HFM TALENTINDEX

Part of the ASSESSIO GROUP

Participant
John Example

Competency profile
Example

Client
HFMtalentindex

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Introduction

The information in this report is based on your and your feedback providers' responses to your HFM360 questionnaire. The questions in this questionnaire relate to your day-to-day work-related behaviour. The feedback is presented based on the competencies that are relevant to your position. A competency is a term used to describe your behaviour. Competencies that are related to one another are combined into fields of strength. On the following page, you can see which fields of strength and competencies have been used in your HFM360 questionnaire.

Report structure

The report begins with an overview of the competencies that were used, to give you an idea of the aspects on which you have received feedback. Following this overview, the results will be discussed from different perspectives. The report contains graphs and tables, but also a descriptive representation of the feedback you received. The report consists of the following components:

- a list of used terms.
- an overview of all scores.
- a specification of all scores for each competency.
- possible differences between your self-image and your feedback providers' views on your work behaviour.
- a direct representation of the answers to two open questions about your current work behaviour.

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Fields of strength

This report describes your current work behaviour, using the competencies that have been selected for you. These competencies are divided into four domains:

Operational strength

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

Interpersonal strength

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

Personal strength

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

Conceptual strength

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

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Competency profile

Your competency profile includes the following competencies:

Operational strength	
Accuracy	Effectively handling detailed information and being consistently attentive to details.
Decisiveness	Independently making decisions and sticking to them; having the courage to make firm decisions.
Devotion to quality	Demanding a high quality of provided products and services, and acting accordingly.
Dutifulness	Demonstrating commitment to agreements.
Interpersonal strength	
Client-focused	Identifying and actively responding to clients' wishes and needs.
Cooperation	Working with others in order to effectively contribute to a common objective.
Personal strength	
Stress resistance	Being able to handle stress.
Conceptual strength	
Creativity	Providing original solutions to problems. Coming up with new work methods and alternative angles.

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1. Score overview

On the next page, you will find a graphical overview of all your scores: your personal field of strength. The graph is split up for each selected competency.

For each competency, the scores are split up between how you rated yourself ('self-score') and the average of how your feedback providers rated you ('feedback score').

The two scores are represented by two different icons. The self-score is represented by a blue circle, the feedback score by a purple star. If the symbols overlap, it means that your self-score and your feedback score on that particular competency are exactly the same.

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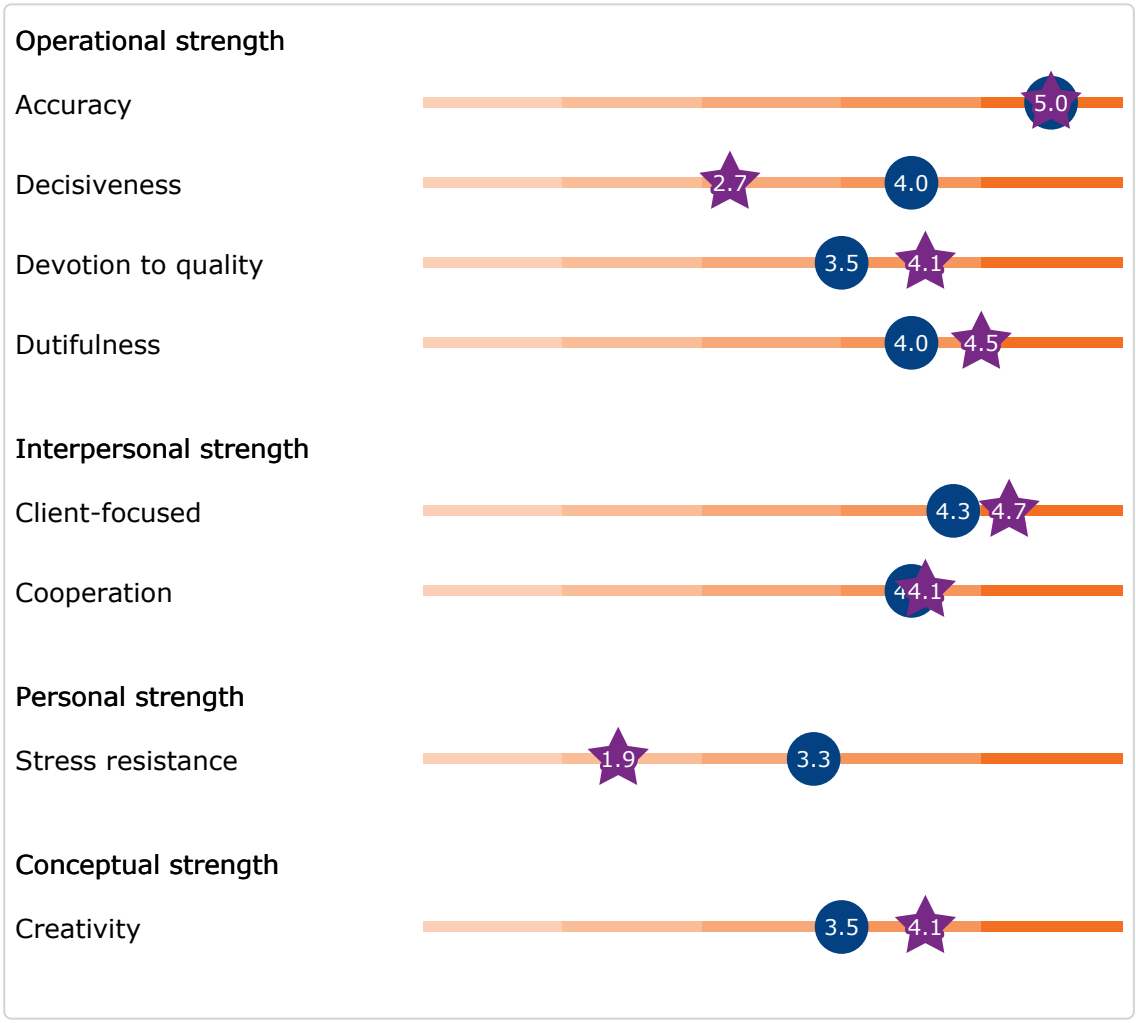
Personal field of strength



Legend

self-score

feedback score

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2. Specification of the feedback

In this chapter, your feedback on each field of strength will be analysed in more detail.

First, all competencies belonging to a certain field of strength will be graphically represented, divided according to feedback provider category. Subsequently, your feedback on each competency will be explained in more detail.

Some scores have been illustrated with examples, either by yourself, or by some of your feedback providers. These comments are included in *italics*.

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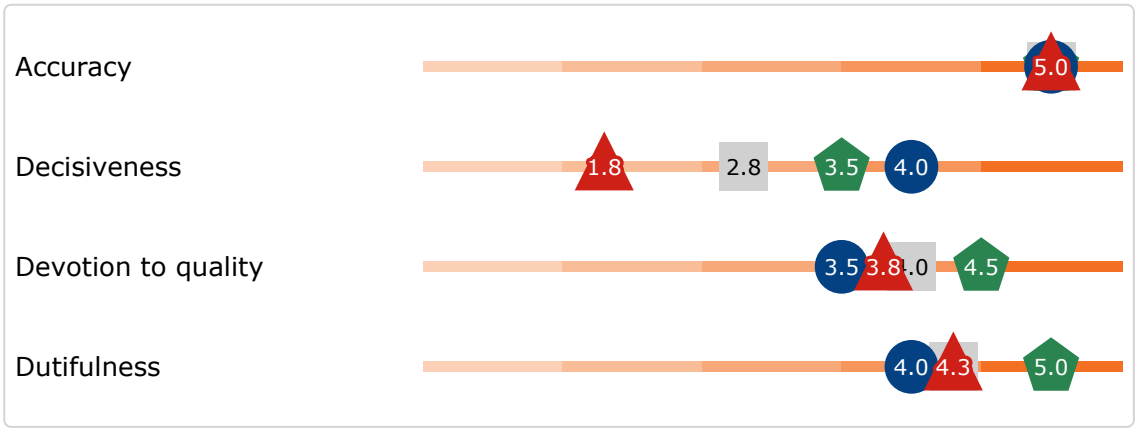
Field of strength: Operational strength

Graphical overview of the selected competencies from operational strength



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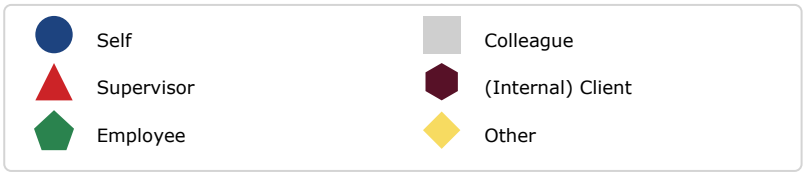

Numerical overview of the selected competencies from operational strength

Competency	Employee	Colleague	Supervisor	Self
Accuracy	5.0	5.0	5.0	5.0
Decisiveness	3.5	2.8	1.8	4.0
Devotion to quality	4.5	4.0	3.8	3.5
Dutifulness	5.0	4.3	4.3	4.0

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Field of strength: Operational strength

Competency: Accuracy **Score: 5.0**

Works in an orderly fashion.

Ensures that matters are handled in an orderly and accurate manner from start to finish.

- *John always works very accurately.*
- *I enjoy working very precisely, to prevent mistakes.*

Prevents mistakes.

- *John makes sure he doesn't make any mistakes.*

Invests energy in checking his work for mistakes.

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Field of strength: Operational strength

Competency: Decisiveness **Score: 3.0**

Makes independent decisions.

Takes full responsibility for his own decisions.

Takes decisive action.

Isn't afraid to make unpopular decisions.

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Field of strength: Operational strength

Competency: Devotion to quality **Score: 3.9**

Delivers the quality that was agreed upon and that is expected by the other party.

- *I always feel like the quality of my work could have been even better.*

Has high quality standards for his own work.

- *John always wants the best result.*

Has high quality standards for the work of others.

- *I expect a lot from myself, but also from others.*

Sees and uses opportunities to improve the quality of what is delivered.

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Field of strength: Operational strength

Competency: Dutifulness **Score: 4.4**

Works hard.

- *John sometimes says yes to more than he can reasonably manage.*

Honours agreements.

Shows a lot of self-discipline.

- *Being self-disciplined is natural for John.*

Takes responsibility for his own work.

- *John most definitely takes responsibility, but I think he can be a little too demanding of himself.*

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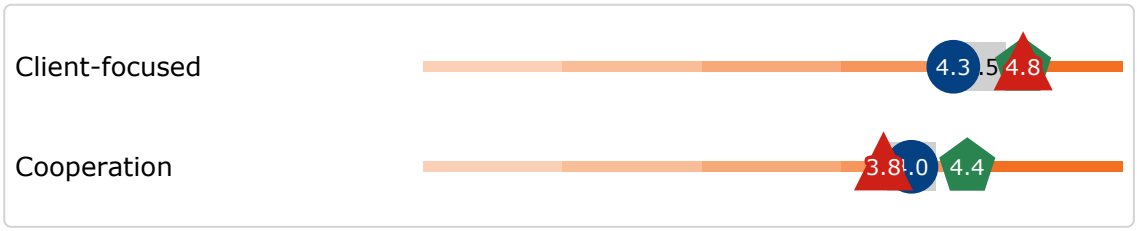
Field of strength: Interpersonal strength

Graphical overview of the selected competencies from interpersonal strength



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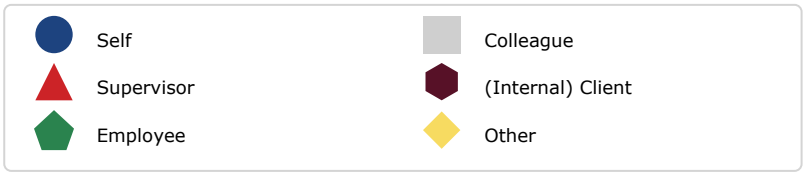

Numerical overview of the selected competencies from interpersonal strength

Competency	Employee	Colleague	Supervisor	Self
Client-focused	4.8	4.5	4.8	4.3
Cooperation	4.4	4.0	3.8	4.0

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Field of strength: Interpersonal strength

Competency: Client-focused **Score: 4.6**

Deals with clients in a friendly manner.

Shows involvement in the client's problem.

- *John is always available to customers and they enjoy working with him.*

Makes clients feel welcome.

Approaches the client's question with a can-do mentality.

- *John always wants to answer all of the customer's questions.*

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Field of strength: Interpersonal strength

Competency: Cooperation **Score: 4.1**

Asks others for their opinion.

- *I think it's important to take other people seriously. That's how I'd want to be treated as well.*

Takes others' insights and opinions seriously.

Honours agreements.

Takes the viewpoints of others into account when collaborating.

Is open to collaboration with others.

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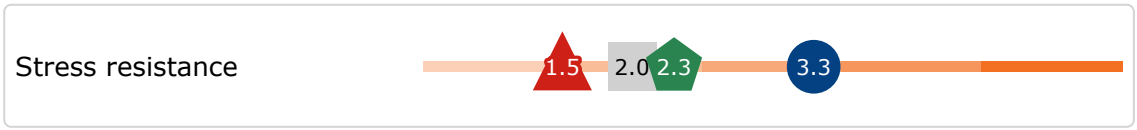
Field of strength: Personal strength

Graphical overview of the selected competencies from personal strength



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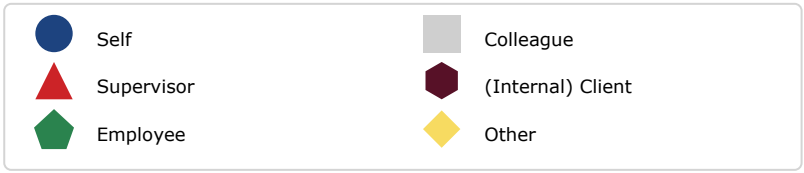

Numerical overview of the selected competencies from personal strength

Competency	Employee	Colleague	Supervisor	Self
Stress resistance	2.3	2.0	1.5	3.3

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Competency: Stress resistance **Score: 2.3**

Pulls himself together after disappointments.

- *John has difficulty dealing with setbacks, especially if they are unexpected.*

Maintains flexibility under pressure.

Keeps his emotions in check when pressure increases.

- *When John is under pressure, he can have trouble taking a step back. He tends to blame himself for a lot of things.*

Stays calm under pressure.

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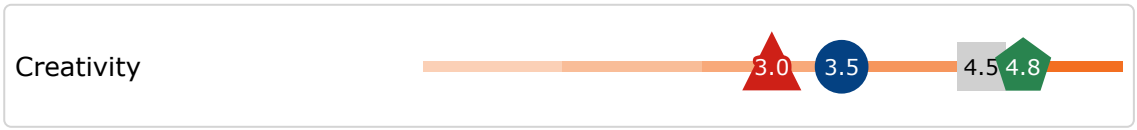
Field of strength: Conceptual strength

Graphical overview of the selected competencies from conceptual strength



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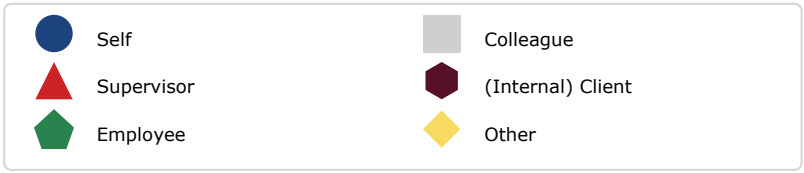

Numerical overview of the selected competencies from conceptual strength

Competency	Employee	Colleague	Supervisor	Self
Creativity	4.8	4.5	3.0	3.5

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Field of strength: Conceptual strength

Competency: Creativity **Score: 3.9**

Offers original ideas.

Sees opportunities where others do not.

- *John sometimes sticks to 'that's just how we do things around here'.*

Comes up with new ways to do things.

Approaches business from new and unexpected viewpoints.

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3. Differences between self-score and feedback score

In your HFM360 questionnaire, you have rated yourself on certain work-related behaviours. You have also asked others to provide you with feedback on these behaviours. The opinions that others have of you and that you have of yourself, are not necessarily the same. A difference in these opinions indicates that people around you consider you to be either more or less effective in certain areas than you think. You will see an exact overview of the competencies and questions on which your self-score differs from your feedback score.

Operational strength

Competency: Decisiveness

Your self-score is ***higher*** than your feedback score. This difference is mainly caused by the following items:

- Isn't afraid to make unpopular decisions.
- Makes independent decisions.
- Takes decisive action.
- Takes full responsibility for his own decisions.

Competency: Devotion to quality

Your self-score is ***lower*** than your feedback score. This difference is mainly caused by the following items:

- Has high quality standards for his own work.
- Delivers the quality that was agreed upon and that is expected by the other party.

Interpersonal strength

No (large) differences were found in the selected competencies from interpersonal strength.

Personal strength

Competency: Stress resistance

Your self-score is ***higher*** than your feedback score. This difference is mainly caused by the following items:

- Stays calm under pressure.
- Maintains flexibility under pressure.
- Pulls himself together after disappointments.
- Keeps his emotions in check when pressure increases.

Conceptual strength

Competency: Creativity

Your self-score is ***lower*** than your feedback score. This difference is mainly caused by the following items:

- Comes up with new ways to do things.

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4. Open questions

This part of the report provides a direct representation of the answers to two open questions about the current work behaviour of John Example.

What is the strongest quality of John Example?

- He can connect people like no other and is a strong team player.
- I make myself accessible and both clients and colleagues enjoy working with me.

What can John Example do less or differently?

- As far as I'm concerned, John can be more confident in his own decisions, sometimes he doubts his own approach and then spends a lot of time testing ideas with others. That is not always necessary. John could allow himself to spend more time on innovation.
- Doubt less, so that I can make better decisions. I know that I sometimes bite off more than I can chew, because I have a hard time saying no. I would like to change this, by being more clear about my boundaries.

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