

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 her level of self knowledge:

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

When faced with stressful or time-pressured situations:

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

When she approaches a typical, routine problem:

- _____ 12 She always defines clearly and explicitly what the problem is.
- _____ 13 She always generates more than one alternative solution to the problem.
- _____ 14 She keeps problem-solving steps distinct; that is, she 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 She tries to be flexible in the way she approaches the problem; she doesn't just rely on conventional wisdom or past practice.
- _____ 16 She tries to unfreeze her thinking by asking lots of questions about the nature of the problem.
- _____ 17 She frequently uses metaphors or analogies to help analyse the problem and discover what else it is like.
- _____ 18 She strives to look at problems from different perspectives so as to generate multiple definitions.
- _____ 19 She does not evaluate the merits of each alternative solution to the problem until she has generated many alternatives.

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

- _____ 20 She makes sure there are divergent points of view represented in every problem-solving group.
- _____ 21 She tries to acquire information from customers regarding their preferences and expectations.
- _____ 22 She 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 She encourages informed rule-breaking in pursuit of creative solutions.

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

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

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

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

When another person needs to be motivated:

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

When she sees someone doing something that needs correcting:

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

When someone complains about something she has done:

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

When two people are in conflict and she is the mediator:

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

In situations where she has an opportunity to empower others:

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

When delegating work to others:

- _____ 63 She specifies clearly the results she desires.
- _____ 64 She specifies clearly the level of initiative she 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 She allows participation by those accepting assignments regarding when and how work will be done.
- _____ 66 She avoids upward delegation by asking people to recommend solutions, rather than merely asking for advice or answers, when a problem is encountered.
- _____ 67 She follows up and maintains accountability for delegated tasks on a regular basis.

When she is attempting to build and lead an effective team

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