### A 5-Step Cycle for Competency-Based Management Development

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

### 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, Intuitor
- **Managerial**
  - Theory X
  - Theory Y

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