UCF

Universal Competency Framework

Sample Group Report

It has been generated from responses provided by:

Self: 5

Manager(s): 5

Colleagues: 13
Direct reports: 11

Others: 12

Date: 17/10/2018

Introduction

This report provides a summary of the overall results for the group specified.

In each section, the collective results are shown for the entire group. Results for particular individuals cannot be inferred from these overall results.

The information contained in this report can be useful in several ways. Among these are the following:
• As benchmark data useful in interpreting individual results. Are an individual's results higher or lower then, or similar to, the average for the group?
• As useful information in understanding the distribution of competencies across the group. What are the group's relative strengths and weaknesses with respect to the assessed competencies?
• As documentation illustrating change in competency results over time, where the same (or similar) group is being re-assessed. Has an intervention within the organization had the desired impact on competency behavior?

In all cases, some care must be exercised in interpreting the results. Small differences may be the result of random variation, and have not been subject to tests of statistical significance.

Competency Summary

This section summarises the ratings various rater groups gave to participants. The ratings shown here are the average of the ratings on the individual questions which make up a given competency.

Participant Self ratings are represented by the first bar from the top, followed by Manager ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of Colleagues, Direct Reports and Others. The values summarise the average of the ratings on the questions forming a competency. The ratings of each rater group have been averaged across the group.

Please note: Where "No Evidence" has been indicated by a rater, the average rating for any question is based on the responses from other raters, and that average is used in the calculation of the over-all competency rating for that rater group.
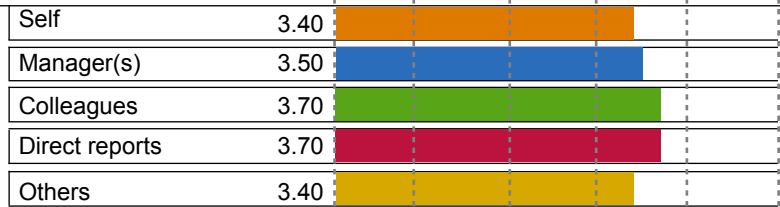
Not at all well   **Extremely well**

	1	2	3	4	5

Leading and Supervising

Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

Self	3.40
Manager(s)	3.50
Colleagues	3.70
Direct reports	3.70
Others	3.40

Working with People

Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.

Self	4.00
Manager(s)	4.00
Colleagues	3.80
Direct reports	3.60
Others	3.60
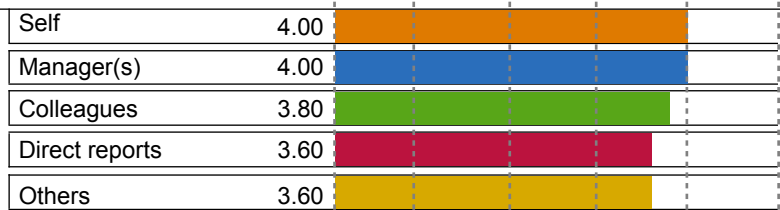
Persuading and Influencing

Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.

Self	4.00
Manager(s)	3.50
Colleagues	3.60
Direct reports	3.40
Others	3.10
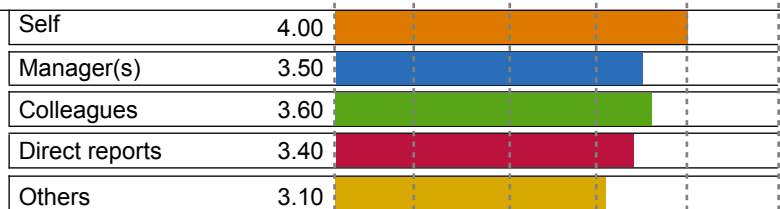
Adapting and Responding to change

Adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.

Self	3.80
Manager(s)	3.20
Colleagues	3.70
Direct reports	3.30
Others	3.10
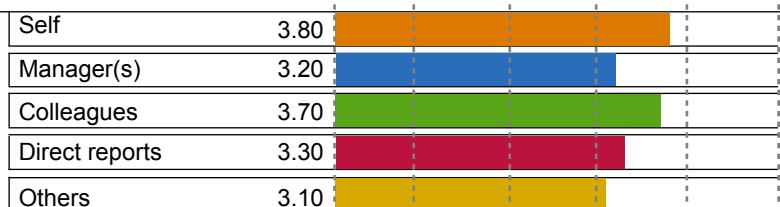
Frequency ratings per competency

This section describes how each item was rated by each category of raters. A table summarizes all ratings given by all participants for one competency. Additionally, the bottom line of the table indicates the average rating per category.

In the example below, "Self" has rated all the items forming the competency "Judgement" with "3" except the last item which was rated with "5". These ratings have an average value of "3,5".

For the category "colleagues", item 1 has been rated with "4" and "5" by the two assessors. Item 2 has been rated with "2" and "3", item 3 has been rated with "3" twice and item 4 has been rated with "3" and with "4". The average value for the evaluation done by "colleagues" is "3,4".

Please note: 'No Evidence' does not appear in the overview .

Key to table:

S= Self
M= Manager(s)
C= Colleagues
D= Direct reports
O= Others

Leading and Supervising

Leading and Supervising	S	M 1	M 2	M 3	M 4	M 5	C 1	C 2	C 3	C 4	C 5	D 1	D 2	D 3	D 4	D 5	O 1	O 2	O 3	O 4	O 5
Delegates work to others on the basis of their abilities and resources available to them	3			4	1			2	5	4	2		1	3	6	1		3	5	4	
Provides others with a clear direction	4	2	1	1	1		1	1	5	2	4		1	6	3	1		6	2	1	3
Identifies and recruits high-calibre individuals	4			1	4			1	2	7	2		1	2	5	3		2	4	4	2
Identifies development needs and provides resources to support learning	3			4					3	4	5		1	4	5	1			6	5	1
Provides others with constructive feedback and guidance on how they may best apply their talents	3			3		1	1		5	5	2			1	9	1	1	1		5	4
Monitors others' behaviour to ensure appropriate standards are met	3			3	2			1	5	7			1	5	3	1			7	2	2
Inspires enthusiasm and a positive work attitude in others	4			1	3	1	1		8	3	1		2	4	4	1		1	2	7	2
mean	**3.4**			**3.5**					**3.7**					**3.7**					**3.4**		

Working with People

Working with People	S	M 1	M 2	M 3	M 4	M 5	C 1	C 2	C 3	C 4	C 5	D 1	D 2	D 3	D 4	D 5	O 1	O 2	O 3	O 4	O 5
Shows tolerance and consideration for others	4				3	2		1	5	4	3		3	2	4	2		1	6	3	2
Shows an interest in the attitudes, views and motives of others	3			1	4			1	3	8	1		2	1	8			1	6	3	1
Invites suggestions from others when making decisions	4			1	2	2		1	3	5	4		1	2	7	1	1		2	6	2
Expresses appreciation of others when they produce good work	4			2	1	2		1	5	6	1		2	1	5	2		1	2	8	1
Takes time to find out what others have to say	4	1			3	1			5	4	4	1	1	2	3	4		4		4	3
Creates a sense of team spirit by encouraging harmony, co-operation and communication	4			1	2	2	1	1	3	2	6		1	4	3	3		2	3	3	4
Supports others, facilitating their work and defending them when appropriate	4			5			1	3	6	3			2	3	3	3		1	7	3	
mean	**4.0**			**4.0**					**3.8**					**3.6**					**3.6**		

Persuading and Influencing

Persuading and Influencing	S	M 1	M 2	M 3	M 4	M 5	C 1	C 2	C 3	C 4	C 5	D 1	D 2	D 3	D 4	D 5	O 1	O 2	O 3	O 4	O 5
Influences the course of conversations and guides them to a desired endpoint	4			1	2	1			4	4	4	1	1	3	4	2	2	2		3	5
Makes best use of the internal or organisational processes available to influence and persuade others	4			3	2			1	5	6	1	1	1	1	7	1	2			3	4	3
Creates an immediate, positive and credible impression on others	4		1	2	1	1		1	6	5	1	1	1	1	6	1	2			4	5
Negotiates well using a variety of approaches	4	2	1	1	1		1		5	6	1	1	1	3	4	1	2	3	3	2	2
Closes deals, sales or discussions with firm agreement on both sides	4			2	1	1		1	5	5	1		1	2	3	5	1	3	1	6	1
Promotes and defends own ideas or ideas on behalf of the organisation	3		1	1	2	1		2	5	4	2	3	1	2	4	1	2	1	3	4	2
mean	**4.0**			**3.5**					**3.6**					**3.4**					**3.1**		

Adapting and Responding to change	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Adjusts to change positively	3			3	2				4	8	1	1			4	6	2	1	2	6	1
Is open to new ideas	4	1	1	2	1			1	5	3	4	1	2	2	5	1	2	3	3	2	2
Effectively relates to and communicates with people of different cultures	4			1	4			1	5	6	1	1		4	5	1	2		6	4	
Adapts to changing circumstances	3		2	2	1			1	5	4	3	1	2	4	3	1	2	2		8	
Adopts the most appropriate interpersonal style for each situation	4		1	1	3		1		3	7	2	1	1	5	2	2	1		5	6	
Works comfortably in ambiguous situations	4			1	4			1	3	7	2	1	2	3	3	2	2		1	7	2
mean	**3.8**		**3.2**					**3.7**					**3.3**					**3.1**			

Highest ratings

This section lists the items on which you received your highest scores (based on the average of all assessors' ratings). From others´ perspective, you have your individual strengths in these particular behavioural patterns.

Rank	Behaviour	Average score without Self	Competency
1	Invites suggestions from others when making decisions	3.90	Working with People
2	Identifies and recruits high-calibre individuals	3.80	Leading and Supervising
2	Identifies development needs and provides resources to support learning	3.80	Leading and Supervising
2	Provides others with constructive feedback and guidance on how they may best apply their talents	3.80	Leading and Supervising
2	Creates a sense of team spirit by encouraging harmony, co-operation and communication	3.80	Working with People
3	Shows tolerance and consideration for others	3.70	Working with People
3	Expresses appreciation of others when they produce good work	3.70	Working with People
3	Takes time to find out what others have to say	3.70	Working with People
4	Shows an interest in the attitudes, views and motives of others	3.60	Working with People
4	Works comfortably in ambiguous situations	3.60	Adapting and Responding to change

Lowest ratings

This section lists the items on which you received your lowest scores (based on the average of all assessors' ratings). From others´ perspective, this is where you will find particular personal areas of development.

Rank	Behaviour	Average score without Self	Competency
1	Is open to new ideas	3.20	Adapting and Responding to change
1	Negotiates well using a variety of approaches	3.20	Persuading and Influencing
1	Supports others, facilitating their work and defending them when appropriate	3.20	Working with People
2	Provides others with a clear direction	3.30	Leading and Supervising
2	Adapts to changing circumstances	3.30	Adapting and Responding to change
2	Closes deals, sales or discussions with firm agreement on both sides	3.30	Persuading and Influencing
2	Promotes and defends own ideas or ideas on behalf of the organisation	3.30	Persuading and Influencing
3	Delegates work to others on the basis of their abilities and resources available to them	3.40	Leading and Supervising
3	Creates an immediate, positive and credible impression on others	3.40	Persuading and Influencing
3	Effectively relates to and communicates with people of different cultures	3.40	Adapting and Responding to change
3	Adopts the most appropriate interpersonal style for each situation	3.40	Adapting and Responding to change

REPORT COMMENTARY

This report was generated using the SHL online Standard Multirater Feedback System. It includes information from the Universal Competency Framework (UCF) questionnaire. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. The report herein is generated from the results of a questionnaire 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. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

UCF Feedback Report, version 2.1, UK English

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