CSUDH

CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

MANAGER
SELF-ASSESSMENT QUESTIONS

Vision and Culture
- Has a clear, long-term vision for the work group.
- Communicates a vision in a way that inspires others.
- Helps staff understand how their jobs contribute to the department's mission and vision.
- Knows how to work effectively and achieve results within the University's culture.

Strategy
- Knows the big picture and provides direction.
- Sees potential for personal/staff growth and process improvement.
- Stays on top of emerging trends.
- Spots trends and problems that require a change in direction.

Quality
- Empowers employees to act if quality standards are compromised.
- Creates processes that produce quality rather than checking for quality later.
- Changes processes when a better way is identified.
- Does not over-commit people and reduce quality in the process.
- Encourages others to contribute ideas on how to improve quality.

Internal Service to Students/Colleagues
- Actively seeks information about services.
- Defuses anger and resolves problems.
- Keeps commitments to colleagues.
- Recognizes employees who deliver outstanding service.

Coaching
- Coaches employees to solve problems independently.
- Gives people significant tasks to expand their skills and experience.
- Is approachable and available.
- Focuses on solutions to performance problems; does not get emotional or damage employees' self-esteem.

Recognition
- Visibly gives credit for the success of a project to the people who do the work.
- Recognizes good performance more often than provides criticism.

Ethics, Integrity, and Trust
- Builds trust by openly sharing information.
- Works openly to gain support for ideas; does not manipulate others.
- Courageously represents work group, even on issues unpopular, with senior administrators.
- Is fair, open, and consistent with others; shows no favoritism.
- Keeps commitments and follows through.
- Faces up to mistakes: does not duck responsibility.

Teamwork
- Works productively with other groups to meet goals and solve problems.
- Has broad network of people to help stay informed and get work done; collaborative.
- Emphasizes cooperation instead of competitiveness within work group and between functional units.

Communication
- Is good "under fire."
- Genuinely listens to others.
- Freely provides information.
- Communicates information accurately and quickly, up, down, and across the organization.

Innovation and Risk Taking
- Solves work problems and provides creative suggestions.
- Supports innovative id e as.
- Encourages group to try new ways of working without fear of failure.
- Takes appropriate steps to transform creative ideas into reality.

Problem Solving and Decision Making
- Looks for root causes and deals with the real problem, not symptoms.
- Makes timely decisions without procrastinating: has a bias toward action.
- Recognizes when a situation is beyond his or her control and asks for help.
- Looks for "lessons learned" when a project does not go as expected.

Time Management
- Allocates appropriate time to higher priority activities.
- Achieves results: finds resources and gets things done.
- Completes work on schedule and meets deadlines.

Self-Management
- Copes well with frustrations, pressures, and setbacks: maintains positive outlook under stress.
- Responds non-defensively to criticism and open to change to his or her viewpoint.
- Open to input on personal management style and continually strives to be a better manager.