

### 360° Leadership Evaluation Tool

The sample below is an example of a 360° evaluation tool that can be used to assess a new Executive Director's performance at the end of the first year. This leadership evaluation tool was adapted from a publication from the Annie E. Casey Foundation.

#### I am... (check one)

- ☐ The Executive Director/CEO/President
- ☐ A staff member who reports to the Executive Director/CEO/President
- ☐ A staff member who reports to someone other than the Executive Director/CEO/President
- ☐ A volunteer
- ☐ A member of the Board of Directors

**Instructions:** Completing the statement below with the items listed in the following table, please offer ratings that most accurately reflect your views. Circle your response on a seven-point scale, with 1 representing the lowest rating and 5 the highest.

1	2	3	4	5	DK	NA
Rarely, to a limited extent		Moderately		Very often, always	Do not know	Not applicable

For items you do not have sufficient information to rate, please circle the response "DK" to indicate that you do not know or are otherwise unable to offer an assessment. For items that are not applicable, please circle the response "NA."

1.	is effective in communicating with multiple audiences	1	2	3	4	5	DK	NA
2.	is comfortable and effective in working across differences in gender.	1	2	3	4	5	DK	NA
3.	is comfortable and effective in working across differences in race.	1	2	3	4	5	DK	NA
4.	is comfortable and effective in working across differences in ethnicity.	1	2	3	4	5	DK	NA
5.	is comfortable and effective in working across differences in class.	1	2	3	4	5	DK	NA
6.	is comfortable and effective in working across differences in age (Executive Director younger).	1	2	3	4	5	DK	NA
7.	is comfortable and effective in working across differences in age (Executive Director older).	1	2	3	4	5	DK	NA

8.	seeks out and listens carefully to the views of others.	1	2	3	4	5	DK	NA
9.	is able to find and/or invent common ground when working through differences.	1	2	3	4	5	DK	NA
10.	is knowledgeable about substantive issues relevant to public health and community services.	1	2	3	4	5	DK	NA
11.	actively solicits feedback from others related to his or her decisions or actions.	1	2	3	4	5	DK	NA
12.	appears to have a sense of his or her own strengths and weaknesses.	1	2	3	4	5	DK	NA
13.	has an eye for talent when hiring staff or forming task groups and coalitions.	1	2	3	4	5	DK	NA
14.	connects individual actions with larger goals and purposes.	1	2	3	4	5	DK	NA
15.	is able to give honest feedback to others in a “hearable” way.	1	2	3	4	5	DK	NA
16.	speaks honestly to people in positions of greater power and authority.	1	2	3	4	5	DK	NA
17.	effectively manages or influences people over whom he/she does not have direct control.	1	2	3	4	5	DK	NA
18.	is skilled in “managing the boss” when working with those with greater power or authority.	1	2	3	4	5	DK	NA
19.	taps expertise of consultants in effective and appropriate ways.	1	2	3	4	5	DK	NA
20.	is honest about what he or she knows or does not know.	1	2	3	4	5	DK	NA
21.	is able to master new technical areas with relative speed.	1	2	3	4	5	DK	NA
22.	is not afraid to move into new substantive areas.	1	2	3	4	5	DK	NA
23.	is able to frame complex problems in ways that enable others to work on the relevant issues.	1	2	3	4	5	DK	NA
24.	connects with others quickly and effectively when joining a situation or organization.	1	2	3	4	5	DK	NA
25.	juggles multiple priorities, needs, and issues thoughtfully.	1	2	3	4	5	DK	NA
26.	does not talk about absent parties in an inappropriate way.	1	2	3	4	5	DK	NA

27.	Confronts difficult interpersonal issues directly.	1	2	3	4	5	DK	NA
28.	is fully present and attentive in a conversation or meeting.	1	2	3	4	5	DK	NA
29.	takes appropriate personal risks in his or her job, career, etc.	1	2	3	4	5	DK	NA
30.	is open to feedback about differences in how he or she behaves and the theories he or she advocates.	1	2	3	4	5	DK	NA
31.	effectively balances professional and personal life.	1	2	3	4	5	DK	NA
32.	is an effective facilitator and runs successful meetings.	1	2	3	4	5	DK	NA
33.	is appropriately active as a follower when others are in the lead.	1	2	3	4	5	DK	NA
34.	knows when to compromise and when to quit.	1	2	3	4	5	DK	NA
35.	works well with volunteers and members of the Board of Directors.	1	2	3	4	5	DK	NA
36.	links political thinking with substantive aspects of a policy or problem.	1	2	3	4	5	DK	NA
37.	effectively delegates tasks and responsibilities to others.	1	2	3	4	5	DK	NA
38.	has a keen sense of what resources to use to bring about desired change.	1	2	3	4	5	DK	NA
39.	is creative, able to see things in fresh ways, and successful in making novel connections.	1	2	3	4	5	DK	NA
40.	is able to combine a long-term view with short-term imperatives.	1	2	3	4	5	DK	NA
41.	is skilled in data analysis and extracting information out of data.	1	2	3	4	5	DK	NA
42.	is passionate about and advocates for high quality.	1	2	3	4	5	DK	NA
43.	thinks about the overall design of service delivery systems.	1	2	3	4	5	DK	NA
44.	sees the policy implications of program and organizational budgets.	1	2	3	4	5	DK	NA
45.	is focused on the customers/stakeholders when managing change.	1	2	3	4	5	DK	NA
46.	is comfortable in working with print media.	1	2	3	4	5	DK	NA
47.	is comfortable in working with radio media.	1	2	3	4	5	DK	NA

48.	is comfortable in working with television media.	1	2	3	4	5	DK	NA
49.	is able to fire employees when termination is required.	1	2	3	4	5	DK	NA
50.	is skilled in working with and/or managing bureaucracy.	1	2	3	4	5	DK	NA
51.	is able to conceptualize performance measures for a service delivery system.	1	2	3	4	5	DK	NA
52.	has a good sense of timing, both when to act and when to wait.	1	2	3	4	5	DK	NA
53.	presents well in a hearings format (e.g., legislative, budgets, etc.).	1	2	3	4	5	DK	NA
54.	is effective in responding to and coping with crisis situations.	1	2	3	4	5	DK	NA
55.	is resilient when attacked by others.	1	2	3	4	5	DK	NA
56.	is effective in communicating messages to large groups.	1	2	3	4	5	DK	NA
57.	is able to knit together powerful coalitions in support of changes.	1	2	3	4	5	DK	NA
58.	is skilled at generating and scrounging necessary resources (e.g., money, people, equipment, etc.).	1	2	3	4	5	DK	NA
59.	is good at taking care of him or herself, both personally and professionally.	1	2	3	4	5	DK	NA
60.	is able to effectively work as a member of a team.	1	2	3	4	5	DK	NA
61.	takes up his or her leadership effectively and constructively in group.	1	2	3	4	5	DK	NA
62.	has a vision for what change needs to happen to improve the lives of the organization's constituents.	1	2	3	4	5	DK	NA
63.	is able to articulate his or her vision in clear ways that are accessible to broad audiences.	1	2	3	4	5	DK	NA
64.	knows how to measure his or her progress and would know if he or she is succeeding.	1	2	3	4	5	DK	NA
65.	uses technology effectively to communicate ideas (e.g., electronic mail, mobile phone, etc.).	1	2	3	4	5	DK	NA

**Additional Questions.** *Please offer a narrative response to each of the following items to provide further insights on your views regarding the leadership offered by the Executive Director.*

1. Behaviors of this individual that I value and would like to see maintained:

2. Behaviors of which I would like to see less:

3. New behaviors I would like to see:

4. Additional comments: