PSYTECH
INTERNATIONAL

Sam Sample
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RESPONDENT

UNIVERSAL COMPETENCY FRAMEWORK

GUIDANCE

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REPORT STRUCTURE

This report presents your competency profile results in the following sections:

1. Guide to Using This Report

- Introduction
- Context

2. Competency Results

- Integrity
- Creativity
- Logical and Analytical
- Interpersonal Skills
- Resilience
- Persuasiveness
- Planning and Organising
- Quality Orientation
- Energy and Drive

DISCLAIMER

When reading this report, it is important to consider the results in light of other relevant data. Previous experience, interests, aptitudes, and motivation as they play a significant part in determining your profile and your particular combination of strengths and areas for development.

This document is confidential and contains sensitive information on your personality preferences. It is entrusted to you on the understanding that it will be kept secure, that it will not be disclosed to any unauthorised person and that copies of this material will not be made without our agreement.

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.

A competency is defined as the specific set of skills, knowledge and behaviour that is required to complete particular work tasks effectively. Unlike aptitudes or personality traits, which are relatively enduring and stable over time, competencies can be acquired and refined through appropriate mentoring, coaching and training. The report is intended as a tool to facilitate your personal development. It can be used as a starting point to explore possible development needs and produce a development strategy.

CONTEXT

This report provides a summary of your profile results. The results are to be used for your own professional development only.

Psychological assessments provide valuable **additional** information often not available through other processes. We strongly recommend you use the information provided in this report to **support, not replace, other sources of developmental information** that are available to you. Where possible, **this information should be verified through one-to-one discussion and feedback**.

DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from Psytech's Universal Competency Framework. They were selected to provide a clear picture of your preferences within a framework familiar to most HR professionals and trainers.

UNIVERSAL COMPETENCY FRAMEWORK DIMENSIONS

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 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.

INTEGRITY

INTEGRITY

A **Commitment to following organisational rules**

Profile Description
- Having a profile that suggests you are spontaneous and flexible in your attitude and approach towards work, you are unlikely to feel overly bound by organisational rules, regulations and procedures.

Development Recommendations
- Training aimed at facilitating your understanding of, and adherence to, the organisation's rules regulations and procedures is likely to be of benefit to you.

B **Desire to conform to established principles of right and wrong**

Profile Description
- Your results indicate you are not strongly inclined to follow social conventions and codes of conduct without question.

Development Recommendations
- Mentoring/development aimed at promoting your commitment to the organisation's values, culture and ethics may well be of benefit to you.

C **Ownership and responsibility for own mistakes or errors**

Profile Description
- Your responses to the questionnaire suggest you are no more suspicious than most and are not unduly threat sensitive. Consequently, you should not be unduly reluctant to own up to and take responsibility for your own mistakes or errors.

Development Recommendations
- No specific training or development recommendations could be derived from your profile in this dimension.

D **Ability to work without close supervision**

Profile Description
- Your profile suggests you are fairly self-sufficient. However, as you are less inclined than most to diligently attend to the detailed requirements of tasks, you might be expected to require somewhat closer supervision than most to ensure you complete work on time and to the required standard.

Development Recommendations
- Team 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.

CREATIVITY

CREATIVITY

A Preference for seeking new solutions to problems

Profile Description
- Having a profile that suggests you have no greater preference than most for following tried and tested methods, you should not be unduly inclined to reject novel ideas and approaches to problems; particularly if you can see their benefits.

Development Recommendations
- Don't reject new ideas out of hand.
- Remember that ideas should be generated without critically appraising them. Critical appraisal should only be done once all the ideas have been produced.
- You might possibly benefit also from training programmes that develop creative problem solving and the ability to 'think outside of the box'.

B Intuition and motivation to generate many ideas

Profile Description
- Your responses to the questionnaire suggest you are relatively pragmatic and concrete in your thinking and are no more intuitive by nature than most. As a result, you are not likely to be naturally drawn towards idea generation and may tend to take a fairly pragmatic approach to issues.

Development Recommendations
- The best approach to brainstorming is to not evaluate the ideas as they are generated, instead generate as many ideas as you can regardless of their possible utility or value.
- Remember to remain mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- You may benefit from training programmes that are designed to foster a more intuitive approach to idea generation (i.e. training in lateral thinking, etc.)

C Preference for considering strategic, 'bigger picture' issues

Profile Description
- Your profile suggests you may not be very confident of your intellectual ability and may feel disinclined to tackle complex strategic issues which you feel may be out of your depth. However, as the pattern of scores you obtained suggests you are flexible, it is not expected that you would focus on details to such an extent as to lose sight of the 'bigger picture'.

Development Recommendations
- Try not to become so focused on the 'bigger picture' that you do not pay sufficient attention to detail.

D Adaptability and change-orientation

Profile Description
- Having obtained results which suggest you are quite adaptable, you would be expected to be as open as most to change and are unlikely to experience particular difficulty adjusting to new working practices and procedures.

Development Recommendations
- Your profile indicates no specific training or development recommendations in this dimension.

LOGICAL AND ANALYTICAL

LOGICAL AND ANALYTICAL

A **Interest in solving problems and contributing to intellectual debates**

Profile Description
- Your profile suggests you may refrain from contributing to intellectual debates and discussions, especially if you feel that the subject matter is out of your scope.

Development Recommendations
- You are very likely to benefit from mentoring aimed at helping you feel more confident about your own intellectual abilities.
- Seek challenging tasks to bolster your confidence in your own intellectual abilities.

B **Preference for approaching problems in a rational and analytical manner**

Profile Description
- Your responses to the questionnaire suggest you prefer 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 your lack of confidence in your intellectual abilities may reduce your capacity to appreciate logical arguments.

Development Recommendations
- Build on your balanced approach to problem solving; your use of both intuition and logic by developing a logical analysis of why your intuitive judgements are correct.
- Training aimed at promoting a more logical and analytical approach to solving intellectual problems may be of some benefit to you.

C **Preference for balancing practical and theoretical approaches to problem solving**

Profile Description
- The pattern of results you obtained on the questionnaire indicates you are fairly pragmatic and concrete in your thinking. Consequently, you would be expected to have something of a preference for focusing on what you consider to be practical/realistic matters rather than approach problems in an abstract theoretical way.

Development Recommendations
- Try to recognise the value of theoretical approaches to problem solving.
- You may benefit from training in theoretically based approaches to problem solving.

INTERPERSONAL SKILLS

INTERPERSONAL SKILLS

A **Interest in establishing rapport with colleagues and clients**

Profile Description
- Having a profile which suggests you are not as attentive and participative as most, you may at times experience difficulty establishing rapport with colleagues and/or clients.

Development Recommendations
- You are very likely to benefit from training aimed at developing your awareness and concern for others' feelings and emotions as well as promoting active listening skills.

B **Collaboration with others**

Profile Description
- As your results suggest you are as assertive as most, you are 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.

Development Recommendations
- Your profile indicates no specific training or development recommendations in this dimension.

C **Tact and diplomacy**

Profile Description
- Your responses to the questionnaire suggest you are very forthright and plain-speaking, though may not always give sufficient regard to the sensitivities of the setting you find yourself in.

Development Recommendations
- You are very likely to benefit from training and/or mentoring aimed at promoting a more diplomatic interpersonal style.

D **Interest in developing trusting relationships with colleagues**

Profile Description
- Your pattern of results suggests that while you do not have a great need for others' company, you are no more or less inclined to be cynical about human nature than most. Consequently, it would not be expected to take you much longer than your more sociable colleagues to develop trusting relationships.

Development Recommendations
- Develop your ability to engage others by taking part in collaborative/team-based approaches to work.

RESILIENCE

	RESILIENCE
A	**Emotional stability**

Profile Description
- Your results indicate you are no more likely than most to overreact to situations that may adversely affect your performance at work or have a negative impact on those around you.

Development Recommendations
- Training in positive thinking techniques may be of some value to you.

B	**Ability to cope well under pressure**

Profile Description
- Your profile indicates you are likely to have average levels of frustration tolerance. Consequently, you 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, your responses indicate you are no more likely than most to be prone to mood swings. As a result, you would not be expected to experience any more difficulty than most managing your emotional reactions to situations.

Development Recommendations
- Set realistic and achievable goals and targets.

C	**Confidence**

Profile Description
- Your results suggest you are relatively confident and self-assured. Consequently, you would be expected to be relatively happy to accept feedback as long as it is presented in a fairly constructive manner.

Development Recommendations
- No specific training or development recommendations could be derived from your profile in this dimension.

PERSUASIVENESS

PERSUASIVENESS

A **Social Presence**

Profile Description

■ Having obtained a pattern of scores that suggests you may be a little prone to feel slightly ill at ease in social settings and may be a little more lacking in social confidence than some, you are unlikely to have a particularly strong social presence. You may be inclined on occasion to feel slightly uncomfortable in group settings and, as a result, you may wish to avoid presentations and public speaking if possible. Consequently, you are not highly likely to be a persuasive speaker.

Development Recommendations

■ You might benefit from training in presentation and public speaking skills.
■ Depending upon the role demands of your job, you may well benefit from training in sales techniques.
■ Seeks support to develop your courage to engage in roles that require a high level of face-to-face contact with people you do not know.

B **Empathy and support**

Profile Description

■ Your results indicate you are quite lacking in empathy and warmth and do not have a great interest in others. As a result, colleagues are unlikely to see you as being that supportive and you would not be expected to be a highly good listener. Your profile further suggests you are unlikely to feel a great attraction to roles that require supporting others, encouraging them and promoting their personal development.

Development Recommendations

■ You are likely to benefit from training aimed at developing your understanding of others' goals and motives and promoting active listening skills.
■ Consider how others' motives and goals may influence their behaviour.

C **Balanced negotiation style**

Profile Description

■ As your results suggest you are as competitive as most, you are likely to try to achieve a balance between being able to push others into action, while not being too domineering. Your responses further suggest that you are likely to try to balance between making concessions to move negotiations forward while not conceding on important issues. Having said this, your direct and forthright nature may cause you to express your views in a somewhat direct and blunt manner.

Development Recommendations

■ Be careful not to undermine you when you asserts yourself effectively.

PLANNING AND ORGANISING

PLANNING AND ORGANISING

A **Desire to be organised and create plans**

Profile Description
- Based on your profile there is an indication that you may dislike having to work according to precise and detailed plans and that you have a preference for being flexible and dealing with issues as they arise.

Development Recommendations
- Set clear targets and goals.
- Stay mindful of the importance of forward planning to achieving targets.

B **Effective time management**

Profile Description
- Your responses to the questionnaire indicate you are not likely to be as meticulous as most. Consequently, you may be inclined to give a little less priority than many to time management issues.

Development Recommendations
- Training in time management skills is quite likely to benefit you.

C **Delegation of tasks and responsibilities**

Profile Description
- Your results indicate you are as trusting as most. As a result, you would be expected to be happy to delegate work to others. However, your profile also suggests you may be prone to set yourself less exacting standards than most and may not monitor your colleagues' quality of work as closely as may be required at times.

Development Recommendations
- You might possibly benefit from training in goal setting.
- Remember to monitor the quality of work produced by colleagues you have delegated tasks to.

QUALITY ORIENTATION

QUALITY ORIENTATION

A | **Commitment to producing work of a high standard**

Profile Description
- There is an indication, based on your profile results, that you may be less committed to meeting quality standards than many; possibly believing that it is more important to meet deadlines than to adhere to quality standards.

Development Recommendations
- Set quality standards that are quite clear.
- Stay mindful of the importance of meeting these standards.
- Seek support from others in reviewing your work to ensure that you are able to meet the set standards of quality.

B | **Detail orientation**

Profile Description
- Your profile further suggests you are likely than most to view things from a 'broader perspective' and are less methodical and meticulous than most. As a result, you would not be expected to be very motivated to attend to the detailed requirements of tasks.

Development Recommendations
- You are likely to benefit from training in techniques aimed at improving your attention to detail.

C | **Commitment to finishing tasks**

Profile Description
- The results you obtained on the questionnaire indicate you are likely to be a little less strict than many. Consequently, you may not always feel very committed to finishing tasks you have started. Moreover, as your scores also suggest you are likely to be rather less attentive to detail than most, it would be anticipated that you may experience difficulty persevering with boring or repetitive tasks.

Development Recommendations
- Seek ways of making the work more interesting and stimulating.
- Work to complete all the tasks you have been assigned and seek assistance when you feel the tasks are beyond your scope or ability.

ENERGY AND DRIVE

ENERGY AND DRIVE

A **Ability to cope with setbacks**

Profile Description
- The pattern of results you obtained on the questionnaire suggests you are no more prone to feelings of despondency or depression than most. Consequently, you would be expected in general to be able to maintain your energy when faced with routine setbacks and challenges.

Development Recommendations
- Training in problem solving techniques may possibly be of some value to you in helping you maintain your levels of energy and drive when confronted by setbacks and failures.
- Seek support and encouragement when you are faced with setbacks or failures.
- Remember to focus on your successes rather than on problems or failings.

B **Excitement and enthusiasm**

Profile Description
- Having a profile that suggests you are fairly subdued, you may possibly appear to lack motivation and drive in comparison with your more lively and animated colleagues. As others might be prone to view you as being slightly serious, you may not find it very easy to engender enthusiasm in your colleagues and subordinates.

Development Recommendations
- Training in strategies for enthusing and motivating subordinates may well be of some benefit to you.

C **Results orientation**

Profile Description
- Your responses to the questionnaire indicate you are as assertive as most. Consequently, your results suggest that although you may not be naturally inclined to take charge of situations, you should be capable of doing so when necessary.

Development Recommendations
- You may find training in leadership skills to be of some value to you.

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 Universal 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.	☑	☐
Creativity	Intuition and motivation to generate many ideas.	☐	☐
Logical and Analytical	Interest in solving problems and contributing to intellectual debates. Preference for approaching problems in a rational and analytical manner. Preference for balancing practical and theoretical approaches to problem solving.	☑	☐
Interpersonal Skills	Interest in establishing rapport with colleagues and clients. Tact and diplomacy. Interest in developing trusting relationships with colleagues.	☑	☐
Resilience		☐	☐
Persuasiveness	Social Presence. Empathy and support.	☑	☐
Planning and Organising	Desire to be organised and create plans. Effective time management. Delegation of tasks and responsibilities.	☑	☐
Quality Orientation	Commitment to producing work of a high standard. Detail orientation. Commitment to finishing tasks.	☑	☐
Energy and Drive	Excitement and enthusiasm.	☐	☐

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?