

## DUKE MANAGEMENT ACADEMY

### 2019 - 2020 Manager Assessment

**Manager:** Duke's excellence is linked to the success of its workforce. To attract, develop, and retain a highly skilled, diverse, and committed workforce, we need a culture that encourages and values individual and team contributions and provides rewards and recognition that support our common endeavors.

To that end, please review the following competencies and Duke's Guiding Principles to assess your employee. We ask that this assessment is kept confidential by filling it out, placing it in an envelope, and signing your name on the back of the envelope. Your final step is to return the sealed envelope to your employee, so he or she can include it in their application packet.

To score the employee assessment, reflect on the employee's actual work and behavior.

**Ask yourself, how often do I see this behavior? On a scale from 1-5:**

**1 = never, 2 = rarely, 3= sometimes, 4= frequently, and 5=always**

**Also, you are asked NOT to add up the totals for each Principle.**

<b>Trustworthiness</b>	<b>Rating 1-5</b>
Demonstrate high integrity, truthfulness and ethics	
Ensure words and behaviors are consistent and reflect the highest ethical standards	
Listen and speak with honesty, openness and respectfulness	
Keep promises and follow through on commitments	
<b>Total</b>	
<b>Respect</b>	<b>Rating 1-5</b>
Regard, value, and recognizes the needs and perspectives of others	
Ensure actions, decisions and policies promote equity	
Regard and value contributions and recognize accomplishments	
Display interest in and contribute to others' well-being	
<b>Total</b>	
<b>Diversity</b>	<b>Rating 1-5</b>
Take full advantage of the rich background and abilities of all	
Recognize and value differences	
Seek Inclusiveness	
Consider and honor differing points of view	
<b>Total</b>	

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<b>Learning</b>	<b>Rating 1-5</b>
Work, learn, strive for excellence together, sharing successes and mistakes	
Expect and encourage continuous learning	
Create opportunities for individual and group learning and learning that crosses organizational boundaries	
Recognize that no one has all the answers	
<b>Total</b>	
<b>Teamwork</b>	<b>Rating 1-5</b>
Foster positive work relationships through inclusive, team approach	
Create environment for stretching beyond what was thought possible	
Seek input and involvement of those affected by decisions	
Accept responsibility and accountability	
Place team goals above personal goals	
<b>Total</b>	
<b>Manages the business</b>	<b>Rating 1-5</b>
Basic financial management required at the employee's level in the organization	
Works with Human Resources to hire great employees or let go other employees	
Works with employees to improve performance to higher levels of achievement	
Strategic thinking and effective problem solving	
Innovative thinking skills to think outside the box	
<b>Total</b>	
<b>Commits to their own professional development</b>	<b>Rating 1-5</b>
Career planning and a desire to grow their own knowledge & skills	
Demonstrates personal and professional accountability	
Carefully optimizes the leader within in any given situation	
<b>Total</b>	
<b>Leads People</b>	<b>Rating 1-5</b>
Demonstrates leadership knowledge and skills	
Seeks to build relationships with employees, co-workers, and leaders	
Uses influence behavior when needed with integrity	
Coaches each employee to perform at their best through 1-on-1 meetings	

**Open Ended Question: Please write as much as you desire!**

1. What would success look like to you after your mid-level employee completes the program?
2. Why should your mid-level employee be included in the Duke Management Academy?
3. What else should the L&OD team know about your employee, to better serve his or her Development?

Please seal this assessment in an envelop and sign your name across the closure. This allows you, the manager of the candidate, to be as honest as possible.