**Leaderships Styles Informal 360 review**

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| Name of Manager |  |
| Name of individual **(optional)** |  |

The aim of this short 360 review is to help provide your Manager with some feedback on his/her leadership style that helps them reflect on their team members feedback compared with their own self assessment.

Please take a few minutes to work through and complete the 2 sections of 360 review which look at 4 Leadership styles and a “start, stop and continue exercise”; note that there is the option to complete this anonymously.

**Leadership styles**

Please take a look at each of these 4 leadership styles, and assess on a ratings scale for each style where you think your Manager is between 1 (shows little or none of this style) through to 10 (shows a lot of this style) along with any comments you have:

1. **A Directing style is one in which the Manager:**

* Provides detailed instructions
* Gives staff specific goals and objectives
* Checks frequently with staff to keep them on track
* Demonstrates the steps involved in doing the job

Non-directive style Directive style

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| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
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| **Comments:** |

1. **A Coaching style is one in which the Manager:**

* Represents management’s position in a convincing manner
* Try to motivate people to make decisions
* Sells to staff their own ability to do the job
* Praises staff for their good work
* Provides staff with a lot of feedback on how they are doing

Non-Coaching Style Coaching style

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| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
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| **Comments:** |

1. **A Facilitating style is one in which the Manager:**

* Involves staff in making the decisions which will affect their work
* Makes staff feel free to ask questions and discuss important concerns
* Holds frequent staff meetings
* Helps staff locate and support their own developmental activities
* Listens to staff problems and concerns without criticising or judging

Non-facilitating style Facilitating style

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| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
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| **Comments:** |

1. **A Delegating style is one in which the Manager:**

* Delegates broad responsibilities to staff and expect them to handle the details.
* Expects staff to find and correct their own errors

Non-delegating style Delegating style

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| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
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| **Comments:** |

**“Start, stop, continue” exercise**

**What would you like your Manager to START doing – something they don’t currently do but would help if they did?**

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**What would you like your Manager to STOP doing – something they currently do but isn’t helpful?**

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**What would you like your Manager to CONTINUE doing – something they already do which you would like to reinforce?**

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