



Management Effectiveness Profile System [MEPS]

Individual Development

Key functions of an organization 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 organization's success.

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

No matter how experienced the manager, mastery of the basics is critical to success. How can an organization 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.



Management Effectiveness Profile System [MEPS]

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
- Organizing

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 organization. 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 about 4,000 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	Liability	Benchmark	Asset	Percentile			
Problem Solving	Self	20	40	60	80	Liability	39
	Others					Liability	14
Time Management	Self					Potential	18
	Others					Liability	20
Planning	Self					Liability	19
	Others					Potential	41
Goal Setting	Self					Potential	17
	Others					Liability	22
Performance Leadership	Self					Liability	7
	Others					Liability	9
Organizing	Self					Liability	8
	Others					Liability	10
Average Task Score	Self					Liability	20
	Others					Liability	14

Interpersonal Skills

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

Personal Skills

MEPS Skill Area	Liability	Benchmark	Asset	Percentile			
Stress Processing	Self	20	40	60	80	Liability	50
	Others					Liability	10
Maintaining Integrity	Self					Liability	41
	Others					Liability	13
Commitment	Self					Liability	77
	Others					Liability	17
Average Personal Score	Self					Liability	50
	Others					Liability	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 organization. **PowerPoint** show also available.
- Ongoing support from Human Synergistics with a complete debriefing process by a Human Synergistics consultant available in French and English.
- Re-testing with MEPS 6-12 months later to check progress toward improvement goals and modify strategies if needed.



St. Marys, ON

246 James St. South

PO Box 2380

Telephone 519/284-4135

Facsimile 519/284-4272

Email: info@hscanada.ca

Web: www.hscanada.com

Montreal, QC

514/485-4900