**Annual Self-Evaluation Form - Leader**

| **Date:** Click here to enter text. | |
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| **Employee Name:** Click here to enter text. | |
| **Evaluation Area** | **Notes** |
| **Strategically Focused**  *Example behaviors at Meets Expectations:*   * Plans for both the short and long-term success of the school/division * Aligns Emory goals with own school/division. * Considers trends both internal and external, best practices, existing and potential needs, and current strengths of the organization. * Creates and communicates an inspiring vision for the future. * Develops both short and long-term strategies to achieve organizational goals. * Demonstrates focus on strategic objectives of the University in daily behavior (e.g., ideas, decisions, etc.).   *Additional examples:* [Unacceptable Meets Expectations Far Exceeds Expectations](https://www.hr.emory.edu/eu/_includes/documents/sections/performance-management/strategy.pdf) | **Click here to enter text.** |
| **Coaches/Develops Others**  *Example behaviors at Meets Expectations:*   * Develops the skills and abilities of others by exposing them to formal training and impactful on-the-job assignments/experiences. * Provides ongoing, constructive feedback and coaching to help people realize their full potential. * Utilizes University tools and processes (e.g. PM systems, development plans, LOD/HR resources) to develop team. * Recognizes and reinforces people’s developmental efforts and improvements. * Helps people develop plans to achieve career goals and career growth.   *Additional examples:* [Unacceptable Meets Expectations Far Exceeds Expectations](https://www.hr.emory.edu/eu/_includes/documents/sections/performance-management/coaches.pdf) | **Click here to enter text.** |
| **Institutionally Minded**  *Example behaviors at Meets Expectations:*   * Works across boundaries for the good of the entire University, not just own team or department. * Instills “One Emory” attitude throughout own school/division and the University as a whole. * Actively seeks to understand the work occurring beyond own department. * Takes steps to actively associate with people both within own work unit and across the University; leverages these connections to complete tasks. * Is a responsible steward of institutional resources and represents Emory well in public settings.   *Additional examples:* [Unacceptable Meets Expectations Far Exceeds Expectations](https://www.hr.emory.edu/eu/_includes/documents/sections/performance-management/institute.pdf) | **Click here to enter text.** |
| **Empowers/Delegates to Others**  *Example behaviors at Meets Expectations:*   * Allocates decision-making authority and/or task responsibility to others. * Evaluates each employee’s ability to perform new, challenging work, and potential training needed to be successful. * Shares information on department goals/strategies to enhance employee interest, understanding, and engagement. * Empowers employees to take risks, supports them when things go wrong and encourage them to learn from setbacks and failures. * Invites team to assist in making important decisions; solicits their input.   *Additional examples:* [Unacceptable Meets Expectations Far Exceeds Expectations](https://www.hr.emory.edu/eu/_includes/documents/sections/performance-management/empowers.pdf) | **Click here to enter text.** |
| **Leads Change**  *Example behaviors at Meets Expectations:*   * Brings about and manages change to minimize resistance, both within and outside of the organization, to meet organizational goals. * Recognizes the needs of others, including emotional needs, and how to address their needs to help them get through the change. * Adequately prepares for change by assembling a strong team of trusted advisors. * Creates detailed plans for driving change that consider tasks and communication. * Inspires and motivates others to want to change. * Monitors implementation of change and adjusts as needed.   *Additional examples:* [Unacceptable Meets Expectations Far Exceeds Expectations](https://www.hr.emory.edu/eu/_includes/documents/sections/performance-management/change.pdf) | **Click here to enter text.** |
| **Influences and Impacts Others**  *Example behaviors at Meets Expectations:*   * Captures people’s attention as an influential, experienced and/or knowledgeable figure. * Is viewed as persuasive by mannerisms and communication style. * Is influential and a sought-after resource across a variety of situations and audiences. * Shares thinking and opinions tactfully and with confidence. * Demonstrates awareness of personal image and style.   *Additional examples:* [Unacceptable Meets Expectations Far Exceeds Expectations](https://www.hr.emory.edu/eu/_includes/documents/sections/performance-management/influences.pdf) | **Click here to enter text.** |
| **Strives for Operational Excellence**  *Example behaviors at Meets Expectations:*   * Displays dedication to achieving exceptional results. * Persists to complete all tasks / responsibilities, even in the face of difficulties. * Operates with personal ownership and looks for ways and means to improve performance. * Displays a strong commitment to making service performance improvements and determination to achieve positive service outcomes.   *Additional examples:* [Unacceptable Meets Expectations Far Exceeds Expectations](https://www.hr.emory.edu/eu/_includes/documents/sections/performance-management/excellence.pdf) | **Click here to enter text.** |
| **Diversity, Equity and Inclusion**  *Example behaviors at Meets Expectations:*   * Pursues knowledge and displays a self-awareness of diversity, equity and inclusion * Adopts or modifies operational practices to help ensure DEI * Actively addresses or makes known issues of inequity and bias whenever possible.   *Additional examples:* [Unacceptable](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/dei-leader.pdf) [Far Exceeds Expectations](https://hr.emory.edu/eu/_includes/documents/sections/performance-management/dei-leader.pdf) | **Click here to enter text.** |
| **Additional Notes**  **Click here to enter text.** | |