

Management/Impact® (M/I)



paper scan-form



internet data collection (IDC)



accreditation required

MANAGEMENT DEVELOPMENT

Align the organization's management capabilities with its vision, values, and strategies



“The M/I assessment goes right to the heart of the matter. Many managers have the best intent, but don’t understand how their actions impact others’ behaviors. The M/I provides targeted and specific feedback that managers can turn into immediate actions.”

An M/I Accredited Client

WHAT IS M/I?

Developed by Dr. Janet L. Szumal and Dr. Robert A. Cooke, *Management/Impact* (M/I) is a unique feedback system that provides managers 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 organizations, M/I provides managers with information on how to strengthen their capability to meet their organization's goals.

Specifically, M/I provides participants with information about their:

- Management Effectiveness along task, people, and personal criteria;
- Impact on Others, in terms of the extent to which they motivate and drive the people around them to behave in Constructive versus Defensive ways; and
- Management Approaches, in terms of the frequency with which they carry out their responsibilities in Facilitating versus Inhibiting ways.

HOW DOES M/I WORK?

M/I feedback is based on information collected using two forms of the *Management/Impact* inventory. The M/I Description by Others Inventory is completed by approximately 12 people

selected by the participating manager to describe his or her overall effectiveness, impact on their behavior, and approach to various management responsibilities. The M/I Self-Report Inventory is completed by participants to identify their self-perceptions of their management approaches and the impact that they ideally would like to have on the behavior of the people around them.

The inventories take approximately 20 to 30 minutes to complete. Results are presented to participants in a comprehensive, confidential feedback report that includes circumplexes, bar charts, tables, descriptive text, and recommendations for improving management effectiveness.

Feedback from M/I enables participating managers to compare:

- Their self-described desired future effectiveness to their current effectiveness as described by the people around them
- The impact that they ideally would like to have as described by self to the impact that they currently have as described by others
- Their self-perceptions of their management approaches to the descriptions by others
- Feedback from peers, direct reports, and higher-level managers (via optional 360° feedback)

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Figure 1: Management Responsibilities Measured by M/I

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	

Figure 2: Most Facilitating Managers (N=235)

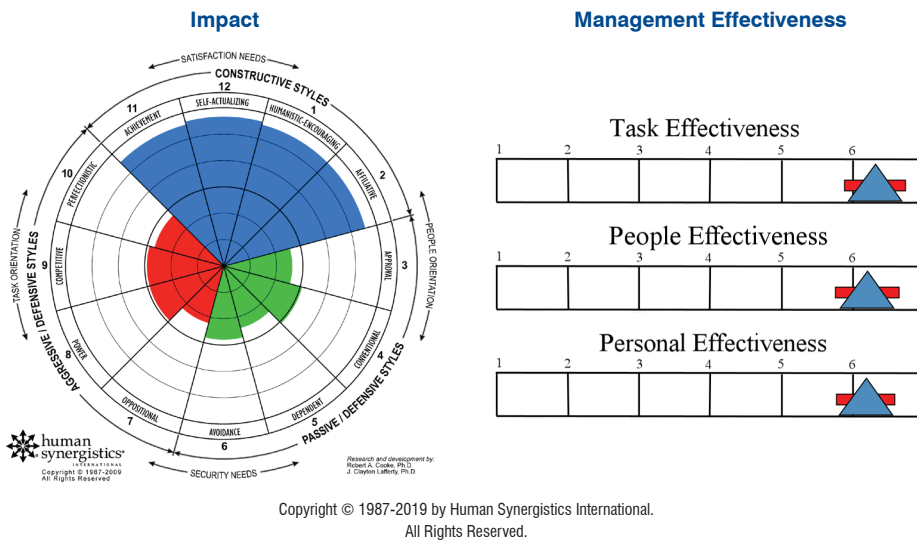
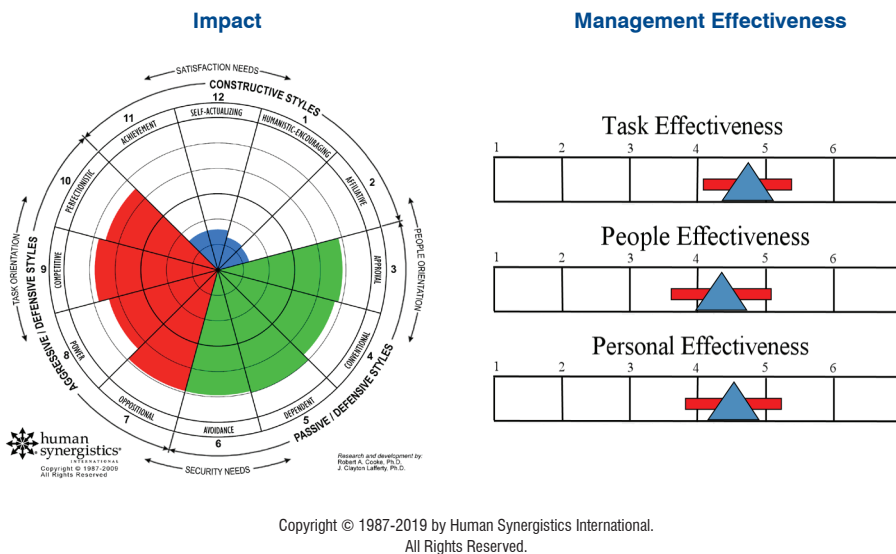


Figure 3: Most Inhibiting Managers (N=234)



APPLICATIONS

M/I can be used as the basis for:

- Initiating or promoting management development
- Coaching individual managers
- Evaluating the effectiveness of management development efforts
- Promoting a more Constructive and less Defensive organizational culture
- Enhancing organizational effectiveness

WHO SHOULD USE M/I?

M/I is designed for managers, project managers, supervisors, and others with management responsibilities consistent with those measured by M/I (see Figure 1 at left). Also see *Leadership/Impact®* for higher-level managers.

M/I AND MANAGEMENT EFFECTIVENESS

M/I helps to explain why some managers are more effective than others. In a sample of 1,564 managers from 15 different countries, the top 15% in terms of their use of Facilitating approaches as described by others were identified and are compared to the top 15% in terms of their use of Inhibiting approaches. As illustrated by the profiles at left, the most Facilitating managers primarily promote Constructive behaviors on the part of the people around them that contribute to a more Constructive culture. The most Inhibiting managers primarily promote Defensive behaviors and, in turn, a more Defensive culture. The barcharts show that these differences in impact translate into noticeable differences in the effectiveness of managers. The most Facilitating managers are consistently viewed by others as highly effective, with scores above 6.0 (well above the historical averages of 5.0 to 5.5 for these measures). On the other hand, the effectiveness of the most Inhibiting managers is below average, with scores below 5.0 in each of three areas of effectiveness measured by M/I.

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ACCREDITATION

M/I requires accreditation from Human Synergistics before materials can be purchased. The Culture Accreditation Program is pre-approved for International Coach Federation (ICF) Continuing Coach Education (CCE) units and HR Certification Institute® recertification credit hours.



This program has been approved for 18 (HR (General)) recertification credit hours toward aPHR™, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through the HR Certification Institute.

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One Organization at a Time®*

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Creators of the Organizational Culture Inventory®, Desert Survival Situation™, Life Styles Inventory™ and Leadership/Impact®.

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