

Questionnaire Guide

Selby & Mills Limited
Prospect House
Prospect Place
Beechen Cliff
Bath
BA2 4QP
United Kingdom

Tel: +44(0) 1225 311399
Email: info@selbymills.co.uk
Web site: www.selbymills.co.uk

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Introduction

This guide is a short introduction to the various questionnaires that we provide. Details are provided of the scales that are reported for each questionnaire along with the size and typical completion time for the questionnaire.

Most of the questionnaires require appropriate training before they can be used. We provide training to Bronze, Silver and Gold levels as well as B.P.S. Level A and B.P.S. Level B (intermediate). As well as recognising B.P.S. qualifications obtained from any verified trainer we also accept equivalent qualifications from organisations that we recognise.

The qualification requirements are specified for each questionnaire but in summary they are:-

Questionnaire	Reports	Qualification required
Ability tests	Assessment	Silver or Level A
Assessor	Psychometric	Gold or Level B
	Competencies	Bronze or Level A
	Careers Advice	None
Employment	Assessment	Bronze or Level A
Entrepreneur	Feedback	None
	Counsellors	None
Management Potential	Feedback	None
SMPQ	Feedback	None
	Assessment - Skills	Silver or Level A
	Assessment - Competencies	Bronze or Level A
	Assessment - Other	Gold or Level B

Further information about these questionnaires including example reports may be found on our web site. We are also available at any time to discuss your particular requirements and which questionnaire would be appropriate for any particular situation.

Unless otherwise stated all of the questionnaires are completed on the web and reports are emailed to you. Full details of how our Internet service works are provided in our "Using Our Internet Assessment Service" document.

Adaptive Ability Tests

The Adaptive Ability Tests are designed to complement personal interviews by giving employers a clear indication of language, numeric and administrative ability and so are invaluable when assessing the suitability of candidates for particular roles.

ADAPTIVE ability tests automatically tailor themselves to the ability of the candidate. The tests automatically adjust the questions posed to reflect the ability level of the person being assessed. The system 'intelligently' reviews each response and selects subsequent questions from its databank accordingly. This ensures the participant is not asked questions which are either too difficult, or too easy, maintains candidate motivation and allows accurate results to be obtained, whilst minimising the number of questions presented.

Number of Questions	Circa 45	Typical completion time	15 minutes per ability
Qualification requirement	Silver or Level A		

Dimensions

Language Ability

High levels of language ability are an essential attribute of people in roles that require effective communication, such as in management, marketing, sales and training. Other occupations, for example those involving scientific work, may place less emphasis on this skill. At the high scoring level the questions involve verbal critical reasoning.

Numeric Ability

Numeracy skills are subject to rapid decline through lack of use after leaving school, so the ability to assess speed, accuracy and general ability with figures can be invaluable, particularly when reviewing suitability for technical, managerial and supervisory positions. At the simple level, questions are arithmetic and at the high scoring level involve numerical critical reasoning.

Administrative Ability

Administrative and detailed checking skills are widely acknowledged as of importance at all levels within organisations. This module is divided into three sub-sections to help identify specific aspects of administrative ability. This test assesses a capability which appears to be independent of age, education or cultural/racial background.

Usage

The questionnaires are administered via PC, either singly or in a battery, and each takes approximately 15 minutes to complete. The results file is emailed to our offices and we email back the resultant reports, which score performance on a scale of 1 to 10 and indicate how this compares with a relevant reference group. The administration program operates on any PC using Windows 95, 98, me, 2000 or XP. **Please note that these tests are not currently available for on-line completion.**

Assessor

The Assessor questionnaire produces detailed, straightforward jargon-free, guidance, competency and personality reports from a single product. It is valid for all levels of seniority and both the questionnaire and the reports are available in English and French.

Number of Questions	190	Typical completion time	30 minutes
Qualification requirement	Careers Advice	None	
	Competencies	Bronze or Level A	
	Psychometric	Gold or Level B	

Reports

Careers Advice

Careers advice reports provide detailed feedback to the test-taker with respect to their proffered career direction.

Competencies

This questionnaire reviews 102 work competencies which are derived from our work with clients over the last two decades. Any job role can be profiled by the selection of a set of competencies from the directory of 102. An employer can, therefore, profile a candidate against several possible job roles simultaneously. Competency reports can either cover all 102 competencies or any permutation thereof, perhaps to match with an individual job role requirement. In addition a report can show the highest and lowest scoring competencies.

(1) Achievement and Action Competencies

These covers achievement motivation, concern for order and quality, initiative and information seeking.

Adaptable	Can adapt to most situations without difficulty or even discomfort.
Business Development	Is interested in developing management skill both through internal responsibility and interaction with customers to develop the business.
Commercially Astute	Alert to market opportunities and exploits them effectively, including cross-selling.
Commercialism	Will respond to work pressure and keen to seek new business opportunities.
Commitment	Success orientation is undiminished by difficulty.
Curious	Keen to explore ideas and possibilities, continually seeking improved effectiveness, coupled with a keen eye for key objectives.
Drive	Ambitious and persistent, probably displaying a high work rate.
Goal Orientation	Seeks objectives, which are clear and achievable. Tenacious.
Hard Working	Can be ruthless, sets high targets and is reactive to problems. Tactical rather than strategic.
Innovative	Enthusiasm for new approaches; initiates change.
Job Achievement	Consistently capable of high quality work under pressure, including the sustenance of work relationships.
Keen To Deliver	Strong sense of commerciality and urgency.

Motivation	Is highly motivated by activities at work as a central life interest.
Perfectionism	Unwilling to finish a task until it is of the highest standard. Quality is put before cost.
Persistence	Does not let topic go until issue is resolved.
Personal Standards	Values, sets and observes high standards for self and others; displays high levels of integrity. Resists accepting second best.
Profit Focus	Keen to realise objectives, especially where direct profit is an incentive. May be motivated by money.
Quick to Learn	Quick to pick up and learn new skills, and techniques.
Risk Taking	Is willing to risk a considerable amount in order to achieve success. Will learn by some mistakes.
Task Orientation	Works hard to deliver results, using personal and corporate resources effectively.
Work Ethic	Committed to the benefit of hard work, considerable self-esteem and respect for others being based on this.

(2) Helping and Service Competencies

These cover the interpersonal skills associated with assisting and facilitating clarity, consensus and customer service skills. Customers may include internal colleagues.

Client Sensitive	Concerned to develop and maintain a reciprocal relationship with clients.
Commercial Awareness	Is service orientated without sacrificing profitability of own business.
Company Worker	Values support of group and may well be partly reliant on them. Will undertake considerable work due to commitment to well-being of team.
Good Humour	Keeps morale high even during times of difficulty. Judges when humour is appropriate.
Initiative	Frequently initiates interaction, capable of suggesting many ideas to others. Highly proactive.
Integrity	Can be relied upon to be sensitive and careful with confidential documents and information.
Interpersonal Sensitivity	Listens attentively, picking up the key message or information, and taking trouble to check understanding.
Interpersonal Skills	Establishes contact effectively with others, which can be sustained.
Organisational Awareness	Sensitive and alert to corporate and personal issues which may affect performance by self and others.
Personal Style	Friendly and approachable, sensitive to others and can be seen as gregarious.
Planning And Organising	Plans and organises activities, taking into account other people's behaviour and relationships.
Professionalism	Aware of, and avoids, conflict of interest, and is seen as professional.
Service Orientation	Very committed to winning business through a service based approach and can sustain this subsequently.
Willingness to Assist	Always willing to help and support others.

(3) Influencing Competencies

These cover impact and influence as well as organisational awareness and relationship building in order to achieve work related goals.

Charisma	Displays refreshing breadth of vision, so that own enthusiasm can affect others.
Corporate Communication	Assimilates and presents information with a political sensitivity and understandable clarity.
Cost Control	Seeks to provide effective service and keep costs to a minimum.
Delegation	Achieves success by resource allocation and trusts others to take authority and responsibility.
External Image	Capable of representing the organisation externally, encourages others to do the same.
Impressive	Able to impress at first meeting and subsequently.
Influential	Comfortable influencing others to own point of view, avoiding resentment by others.
Negotiation	Sensitive and assertive, does not let go of own objective.
Personal Impact	Makes positive first impression through strong opinions and logical approaches.
Persuasive	Tends to persuade others to own point of view utilising a variety of media and approaches to achieve this.
Sensitive	Is effective in one-to-one situations, and prefers this to large group settings.

(4) Managerial Competencies

These cover developing others, directness, teamwork, co-operation and leadership.

Administration	Enjoys management of routine aspects of work.
Assertive	Thinks and acts assertively, developing own directions which others may find both agreeable and difficult to influence
Business Orientation	Achieves results by fostering and maintaining effective relationships.
Can Juggle With Sensitivity	Capable of keeping many tasks on the move simultaneously. Does not lose sensitivity under such circumstances.
Coach	Keen to manage others to achieve their potential.
Communications	Deals easily and effectively with all groups of colleagues and clients.
Decisive	Sees value of decision making, and subsequent action.
Discipline	Has little or no difficulty when required to be critical or to discipline colleagues.
Impartial	Keeps an open mind, does not allow own values to influence decisions.
Independent	Difficult to influence and committed to working to own standards and beliefs.
Interpreting Others' Behaviour	Quick to reach conclusion about other people's activity, relates it to current priorities with incisive interpretations.
Leadership	Confidence coupled with enthusiasm for personal accountability. Leads others to follow.
Leadership Tenacity	Keen to achieve their goals. Tenacious to the point of dominance.
Management Professionalism	Manages through arm's length relationships and professionalism.
Management Style	Monitors the work of others and checks to make sure commitments have been fulfilled.
People Orientation	Is keen to manage through people and is committed to their well-being so long as this does not harm the company.
Responsible	Takes commitments seriously and can be relied upon by others.

Team Development	Works effectively to foster and evaluate teamwork.
Teamwork	Enjoys work with peers in teams with well defined roles.
Thought Inspiring	Capable of leading others towards a goal, is sometimes thought inspiring.
Training And Development Focus	Committed to the development of others, both with respect to present and future productivity.

(5) Cognitive Competencies

These cover analytic thinking, conceptual thinking and other forms of expertise.

Business Judgement	Aware of both own and client organisations business. Can combine these to mutual advantage.
Deductive Reasoning	Logical and thorough approach to problem solving, quick to resist irrelevant data.
Future Orientation	Confident and perceptive, however will plan future activity consistent with the main objectives in the present.
Impartiality	Seeks clarity and justice in own work, tries hard to work objectively towards solutions.
Incisive	Able to quickly absorb and understand issues leading to appropriate and effective decisions.
Logic And Analysis	Decisions are based upon the cool and detached appraisal of all of the information in a logical and rational way.
Macro Awareness	Keeps in touch with large scale social and economic activity, and sustains a well informed understanding of the world.
Open Minded	Willingness to consider new possibilities or other points of view.
Planning And Determination	Sticks to the main task, is effective in crisis and highly methodical.
Priority Management	Works effectively to identify appropriate priorities and to deal with tasks on schedule and within budget.
Problem Solving	Plans and implements successful action to remedy problems or tackle a challenge. Thinks ahead carefully.
Risk Assessment	Weighs up and quantifies risks at both an individual and company level.
Self-Directed	Chooses key issues and attends to them. Keen to determine own priorities.
Strategic Awareness	Keenly aware of inter-relatedness of factors, and capable of broad consideration of issues, leading to crisp and clear decisions.
Stress Tolerance	Generally robust, can resist pressure for prolonged periods, lacks maliciousness.
Technical Orientation	Enjoys in-depth work on relatively complex issues and the opportunity to explore in-depth topics rather than managing others as a prime task.
Thinking Agility	Is a clear thinker who displays sound judgement including lateral thinking.
Tolerance Of Ambiguity	Can work effectively in uncertain and unfamiliar environments involving people, places and tasks.
Whole Business Approach	Able to co-ordinate different orientations in order to succeed with difficult tasks.

(6) Personal Effectiveness Competencies

These cover the remaining personal qualities associated with flexibility, confidence and strong work performance.

Communication Style	Forthright, confident and logical, easily understood by others.
Confidence	Self contained, fits in well, relatively unaffected by pressure and aware of own limitations.
Copes With Pressure	Performance does not diminish under pressure, which they may enjoy.
Corporate Awareness	Awareness of the consequences of their activities on the wider organisation.
Detail Conscious	Is effective handling detailed paper based tasks and rarely makes mistakes when interpreting the facts.
Empathetic	Very empathic and self aware. This benefits work activity.
Energy	Highly energetic and enthusiastic. Will continue even when others are slowing down.
Flexibility	Actively seeks changing circumstances.
Humility	Willing to own accept shortfalls and admit to mistakes. Sees value in learning from mistakes.
Innovation	Applies imagination to the business context and successfully produces alternatives to traditional methods.
Loyalty	Is committed to belief in value of work to organisation. Can work without excessive displays of self-interest.
Organisational Acceptance	Is accepting of policy and procedure. Will not break the rules.
Practical	Keen to learn things which have an immediate impact on work.
Sales Focus	Motivated by quick outcomes, persistent, resilient to disappointments.
Stamina	Performance is relatively unaffected by severe pressures or disappointments, handles stress effectively.
Tolerance	Is tolerant when others make mistakes. Accepts that new skills take time to learn.

Psychometric

Personality level reports, which provide detailed narrative feedback, as well as numerical profile charts for the more expert feedback session. These include Type, Relationships, Values and EQ reports.

Type

Based on Jung's Theory of Types which he developed in 1923 this provides an indication of the person's preferred work, management and decision making style. The use of Type is very well understood in the workplace, and this measure provides it in a normative form so that it may be used both for selection, development and counselling purposes.

Relationships

The scales relate to the quality and nature of social interactions and personal relationships which occur in a typical day-to-day work environment. The first six scales are core scales and reflect the underlying dynamics of social interaction. The next two scales are composite sales and are calculated from the responses on the previous 6 core scales. They enable the practitioner and the candidate to look at practical situations directly without having to make the more intricate and interpreted evaluations from the core scales which commonly have to be made in questionnaires like this.

Values

The test is aimed at assessing fourteen values which are key to influencing the way individuals behave at work. Each value such as Work Ethic, Responsibility and Innovation, is measured as a single dimension. The scores indicating the extent to which the value is held by the individual and hence the type of behaviours they are likely to exhibit.

The role of values in affecting individual behaviour has been a theme for many years in industrial and occupational psychology. The terminology may have changed from that of theorists such as Maslow and Herzberg, but few would argue with the notion that the way people are affects the things they do. Few would argue that these differences in the way people are are consistent and generalisable to a large degree. These consistencies are reflected in the language we use, most people have a view *of*, for example, what an individual with a high work ethic, would be like and the behaviours they would use. Additionally in some situations people would regard a high work ethic as a positive factor and in others as a negative factor.

Employment

The Employment questionnaire is designed to help with the selection of staff for front line roles which involve little job discretion. It will select staff who will be loyal, work productively and effectively in teams and who will display integrity in their approach to their work, both on their own and with colleagues. Spin-off benefits will therefore include a reduced level of shrinkage etc.

It offers a range of questions for interviewees that analyse issues such as education, commitment, financial status, likely tenure, ambition, personal responsibility, social adjustment and attitudes to authority and theft.

Number of Questions	99
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Typical completion time	15 minutes
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Qualification requirement	Bronze or Level A
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Dimensions

The Employment questionnaire assesses candidates against 10 assessment dimensions. Each of these is described in further detail below

Educational Attainments
This is an indication of each candidate's broad intellectual standing, based on school and college/university attainment. Many candidates will not have academic qualifications in the employment group with whom this is likely to be most appropriate and the report scale will indicate the extent to which the level of attainment compares with the reference group. If someone has an unusual educational record this may be identified and produced in the queries as one of a range of possible things to explore further in the interview. A high score on this scale indicates that the candidate has achieved a degree or post-graduate level of educational attainment. This should not cause rejection of the candidate, perhaps the opposite, although it has been clearly established that in many low discretion job activities the more highly qualified candidates can suffer some disadvantages.
Job Tenure
This provides an initial prediction of the likelihood that the candidate will stay in the post if appointed. This measure of employment stability is based upon the historical research which has identified that people who change domicile very frequently and change jobs frequently develop a pattern which is likely to be continued. This is a key assessment dimension. A high score indicates a low risk and a low score represents evidence of instability.
Economic Status
This is a very broad indicator of the respondent's level of current income and home ownership status. It gives an indication of whether the candidate's income expenditure is realistic and whether they may over extend themselves. Once again, a high score indicates a low risk, where as a low score indicates a relatively high risk. This assessment dimension evaluates whether the candidate's income aspirations may widely exceed the capacity of the organisation to satisfy them and whether their credit commitment may be beyond their capacity to repay. It is a relatively reliable indicator of employment performance if coupled with an effective interview.
Security Risk
This is an initial indication of the security risk which may be associated with employing the individual. If they have confessed to a criminal record and they have motoring offences also recorded against them, this is likely to raise their score to a level which would suggest that they represent a significant risk. If, on the other hand, they indicate a response to a wide range of questions that they have never had serious legal problems of any kind, then they are likely to produce a low score on this dimension. This may be of interest to organisations with a particular concern about security, shrinkage, wastage and other forms of counter-productive behaviour.
Drive and Ambition
This is a measure of the extent to which the candidate is 'lean and hungry'. Candidates who produce a low score on this dimension are likely to lack drive and ambition and to display a wish for a 'quiet life'. Candidates who produce a high score are likely to display a lean and hungry orientation. This is useful when supervisors are being sought and others who will provide a positive example to their colleagues.
Personal Responsibility
This is a measure of the candidate's attitude towards responsibility, whether they take it seriously and whether they will

finish what they begin. Once again, a high score equals a low risk in that the person has indicated in response to several questions that they are particularly concerned to finish what they begin and that responsibility is a highly valued commodity to them. Such people are not likely to take a 'devil may care' attitude to their working life and may set an impressive example to their colleagues. Therefore, high scores indicate a low risk because of the person's attitude to responsibility, whereas low scores are more questionable.

Social Adjustment

This is a measure of whether the candidate can work effectively as a member of a team. Therefore, a high score indicates a team orientation and a low score is indicative of a private nature. People who score highly are likely to be oriented towards team work and may feel isolated if asked to work alone for long periods. Low scorers, by contrast, will probably prefer work which allows them to be substantially alone. In addition, it is likely that high scorers will value multi-task activities whereas low scorers will prefer to work on one thing from concept to completion.

Attitude to Authority

This is a measure of whether the candidate will do what they are told. With jobs involving low discretion levels this is an extremely important dimension and research has clearly indicated that candidates with very positive attitudes to authority are more reliable employees than the rest. Therefore, employees who produce a high score on this dimension are likely to respond effectively whereas those who score low are more likely to go their own way.

Attitude to Theft

This is a measure describing whether the candidate condones theft by colleagues or may even commit opportunist theft themselves at work. Once again, a high score indicates that the risk is lower, whereas a low score suggests that risks are greater. This is a dimension which will be of interest to those where security, productivity and possible shrinkage or wastage are a genuine risk or where they wish to reduce that

Faking Good

This measures whether the candidate has responded honestly and consistently to the questions and it is, in effect, a lie detector. Someone who produces a high faking good score is likely to have been presenting an artificially positive picture of themselves, whereas someone who scores low is likely to be the opposite.

This is an important dimension because it indicates whether someone has presented an artificially positive picture of themselves and is therefore a key measure in this context.

The report also generates a series of questions to be explored during any subsequent interview.

Remember, staff who have significant job discretion (i.e. Supervisors and Managers) will probably produce a questionable result on this product.

Entrepreneur

This product is designed to help people to decide whether or not to “take the plunge” to start out in business on their own. Whether they are considering starting their own business as an alternative to salaried employment or becoming a commission only representative, agent, distributor or franchisee it will help them evaluate their own suitability and highlight their likely areas of strength and weakness.

This questionnaire is based on extensive work with the employed, unemployed, successful and unsuccessful entrepreneurs. It asks questions about the persons temperament, values and about what is important to them, particularly when they work alongside others.

It appraises their strengths and their weaknesses with respect to their potential for success in the self-employed context. It will suggest areas where training, back-up or other support may be desirable in order to ensure the maximum chance of success.

It provides a valuable reality check for those who frequently have a rosy view of self-employment or who may be considering the option as a result of redundancy. It evaluates whether they are sufficiently *‘lean and hungry’* to succeed on their own and the extent to which they are capable of fulfilling the requirements of self-employment. Things such as their capacity to work alone for long periods, prepare a business plan, market themselves, sell to others and manage creditors, suppliers and debtors are covered in a practical and direct report.

Number of Questions	70
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Typical completion time	20 minutes
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Qualification requirement	None
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Report

The report for the individual considers the following:

- How the person compares and contrasts with successful entrepreneurs.
- Could they prepare a business plan?
- Areas to consider before deciding.
- Can they delegate to others?
- Time Management skills.
- Sociability; is it a strength or threat?
- Specific Skill Requirement; do they match up with regards to:
 - Money motivation.
 - Family Support.
 - Specific Skills.
- Some Cautions

Management Potential

This is a short questionnaire which evaluates the person's potential and readiness for a first management role. The second identifies the person's work orientation and preferred organisational type.

Number of Questions	64
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Typical completion time	10 minutes
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Qualification requirement	None
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Report

The report is in two sections

Management & Leadership style

This section evaluates the individual's preferred management style in relation to 8 competency scales: -

Do they		or
Communicate	↔	Direct other people
Seek stability	↔	Seek risky opportunities at work
Maintain the status quo	↔	Initiate leadership at work
Monitor events	↔	Plan/organise activity at work

The items produce a rank ordering of the 8 scales, each with a percentage to show how much the person focuses on the activity, along with a paragraph of explanation.

Preferred Work and Organisation

This section identifies which kind of managerial work in which kind of organisation will best suit the person. This produces an 8-scale result:

Are they		or
Academic	↔	Practical
Bureaucrat	↔	Achiever
Theoretical	↔	Entrepreneurial
Change maker	↔	Maintainer

This enables the report to highlight which types of industry sector they may find most comfortable to move into as a manager. For instance, someone who is a practical achiever may prefer Manufacturing Industry or FMCG.

SMPQ

The Selby & Mills Personality Questionnaire (SMPQ) is a European broad-spectrum on-line personal assessment questionnaire. It conforms to the highest current standards in professional psychology. It produces a unique and comprehensive range of information on work behaviour.

Number of Questions	92	Typical completion time	30 minutes
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There is a second shorter form of the questionnaire, *SMPQ Two*, which omits the 'Ideal' aspect of the questions and therefore shortens the questionnaire by 40%. Apart from the 'Ideal' aspect of the Skills component this change has no effect at all on the other dimensions and the reports produced from them.

Available Languages	Questionnaire	English French Slovenian
	Reports	English Slovenian

Qualification requirement	Feedback	None
	Competencies	Bronze or Level A
	Skills	Silver or Level A
	Psychometric	Gold or Level B

Reports

There are two types of report available. A Feedback (Careers Advice) report that gives a narrative description of results for use as feedback without the necessity of counselling support and an Assessment report that gives scores and their relevance to expected behaviour.

A unique feature is that each type of report is modular. Only the required components need to be selected.

Feedback (Careers Advice)

The Careers Advice report provides detailed feedback to the test-taker with respect to career direction. The modules that may be selected are:-

Skills
Short Type
Full Type
Relationships
Big5
Mental State (EQ)
Work Competencies
Careers development
Job Preferences

Assessment

Similarly there are a number of Assessment modules that may be selected. The modules that may be selected are:-

Skills module
Type module
Relationships module
Big5 module
Mental State module
Work Competencies module

Work competencies

This report presents the candidate's results in relation to 40 work competencies, which cover most areas of work activity. Each score is accompanied by a small piece of text to indicate the likely behaviours which are associated with the score which they have obtained. These are likely to provide an indication of the detailed work areas which will be attractive to them.

We have derived a 'World of Work' framework, which provides a robust coverage of the work domain using 8 groups. This makes it far easier to select the competencies which are relevant for specific job roles.

The 'World of Work' model:-

Group	Work Competencies	
Applied/Practical	Practicality	Prefers to avoid the novel to achieve achievable solutions.
	Realist	Only sets out if goal can be reached.
	Pragmatist	Pursues optimum solution.
	Structure	Prefers to work with clear status and objectives.
Original	Exploration	Keen to pursue novel routes to achieving goals.
	Open-minded	Open to diverse approaches to a problem.
	Originality	Willing to initiate novel approaches.
	Tolerance of Ambiguity	Can work effectively in uncertain and unfamiliar situations.
Social/Communications	Diplomacy	Takes care to keep others informed.
	Approachability	Communicates easily at all levels.
	Communication style	Understood by most people, influential and informal.
	Detachment	Some reserve when interacting with others.
	Shyness	Prefers others to initiate contact
	Personal relations	Develops strong and long-lasting relationships.
Managing/Leading	Leadership style	Moves steadily towards desired target; leads others to follow.
	Initiative	Frequently suggests ideas and actions to others.
	Management style	Decisive and critical approach to leadership.
	People development	Keen to help people achieve their potential.
	Team development	Works hard to foster team work.
	Status	Values visible success.
Analytic	Complexity	Finds the unravelling of the complicated a positive challenge.
	Evidence based	Needs a practical reason to change what they do.
	Clarity	Keen to achieve a well-structured organisation with clear goals.
	Planning & organising	Plans and structures activity well in advance.
Decisive	Reliability	Will not change plans once agreed.
	Responsiveness	Quick to act to resolve issues.
	Consulting orientation	Assists with decision, clarifies issues but does not take decision.
	Judgement	Evaluates options to reach decision.
	Decisiveness	Values decision-making over most other considerations.
	Firm but fair	Requires high standards from others; a tough colleague.
Commercial	External relations	Develops and maintains effective external relations.
	Sales orientation	Values making sales and doing business very highly.
	Customer relations	Maintains reciprocal relations which customers value.
	Commercialism	Will respond to work pressure and keen to seek new opportunities.
Drive/Ambition	Self discipline	Does not place higher expectations on others than on self.
	Personal standards	Values high standards. Resists second best.
	Responsibility	Delivers commitments and takes them seriously.
	Stamina	Drive for achievement is sustained for long periods.
	Persistence	Ambition is undiminished by setbacks.
	Confidence	Relatively unaffected by pressure and is aware of own limitations.

Remember that individuals cannot score very highly on every competency. The value to be derived from this module 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.

Skills

A report can also be produced on four discrete skill areas. The individual's responses are gathered about their attitudes towards the skills 'at present' and how they would like them to be in 'ideal circumstances' (their aspirations). The contrast between the two provides an indication of the ease and comfort with which the person will fulfil the expectations which others have of them without sacrificing their own priorities. In addition, the correlation between the two responses for each question is an indication of the candidate's acceptance of how they are. There is considerable evidence that those who are at odds with themselves, or completely content with themselves are far less effective at work than those who are at least a little lean and hungry and are therefore aspiring to improve and grow their performance.

Customer Service Skills

A description of the extent to which the person is alert to social conventions and interacts with others on an honest basis with sensitivity for the other person's perspective and an awareness of the requirements of the business relationship.

People Management Skills

This is an evaluation of the preferred management style of the individual and the way in which they absorb information in order to reach decisions.

Business/Quality Management Skills

A summary of the way in which the person manages business issues and plans quality into their work, taking into account possible threats to progress.

Professional Skills

A description of the extent of their expert orientation, their openness to different points of view and the way in which they keep up to date in their chosen field and share their knowledge and understanding.

Psychometric

Personality level reports, which provide detailed numerical profile charts for the more expert feedback session. These include:-

Type

Based on Jung's Theory of Types which he developed in 1923 this provides an indication of the person's preferred work, management and decision making style. The use of Type is very well understood in the workplace, and this measure provides it in a normative form so that it may be used both for selection, development and counselling purposes.

Relationships

The scales relate to the quality of social interactions and personal relationships which occur in a typical day-to-day work environment. The first six scales are core scales and reflect the underlying dynamics of social interaction. The next two scales are composite sales and are calculated from the responses on the previous 6 core scales. They enable the practitioner and the candidate to look at practical situations directly without having to make the more intricate and interpreted evaluations from the core scales which commonly have to be made in questionnaires like this.

Big 5

They have often been called the 'big five' because they provide an indication of the preferences for behaviour which are likely to guide the person's development and display of competence at work. These are also referred to as the OCEAN model of personality, because of the acronym for the names of the 5 dimensions; Openness To New Experience, Conscientiousness, Extroversion, Agreeableness, Nervousness

Mental State (Emotional Intelligence)

The Big 5 factors each branch to produce 2 further factors which 10 make up an overall indication of mental state and which provide an indication of how this person will approach work. The results can be used to identify what kind of work in what kind of organisation might suit them most closely.