

Management Skills

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YOUR RESULTS:

Management Skills

Your Score: 92

If you scored between 26 and 46 being a manager is not within your comfort zone.

You perhaps feel a little uncomfortable being in charge as a manager. As a result you either let people get on with their work independently or feel that you have little impact on their performance and experience in the workplace. Perhaps you have found yourself in this position as a result of doing well in a non-managerial role. You may have gained a promotion and just need greater experience. Most people would prefer to have clear guidance on what is expected of them at work and a clear purpose. They would also like to know that someone is at the helm and keeping their interests in mind. Therefore:

- See being a manager as a development opportunity for yourself.
- See it as a way of getting the best out of others.
- Seek advice from more experienced managers - they were once new to managing others too.
- Identify any relevant training or coaching available, and take it.
- Ask for a mentor - someone who you view as being a good manager and role model.
- Listen to your team but remember you are the one in charge.

If you scored between 47 and 67 there is room for improvement.

You may not be entirely confident in your management skills. You may worry about whether you are leading in the right way. You may have the measure of the tasks the team need to achieve and have a clear plan of action, but perhaps there is room for more effective working. It may be because you don't know how to tackle underperformance or that you have avoided doing it so far. Perhaps you are not close enough to the individuals in your team to know when things are going wrong, or staff haven't found a way to approach you with their problems. Here are some approaches to consider:

- Try to find out more about how your team can be most effective to the organisation, and communicate this clearly in team meetings and to individuals through the setting of clear work objectives.
- Build a strong case for working together and promote positive behaviours such as collaboration, respect and learning from each other.
- Seek the views and opinions of team members and make sure that their ideas are given due consideration and respect.
- Consider whether your staff have the right tools and training to do their jobs effectively.
- Seek feedback, allow yourself to make mistakes and learn from them.

If you scored between 68 and 88 your management skills are promising.

You probably have a clear idea about your role as the manager of your team but may be in need of a little inspiration to get you to the next level:

- Think about your strengths and what you can leverage to make sure the team gets the best from you.
- Be aware of your position as a role model and make sure that your management style is fair and consistent.
- Consider enhanced learning and development to help staff to make the most of their skills and abilities. Could you identify opportunities for them to test out their talents further?
- Look out for gaps in the capability of your team; do you need to develop your existing staff or bring in fresh skills and ideas?
- Sit down with your line manager, trusted advisers or even customers and ask for an honest view of how you are doing as a manager and how your team is viewed. Use this feedback as a platform to develop yourself and embed any changes you desire in the workings of your team.
- Think about how to introduce changes and the importance of getting buy-in from your staff when doing things differently.

If you scored between 89 and 109 you have an effective managerial style.

You are probably clear on your role as leader of your team and very aware of the impact of an effective manager on the team's performance. You understand that being a manager is not about being liked, but about coaching and inspiring others to maximise their skills and thrive at work. There may be a few areas where you can improve your skills now you have a good grasp of the essentials of being a strong manager:

- Encourage autonomy and delegate more. You should have a robust plan in place to ensure that team members are held to account for their contributions whilst at the same time building confidence in the team to do even better. You may need to be more sensitive and alert to potential conflict in the team if people are stepping up their game.
- Stay on top of regular face to face meetings with individuals to build greater trust and relationships. Meet with the team to facilitate working together effectively to avoid silos of knowledge or power. Sell the benefits of collaboration and shared knowledge and understanding. Nurture all of your staff to give of their best and reward progress. Stay calm, ensure that you have a good work/life balance and know that you are on the right track.

If you scored between 110 and 130 go to the top of the class - you are an inspirational manager.

You are likely to be very comfortable as a manager and thrive in environments where you are working through others, probably because you have the right mindset about the purpose of a manager and get a lot of satisfaction from seeing others make the most of their skills and talents. You see the benefits in developing others to achieve high standards rather than taking on all the tasks yourself. You see the value in addressing performance issues whilst raising the confidence of others and their ability to succeed. You are also likely to be a role model for your team, and they will want to follow you and do their best for you.

You may wish to consider what else you can do to ensure that your style remains inspirational and effective:

- Could you apply your talents in a broader context within your own organisation?
- Are you ready for a step-up in responsibility or a larger team?

- Are there opportunities for you to apply your talents to the wider community?
- You may also wish to consider taking on mentoring and coaching of new managers.

ABOUT THIS ASSESSMENT:

Being a good manager is essential for achieving work objectives through other people, but helping others to achieve their best at work is also satisfying for individuals. All of this is key to organisational success.