



## AM Trait Development Report Level 3

### An Example Development Report

4th December 2012



## AM Trait Development Report

This Selection report presents an assessment of the candidate's potential, highlighting their natural capabilities and patterns of behaviour. AM Trait has been mapped to the Institute of the Motor Industry's (IMI) Management and Leadership (M & L) Competency Framework which is used to form the basis of their recognised Automotive Management Accreditation and provides a measure of potential competency, including important performance implications for the individual's work style and approach.

The outputs from the AM Trait inventory provide an indication of the natural strengths and potential development areas for the individual, enabling you to focus development where it is needed.

The report begins with personality traits and leads into the M & L critical competency analysis and includes an overview page, a breakdown of each competency highlighting likely individual potential, performance and developmental implications, development recommendations, personality scales and discussion areas.

AM Trait shows the natural competency potential of the individual. A manager may be capable in areas that they have scored lower in than expected; however they probably have had to work harder to develop their skills in that area than a higher scoring individual.

## Reading the Report

The report is split into 2 sections; the first part focuses on your natural personality traits and the second focuses on how well these fit to the M & L Critical Competency Framework.

### **Quick guide to getting the most out of this report:**

- Step 1 - Read the Personality section and reflect on how these fit with you
- Step 2 - Read the M & L Competency analysis and reflect on how these fit with you
- Step 3 - Consider how the outcomes fit with your job role and key activities
- Step 4 - Identify areas which may need to be focused and developed
- Step 5 - Share your thoughts and feedback with your Manager and agree a plan of action

A more in-depth guide is available to provide additional support in interpreting the report which is available to download at [www.micltd.co.uk/products](http://www.micltd.co.uk/products)

Please note that AM Trait profile reports are only available to the administrative organisation, the recruiting business and the individual. In accordance with Data Protection laws, it is the responsibility of each organisation to destroy the reports should they no longer be required or after a period 2 years, whichever is the soonest date.

## Personality Scales

Scale Name	Lower Scores		Higher Scores
<b>Sociability</b>	Private, reserved, does not need social contact, avoids attention.	1 2 3 4 5 6 7 8 9 10	Talkative, gregarious, needs social contact, likes attention from others.
<b>Leadership</b>	Takes supporting roles, avoids taking the lead, will not push to influence others.	1 2 3 4 5 6 7 8 9 10	Leads others, tends to be in charge, influences the group.
<b>Compassion</b>	Less interested in others, pays less attention to others feelings.	1 2 3 4 5 6 7 8 9 10	Engages with others, makes allowances, provides comfort.
<b>Cooperation</b>	Less trusting, likely to disagree, works independently.	1 2 3 4 5 6 7 8 9 10	Trusting of others, cooperates, on good terms with most.
<b>Sensitivity</b>	Less aware of emotions, less able to change own emotions.	1 2 3 4 5 6 7 8 9 10	Attuned to others and own feelings, can control emotions.
<b>Optimism</b>	Feels lack of control, setbacks are threatening, can see risks and obstacles.	1 2 3 4 5 6 7 8 9 10	Feels in control, reacts well to setbacks, sees opportunities.
<b>Achievement</b>	Relaxed about ambitions, not motivated by competition, less focused on results.	1 2 3 4 5 6 7 8 9 10	Ambitious, focused on goals and getting results, enjoys competition.
<b>Orderliness</b>	Flexible, spontaneous, not concerned with detail, disorganised, untidy.	1 2 3 4 5 6 7 8 9 10	Methodical, attentive to details, follows rules, generally tidy.
<b>Industriousness</b>	Laid back, leaves things unfinished, procrastinates.	1 2 3 4 5 6 7 8 9 10	Reliable, delivers on promises, works hard.
<b>Stability</b>	Experience emotions intensely, tends to worry, sensitive to stress.	1 2 3 4 5 6 7 8 9 10	Relaxed, carefree, composed and not easily flustered.
<b>Calmness</b>	Easily annoyed or irritated, affected by events and people.	1 2 3 4 5 6 7 8 9 10	Calm, tranquil, unaffected by events.
<b>Culture</b>	Likely to be less interested in the new, prefer familiar over change.	1 2 3 4 5 6 7 8 9 10	Seeks out new experiences, open to new ideas and cultures, active imagination.
<b>Intellect</b>	Prefers practical problems, less interested in academic ideas.	1 2 3 4 5 6 7 8 9 10	Enjoys working with abstract ideas and intellectual pursuits, curious and seeks out knowledge.

## Sociability

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Private, reserved, does not need social contact, avoids attention.

1 2 3 4 5 6 7 8 9 10

Talkative, gregarious, needs social contact, likes attention from others.

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### Overview Description

This dimension concerns the extent to which someone seeks and enjoys social interaction with others, how likely they are to initiate and develop social contacts and be comfortable doing so.

High scorers are generally talkative and outgoing, tend to need and be energised by lots of external social stimulation, and are comfortable in social settings.

Low scorers tend to prefer to listen than talk, can be quiet or shy around others, and are less confident and willing to talk about themselves to strangers or new people at work.

Their profile interpretations are as follows:

### Performance Implications

- Are likely to initiate conversations with strangers and be comfortable doing so.
- Tend to require social contact, prefers working with others to working on their own.
- Need or seek external social contact in order to be stimulated and motivated.
- Are likely to be seen as talkative and gregarious.
- Will typically be comfortable with being the centre of attention in large groups and tending to be calm doing so.
- May be more open and willing to talk about themselves.
- Network internally and externally more easily, being more comfortable with the high level of social contact required.
- Are likely to prefer talking to listening.

## Leadership

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Takes supporting roles, avoids taking the lead, will not push to influence others.

1 2 3 4 5 6 7 8 9 10

Leads others, tends to be in charge, influences the group.

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### Overview Description

This is the extent to which people prefer to take a higher profile, to be socially ascendant, to have recognition and to lead others to achieve.

High scorers tend to prefer to take charge, tend to be seen as natural leaders and dominant in groups, tending to pull others together on activities.

Low scorers tend to prefer having a supporting role in group tasks, or may prefer to work alone.

Their profile interpretations are as follows:

### Performance Implications

- Will generally prefer to take a supporting role in situations and avoid leading groups.
- May be uncomfortable taking the lead in the group and having to push others to achieve.
- People with this kind of profile tend to prefer to support decision making and not have to make the final decision.
- Will generally prefer to work alone and independently rather than have to influence others and persuade to their point of view.
- Likely to be seen as a follower rather than a leader.
- May be passive in setting goals and forcing action from other team members even when it is necessary.
- Tend to contribute to groups in important ways other than being a leader.

## Compassion

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Less interested in others, pays less attention to others feelings.

1 2 3 4 5 6 7 8 9 10

Engages with others, makes allowances, provides comfort.

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### Overview Description

This dimension concerns the extent to which people are interested in, and affected by the problems and feelings of others.

High scorers are more likely to get involved in others' problems, be sympathetic and to make allowances for others in their decision making. They can find giving negative feedback difficult.

Low scorers tend to remain detached from others' personal problems, may be indifferent to the situations of others, and be comfortable giving developmental or critical performance feedback.

Their profile interpretations are as follows:

### Performance Implications

- People with this kind of profile tend to be disinterested in others.
- May take longer to get others to feel relaxed and at ease with them.
- Likely to be disinterested in others and their problems, may not naturally provide comfort if individuals are distressed.
- May not pay too much attention to others feelings and will find it easier to give negative feedback.

## Cooperation

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Less trusting, likely to disagree, works independently.

1 2 3 4 5 6 7 8 9 10

Trusting of others, cooperates, on good terms with most.

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### Overview Description

This dimension concerns the extent to which people prefer to cooperate with others at work, and to help others without expecting or seeking something in return.

High scorers are generally trusting, and on good terms with most people, are eager to please and may find it hard to refuse requests.

Low scorers may be seen as less cooperative, tending to focus on their own tasks and responsibilities, and being less concerned with being popular at work.

Their profile interpretations are as follows:

### Performance Implications

- People with this kind of profile tend to be less trusting of others and take longer to gain others' trust in return.
- Likely to put their needs before the needs of others.
- People with this kind of profile do not tend to think about others, instead focusing on their own situations and challenges.
- May not volunteer to help others unless really needed or requested.
- Less likely to co-operate with others in group settings, more likely to disagree with a group if has opposing viewpoint.
- Will tend to be comfortable with disagreements and conflict, and tend to be comfortable if some individuals do not like them.
- May come across as a tough negotiator to others.
- Will tend to be self contained, self reliant and independent.

## Sensitivity

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Less aware of emotions, less able to change own emotions.

1 2 3 4 5 6 7 8 9 10

Attuned to others and own feelings, can control emotions.

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### Overview Description

This dimension is concerned with the extent to which people are attuned to emotions and aware of them in themselves and others.

High scorers are perceptive of the emotions of others, and are aware and able to articulate their own feelings, and are likely to be influenced by them in decisions.

Low scorers tend to be less emotionally focused, and sometimes have difficulty perceiving how others are feeling or talking about their own emotions.

Their profile interpretations are as follows:

### Performance Implications

- Tendency for feelings and emotions to take backstage.
- Able to be impartial and objective with a logical and detached approach.
- Likely to be unaware of the emotions of others and may be unaware of their own feelings.
- People with this kind of profile tend to avoid articulating feelings and when they do they may avoid expressing them fully.
- May be less able to change their mood or recognise and influence their own feelings.
- More likely to ignore emotional content in difficult and charged situations, more likely to focus on logic and reason than tune in to feelings of the group and others.
- Can prefer some detachment when dealing with others, can take time before they feel comfortable with emotional closeness and emotions in general.

## Optimism

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Feels lack of control, setbacks are threatening, can see risks and obstacles.

1 2 3 4 5 6 7 8 9 10

Feels in control, reacts well to setbacks, sees opportunities.

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### Overview Description

This dimension concerns the extent to which people feel generally positive and in control of their world, and people's expectations about their own successes.

High scorers feel in charge and responsible for their own successes, tend to feel that things will turn out well, and are keen about taking opportunities. They also tend to have a positive view of their own capabilities.

Low scorers tend to be seen as realistic rather than optimistic, dwell on things, and can focus on limitations. They may also be more critical or negative in their appraisal, tending to be discouraged by challenges and setbacks.

Their profile interpretations are as follows:

### Performance Implications

- Likely to feel in control of their world both at work and home.
- Will tend to take responsibility for, and feel that they are responsible for their successes.
- Likely to react well to challenges and setbacks if things go wrong.
- People with this kind of profile generally expect things to go well and to view events in positive and non-threatening ways.
- May be more open to opportunities and taking advantage of them rather than seeing problems and limitations.
- More likely to feel confident about taking on problems and the probability that they can be solved.

## Achievement

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Relaxed about ambitions, not motivated by competition, less focused on results.

1 2 3 4 5 6 7 8 9 10

Ambitious, focused on goals and getting results, enjoys competition.

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### Overview Description

This is the extent to which people are ambitious, competitive, and achievement-oriented in respect of goals and objectives.

High scorers are focused on their goals, on getting results or winning in terms of project delivery. They tend to be seen as headstrong and competitive by others.

Low scorers are less motivated by success, rather valuing security or an intrinsically rewarding work experience. They may seem easy-going or less energised than others when it comes to goals and objectives.

Their profile interpretations are as follows:

### Performance Implications

- Likely to be ambitious, driven and set themselves challenging goals
- Will tend to be focused on meeting their goals and getting results.
- People with this kind of profile tend to be driven, want to be better than others and outperform them.
- Will tend to be comfortable with competition, enjoy the thrill of competing against others and is energised by it.
- May be more interested in personal development and growing and developing as a way of meeting their goals and objectives.
- Most engaged when able to perceive link between effort and success.
- See little value in achieving easy goals or winning by chance/luck.

## Orderliness

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Flexible, spontaneous, not concerned with detail, disorganised, untidy.

1 2 3 4 5 6 7 8 9 10

Methodical, attentive to details, follows rules, generally tidy.

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### Overview Description

This dimension concerns the extent to which people are organised and rule-conscious, prefer to work according to plans, and conduct activities in a methodical and orderly manner.

High scorers tend to be organised and methodical, to follow rules, policies and procedures, and prefer routine and a clear idea of their responsibilities and duties. They may appear inflexible to others on occasions.

Low scorers tend to prefer more variety, be more spontaneous and can be more flexible, may tend to prefer a less conventional and rule-regulated approach. Others may perceive them as disorganized in their work.

Their profile interpretations are as follows:

### Performance Implications

- Likely to be spontaneous and to work in a flexible and adaptive way.
- People with this kind of profile prefer variety in their work.
- Easily bored when working on repetitive tasks.
- Potentially careless with detail.
- May be less concerned with following rules and procedures and regulations, feeling they are of less importance to getting the work done.
- More likely to be comfortable with ambiguity in roles and tasks, tending to be able to work within a loose framework of objectives.
- Likely to be a little disorganised and possibly untidy.
- May be comfortable with unconventional approaches and be more open than most to breaking or changing rules.
- More likely to accommodate change easily and accept that it is necessary.

## Industriousness

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Laid back, leaves things unfinished, procrastinates.

1 2 3 4 5 6 7 8 9 10

Reliable, delivers on promises, works hard.

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### Overview Description

This dimension is concerned with the extent to which people are reliable, hardworking, and committed to finishing task and projects they start.

High scorers tend to be seen as dependable, get started right away on tasks, and be committed to delivering despite difficulties.

Low scorers are more likely to take a laid back approach to their work, may tend to deliver 'just enough' at work, and sometimes procrastinate about getting started on things.

Their profile interpretations are as follows:

### Performance Implications

- Likely to be as reliable as most, and to generally complete most tasks that are set.
- Will generally tend to get down to work on tasks easily, but may focus on easier, preferred tasks first.
- People with this kind of profile will generally deliver on most of their promises and persevere through most minor difficulties.
- Tend to work as hard as most towards goals and objectives.

## Stability

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Experience emotions intensely, tends to worry, sensitive to stress.

1 2 3 4 5 6 7 8 9 10

Relaxed, carefree, composed and not easily flustered.

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### Overview Description

This dimension is concerned with the extent to which individuals appear relaxed and carefree, versus anxious, worrisome or apprehensive, particularly in response to pressure or challenges.

High scorers tend to be relaxed, and tolerant of stress and pressure at work. They may appear composed, and in some cases unemotional to others.

Low scorers tend to experience emotions intensely, seem passionate to others, but may get easily flustered or tend to worry about things.

Their profile interpretations are as follows:

### Performance Implications

- Likely to feel relaxed and free from anxiety/worry generally, does not easily become apprehensive over things.
- Will tend to be more carefree and rarely worry about things.
- People with this kind of profile generally do not experience their emotions intensely and may appear even-tempered.
- More likely to be composed even in difficult circumstances or when under pressure.
- Not easily flustered or bothered by things, and less likely to dwell on events.
- Less likely to be disturbed or distracted by their emotions.
- Will generally be seen as consistent in actions.



## Calmness

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Easily annoyed or irritated, affected by events and people. 1 2 3 4 5 6 7 8 9 10 Calm, tranquil, unaffected by events.

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### Overview Description

This is the extent to which people are generally calm, tranquil, and less bothered by irritation, anger or frustration.

High scorers are in control of their emotions, and are less likely to be affected by events around them, being generally calm under pressure.

Low scorers tend to have a high sense of urgency, get easily frustrated by others or by interruptions, and may seem irritable to those around them.

Their profile interpretations are as follows:

### Performance Implications

- Likely to be as calm as most, unless they feel events are out of control.
- Generally keeps anger/frustration in check.
- Tend to perceive events calmly, and will only occasionally get irritated by them.
- People with this kind of profile will generally not be annoyed by the small things.

## Culture

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Likely to be less interested in the new, prefer familiar over change. 1 2 3 4 5 6 7 8 9 10 Seeks out new experiences, open to new ideas and cultures, active imagination.

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### Overview Description

This dimension concerns the extent to which people enjoy new experiences and are generally positive about change, and working in new cultures.

High scorers tend to value the new at work, tend to have active imaginations and prefer change over the conventional. They seek change and value new cultural experiences at work.

Low scorers tend to prefer conventional environments, tend to be less interested in new experiences, rather preferring to stick to the familiar, tried or tested.

Their profile interpretations are as follows:

### Performance Implications

- Likely to experience new things as frequently as most.
- Will generally be able to enjoy different work environments and cultures as long as the change is not too extreme.
- Can be open to change but may also feel the need for the familiar.
- Dislike change for the sake of it – may need to see benefits.
- People with this kind of profile will be as open to new things as most.

## Intellect

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Prefers practical problems, less interested in academic ideas.



Enjoys working with abstract ideas and intellectual pursuits, curious and seeks out knowledge.

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### Overview Description

This dimension concerns the extent to which people are intellectual, and interested and open to abstract or theoretical ideas, or complex problem-solving.

High scorers enjoy playing with ideas and concepts, tend to understand things quickly, and be perceived as academic or strategic in focus.

Low scorers will tend to avoid intellectual pursuits for their own sake, and prefer the practical over abstract ideas, being more focused on implementation and the 'here-and-now'.

Their profile interpretations are as follows:

### Performance Implications

- Likely to prefer working with practical problems over dealing with abstract issues and theoretical questions.
- More focused on pragmatics as opposed to strategic thinking
- People with this kind of profile tend to focus on known and existing solutions for problems and to deal with them in a practical way.
- May prefer pursuits of a practical nature that have a purpose over intellectual pursuits for their own sake.
- More likely to be disinterested in academic type work and report writing, having no natural interest in assimilating information and ideas.
- Will not generally be intellectually curious unless it has a strong link to something that is important to them.
- Tends to have difficulty linking facts and issues together.

## The Structure

<b>Creates a Winning Culture</b>	Defines brand values into behaviours and established ways of working.	1	2	3	4	5	6	7	8	9	10
<b>Organises Efficient Systems</b>	Drives smooth operations supported by quality systems which are productive and efficient.	1	2	3	4	5	6	7	8	9	10
<b>Makes Sense of Information</b>	Interprets data into meaningful management information that enables understanding of key issues.	1	2	3	4	5	6	7	8	9	10

## The People

<b>Leads the Team</b>	Attracts followers through leading standards and authentic behaviour.	1	2	3	4	5	6	7	8	9	10
<b>Engages the Workforce</b>	Creates a climate to maximise employee motivation and satisfaction.	1	2	3	4	5	6	7	8	9	10
<b>Gets Results through People</b>	Maintains a currently competent workforce who achieve business and personal objectives.	1	2	3	4	5	6	7	8	9	10

## The Business

<b>Adapts Plans to a Changing Market</b>	Develops a market driven plan which attracts new business and gains competitive advantage.	1	2	3	4	5	6	7	8	9	10
<b>Makes Money</b>	Sets business direction and improves profit against a range of critical indicators.	1	2	3	4	5	6	7	8	9	10
<b>Drives Sales</b>	Creates a selling culture, maximises commercial opportunities and drives sales performance.	1	2	3	4	5	6	7	8	9	10

## The Manager

<b>Joined Up Thinker</b>	Adopts a holistic view when balancing competing and critical business dependencies.	1	2	3	4	5	6	7	8	9	10
<b>Acts Decisively</b>	Takes the initiative, makes sound judgements and acts decisively to achieve positive outcomes.	1	2	3	4	5	6	7	8	9	10
<b>Can Do Attitude</b>	Copes well with change, stays focused and perseveres through difficult times.	1	2	3	4	5	6	7	8	9	10

## The Structure

### Creates a Winning Culture

Defines brand values into behaviours and established ways of working.

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- Will likely be driven to achieve their goals and be willing to take on responsibility.
- Likely to follow the company values and be committed to goals aligned with them.
- Unlikely to build positive relationships easily and may be critical of others.
- Likely to prefer working alone, may not work productively in a team.

### Driving for Results

Working hard in order to achieve goals, and deliver on results. Focusing on personal and team objectives, and showing commitment to their achievement.

1 2 3 4 5 6 7 8 9 10

#### Development Implications

- Will be likely to be very goal oriented, and as a result become focused on task rather than people .

#### Development Recommendations

- May need to consider the people as well as the task, treating good relationships as an additional goal.

### Working with Others

Working cooperatively with others, and providing support for colleagues in day-to-day activities.

1 2 3 4 5 6 7 8 9 10

#### Development Implications

- May find building strong relationships difficult or challenging.
- May find it hard to work collaboratively in a team, preferring to work independently.

#### Development Recommendations

- May need to prioritise contact time with others, taking time to listen actively and openly.
- May need to push themselves to work in teams more frequently to practice collaboration skills.

# Organises Efficient Systems

Drives smooth operations supported by quality systems which are productive and efficient. 1 (2) (3) (4) 5 6 7 8 9 10

Points for Discussion	Rate your Knowledge and Skills				
Differentiates between the urgent and the important.	1	2	3	4	5
Defines task flow from start to finish.	1	2	3	4	5
Monitors the output of processes for efficiency and productivity.	1	2	3	4	5
Develops ways to improve procedures and processes.	1	2	3	4	5

## Performance Implications

- May not use resources effectively, and may not generally plan or organise for longer term.
- May tend to miss inefficiencies in the system, through lack of methodical process.
- Will tend to run existing systems with only small improvements.

## Planning and Organising

Planning and organising own time effectively in the short, medium and long term, and working in a structured and methodical way. 1 (2) (3) (4) 5 6 7 8 9 10

## Development Implications

- May find they often miss deadlines, or resources are left idle and underutilised.
- May find time resources stretched through unresolved inefficiencies in the system.
- Line reports may become frustrated with slow/poor level of progress to improve their systems.

## Development Recommendations

- May need to monitor resources closely and plan in detail current and predicted requirements.
- May need to set out a clear approach to a project or issue at the outset, to ensure a clear method of identifying inefficiencies is established.
- May need to focus on identifying system priorities at the outset to guide timely improvements and analysis.

# Makes Sense of Information

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Interprets data into meaningful management information that enables understanding of key issues.

1 2 3 4 5 6 7 8 9 10

## Performance Implications

- Unlikely to use research and data comprehensively when attempting to solve problems.
- May not extract the right information and struggle to diagnose problems and develop suitable solutions as a result.
- Will tend to use management information only if they have to or are requested to, tends not to base decisions on facts/evidence.
- Their profile indicates they will tend to make decisions without consulting information systems or before they have identified key issues.

## Problem Solving

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Analysing problems, and generating evidence-based solutions to them. Considering and analysing situations, diagnosing problems, and identifying key issues.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find they miss important facts that influence decisions.
- May find they make decisions based on instinct rather than use the management information available.
- May find they don't develop good solutions or only incomplete ones.
- May not identify the key issues through using management information systems, and so possibly address the wrong areas.

## Development Recommendations

- May need to decide at outset what data and facts they need before starting and decide how they will collect this.
- May need to ensure and check solutions are grounded in facts and data before implementation.
- May need to ensure instinct is put aside until the latter stages of a decision and sufficient time is allocated to using management information.
- May need to spend time learning from an expert user the full capability of information systems.

## The People

### Leads the Team

Attracts followers through leading standards and authentic behaviour.

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- May set some standards and give some direction, may not always challenge contrary behaviour.
- Will tend to monitor standards, but may not always be able to influence others to work together.
- May not build trust easily or always provide support.
- Their profile suggests they may not work collaboratively in order to reach agreements.

### Working with Others

Working cooperatively with others, and providing support for colleagues in day-to-day activities

1 2 3 4 5 6 7 8 9 10

#### Development Implications

- May find they don't offer the right level or type of support or encourage honesty and openness.
- May find they don't get teams to reach agreements or work cooperatively towards a goal successfully.

#### Development Recommendations

- May need to offer greater levels of support and seek feedback on what support staff want.
- May need to work with teams closely in early stages to ensure they do reach agreements and demonstrate cooperative working to them.

### Leading Others

Leading teams and groups to deliver objectives, preferring to take charge and be influential when working with others.

1 2 3 4 5 6 7 8 9 10

#### Development Implications

- May find they don't always set clear standards or challenge unhelpful behaviour when they should.
- May not always bring teams together effectively.

#### Development Recommendations

- May need to be clear what behaviour they will accept and commit to this publicly.
- May need to consider the composition of teams more carefully.

# Engages the Workforce

Creates a climate to maximise employee motivation and satisfaction.

1 2 3 4 5 6 7 8 9 10

## Performance Implications

- May demonstrate open communication and adapt language at times to suit some individuals.
- Will tend to give developmental feedback on a fairly regular basis, but may not always sense others' reactions to it.
- May not use inclusive approaches for decision making, preferring to make decisions themselves.
- Unlikely to encourage team working and may prefer instead to focus on individual contributions.

## Working with Others

Working cooperatively with others, and providing support for colleagues in day-to-day activities.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find they don't include all opinions in key decisions and miss important dissenting voices.
- May find they don't encourage team working for projects that could benefit from it.

## Development Recommendations

- May need to encourage input from stakeholders and wider associated individuals in projects that may affect their work, appointing or requesting representatives from any teams who could contribute.
- May need to set up working groups and reward and publicise team working where it has clearly succeeded. May need to make sure they look for opportunities where team working could be used.

## Communicating, Meeting and Presenting

Social confidence in meeting and speaking to others, communicating clearly and freely with others.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find some individuals do not understand or relate to the message being delivered at times.
- May find developmental feedback does not always motivate or isn't received in the way it was intended.

## Development Recommendations

- May need to check whether the message is understood and why it is being delivered.
- May need to adapt how feedback is delivered to suit some individuals so they can listen and can take it on board.



# Gets Results through People

Maintains a currently competent workforce who achieve business and personal objectives.

1 2 3 4 5 6 7 8 9 10

## Performance Implications

- Likely to set personal and business objectives for direct reports through clear targets for self and others.
- Will be likely to attend to issues that will help meet goals through participating in routine one to ones and performance reviews.
- People with a similar profile tend to support individuals in the achievement of objectives, through a clear focus on their own and team objectives.
- May identify obvious poor performance and take action to improve poor results, may challenge if they have to.
- May provide some feedback, positive and negative, though may not always deliver this in a motivating way.

## Driving for Results

Working hard in order to achieve goals, and deliver on results. Focusing on personal and team objectives, and showing commitment to their achievement.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find they put all emphasis on achievement of set goals and objectives and ignore other important work by others.

## Development Recommendations

- May need to consider any additional tasks and duties that have been added to their role that have not been included in their objectives.

## Leading Others

Leading teams and groups to deliver objectives, preferring to take charge and be influential when working with others.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find their teams think they are doing well due to poor results not being challenged.
- May find their reports don't always get the feedback they need to improve.

## Development Recommendations

- May need to not soften the message and ensure individuals are challenged sufficiently so they know where they need to improve.
- May need to prepare feedback more thoroughly and ask which areas they need feedback in.

## The Business

### Adapts Plans to a Changing Market

Develops a market driven plan which attracts new business and gains competitive advantage.

1 (2) (3) (4) 5 6 7 8 9 10

Points for Discussion	Rate your Knowledge and Skills				
Monitors business results and trends.	1	2	3	4	5
Identifies customer needs and business opportunities.	1	2	3	4	5
Identifies the competition and their successes and failures.	1	2	3	4	5
Communicates the business offer and benefits to potential customers.	1	2	3	4	5

#### Performance Implications

- May not demonstrate awareness of some market conditions in market territory or be open to ideas in the market place.
- People with this profile may not recognise factors which are changing in their market place, may be resistant to change.
- May not specify clear objectives or make a contribution to marketing plans, may not be structured in approach.
- People with this kind of profile may not collate market information or understand the significance in own area.

### Planning and Organising

Planning and organising own time effectively in the short, medium and long term, and working in a structured and methodical way.

1 (2) (3) (4) 5 6 7 8 9 10

#### Development Implications

- May find that marketing is not effective or does not meet the right target areas at the right time.
- May find they do not have the right information to make effective marketing plans or to make appropriate decisions.

#### Development Recommendations

- May need to monitor marketing effectively to ensure they see what works and what doesn't work.
- May need to ensure they collect detailed marketing information that matches their products and services closely.

### Innovating and Creating

Generating new ideas and ways of working. Valuing creativity, imagination, new experiences and change, over tried-and-tested methods.

1 (2) (3) (4) 5 6 7 8 9 10

#### Development Implications

- May find they miss changes in market conditions and do not recognise them.
- May find they do not capitalise on new factors which have changed the market place and be open to new methods.

#### Development Recommendations

- May need to keep up to date with industry news in order to maintain awareness of markets, through industry press or conferences or professional forums.
- May need to be open to new factors entering the market place and not assume a status quo, developing a questioning and opportunistic approach to marketing.

# Makes Money

Sets business direction and improves profit against a range of critical indicators.

1 2 3 4 5 6 7 8 9 10

Points for Discussion	Rate your Knowledge and Skills				
Assesses and controls the cost of sales.	1	2	3	4	5
Understands the difference between turnover and profit.	1	2	3	4	5
Ensures that all key and relevant products are available when needed.	1	2	3	4	5
Regularly reviews profit margins so cash flow is maintained.	1	2	3	4	5

## Performance Implications

- Likely to demonstrate an appreciation of the factors that affect profit, takes personal responsibility for results.
- Likely to take action to control costs and remedy issues relating to profitability, working hard to achieve budgetary goals.
- May monitor some financial information, may not always focus on the figures in a structured and methodical way.
- May not always contribute to preparation of budgets through careful planning and organising.

## Driving for Results

Working hard to achieve goals and deliver on results. Focusing on personal and team objectives, and showing commitment to their achievement.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find their drive to control costs could produce false economy through looking for short term cost savings.

## Development Recommendations

- May need to assess spend on a longer term basis rather than base decisions on short term savings and also assess the cost of poor quality.

## Planning and Organising

Planning and organising own time effectively in the short, medium and long term, and working in a structured and methodical way.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find they don't grasp the key financial figures, working through them in an unstructured or selective fashion.
- May find they don't capture the short, medium and long term in the preparation of budgets, leading to unplanned expenditure or lack of funds for useful activities.

## Development Recommendations

- May find they need to set in place clear processes or a format for assessing financial information regularly that allows it to be easily understood.
- May find they need to focus more time on the planning of budgets with particular focus and attention paid to the timescales, ensuring the long term is covered as well as the short and medium term.

# Drives Sales

Creates a selling culture, maximises commercial opportunities and drives sales performance.

1 2 3 4 5 6 7 8 9 10

Points for Discussion	Rate your Knowledge and Skills				
Identifies and promotes the key selling points of the products/services available.	1	2	3	4	5
Understands the existing customer base and potential opportunities.	1	2	3	4	5
Incentivises/motivates staff to achieve challenging, but achievable sales targets.	1	2	3	4	5
Recognises and rewards consistent sales achievements.	1	2	3	4	5

## Performance Implications

- Likely to monitor the individual's steps of sales activity, taking personal responsibility for sales activities, results and performance.
- People with this kind of profile are likely to recognise poor performing areas and identify improvement measures through benchmarking against appropriate sales metrics.
- Is likely to review performance with individuals and agree action required to improve sales, focusing on personal and team objectives and asking others to do so.
- May not recognise key commercial opportunities to do business, by being able to generate ideas or being open to suggestions made by others.

## Driving for Results

Working hard in order to achieve goals, and deliver on results. Focusing on personal and team objectives, and showing commitment to their achievement.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find they focus exclusively on sales targets, may need to look at the impact of this on the team.

## Development Recommendations

- May need to also focus on effort, drive, learning and development as well as sales targets to ensure lower performers continue to improve and are not de-motivated.

## Innovating and Creating

Generating new ideas and ways of working. Valuing creativity, imagination, new experiences and change, over tried-and-tested methods.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find they need to focus and limit the number of ideas to fit in with immediate business needs.

## Development Recommendations

- May need to develop a more entrepreneurial mindset, seek opportunities as a part of their objectives and be open to new suggestions and ideas from others.

## The Manager

### Joined Up Thinker

Adopts a holistic view when balancing competing and critical business dependencies.

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- May not assess many options or consider the impact of decisions on other aspects of the business, only partially considering links between departments.
- May not always demonstrate clear thinking when considering problems or contribute ideas for problem solving.
- People with a similar profile may not usually consider issues by collecting information from sources including hard facts and anecdotal feedback, or be open to new ideas or suggestions made by others.

### Innovating and Creating

Generating new ideas and ways of working. Valuing creativity, imagination, new experiences and change, over tried-and-tested methods.

1 2 3 4 5 6 7 8 9 10

#### Development Implications

- May find they don't assess the full impact of ideas on the business or knock-on effects to other departments in the drive for creative solutions.
- May find they don't demonstrate deeper thinking when considering problems, may generally solve problems with conventional and past solutions.
- May find they don't combine facts and analysis about issues with creative thinking and still base solutions on one or the other.

#### Development Recommendations

- May need to ensure they thoroughly scope out ideas including how they interface with other departments using techniques such as SWOT (Strengths, Weaknesses, Opportunities Threats).
- May need to use creative or innovative thinking techniques in a set session where free unrestrained thinking is encouraged and hold past solutions in reserve if no new ideas are found.
- May need to combine factual analytical thinking and creative thinking with a mix of individuals from both sides generating the best possible solutions.

# Acts Decisively

Takes the initiative, makes sound judgements and acts decisively to achieve positive outcomes.

1 2 3 4 5 6 7 8 9 10

## Performance Implications

- Likely to make effective decisions promptly and take necessary action, working hard to ensure actions meet goals and required results to set timeframes.
- People with this kind of profile are likely to take responsibility for own decisions and additional responsibility for results, outcomes and performance.
- May not always find workable solutions to everyday problems or use careful diagnosis of problems to identify key issues.
- May not always accurately diagnose problems or weigh things up before committing to a course of action.

## Driving for Results

Working hard in order to achieve goals, and deliver on results. Focusing on personal and team objectives, and showing commitment to their achievement.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find they make decisions very quickly, sometimes possibly without considering all the evidence in the desire to get things moving quickly.

## Development Recommendations

- May need to pause before any major decisions are made, and despite time pressures ensure they have considered the necessary facts.

## Problem Solving

Analysing problems, and generating evidence-based solutions to them. Considering and analysing situations, diagnosing problems, and identifying key issues.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find they don't find workable solutions to problems and may not rely on others to support this.
- May find they don't use facts before deciding on a solution with corrective action required later as a result.
- May find they don't use others to help with the problem solving process and may instead use just their own judgement with a possible impact on the business as a result.

## Development Recommendations

- May need to focus making sure solutions are practical and also use stakeholders to assess whether there would be any problems implementing them.
- May need to ensure for important decisions that facts are always fully examined for relevance, and the potential risk is properly assessed using techniques such as SWOT (Strengths, Weaknesses, Opportunities, Threats) before a final decision is made.
- May need to explore decisions with the wider team so they can be fully discussed, differing opinions brought out and consequences explored more fully.

# Can Do Attitude

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Copes well with change, stays focused and perseveres through difficult times.

1 2 3 4 5 6 7 8 9 10

## Performance Implications

- Likely to demonstrate a positive attitude when tackling both issues and people, doing so in a calm and composed manner.
- Likely to maintain a focussed attitude towards achieving successful conclusions, through control of their emotions to remain relaxed and optimistic at times of pressure.
- People with this kind of profile are likely to encourage staff to think about what they can do about a problem rather than what they can't do, through keeping things in perspective and being optimistic.
- Will be likely to demonstrate drive and determination when things don't go right initially, dealing with problems and setbacks in calm and positive way.

## Coping with Pressure

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Remaining calm, composed and free from worry or anxiety at times of pressure. Dealing with problems and setbacks in a calm, positive way.

1 2 3 4 5 6 7 8 9 10

## Development Implications

- May find their composed calm manner does not always transmit a sense of urgency or importance to others.

## Development Recommendations

- May need to verbally demonstrate a sense of urgency or importance even if they do not demonstrate it emotionally.

## Next Steps

**Thank you for using the AM Trait inventory. We hope you found it useful, and that it has contributed in helpful ways to your development activities at work.**

When concluding your meeting with the Manager it would be helpful to discuss these next steps. Use the paragraphs below as a guideline to help you.

*Now you have a better understanding of your preferences and behaviours, you may need to consider what you will do with this information. To really use the information in this report to its fullest potential we recommend arranging a meeting with your Manager or HR representative in order to discuss a development plan that has clear objectives and timescales*

*If you are comfortable doing so, it may also be beneficial discussing your AM Trait report with your manager so they can support your development in areas emerging from this report, and also plan and organise work that really matches your strengths.*

*Should you wish to consider moving towards the IMI Management and Leadership Accreditation as a result of gaining more of an insight into the merits of the accreditation and your development then please contact the Institute of the Motor Industry and ask for the Accreditation Department.*

Finally if you do have any questions about the report we are always very happy to respond to questions at Aston Business Assessments or Motor Industry Consultants, so feel free to contact our team.