



Managerial Assessment of Proficiency

0101-10-01-01-0002

Joan Wilson

Pre

10/04/2008 9:39:01 AM

Managing Your Job:

Time Management and Prioritising -		75%
Setting Goals and Standards -		6%
Planning and Scheduling Work -		86%

Administrative Composite -



Relating to Others:

Listening and Organising -		58%
Giving Clear Information -		63%
Getting Unbiased Information -		80%

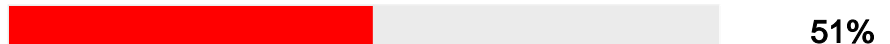
Communication Composite -



Building the Team:

Training, Coaching, and Delegating -		51%
Appraising People and Performance -		54%
Disciplining and Counselling -		49%

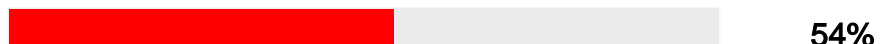
Supervisory Composite -



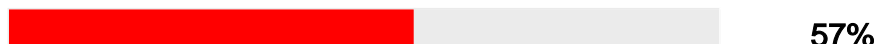
Thinking Clearly:

Identifying and Solving Problems -		34%
Making Decisions, Weighing Risk -		82%
Thinking Clearly and Analytically -		47%

Cognitive Composite -




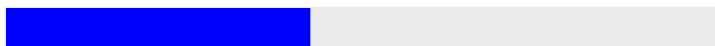
Proficiency Composite -




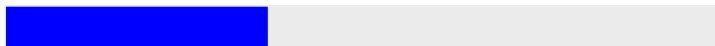


Leadership / Management Styles

Theory X: Parent - Child -		94%
Theory Y: Adult - Adult -		96%

Communication Styles

EMPATHIC - 17		45%
CRITICAL - 8		77%
SEARCHING - 18		70%
ADVISING - 17		43%

Personal Styles

THINKER - 25		43%
INTUITOR - 19		37%
SENSOR - 30		73%
FEELER - 26		71%

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: 56%

Your score for Time Management and Prioritising is : 75%

You are able to manage your time fairly well ... you know how your time is being used. However, shifts in priorities and unscheduled interruptions keep you from being fully effective. You may be doing activities that you enjoy but that are less productive than other activities that you put off and procrastinate. It's also important to agree on how much time you'll take when meeting with other people.

Your score for Setting Goals and Standards is : 6%

You have difficulty distinguishing between wishes, activities, goals, and standards. Those with whom you work need to know what goals and standards you expect of them. You are probably driven by activities more than by goals, and are likely to give assignments without getting others to work with you in spelling out the goals and standards to be met.

Your score for Planning and Scheduling Work is : 86%

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: 67%

Your score for Listening and Organising is : 58%

Although your listening skills are better than average, you could benefit by spending more time organizing what you hear into brief, meaningful summaries. Receiving the spoken word is only half of listening. The harder half comes when you translate what you hear into "bare bones" summaries that you can feed back to the speaker for confirmation.

Your score for Giving Clear Information is : 63%

You possess above-average skill in organizing and conveying information to others in a clear, concise, complete form. You are aware of the barriers that prevent clear communications with others, and are usually effective in getting your message across.

Your score for Getting Unbiased Information is : 80%

You have developed a high level of proficiency, the top quartile, in recognizing how the wording of questions and requests can strongly influence (bias) the information that is given in response. You know when to use directive and non-directive questions effectively, and how to use probes when your respondent hasn't given you all the information you need.

Your composite score for the three SUPERVISORY competencies is: 51%

Your score for Training, Coaching, and Delegating is : 51%

You are aware of the basics of training, coaching, and delegating. By applying these at work, you should get above-average results from the performance of other employees. This requires self-discipline, since it often takes more time than we have (or are willing to give) to invest in the development of our people.

Your score for Appraising People and Performance is : 54%

You have shown good proficiency in recognizing the steps involved in giving constructive feedback that strengthens a person's desirable performance and that helps them take corrective action when performance is lagging. You recognize that this process occurs almost daily and is much more effective than the mere scheduling of annual appraisals with little feedback in between.

Your score for Disciplining and Counselling is : 49%

You find it difficult to discipline people in a constructive, non-punitive manner. Improvement is possible by mastering the half-dozen steps in the discipline process and by applying them in a firm but fair manner. The morale of all employees can be affected negatively by your failure to take disciplinary action when it is called for.

Your composite score for the three COGNITIVE competencies is: 54%

Your score for Identifying and Solving Problems is : 34%

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 : 82%

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 : 47%

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.