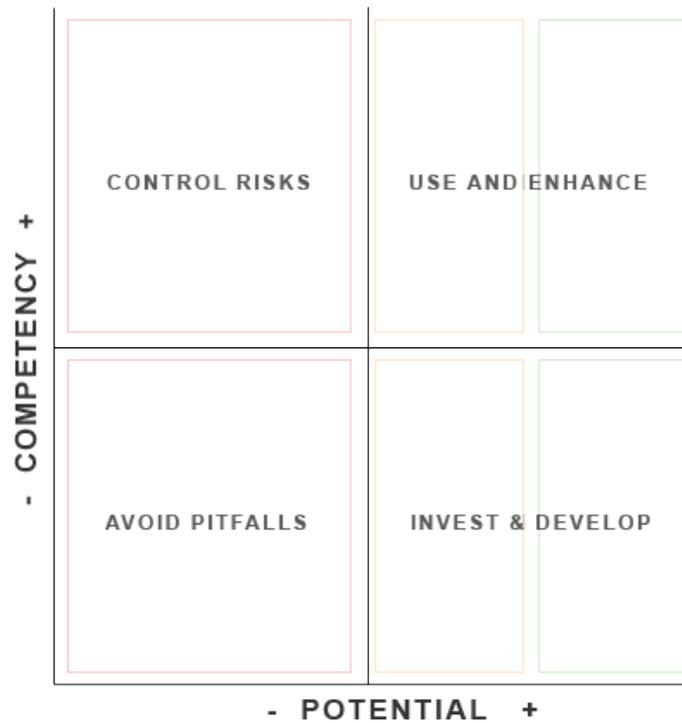


TMA Performance Matrix

test competency model

Anton Philips
Validated by TMA expert: ()
8/20/2018



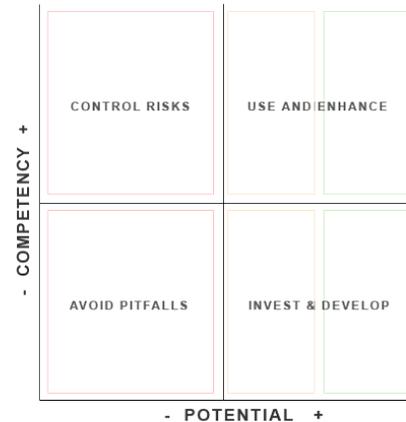
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Introduction

The TMA Performance Matrix was developed to help you decide what to do with a candidate in order to enhance his performance regarding his competency scores and aptitude (based on his TMA talents).

For every quadrant we shall provide an explanation and advice on what to do best with the competencies situated in the relevant quadrant.



Quadrant: avoid pitfalls (A competency can be situated in this quadrant if it is less developed and the candidate has little aptitude for it based on his talents)

The development potential of these competencies is therefore low. Even if the candidate is stimulated positively, it will be difficult and usually unsuccessful to develop competencies situated in this quadrant. In this case, we advise you to avoid using these particular competencies.

Quadrant: control risks (A competency can be situated in this quadrant if it is well developed but the candidate has little aptitude for it based on his talents)

Even though the employee controls the competencies in this quadrant, his aptitude suggests he has little affinity with it; which increases the chance he will use these competencies with little enthusiasm. If his work contains too many tasks for which this competency is required, undesirable effects may occur – particularly if more of such competencies are required.

Quadrant: invest and develop (A competency can be situated in this quadrant if it is less developed but the candidate has aptitude for it based on his talents).

These competencies can be easily developed. In this case, we advise to develop these competencies as much as possible and to invest in them. Concretely, this means the employee should be challenged to perform tasks for which he needs to use these competencies.

Quadrant: use and enhance (A competency can be situated in this quadrant if it is well developed and the candidate has aptitude for it – based on his talents)

If a position consists of many tasks requiring such competencies this is an ideal situation. You should use the competencies in this quadrant to the full: they yield most returns both for the organization and the employee.

TMA Performance Matrix

Competency profile: test competency model

Vertical axis: Degree of competency development. Based on: feedback of Others d. d. 20-08-2018

Horizontal axis: Degree of aptitude / development potential of competencies Based on: TMA Talent Assessment of Anton Philips d. d. 20-08-2018

Good			
Satisfying			
Moderate			
Weak - Insufficient			
	CONTROL RISKS	USE AND ENHANCE	
	AVOID PITFALLS	INVEST AND DEVELOP	
	Little talent / hard to develop	Some talent/ reasonably to develop	Talented / easy to develop

Advice by competency overview

Accountability

Reasonable development potential (4.67)

Reasonable development potential (4.67)

Adaptability

Reasonable development potential (4.67) Reasonable development potential (6)

Reasonable development potential (4.67) Reasonable development potential (6)

Ambition

Reasonable development potential (4.67) Reasonable development potential (6) Reasonable development potential (5.33)

Reasonable development potential (4.67) Reasonable development potential (6) Reasonable development potential (5.33)

Accountability

Being accountable and passing on accountability for one's own actions and those of colleagues and the organization.

Reasonable development
potential (4.67)

Development activity

- Inform the employee what is about to happen
- Encourage employees to make a plan of action and to stick to it
- Encourage the employee to consider (both positive and negative) consequences of a decision
- Practice taking responsibility yourself.
- Make sure the limits of your responsibility are clear.

Coaching advice

- Talk with the candidate about responsibility. What does he understand this to be exactly? In what situation does he regard being responsible as appropriate? In which situations does he think that he acted responsibly? Find out what the limits are of what he considers is feasible and what just no longer is acceptable.
- Discuss with the candidate the effects of less responsible behavior in his environment and allows him to reflect on this.
- Practice a situation where his responsibility is put to the test. Do not make it easy for the candidate. Discuss afterwards what he thought, felt and why he acted the way he did.

Adaptability

The ability to remain fully functional by adapting to changing circumstances (environment, procedures, people).

Reasonable development
potential (6)

Development activity

- Try and figure out in a new situation what exactly you find difficult.
- Try and keep working efficiently under changing circumstances by adjusting to new tasks, environments, responsibilities, or people.
- Deliberately seek out situations in which your adaptability is tested.
- Whenever possible, work together with a colleague who is known to adjust easily and learn from his talent.
- Try and control yourself when facing adversity without losing sight of your interests.

Coaching advice

- What goes well and what could possibly improve? Discuss your candidate's report with him.
- Adjust your style and role during the interviews (friendly, strict, role model) and ask how these changes affect the candidate.
- Engage your candidate in a communicative role play and practice with a type of character he finds difficult to deal with.
- Set your candidate certain difficulties in a role play ("this cannot happen; you cannot do this; this does not work like this") and encourage your candidate to deal with these problems strategically.
- Review with the candidate what hinders him to adjust to others. Find out what standards he has for her own achievements. Are there certain types of work for which he displays more ambition? What kind of work?

Ambition

The drive to climb up, to pursue a career, to strive for success and make an effort to achieve this.

Reasonable development
potential (5.33)

Development activity

- Try and see a problem as a challenge.
- Find out what your real ambitions are.
- Brainstorm with 'commercial' colleagues on possibilities of making the organization more successful.
- Do not hesitate when an opportunity arises.
- Set goals for yourself with your superior in order to achieve more.

Coaching advice

- Figure out what your candidate's standards for his own accomplishments are. Is he more ambitious in certain kinds of work than in others? In what kind of work? Ask him to find out how he could engage more in that kind of work.
- Ask your candidate to think about opportunities for himself and ask how these could be realised.
- Discuss your candidate's personal future goals. Confront him, when necessary, with a lack of ambition and ask where it comes from.
- Make sure your candidate is engaged in work in which he is successful; this might encourage the person to achieve more.
- Review what kind of work brings out most and least ambition in the candidate. Discuss these differences and try to figure where they come from.