



## Expert Report

Development Action Planner Report

Mr Sample Candidate

14 October, 2002



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## Introduction

You have recently completed a self-report personality questionnaire in order to provide a framework for discussing your likely strengths and development needs against sixteen core competencies that are essential for managers in the modern business environment. The instrument that you completed is described below:

### **Occupational Personality Questionnaire, OPQ32**

This questionnaire describes preferences and attitudes in relation to thirty-two different aspects of working life. It is not a test, and is primarily concerned with your preferences and personal style in the workplace. The questionnaire provides a profile of your personality by making comparisons with a group of managers and professionals from across the world of work.

The questionnaire is not infallible and, as with all self-report questionnaires, its accuracy depends on the honesty and frankness with which you completed it.

This report summarises the way that you have described your typical style at work under sixteen management competency headings. It gives an indication of your likely strengths in each area and also makes suggestions for development activities, based upon the information gained from the questionnaire.

Not intended to be definitive, the output contained within this report should be seen as a starting point for discussing relevant development plans. Maximum benefit will be gained from this report if you ensure that you have the opportunity to discuss the importance of each of the competencies to your current and future positions within your organisation, and to then identify the most appropriate development action plan for you in the future.

## Summary of Overall Competency Ratings

Area	Competency	Implications for Development
Managerial Qualities	Leadership	POTENTIAL AREA OF STRENGTH
	Planning & Organising	POTENTIAL DEVELOPMENT NEED
	Quality Orientation	POTENTIAL DEVELOPMENT NEED
	Persuasiveness	POTENTIAL AREA OF STRENGTH
Professional Qualities	Specialist Knowledge	SCOPE FOR DEVELOPMENT
	Problem Solving & Analysis	SCOPE FOR DEVELOPMENT
	Oral Communication	POTENTIAL AREA OF STRENGTH
	Written Communication	POTENTIAL AREA OF STRENGTH
Entrepreneurial Qualities	Commercial Awareness	POTENTIAL AREA OF STRENGTH
	Creativity & Innovation	POTENTIAL AREA OF STRENGTH
	Action Orientation	POTENTIAL AREA OF STRENGTH
	Strategic Awareness	POTENTIAL AREA OF STRENGTH
Personal Qualities	Interpersonal Sensitivity	POTENTIAL DEVELOPMENT NEED
	Flexibility	SCOPE FOR DEVELOPMENT
	Resilience	POTENTIAL AREA OF STRENGTH
	Personal Motivation	POTENTIAL AREA OF STRENGTH

## Key to Competency Rating Symbols

The following symbols are used from Page 4 onwards in this Development Action Planner to indicate the following:

■ ■ ■ = Point indicating potential area of strength

■ ■ = Point indicating scope for development

■ = Point indicating potential development need

## Leadership

POTENTIAL AREA OF STRENGTH

### **Motivates and empowers others in order to reach organisational goals.**

- ■ ■ Your leadership style is very likely to be supported by your interest in influencing others.
- ■ ■ You feel quite comfortable in situations that require you to take charge and manage others.
- You are very unlikely to be viewed as a democratic leader, viewing the consultation process as potentially wasteful or unnecessary.
- ■ ■ You are somewhat more outgoing than most and so are likely to maintain quite a high profile which will support efforts to motivate or lead others.

**This appears to be an area of relative strength for you. Review the points highlighted above and continue to develop your potential here. You may also find it useful to consider the extent to which your current and future roles enable you to demonstrate your likely competence in this area.**

## Planning & Organising

POTENTIAL DEVELOPMENT NEED

### **Organises and schedules events, activities and resources. Sets up and monitors timescales and plans.**

- You may not make sufficient time to establish clear goals and priorities at the outset of a project or task.
- You describe yourself as someone who pays less attention to detail when developing plans.
- Your responses suggest that you give some thought to the potential difficulties with plans.
- Your slight tendency to see deadlines as flexible may mean that you let plans and projects overrun occasionally.

### **Possible development activities for further discussion:**

- Consider how you set goals for others and communicate priorities. Take time at the end of planning meetings to review priorities and ensure that others clearly understand your expectations of them.
- Review the planning of a recent project with someone else who was closely involved. Identify where you may have overlooked detail or missed some of the finer points. When planning all future projects or tasks, take steps to ensure that these points are picked up.
- The next time you are planning a project or a piece of work try to identify all the ways in which your plan could go wrong and then think about how you could take action to avoid future problems.
- With the help of your manager, review a project where you were unable to, or chose not to, meet the agreed deadline. Identify what caused this and then highlight similar threats in ongoing projects.

## Quality Orientation

POTENTIAL DEVELOPMENT NEED

### **Shows awareness of goals and standards. Follows through to ensure that quality and productivity standards are met.**

- You do not particularly enjoy adhering to rules and regulations and may be slightly more prepared than most to challenge quality procedures.
- You describe yourself as someone who takes a reasonably critical view when evaluating work against standards.
- Your responses suggest that you are unlikely to become preoccupied with detail when reviewing work.
- Your slight inclination not to focus on deadlines early on in projects may occasionally mean that quality standards are compromised.

### **Possible development activities for further discussion:**

- Review with a mentor or trusted colleague your personal views regarding the relevance of the quality systems that exist in your organisation. Try to identify those that you are comfortable with, then seek clarification from your manager about the need for those that you might otherwise feel inclined to disregard.
- Build review points into a major project or piece of work that you are involved in, to ensure that it meets the highest standards of quality and excellence. In particular, identify potential areas where a more evaluative approach may further improve the quality of your final outputs.
- Discuss with your manager a project which you feel did not achieve a quality result. In particular, consider the level of detailed checking and sign-off that were built into the project. Next review an on-going project and identify processes that can be implemented to ensure that these issues do not recur.
- At your next department or team meeting get everyone to focus on examples of where deadlines or agreed delivery dates have been compromised. Think of how you personally may have given lower priority to these deadlines than was required. Explicitly agree that you will take responsibility for monitoring and checking these in the future.

## Persuasiveness

POTENTIAL AREA OF STRENGTH

**Influences, convinces or impresses others in a way that results in acceptance, agreement or behaviour change.**

■■■ You very much enjoy trying to sell ideas or views to others and see yourself as a very persuasive and convincing individual.

■■■ You tend to prefer to follow your own approach and will not easily yield to others decisions, even if these are held by the majority.

■■■ You see yourself as very self-assured and confident. This is likely to contribute considerably to your levels of persuasion when presenting ideas and arguments.

■■■ You describe yourself as an outgoing and sociable person and are probably seen as quite high profile. This is likely to add to your impact when trying to influence or convince others.

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## Specialist Knowledge

### SCOPE FOR DEVELOPMENT

#### **Understands technical or professional aspects of work and continually maintains technical knowledge.**

■■■ You quite enjoy working with theories and models and will probably look to apply and expand upon these when maintaining your specialist knowledge.

■■ You are likely to take a reasonably critical view of established practices in your area and to challenge whether these are accurate and up-to-date.

■ Your slight dislike of numbers and statistics may make you feel less comfortable when dealing with any technical or specialist aspects of your field that require this focus.

■■■ Your slight preference for relying on your own understanding of issues suggests that you are quite likely to seek out information on new approaches or thinking in your field.

#### **Possible development activities for further discussion:**

- Identify areas of current or future technical/specialist knowledge which you feel are key to success in your job. Push yourself to be more challenging of the accepted knowledge in the area. Gather more than one viewpoint in order to encourage a more probing and well-evaluated approach than you currently take.
- If your area of specialist knowledge requires you to deal with data and statistics try to set aside time to develop these skills. Identify a friend or colleague who is prepared to take time out to work through this with you and diary this in regularly so that your skills continue to increase.

## Problem Solving & Analysis

### SCOPE FOR DEVELOPMENT

**Analyses issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.**

- ■ You are likely to challenge and probe to some extent in order to check the accuracy of the information that you use in problem solving.
- ■ ■ You generally enjoy thinking about the deeper, more conceptual issues behind a problem and may sometimes achieve a greater understanding than others as a consequence.
- You tend to shy away slightly from numerical or statistical analyses, preferring to consider problems from a more intuitive perspective.
- The way you analyse and solve problems may benefit from looking at issues from different perspectives.

### **Possible development activities for further discussion:**

- Think back to a problem or issue that you have dealt with in the past where you later found out that you should have challenged or probed available information in more depth. Review the consequences of this and then look forward to current and future projects. Ensure that your level of analysis is increased to prevent it from happening again.
- Before you undertake an analysis of a problem, stop and think about whether you have sufficient information to make a logical rather than purely intuitive decision. What are the possible sources of factual information and data that should influence your analysis? Ensure that these are collected and taken fully into account.
- The next time you are solving a problem take time to brainstorm all the different ways you could approach the issue before settling on an option to pursue. Ensure that you take the time to consider the merits and limitations of various options.

## Oral Communication

POTENTIAL AREA OF STRENGTH

### **Speaks clearly, fluently and in a compelling manner to both individuals and groups.**

■■■ You feel very at ease when starting conversations with unfamiliar people and are likely to come across as confident when in formal situations.

■■■ You are very likely to bring your strongly persuasive and influential nature to bear when speaking to others. This may result in a compelling and effective message.

■■■ As quite a sociable and outgoing person, you are likely to speak to others in a lively and engaging manner.

■ You tend to behave consistently across situations and with different people but may, on occasion, change your approach to suit your audience.

**This appears to be an area of relative strength for you. Review the points highlighted above and continue to develop your potential here. You may also find it useful to consider the extent to which your current and future roles enable you to demonstrate your likely competence in this area.**

## Written Communication

POTENTIAL AREA OF STRENGTH

**Writes in a clear and concise manner using appropriate grammar, style and language for the reader.**

■ ■ It is likely that you will pay some attention to the need to probe and challenge information for accuracy and relevance before including it in written documents.

■ ■ ■ When putting together written communication or presentations, the message and key themes are nearly always expressed clearly to others.

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## Commercial Awareness

POTENTIAL AREA OF STRENGTH

**Understands and applies commercial and financial principles. Views issues in terms of costs, profits, markets and added value.**

■■■ You are strongly competitive by nature and will bring a definite competitive 'edge' to commercial situations.

■■■ You describe yourself as someone who very much enjoys setting ambitious targets. You are therefore likely to bring a high level of enthusiasm and drive to bear when working towards demanding business goals.

■■■ You enjoy influencing outcomes in business situations and are likely to be very convincing when engaged in commercial negotiations or discussions.

■■■ Your understanding of the business significance of your work is greatly improved by your preference for remaining detached from peoples' personal problems.

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## Creativity & Innovation

POTENTIAL AREA OF STRENGTH

**Creates new and imaginative approaches to work related issues. Identifies fresh approaches and shows a willingness to question traditional assumptions.**

■■■ You see yourself as quite a creative individual who enjoys generating ideas and alternative solutions.

■■■ Although you will probably want to preserve some of the more established methods you will welcome new approaches when you perceive these to have potential.

■■■ You have a slight tendency to challenge existing rules and regulations when implementing new ideas and approaches.

■■■ You are likely to consider broader conceptual issues when working with thoughts and ideas. This should enable you to take quite a sophisticated approach.

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## Action Orientation

POTENTIAL AREA OF STRENGTH

**Demonstrates a readiness to make decisions, take the initiative and originate action.**

- You like to be quite decisive and will usually make a decision quite quickly even when an element of risk may be involved.
- You like to keep busy and should feel comfortable dealing with a reasonably heavy workload.
- You very much prefer working towards demanding rather than achievable targets and it is likely that you will enjoy undertaking difficult or complex tasks.
- Your responses suggest that you are less inclined to focus on the details of an issue or item. Consequently, you are likely to take action reasonably quickly.

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## Strategic Awareness

POTENTIAL AREA OF STRENGTH

### **Demonstrates a broad-based view of issues, events and activities and a perception of their longer-term impact or wider implications.**

■ You report a slight preference for thinking in the shorter-term and this may mean that you are less likely to focus on the longer-term implications of issues and events.

■■■ Your strong tendency for taking a broad overview may mean that you are less likely to become distracted by the detail of issues.

■■■ You are more likely than most to explore and seek to understand the concepts and models underpinning organisational strategy.

■■■ You appear to set yourself extremely stretching personal targets and this is likely to contribute to your impact upon the long-term goals of the organisation.

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## Interpersonal Sensitivity

POTENTIAL DEVELOPMENT NEED

### **Interacts with others in a sensitive and effective way. Respects and works well with others.**

- Your very strong preference for remaining detached from others problems and personal situations may limit the extent to which you are seen as empathic.
- Your responses strongly suggest that the way you work with others may benefit from taking their views into account.
- You are slightly more likely than most to openly express your views. Others may see this as having a tendency to criticise or disagree.
- You have reported a very strong competitive streak and this may lead to a lack of compromise in cross-functional and cross-business situations.

### **Possible development activities for further discussion:**

- Try to put yourself in others shoes - if a person complains or gives you negative feedback think about it from their perspective. Be prepared to address their feelings as well as their specific complaint. Listen to the way others deal with angry individuals and try to learn from their style.
- Read about and practise consultation and listening techniques. Invite others views and opinions and try to understand issues from their perspective without prejudging situations. Tell your team that you are trying to develop a higher level of consultation and ask them to give you feedback (both positive and constructive) in the future around this area.
- Get a colleague who has attended a meeting with you to comment on how well you listened to others present; whether you interrupted, jumped in too quickly with your own views or criticised their ideas in an insensitive way. Take this feedback on board and try to adapt your behaviour in future meetings accordingly.
- Make a list of all of the people or departments within the organisation that you feel competitive towards. To what extent is this constructive or destructive in terms of organisational success and how does this affect the relationships that you have with these individuals?

## Flexibility

### SCOPE FOR DEVELOPMENT

#### Successfully adapts to changing demands and conditions.

■ ■ Your preference for routine is likely to be balanced by your desire to try out the new things that change can bring about.

■ You see yourself as behaving slightly more consistently than most across a range of situations and you may not always adapt your style sufficiently to suit the demands of changing circumstances.

■ Your slight preference for sticking with your own views may mean that you do not always recognise the need for change initiatives.

■ ■ ■ Your up-beat perspective will tend to emphasise the positive potential offered by change in your organisation.

#### Possible development activities for further discussion:

- Challenge yourself to broaden your range of activities and responsibilities within the organisation. Identify a project that will give you exposure to a wider range of functions or departments in the organisation and ensure that you have your manager's support to undertake this.
- Ask your manager to give you feedback on how you have reacted to change and different circumstances in the past. In particular, how could you have demonstrated a more adaptable style to suit the changing situation? Listen carefully to their feedback and develop a clear action plan for how you will tackle future situations that require adaptation on your part.
- To help you appreciate the reason for change, discuss a recent change at work with others who were affected and make sure that your discussions include those who favoured the change.

## Resilience

POTENTIAL AREA OF STRENGTH

**Maintains effective work behaviour in the face of setbacks or pressure.  
Remains calm, stable and in control of themselves.**

- You are reasonably free from tension and are likely to remain fairly relaxed.
- You are quite resilient when it comes to dealing with criticism and setbacks.
- You tend to be quite emotionally controlled and are rarely prone to emotional outbursts. Any stress or pressure that you experience is therefore likely to be quite effectively hidden from others.
- Your strong preference for looking to the positive aspects of a situation means that you can bounce back from setbacks and disappointments more readily than most.

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## Personal Motivation

POTENTIAL AREA OF STRENGTH

**Commits self to work hard towards goals. Shows enthusiasm and career commitment.**

- You enjoy work that keeps you quite busy and are more likely than most to be seen as someone with energy and drive.
- You are someone who likes to be challenged by demanding tasks and objectives that stretch your knowledge and skills.
- Your strong determination to succeed suggests that you are able to persevere with plans and objectives despite obstacles or resistance from others.

**This appears to be an area of relative strength for you. Review the points highlighted above and continue to develop your potential here. You may also find it useful to consider the extent to which your current and future roles enable you to demonstrate your likely competence in this area.**

**Personal Development Plan: Mr Sample Candidate**

Competency	Development Objective	Development Activity	Support Required	Timescale	Review Process

## About The Expert Report

This report was generated using the SHL Expert Assessment System. It includes information from the Occupational Personality Questionnaire (OPQ32). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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