Profil

Competency Report
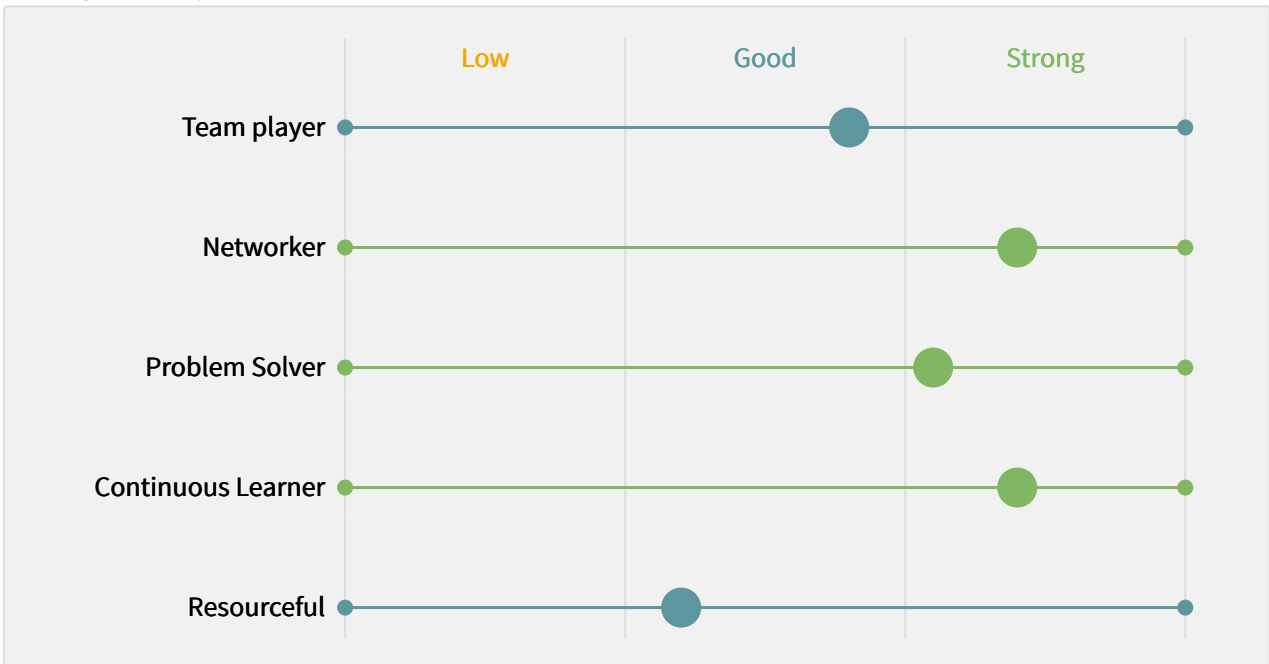
Candidate: Anna Karlsson

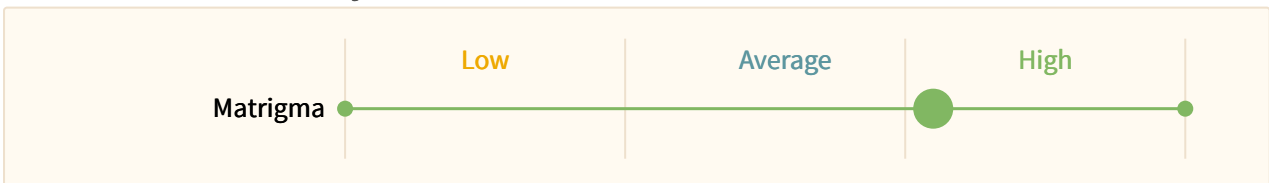ASCEND
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Summary

Competency Profile Match

82%

Competency Score

	Low	Good	Strong
Team player		●	
Networker			●
Problem Solver			●
Continuous Learner			●
Resourceful		●	
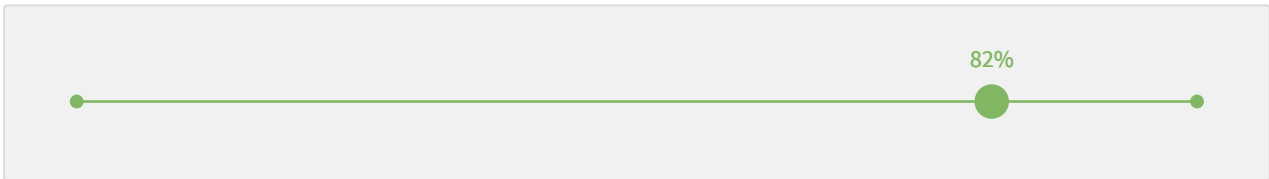
General Mental Ability

	Low	Average	High
Matrigma			●

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Team player

Match Score
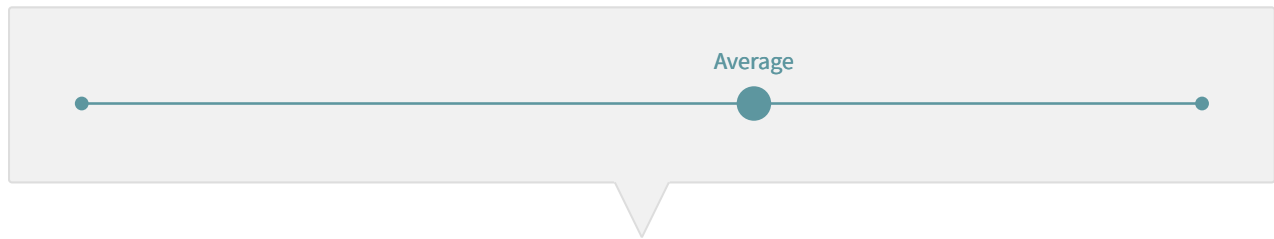
Average

- Not sharing his/her knowledge or expertise with others, unless directly instructed to do so.
- Being perceived as taking credit rather than sharing successes with the group.
- Work only within the confines of own organizational unit.
- Avoid handling constructive conflict and giving honest feedback to others.
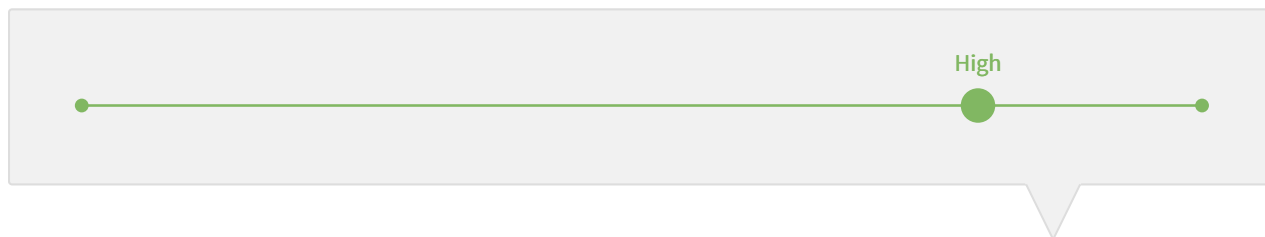
Behaviors associated with this score

- Share his/her knowledge and helps others acquire a new skill, when key to achieving group goals.
- Share credit for some group efforts and projects, but not all.
- Put some effort into projects, even if s/he will not get credit.
- Occasionally branch out to other units or departments for assistance.

- Facilitating and building on the ideas of others.
- Help others improve their skills and knowledge base by sharing his/her expertise on a regular basis.
- Work together as opposed to separately or competitively.
- Share all credit for a groups accomplishments and see all individual contributions, as crucial to the end result.

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Networker

Match Score

High

Behaviors associated with this score

- Be perceived as; too independent, distant, or not easy to be around.

- Not be comfortable with first contacts.

- Not initiate contact with others nor share resources or information, even when requested.

- Be shy, cool or a person of few words.

- Appear uninterested or do not pick up on social cues that others would.

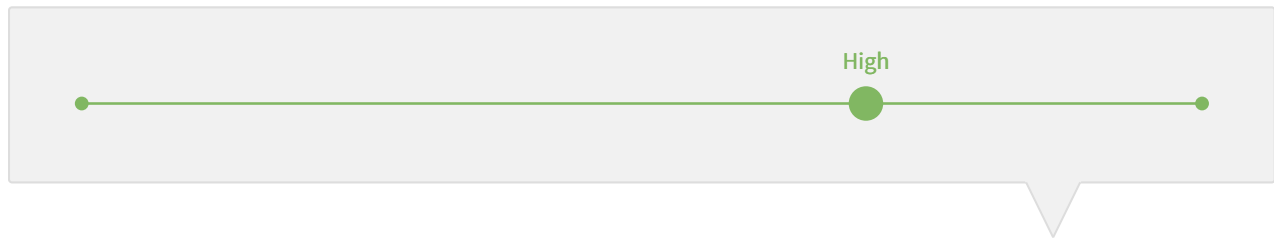### Behaviors associated with this score

- Approach others whom he/she knows to have valuable resources and information.

- Interact with employees at most levels and sometimes across organizational units.

- Provide assistance to others when requested. Ready to make sacrifices if they are balanced by anticipated benefits.

Behaviors associated with this score

- Continuously seek ways to establish credibility and trust with targeted clients/relations. Approach others to gain and share mutually beneficial information and resources.

- Network with employees at all levels - reaching across organizational units.

- Relate to others in an open, accepting manner and put others at ease.

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Problem Solver

Match Score

High

Behaviors associated with this score

- Be perceived as impatient and jump to conclusions too soon.
- Does not define and analyze the problem and root causes.
- Develop quick, short-term solutions that only address the immediate problem at hand.
- Attempt to tackle highly complex problems without breaking them down.
- Not ask penetrating questions to identify hidden patterns.
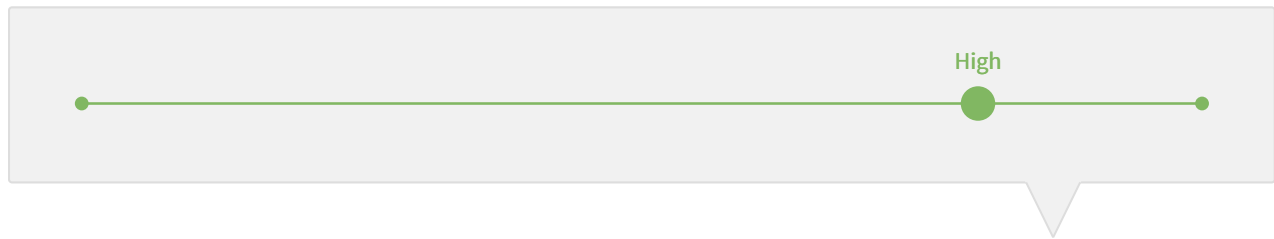
Behaviors associated with this score

- Typically divide a particularly large or complex problem into a few manageable parts.
- Develop solutions that address one or more related problems, may include long-term answers.
- Identify some problems before they occur and identify common causes and possible solutions.

Behaviors associated with this score

- Consider all aspects of a problem and their interrelationship, to arrive at a comprehensive solution.
- Consistently breaks problems down into smaller, more manageable and easier to understand components.
- Identify both common and unusual problems before they occur.
- See the big picture and take into account broader considerations.

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Continuous Learner

Match Score

High

Behaviors associated with this score

- Perform only required job activities and not engage in activities to broaden skills or experience.

- Does not know own strengths, weaknesses or limits and be perceived as thinking too high/low of him/herself.

- Does not actively seek feedback and may come across as defensive or arrogant.

- Does not listen to or learn from feedback or mistakes.

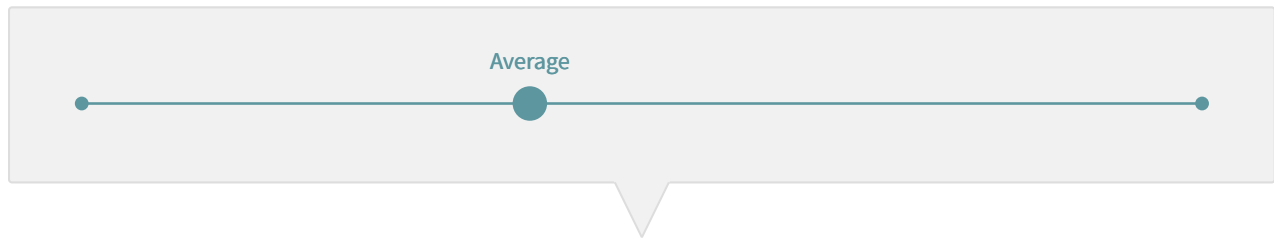### Behaviors associated with this score

- Extract some learning from failure and mistakes.

- Accept feedback from: customers, employees, peers, and superiors and modifies behavior accordingly.

- Find more obvious ways to improve performance.

- Engage in some activities to broaden skills and experience outside regular job duties.

- Willing to take on additional activities.

Behaviors associated with this score

- Seek out new and innovative ways to improve performance in yourself and others.

- Learn from experience and others feedback.

- Seek feedback from others and modifies behavior accordingly.

- Be aware of own strengths and weaknesses and seek help from others when it is needed, to get the job done effectively.

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Resourceful

Match Score

Average

Behaviors associated with this score

- Get rattled and lose cool under pressure and stress.
- Not accept responsibility for mistakes; can come across as rationalizing or blaming others for failures.
- Blow up, say things he/she should not.
- Be defensive and sensitive to criticism.
- Be perceived as contributing to others losing composure or being unsettled.
- Let anger, frustration and anxiety show.

Behaviors associated with this score

- Adjust performance during time of failure or rejection.
- Reflect on what could have been done differently while moving forward.
- Have some difficulty dealing with harsh setbacks - accept personal responsibility for mistakes but may identify others roles in the failure. Demonstrate self-confidence in familiar working environments.

Behaviors associated with this score

- Be perceived as positive and show self- confidence in all working environments, even difficult ones.
- Accept total responsibility for failures and maintain performance. Does not include others when owning up to mistakes.
- Quickly change his/her behavior to adapt to changing circumstances.
- Influence his/her own environment rather than reacting to it.

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Development program

The development section builds upon the competency based assessment. The goal with this section is to make both short- and long term development more tangible by pointing out both developing behaviors and stretch assignments for the selected competencies. Read them through and select the behaviors and activities that are critical for you to ensure your skills are competitive today and tomorrow.

Team player

Developing Behaviors

- Accept others normal mode of doing things, even if it is not the way you would go about completing similar tasks.

- Work hard at observing others and select your interpersonal approach, from the other person in and not from you out.

- Managing the first three minutes by being open and approachable, and take in information during the beginning of a transaction. The more you can get them to initiate and say early in the transaction, the more youll know about where they are coming from, and the better you can tailor your approach.

- Listen and ask clarifying questions - restate what the other person has said to signal understanding.

- Confide your thinking on a business issue and invite the response of others.

- Initiate contact with others, ask the first question.

- When the others takes a rigid position, dont reject it. Ask why? Whats behind the position, keep your cool even though he/she may have lost his/her cool.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Working with people from different cultures or institutions in other countries. Dealing with employees who: lack adequate experience, are performing poorly, or are resistant to change.

- Managing work that is broad in scope (involving multiple functions, groups, locations, products, or services).

- Manage a dissatisfied internal or external customer.

- Manage a team of people who are older and more experienced than you.

- Resolve an issue in conflict between two parties; people, units, geographies, functions, etc. Manage a group that includes former peers to accomplish a task.

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Continuous Learner

Developing Behaviors

- Actively seek both positive and negative feedback, If people are reluctant to give criticism, help by making self-appraisal statements rather than asking questions.

- Seek input from multiple sources since different types of raters are likely to know more about and be more accurate regarding different competencies.

- Consider two kinds of feedback: First, things others see that you agree are true about you. Second, things others see that you do not see: these will either be strengths you have that you sell yourself short on; or weaknesses you have that you are unaware of (blind spots). Accept all feedback as accurate, and develop a plan to deal with the most critical aspects.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Handling responsibilities that are new, or very different from previous ones you have handled.

- Make peace with: an enemy or someone you have disappointed, with a product or service; or someone you have had some trouble with or do not get along with very well.

- Manage a group of people who are towering experts but you are not.

- Attend a self-awareness/assessment course that includes feedback.

Networker

Developing Behaviors

- Share more. Confide your thinking on a business issue and invite the response of others.

- Get to know three things about your key contacts. Be approachable to people without regards to reporting relationships.

- Set a goal of meeting 10 new people and find out what you have in common with them.

- Use 20 minutes per week to get in contact with a key person you want to get to know better.

- During the first three minutes of a meeting do all you can to make the person comfortable with you, before the real agenda starts. Ask a question unrelated to the topic or share something personal.

- If someone is angry, let him/her vent without saying anything other than you can see that he/she is upset.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Managing the interface with important groups outside the organization, such as; customers, vendors, partners, unions, and regulatory agencies.

- Being responsible for and cooperating with people of both genders and different backgrounds.

- Make peace with someone: you have disappointed with a product or service; or you have had some trouble with or do not get along with very well.

- Manage a temporary group of inexperienced people as their coach, teacher, guide, mentor, etc.

- Train customers in the use of the organizations products or services.

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Problem Solver

Developing Behaviors

- Use 60 minutes to analyze an important problem/challenge and come up with more than one solution. Usually somewhere between the second and third solution that you come up with, turns out to be the most effective.

- Break down problems into pieces and parts and solve them one at a time. Find someone who makes a good sounding board and talk to him/her, not just for ideas, but to increase your understanding of different problems.

- Brainstorm together with your team, identifying all that could go wrong with at specific plan.

Development Activities

Get into projects/teams that focuses on one of the following topics:

- Managing work that is broad in scope (involving multiple functions, groups, locations, products, or services) or large in sheer size (e.g., workload, number of responsibilities).

- Fix problems created by someone else or existing before you took the assignment.

- Analyze your role together with a superior in which you identify your: most critical targets; the most important contexts and the correct planning horizon for your role, to make prioritizing easier.

- Take on a tough project, one where others have failed in the past.

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