

Partnership 360° Feedback Questionnaire



The purpose of this questionnaire is to gather feedback on the current state of the partnership and the factors that have led to this situation. Through this questionnaire information will be gathered about different individual's assessment of:

- the state of partnering in general
- the contribution of key players and the impact of their behaviour.

This information will be consolidated and fed back anonymously in a partnering 360° report. No attributed feedback will be given.

At the end of the fourth page of this questionnaire you are asked to comment on particular named individuals who have asked specifically for this feedback. The comments you make in this section will only be given directly to that named individual and will not be shared with others in the partnership.

The feedback is structured around three categories of questions:

- partnership structure
- the operation of the partnership
- individual and group behaviours.

Each category is listed on a separate page, but please use additional sheets where necessary.

Your details

Your name:

Your organisation:

Your relationship to the partnership, for example, work in the partnership, customer of the partnership, supplier to the partnership etc.

Partnership structure

In this section, consider the structural components of the partnership (role definitions, accountabilities, objectives, contractual issues, etc) that are influencing the effectiveness of the partnership and contributing to the current state.

1. Do you believe that the objectives of the different parties involved in this partnership are conflicting?

If so give examples.

2. Have you observed disagreements about what this partnership needs to deliver?

If so give examples.

3. Have the incentives, performance measures or penalties in the contract created barriers to an effective partnership?

If so, give examples.

4. Do individuals clearly understand their accountabilities and their responsibilities to other partners?

Give examples of where a lack of clarity in this area has contributed to the current situation.

5. Are there any changes you believe partners should make to address the structural issues that you have identified above?

Operation of the partnership

In this section, consider how the partnership operates, (its governance, processes, communications etc), the management habits that have developed with time and other aspects of the operation that have contributed to the current state.

6. Does this partnership have a clear governance process that partners use to make decisions and resolve problems?

If not, explain how decisions are made.

7. Are the meetings and other communications mechanisms effective across the partnership?

What aspects of communication have contributed to the current situation?

8. Are the necessary management skills available to make this partnership operate effectively?

Give examples of any critical management skills that are missing or in short supply.

9. Are all parties prepared to flex their own operating processes to accommodate the needs of their partners?

Give examples of any areas where operational inflexibility is inhibiting the success of the partnership.

10. Are there any changes you believe partners should make to address the operational issues that you have identified above?

Individual and group behaviours

This section deals with both group and individual behaviours. The feedback on individual behaviours has been requested by the individuals listed below. These individuals will only see feedback on their own performance. Feedback on group behaviours will be seen by all parties.

Group feedback

11. Do you see the leaders of the partnership demonstrating commitment to the partnership through their words and actions?

What change in behaviours would most help the partnership to succeed?

12. What words would you use to describe the current relationship between the partners?

13. What are the main cultural differences between partners that you see getting in the way of effective partnering?

Individual feedback <<person #1>>

What could the person named above do more of/less of/or differently to improve the current situation and the performance of the partnership?

Individual feedback <<person #2>>

What could the person named above do more of/less of/or differently to improve the current situation and the performance of the partnership?