

SAMPLE PROFICIENCY PROFILE

MANAGERIAL ASSESSMENT OF PROFICIENCY MAP

DATE 08/14/99

	MARC CASE	0%	25%	50%	75%	100%
MANAGING YOUR JOB	Time Management & Prioritizing	<div style="width: 46%;"></div>				46%
	Setting Goals & Standards	<div style="width: 76%;"></div>				76%
	Planning & Scheduling Work	<div style="width: 31%;"></div>				31%
ADMINISTRATIVE COMPOSITE		<div style="width: 51%;"></div>				51%
RELATING TO OTHERS	Listening & Organizing	<div style="width: 68%;"></div>				68%
	Giving Clear Information	<div style="width: 69%;"></div>				69%
	Getting Unbiased Information	<div style="width: 23%;"></div>				23%
COMMUNICATION COMPOSITE		<div style="width: 53%;"></div>				53%
BUILDING THE TEAM	Training, Coaching & Delegating	<div style="width: 60%;"></div>				60%
	Appraising People & Performance	<div style="width: 54%;"></div>				54%
	Disciplining & Counseling	<div style="width: 79%;"></div>				79%
SUPERVISORY COMPOSITE		<div style="width: 64%;"></div>				64%
THINKING CLEARLY	Identifying & Solving Problems	<div style="width: 86%;"></div>				86%
	Making Decisions, Weighing Risk	<div style="width: 52%;"></div>				52%
	Thinking Clearly & Analytically	<div style="width: 47%;"></div>				47%
COGNITIVE COMPOSITE		<div style="width: 62%;"></div>				62%
PROFICIENCY COMPOSITE		<div style="width: 58%;"></div>				58%
	THEORY X (Parent-Child)	<div style="width: 35%;"></div>				35%
	THEORY Y (Adult-Adult)	<div style="width: 45%;"></div>				45%
	EMPATHIC 41	<div style="width: 98%;"></div>				98%
	CRITICAL 0	<div style="width: 11%;"></div>				11%
	SEARCHING 4	<div style="width: 6%;"></div>				6%
	ADVISING 15	<div style="width: 33%;"></div>				33%
	THINKER 18	<div style="width: 8%;"></div>				8%
	INTUITOR 25	<div style="width: 76%;"></div>				76%
	SENSOR 30	<div style="width: 73%;"></div>				73%
	FEELER 27	<div style="width: 79%;"></div>				79%

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INTERPRETATION OF PROFICIENCY ON EACH COMPETENCY

Your Complete 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.

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.

INTERPRETATION OF PROFICIENCY ON EACH COMPETENCY

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 RISKS

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.