



Performance Assessment Network



Management Development Questionnaire v4 Report TM

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Any career or job discussions must be based upon a thorough investigation of one's experience, education, aptitude, position requirements and career opportunities, coupled with one's personal circumstances.

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Introduction

Management is difficult, so few people are experts, no matter how hard they try. Everyone has strengths as well as developmental needs. Management means working with and developing people; it means taking responsibility, communicating clearly, keeping promises and knowing oneself. It requires the ability to delegate authority and make subordinates feel powerful and creative. It involves courage and tenacity and being a quick learner. The Management Development Questionnaire measures such competencies.

The MDQ Competencies are a method of understanding the sorts of behavior that contribute to successful management and, ultimately, contribute to business performance. In concise terms, management needs to harness these Competencies with Personal Abilities/Attributes in conjunction with any relevant Technical Skills. This report is based on the responses to the questionnaire and reflects the self–assessment across five 'global' or meta–competencies: Managing Change, Planning and Organization, Interpersonal Skills, Results Orientation and Leadership. These are reported under their own section and consist of four competencies which constitute each of these global competencies. Development Advice is produced, focusing on the areas where the candidate most needs to consider strengthening their management skills.

Scoring Scale A score for the overall global competency is calculated along with its four components. The MDQ is normed against a large sample of managers, including those from financial services companies. A Standard Ten scale (Sten) is used to compare the candidate's responses to this relevant population. In a Sten Scale, 1–3 represents a Lower than average score, 4–7 are scores which are representative of the Majority, with 8–10 being Higher than average scores.

Team Types This element looks at Team Types and how the candidate behaves in relation to 8 established Team Roles, similar to Belbin's. Again a Sten scale is used to identify how closely the candidate matches these team types.

Final Section This section offers advice on how to go about developing yourself, while at work. It gives tips and suggestions on various activities that may assist in achieving the advice given in the MDQ and becoming more proficient in continuous learning.

Managing Change

This encompasses a range of competencies associated with the willingness to accept, adapt and contribute to change. Managing Change describes a positive and innovative attitude, an acceptance of new ideas, a readiness to take risks and the desire to challenge normal practices.

Managing Change: Overall Score 8

LOW			AVERAGE				HIGH			
1	2	3	4	5	6	7	8	9	10	COMPETENCE
										Initiative
										Risk Taking
										Innovation
										Flexibility/Adaptability

INITIATIVE: 10

This describes the ability to originate actions independently. Supporting behaviors involve taking the lead, seizing opportunities swiftly and getting things done. In a way, it portrays those 'who feel they have control over what happened to them'.

- Encourage increasing responsibility among your team, supporting their input and delegating initiatives to them.
- Consider the implications of some of your more independent actions and ensure that those who need consulting are involved.
- Identify some unresolved problems and take them under your ownership, so as to deal with them yourself or delegate them to team members.

Managing Change

RISK TAKING: 9

Risk Taking involves questioning established methods, supplying a break with the past and being prepared to bend the rules to achieve higher performance. This competency is about interpreting systems with some flexibility and cutting through Red Tape.

- Take care not to be seen as being too risky. Consider who else might need to be informed of your actions and to whom you may need to "sell" your ideas.
- Look at the wider implications of your more unorthodox approaches and consider whether you have fully evaluated the risks involved.
- Try and balance your natural tendency to challenge rules with a sober and pragmatic view as to the value of your approach. Avoid re-inventing the wheel.

INNOVATION: 10

Innovation is about applying a creative approach to work, thinking outside 'The Box' and generating new ideas. It involves originating fresh approaches to problem solving, improving current practices and originating change.

- Be careful not to lose interest in projects, once the creative aspects have been completed. Follow and monitor tasks through to completion.
- Balance your desire to change with the need to have proven systems in place.
- Ensure you consider the wider implications (Customers, Staff, Training Needs etc) of the novel approaches you instigate.

FLEXIBILITY/ADAPTABILITY: 5

This competency measures the ability to respond flexibly to different people and differing situations at work. It involves being prepared to give a little and compromise to get agreement, handling change with an open mind and adapting to new circumstances.

- Try and avoid having to defend your own position, by seeking early involvement of relevant colleagues.
- Look at the styles of other effective managers and consider how you may adopt some of their attitudes to develop your own flexibility in meetings and project work etc.
- Increase your network within the group, so as to identify those you can depend upon when you need to apply new approaches.

Planning and Organization

This encompasses a disciplined and considered approach to the details of the work involved. It deals with analytical thinking combined with good planning and resource management. Planning and Organization requires a pride in the quality of your work and a developed sense of prioritizing tasks and projects.

Planning and Organization: Overall Score 8

LOW			AVERAGE				HIGH			
1	2	3	4	5	6	7	8	9	10	
										COMPETENCE
										Analytical Thinking
										Decision Making
										Planning
										Quality Focus

ANALYTICAL THINKING: 8

This is the ability to think systematically, logically and rationally. It involves weighing up options and considering the important facts before acting. Analytical Thinking is about homing in on the key issues and thinking things through.

- You may, at times, need to be more spontaneous when there is little information to act upon. Combine an instinctive feel with your strength in analyzing facts.
- Consider the "soft" or human implications of the rationale you are promoting. The importance of logical analysis may need to be weighed with wider considerations and constraints.
- Take care not to let a single aspect dominate your thinking. Explore differing views to gather a more rounded perspective of the issues involved.

Planning and Organization

DECISION MAKING: 9

Decision Making is vital for management to make things happen. It is about accepting responsibility, displaying confidence and acting quickly, even when under pressure. This competency involves being able to make hard decisions calmly and without emotion.

- Encourage others to challenge your decisions, by inviting questions and discussing the rationale behind your actions.
- Gather together the supporting evidence and facts for your decisions. Be prepared to justify your confidence.
- Your actions may, at times, be seen as impulsive or risky. Ensure you discuss your approach with those involved with the outcome of your decisions.

PLANNING: 8

This competency involves working in a systematic and organized manner. Paying attention to the planning schedules, prioritization of issues and good preparation are all elements which describe this competency.

- Develop a contingency plan so as to deal with unexpected situations. Stay flexible in your attitude too much control can restrict your ability to adapt.
- Review completed projects and seek feedback on how things could have been improved.
- Develop your multi-tasking skills by increasing your delegation of tasks to the team.

QUALITY FOCUS: 8

Quality Focus is about the standards you apply to your work. It involves finishing jobs, delivering on time and getting the detail right. This competency is associated with your concern to provide excellence in everything you do, rather than simply doing the minimum to respond to requirements.

- Be careful not be seen as too rigid in your approach to methodologies. Remain alert to the need to adapt them to meet new circumstances.
- Review your successes as well as your disappointments. Be prepared to criticize your own standards.
- Consider other people's sensitivities and take care not to be seen as meddling or altering their work unnecessarily.

Interpersonal Skills

This management competency is about how you handle and understand people and your approach to communicating with them. It involves how you present yourself verbally and your relationships with individuals and teams. Interpersonal Skills encompasses your sensitivity to and gaining co-operation from others.

Interpersonal Skills: Overall Score 6

LOW			AVERAGE				HIGH			
1	2	3	4	5	6	7	8	9	10	COMPETENCE
										Oral Communication
										Sensitivity
										Relationships
										Teamwork

ORAL COMMUNICATION: 10

This scale measures a person's influencing and verbal presentation skills. It means being an excellent communicator, able to sell your ideas and assert yourself among colleagues and customers. Oral Communication describes good presenters who make an impact and clearly express their views.

- Explore courses on public speaking to enhance your skills and learn about "selling techniques".
- Try not to communicate too much too quickly. Regularly check to see whether your message is being understood. Give others the opportunity to express themselves.
- Serve as a coach to others in your team to develop their communication skills.

Interpersonal Skills

SENSITIVITY: 6

This is about having a positive regard for others, shown by responding sensitively to their concerns and valuing their input. It consists of listening to and understanding other people's views, explaining your actions and involving them in your decision making.

- Share your own success with the team and make them feel their contribution has been positive.
- Notice when those around you are de-motivated and express an interest in why they feel unhappy. Act to improve the situation quickly and with sensitivity.
- Set up regular feedback sessions which not only explore progress but also identify the personal problems of individuals in your team.

RELATIONSHIPS: 4

Relationship measures whether a person gets on well with people at work. It describes those who are lively and outgoing, develop a rapport quickly and are seen as warm and friendly.

- Initiate activities, which allow you to work more closely with individuals. Get to know more about them rather than simply their working style.
- Ensure that you share information on a regular basis and explore ways of getting to know new colleagues and external contacts.
- Be positive in your dealings with others, even when under pressure or when problems occur. This will help give colleagues the confidence to approach you on a variety of issues.

TEAMWORK: 4

This competency is important for the relationships within a team. It describes those who enjoy working within a group and who have a democratic, co-operative approach to team members. Teamwork is about understanding the dynamics of how a team operates and the different personalities within it.

- Initiate Team Meetings and regularly review both the progress and motivation of members.
- Encourage group activities both internally and external to the company. Use your skills to help others be more participative and promote good team practice.
- Avoid status symbols and increase the democratic style of your decision-making. Bring people into your thought processes.

Results Orientation

One of the key areas of management, Results Orientation is about setting and achieving business goals. This Global competency encompasses a commitment to the job, a strong focus to meet customer needs and a desire to understand how you performed so as to improve standards.

Results Orientation: Overall Score 9

LOW			AVERAGE				HIGH			
1	2	3	4	5	6	7	8	9	10	
										COMPETENCE
										Achievement
										Customer Focus
										Business Awareness
										Learning Orientation

ACHIEVEMENT: 10

Achievement is about the motivation and commitment to the job. It describes those who want to succeed, are ambitious and have the drive to get things done. This competency involves persistence, determination and a desire to meet challenges head on.

- Work with your team to assist them reach their goals. Coach them in techniques you have found helpful.
- Be careful not to suffer from "burn-out" and balance your ambitions with the needs of your personal life. Consider making more time for leisure pursuits.
- Be sensitive of those who have less drive than you, as you may be seen as riding roughshod over people.

Results Orientation

CUSTOMER FOCUS: 8

This competency is about customer service concepts and the desire to provide high standards to both internal and external clients. It involves responding quickly to their needs and striving to deliver solutions to a high standard.

- Develop your internal network, so as to be able to offer linked services and identify those specialists who can solve specific problems.
- Be careful not to exceed quality standards significantly over the actual requirements of the task. Keep an eye on profitability and be aware of under-pricing your services.
- Develop more external contacts by visiting customers, liaising with local agencies and schools etc, so as to promote a positive image of your unit.

BUSINESS AWARENESS: 9

Business Awareness is about understanding how to manage your business by maximizing opportunities, being aware of competitors and setting challenging targets. It involves managing costs and resources carefully as well as keeping up with your specific market place and focusing on performance.

- Work with your team to assist them reach their goals. Coach them in techniques you have found helpful.
- Be careful not to suffer from "burn-out" and balance your ambitions with the needs of your personal life. Consider making more time for leisure pursuits.
- Be sensitive of those who have less drive than you, as you may be seen as riding roughshod over people.

LEARNING ORIENTATION: 9

This scale measures a manager's commitment to improving themselves through on the job development and learning from mistakes. This requires asking for feedback, seeking testing challenges and understanding one's strengths and weaknesses so as to take responsibility for continuous learning.

- Your keenness to develop personal skills may need to be balanced with the current needs of the task. Take care not to be seen as a self-indulgent.
- Encourage your colleagues to create their own personal development plan. Act as a role model by being enthusiastic about learning on the job.
- Investigate various self-awareness techniques such as Team Types, Appraisals, 360 feedback and use team meetings to highlight developmental issues.

Leadership

Leadership is about balancing the needs of your goals with the ability to motivate, influence and empower your team to assist you in achieving the ensuing tasks. Leaders take responsibility for their actions, inspire their people and develop their potential.

Leadership: Overall Score 7

LOW			AVERAGE				HIGH			
1	2	3	4	5	6	7	8	9	10	
										COMPETENCE
										Authority/Presence
										Motivating Others
										Developing People
										Resilience

AUTHORITY PRESENCE: 10

This competency measures managers' self-confidence and how they present themselves. It is about the ability to inspire others and lead by example. Authority/Presence involves enjoying being in charge, pitching in and acting as a figurehead to the team.

- Keep an eye out for a balanced approach to leadership. Consider the 3 key elements of Task, Individual and Team, and ensure you do not overemphasize either of these areas.
- At times, your authority may be seen as arrogance. Ensure you do not ride roughshod over the views of others, allowing their input to be expressed even if you decide not to act upon it.
- Encourage your team members to develop their own leadership skills, by identifying opportunities for them to take charge in relevant circumstances.

Leadership

MOTIVATING OTHERS: 6

This scale measures the ability to manage a team through delegation and empowerment. The competency is about trusting people to take on increasing responsibilities, listening to their views and encouraging them to act on their own.

- Hold regular team meetings at which you can identify if members are under-utilized and need increased work involvement.
- Ensure you understand the personal attributes and skills sets of your staff, so you can delegate more effectively.
- Be persuasive and inspire colleagues to achieve greater performance. Gain their commitment by trusting their abilities and giving them tasks to stretch their minds.

DEVELOPING PEOPLE: 7

Developing People looks at whether a manager helps their team members to improve their skills. It involves giving regular feedback to individuals and going out of one's way to develop their potential. This competency recognizes those who coach their staff and give them challenging opportunities.

- Identify areas where your team has consistently lacked effectiveness and create a development plan for individuals to specifically address skills shortfalls.
- Look for opportunities to offer new and challenging work for your team members. Consider which elements of project work would enhance their current skills or provide new experiences to your staff.
- Set aside time to coach individuals and share information that may be relevant to their development. Copy any relevant articles and other information, which could add value or knowledge to their roles.

RESILIENCE: 6

Resilience is about handling pressure and having self-control. It encompasses being able to deal with difficult situations calmly and to cope effectively with stress. Resilience and self-confidence embrace the temperament to take criticism without reacting negatively to it.

- Consider your reactions to criticism and improve your acceptance of mistakes, by not taking such feedback on a personal level.
- In high-pressure situations, keep your personal emotions in check. Promote a positive, "can do" attitude among your staff.
- When possible, make difficult decisions when you have high energy levels and when you are mentally alert. Be prepared to share your concerns with your manager, so as to have a second opinion before discussions with your team.

Team Roles

Effective team working depends on team members adjusting to each other's expertise and team role capabilities. The MDQ measures Belbin's eight team role dimensions.

The candidate's team role profile descriptions come out as follows.

LOW			AVERAGE				HIGH			
1	2	3	4	5	6	7	8	9	10	TEAM ROLE
								■		Creator
							■			Driver
					■					Facilitator
						■				Explorer
			■							Team Player
							■			Organizer
					■					Completer
							■			Evaluator

Team Roles

The candidate's team role profile descriptions come out as follows.

Creator

You are much more creative, imaginative and unorthodox than most and will be a source of original ideas within a team.

Driver

As you seem to have a higher level of energy and drive than most people, you have the potential to bring competitive drive to a team.

Facilitator

You are as capable as most other people of operating as the team's chairperson.

Explorer

Your outgoing competency indicates that you would probably make an effective salesperson or diplomat for a team.

Team player

You seems to be more self-reliant and individualistic than most people and may have some difficulties operating effectively within a team.

Organizer

You are more disciplined, reliable and efficient than many people. Your strength seems to be turning ideas into practical actions.

Completer

Although worrying about completing things is not a particular practical quality, you seem to be as committed as most people to finishing tasks and meeting quality standards.

Evaluator

You can bring a fairly discerning, objective and practical approach to team work.

Next Steps

Most managers grow and develop over their careers through experience on the job. Development occurs through challenging job assignments, coaching from bosses, learning from mistakes and setbacks along with appropriate training at key points.

The key to success is continually learning and developing new behaviors and technical capabilities. The feedback you have just received was designed to give you an insight into your strengths and developmental needs. The next step is for you to decide what needs to be done to achieve these goals and plan how to do it.

In deciding your next steps, think about the following learning options:

- create challenging opportunities within your current job
- the options of a new role or a sideways move
- get coaching from a person who has the capabilities you are seeking to develop
- asking for feedback from peers, bosses and colleagues
- approach your local HR/Development Adviser for their views
- read relevant publications and, where possible, use Computer Based Training (CBT)

Development tips

Focus most on those competency scores where you score the lowest, in comparison to your other ratings

Keep it simple; approach your learning in an uncomplicated manner

Develop one or two areas at a time

Don't be too ambitious

Practice the areas or skills you seek to develop

Set realistic time–scales

Link plans into your appraisal process

Take responsibility for your own development, don't wait for somebody else to point out your needs

Second Order Graph

Each task or role we undertake requires a blend of different skills and strengths in order to complete it successfully. The MDQ Second Order model examines how effectively the candidate combines these strengths.

LOW			AVERAGE				HIGH			
1	2	3	4	5	6	7	8	9	10	COMPETENCE
										Teamwork
										Analysis Achievement
										Commercial/Customer Care
										Problem Solving
										Managing Performance
										Decision Making Style

Teamwork

Establishes a rapport with people at all levels. Works effectively with and motivates groups or teams to achieve common goals or objectives. Is able to adapt to different types of teams and to different roles within the team. Develops networks and links outside the organization, and maximizes usage of these as a resource. Communicates effectively with people at all levels, both orally and in writing.

Your score suggests that you have a relatively positive approach to the needs of others. However, there are areas where you could strengthen your working relationships. Developing your communications skills in all areas will increase the ability of your staff to perform at higher levels. You would benefit from working more closely with your colleagues.

Some of the following prompts may prove useful in examining ways of improving your effectiveness when working with others:

- Focus on identifying and developing the strengths of each individual member of your staff.
- Grow your lines of communication both internally and outside the company.
- Remember to give credit for ideas and encourage team interaction.
- Be alert to de-motivated staff and respond positively and swiftly to their concerns.

Analysis and Achievement

Results oriented approach. Is personally motivated to achieve targets and goals, pursuing these with tenacity and persistence. While determined and career orientated, also recognizes that barriers and obstacles must be overcome by means of a flexible approach. Demonstrates initiative within the agreed structure and welcomes changes and is prepared to implement changes in order to get results. Effectively manages time to meet deadlines.

Your score suggests that you have a high level of drive and determination. However, there are probably areas where you could improve your ability to achieve targets and goals. You may be seen as authoritarian or domineering by less focused colleagues and you could look at ways of remaining flexible in pursuit of your goals.

Some of the following prompts may prove useful in examining ways of improving your effectiveness in this area:

- Develop your co-operation with others while acting to achieve your personal goals.
- Ensure you consider the wider issues and don't ignore the impact on other units in the business.
- Be aware that your focus could be seen as pedantic or fussy. Be prepared to compromise to help others buy into your methods.
- Ensure that financial and corporate controls do not stifle new initiatives or ideas.

Commercial/Customer Care

Is focused on producing high standards of customer care and establishing good customer relationships. Demonstrates a keen sense of commercial awareness. Manages costs and is service and profit orientated, with and in–depth product knowledge, customer profile and understanding of the company's market. Identifies and seizes sales opportunities. In a retail environment, capable of maintaining standards of stock availability and presentation and maximizing sales through merchandising and layout. Would actively create sales through the use of in–store and local promotional activities.

Your score suggests that you have a positive approach to customer relations and the bottom line. However, you could improve your ability to maximize profitability by looking at the balance between your customer needs and the financial and stock controls demanded by the business.

Some of the following prompts may prove useful in examining ways of improving your effectiveness in this area:

- Look critically at your quality of delivery and investigate areas where improvements could be applied, such as consistency or speed of response.
- Develop a culture of customer and commercial awareness through your staff.
- Be aware that your focus could be seen as pedantic or fussy. Be prepared to compromise to help others buy into your methods.
- Ensure that financial and corporate controls do not stifle new initiatives or ideas.

Problem Solving

Demonstrates the ability to think through issues and analyze and structure information. Assimilates new techniques in a positive and pragmatic manner. Open-minded and willing to experiment but will also question and challenge results and data to ensure that the most effective conclusions are reached. Anticipates the short and long-term implications of proposed changes/ improvements. Utilizes all available resources in problem solving.

Your score suggests that you have a highly analytical approach to problems. However, you may, at times come across as being too impulsive or risky in your actions and not pay enough attention to persuading others of the advantages of your solutions.

Some of the following prompts may prove useful in examining ways of improving your effectiveness when working with others:

- Be aware of the sensitivities of less focused colleagues. They may not be able to reach decisions or conclusions as quickly as you may.
- Balance your business objectives with the views of colleagues. Involve them in your goals.
- Consider the implications of untried approaches. Be prepared to consider less risky alternatives where appropriate.
- Manage your confident approach, to ensure that you are not perceived as arrogant.

Managing Performance

Sets clear, challenging but attainable goals and monitors their progress. Recognizes and rewards success and faces up to difficult issues and performance shortfalls in a professional manner. Acts as a role model and demonstrates a positive people–orientated leadership style. Places emphasis on openness and involvement. Encourages self–management and the contribution of ideas from all employees. Exploits opportunities for coaching and development using formal and informal training to support further skill development. Committed to own personal development.

Your score suggests that you are capable of managing your own and others' performance. However, you could strengthen your impact in this area. You may need to strive to keep your standards from slipping and take early action to resolve matters. More emphasis could be given to monitoring and assisting staff in reaching their own goals.

Some of the following prompts may prove useful in examining ways of improving your effectiveness with performance issues:

- Clearly set out individual targets, coaching your staff and providing positive feedback on their efforts.
- Create a culture of openness and involvement with your staff. Consider setting aside time specifically for team related matters.
- Learn from your mistakes and look at opportunities to develop your own potential.
- Monitor for shortfalls in progress and take actions swiftly to compensate.

Decision Making Style

Displays a confident decision-making style. Takes personal ownership of key decisions affecting their span of control. Is willing to tackle difficult issues and where appropriate take acceptable, evaluated risks. Retains clear decision making ability under pressure and ensures that before making a decision all options have been considered, and a logical structure has been followed.

Your score suggests that you are very decisive and clear headed under pressure. Yet there may be areas where these skills are over-used and lead to unexpected problems. You may, at times, come across as rushing into action, before considering the views of your colleagues or the wider implications of your decisions. This also may lead to a feeling that you are being somewhat arrogant or immodest.

Some of the following prompts may prove useful in examining ways of balancing your abilities to the needs of others and/or the business:

- Though you may know the road to take, ensure that you have sold your decision to your team.
- Be as prepared to take decisions from your management as you are to make your own views known.
- Look carefully at your high-risk decisions, ensuring you evaluate the downside and contingencies carefully.
- Be aware of the need to occasionally change your mind and overturn your own decisions, if they seem to be failing their original objectives.

Pantesting (1.0) – THE MDQ v4 Report

Competency	1	2	3	4	5	6	7	8	9	10	Behavioral Description
1 Initiative											Shows initiative, has positive attitude, self starter
2 Risk Taking											Takes risks, challenges accepted practice, bends rules to make progress
3 Innovation											Originates change, makes things better, produces creative ideas and solutions
4 Flexibility/Adaptility											Adapts quickly to change, responds flexibly to people and situations
5 Analytical Thinking											Analyses situations carefully, makes rational judgements and logical decisions
6 Decision Making											Decides quickly, displays confidence, act independently when necessary
7 Planning											Plans and prioritises work activities, manages time effectively
8 Quality Focus											Takes pride in work, does job well, gets the detail correct
9 Oral Communications											Expresses views clearly, makes impact with presentations
10 Sensitivity											Sensitive to people`s needs, involves people in plans and decisions
11 Relationships											Develops strong working relationships, builds rapport quickly
12 Teamwork											Strong team player, works effectively with people
13 Achievement											Self-motivated, driven to get ahead, prepared to do whatever it takes
14 Customer Focus											Applies customer concepts, focuses on quality and service
15 Business Awareness											Focuses on bottom line, controls costs, sets ambitious targets
16 Learning Orientation											Exploits opportunities for self development, energetic, self aware
17 Authority/Presence											Has presence and authority, enjoys being in charge, takes lead
18 Motivating Others											Empowers and motivates team members, delegates tasks effectively
19 Developing People											Coaches and develops team, gives regular feedback
20 Resilience											Handles pressure and stress, stays calm and in control