

Manager Effectiveness Checklist

A practical review of the management behaviours and routines that determine whether a team delivers. Use it as a self-assessment for managers, or as a structured conversation between a manager and their own leader.

How to use this tool

1. Score each item honestly for the last ninety days, not for intent.
2. Discuss the results with your own manager rather than filing them.
3. Select two gaps only and address them within one quarter.
4. Re-run the checklist at the end of the quarter.

1. Clarity and expectations

Item	In place	Partial	Absent	Action owner
Each team member can state their objectives without checking				
What good work looks like is documented for each role				
Decision rights are clear, including what must be escalated				
Priorities are visible and actively pruned				
Deadlines are negotiated rather than assumed				

2. Delegation and capacity

Item	In place	Partial	Absent	Action owner
Work is delegated with decision rights, not only tasks				
The manager is no longer the team's best individual contributor				
Capacity is checked before new commitments are accepted				
Development stretch is deliberately assigned				
Handover of delegated work is documented				

3. Performance and feedback

Item	In place	Partial	Absent	Action owner
Feedback is given while issues are still small				
One-to-ones happen on a consistent schedule				
Underperformance is documented and addressed, not carried				
Strong performance is recognised specifically				
Difficult conversations are held directly by the manager				

4. Team routines

Item	In place	Partial	Absent	Action owner
Team meetings review commitments rather than report activity				
Decisions and actions are recorded				
The team knows how work is prioritised when demand exceeds capacity				
Cross-team handoffs have named owners				
Focused time is protected for the team				

5. Leadership behaviour

Item	In place	Partial	Absent	Action owner
The manager models the standards they require				
Bad news travels upward quickly and safely				
Change is explained in terms of what the team will start and stop				
The manager coaches rather than solves by default				
Succession and cover for critical work exists				

Scoring: count items marked Absent or Partial in each section. Any section with three or more gaps should be treated as a priority for structured review. Carnelian Consult | info@carnelianconsult.com | carnelianconsult.com