

## Selective Competencies

for

**Sam Sample**

**Produced by Selby & Mills in partnership with**

**Example Organisation**

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Norm Group = **General population**

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The results are presented as stems where a score of 1 is low and 10 is high.

They are colour-coded; the darker the colour the higher the score and the stronger the persons preference.

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# Passion

This cluster of Competencies describes the Energy, Commitment and Inspiration of others which characterises the person's behaviour. They cause others to become committed to the achievement of effective results and to persevere whenever challenges are encountered.

## ENERGY

2

Very little energy or enthusiasm. Is likely to slow down work pace either with or before others.

### Suggested interview questions

- Describe an occasion where you have displayed high energy in the workplace in order to achieve results. Tell me about the situation, the reason for a high energy approach, and the outcome of the scenario.
- What might be the downside to displaying high amounts of energy in comparison to colleagues? Is this likely to occur in your work?
- Energetic individuals often produce results rapidly. Would you describe yourself as an energetic individual? Describe an occasion in the workplace where your behaviour has represented energetic performance.
- Matching your work-rate to that displayed by others in the workplace is a method employed by some individuals. Tell what the benefits of doing this might be. Tell me what some of the drawbacks of doing this might be.

## PERSISTENT

4

Moderately distracted by events and people, likely to put in sufficient effort to achieve the objective.

### Suggested interview questions

- Workplace issues may be complex or long-term. In what ways do you remain persistent even though this may be the case? Tell me about an instance in the workplace which you believe demonstrates your ability to be persistent.
- Describe an occasion where you have displayed persistence in your work. Tell me about the situation, the obstacles encountered, your actions and the outcome of the situation.
- Becoming distracted from an objective can lead to a failure to meet such objectives. What is most likely to distract you from accomplishing a target? How do you ensure that workplace distractions do not adversely affect your performance?
- Setting targets allows individuals to strive towards a goal. How do you typically react when these goals become obstructed due to unforeseen circumstances? Tell me about a time where you have had to re-evaluate a goal or target due to developing circumstances.

## COMMITMENT

2

Expedient and less conventional, putting more value on self-interest than commitment to the organisation.

### Suggested interview questions

- Tell me about your typical workplace methods; would you describe them as traditional? Why might conventional methods be beneficial to an organisation? And why might the use of unconventional methods be beneficial to an organisation?
- Achieving results requires a lot of effort. Tell me about a time in the workplace where you have exerted a great deal of effort in order to achieve a result. Describe the situation, your action, and the outcome.
- Sometimes it may be necessary for an individual to put their personal needs before those of the organisation. Tell me about when you believe circumstances would deem this appropriate. Provide an example of a time in your experience where you have put your own needs before those of the organisation.
- Commitment to an organisation is a valued asset. Describe a time when you have shown commitment to your organisation beyond that which might be reasonably expected.

## INITIATIVE

3

Balances the amount of proactive and reactive energy they display, will act if there is a little external pressure.

### Suggested interview questions

- Considering potential problems before they arise allows prevention of these problems to be considered. What steps do you take in determining what potential problems might occur with issues before they do?
- Acting ahead of time can prevent problems. Describe the last time you acted in a proactive manner in the workplace. Tell me about the situation, your action, and the outcome.
- Would you consider planning to be one of your strengths? Tell me about some of the characteristics you have which support this assertion.
- Do you prefer to react to problems or spend time planning to prevent the problems from happening? Tell me what you believe the strengths and weaknesses of using this approach is.

## Excellence

This pair of Competencies comprises the requirement for going beyond the conventional when an issue requires resolution, in order to truly avoid its recurrence. Zero assumptions are made to ensure that results are based on the best available outcome.

## PROBLEM SOLVING

4

Plans ahead but may sometimes not prioritise or plan for the available resources to be in the appropriate place at the appropriate time.

### Suggested interview questions

- Planning in detail may allow an individual to have a clear expectation of future events and an understanding of what might be necessary in order to achieve results. Provide an example where you have planned particularly effectively and this has resulted in success. Tell me about the situation and what planning allowed you to accomplish.
- Describe how detailed you like future plans to be. What are the benefits and drawbacks of a highly detailed plan? When is it most important for plans to be highly detailed? And when is it not as important that this be the case?
- Planning can help an organisation or individual achieve results. Describe some situations where it may be necessary to plan well in advance. Describe some situations where it might be better not to plan at all.
- Once a plan has been formulated, it is important to implement the required action. Tell me how you go about transforming your plans into action. Provide an example of a time which demonstrates your typical approach to making plans a reality.

## CHANGE MAKER

2

Providing continuity and practical action are the hallmarks of such people's approach. There will be an emphasis on providing a stable and systematic approach to all that they do.

### Suggested interview questions

- Displaying enthusiasm for a change in procedure may lead to others feeling enthusiastic as well. How might you be able to transmit your enthusiasm in a way which will transfer to others?
- Organisations can benefit from implementing new methods which improve effectiveness. Tell me about a time where you have taken a new idea and transformed it into reality within the workplace.
- Producing ideas may lead to the discovery of more effective working methods. Tell me about a time where you produced a new idea which has improved your own or your organisation's effectiveness.
- Some people may feel most comfortable when their working environment is stable. What would you do to ensure that those individuals feel comfortable in a time of change?

## Teamwork

These 3 Competencies provide an assessment of the person's commitment to high performing self-developing Teams. It identifies whether they foster, value and measure Teamwork as a key success indicator at work. It underpins the belief that Teamwork results in greater Achievement.

## TEAM DEVELOPMENT

3

Whilst they value team work, they will not take major initiatives to foster it and may believe it will develop from successful work activity of its own accord.

### Suggested interview questions

- Team work can be developed in a variety of ways. Provide an example of an occasion where you have led or suggested an activity designed to foster or maintain workplace teamwork. Describe the situation, the action taken, and the outcome.
- Tell me how you might go about trying to develop teamwork amongst a group of new colleagues. Describe the methods you would use to ensure that teamwork is developed, and sustained.
- How important to you is developing teamwork amongst colleagues? Tell me about some of the benefits of a team of colleagues being able to work together effectively. Tell me about some of the difficulties you might encounter in developing teamwork.
- Tell me how you might encourage colleagues to show teamwork. Why might teamwork be important to an organisation?

## INFLUENTIAL

5

Comfortable influencing others to own point of view, avoiding resentment by others. Will compromise under pressure rather than get into conflict.

### Suggested interview questions

- Describe a situation where you would be willing to compromise in the workplace. When might you not even consider a compromise?
- Those who consistently achieve workplace success may become influential to their colleagues who attempt to emulate them. Tell me about a time where you have influenced a decision made by a colleague. Describe the situation and why you felt it was necessary to influence the decision.
- Imagine you are in a situation of conflict with a colleague in the workplace. How might you go about resolving the conflict?
- Imagine you are involved in a workplace dispute. Tell me about how you would attempt to reach a resolution. Provide an example of a workplace dispute you have been involved in previously and describe how it was resolved.

## JOB ACHIEVEMENT

4

Has an eye for the quality of their own and others' work, particularly when under pressure; relationships take second place to job achievement, although they are aware of the need to sustain them.

### Suggested interview questions

- High pressure situations can lead to a neglect of maintaining working relationships with others. Tell me how you remain aware of working relationships and maintain them even in times of pressure.
- How does your performance differ between normal circumstances and circumstances where you are under pressure? Provide an example of an occasion where you achieved results despite being under pressure and tell me how your behaviour in this instance was different from your normal behaviour.
- Working to deadlines means that at times tasks will need urgent attention. Describe an occasion where you have completed work on a project which had an imminent deadline. Tell me about how you ensured your working relationships with others did not suffer as a result of this.
- What characteristics do you have which enable you to maintain working relationships effectively? Provide an example of a time where you have managed to maintain positive working relationships with colleagues despite working under pressure.

This is the end of your report.

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