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HILL COMPETENCE ANALYSIS©

Interpretation Guide

WELCOME

We are pleased that you are working with the HILL Competence Analysis©. On the following pages you will find an explanation on how to "read" the results of the HILL Competence Analysis© correctly.

The HILL Competence Analysis© provides you an objective and clear picture of interdisciplinary skills, important personality traits and values. By using the HILL Competence Analysis© you gain an additional basis for your decision-making, put your decision on a scientific basis and thus increase its quality.

This is a status quo assessment. As a result, you receive information about potentials, abilities and/or interests.

There is basically no "right" or "wrong" and answers will thus primarily not be judged to that effect. What is made transparent, however, is what makes a person tick and how well they are fit to face certain challenges.
Due to the many gradations and combination possibilities of the HILL Competence Analysis©, you receive a "differentiated" picture of the respective person.

Before we go into detail, you will find brief general information about the HILL Competence Analysis©.

CONTENT

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1. INTRODUCTION

Modular Structure

The HILL Competence Analysis© is not limited to the survey of individual factors but deals in six independent modules with **all facets of a person that are essential for profession and career**. These include:

- personality characteristics as well as
- analytic skills,
- job interests and the preference for different professional framework conditions,
- performance and concentration aspects,
- sales strategies, sales types & individual strengths / weaknesses in different sales phases and
- management competencies.

This versatile collection of information creates a comprehensive picture of the strengths and potentials for the development of a person as well as of the individual aptitude required for a certain position.

The individual modules can be combined and used individually depending on the requirement. This guarantees an economical use. Depending on the selection of modules, the time required for the tasks is up to 3 hours. The results are subsequently immediately available.

Overview of the Modules of the HILL Competence Analysis©

Structured Personality Inventory

- value attitudes and
- basic patterns of behavior

Ability Profile

- cognitive problem-solving skills

Occupational Interest Profile

- ideal working conditions
- professional fields of interest

Performance and Concentration

- attentiveness
- work accuracy
- working Speed

Sales Style Questionnaire

- individual sales styles
- strengths/ weaknesses in sales talk

Management Analysis

- management strategies and
- management style - taking different management levels into account respectively

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Scientific foundation & ongoing development

The HILL Competence Analysis© exists, based on continuous research and development, since 1980. The combination of scientific standards and distinctive practical relevance is especially emphasized. Sections of the procedure were also developed in the context of dissertations.

Continuous development and updating in accordance with scientific standards, ensures the high quality of the procedure. Country-specific standardizations and statistical analyses of the data are carried out on an ongoing basis.

Languages & Standardization

The HILL Competence Analysis© is internationally available in many languages. The special feature is the intercultural comparability and high significance of the results due to the country-specific standardization.

The individual test result is set in relation to a representative comparison sample. Meaningful statements can only be made through this comparison, as it is only then clear how the absolute "raw performance" of an individual can be assessed and understood. The standardized result values thus measure the individual performance in comparison with the (representative) group. This country-specific comparison sample consists mainly of people from the business sector and with higher education.

In addition to English, about 20 other languages are currently available as "test languages" - particularly many Eastern and Southeastern European languages. The evaluation texts are available in 5 different languages.

2. INTERPRETATION OF THE HILL COM-PETENCE ANALYSIS©

Below you will find detailed information about the evaluation of the individual modules of the HILL Competence Analysis©.

Apart from the numerical detailed evaluations, you will also always find a document with individual text evaluations.

👤 PERSONALITY

Overview

You receive a description of the person based on **12 interdisciplinary personality dimensions.**

- Contact Behavior
- Goal / Conflict Management
- Level of Activity
- Risk Orientation
- Social Orientation
- Object / Subject Focus

- Communication Style
- Expectation Attitude
- Tendency of Mood
- Self-Estimation
- Tension Level
- Self-Regularization

Structure of the Results

The individual personality dimensions (e.g. Contact Behavior) are each delimited by two extremes, characterizing a certain spectrum of traits.

The standardized scores from 1 to 10 on the individual dimensions express the direction in which the person tends.

Scores in the extremes, document how the person appears in most situations (e.g. very sociable), scores in the middle range indicate situation-specific behavior that combines both personality traits in a certain way (e.g., can make contacts, but occasionally also needs opportunities to withdraw)
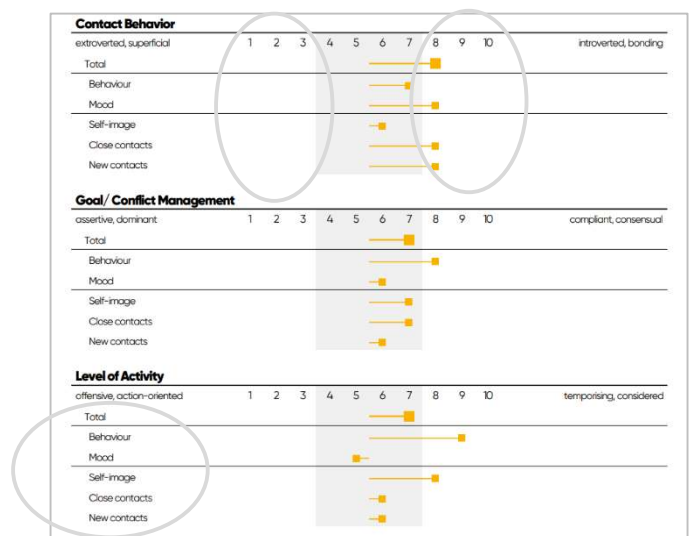
An additional view from different angles allows a more refined analysis of behavior and moods in different life situations.

The following sections can be distinguished:

- **Total** — total value
- **Behavior** — outward visible behavior
- **Mood** — inner mood and attitude
- **Self-image** — self-image independent of contact to others
- **Close contacts** — behavior AND mood in contact with close people, family, friends, and colleagues
- **New contacts** — behavior AND mood in contact with strangers / the public

In addition, statements can be made about the areas of **sales, leadership, team, resolutness** and **social adjustment** with values > 6 documenting good personal prerequisites for the respective area.

Potentials

	low	1 2 3 4 5 6 7 8 9 10	high
Sales			
Leadership			
Team			
Resoluteness			
Social Adjustment			
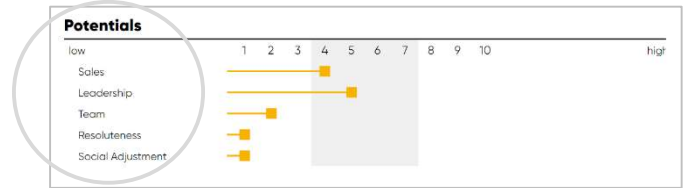
Description of the Content

Contact Behavior

extroverted / superficial

quantity over quality, need for social contact, offensive in building relationships

introverted / bonding

quality over quantity, less sociable & outgoing, stays in the background

Goal- and Conflict Management

assertive / dominant

works hard for personal point of view, likes to have a lot of influence, can stand his ground, can represent concerns well to the outside, initiates & steers

compliant / consensual

good conflict resolution potential, willing to compromise, pays attention to integration, is a valuable team member

Level of Activity

offensive / action-oriented

likes to take responsibility, solution- and action-oriented, concentrates on the essentials & keeps track of things, prefers activities that require quick initiative

temporizing / considered

thinks thoroughly, waits, familiarizes himself with subject matters, knows personal limits, prefers activities that require contemplation of decisions and actions

Risk Orientation

risky / reckless

likes to be in situations with uncertain outcomes, needs challenges, is open for to change, new ideas, or possibilities

careful / steady

relies on continuity and proven methods, low flexibility, prefers consistency & familiar situations, avoids risks

Social Orientation

selfish / determined

puts personal ideas, interests, and goals in the foreground, can distinguish himself well from others, does not allow himself to be taken in by others & does not show too much consideration

selfless / service-oriented

high willingness to stand up for others, helpful, lets personal wishes fade into the background, has difficulties in distinguishing himself from others

Object- / Subject Focus

fact-oriented / rational

focuses on data and facts, analytical-logical, factual, little empathy, performance and facts are important parameters

person-oriented / empathic

intuitive and harmony seeking, social empathy

Communication Style

open-minded / direct

open and direct in communication, "always says what he*she is thinking"

reserved / diplomatic

situation-adapted and diplomatic style of conversation, discreet & careful in communication

Expectation Attitude

distrustful / watchful

cautious & watchful, skeptical, critical basic attitude

trusting / credulous

tolerant, positive, optimistic basic attitude

Tendency of Mood

balanced / controlled

emotionally balanced & controlled, resilient & able to deal with criticism

sensitive / erratic

emotionally volatile & insecure, sensitive

Self-Estimation

self-assured / presumptuous

confidence in personal abilities as well as strengths, confident and convincing, can present and sell (oneself) well

self-critical/ reflecting

insecure about personal abilities and skills, not necessarily less capable but less independent

Tension Level

tense / energetic

can never really relax and let things go, feels more easily burdened and stressed, lower frustration tolerance and strong inner drive

relaxed / phlegmatic

relaxed, resilient, stress-resistant, phlegmatic

Self-Regularization

disciplined / **pedantic**

reliable, conscientious, responsible, disciplined, keeps promises and agreements, not very flexible, rigid

easygoing / **chaotic**

spontaneous, creative, unconventional, little structure

🧠 ABILITY PROFILE

Overview

This module assess basic **logical-analytical skills** within the framework of a language-free matrices test.

Structure of the Results

The average range for the scores is between 93 and 107.

Values higher than 107 indicate above-average analytical skills and thus personal strengths.

"RS" documents the absolute number of correctly solved items without relation to the comparison sample. The total number of all items is 15, which is thus the highest possible value.
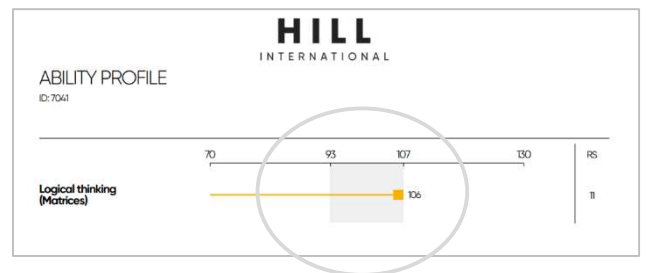
💼 OCCUPATIONAL INTERESTS

Overview

Suitable professional conditions that correspond to personal interests generally lead to higher motivation, commitment, and stamina.

The Occupational Interest Profile surveys **individual interests** for different areas, as well as **personal preferences in workplace conditions**.

The following areas are covered:

Working Place	Areas of Interest

Working Place

- Position (superior / subordinate)
- Working Conditions (flexible / regulated)
- Activity (intellectual / physical)
- Work Style (creative / utilization)
- Information Processing (global / detail)
- Value Orientation (innovative / traditional)

Areas of Interest

- Business / Economics
- Technology
- Art / Culture
- Ecology / Natural Science
- Social
- Politics / Public

Structure of the Results

Working Place

The **Working Place** section is devoted to the preferred professional conditions. Personal preference is expressed by standardized values between 1 and 10.

While the standardized values of 1 to 3 indicate no interest in an area, values of 8 to 10 stand for a strong preference - a "must-have" in workplace conditions.
The values 4 to 7 document a medium to intermediate interest.
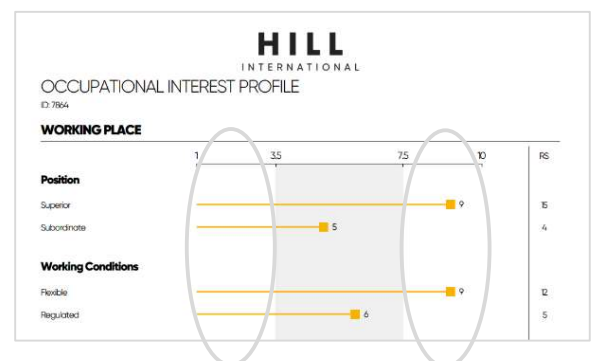
"RS" denotes the raw value and thus the actual number of responses of the person without reference to the comparison sample.

Areas of Interest

The **Areas of Interest** section surveys professional prefer-
ences for six different areas, with the degree of agree-
ment expressed by a percentile rank between 0 and 100.

Values between 25 and 75 percent indicate medium in-
terest, while high interest is indicated by values greater
than 75. Numbers below 25 percent indicate low interest.

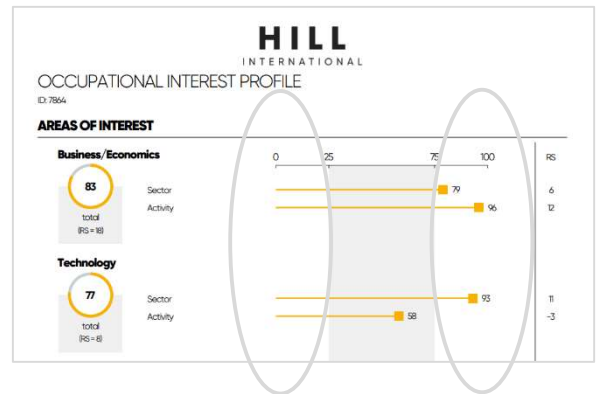

The individual areas of interest are each divided into two sub-areas: "**Sector**" and "**Activity**". While the "Sector" area
indicates the work environment, the "Activity" area characterizes the actual task.

Description of the Content

Position	with regards to the work task, the framework conditions of the workplace and the nature of interpersonal contact
Working Conditions	regulated or variable/flexible working conditions both in terms of external conditions (working hours, workplace, structure) and in terms of work content and type of inter-actions
Activity	preference for a mental/intellectual (e.g. classic office job) or manual/handicraft activity
Work Style	preferred work style of either designing things and content or putting them into practice
Information Processing	type of "individual information processing", perception and knowledge acquisition as well as proceeding and performing work - either very detailed or global, focused on the essentials
Value Orientation	differentiates between people working in traditional/conservative or in innovative organizations/departments and deals with fundamental value orientations and views

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🤝 SALES STYLE QUESTIONAIRE

Overview

Different situations, corporate philosophies, and products require different selling styles.

The Sales Style Questionnaire determines the strategic approach in the sales talk and assesses individual strengths and weaknesses. A differentiation is made according to different sales types and phases of a sales talk.

Sales Phases

- Preparation
- Preliminary Arguments
- Product Presentation
- Contract Conclusion

Sales Types

- Classical Salesperson
- Hardseller
- Consultant

Since the statistical comparison group consists of "top salespeople", a high "comparison level" is applied and small uncertainties quickly become visible. Thus, the questionnaire assesses relatively "strictly". This should especially be considered when identifying sales potential in a group of non-salespeople.

Structure of the Results

The Sales Style Questionnaire consists of three parts in the evaluation: the "Preferred Sales Strategy Total", the "Sales Know How Total" and the "Sales Strategy in Phases".

The two-page evaluation document provides an overview on page 1 and goes into more detail about the sales strategies applied in the induvial phases on page 2.

The general evaluation **Preferred Sales Strategy Total** (page 1) records the preferred sales type of the candidate.
This should not be understood as an evaluation in good or bad. Depending on the product or company, different sales types are beneficial for achieving success.

The possible, standardized result values range from 0 to 100 percent, with values greater than 75 indicating above-average performance for the respective sales type.

"RS" denotes the raw value and thus the actual number of responses from the person without reference to the comparison sample.

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SALES STYLE
ID: 7688

PREFERRED SALES STRATEGY TOTAL

22	84	80
Classical Salesperson	Hardseller	Consultant
(RS = 15)	(RS = 9)	(RS = 14)
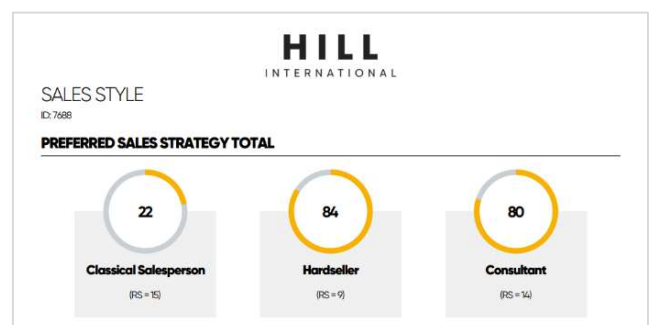
The evaluation of **Sales Know How Total** (page 1) surveys the sales potential of the person over the different phases of a sales relationship.
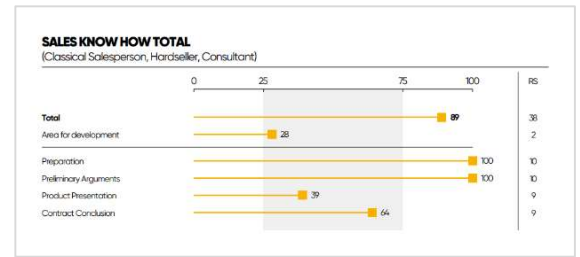Values greater than 75 indicate above-average know how in the respective phase.

"RS" again denotes the raw value and thus the actual number of answers given by the person without reference to the comparison sample.

SALES KNOW HOW TOTAL
(Classical Salesperson, Hardseller, Consultant)

	0	25	75	100	RS
Total				89	38
Area for development		28			2
Preparation				100	10
Preliminary Arguments				100	10
Product Presentation		39			9
Contract Conclusion			64		9

The **Sales Strategy in Phases** (page 2) allows deeper insight into the respective sales phases and enables an insight into how the person builds up their sales strategy over the four phases of the sales talk.

The "**Atypical Salesperson**" stands for - in the sales segment - "unfavorable" behavior.

The field **Social Desirability** contains the number of socially desirable answers (maximum five) and indicates possible distortions in the sense of a particularly "socially desirable" presentation. With a value of 4 or higher, the sales style results should be taken under critical consideration.

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SALES STYLE
ID: 7688

SALES STRATEGY IN PHASES

	0	25	75	100	RS
Preparation					
Classical Salesperson		58			4
Hardseller			79		2
Consultant			87		4
Atypical salesperson		27			0
Preliminary Arguments					
Classical Salesperson			74		5
Hardseller			62		2
Consultant			79		3
Atypical salesperson		34			0
Product Presentation					
Classical Salesperson		37			4
Hardseller			83		2
Consultant			64		3
Atypical salesperson			93		1
Contract Conclusion					
Classical Salesperson	8				2
Hardseller			94		3
Consultant			81		4
Atypical salesperson			78		1

Description of the Content

Classical Salesperson	For the Classic Salesperson, the relationship to the customer is essential. Solution-oriented the classic salesperson tries to present individual offers to the customer. Relationship management is at the forefront.
Hardseller	The Hardseller is primarily revenue oriented. The aim is to close a sale quickly, and there is less interest in customer loyalty.
Consultant	The Consultant is product oriented. The focus is on intensive support and advice for an existing customer base.

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📇 MANAGEMENT ANALYSIS

Overview

The Management Analysis observes **management and leadership competencies** on a two-dimensional model with strategy and style factors and on 3 different decision-making levels: Self-Management, Team Management and Company Management.

The following areas are included:

Self-management

Career Strategy
- Career Development
- Orientation
- Position Securing

Handling
- Balanced
- Self-Exploitative
- Non-Reflecting

Team Management

Know-How
- Development
- Rationalization
- Maintenance

Leadership Style
- Encouraging
- Demanding
- Distant

Company Management

Methods
- Expansion
- Reorganization
- Consolidation

Approach
- Integrating
- Excluding
- Abstinent

Please note that the Management analysis is not a "performance test" per se, as different situations may require different management strategies or leadership styles.

Structure of the Results

In the overall evaluations of **Management Methods** (strategies, the "what") and **Management Style** (the "how"), the preferred strategic and social approach (summed over all three decision-making levels - self-management, team management and company management) can be observed.

The possible standardized result values range from 0 to 100, with values greater than 75 indicating above-average performances in the respective dimension.

"RS" denotes the raw score and thus the actual score distribution of the person without reference to the comparison sample.
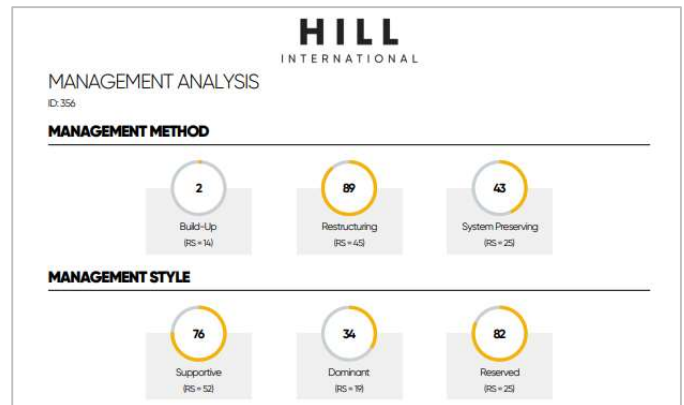
Low result values on a dimension indicate the absence of the specific strategy and/or style. Often the different combinations are making a result interesting.

The **Management Analysis in Detail** section allows a deeper insight into method and style on the 3 different levels of self-management, team management, and company management.
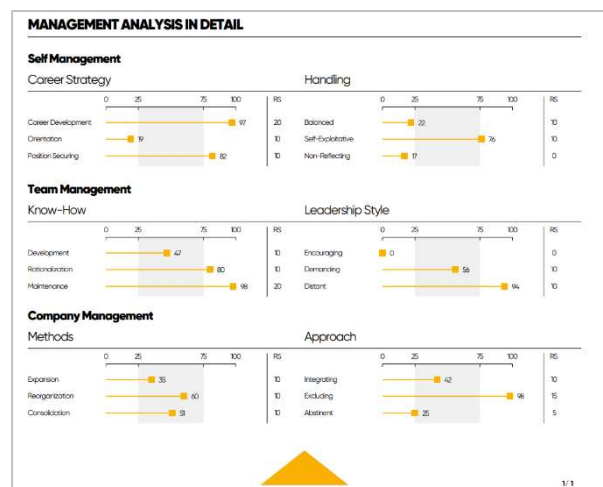
Description of the Content

Management Method

Build-Up   makes long-term decisions, has an overall strategy in mind, sets clear goals, is active

Restructuring   optimization and cost-saving, short-term decisions

System Preserving   focuses on safe decisions and system maintenance, no big changes

Management Style

Supportive   supportive & encouraging, seeks communication & involves the environment

Dominant   clear instructions & control, authoritarian

Reserved   no direct communication & stays out of situations, looks at situations neutrally

SELF-MANAGEMENT

This level is concerned with the approach to one's individual career as well as the personal attitude towards one's own resources/priorities and the ability to organize oneself.

Career Strategy

Career Development   has career goals and is clear about his*her own priorities and demands, looks systematically for opportunities for improvement in difficult situations

Orientation   is currently in a phase of personal orientation, has few concrete plans at the moment, focuses on demarcation and orientation in personal objectives

Position Securing   focuses on securing and stabilizing the current position

Handling

Balanced   has a good work-life balance, integrates his*her personal environment into decisions, handles resources carefully, distinguishes himself*herself well, uses his*her own potential optimally

Self-Exploitative   works hard for personal goals, but gives little consideration to personal needs, sets high standards for himself*herself and tends to put himself*herself under pressure

Non-Reflecting   pays little attention to individual needs and engages in little interaction with his*her personal environment, reflects little on his*her personal attitude

TEAM MANAGEMENT

This level includes the style of interaction between manager and employees as well as leadership tools and the strategic orientation in managing a team.

Know-how

Development   expansion, further development and team building, achieves long-term goals with forward-looking actions, gets to the bottom of situations and difficulties

Rationalization	maneuvers in the short term and acts in a strongly rationalizing manner, resolves situations in the quickly by concentrating on individual aspects, takes more rapid and short-term measures
Maintenance	takes little active control, maintains existing structures in the team

Leadership Style

Encouraging	leads empathically and appreciatively, good motivator and acts in a supportive manner, stands up for the employee, tends to look for consensual solutions
Demanding	communicates in a demanding manner, gives clear instructions, is directive in decision-making, sets clear targets and defines expectations
Distant	behaves in a distant and neutral manner, hardly enters into an exchange with the counterpart, takes care not to take a position

COMPANY MANAGEMENT

This level is about business decisions and the way in which the environment is involved at company level.

Methods

Expansion	focuses on expansion & on further development, intervenes actively and in a controlling manner in the company's activities, is concerned about long-term solutions, does not lose sight of the overall strategy
Reorganization	focuses on the restructuring aspect & rebuilds structures, tends to act cost-save rather than invest in critical situations, focuses on finances
Consolidation	does not make any far-reaching organizational, operational, or structural changes, focuses on stabilizing the company

Approach

Integrating	takes an integrative and network-promoting approach, involves others in decisions, takes different points of view into account and thus achieves the commitment of the environment more easily, forms alliances
Excluding	usually makes decisions alone, controls and sets clear demands, exerts pressure
Abstinent	tends to not include the environment in decisions, engages in little communication externally and internally

⚙ PERFORMANCE AND CONCENTRA-TION

Overview

The Performance and Concentration test measures **quantitative** and **qualitative work performance**, individual **work style,** and **performance fluctuation**.

Structure of the Results

Performance Quantity stands for the speed of processing, while **Performance Quality** also includes work accuracy and measures the number of correctly processed routine tasks.

The mean average range for the standardized values lies between 93 and 107.

RS denotes the raw score and thus the actual score distribution of the person without reference to the comparison sample.

A larger difference between Performance Quantity or Performance Quality is due to an imbalance of speed and accuracy.

The **Fluctuation of Working Speed**, and thus the fluctuation in response time, can be fluctuating, common or consistent.

A person whose response times to the items hardly vary over the test duration works evenly. In contrast, a person whose response times vary greatly over the test duration (i.e. sometimes answers faster and then slower again) has a fluctuating work style.
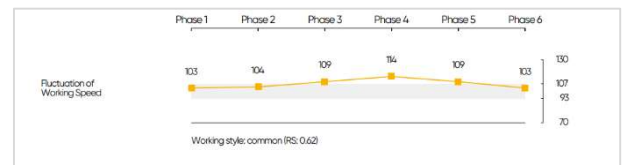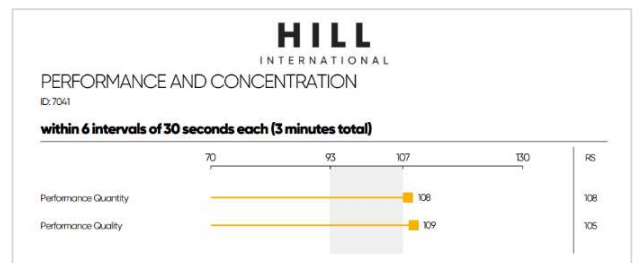
The Error Analysis in Detail gives you an even deeper insight into the evaluation.

In addition to the absolute **number of processed tasks** per phase (6 phases of 30 seconds each) and total, you also receive more detailed information about the "type of errors".

While the **omission errors** usually stand for a lack of accuracy, the **confusion errors** rather document a wrong understanding of the task.

The **percentage of errors** documents the proportion of errors in relation to the total amount of work.

3. INTERPRETATION OF THE MATCH-ING REPORT

While the "Classic evaluation texts" describe the candidate neutrally and independently of the position, the Matching Report refers to a concrete underlying position profile and compares the results of the individual with this profile.

The higher the "match" between results and requirements of the position profile, the better the job will match the candidate's abilities and potential. The direct comparison of the results of the HILL Competence Analysis© with the position-related job profile thus allows a clear view of personal strengths and development areas in relation to the concrete job requirements.
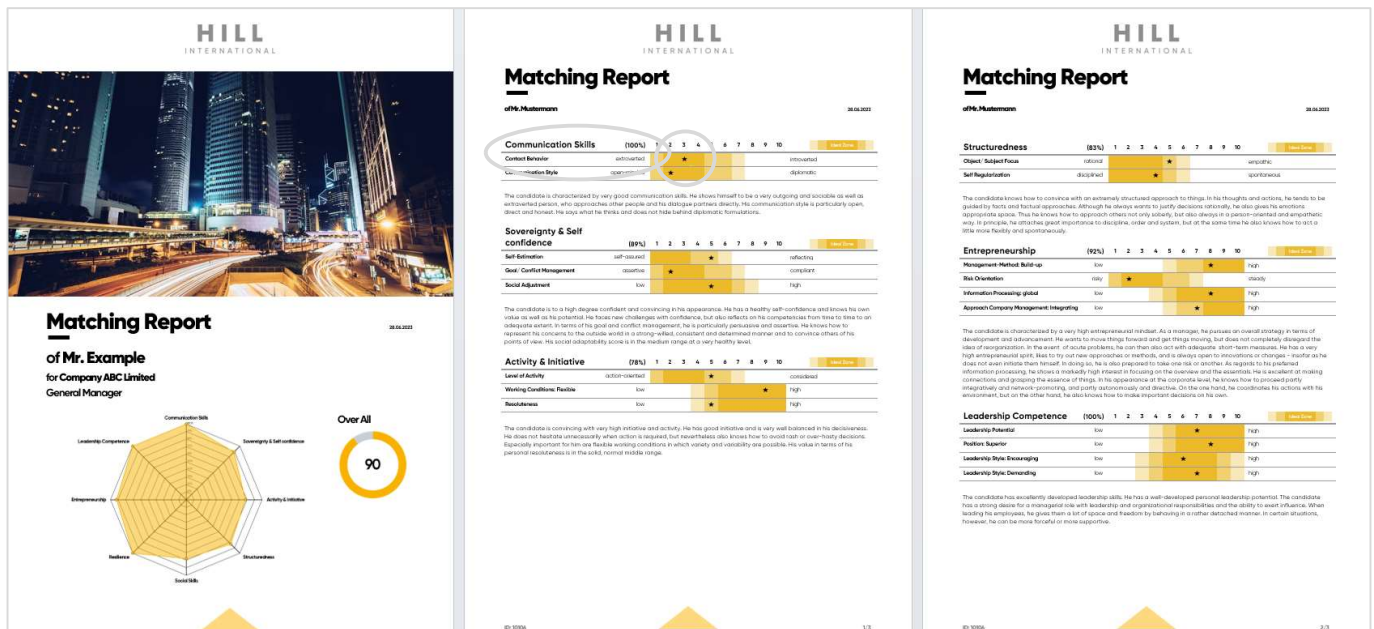
In the Matching Report the result dimensions of the HILL Competence Analysis© are grouped to position-relevant competence clusters. By means of the dimension labels on the left you can find each value in the detailed results of the HILL Competence Analysis@ and analyze them there in more detail. (In the area of personality dimensions, the result of the individual in the Matching Report always refers to the total value).

The "star" in the Matching Report represents the specific test results of the candidate. The degree of a "match" between the candidate's characteristics/competencies and the position profile can be determined in relation to the colored markings, which indicate the position-specific ideal range at the darkest point.
It is important to note that a lower match does not necessarily mean that the candidate is not capable of doing the job well, but that they have to overcome greater personal challenges in comparison to others (greater risk of dissat-isfaction, overwhelming tasks, fluctuation, etc.).

The **percentage** indicates the degree of the match with the desired competence clusters as well as the degree of the "**Over all match**" with the complete profile on the title page.
Additionally, the spider graph on the title page provides a good overview of the individual's strengths and development potentials.

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