Nine Practices 360-Feedback Diagnostic Tool

Instructions: With each item, circle the response number or letter to rate how you believe the statement accurately describes the person whom you are evaluating. Use the comment field to provide any insight into your selection.

#	Statement	Response 4 = Strongly agree 3 = Agree 2 = Disagree 1 = Strongly disagree U = Unknown	Comment
1	Withholds judgment until the person can examine facts, seek clarification, and uncover what is actually happening	4 3 **(2)** 1 U	You often arrive at conclusions before asking others about what's going on.
2	Knows not only how business in general works but how the organization where the person works is structured to provide for customers	4 **(3)** 2 1 U	
3	Collaborates with others to solve problems and find opportunities	4 **(3)** 2 1 U	
4	Diagnoses problems effectively and responsibly to find solutions	4 3 **(2)** 1 U	
5	Uses measurements effectively to determine if solutions are achieved	4 3 2 **(1)** U	You seem to rely only on your opinion to determine if something is effective. The team never plans on using metrics.
6	Helps others avoid rushing to solutions without diagnosing the problem	4 3 **(2)** 1 U	
7	Influences the behaviors of others effectively while maintaining positive relationships with them	4 **(3)** 2 1 U	You have a way of building relationships.
8	Avoids using verbal persuasion such as threats (expressed or implied), complaining, nagging, or begging	4 3 **(2)** 1 U	This is something you really can work on improving. You'd be better at persuasion if you would explain why you need certain things done rather than just telling people to do them.
9	Influences others to work effectively and collaboratively	4 **(3)** 2 1 U	You're great at encouraging people to collaborate to resolve issues.
10	Clarifies expectations when working with others	4 3 **(2)** 1 U	No one in our department clarifies expectations. We only find out when you and others react to negative results.

#	Statement	Response 4 = Strongly agree 3 = Agree 2 = Disagree 1 = Strongly disagree U = Unknown	Comment
11	Acknowledges and learns from mistakes	4 3 (2) 1 U	
12	Involves others with problem solving and decision making	4 (3) 2 1 U	
13	Coaches others to build their capabilities	(4) 3 2 1 U	You've been a positive influence on helping your entire team to develop skills.
14	Supports others who may need help accomplishing tasks	4 (3) 2 1 U	
15	Provides feedback to help others learn	4 (3) 2 1 U	While you're great with feedback, you often don't communicate expectations.
16	Encourages and cares for others by making the environment more favorable for work and development	4 (3) 2 1 U	
17	Finds creative solutions that make work easier for everyone (such as making job aids, templates, and other support documents)	4 3 2 (1) U	Since I've known you, you've been great at building people's capabilities. However, you haven't done anything to make the work easier with job aids, templates, etc. This is something we really need to do.
18	Uses data to provide others with insight	4 3 2 (1) U	Like with measurements, your decisions are made without using data or in spite of data.
19	Listens carefully to what others say with the intent to understand their perspective rather than listening to respond	4 3 (2) 1 U	
20	Seeks feedback from others to improve leadership practices	4 3 (2) 1 U	If it wasn't for this questionnaire, this would be a 1. You've never discussed with us how you lead, but this questionnaire is encouraging. I hope you can use this feedback.
21	Shares leadership goals and asks for support in achieving them	4 3 2 (1) U	

#	Statement	Response 4 = Strongly agree 3 = Agree 2 = Disagree 1 = Strongly disagree U = Unknown	Comment
22	Beyond what the organization requires, invests time into professional development opportunities such as attending webinars, chapter association events, and conferences	4 3 2 1 (U)	I don't know what you do to develop yourself.
23	Maintains a strong professional network outside of the organization	4 3 2 1 (U)	
24	Regularly searches for new ideas and ways of practicing and shares these with others in the organization	4 3 2 (1) U	I don't think that you do this at all.
25	Practices stewardship by sharing technical expertise and leadership knowledge with others outside of the person's immediate team	4 3 2 1 (U)	
26	Actively participates in the professional community such as through an association or professional network	4 3 2 1 (U)	
27	Communicates with other professionals through email exchanges, blogs, networking events, chapter events, or conferences	4 3 2 1 (U)	

Open-ended Questions

What three strengths related to leadership do you perceive the person to have?

With your team, you do encourage us to seek professional opportunities and sincerely want us to improve our skills. For times that you've jumped to conclusions, you've been receptive when the team approached you to explain why your understanding of the situation isn't accurate. You really know how our business works and effectively leverage your relationships to get things done within the organization.

What are three ways that the person could improve in practicing leadership?

While you're supportive with our development, you don't seem interested in developing yourself. You don't seem to network outside of the organization or attend conferences. When conducting performance reviews, you are influenced by a few one-off situations that you tend to use to make judgements about the quality of our work. We be better off if you relied on some metrics. You tend to be persuaded by opinions rather than facts, and you don't use metrics at all; I think that hurts the team's overall performance.