

Samantha Sample
27 Mar 2013

EXPERT

COMPETENCY DEVELOPMENT REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS





REPORT STRUCTURE

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DISCLAIMER

This is a strictly confidential assessment report on Samantha Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Samantha 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 Development Report aids organisations to identify and develop competency related behaviours.

This report uses Psytech's Universal (Fine Nine) Competency Framework to predict Samantha's typical behaviour in each of the model's competency domains. 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 her personal development. It can be used as a starting point to:

- Explore possible development needs with her, and produce a development strategy for her.
- Consider reasons for any possible discrepancies between her predicted behaviour and her actual performance as assessed by peer ratings, performance appraisals, etc.

SUPPLEMENTARY REPORTS

The information gained from this report can be used in conjunction with other supplementary reports. The supplementary reports available for the Competency Focused Personality Assessment are:

Extended Report

The Extended Report is the most comprehensive of the 15FQ+ expert reports. The main narrative is broken down into three major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. Further information is provided on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Influencing Styles and Career Themes. This is followed by a brief summary of potential strengths and development areas. The report also provides an appendix of profile charts which covers the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Behavioural Interview Report

The Behavioural Interview Report is similar to the competency report though also provides interview questions which can be used to probe Samantha Sample's tendency to exhibit effective workplace behaviours.

Emotional Intelligence Report

This report investigates respondents' Emotional Intelligence (EI) in terms of the conceptual framework proposed by Daniel Goleman and his colleagues. This framework defines EI as a set of personal and inter-personal competencies that can be refined and developed through mentoring, coaching and training.

Derailer Report

The Derailer Report describes respondents' results in terms of a series of dysfunctional behaviours that can present challenges for organisations in a variety of work settings. The report can be used to identify potential challenges which may impair an individual's performance, facilitate personal development or facilitate behavioural interviews in order to inform and support selection decisions.



CONTEXT

The profile arises from a personality questionnaire. It must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Samantha's past performance can be assessed through a critical review of references, her work history and previous qualifications, and via a structured interview. Her level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, her skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises.

The profile should also be considered in light of the organisation's own competency framework and culture. While the report uses Psytech's Universal Competency Framework, users are encouraged to identify and focus on the most relevant competencies to the job of interest.

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 a respondent's capabilities within a framework familiar to most HR professionals and trainers, and which could be derived from personality traits.

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 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.

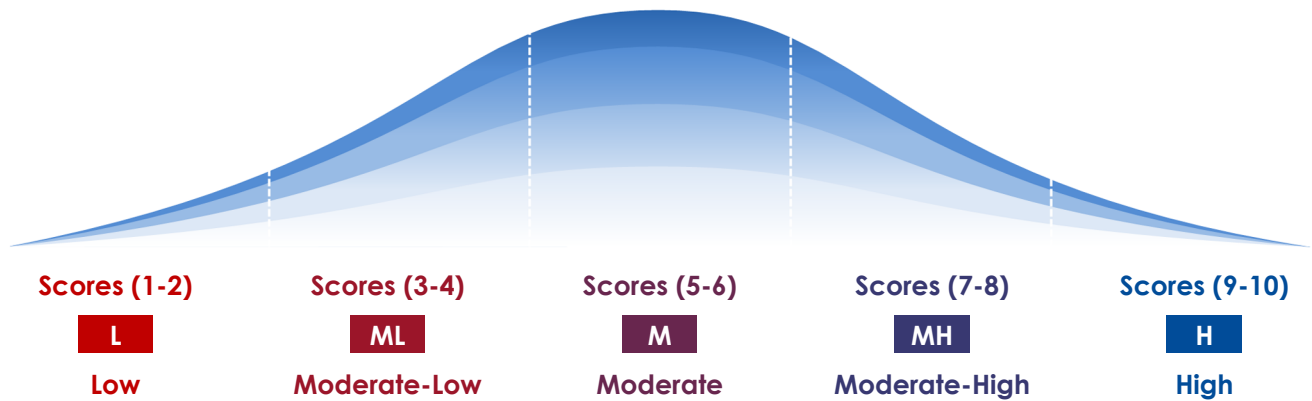
Energy and Drive - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.



RESULTS SCALE

A reference group is used to evaluate Samantha's results and determine her tendency to exhibit effective workplace behaviours compared to others. Her 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. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

The results suggest that Samantha Sample could have been rather concerned to present herself in a socially acceptable manner. That is, she may have intentionally (or otherwise) selected answers that project a highly positive image that she considered to be advantageous to the outcome given the context in which the questionnaire was completed. It should be understood that this indication may occur for one of two reasons: It may be the result of a deliberate and considered strategy or alternatively a reflection her true personality, where her true personality is more a function of genuine altruism, a strongly internalised moral or behavioural code than a deliberate intention to present herself unusually positively.



COMPETENCY PROFILE

The overall competency potential score estimates Samantha's tendency to exhibit effective workplace behaviours. The competency scores are weighted composites of the behavioural dimensions that contribute to each of Psytech's universal 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.

COMPETENCY PROFILE CHART

Competency Domains	Score	Level	1	2	3	4	5	6	7	8	9	10
Integrity	6	M						●				
Creativity	6	M						●				
Logical and Analytical	10	H										●
Interpersonal Skills	3	ML			●							
Resilience	8	MH								●		
Persuasiveness	5	M					●					
Planning and Organising	5	M					●					
Quality Orientation	5	M					●					
Energy and Drive	8	MH								●		

Overall Competency Potential	Score	Level	1	2	3	4	5	6	7	8	9	10
POTENTIAL SCORE	6	M						●				



SUMMARY OVERVIEW

The following tables list the major strengths and potential areas of concern that can be inferred from Samantha's responses to the questionnaire. Further details are available in the Development Planning Section.

POTENTIAL STRENGTHS

Level	Competency	Behavioural Dimension
H	Creativity	Preference for seeking new solutions to problems
MH	Creativity	Adaptability and change-orientation
MH	Logical and Analytical	Interest in solving problems and contributing to intellectual debates
H	Logical and Analytical	Preference for approaching problems in a rational and analytical manner
H	Logical and Analytical	Preference for balancing practical and theoretical approaches to problem solving
MH	Resilience	Ability to cope well under pressure
H	Resilience	Confidence
MH	Energy and Drive	Excitement and enthusiasm
H	Energy and Drive	Results orientation

POTENTIAL AREAS FOR DEVELOPMENT

Level	Competency	Behavioural Dimension
ML	Integrity	Desire to conform to established principles of right and wrong
ML	Integrity	Ability to work without close supervision
L	Creativity	Intuition and motivation to generate many ideas
L	Interpersonal Skills	Interest in establishing rapport with colleagues and clients
L	Interpersonal Skills	Collaboration with others
ML	Interpersonal Skills	Interest in developing trusting relationships with colleagues
L	Planning and Organising	Delegation of tasks and responsibilities
ML	Quality Orientation	Commitment to finishing tasks



INTEGRITY

M INTEGRITY

M Commitment to following organisational rules

Profile Description

- Samantha is likely to feel a reasonable sense of commitment to organisational rules, regulations and procedures. However, since she is as spontaneous and flexible as most people, she is unlikely to feel compelled to rigidly adhere to rules if she believe they are unfair or unreasonable.

Development Recommendations

- Training aimed at familiarising Samantha with the organisation's rules, regulations and procedures may be of some benefit to her.
- Provide a routine level of monitoring of Samantha's adherence to the organisation's rules, regulations and procedures. Explain why it is important to follow these and reward/reinforce her for doing so.

ML Desire to conform to established principles of right and wrong

Profile Description

- Samantha's results indicate she is not strongly inclined to follow social conventions and codes of conduct without question. As a result, she might not be expected to feel a very strong sense of allegiance to the organisation's ethical values and culture.

Development Recommendations

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

M Ownership and responsibility for own mistakes or errors

Profile Description

- Samantha's pattern of results suggests that although she is relatively suspicious by nature, she is not threat sensitive. Consequently, she should not be very reluctant to own up to and take responsibility for her own mistakes or errors.

Development Recommendations

- While this has not been identified as an area for development, it is often good practice to promote a work environment that facilitates staff members taking personal responsibility for their own mistakes and errors.

ML Ability to work without close supervision

Profile Description

- While Samantha is inclined to be as attentive to detail as most, she is also likely to be rather lacking in self-sufficiency. As a result she may possibly require slightly closer supervision than some to ensure she completes tasks on time and to a high standard.

Development Recommendations

- If Samantha is required to work independently of others, provide her with supervision to ensure that she attends to the detailed requirements of the task she is working on.



CREATIVITY

M CREATIVITY

H Preference for seeking new solutions to problems

Profile Description

- Having obtained results which indicate she is quite radical by nature and highly inclined to question existing methods and procedures, Samantha should be motivated to seek out new solutions to problems.

Development Recommendations

- Encourage Samantha not to reject 'tried and tested' methods out of hand and to remain 'grounded' when generating new ideas.

L Intuition and motivation to generate many ideas

Profile Description

- Samantha's responses to the questionnaire suggest she is as pragmatic in her thinking as most and is not intuitive by nature. As a result, she is not likely to be naturally drawn towards idea generation. Tending to take as pragmatic an approach to issues as most, others may view her as being ever so slightly lacking in imagination.

Development Recommendations

- Ensure Samantha remains mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- Actively promote the use of intuition as a valued tool for solving problems.
- Samantha is very likely to benefit from training programmes that are designed to foster an intuitive approach to idea generation (i.e. training in lateral thinking, etc.)

M Preference for considering strategic, 'bigger picture' issues

Profile Description

- Having a pattern of scores which indicates she has no greater preference than most for focussing on detail, she should be capable of being as open as most people to attending to the 'bigger picture'. In addition to this, her profile further indicates that she should be quite confident of her ability to tackle complex strategic issues.

Development Recommendations

- Ensure Samantha remains mindful of the importance of maintaining a balance between not losing sight of the 'bigger picture' while attending to details.

MH Adaptability and change-orientation

Profile Description

- Having obtained results which suggest she is less rigid than most, Samantha would be expected to be open to change and is unlikely to experience great difficulty adjusting to new working practices and procedures.

Development Recommendations

- Samantha's profile indicates no specific training or development needs in this dimension.



LOGICAL AND ANALYTICAL

H LOGICAL AND ANALYTICAL

MH Interest in solving problems and contributing to intellectual debates

Profile Description

- Samantha's profile suggests she is intellectually orientated and has a quite high level of confidence in her ability to understand complex ideas. As such, she would be expected to be very keen to contribute to intellectual debates and discussions.

Development Recommendations

- Ensure that all team members' contributions are valued so that colleagues who are less confident of their intellectual abilities than Samantha do not hold back from expressing their views.

H Preference for approaching problems in a rational and analytical manner

Profile Description

- Samantha's responses to the questionnaire suggest she is very tough-minded and unsentimental, and is likely to prefer to approach problems in a very rational and analytical manner rather than an intuitive one. In addition to this, it should be noted that her strong confidence in her intellectual abilities should enhance her capacity to appreciate logical arguments.

Development Recommendations

- Encourage Samantha to be open to considering intuitive approaches to problem solving.

H Preference for balancing practical and theoretical approaches to problem solving

Profile Description

- The pattern of results Samantha obtained on the questionnaire indicates she is likely to try to maintain a balance between recognising the value of theoretical approaches while also being aware of the need to 'keep her feet firmly on the ground' and be mindful of practicalities. It should be noted that the quality of her appraisal of how realistic solutions to problems are, will depend in part on her level of reasoning ability which she rates quite highly.

Development Recommendations

- Value Samantha'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 Samantha.



INTERPERSONAL SKILLS

ML INTERPERSONAL SKILLS

L Interest in establishing rapport with colleagues and clients

Profile Description

- Having a profile which suggests she is significantly lacking in interpersonal warmth and is not by nature understanding and thoughtful, Samantha may sometimes experience difficulty establishing rapport with colleagues and/or clients.

Development Recommendations

- Samantha is very likely to benefit from training aimed at developing her awareness and concern for others' feelings and emotions as well as promoting active listening skills.
- Encourage Samantha to take a greater interest in her colleagues and their working lives.

L Collaboration with others

Profile Description

- As Samantha's results suggest she is very assertive, she may however come across on occasion as being somewhat aggressive.

Development Recommendations

- Training and/or mentoring to help Samantha learn how to assert herself in a more appropriate manner is likely to be of benefit to her.
- Model appropriate assertive behaviour.
- Offer praise/support when Samantha asserts herself in a way that is appropriate to the situation/context.

M Tact and diplomacy

Profile Description

- Samantha's responses to the questionnaire suggest she is unlikely to be overly forthright and plain-speaking or unduly circumspect and diplomatic in her dealings with others. While her profile indicates she will generally wish to avoid confronting others unnecessarily, she should nonetheless be capable of being direct and to the point if this is called for.

Development Recommendations

- Samantha 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.

ML Interest in developing trusting relationships with colleagues

Profile Description

- Samantha's pattern of results suggests that while she has a much greater need for company than most, she is nonetheless fairly cynical about human nature. Consequently, it is likely to take her a little longer than some to develop trusting relationships with her colleagues.

Development Recommendations

- Actively promote a working environment that encourages trust.



RESILIENCE

MH RESILIENCE**M Emotional stability****Profile Description**

- Samantha's results indicate she is no more likely than most to be prone to unpredictable mood swings that may adversely affect her performance at work or have a negative impact on those around her.

Development Recommendations

- Training in positive thinking techniques may be of some value to Samantha.
- If Samantha is unhappy about something, carefully consider what merit there may be in her perspective.

MH Ability to cope well under pressure**Profile Description**

- Samantha's profile indicates she is likely to have quite high levels of frustration tolerance and to be very calm and composed. Consequently, it is not at all likely that she will lose her temper when things go wrong and she would be expected to cope very well working under pressure. As Samantha's responses to the questionnaire further indicate she is no more likely to be prone to mood swings than most, she would not be expected to experience undue difficulty managing her emotional reactions to situations.

Development Recommendations

- Remember that even people who work quite well under pressure can find their performance is impaired by chronic, long-term stress.

H Confidence**Profile Description**

- Samantha's results suggest she is very confident and self-assured. Consequently, she should be quite happy to accept feedback, even if it is not presented in a very constructive manner.

Development Recommendations

- Offer feedback in a constructive, non-judgemental way.
- Remember to offer praise when praise is due.



PERSUASIVENESS

M PERSUASIVENESS

MH Social Presence

Profile Description

- Having obtained a pattern of scores that indicates she is likely to be quite socially bold and drawn to take centre stage, Samantha would be expected to be quite charismatic and to have a strong social presence. Her scores further indicate she is likely to be confident in social situations and be quite quick to initiate interactions with people she does not know. As a result, others are likely to find her to be a reasonably persuasive speaker who expresses her opinions in a quite confident manner.

Development Recommendations

- Consider delegating any tasks to her that require public speaking.
- Provide Samantha with opportunities to use her social presence to good effect.

L Empathy and support

Profile Description

- Samantha's results indicate she is significantly lacking in empathy and warmth and does not have much interest in others. As a result, colleagues are unlikely to see her as being supportive and she would not be expected to be a very good listener. Her profile further suggests she is unlikely to feel much attraction to roles that require supporting others, encouraging them and promoting their personal development.

Development Recommendations

- Samantha is very likely to benefit from training aimed at developing her understanding of others' goals and motives and promoting active listening skills.
- Encourage Samantha to consider how others' motives and goals may influence their behaviour.
- Model how to build rapport with colleagues and clients.

ML Balanced negotiation style

Profile Description

- As her results suggest she is very competitive, she may come across as being fairly domineering. Samantha's responses further suggest that she may be inclined to hold her ground and not make sufficient concessions to move negotiations forward. As a result, she may not be very effective in roles which require active negotiation skills.

Development Recommendations

- Training in the use of appropriate assertiveness techniques is very likely to be of benefit to Samantha.
- Offer Samantha encouragement/praise when she asserts herself appropriately.



PLANNING AND ORGANISING

M PLANNING AND ORGANISING

M Desire to be organised and create plans

Profile Description

- Samantha's profile suggests she is likely to have average levels of detail consciousness. Consequently, she would be expected to be aware of the value of forward planning, while at the same time not being overly rigid or inflexible.

Development Recommendations

- Set clear targets and goals.
- Support Samantha in creating detailed plans and schedules to achieve these goals.
- Don't forget to praise her when she achieves her targets.

M Effective time management

Profile Description

- Samantha's responses to the questionnaire indicate she is likely to be as meticulous as most, and to be as aware as most of the value of effective time management.

Development Recommendations

- Attending a course on time management skills may be of some value to Samantha.

L Delegation of tasks and responsibilities

Profile Description

- Samantha's results indicate she is inclined to set herself as high standards as most, though is somewhat prone to doubt that others can be trusted to complete tasks on time and to her own standards. Consequently, she is likely to feel the need to supervise the work she delegates to others.

Development Recommendations

- Samantha may find training in delegation skills to be of some benefit to her.
- Ensure Samantha understands the importance of delegation in enabling effective time management.
- Offer praise and encouragement when Samantha delegates work appropriately.



QUALITY ORIENTATION

M QUALITY ORIENTATION

M Commitment to producing work of a high standard

Profile Description

- Having obtained a pattern of results that suggests she is as committed to producing work of a high standard as most, Samantha would be expected to approach tasks in a relatively organised and systematic manner.

Development Recommendations

- Set Samantha clear quality standards.
- Remember to praise her when she meets these standards.

M Detail orientation

Profile Description

- Samantha's profile indicates she is likely to be as methodical and meticulous as most. As a result, she would be expected to be reasonably motivated to attend to details and to check her work to ensure she does not make careless mistakes and errors.

Development Recommendations

- Training in techniques for improving attention to detail may possibly be of some benefit to Samantha.

ML Commitment to finishing tasks

Profile Description

- The results she obtained on the questionnaire suggest that while Samantha is likely to be as attentive to detail as most, she would not be expected to experience anymore difficulty than most in persevering with repetitive tasks. However, her scores also indicate she is likely to have a little less strong sense of duty than many. Consequently, she may not always feel highly committed to finishing work she has started.

Development Recommendations

- Seek ways of making the work more interesting and stimulating to employees by offering job rotation programmes or creating self-directed teams.
- Ensure Samantha remains mindful of the importance of completing all the tasks she has been given.
- Remember to offer praise when she finishes tasks.



ENERGY AND DRIVE

MH ENERGY AND DRIVE

M Ability to cope with setbacks

Profile Description

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

Development Recommendations

- Training in problem solving techniques may possibly be of some value to Samantha in helping her maintain her levels of energy and drive when confronted by setbacks and failures.
- Offer words of encouragement when she is faced with setbacks or failures.
- Remember to focus on Samantha's successes rather than on problems or failings.

MH Excitement and enthusiasm

Profile Description

- Having a profile that indicates she is quite active and participative, Samantha is likely to enthuse others with her fairly high level of enthusiasm. Moreover, as she is likely to be quite lively and animated, she would be expected to seek out excitement and stimulation. However, she might be prone to become bored reasonably quickly if there is not enough activity to maintain her interest and attention.

Development Recommendations

- Try to make good use of her tendency to motivate and enthuse those around her.
- Ensure she has sufficient variety and change to maintain her interest.

H Results orientation

Profile Description

- Samantha's responses to the questionnaire suggest she is very forceful and assertive. As a result, she is likely to be very happy pushing for action and would be expected to be results orientated. Moreover, she would be expected to have a strong desire to show initiative and take charge of situations.

Development Recommendations

- Give her opportunities to show leadership and initiative.
- Value her desire to push for action.



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Samantha Sample to define development goals based on the results of her profile. Before working with Samantha Sample on her development plan, please ensure that you refer to her 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 Samantha'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 Samantha before discussing the results with her. Use the following questions to gauge her 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 Samantha which areas she 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 plans is for:

This development plans is overseen by:

Name	Samantha 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	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 type="checkbox"/>	<input type="checkbox"/>
Creativity	Intuition and motivation to generate many ideas.	<input type="checkbox"/>	<input type="checkbox"/>
Logical and Analytical		<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	Interest in establishing rapport with colleagues and clients. Collaboration with others. Interest in developing trusting relationships with colleagues.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resilience		<input type="checkbox"/>	<input type="checkbox"/>
Persuasiveness	Empathy and support. Balanced negotiation style.	<input type="checkbox"/>	<input type="checkbox"/>
Planning and Organising	Delegation of tasks and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>
Quality Orientation	Commitment to finishing tasks.	<input type="checkbox"/>	<input type="checkbox"/>
Energy and Drive		<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 Samantha'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 Samantha'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?