

**Sample Sally
05 Aug 2015**

DECISION MAKER

UNIVERSAL COMPETENCY FRAMEWORK

A blue rounded rectangular logo with a white sailboat icon on the left and the text "SOLUTIONS DEVELOPMENT" on the right.

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DEVELOPMENT**

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REPORT STRUCTURE

This report presents Sample Sally's Competency profile in the following sections:

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DISCLAIMER

This is a strictly confidential assessment report on Sample Sally. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sample Sally.

The competency profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



GUIDE TO USING THIS REPORT

INTRODUCTION

Organisations use competencies and competency frameworks to identify, develop and reinforce certain types of behaviours that are required to achieve organisational success. Today almost all the Fortune 500 corporations have integrated the concept of competencies in all critical areas of human resources management. The Competency Development Report aids organisations to identify and develop competency related behaviours.

This report uses Psytech's Universal (Fine Nine) Competency Framework to predict Sample's typical behaviour in each of the model's competency domains. A competency is defined as the specific set of skills, knowledge and behaviour that is required to complete particular work tasks effectively. Unlike aptitudes or personality traits, which are relatively enduring and stable over time, competencies can be acquired and refined through appropriate mentoring, coaching and training. The report is intended as a tool to facilitate her personal development. It can be used as a starting point to:

- Explore possible development needs with her, and produce a development strategy for her.
- Consider reasons for any possible discrepancies between her predicted behaviour and her actual performance as assessed by peer ratings, performance appraisals, etc.

CONTEXT

The profile arises from a personality questionnaire. It must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Sample's past performance can be assessed through a critical review of references, her work history and previous qualifications, and via a structured interview. Her level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, her skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises.

The profile should also be considered in light of the organisation's own competency framework and culture. While the report uses Psytech's Universal Competency Framework, users are encouraged to identify and focus on the most relevant competencies to the job of interest.



DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from Psytech's Universal Competency Framework. They were selected to provide a clear picture of a respondent's capabilities within a framework familiar to most HR professionals and trainers, and which could be derived from personality traits.

UNIVERSAL COMPETENCY FRAMEWORK DIMENSIONS

Integrity - is defined as the tendency to be reliable and honest. People who have a strong competency in this area can be trusted to work independently, with only minimal supervision. They tend to avoid taking inappropriate risks and take responsibility for their own mistakes and errors. They are likely to act with due diligence and have a strong sense of business ethics.

Creativity - is defined as the tendency to think in a creative and innovative manner. People who have a strong competency in this area are good at generating novel, innovative ideas. They tend to be adaptable and often come up with original solutions to problems. They are inclined to 'focus on the bigger picture' and to approach problems strategically.

Logical and Analytical - is defined as the tendency to approach problems in a rational, intellectual manner. People who have a strong competency in this area like to base their decisions on a logical analysis of the available evidence. Their decisions are typically well-considered and thought through. They would be expected to have a well-tuned critical faculty.

Interpersonal Skills - is defined as the tendency to build positive working relationships with others. People who have a strong competency in this area have a high level of interpersonal sensitivity and empathy. They tend to be good at building rapport, and promoting and maintaining harmonious relationships. They would be expected to be effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.

Resilience - is defined as the tendency to cope well with pressure. People who have a strong competency in this area tend to be calm and keep control of their emotions. They are unlikely to get flustered or lose their temper in emotionally charged situations. They would be expected to accept criticism in a constructive manner and not to be disheartened by setbacks.

Persuasiveness - is defined as the tendency to communicate in a persuasive, confident manner. People who have a strong competency in this area tend to enjoy public speaking and are effective communicators. They are likely to enjoy socialising and to have a strong social presence. They would be expected to be charismatic and good at breaking down barriers and bringing people around to their point of view.

Planning and Organising - is defined as the tendency to organise one's own and others' work and to plan for all contingencies. People who have a strong competency in this area are likely to be tidy and well-organised. They would be expected to plan their work so it can be completed within agreed timeframes and to be happy to delegate work appropriately.

Quality Orientation - is defined as the tendency to attend to detail and produce work that is accurate and of a high standard. People with this competency are inclined to set themselves high standards, to be detail conscious systematic and orderly in their work. They would be expected to be motivated to see tasks through to the end.

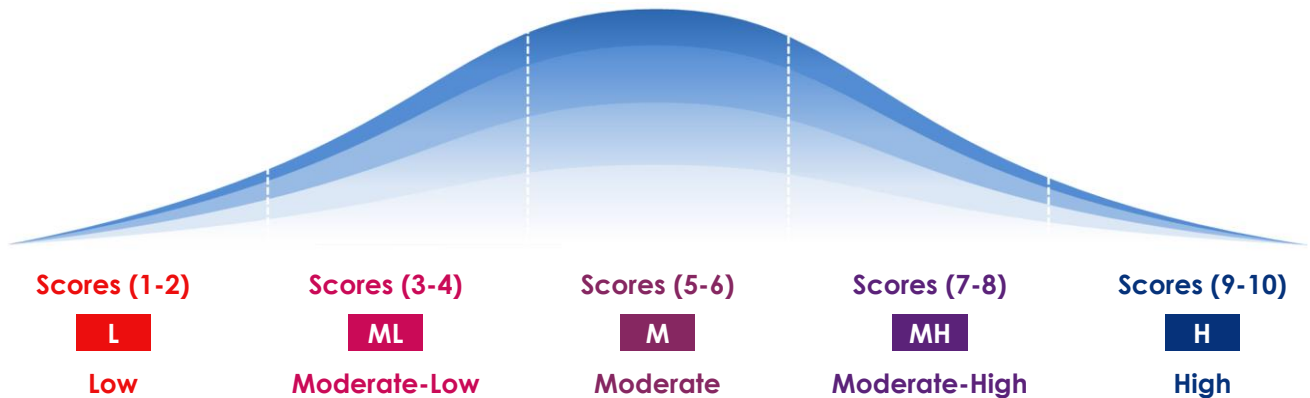
Energy and Drive - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.



RESULTS SCALE

A reference group is used to evaluate Sample's results and determine her tendency to exhibit effective workplace behaviours compared to others. Her results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a 'Low' to a 'High' tendency is provided to help highlight areas of concern.



RESPONSE STYLE

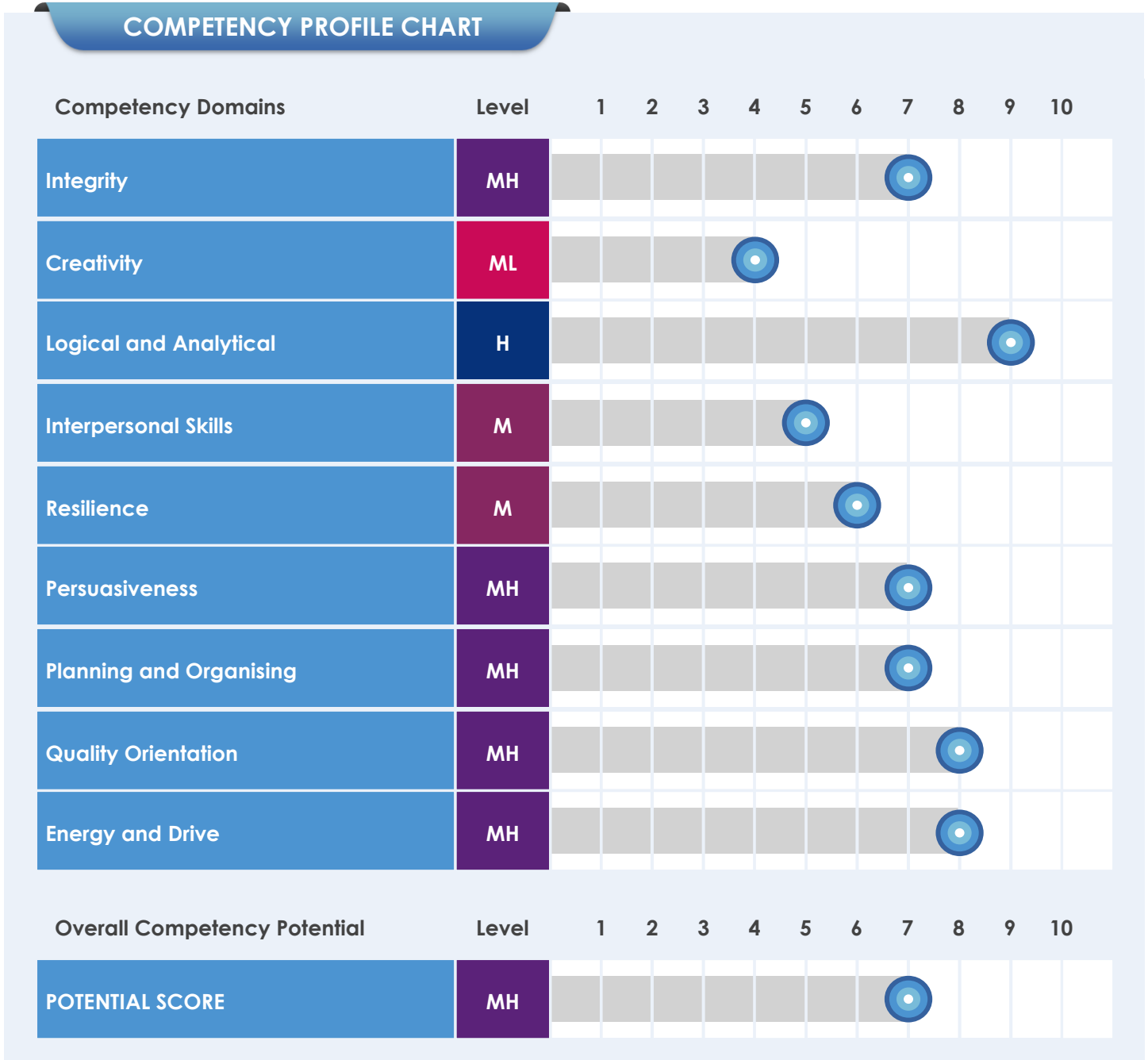
The questionnaire contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

The results indicate that Sample Sally has responded to the questionnaire in an open and honest manner.



COMPETENCY PROFILE

The overall competency potential score estimates Sample's tendency to exhibit effective workplace behaviours. The competency scores are weighted composites of the behavioural dimensions that contribute to each of Psytech's universal competencies. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.





SUMMARY OVERVIEW

The following tables list the major strengths and potential areas of concern that can be inferred from Sample's responses to the questionnaire. Further details are available in the Development Planning Section.

POTENTIAL STRENGTHS

Level	Competency	Behavioural Dimension
MH	Integrity	Commitment to following organisational rules
MH	Integrity	Desire to conform to established principles of right and wrong
H	Logical and Analytical	Interest in solving problems and contributing to intellectual debates
MH	Logical and Analytical	Preference for approaching problems in a rational and analytical manner
H	Logical and Analytical	Preference for balancing practical and theoretical approaches to problem solving
MH	Interpersonal Skills	Interest in establishing rapport with colleagues and clients
MH	Interpersonal Skills	Interest in developing trusting relationships with colleagues
MH	Resilience	Emotional stability
MH	Persuasiveness	Social Presence
MH	Persuasiveness	Empathy and support
MH	Planning and Organising	Desire to be organised and create plans
MH	Planning and Organising	Effective time management
MH	Planning and Organising	Delegation of tasks and responsibilities
MH	Quality Orientation	Commitment to producing work of a high standard
MH	Quality Orientation	Detail orientation
H	Quality Orientation	Commitment to finishing tasks
MH	Energy and Drive	Ability to cope with setbacks
H	Energy and Drive	Results orientation

POTENTIAL AREAS FOR DEVELOPMENT

Level	Competency	Behavioural Dimension
ML	Creativity	Intuition and motivation to generate many ideas
ML	Creativity	Preference for considering strategic, 'bigger picture' issues



L	Creativity	Adaptability and change-orientation
L	Interpersonal Skills	Collaboration with others
ML	Resilience	Ability to cope well under pressure
ML	Persuasiveness	Balanced negotiation style



INTEGRITY

MH INTEGRITY

MH Commitment to following organisational rules

Profile Description

- Having obtained a profile that indicates Sample is inclined to set herself higher standards of conduct and behaviour in work than many, she would be expected to have a reasonable sense of commitment to organisational rules, regulations and procedures.

Development Recommendations

- While her profile indicates there isn't a strong need for training in this area, Sample may benefit from routine training aimed at familiarising her with the organisation's rules, regulations and procedures.
- In addition to this, ensure that Sample understands the reasons for the organisation's rules, regulations and procedures. To promote her sense of personal commitment to these, do not monitor her compliance in a highly obtrusive manner.

MH Desire to conform to established principles of right and wrong

Profile Description

- Sample's results indicate she is very respectful of authority and is inclined to conform to established principles of right and wrong. As a result, Sample would be expected to be quite committed to the organisation's ethical culture and to have a sense of responsibility and duty.

Development Recommendations

- While Sample's profile indicates there isn't a strong need for training in this area, routine induction to familiarise her with the organisation's values, culture and ethics may be of some benefit to her.

M Ownership and responsibility for own mistakes or errors

Profile Description

- Sample's responses to the questionnaire suggest she is no more suspicious than most and no more threat sensitive than most. Consequently, she should not be unduly reluctant to own up to and take responsibility for her own mistakes or errors.

Development Recommendations

- Create an environment where Sample knows she will not be blamed for acknowledging mistakes she may have made.

M Ability to work without close supervision

Profile Description

- While Sample's profile suggests she is a little lacking in self-sufficiency, her profile also suggests she is likely to be quite motivated to attend to the detailed requirements of tasks. As a result, she would be expected to be able to work independently from others without a great need for supervision.

Development Recommendations

- No training or development recommendations could be derived from Sample's profile in this dimension.



CREATIVITY

ML CREATIVITY

M Preference for seeking new solutions to problems

Profile Description

- Having a profile that suggests she has no greater preference than most for following tried and tested methods, Sample should not be unduly inclined to reject novel ideas and approaches to problems; particularly if she can see their benefits.

Development Recommendations

- Encourage Sample to be open to new ideas.
- Set a clear agenda for brainstorming sessions. Remind Sample that ideas should be generated without critically appraising them, where the critical appraisal of ideas should only be done once all the ideas have been produced.
- Value the originality of Sample's ideas separately from evaluating their quality and practicality.
- Sample might possibly benefit also from training programmes that develop creative problem solving and the ability to 'think outside of the box'.

ML Intuition and motivation to generate many ideas

Profile Description

- Sample's responses to the questionnaire suggest she is as pragmatic and concrete in her thinking as most and is no more intuitive by nature than most. As a result, she is not likely to be naturally drawn towards idea generation.

Development Recommendations

- Ensure Sample remains mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- Actively value Sample's use of intuition to solve problems.
- Sample may benefit from training programmes that are designed to foster a more intuitive approach to idea generation (i.e. training in lateral thinking, etc.)

ML Preference for considering strategic, 'bigger picture' issues

Profile Description

- Sample's scores suggest that she is quite confident of her ability to tackle complex issues. However, as her scores further indicate she has a slightly stronger preference than many for focusing on detail, she may not be quite as open as some to attending to the 'bigger picture'.

Development Recommendations

- Ensure Sample remains mindful of the importance of maintaining a balance between not losing sight of the 'bigger picture' while attending to details.
- Training focused on promoting a holistic approach to problem solving is likely to be of some benefit to Sample.

L Adaptability and change-orientation

Profile Description

- While Sample's profile suggests she should be as open as most to change, her results further indicate she is prone to be slightly rule bound and rigid. As a result, she may have a little more difficulty than some in adapting to new working practices and procedures.

Development Recommendations

- Sample is likely to benefit from mentoring aimed at helping her value change and openly embrace it.





LOGICAL AND ANALYTICAL

H LOGICAL AND ANALYTICAL

H Interest in solving problems and contributing to intellectual debates

Profile Description

- Sample's profile suggests she is very intellectually orientated and has a high level of confidence in her ability to understand complex ideas. As such, she would be expected to be very keen to contribute to intellectual debates and discussions.

Development Recommendations

- Ensure that Sample's confidence in her own intellectual abilities does not undermine other, less confident, members of the team and prevent them from contributing to debates and discussions.

MH Preference for approaching problems in a rational and analytical manner

Profile Description

- Sample's responses to the questionnaire suggest she prefers to adopt a balanced thinking style, which is neither overly intuitive nor too factual in approach. She would be expected to appreciate the value of making decisions in a rational and analytical manner, while also being aware that it is necessary at times to base decisions on an intuitive appraisal of whether or not things feel right. In addition to this, it should be noted that her strong confidence in her intellectual abilities should enhance her capacity to appreciate logical arguments.

Development Recommendations

- Value Sample's balanced approach to problem solving; her use of both intuition and logic. Encourage her to build on this by developing a logical analysis of why her intuitive judgements are correct.
- Training aimed at promoting a more logical and analytical approach to solving intellectual problems may be of some benefit to Sample.

H Preference for balancing practical and theoretical approaches to problem solving

Profile Description

- The pattern of results Sample obtained on the questionnaire indicates she is likely to try to maintain a balance between recognising the value of theoretical approaches while also being aware of the need to 'keep her feet firmly on the ground' and be mindful of practicalities. It should be noted that the quality of her appraisal of how realistic solutions to problems are, will depend in part on her level of reasoning ability which she rates quite highly.

Development Recommendations

- Value Sample's desire to maintain a balance between wishing to be open to theoretical approaches to problem solving, while at the same time ensuring that solutions are practical and realistic.
- Training in theoretically based approaches to problem solving may be of some benefit to Sample.



INTERPERSONAL SKILLS

M INTERPERSONAL SKILLS

MH Interest in establishing rapport with colleagues and clients

Profile Description

- Having a profile which indicates she is warm, sympathetic and is genuinely interested in other people, Sample is likely to find it fairly easy to establish rapport with colleagues and/or clients.

Development Recommendations

- No training or development recommendations for this dimension could be determined from Sample's profile.

L Collaboration with others

Profile Description

- As Sample's results suggest she is very assertive, she may however come across on occasion as being somewhat aggressive.

Development Recommendations

- Training and/or mentoring to help Sample learn how to assert herself in a more appropriate manner is likely to be of benefit to her.
- Model appropriate assertive behaviour.
- Offer praise/support when Sample asserts herself in a way that is appropriate to the situation/context.

M Tact and diplomacy

Profile Description

- Sample's responses to the questionnaire suggest she is unlikely to be overly forthright and plain-speaking or unduly circumspect and diplomatic in her dealings with others. While her profile indicates she will generally wish to avoid confronting others unnecessarily, she should nonetheless be capable of being direct and to the point if this is called for.

Development Recommendations

- Sample may possibly benefit from training and/or mentoring aimed at promoting a more diplomatic interpersonal style.
- Promote a working environment that respects diversity and values differences of opinion.

MH Interest in developing trusting relationships with colleagues

Profile Description

- Sample's pattern of results suggests she has a greater need for company than most and is no more cynical about human nature than most other people. Consequently, she would be expected to develop trusting relationships with her colleagues relatively quickly.

Development Recommendations

- Foster a working environment that encourages trust.



RESILIENCE

M RESILIENCE

MH Emotional stability

Profile Description

- Sample's results suggest she is not unduly prone to mood swings. As a result, her emotions would not be expected to cloud her judgement or adversely affect her performance at work.

Development Recommendations

- If Sample is unhappy about something, carefully consider what merit there may be in her perspective.

ML Ability to cope well under pressure

Profile Description

- While Sample's responses to the questionnaire indicate she is not prone to mood swings, her results also indicate she is likely to have slightly lower levels of frustration tolerance than many, which might make her prone to becoming irritated if people are being particularly slow or indecisive. Consequently, she may experience a little more difficulty than some in controlling her emotional reactions to situations.

Development Recommendations

- Sample may benefit from training in stress management techniques.
- Ensure the goals and targets that are set for Sample are realistic and achievable.
- Structure the working environment to make it as stress free as possible.

M Confidence

Profile Description

- As Sample's results suggest she is as confident and self-assured as most, she is not likely to be unduly threat sensitive. Consequently, she would be expected to be no more prone than most to be upset by critical comments.

Development Recommendations

- Mentoring/coaching aimed at reinforcing Sample's self-confidence might possibly be of some value to her.



PERSUASIVENESS

MH PERSUASIVENESS

MH Social Presence

Profile Description

- Having obtained a pattern of scores that indicates she is likely to be quite socially bold and drawn to take centre stage, Sample would be expected to be quite charismatic and to have a strong social presence. Her scores further indicate she is likely to be confident in social situations and be quite quick to initiate interactions with people she does not know. As a result, others are likely to find her to be a reasonably persuasive speaker who expresses her opinions in a quite confident manner.

Development Recommendations

- Consider delegating any tasks to her that require public speaking.
- Provide Sample with opportunities to use her social presence to good effect.

MH Empathy and support

Profile Description

- Sample's results suggest she is relatively personable, reasonably affable and possesses an interest in other people. Therefore, it would be expected that others would view her as being a relatively good listener. She is likely to be quite supportive of others and reasonably empathic. As such, she would be expected to be quite motivated to support and encourage others, as well as promote their personal development.

Development Recommendations

- Value her ability to build rapport with colleagues and clients.
- Encourage her colleagues to see the importance of understanding and respecting others' points of view.

ML Balanced negotiation style

Profile Description

- As her results suggest she is very competitive, she may come across as being fairly domineering. Sample's responses further suggest that she may be inclined to hold her ground and not make sufficient concessions to move negotiations forward. As a result, she may not be very effective in roles which require active negotiation skills.

Development Recommendations

- Training in the use of appropriate assertiveness techniques is very likely to be of benefit to Sample.
- Offer Sample encouragement/praise when she asserts herself appropriately.



PLANNING AND ORGANISING

MH PLANNING AND ORGANISING

MH Desire to be organised and create plans

Profile Description

- Sample's profile suggests she is fairly organised. As a result, she would be expected to be relatively motivated to plan her work for maximum efficiency. Her results further suggest she is quite likely to prefer to make relatively detailed plans that account for future contingencies, rather than deal with problems as they arise.

Development Recommendations

- Encourage Sample to focus on key performance indicators.
- Reinforce the value of forward planning.

MH Effective time management

Profile Description

- Sample's responses to the questionnaire indicate she is likely to be a little more meticulous than most and be inclined to give a slightly higher than average level of priority to time management issues.

Development Recommendations

- Sample's profile indicates no specific training or development needs in this dimension.

MH Delegation of tasks and responsibilities

Profile Description

- Sample's results indicate she is as trusting as most and is inclined to set herself relatively high standards when delegating tasks to others. As a result, she may feel the need to monitor their output relatively closely to ensure their work meets her own standards.

Development Recommendations

- Sample might possibly find training in delegation skills to be of some benefit to her.
- Ensure she stays mindful of the importance of delegation for effective time management.
- Remember to praise Sample when she delegates work effectively.



QUALITY ORIENTATION

MH QUALITY ORIENTATION

MH Commitment to producing work of a high standard

Profile Description

- Having obtained a pattern of results that indicates she is relatively committed to producing work of a high standard, Sample would be expected to approach tasks in a relatively well-organised and systematic way.

Development Recommendations

- Remember to praise Sample for the quality of the work she produces.

MH Detail orientation

Profile Description

- Sample's profile indicates she is relatively methodical and fairly meticulous by nature. As a result, she is likely to be relatively motivated to diligently attend to detail and to check her work quite carefully to ensure it is error-free.

Development Recommendations

- Encourage other staff to value Sample's desire to attend to detail.

H Commitment to finishing tasks

Profile Description

- The results she obtained on the questionnaire indicate that Sample has a very strong sense of duty. Consequently, she is likely to be committed to finishing tasks she has started. Moreover, Sample's results suggest she is likely to be fairly attentive to detail. As a result, she would not be expected to experience difficulty persevering with boring or repetitive tasks.

Development Recommendations

- Value Sample's diligence and perseverance.
- Remember to offer her praise for persevering with boring, repetitive tasks.



ENERGY AND DRIVE

MH ENERGY AND DRIVE

MH Ability to cope with setbacks

Profile Description

- The pattern of results Sample obtained on the questionnaire suggests she is not particularly prone to feelings of despondency or depression. Consequently, she would not be expected to experience significant difficulty maintaining her levels of energy when faced with setbacks and challenges.

Development Recommendations

- Value Sample's tendency to see the positives in challenging situations.
- Don't forget to praise her achievements.

M Excitement and enthusiasm

Profile Description

- Having a profile that indicates she is as active and participative as most, Sample should not experience undue difficulty if she is required to motivate and enthuse those around her. However, she may find herself feeling depleted and drained if she is cast in such a role for extended periods of time.

Development Recommendations

- Sample may find training in strategies for enthusing and motivating her subordinates to be of some value to her.
- Praise her when she successfully motivates staff.

H Results orientation

Profile Description

- Sample's responses to the questionnaire suggest she is very forceful and assertive. As a result, she is likely to be very happy pushing for action and would be expected to be results orientated. Moreover, she would be expected to have a strong desire to show initiative and take charge of situations.

Development Recommendations

- Give her opportunities to show leadership and initiative.
- Value her desire to push for action.



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sample Sally to define development goals based on the results of her profile. Before working with Sample Sally on her development plan, please ensure that you refer to her competency results and development recommendations provided in the previous sections.

Suggested development process:

1. Feedback and reactions
2. Selecting areas for development
3. Development plan



1. FEEDBACK AND REACTIONS

Gauging Sample's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the Feedback Report can be shared with Sample before discussing the results with her. Use the following questions to gauge her reactions to the feedback.

What did you learn from the results?

How did your perceptions of your workplace behaviour compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?



2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sample which areas she would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

This development plan is for:		This development plan is overseen by:
Name	Sample Sally	
Position		
Signature		
Date		

The table below lists the competencies used in Universal Competency Framework. The areas which have been determined as most in 'Need' for development from the profile have been marked with a check mark under the 'Need' column, though users may also select other areas which they deem to be in need for development.

Competency	Highlighted Behavioural Dimensions	Need	Priority
Integrity		<input type="checkbox"/>	<input type="checkbox"/>
Creativity	Intuition and motivation to generate many ideas. Preference for considering strategic, 'bigger picture' issues. Adaptability and change-orientation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Logical and Analytical		<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	Collaboration with others.	<input type="checkbox"/>	<input type="checkbox"/>
Resilience	Ability to cope well under pressure.	<input type="checkbox"/>	<input type="checkbox"/>
Persuasiveness	Balanced negotiation style.	<input type="checkbox"/>	<input type="checkbox"/>
Planning and Organising		<input type="checkbox"/>	<input type="checkbox"/>
Quality Orientation		<input type="checkbox"/>	<input type="checkbox"/>
Energy and Drive		<input type="checkbox"/>	<input type="checkbox"/>

Dimensions selected as being in 'Need' of development and which have also been selected as a 'Priority' should be considered as part of Sample's development plan.



3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sample's progress through regular review meetings.

What areas do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in order to achieve your development objectives?

When do you wish to achieve the desired development?