

Creation of a Measure

The Management Satisfaction Index (MSI)

Mary Faulkner
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Manager Satisfaction Index (MSI)

Description and Purpose

Study after study indicates that dissatisfaction with management is one of the top reasons why employees leave their jobs. Regardless of pay, benefits, job type, etc., if an employee does not feel that a manager is doing the job right, that employee will begin looking for a new job. Unfortunately, companies often only hear about this dissatisfaction during the exit interview – when it is too late to salvage the employee.

In an effort to provide companies with a tool to better recognize potential problems, the Manager Satisfaction Index measures the level of satisfaction an employee has with the way he/she is being managed. This satisfaction relies on the ability of a manager to meet their employees' needs and focuses on five general areas of management. The MSI asks a manager's direct reports to rate him/her on five sub-constructs – goal setting, empathy, communication, motivation and team health. A brief description of each follows:

- *Goal Setting:* This refers to a manager's ability to set realistic and relevant goals for his/her employees, which requires knowledge of the employees' daily tasks. Not only are the goals set, they are communicated to the employee and the manager and employee are both knowledgeable as to the goals' progress.
- *Empathy:* Empathy refers to a manager's ability to both care about his/her employees as people, as well as the ability to see things from others' points of view, including the ability to appreciate diversity.
- *Communication:* This sub-construct focuses on the manager's ability to convey information to an employee. It refers to more than just the words the manager uses. It also looks at the manager's ability to keep employees informed and whether the manager is able to put information into context for employees.
- *Motivation:* It is often stated that motivation must come from within; however, a manager has a direct affect on motivation based on the environment he/she establishes. In this sub-construct, motivation is defined as how willing an employee is to work for his/her manager and whether or not the employee cares about the impact of his/her job.
- *Team Health:* Team health refers to the ability of a team to perform to its full potential. It focuses on areas of trust, accountability, understanding of the role an employee plays, and the ability to achieve

results. This sub-construct is included in the MSI because an employee's perception of his/her team it is an indicator of how well a manager is taking care of the team as a whole.

The MSI can be used for a number of purposes:

- Company-wide analysis of general employee satisfaction with regard to management
- Departmental assessment of management satisfaction towards a specific level of management
- Personal development tool for managers to identify specific areas in which a manager might need to make improvement
- Employee turnover risk assessment (team or department only)

In each of these cases, the information derived from the MSI will allow the administrator to use the data as an indicator of employee/management relations. It should be noted that this tool is not intended to be used on its own. The MSI focuses on 5 sub-constructs of management intended to give a broad view of employee satisfaction with management. For more detailed analysis, further assessments should be administered and analyzed.

Intended Audience

The MSI was designed with the corporate environment in mind, however, any environment in which there is an employee/manager relationship that relies on the 5 sub-constructs could benefit from this tool. Teams of fewer than 5 should avoid using this assessment, as the tool may not yield a wide enough sampling of experiences to make the results meaningful. It should be noted that in cases of team or department analysis, the tool should focus on only the employee's direct manager to yield the best results.

Depending on how the results will be used, the following audiences should be considered:

- *Company-wide analysis of general employee satisfaction with regard to management:* Administered to anyone who reports to a manager or supervisor. Instructions would still indicate that employees rate only their direct manager.
- *Departmental assessment of management satisfaction towards a specific level of management:* Administered to direct reports of a specific manager or level of management (e.g., direct reports of all general managers, or direct reports of all team leads)
- *Personal development tool for managers to identify specific areas in which a manager might need to make improvement:* Administered to direct reports of one specific manager

- *Employee turnover risk assessment (team or department only)*: Administered to a small target group of employees deemed “high flight risk” by management

The only modifications required for administration of different audiences is in the instructions on how to interpret the data obtained. For example, a company-wide analysis would need to take into account the wide variety of jobs, managers, tenure, etc., when considering the results. The data obtained from one manager’s direct reports is more representative of true manager satisfaction.

Instructions for Administration

The MSI is compatible for individual and/or group administration. This assessment is currently available via paper and pencil completion, however, it would be a simple matter to set up the tool on a web site or other computer site for electronic administration.

Group administration consists of having all of the respondents in the same room, having the administrator briefly explain the purpose of the tool, why the respondents were chosen for participation, and a strong assurance that all responses will be kept confidential. For group administration, the paper/pencil version is recommended.

The tool may be handed out to respondents via email, paper distribution, mail, etc., for individual completion. Should the administrator choose individual completion, there should be a brief introductory letter explaining the purpose of the tool, why the respondents were chosen for participation, and a strong assurance that all responses will be kept confidential – the data is compiled for analysis as a group.

Regardless of the participation sample and purpose of the test, ***it is essential that the respondents trust there will be no retaliation to ensure as much honesty in test responses as possible.***

If you choose to administer the tool via individual completion, distribute the material to the test group and set a firm deadline – we recommend 1 – 2 weeks to give the respondents enough time to complete the MSI, but not so long that they forget about it. Submission of the completed MSI depends on the medium (electronic or paper/pencil), and administration sample (group or individual).

Instructions printed on the measurement given to the participants are as follows:

Directions: Read the following statements below. Rate how often your manager/ team fits the statement with each statement on a scale from 1 to 5 (1 = not at all, 5 = always). There are no wrong answers and your individual responses will remain anonymous. When you are finished, please submit according to the instructions on the cover letter.

While you need to establish a deadline for submission of the completed assessment, it is important to emphasize the fact that this is NOT a timed assessment. It is best for the respondents to take their time and consider their answers to ensure they answer truthfully.

Scoring Procedures

The MSI is both criterion-based and norm-based. This tool is designed to give an overall assessment of employees' satisfaction with their manager, as well as a snapshot of how a manager is performing in each of the tool's sub-constructs.

Following completion of the assessment, the administrator must score the assessment and communicate the results to the interested party (an individual manager, a group of manager, human resources, etc.). Scoring of the MSI is two-fold. To calculate an overall rating of manager satisfaction, total the scores for each item. The highest possible score is 125. To give a more detailed picture of management satisfaction, a sub-score within each of the five sub-constructs (maximum score = 25) can be calculated by totaling the scores for each of the following items:

Goal Setting: Items 1, 8, 15, 22, 25

Empathy: Items 2, 5, 11, 18, 20

Communication: 3, 6, 9, 13, 16

Motivation: 4, 10, 12, 21, 23

Team Health: 7, 14, 17, 19, 24

To allow a manager to understand their ratings, a holistic criterion-based scale should be used. There are two separate scales for analyzing the rating – the overall rating and the sub-construct rating.

The scoring scale for the overall rating is as follows:

125 – 100 = Extremely satisfied with management

99 – 75 = Highly satisfied with management

74 – 50 = Satisfied with management

49 – 25 = Dissatisfied with management

The scoring scale for each sub-construct is:

25 – 20 = Extremely satisfied with management

19 – 15 = Highly satisfied with management

14 – 10 = Satisfied with management

9 – 5 = Dissatisfied with management

The MSI also is considered norm-based because the assessment would be normed across a wide spectrum of employees of different ages, jobs, regions, pay scales, etc., to ensure that the scoring is consistent globally. These norms could then be used to explain the results to managers/organizations – how does management in their organization compare to the norm in their industry. Organizations may wish to norm the results within their company to use the tool to help managers understand where they rank among their peers. *[NOTE: This scoring scale is untested and should not be used until full research of the reliability and validity of this assessment has been conducted.]*

Technical Support

Reliability

In order to establish reliability for the MSI, I would use the following techniques:

- Coefficient of Stability and Equivalence: Create two parallel forms of the MSI (Form A and B). Administer Form A to Test Group, wait 2-3 weeks and then administer Form B to the same Test Group. Because the MSI is only 25 questions, split-half may be difficult to use, so it would probably be best to simply create two separate forms. This is to test the consistency of the subjects' responses to equivalent samples of content over time – in other words, are respondents answering the questions based on behaviors consistently, regardless of the form and when they take the assessment.
- Coefficient of Internal Consistency: Use Cronbach's Alpha to measure the extent to which each item is related to all the other items in the assessment. This illustrates whether or not the items are all measuring the same thing.

Validity

To establish validity for this measure, I would use the following:

- Evidence based on test content: This would be helpful in terms of looking for bias and asking experts in management analysis to verify that the sub-constructs are broad-based enough yet important enough to yield significant results. This technique is similar to content validity.
- Evidence based on internal structure: Comparison to other established job satisfaction surveys – looking for high correlation to tests basing manager satisfaction on similar constructs; low correlation on test basing manager satisfaction on other factors (e.g., salary, location, education level, etc.). This is similar to both convergent and discriminant validity.
- Evidence based on response processes: I would be interested to interview the respondents to discover why they answered how they did and compare the sub-groups of respondents to uncover possible reasons why they answer similarly, or dissimilarly.
- Evidence based on relations to other variables: This tool *could* be used as a predictive measure should there be a relationship between managerial satisfaction and productivity, turnover, goal reaching, etc. This is the weakest and least likely of the validity techniques for this measure; however, I could see how organizations would want to be able to tie the MSI to measurable business results.

Special Concerns or Issues

As with any assessment measuring satisfaction, the wording of the items is key. Wording each question in a way that ensures the most consistent interpretation without being transparent or leading is a real concern with this type of measurement. As I will discuss later on in this paper, my test respondents wanted to argue the validity of some of the questions based on one word in the item. This argument over semantics took place with a very specific group (engineers at Lockheed Martin), either an indication that engineers are just picky, or that a more widespread group would be needed to norm wording choices.

Another issue is whether or not the respondents would be completely honest. Retaliation is a serious concern in many companies – particularly ones where this measurement would have the potential to do the most good. Unless employees are 100% certain that anonymity is guaranteed, there is a chance that answers will not give a truly accurate picture of management satisfaction.

To ensure that the MSI results in management satisfaction improvement, it is essential that the results are interpreted properly. At no time should this measurement be used as a primary diagnostic tool. The MSI should be used in conjunction with a number of other assessments, such as a 360 multi-rater, business results, employee turnover, corporate culture, etc. To base any sort of development plan on only the MSI would be unfair to the manager.

Finally, I believe norming is the key to this tool's success. Management success is measured by many different things depending on the industry and the company culture. I chose these five sub-constructs because they appear to be the most universal. However, depending on who the audience is, the measurement results might be skewed by item wording, fear of retaliation, and test wiseness (e.g., certain corporate audiences are very savvy about management satisfaction surveys and can "see through" the test and try to skew the results). By properly norming the tool and refining the item wording, I would be able to identify the best intended audience of this measurement and establish an accurate scoring scale.

Research Respondents

Who are they?

The respondent pool selected for the MSI consist of engineers and support staff at Lockheed Martin. I decided on this group for a few reasons: they are all part of the same corporate culture and have a long tenure with the organization; there is enough variety in the response pool to ensure diversity of opinions; the group consists of people with a mix of experiences with management measurements – some are very assessment savvy while others have never taken one; they do not work at my organization, so there was fewer possibilities of over-analysis by co-workers; and finally, my mom works there and was willing to distribute the assessment for me (thanks, Mom!).

Method

The MSI was distributed via email to over 25 respondents with an explanation of its purpose (part of an assignment for an instructional design master's program); instructions on how to return the responses; and a reminder to complete the feedback questions following the assessment; and the option to complete the assessment via soft copy or hard copy.

Of the possible 25 responses, I received 18 replies, 12 of which were useable for feedback (e.g., they completed the feedback form). One response was not included in the data analysis because the answers were not clearly marked, however, there was feedback given. All opted to complete the MSI via soft copy.

Response Analysis

The responses I received from my group were as diverse as I expected, as the respondents did not report to the same manager. The mean was 88.4, with a median of 92 and a mode of 86, resulting in a negatively skewed distribution curve (*see Table 1, 1a*). The standard deviation, however, was quite high, 13. Scores were all over the place.

Interestingly enough, when I examined the sub-constructs, the distribution curve was more normalized with a smaller standard deviation (*see Table 2, 2a*). I am uncertain as to why the sub-constructs were less spread out – one possibility is that the possible scores were from 5 – 25 as opposed to 25 – 125.

While rankings tended to be on the higher end of the scale, it is interesting to note that the respondents were not afraid of selecting 1s and 2s. This leads me to believe that there is more honesty in their answers because they did use all 5 choices within the assessment.

Measurement Feedback

The number one conclusion I came to after reviewing the feedback from my respondents was this – never use engineers as part of your test group. Of course, this is tongue in cheek; however, I was amazed at how literally they read every single question and how unwilling they were to commit to a meaning unless they could qualify their answers. They even quibbled over the meaning of words I used in my feedback questions.

As frustrating as that could be, it was very helpful because it showed me that not all testing audiences will have the assessment savvy I am used to in the training/human resources realm. Therefore, I would be far more explicit in my instructions, explaining exactly how the measurement would be used for that group. A few respondents insisted this was not a good measurement of management satisfaction because it takes more than a survey to measure that. I completely agree with them – but they do not know that. I think I would share that with them in a real-world scenario.

Another area that I would change is in defining exactly who the respondents' manager is. Many subjects brought up the fact that they have several managers – direct manager, team lead, project manager, etc. – a reality in many corporations. To ensure clarity and focus in the measurement, I would ask the respondents to consider the manager who is the focus of the survey – if this means a project manager, then that is who they would use. For an organization-wide analysis, the respondents should focus on their direct manager (the person they report to).

I felt fairly confident in my choice of sub-constructs, with two exceptions. First, one respondent pointed out that in the technological field, an employee must feel that his/her manager is technically competent. If not, that

employee would not feel that a manager could effectively set goals, etc. This is a key component that would have to be considered should the tool be used in high tech fields. Secondly, there was some confusion as to why team questions were included. I still feel that team health is a good indicator of managerial satisfaction – if you like your team, there is a good chance your manager is doing a good job and you are happy with that performance – however, people did point these items out as not appearing to fit it. It is possible this could be addressed in the result reporting session, but it would take further testing to determine if this was the case.

There is some concern in that some people did not feel that the tool was measuring management satisfaction. I understand the disconnect, yet am unsure in how to fix it. It might be a case that the tool is misnamed. Perhaps it should be named something that focuses on management performance as opposed to satisfaction with manager in general, I am not certain.

Most respondents felt the survey was easy to use, and a few felt it was better than ones they have seen recently and made them stop and think about their manager's behaviors in a new way. Being in the training field, I am always happy when something I wrote results in a positive behavior change. Some respondents suggested putting the tool in a web-based format. I agree this would improve the measure, both in distribution and collection and data analysis. I would continue to offer a paper/pencil version as well to accommodate audiences without the necessary access or ability.

A final word on the feedback – one of my main concerns with this type of assessment is the way respondents assume the tool will be used. If it is part of one manager's development, employees may fear retaliation, or look at it as an opportunity for revenge. If the tool is used as part of an organization-wide analysis, the respondents may assume that the data does not matter anyway so they do not take the time to answer it properly. The feedback I received from my respondents seems to support this concern. There were comments focused on their own reluctance to be brutally honest about their manager's behavior, despite anonymity; and there were comments that indicated they did not believe anyone would ever be 100% honest because of the corporate reality. I found this interesting...and a little sad. Anyone creating a measure to be used in the corporate world is faced with this reluctance towards truth, which makes it that much more difficult to obtain real data that might result in a positive change in behavior.

Appendix

- Management Satisfaction Index and Feedback Form used for this paper
 - Data analysis tables
 - Actual responses from test group

Manager Satisfaction Index

Thank you for taking the time to participate in the pilot trial of a new assessment tool to measure employee satisfaction with their manager's performance. This measurement was created as part of a master degree program at CU-Denver – the data collected from this survey is used for academic purposes only and will *not* be used for any other purpose. When you have finished filling out the MSI, please take a moment to complete the feedback questions that follow. Thank you again for your help!

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| | 1= Not at all | 2 | 3= Some- times | 4 | 5= Always |
|---------------------------------------------------------------------------------|------------------|---|----------------------|---|--------------|
| 1. My manager consistently sets goals for me. | 1 | 2 | 3 | 4 | 5 |
| 2. I feel I can go to my manager with problems. | 1 | 2 | 3 | 4 | 5 |
| 3. At the end of a meeting, I understand what my manager wants me to do. | 1 | 2 | 3 | 4 | 5 |
| 4. I work hard for my manager. | 1 | 2 | 3 | 4 | 5 |
| 5. My manager is able to see things from my point of view. | 1 | 2 | 3 | 4 | 5 |
| 6. My manager checks to make sure I understand what he/she has said. | 1 | 2 | 3 | 4 | 5 |
| 7. My team has a high level of trust among team members. | 1 | 2 | 3 | 4 | 5 |
| 8. My goals are relevant to my job. | 1 | 2 | 3 | 4 | 5 |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | 3 | 4 | 5 |
| 10. I understand how my work affects the overall success of the company. | 1 | 2 | 3 | 4 | 5 |
| 11. My manager cares about me as a person. | 1 | 2 | 3 | 4 | 5 |
| 12. My manager recognizes employees for a job well done. | 1 | 2 | 3 | 4 | 5 |
| 13. I always know about projects that impact me. | 1 | 2 | 3 | 4 | 5 |
| 14. Conflict on my team is beneficial. | 1 | 2 | 3 | 4 | 5 |
| 15. My manager knows how my daily tasks contribute to our department's success. | 1 | 2 | 3 | 4 | 5 |
| 16. My manager helps me understand how corporate announcements affect me. | 1 | 2 | 3 | 4 | 5 |
| 17. People on my team take accountability for their actions. | 1 | 2 | 3 | 4 | 5 |
| 18. My manager is willing to move my deadlines with unforeseen problems emerge. | 1 | 2 | 3 | 4 | 5 |
| 19. Everyone on my team understands his/ her role. | 1 | 2 | 3 | 4 | 5 |
| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | 3 | 4 | 5 |
| 21. I care about how my job performance affects my manager's success. | 1 | 2 | 3 | 4 | 5 |
| 22. I know what my manager's expectations are for me. | 1 | 2 | 3 | 4 | 5 |
| 23. My manager encourages me to try new ways to do things. | 1 | 2 | 3 | 4 | 5 |
| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | 5 |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | 3 | 4 | 5 |

Table 1 – Response Data

| Item | Score | Score | Score | Score | Score | Score | Score | Score | Score | Score | Score |
|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 1 | 1 | 2 | 2 | 1 | 2 | 1 | 1 | 2 | 4 | 1 | 2 |
| 2 | 3 | 5 | 3 | 5 | 5 | 4 | 5 | 3 | 4 | 3 | 3 |
| 3 | 3 | 3 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 5 |
| 4 | 3 | 4 | 3 | 5 | 4 | 5 | 5 | 4 | 3 | 4 | 4 |
| 5 | 3 | 3 | 3 | 5 | 3 | 3 | 4 | 2 | 3 | 3 | 2 |
| 6 | 2 | 2 | 3 | 4 | 2 | 1 | 4 | 4 | 4 | 3 | 2 |
| 7 | 2 | 2 | 4 | 5 | 2 | 5 | 4 | 5 | 2 | 4 | 2 |
| 8 | 2 | 3 | 4 | 5 | 3 | 4 | 3 | 5 | 4 | 4 | 2 |
| 9 | 4 | 4 | 3 | 5 | 4 | 3 | 5 | 4 | 5 | 4 | 5 |
| 10 | 2 | 3 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 5 |
| 11 | 3 | 5 | 4 | 5 | 5 | 3 | 4 | 3 | 5 | 3 | 2 |
| 12 | 3 | 4 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3 |
| 13 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 1 | 3 | 2 | 3 |
| 14 | 4 | 1 | 4 | 5 | 1 | 3 | 2 | 3 | 1 | 2 | 3 |
| 15 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 1 | 2 |
| 16 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 1 | 3 | 2 | 2 |
| 17 | 3 | 3 | 4 | 5 | 3 | 5 | 5 | 5 | 4 | 2 | 2 |
| 18 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 2 | 5 |
| 19 | 3 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 3 | 2 | 2 |
| 20 | 3 | 4 | 3 | 5 | 4 | 3 | 5 | 5 | 4 | 4 | 4 |
| 21 | 4 | 4 | 2 | 5 | 4 | 5 | 4 | 5 | 4 | 3 | 4 |
| 22 | 2 | 4 | 5 | 5 | 4 | 4 | 4 | 2 | 4 | 1 | 3 |
| 23 | 2 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 2 | 3 |
| 24 | 2 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 4 |
| 25 | 3 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | 4 | 1 | 3 |
| Results | 68 | 86 | 92 | 110 | 86 | 92 | 101 | 97 | 94 | 69 | 77 |

Table 1a – Response Data Analysis

| | |
|---------------------|-------------|
| Mean | 88.36363636 |
| Standard Dev | 13.00209773 |
| Median | 92 |
| Mode | 86 |

Table 2 – Sub-construct Data

| | | | | | | | |
|----|----|----|----|----|----|----|----|
| 17 | 18 | 19 | 17 | 17 | 16 | 19 | 20 |
| 21 | 17 | 24 | 21 | 17 | 22 | 18 | 20 |
| 15 | 17 | 19 | 15 | 14 | 20 | 15 | 19 |
| 19 | 19 | 23 | 19 | 22 | 22 | 23 | 21 |
| 14 | 21 | 25 | 14 | 22 | 21 | 22 | 14 |

Table 2a – Sub-construct Data Analysis

| | Mean | Mode | Median | Std Dev |
|----------------------|-------------|------|--------|-------------|
| Goal-setting | 15.81818182 | 17 | 17 | 3.816233269 |
| Empathy | 18.72727273 | 15 | 18 | 3.036145882 |
| Communication | 16.36363636 | 15 | 15 | 2.15743956 |
| Motivation | 19.90909091 | 19 | 19 | 2.662876094 |
| Team Health | 17.54545455 | 14 | 14 | 4.590504033 |

Manager Satisfaction Index – Reponse 1

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| | 1= Not at all | 2 | 3= Some- times | 4 | 5= Always |
|---------------------------------------------------------------------------------|------------------|----------|----------------------|----------|--------------|
| 1. My manager consistently sets goals for me. | <u>1</u> | 2 | 3 | 4 | 5 |
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| 3. At the end of a meeting, I understand what my manager wants me to do. | 1 | 2 | <u>3</u> | 4 | 5 |
| 4. I work hard for my manager. | 1 | 2 | <u>3</u> | 4 | 5 |
| 5. My manager is able to see things from my point of view. | 1 | 2 | <u>3</u> | 4 | 5 |
| 6. My manager checks to make sure I understand what he/she has said. | 1 | <u>2</u> | 3 | 4 | 5 |
| 7. My team has a high level of trust among team members. | 1 | <u>2</u> | 3 | 4 | 5 |
| 8. My goals are relevant to my job. | 1 | <u>2</u> | 3 | 4 | 5 |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | 3 | <u>4</u> | 5 |
| 10. I understand how my work affects the overall success of the company. | 1 | <u>2</u> | 3 | 4 | 5 |
| 11. My manager cares about me as a person. | 1 | 2 | <u>3</u> | 4 | 5 |
| 12. My manager recognizes employees for a job well done. | 1 | 2 | <u>3</u> | 4 | 5 |
| 13. I always know about projects that impact me. | 1 | <u>2</u> | 3 | 4 | 5 |
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| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | <u>3</u> | 4 | 5 |
| 21. I care about how my job performance affects my manager's success. | 1 | 2 | 3 | <u>4</u> | 5 |
| 22. I know what my manager's expectations are for me. | 1 | <u>2</u> | 3 | 4 | 5 |
| 23. My manager encourages me to try new ways to do things. | 1 | <u>2</u> | 3 | 4 | 5 |
| 24. My team consistently achieves results. | 1 | <u>2</u> | 3 | 4 | 5 |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | <u>3</u> | 4 | 5 |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

It can help but it takes more than just a survey to determine manager performance.

2. What criteria would you say this tool uses to measure employee satisfaction?

Not sure what this is asking.

3. As an employee, what would your expectations be if you were given this survey?

To be honest and complete.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

Easy to use.

Thank you!

Manager Satisfaction Index – Response 2

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| 7. My team has a high level of trust among team members. | 1 | 2 | 3 | 4 | 5 |
| 8. My goals are relevant to my job. | 1 | 2 | 3 | 4 | 5 |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | 3 | 4 | 5 |
| 10. I understand how my work affects the overall success of the company. | 1 | 2 | 3 | 4 | 5 |
| 11. My manager cares about me as a person. | 1 | 2 | 3 | 4 | 5 |
| 12. My manager recognizes employees for a job well done. | 1 | 2 | 3 | 4 | 5 |
| 13. I always know about projects that impact me. | 1 | 2 | 3 | 4 | 5 |
| 14. Conflict on my team is beneficial. | 1 | 2 | 3 | 4 | 5 |
| 15. My manager knows how my daily tasks contribute to our department's success. | 1 | 2 | 3 | 4 | 5 |
| 16. My manager helps me understand how corporate announcements affect me. | 1 | 2 | 3 | 4 | 5 |
| 17. People on my team take accountability for their actions. | 1 | 2 | 3 | 4 | 5 |
| 18. My manager is willing to move my deadlines with unforeseen problems emerge. | 1 | 2 | 3 | 4 | 5 |
| 19. Everyone on my team understands his/ her role. | 1 | 2 | 3 | 4 | 5 |
| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | 3 | 4 | 5 |
| 21. I care about how my job performance affects my manager's success. | 1 | 2 | 3 | 4 | 5 |
| 22. I know what my manager's expectations are for me. | 1 | 2 | 3 | 4 | 5 |
| 23. My manager encourages me to try new ways to do things. | 1 | 2 | 3 | 4 | 5 |
| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | 5 |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | 3 | 4 | 5 |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

Yes, with one comment. In a technical field, an employee must also feel that his manager is technically competent.

2. What criteria would you say this tool uses to measure employee satisfaction?

My impression is that the employee's perceived quality of communication with his manager is being used as a measure of his satisfaction.

3. As an employee, what would your expectations be if you were given this survey?

My feeling, unfortunately, is that most management is not willing to accept evaluation by those beneath them. The managers highly respected by their employees value responses to the survey while those who most need help will "blow it off." A survey such as this could be quite beneficial if all understand up front that the purpose is constructive improvement.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

The survey was quite easy and straight forward. Employees are quite reluctant to evaluate management for fear of repercussions. Identities of individual responders must be concealed even if it means that the survey can only be administered in situations where a manager has many employees.

Thank you!

Manager Satisfaction Index – Response 3

Thank you for taking the time to participate in the pilot trial of a new assessment tool to measure employee satisfaction with their manager's performance. This measurement was created as part of a master degree program at CU-Denver – the data collected from this survey is used for academic purposes only and will *not* be used for any other purpose. When you have finished filling out the MSI, please take a moment to complete the feedback questions that follow. Thank you again for your help!

Directions: Read the following statements below. Rate how often your manager/team fits the statement with each statement on a scale from 1 to 5 (1 = not at all, 5 = always). There are no wrong answers and your individual responses will remain anonymous. When you are finished, please submit according to the instructions on the cover letter.

| | 1= Not at all | | 3= Some- times | | 5= Always |
|---------------------------------------------------------------------------------|------------------|---|----------------------|---|--------------|
| 1. My manager consistently sets goals for me. | 1 | 2 | 3 | 4 | 5 |
| 2. I feel I can go to my manager with problems. | 1 | 2 | 3 | 4 | 5 |
| 3. At the end of a meeting, I understand what my manager wants me to do. | 1 | 2 | 3 | 4 | 5 |
| 4. I work hard for my manager. | 1 | 2 | 3 | 4 | 5 |
| 5. My manager is able to see things from my point of view. | 1 | 2 | 3 | 4 | 5 |
| 6. My manager checks to make sure I understand what he/she has said. | 1 | 2 | 3 | 4 | 5 |
| 7. My team has a high level of trust among team members. | 1 | 2 | 3 | 4 | 5 |
| 8. My goals are relevant to my job. | 1 | 2 | 3 | 4 | 5 |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | 3 | 4 | 5 |
| 10. I understand how my work affects the overall success of the company. | 1 | 2 | 3 | 4 | 5 |
| 11. My manager cares about me as a person. | 1 | 2 | 3 | 4 | 5 |
| 12. My manager recognizes employees for a job well done. | 1 | 2 | 3 | 4 | 5 |
| 13. I always know about projects that impact me. | 1 | 2 | 3 | 4 | 5 |
| 14. Conflict on my team is beneficial. | 1 | 2 | 3 | 4 | 5 |
| 15. My manager knows how my daily tasks contribute to our department's success. | 1 | 2 | 3 | 4 | 5 |
| 16. My manager helps me understand how corporate announcements affect me. | 1 | 2 | 3 | 4 | 5 |
| 17. People on my team take accountability for their actions. | 1 | 2 | 3 | 4 | 5 |
| 18. My manager is willing to move my deadlines with unforeseen problems emerge. | 1 | 2 | 3 | 4 | 5 |
| 19. Everyone on my team understands his/ her role. | 1 | 2 | 3 | 4 | 5 |
| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | 3 | 4 | 5 |
| 21. I care about how my job performance affects my manager's success. | 1 | 2 | 3 | 4 | 5 |
| 22. I know what my manager's expectations are for me. | 1 | 2 | 3 | 4 | 5 |
| 23. My manager encourages me to try new ways to do things. | 1 | 2 | 3 | 4 | 5 |
| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | 5 |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | 3 | 4 | 5 |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

You use the term "clear", which is a relevant term. Clear as compared to what? The answer to the question has to be no because it is impossible to ask all the right questions.

2. What criteria would you say this tool uses to measure employee satisfaction?

Management style.

3. As an employee, what would your expectations be if you were given this survey?

I'm not sure I understand the question. If I were given this survey by my manager, I would expect he/she would be trying to improve his/her management style.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.?
Do you have any suggestions or improvements?

Overall my impression of the survey is that it tries to cover a broad area of management techniques with too few of questions. However, not all of the questions are about the "Manager"; for example # 8, 10 and 17, so I'm not sure what the survey is for.

More could be asked about communication style and effective communication/listening. Some managers are difficult to communicate with, which is essential in most realms of business.

Also, I have or have worked with multiple managers; obviously not all of them are the same. An explanation of what the survey is for would be helpful to clarify what type of data you are trying collect (if you can do that without biasing the reader).

Thank you!

Manager Satisfaction Index – Response 4

Thank you for taking the time to participate in the pilot trial of a new assessment tool to measure employee satisfaction with their manager's performance. This measurement was created as part of a master degree program at CU-Denver – the data collected from this survey is used for academic purposes only and will *not* be used for any other purpose. When you have finished filling out the MSI, please take a moment to complete the feedback questions that follow. Thank you again for your help!

Directions: Read the following statements below. Rate how often your manager/team fits the statement with each statement on a scale from 1 to 5 (1 = not at all, 5 = always). There are no wrong answers and your individual responses will remain anonymous. When you are finished, please submit according to the instructions on the cover letter.

| | 1= Not at all | | 3= Some- times | | 5= Always |
|---------------------------------------------------------------------------------|------------------|----------|----------------------|----------|--------------|
| 1. My manager consistently sets goals for me. | 1 | <u>2</u> | 3 | 4 | 5 |
| 2. I feel I can go to my manager with problems. | 1 | 2 | <u>3</u> | 4 | 5 |
| 3. At the end of a meeting, I understand what my manager wants me to do. | 1 | 2 | 3 | <u>4</u> | 5 |
| 4. I work hard for my manager. | 1 | 2 | <u>3</u> | 4 | 5 |
| 5. My manager is able to see things from my point of view. | 1 | 2 | <u>3</u> | 4 | 5 |
| 6. My manager checks to make sure I understand what he/she has said. | 1 | 2 | <u>3</u> | 4 | 5 |
| 7. My team has a high level of trust among team members. | 1 | 2 | 3 | <u>4</u> | 5 |
| 8. My goals are relevant to my job. | 1 | 2 | 3 | <u>4</u> | 5 |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | <u>3</u> | 4 | 5 |
| 10. I understand how my work affects the overall success of the company. | 1 | 2 | 3 | 4 | <u>5</u> |
| 11. My manager cares about me as a person. | 1 | 2 | 3 | <u>4</u> | 5 |
| 12. My manager recognizes employees for a job well done. | 1 | 2 | 3 | 4 | <u>5</u> |
| 13. I always know about projects that impact me. | 1 | 2 | <u>3</u> | 4 | 5 |
| 14. Conflict on my team is beneficial. | 1 | 2 | 3 | <u>4</u> | 5 |
| 15. My manager knows how my daily tasks contribute to our department's success. | 1 | 2 | 3 | <u>4</u> | 5 |
| 16. My manager helps me understand how corporate announcements affect me. | 1 | 2 | 3 | <u>4</u> | 5 |
| 17. People on my team take accountability for their actions. | 1 | 2 | 3 | <u>4</u> | 5 |
| 18. My manager is willing to move my deadlines with unforeseen problems emerge. | 1 | 2 | 3 | <u>4</u> | 5 |
| 19. Everyone on my team understands his/ her role. | 1 | 2 | 3 | <u>4</u> | 5 |
| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | <u>3</u> | 4 | 5 |
| 21. I care about how my job performance affects my manager's success. | 1 | <u>2</u> | 3 | 4 | 5 |
| 22. I know what my manager's expectations are for me. | 1 | 2 | 3 | 4 | <u>5</u> |
| 23. My manager encourages me to try new ways to do things. | 1 | 2 | 3 | <u>4</u> | 5 |
| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | <u>5</u> |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | <u>3</u> | 4 | 5 |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

Yes – focus is on the manager's performance in setting clear expectations and recognition of employee's contributions/

2. What criteria would you say this tool uses to measure employee satisfaction?

Not sure I understand this question. I think the tool makes an assumption that if mgrs are setting clear expectations and rewarding performance, the employee will be satisfied.

3. As an employee, what would your expectations be if you were given this survey?

I'd expect that my manager would be given feedback on his/her performance as perceived by employees

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.?
Do you have any suggestions or improvements?

Easy to use. Some of the question were about team – and those questions may or may not have direct relationship to the manager's performance. Question #4 has many possible reasons why a person works hard – I do NOT work hard “for my manager” Seemed like there were assumptions built into some of the questions about how it related to an employee's satisfaction with a manager.

Thank you!

Manager Satisfaction Index – Response 5

Thank you for taking the time to participate in the pilot trial of a new assessment tool to measure employee satisfaction with their manager's performance. This measurement was created as part of a master degree program at CU-Denver – the data collected from this survey is used for academic purposes only and will *not* be used for any other purpose. When you have finished filling out the MSI, please take a moment to complete the feedback questions that follow. Thank you again for your help!

Directions: Read the following statements below. Rate how often your manager/team fits the statement with each statement on a scale from 1 to 5 (1 = not at all, 5 = always). There are no wrong answers and your individual responses will remain anonymous. When you are finished, please submit according to the instructions on the cover letter.

| | 1= Not at all | 2 | 3= Some- times | 4 | 5= Always |
|---------------------------------------------------------------------------------|------------------|---|----------------------|---|--------------|
| 1. My manager consistently sets goals for me. | x | 2 | 3 | 4 | 5 |
| 2. I feel I can go to my manager with problems. | 1 | 2 | 3 | 4 | x |
| 3. At the end of a meeting, I understand what my manager wants me to do. | 1 | 2 | 3 | x | 5 |
| 4. I work hard for my manager. | 1 | 2 | 3 | 4 | x |
| 5. My manager is able to see things from my point of view. | 1 | 2 | 3 | 4 | x |
| 6. My manager checks to make sure I understand what he/she has said. | 1 | 2 | 3 | x | 5 |
| 7. My team has a high level of trust among team members. | 1 | 2 | 3 | 4 | x |
| 8. My goals are relevant to my job. | 1 | 2 | 3 | 4 | x |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | 3 | 4 | x |
| 10. I understand how my work affects the overall success of the company. | 1 | 2 | 3 | 4 | x |
| 11. My manager cares about me as a person. | 1 | 2 | 3 | 4 | x |
| 12. My manager recognizes employees for a job well done. | 1 | 2 | 3 | 4 | x |
| 13. I always know about projects that impact me. | 1 | 2 | x | 4 | 5 |
| 14. Conflict on my team is beneficial. | 1 | x | 3 | 4 | 5 |
| 15. My manager knows how my daily tasks contribute to our department's success. | 1 | 2 | 3 | 4 | x |
| 16. My manager helps me understand how corporate announcements affect me. | 1 | 2 | x | 4 | x |
| 17. People on my team take accountability for their actions. | 1 | 2 | 3 | x | 5 |
| 18. My manager is willing to move my deadlines with unforeseen problems emerge. | 1 | 2 | 3 | 4 | x |
| 19. Everyone on my team understands his/ her role. | 1 | 2 | 3 | x | 5 |
| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | 3 | 4 | x |
| 21. I care about how my job performance affects my manager's success. | 1 | 2 | 3 | 4 | x |
| 22. I know what my manager's expectations are for me. | 1 | 2 | 3 | 4 | x |
| 23. My manager encourages me to try new ways to do things. | 1 | 2 | 3 | 4 | x |
| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | x |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | 3 | 4 | x |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

NO. It measures the employees attitude rather than the manager's direct performance.

2. What criteria would you say this tool uses to measure employee satisfaction?

If an employee is satisfied at work and with the manager he/she is more apt to answer the questions favorable.

3. As an employee, what would your expectations be if you were given this survey?

I would shudder as my mgr does not set goals; the employees know what is expected of them and do them accordingly. This is not a production or sales situation in which goal setting is stressed.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

Easy. (Probably the most important questions are based on the personal quality of the manager.)

Thank you!

Manager Satisfaction Index – Response 6

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Directions: Read the following statements below. Rate how often your manager/team fits the statement with each statement on a scale from 1 to 5 (1 = not at all, 5 = always). There are no wrong answers and your individual responses will remain anonymous. When you are finished, please submit according to the instructions on the cover letter.

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|---------------------------------------------------------------------------------|------------------|---|----------------------|---|--------------|
| 1. My manager consistently sets goals for me. | 1 | 2 | 3 | 4 | 5 |
| 2. I feel I can go to my manager with problems. | 1 | 2 | 3 | 4 | 5 |
| 3. At the end of a meeting, I understand what my manager wants me to do. | 1 | 2 | 3 | 4 | 5 |
| 4. I work hard for my manager. | 1 | 2 | 3 | 4 | 5 |
| 5. My manager is able to see things from my point of view. | 1 | 2 | 3 | 4 | 5 |
| 6. My manager checks to make sure I understand what he/she has said. | 1 | 2 | 3 | 4 | 5 |
| 7. My team has a high level of trust among team members. | 1 | 2 | 3 | 4 | 5 |
| 8. My goals are relevant to my job. | 1 | 2 | 3 | 4 | 5 |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | 3 | 4 | 5 |
| 10. I understand how my work affects the overall success of the company. | 1 | 2 | 3 | 4 | 5 |
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| 12. My manager recognizes employees for a job well done. | 1 | 2 | 3 | 4 | 5 |
| 13. I always know about projects that impact me. | 1 | 2 | 3 | 4 | 5 |
| 14. Conflict on my team is beneficial. | 1 | 2 | 3 | 4 | 5 |
| 15. My manager knows how my daily tasks contribute to our department's success. | 1 | 2 | 3 | 4 | 5 |
| 16. My manager helps me understand how corporate announcements affect me. | 1 | 2 | 3 | 4 | 5 |
| 17. People on my team take accountability for their actions. | 1 | 2 | 3 | 4 | 5 |
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| 19. Everyone on my team understands his/ her role. | 1 | 2 | 3 | 4 | 5 |
| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | 3 | 4 | 5 |
| 21. I care about how my job performance affects my manager's success. | 1 | 2 | 3 | 4 | 5 |
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| 23. My manager encourages me to try new ways to do things. | 1 | 2 | 3 | 4 | 5 |
| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | 5 |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | 3 | 4 | 5 |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

You use the term "clear", which is a relevant term. Clear as compared to what? The answer to the question has to be no because it is impossible to ask all the right questions.

2. What criteria would you say this tool uses to measure employee satisfaction?

Management style.

3. As an employee, what would your expectations be if you were given this survey?

I'm not sure I understand the question. If I were given this survey by my manager, I would expect he/she would be trying to improve his/her management style.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.?
Do you have any suggestions or improvements?

Overall my impression of the survey is that it tries to cover a broad area of management techniques with too few of questions. However, not all of the questions are about the "Manager"; for example # 8, 10 and 17, so I'm not sure what the survey is for.

More could be asked about communication style and effective communication/listening. Some managers are difficult to communicate with, which is essential in most realms of business.

Also, I have or have worked with multiple managers; obviously not all of them are the same. An explanation of what the survey is for would be helpful to clarify what type of data you are trying collect (if you can do that without biasing the reader).

Thank you!

Manager Satisfaction Index – Response 7

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Directions: Read the following statements below. Rate how often your manager/team fits the statement with each statement on a scale from 1 to 5 (1 = not at all, 5 = always). There are no wrong answers and your individual responses will remain anonymous. When you are finished, please submit according to the instructions on the cover letter.

| | 1= Not at all | 2 | 3= Some- times | 4 | 5= Always |
|---------------------------------------------------------------------------------|------------------|---|----------------------|----------|--------------|
| 1. My manager consistently sets goals for me. | 1 | 2 | 3 | 4 | 5 |
| 2. I feel I can go to my manager with problems. | 1 | 2 | 3 | 4 | 5 |
| 3. At the end of a meeting, I understand what my manager wants me to do. | 1 | 2 | 3 | 4 | 5 |
| 4. I work hard for my manager. | 1 | 2 | 3 | 4 | 5 |
| 5. My manager is able to see things from my point of view. | 1 | 2 | 3 | 4 | 5 |
| 6. My manager checks to make sure I understand what he/she has said. | 1 | 2 | 3 | 4 | 5 |
| 7. My team has a high level of trust among team members. | 1 | 2 | 3 | 4 | 5 |
| 8. My goals are relevant to my job. | 1 | 2 | 3 | 4 | 5 |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | 3 | 4 | 5 |
| 10. I understand how my work affects the overall success of the company. | 1 | 2 | 3 | 4 | 5 |
| 11. My manager cares about me as a person. | 1 | 2 | 3 | 4 | 5 |
| 12. My manager recognizes employees for a job well done. | 1 | 2 | 3 | 4 | 5 |
| 13. I always know about projects that impact me. | 1 | 2 | 3 | 4 | 5 |
| 14. Conflict on my team is beneficial. | 1 | 2 | 3 | 4 | 5 |
| 15. My manager knows how my daily tasks contribute to our department's success. | 1 | 2 | 3 | 4 | 5 |
| 16. My manager helps me understand how corporate announcements affect me. | 1 | 2 | 3 | 4 | 5 |
| 17. People on my team take accountability for their actions. | 1 | 2 | 3 | 4 | 5 |
| 18. My manager is willing to move my deadlines with unforeseen problems emerge. | 1 | 2 | 3 | 4 | 5 |
| 19. Everyone on my team understands his/ her role. | 1 | 2 | 3 | 4 | 5 |
| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | 3 | 4 | 5 |
| 21. I care about how my job performance affects my manager's success. | 1 | 2 | 3 | 4 | 5 |
| 22. I know what my manager's expectations are for me. | 1 | 2 | 3 | 4 | 5 |
| 23. My manager encourages me to try new ways to do things. | 1 | 2 | 3 | 4 | 5 |
| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | 5 |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | 3 | 4 | 5 |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

This survey would definitely expose managers that are not leading and supporting their people in a productive manner.

2. What criteria would you say this tool uses to measure employee satisfaction?

This survey is looking at the emotional well being of an employee to measure their happiness or contentment with their immediate supervisor or company. This tool could provide insight as to how a manager could help an employee get on the right track and in turn would help them to be higher performer. It would be a win, win, win.....employee, manager and company.

3. As an employee, what would your expectations be if you were given this survey?

You should see a poor manager be given mandatory training and have a measured improvement plan. As an employee I would expect to see a better environment to work in. If this was an anonymous survey there would probably just be more compliance training for all to take. Unfortunately the performance measurement systems in most companies today aren't used correctly so the data they portray are really invalid as to a real assessment of an employees true work habits or accomplishments.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

Easy to use. I think that is definitely better than others I've seen in the past years. Bottom line is what management actually does with this. It definitely gives them a more efficient way to collect data to make better decisions on how to improve the work environment of their employees.

Thank you!

Manager Satisfaction Index – Response 8

Thank you for taking the time to participate in the pilot trial of a new assessment tool to measure employee satisfaction with their manager's performance. This measurement was created as part of a master degree program at CU-Denver – the data collected from this survey is used for academic purposes only and will *not* be used for any other purpose. When you have finished filling out the MSI, please take a moment to complete the feedback questions that follow. Thank you again for your help!

Directions: Read the following statements below. Rate how often your manager/team fits the statement with each statement on a scale from 1 to 5 (1 = not at all, 5 = always). There are no wrong answers and your individual responses will remain anonymous. When you are finished, please submit according to the instructions on the cover letter.

| | 1= Not at all | 2 | 3= Some- times | 4 | 5= Always |
|---------------------------------------------------------------------------------|------------------|---|----------------------|---|--------------|
| 1. My manager consistently sets goals for me. | 1 | 2 | 3 | 4 | 5 |
| 2. I feel I can go to my manager with problems. | 1 | 2 | 3 | 4 | 5 |
| 3. At the end of a meeting, I understand what my manager wants me to do. | 1 | 2 | 3 | 4 | 5 |
| 4. I work hard for my manager. | 1 | 2 | 3 | 4 | 5 |
| 5. My manager is able to see things from my point of view. | 1 | 2 | 3 | 4 | 5 |
| 6. My manager checks to make sure I understand what he/she has said. | 1 | 2 | 3 | 4 | 5 |
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| 8. My goals are relevant to my job. | 1 | 2 | 3 | 4 | 5 |
| 9. My manager pays attention to me during one-on-one meetings. | 1 | 2 | 3 | 4 | 5 |
| 10. I understand how my work affects the overall success of the company. | 1 | 2 | 3 | 4 | 5 |
| 11. My manager cares about me as a person. | 1 | 2 | 3 | 4 | 5 |
| 12. My manager recognizes employees for a job well done. | 1 | 2 | 3 | 4 | 5 |
| 13. I always know about projects that impact me. | 1 | 2 | 3 | 4 | 5 |
| 14. Conflict on my team is beneficial. | 1 | 2 | 3 | 4 | 5 |
| 15. My manager knows how my daily tasks contribute to our department's success. | 1 | 2 | 3 | 4 | 5 |
| 16. My manager helps me understand how corporate announcements affect me. | 1 | 2 | 3 | 4 | 5 |
| 17. People on my team take accountability for their actions. | 1 | 2 | 3 | 4 | 5 |
| 18. My manager is willing to move my deadlines with unforeseen problems emerge. | 1 | 2 | 3 | 4 | 5 |
| 19. Everyone on my team understands his/ her role. | 1 | 2 | 3 | 4 | 5 |
| 20. My manager respects the diversity of personalities on my team. | 1 | 2 | 3 | 4 | 5 |
| 21. I care about how my job performance affects my manager's success. | 1 | 2 | 3 | 4 | 5 |
| 22. I know what my manager's expectations are for me. | 1 | 2 | 3 | 4 | 5 |
| 23. My manager encourages me to try new ways to do things. | 1 | 2 | 3 | 4 | 5 |
| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | 5 |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | 3 | 4 | 5 |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

Yes. It measures each employees view of how the manager works with his team as well as the individual team members. The results can then be compiled to let the manager know his strengths and weaknesses as seen by his subordinates.

2. What criteria would you say this tool uses to measure employee satisfaction?

The managers competence as a leader as seen by his employees.

3. As an employee, what would your expectations be if you were given this survey?

I would hope that after reviewing the results my manager would look at his management style and make changes and decide if he needed to make any changes.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

It was easy to use and made me stop and think about how I saw what the manager in may area does/doesn't do for my team and I.

Thank you!

Manager Satisfaction Index – Response 9

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Directions: Read the following statements below. Rate how often your manager/team fits the statement with each statement on a scale from 1 to 5 (1 = not at all, 5 = always). There are no wrong answers and your individual responses will remain anonymous. When you are finished, please submit according to the instructions on the cover letter.

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| 24. My team consistently achieves results. | 1 | 2 | 3 | 4 | 5 |
| 25. My manager can tell what progress I'm making on my goals. | 1 | 2 | 3 | 4 | 5 |

MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

Not 100%, but to a large degree. Maybe 85%. Some managers are micromanagers, other are not.

2. What criteria would you say this tool uses to measure employee satisfaction?

This format lends me to believe that the manager should be well rounded, well diversified and maintains an open relationship with each of his team members.

3. As an employee, what would your expectations be if you were given this survey?

I am an employee and I was given this survey. My expectations are reasonable; let me know exactly what needs to be done and the time schedule it needs to be done in. Then, unless something unexpected happens and the manager is notified, he can rest assured that it'll get done.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

It is a basic question and answer survey. Not specific in any area. #2 question is not clear to me because you ask the question with the word "criteria". To me criteria means the skills/qualifications one would needed to accomplish a task. It is not meant to measure satisfaction. #3 is unclear, reword more clearly what your need is.

Thank you!

Manager Satisfaction Index – Response 10

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MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

Yes and no. A lot depends on the personal/professional relationship.

2. What criteria would you say this tool uses to measure employee satisfaction?

Interpersonal skills.

3. As an employee, what would your expectations be if you were given this survey?

That the questioning source (i.e. boss, lead, management) would use it to better communicate.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

It was easy to use but, in some cases not specific enough.

Thank you!

Manager Satisfaction Index – Response 11

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MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

Not necessarily. A key question is missing. One, how long has the manager been over the team. Has there been sufficient time to develop a working relationship between the team and manager?

2. What criteria would you say this tool uses to measure employee satisfaction? Measurement of communication between the individual and the Manager.

3. As an employee, what would your expectations be if you were given this survey?

That upper management is interested in how well the manager is communicating to the employee and the perception of the employee of the manager.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

It appeared fairly typical of other survey types use in the corporate world. Easy to understand. Would change the format to a web based for formal use with radio buttons for ease.

Thank you!

Manager Satisfaction Index – Response 12

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MSI Tool Feedback

1. Do you feel that this measurement tool would give a clear measurement of an employee's satisfaction with their manager's performance? Why or why not?

Not necessarily. I have at least 3 different managers that direct my work so different questions made me think of different managers.

2. What criteria would you say this tool uses to measure employee satisfaction?

Would not have guessed that was the purpose.

3. As an employee, what would your expectations be if you were given this survey?

I would expect this to be used against me somehow.

4. What was your overall impression of the survey? Was it easy to use, confusing, repetitive, interesting, etc.? Do you have any suggestions or improvements?

Give boxes for expanding on reasons for answering the way I did.

Thank you!