

Sam Sample | Example Report Date

EXPERT

COMPETENCY DEVELOPMENT REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS



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REPORT STRUCTURE

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DISCLAIMER

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

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 Sam'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 his personal development. It can be used as a starting point to:

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

SUPPLEMENTARY REPORTS

The information gained from this report can be used in conjunction with other supplementary reports. The supplementary reports available for the Competency Focused Personality Assessment are:

Extended Report

The Extended Report is the most comprehensive of the 15FQ+ expert reports. The main narrative is broken down into three major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. Further information is provided on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Influencing Styles and Career Themes. This is followed by a brief summary of potential strengths and development areas. The report also provides an appendix of profile charts which covers the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Behavioural Interview Report

The Behavioural Interview Report is similar to the competency report though also provides interview questions which can be used to probe Sam Sample's tendency to exhibit effective workplace behaviours.

Emotional Intelligence Report

This report investigates respondents' Emotional Intelligence (EI) in terms of the conceptual framework proposed by Sam Goleman and his colleagues. This framework defines EI as a set of personal and inter-personal competencies that can be refined and developed through mentoring, coaching and training.

Derailer Report

The Derailer Report describes respondents' results in terms of a series of dysfunctional behaviours that can present challenges for organisations in a variety of work settings. The report can be used to identify potential challenges which may impair an individual's performance, facilitate personal development or facilitate behavioural interviews in order to inform and support selection decisions.



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, Sam's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his 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.

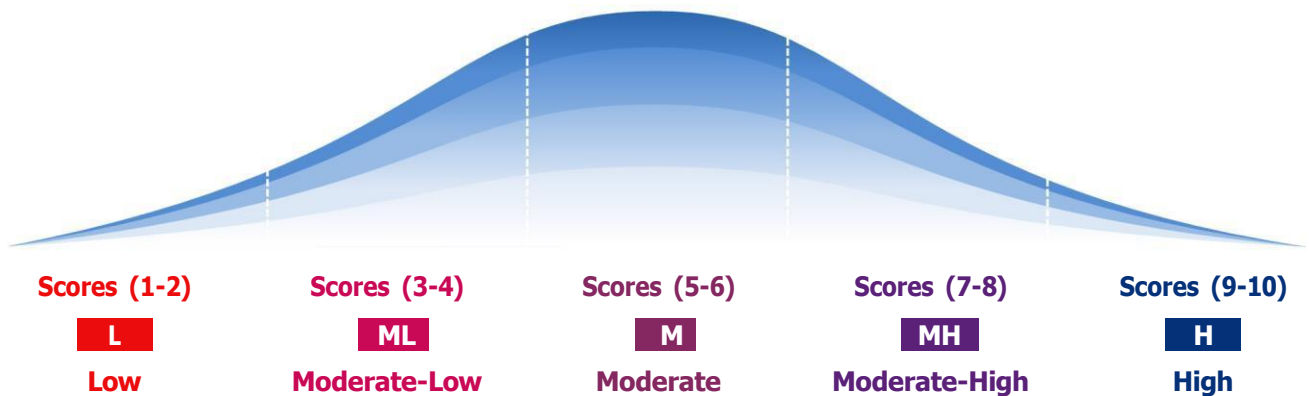
Energy and Drive - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated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



RESULTS SCALE

A reference group is used to evaluate Sam’s results and determine his tendency to exhibit effective workplace behaviours compared to others. His 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.



REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	NZ Respondents	19633

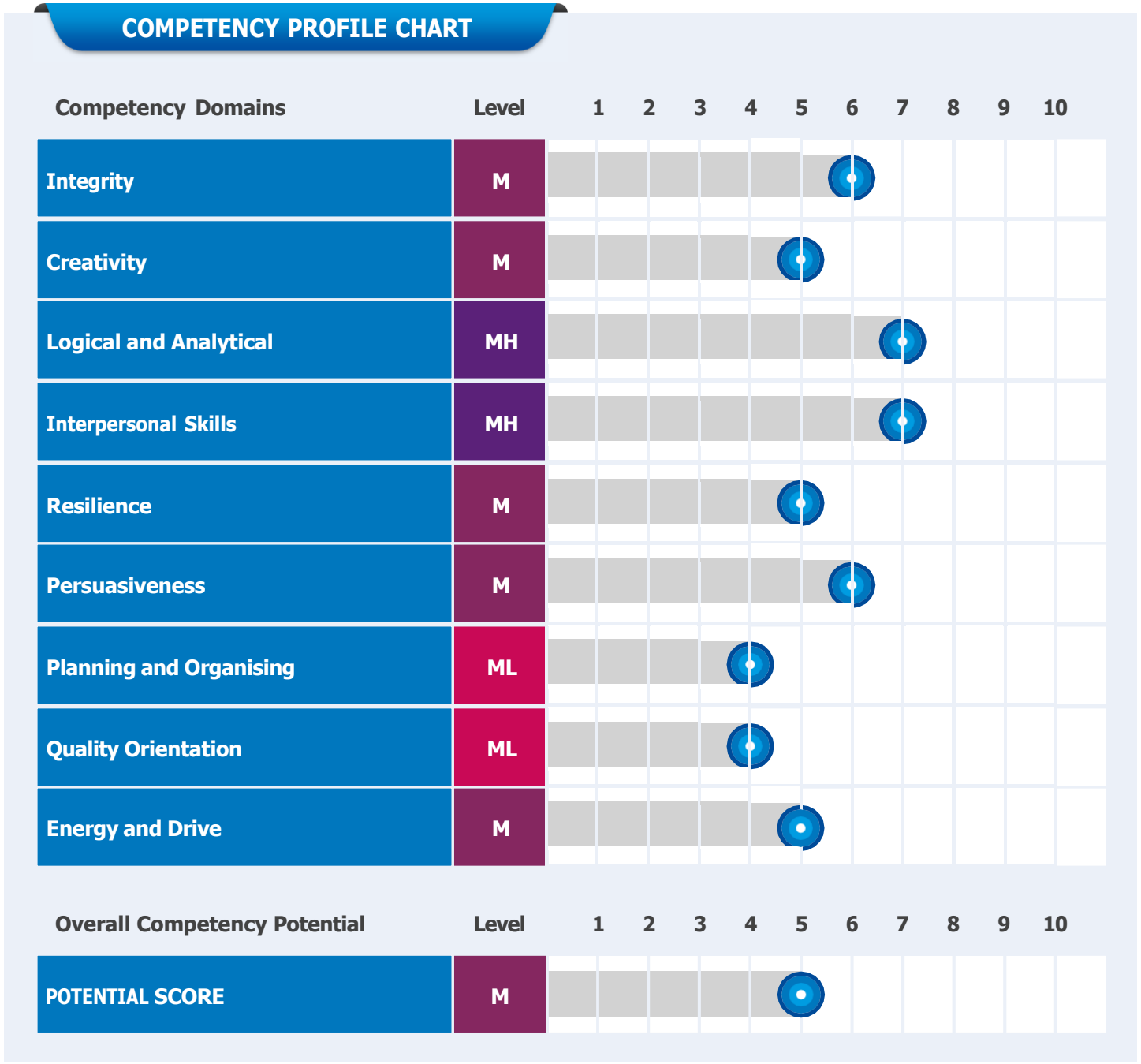
RESPONSE STYLE

The 15FQ+ 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 Sam Sample has responded to the questionnaire in an open and honest manner.

COMPETENCY PROFILE

The overall competency potential score estimates Sam’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 Sam's responses to the questionnaire. Further details are available in the Development Planning Section.

POTENTIAL STRENGTHS

Level	Competency	Behavioural Dimension
MH	Integrity	Desire to conform to established principles of right and wrong
H	Integrity	Ownership and responsibility for own mistakes or errors
MH	Logical and Analytical	Preference for approaching problems in a rational and analytical manner
MH	Logical and Analytical	Preference for balancing practical and theoretical approaches to problem solving
MH	Interpersonal Skills	Tact and diplomacy
H	Interpersonal Skills	Interest in developing trusting relationships with colleagues
MH	Resilience	Confidence
MH	Persuasiveness	Balanced negotiation style
MH	Energy and Drive	Excitement and enthusiasm

POTENTIAL AREAS FOR DEVELOPMENT

Level	Competency	Behavioural Dimension
ML	Integrity	Commitment to following organisational rules
L	Integrity	Ability to work without close supervision
L	Creativity	Intuition and motivation to generate many ideas
ML	Resilience	Emotional stability
ML	Resilience	Ability to cope well under pressure
ML	Planning and Organising	Desire to be organised and create plans
ML	Planning and Organising	Effective time management
ML	Planning and Organising	Delegation of tasks and responsibilities
ML	Quality Orientation	Commitment to producing work of a high standard
ML	Quality Orientation	Detail orientation
ML	Energy and Drive	Ability to cope with setbacks
ML	Energy and Drive	Results orientation

INTEGRITY

M INTEGRITY

ML Commitment to following organisational rules

Profile Description

- Having a profile that suggests he is spontaneous and flexible in his attitude and approach towards work, Sam is not likely to feel strongly bound to rigidly adhere to organisational rules, regulations and procedures.

Development Recommendations

- Training aimed at facilitating Sam's understanding of, and adherence to, the organisation's rules regulations and procedures may well be of benefit to him.
- Monitor Sam's adherence to the organisation's rules, regulations and procedures fairly closely. Ensure he understands why it is important to adhere to these and reward/reinforce his compliance with them.

MH Desire to conform to established principles of right and wrong

Profile Description

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

Development Recommendations

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

H Ownership and responsibility for own mistakes or errors

Profile Description

- Sam's responses to the questionnaire suggest he is not in the least suspicious and is not at all threat sensitive. Consequently, Sam should generally be quite happy to own up to and take responsibility for his own mistakes or errors.

Development Recommendations

- While this has not been identified as an area for development, it is often good practice to promote a work environment that facilitates staff members taking personal responsibility for their own mistakes and errors.

L Ability to work without close supervision

Profile Description

- As his profile suggests he is rather lacking in self-sufficiency and is somewhat inclined not to diligently attend to the detailed requirements of tasks, Sam may require closer supervision than many to ensure he completes work on time and to the required standard.

Development Recommendations

- If Sam is required to work independently of others, provide him with supervision to ensure that he attends to the detailed requirements of the task he is working on.



CREATIVITY

M CREATIVITY

M Preference for seeking new solutions to problems

Profile Description

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

Development Recommendations

- Encourage Sam to be open to new ideas.
- Set a clear agenda for brainstorming sessions. Remind Sam 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 Sam's ideas separately from evaluating their quality and practicality.
- Sam might possibly benefit also from training programmes that develop creative problem solving and the ability to 'think outside of the box'.

L Intuition and motivation to generate many ideas

Profile Description

- Sam's responses to the questionnaire suggest he is as pragmatic in his thinking as most and is not intuitive by nature. As a result, he is not likely to be naturally drawn towards idea generation. Tending to take as pragmatic an approach to issues as most, others may view him as being ever so slightly lacking in imagination.

Development Recommendations

- Ensure Sam remains mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- Actively promote the use of intuition as a valued tool for solving problems.
- Sam is very likely to benefit from training programmes that are designed to foster an intuitive approach to idea generation (i.e. training in lateral thinking, etc.)

M Preference for considering strategic, 'bigger picture' issues

Profile Description

- As the pattern of scores he obtained suggests he is slightly more flexible than most, it is not expected that Sam would focus on details to such an extent as to lose sight of the 'bigger picture'. In addition to this, his profile further indicates that he should be as confident as most of his ability to tackle complex strategic issues.

Development Recommendations

- Ensure Sam does not become so focused on the 'bigger picture' that he does not pay sufficient attention to detail.

M Adaptability and change-orientation

Profile Description

- Having obtained results which suggest he is no more or less rigid than most, Sam would be expected to be as open as most to change and is unlikely to experience great difficulty adjusting to new working practices and procedures.

Development Recommendations

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



LOGICAL AND ANALYTICAL

MH LOGICAL AND ANALYTICAL

M Interest in solving problems and contributing to intellectual debates

Profile Description

- Sam's profile suggests he is as intellectually orientated as most and has an average level of confidence in his ability to understand complex ideas. As such, he would be expected to contribute as actively as most people to intellectual debates and discussions.

Development Recommendations

- Sam may benefit from mentoring aimed at increasing his confidence in his own intellectual abilities.
- Support Sam's confidence in his own intellectual abilities by actively acknowledging the value of the contributions he makes to debates and discussions.

MH Preference for approaching problems in a rational and analytical manner

Profile Description

- Sam's responses to the questionnaire suggest he is very tough-minded and unsentimental, and is likely to prefer to approach problems in a very rational and analytical manner rather than an intuitive one.

Development Recommendations

- Encourage Sam to be open to considering intuitive approaches to problem solving.

MH Preference for balancing practical and theoretical approaches to problem solving

Profile Description

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

Development Recommendations

- Value Sam'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 Sam.



INTERPERSONAL SKILLS

MH INTERPERSONAL SKILLS

M Interest in establishing rapport with colleagues and clients

Profile Description

- Having a profile which indicates he is as warm and sympathetic as most people, Sam is not likely to experience undue difficulty establishing rapport with colleagues and/or clients.

Development Recommendations

- Sam may possibly benefit from training aimed at further developing his awareness and concern for others' feelings and emotions.
- Promote an environment that encourages staff to support each other.

M Collaboration with others

Profile Description

- While Sam's results suggest he may not be as assertive as some, he is not expected to experience particular difficulty pressing uncooperative colleagues into action when this is called for.

Development Recommendations

- Sam may well benefit from assertion skills training.

MH Tact and diplomacy

Profile Description

- Sam's responses to the questionnaire indicate he is likely to be relatively attuned to the nuances of interpersonal relationships. As a consequence, he would be expected to tend to relate to people in a relatively diplomatic and tactful manner. Having a profile which indicates he has a fair degree of sensitivity to social norms and expectations, he should generally be fairly keen to smooth over difficult interpersonal situations.

Development Recommendations

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

H Interest in developing trusting relationships with colleagues

Profile Description

- Sam's pattern of results suggests he has a much greater need for company than most and is inclined to be quite trusting of others. Consequently, he would be expected to develop trusting relationships with his colleagues quite quickly.

Development Recommendations

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



RESILIENCE

M RESILIENCE

ML Emotional stability

Profile Description

- Sam's results indicate he is a little more likely than most to be prone to unpredictable mood swings that may adversely affect his performance at work or have a negative impact on those around him.

Development Recommendations

- Sam may well find training in positive thinking techniques to be of some benefit to him.
- Encourage Sam to see the positives in challenging situations.
- If Sam is upset about something, try to understand the situation from his perspective.

ML Ability to cope well under pressure

Profile Description

- Sam's profile indicates he is likely to have average levels of frustration tolerance. Consequently, he would generally be expected to cope relatively well with stress, though being relatively prone to mood swings, he might be expected to experience more difficulty than some managing his emotional reactions to situations.

Development Recommendations

- Ensure the goals and targets that are set for Sam are realistic and achievable.
- Structure the working environment to make it as stress free as possible.

MH Confidence

Profile Description

- Sam's results suggest he is confident and self-assured. Consequently, he would be expected to be fairly happy to accept feedback as long as it is presented in a fairly constructive manner.

Development Recommendations

- Offer feedback in a constructive, non-judgmental way.
- Remember to offer praise when praise is due.



PERSUASIVENESS

M PERSUASIVENESS

M Social Presence

Profile Description

- Having obtained a pattern of scores that suggests he is no more or less inclined than most to feel anxious in social settings and has average levels of social boldness, Sam is likely to have as strong a social presence as most. His scores further indicate he is likely to feel relatively comfortable speaking in front of groups even if he does not know them that well. As a result, he should be capable of being as persuasive a speaker as most people should he be required to take on such roles.

Development Recommendations

- Sam may find training in presentation skills to be of some value to him.
- Depending upon the role demands of his job, Sam may find training in sales techniques to be of some benefit.
- Offer praise when he takes the initiative in social situations.
- Acknowledge that he may need some encouragement to engage in roles that require a high level of face-to-face contact with people he does not know.

M Empathy and support

Profile Description

- Sam's results indicate he has average levels of empathy and warmth; with others being unlikely to view him as being overly cool, distant or aloof. Therefore, it would be expected that people would view him as being as good a listener as most. While he is unlikely to be naturally drawn to roles that require supporting others, encouraging them and promoting their personal development, he should be capable of being at least as effective as most people in such roles.

Development Recommendations

- Sam might possibly benefit from training aimed at deepening his understanding of others' goals and motives. (i.e. training to promote his emotional intelligence).
- Remember to offer praise when he successfully builds rapport with colleagues and clients.

MH Balanced negotiation style

Profile Description

- As his results suggest he is slightly lacking in assertion, he might be expected to experience slight difficulty pressing uncooperative colleagues into action. Having said this, his effectiveness as a negotiator is likely to be supported by his diplomatic and restrained nature, which should enable him to pick up on the subtle nuances of situations and adapt accordingly.

Development Recommendations

- Assertiveness training may be of some benefit to Sam.
- He may also benefit from coaching/mentoring aimed at encouraging him to use the assertiveness skills he has learnt.
- Support assertive behaviour.
- Offer Sam encouragement/praise when he asserts himself.



PLANNING AND ORGANISING

ML PLANNING AND ORGANISING

ML Desire to be organised and create plans

Profile Description

- Sam's profile suggests he is not highly organised by nature. As a result, he would be expected to have a preference for dealing with problems as they arise. His results further suggest he may at times leave things to the last moment. As a result, he might experience a little difficulty meeting tight schedules and deadlines.

Development Recommendations

- Set Sam clear targets and goals.
- Ensure he stays mindful of the importance of forward planning to achieving targets.
- Remember to offer praise when Sam meets the targets he has been set.

ML Effective time management

Profile Description

- Sam's responses to the questionnaire indicate he is likely to be a little less meticulous than many. Consequently, he may be inclined to give a slightly lower than average level of priority to time management issues.

Development Recommendations

- Training in time management skills may benefit Sam.

ML Delegation of tasks and responsibilities

Profile Description

- Sam's results indicate he is quite trusting. As a result, he would be expected to be happy to delegate work to others. However, his profile also suggests he may be prone to set himself slightly less exacting standards than many and may not monitor his colleagues' quality of work as closely as may be required.

Development Recommendations

- Sam is likely to benefit from training in goal setting.
- Lead by example, modelling appropriate delegation skills.
- Ensure Sam monitors the quality of work produced by colleagues he has delegated tasks to.



QUALITY ORIENTATION

ML QUALITY ORIENTATION

ML Commitment to producing work of a high standard

Profile Description

- Having obtained a pattern of results that suggests he is relatively unstructured by nature and is not unduly disposed to approach tasks in a highly systemic and well-organised manner, Sam is likely to be less committed to meeting agreed quality standards than some.

Development Recommendations

- Set Sam quality standards that are fairly clear.
- Ensure he stays mindful of the importance of meeting these standards and offer praise when he does.
- Remember to monitor Sam's work to ensure that he is able to meet the set standards of quality.

ML Detail orientation

Profile Description

- Sam's profile further suggests he is little less methodical and meticulous than some. As a result, he would not be expected to be highly motivated to attend to the detailed requirements of tasks.

Development Recommendations

- Sam may well benefit from training in techniques aimed at improving his attention to detail.

M Commitment to finishing tasks

Profile Description

- The results he obtained on the questionnaire suggest Sam is likely to be slightly less attentive to detail than most. As a result, he might experience some difficulty persevering with tasks that are quite boring or repetitive. However, his scores also indicate that he has a relatively strong sense of duty. Consequently, he is likely to be fairly committed to finishing most tasks he has started.

Development Recommendations

- Seek ways of making the work more interesting and stimulating to employees by offering job rotation programmes or creating self-directed teams.
- Value Sam's diligence and perseverance.



ENERGY AND DRIVE

M ENERGY AND DRIVE

ML Ability to cope with setbacks

Profile Description

- The pattern of results Sam obtained on the questionnaire suggests he may be slightly prone to feelings of despondency if things go wrong. Consequently, he might be expected to experience a little difficulty maintaining his levels of energy when faced with setbacks and challenges.

Development Recommendations

- Sam may well find training in problem solving techniques to be of some benefit in helping him maintain his levels of energy and drive when confronted by setbacks.
- Offer support and encouragement when he is faced with setbacks and challenges.
- Try to focus on Sam's successes rather than on any weaknesses or limitations.

MH Excitement and enthusiasm

Profile Description

- Having a profile that indicates he is reasonably active and participative, Sam is likely to enthuse others with his slightly high level of enthusiasm. Moreover, as he is likely to be relatively lively and animated, he would be expected to be motivated to seek out excitement and stimulation. However, he might be prone to become bored relatively quickly if there is not enough activity to maintain his interest and attention.

Development Recommendations

- Try to make good use of his tendency to motivate and enthuse those around him.
- Ensure he has sufficient variety and change to maintain his interest.

ML Results orientation

Profile Description

- Sam's responses to the questionnaire indicate he is likely to be relatively accommodating and that he has a slight preference to avoid confrontation. As a result, he may experience a little difficulty if he is required to push others into action. Sam's profile further suggests he may be a little inclined to let others take the lead. As a result, his more assertive colleagues may at times view him as being slightly lacking in initiative.

Development Recommendations

- Sam may well find training in leadership skills to be of benefit to him.
- Offer praise if Sam takes the lead and shows initiative.
- Be careful not to undermine him if he tries to push for action.



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of his profile. Before working with Sam Sample on his development plan, please ensure that you refer to his 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 Sam'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 Sam before discussing the results with him. Use the following questions to gauge his 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 Sam which areas he 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	Sam Sample
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	Commitment to following organisational rules. Ability to work without close supervision.	<input type="checkbox"/>	<input type="checkbox"/>
Creativity	Intuition and motivation to generate many ideas.	<input type="checkbox"/>	<input type="checkbox"/>
Logical and Analytical		<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills		<input type="checkbox"/>	<input type="checkbox"/>
Resilience	Emotional stability. Ability to cope well under pressure.	<input type="checkbox"/>	<input type="checkbox"/>
Persuasiveness		<input type="checkbox"/>	<input type="checkbox"/>
Planning and Organising	Desire to be organised and create plans. Effective time management. Delegation of tasks and responsibilities.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Quality Orientation	Commitment to producing work of a high standard. Detail orientation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Energy and Drive	Ability to cope with setbacks. Results orientation.	<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 Sam'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 Sam'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?