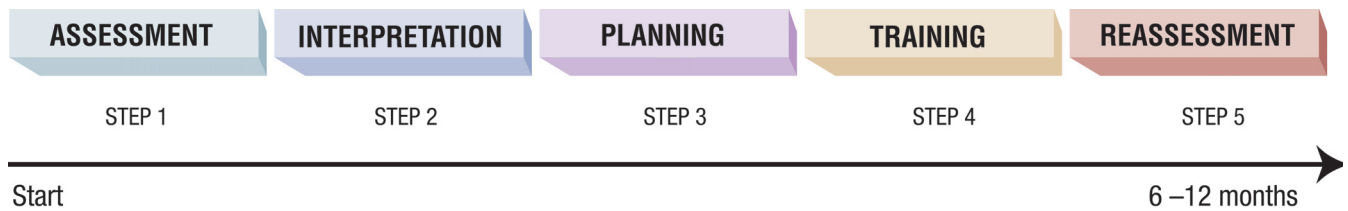# MAP2 / Excel2: A 5-Step Cycle

A 5-Step Cycle for Competency-Based Management Development

	Activity	Individual Purpose	Organizational Purpose
Step 1	**Assessment** (MAP)	To determine developmental needs and opportunities	To conduct a needs analysis on a competency base
Step 2	**Interpretation** (MAP)	To define desired managerial behaviors and identify gaps	To convert performance data into strengths and needs by competency
Step 3	**Planning** (MAP)	To prepare an Individual Development Plan for future growth, training, and development	To plan a curriculum to best meet organizational and individual needs
Step 4	**Training as Needed** (Excel)	To increase proficiency in competencies where the needs are greatest	To build a managerial team and move toward a more participating style
Step 5	**Reassessment** (MAP)	To measure personal improvement and update the Individual Development Plan	To document the impact of training and return on investment

ASSESSMENT	INTERPRETATION	PLANNING	TRAINING	REASSESSMENT
STEP 1	STEP 2	STEP 3	STEP 4	STEP 5

Start — 6 –12 months

The 12 Competencies Assessed by MAP and Developed by Excel

Administrative (Managing Your Job)
Time Management & Prioritizing
Setting Goals & Standards
Planning & Scheduling Work

Supervisory (Building the Team)
Training, Coaching, & Delegating
Appraising People & Performance
Disciplining & Counseling

Communication (Relating to Others)
Listening & Organizing
Giving Clear Information
Getting Unbiased Information

Cognitive (Thinking Clearly)
Identifying & Solving Problems
Making Decisions & Weighing Risk
Thinking Clearly & Analytically

The 3 Styles Measured by MAP Through Which the 12 Competencies Are Applied

Communication
Empathetic, Searching,
Advising, Critical

Personal
Thinker, Feeler
Sensor, Intuitor

Managerial
Theory X
Theory Y