



## Senior Manager Development Needs – Self Assessment

### ***Introduction***

The purpose of this questionnaire survey is to establish which competencies you currently have and to identify those areas in which you wish to have further development, in order to operate more effectively in your role. It would be appreciated if you could complete all the sections – 1, 2 and 3.

### **Section 1 – Profile**

1. Name					
2. Position					
3. Department/Section					
4. Key Responsibilities	1.	2.	3.	4.	5.
5. Length of time in current position (in months)					
6. Length of time with organization (in months)					
7. Educational qualifications (please place an x in the appropriate box to indicate the highest level achieved):					
	1	High School			
	2	Diploma			
	3	Degree			
	4	Masters			

## Section 2 - Self Assessment on Competence and Capabilities

This questionnaire is designed to assist you to identify some of your own training and development needs. The information will only be used to help develop future training courses for your benefit. If that future training is to meet your needs then it is important to analyse yourself objectively - if you don't then you may miss out on an opportunity to develop your skills in a particular area.

For each competence area, you should:

1. Rate how competent you believe that you currently are in that area *based on a scale of 1-5, from 'weak' to 'strong'*. If a particular competence area is not applicable to you in your role (present or future), then circle the **not applicable** box and move on to the next competence area
2. Think about the question provided and determine if future training in that area would be beneficial to you – *(Tick Yes/No)*
3. Based on the answers to the first two questions, this will help you to rate how important a development priority each competence area will be for you. *For example, if you rated yourself as being weak in a competence such as 'Communication Skills' and you felt that future development would make you more effective, then that competence area would naturally become a critical development priority for you.*

Here is an example below of how each competence area should be completed:

<b>Communication</b> <i>Ability to communicate effectively with multiple stakeholders</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Communications Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4



## Competences

### 1. Writing Skills

<b>1. Writing Skills</b> <i>Writing reports, business plans, business emails/letters, promotional literature, etc.</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Writing Skills</b> development?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 2. Presentation Skills

<b>2. Presentation Skills</b> <i>Delivering talks and using PowerPoint and other Visual Aids effectively when presenting to groups</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Presentation Skills</b> development?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 3. Project Management Skills

<b>3. Project Management Skills</b> <i>Taking ownership for, and effectively managing projects</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Project Management Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 4. Problem Solving and Decision Making Skills

<b>4. Problem Solving and Decision Making Skills</b> <i>Analysing problems, using structured problem solving techniques and making effective decisions</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Problem Solving and Decision Making Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 5. Management Skills

<b>5. Management Skills</b> <i>Managing large multi-level teams with respect to setting goals and priorities and achieving results</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Management Skills</b> development?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 6. Managing Innovation

<b>6. Managing Innovation</b> <i>Defining and managing processes for managing innovation</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional training in the area of <b>Managing Innovation</b> ?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

## 7. Communication

7. Communication <i>Ability to communicate effectively with multiple stakeholders</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Communications Skills</b> development?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

## 8. Information Management and ICT Skills

8. Information Management and ICT Skills <i>Capability to analyse and assimilate information and the effective use of ICT resources</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional training in the areas of <b>Information Management and ICT Skills</b> ?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 9. Managing Change

<b>9. Managing Change</b> <i>Championing and managing change throughout the business</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Change Management Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 10. Relationship Management

<b>10. Relationship Management</b> <i>Developing and maintaining partnerships with internal and external stakeholders</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Relationship Management Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 11. Business Awareness

<b>11. Business Awareness</b> <i>Understanding the internal and external business environments</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Business Awareness</b> development?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 12. Leadership

<b>12. Leadership</b> <i>Developing and sharing a vision for the business and capability to lead others in the desired direction</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Leadership Skills</b> development?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 13. Achievement Orientation

<b>13. Achievement Orientation</b> <i>Striving to meet goals and objectives within agreed deadlines, facilitates and seeks to implement agreed decisions</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional training to improve your <b>Achievement Orientation</b> ?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 14. Strategic Planning

<b>14. Strategic Planning</b> <i>Expertise in devising and implementing business strategy</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional development to improve your <b>Strategic Planning Skills</b> ?	Yes			No	
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 15. Negotiation Skills

<b>15. Negotiation Skills</b> <i>Negotiating effectively with a range of internal and external stakeholders</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Negotiation Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 16. Time Management

<b>16. Time Management</b> <i>Managing time effectively to ensure delivery on personal and business targets and objectives</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Time Management Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 17. Human Resource Management

<b>17. Human Resource Management</b> <i>Managing all legal and operational aspects of human resources relevant to the role</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Human Resource Management Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 18. Quality Management

<b>18. Quality Management</b> <i>Establishing, maintaining and improving effective quality management processes</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional development in the area of <b>Quality Management</b> ?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 19. Financial Management

<b>19. Financial Management</b> <i>Directing or supporting budget preparation, implementation, and evaluation</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Financial Management Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### 20. Monitoring and Evaluation

<b>20. Monitoring and Evaluation</b> <i>Capacity in monitoring and benchmarking of performance</i>	<i>Please circle as appropriate</i>				
	N/A	Weak	Limited	Capable	Strong
1. Your current level of competence in this area	0	1	2	3	4
2. Do you believe your contributions in this area could be more effective if you had additional <b>Monitoring and Evaluation Skills</b> development?	Yes		No		
3. Rate how important a priority you feel training and development in this area would be for you	N/A	Low	Medium	High	Critical
	0	1	2	3	4

### Section 3 – Priority Development Needs

From the 20 competence areas provided, you will have identified a range of priority or critical development needs. However, in the short-term only those needs which will be most beneficial to you can be addressed. As such, you should now identify your 'Top Five' critical development priorities in order of importance. Please indicate those areas in the table provided, noting specific details on what aspects of that competence area will be most beneficial to you:

Priority Development Need	To ensure the training meets your specific needs, please identify what specific areas you would like the training to focus upon
1.	
2.	
3.	
4.	
5.	

