

PS Leader Supervisor Debrief

Recently, you may have participated in the PS Leader assessment and development planning Process. You are the designated supervisor of one of the managers who report to you. This assessment is an important step in enabling your direct report to identify and develop both strengths and weaknesses.

The first report section in PS Leader is the JOB REQUIREMENTS COMPARISON which compares your direct reports perceptions of what competencies are most important in their job to your own beliefs about what competencies are most important in your direct reports job. Only Required Proficiency ratings were used in creating this report. Your direct report is encouraged to meet with you to discuss and reconcile any significant differences between your importance ratings and his or her own ratings.

Your direct report will discuss the actual results from the PS Leader assessment with you. Use the list of competencies and their definitions below to help you reconsider how important each competency might be in your direct reports job.

To be fully prepared for you meeting to reconcile job requirements, use the first column to rate each competency as low, moderate or high importance in your direct reports job. Then in column 2, place a checkmark next to any of these competencies where you believe your direct report is proficient in the competency. These strengths are important for you to make known to your direct report.

Competency and Definition	Rate for Importance to the job	Check Strengths
Action Orientation. Takes action and risks when needed; makes difficult decisions when necessary.		
Budgeting. Prepares and justifies budget; monitors expenses.		
Business Knowledge. Stays informed on all aspects of the business that impact or influence own decisions or job.		
Commitment to Workforce Diversity. Manages workforce diversity by being sensitive to differences.		
Coaching. Ensures that task assignments are understood and appropriate; adapts leadership style to situations and people; empowers, motivates, and guides others; provides feedback effectively; and provides opportunities for career development.		
Conflict Resolution and Negotiation. Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner; negotiates to find mutually acceptable solutions.		
Creativity and Innovation. Identifies new possibilities and solutions; fosters innovations among others.		
Flexibility. Adapts to change in the work environment; effectively copes with stress.		
Human Resource Management. Applies effective practices in recruitment, selection, performance appraisal, recognition, and corrective/disciplinary action; promotes good labor relations and employee wellbeing.		
Influencing. Networks with, and provides information to, key groups and individuals; appropriately uses persuasion and authority in dealing with others to achieve goals.		
Interpersonal Skills. Considers and responds appropriately to the needs, feelings, and capabilities of others; treats others equitably.		

Competency and Definition	Rate for Importance to the job	Check Strengths
Change Management. Champions organizational change; plans for managing change and helping the workforce deal with work-related transitions.		
Oral Communication. Listens to others; makes clear and effective oral presentations to individuals or groups.		
Planning and Executing. Establishes policies, guidelines, plans, and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency.		
Problem Solving and Decision-Making. Recognizes and defines problems; analyzes relevant information; considers a variety of factors in selecting alternative solutions.		
Quality Centered. Actively seeks customer input; ensures that customer needs are met; continuously seeks to improve the quality of services, products, and processes.		
Results Focus. Works persistently to achieve goals and overcome obstacles; takes advantage of opportunities to further goals; displays accountability for results.		
Role Modeling. Leads by example; shows congruence between words and actions; follows through on agreements.		
Self-Development. Assesses own strengths, weaknesses, and impact on others; seeks feedback from others; invests in own development; maintains technical proficiency.		
Team Leadership. Fosters cooperation, communication, and consensus.		
Technology Management and Application. Applies new technologies to organizational needs; ensures that staff are trained and capable.		
Time Management. Manages time efficiently.		
Writing. Communicates effectively in writing.		
Visioning. Creates a vision for the organization; promotes wide ownership and commitment to the vision; ensures that actions are consistent with the vision.		

Remember, the assessment takes a more comprehensive approach to determining job requirements by using the scores of the component behaviors in each competency. You should be prepared for some potential differences between your responses on the actual assessment and on this worksheet.

Strengths are very important for real performance and for morale. Below are some recommendations for how you should use your views of your direct reports strengths.

- Repeatedly make your direct report aware that you believe he or she has these strengths in either an informal meeting or a periodic performance review.
- Look for opportunities for the direct report to use these strengths in their work or in special projects.
- Think of ways the direct report can further develop these job strengths and encourage them in these directions.
- Consider ways that the various subordinate positions you are responsible for could be redesigned to better utilize the strengths of the managers/employees who report to you.