

Louisiana Managerial/ Supervisory Instrument

LMSS Self-Rating Survey

Directions: As you read each managerial/leadership quality, think about your current aptitudes and skills and rate it on a 5-point scale. Use the scales provided below to make your best estimates.

Mark your answers on the separate answer sheet provided.

Skill Level

1	2	3	4	5
None	Low	Moderate	Considerable	Very High

Oral Communication

1. Communicates ideas and facts verbally in a clear and organized way.
2. Adjusts style, tone, and level of verbal communication to fit the audience and situation.
3. Listens to others and shows understanding of what they are saying.
4. Anticipates the implications of words and actions inside and outside of the workgroup.

Written Communication

5. Communicates ideas and facts in writing in a clear and organized manner.
6. Adjusts style, length, and level of written communication to fit the audience and situation.
7. Reviews and critiques others' writing in a constructive way.

Negotiating

8. Identifies and understands interests and positions of others (e.g., co-workers, citizens, customers).
9. Applies appropriate negotiation approaches to find mutually acceptable solutions to problems or conflicts.
10. Persuades others to commit to action when appropriate.
11. Gains cooperation from others to get information and to accomplish department/office goals.

Partnering

12. Builds productive working relationships with key individuals and groups.
13. Collaborates with a variety of individuals and groups from both within and outside the department/office.
14. Identifies concerns of other interested parties (e.g., program users, community, stakeholders, etc.) to find common ground.
15. Works to overcome barriers to partnering.

Interpersonal Skills

16. Provides positive feedback in a way that reinforces or encourages desirable employee behavior.
17. Considers and responds appropriately to the needs, feelings, and capabilities of all individuals.
18. Provides negative feedback constructively.
19. Treats all individuals with sensitivity and respect.

Accountability

20. Takes personal responsibility for work products and services of his/her group.
21. Assures that his/her workgroup's results are measured.
22. Tracks results of programs or activities and takes corrective action when necessary.
23. Encourages subordinates to take responsibility for work products and services.

Problem Solving

24. Recognizes and defines problems and issues.
25. Gathers enough relevant data about problems and issues to conduct a complete analysis.

- 26. Uses a variety of methods to analyze and interpret data.
- 27. Generates multiple solutions based on data analysis.
- 28. Recommends appropriate solutions to problems.

Decisiveness

- 29. Acts decisively when quick action is required, even in uncertain situations.
- 30. Makes difficult or unpopular decisions when necessary.
- 31. Exercises good judgment by making sound and well-informed decisions.
- 32. Considers all factors when making decisions (e.g., legal aspects, political and organizational reality, media, special interests).

Customer Service

- 33. Identifies customers/clients and other interested parties (e.g., program users, community, stakeholders, etc.).
- 34. Establishes and uses feedback systems to understand customer/client expectations.
- 35. Integrates customer/client needs and expectations into development and delivery of services.
- 36. Improves the quality of services, products, and processes on an ongoing basis.

Personal Job Expertise

- 37. Demonstrates appropriate levels of personal job expertise in daily work responsibilities.
- 38. Applies procedures, regulations, and policies related to personal job expertise appropriately.
- 39. Understands job expertise needed by subordinates to do their work.

Financial Management

- 40. Prepares budget or provides budget input for own area of responsibility.
- 41. Demonstrates an understanding of the roles of the department/office, Division of Administration, and the legislature in the budget process.
- 42. Explains or justifies budget requests.
- 43. Monitors budgets to ensure cost-effective resource use.
- 44. Makes sound decisions on procurement of equipment, supplies, or services.

45. Demonstrates an understanding of state and department/office procurement regulations.
46. Monitors performance of contractors.

Human Resource Management

47. Anticipates impact of possible changes in staff (e.g., retirement, expertise, T.O.).
48. Takes an active role in recruiting and retaining staff.
49. Provides opportunities for employee orientation, training, and development.
50. Sets performance expectations for subordinates and gives timely feedback about progress.
51. Assesses employee performance and conducts constructive performance reviews.
52. Develops others through coaching and mentoring.
53. Recognizes achievement of performance expectations.
54. Takes appropriate corrective actions with employees.
55. Uses human resources practices that promote good employee relations in the workplace.
56. Supports activities that address employee well-being (e.g., safety, health, wellness).

Technology Management

57. Makes maximum use of available information technology to improve the workgroup's effectiveness.
58. Ensures subordinates are trained and capable in computer applications useful in their job.
59. Anticipates changes in technology that will improve workgroup performance.

Adaptability

60. Responds constructively to change and setbacks.
61. Maintains a professional demeanor in stressful or difficult situations.
62. Modifies behavior and work methods in response to new information, changing conditions, or unexpected obstacles.
63. Remains open to new ideas and approaches.
64. Works on a number of different projects without losing focus.
65. Adjusts as quickly as possible to new situations that need attention.

Motivation to Serve

66. Encourages employees to believe in the spirit of public service.
67. Creates and supports a climate that encourages employees to provide quality public service.
68. Demonstrates a personal commitment to quality public service.

Conflict Management

69. Manages or resolves conflicts, confrontations, and disagreements in an appropriate manner.
70. Takes steps to prevent destructive conflict situations.
71. Seeks to resolve formal and informal complaints related to the workgroup's responsibilities.
72. Proactively manages conflict resulting from organizational change.

Diversity Awareness

73. Recognizes the value of individual differences at all levels of the organization.
74. Creates a climate in which everyone is respected and recognized for their contributions.
75. Provides employment and development opportunities to support a diverse workforce.

Workgroup Team Building

76. Delegates authority with responsibility.
77. Coaches, motivates, and guides others toward goals and accomplishments.
78. Encourages cooperation and teamwork within the department, office, and workgroup.
79. Supports group problem solving and participative decision making.
80. Builds trust and open communication among team members.
81. Seeks consensus among diverse viewpoints to build commitment (buy-in).

Integrity/Honesty

82. Models and encourages high standards of honesty and integrity.
83. Promotes ethical practices in all organizational activities.
84. Applies department/office policies in a consistent manner.
85. Demonstrates consistency between words and actions.
86. Exercises power, authority, and influence appropriately to achieve department/office goals.

Planning/Objective Setting

87. Creates a direction for the workgroup that fits with the department's vision.
88. Motivates employees at all levels to work toward the department's goals, values, and strategies.
89. Recommends changes based upon a strategic plan for the workgroup.
90. Initiates changes within the scope of the job that are based upon a strategic plan for the workgroup.

External Awareness

91. Keeps current with laws, regulations, policies, trends, and other developments that impact the workgroup.
92. Keeps current with general trends and developments that impact the department/office.
93. Analyzes and applies "lessons learned" from other organizations to improve workgroup results.

Innovation

94. Identifies need for new approaches, services, and capabilities.
95. Designs new approaches, services, and capabilities to meet identified needs.
96. Takes necessary action to implement new approaches, services, and capabilities.
97. Designs/implements new approaches to improve workgroup effectiveness.
98. Creates a work environment that encourages and recognizes creativity and innovation.
99. Recommends innovative or cutting edge programs and processes.

Long-Range Thinking

100. Recommends effective strategies that fit the external environment which the department/office faces.
101. Applies a long-term perspective when developing strategic plans.
102. Develops goals, objectives, and strategies that fit with the department/office's long-term vision.
103. Adjusts strategic plans in response to changes inside and outside the department.

Continual Learning

104. Evaluates personal strengths and weaknesses, and assesses their impact on others.

- 105. Seeks feedback from others and uses it for self-improvement.
- 106. Invests time and energy in self-development and professional growth.
- 107. Creates an environment where learning and developing new skills is part of day-to-day work.
- 108. Develops and implements methods to share knowledge with others who need it.

Definition of a work process: A particular method of doing something, generally involving a number of steps or operations and often including multiple jobs. A process may well extend across workgroups and departments. For example, an application process might begin with paperwork submitted by a citizen, which is then routed through multiple people, possibly in different offices, for various checks and actions before being approved.

Work Process Management

- 109. Manages and plans work as a process rather than focusing only on individual jobs.
- 110. Defines goals for each work process that they control.
- 111. Measures and monitors outputs of work processes.
- 112. Manages work that flows between people and other workgroups.
- 113. Designs work processes to meet the needs of “customers” of the workgroup.

Work Process Improvement

- 114. Uses work process performance measures to identify problems.
- 115. Eliminates work steps that do not add value to the desired outcomes.
- 116. Changes work processes when a new approach appears to be better.
- 117. Works to ensure that work processes are as simple as possible.
- 118. Evaluates process performance regularly to determine if changes are needed.
- 119. Uses process analysis tool (e.g., flowcharts, fishbone diagrams, etc.) to identify and correct problems.

Work Process Redesign

- 120. Redesigns work processes and procedure when a total change is necessary.
- 121. Discards old methods of doing things when they no longer work.
- 122. Evaluates new approaches to work processes continuously.
- 123. Makes sound decisions about which processes to redesign instead of just improve.
- 124. Creates a sound rationale for process redesign projects.