

**RESPONSIVE MANAGEMENT SYSTEMS®  
LEADERSHIP DEVELOPMENT SURVEY**

**STAFF SATISFACTION SURVEY**



**SUPERVISION EFFECTIVENESS FEEDBACK  
FOR THE INDIVIDUAL LEADER**

*"WHERE THEORY MEETS THE ROAD"*

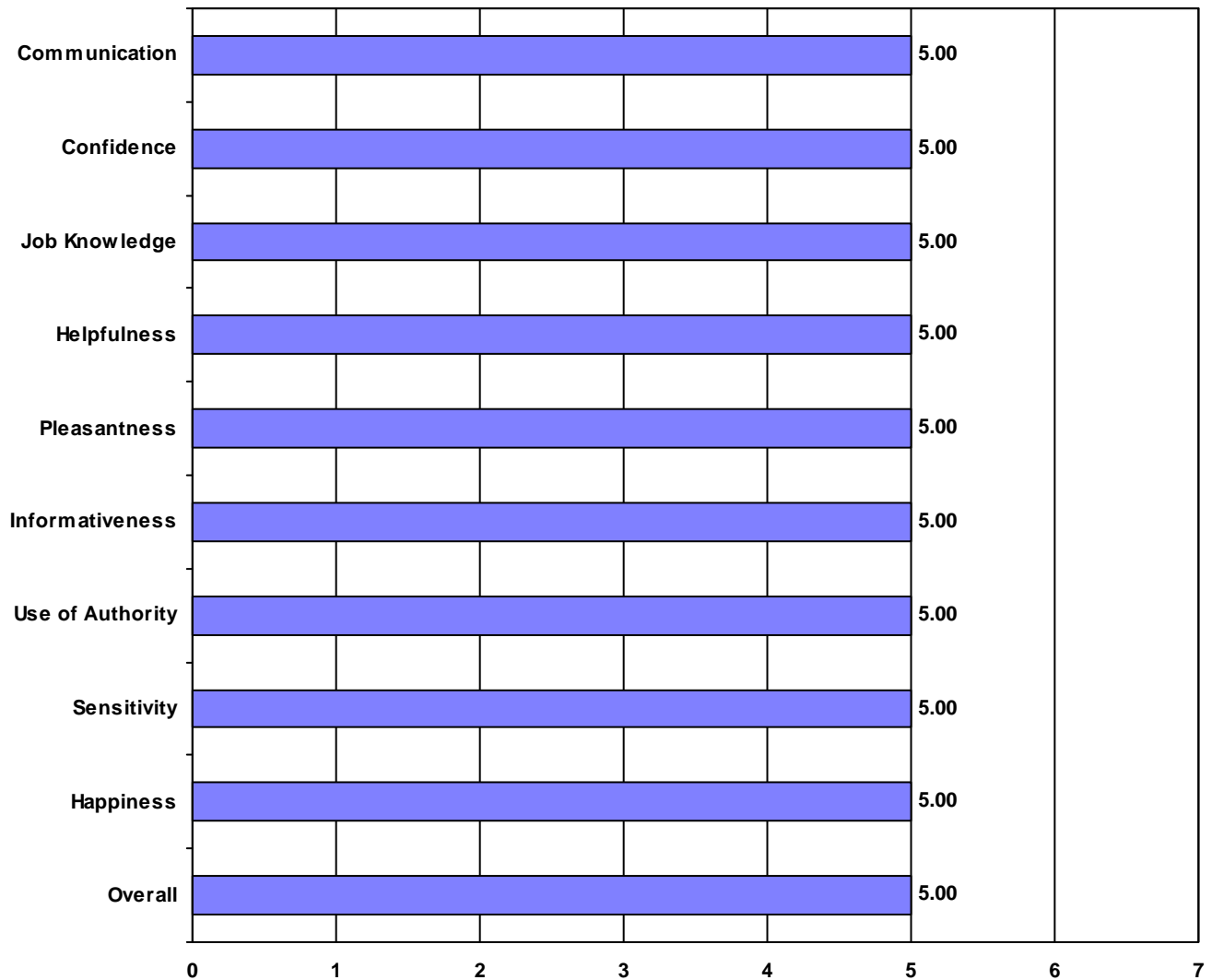
**Leader Name:** Richard L Baron  
**Title:** Integration Manager  
**Company:** Responsive Management Systems®  
**Division:**  
**Unit:** Organizational Development  
**Summary Type:** Individual Data  
**Survey Date:** 7/21/2018  
**Time Period:** 42 Months



# S<sup>3</sup>®: Dimension Averages Graph

Richard L Baron  
Integration Manager  
Responsive Management Systems®  
Organizational Development

July 21, 2018  
Individual Data



7 = Completely Satisfied  
6 = Satisfied (Recommended Benchmark Level)  
5 = Slightly Satisfied  
4 = Neither Satisfied nor Dissatisfied  
3 = Slightly Dissatisfied  
2 = Dissatisfied  
1 = Completely Dissatisfied

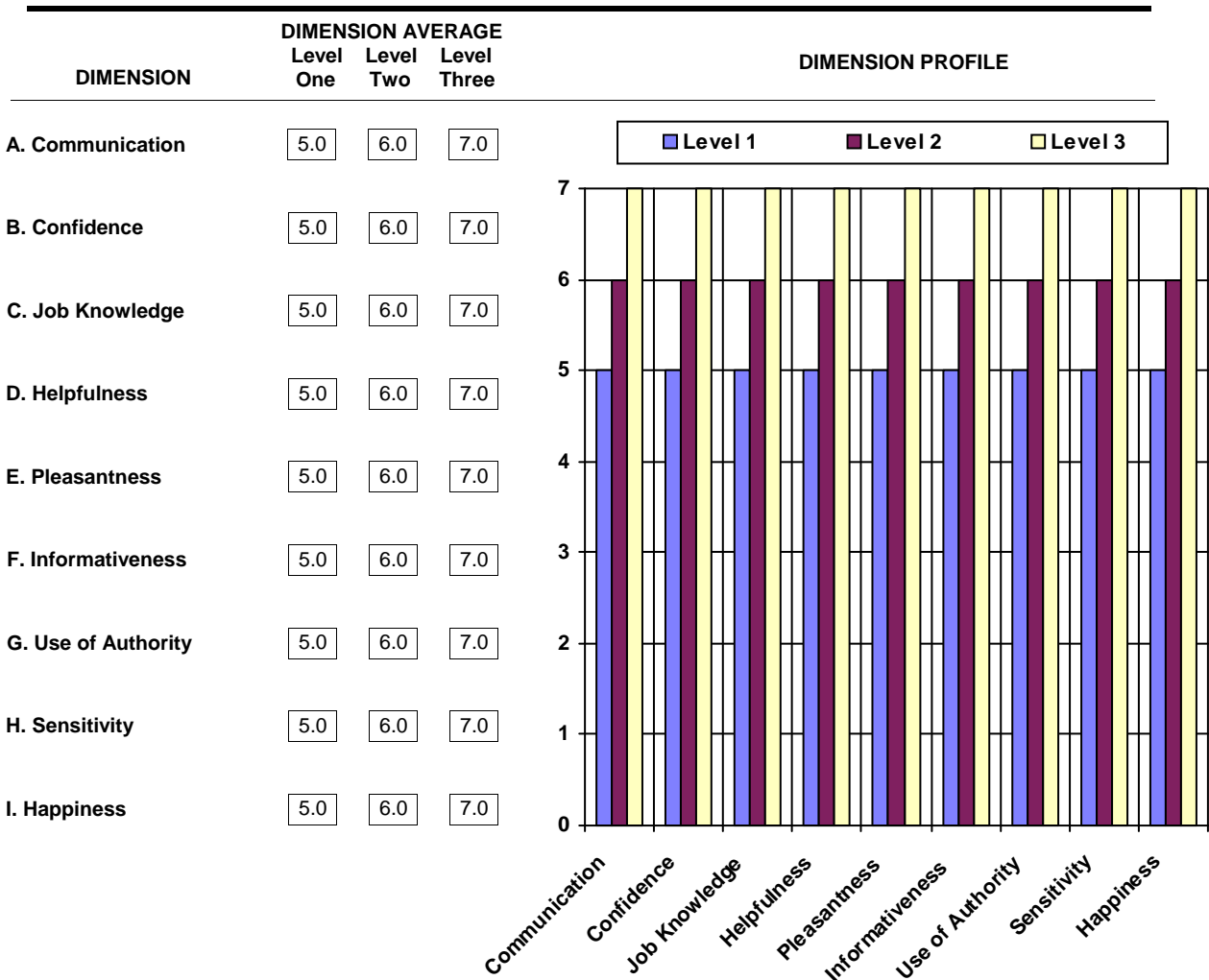


# S<sup>3</sup>®: Dimension Averages Profile

Richard L Baron  
 Integration Manager  
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 Organizational Development

July 21, 2018  
 Individual Data

The Responsive Management: S<sup>3</sup>® Dimension Averages Profile provides the leader with feedback on his/her Responsive Management® style employees. The leader can assess her/himself across nine Dimensions (22 questions), identified as important to Team Satisfaction, Team Performance, and Team Purpose (Likert, 1967; Baron, 1978; Rackham and Morgan, 1980; Hogan, Curphy, Hogan, 1994; McCormick & Brenn: 2001; and Walker, Koroloff & Schutte, 2002). Besides self-assessment, the Profile offers the leader important 180° feedback opportunities on his/her Responsive Management style from the persons he/she supervises (Level One) and the individual who is his/her manager (Level Three) S<sup>3</sup>® provides a beneficial comparison between a "self-perception" (Level Two) and "others-perception" (Levels One and Three) by plotting a Dimension Profile.



# S<sup>3</sup>®: Summary and Objectives

Richard L Baron  
Integration Manager  
Responsive Management Systems®  
Organizational Development

July 21, 2018  
Individual Data

## 1. Dimensions averaging a "six" rating or higher:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Communication | <input type="checkbox"/> Helpfulness     | <input type="checkbox"/> Use of Authority |
| <input type="checkbox"/> Confidence    | <input type="checkbox"/> Pleasantness    | <input type="checkbox"/> Sensitivity      |
| <input type="checkbox"/> Job Knowledge | <input type="checkbox"/> Informativeness | <input type="checkbox"/> Happiness        |

## 2. Dimensions averaging below a "six" rating:

- |   |   |  |
|---|---|--|
| <input checked="" type="checkbox"/> Communication | <input checked="" type="checkbox"/> Helpfulness     | <input checked="" type="checkbox"/> Use of Authority |
| <input checked="" type="checkbox"/> Confidence    | <input checked="" type="checkbox"/> Pleasantness    | <input checked="" type="checkbox"/> Sensitivity      |
| <input checked="" type="checkbox"/> Job Knowledge | <input checked="" type="checkbox"/> Informativeness | <input checked="" type="checkbox"/> Happiness        |

## 3. Questions averaging below a "six" rating:

<u>Question</u>	<u>Dimension</u>	<u>Rating</u>	<u>Question</u>	<u>Dimension</u>	<u>Rating</u>
1	Communication	5.0	4	Communication	5.0
2	Communication	5.0	5	Confidence	5.0
3	Communication	5.0	6	Confidence	5.0

# S<sup>3</sup>® : Improvement Plan

## 1. Questions I have selected for improvement are:

- A. Increase my rating on question  to a new target rating of
- B. Increase my rating on question  to a new target rating of

## 2. Actions I will take are:

- A. Meet with my Manager to review the Questions and New Rating Values I have selected;
- B. Meet privately with individuals who report to me and interview them for clarification and suggestions regarding improving the selected Questions;
- C. Other Improvement Actions I will be taking to achieve my New Rating Values are:



# S<sup>3</sup>® Level One: Employee's Assessment

Leader being rated:  Survey Date:  Time Period:

Unit:  Division:  Company:

Summary Type

Instructions: To assist the above-named leader with continued development as a leader, please rate each of the 22 satisfaction questions that follow using the rating scale below. Remember, you are rating this person on their leadership style in supervising you regarding these Questions and Dimensions. For each question, in the column to the right of that question mark:

- |  |  |
|--|--|
| "7" if you are Completely Satisfied              | "3" if you are Slightly Dissatisfied   |
| "6" if you are Satisfied                         | "2" if you are Dissatisfied            |
| "5" if you are Slightly Satisfied                | "1" if you are Completely Dissatisfied |
| "4" if you are Neither Satisfied or Dissatisfied | "N" if the Question Does Not Apply     |

Please return as requested.

## HOW SATISFIED ARE YOU...?

**Ratings  
Column**

### A. COMMUNICATION DIMENSION

- |  |                                  |
|--|----------------------------------|
| 1. ...That you are free to discuss your job with this leader.....  | <input type="text" value="5.0"/> |
| 2. ...With the frequency this leader asks you for your ideas and suggestions on solving job problems.....            | <input type="text" value="5.0"/> |
| 3. ...That you can privately, but candidly, question this leader's suggestions, requirements and communications..... | <input type="text" value="5.0"/> |
| 4. ...That you can contact this leader when necessary.....   | <input type="text" value="5.0"/> |

### B. CONFIDENCE DIMENSION

- |   |                                  |
|---|----------------------------------|
| 5. ...With the frequency this leader uses your ideas and suggestions..... | <input type="text" value="5.0"/> |
| 6. ...That this leader has confidence in you and your decisions.....      | <input type="text" value="5.0"/> |
| 7. ...That this leader supports your decisions.....                       | <input type="text" value="5.0"/> |

### C. JOB KNOWLEDGE DIMENSION

- |  |                                  |
|--|----------------------------------|
| 8. ...That this leader knows or can help develop the solutions to most of your job or task problems..... | <input type="text" value="5.0"/> |
|--|----------------------------------|

### D. HELPFULNESS DIMENSION

- |  |                                  |
|--|----------------------------------|
| 9. ...That this leader provides sufficient assistance, equipment, training, and resources to assure your successful performance..... | <input type="text" value="5.0"/> |
| 10. ...That this leader responds to your requests quickly.....   | <input type="text" value="5.0"/> |
| 11. ...With the frequency this leader offers you assistance or help.....   | <input type="text" value="5.0"/> |

### E. PLEASANTNESS DIMENSION

- |  |                                  |
|--|----------------------------------|
| 12. ...With the frequency this leader compliments you on your job performance..... | <input type="text" value="5.0"/> |
| 13. ...With the pleasantness of this leader.....                                   | <input type="text" value="5.0"/> |
| 14. ...That the other staff of this leader are pleasant.....                       | <input type="text" value="5.0"/> |

### F. INFORMATIVENESS DIMENSION

- |  |                                  |
|--|----------------------------------|
| 15. ...That this leader provides the information needed to improve your job performance.....   | <input type="text" value="5.0"/> |
| 16. ...That the performance information provided by this leader is used to help you rather than used punitively.....                 | <input type="text" value="5.0"/> |
| 17. ...That this leader helps you understand the purpose of your job and work tasks as they relate to the organizations mission..... | <input type="text" value="5.0"/> |

### G. USE OF AUTHORITY DIMENSION

- |  |                                  |
|--|----------------------------------|
| 18. ...That this leader allows you sufficient independence in making decisions.....                  | <input type="text" value="5.0"/> |
| 19. ...That after considering other points of view this leader makes firm and lasting decisions..... | <input type="text" value="5.0"/> |

### H. SENSITIVITY DIMENSION

- |   |                                  |
|---|----------------------------------|
| 20. ...That this leader is sensitive to diversity and differences among people..... | <input type="text" value="5.0"/> |
| 21. ...That this leader is family sensitive.....                                    | <input type="text" value="5.0"/> |

### I. HAPPINESS DIMENSION

- |  |                                  |
|--|----------------------------------|
| 22. ...That you are happy working in this leader's unit..... | <input type="text" value="5.0"/> |
|--|----------------------------------|

# S<sup>3</sup>® Level Two: Self Assessment

Leader being rated:  Survey Date:  Time Period:

Unit:  Division:  Company:

Summary Type

Instructions: To assist yourself with continued development as a leader, please rate each of the 22 satisfaction questions that follow using the rating scale below. Remember, you are rating yourself on your leadership style in supervising regarding these Questions and Dimensions. For each question, in the column to the right of that question mark:

- |  |  |
|--|--|
| "7" if you are Completely Satisfied              | "3" if you are Slightly Dissatisfied   |
| "6" if you are Satisfied                         | "2" if you are Dissatisfied            |
| "5" if you are Slightly Satisfied                | "1" if you are Completely Dissatisfied |
| "4" if you are Neither Satisfied or Dissatisfied | "N" if the Question Does Not Apply     |

Please return as requested.

## HOW SATISFIED ARE YOU...?

Ratings  
Column

### A. COMMUNICATION DIMENSION

- |  |                                  |
|--|----------------------------------|
| 1. ...That your staff are free to discuss their job with you.....  | <input type="text" value="6.0"/> |
| 2. ...With the frequency you ask your staff for their ideas and suggestions on solving job problems.....           | <input type="text" value="6.0"/> |
| 3. ...That your staff can privately, but candidly, question your suggestions, requirements and communications..... | <input type="text" value="6.0"/> |
| 4. ...That your staff can contact you when necessary.....  | <input type="text" value="6.0"/> |

### B. CONFIDENCE DIMENSION

- |  |                                  |
|--|----------------------------------|
| 5. ...With the frequency you use your staff's ideas and suggestions..... | <input type="text" value="6.0"/> |
| 6. ...That you have confidence in your staff and their decisions.....    | <input type="text" value="6.0"/> |
| 7. ...That you support your staff's decisions.....                       | <input type="text" value="6.0"/> |

### C. JOB KNOWLEDGE DIMENSION

- |   |                                  |
|---|----------------------------------|
| 8. ...That you know or can help your staff develop the solutions to most of their job or task problems..... | <input type="text" value="6.0"/> |
|---|----------------------------------|

### D. HELPFULNESS DIMENSION

- |   |                                  |
|---|----------------------------------|
| 9. ...That you provide sufficient assistance, equipment, training, and resources to assure your staff's successful performance..... | <input type="text" value="6.0"/> |
| 10. ...That you respond to your staff's requests quickly.....   | <input type="text" value="6.0"/> |
| 11. ...With the frequency you offer your staff assistance or help.....  | <input type="text" value="6.0"/> |

### E. PLEASANTNESS DIMENSION

- |   |                                  |
|---|----------------------------------|
| 12. ...With the frequency you compliment your staff on their job performance..... | <input type="text" value="6.0"/> |
| 13. ...That you are pleasant.....   | <input type="text" value="6.0"/> |
| 14. ...That the other staff in the unit supervised by you are pleasant.....       | <input type="text" value="6.0"/> |

### F. INFORMATIVENESS DIMENSION

- |  |                                  |
|--|----------------------------------|
| 15. ...That you provide the information your staff needs to improve their job performance.....                                       | <input type="text" value="6.0"/> |
| 16. ...That the performance information provided by you is used to help your staff rather than used punitively.....                  | <input type="text" value="6.0"/> |
| 17. ...That you help your staff understand the purpose of their job and work tasks as they relate to the organization's mission..... | <input type="text" value="6.0"/> |

### G. USE OF AUTHORITY DIMENSION

- |  |                                  |
|--|----------------------------------|
| 18. ...That you allow your staff sufficient independence in making decisions.....            | <input type="text" value="6.0"/> |
| 19. ...That after considering other points of view, you make firm and lasting decisions..... | <input type="text" value="6.0"/> |

### H. SENSITIVITY DIMENSION

- |   |                                  |
|---|----------------------------------|
| 20. ...That you are sensitive to diversity and difference among people..... | <input type="text" value="6.0"/> |
| 21. ...That you are family sensitive.....                                   | <input type="text" value="6.0"/> |

### I. HAPPINESS DIMENSION

- |  |                                  |
|--|----------------------------------|
| 22. ...That your staff are happy working in your unit..... | <input type="text" value="6.0"/> |
|--|----------------------------------|

# S<sup>3</sup>® Level Three: Manager's Assessment

Leader being rated:  Survey Date:  Time Period:

Unit:  Division:  Company:

Summary Type

Instructions: To assist the above-named leader with continued development as a leader, please rate each of the 22 satisfaction questions that follow using the rating scale below. Remember, you are rating this person on their leadership style in supervising their team regarding these Questions and Dimensions. For each question, in the column to the right of that question mark:

- |  |  |
|--|--|
| "7" if you are Completely Satisfied              | "3" if you are Slightly Dissatisfied   |
| "6" if you are Satisfied                         | "2" if you are Dissatisfied            |
| "5" if you are Slightly Satisfied                | "1" if you are Completely Dissatisfied |
| "4" if you are Neither Satisfied or Dissatisfied | "N" if the Question Does Not Apply     |

Please return as requested.

## HOW SATISFIED ARE YOU...?

Ratings  
Column

### A. COMMUNICATION DIMENSION

- |   |                                  |
|---|----------------------------------|
| 1. ...That the staff of this leader are free to discuss their jobs with their leader.....   | <input type="text" value="7.0"/> |
| 2. ...With the frequency this leader asks his/her staff for their ideas and suggestions on solving job problems.....                        | <input type="text" value="7.0"/> |
| 3. ...That the staff of this leader can privately, but candidly, question their leader's suggestions, requirements, and communications..... | <input type="text" value="7.0"/> |
| 4. ...That the staff can contact their leader when necessary.....   | <input type="text" value="7.0"/> |

### B. CONFIDENCE DIMENSION

- |  |                                  |
|--|----------------------------------|
| 5. ...With the frequency this leader uses staff's ideas and suggestions..... | <input type="text" value="7.0"/> |
| 6. ...That this leader has confidence in staff and their decisions.....      | <input type="text" value="7.0"/> |
| 7. ...That this leader supports staff decisions.....                         | <input type="text" value="7.0"/> |

### C. JOB KNOWLEDGE DIMENSION

- |   |                                  |
|---|----------------------------------|
| 8. ...That this leader knows or can help develop the solutions to most of staff job or task problems..... | <input type="text" value="7.0"/> |
|---|----------------------------------|

### D. HELPFULNESS DIMENSION

- |   |                                  |
|---|----------------------------------|
| 9. ...That this leader provides sufficient assistance, equipment, training, and resources to assure staff successful performance..... | <input type="text" value="7.0"/> |
| 10. ...That this leader responds to staff requests quickly.....   | <input type="text" value="7.0"/> |
| 11. ...With the frequency this leader offers assistance or help to their staff.....   | <input type="text" value="7.0"/> |

### E. PLEASANTNESS DIMENSION

- |   |                                  |
|---|----------------------------------|
| 12. ...With the frequency this leader compliments their staff on job performance..... | <input type="text" value="7.0"/> |
| 13. ...That this leader is pleasant.....  | <input type="text" value="7.0"/> |
| 14. ...That the staff of this leader are pleasant.....                                | <input type="text" value="7.0"/> |

### F. INFORMATIVENESS DIMENSION

- |   |                                  |
|---|----------------------------------|
| 15. ...That this leader provides the information staff need to improve their job performance.....   | <input type="text" value="7.0"/> |
| 16. ...That the performance information provided by this leader is used to help staff rather than used punitively.....                    | <input type="text" value="7.0"/> |
| 17. ...That this leader helps staff understand the purpose of their jobs and work tasks as they relate to the organization's mission..... | <input type="text" value="7.0"/> |

### G. USE OF AUTHORITY DIMENSION

- |  |                                  |
|--|----------------------------------|
| 18. ...That this leader allows staff sufficient independence in making decisions.....                | <input type="text" value="7.0"/> |
| 19. ...That after considering other points of view this leader makes firm and lasting decisions..... | <input type="text" value="7.0"/> |

### H. SENSITIVITY DIMENSION

- |   |                                  |
|---|----------------------------------|
| 20. ...That this leader is sensitive to diversity and differences among people..... | <input type="text" value="7.0"/> |
| 21. ...That this leader is family sensitive.....                                    | <input type="text" value="7.0"/> |

### I. HAPPINESS DIMENSION

- |  |                                  |
|--|----------------------------------|
| 22. ...That this leader's staff are happy working in her/his unit..... | <input type="text" value="7.0"/> |
|--|----------------------------------|



*Steps  
to  
Quality*

