HFM TALENTINDEX

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Management Potential Index

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Introduction

The Management Potential Index (MPI) provides an indication of John Example's potential and behaviour in terms of competencies essential to effective management. The scores in this report are based on his responses to the HFMtalentindex personality measurement: a questionnaire, specifically designed to analyse relevant personality traits. The personality traits measured provide insight into the personal character traits responsible for John Example's behaviour. Based on these character traits, it is possible to make an assessment of the kind of behaviour he will display as a manager, and his potential for developing himself in this position.

When using this report, it is important to keep the following in mind:
1. The report is generated by HFMtalentindex' rule-based expert system, meaning that the measurement is performed in a highly objective and accurate manner. The system generates results based on a combination of the expertise of experienced organisational psychologists and extensive scientific research.

2. The scores in the report were determined by comparing John Example's response pattern to that of an extensive norm group of people, representing a variety of professional roles in various sectors. The report shows how John Example's scores compare to the average scores of the norm group.

3. The report is based on the answers provided by John Example regarding himself. This means that the measurement is based on John Example's self-image. It is therefore important to compare the results in the report with other sources of information, such as (previous) work experiences and results, an interview with John Example, his CV and references, if applicable.

Report structure

The MPI consists of two components. The first provides an indication of John Example's general potential for a managerial position, and of his main success and risk factors as a manager. The second part focuses on specific leadership competencies. We will first look at John Example's score profile, and then discuss for each competency what type of behaviour he is likely to display in practice.

In addition, a number of interview questions are listed for each competency, that are specifically relevant to John Example.

This report shows how John Example scores in comparison with the selected norm population. Some of John Example's scores are displayed on a nine-point scale. Each point on the scale corresponds to a part of a normal distribution (a stanine) that shows how often these results occur in the norm population. The more extreme the score, the less often it occurs.

Most people (54%) have an average score (stanines 4, 5 and 6 combined). The stanine scores 4, 5 and 6 can be explained as slightly below average, average and slightly above average. Just under a quarter of people (23%) have a high score (stanines 7, 8 and 9 combined). These stanine scores can be explained as clearly above average, far above average and very high. Also less than a quarter of people have a low score. The stanine scores 1, 2 and 3 can be explained as very low, far below average and clearly below average.
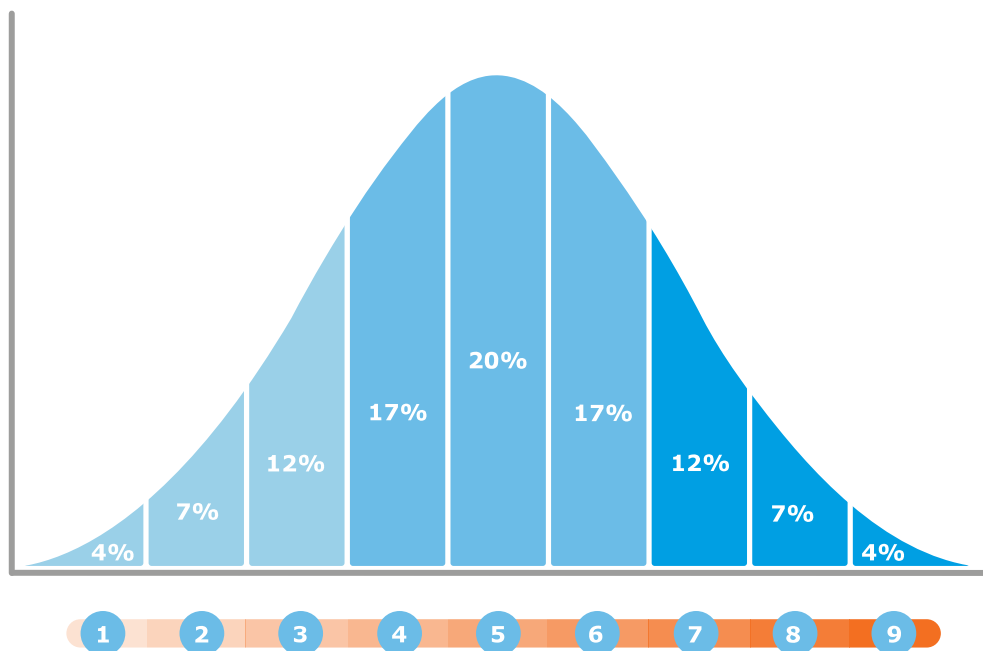
1. General potential

A person's personality traits make it either more or less likely that he or she will fulfil a managerial position both effectively and with enjoyment. In addition, each profile comes with its own success factors and risk factors. On the next page, you will first find an overall picture: a rating regarding the extent to which John Example's profile provides any indications of suitability for a managerial position. Subsequently, we provide a summary, based on his profile, of the success factors, neutral factors and risk factors he is likely to display in practice.

Success factors are characteristics of John Example that are likely to positively influence his behaviour in practice. Neutral factors are characteristics of John Example that don't especially contribute to his strength in his behaviour as a manager, but that also don't constitute any risk of failure. Risk factors are specific characteristics of John Example that could have a negative impact on his performance as a manager.

1.1 Overall picture

John Example has a clearly below average potential for a managerial position.

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In practice, John Example is likely to display the following success factors, neutral factors and risk factors:

Success factors

- Driven; considers it important to perform well.

Neutral factors

- Has some need to take the lead, but is sometimes too quick to leave others in charge.
- Usually disciplined, but sometimes postpones things too much.

Risk factors

- Will easily feel pressured and thus be hampered in his actions.
- Has difficulty holding on to his own points of view when faced with resistance.
- Low self-confidence.

2. Competency profile

John Example's specific qualities will be discussed based on a number of competencies that are considered essential for managers. The MPI differentiates between core competencies and style competencies.

The core competencies are significant in virtually every managerial position and determine to a large extent the success John Example will have as a manager. The core competencies are: Directing, Results-oriented, Delegating, Structuring, Motivating, and Providing feedback.
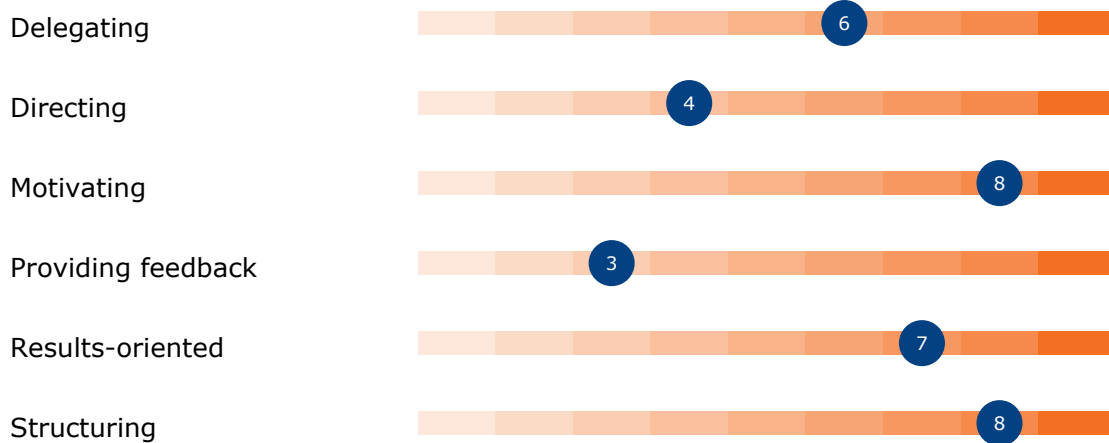
The style competencies indicate which preferred style(s) John Example is most likely to use. The three styles addressed are: directing, coaching and entrepreneurial.

The next page shows John Example's score profile for these competencies, followed by a description of the behaviour he is likely to display with respect to the core competencies and the competencies belonging to the abovementioned styles.
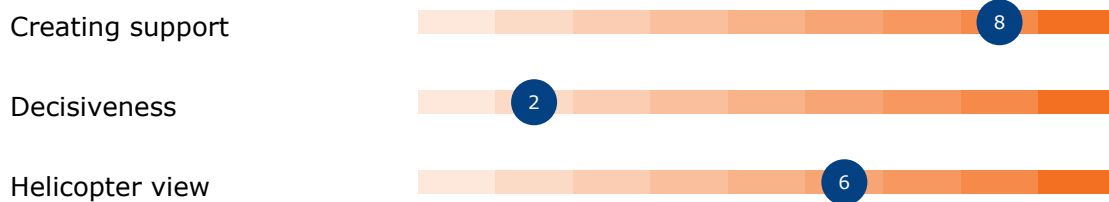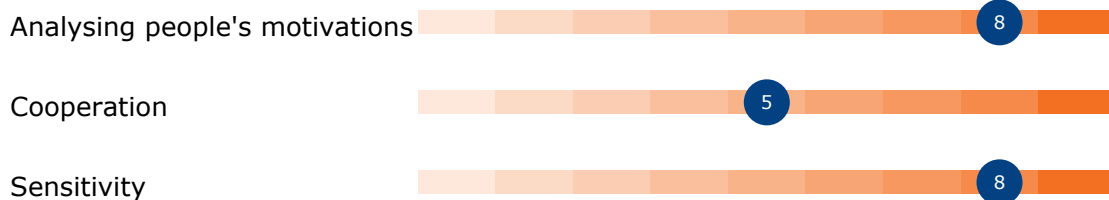
3. Competency scores

Core competencies for managers

Competency	Score
Delegating	6
Directing	4
Motivating	8
Providing feedback	3
Results-oriented	7
Structuring	8

Style competencies: directing

Competency	Score
Creating support	8
Decisiveness	2
Helicopter view	6

Style competencies: coaching

Competency	Score
Analysing people's motivations	8
Cooperation	5
Sensitivity	8

Style competencies: entrepreneurial

Competency	Score
Initiative	2
Innovating	4
Persuasiveness	4
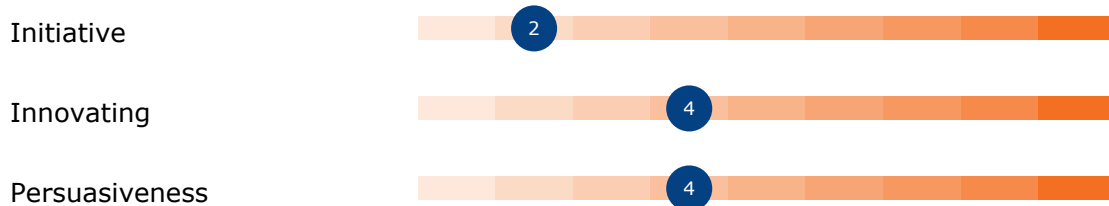
3.1 Core competencies for managers

Delegating   Slightly above average

John Example sometimes enjoys being in charge and deciding what kind of work others should be doing. In addition, he has a structured nature, and will generally assign work to others in a well-organised manner. As he takes a lot of time to think things over, he will usually have a good idea of which matters he wants to delegate, and why. It is important to him that commitments, once they are made, are met. It may be assumed, therefore, that he will keep a close eye on whether or not this is the case. John Example finds it hard to delegate work when others feel they are already too busy, or don't want to do the work for some other reason.

Directing   Slightly below average

John Example doesn't really consider it important to always be prominent, but he does enjoy having an influence on the course of events. He guides people towards achieving good results. In addition, he has trouble confronting people, so it will take him considerable effort to guide unwilling others in the direction he has set out. John Example has fairly little confidence in his own ability to bring things to a proper conclusion. This may obstruct his ability to direct, as others may get the feeling that he isn't so sure of things himself.

Motivating   Far above average

John Example attempts to stimulate others to take action, but leaves them enough room to act on their own initiative. In addition, he is invested in how others perform in their work, and makes great effort to motivate them. His commitment has a positive impact on others. He is usually friendly in his interaction with others, which can have a positive impact on the degree to which they want to be motivated by him. He has a lot of confidence in his employees, and this is likely to show through. In his motivational methods, John Example is focused mainly on achieving good results.

Providing feedback   Clearly below average

John Example will have a difficult time raising sensitive issues with others. As a result, he will regularly avoid giving critical feedback to others. He feels it is important to provide honest, sincere feedback, and he makes sure that this serves the objective. Although John Example enjoys sharing his insights with others, he is sometimes careful as not to impose himself.

Results-oriented   Clearly above average

John Example is driven to deliver good results. Sometimes, it takes him some effort to start the job, but once he gets going, he will usually complete the work needed to achieve the desired result. When he envisions a particular goal, he doesn't easily allow himself to be distracted by other matters that require his attention.

Structuring   Far above average

John Example has a certain interest in analysing and examining things, but also finds it important to keep track of the practical aspects. As a result, he will sometimes try to examine the underlying problems when things aren't going well, while at other times he will opt for a pragmatic, ad hoc approach. In addition, he takes a systematic and accurate approach. Consequently, he is naturally inclined to add structure to both his own work and the work of others. John Example considers it important that both he and others honour the agreements made, which is why he will adhere to the structures he has outlined, and urge others to do the same.

3.2 Style competencies: directing

Creating support   Far above average

If John Example considers something important, he will generally let his voice be heard, and wants to give direction. In so doing, he influences others in those areas that matter to him. As he is generally very interested in thinking about emotions, he will try to stay alert to issues related to this area. John Example usually considers things carefully before taking action, and is likely to deal with change in a consistent manner. As a result, the policy he has chosen remains clear to others.

Decisiveness   Far below average

John Example can be somewhat insecure about the correctness of his ideas and decisions, and likes to consult others in order to receive support and confirmation for his proposals. In addition, although he enjoys having a say in the decisions that are made, he doesn't necessarily have to be the one making decisions. Because John Example has a tendency to worry about things, it will probably often be difficult for him to make a decision in practice.

Helicopter view   Slightly above average

John Example takes his time when considering things, which enables him to gain an overview. Using his imagination, he is usually capable of considering things from various, sometimes surprising, perspectives. Without being hampered by potential practical limitations, he is able to form a broad overview of the situation. As John Example is very easily worried about things, he runs the risk that these worries will prevent him from gaining an overview.

3.3 Style competencies: coaching

Analysing people's motivations   **Far above average**

John Example feels involved in how other people experience things, and this will motivate him to find out more about other people's perspectives. In addition, he is very interested in intellectually exploring both his own emotions and those of others, and probably consciously identifies such matters. John Example has a clear set of values, and will probably let it depend on the situation whether or not he finds it important to find out what other people's motivations are.

Cooperation   **Average**

John Example recognises the usefulness of cooperation, and seeks out others if this has a functional purpose. Once he has committed to a collaboration, he makes an effort to honour his agreements. On account of John Example's sometimes rather sceptical attitude, he may somewhat suppress the energy needed to find solutions together.

Sensitivity   **Far above average**

John Example is able to quickly and adequately interpret others' feelings and emotions. He is able to acknowledge the importance of these feelings in the situation at hand. He empathises with other people's emotions, which will generally make him come across as sensitive. In John Example's interaction with others, he generally responds in a warm and friendly manner.

3.4 Style competencies: entrepreneurial

Initiative   Far below average

John Example has enough energy to develop initiatives on a fairly regular basis, but this isn't a constant priority for him. His tendency to focus particularly on the potential threats involved in specific matters may prevent him from taking action. John Example considers it important to weigh all the pros and cons before making a decision and taking action.

Innovating   Slightly below average

When presented with proposals for change, John Example will usually emphasise the risk of failure more than anything else. This may make it difficult for him to come up with any innovative proposals himself, or to support other people's ideas. He can easily picture the practical impact of a particular change or innovation. His ability to paint this picture to others can serve as a supportive aid to them. John Example enjoys experiencing new things, as long as his basic working patterns offer stability. As such, he will likely be primarily focused on changes within the existing framework.

Persuasiveness   Slightly below average

It isn't important to John Example to always be prominent, but he does want his opinion to be taken seriously. At moments he considers important, he will do his best to convince others of his point of view. He sometimes tends to take a somewhat negative approach to things, as a result of which he can have difficulty inspiring enthusiasm in others. In addition, John Example has plenty imagination, and will have no problem backing up his arguments with examples.

4. Interview questions

In order to make optimal use of the MPI, a number of interview questions are specified. These questions are tailored to John Example's responses in the HFMtalentindex personality measurement. The questions are specified will help you assess the conclusions regarding John Example's general potential.

Tips for asking the right questions
- Avoid using *theoretical questions* ('how would you...?'). These are open to speculation and giving desirable answers. You won't gain insight in what the candidate actually does.
- Ask for *specific examples* of *recent behaviour*. People change. Recent behaviour has the most predictive value.
- Try to avoid using *closed questions* (questions that can be answered with either 'yes' or 'no'). Rather start questions with words such as 'what', 'how' and 'why'.
- Ask *multiple questions* regarding the same competency.

4.1 General potential
- Would you describe yourself as a self-assured person? If so, why? Can you illustrate this with an example? If not, why not? How is this evident?

4.2 Core competencies for managers

Delegating

- In what situations do you enjoy taking the lead and determining what employees should engage in? In what situations do you prefer not to do so?
- Have you ever wanted to delegate work to an employee who thought that he or she was already busy enough, or who didn't want to do the work for another reason? What was the situation and how did you handle it at the time?

Directing

- In what situations do you choose to put yourself in the foreground and in what situations do you choose not to? Can you illustrate this with an example?
- Have you ever had an employee disagree with the course of action you set? Can you illustrate this with an example? How did you handle that at the time?
- As a manager, how do you determine the course of action for your team? How do you deal with conflicting views in this respect?
- Do you think you are capable of directing a group of employees? Can you describe a situation that demonstrates this?
- How do you come across to your employees? Can you give an example to demonstrate this?

Motivating

- Do you think that you are responsible for motivating others? Why do you think so?
- Can you give an example of a colleague or employee you have helped blossom? How did you do this and why did it turn out so well, in your opinion?

Providing feedback

- Have you ever trusted in others and in the successful completion of a project, but ultimately had this project end in disappointment? What was the situation? What action did you take in this situation? In retrospect, how could you have handled it better?
- Have you ever had to give critical feedback to a colleague or employee about his or her work? How did that make you feel, and how did you handle it at the time?
- Has a colleague or employee ever disagreed with your feedback? How did you handle this situation? What was the result of your approach?

Results-oriented

- Does your strength lie in starting up or wrapping up projects? Why are you stronger at this? Can you illustrate this with an example?
- Did you reach your last year's targets? If so, how did you manage to do so? If not, how come?

Structuring

- Have you ever had to structure a work procedure? If so, how did you go about it? If not, how would you approach this? What do you see as the basic principles of properly structuring work procedures?

4.3 Style competencies: directing

Creating support
- Can you give an example of a situation in which you felt you were able to present a proposal well? Can you give an example of a situation in which you felt you were unable to present a proposal well? In your opinion, what are the most important differences between these situations?
- Can you give an example of a situation that demonstrates that you are able to rally people behind your plans?

Decisiveness
- Have you ever made a decision that had a major impact on your team? Can you illustrate this with an example? What was the basis for your decision? What did you experience as positive and negative aspects in this respect?
- Have you ever abandoned a decision in order to avoid conflict within your team? What was the basis for abandoning your decision? What did you experience as positive and negative aspects in this respect?
- Have you ever experienced that a problem had already resolved before you had reached a decision about it? How did this happen? Can you illustrate this with an example?
- What is the best way to describe your way of making decisions? Can you illustrate this with an example?
- What was the last independent decision you made? How did you reach this decision? In retrospect, are you happy with your decision?

Helicopter view
- Can you describe a situation in which maintaining an overview was made difficult because you were under pressure? How did you handle that?

4.4 Style competencies: coaching

Analysing people's motivations
- How do you form a picture of your colleagues' or employees' motivations? Can you illustrate this with an example? What is the result of your approach? How does this benefit the other person?
- Can you give an example that demonstrates that others feel that they can be open with you?

Cooperation
- What, in your opinion, is the added value of collaboration?
- How do you determine whether or not a collaboration will be functional? Can you give an example of a collaboration request that you accepted and a collaboration request you rejected? What, in your opinion, was the difference between these requests?
- What is the most important thing you gain from a collaborative project?
- Can you give an example of a colleague's or employee's request for help, which you didn't address? Can you give an example of a colleague's or employee's request for help, which you did address? How were these two requests different from one another?

4.5 Style competencies: entrepreneurial

Initiative
- Have you developed any initiatives recently? How did you put these initiatives into practice?
- Can you give an example of an initiative that you have developed? What were the positive aspects? What were the negative aspects? How did you get others on board?

Innovating
- What was the last innovation you were part of in your current position? What were the positive aspects of this innovation? What were the negative aspects?
- When was the last time you made a proposal for innovation? What did this proposal involve? What were the possible downsides? What were the positive aspects? How did you try to rally people behind your idea?
- Can you give an example of a change that you experienced as positive? Can you give an example of a change that you experienced as negative? In your opinion, what are the most important differences between these two changes?

Persuasiveness
- To what extent do you think it is important that your opinion is heard by others? Can you illustrate this with an example?
- Can you give an example of a situation in which you convinced a colleague or employee of your point of view? How did you go about doing that? Can you give an example of a situation in which you chose not to use your powers of persuasion? Why did you make this choice in that situation? In your opinion, what are the most important differences between these situations?
- Can you give an example which demonstrates that you are able to convince others of your viewpoints and inspire enthusiasm for them?

Social desirability

The HFMtalentindex personality measurement is checked for socially desirable answering tendencies, by the inclusion of control questions. We distinguish between two types of social desirability, which will be discussed here.

Self-deception

A high score (2 or 3) on self-deception indicates that the participant unconsciously overestimates the effectiveness of his actions and his way of thinking. The participant runs the risk of overestimating himself and may have a rather unrealistic impression of how effective his own actions are. Participants who score high on the self-deception assessment often have difficulty identifying their own weak points.

Tips for discussing the report

When discussing the report, we recommend that you ask these participants about any feedback they may have received from those around them. By assessing this feedback, you may be able to break loose from the possibly distorted perception of the participant. You can do so by asking specific practical examples. For example, you can use the following questions: what are the strong points you are complimented on by your current supervisor? What are the improvement areas? What qualities do your colleagues appreciate you for? On what issues do you sometimes clash with colleagues? What do your subordinates identify as positive about your managerial style? What do they see as points requiring your attention?

Impression management

A high score (2 or 3) on impression management indicates that the participant consciously reports desirable behaviour and suppresses undesirable behaviour. This is the most obvious and conscious form of social desirability. The participant purposefully paints a picture of himself that is too positive. There is a risk that those participants were looking for the answers they thought to be the 'right answers' when completing the questionnaire.

Tips for discussing the report

When discussing the report, we recommend that you continue asking about the participant's strong points emerging from the report. We recommend that you also use specific practical examples for this purpose. It often clarifies matters if the participant has to describe a situation in which something went well, and a similar situation in which the participant was less successful. How were these situations different from one another? In the event of high scores on this point, watch out for so-called 'positive weak points', such as 'people might even say I work too hard'.

A high score on one or both of the social desirability scales doesn't mean that the report is worthless. It indicates that you must be attentive to possible misrepresentations. The above explanation and tips may help you test the perception.

| Self-deception | 1 |
| Impression management | 1 |