

SAMPLE 360-EVALUATION RUBRIC

Change Leadership

Rubric	Statement	Behavior	Scaling
EXCEPTIONAL	Identifies and leads change for the team to achieve goals.	Helps coach and mentor others through changes.	Level of proficiency significantly exceeds expectations.
EXCELLENT	Actively leads changes in a positive and constructive manner.	Readily helps others through change to obtain the goal of the change efforts.	Level of proficiency exceeds expectations.
COMPETENT/ MEETS EXPECTATION	Contributes willingly to the change process and encourages others to support the change.	Sometimes helps others with the change process.	Level of proficiency is at an expected level.
MARGINAL	Somewhat reluctant to lead change but will participate with change.	Seldom encourages others through the change process.	Level of proficiency is slightly below expectations.
UNSATISFACTORY	Resistant to leading change and in some cases resistant to change.	Assumes no leadership role in change management; does not assist others through the change process.	Level of proficiency is significantly below expectations.



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