
APPENDIX 4

Example Items from Peer Evaluations and 360-Degree Performance Evaluations

Chapter 3 went into detail about the purpose and implementation of 360-degree evaluations. Some people, however, may be unfamiliar with 360-degree evaluations. In this appendix, we present examples of two 360-degree evaluation tools. The first one is a peer evaluation system; it is brief and is designed for students enrolled in MBA programs. The second one is much more extensive and designed to provide senior managers with confidential feedback about their leadership abilities and potential.

LEADNET

LeadNet is the Kellogg School of Management's Web-based peer evaluation system; it was developed by students, faculty, and staff to enable students to give one another anonymous feedback on their team skills. The method is simple and completely automated. At the end of each academic quarter, students sign on to a Web page and provide anonymous feedback to their teammates by rating each other on 12 key criteria related to improving team-based outcomes. The computer then compiles mean and standard deviation scores for each student. After all responses are compiled, students automatically receive a private e-mail with their personal scores from each of their teams. To enable them to track their progress in building their team skills over time, students also receive their scores from prior quarters.

The system allows students to get direct and timely feedback on their team skills. They can track their skill development in particular areas (e.g., leadership) over time and across different teams and projects to focus on skill development. What's more, students learn how to use peer-based reviews. The automated process means that the information is collected and disseminated efficiently. The feedback is intended for personal growth and does not impact a student's grades nor is it transmitted to employers, and so on. LeadNet also enables managers-in-training to practice giving feedback to team members.

Exhibit A4-1 illustrates how students using the LeadNet Web site can select the specific team and teammates they want to evaluate; Exhibit A4-2 illustrates a sample matrix for evaluating a teammate and lists all 12 items on the LeadNet questionnaire; and Exhibit A4-3 illustrates a sample of an output feedback that a student might receive from the LeadNet system.

EXHIBIT A4-I Selecting a Team to Evaluate Using LeadNet

Note: The values for this demonstration have been selected below and are reflected in subsequent figures.

Please select the course for the team you will be evaluating, and complete the related information:

Course/Section: ACCT D30 Section 62 Tue–Fri 9:00–10:40 ▼

Number of Teammates (Do not count yourself) 4 ▼

Hours/week of Team Meeting (avg.) 3 ▼

Team Selection Method Assigned ▼

Did you use a team consultant? Yes No

Please select the names of your Teammates.

	Have you been this person's teammate before?	
	Yes	No
Teammate 1: Joe Smith ▼	<input type="radio"/>	<input checked="" type="radio"/>
Teammate 2: Jan Smith ▼	<input type="radio"/>	<input checked="" type="radio"/>
Teammate 3: John Doe ▼	<input type="radio"/>	<input checked="" type="radio"/>
Teammate 4: Jane Doe ▼	<input type="radio"/>	<input checked="" type="radio"/>

SOURCE: Uzzi, B. (2007). LeadNet Web site at <https://www20.kellogg.northwestern.edu/leadnet/teamnetcover.asp>. Copyright © 1999 Brian Uzzi. Reprinted with the permission of the author.

INDUSTRIAL EXAMPLE OF 360-DEGREE EVALUATIONS

The questionnaire in Exhibit A4-4 from RHR International Company is designed to assess leadership behavior among senior employees. These behaviors encompass critical success factors in the company. The leaders choose at least nine people (one or two line managers, four or five peers, four or five subordinates) to complete the questionnaire, which is processed confidentially.

EXHIBIT A4-2 LeadNet Questionnaire Items and Rating System

Each teammate receives feedback in the matrix below (one matrix per question; one question per website frame):

Teammate	Needs Serious Improvement (bottom 10%) 1	Below Most 2	Average 3	Better Than Most 4	Exception (top 10%) 5
Jane Doe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Doe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jan Smith	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
John Smith	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Items Rated:

- Consistently on time to meetings.
- Flexible in setting meeting times.
- Came to meetings prepared with work assignments.
- Sufficiently contributed to the work load (e.g. writing papers, preparing slides, etc.)
- Encouraged innovation among team members.
- Maintained focus on team goals.
- Maintained appropriate balance between talking and listening.
- Changed his/her opinion when appropriate.
- Communicated ideas effectively.
- [Was] respectful of group members.
- Provided feedback effectively.
- [Was] receptive of feedback (non-defensive).

SOURCE: Uzzi, B. (2007). LeadNet Web site at <https://www20.kellogg.northwestern.edu/leadnet/teamnetcover.asp>. Copyright © 1999 Brian Uzzi. Reprinted with the permission of the author.

EXHIBIT A4-3 Sample LeadNet Output Feedback Sheet

Note: The values for this demonstration do not reflect student's actual scores.

The mean and Standard Deviation of the evaluations you received for each class are listed below.

The aggregate statistics combine all of the peer evaluations you received for all your classes last term, including classes that lacked sufficient respondents to report individually; however, stats for sections in which you did not complete a LeadNet evaluation are not included and are omitted in the aggregate stats.

John Doe

Scale: 1-needs serious improvement 5-exceptional	Logistics: On time	Logistics: Flexible	Logistics: Prepared	Logistics: Contributed	Discussion: Encouraged innovation	Discussion: Focused on goal	Discussion: Talking vs. listening	Discussion: Changed own opinion as needed	Discussion: Communicated efficiently	Discussion: Respectful	Feedback: Gave effective feedback	Feedback: Receptive of feedback
Fall 2007-2008	9.3	0.6	7.7	2.3	9.3	0.6	9.3	0.6	9.7	0.6	10	0
Accounting	<i>Sorry. Since you did not complete a LeadNet evaluation for this section, you are unable to receive scores for this section.</i>											
Economics	9	1.7	8.7	2.3	9	1.7	9.3	1.2	9.3	1.2	9.3	1.2
Management & Strategy	<i>Fewer than 3 responses; insufficient number to report for this section.</i>											
Marketing	9	1.7	8.3	2.1	8.7	2.3	9.3	1.2	9.3	1.2	9.3	1.2
Org. Behavior	9.1	1.3	8.2	2	9	1.5	9	1.7	9.3	0.9	9.6	0.9
Aggregate	9.1	1.3	8.2	2	9	1.5	9	1.7	9.3	0.9	9.6	0.9

Comments for this team: Great team player! Strong listening and communication skills; responsible and creative.

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EXHIBIT A4-4 360-Degree Leadership

Key Leadership Quality	Questions
<p><i>Provide Vision:</i> “Developing vision and demonstrating commitment to the company’s strategies, and inspiring a sense of direction”</p>	<ul style="list-style-type: none"> • Establishes initiatives that promote a global mind-set in the organization • Creates a compelling scenario of the future involvement with the team and inspires buy-in • Identifies and applies models and processes that will stimulate behaviors in support of the company’s vision • Puts the vision in practice by adopting desired behaviors and corresponding values • Actively gains information concerning markets and environment factors that can have an impact on strategies • Ensures that team and individual objectives support the company’s vision • Creates a sense of team purpose according to vision and strategies • Shares insights and facilitates understanding and open communication around vision • Is able to imagine scenarios that are in discontinuity with the existing processes or products
<p><i>Show Entrepreneurship:</i> “Thinking ahead, seizing opportunities to develop new markets, products, or services, and taking calculated risks to achieve growth”</p>	<ul style="list-style-type: none"> • Demonstrates passion and energy to move forward • Invents strategies using various sources of data and individual experiences • Encourages proactive behaviors resulting in business growth • Takes calculated risks, then decides • Supports and rewards self-starting behaviors of collaborators • Seeks solutions beyond current practices • Demonstrates an action-oriented attitude • Explores and optimizes the use of resources and expertise available within the team • Communicates information and personal perceptions on new business opportunities for the company
<p><i>Influence and Convince:</i> “Persuading others to share a point of view, to adopt a specific position, or to take a course of action”</p>	<ul style="list-style-type: none"> • Determines appropriate strategies to influence people • Builds networks and uses the authority or power of others to convince • Develops propositions tailored to the interest of the different parties involved • Builds a climate of trust • Expresses perspective with courage and integrity • Listens to others’ viewpoints or objections and tests their ideas • Seeks to convince by underlining potential benefits of proposed solutions • Negotiates proposals to determine common course of action • Gains team adherence through effective communication

(cont. on p. 402)

Key Leadership Quality	Questions
<p><i>Achieve Results:</i> “Directing the activity of others by setting challenging goals for personal and team accomplishment and by controlling their achievements”</p>	<ul style="list-style-type: none"> • Sets the example by showing high performance • Sets challenging goals that require a “step change” • Develops strategies and facilitates actions to overcome barriers • Initiates corrective actions to address performance • Supports and works alongside others to help improve performance and results • Introduces and applies new methods within the company • Communicates performance expectations to others • Creates a performance-oriented spirit within the team • Provides regular feedback on achieved performance • Puts in place performance measurement tools
<p><i>Focus on Customer:</i> “Managing proactively the various customer demands while maintaining a consistent level of effectiveness”</p>	<ul style="list-style-type: none"> • Demonstrates a “customer first” attitude and meets with customers regularly • Is involved in the customer’s decision-making process • Identifies customer needs and communicates relevant customer-related information • Acts as an advocate by influencing the company on the customer’s behalf • Initiates actions that add value to the customer • Ensures team priorities and cooperation are in line with customer service requirements • Asks customers for feedback on service quality • Ensures that performance matches the customer’s needs • Keeps close to customers’ business evaluations • Is responsive to customer complaints and keeps word
<p><i>Enhance Cooperation and Adaptation:</i> “Managing people and teams across businesses and cultures”</p>	<ul style="list-style-type: none"> • Creates an environment that fosters and rewards cooperation among diverse work teams • Identifies interdependencies and understands the dynamics of bringing different cultures together • Has gained credibility in managing outside home country • Challenges self and others to consider issues from a wider and more global perspective • Is sensitive and adaptable to other cultures • Understands the challenges and opportunities of doing business globally • Shares best practices, solutions, and a wide array of management processes across businesses • Explores diverse methods of learning and acting • Encourages relationships between people to enhance trust and communication across distances and differences
<p><i>Empower:</i> “Allocating decision-making authority and creating sense of ownership of the job, missions, or project assignments”</p>	<ul style="list-style-type: none"> • Sets the example in creating a collaborative team spirit to stimulate initiative • Facilitates the free expression of ideas by showing tolerance such that others are willing to act • Approves and facilitates decision-making among collaborators and is supportive in times of crisis

	<ul style="list-style-type: none"> • Exposes staff to situations or challenges outside their area of responsibility • Gives credit to others for what they have accomplished • Builds trust and openness with others • Recognizes creativity in others and allows them to experiment • Shows the willingness to delegate authority to the lowest possible level • Communicates standards or criteria by which team members can measure their progress
<p><i>Manage Change:</i> “Fostering innovation and questioning the existing while maintaining constant effectiveness”</p>	<ul style="list-style-type: none"> • Addresses the needs for change by anticipating and acting upon trends affecting markets and customers • Determines and explains implications of change on the various components of the organization • Creates an environment that encourages people through continuous improvement processes • Recognizes own mistakes and uses these as a learning opportunity • Thinks outside the box and does not hesitate to change habits • Creates a sense of urgency in others to achieve change • Questions self or solicits feedback to adapt to change requirements, and encourages others to do the same • Maintains operational effectiveness while implementing agreed changes • Ensures persistent follow-up of change strategies • Allows new ideas to emerge and ensures their purposeful development through team effort
<p><i>Develop Talents:</i> “Creating a learning and continuous improvement climate with an appropriate level of coaching and organizational support”</p>	<ul style="list-style-type: none"> • Links business and individual development needs • Identifies potentials and develops them • Identifies areas of need and opportunities for self-development • Actively deploys feedback, guidance, and coaching to support people development • Creates opportunities for others to practice new behaviors and to develop skills for current and future role • Measures progress and evaluates benefits of talent development • Provides guidance, practical instructions, and directions in training activities • Recognizes the achievements and development progress of others • Takes charge of developing effective teams • Supports the development of collaborators even for responsibilities outside the entity

Note: All questions answered on 4-point scale: 1 = almost never; 2 = sometimes; 3 = usually; 4 = almost always; CS = can't say

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