



**MANAGEMENT
READINESS
PROFILE™ 2nd Edition**



Predict management readiness. Scale potential.
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Succession planning has become a practical response to persistent talent shortages and the growing need to build a strong leadership pipeline.

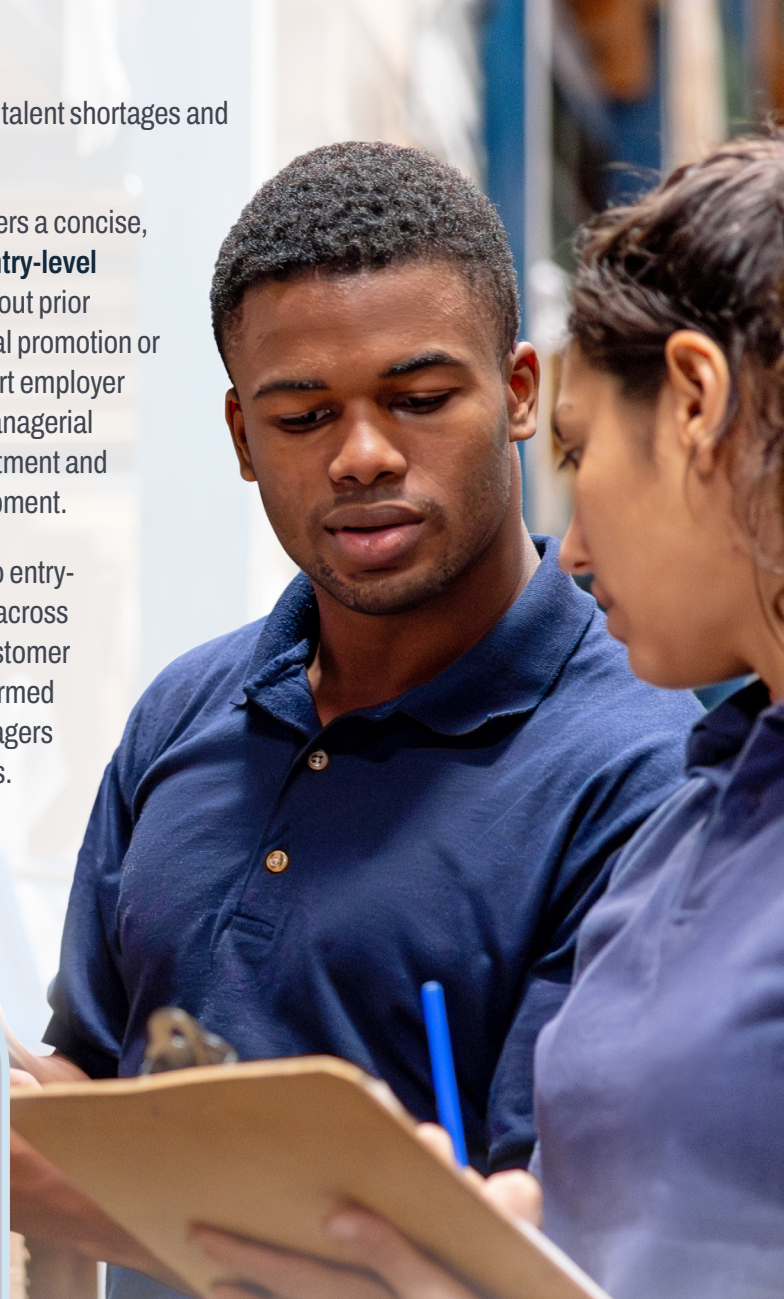
MHS' Management Readiness Profile™ 2nd Edition (MRP® 2) offers a concise, scientifically validated way to **identify management potential for entry-level supervisory and management roles**, especially for candidates without prior supervisory experience, whether they're being considered for internal promotion or external hire. This **management-readiness assessment** can support employer decision-making by measuring multiple dimensions predictive of managerial performance, provide clear recommendations on appropriate recruitment and placement decisions, and identify training needs and career development.

The MRP 2 provides a clear measure of skills and attitudes related to entry-level leadership, management, and important workplace behaviors across a broad range of industries like retail, hospitality, healthcare, and customer service. Through the MRP2, hiring managers can make fair and informed decisions when selecting and developing future supervisors or managers beyond interviews, performance appraisals, and background checks.



“60% of newly appointed managers fail within 24 months,”¹ while 69% of directors at publicly traded U.S. companies say the sudden departure of mission-critical individual(s) would have “significant impact,”² underscoring the importance of better selection and development for first-line leaders.

As markets turn to succession planning as a strategic way to identify leadership potential early—preparing for both long-term planned transitions and unexpected short-term changes—the **MRP 2 is a well-positioned assessment tool at a time when priorities are shifting towards securing and retaining managerial talent.**



QUICK REFERENCE

Component	Description
Age Range	18+ years
Language	English, Spanish (North America)
Number of Items	154
Format	Administer and score online
Administration Time	20-30 minutes



How the MRP 2 Makes a Difference for Employers



Across a two-year, six-month reporting period, a regional U.S. distributor of global beverages used the MRP 2 to hire applicants for management positions.



Identifies Future Leaders Early

The MRP 2 helps employers pinpoint who is ready to lead before they're hired or promoted. Identify attitudes, characteristics, and behaviors key to leadership success that are otherwise difficult to gauge based on performance, resumes, interviews, or track records.

MRP 2 results showed that **63% of applicants received a "Recommend" evaluation, while 37% received a "Not Acceptable" evaluation,** indicating the assessment effectively differentiated candidates with higher versus lower management readiness before hire.³



Adds Structure to Succession Planning

While succession planning focuses on forecasting needs and preparing candidates for key roles,

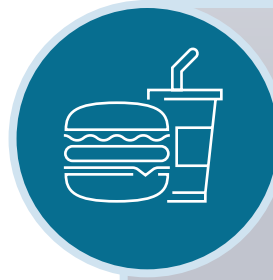
the MRP 2 strengthens the employee pipeline by supporting continuity and succession scenarios beyond performance reviews and "good track record" narratives.

According to the Talent Management Institute, succession planning relies on continuous, strategic talent management across the employee life cycle to reduce productivity loss during transitions.⁴ Strategic recruitment, careful internal recommendations, and talent management can help build a candidate pool that not only fits today's roles but allows an organization to identify, develop, and retain talented leaders of tomorrow.⁴



Validates Through Clear and Objective Input

Succession planning may sometimes suffer from a lack of objectivity (e.g., gut, instinct, or favoritism). The MRP 2 can help employers add a neutral data point to their assessment of managerial potential when seeking leadership readiness from across the organization or within an external candidate pool.



A study using the MRP 2, conducted among 200 shift managers at a national fast-food restaurant chain, showed that **productive managerial behavior is significantly associated with higher scores on many of the MRP 2 scales.**⁵



Strengthens ROI Through Better Hiring Decisions

Standardized, science-based insights that go beyond interviews and background checks, the MRP 2 helps employers capture entry-level leadership performance—leading to measurable savings and a stronger return on hiring investments.



The same study of a U.S.-based national fast-food chain that integrated the MRP 2 into its management selection workflow found that it **generated an estimated \$186,000 in performance gains over two years,** equating to roughly a **1,200% return on investment and a 75% recommendation rate.**⁵



Provides Fast, Easy, Candidate-Friendly Access

The MRP 2 takes about 20-30 minutes to complete and is easy to understand for both candidates and hiring managers. Results are instant and can seamlessly integrate with an applicant tracking system (ATS) or candidate selection workflow.



The MRP 2 improves hiring ROI by consolidating entry-level performance and leadership attributes into an overall

Management Readiness Index and pairs that result with built-in Candidness and Accuracy

checks so you can trust what the assessment is telling you before you move forward with a candidate.



Trusted, Fair, and Compliant

The MRP 2 has helped numerous hiring managers make confident, decisions that comply with the **Uniform Guidelines on Employment Selection Procedures by the Equal Employment Opportunity Commission (EEOC).** Confidently hire with its standardized assessment model, which aligns with the U.S. Department of Labor's O*NET competencies.

Where the MRP 2 Delivers Impact



Hourly-to-leadership transitions:

Support internal mobility in hospitality, retail, manufacturing, and healthcare.

Manager development:

Pair results with training plans to prepare new leaders from day one.



Objective scale:

Add structure to promotion decisions that often rely on instinct or familiarity.

Small business hiring:

Screen for managerial potential when resources are limited.



Human Resources support:

Add as a resource alongside other talent management components like leadership development programs and high-potential initiatives.

How Does the MRP 2 Work?

The MRP 2 is an attitudinal instrument (i.e., measuring persistent yet malleable aspects of an individual's behavioral patterns typically responsive to situational conditions and experiences) **that also screens for character, behavior, and overall potential**. In addition, this tool can reliably classify and differentiate managerial status among employee groups (experienced managers, manager trainees, non-managers).

Access and use MRP 2 via an MHS portal or integrate with other systems, such as an applicant tracking system (ATS) or a candidate selection workflow.



Competencies Measured

The 154-item inventory is measured through a broad range of **job relevant attitudes, characteristics and behaviors** across **seven core scales**, along with an overall suitability indicator, the Management Readiness Index.

- Management Interest
- Leadership
- Energy Level
- Practical Thinking
- Management Responsibility
- Interpersonal Skills
- Business Ethics

The MRP 2 also includes the following two validity checks, **Candidness** and **Accuracy**, to assess if item responses were openly and carefully completed.

MRP 2 results are straightforward, indicating whether a candidate is **“Recommended”** or **“Not Recommended.”**

The Psychometric Rigor of the MRP 2

Norms

The MRP 2 is anchored by a normative database of more than 7,000 candidates for entry-level management positions ranging across team leader, first-line supervisory, assistant manager, and department manager roles. It encompasses business, consumer, industry, and service sectors, assuring broad applicability to many types of organizations.

Validity

The MRP 2 exhibits powerful differentiation of promotable front-line managers from average and mediocre performers ($p < .05$) and of proven managers from trainees and non-managers ($r = .56, p < .01$). Evidence-based research also points to better work conduct ($p < .05$) along with impressive ROI results (e.g., some estimates reported 1,200% return). These findings help substantiate its value in considering candidates for hire or promotion as well as for future succession potential.

Report

The MRP 2 report delivers:

- **Validity checks** (Candidness & Accuracy) to ensure trustworthy data
- **Behavioral scale scores** across key workplace attitudes
- A clear **Management Readiness Index** summarizing overall hire suitability
- **Favorable management indicators** for rich interpretation and further candidate evaluations
- **Training need prompts** that suggest areas of opportunity for attitudinal and skill-based development
- **Administrative and candidate information** for documentation and compliance

¹ Wharton Executive Education. (2024). *Managing to fail? Why new leaders need training*. Wharton at Work. <https://executiveeducation.wharton.upenn.edu/thought-leadership/wharton-at-work/2024/09/new-leaders-need-training/>

² Corporate Board Member, Diligent Institute, & FTI Consulting. (2025). *What directors think 2025: A changing risk landscape* (22nd annual ed.). <https://boardmember.com/wp-content/uploads/2025/02/WDT.2025.pdf>

³ Billings, S. W., & Dreschler, B. W. (2021, August). *Use of FifthTheory personnel risk assessments to identify low-risk applicants...* (Research report). MHS.

⁴ Talent Management Institute. (2025, December 4). *Building tomorrow's leaders: How talent management powers succession planning*. <https://www.tmi.org/blogs/building-tomorrows-leaders-how-talent-management-powers-succession-planning>

⁵ Behrens, G. M., Jones, J. W., Baydoun, R., & Sinykin, T. G. (2019). *Validation of the Management Readiness Profile-2 (MRP-2)* (Scientific brief: MRP technical report No. 008). MHS.

Reliability

The MRP 2 shows strong evidence of reliability through internal consistency estimates (alpha) of .77 or higher across the scales, meeting or exceeding industry standards. Users can be confident in the MRP 2's ability to consistently capture attitudes and qualities associated with management success. Users can be confident in the meaningfulness of obtained candidate scores and overall results of the MRP 2.

Fairness

The MRP 2 has demonstrated psychometric fairness with regard to demographic background in line with established regulatory guidelines. The ratios of relative passing rates for comparisons of various demographic groups well exceed the accepted threshold of 80% (0.80).



Ready to get started?
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