

**SELF – STUDY QUESTIONS FOR
EDUCATIONAL LEADERS / FACULTY MEMBERS**

brought to you by :

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- Where do I get my information, and how?
- Can I make greater use of my contacts to get information?
- Can other people do some of my scanning for me?
- In what areas is my knowledge weakest, and how can I get others to provide me with the information I need?
- Do I have powerful enough mental models of those things I must understand within the organization and in its environment?

2

- What information do I disseminate in my organization?
- How important is it that my subordinates get my information?
- Do I keep too much information to myself because dissemination of it is time-consuming or inconvenient?
- How can I get more information to others so they can make better decisions?

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- Do I balance information collecting with action taking?
- Do I tend to act before information is in?
- Or do I wait so long for all information that opportunities pass me by and I become a bottleneck in my organization?

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- What pace of change am I asking my organization to tolerate?
- Is this change balanced so that our operations are neither excessively static nor overly disrupted?
- Have we sufficiently analyzed the impact of this change on the future of our organization?

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- Am I sufficiently well informed to pass judgment on the proposals that my subordinates make?
- Is it possible to leave final authorization for
- more of the proposals with subordinates?
- Do we have problems of coordination because subordinates in fact now make too many of these decisions independently?

6

- What is my vision of direction for this organization?
- Are these plans primarily in my own mind in loose form?
- Should I make them explicit in order to guide the decisions of others in the organization better?
- Or do I need flexibility to change them at will?

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- How do my subordinates react to my managerial style?
- Am I sufficiently sensitive to the powerful influence my actions have on them?
- DO I fully understand their reactions to my actions?
- Do I find an appropriate balance between encouragement and pressure?
- Do I stifle their initiative?

8

- What kind of external relationships do I maintain, and how?
- Do I spend too much of my time maintaining these relationship?
- Are there certain types of people whom I should get to know better?

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- Is there any system to my time scheduling, or am I just reacting to the pressures of the moment?
- Do I find the appropriate mix of activities, or do I tend to concentrate on the particular function or one type of problem just because I find it interesting?
- Am I more efficient with particular kinds of work at special times of the day or week? Does my schedule reflect this?
- Can someone else (in addition to my secretary) take responsibility for much of my scheduling and do it more systematically?

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- Do I overwork?
- What effect does my work load have on my efficiency?
- Should I force myself to take breaks or to reduce the pace of my activity?

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- Am I too superficial in what I do?
- Can I really shift moods as quickly and frequently as my work patterns require?
- Should I attempt to decrease the amount of fragmentation and interruption in my work?

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- Do I orient myself too much toward current, tangible activities?
- Am I a slave to the action and excitement of my work, so that I am no longer able to concentrate on issues?
- Do key problems receive the attention they deserve?
- Should I spend more time reading and probing deeply into certain issues?
- Could I be more reflective? Should I be?

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- Do I use the different media appropriately?
- Do I know how to make the most of written Communication?
- Do I rely excessively on face-to-face Communication, thereby putting all a few of my subordinates at an informational Disadvantage?
- Do I Schedule enough of my meetings on a regular basis?
- Do I spend enough time touring my organization to observe activity at first hand?
- Am I too detached from the heart of my organization's activities, seeing things only in an abstract way?

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- How do I blend my personal rights and duties?
- Do my obligations consume all my time?
- How can I free myself sufficiently from obligations to ensure that I am taking this organization where I want it to go?
- How can I turn my obligations to my advantage?