

360 Degree Assessment Form

Individual being evaluated:

Date:

This form should be completely anonymous. This survey can be completed by online survey or paper-based. It should be given to 12-15 people to ensure the person being evaluated gets enough meaningful feedback (boss, peers, subordinates) and returned to the individual being evaluated. The person being evaluated should then review the feedback themes with a trusted colleague or mentor. Select people with whom you have positive working relationships, know you well at work, and will provide honest constructive feedback.

Mark an X for each item below

Leave items blank if you feel you cannot assess the item

1. Recognizes and values diverse opinions and perspectives
2. Treats coworkers and subordinates as partners not competitors
3. Helps me feel smart and capable
4. Discourages destructive comments about other people
5. Values the ideas of others
6. Effectively involves people in decision making processes
7. Appears interested and engaged when I talk to him or her
8. Consistently treats all people with respect and dignity
9. Has my back when I make a mistake or initiate a project that doesn't work out
10. Makes it a priority to recognize accomplishments of others
11. Admits mistakes and apologizes when needed
12. Is not afraid to correct or confront higher management when necessary
13. Deeply understands his or her own strengths or weaknesses
14. Invests in and models ongoing personal growth
15. Demonstrates effective emotional responses to situations
16. Demonstrates self-confidence as a leader without ego
17. Actively asks people what he or she can do to improve
18. Genuinely listens to others (without interrupting or suggesting)
19. Strives to understand alternative points of view
20. Encourages others to challenge the status quo
21. Models honest and ethical behavior
22. Ensures highest standards for ethical behavior are practiced throughout organization
23. Avoids political self-serving behavior
24. Is not easily angered
25. Sets aside personal needs for the needs of the team
26. Encourages creativity in others
27. Speaks in calm, respectful tone: never hostile tone
28. Demonstrates a positive "whatever-it-takes" attitude
29. Appears confident, not anxious or fearful
30. Demonstrates direct and clear communication in difficult conversations
31. Others can be truthful and candid without worrying about being belittled
32. Fosters positive and effective working relationships with others
33. Inspires others to go to higher levels

1=Should be an area of primary focus

2=Could improve somewhat in this area

3=Could improve slightly

4=Does very well

5=Does an outstanding job in this area

***Last 2 items can be typed or hand written and are probably the most important/helpful:**

34. What do you think is this person's greatest overall strength?

35. What is one area this person could focus on to become a better leader?