



Instructions for 360° Subjects and Their Managers

Project Subject _____ **Date** _____

Client Organization _____

Birkman ID _____ (If the Project Subject has completed a Birkman Method® Questionnaire, please provide the Birkman ID Number from the Report. If you do not know the ID number, please ask your Birkman consultant or human resources professional to provide it for you.).

Please submit this completed form to your company's Birkman 360° administrator.

1. Select the "perspectives" to be included in the project.

The standard perspectives are listed in the chart on the next page. Place a check mark beside the perspectives you would like to include in this project. You may specify as many of the standard perspectives as you wish. You may also specify **one** user-supplied perspective, such as **Customers, Vendors, or Others**.

NOTE: Except for Self and Manager, any perspective must include three or more persons, all of whom complete the questionnaire. Otherwise, responses from the perspective will not be presented in the final Report. For that reason, you may wish to combine similar types of respondents under a single user-supplied perspective such as **Others**.

2. Assign the respondents for each perspective using the chart on the next page.

Remember: **Except for Self and Manager, any perspective must include three or more persons, all of whom complete the questionnaire.** Otherwise, responses from the perspective will not be presented in the final Report.

Although the Birkman 360° will accommodate as many respondents as you wish, we suggest that you limit the project to:

- 1+ Managers
- 3 - 6 Peers
- 3 – 10 Direct Reports
- 3 – 6 Others

Project Subjects and their Managers should review the list of respondents together to be sure it will produce a fair and balanced evaluation of the Subject's strengths and developmental needs, especially as they relate to the skills and behaviors that are most important to your organization and to your present and anticipated roles in it.



Instructions for 360° Subjects and Their Managers *(continued)*

Perspectives for Project	Email Address of Respondent
Self	
Manager	
Peers	
Direct Reports	
Others	



Instructions for 360° Subjects and Their Managers *(continued)*

3. Complete a **Critical Competencies Worksheet** for the Project Subject, enter the information from the Worksheet to this form, and return it to your company's Birkman 360° administrator. Please keep a copy of this form and the worksheet for your own records and review purposes.

Critical Competencies selected (maximum of 3):

COMPETENCY #1: _____

COMPETENCY #2: _____

COMPETENCY #3: _____



Critical Competencies Worksheet

Project Subject _____ Date _____

Client Organization _____

You can significantly increase the value you derive from the Birkman 360° Report by meeting with your manager, Birkman consultant, or human resources professional to select the skills and behaviors (“**competencies**”) that are most important to your organization and to your present and anticipated roles in it. If you complete this step in advance, the competencies you select will be marked for you with an asterisk in the final report.

Instructions

- The first column in the table on the next page lists the competencies your team members will evaluate in completing the Birkman 360°. Please read the descriptions, and then rank each competency from 1 to 9 to indicate its relative importance to success in your current role (Column 2), your future role (Column 3), and to the success of the organization as a whole (Column 4). **Assign “1” to the competency with the highest importance.**
- When you have finished ranking the competencies, select the three that are most important overall. In most cases, your selection will depend on your career goals, your goals in asking for 360° feedback, and the extent to which your organization has identified key competencies that managers and employees must exhibit in order to support the organization’s long-term strategy. Be sure to look for competencies that you have ranked highly from all three points of view. Any competency with a “1” in two or more columns suggests a critical development area that you will want to pay special attention to in reviewing your feedback report.
- Provide the names of the **three** competencies you have selected as part of the information you send to the person who will administer the Birkman 360°:



Critical Competencies Worksheet *(continued)*

Project Subject _____ **Date** _____

Client Organization _____

In each column, rank each competency from 1 to 9 to indicate its relative importance to success.
 Assign "1" to the competency with the highest importance for that column.

Competencies	Importance to Current Role	Importance to Future Role	Importance to Org. Success
<p>Ensuring Long Term Results Your ability to bring a sound knowledge of the industry, the organization, and its customers to bear on the strategic thinking process.</p> <p>Leading Others Your ability to define, communicate, and inspire others with your vision of the future.</p> <p>Building Strong Teams Your ability to help the members of your work group translate strategic goals and initiatives into specific responsibilities and priorities.</p> <p>Managing Outcomes Your ability to establish measurable outcomes and create systems for monitoring progress toward them.</p> <p>Delegating to Others Your readiness to explain expectations, provide appropriate resources, and assist with regular and unscheduled coaching.</p> <p>Developing Others Your ability to build the underlying strength and continuity of the organization by recognizing potential and developing it through attention to training, coaching, and evaluation of performance.</p> <p>Making Decisions Your ability to stay strategic, results-oriented, and productive and still do justice to the complexity of issues and the views of others.</p> <p>Dealing with Conflicting Ideas Your ability to speak out in the face of opposition, acknowledge conflict, and work openly toward strategically aligned solutions.</p> <p>Personal and Professional Growth Your ability to solicit and act on constructive feedback, challenge yourself with tough assignments, and demonstrate resilience and courage in the face of setbacks and opposition.</p>			