

Measuring the Mist
Table 7 and Appendices A & B

Table 7

1. I would recommend [my leader] to others.
 2. [My leader] gives me actionable feedback that helps me improve my performance.
 3. [My leader] provides me with the autonomy I need to do my job (i.e., does not “micromanage” by getting involved in details that should be handled at other levels).
 4. [My leader] consistently shows consideration for me as a person.
 5. [My leader’s] actions show that they value the perspective I bring to the team, even if it is different from their own.
 6. [My leader] communicates clear goals for our team or organization.
 7. [My leader] makes tough decisions effectively.
 8. [My leader] keeps the team focused on our priorities, even when it’s difficult.
 9. [My leader] is an effective leader.*
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10. [My leader] has had a meaningful discussion with me about my professional development in the past six months.
 11. [My leader] has the technical expertise (e.g., coding in Tech, selling in Global Business, accounting in Finance) required to manage [our team] effectively.
 12. [My leader] assigns stretch opportunities to help me develop in my career.
 13. [My leader] regularly shares relevant information from their manager and senior leaders.
 14. [My leader] effectively collaborates across organizational boundaries.
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Note: This item is not part of Google’s survey, but I have added it here because it reflects the most common way that leader effectiveness is assessed via 360-type surveys. Items 1–9 are likely to be particularly relevant, with minor modifications, to a student sample, whereas items 10–14 are likely to be less relevant to a student sample. The latter might reasonably be excluded from the survey altogether or adapted to create a non-dependent measure, as discussed in chapter 4. For each item in the table, “My leader” could be replaced with a specific person’s name.

Appendix A Rating Forms

Rating 1: Situation

Instructions: circle a number (1, 2, or 3) to indicate your rating of the assessee's behavior along each of the three feedback dimensions (situation, behavior, and impact) as well as the demeanor dimension. The row beneath each numbered rating row gives examples of what you might observe in a person's responses that would be indicative of a rating of 1, 2, or 3.

Circle One	1	2	3	Please enter any clarifying notes in this column.
The individual delivering feedback captured the situation in which the behavior occurred.	(used vague language to refer to situation or time)	(combination of 1 and 3)	(described the location, time, and other details related to the situation in which the behavior occurred)	
Examples:	Not referencing the time, location, and context at all		Mentions specifically time, date, location, context	

Rating 2: Behavior

Circle One	1	2	3	Please enter any clarifying notes in this column.
The individual delivering feedback described behaviors in a concrete and comprehensive manner (body language, tone of voice/speaking manner, and word choice)	(used adjectives that described the person)	(combination of 1 and 3)	(described all behaviors using action verbs)	
Examples:	Use of adjectives such as, "you were great," Generalizing, Making inferences, Not naming any actions		Mentions specific behaviors, statements, or non-verbals, such as "You scowled throughout the entire meeting and gave one-word answers to all questions.	

Rating 3: Impact

Circle One	1	2	3	Please enter any clarifying notes in this column.
The individual delivering feedback explained the impact the other person's behavior had.	(described the impact of the person's behavior on a third party, ascribing the agency on the person you are delivering feedback to)	(combination of 1 and 3)	(described how he/she felt and/or what he/she did as a consequence to the behavior displayed)	
Examples:	you speak for other's emotions, you describe the person by saying "you," don't describe the impact at all		objective and observable impact. If you are describing the behavior of someone else, it is observable.	

Appendix B Rating Form

Instructions: Please indicate whether the listener engaged in each of the following by placing a checkmark in the box under the appropriate column.

The listener...	1 Did not display behavior/did it poorly	2 Displayed behavior l ess than adequately	3 Displayed behavior a dequately	Notes (feel free to make notes on the exact behavior of the listener)
Verbally identified/paraphrased the speaker's content conveyed in the message				
Verbally identified/paraphrased the speaker's emotions or feelings conveyed in the message				
Asked probing, clarifying questions				
Refrained from asserting own opinions or expressing evaluative judgment (through verbal/non-verbal cues) about what the speaker was saying				
Displayed body language that showed the listener was engaged (e.g., nodding or shaking heads, smiling appropriately)				