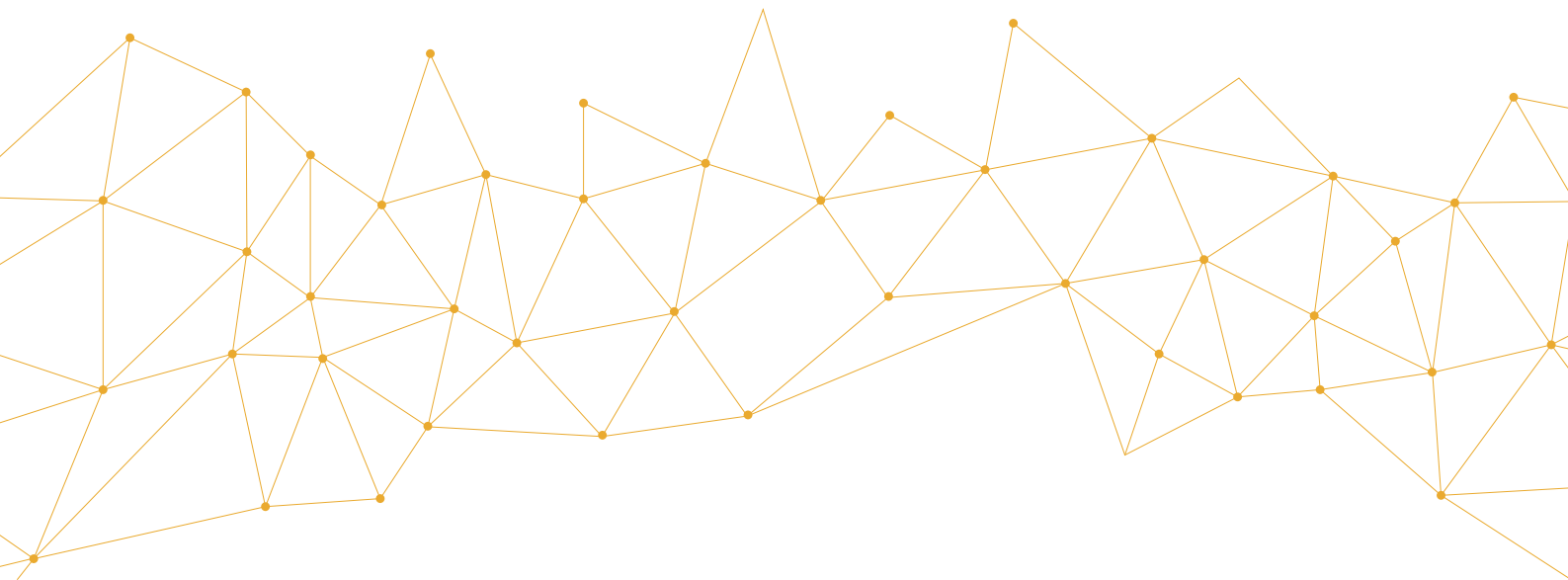


Competency Report

Project: Competency Project Manager

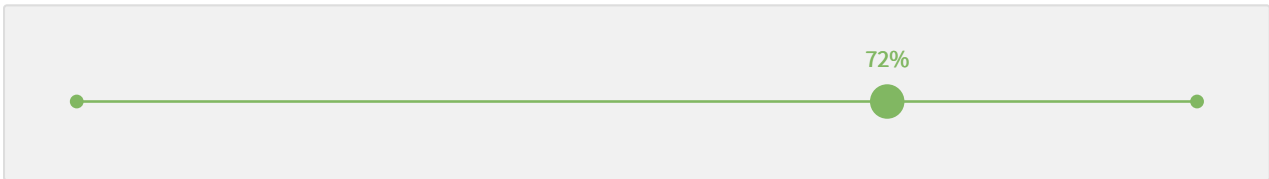
Competency profile: Project manager

Candidate: Demo Test



Summary

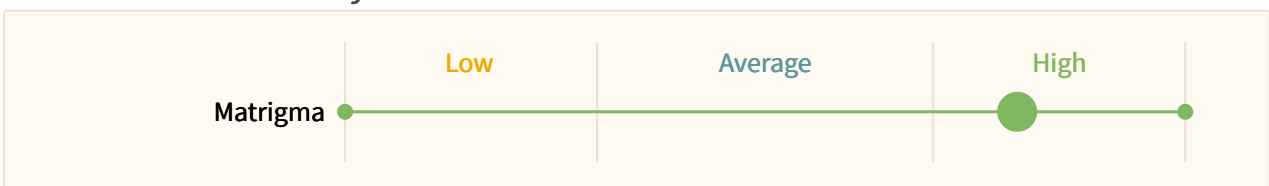
Competency Profile Match



Competency Score

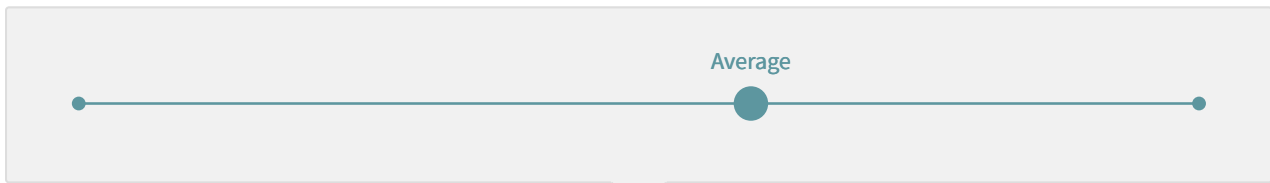


General Mental Ability



Business Savvy

Match Score



Behaviors associated with this score

- Not be knowledgeable and up-to-date about: current and future policies, trends, technology and information; affecting his/her business and organization.
- Use objectives and tactics with no clear link to business strategy.
- Fight losing battles.
- Take a firm stand on issues that have only minor impacts.
- Be perceived as narrowly tactical and to see new opportunities as likely failures.

Behaviors associated with this score

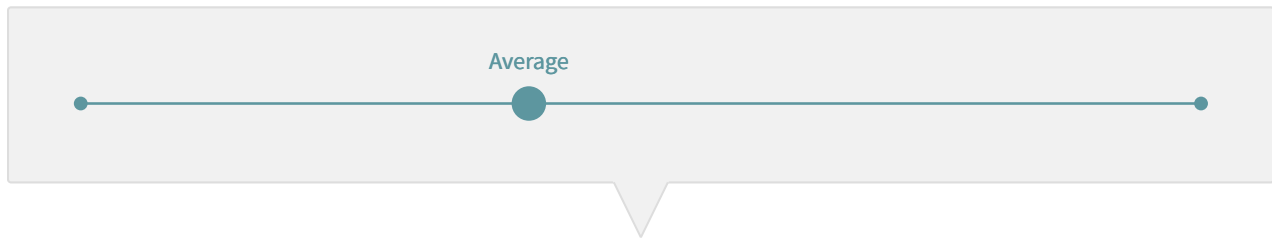
- Take advantage of opportunities in areas that he/she has some knowledge or experience with.
- Know the mission of his/her unit and its importance in relation to the organization's mission.
- Use objectives and tactics that are in line with business strategy.
- Take a firm stand when a decision has a significant effect on the business.

Behaviors associated with this score

- Make decisions and take action based on both: the mission of his/her unit; and the larger mission of the organization.
- Translate business strategies into clear objectives and tactics.
- Know which battles are worth fighting and drive hard on the right issues.
- Take calculated risks and seize innovative and creative opportunities in the marketplace.

Good Communicator

Match Score



Behaviors associated with this score

- Be perceived as cutting people off and finish their sentences if they hesitate.
- Interrupt to make a pronouncement or render a solution or decision, flawed.
- Express opinions that only shows agreement.
- Be defensive or non-responsive to feedback, not changing behavior.
- Provide negative feedback in a distorted way or not at all.

Behaviors associated with this score

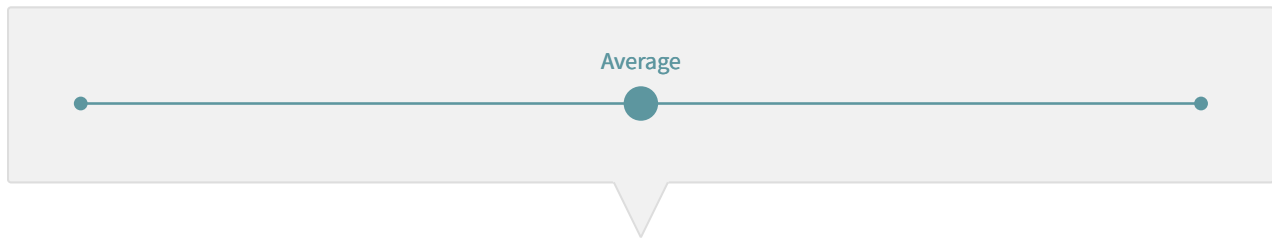
- Express personal views, even when different from others.
- Occasionally seek feedback from others, and only accepts when in line with own thinking.
- May implement some behavior changes based on suggestions.
- Provide honest and direct feedback but may avoid highly sensitive or difficult issues.

Behaviors associated with this score

- Conveys information with clarity and ease.
- Listens effectively.
- First seeks to understand and then be understood.
- Encourage others to express opinions that are unique or contrary to those of the group.
- Provide honest and direct feedback, not afraid to bring up sensitive issues and work to find solutions.

Initiator

Match Score



Behaviors associated with this score

- Be perceived as not willing to help or take on problems when action is needed.
- Work on assigned tasks only and resist taking on new roles.
- Be perceived as slow to act on an opportunity and not offering opinions.
- Maybe come across as overly methodical and not set very challenging goals.
- Avoid taking a stand.
- Side with the majority in controversial discussions.

Behaviors associated with this score

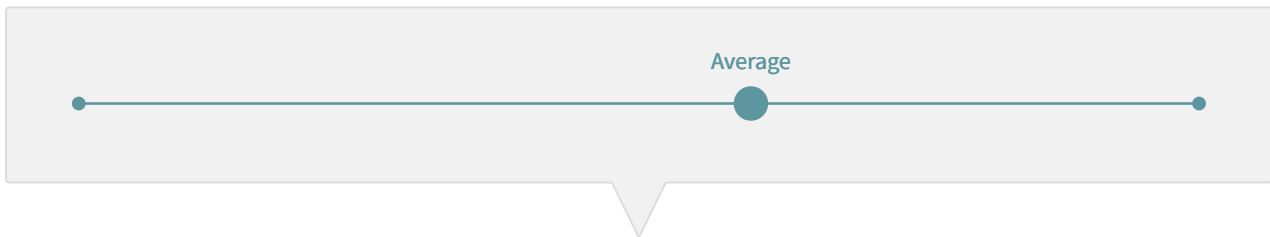
- Occasionally take on new tasks or trying new ways of doing things. Offer a moderate number of suggestions for solving problems.
- Take action within job scope, without seeking approval from others.
- Offer help when presented with a problem situation.
- Take some unpopular stands and speak your mind in moderate amounts.

Behaviors associated with this score

- Champion new initiatives within and beyond the scope of own job.
- Seek out new work challenges.
- Act when others hesitate.
- Seek opportunities to provide help and offer opinions early on.
- Initiate activities and projects independently, not be afraid of taking unpopular stands.

Planning

Match Score



Behaviors associated with this score

- Plan too much in an unreasonable amount of time and create situations where it is impossible to get everything done.
- Be perceived as not having the patience to: establish goals and objectives, scope out difficulties, plan for task completion, develop schedules, and do roadblock management.
- Not pulling resources together effectively.

Behaviors associated with this score

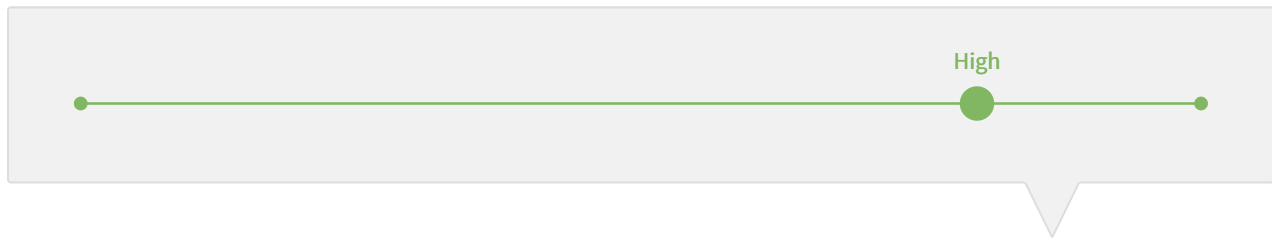
- Demonstrate some degree of systematic control, over time and efforts of self and others.
- Usually prioritize work to balance several major projects at once.
- Juggle both minor and major tasks. Assign reasonable tasks for self and peers .
- Occasionally work under a time crunch to complete everything.
- Concentrate primarily on short-term planning, with some long-term considerations.

Behaviors associated with this score

- Develop short- and long-range plans that are comprehensive and realistic.
- Break tasks down into easily manageable pieces with clear timelines, while combining own and delegated actions to accomplish goals.
- Use resources appropriately and set priorities.
- Make the best use of time and resources to complete all tasks.
- Anticipate changing priorities.

Problem Solver

Match Score



Behaviors associated with this score

- Be perceived as impatient and jump to conclusions too soon.
- Does not define and analyze the problem and root causes.
- Develop quick, short-term solutions that only address the immediate problem at hand.
- Attempt to tackle highly complex problems without breaking them down.
- Not ask penetrating questions to identify hidden patterns.

Behaviors associated with this score

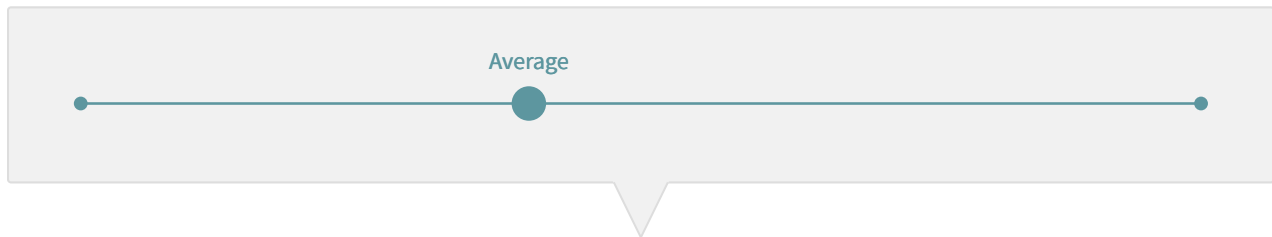
- Typically divide a particularly large or complex problem into a few manageable parts.
- Develop solutions that address one or more related problems, may include long-term answers.
- Identify some problems before they occur and identify common causes and possible solutions.

Behaviors associated with this score

- Consider all aspects of a problem and their interrelationship, to arrive at a comprehensive solution.
- Consistently breaks problems down into smaller, more manageable and easier to understand components.
- Identify both common and unusual problems before they occur.
- See the big picture and take into account broader considerations.

Resourceful

Match Score



Behaviors associated with this score

- Get rattled and lose cool under pressure and stress.
- Not accept responsibility for mistakes; can come across as rationalizing or blaming others for failures.
- Blow up, say things he/she should not.
- Be defensive and sensitive to criticism.
- Be perceived as contributing to others losing composure or being unsettled.
- Let anger, frustration and anxiety show.

Behaviors associated with this score

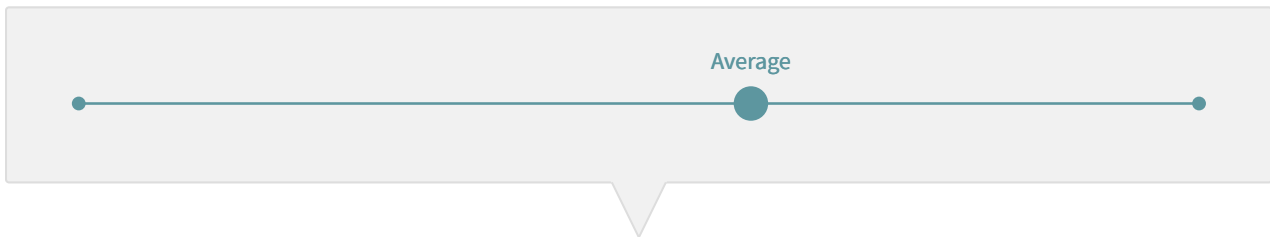
- Adjust performance during time of failure or rejection.
- Reflect on what could have been done differently while moving forward.
- Have some difficulty dealing with harsh setbacks - accept personal responsibility for mistakes but may identify others roles in the failure. Demonstrate self-confidence in familiar working environments.

Behaviors associated with this score

- Be perceived as positive and show self-confidence in all working environments, even difficult ones.
- Accept total responsibility for failures and maintain performance. Does not include others when owning up to mistakes.
- Quickly change his/her behavior to adapt to changing circumstances.
- Influence his/her own environment rather than reacting to it.

Result Oriented

Match Score



Behaviors associated with this score

- Work harder, only when explicitly requested.
- Be content with status quo, not seek better results or more efficient ways to work.
- Give up too soon or move on to something that is going better.
- Be perceived as hesitant to push when met with roadblocks and to compromise for less than the original goal or objective.
- Not set challenging expectations for self or others.

Behaviors associated with this score

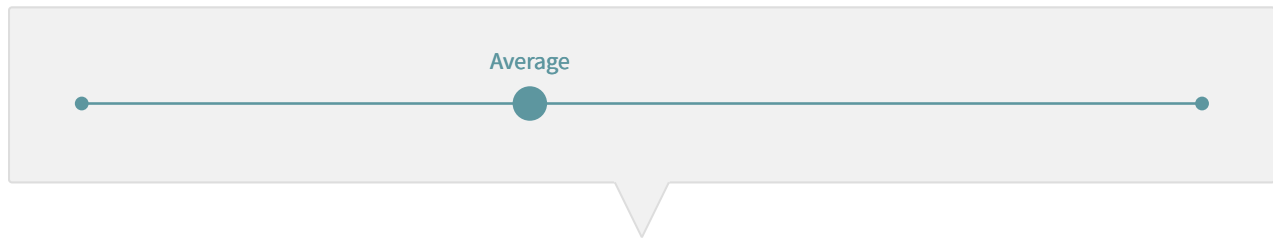
- Work harder or do more to achieve better results or more efficient ways to work.
- Be willing to challenge the status quo in an effort to improve work performance.
- Set moderately challenging standards and expectations of self and others.
- Accept failure only after repeated attempts.
- Demonstrate moderate levels of urgency and energy towards beginning projects and getting results.

Behaviors associated with this score

- Work extremely hard and be willing to put in extra time, in an effort to be the best and achieve the highest standard.
- Establish very high standards and expectations for self and others.
- Adjust behavior quickly to meet a goal or overcome an objection.
- Convey a sense of urgency - not accepting failure and frequently tries new methods to improve results.

Team player

Match Score



Behaviors associated with this score

- Not sharing his/her knowledge or expertise with others, unless directly instructed to do so.
- Being perceived as taking credit rather than sharing successes with the group.
- Work only within the confines of own organizational unit.
- Avoid handling constructive conflict and giving honest feedback to others.

Behaviors associated with this score

- Share his/her knowledge and helps others acquire a new skill, when key to achieving group goals.
- Share credit for some group efforts and projects, but not all.
- Put some effort into projects, even if s/he will not get credit.
- Occasionally branch out to other units or departments for assistance.

Behaviors associated with this score

- Facilitating and building on the ideas of others.
- Help others improve their skills and knowledge base by sharing his/her expertise on a regular basis.
- Work together as opposed to separately or competitively.
- Share all credit for a group's accomplishments and see all individual contributions, as crucial to the end result.

Development program

The development section builds upon the competency based assessment. The goal with this section is to make both short- and long term development more tangible by pointing out both developing behaviors and stretch assignments for the selected competencies. Read them through and select the behaviors and activities that are critical for you to ensure your skills are competitive today and tomorrow.

Business Savvy

Developing Behaviors

- Take a risk, make a decision where you are not certain of the outcome.
- Identify 5 trends that are likely to affect your business.
- Sit in at your customer service department, to better understand your customers/services.
- Take business problems to inside experts and ask them what are the keys they look for.
- Observe what they consider significant and not significant.
- Connect with the person who is in charge of the strategic planning process; to identify the mission-critical functions and capabilities the organization needs to excel in, to win. Analyze how this relates to your role and your priorities.
- Read the right periodicals, scan those publications regularly. Try to identify three items per issue that relate to your business.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- To start something new or making strategic changes.
- Working with organizations in multiple countries to better understand your market.
- Managing work with: tight deadlines, pressure from above, high visibility, and responsibility for critical decisions.
- Work in a team studying a possible acquisition.
- Launch a new product, service, or process.
- Relaunch an existing product or service that is not doing well.
- Work with a team forming a joint venture or partnership.

Good Communicator

Developing Behaviors

- Listen without interrupting. Ask clarifying questions. Restate what the other person has said to signal understanding. Do not always offer advice or solutions, unless it is obvious the person wants to know what you would do.
- Do not interrupt others or finish their sentences for them.
- Ask one more question than you do now and add to that, until people signal that they think you are truly listening.
- With those who are vague or that you do not have time to listen to, summarize what you have heard and ask them to be more concise next time.
- Ask someone you trust what they would do to get your attention when they think you are not listening. Work on eliminating those types of non-verbal behaviors.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Dealing with employees who; lack adequate experience, are performing poorly, or are resistant to change.
- Influencing peers, higher management, or other key people over whom you have no authority.
- Benchmark innovative; practices, processes, products, or services of; competitors, vendors, suppliers, or customers and present a report making recommendations for change.
- Work a few shifts in the telemarketing or customer service department, handling complaints and inquiries from customers.
- Attend a self-awareness/assessment course that includes feedback.

Initiator

Developing Behaviors

- Always do 10 % of each task, immediately after it is assigned, so you can better gauge what it is going to take to finish the rest.
- Break the task down into smaller pieces. Commit to doing one piece a day. Do not even think of the larger goal. Just do something on it each day.
- Make a decision every day that narrow things down.
- Make mistakes, take risks and treat any mistakes or failures as chances to learn.
- Focus about half of your time on two or three key priorities.
- Pick a few mission-critical things and get them done.
- Get others involved and their input before you have to take action.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Managing work with: tight deadlines; pressure from above; high visibility and responsibility for critical decisions.
- Handling responsibilities that are new or very different from previous ones you have handled.
- Manage a group through a significant business crisis.
- Take on a task you dislike or hate to do. Take on a challenging project, one where others who have tried, may have failed.
- Resolve an issue in conflict between two parties (people, units, geographies, functions, etc). Relaunch an existing product or service that is not doing well.

Planning

Developing Behaviors

- Set goals and measures so that you and others can track progress towards the goals.
- Identify worst-case scenarios - What could go wrong? Rank the potential problems from highest to lowest likelihoods. Think about what you would do if the highest likelihood things were to occur. Create a contingency plan for each.
- Plan the next day at the end of each day.
- Find someone in your environment who is better at planning than you are, to see how it is done. How does that compare against what you typically do? Try to increase doing the things he/she does.
- Ask for feedback from some people who have had to follow your plans. What did they like? What did they find difficult?
- Share your ideas about the project, with the people you need to support you later. Get their input on the plan.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Handling responsibilities that are new or very different from previous ones you have handled.
- Managing work that is broad in scope (involving multiple functions, groups, locations, products, or services) or large in sheer size (e.g., workload, number of responsibilities).
- Plan an; off-site meeting, conference, convention, trade show, event, etc.
- Manage the purchase of: a major product, equipment, materials, program, or system.

Problem Solver

Developing Behaviors

- Use 60 minutes to analyze an important problem/challenge and come up with more than one solution. Usually somewhere between the second and third solution that you come up with, turns out to be the most effective.
- Break down problems into pieces and parts and solve them one at a time. Find someone who makes a good sounding board and talk to him/her, not just for ideas, but to increase your understanding of different problems.
- Brainstorm together with your team, identifying all that could go wrong with at specific plan.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Managing work that is broad in scope (involving multiple functions, groups, locations, products, or services) or large in sheer size (e.g., workload, number of responsibilities).
- Fix problems created by someone else or existing before you took the assignment.
- Analyze your role together with a superior in which you identify your: most critical targets; the most important contexts and the correct planning horizon for your role, to make prioritizing easier.
- Take on a tough project, one where others have failed in the past.

Resourceful

Developing Behaviors

- Do a role analysis to identify how you need to behave to be functional in your role.
- Identify in which situations you are vulnerable; write down the last 10 times you lost your composure and analyse what made you react in those situations. Consider what kind of behavior would have been more appropriate.
- Try to decrease the number of times you lose your composure per month by 10 %.
- Create and practice delaying tactics, to regain your composure after the emotional response is triggered.
- Pick a time each day when you allow yourself to worry about things and attempt to not think about these worries at any other point of the day.
- Find a release for your pent-up emotions.
- Ask a person you trust to observe you in different situations and to give you feedback on how you could handle things differently.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Handling responsibilities that are new or very different from previous ones you have handled.
- Managing work with tight deadlines, pressure from above, high visibility, and responsibility for critical decisions.
- Make peace with someone: you have disappointed with a product or service; or you have had some trouble with or do not get along with very well.
- Manage a group through a significant business crisis.
- Handle a tough negotiation with an internal or external client or customer.

Result Oriented

Developing Behaviors

- Think about multiple ways to get the same outcome. For example; to push a decision through you could: meet with your boss, go to another key stakeholder or present the problem to your group. Be prepared to do them all when obstacles arise.
- Always do 10 % of each project immediately so you can better gauge what it is going to take to finish it.
- Always assume everything will take more time than you think it is going to take.
- Set higher targets - that is usually a good way to perform better.
- Keep a task progress log or have-to-do list. Work to delegate or task trade the things that are no longer motivating to you. Do your least preferred activities first to get them out of the way.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Managing work load with: tight deadlines, pressure from above, high visibility, and responsibility for critical decisions.
- Take on a tough project; one where others who have tried it, may have failed.
- Resolve an issue in conflict between two parties; people, units, geographies, functions. etc.
- Work on a crisis-management team.

Team player

Developing Behaviors

- Accept others normal mode of doing things, even if it is not the way you would go about completing similar tasks.
- Work hard at observing others and select your interpersonal approach, from the other person in and not from you out.
- Managing the first three minutes by being open and approachable, and take in information during the beginning of a transaction. The more you can get them to initiate and say early in the transaction, the more you'll know about where they are coming from, and the better you can tailor your approach.
- Listen and ask clarifying questions - restate what the other person has said to signal understanding.
- Confide your thinking on a business issue and invite the response of others.
- Initiate contact with others, ask the first question.
- When the others takes a rigid position, don't reject it. Ask why? What's behind the position, keep your cool even though he/she may have lost his/her cool.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Working with people from different cultures or institutions in other countries. Dealing with employees who: lack adequate experience, are performing poorly, or are resistant to change.
- Managing work that is broad in scope (involving multiple functions, groups, locations, products, or services).
- Manage a dissatisfied internal or external customer.
- Manage a team of people who are older and more experienced than you.
- Resolve an issue in conflict between two parties; people, units, geographies, functions, etc. Manage a group that includes former peers to accomplish a task.