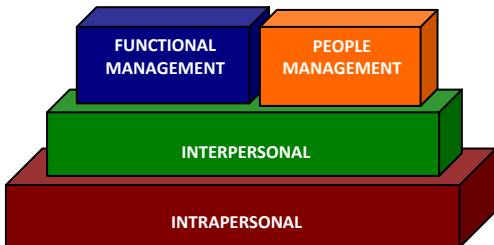


"You cannot divorce leadership and management as they are entwined. To be a good leader, one has to build a sound foundation of management skills"

- Hazel Dunbar

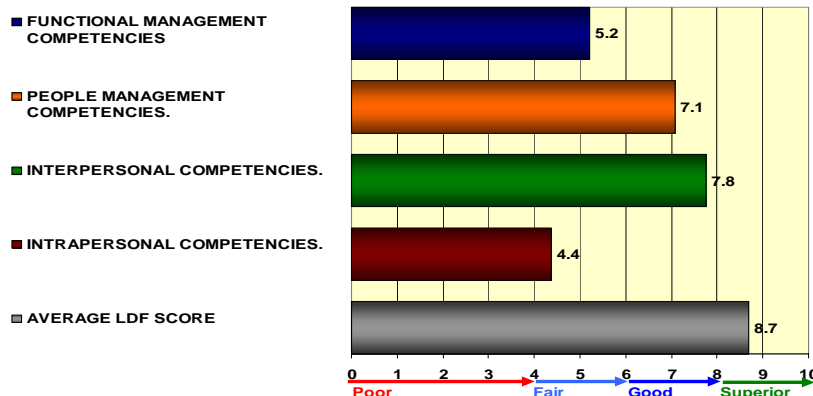
## About the MDQ



- The Management Development Questionnaire (MDQ) is a 360-degree assessment suited to managers at all levels who want to go through a process of identifying their strengths and development areas, and designing a personalized action plan based on practical tips.
- Ratings from their superiors, peers, followers (subordinates) form the basis of a detailed report with development activities and an action planning template that managers can easily use to plan their professional development.

## What the MDQ measures

- MDQ competencies fall into one of four interrelated dimensions that form the foundation of successful management. For example, managers are unlikely to be successful if they only have people management skills but do not have sound decision-making and judgement.
- Of the four dimensions in the MDQ model, intrapersonal competencies are considered the foundation for success and satisfaction for most individuals as they relate to self-management, self-development and professionalism.
- Interpersonal competencies build on intrapersonal effectiveness.
- Functional management competencies and people management competencies relying on sound intrapersonal and interpersonal competencies as shown in the MDQ model above.



**FUNCTIONAL MANAGEMENT COMPETENCIES**

*The extent to which the leader is able to take charge of his / her area of responsibility and guide it to successful achievement of set goals*

- PLANNING AND ORGANISING WORK
- DECISION MAKING AND JUDGEMENT
- CROSS-FUNCTIONAL COLLABORATION AND LEADERSHIP
- ADMINISTRATIVE AND FINANCIAL MANAGEMENT SKILLS

**PEOPLE MANAGEMENT COMPETENCIES**

*The extent to which the leader has mastered skills required to maximise the human capital within his/her department and keep staff highly motivated and developed, whilst ensuring clear boundaries for performance are maintained. Doing this allows the leader to build a high-performing, sustainable team.*

- HUMAN RESOURCE PRACTICES
- DELEGATION
- EMPOWERING OTHERS
- DEVELOPING MANAGERS AND FUTURE LEADERS
- PERFORMANCE MANAGING OTHERS

**INTERPERSONAL COMPETENCIES**

*The extent to which the leader demonstrates the interpersonal skills and willingness necessary for building effective working relationships with other individuals and teams*

- SOUND COMMUNICATION
- INTERPERSONAL EFFECTIVENESS
- FOSTERING TEAMWORK

**INTRAPERSONAL COMPETENCIES**

*The extent to which the leader has entered a higher level of maturity as a leader and is able to admit and address their weaknesses, whilst appreciating their strengths.*

- SELF-DEVELOPMENT
- SELF-MANAGEMENT
- PROFESSIONALISM

## Administration & feedback

- Participants need to nominate a *minimum* of 1 superior, 2 peers and 2 followers to evaluate them (more are recommended).
- Questionnaires are emailed as attachments.
- Psychology at Work manages the administration and follow-up process.
- Each participant receives a full colour report with development guide, and specific action plans relating to their lowest performing areas.
- To maximise the opportunity for growth, feedback is discussed during a one-on-one feedback with a suitably trained professional.