



# ASSESSOR

## Directory of Competencies

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## Introduction

The Assessor questionnaire produces detailed, straightforward jargon-free, guidance, competency and personality reports from a single product. It is valid for all levels of seniority and both the questionnaire and the reports are available in English and French.

|                     |     |                         |                  |
|---------------------|-----|-------------------------|------------------|
| Number of Questions | 190 | Typical completion time | 20 to 25 minutes |
|---------------------|-----|-------------------------|------------------|

|                           |                |   |
|---------------------------|----------------|---|
| Qualification requirement | Careers Advice | None  |
|                           | Competencies   | Bronze<br>or B.P.S. Level A                                     |
|                           | Psychometric   | Gold<br>or B.P.S. Level B (Intermediate, Intermediate+ or Full) |

Assessor offers 130 competencies, which may also be called 'criteria', 'traits', or 'qualities'. Competencies help to distinguish superior from average performers and provide a way to characterise the requirements of any particular job activity at any particular level in the organisation.

This guide gives details of all 130 of these competencies showing their title and definition. Whilst the title is a convenient means of referring to a competency it should be remembered that it is the definition which describes the competency that is being measured.

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## World of Work Competency Groupings

The competencies are listed in this guide in alphabetical sequence but there is also an occupationally orientated 'World of Work' competency framework based on the following 8 groupings.

|                       |  |
|-----------------------|--|
| Applied/Practical     | These competencies describe aspects of the loyal corporate contributor, who works effectively and comfortably within the framework provided by the employing organisation. |
| Original              | These competencies describe those who are open to change and innovation, and who can adapt to revised circumstances with ease and confidence.                              |
| Social/Communications | These competencies describe a range of approaches to work relations and communications.  |
| Managing/Leading      | These competencies describe a range of aspects of a person's likely leadership and management approach.  |
| Analytic              | These competencies describe a range of behaviours associated with analytical and some numerate activities.   |
| Decisive              | These competencies describe likely capabilities and values associated with decision-making and implementation.   |
| Commercial            | These competencies are descriptive of an awareness of business processes and the profit motive in particular.  |
| Drive/Ambition        | These competencies describe a range of aspects of the person's likely personal and corporate motivations.  |

This is presented on the next page. You will need to refer to the alphabetic listing to see the definitions.

We believe that this competency framework provides a robust coverage of the work domain using these groups. This makes it far easier to select the competencies which are relevant for specific job roles, especially for those who are less familiar with competencies or in the absence of a job role description.

## World of Work framework

The 130 competencies can be mapped on our World of Work framework as follows:-

| Applied/Practical   | Original   | Social/Communications  | Managing/Leading  |
|---|--|--|---|
| Adaptable<br>Administration<br>Hard Working<br>Loyal<br>Organisational Acceptance<br>Perfectionism<br>Practical<br>Pragmatic<br>Realism<br>Security<br>Stress Tolerance<br>Structure<br>Vigilance | Change Maker<br>Curious<br>Explorer<br>Flexible<br>Innovation<br>Open Minded<br>Original<br>Quick To Learn<br>Tolerance Of Ambiguity | Approachable<br>Assertive<br>Business Orientation<br>Communication Style<br>Communicator<br>Detachment<br>Diplomacy<br>Empathetic<br>Good Humour<br>Humility<br>Influential<br>Interpersonal Sensitivity<br>Interpersonal Skills<br>Organisational Awareness<br>Personal Relations<br>Personal Style<br>Reticent<br>Sensitive<br>Willingness To Assist | Attitude To Authority<br>Charisma<br>Client Sensitive<br>Coach<br>Company Worker<br>Delegation<br>Discipline<br>External Image<br>Impressive<br>Initiative<br>Leadership<br>Management Professionalism<br>Management Style<br>People Development<br>People Orientation<br>Personal Impact<br>Persuasive<br>Professionalism<br>Service Orientation<br>Status<br>Team Development<br>Teamwork<br>Thought Inspiring<br>Tolerance<br>Training And Development Focus |

| Analytic   | Decisive  | Commercial  | Drive   |
|--|---|---|---|
| Clarity<br>Complexity<br>Corporate Awareness<br>Corporate Communication<br>Cost Control<br>Deductive Reasoning<br>Detail Conscious<br>Evidence Based<br>Impartial<br>Logic And Analysis<br>Macro Awareness<br>Planning and Organising<br>Priority Management<br>Risk Assessment<br>Risk Aversion<br>Self-Directed<br>Strategic Awareness<br>Technical Orientation<br>Thinking Agility<br>Whole Business Approach | Consulting Orientation<br>Decisive<br>Firm But Fair<br>Incisive<br>Independent<br>Integrity<br>Interprets Others' Behaviour<br>Judgement<br>Negotiation<br>Problem Solving<br>Reliability<br>Responsiveness | Business Development<br>Business Judgment<br>Commercial Astuteness<br>Commercial Awareness<br>Commercialism<br>Customer Relations<br>External Relations<br>Risk Taking<br>Sales Orientation | Ambition<br>Can Juggle With Sensitivity<br>Commitment<br>Confidence<br>Copes With Pressure<br>Determined<br>Drive<br>Energy<br>Fairness<br>Future Orientation<br>Goal Orientation<br>Job Achievement<br>Keen To Deliver<br>Motivation<br>Persistent<br>Personal Standards<br>Profit Focus<br>Responsible<br>Sales Focus<br>Self-Discipline<br>Stamina<br>Task Orientation<br>Work Ethic |

## Alphabetical Listing of Competencies

|                             |  |
|-----------------------------|--|
| Adaptable                   | Can adapt to most situations without difficulty or even discomfort.  |
| Administration              | Enjoys management of routine aspects of work.  |
| Ambition                    | Ambition is undiminished by setbacks.  |
| Approachable                | Communicates easily at all levels.   |
| Assertive                   | Thinks and acts assertively, developing own directions which others may find both agreeable and difficult to influence.              |
| Attitude To Authority       | The propensity to do what is required, whatever the circumstances.   |
| Business Development        | Seeks to develop successful business through the exercise of internal controls as well as interaction with customers.                |
| Business Judgment           | Aware of both own and client organisation's business. Can combine these to mutual advantage.   |
| Business Orientation        | Achieves results by fostering and maintaining effective relationships.   |
| Can Juggle With Sensitivity | Capable of keeping many tasks on the move simultaneously. Does not lose sensitivity under such circumstances.                        |
| Change Maker                | Enthusiasm for new approaches; initiates change.   |
| Charisma                    | Displays refreshing breadth of vision, so that own enthusiasm can affect others.   |
| Clarity                     | Keen to achieve a well-structured organisation with clear goals.   |
| Client Sensitive            | Concerned to develop and maintain a reciprocal relationship with clients.  |
| Coach                       | Keen to manage others to achieve their potential.  |
| Commercial Astuteness       | Alert to market opportunities and exploits them effectively, including cross-selling.  |
| Commercial Awareness        | Is service orientated without sacrificing profitability of own business.   |
| Commercialism               | Will respond to work pressure and keen to seek new business opportunities.   |
| Commitment                  | Success orientation is undiminished by difficulty.   |
| Communication Style         | Forthright, confident and logical, easily understood by most people.   |
| Communicator                | Deals easily and effectively with all groups of colleagues and clients.  |
| Company Worker              | Values support of group and may be partly reliant on them. Will undertake considerable work due to commitment to well-being of team. |
| Complexity                  | Finds the unravelling of the complicated a positive challenge.   |
| Confidence                  | Self contained, fits in well, relatively unaffected by pressure and aware of own limitations.  |
| Consulting Orientation      | Assists with decision, clarifies issues but does not take decision.  |
| Copes With Pressure         | Performance does not diminish under pressure, which they may enjoy.  |
| Corporate Awareness         | Awareness of the consequences of their activities on the wider organisation.   |
| Corporate Communication     | Assimilates and presents information with a political sensitivity and understandable clarity.  |
| Cost Control                | Seeks to provide effective service and keep costs to a minimum.  |
| Curious                     | Keen to explore ideas and possibilities, continually seeking improved effectiveness, coupled with a keen eye for key objectives.     |
| Customer Relations          | Maintains reciprocal relations which customers value.  |
| Decisive                    | Sees value of decision making, and subsequent action.  |
| Deductive Reasoning         | Logical and thorough approach to problem solving, quick to resist irrelevant data.   |
| Delegation                  | Achieves success by resource allocation and trusts others to take authority and responsibility.                                      |

|                              |  |
|------------------------------|--|
| Detachment                   | Some reserve when interacting with others.   |
| Detail Conscious             | Is effective handling detailed paper based tasks and rarely makes mistakes when interpreting the facts.                  |
| Determined                   | Sticks to the main task, is effective in crisis and highly methodical.   |
| Diplomacy                    | Takes care to keep others informed.  |
| Discipline                   | Has little or no difficulty when required to be critical or to discipline colleagues.                                    |
| Drive                        | Ambitious and persistent, probably displaying a high work rate.  |
| Empathetic                   | Very empathetic and self-aware. This benefits work activity.   |
| Energy                       | Highly energetic and enthusiastic. Will continue even when others are slowing down.                                      |
| Evidence Based               | Needs a practical reason to change what they do.   |
| Explorer                     | Keen to pursue novel routes to achieving goals.  |
| External Image               | Capable of representing the organisation externally, encourages others to do the same.                                   |
| External Relations           | Develops and maintains effective external relations.   |
| Fairness                     | Does not place higher expectations on others than on self.   |
| Firm But Fair                | Requires high standards from others; a tough colleague.  |
| Flexible                     | Actively seeks changing circumstances.   |
| Future Orientation           | Confident and perceptive, will plan future activity in line with current objectives.                                     |
| Goal Orientation             | Seeks objectives, which are clear and achievable. Tenacious.   |
| Good Humour                  | Keeps morale high even during times of difficulty. Judges when humour is appropriate.                                    |
| Hard Working                 | Can be ruthless, sets high targets and is reactive to problems. Tactical rather than strategic.                          |
| Humility                     | Willing to accept responsibility, admit to mistakes and learn from them.   |
| Impartial                    | Keeps an open mind, does not allow own values to influence decisions.  |
| Impressive                   | Able to impress at first meeting and subsequently.   |
| Incisive                     | Able to quickly absorb and understand issues, leading to appropriate and effective decisions.                            |
| Independent                  | Difficult to influence and committed to working to own standards and beliefs.  |
| Influential                  | Comfortable influencing others to own point of view, avoiding resentment by others.                                      |
| Initiative                   | Frequently initiates interaction, capable of suggesting many ideas to others. Highly proactive.                          |
| Innovation                   | Applies imagination to the business context and successfully produces alternatives to traditional methods.               |
| Integrity                    | Can be relied upon to be sensitive and careful with confidential documents and information.                              |
| Interpersonal Sensitivity    | Listens attentively, picking up the key message or information, and takes trouble to check understanding.                |
| Interpersonal Skills         | Establishes contact effectively with others, which can be sustained.   |
| Interprets Others' Behaviour | Quick to reach conclusion about other people's activity, relates it to current priorities with incisive interpretations. |
| Job Achievement              | Consistently capable of high quality work under pressure, including the sustenance of work relationships.                |
| Judgement                    | Evaluates options to reach decision.   |
| Keen To Deliver              | Strong sense of commerciality and urgency.   |
| Leadership                   | Confidence coupled with enthusiasm for personal accountability. Leads others to follow.                                  |

|                            |   |
|----------------------------|---|
| Logic And Analysis         | Decisions are based upon the cool and detached appraisal of all of the information in a logical and rational way.                             |
| Loyal                      | Is committed to belief in value of work to organisation. Can work without excessive displays of self-interest.                                |
| Macro Awareness            | Keeps in touch with large-scale social and economic activity, and sustains a well-informed understanding of the world and their market place. |
| Management Professionalism | Manages through arm's length relationships and professionalism.   |
| Management Style           | Monitors the work of others and checks to make sure commitments have been fulfilled.  |
| Motivation                 | Is highly motivated by activities at work as a central life interest.   |
| Negotiation                | Sensitive and assertive, does not let go of own objective.  |
| Open Minded                | Willingness to consider new possibilities or other points of view.  |
| Organisational Acceptance  | Is accepting of policy and procedure. Unlikely to break the rules.  |
| Organisational Awareness   | Sensitive and alert to corporate and personal issues which may affect performance by self and others.   |
| Original                   | Willing to initiate novel approaches.   |
| People Development         | Keen to help people achieve their potential.  |
| People Orientation         | Is keen to manage through people and is committed to their well-being so long as this does not harm the company.                              |
| Perfectionism              | Unwilling to finish a task until it is of the highest standard. Quality is put before cost.   |
| Persistent                 | Does not let topic go until issue is resolved.  |
| Personal Impact            | Makes positive first impression through strong opinions and logical approaches.   |
| Personal Relations         | Develops strong and long-lasting relationships.   |
| Personal Standards         | Values, sets and observes high standards for self and others; displays high levels of integrity. Resists accepting second best.               |
| Personal Style             | Friendly and approachable, sensitive to others and can be seen as gregarious.   |
| Persuasive                 | Tends to persuade others to own point of view utilising a variety of media and approaches to achieve this.                                    |
| Planning And Organising    | Plans and structures activity well in advance.  |
| Practical                  | Prefers to avoid the novel to achieve practical and attainable solutions.   |
| Pragmatic                  | Pursues optimum solution.   |
| Priority Management        | Works effectively to identify appropriate priorities and to deal with tasks on schedule and within budget.                                    |
| Problem Solving            | Plans and implements successful action to remedy problems or tackle a challenge. Thinks ahead carefully.                                      |
| Professionalism            | Aware of, and avoids, conflict of interest and is seen as professional.   |
| Profit Focus               | Keen to realise objectives, especially where direct profit is an incentive. May be motivated by money.  |
| Quick To Learn             | Quick to pick up and learn new skills, and techniques.  |
| Realism                    | Only sets out if goal can be reached.   |
| Reliability                | Will not change plans once agreed.  |
| Responsible                | Delivers commitments and takes them seriously.  |
| Responsiveness             | Quick to act to resolve issues.   |
| Reticent                   | Prefers others to initiate contact  |
| Risk Assessment            | Weights up and quantifies risks at both an individual and company level.  |
| Risk Aversion              | Behaves consistently with role requirements, resists impulses to deviate from these and step into the 'unknown'..                             |

|                                |  |
|--------------------------------|--|
| Risk Taking                    | Is willing to risk a considerable amount in order to achieve success. Will learn by some mistakes.   |
| Sales Focus                    | Motivated by quick outcomes, persistent and resilient when disappointments occur.  |
| Sales Orientation              | Values making sales and doing business very highly.  |
| Security                       | Seeks a clear role which does not suddenly change.   |
| Self-Directed                  | Chooses key issues and attends to them. Keen to determine own priorities.  |
| Self-Discipline                | The candidate's capability and propensity to maintain appropriate procedures, irrespective of pressures and distractions.                      |
| Sensitive                      | Is effective in one-to-one situations, and prefers this to large group settings.   |
| Service Orientation            | Very committed to winning business through a service based approach and can sustain this subsequently.   |
| Stamina                        | Drive for achievement is sustained for long periods.   |
| Status                         | Values visible success.  |
| Strategic Awareness            | Keenly aware of inter-relatedness of factors, and capable of broad consideration of issues, leading to crisp and clear decisions.              |
| Stress Tolerance               | Performance is relatively unaffected by severe pressures or disappointments, handles stress effectively.                                       |
| Structure                      | Prefers to work with clear status and objectives.  |
| Task Orientation               | Works hard to deliver results, using personal and corporate resources effectively.   |
| Team Development               | Works effectively to foster and evaluate teamwork.   |
| Teamwork                       | Enjoys work with peers in teams with well-defined roles.   |
| Technical Orientation          | Enjoys in-depth work on relatively complex issues and the opportunity to explore in-depth topics rather than managing others as a key priority |
| Thinking Agility               | Is a clear thinker who displays sound judgement including lateral thinking.  |
| Thought Inspiring              | Capable of leading others towards a goal, is sometimes thought inspiring.  |
| Tolerance                      | Is tolerant when others make mistakes. Accepts that new skills take time to learn.   |
| Tolerance Of Ambiguity         | Can work effectively in uncertain and unfamiliar environments involving people, places and tasks.  |
| Training And Development Focus | Committed to the development of others, both with respect to present and future productivity.  |
| Vigilance                      | The capability to maintain high and consistent standards at all times, with compassion.  |
| Whole Business Approach        | Able to co-ordinate different orientations in order to succeed with difficult tasks.   |
| Willingness To Assist          | Always willing to help and support others.   |
| Work Ethic                     | Committed to the benefit of hard work, considerable self-esteem and respect for others being based on this.                                    |