

ARE YOU A (LEVEL 5) SENIOR MANAGER

This exercise is designed to check out which level of qualification is appropriate for you. Simply answer the 18 questions using the descriptors here.



ENTER

- 0 This doesn't describe me at all
- 1 This is not a good description of me
- 2 This is a fair description of me
- 3 This is an exact description of me

| | YOUR SCORE HERE |
|---|-----------------|
| You are defined as being a senior manager, report to the CEO, Board of Directors or similar, and are accountable for the long-term performance of those who report to you | |
| Although you may have a specialist technical, professional or similar responsibility, your primary role is clearly as a manager | |
| You have other managers reporting to you | |
| You ensure that there are procedures in place to confirm the competence of the people you are responsible for, and to identify and meet any training and development needs they may have | |
| You are expected to ensure that decisions about employees' competence and discipline are made in accordance with the procedures of the organisation and, if necessary, with appropriate professional advice | |
| You may negotiate with external suppliers and customers in relation to significant orders, and may be consulted by those you manage to agree prices, specifications, delivery and other contract terms on other negotiations | |
| You ensure that people, equipment and buildings, etc are used effectively, agreeing some investment in new resources, and proposing future major investments and/or revised patterns of resource utilisation which require decision by the Board (or similar) | |
| Where you are involved in decisions about investment in new resources, you will have some responsibility for ensuring that appropriate financing options have been evaluated | |
| You ensure that the overall performance of your area of responsibility is monitored and that action is taken where performance fails to meet approved levels | |
| You decide (in consultation with others) on appointments of new managers and senior technical or professional staff, and on overall employment levels | |
| You have autonomy to make decisions about how the people you manage should work, and to approve changes to systems and procedures | |
| You are aware of significant developments going on within the organisation and are involved in decisions about major changes in operations, systems, etc | |
| You often become involved in projects to make significant changes to activities, frequently in a project leadership role | |
| You rarely become involved in operational problems other than the most significant or those that arise with important customers and suppliers | |
| You advise senior manager colleagues only of those problems that are particularly significant, in terms of cost or the future market or supply situation and/or will have an impact on their areas of activity or overall organisational performance | |
| You are expected to play an active part in planning activities for several years ahead | |
| You are responsible for preparing and managing a budget and making decisions that may have a significant impact on the organisation's costs and/or revenues | |
| You have control over and are accountable for a budget for your area and can reallocate funds within different budgets subject to the general financial controls of the organisation | |

Check your scores here

Where you have tended to score mainly threes and some twos, then this is most likely to be the correct level for you. With a score of mainly 2s and some 1s or 0s, you should try out the questions on the next level up or down, as seems appropriate. To decide whether the level is up or down, look at scores of 0 or 1 and ask yourself why you gave that score - this should make it clear to you whether the level is too high or too low. Look for the level which gives the highest score - this is the most appropriate for you. Where your score is mainly noughts and ones you are almost certainly a higher or lower level, so try out the appropriate questions to confirm this.