# MANAGEMENT SKILLS ASSESSMENT QUESTIONNAIRE



CLAN     ADHOCRACY     HIERARCHY     MARKET

Axis labels (clockwise from top): FLEXIBILITY, Managing Innovation, Managing the Future, Managing Continuous Improvement, EXTERNAL, Managing Competitiveness, Energising Employees, Managing Customer Service, CONTROL, Managing Acculturation, Managing the Control System, Managing Coordination, INTERNAL, Managing Development of Others, Managing Interpersonal Relationships, Managing Teams

Scale: 0, 1, 2, 3, 4, 5

Legend:
- ◆ Dani's actual managerial behaviours for each skill area (questions 1-60)
- ■ Dani's expected effectiveness for each skill area (questions 61-73)
- ▲ Importance of each skill to Dani's job function (questions 76-87)

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

Dani's overall self-rating in terms of overall management competency / general level of managerial ability: Average

The level Dani expects to achieve as a manager: one level above current position.

Dani's self rating of managerial comptency when comparing self to other managers he has known:  In the bottom half

# WORKSHEET FOR SCORING ON MSAI

| **ADHOCRACY ITEMS** | **MARKET ITEMS** | **HIERARCHY ITEMS** | **CLAN ITEMS** |
|---|---|---|---|

**Managing Innovation**

| | |
|---|---|
| 5,0 | 02 |
| 4,0 | 08 |
| 3,0 | 27 |
| 4,0 | 45 |
| 4,0 | 51 |
| 20,0 | SUM |
| 4,0 | AVERAGE |

**Managing Competitiveness**

| | |
|---|---|
| 3,0 | 15 |
| 3,0 | 30 |
| 4,0 | 35 |
| 5,0 | 42 |
| 3,0 | 43 |
| 18,0 | SUM |
| 3,6 | AVERAGE |

**Managing Coordination**

| | |
|---|---|
| 5,0 | 11 |
| 5,0 | 17 |
| 3,0 | 37 |
| 3,0 | 38 |
| 4,0 | 57 |
| 20,0 | SUM |
| 4,0 | AVERAGE |

**Managing the Development of Others**

| | |
|---|---|
| 3,0 | 05 |
| 5,0 | 20 |
| 5,0 | 24 |
| 5,0 | 25 |
| 4,0 | 47 |
| 22,0 | SUM |
| 4,4 | AVERAGE |

**Managing the Future**

| | |
|---|---|
| 4,0 | 09 |
| 4,0 | 14 |
| 3,0 | 28 |
| 4,0 | 46 |
| 5,0 | 59 |
| 20,0 | SUM |
| 4,0 | AVERAGE |

**Energising Employees**

| | |
|---|---|
| 4,0 | 03 |
| 3,0 | 06 |
| 2,0 | 07 |
| 3,0 | 31 |
| 4,0 | 60 |
| 16,0 | SUM |
| 3,2 | AVERAGE |

**Managing the Control System**

| | |
|---|---|
| 4,0 | 04 |
| 3,0 | 16 |
| 5,0 | 19 |
| 4,0 | 36 |
| 4,0 | 39 |
| 20,0 | SUM |
| 4,0 | 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**

| | |
|---|---|
| 4,0 | 26 |
| 4,0 | 29 |
| 4,0 | 44 |
| 5,0 | 52 |
| 5,0 | 53 |
| 22,0 | SUM |
| 4,4 | AVERAGE |

**Managing Customer Services**

| | |
|---|---|
| 3,0 | 32 |
| 4,0 | 33 |
| 4,0 | 41 |
| 5,0 | 54 |
| 4,0 | 55 |
| 20,0 | SUM |
| 4,0 | AVERAGE |

**Managing Acculturation**

| | |
|---|---|
| 5,0 | 10 |
| 4,0 | 34 |
| 4,0 | 40 |
| 4,0 | 56 |
| 4,0 | 58 |
| 21,0 | SUM |
| 4,2 | AVERAGE |

**Managing Teams**

| | |
|---|---|
| 4,0 | 12 |
| 5,0 | 18 |
| 5,0 | 21 |
| 4,0 | 22 |
| 5,0 | 49 |
| 23,0 | SUM |
| 4,6 | AVERAGE |

# SUMMARY OF SCORING

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