

COMPETING VALUES MANAGEMENT PRACTICES SURVEY

Listed below are some statements that describe managerial practices. Indicate how often you engage in the behaviors, using the scale below to respond to each statement. Please place a number from 1 to 7 in the space beside each question.

Almost never 1 2 3 4 5 6 7 Almost always

As a manager, how often would you

- _____ 1. Come up with innovative ideas
- _____ 2. Use upward influence in the organization
- _____ 3. Clarify goals
- _____ 4. Initiate planning
- _____ 5. Search for innovations and initiate change
- _____ 6. Determine tasks and responsibilities

- _____ 7. Streamline processes and integrate activities
- _____ 8. Keep track of what goes on inside the work unit
- _____ 9. Bridge differences; develop consensus
- _____ 10. Listen personal problems of team members
- _____ 11. Maintain a highly coordinated, well organized unit
- _____ 12. Hold open discussion of conflicting opinions in groups

- _____ 13. Push the unit to meet objectives
- _____ 14. Highlight key differences among group members, then work together to resolve them
- _____ 15. Monitor compliance with the rules
- _____ 16. Treat individuals in a sensitive, caring way
- _____ 17. Experiment with new concepts and ideas
- _____ 18. Show empathy and concern in dealing with subordinates

- _____ 19. Seek to improve the unit performance
- _____ 20. Use influence to access to people at higher levels
- _____ 21. Encourage participative decision making in the group
- _____ 22. Compare records, data and reports to ensure compliance
- _____ 23. Provide scheduling solutions in the unit
- _____ 24. Set goals and direct the unit to meet expected goals

- _____ 25. Do problem solving in creative, innovative way
- _____ 26. Anticipate workflow problems, avoid crisis
- _____ 27. Check for errors and mistakes
- _____ 28. Persuasively sell new ideas to executives
- _____ 29. See that the unit delivers on stated goals
- _____ 30. Facilitate team building in the work unit

- _____ 31. Clarify the unit's priorities and direction.
- _____ 32. Show concern for the needs of subordinates
- _____ 33. Maintain a "results" orientation in the unit
- _____ 34. Influence strategic direction at higher levels
- _____ 35. Regularly clarify the objectives of the unit
- _____ 36. Bring a sense of order and coordination into the unit

COMPUTATIONAL WORKSHEET FOR SELF-ASSESSMENT

The Facilitator

9 _____
12 _____
14 _____
21 _____
30 _____

Total _____ / 5 = _____

The Mentor

10 _____
16 _____
18 _____
32 _____

Total _____ / 4 = _____

The Innovator

1 _____
5 _____
17 _____
25 _____

Total _____ / 4 = _____

The Broker

2 _____
20 _____
28 _____
34 _____

Total _____ / 4 = _____

The Producer

3 _____
13 _____
19 _____
29 _____
33 _____

Total _____ / 5 = _____

The Director

4 _____
6 _____
24 _____
31 _____
35 _____

Total _____ / 5 = _____

The Coordinator

7 _____
11 _____
23 _____
26 _____
36 _____

Total _____ / 5 = _____

The Monitor

8 _____
15 _____
22 _____
27 _____

Total _____ / 4 = _____

The Competing Values Skills Assessment Leadership Role Profile

