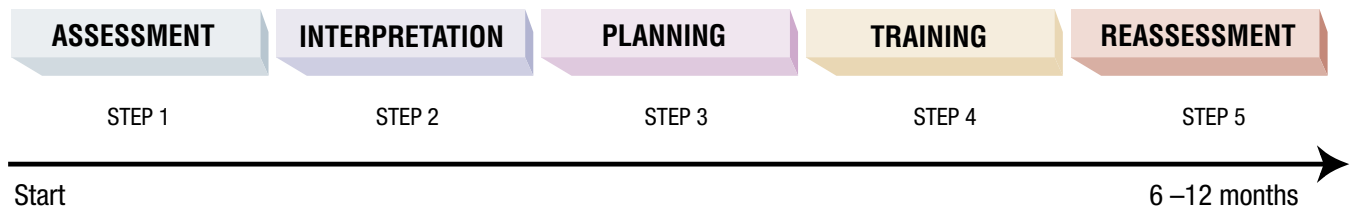


MAP/Excel: A 5-Step Cycle for Competency-Based Management Development

	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



The 12 Competencies Assessed by MAP and Developed by Excel

Administrative (Managing Your Job)

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

Supervisory (Building the Team)

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

Communication (Relating to Others)

Listening & Organizing
Giving Clear Information
Getting Unbiased Information

Cognitive (Thinking Clearly)

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

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

Communication

Empathetic, Searching,
Advising, Critical

Personal

Thinker, Feeler
Sensor, Intuitior

Managerial

Theory X
Theory Y

