

INSTRUMENT NUMBER 20

Examination of management skills - part one

Ability to manage people - This ability requires undertaking activities aimed at improving the workflow, facing difficulties and looking for new challenges, building commitment and supporting employees in achieving their goals.

Check your level of people management skills

Self-diagnosis - People management skills test

Answer by entering the X in the appropriate field.

Behavior	Never	Seldom	Sometimes	Often	Always
1 I can see people's potential and find their hidden talents.					
2 I can influence people without putting pressure on them.					
3 I have a special talent to motivate others to act.					
4 I am interested in a practical solution to the problem.					
5 I can defy the majority.					
6 I can reach agreement in a team to guarantee success.					
7 I feel responsible for the good atmosphere in the group.					
8 I can plan tasks and identify the right people to implement them.					
9 Making personal decisions comes easily to me.					
10 I can effectively convince others of my ideas even if they initially do not agree with me.					
11 I can take control if I see that the group cannot cope with the task.					
12 Most often I coordinate the tasks being carried out.					
13 I can see where the problem is, and I know how to solve it.					
14 People listen to my advice and want to cooperate with me.					
15 People say that I am a responsible and committed person.					

Connect each of the marked answer points with a solid line. This will give you a graph of your skills. The more the chart line approaches the right side of the table, the higher your level of people management skills is.

PART TWO: Expert judgment

Case study – simulation

The second part of the diagnosis is a task in the form of a case study analysis. The adult receives a description of a particular situation. The task is to analyse the content and answer the questions. At the same time, the investigator observes the behaviour of the examinee and records the observations by assessing the level of the competence tested.

Tasks	Activity
Task 1	In your presence two employees quarreled at work about which of them worked harder. They behaved aggressively and not correctly. Other employees were also present. What will you do as the manager of this team?
Task 2	A friend asks you for help in solving an old conflict with a colleague. At first there were only arguments. Over time, quarrels were repeated more often, lasting longer and about various things. They can't look at each other for a week. Your friend does not want the crisis to increase, considering they perform most of the tasks together. How will you behave in this situation as the head of the department?
Task 3	Two people of a six-person team that you manage have become ill. You urgently need to perform the task assigned to you, which is cleaning up the production hall. How do you mobilize yourself and other people to accomplish a task beyond your capacity?

During the observation, the expert evaluates individual indicators and then sums up the points.

Indicator	Very weak (1 point)	Good (3 points)	Very good (5 points)
Taking care of personal and company interests	Does not understand own/ company interests or makes a deal at the expense of the deterioration of the relationship	Implements own interests without worsening the relationship with others	Even with a very difficult partner, achieves designed goals and maintains good relationships
Knowledge and use of team management techniques	Uses management strategies that are inappropriate or too hard	Effectively applies appropriate techniques for managing people	Knows and uses in practice various management strategies and tactics, others use his / her solutions
Active coping with pressure and attempts to influence	Easily and often is influenced by other people, most often being unaware of it	Recognizes when someone tries to influence or manipulate a situation. Assertively and effectively copes with most of these attempts.	Assertively identifies attempts of pressure and/or manipulation, uses these situations in their own favor.