Micromanagement Self-Assessment Survey

This pulse survey was created by ASHP's Section Advisory Group on Manager Development under the Section of Pharmacy Practice Managers. The survey is provided to self-assess current micro-managing tendencies within the workplace. The self-assessment survey is meant to be used as a tool for managers over time to check on their development in managing staff and projects.

1. My team performs most efficiently on their assigned projects when I am:
    a. Hands on (1)
    b. Provide feedback at key points in the assignment (2)
    c. Provide leadership support when needed (3)
2. When I propose changes or delegate assignments within the organization, my coworkers:
    a. Do not fully understand the changes I am proposing and ask many questions (1)
    b. Understand partially the reason for the proposed changes and ask a few questions (2)
    c. Have full understanding of the proposed and rarely get asked any questions (3)
3. Tasks that I can easily complete myself,
    a. I usually do them myself (1)
    b. Half the time I delegate the task while half the time I complete it myself (2)
    c. I usually delegate it to the appropriate team member (3)
4. The reporting that I demand from my team is:
    a. Routine and frequent (1)
    b. In moderate amount and usually associated with a task or assignment (2)
    c. Only requested when it is needed (3)
5. When I am out of the office and away from work, my team:
    a. Usually needs me to respond back to their emails (1)
    b. Only sometimes needs me to respond back (2)
    c. Rarely needs my attention when I am gone (3)
6. As a manager, my team thinks:
    a. I criticize too much and affirm too little (1)
    b. I sometimes criticize too much or sometimes affirm too often (2)
    c. I criticize too little and affirm too often (3)
7. My role on my team during a project is to:
    a. Be a taskmaster (1)
    b. Provide some vision but also complete tasks (2)
    c. Provide only the roadmap (3)
8. I believe it is best to:
    a. Direct employees (1)
    b. Combine both directing and empowering employees (2)
    c. Empower employees (3)
9. Relinquishing power or control to other team members:
    a. Is very difficult and uncomfortable (1)
    b. Happens but is still uncomfortable (2)
    c. Is easy for me to do (3)
10. When completing assignments on their own, members of my team are often:
    a. Not capable (1)
    b. Sometimes capable (2)
    c. Always capable (3)

Add up answers for self-check:

High level of micromanaging:	Medium level of micromanaging:	Low level of micromanaging:
"You may need to detach yourself from current projects." Inneffective micromanaging has a deleterious effect on staff morale and productivity. Learn how to avoid this toxic atmosphere in the following references: Wright, Robert. Strategies for Avoiding the Micro Management Trap . Management Decision 38/5 [2000] 362±364. Gallup – The high cost of Disengaged Employees. http://businessjournal.gallup.com/content/247/the-high-cost-of-disengaged-employees.aspx	"You have a good balance of mixing it up. Watch for the negative signals though."	"Make sure you can get 'in the weeds' when you still have to." Sometimes, micromanaging is necessary for effectiveness and to execute results. Read more in the following references: Schrage, Michael. If You're not Micromanaging, You're not Leading. http://blogs.hbr.org/2012/05/if-youre-not-micromanaging-you/ Riordan, Christine M. Sometimes Micromanaging Is Good-And Necessary. http://www.forbes.com/2010/07/29/micromanage-employees-delegate-leadership-managing-staff.html
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References:

1. Wright, Robert. Strategies for Avoiding the Micro Management Trap . Management Decision 38/5 [2000] 362±364.
2. Gallup. Gallup study indicates actively disengaged workers cost U.S. hundreds of billions of dollars each year. Gallup Management Journal. March 19, 2001. http://businessjournal.gallup.com/content/247/the-high-cost-of-disengaged-employees.aspxRiordan, Christine M. Sometimes Micromanaging Is Good-And Necessary. http://www.forbes.com/2010/07/29/micromanage-employees-delegate-leadership-managing-staff.html
3. Schrage, Michael. If You're not Micromanaging, You're not Leading. http://blogs.hbr.org/2012/05/if-youre-not-micromanaging-you/
4. Goldsmith, David; Goldsmith, Lorrie. Why Micromanagement is not a Dirty Word if you Do it Right. http://www.fastcompany.com/3003721/why-micromanagement-not-dirty-word-if-you-do-it-right