

## Management Self Assessment Questionnaire

### Instructions for completion

This questionnaire is designed to give you some information about your style of leadership and contains a series of statements about you and the team you lead. In each case, you are asked to state whether you believe the statement to be:

1. **MOSTLY TRUE**
2. **PARTLY TRUE**
3. **NOT TRUE**

You should record your answers by highlighting either:

**M - for mostly true**

**P - for partly true**

**N - for not true**

For you to get the most benefit from this, it is important to be honest with yourself and your answers. You should express an opinion about every statement. The information produced will help you look at the way in which you lead your team and will help you decide if there are changes you wish to make.

Please insert your name as a header

## Management Self Assessment Questionnaire (cont.)

Name:

Date:

		Mostly	Partly	Not at all
1.	I generally enforce high standards			
2.	I encourage my staff to take responsibility			
3.	People in this team work well together			
4.	The work in this unit is generally well planned			
5.	My staff often have a real sense of achievement in their jobs			
6.	Members of this team enjoy the friendship of other team members			
7.	I give staff a clear idea of their objectives			
8.	I usually tell staff when they have done a good job			
9.	People trust each other in this team			
10.	I give my staff the right amount of supervision			
11.	I involve my staff in the plans for the business			
12.	People are pretty open with each other in this team			
13.	I check back to see what work has been done			
14.	I delegate quite a lot of responsibility			
15.	In this team, we generally all pull in the same direction			
16.	The work of our team is pretty well organised			
17.	I keep staff informed about how well we are doing			
18.	People feel proud to belong to this team.			
19.	Staff know what they are expected to achieve.			
20.	Staff know why their personal contribution matters			

## Management Self Assessment Questionnaire (cont.)

		Mostly	Partly	Not at all
21.	There is a lot of loyalty in this team			
22.	New staff are more closely supervised than experienced staff			
23.	Staff feel that they have been involved in setting their targets			
24.	We can discuss problems pretty freely in this team			
25.	I check on people's performance			
26.	I treat people as responsible adults			
27.	The different departments work well together			
28.	We have a sensible workload most of the time			
29.	My staff often feel that they have accomplished something			
30.	We sometimes mix socially as well as at work			
31.	My staff understand the purpose of their jobs			
32.	I make people feel that they are important as individuals			
33.	In this team, people feel that they are able to rely on each other			
34.	I check to see if my staff have any problems			
35.	I encourage staff to contribute ideas and suggestions			
36.	We do not need to hide things from each other in this team			
37.	I do not tolerate poor performance			
38.	I give staff a lot of control over the way they do their jobs			
39.	Staff are encouraged to co-operate with one another			
40.	I usually work in a planned way			
41.	I try to make people feel that their contribution really matters			

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## Management Self Assessment Questionnaire (cont.)

		Mostly	Partly	Not at all
42.	Some of my best friends are my colleagues at work			
43.	As a team, we know what we have achieved			
44.	None of my staff feel "just a cog in the machine."			
45.	People hardly ever let you down on this team			
46.	I make sure that staff all know how to do their jobs			
47.	I value the opinion of my staff			
48.	My staff can discuss things openly with me			
49.	I make sure that the deadlines are met			
50.	I trust the people who work for me			
51.	Team members never try to make things difficult for each other			
52.	Work-plans are well planned			
53.	My staff know when they have done a really good job			
54.	I look forward to being with the other team members			
55.	My staff feel that we are working towards clear objectives			
56.	I talk to people about their work			
57.	There is a lot of discussion in this team			
58.	I give my staff training if they need it			
59.	My staff feel that they know what is going on in their business			
60.	Staff do not hide things from me			
61.	I do not tolerate lateness or absenteeism			

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## Management Self Assessment Questionnaire (cont.)

		Mostly	Partly	Not at all
62.	My staff are encouraged to set themselves high standards			
63.	Team members would help each other out with a problem			
64.	I make sure that staff have the resources they need			
65.	My staff get a real feeling of satisfaction from their jobs			
66.	I feel comfortable with other team members			
67.	Our objectives are realistic			
68.	Good work will be recognised and appreciated by me			
69.	I would deal with a grievance fairly			
70.	I make sure that my staff are doing their jobs properly			
71.	I involve my staff in decisions that are taken			
72.	I usually know how other team members feel about things			
73.	I monitor and control budgets			
74.	I do not supervise too closely			
75.	I would help other members out with a problem			
76.	We have very few "panic situations" in our work			
77.	I lead a team that achieves a good deal			
78.	I feel a sense of belonging to this team			
79.	My staff know how they are doing against the objectives			
80.	People want to do their very best work for me			
81.	People are encouraged to trust one another in this team			

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## Management Self Assessment Questionnaire (cont.)

		Mostly	Partly	Not at all
82.	I spend a reasonable amount of time with each of my staff			
83.	My staff never feel left out in the decisions which are made			
84.	My staff feel able to discuss personal problems with me			
85.	I discipline people who do not pull their weight			
86.	I never treat my staff like children			
87.	We all work closely together			
88.	Our work is well organised			
89.	I keep my staff informed about our results			
90.	This team makes people feel welcome			
91.	My staff are aware of what their priorities are			
92.	I care about how well my staff do their work			
93.	I trust the members of this team			
94.	I do not just leave my staff to get on with it			
95.	I encourage everyone to take an active part in meetings			
96.	People are able to have open disagreements in this team			
97.	My staff do not get away with sloppy work			
98.	My staff feel responsible for what the team achieves			
99.	Other team members try to make my work as easy as possible			
100.	I use my time efficiently			
101.	My staff usually know how well or badly they are doing			
102.	People in this team get on well together			

## Management Self Assessment Questionnaire (cont.)

		Mostly	Partly	Not at all
103	Everyone knows what our budgets and targets are			
104	I thank anyone who puts in a special effort			
105	I would keep a confidence			
106	I check that my staff are working safely			
107	My staff are encouraged to express their views			
108	People usually speak their minds at meetings			
109	I check back on work that I have delegated			
110	My staff can make some decisions about how they do their jobs			
111	My staff all feel part of the team			
112	I think ahead to avoid problems			
113	My staff often feel, "That was a really good piece of work"			
114	I have generally good relationships at work			
115	My staff know how our budgets are set			
116	I value the personal contribution of each of my staff			
117	I discipline people fairly			
118	I check that my staff are working properly			
119	My staff are never made to feel unimportant			
120	Team members are encouraged to talk about how they feel			

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## Management Self Assessment Questionnaire (cont.)

### Management audit - scoring instructions

Refer to the diagram below as you read these instructions. The diagram is an enlarged drawing of the scoring table which is at the end of each column and the score sheet.

M	P	N
Mx2	P	X=(Mx2)
t 1		
X - N		

#### Step One

In the first column of the score sheet, count up the number of Ms which have been circled and place this total in the top left hand box of the scoring table (marked M on the diagram).

Similarly, count up the Ps which have been circled and the Ns which have been circled and place these totals in the two adjoining boxes on the scoring table (marked P and N on the diagram).

#### Step Two

Now multiply the number of Ms by two and place its figure in the left-hand box of the second row of the scoring table (marked Mx2 on the diagram).

#### Step Three

Write the number of Ps once more in the middle box on the second row (Also marked P on the diagram). Now add together your figure for Mx2 and P and place your answer in the third box on the second row (marked X on the diagram).

#### Step Four

Now subtract the number of circled Ns from this X figure and write your answers in the single box at the very bottom of the scoring table (marked X-N on the diagram).

#### Step Five

Repeat steps 1 - 4 for all twelve columns on the scoring sheet.

#### Step Six

Now calculate scores for T, I and G by adding together your column scores as shown below the chart.

### The Task, the Individual and the Group

## Management Self Assessment Questionnaire (cont.)

Each column addresses a different aspect of task, individual and group. Identify the column heading for each column on the answer sheet.

- T1 .....
- T2 .....
- T3 .....
- T4 .....
  
- I1 .....
- I2 .....
- I3 .....
- I4 .....
  
- G1 .....
- G2 .....
- G3 .....
- G4 .....

## Management Self Assessment Questionnaire (cont.)

### Leadership

From the Management Audit, what areas do you believe you need to focus on to develop your leadership?

Identify the area you need to focus on by first looking for the lowest column scores and look at the areas where you have marked Not True (N) or Partly True (P) and see if there is a pattern or trend between the statements.

You may find that some of your low scores are as a result of areas outside of your control while others are a reflection of your management style.