



opq32

> Development Action Planner

Name: **Miss Sam Sample**

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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	SCOPE FOR DEVELOPMENT
	Planning & Organising	POTENTIAL DEVELOPMENT NEED
	Quality Orientation	POTENTIAL DEVELOPMENT NEED
	Persuasiveness	POTENTIAL AREA OF STRENGTH
Professional Qualities	Specialist Knowledge	POTENTIAL AREA OF STRENGTH
	Problem Solving & Analysis	SCOPE FOR DEVELOPMENT
	Oral Communication	POTENTIAL AREA OF STRENGTH
	Written Communication	POTENTIAL AREA OF STRENGTH
Entrepreneur Qualities	Commercial Awareness	POTENTIAL AREA OF STRENGTH
	Creativity & Innovation	SCOPE FOR DEVELOPMENT
	Action Orientation	POTENTIAL AREA OF STRENGTH
	Strategic Awareness	SCOPE FOR DEVELOPMENT
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

Motivates and empowers others in order to reach organisational goals

- You are likely to bring quite a persuasive style to bear when trying to influence others.
- You are as comfortable as most when taking charge or controlling the team.
- You adopt a reasonably democratic approach and are likely to provide the team with some involvement in decision making.
- You are as outgoing as most and are likely to maintain a reasonably high profile that should help you when trying to motivate or lead others.

Possible development activities for further discussion:

- Ask your team or line reports for feedback regarding how clear they are about their goals and objectives. How comfortable are they with this level of clarity and what do you think you could do to increase this further?
- Get feedback from colleagues about how much they feel you have consulted them when making decisions in the past. Identify a forthcoming issue and make a real effort to consult and consider views from a wider range of people than you would usually.
- Establish the habit of critically reviewing the impact that you have had after any business or team meeting. Try to identify ways to increase your visibility and raise your profile further and put these into practice in the future.

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

- Your preference for dealing with matters as they arise suggests that you are unlikely to establish clear goals and priorities at the outset of a project or task.
- You describe yourself as someone who pays slightly 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.

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

- You are reasonably comfortable working within a set of rules and regulations and are as likely as most to adhere to quality procedures and systems.
- You describe yourself as someone who takes a reasonably critical view when evaluating work against standards.
- Your responses suggest that you place slightly lower emphasis than most on 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 degree of commitment to 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 any that you might otherwise feel inclined to disregard or challenge.
- 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 see yourself as quite persuasive and will probably enjoy opportunities to negotiate with others.
- 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 feel quite self-assured and should therefore be able to present ideas and arguments with a good degree of confidence and persuasion.
- You are a reasonably outgoing and sociable individual who will be as visible as most within a group. This is likely to support any attempt that you may make to try to influence or convince 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.

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.
- You enjoy working with numbers and statistics as much as most and should feel reasonably comfortable 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.

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.

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 generally feel comfortable solving problems with numerical or statistical data. However, you are likely to combine this with a more intuitive approach.
- There may be times when a more flexible approach, in which a wider range of alternatives are considered, may strengthen your problem solving.

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.
- Consider a problem or issue that you have tackled recently. To what extent did you identify and consider all possible sources of factual information and data that impacted the issue? Ensure that a fuller range is included in your future analyses.
- Review a recent problem that you solved, ask yourself did you think about all the possible ways that you could have approached it and whether you gave yourself sufficient time to weigh up the information available to you. Ask yourself this question when tackling problems in the future.

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

- You feel slightly at ease when speaking to people for the first time and you are likely to come across as quite confident in formal situations.
- You enjoy trying to persuade and negotiate with others and this is likely to give your spoken communication a slightly more compelling and influential edge than most.
- You see yourself as being as outgoing as most and you are likely to communicate in a reasonably lively and sociable manner.
- You are likely to adapt your style and approach to suit your listener or audience as much as most.

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 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.

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.

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

- You have a moderate level of competitive drive that could be channelled to more effect.
- You describe yourself as someone who quite 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 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.

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.

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.
- You express a slight preference for more conventional approaches and you may want to preserve the tried and tested rather than pioneer a fresh approach.
- You are likely to adhere to existing rules and regulations as much as most 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.

Possible development activities for further discussion:

- Work with your manager or your team to specify an aspect or system of your department's working that would benefit from some improvement. Brainstorm alternative approaches and try to be as lateral and imaginative as possible before evaluating these alternatives to find the most effective.
- When next asked to implement an idea or solution try to make a more conscious effort to become less constrained by rules and regulations. Compare this situation with a similar one in the past and think about how you could have been more effective in leading or guiding the implementation process.

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

- You see yourself as an extremely decisive person who weighs things up quickly and is prepared to take risks.
- You like to keep busy and should feel comfortable dealing with a reasonably heavy workload.
- You have a slight preference for working towards demanding rather than achievable targets and it is likely that you will not shy away from undertaking difficult or complex tasks.
- You are slightly less inclined than most to focus on the specific details of an issue or item. Consequently, you are likely to take action reasonably quickly.

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.

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

- Your tendency for thinking more in the immediate or short-term may mean that you fail to focus on the longer-term implications of issues and events.
- Your slight preference for taking a broad overview may mean that you are less likely to become absorbed in 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 quite stretching personal targets and this is likely to contribute to your impact upon the long-term goals of the organisation.

Possible development activities for further discussion:

- Prepare a brief report or presentation for your colleagues on the key issues facing your department or organisation. Ensure that you think to the future in your preparations, so that you can focus more on the long-term rather than the short-term implications of these issues.

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.
- When working with others you are likely to spend a fair amount of time consulting and will generally come across as quite sensitive and aware of their opinions.
- You have a strong tendency to express your views openly and may well be seen as critical or prone to open disagreement.
- You view cross-functional and cross-business success as having equal importance to individual success and will probably try to balance these where possible.

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.
- Ask your team to give you an example of when they felt that you could have consulted them to a higher degree. Try to identify what prevented this happening and put actions into place to avoid this happening again. Invite your team 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.
- Think of all the situations where there is potential for your moderate level of competitiveness to be directed towards your colleagues. To what extent may this be destructive and how can you more productively channel this, for example outside of work or towards external competitors?

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 moderately adaptable in terms of adjusting your behaviour to suit the demands of changing situations.
- Your slight preference for sticking with your own views may mean that you do not always recognise the need for change initiatives.
- You are more likely than most to see the positive in change and the possibilities that change offers you.

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.
- Critically ask yourself about how adaptable you really have been in the past in the face of different and changing circumstances. How could you change your behaviour now and in the future to show a higher degree of adaptability?
- 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 report yourself to be extremely resilient when it comes to dealing with criticism or setbacks.
- You exercise moderate control over your emotions and are no more prone to outbursts than others.
- You cope with disappointments and setbacks by looking to the positive and playing down the negative aspects of the situation.

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.

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 likely to look for tasks and projects that challenge you and provide opportunities to develop your knowledge and skills.
- There may be times when resistance to your proposals and ideas reduces your determination to succeed with a task or objective.

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: Miss Sam Sample

Competency	Development Objective	Development Activity	Support Required	Timescale	Review Process

ABOUT THIS 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.

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www.shl.com
info@shl.com

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