

360 ASSESSMENT

Chief Optimization Officer: Shattering the Status Quo

available at 

Instructions & Background

A 360° feedback assessment is used for development and growth and targets these objectives:

- 1) Aid in gaining deeper insight into how your work behavior is perceived by others
- 2) You to use insights to accelerate your professional development.
- 3) Provide themes for you to grow and develop

A 360° feedback assessment is not intended to be used for performance appraisal or employment selection purposes.

As you begin to plan for your 360° assessment, select your peers, customers, your leader and others you interact with and will provide you honest feedback.

Once you have the individuals you want to take the assessment, send them the survey using a mix of the below questions, categories and open text. The most common scale for a rating is a 1-4 or 1-5 scale something like:

- 0) Not Observed
- 1) Rarely
- 2) Sometimes
- 3) Frequently
- 4) Most of the Time

Each of the sub-statements would be rated on the scale as you set-up your survey. You can use common survey tools like Survey Monkey, SharePoint, Microsoft Forms, etc.

Example Questions

- 1) Building Trust: Interacting with you in a way that gives you confidence in their intentions and those of the organization .
 - a. Is Open and Honest
 - b. Is Trustworthy
 - c. Acts on Values
 - d. Acts on Values despite personal cost or risk
 - e. Improves Ethical Standards
 - f. Has Positive intent

- 2) Contributing to Organizational Success: Actively participating to move the team toward completion of goals
 - a. Models commitment
 - b. Involves Others
 - c. Facilitates accomplishment of team goals
 - d. Unites the team

360 ASSESSMENT

Chief Optimization Officer: Shattering the Status Quo

available at 

- 3) Internal Customer Focus: Ensuring that the internal customer needs are included decisions and activities.
 - a. Focuses on the customer needs
 - b. Ensures customer satisfaction
 - c. Is a person I would contact to resolve an issue
 - d. Anticipates future needs
 - e. Acts as a trusted advisor

- 4) Takes Action after Planning: Being proactive. Takes action to accomplish objectives after thinking things through and planning.
 - a. Makes thoughtful plans
 - b. Takes action timely
 - c. is willing to stand their ground where important
 - d. Implements action for mid-term
 - e. Implements action for long-term

- 5) Understanding Others: Seek to understand individual perspectives and concerns and accurately hear and perceive the spoken, unspoken or partly expressed thoughts, feelings and concerns of others.
 - a. Recognizes emotions
 - b. Shows interest in others
 - c. Actively listens
 - d. Makes Inferences
 - e. Overuses humor/sarcasm
 - f. Has deep insight

- 6) Holding People Accountable: The ability to clearly set the expectation and hold people accountable to performance and behavior expectations.
 - a. Sets expectations and limits with Direct Reports
 - b. Sets expectations and limits with In-Direct Reports
 - c. Supports team success
 - d. Expects high performance
 - e. Monitors performance
 - f. Reinforces consequences of performance issues

- 7) How would you identify your relationship with the person you are rating
 - a. Self
 - b. I am their Direct Manager
 - c. I am their peer
 - d. I am their customer
 - e. I am a Senior Leader but not their direct manager
 - f. I report directly to them

360 ASSESSMENT

Chief Optimization Officer: Shattering the Status Quo

available at 

- 8) Rate the individual in each of the areas for their skills and abilities for being a coach:
 - a. Build confidence in others
 - b. Provides positive feedback
 - c. Provides constructive feedback
 - d. Guides people to become better

- 9) Rate the individual in each of the areas for their skills and abilities for getting results through people:
 - a. Delegates effectively
 - b. Follows-up to ensure desired results are obtained
 - c. Sparks enthusiasm and commitment
 - d. Creates a team focus

- 10) Rate the individual in each of the areas for their skills and abilities on being empathetic:
 - a. Understands others perspectives
 - b. Hears what is said and not said
 - c. Appropriately balances the needs of the organization and the individual
 - d. Reads the room/situation and recognizes perspectives

- 11) Rate the individual in each of the areas for their skills and abilities to be courageously confident:
 - a. Says yes or no appropriately
 - b. Speaks up and has difficult conversations
 - c. Admits mistakes
 - d. Is able to move on (Resilient)

- 12) Rate the individual in each of the areas for their skills and abilities being influential:
 - a. Makes their point and doesn't dwell or go on-and-on
 - b. Looks for win:win
 - c. Builds an effective network inside and outside the organization
 - d. Recognizes when to speed up and when to slow down

- 13) Rate the individual in each of the areas for their skills and abilities being strategic and visionary:
 - a. Sees the big picture
 - b. Gathers information from appropriate sources
 - c. Makes decisions that balances the short and long term
 - d. Takes intelligent risks for net forward

360 ASSESSMENT

Chief Optimization Officer: Shattering the Status Quo

available at 

- 14) Rate the individual in each of the areas for their skills and abilities being a strong communicator.
 - a. Listens to understand vs respond
 - b. Ensures messages are clear and understood
 - c. Picks the most effective method for communication based on message
 - d. Shares appropriate information (content, with who, timing)

- 15) Rate the individual in each of the areas for their skills and abilities as a continual learner:
 - a. Holds the mirror up to themselves and takes action
 - b. Applies learning and knowledge gained
 - c. Shares what they have learned
 - d. Agile and accepting of change

- 16) Rate the individual in each of the areas for their skills and abilities to hold people accountable:
 - a. Explains the expectation to ensure clarity
 - b. Recognizes others for a job well done
 - c. Provides feedback timely
 - d. Has appropriate difficult conversations

- 17) Rate the individual's current performance in the following areas:
 - a. Their work creates positive results
 - b. They stop taking credit for past work
 - c. They spend time at work with top performers
 - d. They set goals beyond what is expected
 - e. They ask for feedback about their performance

- 18) Rate the individual's future potential in the following areas:
 - a. They take initiative to develop in things beyond what is expected
 - b. They work to learn from mistakes
 - c. They adopt change/technology ahead of others
 - d. They are involved in developing others

- 19) What 1 or 2 things could this individual continue doing that would bring the most success to them and the organization?

- 20) In the spirit of development, what 1 or 2 things could this individual do differently that would bring the most success to them and the organization?