# 360 Degree Performance Appraisal

You have been selected to provide feedback for the person identified below. Please use this form to provide feedback about the leadership behaviors which this person demonstrates on a regular basis. The recipient of this feedback will see only a roll-up of the results, not the actual feedback forms.

|  |  |  |
| --- | --- | --- |
| Date |  Name of Feedback Recipient | Name of Evaluator (optional) |
|  |  |  |
|  Return Completed Form to | Return Completed Form by |
|  |  |

Relationship to Feedback Recipient

|  |  |
| --- | --- |
| [ ]  Manager | [ ]  Peer |
| [ ]  Self | [ ]  Internal Customer |
| [ ]  Direct Report | [ ]  Below Direct Report |

## Instructions

Please indicate the rating by marking the box that corresponds to the degree to which you observe this person demonstrating the listed leadership behavior, according to the rating key at the top of each page. “Not Observed” should be used if you have not been in situations which would afford you the opportunity to observe the behavior.

At the end of each section, please provide comments and examples which support your ratings. If you need more space for comments, please attach an additional page. *Please provide an explanation or supporting examples when appropriate, especially for exceptionally high or low ratings.*

If you have questions, please contact the manager of the feedback recipient.

|  |
| --- |
| 0BFeedback Request for Leadership Behaviors |
| 1B1. Inspires a Shared Vision |
|  | Not Observed | Never | Seldom | Sometimes | Mostly | Always |
| 1.1 Provides direction around vision |[ ] [ ] [ ] [ ] [ ] [ ]
| 1.2 Translates the corporate vision into actionable plans |[ ] [ ] [ ] [ ] [ ] [ ]
| 1.3 Creates enthusiasm about the future of your company |[ ] [ ] [ ] [ ] [ ] [ ]
| 1.4 Shows others how their long-term interests can be realized by enlisting in a common vision |[ ] [ ] [ ] [ ] [ ] [ ]
| Please explain: |
| 2B2. Delivers Results |
|  | Not Observed | Never | Seldom | Sometimes | Mostly | Always |
| 2.1 Makes appropriate decisions |[ ] [ ] [ ] [ ] [ ] [ ]
| 2.2 Acts after making a decision |[ ] [ ] [ ] [ ] [ ] [ ]
| 2.3 Takes risks |[ ] [ ] [ ] [ ] [ ] [ ]
| 2.4 Encourages others to take risks |[ ] [ ] [ ] [ ] [ ] [ ]
| 2.5 Supports thedecisions of others |[ ] [ ] [ ] [ ] [ ] [ ]
| Please explain: |
| 3B3. Focuses on the Customer |
|  | Not Observed | Never | Seldom | Sometimes | Mostly | Always |
| 3.1 Anticipates customer needs |[ ] [ ] [ ] [ ] [ ] [ ]
| 3.2 Seeks customer feedback |[ ] [ ] [ ] [ ] [ ] [ ]
| 3.3 Responds to customer feedback |[ ] [ ] [ ] [ ] [ ] [ ]
| 3.4 Models customer focus in interactions with customers |[ ] [ ] [ ] [ ] [ ] [ ]
| 3.5 Helps remove barriers to excellent customer service |[ ] [ ] [ ] [ ] [ ] [ ]
| Please explain: |
| 4B4. Challenges the Process |
|  | Not Observed | Never | Seldom | Sometimes | Mostly | Always |
| 4.1 Pursues better ways to get things done |[ ] [ ] [ ] [ ] [ ] [ ]
| 4.2 Models breakthrough thinking |[ ] [ ] [ ] [ ] [ ] [ ]
| 4.3 Acts as a change agent |[ ] [ ] [ ] [ ] [ ] [ ]
| 4.4 Helps others manage through change |[ ] [ ] [ ] [ ] [ ] [ ]
| Please explain: |
| 5B5. Values People |
|  | Not Observed | Never | Seldom | Sometimes | Mostly | Always |
| 5.1 Shows respect for others and their ideas |[ ] [ ] [ ] [ ] [ ] [ ]
| 5.2 Encourages others’ involvement in making things better |[ ] [ ] [ ] [ ] [ ] [ ]
| 5.3 Appreciates differences between people in thought and style |[ ] [ ] [ ] [ ] [ ] [ ]
| 5.4 Allows for flexibility in how work is accomplished |[ ] [ ] [ ] [ ] [ ] [ ]
| 5.5 Considers others’ needs when making decisions |[ ] [ ] [ ] [ ] [ ] [ ]
| Please explain: |
| 6B6. Develops Self and Others |
|  | Not Observed | Never | Seldom | Sometimes | Mostly | Always |
| 6.1 Demonstrates personal growth and learning |[ ] [ ] [ ] [ ] [ ] [ ]
| 6.2 Encourages continuous growth and learning of others |[ ] [ ] [ ] [ ] [ ] [ ]
| 6.3 Acknowledges mistakes and learns from them |[ ] [ ] [ ] [ ] [ ] [ ]
| 6.4 Sets clear performance expectations in advance |[ ] [ ] [ ] [ ] [ ] [ ]
| 6.5 Shares positive performance feedback that is timely and direct |[ ] [ ] [ ] [ ] [ ] [ ]
| 6.6 Shares negative performance feedback that is timely and direct |[ ] [ ] [ ] [ ] [ ]  [ ]  |
| 6.7 Sends candid messages that are focused on the issue, not the person |[ ] [ ] [ ] [ ] [ ] [ ]
| Please explain: |
| 7B7. Communicates With Candor |
|  | Not Observed | Never | Seldom | Sometimes | Mostly | Always |
| 7.1 Communicates effectively and continuously |[ ] [ ] [ ] [ ] [ ] [ ]
| 7.2 Listens to what others have to say |[ ] [ ] [ ] [ ] [ ] [ ]
| 7.3 Shares opinions even when unpopular |[ ] [ ] [ ] [ ] [ ] [ ]
| 7.4 Expresses disagreement earlier than later |[ ] [ ] [ ] [ ] [ ] [ ]
| 7.5 Makes others feel safe in honestly expressing themselves |[ ] [ ] [ ] [ ] [ ] [ ]
| Please explain: |
| 8B8. Acts in the Best Interest of the Company |
|  | Not Observed | Never | Seldom | Sometimes | Mostly | Always |
| 8.1 Is visible, with positive presence |[ ] [ ] [ ] [ ] [ ] [ ]
| 8.2 Is highly ethical and professional |[ ] [ ] [ ] [ ] [ ] [ ]
| 8.3 Is an effective team member |[ ] [ ] [ ] [ ] [ ] [ ]
| 8.4 Instills effective team membership in others |[ ] [ ] [ ] [ ] [ ] [ ]
| 8.5 Models collaboration |[ ] [ ] [ ] [ ] [ ] [ ]
| 8.6 Gets involved in making things better in the company and community |[ ] [ ] [ ] [ ] [ ]  [ ]  |
| Please explain: |
| 9. What two or three behaviors would you like to see this person do differently? |
| 9.1 What would you like to see them do more of? | 9.2 Less of? |
| 10. What two or three behaviors would you like this person to continue? |

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