

## Revised Competencies

We have revised our competency model to incorporate two new competencies 'Tolerance of Ambiguity' and 'Commercialism' replacing 'Security' and 'Consistency'. In addition we have renamed 'Motivation' as 'Clarity' which seems to be a title that is more reflective of the definition.

The SMPQ derives its competence model from the Big5 factors via Mental State (EQ). Whilst this is a solid model from the viewpoint of developing competencies it does not necessarily make it easy to use the competencies in a business environment.

We have now reviewed the results of our recently completed re-norming exercise and derived a 'World of Work' framework, which provides a more robust coverage of the work domain using 8 groups. This should make it far easier to select the competencies which are relevant for specific job roles.

The 'World of Work' model:-

Group	Work Competencies	
<b>Applied/Practical</b>	<b>Practicality</b>	Prefers to avoid the novel to achieve achievable solutions.
	<b>Realist</b>	Only sets out if goal can be reached.
	<b>Pragmatist</b>	Pursues optimum solution.
	<b>Structure</b>	Prefers to work with clear status and objectives.
<b>Original</b>	<b>Exploration</b>	Keen to pursue novel routes to achieving goals.
	<b>Open-minded</b>	Open to diverse approaches to a problem.
	<b>Originality</b>	Willing to initiate novel approaches.
	<b>Tolerance of Ambiguity</b>	Can work effectively in uncertain and unfamiliar situations.
<b>Social/Communications</b>	<b>Diplomacy</b>	Takes care to keep others informed.
	<b>Approachability</b>	Communicates easily at all levels.
	<b>Communication style</b>	Understood by most people, influential and informal.
	<b>Detachment</b>	Some reserve when interacting with others.
	<b>Shyness</b>	Prefers others to initiate contact
<b>Managing/Leading</b>	<b>Personal relations</b>	Develops strong and long-lasting relationships.
	<b>Leadership style</b>	Moves steadily towards desired target; leads others to follow.
	<b>Initiative</b>	Frequently suggests ideas and actions to others.
	<b>Management style</b>	Decisive and critical approach to leadership.
	<b>People development</b>	Keen to help people achieve their potential.
	<b>Team development</b>	Works hard to foster team work.
<b>Analytic</b>	<b>Status</b>	Values visible success.
	<b>Complexity</b>	Finds the unravelling of the complicated a positive challenge.
	<b>Evidence based</b>	Needs a practical reason to change what they do.
	<b>Clarity</b>	Keen to achieve a well-structured organisation with clear goals.
<b>Decisive</b>	<b>Planning &amp; organising</b>	Plans and structures activity well in advance.
	<b>Reliability</b>	Will not change plans once agreed.
	<b>Responsiveness</b>	Quick to act to resolve issues.
	<b>Consulting orientation</b>	Assists with decision, clarifies issues but does not take decision.
	<b>Judgement</b>	Evaluates options to reach decision.
	<b>Decisiveness</b>	Values decision-making over most other considerations.
<b>Commercial</b>	<b>Firm but fair</b>	Requires high standards from others; a tough colleague.
	<b>External relations</b>	Develops and maintains effective external relations.
	<b>Sales orientation</b>	Values making sales and doing business very highly.
	<b>Customer relations</b>	Maintains reciprocal relations which customers value.
<b>Drive/Ambition</b>	<b>Commercialism</b>	Will respond to work pressure and keen to seek new opportunities.
	<b>Self discipline</b>	Does not place higher expectations on others than on self.
	<b>Personal standards</b>	Values high standards. Resists second best.
	<b>Responsibility</b>	Delivers commitments and takes them seriously.
	<b>Stamina</b>	Drive for achievement is sustained for long periods.
	<b>Persistence</b>	Ambition is undiminished by setbacks.
	<b>Confidence</b>	Relatively unaffected by pressure and is aware of own limitations.

## SMPQ Two

We have found that in many situations the 'Ideal' aspect of the questionnaire was not producing enough additional information, taking into account the time that was required to complete that part of the questionnaire. We have therefore produced a shortened version of the questionnaire, which we have called SMPQ Two. This omits the 'Ideal' questions and therefore shortens the questionnaire by 40%. Apart from the 'Ideal' aspect of the Skills component this change has no effect at all on the other dimensions and the reports produced from them.

Recent trials have shown that the average completion time for SMPQ Two is around 10 minutes, which is attractive when speed of completion is important.

Existing users of SMPQ may switch to SMPQ Two, without incurring any charges, although obviously if you wish to use both the existing and updated versions, an additional portal will be required.

## Norms

Using the large amount of data collected over the last 3 years we have re-normed SMPQ and there are now norms available for:-

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General population	14799
Administration/Support	960
Directors	334
Managers	1379
Graduates	8176
Specialist	716
Supervisor	1102

We have a total database of nearly 15,000 completions so we can extract additional norms. The standard norms listed above are based on the 'Position' specified by the candidate. However we collect a number of other items of information by which candidates can be classified:-

Industry
Accountancy
Aeronautics and Shipping
Agriculture & horticulture
Architecture
Armed Forces
Auctioning
Building and Construction
Building Societies
Central Government
Charities
Chemicals & pharmaceuticals
Coal
Commerce, trade & retail
Communications
Computing/IT manufacturing
Computing/IT services
Conglomerates
Consultancy - Actuarial
Consultancy - Computer
Consultancy - Design
Consultancy - Finance
Consultancy - Management
Consultancy - PR
Consultancy - Recruitment

Corporate Finance
Cosmetics & toiletries
Courts, magistrate, probation
Dentistry
Detergents
Education
Engineering - Aeronautical
Engineering - Chemical
Engineering - Civil
Engineering - Electrical
Engineering - Electronics
Engineering - Materials
Engineering - Mechanical
Entertainment and Leisure
Extraction Industries
Fire
Food, drink and tobacco
Forestry and fishery
General Management
Health authorities & trusts
High street banking
Housing associations
Holding companies
Hospitals

Hotels and catering
Insurance
Land & estate agents
Law firm
Local government
Manufacturing
Medical including medicine
Merchant Banking
Metal extraction
Motor vehicles
Museums
Non-profit association
Nursing
Oil & Gas production
Police
Politics
Publisher
Radio, TV., advertising
Telecommunications
Trading/Dealing/Equities
Transport and travel
Utilities (gas/water/electricity)
Veterinary
Other

<b>Activity</b>
Administration
Customer services
Design
Export
Finance
General Management
Human Resources
IT
Legal
Logistics/Planning
Marketing
Engineering
Production
Purchasing
Research and Development
Secretarial
Sales
Technical
Other

<b>Ethnicity</b>
White - British
White - Irish
White - Other
Mixed - White & Black Caribbean
Mixed - White & Black African
Mixed - White & Asian
Mixed - Other
Asian or Asian British - Indian
Asian or Asian British - Pakistani
Asian or Asian British - Bangladeshi
Asian or Asian British - Other
Black or Black British - Caribbean
Black or Black British - African
Black or Black British - Other
Chinese
Other

<b>Gender</b>
Male
Female

<b>Country</b>
A very long list

If you have a need for a particular norm group then please let us know and we can examine the database to determine if there is enough data available to create one for you. There will of course be no charge for this service.

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