

SAMPLE

360 Degree Feedback Worksheet

FEEDBACK PROVIDER GUIDELINES

You are being asked to participate in an online 360-degree feedback process for _____. Part of the process includes gathering feedback from key stakeholders within and outside the company. Your participation is designed to provide the person with the fairest and most accurate feedback possible to facilitate the creation of his/her individual Development Plan. Your honest and objective assessment will provide insights on his/her strengths and development opportunities.

Your individual input is confidential and will remain anonymous. Only aggregate information will be reported to him/her.

1. Offer feedback thoughtfully yet quickly. The most accurate feedback providers consider each statement but do not ponder very long. Most people should be able to complete this survey within 15 to 20 minutes.
2. Click "N" if you have not observed this behavior and are unable to provide meaningful feedback on it.
3. Use the full range of the rating scale to provide nuances in your evaluation. Few people perform at the same level in all categories.
4. Make sure your feedback is based on your observation and experience over the last year, not just on a recent event that stands out in your mind.
5. Do not try to guess how others will give feedback. The most accurate assessment occurs from the private judgments of each of the feedback providers for each individual.
6. Experience has shown that written comments can be very valuable. Remember to mention strengths as well as areas for improvements. When giving constructive feedback, avoid using labels and judgmental language. A term like "unprofessional" or "has a bad attitude" is not specific and automatically puts people on the defensive and causes them to reject the feedback. A non-judgmental description of the behavior will make constructive feedback more acceptable.
7. Some statements on the survey tool describe effective behaviors using two or more descriptors. Both descriptions must be observed to obtain a high rating. If only half of the statement has been observed, then rate the whole statement lower than if both descriptors are observed.

Thank you.

SCORING

Number	Descriptor	Behavior
10	Evident all the Time	Demonstrates the behavior every time he/she is given the opportunity to do so — almost without exception.
9	Highly Evident	The person, almost every opportunity you witness, demonstrates this action.
7-8	Evident	Demonstrates the behavior on most occasions when he/she is given the opportunity.
4-6	Somewhat Evident	When presented with the opportunity, demonstrates the behavior some of the time.
2-3	Rarely Evident	When presented with the opportunity, rarely demonstrates the behavior.
1	Not Evident	The person never demonstrates the behavior when presented with the opportunity.
N	Not Applicable	No opportunity to observe this behavior. Cannot provide meaningful feedback.

SURVEY

Please click on the circle below the appropriate number consistent with your observation of this individual for each behavior, using the scale above.

NOTE: The following is a sampling of the questions in each of the 12 categories:

INSPIRES A SHARED VISION

Provides direction around a vision. N 1 2 3 4 5 6 7 8 9 10

Translates the corporate vision into actionable plans. N 1 2 3 4 5 6 7 8 9 10

COACHING AND LEADERSHIP

Creates a climate in which people want to do their best; is someone people like working with. N 1 2 3 4 5 6 7 8 9 10

Coaches and motivates others to bring out the best in each team member. N 1 2 3 4 5 6 7 8 9 10

COMMUNICATION

Is easy to approach and talk to; spends extra effort to put others at ease; is warm, pleasant and builds rapport well. N 1 2 3 4 5 6 7 8 9 10

Presents material and information in a way that increases understanding. N 1 2 3 4 5 6 7 8 9 10

CONFLICT RESOLUTION

Freely and matter-of-factly expresses views on difficult issues. N 1 2 3 4 5 6 7 8 9 10

Does not become defensive or irritated when feedback is negative. N 1 2 3 4 5 6 7 8 9 10

CUSTOMER/COLLABORATOR ORIENTATION and SATISFACTION

Places priority on adding value and making things better for the customer/collaborator. N 1 2 3 4 5 6 7 8 9 10

Seeks to understand customer/collaborator requirements and balance them with resource constraints. N 1 2 3 4 5 6 7 8 9 10

CUSTOMER/COLLABORATOR ORIENTATION and SATISFACTION

Avoids moving toward closure too early. N 1 2 3 4 5 6 7 8 9 10

Will stand up and be counted; willing to be the only champion for an idea or position. N 1 2 3 4 5 6 7 8 9 10

GOAL SETTING and MANAGING CHANGE

Defines priorities and effectively juggles various activities. N 1 2 3 4 5 6 7 8 9 10

Does not place priority on own goals at the expense of other's goals. N 1 2 3 4 5 6 7 8 9 10

