

The next exercise is one that you can give to your team and let them evaluate you. This is called 360° feedback. What they tell you can represent some of the most useful feedback you will obtain. To encourage honesty, ensure that all feedback is anonymous. The results will help you determine if your evaluation is supported by that of your team. Remember the intent of the team survey is to help identify areas that you can improve and learn from. If a team is disgruntled with your style or the techniques you use, they probably won't perform well. Take the responses seriously, not personally; again a low score may just indicate a skill gap that you can seek skills to help.

To be completed by your team:

MANAGER'S TEAM APPRAISAL FORM (360° FEEDBACK)

Please rate your leader, supervisor or manager from 1 to 4 in each of the following areas.

1 = not descriptive of them at all

2 = descriptive of them once in a while

3 = often descriptive of them

4 = always descriptive of them

NA = not applicable, or have not observed

___ 1. My manager provides clear goals for our team that are measurable and understood.

ASSESSING YOURSELF AS A LEADER

- ___ 2. My manager sets an example for the team (on time, meets deadlines, follows through on commitments, etc.).
- ___ 3. My manager handles change and new situations calmly.
- ___ 4. When I am upset about an issue, my manager handles it by at least listening to my ideas.
- ___ 5. My manager is available for questions, offers ideas, and supports me on a regular and ongoing basis.
- ___ 6. My manager monitors results and deadlines well to manage workflows.
- ___ 7. My manager is competent with arranging budgets, and can handle overruns.
- ___ 8. My manager can address issues with people without hesitation, embarrassment or aggression.
- ___ 9. The people my manager directs often feel motivated to contribute continually.
- ___ 10. My manager handles conflict with ease, and aggressive behavior does not seem to intimidate them.
- ___ 11. When my manager gets overwhelmed with work, she appears to have an action plan.
- ___ 12. My manager recognizes the contribution each team member can or cannot make and has the ability to direct staff accordingly.

**Visit www.thevelvethammer.com
to download the evaluation.**