

MANAGEMENT SKILL SET ASSESSMENT

Name:

- Review the skills listed below, it is not exhaustive, add any skills deemed important
- Assess the importance of the skill to the role (1 = critical / 3 = less important)
- With the team member in mind consider their relative level of competence in each skill – the level of competence required may also be determined by the importance of the skill to the role. Rate the need for development – A = significant development C = little or no development required.

	Skills	Importance to Role (1/2/3)	Development Priority (A/B/C)
1	Planning, prioritising and organising tasks and activities, time management, self and team.		
2	Leading by Example and demonstrating strong visible leadership		
3	Motivation and leadership of team and individual team members.		
4	Communication skills, questioning and active listening, building trust, empathy and mutual understanding.		
5	Performance appraisals planning, conducting, and follow-up, for team, and self.		
6	One-to-one counselling, handling grievances, discipline, helping and enabling others with their challenges.		
7	Training and developing others, coaching and mentoring, assessing training needs.		
8	Delegation, identifying and agreeing tasks, measurement & review		
9	Effective use of IT and equipment		
10	Financial and commercial understanding (e.g. budgets, profit & loss, cashflow, etc)		
11	Managing relationships, inter-department, peers, upwards, obtaining approval for projects, changes etc.		
12	Planning and running meetings, effective follow-up.		
13	Business writing, e.g. letters, reports, plans, project plans.		
14	Recruitment interviewing and selection, and effective induction of new team members		
15	Administration; financial/performance reporting, monitoring, maintaining and developing reporting systems.		
16	Creating and giving effective presentations to groups/customers		
17	Innovation, vision, creativity, taking initiative, problem-solving and decision-making.		
18	Quality awareness and managing, according to quality standards and procedures.		
19	Employment and HR policy awareness and managing, according to policies (equality, disability, harassment, etc)		
20	Customer care and customer service management – external and internal.		
21	Presenting arguments logically and facing up to and resolving conflicts		
22	Personal responsibility for making things happen by engaging the team and ensuring delivery		