

## Management Competency Awareness and Performance Wheel

Measuring your management competencies as well as the differences in perception of competency is a very important part of any developing manager.

This worksheet is designed to do the following:

- Understand management competencies
- Self-evaluate how competent you think you are and what can be improved
- Explore the other people's perceptions of you and the business
- Explore some questions about the business environment in which you have a management role and identify strengths and opportunities for improvement
- Determine objectives to set and create plans to implement the changes

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### Understanding Management Competencies

Below is a list of the key management competencies askacoach.com has developed in response to the many small businesses and managers we've worked with across a range of industry sectors. As with all wheel exercises, there is a high level view of these major areas which requires some drilling down to the fine detail level from time to time.

There may be areas of management not covered in the high level competency title itself, but would be found in the detail in most cases. Alternatively, if there's an area that you feel needs to be measured, but not already covered in the categories below, you can always add additional competencies next to the wheel diagram.

Take a few moments to read through the competencies, as afterward you will self-assess your competencies in each of these areas.

**Self Awareness** – If you are to attract the right people to your organisation or team, then it stands to reason to check if your organisation or team is an attractive place to work. Are you the type of manager that people want to work with? Getting the total environmental and team dynamic mix right before you start recruiting is essential. There are many levels to this category, so for the purpose of this exercise it may be useful to start with your first high-level opinion/reaction on the subject.

**Casting** – Casting is about matching the right mix of components including strategic objectives and needs, skills and people. The process begins by looking at the objective, then determining what skills are required to achieve it. You can search your existing resource pool to see if those skills exist and/or determine if a new role needs to be created and recruited for. Consider how much you're expecting a single role to achieve and if the expectation is realistic. When you then go to market internally or externally to recruit the resource, then begins the overall process of matching the right person and their talents for the right role. A significant part of this casting process is the set of interview skills you use and how effectively you utilise them. How well do you believe you get this overall strategy to job offer process right?

**Definition** – The first three months or so from the point of job offer is called the "Onboarding" period. Getting the onboarding processes right is critical as 40% of new leaders fail in their first 18 months due to a number of factors, including not having clear expectations set from the beginning. In this category, you're measuring how clearly you set the performance and cultural expectations with your team members.

**Relationship** – A core component of management is the establishment, nurturing and ongoing focus on relationships. Behaviours which demonstrate this focus include sincere caring for the individuals in the team, encouragement, support empathy, trust and respect. How well do you believe you're doing this now?

**Diversity** – Managing for diversity is critical. How well and/or consistently do you treat, know and understand the members of your team as individuals? You may also wish to consider how well you celebrate diversity within your organisation, leveraging off the various cultural and group dynamics to grow the team, business and the overall culture.

**Development** – Do you have an overall learning and development or people strategy which includes an investment in training? How satisfied are you that you are consistently demonstrating behaviours and offering opportunities for the development of the individual members of the team and the team in general. Succession planning is one of the most important criteria in this category, and one which is often poorly managed. Does your people strategy support and encourage individual career path planning?

**Communication** – There are many levels of communication to consider in this category. However, from a management perspective let's begin by exploring how effective and consistent you are in the behaviours which develop rapport and nurture the team and individuals in both personal and professional contexts. Remember that effective listening is a critical part of your overall communication skill set.

**Improvement** – The consistent measurement and monitoring of performance at an individual and team level is your pathway to “coach for performance” versus needing to “performance manage.” Reporting exists to not only raise our awareness of our performance and to support us keeping on track with our objectives, but it is also a useful mechanism if you are committed to continuous improvement. Consider your initiatives in this category and measure the overall effectiveness of your management style.

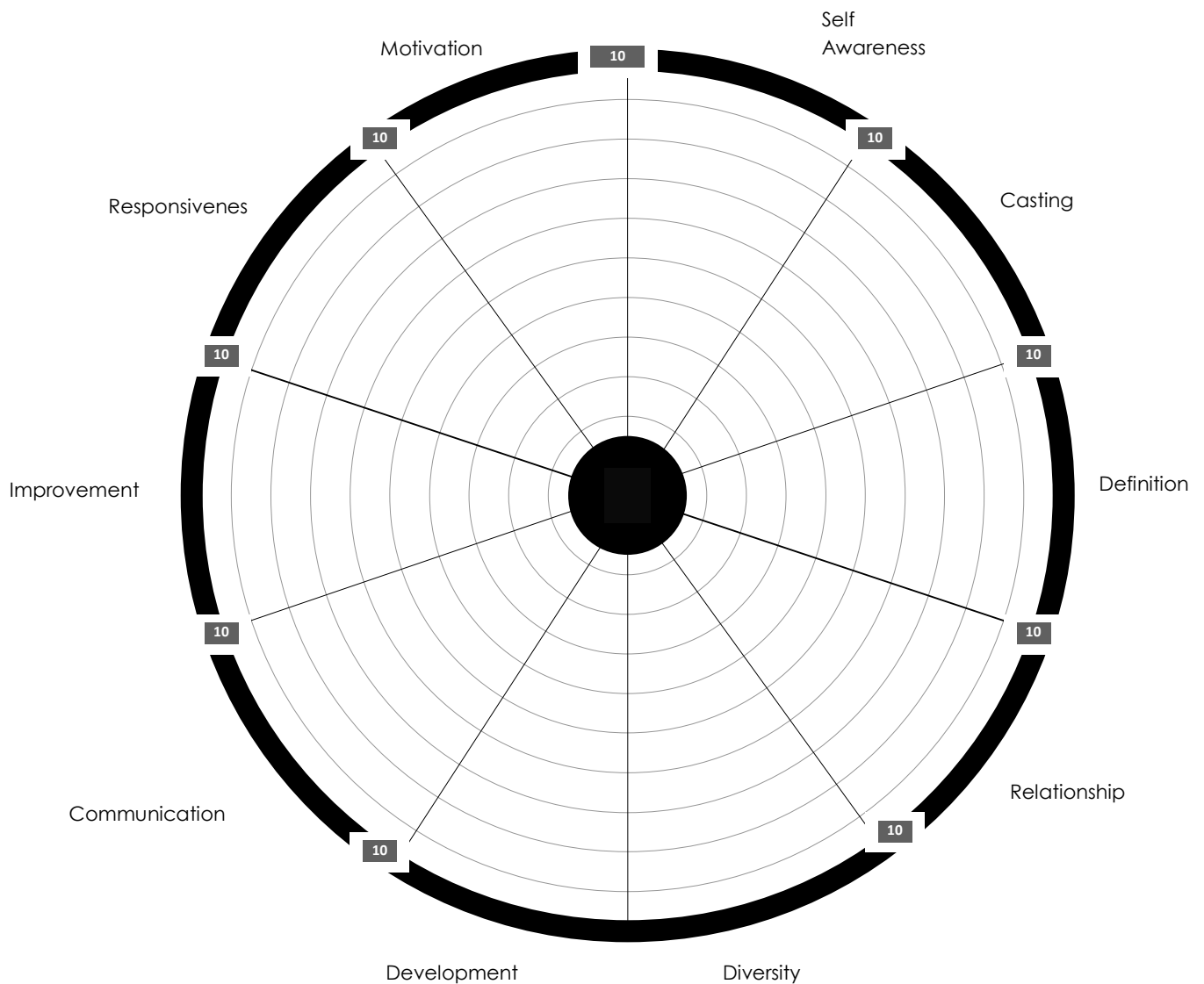
**Responsiveness** – There is a significant difference between “responding” and “reacting” so let's consider this first in the measurement of this category. Responding quickly and effectively is about collecting information, considering it thoroughly as appropriate to the situation, considering opportunities and alternative solutions, seeking input from others and being forward-thinking and solution-focused. Reacting is often fear based, past-focused and typically not nearly as effective in the long term. Do you manage change assertively, confidently and positively in a team engagement manner? Are you focused on behaviours versus targets?

**Motivation** – Motivation is about rewarding and offering incentives and praise as appropriate to the individual and the team. It requires an understanding of what incentives the members of the team wish for and respond to best, which is information gained from established and open relationships. Providing balanced and constructive feedback is also part of this category, as sharing information and providing learning opportunities are often at the top of the list of what team members wish for (and rated higher than financial incentives).

After you complete the Awareness Wheel exercise on the following page, there are a number of further exploration questions for each of these categories which you may want to consider.

## Self-evaluate your competencies

Now that you have a more thorough understanding of these competencies, evaluate yourself on a scale of 1-10, with 10 being the highest, for each competency on the wheel. You are measuring how well you believe you currently perform each competency in general. In some cases, you're measuring the organisation at the same time, or instead of your personal management performance.



## And now, how do others see you?

Now with a different colour pen, go through the wheel again and this time, evaluate how you believe others perceive your competency in each area.

If you feel it would be useful, you could do this a few times from the perspective of your manager, peers and your direct reports. It may be useful to check to see where the differences are in perception.

If easier, make three or four copies of the wheel page and do the measurements separately.

## Further questions for your consideration:

### Self Awareness –

- How do you match strategy with skills in the organisation?
- Do you have an overall People Strategy?
- Does your organisation conduct Employee Opinion Surveys?
- What do you do with the data?
  
- Do you conduct 360 degree feedback surveys?
- What are you doing with your feedback?
- Does your organisation wish to be an Employer of Choice?

### Casting –

- How are position descriptions developed?
- How often are they reviewed for matching the role today?
- Who conducts interviews and do they have the skills?
- Do you have a succession plan?
- How does this influence your recruitment process?
- Do applicants enjoy the interview process with you?
- Do you invite your team to be included in the process of recruiting their future peers and team mates?

### Definition –

- Do you have an Onboarding Process?
- How is it being measured for effectiveness?
- Is coaching included to support the individual?
- How well do you explain the targets for the individual and ensure they understand their importance?
- How do you ensure the new person feels they have the support to achieve the objectives?
- How do you set the cultural tone and expectations?
- How often do you check in with the new person during their first few weeks to keep the engagement level up?

### Relationship –

- Do you have a sincere desire to truly know and understand the individuals in your team?
- What boundaries do you feel you need to set?
- How well do you understand the individual's personal and professional goals?
- Do you offer coaching focused on their goals as much as focused on the organisation's goals?
- How do you support your team to develop relationships with each other? (team dynamics)

### Diversity –

- Do have an understanding of how important each of the members of your team view their cultural backgrounds?
- Are there ways of leveraging an individual's cultural knowledge, connections, language and traditions to grow the business?
- What is your awareness of the dynamics of gender, age and other factors within the team or across the organisation?
- Are there any areas of inequality which need to be addressed?
  
- What could you do to support each individual feeling unique and special?
- Does your organisation have any diversity policies?
- Does your organisation celebrate Harmony Day?

### Development –

- Have you conducted a Training Needs Analysis (TNA) for your team and the individuals within it?
- What does your internal training department have on offer?
- What external training is available?
- Is coaching a part of your learning and development strategy?
- Do you have an internal / external mentoring programme?
- Do you require your staff to maintain their own personal and professional development plans? If so, do you support their plans and how?

### Communication –

- Do you ask more than tell?
- Do you leave your mobile on in meetings?
- Do you give your undivided attention when communicating?
- Do you communicate differently with different people? If so, how and why do you make those choices?
- How do you keep your team updated with new information, changes to strategic direction and milestones of performance?
- Are you an effective email writer?
- Are you an effective business case or similar document writer?

### Improvement –

- Are you primarily focused on lag indicators (reports on how we've done toward our targets) or lead indicators (behaviours to demonstrate to achieve targets)?
- Does your organisation have a Quality Management System which focuses on continuous improvement?
- If so, are there resources you could tap into to improve performance in your area?
- If not, could you develop a continuous improvement team within your own area and how do you imagine that working?
  
- How do you manage, respond to and use all customer feedback?
- How do you engage your team to contribute feedback?
- Do you feel like you're a skilled coach?

**Responsiveness –**

- What's your first emotional reaction to the topic of "change"?
- Where do you need to develop in terms of change management?
- What benefit would you and the organisation receive from that development?
- How do you support a change you don't agree with?
- Are you willing to review things that aren't "broken" just to check in that it couldn't still be improved?

**Motivation –**

- What incentives typically work best from your experience?
- What incentives don't?
- If the desired incentive from the staff was more direct time with you, could you and would you provide it?
- What incentives do you require for your own role?

### Finally, what are the strengths and opportunities for improvement?

Review your findings so far and then complete the following chart. For each competency do you identify it as a strength (S) or an opportunity to improve (O)? Work with your coach to develop the action plans for every competency requiring attention. (Please note that even if something is a strength currently, there's still an opportunity to improve.)

COMPETENCY	S	O	ACTION PLAN
Self Awareness	<input type="checkbox"/>	<input type="checkbox"/>	
Casting	<input type="checkbox"/>	<input type="checkbox"/>	
Definition	<input type="checkbox"/>	<input type="checkbox"/>	
Relationship	<input type="checkbox"/>	<input type="checkbox"/>	
Diversity	<input type="checkbox"/>	<input type="checkbox"/>	
Development	<input type="checkbox"/>	<input type="checkbox"/>	
Communication	<input type="checkbox"/>	<input type="checkbox"/>	
Improvement	<input type="checkbox"/>	<input type="checkbox"/>	
Responsiveness	<input type="checkbox"/>	<input type="checkbox"/>	
Motivation	<input type="checkbox"/>	<input type="checkbox"/>	

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