



**LEADERSHIP DEVELOPMENT**  
**EVALUATION SURVEY**  
**CONSIDERATIONS AND CONDUCT**

  
**Paper 900-003**  


**CONTENTS**

|                            | <b><u>Page</u></b> |
|----------------------------|--------------------|
| 1. Introduction .....      | 2                  |
| 2. Use .....               | 2                  |
| 3. Metrics .....           | 3                  |
| 4. Quality Assurance ..... | 3                  |
| 5. Conduct .....           | 3                  |
| 6. Confidentiality .....   | 3                  |
| 7. Conclusion .....        | 4                  |

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**1. Introduction**

The purpose of the survey is to provide a broad view of the leadership skills of supervisory and management staff, for example: managers, superintendents, supervisors, team leaders, foremen or equivalent, who have authority over others in an organisation.

We accept that managers/leaders need to evaluate the performance of their subordinates in terms of task achievement, however we believe that, in terms of leadership people skills' skills, the best feedback comes from the people being led. The questions asked in the survey therefore address the leadership issues that The Leadership Academy's research and extensive practical experience, has indicated are of primary concern to subordinates at all levels and in virtually all types of organisations.

The results will provide a benchmark that will help trainers/facilitators focus on issues relevant to the particular organisation. Good results can be highlighted for reinforcement and wider application, while poor results can be identified as priorities for analysis, discussion and change implementation. Improvements in performance can be assessed against the original benchmark.

**2. Use**

The survey can be used in two main ways:

- A. **Before training:** to identify gaps in participants' knowledge to assist them to focus on relevant learning points in each module. In this use the results are likely to be indicative, rather than precise, as the individuals might not have been in a defined management/leadership role;
- B. **As an accepted leadership performance evaluation tool.** The results would provide valuable feedback for the continuing development of individuals and also facilitate assessment for further growth and possible promotion and/or succession.

The evaluation surveys are:

- [BAS1501 - Leadership Development Evaluation Survey Questionnaire](#); and
- [BAS1502 - Leadership Development Evaluation Survey Questionnaire - Summary of Responses](#).

### 3. Metrics

Participants' perceptions are quantified through a rating system measuring levels of agreement. The levels are:

- 1 = never
- 2 = sometimes
- 3 = fairly often
- 4 = often
- 5 = always
- N/A

Participants may only select one response.

Responses are then aggregated for internal analysis and, if applicable, provided to the outside organisation together with the relevant Facilitator's Guidance and Slides and the Participant's Follow-up Paper and Slides.

### 4. Quality Assurance

#### Validity

Reasonable validity can be obtained, even from a small group of participants, if they are familiar with the subject (person being evaluated) of the survey and particularly, if they are either members of the leader's team and/or his/her direct report manager.

#### Reliability

The degree of reliability of the survey will be related to the number of 'subordinates' directly accountable to a particular manager, or equivalent, who complete the questionnaire. For example, reliability would be less if individuals from different departments of a company were chosen to undertake the survey; rather than all being from one department.

In small organisations, where all staff see the results of their manager's actions and are affected by them, all staff could complete the survey with the results producing reasonable levels of validity and reliability.

#### Objectivity

Some people might feel that, by answering the questionnaire, they will be (or be seen to be) 'dobbing in' someone. It is most important therefore that the constructive purpose of the survey is explained and staff encouraged to participate freely, and any impression that people are being 'tasked' rather than 'asked' by their manager to participate is negated. Alternatively, an objective third-party could facilitate the selection and involvement of survey participants and The Leadership Academy may support this by arrangement.

### 5. Conduct

It might be necessary for the Evaluation Survey to be undertaken by email. In that case an electronic copy should be sent to participants, and returned via email.

### 6. Confidentiality

For a broad analysis the names of participants are not essential but where they are included in the responses their confidentiality must be respected.

## 7. Conclusion

If considered necessary, the survey results can be forwarded to The Leadership Academy for analysis and comment. Integral to our comments and analysis of the survey findings, The Leadership Academy will make recommendations on potential development or supporting solutions to achieve the results desired by the requestor.

Call Peter McDougall on 0747726519 or 0403483236, or email him at [petermc@leaderacademy.com.au](mailto:petermc@leaderacademy.com.au) if further explanation is needed, or you wish to engage his facilitation or training services.

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