

HUMAN RESOURCES

Training & Organizational Development

Manager Self-Assessment

Read each statement and determine the degree to which you use that skill or behavior with your employees. Write the appropriate number in the blank preceding each statement, using the following key:

0 = never

1 = only when requested by my employees

2 = inconsistently

3 = at regular intervals (once or twice a year)

4 = as often as possible

COACH (listen and draw out)

- _____ Talk with employees about what they like most about work (not necessarily just their current job).
- _____ Listen to employees' concerns about the progress or direction of their careers.
- _____ Help employees list their marketable competencies and skills.
- _____ Help employees identify the type of work that most interests and motivates them.
- _____ Help employees articulate their career-related values.

SUBTOTAL _____

APPRAISE (provide positive and corrective feedback)

- _____ Initiate discussions with employees about their strengths and development needs.
- _____ Discuss with employees how their current performance affects their career goals.
- _____ Explain formal and informal factors that determine career success in the organization.
- _____ Communicate with employees the competencies that are most important for their performance evaluations.
- _____ Encourage employees to elicit feedback from others so that we can discuss the reputation they have developed with these key people.

SUBTOTAL _____

ADVISE (offer organizational insight, information, and advice)

- _____ Communicate clearly about changes in the organization that will require new learning.
- _____ Help employees think of ways to make their current jobs more interesting or rewarding.
- _____ Help employees identify a range of realistic career options.
- _____ Work to identify on-the-job opportunities for employees (inside or outside my immediate area) that are in line with organizational goals and employees' desires.
- _____ Provide resources for employees who want information on developmental opportunities and assistance.

SUBTOTAL _____

DEVELOPMENT PLANNING (guide employee goal-setting, follow up)

- _____ Help employee develop detailed action plans based on their career goals.
- _____ Discuss expectations (mine and theirs) regarding professional development planning.
- _____ Follow up with employees about their progress on development goals/initiatives.
- _____ Provide support (time, motivational support, or other resources) for employees to pursue more learning.
- _____ Provide on-the-job work experience to help employees achieve their career goals.

SUBTOTAL _____

Determine your strengths by focusing on the behaviors in each category that you rated a "3" or "4." Look for ways to continue to "strengthen a strength."

Next, determine your opportunities to improve as an employee developer by focusing on the behaviors you rated "0," "1," or "2." Seek ways to increase your use of those behaviors.