



MANAGERIAL SKILLS WORKSHEET

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HOW TO BECOME THAT SUCCESSFUL MANAGER EVERYONE ADMIRE

Management and leadership go hand-in-hand. Who is a leader? A simple definition is a leader is someone others want to follow. A leader has the ability to influence and guide other individuals, departments, or entire organizations. Successful leadership is important whether you are working in an organization or whether you are an entrepreneur and own your business. But what makes one person successful and another an outstanding leader?

The five top areas of competency for a manager include communication, planning and organizing, problem solving and decision making, building relationships, and developing and coaching others.

As a manager, how do I become a leader? Leaders never stop learning. By assessing where you are now on the leadership scale, you will know where you need to put your priority in skill development to become the successful leader you want to be. Once you have gathered the facts, you can make your plan to evolve into a recognized leader that others want to follow.

ASSESS YOUR CURRENT KNOWLEDGE. SKILLS AND ABILITIES

All jobs have knowledge, skills and abilities requirements, referred to as KSAs.

To accurately assess strengths and weaknesses, you need to evaluate your current KSAs against the KSAs that are required to perform the job duties. In addition to analyzing your own KSAs below, you will find it very helpful to establish KSAs for each of the positions you supervise.

The next step is to analyze the KSAs the individual possesses against the KSAs for that position. This ongoing process will provide the growth path for your employees because you can create a Customized Learning Plan for each employee.

Knowledge is what you know or understand. Knowledge is information that makes the performance of your job possible. An example is having knowledge of measuring and analyzing data. Another example is knowledge of the performance standards for the positions you supervise.

Skills are what you have learned to do. They are readily observable, quantifiable, or measurable. An example is to conduct an performance evaluation that achieves the results you are looking for.

Ability is the capacity to perform an activity. An example is exercising judgment in resolving disputes, handling multiple tasks, dealing with conflict effectively.

For growth as a manager, you can use the chart below to analyze your own knowledge, skills, and abilities to perform leadership functions. Not only will the exercise provide you with a growth path, you will have the ability to analyze the KSAs of the employees you supervise because you will have learned the knowledge and skills required to create a customized learning plan from your own experience.

Assess your leadership skills from 1 - 4 using the criteria below. The chart has three columns: Need to Know – something you don't yet know but feel you should. Use the rating scale on the chart to indicate your answer. Note that a 0 on the scale indicates “Not Applicable to business.” Only enter a 0 if you feel you do not have a need to develop a KSA in this area.

Know Now – a topic you do know. Indicate your level of knowledge of the topic using the rating scale for this column.

Needs Work – if you either need to know it or it needs work, put a check mark in the box in this column.

You have a chart with 4 Columns: 1. Skill 2. Need to Know 3. Know Now 4. Needs Work.
Rate your current skills using the charts below.

| Need to Know | Know Now | Needs Work |
|--|--|--|
| Mark how important knowledge of the subject area is for your business | Mark how well you know the subject area | Check if you need to work on this subject area |
| 4 = Crucial 3 = Extremely Important 2 = Moderately important 1 = Not very important 0 = Not applicable | 4 = Crucial 3 = Extremely Important 2 = Moderately important 1 = Not very important 0 = Not applicable | |

| Subject | Need to Know | Know Now | Needs Work |
|--|---------------------|-----------------|-------------------|
| Utilize computer software, hardware, and multi-user network systems | | | |
| Create positive public relations | | | |
| Advertise for a job opening | | | |
| Interview and hire qualified staff | | | |
| Retain qualified staff | | | |
| Utilize staff resources and provide professional development opportunities | | | |
| Monitor and measure staff performance | | | |
| Complete a written performance evaluation | | | |
| Conduct staff performance evaluations | | | |
| Document performance problems | | | |
| Discipline and fire staff | | | |
| Establish company/department goals and objectives | | | |

| | | | |
|--|--|--|--|
| Monitor and measure company/department performance | | | |
| Assist staff to establish individual S.M.A.R.T. goals and objectives | | | |
| Plan job assignments | | | |
| Encourage teamwork and foster cooperation among staff | | | |
| Establish positive relationships with supervisors/Board of Directors/clients | | | |
| Roles and responsibilities of CEO, Board, and program staff | | | |
| Mediate staff issues and conflicts | | | |
| Problem solve | | | |
| Service irate customers | | | |
| Coordinate supportive services | | | |
| Develop and launch a successful marketing plan | | | |
| Demonstrate clear verbal and written communication skills | | | |
| Demonstrate active listening skills | | | |
| Demonstrate research skills | | | |
| Demonstrate analytical skills | | | |
| Demonstrate reading comprehension skills | | | |
| Demonstrate math skills | | | |
| Demonstrate interpersonal skills for relating to a broad range of people | | | |
| Demonstrate time management skills | | | |
| Demonstrate public speaking skills | | | |
| Demonstrate creative problem-solving skills | | | |
| Demonstrate decision making skills | | | |
| Demonstrate budgeting skills | | | |
| Demonstrate crisis management skills | | | |
| Demonstrate training skills | | | |
| Create business plans | | | |
| Foster positive culture | | | |
| Conduct financial report analysis | | | |
| Make available Social Media and Software Apps | | | |
| Demonstrate interviewing skills | | | |
| Lead and direct staff | | | |
| Identify and implement effective organizational structures | | | |

Customized Learning Plan

- Review your items with checked boxes in the Needs Work column above.
- Decide on the top 5 you will work on. Enter them with a priority number in the box below.

| Item, Issue, or Initiative | Priority |
|----------------------------|----------|
| | |
| | |
| | |
| | |
| | |

Choose one of your top priorities from above and set up an implementation plan for yourself.

| # | Task | Resource | Start Date | End Date |
|----|------|----------|------------|----------|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| 4. | | | | |
| 5. | | | | |

Depending on your experience, the Needs Work list may be overwhelming. If you break the list down into priorities and develop an Action Plan, the progress needed will feel doable. When you finish your top five priorities, add another five until your list is completed.

Management and supervision tasks are not always easy or fast to accomplish. Remember that supervision is getting things done through people. No longer are you the technical expert to accomplish the technical tasks. Delegation and getting things done through people is very hard when you have been the technical person and know how to accomplish the tasks now assigned to your followers. You may think, “I can get it done faster myself, so I’d better just do it.” The problem is that your followers do not have the opportunity to learn to do the tasks yourself.

Delegation takes time and patience, but your investment will pay dividends. Eventually your

followers will learn to do the task themselves, and you will have free time to learn your own new tasks and develop your own knowledge, skills and abilities. It's worth it.



Nan McKay is Founder and CEO of Nan McKay Connects LLC, a media, training, and coaching company producing videos and podcasts focused on empowering women to reach their highest potential. Having started six businesses, one of which currently has over 4000 employees, Nan McKay is well versed in the entrepreneurial journey. Focusing on women over 50 who want to start a business, NMC produces a podcast, TrailBlazers Impact, and a YouTube channel, TrailBlazers Impact Interviews. The TBI series features women with stories to embolden other women to create their own self-discovery story. TBI features women over 50 saying, “Enough is enough!” who moved forward to live their passions and purpose and bridge from dreams to action to own their future.

As the President of Nan McKay and Associates (NMA), Nan McKay leads a corporation she founded in 1980 that has specialized in providing the largest affordable housing program administration in the country, encompassing over 100,000 subsidized housing units nationwide. NMA is the largest provider of organizational development, consulting, and training to both public and private federally affordable housing sectors with offices in ten cities.

She was selected as 2019 California Woman Business Owner of the Year by the National Association of Women Business Owners and as 2018 San Diego Woman Business Owner of the Year. She has two buildings named after her, the Nan McKay Building, a 132-unit elderly high rise, and McKay Manor, a family housing development in Minnesota.

Visit her website, <https://trailblazersimpact.com> to access her podcast and YouTube channels and her books and courses on her Resource Page.

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