SHRM
SOCIETY FOR HUMAN RESOURCE MANAGEMENT

Performance: 360 Degree: Manager Effectiveness Evaluation

Aug 21, 2014

Introduction

In keeping with [Company Name]'s goal to continuously improve, we are asking for your candid feedback on the performance of your manager this past year. A summary of all feedback received will be prepared for each individual manager so that he or she can use the feedback to learn and develop as a manager. Your individual feedback will be averaged into all the responses received in order to protect your anonymity and ensure that the results each manager receives are completely confidential. HR will also prepare an overall summary to assess areas for additional company-provided management training.

Thank you for your contribution to this very important process.

Name of Manager:_____

Completed by (optional):_____

Date: _____

Instructions

Using the following rating scale, please circle the number that best reflects your rating of your manager's performance during the past year.

Rating Scale

1=Unacceptable

2=Needs improvement

3=Meets standard

4=Exceeds standard

5=Outstanding

6= Have not experienced or observed

Valuing Behaviors

Seeks input from all team members

1 2 3 4 5 6

Measures results instead of individual styles

1 2 3 4 5 6

Maintains a balance between "people" issues and "business" issues

1 2 3 4 5 6

Shows genuine concern for team members

1 2 3 4 5 6

Keeps the focus on fixing problems rather than finding someone to blame

1 2 3 4 5 6

Treats people fairly, without showing favoritism

1 2 3 4 5 6

Cares about me

1 2 3 4 5 6

Protects confidentiality

1 2 3 4 5 6

Recognizes and rewards my individual contributions in a manner meaningful to me

1 2 3 4 5 6

Interdependence Behaviors

Supports a team environment by recognizing and rewarding collaboration, cooperation and activities contributing to others' success

1 2 3 4 5 6

Recognizes and rewards team-supportive actions and behaviors

1 2 3 4 5 6

Recognizes and supports the work of other departments

1 2 3 4 5 6

Doesn't criticize those who are not present

1 2 3 4 5 6

Considers the impact of actions and decisions on other departments before implementing

1 2 3 4 5 6

Communication Behaviors

Encourages others to express different ideas and perspectives

1 2 3 4 5 6

Is open to other perspectives and is willing to change his/her position when presented with compelling information

1 2 3 4 5 6

Open to negative and/or constructive feedback

1 2 3 4 5 6

Keeps me informed on status of my work and updates in the organization

1 2 3 4 5 6

Gives open and constructive feedback

1 2 3 4 5 6

Effectively deals with conflict

1 2 3 4 5 6

Lets me know how I am doing

1 2 3 4 5 6

Involves me in decision-making when appropriate

1 2 3 4 5 6

Sets a clear direction for our department

1 2 3 4 5 6

Valuing Diversity Behaviors

Ensures that department activities are inclusive by verifying scheduling needs

1 2 3 4 5 6

Seeks input/feedback from diverse individuals and groups, including internal/external customers

1 2 3 4 5 6

Treats everyone with respect and fairness

1 2 3 4 5 6

Leadership Behaviors

Encourages and embraces change by challenging status quo

1 2 3 4 5 6

Provides cross-functional development opportunities for team members

1 2 3 4 5 6

Encourages and supports my involvement in training and development activities and events

1 2 3 4 5 6

Encourages and supports my involvement in community activities and events

1 2 3 4 5 6

Encourages and supports my involvement in company activities and events

1 2 3 4 5 6

Actions and behaviors are consistent with words

1 2 3 4 5 6

Is trustworthy

1 2 3 4 5 6

Is a role model for continuous improvement

1 2 3 4 5 6

Uses a coaching management style, rather than an authoritarian boss management style

1 2 3 4 5 6

Supports me, helps me achieve results

1 2 3 4 5 6

Supports a customer service approach for both internal and external customers

1 2 3 4 5 6

Deals with issues that need to be addressed

1 2 3 4 5 6

Provides a clear sense of purpose and direction, roles and responsibilities, for me individually and for our group team members

1 2 3 4 5 6

General Feedback

Optional: Type or print your answers, add additional pages if needed. Please be as specific as possible by including examples.

What activities, behavior, feedback or coaching would you like your manager to stop doing? Please explain.

List and briefly describe examples of the behavior, activities, feedback or coaching your manager has provided that makes your job and work environment more enjoyable and meaningful to you.

Please provide comments that you feel will be meaningful for your manager to sustain or improve his or her effectiveness.

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