

MAP/Excel: A 5-Step Cycle for Competency-Based Management Development

	Activity	Individual Purpose	Organizational Purpose
Step 1	Assessment (MAP)	To determine developmental needs and opportunities	To conduct a needs analysis on a competency base
Step 2	Interpretation (MAP)	To define desired managerial behaviors and identify gaps	To convert performance data into strengths and needs by competency
Step 3	Planning (MAP)	To prepare an Individual Development Plan for future growth, training, and development	To plan a curriculum to best meet organizational and individual needs
Step 4	Training as Needed (Excel)	To increase proficiency in competencies where the needs are greatest	To build a managerial team and move toward a more participating style
Step 5	Reassessment (MAP)	To measure personal improvement and update the Individual Development Plan	To document the impact of training and return on investment



Start -----> 6 – 12 months

The 12 Competencies Assessed by MAP and Developed by Excel

People Related

Relating To Others (Communication)

Listening & Organizing
Giving Clear Information
Getting Unbiased Information

Building The Team (Supervisory)

Training, Coaching, & Delegating
Appraising People & Performance
Disciplining & Counseling

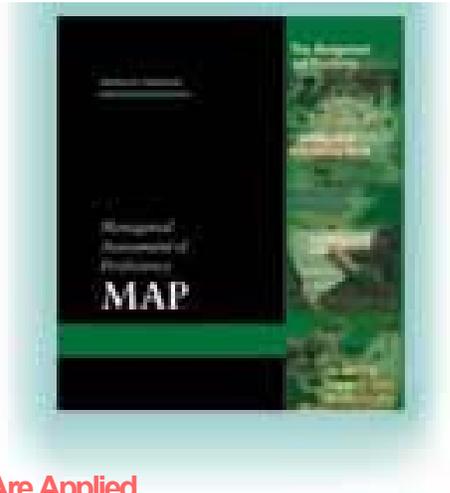
Task Related

Managing Your Job (Administrative)

Time Management & Prioritizing
Setting Goals & Standards
Planning & Scheduling Work

Thinking Clearly (Cognitive)

Identifying & Solving Problems
Making Decisions & Weighing Risks
Thinking Clearly & Analytically



The 3 Styles Measured by MAP Through Which the 12 Competencies Are Applied

Communication

Empathic, Searching,
Advising, Critical

Personal

Thinker, Feeler,
Sensor, Intuitior

Managerial

Theory X
Theory Y

MAP – Managerial Assessment of Proficiency Excel – Managing to Excel Training Series

Complete Management Development System

Map/Excel provides managers and supervisors with a comprehensive turnkey development solution in 12 fundamental competencies grouped in four primary clusters including: Cognitive, Supervisory, Administrative, and 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. Web Footed Friends associates are available to deliver the workshops or to provide train-the-trainer sessions for your staff.

Unparalleled Managerial Benchmark

There is no finer benchmark of managerial performance available than MAP. A unique video-simulation approach is used to provide participants with objective ratings of mastery in 12 fundamental managerial competencies. Participant scores are given a percentile ranking against the scores of 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 then use the scoring and data management software to create any number of internal benchmarks with any criteria, or continue to use the primary benchmark updated by the publishers 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 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.

Real World Case-Method Video Simulation

The scenes in the video show several supervisors and their manager interacting as they go through a typical workweek 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 observed. 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.

Development of the MAP/Excel Competency Model

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

Implicit in Dr. Parry’s approach for developing managerial excellence is his definition of a competency, “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.”