

# LEADERSHIP PERFORMANCE APPRAISAL

High-performing leaders know their strengths and which areas need improvement for enhanced effectiveness. This self-appraisal will help you assess your strengths and develop a plan for your leadership skills development.

This appraisal will be most useful when you complete all three sections. While Part Three is often the most challenging, it is your follow-through that will reap huge rewards.

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

## PART ONE

In the tables of skills listed below, the numbers 1-5 represent levels of proficiency where #1 is “Novice” and #5 is “Master”.

### STEP ONE

For each skill, mark an **X** under the appropriate number to rate your **current** skill level.

### STEP TWO

For each skill, mark an **O** to rate your **desired** skill level. Consider skills you need to develop in order to meet the requirements of your current role, as well as skills you want to develop to manage your next promotion.

LEADING	1	2	3	4	5
Motivating & inspiring others					
Developing others					
Delegating responsibility					
Establishing direction					
Maintaining vision					
Self-confidence					

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MANAGING RELATIONSHIPS / INTERPERSONAL SKILLS	1	2	3	4	5
Initiating & maintaining relationships					
Cooperating with others					
Empathy & ability to “read” others					
Self-awareness & emotional expression					
Resolving conflicts					
Recognizing & rewarding performance					

COMMUNICATION	1	2	3	4	5
Giving & receiving feedback					
Communicating expectations					
Listening					
Writing					
Formal Presenting & Speaking					
Asking for clarification or guidance					

MANAGING CHANGE	1	2	3	4	5
Managing & promoting change					
Adaptability & flexibility					
Resiliency					
Openness to new ideas					
Anchored in individual & organizational values					
Identifying & resolving conflicting systemic goals					

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STRATEGIC PLANNING	1	2	3	4	5
Problem solving					
Recognizing trends					
Generating, evaluating & implementing new ideas					
Planning for the future					
Setting goals & objectives					

PERFORMANCE MANAGEMENT	1	2	3	4	5
Planning & budgeting					
Monitoring & managing your performance					
Producing high-quality work					
Maintaining high productivity					
Results oriented performance measures					

## PART TWO

Carefully review each skill you've rated at 3 or below for your current skill level. List these skills in order of priority for improvement. For example, skills with a desired level of 4 or 5 and a current skill level of 3 or below should rank highest.

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_

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## PART THREE

Develop a plan to reach your goal of increased proficiency for each skill, starting with the top skill you targeted for improvement in Part Two. Be sure to include specific, measurable action steps and due by dates when developing your plan.

In order to reach your goals, it is recommended you identify individuals (such as a trusted colleague or leadership coach) you will enlist to support you along the way. Be as specific as you can with these individuals regarding exactly how they can support you in moving forward with your plan.

I encourage you to [explore my Leadership Coaching](#) as one way you can enlist support in your leadership development.

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