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OPQ

UCF Development Action Planner



Name

Mr. Sample Candidate

Date

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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 twenty universal competencies from the SHL Universal Competency Framework (UCF). You have also completed one or more ability tests and these have been taken into account in the competency potential section. The relative importance of each of the twenty universal competencies will vary depending on the requirements of the job.

The Occupational Personality Questionnaire (OPQ32) 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 large relevant comparison group 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 and your ability test scores in terms of twenty universal competencies. 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.

The information contained within this report is not intended to be definitive; it should be seen as a starting point for discussing your development plans in the context of your current role or future career potential. You will get the most benefit 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 both in the short and longer term.




About this report




This report consists of the following sections:

- ✓ A summary of your overall **competency profile** and ratings
- ✓ A detailed page per competency outlining your **areas of strength and potential for development** for each of the twenty competencies, with development suggestions where relevant
- ✓ A template for your **personal development plan**

Key to the rating symbols

The following symbols are used in the report to indicate your potential areas of strength and development needs, as well as how your personal style and ability may support each competency area:

Competency rating key		
Potential area of strength		
Some potential scope for development		
Potential development need		

Personal style	Statement rating key	Ability
Personal style may positively support this area		Ability may positively support this area
Personal style may moderately support this area		Ability may moderately support this area
Personal style may present a challenge in this area		Ability may present a challenge in this area

SUMMARY OF OVERALL COMPETENCY RATINGS

Below is a summary table of your ratings for each of the twenty UCF competencies. In the detailed section of this report you can find the definition of each of the competency titles. The number in brackets behind the competency title refers to the number of the competency, which will help you to locate them in the report.

Area	Competency	Competency ratings
Leading and Deciding	Deciding and Initiating Action (1.1)	
	Leading and Supervising (1.2)	
Supporting and Cooperating	Working with People (2.1)	
	Adhering to Principles and Values (2.2)¹	
Interacting and Presenting	Relating and Networking (3.1)	
	Persuading and Influencing (3.2)	
	Presenting and Communicating Information (3.3)^{NV}	
Analyzing and Interpreting	Writing and Reporting (4.1)^V	
	Applying Expertise and Technology (4.2)^{DNV}	
	Analyzing (4.3)^{DNV}	
Creating and Conceptualizing	Learning and Researching (5.1)^{DNV}	
	Creating and Innovating (5.2)^{DNV}	
	Formulating Strategies and Concepts (5.3)^{DNV}	
Organizing and Executing	Planning and Organizing (6.1)	
	Delivering Results and Meeting Customer Expectations (6.2)	
	Following Instructions and Procedures (6.3)^{DNV}	
Adapting and Coping	Adapting and Responding to Change (7.1)	
	Coping with Pressures and Setbacks (7.2)	
Enterprising and Performing	Achieving Personal Work Goals and Objectives (8.1)	
	Entrepreneurial and Commercial Thinking (8.2)^N	

The index numbers refer to the 20 competency dimensions from the SHL Universal Competency Framework™.

¹ OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilizing diversity.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal. For further information please refer to the section at the back of this report "Ability Tests and Competencies".



Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.

- You are likely to be slightly cautious and take your time when making decisions.
- You are slightly less likely to take charge of situations than your peers.
- You see yourself as someone who holds strong views and is comfortable acting independently.
- You describe yourself as less likely than most to strive to achieve difficult targets.

Possible development activities for further discussion:



Keep a 'decision-making' diary for one week, recording how long it took to make each decision. Are you pondering too long over fairly minor decisions? Do you revisit a decision made earlier? Consider what you could do to speed up your decision making while still feeling reasonably comfortable with committing to an outcome. When faced with a decision, accept that a decision has to be made and commit yourself to identifying the options that you have.



Identify situations when you had to take the lead in a work situation. Write down how you dealt with each of these situations. Ask a manager, who you know is good at taking control of situations, to work through your own experiences with you. Make a list of action steps you can take to improve your ability to take the lead.



Select a challenging target that you have to achieve. Break this down into smaller targets, which together build up to the overall target. Detail exactly what you need to do in order to achieve these smaller goals. Aim to make things happen and monitor your progress diligently.



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

- You are slightly more likely than most to feel uncomfortable leading a group.
- You are as comfortable as most using a moderate degree of persuasion when motivating others.
- You are as likely as most to try to understand what motivates others.
- You may only occasionally trust, and thus empower, others.

Possible development activities for further discussion:



Talk to others you regard as successful leaders. Discuss how they approach goal setting for their teams and how they subsequently achieved their goals.



Try to identify recent examples of when you have needed to motivate or persuade others to work towards a particular goal. Ask them how you came across and how you could have been more successful or had even more impact in terms of influencing and encouraging them.



Try to identify what motivates the different individuals in your team. Ask them to discuss with you situations where they have felt motivated or demotivated - do not assume that they will all be motivated by the same thing.



Think of situations when you had to delegate work to others. How did you go about briefing and monitoring the work? To what extent did you feel you could trust them to complete the work? Identify an activity you can delegate and a person who would benefit from taking on this task. Focus on defining standards and specifying what goals need to be achieved. Then trust the person to complete the task. Provide support if requested, but be careful not complete the task yourself and do not oversee every detail.



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.

- You have indicated that you only occasionally seek contributions from others when making decisions.
- You see yourself as someone who is likely to be selective with support and sympathy to your colleagues.
- You occasionally seek to understand the reasons for others' behavior.
- You are likely to choose between cooperation and competition depending on the situation.
- You are as comfortable as your peers spending time with other people.

Possible development activities for further discussion:



Get feedback from colleagues about how much they feel you have consulted them when making decisions in the past. Identify a forthcoming issue and push yourself to consult and consider views from a wider range of people than you would usually.



Select a book on team work, interpersonal sensitivity and/or listening techniques. Go to a bookshop or library and get this book. Work through the material making notes on the action steps you can use to assist you in improving your skills. Put these skills into practice.



Examine the ways in which an understanding of other people can contribute to a successful working relationship. How could you adjust your approach to ensure you have a more thorough understanding of your clients' or colleagues' behavior? What kinds of questions could you ask them?



While a competitive streak may drive you to achieve, consider the consequences of this style. Make a list of the people with whom you compete. How does competition affect your relationships with these people? Consider how you can direct your natural competitiveness to mutually beneficial aims. Focus on others outside your immediate area and the organization.



Reflect on how you might adjust your work approach to be more focused on working with other people. How can you maximize opportunities to build collaborative working relationships? How can you take advantage of current opportunities to build strong relationships with others?



Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organizational and individual responsibility towards the community and the environment.

¹ OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilizing diversity.

- You have indicated that you tend not to seek a diverse range of views.
- You have a slight tendency to challenge rules and regulations.

Possible development activities for further discussion:



Read about and practice consultation and listening techniques. Invite others views and opinions and try to understand issues from their perspective without prejudging situations. Tell your team that you are trying to develop a higher level of consultation and ask them to give you feedback (both positive and constructive) in the future around this area.



Review with a mentor or trusted colleague your personal views regarding the relevance of the values, rules and regulations that exist in your organization. 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.



Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humor appropriately to bring warmth to relationships with others.

- You portray yourself as feeling as confident as most others in formal business situations.
- You are likely to adapt your personal style when relating to others.
- You are as likely as most to be lively and open in groups.
- You are as likely as most to seek to understand what motivates others.

Possible development activities for further discussion:



Consider taking a little time to run through in your mind those situations in which you tend to feel less comfortable or less confident. Practice relaxing and thinking through how you could make these situations a more positive experience for yourself. Next time you are in a situation where you feel less comfortable, focus on your practiced relaxation techniques.



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.







When a conflict arises, think of yourself in the other person's situation before defending your position. View the situation as a conflict of ideas or approaches, rather than of people, and try to remain neutral. Practice building rapport with the person and look interested in what they say through both your verbal and non-verbal behavior.



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.

- You are as likely as most to be interested in selling and negotiating.
- You are as likely as most to feel confident when first meeting new people.
- You occasionally seek to understand other peoples' needs and motives.
- You may be outgoing in group situations when required.
- You see yourself as likely to be comfortable promoting your own credentials.

Possible development activities for further discussion:

-  Find out who are the most successful people in the organization at selling and negotiating. Visit them and ask them about the techniques and methods they use. Ask them to describe the most difficult situations they have been involved in recently. How did they deal with these?
-  If you are not at ease when meeting strangers, make a specific point of placing yourself in that situation. If you are particularly apprehensive, make a point of starting with some low risk encounters, e.g. a social situation. As you slowly gain confidence increase the risk factor.
-  Reflect on the ways in which a greater understanding of other people's motives and interests can contribute to presenting a more persuasive case. Think of ways you could adjust your approach to ensure that you have an understanding of your clients' and colleagues' motivation and interests.
-  Establish the habit of critically reviewing the impact that you have had after any business or team meeting. Identify ways to increase your visibility and raise your profile further and put these into practice in the future.



Speaks fluently; expresses opinions, information and key points of an argument clearly; makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility.

^{NV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. N: numerical. V: verbal.

- You are likely to feel moderately confident when formally presenting.
- You may sometimes use persuasion when putting forward an argument.
- You adapt your own style and approach comfortably to the needs of your audience.
- You indicate that you have a slight tendency to feel tense before important occasions.
- Your results on the verbal ability test were well below average. This may negatively impact on how clearly you explain verbal information and structure arguments.
- Your scores on the numerical ability test were below average. This may reduce the effectiveness of your delivery of arguments based on data or statistical information.

Possible development activities for further discussion:



If you are not at ease when dealing with or presenting to unfamiliar people and audiences, make a specific point of putting yourself in these situations. Start with low risk encounters, e.g. with the buffer of a colleague who will support and encourage you. As you gain confidence increase the challenge, perhaps take on a work presentation to a less familiar audience, and ensure that you have plenty of time to prepare and rehearse.



Ask others to give you feedback on the persuasiveness of your oral communication. Next time you need to convince others of your point of view, prepare your arguments well in advance and ask someone you trust to help you rehearse. Ask for feedback on whether your choice of words is likely to appeal to and influence your audience.



Try to develop an awareness of the situations that can make you feel anxious. Consider when this 'nervous energy' is helpful and when it may be counter-productive (leading to a sense of panic or lack of control). Ensure, as far as possible, that you do not challenge yourself excessively and only take on presentations which stretch and challenge you to a manageable extent.



Make sure that you include enough time in your preparation to understand all aspects of the information you need to communicate. Start by presenting only a few ideas at a time. Then challenge yourself to analyze and present more complex information as a means of further developing your skills in this area.



Make sure that you are very familiar with any numerical information which you need to present and interpret for others. Ensure that the information is in a format with which you are comfortable and that you have had time to review and understand it prior to your presentation. Consider checking your understanding and interpretation with others in your area and do not utilize any information or formats until you clearly understand them.

Writes convincingly; writes clearly, succinctly and correctly; avoids the unnecessary use of jargon or complicated language; writes in a well-structured and logical way; structures information to meet the needs and understanding of the intended audience.

^V Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. V: verbal.

- You are unlikely to critically evaluate the content of written information.
- You are as likely as most others to see the relevance of abstract concepts in written work.
- Your responses suggest that you are likely to produce written documents that are somewhat unstructured.
- You are as inclined as most others to understand the needs of an audience.
- Your results on the verbal ability test were well below average. You may experience difficulty in producing well structured, high quality written documents.

Possible development activities for further discussion:



When you next produce an important written document, take the time to review all of the factual information and ensure it is relevant and logically correct. Make sure you have checked and cross referenced the information before distributing your document.



Review some of the more important reports or documents that you have produced recently. Consider in particular how you might have taken a broader analysis of the viewpoints of all those potentially affected or concerned with the content. Next time you produce a similar document try to incorporate these learning points. Also, make a point of identifying the theoretical models relevant to your context and applying them in your report.



When producing a report, before writing anything, spend time identifying the main issues and the overall aim of the report. Give thought to the best way of structuring the information, i.e. introduction, clearly headed paragraphs or main points, conclusions and recommendations. Read the completed report out aloud and if possible tape it for a more thorough review and self-criticism. Having presented the report, seek feedback on how it was received in terms of structure, style and clarity.



When writing a letter or report, try to think about what information the reader needs or wants to know. Review your work to remove irrelevant or inappropriate information and add anything that is missing.



Ask others to review your documents and provide you with constructive suggestions for improving your style and approach. Read a wide range of documents in your area and consider the structure and style they use to assist you in refining your own approach.



Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organizational departments and functions.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You will be as comfortable as most with theory and abstract concepts.
- You are unlikely to critically evaluate technical information.
- You are as comfortable as most when working with numerical data.
- The results of your verbal ability test were well below average. This suggests that you may experience difficulty understanding and evaluating the logic of written information.
- Your numerical ability test scores were below average. You may find it challenging to apply numerical concepts in your field of expertise.
- Your inductive reasoning ability test results were well below average. You may find it difficult to apply conceptual or abstract issues to your work tasks.

Possible development activities for further discussion:



Consider establishing specialist discussion groups at work, where relevant and topical issues are reviewed and discussed monthly or quarterly.



Identify any areas of current or future technical or specialist knowledge that 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 on this with you and review these actions regularly so that your skills continue to increase.



Take out a subscription to a professional journal in your field of specialization. Carefully read the articles and make notes on your understanding of what you've read. Ask a friend or colleague to review and give you feedback on your notes.



Review your current level of numerical and statistical knowledge and identify any key gaps that are relevant to your area of expertise. Set yourself the task of researching and studying one of these areas. Report back to a manager or colleague who will be able to assist in verifying your understanding of the material.



Identify a mentor in your field of expertise. Establish regular meetings with this person in order to develop a better understand of the conceptual issues relevant to your work and how to apply them.

Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgments from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You are unlikely to probe information for potential errors in analysis.
- You are as likely as most to enjoy dealing with abstract concepts.
- You are as comfortable as most others when analyzing numerical information.
- Your verbal ability test results were well below average. This is likely to restrict your analysis and evaluation of verbal information.
- Your numerical ability test results were below average. This is likely to limit your analysis and evaluation of numerical data.
- Your results on the inductive reasoning ability test were well below average. This suggests you may find it difficult to identify solutions to unstructured or abstract problems.

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 questioned or probed the available information in more depth. Review the consequences of this and then look forward to current and future work issues and assignments. Ensure that your level of critical analysis is sufficient to prevent it from happening again.





When you next consider a problem or issue, spend some time thinking about all of the related areas of the department or business that it may impact, as well as the more immediately affected ones. Ask others to talk you through the merits of using more formal models for analysis (e.g. SWOT) and try these out when you next undertake your own analysis.



Analyze what numerical skills are required in your current position and pinpoint your development needs. Get a hold of books addressing these needs to ensure you understand the concepts essential for your position.

 Expose yourself to situations where you have to critically analyze written information. Read a report from an area of the business that you are not familiar with. Make some notes on what you believe to be the key points in the document and check these with someone who is familiar with the information. Identify the areas where you may have misinterpreted the information and trace this back to the document to understand where the error may have been made.

 Read financial reports in newspapers, study tables of data and practice calculations by summarizing the information. Enlist the support of a colleague or manager to check your understanding and accuracy.

 To improve your ability in the area of inductive or abstract reasoning, expose yourself to situations where there is a large amount of complex information and where there is a lack of clear structure. Set yourself the task of identifying some themes and establishing a structure for the problem. Playing strategy games such as chess can also improve your ability to identify logical solutions to abstract problems.

Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making; encourages an organizational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback).

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You are unlikely to look for potential limitations when reviewing new information.
- You are moderately interested in learning about abstract concepts.
- You are likely to be as comfortable as most when gathering facts and figures.
- You are likely to question conventional approaches when learning new tasks or when new information is presented.
- Your results on the verbal ability test were well below average. This may negatively impact on your understanding of new information.
- Your results on the numerical ability test were below average. This may limit your understanding of newly presented numerical data.
- Your inductive reasoning ability test results were well below average. You may therefore find it challenging to understand and commit abstract or conceptual information to memory.

Possible development activities for further discussion:



Select (with the help of your manager) a system, procedure or policy at work that is in need of evaluation. Find information that will assist you in determining its effectiveness. Investigate all possible options and make recommendations.



Review a current or recent strategic issue facing your organization with someone you know enjoys working with conceptual models. Ask them how a model would help to frame strategic options and identify choices for strategic action.



Consider a problem or issue that you have tackled recently. To what extent did you identify and consider all possible sources of factual information and data that impacted the issue? Ensure that a fuller range is included in your future analyses.



Committing information to memory requires you to know and understand the basic concepts embedded in the information. Ask someone to show you how to skim documents quickly to extract only the key information you need to know.



Collect figures and statistical tables relating to your organization's performance and its current situation. How are these interrelated? List as many influences, both internal and external, that could have had an impact on these. List the inferences you would make from these and check the comprehensiveness and depth of your understanding with your manager.



Find an aspect of your work that you find difficult to understand, but are interested in. To make it easier to understand and learn the information, read up on everything related to the topic. Discuss this aspect with experts within the organization.

Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You see yourself as creative as most others.
- You are likely to question conventional methods.
- You like a small amount of change in work routine and appreciate some stability.
- You see some relevance in applying theories to problem solving.
- Your verbal ability test results were well below average. This may restrict the effectiveness with which you use verbal information to support innovation.
- Your numerical ability test scores were below average. This may reduce the effectiveness with which you use numerical information to produce innovative solutions.
- Your inductive reasoning ability test results were well below average. You may therefore find it challenging to understand and commit abstract or conceptual information to memory.

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.



Review areas of your life that have become habit bound, e.g. the way you work with a colleague, the way you handle your work schedule, what you do on weekends. Experiment with new ways of handling each of these.



When working on a new idea or process, consider drafting a 'map' of all those potentially affected or concerned with the content to ensure 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 a conceptual approach and make amendments in line with their suggestions.



Challenge your usual approach and viewpoint by identifying newspaper articles or papers that are relevant to your area of work or business. Spend time absorbing the information and making notes on the merits of any new approaches or innovations mentioned. Get feedback on your analysis from a peer or manager and work with them to consider what similar initiatives could be implemented in your own team.



Make sure that you are very familiar with any numerical information which you might need for your particular line of work. Ensure that you have a clear understanding of the basic concepts you need to apply. Consider checking your understanding and interpretation with others in your area by presenting them with innovative solutions to a current problem.



Identify an individual who is good at working with conceptual issues when generating new ideas. Ask them to explain their approach and experiment with their techniques when brainstorming. Aim to increase the range and number of solutions you would typically suggest.



Works strategically to realize organizational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organization's future potential; takes account of a wide range of issues across, and related to, the organization.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You are likely to take a shorter rather than longer term view when developing strategy.
- You are as likely as most to see the relevance of thinking conceptually when developing strategy.
- You are likely to focus on the broader picture rather than the detail.
- You are likely to question conventional approaches when establishing a vision.
- Your verbal ability test results were well below average. This may have a negative impact on your ability to develop strategies and policies.
- Your numerical ability test results were below average. This indicates that you may experience some difficulty when making inferences from numerical data.
- Your inductive reasoning ability test results were well below average. This may impede your ability to reason with conceptual or abstract issues.

Possible development activities for further discussion:



Prepare a brief report or presentation for your colleagues on the key issues facing your department or organization. Ensure 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.



Select any relevant article from a newspaper or business journal and discuss it with a friend whom you regard as being a conceptual thinker. Focus on the way in which they approach the discussion. What sort of issues or areas do they consider?



Read and discuss relevant journals and periodicals such as The Economist, the business pages of newspapers, the Wall Street Journal, or the Financial Times. Determine how you can use this information to develop strategies relevant to your department.



Study the figures and statistical tables of your company or department. What conclusions can you draw or inferences can you make from the information? Note the strategic implications of these inferences. Discuss this with a manager or colleague.



Go to a bookstore or a library and choose one or two books to read on how to develop a strategic perspective. You can also use the Internet to search for examples of well written strategies.

Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organizes resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.

- You have some tendency towards focusing on immediate rather than long term issues.
- You may not always enjoy managing others.
- You may be a little less focused on details when planning than your peers.
- You indicate that you place a very low priority on monitoring plans against deadlines.

Possible development activities for further discussion:



Ensure that you understand the long-term plans for your own department or area. Talk to your manager about these goals, and how these impact upon the broader business objectives and also your own personal work plans and responsibilities. When planning your day to day work, make sure that you have also factored in the effect of achieving short term objectives on the desired, longer term objectives and outcomes for your area.



Get yourself involved in working parties or projects where you have to work alongside managers from other functions. Focus on the procedures they use to monitor staff performance and the results obtained by their department. Evaluate these in relation to your own function.



When planning a piece of work, think carefully about your goals to identify all the steps that will need to be included in your plan. Write down the activities that will need to happen to realize your plan and highlight required milestones. Be sure to provide specific details of what will happen at each stage.



Think of how you personally may have given lower priority to deadlines than was required. Explicitly commit to taking responsibility for monitoring and checking these in the future. Consider whether there are monitoring systems or procedures which you can utilize to assist you in appropriately ensuring that objectives are met.

6.2 DELIVERING RESULTS AND MEETING CUSTOMER EXPECTATIONS

Potential development need



Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals.

- You indicate that you are very likely to see deadlines as flexible and are willing to leave tasks unfinished.
- You may not always adopt a methodical and organized approach.
- You describe yourself as somewhat likely to be prepared to break rules and procedures.
- You are unlikely to set stretching goals for yourself or others.

Possible development activities for further discussion:



With the help of your manager, review a piece of work where you were unable to, or chose not to, meet the agreed deadline. Identify what caused this and then look forward to highlight similar obstacles in ongoing projects.



Compare your colleagues' working styles to yours and determine who follows a more structured work method. Decide whether you feel that following a more systematic and methodical approach to work would increase your quality of work.



Review the quality standards that have been implemented in your organization. Are they applied throughout the organization? Are you and your team in general familiar with and complying to the quality standards?



Set yourself stretching targets for meeting customer expectations or outcomes on a monthly or weekly basis. Keep a record of the difficulties you encounter on a day-to-day basis and how you aim to or did deal with them. Review your progress with others regularly.

6.3 FOLLOWING INSTRUCTIONS AND PROCEDURES^{DNV}

Potential development need



Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organization; complies with legal obligations and safety requirements of the role.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You prefer not to be restricted by rules and procedures.
- You tend to place a very low priority on keeping to agreed schedules.
- You see yourself as someone who holds strong views and may challenge instructions from others.
- Your verbal ability test scores were well below average. This means you may experience difficulty in understanding written instructions and policies.
- Your numerical ability test results were below average. This impacts on how effectively you work with and understand processes involving numerical information.
- Your results on the inductive reasoning ability test were well below average. This indicates that you may find it challenging to follow complex instructions.

Possible development activities for further discussion:



Take the time to understand the business' policies, rules, regulations and standards relevant to your department. Think about a time when you did not adhere to these policies. What were the consequences? Review your work approach to ensure that these policies are taken into account. If you feel some of the policies are redundant, identify legitimate ways of raising objections or concerns.



Consider how inclined you are to stick to timelines and drive activities to completion. Have there been situations when you did not deliver as promised? Why? List the steps you could take to help you achieve your deadlines and complete activities on schedule.



Think about how open you are to following procedures and directions from others. Identify an instance when you may not have responded positively to direction. Consider what you could do differently to minimize business risks.



Spend time familiarizing yourself with the policies documents and procedures of your department. Is there anyone on your team with whom you can consult if you need help understanding what is expected of you? Write some questions you could ask to help you better understand and clarify the information.



Make a list of the processes and policies in your department that include numerical information you find difficult to understand. Ask your manager to go through them with you explaining the reason for these processes and policies and how to apply them.



With the help of your manager review the daily execution of your tasks. Break these tasks into smaller units and make a list of the instructions and procedures that have to be followed. Make sure you understand each of these instruction or procedures.



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.

- You are likely to adapt your interpersonal style across situations.
- You report that you like some variety and new experiences balanced with more routine activities.
- You are likely to be comfortable with new approaches and work methods.
- You are as likely as most to seek to understand differences in motives and behaviors of others.

Possible development activities for further discussion:



Focus on a change or new experience that you decided not to make or take part in and now regret. What would the advantages and benefits have been of making this change or taking part in this experience? What have been the consequences of not changing or taking part? How did you feel about it?



Consider your own motivations and likely reactions to different scenarios. How do these differ from the people around you? Make an effort to find out the key motivators for different people in your team. Consider how to use this information to adapt your style and get the most out of your interactions with them.



Maintains a positive outlook at work; works productively in a high pressure environment; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.

- You describe yourself as likely to take a degree of criticism without dwelling on it.
- You find it fairly easy to switch off from work pressures.
- You may find it difficult to maintain a positive outlook.
- You tend to be fairly open in expressing your emotions.

Possible development activities for further discussion:



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.



Practice 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.

8.1 ACHIEVING PERSONAL GOALS AND OBJECTIVES

Potential development need



Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities.

- You describe yourself as more interested in setting realistic, achievable goals than highly challenging ones.
- You are as comfortable with a demanding schedule as most others.
- You are likely to be as comfortable as most in competitive situations.
- You prefer to take a short term rather than a strategic approach to your own development.

Possible development activities for further discussion:



Discuss the 'difficult to achieve' goals with your manager. Find ways to achieve these goals more effectively. Can you apply the same techniques you use to reach 'easily attainable' goals? List these goals in the order in which you would like to achieve them. Try doing this in order of difficulty since success gives confidence for future tasks.



Identify those situations in which you have felt the most energized and prepared to take on a high workload. How can you find other opportunities like this? If you find that you feel most energetic at a particular time of day, try to arrange your working day so that you tackle the greatest demands during this time.



Identify in which situations you have shown the most drive and commitment in the past. What were the key conditions in those situations? Can you identify a way to incorporate this or these into your current job?



List your goals at work in three stages; immediate term, medium term and longer term. Talk through the medium and longer term goals in greater detail with your manager or a colleague and make sure that these are given sufficient priority in your activities and decisions.







Keeps up to date with competitor information and market trends; identifies business opportunities for the organization; maintains awareness of developments in the organizational structure and politics; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.

^N Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. N: numerical.

- You are as comfortable as most with the competitive element of commercial situations.
- You are unlikely to be motivated by stretching financial targets.
- You are as comfortable as most working with financial information.
- Your numerical ability test results were below average. This may reduce the effectiveness with which you interpret and use complex business-related numerical information.

Possible development activities for further discussion:

-  Ask an expert on your organization's competitor information and market trends to copy you in on relevant emails and newsletters related to market/competitor information. Prepare a brief report or presentation for your manager or team about the products and strategy of the organization's keenest rival. What could your company do to win business from them?
-  Recognize your preference for achievable targets. When you are next faced with a challenging target, do not shy away from it but break it down into smaller pieces and commit yourself to achieving it one piece at a time.
-  Use your finance department and acquaintances who are financial specialists to help you understand basic financial concepts or techniques, e.g. balance sheets, depreciation, key ratios, project margins, liquidity, etc.
-  Identify a colleague or a manager that you know is efficient in interpreting numerical information. Read through their interpretation of financial data and discuss their conclusions with them. Analyze and interpret profit and loss statements and company accounts from your finance department. Get a colleague to check your interpretation.

PERSONAL DEVELOPMENT PLAN: Mr Sample Candidate

Competency	Development objective	Development activity	Support required	Timescale	Review process

ABILITY TESTS AND COMPETENCIES

The relationship between UCF competencies and ability tests is shown in the table below.

For some competencies, a number of ability tests may be relevant. However, this does not mean that all of these ability tests need to be completed. The choice of ability tests should be driven by an understanding of the **job requirements** (please consult with a qualified person within your organization for further guidance if needed). Competency predictions are still robust if only OPQ or OPQ with one or two ability tests have been used.

Competency	Diagrammatic/ Inductive	Numerical	Verbal	Deductive
1.1 Deciding and Initiating Action				
1.2 Leading and Supervising				
2.1 Working with People				
2.2 Adhering to Principles and Values ¹				
3.1 Relating and Networking				
3.2 Persuading and Influencing				
3.3 Presenting and Communicating Information		✓	✓	●
4.1 Writing and Reporting			✓	●
4.2 Applying Expertise and Technology	✓	✓	✓	●
4.3 Analyzing	✓	✓	✓	●
5.1 Learning and Researching	✓	✓	✓	●
5.2 Creating and Innovating	✓	✓	✓	●
5.3 Formulating Strategies and Concepts	✓	✓	✓	●
6.1 Planning and Organizing				
6.2 Delivering Results and Meeting Customer Expectations				
6.3 Following Instructions and Procedures	✓	✓	✓	●
7.1 Adapting and Responding to Change				
7.2 Coping with Pressures and Setbacks				
8.1 Achieving Personal Work Goals and Objectives				
8.2 Entrepreneurial and Commercial Thinking		✓		

Key

✓: The ability test is relevant to the competency, has been completed and is included in the assessment

●: The ability test is relevant to the competency but has not been completed and is not included in the assessment

[Greyed out]: There are no ability tests relevant to this competency

ASSESSMENT METHODOLOGY

This report is based upon the following sources of information for Mr. Sample Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32r Russian v1 (Std Inst)	OPQ32r Russian General Population 2012 (INT)
Graduate/University Verbal Reasoning RUS	General Population 2006
Graduate/University Numerical Reasoning RUS	General Population 2006
Graduate/University Inductive Reasoning RUS	General Population 2007

PERSON DETAIL SECTION

Name	Mr. Sample Candidate
Candidate Data	RP1=5, RP2=4, RP3=4, RP4=8, RP5=5, RP6=5, RP7=5, RP8=4, RP9=4, RP10=3, TS1=5, TS2=3, TS3=5, TS4=3, TS5=5, TS6=5, TS7=6, TS8=8, TS9=4, TS10=4, TS11=2, TS12=4, FE1=7, FE2=7, FE3=7, FE4=3, FE5=4, FE6=4, FE7=5, FE8=6, FE9=3, FE10=4, CNS=1 N=Sten 3/7 %ile V=Sten 1/1 %ile D=Sten 2/3 %ile
Report	The UCF Development Action Planner Version Number: 1.1 ^{RE}

ABOUT THIS REPORT

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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.

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