

Attributes of a Successful Manager:

Assessment Center for Owners and Managers

Management Assessment Center Team



History of Assessment Centers

1. An Assessment Center is not a building, a group of people or a location.
2. It is an assessment approach different from most other methods of measurement and assessment approaches.
3. Characterized by:
 - Multiple assessment techniques
 - Multiple assessors
 - Situational tests
 - Structured procedures for making observations

History of Assessment Centers

Early 1900's
German military
officer selection



Adopted by British,
American,
Australian, and
Canadians around
WWII



Adapted by AT&T and
becomes the model used
for business and
industrial applications

Why Assessment Centers?

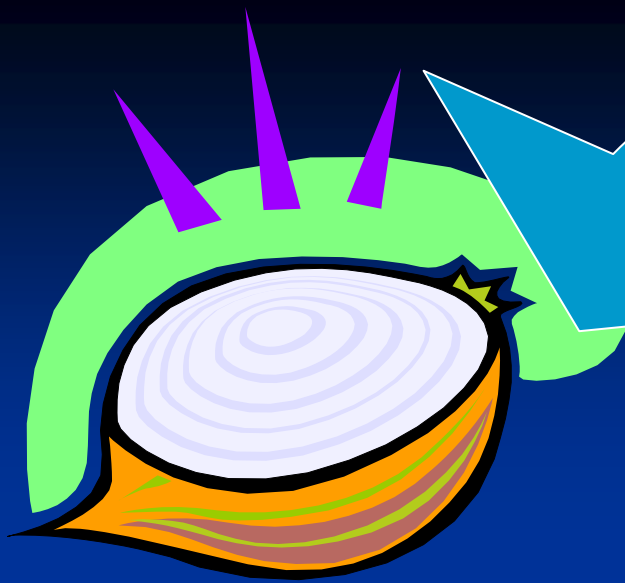
- To help select qualified people for management positions
- To diagnose an individual's work related strengths and weaknesses
- To identify areas of need for improvement in managerial and teamwork skills

Trained Assessors

Jerry Clark	Associate Lecturer, Chippewa County
Bob Cropp	Professor, Pepin County
Carl A. Duley	Associate Professor, Buffalo County
Gregg Hadley	Assistant Professor, UW-RF
Tim Jergenson	Associate Professor, Barron County
Randy Knapp	Professor, Chippewa County
Jenny Vanderlin	Senior Information Processing Consultant, CDP
Jonathan Zander	Associate Professor, Trempealeau County

Management Assessment Center

- Developed in 2003-2004 for dairy managers
- Grant from University of Wisconsin Dairy Initiatives - USDA Funding
- Modeled from Ohio State University program
- Training from Ohio State University staff
- Current interest from WCPA in MAC for agronomy business managers



“Ogre’s are like onions”

They
have
Layers



Management Assessment
Center observers watch for the
many layers that make up the
human essence of managers.

**Attributes
for Assessment Center are
derived from a thorough
Job Description.**

Job Description – Agronomy Dept. Manager

Manages agronomy department: Plans, develops, and implements policies, procedures, and practices for operation of business to ensure compliance with company standards. The agronomy manager will guide the company in maximizing profitability by managing the day-to-day activities. Duties and responsibilities will vary widely from establishing clientele goals to determining financial constraints; monitoring sales and marketing; hiring assigning and supervising workers; and overseeing the maintenance of the property and equipment. The agronomy manager needs to be proficient in written and verbal communication skills.

Job Description- Duties and Responsibilities

- Marketing, profitability, and sales
- Purchasing and resale pricing
- Maintain positive attitude and promote teamwork
- Management of facilities and equipment
- Employee supervision
- Environmental compliance

Nine Attributes

*Selected for the Manager
Capacity Assessment*

Attributes

1. **Communications** – the extent to which one can communicate orally, listen and respond effectively, or express effectively his/her ideas in writing.
2. **Planning and organizing** – the process of establishing a course of action for self and/or others to accomplish a specific goal.
3. **Leadership** – the ability to influence others to move toward the attainment of a specific goal using techniques such as delegation and motivation.

Attributes (Continued)

4. **Decision making** - the process of identifying problems, securing relevant information, developing courses of action, and making a decision from information gathered.
5. **Managing resources** – the extent to which one maximizes and monitors the use of all resources (e.g. personnel, financial and material) to obtain effective outcomes.
6. **Empathy** – the ability to respond/react to a problem considering the feelings, emotions and needs of others.

Attributes (Continued)

7. **Teamwork** – the degree to which one is willing to work cooperatively with others.
8. **Initiative** – the ability to begin actions without stimulation or support from others, the capacity to see courses of action and to discover new means of goal achievement.
9. **Creativity** – the capacity to generate or recognize novel courses of action that are useful in making management decisions.

Participant Self Assessment of Attribute Skills

Participant _____

Rating scale: 1=Poor; 2=Fair; 3=Average; 4=Very Good; 5=Excellent

Attribute	Pre-Center Participation	Post-Center Participation
Communications – the extent to which one can communicate orally, listen and respond effectively, or express effectively his/her ideas in writing.		
Planning/Organizing – the process of establishing a course of action for self and/or others to accomplish a specific goal.		

Assessment Center Ratings and Definitions

Rating	Description	Definition
5 5-	Excellent	Exhibits behaviors that greatly exceed owner/manager effectiveness.
4+ 4 4-	Very Good	Exhibits behaviors that exceed owner/manager effectiveness.
3+ 3 3-	Average	Exhibits behaviors that meet owner/manager effectiveness.
2+ 2 2-	Fair	Exhibits behaviors that limit owner/manager effectiveness.
1+ 1	Poor	Exhibits behaviors that greatly limit owner/manager effectiveness.

In assessment centers ratings, **average** is the normal acceptable level of competency one would expect to observe in farm owners/managers. In other words, average is OK. Even very competent farm owners/managers need more experience and training in skills related to the attributes assessed to rate higher than average.

Assessment Activities



- Background Interview
- Performance Discussion

Assessment Activities

- In-Basket
- Case Study



Assessment Activities

Group Discussion

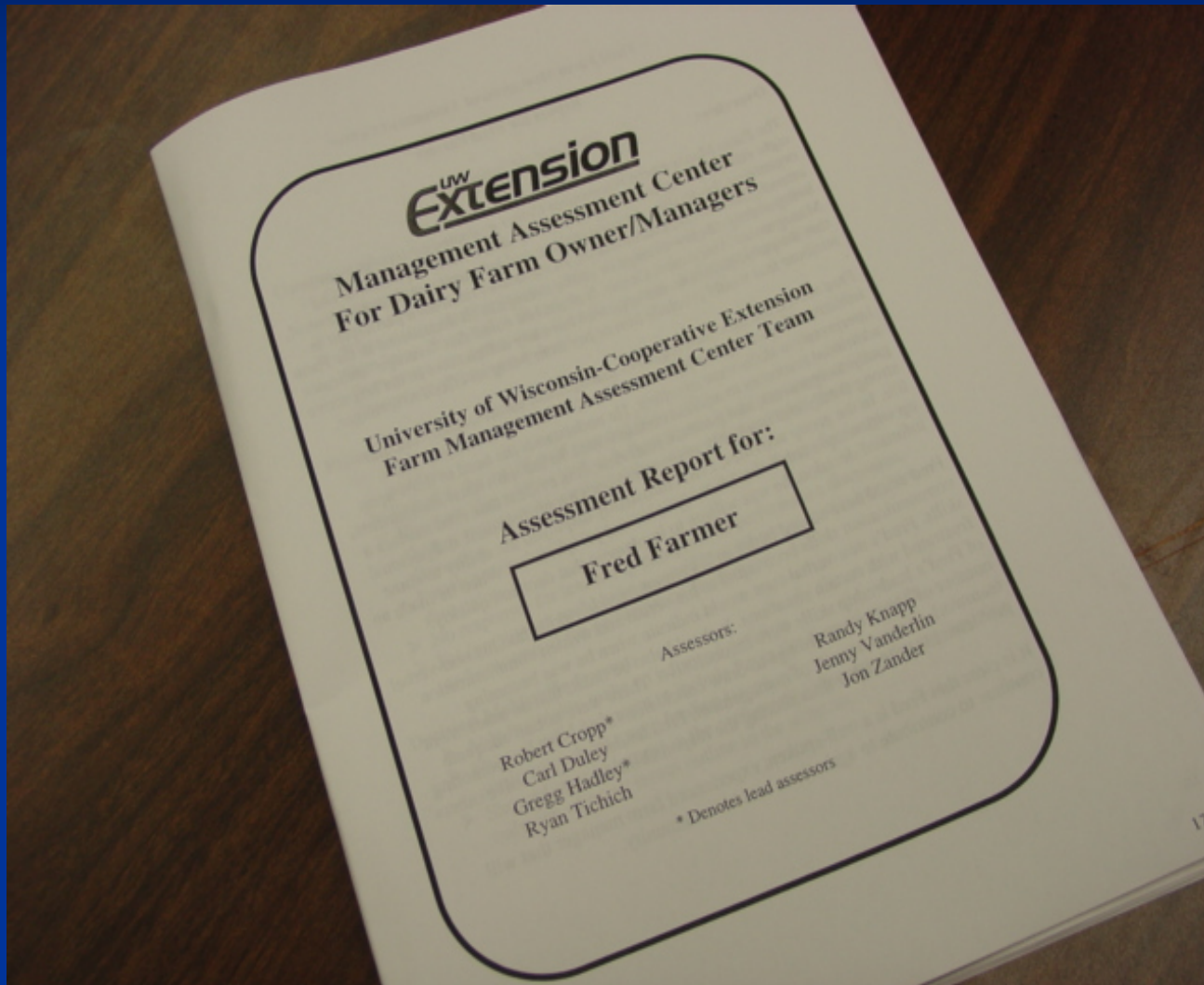
- Non-Assigned Roles
- Assigned Roles



Performance Discussion and Interview

Your chance to participate!

Individual Report



UW Extension
Management Assessment Center
For Dairy Farm Owner/Managers

University of Wisconsin-Cooperative Extension
Farm Management Assessment Center Team

Assessment Report for:

Fred Farmer

Assessors:

Randy Knapp
Jenny Vanderlin
Jon Zander

Robert Cropp*
Carl Duley
Gregg Hadley*
Ryan Tichich

* Denotes lead assessors

Evaluation Results

General comments:

- ✘ “The Management Assessment Center could make or break a farm.”
- ✘ “Important to see how others see you.”
- ✘ “This report would carry as much weight to me as a loan officer as the farmer’s cash flow.”
- ✘ “MAC nailed down who I am... I see my weaknesses and where to improve.”

Where to From Here?

- Dialogue with WCPA to determine interest in a MAC for agronomy businesses
- Develop assessment activities geared for agronomy managers
- Develop long-term evaluation program

Web Page

<http://cdp.wisc.edu/>

Contacts or Questions?

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