

## Welcome

ABC Corp. is serious about providing the training and support to make us the leader in our industry. To achieve this level of excellence we want to provide you, our leaders, with the skill and knowledge necessary to be as professional as possible.

The following survey is designed to give us better direction in the type of training we should offer. You will be rating a series of competencies against two criteria, how Important it is to your job and your level of Personal Performance. The information you provide is for developmental purposes only. Please be as honest as possible. At the end of the survey you will have the option to enter your name. If you choose to supply your name, the information you provide can be used to develop your own personal developmental plan.

This Skill Pinpointing Tool will help you determine which of these leadership competencies you can already perform well and others that you need to learn to be a better manager.

Again, you are not required to supply your name unless the results of your completed survey are to be used to create your personal development plan.

If you have any questions or concerns, please contact:

Sid Henkin  
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## Demographics

\* 1. Where are you located?

Location 1

Location 2

Location 3

Location 4

Location 5

Location 6

Other (please specify)

\* 2. What is your job classification?

Supervisor

Manager

Senior Manager

Director

Executive

Other (please specify)

3. Your Name?

THIS IS OPTIONAL UNLESS THE RESULTS OF YOUR COMPLETED SURVEY ARE TO BE USED TO CREATE YOUR PERSONAL DEVELOPMENT PLAN

## Instructions

This survey contains a number of management competencies that you will consider individually.

Read the description of the competency.

Click on the selection from 1 to 5 that best describes the importance of that competency to your job.

Then, click on the selection from 1 to 5 that best describes your level personal performance.

Then move to the next competency.

### RATINGS:

Importance:

1. Not used on the job at all.
2. Seldom used on the job.
3. Occasionally used on the job.
4. Often used on the job.
5. Of major importance.

Personal Performance:

1. I do not know how to do this.
2. I have trouble doing this.
3. I do not do this with consistency.
4. I know how to do this with consistency.
5. I do this with confidence.

# ASSERTING YOUR IDEAS

## ASSERTING YOUR IDEAS

- Distinguish assertive behavior from other forms of behavior.
- Use specific assertive skills to get your point understood.

### \* 4. Importance

j 1. Not used on the job at all.

m 2. ~~Seldom used on the job.~~  
Seldom used on the job.

### \* 5. Personal Performance

## PROBLEM SOLVING

### PROBLEM SOLVING

- Consistently apply a straightforward approach to solve problems.
- Select and use appropriate problem solving tools and techniques.
- Prevent the same, or similar, problems from recurring in your workplace.

#### \* 6. Importance

- j<sub>m</sub> 1. Not used on the job at all.
- j<sub>m</sub> 2. Seldom used on the job.
- j<sub>m</sub> 3. Occasionally used on the job.
- j<sub>m</sub> 4. Often used on the job.
- j<sub>m</sub> 5. Of major importance.

#### \* 7. Personal Performance

- j<sub>m</sub> 1. I do not know how to do this.
- j<sub>m</sub> 2. I have trouble doing this.
- j<sub>m</sub> 3. I do not do this with consistency.
- j<sub>m</sub> 4. I know how to do this with consistency.
- j<sub>m</sub> 5. I do this with confidence.

# BUILDING TRUST

## BUILDING TRUST

- Gain and maintain trust of your employees.
- Develop and support a positive work environment.
- Plan and use communication techniques to build trust.

### \* 8. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- jm 3. Occasionally used on the job
- jm 4. Often used on the job.
- jm 5. Of major importance.

### \* 9. Personal Performance

- jm 1. I do not know how to do this.
- jm 2. I have trouble doing this.
- jm 3. I do not do this with consistency.
- jm 4. I know how to do this with consistency.
- jm 5. I do this with confidence.

# CONDUCTING PERFORMANCE APPRAISALS

## CONDUCTING PERFORMANCE APPRAISALS

- Prepare and plan for the appraisal meeting.
- Give performance feedback that will be positively received and acted on by the recipient.
- Deal with emotional behavior that may arise during an appraisal meeting.
- Contract for change and/or commitment during the meeting.

### \* 10. Importance

jñ 1. Not used on the job at all.

jñ 2. Seldom used on the job.

jñ 3. Occasionally used on the job.

jñ 4. Often used on the job.

jñ 5. Of major importance.

### \* 11. Personal Performance

jñ 1. I do not know how to do this.

jñ 2. I have trouble doing this.

jñ 3. I do not do this with consistency.

jñ 4. I know how to do this with consistency.

jñ 5. I do this with confidence.

## COACHING FOR IMPROVED PERFORMANCE

### COACHING FOR IMPROVED PERFORMANCE

- Diagnose the cause for poor performance.
- Effectively deliver praise for good performance.
- Effectively deliver constructive coaching to improve poor performance.
- Follow a process for confronting dead end performance that results in a measurable correction plan.

#### \* 12. Importance

- j<sub>n</sub> 1. Not used on the job at all.
- j<sub>n</sub> 2. Seldom used on the job.
- j<sub>n</sub> 3. Occasionally used on the job.
- j<sub>n</sub> 4. Often used on the job.
- j<sub>n</sub> 5. Of major importance.

#### \* 13. Personal Performance

- j<sub>n</sub> 1. I do not know how to do this.
- j<sub>n</sub> 2. I have trouble doing this.
- j<sub>n</sub> 3. I do not do this with consistency.
- j<sub>n</sub> 4. I know how to do this with consistency.
- j<sub>n</sub> 5. I do this with confidence.

# CONDUCTING EFFECTIVE MEETINGS

## CONDUCTING EFFECTIVE MEETINGS

- Effectively plan, open, conduct, close, and provide follow up to a meeting.
- Apply meeting management tools.
- Deal with troublesome behaviors that arise in meetings.

### \* 14. Importance

jm 1. Not used on the job at all.

jm 2. Seldom used on the job.

jm 3. Occasionally used on the job.

jm 4. Often used on the job.

jm 5. Of major importance.

### \* 15. Personal Performance

jm 1. I do not know how to do this.

jm 2. I have trouble doing this.

jm 3. I do not do this with consistency.

jm 4. I know how to do this with consistency.

jm 5. I do this with confidence.

## EXCELLING AT CUSTOMER SERVICE

### EXCELLING AT CUSTOMER SERVICE

- Use best practice customer service performance standards.
- Overcome barriers to excellent customer service.
- Meet or exceed the expectations of my customers.
  
- Identify barriers to providing excellent customer service and how to overcome them.

#### \* 16. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- jm 3. Occasionally used on the job.
- jm 4. Often used on the job.
- jm 5. Of major importance.

#### \* 17. Personal Performance

- jm 1. I do not know how to do this.
- jm 2. I have trouble doing this.
- jm 3. I do not do this with consistency.
- jm 4. I know how to do this with consistency.
- jm 5. I do this with confidence.

## HANDLING CONFLICT

### HANDLING CONFLICT

- Use the appropriate method for handling different types of on-the-job conflict situations (stand firm, compromise, collaboration, accommodation and withdrawal/avoidance).
- Diffuse emotionally charged conflict situations to arrive at a resolution.

#### \* 18. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- jm 3. Occasionally used on the job.
- jm 4. Often used on the job.
- jm 5. Of major importance.

#### \* 19. Personal Performance

- jm 1. I do not know how to do this.
- jm 2. I have trouble doing this.
- jm 3. I do not do this with consistency.
- jm 4. I know how to do this with consistency.
- jm 5. I do this with confidence.

# INTERVIEWING SKILLS

## INTERVIEWING SKILLS

- Use a structured format for conducting hiring interviews.
  - Use behaviorally-based questions as the primary candidate assessment technique.
  - Use discussion techniques to foster dialogue and gather information during the interview.
- Hire candidates who become productive members of your organization.

### \* 20. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- jm 3. Occasionally used on the job.
- jm 4. Often used on the job.
- jm 5. Of major importance.

### \* 21. Personal Performance

- jm 1. I do not know how to do this.
- jm 2. I have trouble doing this.
- jm 3. I do not do this with consistency.
- jm 4. I know how to do this with consistency.
- jm 5. I do this with confidence.

## LEADING CHANGE

### LEADING CHANGE

- Seek out sufficient information about a change to effectively lead its implementation.
- Follow a structured process for implementing change in your organization.
- Deal with skepticism and resistance to change in a manner that fosters employee commitment to the change.

### \* 22. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- jm 3. Occasionally used on the job.
- jm 4. Often used on the job.
- jm 5. Of major importance.

### \* 23. Personal Performance

- jm 1. I do not know how to do this.
- jm 2. I have trouble doing this.
- jm 3. I do not do this with consistency.
- jm 4. I know how to do this with consistency.
- jm 5. I do this with confidence.

## MAKING DECISIONS

### MAKING DECISIONS

- Prepare clearly defined decision statements.
- Establish specific criteria against which alternatives can be evaluated.
- Identify alternative solutions to evaluate.
- Evaluate alternatives against criteria and associated risks.
- Select and create the case for the best balanced alternative.

#### \* 24. Importance

jm 1. Not used on the job at all.

jm 2. Seldom used on the job.

jm 3. Occasionally used on the job.

jm 4. Often used on the job.

jm 5. Of major importance.

#### \* 25. Personal Performance

jm 1. I do not know how to do this.

jm 2. I have trouble doing this.

jm 3. I do not do this with consistency.

jm 4. I know how to do this with consistency.

jm 5. I do this with confidence.

## MANAGING RELATIONSHIPS WITH OTHERS

### MANAGING RELATIONSHIPS WITH OTHERS

- Identify the strengths and limitations of various interpersonal communication styles.
- Identify how your own communication style influences how others respond to you.
- Adapt your own communication style to more effectively influence another person.

#### \* 26. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- jm 3. Occasionally used on the job.
- jm 4. Often used on the job.
- jm 5. Of major importance.

#### \* 27. Personal Performance

- jm 1. I do not know how to do this.
- jm 2. I have trouble doing this.
- jm 3. I do not do this with consistency.
- jm 4. I know how to do this with consistency.
- jm 5. I do this with confidence.

## MANAGING STRESS

### MANAGING STRESS

- Recognize physiological changes that occur in your body when you become stressed and how they impact your performance.
- Use productive thinking patterns (and minimize unproductive thinking patterns) to manage your stress level.
- Use appropriate behaviors to help diminish the negative effects of stress.
- Use successful strategies for retaining personal energy and effectiveness in stressful workplace situations.

### \* 28. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- jm 3. Occasionally used on the job.
- jm 4. Often used on the job.
- jm 5. Of major importance.

### \* 29. Personal Performance

- jm 1. I do not know how to do this.
- jm 2. I have trouble doing this.
- jm 3. I do not do this with consistency.
- jm 4. I know how to do this with consistency.
- jm 5. I do this with confidence.

## MANAGING YOUR OWN PERFORMANCE

### MANAGING YOUR OWN PERFORMANCE

- Maintain a healthy work-life balance.
- Use a personal performance plan to focus on personal, work and family priorities.
- Monitor, evaluate and adapt your personal performance plan.

#### \* 30. Importance

j<sub>m</sub> 1. Not used on the job at all.

j<sub>m</sub> 2. Seldom used on the job.

j<sub>m</sub> 3. Occasionally used on the job.

j<sub>m</sub> 4. Often used on the job.

j<sub>m</sub> 5. Of major importance.

#### \* 31. Personal Performance

j<sub>m</sub> 1. I do not know how to do this.

j<sub>m</sub> 2. I have trouble doing this.

j<sub>m</sub> 3. I do not do this with consistency.

j<sub>m</sub> 4. I know how to do this with consistency.

j<sub>m</sub> 5. I do this with confidence.

## MANAGING YOUR WORK AS A PROJECT

### MANAGING YOUR WORK AS A PROJECT

- Develop a work agreement statement and specifications for your work.
- Develop an action plan to complete the project.
- Troubleshoot the action plan.
- Incorporate steps for project tracking and evaluation.

### \* 32. Importance

jñ 1. Not used on the job at all.

jñ 2. Seldom used on the job.

jñ 3. Occasionally used on the job.

jñ 4. Often used on the job.

jñ 5. Of major importance.

### \* 33. Personal Performance

jñ 1. I do not know how to do this.

jñ 2. I have trouble doing this.

jñ 3. I do not do this with consistency.

jñ 4. I know how to do this with consistency.

jñ 5. I do this with confidence.

### MANAGING YOUR PRIORITIES AND TIME

- Manage your own priorities by eliminating inhibitors and by using a priority grid.
- Use your time effectively by identifying barriers and monitoring and eliminating them.

#### \* 34. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- m 3. Occasionally used on the job.

#### \* 35. Personal Performance

## MOVING FROM MANAGER TO LEADER

### MOVING FROM MANAGER TO LEADER

- Create and communicate a vision for the team/work group.
- Align the performance of the team/work group with the vision.
- Energize/motivate the team/work group.

#### \* 36. Importance

jñ 1. Not used on the job at all.

jñ 2. Seldom used on the job.

jñ 3. Occasionally used on the job.

jñ 4. Often used on the job.

jñ 5. Of major importance.

#### \* 37. Personal Performance

jñ 1. I do not know how to do this.

jñ 2. I have trouble doing this.

jñ 3. I do not do this with consistency.

jñ 4. I know how to do this with consistency.

jñ 5. I do this with confidence.

## PRIORITIZING AND DELEGATING WORK

### PRIORITIZING AND DELEGATING WORK

- Manage priorities by eliminating inhibitors and using a priority grid.
- Use delegation as a tool to get work done in a short turn-around time frame.
- Use delegation as a tool to develop the skills of individual employees and to broaden the skill-base of your work group.

#### \* 38. Importance

- jm 1. Not used on the job at all.
- jm 2. Seldom used on the job.
- jm 3. Occasionally used on the job.
- jm 4. Often used on the job.
- jm 5. Of major importance.

#### \* 39. Personal Performance

- jm 1. I do not know how to do this.
- jm 2. I have trouble doing this.
- jm 3. I do not do this with consistency.
- jm 4. I know how to do this with consistency.
- jm 5. I do this with confidence.

## SETTING AND MONITORING PERFORMANCE STANDARDS

### SETTING AND MONITORING PERFORMANCE STANDARDS

- Write clear goal statements consistent with organizational goals.
- Write measurable performance objectives.
- Monitor performance progress over time.

#### \* 40. Importance

jm 1. Not used on the job at all.

jm 2. Seldom used on the job.

jm 3. Occasionally used on the job.

jm 4. Often used on the job.

jm 5. Of major importance.

#### \* 41. Personal Performance

jm 1. I do not know how to do this.

jm 2. I have trouble doing this.

jm 3. I do not do this with consistency.

jm 4. I know how to do this with consistency.

jm 5. I do this with confidence.

## USING CREATIVE THINKING

### USING CREATIVE THINKING

- Apply techniques to unlock individual and group creativity.
- Use the process of innovation to create and plan fresh solutions.
- Leverage the contributions of both analytical and creative thinking to make effective decisions.

#### \* 42. Importance

j<sub>n</sub> 1. Not used on the job at all.

j<sub>n</sub> 2. Seldom used on the job.

j<sub>n</sub> 3. Occasionally used on the job.

j<sub>n</sub> 4. Often used on the job.

j<sub>n</sub> 5. Of major importance.

#### \* 43. Personal Performance

j<sub>n</sub> 1. I do not know how to do this.

j<sub>n</sub> 2. I have trouble doing this.

j<sub>n</sub> 3. I do not do this with consistency.

j<sub>n</sub> 4. I know how to do this with consistency.

j<sub>n</sub> 5. I do this with confidence.

## WIN – WIN NEGOTIATING

### WIN – WIN NEGOTIATING

- Assertively negotiate with others.
- Use a collaborative approach when negotiating with internal and external customers and suppliers.
- Use a structured format to plan for upcoming negotiations.

#### \* 44. Importance

jm 1. Not used on the job at all.

jm 2. Seldom used on the job.

jm 3. Occasionally used on the job.

jm 4. Often used on the job.

jm 5. Of major importance.

#### \* 45. Personal Performance

jm 1. I do not know how to do this.

jm 2. I have trouble doing this.

jm 3. I do not do this with consistency.

jm 4. I know how to do this with consistency.

jm 5. I do this with confidence.

## WRITING PERFORMANCE APPRAISALS

### WRITING PERFORMANCE APPRAISALS

- Write legal, unambiguous statements of documented performance.
- Write clear descriptions of performance behavior and outcomes.
- Document performance development needs.
- Deliver accurate and justifiable performance ratings.

#### \* 46. Importance

jñ 1. Not used on the job at all.

jñ 2. Seldom used on the job.

jñ 3. Occasionally used on the job.

jñ 4. Often used on the job.

jñ 5. Of major importance.

#### \* 47. Personal Performance

jñ 1. I do not know how to do this.

jñ 2. I have trouble doing this.

jñ 3. I do not do this with consistency.

jñ 4. I know how to do this with consistency.

jñ 5. I do this with confidence.