

MAP—

Managerial Assessment of Proficiency

A Complete Management Development System

MAP/Excel provides managers and supervisors with a comprehensive turn-key development solution in 12 fundamental competencies grouped in four primary clusters:

- Cognitive Competencies
- Supervisory Competencies
- Administrative Competencies
- Communication Competencies

The assessment process also covers interpretation and planning. Training can be used to improve each competency individually through half-day off-the-shelf experiential workshops—the *Managing to Excel* series. Training House associates are available to deliver the *Managing to Excel* workshops or to provide train-the-trainer sessions for your internal staff.

Unparalleled Managerial Benchmark

There is no finer benchmark of managerial performance available than *MAP—Managerial Assessment of Proficiency*. A unique video-simulation approach is used to provide participants with objective ratings of mastery in 12 fundamental managerial competencies. Participant scores are then given a percentile ranking against the scores of the over 75,000 managers in over 600 organizations who have been through this assessment experience. Managers also receive information on eight styles/values and two managerial styles. Organizations can use the scoring and data management software to then create any number of internal benchmarks with any criteria, or continue to use the primary benchmark updated by Training House on an annual basis.

The Overwhelming Importance of Buy-In

The objective of any management assessment is to provide a blueprint for improvement. The problem with trying to achieve “terminal behavior change” from training, however, is that you must first convince managers that they need to change.

MAP—Managerial Assessment of Proficiency creates a credible argument in favor of change that other assessment systems fail to make: MAP scores are not based on the subjective ratings of self or others. The participant's percentile score is an *objective* comparison of his/her results against the scores of thousands of skilled managers who answered the same questions.

The MAP benchmark, based on the scores of over 75,000 managers, is a powerful mirror with which to view oneself. This assessment can identify potentially underperforming managers who score well but who might be underachieving on the job because of environmental influences or other factors. *The Managerial Assessment of Proficiency* can bolster their confidence, and this will lead to better performance, motivation, and buy-in.

Real World Case-Method Video Simulation

The scenes in the video show several supervisors and their manager interacting as they go through a typical work week of meetings, problem-solving, decision-making and planning. The context is simple, straightforward, and believable. The characters are typical imperfect human beings who do some things well and other things not so well. The video is stopped every few minutes so participants can answer a series of multiple-choice questions about what they have observed. What would you do? What would you do differently? What occurred? How can the problem be resolved? As in life, there are sometimes many correct answers or approaches, or there may be only one. Answering some questions elicits information on style as well as competence.

Interpretation, Planning, and Development

The process of reviewing and interpreting assessment reports will help participants answer several important questions about individual and organization results. These include:

- How does your communication style affect your managerial style?
- What are the behavioral implications of the four personality types? (Sensor, Intuitor, Thinker, Feeler)
- What are your critical development needs (based on your scores), and how important is each competency to your job?
- What are your strengths and weaknesses? Are these significant to the overall strategy of the organization or group?
- What is the relationship between assessment results and on-the-job performance?

Next, participants will complete an Individual Development Plan, using assessment results and other information. Then the participant and his/her manager consider available alternatives from a list of 25 Personal Development Options.

Training that is offered internally is often one of those alternatives. *Managing to Excel* workshops from Training House can provide organizations with a complete and flexible approach to training according to their own priorities.

Initial Installation and Train-the-Trainer Support

MAP—Managerial Assessment of Proficiency is supported by a nation-wide network of Training House Associates. When a client organization purchases a license, they receive the video's, Instructor materials, scoring software, and 50 sets of Participant materials—all that is needed to put your first 50 managers through the assessment. In addition, Training House will provide a senior instructor to implement the assessment with your first group of 25 managers, score results, and facilitate interpretation and planning. Your internal facilitator will then be able to use the guided experience to deliver future assessments as needed.

Development of the MAP/Excel Competency Model

This competency framework was developed by Dr. Scott Parry, 1999 inductee into the HRD Hall of Fame and founder of Training House, Inc. Dr. Parry based the MAP/Excel model on his analysis of a series of large competency studies conducted by major U.S. corporations such as AT&T, Kodak, Martin Marietta, Ford, and the American Management Association that determined the competencies that highly effective managers and supervisors possess to a greater degree than average performers. The 12 competencies selected for inclusion in MAP/Excel, were common to all of these studies, and are fundamental building blocks for managerial effectiveness and are pre-conditions for effective leadership.

Implicit in Dr. Parry's approach for developing managerial excellence is his requirement for how a competency is defined. "Competencies are a group of related skills, knowledge, and attitudes that correlate with success in one's job and that *can be improved through training.*"