

SELF-ASSESSMENT FOR MANAGERS

“The ability to self-reflect and be honest with yourself is one indicator of future leadership success. Make this an ongoing process.”

The questions below are designed to be used on an annual basis by managers. To get a more accurate assessment, the questions can be reworded and used in a 360 degree feedback survey.

Some of the answers to the questions will depend on your interpretation of the words used. An example of potential differences in interpretations is found in this question:

“Past conflicts have been resolved in a timely manner with my manager”

You may have one interpretation of timely that is entirely different from your manager’s interpretation.

Directions: Rate the statements below on a scale of 1-10, 1 being you disagree in total and 10 being you agree in total to the statement

Relationship with Manager	RATING
My goals are aligned with my managers.	
I understand what will make my manager successful.	
Past conflicts have been resolved in a timely manner with my manager.	
I understand what information I need to share with my manager.	

My manager has given me additional responsibilities over the past year.	
I understand my manager’s “hot buttons.”	
I can talk openly and honestly with my manager.	
TOTAL FOR RELATIONSHIP WITH MANAGER	

Staff Management	RATING
I meet with my staff members individually on a consistent basis.	
My staff meetings are regularly scheduled.	
When an employee has a problem, I ask questions first to understand.	
Employees feel comfortable coming to me with a problem.	
All employees have an annual work plan with clear business and personal development goals.	
I listen more than I talk.	
I share my vision with employees.	
Employee performance problems are addressed quickly.	
I communicate openly and honestly.	
Outstanding work is recognized in a timely and appropriate manner.	
I delegate to those who are able and prepared.	
There are clear consequences for inadequate performance.	
I adapt my communication style to the individual being managed.	
I have low employee turnover.	
TOTAL FOR STAFF MANAGEMENT	

Management Philosophy	RATING
I care about the people who work for me.	
I enjoy seeing my employees grow to their full potential.	
I believe that developing my employees is critical to my success.	
I treat all employees with respect and dignity.	
I know how each employee feels about their job.	
My behavior and actions are consistent with the company's values.	
I spend more time out of my workspace than in it.	
I keep my promises and commitments.	
TOTAL FOR MANAGEMENT PHILOSOPHY	

Relationship with Manager	
<i>70-60</i>	You are highly aligned with your manager
<i>59-52</i>	Your relationship with your manager could be improved. Identify one of the lower ranked statements and come up with a plan on how to improve.
<i>51-42</i>	Your success in your current position is at risk. If you agreed that you can talk openly and honestly with your manager, then have a crucial conversation with him/her. Otherwise, get HR involved to build an improvement plan.
<i>41 or less</i>	You are severally misaligned with your manager and the relationship is at dangerous level. If you haven't already come to the conclusion, it is time to move on.

Staff Management	
<i>140-122</i>	You have demonstrated a competency to manage others.
<i>121-104</i>	There are areas that if developed could make you more of an effective leader based on your self-assessment. Take a 360 assessment to confirm your beliefs and then create a development plan to fill the gaps.
<i>103-84</i>	Your management/leadership skills need improvement. You may be new to the role or not in the right position. If new in the role, request some training and development from your organization and identify a mentor to assist in the process.
<i>83 or less</i>	Clearly you are not meant to continue in this role unless this is a new position. Take a look at other options that aren't management positions.

Management Mindset	
<i>80-70</i>	You clearly recognize the importance of being a great manager by caring for your employees.
<i>69-59</i>	You could benefit from some leadership development and executive coaching.
<i>58-48</i>	It is time to reexamine why you want to manage and lead others. It is not about you but about those you lead.
<i>47 or less</i>	You are probably experiencing negative turnover and need to find a job that doesn't require nurturing and developing others.



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