

Sam Sample
14 May 2020

EXPERT

COACHING REPORT (COMPETENCY MODEL)

FIFTEEN FACTOR QUESTIONNAIRE PLUS



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REPORT STRUCTURE

This report presents Sam Sample's competency profile in the following sections:

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- Introduction
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- Dimensions
- Results Scale
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2. Competency Profile

- Competency Profile Chart

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4. Development Planning

- Feedback and Reactions
- Selecting Areas for Development
- Feedback and Reactions

DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The Competency profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



GUIDE TO USING THIS REPORT

INTRODUCTION

Organisations use competencies and competency frameworks to identify, develop and reinforce certain types of behaviours that are required to achieve organisational success. Today almost all the Fortune 500 corporations have integrated the concept of competencies in all critical areas of human resources management. The Competency Coaching Report aids organisations to identify and develop competency related behaviours.

The information in this report was obtained solely from the questionnaire that was completed by the individual. It represents only one source of information and it is important to recognise that other forms of evidence about their workplace behaviours and competent performance will exist.

The purpose of this report is to give information about the individual's likely behaviours in a number of areas of competence seen as important in most organisational contexts. This has been achieved by comparing their responses with those obtained from a large sample of people as described in the reference group described below.

The report identifies some implications for behaviour or performance by focusing on potential strengths as well as suggesting possible coaching or development actions. These are intended as possible lines of coaching enquiry and other ways of helping the individual to develop may also be appropriate. Before the coach begins any development interventions based on this report it is important that hypotheses presented are checked with the respondent and corroborated. The objective of such corroboration is to ensure observations are supported and accepted as appropriate indications of behaviour or likely competence.

The best way to maximise the usefulness of this report is to:

- Read the report fully and objectively before beginning planning a coaching meeting.
- Consider the report carefully. Factor in other information from other sources. It is important that you discuss the findings with the respondent. Only after such exploration is it possible to draw useful conclusions from indications presented here.
- The discussion should be balanced, objective and supportive and should be focused on working more effectively and productively with the coaching client in question.

DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from Psytech's Fine Nine Competency Framework. They were selected to provide a clear picture of a respondent's capabilities within a framework familiar to most HR professionals and trainers, and which could be derived from personality traits.

- **Integrity** - is defined as the tendency to be reliable and honest. People who have a strong competency in this area can be trusted to work independently, with only minimal supervision. They tend to avoid taking inappropriate risks and take responsibility for their own mistakes and errors. They are likely to act with due diligence and have a strong sense of business ethics.
- **Creativity** - is defined as the tendency to think in a creative and innovative manner. People who have a strong competency in this area are good at generating novel, innovative ideas. They tend to be adaptable and often come up with original solutions to problems. They are inclined to 'focus on the bigger picture' and to approach problems strategically.
- **Logical and Analytical** - is defined as the tendency to approach problems in a rational, intellectual manner. People who have a strong competency in this area like to base their decisions on a logical analysis of the available evidence. Their decisions are typically well-considered and thought through. They would be expected to have a well-tuned critical faculty.
- **Interpersonal Skills** - is defined as the tendency to build positive working relationships with others. People who have a strong competency in this area have a high level of interpersonal sensitivity and empathy. They tend to be good at building rapport, and promoting and maintaining harmonious relationships. They would be expected to be effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.
- **Resilience** - is defined as the tendency to cope well with pressure. People who have a strong competency in this area tend to be calm and keep control of their emotions. They are unlikely to get flustered or lose their temper in emotionally charged situations. They would be expected to accept criticism in a constructive manner and not to be disheartened by setbacks.
- **Persuasiveness** - is defined as the tendency to communicate in a persuasive, confident manner. People who have a strong competency in this area tend to enjoy public speaking and are effective communicators. They are likely to enjoy socialising and to



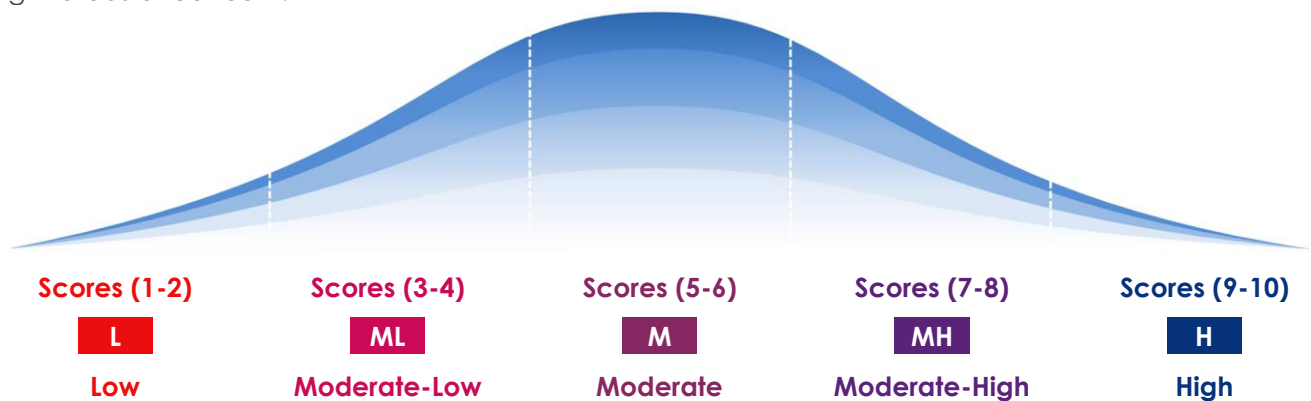
have a strong social presence. They would be expected to be charismatic and good at breaking down barriers and bringing people around to their point of view.

- **Planning and Organising** - is defined as the tendency to organise one's own and others' work and to plan for all contingencies. People who have a strong competency in this area are likely to be tidy and well-organised. They would be expected to plan their work so it can be completed within agreed timeframes and to be happy to delegate work appropriately.
- **Quality Orientation** - is defined as the tendency to attend to detail and produce work that is accurate and of a high standard. People with this competency are inclined to set themselves high standards, to be detail conscious systematic and orderly in their work. They would be expected to be motivated to see tasks through to the end.
- **Energy and Drive** - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.

RESULTS SCALE

A reference group is used to evaluate Sam's results and determine his tendency to exhibit effective workplace behaviours compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a 'Low' to a 'High' tendency is provided to help highlight areas of concern.



REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	Professional Managerial	1186

RESPONSE STYLE

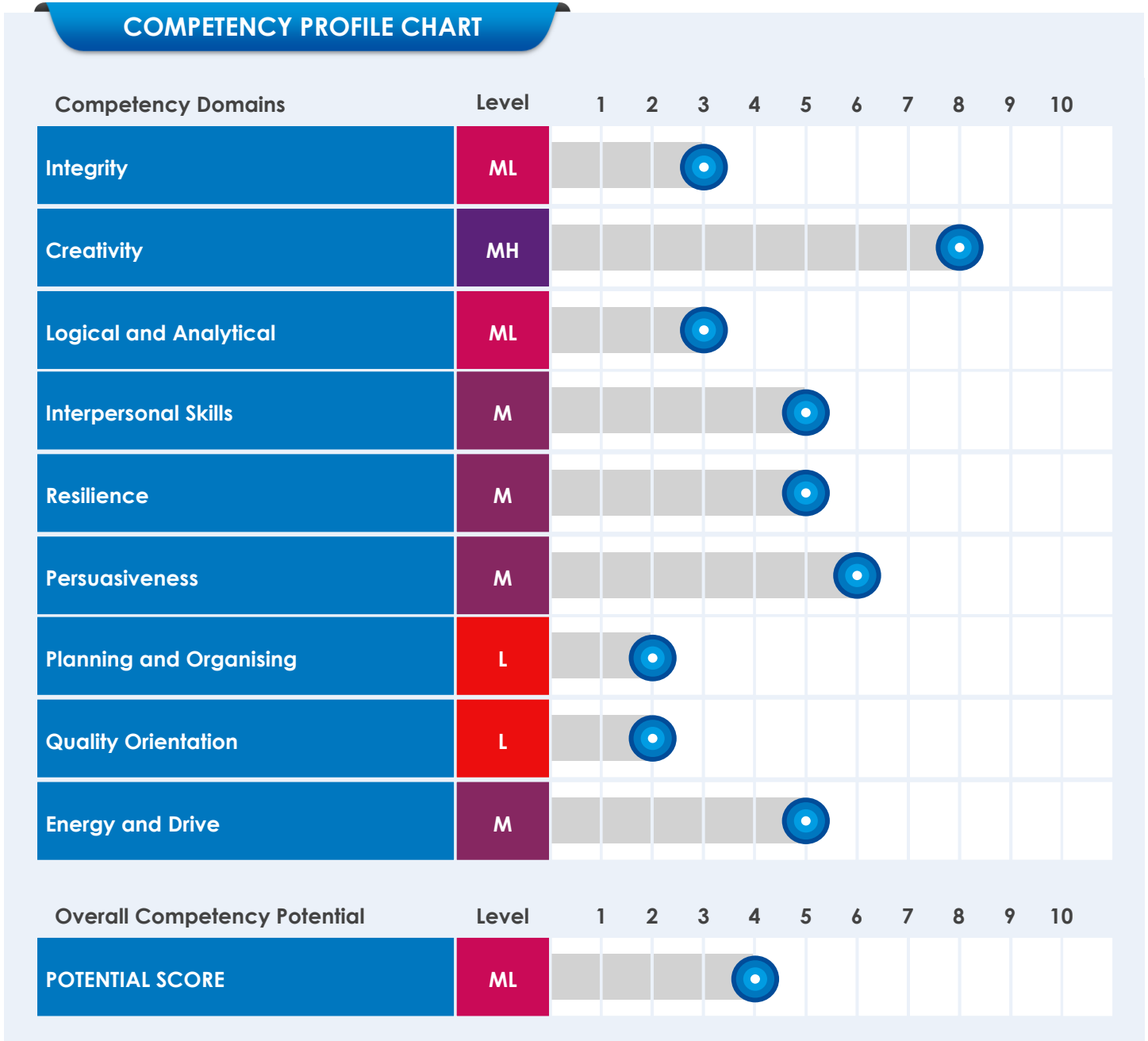
The 15FQ+ contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately.

Although the results suggest that Sam Sample may not have been particularly concerned about projecting a positive image of himself, he appears to have selected more middle or uncertain answers than is typical. This indication may be the result of his desire to reveal little of his true self, or may be a function of a genuinely moderate personality. Furthermore, Sam Sample's results indicate that there may have been an element of randomness within how he answered the questionnaire. This indication may be the result of a conscious lack of commitment to the assessment process, a failure for him to buy into the process or simply a lack of willingness to portray his true self. Whilst a risk of distortion exists due to the number of central answers and the degree of randomness, the risk of distortion remains moderate.



COMPETENCY PROFILE

The overall competency potential score estimates Sam's tendency to exhibit effective workplace behaviours. The competency scores are weighted composites of the behavioural dimensions that contribute to each of Psytech's Fine Nine competencies. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.





INTEGRITY

INTEGRITY PROFILE CHART

Sub-Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Commitment to following organisational rules	L		●								
Desire to conform to established principles of right and wrong	L		●								
Ownership and responsibility for own mistakes or errors	ML				●						
Ability to work without close supervision	ML				●						
Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
Integrity Score	ML			●							

Potential Strengths

- No potential strengths could be derived from Sam Sample's profile on this competency.

Potential Development Areas

- Having a profile that suggests he is spontaneous and flexible in his attitude and approach towards work, Sam is unlikely to feel bound by organisational rules, regulations and procedures.
- Sam's results indicate he is not that strongly inclined to follow social conventions and codes of conduct without question. As a result, he might not be expected to feel a particularly strong sense of allegiance to the organisation's ethical values and culture.
- Sam's pattern of results suggests that although he is no more threat sensitive than most, he is quite suspicious by nature. As a consequence, he might be prone on occasion to be reluctant to own up to and take responsibility for his own mistakes or errors.
- His profile suggests he is extremely self-sufficient. However, as he is likely to be rather inclined not to diligently attend to the detailed requirements of tasks, Sam might be expected to require somewhat closer supervision than most to ensure he completes work on time and to the required standard.

Development Recommendations

- Training aimed at facilitating Sam's understanding of, and adherence to, the organisation's rules regulations and procedures is likely to be of benefit to him.
- Monitor Sam's adherence to the organisation's rules, regulations and procedures fairly closely. Ensure he understands why it is important to adhere to these and reward/reinforce his compliance with them.
- Mentoring/development aimed at promoting Sam's commitment to the organisation's values, culture and ethics is likely to be of benefit to him.
- Create an environment where Sam knows he will not be blamed for acknowledging mistakes he may have made.
- Team Sam up with more detailed colleagues who can help attend to the detailed requirements of tasks or provide a high level of supervision to ensure tasks are completed in an appropriate manner.



Corroborative Discussion Notes

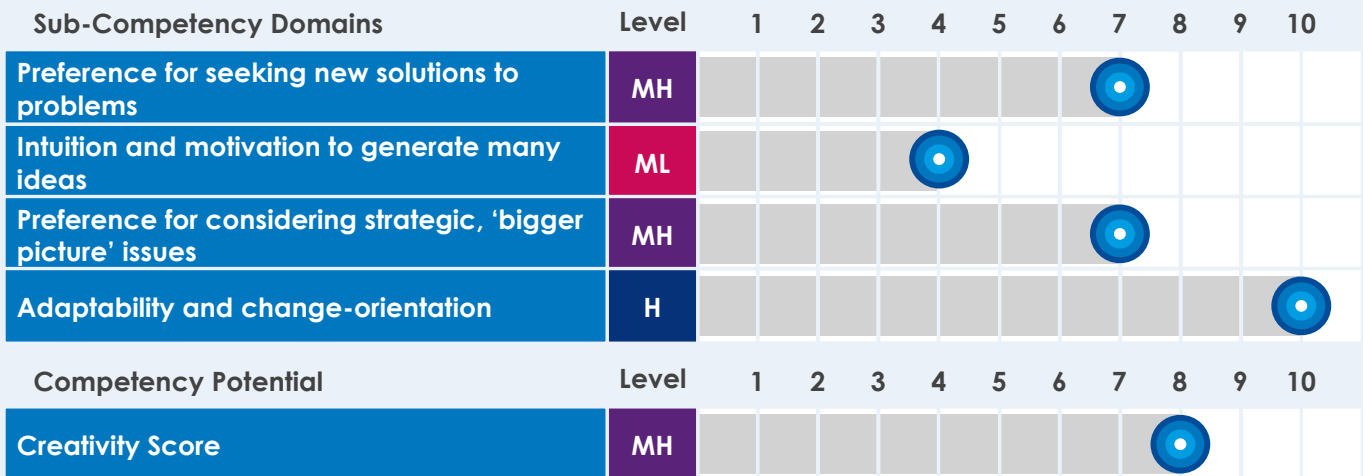
Implications for Performance Within Coaching Context

Action Planning



CREATIVITY

CREATIVITY PROFILE CHART



Potential Strengths

- Having obtained results which indicate he is somewhat radical by nature and inclined to question existing methods and procedures, Sam should be relatively motivated to seek out new solutions to problems.
- Sam's profile suggests he may not be very confident of his intellectual ability and may feel disinclined to tackle complex strategic issues which he feels may be out of his depth. However, as the pattern of scores he obtained suggests he is flexible, it is not expected that Sam would lose sight of the 'bigger picture'.
- Having obtained results which suggest he is quite adaptable, Sam would be expected to be open to change and is unlikely to experience particular difficulty adjusting to new working practices and procedures.

Potential Development Areas

- Sam's responses to the questionnaire suggest he is as pragmatic and concrete in his thinking as most and is no more intuitive by nature than most. As a result, he is not likely to be naturally drawn towards idea generation.

Development Recommendations

- Encourage Sam not to reject 'tried and tested' methods out of hand and to remain 'grounded' when generating new ideas.
- Ensure Sam remains mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- Actively value Sam's use of intuition to solve problems.
- Sam may benefit from training programmes that are designed to foster a more intuitive approach to idea generation (i.e. training in lateral thinking, etc.)
- Ensure Sam does not become so focused on the 'bigger picture' that he does not pay sufficient attention to detail.



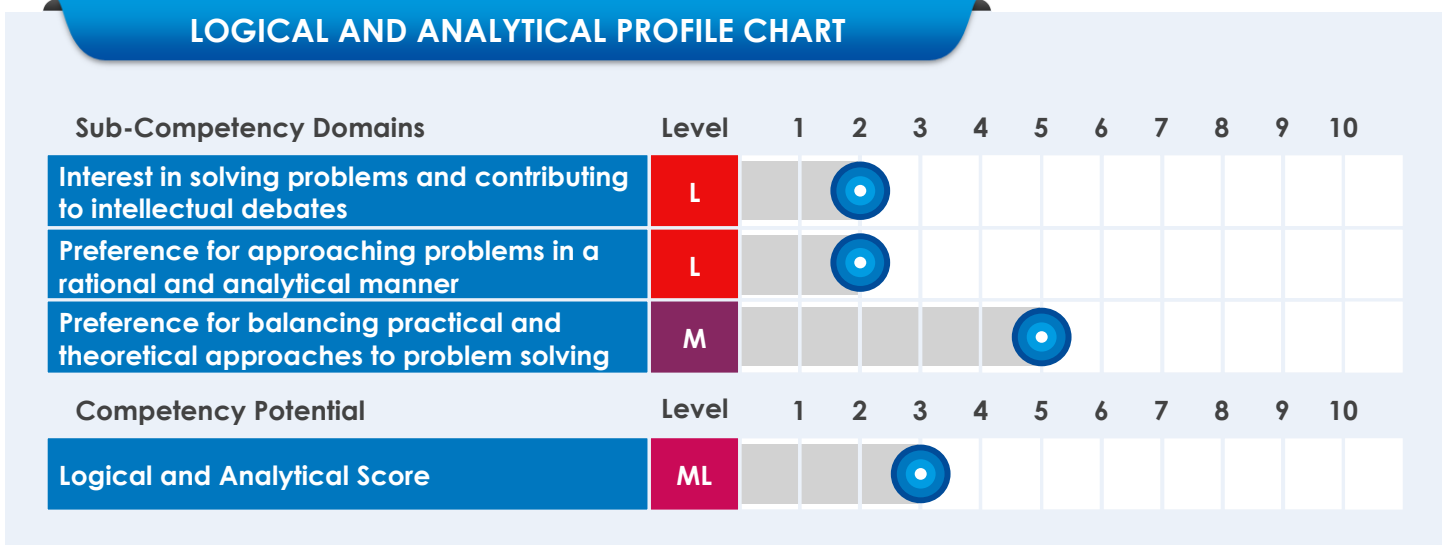
Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



LOGICAL AND ANALYTICAL



Potential Strengths

- The pattern of results Sam obtained on the questionnaire indicates he is likely to try to maintain a balance between recognising the value of theoretical approaches while also being aware of the need to 'keep his feet firmly on the ground' and be mindful of practicalities. It should be noted that the quality of his appraisal of how realistic solutions to problems are, will depend in part on his level of reasoning ability which he does not rate highly.

Potential Development Areas

- Sam's profile suggests he is rather lacking in confidence in his own academic abilities. Therefore, he would not be expected to be very motivated to contribute actively to intellectual debates and discussions.
- Sam's responses to the questionnaire suggest he prefers to adopt a balanced thinking style, which is neither overly intuitive nor too factual in approach. He would be expected to appreciate the value of making decisions in a rational and analytical manner, while also being aware that it is necessary at times to base decisions on an intuitive appraisal of whether or not things feel right. However, it should be noted that his lack of confidence in his intellectual abilities may greatly reduce his capacity to appreciate logical arguments.

Development Recommendations

- Sam may benefit from mentoring aimed at helping him feel more confident about his own intellectual abilities.
- Bolster Sam's confidence in his own intellectual abilities by offering praise when he contributes to debates and discussions.
- Value Sam's balanced approach to problem solving; his use of both intuition and logic. Encourage him to build on this by developing a logical analysis of why his intuitive judgements are correct.
- Training aimed at promoting a more logical and analytical approach to solving intellectual problems may be of some benefit to Sam.
- Value Sam's desire to maintain a balance between wishing to be open to theoretical approaches to problem solving, while at the same time ensuring that solutions are practical and realistic.
- Training in theoretically based approaches to problem solving may be of some benefit to Sam.



Corroborative Discussion Notes

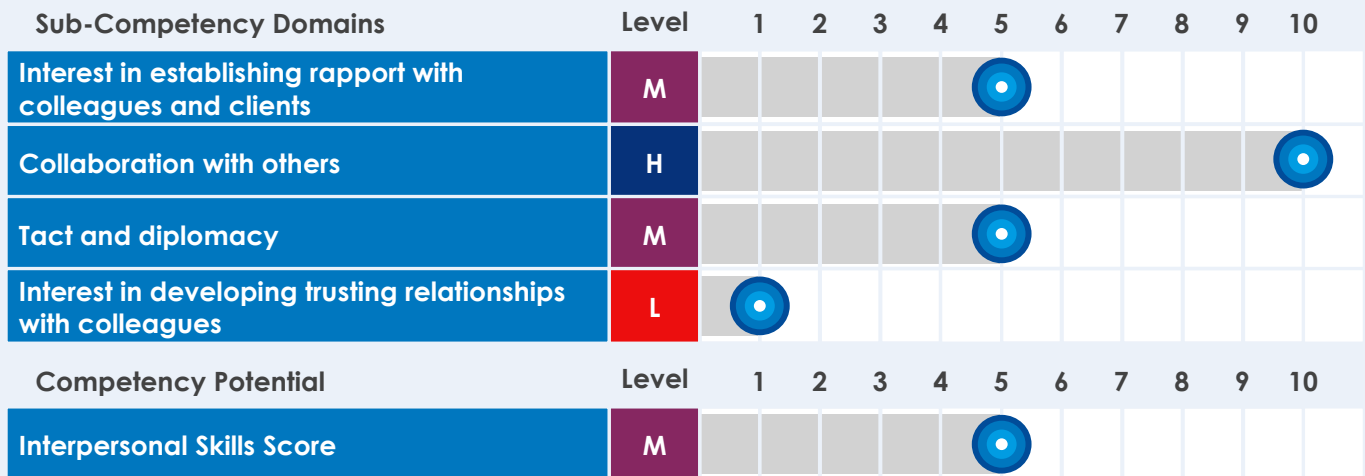
Implications for Performance Within Coaching Context

Action Planning



INTERPERSONAL SKILLS

INTERPERSONAL SKILLS PROFILE CHART



Potential Strengths

- Having a profile which indicates he is as warm and sympathetic as most people, Sam is not likely to experience undue difficulty establishing rapport with colleagues and/or clients.
- As his results suggest he is as assertive as most, Sam is likely to try to collaborate with others and achieve a balance between being able to push others into action when this is called for, while not being too dominant or confrontational.
- Sam's responses to the questionnaire suggest he is unlikely to be overly forthright and plain-speaking or unduly circumspect and diplomatic in his dealings with others. While his profile indicates he will generally wish to avoid confronting others unnecessarily, he should nonetheless be capable of being direct and to the point if this is called for.

Potential Development Areas

- Sam's pattern of results suggests that he does not have that much need for others' company and is prone to be quite cynical about human nature and suspicious of others' motives. Consequently, it may take him some time to develop trusting relationships with his colleagues.

Development Recommendations

- Sam may possibly benefit from training aimed at further developing his awareness and concern for others' feelings and emotions.
- Promote an environment that encourages staff to support each other.
- Ensure that Sam's authority is not undermined when he asserts himself appropriately with colleagues.
- Sam may possibly benefit from training and/or mentoring aimed at promoting a more diplomatic interpersonal style.
- Promote a working environment that respects diversity and values differences of opinion.
- Sam is likely to benefit from mentoring aimed at helping him appraise others' motives and goals in a more realistic (less suspicious) manner.
- Promote an environment that encourages a collaborative/team-based approach to work.
- Actively promote a working environment that encourages trust.



Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



RESILIENCE

RESILIENCE PROFILE CHART

Sub-Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Emotional stability	M					●					
Ability to cope well under pressure	M					●					
Confidence	M					●					
Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
Resilience Score	M					●					

Potential Strengths

- Sam's results indicate he is no more likely than most to be prone to unpredictable mood swings that may adversely affect his performance at work or have a negative impact on those around him.
- Sam's profile indicates he is likely to have average levels of frustration tolerance. Consequently, he would generally be expected to cope relatively well with stress and to stay composed when things go wrong, but may become irritated if people are being particularly slow or indecisive. In addition to this, Sam's responses indicate he is no more likely than most to be prone to mood swings. As a result, he would not be expected to experience any more difficulty than most managing his emotional reactions to situations.
- As Sam's results suggest he is as confident and self-assured as most, he is not likely to be unduly threat sensitive. Consequently, he would be expected to be no more prone than most to be upset by critical comments.

Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

Development Recommendations

- Training in positive thinking techniques may be of some value to Sam.
- If Sam is unhappy about something, carefully consider what merit there may be in his perspective.
- Ensure the goals and targets that are set for Sam are realistic and achievable.
- Structure the working environment to make it as stress free as possible.
- Mentoring/coaching aimed at reinforcing Sam's self-confidence might possibly be of some value to him.



Corroborative Discussion Notes

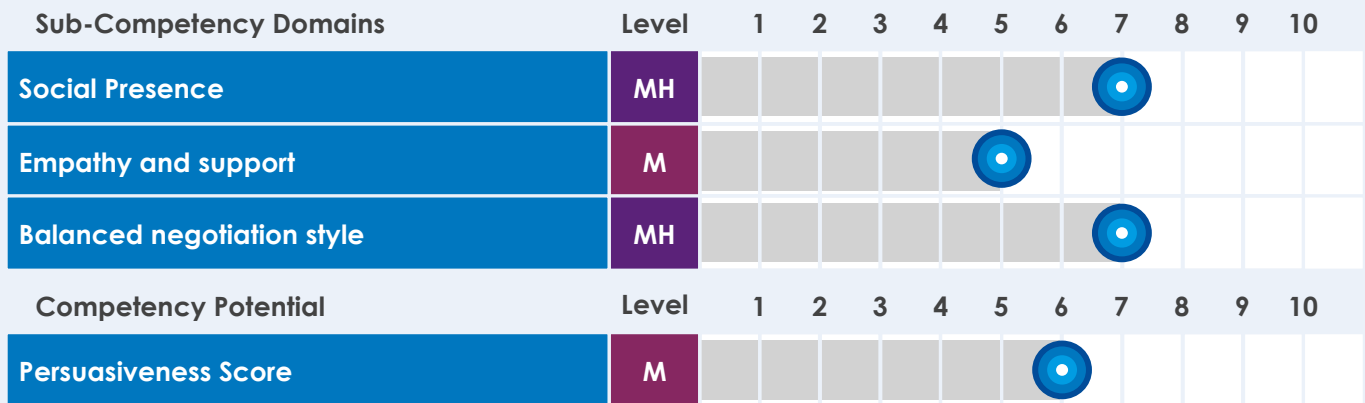
Implications for Performance Within Coaching Context

Action Planning



PERSUASIVENESS

PERSUASIVENESS PROFILE CHART



Potential Strengths

- Having obtained a pattern of scores that indicates he is likely to be fairly socially bold and rather drawn to take centre stage, Sam would be expected to be fairly charismatic and to have a strong social presence. His scores further indicate he is likely to be fairly confident in social situations and be fairly quick to initiate interactions with people he does not know. As a result, others are likely to find him to be a relatively persuasive speaker who expresses his opinions in a fairly confident manner.
- Sam's results indicate he has average levels of empathy and warmth; with others being unlikely to view him as being overly cool, distant or aloof. Therefore, it would be expected that people would view him as being as good a listener as most. While he is unlikely to be naturally drawn to roles that require supporting others, encouraging them and promoting their personal development, he should be capable of being at least as effective as most people in such roles.
- As his results suggest he is as competitive as most, he is likely to try to achieve a balance between being able to push others into action, while not being too domineering. Sam's responses further suggest that he is likely to try to balance between making concessions to move negotiations forward while not conceding on important issues.

Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

Development Recommendations

- Consider delegating any tasks to him that require public speaking.
- Provide Sam with opportunities to use his social presence to good effect.
- Sam might possibly benefit from training aimed at deepening his understanding of others' goals and motives. (i.e. training to promote his emotional intelligence).
- Remember to offer praise when he successfully builds rapport with colleagues and clients.
- Be careful not to undermine Sam when he asserts himself effectively.



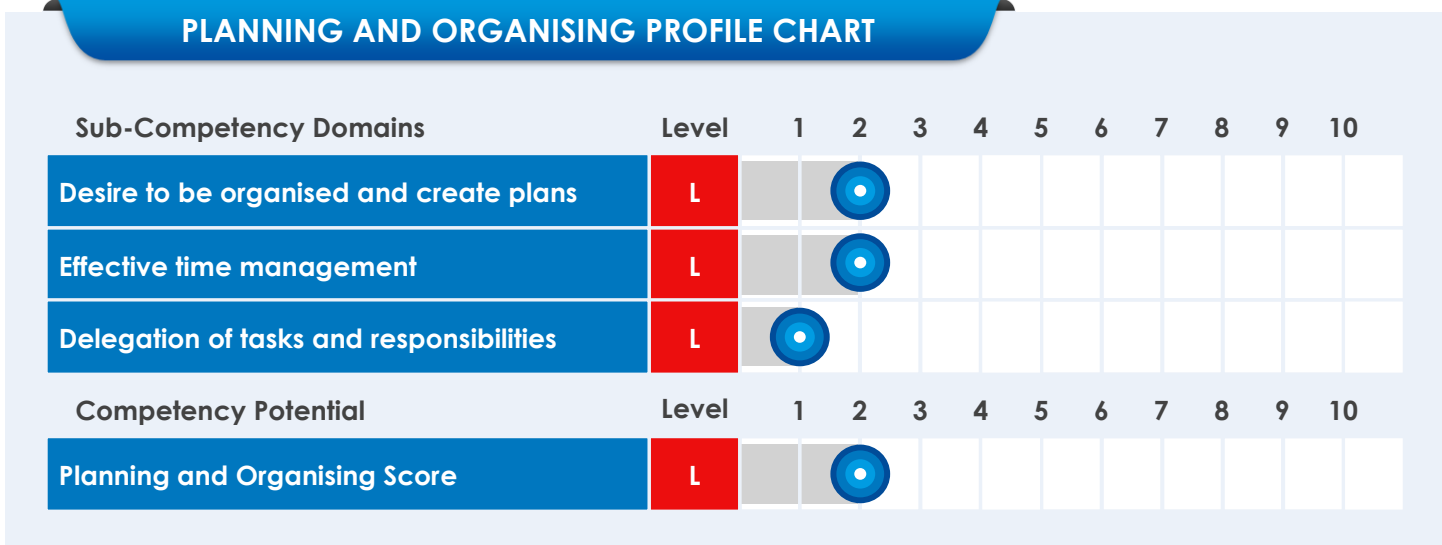
Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



PLANNING AND ORGANISING



Potential Strengths

- No potential strengths could be derived from Sam Sample's profile on this competency.

Potential Development Areas

- Sam's profile suggests he is not highly organised by nature. As a result, he is likely to prefer to deal with problems as they arise rather than plan ahead. His results further suggest he is a little inclined to leave things to the last moment. This may occasionally result in him facing some difficulty meeting schedules and deadlines.
- Sam's responses to the questionnaire indicate he is not likely to be as meticulous as most. Consequently, he may be inclined to give a little less priority than many to time management issues.
- Sam's results indicate he is disinclined to trust others. As a result, he is likely to be quite reluctant to delegate work. However, as he is not inclined to give a high priority to accuracy and attention to detail, once he has delegated work he may not feel much need to monitor the quality of the work he has delegated.

Development Recommendations

- Set Sam clear targets and goals.
- Ensure he stays mindful of the importance of forward planning to achieving targets.
- Remember to offer praise when Sam meets the targets he has been set.
- Training in time management skills is quite likely to benefit Sam.
- Sam is likely to find training in delegation skills to be of benefit to him.
- In addition to this, he is likely to benefit from support/mentoring aimed at encouraging him to put delegation skills into practice.
- Ensure Sam understands the importance of delegation in enabling effective time management.
- Offer praise and encouragement when Sam delegates work appropriately.
- Encourage Sam to monitor the quality of work produced by colleagues he has delegated tasks to.



Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



QUALITY ORIENTATION

QUALITY ORIENTATION PROFILE CHART

Sub-Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Commitment to producing work of a high standard	L		●								
Detail orientation	L		●								
Commitment to finishing tasks	L	●									
Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
Quality Orientation Score	L		●								

Potential Strengths

- No potential strengths could be derived from Sam Sample's profile on this competency.

Potential Development Areas

- Having obtained a pattern of results that suggests he is fairly unstructured by nature and is not unduly disposed to approach tasks in a very systematic and well-organised manner, Sam is likely to be less committed to meeting agreed quality standards than many.
- Sam's profile further suggests he is somewhat less methodical and meticulous than many. As a result, he would not be expected to be very motivated to attend to the detailed requirements of tasks.
- The results he obtained on the questionnaire indicate Sam is likely to have a rather less strong sense of duty than most. Consequently, he may not always feel that committed to finishing tasks he has started. Moreover, as his scores also suggest he is likely to be considerably less attentive to detail than most, it would be anticipated that he may experience difficulty persevering with boring or repetitive tasks.

Development Recommendations

- Set Sam quality standards that are quite clear.
- Ensure he stays mindful of the importance of meeting these standards and offer praise when he does.
- Remember to monitor Sam's work to ensure that he is able to meet the set standards of quality.
- Sam is likely to benefit from training in techniques aimed at improving his attention to detail.
- Seek ways of making the work more interesting and stimulating to employees by offering job rotation programmes or creating self-directed teams.
- Monitor Sam's work very closely to ensure that he does not leave tasks unfinished.
- Encourage him to persevere with boring, repetitive tasks.



Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



ENERGY AND DRIVE

ENERGY AND DRIVE PROFILE CHART

Sub-Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Ability to cope with setbacks	M					●					
Excitement and enthusiasm	ML				●						
Results orientation	M					●					
Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
Energy and Drive Score	M					●					

Potential Strengths

- The pattern of results Sam obtained on the questionnaire suggests he is no more prone to feelings of despondency or depression than most. Consequently, he would be expected in general to be able to maintain his energy when faced with routine setbacks and challenges.
- Sam's responses to the questionnaire indicate he is as assertive as most and should be capable of pushing for action if this is called for. Moreover, Sam's results suggest that although he may not be naturally inclined to take the lead, he should be capable of doing so when necessary.

Potential Development Areas

- Having a profile that suggests he is fairly subdued, Sam may possibly appear to lack motivation and drive in comparison with his more lively and animated colleagues. As others might be prone to view him as being slightly dour, he may not find it very easy to engender enthusiasm in his colleagues and subordinates.

Development Recommendations

- Training in problem solving techniques may possibly be of some value to Sam in helping him maintain his levels of energy and drive when confronted by setbacks and failures.
- Offer words of encouragement when he is faced with setbacks or failures.
- Remember to focus on Sam's successes rather than on problems or failings.
- Training in strategies for enthusing and motivating subordinates may well be of some benefit to Sam.
- Model how to enthuse and motivate subordinates.
- Sam may find training in leadership skills to be of some value to him.
- Support Sam when he pushes for action.
- Remember to offer praise when Sam takes the lead and shows initiative.



Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of his profile. Before working with Sam Sample on his development plan, please ensure that you refer to his competency results and development recommendations provided in the previous sections.

Suggested development process:

1. Feedback and reactions
2. Selecting areas for development
3. Development plan

1. FEEDBACK AND REACTIONS

Gauging Sam's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the Feedback Report can be shared with Sam before discussing the results with him. Use the following questions to gauge his reactions to the feedback.

What did you learn from the results?

How did your perceptions of your workplace behaviour compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?



2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam which areas he would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

This development plan is for:		This development plan is overseen by:
Name	Sam Sample	
Position		
Signature		
Date		

The table below lists the competencies used in Fine Nine Competency Framework. The areas which have been determined as most in 'Need' for development from the profile have been marked with a check mark under the 'Need' column, though users may also select other areas which they deem to be in need for development.

Competency	Highlighted Behavioural Dimensions	Need	Priority
Integrity	Commitment to following organisational rules. Desire to conform to established principles of right and wrong. Ownership and responsibility for own mistakes or errors. Ability to work without close supervision.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Creativity	Intuition and motivation to generate many ideas.	<input type="checkbox"/>	<input type="checkbox"/>
Logical and Analytical	Interest in solving problems and contributing to intellectual debates. Preference for approaching problems in a rational and analytical manner.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	Interest in developing trusting relationships with colleagues.	<input type="checkbox"/>	<input type="checkbox"/>
Resilience		<input type="checkbox"/>	<input type="checkbox"/>
Persuasiveness		<input type="checkbox"/>	<input type="checkbox"/>
Planning and Organising	Desire to be organised and create plans. Effective time management. Delegation of tasks and responsibilities.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Quality Orientation	Commitment to producing work of a high standard. Detail orientation. Commitment to finishing tasks.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Energy and Drive	Excitement and enthusiasm.	<input type="checkbox"/>	<input type="checkbox"/>

Dimensions selected as being in 'Need' of development and which have also been selected as a 'Priority' should be considered as part of Sam's development plan.



3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam's progress through regular review meetings.

What areas do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in order to achieve your development objectives?

When do you wish to achieve the desired development?