Manage Tool

1) Self-evaluation. Rate your perception of your current effectiveness in four areas of the operational aspect of Manage. Use numbers 1-5. 1 never true of me, 2 rarely true of me, 3 at times true of me, 4 usually true of me, 5 always true of me. **2)** In the column on the right, considering the self-evaluation of your management skills, explain how your planning, organizing, guiding and assessing impact your leading. **3)** If possible, have a conversation with someone to verify your self-evaluation and thoughts concerning your managing. It may be valuable for you to seek the input of others through a 360 review or a coach.

Planning		
	score	How is this impacting your leadership?
I have a good understanding of the goal, and I can clearly articulate it to others.		
I perceive what steps are needed to get from the present situation to the desired goal.		
I review my active plans weekly to mark progress and make adjustments.		
Everyone involved in a project with me knows where we started, where we are, and where we are going.		
I am comfortable adjusting my plans according to unforeseen circumstances in the moment.		
I think of potential action as: surely doable, possible doable with certain caveats, or impossible now because of these reasons.		
Organizing		
When I divide work among people, I try to ensure that no one is bored or overworked.		
My direct reports clearly know what their role is and are familiar with the roles of the others on the team.		
My calendar shows that I have organized my time giving priority to the strategic needs of the day.		
I regularly have team meetings with an agenda that I have prepared ahead of time.		
My schedule and calendar are organized so that I know today's agenda and am confident to reschedule in the moment if needed.		
I respond to correspondence in a manner that does not require those important to me to remind me or resend.		
Guiding		
I clearly understand the job description (role) of each of my direct reports and how I expect it to be applied.		
My direct reports clearly understand their job description and how I expect it to be applied.		
I have a plan to spend time with and observe my direct reports, and I follow my plan.		