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ANDROS CONSULTANTS LIMITED

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Box 205 Morriston, Ontario N0B 2C0  
Tel: (519) 766 1178 Fax (519) 766 0379  
[www.andros.org](http://www.andros.org) [info@andros.org](mailto:info@andros.org)

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• • • *Leader / Manager Impact*



## What will be YOUR Leader / Manager impact in the new millennium?

*Please consider the following ten propositions carefully. There are four optional responses to each, all of which may have merit, but which are not necessarily equal in impact.*

*You have TEN points to allocate among the four optional responses in each proposition. You might give all ten points to one option, or allocate three points to three and one point to the remaining option, or you may use any variation in between. The choice is yours.*

1. **The effective definition of a manager is 'one who . . .**
  - 1) gets the desired results for the organization through people;
  - 2) engages people in constructive, harmonious effort;
  - 3) controls activities to ensure the desired outcomes;
  - 4) creates and sustains continuous development in others.'
  
2. **Leaders who make a *real* difference are those who**
  - 1) are able to understand the 'strategic picture';
  - 2) have sufficient charisma to which other people can relate;
  - 3) can relate the proper strategies to meet market demands;
  - 4) focus on the need for positive change resident in other people.
  
3. **To select the 'right' people to make the organization successful, one should**
  - 1) seek out the ones who are 'hot' and keen to prove themselves;
  - 2) attract and retain those who have proven 'track records';
  - 3) recruit those who have the precise skills required;
  - 4) identify those who've made relevant contributions in the past.
  
4. **Bringing people 'on board' and 'up-to-speed' quickly and effectively means**
  - 1) setting clear expectations and consequences for performance;
  - 2) taking all the time needed with them to help them get settled;
  - 3) selecting a series of specific goals and performance standards;
  - 4) exposing them to *all* aspects of the organization up-front.
  
5. **The key to retaining those people who are making valued contributions is**
  - 1) ensuring that they are compensated extremely well;
  - 2) expressing your appreciation for / confidence in their abilities;
  - 3) providing overt recognition of their important achievements;
  - 4) working with them to identify and exploit growth opportunities.

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6. **The one sure indicator that a staff member is becoming less motivated is that**
  - 1) personal results and performance standards are deteriorating;
  - 2) there are noticeable absences / latenesses in recent times;
  - 3) relationships are becoming either too intense or overly passive;
  - 4) individual initiatives and commitments are becoming rarer.
  
7. **A staff member who is becoming bored or 'jaded' in his/her present role will**
  - 1) perform just well enough to 'get by' / meet expectations;
  - 2) show dissatisfaction through increasing, picayune complaints;
  - 3) demonstrate a lack of commitment to group/team activities;
  - 4) express very little interest in self-improvement / development.
  
8. **Those who can work alone effectively, but not as well in groups or teams, need**
  - 1) encouragement to collaborate with appropriate incentives;
  - 2) to know their colleagues on a broader, more personal front;
  - 3) practical training in team strategies and techniques;
  - 4) coaching on team-centered strategies in a strategic context.
  
9. **An individual best demonstrates his/her suitability / readiness for advancement by**
  - 1) performing above and beyond expectations consistently;
  - 2) demonstrating outstanding skills in handling other people;
  - 3) proving mastery of business concepts, strategies and practices;
  - 4) creating a number of acceptable successors for the current role.
  
10. **The truly effective leader / manager invests the majority of his/her efforts in**
  - 1) securing the outcomes specified in the corporate plan;
  - 2) building a strong, mutually-supportive team of people;
  - 3) training selected people to manage key functions successfully;
  - 4) developing performance competencies in individuals and groups.

Now total your point allocations for all a), b), c) and d) responses respectively - the grand total should be 100. Enter them below.

A	<input type="text"/>	B	<input type="text"/>	C	<input type="text"/>	D	<input type="text"/>
	<i>Results</i>		<i>People</i>		<i>Systems</i>		<i>Development</i>