



Management Effectiveness Profile System™ [MEPS]

Individual Development

The
assessment
package
that assists
mid to upper-level
managers
in evaluating
their on-the-job
skills and
behaviours.

Key functions of an organisation depend upon the day to day actions and decisions of its managers. Because they direct and co-ordinate the work of others, effective managers are critical to an organisation's success.

No matter how experienced the manager, mastery of the basics is critical to success. How can an organisation ensure that each of its managers has the skills to perform at capacity - and that they're being sufficiently challenged to do even better? Human Synergistics has developed the Management Effectiveness Profile System™ (MEPS) - a powerful coaching tool that measures and evaluates the skills that are critical to management success.

MEPS uses a unique and statistically valid process to provide managers with reliable, comprehensive feedback about their management skills in 14 key functional areas. With the knowledge and insight that this information brings, managers can accurately identify development needs and make specific improvements to their performance. This results in measurable, lasting change.

The Process

The MEPS assessment package focuses on providing high quality feedback as the foundation for individual development. How an individual manager rates their own performance can provide insight, and this information is even more powerful when combined with feedback from others.

To ensure that managers obtain a balanced perspective of their strengths and development opportunities, MEPS measures performance from both the individual's point-of-view and that of five trusted associates. The MEPS survey form consists of 96 questions that are answered by individual managers and the five trusted associates they have selected.

MEPS is optically read using the latest technology to produce a confidential, detailed report which provides an overall picture of the manager's behaviour and level of effectiveness in areas such as leadership, promotability, ability to work with people, and interest in self-improvement.



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Scores are also broken down and visually depicted in easy to read and comprehend graphs that identify specific development needs in the following 14 key functional areas:

Task skills

- Problem Solving
- Time Management
- Planning
- Goal Setting
- Performance Leadership
- Organising

Interpersonal skills

- Team Development
- Delegation
- Participation
- Integrating Differences
- Providing Feedback

Personal skills

- Stress Processing
- Maintaining Integrity
- Commitment

With the feedback generated by MEPS, managers can find out how they see themselves, how others perceive them, and how proficiently they perform the responsibilities associated with being both a manager and a leader in their organisation. Once the need for change is identified, improvement can begin.

Results

The major strength of MEPS is ownership. MEPS doesn't dictate change. Instead, it places the responsibility for performance improvement in a manager's hands.

In particular, MEPS enables managers to:

- Measure and assess their current levels of expertise in specific areas pertaining to their responsibilities as managers.
- Compare their self-perceived expertise in 14 specific skill areas with objective confidential feedback from their five selected colleagues.
- Gain insight into their current level of expertise in these 14 areas relative to a representative sample of over 5,000 other managers.
- Obtain knowledge of the impact their behaviour has on others.
- Determine specific skill areas in which they want to change or improve.
- Develop prescriptive, action-oriented strategies for bringing these changes about.

Task Skills

| MEPS Skill Area | Self | Others | Liability | Benchmark | Asset | Liability | Potential | Percentile |
|---------------------------|------|--------|-----------|-----------|-------|-----------|-----------|------------|
| Problem Solving | Self | Others | 20 | 40 | 60 | 80 | | 39 |
| | | | | | | | | 14 |
| Time Management | Self | Others | | | | | | 18 |
| | | | | | | | | 20 |
| Planning | Self | Others | | | | | | 19 |
| | | | | | | | | 17 |
| Goal Setting | Self | Others | | | | | | 41 |
| | | | | | | | | 22 |
| Performance Leadership | Self | Others | | | | | | 9 |
| | | | | | | | | 8 |
| Organising | Self | Others | | | | | | 10 |
| | | | | | | | | 20 |
| Average Task Score | Self | Others | | | | | | 14 |

Interpersonal Skills

| MEPS Skill Area | Self | Others | Liability | Benchmark | Asset | Liability | Potential | Percentile |
|------------------------------------|------|--------|-----------|-----------|-------|-----------|-----------|------------|
| Team Development | Self | Others | 20 | 40 | 60 | 80 | | 17 |
| | | | | | | | | 8 |
| Delegation | Self | Others | | | | | | 62 |
| | | | | | | | | 27 |
| Participation | Self | Others | | | | | | 72 |
| | | | | | | | | 23 |
| Integrating Differences | Self | Others | | | | | | 56 |
| | | | | | | | | 20 |
| Providing Feedback | Self | Others | | | | | | 58 |
| | | | | | | | | 8 |
| Average Interpersonal Score | Self | Others | | | | | | 46 |
| | | | | | | | | 16 |

Personal Skills

| MEPS Skill Area | Self | Others | Liability | Benchmark | Asset | Liability | Potential | Percentile |
|-------------------------------|------|--------|-----------|-----------|-------|-----------|-----------|------------|
| Stress Processing | Self | Others | 20 | 40 | 60 | 80 | | 50 |
| | | | | | | | | 10 |
| Maintaining Integrity | Self | Others | | | | | | 41 |
| | | | | | | | | 13 |
| Commitment | Self | Others | | | | | | 77 |
| | | | | | | | | 17 |
| Average Personal Score | Self | Others | | | | | | 50 |
| | | | | | | | | 13 |

Materials

In the MEPS assessment package managers will receive:

- One Self-Description Inventory and five Description by Others Inventories which contain the 96 questions to be completed by the individual manager and the five others he/she has selected.
- A comprehensive 160 page Management Effectiveness Report which compiles the results for at-a-glance viewing and provides a breakdown of scores for help in improving specific problem areas.
- A Self-Development Guide that discusses the importance of feedback, as well as effective management techniques and outlines a plan for improvement.

Also available:

- A Leader's Guide offers administrative information and debriefing options to help the person who is facilitating MEPS in the organisation.
- Ongoing support from Human Synergistics with a complete debriefing process by a Human Synergistics' consultant, with specific recommendations for improvement.
- Re-testing with MEPS 6-12 months later to check progress toward improvement goals and modify strategies if needed.



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