGREE RESPONSES – ‘ENABLE’

What others saw as your strengths in this area:
• <insert comments from Ques. 12a End-of-Program 360>
•

What others saw you could improve in this area:
• <insert comments from Ques. 12b End-of-Program 360>
•
## LINK

How well you and others believe you currently meet (or would meet) these demands on you as an academic leader.

1. Inadequately - fail to meet this on many occasions
2. Adequately - but with occasional lapses
3. Largely - show regular evidence
4. Fully - a real strength

<table>
<thead>
<tr>
<th>Statement</th>
<th>Self</th>
<th>Supervisors</th>
<th>Peers</th>
<th>Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pre-Program</td>
<td>End-Program</td>
<td>Pre-Program</td>
<td>End-Program</td>
</tr>
<tr>
<td>Do you regularly consult and share views and ideas with others?</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.2</td>
</tr>
<tr>
<td>Can you maintain a constructive climate in which disagreements can be tolerated without always being resolved?</td>
<td>2.0</td>
<td>3.0</td>
<td>2.7</td>
<td>2.5</td>
</tr>
<tr>
<td>Do you build external networks which you can turn to for advice?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
</tr>
<tr>
<td>Do you protect yourself and your Unit/group from becoming isolated?</td>
<td>2.0</td>
<td>2.0</td>
<td>2.3</td>
<td>2.8</td>
</tr>
<tr>
<td>How actively do you promote and reward collaboration?</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td>2.7</td>
</tr>
<tr>
<td><strong>Average rating for ‘Link’</strong></td>
<td><strong>2.5</strong></td>
<td><strong>2.8</strong></td>
<td><strong>2.5</strong></td>
<td><strong>2.8</strong></td>
</tr>
<tr>
<td>Average change over 12 months</td>
<td></td>
<td>+12%</td>
<td></td>
<td>+12%</td>
</tr>
</tbody>
</table>

<insert average ratings from: Pre/ Self Ques. 20 | End/ Self Ques. 23 | Pre/ 360 Ques. 13 | End/ 360 Ques. 13 | Pre/ 360 Ques. 13 | End/ 360 Ques. 13 | Pre/ 360 Ques. 13 | End/ 360 Ques. 13>
PRE-PROGRAM 360 DEGREE RESPONSES – ‘LINK’

What others saw as your strengths in this area:
• <insert comments from Ques. 13a Pre-Program 360>
•
•

What others saw you could improve in this area:
• <insert comments from Ques. 13b Pre-Program 360>
•
•

END-OF-PROGRAM 360 DEGREE RESPONSES – ‘LINK’

What others saw as your strengths in this area:
• <insert comments from Ques. 13a End-of-Program 360>
•
•

What others saw you could improve in this area:
• <insert comments from Ques. 13b End-of-Program 360>
•
•
### END-OF-PROGRAM 360 DEGREE FEEDBACK

Comments on any changes noticed in you during the last 12 months.

**SUPERVISORS**

- <insert comments from Ques 14 End-of-Program 360>
- 
- 

**PEERS**

- <insert comments from Ques 14 End-of-Program 360>
- 
- 

**REPORTS**

- <insert comments from Ques 14 End-of-Program 360>
- 
- 