



Confidential Self-Assessment Results

*The XYZ Corporation*

Self-Assessment results for:

Jane Doe

<i>Skill</i>	<i>Importance</i>	<i>Knowledge Level</i>
<b>Building Trust</b> <i>Leaders know the factors which influence other's ability to trust them and increase their employee's trust of them.</i>	Critical	<b>OK</b>
<b>Decision Making</b> <i>Leaders make sound, logical decisions based upon identifiable objectives, options, and risks.</i>	Critical	<b>Need</b>
<b>Innovation</b> <i>Leaders understand the value of new ideas and lead themselves, employees, and teams in adapting proactively.</i>	Critical	<b>Need</b>
<b>Listening</b> <i>Leaders really listen to employee's words and emotions with care, concentration, and control of distractions.</i>	Critical	<b>OK</b>

<p><b>Persuasive Communication</b></p> <p><i>Leaders motivate others by linking consequences to behaviors in their communications.</i></p>	Critical	<b>OK</b>
<p><b>Problem Solving</b></p> <p><i>Leaders gather facts and use logical processes to identify the most likely cause of a problem.</i></p>	Critical	<b>Strength</b>
<p><b>Working With Differences</b></p> <p><i>Leaders respect the different backgrounds of their employees and achieve superior results through synergy.</i></p>	Critical	<b>OK</b>
<p><b>Conflict Resolution</b></p> <p><i>Leaders defuse emotions and conflict between employees, or between an employee and themselves, and proactively prevent conflict.</i></p>	Very Important	<b>Strength</b>
<p><b>Counseling</b></p> <p><i>Leaders understand the need to correct wrong behavior before discipline is necessary, and plan for and conduct effective counseling meetings.</i></p>	Very Important	<b>Need</b>
<p><b>Handling Complaints</b></p> <p><i>Leaders recognize the necessity of responding to employee concerns and effectively handle complaints before they escalate.</i></p>	Very Important	<b>OK</b>

<p><b>Performance Feedback</b></p> <p><i>Leaders understand the importance of and are able to provide both positive feedback and feedback for improvement to their employees.</i></p>	Very Important	<b>Need</b>
<p><b>Reaching Agreement</b></p> <p><i>Leaders plan for and conduct win/win interactions with employees.</i></p>	Very Important	<b>OK</b>
<p><b>Setting Job Standards</b></p> <p><i>Leaders establish and communicate measurable job expectations to their employees.</i></p>	Very Important	<b>Strength</b>
<p><b>Assigning and Delegating Work</b></p> <p><i>Leaders understand which duties should be delegated and which duties should be assigned and effectively get the work to the appropriate persons.</i></p>	Important	<b>OK</b>
<p><b>Change Leadership</b></p> <p><i>Leaders effectively communicate changes to their employees and are able overcome resistance to change.</i></p>	Important	<b>OK</b>
<p><b>Dealing With Emotions</b></p> <p><i>Leaders recognize high emotion situations with employees and respond appropriately to anger, sadness, grief, etc.</i></p>	Important	<b>Need</b>

<b>Discipline</b> <i>Leaders understand when discipline is necessary, and plan for and conduct effective discipline meetings.</i>	Important	<b>Strength</b>
<b>Job Instruction Training</b> <i>Leaders are able to train employees to perform job tasks.</i>	Important	<b>OK</b>
<b>Leading Meetings</b> <i>Leaders effectively plan and conduct meetings with employees.</i>	Important	<b>Strength</b>
<b>Setting Goals</b> <i>Leaders effectively assign improvement goals to the proper people and help create action plans.</i>	Important	<b>Need</b>

**Knowledge Level is based on the following criteria**

**Strength: greater than or equal to 80%**

**OK: greater than 40% but less than 80%**

**Need: less than or equal to 40%**

**Knowledge Level is based on the following criteria**

**Critical: A leader must use it in order to be successful in their job.**

**Very Important: Not critical, but would help the leader achieve his or her goals or make their jobs easier.**

**Important: The skill would enhance the user's ability to advance in the organization.**

# Putting Your Results Into Action

Use the form below to document an individual development plan to put these results into immediate use.  
Review and update the plan on a regular basis.

Skills with opportunity for development	How will I learn?	What will I do?	By when?	What does success look like?
Skills with opportunity to leverage	How will I leverage?	What will I do?	By when?	What does success look like?

Employee's signature: _____	Manager's signature: _____
Date: _____	