

INGVAR JÓNSSON & SJOERD DE WAAL

THE WHOLE BRAIN **LEADER**

360° evaluation

Appendix - 360° Self-Assessment

With the 360° Self-Assessment, you can rate your level of development in 11 different areas by answering five questions per area. First, take the assessment yourself, and after that, you can get an even better overview by asking your colleagues (your boss, subordinates, and peers) to assess you as well. If the level of trust is high, you could learn a great deal by having an honest discussion on your areas of improvement. Take your time to fill in the assessment, and revisit the assessment on a regular basis, especially when major changes have occurred.

Integrity and Ethical management

- My ability to work ethically according to professional values

I accept total responsibility for my work & decisions

I admit my mistakes and wrongdoings

I always give credit to deserving parties and do not take credit for the work of others

I preserve and stick to principles even if short-term commercial advantage is compromised

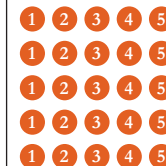
I use positional and personal power with care

1 - totally agree 5 - totally disagree

Today



Take 2



Communication

- My ability to give and gather information and to actively manage the communication process

I ask questions to find the real views of others and check for understanding

I can convey complex information into everyday language

I have a style and presence that makes a positive impression

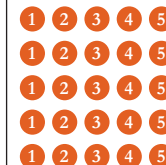
I listen to, and consider, other views

I use electronic communication channels appropriately, in a way that generates positive reactions.

Today



Take 2



Motivation

- My ability to support and encourage others

I show genuine interest in people and their development

I give praise and open recognition

I have the strength and the maturity to support others through difficulties

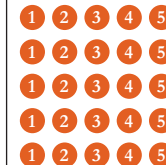
I actively involve others and encourage full participation

I motivate others through personal examples

Today



Take 2



Developing others

- My ability to improve performance through training and development of individuals and teams.

- I am able to identify what people are good at and enjoy. I see where they have potential to develop
- As a leader, I create a positive learning environment
- I inspire others to stretch themselves
- I provide personalised coaching and support to others
- I understand people's strengths and ambitions, and take them into account when assigning responsibilities

Today	Take 2
1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5

Developing self

- My ability to focus on my personal development.

- I seek feedback to support my continuous self-improvement
- I evaluate my own performance
- I am able to recognise my own development needs
- I review, and consciously learn from my experience
- I take responsibility for my own learning curve

Today	Take 2
1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5

Relationship Building

- My ability to get on well with others and build long-term trusting relationships

- I bring tensions to the surface, help to resolve conflicts and produce a positive outcome
- I go out of my way to develop trust in my relationships
- I am good at resolving people issues before they get out of hand
- I am sensitive to the unspoken feelings of others
- I do notice when others are in need for help and support

Today	Take 2
1 2 3 4 5	1 2 3 4 5
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1 2 3 4 5	1 2 3 4 5
1 2 3 4 5	1 2 3 4 5

Team Work

- My ability to contribute to teams, and to improve their effectiveness

- I develop a wide network of productive relationships around the business
- I develop ideas and solutions together with others
- I encourage a strong sense of team spirit
- I give fair and constructive feedback to team members
- I actively support, and challenge, less experienced coworkers

Today	Take 2
1 2 3 4 5	1 2 3 4 5
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Adaptability

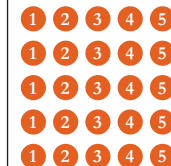
- My ability to respond and adapt to change, and to manage in a climate of uncertainty

- I adopt ideas used effectively elsewhere
- I challenge conventional views
- I accept beneficial change
- I frequently generate innovative ideas and solutions
- I easily translate ideas into practical solutions

Today



Take 2



Influencing

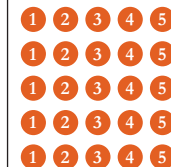
- My ability to influence

- I anticipate how others are likely to react and prepare appropriately
- I continually evaluate situations and adapt my behaviour accordingly
- I have the skills to turn objections into positive outcomes
- I am persuasive without being aggressive
- I make a strong and positive impact in a group

Today



Take 2



Leadership and inspiring others

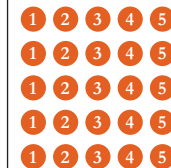
- My ability to use personal skills to guide and inspire others

- I delegate effectively to others
- I know how to generate energy and enthusiasm
- I inspire others to believe that they can achieve their goals
- I am a source of strength in times of VUCA
- I lead without aggression or egoism

Today



Take 2



Creative thinking

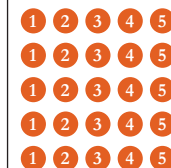
- My ability to generate new ideas

- I am able to come up with new ways of doing things
- I often challenge current thinking to create space for improvement
- I am able to make progress by looking at things in a new light
- I think “outside the box” to come up with innovative ideas
- I try things out to pursue new and better ways of doing things

Today



Take 2





We are here **to help you!**

As **Whole Brain Leaders** we aim at transforming as many organisations into Whole Brain Enterprises as possible. We strongly believe in the power of adaptive networks. In our view, Whole Brain Enterprises succeed in continuously building the strongest and most adaptive networks possible.

We also understand that each organisation is unique and has its own challenges. By applying our Whole Brain Leader framework, we can support you on your journey towards your Whole Brain Enterprise. In order to do so, we provide a range of services, fit for your specific challenges.

You can choose from:

- Short workshops/ presentations, to create awareness and commitment.
- Multiday seminars to develop Whole Brain mindsets.
- Intensive inhouse training, customised to your specific challenges and stages of leadership development.
- OCEAN-Coaching™ for individuals as well as teams.
- Consulting on operational, tactical and strategic levels.
- TraintheTrainer and CoachtheCoach programs, to provide key ambassadors with comprehensive toolkits.
- Personal and organisational assessments.
- Our book: The Whole Brain Leader - Transform your leadership by developing yourself & coaching others