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# Unlocking Potential Report

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# 1. About this Report



You recently completed a series of assessments to identify strengths and development needs against critical competencies required for long-term success in managerial and leadership contexts. The assessments used to identify development areas include:



## A self-report questionnaire

This measures your preferences and behavioural styles in relation to different aspects of working life. This questionnaire provides insights into specific competencies by making comparisons with a large relevant comparison group of similar managers and professionals.



## One or more timed multiple-choice cognitive tests

You may have also completed tests that assess your ability to interpret and reason with various types of information. They measure analytical thinking, problem solving, and decision-making competencies that are critical to success in more senior roles.

Information from these tools is used to predict your likely strength in a number of essential managerial and leadership competencies. This report provides an indication of your likely strength in each competency area and suggests targeted development activities for each area.

The guidance in this report is not intended to be definitive; it is a starting point to discuss your development plan in the context of your current and future career growth. This information in the report is most beneficial when reviewed and prioritised with input from others (such as your manager).

## 2. How to use this Report



This report includes three sections:

- A **summary of your ratings** on 20 Managerial and Leadership competencies.
- **Development activities** for each competency at two levels of capability.
- A **personal development plan template** for use in creating a development plan.

### Follow the instructions below to identify priority areas and select development activities:

- Review the results in the **Summary of Competency Potential Ratings** section. These tables show the strength of your potential for each of the 20 competencies based on the assessment results.
- Identify up to six (6) competencies to include in a focused development plan.
  - These are likely to be competencies where you have 'lower potential strength' but you should also consider the MOST IMPORTANT competencies necessary for your success in the short term (the next 12 months).
  - If you are unsure about which areas to focus on, discuss them with your manager or HR lead.
  - The final list of competencies for development focus should be no more than six (6).
- Using these prioritised competencies, refer to the **Development Activities** section and identify areas for development.
  - Review the Levels of Capability definitions for each competency. Decide which level is most appropriate for you to achieve within the next 12 months.
  - Review and select one or more Development Activities to include in your development plan. (More detailed instructions are included **in Section 4** below.)
- Use the **Personal Development Plan** section to create a targeted plan to develop and accelerate your capabilities in these areas.

# 3. Summary of Competency Potential



**Instructions:** Review each competency and your potential strength in the tables below. Use the tick boxes to identify NO MORE than six (6) total competencies (across all tables) to include in a development plan. You should consider both your ratings on the competencies and the importance of the competencies to success in your existing or future role within the next 12 months.

## Leadership and Management Competencies

Low 1 2 3 4 5 High

**Analysing & Interpreting**

**Writing** 1 2 3 4 5

Understands written information; writes clearly, succinctly, and correctly, avoiding jargon and complexity; structures written information to meet the audience's needs and stimulate interest.

**Applying Expertise & Technology** 1 2 3 4 5

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.

**Critical Thinking** 1 2 3 4 5

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.

**Adapting & Coping**

**Adaptability** 1 2 3 4 5

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

**Resilience** 1 2 3 4 5

Works productively under pressure; maintains a positive outlook; controls emotions; handles failure or criticism well and learns from it.

**Supporting & Co-operating**

**Collaboration** 1 2 3 4 5

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

**Ethics & Values** 1 2 3 4 5

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



## Organising & Executing

### Planning & 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.

### Delivering Results



Puts customers first; works to high quality standards; works systematically; attends to multiple tasks; stays focused; performs repetitive tasks; shows commitment to the organisation.

### Dependability

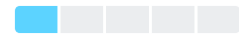


Takes direction from others; adheres to regulations, policies, procedures, and legal obligations; is punctual and reliable; performs work in a safe and secure manner, prioritising the safety and security of individuals, materials, and information.



## Creating & Conceptualising

### Learning



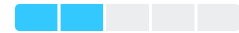
Identifies the information needed to address an issue; gathers information from routine and non-routine sources to support decision-making; assimilates new information quickly; masters new techniques easily.

### Creativity & 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.

### 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.

## Interacting & Presenting

### **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.

### **Influence**



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

### **Communication**



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

## Leading & Deciding

### **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.

### **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.

## Enterprising & Performing

### **Initiative**



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

### **Commercial Thinking**



Considers revenue, cost, and risk factors that drive organisational performance; identifies and secures new business; optimises resources to deliver more with less; manages and mitigates risks; maintains awareness of external factors impacting the business.



### 1 Determine the target level of capability and development objectives by competency

- Refer to the Development Activities pages that follow.
- There are two **Levels of Capability** shown for each competency. Review the behavioural indicators for the **Intermediate** and **Mastery** levels of proficiency. These are a consistent and objective definition of target behaviours for each of the two levels. Identify the level of proficiency required for you to achieve in the next 12 months as determined by yourself and your manager/HR lead.
- Record the **Target Level of Capability** in the second column of the development plan.
- Use the associated behaviours listed to identify the **Development Objective** in your development plan.
- Tip: The description of your development objective should be Specific, Measurable, Achievable, Relevant and have a Timescale (i.e., it should be SMART).

### 2 Select relevant development activities

- After selecting the appropriate **Level of Capability**, review the list of development activities associated with this level of capability. For instance, if you are aiming to achieve an 'Intermediate' level of capability over the next 12 months, you should select development activities that are listed under the 'Intermediate' level.
- Under each level, you will see that there are a few possible development activities or experiences. Each development activity includes helpful action-oriented guidance and tips to fully leverage your development experience. **Select the one or two activities** that are most relevant to the competency that you are specifically trying to develop and enter these into your development plan. For instance, if you have decided that you need to work on writing in a more simple and succinct manner, select the development activities that will provide you with an opportunity to practise and refine these related behaviours.

### 3 Determine the support you need

You are encouraged to take responsibility for your own development, but this does not mean that you have to do it alone. Document **what support you need** and who can provide it in your development plan. For instance, your Line Manager may be able to act as a coach; HR may be able to organise specific learning activities for you; or select colleagues may be able to offer ongoing feedback and advice.

### 4 Set the timescale

- Your development plan should have **timelines and deadlines**. Setting deadlines helps to increase your commitment to the plan and makes it more likely that you will achieve it.
- Set a deadline for achieving the overall development objective. For example 'I will have presented my findings and recommendations to the cross-functional working group by the end of April this year.' You can also set milestones (interim goals) for completing each development activity.

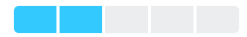
### 5 Define a review process

Schedule time to **review your development** with your manager at regular intervals. The review should include the following questions: Have I met my development objective? Have I completed the development activities I planned? Have I achieved the outcome I wanted? What can I do to develop further in this competency area? Consider using a 180° or 360° feedback approach to monitor and evaluate your progress.

### 6 Repeat this process for each of the competencies in your development plan

# 4. Development Activities: Analysing & Interpreting

## Writing



### Levels of Capability

#### Intermediate

- Writes clearly and succinctly, using correct grammar and spelling. Uses a mix of simple and appropriately rich phraseology and sentence structure.
- Writes in a way that intended readers find engaging and interesting.
- Uses straightforward and accessible language when writing. Avoids unnecessary jargon, over-complicated language or idiomatic expressions.
- Uses paragraphs, sections, summaries and appendices correctly to give the written work a clear structure.
- Anticipates the information needs of readers, and tailors the length, content and style of written work to deliver maximum clarity.

#### Mastery

- Writes in a way that stimulates intense interest in readers as well as communicating information in a memorable fashion.
- Presents arguments in a highly engaging manner by using expressive and attention-grabbing language so that readers appreciate all relevant facets of an argument.
- Develops points and arguments from initial simplicity to comprehensiveness, giving the overall work a logical progression of ideas that is also compelling and enlightening.

### Development Tips

#### Intermediate

Write a report for key stakeholders in your team or department, either giving the rationale for an existing activity or project, or presenting the case for a new project or initiative.

- Structure the report to ensure clear communication with readers, including an executive summary, appendices, headings, etc.
- Consider your stakeholders. Who is the report for? What style and tone is most appropriate?
- Balance writing engagingly and persuasively with clarity and succinctness. Check for jargon.

Create a document for your team that summarises data from a number of sources, for example, an overview of departmental or business performance over the year.

- What is the purpose of this document from your audience's point of view? What information from the various sources will be most useful for your readers and provide most value?
- Choose a style and structure that will help the reader most effectively process the information you are writing about. What style will they find most engaging? What tools of rhetoric can you use to increase their understanding of the information (such as metaphors or examples from your own experience)?

#### Mastery

As part of your involvement in a cross-functional project or group, write a document, proposal, or other advisory document that will be used to brief internal stakeholders who are unfamiliar with the subject matter, but whose buy-in is important to the success of the group.

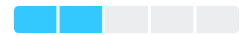
- Consider your audience. How receptive are they likely to be? What specific arguments are likely to convince or be relevant to them? How can you structure your points to lead them clearly to this point?
- What does your audience need to know about the work the group has been doing? How can you make anything they might be less interested in engaging and interesting for them?

Prepare a document or report to present to a diverse group of stakeholders (internal and external) who may approach the issue you are writing about from different perspectives.

- Consider the different levels of familiarity that your audience may have with the topic or issue. How can you balance detail with summaries to satisfy both sets of stakeholders?
- What structure can you use to keep your readers' interest so they easily retain the information you are providing?
- Have you covered the topic from a variety of angles? Is your recommendation or summary of the information clear?

# 4. Development Activities: Analysing & Interpreting

## Applying Expertise & Technology



### Levels of Capability

#### Intermediate

- Demonstrates detailed knowledge and expertise in own area. Can answer technical queries from others. Shows knowledge of related issues and subject areas.
- Uses new technology and processes to enable own team or department to achieve work objectives.

#### Mastery

- Demonstrates detailed and comprehensive knowledge of own area, and is recognised as an expert by people across the organisation. Maintains a comprehensive knowledge of related external issues and knows about research and upcoming developments.
- Proactively investigates ways that new technology can support the achievement of organisational objectives and significantly enhance overall performance.

### Development Tips

#### Intermediate

Prepare and run a 'Question & Answer' session on your area of technical expertise for a group wider than just your own team (e.g., as part of another team's regular meetings or as a lunchtime learning session).

- Prepare answers to some of the most common questions you or your team is asked before the event. Take questions as they come from the audience. Ensure your answers are knowledgeable but also pitched at the level of the audience.
- Use the experience to write up an FAQ (Frequently Asked Questions document) on the area. Use this to save you and the team time by providing it to your stakeholders to consult for common questions rather than asking the team. How else do you and the team use this document to streamline or reduce workload for your team and others? Can you or the team do this in other aspects of your work?

Coach or mentor an individual from a different team in your area of technical expertise.

- Where and how can you best provide appropriate guidance, advice and support on your subject? What resources can you point them towards? What are the critical things they really need to know? How do you need to adapt your style of technical coaching to best support them?
- Use this experience to understand any gaps in your own knowledge about the area, and to help inform the way your team or department deals with others (like this individual) from different teams.

#### Mastery

Speak externally on up-to-date developments in your area of technical expertise, (e.g. present at an industry conference or support your organisation's broadcast media PR).

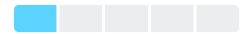
- Explore the latest in the specific technical area you're speaking on in even more depth before the opportunity. Consult a wide range of sources, looking at the differences between your own organisation's approach and that of your competitors. What is special or unique about your own company's expertise in the area? Be able to explain this in straightforward language.
- Are you presenting to experts or to laypeople? What is new and different about the viewpoint you are presenting? What are the two or three key points you want to get across?

Go on a rotation to another part of the business to share your current expertise and develop new areas of expertise.

- Offer your skills and experience in an area of the business that isn't your core expertise. Develop an in-depth understanding of this organisational area, and use your experiences to identify new ways of collaborating across functions and departments to create a more effective interrelated system.
- Explore how the new area uses technology (software, hardware, tools, systems, techniques, etc.), and discover efficiencies and redundancies that can be applied across the wider organisation.

# 4. Development Activities: Analysing & Interpreting

## Critical Thinking



### Levels of Capability

#### Intermediate

- Analyses and integrates a range of potentially conflicting numerical, verbal and other data from a number of sources.
- Perceives relationships and patterns within information, and between causes and effects.
- Questions and challenges assumptions and their underlying logic. Seeks inputs from multiple sources to gain a clear and comprehensive understanding of the issue.
- Makes logical and well-reasoned judgments from an analysis of the information available. Takes account of additional information.
- Produces a number of workable solutions that meet the demands of the situation. Considers the practical issues relating to implementing the preferred solution.
- Demonstrates an awareness of how one issue may be part of a larger system, recognising that different processes may be affected by the solutions proposed.

#### Mastery

- Analyses and integrates diverse and complex quantitative and qualitative data from a wide range of sources.
- Sees key, high level trends across data sets. Recognises subtle interrelationships among multiple issues and sees the potential effects on the overall system or process.
- Makes logical, rational, well-reasoned and defensible judgments from available information. Can extend the underlying rationale to make sense of and incorporate additional or unforeseen information.
- Produces a range of workable strategies aimed at solving numerous, possibly related issues. Considers the practical concerns regarding the implementation of a range of possible solutions.
- Uses systems thinking to investigate the complex relationships between seemingly unrelated issues. Steps away from solving the immediate problem to place it into a wider context. Considers the whole system, not just one issue or a localised cluster of issues.

### Development Tips

#### Intermediate

Identify one of your team's products or services that is not currently working as expected. Come up with solutions.

- As part of your analysis of the above information, consider the problem from different perspectives. Consider practical issues, as well as the way that your potential solutions might affect other departments or teams. What are the interdependencies? What would be the consequences of each solution? What other products, services or departments would be affected by the changes you could make?
- Come up with at least three viable ways forward, and gather feedback from a variety of stakeholders on these solutions. Review the solutions in light of this feedback, and choose one to implement. Monitor the impact of these changes and, after a time, evaluate the success.

Identify a solution to a problem faced in a business critical area of the business, (e.g. Sales or Production) on which your team is reliant.

- What makes this area and therefore issue business-critical? What are the challenges it is creating for you and the team? What problems does it create for the business area it is in? What potential financial, legal or other penalties could the business incur if this problem is not resolved?
- What data do you have to analyse the issue? What does this data tell you about the causes and effects of this problem? Review all the information available to come up with several solutions to this problem. With support from the business-critical area itself, move forward with implementing one of these solutions. Monitor the effectiveness of the solution, and apply any lessons learned to the next problem you face. Look for other places or teams in the organisation where a similar solution might be relevant.

#### Mastery

Single out an unprofitable business unit within the organisation. Come up with solutions to turn the performance of the business unit around.

- As part of your analysis of the above information, consider the problem from different perspectives – external and internal stakeholders, financial, competitor, marketplace, the industry.
- Come up with a range of practical ways forward, and gather feedback from other senior stakeholders on these potential solutions. Review the solutions in light of this feedback, and choose the most appropriate ones to implement, balancing cost efficiency and/or effectiveness of solutions.
- Create a workable action plan with the leaders of the business unit, and support them through the implementation of these changes. Monitor the success of these changes.

Examine one of the biggest problems currently facing your organisation (e.g., competition, research and development, market conditions, talent), and come up with a new or different way of approaching it.

- Why is this issue a problem for your organisation? Is it common to your competitors? The wider marketplace? What is the impact of this issue on the business? Where does it fit within a wider context? What are the broader Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors? How can you apply systems thinking to investigate the relationships this issue has with other areas of the business?
- What data do you have around this problem? How have others solved this?

# 4. Development Activities: Adapting & Coping

## Adaptability



### Levels of Capability

#### Intermediate

- Adjusts own team's or department's approach to embrace changing circumstances.
- Promotes respect and sensitivity towards, as well as the benefits of, cultural and religious differences and diversity.
- Stays positive and upbeat in situations where definite information or direction is not available and seeks to take advantage of such settings.

#### Mastery

- Remains constantly alert for changing economic or organisational conditions and alters the organisation's overall approach to incorporate them.
- Creates an organisational culture of actively espousing cultural and religious differences. Sees and champions the benefits of cultural and religious diversity, emphasising the advantages to the organisation.
- Sees ambiguity or uncertainty in the sector as an opportunity for the organisation to strengthen its overall position. Searches for growth opportunities wherever there is doubt or lack of clarity.

### Development Tips

#### Intermediate

Identify and implement an opportunity for change within the team – a new process or system, a role redefinition for one or more of the team, a different approach to their work.

- Be clear about the potential benefits of the change, and why it's being introduced. Anticipate the ways in which members of the team might be resistant to the change. Do you have any reservations about the change yourself? What do you think about it? How do you feel about it?
- Decide on a plan for introducing the change. Positively role model the change to the team. Monitor where team members are on the change curve over the implementation period and provide appropriate ongoing personal or managerial support. After the change has become embedded, evaluate the impact of your approach.

Interact with a more diverse range of individuals in a week than you would normally (internal and external, level, role, organisation, demographic, etc.). After each interaction, review your approach as to what did and didn't work so well and experiment across the week with different styles.

- How do you determine your style or behaviour with different individuals? Consider the individual's needs and drivers, as well as their own personality and preferred style, and make a conscious choice about how you interact with them. Experiment with different approaches, and see which gets the best results.
- Have a discussion with these individuals about the style to which they respond best, get feedback on your approach, and look for opportunities to try different interpersonal approaches depending on the situation as well as the person.

#### Mastery

Take responsibility for an opportunity where there is ambiguity, uncertainty or risk.

- Consider your own usual response to this type of situation. Do you thrive or hide? Examine your emotional reaction and how you exercise control in this sort of situation. Manage the risk or ambiguity where you can, but think about ways to feel ready in spite of the ambiguity and information gaps.
- Focus on the big picture, and acknowledge that there will be some aspects which will continue to be uncertain. Make decisions and accept an element of risk. Take the course of action that is best for the organisation as a whole, rather than your own divisional or functional team. Search for long-term growth opportunities wherever possible.

Create a business case for a change needed in the company because of changing economic or organisational conditions.

- What market or other conditions are driving this need for change? How do these conditions interrelate? How will it impact different stakeholder groups? What is the level of urgency involved? What are the potential benefits or rewards? Include both financial and quantitative benefits.
- What are the risks of not implementing the proposed changes? What will be the impact of the change if it doesn't happen? Socialise the business case and get feedback on any gaps in the business case from relevant stakeholders before sharing it with key decision makers. Work with stakeholders and sponsors to make the change happen.

# 4. Development Activities: Adapting & Coping

## Resilience



### Levels of Capability

#### Intermediate

- Returns strong levels of quality and quantity of work even in highly taxing or high-pressure environments.
- Channels potentially negative emotions in a helpful and positive manner, even in emotive or emotionally challenging settings.
- Remains positive in the face of adversity, quickly recovering from setbacks and keeping problems in perspective.
- Welcomes and invites criticism, regarding it as an opportunity for individuals and the organisation to improve and develop. Retains a positive self-image even when directly criticised.

#### Mastery

- Maintains visibly high levels of morale in the face of difficulties. Remains upbeat about the future at all times, demonstrating to others a firm belief that obstacles and adversity will be conquered.

### Development Tips

#### Intermediate

Work through any overdue, outstanding or 'on-hold' projects in your department, and put a plan in place to finish them.

- Look at the projects individually and then as a group. Why have these stalled? Are there any particular pressures or setbacks, or trends, common across this set of projects? Are they still relevant to achieving business objectives? Should they be dropped rather than finished? If not, what resources are required to complete them?
- Motivate and work with your team to complete these projects alongside other work, even if they need to be scheduled across a longer period of time. Set short-term goals for the team to help them see progress and maintain their optimism and positivity across this longer period. Aim to either complete or discard 80% or more of the outstanding projects your team currently has on hold within 6-12 months.

Coach or mentor a particularly difficult, negative or emotional individual.

- Approach the individual to offer coaching; persuade them that you can improve their effectiveness at work. Find out about them to determine the best way of working with them and what they will respond to. Explore their perspective and try to understand the triggers that lead to their difficult or emotional responses.
- Help them to understand the impact of their behaviour, and the other behavioural choices available to them in those situations. Role play these positive behaviours with them, and support them in specific situations, giving them feedback on what went well and helping them to come up with ideas on what they could do better. Ask them to gather feedback on their (and your) success after 6 months, to find out how they are then perceived by others.

#### Mastery

Address and resolve an interdepartmental conflict in the organisation.

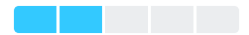
- What is the impact of this conflict? How is it visible in the behaviour of staff and managers? What are the root causes of this conflict? What individuals are particularly involved?
- Work with the departments and their stakeholders to resolve the conflict. What has previously stopped the conflict from being resolved? People, process, structure? Make the tough decisions needed to help demonstrate that the conflict is not supported by organisational leadership – this may mean moving individuals around, or changing processes. Role model high morale and an optimistic attitude about resolving the conflict throughout discussions.

Run a part of the business whose morale is particularly low and turn the situation around.

- Analyse the various causes of the situation. Explore perceptions of the situation to ensure an objective viewpoint is brought to the fore, while dealing with causes of negativity. Turn negative feedback into constructive criticism and embed a continuous learning and improvement process.
- Role model positivity while being sensitive to the situation. Find ways to empower managers and individuals and provide them with accountability to help them impact the situation themselves.

# 4. Development Activities: Supporting & Co-operating

## Collaboration



### Levels of Capability

#### Intermediate

- Considers how others' perceptions of a situation may influence the way they behave. Demonstrates an ability to interpret non-verbal or emotional signs.
- Creates a sense of team spirit by encouraging harmony, co-operation and communication.
- Ensures that the contribution of others is recognised through formal reward processes and also gestures of informal recognition.
- Communicates proactively and encourages others to share their views. Consults others when decisions need to be made.
- Strives to build culturally diverse teams and challenges intolerances or lack of understanding in others, enforcing equal opportunity practices.

#### Mastery

- Creates and encourages a climate of team-working and collaboration across the organisation, acting as a visible role-model of these values and behaviours.
- Ensures that outstanding performance is recognised throughout the organisation. Personally invests time to recognise and support those who contribute to organisational success.
- Proactively consults with a broad cross-section of stakeholders during all aspects of decision-making.
- Emphasises the need for inclusiveness and diversity. Goes beyond equal opportunity requirements to emphasise the benefits of diversity.

### Development Tips

#### Intermediate

Prepare and run a team-building event for the wider team or department.

- Be clear about your objectives for the session, and how building harmony, co-operation and communication will support the team in their objectives in their day-to-day performance. Prepare a variety of activities that include business-based and more social aspects. Make the session as interactive and as high-energy as possible.
- During the session, include ways for the group to share their ideas on how to be a better team. How can everyone contribute their own strengths? How can you build trust and openness? Get a volunteer to document this part of the discussion and distribute it to the team after the event.
- Afterwards, review whether you met the objectives you had planned for the team-building event. Should any aspects of the event be a regular part of your team meetings?

Build a culture of recognition and reward in the team.

- What behaviour and outcomes do you reward, and how? Do you follow company processes, or are there other ways in which you reward or recognise "good" in your team or area? Are you consistent and fair with all members of the team? Ensure you are rewarding the behaviours and outcomes you want to continue.
- Use formal and informal methods, and encourage your team to also adopt these methods to recognise good performance. Share successes inside and outside the team and make key contributions visible to others in the organisation.

#### Mastery

Lead a successful cross-functional project that requires collaboration from many teams/groups.

- Build in teamwork right from the start. Identify possible blockers and enablers and address these. Where are there silos? Put in place processes to reward and support teamwork. Ensure the whole team is aligned to the same goals. Are resources available to support collaboration?
- Personally recognise members of the project who collaborate particularly well. Act as a visible role model for teamwork and collaboration, for example, consulting stakeholders during decision-making, delegating actions, offering support to other members of the group, etc.

Create a mentoring scheme within the organisation.

- Get a steering group together, enlisting senior stakeholder support. Agree on aims and objectives of the programme, and get buy-in from line managers and HR – present at appropriate functional meetings. Prepare documentation, such as confidentiality agreements.
- Decide on the criteria for the pool of mentees and mentors you need. Will mentors be volunteers? Who would make a good mentor? Act as a mentor yourself. What should participants expect to get from the programme? Use the programme as an opportunity to create cross-functional collaboration, pairing mentors and mentees from different parts of the business. How much of participants' time will it take up? Should there be training? Trial the programme first with a small group of people, and gather feedback to support a wider rollout.

# 4. Development Activities: Supporting & Co-operating

## Ethics & Values



### Levels of Capability

#### Intermediate

- Maintains high ethical standards, not compromising them to advance personal or departmental agenda.
- Demonstrates openness and honesty about own agenda and interests. Holds to agreements made and maintains confidentiality at all times.
- Promotes the organisation's policies around community issues, values and demographics and environmental impact when supporting the team's decision-making.

#### Mastery

- Champions the organisational values, living them through all aspects of own actions and behaviours.
- Works towards making the entire organisation socially, ethically and environmentally responsible. Shapes the organisation's corporate responsibilities towards the wider community.
- Evaluates community and environmental issues and promotes the organisation's policies in these areas.

### Development Tips

#### Intermediate

Run a project to audit work of your team in the context of your organisation's values or mission.

- How aligned are the team's behaviour, style and ways of working with these values? Is there anything the team does that is out of alignment that you ignore because it gets results?
- Challenge any behaviours or activities which are not in accordance with the values of the organisation, and work with the team to find an alternative way of doing things. Have regular conversations with team members to understand how decisions and activities are aligned to organisational values, and ensure you examine your own decision-making in conjunction with this. Recognise excellence in "living the values" both in your team and more broadly to promote this agenda in the organisation.

Lead a set of presentations and discussions within your team or department meetings about each of your organisation's policies around community issues, values, demographics and environmental impact, etc.

- Create in advance some material to discuss relating to each area – e.g., a presentation, hand-out and short talk – and then share this with the audience. Prepare scenarios or "difficult" questions for the audience to discuss and answer.
- Use the opportunity to shape how your team might respond in these difficult situations, so they are prepared when they need to make challenging decisions. Share this information with other teams and departments to develop organisational consistency.

#### Mastery

Create and lead a working group to find new ways of working that align your business and its actions with its own values or mission.

- How aligned is the company as a whole to the espoused values? Do the company structures, such as processes, procedures and systems, support the ethical standards of the organisational values? Do any departments or functions "get away" with bad behaviour because it gets results?
- Challenge any activities or processes which are not in accordance with the organisational values, setting a strong example yourself through your own actions and behaviours. Work with the group to find new ways of working that "live" the organisational values and aspire to go beyond rather than just meet them. Cascade these ways of working down into the functions, and ask the functions to audit themselves in terms of progress

Join your organisation's Corporate and Social Responsibility (CSR) steering group and liaise on behalf of the organisation with the wider community.

- Lead or get involved with one of the projects (e.g. community or environmental issues). Understand your organisation's role in the wider community, and act as a link between the community and your organisation. Evaluate the community and environmental issues that come up in these discussions in the context of the organisational strategy, generating practical ideas as to how your organisation can contribute to solving these issues.
- Take community feedback back to the organisation and use it to make systemic changes in the way the organisation relates to the community. Actively promote the organisational policies in these areas inside the business and externally.

# 4. Development Activities: Organising & Executing

## Planning & Organising



### Levels of Capability

#### Intermediate

- Sets clearly defined objectives for self, own team or department.
- Plans activities and projects for own team or department and anticipates potential difficulties or changing circumstances.
- Organises own and others' time effectively, allocating achievable target dates for project stages.
- Effectively manages the deployment of people and equipment in own team or department.

#### Mastery

- Sets clearly defined objectives for the organisation as a whole.
- Produces comprehensive project plans that anticipate foreseeable changes and can be adapted in the face of unforeseen or disruptive events.
- Sets realistic timescales for the overall completion of major projects, ensuring that any deadlines set by others in connection with a project fit into the overall timescales.
- Identifies the cross-organisational resources needed for large-scale projects and ensures the availability of these critical resources.

### Development Tips

#### Intermediate

Deliver a high impact, cross-functional project with tight timescales and a geographically dispersed team.

- Set the objectives for the project in consultation with key stakeholders. Identify the streams and tasks involved, the milestones and checkpoints. Find appropriate people-resource for the activities, matching individuals with appropriate skills and experience to the project.
- Brief the team on the project goals and objectives, and work with the team to identify possible problems or choke points. Have multiple contingencies for these. Use the project plan to manage your own and others' time, monitoring progress against deadlines. Deliver the project on time, to budget and with a high-quality final outcome.

Execute a complex plan in a new or unfamiliar environment.

- Be clear what the plan requires in terms of resources and milestones. Get to know the new or unfamiliar environment through talking to individuals who already operate within it. Discover the similarities and differences between your current environment and the new one. What might work well in the new environment? What won't work so well? How can you adapt your usual approach to planning and organising to be as effective as possible in this new environment? Create an in-depth contingency plan.
- When executing, stay in contact with your resources, and be highly visible. Be available – encourage feedback, and have open office hours where team members can come and talk to you about issues and risks, and put in place a thorough monitoring system to check progress against deadlines and milestones.

#### Mastery

Develop comprehensive project and programme plan templates to embed best-practice planning approaches.

- Find role models of excellence within the organisation in this area and work with them to create "master" project and programme plans for the key areas. Use a formal project methodology (such as Prince2 or your own organisation's methods) in order to ensure the plans are comprehensive but flexible to fit project size and type.
- Evaluate the level of depth required within the plans. Provide guidance on how to use them, as well as the rationale for how these will help the business improve in this area. Ask for user and other stakeholder/customer feedback and improve them as they are rolled out.

Deliver a highly visible, long-term international program.

- Set clearly defined objectives for the programme that are aligned with those of the organisation. Communicate these effectively with the programme team and stakeholders.
- Check availability and buy-in of project managers and resources from different functions. Work with your project managers to incorporate their projects into a realistic programme plan, managing risks and conflicting agendas. Create systems to measure and monitor the progress of the programme, taking immediate action when project deliverables are threatened.

# 4. Development Activities: Organising & Executing

## Delivering Results



### Levels of Capability

#### Intermediate

- Proactively engages with customers to seek their feedback, anticipating their needs whenever possible.
- Challenges self and own team or department to achieve high levels of quality and output.
- Introduces and uses formal quality management techniques to ensure quality procedures are followed. Emphasises productivity and efficiency and monitors the volume of own and others' output.
- Consistently achieves high-level results with team and department project teams, managing and delivering projects on-time and on-budget to agreed quality standards.
- Demonstrates commitment to the organisation and concern for its longer-term future. Presents a positive image of the organisation at internal and external discussions.
- Uses existing timelines to monitor own and others' progress against deadlines and milestones, maintaining an ongoing awareness of issues helping or hindering progress.

#### Mastery

- Drives an organisational culture of open, two-way customer communication to ensure complete understanding of customer needs. Facilitates partnerships with customers to deliver maximum and lasting satisfaction.
- Constantly revises quality and productivity targets to set demanding cross-organisational standards.
- Challenges quality assurance programmes and productivity management systems to ensure they add the greatest value to organisational outputs. Benchmarks the organisation's quality and productivity standards against internal targets and external sector leaders.
- Drives an organisational culture that focuses on results, inspiring others to achieve and exceed goals and expectations.
- Demonstrates unwavering commitment and loyalty to the organisation as a whole, putting the organisation and its future ahead of individual or departmental needs.
- Creates measures and criteria to monitor progress of overall projects against key organisational objectives, maintaining constant vigilance regarding all issues that may impact upon project completion.

### Development Tips

#### Intermediate

Identify and meet a relevant unmet need in your customer (internal or external) base.

- Perform some market research – talk to customers, send out a survey, explore with them what their issues are. Understand their business. Identify additional pain points in terms of customer service, systems, products, ease of buying, online presence. Talk to potential customers as well as current customers. Review customer satisfaction data. Talk to your team about what gets in their way of delivering excellent customer service.
- Use the data to identify a relevant unmet need that you or your team could meet with a little extra work. Get the resources and support you need from the business and make this happen. Measure customer satisfaction before and after the intervention.

Do a review of stakeholder needs for your area to enable you to factor this into team work/projects.

- Go wider than your immediate customers. Identify stakeholder groups and common needs and expectations as well as conflicting needs and expectations. How are stakeholders leveraging your team? Are relationships between teams strong enough so the business as a whole can fully leverage the experience of each department?
- Build up a clear picture of stakeholder needs, and how your team will exceed these on an ongoing basis. Ensure the team is enthusiastic about this. Review stakeholder needs on a quarterly basis.

#### Mastery

Create a presentation to senior stakeholders which outlines your customer's value proposition, where your business fits into this, and opportunities your business is currently missing in this area.

- Develop your understanding based on more than just what your customers say. Who are your customers' competitors? What is their marketplace like? Who are their customers? Leverage relationships in all parts and at all levels of your organisation. Understand their industry by reading trade journals and industry reports, and look for signals in the marketplace when change is coming.
- Review the systems and processes you currently have in dealing with customers in light of this information. What opportunities are you missing? Where do your people need further training or education about their customers? How can you support this? Present this information to the board with two or three recommended actions that you will lead on.
- Lead a benchmarking program for the organisation that compares the way you deliver excellence to the customer with your competitors.
- Are your customers universally positive about the organisation and your services? What blockers are identified in terms of the "how" you deliver as well as the "what"? Are you easy to work with?
- What does your current quality assurance process look like? Is this and your productivity management system the best in the industry? What improvements could be made? Remove identified organisational blockers to progress and create flexibility in the way you deliver excellence to customers

# 4. Development Activities: Organising & Executing

## Dependability



### Levels of Capability

#### Intermediate

- Creates and fosters a team and departmental culture of appropriately following instructions and not unnecessarily challenging authority, leading by example.
- Ensures that team or department follows relevant company policies and procedures. Ensures that own team or department keeps to schedules and delivers work on time.
- Consistently arrives for work and meetings on time and maintains an exemplary attendance record, emphasising the importance of this to other people.
- Abides by safety and other legal requirements regarding own team or department's activities. Educates others on relevant legal issues and monitors for compliance.

#### Mastery

- Creates organisation-wide processes to ensure that procedures and policies are adhered to, role-modelling this in own behaviour.
- Ensures that cross-organisation projects are kept within schedules and delivered on time by coordinating key players and parts of the projects.
- Upholds the highest possible safety and legal standards across the whole organisation. Anticipates legal developments and acts immediately to ensure that the organisation complies with changes to legislation.

### Development Tips

#### Intermediate

Instigate a process or system to measure team or departmental compliance to key organisational policies such as Health and Safety or Environmental policies.

- Ensure that this is a continuous process, not a one-off review. Is there consistency among different groups within the business? Is it easier or harder for certain areas? Are employees aware of potential consequences of non-compliance? Make changes where there are serious or systemic breaches of policy, following up at regular intervals to ensure the changes stick. Ensure employees understand why the changes are being made, and what they need to do in the future.
- In team and individual meetings, share your findings and think of effective ways to communicate the importance of such essential procedures to all employees to ensure their buy-in and commitment.

Lead the implementation of a new tightly regulated process or operational procedure within your department or function.

- Understand the new process, and where it must be followed exactly. What would be the consequences of adapting any part of the process or procedure? What legislation is being followed? Are there financial consequences of non-compliance? Help educate those you are working with as to why and where the process needs to be followed exactly, gaining their buy-in despite any extra work or challenges this new process might cause them.
- Work with grace, maintain and role model enthusiasm for the project and your day-to-day activities. Manage your time to complete both to a high standard.

#### Mastery

Take on leadership of the delivery of an organisational idea about which you have reservations.

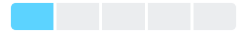
- What is it about the idea that is uncomfortable for you? Where do your concerns stem from? Have you expressed these appropriately?
- Talk to key stakeholders to understand the drivers of the idea, and its aims and objectives. Speak with peers to understand the benefits of the idea. Build your own commitment to and confidence in the idea until you are confident that the idea is what's best for the organisation, despite any personal or team-level negative impact.
- Deliver the idea to your own management team focusing on the benefits for them. Think about possible objections in advance and be ready to handle these with confidence. Get their feedback and deal with any objections in a positive way.

Review the organisation's current compliance to legislation and external standards. Create an action plan to address discrepancies in compliance.

- Understand, through consulting internal and external experts in the appropriate areas, what the critical legislation is in the organisation, for example, data protection and equal opportunities. Set up a project team to audit how well different departments are aligned to these. Are there differences in how functions are aligned to legislation? What could be the consequences of non-compliance in these cases? Are there priority areas?
- Where you discover gaps in compliance, work through these with the appropriate functional heads. Support them in changes that they may need to make to become compliant. Monitor the progress of their activities.

# 4. Development Activities: Creating & Conceptualising

## Learning



### Levels of Capability

#### Intermediate

- Quickly absorbs new information and learns new techniques that extend role capability.
- Seeks all relevant information for decision-making from a wide range of sources. Realises when information is missing and knows where to find it.
- Shows rapid understanding of newly presented complex information, offering useful insights.

#### Mastery

- Effectively and quickly optimises the use of new information and advanced techniques that significantly extend role capability.
- Uses formal and informal methods to gather the widest range of information possible. Where necessary, carries out sustained, in-depth investigations to obtain information that is difficult to get hold of.
- Rapidly responds to highly complex information with useful insights, in familiar and also extremely unusual settings that are outside previous experience

### Development Tips

#### Intermediate

Research and trial a new process or system that has the potential to dramatically improve the way your team, department or organisation functions, for example, a new customer relationship management (CRM) tool.

- Look at multiple sources of information to identify different perspectives on the practice or process. Separate facts from opinion. Find out what subject matter experts and external experts think of it. Have the process or system demonstrated to you, if appropriate.
- Share any findings or recommendations with key decision makers or stakeholders. Get their views and feedback. What other information would they want to see before making a decision? With their support, run a trial or feasibility study.

#### Mastery

Attend an industry, professional or trade convention where there are opportunities to interact with and learn from executives from other organisations who serve in a similar function to you.

- Attend presentations and discuss new developments in the field. Find out about new information available and advanced processes or techniques being used. What are the latest techniques or insights in the field?
- Share information (respecting confidentiality and commercial sensitivity) about new initiatives you are working on and explore your peers' views on the information or new developments. Gather their feedback on your organisation, products and services more broadly.
- Reflect on the benefits and applications for your own organisation. Prepare a report highlighting potential applications and recommendations to share with other senior managers

# 4. Development Activities: Creating & Conceptualising

## Creativity & Innovation



### Levels of Capability

#### Intermediate

- Identifies unusual ideas that others may have missed. Contributes innovative approaches and insights.
- Creates new products or designs in own work area.
- Instigates a range of alternative approaches to create improvements in own organisational area.
- Initiates and drives change initiatives in own area.
- Welcomes new ideas in own area and demonstrates personal commitment to wider change initiatives.

#### Mastery

- Contributes radical ideas, approaches and insights that open up whole new avenues of exploration.
- Creates highly innovative products or designs that challenge traditional assumptions; approaches on-going developments from new perspectives that may even lead to a fundamental change in thinking.
- Consistently seeks opportunities for improvements across different organisational areas that lead to major changes in efficiency.
- Is regarded as a change champion and role-model who devises, initiates and drives large-scale organisational change.

### Development Tips

#### Intermediate

Set up a monthly team meeting to review ideas for improving systems, processes and increasing business efficiency in your area.

- Introduce the concept of continuous improvement to your team, highlighting the benefits. Encourage contributions from the whole team and reward ideas that are taken forward to encourage future contributions. Aim to generate at least one workable idea each meeting, choosing the changes that will have the most impact on the business area to take forward.
- Implement the system or process improvement if it is a simple improvement and investigate complex ideas further. Use the monthly meeting to gather feedback and evaluate how successful the improvements have been and modify them if necessary.

Work with colleagues from a different department or function to solve a practical problem that your team has been unable to resolve.

- Arrange a meeting to brainstorm some ideas. Prepare participants for the meeting by sending them a briefing document outlining the problem as well as work carried out to date to resolve it. Highlight your expectations for the meeting including any benefits for them.
- During the meeting, use a flip chart and note down any ideas, no matter how unrealistic. Review these ideas together and decide which ideas are not feasible, and remove these, before evaluating the remaining ideas to find the most effective approach.
- Thank everyone for their input and offer to support them in the future.

#### Mastery

Set up a quarterly cross-functional, organisation-wide working group to generate innovative ideas for new products or services.

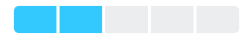
- Include representatives from different levels and functions of the organisation. Use creative idea generation techniques as a means of tapping into novel ideas and approaches. Use outside facilitators or speakers at some meetings.
- Include a process to evaluate the ideas and their potential impact (e.g. through carrying out a feasibility study or trial).

Establish a monthly senior management meeting to identify critical factors that block performance, quality or customer service in your area of the business or the business as a whole.

- Focus each meeting on a particular area or issue. Consider both internal and external factors. Challenge current organisational thinking around these areas to look at them from new perspectives.
- Identify best-in-class systems, procedures, practices and policies that should be implemented.
- Agree on priorities for implementation based on how major the improvements are likely to be, and take personal responsibility for driving some of these innovations. Review improvements in efficiency resulting from these.

# 4. Development Activities: Creating & Conceptualising

## Strategic Thinking



### Levels of Capability

#### Intermediate

- Revises objectives of own team or department to reflect changes in organisational goals or strategy.
- Translates strategic direction into plans and objectives for own team or department.
- Identifies future possibilities for own working area and beyond, and passes these ideas to key stakeholders.
- Demonstrates an understanding of a broad range of factors that link own work area to other parts of the organisation.
- Captures feedback and puts in place processes for own team to benefit from it.

#### Mastery

- Always works with an orientation to the future, encouraging others to consider the organisation's long-term strategy when setting departmental objectives.
- Sets, develops and revises departmental or organisational strategy in line with the vision. Translates strategic direction into medium- and long-term plans and objectives for the business or business area.
- Explores with appropriate stakeholders a range of future possibilities that the department, entire organisation or organisational sector could aspire to achieve. Inspires others to seek to fulfil this future potential.
- Takes account of a wide range of issues across, and related to, the entire organisation. Considers global developments and trends that may impact the organisation.
- Encourages a culture of continuous learning and development at all levels. Creates formal and informal processes to learn from stakeholders' feedback to improve organisational effectiveness.
- Develops and oversees large-scale change initiatives, creating a managed sense of urgency to bring the changes about.

### Development Tips

#### Intermediate

Prepare a presentation for your team and/or internal partners on the organisation's strategic direction and how your work links to this.

- Aim to answer the following questions: What is the organisational vision? What are the strategic goals? What is your competitive advantage? What business processes are critical to success? What role does your work and the team's work play in the success of the organisation? Talk to some of the senior management team to understand how different functions (including your own) play a role in this overall objective, and get their personal views.
- Communicate this information to your team, so that they understand the organisation's strategy and the part they play in achieving it.

Undertake an exercise to revalidate your team's strategy to ensure that it is still 'fit-for-purpose' and relevant to the current working environment.

- Gather feedback and input from your key stakeholders, including internal and external customers and from employees in your team.
- Identify future possibilities for your own working area as well as opportunities for the broader organisation. Identify future actions and next steps for your own team and make recommendations to relevant stakeholders regarding broader opportunities.

#### Mastery

Carry out an in-depth strategic review of how your function or business area aligns with the overarching organisational strategy (e.g., product leadership or technological optimisation).

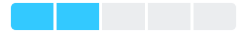
- Seek the input of key stakeholders across your function or area.
- Review your business area's human and other resources, as well as the structure. How aligned are these with the overall strategic direction of the organisation? Do they support the strategic objectives?
- Identify areas where your area is out of alignment with the organisational strategy, and address this. Ensure your management team has short, medium and long term goals that all contribute to the organisational strategy.

Evaluate your current and future business strategy and product or services mix against current and future regulatory developments, to minimise your regulatory risks.

- What are the current regulatory requirements? Are there any regulatory penalties or add-ons against your business area?
- Consult with your legal department and regulatory advisory staff or ensure you have access to external regulatory guidance and any imminent changes to this.
- How does your current business strategy and business mix perform in this regulatory environment? What improvements can be made?

# 4. Development Activities: Interacting & Presenting

## Building Relationships



### Levels of Capability

#### Intermediate

- Quickly builds rapport with different types of people and establishes good working relationships with them.
- Uses people networks to the advantage of own team or area of responsibility.
- Uses many different approaches to interact successfully with others, adapting own interpersonal style to fit in with the situation, and the characteristics of groups and individuals.
- Tactfully resolves conflict between others and takes actions to reduce any anger or frustrations they might feel.
- Relates own work to that of other departments in the organisation, seeing and exploring interdependencies between departments.
- Shares knowledge and expertise openly and freely, providing appropriate guidance, coaching and advice on technical issues to help others succeed.

#### Mastery

- Quickly builds rapport with individuals and groups. Actively nurtures good relationships with people across all organisational levels and boundaries, and with external contacts and clients.
- Maintains and extends an effective network of links with individuals inside and outside the organisation, building relationships with a range of key stakeholders and partners.
- Identifies and tackles disagreements that compromise organisational objectives. Diplomatically facilitates the resolution of conflict between others and ensures that their anger or frustration is dealt with tactfully.
- Demonstrates extensive understanding and in-depth knowledge of the working and overall function of organisational departments. Sees how they interrelate and work together as an integrated system.
- Ensures that the necessary organisational structures and processes are in place for others to share knowledge and expertise openly and freely. Positions knowledge sharing as an organisational priority.

### Development Tips

#### Intermediate

Volunteer to support a project in another business unit or function, to build awareness of different ways of working and to develop relationships within the unit/function.

- Spend time getting to know your contacts in this unit/function. Attend relevant project meetings and ensure that you deliver on promises. Take your new contacts up on opportunities to socialise with them.
- Leverage these new relationships to help support the achievement of your team's objectives. Introduce these new contacts to members of your team to help broaden out their network.

Set up knowledge sharing sessions where best practice approaches may be shared as well as lessons learned from challenging situations (e.g., large or complex projects and initiatives).

- Broaden these sessions out as much as possible, inviting contributions and encouraging attendance. Gather input on agenda and structure of sessions. Build in opportunities for networking and socialising.
- Invite guest speakers including senior managers to present at these sessions.
- Encourage people to be open and honest about challenges they have faced and role model this in your own presentations. Regularly evaluate the success of these sessions through reviewing attendance and feedback. Adapt the style and content of sessions where necessary.

#### Mastery

Carry out a systematic stakeholder mapping exercise to assess the breadth and depth of your internal and external business relationships and to determine your future stakeholder focus.

- Draw a "relationship map" of the stakeholders you interface with in key business areas as well as external partners and community figures. Cover the depth of your relationship with each, and how you currently leverage the relationship.
- Where would you benefit from new contacts? Which specific businesses, individuals, industries or areas should you target? Identify power relationships, the level of influence and importance of these relationships to the achievement of your business objectives as well as their interests or concerns. Fill in an influence/interest matrix to analyse this strategically and use the map and/or matrix to develop a stakeholder action plan for the next 6-12 months.

Build your external 'recognition factor' by representing your organisation at a high-profile community or industry-leading event.

- Present a paper or keynote speech. Raise your visibility during the event through actively contributing, commenting and challenging. Use social media to contribute and engage those in your network who are not attending.
- When you meet new contacts, look for opportunities for joint working and knowledge sharing. Spend social time with new contacts as well as time discussing work and mutual interests and concerns. Schedule yourself a task to contact each key new contact at least once every six months.

# 4. Development Activities: Interacting & Presenting

## Influence



### Levels of Capability

#### Intermediate

- Presents self effectively and credibly to others, in one-to-one and group settings.
- Speaks credibly and authoritatively in areas of own expertise, projecting confidence and self-belief.
- Persuades others effectively, gaining their commitment while recognising the need for give and take.
- Effectively promotes ideas and recommendations on behalf of self, other individuals and/or own team.
- Uses the formal structures of the organisation to build support for own ideas.

#### Mastery

- Establishes credibility quickly and effectively, projecting confidence and authority when speaking on a range of subjects both within and outside their areas of personal expertise and when unprepared.
- Creates an immediate, charismatic, credible and lasting impression in one-to-one, team and large group settings.
- Negotiates effectively with people inside and outside the organisation by exploring a range of possibilities and adopting the best approach for the situation, maintaining relationships with all parties throughout.
- Significantly changes the mindset of people about an issue, completely gaining their emotional support and agreement.
- Builds support throughout the organisation for proposals and initiatives that follow the organisation's overall agenda. Uses internal politics to positive effect, understanding when to use formal and informal channels.

### Development Tips

#### Intermediate

Brief internal stakeholders on a difficult initiative for which you require their buy-in and ongoing support.

- Reflect on who these stakeholders are and potential personal agendas. What will appeal to them? How will they feel about it? Anticipate and prepare for objections or resistance. What will help them to buy in to what you are proposing? Identify common goals or objectives.
- Prepare your briefing with this in mind. Use emotive words to energise them and make sure you show your own enthusiasm. Gather their ideas and views and repeat these back to them so that they know that you have taken these on board. Aim for a sign of commitment from them in return.
- Summarise the way forward and commitments made.

Lead on the negotiation of an important agreement with a supplier or client.

- Review the background of the supplier or client, the nature and success of the relationship they have had with your organisation in the past and any past or ongoing disagreements. Prepare for the negotiation by knowing your facts, knowing what you want to achieve and the minimum that you need to achieve. Make sure you are in the right frame of mind for the negotiation. Approach it in a calm, patient and empathetic manner.
- Build and maintain rapport through active listening and questioning. Demonstrate that you are genuinely interested in their thoughts. Mirror their behaviour in your tone, pitch and body language (e.g. an informal or formal style; a high-energy or more reserved approach). Be assertive rather than overly pushy or passive.
- Summarise what has been agreed to, and next steps.

#### Mastery

Head up the negotiation of a complex agreement on contract, conditions and/or price with demanding third parties such as external stakeholders, unions, customers, partners or community groups.

- Go in knowing what you want from three perspectives: what is absolutely necessary, what is ideal and what you would be willing to give up.
- Foster a positive climate through concentrating on common goals. Avoid pushing others to achieve closure before the alternatives are adequately explored. Aim for a win/win outcome. Work to achieve emotional as well as intellectual agreement.
- Solicit feedback from others involved in the negotiation and reflect on what the situation has taught you.

Communicate a major organisational restructure to your management team where redundancies will be involved.

- Plan your influencing strategy. Anticipate resistance and concerns. Prepare answers to worst-case questions. Carefully consider the appropriate style of your communications. Provide clear rationale and supporting information to position the changes.
- Where possible, encourage contributions on ideas and action planning to encourage buy-in and to instil a 'we are all in this together' attitude.
- Get them to cascade this down to their teams and to report back on reactions and concerns to the news. Prepare ongoing updates to keep managers informed of progress and aim for as much transparency as possible.

# 4. Development Activities: Interacting & Presenting

## Communication



### Levels of Capability

#### Intermediate

- Speaks clearly, audibly and at an appropriate pace, achieving a fluent conversational style using pauses, changes in volume, and changes in emphasis to good effect.
- Quickly gets to the point, effectively presenting the key points of an argument while separating the important from the trivial.
- Presents effectively to others in small formal settings using prepared materials and visual aids to good effect.
- Checks if the message has been understood when speaking to others and responds to feedback from the audience by adapting own interpersonal style and the content of the message.

#### Mastery

- Presents highly complex arguments, information and ideas in an easy-to-understand and memorable fashion.
- Presents effectively to others during formal public speaking, making effective use of prepared materials and visual aids, structuring the communication well, and holding the attention of the audience through an engaging and informative approach.
- Anticipates and responds to the needs of an audience, adapting content and style to suit them. Responds quickly and effectively to unforeseen questions or challenges.

### Development Tips

#### Intermediate

Run a training session as part of an induction or learning and development process for new employees outside your own team.

- Plan the session taking into account the level and experience of your audience. What will they need to know? What can they take on board at this early point in their time with the organisation? What could wait until later or could be in hand-outs they could take away with them?
- Make it interesting and engaging. What will they find interesting? Approach the topic from a different perspective, bearing in mind how they will need to apply the skills or information. Include real-life stories and case studies.
- Regularly check understanding through scanning your participants' reactions to information presented and asking them questions. Include a section at the end of your presentation for questions from them.

Stand in for your manager at a cross-functional working group meeting with senior managers.

- Contribute early on in the meeting, through a strong and confident introduction of yourself and your business area. Project your voice appropriately to ensure that everyone in the meeting can hear you. Present your key points in a concise manner and check understanding of more complex points. Lead the discussion where possible, helping the group to separate the important from the trivial by presenting the key points of an argument. Maintain a good level of contribution throughout the meeting, focusing on the areas of discussion and showing consistent interest in other's contributions.
- Get feedback from another participant after the meeting about your style and contribution. Use this to adapt your behaviour at future meetings.

#### Mastery

Create a communication plan to present ongoing updates, about a major change in operating procedure or in the structure of the organisation, to employees.

- Plan how often you will update employees, and the methods you will use. Involve senior stakeholders to support the delivery of your message (e.g. to take part in the Q&A sessions and as a visible presence during update sessions). In your first update, include a clear statement of the drivers behind the change as well as proposed short-term and longer-term actions. Use a range of methods to get people's buy-in both logically and emotionally, and to persuade them of the benefits of the change. Anticipate the audience's needs and the types of questions they are likely to have. Adapt your style as you learn from previous updates, and plan in the frequency of your communications to maintain momentum.

Present information on a complex topic to senior managers who are unfamiliar with the subject matter.

- Project confidence and authority through style, tone, pitch and body language.
- Plan what you want to say, taking your audience into account. Tell a story with your presentation, give it a clear beginning, middle and end. Create visual aids as a next step after you have planned your presentation. Use visual aids sparingly and appropriately to support your communication and highlight key points. Explain the slide as soon as you project it to get maximum attention from your audience. Convey a single point with each slide, supported by up to five bullet points, which explain that point. Use images, charts and diagrams to support your message. Avoid using overly complex ideas or arguments and minimise jargon, explaining any as you go along. Use humour as appropriate.
- Get feedback after the presentation and reflect on future improvements.

# 4. Development Activities: Leading & Deciding

## Decision Making



### Levels of Capability

#### Intermediate

- Identifies urgent decisions which may involve minor risks within own work area or team, and acts upon them without delay.
- Takes responsibility for own and team projects or actions, accepting appropriate accountability when things do not go according to plan.
- Expresses confidence in own decisions and actions. Seizes the initiative, and guides own work and work of others.

#### Mastery

- Identifies urgent decisions which may involve difficult choices and risks for the department, function or whole organisation. Acts upon them promptly, on the basis of incomplete or contradictory information when necessary.
- Stands by the decisions and actions of the department or whole organisation, publicly accepting responsibility and accountability.
- Projects a strong air of confidence in own decisions and actions. Actively promotes organisational initiative.

### Development Tips

#### Intermediate

Join a working group to help define business requirements for a major new initiative.

- Track your contributions to the group in terms of initiating and generating action both within the meetings and in-between periods. How much have your contributions steered the direction of the group? How actively have you contributed to identifying the issues and potential solutions related to the new initiative? How proactive have you been in taking on actions? Take the initiative for information-gathering and other activities that may need to be completed in between meetings.
- Discuss your contribution with another group member and identify ways that you can increase your impact on and contribution to the group. Where do you feel more or less confident in your own decisions and actions within this situation? Monitor this on an ongoing basis and evaluate your overall contribution and impact after the group has dissolved.

Manage an internal or external project for which there is tight time pressure and challenging deliverables, and considerable risk of the project not succeeding in its objectives.

- Keep a “decision making” diary for the duration of the project, recording the decisions you make and how long it takes you to make them.
- Regularly meet with your manager or mentor to talk through the decisions you make during the project. Do you deliberate too long over decisions? Do you revisit decisions made earlier? How willing are you to make judgments? How rapidly do you generate action plans? Where do you find it more challenging to make decisions? What are the outcomes of the decisions you make? Solicit advice from your manager/mentor on how they would have approached the project steps, deliverables and associated decision making. Note differences in approach and what strategies might be good to adopt in the future.

#### Mastery

Lead on a decision relating to a high-profile organisational change such as a branch or plant closure.

- Define the problem that needs to be addressed as a first step in making the decision. Identify the current negative impact of the problem. Identify the implications of not making a decision. Understand the urgency of the decision. Why now? What factors will you need to consider when making the decision? What are the risks of potential outcomes? List the pros and cons of the different options in terms of the different stakeholders and define your success criteria. Gather opinions and data from relevant stakeholders. Identify missing information, and whether or not it is possible to find this missing information.
- Will the solution have an observable impact on business performance (e.g. by increasing profitability, increasing productivity or reducing inefficiencies and waste)? Make the best decision you can, given the information and time available to you, and evaluate the impact of the decision over time.

Make and confidently communicate a decision to pursue an opportunity outside the division or organisation's core area of expertise, such as introducing a new business line or revenue stream.

- Share the decision with staff. Project confidence and belief in the decision. Present benefits to the division or organisation as a whole. Make it relevant for each stakeholder audience that you present to. Take questions.
- Present the mitigation for potential risks. Express confidence in resources and the organisation's capability to deliver. Talk through drivers for the decision including competitor and market forces and feasibility evidence to support the decision.
- Gather feedback from a peer after the presentation regarding the level of confidence you projected in the reasons for pursuing the opportunity and the need for this change.

# 4. Development Activities: Leading & Deciding

## Leadership



### Levels of Capability

#### Intermediate

- Co-ordinates group activities, ensuring that roles within the team or department are clear and that individuals know what is expected of them.
- Communicates and monitors measurable standards which the behaviour of others must meet.
- Delegates work to others in own team or department appropriately, taking into account others' abilities, workload and preferences, and balancing routine and interesting tasks.
- Emphasises the impact and importance of people's work for achieving team targets and objectives.
- Identifies development needs in others and ensures they are aware of the resources available for their learning and development.
- Takes responsibility for recruiting suitable people to teams and departments.

#### Mastery

- Provides teams and departments with clear direction, clarifying roles and expectations, and relating these back to the organisational strategy.
- Defines standards for appropriate behaviour, addresses inappropriate behaviour from others and puts actions in place to address unacceptable behaviours across groups, the area or organisation.
- Decides which team or department is best placed to deliver which aspects of the overall project, and ensures an appropriate balance of routine and challenging tasks.
- Pushes autonomy and empowerment downwards through the organisation. Inspires enthusiasm and a positive attitude in people about their work and their contribution to the organisation's success.
- Encourages others to pursue development opportunities and creates genuine learning opportunities for individuals and groups.
- Identifies, attracts and recruits high calibre individuals as organisation-wide assets.

### Development Tips

#### Intermediate

Review the individual development plans for each of your direct reports with them.

- How structured are these development plans? Do they set out SMART objectives (Specific, Measurable, Achievable, Relevant and Time Bound)?
- How well do these objectives take into account the future needs of the organisation? Do they link to the longer-term organisational objectives?
- Set up a meeting with each individual to agree on development objectives. Use these reviews to identify learning and development opportunities including stretch assignments and to enable you to better understand skills, abilities and interests to facilitate appropriate delegation.
- Book in regular, ongoing meetings to review progress against objectives.

Work with an underperforming member of your team or an 'average' performer, and increase their performance to be above average.

- Base feedback on objective data and specific behavioural observations. Approach performance discussions from an open perspective, encouraging input and remaining non-judgmental. Balance constructive feedback with feedback on areas of successful performance. Emphasise the importance of good performance to the individual's aspirations as well as the contribution they make to the overall organisation.
- Together identify areas for development as well as specific performance shortfalls. Agree on actions to address performance shortfalls. Create a 3-6 month plan, documenting all performance-related discussions, and monitor ongoing performance closely focusing on agreed actions. Amend the plan with the individual as they progress.

#### Mastery

Carry out a 'talent audit' to understand the people capability in your function, business unit or whole organisation.

- Assess current capability and longer-term potential in both technical and behavioural competencies through a structured, objective process.
- Review the results alongside your analysis of the capabilities required. Use the results of the audit to identify the development needs and 'capability gaps' across the area.
- Feed the results into resource planning and development processes that are focused on addressing what is most critical to the organisation.

Review the success of your current performance management process.

- Does the process encourage and facilitate the setting of SMART objectives and clear KPIs aligned to organisational strategy? Does your performance management process encourage the right behaviours? Get feedback from managers and their staff about how they feel about the process and the usefulness of the data collected for ongoing development planning.
- Adapt the process and supporting structures to encourage full participation and alignment with KPIs. After a time, review the effectiveness of these changes.

# 4. Development Activities: Enterprising & Performing

## Initiative



### Levels of Capability

#### Intermediate

- Welcomes demanding goals, working through tough challenges to achieve success.
- Demonstrates sustained energy, drive and determination, working extended hours when necessary.
- Identifies own development needs and proactively seeks opportunities to develop self.
- Identifies and pursues opportunities for career development, seeking progression to roles of increased influence and responsibility.
- Initiates and generates activity within team or department.

#### Mastery

- Sets self increasingly demanding goals and targets, and then challenges self to exceed them, persevering through all obstacles and difficulties.
- Invests high levels of commitment, energy, drive and determination at all times and is very willing to work considerably extended hours. Inspires others to invest their own time and energy in a similar way.
- Has clear career paths in mind and identifies personal development strategies to maximise own strengths and address development needs. Regularly reviews progress along the career paths and the wider career options.
- Establishes and pursues a long-term career-progression strategy, fully developing own potential by continually extending responsibility and influence within the organisation and possibly outside of it.
- Initiates and generates activity across the organisation.

### Development Tips

#### Intermediate

Develop a long-term career-progression strategy for yourself, looking forward over the next five or even ten years.

- Identify a career mentor to support you on an ongoing basis. Talk to highly successful executives about their career progression, opportunities and challenges faced.
- Identify experiences that you need to gain to get to where you want to be at different stages of your career. Are you interested in the managerial or technical specialist route? Are you interested in operational roles or Head Office/Group experience? Ensure that you have a clear personal development plan. Review this on a quarterly basis as a minimum with your mentor to maintain focus on your career goals and to allow for changes to be incorporated into your plan.

Take on a tough project challenge such as helping to turn around a struggling project, in addition to your day-to-day duties and responsibilities.

- Set up a briefing with the project sponsor and probe to find out what the key issues are. Why is the project struggling? What is it struggling with? Get access to project plans, status updates, risk analysis or any other pertinent information and data that you can find. Invest energy in preparing as much as you can before meeting the project team.
- Meet with key members of the project team, building a positive relationship with them and keeping the mood optimistic. Show drive and energy, through your willingness to persevere in the face of resistance and to put in extended hours when necessary.

#### Mastery

Review and update your business unit's priorities and targets.

- What are the objectives for your area? What are the key performance indicators (KPIs)? How else is your business unit measured? How is your area performing against these measures? What targets have you set for the business unit and managers?
- Review the organisation's overall strategy and objectives. How well does your business unit support the achievement of these? Consider the changes that are likely to affect the organisation in the future. How well-placed is your business unit to adapt to these changes?
- Adjust your targets following this review. Ensure that these targets challenge your business unit to deliver maximum benefit/support for the organisation or area. Translate these into targets for managers and other key personnel. Review and revalidate targets in light of changing organisational priorities.

Take on a high-profile role that is a major stretch in terms of complexity or scope.

- Get support from a sponsor or mentor to help you identify a role that is a real step change in complexity or scope (e.g. managing an entire division or one that has huge budgetary or regulatory responsibilities). Get opportunities in terms of degree of stretch, risk, visibility and the extent to which they support your career aspirations as well as organisational goals.
- Invest high levels of commitment, energy and drive in this new role and ensure that you maintain your focus on long-term career planning. Make a success of the role and proactively look for opportunities during your experience to extend your responsibilities.

# 4. Development Activities: Enterprising & Performing

## Commercial Thinking



### Levels of Capability

#### Intermediate

- Proactively builds a broad understanding of the key factors driving local markets and beyond.
- Seeks and proposes opportunities for new business.
- Uses financial information to monitor team's performance and acts on the data.
- Tracks expenditure, identifies ways to make efficiencies and adopts cost-effective methods. Encourages others to avoid unnecessary waste and to reduce costs.

#### Mastery

- Anticipates and actively monitors long-term local and global market developments and their organisational impact.
- Constantly seeks new business opportunities, seizing upon possibilities opened up by changes in areas such as technology, competitors, market conditions, legislation and politics.
- Understands and interprets key financial data, using this information effectively to monitor and plan department or organisational performance.
- Understands implications of wider economic data on the organisation and uses this information to plan commercial organisational strategy.
- Adopts the most cost-effective methods and fosters a cost-conscious, anti-waste culture across the department or organisation, recognising and rewarding efforts in this direction.

### Development Tips

#### Intermediate

Undertake a review of your organisation's products and services in order to understand factors driving local and other markets.

- Obtain data to provide a breakdown and analysis of profitability, cost of capital, market share within local and other markets and other relevant performance drivers.
- Liaise with your Finance and Sales functions to better understand these drivers.
- Carry out a SWOT analysis to identify potential opportunities and threats. Produce a report to share with senior managers. Include recommendations and proposed next steps.

Identify and investigate an opportunity for a new product or service offering.

- Conduct a thorough analysis to determine success factors as well as business, market, technological and other constraints. What does success look like? What are the major risks and issues associated with this opportunity? Do you know the return on investment? How long will it take for the product or service to make back its initial investment?
- Consider scalability and cross-selling potential of this new product or service.
- Present your findings to senior managers.

#### Mastery

Establish a competitor review board, focusing on up-and-coming players in the market or emerging markets.

- Which competitors are well-positioned to play in new emerging areas and to capitalise on new technologies? Assess their market readiness and identify those who are less well-positioned. What does that mean for competitive balance in the industry or for acquisition opportunities? How could these developments impact your own and competitor organisations' market share?
- Consider how geography and different environments can be leveraged to improve your competitive advantage.
- Identify and commit to taking forward high-impact actions as a result of these meetings.

Conduct a feasibility study into an emerging market or a new product or service offering.

- Conduct a thorough analysis to determine what is required for entering this new market.
- Think about the broader business environment (e.g. the current political, economic and regulatory situation). Use PESTLE analysis to investigate the Political, Economic, Social, Technological, Legal and Environmental factors. Consider cultural differences and consider language barriers.
- Present your findings to senior executives or the Board, making a clear recommendation on the way forward.



## 5. Personal Development Plan

### Instructions:

- Identify up to six (6) total competencies to include in this **Development Plan Template**.
- These six will probably be a combination of those competencies where you scored lowest in terms of competency potential based on the assessment results, and those competencies that you consider to be critical to your success in the short-term (the next 12 months).
- For each target competency use the development activities in Section 4 to craft your plan below, to help you develop them to the desired level of capability.

#	Competency	Target Level of Capability (Intermediate or Mastery)	Development Objective	Development Activity (Choose from "Development Activities" in Section 4)	Support Required	Timescale	Review Process
1							
2							
3							
4							
5							
6							

# 6. Assessment Methodology



This report is based upon the following sources of information for Sample Candidate1:

### Questionnaire / Ability Test

OPQ32r UK English v1 (Std Inst)

Verify Interactive - G+ - UKE

### Comparison Group

OPQ32r UK English General Population 2012 (INT)

Interactive G+ General Composite (INT) v1

## About This Report

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The report herein is generated from the results of these questionnaires and tests answered by the respondent(s) and substantially reflect 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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## Person Detail Section

Name	Sample Candidate1
OPQ Participant Data	RP1=7, RP2=6, RP3=3, RP4=6, RP5=6, RP6=4, RP7=5, RP8=5, RP9=5, RP10=4, TS1=7, TS2=2, TS3=5, TS4=7, TS5=7, TS6=6, TS7=6, TS8=5, TS9=6, TS10=7, TS11=4, TS12=6, FE1=9, FE2=6, FE3=7, FE4=4, FE5=6, FE6=7, FE7=6, FE8=6, FE9=5, FE10=5, CNS=1.
Report	Unlocking Potential Report