

Management Skill Set Assessment Name _____

Skills (add skills or attributes relevant to your role if applicable)	score/10		importance (A/B/C)
	self-assess	2nd view	

1	Planning, prioritising and organising tasks and activities, time management, self and team.			
2	Motivation and leadership of team and individual team members.			
3	Communication skills, questioning and active listening, building trust, empathy and mutual understanding.			
4	Performance appraisals planning, conducting, and follow-up, for team, and self.			
5	One-to-one counselling, handling grievances, discipline, helping and enabling others with their challenges.			
6	Training and developing others, coaching and mentoring, assessing training needs.			
7	Delegation, identifying and agreeing tasks, measuring, follow-up, management by objectives (MBO's).			
8	Effective use of IT and equipment, esp. communication, planning and reporting systems.			
9	Financial and commercial understanding (eg, budgets, profit & loss, cashflow, etc)			
10	Managing relationships, inter-department, peers, upwards, obtaining approval for projects, changes etc.			
11	Planning and running meetings, effective follow-up.			
12	Business writing, eg, letters, reports, plans, project plans.			
13	Recruitment interviewing and selection, and effective induction of new people.			
14	Administration, reporting performance and financials, monitoring, maintaining and developing reporting systems.			
15	Creating and giving effective presentations to groups.			
16	Innovation, creativity, taking initiative, problem-solving and decision-making.			
17	Quality awareness and managing, according to quality standards and procedures.			
18	Employment and HR policy awareness and managing, according to policies (equality, disability, harassment, etc)			
19	Environmental and duty of care awareness and managing according to standards and procedures.			
20	Customer care and customer service management - external and internal.			
21	Self-development, self-control, compassion and humanity, seeking responsibility and personal growth.			
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Use this to assess your competence in your current job, or for your next job. Initially score yourself out of 10 for each skill in the self-assess column for the job concerned. Then validate or revise your scores in discussion with your boss or someone who knows you. Put these scores in the '2nd view' column - this is your actual assessment. At the same time confirm with the other person the importance of each skill (A, B or C, A = most important) for the job concerned. Your development priorities are therefore the lowest scores in the most important skills. This is an ideal tool for workshops, team meetings and group training needs analysis. For further advice email: ac@alanchapman.com

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