

MANAGEMENT PRACTICES INVENTORY QUESTIONNAIRE

Manager Practices Inventory

For the following questions, consider how you manage people and how your supervisor manages people. Estimates are okay.

Q1 Which of the following best describes the time-frame of current business goals for the following teams? [Choose ONE per column]

	Main focus is on quarterly (3 month) business goals	Main focus is on annual (1 year) business goals	Main focus is on long-term (more than one year) business goals	Combination of short-term and long-term business goals	No business goals/production targets
My team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.

Q2 How difficult is it to currently achieve business goals for the following teams? [Choose ONE per column.]

	Possible to achieve with minimal effort	Possible to achieve with less than normal effort	Possible to achieve with normal effort	Possible to achieve with more than normal effort	Possible to achieve with extraordinary effort
My team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.

Q3 Who is aware of the current business goals for teams led by me and my manager(s)? [Choose ALL that apply.]

	EVP of Function	VP of Department	Peer managers	Direct reports	Extended team
My team	<input type="checkbox"/>				
My supervisor's team	<input type="checkbox"/>				

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.

Q4 Which option best reflects how a typical problem is currently solved when it arises in the course of employees' work in the following teams? [Choose ONE per column.]

	Employee solves problem. Manager may or may not be aware problem existed.	Manager delegates problem-solving to employee. Employee fixes it and takes action to make sure it does not happen again.	Manager delegates problem-solving to employee. Employee fixes it and takes action to make sure it does not happen again. A continuous improvement process to anticipate problems like these in advance is put in place.	Manager delegates problem-solving to employee. Employee is unable to fix problem and escalates back to manager.	Manager solves problem with little-or-no employee involvement.
My team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.

Q5 What are the primary reasons direct reports are currently promoted in the following teams? [Choose ALL that apply.]

	Increased scope of work	Performance and ability	Time in position/tenure	Prior work history	Other factors such as external or internal connections
My team	<input type="checkbox"/>				
My supervisor's team	<input type="checkbox"/>				

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.

Q6 Once it has been determined that an employee's under-performance is not resolvable, how long does it currently take to reassign or dismiss that employee from the following teams? [Choose ONE per column.]

	6 months or less of identifying under-performance	Between 6 – 12 months of identifying under-performance	After 1 year of identifying under-performance	After 2 years of identifying under-performance	Rarely or never (despite identified under-performance)	Not Applicable; no experience with under-performing employee
My team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.

Q7a. How frequently are the following five data sources currently used in any decision making process by me? [Choose ONE per ROW.]

	Daily	Weekly	Monthly	Twice/ Year	Yearly	Never/NA
Quantitative data from production technology, instruments, performance dashboards, or other sources.	<input type="radio"/>					
Formal or informal feedback from my manager/supervisor	<input type="radio"/>					
Formal or informal feedback from my peers (managers in my role/level)	<input type="radio"/>					
Formal or informal feedback from my direct reports	<input type="radio"/>					
Data from outside PharMed (scholarly literature, suppliers/customers, outside data providers, relevant industry consortia)	<input type="radio"/>					

Q7b How frequently are each of the following five data sources currently used in any decision making process by my manager(s)? [Choose ONE per ROW.]

	Daily	Weekly	Monthly	Twice/ year	Yearly	Never/NA
Quantitative data from production technology, instruments, performance dashboards, or other sources.	<input type="radio"/>					
Formal or informal feedback from their managers/supervisors	<input type="radio"/>					
Formal or informal feedback from their peers (managers in same role/level)	<input type="radio"/>					
Formal or informal feedback from their direct reports	<input type="radio"/>					
Data from outside PharMed (scholarly literature, suppliers/customers, outside data providers, relevant industry consortia)	<input type="radio"/>					

Please use this space to further explain your response.

Q8 How many GOALS (elements that contribute to how employees are rated in performance reviews) are currently evaluated for direct reports in the following teams? [Choose ONE per column.]

	1-3 goals	4-6 goals	7-9 goals	10 or more goals	No goals
My team	<input type="radio"/>				
My supervisor's team	<input type="radio"/>				

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.

Q9 How frequently are GOALS (elements that contribute to how employees are rated in performance reviews) reviewed and discussed with direct reports in the following teams? [Choose ONE per column.]

	Yearly	Twice a year	Quarterly	Monthly	Weekly	Daily	Never
My team	<input type="radio"/>						
My supervisor's team	<input type="radio"/>						

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.

Q10 How frequently are BEHAVIORS (not the "what" but the "how" in PharMed performance measures) reviewed and discussed with direct reports in the following teams? [Choose ONE per column.]

	Yearly	Twice a year	Quarterly	Monthly	Weekly	Daily	Never
My team	<input type="radio"/>						
My supervisor's team	<input type="radio"/>						

Please use this space to further explain your response.

Note: "My team" refers to all employees who report directly to you and "My supervisor's team" refers to all employees who report directly to your supervisor.