

The Abrasive Manager Risk Assessment[©]

Are you concerned about a manager with an abrasive interpersonal style? To help you assess the level of risk that this behaviour poses to the organization, for each pair of phrases, please rate the situation by selecting a number from 1 to 10.

		1	2	3	4	5	6	7	8	9	10		
PERFORMANCE													
1	The manager consistently demonstrates respect and professionalism, and maintains others' dignity												The manager has an abrasive interpersonal style that negatively affects others and their dignity
2	The manager consistently demonstrates good emotional control												There is evidence that the manager demonstrates poor emotional control & engages in behaviours such as belittling, over-control, public humiliation, over-reaction, yelling
3	The appropriateness of the manager's behaviour is consistent regardless of people's formal status within the organization												The manager behaves more appropriately with superiors than s/he does with subordinates
4	The manager's interpersonal style is congruent with the organization's values and desired culture												The manager's interpersonal style is incompatible with the organization's values and desired culture
5	The manager is receptive to feedback about his/her interpersonal conduct												The manager is unreceptive to feedback about his/her interpersonal conduct
6	The manager's interpersonal conduct has changed in a positive direction as a result of the organization's investments in his/her development												The manager's interpersonal conduct has not changed significantly in response to the organization's investment in his/her development
IMPACT													
7	The number and nature of complaints (formal and informal) about this manager's interpersonal style are to be expected given his/her position												The number and nature of complaints (formal and informal) about this manager's interpersonal style are higher than expected given his/her position
8	Turnover levels in this manager's unit are well within the organization's norms												Turn over levels in this manager's unit are higher than the organization's norms
9	Rates of medical leaves and transfer requests in this manager's unit are similar to other units												Rates of medical leaves and transfer requests in this manager's unit are higher than in other units
10	Employee morale and/or engagement levels in this manager's unit are within the organization's norms												Employee morale and/or engagement levels in this manager's unit are below the organization's norms
11	The organization has not incurred or is highly unlikely to incur expenses on litigation, arbitration, mediation, grievances or investigations related to this manager's behaviour												The organization has already incurred or is highly likely to incur expenses on litigation, arbitration, mediation grievances or investigations related to the manager's behaviour
12	The manager's interpersonal style does not place the organization in a compromised position												The manager's interpersonal style places the organization in a compromised position

Total Score:

Understanding Your Risk

1 – 36 Score: Low Risk

This manager's performance does not pose significant risk to the organization. His/her performance falls within acceptable or even desirable levels. As an organization, you can support this person's development through means such as mentoring, coaching and training, and can expect effective results.

Note: if you allotted high scores to questions 2, 4 and 6, your risk level is higher.

37 – 61 Score: Moderate Risk

Like the tip of an iceberg, the risk that this manager's behaviour poses to the business and its people is not yet noticeably apparent. However, it is very real. It affects the business in numerous negative ways. If left unchecked, this manager's behaviour will continue to deteriorate, with increased risk and associated costs. Note: if you allotted high scores to questions 2, 4 and 6, your risk level is higher.

62 – 100 Score: Significant Risk

This manager's interpersonal style is impacting key organizational indicators in profound ways. Your risk in any or all of the following areas may be significant: stifled innovation, bullying and harassment complaints, staff turnover (especially your highly mobile top performers), leakage to interfaces with customers, reduced productivity, increased likelihood of accidents, increased health benefits costs, increased EAP utilization, human rights issues, and more.

101 – 120 Score: High Risk

The time to act is now. Your risk level is dangerously high. Any time that elapses without addressing the issue head-on exposes the organization to escalating and unpredictable risks.

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Submit this form online and we will follow up with a call to help you understand the risks and your options.

Or, contact us for your confidential, free consultation:

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