

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

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

The level Asep expects to achieve as a manager: near the top – just below the CEO.

Asep's self rating of managerial competency when comparing self to other managers he has known: Top 5%

# WORKSHEET FOR SCORING ON MSAI

## ADHOCRACY ITEMS

Managing Innovation	
4,0	02
4,0	08
4,0	27
5,0	45
4,0	51
<b>21,0</b>	<b>SUM</b>
<b>4,2</b>	<b>AVERAGE</b>

Managing the Future	
3,0	09
5,0	14
3,0	28
4,0	46
4,0	59
<b>19,0</b>	<b>SUM</b>
<b>3,8</b>	<b>AVERAGE</b>

Managing Continuous Improvement	
4,0	26
4,0	29
5,0	44
5,0	52
5,0	53
<b>23,0</b>	<b>SUM</b>
<b>4,6</b>	<b>AVERAGE</b>

## MARKET ITEMS

Managing Competitiveness	
3,0	15
4,0	30
3,0	35
4,0	42
3,0	43
<b>17,0</b>	<b>SUM</b>
<b>3,4</b>	<b>AVERAGE</b>

Energising Employees	
5,0	03
3,0	06
5,0	07
5,0	31
5,0	60
<b>23,0</b>	<b>SUM</b>
<b>4,6</b>	<b>AVERAGE</b>

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

## HIERARCHY ITEMS

Managing Coordination	
4,0	11
3,0	17
4,0	37
3,0	38
4,0	57
<b>18,0</b>	<b>SUM</b>
<b>3,6</b>	<b>AVERAGE</b>

Managing the Control System	
4,0	04
4,0	16
5,0	19
4,0	36
4,0	39
<b>21,0</b>	<b>SUM</b>
<b>4,2</b>	<b>AVERAGE</b>

Managing Acculturation	
5,0	10
4,0	34
5,0	40
4,0	56
4,0	58
<b>22,0</b>	<b>SUM</b>
<b>4,4</b>	<b>AVERAGE</b>

## CLAN ITEMS

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

Managing Interpersonal Relationships	
5,0	01
4,0	13
5,0	23
5,0	48
4,0	50
<b>23,0</b>	<b>SUM</b>
<b>4,6</b>	<b>AVERAGE</b>

Managing Teams	
5,0	12
4,0	18
5,0	21
5,0	22
5,0	49
<b>24,0</b>	<b>SUM</b>
<b>4,8</b>	<b>AVERAGE</b>

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

## SUMMARY OF SCORING