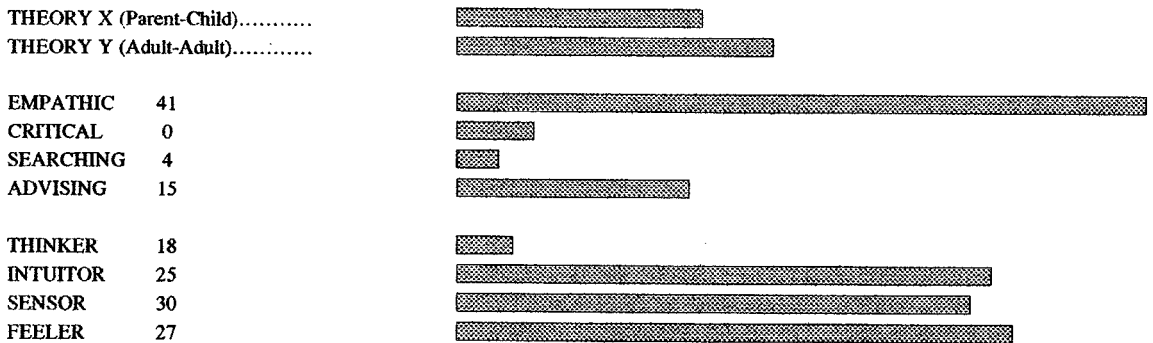
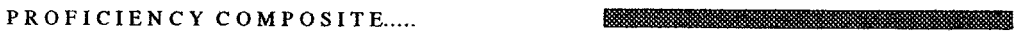
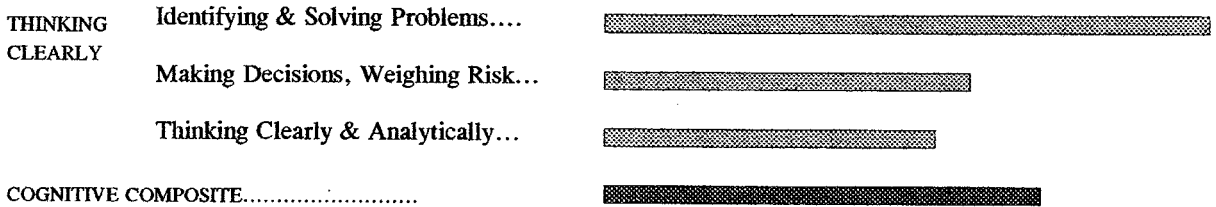
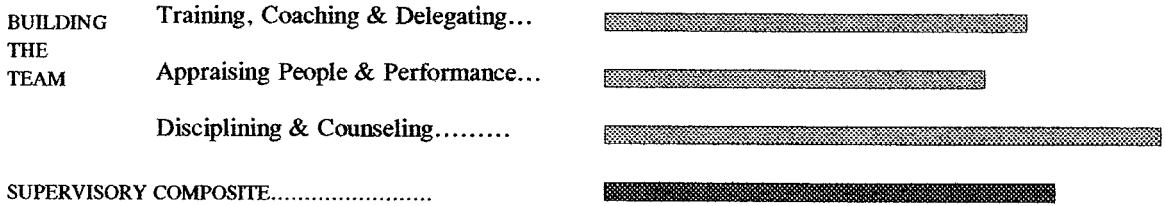
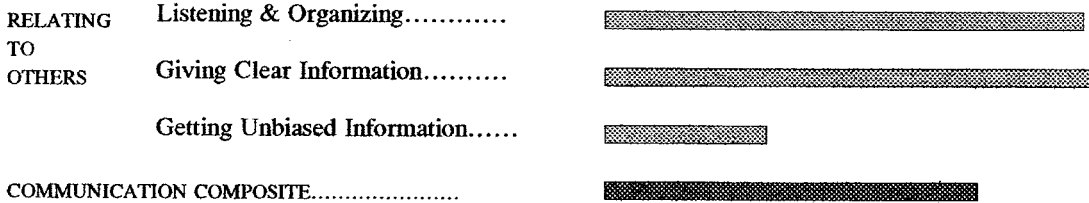
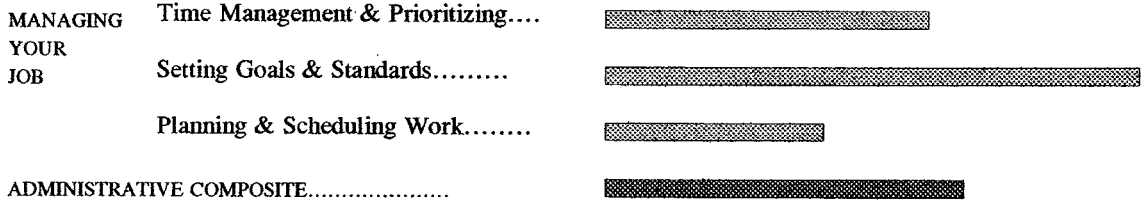


SAMPLE PROFICIENCY PROFILE

Managerial Assessment of Proficiency MAP

DATE 08/14/98

0101-01-02-24-0002 **MARC CASE** 0% 25% 50% 75% 100%



Your Composite Score on the three ADMINISTRATIVE Competencies is 51%

TIME MANAGEMENT & PRIORITIZING

YOUR SCORE:
46%

Given your current position, external demands on your time may be out of your control. Shifting priorities and interruptions by people keep you from managing your time as effectively as you'd like. You tend to take work as it comes rather than prioritizing it. A lot of your time is spent rather than invested. You are probably not aware of where much of your time actually goes. More self-discipline and negotiation of priorities will help you to gain better control of your time.

SETTING GOALS & STANDARDS

YOUR SCORE:
76%

You are in the top quartile, indicating an ability to set goals and standards for yourself and others. You believe that workplace activities must be goal-directed, and that success is measured not by how much gets done but by what is accomplished. You would like to see all employees view management by objectives as a way of life.

PLANNING & SCHEDULING WORK

YOUR SCORE:
31%

Although you are committed to improving productivity, the interruptions and barriers surrounding your work make it difficult for you to plan and schedule activities in an orderly manner. You see your major role as being a trouble-shooter. Many activities could be simplified or eliminated. Invest more time in planning your work, then working your plan.

Your Composite Score on the three COMMUNICATION Competencies is 53%

LISTENING & ORGANIZING

YOUR SCORE:
68%

Although your listening skills are better than average, you could benefit by spending more time organizing what you hear into brief, meaningful summaries. Receiving the spoken word is only half of listening. The harder half comes when you translate what you hear into "bare bones" summaries that you can feed back to the speaker for confirmation.

Managerial Assessment of Proficiency
INTERPRETATION OF PROFICIENCY ON EACH COMPETENCY

GIVING CLEAR INFORMATION

YOUR SCORE: 69% You possess above-average skill in organizing and conveying information to others in a clear, concise, complete form. You are aware of the barriers that prevent clear communications with others, and are usually effective in getting your message across.

GETTING UNBIASED INFORMATION

YOUR SCORE: 23% You have difficulty phrasing questions in a manner that gets unbiased responses and accurate information. People tend to say what they think will please or impress you. By working on your ability to use non-directive, neutral questions and probes, you can greatly improve the quality and depth of information you are getting from others.

Your Composite Score on the three SUPERVISORY Competencies is 64%

TRAINING, COACHING & DELEGATING

YOUR SCORE: 60% You are aware of the basics of training, coaching, and delegating. By applying these at work, you should get above-average results from the performance of other employees. This requires self-discipline, since it often takes more time than we have (or are willing to give) to invest in the development of our people.

APPRAISING PEOPLE & PERFORMANCE

YOUR SCORE: 54% You have shown good proficiency in recognizing the steps involved in giving constructive feedback that strengthens a person's desirable performance and that helps them take corrective action when performance is lagging. You recognize that this process occurs almost daily and is much more effective than the mere scheduling of annual appraisals with little feedback in between.

DISCIPLINING & COUNSELING

YOUR SCORE: 79% You have shown a high level of competence in your mastery of the principles of disciplining and counseling. You see discipline as a positive, constructive process with the goal of correcting without punishing. While a disciplinary session is seldom pleasant to conduct, you recognize the need for it and have shown an ability to conduct it on an adult-to-adult basis.

Your Composite Score on the three COGNITIVE Competencies is 62%

IDENTIFYING & SOLVING PROBLEMS

YOUR SCORE:
86%

You have displayed a proficiency that puts you in the top quartile as a problem solver. You are able to distinguish between causes and symptoms, and to apply the problem-solving process to work-related problems where a gap exists between desired and actual results. This competency should be shared with others in your work group.

MAKING DECISIONS, WEIGHING RISK

YOUR SCORE:
52%

Although your ability to make decisions is above average, you can improve still further by learning how to create a decision matrix and assign weights to each option (choice) against the qualities you've identified and ranked as important. This mathematical process removes much of the subjectivity inherent in the decision-making process.

THINKING CLEARLY & ANALYTICALLY

YOUR SCORE:
47%

You accept information that looks good on the surface but that is based on flawed logic. You need to learn how to question statements that spring from faulty premises, inadequate information, and shaky conclusions. Analytical thinking is a skill that we were not taught back in school, but it can be improved through training and development.

The Twelve Competencies

1. Time Management and Prioritizing

Ability to manage time, both your own and others'. Includes such skills as: negotiating priorities; exercising self-discipline; controlling interruptions by shaping the behavior of others whose priorities are not your own; being time-effective versus time-efficient.

2. Setting Goals and Standards

Ability to manage activities and projects toward measurable goals and standards, setting these jointly with others so as to develop their understanding and commitment. Includes the following skills: distinguishing among wishes, activities, and quotas; reducing barriers to the goal-setting process; evaluating goals against the major criteria of effective goal setting; using goals to motivate.

3. Planning and Scheduling Work

Ability to manage projects (one-time programs) and processes (ongoing work flow) by applying the major tools and techniques of management. Includes the following skills: analyzing complex tasks and breaking them into manageable units; selecting and managing resources appropriate to the tasks; using systems and techniques to plan and schedule the work; setting checkpoints and controls for monitoring progress.

4. Listening and Organizing

Ability to understand, organize, and analyze what you are hearing so as to decide what to think and do in response to a message. Specifically, includes such skills as: identifying and testing inferences and assumptions; overcoming barriers to effective listening; summarizing and reorganizing a message for recall; withholding judgement that can bias your response to the message.

5. Giving Clear Information

Ability to assess a situation, determine the objectives, and give clear, concise, well-organized, convincing messages that will best meet the objective. Includes the following skills: overcoming physical, psychological, and semantic barriers in our interactions with others; keeping on target and avoiding digressions; using persuasion effectively; maintaining a climate of mutual benefit and trust.

6. Getting Unbiased Information

Ability to use questions, probes, and interviewing techniques to obtain unbiased information and to interpret it appropriately. Includes such skills as: using directive, non-directive, and reflecting questions effectively; employing the funnel technique of questioning; using probes to elicit additional information; recognizing latent and manifest meanings; confirming understanding and obtaining agreement.

7. Training, Coaching, and Delegating

Ability to develop people. Includes the following skills: selecting the right people; reaching agreement on plans for action; keeping a balance between input and output; transferring responsibility to the employee; giving feedback effectively; providing appropriate rewards.

8. Appraising People and Performance

Ability to carry out a constructive performance appraisal involving joint evaluation of past performance, agreement on future expectations, and development of a plan to see that these expectations are met. Also, the ability to give effective feedback on an ongoing basis.

9. Disciplining and Counseling

Ability to provide counseling and discipline in a positive manner ... to restore the employee's performance to within the accepted standards or norms without loss of face (respect, trust) on anyone's part ... to get the employee to accept responsibility for correcting the deviation within agreed-upon time frame ... and to reinforce the employee for improved performance (or take the appropriate action if no improvement occurs).

10. Identifying and Solving Problems

Ability to identify barriers that keep you from achieving your goals and standards, and apply a systematic set of procedures to eliminate or reduce the causes (root problems). Includes such skills as: distinguishing between symptoms and problems; collecting and weighing evidence relating to causes; and implementing the most appropriate course(s) of action.

11. Making Decisions, Weighing Risk

Ability to construct a decision matrix that helps to examine options; identify limits, desirables, and risks to be considered; assign weights to each alternative; and select the best option for meeting the desired goals and standards.

12. Thinking Clearly and Analytically

Ability to apply logic and think clearly so as to effectively interpret situations and information before deciding what actions to take. Includes the following skills: identifying valid premises and drawing logical conclusions from them; separating fact from inference and assumption; using inductive and deductive logic effectively; recognizing fallacies, false premises, and generalizations based on insufficient evidence.