360-degree Review Form

The primary goals of the 360-degree review are to measure skills that help company productivity and to provide constructive feedback for improved performance. Your input is valuable since results of this review will be integrated into each person's overall performance evaluation. We make every effort to maintain the confidentiality of this information, however, it is possible that the person being evaluated will be able to identify the source from the nature of specific examples.

Name of the person you are assessing:

You are this person's (please check one):

☐ Manager ☐ Direct Report ☐ Indirect Report ☐ Co-worker ☐ Self

Your candid responses to the survey items are valued and appreciated. Thank you for your participation.

Please select how satisfied you are with the way this person does each of the following:

Mission

- *Facilitates management functions: Assigns responsibilities, delegates, empowers others to perform their responsibilities, provides resources and coordinates the management of those resources, removes anything getting in the way of getting work done, coordinates the work of the team when necessary, and monitors the progress of team members.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Fosters common vision: Works with the team to develop a common vision, provides clear direction, assists in setting team priorities, and clarifies roles and responsibilities of team members.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Demonstrates flexibility: Manages multiple demands and changing priorities, anticipates change, shows stability in adverse situations and demonstrates adaptability.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

Goals

- *Understands dynamics of organization: Understands what is important to others, gives and takes when working with others, develops effective and important relationships in the organization, knows what issues are critical to the group and when to take a stand, and balances what is in the interest of one's own group with the needs of the broader organization.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Understands industry and organization: Technically and functionally knowledgeable about profession and industry, keeps technical/industry knowledge up-to-date and identifies, evaluates and uses other expert resources.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

Feedback

- *Practices effective listening: Attends to and conveys understanding of the conversations of others, listens as part of a group while playing the appropriate role and responds to questions appropriately.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Helps others develop and grow: Accesses strengths and developmental needs of team members, gives specific feedback in a timely manner, provides challenging assignments and opportunities for personal growth and development and develops a helpful, supportive coaching style.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

Recognition

- *Develops relationships: Builds relationships with employees and coworkers as a priority, expresses sincere interest in the problems and concerns of others, and relates to others in a friendly, open and accepting way.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Deals with adversity: Brings disagreements or conflicts into the open, and resolves issues in a non-adversarial manner and uses consensus in decision-making and problem-solving.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Creates atmosphere for excellence: Empowers others, encourages others to meet and exceed challenging performance standards, and helps everyone to feel ownership of their work and commitment to the organization as a whole.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

Support

- *Leads with conviction: Is recognized as a courageous leader, addresses difficult issues and problems, defends points of view, does not back down unless appropriate, and leads with energy and charisma.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Advocates change: Challenges tradition and acts as a change agent, encourages and supports others in change, readies organization, paves way for positive change and implements change effectively.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Influences others: Offers own ideas and influences others without the use of coercion, gains commitment and support of others, and creates an environment where others are mobilized to take action.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Encourages open communication: Supports and facilitates the open expression of opinions and ideas, and fosters an environment where high-quality information is exchanged in a timely manner.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

- *Encourages collaboration: Fosters teamwork by building effective teams committed to the goals of the organization, champions collaborative relationships among team members and among teams, and allows and encourages teams to address important issues.*

  ☐ *Highly dissatisfied* ☐ *Moderately satisfied* ☐ *Highly satisfied*

  ☐ *Dissatisfied* ☐ *Satisfied* ☐ *Not applicable/observed*

  Comments:

Comments

It is important that you complete this section. Please take a few moments to help this individual understand those things that are most important to you.

Strengths (the individual's most effective leadership qualities and behaviors)

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| |

Improvement Priority (specific leadership qualities and behaviors this individual should aim to improve)

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