

GOV360[®]

Profile for

Robert Belleman
City of East Lansing, Michigan | Online
December 02, 2024



Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA

Disclaimer

The GOV360® and the GOV360 Feedback Report® are instruments designed to provide a focus about specific communication, task/project management, and interpersonal competency strengths and development needs. They should not be used as the sole source of information concerning personnel actions, including promotion, salary review, or termination. This instrument is not designed for performance evaluation but is to be used specifically for professional development.

Introduction

This tool was developed to measure the skills that are critical to the success of state and local government employees in midlevel and executive management roles.

The *GOV360 Feedback Report*® is an instrument designed to provide a focus about specific communication, task management, and interpersonal competency strengths and development needs. It should be used as a professional development tool.

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The assessment allows you to compare your own self-ratings with those of your raters (e.g., Manager, direct reports, peers, etc.) on critical competencies measured by *GOV360*®.

This feedback report contains a detailed summary of the information you and others provided, focusing on the 23 competencies that we measured that are essential to the success of government managers.

After carefully reviewing your results, we strongly recommend that you follow up with the Carl Vinson Institute of Government for assistance in interpreting your results, coaching, and creating your professional development plan.

Keep in mind that the information in your report is intended to help you identify your strengths and developmental opportunities.

A few things to remember when reading your report:

- Thank your raters for their time and valuable feedback and ask for more information if needed.
- Resist trying to figure out who said what.
- The way your raters answer the questions represents the way they see you, which is important information, especially if you disagree.
- Recognize any negative feedback as helpful to your effectiveness and development.
- Try to see any negative feedback as helpful information for growth.
- You may want to ask your raters questions like the following:
 - What would I need to do differently to improve your perception of my performance on this competency?
 - Can you help me understand this score?

Overview of Report

Section 1: Definitions of Key Competencies

This section lists and defines the 23 competencies critical to success for government managers.

Section 2: Importance for Success in Your Job and Average Scores

Each person completing the competency assessment for you was asked to evaluate the importance of each competency for success in your job. These graphs present your evaluation of the importance of each competency and the average importance according to your boss, peers, and direct reports.

The right side of the graph provides average scores broken down by the average for all observers and your self-ratings for each of the 23 competencies.

You were rated on a 5-point scale on the extent to which you display various characteristics. The ratings are

- 1 = Not at all
- 2 = To a little extent
- 3 = To some extent
- 4 = To a great extent
- 5 = To a very great extent
- NA = Not observable or not applicable

Section 3: Self, Manager, Peers, and Direct Reports Comparison

The information in these graphs provides a breakdown of the scores by separating your competency scores into each of the rater groups: Self, Manager, Peers, and Direct Reports.

Section 4: Open-Ended Comments

Your co-workers were asked to describe your strengths and developmental opportunities in responses to open-ended questions. Their responses can be a useful supplement to the numerical scores.

Section 1: Definitions of Key Competencies

1. Appreciation of Workforce Diversity

Appreciates and utilizes diversity of thought and values. Works effectively with others from different backgrounds. Interacts in a way that is fair and consistent across individuals of different backgrounds.

2. Flexibility

Adapts behavior in the face of unexpected obstacles and when it is clear that former assumptions are no longer valid. Able to modify plans when confronted with new information.

3. Interpersonal Sensitivity

Recognizes and responds appropriately to the feelings of others. Develops constructive and cooperative working relationships. Appropriately considers the viewpoints of others when making decisions.

4. Systems Thinking

Considers implications of decisions or actions on systems, processes, individuals, and objectives of the organization as a whole. Works across organizational boundaries (i.e., works across departments) to achieve organizational goals.

5. Appropriate Use of Policies and Procedures

Has a comprehensive understanding of relevant policies and procedures. Follows policies and procedures even when they are difficult or inconvenient. Emphasizes the importance of following state and local regulations to others.

6. Customer Service

Emphasizes the importance of meeting customer needs. Promptly and professionally follows up on customer inquiries or complaints, keeping the customer informed of progress. Actively seeks ways to help customers.

7. Initiative

Takes corrective action before a problem arises rather than reacting after a problem has already occurred. Takes action without being directed. Goes above and beyond the call of duty to resolve problems.

8. Integrity

Follows through on commitments. Admits to mistakes and remains honest even when it is difficult or may result in personally unpleasant consequences. Follows relevant ethical guidelines and emphasizes the importance of behaving in an ethical fashion to others.

9. Risk Assessment

Determines the likelihood of a risk occurring and the costs and benefits associated with that risk and makes a well-thought-out decision before taking a risk. Willing to take calculated risks but does not make reckless decisions.

10. Coaching

Openly discusses areas of employee performance that need improvement. Provides specific feedback to help others improve their performance, suggests specific methods to help improve performance, and follows up on employees' efforts to improve.

11. Delegation

Provides employees with challenging assignments in order to increase their professional development. When delegating, gives clear task instructions and time lines for completion and follows up to ensure that tasks are completed effectively.

12. Managing Conflict

Addresses sensitive and difficult topics, appropriately disagrees with others, and defends perspective when challenged. Maintains composure during conflict and facilitates organizational resolution. Does not base disagreements or criticisms on personal issues.

13. Change Management

Keeps others informed of upcoming changes and clearly explains how changes will affect various processes and systems. Makes adjustments to plans to ensure the unit is equipped to deal with changes.

14. Leading Groups

Sets goals for the group and ensures that they are met by monitoring progress toward those goals. Creates a motivating atmosphere and encourages commitment to group goals. Controls the directions of the group by clearly articulating objectives and soliciting others' input.

15. Measuring Unit Performance

Sets clear objectives to define successful unit performance, identifies data to determine whether those objectives are met, and monitors progress toward unit goals.

16. Oral Communication

Clearly communicates ideas in ways that are easy to follow. Communicates with correct grammar and appropriate word usage. Uses appropriate tone, volume, and inflection when communicating.

17. Formal Authority

Establishes legitimate authority when making a request by referencing organizational policies, his or her place in the organizational hierarchy, or prior precedent.

18. Inspirational Appeals

Appeals to individuals' values and goals in order to gain commitment for a request or proposal.

19. Rational Persuasion

Uses explanations, logical arguments, and factual evidence to influence the thoughts and behaviors of others.

20. Creativity

Identifies novel approaches to more effectively achieve organizational objectives and improve processes. Monitors the innovative solutions until the end to ensure effective implementation.

21. Financial Controls

Controls spending within area of responsibility and keeps others informed of budgetary issues. Considers financial implications of decisions, works effectively under budgetary constraints, and effectively makes use of limited resources.

22. Organizing and Planning

Manages time effectively, prioritizes tasks based on importance, and approaches work in an organized fashion to ensure that projects are completed in a timely fashion. Plans for future events rather than focusing only on day-to-day activities.

23. Problem Solving

Attempts to secure relevant information before making a decision, recognizes key issues at the root of a problem, and makes appropriate decisions based on available information.

Section 2: Importance for Success in Your Job and Average Scores

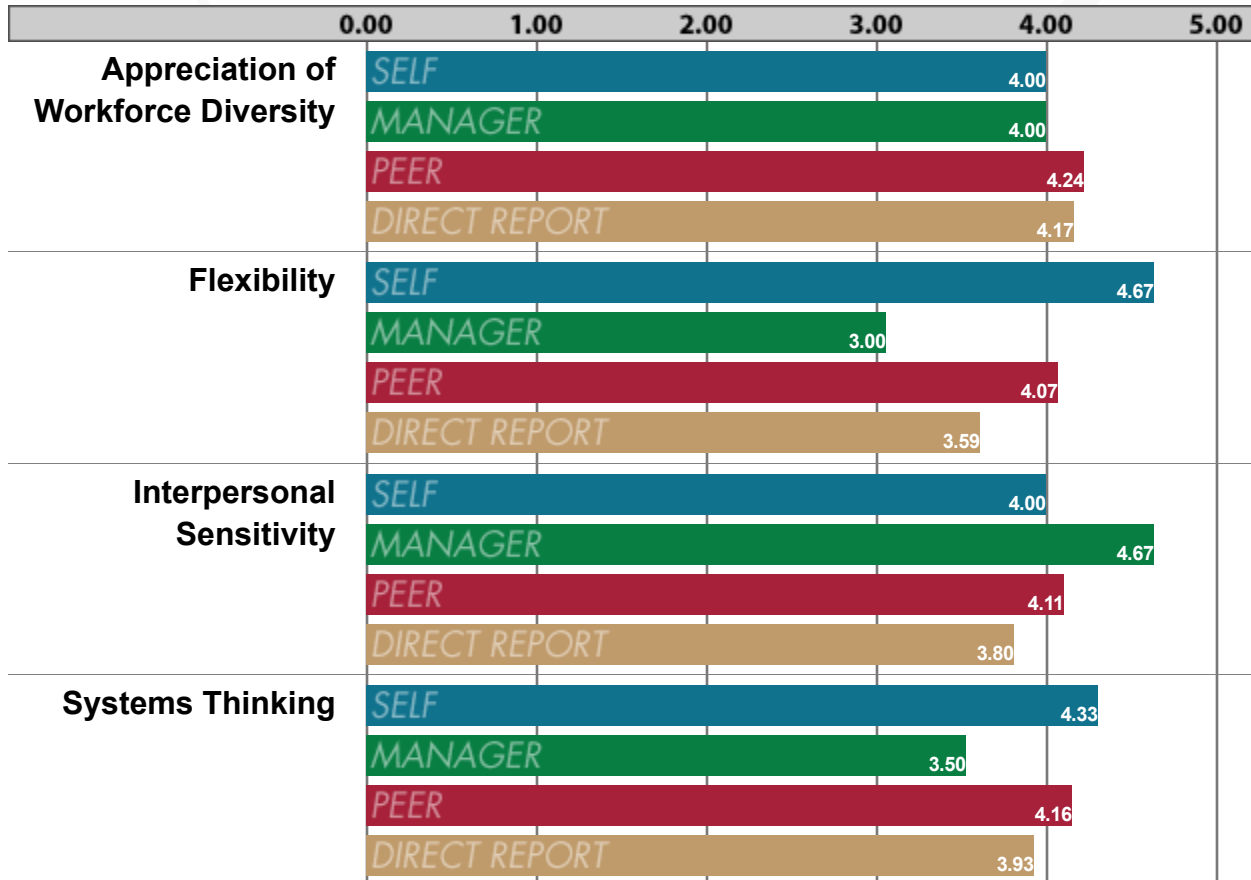
GOV360® assessment for: Robert Belleman

	Average Importance Score		Average Performance Score	
	Self	Others	Self	Others
Relationship Building	5.00	4.60	4.25	3.98
Appreciation of Workforce Diversity	5.00	4.67	4.00	4.20
Flexibility	5.00	4.67	4.67	3.74
Interpersonal Sensitivity	5.00	4.48	4.00	3.96
Systems Thinking	5.00	4.57	4.33	4.00
Governmental Citizenship Behaviors	4.80	4.63	4.50	4.08
Appropriate Use of Policies and Procedures	5.00	4.67	4.50	3.95
Customer Service	4.00	4.48	4.67	4.00
Initiative	5.00	4.43	4.67	3.87
Integrity	5.00	5.00	5.00	4.43
Risk Assessment	5.00	4.57	3.67	4.13
Manages Follower Performance	5.00	4.48	4.33	3.66
Coaching	5.00	4.33	4.33	3.58
Delegation	5.00	4.29	4.00	3.60
Managing Conflict	5.00	4.81	4.67	3.80
Manages Business Unit Performance	4.75	4.55	4.00	3.66
Change Management	5.00	4.67	4.33	3.48
Leading Groups	5.00	4.81	4.00	3.63
Measuring Unit Performance	4.00	4.05	3.67	3.53
Oral Communication	5.00	4.67	4.00	3.99
Influence	4.67	4.14	4.33	3.84
Formal Authority	4.00	3.90	4.33	4.04
Inspirational Appeals	5.00	4.10	4.33	3.56
Rational Persuasion	5.00	4.43	4.33	3.91
Conceptual and Administrative Performance	4.75	4.51	4.25	3.89
Creativity	4.00	3.81	4.00	3.71
Financial Controls	5.00	4.81	5.00	4.16
Organizing and Planning	5.00	4.55	4.00	3.75
Problem Solving	5.00	4.86	4.00	3.94

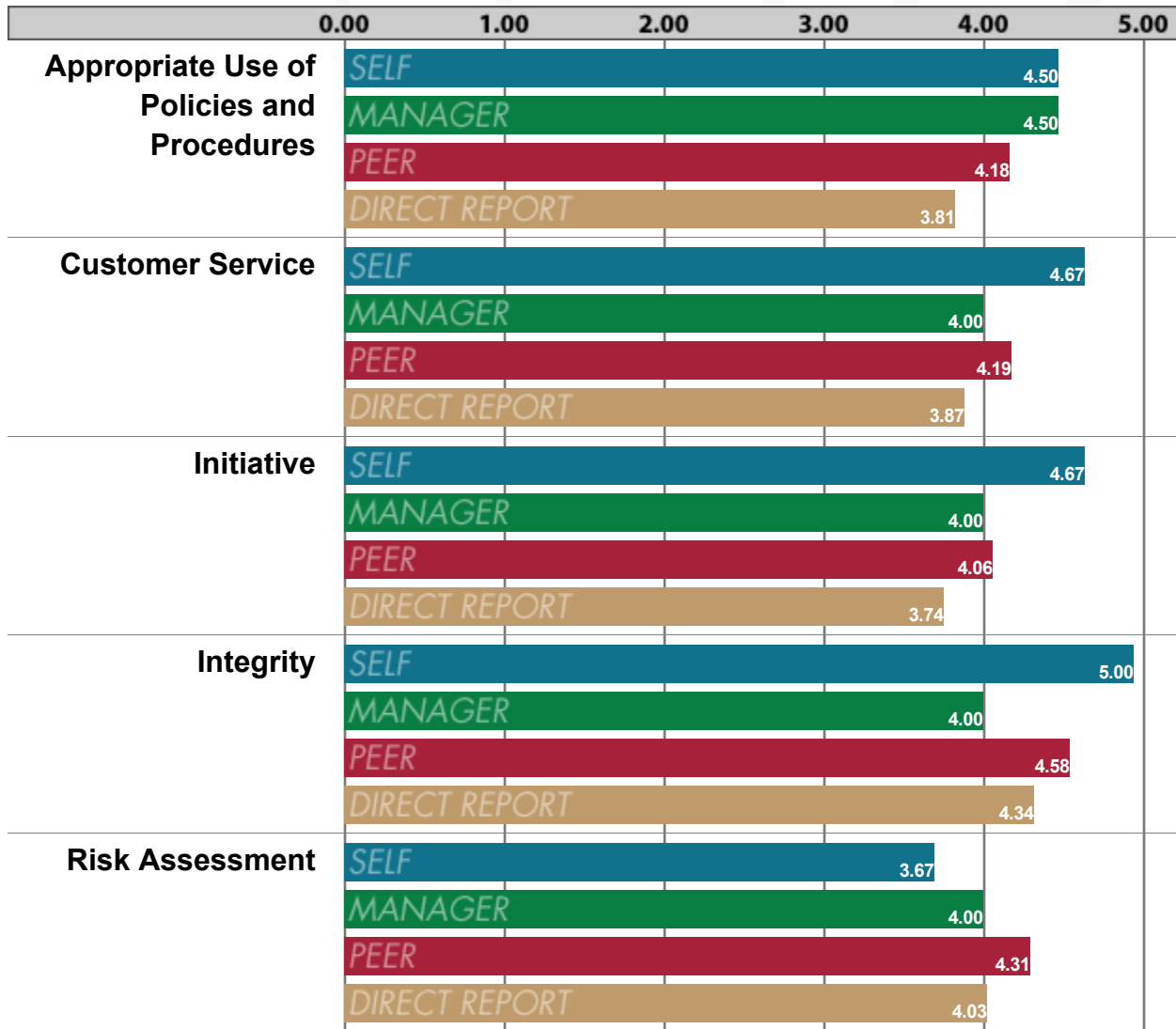
Section 3: Self, Manager, Peers, and Direct Reports Comparison

Data are based on the feedback of the subject, 1 supervisor, 8 peers, 10 direct reports.

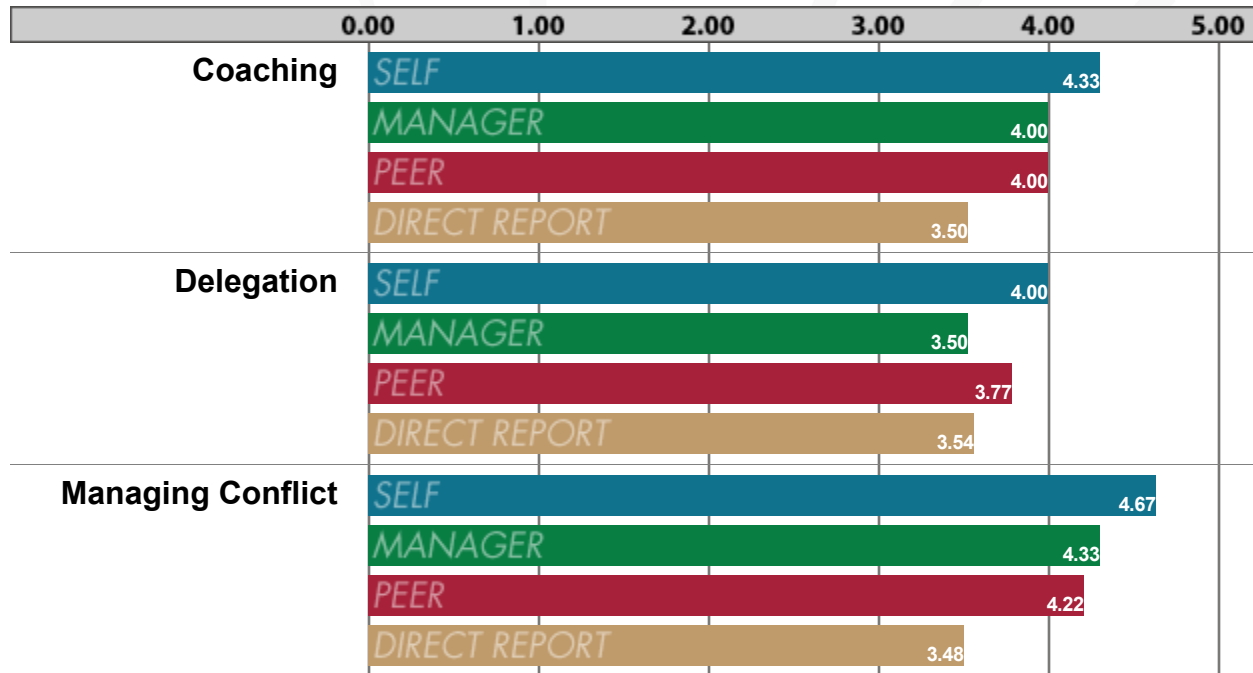
Relationship Building



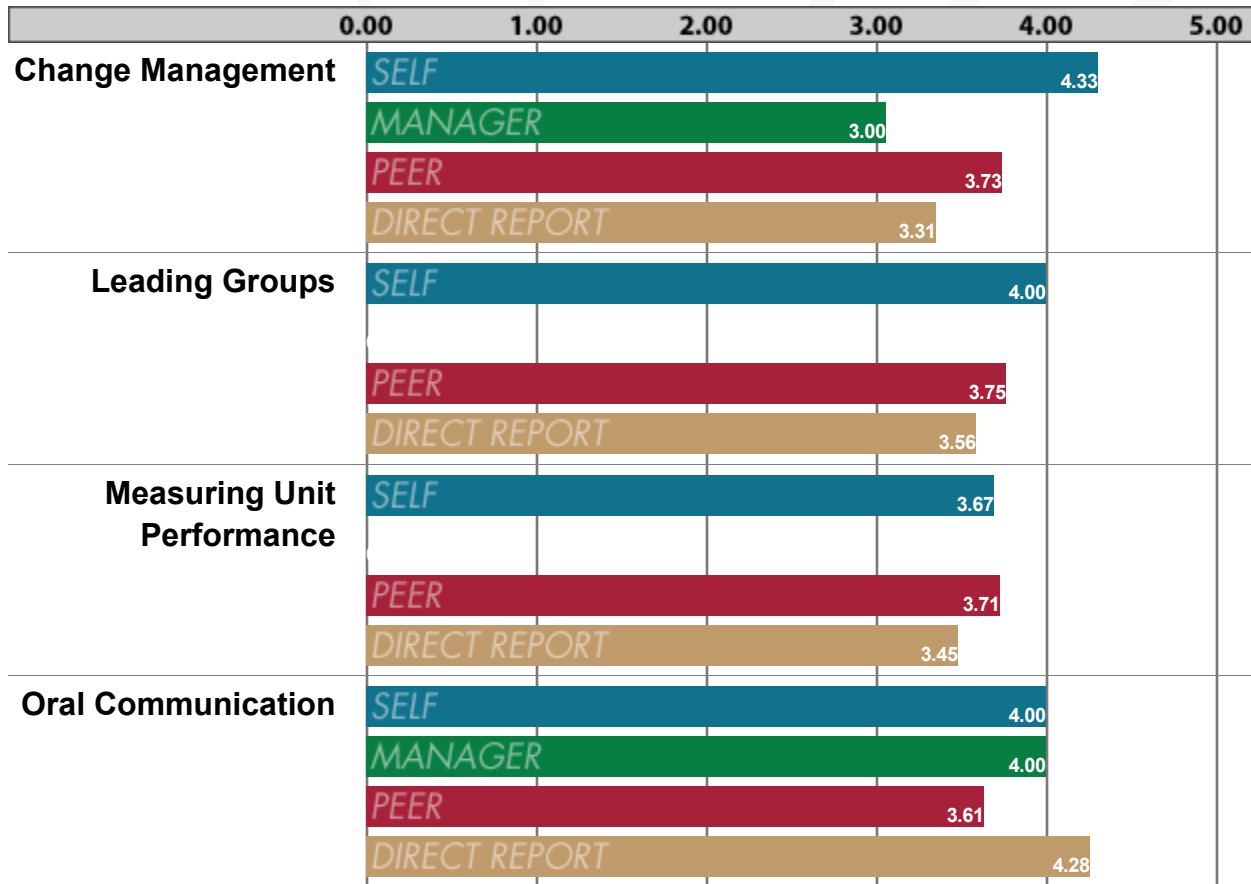
Governmental Citizenship Behaviors



Manages Follower Performance



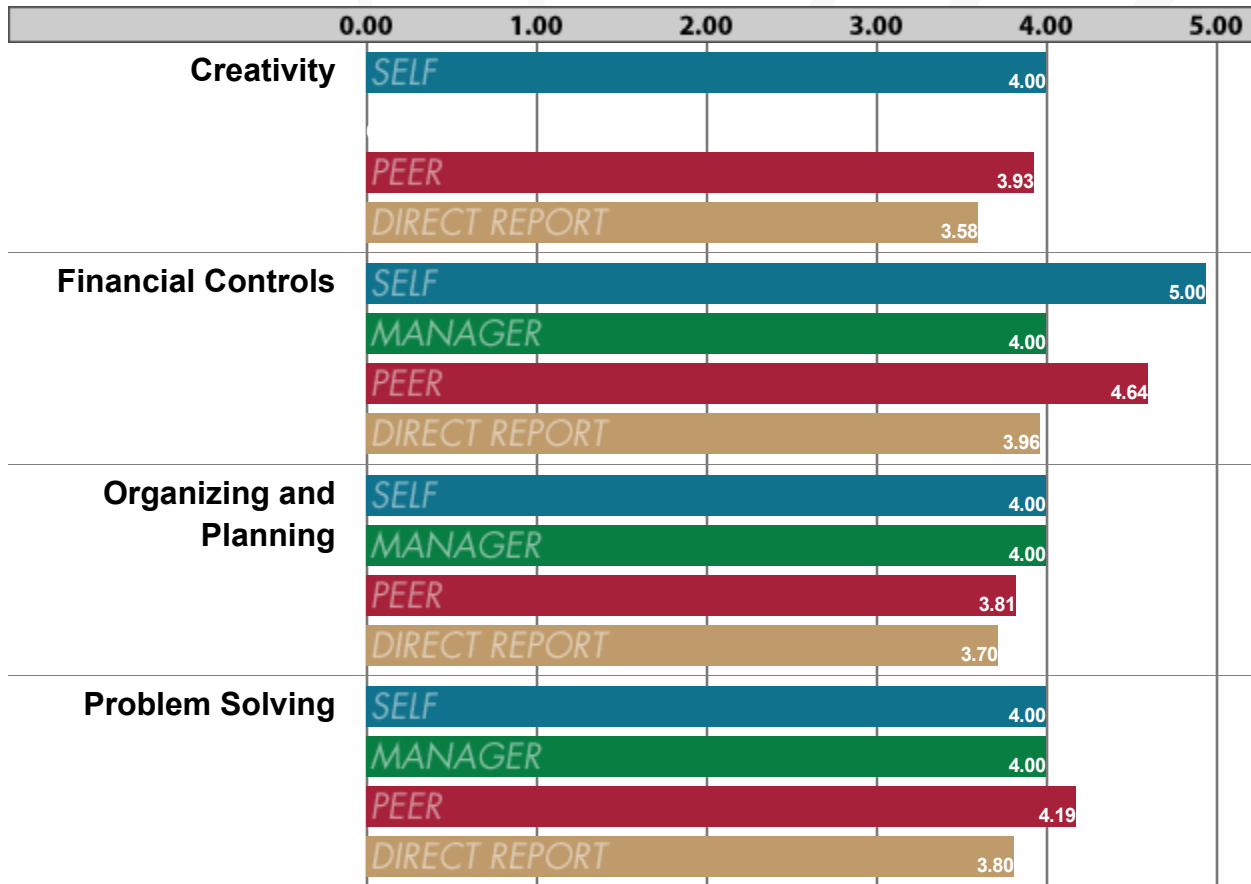
Manages Business Unit Performance



Influence



Conceptual and Administrative Performance



Section 4: Open-Ended Comments

Demonstrated Strengths

Self Responses:

- I believe my confidence is my greatest strength because it allows me to make other comfortable when engaging in conversation and delegating.

Manager Responses:

- His experience in local government, particularly as to financial matters.

Peer Responses:

- Understandably this is his first year, but nothing stands out at this time.
- The city employee turnover has stabilized; the city services are being delivered efficiently and in a strategic manner; this employee is delivering a calm and steady hand at the wheel after a few painful years of discord and chaos. I think this employee treats everyone with respect, fosters diversity, and acts in an ethical and professional manner in all situations. In my personal experience as the chair of a city committee, I have seen significant improvement in the quality of city staff in their delivery of services.
- Ability to roll with the punches and to complete assignments in as complex and often frustrating political climate. The ability to keep city staff on track so that our commission is able to function with the assignments it is given. I am impressed with overall communication and organizational skills.
- - Desire to document and review practices, policies, and procedures through open discussions.
- Efforts to provide the Steering Committee with the opportunities to provide feedback when discussing opportunities, changes, and ideas no matter the size. - Robert's knowledge and intelligence has provided the Steering Committee with a fresh, new perspective on how the City of EL operates.
- Extremely intelligent and very well spoken. Listens well and takes others opinions/concerns into consideration before formulating a response.

- Robert was able to be successful early on in a very difficult employment situation. The city of East Lansing went through much turmoil and Robert was hired into a position that many in the city thought should have been awarded to a current, long time city of East Lansing employee. The news was not a friend to Robert....yet Robert took the job and has been extremely successful in winning over the people of East Lansing by showing up, listening, working hard and making a positive difference. The city of East Lansing is better because of Robert and how he has managed in his role.
- I am not a co-worker. I am a Chairperson of one of the Commissions in the City. Mr. Belleman, and he asked all of the Chairpersons to participate in this assessment. I have only seen him twice at an event and the only contact has been an introduction. I have very limited view of his performance.

Direct Report Responses:

- Robert has an open and engaging personality that carries into his interaction with staff and the community. He has a high degree of technical knowledge related to municipal government including the courts and finance and a willingness to study and research an issue to determine the best outcome. He is willing to support staffs professional growth and development
- Robert is an excellent communicator with a lot of confidence in his experience and abilities. He clearly works hard to understand the community through its policies and to share that with employees.
- Integrity, group speaking, focus on financial implications of decisions, following policies and procedures, creating structure where needed.

- Robert has a wealth of knowledge and experience which comes through during meetings, idea workshops, or one on one discussions. Late 2023 through present 2024 was full of organizational change; personnel, leadership styles, the approach to working with the governing body, and so much more. Throughout that time Robert has kept the organization with solid bearing, focusing on the fundamentals and not shirking from challenges both internally and externally. Robert challenges the operation to think differently and approach issues as opportunities for improvement. Leading during a transformation is difficult and requires a steady and seasoned leader who is open to ideas and capable of continuously improving the organization. Robert does this well.
- Working towards the future, not stuck doing the same thing as has always been done.
- Cares about the city and its employees. Professional. Good speaker and communicator.
- Mostly attention to detail and willingness to ask questions to learn more.
- Being new to the organization allows for Robert to be able to try new ideas and get some buy in that things do not have to be done the old way. Example is human resource forms and processes. Robert is friendly and approachable.
- Robert very is confident in his abilities and in his decisions. He is very knowledgeable in many areas of local government and has a great deal of experience to draw on. Robert is a good public speaker and is very comfortable running meetings and managing groups. Robert does not shy away from difficult program and policy decisions. He looks at things with a fresh eye instead of continuing on the same path because we have always done it that way. This is very helpful and and is needed in many areas.

- He strives to connect with all employees, not just those at the director level. He values and appreciates contributions from every level, making everyone feel like an integral part of the organization, regardless of their role.

Opportunities for Growth

Self Responses:

- I believe time management is my greatest opportunity for improvement because I am constantly struggling to get all my work done.

Manager Responses:

- He only has one year in as City Manager and virtually no experience in the region. That means he has limited knowledge of the community he is serving and its history. This is not a criticism of him or the progress he has made on this issue. Any person we hired from the same location would face the same challenge. He has not yet moved into the City and when he does, his understanding of the expectations of the community will be better understood.

Peer Responses:

- Needs to be more visible in the community - out at events and greeting people. Attend commission meetings and talk with members so they get to know him and what he does. Since he had his first year and has a council and staff in place, now is the time to be out in East Lansing and visible. Attend neighborhood meetings and events in neighborhoods so he gets knowledge of what is happening with community members, not just what he is in charge of at city hall. Stay to the end of meetings, not just for part, so he can engage with community members.
- Perhaps settling some issues that council raises prior to council meetings, if possible.
- I think we are very fortunate that this individual has taken this role, it is an extremely challenging environment and there are many legacy issues to deal with. Areas of improvement - none that I can see other than committing to stay in this role long enough to cement the positive improvement we have already seen and to build upon the good work that is being done!

- I am the Chairperson of a Commission in the City, and he has made no contact with the Commission. He has been the City Manager for 14 months. I have no information on whether he has attended meetings with any of the other Commissions.
- Continuing to learn the "ins and outs" of East Lansing (the people, the culture, the work etc.). I am confident that time in his role will help Robert to adjust.
- I've not noticed anything yet.
- - Although, I feel that Robert is listening to my concerns, there are times when I need to remind him I require and answer or feedback.

Direct Report Responses:

- His ability to listen deeply and course correct or change direction after a decision is made when new facts or evidence are presented that could lead to an improved outcome. listening to gain deeper understanding of an issue.
- Nothing of significance to offer.
- Relationship development with team members. Building trust with team members. Providing clear directions and expectations.
- The greatest area for improvement is that Robert does not currently live in East Lansing.
- At times strategies are created spontaneously, leading to delegation with insufficient time to complete tasks and without apparent consideration of necessary resources. There also seems to be an expectation that all team members possess the same depth of knowledge regardless of area of focus or experience levels. When tasks are delegated, there is often a lack of clear communication regarding expectations, deadlines, and desired outcomes. Additionally, once tasks are assigned, there is frequently insufficient follow-up to ensure they are on track or that the designated leaders are getting the necessary support.

- Robert could benefit from improving his communication with staff, particularly regarding his vision, overall goals, and organizational direction. He also needs to provide regular updates on his plans and progress for filling critical vacancies. Clearer, more consistent updates would help keep the staff informed and aligned and allow this information to be shared throughout the organization. Robert's interactions with staff sometimes lack situational awareness, which can leave employees feeling vulnerable and unsupported. His direct communication style, especially when expressing dissatisfaction in front of peers, may unintentionally impact morale. Providing constructive feedback or correction privately would foster a more positive and supportive work environment. Robert appears to offer feedback after the fact rather than providing clear guidance upfront. To avoid frustration and wasted time, he could take a more proactive approach by setting clear expectations and offering guidance early on, particularly for tasks that staff are familiar with but are undertaking for the first time under his leadership and his vision and expectations are unknown. Robert could be more involved when his direct subordinates are struggling with tasks or facing challenges. These struggles often impact several areas of the organization causing frustration which can be counterproductive to moving the organization forward. Offering hands-on support and checking in regularly would help prevent wasted effort and ensure that work doesn't need to be repeated. Robert has yet to invest significant time familiarizing himself with much of the organization. Taking the time to understand all areas would help the staff feel valued and improve his ability to lead and make informed decisions.
- Being new to the organization is also weakness, there is so much to know about the organization, policy and procedures. Robert may want to take time in each department to know a little more about what they do and who all is in the department and in many cases, the many divisions within the department. Robert is approachable but sometimes will brush off a coworker's idea or concerns or at least appear to be doing so.

- Collaboration and communication. Listening and consistency with tone in communication.
- Timeliness on following up with inquiries from directors. Projects a department is working on is held up and no communication given as to progress.
- Slow down and pace projects, as to not overwhelm staff.

Group Vision

Self Responses:

- My vision for my workgroup is to rebuild trust which would allow us to be authentic and open to each other's ideas and feedback thus creating a high performing organization. My mission is to rebuild the organizational leadership team and realign our core services.

Manager Responses:

- I would not discuss this with others. I am unable to identify a particular vision that he has. The City had certain deficits when he arrived and the only vision was to replace the workforce that had departed, get to know those who remained and restore the public confidence in City Government. That is a City Manager and City Council group effort and he is doing a good job of accomplishing it.

Peer Responses:

- not applicable
- I'm not quite clear on this question - it's asking me to describe someone else's vision - so I will not respond.
- I am not on city staff, but i think that staff does have a clear focus and ability to pursue city objectives.
- Although I have never heard Robert express his vision to the Steering Committee, I have picked up components of how he would like the group to operate for the good of the city. My understanding of the vision is that he would like more honest, trust-filled dialog between the Steering Committee team.
- To help make the City's downtown as successful as possible.
- Showing up, being positive, listening, spending quality time and addressing needs in a prompt manner.
- This Commission has had no contact with him, so I am unable to provide an answer to this. I have no information on whether the Department Director shares any information with him about the work we do or information about how he sees and understands our role.

Direct Report Responses:

- Robert wants a collaborative group with a high level of trust and professionalism and knowledge.
- I believe that his vision is to make East Lansing a model for other communities - a case study in how excellently a city can be run.
- Making it so the leadership team is working collaboratively.
- To bring the organization into alignment with the governing framework set forth by Council and the citizenry of the City of East Lansing. To do so by focusing on transparency, operational execution and modernization, ethical standards and the diversity of people and of ideas.
- To move forward with new ideas and processes. To make sure policies and procedures are in place and documented.
- Looks to bring things up to date. COEL has been doing things the same way and never looked to update. Bring in staffing to meet the demands of the department.
- I'm not sure that I can describe the vision. We have been provided a list of expectations such as Be Professional and Be Respectful. It isn't clear that expectations apply to all. There has been emphasis placed on work-life balance and that staff should strive for that balance, but we are not fully staffed.
- I am not totally sure what Robert's vision is for the work group, which I would assume is the Steering team. I suspect he would like to develop a cohesive team to carry out the mission and vision of the organization, which presently is challenging. I have the impression that he has a vision of leading a team that creates new initiatives that are specific to the strategic priorities of the City Council that we currently serve, while being fiscally responsible and finding new sources of revenue.

- Robert desires to have a leadership team where there is trust and an open, honest dialog. He expects his leadership team to work together toward a common goal of providing the residents and business owners with a government that is responsive and provides outstanding service in an efficient and responsible manner.
- the vision is for each department to find ways to improve processes, enhance collaboration, and drive innovation while prioritizing the satisfaction of both employees and residents.

Additional Comments

Self Responses:

Manager Responses:

- Because Robert came in with no experience with EL staff and a recently negative experience at his prior position, he had some hurdles that other candidates may not have had. Some skepticism regarding him was expected, including from me. However, I have found him to be a good partner in the things I would like to accomplish during my term and some community wide objectives that were necessary. After a year of trying to calm things down in the city by the Council and the City manager, adequate progress has been made and new projects and a much more well-regarded City government is in place. Robert deserves a lot of credit for that.

Peer Responses:

- Visibility and caring about East Lansing is important. Not being here during key activities, especially on weekends, to see what is happening is a problem. Making connections with community members is very important that allows them to actually see and hear him doing a job in leading the city.
- Overall, I am impressed with the city manager thus far.
- I think that this survey would be helpful if it tied more directly to objective metrics (for example: deliverables, progress against strategic goals), I'm concerned it may be a tad subjective in some areas - but I'm not a survey designer expert. That said, thank you for the opportunity to provide feedback on a very important member of our local government. Overall, I believe Mr. Belleman is delivering very strongly in his short tenure and I hope he stays with our city to continue to right our ship and implement positive change!
- I have very little to offer as he has not had any contact with the Commission. Regarding Demographics: I have been on the Commission for four years, but I have not worked with Mr. Belleman at all. My response to question 4 would be 0, but that is not accepted. So, I will enter "1 year" so I can submit this assessment, but the reality is "0."

- I was one who did not have a lot of confidence when Robert was hired. After watching Robert in this role, I am convinced that he is the best person for this job.
- Mr. Robert Bellmen's leadership has been a significant concern for our city's growth and future. His tenure has been marked by a lack of vision, innovation, and progressive action—qualities essential for guiding a community toward prosperity. In an era where cities must adapt to rapidly changing economic, technological, and social landscapes, Mr. Bellmen's failure to embrace forward-thinking strategies leaves our city stagnant and struggling to compete with others that are thriving. Effective leadership demands bold decisions, investments in infrastructure, and policies that attract businesses and improve the quality of life for residents. Under Mr. Bellmen's leadership, there is a noticeable absence of these critical efforts. Our city needs a leader who understands the urgency of these challenges and is committed to driving meaningful progress. Without this, we risk falling further behind, leaving residents and businesses to face the consequences of inaction. Mr. Bellmen's reluctance to lead with innovation and purpose is a disservice to the city and its potential.
- I fully recognize how Robert would like the Steering Committee to operate because we have a similar vision as to how to best manage an organization. I also recognize the obstacles he is faced with every day, specifically a team that is half filled with workers entrenched living in the past and others wanting to be innovative. My hope is that the Steering Committee will have opportunities to build relationships and working on being able to speak freely without fear of ridicule.

Direct Report Responses:

- He provides autonomy for the leadership team to make decisions that empower individuals, ensuring every team member feels valued and has an opportunity to make an impact.

- Robert has been the City Manager for about one year. I believe he has taken this time to evaluate the staff who are in leadership positions so that he can make informed decisions and adjustments going forward. To have a successful leadership team, there is a significant amount of work that needs to go into addressing toxic behavior and rebuilding trust among that group. This work needs to start as soon as possible.
- Robert came into the organization during a time of great controversy and employee turnover, inheriting an organization that was somewhat deflated and rudderless. The community that this organization supports is one of high expectations, somewhat built on past successes. This creates some real tension that somehow needs to be addressed so that the community and this organization can again find a way to "provide quality services to a quality community."
- There is opportunity to really tap into the ideas and expertise of staff through small group or one on one- collaboration to develop initiatives, plans prior to communication or action would promote buy in.
- One of the requests that Robert made in the budget process was to hire a deputy city manager. This is an important role and one that I hope City Council will fund in the future. This would allow Robert to have some work-life balance and provide another helpful resource for his staff to get feedback when he is busy or otherwise occupied.
- I think it is imperative that leaders listen to staff at all levels of the organization and that systems, structures and policies need to reviewed and improved based on the current climate.

END OF REPORT

