

360 feedback sample questions

360 Feedback Sample Questions: A Comprehensive Guide to Effective Performance Reviews

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Introduction:

360-degree feedback, also known as multi-rater feedback, is a powerful tool for employee development. It provides a holistic view of an individual's performance by gathering input from multiple sources, including supervisors, peers, subordinates, and even clients or customers. Crafting effective 360 feedback sample questions is crucial for obtaining insightful and actionable data. This article explores various methodologies and provides numerous 360 feedback sample questions categorized by skill area. We'll delve into the nuances of question design, ensuring you can build a robust and impactful 360-degree feedback process.

I. Methodologies and Approaches for 360 Feedback Sample Questions:

The effectiveness of your 360 feedback relies heavily on the quality of your 360 feedback sample questions. Different approaches exist, each with its strengths and weaknesses:

A. Competency-Based Questions: These questions focus on specific skills and competencies critical for the role. They provide concrete examples of performance and allow for more objective assessment. For example:

360 Feedback Sample Questions (Competency-Based):

"How effectively does this individual communicate complex information to diverse audiences?" (Communication)

"To what extent does this individual take initiative and proactively identify areas for improvement?" (Proactive Problem Solving)

"How effectively does this individual collaborate with team members to achieve shared goals?" (Teamwork)

"Rate this individual's ability to manage their time effectively and prioritize tasks." (Time Management)

"How well does this individual adapt to changing priorities and unexpected challenges?"
(Adaptability)

B. Behavioral-Based Questions: These questions focus on past behaviors and actions, providing concrete evidence of performance. The STAR method (Situation, Task, Action, Result) is often used to encourage detailed responses. Examples of 360 feedback sample questions using this approach include:

360 Feedback Sample Questions (Behavioral-Based):

"Describe a situation where this individual demonstrated strong leadership skills. Please use the STAR method (Situation, Task, Action, Result)."

"Provide an example of a time when this individual overcame a significant challenge. How did they approach the problem, and what was the outcome?"

"Describe a situation where this individual effectively handled conflict within the team. What strategies did they employ?"

"Give an example of a time when this individual went above and beyond their responsibilities. What motivated them, and what was the impact?"

"Describe a time when this individual failed to meet expectations. What were the contributing factors, and what did they learn from the experience?"

C. Goal-Oriented Questions: These questions link performance to specific goals and objectives, making the feedback directly relevant to strategic initiatives. These 360 feedback sample questions are particularly useful for performance improvement plans.

360 Feedback Sample Questions (Goal-Oriented):

"To what extent has this individual contributed to the achievement of team goals for the past quarter?"

"How effectively has this individual implemented the strategies outlined in their performance plan?"

"In what ways has this individual exceeded expectations in relation to their key performance indicators (KPIs)?"

"What areas require further development to ensure alignment with organizational objectives?"

"How can this individual's contributions be further leveraged to support the company's strategic goals?"

II. Designing Effective 360 Feedback Sample Questions:

Several key considerations ensure your 360 feedback sample questions are effective:

Clarity and Specificity: Avoid ambiguous language. Use clear, concise wording that leaves no room for misinterpretation.

Actionable Feedback: Frame questions to elicit specific examples and behaviors that can be used for improvement.

Balanced Perspective: Include questions that assess both strengths and weaknesses to provide a comprehensive picture.

Relevance: Focus on behaviors and competencies directly relevant to the role and organizational goals.

Rating Scales: Use appropriate rating scales (e.g., Likert scales) to quantify responses and

facilitate data analysis. Consider using a scale of 1-5 or 1-7, with clear descriptors for each level.

Confidentiality: Ensure respondents understand the importance of confidentiality and that their responses will be kept anonymous.

III. Analyzing and Utilizing 360 Feedback Data:

Once you've collected the 360 feedback data, the next crucial step is analysis. Software tools can automate this process, providing reports that summarize the feedback and highlight key areas for development. The results should be used for:

Performance Improvement Plans: Identify areas needing improvement and develop targeted plans.

Leadership Development: Pinpoint leadership strengths and weaknesses and tailor development programs accordingly.

Succession Planning: Assess the potential of high-performing employees for future leadership roles.

Team Building: Enhance team dynamics by addressing communication and collaboration challenges.

Conclusion:

Crafting effective 360 feedback sample questions is essential for obtaining valuable insights into employee performance and fostering individual and organizational growth. By understanding different methodologies, following best practices in question design, and utilizing appropriate analysis techniques, organizations can maximize the benefits of 360-degree feedback and create a culture of continuous improvement. Remember that the goal is not simply to evaluate performance but to provide constructive feedback that empowers employees to reach their full potential. Careful consideration of these 360 feedback sample questions and their application will lead to more effective and impactful feedback processes.

FAQs:

1. What is the best number of raters for 360-degree feedback? Generally, 5-7 raters provide a robust and representative sample.

1. How do I ensure the anonymity of respondents in a 360-degree feedback process? Use anonymous online survey platforms and avoid including any identifying information in the survey itself.

1. How should I handle negative feedback received from a 360-degree feedback

process? Address negative feedback constructively, focusing on specific behaviors and exploring underlying causes.

1. How often should 360-degree feedback be conducted? Frequency depends on the organization and individual needs, but annual or bi-annual reviews are common.
1. What is the role of the manager in the 360-degree feedback process? Managers should facilitate the process, provide context, and discuss the results with the employee.
1. How can I ensure the validity and reliability of my 360-degree feedback instrument? Pilot test the instrument with a small group before full implementation, and ensure questions are clearly worded and relevant.
1. How can I improve employee buy-in to the 360-degree feedback process? Explain the purpose and benefits clearly, emphasizing its focus on development rather than evaluation.
1. What are the potential drawbacks of 360-degree feedback? Potential drawbacks include bias from raters, time commitment, and the potential for defensive reactions from employees.
1. What software tools are available to support 360-degree feedback processes? Several software platforms offer tools for designing surveys, collecting data, and generating reports.

Related Articles:

1. Developing Effective 360-Degree Feedback Items: This article focuses on the crafting of specific questions that target particular skill sets.

1. Analyzing 360-Degree Feedback Data for Performance Improvement: This article guides you through interpreting the data obtained and using it for action.
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360 feedback sample questions: The Art and Science of 360 Degree Feedback 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.

360 feedback sample questions: 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 comp any is considering adopting its own 360° feedback program, don't start before you read this book!

360 feedback sample questions: 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 feedback sample questions: 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 feedback sample questions: 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 feedback sample questions: 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.

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leadership book of the ages. The Extraordinary Leader explains how to build leadership skills that will take you and your organization to unimaginable success.

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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

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Drawing on years of first-hand experience, and distilled clearly to give actionable lessons to the reader, *Radical Candor* shows how to be successful while retaining your integrity and humanity. *Radical Candor* is the perfect handbook for those who are looking to find meaning in their job and create an environment where people both love their work, their colleagues and are motivated to strive to ever greater success.

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360 feedback sample questions: *Handbook of Strategic 360 Feedback* Allan H. Church, David W. Bracken, John W. Fleenor, Dale S. Rose, 2019-04-10 This volume is the definitive work on strategic 360 feedback, an approach to performance management that is characterized by: (1) having content derived from the organization's strategy and values; (2) creating data that is sufficiently reliable and valid to be used for decision making; (3) integration with talent management and development systems; and (4) being inclusive of all candidates for assessment. Featuring 30 chapters from leading practitioners in the field, the volume is organized into four major sections: 360 for Decision Making; 360 for Development, Methodology, and Measurement; Organizational Applications; and Critical and Emerging Topics. It presents viewpoints from researchers, scientists, practitioners, and consultants on best practices in the design, implementation, and evaluation of many forms of multirater processes and technologies currently used to support talent management systems.

360 feedback sample questions: *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.

360 feedback sample questions: Leadership Agility William B. Joiner, Stephen A. Josephs, 2006-10-20 Leadership Agility is the master competency needed for sustained success in today's complex, fast-paced business environment. Richly illustrated with stories based on original research and decades of work with clients, this groundbreaking book identifies five levels that leaders move through in developing their agility. Significantly, only 10% have mastered the level of agility needed for consistent effectiveness in our turbulent era of global competition. Written in an engaging, down-to-earth style, this book not only provides a map that guides readers in identifying their current level of agility. It also provides practical advice and concrete examples that show managers and leadership development professionals how they can bring greater agility to the initiatives they take every day.

360 feedback sample questions: No Rules Rules Reed Hastings, Erin Meyer, 2020-09-08 The New York Times bestseller Shortlisted for the 2020 Financial Times & McKinsey Business Book of the Year Netflix cofounder Reed Hastings reveals for the first time the unorthodox culture behind one of the world's most innovative, imaginative, and successful companies There has never before been a company like Netflix. It has led nothing short of a revolution in the entertainment industries, generating billions of dollars in annual revenue while capturing the imaginations of hundreds of millions of people in over 190 countries. But to reach these great heights, Netflix, which launched in 1998 as an online DVD rental service, has had to reinvent itself over and over again. This type of unprecedented flexibility would have been impossible without the counterintuitive and radical management principles that cofounder Reed Hastings established from the very beginning. Hastings rejected the conventional wisdom under which other companies operate and defied tradition to instead build a culture focused on freedom and responsibility, one that has allowed Netflix to adapt and innovate as the needs of its members and the world have simultaneously transformed. Hastings set new standards, valuing people over process, emphasizing innovation over efficiency, and giving employees context, not controls. At Netflix, there are no vacation or expense policies. At Netflix, adequate performance gets a generous severance, and hard work is irrelevant. At Netflix, you don't try to please your boss, you give candid feedback instead. At Netflix, employees don't need approval, and the company pays top of market. When Hastings and his team first devised these unorthodox principles, the implications were unknown and untested. But in just a short period, their methods led to unparalleled speed and boldness, as Netflix quickly became one of the most loved brands in the world. Here for the first time, Hastings and Erin Meyer, bestselling author of The Culture Map and one of the world's most influential business thinkers, dive deep into the controversial ideologies at the heart of the Netflix psyche, which have generated results that are the envy of the business world. Drawing on hundreds of interviews with current and past Netflix employees from around the globe and never-before-told stories of trial and error from Hastings's own career, No Rules Rules is the fascinating and untold account of the philosophy behind one of the world's most innovative, imaginative, and successful companies.

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review of the topic of 360-degree feedback.

360 feedback sample questions: 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.

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Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love. Brown writes, "One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It's learning and unlearning that requires brave work, tough conversations, and showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It's why we're here." Whether you've read *Daring Greatly* and *Rising Strong* or you're new to Brené Brown's work, this book is for anyone who wants to step up and into brave leadership.

360 feedback sample questions: *Emotional Intelligence 2.0* Travis Bradberry, Jean Greaves, 2009 Includes a new & enhanced online edition of the world's most popular emotional intelligence test.

360 feedback sample questions: Airport Leadership Development Program Seth B. Young, Mindy Price, 2013 TRB's Airport Cooperative Research Program (ACRP) Report 75: Airport Leadership Development Program is designed to assist existing and future airport leaders to assess, obtain, and refine airport-industry leadership skills. The program includes forms for a full 360-degree individual assessment of core leadership traits. A complete facilitator guide with Microsoft PowerPoint presentations and participant workbooks and materials are also included on the CD-ROM that accompanies the print version of the report. The CD-ROM is also available for download from TRB's website as an ISO image. Links to the ISO image and instructions for burning a CD-ROM from an ISO image are provided below.--Publication info.

360 feedback sample questions: *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 feedback sample questions: Saunders Comprehensive Review of the NAVLE - E-Book Patricia Schenck, 2009-10-06 For this digital book edition, media content is not included. Two randomized, 360-question sample exams are available when this title is purchased as a print book (ISBN: 978-1-4160-2926-7). Don't leave your performance on the NAVLE® to chance! With so many ways to review for the veterinary board exam, studying is easy with Saunders Comprehensive Review for the NAVLE® -- and it's a smart investment! In-depth coverage of essential information in each of the major veterinary disciplines ensures that you are studying with the best veterinary board review book available. Written by noted educator Patricia Schenck to follow NAVLE® specifications, this is a valuable resource created specifically to help with NAVLE® exam preparation. This title includes additional digital media when purchased in print format. For this digital book edition, media content is not included. NAVLE is a registered trademark owned by the National Board of Veterinary Medical Examiners. This publication is not licensed by, endorsed by, or affiliated with the National Board of Veterinary Medical Examiners. - Exam-based structure familiarizes you with the content you will see on the veterinary board exam and builds your knowledge step-by-step. - Convenient, point-by-point outline format highlights the most essential data to streamline your NAVLE® exam preparation. - Illustrations clarify and support key points. - Case-based study questions test you on the clinical situations you will be challenged with on the exam and in practice.

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360 feedback sample questions: Educational Psychology Research Focus Elizabeth M. Vargios, 2007 The field of educational psychology is primarily concerned with teaching and learning. This field has been involved with the topics of motivation, intelligence, memory, cognition, intellectual development and evaluation and assessment. This book presents the research and advances in the field.

360 feedback sample questions: *First, Break All the Rules* Marcus Buckingham, Curt Coffman, 2014-02-02 Gallup presents the remarkable findings of its revolutionary study of more than 80,000 managers in *First, Break All the Rules*, revealing what the world's greatest managers do differently. With vital performance and career lessons and ideas for how to apply them, it is a must-read for managers at every level. The greatest managers in the world seem to have little in common. They differ in sex, age, and race. They employ vastly different styles and focus on different goals. Yet despite their differences, great managers share one common trait: They do not hesitate to break virtually every rule held sacred by conventional wisdom. They do not believe that, with enough training, a person can achieve anything he sets his mind to. They do not try to help people overcome their weaknesses. They consistently disregard the golden rule. And, yes, they even play favorites. This amazing book explains why. Gallup presents the remarkable findings of its massive in-depth study of great managers across a wide variety of situations. Some were in leadership positions. Others were front-line supervisors. Some were in Fortune 500 companies; others were key players in small entrepreneurial companies. Whatever their situations, the managers who ultimately became the focus of Gallup's research were invariably those who excelled at turning each employee's talent into performance. In today's tight labor markets, companies compete to find and keep the best employees, using pay, benefits, promotions, and training. But these well-intentioned efforts often miss the mark. The front-line manager is the key to attracting and retaining talented employees. No matter how generous its pay or how renowned its training, the company that lacks great front-line managers will suffer. The authors explain how the best managers select an employee for talent rather than for skills or experience; how they set expectations for him or her — they define the right outcomes rather than the right steps; how they motivate people — they build on each person's unique strengths rather than trying to fix his weaknesses; and, finally, how great managers develop people — they find the right fit for each person, not the next rung on the ladder. And perhaps most important, this research — which initially generated thousands of different survey questions on the subject of employee opinion — finally produced the twelve simple questions that work to distinguish the strongest departments of a company from all the rest. This book is the first to present this essential measuring stick and to prove the link between employee opinions and productivity, profit, customer satisfaction, and the rate of turnover. There are vital performance and career lessons here for managers at every level, and, best of all, the book shows you how to apply them to your own

situation.

360 feedback sample questions: *Leadership Resources* Center for Creative Leadership, Greensboro, NC., 2000 This guide provides over 300 pages of resources suggested by leadership educators in surveys, Center for Creative Leadership staff, and search of library resources. This eighth edition is half-new, including web sites and listserv discussion groups, and it places a stronger focus on meeting the needs of human resources professionals and corporate trainers. An annotated bibliography groups leadership materials in several broad categories: overview; in context; history, biography and literature; competencies; research, theories, and models; training and development; social, global, and diversity issues; team leadership; and organizational leadership (180 pages). Includes annotated lists of: journals and newsletters (9 pages); instruments (21 pages); exercises (41 pages); instrument and exercise vendors (5 pages); videos (29 pages); video distributors (4 pages); web sites (6 pages); organizations (21 pages); and conferences (9 pages). (Contains a 66-page index of all resources.) (TEJ)

360 feedback sample questions: Character Strengths and Virtues Christopher Peterson, Martin E. P. Seligman, 2004-04-08 Character has become a front-and-center topic in contemporary discourse, but this term does not have a fixed meaning. Character may be simply defined by what someone does not do, but a more active and thorough definition is necessary, one that addresses certain vital questions. Is character a singular characteristic of an individual, or is it composed of different aspects? Does character--however we define it--exist in degrees, or is it simply something one happens to have? How can character be developed? Can it be learned? Relatedly, can it be taught, and who might be the most effective teacher? What roles are played by family, schools, the media, religion, and the larger culture? This groundbreaking handbook of character strengths and virtues is the first progress report from a prestigious group of researchers who have undertaken 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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