

360 degree feedback questions sample

360 Degree Feedback Questions Sample: Revolutionizing Performance Management

By Dr. Emily Carter, PhD, Organizational Psychologist & Leadership Consultant

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Introduction:

The modern workplace demands a nuanced approach to performance management. Gone are the days of relying solely on top-down evaluations. Enter the 360-degree feedback process, a powerful tool that gathers feedback from a wide range of sources – supervisors, peers, subordinates, and even clients – providing a comprehensive view of an employee's performance. This article will delve into effective 360-degree feedback questions sample, exploring their crucial role in fostering professional growth and enhancing organizational effectiveness. Understanding how to craft and implement these questions is key to unlocking the full potential of this valuable performance management technique.

H1: Crafting Effective 360 Degree Feedback Questions Sample

Effective 360-degree feedback hinges on the quality of the questions asked. Poorly designed questions can lead to biased responses, lack of actionable insights, and ultimately, a wasted opportunity for development. A strong 360-degree feedback questions sample should be:

Behavioral: Focused on observable behaviors rather than abstract traits. Instead of "Is this person creative?", ask "Describe a time this person demonstrated creative problem-solving."

Specific: Clearly defined to avoid ambiguity. Vague questions lead to vague answers.

Actionable: The feedback should provide concrete suggestions for improvement.

Balanced: Including both positive and negative questions to provide a holistic view.

Anonymous (Ideally): To encourage honest and candid feedback.

H2: 360 Degree Feedback Questions Sample: Categorized Examples

Here are some 360-degree feedback questions sample categorized by the type of feedback they elicit:

A. Leadership & Teamwork:

"Describe a time this individual effectively delegated tasks. What made it effective?"

"How well does this person collaborate with others on projects?"

"Rate this individual's ability to inspire and motivate their team."

"Provide an example of a time this person demonstrated strong leadership in a challenging situation."

"How effectively does this person resolve conflicts within the team?"

B. Communication & Interpersonal Skills:

"How effectively does this person communicate their ideas, both verbally and in writing?"

"Describe a situation where this person demonstrated excellent listening skills."

"How well does this person build and maintain positive working relationships?"

"Rate this person's ability to give and receive constructive feedback."

"How effectively does this person manage difficult conversations?"

C. Work Performance & Efficiency:

"Describe a time this person exceeded expectations in their work."

"How effectively does this person manage their time and prioritize tasks?"

"Rate this person's overall productivity and efficiency."

"How well does this person adapt to changing priorities and deadlines?"

"Describe a situation where this person demonstrated strong problem-solving skills."

D. Professional Development & Growth:

"What are this person's strengths and areas for development?"

"What suggestions do you have for helping this person improve their performance?"

"How effectively does this person seek out feedback and use it for growth?"

"Does this person demonstrate a willingness to learn and adapt?"

"What training or development opportunities would you recommend for this person?"

H3: Implications for the Industry

The use of 360-degree feedback questions sample is rapidly expanding across various industries. Its impact is significant:

Improved Performance: Provides a comprehensive understanding of individual strengths and weaknesses, leading to targeted development plans.

Enhanced Employee Engagement: Shows employees that their feedback is valued and contributes to a more open and transparent work environment.

Increased Self-Awareness: Helps employees understand how others perceive them, promoting self-reflection and personal growth.

Better Succession Planning: Identifies high-potential employees and their developmental needs.

Stronger Team Dynamics: Fosters collaboration and mutual understanding within teams.

H4: Implementing 360 Degree Feedback Effectively

The success of 360-degree feedback is not just about the questions; it's about the entire process. Key considerations include:

Clear Communication: Explain the purpose and process to all participants.

Confidentiality: Ensure anonymity and protect the privacy of respondents.

Data Analysis and Interpretation: Use appropriate tools and techniques to analyze the data and extract meaningful insights.

Action Planning: Develop clear action plans based on the feedback received.

Follow-up: Track progress and provide support to employees in their development journey.

Conclusion:

360-degree feedback, utilizing a carefully crafted 360-degree feedback questions sample, is a powerful tool for enhancing performance, fostering employee growth, and improving organizational effectiveness. By focusing on behavioral questions, ensuring anonymity, and incorporating robust analysis and follow-up, organizations can unlock the transformative potential of this valuable performance management strategy. The insights gained provide a rich understanding of individual and team dynamics, leading to a more engaged, productive, and successful workforce.

FAQs:

1. How many raters are ideal for 360-degree feedback? Ideally, 5-7 raters provide a well-rounded perspective, but it depends on the role and organizational structure.
2. How do I ensure the anonymity of raters? Use a secure online platform that ensures confidentiality and doesn't reveal respondent identities.
3. What if I receive overwhelmingly negative feedback? Focus on identifying specific behaviors and developing targeted improvement plans. Coaching and mentoring can be helpful.
4. How often should 360-degree feedback be conducted? Frequency depends on organizational needs; annually or bi-annually is common.
5. How can I address feedback that seems unfair or inaccurate? Discuss concerns with the employee, focusing on observable behaviors and providing opportunities for clarification.
6. Can 360-degree feedback be used for all employees? Yes, but the questions should be tailored to the specific role and responsibilities.
7. How can I ensure that feedback is actionable? Frame questions to elicit specific examples and suggestions for improvement.
8. What metrics should be used to evaluate the effectiveness of a 360-degree feedback

program? Track changes in employee performance, engagement, and development goals.

9. How can I improve the participation rate in a 360-degree feedback process?
Communicate the value of the process clearly and emphasize the confidentiality and anonymity of responses.

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Richard Lepsinger, Anntoinette D. Lucia, 2009-01-12 More and more organizations are using 360-degree feedback to provide an opportunity to talk about key changes. This second edition of the best-selling book includes research and information that more accurately reflects who is using 360-degree feedback and where and how it is being used. In addition, the authors incorporate information about the impact of advances in technology and the more global and virtual work environment. This new edition includes case examples, tips, and pointers on preparing 360-degree feedback and information on how to implement it.

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360 degree feedback questions sample: Multipliers Liz Wiseman, Greg McKeown,

2010-06-15 Are you a genius or a genius maker? We've all had experience with two dramatically different types of leaders. The first type drain intelligence, energy, and capability from the ones around them and always need to be the smartest ones in the room. These are the idea killers, the energy sappers, the diminishers of talent and commitment. On the other side of the spectrum are leaders who use their intelligence to amplify the smarts and capabilities of the people around them. When these leaders walk into a room, lightbulbs go off over people's heads, ideas flow, and problems get solved. These are the leaders who inspire employees to stretch themselves to deliver results that surpass expectations. These are the Multipliers. And the world needs more of them, especially now, when leaders are expected to do more with less. In this engaging and highly practical book, leadership expert Liz Wiseman and management consultant Greg McKeown explore these two leadership styles, persuasively showing how Multipliers can have a resoundingly positive and profitable effect on organizations—getting more done with fewer resources, developing and attracting talent, and cultivating new ideas and energy to drive organizational change and innovation. In analyzing data from more than 150 leaders, Wiseman and McKeown have identified five disciplines that distinguish Multipliers from Diminishers. These five disciplines are not based on innate talent; indeed, they are skills and practices that everyone can learn to use—even lifelong and recalcitrant Diminishers. Lively, real-world case studies and practical tips and techniques bring to life each of these principles, showing you how to become a Multiplier too, whether you are a new or an experienced manager. Just imagine what you could accomplish if you could harness all the energy and intelligence around you. Multipliers will show you how.

360 degree feedback questions sample: The Power of 360° Feedback Leanne E. Atwater,

Ph.D., David A. Waldman, Ph.D., 2009-11-03 Now learn from two seasoned consultants how to implement the 360° feedback process effectively—whatever the size and history of your organization. Packed with case studies and the authors' real-life consulting experiences, this book examines the successes and problems of 360° and upward feedback implementation efforts in more than 15 organizations, including Motorola, AT&T, Federal Express, Raychem, Colgate-Palmolive, and UPS. The book objectively considers such crucial components of 360° feedback as organizational culture and performance, pros and cons, the impact on the individual employee, and whether the feedback should be used for evaluative or developmental purposes. Models and tables lend a visual dimension to the book's concepts. Sample surveys and feedback reports—including the authors' own TEAM-Q survey and report set—show you what types of questions to ask and how to present feedback most effectively. If your company is considering adopting its own 360° feedback program, don't start before you read this book!

360 degree feedback questions sample: Leveraging the Impact of 360-degree Feedback

John W. Fleenor, Sylvester Taylor, Craig Chappelow, 2008-03-31 Leveraging the Impact of 360-Degree Feedback is a hands-on guide for implementing and maintaining effective 360-degree feedback as part of learning and development initiatives. Written for professionals who work inside organizations and for consultants working with clients, the book draws on a proven ten-step program and lessons learned over the past twenty years of research and practice. The authors present step-by-step suggestions for the successful implementation of 360-degree feedback as well as a collection of best practices that the Center for Creative Leadership has observed and tested with their broad base of clients.

360 degree feedback questions sample: Nine Lies About Work Marcus Buckingham, Ashley Goodall, 2019-04-02 Forget what you know about the world of work You crave feedback. Your organization's culture is the key to its success. Strategic planning is essential. Your competencies should be measured and your weaknesses shored up. Leadership is a thing. These may sound like basic truths of our work lives today. But actually, they're lies. As strengths guru and bestselling author Marcus Buckingham and Cisco Leadership and Team Intelligence head Ashley Goodall show in this provocative, inspiring book, there are some big lies--distortions, faulty assumptions, wrong thinking--that we encounter every time we show up for work. Nine lies, to be exact. They cause dysfunction and frustration, ultimately resulting in workplaces that are a pale shadow of what they could be. But there are those who can get past the lies and discover what's real. These freethinking leaders recognize the power and beauty of our individual uniqueness. They know that emergent patterns are more valuable than received wisdom and that evidence is more powerful than dogma. With engaging stories and incisive analysis, the authors reveal the essential truths that such freethinking leaders will recognize immediately: that it is the strength and cohesiveness of your team, not your company's culture, that matter most; that we should focus less on top-down planning and more on giving our people reliable, real-time intelligence; that rather than trying to align people's goals we should strive to align people's sense of purpose and meaning; that people don't want constant feedback, they want helpful attention. This is the real world of work, as it is and as it should be. Nine Lies About Work reveals the few core truths that will help you show just how good you are to those who truly rely on you.

360 degree feedback questions sample: One Page Talent Management, with a New Introduction Marc Effron, Miriam Ort, 2018-07-17 A radical approach to growing high-quality talent--fast You know that winning in today's marketplace requires top-quality talent. You also know what it takes to build that talent--and you spend significant financial and human resources to make it happen. Yet somehow, your company's beautifully designed and well-benchmarked processes don't translate into the bottom-line talent depth you need. Why? Talent management experts Marc Effron and Miriam Ort argue that companies unwittingly add layers of complexity to their talent-building models--without evaluating whether those components add any value to the overall process. Consequently, simple activities like setting employee performance goals become multipage, headache-inducing time wasters that turn managers off and fail to improve results. Effron and Ort introduce a simple, powerful, scientifically proven approach to increase your ability to develop better leaders faster: One Page Talent Management (OPTM). Using the straightforward, easy-to-follow process described in this book, you will eliminate frustrating complexity, focus only on those components that add real value, and build transparency and accountability into every practice. Based on extensive research and experience in companies such as Avon Products, Bank of America, and Philips, One Page Talent Management shows you how to: Quickly identify high-potential talent without complex assessments Increase the number of ready now successors for key roles Generate 360-degree feedback that accelerates change in the most critical behaviors Significantly reduce the time required for managers to implement talent-building processes Do away with complexity and bureaucracy--and develop the high-quality talent you need, right now.

360 degree feedback questions sample: The Cambridge Handbook of Instructional Feedback Anastasiya A. Lipnevich, Jeffrey K. Smith, 2018-11-15 This book brings together leading scholars

from around the world to provide their most influential thinking on instructional feedback. The chapters range from academic, in-depth reviews of the research on instructional feedback to a case study on how feedback altered the life-course of one author. Furthermore, it features critical subject areas - including mathematics, science, music, and even animal training - and focuses on working at various developmental levels of learners. The affective, non-cognitive aspects of feedback are also targeted; such as how learners react emotionally to receiving feedback. The exploration of the theoretical underpinnings of how feedback changes the course of instruction leads to practical advice on how to give such feedback effectively in a variety of diverse contexts. Anyone interested in researching instructional feedback, or providing it in their class or course, will discover why, when, and where instructional feedback is effective and how best to provide it.

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360 degree feedback questions sample: The Handbook of Multisource Feedback David W. Bracken, Carol W. Timmreck, Allan H. Church, 2001-06-21 The Comprehensive Resource for Designing and Implementing MSG Processes As organizations strive to make the best possible decisions on critical issues such as compensation, succession planning, staffing, and outplacement, they have increasingly turned to multisource feedback (MSF) for answers. But while use of MSF (or 360-degree) systems has proliferated rapidly, understanding of its complexities has not^{3/4}and many companies are moving forward with MSF amid a dangerous void of systematic research and discussion on this powerful process. The Handbook of Multisource Feedback provides the most comprehensive compendium available of current knowledge and practice in MSF. The volume's diverse group of contributors^{3/4}which includes renowned academics, practitioners, and applied researchers^{3/4}represents the acknowledged thought leaders in the current and future practice of MSF. Through their multiple perspectives, they identify best practices in the design and implementation of MSF processes and offer key guidelines for decision making when using MSF. The book offers solid grounding in the nuts and bolts of MSF data collection and reporting, providing a process model that leads the reader step-by-step through each phase of an MSF system. It details the developmental and decision-making uses of multisource feedback, describing MSF applications for improving executive development, organization development and change, teams, performance management, personnel decision, and more. And it addresses the realities of system forces that influence MSF processes, including legal, ethical, and cross-cultural issues. The Handbook of Multisource Feedback will provide an ideal one-stop reference for practitioners, researchers, consultants, and organizational clients who need to understand the challenges of using multisource feedback. The Editors David W. Bracken, is director of research consulting at Mercer Delta Consulting group, LLC. His twenty-two years of practice have included multisource feedback systems, individual and organizational assessments, performance management, and management development. Carol W. Timmreck, is an organization development consultant at Shell Oil Company. She is a cofounder of the Multisource Feedback Forum, a consortium of organizations with active MSF processes. Allen H. Church, is a principal consultant in management consulting services at PricewaterhouseCoopers, specializing in multisource feedback systems and organizational surveys. He is also an adjunct professor at Columbia University. The complete guide to MSF systems Handbook of Multisource Feedback offers a comprehensive, multiperspective look at the most current knowledge and practice in multisource feedback (MSF) systems. Drawing from extensive research and practice, a diverse group of distinguished contributors presents the best practices in the field and offers pragmatic guidelines for decision making at each step of design and

implementation of an MSF process. Contributors include: David Antonioni Leanne E. Atwater H. John Bernardin Scott A. Birkeland Walter C. Borman David W. Bracken Stephane Brutus W. Warner Burke Allan H. Church Jeanette N. Cleveland Victoria B. Crawshaw Anthony T. Dalessio Maxine A. Dalton Mark R. Edwards Ann J. Ewen James L. Farr John W. Fleenor Marshall Goldsmith Glenn Hallam Michael M. Harris Sally F. Hartmann Jerry W. Hedge Laura Heft Mary Dee Hicks George P. Hollenbeck Robert A. Jako Richard Lepsinger Jean Brittain Leslie Manuel London Anntoinette D. Lucia Dana McDonald-Mann Carolyn J. Mohler Kevin R. Murphy Daniel A. Newman David B. Peterson Steven G. Rogelberg James W. Smither Jeffrey D. Stoner Lynn Summers Carol W. Timmreck Carol Paradise Tornow Walter W. Tornow Catherine L. Tyl

360 degree feedback questions sample: 360 Degree Feedback and Performance Management System T. Venkateswara Rao, Raju Rao, 2002-08 This book covers 360 degree feedback, performance management system, linking 360 degree feedback with performance management and finally pay strategies. the primary objective of TVRLS in compiling this book is to encourage more indigenous innovations and enhance learning through mutual sharing.

360 degree feedback questions sample: 360 Degree Feedback John E. Jones, William Bearley, 1996 Find out how the emerging technology of multi-source assessment and feedback (360° feedback) can benefit your organization. This handbook presents concrete methods for creating, adapting, and using survey methods to provide sharply targeted feedback to leaders. It contains case examples of applications of 360° feedback and spells out steps for creating instruments, analyzing data from them, and providing feedback in ways that both inform and inspire. The authors give step-by-step methods for using the best practices and avoiding the many pitfalls of 360° assessment and feedback.

360 degree feedback questions sample: *The Art and Science of 360 Degree Feedback* Richard Lepsinger, Anntoinette D. Lucia, 2009-02-09 More and more organizations are using 360-degree feedback to provide an opportunity to talk about key changes. This second edition of the best-selling book includes research and information that more accurately reflects who is using 360-degree feedback and where and how it is being used. In addition, the authors incorporate information about the impact of advances in technology and the more global and virtual work environment. This new edition includes case examples, tips, and pointers on preparing 360-degree feedback and information on how to implement it.

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360 degree feedback questions sample: **The 360 Degree Leader Workbook** John C. Maxwell, 2006-09-03 The 360 Degree Leader Workbook will equip you with the skills you need to begin making a difference in your organization, career, and life, today—with or without the promotion. Ninety-nine percent of all leadership occurs not from the top but from the middle of an organization. Usually, an organization has only one person who is the leader. So what do you do if you are not that one person? In *The 360 Degree Leader Workbook*, Maxwell addresses that very question and takes the discussion even further. You don't have to be the main leader to make a significant impact in your organization. Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers. Debunking myths and shedding light on the challenges, John Maxwell offers specific principles for Leading Down, Leading Up, and Leading

Across. 360-Degree Leaders can lead effectively, regardless of their position in an organization. By applying Maxwell's principles from this workbook and accompanying book, you will expand your influence and ultimately be a more valuable team member.

360 degree feedback questions sample: 360 Degree Feedback Michael Silverman, Máire Kerrin, Alison Carter, 2005 Makes explicit the issues faced by organisations who are implementing 360-degree feedback for the first time, reviewing what they have gained since implementation, or considering its use within a different context (such as appraisal). This report also offers an in-depth review of the topic of 360-degree feedback.

360 degree feedback questions sample: Employee Engagement Through Effective Performance Management Edward M Mone, Manuel London, Edward M. Mone, 2018-01-03 This book is a practical guide for managers to increase and support employee engagement through stronger performance management tools and techniques. In this second edition, Edward Mone and Manuel London incorporate new developments in the field, including discussion of issues about the value of challenging goals, annual formal appraisals, forced ranking, and ways to give constructive feedback. The authors expand the traditional notion of performance management to include building trust, creating conditions of empowerment, managing team learning, and maintaining ongoing straightforward communications about performance, all of which are critical to employee engagement. Case studies offer concrete examples, and checklists and surveys supply managers with ways to assess employee engagement as well as directions for increasing engagement. An up-to-date, straightforward guide, this book is appropriate for graduate students in Employee Engagement, Human Resources, and Management Studies, as well as scholars and practitioners in those fields.

360 degree feedback questions sample: *The Making of a Manager* Julie Zhuo, 2019-03-19 Instant Wall Street Journal Bestseller! Congratulations, you're a manager! After you pop the champagne, accept the shiny new title, and step into this thrilling next chapter of your career, the truth descends like a fog: you don't really know what you're doing. That's exactly how Julie Zhuo felt when she became a rookie manager at the age of 25. She stared at a long list of logistics--from hiring to firing, from meeting to messaging, from planning to pitching--and faced a thousand questions and uncertainties. How was she supposed to spin teamwork into value? How could she be a good steward of her reports' careers? What was the secret to leading with confidence in new and unexpected situations? Now, having managed dozens of teams spanning tens to hundreds of people, Julie knows the most important lesson of all: great managers are made, not born. If you care enough to be reading this, then you care enough to be a great manager. *The Making of a Manager* is a modern field guide packed everyday examples and transformative insights, including: * How to tell a great manager from an average manager (illustrations included) * When you should look past an awkward interview and hire someone anyway * How to build trust with your reports through not being a boss * Where to look when you lose faith and lack the answers Whether you're new to the job, a veteran leader, or looking to be promoted, this is the handbook you need to be the kind of manager you wish you had.

360 degree feedback questions sample: *The Leadership Code* Dave Ulrich, Norm Smallwood, Kate Sweetman, 2009-01-08 What makes a great leader? It's a question that has been tackled by thousands. In fact, there are literally tens of thousands of leadership studies, theories, frameworks, models, and recommended best practices. But where are the clear, simple answers we need for our daily work lives? Are there any? Dave Ulrich, Norm Smallwood, and Kate Sweetman set out to answer these questions—to crack the code of leadership. Drawing on decades of research experience, the authors conducted extensive interviews with a variety of respected CEOs, academics, experienced executives, and seasoned consultants—and heard the same five essentials repeated again and again. These five rules became *The Leadership Code*. In *The Leadership Code*, the authors break down great leadership into day-to-day actions, so that you know what to do Monday morning. Crack the leadership code—and take your leadership to the next level.

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Performance Management Edward M. Mone, Manuel London, 2014-03-05 An engaged employee is someone who feels involved, committed, passionate and empowered and demonstrates those feelings in work behavior. This book explains that a more engaged workforce is really about better performance management. The authors expand the traditional notion of performance management to include building trust, creating conditions of empowerment, managing team learning, and maintaining ongoing straightforward communications about performance, all of which are critical to employee engagement. The best practices tools and advice in this book are based on solid research as well as the authors' experience.

360 degree feedback questions sample: Journey of the Soul Bill Gaultiere, Kristi Gaultiere, 2021-02-16 The healthy Christian life is one of continuing spiritual, emotional, and relational growth. But so many of us feel stuck or stagnated at one stage of the journey. It's not always clear to us where or why we are stuck, making it difficult to take the next step on our journey of the soul. That's where Bill and Kristi Gaultiere come in. After decades in private practice as counselors and therapists, they have developed a unique model for growing in grace. In *Journey of the Soul*, they draw on more than 70,000 hours of providing therapy and spiritual direction to show you how to identify your current stage of faith and the next steps to take based on your unique needs and struggles. With Scripture, self-assessments, and soul care practices to support your progress along the way, this insightful and inspiring book will be a treasured companion on your journey no matter where you are or how long you've been following Jesus.

360 degree feedback questions sample: 360 Degree Feedback Elva R. Ainsworth, 2016-04-12 Elva R Ainsworth is widely regarded as one of the UK's leading practitioners and trainers in the field of 360 degree feedback. This book reveals unique and powerful methodologies creatively illustrated with real examples and is essential reading for HR and OD professionals, consultants and coaches who wish to take their skills to a new level.

360 degree feedback questions sample: The Culture Code Daniel Coyle, 2018-01-30 NEW YORK TIMES BESTSELLER • The author of *The Talent Code* unlocks the secrets of highly successful groups and provides tomorrow's leaders with the tools to build a cohesive, motivated culture. NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG AND LIBRARY JOURNAL Where does great culture come from? How do you build and sustain it in your group, or strengthen a culture that needs fixing? In *The Culture Code*, Daniel Coyle goes inside some of the world's most successful organizations—including the U.S. Navy's SEAL Team Six, IDEO, and the San Antonio Spurs—and reveals what makes them tick. He demystifies the culture-building process by identifying three key skills that generate cohesion and cooperation, and explains how diverse groups learn to function with a single mind. Drawing on examples that range from Internet retailer Zappos to the comedy troupe Upright Citizens Brigade to a daring gang of jewel thieves, Coyle offers specific strategies that trigger learning, spark collaboration, build trust, and drive positive change. Coyle unearths helpful stories of failure that illustrate what not to do, troubleshoots common pitfalls, and shares advice about reforming a toxic culture. Combining leading-edge science, on-the-ground insights from world-class leaders, and practical ideas for action, *The Culture Code* offers a roadmap for creating an environment where innovation flourishes, problems get solved, and expectations are exceeded. Culture is not something you are—it's something you do. *The Culture Code* puts the power in your hands. No matter the size of your group or your goal, this book can teach you the principles of cultural chemistry that transform individuals into teams that can accomplish amazing things together. Praise for *The Culture Code* "I've been waiting years for someone to write this book—I've built it up in my mind into something extraordinary. But it is even better than I imagined. Daniel Coyle has produced a truly brilliant, mesmerizing read that demystifies the magic of great groups. It blows all other books on culture right out of the water."—Adam Grant, New York Times bestselling author of *Option B*, *Originals*, and *Give and Take* "If you want to understand how successful groups work—the signals they transmit, the language they speak, the cues that foster creativity—you won't find a more essential guide than *The Culture Code*."—Charles Duhigg, New York Times bestselling author of *The Power of Habit* and *Smarter Faster Better*

360 degree feedback questions sample: Authentic Gravitas Rebecca Newton, Ph.D., 2019-03-12 Have a powerful impact—by being more like yourself rather than less, through this groundbreaking approach taught at the London School of Economics and companies worldwide. Organizational psychologist and executive coach Rebecca Newton has found that even her most successful clients still want more of one quality: gravitas. They want their words to carry weight, to have a positive, lasting impact on those around them. Gravitas can seem like an elusive, intangible quality, but it isn't about adopting the style of another or being someone you're not. Newton draws on extensive research and experience coaching business leaders to show what underpins authentic gravitas and how anyone can develop it. She presents the counterintuitive idea that in order to be valued, we shouldn't spend all our time and energy trying to stand out from the crowd; instead, we should focus on the crowd—connecting with others and understanding their needs in order to make a significant difference. Newton debunks the myths of gravitas and gives readers the practical tools to develop it by: * Minimizing the gaps between intention, action, and impact * Remaining true to yourself while adapting to work successfully with people who have different styles * Choosing to be courageous regardless of how confident you feel—as you engage in courageous behaviors, confidence naturally builds Authentic gravitas extends beyond commanding presence in the room during a key meeting; it's about the small things you can do beforehand, during, and in all the spaces in between—to be someone who genuinely adds substantive value in the workplace and beyond.

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the systematic classification and measurement of widely valued positive traits. They approach good character in terms of separate strengths—authenticity, persistence, kindness, gratitude, hope, humor, and so on—each of which exists in degrees. Character Strengths and Virtues classifies twenty-four specific strengths under six broad virtues that consistently emerge across history and culture: wisdom, courage, humanity, justice, temperance, and transcendence. Each strength is thoroughly examined in its own chapter, with special attention to its meaning, explanation, measurement, causes, correlates, consequences, and development across the life span, as well as to strategies for its deliberate cultivation. This book demands the attention of anyone interested in psychology and what it can teach about the good life.

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