

12 Benefits of Using MAP/Excel Within Your Organization

TRAINING

- **Training Needs Analysis**...to determine training needs of supervisors and managers, thereby enabling the organization to invest time and money in training programs that have the best return on investment
- **Team Development**...to identify the collective strengths and weaknesses of groups of managers who function as a team and develop action plans for team improvement.
- **Evaluation of HR Efforts**... to measure the impact of training and management development by using MAP as a pre and post training evaluation to assess individual and group improvement.
- **Targeted Training**...to give trainers a profile of individual strengths and development needs so that courses can be offered on a needs basis with participants attending only those modules necessary.

INDIVIDUAL

- **Personal Growth**...to enable participants to prepare an Individual Development Plan that outlines the competencies selected for improvement, the actions to be taken, and the support requested.
- **Career Development**...to assess the competencies and styles/values of employees so that this data can be used as input to discussions and decisions to career path alternatives.

- **Management Education**...to equip managers with an in-depth understanding of the 12 competencies that studies have identified as pivotal to the successful performance of managers in any organization.

ORGANIZATIONAL

- **TQM and Benchmarking**...to upgrade the quality of managerial performance against norms for the organization and the industry group to which it belongs.
- **Organization Development**...to profile managerial performance by department, division, function, or other demographics that enable senior managers to strengthen weaker areas of performance.
- **Succession Planning**...to identify areas of needed managerial development for an individual to successfully move up to the next level in the organization.
- **Personnel Action**...to provide performance data on key competencies that can help managers to make personnel decisions on promotions, transfers, and team assignments.

*Organizational Progress,
Intelligently Planned,
Effectively Executed,
Continuously Improved.*

Managerial Assessment of Proficiency (MAP)

All numbers are percentiles that reflect the average performance of all persons assessed in each industry group (*the top number in each column*). The percentiles are all close to 50, as expected from large populations that distribute normally. Small differences are significant.

INDUSTRY NORMS	TOTAL N = 68,072														
	1,267	1,857	2,531	4,641	5,106	14,716	1,982	5,926	1,237	5,037	1,859	2,111	4,335	1,740	13,709
	Chemical & Allied	Communications	Education	Financial Services	Government	Health Services	Insurance	Manufacturing	Retail	Services	Transportation	Utilities	Public Showcases	Canada	Overseas (Including Mexico)
Time Management and Prioritizing	59	55	54	54	55	56	58	54	53	51	46	55	58	56	41
Setting Goals and Standards	55	46	52	48	47	50	52	51	50	50	42	51	58	54	50
Planning and Scheduling Work	57	56	65	58	56	63	58	56	54	59	52	56	65	59	53
ADMINISTRATIVE	57	52	57	53	53	56	56	54	52	53	47	54	60	56	48
Listening and Organizing	56	49	52	52	49	52	54	49	48	50	38	49	56	52	28
Giving Clear Information	57	55	59	55	50	58	60	50	53	55	38	52	64	58	39
Getting Unbiased Information	56	51	52	53	46	54	54	53	49	51	40	51	58	56	37
COMMUNICATION	56	52	54	53	48	55	56	51	50	52	39	51	59	55	34
Training, Coaching, and Delegating	55	53	57	54	52	58	57	52	52	56	44	52	61	53	35
Appraising People and Performance	58	53	57	54	50	57	59	51	50	52	36	53	64	57	34
Disciplining and Counseling	55	55	57	56	54	61	57	54	53	57	47	57	63	55	45
SUPERVISORY	56	54	57	55	52	59	58	52	52	55	42	54	63	55	38
Identifying and Solving Problems	58	55	61	55	55	57	57	53	49	55	46	54	62	56	43
Making Decisions, Weighing Risks	59	53	58	54	54	56	58	52	49	52	41	53	62	59	48
Thinking Clearly and Analytically	55	47	44	45	44	45	49	48	43	45	37	50	49	49	40
COGNITIVE	57	52	54	51	51	53	55	51	47	51	41	52	58	55	40
PROFICIENCY COMPOSITE	57	53	56	53	51	56	56	52	50	53	42	53	60	55	40
Theory X	43	48	59	54	53	51	49	53	49	57	63	56	47	42	64
Theory Y	56	54	59	53	48	59	55	51	46	52	38	49	63	58	40

Breakdown of Total MAP Population:	Proficiency Composite	Percent of MAP Population
Senior Managers	4,761	58%
Middle Managers	19,690	54%
First-Level Managers	28,188	49%
Professional/Technical	12,059	50%