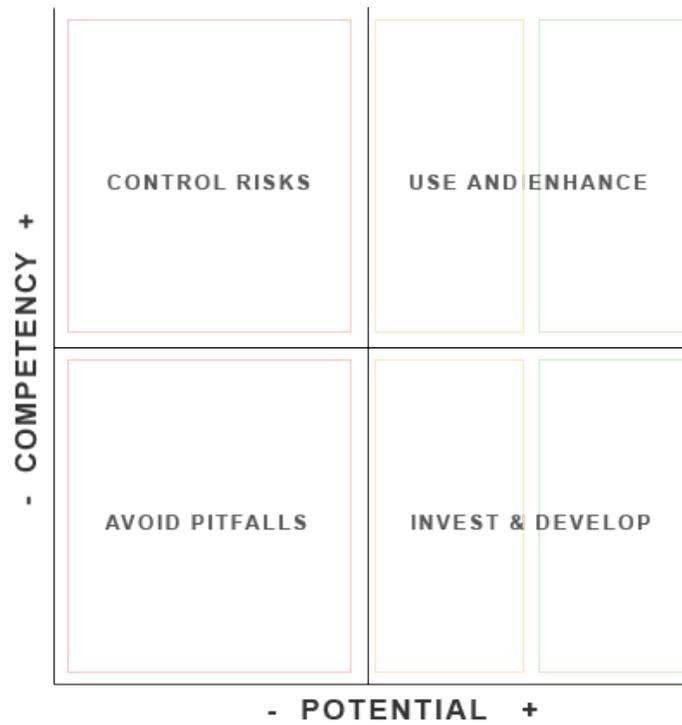


TMA Performance Matrix

Competency Profile Yulia Shmigirilova

Sara Berger
Validated by TMA expert: (admin@sma.com)
3/26/2018



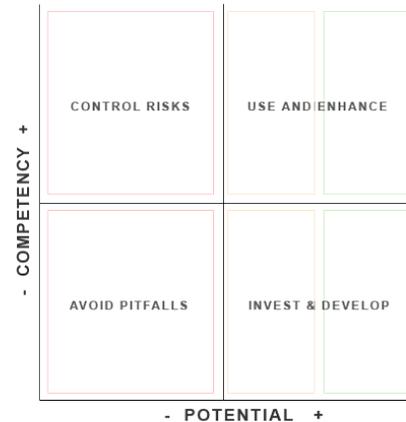
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Introduction

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: Competency Profile Yulia Shmigirilova

Vertical axis: Degree of competency development. Based on: feedback of Others d. d. 26-03-2018

Horizontal axis: Degree of aptitude / development potential of competencies Based on: TMA Talent Assessment of Sara Berger d. d. 26-03-2018

Good			
Satisfying			
Moderate		Conduct	
Weak - Insufficient		Coaching	Delegating
	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

Coaching

Difficult to develop (2.3)
Reasonable development potential (4)

	X

USE AND ENHANCE

Conduct

Weak - Insufficient (3)
Reasonable development potential (6)

	X

USE AND ENHANCE

Delegating

Difficult to develop (2.3)
Easy to develop (8)

	X

USE AND ENHANCE

Coaching

Encouraging and guiding employees in order to make their performance more effective and to enhance their self-perception and problem solving skills.

	X

USE AND ENHANCE
Difficult to develop (2.3)
Reasonable development potential (4)

Development activity

- Discuss with others how they perceive your style of coaching. Is their perception in line with your own views? What can you do and would you like to do in order to improve easily?
- Provide feedback to others regularly, both in terms of compliments and appreciation and as constructive criticism.
- Be aware of your listening attitude. Make sure it is active and positive (look at the other person, summarize, nod, report back).
- Make a review of your employees' talents. What are their qualities? How could they develop them further? Set tangible goals for their personal development on the basis of your review.
- Get acquainted with the advice given on coaching and development interviews in Chapter 1.4.

Coaching advice

- Decide with your candidate when and how he is going to practise coaching. Ask for feedback on this experience. If possible, observe the candidate's style of coaching and provide feedback.
- Simulate a coaching interview in a role play (you being the coachee), provide feedback, and encourage your candidate to practise personal development issues.
- Try and find out with your candidate which aspects of coaching he would like to develop. Write down a number of goals and points of action.
- Ask your candidate to think about the question what stops his coaching other people. Where is his resistance coming from? Ask the candidate to coach someone on an 'easy' issue and review what happens.
- Discuss with the employee what the organization's goals are and how they affect his daily routine. Discuss whether he can learn or develop things in order to help achieving these goals.

Conduct

Making a good first impression and sustaining it for a long time.

	X

USE AND ENHANCE

Weak - Insufficient (3)

Reasonable development
potential (6)

Development activity

- Observe someone who presents himself well; look at this person's behavior and attitude. What can you learn from him?
- Be aware of your attitude, use of voice, and body language.
- Take careful notice of what people signal so you can adjust your performance.
- Adjust your appearance to the situation or organization.
- Prepare conversations well so you know what to say.

Coaching advice

- Encourage your candidate to ask others for 360° feedback regarding the way he comes across in a group. What does the candidate do exactly and to what effect? What are his strengths and what could improve? Discuss the results with the candidate.
- Ensure that your candidate does not avoid situations in which he could meet other people but, on the contrary, looks them up. Ask the candidate to think on forehand what kind of impression he wants to make and encourage him to act accordingly. Evaluate what went well and what could improve.
- Investigate with your candidate why he finds it difficult to act in public. Is he scared? Is he afraid to make a fool out of himself? Is he overly concerned what others might think? Ask the candidate to reflect on the question what the worst thing is that could happen.
- Encourage your candidate to pay attention to colleagues who know how to present themselves. Is there anything he can copy from them?
- Let the candidate ask people around him what they perceive to be his qualities.

Delegating

The ability to assign responsibilities and authority to the right employees, taking their interests, ambitions, development and competency into account. Following up on delegated tasks.

	X

USE AND ENHANCE

Difficult to develop (2.3)

Easy to develop (8)

Development activity

- Ask colleagues which tasks they delegate and what their experiences are.
- Investigate with your employees how they could undertake a new task. Ask them to come up with ideas and proposals.
- Be clear to your employees about your expectations.
- Address your employees regarding their responsibilities. Be clear about them.
- Be prepared to give your employees more responsibilities than you are used to. Ask them to sit in for you in a meeting or go visit a client in your place.

Coaching advice

- Encourage your candidate to ask others for 360° feedback regarding his delegating behavior. What goes well when he does delegate and what could improve? Discuss the results with the candidate.
- Make an inventory with your candidate of pros and cons of delegating tasks for himself and for others such as colleagues or the organization.
- Find a task for your candidate to delegate. You can do so by asking the following questions: Which tasks could he easily delegate? To whom? Why to this person? What would be the maximum risks?
- Investigate with your candidate what is keeping him from delegating certain tasks. Ask what he is afraid of when having to delegate. Ask further questions and put hindrances up for discussion.
- If the person agrees, sit in with a delegation interview and provide feedback afterwards. If the person does the interview on his own ask him to report how it went and where he could improve.