



**Expert Report**  
SAMPLE REPORT

## **Development Action Planner**

Mr Sample Respondent

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Internet: <http://www.shlgroup.com>  
Email: [info@shlgroup.com](mailto:info@shlgroup.com)

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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	SCOPE FOR DEVELOPMENT
Professional Qualities	Specialist Knowledge	POTENTIAL AREA OF STRENGTH
	Problem Solving & Analysis	POTENTIAL AREA OF STRENGTH
	Oral Communication	SCOPE FOR DEVELOPMENT
	Written Communication	POTENTIAL AREA OF STRENGTH
Entrepreneurial Qualities	Commercial Awareness	SCOPE FOR DEVELOPMENT
	Creativity & Innovation	POTENTIAL AREA OF STRENGTH
	Action Orientation	SCOPE FOR DEVELOPMENT
	Strategic Awareness	SCOPE FOR DEVELOPMENT
Personal Qualities	Interpersonal Sensitivity	POTENTIAL DEVELOPMENT NEED
	Flexibility	POTENTIAL AREA OF STRENGTH
	Resilience	POTENTIAL DEVELOPMENT NEED
	Personal Motivation	SCOPE FOR DEVELOPMENT

## 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.**

■■ You are likely to spend some time considering 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 strong tendency to see deadlines as flexible may cause you and others to deviate from agreed schedules and plans.

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

- At planning and review meetings take time to ensure that priorities are clearly understood by others.
- 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 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 place slightly lower emphasis than most on detail when reviewing work.
- Your responses strongly suggest that quality standards would be improved by focusing on and emphasising delivery deadlines early on in projects.

### **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

SCOPE FOR DEVELOPMENT

**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 have a slight tendency to feel under-confident when called upon to present or impress others. This may slightly reduce your levels of persuasion on these occasions.

■■ 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.

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

- If you are not at ease when presenting or impressing people make a specific point of putting yourself in these situations. Start with low risk events and, as you gain confidence, increase the risk factor, allow yourself plenty of time to prepare and rehearse.
- When in meetings and negotiations pay attention to how much impact individuals have and how this relates to the number and visibility of their inputs. Try to increase your contribution in a way that is not only relevant and useful, but also raises your profile generally in the group.

## Specialist Knowledge

POTENTIAL AREA OF STRENGTH

### **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.**

## Problem Solving & Analysis

POTENTIAL AREA OF STRENGTH

**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.

■■■ You take a flexible approach to problem solving and therefore you are more likely than most to consider issues from different angles and perspectives.

**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.**

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

■ You have a slight tendency to feel uncomfortable in formal situations and when speaking to people for the first time.

■■■ 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 change your behaviour to suit the situation and to some extent adapt your approach to the different people you are with.

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

- Consider taking a little time to run through in your mind those situations in which you tend to feel less comfortable or less confident. Practise relaxing and thinking through how you could make these situations a more positive event for yourself.
- Review how your level and style of contributions in formal and informal work meetings compares with others. Consider ways of raising your profile in these situations so that you come across as more lively and engaging in your communication.

## 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.

**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 with a slight preference for setting achievable rather than highly ambitious targets. This may occasionally reduce your enthusiasm and drive 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 slight inclination for keeping a 'professional distance' from personal problems at work may enable you to concentrate more on the business aspects of issues.

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

- Prepare a brief report or presentation for your manager or team about the products and strategy of the organisation's keenest rival. What could your company do to win business from them?
- Take time to discuss with a mentor or trusted friend the extent to which you find the organisation's goals conflict with your own choice of targets. Examine the impact that this has on your levels of enthusiasm and then discuss how you can best find a balance between what you want to achieve and what the organisation needs to achieve in order to be successful.

## 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 a very creative individual who has a keen interest in 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.

**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.**

## Action Orientation

SCOPE FOR DEVELOPMENT

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

■ ■ You will generally try to make decisions without excessive deliberation.

■ ■ ■ You like to keep busy and should feel comfortable dealing with a reasonably heavy workload.

■ You have a slight preference for achievable rather than demanding targets and this may mean that you are less likely to undertake complex or difficult 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.

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

- Try to take more calculated risks. When faced with a decision, accept that a decision has to be made and commit yourself to identifying the options that you have.
- Recognise your preference for achievable targets. When you are next faced with a difficult or complex problem, do not shy away from it but break the task down into smaller pieces and commit yourself to undertaking it a piece at a time.

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

■ ■ You are likely to focus on the longer-term implications of issues and events as much as most people.

■ ■ ■ 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 place slightly lower emphasis upon your own targets than others. This may consequently reduce your impact upon the long-term goals of the organisation.

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

- Prepare a brief report or presentation for your team or colleagues on the key issues facing your department or organisation. In your preparations, try to think more to the future so that you can focus on the longer-term implications of these issues.
- Consider the extent to which your own personal targets are in keeping with the strategic direction of the organisation. Try to align those targets that are important to you, with those within the organisation that impact upon longer-term, as well as shorter-term, organisational success.

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

- You like to keep a little more detached from others problems than your peers and this may, on occasion, prevent you from being seen as a particularly empathic individual.
- ■ 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 are slightly more likely than most to openly express your views. Others may see this as having a tendency to criticise or disagree.
- ■ 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?

## Flexibility

POTENTIAL AREA OF STRENGTH

### Successfully adapts to changing demands and conditions.

■■■ You have a very strong preference for variety and are likely to try out the new things that change can bring about.

■■■ You try more than most to adapt your behaviour so that you successfully adjust to changing demands and situations.

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

■■ While you may see the possibilities offered by change, you may also see the potential problems that change may create.

**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.**

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

■ You report a certain degree of difficulty switching off from work pressures and may find that these sometimes remain on your mind at the end of the day.

■ ■ You are as resilient as most when coping with criticism and setbacks.

■ You are slightly more emotionally expressive than others and may be prone to communicate your feelings of stress or other negative emotions when these occur.

■ ■ While you are able to see the positive in situations, there may be times when you feel pressured by the possibility of things going wrong.

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

- Look at ways in which you can switch off better and relax. Use your holidays, weekends and leisure time constructively. Investigate various stress reduction techniques such as yoga or identify social networks that help you to unwind and relax in times of particular stress.
- Look at your behaviour in meetings. Are you more or less resilient in your handling of negative comments than colleagues? Identify someone whom you regard as a resilient character. Discuss their methods with them and see if you can adopt any of their tactics.
- Practise emotional control. Generate some key phrases or prompts to bear in mind when you experience negative emotions. Let those around you know that you are working on this and ask them to give you feedback regarding the degree to which you are successful.
- Make a list of times when you have felt especially positive and also those where you felt more negative. Then review how this affected your performance and your ability to cope with pressure. Try to identify the triggers for more negative feelings and consider how you can manage those triggers better in the future.

### **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 describe yourself as someone who is less likely than most to seek out demanding tasks or set stretching objectives.

■■ There may be times when resistance to your proposals and ideas reduces your determination to succeed with a task or objective.

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

- Consider what motivates you? Whether it be at work or at home, what interests you the most and gives you the most satisfaction? Think about how you could bring more of what you like into your daily routine and how that may enhance your sense of accomplishment.
- Reflect on how you cope with obstacles and resistance to getting things done. Try to think about how you can better manage any frustration or demotivation you feel while still pushing ahead with what you need to do.

**Personal Development Plan: Mr Andrew Norbert Other**

<b>Competency</b>	<b>Development Objective</b>	<b>Development Activity</b>	<b>Support Required</b>	<b>Timescale</b>	<b>Review Process</b>

## 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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SHL (UK)  
The Pavilion  
1 Atwell Place  
Thames Ditton  
Surrey  
KT7 0NE  
Phone: 0870 070 8000  
Fax: 0870 070 7000

<http://www.shlgroup.com/uk>  
<mailto:uk@shlgroup.com>

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