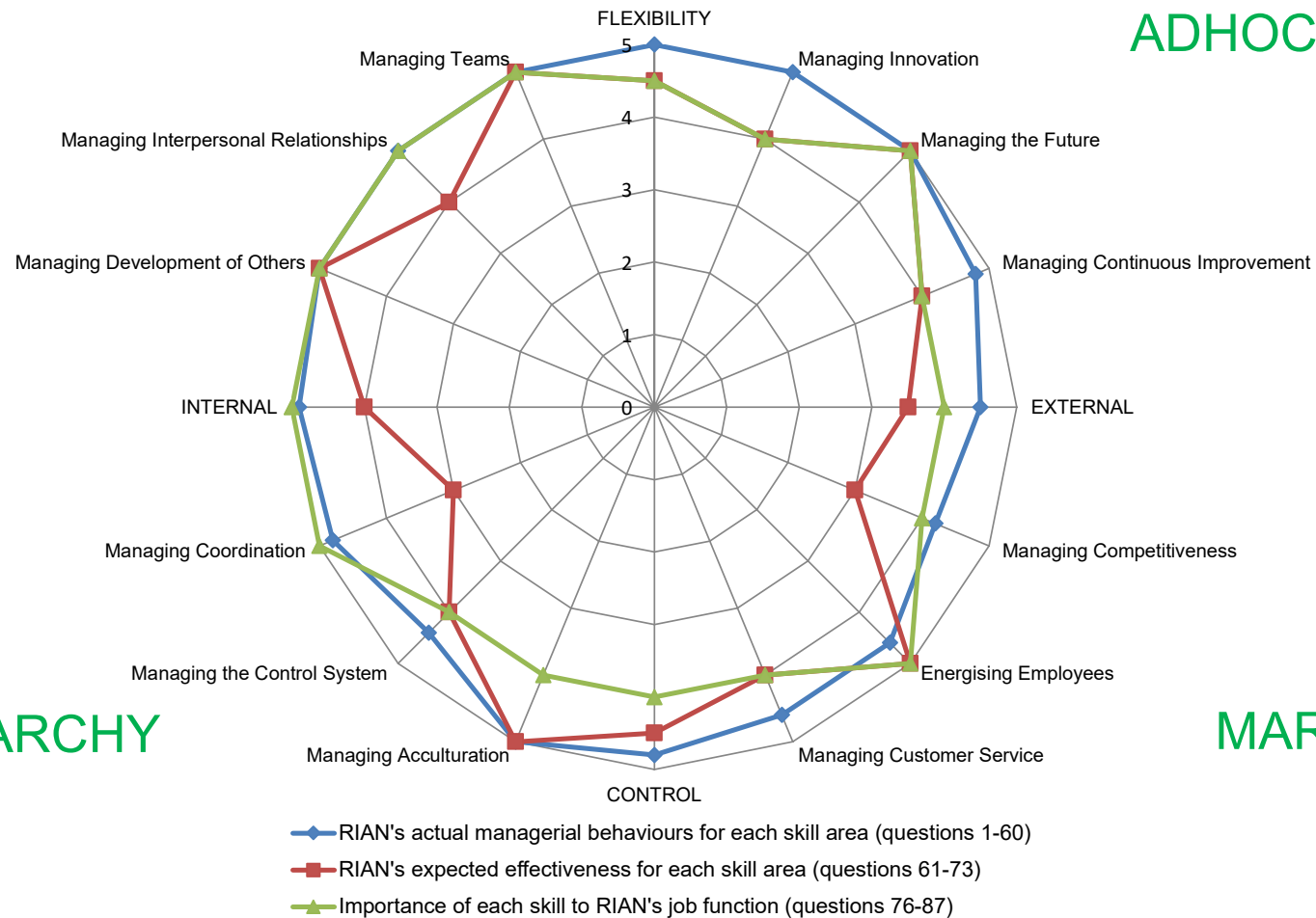


**MANAGEMENT SKILLS ASSESSMENT QUESTIONNAIRE****CLAN****ADHOCRACY****OTHER QUESTIONNAIRE RESULTS** (questions 73-75):

RIAN's overall self-rating in terms of overall management competency / general level of managerial ability: Very Good

The level RIAN expects to achieve as a manager: to the very top of the organisation.

RIAN's self rating of managerial competency when comparing self to other managers he has known: Top 10%

# WORKSHEET FOR SCORING ON MSAI

## ADHOCRACY ITEMS

### Managing Innovation

5,0	02
5,0	08
5,0	27
5,0	45
5,0	51
<b>25,0</b>	<b>SUM</b>
<b>5,0</b>	<b>AVERAGE</b>

### Managing the Future

5,0	09
5,0	14
5,0	28
5,0	46
5,0	59
<b>25,0</b>	<b>SUM</b>
<b>5,0</b>	<b>AVERAGE</b>

### Managing Continuous Improvement

4,0	26
5,0	29
5,0	44
5,0	52
5,0	53
<b>24,0</b>	<b>SUM</b>
<b>4,8</b>	<b>AVERAGE</b>

## MARKET ITEMS

### Managing Competitiveness

3,0	15
5,0	30
5,0	35
3,0	42
5,0	43
<b>21,0</b>	<b>SUM</b>
<b>4,2</b>	<b>AVERAGE</b>

### Energising Employees

5,0	03
4,0	06
4,0	07
5,0	31
5,0	60
<b>23,0</b>	<b>SUM</b>
<b>4,6</b>	<b>AVERAGE</b>

### Managing Customer Services

4,0	32
5,0	33
5,0	41
5,0	54
4,0	55
<b>23,0</b>	<b>SUM</b>
<b>4,6</b>	<b>AVERAGE</b>

## HIERARCHY ITEMS

### Managing Coordination

5,0	11
5,0	17
5,0	37
5,0	38
4,0	57
<b>24,0</b>	<b>SUM</b>
<b>4,8</b>	<b>AVERAGE</b>

### Managing the Control System

4,0	04
4,0	16
5,0	19
4,0	36
5,0	39
<b>22,0</b>	<b>SUM</b>
<b>4,4</b>	<b>AVERAGE</b>

### Managing Acculturation

5,0	10
5,0	34
5,0	40
5,0	56
5,0	58
<b>25,0</b>	<b>SUM</b>
<b>5,0</b>	<b>AVERAGE</b>

## CLAN ITEMS

### Managing the Development of Others

5,0	05
5,0	20
5,0	24
5,0	25
5,0	47
<b>25,0</b>	<b>SUM</b>
<b>5,0</b>	<b>AVERAGE</b>

### Managing Interpersonal Relationships

5,0	01
5,0	13
5,0	23
5,0	48
5,0	50
<b>25,0</b>	<b>SUM</b>
<b>5,0</b>	<b>AVERAGE</b>

### Managing Teams

5,0	12
5,0	18
5,0	21
5,0	22
5,0	49
<b>25,0</b>	<b>SUM</b>
<b>5,0</b>	<b>AVERAGE</b>

	RIAN's actual managerial behaviours for each skill area (questions 1-60)		
	RIAN's expected effectiveness for each skill area (questions 61-73)		
	Importance of each skill to RIAN's job function (questions 76-87)		
<b>FLEXIBILITY</b>	<b>5,0</b>	<b>4,5</b>	<b>4,5</b>
Managing Innovation	5,0	4,0	4,0
Managing the Future	5,0	5,0	5,0
Managing Continuous Improvement	4,8	4,0	4,0
<b>EXTERNAL</b>	<b>4,5</b>	<b>3,5</b>	<b>4,0</b>
Managing Competitiveness	4,2	3,0	4,0
Energising Employees	4,6	5,0	5,0
Managing Customer Service	4,6	4,0	4,0
<b>CONTROL</b>	<b>4,8</b>	<b>4,5</b>	<b>4,0</b>
Managing Acculturation	5,0	5,0	4,0
Managing the Control System	4,4	4,0	4,0
Managing Coordination	4,8	3,0	5,0
<b>INTERNAL</b>	<b>4,9</b>	<b>4,0</b>	<b>5,0</b>
Managing Development of Others	5,0	5,0	5,0
Managing Interpersonal Relationships	5,0	4,0	5,0
Managing Teams	5,0	5,0	5,0

## SUMMARY OF SCORING