澳 門 管 理 專 業 協 會
Macau Management Association

2018 SURVEY REPORT

Macau Management
Capability Index 2018

Contents

1. Executive Summary

The Macau Management Association (MMA) has established the Macau Management Capability Index (MMCI) since 2016. The MMCI provides Macau business leaders with an overview of the level of management capability in the market and an opportunity to evaluate their performance across a range of areas against like organizations. Achieving high standard of management capability is an indication of great organizational performance, uplifting business productivity and high employee retention rates.

MMA annually conducts the survey of MMCI which can reflect and track the latest trend of management capability of organizations in Macau. There is no denying that the score of MMCI plays a significant role in enhancing the competitiveness of organizations in Macau.

The third survey of MMCI was conducted in the third quarter of 2018 with a total of 87 respondents spanning both CEOs and senior managers from across the breadth of organizations in Macau. They were asked to rate questions for all 10 key categories of management capabilities that contribute to sustainable performance. Each category is comprised of 5 to 16 statements or subcategories against which an assessment on a scale of 100 is made.

2. Introducing MMCI

2.1 About MCI

The MCI has been established by the New Zealand Institute of Management to study the management capacity of organizations since 2003. It has been used as an effective tool to evaluate the managerial standard among companies, industries and nations. The MCI standards have so far been used by management institutes in India, Malaysia, Singapore, Australia, New Zealand and Hong Kong.

2.2 About MMCI

The Macau Management Capability Index (MMCI) has been adopted by MMA in Macau since 2016. As Macau's reputed professional body in management. The MMA conducts survey of MMCI annually to provide significant indications on the management performance of organizations as well as to establish a benchmark of management capability to track performance at an industry level.

The MMA compares results of MMCI according to industry, number of employees, managerial level and gender. A score (out of 100) is generated according to the average survey responses and prescribed weightings to indicate organizational performance in management capability.

Table 2.2.1: Weighting of 10 Categories of MMCI

Category	Weighting %
1. Visionary and strategic leadership	15%
2. Performance leadership	10%
3. People leadership and (self-) development	10%
4. Financial leadership	10%
5. Organization capability	5%
6. Application of technology and knowledge	5%
7. External relationships	5%
8. Integrity, trust and corporate governance	10%
9. Innovation and adaptability	5%
10. Focus on getting to results	25%
TOTAL	100%

2.3 About Management capability

Management capability is an integral marker on the effectiveness of an organization in earning revenues in the marketplace and the competitiveness with other firms in the same industry. It also describes an organization's competencies to deliver their business results towards its vision, mission, values, strategies and goals. With a high functioning management team. The organization will effectively harness its different abilities, preferences and strengths to meet the changing demands of the operating environment and achieve its outcomes. Therefore the definitions of competencies, competence and capability must be agreed in the measuring and benchmarking of management capability. Leaders can focus attention and resources to enhance the under-performed areas of management with a clear understanding of management capability

3. Survey Participant Profile

The MMCI survey was conducted in the third quarter of 2018. The questionnaire was completed by 87 Management staffs from various industries in Macau. This section details the profile of survey participants by:

(1) Industry worked in;

(2) Number of employees;

(3) Gender;

(4) Managerial levels.

3.1 Industry

Figure 3.1.1 shows over one-third of the respondents by industry are from *Gaming(40.2%)*, following by *Human Health and Social Work activities(9.2%)*, *Education(9.2%)* and *Financial and insurance activities(9.2%)*.

Figure 3.1.1: Industry worked in
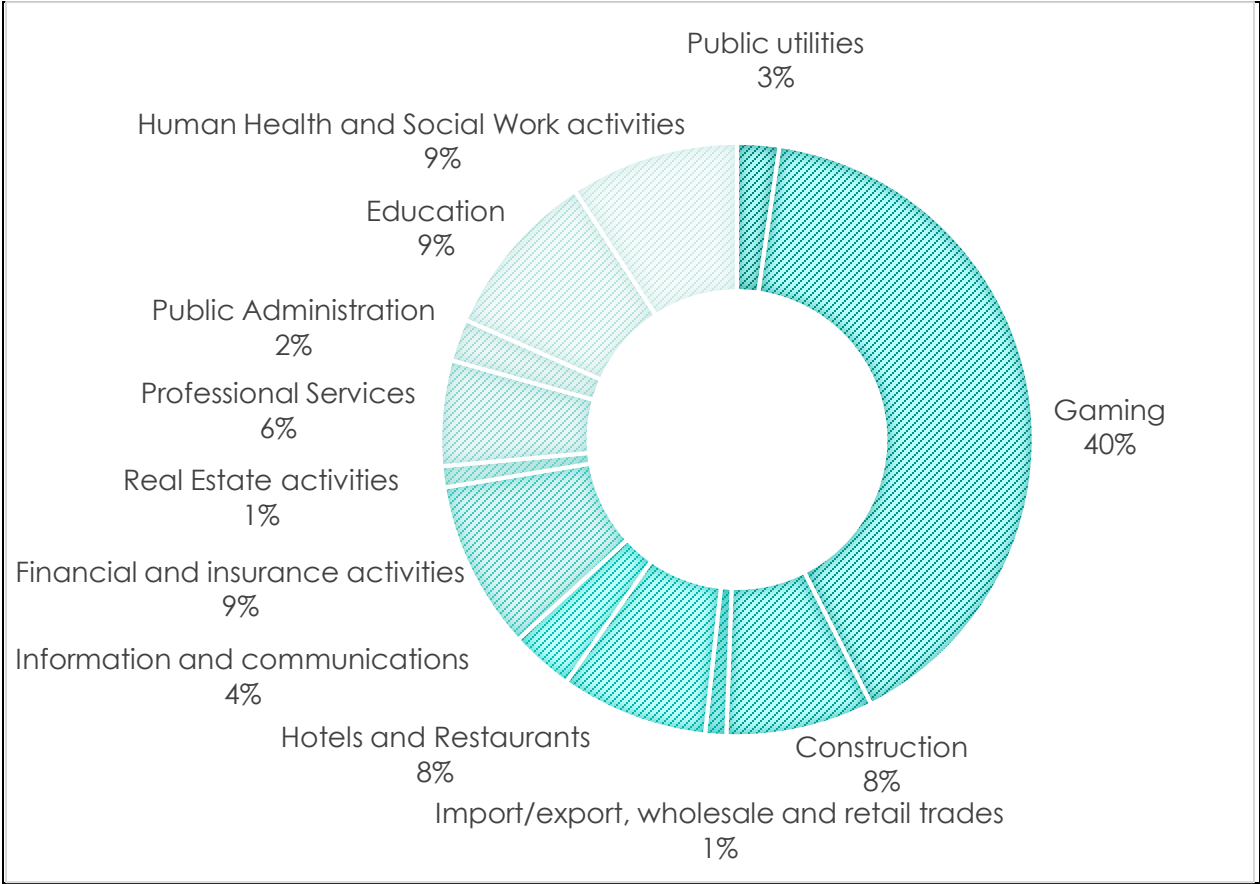
3.2 Number of employees

Figure 3.2.1 shows the majority of organizations that participated in the MMCI are larger companies with more than 100 employees *(78.2%)*.

Figure 3.2.1: Number of employees
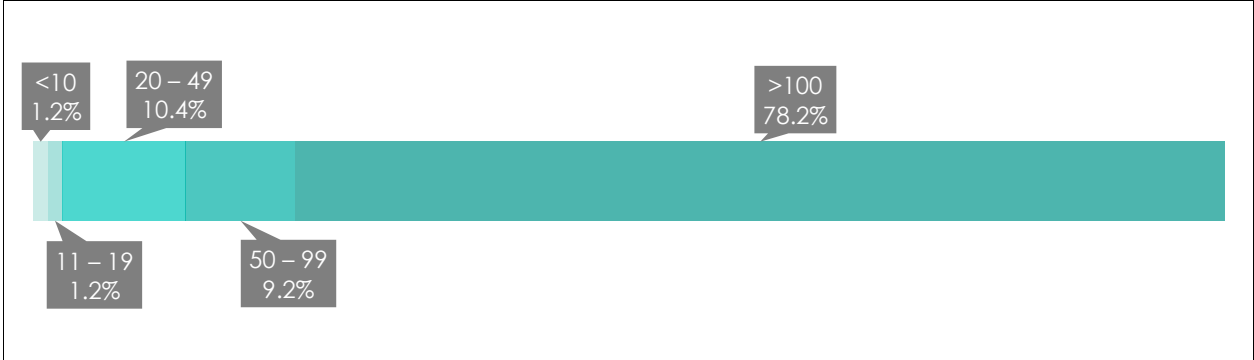
3.3 Gender

Figure 3.3.1 shows that among the respondents of MMCI, 51.7% are male while 48.3% are female.

Figure 3.3.1: Gender

3.4 Managerial level

Figure 3.4.1 shows over half of the respondents by managerial level are from *Lv 2(50.6   %)*, following by *Lv 3 (39.1%)*.

Figure 3.4.1: Managerial level
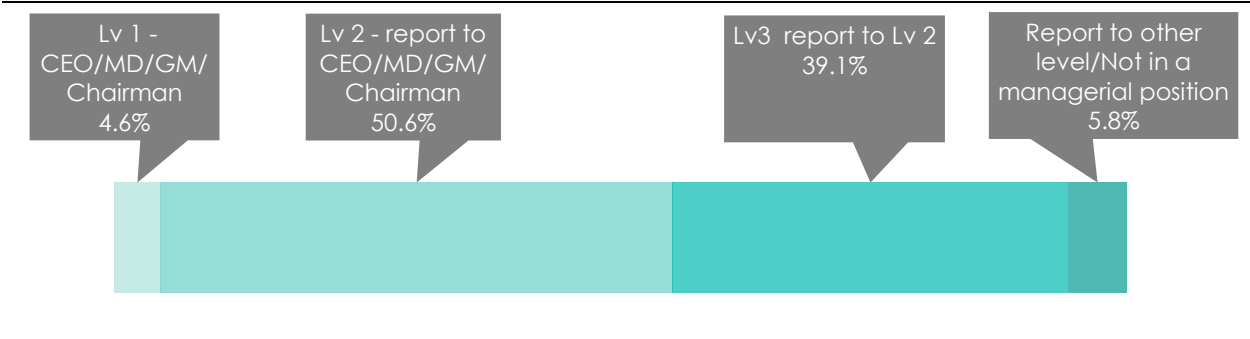
4. Research Methodology

4.1 Research method

The survey of Management Capability Index (MCI) is based on the Board, or CEO's, self assessment of the following 10 categories of management capability that contribute to sustainable performance and, where relevant, profitable growth. Definitions for each of the 10 key drives that make up the MCI are listed in Appendix 9.1.

The confidence interval, also called margin of error, is a range of values that ensure the report quantify the imprecision in the estimate of a particular value. It also quantifies the imprecision that results from random variation in the estimation of value, but it does not include imprecision resulting from systematic error (i.e. bias)

In this survey, the width of the confidence interval depends on the following three criteria:

1. The larger sample size gives a precise estimate with smaller confidence intervals which ensure the estimate is derived.

2. The degree of variability in the phenomenon being measured. The phenomenon follows certain probability which represents the amount of variability mathematically and builds into the confidence interval formulae. A 50/50 split in response signifies maximum variability (dissimilarity) in the population.

3. The confidence level tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. A 95% level of confidence is desired by the analyst, it is a common conventional practice in statistical process control. The approaches increase the level of confidence results in wider limits

Therefore, this study is assumed that there is great expected variability ($p = 50\%$, $q = 50\%$) and $\pm 10\%$ acceptable sample error at the 95% level of confidence ($z = 1.96$).

4.2 Reliability and validity

Validity and reliability assessments are a critical step in the development of a measure. The instruments should be tested and found to be adequate for the survey and to estimating the degree of error inherent in the measurement. The MCI survey design is widely used in different countries and has proved a reliable tool to measure key management capabilities. Reliability refers the ability to replicate the research design and achieve the same findings. In this research, the particular nature of the index does not allow for direct measurement of reliability, like other variables such as income or expenses. Hence a validity test is adapted in this research to assess those instruments

Validity refers to the appropriateness of the measures used, accuracy of the analysis of the results and generalisability of the findings. A content validity test was applied for ensuring that the meaning attributed to each question is conveyed in the right manner and the most relevant and important aspects. For example, if management articulates a clear and inspiring vision that is well understood, then his measure of test should include his/her feelings and thoughts. Content (subcategories and instruments) are covered by different literature and research so the content of questionnaire is directly linked according to the theoretical framework which could confirm that the collected data are related with this research's aim.

5. Key Findings

The overall Macau Management Capability Index (MMCI) is recorded at 69.7. The result suggests that Macau organizations are performing around two-thirds of their potential 100% capacity which shows a downfall while comparing with the result in 2017 (76.0). This result shows a notable need for improvement in overall performance.

Table 5.1.1 shows that Macau managers and leaders assess their organizations as most capable in Integrity, trust and corporate governance (75.5), External relationships (72.4) and Application of technology and knowledge (70.7). They assess their organizations as least capable in Organization capability (68.1), People leadership and (self-) development (67.8).

Table 5.1.1: Overall MMCI results

Subcategories	Average	Weighting	Weighted score
Visionary and strategic leadership	69.1	15%	10.4
Performance leadership	69.3	10%	6.9
People leadership and (self-) development	67.8	10%	6.8
Financial leadership	69.3	10%	6.9
Organization capability	68.1	5%	3.4
Application of technology and knowledge	70.7	5%	3.5
External relationships	72.4	5%	3.6
Integrity, trust and corporate governance	75.5	10%	7.6
Innovation and adaptability	68.2	5%	3.4
Focus on getting results	68.8	25%	17.2
Overall score			**69.7**

Integrity, trust and corporate governance	75.5
External relationships	72.4
Application of technology and knowledge	70.7
Overall score	69.7
Financial leadership	69.3
Performance leadership	69.3
Visionary and strategic leadership	69.1
Focus on getting to results	68.8
Innovation and adaptability	68.2
Organization capability	68.1
People leadership and (self-) development	67.8
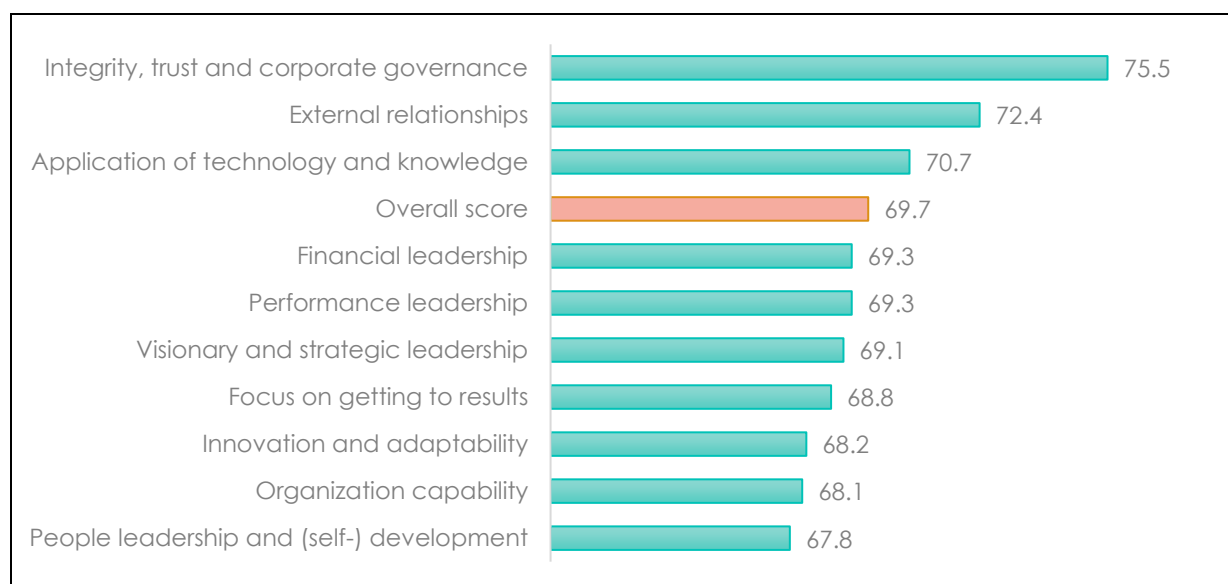
5.1 Top areas of strength

i. **Integrity, trust and corporate governance (75.5)**

Organizations has established high standard for ethical behavior and adheres to   legislation, regulations and guidelines in administering the business well.

ii. **External relationships (72.4)**

Organizations effectively build and maintain networks and spheres of influence with their stakeholders.

iii. **Application of technology and knowledge (70.7)**

Organizations understand and utilize technology and knowledge management for improving their performance.

5.2 Top areas of concern

i. **People leadership and (self-) development (67.8)**

Organizations should take initiatives on integrating talent management, leadership management and succession planning as a part of their policy.

ii. **Organization capability (68.1)**

Organizations should focus on research emphasizing on continual improvement and learning for both individual and organization.

6. Survey Results

6.1 Overall results

6.1.1 Visionary and strategic leadership

Visionary and strategic leadership is a dominant factor for a successful organization. Strategic leadership ensures short-term stability within the organization while vision will lead the organization working towards a long term goal.

Figure 6.1.1: Ranked Visionary and strategic leadership results

Management plans with a view to growing the business while meeting the needs of shareholders/owners, taking into account employee, supplier, customer, and other stakeholder interests.	74.0
Management demonstrates an international/global perspective and has a good understanding of global markets and global thinking.	70.8
Management actively fosters and encourages ownership of the vision by staff.	69.1
Management demonstrates professional and technical.	69.0
Management articulates a clear and inspiring vision that is well understood.	68.5
Management establishes stretch goals for itself and the organization.	68.5
The vision and supporting goals underpin and guide management decision and behaviors.	68.3
Category overall score	68.3
Management champions change.	67.1
Management demonstrates business acumen.	67.1

Key findings

♦ Management leaders are performing best in planning to satisfy the needs of their shareholders/owners while considering other stakeholders' interest. This enhances the cooperation among employees, suppliers and customers etc. to create better performance.

♦ Management leaders also shows competence in global vision and demonstrate good understanding of integrating globalization in their organization policy.

♦ However, leaders of managements are not doing as well in supporting changes to the organization and therefore, lack of business acumen. This might be a result of the belief that significant changes to organizational policies will lead to large expenses.

According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 2% to 5%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.1 Visionary and strategic leadership	Results	95% Confidence interval	
		Lower	Upper
1. Management plans with a view to growing the business while meeting the needs of shareholders/owners, taking into account employee, supplier, customer, and other stakeholder interests.	74	72.5	77.0
2. Management demonstrates an international/global perspective and has a good understanding of global markets and global thinking.	70.8	67.3	73.6
3. Management actively fosters and encourages ownership of the vision by staff.	69.1	65.6	72.6
4. Management demonstrates professional and technical.	69	66.9	72.5
5. Management articulates a clear and inspiring vision that is well understood.	68.5	65.1	69.9
6. Management establishes stretch goals for itself and the organization.	68.5	65.1	71.9
7. The vision and supporting goals underpin and guide management decision and behaviors.	68.3	66.9	71.7
8. Management champions change.	67.1	63.7	68.4
9. Management demonstrates business acumen.	67.1	63.7	70.5
Category overall score	68.3	-	-

6.1.2 Performance leadership

In a competitive and dynamic world, organizations is often hindered by its rigid traditional leadership style. With performance leadership, organization can progress into a more competitive stance by reviewing it regularly bases on its changing needs.

Figure 6.1.2 : Ranked Performance leadership results

Management is organized and effective at performance planning

Management enables the organization to perform consistently better than its competitors or other comparable organizations

Management balances risk with achievement，not risk avoidance (i.e. management is not risk averse)

Management pursues excellence in performance leadership

Overall score

Management consistently meets the organization's performance track record of growth and continually improving performance

Management analyses issues，and anticipates and solves problems

Management ensures the organization is strongly goal performance，and achievement-focused

Management demonstrates the ability and attitude to lead and champion the achievement of challenging goals and change

Item	Score
	70.8
	70.3
	69.4
	69.4
	69.3
	69.2
	69.0
	68.7
	67.8

Key findings

- The results indicates that organizations focus on goal setting on overall performance of the organization which enables them to function at their optimal levels.

- They are also showing great achievements in maintaining high performance among their competitors and within the industry, as a result of the dynamic leadership style.

- With similar issues mentioned above, management teams have limited desire to adopt and lead the organization in achieving challenging goals and changes. This may become a hinder in further improving performance.
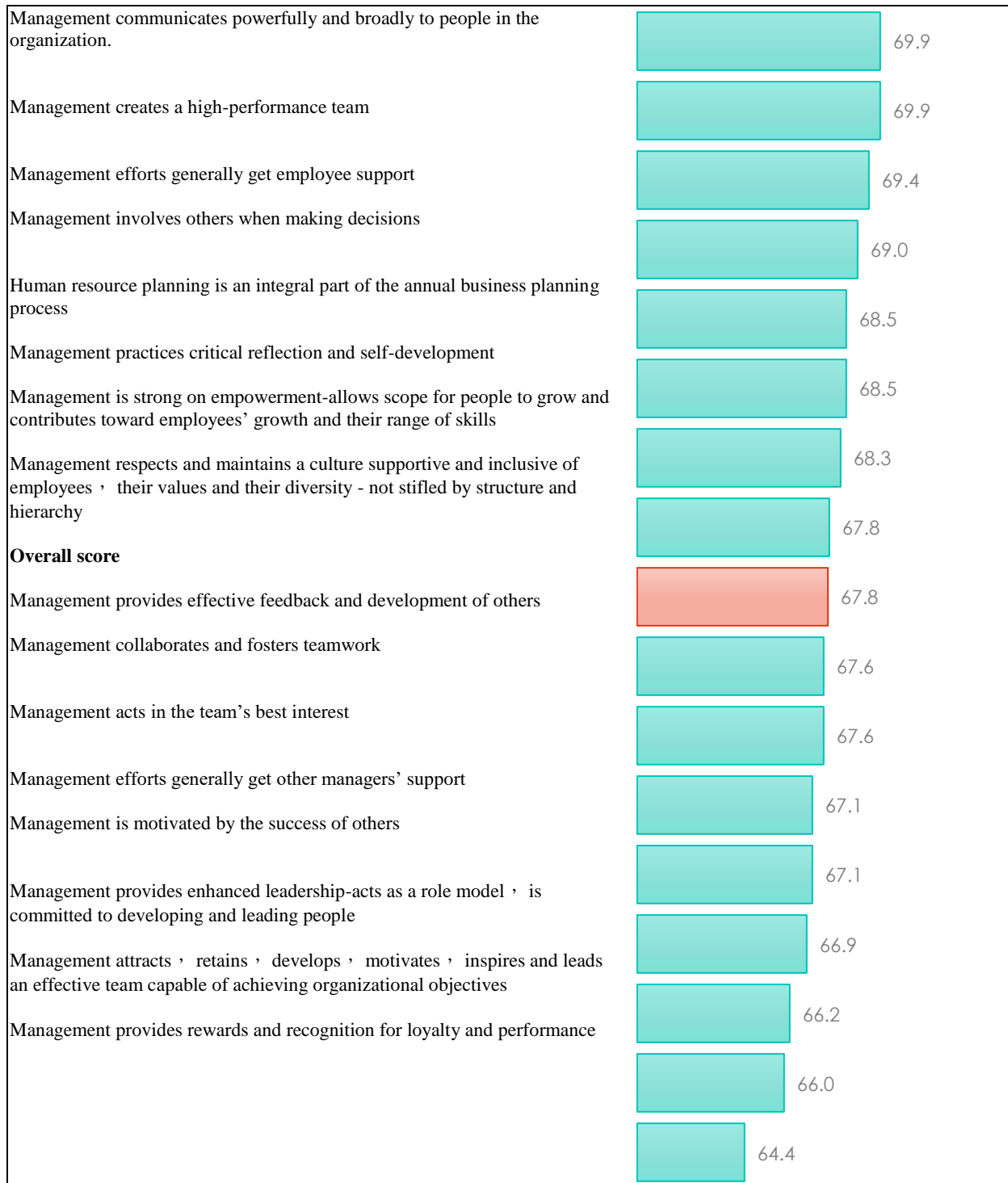
According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 2% to 5%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.2 Performance leadership	Results	95% Confidence interval	
		Lower	Upper
1. Management is organized and effective at performance planning	70.8	69.4	73.6
2. Management enables the organization to perform consistently better than its competitors or other comparable organizations	70.3	66.8	72.4
3. Management balances risk with achievement，not risk avoidance (i.e. management is not risk averse)	69.4	65.9	72.5
4. Management pursues excellence in performance leadership	69.4	67.3	71.1
5. Management consistently meets the organization's performance track record of growth and continually improving performance	69.2	65.7	72.0
6. Management analyses issues，and anticipates and solves problems	69	65.6	71.7
7. Management ensures the organization is strongly goal performance，and achievement-focused	68.7	67.3	71.2
8. Management demonstrates the ability and attitude to lead and champion the achievement of challenging goals and change	67.8	64.4	71.2
Category overall score	68.3	-	-

6.1.3 People leadership and (self-) development

People leadership and (self-) development refers to the degree of importance an organization given to their people. By building a culture, the organization will ensure a skilled and committed workforce.

Figure 6.1.3.: Ranked People leadership and (self-) development results

Statement	Score
Management communicates powerfully and broadly to people in the organization.	69.9
Management creates a high-performance team	69.9
Management efforts generally get employee support	69.4
Management involves others when making decisions	69.0
Human resource planning is an integral part of the annual business planning process	68.5
Management practices critical reflection and self-development	68.5
Management is strong on empowerment-allows scope for people to grow and contributes toward employees' growth and their range of skills	68.3
Management respects and maintains a culture supportive and inclusive of employees，their values and their diversity - not stifled by structure and hierarchy	67.8
Overall score	67.8
Management provides effective feedback and development of others	67.6
Management collaborates and fosters teamwork	67.6
Management acts in the team's best interest	67.1
Management efforts generally get other managers' support	67.1
Management is motivated by the success of others	66.9
Management provides enhanced leadership-acts as a role model，is committed to developing and leading people	66.2
Management attracts，retains，develops，motivates，inspires and leads an effective team capable of achieving organizational objectives	66.0
Management provides rewards and recognition for loyalty and performance	64.4

Key findings

♦ Leaders generally agrees that communication between management and workers are being the highest performance than other aspect of people leadership and (self-) development. Messages are conveyed in extensively and accurately.

♦ They also shows confidence in the aspect of establishing high-performance team in order to serves the best towards the organization's goal.

♦ Recognition for loyalty and performance in people leadership and (self-) development is noticeably to be a development area. Organizations should improve on the rewards and recognition for those experienced workforce.

According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 2% to 5%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.3 People leadership and (self-) development	Results	95% Confidence interval	
		Lower	Upper
1. Management communicates powerfully and broadly to people in the organization.	69.9	68.9	72.7
2. Management creates a high-performance team	69.9	67.1	72.0
3. Management efforts generally get employee support	69.4	65.9	72.5
4. Management involves others when making decisions	69	66.9	70.7
5. Human resource planning is an integral part of the annual business planning process	68.5	66.2	71.2
6. Management practices critical reflection and self-development	68.5	65.1	71.2
7. Management is strong on empowerment-allows scope for people to grow and contributes toward employees' growth and their range of skills	68.3	66.9	70.8
8. Management respects and maintains a culture supportive and inclusive of employees，their values and their diversity - not stifled by structure and hierarchy	67.8	64.4	71.2
9. Management provides effective feedback and development of others	67.6	64.4	69.1
10. Management collaborates and fosters teamwork	67.6	66.2	70.3
11. Management acts in the team's best interest	67.1	63.7	69.1
12. Management efforts generally get other managers' support	67.1	63.7	70.1
13. Management is motivated by the success of others	66.9	64.9	68.5
14. Management provides enhanced leadership-acts as a role model，is committed to developing and leading people	66.2	62.9	68.8
15. Management attracts，retains，develops，motivates，inspires and leads an effective team capable of achieving organizational objectives	66	62.7	68.6
16. Management provides rewards and recognition for loyalty and performance	64.4	63.1	66.7
Category overall score	67.8	-	-

6.1.4 Financial leadership

Financial leadership is the efficiency and effectiveness of an organization in managing their funds. A strict financial system helps an organization in reaching its goals with precise resources and time.

Figure 6.1.4.: Ranked Financial leadership results

Management practices sound and effective management of the organization including financial planning, accounting, cash flow management, investment, financial reporting, and liaison with financial institutions	70.3
Management has experienced accounting and financial personnel for its financial leadership	70.3
Overall score	69.7
Management has in place sound and effective internal control systems through supervision and internal audit and hierarchy	69.3
Management develops and commits to plans and goals that support sound growth and continuing performance improvement	68.3
Management leads and manages the organization to consistently achieve or exceed these goals	68.0

Key findings

- The result shows an average organization in Macau is recognized to equip with experienced financial personnel and financial leadership is sound and effective. This is an indication of the organization are with well-developed financial management systems.

- However, management leaders should improve on developing plans in continual performance improvement and lead the organization towards consistent achievements.
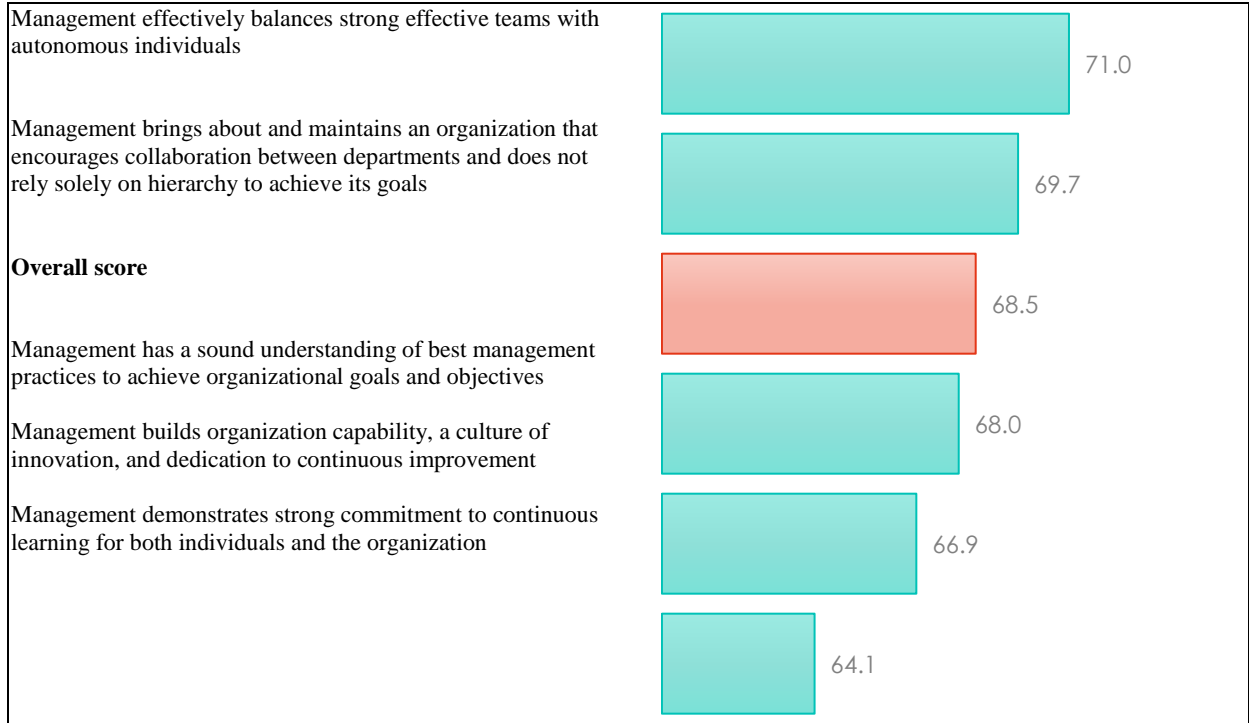
According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 2% to 4%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.4 Financial leadership	Results	95% Confidence interval	
		Lower	Upper
1. Management practices sound and effective management of the organization including financial planning, accounting, cash flow management, investment, financial reporting, and liaison with financial institutions	70.3	69.2	73.1
2. Management has experienced accounting and financial personnel for its financial leadership	70.3	67.5	72.4
3. Management has in place sound and effective internal control systems through supervision and internal audit and hierarchy	69.3	67.2	71.5
4. Management develops and commits to plans and goals that support sound growth and continuing performance improvement	68.3	66.3	69.9
5. Management leads and manages the organization to consistently achieve or exceed these goals	68	65.7	70.7
Category overall score	69.7	-	-

6.1.5 Organization capability

Organization capability describes the ability to manage its resources within and prevail under the competitive environment. This aspect extends from allocating right capabilities and knowledge internally to better responses to stimuli externally. It is most effective to create an unique management system for individual organization to perform its optimal function.

Figure 6.5.1: Ranked Organization capability results

Key findings

♦ As a result of well-developed managements systems in organizations, leaders generally agrees that individual workers can work independently in an effective manner while departments collaborate to achieve organizational targets.

♦ While commitment for continuous learning is an aspect of development in the future, organization should put more focus in the enhancing individual and organizational performance to keep up with the pace of the market.
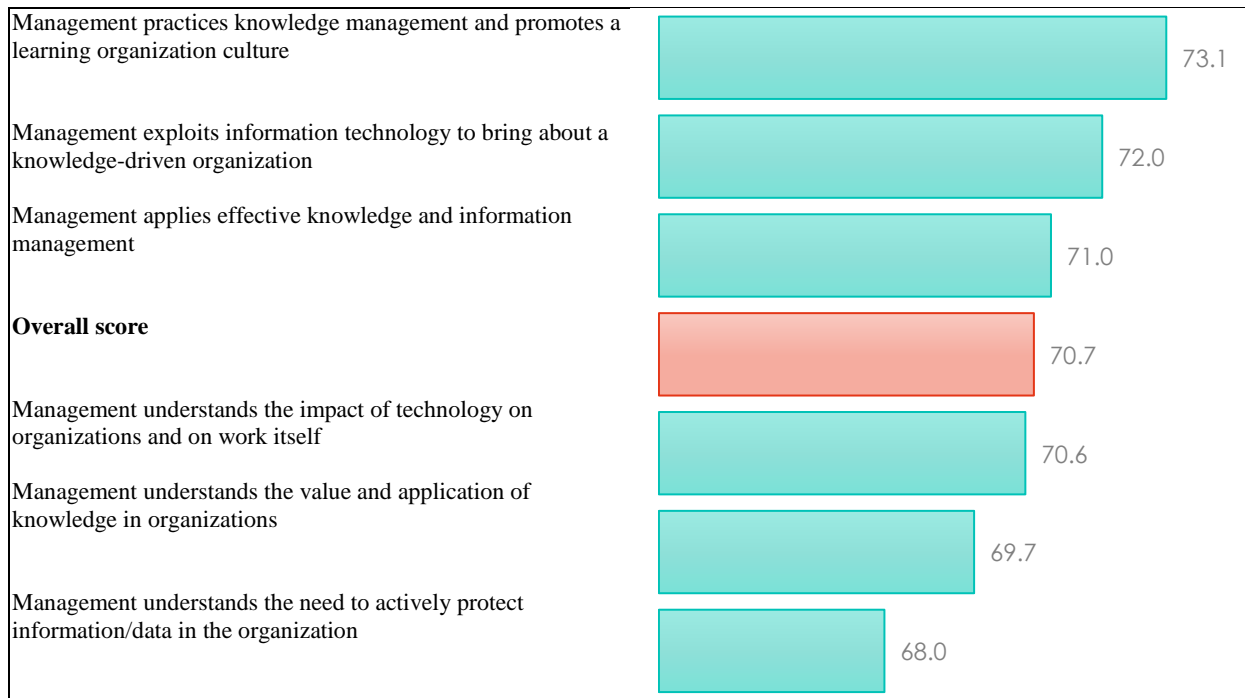
According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 1% to 4%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.5 Organization capability	Results	95% Confidence interval	
		Lower	Upper
1. Management effectively balances strong effective teams with autonomous individuals	71	69.9	73.8
2. Management brings about and maintains an organization that encourages collaboration between departments and does not rely solely on hierarchy to achieve its goals	69.7	66.8	71.9
3. Management has a sound understanding of best management practices to achieve organizational goals and objectives	68	66.0	70.2
4. Management builds organization capability, a culture of innovation, and dedication to continuous improvement	66.9	64.9	68.5
5. Management demonstrates strong commitment to continuous learning for both individuals and the organization	64.1	62.0	66.7
Category overall score	68.5	-	-

6.1.6 Application of technology and knowledge

With the advancement of technology, resistance to new knowledge and technology may impede the development of the organization. By adopting and utilizing the technological resources, organization will have greater support of its functionality.

Figure 6.1.6: Ranked Application of technology and knowledge results

Management practices knowledge management and promotes a learning organization culture	73.1
Management exploits information technology to bring about a knowledge-driven organization	72.0
Management applies effective knowledge and information management	71.0
Overall score	70.7
Management understands the impact of technology on organizations and on work itself	70.6
Management understands the value and application of knowledge in organizations	69.7
Management understands the need to actively protect information/data in the organization	68.0

Key findings

♦ Organizations recognize the importance of the need to keep up with the latest technology and willing to promote learning culture of new knowledge.

♦ Organizations are adopting the knowledge-driven approach by integrating information technology in their management systems.

♦ While more organizations put information technology into their management systems, the survey result shows that leaders lack the understanding of information protection. It shows the necessity of improvement to eliminate the risk.

According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 3% to 5%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.6 Application of technology and knowledge	Results	95% Confidence interval	
		Lower	Upper
1. Management practices knowledge management and promotes a learning organization culture	73.1	70.5	76.0
2. Management exploits information technology to bring about a knowledge-driven organization	72	69.0	75.0
3. Management applies effective knowledge and information management	71	68.0	73.3
4. Management understands the impact of technology on organizations and on work itself	70.6	68.5	73.8

5. Management understands the value and application of knowledge in organizations	69.7	67.4	72.5
6. Management understands the need to actively protect information/data in the organization	68	65.8	70.7
Category overall score	70.7	-	-

6.1.7 External relationships

External relationship includes the relationship and collaboration among external organizations, customers and suppliers. This network may allow the organization in filling the gaps in accessing resources, reducing costs and create reputation.

Figure 6.1.7: Ranked External relationships results
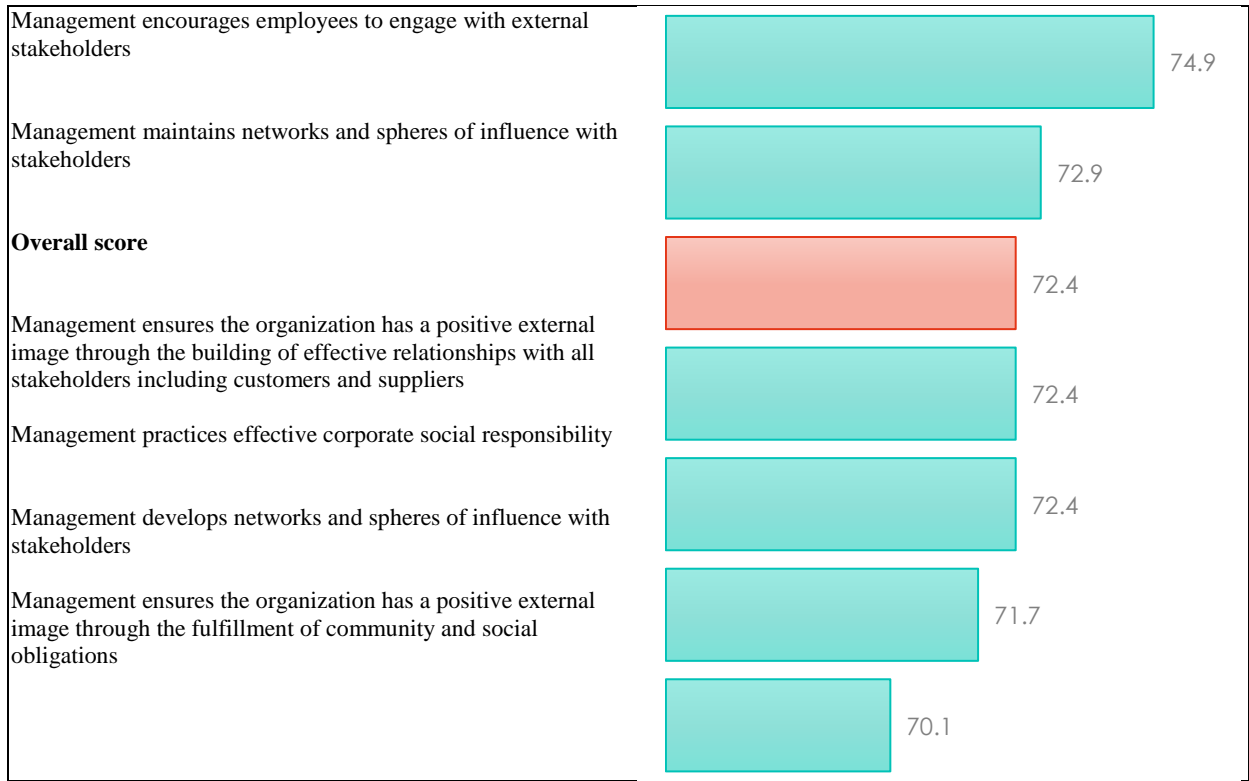
Key findings

♦ The survey results indicates that management promotes the engagement with external stakeholders and put great focus in maintaining those networks. This may be a result of the service industry in which Macau is major in.

♦ Organizations may consider to focus on creating positive external image not only by its performance, but also through fulfilling community and social obligations in the future.

21

According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 1% to 4%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.7 External relationships	Results	95% Confidence interval	
		Lower	Upper
1. Management encourages employees to engage with external stakeholders	74.9	71.3	76.6
2. Management maintains networks and spheres of influence with stakeholders	72.9	69.9	75.9
3. Management ensures the organization has a positive external image through the building of effective relationships with all stakeholders including customers and suppliers	72.4	69.4	74.7
4. Management practices effective corporate social responsibility	72.4	71.5	75.5
5. Management develops networks and spheres of influence with stakeholders	71.7	69.3	74.6
6. Management ensures the organization has a positive external image through the fulfillment of community and social obligations	70.1	67.9	72.8
Category overall score	72.4	-	-

6.1.8 Innovation and adaptability

The importance of innovation and creativity has significantly increased over the last decade. It has become a crucial skill for individuals and organizations to grow and to survive in this constantly evolving world.

Category	Score
Management is effective at finding ways to commercialize innovation ideas	71.7
Management quickly responds to innovation opportunities	70.1
Management and employees practice innovation to expand the market and increase market share	69.7
Management and employees practice innovation to create new values for the business customers and shareholders	69.4
Management and employees support each other in risk-taking in innovation	68.3
Overall score	68.2
Management seeks ideas from the external market as part of an innovation process	68.0
Management frequently incorporates customer views and priorities into the innovation process	67.1
Management and employees recognize that innovation leads the business to new dimensions of performance	66.4
Management and employees create the climate for and encourage continuous innovation in products and services	65.5
Management and employees recognize innovation as an important aspect of business and for all of the organization's processes - innovation is part of the organization's culture	65.5

Key findings

- Management leaders rates themselves higher on responding and creating innovative ideas for new opportunities.
- Leaders should take more initiative in cooperating innovation in the organization's culture in order to create greater values to the organizations.
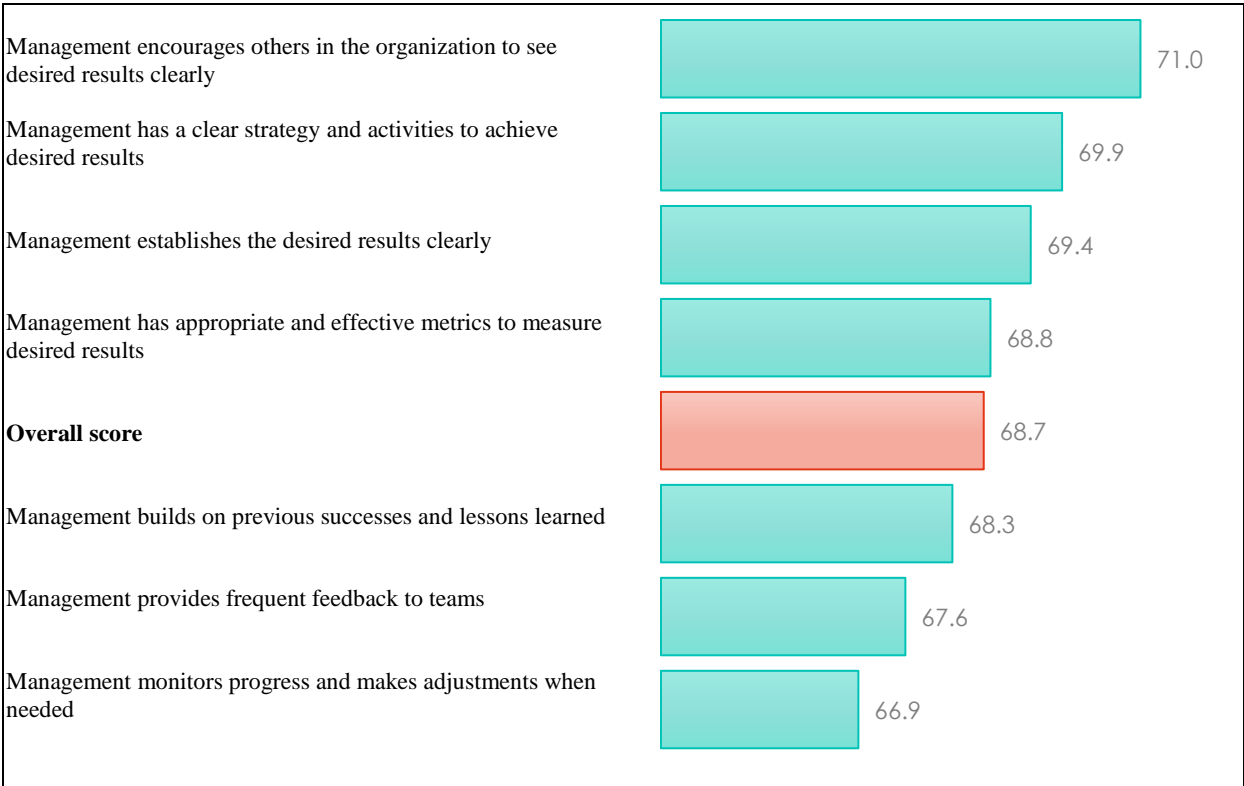
According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 2% to 4%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.8 Innovation and adaptability	Results	95% Confidence interval	
		Lower	Upper
1. Management is effective at finding ways to commercialize innovation ideas	71.7	68.7	75.2
2. Management quickly responds to innovation opportunities	70.1	67.7	73.0
3. Management and employees practice innovation to expand the market and increase market share	69.7	66.8	71.9
4. Management and employees practice innovation to create new values for the business customers and shareholders	69.4	66.5	72.4
5. Management and employees support each other in risk-taking in innovation	68.3	66.2	71.0
6. Management seeks ideas from the external market as part of an innovation process	68	65.8	70.7
7. Management frequently incorporates customer views and priorities into the innovation process	67.1	65.8	69.5
8. Management and employees recognize that innovation leads the business to new dimensions of performance	66.4	63.5	69.7
9. Management and employees create the climate for and encourage continuous innovation in products and services	65.5	63.3	66.9
10. Management and employees recognize innovation as an important aspect of business and for all of the organization's processes - innovation is part of the organization's culture	65.5	62.9	68.1
Category overall score	68.2	-	-

6.1.9 Integrity, trust and corporate governance

Integrity, trust and corporate governance is referring to the provision of transparency, accountability and the trust worthy environment in business. It is unlikely that an organization will be successful in any way without the public trust.

Management and employees follow ethical rules and procedures for making decisions	77.2
Management and employees understand ethical principles in making decisions on the organization's affairs	76.8
The organization promotes an established standard of ethical behavior for directors' management and employees based on a code of conduct	75.6
Overall score	75.5
Management is trustworthy, and displays honesty and integrity	
Management and employees adhere to legislation, regulations and guidelines in administering the business of the organization	74.7
The organization practices integrity, honesty and ethical behavior as necessary for sustained success	74.5
	74.3

Key findings

• A majority of the organizations indicates that their managers and employees are fully aware of the ethical rules and procedures while making decisions, setting a high standard for the region.

• Despite "The organization practices integrity, honesty and ethical behavior as necessary for sustained success" scores the lowest in this category, it is comparatively high than other subcategories. Organizations have been doing well in Integrity, trust and corporate governance.

According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 3% to 4%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.9 Integrity, trust and corporate governance results	Results	95% Confidence interval	
		Lower	Upper
1. Management and employees follow ethical rules and procedures for making decisions	77.2	74.0	80.9
2. Management and employees understand ethical principles in making decisions on the organization's affairs	76.8	73.7	79.9
3. The organization promotes an established standard of ethical behavior for directors' management and employees based on a code of conduct	75.6	72.5	78.0
4. Management is trustworthy, and displays honesty and integrity	74.7	71.6	77.9
5. Management and employees adhere to legislation，regulations and guidelines in administering the business of the organization	74.5	72.2	77.5
6. The organization practices integrity, honesty and ethical behavior as necessary for sustained success	74.3	71.2	77.2
Category overall score	75.5	-	-

6.1.10 Focus on getting results

Organization focus on getting results measures the integral of functioning of an organization and assess them on business performance. This aspect ensures the management and employees is working towards a clear goal, achieving desired results and improve on basis of experience and feedbacks.

Figure 6.1.10.: Ranked 'Focus on getting results' results

Key findings

♦ Leaders in managements convey their desired targets clearly and develop specific strategies in order to achieve those outcomes. It indicates the management is target-oriented and willing to put effort to get things done.

♦ However, organizations scores low for their capability in monitoring progress and making adjustment. This may also be an indication of managements are resisting to changes.

According to the above table shows the results of the sub-categories, these results should be considered alongside the confidence intervals. The confidence interval for the lower and upper estimate was 2% to 4%, this indicate all sub-categories support most management leaders have approximately the same behavior as those.

Table 6.1.10 Focus on getting results	Results	95% Confidence interval	
		Lower	Upper
1. Management encourages others in the organization to see desired results clearly	71	69.4	72.6
2. Management has a clear strategy and activities to achieve desired results	69.9	67.1	72.8
3. Management establishes the desired results clearly	69.4	66.6	71.6
4. Management has appropriate and effective metrics to measure desired results	68.8	67.3	71.8
5. Management builds on previous successes and lessons learned	68.3	66.2	71.0
6. Management provides frequent feedback to teams	67.6	65.4	70.2
7. Management monitors progress and makes adjustments when needed	66.9	65.6	69.3
Category overall score	68.7	-	-

6.2   Result by industry

The majority of respondent are from the sectors of Gaming (40%), Human Health and Social Work activities (9%), Education (9%), Financial and insurance activities (9%), Hotels and Restaurants (8%) and Construction (8%).

	Gaming	Human Health and Social Work activities	Education	Financial and insurance activities	Hotels and Restaurants	Construction
Visionary and strategic leadership	68.38	68.61	76.94	66.67	79.05	73.02
Performance leadership	67.64	70.00	78.75	68.44	77.14	75.36
People leadership and (self-) development	67.79	69.22	78.28	62.19	81.96	72.68
Financial leadership	68.69	68.00	78.50	64.00	82.86	76.00
Organization capability	67.77	70.00	78.00	68.00	78.29	72.00
Application of technology and knowledge	70.00	72.50	78.33	70.83	79.52	71.90
External relationships	71.62	71.67	87.08	69.17	80.48	69.52
Integrity, trust and corporate governance	70.76	77.08	88.75	72.50	84.76	85.24
Innovation and adaptability	66.06	68.25	80.50	68.75	73.43	68.00
Focus on getting results	67.02	69.64	79.29	68.93	74.29	73.88
Overall score	**68.27**	**70.25**	**79.99**	**67.78**	**78.69**	**74.42**

Table 6.2.1 compares the industry performance in MMCI.

Education industry sets a high standard at 79.99 following by Hotels and Restaurants at 78.69.

While Leaders from Gaming industry and Financial and insurance activities rank their performance relatively lower.

6.3 Result by number of employees

The majority of respondent are from organizations with more than 100 employees (78.2%), following by 20-49 employees (10.4%) and 50-99 employees (9.2%). No. of samples from organizations with less than 20 employees are too small for representing the sector.

Table 6.3.1: Result by number of employees

	20-49	50-99	More than 100	MMCI
Visionary and strategic leadership	70.12	64.72	69.90	69.1
Performance leadership	67.78	67.81	70.22	69.3
People leadership and (self-) development	67.36	62.19	68.90	67.8
Financial leadership	70.22	67.50	69.82	69.3
Organization capability	64.89	64.00	69.41	68.1
Application of technology and knowledge	71.11	63.75	71.91	70.7
External relationships	78.15	66.67	72.84	72.4
Integrity, trust and corporate governance	76.30	82.50	75.20	75.5
Innovation and adaptability	71.56	64.75	68.50	68.2
Focus on getting results	70.79	70.36	68.87	68.8
Overall score	**70.67**	**68.26**	**70.25**	**69.7**

Table 6.3.1 indicates that organizations with 20-49 employees and more than 100 employees are performing fairly well in overall management capability, both above the average MMCI, while organizations with 50-99 employees is slightly below the MMCI.

This indicates that organizations with a larger scale often established a stable and comprehensive management system that ensures the organization is performing effectively.

6.4 Result by gender

The survey respondent divided by gender are almost even, with slightly more male respondent at 51.7% and female respondent at 48.3%

Table 6.4.1: Result by gender

	Male	Female	MMCI
Visionary and strategic leadership	66.81	71.48	69.1
Performance leadership	67.28	71.55	69.3
People leadership and (self-) development	64.58	71.16	67.8
Financial leadership	65.24	73.71	69.3
Organization capability	65.60	70.67	68.1
Application of technology and knowledge	69.19	72.38	70.7
External relationships	69.26	75.79	72.4
Integrity, trust and corporate governance	73.11	78.10	75.5
Innovation and adaptability	66.89	69.57	68.2
Focus on getting results	66.29	71.56	68.8
Overall score	**67.16**	**72.49**	**69.7**

Table 6.4.1 indicates that average male respondent rates their organization lower than that of female respondent with the greatest difference in People leadership and (self-) development.

Besides, male respondents also rates their organization lower than the MMCI while female respondents rates their organizations higher than the MMCI.

This may indicates that male respondent sees the need in management capability improvement while female respondent sees the benefit of current management systems.

6.5　Result by managerial level

The majority of respondent by managerial level are from managerial level 2 (50.6%), followed by managerial level 3 (39.1%).

Table 6.5.1: Result by managerial level

	Lv 1 - CEO/MD/GM/ Chairman	Lv2 – report to Lv 1	Lv3 – report to Lv 2	Report to other level/Not in a managerial position	MMCI
Visionary and strategic leadership	80.56	70.05	65.36	76.44	69.1
Performance leadership	83.75	71.48	63.90	76.00	69.3
People leadership and (self-) development	82.50	70.09	61.43	78.50	67.8
Financial leadership	81.00	70.00	65.41	80.80	69.3
Organization capability	79.00	70.00	62.94	76.80	68.1
Application of technology and knowledge	83.33	71.74	66.67	79.33	70.7
External relationships	85.00	72.50	69.41	82.00	72.4
Integrity, trust and corporate governance	86.67	76.29	70.69	92.67	75.5
Innovation and adaptability	82.00	70.14	63.41	72.40	68.2
Focus on getting results	78.57	71.10	63.36	78.29	68.8
Overall score	**81.58**	**71.29**	**64.91**	**79.36**	**69.7**

Table 6.5.1 indicates a trend between the increase in overall score and the increase in managerial level. From Lv3 (64.91), Lv2 (71.29) to Lv1 (81.58), it shows that leaders from higher managerial level tends to have more confidence in the organization's management capability and gives each category a better score.

7. Benchmarking Performance

7.1 Individual organization comparison

management capability. More detailed analysis could be done by comparing among subcategories and target groups (such as gender or department size). The following table is a demonstration of using MMCI to analysis the difference in 10 categories for an organization (*Organization A*).

Table 7.1.1: Benchmarking of Organization A (example)

Subcategories	MMCI	Organization A (example)	Difference	%
1.Visionary and strategic leadership	69.1	77.0	7.9	11.0%
2.Performance leadership	69.3	62.0	-7.3	-10.5%
3.People leadership and (self-) development	67.8	73.0	5.2	7.7%
4.Financial leadership	69.3	80.0	10.7	15.4%
5.Organization capability	68.1	64.0	-4.1	-6.0%
6.Application of technology and knowledge	70.7	78.0	7.3	10.3%
7.External relationships	72.4	80.0	7.6	10.5%
8.Integrity, tust and corporate governance	75.5	68.0	-7.5	-9.9%
9.Innovation and adaptability	68.2	65.0	-3.2	-4.7%
10.Focus on getting results	68.8	72.0	3.2	4.7%
Overall score	69.7	72.3	2.6	4.0%

The findings from table 7.1.1 shows that Organization A has an overall 72.3 MCI score and performing about three quarter of its 100 potential capability. Organization A has a higher MCI (72.3) than the MMCI (69.7) which means it is performing better than the average organization in Macau.

Organization A scores highest in *external relationships (80.0), financial leadership (80.0) and application of technology and knowledge (78.0).* Organization A could maintain its effort in these aspects and set a high standard for the industry.

Meanwhile, Organization A should relocate more resources in improving those areas with large negative gap between MMCI: *Performance leadership (-7.3)* and *Integrity, trust and corporate governance (-7.5).*

This benchmarking method could also be used in comparing an organization with another individual organization of similar type and size.

7.2 MMCI comparisons of 2016, 2017 and 2018

	MMCI 2016	MMCI 2017	MMCI 2018	Variance (2017-2018)
Visionary and strategic leadership	69.8	76.8	69.1	-7.7
Performance leadership	71.1	76.8	69.3	-7.5
People leadership and (self-) development)	69.4	74.5	67.8	-6.7
Financial leadership	73.4	76.9	69.3	-7.6
Organization capability	69.6	73.6	68.1	-5.5
Application of technology and knowledge	71.1	75.3	70.7	-4.6
External relationships	76.2	74.1	72.4	-1.7
Integrity, trust and corporate governance	77.8	80.8	75.5	-5.3
Innovation and adaptability	69.7	74.1	68.2	-5.9
Focus on getting results	71.5	74.2	68.8	-5.4
Overall score	**72.0**	**76.0**	**69.7**	**-6.3**

Table 7.2.1 : MMCI Comparison from 2016 to 2018

Table 7.2.1 shows that the overall MMCI 2018 was registered at 69.7 and this result suggests a comprehensive view on the strategic, governance and financial base across organizations in Macau. When compare to the result of 2017, all negative variances of MMCI 2018 occur. It means that individuals working in organizations in Macau have made weakening position on management capability across 10 categories since last year.

The greatest individual negative variance (variance: -7.7) is recorded for 'Visionary and strategic leadership ' and 'External relationships' scores the smallest individual negative variance (variance: -1.7). The category of 'Integrity, trust and corporate governance' has recorded the highest score in the three consecutive years' results. These results provide a sound review platform from which to improve organizational capability and foster sustainable management.

8. Way Forward

Since the establishment of Macau Management Capability Index (MMCI) in 2016, it has become an invaluable tool to assess the performance of management and leadership within the region. The valuable insights given by MMCI towards management capabilities had helped defining the standard for organizational management and allows leaders to monitor and improve their performance.

With MMCI respondents comprised a broad cross section of organizations in Macau, it reflects the current situation from a wide range of organization sizes and activities. Across the breadth of organizations, business leaders continue to show confidence in the category of 'Integrity, trust and corporate governance'. Organizations are showing great understanding of the ethical principles and making decisions under such principles in the path to achieve their goals. This is undoubtedly a great success of the organizational culture established in Macau and will further strengthen its positive impression.

On the other hand, the report shows an area for improvement that organizations should adopt changes to their management style. The weakening of visionary and strategic leadership indicates more efforts are required on formulating and sharing a clear vision for future organizational success, as well as motivating and persuading employees to subscribe to that vision. Resistance to changes will increase risk of being hindered in achieving higher standards and in creating greater values. In order to perform better in management capabilities, organizations should incorporate regular reviews in their plans and make adjustments, so as to adapt to the fast-changing world.

Furthermore, MMCI is an extensive tool for individual organizations to analysis their own performance in management capability. By comparing the MCI against MMCI and MCI from competitors or organizations in the same industry, organizations will come to understand the strength and concerns of their management method. Improvements and policy changes can be implemented accordingly and boost the overall performance of the organization.

MMA is excited by greater global acceptance and adoption of the Management Capability Index. It is believed that it is important to benchmark our management capability against others in the region in order to share learnings, keep pace with global trends and to strengthen our performance domestically and internationally. The Macau Management Association (MMA) hopes that Macau organizations will use the results of this latest survey to inform their quest for improvement.

9. Special thanks to MCGI

We would like to take this opportunity to thank Macau Corporate Governance Institute (MCGI) for its endeavor and assistance to MMCI 2018.

10. Appendix

10.1   Definitions

The definitions that form the basis for the MMCI have been drawn from the definitions used in other jurisdictions, to ensure the consistency of data in international MCI comparisons.

9.1.1 Management capability and related concepts

Management capability is the capacity to apply management competencies within an organization to achieve desired results.

Competencies:	These are general descriptions of the abilities necessary to perform successfully in a particular job or position. Competency profiles are used as the basis for defining the requirements of a particular position and for predicting individual performance in the position.
Competence:	This is having the requisite or adequate ability or qualities to perform well or to a required standard.
Capability:	This is the demonstrated capacity to achieve through effective use of abilities or competencies for a particular purpose.

10.1.2 Macau Management Capability Index categories

Definitions for each of the 10 categories that make up the MMCI are as follows:

1. Visionary and strategic leadership

Articulates a clear and inspiring vision for the organization and team, and identifying the best ways to move towards the organization's vision, mission, objectives and goals while at the same time taking into account the needs of all stakeholders. Demonstrates a global perspective and understanding of global markets and global thinking.

 2. Performance leadership

Ensures an achievement oriented organization and team that is able to manage risks and constant changes, while consistently striving for performance excellence and continuous improvement.

3. People leadership and (self-) development

Makes human resource planning, talent management and development an integral part of the organization. Maintains an open structure that encourages growth and empowerment of its people.

4. Financial leadership

Practices sound and effective financial leadership of the organization. Leads and manages the organization to consistent performance improvements and profitable growth.

5. Organization capability

Builds a culture of innovation and research with emphasis on continual improvement and learning both for the individual and organization. Maintains a 'boundary-less' organization with effective application of best management practices to achieve organizational goals and objectives.

6. Application of technology and knowledge

Brings about a knowledge driven organization that understands and exploits information technology and knowledge management to improve performance of organization.

7. External relationships

Builds effective relationships with all stakeholders and develops and maintains networks and spheres of influence.

8. Integrity, trust and corporate governance

Consistently adheres to ethical principles having set specific rules and procedures for making decisions on organization's affairs. Has an established standard of ethical behavior for directors and stakeholders based on trustworthiness and values that are accepted or upheld. Adheres to legislation, regulations and guidelines in administering the business of the organization

9. Innovation and adaptability

Encourages continuous innovation in products and services in creating new value for the organization.

10. Focus on getting results

Measures and monitors business performance and goals as the key performance indicators and scorecard of the organization. Recognizes that performance results are the most important measures of management capability

11. Appendix

1. **Visionary and Strategic Leadership 遠見與策略領導**

	Description 描述	Score 分數
A	Management articulates a clear and inspiring vision that is well understood. 管理層闡述了一個清晰而鼓舞人心的願景，這願景亦已得到充分的理解	3.4
B	Management actively fosters and encourages ownership of the vision by staff. 管理層積極提倡願景和鼓勵員工認同願景	3.4
C	The vision and supporting goals underpin and guide management decision and behaviors 願景和目標能指導管理層決策和行為	3.4
D	Management plans with a view to growing the business while meeting the needs of shareholders/owners, taking into account employee, supplier, customer, and other stakeholder interests. 管理層發展業務時，既能滿足股東/東主的需求，又同時考慮到員工，供應商，客戶和其他利益相關者利益	3.4
E	Management demonstrates an international/global perspective and has a good understanding of global markets and global thinking. 管理層展現了國際/全球視野，並對全球市場和全球思維有著深刻的理解	3.4
F	Management establishes stretch goals for itself and the organization. 管理層為組織訂立了具延伸性的目標	3.4
G	Management demonstrates professional and technical 管理層展示專業和技術專長	3.4
H	Management demonstrates business acumen 管理層表現出商業敏銳	3.7
I	Management champions change 管理層支持變革	3.5

2. Performance Leadership 績效領導

	Description 描述	Score 分數
A	Management ensures the organization is strongly goal performance, and achievement-focused 管理層確保組織是強烈地以目標、績效和成果為焦點.	3.5
B	Management demonstrates the ability and attitude to lead and champion the achievement of challenging goals and change 管理層表現出領導和支持實現具有挑戰性目標和變化的能力和態度	3.5
C	Management balances risk with achievement, not risk avoidance (i.e. management is not risk averse) 管理層能平衡風險而達成目標，而不是避免風險（即管理層不是風險規避者）	3.4
D	Management consistently meets the organization's performance track record of growth and continually improving performance 管理層不斷滿足組織的績效目標，並具有增長的業績記錄，並不斷提高績效	3.5
E	Management enables the organization to perform consistently better than its competitors or other comparable organizations 管理層使組織能夠持續比競爭對手或類似組織表現得更好	3.4
F	Management analyses issues, and anticipates and solves problems 管理層分析事情，預測並解決問題	3.5
G	Management is organized and effective at performance planning 績效計劃的管理是有組織的和有效的	3.4
H	Management pursues excellence in performance leadership 管理層追求卓越的績效領導	3.5

3. People Leadership and (Self-) Development 人員領導與自我發展

	Description 描述	Score 分數
A	Management attracts, retains, develops, motivates, inspires and leads an effective team capable of achieving organizational objectives 管理層吸引、保留、發展、激勵、啟發及領導一支能夠實現組織目標的有效團隊	3.5
B	Human resource planning is an integral part of the annual business planning process 人力資源規劃是年度業務規劃過程的組成部分	3.4
C	Management provides enhanced leadership-acts as a role model, is committed to developing and leading people. 管理層以強勢的領導力作為榜樣的角色，致力發展和領導人才	3.5
D	Management is strong on empowerment-allows scope for people to grow and contributes toward employees' growth and their range of skills 管理層十分支持賦權，給予員工成長的空間，並為他們的成長和需要技能提供協助	3.4
E	Management respects and maintains a culture supportive and inclusive of employees, their values and their diversity – not stifled by structure and hierarchy 管理層尊重員工及其價值觀，並維持多樣性的支持和包容，不受架構和等級制度的束縛	3.4
F	Management collaborates and fosters teamwork 管理層互相協作並促進團隊合作	3.4
G	Management communicates powerfully and broadly to people in the organization 管理層與組織內的人員進行有力而廣泛的溝通	3.2
H	Management provides effective feedback and development of others 管理層提供有效的反饋和其他的發展	3.4
I	Management provides rewards and recognition for loyalty and performance 管理層獎勵和嘉許忠誠和良好表現的員工	3.5
J	Management acts in the team's best interest 管理層以團隊的最佳利益行事	3.4
K	Management creates a high-performance team 管理層創建一支高績效團隊	3.3
L	Management involves others when making decisions 管理層在做決定時涉及其他人	3.3
M	Management efforts generally get employee support 管理層的努力通常得到員工的支持	3.3
N	Management efforts generally get other managers' support 管理層的努力通常會得到其他經理的支持	3.4
O	Management is motivated by the success of others 管理層因其他人的成功而被激勵	3.4
P	Management practices critical reflection and self-development 管理層實踐批判性反思和自我發展	3.4

4. Financial Leadership 財務領導

	Description 描述	Score 分數
A	Management develops and commits to plans and goals that support sound growth and continuing performance improvement 管理層致力於製定計劃和目標，支持良好的增長和持續的績效改善	3.5
B	Management leads and manages the organization to consistently achieve or exceed these goals 管理層領導和管理組織，持續地實現或超越目標	3.5
C	Management practices sound and effective management of the organization including financial planning, accounting, cash flow management, investment, financial reporting, and liaison with financial institutions 管理層實踐對組織進行健全和有效的管理，包括財務計劃，會計，現金流管理，投資，財務報告以及與金融機構的聯絡	3.4
D	Management has experienced accounting and financial personnel for its financial management 在財務管理方面，組織擁有經驗豐富的會計和財務人員	3.4
E	Management has in place sound and effective internal control systems through supervision and internal audit and hierarchy 管理層通過監督和內部審計，實行了一套健全和有效的內部控制體系	3.5

5. Organizational Capability 組織能力

	Description 描述	Score 分數
A	Management builds organization capability, a culture of innovation, and dedication to continuous improvement 管理層建立組織能力，創新文化，並致力於持續改進	3.5
B	Management brings about and maintains an organization that encourages collaboration between departments and does not rely solely on hierarchy to achieve its goals 管理層建立和維持一個以鼓勵部門之間協作的組織，而不是僅依靠層級管理來實現其目標	3.3
C	Management effectively balances strong effective teams with autonomous individuals 管理層有效地平衡各強大的團隊的個人自主性	3.2
D	Management has a sound understanding of best management practices to achieve organizational goals and objectives 管理層對最佳管理實踐有充分的了解，以實現組織目標	3.4
E	Management demonstrates strong commitment to continuous learning for both individuals and the organization 管理層表現出對個人和組織持續學習的堅定承諾	3.6

6. Application of Technology and Knowledge 技術和知識應用

	Description 描述	Score 分數
A	Management exploits information technology to bring about a knowledge-driven organization 管理層利用信息技術實現知識型組織	3.5
B	Management understands the impact of technology on organizations and on work itself 管理層了解技術對組織和工作本身的影響	3.6
C	Management understands the value and application of knowledge in organizations 管理層理解知識在組織內的價值和應用	3.6
D	Management applies effective knowledge and information management 管理層應用有效的知識和信息管理	3.5
E	Management practices knowledge management and promotes a learning organization culture 管理層實踐知識管理，並促進學習型組織文化	3.4
F	Management understands the need to actively protect information/data in the organization 管理層明白需要積極保護組織內的信息/數據	3.7

7. External Relationships 對外關係

	Description 描述	Score 分數
A	Management develops networks and spheres of influence with stakeholders 管理層與利益相關者開發網絡和影響力領域	3.6
B	Management maintains networks and spheres of influence with stakeholders 管理層與利益相關者保持網絡和影響力領域	3.6
C	Management ensures the organization has a positive external image through the building of effective relationships with all stakeholders including customers and suppliers 管理層通過與客戶和供應商在內的所有利益相關者建立有效關係，確保組織具有正面的外部形象	3.6
D	Management ensures the organization has a positive external image through the fulfillment of community and social obligations 管理層通過履行社區和社會義務，確保組織具有正面的外部形象	3.7
E	Management practices effective corporate social responsibility 管理層實踐有效的企業社會責任	3.6
F	Management encourages employees to engage with external stakeholders 管理層鼓勵員工與外部利益相關者接觸	3.5

8. Integrity, Trust and Corporate Governance 誠信、信任與企業管治

	Description 描述	Score 分數
A	Management and employees understand ethical principles in making decisions on the organization's affairs 管理層和員工於決策組織事務時，理解道德原則	3.7
B	Management and employees follow ethical rules and procedures for making decision 管理層和員工遵循道德規範和程序進行決策	3.7
C	Management and employees adhere to legislation, regulations and guidelines in administering the business of the organization 管理層和員工遵守管理組織業務的法律，法規和準則	3.8
D	The organization promotes an established standard of ethical behavior for directors, management and employees based on a code of conduct 組織根據行為守則，為董事，管理層和員工推行既定的道德行為標準	3.7
E	The organization practices integrity, honesty and ethical behavior as necessary for sustained success 組織具備實踐持續成功所必需的誠信、誠實和道德行為	3.9
F	Management is trustworthy, and displays honesty and integrity 管理是值得信賴的，並表現出誠實和正直	3.8

8. Innovation and Adaptability 創新與適應性

	Description 描述	Score 分數
A	Management and employees create the climate for and encourage continuous innovation in products and services 管理層和員工創造了一個鼓勵產品和服務持續創新的氛圍	3.5
B	Management and employees recognize innovation as an important aspect of business and for all of the organization's processes – innovation is part of the organization's culture 管理層和員工知悉創新是組織文化的一部分，亦是企業和組織所有流程的不可或缺的元素。	3.6
C	Management and employees recognize that innovation leads the business to new dimensions of performance 管理層和員工知悉創新可引領業務至新層面的發展	3.5
D	Management and employees practice innovation to create new values for the business customers and shareholders 管理層和員工實踐創新，為企業客戶和股東創造新的價值	3.4
E	Management and employees practice innovation to expand the market and increase market share 管理層和員工實踐創新，擴大市場，增加市場份額	3.3
F	Management and employees support each other in risk-taking in innovation 管理層和員工互相支持和承擔創新的風險	3.4
G	Management frequently incorporates customer views and priorities into the innovation process 管理層經常將客戶的觀點和優先考慮納入創新過程	3.5
H	Management seeks ideas from the external market as part of an innovation process 管理層尋求來自外部市場的想法，作為創新過程的一部分	3.4
I	Management is effective at finding ways to commercialize innovation ideas 管理層有效地設法將創新意念商業化	3.3
J	Management quickly responds to innovation opportunities 管理層能夠快速回應創新機會	3.3

10. Focus on Getting the Results 專注於獲得結果

	Description 描述	Score 分數
A	Management establishes the desired results clearly 管理層清楚地確定了預期的結果	3.4
B	Management has a clear strategy and activities to achieve desired results 管理層有明確的策略和行動來達到預期的結果	3.4
C	Management builds on previous successes and lessons learned 管理是基於以前的成功經驗和汲取失敗作教訓	3.5
D	Management provides frequent feedback to teams 管理層經常向團隊提供反饋	3.5
E	Management monitors progress and makes adjustments when needed 管理層監控進度並在需要時進行調整	3.6
F	Management has appropriate and effective metrics to measure desired results 管理層有適當和有效的指標來衡量預期的結果	3.4
G	Management encourages others in the organization to see desired results clearly 管理層鼓勵組織中的其他人清楚觀看預期的結果	3.3

11. Management Capability Outcomes 管理能力結果

	Description 描述	Score 分數
A	Management has been able to meet the revenue targets of the organization 管理層已經能夠達到組織的收入目標	3.5
B	Management has been able to generate the desired profit/surplus for the organization. 管理層已經能夠為組織創造理想的利潤/盈餘	3.4
C	Management has been able to keep employees satisfied 管理層一直能夠讓員工滿意	3.3
D	Management has been able to keep customers satisfied 管理層一直能夠讓客戶滿意	3.5
E	Management has been able to maintain or increase employees' job satisfaction 管理層一直能夠保持或提高員工的工作滿意度	3.3
F	Management has been able to stabilize or reduce employee turnover rates 管理層能夠穩定或減少員工流失率	3.2
G	Management has been able to maintain or improve a positive work culture which supports workers and benefits the company 管理層一直能夠維持或改善積極的工作文化，支持員工並使公司受益	3.4