Intellectual

Analytical Problem-solving

- Gathers comprehensive information from a range of sources.
- Understands new information quickly.
- Achieves understanding of information by breaking it into component parts.
- Makes links between independent pieces of information to find patterns and relationships.
- Highlights omissions or inconsistencies in the data.
- Takes a logical, methodical approach to analysis.
- Clarifies any assumptions that need to be made.
- Provides a thorough analysis of underlying problems, issues and causes.
- Seeks to understand the historical context of the situation or problem.

Innovation

- Challenges the status quo: suggests new approaches to old problems.
- Promotes continual improvement.
- Generates new ideas and creative solutions.
- Applies existing methods in new ways or new situations.
- Encourages a safe environment that will facilitate creativity in others.
- Seeks new ideas.
- Finds ways to turn their own or others' ideas into action.

Strategic Vision

- Develops a clear and compelling vision of the organization's future.
- Demonstrates awareness of the organization's long-term goals.
- Defines the future direction for the business.
- States how the various parts of the organization will help to achieve its overall goals.
- Takes account of the context of their organization including political, legal, economic and cultural factors.
- Describes how future changes to the structure or environment of the organization will affect priorities and operations.
- Considers the perspectives and concerns of the various groups that might be affected by their strategy.

ipat
people insights

16pf Competency Descriptions

Intellectual

Commercial Awareness

- Includes financial factors in their analysis and decision-making.
- Monitors the flow of money through the business, or through their own function.
- Takes action to make the organization more competitive and profitable.
- Shows an understanding of the markets the organization wishes to target.
- Demonstrates an understanding of the organization's products and services, and how the organization's supply chain affects the way these are acquired.
- Shows an awareness of the organization's competitors and their products and services.

Clear Written Communication

- Presents their case clearly and succinctly.
- Makes use of structure in order to present a logical argument.
- Avoids the use of overly complex or technical language.
- Adapts their style to suit their objectives, the context and the needs of their readers.

Technological Orientation

- Selects and applies the appropriate technology in an effective way.
- Does not overcomplicate work by inappropriately using technology.
- Looks for ways to improve processes by using IT/technology.
- Articulates why technology should be used and its advantages to others.
- Quickly learns and adapts to new technologies and applications.
- Devises new ways for technological applications to be used in their work.
- Encourages others to make the best use of technology.

ipat
people insights

Drive and Resilience

Decision-making

- Makes clear decisions.
- Makes effective decisions under time pressure.
- Balances risks and benefits of various options and decisions.
- Makes unpopular decisions where necessary.
- Takes responsibility for the outcomes and/or impact of their decisions.
- Incorporates a range of views when making their decisions.
- Balances diverse issues when making decisions.

Flexibility

- Adapts their approach to overcome obstacles.
- Responds positively to a change in agenda or priorities.
- Revisits their decisions when presented with new information.
- Adjusts their interpersonal style to respond to the needs or preferences of others.
- Re-prioritizes quickly when faced with a change in requirements.

Initiative

- Initiates and generates activity.
- Identifies new projects or areas of work.
- Seeks opportunities for themselves, their team, their department or their organization.
- Seeks challenging targets.
- Takes calculated risks to achieve significant benefit.

ipat
people insights

Drive and Resilience

Coping with Pressure

- Remains calm in a crisis.
- Keeps emotions under control during difficult situations.
- Addresses failure constructively.
- Remains focused when working against tight deadlines.
- Responds positively to challenging targets.
- Deals calmly and constructively with difficult relationships.

Continuous Learning

- Identifies gaps in their own knowledge.
- Compares their own skills against those required to excel in their job.
- Regularly reviews their achievements and development needs.
- Seeks balanced feedback on their style and performance from a range of relevant sources.
- Takes action to fill gaps in knowledge or skills.
- Takes advantage of developmental opportunities as they arise.
- Generates tangible learning from their mistakes.

Customer Focus

- Builds strong relationships with internal and external customers.
- Explores the customer's situation with them to develop a fuller understanding of the underlying need.
- Delivers what they have agreed with the customer.
- Takes action to exceed customer expectations.
- Balances the need for immediate success or satisfaction with a focus on creating an ongoing relationship with the client.
- Advocates customer satisfaction as a key value for themselves and their organization.
- Deals effectively with dissatisfied customers, without promising too much.

ipat
people insights

16pf Competency Descriptions

Drive and Resilience

Drive for Excellence

- Maintains excellent standards in their own work.
- Demands high performance from those around them.
- Checks the quality of others' work where appropriate.
- Ensures the quality of their own work is checked where appropriate.
- Consistently sets a high example of quality standards within the business.

Planning and Organizing

- Clarifies the objectives.
- Establishes clear timeframes with deadlines and milestones.
- Makes effective and efficient use of time and resources.
- Identifies what is required before each task can be begun or completed.
- Creates contingency plans to enable them to deal with a range of internal and external factors that might interfere with their plan.
- Monitors progress against the plan.
- Allocates work based on an understanding of others' strengths and weaknesses.

Reliability

- Ensures they are punctual and prompt for the start of work and meetings.
- Provides an appropriate reason in advance for not meeting their commitments (eg attending work or meetings, or meeting deadlines).
- Willingly follows rules, processes and procedures.
- Willingly follows legal requirements for the role (eg health and safety, security, data protection).
- Upholds rules when working with others – ensures that colleagues are made aware of relevant guidelines.
- Upholds commitments and promises made to colleagues and clients.

ipat
people insights

Interpersonal

Cooperative Teamwork

- Builds positive relationships within the team.
- Demonstrates an active interest in others' opinions, ideas and well-being.
- Takes an active role in working toward the team's objectives.
- Seeks ways to balance the strengths and weaknesses of the team.
- Provides practical and emotional support to team members.
- Challenges team members to develop the best solutions to meet their goals.

Influencing

- Presents their case persuasively.
- Demonstrates confidence in their position.
- Makes use of personal and professional networks to increase their opportunities to influence.
- Engages others by appealing to those things that enthuse them.
- Influences by promoting the mutual gains to be made by following suggested courses of action.
- Manages their emotions for maximum influence during negotiations.
- Balances the need for immediate wins with the requirement for long-term successful relationships.
- Demonstrates awareness of how things shape events within business: is politically astute.

Clear Oral Communication

- Speaks clearly and fluently.
- Provides a logically structured argument.
- Adapts style and content to the needs of their audience.
- Speaks confidently in a range of situations.
- Asks questions to ensure their audience has understood what they have said.
- Makes use of active listening skills to ensure that they have understood others.

ipat
people insights

Interpersonal

Management of Others

- Sets clear direction for others.
- Demonstrates an appreciation of the ambitions and concerns of others.
- Delegates work appropriately and fairly.
- Supports and motivates others, encouraging them to achieve their goals.
- Empowers their staff to think and act independently.
- Provides people with new challenges and opportunities to develop.

Integrity and Respect for Others

- Prioritizes ethical decision-making over speed or convenience.
- Maintains the confidentiality of personal and professional information.
- Demonstrates openness in their interactions with others.
- Acts in accordance with professional codes of ethics, the law and principles of fairness.
- Promotes the right of others to fair treatment.
- Challenges attitudes, behaviors and decisions that seem inconsistent with company values, professional codes of ethics or the law.

ipat
people insights

IPAT, Inc.
800 225 4728
custserv@ipat.com
www.ipat.com