



## AM Trait Selection Report Level 5

### 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
<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

		Lower Potential	Higher Potential
<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

		Lower Potential	Higher Potential
<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

		Lower Potential	Higher Potential
<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	

## Summary Points

- May not demonstrate relationship building or influencing skills or encourage contributions from others.
- May not deliver process improvements, benchmark operations or create efficient systems.
- May not use systematic problem solving or analyse a range of key information.
- May set some standards, act with integrity and encourage some accountability.
- May not communicate clearly, lead team briefings or provide feedback regularly.
- Likely to get the best from people by giving constructive feedback and coaching.
- May not assess the market, identify threats or opportunities or be involved in developing a marketing plan.
- May develop some business direction, review business progress and set some business performance targets.
- May not target new sales, develop high performing sales people or control sales activity.
- May not see the big picture, identify a range of solutions or be open to new options suggested by others.
- May not attend to issues promptly, agree priorities or commit to seeing actions through.
- Likely to provide stability to others, overcome objections and turn problems into positive opportunities.

# 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 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.

## 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 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.

## 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 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.

# 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 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.

## 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 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.

## 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 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.

# 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 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

## 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 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.

## 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 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.

# 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 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.

## 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 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.

## 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 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.