

**Sample Sally
05 Aug 2015**

RESPONDENT

**UNIVERSAL COMPETENCY
FRAMEWORK**

GUIDANCE



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REPORT STRUCTURE

This report presents your competency profile results in the following sections:

1. Guide to Using This Report

- Introduction
- Context

2. Competency Results

- Integrity
- Creativity
- Logical and Analytical
- Interpersonal Skills
- Resilience
- Persuasiveness
- Planning and Organising
- Quality Orientation
- Energy and Drive

DISCLAIMER

When reading this report, it is important to consider the results in light of other relevant data. Previous experience, interests, aptitudes, and motivation as they play a significant part in determining your profile and your particular combination of strengths and areas for development.

This document is confidential and contains sensitive information on your personality preferences. It is entrusted to you on the understanding that it will be kept secure, that it will not be disclosed to any unauthorised person and that copies of this material will not be made without our agreement.



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.

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 your personal development. It can be used as a starting point to explore possible development needs and produce a development strategy.

CONTEXT

This report provides a summary of your profile results. The results are to be used for your own professional development only.

Psychological assessments provide valuable **additional** information often not available through other processes. We strongly recommend you use the information provided in this report to **support, not replace, other sources of developmental information** that are available to you. Where possible, **this information should be verified through one-to-one discussion and feedback.**



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 your preferences within a framework familiar to most HR professionals and trainers.

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.



INTEGRITY

INTEGRITY

A Commitment to following organisational rules

Profile Description

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

Development Recommendations

- While your profile indicates there isn't a strong need for training in this area, you may benefit from routine training aimed at familiarising yourself with the organisation's rules, regulations and procedures.

B Desire to conform to established principles of right and wrong

Profile Description

- Your results indicate you are very respectful of authority and are inclined to conform to established principles of right and wrong. As a result, you 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 your profile indicates there isn't a strong need for training in this area, routine induction to familiarise yourself with the organisation's values, culture and ethics may be of some benefit to you.

C Ownership and responsibility for own mistakes or errors

Profile Description

- Your responses to the questionnaire suggest you are no more suspicious than most and no more threat sensitive than most. Consequently, you should not be unduly reluctant to own up to and take responsibility for your own mistakes or errors.

Development Recommendations

- Work on developing the trust and confidence required to take personal responsibility for your own mistakes despite the possibility of being criticised as a result of owning up to errors you have made.

D Ability to work without close supervision

Profile Description

- While your profile suggests you are fairly group-oriented, your profile also suggests you are likely to be quite motivated to attend to the detailed requirements of tasks. As a result, you would be expected to be able to work independently from others without a great need for supervision.

Development Recommendations

- No specific training or development recommendations could be derived from your profile in this dimension.



CREATIVITY

CREATIVITY

A Preference for seeking new solutions to problems

Profile Description

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

Development Recommendations

- Don't reject new ideas out of hand.
- Remember that ideas should be generated without critically appraising them. Critical appraisal should only be done once all the ideas have been produced.
- You might possibly benefit also from training programmes that develop creative problem solving and the ability to 'think outside of the box'.

B Intuition and motivation to generate many ideas

Profile Description

- Your responses to the questionnaire suggest you are as pragmatic and concrete in your thinking as most and are no more intuitive by nature than most. As a result, you are less likely than many to be naturally drawn towards idea generation.

Development Recommendations

- Remember to remain mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- You may benefit from training programmes that are designed to foster a more intuitive approach to idea generation (i.e. training in lateral thinking, etc.)

C Preference for considering strategic, 'bigger picture' issues

Profile Description

- Your scores suggest that you are quite confident of your ability to tackle complex issues. However, as your scores further indicate you have a slightly stronger preference than many for focussing on detail, you may not be quite as open as some to attending to the 'bigger picture'.

Development Recommendations

- Remember to remain 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 you.

D Adaptability and change-orientation

Profile Description

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

Development Recommendations

- You are likely to benefit from mentoring aimed at helping you value change and openly embrace it.



LOGICAL AND ANALYTICAL

LOGICAL AND ANALYTICAL

A Interest in solving problems and contributing to intellectual debates

Profile Description

- Your profile suggests you are very intellectually orientated and have a very high level of confidence in your ability to quickly understand complex ideas.

Development Recommendations

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

B Preference for approaching problems in a rational and analytical manner

Profile Description

- Your responses to the questionnaire suggest you prefer 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 your strong confidence in your intellectual abilities should enhance your capacity to appreciate logical arguments.

Development Recommendations

- Build on your balanced approach to problem solving; your use of both intuition and logic by developing a logical analysis of why your intuitive judgements are correct.
- Training aimed at promoting a more logical and analytical approach to solving intellectual problems may be of some benefit to you.

C Preference for balancing practical and theoretical approaches to problem solving

Profile Description

- The pattern of results you obtained on the questionnaire indicates you are likely to recognise the value of theoretical approaches while also being aware of the need to 'keep your feet firmly on the ground' and be mindful of practicalities.

Development Recommendations

- Take advantage of your desire to maintain a balance between being open to theoretical approaches to problem solving while at the same time ensuring that solutions are practical and realistic by moderating problem solving discussions.
- Having said this, training in theoretically based approaches to problem solving may be of some benefit to you.



INTERPERSONAL SKILLS

INTERPERSONAL SKILLS

A Interest in establishing rapport with colleagues and clients

Profile Description

- Having a profile which indicates you are warm, sympathetic and are genuinely interested in other people, you are 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 your profile.

B Collaboration with others

Profile Description

- As your results suggest you are very assertive, you may however come across on occasion as being slightly aggressive.

Development Recommendations

- Training and/or mentoring to help you learn how to assert yourself in a more appropriate manner is likely to be of benefit to you.

C Tact and diplomacy

Profile Description

- Your responses to the questionnaire suggest you are unlikely to be overly forthright and plain-speaking or unduly circumspect and diplomatic in your dealings with others.

Development Recommendations

- You may possibly benefit from training and/or mentoring aimed at promoting a more diplomatic interpersonal style.

D Interest in developing trusting relationships with colleagues

Profile Description

- Your pattern of results suggests you have a greater need for company than most and are no more cynical about human nature than most other people. Consequently, you would be expected to develop trusting relationships with your colleagues relatively quickly.

Development Recommendations

- Develop your ability to engage others by taking part in collaborative/team-based approaches to work.



RESILIENCE

RESILIENCE

A Emotional stability

Profile Description

- Your results suggest you are not unduly prone to overreact to situations or suffer mood swings. As a result, your emotions would not be expected to cloud your judgement or adversely affect your performance at work.

Development Recommendations

- Your profile indicates no specific training or development recommendations in this dimension.

B Ability to cope well under pressure

Profile Description

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

Development Recommendations

- You may benefit from training in stress management techniques.
- Set realistic and achievable goals and targets.

C Confidence

Profile Description

- As your results suggest you are as confident and self-assured as most, you are not likely to be unduly threat sensitive. Consequently, you would be expected to be no more prone than most to be upset by critical comments.

Development Recommendations

- Mentoring/coaching aimed at reinforcing your self-confidence might possibly be of some value to you.



PERSUASIVENESS

PERSUASIVENESS

A Social Presence

Profile Description

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

Development Recommendations

- Consider volunteering for tasks or projects that require public speaking.
- Seek opportunities to use your relatively strong social presence to good effect.

B Empathy and support

Profile Description

- Your results suggest you are relatively personable, reasonably affable and possess an interest in other people. Therefore, it would be expected that others would view you as being a relatively good listener. You are likely to be quite supportive of others and reasonably empathic. As such, you would be expected to be quite motivated to support and encourage others, as well as promote their personal development.

Development Recommendations

- Your profile indicates no specific training or development recommendations in this dimension.

C Balanced negotiation style

Profile Description

- As your results suggest you are very competitive, you may come across as being fairly domineering. Your responses further suggest that you may be inclined to hold your ground and not make sufficient concessions to move negotiations forward.

Development Recommendations

- Training in the use of appropriate assertiveness techniques is very likely to be of benefit to you.



PLANNING AND ORGANISING

PLANNING AND ORGANISING

A Desire to be organised and create plans

Profile Description

- Your profile suggests you are fairly organised. As a result, you would be expected to be relatively motivated to plan your work for maximum efficiency. Your results further suggest you are quite likely to prefer to make relatively detailed plans that account for future contingencies, rather than deal with problems as they arise.

Development Recommendations

- Focus on key performance indicators.
- Be mindful of the value of forward planning.

B Effective time management

Profile Description

- Your responses to the questionnaire indicate you are 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

- Your profile indicates no specific training or development recommendations in this dimension.

C Delegation of tasks and responsibilities

Profile Description

- Your results indicate you are as trusting as most and are inclined to set yourself relatively high standards when delegating tasks to others. As a result, you may feel the need to monitor their output relatively closely to ensure their work meets your own standards.

Development Recommendations

- You might possibly find training in delegation skills to be of some benefit to you.
- Remember to be mindful of the importance of delegation for effective time management.



QUALITY ORIENTATION

QUALITY ORIENTATION

A Commitment to producing work of a high standard

Profile Description

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

Development Recommendations

- No specific training or development recommendations could be derived from your profile in this dimension.

B Detail orientation

Profile Description

- Your profile indicates you are relatively methodical and fairly meticulous by nature. As a result, you are likely to be relatively motivated to diligently attend to detail and to check your work quite carefully to ensure it is error-free.

Development Recommendations

- Offer support and assistance in checking others' work to ensure it is error-free.

C Commitment to finishing tasks

Profile Description

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

Development Recommendations

- Your profile indicates no specific training or development recommendations in this dimension.



ENERGY AND DRIVE

ENERGY AND DRIVE

A Ability to cope with setbacks

Profile Description

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

Development Recommendations

- No specific training or development recommendations could be derived from your profile in this dimension.

B Excitement and enthusiasm

Profile Description

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

Development Recommendations

- You may find training in strategies for enthusing and motivating your subordinates to be of some value to you.

C Results orientation

Profile Description

- Your responses to the questionnaire suggest you are very forceful and assertive. As a result, you would be expected to have a strong desire to have your own way and take charge of situations.

Development Recommendations

- Seeks opportunities to show your leadership and initiative.



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?