Competency Indicator Report

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Introduction

A competency is a description of professional competence. A competency is a body of knowledge, understanding, skills, attitudes, and personal qualities and is often clearly defined in terms of concrete behaviors. Each job requires a unique combination of skills. The ideal situation, for anyone, is to find work that closely aligns with their personality and competency development potential.

Your personality, work styles, values, and experiences all influence the extent to which you are predisposed to certain competencies. Competencies that are close to your personal characteristics are easier for you to develop. The behaviors associated with those competencies are probably already apparent in your day to day life.

Based on the questionnaires you have completed, we have created this report to give you an indication of how different competencies align with your personality.

Developability of Competencies

Based on your personality, values, and work styles, as measured by the psychometric tests you have completed, we have created an indication score for each of the competencies in our library. The indication score does not, *can not* give an absolute signal about whether a paricular competency can be developed. This score is to show how difficult, or easy, that development work will be.

Explanation of Scores

+ This competency clearly aligns with your personal characteristics. This competency, and your ability to develop it further, will feel natural and 'right' to you.

| With some effort and motivation, it will be possible for you to develop this competency, though it will not be something that gives you energy or motivates you.

- Your personal characteristics and this competency are in direct opposition with each other. Displaying behavior associated with this competency will cost you a lot of energy and effort. You should avoid positions that require this competency be highly developed or constantly needed.

The development and growth in any competency is dependent on two factors:

1. How complex/difficult it is to develop a particular competency.
2. Your motivation to develop the competency

Complexity of the Competency

Competencies can be divided into four quadrants by looking at the competency in two different ways.

1. The kind of thinking required (vertical axis)
2. The impact of external factors on this competency (horizontal axis)

Way of thinking

To what extent does this competency require a flexible way of thinking? Does it require that you look at many possible solutions and directions (divergent thinking) or does it require focus and drive toward a known goal (convergent thinking)? Divergent thinking skills are harder to develop than convergent thinking skills.

Influence of external factors

When external factors have a greater impact on a competency (for example, when interacting with other people), it is more difficult to develop that competency. Such competencies require outside help to develop and learn effectively (communication training, public speaking courses, etc).

Combining these two factors gives us quadrants of developability as shown in the figure below.

Divergent thinking

Internal	Relatively Difficult	Difficult	***External***
	Relatively Easy	Intermediate Difficultly	

Convergent thinking

Motivation

Aside from your personal characteristics and the complexity of the competency itself, there is your personal motivation to consider. Competencies that you do not feel motivated to develop will be more challenging than competencies that you feel will help you achieve a personal goal. Do you have the time and energy available for developing that competency?

Competencies in the Quinn Model of Competing Values

All of the competencies in our system have been related to the Octogram Model of workplace behavior. The Octogram, based on the Quinn Model of Competing Values, is the framework used throughout OTM to give all of our tests, and competencies, a common touch-stone of understanding. More information about the Octogram Model can be found on our web site www.onlinetalentmanager.com.

Overview of scores on all competencies

The following section shows your indication score for each competency. The number in (parenthesis) next to each competency shows how many personality traits were considered when calculating your score.

Entrepreneurial

Adaptability (26)

Authenticity (26)

Awareness of the bigger picture (33)

Coaching (32)

Commerciality (27)

Creativity (40)

Dealing with diversity (14)

Entrepreneurship (43)

Flexible behaviour (24)

Initiative (42)

Learning (38)

Negotiating (24)

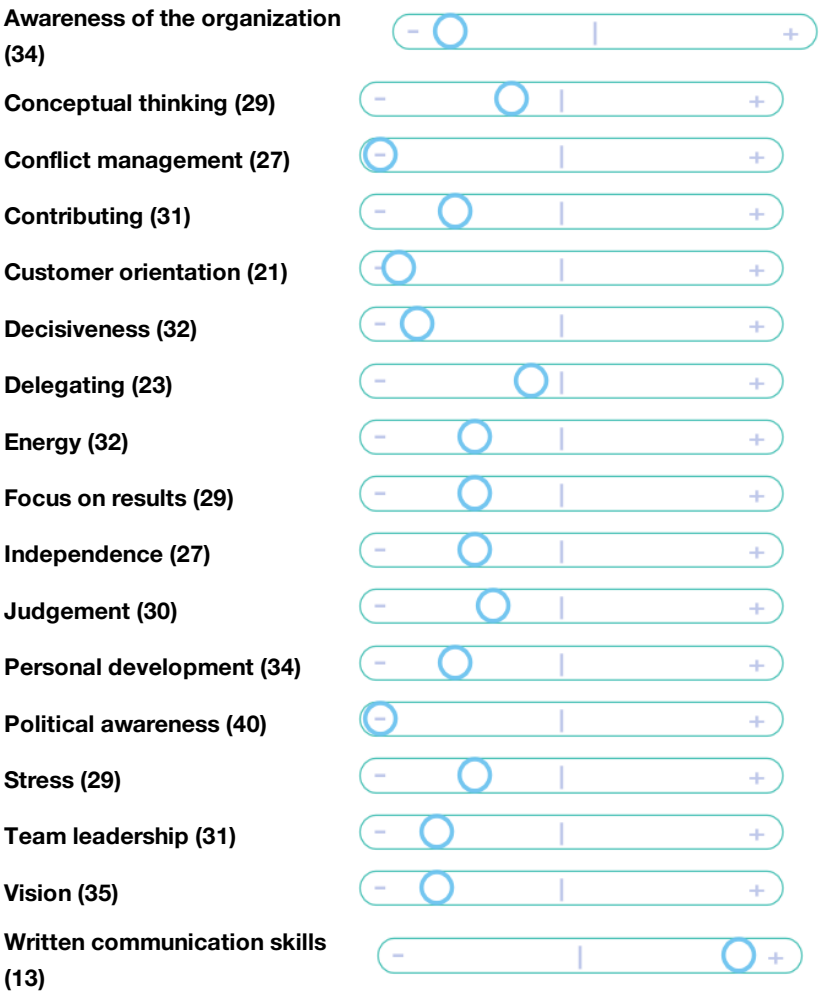
Persuasion (33)

Self-awareness (20)

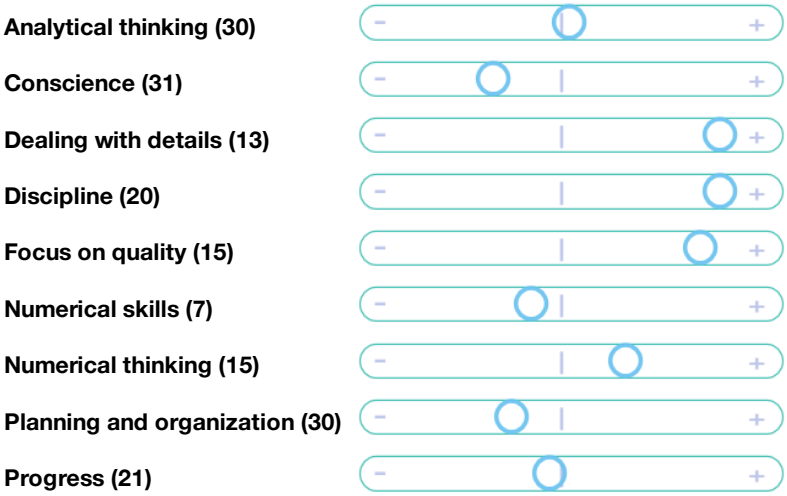
Sociable nature (31)

Verbal communications (26)

Result-oriented



Organizational



People-oriented

Detailed view: Commerciality

Description

Systematically working towards successfully completing commercial transactions.

Behaviors associated with this competency

Relationship management: Effectively manages customer relationships to create business opportunities. Able to see things from a customer perspective.

Relationship building: Able to engender trust in others and create solid business relationships. Maintains those relationships through contact and attention.

Sales power: Systematically moves the conversation/dialogue toward closing the deal. Able to be flexible, think commercially, and make a sale.

Market knowledge: Knowledgeable about developments in the market. Utilizes that information effectively.

Market orientation: Business-minded. Sees where chances for profit exist. Learns as much as possible about the market around the business.

Developability

This is a complex and difficult competency to develop, it will require hard work and motivation to develop.

Indication Score

Source data

Your scores on these traits indicate barriers you will need to overcome when developing this competency.

- Communication Styles: Reflective
- Communication Styles: Directive
- Career Values: Creativity
- Career Values: Management
- Career Values: Entrepreneurship
- Career Values: Growth
- Career Values: Motivation to Perform
- OP5 Personality: Team focus
- OP5 Personality: Risk-taking
- OP5 Personality: Awareness of surroundings
- OP5 Personality: Social skills
- OP5 Personality: Dominance
- OP5 Personality: Sociability
- OP5 Personality: Ambition
- OP5 Personality: Friendliness
- OP5 Personality: Vision
- Octogram: Anchor
- Octogram: Analyst
- Octogram: Networker

Your scores on these traits indicate strengths you will have when developing this competency.

+ Career Values: Security
+ OP5 Personality: Emotional stability
+ Octogram: Helper

Detailed view: Persuasion

Description

Behaviour aimed at persuading others to accept a viewpoint and getting approval for specific plans, ideas or products.

Behaviors associated with this competency

Energetic approach: Invests energy in expressing personal ideas and viewpoints.

Engaging with arguments: Responds to arguments and counterarguments put forth by others and takes them into consideration.

Audience-appropriate arguments: Uses arguments that are designed to persuade others.

Eliminating resistance: Able to transform areas of resistance into perceived advantages that support your own viewpoint.

Enthusiasm: Presents personal viewpoints enthusiastically, confidently and decisively.

Developability

This is a complex and difficult competency to develop, it will require hard work and motivation to develop.

Indication Score

Source data

Your scores on these traits indicate barriers you will need to overcome when developing this competency.

- Communication Styles: Expressive
- Communication Styles: Reflective
- Communication Styles: Directive
- Career Values: Autonomy
- Career Values: Creativity
- Career Values: Management
- Career Values: Entrepreneurship
- Career Values: Growth
- Career Values: Motivation to Perform
- OP5 Personality: Expressivity
- OP5 Personality: Creativity
- OP5 Personality: Risk-taking
- OP5 Personality: Awareness of surroundings
- OP5 Personality: Social skills
- OP5 Personality: Dominance
- OP5 Personality: Ambition
- OP5 Personality: Breadth of interests
- OP5 Personality: Philosophical thinker
- OP5 Personality: Vision
- Octogram: Anchor
- Octogram: Analyst
- Octogram: Pioneer
- Octogram: Networker

Your scores on these traits indicate strengths you will have when developing this competency.

+ Octogram: Helper

Detailed view: Conflict management

Description

Skilled at managing conflicts and preventing them from escalating. Not avoiding conflicts, but using the opportunity to create win-win situations.

Behaviors associated with this competency

Disarming: Reduces acrimony and bad feelings in an argument, calms everyone down.

Conflict control: Keeps things from escalating during conflicts.

Creates solutions: Finds solutions that result in win-win scenarios for all parties involved.

Solution-driven: Looks for solutions to the cause of the conflict. Maintains a focus on finding win-win scenarios.

Courage: Confronts conflict and does not shy away from addressing problems.

Developability

This is a complex and difficult competency to develop, it will require hard work and motivation to develop.

Indication Score

Source data

Your scores on these traits indicate barriers you will need to overcome when developing this competency.	Your scores on these traits indicate strengths you will have when developing this competency.
– Communication Styles: Reflective	+ OP5 Personality: Self-reliance
– Career Values: Autonomy	+ OP5 Personality: Emotional stability
– Career Values: Creativity	
– Career Values: Management	
– Career Values: Entrepreneurship	
– Career Values: Growth	
– Career Values: Motivation to Perform	
– OP5 Personality: Creativity	
– OP5 Personality: Risk-taking	
– OP5 Personality: Collaboration	
– OP5 Personality: Empathy	
– OP5 Personality: Dominance	
– OP5 Personality: Philosophical thinker	
– OP5 Personality: Vision	
– Octogram: Anchor	
– Octogram: Analyst	
– Octogram: Networker	

Detailed view: Team leadership

Description

Giving clear direction to a team. Taking on responsibility for leading the team.

Behaviors associated with this competency

Team organization: Directs the division of labour within the team and coordinates individuals to work together.

Team effectiveness: Manages people and resources so that team objectives are achieved.

Providing direction: Points the team in the right direction. Provides direction to individuals and the team as a whole.

Team spirit: Promotes team spirit, engendering a sense of togetherness, collegiality, and solidarity.

Team leadership: Takes the position of team leader, coordinating the team.

Developability

This is a complex and difficult competency to develop, it will require hard work and motivation to develop.

Indication Score

Source data

Your scores on these traits indicate barriers you will need to overcome when developing this competency.

- – Communication Styles: Directive
- – Career Values: Technical and Functional Specialisation
- – Career Values: Creativity
- – Career Values: Variation
- – Career Values: Management
- – OP5 Personality: Team focus
- – OP5 Personality: Creativity
- – OP5 Personality: Risk-taking
- – OP5 Personality: Collaboration
- – OP5 Personality: Awareness of surroundings
- – OP5 Personality: Social skills
- – OP5 Personality: Dominance
- – OP5 Personality: Ambition
- – OP5 Personality: Breadth of interests
- – OP5 Personality: Friendliness
- – OP5 Personality: Vision
- – Octogram: Analyst
- – Octogram: Networker

Your scores on these traits indicate strengths you will have when developing this competency.

- + Career Values: Security
- + OP5 Personality: Self-confidence
- + OP5 Personality: Self-reliance
- + OP5 Personality: Emotional stability
- + Octogram: Helper

Detailed view: Dealing with details

Description

Demonstrating attention to detail; able to handle detailed information effectively over a long period of time. Capable of concentrating intensely on a task or problem for an extended period.

Behaviors associated with this competency

Keen awareness: Aware of details that may seem insignificant but are still vital.
Precision: Has an affinity for work that demands serious patience and precision.
Concentration: Able to focus on details for an extended period.
Attention: Lavishes loving attention on details.
Eye for detail: Believes perfection is in the details.

Developability

With an investment of time, it is possible to develop this competency. However, development of this competency depends heavily on your ability to practice and apply what you have learned in real-life situations.

Indication Score

Source data

Your scores on these traits indicate barriers you will need to overcome when developing this competency.	Your scores on these traits indicate strengths you will have when developing this competency.
– Career Values: Security	+ Communication Styles: Expressive
– OP5 Personality: Ambition	+ Career Values: Technical and Functional Specialisation
– OP5 Personality: Motivation to perform	+ Career Values: Entrepreneurship
	+ OP5 Personality: Order
	+ OP5 Personality: Planning
	+ Octogram: Anchor
	+ Octogram: Pioneer
	+ Octogram: Networker

Detailed view: Planning and organization

Description

Setting effective goals and priorities. Designating and arranging the actions, people, time or resources needed to achieve set goals.

Behaviors associated with this competency

Preparation: Makes plans and timelines. Draws up work schedules. Prepares activities carefully.

Efficiency: Handles time and resources efficiently. Uses available resources optimally.

Anticipation: Looks ahead. Identifies potential problems. Prepares safety nets. Takes emergency situations into consideration. Works out worst-case scenarios.

Appropriate response: Responds flexibly. Improvises on the spot when the situation calls for it. Changes schedule as circumstances dictate. Able to make arrangements 'on the fly'.

Monitoring: Monitors how work is progressing. Keeps track of the situation. Always well informed about the current state of affairs.

Developability

With an investment of time, it is easy to develop this competency.

Indication Score

Source data

Your scores on these traits indicate barriers you will need to overcome when developing this competency.

- Communication Styles: Cooperative
- Communication Styles: Directive
- Career Values: Creativity
- Career Values: Variation
- Career Values: Management
- Career Values: Growth
- Career Values: Motivation to Perform
- OP5 Personality: Creativity
- OP5 Personality: Collaboration
- OP5 Personality: Awareness of surroundings
- OP5 Personality: Dominance
- OP5 Personality: Ambition
- OP5 Personality: Motivation to perform
- OP5 Personality: Friendliness
- OP5 Personality: Vision

Your scores on these traits indicate strengths you will have when developing this competency.

- OP5 Personality: Order
- OP5 Personality: Self-confidence
- OP5 Personality: Planning
- Octogram: Anchor
- Octogram: Helper
- Octogram: Pioneer

Detailed view: Connecting people in a team

Description

Being someone that others enjoy working for or with.

Behaviors associated with this competency

Sense of responsibility: Being involved in the lives of others and generating genuine loyalty as a result.

'Us' feeling: Being able to create a sense that everyone is 'in this together'.

Giving: Invests a great deal of time and energy in others, willing to give and share so others are prepared to work closely with them.

Sympathy: Comes across to others as a sympathetic person that others would like to spend time with.

Common interests: Focused on the good of the team or of the group over their own personal interests.

Developability

This competency is very difficult to develop, both from the standpoint of effort required and because it requires practice to learn sufficiently. Your growth will depend heavily on the availability of occasions to apply what you have learned.

Indication Score

Source data

Your scores on these traits indicate barriers you will need to overcome when developing this competency.

- – Communication Styles: Expressive
- – Communication Styles: Reflective
- – Career Values: Management
- – Career Values: Growth
- – Career Values: Motivation to Perform
- – OP5 Personality: Expressivity
- – OP5 Personality: Team focus
- – OP5 Personality: Self-reliance
- – OP5 Personality: Collaboration
- – OP5 Personality: Empathy
- – OP5 Personality: Dominance
- – OP5 Personality: Sociability
- – OP5 Personality: Ambition
- – OP5 Personality: Altruism
- – OP5 Personality: Motivation to perform
- – OP5 Personality: Friendliness
- – Octogram: Anchor
- – Octogram: Analyst
- – Octogram: Helper
- – Octogram: Networker

Your scores on these traits indicate strengths you will have when developing this competency.

- + Communication Styles: Cooperative
- + OP5 Personality: Order

Detailed view: Patience

Description

Ability to calmly wait or to endure through a long-term task.

Behaviors associated with this competency

Appropriate pace: Aware of how fast others work. Takes their pace as a starting point when making plans.

Allowing time: Gives others time when they need it, without imposing time limits

Taking enough time: Not hurrying activities. Taking time to complete tasks calmly.

Repetition: Explains things, sometimes repeatedly, without getting frustrated or irritated, even when others ask for the same information.

Not rushing: Does not try to finish a task faster than the situation permits. Aligns to the pace of others.

Developability

This is a complex and difficult competency to develop, it will require hard work and motivation to develop.

Indication Score

Source data

Your scores on these traits indicate barriers you will need to overcome when developing this competency.	Your scores on these traits indicate strengths you will have when developing this competency.
– Career Values: Security	+ Communication Styles: Expressive
– OP5 Personality: Team focus	+ Communication Styles: Cooperative
– OP5 Personality: Empathy	+ Career Values: Technical and Functional Specialisation
– OP5 Personality: Friendliness	+ Career Values: Entrepreneurship
– Octogram: Helper	+ OP5 Personality: Emotional stability
	+ Octogram: Anchor
	+ Octogram: Pioneer
	+ Octogram: Networker