



## Leadership Feedback Toolkit

This toolkit supports supervisors who want to increase their effectiveness as a leader. Add these tools to your current personal performance review process to help you identify your leadership growth areas.

Toolkit Contents:	Reason/Use:
Instructions and Tips	Effectively plan and use the surveys included
Leadership Self-Evaluation	A personal perspective on your own effectiveness
Staff Survey Support Tool	For staff to effectively provide feedback
Leadership Evaluation	Receive anonymous staff feedback on your effectiveness

### Instructions:

1. Read the instructions and tips
2. Complete the *Leadership Self-Evaluation*
3. Ask for feedback from your staff (see *How many staff report directly to you?* on page 2)
4. Create a development plan\*
  - a. Include short and long-term goals and how will you achieve them
  - b. Are there trainings, books, or other resources available to help you develop?
5. Discuss with your team
  - a. Thank your team for taking the survey
  - b. Share any trends or themes from the survey
  - c. Explain your action plan
  - d. Ask for further ideas or input to help you succeed
6. Share the results and the development plan with your leader
  - a. Ask for any additional insights or support to help you succeed

### Tips:

- Use your self-evaluation as a guide to determine how close or far away your perceptions of your leadership performance are compared to your staff
  - Did you rate yourself better or worse than your staff, in what areas, and why (use staff comments to help you)?
- Recognize the good!
  - What are you doing well?
  - What are your strengths?
- Don't analyze staff answers to find out which staff member answered what
- Use the staff responses as a gauge to determine your relationship with your team
  - Are your staff members' responses consistent or is there a lot of variation within the answers
- Focus on behaviors and outcomes listed in the comments
  - It's okay to dismiss comments that are obscure or vague



<b>How many staff report directly to you?</b>	
<b>5 or more?</b>	<b>Under 5?</b>
<ul style="list-style-type: none"> <li>• Ask your supervisor (or a Human Resources Representative) if they would be willing to collect survey responses for you               <ul style="list-style-type: none"> <li>○ Provide the person with logistical information such as the number of responses to receive, the deadline you will be giving your staff, and how would the person like to receive the surveys (paper/electronically/doesn't matter)?</li> </ul> </li> <li>• Talk with your staff about the survey and <u>why</u> you are asking them to complete it</li> <li>• Give your staff the <i>Staff Survey Support Tool</i> and <i>Leadership Evaluation</i></li> <li>• Ask your staff to complete the survey by a specific deadline and to return the completed survey to the designated person from above</li> </ul>	<p>The feedback from the survey most likely will not be anonymous (because the group is too small). Depending on trust levels - Your staff may not be comfortable providing feedback to you directly.</p> <ul style="list-style-type: none"> <li>• Ask each of your team members in a private one-on-one meeting if they would be willing to give you honest, constructive feedback by using the survey and staff support tool as guides               <ul style="list-style-type: none"> <li>○ Let them know that it is okay if they would prefer not to give feedback at this time</li> </ul> </li> <li>• If a staff member is open to providing feedback:               <ul style="list-style-type: none"> <li>○ Ask them if they would prefer to provide the feedback one-on-one or with the team</li> <li>○ If one individual requests to provide feedback individually, respect that request and do all feedback sessions individually</li> <li>○ Give your staff the <i>Staff Survey Support Tool</i> and <i>Leadership Evaluation</i></li> <li>○ Ask your staff to review and answer the questions by a deadline date</li> <li>○ After the deadline date, meet with your staff individually or conduct a team meeting to discuss</li> </ul> </li> </ul>
<p><b>Extra tip:</b> Both evaluations are available in fillable document formats for convenience. Feel free to email your staff the fillable Leadership Evaluation or the link to it online.</p>	

### Want more advice and guidance?

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\* Development means growth and improvement. Improvement is the act or process of making something better; enhancing value or excellence.



## Leadership Self-Evaluation

	Rating:			
	Strongly Agree	Moderately Agree	Moderately Disagree	Strongly Disagree
<b>Goals:</b>				
I clearly explain/discuss UWSP's mission, vision, and goals (short-term and long-term) and how it relates to my staff's positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When decisions or goals change, I explain to my staff why.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I give my staff the opportunity to participate in the goal setting process for their roles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Accessibility and Support:</b>				
I create an atmosphere for my staff to be comfortable voicing their concerns to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am available to my staff when they need to speak to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am reliable (being on time to team meetings, follow through on commitments made to my staff, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My staff members have the training and resources they need to do their jobs effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Feedback:</b>				
I provide useful and constructive feedback to my staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I provide feedback that helps my staff improve their performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I give my staff praise and recognition when they do a good job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inclusivity and Decision Making:</b>				
I value my staff's talents and the contributions they make.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I create an atmosphere for my staff to be willing to share opinions at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



My staff can disagree or ask questions about decisions made without getting trouble or adverse effects.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
I value diversity (personalities, racial, ethnic, cultural, geographic, socioeconomic, gender, orientation, and religious beliefs).	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
List any specific behaviors or outcomes that you would like to improve to be more effective. <div style="background-color: #cccccc; height: 250px;"></div>	
List your strengths (include specific behaviors or outcomes as examples). <div style="background-color: #cccccc; height: 250px;"></div>	



## Staff Survey Support Tool

Effective feedback is essential for growth and development. This document gives you tips to effectively complete the Leadership Evaluation.

**Prepare:** Read the survey completely once over before responding to any of the questions. Think about your responses before selecting ratings and making your comments.

**Focus on specific behaviors or outcomes:** What does your supervisor do or how do they act? Effective feedback includes specific behaviors such as “my supervisor listens or doesn’t listen” and behaviors as examples: “uses eye contact when I am talking or when I am talking looks at their phone.”

**Speak for yourself:** Select your ratings and comments based on your own personal experiences with the requester. You have been asked to complete a feedback survey based on your relationship with the requester, fulfil the request by keeping the focus on your relationship directly.

**Be respectful:** While you want to give honest feedback, remember to keep it respectful. Avoid focusing on the intent or motives, making comments such as “always”, “never,” and writing something along the lines of “poor leader.” These types of comments are not constructive because they are not respectful or helpful.

**Focus on the questions/survey:** Again, focus on what your supervisor does or doesn’t do in interactions with you. This survey is not the time to bring up pay increases, working hours, or other working conditions. Although those may be concerns, this is not the tool to discuss these items.

**Remember the strengths:** In addition to what your supervisor can do differently, think about and tell them what they are doing well. This will help your supervisor continue the good/great behaviors and may give them additional insights for development.\*

\* Development means growth and improvement. Improvement is the act or process of making something better; enhancing value or excellence.



## Leadership Evaluation

Staff members complete regarding their direct supervisor.

<b>Rating:</b>				
	<b>Strongly Agree</b>	<b>Moderately Agree</b>	<b>Moderately Disagree</b>	<b>Strongly Disagree</b>
<b>Goals:</b>				
My supervisor clearly explains/discusses UWSP's mission, vision, and goals (short-term and long-term) and how it relates to my position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When decisions or goals change, my supervisor explains to me why.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have an opportunity to participate in the goal setting process for my role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Accessibility and Support:</b>				
I feel comfortable voicing my concerns to my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor is available to me when I need to speak to them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor is reliable (being on time to team meetings, follow through on commitments made to me, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have all of the training and resources I need to do my job effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If applicable, what training/resources would be beneficial to help you be more effective? <div style="background-color: #cccccc; height: 20px; width: 100%;"></div>				
<b>Feedback:</b>				
I receive useful and constructive feedback from my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive feedback that helps me improve my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor gives me praise and recognition when I do a good job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



To provide additional value, please list your supervisor's behavior(s) when they provide you feedback.

	<b>Rating:</b>			
	<b>Strongly Agree</b>	<b>Moderately Agree</b>	<b>Moderately Disagree</b>	<b>Strongly Disagree</b>

**Inclusivity and Decision Making:**

My supervisor values my talents and the contribution I make.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am willing to share opinions at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can disagree or ask questions about decisions made without getting trouble or adverse effects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor values diversity (personalities, racial, ethnic, cultural, geographic, socioeconomic, gender, orientation, and religious beliefs).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Overall Rating:**

I am satisfied with my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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List any specific behaviors or outcomes that your supervisor could improve to be more effective.

List your supervisor's strengths (list specific behaviors or outcomes as examples).