



## Development Action Planner

Miss Competency Sample

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## Introduction

You have recently completed a self-report personality questionnaire in order to provide a framework for discussing your possible strengths and development needs against sixteen core competencies that are essential for managers in the modern business environment. The instrument that you completed is described below:

### **Occupational Personality Questionnaire, OPQ32**

This questionnaire describes preferences and attitudes in relation to thirty-two different aspects of working life. It is not a test, and is primarily concerned with your preferences and personal style in the workplace. The questionnaire provides a profile of your personality by making comparisons with a group of managers and professionals from across the world of work.

The questionnaire is not infallible and, as with all self-report questionnaires, its accuracy depends on the honesty and frankness with which you completed it.

This report summarizes the way that you have described your typical style at work under sixteen management competency headings. It gives an indication of your possible strengths in each area and also makes suggestions for development activities, based upon the information gained from the questionnaire.

Not intended to be definitive, the output contained within this report should be seen as a starting point for discussing relevant development plans. Maximum benefit will be gained from this report if you ensure that you have the opportunity to discuss the importance of each of the competencies to your current and future positions within your organization, and to then identify the most appropriate development action plan for you in the future.

## Summary of Overall Competency Ratings

Area	Competency	Implications for Development
Managerial Qualities	Leadership	MODERATE STRENGTH
	Planning & Organizing	MODERATE STRENGTH
	Quality Orientation	CLEAR STRENGTH
	Persuasiveness	MODERATE STRENGTH
Professional Qualities	Specialist Knowledge	POTENTIAL DEVELOPMENT NEED
	Problem Solving & Analysis	POTENTIAL DEVELOPMENT NEED
	Oral Communication	MODERATE STRENGTH
	Written Communication	POTENTIAL DEVELOPMENT NEED
Entrepreneurial Qualities	Commercial Awareness	POTENTIAL DEVELOPMENT NEED
	Creativity & Innovation	POTENTIAL DEVELOPMENT NEED
	Action Orientation	POTENTIAL DEVELOPMENT NEED
	Strategic Awareness	POTENTIAL DEVELOPMENT NEED
Personal Qualities	Interpersonal Sensitivity	CLEAR STRENGTH
	Flexibility	MODERATE STRENGTH
	Resilience	CLEAR STRENGTH
	Personal Motivation	POTENTIAL DEVELOPMENT NEED

## Key to Competency Rating Symbols

The following symbols are used from Page 4 onwards in this Development Action Planner to indicate the following:

- ■ ■ = Point indicating clear area of strength
- ■ = Point indicating moderate area of strength
- = Point indicating potential development need

## Leadership

MODERATE STRENGTH

### Motivates and empowers others in order to reach organizational goals.

- ■ You are likely to be moderately influential and persuasive towards others.
- You are not especially interested in taking charge or controlling others.
- ■ You adopt a reasonably democratic approach and are likely to provide the team with some involvement in decision making.
- ■ You are as outgoing as most people and are likely to maintain a reasonably high profile that should help you when trying to motivate or lead others.

### Possible development activities for further discussion:

- Try to identify recent examples of when you have needed to encourage or persuade others to work towards a particular goal. Ask them how you came across and how you could have had even more impact in terms of influencing and encouraging them.
- Ask your team or line reports for feedback regarding how clear they are about understanding their goals and objectives. What do you think you could do to be more effective at providing them with a clear sense of direction?
- Get feedback from colleagues about how much they feel you have consulted them when making decisions in the past. Identify an upcoming issue and make a real effort to consult and consider views from a wider range of people than you would usually.
- Establish the habit of critically reviewing the impact that you have had after any business or team meeting. Try to identify ways to increase your visibility and raise your profile further and put these into practice in the future.

## Planning & Organizing

MODERATE STRENGTH

**Organizes and schedules events, activities and resources. Sets up and monitors timescales and plans.**

■ Your preference for dealing with matters as they arise suggests that you are unlikely to establish clear goals and priorities at the start of a project or task.

■■■ You describe yourself as someone who is quite comfortable paying attention to detail when planning.

■ Your responses suggest that you may not always spot potential difficulties when planning your work and this may mean that some projects do not turn out as you had hoped.

■■■ You view deadlines and timescales as very important and are likely to make a considerable effort to make sure that they are met.

### **Possible development activities for further discussion:**

- Consider how you set goals for others and communicate priorities. Take time at the end of planning meetings to review priorities and make sure that others clearly understand your expectations of them.
- The next time you are planning a project or piece of work, allow time to carry out a thorough and critical review of all potential difficulties. Also think about how you could take steps to stop these difficulties from occurring in future plans.

## Quality Orientation

CLEAR STRENGTH

**Shows awareness of goals and standards. Follows through to ensure that quality and productivity standards are met.**

■■■ You have a strong preference for rules and regulations and so are especially likely to follow quality procedures.

■ You describe yourself as someone who may not always evaluate work against standards.

■■■ You like to take a methodical approach to your work and it is likely that you will pay attention to the details when reviewing your outputs.

■■■ Your ability to deliver high quality work is likely to be supported by your strong emphasis on meeting project deadlines and fulfilling commitments.

**This appears to be an area of relative strength for you. Review the points highlighted above and continue to develop your potential here. You may also find it useful to consider the extent to which your current and future roles allow you to demonstrate your possible competence in this area.**

## Persuasiveness

MODERATE STRENGTH

**Influences, convinces or impresses others in a way that results in acceptance, agreement or behavior change.**

■■ You are prepared to take a moderately persuasive and influential stance and are likely to feel as comfortable as most when trying to negotiate or convince others.

■ You do not have strong opinions about work matters and are more likely than most to follow the consensus rather than stick to your own views in the face of opposition.

■■■ You feel quite self-assured and should therefore be able to present ideas and arguments with a good degree of confidence and persuasion.

■■ You are a reasonably outgoing and sociable individual who will be as visible as most within a group. This is likely to support any attempt that you may make to try to influence or convince others.

### **Possible development activities for further discussion:**

- Identify one or more situations where you feel that you would like to be more influential or persuasive. Identify strategies for increasing this and then put these into practice. Review your success and ask for feedback wherever possible.
- Ask someone who works closely with you to help identify an issue where you have tended to go along with the majority view too easily. Spend some time thinking through how your own views may have differed and how you might try to take a more independent stance in the future.
- When in meetings and negotiations pay attention to how much impact individuals have and how this relates to the number and visibility of their inputs. Try to increase your contribution in a way that is not only relevant and useful, but also raises your profile generally in the group.

## Specialist Knowledge

POTENTIAL DEVELOPMENT NEED

### Understands technical or professional aspects of work and continually maintains technical knowledge.

- You have a strong preference for thinking in concrete terms and it is unlikely that you will be attracted to maintaining your specialist knowledge through highly formalized or conceptual learning processes.
- Your slight tendency to accept things at face value rather than to probe or question information may occasionally reduce the extent to which you are prepared to challenge accepted knowledge in your area.
- Your slight dislike of numbers and statistics may make you feel less comfortable when dealing with any technical or specialist aspects of your field that require this focus.
- Your strong preference for following the consensus may limit the extent to which you seek out information on new approaches or thinking in your field.

### Possible development activities for further discussion:

- If your specialist or technical area tends to involve a lot of theory or more abstract thinking, try not to shy away from this. Instead, ask others to take time to talk this through with you so that you can appreciate the relevance in practical terms to your area.
- Identify any areas of current or future technical/specialist knowledge which you feel may be key to success in your job. Push yourself to challenge the accepted knowledge in the area. Gather more than one viewpoint in order to encourage a more probing approach rather than simply accepting existing practice.
- If your area of specialist knowledge requires you to deal with data and statistics try to set aside time to develop these skills. Identify a friend or colleague who is prepared to take time out to work through this with you and schedule regular times to work on this so that your skills continue to increase.
- Discuss with others what they consider to have been the most significant developments in your field recently and how they became aware of it. Look for particular sources of information they used and note them for your own use in the future.

**Analyzes issues and breaks them down into their component parts. Makes systematic and rational judgments based on relevant information.**

- You will question information presented to you to a certain extent, but occasionally may not analyze it in sufficient depth.
- Your very strong preference for tackling problems in a concrete or practical way may mean that you do not always grasp the subtle implications of issues or options.
- You have a slight tendency to shy away from numerical or statistical analyses, preferring to consider problems from a more intuitive perspective.
- The way you analyze and solve problems is likely to benefit from you taking a significantly more flexible approach in which you consider a wider range of possible alternatives.

### **Possible development activities for further discussion:**

- Think back to a problem or issue that you have dealt with in the past where you later found out that you should have challenged or probed available information in more depth. Review the consequences of this and then think about changes you can make to critically evaluate current and future projects. Try to look at an issue from all levels to prevent the problem from happening again.
- When you next consider a problem or issue, spend some time thinking about all of the related areas of the organization that it may impact. Ask others to talk you through the merits of using more formal models for analysis and try these out the next time you conduct your own analysis.
- Before you undertake an analysis of a problem, stop and think about whether you have sufficient information to make a logical rather than purely intuitive decision. What are the possible sources of factual information and data that should influence your analysis? Make sure that factual information and data are collected and taken fully into account.
- The next time you are solving a problem take time to brainstorm all the different ways you could approach the issue before settling on an option to pursue. Make sure that you take the time to consider the merits and limitations of various options.

### **Speaks clearly, fluently and in a compelling manner to both individuals and groups.**

■■■ You feel at ease when speaking to people for the first time and you are likely to come across as quite confident when speaking to others in formal situations.

■■ When speaking to others you are likely to try to influence the listener and gain their agreement or acceptance.

■ You see yourself as being as outgoing as most people and you are likely to communicate in a reasonably lively and sociable manner.

■ You tend to behave consistently with a range of different people and may not adapt your communication style to suit your audience.

### **Possible development activities for further discussion:**

- Identify a situation in the future when your oral communication will need to be especially compelling or persuasive. Prepare your arguments well in advance and then arrange for someone you trust to listen to you present these. Ask for feedback on both your choice of words and the way in which you express yourself.
- Review how your level and style of contributions in formal and informal work meetings compares with others. Consider ways of raising your profile in these situations so that you come across as more lively and engaging in your communication.
- When speaking to others, pay attention to their style and reactions and make every attempt to adapt your style to suit theirs. Make an effort to interact with different people both within and outside of the organization, try to consciously identify the different styles that they adopt and to practice adapting your style to fit in with theirs.

## Written Communication

POTENTIAL DEVELOPMENT NEED

**Writes in a clear and concise manner using appropriate grammar, style and language for the reader.**

- When including information in written documents, you may occasionally find that you have not examined it sufficiently for accuracy and relevance.
- Your responses strongly suggest that your written communication may benefit from you working to develop the underlying themes more completely and thinking through the best way to package the message.

### **Possible development activities for further discussion:**

- When you next produce an important written document or report, take time out to highlight all of the factual information that you have included. Is this sufficient and how confident are you of the accuracy and relevance of the information? Make sure that you have checked and cross referenced your sources and fully probed all information before distributing your document.
- When producing a report, consider identifying all those potentially affected or concerned with the content to make sure that you take a broad enough view of your topic. When you have drafted your document, ask for feedback from someone who you know has an effective written communication style and make changes in line with their suggestions.

### **Understands and applies commercial and financial principles. Views issues in terms of costs, profits, markets and added value.**

- Your preference for cooperation rather than competition may suggest that you lack a strong competitive 'edge' in business situations.
- You describe yourself as someone with a strong preference for setting achievable rather than highly ambitious targets. This may have a negative impact on your enthusiasm and drive when working towards demanding business goals.
- You see yourself as moderately influential and are likely to be reasonably comfortable in sales or negotiation situations.
- You are sympathetic and supportive of others but not to the detriment of appreciating the commercial aspects of issues.

### **Possible development activities for further discussion:**

- Prepare a brief report or presentation for your manager or team about the products and strategy of the organization's strongest rival. What could your company do to win business from them and what role can your department play in bringing this about?
- Take time to discuss with a mentor or trusted friend the extent to which you find the organization's goals conflict with your own choice of targets. Examine the impact that this has on your levels of enthusiasm and then discuss how you can best find a balance between what you want to achieve and what the organization needs to achieve in order to be successful.
- If you need to play a role in the organization's sales or negotiation processes, look for as many opportunities as possible to try out different styles of influencing. You may find it helpful to shadow others who are especially effective in these kinds of roles to gain further ideas and tips.
- When dealing with a business issue that others find emotional, separate the people aspects from the facts of the problem to be solved. Address the issue by looking for common interests rather than focusing on specific people and their concerns.

**Creates new and imaginative approaches to work related issues. Identifies fresh approaches and shows a willingness to question traditional assumptions.**

■ ■ You see yourself as reasonably creative and you appear to enjoy generating ideas and solutions as much as most people.

■ You express a preference for more conventional approaches and are likely to prefer the tried and tested rather than to pioneer a fresh approach.

■ You have a very strong preference for not challenging existing rules and regulations when implementing new ideas and approaches.

■ You are very likely to concentrate too much on what is concrete and straightforward rather than focus on more conceptual or subtle options.

### **Possible development activities for further discussion:**

- Identify someone you know who is particularly good at coming up with ideas. Talk to them about how they do this and see if they can give you any tips to help you become more creative.
- Work with your manager or your team to specify an aspect or system of your department's working that would benefit from some improvement. Brainstorm alternative approaches and try to be as lateral and imaginative as possible before evaluating these alternatives to find the most effective solution.
- Monitor when your natural preference for existing rules and systems may prevent you from implementing new and imaginative ideas. Recognize that you may need to become less constrained in order to be more effective in leading or guiding the implementation process.
- Next time you are discussing a new approach or a suggestion for change, try to view the situation in broader, more conceptual terms, rather than just the immediate practical issues that you may naturally think about. In particular, try to consider some of the more subtle implications that this new approach may have on related departments and systems.

### **Demonstrates a readiness to make decisions, take the initiative and originate action.**

- You are likely to make decisions somewhat slower than most people which could occasionally cause you to miss out on certain opportunities at work.
- You generally like to take things at a fairly steady pace. Consequently, you may feel more comfortable dealing with a fairly consistent workload.
- You have a strong preference for setting easily achievable targets and this may mean that you avoid undertaking complex or difficult tasks.
- You like to pay quite a high degree of attention to detail which may delay you taking immediate action on an item or issue.

### **Possible development activities for further discussion:**

- Focus on a decision that you are avoiding or are being slow in taking. What would be the advantages and benefits of making that decision? Now think of a decision that you will be called upon to make and review the consequences of not making the decision. Consider what you could do to speed up your decision making while still feeling reasonably comfortable with committing to an outcome.
- Try scheduling your work activities each day. Set yourself deadlines for when tasks need to be completed. As time passes, shorten these deadlines slightly, so that you increase the speed at which you work (when doing this do not allow the quality of your work to be compromised). Then, if at the end of the day you find that you have some spare time, offer to help your colleagues complete their tasks.
- Recognize your preference for achievable targets. When you are next faced with a difficult or complex problem, do not shy away from it but break the task down into smaller pieces and commit yourself to doing it a piece at a time.
- Review some courses of action that you delayed initiating. Are you pondering too long over the finer details? Could you have been more effective if you had been prepared to take a broader view of the information available?

### **Demonstrates a broad-based view of issues, events and activities and a perception of their longer-term impact or wider implications.**

- Your tendency for thinking more in the immediate or short-term may mean that you fail to focus on the longer-term implications of issues and events.
- You like to pay a fair amount of attention to detail and this may sometimes act as a distraction when you are trying to take a broad overview of issues.
- You describe yourself as someone who is very unlikely to explore the concepts and models underpinning organizational strategy.
- You describe yourself as not setting very ambitious personal targets. This may consequently reduce your impact upon the long-term goals of the organization.

### **Possible development activities for further discussion:**

- Prepare a brief report or presentation for your colleagues on the key issues facing your department or organization. Make sure that you think to the future in your preparations, so that you can focus more on the long-term rather than the short-term implications of these issues.
- Volunteer to write brief, executive overview type summaries of some of the issues affecting your area of the business. Discipline yourself to focus only on the key themes and ask for feedback on the extent to which you succeed in doing this, without including unnecessary detail.
- Review a current or recent strategic issue facing your organization with someone you know who enjoys working with conceptual models. Ask them how a model would help to frame strategic options and identify choices for strategic action.
- Consider the extent to which your own personal targets are in keeping with the strategic direction of the organization. Try to align those targets that are important to you, with those within the organization that impact upon longer-term, as well as shorter-term, organizational success.

## Interpersonal Sensitivity

CLEAR STRENGTH

**Interacts with others in a sensitive and effective way. Respects and works well with others.**

■■ You are as empathetic as most people and will make some effort to develop close relationships with others in the workplace.

■■ When working with others, you are likely to spend a fair amount of time consulting with them and will generally come across as quite sensitive and aware of their views.

■■■ You have a very strong tendency to hold back from disagreeing and are not very unlikely to openly criticize others.

■■■ You will probably value cross-functional cooperation and mutual success over just simply success for yourself.

**This appears to be an area of relative strength for you. Review the points highlighted above and continue to develop your potential here. You may also find it useful to consider the extent to which your current and future roles allow you to demonstrate your possible competence in this area.**

## Flexibility

MODERATE STRENGTH

### Successfully adapts to changing demands and conditions.

- You express a slight preference for routine and you may find change somewhat disruptive.
- You see yourself as behaving consistently across a range of situations and therefore may not adapt your style sufficiently to suit the demands of changing circumstances.
- You are more likely than most to appreciate issues from an organizational perspective and will accept change when the objectives for change are clear.
- You are more likely than most to see the positive in change and the possibilities that change offers you.

### Possible development activities for further discussion:

- Make a list of all of the changes that you have experienced in your role in the past two to three years. Then note which of these changes you found to be positive and which were more difficult or threatening. Gain an understanding of your own personal reactions to change and make an effort to focus more upon the positive aspects of change in the future.
- Ask your manager to give you feedback on how you have reacted to change and different circumstances in the past. In particular, how could you have demonstrated a more adaptable style to suit the changing situation? Listen carefully to your manager's feedback and develop a clear action plan for how you will tackle future situations that require adaptation on your part.

## Resilience

CLEAR STRENGTH

**Maintains effective work behavior in the face of setbacks or pressure. Remains calm, stable and in control of themselves.**

■■■ You are reasonably free from tension and are likely to remain fairly relaxed.

■■ You are as resilient as most when coping with criticism and setbacks.

■■■ You tend to be quite emotionally controlled and are rarely prone to emotional outbursts. Any stress or pressure that you experience is therefore likely to be quite effectively hidden from others.

■■■ You cope with disappointments and setbacks by looking to the positive and playing down the negative aspects of the situation.

**This appears to be an area of relative strength for you. Review the points highlighted above and continue to develop your potential here. You may also find it useful to consider the extent to which your current and future roles allow you to demonstrate your possible competence in this area.**

### **Commits self to work hard towards goals. Shows enthusiasm and career commitment.**

- Since you seem to prefer managing the investment of your energies across tasks, you could be seen as having slightly less drive than others.
- You describe yourself as someone who focuses on what can be achieved and are much less likely than most to seek out demanding tasks or to set ambitious goals.
- Your preference for collaboration may limit your determination to succeed when you meet with opposition or obstacles.

### **Possible development activities for further discussion:**

- Arrange your working day so that you tackle the greatest demands when you feel most able to do so. Try to start on tasks immediately and set yourself the objective of tackling at least 10% of a task as soon as it arises.
- Consider what motivates you. Whether it is at work or at home, what interests you the most and gives you the most satisfaction? Think about how you could bring more of what you like into your daily routine and how that may enhance your sense of accomplishment.
- Reflect on those situations in which you were confronted by an obstacle or resistance to getting something done. Ask yourself whether you just persevered with the same approach or if you thought of alternatives. If you felt frustrated, how could that frustration have been better managed while still achieving what had to be done?