

Manager Effectiveness Survey

1. Introduction

In keeping with our goal to continuously improve, we are asking for your candid feedback. A summary of results will be prepared so we can use the feedback to learn and develop action plans for improvement. An overall summary will be prepared for the company to assess areas for additional training and emphasis.

Your individual responses will be completely confidential.

2. Manager Information

1. What is your manager's name?

2. In what location does your manager work?

City

State

3. What is your current job position within the company?

- Accountant
- Customer Service Representative
- Sales
- Other (please specify)

3. Valuing Behaviors

	Never	Seldom	Frequently	Always	N/A
Shows respect for all team members	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Seeks input from all team members	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Measures results instead of methods or styles	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Gives support when and where needed	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Recognizes good actions and good results, catches people doing things right	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Maintains a balance between "people" issues and "business"	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A

issues					
Shows genuine concern for team members	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Keeps focus on fixing problems rather than finding someone to blame	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Treats people fairly, without favoritism	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Cares about me	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Protects confidentiality	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A

4. Interdependence Behaviors

	Never	Seldom	Frequently	Always	N/A
Supports a team	<input type="checkbox"/> Never	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizes and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

implementing					
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5. Communication Behaviors

	Never	Seldom	Frequently	Always	N/A
Listens effectively	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Encourages others to express different ideas and perspectives	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Takes the time to understand other perspectives-open to changing his/her position	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Open to constructive feedback	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Gives enough information, keeps me informed	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Effectively deals with conflict	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Lets me know how I am doing	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Sets a clear direction for our team	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Communicates openly and honestly	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A

6. Leadership Behaviors

	Never	Seldom	Frequently	Always	N/A
Encourages and embraces change-challenges status quo	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A

Encourages and supports my involvement in company activities and events	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Actions and behaviors are consistent with words	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Is trustworthy	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Is a role model for continuous improvement	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Uses a coaching management style, rather than a "boss" management style	<input type="checkbox"/> Uses a coaching Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Supports me, helps me achieve results	Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Deals with issues that need to be addressed	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A
Provides a clear sense of purpose and direction, roles and responsibilities, for me and our team	<input type="checkbox"/> Never	<input type="checkbox"/> Seldom	<input type="checkbox"/> Frequently	<input type="checkbox"/> Always	<input type="checkbox"/> N/A

General Feedback

8. What would you like your manager to START doing?

9. What would you like your manager to STOP doing?

10. What does your manager do that makes your work more enjoyable and helps you feel more successful?

11. How helpful do you find the coaching you receive from your manager?

12. If you could list three of your top reasons employees leave the company, what would they be?

13. What are the top three things you like about your job?