

Reflection checklist: Understanding a manager's role in performance management

As outlined in the [CIPD guide](#) it's essential managers understand their role in performance management. Managers can use this reflection checklist to review their understanding and identify any development needs.

People management activities	Tick where applicable
You agree (not impose) SMART objectives and/or standards.	☐
You monitor performance.	☐
You encourage self-monitoring of performance.	☐
You give regular and frequent performance feedback.	☐
You praise staff for their successes.	☐
You give negative feedback constructively, immediately and privately.	☐
You spend more time praising than reprimanding.	☐
You regularly and frequently coach staff.	☐
You identify both short- and long-term development goals with staff.	☐
You identify and arrange on-the-job development activities for staff.	☐
You discuss with staff what they have achieved over a given period.	☐
You discuss with staff what they have learned over a given period and how they will apply it.	☐
You ensure that staff have the information they need to do their jobs.	☐
You ensure that staff have the information they want to feel comfortable within the organisation.	☐
You ensure that staff have the resources they need to achieve their goals.	☐
You have and communicate a 'vision' of how the team will develop, or how things will change.	☐

Now review the areas you didn't tick to understand where you could develop your skills. You could refer to the [CIPD's manager development exercises](#) for support. You can also refer to the [CIPD's guide on effective performance management](#).