Assessing Your Ability to Lead During the Annual Career Development/Assessment Process

Take time to reflect honestly on your role as a leader by rating yourself on a scale of 1 to 5 on the following statements (1 = strongly disagree to 5 = strongly agree):

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have goals and expectations for each of my staff.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>My goals and expectations are clearly communicated and understood by my staff.</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>I provide training opportunities to help my staff develop.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>I evaluate my own job performance before I evaluate my staff's job performance.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>I maintain documentation in my manager’s file on job-related matters for each of my staff.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>I have my staff prepare before the discussion.</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>I state the purpose and objectives of the meeting at the beginning of the appraisal discussion.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>My job performance assessments are open, candid, honest and specific.</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>I ask for my staff’s opinion during the appraisal discussion.</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>My staff and I mutually set performance goals whenever possible.</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>I provide specific, frequent communication and feedback on my staff’s job performance between appraisals.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>I conduct interim performance reviews for my staff</td>
<td>1 2 3 4 5</td>
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<tr>
<td>I conduct the appraisal meeting in a professional manner.</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>I know the goals and aspirations of each of my staff.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>I sincerely care about each of my staff.</td>
<td>1 2 3 4 5</td>
<td></td>
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</tbody>
</table>

Review each of your responses again. Any response that you rated as a 3 or below represent areas for you to improve. You should also think about what you can do to move your 3’s to 4’s and your 4’s to 5’s.