

### Instrumento Original: Self Assessment of Managerial Skills

Listed below are some statements that describe a variety of skills involved in managerial work. Please circle a number from 1 to 7 beside each question to indicate how much you agree or disagree with each statement. There are no right or wrong answers. What is important is that you respond to each statement as honestly as you can. Use the following scale to select each response.

- 1 = Strongly disagree  
 2 = Disagree  
 3 = Slightly disagree  
 4 = Neither agree nor disagree  
 5 = Slightly agree  
 6 = Agree  
 7 = Strongly agree

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|---|---|---|---|---|---|---|---|
| 1. I like to "take charge" of situations that I am in   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. I am an intensely motivated person.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. In planning I know how to develop priorities   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. I have a systematic approach for filing papers   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. I have a clear understanding of who I am   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I am skilled in team building techniques   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. My own personal coping strategies help me to adapt to change   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. I know how to build personal power through the involvement of others   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. When I have more than one goal, I set clear priorities   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I am skilled at motivating other people   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. In organising, I understand the principle of division of Labour   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. In making logical organisational decisions, I can solve problems of organisational conformity of "Group Think". | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. In communicating, I am very sensitive to feelings   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. I know when to use participative decision making  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

15. I think of myself as a creative person	1	2	3	4	5	6	7
16. In negotiating, I know how to explore win-win Outcomes	1	2	3	4	5	6	7
17. The best way to get a job done is to do it yourself.	1	2	3	4	5	6	7
18. I always begin my day with a personal planning session.	1	2	3	4	5	6	7
19. I know the basic steps in building an organisational control System	1	2	3	4	5	6	7
20. I feel comfortable in writing a business document	1	2	3	4	5	6	7
21. I am able to coach others effectively	1	2	3	4	5	6	7
22. I know how to create win-win situations in conflicts	1	2	3	4	5	6	7
23. I can accurately assess the forces for & against change in a given situation	1	2	3	4	5	6	7
24. I enjoy making oral presentations	1	2	3	4	5	6	7
25. It is better to make a few mistakes by acting decisively than to sit around analysing decisions	1	2	3	4	5	6	7
26. I have a passionate commitment to the things I do	1	2	3	4	5	6	7
27. I set deadlines when I plan	1	2	3	4	5	6	7
28. In organising my paperwork, I have a system that prevents me from forgetting where things are	1	2	3	4	5	6	7
29. I have a clear set of values	1	2	3	4	5	6	7
30. I can turn a collection of individuals into a smooth functioning Team	1	2	3	4	5	6	7
31. Planning successful change requires a good knowledge of how employees will react	1	2	3	4	5	6	7
32. I know how to employ formal authority in an effective Way	1	2	3	4	5	6	7
33. I always have a clear set of objectives	1	2	3	4	5	6	7
34. I can create high performance expectations in others	1	2	3	4	5	6	7
35. I can recognise an organisation designed by function	1	2	3	4	5	6	7
36. In making logical organisational decisions, I can overcome problems of ego involvement	1	2	3	4	5	6	7
37. In conversations, I put people at ease	1	2	3	4	5	6	7

38. I know how to employ participative decision making Techniques	1	2	3	4	5	6	7
39. I always try to look at old problems in new ways	1	2	3	4	5	6	7
40. In negotiating, I know how to base the result on an objective Standard	1	2	3	4	5	6	7
41. I feel comfortable with the concept of delegation	1	2	3	4	5	6	7
42. I always end the day with the feeling that I have accomplished at least one significant task	1	2	3	4	5	6	7
43. In building organisational controls, I know how to design a performance appraisal system	1	2	3	4	5	6	7
44. I know how to organise a business document	1	2	3	4	5	6	7
45. I feel comfortable acting as an advisor to people	1	2	3	4	5	6	7
46. I can manage tensions & get people to relax during a conflict.	1	2	3	4	5	6	7
47. I understand the principles of managing change	1	2	3	4	5	6	7
48. I am an effective public speaker	1	2	3	4	5	6	7
49. I can influence people through rational persuasion	1	2	3	4	5	6	7
50. I am comfortable living with change.	1	2	3	4	5	6	7
51. I know how to turn a work group into a smooth functioning team.	1	2	3	4	5	6	7
52. I am very honest with myself.	1	2	3	4	5	6	7
53. I have a systematic format for taking notes in meetings	1	2	3	4	5	6	7
54. I establish measurable objectives when I plan.	1	2	3	4	5	6	7
55. I love to feel challenged by the tasks I have to do	1	2	3	4	5	6	7
56. I usually take initiative & act decisively	1	2	3	4	5	6	7
57. Each day I have a well defined plan	1	2	3	4	5	6	7
58. I often inspire people to do more than they are expected to do	1	2	3	4	5	6	7
59. I can design a matrix organization	1	2	3	4	5	6	7
60. In making logical organisational decisions, I can overcome the problem of stereotypical thinking	1	2	3	4	5	6	7

61. During a conversation, I am in touch with the other's reactions	1	2	3	4	5	6	7
62. I know which situations are inappropriate for participative decision making	1	2	3	4	5	6	7
63. I would rather criticise than create new ideas	1	2	3	4	5	6	7
64. In negotiating, I know how to effectively acknowledge the existence of a conflict	1	2	3	4	5	6	7
65. In preparing an oral presentation, I know how to get people's attention	1	2	3	4	5	6	7
66. I know how to best involve people in designing organisational Changes	1	2	3	4	5	6	7
67. I know how to be tough but not offensive in a conflict Situation	1	2	3	4	5	6	7
68. I am able to mentor people, & help them grow & Develop	1	2	3	4	5	6	7
69. I am able to effectively criticise & improve my own first draft writing efforts	1	2	3	4	5	6	7
70. I know how to manage resistance to the implementation of a management control system	1	2	3	4	5	6	7
71. I always do the most important parts of my job during the time of day when I perform the best	1	2	3	4	5	6	7
72. I understand & know how to apply the principles of effective Delegation	1	2	3	4	5	6	7
73. I know how to use reward to effectively influence Others	1	2	3	4	5	6	7
74. I adjust well to changing conditions	1	2	3	4	5	6	7
75. I am a skilled group facilitator	1	2	3	4	5	6	7
76. I recognise & work on my inconsistencies & hypocrisies	1	2	3	4	5	6	7
77. I am skilled in managing paperwork	1	2	3	4	5	6	7
78. When I do planning, I develop bench marks to measure progress	1	2	3	4	5	6	7
79. I am driven by a need for continuous improvement in what I Do	1	2	3	4	5	6	7
80. I am comfortable moving into a situation & taking over	1	2	3	4	5	6	7

81. In negotiating, I know how to keep the discussion issue-oriented.	1	2	3	4	5	6	7
82. I like to explore new ideas	1	2	3	4	5	6	7
83. I feel comfortable involving people in group decisions.	1	2	3	4	5	6	7
84. I am very sensitive to non-verbal messages in a Conversation	1	2	3	4	5	6	7
85. In making logical organisational decisions, I can analyse the structure of arguments that are presented	1	2	3	4	5	6	7
86. I understand the advantages of organising by divisional form	1	2	3	4	5	6	7
87. I am skilled in getting the best out of people	1	2	3	4	5	6	7
88. I always seek clear feedback about how I am doing	1	2	3	4	5	6	7
89. I understand & know how to apply the principles of effective Delegation	1	2	3	4	5	6	7
90. In making an oral presentation, I know how to get people's Attention	1	2	3	4	5	6	7
91. I am skilled at facilitating organisational change	1	2	3	4	5	6	7
92. I know how to keep a conflict situation moving towards a productive situation	1	2	3	4	5	6	7
93. People trust me & come to me for advice	1	2	3	4	5	6	7
94. Things that I write are easily understood	1	2	3	4	5	6	7
95. I understand the characteristics of successful control systems.	1	2	3	4	5	6	7
96. I know how to manage stress.	1	2	3	4	5	6	7
97. I am an action person, who likes to see immediate progress.	1	2	3	4	5	6	7
98. I am an unusually hard worker	1	2	3	4	5	6	7
99. I can apply the principles of organisational design	1	2	3	4	5	6	7
100. When it comes to paperwork, I am very well organized	1	2	3	4	5	6	7
101. I work hard at being honest & sincere	1	2	3	4	5	6	7
102. I know how to run a meeting in which everyone feels involved & influential in the decisions that are made	1	2	3	4	5	6	7

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103. My approach to change is "If it ain't broke, don't fix it"	1	2	3	4	5	6	7
104. I am able to influence others through persuasion	1	2	3	4	5	6	7
105. I always establish a specific set of challenging goals	1	2	3	4	5	6	7
106. I can get others to excel in their work	1	2	3	4	5	6	7
107. I understand the problems of logical decision making in organizations	1	2	3	4	5	6	7
108. I effectively use empathy & reflective listening	1	2	3	4	5	6	7
109. I try to treat any new problem as an opportunity	1	2	3	4	5	6	7
110. I am very relaxed when I have to speak to a group of People	1	2	3	4	5	6	7
111. I often come up with useful innovations.	1	2	3	4	5	6	7
112. I regularly use stress management techniques	1	2	3	4	5	6	7
113. I know how to analyse the dynamics of an on-going organisational change process	1	2	3	4	5	6	7