

What Kind of Manager Are You?

1. Within 45 days of a new employee starting, you usually:

- a. Ensure the employee is familiar with policies and understands the goals of the Agency.
- b. Learn more about the employee's personal and career goals.
- c. Provide short and long-term expectations for goal-planning.

2. When you regularly interact with your direct reports, you typically:

- a. Seek their feedback about their work/tasks, and about my management style.
- b. Thank them for work well done, and provide additional responsibilities.
- c. Offer feedback and tips for ongoing improvement of their work.

3. When you decide to implement a recognition and rewards program, you:

- a. Ask your employees about their preferred methods of receiving recognition.
- b. Determine suitable rewards according to SPB rules to recognize employees.
- c. Seek out inexpensive and/or intangible ways to reward your employees for a job well-done.

4. You have employees who have negative feelings toward performance management. You make it an effort to:

- a. Complete annual reviews timely, and communicate clear direction, goals, and expectations.
- b. Regularly engage them in dialogue about learning, performance, goals, and achievements.
- c. Explore their feelings and encourage them to think differently about the PM process.

5. After noticing that employees are experiencing difficulties in accomplishing their goals, you:

- a. Ask for feedback about their work. Dialogue about those difficulties and suggest opportunities for learning.
- b. Encourage and motivate them to manage their projects differently, and to complete tasks in steps.
- c. Reflect on their work and methods, and provide guidance to help them do things differently.

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0 – 3 Points

THE Textbook MANAGER

Doing performance management is like driving, and you maneuver within the lines. Your team reaches most of their destinations, but the route could be adjusted slightly. Take a moment to learn more about your employees' work, motivation, and communication styles and watch them become more involved and dedicated to their goals.

4 – 6 points

THE Intuitive MANAGER

Getting things going, understanding how work is done, and being perceptive and aware of your employees are a way of life for you. Though instinctive, performance management for you is a process that is handled with care. Don't forget to inspire employees to problem-solve and achieve greatness, own their own.

7 – 10 points

THE Charismatic MANAGER

Encouraging teamwork, goal-setting, and propelling employees to succeed is second nature to you. Performance management is just another tool in your out-of-the-box kit. However, your employees will also appreciate coordinated PM activities that involve them in the process and provide structure around growth and goal completion.