

Here are several points (guidelines) regarding the Management Skill Assessment Tool that I've used for almost 10 years:

1. Instructions to responders is missing; I included them in the email message to which the tool was attached. These instructions included a request to answer all questions with BOTH their rating of my skills (1-5) and their rating of the importance of each skill (1-3). The instructions also told them to leave any questions blank that they had not personally observed the skill (and not to base their rating on what someone else said).
2. The version of the tool is for hardcopy usage, but could easily be converted to a Word form (I lost it on a recent hard-drive crash) - which is how I most recently used it.
3. Anonymity was very important, so though I sent it out electronically, and they could complete the protected Word form, they were instructed to print out the completed form and send it back through interoffice mail.
4. Please notice the disclaimer in the footer; the source of the original tool in its infancy in 1990; it has evolved since.
5. Feel free to shorten the tool (as I did once with a smaller group of trainers, when I performed more of a team lead role than manager - and not all of the questions applied).
6. Be prepared NOT to receive a response from everyone (I did not require the response, for it required non-billable time to complete).
7. I used it at one company on an annual basis (comparing the responses from year to year) over a period of 3 years.
8. I also sent the tool to peers (other tech pubs managers in the group) and to my superior, as well as to my subordinates. I also completed the tool myself to compare to the responses received prior to receiving them.
9. I shared the results with my superior, after which we met to discuss in person. We focused on those skills rated high, with a high level of importance (identifying them as strengths) and those rated low, with a high level of importance (identifying them as potential development areas, depending on how low the rating). I also shared the results with the contributors (in some cases in a large organizational group meeting, in others with just those who contributed) - I felt I owed it to them for taking the time to complete the evaluation (and for them to compare their answers with the concensus).

I apologize if this is more information than you want, but some of you may be new at this management thing! Also, I would appreciate hearing from you about its effectiveness (if you choose to use it, or some form thereof).

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