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## Suggestions for Using “Evaluating Yourself as a Performance Evaluator”

### Objectives:

- Assess strengths and weaknesses as a performance evaluator
- Identify behaviors that could enhance effectiveness as a performance evaluator
- Trigger thinking about self-development regarding this management responsibility

### Intended Audience:

- Managers seeking to increase their effectiveness as performance evaluators
- Trainees in a managing diversity seminar

### Processing the Activity:

- Individuals rate themselves by placing checks in the appropriate column on the worksheet.
- Individuals share, in pairs or small groups, their ratings, identifying strengths and weaknesses and discussing potential areas for development, responding to the following questions:
  - » What did I do well? What do I need to work on to do better next time?
  - » What is one specific way in which I can make the next evaluation more effective?
- Group discusses reactions, insights, and learning.
- Individuals make a contract for self-development by targeting one or two behaviors to work on that would increase their effectiveness as performance evaluators.

### Questions for Discussion:

- Which behaviors are easiest/hardest for you to do?
- What is the consequence of not doing those that are hardest?
- What would be the consequence of incorporating these?
- Which behaviors are you willing to do more often to make your performance evaluations more effective?

### Caveats and Considerations:

- This worksheet can be used in one-on-one coaching sessions with managers as well as in supervisory/management training sessions focusing on performance evaluation.
- It can be used as a self-evaluation tool after each session and as a guide in planning future evaluation conferences.