

# The Mackay 33 For Managers

## Personal profile

Use this form to get a grip on the attitudes and concerns of your employees. Have your managers fill this out on each person they manage, and you can find out as much about the people who write them as the people they're writing about.

1. What is this person most proud of? (what trophies, photographs, certificates, etc. can be found at the person's desk, in the office, around his/her locker or work area?)

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2. a. What is the employee's attitude towards education?

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b. Is he/she attending classes? Pursuing a degree?

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c. How does he/she keep his/her skills current?

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3. Is this person a leader? How have leadership skills or deficiencies been demonstrated?

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4. What motivates this person most? How can we satisfy this motivation?

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5. Has this person been briefed on handling confidential information? Describe.

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6. How does this person's outside activities, interests and concerns reflect upon Mackay Envelope? (memberships, associations, awards, demanding home situation?)

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7. How does this person accept criticism? How often do you have to correct the same mistake?

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8. This person is most successful at doing the job because (technical skills, perseverance, experience, etc.)

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9. This person is least successful at doing the job because (poor attitude, lack of experience, limited problem solving skills, etc.)

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10. The greatest single strength this person has is \_\_\_\_\_.  
Are we utilizing or under-utilizing it?

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11. How would we feel if this person was working for the competition?

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## **Self Awareness and Relationships**

12. How aware is this person of his/her strengths and, how would this person make use of them?

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13. How aware is this person of his/her weaknesses, and how would this person deal with them?

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14. Is this person regarded as an "office politician" by his/her peers?

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15. Who is this person's mentor or role model in the company?

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16. Are there people better suited to be a role model? Why? If so, how do we encourage the change?

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17. Is this person a team player? In which ways is this person effective on the team? Ineffective?

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18. Is this person a natural teacher? If yes, how can we utilize these natural teaching skills?

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19. Should this person be a role model for someone in the company? If yes, who? How can this be done most effectively?

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20. Is this person an effective spokesperson for Mackay Envelope? Would he/she be comfortable in speaking for the company? If yes, how can we effectively use this talent?

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21. What do co-workers say about this person's job performance? In his/her own department? In other departments?

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22. How would co-workers react if this person was given a higher level of responsibility?

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## Goals and Aspirations

23. What does this person want to be in five years? In ten years?

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24. Given this person's strength and weaknesses, how realistic are this person's goals?

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25. What have we done to help this person meet these goals?

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26. Is there any challenge within the company which this person can do to help them achieve his/her goals?

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27. What training programs outside the company does this person need to be prepared for his/her next job?

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28. What on-the-job training opportunities exist to prepare the person for advancement, and how do we specifically plan to use them?

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29. Does this person believe anything or anyone is blocking their future with our company? (a person, a past problem, lack of education, etc.?) Is their concern realistic?

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30. What has been this person's level of achievement toward past goals?

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31. Do you feel this person will do better or worse in the next highest level of authority than in his/her present job?

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32. Has there been clear and open communication of our goals? Describe what was said and when.

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33. How do you feel the goals of this person match up with the goals of Mackay Envelope?

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