

# Manager's Assessment

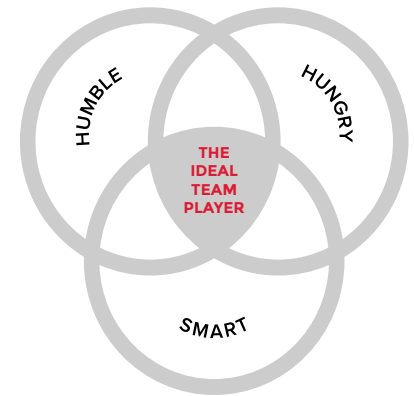
Name/Company: \_\_\_\_\_

## Instructions

Take this assessment to evaluate your direct report relative to the three virtues of an ideal team player.

Use the scale below to indicate how each statement applies to your direct report. Choose the rating response number that best applies to each statement and record it in the box to the right of the statement. Then total the scores for each of the three virtues.

**RATING SCALE:** 3 = Usually, 2 = Sometimes, 1 = Rarely



## Humble

### My direct report...

- |   |        |
|---|--------|
| 1. Compliments or praises teammates without hesitation.             | SCORE: |
| 2. Easily admits to mistakes.                                       | SCORE: |
| 3. Is willing to take on lower-level work for the good of the team. | SCORE: |
| 4. Gladly shares credit for team accomplishments.                   | SCORE: |
| 5. Readily acknowledges his/her weaknesses.                         | SCORE: |
| 6. Offers and accepts apologies graciously.                         | SCORE: |

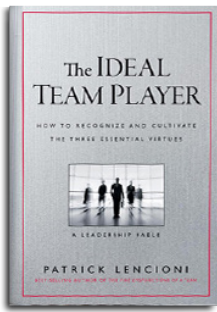
**TOTAL HUMILITY SCORE:**

## Hungry

### My direct report...

- |  |        |
|--|--------|
| 7. Does more than what is required in his/her own job.                               | SCORE: |
| 8. Has passion for the "mission" of the team.  | SCORE: |
| 9. Feels a sense of personal responsibility for the overall success of the team.     | SCORE: |
| 10. Is willing to contribute to and think about work outside of office hours.        | SCORE: |
| 11. Is willing to take on tedious or challenging tasks whenever necessary.           | SCORE: |
| 12. Looks for opportunities to contribute outside of his/her area of responsibility. | SCORE: |

**TOTAL HUNGER SCORE:**



# Manager's Assessment

(Continued from the previous page.)

## Smart

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### My direct report...

- |   |        |
|---|--------|
| 13. Generally understands what others are feeling during meetings & conversations.        | SCORE: |
| 14. Shows empathy to others on the team.  | SCORE: |
| 15. Demonstrates an interest in the lives of his/her teammates.                           | SCORE: |
| 16. Is an attentive listener.   | SCORE: |
| 17. Is aware of how his/her words and actions impact others on the team.                  | SCORE: |
| 18. Adjusts his/her behavior & style to fit the nature of a conversation or relationship. | SCORE: |

**TOTAL SMART SCORE:**

## Scoring

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Remember, the purpose of this tool is to help you explore and assess how your direct report embodies the three virtues of an ideal team player. The standards for “ideal” are high. An ideal team player will have few of these statements answered with anything lower than a ‘3’ (usually) response.

**A score of 18 or 17** is an indication that the virtue is a potential strength.

**A score range of 16 to 14** is an indication that your direct report most likely has some work to do around that virtue to become an ideal team player.

**A score of 13 or lower** is an indication that your direct report needs improvement around that virtue to become an ideal team player.

Finally, keep in mind that while this tool is quantitative, the real value will be found in the qualitative, developmental conversations with your direct reports. Don't focus on the numbers, but rather the concepts and the individual statements where your direct reports may have scored low.