

### 360Degree – Management Skill Set Assessment

	<b>Skills (add skills or attributes relevant to your role if applicable)</b>	Score/10 Self assess	Score/10 2 <sup>nd</sup> view	Importance A=high B=medium C=low
1	Planning, prioritizing & organizing tasks & activities, time management, self and team			
2	Motivation and leadership of team and individual team members			
3	Communication skills, questioning and active listening, building trust, empathy and mutual understanding			
4	Performance appraisals planning, conducting and follow-up, for team and self			
5	One-to-one counseling, handling grievances, disciplines, helping & enabling others with their challenges.			
6	Training and developing others, coaching and mentoring, assessing training needs			
7	Delegation, identifying and agreeing tasks, measuring ,follow-up, management by objectives (MBO's)			
8	Effective use of IT and equipment, esp. communication, planning and reporting systems.			
9	Financial and commercial understanding (eg, budgets, profit & loss, cashflow, etc)			
10	Managing relationships, inter-department, peers, upwards, obtaining approval from projects, changes etc.			
11	Planning and running meetings, effective follow-up			
12	Business writing, eg. Letters, reports, plans, project plans			
13	Recruitment interviewing and selection and effective induction of new people			
14	Administration, reporting performance and financials, monitoring, maintaining and developing reporting systems			
15	Creating and giving effective presentation to groups			
16	Innovation, creativity, taking initiative, problem-solving & decision making			
17	Quality awareness and managing according to quality standards and procedures			
18	Employment and HR policy awareness and managing, according to policies (equity, disability, harassment etc)			
19	Customer care and customer service management – internal & external			
20	Self-development, self-control, compassion, seeking responsibility and personal growth			

Use this to assess your competence in your current job. Initially score yourself out of 10 for each skill in the self-assess column for the job concerned. Then validate or revise your scores in discussion with your manager or someone who works with you. Put these scores in the '2<sup>nd</sup> View' – this is your actual assessment. At the same time confirm with the other person the importance of each skill (A,B or C, A=most important) for the job concerned. Your development priorities are therefore the lowest scores in the most important skills.