

The Annie E. Casey Foundation
Children and Family Fellowship

360^o LEADERSHIP SURVEY

This 360^o Leadership Survey was developed by the Annie E. Casey Foundation to determine the leadership skills of its Fellows. The information collected has been used to provide valuable baseline data on the leadership skills and challenges of Casey Fellows. The data helps them make the most of their Fellowship year.

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Casey Fellow: _____

I am (check one):

- the Casey Fellow.
- the person to whom the Fellow reports (the Fellow’s boss).
- an internal peer of the Fellow (someone who works, or who has worked, with the Fellow in the same organization).
- an external colleague of the Fellow.
- staff of the Fellow.

Considering the Fellow, please circle your responses to the following questions using the following seven-point scale. For questions you are unable to answer, please circle “DK.”

1	2	3	4	5	6	7	DK
Rarely, to a limited extent			Moderately		Very often, always		Don’t Know

1.	Is effective in communicating with multiple audiences.							
	1	2	3	4	5	6	7	DK

Please answer the next five questions with regard to the following statement:

The Fellow is comfortable and effective in working across differences in:

2.	Gender.							
	1	2	3	4	5	6	7	DK

3.	Race.							
	1	2	3	4	5	6	7	DK

4.	Class.							
	1	2	3	4	5	6	7	DK
5.	Ethnicity.							
	1	2	3	4	5	6	7	DK
6.	Age (<i>much younger</i>).							
	1	2	3	4	5	6	7	DK
7.	Age (<i>much older</i>).							
	1	2	3	4	5	6	7	DK
8.	Listens carefully to the views of others.							
	1	2	3	4	5	6	7	DK
9.	Able to find and/or invent common ground when working through differences.							
	1	2	3	4	5	6	7	DK
10.	Knowledgeable about substantive areas relevant to family and children's services.							
	1	2	3	4	5	6	7	DK
11.	Actively solicits information on how he or she is experienced in particular decisions or actions.							
	1	2	3	4	5	6	7	DK
12.	Seems to have a sense of own personal strengths and weaknesses.							
	1	2	3	4	5	6	7	DK
13.	Has an eye for talent when hiring or composing task groups or coalitions.							
	1	2	3	4	5	6	7	DK

14.	Connects actions up to larger goals and purposes.							
	1	2	3	4	5	6	7	DK
15.	Able to give honest feedback in a hearable way.							
	1	2	3	4	5	6	7	DK
16.	Speaks honestly to people in positions of greater power and authority.							
	1	2	3	4	5	6	7	DK
17.	Manages and/or influences people over whom he or she does not have direct control in effective ways.							
	1	2	3	4	5	6	7	DK
18.	Skilled in “managing the boss.”							
	1	2	3	4	5	6	7	DK
19.	In tapping expertise or consultants, uses them in effective and appropriate ways.							
	1	2	3	4	5	6	7	DK
20.	Honest about what he or she knows and what he or she does not know.							
	1	2	3	4	5	6	7	DK
21.	Able to master new technical areas with relative speed.							
	1	2	3	4	5	6	7	DK
22.	Not afraid of moving into new substantive areas.							
	1	2	3	4	5	6	7	DK

23.	Able to frame complex problems in ways that enable others to work on the relevant issues more competently.							
	1	2	3	4	5	6	7	DK
24.	Connects quickly and effectively when joining a new situation or organization.							
	1	2	3	4	5	6	7	DK
25.	Juggles multiple priorities and issues thoughtfully.							
	1	2	3	4	5	6	7	DK
26.	Does not talk about absent parties in ways that are inappropriate.							
	1	2	3	4	5	6	7	DK
27.	Confronts difficult interpersonal issues head on.							
	1	2	3	4	5	6	7	DK
28.	Is fully present in a conversation or meeting.							
	1	2	3	4	5	6	7	DK
29.	Takes appropriate personal risks – in job, career, etc.							
	1	2	3	4	5	6	7	DK
30.	Is open to feedback about differences between how he or she actually behaves (“walks”) and the theories that he or she advocates (“talks”).							
	1	2	3	4	5	6	7	DK
31.	Balances professional and personal life.							
	1	2	3	4	5	6	7	DK

32.	Runs effective meetings.							
	1	2	3	4	5	6	7	DK
33.	Is appropriately active as a follower when others are in the lead.							
	1	2	3	4	5	6	7	DK
34.	Knows when to compromise or quit.							
	1	2	3	4	5	6	7	DK
35.	Works well with volunteers and board members.							
	1	2	3	4	5	6	7	DK
36.	Links political thinking (who are the key stakeholders and what are their interests) with substantive aspects of a policy or problem.							
	1	2	3	4	5	6	7	DK
37.	Delegates appropriately to others.							
	1	2	3	4	5	6	7	DK
38.	Has a keen sense of which levers to use to bring about desired changes.							
	1	2	3	4	5	6	7	DK
39.	Creative, able to see things in fresh ways, and to make novel connections.							
	1	2	3	4	5	6	7	DK
40.	Able to combine a long-term view with short-term imperatives.							
	1	2	3	4	5	6	7	DK
41.	Skilled in teasing information out of data.							
	1	2	3	4	5	6	7	DK

42.	Passionate about quality.							
	1	2	3	4	5	6	7	DK
43.	Thinks about the overall design of service systems.							
	1	2	3	4	5	6	7	DK
44.	Sees policy implications of budgets.							
	1	2	3	4	5	6	7	DK
45.	Focused on the customers/stakeholders when managing change.							
	1	2	3	4	5	6	7	DK
46.	Comfortable working with print media.							
	1	2	3	4	5	6	7	DK
47.	Comfortable working with radio media.							
	1	2	3	4	5	6	7	DK
48.	Comfortable working with television media.							
	1	2	3	4	5	6	7	DK
49.	Able to fire people when required.							
	1	2	3	4	5	6	7	DK
50.	Skilled in working with and/or managing bureaucracy or civil service requirements.							
	1	2	3	4	5	6	7	DK
51.	Able to conceptualize overall performance measures for a service system.							
	1	2	3	4	5	6	7	DK

52.	Has a good sense of timing, both when to act and when to wait.							
	1	2	3	4	5	6	7	DK
53.	Presents well in a hearings format – e.g. legislative, budgets, etc.							
	1	2	3	4	5	6	7	DK
54.	Copes with crises well.							
	1	2	3	4	5	6	7	DK
55.	Resilient when attacked.							
	1	2	3	4	5	6	7	DK
56.	Effective in communicating messages to large groups.							
	1	2	3	4	5	6	7	DK
57.	Able to knit together powerful coalitions in support of changes.							
	1	2	3	4	5	6	7	DK
58.	Skilled at generating and scrounging necessary resources (money, people, equipment, etc.)							
	1	2	3	4	5	6	7	DK
59.	Good at taking care of her or himself, both personally and professionally.							
	1	2	3	4	5	6	7	DK
60.	Is able to effectively work as a member of a team.							
	1	2	3	4	5	6	7	DK
61.	Takes up his or her leadership effectively and constructively in the context of a group.							
	1	2	3	4	5	6	7	DK

62.	Has a vision for what change needs to happen to improve the lives of children and families.							
	1	2	3	4	5	6	7	DK

63.	Is able to articulate his or her vision in clear ways that are accessible to broad audiences.							
	1	2	3	4	5	6	7	DK

64.	Knows how to measure his or her progress and would know if he or she is succeeding.							
	1	2	3	4	5	6	7	DK

65.	Uses technology effectively – e.g. as a communications tool (e-mail or mobile phones), to communicate ideas (presentations), to conduct research (the internet), etc.							
	1	2	3	4	5	6	7	DK

