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Performance Resources Management Development Program

In 1992, Profiles International introduced the Checkpoint 360 assessment. Designed to allow multirater assessment of a manager, the 360 produces a balanced picture of a manager's skill set. It is based on input from his supervisor, his peers, and his direct reports, as well as including his own self-evaluation.

Validated in a variety of real-world settings, and across many industries, the Checkpoint 360 has found wide acceptance as a tool for manager evaluation. Not content with just evaluation, Profiles went further, developing a set of learning units designed to match one-for-one with the skill clusters that are the core units of the Checkpoint. These units were originally paper and pencil workbooks, but have since evolved into an 18-topic array of online learning units, called the Skill Builder Series. After 3 years of field validation and fine-tuning, the Skill Builder Series was released in 2003.

The combination of the Checkpoint 360 with the Skill Builder Series allows a manager to respond to an evaluation of his skills by choosing the skill areas in which he wishes to improve his competence, completing the online training (which delivers on-the-job training as well as knowledge building), and reassessing, to measure gains and identify additional opportunities for skill improvement. Since nationally-based norms are now available for the results of the Checkpoint 360, the most recent step in this incredible tool's development has been its integration with the Skill Builder program, into a comprehensive Management Development Program.

As applied by Performance Resources, LLC, the annual cycle for an individual manager begins with a Checkpoint 360 assessment, to establish a baseline and to identify the first areas for additional skill development. When the results of the 360 are available, a meeting that includes the individual assessed, his supervisor, and a trained facilitator is held to insure that both understand the results, and to help them reach agreement on a set of 6 (from the 18 possible) skills most critical to the managers' job. The decision on which skills to work with first depends on this interaction between critical skills and room for improvement. We have found that most managers can comfortably complete two Skill Builder units in a 6-month period, so that is the standard set for the Management Development Program. During the first 6 months of the program, the first Skill Builder guides the manager through the process of selecting an internal coach, to provide feedback on progress in the work setting. At the 6-month point, a second 360 assessment is completed, allowing comparison of the assessments, and measuring

progress in skill improvement. This is followed by selection and completion of the next two skill builder units, for a 1-year cycle, which may be repeated indefinitely.

To provide motivation and visible record of progress, a certification program has been established as part of the Management Development Program. When the manager has brought all 6 of his or her critical skills into the nationally established “favorable zone”, a Certificate of Management Proficiency is awarded. When all 6 are brought above the favorable zone (representing exceptional management skills), a Certificate of Management Mastery is awarded.

When a group of managers (5 or more) have completed the first Checkpoint 360, we can provide an Organizational Management Analysis report, which gives an organization-level view of the management team’s strengths and weaknesses, and provides an Organizational Development view of the team, to guide training and development efforts. Many of our clients who are using the Management Development Program have built this program into their periodic review process, with progress toward the certifications as one of the measures in their performance review.

The program is self-directed, interactive, practical, and effective. Managers report that they find the process engaging and challenging, and consistent improvement is common. The program is exceptionally cost-effective, and provides a degree of positive organizational change as a result of the on-the-job exercises. The manager benefits, and so do his co-workers.

An online demonstration of the program is at <http://demo.profilesinternational.com/checkpoint/>

Implementation: (Designed to be a repeatable cycle of approximately one year.)

1. Select the rater group—boss, self, peers, and direct reports
2. Each rater spends 20 minutes or less on line, rating frequency of specific skill-related behaviors for the manager being rated.
3. The first Checkpoint 360 report is delivered to the manager and the boss; At this point, the manager and boss are guided through the “alignment” process, resulting in agreement on the 6 (of 18) skill sets most important to this manager’s specific job. Discussions of the results, along with recommendations of the report and the manager’s specific interests drive selection of the first two Skill Builder Units.
4. Manager completes the Skill Builder units, each of which is likely to take 2 months or less. The first unit also guides the manager through the process of selecting an internal coach, someone who can provide positive feedback on the process of on-the-job change produced by the Skill Builder process.
5. 2 months after completion of the second Skill Builder, the 2d Checkpoint is completed.
6. The second Checkpoint 360 report is delivered to the manager and the boss; this report will compare results of the first assessment with the second, providing a

measure of change, and guiding the selection of the next two Skill Builders to be completed. The level of the 6 critical skill groups is also assessed for attainment of one of the two certification levels: Proficiency (all 6 critical skills in or above the Favorable Zone), and Mastery (all 6 above the favorable zone.)

7. Manager completes two more Skill Builder units.
8. (Optional) Another Checkpoint 360 may be completed after 2 months have elapsed since the completion of the fourth Skill Builder. If desired, this assessment can launch a second year of the Management Development cycle.

The Management Development Cycle

