

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

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

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

cecep'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
4,0 02
4,0 08
4,0 27
4,0 45
4,0 51
<b>20,0 SUM</b>
<b>4,0 AVERAGE</b>

Managing the Future
4,0 09
4,0 14
3,0 28
3,0 46
3,0 59
<b>17,0 SUM</b>
<b>3,4 AVERAGE</b>

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

## MARKET ITEMS

Managing Competitiveness
3,0 15
3,0 30
4,0 35
3,0 42
3,0 43
<b>16,0 SUM</b>
<b>3,2 AVERAGE</b>

Energising Employees
4,0 03
3,0 06
3,0 07
3,0 31
4,0 60
<b>17,0 SUM</b>
<b>3,4 AVERAGE</b>

Managing Customer Services
3,0 32
4,0 33
4,0 41
4,0 54
3,0 55
<b>18,0 SUM</b>
<b>3,6 AVERAGE</b>

## HIERARCHY ITEMS

Managing Coordination
5,0 11
5,0 17
3,0 37
4,0 38
3,0 57
<b>20,0 SUM</b>
<b>4,0 AVERAGE</b>

Managing the Control System
4,0 04
4,0 16
5,0 19
3,0 36
3,0 39
<b>19,0 SUM</b>
<b>3,8 AVERAGE</b>

Managing Acculturation
5,0 10
4,0 34
4,0 40
3,0 56
3,0 58
<b>19,0 SUM</b>
<b>3,8 AVERAGE</b>

## CLAN ITEMS

Managing the Development of Others
4,0 05
4,0 20
4,0 24
3,0 25
4,0 47
<b>19,0 SUM</b>
<b>3,8 AVERAGE</b>

Managing Interpersonal Relationships
5,0 01
4,0 13
4,0 23
4,0 48
4,0 50
<b>21,0 SUM</b>
<b>4,2 AVERAGE</b>

Managing Teams
4,0 12
5,0 18
3,0 21
4,0 22
4,0 49
<b>20,0 SUM</b>
<b>4,0 AVERAGE</b>

	cecep's actual managerial behaviours for each skill area (questions 1-60)	cecep's expected effectiveness for each skill area (questions 61-73)	Importance of each skill to cecep's job function (questions 76-87)
<b>FLEXIBILITY</b>	<b>4,0</b>	<b>3,5</b>	<b>3,5</b>
Managing Innovation	4,0	3,0	3,0
Managing the Future	3,4	4,0	5,0
Managing Continuous Improvement	4,2	4,0	5,0
<b>EXTERNAL</b>	<b>3,7</b>	<b>3,5</b>	<b>4,0</b>
Managing Competitiveness	3,2	3,0	3,0
Energising Employees	3,4	4,0	4,0
Managing Customer Service	3,6	3,0	3,0
<b>CONTROL</b>	<b>3,7</b>	<b>3,5</b>	<b>3,5</b>
Managing Acculturation	3,8	4,0	4,0
Managing the Control System	3,8	3,0	3,0
Managing Coordination	4,0	4,0	4,0
<b>INTERNAL</b>	<b>3,9</b>	<b>3,5</b>	<b>3,5</b>
Managing Development of Others	3,8	3,0	3,0
Managing Interpersonal Relationships	4,2	4,0	4,0
Managing Teams	4,0	4,0	4,0

## SUMMARY OF SCORING