

# A COMMUNICATION ASSESSMENT FOR LEADER-MANAGERS

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*Communications are the cornerstone and foundation for leaders. Leaders should assess themselves as a first step to mastering their leadership communications.*

This self-assessment was developed for leader-managers or aspiring leader-managers. It explores aspects of communications that are important to being successful as a leader-manager.

**Directions:** Read each statement in the assessment profile and indicate whether you always do, usually do, sometimes do, rarely do or never do what each statement says. Rate yourself for each statement on a scale of 1-5 as defined below. Place the rating in the space after the statement. Add up all your ratings and determine how effective in communications you are (or would be) in a leader-manager role.

## Rating Scale

- 5 You always do what the statement says
- 4 You usually do what the statement says
- 3 You sometimes do what the statement says
- 2 You rarely do what the statement says
- 1 You never do what the statement says

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STATEMENT	RATING
<p>1. I do not have someone else discipline, coach or do performance reviews for my team members. I do all of that myself.</p> <p>2. I ask probing and open-ended questions to understand a situation before giving my advice or opinion.</p>	
<p>3. When I listen to my team members, it is important for me to be empathetic. I allow them to talk without having to feel that they are being criticized or judge.</p>	
<p>4. I do not give my team members mixed messages. I would not say, "Thanks for finishing the project on time; it will save us a lot of money. But, while working on a project, you need to communicate your status more often."</p>	
<p>5. When I listen, I try to clarify what my team members have said. I do this to let them know that I am actively listening to what they are saying.</p>	
<p>6. I keep an open mind and try to understand the point of view of other team members.</p>	
<p>7. When listening, I give my full attention to my team members. I am not on the phone, writing or thinking about something else.</p>	
<p>8. I summarize what I have heard and understood at the end of a conversion or discussion.</p>	
<p>9. I am careful not to allow the words or expressions that I use to get in the way of my team members understanding me. I avoid jargon, slang, and acronyms.</p>	
<p>10. When I listen, I look for meaning by listening to what my team members say, their vocal tones and inflections and by watching their facial expressions, hand gestures, and body language.</p>	
<p>11. I am aware that team members come from different backgrounds and diverse cultures, so they communicate differently. I adapt my communication styles to meet their needs.</p>	
<p>12. I communicate my feelings and thoughts about work issues and policies to my team members.</p>	

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13. I make it a point to give my team members positive feedback often.	
14. I am very specific when I am describing what team members did well or what they need improvement in. I would not use a general, vague statement like, "You have a bad attitude."	
15. I give constructive feedback in private.	
16. I give constructive feedback soon after an event.	
17. I give performance and constructive feedback in person and not electronically (email or text) or by phone.	
18. I am aware of my personal body language, verbal tones and inflections when communicating and will make adjustments to increase the effectiveness of my communications.	
19. I can speak confidently in a group setting and am able to model the communication needs of group members.	
20. When coaching a team member, I ask questions to get them to create their own solution, and I don't direct them to my solution.	
<b>TOTAL SCORE</b>	

## If your score is:

100-90  
89-79  
78-68  
67-57  
< 45

## Then you are a:

Superstar communicator  
Talented communicator  
Mediocre communicator  
Distressed communicator  
Bankrupt communicator

**How confident are you in your self-assessment? Who can you share this assessment with to get a second or third opinion to verify your assessment?**

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## Recommendations for next steps:

### Superstar

Keep on doing all the right things and take a look at those areas you scored yourself less than 5 and determine how to raise those scores.

### Talented

Identify the areas you need to improve. Determine which one, if improved, would have the biggest impact on your success. What behavior can you start to practice to improve the skill?

### Mediocre

Seek out advice from a communications superstar in your organization. Create a development plan that focuses on the top two skills you need to improve. Ask for feedback and coaching from this person as you implement the plan.

### Distressed

Ask for assistance from your manager to develop an improvement plan including any necessary communications training. Track progress of the plan and make necessary changes if improvement isn't being observed by your manager.

### Bankrupt

Remedial work is required, ask someone you trust who is a superstar or talented communicator to help coach you. If improvement isn't made, you may want to seek outside advice on your career plans. It may be that becoming a manager-leader is outside your grasp and you need to re-evaluate your career goals.