



COMPETENCY ASSESSMENT SERIES

INTEGRATED REPORT



DEVELOPED BY:
JvR PSYCHOMETRICS (PTY) LTD

NAME: Joe Sample
COMPANY: ABC Org
GENDER: Male
POSITION: Manager
DATE: 2/3/2014

CONFIDENTIAL REPORT

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1. INTRODUCTION

The candidate was requested to complete a variety of competency based simulation exercises. The exercises assessed various behavioural competencies drawn from the CAS Competency Model, which are necessary for the required position.

2. THE CAS V3 COMPETENCY MODEL

JvR Psychometric's CAS V3 Competency Model is based on the work of Arthur, Day, McNelly, and Edens (2003) and Borman and Brush (1993). Two comprehensive meta-analyses on competencies and optimal managerial performance were integrated to arrive at the current CAS competency model.

OVERARCHING DIMENSIONS	7 BUCKETS	COMPETENCIES	COMPETENCY DEFINITIONS
INTERPERSONAL FACILITATION & COMMUNICATION	COMMUNICATION	WRITTEN COMMUNICATION	The ability to express ideas effectively in a written format.
		VERBAL COMMUNICATION	The ability to express ideas effectively in individual or group situations (including non-verbal communication).
		PRESENTATION SKILLS	The ability to effectively express oneself when presenting ideas or tasks to an individual or group (including nonverbal communication).
	CONSIDERATION / AWARENESS OF OTHERS	CONFLICT MANAGEMENT	The ability to effectively manage and resolve conflict situations in the workplace.
		INTERPERSONAL SENSITIVITY	The ability to be empathetic towards the needs and feelings of others.
		CLIENT RELATIONS	The ability to provide and maintain customer satisfaction.
		TEAMWORK	A genuine intention to work collaboratively towards a common goal.
MECHANICS OF MANAGEMENT/ ADMINISTRATIVE ACTIVITIES	DRIVE	DRIVE & COMMITMENT	The ability to stay with a position or plan of action until the desired objective is achieved or it is no longer reasonably attainable.
	ORGANISING & PLANNING	ORGANISING & PLANNING	The ability to establish courses of action for self and/or others.
		IMPLEMENTATION & CONTROL	The ability to implement plans and monitor progress through to completion.
	PROBLEM SOLVING	ANALYTICAL THINKING	The ability to systematically analyse information to identify main themes and their causal relationships.
		BUSINESS ACUMEN	The ability to understand the key business issues impacting on the success of the organisation.
		JUDGEMENT & DECISION MAKING	The ability to evaluate information and carefully consider a wide range of possibilities and implications when making sound decisions.
LEADERSHIP & SUPERVISION	INFLUENCING OTHERS	LEADING OTHERS	The ability to lead, inspire and empower others to work towards a desired goal.
		NEGOTIATION	The ability to bargain between parties to reach agreement.
		PERSUASIVENESS	The ability to communicate in a convincing manner and to influence people.
	VISION & STRATEGY	STRATEGIC THINKING	The ability to distil large amounts of information into a higher order long term plan to achieve organisational success.

3. INDIVIDUAL COMPETENCY REPORT

The competencies that were assessed are listed below with their corresponding definitions and results obtained by the candidate in this exercise. The scores reflected below is the average score per competency over all the completed exercises. Please also note that the competencies Teamwork, Drive and Commitment and Strategic Thinking were not measured in this simulation battery.

OVERARCHING DIMENSIONS	7 BUCKETS	COMPETENCIES	DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH
INTERPERSONAL FACILITATION & COMMUNICATION	COMMUNICATION	WRITTEN COMMUNICATION The ability to express ideas effectively in a written format.				
		CONFLICT MANAGEMENT The ability to effectively manage and resolve conflict situations in the workplace.				
	CONSIDERATION / AWARENESS OF OTHERS	INTERPERSONAL SENSITIVITY The ability to be empathetic towards the needs and feelings of others.				
		CLIENT RELATIONS The ability to provide and maintain customer satisfaction.				
INTERPERSONAL FACILITATION & COMMUNICATION	ORGANISING & PLANNING	ORGANISING & PLANNING The ability to establish courses of action for self and / or others.				
		IMPLEMENTATION & CONTROL The ability to implement plans and monitor progress through to completion.				
	PROBLEM SOLVING	ANALYTICAL THINKING The ability to systematically analyse information to identify main themes and their causal relationships.				
		BUSINESS ACUMEN The ability to understand the key business issues impacting on the success of the organisation.				
		JUDGEMENT & DECISION MAKING The ability to evaluate information and carefully consider a wide range of possibilities and implications when making sound decisions.				
LEADERSHIP & SUPERVISION	INFLUENCING OTHERS	LEADING OTHERS The ability to lead, inspire and empower others to work towards a desired goal.				
		NEGOTIATION The ability to bargain between parties to reach agreement.				
		PERSUASIVENESS The ability to communicate in a convincing manner and to influence people.				

4. DETAILED ITEM COMPETENCY RATINGS

As competencies can look different in varying contexts, it is valuable to report your specific ratings across the various assessment exercises that you were assessed on (i.e., in-basket, presentation and role-play). For example a person can illustrate good Interpersonal Sensitivity in an interactive format (e.g., role-play) but have some difficulty displaying it in a written format (e.g., in-basket). This format allows you to tailor your individual development plan to meet your specific development areas.

As you often find varying degrees of performance on different elements of a competency, the scoring entails rating specific behavioural indicators with either a 1, 2, 3, 4 or No Evidence. The table below explains these ratings:

Rating	Meaning
4	Strength - you displayed more evidence than what was required.
3	Adequate - you displayed effective behaviour and thus competence.
2	Coaching Required - you displayed competence in some aspects, but require development in others.
1	Development Required - you did not display effective behaviours, development is suggested.
No Evidence	You did not display the necessary behaviours and this could mean one of two things: 1. That you have the skill but did not demonstrate it, or 2. That you do not have this skill as yet and it could therefore be considered an area for development.

1 WRITTEN COMMUNICATION - The ability to express ideas effectively in a written format.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
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STRENGTHS	KEY AREA OF IMPROVEMENT
Joe was able to clearly communicate his point and did this in a logical and systematic manner. He also used a writing style that was appropriate to the given context - which was as an operations manager in a specific organisations called MetroBank.	Joe at times made some spelling mistakes for instance: item 3 he used discusses instead of discussions item 7 where he used thesee instead of these and in item 5 where he used ideass instead of ideas. He also constructed a couple of sentences a bit difficult for instance: item 4 he said "we need to st with both you and investigate" item 4 "very unfortunate that you in this situation" item 7 "I don't believe this is an effective of addressing the issues" It should be mentioned that these were not the common occurrence in Joe's responses and is therefore not highlighted as an area of development - but when under pressure, Joe could perhaps pay some attention to the above mentioned issues.

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET	Written communication is clear and to the point					
	Uses a writing style that is appropriate to the context					
	Uses logical and systematic writing style					
	Uses appropriate grammar and punctuation					

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
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STRENGTHS	KEY AREA OF IMPROVEMENT
Unfortunately Joe did not answer the item which pertained to conflict management. Therefore we could not rate or highlight certain strengths or development areas for this particular competency.	

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 2.2)	Considers all relevant information pertaining to Metro Bank as well as Chilli Red					
	Shows an understanding of the different perspectives of the conflicting parties					
	The suggested action takes a calm and objective approach					
	Suggested actions would promote the reaching of a resolution					
	Shows an understanding of the possible consequences of conflict in the given situation					

3 INTERPERSONAL SENSITIVITY - The ability to be empathetic towards the needs and feelings of others.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
<p>Overall it would appear that Joe showed effective interpersonal sensitivity in the e-basket exercise. He was able to show sensitivity in his response to others by saying: "I really appreciate that you have taken the courage to write me this email" (Item 4)</p> <p>He also effectively acknowledged the viewpoint of others and seemed to show care in his choice of words used to answer each item - "I understand that the staff is perhaps unhappy" (Item 3) & "It is very unfortunate that you in this position" (Item 4)</p> <p>Interpersonal Sensitivity seemed to stand out as one of the strengths of this candidate.</p>		<p>Within the area of interpersonal sensitivity it appear as if Joe has adequate skills in this competency.</p> <p>However, if he would wish to excel at this specific competency he could perhaps look at encouraging more co-operation when in difficult situations which could also lead to him seeming more open and approachable to others.</p>		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 3)	Shows sensitivity in the response to Miles					
	Shows care in choice of words					
	In their response, candidate appeared to be open and approachable					
	Acknowledges others' viewpoints					
E-BASKET (Item 4)	Encourages co-operation					
	Showed sensitivity in response to Tandi					
	Shows care in choice of words					
	In their response, candidate appears to be open and approachable					
	Acknowledges others viewpoint					
	Encourages co-operation					
	Remains objective in dealings with Tandi					



OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
Joe showed adequate behaviour in the client relations competency. He showed an understanding of the possible needs of the client and made suggestions aimed at meeting the client's expectations - "...could implement campaign...gather where the issues are...work from there" (item 6) "...staff to grow and become excellent at what they do in order for us to reach our clients"		<p>Although Joe showed adequate to above average behaviour in meeting the client's expectations and understanding the possible needs of the client; the suggestions that were made did not seem to focus on building a collaborative relationship with the client.</p> <p>He could perhaps focus on getting client's input in what they would want going forward or starting certain initiatives aimed at not only meeting expectations but building collaborative and partnering relationships going forward.</p>		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 6)	Shows an understanding of the possible needs of clients					
	Suggestions provided by the candidate is aimed at meeting client expectations					
	In the suggestions made, candidate displayed an awareness of having respect for					
	The suggestions were aimed at building a collaborative relationship with clients					
	Through the suggestions, candidate appears to be open and approachable					

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
<p>It should be noted that Joe only responded to one of the items measuring organising and planning because of this his overall score is pulled down to a development area - however, when looking at the individual scores for the items a more realistic picture is perhaps painted of Joe's behaviour in this competency.</p> <p>However, in the one item that he did answer he showed more than adequate behaviour in utilising various and available resources as well as clearly specifying goals and objectives to be achieved - "need to effectively inform our staff of what is happening in the business"; "we currently have many tools available - formal or informal - placing information on notification boards" (item 5)</p>		<p>It should be noted that Joe only responded to one of the items measuring organising and planning because of this his overall score is pulled down to a development area - however, when looking at the individual scores for the items a more realistic picture is perhaps painted of Joe's behaviour in this competency.</p> <p>However, in the item that Joe completed he did not seem to include contingency plans in his response. This is an aspect that Joe could be made aware of. In this way - with the next assessment the quality of Joe's contingency plans. Because he got a no evidence score it means that we cannot make an accurate assumption on Joe's behaviour in this regard.</p>		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 2.3)	Clearly specifies goals and objectives of suggested actions					
	Establishes priorities					
	Assessing and organising available resources to ensure the execution of suggested actions					
E-BASKET (Item 5)	Includes contingency plans were necessary and indicates people responsible for various tasks or delegates if necessary or appropriate					
	Clearly specifies goals and objectives					
	Establishes priorities					
	Assesses and organises available resources					
	Includes contingency plans were necessary					
	Includes responsibilities for people where necessary					

6 IMPLEMENTATION & CONTROL - The ability to implement plans and monitor progress through to completion.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
<p>It has to be noted that for the item that measures implementation and control Joe only tended to one aspect of this competency which is he assigned specific roles to individuals to ensure completion of the set out initiatives. His behaviour pertaining to this aspect was adequate and he assigned responsibilities and roles to both Sharon and Jerry with regards to the set out initiatives.</p>		<p>Because Joe only focuses on some aspects of the item and more specifically this competency he received no-evidence scores for most of the behavioural indicators. Therefore at this stage it would be difficult to make an assumption about Joe's behaviour in this regard.</p> <p>However, by possibly making him aware of this aspect could result in him paying more attention to these type of behaviours in his daily tasks or next assessment - and from there a assumption can be made about the quality of his behaviours for this competency.</p>		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 6)	Assigns specific roles to individuals to ensure completion of both initiatives					
	Delegates and sets appropriate parameters for the completion of both initiatives					
	Establishes feedback mechanisms					
	Provides measures to continuously monitor progress					
	Sets appropriate timelines for completion of tasks					

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
<p>When looking at the two items measuring analytical thinking in this exercise it could be noted that item 1 focus more on the financial aspects and item 7 more general.</p> <p>For Joe in item 7 he showed that he could understand the link between elements as well as grasp the key elements of the problem "not effective of addressing the current issues" "will have an up-hill battle..."</p> <p>He also integrated certain aspects from item 1 "underspending on marketing" that he did not mention in item 1 - emphasizing that he is able to systematically consider certain facts and details.</p>		<p>Although Joe's responses in item 7 was more on target than in item 1 the reason for this should be investigated. The main penalty in item 1 was the fact that although Joe could identify the over spending in item 1 he did not seem to focus on the aspects that was in fact under spent.</p> <p>The same trend could be seen in item 7 where he could adequately identify the pros and cons of outsourcing, he did not focus on the pros and cons of staying - therefore not looking at both options objectively.</p> <p>This is perhaps an aspect that could either need awareness or development.</p>		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 1)	Grasps the key elements of the problem(s) with regard to the budget figures					
	Understand the link between elements					
	Systematically considers details and facts pertaining to the stated problem					
	Understands relevant causes for the problems at hand					
E-BASKET (Item 7)	Weighs consequences of various					
	Grasps the key elements of the problem(s)					
	Understands the link between elements					
	Demonstrates ability to summarise pros and cons with regards to outsourcing					
	Demonstrates ability to summarise pros and cons with regards to staying with current service provider					
	Systematically considers relevant details and facts					

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
Joe were able to identify certain aspects that could impact MetroBank's ability to stay competitive. He also mentioned some plans to try and curb these problems: "understand why they are currently overrun...management of funds/resources". He also made adequate suggestions for possibly staying competitive and cutting costs "teleconferencing..."		Although Joe could understand the problems impacting the competitiveness of MetroBank he did not effectively focus on the forces impacting the sustainability and profitability of MetroBank - for instance the marketing and training that was underspent.		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 1)	Identify the problems impacting the competitiveness of Metro Branch Bank from a business perspective					
	Understands the forces impacting on profitability and sustainability within Metro Bank					
	Weighs the impact and consequences of various options for staying competitive and sustainable					
	Suggests actions aimed at staying competitive and cutting costs					
	Takes various sources, such as budget figures, into account					

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
<p>It should be noted that Joe did not complete one of the three items measuring judgement and decision-making, therefore pulling his overall score down.</p> <p>However, for the items he did complete Joe showed behaviour indicating that he evaluates all relevant information and considers various alternatives before making a suggestions aimed at the situation at hand. He also illustrated behaviour indicating that his suggestions were based on reasoning and available evidence.</p> <p>This could indicate that when in a difficult position Joe would be able to look at the situation objectively and stay focussed on the problem at hand by providing solutions and suggestions.</p>		<p>Joe's overall score indicates that judgement and decision making is a development area, however, when looking at the actual scoring for the items completed it paints a different picture. The conclusion could be reached that because Joe did not complete one of the items for this competency, he received scores of no-evidence and this could pull his score down.</p> <p>When looking at the actual evidence and scoring for this competency it could be seen that in some instances Joe might not be inclined to explain his thinking (item 4 - he did not mention the possible implications of the suggested actions) but this also does not indicate a clear development area.</p> <p>Therefore, Joe could possibly benefit from being made aware of the importance of explaining his thinking to others.</p>		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 2.1)	Evaluates all relevant information					
	Considers various alternatives, courses of action and stakeholders					
	Suggests a course of action					
	Suggestions made were based on evidence and reasoning					
	Displays an understanding of implications of decisions or suggestions made					
E-BASKET (Item 4)	Evaluates all relevant information					
	Considers various alternatives, courses of action and stakeholders					
	Suggestions made were aimed at addressing the situation at hand					
	Suggestions were based on evidence and reasoning					
E-BASKET (Item 7)	Understands implications of suggested actions					
	Evaluates all relevant information					
	Considers various alternatives, courses of action and stakeholders					
	Understands implications of decisions					
E-BASKET (Item 7)	Makes suggestion based on the situation at hand					
	Provides evidence to support suggestion made					

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
Joe showed adequate behaviour in providing direction to the group as well promoting the suggested strategy and gaining momentum within the group - "we need to close the gap between ground staff and management"; "organising sessions...top management is invited to address them and share information"		Although Joe scored at an adequate level for this competency the only aspect that seemed to need some attention is that of displaying a willingness to be personally committed. He mentioned "we" in his reponse but did not state how he would be involved or what his role would be.		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 5)	Provides direction to the group					
	Displays a willingness to be personally committed to improve the current organisation climate					
	Generates and promotes co-operation within the group					
	The conveyed message is inspiring and motivating					
	Motivates and promotes the suggested strategy					

11 NEGOTIATION - The ability to bargain between parties to reach agreement.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
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STRENGTHS	KEY AREA OF IMPROVEMENT
Unfortunately Joe did not answer the item which pertained to negotiation. Therefore we could not rate or highlight certain strengths or development areas for this particular competency.	

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 2.2)	Considers the position of Chilli red in the situation					
	Identifies points of agreement or disagreement between MetroBank and Chilli Red					
	Presents and explores alternatives that could be implemented to avoid legal action					
	Suggestions are focused on the set Suggestions made would promote the possible reaching of agreement between Chilli red and Metro Bank					



OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		
During his response to item 3 Joe showed behaviour to conveying his message in a convincing manner and he demonstrated confidence in his own conviction - "rumours are harmful to the business and staff morale" "know that management has indicated some concern....will adress this through the right channels"		<p>Joe indicated adequate behaviours in this competency, however, if he would feel the need to develop some instances he could focus on providing more rationale for his point or position and specifically aiming his message towards the concerns of his employees or subordinates.</p> <p>Joe did display adequate behaviour in his responses and therefore these are not identified as definite developmental areas - but could be focussed on should Joe feel the need to develop certain aspects in his persuasiveness competency.</p>		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
E-BASKET (Item 3)	Conveys message in a convincing manner					
	Response promotes gaining the agreement from others					
	Provides rationale for their point or position					
	Demonstrates confidence in their own conviction					
	Message is aimed at the concerns and reservations of the target audience					

5. RECOMMENDED LEARNING INTERVENTIONS

Overall the outcomes of your Assessment Centre in most of the competencies indicate acceptable competence. Leverage on these areas as they are critical in both management and leadership roles. It should be noted that for the competencies "Negotiation" as well as "Conflict Management", no evidence was displayed to enable the assessors to rate competence. As a result conclusions cannot be drawn regarding whether these are strengths or development areas. Nevertheless; some pointers have been provided on development activities for consideration - various recommendations have been made in the discussions above for each competency individually. For feedback to be effective it is recommended to get various action steps that can be tracked and monitored to ensure development in these areas. Progress should also be tracked against a timeline for completion of development initiatives. Because these development activities could be very context specific - we would recommend identifying aspects important for job success and effectiveness. These can be discussed, agreed on and written in the box below in order for the candidate to know what would be expected on them.

6. CONCLUSION

Current psychological theory suggests that the best development processes are where one leverages one's strengths to mitigate one's development areas. Competency based assessment provides individuals with opportunities to display various competencies by simulating typical working environments. This is quite different from personality questionnaires which are based on self-report. So in essence, this report is based on your behaviour as opposed to your personality.

Thank you for your time taken to participate in this assessment and development process. We trust that you will find the feedback useful and enriching.