

Management Audit

Features

An analysis of management and motivational skills, decision-making style, approach to planning and problem solving, communication skills, subordinate development and administrative abilities.

Uses

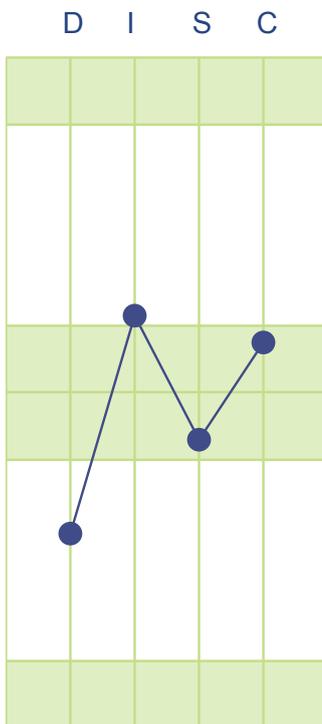
To assess management style and skills. Identifies specific management skills and/or training requirements of new and existing managers and potential management candidates from outside or within the organization.



MANAGEMENT AUDIT: Tom Sample

Private &
Confidential

MANAGING AND MOTIVATING



Tom Sample adopts an outgoing, gregarious management style, coupled with attention to detail. He is quite sensitive to criticism and therefore will attempt, where ever possible, to gain consensus in respect of goals and objectives. Having done so, he will delegate specific tasks, though not necessarily responsibility, and monitor progress carefully. This tendency towards close supervision can cause resentment and frustration in those of a more independent nature, despite Tom Sample's friendly approach. He is not a natural disciplinarian and will try to avoid direct confrontation, using pre-set rules and standards as a disciplinary aid. Tom Sample should be aware that he can allow emotion to influence his managerial style. He tends to motivate via examples of specific skills, appeals to team spirit, uses friendliness and familiarity.

DECISION MAKING

Tom Sample is not a quick decision maker and requires time to assess all available information and avenues of approach. He is more inclined to put forward suggestions than make decisions. His natural sensitivity is a useful attribute when dealing with people-orientated decisions. However, Tom Sample should be aware that his innate need to avoid confrontation and remain relatively popular, can result in compromise when dealing with others on a one-to-one basis. He has little difficulty in making decisions which are supported by defined rules and can, in such situations, adopt a rather authoritarian approach.

PLANNING AND PROBLEM SOLVING

Tom Sample tends to plan in detail, preferring to deal in particular aspects of a scenario, rather than the whole.

Therefore, he is usually better suited to tactical short-term planning, than the broader issues of strategic planning. Tom Sample has the ability to acquit himself well when dealing with problems of a personal/people-orientated nature, where the emphasis is on the avoidance of conflict. On the other hand, his approach may be somewhat over-detailed for problem solving of a more urgent and practical nature.

COMMUNICATION

Tom Sample communicates well in areas related to his own expertise. He should be aware of a tendency to be over-technical and specific, despite his often entertaining style. He has the ability to impart information and knowledge, both oral and written, in a manner that can be easily understood, as long as he avoids technical jargon. In terms of personal communication, his natural sensitivity allows for the accurate assessment of the needs of others. It is paradoxical that although Tom Sample has a high degree of sensitivity, he does not always listen as attentively as he should. His natural characteristics suggest that he is somewhat more attentive to the written, rather than oral word.

ADMINISTRATION

Tom Sample tends to adopt an ad hoc approach to administration. He will apply himself to those parts of an administrative system that are immediate to his needs. However, he often sees tasks that require repetitive attention to routine administrative procedures as boring. This can result in a loss of concentration which belies Tom Sample's natural attention to detail. Tom Sample is usually good at devising administrative systems for others.

DEVELOPING OTHERS

Tom Sample approaches the development of others, particularly employees, with the same sensitivity he applies to all his managerial duties. He has the ability to identify individual needs and will attempt to design developmental programs to suit. Tom Sample should be aware that this is not always commercially practical and that it may often be necessary to adopt a more generalist approach. He may see specialization and/or the development of specific skills as the answer to training and dismiss, albeit unintentionally, the importance of the broader general management skills.

This report relates only to behavioral characteristics within a work situation and should always be used with a structured interview. Success in the role will also depend on further assessment which ensures the person has the appropriate intelligence, education, experience, knowledge and competence.

The "Strengths & Limitations" report, which can be obtained regarding Tom Sample, may provide additional information which will enhance the use of the above data.