

**VIRTUAL TEAM MEMBER ATTRIBUTES
360-DEGREE ASSESSMENT TOOL**

1 = Never 2 = Seldom 3 = Sometimes 4 = Often 5 = Always					
	1	2	3	4	5
1. Possesses a strong COMMITMENT to the goals and objectives of the project					
a. Completes assigned tasks according to the project schedule when faced with competing priorities between the work of this project and other assigned work					
b. Recognizes how his or her assigned tasks support the project's goals and objectives and the organization's strategic goals and objectives					
c. Establishes objectives for the project that are aligned with the overall organizational goals and objectives					
d. Keeps track of details, and follows up on action items and tasks					
e. Affirms priorities frequently so less important tasks do not dominate more important ones					
f. Considers risks to be opportunities to enhance overall project value					
g. Plans ahead and follows through to complete work on schedule					
h. Considers organizational and project constraints and project assumptions in planning and executing assigned tasks					
i. Completes requests from others on the project team in a timely manner					
j. Puts forth more effort and takes more initiative than expected in order to complete assigned project work					

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360-DEGREE ASSESSMENT TOOL (CONTINUED)**

1 = Never 2 = Seldom 3 = Sometimes 4 = Often 5 = Always					
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k. Takes corrective action as required to ensure that all work is done on schedule and meets performance specifications					
l. Works to ensure that he or she is considered to be among the most reliable and dependable in all aspects of the work of the project					
m. Actively works to prepare the project team's charter and other accompanying policies and procedures					
n. Takes initiative to identify and resolve any project-related problems that need to be solved					
o. Works to improve one's own results on assigned tasks in order to fully contribute to the work to be done by the project team					
<i>Commitment summary</i>					
2. Establishes and supports a COLLABORATIVE environment for project work					
a. Encourages cooperation and teamwork on the project					
b. Seeks the opinions of others on work in progress or completed					
c. Seeks the advice of others who are perceived as subject matter experts in areas of the project in which he or she may lack expertise to advance knowledge					
d. Makes it easy for others to disclose information, share ideas, and openly talk about problems and concerns					

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e. Takes initiative and offers both informal and formal assistance to others on the team					
f. Develops cooperative, rather than competitive, working relationships with others on the team					
g. Involves others in his or her decision-making and problem-solving tasks when appropriate					
h. Maintains friendly relationships with other team members					
i. Determines innovative ways to optimize cooperation among project team members					
j. Strives to unite the team in common actions and rewards					
k. Ensures all team members participate in discussions concerning the team's mission, scope, and deliverables and how best to work toward success					
l. Encourages team members to work toward consensus before decisions are made					
m. Expresses confidence in the team's ability to meet or exceed the project's goals and objectives					
n. Examines different perspectives and alternatives concerning issues that are being discussed					
o. Develops an appreciation for the views and ideas of other team members					
<i>Collaborative summary</i>					

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3. Demonstrates CREDIBILITY in all aspects of project work					
a. Appears to be thoughtful in personal interactions in team situations					
b. Shows respect for other team members					
c. Helps team members establish a foundation of trust among one another					
d. Handles issues that arise on the project according to procedures defined by the team					
e. Provides information to others promptly on developments that may affect project work					
f. Expresses confidence in the skills and abilities of others					
g. Displays a nonjudgmental attitude toward the ideas and work of other team members					
h. Prepares for project team meetings					
i. Is able to cope in situations that are ambiguous or uncertain					
j. Takes time to gather and analyze information before making decisions that affect the project					
k. Demonstrates high performance standards, acting as a role model for others on the team					
l. Organizes and manages time productively					

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m. Takes responsibility for statements and points of view					
n. Has a well-developed sense of personal standards and principles to guide behavior					
o. Works to ensure that the project's technical and performance goals are met, even if this requires compromises in terms of cost and schedule					
<i>Credibility summary</i>					
4. Promotes effective COMMUNICATION among project team members and stakeholders					
a. Recognizes the most important information and communicates it to others effectively, concisely, and clearly					
b. Summarizes what others have said to clarify understanding					
c. Prepares written communication in a way that all members of the project team easily understand					
d. Seeks additional information by asking for information to clarify items					
e. Provides clear, concise, and logical answers to questions from other team members					
f. Encourages the expression of diverse points of view in communication with other team members					
g. Avoids the tendency to dominate project team meetings					

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h. Listens to what others say in a way that expresses understanding					
i. States opinions in a persuasive, clear, and logical manner					
j. Establishes processes for interpersonal communication among project team members					
k. Appreciates and recognizes individual differences in communications with project team members					
l. Asks open-ended questions to encourage information exchange					
m. Establishes and manages formal and informal communications networks with project stakeholders					
n. Considers the nature of the alliance with the people involved in the communication					
o. Relates to other team members as a person of equal worth and value so that communication is based on reciprocal and mutual respect					
<i>Communication summary</i>					
5. Establishes a sense of COMMUNITY within the project team with a focus on professional responsibility in all activities					
a. Shows an awareness of the social and cultural contexts of problems					
b. Shares information appropriately within the professional community					

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c. Shows sensitivity to project confidentiality requirements					
d. Elicits and respects the values of others					
e. Exhibits sensitivity to others who are from a different culture					
f. Shows awareness of the impact of different values, obligations, moral rights, and personal principles in choices and decisions that are made					
g. If there is evidence of unethical behavior, identifies it and suggests the most appropriate corrective action					
h. Exercises tolerance and compromise in interaction with team members and project stakeholders					
i. Adheres to legal requirements and ethical standards in project work					
j. Demonstrates the desired skills, behavior, and attitude to follow on project work					
k. Exercises appropriate judgment in order to protect the community and project stakeholders					
l. Gathers, analyzes, and integrates information in order to determine methods of fair resolution if there are competing requirements and objectives					
m. Exhibits empathy toward other team members, especially in the face of competing pressures among project objectives					

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n. Recognizes that a team decision will generally be more complete than a decision made solely by one person on his or her own and works to involve others as appropriate					
o. Shares lessons learned and best practices with other team members in a manner that is unobtrusive in order to contribute toward overall team success					
<i>Community summary</i>					
6. Emphasizes CONTINUOUS IMPROVEMENT in personal and team skills and knowledge					
a. Leverages the contributions of others and available resources to the greatest extent possible in order to increase personal knowledge and skills					
b. Redefines problems so they are viewed as possible opportunities					
c. Looks for opportunities to continually upgrade knowledge and skills					
d. Performs a self-assessment of his or her strengths and weaknesses					
e. Actively seeks feedback from others on the project team on project performance					
f. Values feedback that is received on working relationships					
g. Provides feedback to other team members regarding working relationships and project performance in a nonthreatening manner					

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h. Uses those constructive comments that are provided by others to their maximum extent					
i. Applies new information and practices to improve project performance					
j. Determines changes to the team's procedures as defined in its charter to increase their effectiveness					
k. Determines changes to the organization's project management methodology to increase its effectiveness					
l. Identifies lessons learned throughout the project and communicates them to other team members as appropriate					
m. Compiles internal and external best practices in project management and makes them available to project team members					
n. Provides mentoring and coaching to other team members, as appropriate, in order to transfer knowledge and best practices					
o. Strives to keep options open, and looks for new alternatives or breakthroughs to obtain desired performance results on technical project issues					
<i>Continuous improvement summary</i>					
7. Strives for effective CONFLICT RESOLUTION among team members					
a. Seeks agreement on specific actions when conflicts arise among team members					

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b. Discusses possible win-win solutions to help resolve conflicts on the project team					
c. Helps the team members involved generate possible alternatives if asked to help resolve a conflict					
d. Remains neutral when asked to resolve a conflict between other team members					
e. Focuses on issues and not on personalities					
f. Tries to avoid the need to escalate the resolution of conflicts to those outside the project team					
g. Displays openness and flexibility to conflicting opinions when presenting points of view					
h. Resists reacting defensively, and keeps an open mind when others disagree with his or her point of view					
i. Uses creativity to resolve differences among team members					
j. Identifies conflicts to maximize achievement of project objectives					
k. Exercises judgment in determining the fair resolution of project conflicts among team members					
l. Productively challenges existing paradigms when conflicts arise, so that they are viewed as opportunities rather than solely as problems to be solved					

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m. Fosters an attitude among team members that conflict can be useful in reducing the risk of intellectual compliance or a tendency toward groupthink					
n. Ensures that conflicts are addressed in a way that people do not withdraw from one another and in a way that overall team motivation is strengthened					
o. Considers a resolution approach that is most appropriate given the specific phase of the project life cycle					
<i>Conflict resolution summary</i>					
8. Demonstrates CURIOSITY and CREATIVITY in project activities					
a. Strives to generate new ideas and creative solutions to problems					
b. Suggests changes to existing processes and procedures in order to minimize bureaucracy and maximize effectiveness					
c. Identifies any team-related barriers in order to remove them to improve effectiveness					
d. Determines innovative ways to optimize cooperation among project team members					
e. Seeks opportunities for adding value to the project's product or service					
f. Considers alternatives and generates contingency plans when solving problems					

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g. Pilots the use of new tools and technologies to facilitate project work					
h. Challenges existing approaches in order to determine optimum ways to meet project objectives					
i. Acquires new knowledge to refine/expand potential alternatives to problems					
j. Seeks innovative solutions to meet the project's goals and objectives					
k. Shows genuine interest in the work under way by other team members in order to contribute new ideas whenever appropriate					
l. Experiments with new approaches in order to later inform team members of possible changes in team processes to promote effectiveness					
m. Helps the team to establish guidelines, rather than strict rules and procedures, to promote flexibility and innovation in project work					
n. Asks probing questions during team meetings or one-on-one communication with a genuine interest in taking the discussion beyond the general level					
o. Listens to as many stakeholders as possible, even to those people who may not have a direct interest in the project's outcomes, in order to broaden perspectives					
<i>Curiosity and creativity summary</i>					

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9. Recognizes the CONTRIBUTIONS of other team members to the project's goals and objectives					
a. Sends personal e-mails to or telephones others on the team when they accomplish something significant on the project					
b. Acknowledges and recognizes the contributions of other team members to his or her work					
c. Recognizes those team members who champion ideas as well as those team members who support the ideas of others					
d. Relates to team members by recognizing and appreciating individual differences					
e. Analyzes internal and external influences on team performance to remove any barriers that may hinder performance					
f. Takes action to reduce any negative impact on project performance					
g. Compares project outcomes against the defined scope and uses this information to recognize the work done by other team members					
h. Works with the team to establish agreed-upon performance measurement criteria for the team and each individual member					
i. Provides feedback to team members in a way that is both constructive but also recognizes success					

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j. Works to help unite the team in common actions and rewards					
k. Develops win-win strategies for both individual and team goals					
l. Works to make sure that everyone has an opportunity to contribute ideas and concerns					
m. Requests information from others in order to fulfill assigned responsibilities in a timely manner					
n. Works to ensure that all types of project tasks, even administrative ones, are considered essential to overall project success					
o. Recognizes that one's personal success is dependent on the overall team's success in terms of project goals and objectives					
<i>Contribution of others summary</i>					
10. Shows CONSIDERATION toward other team members during the project					
a. Treats other team members in a fair and consistent manner					
b. Shows a willingness to take time to listen to and understand the points of view expressed by other team members					
c. Shows genuine concern and interest even if he or she disagrees with another team member					
d. Avoids making personal accusations toward other team members					

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e. Realizes the importance of taking the appropriate time to provide advice and direction to others					
f. Provides feedback focused on problems or solutions, not on personalities					
g. Remains attentive and interested in team meetings and conference calls even if one's own work progress is not being discussed					
h. Demonstrates empathy toward others					
i. Communicates in a manner that is not condescending to others on the team					
j. Shares beliefs and feelings with others on the team so as to be self-disclosing					
k. Appears to be in control of any personal differences in interpersonal relationships					
l. Provides opportunities to promote long-lasting relationships among team members					
m. Volunteers services and support to others from the very early stages of the project					
n. Works to ensure that other team members recognize his or her assistance as instrumental toward their success					
o. Refrains from attributing self-serving motives to other team members					
Consideration summary					
TOTAL SCORE					