



Contextualised Competency Mapping (CCM)

360° Person-Role Competency Match Report

POSITION ANALYSED

Marketing Manager

CCM NUMBER

CCM-001409

CCM ASSESSMENT DATE

11/12/2015

NAME OF CANDIDATE

Alex Sample

360 ASSESSOR NAMES

John Sample - Manager (11/12/2015)

Jane Sample - Peer (11/12/2015)

Keith Sample - Peer (11/12/2015)

Alex Sample - Self (11/12/2015)

Jake Sample - Peer (11/12/2015)

Manny Sample - Peer (11/12/2015)



Introduction

The CCM

The Contextualised Competency Mapping (CCM) technique is an online questionnaire-based job-analysis system that allows job experts (the assessors) to clarify work-related competency requirements. The cognitive, intrapersonal, interpersonal and functional competency requirements of a job, role or position are measured.

The CCM not only assesses job competency requirements, but the performance and characteristics of a person or team can also be compared to the role or job requirements. The performance and characteristics of the person or team are captured using the Cognitive Process Profile (cognition), Value Orientations (values), Motivational Profile (motivation) and 360 performance appraisal results (performance). The CCM reports then determine a candidate's or team's suitability for the functioning required by a specific role.

A number of CCM reports are available for each position analysed, including:

- Cognitive Competency Requirements of the Position
- Cognitive Person-Role Match Report
- Cognitive Team Development Report
- Holistic Competency Requirements of the Position
- Holistic Person-Role Match Report
- 360 Person-Role Competency Match Report
- Organisational Mapping Report

About this report

The **360 Person-Role Competency Match Report** reports on the broad cognitive, psychological and functional characteristics associated with effective performance in a particular Stratified Systems Theory (SST) or Requisite Organisation (RO) work environment. This is based on the work of Elliott Jaques with Maretha Prinsloo's information processing model on which the CPP is based. It also reflects the specific job-related competency requirements of the position as identified and adapted by the job assessors.

The various CCM reports can, as part of a holistic assessment battery, be used for the purposes of:

- the clarification of work-related competency requirements
- the anchoring and contextualisation of competency assessment results
- talent auditing
- job and organisational structuring
- selection and placement
- identification of potential
- diversity management
- capacity building
- succession planning
- career pathing
- personal and group development and coaching
- intellectual capital management

Disclaimer:

This report was generated electronically by the Cognadev CCM Expert System. The use of the results is limited to accredited practitioners who have received specialist training by Cognadev in the use and application of the CCM. Due consideration should be given to the subjective nature of the interpretation and application of the results. Cognadev accepts no liability, of any kind, for the consequences of the use of this report.

Description of 360 assessors

The following assessors evaluated Alex according to the competency requirements of the position of Marketing Manager.

Name of 360 Assessor 1	John Sample
Job title	Director
Company	ABC Dynamics
Relation to position	Manager

Name of 360 Assessor 2	Alex Sample
Job title	None
Company	None
Relation to position	Self

Name of 360 Assessor 3	Jane Sample
Job title	HR Head
Company	ABC Dynamics
Relation to position	Peer

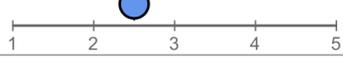
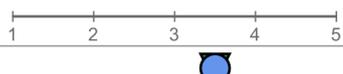
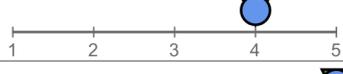
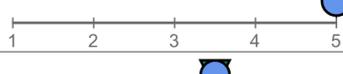
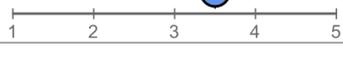
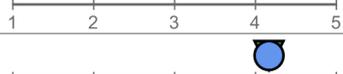
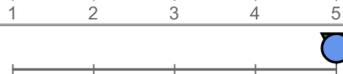
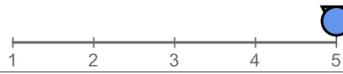
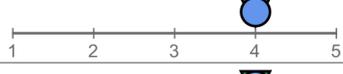
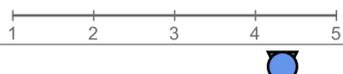
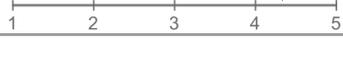
Name of 360 Assessor 4	Jake Sample
Job title	IT Team Lead
Company	ABC Dynamics
Relation to position	Peer

Name of 360 Assessor 5	Keith Sample
Job title	CFO
Company	ABC Dynamics
Relation to position	Peer

Name of 360 Assessor 6	Manny Sample
Job title	Logistics Manager
Company	ABC Dynamics
Relation to position	Peer

Alex's 360 review in terms of the competency requirements of the Marketing Manager position

The competencies below were identified by the job assessor as the top 8 to 12 required by the position of Marketing Manager. These competencies were then sent to people who know Alex and was rated on a 5 point Likert scale. The Average (green letter A) and Median (blue letter E) are indicated for each 360 Assessor group (a combination of Managers, Self, Peers and Direct Reports). The groups are given in order, with Managers (M) being first, Self (S) second, Peers (P) third and Direct Reports (DR) fourth. The average for each question (AV) is given as well as the overall average for each section. Incomplete groups are still displayed, but left blank and not included in the average calculations. The key to interpreting this information is given below the results.

Competency	Definition	Alex' results
Leadership	Leadership involves exerting social influence to accomplish a common goal by providing guidance, direction, information, inspiration and by acting as a role model. It may involve psychological characteristics related to focus, goal-direction, ownership, responsibility, approachability and professionalism. Thought, market and business leadership based on a strategic orientation may be included.	M 
		S 
		P 
		DR 
		AV 
Integrity	Personal, moral and ethical awareness. Being self-aware, showing wisdom and having an internalised value orientation as well as business ethics. Integrity also includes the personal courage to act in accordance with own value system.	M 
		S 
		P 
		DR 
		AV 
Drive and energy	The strength, vitality, motivation and goal-direction to sustain vigorous mental and physical activity to achieve certain goals.	M 
		S 
		P 
		DR 
		AV 

Competency	Definition	Alex' results				
Commitment	Dedication, loyalty and faithfulness towards a particular cause or goal. The tendency to take control and accept accountability for certain processes and outcomes. The capacity to sacrifice short-term personal or alternative benefits in favour of being dutiful and responsible.	M				
		S				
		P				
		DR				
		AV				
Strategic thinking	The capacity to create a clear direction based on the consideration of various ideas and opportunities. The tendency to be forward thinking and to take a pro-active and broad-based perspective in ensuring long-term viability, sustainability and goal achievement. The capacity to understand and conceptualise complex issues in a clear and compelling manner to align and direct action.	M				
		S				
		P				
		DR				
		AV				
Integrative / systems thinking	The tendency to apply intuition, creativity and reason to understand dynamic and interactive phenomena holistically and to identify potential leverage points. The capacity to appreciate and understand the interrelated nature of systems functioning.	M				
		S				
		P				
		DR				
		AV				
Ideas orientation	A tendency and capability to focus on ideas and concepts of an intangible and hypothetical nature by applying logical, integrative and intuitive thinking.	M				
		S				
		P				
		DR				
		AV				
Innovative	The capacity to initiate change by creating new and unusual ideas, approaches and initiatives to improve products, processes and systems via critical evaluation, continuous learning and by capitalising on explorative, logical and intuitive thinking. It may involve an enterprising, unusual and original approach.	M				
		S				
		P				
		DR				
		AV				

Competency	Definition	Alex' results	
Complexity and challenge	The tendency to base one's understanding on the consideration of several interrelated, unfamiliar, vague and abstract elements.	M	
		S	
		P	
		DR	
		AV	
Judgement and decision-making	The capacity to identify, clarify, prioritise and contextualise vague issues to inform decisions in complex and unfamiliar contexts.	M	
		S	
		P	
		DR	
		AV	
Market understanding	Market understanding involves sufficient knowledge, experience and ongoing analysis of the value proposition of the business, the competitive landscape and the target market to predict evolving customer needs and market segment trends and relevant cultural factors to inform strategic considerations for maximum impact and sustainability.	M	
		S	
		P	
		DR	
		AV	
Communication	The capacity to effectively interact with others, which includes the skill to listen, interpret and convey information in a clear, interesting accurate and appropriate manner to a particular audience. It may require being open-minded, approachable, respectful, establishing rapport, sensitivity, knowledge of technical terminology, conceptual skills and an awareness of non-verbal messages. This is done to create understanding, provide knowledge, handle conflict, build relationships and inspire others. Communication may include everyday interaction, training and knowledge transfer, persuasion, negotiation and presentation skills.	M	
		S	
		P	
		DR	
		AV	
Overall competency scores for the candidate	This is the overall average and median for the candidate over all the competencies.	M	
		S	
		P	
		DR	
		AV	

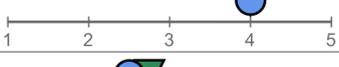
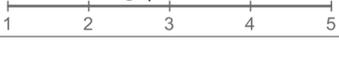
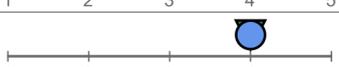
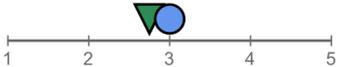
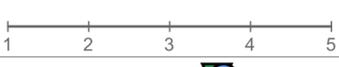
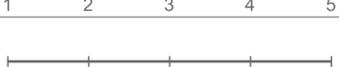
Key to interpreting the results tables

M	Manager group
S	Self
P	Peers
DR	Direct Reports
AV	Average of M, S, P and DR groups
	Average (or Arithmetic Mean)
	Median

1	poor performance
2	below average performance
3	average and / or acceptable performance
4	good performance
5	the candidate exceeds requirements

Alex's 360 review in terms of the areas of knowledge and skill required by the Marketing Manager position

The areas of knowledge and skill below were identified by the job assessor as required by the position of Marketing Manager. These competencies were then sent to people who know Alex and was rated on a 5 point Likert scale. The Average (green letter A) and Median (blue letter E) are indicated for each 360 Assessor group (a combination of Managers, Self, Peers and Direct Reports). The groups are given in order, with Managers (M) being first, Self (S) second, Peers (P) third and Direct Reports (DR) fourth. The average for each question (AV) is given as well as the overall average for each section. Incomplete groups are still displayed, but left blank and not included in the average calculations of totals. The key to interpreting this information is given below the results.

Areas / Disciplines	Job requirements (knowledge, skill or both)	Alex' results
Administrative	Skill	M 
		S 
		P 
		DR 
		AV 
Technical	Skill	M 
		S 
		P 
		DR 
		AV 
Communication	Skill	M 
		S 
		P 
		DR 
		AV 

Areas / Disciplines	Job requirements (knowledge, skill or both)	Alex' results	
Entertainment	Skill	M	
		S	
		P	
		DR	
		AV	
Marketing	Both	M	
		S	
		P	
		DR	
		AV	
Media	Both	M	
		S	
		P	
		DR	
		AV	
Advertising	Both	M	
		S	
		P	
		DR	
		AV	
Overall areas of knowledge and skill scores for the candidate	This is the overall average and median for the candidate over all the areas of knowledge and skill.	M	
		S	
		P	
		DR	
		AV	

Key to interpreting the results tables

M	Manager group
S	Self
P	Peers
DR	Direct Reports
AV	Average of M, S, P and DR groups
	Average (or Arithmetic Mean)
	Median

1	poor knowledge and skill
2	below required level of knowledge and skill
3	adequate knowledge and skill
4	good knowledge and skill
5	exceeds knowledge and skill requirements

Alex's 360 review in terms of the derailers of the position

Derailers in the position can be seen as critical areas that the person needs to perform or characteristics they must have in order to function effectively. If the person does not have these characteristics, they will "derail" from effective performance. These derailers were identified by the job assessor. These derailers were then sent to people who know Alex and were asked to indicate if the person had consistent or inconsistent performance in these areas – or if they were unsure. The ratings of the assessors are counted and a total score is given for each 360 Assessor group (a combination of Managers, Peers and Subordinates). The groups are given in order, with Managers (M) being first, Peers (P) second and Subordinates (S) third. Only the groups that finalised the assessment will be reflected below. The key to interpreting this information is given below the results.

Derailers identified in the position of Marketing Manager.		Alex' results				
			Yes	Maybe	No	
Experience and skills						
	M				1	
	S				1	
	P			3	1	
	T			3	3	
Result focus						
	M				1	
	S				1	
	P	1		2	1	
	T	1		2	3	
Ideas orientation						
	M				1	
	S				1	
	P	1			3	
	T	1			5	
Overall derailer scores for the candidate	This is the overall average and median for the candidate over all the derailers.					
		M				3
		S				3
		P	2		5	5
		T	2		5	11

Key to interpreting the results tables

M	Manager group
S	Self
P	Peers
DR	Direct Reports
T	Total of M, S, P and DR groups

Yes	likely to struggle in the position
Maybe	I am unsure
No	will meet the requirements

Final comments

The CCM is a system that analyses the cognitive and holistic competency requirements of a position and links individual and group performance to the requirements of work. If you would like to use the CCM or the other assessments we have on offer, please visit our website:

<http://www.cognadev.com> .

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