



# 360° Evaluation

Evaluator Name \_\_\_\_\_ Date (MM/DD/YYYY) \_\_\_\_\_

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 select the number that best reflects your rating of the individual's performance during the time period being evaluated.

## Leadership

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

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Acts and behaves in a manner consistent with their statements

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Manages issues in an effective manner

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Provide an example of how they positively contribute through their leadership.

How can the individual improve their leadership?

### Communication

Is open to constructive feedback

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Gives appropriate feedback that is timely and constructive

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Manages conflict effectively

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

How has the individual demonstrated effective communication skills?

Describe how they have implemented constructive feedback.

## Interpersonal Skills

Shows genuine concern for all team members

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Perceived as trustworthy

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Recognizes and rewards individual contributions in a manner meaningful to each team member

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

How would you recommend that the individual improve their interpersonal and relationship-building skills?

## Teamwork and Team Building

Supports a team environment by valuing collaboration and cooperation

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Supports the organization at all levels

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

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

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

How does the individual contribute to the successful and effective functioning of their team?

### **Problem Solving**

Listens actively to others' ideas and perspectives

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Is prepared to make decisions based on relevant information

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Is willing to change their position when presented with compelling information

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

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

What recommendations do you have for the individual to improve their problem solving skills?

## Motivation

Shows interest in and enthusiasm for the work to be completed

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Uses effective strategies to motivate their team members

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Rises to challenges

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Give an example of a successful motivational strategy they used while leading the team.

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

## Prioritization

Allots time appropriately to tasks that require attention

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Manages time to keep high-priority tasks at the forefront

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

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

In your opinion, do they select the appropriate priorities?

## Reliability

Sets and honors milestones and timelines

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Establishes an agenda for every meeting and effectively covers all topics in the allotted time

Exemplary (5)      Excels (4)      Accomplished (3)      Emerging (2)      Developing (1)      Not Applicable

Comments:

Is respectful of others' time and commitments outside of the organization

Exemplary (5)

Excels (4)

Accomplished (3)

Emerging (2)

Developing (1)

Not Applicable

Comments:

Can you depend on the individual to keep their commitments?

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