



Talent in Innovation.
Innovation in Talent.

Digital Readiness Development Report

Individual Contributor

Name: Sample Candidate

Date: 10 November 2021



Introduction

You have recently completed a self-report personality questionnaire in order to provide a framework for discussing how your personality preferences are likely to influence your behaviour in the new digital environment. The report is based on the responses you gave to the OPQ32r Occupational Personality Questionnaire.

This report summarises the way that you have described your typical style at work. The report describes the way you typically behave, rather than your actual skill levels. It gives an indication of your likely strengths in each area and 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 a starting point for discussing your individual development plan in the context of your current role and/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 competency to your current and future positions within your organisation, and to then identify the most appropriate individual development plan for you, both in the short and longer term.

This report has a shelf-life of 18-24 months and should be treated confidentially.

If you require support in interpreting this report, please contact a person in your organisation who has received full training and certification in the use of SHL's assessment tools.

Digital Readiness

Making digitalisation work is all about people. In the digital economy, work is far less structured and predictable and far more collaborative and customer-centric than ever. From working with hundreds of organisations and the millions of individuals they are looking to attract, retain, and manage in high change, digital environments, SHL has identified four primary Digital Talent Objectives they tend to share.



These key objectives comprise the profile of the digital talent that organisations need to succeed. Digital Readiness is the ability to engage in the behaviours (or competencies) necessary to perform well in a digital business environment. These competencies, if nurtured in the right ways, are key to propelling business growth and developing new markets and products. It takes individuals with these competencies to be able to develop and recognise the implication of a new idea, process or practice, advance new inventions, and embrace a shared future with technology.

Report Key

The symbols below indicate which aspects of your style are likely to contribute positively or more negatively to each competency.

Definition	Short Description	Symbol
Very likely to have a positive impact	Key strength	☑☑
Likely to have a positive impact	Likely strength	☑
Likely to have neither a positive nor a negative impact	Moderate	▣
Likely to have a negative impact	Likely limitation	☒
Very likely to have a negative impact	Key limitation	☒☒

The overall likelihood of you displaying strength in each competency is shown in the bar graphs on the right-hand side of the report.

Definition	Visual
Unlikely to be a strength	■ ■ ■ ■ ■
Less likely to be a strength	■ ■ ■ ■ ■
Moderately likely to be a strength	■ ■ ■ ■ ■
Quite likely to be a strength	■ ■ ■ ■ ■
Very likely to be a strength	■ ■ ■ ■ ■

Summary of Competency Potential

The Overall Fit Score provides a summary rating of how your preferences match against all the competencies and Digital Readiness Objectives. The 1-5 score indicates how well your preferences compare against a larger comparison group.

Overall Fit Score	1	2	3	4	5
Based on your personality preferences, it seems that there is an alignment between your potential behaviours (or competencies) and the likelihood to engage in the behaviours necessary to perform well in a digital business environment. Use the information in this report to create further self-insight, and discuss possible interventions with your manager for the areas where you feel you may still need some development.					


The table below provides a summary of your potential performance on the competencies and objectives examined. Definitions of the competencies, behavioural preferences, and development tips are given under each competency in the next section.


Digital Readiness Objective	1	2	3	4	5
Continuous Learning and Innovation	■	■	■	■	■
Executing Excellence	■	■	■	■	■
Network Performance	■	■	■	■	■
Insightful Analytics	■	■	■	■	■
Competencies	1	2	3	4	5
Decision Making	■	■	■	■	■
Collaboration	■	■	■	■	■
Building Relationships	■	■	■	■	■
Influence	■	■	■	■	■
Communication ²	■	■	■	■	■
Applying Expertise and Technology	■	■	■	■	■
Critical Thinking	■	■	■	■	■
Learning ²	■	■	■	■	■
Creativity and Innovation ²	■	■	■	■	■
Strategic Thinking ²	■	■	■	■	■
Planning and Organising	■	■	■	■	■
Delivering Results	■	■	■	■	■
Adaptability	■	■	■	■	■
Initiative	■	■	■	■	■


² Assessment of this competency could be enhanced by adding a measure of aptitude or ability.


Competency Potential Profile

The tables below provide a summary of your potential performance on the competencies examined. The definition for each area and competency is provided under the different headings.

Continuous Learning and Innovation	
The rapid pace of change associated with digital business environments and transformations requires employees and leaders who can adapt, learn effectively, and innovate to drive their organisations forward.	

Learning	
Identifies the information needed to address an issue; gathers information from routine and non-routine sources to support decision-making; assimilates new information quickly; masters new techniques easily.	
<ul style="list-style-type: none"><input type="checkbox"/> You are likely to base decisions on some data, facts and figures, as well as less quantifiable information when faced with a context of frequent change.<input type="checkbox"/> You review information to some extent, and are moderately likely to consider the consequences and benefits when evaluating multiple courses of action.<input checked="" type="checkbox"/> You demonstrate an interest in learning and exploring new concepts and are quite likely to invest time in developing domain expertise and digital acumen.<input checked="" type="checkbox"/> You are likely to adopt a strategic perspective and demonstrate an interest in connecting actions to the larger picture.<input checked="" type="checkbox"/> You are very likely to get immersed in detail when required to work with information.<input checked="" type="checkbox"/> You are likely to set and meet demanding goals whilst looking for improvement and learning opportunities.	

Creativity and Innovation	
Embraces new ideas; seeks out diverse perspectives; reassesses, experiments, and brainstorms to generate ideas and insights; thinks in new and different ways to create innovative approaches and solutions.	
<ul style="list-style-type: none"><input checked="" type="checkbox"/> You are unlikely to embrace new and innovative ideas.<input checked="" type="checkbox"/> You demonstrate an interest in new concepts, technologies and developments.<input type="checkbox"/> You are as likely as most to take an innovative approach to challenges.<input type="checkbox"/> You are likely to occasionally look for variety in work tasks.<input type="checkbox"/> You usually support adherence to rules but may take a non-standard approach in an ambiguous environment.<input type="checkbox"/> You are likely to have a balanced focus on both positive and negative aspects associated with a digital business environment and transformation.	

Strategic Thinking	
Thinks broadly and considers important issues that impact success today and in the future; develops strategies to achieve critical outcomes; proactively seeks opportunities to introduce change.	
<ul style="list-style-type: none"><input type="checkbox"/> You feel as comfortable as most when required to persuade others to impact success.<input type="checkbox"/> You express a moderate interest in taking the lead in developing strategies.<input checked="" type="checkbox"/> You are likely to follow conventional approaches when introducing improvements.<input checked="" type="checkbox"/> You expresses an interest in thinking about strategies conceptually.<input type="checkbox"/> You are as likely as others to contribute new and original ideas when discussing potential strategies.<input checked="" type="checkbox"/> You have an inclination towards adopting a more long term focus, which can aid strategy development.<input checked="" type="checkbox"/> You demonstrate a high level of commitment towards achieving strategic goals.	

Adaptability



Adapts well to ambiguity, change, and different cultures; finds positive opportunities in these circumstances.

- You sometimes takes the lead during change initiatives.
- You express a preference for upholding established practices and approaches, rather than challenging them.
- You sometimes generate innovative ideas, supporting your contribution to change initiatives.
- You express a preference for a mixture of variety and routine and may enjoy some change.
- You are likely to adapt your personal style to different learning situations.
- You have a tendency to feel tense when facing different or changing situations.
- You are likely to maintain a neutral outlook and are not likely to view change as particularly positive or negative.



This appears to be an area of relative strength for you. Review your preferences on the previous page, as well as the development recommendation below (if any), in order to enhance your self-insight into your potential behaviours in this Digital Readiness Objective. You may also find it useful to consider the extent to which your current and future roles enable you to demonstrate your competence in this area. Look for opportunities where you can stretch yourself in order to enhance your competence further.

Possible Development Activities for further discussion:

- When required to provide a new way of doing things, list what critical information you need. Identify what you have and what is still missing. Don't just rely on one source for your information but identify a range of reliable sources. Check information from different sources for inconsistencies. Check with sources of conflicting information and ask them to confirm how reliable it is. Examine inconsistent information to identify its relevance and degree of impact to help you decide whether to take it into account in your recommendation.

Self-Reflection:

Which activities in my current role are linked to this Digital Readiness Objective?

What are some ways that improving in this area would improve my performance and potential business impact?

What specific actions am I going to take?

Who will support me in developing in this area?

Executing Excellence



The pressure for sustained top-line and bottom-line financial growth of digital businesses requires employees and leaders who are action-oriented, decisive, pragmatic, and efficient in achieving their performance goals and objectives.

Decision Making



Makes prompt decisions, even when they involve risk; makes difficult decisions, even when they involve tough choices; makes well-informed and considered decisions; takes responsibility for results.

- You let others take the lead in some instances whilst taking the lead in others.
- You demonstrate a moderate preference to reflect and objectively analyse issues before forming a judgement.
- You are highly likely to persist until a goal is achieved whilst taking responsibility for results.
- You are as likely as most to be concerned about what others say, and have a moderate tendency to avoid situations where you might receive criticism or experience failure.
- You demonstrate a moderate tendency to take action and make prompt decisions.

Planning and Organising



Sets objectives that align with team and organisational goals; develops plans, commits to timelines and uses time effectively; anticipates, allocates and monitors resources to deliver work requirements; documents job information.

- You are likely to take a long-term view in project execution.
- You demonstrate a strong preference for working at a detailed level.
- You place a very high priority on completing tasks in line with expectations.
- You are as likely as most to adhere to rules, regulations and set procedures.
- You are likely to work long and hard in the pursuit of excellence.

Delivering Results



Focuses on understanding and addressing customer needs; sets high standards for work quality and quantity; delivers high productivity in a focused and timely manner; structures and prioritises work activities; shows commitment to the organisation.

- You may sometimes prefer routine and at other times variety in the way you deliver tasks.
- You are very likely to adopt a methodical approach.
- You place a very high priority on completing tasks in line with customer expectations.
- You are somewhat inclined to follow rules and procedures to ensure customer services and solutions are in line with the organisation's vision, mission and values.
- You are a little less likely than others to enjoy having a busy schedule, which involves multiple priorities and objectives.

Initiative



Tackles demanding goals enthusiastically; seeks out progressively more difficult assignments and roles; proactively identifies and acts upon opportunities and improvement areas; accomplishes work autonomously; strives to outperform others.

- You are inclined to accept majority decisions and follow the consensus.
- You place a high degree of importance on completing tasks within committed timelines.
- You have a preference to take things at a steady pace and dislike being overloaded with work.
- You enjoy competition and team activities in equal measure.



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Possible Development Activities for further discussion:

- Regard new responsibilities as a way of learning new skills and becoming more digitally proficient. List the main benefits you intend to gain from a new responsibility; how will you achieve these? Ensure you understand the objectives of the new responsibility and talk through each with your manager. Identify where you can do well and where you need extra training and support.

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What specific actions am I going to take?

Who will support me in developing in this area?

Network Performance



The increased interdependence of work and stronger emphasis on the customer experience in digital business environments requires employees who can develop productive relationships, collaborate, and influence others to boost the performance of their colleagues and customers. That is, they deliver digital network performance.

Collaboration



Accepts and appreciates other people; demonstrates courtesy and compassion; supports, encourages and thanks others; consults, listens to and understands others; promotes diversity and builds morale, team cohesion and collaboration.

- You are likely to accept a majority decision and to consider the views and ideas of stakeholders.
- You really enjoy being around people.
- You have a strong preference for sharing information and involving others in the decision-making process.
- You are likely to be supportive of team members, providing sympathy when needed.
- You are likely to make consistent efforts to understand the motives and behaviours of others.
- You are as likely as most to see others as honest and reliable.

Building Relationships



Develops relationships and builds networks; creates a positive impression and builds rapport; adapts approach to interact effectively with others; effectively manages conflict; helps others succeed.

- You are likely to be lively and animated in familiar group setting but less so with strangers.
- You are extremely likely to enjoy the company of others.
- You are highly likely to feel confident when in formal business environments or meeting others for the first time.
- You are likely to be supportive towards others' personal problems in the working environment.
- You are likely to take an interest in understanding aspects of others' behaviour and motives.
- You are likely to adapt your personal style across different working relationships.

Influence



Establishes credibility and uses compelling insights to appeal to others' needs and persuades them to adopt a different point of view; navigates political situations and negotiates to gain agreement from others and achieve desired outcomes.

- You are moderately comfortable using persuasion and negotiation to win others over.
- You are likely to express a moderate interest in taking the lead.
- You are likely to be very willing to deal with contentious issues and argue a point of view.
- You are very likely to be confident when required to influence others.
- You are likely to use an understanding of motives and behaviours when influencing others.
- You demonstrate a preference for using conventional approaches when influencing business performance.
- You are likely to adapt your influencing style when dealing with different people.

Communication



Understands spoken information; speaks clearly and understandably; presents with confidence; gauges audience reaction, interest and understanding, and adjusts communication style or content accordingly.

- You are somewhat likely to use persuasion and negotiation when communicating with others.
- You are likely to be lively and animated in a familiar group but less so with strangers.
- You are as likely as most to critically evaluate during the communication process.
- You are likely to use an understanding of motives and behaviours when communicating.
- You are likely to adapt your communication style when dealing with different people.
- You have a tendency to feel nervous before important communication situations.



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Possible Development Activities for further discussion:

- Each time you present, seek feedback from two or three members of your audience. Use this feedback to adapt your own presentation style, experimenting with different techniques (such as telling stories, body language or a different style of visual aids) to improve each new presentation.
- Research who the audience is. Be clear about the purpose of the communication. Take into account the size, location and level of the audience and select the most appropriate method. Consider a variety of communication methods: presentation, video, email and newsletter. Prepare to use a variety of methods for each target audience. Check out what methods have been used recently to avoid overload / boredom. Bounce ideas off a few people to gauge impact. Recognise the need to balance impact with gimmickry. Distil the key messages: if you were the recipient, how would you like them conveyed?
- Think about what would help you remember a message. Consider what would make others take notice. Learn from how others present their messages. Make use of graphics, diagrams, and humour to liven up presentations. Ask questions during your communication to get a discussion flowing. Tailor the communication to the needs of the audience. Tell a story or anecdote that others will remember. Use confident body language (e.g. leaning forward, nodding strongly, gestures).

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Insightful Analytics



The explosion of new digital tools and the exponential growth of data and information require employees who can apply their analytical and reasoning skills to effectively use those tools and data to create insights that produce results in a wide range of contexts.

Applying Expertise and Technology



Applies functional and technical expertise to accomplish work; uses technology systems to communicate information; adopts, operates and repairs job-related technology effectively; generates new functionality within technology systems.

- You are somewhat inclined to use statistics, facts and figures to identify, find and evaluate information.
- You demonstrate some preference for critically reviewing technology systems, at times differentiating between relevant and irrelevant information.
- You are likely to favour well-established work methods over generating new functionality within technology systems.
- You are likely to bring a moderate level of creativity to the pursuit of work objectives.
- You are likely to develop long-term goals and anticipate future developments in technology when working with information and communication technologies.

Critical Thinking



Gains an understanding of the situation or problem; evaluates, integrates and categorises information to identify issues, patterns, trends and relationships; challenges assumptions and draws informed conclusions that enable effective approaches and solutions.

- You get some enjoyment from working with numbers and statistics, balancing analytically challenging data with using intuition.
- You have some interest in probing information to gain an understanding of a situation or problem.
- You have a preference for experimenting with ideas and dealing with complex concepts and theories.
- You are as likely as others to apply an innovative approach to digital tools and information.
- You are very likely to follow a detailed and systematic approach when faced with information and technologies.



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- Keep up to date with technical developments in your field of expertise. Read publications that relate to your specialist area. Arrange knowledge-sharing sessions with colleagues. Check that people understand your answers when they ask questions.
- Take time to look at the way things are done and for opportunities to improve. Take a broad view; identify ways a real competitive advantage can be obtained for being a digitally proficient company. Seek opinions/ideas and thoughts from colleagues. List other organisations that have improved their services or products. Identify those practices and processes that have been the same for a long time and challenge them to ensure they are delivering what is needed in the most efficient and effective way. Challenge existing processes, practices, and projects, asking, “do we need this at all?”
- Break complex problems into component parts and identify the links and interdependencies between the parts. Learn how to apply “Mind Mapping” to problems. Consider the potential impact of a solution on connected elements before implementing any decisions.
- Take the suggestions or decisions made by others and constructively challenge them to identify ways to improve them. Establish the facts, explore what you think, discuss the issues and plan how to improve. Ensure the person feels they have a win-win situation and that your challenge is positive and constructive.

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