



Restaurant Competency Spotlight eBook

Personality characteristics identified specifically for restaurant managers—how measuring these traits impacts performance and predicts success for crucial roles within the restaurant industry.

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Competency Spotlight:

Championing Change

Most people would agree that change is inevitable. While this is the case, most people probably have different ideas of what changes should be made and how they should be carried out. The most effective leaders are known to have the ability to communicate ideas of change, prepare their people with strategy and insight on what to expect, and successfully implement the new way of doing things.

Championing Change involves a leader's ability to engage their team, build support, and take responsibility for a change that they consider to be a progress point in their organization.

Championing Change

“The most effective leaders are known to have the ability to communicate ideas of change...”



The group of scales that make up a competency are shown visually in an assessment as a competency model. Colors indicate whether or not a candidate falls in a preferred range for each scale.

1. Assertiveness

Are your company's leaders direct and insistent enough to initiate change, or do they have a more laissez-faire presence? How could these styles affect their ability to successfully implement change?

Leaders who are quieter and more reserved when it comes to dealing with coworkers are usually those who others regard as being a good listener or an easy person to work with. This is a good quality to have in an employee, but when it comes to pioneering change in a leadership position, these people might be uncomfortable standing their ground when oppositions are voiced by others. These leaders may lack the confidence to take a personal obligation to see their initiative through to the end.

The ideal levels of assertiveness a leader needs in order to champion change fall in the high range for this scale. Leaders found here not only demonstrate the confidence to take charge of a new strategy, but also the desire to do so. Showing this type of interest in a change they feel is for the better of the company helps leaders engage and gain the support of their coworkers who are affected by the change in question. Because they display confidence during a time of transition and uncertainty, their peers are put at ease, making the process much smoother.

2. Work Pace

When your company is in the midst of a change in strategy, will your leaders have the energy and efficiency to keep the team engaged in the transition as well as maintain day-to-day work responsibilities? Or are they unable to operate effectively in high-energy situations?

Leaders who prefer a slower, more unhurried work pace may be effective at working through long periods of unvarying tasks. Often seen as persistent performers, these people function best at a steadier pace. Meeting deadlines could be a weakness seen in those who fall on the low range of this scale, since leaders with this trait could be uncomfortable working at a faster pace. This could make taking charge of a change initiative difficult.

Championing Change

“Championing Change involves leaders, the ability to engage their team, build support, and take responsibility for a change.”

Change, by nature, is dynamic. An operation is being transformed or redirected so that a company runs more efficiently. Having taken the personal responsibility to implement this change, a leader is faced with more tasks to complete on top of everyday duties. Leaders who enjoy working at faster paces and have high amounts of energy may find it easier to maintain multiple objectives simultaneously whilst nurturing the change implementation.

3. Frustration Tolerance

Not all changes in company strategy come without a hitch. Often hiccups occur, and the way the leaders at your company handle these setbacks could affect whether or not they have the resilience to power through complications and champion change.

One of the first steps after leaders research and decide on a plan for change is to hash out the details with the other decision makers of the company who are affected by the change. Once implementation begins, some things may go wrong. In these cases, when obstacles arise, leaders who fall on the low end of Frustration Tolerance may be unable to persevere through oppositions and could have difficulty getting the strategy back on track after a bump in the roadmap.

Leaders who show higher resilience are more likely to remain positive when faced with challenges or struggles that accompany many changes within a company. They aren't easily discouraged, helping them sustain a confident outlook on their strategy.

4. Realistic

This scale in particular touches on the idea that too much or too little of something can be bad. Are your leaders able to balance imagination and innovation with practicality and sensibility? At what point do these traits cause problems for leaders trying to enforce change?

Leaders who fall on the low end of this scale may be great at imagining possibilities. They may think outside the box and are open to new ideas and innovation. This helps when the leader is brainstorming ways to improve the company through change initiatives. The downside to landing on the low end of this scale could include leaders coming up with impractical ideas and their tendency to focus on how things should be, rather than on how things are. Very idealistic, these leaders may not take the most realistic route when deciding on a change.

The extreme high end of this scale may have negative consequences for those in decision-making positions. Often dominated by practicality, leaders here may have a more difficult time brainstorming

Championing Change

“When a change happens in an organization, it is up to both the leaders and their employees to carry it out.”

and thinking abstractly. These leaders are usually uncomfortable with the unknown, so they tend to make decisions based on previous experiences, limiting progress and innovation quite a bit.

The ideal range for leaders to land is in the middle of this scale. There should be a balance of sensibility and creativity. Being too realistic hinders progress since imagination and new ideas foster change, and being too much of a dreamer might make leaders develop goals that are unattainable, no matter how great they may be. A certain amount of practicality is required in order to keep leaders' creativity and vision in check.

5. **Serious-Minded, Restrained**

Much like the Realistic scale, maintaining an evenness of risk and caution when carrying out an organizational change is essential in a leadership role. Do your leaders make quick judgments they later regret, or do they over-deliberate when making business decisions? Whether or not leaders exhibit these traits could affect the way they go about creating and managing change.

Those who don't show much restraint are likely to be impulsive and spontaneous. Leaders who fall on the low end of this scale have a better ability to make quick decisions. Sometimes though, they are quick to decide on something when more time should be taken for deliberation. They may reinforce the idea that it is better to make a decision now rather than miss an opportunity. When deciding on a course of action for a change in strategy, these leaders are quick to choose a path and may not think through their decision and how it affects the company in the long-run.

With a high level of restraint, leaders may show behaviors such as overthinking and taking things too seriously, hindering their ability to commit on issues even when an immediate action is needed. These leaders are usually uncomfortable making choices that they don't get to sleep on for a bit. They need more time to familiarize themselves with an idea before making a decision. Leaders in this range are less likely to take risks, which, in a situation where change is needed, might prevent them from choosing the best option for the company.


In order to successfully implement change in an organization, leaders must be comfortable enough to make quick decisions, but without losing their ability to fully think through and weigh their options. Leaders who take enough time before deciding on a choice, but who are not so cautious that they're too timid to make one, have the right levels of restraint to make the best decisions when changes need to be made.

Because these five scales give insight on how comfortable people are

Championing Change

during times of change, they help give clues about how well leaders can initiate, engage in, and implement a new idea and if they can keep a positive, goal-driven, and sensible outlook throughout the process.

The fact is, you never know what form change could come in or how long it takes to carry out. Oftentimes, people won't agree with the change initiative. With this uncertainty comes the need for leaders to persevere through opposition, engage the team to on-board new strategies, and display confidence and persistence when things don't go as planned. These traits ensure that organizational changes are put in place in the most effective and successful way.

Where do your leaders fall within this competency? When a big change occurred in your organization, how did your leaders handle the transition? 



Competency Spotlight:

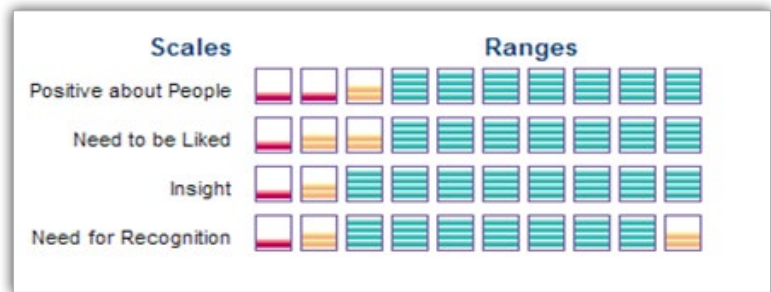
Coaching & Developing Others

Leadership in its most basic form involves a person guiding and directing others so that a task or objective is met. Whether leaders oversee five people or fifty people, they need the ability to guide their employees in the right direction and develop them where improvement is needed. Great leaders are sincere and provide fair and constructive feedback to their team so that growth and success can occur within their organization.

Coaching and developing others is a continuous effort focusing on the broader, more long-term growth of individuals. A leader who encourages and inspires their team to grow to their potential understands the importance of promoting a culture of development.

Coaching & Developing Others

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The group of scales that make up a competency are shown visually in an assessment as a competency model. Colors indicate whether or not a candidate falls in a preferred range for each scale.

Assessments measure several innate traits that can have an impact on how effectively a leader can coach and develop others. Research and experience have shown that four key personality characteristics, or scales, have a link to this competency:

1. Need for Recognition

How much positive feedback and attention do the leaders at your company need, and how does this play into their coaching and developing approach?

Leaders with a low need for recognition are able to perform without relying on praise and positive feedback to drive the quality of their work. Often when this is the case, those leaders are less likely to give credit and recognition to their team since they don't see it as a personal need.

On the opposite end of the spectrum, the leader with a high need for recognition readily gives praise and support when needed and rewards the team's accomplishments. However, this comes with the leader's personal need for recognition, which may result in a sense of competitiveness and selfishness if they are not put in the spotlight, rather than striving for growth among the entire team.

At their worst, leaders who fall very high on Need for Recognition compared to others may want the spotlight themselves, and may occasionally fail to share credit with their team. Leaders you want the most fall in the mid to high range on this scale. Within this range a leader is predicted to be rewarding enough to their team to drive improvement, but not so reliant on receiving recognition that they fall short on their own duties of coaching and developing their team.

2. Positive About People

Are the leaders in your organization generally trusting of people, or do they have a tendency to be critical of others?

When employees fall on the low end of this scale it means they are skeptical and cautious to trust others. A skeptical leader provides close supervision and insists upon quality performance. While these

Coaching & Developing Others

“Leaders who have high insight have the capability of interpreting their team’s feelings which makes coaching and developing much easier...”

could be good qualities, they are more often than not paired with the leader being difficult to please and potentially micromanaging their team. They may even concentrate primarily on their team’s negative attributes or assume that the team member will fail.

In the high range, leaders are providing a positive and trusting environment and develop their team by viewing mistakes as opportunities to learn. As long as these leaders are careful that their trust isn’t taken advantage of, they can easily win over their team and build relationships through solid communication. For this scale, the best leaders fall in the mid to high range. They’ll support their team and promote positivity and an overall culture of development. Instead of being too skeptical or so trusting they’re taken advantage of, great leaders show a balance between the two ends of the spectrum.

3. Insight

If your leaders show little to no interest in their team’s actions and motives, how can they successfully create an environment for coaching and developing?

Trick question - they can’t!

When leaders fall on the low end of this scale they tend to overlook people issues when making decisions, and probably have a hard time understanding their team’s developmental needs. These leaders see analyzing other’s motives as a waste of time which has a devastating impact on how they coach.

Leaders who have high insight have the capability of interpreting their team’s feelings which makes coaching and developing much easier since there is a next-level understanding of each individual on the team. These leaders spend more time staying in tune with the team’s motives, helping facilitate a more supportive type of growth.

4. Need to be Liked

How accommodating your leaders are to their team depends heavily on whether they have the need to be accepted by others.


Although leaders with a low need to be liked may be willing to disagree and take an unpopular stance for the good of the company, the potential liabilities may outweigh the potential positives on the low range of this scale. Leaders have a strong desire to win and are usually motivated by personal goals. They are often too quick to argue and their competitiveness may prevent working relationships with co-workers. (If that doesn’t sound like a terrible environment for coaching and developing, then I don’t know what does.)

Coaching & Developing Others

“The ability to coach and develop a team is one of the most important assets a leader can have.”

Leaders who do the best coaching fall on the higher end of this spectrum. These are people who are approachable and likable. They are seen as cooperative and helpful, showing concern for others' growth and performance, and giving of themselves to benefit others. Because they show interest in the entire team and not only in themselves, leaders with a higher need to be liked generally aim toward coaching and developing.

Because these four scales deal with people-to-people outlooks and interactions, they help to decipher how good or bad a person will be at constructively giving fair and objective feedback, as well as continuously promoting success and progress within their team.

The ability to coach and develop a team is one of the most important assets a leader can have. Rewarding and helpful, positive and approachable, these best leaders are great at digging into developmental needs. They find constructive ways to promote growth and coach their team in a fair and motivational manner. 



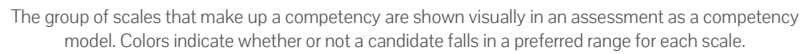
Competency Spotlight:

Customer Focus

Happy customers are necessary to keep a company in business. They have the power to buy or not buy your products, and convince others to do the same. Good food or good prices bring in customers, but a bad service experience can keep them from coming back.

Customer Focus measures a person's desire to please customers and anticipate their needs. People that have excellent guest focus strive to exceed the expectations of customers and encourage others to do so as well.

“Happy customers...have the power to buy or not buy your products, and convince others to do the same.”



1. Insight

When employees fall on the low end of this scale, they tend to overlook people issues when making decisions. Employees here may not be able to recognize emotional cues as well as those who have a better handle on reading people. Because of this, they may not recognize how their own behavior is impacting the customer, and might find it harder to anticipate the needs of others.

The high end of Insight includes employees who tend to be understanding of others' feelings. These employees are more attuned to interpersonal issues and place a higher emphasis on giving customers the best experience possible. Those who have the desire to understand people find it easier to evaluate their needs and provide the best customer service.

Having a positive outlook towards people makes interactions with them much easier. In industries where customer experience is a main focus, being critical and negative can be detrimental to business.

If a person is skeptical of people and generally untrusting of others, they likely fall on the low end of this scale. Here, employees may be difficult to please and might even show intolerance towards something they don't agree with. These people may be harder to take advantage of because they are naturally less trusting. However, these employees may find it uncomfortable to have to be positive and trusting of others, making their interactions feel more forced.

Customer Focus

“People that have excellent guest focus strive to exceed the expectations of customers and encourage others to do so as well.”

On the high end of the spectrum, employees generally concentrate on positive attributes of people and accept others without being critical. Having a positive outlook towards people makes providing customer service come more naturally, because these employees want to help. In a situation where a customer is being catered to, it's important that employees focus on creating a positive environment.

3. Assertiveness

Employees should make their presence known to help reassure customers that if they need help, they know where to find it. Showing confidence in front of strangers, especially when they have questions is one of the most important traits for customer-facing employees to have.

When employees score low in Assertiveness, it means they're likely more reserved and quieter than most people. Typically these employees are seen as good listeners and easy to work with. Although being reserved isn't a bad trait to have, it may hinder communication between the employee and customer. Effectively dealing with customers requires a certain amount confidence to make the customer feel like they are in good hands.

People who score high in Assertiveness are comfortable talking to people and typically enjoy having conversations. In this range, employees make their customers feel welcome and taken care of. They leave a lasting impression and may even be able to influence customers to buy more of a product or service.

4. Work Pace

Industries that cater to customers all experience the rush—the certain hours during the day where there are so many people who need to be helped. Sometimes this can be overwhelming, so why not have the peace of mind and know your employees can handle such a fast-paced environment?

Employees who prefer a slower working environment fall on the left end of this scale. Because they are more comfortable doing things in a relaxed manner, they may become easily frustrated when it comes time to pick up the pace a bit. People who have an unhurried work style tend to be uncomfortable having to scramble to get everything done in a short amount of time.


When people feel rushed, they can become flustered, which leads to aggravation, mistakes, and inefficiency. None of these things are okay with customers.

Customer Focus

“It’s critical for the employees of any customer-facing industry to present themselves as welcoming and helpful, no matter the circumstances.”

Employees who are the most effective during busy or hectic times fall on the right side. These people may even prefer a fast-paced work environment. They are able to remain collected and effective during the rush of demanding customers. Employees who can handle a fast work pace are able to make each customer feel especially taken care of, even though they may be helping dozens at a time.

Since these four scales cover people’s outlooks towards others and the degree to which they can maintain presence and positivity during hectic times, they give clues about how well an employee focuses on customers.

It’s critical for the employees of any customer-facing industry to present themselves as welcoming and helpful, no matter the circumstances. Customers who’ve been provided great service are likely to not only come back again, but also encourage other people to become customers as well. 



Competency Spotlight:

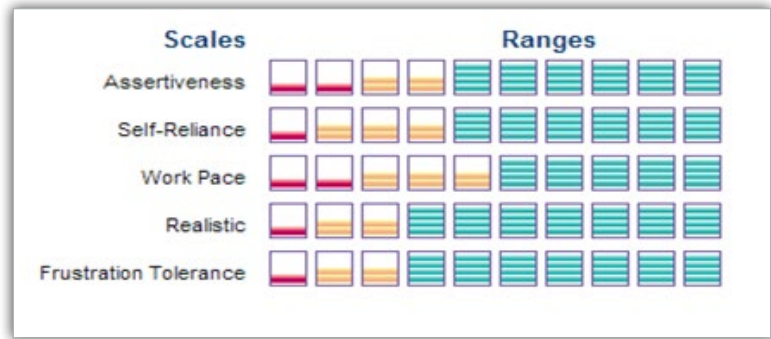
Driving for Results

Effective managers have the ability to encourage employees to perform at their best and drive for task completion in a motivating and confident way. Without positive results from accomplished goals, a company can't move forward, and falls behind.

Driving for Results deals with a manager's capability to encourage their employees to perform effectively so that the company can excel. These leaders help establish realistic objectives, assume personal responsibility for the success of the organization, and persist through setbacks to achieve goals.

Driving for Results

“Driving for Results deals with a manager’s capability to encourage their employees to perform effectively so that the company can excel.”



This group of scales that make up the Driving for Results competency model are shown visually in an assessment report. Colors indicate whether or not a candidate falls in a preferred range for each scale.

Our Assess Personality survey measures innate and learned characteristics that affect how a manager persists and encourages their team to finish tasks and achieve objectives. Over thirty years of experience and research have shown that there are five main behaviors that play into a person’s Drive for Results.

1. Assertiveness

To be able to push employees and encourage them to complete their work effectively, a manager needs a certain amount of assertiveness. Do you notice your managers standing their ground when dealing with employees, or do they lack the confidence to take control of a situation?

Managers who fall on the low end of Assertiveness are usually easy to work with and are seen as great listeners. Although these are good qualities, in a position where managing others and being results-focused is critical, these traits may not be the most effective. The downsides to having low assertiveness include lacking the confidence to lead and direct others and letting others dominate the direction of a team.

The high end of Assertiveness includes people who demonstrate that they have the desire and confidence to lead and take charge of their employees in an impactful way. These managers are more comfortable in a position that requires visibility and authority. Because managers need to be able to take initiative with their employees, having a higher amount of assertiveness is critical.

2. Self-reliance

This scale measures the extent to which a person relies on others for support. As a manager, a person needs to be able to be independent and self-reliant rather than be unable to make their own decisions. Employees rely on managers for instruction and decision-making.

Because managers are in a leadership position, they must take initiative with their team so that goals can be accomplished on time. Leaders who fall on the low end of Self-Reliance often rely on others for support or assistance. They may be unsure of their decisions

Driving for Results

“Over thirty years of experience and research have shown that there are five main behaviors that play into a person’s Drive for Results.”

at times and might even require more hands-on direction to be effective at managing a team.

Great leaders fall on the higher end of this scale. They have self-confidence and assume responsibility for the actions and performance of their employees. Managers with high self-reliance are independent and able to make important decisions without needing to seek advice. They are sure of themselves which relays a sense of certainty to their employees.

3. Work Pace

This scale gives insight into what a person’s preferred work pace is. If a manager is effective at leading a team of employees, delegating tasks, making sure the delegated tasks are completed correctly, as well as looking forward at tasks that need to be accomplished, it’s because they have the right amount of work pace.

When a manager has low work pace, it means they prefer slower working conditions and aren’t comfortable being rushed with deadlines. Since managers are in charge of maintaining a group of employees, customers, and all other aspects of their department or location, having a low work pace may cause managers to become frustrated and overwhelmed.

Efficient managers have a high work pace. They’re able to maintain a level head when dealing with projects that need to be accomplished quickly. Because they prefer a faster work environment, it’s unlikely that these managers will let their employees or themselves fall behind on duties.

4. Realistic

Being realistic helps managers arrange employee tasks in an order that makes sense. Managers who focus on important and achievable objectives first are more likely to see positive results than managers who prioritize unrealistic goals.

Managers who fall on the low end of this scale are more imaginative and are often seen as wishful thinkers. They want to accomplish goals that may be more idealistic than realistic, causing priority tasks to be pushed to the side. Although leaders here are seen as innovative and creative, it may take a toll on progress at work.

Leaders who prioritize goals to produce maximum results in an organization fall in the higher range for this scale. These managers are outcome-oriented, focused on results and company improvements. They strive to accomplish realistic goals in a realistic order so that they can help improve the company and keep their employees on target with a set plan.

Driving for Results

“For a company to move forward, it must have managers and leaders that drive for results.”


5. Frustration Tolerance

Managing a group of people and having the responsibility of producing results for a company can be a lot to handle for someone with a low frustration tolerance. The ability to overcome obstacles and continue achieving goals despite setbacks is an extremely important quality for a leader to have, especially since employees look to them for direction.

The low end of Frustration Tolerance represents people who tend to be easily discouraged and have difficulty recovering from setbacks in a plan. Managers who fall on this end probably won't be the best at displaying confidence to employees if something goes wrong or changes. If employees see that their manager isn't handling stress in a positive way, they may be encouraged to feel the same, causing projects to stall or never be completed.

When people fall on the high end of this scale, it means they're likely to be resilient even when faced with unforeseen issues and obstacles. These leaders are not easily upset and remain positive under difficult circumstances, encouraging their team to do the same and continue forward. The best managers don't give up on plans easily and persist through problems to achieve goals.

Because these scales give clues about how a leader will perform while having the responsibility to achieve results through managing others, they help decipher whether a person will be good or not at driving for results.

For a company to move forward, it must have managers and leaders that drive for results. These managers need to be comfortable relaying their ideas to their team, taking the responsibility for the completion of a project, working in a fast-paced environment, prioritizing projects in a realistic order, and maintaining a positive attitude when obstacles arise. By assessing for these traits, you find out who is best prepared for a managerial role. 



Competency Spotlight:

Managing Others

The ability to lead others is a trait sought after in all managers—that's what the role calls for. Companies rely on managers to motivate and direct a team so that goals can be accomplished in successful and productive ways.

Managing Others is a competency that deals with how effectively a leader directs the activities of their team. The best leaders are encouraging, honest, and objective when dealing with their team, working through them to accomplish goals while holding everyone accountable for their tasks.

Managing Others

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This group of scales that make up the Driving for Results competency model are shown visually in an assessment report. Colors indicate whether or not a candidate falls in a preferred range for each scale.

Our Assess personality survey measures innate characteristics that affect how a manager persists and encourages their team to finish tasks and achieve objectives. Over thirty years of experience and research have shown that there are seven main attributes that play into a person's ability for Managing Others.

1. Assertiveness

Overseeing a team requires a certain amount of assertiveness. This scale measures the tendency of a person to take initiative and make their presence felt, versus the personal preference to blend and remain in the background of a given situation.

When potential managers fall on the low end of Assertiveness, it means they tend to be less outspoken or prefer remaining in the background. These people are seen as great listeners and easy to work with, but they might feel more anxiety when they need to stand their ground and direct others. Low assertiveness in a manager can lead to less effective performance, because these people are naturally less likely to make their voices heard and influence others.

The high end of this scale represents leaders who demonstrate the confidence it takes to direct a team and drive results. People who fall on this end are more comfortable in a position that requires visibility and power, making it naturally easier for them to delegate tasks to a team and uphold a certain amount of dominance needed to take charge of an entire team. Highly assertive managers have a much easier time influencing others and making a strong impression on their team.

2. Positive About People

This scale measures how much or little trust and positivity a person has toward other people. Do you notice your managers acting overly-critical with their team? If so, you may be dealing with a leader who sways toward being more negative than what is ideal.

Managing Others

“The best leaders are encouraging, honest, and objective when dealing with their team, working through them to accomplish goals while holding everyone accountable for their tasks.”

People who fall on the low end of this scale are likely to be skeptical and overly cautious in trusting others. Managers on this end may fail to recognize the achievements of their team and are seen as difficult to please, holding a “nothing is ever good enough” type of attitude. They might be a hoverer, micromanaging those on the team because they lack faith in their coworkers.

When a person lands on the higher end of this scale, they’re likely to focus on the positive attributes of people and are generally accepting of others. Managers here are good at developing their team, as they see mistakes as opportunities to learn and grow.

You’ve probably noticed the yellow block at the end of this scale. Leaders who fall on the extreme right of Positive About People might overlook limitations in others and may give too many second chances to team members. Be on the lookout for these traits in managers at your company (they can always be developed and improved!).

3. Need to be Liked

The left side of this scale represents people who don’t place being liked by others as a high priority. When a person lands here, it doesn’t mean that they have absolutely no interest in being liked by others. Instead, if this manager is in a competitive situation with their team or other coworkers, they’ll likely focus on the personal gain of winning, even if it may mean that someone else has to lose out.

The high end of this scale is also important to note. For this particular competency, a high need to be liked can also have its liabilities. When managers land here, it typically means they are approachable and likable; they show concern for others and are cooperative and accommodating. However, managers here may try too hard to make others like them. You may see traits of being too agreeable or a difficulty saying no. Managers scoring on the high end may also have difficulty providing direct feedback to others or communicating ‘tough’ messages.

The best place for an employee who is in charge of managing others is in the middle of this scale. In this range, a leader isn’t so focused on others liking them to the point to where they wouldn’t stand their ground when their team might disagree with them, but also not so low that they argue and are overly-competitive.

4. Sociability

Sociability is an important trait for managers to have. Because they have a team to direct, a manager must be comfortable conversing with coworkers about issues, projects, and plans. Do

Managing Others

“Managing Others is a competency that reflects a person’s skills at working through a team of people to accomplish project and company goals.”

you notice managers at your company working in silos and failing to communicate expectations to their team?

When managers land on the low end of this scale, it means they prefer to work alone or in small teams, and may be uncomfortable working in large groups. People with this trait tend to avoid long amounts of time in social situations. Scoring low for this trait doesn’t mean a person dislikes people, but simply that they’d be more comfortable in smaller groups. These managers are more likely to shy away from networking events or conferences where they would have to speak in front of a group or interact with people with whom they are unfamiliar.

On the high end, managers tend to seek out coworkers and engage in a lot of conversations. These people display great social skills and when they are presenting or leading a meeting, they are in their element. This quality in a leader is important because managing others involves a lot of communication, whether it be one-on-one or in a group setting. They also tend to keep up with what everyone in their group is working on and talk with their team in an easy and comfortable way.

5. Work Pace

Managing a team can be overwhelming if a manager isn’t comfortable with a high work pace. This role calls for a person to be on top of what their team is doing, along with their own tasks. This requires a lot of work and a faster-pace schedule is part of the territory.

The low side of this scale represents people who work best in an unhurried environment. These leaders are seen as steady-going. When a person has a low work pace, they tend to not push others to work at a faster rate. This trait in a leader has the potential to slow down their entire team, possibly missing deadlines and pushing back projects.

On the high end, managers usually prefer a vigorous schedule at work. These people thrive in busy environments and typically have a high energy attitude. When it comes to managing their team, this aspect in a leader is extremely beneficial. They encourage their team to accomplish tasks within the deadline and produce a high level or work output. These people should find it much easier to keep tabs on team projects and push for success.

6. Self-Reliance

Managing others requires a combination of independent work and collaboration with a team. The ideal place for managers to fall on this scale is usually in the middle range.

Managing Others

“Without using assessments, there’s no clear way of examining whether a person falls short of or excels past the necessary skills for a leadership role.”

People fall on the low end of this scale when they rely on others’ opinions and feedback before making work decisions. This is a great style to have, because it ensures that an employee won’t jump the gun on any given decision. However, at the manager level, this could be a bit of a hindrance. Managers here may be unwilling to make their own choices, require extra support from others, and tend to over-delegate tasks.

On the opposite side (high Self-Reliance), managers are more likely to work well without direction and take initiative. To the extreme, managers here may be hesitant to delegate tasks, and may not seek advice from their team, even if the quality of their decision could be improved by doing so.

The best managers have a nice balance between these two extremes. These managers are more appropriately willing to consult their team when making a decision, for example, when the decision affects the team as a whole. Managers here are likely to make smaller decisions alone, and larger decisions with others. These people are typically more aware of the amount of tasks that should be delegated to the team so that work is evenly distributed in a way that makes the most sense.

7. Optimism


If a manager has a negative view toward work or projects, it affects the whole team. This is problematic for the group as a whole and can negatively affect work output, work relationships, and overall attitude.

Leaders who fall on the low end of optimism tend to be sensitive to difficult situations, like a team member needing to leave early or someone not completing a task on time. These people often get frustrated with problems beyond their control, and are easily affected by setbacks in plans and projects. Usually seen as over-worrying, managers with a low sense of optimism are prone to let events at work impact their state of mind, which can negatively influence their team. Team members may feel uneasy when approaching their manager with a problem, not knowing how their manager will react to bad news.

Looking for the upside of a situation is a common trait among optimistic people. This glass-half-full perspective encourages the team to persist on even if setbacks occur. Modeling this type of attitude provides a team with a consistent and positive view of their manager, which fosters productive conversation, a higher level of teamwork, and overall success in working relationships.

Since these scales give insight into how a person manages others, it’s important to understand what to expect from people when they fall in

Managing Others

a certain range within these scales. Managing Others is a competency that reflects a person's skills at working through a team of people to accomplish project and company goals. Think about all of the traits represented in this blog, and consider the amount of insight in knowing where a person falls on these scales, and how this affects their work performance. Without using assessments, there's no clear way of examining whether a person falls short of or excels past the necessary skills for a leadership role. In other words, there's much less predictive value in your selection or development process without measuring these competencies. 



Competency Spotlight:

Planning & Organizing

At work, employees have multiple responsibilities and projects, all of which have due dates and different levels of priority. The ability to look at these tasks and decide what needs to happen so that everything is completed in a timely and manageable way is imperative.

Planning and Organizing is a competency that keeps employees from becoming frustrated, missing deadlines, and performing tasks that may result in an unreachable goal.

Planning & Organizing

“Planning and Organizing is a competency that keeps employees from becoming frustrated, missing deadlines, and performing tasks that may result in an unreachable goal.”



Our Assess personality survey measures innate characteristics that affect how an employee plans out and organizes their workload so that they can achieve maximum output and be as effective as possible. Over thirty years of experience and research have shown that there are four main attributes that play into a person's ability for Planning and Organizing.

1. Structured

Roles at work require more than one responsibility, and with those responsibilities come competing deadlines. Using a logical and systematic approach in planning which tasks to complete first and which are lower in priority helps employees stay efficient and focused in their day-to-day work.

People who score on the low end of this scale tend to perform tasks in a freeform manner. They don't let themselves worry about obstacles until they arise and are usually effective at reaching conclusions in a quick and direct way. But, these people may not feel the need to take a step-by-step approach when solving problems or considering deadlines, which could cause inefficient approaches to planning out tasks that need to be completed.

The high end of this scales encompasses people who take a step-by-step approach to completing projects. These people enjoy doing things in a structured way and typically plan things in advance to gauge how to manage their time and prioritize objectives. Employees who land in the high range for Structured usually have well organized thought processes and achieve goals in a systematic way.

2. Realistic

Taking a practical approach when planning and organizing helps to prevent objectives from becoming unrealistic and unattainable. Are employees in your organization falling short when they set out on a big project? It could be because their goal was too idealistic.

When people score on the left side of Realistic, it means they tend to think in wishful and imaginative terms. These people are seen as dreamers who are great at generating ideas and possibilities. Unfortunately, ideas and possibilities aren't always reachable and are often idealistic, making them much more difficult to produce.

Planning & Organizing

“The ability to look at these tasks and decide what needs to happen so that everything is completed in a timely and manageable way is imperative.”

The further someone lands to the right of this scale, the more likely they are to approach planning in a practical way. This means that they tend to be more outcome-oriented rather than possibilities-oriented. Employees who are highly realistic focus attention on immediate objectives and use common sense to solve problems and achieve goals.

3. Work Organization

This scale deals with a person's tendency to schedule, plan, and arrange tasks in a way that makes sense. When employees have high work organization, they're more likely to be effective at this competency.

On the low end of this scale, people are unlikely to spend time planning and organizing their objectives and are seen as flexible. These employees do not spend a lot of time or energy staying organized and may not be able to keep tabs on their full workload. They may have a habit of starting projects without a fully baked idea of the process they should follow to be successful.

Employees who prefer a more orderly approach to work fall on the high end of Work Organization. Here, people tend to plan out a project before starting it, helping to gauge how long the project takes and what all needs to be done to achieve the right outcome. A common behavior for these employees is scheduling work ahead of time so that they know exactly what to work on and ensure deadlines are met.

4. Multi-Tasking

This scale helps give insight into whether or not a person is comfortable handling multiple projects at once as opposed to focusing on one thing at a time. If you notice employees in your company feeling stressed or flustered when working on different tasks at once, they may be uncomfortable doing so and in turn, become less effective.


The low end of Multi-Tasking represents people who prefer to work on one thing at a time and are effective at tasks that may be repetitive and routine in nature. These people gravitate toward stable and predictable work settings because that's where they'll be the most comfortable. For roles that require an employee to work on multiple things at once, these people may become frustrated if there are too many distractions, and are likely to be less flexible when changes in a plan occur.

The opposite end of this scale is where people fall if they enjoy working on a variety of tasks at once. These employees thrive in environments where they handle multiple demands at once, and

Planning & Organizing

are less likely to become overwhelmed when their plate is full. People who like this type of working style tend to plan out and organize their schedule so that all of their tasks can be completed on time and with the least amount of stress to them.

To the extreme, these employees may become easily disinterested in projects if they are repetitive and mundane. They may not always follow through on routine tasks to completion, since they don't prefer doing the same things over and over again.

Because these four scales give insight into how a person plans out objectives and organizes their day-to-day work structure, it helps to know what to expect from a candidate or employee when they score in a particular range. These competencies help give more consistency and structure to the hiring process, and when employees are being developed, these competencies show you where strengths and weakness lie, making the process more effective. 



Competency Spotlight:

Policies, Processes and Procedures

One of the basic requirements for many jobs is that an employee follow organizational policies. When a person is hired, they're expected to adhere to certain processes and procedures, and when they don't, oftentimes they end up underperforming or having to repeat a task until it is done correctly. This wastes time, and at the extreme, if the employee violates organizational policies, may lead to them being let go, increasing turnover and racking up hiring expenses.

Policies, Processes, and Procedures is a competency that measures a person's tendency to follow organizational plans and guidelines so that objectives can be accomplished the right way. These people encourage others to follow rules and set a good example by consistently adhering to appropriate work guidelines.

Policies, Processes and Procedures

“Policies, Processes, and Procedures is a competency that measures a person’s tendency to follow organizational plans and guidelines so that objectives can be accomplished the right way.”



Our experience and research have shown that these three scales uncover which personality characteristics naturally help employees follow set policies, processes, and procedures, and which potentially hinder a person’s ability to work in a systematic way and follow company guidelines.

1. Need for Freedom

The amount of freedom an employee prefers affects how imposed-upon they feel when they are asked to follow set processes and procedures.

People who show a small need for freedom fall on the lower end of this scale. In this range, employees seek out work environments that are more structured. They easily adapt to a company’s rules and regulations without feeling constrained to schedules and direction from their team and boss. When a person prefers rules and guidelines they are more likely to become frustrated by ambiguity in projects, so roles where set processes drive success are more enjoyable for them.

The more independence a person prefers, the higher they score on Need for Freedom. These employees place emphasis on organizational freedom and are less likely to follow rules that don’t coincide with their personal values of independence. Usually people with a high need for freedom are most comfortable working in roles that are loosely defined and don’t require strict adherence to standard processes.

Negative traits of landing on the extreme high end of this scale may include resisting direction and having difficulty adapting to very structured and traditional organizations. Managing employees that score extremely high on Need for Freedom might require more effort and diplomacy than those who have a lower need for independence.

2. Detail Orientation

The ability to adhere to set processes and procedures requires a certain amount of detail orientation. This scale measures how much attention to detail and accuracy an employee displays at work.

People who tend to dislike involvement in tasks that require attention to detail score on the low end of this scale. When someone lands here, they’re likely to focus on the big picture or the overall outcome rather

Policies, Processes and Procedures

“Knowing how a person is likely to behave reduces turnover and increases efficiency in the hiring process.”

than spend time on the tedious aspects of a project. In some roles, this could lead to overlooking important details or failing to follow guidelines exactly as prescribed.


When people enjoy more meticulous work, they're likely to land on the high end of Detail Orientation. Employees with this attribute are unlikely to make careless mistakes. They will expect high quality and accurate work from others, and take the extra time to double-check a process to ensure everything was done correctly and that the appropriate actions and procedures occurred. At work, these people often set very high standards for themselves and others, and are likely to be viewed as perfectionists.

3. Work Organization

People who tend to be more organized at work are often naturally better at following policies and processes, since they are innately stronger at planning out their objectives and tend to enjoy structure in work environments.

The low end of this scale represents people who spend little or no time organizing tasks and objectives. These employees are unlikely to work on projects in a systematic way and may perform in a way that doesn't follow specific instruction or procedure. Although these people are seen as more flexible than others, this could lead to completing projects in an incorrect way, especially if specific steps need to be taken in the process.

When a person scores on the high end, it's likely they prefer an orderly approach to work. This means they follow a specific procedure to ensure their outcome is accurate and acceptable. These employees are likely to be more consistent in their work output, following systematic processes so that tasks can be repeatable and not deviate from set policies that are expected to be followed.

These three scales help predict how a person performs at Policies, Processes, and Procedures and give insight in what to expect when they land in a particular range. If people need to be hired for positions that rely on following specific rules and guidelines, it's important to know the likelihood of them adhering to standards before deciding to hire. Knowing how a person is likely to behave reduces turnover and increases efficiency in the hiring process. 



Competency Spotlight:

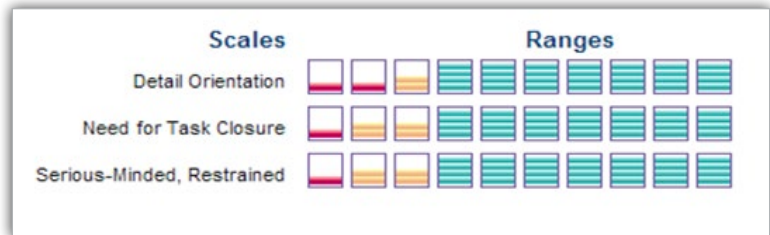
Quality Focus

When people buy or use a company's products, they expect a high-quality experience. And if a company provides less than what is expected from a customer, there's room for any degree of disappointment. Employees that have a drive to produce high-quality work are a necessity that companies can't effectively function without.

Quality Focus involves promoting and maintaining high standards at work, looking for ways to improve products and services, and encouraging coworkers to do so as well. People who perform well at this competency apply discipline and detail-orientation to their work activities.

Quality Focus

“Quality Focus involves promoting and maintaining high standards at work, looking for ways to improve products and services, and encouraging coworkers to do so as well.”



This group of scales that make up the Driving for Results competency model are shown visually in an assessment report. Colors indicate whether or not a candidate falls in a preferred range for each scale.

The Assess Personality Survey measures innate and learned characteristics that impact the amount a person focuses on quality and how it affects their work performance. Our experience and research have shown that there are three main traits that deal with Quality Focus

1. Detail Orientation

Attention to detail is one of the most important aspects in driving quality. Some jobs require a high amount of precision while others do not. Managerial roles focus more on assigning detailed work to a team while the team's job is to be consistent and accurate when performing detailed projects.

People who fall on the low end of this scale tend to avoid involvement in detailed tasks. They may become impatient when doing projects that incorporate a lot of specifics. Better suited in a role where the “big picture” needs focus, these employees may overlook smaller but potentially critical elements. On this end of the scale, people tend to want to delegate routine detailed tasks to others.

When employees fall on the high end, they're likely to enjoy doing detailed tasks and focus on accuracy and consistency. Often, these people show more patience because they are used to taking their time and making things precise. This end of the scale is the best place to find those who will provide high-quality work.

In all industries at some level, there need to be people that pay attention to detail. Finding people who not only perform well on projects, but who also enjoy doing so is critical to ensuring quality services.

2. Need for Task Closure

The ability to complete a task and persist through projects is an important trait for employees who strive to produce quality work. Do your employees have trouble following through on the jobs they're in charge of?

The low end of this scale represents those who are comfortable leaving tasks unfinished. These employees are more willing to drop what they're working on and shift priority if needed. However, because they are so comfortable leaving tasks unfinished, they may, well, leave tasks unfinished. Managers who have a tendency to leave jobs incomplete may be too forgiving when assigned projects aren't

Quality Focus

“...companies need employees who enjoy performing at their best; who have attention to detail, follow through on tasks, and take the time to do a good job...”

completed, negatively impacting deadlines and slowing down the team's progress.

The higher on this scale a person scores, the more likely they are to finish tasks given to them. Employees with a high need for task closure carry out jobs to completion and encourage others to do so as well. As long as people who fall on the high end are able to change priorities when necessary, having the need for task closure helps ensure the highest amount of quality.

3. Serious-Minded, Restrained


Creating and maintaining services and products takes diligence and discipline. In all industries, repeatable tasks should be carried out without being rushed through to assure that a high-quality standard is met. Do you find employees rushing through jobs without taking the time to be careful?

Employees who fall on the left end of this scale tend to rush through tasks without fully completing them. If they are in charge of a duty that requires daily, repeatable actions, employees may become sloppy in their work. This is because these people tend to see monotonous tasks as easily done and therefore should be finished quickly and not require too much thought. Although these employees may be more comfortable responding to short-notice situations, they may also have the urge to be impulsive and draw conclusions too quickly.

A chef cooks food all day. Disregarding a note from the waitress on a ticket about a fish allergy, he uses the same utensil to cook a burger that he'd been using for salmon. The customer, awaiting the ambulance to treat her child's anaphylactic shock, is not only unhappy, but most likely isn't coming back.

The right end of the scale includes employees who tend to be more responsible and cautious. They follow through on duties and take the time to be careful and do a quality job. These people typically make sure a decision is the right one instead of acting on impulse. They are careful not to miss details even though they may be in charge of a repetitive duty. Because they are more serious-minded, they provide the most quality every time they perform a task.

Because these scales deal with the way people carry out tasks and their attitude toward details, they provide insight on how good or bad a person will be at providing Quality Focus.

Since all industries rely on quality services to maintain and grow their customer base, companies need employees who enjoy performing at their best. Employees who have attention to detail, follow through on tasks, and take the time to do a good job are the best for providing the most quality. 



Competency Spotlight:

Resilience

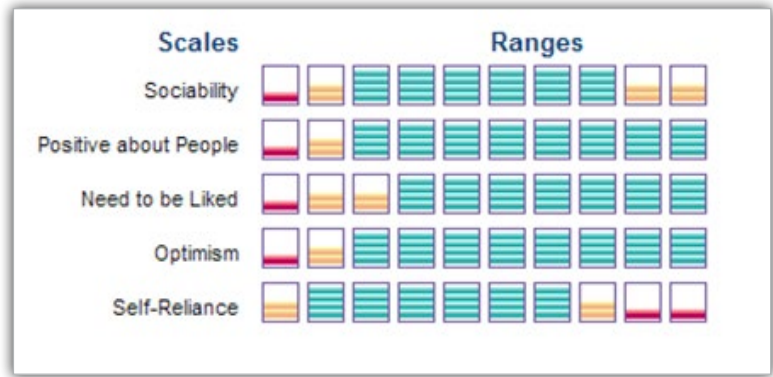
Everyone experiences stress at work. Maybe an impossible-to-please customer caused a ruckus in the dining room. Perhaps some ongoing disagreements with coworkers are bringing you down. Or, a supplies delivery didn't come in time, and now you're out of stock on a high-ticket item. Sometimes forces beyond your control create obstacles, adding more weight to your shoulders.

Resilience is important in the work environment because things don't always go as planned. Being able to effectively deal with unforeseen work problems in a professional way and recover quickly from unfulfilled expectations are keys to effective performance.

The ability to bounce back from these setbacks quickly and continue upward and onward is what sets great employees apart from those who may not have the resilience to handle the stresses of day-to-day life.

Resilience

“Being able to effectively deal with unforeseen work problems in a professional way and recover quickly from unfulfilled expectations are keys to effective performance.”



The group of scales that make up a competency are shown visually in an assessment as a competency model. Colors indicate whether or not a candidate falls in a preferred range for each scale.

Research and experience shows that accurately measuring how well a person handles work-related frustrations and disappointments relies primarily on these three scales:

1. Optimism

It may be safe to say that if a person has a negative outlook on life, it could easily impact their job performance, but how? What differences should you see in a generally positive employee compared to one who is easily frustrated or lets the little things stress them out?

When an employee lands on the low end of this scale, they tend to have a more cynical outlook on situations and even other people. Their mood might be brought down easily over setbacks or obstacles that aren't as foreboding as they seem, and recovery time from these obstacles might very well take longer than they should.

These employees are overall more sensitive to situations beyond their control, and often their negativity affects work relationships. A much more consistent outlook is seen on the higher end of the scale. Employees here can maintain a positive mindset when faced with unexpected defeats in the workplace.

When they are affected by obstacles, they have a much quicker bounce-back time than those who score in the lower range of this scale. The ability to keep a cheerful frame of mind at work when things don't go as planned is the cornerstone of resilience.

2. Criticism Tolerance

It's not always bad to take things to heart, but when does this trait become a hindrance in the workplace? On the low end of Criticism Tolerance, employees may take feedback as an indication of self-worth. They are sensitive to dissatisfaction from coworkers and customers and may be overly defensive when confronted with criticism, focusing on protecting themselves rather than resolving their performance issues.

Resilience

“The ability to maintain an objective and optimistic outlook even when times are tough is essential in any workplace environment.”

Because these employees are overtly receptive to others' attitudes, they may have a harder time communicating in a straightforward way when giving feedback. Accepting criticism as constructive and looking at situations objectively rather than personally are the traits to expect from those who fall on the high end of this spectrum.

These employees are likely to seek feedback so they can improve their job performance and develop skills. Because of these tendencies, they're likely to give more direct feedback without “beating around the bush” in discussion.

3. Self-Control


When something doesn't go according to plan, do your employees react impulsively and unpredictably, or can they keep their cool and think before reacting?

The closer employees fall on the low end of this scale, the more likely they are to express their feelings and show lots of enthusiasm. However, often these employees are seen as immature or impulsive. Because these people are more inclined to readily express themselves, there is a higher chance of them saying something they may regret later.

The last thing you want in your organization is an employee to say regrettable things to a customer and have the company suffer a bad reputation because of it.

Higher-range employees show restraint during frustrating and discouraging situations, a significant attribute when measuring a person's resilience. They are recognized as more mature and responsible, and they have a better handle on knowing when to express their emotions. Although employees topping out on this scale might show signs of being uptight and “all business,” overall, more beneficial behaviors are likely in this range.

Since these scales provide insight on how a person's outlook and sensitivity play a role in the workplace, they help give clues and predictions on how a person is likely to react to unexpected obstacles in your organization, and how it might affect their performance.

The ability to maintain an objective and optimistic outlook even when times are tough is essential in any workplace environment. Positive, helpful, and encouraging employees with the right amounts of resilience can be some of the most important assets in your organization. When uncontrollable forces cause hold-ups at work, know you can count on your employees to persevere and continue to strive for growth. 



Competency Spotlight:

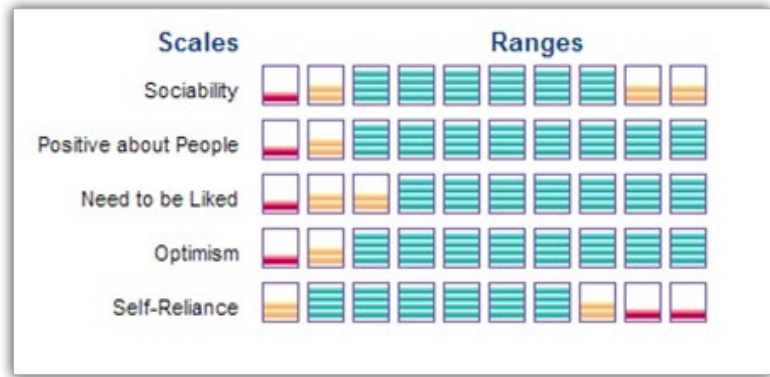
Teamwork & Collaboration

In most industries, teamwork is mandatory, and usually unavoidable. Because collaboration with coworkers is something that most people have to do at work, it's better to make sure that the people you hire can be team players.

Teamwork and Collaboration entails building and maintaining cooperative relationships at work with coworkers and helping to reach a group goal.

Teamwork & Collaboration

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The group of scales that make up a competency are shown visually in an assessment as a competency model. Colors indicate whether or not a candidate falls in a preferred range for each scale.

The Assess Personality Survey measures innate and learned characteristics that impact how a person interacts and works with coworkers to achieve a common goal.

1. Sociability

Working effectively with coworkers takes being comfortable around them. If a person prefers to work alone and finds being around a group of people uncomfortable, they probably don't have a strong ability to be social.

When a person falls on the low end of Sociability, it means they prefer to be alone while working. These employees are comfortable doing tasks on their own and tend to stay away from larger groups of people. This doesn't mean a person on the low end of Sociability doesn't like other people, just that they prefer to be in smaller groups or even alone when doing a job.

The high end of this scale includes people that are completely comfortable at communicating with their coworkers so that a task can be completed. The danger of being too social is present here and some people on the extreme right of this scale may find themselves overemphasizing social interaction at the expense of getting a job done.

The middle of this scale is the best place for employees who need to interact with each other to be. These employees are social enough that they can be productive with others to achieve a goal or finish a task, yet not so social that they'd spend valuable time conversing with coworkers and delaying work. The bottom line is that a person needs a certain amount of sociability to be communicate and cooperate with other employees at work.

2. Positive About People

Having a positive outlook on people and their opinions is important when working in a group. Employees who know how to work with people rather than being critical and negative towards others are the best when it comes to teamwork and collaboration.

Teamwork & Collaboration

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Employees who fall on the low end of this scale tend to be critical of their co-workers. This may make working as a team difficult since these people are often untrusting of others’ ideas. This could make others feel uncomfortable and inhibit productivity for the sake of someone’s personal preferences. To the extreme, employees may be intolerant of other people’s opinions and find it harder to recognize their coworker’s abilities and achievements.

On the higher end, people are usually able to create a positive work environment. These employees are more likely to trust other people’s opinions and concentrate on the good aspects of coworkers. When members of a team fall on this end of the scale, they’re more likely to cooperate together productively without tearing down each other’s ideas and bringing criticism into the mix.

3. Need to be Liked

Most of the time, when a person feels the need to be liked, they’ll act toward others how they wish to be acted upon. Much like the “Golden Rule” to treat others how you wish to be treated, this scale deals with being approachable and cooperative rather than being competitive and possibly preventing working relationships with co-workers so that a person’s need to be liked is met.

On the left side of this scale, employees are seen as being stand-offish and only concerned with themselves and their own work over the work and goals of a team. Landing on this side means a person is more likely to disagree or take an unpopular stance since they aren’t as worried about being liked by other people. However, this may involve arguing against something for the sole purpose of disagreeing or “stirring the pot.”

On the right side of Need to be Liked fall people who are generally approachable, likeable, and cooperative. These employees make the best team members because they give what they want to receive. They easily make each other feel valued and integral to the team, creating a work environment that’s sure to be friendly, effective, and productive.

4. Optimism

Whether or not a person has a generally negative attitude could impact their performance at work. This scale takes into account how positive of an outlook a person has, and considers how this outlook affects the ability to work productively as a team. Are your employees hindered by pessimism within the team, or do they generally stay consistent with an optimistic state of mind?

Goals are sometimes hard to achieve, especially with a gloomy attitude. The low end of this scale represents those who are tend to

Teamwork & Collaboration

“It’s important to find out whether or not a person can handle working with others before they’re hired.”

have a negative perspective about things. Often if setbacks occur, these are the people who have a hard time persevering and continuing on with a set plan. When cooperating together as a team, people who fall low on this scale may be seen as resistant, overly-concerned, and their negativity may affect other members of the group in an unfavorable way.

Having a high sense of optimism works well when employees need to work as a team. The ability to maintain a positive perspective when working with the team to attain a goal is critical. Optimism keeps people moving forward, because they believe there is something to look forward to. Without optimism, employees may feel like there is no means to an end, or that a goal cannot be reached.


5. Self-reliance

Working as a team requires relying on each other and motivating each other to do the best work they can so that everyone can work together towards attaining a goal. Are your employees often unwilling to accept help from the team or even reluctant to cooperate with coworkers? They may have too much self-reliance.

Employees who fall on the lower end of this scale are often seen as the team player. They seek advice, help others, and discuss plans with their team before taking a big action. People like this work well in teams because they are comfortable sharing responsibility with others.

The high end of this scale represents those who prefer to work alone. These employees usually don’t like having to seek advice or discuss plans, even if they need to. They are likely to take initiative and are willing to assume responsibility for actions, and although these are good qualities to have, these behaviors could easily inhibit a team’s ability to collaborate and achieve their goal.

Teamwork and collaboration are things that have to happen in most companies, and are often inevitable. If employees can’t work together and rely on one another to complete tasks, then there is a higher risk of things not being completed on time, or at all, and frustration amongst employees who can’t work appropriately in a group could hinder productivity.

It’s important to find out whether or not a person can handle working with others before they’re hired. Doing so helps your company avoid teamwork problems among employees. Where do you think your employees fall in this competency? Could this be improved? 



Assess Systems is an innovative SaaS and consulting company providing talent selection and people development solutions to organizations worldwide. Focusing on person-job-organization fit, our assessment-based solutions help our clients attract, select, develop and promote talent resulting in improved business outcomes. For 30 years, Assess Systems has assessed millions of people in a broad spectrum of industries and positions spanning 42 countries and supporting 16 languages. Our solutions include: selection process design; competency modeling; entry-level assessments; competency-based professional, management and sales assessments; hiring manager interview guides and eLearning; leadership development programs; 360° feedback; succession planning; executive assessment and coaching.

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