

# THE 360-DEGREE APPRAISAL

Mr Treasurer thinks about life in the round

Dear Mr Sales Director, As you will know, we are now completing our 360-degree appraisal process. Mr Treasurer has asked that you provide feedback of his performance over the past year in respect of his working relationship with you. Please kindly complete the attached questionnaire and return to HR.

Kind regards,  
Human Resources  
*PS: Please use black ink and not crayon, like you did last year.*

**1. Which of these phrases best describes the added value that Mr Treasurer brings to your role and department:**

- Only sales adds value. Everyone else is overheads.
- Treasury controls the cash and pays the salaries. Therefore, Mr Treasurer adds considerable value.
- I couldn't do my job without him – or so he tells me.

**2. Which of these phrases best describes Mr Treasurer's communication skills:**

- Can't understand a bleedin' word he says, but he seems to go away happy.
- Mr Treasurer always makes sure I completely

understand what he's trying to tell me.

- His PowerPoint presentations to the team give me the opportunity to catch up on my expenses.

**3. In what ways could Mr Treasurer improve his communication skills with you**

- [tick all that apply]:*
- Use less-complicated PowerPoint slides.
  - Use PowerPoint less often.
  - Use littler words.

**4. Which of these phrases best describes the frequency of communication between you and Mr Treasurer:**

- He's never out of here. Constantly asking for information and telling me things.
- He communicates as often as necessary and I can approach him any time I want.
- Please send me a photograph of him so I recognise him next time I see him.

**5. Would you prefer to have more frequent communication with Mr Treasurer:**

- Yes.
- You're kidding, right?



SHUTTERSTOCK

**6. Thinking about Mr Treasurer in relation to the other functions that you engage with, which of these statements most closely reflects your view:**

- Mr Treasurer is more helpful than procurement, but less helpful than marketing or operations.
- Mr Treasurer is more helpful than finance and HR, but less helpful than logistics and facilities management.
- Mr Treasurer is less helpful than facilities management, but more helpful than marketing – except when operations are more helpful than HR.
- HR, logistics, operations procurement and finance are more helpful than

- Mr Treasurer, except when they're not.
- Please, can we just skip this question?

**7. In what ways does Mr Treasurer help you**

- [tick all that apply]:*
- Helps me keep my department focused on cash.
  - Helps me keep my department focused on working capital.
  - Tries repeatedly to explain what working capital actually is.
  - Explains why negotiating a €130,000 sale is a good idea, but allowing the customer to pay in 90 days in Albanian leks possibly isn't such a good idea.
  - Helps me keep my department focused on sales forecasting.
  - Hides his disappointment well when our forecasts blow up.
  - Suggests innovative ways we can help fund our distributors.
  - Hides his disappointment well when I file expenses in 12 different currencies.
  - Explains our corporate strategy to me, even though I thought our strategy was just to sell as much stuff as possible. ♥



**Andrew Sawers** is a freelance business and financial journalist. He is a former editor of *Financial Director* and has worked on *Accountancy Age*, *Business Age* and *Commercial Lawyer*. He tweets as @Mr\_Numbers

**IN THIS ISSUE:**

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