



## AM Trait Extended Selection Report Level 3

### An Example Selection Report

5th December 2012



CompletionTime: 5 minutes

## AM Trait Selection 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 assess how well they potentially fit the role being recruited for.

The report includes an overview page and a breakdown of each critical competency highlighting likely individual potential, performance implications and interview prompts.

Each competency is rated on a 10-point scale and represents a candidate's likely level of potential to perform in that dimension, based on aspects of their personality.

### How to get the most out of this report

Take a few moments to read the overview page:

1. For each AM competency - the assessment shows a level of likely potential indicated by a solid orange circle which shows the individual's overall score for this competency.
2. A key summary of the main findings and where the individual is likely / unlikely to have a natural capability.
3. Succinct performance implications are shown for each competency to provide additional depth about the individual.
4. Interview prompts specific to the individual, based on their AM Trait profile, may assist the interviewer in probing for additional information about the candidate's capabilities.

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

Individual 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

- As likely as most to take a lead in a group if required.
- Does not seek a high profile but will do so if required.
- May enjoy being in charge as most, but does not actively seek it.
- Likely to have some influence in the group and to be able to have some direction towards a common goal.
- Is generally satisfied taking supporting roles in groups as necessary.
- May prefer others to make final decisions, but will do so if required of them.

## 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

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



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.



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

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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 leave things unfinished if left to their own devices.
- People with this kind of profile tend to procrastinate and find it difficult to get down to work.
- May be discouraged by difficulties and give up more easily than most.
- Likely to avoid difficult tasks in favour of more straightforward ones.
- Tend to work-to-requirement, but less likely to proactively exceed expectations.
- Likely to know or feel that they could work harder towards their 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 be disinterested in new experiences and feel no desire to explore new things.
- People with this kind of profile tend to feel comfortable in unchanging environments and have little need for experiencing new cultures.
- May be uncomfortable with a lot of change and instead prefer the familiar.
- More likely to stick to what they know and enjoy than to be open to new ideas, experiences or people.
- Tend not to have an active imagination.
- May be less creative than most.

## Intellect

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Prefers practical problems, less interested in academic ideas.



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

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### Overview Description

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

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

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

Their profile interpretations are as follows:

### Performance Implications

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

## The Structure

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

## The People

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

## The Business

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

## The Manager

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

## The Structure

### Creates a Winning Culture

Defines brand values into behaviours and established ways of working.

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

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

#### Interview Prompts

- Describe a time when you ensured your focus on goals did not compromise your relationships.
- Describe a time when you made a specific effort to build relationships with 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

### 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

# Organises Efficient Systems

Drives smooth operations supported by quality systems which are productive and efficient.

1 2 3 4 5 6 7 8 9 10

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

## Performance Implications

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

## Interview Prompts

- Describe a time when you hit an important deadline through careful planning and use of resources.
- Describe a time when you used a clear and methodical approach to improving a system or addressing a problem.

# 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

# Makes Sense of Information

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

1 2 3 4 5 6 7 8 9 10

## Performance Implications

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

## Interview Prompts

- Describe a time when you clearly identified the facts you needed and how you would collect them.
- Describe a time when you ignored your instincts and ensured your decision was based on sound facts and analysis.

## 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

## 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

- Likely to set standards, pace and clear direction for the team, by taking charge and challenging others assertively where appropriate.
- Likely to monitor standards and encourage the team to participate by influencing others to contribute or work together.
- May not build trust easily or always provide support.
- Their profile suggests they may not work collaboratively in order to reach agreements.

#### Interview Prompts

- Describe a time when you let others take charge and make decisions.
- Describe a time when you offered extensive support to your staff when they faced a large challenge.

### 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

### 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

# Engages the Workforce

Creates a climate to maximise employee motivation and satisfaction.

1 2 3 4 5 6 7 8 9 10

## Performance Implications

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

## Interview Prompts

- Describe a time when you checked the message being delivered to the team to ensure it was understood.
- Describe a time when you requested input from a wide range of stakeholders and individuals.

# 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

# 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



# Gets Results through People

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

1 2 3 4 5 6 7 8 9 10

## Performance Implications

- Likely to set personal and business objectives for direct reports through clear targets for self and others.
- Will be likely to attend to issues that will help meet goals through participating in routine one to ones and performance reviews.
- People with a similar profile tend to support individuals in the achievement of objectives, through a clear focus on their own and team objectives.
- Likely to identify poor performance and take action to improve poor results by challenging others assertively when appropriate.
- Likely to provide regular feedback on both positive and negative behaviour using an understanding of both team dynamics and motivating others.

## Interview Prompts

- Describe a time when you took a broader view of someone's achievements that were not included in their original objectives.
- Describe a time when you faced a lot of resistance to your challenging of poor performance.

## 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

## 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

## The Business

### Adapts Plans to a Changing Market

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

1 2 3 4 5 6 7 8 9 10

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

#### Performance Implications

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

#### Interview Prompts

- Describe how you keep up to date with market changes in your sector and a time when you identified new factors entering the marketing place.
- Describe a time when you have developed a clear and comprehensive marketing plan based on detailed market information.

### 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

### 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

# Makes Money

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

1 2 3 4 5 6 7 8 9 10

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

## Performance Implications

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

## Interview Prompts

- Describe a time when you looked at the long term impact of cutting costs in your department.
- Describe a time when you set in place a regular routine or clear process for assessing costs and finances in your area.

## 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

## 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

# Drives Sales

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

1 2 3 4 5 6 7 8 9 10

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

## Performance Implications

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

## Interview Prompts

- Describe how you look at sales performance beyond just the sales numbers.
- Describe how you avoid relying on the tried and tested and seek out new commercial opportunities.

# 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

# 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

## The Manager

### Joined Up Thinker

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

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

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

#### Interview Prompts

- Describe a time when you pulled others together to develop some creative ideas to solve a particular problem.
- Describe a time when you used both creative and factual thinking to generate the best solution.

### 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

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

## Interview Prompts

- Describe a time when you paused to assess a course of action properly despite the pressure.
- Describe a time when you used others to help analyse and assess a particular decision or course of action.

# 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

# 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

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

## Interview Prompts

- Describe when you clearly communicated a sense of urgency even when you did not show it.
- Describe a time when you pushed others for urgency in action.

# 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

