

**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 competency when comparing self to other managers he has known: Top 25%

WORKSHEET FOR SCORING ON MSAI

ADHOCRACY ITEMS

Managing Innovation	
5,0	02
4,0	08
3,0	27
3,0	45
5,0	51
20,0	SUM
4,0	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

Managing Continuous Improvement	
3,0	26
4,0	29
4,0	44
5,0	52
5,0	53
21,0	SUM
4,2	AVERAGE

MARKET ITEMS

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

Energising Employees	
5,0	03
4,0	06
3,0	07
4,0	31
5,0	60
21,0	SUM
4,2	AVERAGE

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

HIERARCHY ITEMS

Managing Coordination	
4,0	11
3,0	17
4,0	37
4,0	38
4,0	57
19,0	SUM
3,8	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 Acculturation	
4,0	10
3,0	34
3,0	40
3,0	56
4,0	58
17,0	SUM
3,4	AVERAGE

CLAN ITEMS

Managing the Development of Others	
5,0	05
4,0	20
4,0	24
3,0	25
5,0	47
21,0	SUM
4,2	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 Teams	
4,0	12
4,0	18
3,0	21
4,0	22
4,0	49
19,0	SUM
3,8	AVERAGE

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

SUMMARY OF SCORING