



Manager Appraisal Question Bank

and Potential Review Templates

Manager Appraisal Question Bank

Overall Job Performance

- How effectively does the employee contribute to achieving company goals?
- How effectively does the employee complete tasks within deadlines and deliver expected results?
- How accurately and thoroughly does the employee complete assigned work?
- How well does the employee adapt to changing priorities and business needs?
- How consistently does the employee meet or exceed quality standards in their role?

Communication

- How effectively does the employee communicate ideas and updates with clarity and relevance?
- How well does the employee adapt their communication style to different audiences or situations?

Collaboration / Group Work

- How well does the employee support cooperation and help resolve conflicts within the team?
- How effectively does the employee manage time and prioritise tasks?

Creativity

- How effectively does the employee generate new ideas or approaches to solve problems?
- How consistently does the employee encourage or apply innovative solutions in their work?

Learning Agility

- How effectively does the employee learn and apply new skills in unfamiliar situations?
- How actively does the employee seek opportunities to develop new skills and knowledge?

Initiative & Proactivity

- How often does the employee take action without waiting for instructions?
- How effectively does the employee identify and act on opportunities for improvement?
- How effectively does the employee adapt to new processes, tools, or challenges?

Client & Stakeholder Relations

- How effectively does the employee build and maintain positive relationships with clients or stakeholders?
- How consistently does the employee respond to client/stakeholder needs in a timely and professional manner?

Company Culture Fit

- How well does the employee contribute positively to the company culture?
- How consistently does the employee show commitment to company goals and values?
- How effectively does the employee handle constructive feedback?

Career Aspiration & Future Outlook

(These questions can be used as a separate review form, for not to affect the current performance score)

- How ready is the employee in taking on a promotion or greater responsibilities?
- How aligned are the employee's personal career goals with the company's objectives?
- How consistently does the employee take actions to prepare for future growth?
- How openly does the employee express ambition for leadership or advanced roles?

Potential Evaluation

(for only Manager Review)

Influence

- To what extent does the employee demonstrate leadership qualities, even without formal authority?
- How confidently does the employee demonstrate leadership behaviours with others?
- How effectively does the employee make decisions that positively influence others?

Judgement

- How effectively does the employee gather and evaluate information before making decisions?

Results Orientation & Motivation

- How motivated is the employee to take on responsibility and deliver outcomes?
- How consistently does the employee achieve goals, regardless of circumstances?

Resilience

- How effectively does the employee cope with uncertainty and ambiguous situations?
- How willing is the employee to take on challenging tasks and remain positive?

Mental Agility

- How effectively does the employee analyse and solve complex situations?
- How clearly and confidently does the employee express knowledge and ideas?

Quick Checklist

How Digital Tools Enhance Appraisals and Potential Reviews

Digital performance tools make the appraisal process smoother, data-driven, and easier to manage at scale. With platforms like Sorwe, HR teams can:

- Set clear goals
 - Prepare examples and data
 - Encourage self-reflection
 - Focus on next steps for development
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- Use flexible templates customised for different employee groups and roles.
 - Set weighted averages to define how each performance area contributes to the overall score.
 - Benefit from an inclusive and easy-to-use interface for both managers and employees.
 - Receive automatic reminders to complete each step on time.
 - Access automatically calculated performance scores.
 - Save results on individual career pages and track long-term growth.
 - Combine results with 9-Box Analysis to identify high performers and potential future leaders.

Tips for Using Appraisal Questions Effectively

A well-prepared and structured appraisal process builds trust, motivates employees, and supports fair performance decisions. Here are key points to ensure meaningful and consistent reviews:

Prepare Before the Appraisal

- Review recent performance data, feedback, and achievements.
- Set clear, measurable goals aligned with organisational priorities.
- Gather specific examples and evidence to support discussions.

Encourage Open Dialogue

- Make the conversation two-way – encourage employees to share their reflections and ideas.
- Incorporate self-assessments so employees actively participate in their own development.
- Ensure feedback is evidence-based, constructive, and linked to future growth.

Make Feedback Structured and Actionable

- Include manager feedback as a required part of the process.
- Apply 1–5 rating scales to support workforce planning and compensation decisions.
- Remember that potential review questions are only for managers, employees should not answer these sections.

About Sorwe

As a people-first and data-driven digital employee experience and talent management platform, we are shaping the future of the work with the experience we've gained from over 75,000 users across 10 countries.

**Let's Create a Tailored Roadmap
for Your Workplace – Together.**

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