



AMA-Trait Selection Report Level 5

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.

The Structure

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

Summary Points

- May demonstrate some relationship building and influencing skills.
- May not deliver process improvements, benchmark operations or create efficient systems.
- May not use systematic problem solving or analyse a range of key information.
- May set some standards, act with integrity and encourage some accountability.
- May communicate reasonably clearly, lead some team briefings and provide feedback occasionally.
- Likely to get the best from people by giving constructive feedback and coaching.
- May not assess the market, identify threats or opportunities or be involved in developing a marketing plan.
- May not develop the business direction, review business progress or set clear business performance targets.
- May target new sales, develop some sales people and control elements of sales activity.
- May not see the big picture, identify a range of solutions or be open to new options suggested by others.
- May not attend to issues promptly, agree priorities or commit to seeing actions through.
- Likely to provide stability to others, overcome objections and turn problems into positive opportunities.

The Structure

Creates a Winning Culture

	Lower Potential			Higher Potential						
Lives the values and plays a part in the team.	1	2	3	4	5	6	7	8	9	10

Performance Implications

- Will be likely to embrace the company values and demonstrate them, seeking further responsibility.
- Likely to demonstrate accountability for their decisions and push hard for more responsibility.
- Likely to struggle with relationship building and being able to demonstrate best practice to others in their team.
- Unlikely to demonstrate team skills, relying on others to do this as well as encouraging praise and collaborative working.

Interview Prompts

- Describe a time when you delegated some of your responsibilities to others and what the outcome was.
- Describe a time when you allowed others to take small risks as part of their development
- Describe a time when you spent extra time with teams or individuals to mend or build better relationships.
- Describe a time when you demonstrated best practice team working.

Organises Efficient Systems

	Lower Potential			Higher Potential						
Drives smooth operations supported by quality systems which are productive and efficient.	1	2	3	4	5	6	7	8	9	10

Performance Implications

- May not deliver process improvements methodically or encourage others to do so.
- Likely to have limited interest or success in introducing new procedures.
- Will tend to have limited plans for operational/process improvements.

Interview Prompts

- Describe how you ensured past system/process improvements fitted together and were delivered in a cohesive way.
- Describe a time when you committed to improving systems/processes and delivered these.

Makes Sense of Information

	Lower Potential			Higher Potential						
Interprets data into meaningful management information that enables understanding of key issues.	1	2	3	4	5	6	7	8	9	10

Performance Implications

- Unlikely to use a range of problem solving techniques and may make ad-hoc decisions.
- Unlikely to use a range of information to monitor business performance or have knowledge of all the key facts.
- Their profile indicates they may not use facts to inform solutions and business case proposals.
- Will tend to lack measurement information when diagnosing problems and identifying key issues.

Interview Prompts

- Describe a time when you tried additional problem solving approaches and also utilised others to do so.
- Describe a time when you focused on the facts to ensure the solution was logical and effective.

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 clear standards of performance and high expectations for self and the team by taking charge.
- Their profile suggests they will act with integrity, be visible and consistent with words and actions by challenging others assertively where appropriate.
- May not gain commitment easily, due to a preference to work independently.
- Unlikely to help others find win/win solutions through working with others.

Interview Prompts

- Describe a time when you let others take responsibility for setting standards or expectations in their area.
- Describe a time when you led a team to small early successes and eventually a win/win agreement.

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 communicate the progress of the business clearly, concisely and flexibly to suit different people and situations.
- People with this profile tend to lead team briefings and discussions to provoke debate and secure agreements.
- Likely to provide quality feedback on contributions which is fair, balanced and objective while appreciating and sensing the feelings/views of others.
- May not encourage contributions from others easily, and not always encourage cooperative working.

Interview Prompts

- Describe a time when you planned which departments needed to be consulted and which individuals.
- Describe how you have ensured you gained team contributions from quieter or more independent team members.

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 challenging objectives for people to align individual contribution to organisational goals, and take personal responsibility for results and performance.
- Likely to measure and review performance, addressing training needs and personal development by benchmarking against others.
- Likely to Investigate grievance and disciplinary issues and instigate appropriate sanctions by challenging others assertively when appropriate.
- Likely to manage the capability and attendance of people by identifying poor performance and taking action by persuading and influencing individuals concerned.

Interview Prompts

- Describe a time when you let others have responsibility over some of your key objectives for their own development purposes.
- Describe a time when you ensured others saw you as an open and approachable leader.

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 assess market opportunities in own business, may not generate ideas easily or value creativity.
- People with this kind of profile may not identify threats and opportunities raised by the competition.
- May not develop marketing plans with a sufficient range of activities or cover aspects for the short, medium and long term.
- People with this kind of profile may not utilise market and customer information or consider it in a structured and methodical way.

Interview Prompts

- Describe a time when you used brainstorming or creativity techniques to support marketing plans and involved key stakeholders in this ideation process.
- Describe a time when you planned marketing effectively for the long and short term with clear activities identified for each

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 set business performance targets and identify key performance indicators, demonstrating a focus on personal and team objectives.
- People with this kind of profile tend to take action to address areas of variance and deliver improved profitability, taking personal responsibility for results, outcomes and performance.
- May not develop the business direction or plan through detailed planning for the short, medium and long term.
- May not review business progress, or monitor key performance indicators by comparing progress to schedules and plans.

Interview Prompts

- Describe a time when you shared credit for a project that came under your responsibility.
- Describe a time when you carefully monitored progress against a plan to ensure deadlines were met and took remedial action as required.

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 facilitate sales improvement by coaching and developing high performing sales people, driving them to focus on personal and team objectives.
- People with this kind of profile are likely to monitor and control sales activity to deliver accurate and effective process, working hard to monitor and control it effectively.
- Likely to analyse sales metrics and identify performance gaps, through selective benchmarking against the best in the field.
- May not always target new sales, or use additional ideas or be open to suggestions made by others.

Interview Prompts

- Describe a time when you adapted your management style to help motivate individuals towards their objectives.
- Describe a time when you encouraged new ideas in the team to drive sales and push their implementation.

The Manager

Joined Up Thinker

Adopts a holistic view when balancing competing and critical business dependencies. Lower Potential Higher Potential
1 2 3 4 5 6 7 8 9 10

Performance Implications

- May not always see the big picture by being able to link different aspects of the business to achieve collective outcomes, or come up with ways of working that are not obvious to others.
- May not identify clear solutions that benefit competing areas of the business, or choose new thinking over tried and tested methods.
- People with this kind of profile may not always consider options that find spin off benefits, or be fully open to some options suggested by others.

Interview Prompts

- Describe a time when you identified a new solution elsewhere in the business or sector that you then utilised in your department.
- Describe how you keep aware of changes in the business and identify working practices and solutions that can be used in your department.

Acts Decisively

Takes the initiative, makes sound judgements and acts decisively to achieve positive outcomes. Lower Potential Higher Potential
1 2 3 4 5 6 7 8 9 10

Performance Implications

- Likely to demonstrate appropriate speed in decision making and initiate appropriate action at the right time, attending to issues promptly that will help meet goals and objectives.
- People with this kind of profile are likely to agree priorities, commit to seeing through actions, and demonstrate personal responsibility for results, outcomes and performance.
- May not always fix things that are not broken, may identify some obvious opportunities for improvements.
- May not communicate reasons for choosing one choice over another or may not present reasoning based on a systematic approach to problem solving.

Interview Prompts

- Describe a time when you ensured an urgent decision was not rushed and was considered properly.
- Describe a time when you drew out actions from the team for improving their ways of working and then acted upon them.

Can Do Attitude

Copes well with change, stays focused and perseveres through difficult times. Lower Potential Higher Potential
1 2 3 4 5 6 7 8 9 10

Performance Implications

- Likely to provide stability to others when things become difficult, demonstrating calm and composure.
- Will be likely to overcome objections and win over doubters by turning negatives into positives, dealing with problems and setbacks in a positive way.
- Likely to turn problems into positive opportunities by overcoming obstacles and roadblocks, keeping things in perspective.
- People with this kind of profile are likely to inspire confidence and support the team to persevere and achieve positive results, through responding to pressure in an even-tempered and composed manner.

Interview Prompts

- Describe a time when you recognised that an objection was valid when working on a particular project.
- Describe how you realistically assess risks.