

How good are you at key management skills?

Thank you for opening this questionnaire! It's quick and easy to complete - you can use it in several ways - as a self-assessment, share it with your manager/ colleagues or get others to complete it on your behalf.

It's deliberately short and isn't intended to be a rigorous psychometric tool, but we hope it stimulates your thinking about your own personal development. You will get the most from this if you are honest (and if you're not sure on something, feel free to ask others in your team for their views).

There are 40 questions. Please complete the questionnaire as quickly as possible and think of yourself in your work context. If you are not currently directly managing a team, consider the project teams you lead/ or are part of when answering the questions.

Answer each question by giving it a rating from 1-5. The rating scale is as follows:

- 1 = if you **STRONGLY DISAGREE** with the statement
- 2 = if you **DISAGREE** with the statement
- 3 = if you **neither AGREE/DISAGREE** with the statement
- 4 = if you **AGREE** with the statement
- 5 = if you **STRONGLY AGREE** with the statement

Once you have completed the questionnaire, transfer your scores to the answer sheet to get an overview of your results in each of the areas. You can then use this to consider your development needs and respond to the questions we suggest at the end.



EYE 2 EYE DEVELOPMENT

1	2	3	4	5
Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Please enter one number in the box on the right for each statement				

1	I consider what's important to other people when communicating with them	
2	My team are clear about my expectations of them	
3	I never finish someone's sentence	
4	I delegate effectively	
5	I give feedback frequently	
6	I invest time thinking about my audience's needs rather than just what I want to tell them	
7	Everyone in my team knows exactly what we are trying to achieve	
8	I rarely rehearse my reply in my head while other people are speaking	
9	I communicate my expectations and objectives clearly	
10	When I offer feedback, I support it with evidence	
11	I adapt my communication style to meet others' needs	
12	I invest time thinking about what motivates individuals and try and engage them in ways I know will motivate them	
13	I avoid trying to do something practical and listen at the same time	
14	I always give individuals the support they need to achieve tasks, whether it's direction or motivation	
15	I focus my feedback on the situation/ behaviour rather than individual	
16	I ask questions to engage others and explore their perspectives when it's appropriate	
17	I ensure I give sufficient recognition to people	
18	I always demonstrate that I am giving someone my full attention	
19	I carefully consider the nature of the task – and peoples' capabilities - before I decide to whom I should delegate	
20	When giving feedback I balance positive and negative feedback	

1	2	3	4	5
Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Please enter one number in the box on the right for each statement				

21	Others would say I consult them for their ideas and views regularly enough	
22	I am focused on positive results and outcomes (rather than problems)	
23	I can fully concentrate on what people are saying, ignoring my own views and thoughts	
24	I prepare fully before delegating	
25	I take time to explain my feedback	
26	I generate a positive mindset in the team(s) I work with	
27	I play back my understanding to demonstrate that I have listened and understood	
28	When I delegate something, people usually deliver what I expect	
29	I always seek the other person's perspective	
30	Others are clear what I stand for and what's important to me	
31	I am rarely impatient to talk	
32	I seek feedback on my performance from others	
33	I know that my view is only one 'take' on reality and that other peoples' views are also valid	
34	I communicate what's important to me in an engaging manner	
35	I rarely get feedback that surprises me	
36	I inspire others to achieve their goals	
37	Others confide in me easily	
38	I look for opportunities to give positive feedback and take them whenever I can	
39	When I delegate, I feel confident that others will deliver well	
40	I always address difficult performance issues	

Working out your results

Please transfer your scores for the questions indicated to the boxes below and add together to give your total for that area

Communicating effectively

Q. No	1	6	11	16	21	33					Total	Average (Divide total by 6)
Score												

Motivating and Inspiring others

Q. No	2	7	12	17	22	26	30	31	34	36	Total	Average (Divide total by 10)
Score												

Listening/ attending to others

Q. No	3	8	13	18	23	27	31	37			Total	Average (Divide total by 8)
Score												

Delegation

Q. No	4	9	14	19	24	28	39				Total	Average (Divide total by 7)
Score												

Feedback

Q. No	5	10	15	20	25	29	32	35	38	40	Total	Average (Divide total by 10)
Score												

Understanding your results

If your average score was 4 or more, this is clearly an area you see as a strength. What examples can you think of to illustrate your assessment in each area? How does this help you in your role? Is there anything else you need to do?

If your average score was between 2.5 and 4, you see yourself as having some strengths in this area or perhaps strengths in particular areas. Have a look at the questions and consider whether there are any particular areas you may need to focus on to build your skills/ confidence in this area.

If your average score was below 2.5, this indicates that you don't currently see this as a strength, and it could be a development area for you. Test this with your manager – is your assessment realistic or harsh? Have a look back at individual questions to help you consider what your development objective(s) might be.

Questions to consider

Does your manager agree with your assessment? And you team members and peers?

What other evidence (such as examples and feedback from others) do you have to support your self-assessment?

Having reviewed your responses and results, what specific areas would you like develop/ strengthen further?

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