



## COMPETENCY ASSESSMENT SERIES

### ABC Org COMPREHENSIVE REPORT



**DEVELOPED BY:**  
JvR PSYCHOMETRICS (PTY) LTD

**NAME:** Joe Sample  
**COMPANY:** ABC Org  
**GENDER:** Female

#### **CONFIDENTIAL REPORT**

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## 1. INTRODUCTION

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

## 2. THE CAS V3 COMPETENCY MODEL

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

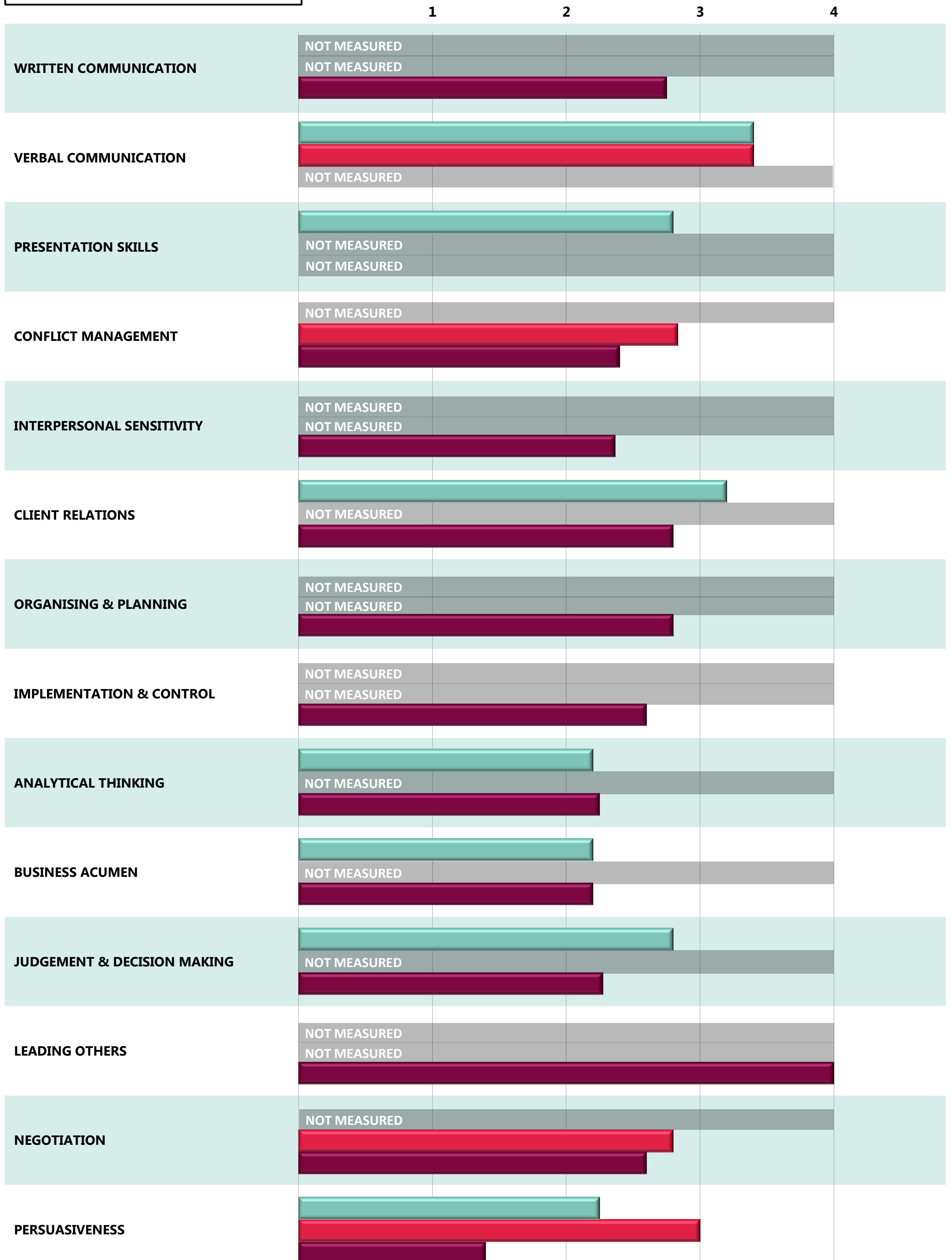
OVERARCHING DIMENSIONS	7 BUCKETS	COMPETENCIES	COMPETENCY DEFINITIONS
INTERPERSONAL FACILITATION & COMMUNICATION	COMMUNICATION	WRITTEN COMMUNICATION	The ability to express ideas effectively in a written format.
		VERBAL COMMUNICATION	The ability to express ideas effectively in individual or group situations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

### 3. INDIVIDUAL COMPETENCY REPORT

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

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

#### 4. COMPETENCY RATING ACROSS EXERCISES



## 5. DETAILED ITEM COMPETENCY RATINGS

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

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

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

### 1 WRITTEN COMMUNICATION

#### IN-BASKET

	1	2	3	4	No evidence
Written communication is clear and to the point					
Uses a writing style that is appropriate to the context					
Uses logical and systematic writing style					
Uses appropriate grammar and punctuation					

### 2 VERBAL COMMUNICATION

#### PRESENTATION

	1	2	3	4	No evidence
Expresses self clearly and concisely					
Message was logically structured and communicated					
Uses appropriate language for the intended audience					
The message was portrayed and aimed at the goals of the exercise					
Displays appropriate body language					

#### ROLE PLAY

	1	2	3	4	No evidence
Expresses self clearly and concisely (can hear what they are saying)					
Information is presented in a logical and structured fashion (can understand what they are saying)					
Uses appropriate language for the intended audience					
Demonstrates effective listening					
Displays appropriate body language					

### 3 PRESENTATION SKILLS

#### PRESENTATION

	1	2	3	4	No evidence
Captures and holds the audience's attention					
Pitches presentation at appropriate level					
Conveys message clearly and effectively					
Creates a structure for the presentation					
Displays appropriate non-verbal behaviour					

4 **CONFLICT MANAGEMENT**

**IN-BASKET**

	1	2	3	4	No evidence
Considers all relevant information pertaining to Metro Bank as well as Chilli Red					
Shows an understanding of the different perspectives of the conflicting parties					
The suggested action(s) takes a calm and objective approach					
Suggested actions would promote the reaching of a resolution					
Shows an understanding of the possible consequences of conflict in the given situation					

**ROLE PLAY**

	1	2	3	4	No evidence
Communicates openly and respectfully when addressing problems with others					
Demonstrates respect for others opinions					
Deals effectively with the board member when he/she becomes confrontational					
Openly recognises differences in opinions					
Looks for a win-win solution					
Uses appropriate interpersonal styles and methods to reduce conflict between himself/herself and the board member					

5 **INTERPERSONAL SENSITIVITY**

**IN-BASKET (2 items)**

	1	2	3	4	No evidence
Shows sensitivity in their response to Miles					
Shows care in choice of words					
In their response, candidate appeared to be open and approachable					
Acknowledges others' viewpoints					
Encourages co-operation					

Showed sensitivity in response to Tandi					
Shows care in choice of words					
In their response, candidate appears to be open and approachable					
Acknowledges others' viewpoint					
Encourages co-operation					
Remains objective in dealings with Tandi					

6 **CLIENT RELATIONS**

**IN-BASKET**

	1	2	3	4	No evidence
Shows an understanding of the possible needs of clients					
Suggestions provided by the candidate are aimed at meeting client expectations					
In the suggestions made, candidate displayed an awareness of having respect for clients					
The suggestions were aimed at building a collaborative relationship with clients					
Through the suggestions, the candidate appears to be open and approachable					

**PRESENTATION**

	1	2	3	4	No evidence
Anticipates the client's needs and concerns					
Approach proposed to Alex is respectful, engaging, and focussed on problem solving					
Attempts to maintain a collaborative relationship with the client					
Suggestions made were aimed at meeting the expectations of the client					
Illustrates respect for the client's complaint and needs					

**7 ORGANISING & PLANNING**

**IN-BASKET (2 items)**

	1	2	3	4	No evidence
Clearly specifies goals and objectives of suggested actions					
Establishes priorities					
Assessing and organising available resources to ensure the execution of suggested actions					
Includes contingency plans where necessary					
Indicates people responsible for various tasks or delegates if necessary or appropriate					

	1	2	3	4	No evidence
Clearly specifies goals and objectives					
Establishes priorities					
Assesses and organises available resources					
Includes contingency plans were necessary					
Includes responsibilities for people where necessary					

**8 IMPLEMENTATION & CONTROL**

**IN-BASKET**

	1	2	3	4	No evidence
Assigns specific roles to individuals to ensure completion of both initiatives					
Delegates and sets appropriate parameters for the completion of both initiatives					
Establishes feedback mechanisms					
Provides measures to continuously monitor progresss					
Sets appropriate timelines for completion of tasks					

**9 ANALYTICAL THINKING**

**IN-BASKET (2 items)**

	1	2	3	4	No evidence
Grasps the key elements of the problem(s) with regards to the budget figures					
Understand the links between elements					
Systematically considers details and facts pertaining to the stated problem					
Understands relevant causes for the problems at hand					
Weighs consequences of various suggestions					

Grasps the key elements of the problem(s)					
Understands the link between elements					
Demonstrates ability to summarise pros and cons with regards to outsourcing					
Demonstrates ability to summarise pros and cons with regards to staying with current service provider					
Systematically considers relevant details and facts					

**PRESENTATION**

	1	2	3	4	No evidence
Systematically discuss pros and cons of both staying and moving from the current supplier					
Shows an understanding of different links between the elements pertaining to the current problem					
Shows an understanding of the long term effects of the various options presented					
Shows an understanding of consequences of both available options					
Shows an understanding of the key elements of the problem at hand					

**BUSINESS ACUMEN**

**IN-BASKET**

	1	2	3	4	No evidence
Identify the problems impacting the competitiveness of Metro Branch Bank from a business perspective					
Understands the forces impacting on profitability and sustainability within Metro Bank					
Weighs the impact and consequences of various issues for staying competitive and sustainable					
Suggests actions aimed at staying competitive and cutting costs					
Takes various sources, such as budget figures, into account					

**PRESENTATION**

	1	2	3	4	No evidence
Demonstrates an understanding of how the pros of both options could impact the profitability and sustainability of the organisation					
Demonstrates an understanding of how the cons of both options could impact the profitability and sustainability of the organisation					
Diagnoses the problems from a business perspective (i.e. work disruption, cost, saving etc.)					
Makes appropriate conclusions regarding the profitability and growth of the company					
Reasoning are based on sound business arguments and points of departure					

**JUDGEMENT & DECISION MAKING**

**IN-BASKET (3 items)**

	1	2	3	4	No evidence
Evaluates all relevant information					
Considers various alternatives, courses of action and stakeholders					
Suggests a course of action					
Suggestions made were based on evidence and reasoning					
Displays an understanding of implications of decisions or					
Evaluates all relevant information					
Considers various alternatives, courses of action and stakeholders					
Suggestions made were aimed at addressing the situation at hand					
Suggestions were based on evidence and reasoning					
Understands implications of suggested actions					
Evaluates all relevant information					
Considers various alternatives, courses of action and stakeholders					
Understands implications of actions					
Makes a suggestion based on the situation at hand					
Provides evidence to support suggestion made					



11 **JUDGEMENT & DECISION MAKING (Continued)**

**PRESENTATION (2 items)**

	1	2	3	4	No evidence
Considers various consequences and implications for the recommendation made					
Understands the causal relationships in the elements pertaining to this item					
Demonstrates ability to make decisions, even when presented with tough decisions and conflicting considerations					
Makes feasible suggestions to manage stakeholder relationships					
Provides sound rationale for recommendations made					
Considers relevant information, such as finance and client relations, in their response					
Considers various options and alternatives to address and solve the client situation					
Refrains from making unqualified or unrealistic promises to client					
Understands implication of decisions and provides reasons for making them					
Employ collaborative decision-making style					

12 **LEADING OTHERS**

**IN-BASKET**

	1	2	3	4	No evidence
Provides direction to the group					
Displays a willingness to be personally committed to improve the current organisation climate					
Generates and promotes co-operation within the group					
The conveyed message is inspiring and motivating					
Motivates and promotes the suggested strategy					

13 **NEGOTIATION**

**IN-BASKET**

	1	2	3	4	No evidence
Considers the position of Chilli Red in the situation					
Identifies points of agreement or disagreement between MetroBank and Chilli Red					
Presents and explores alternatives that could be implemented to avoid legal action					
Suggestions are focused on the set objectives					
Suggestions made would promote the possible reaching of agreement between Chilli Red and Metro Bank					

**ROLE-PLAY**

	1	2	3	4	No evidence
Candidate attempted to explore and understand the position of other parties					
Candidate identified points of agreement and disagreement between themselves and the other involved parties					
Presented and explored alternatives presented by other parties involved					
Kept discussion focussed on objective					
The approach implemented by the candidate could promote the reaching of agreement					

**IN-BASKET**

	1	2	3	4	No evidence
Conveys message in a convincing manner					
Response promotes gaining the agreement from others					
Provides rationale for their point or position					
Demonstrates confidence in their own conviction					
Message is aimed at the concerns and reservations of target audience					

**PRESENTATION (2 items)**

	1	2	3	4	No evidence
Conveys message in a convincing manner (trying to persuade)					
Argues their point with supporting arguments and reasoning					
Message is appropriate for the situation as well as the objective of the exercise					
Displays appropriate choice of words for getting buy-in from others					
Approach followed is likely to promote gaining agreement from others					

Provides valuable guidance to Alex in terms of how to persuade					
Provides supporting arguments and reasoning to guide Alex in his discussion with the client					
Message proposed is appropriate for the situation as well as the objective of the exercise					
Suggests appropriate choice of words and behaviour for getting buy-in from the client					
Proposed approach would possibly leave client with positive impressions even if mutually beneficial goals are not reached					

**ROLE-PLAY**

	1	2	3	4	No evidence
Conveys message in a convincing manner (trying to persuade)					
Argues their position with supporting arguments and reasoning					
The approach followed by the candidate was aimed at obtaining the objective of the exercise (which is to persuade the board of directors to not start a restructuring initiative)					
The approach followed by the candidate was appropriate for the situation					
Displays feasible choice of words and behaviour aimed at getting buy-in from others to not start a restructuring in Metro Branch Bank					

## 6. STRENGTH AND DEVELOPMENT AREAS

Another useful view is to consider your strengths and areas for development in each exercise. In the tables that follow we have rank ordered the behavioural indicators in each exercise to help you to identify your strengths and development areas.

### 6.1 IN-BASKET:

Strength	<ul style="list-style-type: none"> <li>• Systematically considers details and facts pertaining to the stated problem</li> <li>• Identifies points of agreement or disagreement between Metro Bank and Chilli Red</li> <li>• Presents and explores alternatives that could be implemented to avoid legal action</li> <li>• Shows an understanding of the different perspectives of the conflicting parties</li> <li>• Indicates people responsible for various tasks or delegates if necessary or appropriate</li> <li>• Acknowledges others viewpoint</li> <li>• Provides direction to the group</li> <li>• Displays a willingness to be personally committed to improve the current organisations climate</li> <li>• Generates and promotes co-operation within the group</li> <li>• The conveyed message is inspiring and motivating</li> <li>• Motivates and promotes the suggested strategy</li> <li>• Sets appropriate timelines for completion of tasks</li> </ul>
Adequate	<ul style="list-style-type: none"> <li>• Identifies the problems impacting the competitiveness of Metro Branch Bank from a business perspective</li> <li>• Suggests actions aimed at staying competitive and cutting costs</li> <li>• Weighs consequences of various suggestions</li> <li>• Considers various alternatives, courses of action and stakeholders</li> <li>• Suggests a course of action</li> <li>• The suggested action takes a calm and objective approach</li> <li>• Establishes priorities</li> <li>• Assessing and organising available resources to ensure the execution of suggested actions</li> <li>• Includes contingency plans where necessary</li> <li>• Shows care in choice of words</li> <li>• Acknowledges others viewpoints</li> <li>• Showed sensitivity in response to Tandi</li> <li>• Suggestions made were aimed at addressing the situation at hand</li> <li>• Suggestions were based on evidence and reasoning</li> <li>• Understands implications of suggested actions</li> <li>• Clearly specifies goals and objectives with regards to the employee forum</li> <li>• Establishes priorities</li> <li>• Assesses and organises available resources</li> <li>• Includes contingency plans where necessary</li> <li>• Provides measures to continuously monitor progress</li> <li>• Shows an understanding of the possible needs of clients</li> <li>• Suggestions provided by the candidate is aimed at meeting client expectations</li> <li>• In the suggestions made, candidate displayed an awareness of having respect for clients</li> <li>• Through the suggestions, candidate appears to be open and approachable</li> <li>• Systematically considers relevant details and facts</li> <li>• Understands implications of actions</li> <li>• Makes suggestion based on the situation at hand</li> <li>• Provides evidence to support suggestion made</li> <li>• Written communication is clear and to the point</li> <li>• Uses logical and systematic writing style</li> <li>• Uses appropriate grammar and punctuation</li> </ul>
Coaching Required	<ul style="list-style-type: none"> <li>• Understands the forces impacting the profitability and sustainability within Metro Bank</li> <li>• Takes various sources, such as budget figures, into account</li> <li>• Grasps the key elements of the problem(s) with regards to the budget figures</li> <li>• Understands the link between elements</li> <li>• Evaluates all relevant information</li> <li>• Suggestions made were based on evidence and reasoning</li> <li>• Suggestions are focused on the set objectives</li> <li>• Suggestions made would promote the possible reaching of agreement between Chilli Red and Metro Bank</li> <li>• Suggested actions would promote the reaching of a resolution</li> <li>• Shows an understanding of the possible consequences of conflict in the given situation</li> <li>• Shows sensitivity in their response to Miles</li> <li>• In their response, candidate appeared to be open and approachable</li> <li>• Encourages co-operation</li> <li>• Response promotes gaining the agreement from others</li> <li>• Demonstrates confidence in their own conviction</li> <li>• In their response, candidate appears to be open and approachable</li> <li>• Encourages co-operation</li> <li>• Remains objective in dealings with Tandi</li> <li>• Evaluates all relevant information</li> <li>• Clearly specifies goals and objectives with regards to the training programme</li> <li>• Assigns specific roles to individuals to ensure completion of both initiatives</li> <li>• Delegates and sets appropriate parameters for the completion of both initiatives</li> <li>• Establishes feedback mechanisms</li> <li>• The suggestions were aimed at building a collaborative relationship with clients</li> <li>• Grasps the key elements of the problem(s) with regards to the budget figures</li> <li>• Understands the link between elements</li> <li>• Demonstrates ability to summarise pros and cons with regards to outsourcing</li> <li>• Demonstrates ability to summarise pros and cons with regards to staying with current service provider</li> <li>• Evaluates all relevant information</li> <li>• Considers various alternatives, courses of action and stakeholders</li> <li>• Uses a writing style that is appropriate to the context</li> </ul>
Development Required	<ul style="list-style-type: none"> <li>• Weighs the impact and consequences of various options for staying competitive and sustainable</li> <li>• Understands relevant causes for the problems at hand</li> <li>• Displays an understanding of implications of decisions or suggestions made</li> <li>• Considers the position of Chilli Red in the situation</li> <li>• Considers all relevant information pertaining to Metro Bank as well as Chilli Red</li> <li>• Clearly specifies goals and objectives of suggested actions</li> <li>• Conveys message in a convincing manner</li> <li>• Provides rationale for their point or position</li> <li>• Message is aimed at the concerns and reservations of target audience</li> <li>• Shows care in choice of words</li> <li>• Considers various alternatives, courses of action and stakeholders</li> </ul>

## 6.2 PRESENTATION:

Strength	<ul style="list-style-type: none"> <li>• Anticipates the client's needs and concerns</li> <li>• Approach proposed to Alex is respectful, engaging, and focussed on problem solving</li> <li>• Considers various options and alternatives to address and solve the client situation</li> <li>• Expresses viewpoint clearly and concisely</li> <li>• The message was portrayed and aimed at the goals of the exercise</li> <li>• Displays appropriate body language</li> <li>• Created a structure for the presentation</li> </ul>
Adequate	<ul style="list-style-type: none"> <li>• Shows an understanding of the key elements of the problem at hand</li> <li>• Reasoning is based on sound business arguments and points of departure</li> <li>• Considers various consequences and implications for the recommendation made</li> <li>• Understands the causal relationships in the elements pertaining to this item</li> <li>• Demonstrates ability to make decisions, even when presented with tough decisions and conflicting considerations</li> <li>• Makes feasible suggestions to manage stakeholder relationships</li> <li>• Conveys message in a convincing manner (trying to persuade)</li> <li>• Displays appropriate choice of words for getting buy-in from others</li> <li>• Attempts to maintain a collaborative relationship with the client</li> <li>• Illustrates respect for the client's complaint and needs</li> <li>• Refrains from making unqualified or unrealistic promises to client</li> <li>• Employ collaborative decision-making style</li> <li>• Suggests appropriate choice of words and behaviour for getting buy-in from the client</li> <li>• Message was logically structured and communicated</li> <li>• Conveys message clearly and effectively</li> <li>• Does not display inappropriate non-verbal behaviour</li> <li>• Argues their point with supporting arguments and reasoning</li> </ul>
Coaching Required	<ul style="list-style-type: none"> <li>• Systematically discuss pros and cons of both staying and moving from the current supplier</li> <li>• Shows an understanding of different links between the elements pertaining to the current problem</li> <li>• Shows an understanding of the long term effects of the various options presented</li> <li>• Shows an understanding of the consequences of both available options</li> <li>• Demonstrates an understanding of how the pros of both options could impact the profitability and sustainability of the organisation</li> <li>• Demonstrates an understanding of how the cons of both options could impact the profitability and sustainability of the organisation</li> <li>• Shown an understanding of the most important aspects of sustainability and profitability within the company (i.e. work disruption, cost, saving etc.)</li> <li>• Makes appropriate conclusions regarding the profitability and growth of the company</li> <li>• Provides sound rationale for recommendations made</li> <li>• Approach followed is likely to promote getting agreement from others</li> <li>• Suggestions made were aimed at meeting the expectations of the client</li> <li>• Considers relevant information, such as finance and client relations, in their response</li> <li>• Understands implication of decisions and provides reasons for making them</li> <li>• Provides valuable guidance to Alex in terms of how to persuade</li> <li>• Provides supporting arguments and reasoning to guide Alex in his discussion with the client</li> <li>• Message proposed is appropriate for the situation as well as the objective of the exercise</li> <li>• Proposed approach would possibly leave client with positive impressions even if mutually beneficial goals are not reached</li> <li>• Uses appropriate language for the intended audience</li> <li>• Captures and holds the audience's attention</li> <li>• Pitches presentation at the appropriate level</li> <li>• Message is appropriate for the situation as well as the objective of the exercise</li> </ul>

## 6.3 ROLE PLAY:

Strength	<ul style="list-style-type: none"> <li>• Communicates openly and respectfully when addressing problems with others</li> <li>• The approach followed by the candidate was appropriate for the situation</li> <li>• Information is presented in a logical and structured fashion (can understand what they are saying)</li> <li>• Demonstrates effective listening</li> </ul>
Adequate	<ul style="list-style-type: none"> <li>• Candidate attempted to explore and understand the position of other parties</li> <li>• Candidate identified points of agreement and disagreement between themselves and the other involved parties</li> <li>• Presented and explored alternatives presented by other parties involved</li> <li>• The approach implemented by the candidate could promote the reaching of agreement</li> <li>• Demonstrates respect for others opinions</li> <li>• Openly recognises differences in opinions</li> <li>• Looks for a win-win solution</li> <li>• Conveys message in a convincing manner (trying to persuade)</li> <li>• The approach followed by the candidate was aimed at obtaining the objective of the exercise (persuade the board of directors to not start a restructuring)</li> <li>• Displays a feasible choice of words and behaviour aimed at getting buy-in from others to prevent restructuring in Metro Branch Bank</li> <li>• Expresses self clearly and concisely (can hear what they are saying)</li> <li>• Uses appropriate language for the intended audience</li> <li>• Displays appropriate body language</li> </ul>
Development Required	<ul style="list-style-type: none"> <li>• Keeps discussion focussed and objective</li> <li>• Deals effectively with the board member when he/she becomes confrontational</li> <li>• Uses appropriate interpersonal styles and methods to reduce conflict between himself/herself and the board member</li> <li>• Argues their position with supporting arguments and reasoning</li> </ul>

## 7. CONCLUSION

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

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