



## Department of Veterans Affairs Servant Leadership 360 Degree Assessment

This survey tool is designed to assess the Servant Leadership behaviors of the participant within their position, as rated by their supervisors, peers, staff, and self. The questions were developed around components of the Seven Pillars Model of Servant Leadership.

The Seven Pillars and associated Sub-competencies are as follows:

**Pillar 1: Person of Character**

1. Maintains Integrity
2. Demonstrates Humility
3. Engages in Value-Driven Behavior

**Pillar 2: Puts People First**

1. Service Driven
2. Mentor Minded
3. Shows Care and Concern

**Pillar 3: Skilled Communicator**

1. Practices Empathetic Listening
2. Invites and Delivers Feedback
3. Communicates Persuasively

**Pillar 4: Compassionate Collaborator**

1. Builds Teams and Communities
2. Creates Psychological Safety
3. First Among Equals

**Pillar 5: Foresight**

1. Visionary
2. Anticipates Consequences
3. Takes Courageous, Decisive Action

**Pillar 6: Systems Thinker**

1. Comfortable with Complexity
2. Leads Change Effectively
3. Exercises Stewardship

**Pillar 7: Moral Authority**

1. Shares Power and Control
2. Creates a Culture of Accountability

### HOW TO RESPOND TO THE SURVEY:

You will be asked to indicate your level of agreement with whether the item describes the individual you are assessing. Ratings use a 5-point Likert scale ranging from 1 = "*Strongly Disagree*" to 5 = "*Strongly Agree*".

In addition, rating option of "*Not observed/Not enough information to rate*" is available as well. Select this option if you feel you have not observed this skill or behavior enough to provide an accurate rating.

## Pillar 1: Person of Character

A **Person of Character** is someone who maintains integrity, demonstrates humility, and engages in value driven behavior.

**Maintains Integrity** - Acts in a way that is consistent with what he/she says and thinks; is considered ethical, trustworthy and credible; and values maintaining his/her integrity more than profits or personal gain.

**Demonstrates Humility** - Keeps his/her talents and accomplishments in perspective, remains other-focused, acknowledges mistakes, and asks for help when needed.

**Engages in Value Driven Behavior** - Possesses clear personal core values, and uses them to guide decisions and actions.

Please indicate the extent you agree with the following statements as descriptions of the person you are rating.

Level of Agreement (1 = Strongly Disagree to 5 = Strongly Agree, Skill Not Observed)

1. Can be counted on to do what she/he says she/he will do.
2. Would not compromise ethical principles in order to achieve success.
3. Shows that he/she is more concerned about doing what is right than looking good.
4. Acts in a way that makes employees trust him/her.
5. Readily admits when he/she is wrong.
6. Is humble in his/her interactions with others.
7. Readily shares credit with others.
8. Practices behavior guided by positive values.
9. Demonstrates leadership that is driven by values that go beyond his/her self-interests.

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## Pillar 2: Puts People First

Someone who **Puts People First** is service driven, mentor minded, and shows care and concern for others.

**Service Driven** - Helps others even when he/she is not expected to; focuses on service to all stakeholders, including internal and external customers; and goes "above and beyond" to ensure others are provided the best possible service.

**Mentor Minded** - Provides opportunity and an environment for employee growth; encourages employees to assume responsibility for their own growth; and is a compassionate and wise partner in growth, while meeting others where they are.

**Shows Care and Concern** - Acts in ways that support the well-being and autonomy of employees with the intention of putting others' needs before his/her own.

Please indicate the extent you agree with the following statements as descriptions of the person you are rating.

Level of Agreement (1 = Strongly Disagree to 5 = Strongly Agree, Skill Not Observed)

1. Goes above and beyond to serve others.
2. Serves others willingly with no expectation of reward.
3. Makes serving others a priority.
4. Inspires a service-focused culture.
5. Takes an active interest in employees' own goals for development.
6. Works hard at finding ways to help others be the best they can be.
7. Takes time to connect with employees on a personal level.
8. Demonstrates the philosophy that caring about people brings out the best in them.
9. Acts in a way that shows he/she cares about employees.

### Pillar 3: Skilled Communicator

Someone who is a **Skilled Communicator** practices empathetic listening, invites and delivers feedback effectively, and communicates persuasively.

**Practices Empathetic Listening** - Is fully present with employees, which allows for a keen awareness of their thoughts, feelings and needs, and explicitly expresses to them a deep and caring understanding of their experiences.

**Invites and Delivers Feedback** - Asks for and acts upon feedback without defensiveness, and delivers difficult feedback when necessary in a way that is honest, respectful, and growth enhancing.

**Communicates Persuasively** - Guides employees to come to realizations and gain insights on their own without direct, coercive or manipulative strategies; motivates others by linking content of communication to meaningful experiences of the listener.

Please indicate the extent you agree with the following statements as descriptions of the person you are rating.

Level of Agreement (1 = Strongly Disagree to 5 = Strongly Agree, Skill Not Observed)

1. Listens attentively to others.
2. Seeks to understand employees' experience when listening to them.
3. Delivers difficult feedback in a way that helps employees grow.
4. Welcomes feedback from employees.
5. Actively seeks opportunities to express deserved recognition and praise to employees.
6. Communicates in a way that guides employees to come to new insights.
7. Communicates in a way that inspires others.
8. Connects his/her message to things that are meaningful to employees.
9. Communicates in a way that relies on influence rather than positional power.

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### Pillar 4: Compassionate Collaborator

Someone who is a **Compassionate Collaborator** builds teams and communities, creates a psychologically safe environment, and is first among equals.

**Builds Teams and Communities** - Encourages a culture of community that values mutual helping relationships, civility, and respect.

**Creates Psychological Safety** - Creates a safe environment in which honest conversations are welcomed without fear of reprisal, employees are encouraged to come up with new ways of doing things, and mistakes are not held against them.

**First Among Equals** - Promotes inclusiveness, believes employees at every level add value to the organization, and de-emphasizes hierarchy.

Please indicate the extent you agree with the following statements as descriptions of the person you are rating.

Level of Agreement (1 = Strongly Disagree to 5 = Strongly Agree, Skill Not Observed)

1. Encourages team members to help one another.
2. Creates a sense of community at work.
3. Develops an environment that supports civility.
4. Creates an environment in which employees feel safe bringing up questions or concerns.
5. Encourages employees to speak up within the group.
6. Reacts compassionately to employees' mistakes.
7. Demonstrates the belief that all employees add value to the organization.

8. Treats everyone fairly regardless of their level in the organization.
9. Creates an environment in which employees feel like they work with, not for, him/her.

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### Pillar 5: Foresight

Someone with **Foresight** is a visionary, who anticipates consequences, and takes courageous, decisive action when appropriate.

**Visionary** - Develops and shares a compelling long-term vision, which includes employee input and connects to employees' deepest values.

**Anticipates Consequences** - Demonstrates a good understanding of what is going to happen in the future based on current information, and has a high level of intuitive insight about the way the past and present connect to the future.

**Takes Courageous, Decisive Action** - Is willing to take personal risk in the face of pressure or opposition to make the right decision for the organization; considers all aspects of the situation, including history, current data, and probable impact on the future.

Please indicate the extent you agree with the following statements as descriptions of the person you are rating.

Level of Agreement (1 = Strongly Disagree to 5 = Strongly Agree, Skill Not Observed)

1. Incorporates employee input in the vision for the organization.
2. Articulates a compelling vision for the organization's future.
3. Pays attention to emerging information that might affect the organization.
4. Is skilled at anticipating the consequences of decisions.
5. Balances concern for day-to-day details with the long-term success of the organization.
6. Displays an understanding of how this organization's past and present connect to its future.
7. Does not hesitate to take decisive action when needed.
8. Takes action to shape the future rather than waiting for events to happen.
9. Takes risks to do what he/she believes is right for the organization and its employees.

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### Pillar 6: Systems Thinker

Someone who is a **Systems Thinker** is comfortable with complexity, leads change effectively, and exercises stewardship.

**Comfortable with Complexity** - Seeks to understand as deeply as possible the interconnectedness of relationships within the larger system (between people, processes, structures, belief systems), is comfortable with this complexity, and keeps this in mind when making leadership decisions.

**Leads Change Effectively** - Responds to changes faced by the organization in a flexible and effective manner, and demonstrates understanding of employees' reactions when faced with changes.

**Exercises Stewardship** - Considers the greater good when making decisions, including factors beyond the financial impact, immediate organizational goals, and the individuals directly involved, looking to the future impact on both the organization and the community.

Please indicate the extent you agree with the following statements as descriptions of the person you are rating.

Level of Agreement (1 = Strongly Disagree to 5 = Strongly Agree, Skill Not Observed)

1. Demonstrates a thorough understanding of how things are connected in our organization.
2. Considers the impact of his/her leadership decisions on the organization as a whole.

3. Effectively guides the organization through complex problems.
4. Considers employee reactions to change when leading change efforts in the organization.
5. Provides effective leadership in guiding changes in the organization.
6. Leads by example during change efforts in the organization.
7. Helps our organization contribute to the greater good.
8. Helps employees see the ways in which this organization contributes to society.
9. Has helped to make the organization a better place.

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### Pillar 7: Moral Authority

Someone who demonstrates **Moral Authority** shares power and control and creates a culture of accountability.

**Shares Power and Control** - Sees every player in the organization as an important part of the enterprise and serves them by teaching, nurturing, listening, and encouraging individuals and teams to take real responsibility at the highest possible levels.

**Creates a Culture of Accountability** - Sets clear performance standards in line with the organization's mission, and models behaviors consistent with this; employees are a part of setting, achieving, and holding each other accountable to standards of performance.

Please indicate the extent you agree with the following statements as descriptions of the person you are rating.

Level of Agreement (1 = Strongly Disagree to 5 = Strongly Agree, Skill Not Observed)

1. Demonstrates that empowering others is important to him/her as a leader.
2. Trusts employees to make decisions instead of just telling them what to do.
3. Gives employees the autonomy they need to do their jobs.
4. Ensures people are held accountable for the work they do.
5. Works with employees to set clear performance standards.
6. Models the behaviors in which employees are expected to engage.
7. Encourages employees to hold each other accountable.

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### Section II: Comments

Thinking about the individual to whom you are providing feedback, please provide comments below about the areas described above in which he/she is effective and the areas in which he/she could be more effective. Your verbatim responses will be reported to the participant. However, identifying information will not be included in the feedback (i.e., which respondent group you are a part of).

Considering the definition of a Servant Leader above, please list two or three specific, observable behaviors this person could do to be more effective in demonstrating Servant Leadership.

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Considering the definition of a Servant Leader above, please list two or three specific, observable behaviors at which this person is especially effective in demonstrating Servant Leadership.

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