

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	o Feedback Recipient		
☐ Manager	·	□ Pee	r
□ Self □		☐ Internal Customer	
☐ Direct Repo	rt [□ Bel	ow 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.

FEEDBACK REQUEST FOR LEADERSHIP BEHAVIORS						
្នា. Inspires a Sh	ared Visior	1				
	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:						
						Í
2. Delivers Res	ults					
2. Delivers Res	Not	Never	Seldom	Sometimes	Mostly	Always
2.1 Makes appropriate decisions		Never	Seldom	Sometimes	Mostly	Always
2.1 Makes appropriate	Not Observed					
2.1 Makes appropriate decisions 2.2 Acts after making a	Not Observed					
2.1 Makes appropriate decisions 2.2 Acts after making a decision	Not Observed					

Please explain:						
3. Focuses on t	the Custom	ner				
	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:						
/ Challenman	tha Duagas	_				
ु4. Challenges	Not		Calalana	6	N. 4	A.I
(15	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:						
<u>5. Values Peop</u>	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:						
.6. Develops Se	elf and Othe	ers				
	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:						
"7. Communica	Not	Never	Seldom	Sometimes	Mostly	Always
7.1 Communicates effectively and continuously	Observed					
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:						
_8. Acts in the E	Best Interes			Ī		
	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 t					son do diffe	rently?
9.1 What would more of?	you like to s	see them do	9.2 Les	S OT?		

10. What two or three behaviors would you like this person to continue?
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