

## TOOL FOR ASSESSING YOUR SUPERVISOR/WORK GROUP LEADER

Below are some statements that may describe the actions of the leader of your work group. Think how frequently this person engages in the behavior described by each statement. Decide whether you think it is RARELY, SOMETIMES, OFTEN, or VERY OFTEN and circle the appropriate number.

	Rarely		Sometimes		Often		Very Often	
1. Finds time to listen to people in the work group.	1	2	3	4	5	6	7	8
2. Provides people with accurate and complete information.	1	2	3	4	5	6	7	8
3. Gets new information out as quickly as possible.	1	2	3	4	5	6	7	8
4. Communicates openly and frankly, and expects others to communicate in the same way.	1	2	3	4	5	6	7	8
5. Meets with people as a group to exchange information of common interest.	1	2	3	4	5	6	7	8
6. Provides opportunities for the group to work together to encourage teamwork.	1	2	3	4	5	6	7	8
7. Discusses plans and problems with the group to obtain the group's input.	1	2	3	4	5	6	7	8
8. Helps the group work smoothly by coordinating its efforts.	1	2	3	4	5	6	7	8
9. Seeks the opinions, suggestions, and ideas of people in the group.	1	2	3	4	5	6	7	8
10. Is willing to make change in practices based on input from people in the group.	1	2	3	4	5	6	7	8
11. Allows people to fully use their skills and abilities in their work.	1	2	3	4	5	6	7	8
12. Considers input from people about job content and deadlines when assigning work.	1	2	3	4	5	6	7	8
13. Allows people considerable freedom in how they tackle a job.	1	2	3	4	5	6	7	8
14. Handles mistakes in a way which allows people to learn and grow.	1	2	3	4	5	6	7	8

	Rarely		Sometimes		Often		Very Often	
	1	2	3	4	5	6	7	8
15. Expects people to get out good work on time and monitors to see that it is done.	1	2	3	4	5	6	7	8
16. Delegates, then expects people to go ahead, use good judgement, and make decisions.	1	2	3	4	5	6	7	8
17. Backs up people in their actions.	1	2	3	4	5	6	7	8
18. Encourages team members to use creative and innovative solutions to problems.	1	2	3	4	5	6	7	8
19. Gives recognition for good performance.	1	2	3	4	5	6	7	8
20. Helps unit deal with frustrations about job content, scheduling, or resources availability.	1	2	3	4	5	6	7	8
21. Moves quickly and effectively when problems arise.	1	2	3	4	5	6	7	8
22. Involves people in developing performance standards and/or goals and timetables.	1	2	3	4	5	6	7	8
23. Provides a personal example of top-notch work performance.	1	2	3	4	5	6	7	8
24. Works toward upgrading performance standards whenever there is an opportunity.	1	2	3	4	5	6	7	8
25. Makes standards important by tracking results with people in the group.	1	2	3	4	5	6	7	8
26. Monitors the use of resources and the level of controllable costs.	1	2	3	4	5	6	7	8
27. Establishes measurable and realistic work targets and deadlines.	1	2	3	4	5	6	7	8
28. Maintains an interest in progress toward longer term objectives and goals.	1	2	3	4	5	6	7	8
29. Passes along day-to-day reactions to work being done.	1	2	3	4	5	6	7	8

	Rarely		Sometimes		Often		Very Often	
30. Is effective in coaching and training people to improve performance.	1	2	3	4	5	6	7	8
31. Conducts periodic and constructive performance review discussions.	1	2	3	4	5	6	7	8
32. Passes along reports of results so that people can make any needed corrections themselves.	1	2	3	4	5	6	7	8
33. Emphasizes the strong points and strengths in work group members.	1	2	3	4	5	6	7	8
34. Sets realistic but high expectations.	1	2	3	4	5	6	7	8
35. Is easy to communicate with when things aren't going well.	1	2	3	4	5	6	7	8
36. Gets all group members equally involved in what's going on.	1	2	3	4	5	6	7	8
37. Does not change commitments without a discussion with people who will be affected.	1	2	3	4	5	6	7	8
38. Uses the ideas of others instead of pursuing own method of doing things.	1	2	3	4	5	6	7	8
39. Places the interests and concerns of others before his or her own.	1	2	3	4	5	6	7	8
40. Judges people's performance only on things related to the results being achieved.	1	2	3	4	5	6	7	8

41. Rate the overall performance of this supervisor's work group.	1	2	3	4	5	6	7	8
42. Rate this person's overall performance as a supervisor.	1	2	3	4	5	6	7	8
43. In which items (pick up to 5) would you most like to see this person improve? Write the item numbers (1-40) on these lines:	1_____	2_____	3_____	4_____	5_____			