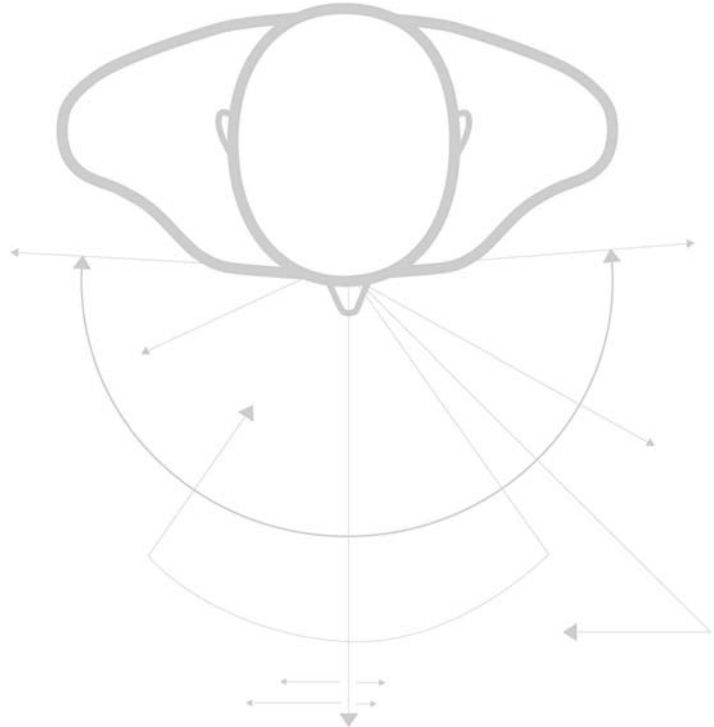


# Sample Competency Analysis Report



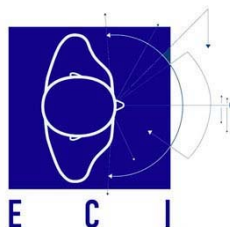
The following is an example of a Developmental Report based on the results of the ECI Behavioral Insight and displayed against an organization's Competency Performance System. ECI can customize a Developmental Report format for your organization based on your company's specific needs.

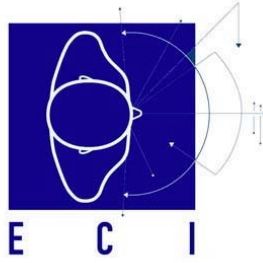
**Section One: Developmental Analysis** - In this section, the results of the ECI Behavioral Insight are visually displayed against the Job Standard created for the position through objective study (in this case, Sales Manager).

**Section Two: Summary Analysis** - In this section, practical information is provided to the individual on his or her overall Strengths to the Position (Enablers), Developmental Opportunities and Management Needs.

**Section Three: Competency Analysis** - In this section, the ECI Behavioral Insight has been linked to the organization's existing Competency Performance Management System. The ECI Behavioral Insight serves as the objective diagnostic tool within the program. This section is designed to help individuals understand why they may require development in certain areas and to provide practical action steps to increase competency.

**Section Four: Suggested Training and Development** - In this section, the results of the ECI Behavioral Insight have been tied back to the actual training courses and resources offered by the organization.





# Excerpts From a Competency Analysis Report

for

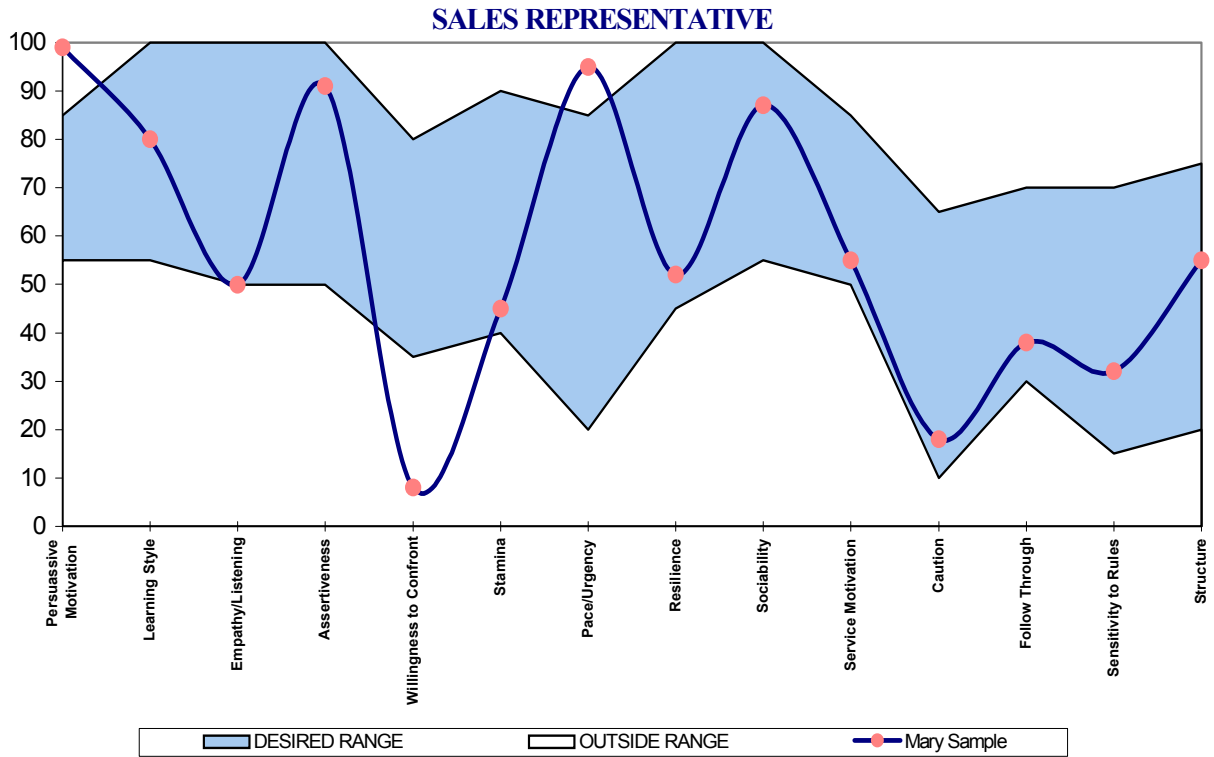
**Mary Sample**  
Sales Representative

*Prepared for:* ABC Pharmaceuticals  
Pleasantville, NJ

*Prepared by:* Employer Consultancy, Inc.  
Flemington, NJ

*Based on the results of the ECI Behavioral Insight Program*

## Sales Representative Developmental Analysis



The Sales Representative Analysis enables you to compare the results of your ECI Behavioral Insight against those of top performers in the position. The shaded area represents the scores possessed by top performing Sales Representatives at ABC Pharmaceuticals. This model was developed based on the results of objective study conducted on the position. Your scores are represented by the circular marks located along the line and are presented on a 100% scale. Higher or lower scores are not necessarily better or worse. Look for areas where your scores match the shaded range.

To make best use of the information above, look for the areas where your scores deviate from the shaded range. By targeting training and development activities toward the enhancement of skills in these areas, you can increase your ability to maximize your full potentials as a Regional Business Director.

## Summary Analysis

### ENABLERS

- Ms. Sample has strong conceptual skills. She is able to see the overall objectives of her efforts and to focus on these as she solves problems or develops strategies.
- She is a persuasive individual who presses hard for her own point of view. She gains solid gratification from assuming the leadership role when working with others and from convincing them to follow her lead. As such, she is well suited to sales roles where the challenge of developing new business in a complex setting is available to her.
- She is able to express her opinions in a forthright manner. She states her ideas with consistency, regardless of the business or social setting.
- When opportunities arise, she responds quickly to make the most of the chance to sell. She is responsive and action oriented, one who strikes when the iron is hot.
- She is able to organize and focus her efforts in order to ensure she is able to track her many activities.
- She is a friendly individual who is outgoing and social. She can build rapport in most any business setting and enjoys developing new relationships with others.
- She is service minded and will get involved in customer care issues to ensure that her clients are satisfied with the services she is representing. She is a caring individual who genuinely likes to help solve problems by working with others.

### DEVELOPMENTAL AREAS

- While her levels of rejection strength are in the average range, she may be inclined to take some feedback personally or to believe that others are holding her accountable for things that are outside her realm of responsibility. As such, she may worry needlessly at times, although others will not see this in her outward appearance. Learning to be more objective when things go wrong, taking the time to listen before responding and then looking for positive solutions to meet everyone's needs can overcome this tendency.
- She is very impulsive. She may act without thinking at times or respond without fully considering the implications of her comments. Learning to give thoughts a final review before sharing these with others or before putting plans into play can overcome this tendency.
- Her tendency may be to let problems and concerns simmer and to hold these inside. Then, she overreacts when these issues escalate. Learning to get issues out into the open in an objective way when these are manageable can overcome this cycle. Endeavor to utilize a more positive problem solving style when competing needs are present.

## **ABC Pharmaceuticals**

---

- She may be moving so quickly that she does not take the time to listen to others' concerns or issues. Slowing down to ask for others' feedback can enable her to establish better interaction with others and to avoid some types of problems she may experience today.
- Unless she is involved in the development of the strategy, she may not accept her role and focus her attention on it. She needs to take ownership for her accountabilities to feel good about the role she plays. Ensure that she understands the expectations of the position and that she is positively motivated toward accepting these.

### **MANAGEMENT SUGGESTIONS**

- Involve in creating the strategy behind her goals and objectives. This enables her to make a better contribution to the organization and shows her how her efforts fit into the overall activity around her. Once these goals and objectives are clarified, consistently measure her performance against these and provide her with regular feedback on results. She may use this feedback to feel good about herself.
- When things go wrong, take her aside and involve her in creating the solution. She is a very sensitive person who has a tendency to be somewhat defensive if she does not expect a problem. She does not manage surprises very well and may need to increase the overall flexibility of her interface with others, particularly in times of conflict.
- She will do best with a manager whom she respects. While she is a hard worker, she may not listen to someone she believes does not have the same level of knowledge she might possess. Set clear expectations and enforce performance guidelines and behavioral boundaries with consistency.
- She may cling to her own ways of doing things and could resist changing strategies. Give her time to adopt new processes and procedures to enable her to feel comfortable when larger changes occur.

# Competency Analysis

The next section of the report serves as a diagnostic analysis in understanding how to build new skills and capabilities. Specific skills support the behaviors defined in the Sales Competencies created for ABC Pharmaceuticals. When an individual possesses these skills at or near the ranges displayed in the model, gratification is received from performing the behaviors described in the Competency. Thus, the individual is motivated to display the described behavior naturally.

Using the information provided for each Sales Competency, managers and individuals may quickly understand why some behaviors are less evident than others. This analysis offers suggestions for enhancing performance and development. The information provided serves as a recommendation and should not be used as the basis of rating an individual or for making decisions regarding disciplinary action. No accommodation has been made in the results for prior training and development activities that produced substantial changes in behavior. Rather, the information displayed serves as a point of discussion for staff and managers in choosing the best course of action for skills development and managing for top performance.

**Interpreting the Following Graphs:**

**Sales Representative**

**Negotiating Skills**

**Competency Summary:**  
*The ability of the Representative to successfully attain goals and objectives while maintaining positive customer relationships. This competency includes the ability to create win/win situations for customers and for the corporation, bringing matters to a timely close, and recognizing opportunities as they arise.*

Sales Competency

Competency Summary

This graph shows the core skills that tend to support the performance of the behaviors described. The shaded area represents the model for top performance. The circular marks represent your scores. Look for areas where your scores fall within the shaded area or model. Developing skills where your scores fall outside the model can enhance performance.

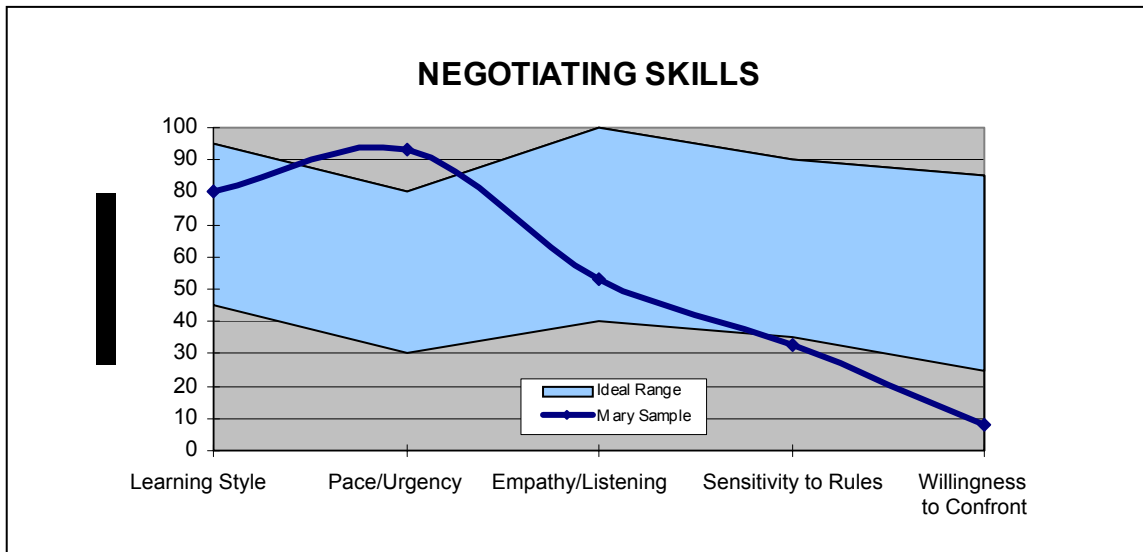
Competency Factor	Individual Result	Suggested Action Steps
Learning Style	✓	Good problem solving skills enable the identification of opportunities and understanding the importance of goals.
Pace/Urgency	DS	May be moving so quickly at times that important messages are lost from the customer. Endeavor to slow down and listen.
Empathy/Listening	✓	A good listener who has the potential to sense the customer's perspective. Can put herself in the customer's place.
Sensitivity to Rules	DS	Is open to the use of alternative strategies when negotiating but may maximize effectiveness and efficiency by adhering to standard solutions that have proven to be effective in practice.
Willingness to Confront	DS	May need to be a bit more consistent in facing opposition or reluctance from the client. Continue to follow through until a decision is made.

Suggested Action Steps guide you toward the development of your Personal Development Plan. Look for items that appear throughout your report to make the most of these recommendations.

Individual Results: When scores fall within the range, a ✓ is shown. Where development is suggested, DS is displayed.

**Competency Summary:**

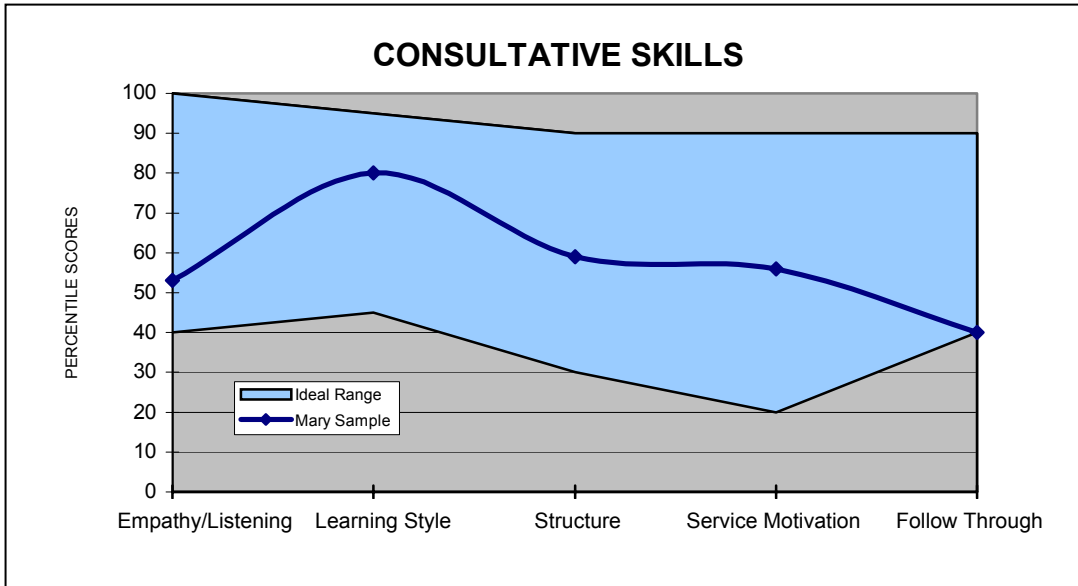
- *The ability of the Representative to successfully attain goals and objectives while maintaining positive customer relationships. This competency includes the ability to create win/win situations for customers and for the corporation, bringing matters to a timely close, and recognizing opportunities as they arise.*



Competency Factor	Individual Result	Suggested Action Steps
<b>Learning Style</b>	✓	Good problem solving skills enable the identification of opportunities and understanding the importance of goals.
<b>Pace/Urgency</b>	DS	May be moving so quickly at times that important messages are lost from the customer. Endeavor to slow down and listen.
<b>Empathy/Listening</b>	✓	A good listener who has the potential to sense the customer’s perspective. Can put herself in the customer’s place.
<b>Sensitivity to Rules</b>	DS	Is open to the use of alternative strategies when negotiating but may maximize effectiveness and efficiency by adhering to standard solutions that have proven to be effective in practice.
<b>Willingness to Confront</b>	DS	May need to be a bit more consistent in facing opposition or reluctance from the client. Continue to follow through until a decision is made.

**Competency Summary:**

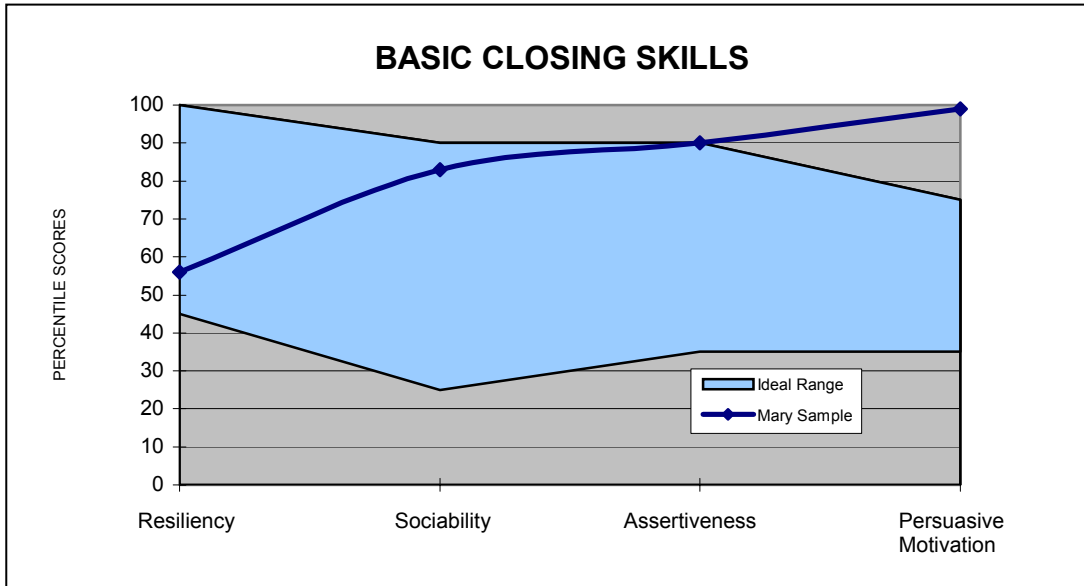
- *The ability of the Representative to create relationships at a variety of levels within the customer’s organization in order to develop new business. This competency includes identifying problems and opportunities in the customer’s organization, developing innovative solutions to meet customer needs and developing a positive, reliable reputation with the customer.*



Competency Factor	Individual Result	Suggested Action Steps
<b>Empathy/Listening</b>	✓	Develops positive rapport with customers. Is able to sense their needs and devise solid strategies for their consideration.
<b>Learning Style</b>	✓	A good problem solver who sees the possibilities and puts good ideas into play to accomplish her goals with customers.
<b>Structure</b>	✓	Is systematic in managing the details for customers. Takes care to ensure that she keeps track of information and follows a process.
<b>Service Motivation</b>	✓	Enjoys helping others and working with customers to ensure they are satisfied with the services being offered.
<b>Follow Through</b>	✓	Keeps commitments and promises, for the most part, with care. Knows when to delegate to others.

**Competency Summary:**

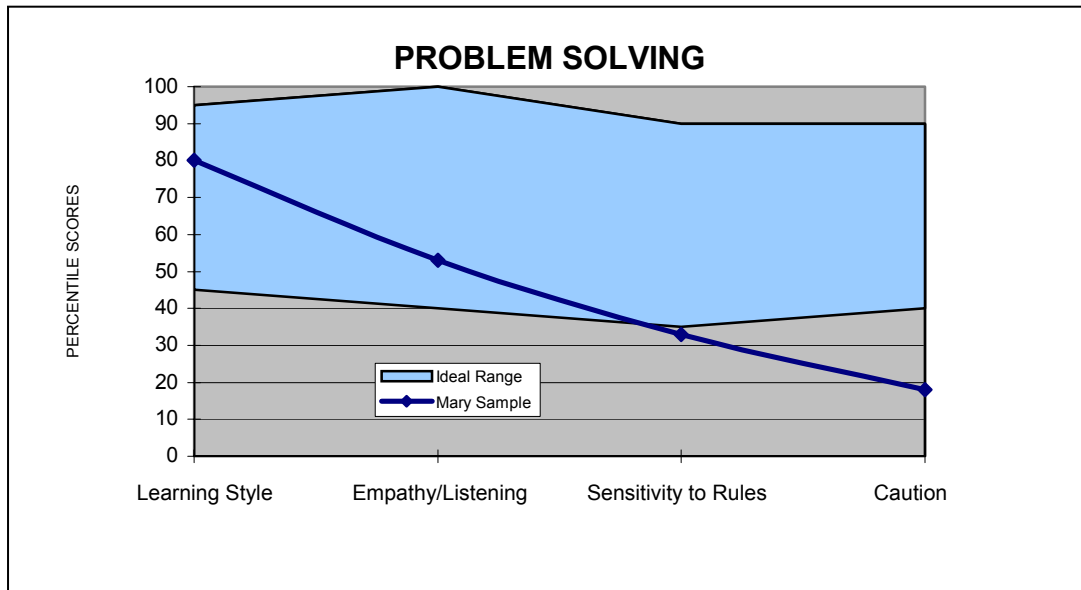
- *The ability of the Representative to develop new business despite initial reluctance of customers and prospects. Includes ability to sell, even when success does not readily occur and to continue to pursue sales despite business setback.*



Competency Factor	Individual Result	Suggested Action Steps
<b>Resiliency</b>	✓	Bounces back quickly when faced with rejection or reluctance from the customer. Continues to press for the sale.
<b>Sociability</b>	✓	A very social individual who is able to interface with a variety of customer types.
<b>Assertiveness</b>	✓	Will offer perspectives and ideas with good confidence in most settings.
<b>Persuasive Motivation</b>	DS	She may “oversell” the account at times. Take the time to listen to others’ needs before provide a solution.

**Competency Summary:**

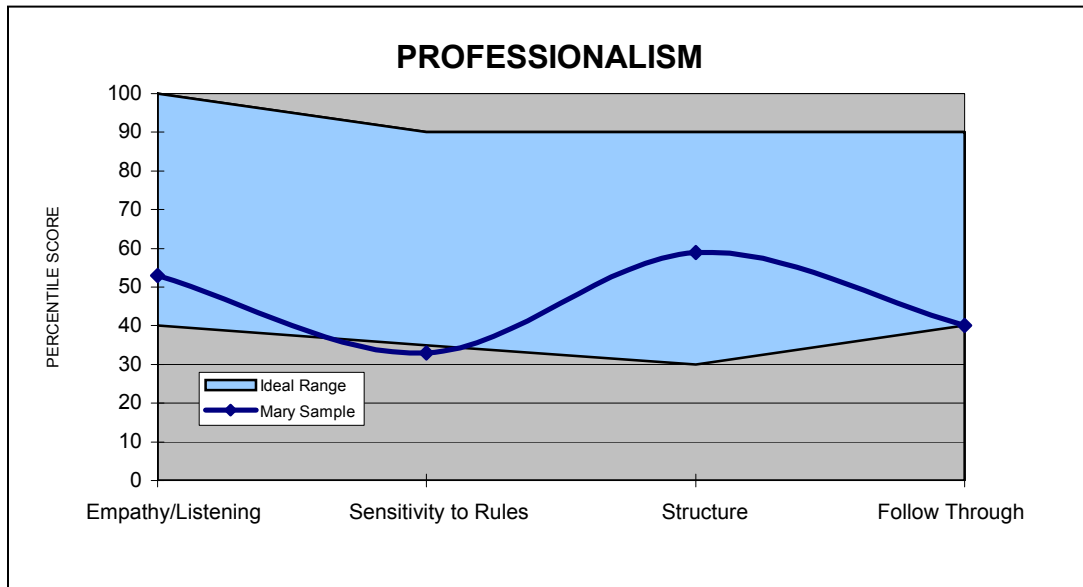
- *The ability of the Representative to analyze complex technical issues or customer concerns accurately and to develop appropriate solutions. This competency includes the ability to use innovation when desirable and to use standard strategies to increase efficiency or reduce cost. The Representative displays competence in his or her area of expertise and actively pursues and understanding of new information in the field and the corporation.*



Competency Factor	Individual Result	Suggested Action Steps
<b>Learning Style</b>	✓	Has the ability to approach the sales role from a more strategic and conceptual angle. She is well able to learn new technical concepts and ideas in a timely manner.
<b>Empathy/Listening</b>	✓	When working with customers, she is able to sense the more subtle aspects of the interaction to maximize her problem solving effectiveness.
<b>Sensitivity to Rules</b>	DS	While she likes to consider a variety of options when working with customers, she may benefit from relying upon standard solutions that have been effective in the past when problem solving in the role.
<b>Caution</b>	DS	A quick decision maker who may need to validate her thinking to a great extent prior to implementing proposed solutions and strategies to customer problems.

**Competency Summary:**

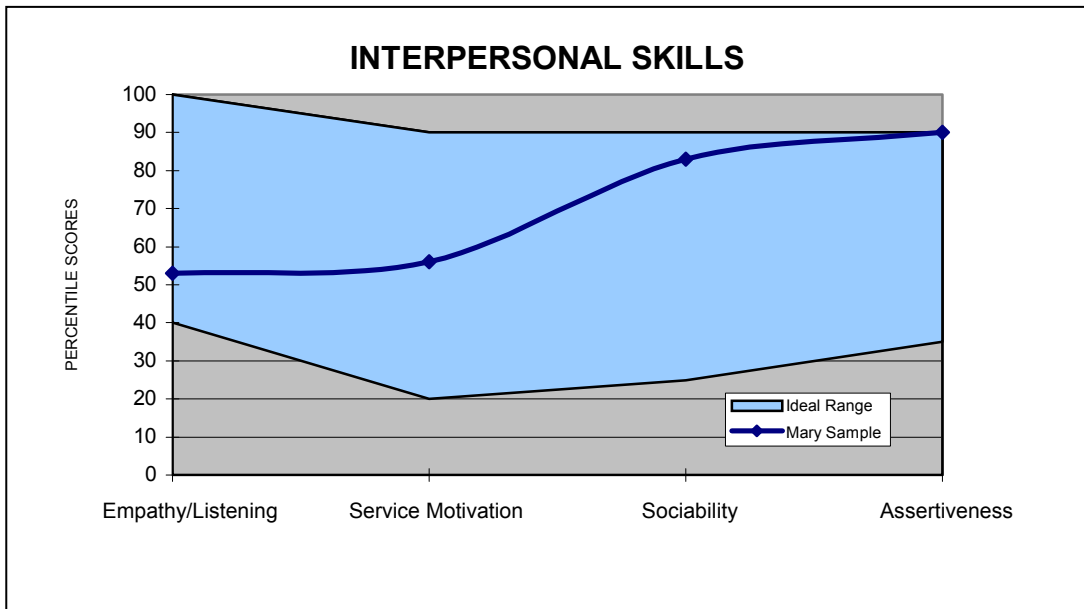
- *The ability of the Representative to understand customer expectations, to respond to customer feedback in a positive fashion and to develop a professional presentation to others. This competency includes displaying an openness to others' perspectives, the ability to accurately assess what is expected from others and the consistent portrayal of a polished, positive image which embodies the company's ideals.*



Competency Factor	Individual Result	Suggested Action Steps
<b>Empathy/Listening</b>	✓	Is able to understand the more subtle messages customers send her way. Responds to customer feedback in an open fashion.
<b>Sensitivity to Rules</b>	DS	At times, may need to bring a greater sensitivity to existing policies and procedures when handling customer requests. May attempt to “re-create the wheel” too often.
<b>Structure</b>	✓	Is systematic in approach to work and is well able to organize her activities for customers.
<b>Follow Through</b>	✓	Generally responds positively to the customer’s requests.

**Competency Summary:**

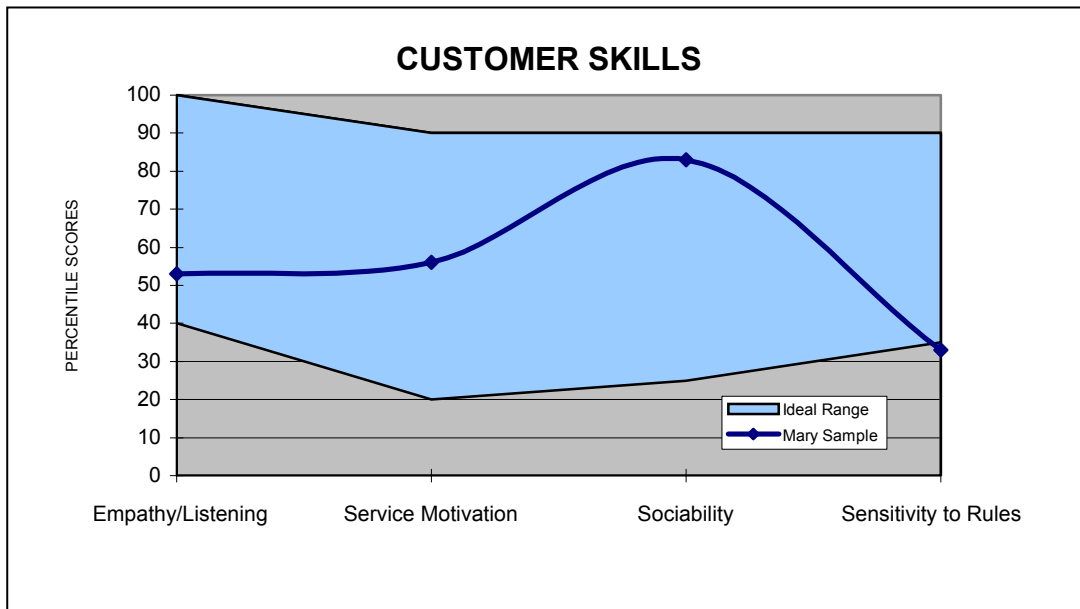
- *The ability of the Representative to interact effectively with others, to accurately interpret verbal and non-verbal messages and to respond appropriately. This competency includes the use of good listening skills, the ability to focus on the concerns of others and to express oneself with consistency and comfort in a variety of business settings.*



Competency Factor	Individual Result	Suggested Action Steps
<b>Empathy/Listening</b>	✓	Generally responds to others’ messages. Can see the perspectives others present her.
<b>Service Motivation</b>	✓	A caring individual who balances the need to maintain her personal perspectives with those of others.
<b>Sociability</b>	✓	Is fairly social. She enjoys interacting with others and will develop positive rapport in a variety of business settings.
<b>Assertiveness</b>	✓	Is able to seek others out with comfort. She will state her ideas consistently when introducing herself to others.

**Competency Summary:**

- *The Representative’s ability to take an active interest in customer problems and concerns in order to identify possible business opportunities, to strengthen current relationships, and to develop new business. Included in this competency are skills needed to empathize with the customer’s perspective, the ability to develop solid solutions to customer problems and openness to the use of innovation when standard solutions are not appropriate.*



Competency Factor	Individual Result	Suggested Action Steps
<b>Empathy/Listening</b>	✓	Is able to put herself in the customer’s shoes to adjust her approach to meet their needs.
<b>Service Motivation</b>	✓	She will get involved in customer problems as needed to ensure they are satisfied. Works independently.
<b>Sociability</b>	✓	Is able to build positive relationships with customers. Is outgoing. Presents herself positively when interacting and doing business.
<b>Sensitivity to Rules</b>	DS	At times, may attempt to “bend the rules’ too often to achieve goals and objectives. Maintaining a focus upon existing protocols and procedures may enhance her sales effectiveness.

**Suggested Training & Development**

The following Training & Development Strategies can enhance overall performance. If attention has been placed in these areas in the past, consider the effect of the training and development and formulate new strategies to meet present needs.

<b>Training Suggestions to Enhance Developmental Areas</b>	<b>Suggested Action Steps</b>	<b>Resources</b> <i>Can be customized to available resources offered by your company and/or ECI can develop a Resource Guide for you against your Competency Performance System</i>
Gather feedback on your personal coaching effectiveness.	Ask staff to provide feedback to you on three elements of your coaching skills. Devise a strategy to enhance one of these elements. Put the strategy to work for 90 days. Ask for more feedback on the same three elements. Note the improvements you made and areas still needing attention.	Read and utilize strategies based on the One Minute Manager (Blanchard). Read and apply Sales Coaching. Read Stop Managing, Start Coaching.
Give consistent feedback to enhance staff's potentials for success	Every week for 3 months, conduct 3 positive feedback sessions and 1 developmental feedback session with various staff members. Follow a model for delivering feedback from your readings. Document your staff's progress based on the feedback you shared with them. Ask for their assessment of your efforts to determine the value they found.	Read and apply Coaching & Counseling in the Workplace. Read and apply Bringing Out the Best in People. Read Effective Listening Skills (Business Skills Express).

## ABC Pharmaceuticals

---

<b>Training Suggestions to Enhance Developmental Areas</b>	<b>Suggested Action Steps</b>	<b>Resources</b> <i>Can be customized to available resources offered by your company and/or ECI can develop a Resource Guide for you against your Competency Performance System</i>
Develop directive leadership styles.	Select an unfocused or less experienced group of staff to complete a project where they will need to master new skills. Establish a goal and assign accountabilities to each person. Establish the new skills each person will learn through their project. Use clear direction to teach the skills. Monitor their progress. Document the actions and outcomes.	Read and apply Teams at the Top. Listen to Motivating Your Team.
Develop written communication skills.	Write 5 business memos for your manager with his or her permission. Have your manager critique your work and offer suggestions. Rework the memos to ensure that the message is clear, unnecessary verbiage is deleted and that it gains the reader's attention quickly. Gain your manager's approval.	Read and apply the principles described in 21 <sup>st</sup> Century Guide to Improving Your Writing. Read and apply the ideas described in Effective Business Writing: A Guide for Those Who Write On the Job.

The suggested training courses result from an analysis of the scores from your ECI Behavioral Insight report as they relate to your company's competency descriptions. Suggested resource materials are drawn from the Resource Guide for your job family. You may wish to refer to this guide for additional ideas.