

COMPETENCE LEVEL ASSESSMENT OF SME MANAGERS (M-ASTRA)

ABOUT PROJECT

- Lifelong Learning Programme - LEONARDO DA VINCI (TRANSFER OF INNOVATION)
- Project no. 2008-1-PL1-LEO05-02069
- Duration: 27 months (01/12/2008 – 28/02/2011)
- Lead Partner: Polska Fundacja Ośrodków Wspomagania Rozwoju Gospodarczego „OIC Poland”
- 5 project partners from Belgium, Slovenia, Portugal, Spain

Partners

Polska Fundacja Ośrodków Wspomagania
Rozwoju Gospodarczego „OIC Poland” – Lead
Partner



Belgium - Syntra West vzw



Slovenia – GEA College



Portugal - Rh Redes – Educação, Formação e
Consultoria, Lda.



Spain – FESAN



Aims and objectives

M-ASTRA project is based on the results of the ASTRA project implemented under the LdV Programme (2004 -2007)

General aim of the M-ASTRA project was to:

- strengthen small and medium firm as far as their chances of survival
- increase their competitiveness on the market through upgrading managerial competence.

Main objective of the M-ASTRA project was to adjust, refine and adapt the ICT tool developed in the ASTRA project to assess managerial competences of SME managers.

Target Groups

- SME managers
- Companies
- Training institutions/organisations
- Trainers/coaches
- Project partners

Results of the M-Astra project

- Refined Competence Profile of SME Manager

The competence profile of SME manager consists of two groups of competencies: general and specific (technical). It is the main content of the ICT tool used to evaluate the level of managerial competencies. Every competence is described by the questions/statements. The profile consists of 15 competencies (eight general competencies, and seven specific competencies) which are critical for managing small to medium-sized enterprises.

- Self-assessment questions for each competence (questionnaire) - research step

Results of the project

- M-ASTRA Tool - Managerial competence level assessment tool in ICT form (English, Polish, Dutch, Slovenian, Spanish and Portuguese); the tool enables to identify the strengths and the competence gaps (the specific areas that should be worked on), providing the user with appropriate recommendations how the latter ones may be filled.
- The M-Astra tool generates the training plan, suited the need of the particular manager, to upgrade their competences to the level required for an occupied position.



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Results of the project

- M-Astra handbook - it consists of two parts: methodological and technical one. First part presents the methodology applied for the elaboration of the project results (competence profile of SME manager, self-assessment questions/statements for every competence, ICT tool to measure the competence gaps). The second part of the M-Astra handbook is the user's guide (how to use the ICT tool and read the results of the managerial competence assessment).
- Training materials (train-the-trainer) - used to train the trainers how to use the ICT tool and read the results of the managerial competence assessment.

Competence profile of SME manager

General Competence:

- Innovativeness (6 statements)
- Planning (4 statements)
- Cooperation (4 statements)
- Leadership (5 statements)
- Decision making (5 statements)
- Self-confidence (5 statements)
- Persistence (4 statements)
- Problem solving (7 statements)

Competence profile of SME manager

Specific competencies:

- Knowledge of employee evaluation and motivation
- Knowledge of recruitment and human resource development
- The knowledge of advertising and marketing
- Knowledge of market
- Knowledge of production and logistics
- Knowledge of finances
- Knowledge of legislation and regulations



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General Competences

- ***Innovativeness*** – the skill of foreseeing new possibilities, openness to novelties, creative approach in management.
- ***Planning*** – the skill of managing time and selecting appropriate methods and resources while planning how to realize individual goals.
- ***Cooperation*** – the skill of stimulating and supporting collaboration within a team, building an effective, synergic team of people focused on the achievement of goals
- ***Leadership*** – the skill of motivating and encouraging employees to achieve high results, to take action, to accomplish set objectives.



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General competences

- **Decision making** – the skill of making accurate decisions under the time pressure and in stressful situations, self-control and common sense in the process of decision making.
- **Self-confidence** – the self-knowledge and the skill of relying on one's own abilities, experience, knowledge .
- **Persistence** – the ability to make an effort to achieve goals despite various obstacles. It means persisting in efforts and motivating oneself despite discouragement, and thus attempting to achieve goals constantly.
- **Problem solving** – the skill of solving problems constructively, analysing difficulties and selecting appropriate remedial actions in difficult situations.



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Specific competences

- ***Knowledge of employee evaluation and motivation*** – the skill of conducting periodic employee appraisals, evaluation of their everyday work and proper reward system assignment, plus knowledge of employee motivation strategies.
- ***Knowledge of recruitment and human resource development*** – the skill of conducting the process of new employee recruitment and selection, designing career development paths, planning trainings for employees.
- ***The knowledge of advertising and marketing*** – the skill of promoting, advertising products and services, and creating the company’s image.



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Specific competences

- ***Knowledge of market*** – the knowledge of the market, market rules (supply, demand) and the actions of competition – their products and services, major clients.
- ***Knowledge of production and logistics*** – the knowledge of logistics processes of the company and the rules referring to orders and supplies.
- ***Knowledge of finances*** – the skill of managing finances, preparing budget plans, calculating and achieving break-even point and calculating production costs.
- ***Knowledge of legislation and regulations***



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Vorige Zoeken Mappen

Adres F:\Christophe's documenten\Mastra\Microcomet Mastra

Mappen

- Microcomet Mastra
 - analyses
 - analyseslearningstyle
 - competencegaps
 - dictionaries
 - dictionarieslearningstyle
 - en-GB
 - es-ES
 - evaluationcompetencegroups
 - evaluationquestiongroups
 - evaluations
 - evaluationsponderated
 - excel
 - images
 - logos
 - nl-BE
 - pl-PL
 - profiles
 - profilesponderated
 - pt-PT
 - questiongaps
 - resources
 - sl
 - standardcompetencegroups
 - standardquestiongroups
 - standards
 - standardsponderated
 - teams
 - teamsmultifunction
 - trainings

analyses	analyseslearningstyle	competencegaps	dictionaries
dictionarieslearningstyle	en-GB	es-ES	evaluationcompetencegroups
evaluationquestiongroups	evaluations	evaluationsponderated	excel
images	logos	nl-BE	pl-PL
profiles	profilesponderated	pt-PT	questiongaps
resources	sl	standardcompetencegroups	standardquestiongroups
standards	standardsponderated	teams	teamsmultifunction
trainings	key Bestand 1 kB	M-Astra microcomet 4.3	M-Astra.exe CONFIG-bestand 19 kB

double-click to run the tool

profile : profileponderated Mastra en-GB => dictionary : dictionary Mastra en-GB adapted

see name Ben Bockers

author name Andre Andersen

SME competences

general competences

Innovativeness

additional comment

- I am able to find new ideas for my business. I don't agree I agree
- I am able to recognise new business opportunities. I don't agree I agree
- I am able to transfer my ideas into products/services. I don't agree I agree
- I keep my eyes and my ears open for new ideas. I don't agree I agree
- I am capable to solve problems in a creative way. I don't agree I agree
- I am capable to conceive innovative and efficient solutions. I don't agree I agree

Planning

- I am able to esteem the necessary resources according to the plan. I don't agree I agree
- I am able to choose the most appropriate planning tool/method. I don't agree I agree
- I am able to carry out the necessary actions to meet the trends. I don't agree I agree
- I can establish new strategies for my business. I don't agree I agree



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microCoMeT

file profile standards evaluation analyse language help about

individual analysis

gap analysis

team analysis

domains 360°

clusters 360°

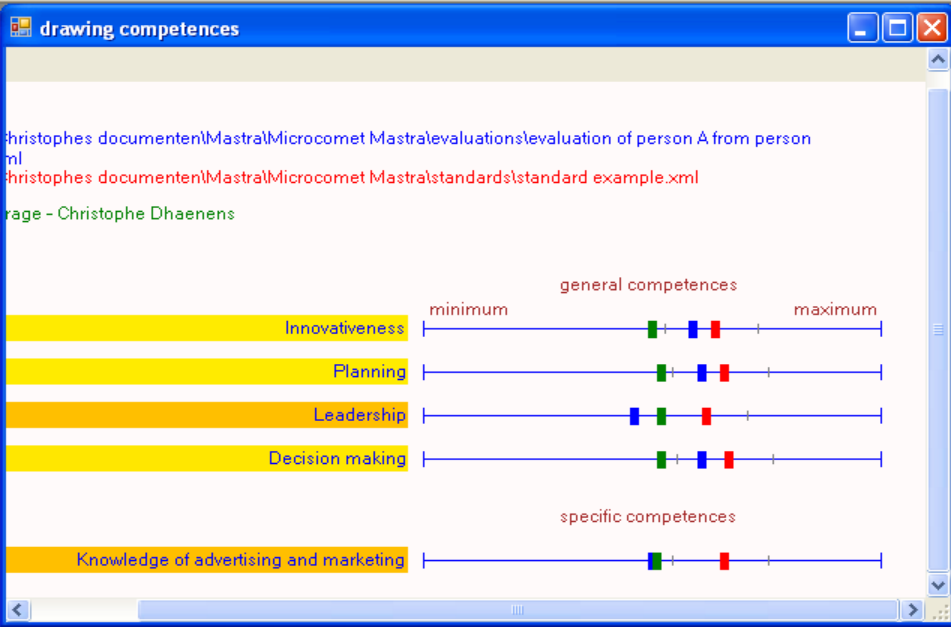
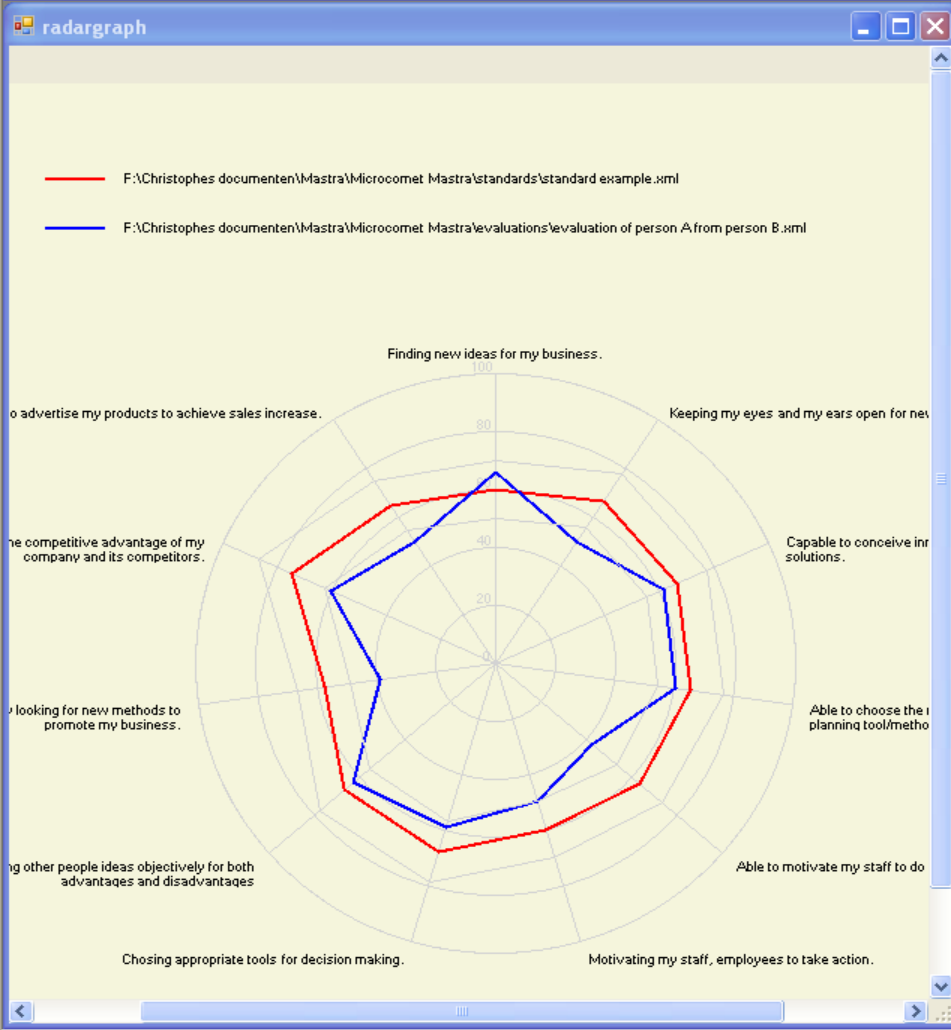
competences 360°

questions 360

standard F:\Christophe documenten\Mastra\Microcomet Mastra\standards\standard example.xml

assee F:\Christophe documenten\Mastra\Microcomet Mastra\evaluations\evaluation of person A from person B.xml

keyword	gaps	trainingneeds
Leadership	-16	
Knowledge of advertising and marketing	-16	



question	standard	evaluation	gaps
I am able to motivate my staff to do their work properly.	64	43	-21
I am constantly looking for new methods to promote my business.	58	39	-19
I keep my eyes and my ears open for new ideas.	67	50	-17
I know how to advertise my products to achieve sales increase.	65	50	-15
I am able to determine competitive advantage of my company and its competitors.	75	61	-14
I can motivate my staff, employees to take action.	60	50	-10
I can choose appropriate tools for decision making.	68	59	-9
I am capable to conceive innovative and efficient solutions.	67	62	-5
I am able to choose the most appropriate planning tool/method.	66	61	-5
I can analyze other people ideas objectively for both advantages and disadvantages	67	63	-4
I am able to find new ideas for my business.	60	66	6



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<http://oic.lublin.pl/competencelevel/>
