

**OTHER QUESTIONNAIRE RESULTS** (questions 73-75):

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

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

Boga's self rating of managerial competency when comparing self to other managers he has known: Top 25%

# WORKSHEET FOR SCORING ON MSAI

## ADHOCRACY ITEMS

Managing Innovation
4,0 02
5,0 08
4,0 27
4,0 45
5,0 51
<b>22,0 SUM</b>
<b>4,4 AVERAGE</b>

Managing the Future
5,0 09
5,0 14
4,0 28
4,0 46
4,0 59
<b>22,0 SUM</b>
<b>4,4 AVERAGE</b>

Managing Continuous Improvement
4,0 26
5,0 29
4,0 44
5,0 52
4,0 53
<b>22,0 SUM</b>
<b>4,4 AVERAGE</b>

## MARKET ITEMS

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

Energising Employees
4,0 03
4,0 06
4,0 07
4,0 31
4,0 60
<b>20,0 SUM</b>
<b>4,0 AVERAGE</b>

Managing Customer Services
4,0 32
4,0 33
5,0 41
4,0 54
4,0 55
<b>21,0 SUM</b>
<b>4,2 AVERAGE</b>

## HIERARCHY ITEMS

Managing Coordination
4,0 11
5,0 17
5,0 37
4,0 38
4,0 57
<b>22,0 SUM</b>
<b>4,4 AVERAGE</b>

Managing the Control System
4,0 04
5,0 16
4,0 19
4,0 36
3,0 39
<b>20,0 SUM</b>
<b>4,0 AVERAGE</b>

Managing Acculturation
4,0 10
5,0 34
4,0 40
3,0 56
4,0 58
<b>20,0 SUM</b>
<b>4,0 AVERAGE</b>

## CLAN ITEMS

Managing the Development of Others
5,0 05
5,0 20
5,0 24
5,0 25
4,0 47
<b>24,0 SUM</b>
<b>4,8 AVERAGE</b>

Managing Interpersonal Relationships
4,0 01
4,0 13
4,0 23
5,0 48
4,0 50
<b>21,0 SUM</b>
<b>4,2 AVERAGE</b>

Managing Teams
4,0 12
4,0 18
5,0 21
4,0 22
4,0 49
<b>21,0 SUM</b>
<b>4,2 AVERAGE</b>

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

## SUMMARY OF SCORING