

**Full Competencies -Alphabetical**  
**for**  
**Sam Sample**

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

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Norm Group = **General population**

This report has been prepared with every care and in good faith. However the interpretation arises from the sum of the candidate's choices and preferences in answering a series of self-report inventories, and should therefore be seen purely as indicative of certain trends in their attitudes at that time.

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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Prospect House, Prospect Place, Beechen Cliff, Bath BA2 4QP United Kingdom  
Phone +44 (0)1225 311399 Email [info@selbymills.co.uk](mailto:info@selbymills.co.uk)

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Presented here are the candidate's results in relation to 130 work competencies, which cover most areas of work activity. Each Sten score is accompanied by a small piece of text to indicate the likely behaviours which are associated with the result which they have obtained. These are likely to provide an indication of the detailed work areas and activities to which they may be suited.

Remember that they cannot score very highly on every competency. The value to be derived from this section lies in identifying the few significant competencies which provide valuable insight into the detailed areas of work activity in which they will be most successful and effective. These are likely to be the higher scoring competencies.

### **ADAPTABLE**

4

Will adapt with support and provided understanding about the need for change has been clearly explained. Prefers continuity to continuous change.

### **ADMINISTRATION**

6

May handle the routine aspects of information flows throughout their function, including delegation.

### **AMBITION**

7

They are likely to persist in pursuing their chosen objectives and achieving their ambitions for a considerable time, although substantial frustrations and setbacks may cause them to relinquish an objective. Persistence is a relative strength.

### **APPROACHABLE**

2

Communication with others is not a priority for them and they may become impatient if approached by many others for an explanation of their work or actions. Some of those who work closely with them may find them harder to approach than they think.

### **ASSERTIVE**

6

Thinks and acts assertively, developing own directions which others may find both agreeable and difficult to influence.

### **ATTITUDE TO AUTHORITY**

1

Prefers job discretion to do what they believe are the priorities, even if they vary from agreed goals. May not always display tenacity.

### **BUSINESS DEVELOPMENT**

4

Tries to manage a low level of non-client responsibility, and will accept an internal authority role, works more independently of their peers.

### **BUSINESS JUDGEMENT**

2

Has a limited understanding of the wider business context and finds difficulty in developing commercially creative ideas.

### **BUSINESS ORIENTATION**

6

Achieves results by fostering and maintaining effective relationships. The results will be achieved through considerable discussion with a wide range of contacts.

### **CAN JUGGLE WITH SENSITIVITY**

4

Less willing to handle many issues simultaneously; sometimes misreads or overlooks the impact of extraneous subjects.

### **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.

## CHARISMA

1

Such people probably display a short-term vision and prefer to stick to their own tasks, rather than spending much time influencing and networking with other people.

## CLARITY

8

Whilst keen to produce clear results and to work with well defined objectives, they are less concerned about the organisation's structure and will make sense of it for themselves, in order to produce results

## CLIENT SENSITIVE

1

Gives consideration to client's interests but can lose sight of the company's interest or the need for equity of treatment.

## COACH

4

Focuses on their own priorities much of the time and wants others to fit in with these. Support to assist the learning and development of colleagues is given if it also assists their goal achievement.

## COMMERCIAL ASTUTENESS

5

Is sometimes attracted to carry out individual marketing activities and will sometimes try to obtain business for the company from existing and new clients, some willingness to see opportunities for the business as a whole.

## COMMERCIAL AWARENESS

4

Has some understanding of the wider business context, endeavours to give value for money but may lose sight of the company's interest or the need for equity.

## COMMERCIALISM

6

Will respond to work pressure and keen to seek new business opportunities. Can raise performance when necessary and is interested in exploiting new opportunities.

## COMMITMENT

2

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

## COMMUNICATION STYLE

2

May be cautious and intuitive, not always being easily understood by others, particularly those who do not share job responsibilities. May find it uncomfortable to confront other people.

## COMMUNICATOR

6

Able to deal easily and effectively with all groups of colleagues and clients, provided there is common understanding about the task. Will prefer work oriented rather than socially oriented groups, unless the group has much in common.

## COMPANY WORKER

7

Such people are oriented towards working with groups and are committed to achieving results through a cohesive team based approach. Under such circumstances these people will produce impressive results.

## COMPLEXITY

3

They will prefer well structured work activity to dealing with complex and ambiguous issues most of the time. This should influence their preferred career direction and work content.

## CONFIDENCE

2

A relative loner who may take on more than they can handle, or become impulsive under pressure. May not be comfortable working in a team.

## CONSULTING ORIENTATION

4

They usually become involved in issues in which they have an interest and may be influential in the reaching of a decision. This means that they are more likely to be interested in resolving the issue than consulting with others to help them decide it for themselves.

## COPE WITH PRESSURE

8

Is consistent in performing under pressure, and is relatively calm in adversity or disappointment.

## CORPORATE AWARENESS

10

Always perceives the impact and implications of activities on other parts of the organisation.

## CORPORATE COMMUNICATION

5

Sometimes picks out important information through carefully paying attention but may not always check that understanding has taken place. May probe and gather evidence, assimilate and describe goals in understandable terms to which people can commit themselves.

## COST CONTROL

8

Concerned to control costs and provide clients with value for money.

## CURIOUS

2

They will focus attention on the maintenance of the present system and will respond critically to new suggestions for improvement. Quality and standards may engage their attention, rather than the rapid completion of tasks.

## CUSTOMER RELATIONS

1

Customer relations may not be a priority and they may not be keen on customer-facing work responsibilities. They may be more technically oriented or prefer administrative tasks.

## DECISIVE

6

Makes decisions based on a cautious evaluation of the available information.

## DEDUCTIVE REASONING

6

Logical and thorough approach to problem solving, quick to resist irrelevant data. Such people will seek out logical and convergent information, in order to carry out effective analyses of issues in order to produce reasoned decisions.

## DELEGATION

3

May take some decisions, but sometimes may abdicate responsibility, leaving others to handle the routine matters.

## DETACHMENT

7

They display the capability to evaluate issues impartially and also probably display some reserve when with others. While this will have benefits in situations where they may need to discipline someone, it may prevent others being as open with them as may benefit work to maximum effect.

## DETAIL CONSCIOUS

10

Very strongly attracted to and suited for work which involves the accurate handling of administrative matters and detail.

## DETERMINED

4

Identifies the main priority and sticks effectively to it. Under pressure performance may decline slightly and systematic approach may also decline.

## DIPLOMACY

4

They will keep others informed when time and other priorities permit, sometimes preferring to communicate in writing for clarity.

**DISCIPLINE**

7

Is comfortable criticising colleagues and is unlikely to have difficulty disciplining them.

**DRIVE**

1

Such people are interested in producing results, but probably do not raise their work rate when the pressure is on. They prefer dealing with easy to resolve problems of a relatively short term nature to dealing with long term strategic ones.

**EMPATHETIC**

4

Is sometimes not aware of others' feelings and can sometimes ignore them when dealing with them.

**ENERGY**

2

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

**EVIDENCE BASED**

6

While open to the ideas of others, they will need strong and sound reasoning to persuade them that a different approach may be appropriate. However, they are not stubborn.

**EXPLORER**

3

They will be comfortable with routine and well structured work, only occasionally wanting to find improved ways to operate.

**EXTERNAL IMAGE**

3

Endeavours to provide a limited vision and act as an ambassador and mentor to subordinates, may occasionally develop the business through empowering colleagues.

**EXTERNAL RELATIONS**

7

They will undertake and enjoy external representation, developing effective relations with clients and customers alike. They will only occasionally find this conflicts with their work priorities.

**FAIRNESS**

5

They generally take care not to take on too many commitments and will deliver them effectively. They can relax and enjoy themselves with people with whom they feel comfortable, living for the moment at such times.

**FIRM BUT FAIR**

4

They maintain generally high standards but may ask more of themselves than they do of others. They may be easy-going with those with whom they are familiar and a little harsher with some of the others.

**FLEXIBLE**

2

Likely to have difficulty in adapting to change; will prefer a stable environment and predictable routines.

**FUTURE ORIENTATION**

4

Displays some confidence, but may miss subtle messages about future activities and may not always link present objectives with future goals, unless given support and advice by others.

**GOAL ORIENTATION**

4

Prefers to work with clear goals and a focus and generally pursues these consistently, although they may occasionally become distracted by other opportunities.

## GOOD HUMOUR

1

Unable to respond positively during times of difficulty or hardship. Has difficulty judging when humour is appropriate.

## HARD WORKING

1

Tends to be multi-focused and easy going, probably reacting rather than initiating. Focus will vary according to issue.

## HUMILITY

5

Usually willing to accept shortfalls and will admit to mistakes although may prefer not to. Appreciates that there may be value in learning from mistakes.

## IMPARTIAL

4

Has difficulty keeping an open mind. Often lets their personal opinions and views influence decisions.

## IMPRESSIVE

3

Appearance and behaviour is occasionally poorly judged, shows some hesitancy and can be unimpressive.

## INCISIVE

1

Unlikely to absorb issues quickly, preferring to focus on aspects which are understood.

## INDEPENDENT

4

Is persuaded by the majority more often than acting on their own convictions.

## INFLUENTIAL

5

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

## INITIATIVE

3

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

## INNOVATION

4

Not very attracted to producing innovative solutions to practical problems.

## INTEGRITY

3

May have difficulty handling sensitive or confidential information.

## INTERPERSONAL SENSITIVITY

4

Mostly pays attention but may not check that understanding has taken place.

## INTERPERSONAL SKILLS

3

Is selective about those with whom they mix, is cool to many people and takes some time to warm to strangers. Conversation may not flow easily.

## INTERPRETS OTHERS' BEHAVIOUR

1

May be relatively slow to reach conclusions about the quality of other peoples' work and may see each person, event or issue separately, not linking them with corporate priorities.

## 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.



## JUDGEMENT

5

They evaluate options carefully although their judgement can be pressurised by other issues so that their decision is optimum rather than ideal. This will only happen relatively occasionally.

## KEEN TO DELIVER

3

Has some awareness of commercial issues and may raise work performance when issues become urgent.

## LEADERSHIP

3

Displays confidence and willingness to accept responsibility for tasks which fall within remit. Provides modest task leadership to others.

## LOGIC AND ANALYSIS

4

Evaluates data within the immediate constraints and current resources. Investigates the present symptoms before devising an action plan.

## LOYAL

6

They are likely to be conscientious and conventional, putting equal weight on commitment to the organisation and self-interest.

## MACRO AWARENESS

4

Less aware of changes in the economic, social and political environment likely to affect the job or the organisation, can be parochial at times.

## MANAGEMENT PROFESSIONALISM

8

Understands job and demands intimately, maintaining appropriate distance from other people and seeking and reflecting very high standards of work.

## MANAGEMENT STYLE

5

Prefers to monitor activities in an indirect way, interested more in the development of projects than in their progress, but can establish procedures.

## MOTIVATION

2

Satisfaction comes from areas outside their particular role and the tasks associated with it.

## NEGOTIATION

1

May not cling tenaciously to own objective and approaches issues in a win/lose way, failing to understand the need for compromise.

## OPEN MINDED

3

May try, but has difficulty considering new possibilities and the views expressed by others.

## ORGANISATIONAL ACCEPTANCE

7

Complies with policies and procedures. Will institute changes only after some consultation.

## ORGANISATIONAL AWARENESS

4

May have some sensitivity to local corporate and personal issues, but may not be aware of more strategic or broad level ones.

## ORIGINAL

1

In general, they will prefer safe and well established approaches to tasks, only occasionally suggesting novel or untried initiatives. They may be critical of those who wish to explore issues for their own sake.

## PEOPLE DEVELOPMENT

2

This is not a general priority for them and it would be useful if they could bear in mind the need to focus on their career development as a priority along with other work activities.

## PEOPLE ORIENTATION

4

Prefers to organise the situation so that the staff are motivated.

## PERFECTIONISM

6

Likes to work to high standards although may sometimes be willing to neglect quality in favour of other criteria.

## PERSISTENT

4

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

## PERSONAL IMPACT

3

May make a positive impression, through well developed social skills, but strong logic will not be a first approach. May vary their opinions, depending on their perception of the other person.

## PERSONAL RELATIONS

1

Their relationships at work are important but will not prevent them from achieving their work objectives. They may be more individual than group oriented.

## PERSONAL STANDARDS

3

Shares in the setting of standards for staff, but only occasionally monitors them closely; may be aware of short-term conflicts of interest, but generally does not review commitments with the 'big picture' in mind. Is comfortable to accept second place.

## PERSONAL STYLE

4

Displays warmth to others if they display warmth as well; may be seen as approachable by those who are confident. However, relatively private and may not be aware of impact of self on others.

## PERSUASIVE

4

Sometimes uses ideas and facts in an unsystematic way and occasionally fails to present them according to the expectations and preferences of others.

## PLANNING AND ORGANISING

8

Sensitive and alert to consequences of impact of events on others and will take appropriate steps to improve any problems which may occur. Plans effectively.

## PRACTICAL

6

They will sometimes respond to novel propositions because of the people making them, although in general they will be oriented towards practical and achievable goals.

## PRAGMATIC

8

They are likely to value the optimum solution, because this is an appealing balance between the ideal and a compromise. They may sometimes veer one way or the other, as a result of influence by a trusted colleague. This is a strength.

## PRIORITY MANAGEMENT

3

Establishes a range of priorities and organises tasks and delivery deadlines with these in mind.



### 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.

### PROFESSIONALISM

4

Tries to handle issues responsibly, but sometimes with a lack of concern for others and is less aware of conflicts of interest.

### PROFIT FOCUS

7

Mostly focuses on profitable activities and achieves the objectives.

### QUICK TO LEARN

3

Slower than most to pick up and learn new skills and techniques.

### REALISM

6

Whilst basically a realist, they can also day dream and imagine possibilities for improved ways of working. In general, though, they will only seek to change things they know they can achieve.

### RELIABILITY

3

Their reliability will depend upon the priority they give an issue and they are capable of changing their plans in the light of new information. This is not a particular strength.

### RESPONSIBLE

9

Takes commitments extremely seriously and will go to any length to avoid breaking them once taken on. Expects the same standard from others.

### RESPONSIVENESS

6

They respond to issues which they believe they can resolve effectively and where they have a commitment to the person concerned. They are also capable of asserting their own priorities and allowing someone else to deal with the problem.

### RETICENT

7

They may be cautious about initiating close personal contact with others and prefer them to show openness to them before they respond. They will find that many people respond warmly to their initiatives.

### RISK ASSESSMENT

5

May weigh up and quantify risks, despite occasional difficulty. Achieves this at an individual as well as company level.

### RISK AVERSION

7

Generally pursue core job role requirements with little tendency to vary from these.

### RISK TAKING

4

Has a preference to stick to the normal approaches within their area of expertise and looks for acceptable solutions.

### SALES FOCUS

4

Has no real interest in short term solutions or quick outcomes. Has little resilience to deal with disappointments.

### SALES ORIENTATION

8

They clearly value the feedback from making successful sales and enjoy doing business. It is likely that they are optimistic in their approach and this may communicate itself to others much of the time.

## SECURITY

10

They prefer a clear work role which does not suddenly change. For them, a clear organisational structure and reporting relationship is a corner stone of their security at work.

## SELF-DIRECTED

6

Able to choose key issues and pay careful attention to them, only occasionally allowing others to influence choice of priorities.

## SELF-DISCIPLINE

8

This person will display considerable self-discipline and deliver commitments with close attention to detail. A strong result.

## SENSITIVE

2

May prefer group settings, but may not always assert their needs within the group. One-to-one situations may be uncomfortable.

## SERVICE ORIENTATION

1

Has difficulty in establishing and maintaining working relationships with client management.

## STAMINA

1

They prefer a number of relatively short-term tasks at work and may be deterred by frustration or difficulty. Stamina is not a particular strength.

## STATUS

7

It is important for them to celebrate their success and achievements, and status is one value which they appreciate. This is a strength.

## STRATEGIC AWARENESS

3

Some potential will be recognised in situations they encounter, but caution will prevail over curiosity. They will draw most upon the received wisdom of past action and precedent when deciding on a course of action.

## STRESS TOLERANCE

6

Performs satisfactorily under pressure, and adjusts in time to adversity or disappointment.

## STRUCTURE

8

They prefer clear work structures, status and objectives. When these are in place they feel they work most effectively. They may be unsettled by prolonged change and uncertainty.

## TASK ORIENTATION

6

Works hard to deliver results, using personal and corporate resources effectively.

## 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.

## TEAMWORK

2

Prefers to operate as an individual with their own professional colleagues.

## TECHNICAL ORIENTATION

4

Can handle complex issues as well as manage other people, sometimes enjoying complexity.

**THINKING AGILITY**

4

Values the thinking process and the use of logic in order to reach conclusions, but may consult relatively narrowly and not utilise lateral thought automatically.

**THOUGHT INSPIRING**

4

They balance their own contribution and the needs of the work with the influencing and direction of others towards a goal.

**TOLERANCE**

6

Accepts that others will make mistakes but may become intolerant when they reoccur. Willing to accept that it can take others time to learn and develop new skills.

**TOLERANCE OF  
AMBIGUITY**

4

Adjusts to changing situations slowly, is cautious about new ideas, prefers to maintain their own style as circumstances alter.

**TRAINING AND  
DEVELOPMENT FOCUS**

3

Sees people as a resource to achieve goals, support is given if objectives are met and puts most emphasis on immediate payoffs.

**VIGILANCE**

4

Will maintain generally high standards, although they will not be consistent if the issue is perceived to be a lower priority. May be expedient with what they believe to be less important. Generally helpful and understanding of others, unless they disagree with their approach.

**WHOLE BUSINESS  
APPROACH**

5

Prefers work where there can be some integration of activities but is more comfortable with relatively sequential activities than complexity.

**WILLINGNESS TO ASSIST**

2

Rarely willing to help and support others.

**WORK ETHIC**

2

Tasks are not valued for the effort required to achieve effective results. Boredom with tedious activities is likely to occur.

This is the end of your report.

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