

## PERSONAL ASSESSMENT OF MANAGEMENT SKILLS (PAMS)

Name \_\_\_\_\_ Date \_\_\_\_\_

### Rating Scale

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Slightly agree
5. Agree
6. Strongly agree

### In regard to my level of self-knowledge:

- \_\_\_\_\_ 1. I seek information about my strengths and weaknesses from others as a basis for self-improvement.
- \_\_\_\_\_ 2. In order to improve, I am willing to be self-disclosing to others (that is, to share my beliefs and feelings).
- \_\_\_\_\_ 3. I am aware of my preferred style in gathering information and making decisions.
- \_\_\_\_\_ 4. I understand how I cope with situations that are ambiguous and uncertain.
- \_\_\_\_\_ 5. I have a well-developed set of personal standards and principles that guide my behavior.

### When faced with stressful or time-pressured situations:

- \_\_\_\_\_ 6. I use effective time-management methods such as keeping track of my time, making to-do lists, and prioritizing tasks.
- \_\_\_\_\_ 7. I reaffirm my priorities so that less important things don't drive out more important things.
- \_\_\_\_\_ 8. I maintain a program of regular exercise for fitness.
- \_\_\_\_\_ 9. I maintain an open, trusting relationship with someone with whom I can share my frustrations.
- \_\_\_\_\_ 10. I know and practice several temporary relaxation techniques such as deep breathing and muscle relaxation.
- \_\_\_\_\_ 11. I maintain balance in my life by pursuing a variety of interests outside of work.

### When I approach a typical, routine problem:

- \_\_\_\_\_ 12. I state clearly and explicitly what the problem is. I avoid trying to solve it until I have defined it.
- \_\_\_\_\_ 13. I generate more than one alternative solution to the problem, instead of identifying only one obvious solution.
- \_\_\_\_\_ 14. I keep steps in the problem-solving process distinct; that is, I define the problem before proposing alternative solutions, and I generate alternatives before selecting a single solution.

**When faced with a complex or difficult problem that does not have an easy solution:**

- \_\_\_\_\_ 15. I define a problem in multiple ways. I don't limit myself to just one problem definition.
- \_\_\_\_\_ 16. I unfreeze my thinking by asking lots of questions about the nature of the problem before considering ways to solve it.
- \_\_\_\_\_ 17. I think about the problem from both the left (logical) side of my brain and the right (intuitive) side of my brain.
- \_\_\_\_\_ 18. I avoid selecting a solution until I have developed many possible alternatives.
- \_\_\_\_\_ 19. I have specific techniques that I use to help develop creative and innovative solutions to problems.

**When trying to foster more creativity and innovation among those with whom I work:**

- \_\_\_\_\_ 20. I make sure there are divergent points of view represented or expressed in every complex problem-solving situation.
- \_\_\_\_\_ 21. I try to acquire information from individuals outside the problem-solving group who will be affected by the decision, mainly to determine their preferences and expectations.
- \_\_\_\_\_ 22. I provide recognition not only for those who come up with creative ideas (the idea champions) but also for those who support others' ideas (supporters) and who provide resources to implement them (orchestrators).
- \_\_\_\_\_ 23. I encourage informed rule-breaking in pursuit of creative solutions.

**In situations where I have to provide negative feedback or offer corrective advice:**

- \_\_\_\_\_ 24. I help others recognize and define their own problems when I counsel them.
- \_\_\_\_\_ 25. I am clear about when I should coach someone and when I should provide counseling instead.
- \_\_\_\_\_ 26. When I give feedback to others, I avoid referring to personal characteristics and focus on problems or solutions instead.
- \_\_\_\_\_ 27. When I try to correct someone's behavior, our relationship is strengthened.
- \_\_\_\_\_ 28. I am descriptive in giving negative feedback to others. That is, I objectively describe events, their consequences, and my feelings about them.
- \_\_\_\_\_ 29. I take responsibility for my statements and point of view, for example, "I have decided" instead of "They have decided."
- \_\_\_\_\_ 30. I identify some area of agreement in a discussion with someone who has a different point of view.
- \_\_\_\_\_ 31. I don't talk down to those who have less power or less information than I.
- \_\_\_\_\_ 32. When discussing someone's problem, I respond with a reply that indicates understanding rather than advice.

**In a situation where it is important to obtain more power:**

- \_\_\_\_\_ 33. I put forth more effort and take more initiative than expected in my work.

- \_\_\_\_\_ 34. I am continually upgrading my skills and knowledge.
- \_\_\_\_\_ 35. I support organizational ceremonial events and activities.
- \_\_\_\_\_ 36. I form a broad network of relationships with people throughout the organization at all levels.
- \_\_\_\_\_ 37. In my work I strive to generate new ideas, initiate new activities, and minimize routine tasks.
- \_\_\_\_\_ 38. I send personal notes to others when they accomplish something significant or when I pass along important information to them.
- \_\_\_\_\_ 39. I refuse to bargain with individuals who use high-pressure negotiation tactics.
- \_\_\_\_\_ 40. I avoid using threats or demands to impose my will on others.

**When another person needs to be motivated:**

- \_\_\_\_\_ 41. I determine if the person has the necessary resources and support to succeed in a task.
- \_\_\_\_\_ 42. I use a variety of rewards to reinforce exceptional performances.
- \_\_\_\_\_ 43. I design task assignments to make them interesting and challenging.
- \_\_\_\_\_ 44. I make sure the person gets timely feedback from those affected by task performance.
- \_\_\_\_\_ 45. I help the person establish performance goals that are challenging, specific, and time bound.
- \_\_\_\_\_ 46. Only as a last resort do I attempt to reassign or release a poorly performing individual.
- \_\_\_\_\_ 47. I discipline when effort is below expectations and capabilities.
- \_\_\_\_\_ 48. I make sure that people feel fairly and equitably treated.
- \_\_\_\_\_ 49. I provide immediate compliments and other forms of recognition for meaningful accomplishments.

**When I see someone doing something that needs correcting:**

- \_\_\_\_\_ 50. I avoid making personal accusations and attributing self-serving motives to the other person.
- \_\_\_\_\_ 51. I encourage two-way interaction by inviting the respondent to express his or her perspective and to ask questions.
- \_\_\_\_\_ 52. I make a specific request, detailing a more acceptable option.

**When someone complains about something I've done:**

- \_\_\_\_\_ 53. I show genuine concern and interest, even when I disagree.
- \_\_\_\_\_ 54. I seek additional information by asking questions that provide specific and descriptive information.
- \_\_\_\_\_ 55. I ask the other person to suggest more acceptable behaviors.

**When two people are in conflict and I am the mediator:**

- \_\_\_\_\_ 56. I do not take sides but remain neutral.

- \_\_\_\_\_ 57. I help the parties generate multiple alternatives.
- \_\_\_\_\_ 58. I help the parties find areas on which they agree.

**In situations where I have an opportunity to empower others:**

- \_\_\_\_\_ 59. I help people feel competent in their work by recognizing and celebrating their small successes.
- \_\_\_\_\_ 60. I provide regular feedback and needed support.
- \_\_\_\_\_ 61. I provide all the information that people need to accomplish their tasks.
- \_\_\_\_\_ 62. I highlight the important impact that a person's work will have.

**When delegating work to others:**

- \_\_\_\_\_ 63. I specify clearly the results I desire.
- \_\_\_\_\_ 64. I specify clearly the level of initiative I want others to take (for example, wait for directions, do part of the task and then report, do the whole task and then report, etc.).
- \_\_\_\_\_ 65. I allow participation by those accepting assignments regarding when and how work will be done.
- \_\_\_\_\_ 66. I avoid upward delegation by asking people to recommend solutions, rather than merely asking for advice or answers, when a problem is encountered.
- \_\_\_\_\_ 67. I follow up and maintain accountability for delegated tasks on a regular basis.

**When I am in the role of leader in a team:**

- \_\_\_\_\_ 68. I know how to establish credibility and influence among team members.
- \_\_\_\_\_ 69. I am clear and consistent about what I want to achieve.
- \_\_\_\_\_ 70. I build a common base of agreement in the team before moving forward with task accomplishment.
- \_\_\_\_\_ 71. I articulate a clear, motivating vision of what the team can achieve along with specific short-term goals.

**When I am in the role of team member:**

- \_\_\_\_\_ 72. I know a variety of ways to facilitate task accomplishment in the team.
- \_\_\_\_\_ 73. I know a variety of ways to help build strong relationships and cohesion among team members.

**When I desire to make my team perform well, regardless of whether I am a leader or member:**

- \_\_\_\_\_ 74. I am knowledgeable about the different stages of team development experienced by most teams.
- \_\_\_\_\_ 75. I help the team avoid groupthink by making sure that sufficient diversity of opinions is expressed in the team.
- \_\_\_\_\_ 76. I diagnose and capitalize on my team's core competencies, or unique strengths.
- \_\_\_\_\_ 77. I encourage exceptionally high standards of performance and outcomes that far

exceed expectations.

**When I am leading change:**

- \_\_\_\_\_ 78. I usually emphasize a higher purpose or meaning associated with the work I do.
- \_\_\_\_\_ 79. I keep track of things that go right, not just things that go wrong.
- \_\_\_\_\_ 80. I frequently give other people positive feedback.
- \_\_\_\_\_ 81. I work to close abundance gaps – the difference between good performance and great performance.
- \_\_\_\_\_ 82. I express gratitude frequently and conspicuously, even for small acts.
- \_\_\_\_\_ 83. I know how to get people to commit to my vision of positive change.
- \_\_\_\_\_ 84. I know how to unlock the positive energy in other people.
- \_\_\_\_\_ 85. I express compassion toward people who are facing pain or difficulty.