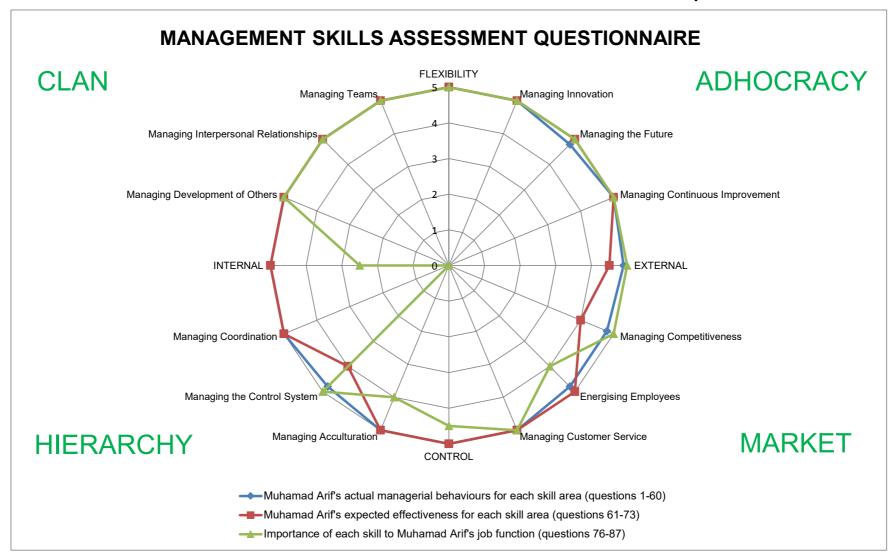
MSAI results for: Muhamad Arif Nurdin Date of completion: 11/06/2025



OTHER QUESTIONNAIRE RESULTS (questions 73-75):

Muhamad Arif's overall self-rating in terms of overall management competency / general level of managerial ability: Outstanding The level Muhamad Arif expects to achieve as a manager: to the very top of the organisation.

Muhamad Arif's self rating of managerial comptency when comparing self to other managers he has known: Top 5%

WORKSHEET FOR SCORING ON MSAI ADHOCRACY ITEMS MARKET ITEMS

Managing Innovation		
5,0		
5,0	08	
5,0		
5,0		
5,0	51	
	SUM	
5,0	AVERAGE	

Managing Competitiveness		
5,0	15	
5,0	30	
5,0	35	
4,0	42	
5,0	43	
24,0	SUM	
4,8	AVERAGE	

Managing	Coordinati	on
5,0	11	
5,0	17	
5,0	37	
5,0	38	
5.0	57	

HIERARCHY ITEMS

Managing	the Develo	pment of Others
5.0	05	

5,0	AVERAGE	
	SUM	
5,0		
5,0		
5,0		
5,0	17	
5,0	11	

5,0	AVERAGE	
25,0	SUM	
5,0		
5,0	25	
5,0	24	
5,0		
5,0	05	
	the Develo	þπ

CLAN ITEMS

	the Future
5,0	
4,0	
5,0	28
5,0	46
5,0	59
	SUM
4,8	AVERAGE

	Employee
5,0	
4,0	
5,0	07
5,0	31
5,0	
	SUM
4,8	AVERAGE

Managing	the Contro	l System
4,0	04	
5,0	16	
5,0	19	
5,0	36	
5,0	39	
24,0	SUM	
4,8	AVERAGE	

Managing	Interpersor	nal Relationships
5,0	01	
5,0	13	
5,0	23	
5,0	48	
5,0	50	
25,0	SUM	
5,0	AVERAGE	

Managing	Continuou	s Improvement
5,0	26	
5,0	29	
5,0	44	
5,0	52	
5,0	53	
25,0	SUM	
5,0	AVERAGE	

Managing	Customer	Services
5,0		
5,0	33	
5,0	41	
5,0	54	
5,0	55	
25,0	SUM	
5,0	AVERAGE	
		-

	Acculturati	C
5,0	10	
5,0		
5,0	40	
5,0	56	
5,0	58	
25,0	SUM	
5,0	AVERAGE	

Managing Teams					
5,0 12					
5,0 18					
5,0 21					
5,0 22					
5,0 49					
25,0 SUM					
5,0 AVERAGE					

ad Airt's ectual managerial nervanivum aun cauri anni airea humanan (questions 61-73)

Munamad Airt's expected effective ness for each skill area (questions 61-73) Innertance of each skill to Muhamad Ant's job function (expessions 76.87)

FLEXIBILITY	5,0	5,0	5,0
Managing Innovation	5,0	5,0	5,0
Managing the Future	4,8	5,0	5,0
Managing Continuous Improvement	5,0	5,0	5,0
EXTERNAL	4,9	4,5	5,0
Managing Competitiveness	4,8	4,0	5,0
Energising Employees	4,8	5,0	4,0
Managing Customer Service	5,0	5,0	5,0
CONTROL	5,0	5,0	4,5
Managing Acculturation	5,0	5,0	4,0
Managing the Control System	4,8	4,0	5,0
Managing Coordination	5,0	5,0	0,0
INTERNAL	5,0	5,0	2,5
Managing Development of Others	5,0	5,0	5,0
Managing Interpersonal Relationships	5,0	5,0	5,0
Managing Teams	5,0	5,0	5,0

SUMMARY OF SCORING