

360° EVALUATION

Evaluator Name _____ Date _____

Role _____

Leader Name (person to be evaluated) _____

Timeframe for Evaluation _____

Please consider your experience working with the leader you are evaluating and give a thoughtful response to all the questions presented here. If you have not observed a particular behavior or quality, indicate "Not observed" on your evaluation. Take a moment to include examples wherever possible and if needed, add additional pages.

Using the rating scale provided below for survey-style questions, please circle the number that best reflects your rating of the individual's performance during the time period being evaluated.

Leadership

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Provides a clear sense of purpose, direction, and responsibilities to team members

1	2	3	4	5	N/A
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Comment:

Acts and behaves in a manner consistent with his or her statements

1	2	3	4	5	N/A
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Comment:

Manages issues in an effective manner

1	2	3	4	5	N/A
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Comment:

Provide an example of how he or she positively contributes through his or her leadership.

How can the individual improve his or her leadership?

Communication

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Is open to constructive feedback						Comment:
1	2	3	4	5	N/A	
Gives appropriate feedback that is timely and constructive						Comment:
1	2	3	4	5	N/A	
Manages conflict effectively						Comment:
1	2	3	4	5	N/A	

How has the individual demonstrated effective communication skills?

Describe how he or she has implemented constructive feedback.

Interpersonal Skills

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Shows genuine concern for all team members						Comment:
1	2	3	4	5	N/A	
Perceived as trustworthy						Comment:
1	2	3	4	5	N/A	
Recognizes and rewards individual contributions in a manner meaningful to each team member						Comment:
1	2	3	4	5	N/A	

How would you recommend that the individual improve his or her interpersonal and relationship-building skills?

Teamwork and Team Building

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Supports a team environment by valuing collaboration and cooperation						Comment:
1	2	3	4	5	N/A	
Supports the organization at all levels						Comment:
1	2	3	4	5	N/A	

Considers the impact of actions and decisions on the organization before implementing

1 **2** **3** **4** **5** **N/A**

Comment:

How does the individual contribute to the successful and effective functioning of his or her team?

Problem Solving

1

DEVELOPING

2

EMERGING

3

ACCOMPLISHED

4

EXCELS

5

EXEMPLARY

N/A

NOT APPLICABLE

Listens actively to others' ideas and perspectives

1 **2** **3** **4** **5** **N/A**

Comment:

Is prepared to make decisions based on relevant information

1 **2** **3** **4** **5** **N/A**

Comment:

Is willing to change his or her position when presented with compelling information

1 **2** **3** **4** **5** **N/A**

Comment:

Give an example of a time when the individual displayed exemplary problem-solving skills.

What recommendations do you have for the individual to improve his or her problem solving skills?

Motivation

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Shows interest in and enthusiasm for the work to be completed						Comment:
1	2	3	4	5	N/A	
Uses effective strategies to motivate his or her team members						Comment:
1	2	3	4	5	N/A	
Rises to challenges						Comment:
1	2	3	4	5	N/A	

Give an example of a successful motivational strategy he or she used while leading the team.

Give an example of the individual's level of motivation.

Prioritization

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Allots time appropriately to tasks that require attention						Comment:
1	2	3	4	5	N/A	
Manages time to keep high-priority tasks at the forefront						Comment:
1	2	3	4	5	N/A	

In general, does the individual prioritize action items and follow through on the priorities he or she set?

In your opinion, does he or she select the appropriate priorities?

Reliability

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Sets and honors milestones and timelines						Comment:
1	2	3	4	5	N/A	
Establishes an agenda for every meeting and effectively covers all topics in the allotted time						Comment:
1	2	3	4	5	N/A	
Is respectful of others' time and commitments outside of the organization						Comment:
1	2	3	4	5	N/A	

Can you depend on the individual to keep his or her commitments?

Describe how the individual demonstrates respect for others' time and commitments.
