

# **MANSSA-Ab (Management Skills and Styles Assessment) - Abridged**

## **Sample Report**

**Report for: Ryan Williams**

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### Summary

The task of identifying who is or would be a good manager is admittedly complex, yet the consequences of hiring or retaining a mediocre manager are too grave to take such determinations lightly. It is essential for an organization's success to have managers who are well-matched to their job descriptions. Armed with the information from this test, Ryan can become familiar with the areas that would require attention and careful consideration if he were to apply for a management position.

### Your Personality Type: All-Star Leader

Ryan has all that it takes to be an excellent manager. Good people skills, a positive self-image, a strong desire to succeed and the necessary skills to back that up. These are all essential ingredients to achieve success as a manager. Moreover, his leadership skills are stellar, which means that he is able to convince others to follow him without reservations as well as empower people to perform to the best of their abilities. It's important for people to trust in their leader - it helps instill confidence in the organization as a whole, increases employee satisfaction, and helps employees be more productive. Excellent leadership skills are what differentiate good from great managers.

## Introduction

The task of identifying who is or would be a good manager is admittedly complex, yet the consequences of hiring or retaining a mediocre manager are too grave to take such determinations lightly. It is essential for an organization's success to have managers who are well-matched to their job descriptions. Armed with the information from this test, Ryan can become familiar with the areas that would require attention and careful consideration if he were to apply for a management position.

One recent study found that females are more likely than males to engage in a transformational style of leadership.

There is certainly more than one type of manager, and different times, situations, and kinds of organizations need different types of managers. Tough times may call for an authoritarian manager who can take charge and make firm decisions. During labor shortages, a people-oriented leader who can keep good employees may be needed. There are, however, certain key skills and traits that make a manager capable of governing employees. An effective manager has a solid sense of self, is capable of withstanding the stress of running a department or organization, and possesses solid self-confidence. Moreover, managers must be good with people - we've all had a boss who lacked people skills, and such a limitation weighs heavily on the entire department. Being able to identify problems with employees is extremely important, as are communication and listening skills, and the ability to compromise. In addition, having intelligence, creativity, and the discipline to stick to one's plans is essential as well.

Perhaps the most important aspect of management is leadership ability. Being able to take charge, motivate others, and bring out the best in all members of a group comes naturally for an excellent leader. Recent research has identified two aspects of leadership. Transactional leadership is defined as focusing on the exchange of resources in response to work performed. This means rewarding a good performance as well as dealing with poor performance, interpersonal issues, and employee attitudes. Transformational leadership is defined as instilling a sense of a higher purpose in work, rather than focusing on short-term goals. Getting employees to see the "forest instead of the trees" helps provide intrinsic motivation. Such inner drive is what allows people to excel. A manager who uses only transactional leadership may be acceptable, or even good, but it's unlikely that such an individual will do extremely well as a leader.

The ManSSA (Management Skills and Styles Assessment) assesses four main aspects necessary to excel in management. These include:

- o Intrapersonal Skills
- o Interpersonal Skills
- o Executive Skills
- o Leadership Ability

Each of those larger factors is broken down into subscales. The results of these smaller scales offer helpful information about which areas, if any, need improvement. Management skills, after all, tend to evolve over time, and can be improved by making an effort, seeking training, and by gaining more experience.

## Graphs

### Overall results



### Intrapersonal Skills

Comfort with Authority



Concentration



Coping Skills



Decision-Making



Locus of Control



Optimism



Perfectionism (Self-directed)



Self-Confidence



Integrity



### Interpersonal Skills

Communication Skills



Flexibility



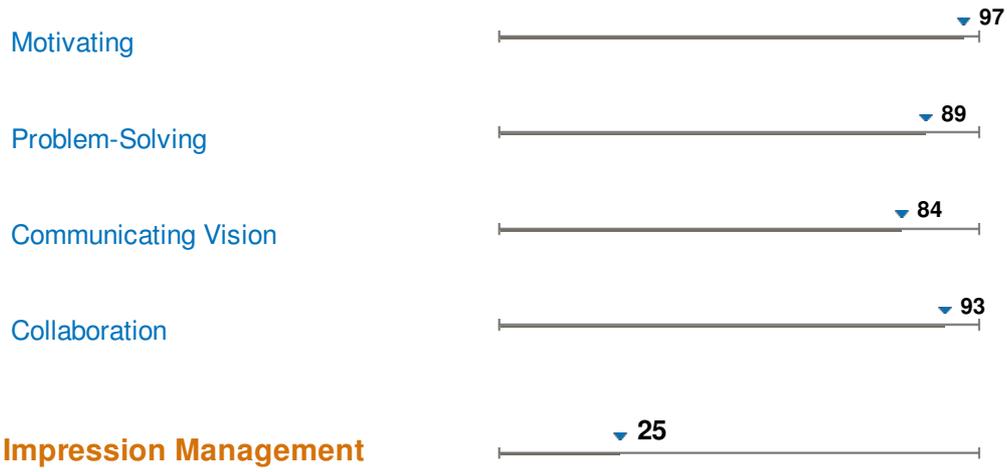
Soft Skills



Perfectionism (Other directed)







## Details

### Overall results (score 79)

Ryan has the potential to be a good manager. He possesses many of the traits that make up a well-rounded and capable manager. When it comes to difficult decisions and multitasking, he is at an advantage because he doesn't have glaring weaknesses in his management skills arsenal. If he is already a manager, his skills are probably apparent, unless there are certain specific deficits that impact his performance, despite his good overall score. Although training may be beneficial, he is ready to go.

Ability to effectively lead and manage a group of employees

### Intrapersonal Skills (score 76)

Certain personal qualities differentiate successful and unsuccessful managers. The managers who are most resilient in the face of setbacks, persistent despite distractions, and who possess the strongest self-confidence have a clear advantage over the rest. High levels of commitment, ownership, and motivation are required, and integrity plays an important role as well. Managers must have the courage to deal with tough tasks, such as terminating perpetual under-performers. They must communicate optimism and a positive attitude, in order to motivate their employees. They also need to be decisive and display confidence in the decisions they have made in order to instill confidence in employees. Self-awareness, adaptability, and resilience are necessary in order to adapt to the constant changes inherent in management positions.

Assesses intrapersonal aptitude.

Ryan's score on the intrapersonal skills scale is above average. This is good news - personal qualities such as self-confidence, decisiveness, integrity, and resilience are imperative in management. Overall, he has the knowledge, attitudes, and attributes that make up a good manager. People who possess the personal qualities essential to a management position tend to come across as deserving of their position, which is essential in order to instill confidence in subordinates.

### Comfort with Authority (score 75)

Ryan is comfortable in his authority figure role. Managers need to be comfortable with authority, and be able to perform evaluations, offer criticism, reprimand employees, and assign and delegate work to others.

Assesses how comfortable a person is when placed in a position of authority.

**Concentration (score 68)**

Ryan's concentration skills are excellent. He is able to shut out distractions and give his full attention to the task at hand.

Ability to focus despite distraction.

**Coping Skills (score 64)**

Ryan has relatively well-developed coping skills. He is not completely defenseless against stress. He may have trouble relaxing and become slightly anxious during tough times, but he doesn't typically crack under pressure.

Ability to deal effectively with stress.

**Decision-Making (score 67)**

Ryan is adept at making a choice between several alternatives. This is great, as decisiveness is key for successful leadership.

Ability to make decisions quickly and efficiently.

**Locus of Control (score 77)**

Ryan's locus of control is internal. He perceives that he has control over the things that happen to him in his professional life. He interprets outcomes as resulting from his personal actions, and accepts responsibility and credit for them. It goes without saying that this internal attribution leads to a more proactive approach to life.

Assesses whether a person believes events in his/her life are within, or out of, his/her control.

**Optimism (score 70)**

Ryan is an optimist - he always has a positive outlook. He approaches problems with hope and a positive perspective. This is great because optimism helps managers weather bad times and motivate their employees when times are hard.

Assesses whether a person has a positive or negative outlook on life.

**Perfectionism (Self-directed) (score 58)**

While Ryan doesn't expect the impossible from himself, he still has a touch of perfectionism. While this attitude can push him to do his best, he should be sure to give himself a pat on the back when he deserves one.

Tendency to demand perfection of oneself.

**Self-Confidence (score 68)**

Ryan has a high level of self-confidence. He recognizes his inner value and it shows in his professional life. He exudes confidence and believes in himself enough to pursue his goals whole-heartedly. To be an effective manager, he must trust himself and his abilities, and feel worthy of his position. He likely displays the outward confidence that inspires trust and respect from employees.

Assesses extent to which you believe in your abilities.

**Integrity (score 95)**

Ryan appears to behave with integrity. The way he presents himself to his employees and to the people with whom he does business with will impact how they treat him as well. He realizes that it is up to the manager to set an example by carefully following the legal and ethical standards of his profession. It's very likely that since he behaves with integrity, his subordinates will follow suit.

Assesses whether a person's behavior is marked by integrity.

### Interpersonal Skills (score 81)

Interpersonal competencies include sensitivity to social cues, communication skills, approachability, and the ability to build positive relationships. They also entail being able to control negative emotions and putting aside personal problems with subordinates for the good of the organization. In order to be effective, managers must create an environment in which people feel comfortable expressing ideas and opinions. They must create a sense of team unity and help each member understand his or her contribution to the overall effort. A good administrator accepts appropriate criticism openly and non-defensively. Unlike the back-office managers of the past, new management is available, accessible, and approachable.

Assesses ability to interact appropriately with others.

Ryan's score on the interpersonal skills scale is excellent. He clearly communicates what is expected and makes an effort to treat employees with respect. Moreover, even when he does not like an employee or feels that he or she has not done a good job, he tries not to let any negative feelings shine through when communicating with this individual. Finally, he likely makes an effort to pick up on social cues around him and act in a sensitive manner. This is great - a manager's ability to create an environment in which people feel comfortable expressing ideas and opinions is indispensable. He is sensitive, direct, and approachable, and he has the relationship-building skills necessary for unbeatable management. Any organization would benefit from the mature working relationships he forms with employees and colleagues.

### Communication Skills (score 80)

Ryan's communication skills are excellent. He gets his point across clearly and concisely, persuades effectively, and listens well to others.

Ability to communicate ideas and opinions to others.

### Flexibility (score 87)

Ryan is very flexible and accommodating. He has an open mind and a deep appreciation for diversity. He has no trouble admitting his mistakes, asking for support, or taking a chance with the unknown.

Refers to the ability to adjust quickly to change.

**Soft Skills (score 66)**

Ryan has fairly well-developed soft skills. He has what it takes to create a cooperative, open, supportive, and friendly environment. In general, he is patient and considerate. Overall, he displays talent for building a rapport with others.

Ability to interact with others appropriately, effectively and productively.

**Perfectionism (Other directed) (score 43)**

Ryan isn't typically critical of others, but at times he expects too much of his employees. While a touch of perfectionism can be healthy and keep employees striving for their best, he needs to be careful that he doesn't neglect to praise his employees for their hard work.

Refers to the tendency to expect perfection from others.

**Self-Monitoring (score 66)**

Ryan's self-monitoring skills are fairly well-developed. He has a reasonable level of control over his emotions and thoughts, and can generally adapt his behavior to fit the situation.

Ability to recognize own emotions and control them.

**Sensitivity to Social Cues (score 86)**

Ryan has a well-developed ability to pick up on subtle social cues. This is great - sensitivity to employees' emotional needs may help head off problems before they start.

Ability to pick up on social cues.

### Executive Skills (score 62)

Executive Skills consist of the items relevant to running a competitive business and performing the actual job functions in an effective manner. It is very important for the person in charge to be productive, make excellent decisions, and be able to help subordinates when they are in need of assistance. There is no better predictor of performance in a variety of areas than intelligence - which is one of the scales included in this factor. In addition, managers must be disciplined, and be able to manage their time in the face of countless distractions. Finally, in order to compete with other organizations or simply to help their department perform at the top of their game, managers must be innovative and possess a strong vision of the long-term goals and overall organizational philosophy.

Assesses ability to run a business effectively.

Ryan appears have good potential in this area. People who score in this range tend to be fairly innovative and intelligent, and are usually able to accomplish a great deal. They rarely lose track of time, and do their best to keep themselves organized and achieve as much as possible. In addition, they tend to have creative minds and refuse to accept the status quo, frequently coming up with new ideas, taking chances on the unknown, and pursuing a vision that is uniquely their own. Managers who possess these qualities are better equipped to run large departments and more suited to the business world than those who are grounded in the past, who lack discipline or intelligence, or who are afraid to take chances and do something different.

### Creativity (score 91)

Ryan is driven by the desire to express his creativity. He often comes up with innovative approaches and solutions at work. He is energized by watching an idea take shape and blossom into something tangible.

Ability to generate innovative solutions.

### Drive (score 93)

Ryan displays initiative, resourcefulness, and a willingness to exert effort towards achieving a goal and making a difference. He is driven by a sense of satisfaction upon achieving something or meeting a challenge at work.

Assesses level of initiative a person possesses.

**Goal-Setting (score 88)**

Ryan has a strong goal orientation - he focuses on the big picture. His interest lies in the achievement of overall goals, while the day-to-day details are not of primary concern. He includes his employees in goal-setting discussions, as he believes that it is important for them to understand the direction of the company. He trusts his employees to be responsible for their tasks, and does not keep a constant watch on their progress. He plans and sets goals that enable the organization to achieve its long-term objectives.

Ability to set and achieve goals.

**Time Management (score 70)**

Ryan has a solid grasp of the advanced strategies for effective time management. He has mastered the skills of prioritizing, removing distractions, following schedules, and finishing his projects on time.

Ability to manage time effectively.

**Vision (score 84)**

Ryan does an excellent job of keeping himself and his employees excited about the future and moving towards the organization's goals.

Ability to keep company's goals in mind.

**Risk-Taking (score 57)**

Ryan is somewhat comfortable with the notion of taking risks. He can handle the ambiguity of not knowing what will happen with only slight discomfort.

Assesses comfort level with risk-taking.

**Organizational Skills (score 77)**

Ryan appears to be very well-organized. A manager must wear many hats, and keeping his workspace in order, maintaining records carefully, and keeping track of appointments is necessary to performing the job.

Assesses how organized a person is.

### Leadership Ability (score 83)

One of the most commonly accepted theories of leadership is that of transactional and transformational leadership. While some researchers have conceptualized these as separate and distinct methods or as the two ends of one continuum, most recently, researchers have begun to consider that transformational leadership is often used *in addition* to the transactional methods, creating an augmentation effect. Using transformational leadership methods in addition to transactional methods can help a leader go from acceptable to great.

Refers to overall leadership ability.

So just what do transactional and transformational leadership methods entail? Transactional leadership consists of setting clear guidelines for behavior, rewarding good performance and punishing poor performance, providing feedback, and assigning tasks to employees. Transformational leadership, according to our assessment, involves motivating and coaching employees to perform to the best of their ability, sharing a vision for the company or organization in a convincing and charismatic manner, solving problems in the company with an inventive approach, taking everyone's needs and ideas into account when making decisions, as well as setting an excellent example for employees. We provide scores and results for both of these types of leadership, and an overall score for this factor. A good manager will score high in both of these areas. A leader with only a transactional style may very well be acceptable, but one who utilizes both styles will likely be an inspiration to subordinates and elicit much greater performance from the entire department.

### Transactional Leadership (score 77)

Ryan's score on the transactional aspect of leadership was high - he fulfills many of the aspects that characterize this type of leadership. The elements in this area include the following behaviors: making sure that employees know what is expected of them, stepping in to correct behaviors when a problem arises, and providing adequate feedback to keep subordinates on track. This helps employees know where they stand, feel comfortable knowing that their duties are clearly spelled out, and helps them improve when things go wrong. He may need to review these elements and make changes if any are not up to par.

Ability to set clear guidelines for behavior, reward good performance, punish poor performance, provide feedback, and assign tasks to employees.

**Delegating (score 59)**

Ryan has an adequate ability to delegate duties and responsibilities to his subordinates. He needs to remember, however, that by handing work over to his junior employees, he is empowering them to learn more about their position as well as showing them that he has faith in their abilities. Perhaps he could benefit from delegating more often.

Ability to delegate tasks to others.

**Giving Feedback (score 81)**

Ryan has an excellent ability to provide appropriate and motivating feedback to his employees.

Ability to provide feedback to employees.

**Rewarding Performance (score 74)**

Ryan believes that it is necessary to reward hard work. He recognizes that efforts should not go unnoticed.

Willingness to reward employees for their efforts.

**Transformational Leadership (score 89)**

Ryan's score on the transformational aspect of leadership was excellent. He makes an effort to bring out the best in his employees, works with them as a team, seeks creative input and help from them, is able to communicate his vision in a way that makes people excited about his ideas, and, perhaps most importantly, he sets an example that makes his employees want to work harder. These leadership skills are the things that differentiate good and great managers. Leaders who use a transformational style are able to bring their department to a whole new level, creating an organization that is more productive and successful.

Ability to motivate and coach employees to perform to the best of their ability.

**Coaching (score 91)**

Ryan is a good mentor - he provides employees with information, instruction, and suggestions regarding their job assignments and performance, while still leaving room for them to create their own solutions.

Ability to mentor, help and support employees.

**Motivating (score 97)**

Ryan is an excellent motivator. He inspires and supports others easily, drawing out a great performance from employees.

Ability to motivate others.

**Problem-Solving (score 89)**

Ryan is an excellent problem-solver. When confronted with a problem, he looks at it from a number of different perspectives, searching for many different ways to solve it. He thinks "outside the box" and enjoys toying with ideas.

Ability to solve problems quickly and effectively.

**Communicating Vision (score 84)**

If he has a vision for his company, Ryan is likely quite capable of communicating this clearly, in a manner that piques the interest of subordinates. He has the charisma needed to sell his ideas to others.

Ability to charismatically communicate a vision to others.

**Collaboration (score 93)**

Ryan is very comfortable asking others for support and advice. Asking for help, input, or suggestions from subordinates has many benefits - it helps them feel more valued and respected, gives him a more multifaceted perspective, and helps build the potential of employees.

Assesses comfort with asking others for advice.

### Impression Management (score 25)

Ryan showed no sign of exaggerating his management abilities. Some people tend to respond in a socially desirable manner when taking tests, but this was not the case for him.

Assesses whether the test-taker answered the questions on the test in a socially desirable manner.

## Strengths & Limitations

The following is a summarized version of this test-taker's results, categorized as Strengths, Potential Strengths, and Limitations.

### Strengths

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- Excellent people skills
- Excellent overall leadership ability
- Utilizes transformational leadership techniques
- Sets a good example

### Potential strengths

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- Overall management skills show potential
- Acceptable intrapersonal skills
- Fairly good executive skills
- Sometimes utilizes transactional leadership techniques

### Limitations

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- No limitations were detected

A recent poll taken by Monster.ca found that employees feel that the area managers most require improvement in is "acknowledging their own mistakes."

## Advice

*" A good manager is a man who isn't worried about his own career but rather the career of those who work for him. "*

H.S.H. Burnes

### Advice for Improving Management Skills

- **Feedback should be immediate and relative to the achievement.** The greater the achievement, the larger the reward should be. It won't do to simply say thank you to an employee who single-handedly snagged a million-dollar deal, for instance. Some compensation is in order!
- **When offering negative feedback, be prepared to present some options and solutions.** If you are suggesting major changes or telling your employee s/he needs to rectify a problem, s/he may feel at a loss as to how to proceed if you don't at least suggest some follow-up tasks. Agree on specific objectives, provide guidelines or timelines, and suggest steps to achieve them.
- **Show appreciation.** Employers should be aware that on a day-to-day basis, all they need to do to keep an employee motivated is offer an emphatic "Thank you!" or "Good job!" when appropriate.
- **Recognize the need for decisiveness.** A certain amount of structure and clear instructions are needed in order to run an organized workplace. The manager is the one who needs to be capable of deciding who needs to do what, and when.
- **Activate your commute.** Take advantage of the time it takes to get to work and back. Use these minutes or hours to think, plan, relax, catch up on phone calls, listen to music, read (not while driving!), or listen to educational tapes or programs. We often think of the commute to and from work as "lost time" but it doesn't have to be.
- **This goes here.** Make a habit of keeping each of your belongings in a specific place. Items that you use all the time should be in the same place every time. Over time, the habit will become natural, and you'll save yourself a great deal of time.
- **Great Expectations.** Make sure that your expectations are clear, and that employees are held responsible for both successes and failures. That means you need to be comfortable with both praising people and offering them constructive criticism.

For more tips on these topics, download the following [PDF file](#).