

3. Management Skills Assessment

Why are some managers *more* efficient and effective than others?

Why do some managers build greater teams, departments, and companies and produce more outstanding results than others?

The difference between top managers and executives and average managers is almost always *knowledge* and *skill*.

Fortunately, all managerial skills are *learnable*. No one is born with them. Now we know what skills you need to achieve the best results in your job.

You may be just *one skill away* from dramatically improving your effectiveness. This Managerial Skills Assessment shows your strengths and weaknesses and where you have to work to maximize your potential.

Give yourself a grade of 1–10 for each of the following areas of key managerial skills. Be honest! Imagine you will be explaining your grade to others. The most important part of this Managerial Skills Assessment is that it shows you your strengths and weaknesses, and where you have to work to maximize your potential. Excellent performance in management is possible only if you are competent in the following areas:

1. **Planning:** You are competent and skilled in preparing detailed written plans of action for each of your areas of responsibility.
 - a) You “think on paper” and rewrite your business goals until your plans are clear and easily understood.
 - b) The people around you are clear about your plans and their roles in executing them.

Grade:	1	2	3	4	5	6	7	8	9	10
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2. **Organizing:** You are skilled and efficient at bringing together the people, money, resources, and facilities you need to carry out your plans.
 - a) You organize everything you need in advance.
 - b) Each person around you knows what you are trying to do and how you are trying to do it.

Grade:	1	2	3	4	5	6	7	8	9	10
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3. **Staffing/Recruiting:** You have developed the ability to select the right people to carry out your plans and get the job done.
 - a) You have a tested, proven interview process that you use in finding the right people.

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- b) You have a proven selection process that ensures that you choose the right people most of the time.

Grade:	1	2	3	4	5	6	7	8	9	10
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4. **Delegating:** You know how to delegate the task to the right person in the right way.

- a) You delegate important tasks to people of proven competence.
b) You delegate tasks in such a way that the other person knows exactly what you want, when and how you want it, and how it is to be achieved.

Grade:	1	2	3	4	5	6	7	8	9	10
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5. **Supervising:** You are capable of ensuring that the job is done on time and to required standards.

- a) You set up a regular reporting schedule and inspect what you expect.
b) You allow maximum freedom of action with clear expectations and areas of control.

Grade:	1	2	3	4	5	6	7	8	9	10
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6. **Measuring:** You establish clear measures and standards for each key job and activity.

- a) You know the key result measures required of you by your boss, customers, and superiors.
b) Everyone who reports to you knows exactly what he or she is expected to do, in what order of priority, and how successful performance will be measured and rewarded.

Grade:	1	2	3	4	5	6	7	8	9	10
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7. **Reporting:** You have established methods to report your results to the key people to whom you are responsible.

- a) You provide adequate, accurate, and timely reports on results and activities to your boss and others who require them.
b) You ensure that your reports are prepared and presented in such a way that they are understood and accepted.

Grade:	1	2	3	4	5	6	7	8	9	10
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8. **Productivity:** You are constantly seeking new, better, and faster methods and techniques to do the job more efficiently.
- a) You continually reorganize, restructure, and reengineer to reduce costs, complexity, and delays.
 - b) You continually set better priorities and concentrate your people and resources on more valuable tasks and activities.

Grade:	1	2	3	4	5	6	7	8	9	10
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9. **Innovation:** You continually seek out new ways to increase sales, cut costs, and improve productivity.
- a) You keep current with new technology and look for ways to use it to get the job done faster, better, and cheaper.
 - b) You encourage a creative climate, rewarding ideas for innovative approaches and solutions.

Grade:	1	2	3	4	5	6	7	8	9	10
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10. **Profitability:** You are constantly looking for ways to make the organization more profitable.
- a) You are always looking for ways to increase sales from new or existing products, boost cash flow, and improve net profits.
 - b) You continually seek out and practice ways to cut costs and expenditures.

Grade:	1	2	3	4	5	6	7	8	9	10
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Managerial Skills Assessment

Area	Score
1. Planning	
2. Organizing	
3. Staffing/Recruiting	
4. Delegating	
5. Supervising	
6. Measuring	
7. Reporting	
8. Productivity	
9. Innovation	
10. Profitability	
Total Score	

Add all numbers and evaluate your score.

Score: 91–100 = Excellent

81–90 = Above Average

71–80 = Good

60–70 = Average

Below 60 = Below Average

“Managers are made, not born. There may be naturally born managers, but there are so few of them that they make no difference in the great scheme of things.”

—Peter Drucker

The fact is that you must be proficient in a wide range of managerial skills if you want to be the best, if you want to fulfill your potential for managerial effectiveness.

Key Point: A weakness in one important skill area can be enough to hold you back or undermine your effectiveness in many other areas.

All managerial skills are learnable. You can learn any skill you need to become excellent in managing and getting results through others.