

Assessment 12-1**Manager Self-Assessment**

1 = Rarely 2 = Infrequently 3 = Sometimes 4 = Often 5 = Most of the Time

As a manager, I . . .

Communication

1. Listen more than I talk.	1	2	3	4	5
2. Ask questions to ensure others understand my instructions.	1	2	3	4	5
3. Use positive language in my communications.	1	2	3	4	5
4. Am conscious of my tone and body language when talking.	1	2	3	4	5
5. Ignore all distractions when listening to others.	1	2	3	4	5
6. Practice active listening techniques.	1	2	3	4	5
7. Am seldom misunderstood when I talk to others.	1	2	3	4	5
8. Adjust my communication style to my audience.	1	2	3	4	5
9. Am comfortable giving presentations to groups.	1	2	3	4	5
10. Use a writing style that is professional and seldom misunderstood.	1	2	3	4	5

Customer Service

11. Work to ensure that my team is meeting or exceeding customer expectations.	1	2	3	4	5
12. Address and resolve customer complaints quickly.	1	2	3	4	5
13. Ensure staff members understand how their work affects the customer.	1	2	3	4	5
14. Survey customers to find out how we're doing.	1	2	3	4	5
15. Work effectively with internal customers (other departments) to accomplish tasks.	1	2	3	4	5

Performance Management

16. Find opportunities to reward and recognize staff.	1	2	3	4	5
17. Set goals with staff members and create action plans.	1	2	3	4	5
18. Conduct formal and informal coaching sessions with staff members.	1	2	3	4	5
19. Regularly observe employee performance to determine potential challenges.	1	2	3	4	5
20. Conduct positive and effective performance evaluations.	1	2	3	4	5

continued on next page

Assessment 12-1, continued**Manager Self-Assessment***Organizational Skills*

21. Use a consistent time management system.	1	2	3	4	5
22. Am effective at delegating work.	1	2	3	4	5
23. Know how to use all the technology and tools that are available to me.	1	2	3	4	5
24. Employ a standardized system for project plans.	1	2	3	4	5
25. Can quickly and easily locate any records in my office.	1	2	3	4	5

Professional Development

26. Receive ongoing feedback and coaching on my position.	1	2	3	4	5
27. Know the big picture and my department's role in the organization.	1	2	3	4	5
28. Frequently participate in training and developmental opportunities.	1	2	3	4	5
29. Review my goals and action plans regularly.	1	2	3	4	5
30. Have completed an individual development plan (IDP) in the last year.	1	2	3	4	5

Legal Issues

31. Understand all employment laws.	1	2	3	4	5
32. Know all the steps to handling harassment cases.	1	2	3	4	5
33. Am comfortable with disciplining an employee.	1	2	3	4	5
34. Conduct effective and legal employment interviews.	1	2	3	4	5
35. Document all employee counseling sessions.	1	2	3	4	5

Leadership

36. Monitor my employees' assignments without micromanaging.	1	2	3	4	5
37. Delegate assignments evenly throughout my department.	1	2	3	4	5
38. Follow up on all tasks that I have assigned to staff members.	1	2	3	4	5
39. Solicit input from various resources before making decisions.	1	2	3	4	5
40. Make decisions easily and effectively.	1	2	3	4	5

continued on next page

Assessment 12-1, continued**Manager Self-Assessment**

Teamwork

- | | | | | | |
|--|---|---|---|---|---|
| 41. Create a positive atmosphere in which teams work together effectively. | 1 | 2 | 3 | 4 | 5 |
| 42. Work effectively with persons of diverse personalities and backgrounds. | 1 | 2 | 3 | 4 | 5 |
| 43. Regularly solicit input from members of my department. | 1 | 2 | 3 | 4 | 5 |
| 44. Ensure that my teams know their purpose and authority level on projects. | 1 | 2 | 3 | 4 | 5 |
| 45. Create opportunities for others in my department to take leadership roles. | 1 | 2 | 3 | 4 | 5 |

Problem Solving

- | | | | | | |
|--|---|---|---|---|---|
| 46. Am calm and unbiased when handling office conflicts. | 1 | 2 | 3 | 4 | 5 |
| 47. Am able to solve most problems that arise among workers in my department. | 1 | 2 | 3 | 4 | 5 |
| 48. Solicit input from those closest to the problem. | 1 | 2 | 3 | 4 | 5 |
| 49. Investigate to ensure I'm addressing the real problem, not just a symptom. | 1 | 2 | 3 | 4 | 5 |
| 50. Conduct evaluations to review decisions and results. | 1 | 2 | 3 | 4 | 5 |

Based on the answers above, in which areas are you most effective as a manager?

Which areas could you develop to be a more effective manager?
