LEADERSHIP OFFENSE

MASTERSING APPRAISAL, PERFORMANCE, AND PROFESSIONAL DEVELOPMENT

PAUL FALCONE

A PDF COMPANION TO THE AUDIOBOOK
IDENTIFYING HIGH-POTENTIAL TALENT TO DEVELOP YOUR LEADERSHIP BENCH

9-Box Diagram

SUCCESSION PLANNING ORGANIZATIONAL REVIEW

Performance

Potential

Least Effective  Solid  Most Effective

Low

Moderate

High

1 2 3 4 5

Too New to Rate
THE CRITICAL NATURE OF SELF-EVALUATIONS
IN PREPARATION FOR THE ANNUAL REVIEW

EMPLOYEE SELF-EVALUATION TEMPLATE

Address your overall performance track record for this review period:

Specifically highlight your achievements that have resulted in increased revenues, decreased expenses, or saved time.

Why is our organization a better place because you worked here this past year?

How have you had to reinvent your job in light of our department’s changing needs?

How would you grade yourself in terms of work quality, reliability, production, teamwork, and technical skills?

Comments: __________________________________________

__________________________________________________________________________

__________________________________________________________________________
In what areas do you need additional support, structure, and direction? Specifically, where can I, as your supervisor, provide you with additional support in terms of acquiring new skills, strengthening your overall performance, or preparing you for your next move in career progression?

Comments: __________________________________________

____________________________________________________

____________________________________________________

What are your performance goals for the next year? What are the measurable outcomes so that we’ll know that you’ll have reached those goals?

Comments: __________________________________________

____________________________________________________

____________________________________________________
# Creating an Effective Performance Improvement Plan

## Performance Improvement Plan

<table>
<thead>
<tr>
<th>Description of Underperformance</th>
<th>Aim of the Performance Improvement Plan</th>
<th>Plan Start Date</th>
<th>Plan End Date</th>
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<tr>
<th>Objective</th>
<th>Success Criteria</th>
<th>Additional Support Required</th>
<th>Review Schedule</th>
<th>Objective Outcome</th>
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Employee Signature  
Date

X  
Supervisor Signature  
Date