



Here is a self audit of your people management skills. Your skills need to be worked on when:

- When you are talking more than they are and your questions are longer than their answers.
- When you resent staff who ask for clarity on a project you delegated to them or on their roles and responsibilities.
- When you object to staff interruptions because you can't get your work done.
- When you bribe staff instead investing in their growth.
- When you repeatedly change or cancel meetings with staff for more important things.
- When you blame staff for failures and stop short of assessing the situation and learning how to improve future performance.
- When you think your job is to let them vent about another employee instead of coaching them on how they need to deal directly with the problem.
- When you complain behind to staff about poor performance of another member of the team
- When you don't give direct face to face feedback on what the person is doing well along with what they need to improve going forward.
- When you or your staff judge others based on innuendo, rumors or assumptions, not on observation and performance.
- When you see conflict as something to be avoided instead of a chance to lean into the situation and deepen your understanding.
- When you believe saying nothing will maintain harmony or that "agreeing to disagree" will improve performance.
- When you remain silent while a competent tyrant abuses others.
- When you pride yourself on maintaining harmony at all costs.
- When your excuse for inappropriate behavior is, "I've always done that or that is just the way I am."
- When you say, "I have an open door policy" and you assume that replaces your asking for feedback and the need to leave your office to talk to others