



Contextualised Competency Mapping (CCM)

Cognitive Person-Role Match Report

POSITION ANALYSED	Regional Manager Sales
COMPANY	Sample ABC
CCM ASSESSMENT DATE	30 March 2015
NAME OF CANDIDATE	John Example
ASSESSOR NAMES	Cognadev, A
CPP ASSESSMENT DATE	30 March 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 Competency Match Report
- 360 Person-Role Match Report
- Organisational Mapping Report

About this report

The **Cognitive Person-Role Match Report** reflects the match between a person's cognitive profile as measured by the CPP and the cognitive competency requirements of the position. The competency requirements are an integration of the Requisite Organisations (RO) or Stratified Systems Theory (SST) models of Elliott Jaques with Maretha Prinsloo's information processing model on which the CPP is based. Strengths and development areas are indicated to optimise placement and development initiatives.

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.

Competency requirement

Assessors

The following assessors evaluated the SST / RO work environment and the cognitive competency requirements of the position.

Name of Assessor 1	Cognadev, A
Job title	Assessor
Company	Sample ABC
Relation to position	Other

Degree of consensus

Based on the interactive responses, there was 48% consensus that the Regional Manager Sales role involves Tactical Strategy / Alternative Paths work. This was calculated in terms of Elliott Jaques's SST / RO models.

Therefore, there was little consensus in the analysis.

Summary of results

The following tables contain a summary of John Example's cognitive functioning measured by the CPP, as compared to the processing requirements of the position of Regional Manager Sales. The person's stylistic approach, complexity preferences and the implications of this person-job match are indicated. This is followed by a similar description of the learning potential requirements of the position and the person's functioning in this regard.

Cognitive requirements of the position	Person's approach	Implications
<ul style="list-style-type: none"> ● Ideal styles may include: Analytical, Logical, Memory, Structured, Learning and Quick insight <p>A Tactical strategy orientation usually involves:</p> <ul style="list-style-type: none"> ● Planning operational issues that impact on each other ● Both an operational and management, or a specialist orientation ● A good memory of previous experience and knowledge base ● An analytical capability ● Capacity to understand, conceptualise and communicate appropriately (at the level of systems, methodologies, resources) ● Awareness of medium-term implications and consequences (within a 1- 2 / 3 year time frame) ● Some degree of intuitive capacity and gut feel reliance ● Learning capacity and openness to new system configurations (alternative approaches to optimise functional goals) ● Capacity to reach closure, use judgement and make decisions 	<p>Logical</p> <ul style="list-style-type: none"> ● a disciplined, process orientation to reasoning ● characterised by rule-based arguments, follow through, searches for logical evidence and critical questioning ● good at identifying possible implications and consequences of decisions <p>Analytical</p> <ul style="list-style-type: none"> ● a detailed, precise, systematic and rule-oriented approach ● high scores here may either reflect high IQ and / or a technical-specialist approach ● often a somewhat operational approach – but not necessarily <p>Memory</p> <ul style="list-style-type: none"> ● tendency to concentrate and rote memorise ● could be motivated by high personal standards, performance needs, inadequate trust of own intuition ● a strong reliance on previous experience and knowledge base <p>Learning</p> <ul style="list-style-type: none"> ● the need for new and unfamiliar information and challenges ● cognitive modifiability and curiosity <p>Unit of Information used:</p> <ul style="list-style-type: none"> ● consideration across systems, contexts and disciplined 	<ul style="list-style-type: none"> ● There is a good match between John Example's style and the job requirements. ● A stronger reliance on own judgement and intuition needs to be practised ● His learning capacity is adequate for Tactical strategy environments ● He shows cognitive capability for monitoring operational issues, or for specialist work in Tactical strategy environments ● He shows the necessary cognitive insight for specialist and management functions in Tactical strategy environments ● He shows adequate memory capacity to support functioning in Tactical strategy / specialist environments ● He shows the necessary conceptual skills for effective communication in Tactical strategy environments ● An adequate consideration of long-term implications and consequences is shown ● He shows adequate intuitive capacity for Tactical strategy environments ● His learning capacity is adequate for Tactical strategy environments ● He effectively uses judgement for decision-making in Tactical strategy environments

Learning Potential

Job Requirements	Person's results
<ul style="list-style-type: none">● Theoretical and practical learning is required● Learning centres around interaction of system components● Memory of a complex knowledge and experience base applies● Strategic paths need to be planned● Both analytical (detailed) and big picture perspectives in operational environments are required● Explorativeness and openness to new methodologies are necessary	<ul style="list-style-type: none">● A relatively good score on metacognition, indicates that he has the necessary self-awareness to quite rapidly improve current cognitive functioning.

Comparison table

The following is a graphic representation of John Example's cognitive skills as compared to the cognitive requirements of the position. Only the first four most important processing skills, as indicated by the assessors, are reported on. The 0-line indicates the job requirements and the strengths of the deviations of the person's CPP results from these requirements, are reflected numerically. The implications of the strengths and development areas are also described.

Processing competency	Requirements (deviation)										Description of Tactical Strategy / Alternative Paths functions
	-40	-30	-20	-10	0	+10	+20	+30	+40		
Exploration 										13	<p>He shows particular strength regarding the following thinking skills</p> <ul style="list-style-type: none"> ● purposeful, accurate, active observation and perception ● thorough investigation of systems, approaches and methodologies according to criteria of relevance ● the use of exploration strategies (hypothesising and testing , verifying, falsifying and varying these hypotheses for exploration purposes) ● effective discrimination between relevant and irrelevant information ● effective attention allocation ● scanning to recognise outstanding and relevant aspects ● noticing patterns ● adequate focus (appropriately zoomed in on) ● selection of relevant information (on approaches and methodologies) ● formulation of preliminary hypotheses and mental representations ● thorough examination and investigation the use of appropriate and effective exploration strategies
Analysis 										23	<p>He shows particular strength regarding the following thinking skills</p> <ul style="list-style-type: none"> ● an interest and motivation to focus on technical detail ● tendency to differentiate: break the whole into meaningful subcomponents ● a detailed, precise and systematic approach (in exploring operational approaches and operational procedures) ● accuracy in managing and maintaining systems ● spontaneous comparison of elements and tendency to link elements ● identification of relationships and categories ● concern with sequence and causality ● tendency to associate related elements ● optimal checking to ensure precision with no unnecessary repetitions ● application of a stepwise approach ● tendency to list and describe factors ● an unnecessary detailed approach can cause and create complexity leading to memory burdens

Processing competency	Requirements (deviation)									Description of Tactical Strategy / Alternative Paths functions
	-40	-30	-20	-10	0	+10	+20	+30	+40	
Logical reasoning 										He shows particular strength regarding the following thinking skills <ul style="list-style-type: none"> ● motivation and emotional energy to reason and get theoretically involved ● a disciplined, logical, rule-based approach to reasoning (about operational innovations) ● reasoning about operational implications, wider impact, consequences, interactions, possible transformations ● contextualises information to reason holistically ● contextually go beyond the observable, or previously experienced relationships ● consequential and non-consequential reasoning ● a predictive orientation ● the tendency to look for logical evidence to verify conclusions ● follows arguments through and converges them ● identify leverage points manipulate and tune information ● inductive and deductive reasoning
Conceptualisation 										He shows particular strength regarding the following thinking skills <ul style="list-style-type: none"> ● interest, motivation and enjoyment of defining situations ● tendency to use language as a modality (visually or audibly) to represent concepts ● tendency to define ideas, situations, models ● clear, coherent ideas and verbalisations ● the creative use of metaphors and analogies ● application of an unusual approach ● verbal skill and eloquence ● fluency of ideas ● the use of abstract and generalised constructs ● note: this is not a measurement of language proficiency

Final comments

The CCM is a system to create job profiles and competencies in terms of SST / RO environments. It was developed and is distributed by Cognadev UK. If you would like to use the CCM or the other assessments we have on offer, please visit our website: <http://www.cognadev.com>

Cognadev (Pty) Ltd

18B Balmoral Avenue, Hurlingham, Sandton, 2196
South Africa
PO box 3429, Northcliff, 2115
South Africa

Telephone:+27 (0) 11 884 0878

