

What it is

A 360° feedback instrument to help leaders and teams assess the effectiveness of their processes for planning, implementing and managing high performance

What it can do

- o Help teams identify areas of strength and needs for improvement in their team processes for producing results and managing performance
- o Provide direct feedback to managers about how to improve their managing of performance

How it works

The digital version of this PDF form can be filled out using Adobe Reader. It can be downloaded at: atctools.org/resources/tools-for-transformation

Using the format that follows, create an online survey using Survey Monkey or another provider. It is critical that the feedback be anonymous so that team members will feel comfortable in giving direct feedback to their manager.

There are two parts to the survey.

- o In Part I, teams assess the effectiveness of their processes and systems in producing high performance.
- o In Part II, teams give direct feedback to their leader regarding that individual's strengths and needs for development in managing performance.

Following is the survey for team members and a separate survey for the leader of the team. This allows the leader to compare their perceptions against those of the people they manage.

The survey uses a scale of 1 to 7, with 1 representing NEVER and 7 representing ALMOST ALWAYS.

Please circle the number that best expresses your opinion.

PART I. OUR TEAM PERFORMANCE CULTURE

1. We all have **SMART** goals to define our work.
(Strategic, Measurable, Ambitious, Realistic, and Time-bound)

2. People know exactly what they're responsible for.

NEVER ALWAYS

1 2 3 4 5 6 7

3. All teams and individuals have useful work plans.

NEVER ALWAYS

1 2 3 4 5 6 7

4. We focus our time, energy & resources on getting the priority results most important for the success of our mission.

NEVER ALWAYS

1 2 3 4 5 6 7

5. We use measurements effectively to improve our performance.

NEVER ALWAYS

1 2 3 4 5 6 7

6. We utilize an effective process for evaluating our organization's progress against our stated goals.

NEVER ALWAYS

1 2 3 4 5 6 7

7. The team has an effective system for tracking commitments that supports everyone's accountability.

NEVER ALWAYS

1 2 3 4 5 6 7

8. Team members deliver on their work commitments impeccably within the promised time frame.

9. We achieve the goals we set out to accomplish.

NEVER ALWAYS

1 2 3 4 5 6 7

PERFORMANCE MANAGEMENT INVENTORY: Manager

10. Team members regularly give each other helpful, performance-related feedback.

NEVER	1	2	3	4	5	6	7	ALWAYS
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11. People are open and honest with each other, dealing directly with concerns, issues and disagreements.

NEVER	1	2	3	4	5	6	7	ALWAYS
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12. Innovation is encouraged and rewarded here.

NEVER	1	2	3	4	5	6	7	ALWAYS
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13. I have the information and tools I need to be successful.

NEVER	1	2	3	4	5	6	7	ALWAYS
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14. We have a hiring process that generates excellent hires.

NEVER	1	2	3	4	5	6	7	ALWAYS
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15. Our salary structure and benefits are competitive to attract and retain the best people.

NEVER	1	2	3	4	5	6	7	ALWAYS
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16. People receive the training, development and coaching we need to keep improving our skills and capacity.

NEVER	1	2	3	4	5	6	7	ALWAYS
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17. People receive the development, mentoring and opportunities we need to advance our career.

NEVER	1	2	3	4	5	6	7	ALWAYS
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18. We value and support healthy and sustainable work practices.

NEVER	1	2	3	4	5	6	7	ALWAYS
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19. What works best about your team's performance?

**20. What are the most important needs for improvement in
your team's performance?**

PART II. MY ROLE IN MANAGING PERFORMANCE

21. Overall, I ensure an effective process of managing individual performance for our team.

NEVER	1	2	3	4	5	6	7	ALWAYS
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22. I bring positive energy and enthusiasm to the job of managing performance in my organization.

NEVER	1	2	3	4	5	6	7	ALWAYS
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23. People get the support they need from me.

NEVER	1	2	3	4	5	6	7	ALWAYS
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24. The performance evaluations that I conduct provide helpful guidance to peoples' work.

NEVER	1	2	3	4	5	6	7	ALWAYS
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25. When people bring concerns to me, they find the interactions helpful.

NEVER	1	2	3	4	5	6	7	ALWAYS
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26. People receive from me significantly more affirming feedback and appreciation than critique.

NEVER	1	2	3	4	5	6	7	ALWAYS
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27. People really know where they stand with me.

NEVER	1	2	3	4	5	6	7	ALWAYS
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28. People trust me to do what I say I will do.

NEVER	1	2	3	4	5	6	7	ALWAYS
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29. I hold team members accountable to the commitments they make.

NEVER	1	2	3	4	5	6	7	ALWAYS
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30. I proactively and directly confront performance issues in a timely way.

NEVER	1	2	3	4	5	6	7	ALWAYS
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PERFORMANCE MANAGEMENT INVENTORY: Manager

31. People feel inspired and challenged by me to continually improve their performance.

NEVER	1	2	3	4	5	6	7	ALWAYS
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32. I am open to candid feedback and use it to improve.

NEVER	1	2	3	4	5	6	7	ALWAYS
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33. What are your greatest strengths in managing performance?

34. What are your greatest needs for improvement in managing performance?

Please circle the number that best expresses your opinion.

PART I. OUR TEAM PERFORMANCE CULTURE

1. **We all have SMART goals to define our work.**
(Strategic, Measurable, Ambitious, Realistic, and Time-bound)

NEVER	1	2	3	4	5	6	7	ALWAYS
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2. **I know exactly what I'm responsible for.**

NEVER	1	2	3	4	5	6	7	ALWAYS
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3. **All teams and individuals have useful work plans.**

NEVER	1	2	3	4	5	6	7	ALWAYS
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4. **We focus our time, energy & resources on getting the priority results most important for the success of our mission.**

NEVER	1	2	3	4	5	6	7	ALWAYS
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5. **We use measurements effectively to improve our performance.**

NEVER	1	2	3	4	5	6	7	ALWAYS
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6. **We utilize an effective process for evaluating our organization's progress against our stated goals.**

NEVER	1	2	3	4	5	6	7	ALWAYS
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7. **The team has an effective system for tracking commitments that supports everyone's accountability.**

NEVER	1	2	3	4	5	6	7	ALWAYS
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8. **Team members deliver on their work commitments impeccably within the promised time frame.**

NEVER	1	2	3	4	5	6	7	ALWAYS
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9. **We achieve the goals we set out to accomplish.**

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10. Team members regularly give each other helpful, performance-related feedback.

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11. We are open and honest with each other, dealing directly with concerns, issues and disagreements.

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12. Innovation is encouraged and rewarded here.

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17. We receive the development, mentoring and opportunities we need to advance our career.

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18. We value and support healthy and sustainable work practices.

NEVER	1	2	3	4	5	6	7	ALWAYS
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19. What works best about our team's performance?

20. What are the most important needs for improvement in our team's performance?

PART II. FEEDBACK TO THIS MANAGER

Manager's name: _____

21. Overall, this manager ensures an effective process of managing individual performance for our team.

NEVER	1	2	3	4	5	6	7	ALWAYS
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22. This manager brings positive energy and enthusiasm to the job of managing performance in my organization.

NEVER	1	2	3	4	5	6	7	ALWAYS
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23. I get the support that I need from this manager.

NEVER	1	2	3	4	5	6	7	ALWAYS
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24. The performance evaluations this manager conducts provide helpful guidance to my work.

NEVER	1	2	3	4	5	6	7	ALWAYS
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25. When I bring concerns to this manager, I find the interactions helpful.

NEVER	1	2	3	4	5	6	7	ALWAYS
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26. I receive from this manager significantly more affirming feedback and appreciation than critique.

NEVER	1	2	3	4	5	6	7	ALWAYS
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27. I really know where I stand with this manager.

NEVER	1	2	3	4	5	6	7	ALWAYS
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28. This manager can be trusted to do what they say they will do.

NEVER	1	2	3	4	5	6	7	ALWAYS
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29. This manager holds team members accountable to the commitments we make.

NEVER	1	2	3	4	5	6	7	ALWAYS
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30. This manager proactively and directly confronts performance issues in a timely way.

NEVER	1	2	3	4	5	6	7	ALWAYS
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31. This manager inspires and challenges us to continually improve our performance.

NEVER	1	2	3	4	5	6	7	ALWAYS
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32. This manager is open to candid feedback and uses it to improve.

NEVER	1	2	3	4	5	6	7	ALWAYS
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33. What are the manager's greatest strengths in managing performance?

34. What are the manager's greatest needs for improvement in managing performance?