



Competency Assessment System

Participant

John Example

Competency profile

Example

Client

HFMtalentindex

Created on

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Introduction

The Competency Assessment System (CAS) report provides an indication of John Example's potential and behaviour in terms of competencies essential to the chosen job profile. The scores in this report are based on his responses to the HFMtalentindex personality measurement: a questionnaire, specifically designed to analyse relevant personality traits. The personality traits measured provide insight into the personal character traits responsible for John Example's behaviour. Based on these character traits, it is possible to make an assessment of the kind of behaviour he will display and his potential for developing himself in these competencies.

When using this report, it is important to keep the following in mind:

1. The report is generated by HFMtalentindex' rule-based expert system, meaning that the measurement is performed in a highly objective and accurate manner. The system generates results based on a combination of the expertise of experienced organisational psychologists and extensive scientific research.
2. The scores in the report were determined by comparing John Example's response pattern to that of an extensive norm group of people, representing a variety of professional roles in various sectors. The report shows how John Example's scores compare to the average scores of the norm group.
3. The report is based on the answers provided by John Example regarding himself. This means that the measurement is based on John Example's self-image. It is therefore important to compare the results in the report with other sources of information, such as (previous) work experiences and results, an interview with John Example, his CV and references, if applicable.



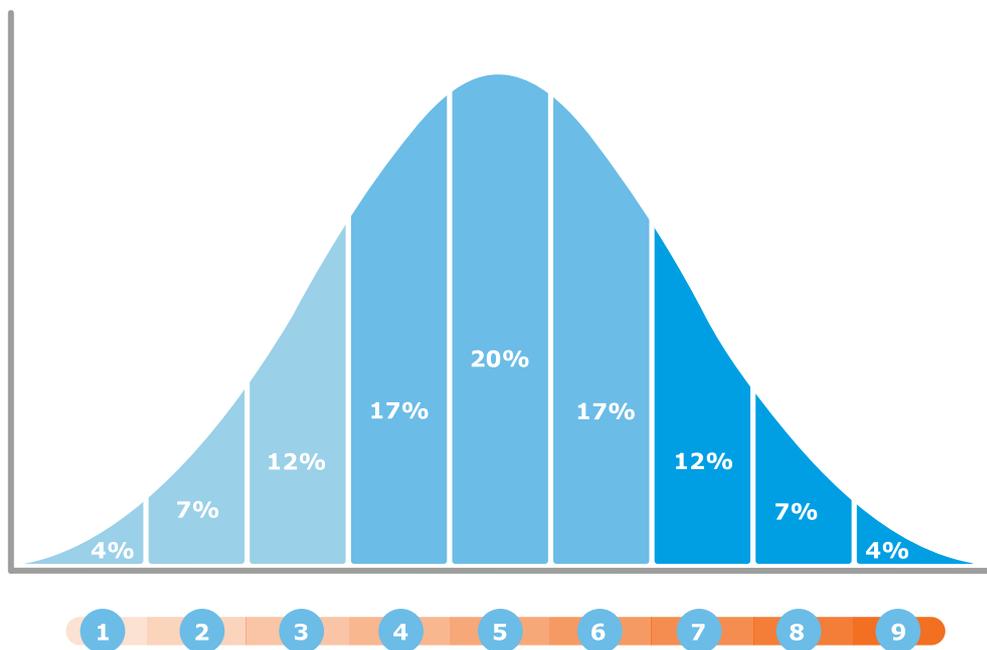
Report structure

The CAS report consists of two components. The first provides an indication of John Example's general potential for the chosen competency profile, and of his most distinctive characteristics. The second part focuses on specific competencies. We will first look at John Example's score profile, and then discuss for each competency what type of behaviour he is likely to display in practice.

In addition, a number of interview questions are listed for each competency, that are specifically relevant to John Example.

This report shows how John Example scores in comparison with the selected norm population. Some of John Example's scores are displayed on a nine-point scale. Each point on the scale corresponds to a part of a normal distribution (a stanine) that shows how often these results occur in the norm population. The more extreme the score, the less often it occurs.

Most people (54%) have an average score (stanines 4, 5 and 6 combined). The stanine scores 4, 5 and 6 can be explained as slightly below average, average and slightly above average. Just under a quarter of people (23%) have a high score (stanines 7, 8 and 9 combined). These stanine scores can be explained as clearly above average, far above average and very high. Also less than a quarter of people have a low score. The stanine scores 1, 2 and 3 can be explained as very low, far below average and clearly below average.



Fields of strength

John Example's specific qualities are discussed, using a number of key competencies for the job at hand. The CAS report differentiates between four groups of competencies:

Operational strength

The domain of operational strength includes the competencies necessary to accomplish a particular task. Operational strength is defined as the ability to complete tasks and duties successfully and to create the appropriate preconditions, allowing one to set things in motion and direct both one's own activities and those of others.

Interpersonal strength

The domain of interpersonal strength includes the competencies necessary in interacting with others and accomplishing things together. Interpersonal strength is the ability to influence others and establish positive relationships with others.

Personal strength

The domain of personal strength includes the competencies related to the drive to accomplish things independently. Personal strength represents energy, motivation and vitality.

Conceptual strength

The domain of conceptual strength includes competencies for which intellectual abilities are of key importance. Conceptual strength represents the inclination to analyse things and take a step back from day-to-day affairs, in order to weigh potential approaches and different solutions against each other. Conceptual strength shouldn't be confused with intelligence. In the context of this report, conceptual strength is a separate principle, which can be expressed at any level of intelligence.



Competency profile

John Example's profile includes the following competencies:

Operational strength

Accuracy	Effectively handling detailed information and being consistently attentive to details.
Decisiveness	Independently making decisions and sticking to them; having the courage to make firm decisions.
Devotion to quality	Demanding a high quality of provided products and services, and acting accordingly.
Dutifulness	Demonstrating commitment to agreements.

Interpersonal strength

Client-focused	Identifying and actively responding to clients' wishes and needs.
Cooperation	Working with others in order to effectively contribute to a common objective.

Personal strength

Stress resistance	Being able to handle stress.
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Conceptual strength

Creativity	Providing original solutions to problems. Coming up with new work methods and alternative angles.
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1. General potential

A person's personality traits make it either more or less likely that he or she will perform a job both effectively and with enjoyment. In addition, each profile comes with its own success factors and risk factors. Below, you will first find an overall picture: a rating regarding the extent to which John Example's personality provides any indications of suitability for the chosen competency profile. Subsequently, we provide a summary, based on his personality, of the distinctive characteristics he is likely to display in practice.

Overall picture

John Example has a slightly above average potential for the chosen competency profile.



Distinctive characteristics:

- Tends to be cautious
- Can be short-tempered
- Creative interest
- Caring
- Tends to be compliant
- Friendly
- Has faith in others
- Introspective
- Is not at ease in a group setting
- Tends to be insecure
- Conscientious
- Neat
- Highly motivated
- Imaginative
- Compassionate



2.1 Graphical overview of the competency scores

Overall score competencies  5.3

Operational strength

Accuracy  8

Decisiveness  2

Devotion to quality  9

Dutifulness  6

Interpersonal strength

Client-focused  5

Cooperation  5

Personal strength

Stress resistance  1

Conceptual strength

Creativity  6



2.2 Textual explanation of the competency scores

Operational strength

Accuracy **Far above average**
John Example is an organised person by nature; it is important to him that things are handled accurately and precisely. Although he may take ownership of the tasks he considers important, he won't be as conscientious when the task at hand is less important to him. In addition, it is important to John Example to prevent mistakes. As such, he will put energy into the error-checking process.

Decisiveness **Far below average**
John Example can be somewhat insecure about the correctness of his ideas and decisions, and likes to consult others in order to receive support and confirmation for his proposals. In addition, although he enjoys having a say in the decisions that are made, he doesn't necessarily have to be the one making decisions. Because John Example has a tendency to worry about things, it will probably often be difficult for him to make a decision in practice.

Devotion to quality **Very high**
In general, John Example wants to do everything he does very well and is driven to provide quality. He considers it important to carry out the tasks as agreed and to provide the corresponding quality. He worries rather easily about matters and thus has a strong drive to prevent or repair errors.

Dutifulness **Slightly above average**
Although John Example has enough discipline to complete the things he starts, it may sometimes take him some time to get started. In addition, it is fairly important to him to honour agreements and deliver what was promised. Although John Example prefers to give an honest account of the situation, he will sometimes, if necessary, give an account that isn't completely accurate.

Interpersonal strength

Client-focused **Average**
John Example will usually act friendly and involved towards clients. In addition, he enjoys interacting with clients. However, he often desires some time to work things out for himself. Although John Example will try to come up with realistic solutions for clients, he risks overemphasising the impossibilities.

Cooperation **Average**
John Example recognises the usefulness of cooperation, and seeks out others if this has a functional purpose. Once he has committed to a collaboration, he makes an effort to honour his agreements. On account of John Example's sometimes rather sceptical attitude, he may somewhat suppress the energy needed to find solutions together.

Personal strength

Stress resistance **Very low**
John Example can worry rather quickly about how things are going. When he feels pressured, he is likely to take it very much to heart. John Example's self-critical attitude often leads him to doubt whether he has things under control.



Conceptual strength

Creativity

Slightly above average

John Example sometimes enjoys coming up with new ideas and 'thinking outside the box'. He has a fairly precise nature and strongly dislikes disorder. As a result, he may have difficulty being flexible enough to take a creative approach to things. Because of John Example's fairly broad range of interests, he is able to focus his creativity on different subjects, and is generally easily inspired.



3. Interview questions

Based on John Example's scores, a number of competencies has been selected for which he showed remarkable scores. For each of these competencies, a number of questions has been listed which may help clarify these competency scores.

Tips for asking the right questions

- Avoid using *theoretical questions* ('how would you...?'). These are open to speculation and giving desirable answers. You won't gain insight in what the candidate actually does.
- Ask for *specific examples of recent behaviour*. People change. Recent behaviour has the most predictive value.
- Try to avoid using *closed questions* (questions that can be answered with either 'yes' or 'no'). Rather start questions with words such as 'what', 'how' and 'why'.
- Ask *multiple questions* regarding the same competency.

Operational strength

Accuracy

- Can you give an example of a task that you took full ownership of? Can you give an example of a task on which you worked less conscientiously? In your opinion, what are the most important differences between these two tasks?
- How do you ensure that you stay focused on details? Can you illustrate this with an example?

Decisiveness

- Have you ever made a decision that had a major impact on your team? Can you illustrate this with an example? What was the basis for your decision? What did you experience as positive and negative aspects in this respect?
- Have you ever abandoned a decision in order to avoid conflict within your team? What was the basis for abandoning your decision? What did you experience as positive and negative aspects in this respect?
- Have you ever experienced that a problem had already resolved before you had reached a decision about it? How did this happen? Can you illustrate this with an example?
- What is the best way to describe your way of making decisions? Can you illustrate this with an example?
- What was the last independent decision you made? How did you reach this decision? In retrospect, are you happy with your decision?

Dutifulness

- Can you give an example of a situation in which you deliberately misrepresented a situation to a certain extent, in order to reach/secure your goals? Can you give an example of a situation in which you deliberately presented a situation in a complete and honest way, despite the fact that this could jeopardise your personal goals? How are these situations different from one another?
- While carrying out a task, have you ever found it difficult to motivate yourself to complete it? What was the situation? What action did you take at the time? What was the outcome?
- Have you ever found it difficult to motivate yourself to begin a certain task? What was the situation? What action did you take at the time? What was the outcome?



Interpersonal strength

Client-focused

- Do you enjoy working with clients? Can you illustrate this with an example?
- Has anyone ever commented on your way of presenting your ideas, saying that you place too much emphasis on the risks and impossibilities? Can you illustrate this with an example?

Cooperation

- What, in your opinion, is the added value of collaboration?
- How do you determine whether or not a collaboration will be functional? Can you give an example of a collaboration request that you accepted and a collaboration request you rejected? What, in your opinion, was the difference between these requests?
- What is the most important thing you gain from a collaborative project?
- Can you give an example of a colleague's or employee's request for help, which you didn't address? Can you give an example of a colleague's or employee's request for help, which you did address? How were these two requests different from one another?

Personal strength

Stress resistance

- Can you describe a situation in which the pressure on you rose considerably? How did you handle this? Why did you handle it in that particular way? What was the effect of your approach?
- Can you describe a situation in which you had to deal with a setback? How did you handle this? Why did you handle it in that particular way? What was the effect of your approach?
- Can you give an example of a difficult situation that you got out of, or a problem that you solved yourself? How did you approach this? Can you give an example of a difficult situation that you didn't get out of, or a problem that you were unable to solve yourself? How did you approach this? How were these situations different from one another?

Conceptual strength

Creativity

- Can you describe a situation in which things turned out differently than you had expected? What did you make of this situation? How did you handle it?



Social desirability

The HFMTalentindex personality measurement is checked for socially desirable answering tendencies, by the inclusion of control questions. We distinguish between two types of social desirability, which will be discussed here.

Self-deception

A high score (2 or 3) on self-deception indicates that the participant unconsciously overestimates the effectiveness of his actions and his way of thinking. The participant runs the risk of overestimating himself and may have a rather unrealistic impression of how effective his own actions are. Participants who score high on the self-deception assessment often have difficulty identifying their own weak points.

Tips for discussing the report

When discussing the report, we recommend that you ask these participants about any feedback they may have received from those around them. By assessing this feedback, you may be able to break loose from the possibly distorted perception of the participant. You can do so by asking specific practical examples. For example, you can use the following questions: what are the strong points you are complimented on by your current supervisor? What are the improvement areas? What qualities do your colleagues appreciate you for? On what issues do you sometimes clash with colleagues? What do your subordinates identify as positive about your managerial style? What do they see as points requiring your attention?

Impression management

A high score (2 or 3) on impression management indicates that the participant consciously reports desirable behaviour and suppresses undesirable behaviour. This is the most obvious and conscious form of social desirability. The participant purposefully paints a picture of himself that is too positive. There is a risk that those participants were looking for the answers they thought to be the 'right answers' when completing the questionnaire.

Tips for discussing the report

When discussing the report, we recommend that you continue asking about the participant's strong points emerging from the report. We recommend that you also use specific practical examples for this purpose. It often clarifies matters if the participant has to describe a situation in which something went well, and a similar situation in which the participant was less successful. How were these situations different from one another? In the event of high scores on this point, watch out for so-called 'positive weak points', such as 'people might even say I work too hard'.

A high score on one or both of the social desirability scales doesn't mean that the report is worthless. It indicates that you must be attentive to possible misrepresentations. The above explanation and tips may help you test the perception.

