.SHL.

Performance and Potential Review
Combined OPQ and 360° report

Sample Report

It has been generated from responses provided by:

Self: 1

Manager(s): 1

Colleagues: 2

Direct reports: 3

Others: 3

Date: 17/10/2018

This Report contains confidential information which should not be imparted to unauthorised persons.

Introduction

This report compares perceptions of your current performance, provided via 360 degree feedback, against an assessment of your likely potential.

This report is based on your responses to two forms of assessment:

The Universal Competency Framework (UCF) 360-degree instrument

The 360-degree feedback process provides an accurate snapshot of perceived performance in your current role. It is important to remember that whilst perceptions are not the whole truth they are the means by which we all form opinions of others. Please remember that it is quite normal for there to be differences in the ratings from various sources . This is because we all fulfil multiple roles at work, and are therefore seen to behave differently by different stakeholder groups . Exploring and seeking to understand the reasons behind these differing perceptions is all part of the development process . The performance profile contained within this report identifies both areas of strength and potential areas for development. Whilst building on strengths is central for career success, adapting established patterns of behaviour to suit new situations and challenges and tackling development needs all help to remove stumbling blocks and reduce the risk of career 'derailment'.

The Occupational Personality Questionnaire (OPQ)

The Occupational Personality Questionnaire (OPQ) provides information on how your preffered style or typical way of behaving at work is likely to influence your potential on the selected competencies. The responses you gave to the OPQ are linked to competencies through research derived predictions of potential. This provides insights into your unique style of operating at work. This report can help you benchmark your potential against other managers and professionals.

Comparison of your Performance and your Potential

Discrepancies between current performance and your potential performance can reveal areas of performance below or beyond expectations. Your feedback provider will work with you to explore how, in your career to date, you may have utilised strengths or overcome personal limitations and contextual challenges in the pursuit of success.

It is recommended that you read through your report with a trained facilitator.

Comparison of your Performance and Potential

This section provides a high level summary of the results of your assessments by contrasting your performance (the average of all non-self raters) and your potential for each of the competencies.

This information is displayed in the form of a 2x2 graphic and is also repeated within the table on the next page.

If available the importance of each competency as rated by your manager and yourself is included.
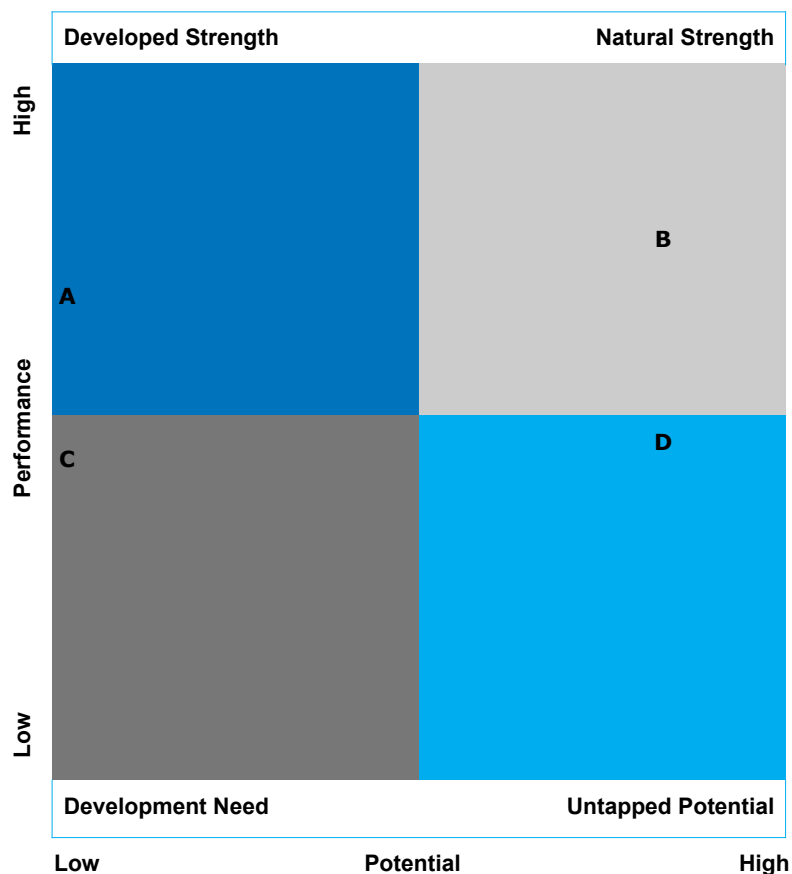
Key to Table

Code	Competency	Code	Competency
A	Leading and Supervising		
B	Working with People		
C	Persuading and Influencing		
D	Adapting and Responding to change		

Detailed Results

	Competency	Potential	Performance	Gap analysis	Importance rating	
					Manager(s)	Self
A	Leading and Supervising	1.00	3.49	Developed Strength	4.00	4.00
B	Working with People	4.00	3.73	Natural Strength	5.00	2.00
C	Persuading and Influencing	1.00	2.81	Development Need	2.00	4.00
D	Adapting and Responding to change	4.00	2.88	Untapped Potential	3.00	4.00

Importance Summary

This section shows how you and your manager have rated each of the competencies in terms of their importance to success in your job. Your own importance ratings are indicated in the first bar from top ; your manager's importance ratings are indicated in the second bar.

Key to diagrams:

1= not at all important
2= not very important
3= moderately important
4= very important
5= extremely important

		Not at all important				Extremely important
		1	2	3	4	5

Leading and Supervising

Self	4.00
Manager(s)	4.00

Working with People

Self	2.00
Manager(s)	5.00

Persuading and Influencing

Self	4.00
Manager(s)	2.00

Adapting and Responding to change

Self	4.00
Manager(s)	3.00
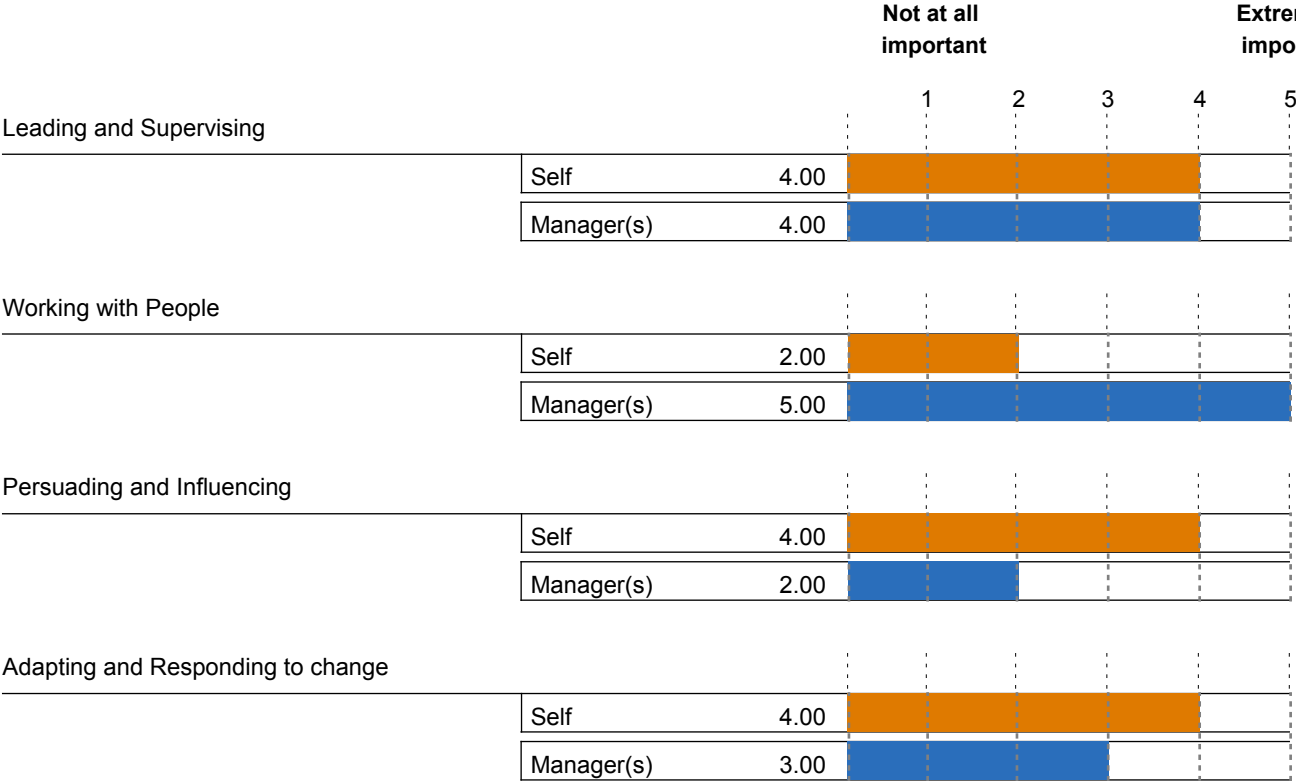
Competency Summary

This section summarizes how you have been rated by your various (groups of) raters on each of the competencies. These are the average of the ratings on the individual questions which make up a given competency. This section will enable you to see at a glance how your self perception compares with how others see you. It can be used as a basis for identifying the competencies in need for further exploration.

Your own ratings are represented by the first bar from the top, followed by your manager's ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of your colleagues, your direct reports and others respectively. The values summarize the average of the ratings on the questions forming a competency. The ratings of a group of raters have been averaged across the group.

Please note: Where 'No Evidence' has been indicated by a rater, the average rating for any question is based on the ratings given by the remaining assessors in that group. A superscript number alongside the rating indicates how many assessors this rating is based on. N/E indicates that all raters in that group rated 'No Evidence' for that item.

The measure of competency potential is shown on the bottom bar of the graph. This is based on your responses to the OPQ and has a different key (OPQ review).

Key to diagrams:

360° Review	OPQ Review
1= not at all well	1= unlikely to be a strength
2= not very well	2= less likely to be a strength
3= moderately well	3= moderately likely to be a strength
4= very well	4= quite likely to be a strength
5= extremely well	5= very likely to be a strength

	Not at all well	Extremely well
	1 2 3	4 5

Leading and Supervising

Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

Self	3.57	
Manager(s)	3.17	
Colleagues	3.00	
Direct reports	3.71	
Others	4.10	
Potential	1.00	

Working with People

Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.

Self	3.29	
Manager(s)	4.43	
Colleagues	2.93	
Direct reports	3.48	
Others	4.10	
Potential	4.00	

Persuading and Influencing

Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.

Self	3.50	
Manager(s)	2.75	
Colleagues	3.67	
Direct reports	2.89	
Others	1.94	
Potential	1.00	

Adapting and Responding to change

Adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.

Self	3.50	
Manager(s)	3.00	
Colleagues	3.58	
Direct reports	2.78	
Others	2.17	
Potential	4.00	

Frequency ratings per competency

This section describes how each item was rated by each category of raters. A table summarizes all ratings given by all participants for one competency. Additionally, the bottom line of the table indicates the average rating per category.

Key to table:

S= Self
M= Manager(s)
C= Colleagues
D= Direct reports
O= Others

Leading and Supervising

Leading and Supervising	S	M 1	M 2	M 3	M 4	M 5	C 1	C 2	C 3	C 4	C 5	D 1	D 2	D 3	D 4	D 5	O 1	O 2	O 3	O 4	O 5
Delegates work to others on the basis of their abilities and resources available to them	3			1						2				1	2					1	2
Provides others with a clear direction	4	1					1			1			1	1	1			1			2
Identifies and recruits high-calibre individuals	4				1				1	1				1		2				2	1
Identifies development needs and provides resources to support learning	3									1	1		1	1	1					1	2
Provides others with constructive feedback and guidance on how they may best apply their talents	4			1			1		1							2	1				2	1
Monitors others' behaviour to ensure appropriate standards are met	3			1					1	1			1	1	1				1		2
Inspires enthusiasm and a positive work attitude in others	4				1		1		1					1	2					2	1
mean	**3.6**			**3.2**					**3.0**					**3.7**					**4.1**		

Working with People

Working with People	S	M 1	M 2	M 3	M 4	M 5	C 1	C 2	C 3	C 4	C 5	D 1	D 2	D 3	D 4	D 5	O 1	O 2	O 3	O 4	O 5
Shows tolerance and consideration for others	3				1				2				2	1						2	1
Shows an interest in the attitudes, views and motives of others	2			1				1	1				1		2				2		1
Invites suggestions from others when making decisions	4				1				1	1			1	1	1					2	1
Expresses appreciation of others when they produce good work	4				1			1		1			1	1	1					3	
Takes time to find out what others have to say	3			1					1	1				1		2				2	
Creates a sense of team spirit by encouraging harmony, co-operation and communication	3				1		1		1				1	1	1					1	2
Supports others, facilitating their work and defending them when appropriate	4		1							2			1	1		1				1	2
mean	**3.3**			**4.4**					**2.9**					**3.5**					**4.1**		

Persuading and Influencing

Persuading and Influencing	S	M 1	M 2	M 3	M 4	M 5	C 1	C 2	C 3	C 4	C 5	D 1	D 2	D 3	D 4	D 5	O 1	O 2	O 3	O 4	O 5
Influences the course of conversations and guides them to a desired endpoint	4									2		1		1		1	1	1			1
Makes best use of the internal or organisational processes available to influence and persuade others	3			1					1	1		1		1	1		2			1	
Creates an immediate, positive and credible impression on others	3			1					1	1		1			2		2		1		
Negotiates well using a variety of approaches	5	1								2		1			2		2		1		
Closes deals, sales or discussions with firm agreement on both sides	3							1	1			1		1	1		1	1			1
Promotes and defends own ideas or ideas on behalf of the organisation	3			1						1	1	1		1		1	2		1		
mean	**3.5**			**2.8**					**3.7**					**2.9**					**1.9**		

Adapting and Responding to change	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Adjusts to change positively	4				1				2			1		1	1		2			1	
Is open to new ideas	3		1					1	1			1	1			1	2			1	
Effectively relates to and communicates with people of different cultures	2				1				2			1		1		1	2			1	
Adapts to changing circumstances	5		1						1	1		1		1	1		1	1		1	
Adopts the most appropriate interpersonal style for each situation	4		1							1	1	1	1		1		1		1	1	
Works comfortably in ambiguous situations	3				1				2			1			1	1	2			1	
mean	3.5		3.0					3.6					2.8					2.2			

Highest ratings

This section lists the items on which you received your highest scores (based on the average of all assessors' ratings).
From others´ perspective, you have your individual strengths in these particular behavioural patterns.

Rank	Behaviour	Average score without Self	Competency
1	Invites suggestions from others when making decisions	4.11	Working with People
1	Identifies and recruits high-calibre individuals	4.11	Leading and Supervising
2	Identifies development needs and provides resources to support learning	4.00	Leading and Supervising
2	Takes time to find out what others have to say	4.00	Working with People
3	Monitors others' behaviour to ensure appropriate standards are met	3.89	Leading and Supervising
3	Creates a sense of team spirit by encouraging harmony, co-operation and communication	3.89	Working with People
4	Provides others with constructive feedback and guidance on how they may best apply their talents	3.67	Leading and Supervising
5	Expresses appreciation of others when they produce good work	3.56	Working with People
5	Inspires enthusiasm and a positive work attitude in others	3.56	Leading and Supervising
6	Shows tolerance and consideration for others	3.44	Working with People

Lowest ratings with Development Tips

This section lists the items on which you received your lowest scores (based on the average of all assessors' ratings). From others´ perspective, this is where you will find particular personal areas of development.

The Development Tips will help you with suggestions on how to improve in these areas.

Rank:	1	Average score without Self:	2.33	Adapting and Responding to change

Behaviour:

Is open to new ideas

Tip:

When a new idea is introduced, withhold making a judgment until you have examined the idea closely. Try to keep an open mind about new methods of doing things, or to new approaches to problems. Compare current thinking to the new idea and identify the improvements.

Rank:	2	Average score without Self:	2.50	Persuading and Influencing

Behaviour:

Closes deals, sales or discussions with firm agreement on both sides

Tip:

When trying to close a deal, get confirmation that you have the other person's commitment: ask questions like "if it was within your budget would you buy?" Openly identify objections they may have, with questions like "what is stopping you from saying yes?" Get confirmation of the deal, for example, "so will we begin the work next week." Link your offering to their stated needs, for example, "this proposal will save you 5%, which is your key objective." Don't wait for the other person to close.

Rank:	3	Average score without Self:	2.67	Persuading and Influencing

Behaviour:

Makes best use of the internal or organisational processes available to influence and persuade others

Tip:

Try to discover colleagues' personal and political drivers, to help you understand what would make them sympathetic to your point of view. Look for areas where you can reach a satisfactory compromise, where both parties benefit rather than one party winning at the cost of the other.

Rank:	3	Average score without Self:	2.67	Persuading and Influencing

Behaviour:

Creates an immediate, positive and credible impression on others

Tip:

Practise introducing yourself to potential customers or new business contacts. Consider your body language and tone of voice. Look carefully at how you open a meeting with someone you meet for the first time. Ask a friend how you can improve the first impression others get of you.

Rank:	3	Average score without Self:	2.67	Persuading and Influencing

Behaviour:

Negotiates well using a variety of approaches

Tip:

Before entering a negotiation situation, identify the key stakeholders that you have to influence and try to anticipate their needs. Ask yourself "what's in it for them" and tailor your arguments accordingly .

Rank:	3	Average score without Self:	2.67	Adapting and Responding to change

Behaviour:

Adapts to changing circumstances

Tip:

Select a change that you wish to introduce into your department. List the positives and negatives of implementing the change, and the positives and negatives of not implementing it. Develop a persuasive argument to explain the underlying rationale and potential benefits of adopting the change.

Rank:	4	Average score without Self:	2.78	Adapting and Responding to change

Behaviour:

Effectively relates to and communicates with people of different cultures

Tip:

When dealing with other cultures, be aware that there may be unexpected differences from your own , such as body language and gestures. Ask about social expectations, for example how to greet others or decision-making formalities. Explain your views openly, clearly and succinctly. Be prepared to repeat or rephrase to ensure full understanding.

Rank:	5	Average score without Self:	2.89	Adapting and Responding to change

Behaviour:

Adjusts to change positively

Tip:

Keep an open mind when changes are introduced. Listen to the reasons for the change so you can understand why it is necessary. Don't be afraid to give your own opinions and challenge existing methods. Identify where you are on the "change curve": feeling shocked, blaming others, blaming yourself, feeling confused, accepting or problem-solving.

Rank:	5	Average score without Self:	2.89	Persuading and Influencing

Behaviour:

Promotes and defends own ideas or ideas on behalf of the organisation

Tip:

Before defending a position, check the accuracy of critical facts and details and examine any assumptions behind your information. Do not substitute force of personality for well-reasoned thoughts and ideas. Always seek to make contributions of substance, and build your personal impact and credibility on firm foundations of integrity, expertise and care.

Rank:	5	Average score without Self:	2.89	Adapting and Responding to change

Behaviour:

Adopts the most appropriate interpersonal style for each situation

Tip:

When dealing with others, try to identify the other person's motive or interest. Link your expressed views to those of the other person. Use tact when challenging people and bringing in alternative opinions to avoid alienating them. Make it clear that you area taking the other person's views into account.

Open questions

What should this person start doing?

— .

— ?

— cghjndgh

— He needs to starts encorporating everyones ideas into a project rather than just supporting his own.

He is encouraging when it comes to brainstorming ideas, but never follows through with encorporating others into his idea.

He needs to support those colleagues who need more support, not focus on the ones that are excelling.

— -

— .

— ?

— -

— not sure

— na

Multiple choice questions

The tables indicate how the raters in each category have answered to the multiple choice questions.

It is indicated in each column how many of the raters in each category have chosen which answer option.

How long have you known the focus?

	S	M	C	D	O
1 year	0	1	1	1	0
2 years	1	0	0	0	2
3 years	0	0	0	1	0
more than 3 years	0	0	1	1	1

REPORT COMMENTARY

This report was generated using the SHL online Standard Multirater Feedback System. It includes information from the Universal Competency Framework (UCF) questionnaire. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

UCF Feedback Report, version 2.1, UK English

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