

360°

Company/Organization _____

LEADERSHIP

Person being profiled _____

Survey

Are you profiling? Yourself An Associate

The 360° Leadership Survey provides specific, useful feedback to the subject about how others view their style and effectiveness as a leader. This form is designed to gather information about the subject's specific, observable behavior. Your input is confidential. We are not interested in your identity, only in your observations. The information you provide is combined with others to create a composite profile. Great care is taken to present your answers in a way that disassociates your identity from your input.

Use the scale on the right to describe your observations of this person in each of the following categories.

- 5 - Consistently displays this behavior
- 4 - Frequently
- 3 - Occasionally
- 2 - Seldom
- 1 - Almost never

- Encourages open communication
- Keeps things as organized as possible
- Sets an example of hard work
- Spends time developing other people
- Addresses problems quickly
- Effectively manages his or her time
- Listens to people's ideas and opinions
- Deals directly with mistakes
- Maintains a positive attitude
- Stays available to others
- Sets high standards of performance
- Follows through on commitments
- Solves problems in a positive way
- Makes timely decisions
- Is honest with others

- Involves others in key decisions
- Sets specific goals and timetables
- Is professional and maintains integrity
- Helps people stay motivated
- Establishes clear priorities
- Takes responsibility for his or her mistakes
- Shows concern for people's feelings
- Makes needed information available
- Shows pride in her or his work
- Gives credit or praise when due
- Holds people accountable
- Strives to improve herself or himself
- Works to create mutual trust
- Holds useful, efficient meetings
- Works cooperatively with other people



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Circle the one answer in each box you feel is most accurate

Which of these best describes this person's approach to selecting or promoting people?

1. Relies on other people's opinions or promotes the person with the most seniority
2. Hires or promotes after a thorough evaluation and consultation with appropriate co-workers
3. Evaluates the person based on past productivity and then makes an independent decision
4. Ensures the person likes the position and department morale is maintained

What kind of actions does this person take to support training and development of personnel?

1. Ensures training programs address each individual's need for job satisfaction
2. Bases training on company's needs and emphasizes generating immediate results
3. Relies on people learning through experience or asking for help from co-workers
4. Structures training to balance the need for productivity with the employee's need for growth

Which most accurately describes this person's methods of goal-setting and planning?

1. Discusses, and establishes, challenging goals and plans in a joint effort with team-members
2. Goals and plans are constructed with a primary emphasis on maintaining high morale
3. Sets goals based on company's needs and then lets people know what is required of them
4. Relies on superiors for goals and plans or lets team-members figure things out as best they can

When delegating responsibility to others, how is this person most likely to act?

1. Gives the same assignments to the same people and expects them to handle things the usual way
2. Tells people exactly what they should do, how they should do it and when they should be done
3. Sets objectives and timetables while team-members make most of the decisions on how to proceed
4. Gives assignments to those who most enjoy them or the people who express the most interest

How does this person react when mistakes are made, or performance is less than expected?

1. Takes over the situation and makes independent decisions about corrective action
2. Comforts those involved and uses encouragement to keep morale up
3. Usually ignores mistakes and doesn't like to talk about problems or shortcomings
4. Gathers those involved and evaluates the situation so specific, productive changes can be made

When people have problems getting along, what kind of approach does this person take?

1. Promotes communication on key issues before problems start to hinder accomplishment of goals
2. Avoids getting involved and hopes things will work themselves out
3. Gives extra praise to those involved and, as a last resort, tries to keep them separated
4. Tells people to put personal feelings aside and get their job done or they won't have a job to do

What methods does this person use in evaluating people's performance?

1. Meets with team-members and tells them where they should improve and how they should do it
2. Does not evaluate the performance of others unless required to do so
3. Emphasizes only people's strengths and uses lots of praise and encouragement
4. Candidly and consistently evaluates performance and helps structure plans for improvement

