

Multi-Source Feedback

Honest, straightforward performance feedback is the single most important contributor to professional development. Unfortunately, leaders and other high performing individuals often find it impossible to gather the quality information necessary to improve their effectiveness. Very often, their performance appraisals from supervisors focus on issues that have little relevance to their actual duties and responsibilities. In addition, the direct reports of these individuals carefully avoid mentioning anything that might be interpreted as criticism.

Inaccurate performance evaluations reinforce unrealistic self-perceptions. Honest input from others can help eliminate blind spots and problem areas of which a person may be genuinely unaware. Leaders and employees who are interested in -- and accountable for -- their professional development actively seek feedback that will allow them to make concrete behavioral changes that will improve their performance.

Gathering information from multiple sources promotes significant, positive opportunities for change that are missed with traditional, single-source, supervisor evaluations. In fact, there is no motivation more powerful for effecting behavioral change than feedback from credible work associates.

This custom 360-degree feedback process taps the collective wisdom of those who work most closely with the employee being evaluated: his supervisor(s), colleagues, peers, direct reports, subordinates, and perhaps internal and/or external customers. The information gathered will provide a clear understanding of both personal strengths and areas for development. This multi-source feedback model has been developed by looking at the key performance standards and key behaviors demonstrated by top performers.

It is essential that individuals who work closely with Sales 1 Corporate and possess knowledge and insight about his relevant work behaviors contribute fully and candidly to this behavioral performance evaluation. As a part of the process, Sales 1 will complete a frank self-assessment of his own work behaviors. The contributions of peers, clients, and direct reports will be anonymous. The data collected from these surveys will produce an in-depth Behavioral Development Plan that will identify the "gaps" between Sales 1's self-assessment and the perceptions of others.

Please approach this survey with rigor, fairness, and honesty. Please return your completed Behavioral Performance Standards Survey to Manager by 08-03-2001.

Thank you for your timely and thoughtful contributions to this Behavioral Performance Development process.

Individual Requesting Performance Evaluation: Sales 1 Corporate, unassigned

Evaluator: _____

(select one)

___ Supervisor

Date: _____

___ Peer/Client/Direct Report

___ Self-assessment

The following descriptions of effective performance will help you understand what ALL typically expects of its Sales Representative. Research into the Key Behaviors of successful Sales Representative has determined that these behaviors are consistently demonstrated by top performing employees. Please use the following scale when responding:

Rating Scale:

- | | |
|---------------------------|--|
| 1 Not a Strength | Meets some behavior and skills expectations in this area, but sometimes falls short. |
| 2 Marginal Skill Level | Meets some behavior and skills expectations with effort. |
| 3 Appropriate Skill Level | Meets a majority of the behavior and skills expectations in this area. |
| 4 Good Skill Level | Meets most and exceeds some of the behavior and skills expectations in this area. |
| 5 A Strength | Consistently meets all of the behavior and skills expectations in this area. |
| 6 Exceptionally Skilled | Consistently exceeds all behavior and skills expectations in this area. |

Action Orientation

- | | |
|--|-------------|
| 1. Seizes opportunities. | 1 2 3 4 5 6 |
| 2. Steadfastly pushes self and others for results. | 1 2 3 4 5 6 |

Determination

- | | |
|---|-------------|
| 3. Pursues everything with energy, drive, and a need to finish. | 1 2 3 4 5 6 |
| 4. Exhibits high tolerance for rejection. | 1 2 3 4 5 6 |

Influencing

- | | |
|--|-------------|
| 5. Persuades others to commit to specific actions. | 1 2 3 4 5 6 |
| 6. Matches his/her persuasive approach to situation. | 1 2 3 4 5 6 |

Commitment

- | | |
|--|-------------|
| 7. Initiates activities without being told to do so. | 1 2 3 4 5 6 |
| 8. Sets high standards for performance. | 1 2 3 4 5 6 |

Accountability

- | | |
|---|-------------|
| 9. Is comfortable working alone on tough assignments. | 1 2 3 4 5 6 |
| 10. Can be counted on when times are tough. | 1 2 3 4 5 6 |

Customer Service

- | | |
|---|-------------|
| 11. Follows through on promises. | 1 2 3 4 5 6 |
| 12. Balances customer requests with business needs. | 1 2 3 4 5 6 |

Integrity/Business Ethics

- | | |
|--|-------------|
| 13. Protects the organization's reputation. | 1 2 3 4 5 6 |
| 14. Accurately represents company products and services. | 1 2 3 4 5 6 |

Presentations

- | | |
|--|-------------|
| 15. Speaks with enthusiasm and expressiveness. | 1 2 3 4 5 6 |
| 16. Listens carefully to questions and objections; responds directly and honestly. | 1 2 3 4 5 6 |

Listening

- | | |
|--|-------------|
| 17. Clarifies what people say. | 1 2 3 4 5 6 |
| 18. Probes deeply to reach underlying needs. | 1 2 3 4 5 6 |

Individual Requesting Performance Evaluation: Sales 1 Corporate, unassigned (continued)

Rating Scale:

1 Not a Strength	Meets some behavior and skills expectations in this area, but sometimes falls short.
2 Marginal Skill Level	Meets some behavior and skills expectations with effort.
3 Appropriate Skill Level	Meets a majority of the behavior and skills expectations in this area.
4 Good Skill Level	Meets most and exceeds some of the behavior and skills expectations in this area.
5 A Strength	Consistently meets all of the behavior and skills expectations in this area.
6 Exceptionally Skilled	Consistently exceeds all behavior and skills expectations in this area.

Interpersonal & Peer Relationships

19. Inquires about other's plans, problems, desires, concerns and questions.	1	2	3	4	5	6
20. Is pleasant, warm, and gracious.	1	2	3	4	5	6