

The following is a summary of all of the management competences. For each competence, a description and match percentage are shown. Please note that using an average match percentage alone without referring to the detailed analysis of each behavioural competence may result in incorrect conclusions. This section is designed to provide an overview and help in identifying which competences should receive more attention.

# Sam Sample

Organisation:

**FinxS**

Date:

**20.04.2022**



**Sam Sample**

Organisation:

Date:

**FinxS****20.04.2022****FinxS® Management 52 Competences - Executive Summary****Analytical Problem Solving**

Anticipating problems, seeing how a problem and its solution will affect other units, gathering information before making decisions, weighing alternatives against objectives and arriving at reasonable decisions, adapting well to changing priorities, deadlines and directions, working to eliminate all processes which do not add value, recognising and accurately evaluating the signs of a problem, analysing current procedures for possible improvements, notifying supervisor of problems in a timely manner.

**27%** Competence Match Percentage**Analytical Thinking**

Conducting cause and effect analysis on information in a systematic, step-by-step manner. Identifying key issues, testing hypotheses, diagnosing problems and opportunities, making sound inferences from available information and drawing logical conclusions. Tackling a problem by using a logical, systematic and sequential approach. Making a systematic comparison of two or more alternatives. Noticing discrepancies and inconsistencies in available information.

**26%** Competence Match Percentage**Attention to Details**

Being alert in a high-risk environment, following detailed procedures and ensuring accuracy in documentation and data, carefully monitoring measures, instruments or processes, concentrating on routine work details, organising and maintaining a system of records.

**26%** Competence Match Percentage**Collaborating with Others**

Working co-operatively with others, being part of a team, working together as opposed to working separately or competitively. Being genuine and active as a member of a group rather than as a leader.

**60%** Competence Match Percentage

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### Conceptual Strategic Thinking

Seeing things as a whole, identifying key issues, seeing relationships and drawing elements together into broad, coherent frameworks. Relating different events and key pieces of information, making connections, seeing patterns and trends, drawing information together into models and frameworks, which can then be used to interpret complex situations and identify their prominent features.

30% Competence Match Percentage




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### Conflict Resolution

Not taking sides, interviewing each person separately, concentrating on the facts, not personalities, asking each individual how they think they can resolve the problem, encouraging reconciliation, establishing ground rules for future behaviour and roles, emphasising benefits of cooperation and the consequences of none, informing team members of procedures for dealing with grievances.

51% Competence Match Percentage



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### Creative Innovation

Thinking of and encouraging new ideas, being keen to experiment and see ideas implemented. Thinking out-of-the-box, being willing to try and implement approaches never tested before. Creating and identifying novel approaches to address challenging situations and problems. Coming up with new or different ideas or adapting ideas from elsewhere. Moving the organisation forwards by applying new ideas or old ideas in a new way to generate solutions and approaches. Thinking laterally and creating new concepts.

69% Competence Match Percentage



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### Critical Information Seeking

Selective approach to gathering information aimed at getting the really crucial pieces of information. Seeking out information based on an underlying curiosity or desire to know more about the subject area. Asking questions beyond what is routine to 'dig' or press for exact information. Making sure decisions are firmly grounded in reality and that they are the best they can be.

28% Competence Match Percentage



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**FinxS****20.04.2022****Customer Focus**

Listening and responding effectively to customer's questions, resolving customer's problems to the customer's satisfaction, respecting all internal and external customers, using a team approach when dealing with customers, following up to evaluate customer satisfaction, committing to exceeding the customer expectations.

**56%** Competence Match Percentage**Decisiveness**

Making difficult decisions in a timely manner. Being willing to make decisions in difficult or ambiguous situations when time is of the essence. Taking charge of a group when necessary to facilitate change, overcome an obstacle, face issues, or ensure that decisions are made. Making tough decisions.

**59%** Competence Match Percentage**Determination**

Demonstrating repeated effort over a period of time, overcoming obstacles in order to achieve a goal, never giving up. Persevering towards a difficult goal in spite of obstacles.

**60%** Competence Match Percentage**Drive for Results**

Enthusiasm and desire to meet and exceed objectives, targets and improve one's own performance. Being frustrated with the status quo, wanting to improve "the way we do things" and making it happen. Taking calculated risks in the interest of improving overall organisational performance.

**59%** Competence Match Percentage

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**FinxS****20.04.2022****Embracing Change**

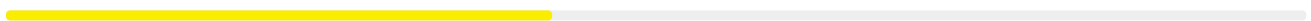
Making changes to the way one works, adapting to changing circumstances by accepting new and different ideas and approaches. Sustaining performance and motivation under conditions of rapid change. Supporting others through change and having the willingness and ability to enable changes to take place in the most productive way.

**70%** Competence Match Percentage**Enhancing Creativity**

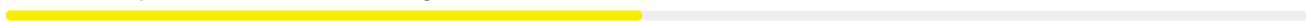
Encouraging others to support new ideas, discussing them and being keen to brainstorm and experiment with them together with others.

**75%** Competence Match Percentage**Entrepreneurial Orientation**

Looking for and seizing profitable business opportunities, being willing to take calculated risks to achieve business goals. Maintaining a strategic orientation at the company level, showing innovativeness and acting proactively.

**42%** Competence Match Percentage**Flexibility**

Remaining open-minded and willing to change opinions on the basis of new information, performing a wide variety of tasks and changing focus quickly as demands change, managing transitions from task to task effectively, adapting to varying needs. Welcoming new initiatives and approaches. Keeping calm when faced with many different demands on their time. Proactively promoting and supporting change. Using different skills, people, perspectives and approaches to achieve desired results.

**49%** Competence Match Percentage

**Sam Sample**

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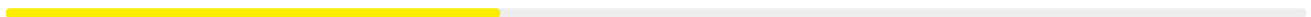
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**FinxS****20.04.2022****Fostering Innovation**

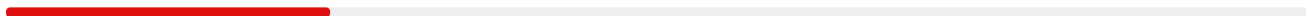
Developing, sponsoring, or supporting the introduction of new and improved methods, products, procedures, or technologies. Encouraging others to experiment and fail in order to find the unexpected.

**63%** Competence Match Percentage**Fostering Teamwork**

Listening and responding constructively to other team members' ideas. Offering support for others' ideas and proposals. Being open with other team members about their concerns. Expressing disagreement constructively. Encouraging team members for their contributions. Giving honest and constructive feedback to other team members. Providing assistance to others when they need it.

**38%** Competence Match Percentage**Health and Safety Focus**

Supporting a safe and healthy work environment, enforcing health and safety policies and guidelines, encouraging the acquisition and use of proper equipment, reinforcing emergency procedures.

**25%** Competence Match Percentage**Influencing Others**

Persuading, convincing or influencing others in order to get them to go along with or support a particular agenda, or get "buy in" from others. Planning how to win support, gain co-operation or overcome barriers using a variety of approaches. Having gained support, building and maintaining relationships with networks of people who may be able to assist the organisation effectively. Taking a sophisticated and strategic approach to influencing.

**88%** Competence Match Percentage

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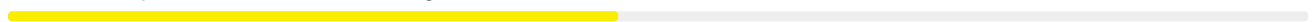
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**FinxS****20.04.2022****Initiative**

Being willing to take action to address needs without being requested to do so. Anticipating changes in the environment and preparing oneself and the company for it.

**57%** Competence Match Percentage**Integrity**

Acting in a way that is consistent with what one says or values and the organisation's expectations. Demonstrating commitment to openness. Taking time to respect and understand others and being transparent and honest in all dealings with internal and external people. Respecting the need for mutual trust. Demonstrating high standards of respect for others. Being methodical in rewarding/punishing team members. Being honest in communication with people. Accepting blame when at fault. Keeping one's word.

**47%** Competence Match Percentage**Inter-Personal Relations**

Guarding confidential information rigorously, listening empathetically, relating well within and outside of the team, enjoying good relations at all levels, striving to minimise conflict, being a channel for multi-level communication among managers, direct reports and peers.

**53%** Competence Match Percentage**Intuitive Problem Solving**

Picking up subtle cues in situations, reading signals in others' behaviour and spotting discrepancies that might be a sign of a problem. Not being limited by previous solutions or generally accepted ways to approach a particular problem. Using gut instinct more than rational reasoning.

**73%** Competence Match Percentage



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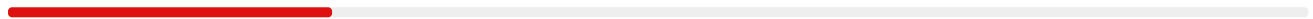
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**FinxS****20.04.2022****Involving People**

Encouraging the contributions of others and taking their views into account. Being present, valuing and respecting people. Taking every person as a unique individual.

**69%** Competence Match Percentage**Judgement**

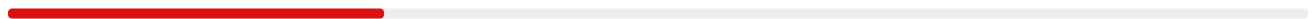
Making sound decisions, basing decisions on facts rather than emotions, analysing problems in rational order, using logic to reach solutions. Having a structure to reach conclusions, not allowing opinions to interfere with the Judgement.

**25%** Competence Match Percentage**Logical Decision-Making**

Being focused on making sound and well-informed decisions. Plotting the possible outcome of decisions. Seeking advice when making decisions to protect oneself by basing them on facts and other's opinions. Making decisions in the context of policies and procedures.

**29%** Competence Match Percentage**Logical Problem Solving**

Describing problems objectively in relation to their implications. Defining the problem before taking action. Breaking complex problems into several parts. Seeking to identify potential causes of the problem. Reviewing all options for solving problems. Selecting the best approach to solving a problem. Monitoring the effectiveness of action plans. Verifying that the problem is solved.

**29%** Competence Match Percentage



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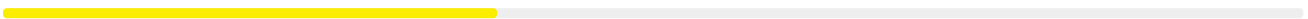
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### Managing Performance

Taking responsibility for one's own or one's employees' performance by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly. Taking decisive action based on own judgement. Allowing weak performers time to develop by increasing their personal effort.

38% Competence Match Percentage




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### Managing Relationships

Building and maintaining good relationships with customers and colleagues by adopting the most appropriate approach to deal with people and situations. Being positive, reliable and considerate.

56% Competence Match Percentage

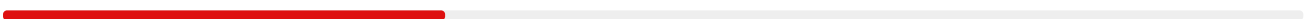


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### Organisational Skills

Identifying and setting priorities, planning and effectively allocating appropriate resources. Focusing on details so that relevant issues are addressed and result in high-quality outcomes.

34% Competence Match Percentage



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### Participative Management

Sharing personal information with the team. Letting team know the expectations about performance. Being open to feedback. Being familiar with the assignments of the team members. Treating team members fairly and consistently. Respecting team members and their contributions. Communicating with others in their preferred communication style.

58% Competence Match Percentage



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**FinxS****20.04.2022****Perseverance**

Staying on task to completion, particularly in the face of obstacles or other trying circumstances. Continuing in a course of action without regard for discouragement, opposition or previous failure.

**43%** Competence Match Percentage**Personal Effectiveness**

Adopting a methodical approach to work. Planning and organising oneself and others in order to deliver results and prevent future problems. Adapting and changing plans as the requirements of the situation change. Thinking long-term, strategically and systematically.

**30%** Competence Match Percentage**Promoting Empowerment**

Looking for opportunities for delegation to occur whenever possible, empowering employees to take risks, supporting them when things go wrong and encouraging them to learn from setbacks and failures, giving subordinates the authority and resources to get the job done when assigning responsibility for task accomplishment, holding subordinates accountable for the successful completion of tasks assigned, coaching employees to achieve their goals.

**93%** Competence Match Percentage**Providing Motivational Support**

Expressing pride in the group and encouraging people to feel good about their accomplishments. Finding creative ways to make people's work rewarding. Delivering talks or presentations that energize groups.

**81%** Competence Match Percentage

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### Quality Control

Establishing high standards and measures, being able to maintain high standards despite pressing deadlines, working right the first time and inspecting work for flaws, testing new methods thoroughly, considering excellence a fundamental priority.


23% Competence Match Percentage



### Quality Focus

Having an underlying drive to ensure that quality is not compromised in the work environment, including the identification and maintenance of standards to meet the needs of the organisation, together with a desire for accuracy, order and safety in the workplace. Encouraging and monitoring the actions of others to maintain high standards.


25% Competence Match Percentage



### Relating to People

Working effectively with different people and teams of people by putting others at ease. Acknowledging diverse opinions, addressing relevant concerns, minimising conflict and promoting harmony. Cooperating with others and working towards consensual solutions to achieve the group's objectives.

50% Competence Match Percentage



### Result Orientation

Focusing on the desired result of one's own or one's unit's work, setting challenging goals, focusing efforts on the goals, and meeting or exceeding them. Developing challenging but achievable goals. Developing clear goals for meetings and projects. Maintaining commitment to goals in the face of obstacles and frustrations. Finding or creating ways to measure performance against goals.

63% Competence Match Percentage



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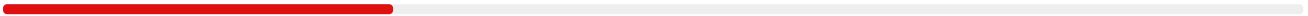
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### Risk Preparation

Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies. Anticipating possible problems and developing contingency plans in advance.

30% Competence Match Percentage




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### Self-Confidence

Believing in one's own capability to accomplish a task and selecting an effective approach to a task or problem. Having confidence in one's ability in increasingly challenging circumstances and confidence in one's decisions and opinions. Taking on risky or difficult tasks and being ready to face conflicts with superiors.

55% Competence Match Percentage



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### Self-Control

Performing effectively by keeping emotions under control, particularly in stressful and difficult situations.

24% Competence Match Percentage

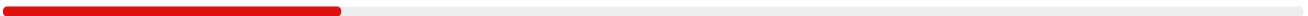


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### Stress Management

Functioning effectively when under pressure and maintaining self control in the face of hostility or provocation. Remaining calm under stress, handling several problems or tasks at once. Controlling one's response when criticised, attacked or provoked.

26% Competence Match Percentage



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**FinxS****20.04.2022****Supporting Teamwork**

Working harmoniously with others to get the job done, responding positively to instructions and procedures, being able to work well with staff, co-workers, peers and managers, sharing critical information with everyone involved in the team, helping to set a tone of cooperation within the work group and across groups, coordinating own work with others, seeking opinions, valuing working relationships, and when appropriate facilitating discussion before decision-making process is complete.

**31%** Competence Match Percentage**Thinking Innovation**

Applying conceptual and strategic thinking to every decision or plan. Reasoning out the logic behind a challenge and finding a structured way to create a new approach to the existing situation.

**29%** Competence Match Percentage**Thoroughness**

Being accurate, paying attention to detail and ensuring tasks are completed on time. Ensuring that one's own and others' work and information are complete and accurate, carefully preparing for meetings and presentations, following up with others to ensure that agreements and commitments have been fulfilled.

**23%** Competence Match Percentage**Time Management**

Planning schedules in advance, prioritising own tasks, allowing time for unexpected demands, delegating tasks readily, seeking support from management to complete tasks, making time for own personal development, discouraging interruptions.

**33%** Competence Match Percentage

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### Verbal Communication

Focusing on desired results in communication. Giving clear instructions as to how tasks are to be completed. Ensuring that information being presented is correctly understood. Influencing others with motivational arguments. Being assertive and assured when communicating. Appealing to shared objectives when communicating.

74% Competence Match Percentage




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### Vision and Goal Setting

Developing a vision for the unit and translating this vision into action, communicating the vision to the organisation, aligning tasks and objectives with the vision and goals, establishing clear targets and measures to track progress towards the goals, sharing organisational performance measurement information and encouraging dialogue and analysis.

51% Competence Match Percentage

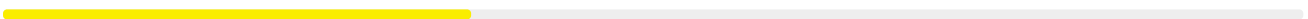


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### Wider thinking

Actively considering the bigger picture, identifying patterns and connections between issues/situations that are not obviously related.

36% Competence Match Percentage



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### Written Communication

Consistently documenting daily activities. Issuing clear and precise instructions in writing. Relying on direct and bullet-point documentation. Maintaining structure in written communication.

26% Competence Match Percentage

