OPERATIONS INSIDER

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THE MANAGER'S EFFECTIVENESS CHECKLIST

Fifty checks across ten skill areas, scored in twenty minutes.



SEE WHERE YOUR MANAGEMENT HABITS HOLD AND WHERE THEY SLIP.

START HERE

How to Use This Checklist

50 statements in ten blocks. Score what you can show today, not what you intend.

01 READ	02 SCORE	03 ACT
Read each statement once and think of a concrete example from the last month.	Score from 0 to 4. Without an example, the score is 2 or lower.	Pick the weakest block and decide one action with an owner and a date.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent.
3	Mostly in place and visible in daily work.
4	Consistently in place, visible and reviewed.

WHY EVIDENCE BEATS FEELING

A score you can back with an example is a score you can improve. A score based on intention only hides the gap.

THE CHECK

01 Introduction to the Series

Parts 1 to 10 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
01	I can explain in two sentences what my team exists to deliver.	
02	I know which three results I will be judged on this year.	
03	I reserve time every week for thinking, not only for meetings.	
04	I ask for feedback on my management, not only on my results.	
05	I keep a written list of the management skills I am building.	

02 Basic Management Skills

Parts 11 to 20 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
06	Every team member knows their priorities for the next two weeks.	
07	I delegate outcomes with clear authority, not only tasks.	
08	One-to-one conversations happen on a fixed rhythm.	
09	Meetings I run end with owners, dates and decisions.	
10	I give specific feedback within days, not at the annual review.	

THE CHECK

03 Intermediate Management Skills

Parts 21 to 30 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
11	Goals in my area are measurable and reviewed at least monthly.	
12	I can name the main source of conflict in my team and how it is handled.	
13	Decisions are documented with the reason, not only the result.	
14	I coach people to solve problems instead of solving them for them.	
15	Change is explained with the why before the what.	

04 Advanced Management Skills

Parts 31 to 40 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
16	I understand the financial drivers behind my area's results.	
17	I adapt my communication to the audience and the decision required.	
18	Strategic priorities are translated into a short list of initiatives.	
19	I build relationships with peers before I need their support.	
20	I manage risks with named owners and early signals.	

THE CHECK

05 Specialized Management Techniques

Parts 41 to 50 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
21	Projects in my area have a clear scope, owner and decision gates.	
22	We use data to decide, and we know its limits.	
23	Processes are documented where repeatability matters.	
24	Negotiations start with interests and alternatives, not positions.	
25	Talent decisions are based on evidence and development plans.	

06 Expert Level Topics

Parts 51 to 60 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
26	I can describe the culture I want and the behaviors that show it.	
27	Innovation has protected time and a clear path to decision.	
28	We learn systematically from failures without blame.	
29	I balance short-term targets with long-term capability.	
30	Cross-functional work has agreed interfaces and escalation rules.	

THE CHECK

07 Master Class Topics

Parts 61 to 70 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
31	My leadership choices are guided by stated values under pressure.	
32	I develop leaders, not only followers.	
33	Organizational design in my area supports the work that creates value.	
34	I can lead through ambiguity without false certainty.	
35	My personal effectiveness system is reviewed and adjusted regularly.	

08 Emerging Trends and Innovations

Parts 71 to 80 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
36	We assess new technologies against real operating problems.	
37	Remote and hybrid work have explicit coordination rules.	
38	Sustainability goals are part of operational decisions.	
39	AI tools are used with clear accountability and review.	
40	I scan trends and translate them into concrete questions for my area.	

THE CHECK

09 Case Studies and Real-World Applications

Parts 81 to 90 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
41	I study real cases before copying a practice.	
42	Lessons from cases are translated into concrete changes in my area.	
43	We compare our results with credible external benchmarks.	
44	Turnarounds start with an honest diagnosis of causes.	
45	Success stories are checked for context and survivorship bias.	

10 Final Master-Class Lessons

Parts 91 to 100 of the Highly Effective Management series

NO.	CHECK	SCORE 0 TO 4
46	I can describe the legacy I want to leave in my organization.	
47	My team performs well when I am absent.	
48	I invest in my own learning on a fixed rhythm.	
49	I mentor others and share what I have learned.	
50	My management system is written down and transferable.	

YOUR RESULT

Your Result

Add up the points per block. Four points per statement are possible.

BLOCK	POINTS	OUT OF
01 Introduction to the Series		20
02 Basic Management Skills		20
03 Intermediate Management Skills		20
04 Advanced Management Skills		20
05 Specialized Management Techniques		20
06 Expert Level Topics		20
07 Master Class Topics		20
08 Emerging Trends and Innovations		20
09 Case Studies and Real-World Applications		20
10 Final Master-Class Lessons		20

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

What to Do Next

NEXT STEP	WHAT YOU GET
HIGHLY EFFECTIVE MANAGEMENT STARTER KIT	The toolkit with worksheets, reflection pages and action plans for every block, plus the self-assessment workbook in Excel.
HIGHLY EFFECTIVE MANAGEMENT EXCELLENCE BUNDLE	Everything in the Starter Kit plus all 100 parts as one guide and a ready-to-use workshop deck.

Both are available at operationsinsider.com.