



# UCF

## *Universal Competency Framework*

### Sample Report

It has been generated from responses provided by:

**Self: 1**

**Manager(s): 1**

**Colleagues: 3**

**Direct reports: 2**

**Others: 2**

**Date: 16/10/2018**

This Report contains confidential information which should not be imparted to unauthorised persons.

## Introduction

Constructive feedback is increasingly recognised as a key to enhancing managerial effectiveness .

This report provides you with detailed feedback on your skills, abilities, personal attributes and other job relevant characteristics, as seen from a number of different perspectives: specifically your own, your manager's, and, if participating, your direct reports', colleagues' and 'others' (e.g. internal clients - as selected by you). It is based on the analysis of responses to the Universal Competency Framework questionnaire which you and these other people completed recently.

In using this report it is important to remember that the information it contains is a reflection of different peoples' perceptions of you at a particular point in time. It does not represent some absolute, unchanging, all consuming truth. Nevertheless, the detailed analysis it permits can enable you to achieve new insights into your own strengths, and also alert you to aspects of your behaviour which could be proving a hindrance to your success in both the short and longer term. Such increased self awareness can, in turn, help you to maximise your effectiveness and develop your full potential .

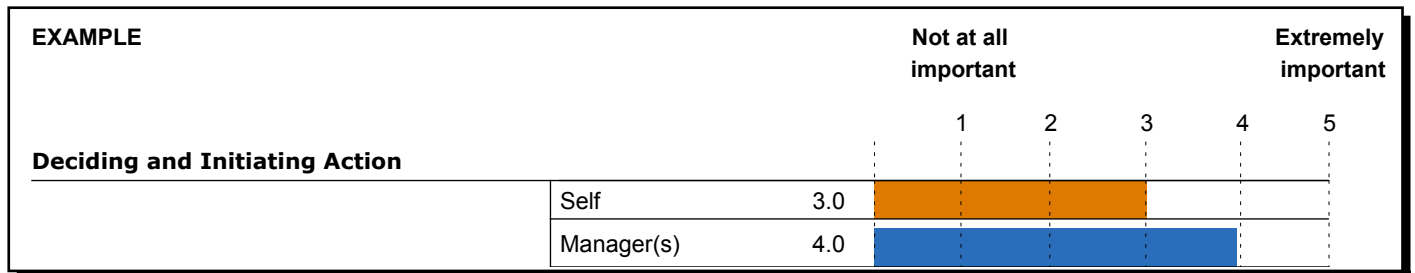
It is recommended that you read through your report with a trained facilitator.

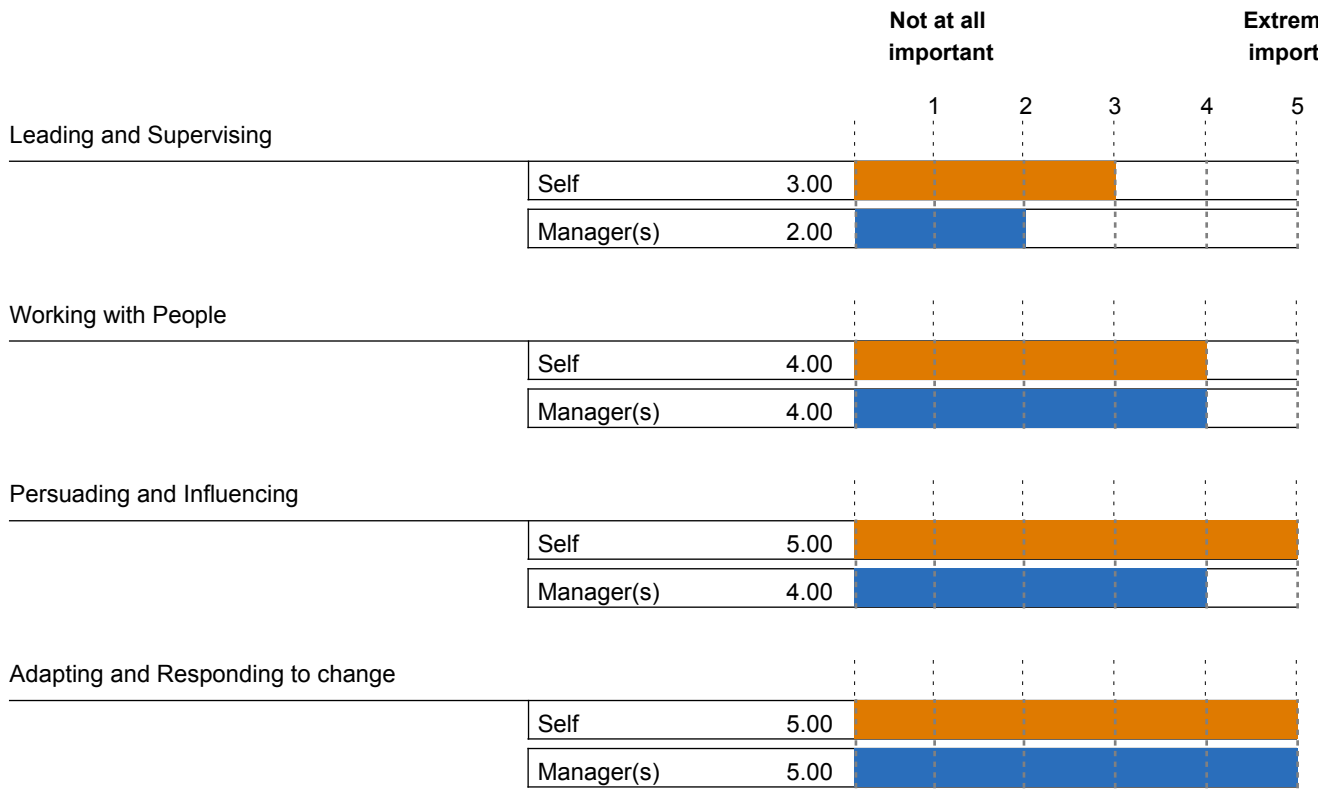
**Importance Summary**

This section shows how you and your manager have rated each of the competencies in terms of their importance to success in your job. Your own importance ratings are indicated in the first bar from top; your manager's importance ratings are indicated in the second bar.

Key to diagrams:

- 1= not at all important
- 2= not very important
- 3= moderately important
- 4= very important
- 5= extremely important





**Competency Summary**

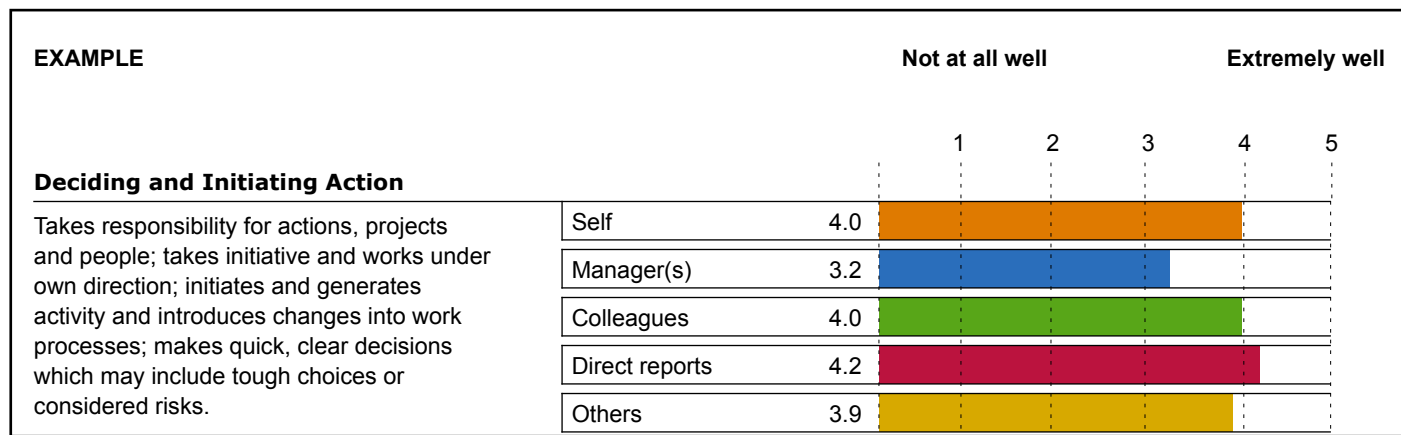
This section summarizes how you have been rated by your various (groups of) raters on each of the competencies. These are the average of the ratings on the individual questions which make up a given competency. This section will enable you to see at a glance how your self perception compares with how others see you. It can be used as a basis for identifying the competencies in need for further exploration.

Your own ratings are represented by the first bar from the top, followed by your manager’s ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of your colleagues, your direct reports and others respectively. The values summarize the average of the ratings on the four questions forming a competency. The ratings of a group of raters 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 ratings given by the remaining assessors in that group. N/E indicates that all raters in that group rated ‘No Evidence’ for that item.

Key to diagrams:

- 1= not at all well
- 2= not very well
- 3= moderately well
- 4= very well
- 5= extremely well



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	3.43	
Manager(s)	3.83	
Colleagues	3.76	
Direct reports	3.36	
Others	3.21	

### 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	4.29	
Manager(s)	3.57	
Colleagues	4.00	
Direct reports	3.71	
Others	3.07	

### 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	3.50	
Manager(s)	3.33	
Colleagues	3.25	
Direct reports	3.33	
Others	3.33	

### 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	4.00	
Manager(s)	3.00	
Colleagues	3.72	
Direct reports	3.50	
Others	3.75	

**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.

Key to table:

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

**EXAMPLE**

Deciding and Initiating Action	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Makes things happen	3			1						1	1			1		1					2
Expresses confidence in own ability to select the appropriate course of action	3					1	1	1						1						1	1
Acts on own initiative without being prompted	3					1			2					1		1					2
Stands by own decisions and takes responsibility for them	5				1				1	1				2						2	
Takes risks rather than missing opportunities	5				1				1	1				2						2	
Makes decisions despite uncertainties or pressures	5				1				1	1				2						2	
<b>mean</b>	<b>4.0</b>																				

Leading and Supervising	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Delegates work to others on the basis of their abilities and resources available to them	3				1			1		1	1			1	1				1	1	
Provides others with a clear direction	3		1						2	1			1	1				1			1
Identifies and recruits high-calibre individuals	4				1					2	1			2				1	1		
Identifies development needs and provides resources to support learning	4				1				1		2			2					2		
Provides others with constructive feedback and guidance on how they may best apply their talents	3								1	2				2				1		1	
Monitors others' behaviour to ensure appropriate standards are met	3				1			1	1	1			1	1					2		
Inspires enthusiasm and a positive work attitude in others	4					1			1	2			2							2	
<b>mean</b>	<b>3.4</b>	<b>3.8</b>					<b>3.8</b>					<b>3.4</b>					<b>3.2</b>				

Working with People	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Shows tolerance and consideration for others	4				1					2	1			1	1			1	1		
Shows an interest in the attitudes, views and motives of others	4			1					1	2				1	1				2		
Invites suggestions from others when making decisions	5					1				2	1			2					1		1
Expresses appreciation of others when they produce good work	4					1				2	1			2					1		1
Takes time to find out what others have to say	4	1								2	1	1		1				1		1	
Creates a sense of team spirit by encouraging harmony, co-operation and communication	4				1						3			1	1			1	1		
Supports others, facilitating their work and defending them when appropriate	5				1			1	1	1			1	1	1			1	1		
<b>mean</b>	<b>4.3</b>	<b>3.6</b>					<b>4.0</b>					<b>3.7</b>					<b>3.1</b>				

Persuading and Influencing	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Influences the course of conversations and guides them to a desired endpoint	4				1					2				1	1				1	1	
Makes best use of the internal or organisational processes available to influence and persuade others	5				1			1	1	1				2					2		
Creates an immediate, positive and credible impression on others	4		1					1		1	1			2					2		
Negotiates well using a variety of approaches	4		1						2	1				2				1		1	
Closes deals, sales or discussions with firm agreement on both sides	3			1					1	1				1	1				2		
Promotes and defends own ideas or ideas on behalf of the organisation	1					1		1	1	1		2						1			1
<b>mean</b>	<b>3.5</b>	<b>3.3</b>					<b>3.3</b>					<b>3.3</b>					<b>3.3</b>				



Adapting and Responding to change	S	M					C					D					O									
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Adjusts to change positively	4			1					2	1					2							1	1			
Is open to new ideas	5	1							1		2			2					1	1						
Effectively relates to and communicates with people of different cultures	5			1					1	1	1				2						1	1				
Adapts to changing circumstances	2			1					1	1	1			1		1							2			
Adopts the most appropriate interpersonal style for each situation	4				1		1			2				2							1	1				
Works comfortably in ambiguous situations	4				1				1	2				1		1						1	1			
<b>mean</b>	<b>4.0</b>	<b>3.0</b>					<b>3.7</b>					<b>3.5</b>					<b>3.8</b>									

## 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	4.25	Working with People
2	Creates a sense of team spirit by encouraging harmony, co-operation and communication	4.12	Working with People
3	Identifies development needs and provides resources to support learning	3.88	Leading and Supervising
3	Expresses appreciation of others when they produce good work	3.88	Working with People
3	Adapts to changing circumstances	3.88	Adapting and Responding to change
4	Adjusts to change positively	3.75	Adapting and Responding to change
4	Identifies and recruits high-calibre individuals	3.75	Leading and Supervising
4	Effectively relates to and communicates with people of different cultures	3.75	Adapting and Responding to change
4	Works comfortably in ambiguous situations	3.75	Adapting and Responding to change
5	Influences the course of conversations and guides them to a desired endpoint	3.71	Persuading and Influencing

### 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	Promotes and defends own ideas or ideas on behalf of the organisation	2.88	Persuading and Influencing
2	Negotiates well using a variety of approaches	3.00	Persuading and Influencing
2	Monitors others' behaviour to ensure appropriate standards are met	3.00	Leading and Supervising
2	Closes deals, sales or discussions with firm agreement on both sides	3.00	Persuading and Influencing
3	Is open to new ideas	3.12	Adapting and Responding to change
3	Takes time to find out what others have to say	3.12	Working with People
3	Supports others, facilitating their work and defending them when appropriate	3.12	Working with People
4	Adopts the most appropriate interpersonal style for each situation	3.25	Adapting and Responding to change
5	Provides others with a clear direction	3.38	Leading and Supervising
5	Shows an interest in the attitudes, views and motives of others	3.38	Working with People

Open questions

**What should this person start doing?**

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— .

— na

— .

— not sure

— ?

— listen better to others' opinions.

— Thinking about others when making big business decisions.

Keeping his colleagues involved when changing policies and creating new processes.

— cvbcvbcvb

— not sure

**Multiple choice questions**

The tables indicate how the raters in each category have answered to the multiple choice questions.

It is indicated in each column how many of the raters in each category have chosen which answer option.

**How long have you known the focus?**

	S	M	C	D	O
1 year	0	1	1	0	0
2 years	0	0	0	0	0
3 years	1	0	1	1	2
more than 3 years	0	0	1	1	0

## 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.

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UCF Feedback Report, version 2.1, UK English

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