



AM Trait Selection Report Level 7

An Example Selection Report

5th December 2012



CompletionTime: 5 minutes

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 create the right environment that will encourage people to strive to succeed or inspire others.
- May not restructure the operation when required to deliver improved efficiencies or manage projects in a structured way.
- May not use detailed analysis, solve organisational issues or exploit management information systems.
- May create a clear direction, set some goals, be moderately influential and act with some authority.
- May not use clear communication, empower others or work with other managers collaboratively.
- Likely to manage the talent, use a range of leadership techniques and establish effective reward schemes.
- May not develop a marketing strategy or evaluate market intelligence to exploit emerging trends.
- May create a vision and business strategy, develop some targets and identify some areas for future investment.
- May not identify new avenues for incremental business, evaluate overall sales or develop progressive sales activities.
- May not involve others in solving complex issues, find innovative solutions or make connections between business areas.
- May not lead decision making, demonstrate assertiveness, take responsibility or make sound decisions.
- Likely to create a climate of positive thinking, demonstrate resilient behaviour and respond well to pressure.

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

Interview Prompts

- Describe a time when you persuaded someone to align their behaviour with the company values.
- Describe a time when you made a specific effort to gain feedback on the culture of the business.

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 restructure the business, more likely to respond to day to day priorities.
- Unlikely to promote new principles of working or changes in operations.
- May struggle to manage multiple projects across the business and possibly do so in an unstructured way.

Interview Prompts

- Describe how you ensure you keep your eye on strategic work without being distracted by day to day operations or priorities.
- Describe a time when you planned multiple concurrent projects to ensure they were completed on time and to budget.

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 conduct analyses to identify business improvements.
- May not use logical approaches to problem solving and generating solutions.
- Their profile indicates they may not see the links between complex organisational issues.
- Will be unlikely to use management information systems to support diagnosis of problems and key issues.

Interview Prompts

- Describe a time when you actively sought information from a wide number of sources to make an important decision and ensured it was used.

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 future direction and ambitious goals through taking charge and driving delivery of results.
- Their profile suggests they will act with authority and personal determination by challenging, persuading and influencing others.
- May not gain consensus easily for collective initiatives, or use cooperative working to do so.
- Unlikely to identify new leaders and support them consistently.

Interview Prompts

- Describe a time when you let others set direction and deliverables in their departments.
- Describe a time when you demonstrated and led cooperative working to ensure collective initiatives succeeded.

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

Interview Prompts

- Describe a time when you decided the best way to communicate a message.
- Describe a time when you involved others to work on higher-level initiatives and allowed them to influence them significantly.

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 have clarity and accountability for their contribution to the business, demonstrating personal responsibility for results and performance.
- People with this kind of profile may develop succession plans with career paths and progression routes, in order to support delivery of projects and results, meeting long term objectives.
- Likely to use performance management strategies to manage the talent, capability and competence of people in the organisation, will challenge others assertively when appropriate.
- Likely to know and utilise a range of techniques to manage the performance of people, demonstrating an understanding of team dynamics and motivating others.

Interview Prompts

- Describe a time when you identified a potential successor or new manager who was very different to yourself.
- Describe a time when you used reward as a means of motivating your teams.

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 exploit emerging trends or gain competitive advantage through thinking innovatively.
- May not establish brand identity in the market area through the generation of ideas.
- May not develop a marketing strategy to grow market share. Unlikely to always plan or organise activities for the short, medium and long term.
- May not evaluate market intelligence in a structured and methodical way.

Interview Prompts

- Describe how you have developed brand identity in past marketing activity.
- Describe how you have used market intelligence to ensure a good grasp of the marketplace and used it as a key part of annual planning.

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

Interview Prompts

- Describe a time when you set ambitious targets for growth but also ensured they could be fully resourced.
- Describe a time when you ensured plans had sufficient detail to ensure rounded business performance against a balanced score card.

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

Interview Prompts

- Describe how you have ensured the drive for new sales did not compromise on customer service.
- Describe a time when you brought together a creative group of individuals to develop more effective sales activities to drive revenue further.

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

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

Interview Prompts

- Describe how you ensure the potential benefits of an idea are considered equally alongside the risks.
- Describe a time when you ensured creative individuals were utilised in a team or project to ensure success.

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

Interview Prompts

- Describe a time when you led on several smaller projects as well as larger ones running both successfully.
- Describe a time when you analysed an important decision to be made and carefully considered the risks and consequences.

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 create a climate of positive thinking and instil drive and energy in others, showing how to deal with problems and setbacks in a calm and positive way.
- Likely to drive sustainable change and improvements through resilient behaviour, responding to pressure in a composed manner, controlling emotions, being relaxed and even tempered.
- People with a similar profile are likely to challenge others' conventional thinking, doing so in a calm and composed way.

Interview Prompts

- Describe how you have accepted the ideas or objections of more critical thinkers in the business.
- Describe how you have encouraged critical thinking in teams working on an important project.