

# MRCC Skill Pinpointing Tool

## Welcome

MRCC is serious about providing the training and support to make us the leader in our industry. To achieve this level of excellence we want to provide you, our leaders, with the skill and knowledge necessary to be as professional as possible.

The following survey is designed to give us better direction in the type of training we should offer. You will be rating a series of competencies against two criteria, how Important it is to your job and your level of Personal Performance. The information you provide is for developmental purposes only. Please be as honest as possible. At the end of the survey you will have the option to enter your name. If you choose to supply your name, the information you provide can be used to develop your own personal developmental plan.

This Skill Pinpointing Tool will help you determine which of these leadership competencies you can already perform well and others that you need to learn to be a better manager.

Again, you are not required to supply your name unless the results of your completed survey are to be used to create your personal development plan.

If you have any questions or concerns, please contact:

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# MRCC Skill Pinpointing Tool

## Demographics

★ 1. Where are you located?

Location 1     Location 2     Location 3     Location 4     Location 5     Location 6

Other (please specify)

★ 2. What is your job classification?

Supervisor     Manager     Senior Manager     Director     Executive

Other (please specify)

3. Your Name?

THIS IS OPTIONAL UNLESS THE RESULTS OF YOUR COMPLETED SURVEY ARE TO BE USED TO CREATE YOUR PERSONAL DEVELOPMENT PLAN

# MRCC Skill Pinpointing Tool

## Instructions

This survey contains a number of management competencies that you will consider individually.

Read the description of the competency.

Click on the selection from 1 to 5 that best describes the importance of that competency to your job.

Then, click on the selection from 1 to 5 that best describes your level of personal performance.

Then move to the next competency.

### RATINGS:

#### Importance:

1. Not used on the job at all.
2. Seldom used on the job.
3. Occasionally used on the job.
4. Often used on the job.
5. Of major importance.

#### Personal Performance:

1. I do not know how to do this.
2. I have trouble doing this.
3. I do not do this with consistency.
4. I do this with consistency.
5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## ROLE OF THE MANAGER

### ROLE OF THE MANAGER

Understanding the role of the manager and management responsibilities

- Identifying management tasks within the scope of your job.
- Listening and showing that you care.
- Asking questions that prompt your employees to tell you what you need to know.
- Giving supportive feedback that motivates your employees to keep doing good work.
- Giving constructive feedback that encourages your employees to do things differently.
- Getting your employees to agree on action to be taken.

#### \* 4. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 5. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
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# MRCC Skill Pinpointing Tool

## GAINING ACCEPTANCE

### GAINING ACCEPTANCE

Understanding why managers fail to gain acceptance.

- Recognizing how people act when they resist change.
- Understanding why people resist change.
- Diagnosing the situation to determine the best action to take.
- Gaining acceptance by taking action that builds trust with your employees.

#### \* 6. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 7. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## MAKING DECISIONS

### MAKING DECISIONS

Understanding the critical steps involved in making a decision

- Following a systematic decision-making process.
- Identifying relevant sources of information pertaining to a decision and getting complete and accurate information from these sources.
- Deciding how to introduce a new procedure in your area.
- Deciding how to handle an employee performance problem.
- Making a decision that will alter a performance objective that you and your staff had previously agreed on.

#### \* 8. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job
- 4. Often used on the job.
- 5. Of major importance.

#### \* 9. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## MANAGING BETTER RELATIONSHIPS

### MANAGING BETTER RELATIONSHIPS

Determining why friction, frustration and mistrust arise when communicating with people who think, feel and act differently from you.

- Knowing the strengths and weaknesses of your 'social style' type.
- Understanding how others think, feel and act by observing their behavior.
- Improving relationships with your colleagues by changing your approach to appeal to their way of thinking.

#### \* 10. Importance

1. Not used on the job at all.
2. Seldom used on the job.
3. Occasionally used on the job.
4. Often used on the job.
5. Of major importance.

#### \* 11. Personal Performance

1. I do not know how to do this.
2. I have trouble doing this.
3. I do not do this with consistency.
4. I do this with consistency.
5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## MANAGING COMPLAINTS & GRIEVANCES

### MANAGING COMPLAINTS & GRIEVANCES

- Dealing with complaints from employees who feel unjustly or unfairly treated.
- Resolving complaints—knowing when to solve the problem, when to compromise and when to deny the complainant satisfaction.
- Preventing complaints and grievances.
- Handling a discrimination complaint from an employee.
- Dealing with an employee who has a valid complaint.
- Dealing with an employee who has an irrelevant complaint.
- Handling a formal complaint or grievance following company policy and/or a collective bargaining agreement.

#### \* 12. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 13. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## MANAGING TIME

### MANAGING TIME

- Identifying and eliminating time wasters.
- Evaluating objectives and ranking them in order of priority.
- Using a time planner and a "To Do" list to stay focused on what you need to accomplish.
- Saying "No" to unplanned interruptions and requests for help that will prevent you from getting your work done.
- Planning to achieve longer-term objectives (e.g. 4 months in advance).
- Revising your plans, when needed, to achieve the desired results.

#### \* 14. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 15. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## PLANNING WORK

### PLANNING WORK

- Writing business goals that clearly describe the desired results and criteria for success.
- Negotiating goals/targets with your manager and/or your employees.
- Developing a work plan for achieving your goals.
- Listing and prioritizing your responsibilities.
- Increasing employee productivity by 5% or more, using the same number of people.
- Introducing change in your workplace.

#### \* 16. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 17. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## SUCCESSFUL MEETINGS

### SUCCESSFUL MEETINGS

- Preparing for meetings—inviting the right people, ensuring that everyone knows why they need to be there and what you plan to accomplish.
- Leading meetings that achieve the desired results.
- Encouraging participation by the audience while keeping the discussion focused.
- Reading non-verbal cues to monitor the group's mood and then acting appropriately.
- Getting a meeting back on track, when you're not leading the meeting.
- Evaluating meetings that you attend and following up when needed.

#### \* 18. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 19. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
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# MRCC Skill Pinpointing Tool

## ADDRESSING CONFLICT

### ADDRESSING CONFLICT

- Realizing the value of different opinions and points of view.
- Determining which issues you and your team/work unit will not talk about because differences in your fundamental beliefs may cause unresolvable conflicts in the group that have nothing to do with getting work done.
- Understanding how you and others typically react in conflict situations.
- Handling conflicts within your team/work unit or between your work group and other departments with a win-win outcome.

#### \* 20. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 21. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## BEING PERSUASIVE

### BEING PERSUASIVE

- Planning what you are going to say ahead of time.
- Starting with a clear objective in mind; knowing what you will propose to whom and how they'll benefit if they agree with your idea(s).
- Identifying your listeners' point of view, prior knowledge and any concerns they may have about your proposal/topic or you.
- Determining how to persuade your listeners—by deciding what conclusions they must reach to agree with your proposal and what evidence they'll need to draw the desired conclusions.
- Maintaining an ongoing dialogue with your listeners by asking questions and inviting comments to keep their interest and address any concerns they express.
- Gaining commitment from others to agree with, approve or act on your ideas.

#### ★ 22. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### ★ 23. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
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# MRCC Skill Pinpointing Tool

## COACHING OTHERS

### COACHING OTHERS

- Understanding the importance of coaching.
- Identifying objectives before coaching begins.
- Watching others perform to identify behaviours that they can change.
- Giving feedback that tells others what they're doing well so they can keep doing it.
- Giving feedback that helps performers do one or two things differently to significantly improve their performance.
- Coaching someone at work to improve their performance by following a systematic method and effective coaching techniques.
- Assessing your own performance to determine how to be a better coach.

#### \* 24. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 25. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## EFFECTIVE LISTENING

### EFFECTIVE LISTENING

- Understanding and remembering what the speaker is saying.
- Confirming or clarifying what you have heard by asking questions or repeating back what you have heard.
- Encouraging the speaker to keep talking by showing that you are listening and interested.
- Summarizing conversations at the end so both the speaker and you know what was said and what will happen next.

#### \* 26. Importance

1. Not used on the job at all.
2. Seldom used on the job.
3. Occasionally used on the job.
4. Often used on the job.
5. Of major importance.

#### \* 27. Personal Performance

1. I do not know how to do this.
2. I have trouble doing this.
3. I do not do this with consistency.
4. I do this with consistency.
5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## GIVING RECOGNITION

### GIVING RECOGNITION

- Realizing why it is so important to recognize your employees for their efforts and contributions at every opportunity.
- Discovering new ways of giving meaningful recognition to your staff.
- Improving the performance of your weakest employees by changing your assumptions about them and your actions when leading them.
- Giving recognition to individual employees within your team/work unit.

#### \* 28. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 29. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## MANAGING CHANGE

### MANAGING CHANGE

- Recognizing how change in the workplace is affecting you/your team.
- Realizing how you and others typically react to change.
- Understanding why people resist change—whether their fears are valid or not.
- Following a structured process to help yourself through work-related change situations that affect you. (using a checklist provided)
- Using proven coping techniques to help yourself and others move through the three phases of change with less stress and anxiety.

#### \* 30. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 31. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.

# MRCC Skill Pinpointing Tool

## PROBLEM SOLVING

### PROBLEM SOLVING

- Using a systematic approach for solving problems.
- Defining your problem.
- Determining the most likely cause of your problem.
- Choosing the best solution for your problem.
- Implementing the solution to your problem.
- Evaluating the effectiveness of the solution that you implemented and determining corrective action, if needed.

#### \* 32. Importance

- 1. Not used on the job at all.
- 2. Seldom used on the job.
- 3. Occasionally used on the job.
- 4. Often used on the job.
- 5. Of major importance.

#### \* 33. Personal Performance

- 1. I do not know how to do this.
- 2. I have trouble doing this.
- 3. I do not do this with consistency.
- 4. I do this with consistency.
- 5. I do this with consistency and confidence.