

We thank you for your time spent taking this survey.
Your response has been recorded.

Below is a summary of your
responses

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This questionnaire was developed for the University of Melbourne's "MANAGEMENT
COMPETENCIES" course.

It contains questions about general management competencies and professional development.

The questionnaire is not used for evaluation. Its purpose is purely developmental.

All responses will be treated confidentially.

Are you filling out this questionnaire for yourself, or for someone else?

- ☐ I am a student, and I am completing the questionnaire as a self-assessment.
- ☒ I am a friend, colleague, or family member of a student, and I am assessing that student.

What is your first name?

QIANLONG

What is your family name?

YANG

Please tell us which country you are from.

CHINA

What is the first name of the person you are assessing?

HUANGLONG

What is the family name of the person you are assessing?

WU

Please tell us how you know HUANGLONG.

- ☐ I am a family member.
- ☒ I am a friend.
- ☐ I am a (former) colleague.
- ☐ Other.

For how many years have you known HUANGLONG?

6

How well do you know HUANGLONG and his/her strengths and weaknesses?

Extremely well



Very well



Moderately well



Slightly well



Not well at all



Alright, QIANLONG. Let's get started. This questionnaire will take you about 20 minutes to complete.

You will assess the general management competencies of HUANGLONG. You will be presented with 10 competence areas, and you will get 6 statements for each of the competence areas. You will respond to each statement by indicating how much you agree (from "strongly disagree" to "strongly agree") that the statement provides is a valid, fitting description of HUANGLONG.

All the statements are normatively desirable. That means if you respond to these statements with “strongly agree”, you are giving HUANGLONG the highest possible evaluation for the respective competence area. If you respond to them with "strongly disagree" you are giving HUANGLONG the lowest possible evaluation.

Please read the statements carefully, and respond honestly and candidly. Your responses are not used to evaluate HUANGLONG in any way. The goal is to help HUANGLONG to identify his/her/their relative strengths and weaknesses, and to use that knowledge as an opportunity for professional development.

Note: For statements where you are not 100% certain how to respond, please provide a response based on your best prediction or estimation.

1) SELF-AWARENESS

How well developed is HUANGLONG's self-awareness?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Regularly reflects on his/her/their strengths and weaknesses to identify opportunities for self-improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Is willing to share his/her/their experiences						

his/her/their experiences, beliefs, and feelings with others, in order to improve his/her/their self-awareness.	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Very aware of his/her/their preferred style in gathering information and making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Has a good sense of how well he/she/they cope with situations that are ambiguous and uncertain.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Has a well-developed set of personal standards and principles that guide his/her/their decisions and behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Actively and regularly seeks feedback from the people he/she/they works with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

2) SELF-IMPROVEMENT

How strong are HUANGLONG's abilities for self-improvement?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Committed to learning and systematically building his/her/their managerial competences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Uses effective time-management methods such as keeping track of his/her/their time, making to-do lists and setting task priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Frequently confirms his/her/their priorities so that less important things do not drive out more important things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Maintains a program of regular exercise for fitness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Maintains an open, trusting relationship with someone with whom he/she/they can share his/her/their frustrations.	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Knows and practises relaxation techniques that allow me to effectively manage his/her/their stress level.						

3a) RELATIONSHIPS + EMOTIONAL INTELLIGENCE

How effective is HUANGLONG at managing relationships? How well developed is HUANGLONG's emotional intelligence?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Easily recognizes his/her/their emotions (happiness, sadness, anger, anxiety, etc.) as he/she/they experiences them.						
Able to stand apart from his/her/their feelings and analyse what caused them and what effect they have on him/her/them.						
Never loses his/her/their temper when he/she/they feels frustrated or angry.						
Finds it easy to read other people's emotions.						
Tries to see things from the other person's point of view.						
Knows when to speak and when to listen.						
Shows personal concern for the people he/she/they works with.						

3b) NETWORKING

How good is HUANGLONG at networking in a professional context?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Finds it easy to initiate conversations with strangers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Enjoys building a broad network of relationships with people from all walks of working life and backgrounds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
His/her/their contacts clearly understand what he/she can offer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Makes sure that he/she/they is as dependable and helpful to his/her/their professional contacts as they are to him/her/them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Is someone who people turn to when they need a useful contact or a referral.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Frequently reaches out to people outside his/her/their immediate circle of friends and colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

4) MANAGING POWER + POLITICS

How well does HUANGLONG handle issues related to power and politics?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Keeps up to date on who has power and what factions exist in his/her/their group or organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Tries to find out what the people he/she/they works with want and what they value.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Gathers information about how he/she/they is perceived by others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Makes sure that others understand his/her/their importance and influence in order to be taken seriously in his/her/their group or organization.	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Acts swiftly to dispel negative or untrue rumors, and perceptions about himself/herself/themself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Cultivates relationships that allows him/her/them to have more influence and impact in his/her/their group or organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

5) COMMUNICATION

Is HUANGLONG an effective communicator?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Feels good about themselves when he/she/they is/are talking with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Tries to anticipate possible causes of confusion and cultural barriers and deals with them upfront.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Thinks about the best way to communicate a message (in person, over the phone, in a newsletter, via a memo, and so on).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
If he/she/they don't understand something, he/she/they tend to ask for clarification.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
When others are talking, he/she/they shows interest in what they have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Makes a conscious effort

Makes a conscious effort to match his/her/their tone and body language to the message they want to convey.	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

6) PERSUASION

Is HUANGLONG skilled in the art and science of persuasion?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Builds a positive rapport with people he/she/they want to persuade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Appropriately establishes his/her/their credibility and sound judgment when persuading others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Makes an effort to understand how his/her/their audience thinks, and adjusts their persuasion strategy accordingly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Supports his/her/their argument with logic, evidence and emotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
To highlight his/her/their key points, uses metaphors, analogies and stories that resonate with their audience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Presents his/her/their views in such a way that people still feel like they are allowed to disagree with him/her/them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

7) MOTIVATION

Is HUANGLONG good at motivating others?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Strives to understand what motivates the people he/she/they works	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

with.	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Helps people feel competent in their work by recognizing and celebrating their accomplishments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Sets performance goals that are challenging, specific, and time bound.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Gives constructive feedback that is specific and to the point, and helps others develop.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Uses a variety of rewards to reinforce performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Always determines if that person has the necessary resources and support to succeed in a task when somebody is underperforming.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

8a) CREATIVITY

How creative is HUANGLONG?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Feels comfortable questioning common practices in an effort to reinvent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Makes others feel welcome and safe to volunteer new ideas and to contribute their talents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Identifies parallels, patterns, variations, and analogies to help analyse a problem and generate fresh ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Always looks for opportunities to turn ideas in action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Shares his/her/their ideas even if he/she is not explicitly asked for them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Keeps trying to develop better solutions even when good ones already exist.	Strongly disagree <input type="radio"/>	Disagree <input type="radio"/>	Slightly disagree <input type="radio"/>	Slightly agree <input type="radio"/>	Agree <input type="radio"/>	Strongly agree <input checked="" type="radio"/>
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8b) DECISION MAKING

Is HUANGLONG an effective decision maker?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Always defines clearly and explicitly what the problem is.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Always uses more than one source of information, and more than one approach to develop alternative solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Evaluates the merits and risks of each alternative solution using a suitable set of evaluation criteria.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Balances divergence (creative thinking, exploring options, etc.), and convergence (e.g. disciplined evaluation, closure, etc.) in decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Is willing to reconsider and revise his/her/their views and conclusions where necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Is honest in facing his/her/their own biases, prejudices, assumptions, etc. and is aware how they affect his/her/their judgment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

9) CONFLICT MANAGEMENT

How effectively does HUANGLONG deal with conflicts?

Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
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	disagree Strongly disagree	Disagree	disagree Slightly disagree	agree Slightly agree	Agree	agree Strongly agree
Sees conflict as an opportunity, and know that avoiding it is usually not a good solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Conveys flexibility and openness to conflicting opinions, even when he/she/they feels strongly about an issue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Seeks additional information to understand the root causes, before trying to find a solution for a conflict.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Identify issues and areas on which everyone can agree.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Always generates multiple alternatives solution as a basis for discussion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Makes sure that everyone accepts the solution to a conflict, and feels that it has been determined in a fair manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

10) COLLABORATION & TEAMWORK

How well does HUANGLONG manage teams and teamwork?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Helps team members establish a foundation of trust among one another, and between themselves and him/her/they.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Helps members learn to play roles that assist the team in accomplishing its goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Always ensures that in a team clear expectations and norms are established for how to work together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

work together.						
Ensures that teamwork is well-organized and is meeting set deadlines.	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Consistently disciplines team members when their effort is below expectations and capabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Is good at facilitating consensus and encouraging commitment in the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

11) CHANGE MANAGEMENT

Is HUANGLONG a good change manager?

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Demonstrate that he/she/they is open to and supportive of change that enables improvement and progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Is able to clearly explain to others the reasons for a change effort, and its expected outcomes and benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Identifies critical stakeholders and works towards making them allies and champions of the change effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Anticipate specific points of resistance to change and develops appropriate strategies to overcome them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Understand culture and values as important determinants of a change project's success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Communicates achievements and successes, so that	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

everyone understands the positive impact of a change project.

Strongly disagree

Disagree

Slightly disagree

Slightly agree

Agree

Strongly agree

Which of the following 8 competence areas would you recommend as priorities for professional development to HUANGLONG?

(You can select multiple competence areas.)

- ☒ Professional Relationships & Networks
- ☒ Managing Power & Politics
- ☒ Communication
- ☒ Persuasion
- ☒ Motivation
- ☒ Creativity & Decision Making
- ☒ Conflict Management
- ☒ Collaboration & Teamwork
- ☒ Change Management

Do you have any comments or recommendations for HUANGLONG that you would like to share?

He is a person who is full of passionate about career and life.

Thank you, QIANLONG, for completing the questionnaire for HUANGLONG.

IMPORTANT:

As the very last step, you will be directed to a summary of your responses to all the questions in this questionnaire. Please save the response summary by clicking on the blue "Download PDF" link at the beginning of the page.

Please email the saved PDF to HUANGLONG.