



# 360-Degree Feedback

## Survey Items

- Our survey is completely customizable so you can use any of our survey items and/or your own. You can also use your own categories.
- All of our survey items have benchmarks. They also have insight & advice to help you understand them better and take action.
- We can add cohort norms (internal benchmarks), which can be particularly helpful if you have custom items. There's no extra charge.
- At the end of the survey, we ask a few targeted follow-up questions, tailored to each rater. They provide extra help where it's needed most.
- We offer several survey templates, which are listed below (with the number of survey items indicated in parentheses).

Survey Template					
Managers / Leaders (39)	Managers / Leaders (25)	First-Line Managers (33)	Non-Managers (23)	Category	Survey Item
✓	✓			Knowledge & Strategy	Considers the long-term impact of decisions made today
✓	✓	✓		Knowledge & Strategy	Effectively persuades others in order to build commitment for ideas
✓	✓	✓	✓	Knowledge & Strategy	Feels comfortable in a fast-changing environment
✓				Knowledge & Strategy	Judges the capabilities of people accurately
				Knowledge & Strategy	Personally committed to our strategy
		✓	✓	Knowledge & Strategy	Understands the technical aspects of his/her job
				Knowledge & Strategy	Able to integrate complex ideas and concepts when planning for the future
✓		✓	✓	Knowledge & Strategy	Has the ability to handle increasing levels of complexity
				Knowledge & Strategy	Doesn't bog down in irrelevant details
				Knowledge & Strategy	Doesn't skim important details
✓				Knowledge & Strategy	Has a good business mind; thinks broadly
✓				Knowledge & Strategy	Understands our industry and the market
✓				Knowledge & Strategy	Understands how the business makes money
				Knowledge & Strategy	Understands how the organization generates revenue
				Knowledge & Strategy	Understands budgets and financials
				Knowledge & Strategy	Understands the operational side of the business
		✓		Knowledge & Strategy	Takes a broad, strategic approach to problem solving and decision making
				Knowledge & Strategy	Takes a long-range view rather than always focusing on immediate, short-term outcomes
				Knowledge & Strategy	Makes a compelling case for his/her point of view
				Knowledge & Strategy	Integrates long-term strategic goals into decisions made today
				Knowledge & Strategy	Understands the technical side of the business
				Knowledge & Strategy	Emphasizes continuous learning and retraining
			✓	Knowledge & Strategy	Persuasive; speaks with impact
				Knowledge & Strategy	Reorganizes readily when business conditions call for restructuring
				Knowledge & Strategy	Is not afraid to take risks
				Knowledge & Strategy	Takes appropriate risks
				Knowledge & Strategy	Actively leads efforts to drive innovation and change
				Knowledge & Strategy	Willing to try out new and untested approaches
				Knowledge & Strategy	Continually questions the status quo
✓	✓	✓	✓	Character	Knows own strengths and limitations
✓	✓	✓		Character	Makes decisions based on business needs rather than a personal agenda
✓	✓	✓	✓	Character	Open to feedback and criticism
✓	✓	✓	✓	Character	Sincere and straightforward
✓	✓	✓	✓	Character	Accepts responsibility for own mistakes
✓	✓	✓	✓	Character	Adjusts to changes without frustration
				Character	Adapts to change generated by others
				Character	Consistently demonstrates honesty and openness.
				Character	Aware of how others react to his/her actions or statements
				Character	Self confident
				Character	Avoids negative politicking and hidden agendas
				Character	Willing to take a courageous stand
				Character	Trusts others appropriately
				Character	Respected by others
				Character	Serves others; avoids selfishness

				Character	Can be trusted with sensitive information
				Character	Patient when necessary
				Character	Adapts well to cultural differences
				Character	Earns respect without being overbearing
				Character	Builds trust by being open and honest
				Character	Provides a positive example; "walks the talk"
		✓	✓	Character	Eagerly pursues new knowledge, skills, and methods
				Character	Actively seeks out new learning opportunities
✓	✓	✓		Interpersonal	Helps resolve conflicts among team members
✓	✓	✓	✓	Interpersonal	Sensitive to satisfaction and morale in the group
✓	✓			Interpersonal	Creates an atmosphere that inspires others to achieve at a higher level
✓	✓	✓	✓	Interpersonal	Recognizes honest mistakes as learning experiences
✓	✓	✓	✓	Interpersonal	Recognizes the value of people with different talents and skills
✓		✓		Interpersonal	Develops a talented team
				Interpersonal	Develops bench strength for the future
				Interpersonal	Avoids bias in attitude or treatment of people
				Interpersonal	Involves employees in redesign of work processes
✓		✓		Interpersonal	Gives personal attention; is accessible
				Interpersonal	Listens effectively
				Interpersonal	Encourages open dialog
			✓	Interpersonal	Brings conflicts into the open for resolution
				Interpersonal	Encourages collaboration for mutual benefit of all parties
				Interpersonal	Preserves others' self esteem
				Interpersonal	Facilitates rather than dominates
✓				Interpersonal	Manages people according to their unique needs
				Interpersonal	Generates enthusiasm in others
✓	✓			Clarity & Purpose	Helps staff reduce obstacles and uncertainty
✓	✓	✓	✓	Clarity & Purpose	Keeps others informed by continuously sharing information
✓	✓	✓		Clarity & Purpose	Clearly defines goals and expectations
✓	✓	✓	✓	Clarity & Purpose	Provides useful and constructive feedback
✓	✓	✓		Clarity & Purpose	Gives me the freedom I need to do my job effectively
				Clarity & Purpose	Gives me enough feedback
		✓		Clarity & Purpose	Gives feedback accurately, timely and fairly
				Clarity & Purpose	Makes performance review a meaningful experience
				Clarity & Purpose	Defines skills required for positions
✓				Clarity & Purpose	Keeps talented people challenged
				Clarity & Purpose	Develops learning opportunities for employees
				Clarity & Purpose	Knows employee needs for development
				Clarity & Purpose	Develops career paths for talented employees
				Clarity & Purpose	Coordinates work effectively among staff
✓		✓	✓	Clarity & Purpose	Continually simplifies; doesn't overcomplicate
				Clarity & Purpose	Helps others navigate planned and unplanned change
				Clarity & Purpose	Articulates the strategy in plain language
				Clarity & Purpose	Helps staff define clear objectives
				Clarity & Purpose	Regularly reviews objectives with staff
				Clarity & Purpose	Involves employees in decisions
				Clarity & Purpose	Identifies others' abilities and delegates tasks accordingly
✓				Clarity & Purpose	Delegates authority; encourages independence
				Clarity & Purpose	Sets clear deadlines
✓		✓	✓	Clarity & Purpose	Enlists the talent of others in order to meet objectives
				Clarity & Purpose	Communicates reasons for changes and decisions
				Clarity & Purpose	Helps people develop passion for their work
				Clarity & Purpose	Recognizes employee contributions and ideas
				Clarity & Purpose	Offers reasons behind decisions/ideas/changes
				Clarity & Purpose	Recognizes and rewards high performers
				Clarity & Purpose	Communicates an inspiring vision
				Clarity & Purpose	Delegates enough work
				Clarity & Purpose	Delegates work appropriately
✓	✓	✓	✓	Execution	Remains focused, even under pressure
✓	✓	✓		Execution	Holds people accountable
✓	✓	✓		Execution	Takes action with non-performers
✓	✓	✓		Execution	Plans effectively; avoids firefighting
✓	✓	✓	✓	Execution	Follows through on commitments
✓	✓	✓		Execution	Pushes people to achieve at a higher level

				Execution	Timely with meetings and appointments
			✓	Execution	Manages own time effectively
			✓	Execution	Avoids distractions; not easily side-tracked
				Execution	Develops and tracks performance measures
				Execution	Demands critical thinking of others
				Execution	Keeps a clear mind under pressure
			✓	Execution	Focuses on important tasks
✓		✓		Execution	Makes timely decisions
✓		✓		Execution	Acts on real problems and their root causes
				Execution	Strongly results-oriented
				Execution	Develops and implements effective cost controls
				Execution	Helps coordinate work with other departments
				Execution	Promptly responds to phone calls and requests
				Execution	Negotiates contracts/deals skillfully
				Execution	Actively supports sales efforts
				Execution	Establishes procedures when necessary
				Execution	Enforces Company policies consistently
				Execution	Leads and facilitates process improvement
				Execution	Recognizes what already works; avoids unnecessary change
				Execution	Manages costs without alienating work force
				Execution	Conducts effective meetings
				Execution	Generates urgency in others
✓	✓	✓	✓	Short Answer	Please elaborate on \$fullName\$'s most positive skills:
✓	✓	✓	✓	Short Answer	What should \$fullName\$ do differently?
✓	✓	✓	✓	Short Answer	What are people afraid to tell \$fullName\$?