

## ASSESSMENT OF MANAGEMENT SKILLS

(Associates version)

Rating Scale:

- 6 Strongly Agree
- 5 Agree
- 4 Slightly Agree
- 3 Slightly Disagree
- 2 Disagree
- 1 Strongly Disagree

*In regard to his level of self knowledge:*

- \_\_\_\_\_ 1 He seeks information about his strengths and weaknesses from others as a basis for self-improvement.
- \_\_\_\_\_ 2 In order to improve, he is willing to share his beliefs and feelings with others.
- \_\_\_\_\_ 3 He is very much aware of his preferred style in gathering information and making decisions.
- \_\_\_\_\_ 4 He has a good sense of how he copes with situations that are ambiguous and uncertain.
- \_\_\_\_\_ 5 He has a well-developed set of personal standards and principles that guide his behaviour.

*When faced with stressful or time-pressured situations:*

- \_\_\_\_\_ 6 He uses effective time-management methods such as keeping track of his time, making to-do lists, and setting task priorities.
- \_\_\_\_\_ 7 He frequently confirms his priorities so that less important things don't drive out more important things.
- \_\_\_\_\_ 8 He maintains a program of regular exercise for fitness.
- \_\_\_\_\_ 9 He maintains an open, trusting relationship with someone with whom he can share his frustrations.
- \_\_\_\_\_ 10 He knows and practices several temporary relaxation techniques such as deep breathing and muscle relaxation.
- \_\_\_\_\_ 11 He strives to redefine problems as opportunities for improvement.

*When he approaches a typical, routine problem:*

- \_\_\_\_\_ 12 He always defines clearly and explicitly what the problem is.
- \_\_\_\_\_ 13 He always generates more than one alternative solution to the problem.
- \_\_\_\_\_ 14 He keeps problem-solving steps distinct; that is, he makes sure that the processes of formulating definitions, generating alternatives, and finding solutions are separate.

*When faced with a complex or difficult problem that does not have a straightforward solution:*

- \_\_\_\_\_ 15 He tries to be flexible in the way he approaches the problem; he doesn't just rely on conventional wisdom or past practice.
- \_\_\_\_\_ 16 He tries to unfreeze his thinking by asking lots of questions about the nature of the problem.
- \_\_\_\_\_ 17 He frequently uses metaphors or analogies to help analyse the problem and discover what else it is like.
- \_\_\_\_\_ 18 He strives to look at problems from different perspectives so as to generate multiple definitions.
- \_\_\_\_\_ 19 He does not evaluate the merits of each alternative solution to the problem until he has generated many alternatives.

*When trying to foster more creativity and innovation among those with whom he works:*

- \_\_\_\_\_ 20 He makes sure there are divergent points of view represented in every problem-solving group.
- \_\_\_\_\_ 21 He tries to acquire information from customers regarding their preferences and expectations.
- \_\_\_\_\_ 22 He provides recognition not only to those who are idea champions but also to those who support others' ideas and who provide resources to implement them.
- \_\_\_\_\_ 23 He encourages informed rule-breaking in pursuit of creative solutions.

*In situations where he has to provide negative feedback or offer corrective advice:*

- \_\_\_\_\_ 24 He helps others recognise and define their own problems when he counsels them.
- \_\_\_\_\_ 25 He understands clearly when it is appropriate to offer advice and direction to others and when it is not.
- \_\_\_\_\_ 26 He always gives feedback that is focused on problems and solutions, not on personal characteristics.
- \_\_\_\_\_ 27 His feedback is always specific and to the point, rather than general or vague.
- \_\_\_\_\_ 28 He is descriptive in giving negative feedback to others. That is he objectively describes events, their consequences, and his feelings about them.
- \_\_\_\_\_ 29 He takes responsibility for his statements and point of view by using, for example, 'I have decided' instead of 'They have decided'.
- \_\_\_\_\_ 30 He conveys flexibility and openness to conflicting opinions when presenting his point of view, even when he feels strongly about it.
- \_\_\_\_\_ 31 He doesn't talk down to those who have less power or less information than him.
- \_\_\_\_\_ 32 He doesn't dominate conversations with others.

*In a situation where it is important to obtain more power:*

- \_\_\_\_\_ 33 He always puts forth more effort and takes more initiative than expected in his work.
- \_\_\_\_\_ 34 He is continually upgrading his skills and knowledge.
- \_\_\_\_\_ 35 He strongly supports organisational ceremonial events and activities.
- \_\_\_\_\_ 36 He forms a broad network of relationships with people throughout the organisation at all levels.
- \_\_\_\_\_ 37 In his work he consistently strives to generate new ideas, initiate new activities and minimise routine tasks.
- \_\_\_\_\_ 38 He consistently sends personal notes to others when they accomplish something significant or when passing along important information to them.
- \_\_\_\_\_ 39 He refuses to bargain with individuals who use high-pressure negotiation tactics.
- \_\_\_\_\_ 40 He always avoids using threats or demands to impose his will on others.

*When another person needs to be motivated:*

- \_\_\_\_\_ 41 He always determines if the person has the necessary resources and support to succeed in a task.
- \_\_\_\_\_ 42 He uses a variety of rewards to reinforce exceptional performances.
- \_\_\_\_\_ 43 He designs task assignments to make them interesting and challenging.
- \_\_\_\_\_ 44 He makes sure that the person gets timely feedback from those affected by task performance.
- \_\_\_\_\_ 45 He always helps the person establish performance goals that are challenging, specific and time-bound.
- \_\_\_\_\_ 46 Only as a last resort does he attempt to reassign or release a poorly performing individual.
- \_\_\_\_\_ 47 He consistently disciplines when effort is below expectations and capabilities.
- \_\_\_\_\_ 48 He makes sure that people feel fairly and equitably treated.
- \_\_\_\_\_ 49 He provides immediate compliments and other forms of recognition for meaningful accomplishments.

*When he sees someone doing something that needs correcting:*

- \_\_\_\_\_ 50 He avoids making personal accusations and attributing self-serving motives to the other person.
- \_\_\_\_\_ 51 He encourages two-way interaction by inviting the respondent to express his/her perspective and to ask questions.
- \_\_\_\_\_ 52 He makes a specific request, detailing a more acceptable option.

*When someone complains about something he has done:*

- \_\_\_\_\_ 53 He shows genuine concern and interest, even when he disagrees.
- \_\_\_\_\_ 54 He seeks additional information by asking questions that provide specific and descriptive information.
- \_\_\_\_\_ 55 He asks the other person to suggest more acceptable behaviours.

*When two people are in conflict and he is the mediator:*

- \_\_\_\_\_ 56 He does not take sides but remains neutral.
- \_\_\_\_\_ 57 He helps the parties generate multiple alternatives.
- \_\_\_\_\_ 58 He helps the parties find areas on which they agree.

*In situations where he has an opportunity to empower others:*

- \_\_\_\_\_ 59 He helps people feel competent in their work by recognising and celebrating their small successes.
- \_\_\_\_\_ 60 He provides regular feedback and needed support.
- \_\_\_\_\_ 61 He tries to provide all the information that people need to accomplish their tasks.
- \_\_\_\_\_ 62 He exhibits caring and personal concern for each person with whom he has dealings.

*When delegating work to others:*

- \_\_\_\_\_ 63 He specifies clearly the results he desires.
- \_\_\_\_\_ 64 He specifies clearly the level of initiative he wants others to take (for example, wait for directions, do part of the task and then report, do the whole task and then report and so forth).
- \_\_\_\_\_ 65 He allows participation by those accepting assignments regarding when and how work will be done.
- \_\_\_\_\_ 66 He avoids upward delegation by asking people to recommend solutions, rather than merely asking for advice or answers, when a problem is encountered.
- \_\_\_\_\_ 67 He follows up and maintains accountability for delegated tasks on a regular basis.

*When he is attempting to build and lead an effective team*

- \_\_\_\_\_ 68 He helps team members establish a foundation of trust among one another and between themselves and him.
- \_\_\_\_\_ 69 He helps members learn to play roles that assist the team in accomplishing its tasks as well as building strong interpersonal relationships.
- \_\_\_\_\_ 70 He encourages a win/win philosophy in the team – that is, when one member wins, every member wins.
- \_\_\_\_\_ 71 He encourages the team to achieve dramatic breakthrough innovations as well as small continuous improvements.
- \_\_\_\_\_ 72 He manages difficult team members effectively, through supportive communication, collaborative conflict management and empowerment.