

Becoming An Exceptional Leader

Self Check: Assessing Others On-the-Job Performance

Directions:

1. Read each statement and score on a scale of **1** being 'totally not accurate' and **10** being 'very accurate'. The higher the number, the more the statement reflects you.
2. Add up the total of all of your scores.

| Statements | Score |
|--|-------|
| I let the employee do most of the talking. | |
| I make an effort to listen to the employee's ideas. | |
| I'm prepared to suggest solutions to the employee. | |
| My evaluation comments are performance based. | |
| I focus and reinforce the positive. | |
| I try to support and encourage the employee's ideas. | |
| I invite alternatives and not assume there is only one path. | |
| I use open-ended questions to stimulate discussion. | |
| I'm specific when I'm concerned about performance. | |
| My employees know I want them to succeed. | |
| I like being responsible for leading team productivity. | |
| I like people and enjoy talking with them. | |
| I don't mind giving constructive criticism. | |
| I provide praise freely and often when earned. | |
| Workers who tell me what they think don't intimidate me. | |
| I seek and use new ideas whenever possible. | |
| I respect the skills and knowledge of my employees. | |
| I follow up on commitments and goals that were set. | |
| I'm sensitive to the needs and feelings of others. | |
| I'm not worried if employees know more than I do. | |
| Total | |

Interpretation:

- Scores between 180 and 200 indicate you should be very successful in conducting performance appraisals.
- Scores between 140 and 179 indicate significant strength, plus a few improvements needed.
- Scores between 100 and 139 reflect some strength, but a significant number of problem areas as well.
- Scores below 100 call for a serious effort to improve in several categories. Make a special effort to grow in any area where you scored 6 or less, regardless of your total score.