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**Assessment 12-1**

**Manager Self-Assessment**

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

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**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 |

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**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

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**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?*