

CHECKLIST FOR INDIVIDUAL DEVELOPMENT

1. Have I agreed with each member of my team his/her main responsibilities together with the standards of performance by which we can both recognise success?
2. Has he/she a continuing list of agreed short-term targets for the improvement of his/her performance, each with an agreed completion date?
3. Does he/she have the resources necessary to achieve the agreed performance standards (including sufficient authority)?
4. Have I made adequate provision for the training and (where necessary) retraining of each person?
5. In the event of success, do I acknowledge it and build on it?
6. In the case of failure, do I feedback constructively and give guidance on improving future performance?
7. Does the individual see some pattern of career development? If he/she is about to retire does he/she need help in meeting the problems of retirement?
8. Can I remove some controls, though still retaining my accountability? e.g. can I cut down the amount of checking I do, holding him/her responsible more and more for the quality and accuracy of his/her work?
9. Is the overall performance of each individual regularly reviewed in face-to-face discussion?
10. If, after opportunities for training and development, an individual is still not meeting satisfactory standards, do I try to find a position for him/her more nearly matching his/her capacity - or see that someone else does?
11. Do I know enough about the members of my team to enable me to have an accurate picture of their needs, aptitudes, and attitudes within the work situation?
12. Do I give enough time and personal attention to matters of direct concern to the individual when communicating information?