

# Survey of Management Practices (SMP)

Survey of Management Practices (SMP) provides feedback on an individual's core management skills. Successful managers have the skills necessary to clarify and achieve operating goals while maintaining a quality work environment. The SMP primarily measures facilitation, direction and communication skills of the new or first line manager. Effective individuals in this role create a day-to-day strategy to meet organizational goals. The SMP assists in developing, strengthening and enhancing these essential management skills.

**APPLICATION**  
Supervisory development, linking management practices

**AUDIENCE**  
Managers and supervisors at all levels

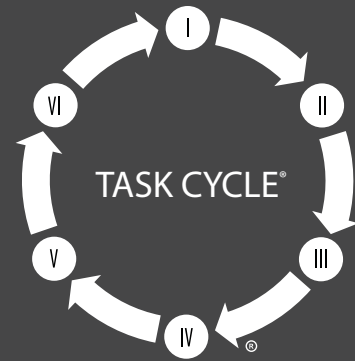
**RESPONDENTS**  
Self, Manager, Peers, and Direct Reports

**QUESTIONS**  
71 questions, 3 open-ended

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SMP survey and Task Cycle are intellectual properties of TBC.

## Underlying Model



The Task Cycle is a validated organizing tool that can help leaders know where to focus their development. It is presented as a logical sequence of events, with each phase contributing to achieving the final goal. A leader's performance across the Task Cycle phases is predictive of how others perceive their impact on the organization.

### SMP Leveraging Sequence

1

**MAKING GOALS CLEAR AND IMPORTANT**  
Establishing and communicating clear goals.

2

**PLANNING AND PROBLEM-SOLVING**  
Encouraging participation, planning work effectively, utilizing organizational knowledge, and interacting effectively with stakeholders.

3

**FACILITATING THE WORK OF OTHERS**  
Supporting individuals' success and building effective teams.

4

**PROVIDING FEEDBACK**  
Providing employees with feedback regarding their performance.

5

**EXERCISING POSITIVE CONTROL**  
Valuing timeliness, monitoring and tracking details, appropriately utilizing authority to get results, and delegating responsibility.

6

**REINFORCING GOOD PERFORMANCE**  
Acknowledging the contributions of others.

**IMPACT**  
Work Group Effectiveness, Tension Level, General Morale, and Commitment are leveraged through the mastery of Task Cycle phases.