MANAGEMENT SKILLS ASSESSMENT QUESTIONNAIRE
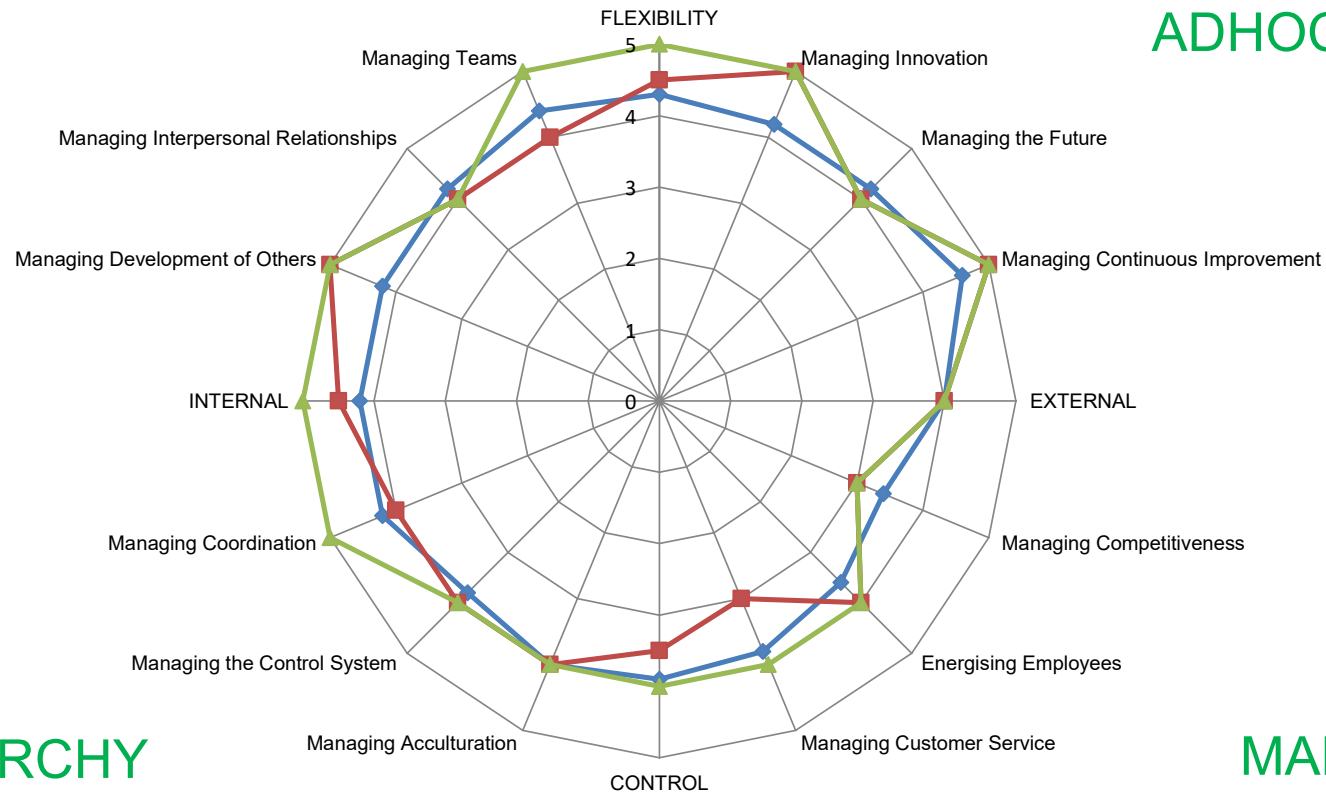
CLAN

ADHOCRACY

HIERARCHY

MARKET

- Alvina Dio's actual managerial behaviours for each skill area (questions 1-60)
- Alvina Dio's expected effectiveness for each skill area (questions 61-73)
- Importance of each skill to Alvina Dio's job function (questions 76-87)

OTHER QUESTIONNAIRE RESULTS (questions 73-75):

Alvina Dio's overall self-rating in terms of overall management competency / general level of managerial ability: Outstanding

The level Alvina Dio expects to achieve as a manager: to a senior position – e.g. a member of the senior management team.

Alvina Dio's self rating of managerial comptency when comparing self to other managers he has known: Top 50%

WORKSHEET FOR SCORING ON MSAI

ADHOCRACY ITEMS	**MARKET ITEMS**	**HIERARCHY ITEMS**	**CLAN ITEMS**

Managing Innovation

5,0	02
5,0	08
3,0	27
3,0	45
5,0	51
21,0	**SUM**
4,2	**AVERAGE**

Managing Competitiveness

2,0	15
4,0	30
4,0	35
3,0	42
4,0	43
17,0	**SUM**
3,4	**AVERAGE**

Managing Coordination

3,0	11
5,0	17
5,0	37
5,0	38
3,0	57
21,0	**SUM**
4,2	**AVERAGE**

Managing the Development of Others

4,0	05
5,0	20
4,0	24
3,0	25
5,0	47
21,0	**SUM**
4,2	**AVERAGE**

Managing the Future

4,0	09
5,0	14
5,0	28
5,0	46
2,0	59
21,0	**SUM**
4,2	**AVERAGE**

Energising Employees

4,0	03
2,0	06
4,0	07
4,0	31
4,0	60
18,0	**SUM**
3,6	**AVERAGE**

Managing the Control System

4,0	04
2,0	16
5,0	19
4,0	36
4,0	39
19,0	**SUM**
3,8	**AVERAGE**

Managing Interpersonal Relationships

4,0	01
4,0	13
4,0	23
5,0	48
4,0	50
21,0	**SUM**
4,2	**AVERAGE**

Managing Continuous Improvement

4,0	26
5,0	29
5,0	44
5,0	52
4,0	53
23,0	**SUM**
4,6	**AVERAGE**

Managing Customer Services

3,0	32
3,0	33
5,0	41
4,0	54
4,0	55
19,0	**SUM**
3,8	**AVERAGE**

Managing Acculturation

5,0	10
4,0	34
5,0	40
2,0	56
4,0	58
20,0	**SUM**
4,0	**AVERAGE**

Managing Teams

4,0	12
5,0	18
5,0	21
4,0	22
4,0	49
22,0	**SUM**
4,4	**AVERAGE**

SUMMARY OF SCORING

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