ARE YOU A GOOD MANAGER?
A Self Assessment Quiz

Once a year most of find out just how good we are at our jobs, at the annual performance review. HR professionals all know that that's not often enough. Many companies do theirs all year long and not all of them are so formal. As a rule, no one should ever be surprised at their performance appraisal. A good supervisor or manager will keep employees aware of performance levels, good or bad, all year round.

But wouldn't it be nice if you could keep track of how you were doing on your own? Not only would it help you to head off problems before they become too noticeable, but this could also help you to present a good defense against a bad review.

Amacom, a division of American Management Association, has developed the following assessment tool for people Managers that is based on many years of training thousands of Managers and Executives. This quiz should help you assess your current level of performance and may also help keep you on track throughout the year.

Rating Scale

Read each statement and indicate (be honest to yourself here) whether you:

Always do this   (5 points)
Usually do this   (4 points)
Sometimes do this   (3 points)
Rarely do this   (2 points)
Never do this   (1 point)

Give yourself the appropriate score (1 to 5) based on your own assessment of each statement.

Mangers Assessment Quiz

1. I make time to develop my team to become better performers._____

2. I do not become defensive or attack my team members when they give me constructive feedback on my actions/ behaviors._____

3. I do not have someone else do the discipline, coaching or performance reviews on my team members._____

4. If I were asked by management not to share confidential matters, I would not do so even with my team members._____

5. I try new strategies and techniques to improve my working relationships with my team._____

6. I give myself positive feedback when I do well at work._____

7. I have a very clear picture of what I want my team to accomplish._____

8. I get exited and elated when my team members have achieved what I wanted._____

9. I carry through on the promises I make to my team members._____

10. I know the skill and motivation level of all my team members._____

11. I try to improve the skill and motivation levels of all my team members._____

12. I believe my main function, as a Manager, is to help my people succeed.

13. When I train team members, I describe the importance of this skill and how it fits into the success of the company._____

14. When training team members, I make sure they demonstrate that they have learned the skill or behavior._____

15. I do delegate. I think about how to delegate what to who. I delegate as much of everything as possible._____

16. When delegating, I still have the ultimate responsibility for the success of the project. I do not blame team members if the project does not succeed._____

17. My team members know how to proceed with their assignments and projects._____

18. When delegating, I do periodic reviews to assure that each individual understands and is carrying out their responsibilities._____

19. Listening is a very difficult and valuable skill and I practice getting better at it._____

20. I inspire team members to do more than what is expected of them._____

21. When I listen to my team members, I connect and am empathetic. I allow them to talk without them feeling that they are being criticized or that I am being cynical._____

22. When listening, I look for signs from my team members that they understand, such as facial expressions, hand gestures, body language, vocal tones etc._____

23. I do not send mixed messages or equivocate. I communicate clearly what needs to be done, how well it is being done and if changes need to be made.

24. When I listen, I respond by clarifying what I have heard to assure them that I am listening and do understand._____

25. When I listen, I give my full attention. I focus on the individual and not on phone calls etc._____

26. I keep an open mind and try to understand the point of view of my team member._____

27. I avoid jargon, slang or the use of words or terms that I am not sure are understood by all. I explain such terms to assure their understanding._____

28. I summarize at the end of a conversation or discussion._____

29. I want and encourage team members to be creative and think about new ways to do things._____

30. I do not make value judgments based on background, culture, race etc. I judge the communication level to use based on each individuals' best way to communicate._____

31. I communicate openly to my team members about my thoughts on the work and policies._____

32. I make it a point to give positive feedback often._____

33. I am very specific when I describe what someone did well or what needs improvement. I do not use vague statements such as "You have a bad attitude"._____

34. I give constructive (negative) feedback in private and as soon after the event as possible._____

35. I give positive feedback in public whenever possible, and as soon after the event as possible._____

36. I allow (and prefer) individuals to come up with their own action plan for improving their work performance._____

37. I spend a great deal of time at work focusing on how to make my team and our department better._____

38. I see to it that I am in a positive state of mind when I give feedback to the team or to individuals._____

39. I try to be the best Manager I can be._____

40. When I reward my team members, I do it objectively, fairly and based strictly o0n performance and not on personality issues or who I like._____

41. One of my goals is to develop each of my team members so they can work on their own without close supervision._____

42. I may it a point to build a team spirit where all members can work well together._____

43. I try to develop learning and growth opportunities for each team member._____

44. I try to build a team environment that can be fun and enjoyable._____

45. I establish ways for my team members to measure and evaluate their own progress so that they do not have to rely on me to tell them how they are doing._____

46. I am here to help my team to resolve conflicts when needed._____

47. I match the task to the individuals' level, skill and interest._____

48. I celebrate and also encourage my team members to do so, their successes._____

49. I know when I am making assumptions about others, and I validate them before I act on them._____

50. I actively communicate my support for organizational policies and procedure, even if I do not agree with them._____

Interpretation

Each of the 50 items represents a specific skill, such as developing others through delegation, training, active listening, giving and receiving feedback and creating a motivational environment.

Review each item and identify those, which you scored as a 1-2 or 3. These are the areas that you need to develop an action plan for improvement.

Based on you total score, this is your management profile"

225-250. You are in the right job and are doing (or understand) exactly what a successful manager needs to do.

200-224. You are well on your way to succeeding in your managerial role. You understand what it takes to be a successful Manager. Keep up the good work.

175-199. You understand what it takes to succeed as a manager but you need to improve the areas where you scored below a four on any of the items.

150-174. You need more skill development and an increased understanding of what successful Managers do. Attending some training programs and reading up on successful Managers would be very helpful. Additionally, speak with Managers you know who enjoy their job and are good at it. They will be able to give you a lot of advice and suggestions.

Below 150. You need a great deal of management training and have to make a dedicated commitment to developing you management skills. You may also need to acknowledge that managing is not for everyone. You may bring a greater value to your organization by working more directly in the area of your skills and strengths.

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