

## MANAGEMENT AUDIT

### Features

An analysis of management and motivational skills, decision-making style, approach to planning and problem solving, communication skills, subordinate development and administrative abilities.

### Uses

To assess management style and skills. Identifies specific management skills and/or training requirements of new and existing managers and potential management candidates from outside or within the organization.

## **MANAGEMENT AUDIT**

### **MANAGING AND MOTIVATING**

Tom Sample has a friendly, non-aggressive management style. He adopts a democratic approach towards the setting of goals and will attempt to achieve consensus of both effort and opinion. He dislikes confrontation and can react emotionally to criticism. Tom Sample delegates reasonably well, but may be more inclined to allocate tasks than responsibility. Despite his democratic style, he can be a stickler for the rules, often using them as the reason for disciplinary action. Indeed, rules, standards and quality often provide the basis of authority for this otherwise non-aggressive manager. Tom Sample is usually an excellent overt motivator when things are going well. In difficult times, his inclination to react emotionally to criticism can detract from this important managerial skill. He/she could improve his general managerial ability with the realization that popularity does not always equal effectiveness.

### **DECISION MAKING**

Tom Sample tends to put forward suggestions and ideas rather than make decisions. When the emphasis is on the foregoing, his reactions are at their most spontaneous. When full blown decisions are called for, he needs time to assess the consequences of any action he might take. Tom Sample's natural people skills suggest he is probably best suited to those areas of decision making where interpersonal relationships are prominent.

### **PLANNING AND PROBLEM SOLVING**

Tom Sample's inclination towards ideas, coupled with a need to avoid error, suggests that he should be a reasonably good short-term tactical planner. He may not have the long-term concentration required for strategic planning. Tom Sample's sensitivity is a distinct advantage when he is required to deal with individual personal problems. Conversely, his need to avoid error and concern for the immediate tends to detract from his ability to deal with problems that entail risk taking and a direct approach.

### **COMMUNICATION**

Tom Sample has good natural communication skills. His communication style is relaxed and open. He should be able to get his message across in either the written or oral medium. The two areas where he may fall below par are those of active listening and an over-emphasis on technicalities and/or detail. It is important to note, that despite his natural skills, he may lose confidence in his ability to communicate in environments he perceives as threatening.

### **ADMINISTRATION**

Tom Sample can apply himself to administrative tasks, but is likely to become bored and lose concentration if those tasks are of a repetitive nature. He tends to place administrative emphasis on immediate issues and may overlook the importance of general administrative procedures. His natural characteristics suggest that he is capable of devising administrative systems rather than sticking to them.

## **DEVELOPING OTHERS**

Tom Sample normally takes a genuine interest in the development of others. His natural people-orientation and non-threatening manner encourages others to express their real developmental needs. His eye for detail is useful in developing training programs applicable to individual needs. Tom Sample should be aware that he can be too specific in his program design, to the extent that they might not always be commercially practical

This report relates only to behavioral characteristics within a work situation and should always be used with a structured interview. Success in the role will also depend on further assessment which ensures the person has the appropriate intelligence, education, experience, knowledge and competence. The "Strengths & Limitations" report, which can be obtained regarding Tom Sample, may provide additional information which will enhance the use of the above data.

## Graphs & Scores

Mr. Tom Sample

	I	II	III
D	4	11	-7
I	7	5	2
S	7	10	-3
C	3	4	-1

I  
Work Mask

II  
Behavior under pressure

III  
Self Image

**D I S C**

**D I S C**

**D I S C**

