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## 360 Leadership Assessment

### LEADERSHIP EFFECTIVENESS

**1 This individual is sensitive to the influence his/her actions have on co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**2 This individual leads co-workers by example.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**3 This individual continually encourages co-workers to express their ideas and opinions.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**4 When conflict occurs, this individual resolves them in a constructive win/win manner.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**5 This individual continually develops the spirit of teamwork among co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength


**6 This individual always looks for new and creative methods to motivate co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**7 This individual clearly understands co-worker's roles in our organization.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

## PLANNING

**8 This Individual understands his/her job responsibility, accountability, and authority clearly.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**9 This individual makes realistic plans and schedules and puts them in writing.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**10 This individual uses his/her resources (workforce, time, money, etc.) productively.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**11 This individual sees that co-workers have the necessary resources to do their jobs productively.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**12 This individual helps co-workers establish priorities for work to be done.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**13 This individual sees to it that his/her subordinates understand their responsibility, accountability, and authority.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**14 This individual plans and conducts effective meetings to help co-workers grow.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

## COMMUNICATION

**15 This individual listens to what co-workers are saying and encourages them to continuously express their ideas and opinions.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**16 This individual responds intelligently and reasonably--not emotionally--to feedback of co-workers' ideas, performance, and/or actions.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**17 This individual spends enough time walking around to adequately observe the work being done and to be available for questions and feedback.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**18 This individual keeps co-workers informed on changes, policies, and procedures that might affect their work.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**19 This individual recognizes other's high performance and express his/her appreciation for it in a timely manner.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**20 This individual explains the why, what, and where, if necessary about decisions.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**21 This individual always expresses himself/herself clearly and effectively in writing and speaking.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

## **TIME MANAGEMENT**

**22 This individual uses a scheduling system to prioritize TO DO action items.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**23 This individual schedules particular kinds of work at special times of the day or week to take advantage of his/ her own energy and effectiveness levels.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**24 This individual avoids concentrating on lower priority concerns just because he/she finds them more interesting most of the time.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength


**25 This individual helps co-workers with effective time management methods.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**26 This individual makes use of time-saving methods and devices whenever appropriate. (Delegating tasks, computers, telephone, voice mail, etc.)**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**27 This individual has the necessary information available to him/her at the right time to meet deadlines and provide the necessary resources for co-worker's deadlines.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

## DELEGATION

**28 This individual effectively delegates responsibility, accountability, and authority at all levels.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**29 This individual uses delegation to help co-workers gain new skills and grow in their jobs.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**30 This individual provides co-workers with more guidance, training, and authority as they make more decisions independently.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength
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**31 This individual makes full use of the skills and abilities of co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**32 This individual includes co-workers in the setting of work objectives and schedules.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**33 This individual encourages initiative, involvement, and innovation in co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**34 This individual is confident co-workers can do the work he/ she gives them and avoids butting in once something has been delegated.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

## RELATIONSHIPS

**35 This individual is firm and fair when dealing with co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**36 This individual is interested in the personal well-being of each co-worker.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**37 This individual shows enjoyment of co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**38 This individual takes every opportunity to encourage and build up co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**39 This individual makes himself/herself accessible for co-workers to talk about personal as well as business issues, understanding how off-the-job problems can relate to on-the-job performance.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**40 This individual visits co-workers where they do their work.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**41 This individual shows enjoyment in his/her work.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

## COACHING

**42 This individual instills co-workers the desire and motivation to do a better job.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**43 This individual uses constructive feedback to improve the productivity of co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength


**44 This individual selects properly qualified co-workers for tasks.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**45 This individual systematically evaluates the performance of each co-worker.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**46 This individual informs higher levels of leadership about co-worker's accomplishments and developments.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**47 This individual helps co-workers develop self-improvement plans for self-development and further career opportunities.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**48 This individual helps to build co-worker's commitment around sound business principles.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**DECISION MAKING**



**49 This individual's decisions are consistent with the policies, procedures, and objectives of our organization.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**50 In making decisions, this individual keeps within the bounds of his/her responsibility, accountability, authority, and ability.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**51 This individual uses facts and data in reaching all decisions.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**52 This individual accepts responsibility for all his/her decisions, even if he/she consults others for their ideas or opinions.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**53 This individual encourages co-workers to make decisions promptly, but not hastily and convert their decisions into effective and decisive action.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**54 This individual takes calculated risks, based on sound decision making.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**55 This individual develops contingency plans on all major decisions.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength


## EMPOWERMENT

**56**

**This individual recognizes situations that need improvement and takes action.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**57**

**This individual encourages co-workers to try new methods and ideas.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**58 This individual begins working on new projects without being told.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**59 This individual seeks solutions, rather than excuses.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**60 This individual is willing to take reasonable risks.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**61 This individual works with co-workers in defining their level of empowerment.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

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**PERFORMANCE STANDARDS**

**62 This individual uses systematic, objective methods to measure quality, performance, productivity, and progress.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**63 This individual develops objectives and performance standards jointly with his/her co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**64 This individual continually evaluates in order to readjust, if necessary, work organization and standards.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**65 This individual sees to it that Current Best Approaches are followed by co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**66 This individual encourages co-workers to set goals that are out of reach but not out of sight.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**67 This individual is willing to negotiate when standards or Current Best Approaches need to be changed.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

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**68 This individual helps co-workers determine an acceptable range of performance when a precise standard is not necessary.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

## ORGANIZATIONAL ALIGNMENT

**69 This individual has a clear vision of what our work unit wants to accomplish in accordance with our organization's vision (Big picture).**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**70 This individual understands the mission (Purpose) of our organization and how it applies to our work area.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**71 This individual aligns his/her daily tasks to our organizations' strategic direction.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**72 This individual understands the benefits of collaborating in a unified direction.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**73 This individual's co-workers share a commitment to achieving our organization's goals and objectives. (Quality, productivity, customer satisfaction, profitability, etc.)**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**74 This individual helps provide the necessary clarification and support of our organization's vision, mission, and values to co-workers.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

**75 This individual spends more than 85% of his/her time doing Right Things-Right in our organization.**

Definite Weakness	Rarely Effective	Average Performance	Moderately Effective	Definite Strength

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