



AM Trait Selection Report Level 3

An Example Selection Report

5th December 2012



AM Trait Selection Report

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 M & L 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.

The Structure

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

The People

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

The Business

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

The Manager

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

Summary Points

- May not always build positive relationships, demonstrate company values or work as an effective team member.
- May not use resources effectively, monitor process or set improvements in systems.
- May not conduct research, use relevant facts or utilise information systems.
- May take control, sometimes challenge others, monitor standards and may influence others.
- May not demonstrate open communication, keep others informed and may only give occasional feedback.
- Likely to identify poor performance, set clear objectives for line reports and use one to ones effectively.
- May not contribute to marketing plans, understand market information or market conditions.
- May understand factors that affect profit, take some action to control costs and monitor some financial information.
- May not recognise commercial opportunities or interpret key sales metrics to identify improvement measures.
- May not assess options or demonstrate a clear thought process when considering problems.
- May not make effective decisions, find workable solutions or accurately diagnose problems.
- Likely to demonstrate a positive and focussed attitude, demonstrating drive and determination.

The Structure

Creates a Winning Culture

Lower Potential

Higher Potential

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.

Organises Efficient Systems

Lower Potential

Higher Potential

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

1 2 3 4 5 6 7 8 9 10

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.

Makes Sense of Information

Lower Potential

Higher Potential

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.

The People

Leads the Team

Lower Potential

Higher Potential

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.

Engages the Workforce

Lower Potential

Higher Potential

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.

Gets Results through People

Lower Potential

Higher Potential

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.

The Business

Adapts Plans to a Changing Market

Lower Potential

Higher Potential

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

1 2 3 4 5 6 7 8 9 10

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.

Makes Money

Lower Potential

Higher Potential

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

1 2 3 4 5 6 7 8 9 10

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.

Drives Sales

Lower Potential

Higher Potential

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

1 2 3 4 5 6 7 8 9 10

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.

The Manager

Joined Up Thinker

Lower Potential

Higher Potential

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.

Acts Decisively

Lower Potential

Higher Potential

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.

Can Do Attitude

Lower Potential

Higher Potential

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.