

## Management Competencies - Your Self Appraisal

The following questionnaire is taken from the HSE's Stress Management Competency Indicator Tool and looks at those behaviours that are most likely to contribute to workplace stress.

To what extent do you agree with each statement? Please score:

0 Don't do                      1      Could do better                      2      OK  
 3 Good                              4      Strong performance                      5      Role model

<b>Respectful and responsible:</b>	
I am a role model, acting with honesty, respect and integrity	
I have earned the trust of the team, I do what I say I will do	
I act calmly in pressured situations and don't pass my stress onto the team	
I am considerate for how my actions affect others and I have a consistent approach	
I allow the team to plan their workloads and approach their work in their own way	
I am considerate of my team's work life balance	
I manage my time effectively, I set realistic deadlines which does not impact negatively upon the team	
<b>TOTAL</b>	
<b>Managing and communicating work:</b>	
I monitor and review existing work, allowing future prioritisation and planning	
I make enough time for the team, encourage participation, providing regular team meetings	
I make my expectations clear to others, clearly communicating objectives to my team, making clear and timely decisions	
I am always effective in my communications, keeping them informed of what is happening in the organisation	
When appropriate, I involve the team in the decision-making and deal with problems as they arise	
When delegating, I give clear direction and understanding and then allow the team to complete the work	
I help staff to develop, coaching, acting as a mentor, giving positive as well as constructive and developmental feedback	
<b>TOTAL</b>	

<b>Managing the individual within the team:</b>	
I am available to talk when needed and return their calls / emails promptly	
I have regular one-to-one meetings with the team and do not cancel these sessions	
I listen effectively to others and am empathetic to their requirements and check they are ok rather than assuming so	
I encourage input and know what motivates my team and I have an understanding about them and their life outside of work	
I set targets with appropriate resources and support, listening when they ask for help	
I never take credit for something the team / team member has / have done	
I regularly ask my team members "How are you?" and bring a sociable approach into the workplace	
<b>TOTAL</b>	
<b>Reasoning / managing difficult situations:</b>	
I treat all members with equal importance and deal objectively with staff conflicts	
I try to resolve issues rather than act to just keep the peace	
I am aware of the individual motivational needs of the team and act as mediator in conflict situations	
I never bully or threaten to get what I want	
I understand the problems of the team and act to resolve the issues, taking responsibility if things go wrong	
I resolve issues effectively and follow up after resolution	
I understand when and where to signpost individuals for additional support, when required	
<b>TOTAL</b>	

This information will help you to identify any characteristics or ways of working that could potentially cause stressful reactions for the people who work with you, or for you.

Look at each area. If you have scored less than 21 in any section, then this may be a more urgent development need for you. A score of 28 or above in any area can be considered as a strength in your management style.