

management and leadership questionnaire

Personal Competency Report

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INTRODUCTION

The MLQ measures your personal competencies by asking you to rate your skills in different areas of management and leadership. Competencies are not the only influence on your performance, however, as your personality, your interests, your values, your pattern of intellectual abilities, your life experience and your current life situation also contribute to making you the person you are. Psychological tests do not measure the whole you, which is why they need to be interpreted in the context of other information about you.

Please bear the following points in mind as you consider the results from your assessment.

- First, your profile is based on what you have said about yourself through your responses to the questionnaire, so that what we are measuring here is your own perception of what you are like.
- Second, the results can also be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you were very frank, whether you were very self-critical or whether you felt under pressure to convey a more than usually positive impression of yourself.
- Third, this assessment is intended to help you clarify your view of yourself and help you to develop and achieve personal growth. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers and direct reports.
- Fourth, the report describes your level of competence in different areas of leadership by comparing your responses against those of a large international comparison group of managers and professionals.

Your results are reported on a ten point scale known as the Standard Ten (Sten) scoring system. Using a traffic light assessment approach, the table below indicates what different Sten scores suggest about your current skill levels. For example, a sten score in the range of 8 to 10 on a particular leadership area is achieved by the top 15% of managers and indicates an expert level of competence. A sten score in the range of 5 to 6 is achieved by 40% of managers and indicates an average level of competence. The profile chart on the next page indicates your level of competence in 30 management and leadership competencies.

Sten	% scores	Meaning	Level	Competence
8-10	15	Higher than average	5	Expert
7	15	High-average	4	Skilled
5-6	40	Average	3	Competent
4	15	Low-average	2	Less competent
1-3	15	Lower than average	1	Possible weakness

Assessment Scales

The MLQ has thirty scales that measure six key aspects of management and leadership.

Strategic and Creative Thinking	
Thinking Globally	Whether you keep up to date with global trends, review the company's position and develop business relationships in other countries.
Developing Strategy	Whether you see the big picture, pick up changes in the marketplace, and review and analyze the business unit's strategy.
Managing Knowledge	Whether you keep up with advances in your business area, benchmark performance against industry leaders, and seek advice from experts.
Creating and Innovating	Whether you help people to think differently about a problem, get buy-in for creative ideas, and turn novel ideas into reality.
Managing Money	Whether you read and interpret financial reports, set financial targets, and review and identify how to improve financial performance.
Implementing and Improving	
Implementing Strategy	Whether you provide direction and support, delegate responsibility to the appropriate people, and hold people accountable for delivery.
Improving Systems	Whether you allocate responsibility for improvement, learn lessons from process breakdowns, and improve business processes.
Serving Customers	Whether you set high standards for customer service, exceed customer expectations, and resolve customer issues quickly.
Analyzing Problems	Whether you gather information from a wide variety of sources, and brainstorm possible solutions to problems with others.
Planning and Organizing	Whether you develop bold plans, obtain resources to carry out projects, and manage critical dependencies and risks.
Leading and Deciding	
Managing Talent	Whether you help new employees get up to speed quickly, give people challenging job assignments, and monitor people's performance.
Motivating People	Whether you communicate high expectations of people, trust capable people to do their work, and celebrate team achievement.
Coaching People	Whether you provide people with assignments to develop their skills, give timely coaching, and act as a role model for development.
Managing Diversity	Whether you define acceptable workplace behaviour, challenge bias and intolerance, and act as a role model of inclusive behaviour.
Making Decisions	Whether you assess options and risks, consult people and take their views and ideas into account, and act decisively.
Communicating and Presenting	
Communicating Information	Whether you create a climate where people share views and ideas, and exchange information with the team, bosses, and stakeholders.
Influencing People	Whether you promote your views and ideas, influence people by addressing their needs and priorities, and negotiate effectively.
Using Emotions	Whether you know which emotions you are feeling and why, and handle other people's feelings and emotions sensitively.
Presenting to Groups	Whether you demonstrate presence, communicate with self-assurance, and give effective presentations to groups.
Writing Concisley	Whether you produce clearly written reports, write effectively for different audiences, and edit other peoples ' written work skilfully.

Assessment Scales - continued

Relating and Supporting	
Building Relationships	Whether you work effectively with other people, build rapport and keeping others in the loop, and use networks to get things done.
Listening Sensitively	Whether you put people at ease, pay attention to their feelings and emotions, and listen without interrupting.
Establishing Trust	Whether you act in accordance with your values and principles, give consistent messages, and keep your promises.
Resolving Conflict	Whether you encourage debate, bring disagreements into the open, and address and resolve conflict early.
Building the Team	Whether you set the team's direction and priorities, review the team's successes and failures, and help team members work well together.
Developing and Changing	
Displaying Initiative	Whether you start tasks right away, get things done quickly, and are ready to go the extra mile.
Showing Courage	Whether you do what is right despite personal risk, say no when necessary, and have the courage to take tough decisions.
Learning and Developing	Whether you seek feedback, set personal development goals, and show a sense of humour and perspective about yourself.
Managing Change	Whether you sell the benefits of change, model the change expected of others, and establish roles and structures to support change.
Adapting and Coping	Whether you adapt quickly to new situations, handle stress successfully, and keep your composure in difficult circumstances.

Personal Competency Summary Profile

The tables below provide a summary of your performance on the thirty competencies assessed by the questionnaire. The column labelled Importance is left blank for you to use to assess whether putting effort into developing your skills into the competency in question would improve your current performance or future potential. The table on pages 3-4 provides definitions of each of the thirty competencies. The profile sheet on page 8 shows your Sten scores on the thirty scales in order of strength.

Strategic and Creative Thinking

Your responses indicate that strategic and creative thinking is an area where your skills are moderately well developed. Your profile on the building blocks of this factor is as follows.

Competency	Rating	Importance
Managing Knowledge	Skilled	
Developing Strategy	Expert	
Creating and Innovating	Expert	
Managing Finance	Competent	
Thinking Globally	Less competent	

Implementing and Improving

Your responses suggest that you believe implementing and improving to be one of your strongest assets. You came out as follows on the components of this factor.

Competency	Rating	Importance
Implementing Strategy	Expert	
Planning and Organizing	Competent	
Customer Focus	Expert	
Improving Systems	Skilled	
Analyzing Problems	Expert	

Leading and Deciding

Your responses indicate that leading and deciding is an area where your skills are moderately well developed. Your skills on the different aspects of this factor are as follows.

Competency	Rating	Importance
Decision Making	Expert	
Motivating People	Competent	
Coaching People	Competent	
People Management	Competent	
Managing Diversity	Possible weakness	

Personal Competency Summary Profile - continued

Communicating and Presenting

Your responses suggest that communicating and presenting is an area where your skills are moderately well developed. You came out as follows on the different parts of this factor.

Competency	Rating	Importance
Communicating	Less competent	
Presenting	Expert	
Writing Concisely	Expert	
Influencing People	Expert	
Using Emotions	Possible weakness	

Relating and Supporting

Your responses indicate that relating and supporting is an area where your skills are moderately well developed. Your profile on the different facets of this factor is shown below.

Competency	Rating	Importance
Building Relationships	Competent	
Listening Sensitively	Possible weakness	
Establishing Trust	Competent	
Resolving Conflict	Possible weakness	
Building the Team	Less competent	

Developing and Changing

Your responses indicate that you consider developing and changing to be one of your plus points. Your profile on the elements of this factor is shown below.

Competency	Rating	Importance
Displaying initiative	Expert	
Adapting and Coping	Skilled	
Showing Courage	Expert	
Managing Change	Skilled	
Learning and Developing	Skilled	

Next Steps

You don't need to completely change your style to become a more effective manager and leader. We recommend that you think about your results alongside other sources of feedback you have been given about your current performance and future potential – for example, from job performance reviews, from coaches/mentors, and from direct reports or peers.

More generally, leadership experts recommend that the following kinds of behaviours can have a dramatic impact on leadership effectiveness.

- Consistent use of the same criteria in decision making builds respect and trust as people know what to expect from their bosses. Try to make your decisions transparent and try to be reliable and genuine when you discuss your reasons for decisions. If you are inconsistent in your thinking and/or behaviour, people will distrust you.
- Displaying positive emotions such as enthusiasm and optimism can be a huge motivator. Convey to your team the message that you know they can do it. It will raise their confidence and stir them to work harder.
- Encourage people to think about new ways of doing things and come to you with ideas and suggestions. When someone comes to you with ideas, think first about the positive aspects of their proposals. Try to respond by saying "yes and" instead of "no but". Engage people by asking them what they would do rather than by dictating solutions. People like to be involved in discussions and decisions.
- Create space in your diary to find out about and pay attention to people's views and concerns. Be careful not to operate through only the best performers who will quickly be perceived as your favourites.
- Personally thank subordinates for their efforts - face-to-face communication is best but written notes and emails will also do.

MLQ Profile Chart

Dimension	1	2	3	4	5	6	7	8	9	10	High Score Description
Showing Courage								<<	-	>>	Takes tough decisions, resolves issues, does what is right, says no when necessary.
Influencing People								<<	-	>>	Promotes views, builds alliances, influences bosses, communicates persuasively.
Writing Concisely								<<	-	>>	Writes for different audiences, produces clear reports, edits others' work effectively.
Analysing Problems								<<	-	>>	Gathers information, analyses problems, tests assumptions, generates solutions.
Creating and Innovating								<<	-	>>	Generates novel ideas, develops original solutions, gets buy-in for creative proposals.
Displaying Initiative								<<	-	>>	Initiates activity, focuses on performance, achieves results, goes the extra mile.
Presenting to Groups								<<	-	>>	Presents persuasively, demonstrates composure, handles questions skilfully.
Developing Strategy								<<	-	>>	Sees the big picture, communicates the vision, develops strategy.
Implementing Strategy								<<	-	>>	Provides direction and support, allocates responsibility, manages performance.
Serving Customers								<<	-	>>	Understands customers, improves customer service, exceeds customer expectations.
Managing Knowledge								<<	-	>>	Keeps up with advances, applies knowledge, benchmarks performance.
Learning and Developing								<<	-	>>	Seeks feedback, reviews strengths and weaknesses, sets development goals.
Improving Systems								<<	-	>>	Demands quality, identifies best practice, manages continuous improvement.
Managing Change								<<	-	>>	Embraces change, sells the benefits, addresses and overcomes resistance.
Adapting and Coping								<<	-	>>	Adapts style, changes course as necessary, handles stress, maintains sense of humour.
Motivating People								<<	-	>>	Creates ownership and commitment, inspires people, recognizes achievement.
Coaching People								<<	-	>>	Encourages learning, helps people get on, provides coaching, acts as role model.
Building Relationships								<<	-	>>	Treats people fairly, works cooperatively, makes work enjoyable, networks effectively.
Planning and Organizing								<<	-	>>	Develops project plans, manages issues and risks, reviews and reports progress.
Managing Money								<<	-	>>	Gathers and interprets financial data, makes sound financial decisions.
Managing Talent								<<	-	>>	Attracts employees, supports induction and training, develops successors.
Establishing Trust								<<	-	>>	Stands up for what is right, lives up to commitments, models integrity.
Building the Team								<<	-	>>	Sets direction, grows the team, reviews progress, celebrates achievement.
Communicating Information								<<	-	>>	Facilitates meetings, encourages discussion, shares ideas and information.
Thinking Globally								<<	-	>>	Monitors international developments and performance, demonstrates global mindset.
Listening Sensitively								<<	-	>>	Puts people at ease, listens carefully, shows interest, recognizes feelings.
Resolving Conflict								<<	-	>>	Addresses conflict quickly, preserves relationships, negotiates win-win outcomes.
Managing Diversity								<<	-	>>	Defines acceptable behaviour, challenges intolerance, models respectfulness.
Using Emotions								<<	-	>>	Monitors and manages own and other people's feelings and emotions skilfully.
Impression Management								<<	-	>>	Presents candid and self-critical assessment of leadership competencies.

About This Report

This free report has been generated by a computerized expert assessment system and substantially reflects the answers made by you. Due consideration must be given to the subjective nature of questionnaire-based ratings. We can accept no liability for the consequences of the use of this report and this includes liability of every kind for its contents.