Organizational Leadership Development 360   
Reference Form 

Faculty Member:

Strategic Team:

Your Name:

Your Relationship to this Faculty Member:

Length of Relationship:

The person listed above is under consideration for a new or expanded leadership position at IGSL. Your feedback will help us find the best fit for them, and will help them further develop their leadership capacity. We would appreciate your honest feedback.

Your response will be confidential. Only the person who summarizes the 360 Reference Forms will see this document. Feedback to the faculty member being evaluated will be given as a summary of all references, with no direct quotations that could identify you.

Please answer every question, and give examples wherever possible.

**1. SPIRITUAL FOUNDATIONS**

**How would you describe the faculty member’s spiritual life and character?** Consider areas of Spirit-filled living, personal integrity/credibility, walk with God, and application of Scriptural truth into his or her life.

**Strengths**

**Areas of Development**

**Gifts and Strengths**

List what you see as the faculty member’s spiritual gifts and outstanding personal abilities (at least 3).

**2. INTERPERSONAL RELATIONSHIPS**

**Think about this faculty member’s ability to work with others in team or collaborative contexts.** Consider areas of voice - dominating or disappearing in teams; and initiating and sustaining good working relationships with others regardless of position, personality, culture, gender, and gifting.

**Strengths**

**Areas of Development**

**3. SERVANT-STEWARD LEADERSHIP**

**How would you describe this person as a leader?** Consider the person’s ability to share authority and empower faculty/students and consistency in modeling servant-steward leadership regardless of position or roles.

**Strengths**

**Areas of Development**

**4. EMOTIONAL MATURITY**

**How would you describe the faculty member’s emotional maturity and well-being?** Consider the person’s response to stress/challenges, maturity in handling conflict, vulnerability, ability to listen, and ability to connect well with others.

**Strengths**

**Areas of Development**

**5. LEADERSHIP RESOLVE**

**How would you describe the faculty member’s ability to get the job done and get results?** Consider the person’s ability to take initiative; to persevere through challenges; and to be resourceful and proactive in problem solving/creating solutions.

**Strengths**

**Areas of Development**

**6. STRATEGIC CAPACITY**

**How would you describe the faculty member’s capacity to lead strategically?** Consider the person’s ability to see the big picture, innovate, and engage in new thinking, to navigate complexity and see issues from multiple perspectives, to mobilize others towards clear vision and objectives, and to hold others accountable.

**Strengths**

**Areas of Development**

**7. BALANCING MULTIPLE ROLES**

**Think about this faculty member’s various roles at IGSL.** Comment on his/her effectiveness while balancing teaching, coaching, mentoring, and administrative leadership at IGSL. From your perspective, what IGSL roles is he or she strongest and weakest in?

**Strengths**

**Areas of Development**

**8. DEVELOPING LEADERS**

**Think about this person’s commitment to developing their team members.** How well do they intentionally develop emerging leaders under their supervision? To what degree are they able to invest in others intentionally for succession?

**Strengths**

**Areas of Development**

**9. TRANSFORMING NATIONS**

**Think about the impact of this faculty member’s life and ministry.** Consider their involvement in building spiritual movements, exerting moral influence, reproducing servant-steward leaders, and working towards transformation in key sectors of society.

**What do you see as their greatest contribution to the mission and vision of IGSL?**  
**Inside IGSL:**

**Outside IGSL:**

## CONCLUDING QUESTIONS

1. **Maximizing Impact.** Where do you see the faculty member’s best fit right now at IGSL? Consider if the person is thriving in his or her current (or proposed) leadership position, where the person could potentially be thriving more in other roles.

1. **Other Areas.** Are there any other issues or concerns that have not been addressed in this reference and that you feel are important to address? Include any additional thoughts or concerns here.

*Your input is most valuable! Thank you for investing time in helping our faculty succeed and excel towards IGSL’s mission, vision, and values.*