



opq32

> Development Action Planner

Name: **Mr Sample Report**

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INTRODUCTION

You have recently completed a self-report personality questionnaire in order to provide a framework for discussing your likely 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 summarises the way that you have described your typical style at work under sixteen management competency headings. It gives an indication of your likely 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 organisation, 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	SCOPE FOR DEVELOPMENT
	Planning & Organising	POTENTIAL DEVELOPMENT NEED
	Quality Orientation	POTENTIAL DEVELOPMENT NEED
	Persuasiveness	POTENTIAL AREA OF STRENGTH
Professional Qualities	Specialist Knowledge	SCOPE FOR DEVELOPMENT
	Problem Solving & Analysis	POTENTIAL DEVELOPMENT NEED
	Oral Communication	SCOPE FOR DEVELOPMENT
	Written Communication	POTENTIAL AREA OF STRENGTH
Entrepreneurial Qualities	Commercial Awareness	POTENTIAL DEVELOPMENT NEED
	Creativity & Innovation	POTENTIAL AREA OF STRENGTH
	Action Orientation	SCOPE FOR DEVELOPMENT
	Strategic Awareness	POTENTIAL AREA OF STRENGTH
Personal Qualities	Interpersonal Sensitivity	SCOPE FOR DEVELOPMENT
	Flexibility	POTENTIAL DEVELOPMENT NEED
	Resilience	POTENTIAL DEVELOPMENT NEED
	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:

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|-----|---|
| ●●● | = Point indicating potential area of strength |
| ●● | = Point indicating scope for development |
| ● | = Point indicating potential development need |

Motivates and empowers others in order to reach organisational goals

- Your attempts at persuading and influencing may at times have reduced impact.
- You definitely do not see yourself as a strong leader in terms of taking charge or controlling others.
- You adopt a reasonably democratic approach and are likely to provide the team with some involvement in decision making.
- Your very outgoing and lively style is likely to reinforce your attempts to motivate or lead others.

Possible development activities for further discussion:

- Try to identify recent examples of when you have needed to enthuse or persuade others to work towards a particular goal. Ask them how you came across and how you could have been more successful in terms of influencing and encouraging them.
- Ask your team or line reports for feedback regarding how clear they are about 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 a forthcoming issue and make a real effort to consult and consider views from a wider range of people than you would usually.

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

- You enjoy thinking ahead and are likely to take the time to establish clear goals and priorities at the outset of a project or task.
- You describe yourself as someone who pays slightly less attention to detail when developing plans.
- Your responses suggest that you may not always spot the potential difficulties with plans and this may mean that projects do not turn out as you had hoped.
- Your slight tendency to see deadlines as flexible may mean that you let plans and projects overrun occasionally.

Possible development activities for further discussion:

- Review the planning of a recent project with someone else who was closely involved. Identify where you may have overlooked detail or missed some of the finer points. When planning all future projects or tasks, take steps to ensure that these points are picked up.
- The next time you are planning a project or piece of work allow time to undertake a thorough and critical review of all potential difficulties. Also think about how you could take steps to stop these difficulties occurring in future plans.
- With the help of your manager, review a project where you were unable to, or chose not to, meet the agreed deadline. Identify what caused this and then highlight similar threats in ongoing projects.

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

- You do not particularly enjoy adhering to rules and regulations and may be slightly more prepared than most to challenge quality procedures.
- You describe yourself as someone who may not always evaluate work against standards.
- Your responses suggest that you place slightly lower emphasis than most on detail when reviewing work.
- Your slight inclination not to focus on deadlines early on in projects may occasionally mean that quality standards are compromised.

Possible development activities for further discussion:

- Review with a mentor or trusted colleague your personal views regarding the relevance of the quality systems that exist in your organisation. Try to identify those that you are comfortable with, then seek clarification from your manager about the need for those that you might otherwise feel inclined to disregard.
- Book in time to undertake an in-depth analysis of the extent to which a major project or piece of work that you are involved in meets the highest standards of quality and excellence. In particular, identify potential areas where a more evaluative approach may improve the quality of your final outputs.
- Discuss with your manager a project which you feel did not achieve a quality result. In particular, consider the level of detailed checking and sign-off that were built into the project. Next review an on-going project and identify processes that can be implemented to ensure that these issues do not recur.
- At your next department or team meeting get everyone to focus on examples of where deadlines or agreed delivery dates have been compromised. Think of how you personally may have given lower priority to these deadlines than was required. Explicitly agree that you will take responsibility for monitoring and checking these in the future.

PERSUASIVENESS

POTENTIAL AREA OF STRENGTH

Influences, convinces or impresses others in a way that results in acceptance, agreement or behaviour change

- You do not particularly enjoy influencing or persuading others and therefore may not always enjoy roles that require selling or negotiating.
- You tend to prefer to follow your own approach and will not easily yield to others decisions, even if these are held by the majority.
- You feel quite self-assured and should therefore be able to present ideas and arguments with a good degree of confidence and persuasion.
- You describe yourself as a very sociable and outgoing person who is likely to be high profile and visible within a group. This is likely to significantly increase your impact when trying to influence or convince others.

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 enable you to demonstrate your likely competence in this area.

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

- You have expressed a very strong attraction to work that requires a consideration of theories and will almost certainly enjoy applying and developing these when maintaining your specialist knowledge.
- 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.
- You describe yourself as someone who does not enjoy work involving numbers and statistics. Therefore, it is unlikely that you will enjoy any technical or specialist aspects of your field that require this focus.
- Your slight preference for relying on your own understanding of issues suggests that you are quite likely to seek out information on new approaches or thinking in your field.

Possible development activities for further discussion:

- 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 diary this in regularly so that your skills continue to increase.

Analyses issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.

- You will question information presented to you to a certain extent, but may occasionally analyse it to an insufficient degree of depth.
- You very much enjoy thinking about the broader points behind a problem and are therefore able to consider issues in significantly more depth and with a greater understanding than others.
- You report a strong preference for considering problems from an intuitive viewpoint and may therefore avoid or undervalue in-depth numerical or statistical analyses.
- The way you analyse and solve problems may benefit from looking at issues from different perspectives.

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 look forward to current and future projects. Ensure that your level of analysis is sufficient to prevent it from happening again.
- 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? Ensure that these 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. Ensure 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 slightly at ease when speaking to people for the first time and you are likely to come across as quite confident in formal situations.
- Your slight reticence to try to persuade or sell to others may result in your spoken communication coming across as rather less compelling than most.
- As a very sociable and outgoing person, you are likely to speak to others in a lively and highly engaging manner.
- You tend to behave consistently across situations and with different people but may, on occasion, change your approach to suit your audience.

Possible development activities for further discussion:

- Ask others to give you feedback on how persuasive your oral communication is. Next time you know that you will need to be compelling when you are speaking, prepare your arguments well in advance and ask someone you trust to hear you practise. Ask for feedback on both your choice of words and the way in which you express yourself.
- 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 mix with a broad cross-section of people both within and outside of the organisation, try consciously to identify the different styles that they adopt and to practise adapting your style to fit in with theirs.

Writes 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 probed it sufficiently for accuracy and relevance.
- You always take into account key themes and the message you are conveying in your written communication or presentations and you ensure that these are clearly expressed.

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 enable you to demonstrate your likely competence in this area.

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

- Your preference for co-operation rather than competition may suggest to others that you lack a drive to win.
- You describe yourself as someone with a slight preference for setting achievable rather than highly ambitious targets. This may occasionally reduce your enthusiasm and drive when working towards demanding business goals.
- Your slight discomfort with an overt sales or negotiating role may have some impact upon your interest in taking part in the commercial aspects of the business.
- Your concern for the feelings of others may cloud your judgement regarding commercial 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 organisation's keenest 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 organisation'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 organisation needs to achieve in order to be successful.
- If you need to play a role in the organisation's sales or negotiation processes set up an opportunity to shadow or observe a range of people who you know are effective in more overt 'selling' roles. Try to identify one whose style you feel most comfortable with and then look for opportunities to try this out for yourself.
- Concentrate on separating facts from opinions and concerns of others. Focus on the objective points of the issue at hand and encourage others to do the same.

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

- You see yourself as quite a creative individual who enjoys generating ideas and alternative solutions.
- You tend to like slightly unorthodox approaches and should be quite prepared to question tradition when testing a new idea.
- You have a slight tendency to challenge existing rules and regulations when implementing new ideas and approaches.
- You appear to enjoy conceptualising and considering alternative hypotheses. You are very likely to maximise the opportunity for generating fresh approaches by considering broader conceptual issues.

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 enable you to demonstrate your likely competence in this area.

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

- You see yourself as an extremely decisive person who weighs things up quickly and is prepared to take risks.
- You like to take things at a fairly steady pace. Consequently, you may feel more comfortable dealing with a lighter workload.
- You have a slight preference for achievable rather than demanding targets and this may mean that you are less likely to undertake complex or difficult tasks.
- You are slightly less inclined than most to focus on the specific details of an issue or item. Consequently, you are likely to take action reasonably quickly.

Possible development activities for further discussion:

- 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.
- Recognise 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 undertaking it a piece at a time.

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

- You report a preference for thinking ahead and this may mean that you are more likely to focus on the longer-term implications of issues and events.
- Your slight preference for taking a broad overview may mean that you are less likely to become absorbed in the detail of issues.
- You are likely to enjoy exploring the concepts, models and themes driving strategy in your organisation.
- You appear to place slightly lower emphasis upon your own targets than others. This may consequently reduce your impact upon the long-term goals of the organisation.

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 enable you to demonstrate your likely competence in this area.

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

- You see yourself as rather more empathic than most and are likely to make a real effort to develop close and warm relationships with others.
- When working with others you are likely to spend a fair amount of time consulting and will generally come across as quite sensitive and aware of their opinions.
- You are slightly more likely than most to openly express your views. Others may see this as having a tendency to criticise or disagree.
- You will probably value cross-functional co-operation and mutual success over simply success for yourself.

Possible development activities for further discussion:

- Ask your team to give you an example of when they felt that you could have consulted them to a higher degree. Try to identify what prevented this happening and put actions into place to avoid this happening again. Invite your team to give you feedback (both positive and constructive) in the future around this area.
- Get a colleague who has attended a meeting with you to comment on how well you listened to others present; whether you interrupted, jumped in too quickly with your own views or criticised their ideas in an insensitive way. Take this feedback on board and try to adapt your behaviour in future meetings accordingly.

Successfully adapts to changing demands and conditions.

- You have a slight preference for variety and are likely to try out the new things that change can bring about.
- You see yourself as behaving slightly more consistently than most across a range of situations and you may not always adapt your style sufficiently to suit the demands of changing circumstances.
- Your slight preference for sticking with your own views may mean that you do not always recognise the need for change initiatives.
- Since you can see how things might go wrong you may view change as creating problems rather than opportunities.

Possible development activities for further discussion:

- 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 their feedback and develop a clear action plan for how you will tackle future situations that require adaptation on your part.
- To help you appreciate the reason for change, discuss a recent change at work with others who were affected and make sure that your discussions include those who favoured the change.
- Think back to the last major change that you had to deal with at work. How positively did you view this and how well did things actually turn out? Reflect on the way that you tend to communicate any sense of negativity about suggestions or changes. Make an effort to at least appear more positive than perhaps you initially feel - you will often find that this actually helps you to become more positive in the medium to longer-term.

**Maintains effective work behaviour 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 report a tendency to respond slightly more sensitively than most to criticism and setbacks.
- You are slightly more emotionally expressive than others and may be prone to communicate your feelings of stress or other negative emotions when these occur.
- You have a slight tendency to expect things to go wrong and are likely to experience negative feelings when put under pressure.

Possible development activities for further discussion:

- Think of instances when you have been criticised. Make a list of your constructive ways of responding; list some negative and/or emotional ways of responding. Discuss your most typical response with a close colleague or friend. Look to reduce or at least manage your level of personal sensitivity.
- Practise emotional control. Generate some key phrases or prompts to bear in mind when you experience negative emotions. Let those around you know that you are working on this and ask them to give you feedback regarding the degree to which you are successful.
- Ask your colleagues/partner/friends how they perceive your outlook generally and how they feel that this contributes to your ability to deal with pressure. Compare your perspective on a series of events with someone who was also present, but who you know to have a more optimistic outlook generally. Try to begin to see the world more through their eyes.

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

- While you prefer to manage the investment of your energies across tasks, others could perceive this as lacking drive.
- You describe yourself as someone who is less likely than most to seek out demanding tasks or set stretching objectives.
- Your preference for collaboration could reduce your determination 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 engage with 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 be 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 thought of alternatives. If you felt frustrated, how could that frustration have been better managed while still achieving what had to be done?

Personal Development Plan: Mr Sample Report

Competency	Development Objective	Development Activity	Support Required	Timescale	Review Process

ABOUT THIS REPORT

The report has been generated from the results of the Occupational Personality Questionnaire™ (OPQ32), answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically – the user of the software can make amendments and additions to the text of the report.

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Comparison Group used: OPQ32i Managerial and Professional 2005

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