Digital Readiness Development Report

Manager

Name: Sample Candidate
Date: November 10, 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 behavior in the new digital environment. The report is based on the responses you gave to the OPQ32r Occupational Personality Questionnaire.

This report summarizes 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 organization, 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 organization who has received full training and certification in the use of SHL's assessment tools.

Digital Readiness

Making digitalization 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 organizations 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 organizations need to succeed. Digital Readiness is the ability to engage in the behaviors (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 recognize 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 in some areas and misalignment in other areas with regards to your potential behaviors (or competencies) and the likelihood to engage in the behaviors necessary to perform well in a digital business environment. Use the information in this report to enhance your self-insight, as well as discuss possible developmental interventions with your manager.	🟧	🟧	🟧	⬜	⬜

The table below provides a summary of your potential performance on the competencies and objectives examined. Definitions of the competencies, behavioral 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	🟩	🟩	🟩	🟩	⬜
Leadership	🟩	🟩	🟩	🟩	🟩
Collaboration	🟩	🟩	🟩	⬜	⬜
Ethics and Values [1]	🟧	🟧	🟧	⬜	⬜
Building Relationships	🟧	🟧	🟧	⬜	⬜
Influence	🟥	🟥	⬜	⬜	⬜
Communication [2]	🟧	🟧	🟧	⬜	⬜
Applying Expertise and Technology	🟩	🟩	🟩	🟩	⬜
Critical Thinking	🟩	🟩	🟩	⬜	⬜
Learning [2]	🟩	🟩	🟩	🟩	🟩
Creativity and Innovation [2]	🟧	🟧	🟧	⬜	⬜
Strategic Thinking [2]	🟩	🟩	🟩	🟩	⬜
Planning and Organizing	🟩	🟩	🟩	⬜	⬜
Delivering Results	🟧	🟧	🟧	⬜	⬜
Adaptability	🟧	🟧	🟧	⬜	⬜
Initiative	🟧	🟧	🟧	⬜	⬜

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

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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 organizations forward.

Decision Making

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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 are unlikely to take control and give clear directions during the decision making process.
- ▪ You are as likely as most to critically assess the information needed for decision making.
- ▪ You are as likely as most to make decisions in the required timelines.
- ☑ You are likely to view criticism to decisions objectively whilst remaining focused on the tasks at hand.
- ☑ You demonstrate an inclination to make decisions fairly quickly.

Leadership

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Leads groups and delegates work based on skills and potential; empowers others and motivates high performance; sets clear expectations and standards for performance; monitors work and coaches others to develop their full potential.

- ☑ You are likely to show an interest in understanding the motives and behaviors of employees with a focus on capability gaps and developmental opportunities.
- ▪ You are as likely as most to provide support for the development of employees.
- ☒ You are likely to feel uncomfortable when taking charge of people or stepping into a leadership role.
- ▪ You are as likely as most to take a strategic approach to employee learning opportunities.
- ▪ You are as likely as most to put your own views across when dealing with contentious issues.
- ▪ You may find some social situations awkward whilst being confident and composed in other interactions.

Learning

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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.

- ▪ 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.
- ▪ You review information to some extent, and are moderately likely to consider the consequences and benefits when evaluating multiple courses of action.
- ☑ You demonstrate an interest in learning and exploring new concepts and are quite likely to invest time in developing domain expertise and digital acumen.
- ▪ You tend to focus on the medium term and demonstrate a moderate interest in connecting actions to the larger picture.
- ☑ You are likely to get immersed in detail when required to work with information.
- ☑ You are likely to set and meet demanding goals while 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.

- ☑ You are unlikely to embrace new and innovative ideas.
- ☑ You demonstrate an interest in new concepts, technologies and developments.
- ☑ You are likely to take an innovative approach to challenges.
- ▪ You are likely to occasionally look for variety in work tasks.
- ▪ You usually support adherence to rules but may take a non-standard approach in an ambiguous environment.
- ▪ 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.

- ☑ You are likely to feel comfortable when required to persuade others to impact success.
- ☒ You express a slight reluctance to take the lead in developing strategies.
- ☑ You are likely to follow conventional approaches when introducing improvements.
- ☑ You expresses an interest in thinking about strategies conceptually.
- ☑ You are likely to contribute new and original ideas when discussing potential strategies.
- ▪ You adopt a mid-term focus when developing strategies.
- ☑ 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 are likely to be averse to taking the lead during change initiatives.
- ☑ You express a preference for upholding established practices and approaches, rather than challenging them.
- ☑ You are inclined to 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.

Continuous Learning and Innovation

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 behaviors 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:

- Practice different methods to help you conceptualize problems. Use "Mind Mapping" to draw a picture collage, or use a storyboard technique, to help you think about issues and possible solutions in a novel and creative manner.
- Identify the benefits of change and the ambiguity of the new working environment. Identify your concerns and generate ideas for minimizing them. Identify specific help and support you need. Work out a step-by-step process and focus on one step at a time. Ask for the "why" to be explained to you as well as the "what." Ensure that both steps and timetable can be achieved.

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

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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

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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 demonstrate a preference for letting other people take the lead in managing teams and projects.
- ▪ You demonstrate a moderate preference to reflect and objectively analyze issues before forming a judgment.
- ▪ You are likely to make as much effort as most to meet goals and take responsibility for results.
- ☑ You are likely to be unconcerned about what others say and may not mind situations where you might receive criticism or experience failure.
- ☑ You demonstrate a tendency to take action and make prompt decisions.

Leadership

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Leads groups and delegates work based on skills and potential; empowers others and motivates high performance; sets clear expectations and standards for performance; monitors work and coaches others to develop their full potential.

- ☑ You are likely to express an interest in the motives and behaviors that inspire and energize team members.
- ▪ You are as caring as most and are likely to somewhat empower others.
- ☒ You demonstrate a preference for not taking the lead.
- ▪ You are likely to focus on current and some longer term issues when setting expectations.
- ▪ You are moderately inclined to speak up and openly address and confront controversial issues.
- ▪ You are fairly comfortable when interacting with new people.

Ethics and Values

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Upholds ethical standards and values; maintains confidentiality; follows through on commitments; encourages responsibility towards the community and the environment.

- ▪ You are somewhat likely to consider the problems of others in your own strive for excellence.
- ▪ You place a moderate priority on monitoring plans against deadlines.
- ▪ You are as likely as most to consult others on digital business issues.
- ▪ You deal with some situations proactively and other situations reactively.
- ▪ You are as likely as others to adhere to rules and regulations.
- ▪ You are moderately likely to trust the intentions of others.

Planning and Organizing

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

- ☐ You are as likely as most to take a long-term view in project execution.
- ☑ You demonstrate a preference for working at a detailed level.
- ☐ You place a moderate 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

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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 prioritizes work activities; shows commitment to the organization.

- ☐ You may sometimes prefer routine and at other times variety in the way you deliver tasks.
- ☑ You are likely to adopt a methodical approach.
- ☐ You recognize the need to complete 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 organization's vision, mission and values.
- ☐ You are as comfortable as most with having a busy schedule, which involves multiple priorities and objectives.

Initiative

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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 moderately inclined to follow your own thought processes and disregard some consensus decisions.
- ☐ You usually prefer to complete tasks within committed timelines.
- ☐ You enjoy periods of activity and a high workload as much as your peers.
- ☑ You have a preference for competition and outperforming others rather than participating in team activities.
- ☑ You are inclined to create a high performance work climate and set demanding goals for teams to deliver.

Executing Excellence

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 behaviors 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:

- Ask yourself: Who are my customers; how are the expectations of our customers changing, and how does the customer experience change in the digital working environment? What are the customers' stated and unstated needs; how will these needs change in the future? Seek out customer feedback and analyze the responses. Look for opportunities to talk and tap into the voice of the customer. Use customer feedback and insights from other sources to deliver results.

- 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.

- Critique existing service levels. Distinguish between ideal and realistic service levels in a digital working environment. Identify customer requirements and the gap between actual and desired service. Define service levels for your area. Identify an area in the business that has high service standards and analyze what is contributing to this. For each task you undertake, identify a key measure of excellence and keep to it. Get people to give feedback to you on your level of service standard in your pursuit of execution excellence.

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?

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.

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 are unlikely to express an interest in taking the lead during the decision-making process.
- ◫ You are as likely as most to critically evaluate information when making decisions.
- ◫ You try to make decisions within committed timelines.
- ☑ You are likely to be unconcerned about what others say and may not mind situations where you could receive criticism or experience failure.
- ☑ You demonstrate a preference for making prompt decisions.

Leadership ■ ■ ■ ■ ■

Leads groups and delegates work based on skills and potential; empowers others and motivates high performance; sets clear expectations and standards for performance; monitors work and coaches others to develop their full potential.

- ☑ You are likely to have an understanding of the motives and behaviors of employees.
- ◫ You are as likely as most to be supportive towards employees when they are experiencing personal problems in the working environment.
- ☒ You are unlikely to express an interest in taking the lead.
- ◫ You are as likely as most to develop long-term goals and anticipate the future development needs of employees.
- ◫ You mention major performance issues while being less likely to address minor issues during performance reviews.
- ◫ You are moderately comfortable interacting with new people.

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 demonstrate a moderate preference for following your own approach and are likely to ignore the views and ideas of stakeholders on some occasions.
- ☑ You like being around people.
- ◫ You are likely to share information and involve team members when essential.
- ◫ You are typically supportive of team members.
- ☑ You are likely to make consistent efforts to understand the motives and behaviors of others.
- ◫ You are as likely as most to see others as honest and reliable.

Building Relationships

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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 a group setting.
- ☑ You are likely to enjoy the company of others.
- ▪ You are moderately likely to feel confident when in formal business environments or meeting others for the first time.
- ▪ You are as likely as most to be supportive towards others' personal problems in the working environment.
- ☑ You are likely to take an interest in understanding aspects of others' behavior and motives.
- ☑ You are likely to adapt your personal style across different working relationships.

Influence

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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 fairly comfortable using persuasion and negotiation to win others over.
- ☒ You are unlikely to express an interest in taking the lead.
- ▪ You prefer to remain quiet in some situations while voicing your opinion in others.
- ▪ You are likely to experience some level of confidence when required to influence others.
- ☑ You are likely to use an understanding of motives and behaviors 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

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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 likely to use persuasion and negotiation when communicating with others.
- ☑ You are likely to be lively and animated during the communication process.
- ▪ You are as likely as most to critically evaluate during the communication process.
- ☑ You are likely to use an understanding of motives and behaviors 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.

Network Performance

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 behaviors 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:

- Identify the more difficult-to-influence stakeholders from those you interact with regularly. Meet informally with these individuals and use the opportunity to explore the factors that influence their support for relevant initiatives. Use this information to better tailor your communication to their needs next time you require their buy-in.

- 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.

- 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 humor 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).

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?

Insightful Analytics

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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

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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 favor well-established work methods over generating new functionality within technology systems.
- ☑ You are likely to bring a high degree of creativity to the pursuit of work objectives.
- ▫ You are as likely as most to develop long-term goals and anticipate future developments in technology when working with information and communication technologies.

Critical Thinking

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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 likely to apply an innovative approach to digital tools and information.
- ☑ You are likely to follow a detailed and systematic approach when faced with information and technologies.

Insightful Analytics

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 behaviors 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.

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?