



Effective



Team Member



Assessment

Dear Direct Report,

One way to improve my professional performance is to regularly ask, “How am I doing?” Of course, that also implies that I must have the commitment to acknowledge and share my strengths and developmental needs and the discipline to implement plans that will help me improve. By asking for your feedback on this survey, I am taking the first step, and I appreciate your assistance and support as I embark on this journey.

This survey contains items that identify some behaviors that I personally want to insure that I am exhibiting. The feedback you provide will help me better understand how I am perceived, and where I need to improve. **Your responses are completely confidential and anonymous. You will not be identified in any way.**

Please do not sign your name on the survey and do not identify yourself in your written comments.

Thanks for your help,

Consider this person's effectiveness in the following areas.

	Unacceptable	Needs Improvement	Developing Skill	Competent	Talented	Role Model	No Information/Not Applicable
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Integrity

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. Shows a high degree of personal integrity in dealing with others..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 2. Acts consistently with what he/she says..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 3. Demonstrates honest, ethical behavior in all personal and business transactions..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 4. Keeps promises and commitments..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 5. Accepts responsibility for his/her mistakes..... | 1 | 2 | 3 | 4 | 5 | 6 | N |

Professionalism

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 6. Exhibits self-confidence – can stand alone when necessary..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 7. Projects a professional presence/image for his/her organization..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 8. Remains upbeat and optimistic when things aren't going right..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 9. Handles situations objectively, avoiding inappropriate displays of emotion..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 10. Works to be the best at what he/she does..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 11. Exhibits self-awareness – knows his/her talents and limitations..... | 1 | 2 | 3 | 4 | 5 | 6 | N |

Responsiveness

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 12. Tackles problems and opportunities directly and promptly..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 13. Responds to customers (internal and external) in a timely and appropriate way..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 14. Approaches problems as opportunities and functions as a good problem solver..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 15. Completes things on time, within schedule, without excuses or whining..... | 1 | 2 | 3 | 4 | 5 | 6 | N |
| 16. Is flexible in adjusting to changing situations..... | 1 | 2 | 3 | 4 | 5 | 6 | N |

Please turn the page for additional items . . .

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Quality (Zero Defects)

17. Follows through to ensure quality and delivery commitments are achieved.	1	2	3	4	5	6	N
18. Consistently meets or exceeds customers' expectations.....	1	2	3	4	5	6	N
19. Asks people what they need to do their work better.....	1	2	3	4	5	6	N
20. Leads by example in the area of quality.....	1	2	3	4	5	6	N

Initiative

21. Takes proactive steps to correct mistakes, problems, or performance issues when he/she observes them.....	1	2	3	4	5	6	N
22. Consistently looks for new, better ways to get the job done (strives to improve the process).....	1	2	3	4	5	6	N
23. Sees what needs to be done and does it.....	1	2	3	4	5	6	N
24. Acts like an owner of the business.....	1	2	3	4	5	6	N
25. Regularly asks for and/or accepts (without defensiveness) feedback from teammates.....	1	2	3	4	5	6	N

Job Knowledge

26. Demonstrates knowledge of the company's processes and quality standards.....	1	2	3	4	5	6	N
27. Demonstrates the functional expertise necessary to consistently produce results.....	1	2	3	4	5	6	N
28. Effectively manages his/her designated function.....	1	2	3	4	5	6	N
29. Displays a practical understanding of all elements pertaining to his/her job.....	1	2	3	4	5	6	N
30. Understands how the day-to-day work relates to the organization's goals.....	1	2	3	4	5	6	N

Please turn the page for additional items . . .

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Interpersonal Relationships

31. Treats others the way he or she would wish to be treated.....	1	2	3	4	5	6	N
32. Respects the needs and concerns of employees outside of work.....	1	2	3	4	5	6	N
33. Treats individuals with respect and dignity, regardless of their position in the company.....	1	2	3	4	5	6	N
34. Demonstrates an appropriate sense of humor.....	1	2	3	4	5	6	N
35. Gives candid, constructive feedback.....	1	2	3	4	5	6	N
36. Demonstrates respect for the time of co-workers (i.e., avoids unnecessary interruptions).....	1	2	3	4	5	6	N

Team Player

37. Effectively works through conflicts.....	1	2	3	4	5	6	N
38. Shows appreciation when someone helps to solve a problem.....	1	2	3	4	5	6	N
39. Works to improve communication among individuals within the company.....	1	2	3	4	5	6	N
40. Works collaboratively with others on the team.....	1	2	3	4	5	6	N
41. Has earned the respect of others on the team.....	1	2	3	4	5	6	N
42. Willingly and timely completes administrative tasks important to the team/company.....	1	2	3	4	5	6	N
43. Avoids making destructive comments about others or the company....	1	2	3	4	5	6	N

Judgment

44. Accurately assesses situations or circumstances and draws sound conclusions.....	1	2	3	4	5	6	N
45. Makes decisions that reflect an understanding of the needs of the total business.....	1	2	3	4	5	6	N
46. Considers the impact of decisions on others in the organization.....	1	2	3	4	5	6	N
47. Effectively balances conflicting demands within the scope of his/her responsibilities.....	1	2	3	4	5	6	N

Please turn the page for additional items . . .

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Judgment continued

48. Uses time and resources wisely..... 1 2 3 4 5 6 N

Dependability

49. Can be counted on to meet job responsibilities..... 1 2 3 4 5 6 N

50. Works to keep commitments to customers/clients (no matter who made them)..... 1 2 3 4 5 6 N

51. Can be counted on to pitch in and help out wherever/whenever help is needed..... 1 2 3 4 5 6 N

52. Holds up his/her end of a job..... 1 2 3 4 5 6 N

53. Follows-up to ensure customers'/coworkers' needs are met..... 1 2 3 4 5 6 N

Organization

54. Delegates tasks and responsibilities appropriately..... 1 2 3 4 5 6 N

55. Keeps work well-organized through good planning..... 1 2 3 4 5 6 N

56. Keeps track of the details on every job..... 1 2 3 4 5 6 N

57. Demonstrates self-organizational skills and planning skills..... 1 2 3 4 5 6 N

58. Systematically organizes priorities from the greatest to the least of importance..... 1 2 3 4 5 6 N

Communication

59. Recognizes the value of differing opinions (avoids inflexibility or stubbornness)..... 1 2 3 4 5 6 N

60. Involves employees in decisions that affect their work..... 1 2 3 4 5 6 N

61. Appropriately delegates both tasks and authority..... 1 2 3 4 5 6 N

62. Promotes open and free exchange of ideas..... 1 2 3 4 5 6 N

63. Makes people feel that their contributions are important..... 1 2 3 4 5 6 N

64. Is an effective listener: demonstrates an understanding of others' views and needs..... 1 2 3 4 5 6 N

Please turn the page for comments section . . .

COMMENTS

In this section, you are encouraged to provide written comments that will help this person build on his/her strengths and identify things that he/she can do better. Your comments will be provided to this person exactly like you write them, so take care not to make comments that will identify you.

Here are some suggestions for how to make these comments most useful:

- Describe how strengths can be better utilized.
- Describe what you value or appreciate about the person.
- Provide examples of situations that trigger strengths and weaknesses.
- Tell the person what to do differently, rather than just being critical.
- Give examples of things you'd like to see them stop doing, start doing, and continue doing.
- Describe how a problem area or behavior negatively impacts you.

This individual is especially effective in . . . (Provide 2 - 3 specific examples)

This individual could be even more effective if . . . (Provide 2 - 3 specific examples)

Please return completed form within three days to:



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