

# Performance Development Report

*Prepared for:*

**Participant A**

Company ABC

January 2007

## Introduction to the Performance Development System

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The **Performance Development Survey (PDS)** is a perceptual tool developed by Dr. Kenneth Rabinowitz.

### **The PDS is designed to help:**

- ◆ Management and employees discover how they are perceived by the people that work with, and for them.
- ◆ Reduce “blind spots” which prevent us from seeing ourselves as others perceive us.
- ◆ Benchmark job performance in eight dimensions of task and interpersonal performance.
- ◆ Measure specialized skills and role behaviors such as: leadership, teamwork, sales, service, and safety.
- ◆ Track a person’s improvement and development over three month intervals.
- ◆ Augment your current performance feedback system.
- ◆ Support the coaching and learning process.
- ◆ Improve both task and interpersonal performance.

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## How the PDS Works

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### The PDS measures four categories of performance –

- ♦ Your self-perception – how you rate your performance.
- ♦ Your co-worker's ratings – how your co-workers rate your performance.
- ♦ Your manager's ratings – how your manager rates your performance.
- ♦ Your direct report's ratings – how your employees rate your supervision and leadership performance.

We combine the direct report and co-worker ratings into two separate categories to assure your rater's anonymity. We keep your manager's ratings in a separate category to help you learn how well he or she evaluates your performance.

You'll also receive a "discrepancy score" showing the difference between your self-perception scores and your rater's feedback. If you receive a minus score, it suggests that your self score is higher than the feedback on that item. If you receive a plus score, it means that your feedback is higher than your self-perception.

A discrepancy score of less than .7 is considered an insignificant difference. If your discrepancy is greater than .8, it suggests a significant difference.

You are rated on the following scale:

- ♦ 5 score indicates outstanding performance.
- ♦ 4.5 score indicates very effective performance.
- ♦ 4.0 score indicates usually effective performance.
- ♦ 3.5 score indicates somewhat effective performance.
- ♦ 3.0 score indicates mostly acceptable performance.
- ♦ 2.5 score indicates weak performance.
- ♦ 2.0 score indicates problematic performance.
- ♦ .5 to 1.5 indicates a serious performance problem.

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## What the PDS Measures

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You'll receive both interpersonal and task scores. Interpersonal items measure how effective you are in working with others. Task items measure how effective you are in working on tasks.

The **Interpersonal Dimensions** of the PDS measure –

- ♦ **Decisiveness** – the ability to be clear, direct, and assertive with others.
- ♦ **Logic** – the ability to be credible, analytical, and rational with others.
- ♦ **Cooperation** – the ability to be supportive, collaborative, and practical with others.
- ♦ **Responsiveness** – the ability to be convincing, encouraging, and flexible with others.

The **Task Dimensions** of the PDS measure –

- ♦ **Efficiency** – the ability to produce, organize, and drive results.
- ♦ **Innovation** – the ability to build, change, and expand results.
- ♦ **Reliability** – the ability to work steadily and deliver satisfactory and complete results.
- ♦ **Quality** – the ability to analyze, fix, and improve results.

The PDS can also include a variety of additional measures such as leadership, teamwork, project management, selling, service, safety, etc. These additional measures are often added if you want to learn about your performance in certain roles.

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## How to Use the PDS

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The PDS provides you with a unique picture of yourself. Even if you disagree with some of the data, consider it perceptual – feedback which can easily vary from your self-perception.

If you disagree with a particular score, you might find that you are actually performing better in that area. It might be a matter of not "marketing" your skills to the raters. They might not see or recognize your efforts.

In this case, try to find creative ways to demonstrate (not brag or show off!) your performance more fully. Let the people you work with, realize your talents and efforts – do it by updating others, by demonstrating your skills, and by keeping people informed of your progress.

In other cases, you might agree with the lower feedback scores. In this instance, you should try to find ways to improve your performance. Whether you need training, reading, mentoring, practice, or more effort, see if you can improve in whatever areas you or your raters think you should. Challenge yourself. Find new and better ways to perform your job.

And finally, I'd like to urge you to complete the PERFORMANCE DEVELOPMENT PLAN at the end of this report.

The first step is to identify items you are satisfied or pleased with. Celebrate your successes, before you begin to think about improvements.

Next, identify those items you want to improve. Then, write down how you will accomplish these goals, along with how you will measure and monitor your efforts.

Try not to make too many commitments. If you over commit, you might be overwhelmed. Instead, I suggest that you limit your improvements to a manageable few. Once you make progress on them, you can then add to your list.

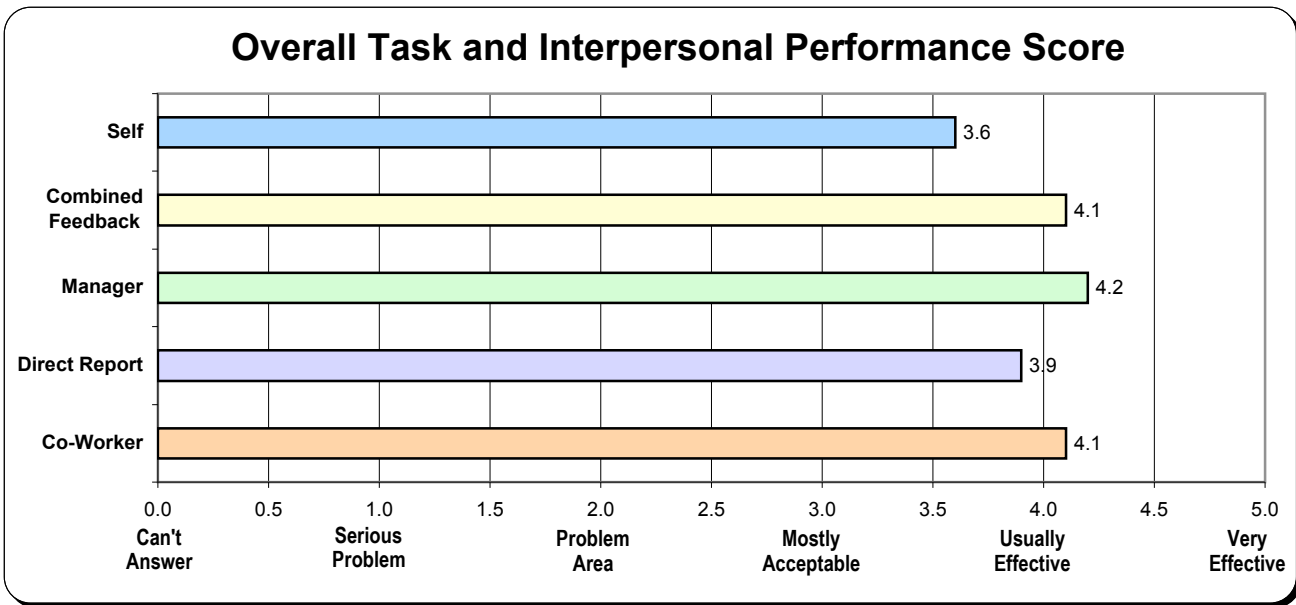
And remember to work your plan. Keep your survey nearby as a reminder. Make certain to review your plan on a daily or bi-weekly basis. Out of sight, usually means out of mind. You can't improve your performance, if you don't make a conscious effort.

I want to thank you for using the PDS. Learn as much as you can from this process. And good luck in your efforts to improve and grow professionally.

Sincerely,

Kenneth Rabinowitz, Ph.D.

Company ABC  
Participant A



**Manager Score:**

Your manager(s) Task and Interpersonal Performance Feedback score is 4.2, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Task and Interpersonal Performance feedback score is 3.9, suggesting that they are satisfied with this performance.

**Co-Worker Score:**

Your co-worker(s) Task and Interpersonal Performance feedback score is 4.1, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

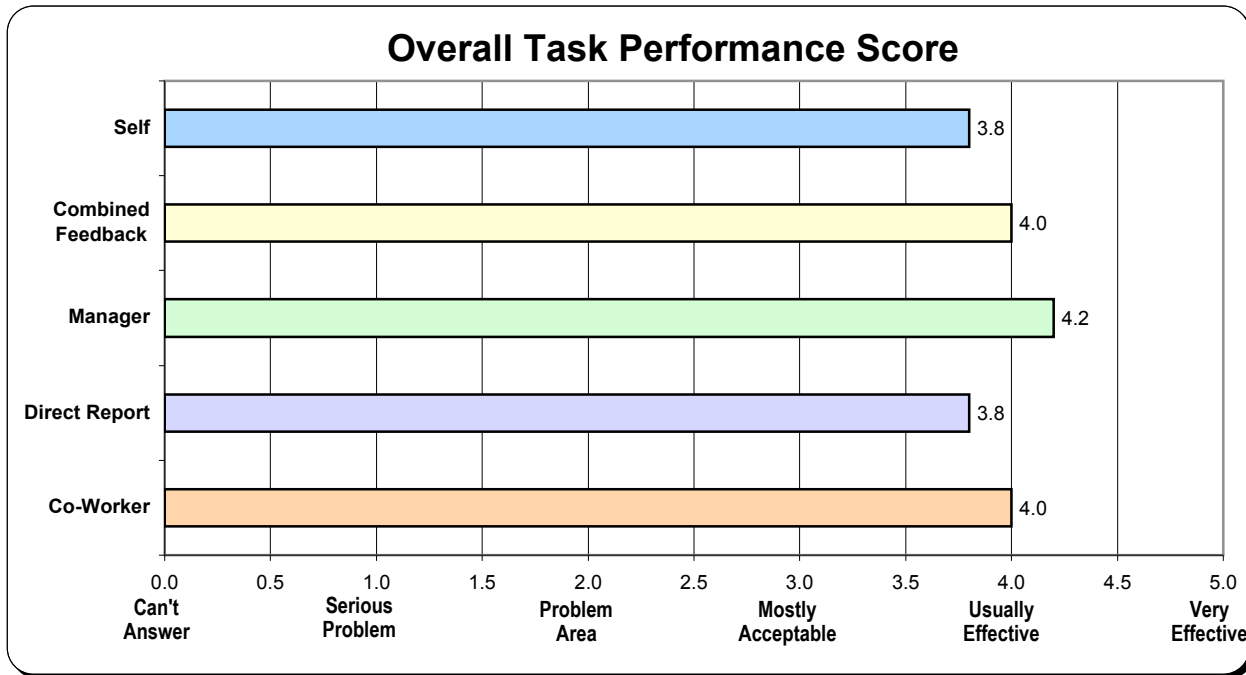
Your combined Task and Interpersonal Performance feedback score is 4.1, suggesting that your raters are very satisfied with this performance. Nice job.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.5. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Summary</b>						
Efficiency	4.2	3.3	4.3	3.9	3.8	0.1
Innovation	4.3	4.3	3.9	4.2	4.0	0.2
Reliability	3.7	3.5	4.6	3.9	3.8	0.1
Quality	3.9	4.1	4.0	4.0	3.7	0.3
Decisiveness	4.1	3.7	3.9	3.9	3.6	0.3
Logic	4.1	4.0	4.3	4.1	3.4	0.7
Cooperation	4.3	4.2	4.0	4.2	3.3	0.9
Responsiveness	4.2	4.0	4.4	4.2	3.4	0.8
<b>Overall Average Score</b>	4.1	3.9	4.2	4.1	3.6	0.5
<b>Number of Respondents</b>	4	3	1	8	1	

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**Manager Score:**

Your manager(s) Task Performance Feedback score is 4.2, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Task Performance feedback score is 3.8, suggesting that they are satisfied with this performance.

**Co-Worker Score:**

Your co-worker(s) Task Performance feedback score is 4, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

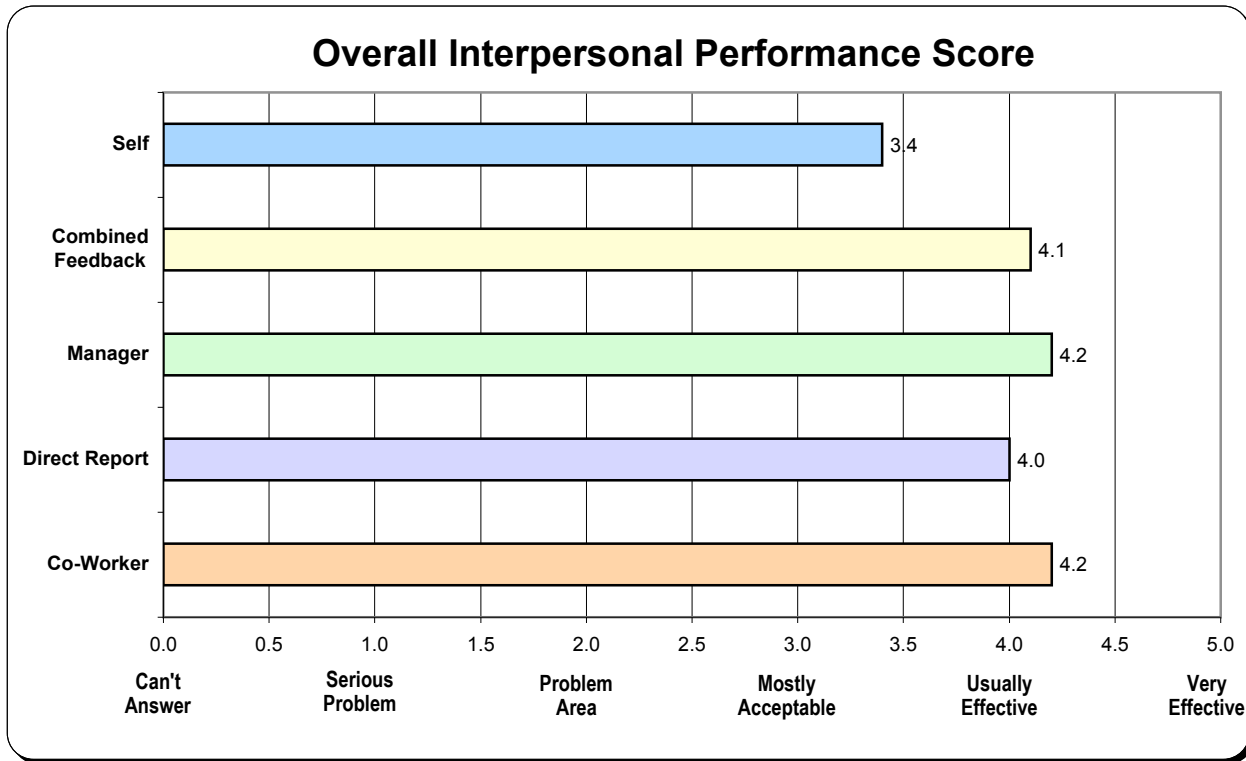
Your combined Task Performance feedback score is 4, suggesting that your raters are very satisfied with this performance. Nice job.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.2. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Summary</b>						
Efficiency	4.2	3.3	4.3	3.9	3.8	0.1
Innovation	4.3	4.3	3.9	4.2	4.0	0.2
Reliability	3.7	3.5	4.6	3.9	3.8	0.1
Quality	3.9	4.1	4.0	4.0	3.7	0.3
<b>Overall Average Score</b>	4.0	3.8	4.2	4.0	3.8	0.2

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**Manager Score:**

Your manager(s) Interpersonal Performance Feedback score is 4.2, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Interpersonal Performance feedback score is 4, suggesting that they are very satisfied with this performance. Nice job.

**Co-Worker Score:**

Your co-worker(s) Interpersonal Performance feedback score is 4.2, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

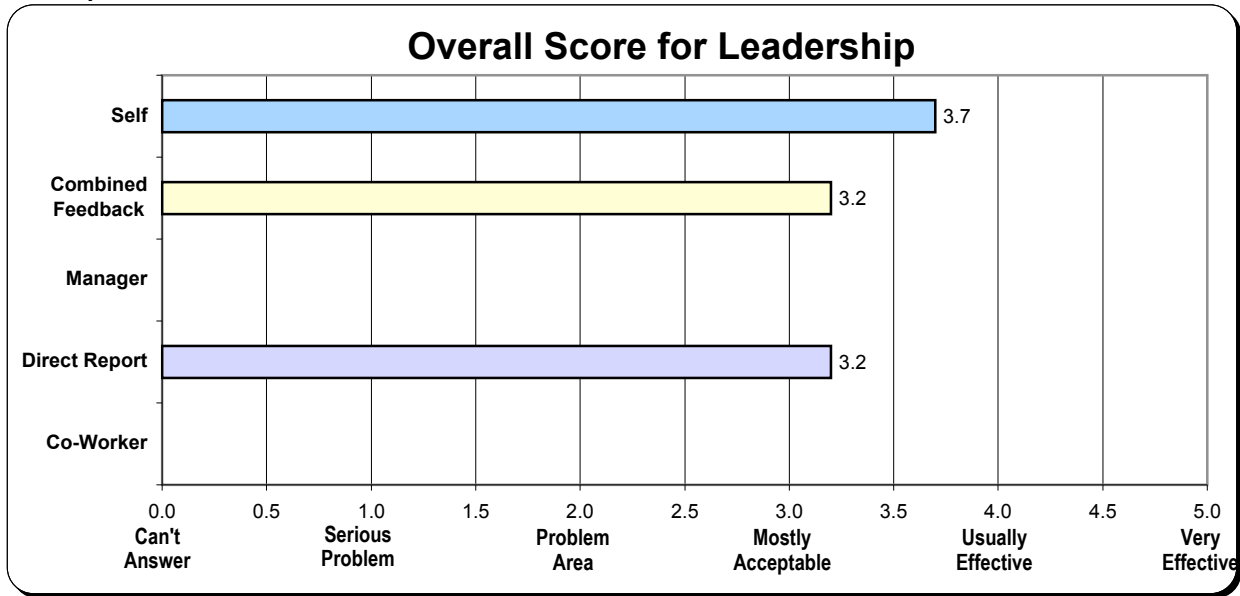
Your combined Interpersonal Performance feedback score is 4.1, suggesting that your raters are very satisfied with this performance. Nice job.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.7. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Summary</b>						
Decisiveness	4.1	3.7	3.9	3.9	3.6	0.3
Logic	4.1	4.0	4.3	4.1	3.4	0.7
Cooperation	4.3	4.2	4.0	4.2	3.3	0.9
Responsiveness	4.2	4.0	4.4	4.2	3.4	0.8
<b>Overall Average Score</b>	4.2	4.0	4.2	4.1	3.4	0.7

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**Manager Score:**  
Not Applicable

**Direct Report Score:**  
Your direct report(s) Additional Categories feedback score is 3.2, suggesting that they are marginally satisfied with this performance.

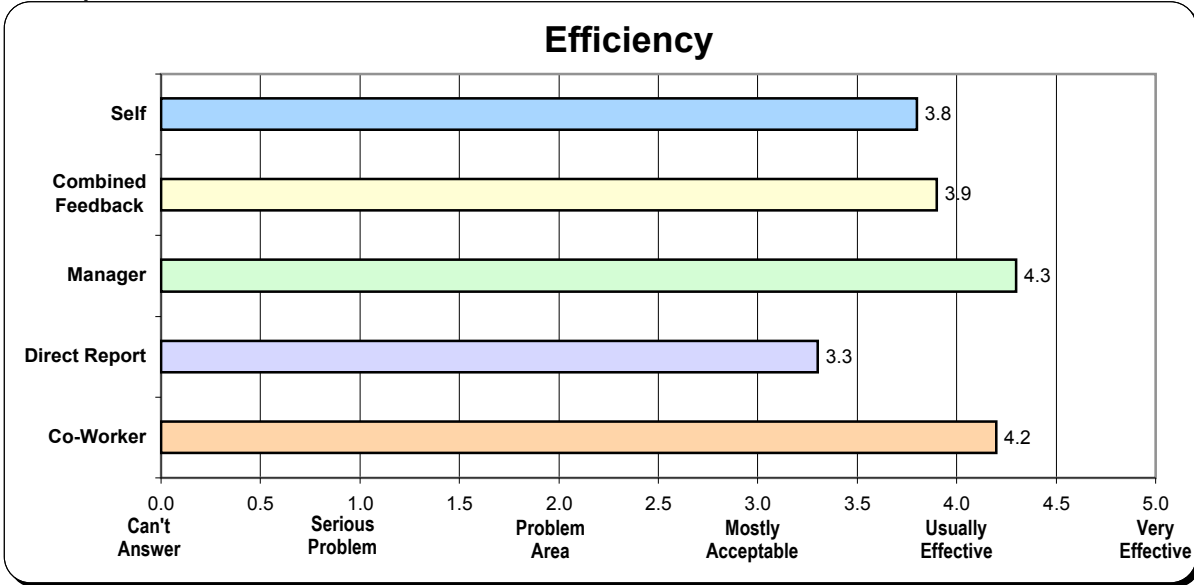
**Co-Worker Score:**  
Not Applicable

**Combined Feedback Score:**  
Your combined Additional Categories feedback score is 3.2, suggesting that your raters are marginally satisfied with this performance.

**Discrepancy Score:**  
The difference between your combined feedback score and self score is -0.5. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Summary</b>						
Leadership	-	3.2	-	3.2	3.7	-0.5
<b>Overall Average Score</b>		3.2		3.2	3.7	-0.5

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**Task Efficiency - The ability to produce, organize, and drive results.**

**Manager Score:**

Your manager(s) Efficiency Feedback score is 4.3, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Efficiency feedback score is 3.3, suggesting that they are marginally satisfied with this performance.

**Co-Worker Score:**

Your co-worker(s) Efficiency feedback score is 4.2, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

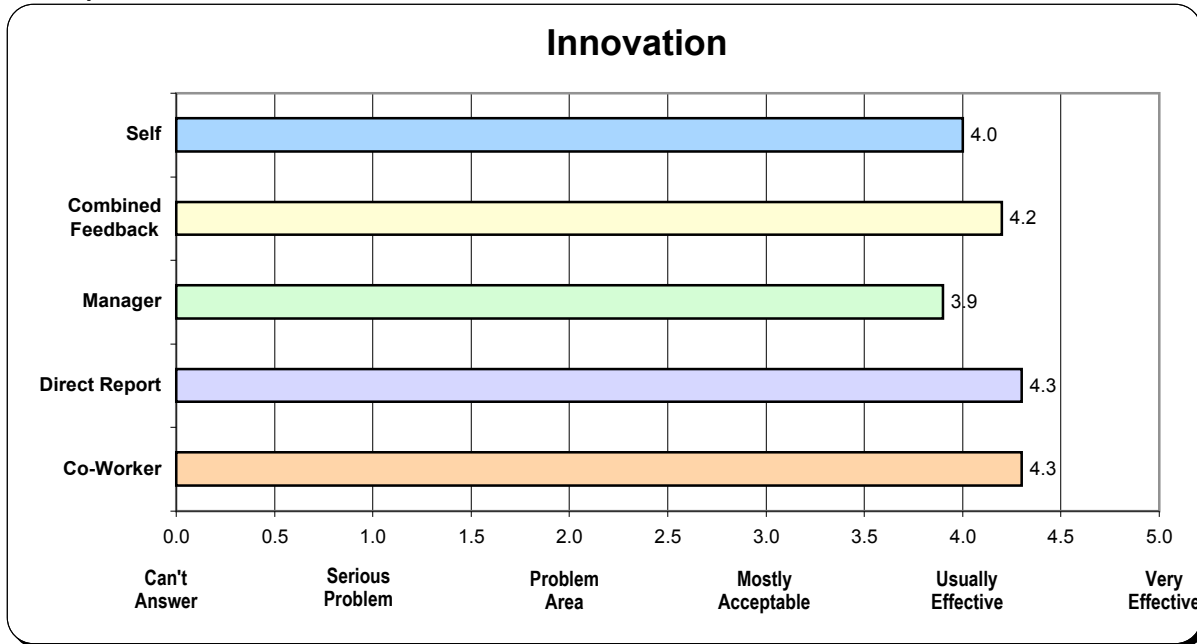
Your combined Efficiency feedback score is 3.9, suggesting that your raters are satisfied with this performance.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.1. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
1 Works efficiently	3.6	3.8	3.5	3.6	3.0	0.6
2 Sets and follows goals	4.4	3.2	4.0	3.9	4.0	-0.1
3 Works in an organized, planned way	4.3	3.5	4.5	4.1	4.5	-0.4
4 Gets the right results	4.6	2.5	5.0	4.0	3.5	0.5
5 Gets things solved and resolved	4.0	2.8	4.0	3.6	3.5	0.1
6 Keeps on track	4.3	3.7	4.5	4.2	4.5	-0.3
<b>Average Score</b>	4.2	3.3	4.3	3.9	3.8	0.1

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**Task Innovation - The ability to build, change, and expand results.**

**Manager Score:**

Your manager(s) Innovation Feedback score is 3.9, suggesting that they are satisfied with this performance.

**Direct Report Score:**

Your direct report(s) Innovation feedback score is 4.3, suggesting that they are very satisfied with this performance. Nice job.

**Co-Worker Score:**

Your co-worker(s) Innovation feedback score is 4.3, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

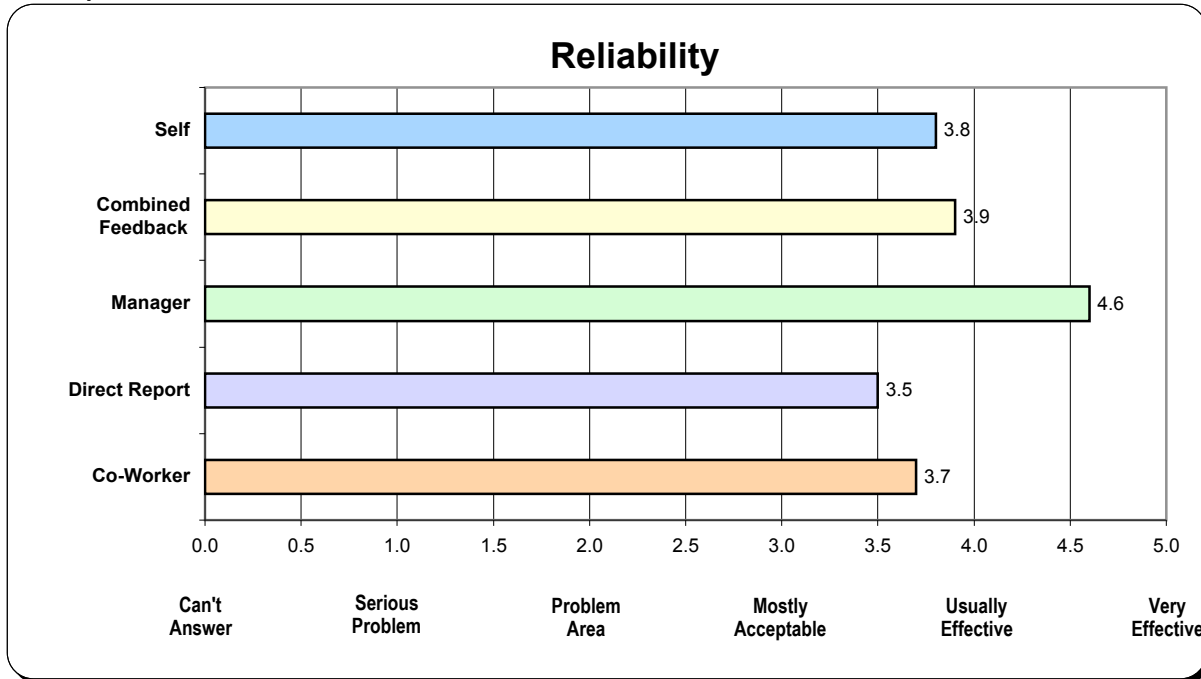
Your combined Innovation feedback score is 4.2, suggesting that your raters are very satisfied with this performance. Nice job.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.2. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
7 Works creatively and flexibly	4.4	3.5	4.0	4.0	3.0	1.0
8 Makes things happen	4.5	4.3	5.0	4.6	4.0	0.6
9 Manages change well	3.9	4.8	3.5	4.1	4.0	0.1
10 Responds quickly to problems and needs	4.1	5.0	3.0	4.0	4.5	-0.5
11 Focuses on the bigger picture	4.8	4.0	4.5	4.4	4.0	0.4
12 Takes risks when needed	4.1	4.0	3.5	3.9	4.5	-0.6
<b>Average Score</b>	4.3	4.3	3.9	4.2	4.0	0.2

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**Task Reliability - The ability to work steadily and deliver satisfactory and complete results.**

**Manager Score:**

Your manager(s) Reliability Feedback score is 4.6, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Reliability feedback score is 3.5, suggesting that they are satisfied with this performance.

**Co-Worker Score:**

Your co-worker(s) Reliability feedback score is 3.7, suggesting that they are satisfied with this performance.

**Combined Feedback Score:**

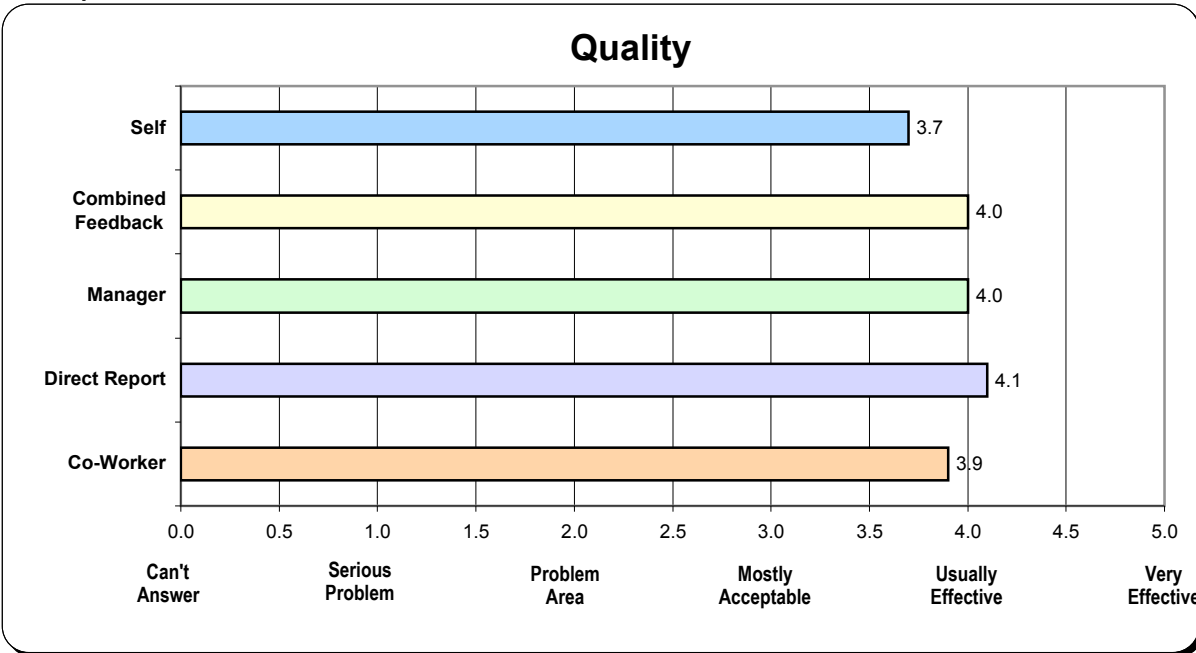
Your combined Reliability feedback score is 3.9, suggesting that your raters are satisfied with this performance.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.1. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
13 Works consistently and steadily	3.3	3.0	4.5	3.6	3.0	0.6
14 Meets and exceeds what is expected of him or her	4.0	3.3	5.0	4.1	4.5	-0.4
15 Is cost conscious and minimizes risks	3.4	3.0	4.5	3.6	3.5	0.1
16 Works carefully	3.8	3.8	5.0	4.2	4.5	-0.3
17 Works in a practical way	3.5	3.8	4.5	3.9	3.0	0.9
18 Is reliable and can be counted on	3.9	4.2	4.0	4.0	4.0	0.0
<b>Average Score</b>	3.7	3.5	4.6	3.9	3.8	0.1

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**Task Quality - The ability to analyze, fix, and improve results.**

**Manager Score:**

Your manager(s) Quality Feedback score is 4, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Quality feedback score is 4.1, suggesting that they are very satisfied with this performance. Nice job.

**Co-Worker Score:**

Your co-worker(s) Quality feedback score is 3.9, suggesting that they are satisfied with this performance.

**Combined Feedback Score:**

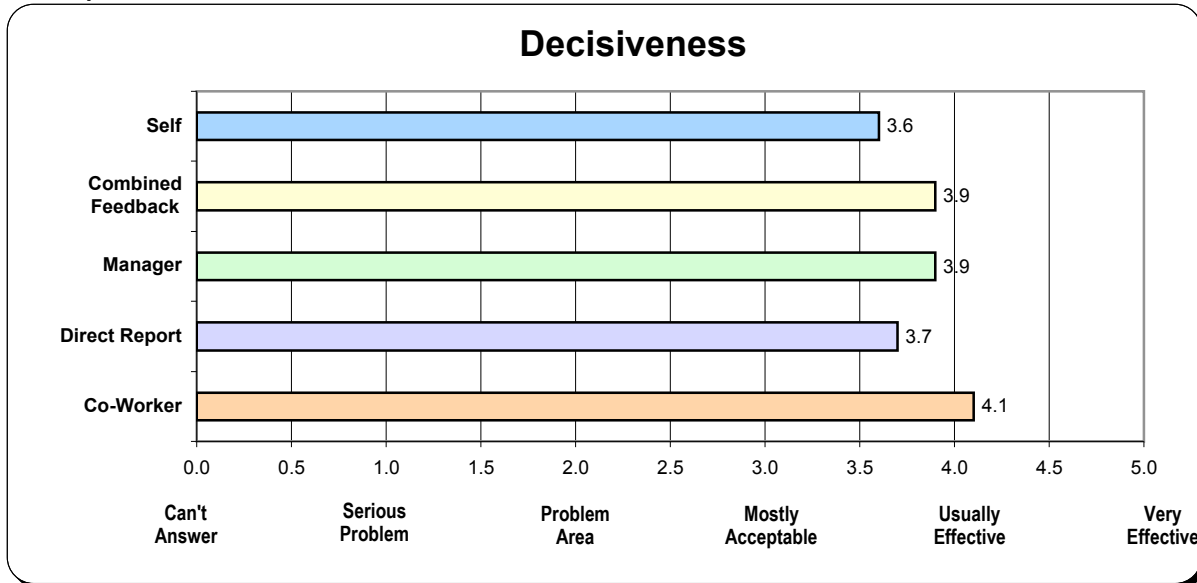
Your combined Quality feedback score is 4, suggesting that your raters are very satisfied with this performance. Nice job.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.3. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
19 Possesses strong job knowledge and keeps current	4.5	3.5	4.0	4.0	3.0	1.0
20 Finds out the specifics and pays attention to the small stuff	4.1	4.0	3.5	3.9	3.5	0.4
21 Makes effective use of the computer and other technology	4.3	4.3	4.0	4.2	4.5	-0.3
22 Does high quality work	3.3	4.3	5.0	4.2	4.0	0.2
23 Is detailed and thorough enough	4.0	4.2	3.5	3.9	3.5	0.4
24 Prevents and corrects mistakes and inaccuracies	3.4	4.0	4.0	3.8	3.5	0.3
<b>Average Score</b>	3.9	4.1	4.0	4.0	3.7	0.3

**Company ABC**  
**Participant A**



**Interpersonal Decisiveness - The ability to be clear, direct and assertive with others.**

**Manager Score:**

Your manager(s) Decisiveness Feedback score is 3.9, suggesting that they are satisfied with this performance.

**Direct Report Score:**

Your direct report(s) Decisiveness feedback score is 3.7, suggesting that they are satisfied with this performance.

**Co-Worker Score:**

Your co-worker(s) Decisiveness feedback score is 4.1, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

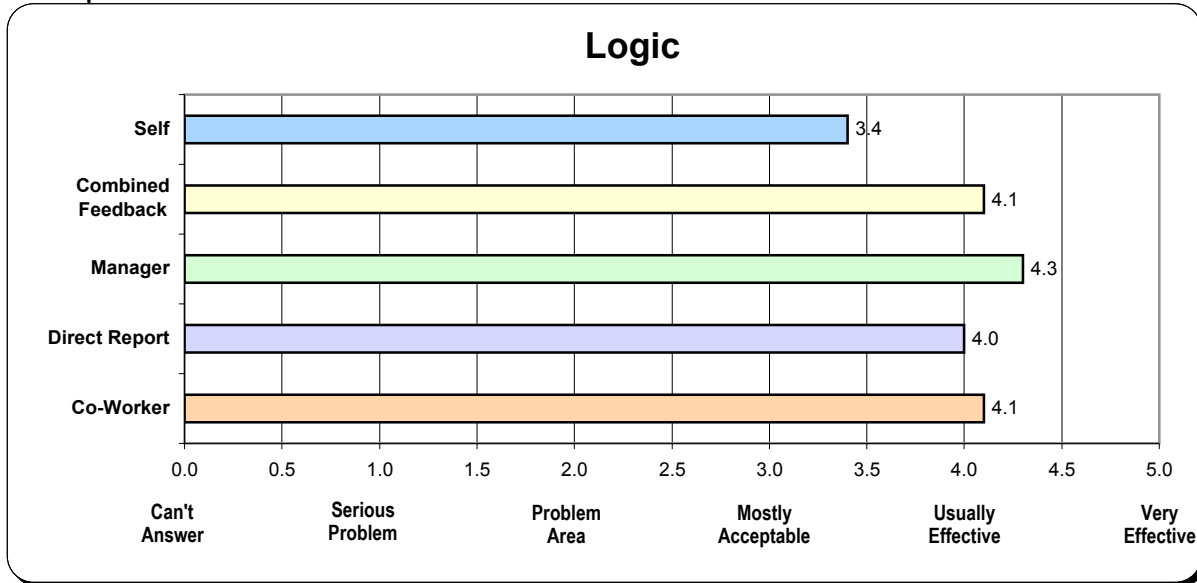
Your combined Decisiveness feedback score is 3.9, suggesting that your raters are satisfied with this performance.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.3. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
25 Is straightforward and outspoken	4.0	4.5	5.0	4.5	4.0	0.5
26 Asserts his or her expectations and concerns well	4.1	4.0	3.5	3.9	3.0	0.9
27 Communicates clearly and concisely	4.1	3.3	4.0	3.8	3.0	0.8
28 Listens for the bottom line	3.5	2.7	5.0	3.7	3.0	0.7
29 Finds out what is and isn't happening	4.4	3.5	2.0	3.3	4.0	-0.7
30 Works decisively with others	4.5	4.3	4.0	4.3	4.5	-0.2
<b>Average Score</b>	4.1	3.7	3.9	3.9	3.6	0.3

**Company ABC**  
**Participant A**



**Interpersonal Logic - The ability to be credible, analytical and rational with others.**

**Manager Score:**

Your manager(s) Logic Feedback score is 4.3, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Logic feedback score is 4, suggesting that they are very satisfied with this performance. Nice job.

**Co-Worker Score:**

Your co-worker(s) Logic feedback score is 4.1, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

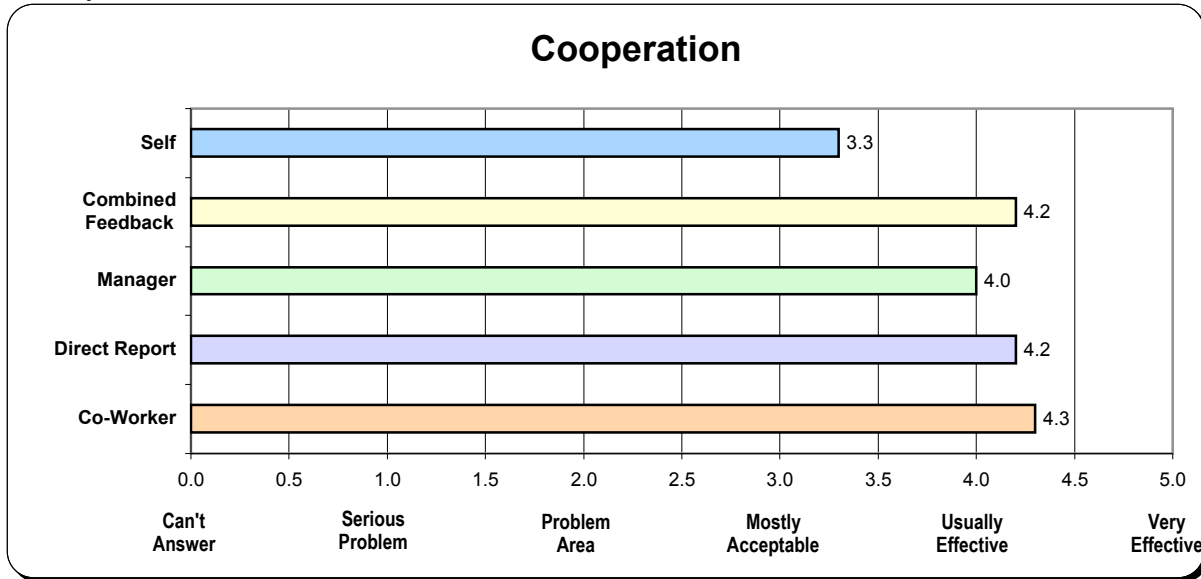
Your combined Logic feedback score is 4.1, suggesting that your raters are very satisfied with this performance. Nice job.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.7. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
31 Keeps people well informed and explains things well	4.0	4.0	5.0	4.3	5.0	-0.7
32 Listens for accuracy	4.5	4.7	3.5	4.2	4.5	-0.3
33 Analyzes situations and problems well	4.4	3.7	5.0	4.4	3.0	1.4
34 Treats people fairly	3.6	3.7	3.5	3.6	2.5	1.1
35 Communicates in a credible, confident, and logical way	3.8	3.7	4.0	3.8	2.5	1.3
36 Gets enough facts before making decisions	4.0	4.0	5.0	4.3	3.0	1.3
<b>Average Score</b>	4.1	4.0	4.3	4.1	3.4	0.7

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**Interpersonal Cooperation - The ability to be supportive, collaborative and practical with others.**

**Manager Score:**

Your manager(s) Cooperation Feedback score is 4, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Cooperation feedback score is 4.2, suggesting that they are very satisfied with this performance. Nice job.

**Co-Worker Score:**

Your co-worker(s) Cooperation feedback score is 4.3, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

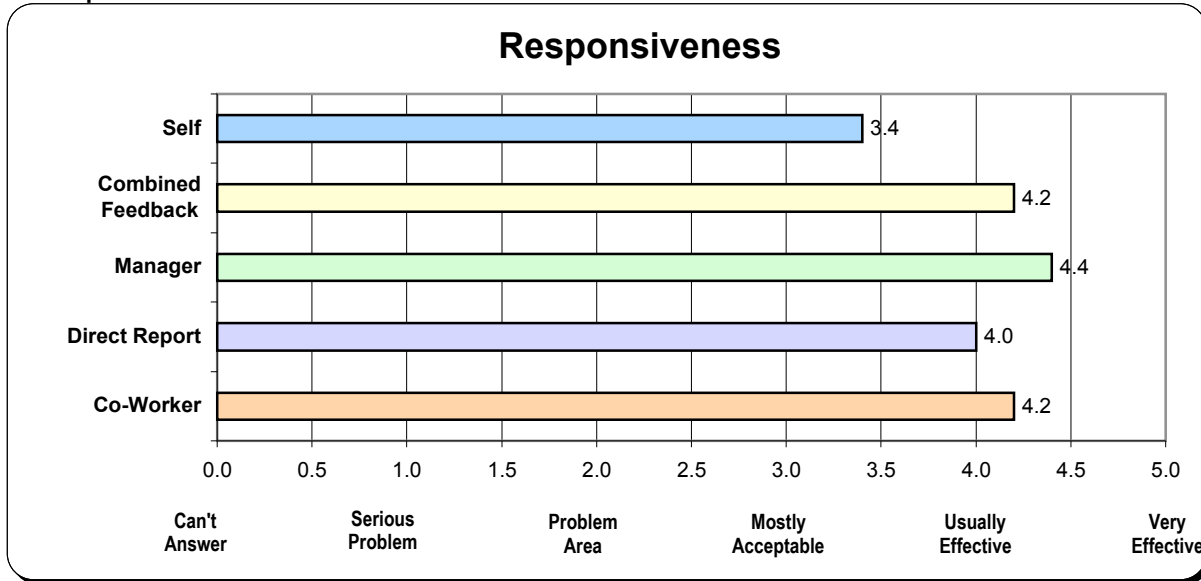
Your combined Cooperation feedback score is 4.2, suggesting that your raters are very satisfied with this performance. Nice job.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.9. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
37 Cooperates and readily helps others	4.3	4.2	4.0	4.2	3.5	0.7
38 Works well in teams	4.3	4.2	4.0	4.2	3.5	0.7
39 Is supportive and considerate of others	4.3	4.5	4.0	4.3	4.0	0.3
40 Communicates in a pleasant, considerate, understandable way	4.8	4.2	4.5	4.5	3.0	1.5
41 Listens for needs, concerns, and feelings	4.5	4.3	4.0	4.3	3.0	1.3
42 Finds out the status of work	3.8	4.0	3.5	3.8	2.5	1.3
<b>Average Score</b>	4.3	4.2	4.0	4.2	3.3	0.9

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**Interpersonal Responsiveness - The ability to be convincing, encouraging and flexible with others.**

**Manager Score:**

Your manager(s) Responsiveness Feedback score is 4.4, suggesting that they are very satisfied with this performance. Nice job.

**Direct Report Score:**

Your direct report(s) Responsiveness feedback score is 4, suggesting that they are very satisfied with this performance. Nice job.

**Co-Worker Score:**

Your co-worker(s) Responsiveness feedback score is 4.2, suggesting that they are very satisfied with this performance. Nice job.

**Combined Feedback Score:**

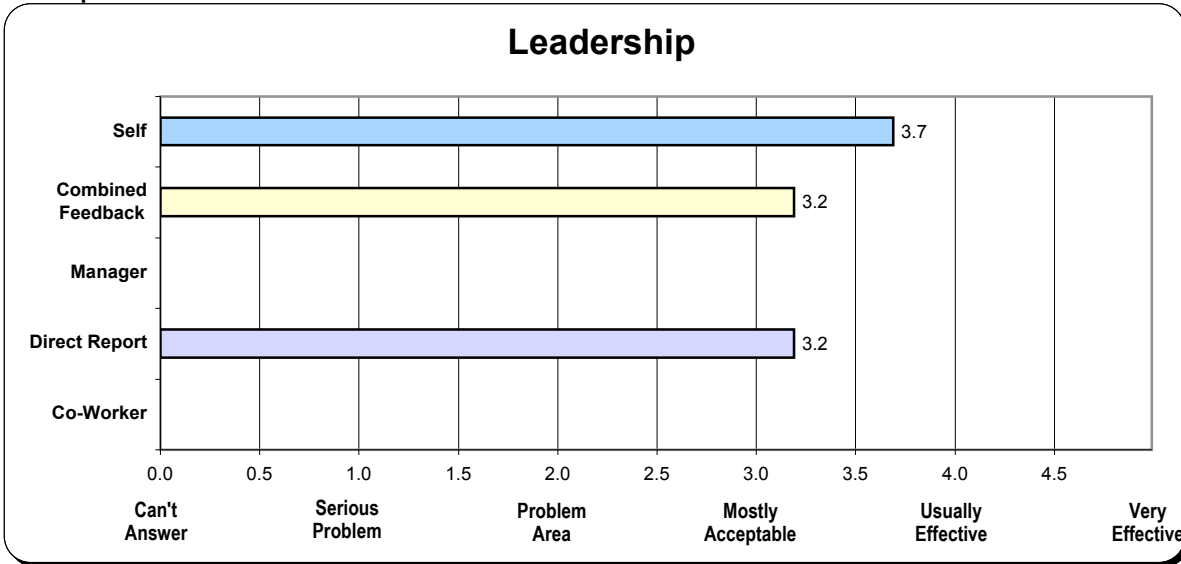
Your combined Responsiveness feedback score is 4.2, suggesting that your raters are very satisfied with this performance. Nice job.

**Discrepancy Score:**

The difference between your combined feedback score and self score is 0.8. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
43 Keeps an open and willing mind	4.0	4.0	5.0	4.3	3.0	1.3
44 Adapts well to others	4.4	4.2	4.0	4.2	3.0	1.2
45 Communicates in a persuasive, expressive, and friendly way	4.0	4.0	4.0	4.0	3.5	0.5
46 Builds positive relationships and tends to motivate others	4.4	4.2	5.0	4.5	4.0	0.5
47 Listens well to key points and ideas	4.5	3.3	4.0	3.9	3.0	0.9
48 Finds out how things are going and how people feel	4.0	4.0	4.5	4.2	4.0	0.2
<b>Average Score</b>	4.2	4.0	4.4	4.2	3.4	0.8

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**Participant A**



**Manager Score:**  
Not Applicable

**Direct Report Score:**  
Your direct report(s) Leadership feedback score is 3.2, suggesting that they are marginally satisfied with this performance.

**Co-Worker Score:**  
Not Applicable

**Combined Feedback Score:**  
Your combined Leadership feedback score is 3.2, suggesting that your raters are marginally satisfied with this performance.

**Discrepancy Score:**  
The difference between your combined feedback score and self score is -0.5. This insignificant discrepancy indicates that your raters agree with your self assessment.

	Co-Worker	Direct Report	Manager	Combined Feedback	Self	Discrepancy
<b>Questions</b>						
49 Provides the right level of supervision	-	3.2	-	3.2	2.5	0.7
50 Appraises performance on a timely and effective basis	-	3.7	-	3.7	4.0	-0.3
51 Helps develop employee's knowledge and skills when needed	-	3.3	-	3.3	3.0	0.3
52 Keeps employee well informed	-	4.0	-	4.0	4.0	0.0
53 Provides enough recognition, appreciation and encouragement	-	2.8	-	2.8	3.0	-0.2
54 Provides enough suggestions and recommendations	-	2.8	-	2.8	3.5	-0.7
55 Provides constructive feedback when employee is not doing something as well as he or she could or should	-	3.8	-	3.8	3.5	0.3
56 Listens to employee's ideas, concerns and opinions	-	2.3	-	2.3	4.0	-1.7
57 Seeks out employee's opinions and ideas	-	2.7	-	2.7	4.0	-1.3
58 Treats employee with respect	-	3.0	-	3.0	3.5	-0.5
59 Communicates clear expectations	-	3.5	-	3.5	4.0	-0.5
60 Shows an active interest in employee's well-being	-	2.8	-	2.8	3.5	-0.7
61 Helps employee solve problems when needed	-	3.0	-	3.0	5.0	-2.0
62 Gives employee enough freedom to do his or her job well	-	3.5	-	3.5	4.0	-0.5
63 Provides positive leadership	-	3.7	-	3.7	3.5	0.2
<b>Average Score</b>	-	3.2	-	3.2	3.7	-0.5

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## The Performance Development Plan

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**Begin by listing the items you are most pleased with and why:**

Interpersonal items you are pleased with:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

Task items you are pleased with:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

Overall, please summarize your strengths and skill areas -

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## The Performance Development Plan

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### Performance Improvement

Before you begin identifying areas for improvement, let me suggest that you will be more successful if you use the following five-step strategy for goal setting –

- ♦ State what you will accomplish, change, or improve.
- ♦ Specify how much you will do, by what time frame.
- ♦ Strategize how you will do it.
- ♦ Show how you will measure your progress and efforts.
- ♦ Spot what problems you are likely to encounter if you begin to improve.

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**GOAL #1:**    **State your goal - item # \_\_\_\_\_**

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Specify how much you will do.

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---

Strategize how you will do it.

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---

Show how you will measure your progress and efforts.

---



---

Spot what problems you are likely to encounter if you begin to improve.

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## The Performance Development Plan

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**GOAL #2:** State your goal - item # \_\_\_\_\_

\_\_\_\_\_

Specify how much you will do.

\_\_\_\_\_

\_\_\_\_\_

Strategize how you will do it.

\_\_\_\_\_

\_\_\_\_\_

Show how you will measure your progress and efforts.

\_\_\_\_\_

\_\_\_\_\_

Spot what problems you are likely to encounter if you begin to improve.

\_\_\_\_\_

\_\_\_\_\_

**GOAL #3:** State your goal - item # \_\_\_\_\_

\_\_\_\_\_

Specify how much you will do.

\_\_\_\_\_

\_\_\_\_\_

Strategize how you will do it.

\_\_\_\_\_

\_\_\_\_\_

Show how you will measure your progress and efforts.

\_\_\_\_\_

\_\_\_\_\_

Spot what problems you are likely to encounter if you begin to improve.

\_\_\_\_\_

\_\_\_\_\_

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## The Performance Development Plan

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**GOAL #4:** State your goal - item # \_\_\_\_\_

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Specify how much you will do.

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Strategize how you will do it.

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Show how you will measure your progress and efforts.

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Spot what problems you are likely to encounter if you begin to improve.

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**GOAL #5:** State your goal - item # \_\_\_\_\_

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Specify how much you will do.

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Strategize how you will do it.

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Show how you will measure your progress and efforts.

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Spot what problems you are likely to encounter if you begin to improve.

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## The Performance Development Plan

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**GOAL #6:**    **State your goal - item # \_\_\_\_\_**

\_\_\_\_\_

Specify how much you will do.

\_\_\_\_\_

\_\_\_\_\_

Strategize how you will do it.

\_\_\_\_\_

\_\_\_\_\_

Show how you will measure your progress and efforts.

\_\_\_\_\_

\_\_\_\_\_

Spot what problems you are likely to encounter if you begin to improve.

\_\_\_\_\_

\_\_\_\_\_

**GOAL #7:**    **State your goal - item # \_\_\_\_\_**

\_\_\_\_\_

Specify how much you will do.

\_\_\_\_\_

\_\_\_\_\_

Strategize how you will do it.

\_\_\_\_\_

\_\_\_\_\_

Show how you will measure your progress and efforts.

\_\_\_\_\_

\_\_\_\_\_

Spot what problems you are likely to encounter if you begin to improve.

\_\_\_\_\_

\_\_\_\_\_