

## **Overview**

This assessment is an abbreviated 360-degree performance evaluation, designed to assess a team's level of trust, accountability, and effectiveness. All of the behaviors that are surveyed contribute to building a high-trust, high-performance team.

Our impact is often different than our intent. But of course results are driven by our impact, not our intent. This tool can give individuals a glimpse into what impact they are having on other members of the team.

## **Conducting the Survey**

Each team member should have an opportunity to evaluate him/herself and the other members of the team individually. For this reason, the survey administrator will need to either electronically conduct the survey (with a tool like surveymonkey.com) or print multiple copies of page 2 of this document. The total number of evaluation sheets needed equals the number of team members, squared. E.g., 8 team members = 64 evaluations (including self-evaluations).

## **After the Survey is Complete**

The survey administrator should aggregate the results (to preserve anonymity and confidentiality) before each participant receives his/her own summarized evaluation results. It is useful to compare the self-evaluation scores with the average ratings from the team.

The survey administrator may suggest some ways an individual can internalize the feedback they receive and understand it fully:

1. "Look at areas where the team rated you lower than you expected."
2. "[Put your ego on the shelf, take your courage pills, and] ask for specific feedback in those areas from individuals on the team."
3. "Consider getting feedback first from individuals whose motives you trust, but don't shy away from the difficult conversations/relationships as you solicit feedback."

The survey administrator may also suggest some action planning, after participants understand the feedback:

1. "Choose 1 to 3 areas where you want to have a different impact than you've had in the past."
2. "Put an action plan in place to change your behavior."
3. "Tell other team members what you're trying to change."
4. "After some time, ask other team members if they are seeing a difference in you in those areas."
5. "Modify and iterate as needed."

The survey administrator may offer to debrief each team member on his or her individual results.

Evaluator:  
 (your name)
 

 Person you are evaluating:  
 (their name)
 
**Based on your experience, how often are the following descriptions of this person accurate?**

Description	never	rarely	sometimes	frequently	always
Asks for performance feedback	①	②	③	④	⑤
Graciously accepts performance feedback	①	②	③	④	⑤
Provides performance feedback in an effective manner	①	②	③	④	⑤
Is willing to tackle difficult or emotional issues	①	②	③	④	⑤
Works diligently to resolve conflicts productively	①	②	③	④	⑤
Forgives others	①	②	③	④	⑤
Trusts the motives of others on the team	①	②	③	④	⑤
Has pure motives	①	②	③	④	⑤
Is unguarded and genuine with other team members, sharing information openly	①	②	③	④	⑤
Admits errors	①	②	③	④	⑤
Works for the common good of the team instead of pursuing/protecting self-interests	①	②	③	④	⑤
Supports team decisions even if he/she initially disagreed	①	②	③	④	⑤

**What should he/she START doing, in order to increase the effectiveness of the team?**

**What should he/she STOP doing, in order to increase the effectiveness of the team?**

**What should he/she KEEP doing, in order to increase the effectiveness of the team?**