

**MANAGEMENT SKILLS ASSESSMENT QUESTIONNAIRE****CLAN****ADHOCRACY****OTHER QUESTIONNAIRE RESULTS** (questions 73-75):

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

The level Dipa expects to achieve as a manager: to the very top of the organisation.

Dipa's self rating of managerial competency when comparing self to other managers he has known: Top 50%

# WORKSHEET FOR SCORING ON MSAI

## ADHOCRACY ITEMS

Managing Innovation
5,0 02
5,0 08
4,0 27
3,0 45
4,0 51
<b>21,0 SUM</b>
<b>4,2 AVERAGE</b>

Managing the Future
5,0 09
5,0 14
4,0 28
3,0 46
4,0 59
<b>21,0 SUM</b>
<b>4,2 AVERAGE</b>

Managing Continuous Improvement
4,0 26
4,0 29
5,0 44
4,0 52
5,0 53
<b>22,0 SUM</b>
<b>4,4 AVERAGE</b>

## MARKET ITEMS

Managing Competitiveness
5,0 15
5,0 30
3,0 35
3,0 42
3,0 43
<b>19,0 SUM</b>
<b>3,8 AVERAGE</b>

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

Managing Customer Services
5,0 32
5,0 33
5,0 41
5,0 54
4,0 55
<b>24,0 SUM</b>
<b>4,8 AVERAGE</b>

## HIERARCHY ITEMS

Managing Coordination
4,0 11
4,0 17
5,0 37
5,0 38
4,0 57
<b>22,0 SUM</b>
<b>4,4 AVERAGE</b>

Managing the Control System
5,0 04
5,0 16
5,0 19
3,0 36
3,0 39
<b>21,0 SUM</b>
<b>4,2 AVERAGE</b>

Managing Acculturation
5,0 10
5,0 34
5,0 40
3,0 56
3,0 58
<b>21,0 SUM</b>
<b>4,2 AVERAGE</b>

## CLAN ITEMS

Managing the Development of Others
4,0 05
5,0 20
5,0 24
5,0 25
5,0 47
<b>24,0 SUM</b>
<b>4,8 AVERAGE</b>

Managing Interpersonal Relationships
4,0 01
5,0 13
1,0 23
5,0 48
4,0 50
<b>19,0 SUM</b>
<b>3,8 AVERAGE</b>

Managing Teams
4,0 12
5,0 18
5,0 21
5,0 22
4,0 49
<b>23,0 SUM</b>
<b>4,6 AVERAGE</b>

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

## SUMMARY OF SCORING