

Management Skills Assessment Instrument (MSAI)

Unless there is personal behavior change on the part of individuals within an organization any attempt to change the culture will be frustrated. Culture change depends on individual behavioral changes that reinforce the new culture. Without buy-in from those involved in the change process the culture will not change.

This MSAI instrument is designed to obtain descriptions of your management behavior on the job. This is not an assessment of your leadership style but of your behavior. It is conducted like an ordinary 360 with feedback from peers, staff and other leaders.

Responses will be compared to the responses you receive from subordinates, peers, and superiors in your organization. This information will be compiled and provided in a personalized feedback report. Individual profiles will be compared with competency profile of eighty thousand other managers.

The assessment consists of 87 questions and should take about thirty minutes to complete. The outcome of this assessment will highlight the skills required to manage the priorities of the desired culture change. It will also be the means of designing personalized management development strategy.

The MSAI helps managers identify their current managerial strengths and weakness as well as competencies that will help the organization move toward its preferred future culture.

12 Critical Managerial Competency Categories

The Management Skills Assessment that assesses these skill competencies is behaviorally based in that it assesses managerial behaviors and actions. It does not measure managerial style or attitudes.

The twelve competency categories are as follows:

Clan Skills

- ***Managing teams***—facilitating effective, cohesive, smooth-functioning, high-performance teamwork
- ***Managing interpersonal relationships***—facilitating effective interpersonal relationships, including supportive feedback, listening, and resolution of interpersonal problems

- **Managing the development of others**—helping individuals improve their performance, expand their competencies, and obtain personal development opportunities

Adhocracy Skills

- **Managing innovation**—encouraging individuals to innovate, expand alternatives, become more creative, and facilitate new idea generation
- **Managing the future**—communicating a clear vision of the future and facilitating its accomplishment
- **Managing continuous improvement**—fostering an orientation toward continuous improvement, flexibility, and productive change among individuals in their work life

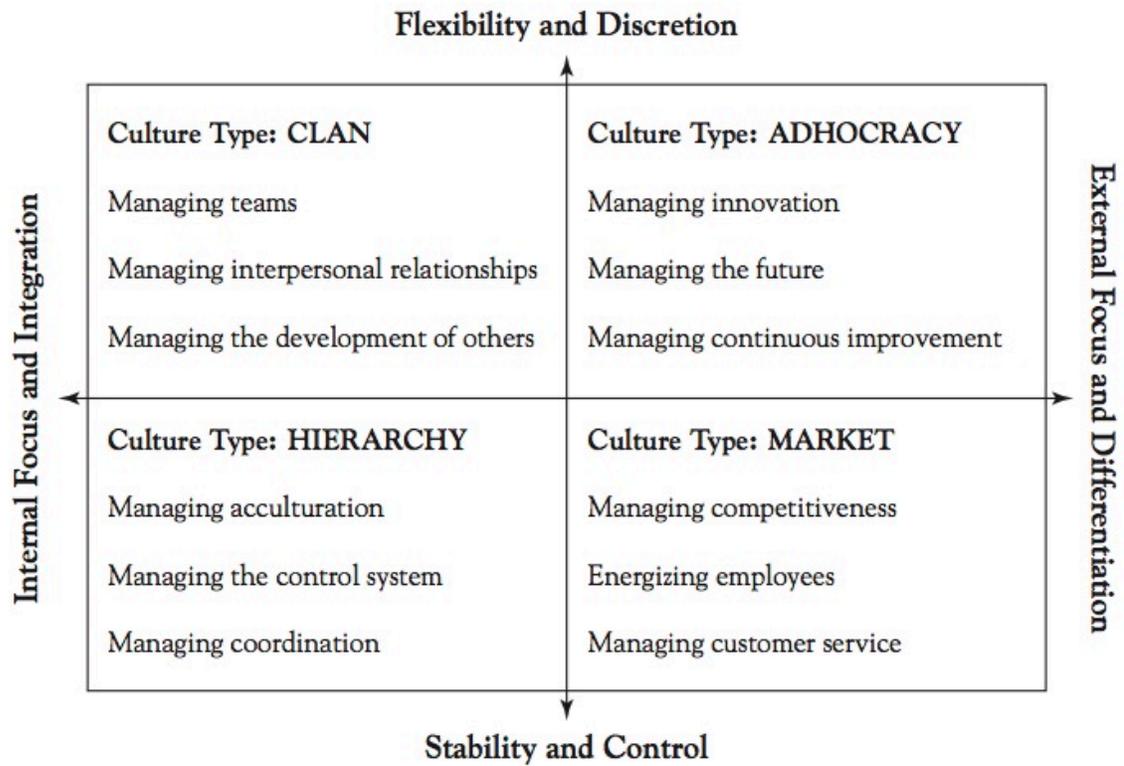
Market Skills

- **Managing competitiveness**—fostering competitive capabilities and an aggressive orientation toward exceeding competitors' performance
- **Energizing employees**—motivating and inspiring individuals to be proactive, to put forth extra effort, and to work vigorously
- **Managing customer service**—fostering an orientation toward serving customers, involving them, and exceeding their expectations

Hierarchy Skills

- **Managing acculturation**—helping individuals become clear about what is expected of them, what the culture and standards of the organization are, and how they can best fit into the work setting
- **Managing the control system**—ensuring that procedures, measurements, and monitoring systems are in place to keep processes and performance under control
- **Managing coordination**—fostering coordination within the organization as well as with external units and managers and sharing information across boundaries

Management Competencies



Management Skills Profile

Clan Culture Leadership Roles

The Facilitator is people- and process-oriented. This person manages conflict and seeks consensus. His or her influence is based on getting people involved in the decision making and problem solving. Participation and openness are actively pursued.

The Mentor is caring and empathic. This person is aware of others and cares for the needs of individuals. His or her influence is based on mutual respect and trust. Morale and commitment are actively pursued.

Adhocracy Culture Leadership Roles

The Innovator is clever and creative. This person envisions change. His or her influence is based on anticipation of a better future and generates hope in others. Innovation and adaptation are actively pursued.

The Visionary is future-oriented in thinking. This person focuses on where the organization is going and emphasizes possibilities as well as probabilities. Strategic direction and continuous improvement of current activities are hallmarks of this style.

Hierarchy Culture Leadership Roles

The Monitor is technically expert and well-informed. This person keeps track of all details and contributes expertise. His or her influence is based on information control. Documentation and information management are actively pursued.

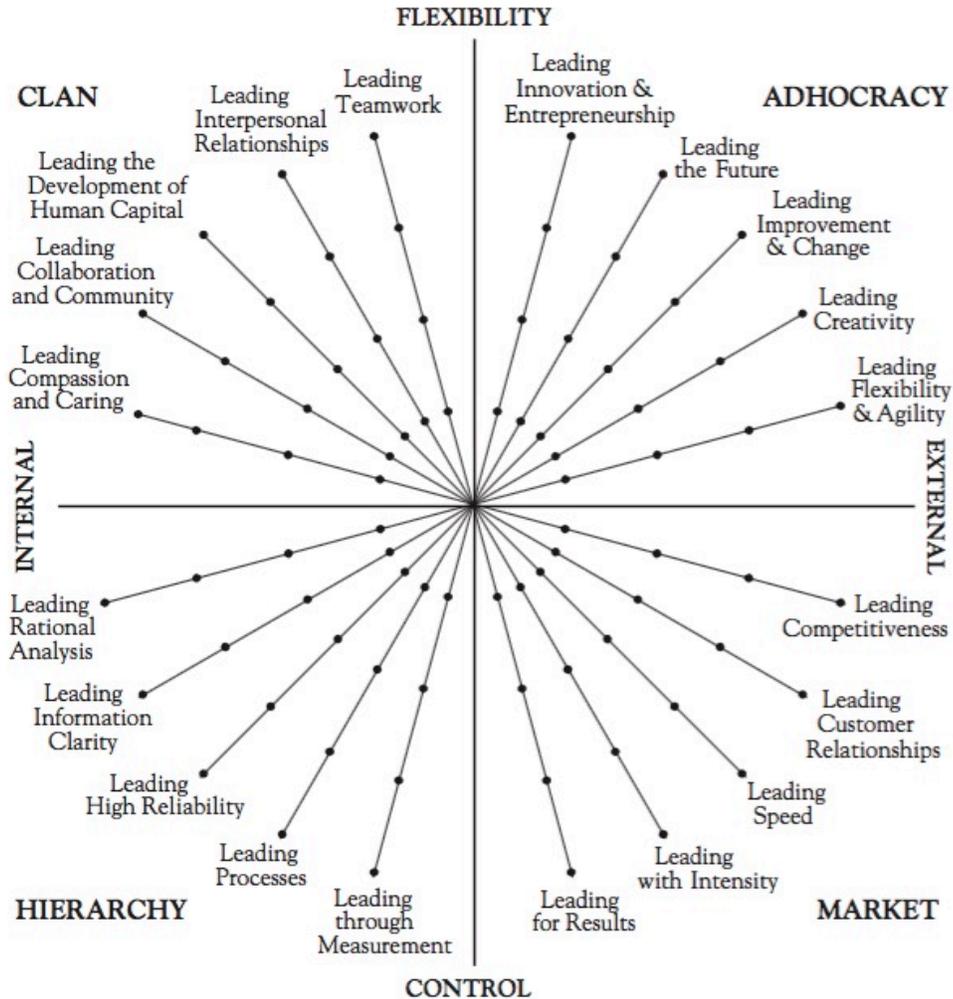
The Coordinator is dependable and reliable. This person maintains the structure and flow of the work. His or her influence is based on situational engineering, managing schedules, giving assignments, physical layout, etc. Stability and control are actively pursued.

Market Culture Leadership Roles

The Competitor is aggressive and decisive. This person actively pursues goals and targets and is energized by competitive situations. Winning is a dominant objective, and the focus is on external competitors and marketplace position.

The Producer is task-oriented and work-focused. This person gets things done through hard work. His or her influence is based on intensity and rational arguments around accomplishing things. Productivity is actively pursued.

Management Skills Profile



The value of this feedback for a manager is that it identifies specific behaviors that should be addressed if change in managerial competency is to occur.

To assist managers in identifying the managerial competencies that will be most beneficial to the development of a future culture, the preferred organizational culture profile is compared to the current personal management skills profile. The challenge of the manager is to develop a personal improvement agenda that will result in increased skill competency in the areas required by the future culture.