

# MANAGEMENT-LEADERSHIP PRACTICES INVENTORY

## Item Listing

### MANAGEMENT PRACTICES BEFORE PERFORMANCE

#### Goal Setting

1. Makes sure people know what they are expected to do before they begin.
12. Sets challenging goals for the group.
27. Communicates goals effectively to the entire unit.
38. Discusses goals with individuals to be sure they are clear.
45. Involves workers in setting their own goals.
68. Makes sure people know the deadlines for accomplishing goals.
82. Sets realistic goals.

#### Planning and Organizing

8. Organizes and coordinates the work of the unit.
21. Makes plans that help get the work done the best way possible.
51. Makes plans that are clear.
64. Effectively organizes and directs the work of employees.
83. Uses plans to manage.

#### Technical Expertise

3. Understands the technical aspects of the work.
39. Is able to answer almost any question about the work.
75. Has the necessary technical skills to lead the unit.
84. Keeps up-to-date on technical developments in his/her field.

#### Performance Standards

10. Encourages people to perform at high levels.
31. Inspires people to do their best.
55. Sets high standards of performance.
79. Sets clear standards against which performance is measured.

### MANAGEMENT PRACTICES DURING PERFORMANCE

#### Coaching

24. Coaches people to help them improve their performance.
49. Knows when to coach employees and when to leave them on their own.
53. Helps people learn new skills.
65. Works to improve the competence of the people in his/her unit.

#### Evaluating Performance

15. Gives frequent feedback on performance.
36. Lets people know when results are not up to expectations.
52. Makes sure people know how their performance is being evaluated.
77. Evaluates performance against agreed-upon goals.

### Facilitating Change

- 9. Tells people when plans change to meet changing demands.
- 16. Informs people immediately when goals and expectations change.
- 35. Informs key people of necessary changes.
- 71. Informs people of the reasons for making changes in plans or goals.

### Delegation

- 2. Allows individuals to direct their own activities.
- 11. Permits others to take responsibility into their own hands.
- 30. Delegates responsibility for getting the work done.
- 66. Allows people to do work the way they want as long as it is done correctly.

### MANAGEMENT PRACTICES AFTER PERFORMANCE

#### Recognition

- 13. Rewards those who deserve it.
- 26. Gives recognition for achieving goals.
- 42. Immediately gives individuals credit for doing good work.
- 56. Gives frequent praise for good work.

### INTERPERSONAL STYLE

#### Approachable

- 23. Is easy to talk to about work problems.
- 34. Listens to people.
- 47. Is approachable.
- 70. Is friendly.
- 85. Listens well to others in a group situation.

#### Directive

- 7. Supervises workers closely.
- 29. Exercises tight control over the work group.
- 41. Applies pressure to get results.
- 62. Is directive.

#### Participative

- 4. Asks for employee input.
- 22. Makes changes as a result of employee input.
- 45. Involves workers in setting their own goals.
- 59. Is open to new ideas about getting the work done.
- 76. Shows interest in suggestions from members of the work group.

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### LEADERSHIP PRACTICES

#### Strategy

- 5. Clearly communicates the strategy and direction of the unit.
- 37. Knows what is necessary for the long-term success of the unit.
- 46. Helps employees understand how their work relates to the organization's goals.
- 54. Has a clear idea of the future direction of the unit.

### Communication

- 25. Communicates regularly with staff.
- 34. Listens to people.
- 58. Speaks effectively in front of a group.
- 74. Gets his/her point across when talking.
- 81. Communicates effectively in writing.
- 85. Listens well to others in a group situation.

### Teamwork

- 17. Promotes cooperation among employees.
- 48. Gets people to work as a team.
- 57. Supports teamwork in the group.
- 69. Encourages people to help each other.

### Empowering Employees

- 6. Makes sure people are properly trained for their jobs.
- 18. Makes sure people have sufficient authority to accomplish objectives.
- 61. Instills people with the confidence to do their work.
- 78. Makes sure people have the resources to do their jobs.

### Trust

- 19. Promotes a climate of trust.
- 32. Has confidence in people.
- 50. Is trusted by people in his/her unit.
- 73. Is dependable in dealing with people.

### Resourcefulness

- 14. Knows how to get things done.
- 28. Gets tasks accomplished, no matter how difficult.
- 40. Can find the resources to get things done.
- 63. Is resourceful.

### Self Confidence

- 33. Has a positive attitude.
- 44. Accepts constructive criticism.
- 67. Is self-confident.
- 80. Displays confidence under pressure.

### Decisiveness

- 20. Acts decisively when necessary.
- 43. Makes decisions based on the facts.
- 60. Delays or puts off decisions.
- 72. Makes effective decisions.