

Leadership that Works

360° Feedback Survey Using Appreciative Inquiry

Over time, people have recognized two methods for change: focus on what you do wrong and do less of it, or focus on what you do right, and do more of it. The latter usually yields far greater results.

In one fascinating experiment a bowling match was videotaped. One team viewed an edited video of everything they'd done well, and the other team viewed a video of everything they'd done wrong. The second team used the traditional training method of analyzing all its mistakes and strategizing how to correct them. While both teams improved, the team seeing what they did right demonstrated more than 100% greater improvement than the team that examined its mistakes. (Cooperrider 1990)

This 360° Feedback Guide is an Appreciative Inquiry tool designed to help team members learn about the value of their performance and heighten awareness of their potential. Appreciative Inquiry does not assume the glass is full, but looks at how it became half full (root cause of success) vs. half empty (root cause of failure). Instead of putting on rose-colored glasses, imagine a person's full potential to foster change and benefit the organization.

Your answers help participants become more aware of their assets and develop their full potential. You may find it difficult to answer some questions, or find that some don't apply, so please answer only the questions that you expect the recipient will find useful.

Most people give 360° feedback anonymously, but we believe that open, honest communication fosters trust and inspires growth. The people to whom you give feedback deserve to know that you have invested in their future! We encourage you to put your initials after each of your responses, and that way the recipient can get additional clarification. This survey was adapted from *A Guide to Appreciative Upward/360 Feedback Conversations* by Neil Samuels and is influenced by the work of many Appreciative Inquiry practitioners.

Name the person for whom you are providing feedback:

1. Give examples of times when it's been especially enjoyable or exciting to work with this person.
2. How has this person contributed to your success? In what ways has this person enabled you to do your best work?
3. Think about times this person has significantly impacted performance within the organization or within client organizations. What significant things did this person do as a catalyst for success?

4. Can you describe something progressive or innovative that this person did this year? What key challenges did this person face? What impact did this person have?

To heighten awareness of this person's full potential, share a story about a time when this person demonstrated their strengths in each of the competency areas for lines 5-12. Then offer them one wish for developing this competency even further.

5. Making Decisions: Identifies important issues, helps the team analyze complex situations, pulls out the key issues, and makes wise choices.

6. Visioning: Inspires a desirable future and helps to weave a collaborative vision.

7. Fostering Creativity and Innovation: Creates a culture where innovation flourishes, and finds better ways of getting things done.

8. Developing Teamwork: Leverages talents within the team and with other internal or external groups.

9. Building Relationships: Encourages and supports diversity, recognizes peoples' contributions.

10. Communicating Powerfully: listens to ensure understanding, connects authentically and fosters effective communication throughout the team.

11. Developing Self and Others: Gives and receives feedback as a gift, and effectively develops self and others.

12. Integrity and Honesty: Demonstrates trustworthiness and follows through on commitments.

13. When you think of this person overall, what strengths stand out? How could this person better utilize those strengths to benefit the team or the company?

14. What three things do you wish for that would make this person even more effective?

15. What's the biggest positive change you've seen in this person

this past year?

16. What do you need that this person might provide?

17. What requests would you like to make of this person?