



## AM Trait Development Report Level 7

### 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.

AMA 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:

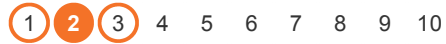
### Performance Implications

- 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 be likely to promote the company values at every level and will challenge contrary behaviour consistently.
- Will tend to actively seek ownership and additional responsibility.
- Likely to pay less attention to creating the right environment and culture.
- They are likely to let teams work without guidance, intervention or influence.

#### 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 don't address the underlying reasons for inconsistent behaviour.

#### Development Recommendations

- May need to also focus on the message and their understanding of why they are acting contrary to company values.

### 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 it difficult to create the right culture and environment for others to thrive.
- May find they don't get the best out of their teams or get the results they needed.

#### Development Recommendations

- May need to prioritise time for a health check on the culture and gain feedback across all levels.
- May need to set work in teams more frequently, to lead and set expectations for collaboration and outcomes.

# 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 restructure the business, more likely to respond to day to day priorities.
- Unlikely to promote new principles of working or changes in operations.
- May struggle to manage multiple projects across the business and possibly do so in an unstructured 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 they get distracted with day to day operational activities.
- May find lack of progress in introducing new ways of working undermines their influence and credibility.
- May find projects overrun and impact on each other, with higher than planned costs.

## Development Recommendations

- May need to allocate time for strategic work on a daily basis before dealing with daily priorities.
- May need to set public milestones for delivery of new ways of working as a public commitment to be accountable to and recognised as a clear achievement.
- May need to spend more time and resources planning projects using formal project management techniques and delegating more to effective project managers.

# 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 conduct analyses to identify business improvements.
- May not use logical approaches to problem solving and generating solutions.
- Their profile indicates they may not see the links between complex organisational issues.
- Will be unlikely to use management information systems to support diagnosis of problems and 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 don't conduct broad analyses to identify improvements in the business.
- May find they don't use a consistent and logical approach to problem solving.
- May find they don't see the important links between departments or business functions.
- May find they don't use management information systems to help get to the root of problems and underlying causes.

## Development Recommendations

- May need to think bigger picture and collect business information from a wider range of areas than in the past and ensure it is subsequently used.
- May need to personally adopt more structured approaches to problem solving, use them daily and lead others to use them.
- May need to develop a better overview of the business as a whole, through visual process charts and diagrams and be part of their review or update, to help fully understand them.
- May need to integrate management systems into decision-making and be part of developing them if the system is not delivering the right or most useful information.

## 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 direction and goals, by taking charge at times and driving some results.
- May act with authority at times by challenging and influencing others on occasion.
- May not gain consensus easily for collective initiatives, or use cooperative working to do so.
- Unlikely to identify new leaders and support them consistently.

### 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 gain consensus and struggle to gain cooperative working to forge it.
- May find they struggle to identify new potential leaders effectively or support existing ones.

#### Development Recommendations

- May need to lead cooperative working themselves to gain consensus and ensure this behaviour is emulated.
- May need to develop clearer and formal succession plans and develop talent management processes, identifying those with the right potential more clearly.

### 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 some teams need additional direction or leadership.
- May not always demonstrate authority or influence effectively, reducing the likelihood of helping others to change.

#### Development Recommendations

- May need to monitor some teams more closely and be aware when they need intervention or additional direction.
- May need to develop a broader range of influencing skills to develop their ability to deliver change.

# 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 establish some communication channels and consistency, but may not always match words and body language to an audience.
- May address employee satisfaction, but may not always be persuasive or be able to negotiate successfully.
- May inspire some individuals at times through presenting though not always in an engaging way.
- May not naturally work with others possibly preferring to make own decisions and work independently.

## 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 work fully with senior managers to develop future initiatives or pull in their expertise and experience.

## Development Recommendations

- May need to set up and include senior managers in business reviews and strategy meetings on a regular basis to facilitate collaborative working at a senior level.

## 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 use the right communication channels or language appropriate for that channel.
- May find they don't always address employee satisfaction directly or sufficiently.
- May find they sometimes inspire individuals when presenting but inconsistently and with temporary impact.

## Development Recommendations

- May need to consider which communication channels are most appropriate for each message and how it should be delivered in that channel.
- May need to focus on how the message may satisfy worries, concerns or issues likely to be raised.
- May need to ensure that the style of delivery is practised and generates the required level of engagement.



# 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 have clarity and accountability for their contribution to the business, demonstrating personal responsibility for results and performance.
- People with this kind of profile may develop succession plans with career paths and progression routes, in order to support delivery of projects and results, meeting long term objectives.
- May use some performance management strategies to manage the talent, capability and competence of people in the organisation, may not always challenge others when appropriate.
- May utilise some techniques to manage the performance of people, demonstrating a partial understanding of team dynamics and motivation of 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 concentrate on likely successors who have the same single-minded focus on results.

## Development Recommendations

- May need to consider a wider field of potential successors with differing values and approaches to ensure diversity.

## 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 get the best out of their teams due to incomplete or ineffective performance management at times.
- May find they don't always know what fully motivates their teams or staff generally.

## Development Recommendations

- May need to address performance management issues more promptly and regularly.
- May need to explore what drives the team in their weekly one to ones to clarify their motivations.

## 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 exploit emerging trends or gain competitive advantage through thinking innovatively.
- May not establish brand identity in the market area through the generation of ideas.
- May not develop a marketing strategy to grow market share. Unlikely to always plan or organise activities for the short, medium and long term.
- May not evaluate market intelligence 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 they develop an incomplete strategy that does not encompass all timescales or sufficient activities and channels required to grow market share.
- May find they do not grasp the direction of the market or anticipate the possible future changes in that market place.

#### Development Recommendations

- May need to involve others in the development of strategy to ensure it encompasses all timescales and objectives.
- May need to spend significant time to utilise marketing intelligence and to use it regularly as well as for annual planning.

### 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 take advantage or exploit emerging trends and sometimes rely on current markets instead of looking at new ones.
- May find they don't include building brand identity into marketing activities or channels or don't integrate it into marketing plans.

#### Development Recommendations

- May need to ensure they link up creative individuals to exploit emerging trends as well as reviewing existing marketing to see if it can be updated and improved.
- May need to integrate brand identity across all marketing activities so it is considered a key part of any marketing activity that goes out.

# 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 identify areas for future investment, improvement and growth, by focusing on objectives and personal responsibility for results.
- Likely to review business performance, trends and variance against best practice industry benchmarks.
- May not create a clear vision or long term business strategy, or plan strategically for the short, medium and long term.
- People with this kind of profile may not develop clear targets that support a balanced score card, or clear planning and appropriate objectives to deliver business 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 set very ambitious goals for growth that could put a strain on some areas of the business.

## Development Recommendations

- May need to assess how growth targets will stretch resources in different areas of the business if successful and how these can be resourced effectively.

## 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 vision and long term business strategy is based on incomplete planning, or be unclear how objectives support the medium and long term.
- May find that important planning and objectives that would help create a balanced score card are missing or do not have clear links.

## Development Recommendations

- May need to ensure the links between planning and long-term business strategy are clearly defined and attached to clear milestones.
- May need to review plans against a balanced score card to ensure they encompass all elements of the business performance and have sufficient detail to deliver on them.

# 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 create a sales driven business focussed on improving turnover, encouraging others to take personal responsibility for results, outcomes and performance.
- Likely to evaluate overall sales performance and improve penetration levels, through industry best practice benchmarking.
- People with a similar profile are likely to develop progressive sales departments who consistently develop high calibre sales people and teams, driving a consistent focus on personal and team objectives for everyone.
- May not identify new avenues to generate additional revenue streams, or utilise new ideas and 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 customer service and quality is impacted in the drive to increase turnover and performance in the business.

## Development Recommendations

- May need to monitor customer service data and feedback to ensure that the push for sales is not counterproductive leading to loss of repeat sales in the drive for new business.

## 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 look for or implement new ideas to develop additional revenue streams, may rely more on developing existing business than develop new business.

## Development Recommendations

- May need to identify and bring together creative sales individuals to help generate and implement other types of sales solutions.

## 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

- People with this kind of profile may not see the relationship between areas in the business, beyond the obvious links. Also, they may not see some of the big picture creatively.
- May not involve all parties in solving issues or challenge people working on their own agendas to be open to others suggestions.
- May not always find solutions for current and future issues, or value creativity and imagination from contributors.

### 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 opportunities related to links between parts of the business or externally.
- May find new ideas or suggestions in the business usually flounder, due to existing agendas and an acceptance of this without challenge.
- May find they don't deliver creative solutions that offer real benefits or recognise others' creative solutions.

#### Development Recommendations

- May need to ensure they don't focus on the risks and pitfalls over the potential benefits of an idea, so that a balanced assessment is made.
- May need to ensure others who are less open to new ideas or block change are challenged in meetings, and that new ideas should always be encouraged regardless of their initial impression.
- May need to ensure that creative people are recognised, utilised and enabled and creative solutions are communicated as an example to others.

# Acts Decisively

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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 lead decision making by focusing on identifying and delivering big wins, through an emphasis on personal and team objectives, working hard to achieve goals and results and exceeding them.
- People with this kind of profile are likely to demonstrate assertiveness and personal conviction for decisions and actions, taking personal responsibility for results, outcomes and performance and delivering business success by empowering others.
- May not always anticipate business critical problems, make decisions or commit to actions or analyse problems carefully to identify key issues.

## Driving for Results

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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 focus on the big wins may prevent them from focusing on the smaller details which cumulatively still affect the business significantly.

## Development Recommendations

- May need to monitor and also prioritise some of the smaller issues alongside bigger projects and ensure that some lesser work is always conducted alongside the larger projects.

## 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 don't analyse problems fully or clearly and so sometimes decisions are made without full consideration of the potential risks or consequences.

## Development Recommendations

- May find for important decisions an analytical process may be helpful to ensure decisions are considered fully and utilise others with key strengths in the business to support this task.

# 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 create a climate of positive thinking and instil drive and energy in others, showing how to deal with problems and setbacks in a calm and positive way.
- Likely to drive sustainable change and improvements through resilient behaviour, responding to pressure in a composed manner, controlling emotions, being relaxed and even tempered.
- People with a similar profile are likely to challenge others' conventional thinking, doing so in a calm and composed 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 they need to accept that some critical or negative thinking is not always bad and that such individuals can be very useful to bring about a balance.

## Development Recommendations

- May need to build resilient teams that are positive but ensure they include realistic critical individuals who will sense-check overly optimistic proposals or solutions.

## 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.