

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):

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

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.