

MDQ-R

Management Development Questionnaire – Revised
Management, Leadership, and Emotional Intelligence Report

Sample Report
ID 22535-6
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Introduction

The Management Development Questionnaire – Revised (MDQ-R) assesses management, leadership, and emotional intelligence competencies that are essential to success at every level. The purpose of this report is to help you develop and improve by providing a picture of your relative strengths and areas for development.

Management, leadership, and emotional intelligence framework

The MDQ-R assesses twenty management and leadership attributes, covering seven competency factors.

The management competency scales measure the capabilities required to administer business processes and systems efficiently and deliver products and services reliably.

The leadership competency scales measure the capabilities needed to lead major change successfully and take an organization into the future.

The MDQ-R also measures four emotional intelligence competencies that underpin both management and leadership effectiveness.

	Competency Factor	Competency Scales
Management	Connecting and Motivating	Focusing on Customers, Sensing and Understanding, Motivating and Delegating
	Adapting and Delivering	Adjusting and Adapting, Persevering and Achieving, Cultivating and Relating
	Supporting and Developing	Working Together, Coaching and Developing, Acting with Integrity
	Emotional Intelligence	Self-Awareness, Social Awareness, Self-Management, Relationship Management
Leadership	Analyzing and Deciding	Analyzing and Problem-Solving, Learning and Being Mindful, Initiating and Risk-Taking, Considering and Deciding
	Creating and Communicating	Strategic Thinking, Improving and Innovating, Communicating and Presenting, Persuading and Influencing
	Planning and Financing	Planning and Organizing, Improving Finance, Managing Pressure

How to make the most of this report

Please keep the following points in mind as you consider your results:

Your profile is based on what you have said about yourself through your responses to the questionnaire, so what is being measured is your own perception of your management, leadership, and emotional intelligence competencies.

Your results can be affected by the way in which you answered the questionnaire, whether this was conscious or unconscious. For example, whether you felt under pressure to convey a favorable impression of your competencies.

The report outlines strengths as well as areas for improvement, and provides suggestions designed to help you develop.

The insights from the questionnaire need to be considered alongside other information about your abilities and skills when making career or development decisions. This could include your cognitive abilities, your personality characteristics, your motives and values, and your work and life experiences.

MDQ-R scores should be interpreted in the context of your current role and/or career aspirations to determine whether they represent strengths or areas of potential development for you.

Your results have been reported using a 10-point sten scale. Sten scores are generated by comparing your responses with those of a large global reference group, named “International Comparison Group”. This group comprises first-, middle-, and top-level leaders, and individual contributors.

To guide understanding of your relative strengths and areas for development, your individual sten scores are shown in each graph throughout the report, and can be interpreted as follows:

- 1–2 (inconsistent): approximately 7% of the comparison group scored in this range
- 3–4 (somewhat inconsistent): approximately 24% of the comparison group scored in this range
- 5–6 (moderate strength): approximately 38% of the comparison group scored in this range
- 7–8 (strength): approximately 24% of the comparison group scored in this range
- 9–10 (exceptional): approximately 7% of the comparison group scored in this range.

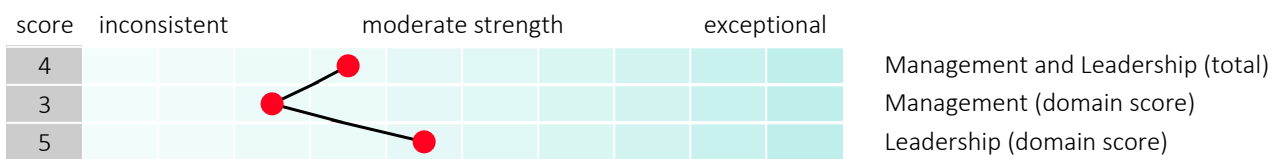
The questionnaire is intended to help clarify your view of yourself as a basis for helping you to develop and achieve your potential. If you do not recognize yourself in the following pages, check what other people think by seeking feedback from bosses, peers, and direct reports.

Your results

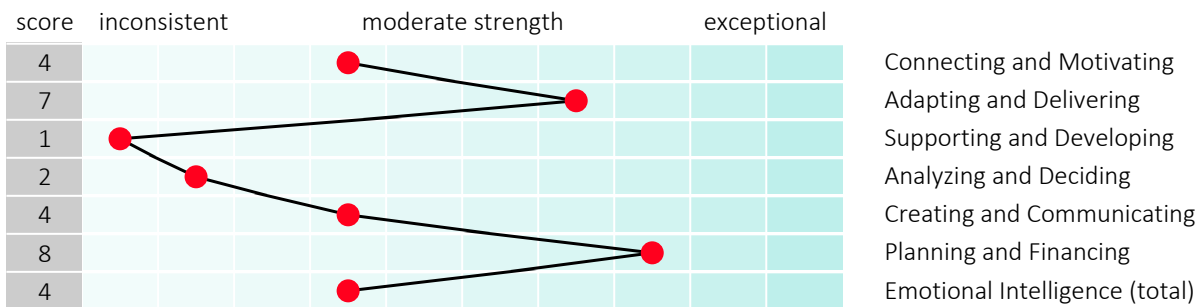
Executive summary

Your responses to the MDQ-R have been compiled into two individual summary tables. The “Competency domains” table shows your overall score, as well as your Management and Leadership domain scores. Your “Competency profile” shows your relative scores on each of the seven competency factors.

Competency domains



Competency profile



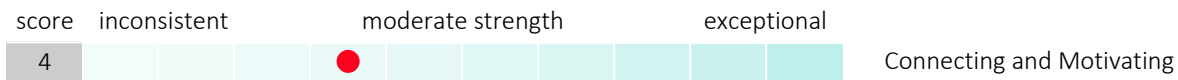
Response style

If your results are not what you envisaged and are lower than you expected to obtain, it is probably because you have been overly self-critical when completing the questionnaire. Consider asking bosses and colleagues for honest and critical feedback to help strengthen self-awareness and build an accurate picture of your strengths and areas for development.

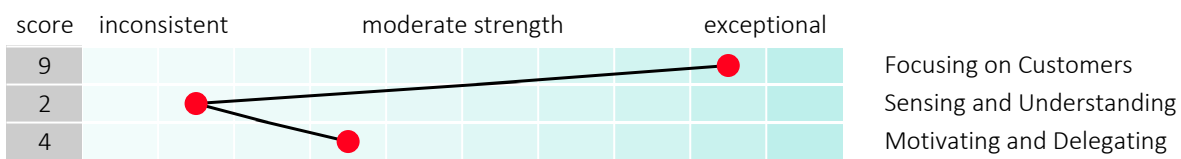
The following sections of this report explore your competency profile in greater detail.

Connecting and motivating

High-performing managers engage customers deftly and focus on exceeding their requirements. They understand people’s needs and motivations, get them on board, and inspire confidence that they will lead the team to success.



Your competency factor score is slightly lower than average relative to the comparison group. Your score indicates that you may sometimes find aspects of this area quite demanding.



Competencies

Your scores suggest that you excel at engaging with customers and focusing on meeting their needs.

Your scores suggest that you find it hard to show that you understand other people’s views and needs.

Your scores suggest that you are developing the ability to engage, motivate, and empower people to pursue shared goals.

Development tips

Ensure that team members are working cross-functionally with other departments and/or business areas to solve customer problems quickly and deliver better services/solutions.

Observe the emotions of the people around you in different situations in order to better understand their behaviors, motivations, and concerns.

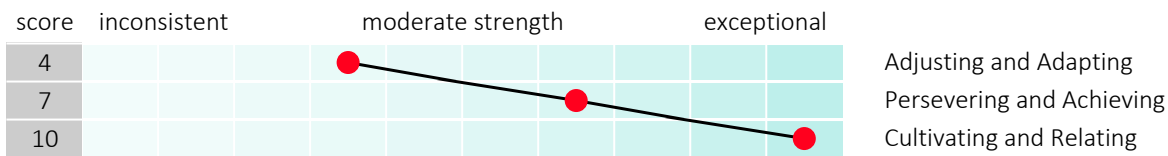
Motivate your direct reports by learning about their aspirations and finding ways for them to use and demonstrate their skills and strengths.

Adapting and delivering

High-performing managers excel at adapting, and focus on driving team performance and delivering results. They nurture relationships with employees and stakeholders and are good at bringing people along and getting buy-in.



Your competency factor score is higher than average relative to the comparison group, indicating that you are likely to be perceived as a relatively strong performer in this area.



Competencies

Your scores suggest that you are developing the ability to adapt quickly to new challenges and unexpected situations.

Your scores suggest that you are adept at demonstrating that you possess the self-belief and drive to consistently deliver results.

Your scores suggest that you excel at establishing and maintaining effective relationships and networks.

Development tips

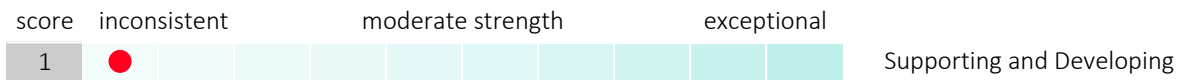
Bring team members together to identify and discuss the implications of change initiatives for individuals and the team.

Ask yourself every so often whether you are doing the right work and whether your life and work feel meaningful and significant. Adjust your career plans as needed.

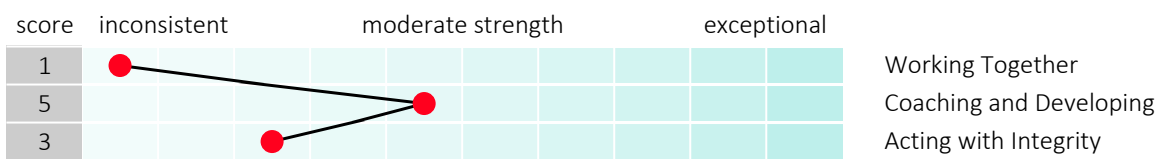
Focus on how to help other people in your network by being open and generous with your knowledge, ideas, and expertise.

Supporting and developing

High-performing managers are pleasant and rewarding to deal with and show an interest in people’s views, abilities, and needs. They build strong teams, promote ethical working, and provide development opportunities and coaching to help people to develop.



Your competency factor score is lower than the scores of most people in the comparison group. Your score indicates that you may find this area very challenging.



Competencies

Your scores suggest that you find it challenging to work well with people and build effective teams.

Your scores suggest that you are competent at providing learning opportunities and coaching to help people to develop.

Your scores suggest that you are developing the ability to promote ethical working and ethical principles such as fairness, honesty, integrity, and self-restraint.

Development tips

Think about how to demonstrate that you are interested and engaged in the team’s work and problems. Observe and learn from colleagues who are strong team players.

Act quickly when you feel that the performance of an individual or the team may be deteriorating or at risk of low performance.

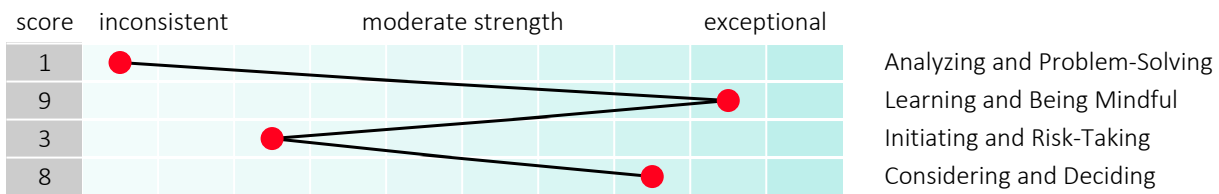
Discuss with the team the things that you won’t do, to help everyone understand and recognize where unethical business practice begins.

Analyzing and deciding

High-performing leaders analyze what is going on around them in the organization and in the business environment. They identify issues and problems and work proactively with others to find solutions. They stand out for being able to deal with ambiguity and uncertainty and make decisions quickly and with conviction.



Your competency factor score is lower than the scores of most people in the comparison group. Your score indicates that you may find this area challenging.



Competencies

Your scores suggest that find it challenging to analyze data and produce solutions to problems.

Your scores suggest that you excel at learning new knowledge and skills quickly and noticing new things.

Your scores suggest that you are developing the ability to take the initiative and generate work activity.

Your scores suggest that you are adept at taking responsibility for decisions and acting decisively.

Development tips

Test the logic of your own thinking and your team’s thinking when analyzing problems and evaluating possible solutions.

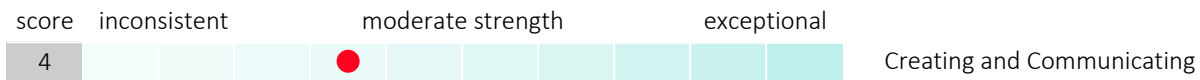
Practice mindfulness by asking your direct reports whether you are doing the right things to help team members continually improve their performance and skills.

Try to view calculated risk-taking as a good thing that is an essential part of entrepreneurial behavior and innovation.

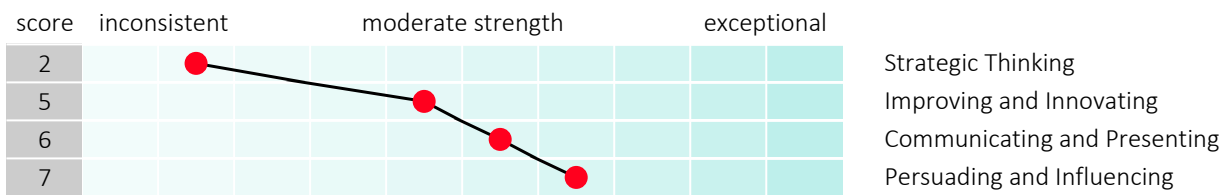
Make people feel motivated and liberated by empowering them to make decisions on your behalf within parameters you discuss and agree.

Creating and communicating

High-performing leaders spend time thinking about the long term and how to drive organizational change. They approach business problems and situations creatively, communicate powerfully, and are skilled at persuasion.



Your competency factor score is slightly lower than average relative to the comparison group. Your score indicates that you may sometimes find aspects of this area quite demanding.



Competencies

Your scores suggest that you find it hard to think broadly and strategically about the bigger picture and how to drive organizational change.

Your scores suggest that you are competent at developing innovative proposals for improvement and change.

Your scores suggest that you are competent at making presentations and undertaking public speaking.

Your scores suggest that you are adept at promoting your views and ideas and making a favorable impression on others.

Development tips

Set aside time to think through where your team is now and where it needs to be and talk to the team about the changes that you want.

Develop the capability to innovate by trying out new ideas quickly, evaluating them, and refining them.

When you are presenting, try to avoid the sales pitch and focus on delivering good content and entertaining your audience.

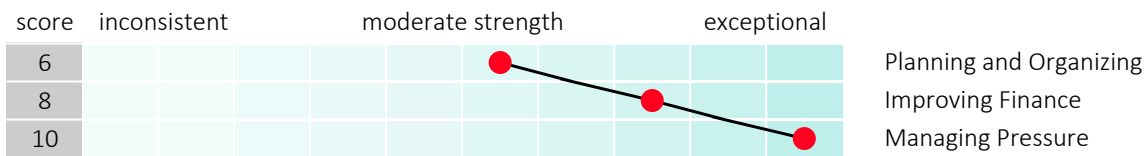
Tailor what you say to the people you are seeking to influence and explain why they should listen to your ideas and proposals.

Planning and financing

High-performing leaders possess strong organization and planning skills and respect rules and processes. They demonstrate financial acumen and establish robust systems to help monitor performance and deliver results. They deal with problems and setbacks calmly and view mistakes as opportunities to learn and improve.



Your competency factor score is high relative to the comparison group, indicating that you are likely to be perceived as a strong performer in this area.



Competencies

Your scores suggest that you are competent at planning ahead and working in a methodical and orderly way.

Your scores suggest that you are adept at speaking the language of finance and dealing with the financial aspects of leadership.

Your scores suggest that you excel at managing pressure and coping with obstructions and setbacks.

Development tips

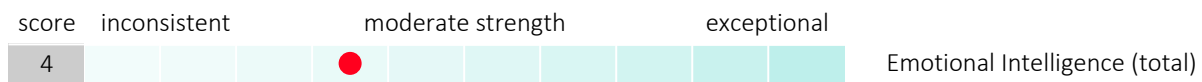
Plan work activities and projects as a team and break down work into deliverable chunks with activities, targets, and milestones.

Experiment and play with the numbers that are important in your area of the business and generate “what if” scenarios to understand what is important and how much room you have for error.

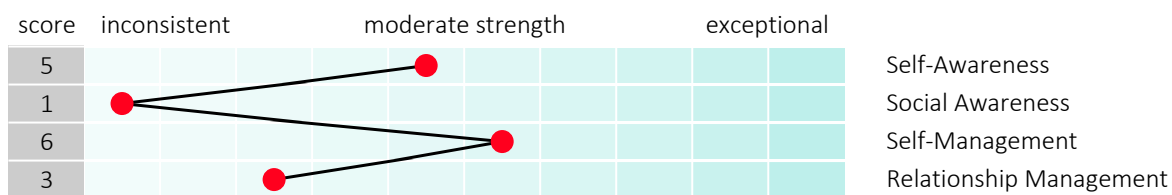
Alleviate stress by making time to contemplate your goals, developing strategies to achieve them, and prioritizing them.

Emotional intelligence

High-performing managers and leaders are mindful of their feelings and emotions and regulate them. They understand how their moods and body language affect the impact they have on others. They demonstrate social awareness and skillfully manage relationships with other people.



Your overall emotional intelligence score is slightly lower than average relative to the comparison group. This suggests that you sometimes find responding in an emotionally intelligent way quite demanding.



Competencies

Your scores suggest that you are competent at recognizing your feelings and emotions and the effect they have on your behavior.

Your scores suggest that you find it hard to notice feelings and emotions in the workplace and sense what is going on in the organization.

Your scores suggest that you are competent at managing disruptive emotions and impulses and staying positive and composed.

Your scores suggest that you are developing the ability to manage relationships in an emotionally intelligent way.

Development tips

Look back over the last month and assess how your moods may have affected your composure, performance, and decisions. Decide what you need to do differently in the future.

Make a special effort to pay attention to other people and create time to have frequent discussions with people in your team to understand their needs and concerns.

When you encounter setbacks, take a pause or cooling-off period to allow your mind to clear and give you space to work out rational steps to resolve things.

Develop a reputation for being personable and rewarding to deal with by offering to share your knowledge and expertise with direct reports and colleagues.

Next steps

Determining development actions

This report has noted your relative management, leadership, and emotional intelligence strengths and development opportunities, based on your responses to the MDQ-R, and in relation to a relevant comparison group. The insights generated from your responses are intended to help you to confirm your current strengths and focus attention on the development goals most valuable to you at this time.

How you prioritize your goals will depend on a number of factors unique to you and your current level of management and leadership experience. For example, you have indicated that you are currently operating at middle-management level (e.g. General Manager, Plant Manager, Regional Manager, Divisional Manager). Consider which competencies are required for success in your current job and level of experience (to help you maximize your effectiveness now) and consider your career aspirations (how you can continue to build competencies for the future).

Don't ignore your deficits and only work on the attributes that you are competent or good at. High performing leaders maximize their potential by tackling their deficits and developing new areas of competence and strength. Based on your current role and/or career ambitions, you should be able to identify a number of potential areas of limitation in your profile that you will want to work on as they could become issues that delay or limit your progression.

It is important to remember that no leader is perfect, nor is it realistic to demonstrate consistent excellence in every area of management and leadership. Reflect on the areas of strength and limitations in your profile and choose relevant short-term goals that will stretch you yet will also be achievable.

Plan your development activities and remember to avoid tackling too much at once. Most people only work on improving in no more than three areas at any one time. This helps you to focus sustained development attention and measure progress along the way.

The development plan template that follows is designed to assist you to plan and document your chosen self-improvement goals and accompanying SMART actions (specific, measurable, attainable, realistic, and timely). Remember that the more specific and concrete you are, the easier it will be to make the improvement gains that you seek.

Development plan template

Development goals and actions

Development focus area 1		Development focus area 2		Development focus area 3	
Development action		Development action		Development action	
Start date	End date	Start date	End date	Start date	End date
Defining success		Defining success		Defining success	
Evidence of success		Evidence of success		Evidence of success	
Support required		Support required		Support required	