



## AM Trait Extended Selection Report Level 5

### An Example Selection Report

5th December 2012



## 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 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.

#### Interview Prompts

- Describe a time when you delegated some of your responsibilities to others and what the outcome was.
- Describe a time when you spent extra time with teams or individuals to mend or build better relationships.

### 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 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.

## Interview Prompts

- Describe how you ensured past system/process improvements fitted together and were delivered in a cohesive way.
- Describe a time when you committed to improving systems/processes and delivered these.

# 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 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.

## Interview Prompts

- Describe a time when you tried additional problem solving approaches and also utilised others to do so.
- Describe a time when you focused on the facts to ensure the solution was logical and effective.

## 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 clear standards of performance and high expectations for self and the team by taking charge.
- Their profile suggests they will act with integrity, be visible and consistent with words and actions by challenging others assertively where appropriate.
- May not gain commitment easily, due to a preference to work independently.
- Unlikely to help others find win/win solutions through working with others.

#### Interview Prompts

- Describe a time when you let others take responsibility for setting standards or expectations in their area.
- Describe a time when you led a team to small early successes and eventually a win/win agreement.

### 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

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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.

## Interview Prompts

- Describe a time when you encouraged differing views or disagreements to ensure things were discussed properly.
- Describe how you have ensured you gained team contributions from quieter or more independent team members.

# Working with Others

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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

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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

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## 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.
- Likely to Investigate grievance and disciplinary issues and instigate appropriate sanctions by challenging others assertively when appropriate.
- Likely to manage the capability and attendance of people by identifying poor performance and taking action by persuading and influencing individuals concerned.

## Interview Prompts

- Describe a time when you let others have responsibility over some of your key objectives for their own development purposes.
- Describe a time when you ensured others saw you as an open and approachable leader.

## 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

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## Leading Others

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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

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## 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.

#### Interview Prompts

- Describe a time when you used brainstorming or creativity techniques to support marketing plans and involved key stakeholders in this ideation process.
- Describe a time when you planned marketing effectively for the long and short term with clear activities identified for each

### 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 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.

## Interview Prompts

- Describe a time when you shared credit for a project that came under your responsibility.
- Describe a time when you carefully monitored progress against a plan to ensure deadlines were met and took remedial action as required.

## 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 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.

## Interview Prompts

- Describe a time when you adapted your management style to help motivate individuals towards their objectives.
- Describe a time when you encouraged new ideas in the team to drive sales and push their implementation.

# 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 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.

#### Interview Prompts

- Describe a time when you identified a new solution elsewhere in the business or sector that you then utilised in your department.
- Describe how you keep aware of changes in the business and identify working practices and solutions that can be used in your department.

### 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

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## 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.

## Interview Prompts

- Describe a time when you ensured an urgent decision was not rushed and was considered properly.
- Describe a time when you drew out actions from the team for improving their ways of working and then acted upon them.

# 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

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# 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

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# 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 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.

## Interview Prompts

- Describe a time when you recognised that an objection was valid when working on a particular project.
- Describe how you realistically assess risks.

# 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