**MANAGEMENT SKILLS
SELF-ASSESSMENT QUESTIONNAIRE**

*This questionnaire can help you to make a first approximate assessment of your current level in four categories of management skills: self-management skills, interpersonal skills, planning and organizing skills, and leadership skills.*

*Please answer the questions below on a scale of 0 = “I do not agree at all” to 5 = “I completely agree.”*

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| # | Question*Please answer on a scale of 0 = “I do not agree at all” to 5 = “I completely agree.”* | 0 1 2 3 4 5 |
| 1 | I am very effective at solving problems. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 2 | I like networking. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 3 | I am completely aware of my main strengths. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 4 | I am good at coaching other people. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 5 | It is easy for me to put myself into other people’s shoes. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 6 | I like to make plans, and I am also able to carry them out. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 7 | I know what my long-term goals are. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 8 | I am good at setting myself deadlines and at meeting them. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 9 | When I set myself an objective for what I want to achieve together with others, I am able to achieve this objective. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 10 | I like to be in charge and take the lead. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 11 | I am very effective at time and priorities management. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 12 | I enjoy talking to other people. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 13 | I am very satisfied with my level of personal productivity. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 14 | When I set a goal for myself or for my team, I am always able to control the progress toward reaching the goal. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 15 | Others usually seem very interested in what I have to say. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 16 | I often have a positive influence on the motivation of other people. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 17 | I make important decisions in a structured way. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 18 | People who talk to me always get my full attention. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 19 | I often help other people to develop their skills and abilities. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 20 | I like to analyze issues in detail. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 21 | I rarely experience stress. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 22 | I do not shun difficult conversations. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 23 | I am good at developing long-term strategies. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 24 | I rarely feel that I am overloaded with work. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 25 | When I work in teams, I usually take over coordination tasks. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 26 | I enjoy working in a team more than working alone. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 27 | My energy level at work is usually very high. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 28 | I like to set up clear processes for getting things done. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 29 | It is easy for me to build relationships with other people. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 30 | When I am working in a team, I help others to improve their performance. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| # | Question*Please answer on a scale of 0 = “I do not agree at all” to 5 = “I completely agree.”* | 0 1 2 3 4 5 |
| 31 | I react positively when I receive critical feedback from others. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 32 | I often delegate tasks to other people who then perform these tasks effectively. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 33 | I like to set up schedules and timetables. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 34 | I am good at understanding other people’s strengths and can identify the tasks that best fit these strengths. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 35 | It is easy for me to cope with setbacks. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 36 | Other people seem to appreciate it when they receive feedback from me. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 37 | I often openly show my appreciation for other people. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 38 | I am good at differentiating between urgent/non-urgent and important/unimportant tasks. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 39 | I feel that I am progressing well in developing new skills.  | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |
| 40 | Other people often follow my ideas and suggestions. | [ ]  [ ]  [ ]  [ ]  [ ]  [ ]  |

**YOUR MANAGEMENT SKILLS PROFILE**

*When you have completed the questionnaire above, please insert the points (from 0 to 5) that you scored on each question in the scoring table on the following page. Add up your points in each column to find out in which of the four skills areas (self-management skills, interpersonal skills, planning and organizing skills, and leadership skills) you are already achieving at a high level, and where there is still potential for further skills development.*

*Interpretation of results for each skills category:*

* *42-50 points: You have already reached a very high level in this skills category.*
* *33-41 points: You are already at a good level in this skills category, but with some further development potential.*
* *26-32 points: You are in the moderate range in this skills category.*
* *0-25 points: You still have a lot of development potential in this skills area.*

*The four skills categories are:*

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| SELF (Self-management skills) | Knowing your goals and strengths; being able to set and follow priorities; being resilient and able to cope with difficult situations and stress; maintaining high energy levels at work; developing new skills. |
| PERS (Interpersonal skills) | Emotional intelligence; being a good networker (being able to build productive relationships); communication skills; ability to give and receive constructive feedback; teamwork skills. |
| PLAN (Planning and organizing skills) | Being able to devise plans and strategies based on thorough analysis; following a structured decision-making process; setting up structures, processes, and control systems; coordinating tasks. |
| LEAD (Leadership skills) | Being able to positively influence the performance of other people; delegation skills; influencing others to follow common goals; motivating, coaching, and developing others. |

**SCORING TABLE**

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