

MANAGEMENT COMPETENCIES EXERCISE

In this exercise, you will identify crucial competencies that great managers possess and good managers aspire to develop. You will complete the exercise first individually, then through group consensus.

Working individually, and using the competency cards sort the cards into three piles. Pile one, clearly not essential for managers. Pile two, nice to have, but not absolutely essential, for managers. Pile three, critical skills for managers. Narrow down pile three until you have only 10 competencies that you personally feel are most important for being a good manager. Competencies in this pile should be "deal-breakers," that if absent might lead to a manager being terminated.

If you have not purchased competency cards, you can still do this exercise by using the list on the following page and different colored highlighters to indicate "not essential," "nice to have" and "essential."

Once you have completed your sorting of the cards, write in your personal top ten on the lines below.

MY LIST:

Competency 1: _____

Competency 2: _____

Competency 3: _____

Competency 4: _____

Competency 5: _____

Competency 6: _____

Competency 7: _____

Competency 8: _____

Competency 9: _____

Competency 10: _____

What Really Matters...

Now have someone call out each competency from the summary card included with each package of competency cards, and through a show of hands, tally the "votes" from your group for each of the competencies below. Now, circle or make a check mark in the margin to indicate your group's top ten (if needed, take a tie-breaker vote).

Business Expertise/ Technical Skills:	
Clerical Skills:	
Mechanical Skills:	
Physical Skills:	
Organizing Skills:	
Learning Ability:	
Research Skills / Information Finding:	
Project or Task Management:	
Detail Orientation / Accuracy:	
Organizational Savvy:	
Results Focus:	
Adaptability/ Flexibility:	
Time Management:	
Creativity/ Innovation:	
Analytical Skills:	
Stress Management:	
Personal Energy / Enthusiasm:	
Autonomous / Self-Directed:	
Timeliness:	
Professional Appearance:	
E.Q. (Emotional Intelligence):	
Interpersonal Communication:	
Sales/ Persuasion Skills:	
Presentation Skills:	
Negotiation Skills:	
Customer Focus:	
Handling Difficult or Unhappy Customers:	
Team Orientation:	
Sensitivity / Compassion:	
Ethics, Integrity, Values:	
Managerial Focus:	
Sizing People Up:	
Developing Others:	
Company Character:	
Political Savvy:	
Problem-Solving:	
Decision-Making:	
Change Leadership:	
Strategic Skills:	
Leadership:	

**OUR GROUP'S
CRITICAL MANAGEMENT COMPETENCIES LIST**

Now, write in your "group" list below:

	<u>Self Rating</u>				
Competency 1: _____	1	2	3	4	5
Competency 2: _____	1	2	3	4	5
Competency 3: _____	1	2	3	4	5
Competency 4: _____	1	2	3	4	5
Competency 5: _____	1	2	3	4	5
Competency 6: _____	1	2	3	4	5
Competency 7: _____	1	2	3	4	5
Competency 8: _____	1	2	3	4	5
Competency 9: _____	1	2	3	4	5
Competency 10: _____	1	2	3	4	5

Being as honest and self-aware as possible, read and use the following scale to self-rate your skills on each of the above competencies.

Scale of 1 – 5:

- 1 – definitely could use improvement – this is a known weakness
- 2 – occasional problems – have had this issue mentioned by others
- 3 – satisfactory, no significant issue here, but not a great strength either
- 4 – better than average, *others would agree* I am good in this area
- 5 – excellent at this, *others would agree* this is a real strength

What Really Matters...

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What Really Matters...

On the ratings above, use lines to connect the numbers you circled. Look for peaks (strengths) and valleys (developmental areas). What, in your opinion, is (are) your greatest developmental need(s)?

Do you think the above ratings would be different if your boss was rating you?

Do you think the above ratings would be different if your subordinates were rating you?

Do you think the above ratings would be different if your peers were rating you?

Considering the answers to the past few questions, have you revised or re-considered your development need(s)? Make notes below.
