



## AMA-Trait Selection Report Level 3

Automotive Manager

2nd January 2013



CompletionTime: 5 minutes

## AMA - Trait Report

**This report presents a summary of interpretations of the candidate's responses to the Trait personality inventory, as part of their selection process.**

Personality assessment can help you understand their natural preferences and patterns of behaviours. This enables you to learn about their natural strengths and to anticipate and plan around weaknesses and development needs. This can then inform you of how well they will fit for the role they are being selected for.

The AMA - Trait personality inventory is a measure of potential competency on the AMA Competency framework, each of which has important implications for their work style and approach. Although no questionnaire can offer certainty concerning their personality, Trait has been evaluated and researched extensively in providing an accurate summary of potential on the AMA framework. The interpretations in this report reflect their responses to the items on the inventory, so there should not be any major surprises.

For each of the AMA competencies you will find the following in this report:

- Performance Implications - what their responses indicate for that particular competency.
- Questions for exploration at interview - questions that will focus on key areas raised by their profile.

In interpreting their responses we have compared them to a sample of similar professionals in the motor industry who are similar to themselves. Each dimension is scored on a scale 1 - 10. Their scores are indicated by solid orange circles marked on the scales.

Information about their AMA - Trait profile is confidential and will only be seen by you and the individual. If after reading this report they have any questions about their personal development then please ensure they contact their organisational representative in Training and Development who will then be happy to discuss how they can best meet any development needs identified.

This report presents a summary of interpretations of the candidate's responses to the Trait personality inventory, as part of their ongoing personal development.

## The Structure

		Lower Potential					Higher Potential				
<b>Creates a Winning Culture</b>	Lives the values and plays a part in the team.	1	2	3	4	5	6	7	8	9	10
<b>Organises Efficient Systems</b>	Drives smooth operations supported by quality systems which are productive and efficient.	1	2	3	4	5	6	7	8	9	10
<b>Makes Sense of Information</b>	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				
<b>Leads the Team</b>	Attracts followers through leading standards and authentic behaviour.	1	2	3	4	5	6	7	8	9	10
<b>Engages the Workforce</b>	Creates a climate to maximise employee motivation and satisfaction.	1	2	3	4	5	6	7	8	9	10
<b>Gets Results through People</b>	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				
<b>Adapts Plans to a Changing Market</b>	Develops a market driven plan which attracts new business and gains competitive advantage.	1	2	3	4	5	6	7	8	9	10
<b>Makes Money</b>	Sets business direction and improves profit against a range of critical indicators.	1	2	3	4	5	6	7	8	9	10
<b>Drives Sales</b>	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				
<b>Joined Up Thinker</b>	Adopts a holistic view when balancing competing and critical business dependencies.	1	2	3	4	5	6	7	8	9	10
<b>Acts Decisively</b>	Takes the initiative, makes sound judgements and acts decisively to achieve positive outcomes.	1	2	3	4	5	6	7	8	9	10
<b>Can Do Attitude</b>	Copes well with change, stays focused and perseveres through difficult times.	1	2	3	4	5	6	7	8	9	10

## Summary Points

- May build positive relationships, demonstrate some company values and some effective team work.
- May not use resources effectively, monitor process or set improvements in systems.
- May not conduct research, use relevant facts or utilise information systems.
- May take control, sometimes challenge others, monitor standards and may influence others.
- May demonstrate some open communication, keep some informed and give occasional feedback.
- Likely to identify poor performance, set clear objectives for line reports and use one to ones effectively.
- May not contribute to marketing plans, understand market information or market conditions.
- May not understand factors that affect profit or take action to control costs or monitor financial information.
- May recognise commercial opportunities and interpret some sales metrics to identify improvement measures.
- May not assess options or demonstrate a clear thought process when considering problems.
- May not make effective decisions, find workable solutions or accurately diagnose problems.
- Likely to demonstrate a positive and focussed attitude, demonstrating drive and determination.

## The Structure

### Creates a Winning Culture

Lives the values and plays a part in the team.

Lower Potential

Higher Potential

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- Will likely be driven to achieve their goals and be willing to take on responsibility.
- Likely to follow the company values and be committed to goals aligned with them.
- Unlikely to build positive relationships easily and may be critical of others.
- Likely to prefer working alone, may not work productively in a team.

#### Interview Prompts

- Describe a time when you ensured your focus on goals did not compromise your relationships.
- Describe a time when you made a specific effort to build relationships with others.
- Describe a time when you contributed effectively in a team and had your ideas adopted.

### Organises Efficient Systems

Drives smooth operations supported by quality systems which are productive and efficient.

Lower Potential

Higher Potential

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- May not use resources effectively, and may not generally plan or organise for longer term.
- May tend to miss inefficiencies in the system, through lack of methodical process.
- Will tend to run existing systems with only small improvements.

#### Interview Prompts

- Describe a time when you hit an important deadline through careful planning and use of resources.
- Describe a time when you used a clear and methodical approach to improving a system or addressing a problem.

### Makes Sense of Information

Interprets data into meaningful management information that enables understanding of key issues.

Lower Potential

Higher Potential

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- Unlikely to use research and data comprehensively when attempting to solve problems.
- May not extract the right information and struggle to diagnose problems and develop suitable solutions as a result.
- Will tend to use management information only if they have to or are requested to, tends not to base decisions on facts/evidence.
- Their profile indicates they will tend to make decisions without consulting information systems or before they have identified key issues.

#### Interview Prompts

- Describe a time when you clearly identified the facts you needed and how you would collect them.
- Describe a time when you ignored your instincts and ensured your decision was based on sound facts and analysis.

# 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 standards, pace and clear direction for the team, by taking charge and challenging others assertively where appropriate.
- Likely to monitor standards and encourage the team to participate by influencing others to contribute or work together.
- May not build trust easily or always provide support.
- Their profile suggests they may not work collaboratively in order to reach agreements.

### Interview Prompts

- Describe a time when you let others take charge and make decisions.
- Describe a time when you offered extensive support to your staff when they faced a large challenge.

## 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

- Likely to demonstrate open communication in a language that everyone can clearly understand through communicating flexibly to suit different people and situations.
- People with this profile usually give positive and developmental feedback on a regular basis while appreciating and sensing others' feelings and views.
- May not use inclusive approaches for decision making, preferring to make decisions themselves.
- Unlikely to encourage team working and may prefer instead to focus on individual contributions.

### Interview Prompts

- Describe a time when you prepared extra communication or time to clarify changes to members of your team.
- Describe a time when you requested input from a wide range of stakeholders and individuals.

## 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 set personal and business objectives for direct reports through clear targets for self and others.
- Will be likely to attend to issues that will help meet goals through participating in routine one to ones and performance reviews.
- People with a similar profile tend to support individuals in the achievement of objectives, through a clear focus on their own and team objectives.
- Likely to identify poor performance and take action to improve poor results by challenging others assertively when appropriate.
- Likely to provide regular feedback on both positive and negative behaviour using an understanding of both team dynamics and motivating others.

### Interview Prompts

- Describe a time when you took a broader view of someone's achievements that were not included in their original objectives.
- Describe a time when you faced a lot of resistance to your challenging of poor performance.

## The Business

### Adapts Plans to a Changing Market

Develops a market driven plan which attracts new business and gains competitive advantage.

Lower Potential

Higher Potential

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- May not demonstrate awareness of some market conditions in market territory or be open to ideas in the market place.
- People with this profile may not recognise factors which are changing in their market place, may be resistant to change.
- May not specify clear objectives or make a contribution to marketing plans, may not be structured in approach.
- People with this kind of profile may not collate market information or understand the significance in own area.

#### Interview Prompts

- Describe how you keep up to date with market changes in your sector and a time when you identified new factors entering the marketing place.
- Describe a time when you have developed a clear and comprehensive marketing plan based on detailed market information.

### Makes Money

Sets business direction and improves profit against a range of critical indicators.

Lower Potential

Higher Potential

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- Likely to demonstrate an appreciation of the factors that affect profit, takes personal responsibility for results.
- Likely to take action to control costs and remedy issues relating to profitability, working hard to achieve budgetary goals.
- May monitor some financial information, may not always focus on the figures in a structured and methodical way.
- May not always contribute to preparation of budgets through careful planning and organising.

#### Interview Prompts

- Describe a time when you looked at the long term impact of cutting costs in your department.
- Describe a time when you set in place a regular routine or clear process for assessing costs and finances in your area.

### Drives Sales

Creates a selling culture, maximises commercial opportunities and drives sales performance.

Lower Potential

Higher Potential

1 2 3 4 5 6 7 8 9 10

#### Performance Implications

- Likely to monitor the individual's steps of sales activity, taking personal responsibility for sales activities, results and performance.
- People with this kind of profile are likely to recognise poor performing areas and identify improvement measures through benchmarking against appropriate sales metrics.
- Is likely to review performance with individuals and agree action required to improve sales, focusing on personal and team objectives and asking others to do so.
- May not recognise key commercial opportunities to do business, by being able to generate ideas or being open to suggestions made by others.

#### Interview Prompts

- Describe how you look at sales performance beyond just the sales numbers.
- Describe how you avoid relying on the tried and tested and seek out new commercial opportunities.

# 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

- May not assess many options or consider the impact of decisions on other aspects of the business, only partially considering links between departments.
- May not always demonstrate clear thinking when considering problems or contribute ideas for problem solving.
- People with a similar profile may not usually consider issues by collecting information from sources including hard facts and anecdotal feedback, or be open to new ideas or suggestions made by others.

### Interview Prompts

- Describe a time when you pulled others together to develop some creative ideas to solve a particular problem.
- Describe a time when you used both creative and factual thinking to generate the best solution.

## 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 make effective decisions promptly and take necessary action, working hard to ensure actions meet goals and required results to set timeframes.
- People with this kind of profile are likely to take responsibility for own decisions and additional responsibility for results, outcomes and performance.
- May not always find workable solutions to everyday problems or use careful diagnosis of problems to identify key issues.
- May not always accurately diagnose problems or weigh things up before committing to a course of action.

### Interview Prompts

- Describe a time when you paused to assess a course of action properly despite the pressure.
- Describe a time when you used others to help analyse and assess a particular decision or course of action.

## 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 demonstrate a positive attitude when tackling both issues and people, doing so in a calm and composed manner.
- Likely to maintain a focussed attitude towards achieving successful conclusions, through control of their emotions to remain relaxed and optimistic at times of pressure.
- People with this kind of profile are likely to encourage staff to think about what they can do about a problem rather than what they can't do, through keeping things in perspective and being optimistic.
- Will be likely to demonstrate drive and determination when things don't go right initially, dealing with problems and setbacks in calm and positive way.

### Interview Prompts

- Describe when you clearly communicated a sense of urgency even when you did not show it.
- Describe a time when you pushed others for urgency in action.