**KTP Associate**

**360 Degree Assessment Tool**

**Introduction**

One of the ways in which you can check your own performance is to ask for feedback from others. Feedback from others can help you decide if your general performance is to an acceptable standard, and to decide if there are any specific areas in which you need to improve. You can do this at any stage by asking for someone’s opinion. Here we provide a tool to do so in a more structured way, focusing on certain aspects of your performance.

You will have your own opinion of level of skills you currently use. This opinion may or may not be the same as those of the people around you; your Supervisors, other managers within your company; members of your team or work colleagues. Obtaining their feedback will add to your self-knowledge and enable you to take actions to improve your skills levels where appropriate. You can record this in your Personal Development Plan.

**The Skills**

There are over 40 skills listed on the following pages which a manager/project manager would use. These are based on National Management Standards. Trying to develop 40 or more skills simultaneously would be practically impossible. Therefore, some prioritisation will be required, depending upon your current rating on each skill and its importance to this stage of your project.

**Recommended Approach**

**First, use the rating document to rate yourself on all the skills.** Use a scale of 1 to 10, where 1 is a complete lack of this skill (and this will probably be rare) and where 10 is complete competence with this skill in the context of operating as a project manager running your KTP project.

**Second, provide a copy of the form to each of your Supervisors.** Explain the purpose and ask them to give their opinion of your skills level. The first time you do this they may not know you very well, so it may be a case of ‘first impressions’. That’s fine – they will be able to comment more accurately as they see more of you during the project. Establishing at this early stage that you will be seeking and welcoming their feedback throughout the project will set you off on the right track.

**Third, provide a copy of the form to anyone else whose opinions you would welcome.** As mentioned above, this may be other managers within the business, other work colleagues or even people you know outside of work. The wider the spread, the more accurate the picture that will emerge.

**Fourth, collate all of the information onto a single record.** This will enable you to see what your average rating was for each of the skills. When collating, show your own assessment separately to the average assessment of the feedback from the others. This will give you a good idea of how closely you see yourself as compared to how others see you. If it is fairly close, that is good. If it differs significantly you will need to work out why. Are others not seeing you as you really are (and if so, do you need to change your behaviours) or do you have a blind spot about one of your weaknesses? It would be worth discussing this with your Supervisors.

And finally, indicate on the document your view of the priority of tackling any shortfall in skills. Take the top 6 skills which you think need to be developed (or developed further), bearing in mind the comments above. Transfer this information into your Personal Development Plan (PDP). As part of the PDP process you will then need to think what you can do to improve your skills areas and draw up an Action Plan if appropriate.

**And finally**

Of course, it’s not really ‘and finally’, as this should be an ongoing process. Do it now as part of the Introductory Module and the preparation for your first PDP, but continue to do it whenever you update your PDP. As you progress, your level of skills will increase and your priorities will change, producing a fresh list of priorities for your skills development.

**National Management Standards Skills required by KTP Associates – Current Assessment**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name of Associate** |  | **Name of Reviewer** |  | **Date** |  |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | HIGH | |  |  |  |  |  |  | LOW | | **NOTES** |
| **Acting Assertively** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Analysing/Assessing/Evaluating/ Reviewing/Reflecting** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Balancing Competing Needs or Interests** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Building Consensus** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Communicating** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Consulting/Questioning** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Decision Making** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Delegating** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Demonstrating/leading by example** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Empowering** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Forecasting** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Influencing and Persuading** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | HIGH | |  |  |  |  |  |  | LOW | | **NOTES** |
| **Information Management** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Innovating** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Inspiring/Motivating** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Involving Others** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Leadership** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Learning** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Managing Conflict** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Monitoring** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Negotiating** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Networking** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Obtaining Feedback** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Planning/Contingency planning** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Presenting Information/Reporting** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Prioritising** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | HIGH | |  |  |  |  |  |  | LOW | | **NOTES** |
| **Problem Solving** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Providing Feedback** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Risk Management** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Self Assessment** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Setting Objectives** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Stress Management** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Teambuilding** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Thinking Creatively** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Thinking Strategically** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Thinking Systematically** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Thinking with a focus on customers** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Time Management** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |
| **Valuing and Supporting Others** | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |  |