

A COMMUNICATION ASSESSMENT FOR LEADERS-MANAGERS

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“Communications are the cornerstone and foundation for leaders. Leaders should assess themselves as a first step to mastering their leadership communication.”

This self-assessment was developed for leader-managers or aspiring leaders-managers. It explores aspects of communications that are important to being successful as a leader-manager. To improve the accuracy of the results, we recommend you get feedback from the other trusted team members.

Directions: Read each statement in the assessment profile and rate yourself for each statement on a scale of 1-5 as defined below. Place the rating in the space after the statement. Add up all your ratings and determine how effective in communications you are (or would be) in a leader-manager role.

Rating Scale

- 5 You always do what the statement says
- 4 You usually do what the statement says
- 3 You sometimes do what the statement says
- 2 You rarely do what the statement says
- 1 You never do what the statement says

STATEMENT	RATING
1. I discipline, coach, and do performance reviews for my team members. I don't pass these activities off to others.	
2. I ask probing and open-ended questions to understand a situation before giving my advice or opinion.	
3. When I listen to my team members it is important for me to be empathetic. I allow them to talk without having to feel that they are being criticized or judged.	
4. When an employee is emotionally upset, I actively listen and reflect back on what I heard.	
5. When I listen, I try to clarify what my team members have to say I do this to let them know that I am actually listening to what they are saying.	
6. I Keep an open mind and try to understand the points of view of the other team member.	
7. When listening I give my full attention to my team members, I am not on the phone writing or thinking about something else. I actively listen.	
8. I summarize what I have heard and understood at the end of the conversation or discussion to ensure both parties are clear in the understanding.	
9. Before sending a message, I evaluate which method of communication will be the most effective-in person, phone, email or text.	
10. When I listen, I actually listen to what my team member says, their vocal tones and inflections and by watching their facial expressions, hand gestures and body language.	
11. I am aware that team members come from different backgrounds and diverse cultures, so they communicate differently. I adapt my conversation styles to meet the needs.	
12. I try to anticipate and predict possible causes of confusion, and I deal with them up front.	

STATEMENT	RATING
13. I make it a point to give my team member feedback often and soon after the behavior/action was observed.	
14. I am very specific when I am describing what team member did well or what they need improvement in. I would not use a general, vague statement like, "You have a bad attitude."	
15. I give constructive feedback in private, not in a group setting.	
16. I communicate individual and team goals that are easily understood by everyone.	
17. I give performance and constructive feedback in person and not electronically (email or text) or by phone.	
18. I am aware of my personal body language, verbal tones and inflections when communicating and will make adjustments to increase the effectiveness of my communication.	
19. I can speak confidently in a group setting and am able to model the communication needs of the group members.	
20. I am comfortable communicating messages that demonstrate any vulnerability.	
TOTAL SCORE	

If your score is:

- 100-90
- 89 -79
- 78 -68
- 67 -57
- < 45

Then you are a:

- Superstar communicator
- Talented communicator
- Mediocre communicator
- Distressed communicator
- Bankrupt communicator

How confident are you in your self-assessment? Who can you share this assessment with to get a second or third opinion to verify your assessment?

Recommendation for the next step:

Ask for Feedback for trusted team members to validate your assessment.

- Superstar** Keep on doing all the right things and take a look at those areas you scored yourself less than 5 and determine how to raise those scores.
- Talented** Identify the areas you need to improve. Determine which one, if improved, would have the biggest impact on your success. What behavior can you start to practice to improve the skill?
- Mediocre** Seek out advice from a communications superstar in your organization. Create a development plan that focuses on the top two skills you need to improve. Ask for feedback and coaching from this person as you implement the plan.
- Distressed** Ask for assistance from your manager to develop an improvement plan including any necessary communications trying. Track progress of the plan and make necessary changes if improvement isn't being observed by your manager.
- Bankrupt** Remedial work required, ask someone you trust who is superstar or talented communicator to help coach you. If improvement isn't made, you may want to seek outside advice on you career plans. It may be that becoming a manager-leader is outside your grasp and you need to re-evaluate your career goals.



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