

WAY MANAGER

Report for the certified person

PerformanSe

Self-evaluation
Data entered
Answering time

C L
Sep 25, 2014
9 minutes



REGARDING THIS REPORT

This report provides an aid to the development of behavioural competences for professionals, who either are carrying out, or are intending to carry out, functions with managerial elements, and who are faced with strategic, organisational and human challenges in their professional activities.

It is based on the PERF ECHO self-evaluation tool, and enables you, on the basis of your self-image, to evaluate your behavioural tendencies and principal drivers, in terms of work motivation. These drivers are clarified via 12 behavioural competences identified by our researchers and clinical consultants as particularly important to the development of Leadership in a management context.

The results, presented as charts, demonstrate your comfort levels with the three main Management spheres: Organisation, Teams and Change. For each of the competences described, the results generate three zones, according to how easy it is for you spontaneously to apply your energies to implementing those managerial competences.

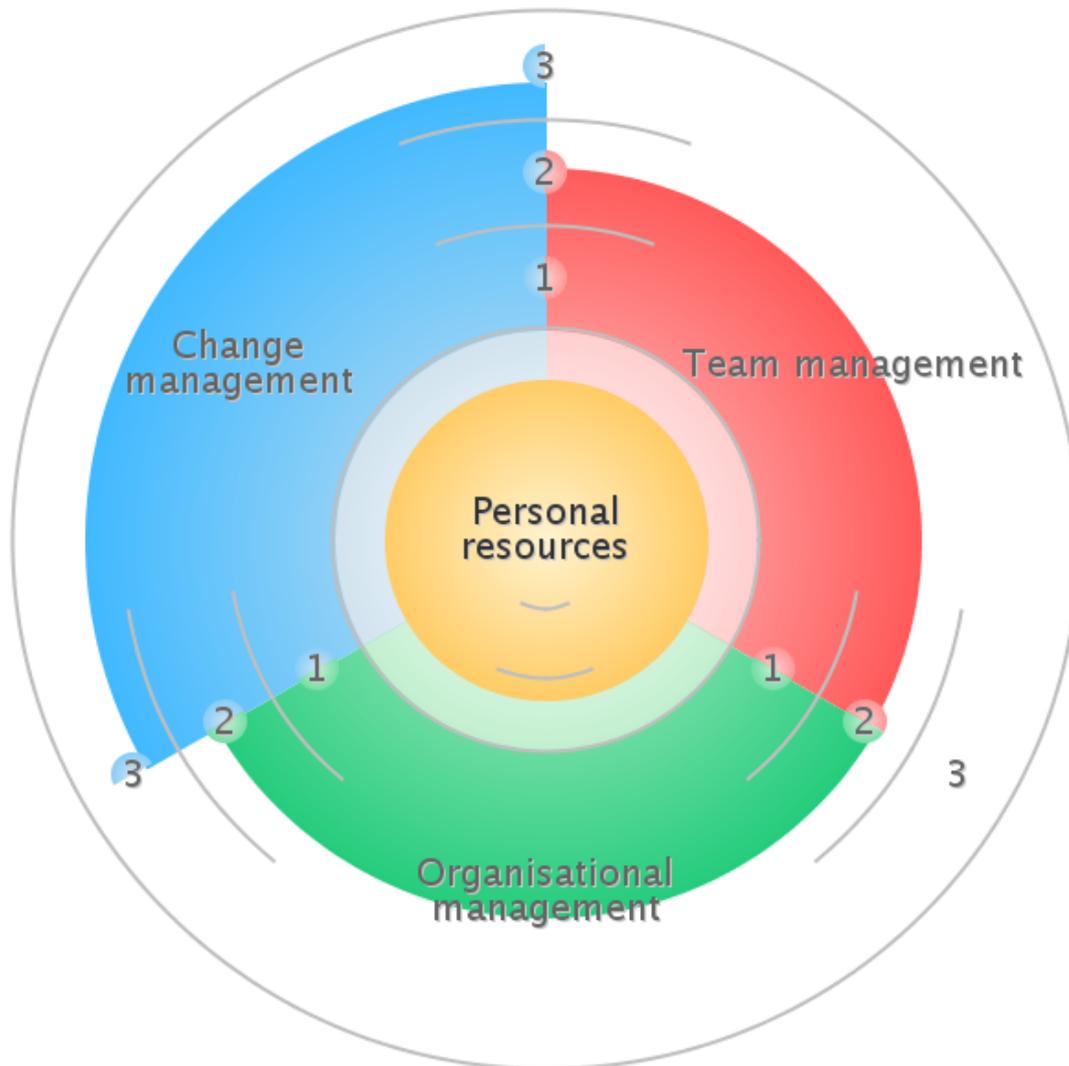
- *The "comfort zone" reflects your area of behavioural preference. The behaviours featured in this zone are deployed very easily and require no great effort on your part.*
- *The "adaptation zone" reflects your area of adaptation to professional situations. The behaviours included in this zone are deployed with relative ease, probably by dint of observation or apprenticeship. They may equally correspond to an area of unexploited potential.*
- *The "effort zone" reflects your area of behavioural discomfort or avoidance. The behaviours included in this zone are probably deployed with greater difficulty or require some effort. You are advised to work on these as a priority.*

An appreciation of the strength of your personal resources is also important in your control of the whole body of managerial activities. Your levels of "Staying power", "Tolerance", and "Confidence" are also integrated as competences that are required in many areas.

Deriving from these results, this evaluation should allow you to become aware of your strengths and of pointers to improvement, enabling you to direct your strategy for managerial development effectively, based on your behavioural tendencies.

This report thus provides an objective basis on which, with the aid of professionals (consultant, coach), different action plans may be formulated to optimise your management activity.

Your managerial profile

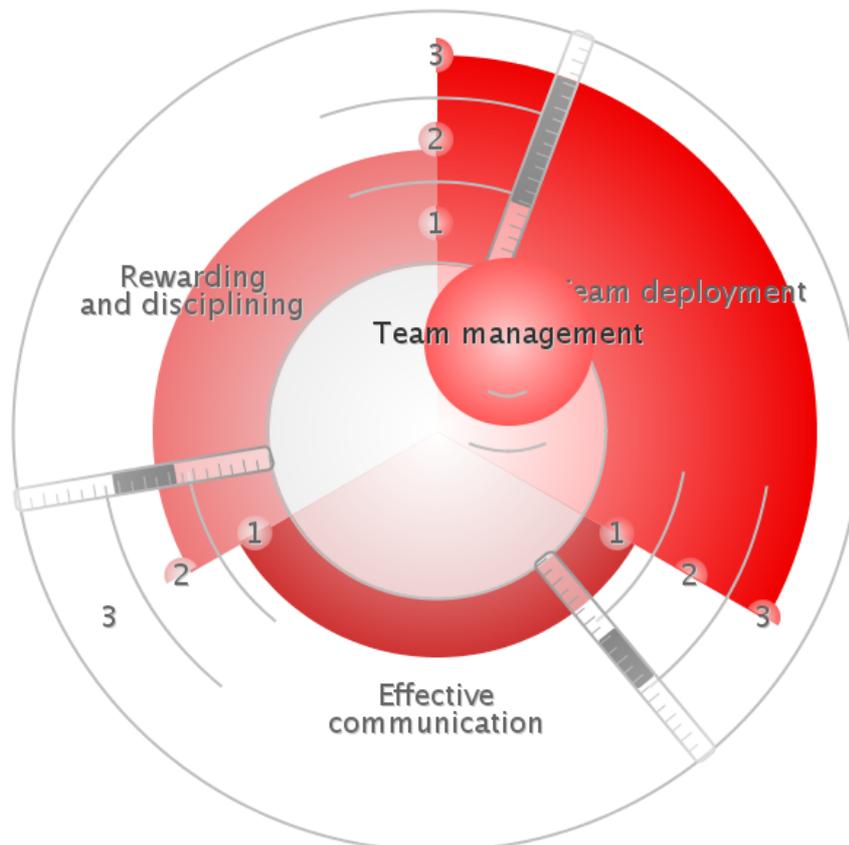


Comfort zones scale

- 3. COMFORT ZONE: preferred area
- 2. ADAPTATION ZONE: adaptation area
- 1. EFFORT ZONE: improvement area

Team management

The competences covered in this sphere are essential in situations involving human challenges, and where the engagement of colleagues and their importance to the value of the business contribute to a great extent to its effective performance. Thus the competences embedded in this sphere cover basically the field of human relations and interpersonal communication.



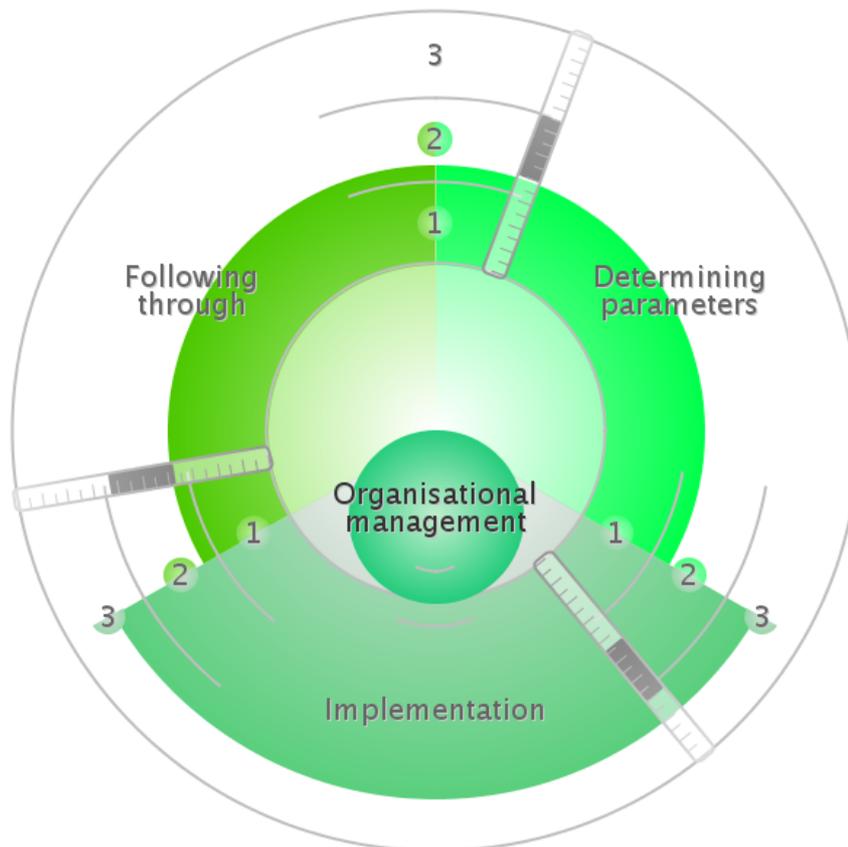
The grey scale indicates the average position of a population of managers.

Definitions of competences and anticipated outcomes in the development framework on these axes:

- **TEAM DEPLOYMENT** : Team building and generating a collective approach to projects and objectives. *This competence is of particular benefit in: involving your colleagues, generating engagement, deploying and fostering integration, and listening to the aspirations of employees whilst protecting the best interests of the enterprise.*
- **EFFECTIVE COMMUNICATION** : Communicating directional priorities and facilitating the flow of information. *This competence is of particular benefit in: communicating decisions made, presenting information in a clear and structured manner, facilitating and ensuring information-sharing.*
- **REWARDING AND DISCIPLINING** : Demonstrating fairness in evaluating work done by rewarding (or punishing) everyone's positive (or negative) contributions. *This competence is of particular benefit in: expressing gratitude towards colleagues, rewarding (results, the value of work) and, when necessary, regulating, re-framing and punishing.*

Organisational management

The competences covered in this sphere are essential for directing the activity and management of organisational processes. They facilitate the effective implementation of operational objectives associated with the business's challenges. Thus the competences covered in this sphere cover basically the field of activity, its organisation and its direction.



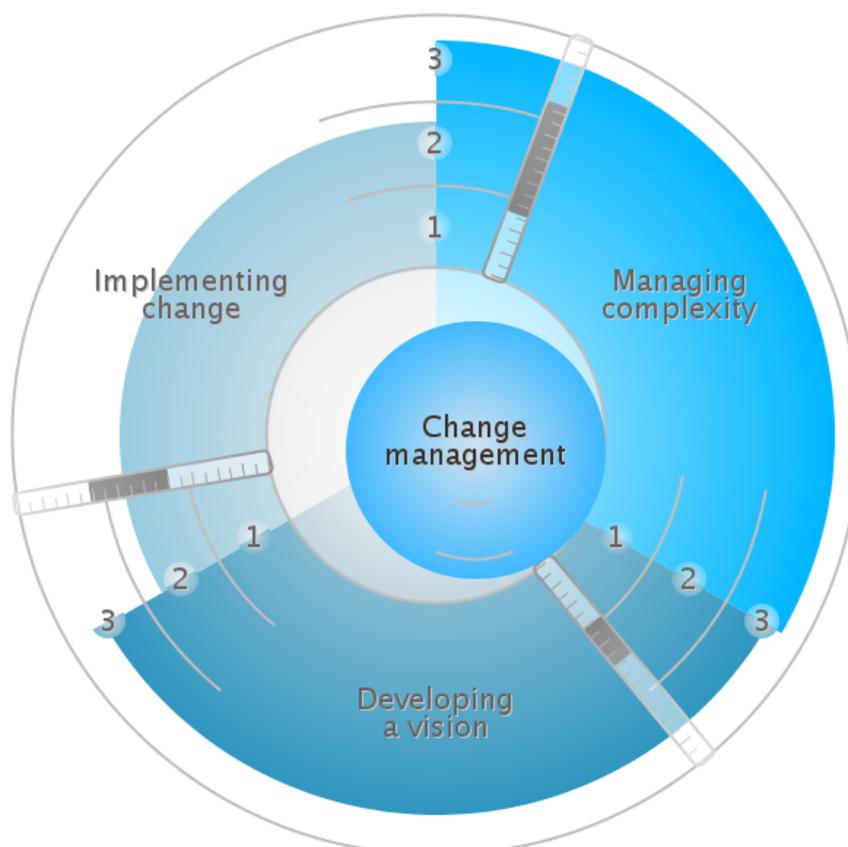
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Definitions of competences and anticipated outcomes in the development framework on these axes:

- **DETERMINING PARAMETERS** : Transposing priority challenges into team objectives and defining each person's role. *This competence is of particular benefit in: determining priority challenges, delineating boundaries of responsibility, optimising internal and external resources, clearly formulating objectives.*
- **IMPLEMENTATION** : Converting objectives into action plans and relevant performance indicators. *This competence is of particular benefit in: allotting contributions, programming tasks, equipping oneself with guidance tools, allocating resources necessary to the smooth running of the action plan.*
- **FOLLOWING THROUGH** : Overseeing implementation and results obtained, and offering corrective measures. *This competence is of particular benefit in: supervising the work, measuring the gaps between projected and actual work, overseeing results, correcting and rectifying mistakes.*

Change management

The competences covered in this sphere are essential to the evolution of strategic approaches, governance and the organisational methods of tomorrow. The management of change nurtures, amongst other things, progress, flexibility and complexity (market, culture). Thus the competences covered in this sphere cover basically the field of political competences, innovation and change management.



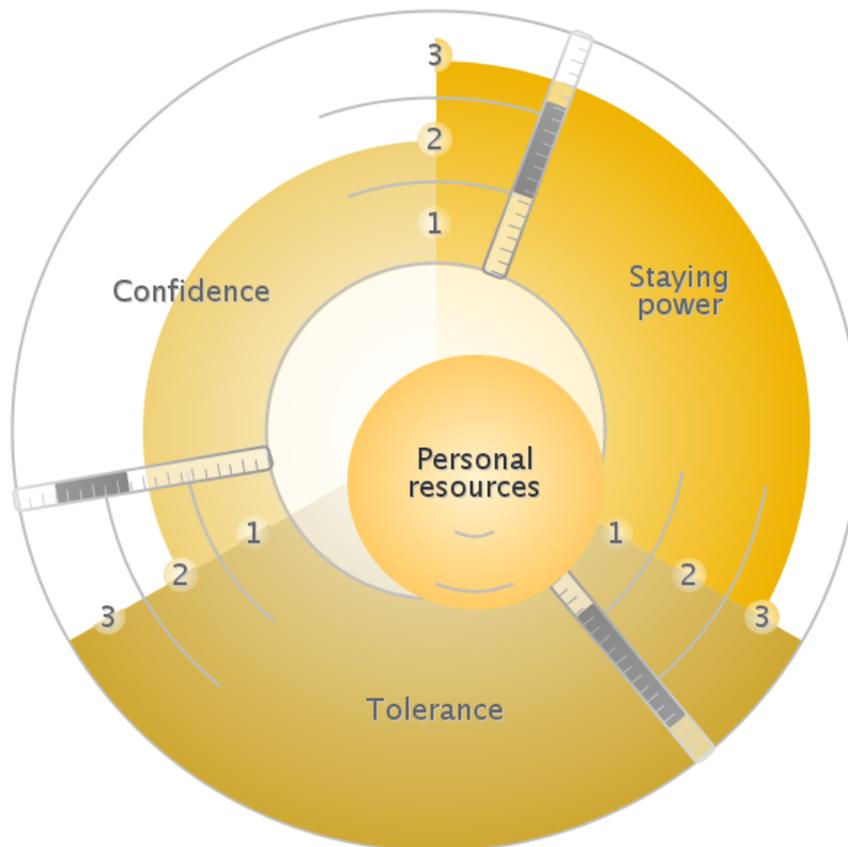
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Definitions of competences and anticipated outcomes in the development framework on these axes:

- **MANAGING COMPLEXITY** : Paying attention to factors in the environment in order to anticipate change and future developments. *This competence is of particular benefit in: noting new issues and (social, economic) challenges, being alert to the market and the culture.*
- **DEVELOPING A VISION** : Putting forward an ambitious vision of the future and promoting the creation of new ideas. *This competence is of particular benefit in: promoting collective understanding, managing innovation, having an inspirational vision, navigating challenges.*
- **IMPLEMENTING CHANGE** : Implementing changes linked to the new organisational context. *This competence is of particular benefit in: undertaking, working with and facilitating necessary (performance-related) changes, adapting methods to values and culture, scrutinising relevant business models.*

Personal resources

Personal resources are fundamental to mastering the whole body of managerial activities. They contribute to effectiveness and well-being in managerial activities. The competences embedded in this sphere thus cover the field of personal competences linked to emotional staying power, self-efficacy and risk-taking.



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Definitions of competences and anticipated outcomes in the framework of personal development:

- **STAYING POWER** : To hold course and keep a cool head, despite difficulties and pressure. *This resource involves maintaining an objective view in pressured situations, holding course despite obstacles which threaten to hinder the achievement of immediate results, bouncing back after failures.*
- **TOLERANCE** : Accepting uncertainty as the price of daring and taking action in a changing environment. *This resource is linked to risk-taking and daring-do, to favouring action (over inhibition), decision-making, facing up to uncertainty and assuming responsibility when things go wrong.*
- **CONFIDENCE** : Being self-confident and investing complete confidence in others. *This resource is linked to a balanced image of the self, a real correspondence between words and actions (reliability, respecting commitments), projecting credibility and confidence to others people.*

LINES OF ENQUIRY TO BE USED BY THE EVALUATOR

The following section is for the exclusive use of the evaluator. In this section, we suggest examples of relevant questions to ask the interviewee during their feedback interview, depending on their WAY MANAGER results.

For every indicator (12 in total) that places the interviewee in the "adaptation zone" or the "effort zone", we systematically supply a suggested question. Therefore, questions could be asked about every indicator for all areas of management (organisation, team, change), as well as the domain of personal resources. The aim is to verify or qualify any areas of concern detected.

These lines of inquiry take the form of more or less generic questions, so to keep these relevant the suggested questions may be tailored to the specific context of evaluation in order to enhance their impact. It is therefore suggested that the evaluator reformulate and personalise each of the questions freely.

Team management	Lines of enquiry
Team deployment	
Effective communication	<ul style="list-style-type: none"> How do you prepare information to be passed on to your colleagues? In your opinion, what could you improve?
Rewarding and disciplining	<ul style="list-style-type: none"> How do you judge the work of your colleagues? What criteria do you use? What action plans do you put in place?

Organisational management	Lines of enquiry
Determining parameters	<ul style="list-style-type: none"> How do you judge the work of your colleagues? What criteria do you use? What action plans do you put in place?
Implementation	
Following through	<ul style="list-style-type: none"> What, for you, are the best ways of supervising the work of your colleagues? Could you describe a situation in which you have used these means?

Notes:

Change management	Lines of enquiry
Managing complexity	
Developing a vision	
Implementing change	<ul style="list-style-type: none"> Workplace activities need to be re-organised on a daily basis: how do you react to this?
Personal resources	Lines of enquiry
Staying power	
Tolerance	
Confidence	<ul style="list-style-type: none"> What do you think of a colleague who works in a different way to what they say they do?

Notes: