**Administrator Observation – Meeting**

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| ***Staff Member Observed:*** |  |

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| ***Observation Completed By:*** |  |

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| ***Date of Observation:*** |  |

| **Indicator** | **Unsatisfactory** | | **Basic** | | **Proficient** | | **Distinguished** | |
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| **1. Purpose of Meeting** | Has no agenda or the purpose of the meeting is not clear. | | Agenda is unorganized and/or undeveloped, or does not support the purpose of the meeting. | | Has prepared an organized and developed agenda that supports the purpose of the meeting. | | Has prepared and circulated in advance an organized and developed agenda that supports the purpose of the meeting. | |
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***Comments:***

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| **Indicator** | **Unsatisfactory** | | **Basic** | | **Proficient** | | **Distinguished** | |
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| **2. Exhibits Leadership Qualities** | Demonstrates little understanding of how leadership techniques can be used to engage the staff. | | Attempts to use leadership techniques of visioning, communicating, motivating, and managing conflicts, but attempts have little impact. | | Applies leadership techniques of visioning, communicating, motivating, and managing conflicts as needed, with mostly productive impact. | | Applies leadership techniques of visioning, communicating, motivating, and conflict resolution effectively to maintain the focus and progress of the meeting, and to help participants develop a concrete course of action. | |
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***Comments:***

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| **Indicator** | **Unsatisfactory** | | **Basic** | | **Proficient** | | **Distinguished** | |
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| **3. Listens and Accepts Feedback** | Does not ask for ideas or suggestions, and demonstrates a clear intent not to consider those offered. | | Asks for ideas and suggestions, but is unconvincing about considering them. | | Listens actively and shows understanding by paraphrasing and acknowledging others' ideas. | | Attends fully and shows understanding by paraphrasing, summarizing, and engaging others in discussion. Checks for agreement, acceptance, and buy-in. | |
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***Comments:***

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| **Indicator** | **Unsatisfactory** | | **Basic** | | **Proficient** | | **Distinguished** | |
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| **4. Exhibits High Standards of Written Communication** | Creates documents with no clear purpose, structure, supporting evidence, and/or poor grammar, style, and mechanics. | | Creates documents with clear purpose and structure, but little supporting evidence. May contain poor grammar, style, or mechanics. | | Creates effective documents with clear purpose and structure, sound supporting evidence, and few grammar, style, or mechanics problems. | | Creates effective documents with clarity of purpose and structure, in-depth and convincing supporting evidence, and excellent grammar, style, and mechanics. | |
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***Comments:***

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| **Indicator** | **Unsatisfactory** | | **Basic** | | **Proficient** | | **Distinguished** | |
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| **5. Displays High Standards of Oral Language** | Presentation lacks structure and is delivered poorly (e.g., no eye contact, inaudible tone of voice, does not engage the participants). | | Presentation has some structure and acceptable delivery (e.g., maintains some eye contact, muffled voice, does not effectively engage the participants). | | Presentation is structured and delivered very well (e.g., maintains eye contact, uses clear and audible voice, effectively engages the participants). | | Presentation has excellent structure and the delivery is excellent (e.g., maintains eye contact with all areas of the room, strong voice with appropriate inflection and emphasis, complete engagement of the participants). | |
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***Comments:***

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***Successes, Opportunities, and Next Steps:***

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