

360° Assessment

Raters Self Peer Direct Report Supervisor

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Fostering Teamwork					
When working in a team, the employee demonstrates commitment to team cohesiveness and success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee contributes to the team by engaging members in the decision-making process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When working in a team, the employee makes sure that sufficient attention is given to both task accomplishment and interpersonal relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee fosters collaboration and a sense of community when working in a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building Positive Relationships					
The employee listens and communicates in supportive ways when people share their problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee fosters trust and openness by showing understanding of others' points of view.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee demonstrates empathy and personal concern for teammates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee demonstrates compassion and sensitivity toward others who may be facing difficulties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empowering People					
The employee regularly encourages others to develop their strengths or improve their skills/business acumen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee makes sure that others in the team have opportunities for personal growth and development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee is a strong advocate and supporter of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee promotes teamwork by empowering others to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspiring Innovation					
The employee encourages others in the team to generate new ideas and methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee encourages others to follow through on new ideas they develop.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee regularly comes up with new, creative ideas for processes, products, or procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee seeks opportunities for the team to experiment, think creatively, and learn by trial and error.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enabling Change					
When working on a team, the employee focuses on continuous improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee inspires others to improve themselves personally and professionally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee helps the team to be flexible so that it can adapt to constant changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee scans the environment and draws attention to new opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Co-creating the Future					
When on a team, people depend on the employee to articulate a clear vision of where we are going.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee is able to keep the team focused on the big picture of shared goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"The employee is aware of a team's vision and strategy and is able to contribute to achieving both.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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The employee has an ability to capture the imagination and commitment of others by talking about future possibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostering Healthy Competition	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The employee fosters a sense of competitiveness that helps teams perform at higher levels than other teams.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee monitors the strengths and weaknesses of the best competition and provides teams with information on how they measure up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee creates a climate where individuals in a team want to achieve ever-higher levels of performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee confronts problems directly to ensure that the job gets done at an outstanding level of effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exceeding Expectation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
When working on a project, the employee has consistent and frequent contact with supervisors and other stakeholders to gather information on performance expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee makes sure that the team is always aware of how well they are meeting expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee assures that everything the team does is focused on better serving its stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee makes sure that the team continually gathers information on how it can meet and exceed expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energizing People	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The employee contributes to the team by motivating individuals to achieve the very highest levels of performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee values intense, hard work, and high productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee establishes ambitious goals and challenges teammates to achieve performance levels above the competition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee encourages speed and timeliness in producing outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Designing Reliable Systems	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The employee consistently establishes efficient work processes that improve team's productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee consistently uses data when analyzing problems to support decision-making processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee keeps close track of how the team is performing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When working on a team, the employee fosters rational, systematic decision analysis to reduce the complexity of important issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing Coordination	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The employee systematically analyzes problems to simplify complex issues for the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When managing a project, the employee coordinates regularly with people inside and outside the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee routinely shares information to facilitate coordination within and across teams.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee ensures that information is shared and understood by others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optimizing Efficiency	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The employee places a high priority on being very efficient and getting the work done right.	○	○	○	○	○
The employee focuses on efficiency by eliminating or reducing time and resource waste.	○	○	○	○	○
The employee uses a measurement system that consistently tracks work processes and outcomes.	○	○	○	○	○
The employee ensures accuracy and efficiency in their team's work.	○	○	○	○	○

Adapted from the University of Michigan's Ross School of Business Executive Education Leadership Assessment Feedback and Developing Adaptive Leaders for Turbulent Times: The Michigan Model of Leadership - Center for Positive Organizations. Full citations can be found at <https://longwoodgardens.org/education/longwood-fellows-program>.