

Foundation Tasks

Explanatory Notes:

This suite of eight tasks has been designed to offer the opportunity to assess almost 100 defined qualities. To avoid assessors being overwhelmed with information and simplify task selection:

- the tasks have been divided into two categories:
 - 'Foundation Tasks' target qualities needed by almost everyone at work (e.g. listening)
 - 'Complex Tasks' target qualities needed in more challenging roles (e.g. negotiating).
- the target qualities in the two categories do not overlap (with the exception of 'set objectives')
- each task has a unique set of target qualities (but some qualities are targeted by several tasks).

Clearly many of the qualities that are assessed by the Foundation Tasks have to be used (and therefore displayed) by people who are tackling the Complex Tasks. However as it is difficult to assess more than a handful of qualities at any time, Complex Tasks should only be used to assess Foundation Qualities in exceptional circumstances. Assessors who want to assess both foundation and complex qualities should consider using a mix of Foundation and Complex Tasks, with the Foundation Tasks being tackled first.

Qualities targeted for observation		Tasks			
		Adding Value, Single Team	Name Your Price	Back to Basics	Just 35 Minutes (In-tray task)
Mental Attributes Those who can (be):	Balance data in contexts		•		•
	Build on ideas		•		
	Decide			•	•
	Evaluate and judge	•			•
	Flexible			•	
	Focus on critical issues				•
	Prioritise			•	•
	(analyse) Problems	•	•		
	(identify) Problems			•	•
	Sensitive to others	•		•	
	Set objectives				•
	Set success criteria		•		
	Think creatively	•			
Think critically and logically	•			•	
Think ahead				•	
Core behaviours Those who are seen to (be):	Attend to detail			•	•
	Consistent			•	•
	Express themselves	•			
	Listen		•		
	Praise		•		
	Question to develop personal understanding	•			
Complex Behaviour Those who are seen to (be):	Assertive			•	
	Communicate appropriately	•	•	•	
	Convince			•	
	Effective		•		
	Influence			•	
	Prioritise		•		
	Strive for improve		•		
	Team work	•	•	•	
Personal Attitudes Those who (are):	Challenge norms and the 'obvious'		•		•
	Compromise			•	
	Embrace change		•		
	Meticulous			•	
	Quality conscious / Get things 'right first time'			•	
	Take and accept personal responsibility			•	•
	Value different perspectives	•	•	•	
Value others and others' contributions	•				

Complex Tasks

Please read the explanatory notes overleaf.

Qualities targeted for observation		Tasks			
		Adding Value, Multi-team	Improving Performance	Tunnels	Making a Stand
Mental Attributes Those who can (be):	Attend / concentrate		•		
	(have) Business acumen	•			
	Culturally sensitive		•		
	Evaluate self				•
	Focus on critical issues				
	Generate ideas			•	•
	Honest		•		
	Inquisitive			•	•
	Manage ambiguity		•		
	Recognise opportunities and synergies				•
	Resolve problems			•	
	Resilient		•		
	Review progress		•		
	Self aware		•		•
	Set objectives		•		
	Strategic				•
Think ahead	•		•		
Core behaviours Those who are seen to (be):	Creative	•			
	Clarify	•		•	
	Observe		•	•	
	Question to illicit information				•
	Question to stimulate re-analysis	•			
	Summarise		•		
	Unambiguous		•		
Complex Behaviours Those who are seen to (be):	Use Initiative	•			
	Adapt	•			
	Align behaviour (to others' needs)		•		
	Capitalise on diversity				•
	Critique openly, but constructively		•		
	Debate / discuss				•
	Develop others		•		
	Develop self		•		
	Display confidence				•
	Empathetic		•		
	Gain commitment from others	•			
	Give feedback		•		
	Lead	•	•		•
	Negotiate	•			
	Optimise	•			
	Plan			•	•
Problem solve			•		
Review progress			•		
Sell (Products or ideas)				•	
(enabling) Team decision making				•	
Personal Attitudes Those who (are / have):	Competitive	•			
	Concern for others		•		•
	Customer focused				•
	Determined and driven			•	•
	Flexible	•			
	Integrity				•
	Keen to learn		•		
	Personal confidence		•		•
	Realise personal potential vs. beat others	•	•		•
	Respect for others		•		
	Rise to a challenge			•	•
	Staying power			•	
	Success orientation			•	•
Value feedback		•			