

60-90 Minute Interview - Start with Expectation and Introduction - Clarify the purpose of 360 to identify and resource 3 primary areas of leadership gaps to help develop the leader toward further growth.

1. Background – When did you join the organization?
  - a. What attracted you most to work here?
  - b. What roles have you worked in since you started?
2. Strength – What is the leaders primary strength? When the leader is in the zone, in their sweet spot, and hitting home runs every time what are they doing?
3. Stress - When the leader is under pressure or reacting to a difficult situation that is out of their comfort zone how do they respond to under stress?
4. Growth - How does the leader need to grow and develop to be the best in their role? What character or abilities need improvement?
5. Smile - When does the leaders smile? When do you see the leader exhibit the most joy in their work? How does that affect their energy level and the attitude of the team?
6. Dysfunction - Where do you see dysfunction within the organization? How do you see this dysfunction influence the effectiveness for the leader to lead? What are some ideas to help the organization/team be more efficient and work with greater harmony?
7. Difference - What's the difference in the style of the present leader verses the past leader? What are the primary leadership characteristics from each leader that helped move the team forward? How did the team thrive or struggle under the past leader? How does the team thrive or struggle under the present leader?
8. Gap - Where is the gap between the two styles of leadership? What's the impact on the team? Does the gap need to be filled? Any recommendations on how to fill the gap?



9. Culture - What's the culture of organization? Team? What are the values of the organization? How does the leader exhibit those values in their attitudes and actions? Who has the greatest influence on the culture?
10. Future - When you think, maybe even dream, where you do hope to see the organization in the next 3 years? Where are do you see the leader and his/her impact within the organization?
11. Help - How do you think the leader needs help? How can you help the leader?
12. Questions - If you were in my seat interviewing the team members what questions would you be asking?

### Supplemental Questions Depending on Context and Participant

1. Do you trust your leader? Why?/ Why not?
2. Do your issues of trust have to do with...Style, Structure, or Substance?
3. Do you enjoying working here? Why?
4. Do you think the Vision is clear? Where is the organization headed?
5. Do you feel apart of the team? Are you getting the necessary support from your leader?
6. Do you see a need to improve communication within the organization/team?  
How?
7. What information do you need in order to make decisions and meet the demands of your responsibility?
8. Do you have clear direction for your role?
9. What are your greatest challenges working in your role?
10. What do you love most about your job?
11. What do you appreciate most about your leader?
12. How does your leader invest into your leadership?

