

Harvard ManageMentor On-the-Job Action Plans

Performance Appraisal

Now that you have completed the lessons in this course, you are ready to use the concepts to improve your performance as a leader in your organization. This On-the-Job Action Plans document will help you identify opportunities to apply and develop critical skills.

Successfully incorporating new skills into your daily routine will take time, focus, and commitment, but will have an impact on you and your organization. Your goal will be to improve your ability to apply the skills listed below, consistently well in your workplace. Identify one or more action items for applying your selected skill and then reflect on the outcomes of your actions. Be sure to keep your manager informed of your progress and accomplishments.

You can complete this On-the-Job Action Plan document as many times as you like to create Action Item(s) for each skill, and as necessary. Action Plans are typically private and do not need to be submitted. However, it may be a good idea to have them readily available as reference material for further learning opportunities.

The skills for this topic are:

1. Prepare for a performance appraisal meeting with a direct report
2. Conduct a performance appraisal meeting with a direct report
3. Monitor an employee's progress on performance goals

Select Your Skill to Focus On

Since improving any skill takes time, it helps to focus your development efforts on those skills that will have the greatest impact. Consider, what are your strengths? Where could you improve? What are the priorities from your manager or company? Select one skill for which you'll create an action plan.

Which skill are you focusing on for this action plan? _____

Rate Your Current Ability

Rate your ability to consistently apply this skill. If you're not sure about your rating, consider asking your peers or manager to provide their observations regarding your current abilities.

On a scale of 1-5 (low-high) rate your proficiency on this skill: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Create the Action Plan

Describe specific actions you will take over the next 90 days to apply the selected skill in your workplace. Consider the actions you identified earlier in the topic as a starting point.

Action Item <i>(List your action items below with target dates)</i>	Target Date

Complete this portion after your target date

Has your proficiency at this skill changed?

On a scale of 1-5 (low-high) rate your proficiency on this skill today: ☐1 ☐2 ☐3 ☐4 ☐5

Action Plan Reflection

Briefly summarize the results you have experienced from executing your action plan. What happened? What were your successes, surprises, obstacles, or lessons learned, if any? _____

As a result of your experience applying this skill in your workplace, what might you do differently going forward? What will you continue doing? _____
