



## Management Candidate Profile



*The Work Flow Process Model*

Career development, promoting from within, and continuing education are all critical factors to developing a work force that is able to deal with the rapid changes as we approach the 21st century.

The **Management Candidate Profile (MCP)** is a 360 degree tool specifically designed to assess behavior of non-managers.

Most individuals are promoted for having strong technical skills, however they often lack a thorough understanding of the skills required to be an effective leader. The MCP allows the individual, his/her boss, co-workers and even people outside the company to provide feedback on the individual's behavior.

The MCP measures behavior in 10 important areas:

- Goals
- Communication
- Planning
- Innovation/Risk
- Decision Making
- Motivation
- Quality/Continuous Improvement

- Feedback
- Control
- Relationships

### How the Process Works

There are two versions of the MCP - "self" and "others". Both inventories have 63 questions.

The "self" version is completed by the individual. In addition to the sixty-three questions, the "self" version includes two situations where the candidate is asked to select the answer that best describes how he or she would respond to a problematic situation. The first situation involves a long-term employee who is a good worker, but has an "attitude problem". The second situation involves a possible conflict of interest.

The "others" version of the MCP can be completed by co-workers, the individual's current boss, or others outside the organization. **It is possible you have a star who has not had the opportunity to shine yet.**

Many people do volunteer work outside their place of employment. These same individuals, who have never held a leadership position at work, may already be scheduling, budgeting, long-range planning and providing feedback or coaching to others. The MCP can help identify these people.

The **MCP Feedback Report** is easy to use, interpret, and apply. The report clearly shows strengths and training needs.

Below is an example of the feedback for Goals and for one of the situations. As you can see, the feedback emphasizes development.

