


## Manager Contribution Assessment™

|                           |  |
|---------------------------|--|
| <p><b>WHAT IS IT?</b></p> | <p>The <b>Manager Contribution Assessment</b> is a cost effective and efficient tool that evaluates how well a manager performs from <b>4 different respondent perspectives</b> (the manager and supervisor, reports, peers and a 4<sup>th</sup> as needed). It evaluates quickly and objectively <b>5 Managerial Challenges</b> based on <b>15 Personal Capabilities</b>, those management practices that are crucial to the attainment of a high level of individual performance.</p>  |
| <p><b>THE MODEL</b></p>   |  <p><b>PERSONAL PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>• Quantity/Quality of Output</li> <li>• Problem Solving</li> <li>• Decision Making</li> </ul> <p><b>EMPLOYEE SUPPORT</b></p> <ul style="list-style-type: none"> <li>• Employee Dialogue</li> <li>• Employee Coaching</li> <li>• Employee Partnering</li> </ul> <p><b>MANAGEMENT STYLE</b></p> <ul style="list-style-type: none"> <li>• Employee Involvement</li> <li>• Supervisory Approach</li> <li>• Responsibility Delegation</li> </ul> <p><b>LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• Influence</li> <li>• Foresight</li> <li>• Customer Focus</li> </ul> <p><b>MANAGEMENT EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li>• Employee Selection</li> <li>• Workplace Environment</li> <li>• Team Building</li> </ul> <p><b>PERSONAL PERFORMANCE</b> <i>(improving one's personal results.)</i><br/> <b>MANAGEMENT EFFECTIVENESS</b> <i>(managing effectively both human and physical assets.)</i><br/> <b>EMPLOYEE SUPPORT</b> <i>(ensuring that the work atmosphere is cooperative, non threatening and supportive.)</i><br/> <b>LEADERSHIP</b> <i>(being seen as a leader by employees.)</i><br/> <b>MANAGEMENT STYLE</b> <i>(developing a management style that is participatory, open, flexible and inclusive.)</i></p> |
| <p><b>ADVANTAGES</b></p>  | <ul style="list-style-type: none"> <li>• Identifies a manager's strengths and weaknesses</li> <li>• Enables the manager with the supervisor to select areas for improvements</li> <li>• Helps the manager compare the perceptions of different groups with whom he/she works</li> <li>• Permits the manager to modify his/her approach to different respondent categories</li> <li>• Enables the manager to make a comparison with the aggregate evaluations of other managers (benchmarking)</li> </ul>   |

## CHARACTERISTICS

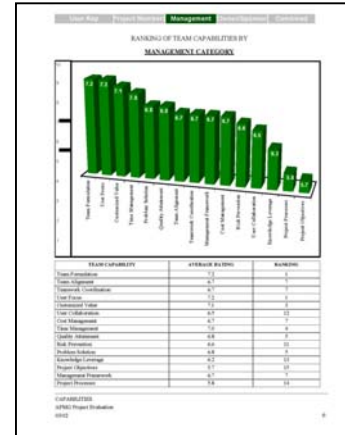
- Questionnaire customized for each organization
- 4 questions for each Capability for the manager, supervisor and reports, 2 for all others (the respondent rates each question on a scale of 0-10)
- Open-ended questions if needed
- Each category of respondents can be subdivided into major groups and subgroups
- Multiple data capture possibilities (via the Internet, paper pencil kits, telephone interviews with confidentiality of respondents assured)
- Report delivered in written and electronic format
- Information is objective and unbiased
- The aggregated perceptions of all respondent categories and their subdivisions can be compared to determine the degree of alignment (manager, reports, etc.)

## REPORTS

Reports are produced in modular format (Managerial Challenges, Personal Capabilities, Management Practices, Frequency of Distribution, Progress)



Comparison of Reports subgroups



Ranking of Capabilities Strengths and Weaknesses



Comparison of a Respondent Categories



High and low ranked management practices