

Studer Group developed its Senior Leader Toolkit to examine and diagnose an organization’s mentoring system. It includes an exercise for leaders to judge their own skill set and others’ leadership. The senior executives evaluate their skill set on a scale of one to five for the question, “How skilled is your team?”

Not surprisingly, we’ve never had an organization’s senior executive team rank themselves lower than a 4.4. The score makes sense to them because they are the highest paid individuals, highly educated, and experienced senior leaders. Next, they rank the skills of the level directly below them – the department directors. They tend to rank these employees between a 3.5 and a 3.8. Then they assess their front-line supervisors and generally rank them in the 2s.

It’s at this point in the exercise that one of the executives says, “Now I see it. We need supervisor training. Our front-line supervisors are the ones who really need the training and development.”

Consider this: Is it possible to have a 4.5-rated senior leadership team and a 2.5-rated front-line supervisor team? That’s like saying a teacher is really great even though the students aren’t doing well. So until they can get those front-line supervisors to a 4.5, they themselves can’t be a 4.5.

How do you rate skill sets of:	
Role	Rating of Skill
Senior Leader	4.5 - 5
Department Director	3 – 3.8
Frontline Supervisor	2 – 2.5