



## MAP Assessment – The fastest route to better management

### What is MAP\*?

MAP Assessment provides accurate evaluation based on an individual **manager's** true managerial competence. MAP is a tool which has been successfully used by over 13,000 managers in the UK, from both the private and public sectors and 100,000 worldwide. The whole process has been independently validated for statistical accuracy and a full validation report is available on request.

MAP is fast becoming the management assessment and development system chosen by organisations including SMEs because it is the **only objective** tool that measures the competence of managers. You will learn strengths and areas for improvement.

### What does MAP measure and assess?

The measurement is against 12 generic management competencies and highlights the preferred Management, Personal and Communication styles, based on the work of Carl Jung and Douglas McGregor. **Competencies** point out knowledge and understanding i.e. **what the manager is able to do**. **Styles** point out 'leanings' i.e. **what the manager is likely to do**. The 12 **competencies** are split into 4 clusters:

#### Cluster 1: Managing Your Job

- Time Management and Prioritising
- Setting Goals and Standards
- Planning and Scheduling Work

#### Cluster 2: Relating to Others

- Listening and Organising
- Giving Clear Information
- Getting Unbiased Information

#### Cluster 3: Building the Team

- Training Coaching and Delegating
- Appraising People and Performance
- Disciplining and Counselling

#### Cluster 4: Thinking Clearly

- Identifying and Solving Problems
- Making Decisions and Weighing Risk
- Thinking Clearly and Analytically

All this information is in a comprehensive 7 page full colour report (sample follows).

\* MAP is the **M**anagerial **A**ssessment of **P**roficiency



The manager gets an individual personal interpretation along with a booklet to take away and refer to for more information on the interpretation of the results. Usually an individual development plan is drawn up. A development guide is provided to give possible activities that may help improve performance in areas chosen for development. If required the Managing to Excel series of DVDs and workbooks can be used to help meet the identified development needs.

### **How does MAP Assessment work?**

MAP Assessment normally takes place over two sessions.

Firstly a day is spent viewing a series of DVD based scenarios covering a week in the life of a typical manager and their team.

Throughout the day the manager being assessed answers a series of questions based on what they've seen, and other information they are given. They then determine whether, in their opinion, what they see is good or bad practice.

There are also 2 paper based questionnaires that help determine their preferred way of managing and communicating within the workplace.

### **Interpretation of assessment and development planning**

Next follows the interpretation of the manager's profile, against national and international benchmarks, and how it relates to their performance in the workplace, all the competencies are discussed along with the management, communication and personal styles.

This highlights areas where they may have the knowledge and understanding to perform well, perhaps outstandingly well, and others where their performance may benefit from development to meet their current and future objectives.

Each manager receives individual feedback face to face. They are introduced to a series of helpful documents which will help them develop a draft development plan based on their current competence and individual development objectives.

The production of the development plan is facilitated on both a group and individual basis. Managers are encouraged to discuss their plan with their line manager and review the plan and changes in behaviour as they progress through the development process. In deed we find that sharing the profile with their line manager often enables the line manager to better articulate the manager's performance.

Developing the plan for a management team together allows the individuals to play to their strengths and use other members of the team to produce a stronger team.

### **Developing managers after MAP Assessment**

MAP Assessment can form the basis of a structured development programme and is the ideal tool to clearly identify an individual's development needs.



How you meet those development needs is up to you. WLP can offer a series of flexible and innovative solutions that can be tailored to suit the individual manager's need and also organisational objectives.

A popular solution is **Managing to Excel**, a series of 12 individual DVD based workshops supported by open learning workbooks. Each workshop focuses on developing the skills, knowledge and understanding of one of the MAP competencies. They relate back to the scenarios from the MAP Assessment DVD, providing continuity and clear guidance on good practice. These can be enhanced by sessions on Leadership and Management styles.

The **Managing to Excel** DVD can be used by individuals to work through on their own if that is appropriate to their personal style for and extra £50 plus VAT.

### Why do so many organisations like using MAP Assessment?

In the current economic climate where organisations want to cut costs and become more efficient they are looking closely at how they spend their training budget.

For individual managers in SMEs it is potentially expensive to attend courses and take them away from the workplace for long periods. This allows them to focus their valuable time and money developing the skills and behaviours that are going to have the biggest impact on improving their business performance.

Organisations that use MAP Assessment at the start of their programmes find they can reduce the time away from the job by over 50% create real cost savings whilst achieving higher levels of improvement.

### How can you introduce MAP Assessment to your organisation?

There are several ways you can use MAP Assessment in your organisation, depending on the number of managers you want to assess and the size of your organisation will determine the best option for you.

| Number of Managers | Method  | Cost                           | Interpretation   |
|--------------------|---|--------------------------------|--|
| <b>1 to 4</b>      | Individuals complete the assessment at our premises                             | £375 per person + VAT          | 1 hour interpretation + Managing to Excel for £50 plus VAT |
| <b>5 upwards</b>   | Group assessment delivered by WLP at your premises or a suitable local facility | £750+<br>£225 per person + VAT | Group assessment delivered by WLP Authorised MAP Assessors |

The company can purchase a company license or have assessors trained for larger numbers. WLP have been licensed to provide this product since 2001.



# Managerial Assessment of Proficiency

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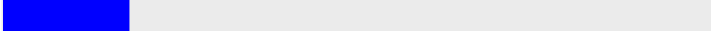


Andrew Lee

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## Managing Your Job:


|                                    |  |     |
|------------------------------------|--|-----|
| Time Management and Prioritising - |  | 18% |
| Setting Goals and Standards -      |  | 76% |
| Planning and Scheduling Work -     |  | 78% |

### Administrative Composite -



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## Relating to Others:

|                                |  |     |
|--------------------------------|--|-----|
| Listening and Organising -     |  | 48% |
| Giving Clear Information -     |  | 32% |
| Getting Unbiased Information - |  | 2%  |

### Communication Composite -



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## Building the Team:

|                                      |  |     |
|--------------------------------------|--|-----|
| Training, Coaching, and Delegating - |  | 91% |
| Appraising People and Performance -  |  | 40% |
| Disciplining and Counselling -       |  | 60% |

### Supervisory Composite -

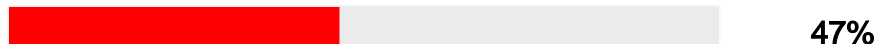


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## Thinking Clearly:

|                                     |  |     |
|-------------------------------------|--|-----|
| Identifying and Solving Problems -  |  | 26% |
| Making Decisions, Weighing Risk -   |  | 88% |
| Thinking Clearly and Analytically - |  | 26% |

### Cognitive Composite -



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### Proficiency Composite -



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**Leadership / Management Styles**

|                            |  |     |
|----------------------------|--|-----|
| Theory X: Parent - Child - |  | 53% |
| Theory Y: Adult - Adult -  |  | 9%  |

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**Communication Styles**

|                |  |      |
|----------------|--|------|
| EMPATHIC - 9   |  | 10%  |
| CRITICAL - 3   |  | 37%  |
| SEARCHING - 11 |  | 34%  |
| ADVISING - 37  |  | 100% |

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**Personal Styles**

|               |  |     |
|---------------|--|-----|
| THINKER - 27  |  | 56% |
| INTUITOR - 16 |  | 20% |
| SENSOR - 32   |  | 86% |
| FEELER - 25   |  | 63% |

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**What the Scores Mean**

The scores on the right hand side of the profile ( %) are percentiles and not percentages. This means that your performance on MAP is shown as a comparison to the performance of a substantial number of managers already in the MAP database. For example, if you scored 63% this means that you scored higher than 62% of managers in the database and lower than the remaining 36% of managers. In simple terms MAP 'norms' your performance against other managers.

The communication and personal style scores give you two types of feedback 'Raw' scores and percentiles.

The raw score is shown on the left hand side of the profile and shows your actual score during the MAP assessment. The total of these scores should have been 60 for the Communication Style Questionnaire and 100 for the Personal Style Questionnaire. The scores on the right hand side are percentiles as described above.

**Your composite score for the three ADMINISTRATIVE competencies is: 57%**

**Your score for Time Management and Prioritising is : 18%**

Given your current position, external demands on your time may be out of your control. You have difficulty managing your time and prioritizing activities. Some things take much longer than you expect. Also, you may find it hard to control the many kinds of interruptions that keep you from getting the important things done. You may be trying to get everything done instead of getting the important things done. You are probably not aware of where your time actually goes.

**Your score for Setting Goals and Standards is : 76%**

You are in the top quartile, indicating an ability to set goals and standards for yourself and others. You believe that workplace activities must be goal-directed, and that success is measured not by how much gets done but by what is accomplished. You would like to see all employees view management by objectives as a way of life.

**Your score for Planning and Scheduling Work is : 78%**

You have shown real strength in your ability to plan and schedule activities. You are able to reduce the chance of crises at work by managing proactively -- setting timetables, arranging for needed resources, and helping others to follow a schedule. You've learned that proper planning prevents problems.

**Your composite score for the three COMMUNICATION competencies is: 27%**

**Your score for Listening and Organising is : 48%**

Listening goes beyond hearing. It requires understanding of meaning and of the speaker's intentions. You should practice translating what others say into alternative wording, then check with the speaker to verify that what you think you understood is actually what they meant to convey.

**Your score for Giving Clear Information is : 32%**

Your ability to organize your thoughts for transmission to others is in need of improvement. Make sure your messages are clear, complete, concise, and organized in a way that promotes understanding. Try to overcome physical, psychological, and language barriers that can interfere with getting your message across.

**Your score for Getting Unbiased Information is : 2%**

You have difficulty phrasing questions in a manner that gets unbiased responses and accurate information. People tend to say what they think will please or impress you. By working on your ability to use non-directive, neutral questions and probes, you can greatly improve the quality and depth of information you are getting from others.

**Your composite score for the three SUPERVISORY competencies is: 64%**

**Your score for Training, Coaching, and Delegating is : 91%**

You have demonstrated a high level of understanding of the knowledge, skills, and attitudes required to develop others effectively. By applying these in your job, you should be very effective in training, coaching, and delegating to those with whom you work.

**Your score for Appraising People and Performance is : 40%**

You have difficulty in giving feedback that (a) identifies an individual's desirable and undesirable performance, (b) seeks to agree on reasons and root causes, and (c) gets the individual to state the corrective actions that will be taken to improve performance. This is an ongoing process, not restricted to subordinates or to annual performance reviews.

**Your score for Disciplining and Counselling is : 60%**

Although you have displayed an above-average ability to discipline and counsel people in a constructive manner, there are still areas for improvement. The process includes agreement on standards, acknowledgement of the performance gap, actions to be taken, a timetable for improvement, consequences of future deviation, and follow-up to recognize and reinforce the desired behavior.

**Your composite score for the three COGNITIVE competencies is: 47%**

**Your score for Identifying and Solving Problems is : 26%**

Your problem-solving skills are below average. Perhaps you are confusing symptoms with root causes. Perhaps you are skipping one or more steps in the problem-solving sequence (process that can be learned). Perhaps you have difficulty with implementation and follow-through once you've determined the best course of corrective action. Many books and training programs exist for improving this competency.

**Your score for Making Decisions, Weighing Risk is : 88%**

You have demonstrated a high degree of proficiency in understanding how complex decisions are made and using a decision matrix to assign weights to your choices ("options"), showing how each performs against the criteria you've identified and ranked as important ("desirables"). This improves your objectivity.

**Your score for Thinking Clearly and Analytically is : 26%**

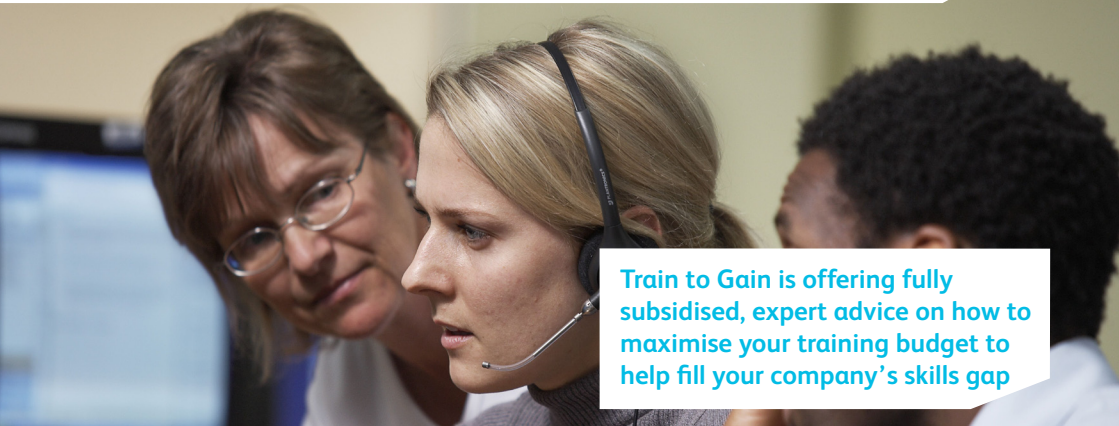
You accept information that looks good on the surface but that is based on flawed logic. You need to learn how to question statements that spring from faulty premises, inadequate information, and shaky conclusions. Analytical thinking is a skill that we were not taught back in school, but it can be improved through training and development.

## Management/Leadership Styles

Management style measures a manager's view of workers in terms of McGregor's theory of X (Parent - Child) and Y (Adult - Adult) type relationships. Management style has a distinct bearing on the way you manage and the organisational culture you promote as a result of your management style. Creating a culture of continuous learning and a highly motivated/well trained workforce can only be realised if managers 'give permission' for this to happen by their actions. Managers must adopt an Adult-Adult (Theory Y) management style to create independence of learning, action and decision- decisionmaking, i.e., playing a role of 'coach rather than boss'.

However Parent - Child (Theory X) management style cannot be ignored and is required in certain situations. In terms of leadership it is important that managers are able or likely to flex from one style to the other, as the situation requires. There are two sets of bars shown, one relating to Theory X and one relating to Theory Y. It is possible to score 100% on each. Now let's interpret your own X and Y scores. If one is high and one is low, you show a clear preference for the high one. If both are high, you have developed a management style that is responsive to both types of employees and situations and will find it natural to flex from one style to the other, as the situation requires. If both of your scores are low it may be that you have not yet developed a clear management style. Perhaps you are relatively new to management or are in a job where you manage tasks more than people. Of course, there are no right or wrong scores. The appropriateness of your two percentiles depends upon your work environment, the people you manage, and your own evolution as a manager

# New funding for Leadership and Management Training



Train to Gain is offering fully subsidised, expert advice on how to maximise your training budget to help fill your company's skills gap

## Are you:

- A senior manager?
- Working for a company size of 10-250 employees in the East of England?
- Not had funded management training in the last 12 months?

If **yes** to all these questions, you could be eligible for Leadership & Management funding of up to £1000 for your organisation.

The funding can be put towards the cost of a range of personal development options including accredited training (an MBA or Diploma, for example), or non-accredited development (e.g. workshops/seminars, coaching/mentoring or continuous professional development).

To check eligibility and find out how to access this funding scheme or other funded training through the Train to Gain service, call **0845 600 5024** or email [info@ttgbroker.com](mailto:info@ttgbroker.com)



This offer is currently available until 31st July 2008

# WLP

helping business grow

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WLP are licence holders for MAP through DPG plc.

Norman Wilson and others at WLP are approved as Lead Deliverers of MAP.

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DPG plc is the UK licence holder for the MAP material and developed and funded the UK version.

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