



# Management style analysis

This is an analysis of your management style, focusing on managing people. It is essential for your **self-knowledge** that you are as **honest** as possible towards **yourself**, when you answer. Answer as quickly as you can without overthinking, otherwise you may answer according to how you **want** to be, in stead of how you actually **are**. You will only fool yourself, and there is little self-knowledge in that.

The analysis is yours and solely has the purpose that you think about **how** you perceive yourself as a leader.

Choose the statement in each box of three statements that you think matches your typical behaviour the most.

**ONLY CHECK ONE in each row of three** and place your X in the white square.

You may feel it is unfair and difficult to choose where to place your X, but you **have** to choose and you must do it intuitively.

Box 1		A	B	C
1.	When there are problems and “noise” with my employees, I notice it, but I am often able to ignore it or try to justify it.			
2.	If the the relationship between colleagues is disharmonious, I notice it because I am very attentive. I use this insight actively to re-establish harmony.			
3.	Sometimes I am too late to discover conflicts. I can miss and misunderstand other’s signals. But people are hard to read.			
1.	When employees are very emotional and express their frustrations out loud, I oftentimes have a hard time dealing with it.			
2.	When employees express big, negative emotions and frustrations, I mostly try to deal with it, but I can feel pressured and with my back against the wall.			
3.	I often “scan” everybody to prevent and articulate frustration and anger, before it becomes a problem. It is much easier to prevent than to heal.			
1.	When an employee tells me about problems, I am able to set my own opinions and emotions aside and listen without prejudice.			
2.	When employees tell me something, I am good at appearing attentive and listening, but I must admit that I can miss the point of what is really said.			
3.	When the employees tell me something in confidence, I sometimes want to use it in another context, but I may forget to clear it with the employee in question.			
<b>Total for each column</b>				



Box 2		A	B	C
1.	I mostly participate in the employees' development, both professionally and personally. It is very important to me.			
2.	I let the employees do what they are good at. It costs unnecessary time and energy to do new things, especially if what they are doing now works.			
3.	I prefer one-on-one conversations more than meetings with several participants.			
1.	I distribute my time between the office, meetings, and activities outside the office. The employees have to be able to manage on their own.			
2.	I must always be available to the employees. They must know where I am and when they can reach me.			
3.	I may be perceived as hard to reach. I am busy, but they know that I am there for them eventually.			
1.	I often ask my employees if they need advice, and I always make time to talk to them, even if they say "no" but I detect that there is "something".			
2.	When an employee expresses a wish for advice or a conversation, I make time for us to talk.			
3.	I could be better at following up on conversations and ask about the employees' actions and thoughts, but I have my own goals and there is much to do.			
<b>Total for each column</b>				

Box 3		A	B	C
1.	I often face the negative head-on and speak directly about it in a constructive and preventive manner.			
2.	I often avoid critical talks or do them later, when everything has settled. Problems sometimes solve themselves.			
3.	I often wait with critical talks, when the situation is stuck. I try to find a compromise, even if I should be more confrontational.			
1.	The employees mostly have a good sense of how I assess their effort and actions.			
2.	The employees always know exactly what I expect and how I assess their effort and actions.			
3.	The employees are often wrong about what is important to me and how I assess their effort and actions. They could be better at "reading" me.			
1.	My employees may experience how I challenge their prejudices and stuck situations. I may very well ask them to argue for solutions.			
2.	My employees may see me as a bit intimidating or overwhelming, because I react quickly and impulsively in locked situations.			
3.	My employees may see me getting annoyed about locked situations and prejudices, sometimes without an explanation of why that happens and me following up on it.			
<b>Total for each column</b>				



Box 4		A	B	C
1.	When it comes to assignments, I often delegate the easy ones to some employees and give the more challenging ones to selected, trusted employees.			
2.	When it comes to assignments, I often delegate specifically to the one employee that is able to grow the most by solving it.			
3.	When it comes to demanding assignments, I often give up any delegation and solve them myself. If the task is to be solved properly, I'd better take responsibility myself.			
1.	I often feel that everything is easier if I do it myself.			
2.	I often take back an assignment and redelegate it, if an employee gets stuck.			
3.	I often let employees keep an assignment even if they are stuck. But I make sure that they have access to sparring, advice, and resources.			
1.	I rarely delegate an assignment to benefit an employee. I only delegate because the assignment will be solved the best by this employee - in the long run.			
2.	I never delegate a demanding assignment to my employees, it would create chaos.			
3.	I am happy to delegate an assignment to my employees. I may, however, fail to follow up on it.			
<b>Total for each column</b>				

Box 5		A	B	C
1.	Under great pressure I assess the situation and engage in the battles necessary. My communication is clear, but naturally I may give in under pressure.			
2.	Under great pressure I stand my ground on important opinions and principles, also to my bosses and customers.			
3.	Under great pressure I often have unpredictable and fluctuating reactions.			
1.	I defend my employees and our customers, but may avoid doing so publicly or face the consequences of my defense.			
2.	I defend my employees and our customers, but may tell my bosses and others something different than I tell my employees.			
3.	I defend my employees and our customers despite great resistance and criticism from bosses and other influential people.			
1.	I often seek inspiration and help from both employees and bosses in times of great challenges. It is merely input with regards to my decision. They can never make the decision for me.			
2.	When faced with great challenges, I often seek alliances with one or more employees, also if I can use it against other employees.			
3.	I sometimes seek alliances with one or more of my manager colleagues or bosses before making my decision. But it is always my decision and my responsibility.			
<b>Total for each column</b>				



**READ THIS:**

When you have answered all the questions, you can calculate your score for each of the five boxes:

**Multiply** the total score in column **A** by 2.

**Multiply** the total score in column **B** by 1.

**Divide** the total score in column **C** by 2.

You add them all and get a total score for each box.

**For instance, if you have the following in Box 1:**

“1” in column A, multiply “1” by 2 = 2

“1” in column B, multiply “1” by 1 = 1

“1” in column C, divide “1” by 2 = 0.5

Your total score for Box 1 is “3.5”. Now fill in the following overview.

Box	Management style	Value
1	To read and understand the employee	
2	Trust in the relationship	
3	Confrontation of challenges	
4	To delegate assignments	
5	To stand your ground when under pressure	

**Less than 2 = demands energy**

**3 or more = average**

**4 or more = good**

**5 or more = excellent**

This analysis reflects how you see yourself. Your employees, manager colleagues, and superiors may see you and your management style differently. What is important is that you think about what you actually do in these situations.

Management is to create results through people. Your employees are your most important tool for success as a leader.

The analysis is based on research conducted by “Væksthus for Ledelse” (House of Growth for Management), who interviewed 13 successful leaders. Both subordinates, manager colleagues, and superiors assessed these 13 as highly skilled.

It quickly turned out that their management assessment was far more influenced by human abilities than how technically skilled they were. “Væksthus for Ledelse” singled out five core skills.



## **The five core skills:**

### **Understanding the employee:**

Your understanding of the employees and their situation is important. To understand does not necessarily mean that you agree. But it always means that the employee feels heard. The manager is able to “read” the employees and actively reaches out on any signal. The employees’ experience is that the manager is present and always interested in their immediate emotional situation.

### **Trust:**

How good are you at having conversations with the employees, and how much do they trust you to be discreet and never use what is said against them? Consulting is divided into two important parts: The employee trusts that the manager will use their talk constructively for both the employee and the company. The other part is the ability to solve a problem or a challenge by talking to each other. Good leaders listen and help the employees finding the solution themselves and take ownership over it.

### **Confrontation:**

Your ability to voice and intervene against unpleasant and difficult issues early on and in a constructive manner. The manager quickly intervenes when situations emerge. The employee never doubts how the manager sees and assesses the employee. Nothing will be saved for later conversations. There will be no difficult talks where the manager refers to the past. Remember that confrontation means to confront the problems. This is by no means a conflict. It is to open up to a situation or a problem and talk about it.

### **Delegating assignments:**

Your ability to delegate assignments that challenge and develop your employees. The manager insists on delegating assignments to the employee, even if he or she objects. After a while the employee discovers that even though this delegation is “troublesome”, it helps the person grow, and this shows that the manager actually helps the employee. Delegating frees up time that the manager can spend leading instead of solving technical tasks. Thus, the manager can develop his or her own abilities in these five skills.

### **Values under pressure:**

Can the employee count on you being balanced and sticking to your own beliefs and principles? Under pressure, the manager never loses sight of his or her values. Even if it means that the manager’s job is at stake. This signal is incredibly important to employees. It makes them feel safe and shows them that what the manager says and does is coherent, even under great pressure.

None of these five skills can be taught in day courses or over night. These skills must be trained and used on a daily basis. Honesty in what you think you do and what you actually do is essential. Inevitably, you will want to make an exception. Pay attention to the “exception” becoming the rule, because things get difficult when they get specific. If you have more than one exception in ten situations, it is likely that you have yet to gain the courage and the will that it requires. It takes courage and self-knowledge to be a good leader founded in these five core skills.