



Management/Impact™ [M/I]



Individual Development

Management/Impact™ is a transformational tool developed to align the practices and impact of middle to lower-level managers and front-line leaders with the organisation's visions, values, and strategies.

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Developed by Dr. Janet L. Szumal and Dr. Robert A. Cooke, Management/Impact™ (M/I) is a unique feedback system that provides middle to lower-level managers, front-line leaders, and others with management responsibilities with insights regarding how they approach their work and the impact they have on the people around them. Because the impact styles measured by M/I are consistent with the visions, values, and strategies of most organisations, M/I provides managers with information on how to strengthen their capability to meet their organisation's goals.

As a result, M/I is relevant to individual, team, and organisational initiatives directed toward:

- ▶ Management development,
- ▶ Personal development,
- ▶ Cultural change, and
- ▶ Organisation development.

Measuring Management Performance

- ▶ **Management Approaches** – this instrument measures the extent to which the manager personally acts in facilitating versus inhibiting ways.
- ▶ **Impact on Others** – this instrument measures the extent to which the manager motivates or drives people to behave in constructive versus defensive ways.
- ▶ **Management Effectiveness** – this instrument measures current performance in both personal and organisational criteria.

Management/Impact™ provides the necessary information to develop change and improve management approaches.

Benefits

Feedback from M/I enables participating managers to compare:

- ▶ Their desired future effectiveness to their current effectiveness, as described by the people around them.
- ▶ The impact that they ideally would like to have on others to the impact that they actually have on others.
- ▶ Their self-perceptions of their management approaches to the descriptions by others (feedback from peers, direct reports, and higher-level managers).

The M/I Package

Standard M/I package includes:

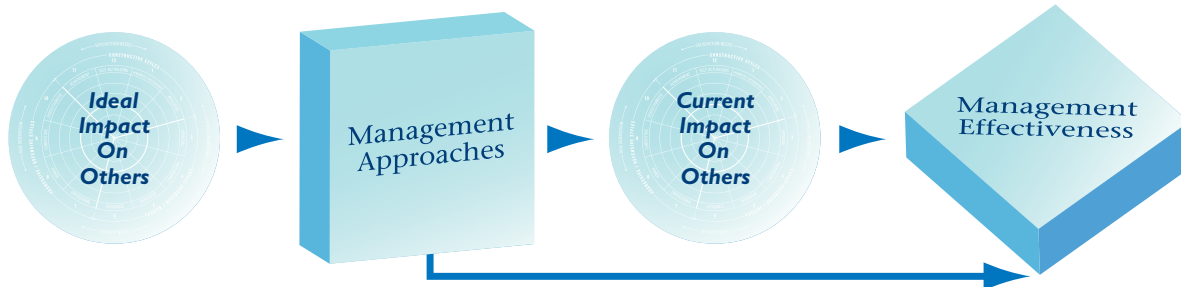
- ▶ 1 × Self Description – Ideal Impact
- ▶ Up to 12 × Description by Others

Additional inventories can be added to increase the number of Peer and Direct Report samples. Additional groups can also be added, such as Customers.

Building managers awareness of their impact on others' behaviours

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Management/Impact™ Model



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Management Approaches

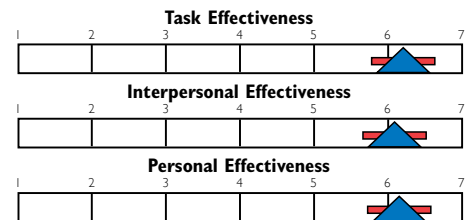
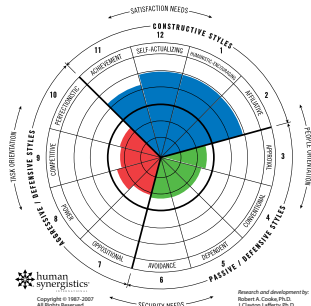
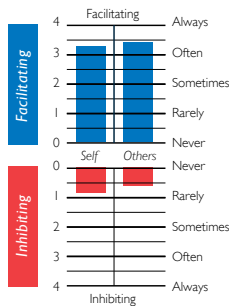
Task	People	Personal
Managing Goals	Managing Inter-Unit Relations	Managing Integrity
Managing Change	Managing Teams	Managing Self-Development
Managing Problems	Managing Communications	Managing Emotions
Managing Results	Managing Rewards	
Managing Resources	Managing Learning	
Managing Work Activities	Managing Personal Relations	

Management Effectiveness

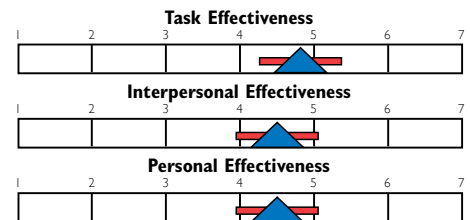
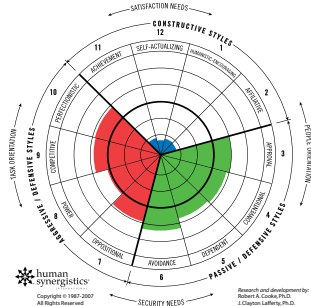
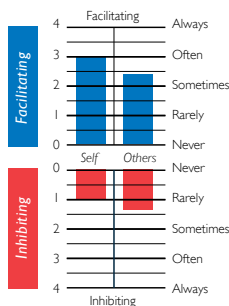
Task	People	Personal
Vision and Goals	Promotes Self-Confidence	Trusted
Promotes Effectiveness	Promotes Job Satisfaction	Grows/Develops Self
Enhances Productivity	Calming Effect	Influential
Solves Problems	Promotes Commitment	Ready for a Promotion
Motivates Others		

How Do We Know Management/Impact™ Works?

Most Facilitating Managers (top 15%)



Least Facilitating Managers (bottom 15%)



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