

The Management Development Competency Assessment™

The following questions are designed to find out the frequency with which the person you are providing feedback displays specific management and leadership behaviours. This is your opinion, which may require you to generalise based on your total observations of this person in relation to the question being asked.

Name of Person you are assessing: _____

You are completing this assessment from the following view:

- Self
 Manager
 Peer
 Direct Report

1. Self-Awareness	Almost Never	Seldom	Sometimes	Usually	Almost Always
1-1. Behavioural Awareness: Displays awareness of the impact their behaviour has on others.....	①	②	③	④	⑤
1-2. Emotional Awareness: Behaves appropriately when experiencing potentially disruptive emotions	①	②	③	④	⑤
1-3. Realistic Self-Assessment: Acknowledges feedback about strengths & limitations.....	①	②	③	④	⑤
1-4. Self-Confidence: Displays confidence when expressing their thoughts & feelings	①	②	③	④	⑤
1-5. Behavioural Adaptability: Uses different styles of behaviour with different people.....	①	②	③	④	⑤

2. Personal Responsibility	Almost Never	Seldom	Sometimes	Usually	Almost Always
2-1. Trustworthiness: Demonstrates high standards of honesty & integrity that are not negotiable	①	②	③	④	⑤
2-2. Responsibility: Accepts responsibility for his or her own performance	①	②	③	④	⑤
2-3. Optimism: Has a positive outlook, & does not allow problems or setbacks to deter them from achieving their goals	①	②	③	④	⑤
2-4. Results Orientation: Works toward continually improving personal & team performance	①	②	③	④	⑤
2-5. Commitment: Demonstrates commitment to the goals of the team & organisation	①	②	③	④	⑤

3. Managing Change

Almost
Never Seldom Sometime
Usually Almost
Always

- 3-1. Communicates Change:** Clearly communicates the facts of the situation & does not leave people uninformed as to what is happening (1) (2) (3) (4) (5)
- 3-2. Flexibility:** Deals with unpredictability & unplanned change in a positive & constructive manner (1) (2) (3) (4) (5)
- 3-3. Versatility:** Readily adapts their behaviour to do things differently when the needs of the situation require it (1) (2) (3) (4) (5)
- 3-4. Problem Solving:** Identifies & faces up to problems as they arise, & works effectively towards finding solutions (1) (2) (3) (4) (5)
- 3-5. Supportiveness:** Demonstrates understanding & empathy for others as they move through the change process (1) (2) (3) (4) (5)

4. Interpersonal Skills

Almost
Never Seldom Sometimes
Usually Almost
Always

- 4-1. Appreciation of Others:** Shows appreciation for the efforts of all team members in a genuine & appropriate way & takes an active interest in their concerns (1) (2) (3) (4) (5)
- 4-2. Facilitation Skills:** Displays effective facilitation skills when running meetings & gaining consensus (1) (2) (3) (4) (5)
- 4-3. Conflict Resolution:** Resolves disputes effectively (1) (2) (3) (4) (5)
- 4-4. Trust Building Ability:** Builds & maintains trust relationships with others (1) (2) (3) (4) (5)
- 4-5. Motivation:** Creates an environment where others are motivated to perform at their best (1) (2) (3) (4) (5)

5. Communication Skills

Almost
Never Seldom Sometimes
Usually Almost
Always

- 5-1. Communication Adaptability:** Adapts their communication & listening style to meet the needs of others (1) (2) (3) (4) (5)
- 5-2. Gives Feedback:** Provides timely feedback in an appropriate manner (1) (2) (3) (4) (5)
- 5-3. Receptivity to Feedback:** Encourages others to give feedback to him or her (1) (2) (3) (4) (5)
- 5-4. Listens Effectively:** Listens with an open mind & demonstrates a focus on listening to understand (1) (2) (3) (4) (5)
- 5-5. Directness:** Communicates directly with others in a non-threatening way (1) (2) (3) (4) (5)

6. Managing Differences

Almost Never Seldom Sometimes Usually Almost Always

6-1. Awareness of Diversity: Shows a willingness to learn about team members'

diverse backgrounds & cultures (1) (2) (3) (4) (5)

6-2. Comfort with Diversity: Is comfortable working with others whether the

difference is based on culture, gender, sexual preference, religion or disability (1) (2) (3) (4) (5)

6-3. Acceptance of Others: Treats all people with dignity & respect (1) (2) (3) (4) (5)

6-4. Empathy: Shows awareness of the feelings & needs of people who are different (1) (2) (3) (4) (5)

6-5. Commitment to Diversity: Challenges any display of discrimination or

intolerance (1) (2) (3) (4) (5)

7. Managing Own Performance

Almost Never Seldom Sometimes Usually Almost Always

7-1. Planning: Establishes annual performance objectives for their job (1) (2) (3) (4) (5)

7-2. Prioritising: Determines priorities of various jobs & activities..... (1) (2) (3) (4) (5)

7-3. Coordinating with Others: Coordinates, plans, & prioritises activities with

others (1) (2) (3) (4) (5)

7-4. Managing Interruptions: Effectively handles interruptions & distractions

while still achieving planned objectives (1) (2) (3) (4) (5)

7-5. Meeting Management: Conducts & manages effective meetings..... (1) (2) (3) (4) (5)

8. Managing the Performance of Others

Almost Never Seldom Sometimes Usually Almost Always

8-1. Problem Identification: Identifies the causes of poor performance in others (1) (2) (3) (4) (5)

8-2. Task Analysis: Assesses the knowledge, skills & attributes required for

success in a job (1) (2) (3) (4) (5)

8-3. Counselling Skills: Uses questions to help others understand existing performance

standards & gains agreement where there is a need for improvement (1) (2) (3) (4) (5)

8-4. Coaching Skills: Assists others in exploring solutions to problems & setting

goals (1) (2) (3) (4) (5)

8-5. Mentoring Skills: Takes an interest in developing the talents, skills & abilities

of others (1) (2) (3) (4) (5)

9. Managing Innovation

Almost
Never Seldom Sometimes
Usually Almost
Always

- 9-1. Receptivity to New Ideas:** Demonstrates comfort with new ideas, approaches & information generated by other team members (1) (2) (3) (4) (5)
- 9-2. Encourages Innovation:** Facilitates *brainstorming* sessions with team members to generate new ideas (1) (2) (3) (4) (5)
- 9-3. Facilitates Change:** Initiates discussion about the need for change & facilitates team involvement in the change process (1) (2) (3) (4) (5)
- 9-4. Follow-through:** Ensures that ideas generated within the team are appropriately assessed & followed through to implementation (1) (2) (3) (4) (5)
- 9-5. Team Capabilities:** Utilises the diverse skills of team members when working through problems that require innovative solutions (1) (2) (3) (4) (5)

10. Leadership

Almost
Never Seldom Sometimes
Usually Almost
Always

- 10-1. Management/Leadership Balance:** Demonstrates both leadership (of people) & management (of results) skills when required (1) (2) (3) (4) (5)
- 10-2. Inspires Others:** Communicates in a way that inspires others to act (1) (2) (3) (4) (5)
- 10-3. Developing Leadership in Others:** Encourages team members to assume leadership roles, when their skills & abilities meet the leadership needs of the situation (1) (2) (3) (4) (5)
- 10-4. Willingness to Follow:** Provides support by following when team members assume leadership (1) (2) (3) (4) (5)
- 10-5. Visionary:** Has a vision of what is possible & shares that vision with other team members (1) (2) (3) (4) (5)