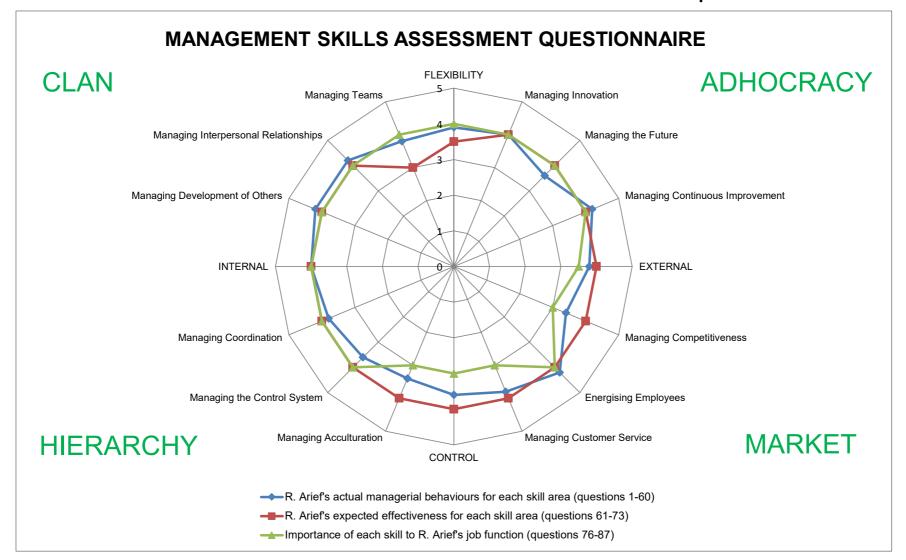
MSAI results for: R. Arief Bachtiar Date of completion: 16/06/2025



OTHER QUESTIONNAIRE RESULTS (questions 73-75):

R. Arief's overall self-rating in terms of overall management competency / general level of managerial ability: Very Good The level R. Arief expects to achieve as a manager: to a senior position – e.g. a member of the senior management team.

R. Arief's self rating of managerial comptency when comparing self to other managers he has known: Top 25%

WORKSHEET FOR SCORING ON MSAI ADHOCRACY ITEMS MARKET ITEMS

Managing	Innovation	М
5,0	02	
4,0	80	
3,0	27	
3,0	45	
5,0	51	
20,0	SUM	
4,0	AVERAGE	
		·

Managing Competitiveness			
4,0	15		
4,0	30		
3,0	35		
3,0	42		
3,0	43		
17,0	SUM		
3,4	AVERAGE		

Managing Coordination		
4,0		
3,0	17	
4,0	37	
4,0	38	
4,0	57	
10.0	CHM	

HIERARCHY ITEMS

CL	AN.	ITEMS	

ng	Coordination	on	Managing	the Develo	pment of Others
1,0	11		5,0	05	
3,0	17		4,0	20	
1,0	37		4,0	24	
1,0	38		3,0	25	
1,0	57		5,0	47	
9,0	SUM		21,0	SUM	
3,8	AVERAGE		4,2	AVERAGE	

Managing the Future			
4,0	09		
4,0	14		
3,0	28		
3,0	46		
4,0	59		
18,0	SUM		
3,6	AVERAGE		

Energising Employee			
5,0			
4,0			
3,0	07		
4,0			
5,0			
	SUM		
4,2	AVERAGE		

Managing the Control System			
5,0	04		
3,0	16		
4,0	19		
3,0	36		
3,0	39		
18,0	SUM		
3,6	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			
3,0	26		
4,0	29		
4,0	44		
5,0	52		
5,0	53		
21,0	SUM		
4,2	AVERAGE		

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

Managing	Acculturati	or
4,0		ĺ
3,0		
3,0	40	
3,0		
4,0		
	SUM	
3,4	AVERAGE	

Managing	Teams	
4,0	12	
4,0	18	
3,0	21	
4,0		
4,0	49	
	SUM	
3,8	AVERAGE	

_	R.r	R.P	Imba
FLEXIBILITY	3,9	3,5	4,0
Managing Innovation	4,0	4,0	4,0
Managing the Future	3,6	4,0	4,0
Managing Continuous Improvement	4,2	4,0	4,0
EXTERNAL	3,8	4,0	3,5
Managing Competitiveness	3,4	4,0	3,0
Energising Employees	4,2	4,0	4,0
Managing Customer Service	3,8	4,0	3,0
CONTROL	3,6	4,0	3,0
Managing Acculturation	3,4	4,0	3,0
Managing the Control System	3,6	4,0	4,0
Managing Coordination	3,8	4,0	4,0
INTERNAL	4,0	4,0	4,0
Managing Development of Others	4,2	4,0	4,0
Managing Interpersonal Relationships	4,2	4,0	4,0
Managing Teams	3,8	3,0	4,0
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SUMMARY OF SCORING