

# THE MANAGERIAL ASSESSMENT OF PROFICIENCY PROGRAM

## Managing to EXCEL

*This 2-day intensive program consists of two parts. The Assessment Phase (Day One) takes five hours and results in a computer-generated profile of the participant's strengths and areas for development. A group profile is also created for use in targeting overall training needs. The Interpretation Phase (Day Two morning) takes three hours and defines the desired managerial behaviours and identifies proficiency gaps. The final three hours covers the Planning Phase (Day Two afternoon) where Individual Development Plans are prepared covering specific action plans for training, development and future growth.*

**M**AP (Managerial Assessment of Proficiency) is one of the most widely acclaimed and respected management assessment and skill building programs in the world! And for good reason. This is a proven tool for pinpointing and charting strengths and weaknesses, as compared to norms developed from over 80,000 managers and supervisors. MAP is THE tool for identifying managerial strengths and developmental needs.

### The MAP Assessment:

- Objectively measures an individual's competency level in 12 key managerial areas
- Offers a comprehensive and integrated 5-step program including assessment, interpretation, planning, development and re-assessment
- Compares each individual's profile against a database of more than 80,000 supervisors, managers and professionals
- Covers three styles and values that influence an individual's effectiveness in using the 12 competencies
- Gives the supervisor or manager personalised feedback on strengths and deficiencies
- Guides each supervisor or manager through the Individual Development Plan (IDP) process
- Designs a plan for both personal growth and increased organisational effectiveness
- Reports benchmark data (i.e. how the supervisors or managers rank by skill level against national norms, for your industry)
- Benchmarks the organisation's managerial skills by level and function

EXCEL is the co-ordinating instructional component. In managerial competencies, the Managerial Assessment of Proficiency is diagnostic; EXCEL is developmental. Organisations that want measurable results on individual as well as corporate levels have discovered that there is no other program with the power of EXCEL.

### To book a place on our next public course:

- Phone + 61 7 5593 4350 now to reserve your place
- To pay by credit card complete the booking form and card details on the back page of this brochure and fax it to 07 5593 4377 OR
- To pay by cheque complete the booking form and post it with a cheque to the address provided

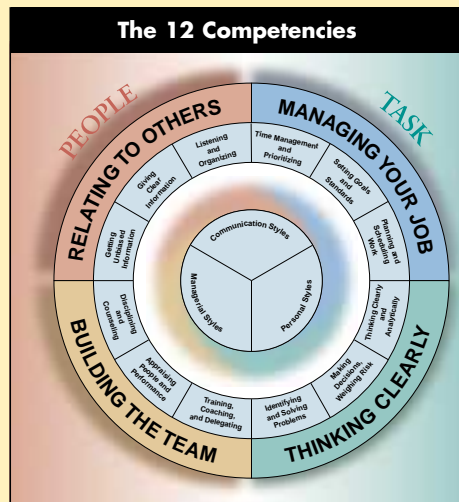


## The EXCEL development program...

Managing to EXCEL provides a viable system for translating new learning into performance and excellence in the workplace. It consists of twelve modules (see below) that help managers and supervisors improve in key management competency areas. Each module is a complete four-hour workshop and includes Instructor Guidelines, videotape presentation, PowerPoint slides and materials (workbooks and handouts) for up to 25 participants.

Each workshop uses a short videotape presentation that depicts typical management interactions during which the use of a specific competency occurs. Workbook exercises are designed to help participants identify the basic skills and techniques associated with each competency. Participants then practice and apply the new skills via role play, case method, script analysis, games/simulations, self-inventories and other hands-on learning activities.

- Time management and prioritising
- Setting goals and standards
- Planning and scheduling work
- Training, coaching, and delegating
- Appraising people and performance
- Disciplining and counselling
- Listening and organising
- Giving clear information
- Getting unbiased information
- Identifying and solving problems
- Making decisions and weighing risk
- Thinking clearly and analytically



# MAP ASSESSMENT

## A complete management development system

At a time when change is accelerating at unprecedented speed, many of the factors that lead to accomplishment remain unchanged. MAP remains the leading objective assessment of managerial competence in the world.

MAP is a video-driven, competency-based simulation that assesses a manager's proficiency on 12 competencies, 8 values/drives, and 2 styles. These can be generated for each participant, as well as a department, location, organisation or industry. Norms are based on the performance of over 80,000 managers in the 600+ organisations that have used MAP.

Managers watch a week in the life of a management team on video and respond to their performance through a detailed competence assessment questionnaire. In total managers will respond to over 200 relevant, 'every day' management activities. MAP then scores managers against the world-wide managerial database and provides practical feedback to managers in the form of an easy to understand profile. Not only does the profile make an assessment of competency development requirements against 12 generic management competencies, it also measures management, communication and personal styles.

MAP helps your managers find and understand their fundamental strengths: managerial strengths without which leadership skills cannot grow and flourish. Generally, effective leaders can have unknown Achilles heels that prevent them from achieving their potential. These hidden or unknown weaknesses can often act as the weak link in a chain, hindering personal and organisational goals. These competency deficits are identified and defined by MAP. Since they are competencies, they can be trained, practiced and mastered – this is where the extensive EXCEL development program comes in (see the panel to the left).

### How is the MAP assessment delivered?

The MAP assessment program is normally delivered in two days. Day One concentrates on assessing managers and computer scoring their responses to produce individual and group profiles. The morning of Day Two focuses on interpreting the profile – how the profile relates to the manager's actions and behaviour back in the workplace. The afternoon is dedicated to analysing the feedback and individual development planning.

Each manager receives a personal profile plus a full personal report; a group profile may also be produced to organisational requirements. Managers can be re-assessed at a later date to show progress, thus measuring your return on investment.

**MAP has been used by over 200,000 managers in the US and Europe at all levels – from first line managers to senior management teams.**

“ We used the Managerial Assessment of Proficiency as a pre-test as well as a post-test to assess the learning that had occurred during the EXCEL™ series. The reaction of participants was excellent... it was also interesting to see how they reacted when they got their post-training profile back and realised how their competencies had been raised. ”

PAT FISHER  
Personal Supervisor  
Binney & Smith (Crayola)



# CENTRE PROGRAM

## THE PROGRAM

### DAY 1

Full day assessment centre:

- Video based assessment of competencies
- Assessment of psychological temperament and managerial style
- Assessment of preference for theory x or theory y management style
- Assessment to determine developmental needs and opportunities to conduct a Needs Analysis, based on 12 managerial competencies

### DAY 2

Individual Interpretation to define the desired managerial skills and behaviours:

- Identify proficiency gaps
- Convert performance data into a detailed list of competency strengths and areas needing improvement

Planning to prepare an Individual Development Plan:

- Preparation of a personal chart for future growth, training, and development
- Planning a curriculum and programs that target organisational and individual needs

Day	Activity	Purpose (for participant)	Purpose (for organisation)
1	Assessment	To determine developmental needs and opportunities	To conduct a needs analysis, based on 12 managerial competencies
2	Interpretation	To define the desired managerial behaviours to identify proficiency gaps	To convert performance data into a detailed list of competency strengths and areas needing improvement
	Planning	To prepare an Individual Development Plan: a personal chart for future growth, training, and development	To plan a curriculum and programs that target organisational and individual needs

**Assessment:** The assessment portion of the Managerial Assessment of Proficiency makes use of case method and simulation presented in video/workbook format. The episodes are drawn from a week in the life of Bill Taylor's department: Administrative Services. Responses are scored by computer.

**Interpretation:** This session examines the composite (group/class) Proficiency Profile, using two group exercises and up to four videotapes that focus on the 12 competencies. These exercises give managers the feedback needed to interpret their personal and confidential Profiles.

**Planning:** The third phase of the Managerial Assessment of Proficiency begins with the premise that managers must take charge of their own development. For the process to be effective, participants must also take advantage of the resources and people who can help. Participants and their managers will be creating an Individual Development Plan that will become their personal roadmap for ongoing managerial growth.

### The twelve competencies measured by MAP

Administrative Managing Your Job	Communication Relating to Others	Supervisory Building the Team	Cognitive Thinking Clearly
Time Management and Prioritising	Listening and Organising	Training, Coaching and Delegating	Identifying and Solving Problems
Setting Goals and Standards	Giving Clear Information	Appraising People and Performance	Making Decisions, Weighing Risk
Planning and Scheduling Work	Getting Unbiased Information	Time Management and Prioritising	Thinking Clearly and Analytically

## WORKSHOP AIMS

By participating in this workshop managers will be able to:

- Test their personal competencies in a range of key areas that are key to managerial success
- Compare themselves with other managers that have been through the assessment centre
- Appreciate their overall strengths which can be used to build or help others in the organisation
- Identify development needs in a measurable way
- Build a clear personal action plan

Through managerial participation, the organisation will be able to:

- Benchmark managerial performance
- Conduct a Needs Analysis
- Schedule training based on needs
- Obtain clear data for HR actions
- Strengthen the partnership between participants and their managers as they prepare and implement their Individual Development Plans



**YES** I want to register for the MAP Assessment Centre Program. Enrol me today.

- ① Phone (+617) 5593 4350 NOW to reserve your place.
- ② Complete the Booking Form and attach your cheque (made payable to the Pacific Centre for Organisational Development).
- ③ Mail the Booking Form and cheque to: **Pacific Centre for Organisational Development, PO Box 652, Mudgeeraba, Gold Coast, Queensland 4213.**

## REGISTRATION DETAILS

**Fee:** \$695 per person + \$69.50 GST = \$764.50 which includes comprehensive documentation, free on-line feedback profiles, lunch and refreshments. A tax invoice will be issued and fees are payable in advance.

**\$100 discount:** When two or more delegates from your organisation register at the same time, the fees are \$764.50 (incl. GST) for the first delegate and \$664.50 (incl. GST) for each additional delegate.

**Save further with our in-house training:** We would be pleased to run a two-day MAP Assessment Centre Program for your staff anywhere in Australia or New Zealand. Simply phone one of our staff to discuss your specific needs on (+617) 5593 4350.

## CANCELLATIONS

If you are unable to attend, a substitute delegate is very welcome. We will make a full refund (less \$100 + GST administration fee per delegate) for cancellations received in writing (letter or fax) at least 14 days prior to the course start date. Alternatively you may choose a 100% credit note for the full value of the paid registration fee to apply towards a future course. For cancellations or postponements received in writing at least seven days prior to the course we will give you a 50% credit note for

a future course. Unfortunately, no refund can be made for cancellations or postponements received less than seven days prior to the program start date or for delegates who fail to attend the course. The Pacific Centre for Organisational Development reserves the right to change the program, venue and tutors without notice. In the event that a course is cancelled, the Pacific Centre for Organisational Development's liability is limited to the return of the course fees only. Credit notes are valid for 12 months.

## FUTURE DATES

Information about our training and certification workshop programs is available on our website [www.OD-centre.org](http://www.OD-centre.org). Click on the Training/Certification link or download our latest brochures.

## VENUE

The Pacific Centre for Organisational Development is based near Burleigh Heads on the Gold Coast. Situated a few hundred metres from the Pacific Highway and only 15 minutes by car from Coolangatta Airport (or an hour from Brisbane Airport), the centre is ideally placed for visitors and accreditation course attendees to not only gain valuable training, but also to experience the many attractions of the beautiful Gold Coast.

## BOOKING FORM: MAP Assessment Centre (Please print clearly. Photocopy to register more than one delegate.)

First name: \_\_\_\_\_

State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Surname: Mr/Ms \_\_\_\_\_

Approving Manager (print): \_\_\_\_\_

Job title: \_\_\_\_\_

Their position: \_\_\_\_\_

Organisation: \_\_\_\_\_

Method of payment:  Cheque  Credit Card

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Visa  Mastercard  Amex  Bankcard

Email: \_\_\_\_\_

Card No.

Postal address: \_\_\_\_\_

Expiry Date: \_\_\_\_\_

\_\_\_\_\_

Name on card: \_\_\_\_\_

To confirm your registration, mail this Booking Form with your cheque, or for credit card payment fax it to (+617) 5593 4377.