

Manager Inventory **(Overview — Not to be Distributed)**

Purpose

In order to improve your management and leadership skills — thereby improving the performance of your employees — you must ask for feedback on how you're doing. Initially, requesting feedback directly may be difficult for you and your employees if you haven't already established a pattern of requesting feedback. This manager inventory can be used as an initial feedback mechanism since it can be completed anonymously. It can also be used periodically as an “audit” of your improvements.

Directions

Provide copies of the Manager Inventory to seven of your employees. Choose employees who will provide you with the most representative feedback. Ask them to complete the inventory candidly, objectively, and anonymously by (DATE) and send the completed inventory to (CONTACT).

You will also need to complete a survey; please bring the inventory you complete with you to the next module.

We will compile the results and use the results to target the training on areas of most importance to you and the other participants.



Entelechy, Inc.
 P.O. Box 878 Merrimack, NH 03054-0878
 1.800.376.8368
www.unlockit.com

Manager Inventory

Manager Name _____
 Date _____

Purpose

The purpose of this inventory is to provide a mechanism for you to assess my management capabilities. I will use this information to focus on those management skills where I have the greatest room for improvement and to build on those management skills that I'm already good at.

Directions

Reflect on the experiences you've had with me as your manager. Read each statement and rate my ability from high/always (5) to low/never (0). Please make clarifying comments as appropriate. Please be candid and honest. Rate me based on *your own* experiences with me. To ensure anonymity for everyone, please do not write your name on your inventory. When you have completed the inventory, please seal it and return it to (CONTACT).

You, as my manager:	Always	Quite Often	Sometimes	Infrequently	Rarely	Never
1. Solicit and listen to my feelings, ideas, and solutions.	5	4	3	2	1	0
2. View me as a partner who is critical to the success of the team.	5	4	3	2	1	0
3. Explain reasons for decisions and procedures and give advance notice of changes whenever possible.	5	4	3	2	1	0
4. Seek to understand my feelings and display empathy.	5	4	3	2	1	0
5. Communicate to me the value of my efforts.	5	4	3	2	1	0
6. Provide me visibility.	5	4	3	2	1	0
7. Protect me from — or help me deal with — undue stress.	5	4	3	2	1	0
8. Understand and address the things that motivate <i>me</i> .	5	4	3	2	1	0
9. Orient me to the company's values, mission, and business strategy.	5	4	3	2	1	0
10. Provide information about the company and my role in the attainment of company goals.	5	4	3	2	1	0
11. Make performance expectations and priorities clear.	5	4	3	2	1	0



You, as my manager:	Always	Quite Often	Sometimes	Infrequently	Rarely	Never
12. Encourage me when I'm discouraged or about to undertake new or difficult assignments.	5	4	3	2	1	0
13. Give me credit publicly when I deserve it.	5	4	3	2	1	0
14. Provide specific positive reinforcement regularly.	5	4	3	2	1	0
15. Give full attention to our discussions and minimize distractions.	5	4	3	2	1	0
16. Help me solve my own problems.	5	4	3	2	1	0
17. Serve as a good role model.	5	4	3	2	1	0
18. Provide me with regular feedback about my job performance.	5	4	3	2	1	0
19. Keep confidential matters confidential.	5	4	3	2	1	0
20. Schedule appropriate time for employees.	5	4	3	2	1	0
21. Focus on the high priorities first before doing lower priority tasks.	5	4	3	2	1	0
22. Delegate appropriately and effectively.	5	4	3	2	1	0
23. Conduct meetings that are structured and purposeful; the meetings are a valuable use of my time.	5	4	3	2	1	0
24. Correct performance problems immediately before they become major issues.	5	4	3	2	1	0
25. Administer policies fairly.	5	4	3	2	1	0
26. Ensure that all team members are pulling their own weight.	5	4	3	2	1	0
27. Tell me when I am not meeting expectations.	5	4	3	2	1	0
28. Confront issues not people in solving problems.	5	4	3	2	1	0
29. Provide the tools, training, resources, and support necessary for me to excel at my job.	5	4	3	2	1	0



Entelechy, Inc.
 P.O. Box 878 Merrimack, NH 03054-0878
 1.800.376.8368
www.unlockit.com

You, as my manager:	Always	Quite Often	Sometimes	Infrequently	Rarely	Never
30. Attract quality individuals to join the team.	5	4	3	2	1	0
31. Carefully select people to join the team who can uniquely contribute to the team.	5	4	3	2	1	0
32. Communicate a sense of "being in charge."	5	4	3	2	1	0
33. Maintain a positive, upbeat, enthusiastic attitude.	5	4	3	2	1	0
34. Display a high standard of ethics and principles.	5	4	3	2	1	0
35. Generate a sense of team pride and spirit.	5	4	3	2	1	0
36. Earn the respect of team members.	5	4	3	2	1	0
37. Earn my trust (I trust you.)	5	4	3	2	1	0
38. Consult with team members where appropriate in making decisions.	5	4	3	2	1	0
39. Back the team in representing it to upper management and to other teams.	5	4	3	2	1	0
40. Communicate clear team goals. Members understand and share the goals and can make decisions based on those goals.	5	4	3	2	1	0
41. Create an atmosphere that is supportive and enables innovation.	5	4	3	2	1	0
42. Focus on the customer; this focus shows up in the work and in conversation.	5	4	3	2	1	0

What two priority skills or behaviors should I focus on immediately?

Other comments, ideas, or suggestions?

Thank you for taking the time and energy in completing and returning this inventory. I will share with the group the overall results of the inventory and the areas that I will be working.



Manager Inventory (Manager's Self Scoring Instructions)

Directions

Each inventory statement fits into one or more management skill areas. Use the graph below to determine your score for each category. Use the Interpretation Instructions on the next page to help you interpret your results.

.....

Motivation: $\frac{\quad}{1} + \frac{\quad}{2} + \frac{\quad}{3} + \frac{\quad}{4} + \frac{\quad}{5} + \frac{\quad}{6} + \frac{\quad}{7} + \frac{\quad}{8} = \frac{\quad}{8} = \underline{\quad}$

.....

Job Definition: $\frac{\quad}{9} + \frac{\quad}{10} + \frac{\quad}{11} = \frac{\quad}{3} = \underline{\quad}$

.....

Positive Reinfrmt: $\frac{\quad}{12} + \frac{\quad}{13} + \frac{\quad}{14} = \frac{\quad}{3} = \underline{\quad}$

.....

Coaching: $\frac{\quad}{15} + \frac{\quad}{16} + \frac{\quad}{17} + \frac{\quad}{18} + \frac{\quad}{19} = \frac{\quad}{5} = \underline{\quad}$

.....

Time Mgmt: $\frac{\quad}{20} + \frac{\quad}{21} + \frac{\quad}{22} + \frac{\quad}{23} = \frac{\quad}{4} = \underline{\quad}$

.....

Corrective Action: $\frac{\quad}{24} + \frac{\quad}{25} + \frac{\quad}{26} + \frac{\quad}{27} + \frac{\quad}{28} + \frac{\quad}{29} = \frac{\quad}{6} = \underline{\quad}$

.....

Intervwg/Hiring: $\frac{\quad}{30} + \frac{\quad}{31} = \frac{\quad}{2} = \underline{\quad}$

.....

Leadership: $\frac{\quad}{32} + \frac{\quad}{33} + \frac{\quad}{34} + \frac{\quad}{35} + \frac{\quad}{36} + \frac{\quad}{37} + \frac{\quad}{38} + \frac{\quad}{39} + \frac{\quad}{40} + \frac{\quad}{41} + \frac{\quad}{42} = \frac{\quad}{11} = \underline{\quad}$

.....



Entelechy, Inc.
P.O. Box 878 Merrimack, NH 03054-0878
1.800.376.8368
www.unlockit.com

Manager Inventory (Manager's Interpretation Instructions)

Directions

When you've received the inventory results, note that the statements have been grouped in categories. Identify the one or two areas that you wish to work on. Notify your employees of the area(s) you are targeting and solicit their help in providing you feedback and coaching. Share the results of the inventory — and the area(s) you are targeting — with your employees by the end of the week.

Motivation: Do you provide common motivators that most people look for in their jobs? The top common motivators are: being involved, making a contribution, and being recognized.

- Statements 1-4 pertain to the feeling of *involvement*. “Do I have a sense of control over my destiny?” See also statement 38.
- Statement 5 pertains to the feeling of *contribution*. “Does the work that I do positively impact others, the department, and the company?” See also Job Definition below.
- Statement 6 pertains to the feeling of being *recognized*. “Am I appreciated for the contribution I make?” See also Positive Reinforcement.
- Statements 7 & 8 pertain to the feeling of support. “Do I receive the help and support I need?” See also statements 12 and 29.

Job Definition: Fundamental to motivation is the sense of knowing job expectations and fit. Statements 9-11 pertain to the clarity employees have around what is expected of them and how their contributions fit into the larger picture. See also statements 18, 27, and 40.

Positive Reinforcement: The simplest and most overlooked motivational tool is positive reinforcement. Positive reinforcement tells employees how they are making a contribution. Statements 12-14 pertain to different elements of positive reinforcement. See also statements 6 and 8.

Coaching: Building the competence of employees is an ongoing responsibility. Statements 15-19 pertain to your contribution to your employees' development.

Time Management: Where you spend your time indicates your priorities. Statements 20-23 pertain to the perception your employees' have of your priorities, how effectively you delegate, and how well you manage meetings.



Entelechy, Inc.
P.O. Box 878 Merrimack, NH 03054-0878
1.800.376.8368
www.unlockit.com

Corrective Action: Corrective action and discipline is the flip side of the performance management coin (with positive reinforcement and coaching on the other side). Statements 24-29 pertain to your handling of corrective action and discipline. See also statements 3, 11, and 18.

Interviewing: Managers are responsible for the growth of their team. Statements 30-31 pertain to your skills in attracting and hiring contributing team members. See also statement 38.

Leadership: Management and leadership go hand in hand. Your contribution as leader is critical to the growth and continued success of your team.

- Statements 32-34 pertain to the leadership *traits* or *characteristics* you currently exhibit. Effective leaders take charge; they are positive and principled.
- Statements 35-37 pertain to the *effects* of your leadership. Team spirit, respect, and trust are by-products of effective leadership.
- Statements 38-41 pertain to your *actions* as the team leader.
- Statement 42 reflects the perception your employees have of your focus on the customer, our company's number one priority.