

Management Action Profile™



What is Management Action Profile™?

Management Action Profile™ (MAP) is a performance-based, innovative, 360-degree feedback instrument specifically designed for measuring the performance of managers in key practice areas crucial to managerial success and team effectiveness. Its management model and practices are based on extensive field research in areas of personnel training, managerial coaching, and change management.

MAP has been developed around three basic principles: performance measurement, universal application, and pragmatic recommendations. Unlike other competing theories in the management consulting and human resources communities, MAP adopts a performance-based approach to evaluating management, focuses on observable performance variables that affect personnel management, and ends up with specific, proactive recommendations

that could lead to immediate improvement in management practices. Much emphasis has been on managers' people skills in the work place, e.g. how they interact with their team members, supervisors, and in-house client and suppliers to get the job done.

MAP is a reliable and valid survey instrument that has gone through extensive empirical and qualitative research that dates back to the late 1980's. Since its inception, MAP has been used in a wide range of training and consulting initiatives by organizations of different sizes in a variety of industries. It has been mainly used as a framework for management coaching, and allows consultants and managers to analyze specific real-life situations in quantitative terms. It has also proved to be a good supplement for more traditional management training programs.

CASE STUDY

MBDA



◆ **SITUATION**

MBDA, a part of the EADS group, is a world leading missile systems company with over 10,000 employees and an annual revenue of 2 billion Euros (approximately US\$2 billion). The company was the result of a merger of different military industry companies and had to undergo enormous reorganization. Realizing that the reorganization needed to be well supported by strong leaders and managers, the manufacturing general manager asked **Persona** GLOBAL® Office in France to develop an approach to helping his 300 key managers enhance their management and leadership skills.

◆ **COURSE OF ACTION**

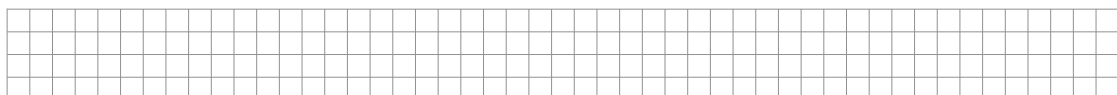
Instead of delivering one more traditional training program, **Persona** GLOBAL® France put in place an assessment tool – MAP – to help the managers to discover their own strengths and weaknesses, and to determine specific individual action plans. As one manager put it, "This MAP approach values more than weeks and weeks of training. It makes you concretely and pragmatically improve your management skills in a sustainable manner."

◆ **RESULTS**

With MAP, the company successfully completed its reorganization (industrial transfers, merging teams, etc.) on time. Additionally, MAP helped the company to save 50% of the time needed to merge management cultures.

MAP Benefits for Management Professionals

- **ANALYTICAL.** MAP uses well-developed questionnaires and surveys that effectively measure a manager's performance in quantitative terms, making it easy to pinpoint areas for improvement.
- **COMPREHENSIVE.** MAP adopts a 360-degree approach to evaluating a manager's behaviors in eight key areas of management performance.
- **EASY-TO-ADMINISTER.** MAP uses a proprietary, cutting-edge computer program to analyze survey data and generate detailed reports.
- **PERFORMANCE-BASED.** MAP focuses solely on human behaviors that are observable and crucial to managers' job performance.
- **RESULT-ORIENTED.** MAP focuses on key areas of performance vital to boosting management success and team effectiveness.
- **TESTED AND PROVEN.** MAP has been widely adopted as a management evaluation and coaching tool across various industries in different countries.
- **WELL DEVELOPED.** MAP is based on and supported by over a decade of empirical and statistical research by top management consulting and coaching experts.



“MAP offered new insights which went beyond the scope of the typical training programs. The Conclusions & Recommendations which were tailored to my specific circumstances were particularly useful.”

France Telecom

MAP Enables Client Companies to:

- Get a quick and clear “snap-shot” of their managers’ job performance that can serve as a starting point for customized coaching program’s based on their specific needs.
- Make their managers aware of the weaknesses in their current management practices so that actions can be taken to improve job performance.
- Motivate and re-energize their managers by offering them a 360-degree perspective of their managerial behaviors, enabling them to improve their leadership skills and fight job stagnation.
- Provide personalized coaching to managers based on performance data collected using the survey instrument.
- Build a channel of communication between the managers and other members of the organization at various levels.
- Form a consensus within the organization about expected managerial behaviors and steps to be taken to achieve them.
- Focus on observable performance factors that can drastically improve managers’ job performance.

Unique Value Proposition for Consultants

- **MAP CERTIFICATION.** MAP certificates will be granted to consultants upon successful completion of training.
- **COMPLETE CERTIFICATION DELIVERABLES.** Consultants applying for MAP certification will receive an information package containing all support materials.
- **GLOBAL REACH.** MAP has been adapted to different cultures and is available in several languages.
- **UNIVERSALITY.** MAP addresses the common human issues and universal challenges facing all managers across various industries around the globe.
- **REPEATABLE.** Benchmarking capability enables periodic re-application and performance improvement tracking.

Selected MAP Users

Alcatel Telecom	High-tech	France
AXA Assurance	Bank, Finance & Insurance	France
Bausch & Lomb	Chemicals & Industry	France
Eli Lilly and Company	Pharmaceuticals/Biotechnology	Belgium
Eli Lilly and Company	Pharmaceuticals/Biotechnology	Switzerland
Epson	Computer/Electronics	Thailand
General Electric	Bank, Finance & Insurance	France
Hana Semiconductors	Computer Hardware	Thailand
Rothmans	Manufacturing/Durable Goods	France, U. K.
Siam Fibre-Cement Co.	Manufacturing/Durable Goods	Thailand

Credentials

Management Action Profile™ draws upon findings of numerous academic researches covering various areas of management behaviors, including leadership, organizational abilities, corporation and motivation, information and communication, continuous process improvement, development of potentials and competencies, use of power and authority, and inter-departmental cooperation, etc. Using findings from various sources of academic and empirical research, MAP seeks to assess the performance of managers by examining their observable behaviors in eight key areas of management practice, with emphasis on actionable recommendations.

ABOUT THE AUTHORS



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Management Action Profile™ was developed by Open'Act, a Paris (France)-based management consulting firm headed by **Mr. Jean-Benoit Parat and Mr. Francois Pham** – two industry experts who have conducted extensive research in management behavior across various industries during the past 15 years. As **Persona** GLOBAL®'s European Office, Open'Act partners with **Persona** GLOBAL® in delivering the entire suite of **Persona** GLOBAL® programs and offering training to consultants of **Persona** GLOBAL® products across Europe.



For more information about **Persona** GLOBAL® metrics and methodologies, please contact info@personaglobal.com or visit www.personaglobal.com



ABOUT **Persona** GLOBAL®

Persona GLOBAL® is a worldwide provider of assessment tools and methodologies for corporations facing challenges in change leadership, communication, organizational alignment, sales, customer service and management. **Persona** GLOBAL® metrics and methodologies are currently available in 70+ countries; its programs have been translated in up to 38 languages. More than 1,600 certified **Persona** GLOBAL® practitioners around the world serve their clients as strategic business partners.

Corporations that have benefited from **Persona** GLOBAL®'s Programs include:

- BMW
- Applied Materials
- British Airways
- Mitsubishi
- Dell Computer
- Japan Airlines
- Disney
- IBM
- Credit Suisse
- Coca-Cola
- Alcatel
- American Express
- Hitachi
- Motorola
- SONY Music Entertainment