

PERFORMANCE REVIEW QUESTIONS FOR MANAGERS

ADVANCING BELONGING IN ORGANIZATIONS

AN EQUITY FLUENT
LEADERSHIP PLAYBOOK



PURPOSE

Performance and 360 reviews can further provide clarity on your leadership and how you may be supporting belonging or could improve. The below questions can be used in 360 reviews for managers and leaders.

WHO IS THIS FOR

This tool is for HR and DEI practitioners to implement within performance review processes.

INSTRUCTIONS

Add these questions to 360 reviews for managers; ensure the answers provided are anonymous.

1. How does my manager create an environment where myself and others feel empowered to speak up and feel heard when they do? How could they improve?
2. How does my manager recognize and celebrate my contributions and those of others on the team? How could they improve?
3. How does my manager support meaningful professional relationships among the team and organization?
4. How does my manager share knowledge, tips, and resources that help be successful in my role and in the organization? How could they improve?
5. How does my manager connect my and my team's work to the broader goals/vision of the organization? How could they improve?

This tool was developed by Genevieve Smith, Jasmine Sanders, and Ishita Rustagi (2022). It is an accompanying resource of the [Advancing Belonging in Organizations: An Equity Fluent Leadership Playbook](#) of the Center for Equity, Gender & Leadership (EGAL) at Berkeley Haas