



AM Trait Development Report Level 5

An Example Development Report

4th December 2012



CompletionTime: 4 minutes

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

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 |
|------------------------|--|----------------------|--|
| Sociability | 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. |
| Leadership | 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. |
| Compassion | 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. |
| Cooperation | 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. |
| Sensitivity | 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. |
| Optimism | 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. |
| Achievement | 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. |
| Orderliness | 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. |
| Industriousness | Laid back, leaves things unfinished, procrastinates. | 1 2 3 4 5 6 7 8 9 10 | Reliable, delivers on promises, works hard. |
| Stability | 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. |
| Calmness | Easily annoyed or irritated, affected by events and people. | 1 2 3 4 5 6 7 8 9 10 | Calm, tranquil, unaffected by events. |
| Culture | 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. |
| Intellect | 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

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.

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

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.

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

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.

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

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.

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

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.

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

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.

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

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.

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

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.

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

Laid back, leaves things unfinished, procrastinates.

1 2 3 4 5 6 7 8 9 10

Reliable, delivers on promises, works hard.

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

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.

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

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

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

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.

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

Prefers practical problems, less interested in academic ideas.



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

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

| | | | | | | | | | | | |
|------------------------------------|--|---|---|---|---|---|---|---|---|---|----|
| Creates a Winning Culture | Defines brand values into behaviours and established ways of working. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 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 |
| Makes Sense of Information | Interprets data into meaningful management information that enables understanding of key issues. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

The People

| | | | | | | | | | | | |
|------------------------------------|---|---|---|---|---|---|---|---|---|---|----|
| Leads the Team | Attracts followers through leading standards and authentic behaviour. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Engages the Workforce | Creates a climate to maximise employee motivation and satisfaction. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 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 |

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 |
| Makes Money | Sets business direction and improves profit against a range of critical indicators. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Drives Sales | Creates a selling culture, maximises commercial opportunities and drives sales performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

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 |
| 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 |
| Can Do Attitude | 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 be likely to embrace the company values and demonstrate them, seeking further responsibility.
- Likely to demonstrate accountability for their decisions and push hard for more responsibility.
- Likely to struggle with relationship building and being able to demonstrate best practice to others in their team.
- Unlikely to demonstrate team skills, relying on others to do this as well as encouraging praise and collaborative working.

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 the desire to seek responsibility and results undermining a willingness to pass it on.
- May be uncompromising in holding others to account when there are extenuating circumstances.

Development Recommendations

- May need to consider delegating responsibility more often.
- May need to accept others will make mistakes as they learn and grow.

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 feel it is not a priority compared to day to day issues.
- May find it hard to manage teams in a collaborative way or bring them together.

Development Recommendations

- May need to set aside more management time for dealing with line reports and also wider internal networking.
- May need to focus on demonstrating desired team working and recognise/praise others' ideas in return.

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 deliver process improvements methodically or encourage others to do so.
- Likely to have limited interest or success in introducing new procedures.
- Will tend to have limited plans for operational/process 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 process improvements are delivered in an ad-hoc and inefficient way, requiring later correction.
- May find lack of progress in introducing new efficient procedures leads to frustration and de-motivation in others.
- May not anticipate larger operational changes in advance, or the processes required to deal with them.

Development Recommendations

- May need to ensure process improvements are delivered together in a cohesive and structured way.
- May need to set milestones for delivery of new improvements as a visible commitment to be accountable to.
- May need to think longer term when planning for system or process changes and likely future requirements.

Makes Sense of Information

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 a range of problem solving techniques and may make ad-hoc decisions.
- Unlikely to use a range of information to monitor business performance or have knowledge of all the key facts.
- Their profile indicates they may not use facts to inform solutions and business case proposals.
- Will tend to lack measurement information when diagnosing problems and identifying key issues.

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 use the same approach to problems regardless of suitability.
- May find they often miss key facts or rely on others to have knowledge of them.
- May find they will diagnose problems superficially and miss key issues.
- May not generate the right solutions due to lack of facts or information.

Development Recommendations

- May need to use other problem solving methods and involve others to learn from their alternative approaches.
- May need to decide what information is essential for key decisions at outset and how to collect it.
- May need to involve others who have a strength in analysis and can see issues easily.
- May need to prioritise fact-finding and prioritise its use in the solutions phase, putting subjective judgements aside and initially letting facts dictate the solutions available.

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 expectations but may not always take charge.
- Will tend to behave consistently and will challenge inappropriate behaviours.
- May not gain commitment easily, due to a preference to work independently.
- Unlikely to help others find win/win solutions through working with others.

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 get commitment easily or often, and have to chase up progress.
- May find they don't lead teams to see win/win solutions or work more collaboratively.

Development Recommendations

- May need to adopt a different leadership style to motivate more effectively and gain others commitment.
- May need to direct and lead teams in early stages, to ensure they do reach win/win agreements and gain important early small successes.

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 take charge and set clear standards or expectations.
- May not always lead others to behave consistently or demonstrate required behaviours.

Development Recommendations

- May need to communicate clearly and widely what behaviour they will accept in their team and commit to this publicly.
- May need to seek more feedback on own behaviours through peers and line reports to increase self-awareness.

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 communicate the progress of the business but not always to suit different individuals.
- May lead team briefings and discussions but may not always encourage debate or gain agreements.
- Will tend to provide some feedback on others' contributions, but not always sense their views or feelings.
- May not encourage contributions from others easily, and not always encourage cooperative working.

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 acquire full or genuine contributions or proper engagement from others.

Development Recommendations

- May need to pull out contributions from quieter team members, putting in place team processes or routines that force everyone to contribute.

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 they don't always communicate the progress of the business effectively.
- May find they don't always succeed in generating debate to discuss things properly.
- May find they sometimes provide feedback on others' contributions but not consistently.

Development Recommendations

- May need to take extra time and preparation to communicate the progress of the business.
- May need to encourage different views and occasionally disagreements to ensure everyone is engaged.
- May need to structure the habit of giving feedback regularly to line reports.

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 challenging objectives for people to align individual contribution to organisational goals, and take personal responsibility for results and performance.
- Likely to measure and review performance, addressing training needs and personal development by benchmarking against others.
- May investigate grievance and disciplinary issues and instigate some appropriate sanctions, may challenge others assertively when they have to.
- Will tend to manage the capability and attendance of people by identifying poor performance and taking action by persuading and influencing when they can.

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 their willingness to take personal responsibility for all results reduces decision making for direct reports.

Development Recommendations

- May need to let others take some responsibility for key areas to allow them to develop and to keep them motivated.

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 do not treat all grievances consistently and may not always choose appropriate sanctions.
- May find they cannot always persuade or influence changes in performance.

Development Recommendations

- May need to ensure they apply all the rules consistently regardless of personal relationships.
- May need to identify the deeper motivations of each of their team members so an appropriate motivational approach can be chosen.

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 assess market opportunities in own business, may not generate ideas easily or value creativity.
- People with this kind of profile may not identify threats and opportunities raised by the competition.
- May not develop marketing plans with a sufficient range of activities or cover aspects for the short, medium and long term.
- People with this kind of profile may not utilise market and customer information or consider it in a structured and methodical way.

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 their marketing plans do not fully cover the long and short-term requirements of the business and are limited in terms of marketing channels or activities.
- May find they miss key marketing facts that would influence marketing decisions or strategy.

Development Recommendations

- May need to ensure their marketing plans offer sufficient detail and that it is clear what marketing priorities and activities are for each timescale.
- May need to ensure that collected market/customer data is always utilised and reviewed properly and is part of the marketing process.

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 do not generate sufficient ideas to strengthen marketing activity or capture marketing opportunities.
- May find they react to the competition rather than seek opportunities to overtake them.

Development Recommendations

- May need to use brainstorming techniques and involve key internal stakeholders in this to ensure sufficient creativity in marketing activity.
- May need to look beyond copying the best competition, and focus instead on differentiation and opportunities in marketing planning.

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 set business performance targets and identify key performance indicators, demonstrating a focus on personal and team objectives.
- People with this kind of profile tend to take action to address areas of variance and deliver improved profitability, taking personal responsibility for results, outcomes and performance.
- May not develop the business direction or plan through detailed planning for the short, medium and long term.
- May not review business progress, or monitor key performance indicators by comparing progress to schedules and plans.

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 they need to share some responsibility and credit for results, outcomes and performance.

Development Recommendations

- May need to ensure their drive for responsibility does not preclude the sharing of credit for results and positive outcomes, praising others' involvement when needed.

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 develop clear direction and planning for budgets or cover the short, medium and long term.
- May find they don't monitor progress against plans and so can miss things when slippage occurs or don't know to what extent things have overrun.

Development Recommendations

- May need to structure planning to encompass all timescales so details cover the short, medium and long term with clear actions for each.
- May need to regularly review plans against progress and assess monthly where they are, taking remedial action as required to bring things back on track.

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 facilitate sales improvement by coaching and developing high performing sales people, driving them to focus on personal and team objectives.
- People with this kind of profile are likely to monitor and control sales activity to deliver accurate and effective process, working hard to monitor and control it effectively.
- Likely to analyse sales metrics and identify performance gaps, through selective benchmarking against the best in the field.
- May not always target new sales, or use additional ideas or be 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 that some sales individuals do not fit a coaching leadership style and may prefer direction or autonomy.

Development Recommendations

- May need to adapt management/leadership style and acknowledge from some sales individuals they need alternative forms of management or guidance.

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 target new sales routes, being likely to rely on tried and tested methods rather than new ideas.

Development Recommendations

- May need to ensure the generation, utilisation and implementation of ideas is fully supported.

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 always see the big picture by being able to link different aspects of the business to achieve collective outcomes, or come up with ways of working that are not obvious to others.
- May not identify clear solutions that benefit competing areas of the business, or choose new thinking over tried and tested methods.
- People with this kind of profile may not always consider options that find spin off benefits, or be fully open to some options suggested 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 see the big picture sufficiently to identify new ways of working between teams or departments or be open to suggestions facilitating this.
- May find they don't develop new ways of working and may use existing proven solutions or conventional thinking as a general rule.
- May find they don't consider additional benefits of ideas or solutions that could be spun off or communicated to other departments for the benefit of the business.

Development Recommendations

- May need to take a step back from the day to day details and examine the broader processes, encouraging others to look for additional opportunities to improve cross-fertilisation of ideas.
- May need to utilise common creative thinking techniques in the team on a regular basis to build a more inventive mind-set of imaginative problem solving and increase the number and variety of potential solutions.
- May need to think more broadly, be aware of changes elsewhere in the business and have an entrepreneurial attitude, looking at how applications of current solutions elsewhere in the business can be used in the department or vice-versa.

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 demonstrate appropriate speed in decision making and initiate appropriate action at the right time, attending to issues promptly that will help meet goals and objectives.
- People with this kind of profile are likely to agree priorities, commit to seeing through actions, and demonstrate personal responsibility for results, outcomes and performance.
- May not always fix things that are not broken, may identify some obvious opportunities for improvements.
- May not communicate reasons for choosing one choice over another or may not present reasoning based on a systematic approach to problem solving.

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 all decisions very quickly regardless of importance, may see attending to issues quickly as more important than attending to issues in the best way.

Development Recommendations

- May need to consider when decisions are important (those with significant risks/costs attached to it) and then ensure time pressures do not force a poor or rushed decision.

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 not fix things that are not obvious, and when identified may not be able to create suitable solutions easily or quickly.
- May find they don't communicate clearly their decision logic to others or demonstrate a systematic process to reach that decision leading to others being unconvinced of the solution.

Development Recommendations

- May need to review general operations and encourage feedback from their team on how to improve things, ensuring they act on suggestions made to improve their roles or ways of working.
- May need to be clear how they reached a particular decision, what the process was and factors considered and plan how they will communicate this clearly in a meeting.

Can Do Attitude

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 provide stability to others when things become difficult, demonstrating calm and composure.
- Will be likely to overcome objections and win over doubters by turning negatives into positives, dealing with problems and setbacks in a positive way.
- Likely to turn problems into positive opportunities by overcoming obstacles and roadblocks, keeping things in perspective.
- People with this kind of profile are likely to inspire confidence and support the team to persevere and achieve positive results, through responding to pressure in an even-tempered and composed manner.

Coping with Pressure

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 they ignore or overcome valid objections, choosing instead to focus on the opportunities more than the risks.

Development Recommendations

- May need to consider objections fully and assess whether a positive viewpoint is appropriate and realistic in that instance.

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.