



**MAP Assessment
Information Pack**

**Future Proof your Organisation
with
MAP Assessment**

Now you're able to design a specific training plan for each of your managers

Picture this....

The decision has been made to help your managers develop their skills and managerial capabilities. So they become better managers. And, your department runs more efficiently.

But, before you book any training, you're able to benchmark your managers. You're able to discover your managers' development areas and strengths. You're able to identify where your managers need help. You're able to identify your managers' personal objectives to help their development.

Armed with this information, you're able to draw up a personalised development plan for each manager.

And, after your managers' training you're able to benchmark them again and see exactly how they've grown and developed. Not only that, you can compare them to managers in other similar organisations to your own.

Imagine how you can reduce your training costs because you're providing the specific training your managers need. Imagine how your managers feel when they see the positive change that has taken place. Imagine how your managers can become more enthusiastic, more productive.

Think this is just wishful thinking?

Think again.

This is what MAP Assessment can do for the managers in your organisation. And, I'll reveal more about MAP to you over the page.

Introduction



My name is Robert Wagner. I'm the Managing Director of DPG plc who provides the MAP Assessment Development System for companies to assess and improve manager performance. Before I explain more about MAP, I want to share some success with you how people and organisations have got great results by using MAP Assessment:

For instance, the famous chef **Raymond Blanc of Le Manoir Aux Quat Saisons Restaurant and Hotel** uses MAP

Assessment to improve his managers' performance. At Le Manoir, 44 managers have completed MAP. What the training team at Le Manoir find is MAP adds great value to their organisation.

Renowned French Chef Raymond Blanc Uses MAP

MAP does this by allowing Le Manoir to benchmark their managers against each other and against similar organisations. They're now able to identify an individual manager's training needs. They're able to prioritise training. They're able to effectively use their training budget.

MAP is now the basis for all the manager development at Le Manoir. And, even Raymond Blanc has been through a MAP assessment.

Then there's **Sefton Council**...

They have had a management development program since 2001. But, they wanted more than just a learning and development program for managers. They wanted to assess managerial and behavioural competence to ensure the training and development was effective. More importantly, the training needed to contribute to the council's performance.

What they've found is virtually all the managers who go on a MAP Assessment improve their scores when they're reassessed. Proof that MAP Assessment works.

"Developing management and leadership skills is vital to keeping the UK competitive" – Lord Leitch

But, Sefton Council aren't the only council to use MAP.

Manchester City Council has now put through 600 of their managers through MAP Assessment. At the beginning, the council's development team wanted a standard system which allowed them to assess their managers. So, they could discover where their managers were in terms of their management capabilities. And, see what training their managers needed to become better managers. The council's managers have benchmarked their competencies against thousands of other managers using MAP. Using MAP, the development team are now able to identify the individual areas where managers could benefit from further targeted training.

You Can Base Your Managers' Training On What They Need NOT What You think They Need

MAP Assessment is even being used for managers in museums and galleries.

The skills development team in **Renaissance in the Regions** wanted a valid way of identifying their managers' existing skills. Once they'd discovered this, they wanted to introduce proven, uniform management competencies. They knew from experience that very often management development plans are based on what the individual and the manager believe is needed. Rather than relying on fact.

In addition, they knew MAP had a track record of successfully developing tens of thousands of high performing managers at major organisations in the US and the UK. The information MAP supplies plays an important role in choosing the appropriate development plan for each individual manager. And many managers' careers have been advanced in museums and galleries across the West Midlands by MAP.

Both Groups Showed an Increase in Manager Proficiency

And consider this: The **Wales Management Council** have recently completed a 12 month pilot project using MAP Assessment to improve managerial ability.

For this project they used companies in the construction industry. That's because research revealed companies were particularly interested in improving the quality and effectiveness of their managers. Split into two groups, both groups showed a broad increase in overall managerial proficiency. And, performance increased in all the four composite competency groups.

Also, the members of both groups said the MAP Assessment had made them more aware of their skills and competencies as managers.

So, as you can see, MAP Assessment makes a real difference in improving managerial performance.

The Only Way to Measure Managerial Competence in The World

By using MAP Assessment you're able to identify the levels and knowledge of managerial competence within your own managers. And, you're able to deliver targeted training and development plans which are specific to each of your managers.

However, what makes MAP Assessment unique is this:

The MAP Assessment Development System benchmarks and pinpoints the individual strengths and weaknesses of your managers. MAP creates a personalised development plan around your manager's weaknesses. MAP then supports the individual development plan with targeted development activities. These activities are designed specifically to meet your manager's training needs.

By targeting your manager's exact needs you're able to save buying unnecessary training. Also, you minimize the training time your managers spend away from the workplace.

MAP Assessment is the only objective way of measuring and assessing managerial competence in the World. MAP Assessment accurately benchmarks rather than scores your manager's competence. What's more your department can accurately score your department's competency levels to other internal departments or similar organisations.

No other assessment tool has the capability to do this.

Testimonials from users of MAP Assessment:

Here's what various training managers and human development officers say about the effectiveness of MAP Assessment:

"... Inspired Our Managers into Becoming Better Managers..."

"Every one of our managers goes through a MAP Assessment. Even the boss, Raymond Blanc! We've found MAP has been a valuable and consistent tool. It has inspired people to push their own development and take a real interest in being better managers," **Ian Donn, former Training Manager at Le Manoir aux Quat Saisons Restaurant and Hotel**

"... Now we can Measure Improvements in our Manager Programme..."

"MAP has allowed us to measure improvements over the course of our management development programme. It's easy to administrate, and there is superb support from DPG," **Phillipa Smith, Human Resources Development Manager for Centro, West Midlands**

"... Supports Management Achievements and Development..."

"I selected MAP as a valid way of identifying managers existing skills and introducing proven, uniform management competencies. Two members of the senior management team have gained promotion to their current positions and they both credit MAP with supporting their management achievements and development,"

Robert McDermid, Regional Skills Development Officer for Renaissance in the Regions, West Midlands

"... Identifies Individual Areas Where Managers Can Benefit ..."

"MAP fits in as an evaluation and improvement tool to help us meet the Audit Commission's requirement for Comprehensive Performance Assessment to show we effectively deliver public services with our partners. MAP also identifies individual areas where managers could benefit from coaching, mentoring and further targeted training."

Julia Willoughby, Service Development Team Leader, Chief Executives Department at Manchester City Council

"... Flexible, Easy and Simple ..."

"I was promised that MAP Assessment is a flexible, easy to deliver, time efficient and simple to interpret management assessment tool. I wasn't disappointed. We're now using MAP at nPower,"

Sarah Brown, People Development Manager, nPower Residential

"... Virtually All Participants Improve..."

"MAP is now an established component at the heart of Sefton's Management Development Program. Virtually all participants improve their overall Proficiency Composite on reassessment, sometimes spectacularly. Also evident is the level of increase in individual competency scores where the initial assessment showed 50th percentile or below,"

Peter McArdle, Management Development Officer, Sefton Council

"... Avoids Wasting Training Resources..."

"I value MAP Assessments because of the insights that it gives to people who want to improve performance. The process is time efficient and pin points very accurately where a manager can improve. It's very cost effective and avoids wasting training and development resources,"

Norman Wilson, Practice Principal, WLP

"... Delivered The Results We Needed..."

"The candidates were middle managers who aspire to be managing directors of race courses. It was essential to find each individual's level of knowledge and understanding before starting their development. As usual, the MAP Assessment delivered the required results,"

Peter Burnett, Managing Director, The Peplow Group

So how does MAP Assessment work?

12 Competencies Are at the Heart of MAP

Well, as you may be aware, research was conducted into manager performance in the 1980's. This research revealed the competencies which made the difference between high-performing managers and lower performing managers. These 12 competencies are measured in a MAP Assessment:

The six people handling competencies are:

Communications

- Listening and organising.
- Giving clear information
- Getting unbiased information

Supervision

- Training, coaching and delegating
- Appraising people and performance
- Disciplining and counselling

The six task handling competencies are:

Administrative

- Time management and prioritising
- Setting goals and standards
- Planning and scheduling work

Cognitive

- Identifying and solving problems
- Making decisions, weighing risk
- Thinking clearly and analytically

When you combine all 12 competencies in a MAP assessment you get an accurate breakdown of the areas where your managers are weak and strong. And, you can plan your training accordingly. This saves you both time and money.

So, What Happens during MAP Assessment?

MAP Assessment normally takes place over two days (usually a few days apart).

Day 1

Day one consists of a series of 13 DVD based scenarios covering a week in the life of a typical management team.

Throughout the day the managers being assessed answer a series of questions based on what they've seen, and other information given, they then determine whether in their opinion it is good or bad practice.

There are also 2 paper based questionnaires that help determine their preferred way of managing and communicating within the workplace.

Day 2

Interpretation of MAP Assessment and development planning

Day two of the MAP Assessment process is dedicated to interpreting each manager's profile and how it relates to their performance in the workplace.

The MAP Assessment profile contains 7 pages, the first 2 pages give a graphical overview of the results (see sample profile 1 on next page), and there are a further 5 pages of interpretation text for the manager to gain a fuller insight into how they have performed.

During the day all the competencies are discussed along with the management, communication and personal styles results. Managers are then introduced to group, national and sector benchmarks so they can compare their own performance with that of other managers in the UK.

On the afternoon of day two each manager receives individual feedback on a one to one basis. They are introduced to a series of helpful documents which will help them to translate their profile into a draft development plan.

Their development plan is based on current competence and individual development objectives. The production of the development plan is facilitated on both a group and individual basis. Managers are encouraged to discuss their plan with their line manager, and review their plan and changes in behaviour as they progress through the development process.

See sample profile on the following page.



MAP Assessment Sample Profile

Group Report

UK National Benchmark n = 12531

08/01/2008

Managing Your Job:

Time Management and Prioritising -		58%
Setting Goals and Standards -		51%
Planning and Scheduling Work -		61%

Administrative Composite -  **57%**

Relating to Others:

Listening and Organising -		42%
Giving Clear Information -		58%
Getting Unbiased Information -		56%


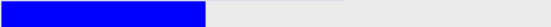
Communication Composite -  **52%**

Building the Team:

Training, Coaching, and Delegating -		45%
Appraising People and Performance -		51%
Disciplining and Counselling -		54%

Supervisory Composite -  **50%**

Thinking Clearly:

Identifying and Solving Problems -		56%
Making Decisions, Weighing Risk -		62%
Thinking Clearly and Analytically -		37%

Cognitive Composite -  **52%**

Proficiency Composite -  **52%**

MAP Assessment Sample Profile

Leadership / Management Styles

Theory X: Parent - Child -		64%
Theory Y: Adult - Adult -		57%

Communication Styles

EMPATHIC - 13		28%
CRITICAL - 7		65%
SEARCHING - 18		64%
ADVISING - 22		67%

Personal Styles

THINKER - 25		47%
INTUITOR - 22		52%
SENSOR - 27		51%
FEELER - 26		63%

And, consider this:

- Over 150,000 managers across 17 countries use MAP.
- Over 15,000 UK managers are assessed using MAP.
- The **Institute of Leadership and Management** and the **Chartered Management Institute** endorse MAP Assessment as part of their National Qualifications from Level 2 up to Level 7.

DPG plc is an ILM accredited centre, CIPD approved centre and Investor in People.

Then, there are the many recognizable companies who use MAP. These companies include:



Centro

Birmingham
Museum & Art
Gallery

**Ascend
Assessment
North East**



**York Hospital
NHS Trust**



**Birmingham
City Council**



Now, I'd like to show three case studies about companies who are using MAP Assessment:

Case Study 1

"We Can Now Measure Our Managers' Improvement"

Centro, the corporate body of the West Midlands Passenger Transport Executive, has actively been using MAP Assessment with over 100 of its managers to benchmark their capabilities and provide training and development support.

MAP Assessment now forms the basis of the organisation's Management Development Programme and they plan to continue using it moving forward. Once managers at Centro have completed their MAP Assessment they can then go on to do other forms of development. These include specific management oriented in-house courses, like Employment Law and Health and Safety for Managers, or external courses and other qualifications.

Phillipa Smith, Human Resources Development Manager for Centro, explains how they discovered the fastest route to better management,

"We were introduced to Kevin Faulkner at a taster day run by a local training company. In talking to Kevin about another project he mentioned MAP Assessment and we felt that it met what we were looking for as a tool for management development.

"It works for us because it provides an opportunity to measure against international and UK management populations, as well as against public and private sector ones. It provides a real opportunity to benchmark our managerial expertise and knowledge.

"We also like it because it is easy to administrate and there is superb support provided by DPG.

"At Centro MAP Assessment has provided a basis for discussions and helped to deliver a common understanding around the role of a manager. This has allowed us to measure improvements over the course of our management development programme. We have also used it as a basis for our own Manager Role Profile.

Overall I have to say MAP Assessment provides an effective benchmarking tool for managerial expertise and knowledge."

Case Study 2

“Having a Baseline Measure Before and After a Development Program is Very Important to Us”

Sarah Brown, People Development Manager, nPower Residential talks about the importance of having a baseline measure at the start and end of any management learning and development programme.

“We were working with our second line management team using the ILM’s Level 5 certificate and were well aware of the quality of the programme and what it could potentially do. The challenge for me, and my People Development colleagues, is how to gauge the impact that the programme will make on the managers who follow the certificate programme.”

The training and development community and the companies that provide training and learning products and programmes are often in the dark when it comes to evaluating the impact of training on their teams, the individual and the business or organisation. They need a tool to see how good a manager is before any learning and development takes place and how far they have come at the end of development programme.

“I was introduced to MAP Assessment during a taster day for the programme which promised a flexible, easy to deliver, time-efficient and simple to interpret management assessment tool. I wasn’t disappointed and knew it was something I could bring in to trial at nPower.”

The trialling of MAP Assessment in Sarah’s business unit at nPower involves using the system to record a baseline of performance for managers and compare these with the organisation’s operational Key Performance Indicators. As the 250 plus managers in this unit work towards ILM Level 5 any kinks are clearly identified and worked through.

nPower can call on its Learning Resource Centres to support the individual learning and development needs of the people working through this trial with a range of resources from Managing to Excel, coaching to finding a relevant book.

Case Study 3

“We Can Now Address Any Manager Shortcomings”

Norman Wilson, practice principal, WLP – specialists in performance improvement in the private and public sectors, gives his opinion on using MAP Assessment.

“I’ve never come across anything quite like MAP Assessment and I think it is quite unique. It tests what you actually know and understand as a manager together with an appreciation of management styles and your own styles. Working on the styles is very useful in highlighting potential difficulties and effectively improving them. For example, if there is a very dominant X or Y style then it may be difficult for them to delegate. Once this is in the open then it can be addressed with coaching and training.

“MAP Assessment also highlights competencies where the candidate has excellent results. This is really beneficial in two ways; firstly, it can boost an individual or team’s morale, and secondly it can show where training effort would be wasted because that particular strength in a competency doesn’t need work to improve it.

“From my own point of view I value MAP Assessment because of the insights that it gives to people who want to improve performance. When the feedback from assessments is given to supervisors or managers of candidates it receives responses like “yes that explains that...” It gives them a framework to hang their appraisal, or review comments on.

“The process is time efficient and pinpoints very accurately where a manager or managers can improve. When compared with Job needs it highlights the areas where the effective changes can be made and therefore is very cost effective. It avoids wasting training and development resources”

Now you’ve read how MAP is helping other companies here’s how you can see MAP at first hand.

Your FREE MAP Assessment Taster Day

Probably the best way to judge MAP is for you to attend one of our FREE MAP taster days as our guest. This way you can see for yourself the positive impact MAP can have on your managers’ development - without any financial commitment. You don’t have to commit to anything. You’re not obliged to buy anything. There is no ‘hard sale’ given to you on the day. The day is a friendly informal event where you can ask any questions and get the answers you want concerning MAP.

All you have to do is attend with an open mind. You'll even be treated to lunch. In fact, here is the schedule of a typical MAP taster day:

Schedule

10:00am	Arrival, Coffee and Informal Networking
10:15am	Introduction to DPG MAP Assessment Background What is MAP Assessment? Who is it for? How does it work?
10:50am	Experience the Process Sample Scenario
11.20am	Profile Reports What are the outcomes? Getting to grips with the competencies Benchmarking
12.30pm	Lunch
1:30pm	Profile Reports Continued
2:30pm	What Can MAP Assessment Be Used For? Examples and case studies
3:00pm	Options and Costs Methods of implementation and costs
3.15pm	Open Forum and What Next?
4:00pm	Close

If you like what you see, then great. If you don't like what you've seen or you think MAP isn't for you... then that's fine as well. Of course, we'd be disappointed. But, we'll thank you for taking time out of your busy schedule and giving us the opportunity of showing you more about MAP Assessment.

If you're interested in attending a MAP taster day then you need to contact us as soon as possible to book your place for the next MAP taster session.

The next available dates have just been set and places are allocated on a *first come, first served* scenario.

- Manchester 11th June, 10am – 4pm
- Birmingham 14th June, 10am – 4pm
- London 15th June, 10am – 4pm

Reserve Your FREE MAP Assessment Taster Place Today by Calling 0161 975 7777 now.

The next step is up to you. And I leave you to decide what to do. As you know what's best for your organisation.

But, if you're serious about developing your managers then I invite you to come to a free MAP taster day and discover exactly how MAP can help you develop your managers' skills and development.

I look forward to meeting you.

Sincerely

Robert Wagner

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