

Leadership Self-Appraisal

Adapted from: And Dignity for All: Unlocking Greatness with Values-Based Leadership by James Despain and Jane Bodman Converse

This is an assessment to keep for yourself to identify areas where you believe you can grow and develop as a leader and supervisor.

Developing people to their fullest potential

		Disagree			Agree	
	Statement	1	2	3	4	5
1	I have a clear vision of what constitutes growth for employees I supervise					
2	I work with employees to create written development plans					
3	I help employees master the skills they need to succeed on the job					
4	I give people freedom to manage their tasks in ways that work best for them					
5	I take time to discuss and demonstrate new ways to perform tasks					
6	I delegate assignments to help people stretch or broaden their skills					
7	I accept mistakes as part of the development process and help people avoid repeating mistakes in the future					
8	I discuss career goals with each employee including advancement opportunities within the organization					
9	I provide honest, realistic answers to advancement questions and never make promises I cannot keep					

Fostering a positive work environment

		Disagree			Agree	
	Statement	1	2	3	4	5
1	I have a positive outlook					
2	I believe it is my job to help people succeed					
3	I believe that people want to work hard, do their best, and make a useful contribution					
4	I am friendly and courteous to everyone					
5	I say “thank you” and affirm employees’ strengths on a regular basis					
6	I keep my promises					
7	I accept criticism					
8	I admit when I am wrong					
9	I ask for help					
10	I give credit for good ideas					
11	I listen more than I talk					
12	I set high standards for quality, performance, and behavior, and hold people accountable to these standards					
13	I provide people with as much information as I can about the organization, the program, and key issues and trends					
14	I help employees understand the value of the contributions they make					
15	I talk with employees about their interests, hobbies, and outside activities					

Adjusting leadership style to meet the needs of individual employees:

		Disagree			Agree	
	Statement	1	2	3	4	5
1	I assess the competence level of each employee on my team					
2	I use different leadership styles with different individuals					
3	I use different leadership styles with the same person, depending on his or her competency and commitment to a given task					
4	I change leadership styles as a team's competency and commitment levels change					
5	I understand the four basic leadership styles: directing, coaching, supporting, and delegating.					

Providing feedback that helps people grow

		Disagree			Agree	
	Statement	1	2	3	4	5
1	I work with every employee to create a development plan					
2	I meet regularly and consistently with every employee					
3	I give positive feedback when employees show progress					
4	I give feedback more than once per year					
5	I ask for employee input in my personal development plan					
6	I say something positive to every employee in my group every day					
7	I communicate what attitudes and behaviors that I would like to see team members demonstrate					
8	I look for opportunities to reward behavior and performance consistent with our mission and philosophy					

		Disagree Agree				
	Statement	1	2	3	4	5
9	I provide statements of affirmation about employees' specific strengths and efforts, regardless of the outcome achieved					
10	I use disciplinary actions in a consistent manner with all employees.					
11	I try to resolve problems before they enter the formal disciplinary process					
12	I explain to employees what constitutes reasonable performance and behavior					
13	I let people know when their performance or behavior is not meeting expectations					
14	I seek to foster and strengthen employees' motivation to change certain attitudes and behaviors					
15	I work with the employee to create an action plan for resolving the problem					
16	I clearly state the consequences of failing to meet expectations					
17	I do not hesitate to hold employees accountable for their performance					

Pursuing my own development as a leader and supervisor

		Disagree Agree				
	Statement	1	2	3	4	5
1	I have a written plan for self-development					
2	I meet regularly with my supervisor to talk about developmental opportunities and progress					
3	I seek out new responsibilities and new approaches to problem solving					
4	I take advantage of internal and external education and training activities					
5	I take full advantage of my performance review and feedback at my organization					

Summary:

- 1. What are my 2-3 greatest strengths based on the appraisal?
- 2. What are 2-3 areas where I want to further develop, and actions I can take to begin improving:

Area to develop	Actions / Next Steps to Take