



Strengths/Opportunities Assessment

Alignment – What is being assessed?

This assessment aligns directly to the skills and topics being presented in the **Solenis Leadership Program**.

- Building Emotional Intelligence and Leveraging Diverse Strengths
- Supporting a Values-Focused Culture at Solenis
- Communicating and Thinking Strategically
- Understanding How to Have Influence With Your Team
- Developing Others Through Coaching

Raters & Purpose – Who is rating this assessment and why?

Each participant in the program and their direct manager completes this assessment before the start of the program to provide the participant with feedback on areas of strength/opportunities and to create an agreement on key areas of development.

30-60 days after the program is complete, a post-assessment should be completed.

Process – What are the steps to complete?

1. Participant creates 2 copies of the assessment meeting. (1 for self & 1 for manager)
2. Participant completes the Self Rating column and their Manager completes the Manager Rating column (**complete this step separately**).
3. Participant meets 1:1 with manager to review and discuss assessment ratings and creates agreement on the Development plan (Section II/p.3 of this document)
4. **Participant uses this plan to focus on their personal development as a leader during the program.**

Section I: Assessment



Scale – What scale is being used?

3 = Exceeds	Exceptional performance that exceeds expectations always.
2 = Meets	Steady performance that meets expectations.
1 = Not Meeting	Not meeting expectations yet, area of opportunity and growth

Assess – What’s your rating?

When determining your rating, consider interactions and performance with direct reports, peers, manager and clients if applicable. Utilize the “Comparison Notes” section when meeting with your Manager to debrief and compare ratings.

Skill Description	Self Rating	Mgr Rating	Comparison Notes
1. Understands how to use emotional intelligence to improve relationships and address difficult situations.			
2. Demonstrates Solenis’ values when communicating and leading team projects.			
3. Communicates and cascades company information and goals.			
4. Thinks strategically about the business and makes strategic decisions.			
5. Uses influence rather than power to get buy in and hold others accountable.			
6. Coaches and develops employees in ways that are motivating and empowering to them.			



Section II: Development Plan

Complete the questions below during the 1:1 debrief meeting between the participant and manager, ensure there is agreement on what areas to develop and focus on throughout the program.

1. What are your areas of strength? How do you use them on the job? Are you and your manager in agreement, why or why not?

2. What are your areas of opportunity? How do they impact your performance on the job? Are you and your manager in agreement, why or why not?

3. What must you **START** doing over the next 3 months in order to address areas of opportunity?

4. What must you **STOP** doing over the next 3 months in order to improve as a manager?

5. What must you **CONTINUE** doing over the next 3 months in order to maintain your areas of strength?

6. What key skill areas do you commit to improving in the program?

7. How will you know you've improved in these areas?

8. What support do you need from your manager to develop and improve these skills?