

OPQ

UCF Development Action Planner



Name
Test Candidate

Date
07 July 2016

Introduction

You have recently completed a self-report personality questionnaire in order to provide a framework for discussing your likely strengths and development needs against twenty universal competencies from the CEB Universal Competency Framework (UCF). The relative importance of each of the twenty universal competencies will vary depending on the requirements of the job. You have also completed one or more ability tests and these have been taken into account in the competency potential section.

The Occupational Personality Questionnaire (OPQ32) describes preferences and attitudes in relation to thirty-two different aspects of working life. It is not a test, and is primarily concerned with your preferences and personal style in the workplace. The questionnaire provides a profile of your personality by making comparisons with a large relevant comparison group from across the world of work. The questionnaire is not infallible and, as with all self-report questionnaires, its accuracy depends on the honesty and frankness with which you completed it.

This report summarises the way that you have described your typical style at work and your ability test scores in terms of twenty universal competencies. It gives an indication of your likely strengths in each area and also makes suggestions for development activities, based upon the information gained from the questionnaire.

The information contained within this report is not intended to be definitive; it should be seen as a starting point for discussing your development plans in the context of your current role or future career potential. You will get the most benefit from this report if you ensure that you have the opportunity to discuss the importance of each of the competencies to your current and future positions within your organisation, and to then identify the most appropriate development action plan for you both in the short and longer term.







About this report




This report consists of the following sections:

- A summary of your overall **competency profile** and ratings
- A detailed page per competency outlining your **areas of strength and potential for development** for each of the twenty competencies, with development suggestions where relevant
- A template for your **personal development plan**

Key to the rating symbols

The following symbols are used in the report to indicate your potential areas of strength and development needs, as well as how your personal style and ability may support each competency area:

Competency Rating Key		
Potential area of strength		
Some potential scope for development		
Potential development need		

Personal style	Statement Rating Key	Ability
Personal style may positively support this area		Ability may positively support this area
Personal style may moderately support this area		Ability may moderately support this area
Personal style may present a challenge in this area		Ability may present a challenge in this area

Summary of overall competency rating

Below is a summary table of your ratings for each of the twenty UCF competencies. In the detailed section of this report you can find the definition of each of the competency titles. The number in brackets behind the competency title refers to the number of the competency, which will help you to locate them in the report.

Area	Competency	Competency ratings
Leading and Deciding	Deciding and Initiating Action (1.1)	<div><div></div><div></div><div></div></div>
	Leading and Supervising (1.2)	<div><div></div><div></div><div></div></div>
Supporting and Co-operating	Working with People (2.1)	<div><div></div><div></div><div></div></div>
	Adhering to Principles and Values (2.2) ¹	<div><div></div><div></div><div></div></div>
Interacting and Presenting	Relating and Networking (3.1)	<div><div></div><div></div><div></div></div>
	Persuading and Influencing (3.2)	<div><div></div><div></div><div></div></div>
	Presenting and Communicating Information (3.3) ^{NV}	<div><div></div><div></div><div></div></div>
Analysing and Interpreting	Writing and Reporting (4.1) ^V	<div><div></div><div></div><div></div></div>
	Applying Expertise and Technology (4.2) ^{DNV}	<div><div></div><div></div><div></div></div>
	Analysing (4.3) ^{DNV}	<div><div></div><div></div><div></div></div>
Creating and Conceptualising	Learning and Researching (5.1) ^{DNV}	<div><div></div><div></div><div></div></div>
	Creating and Innovating (5.2) ^{DNV}	<div><div></div><div></div><div></div></div>
	Formulating Strategies and Concepts (5.3) ^{DNV}	<div><div></div><div></div><div></div></div>
Organising and Executing	Planning and Organising (6.1)	<div><div></div><div></div><div></div></div>
	Delivering Results and Meeting Customer Expectations (6.2)	<div><div></div><div></div><div></div></div>
	Following Instructions and Procedures (6.3) ^{DNV}	<div><div></div><div></div><div></div></div>
Adapting and Coping	Adapting and Responding to Change (7.1)	<div><div></div><div></div><div></div></div>
	Coping with Pressures and Setbacks (7.2)	<div><div></div><div></div><div></div></div>
Enterprising and Performing	Achieving Personal Work Goals and Objectives (8.1)	<div><div></div><div></div><div></div></div>
	Entrepreneurial and Commercial Thinking (8.2) ^N	<div><div></div><div></div><div></div></div>

The index numbers refer to the 20 competency dimensions from the CEB Universal Competency Framework™.

¹ OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal. For further information please refer to the section at the back of this report "Ability Tests and Competencies".

1.1 Deciding and Initiating Action

Some potential scope for development



Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.

- You prefer to be rather cautious and to take your time when making decisions.
- You are keen to take charge of situations.
- You see yourself as someone who holds quite strong views and is comfortable acting independently.
- You indicate that you place quite a high emphasis on achieving difficult targets.

Possible development activities for further discussion:



Keep a 'decision-making' diary for one week, recording how long it took to make each decision. Are you pondering too long over fairly minor decisions? Do you revisit a decision made earlier? Consider what you could do to speed up your decision making while still feeling reasonably comfortable with committing to an outcome. When faced with a decision, accept that a decision has to be made and commit yourself to identifying the options that you have.



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.

- You are likely to feel comfortable leading a group.
- You are highly unlikely to use persuasion when motivating others.
- You are as likely as most to try to understand what motivates others.
- You are very unlikely to trust, and thus empower, others.

Possible development activities for further discussion:



Try to identify recent examples of when you have needed to motivate or persuade others to work towards a particular goal. Ask them how you came across and how you could have been more successful or had even more impact in terms of influencing and encouraging them.



Try to identify what motivates the different individuals in your team. Ask them to discuss with you situations where they have felt motivated or demotivated - do not assume that they will all be motivated by the same thing.



Think of situations when you had to delegate work to others. How did you go about briefing and monitoring the work? To what extent did you feel you could trust them to complete the work? Identify an activity you can delegate and a person who would benefit from taking on this task. Focus on defining standards and specifying what goals need to be achieved. Then trust the person to complete the task. Provide support if requested, but be careful not complete the task yourself and do not oversee every detail.



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.

- You are as comfortable as most of your peers in seeking contributions from others when making decisions.
- You see yourself as someone who is a little more likely than most to provide support and sympathy to your colleagues.
- You occasionally seek to understand the reasons for others' behaviour.
- You are likely to choose between co-operation and competition depending on the situation.
- You are fairly likely to enjoy spending time with other people.

Possible development activities for further discussion:



Get feedback from colleagues about how much they feel you have consulted them when making decisions in the past. Identify a forthcoming issue and push yourself to consult and consider views from a wider range of people than you would usually.



Examine the ways in which an understanding of other people can contribute to a successful working relationship. How could you adjust your approach to ensure you have a more thorough understanding of your clients' or colleagues' behaviour? What kinds of questions could you ask them?



While a competitive streak may drive you to achieve, consider the consequences of this style. Make a list of the people with whom you compete. How does competition affect your relationships with these people? Consider how you can direct your natural competitiveness to mutually beneficial aims. Focus on others outside your immediate area and the organisation.

2.2 Adhering to Principles and Values¹

Some potential scope for development



Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organisational and individual responsibility towards the community and the environment.

¹ OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

- You have indicated that you are as likely as others to seek a diverse range of views.
- You are as likely as most to adhere to rules and regulations.

Possible development activities for further discussion:



Read about and practise consultation and listening techniques. Invite others views and opinions and try to understand issues from their perspective without prejudging situations. Tell your team that you are trying to develop a higher level of consultation and ask them to give you feedback (both positive and constructive) in the future around this area.



Review with a mentor or trusted colleague your personal views regarding the relevance of the values, rules and regulations that exist in your organisation. Try to identify those that you are comfortable with, then seek clarification from your manager about the need for those that you might otherwise feel inclined to disregard.

3.1 Relating and Networking

Potential area of strength



Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others.

- You portray yourself as feeling as confident as most others in formal business situations.
- You are likely to adapt your personal style when relating to others.
- You are as likely as most to be lively and open in groups.
- You are as likely as most to seek to understand what motivates others.

Possible development activities for further discussion:



Consider taking a little time to run through in your mind those situations in which you tend to feel less comfortable or less confident. Practise relaxing and thinking through how you could make these situations a more positive experience for yourself. Next time you are in a situation where you feel less comfortable, focus on your practised relaxation techniques.



Establish the habit of critically reviewing the impact that you have had after any business or team meeting. Try to identify ways to increase your visibility and raise your profile further and put these into practice in the future.



When a conflict arises, think of yourself in the other person's situation before defending your position. View the situation as a conflict of ideas or approaches, rather than of people, and try to remain neutral. Practise building rapport with the person and look interested in what they say through both your verbal and non-verbal behaviour.



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.

- You have a particularly strong dislike of selling and negotiating.
- You are as likely as most to feel confident when first meeting new people.
- You occasionally seek to understand other peoples' needs and motives.
- You may be outgoing in group situations when required.
- You see yourself as extremely likely to be comfortable promoting your own credentials.

Possible development activities for further discussion:



Find out who are the most successful people in the organisation at selling and negotiating. Visit them and ask them about the techniques and methods they use. Ask them to describe the most difficult situations they have been involved in recently. How did they deal with these?



If you are not at ease when meeting strangers, make a specific point of placing yourself in that situation. If you are particularly apprehensive, make a point of starting with some low risk encounters, e.g. a social situation. As you slowly gain confidence increase the risk factor.



Reflect on the ways in which a greater understanding of other people's motives and interests can contribute to presenting a more persuasive case. Think of ways you could adjust your approach to ensure that you have an understanding of your clients' and colleagues' motivation and interests.



Establish the habit of critically reviewing the impact that you have had after any business or team meeting. Identify ways to increase your visibility and raise your profile further and put these into practice in the future.



Speaks fluently; expresses opinions, information and key points of an argument clearly; makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility.

^{NV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. N: numerical. V: verbal.

- You are likely to feel moderately confident when formally presenting.
- You have a particularly strong dislike of using persuasion when putting forward an argument.
- You adapt your own style and approach comfortably to the needs of your audience.
- You indicate that you have a slight tendency to feel tense before important occasions.
- Your results on the verbal ability test were above average. This will assist you when presenting information and explaining issues clearly to others.
- Your scores on the numerical ability test were well below average. This may reduce the effectiveness of your delivery of arguments based on data or statistical information.

Possible development activities for further discussion:



If you are not at ease when dealing with or presenting to unfamiliar people and audiences, make a specific point of putting yourself in these situations. Start with low risk encounters, e.g. with the buffer of a colleague who will support and encourage you. As you gain confidence increase the challenge, perhaps take on a work presentation to a less familiar audience, and ensure that you have plenty of time to prepare and rehearse.



Ask others to give you feedback on the persuasiveness of your oral communication. Next time you need to convince others of your point of view, prepare your arguments well in advance and ask someone you trust to help you rehearse. Ask for feedback on whether your choice of words is likely to appeal to and influence your audience.



Try to develop an awareness of the situations that can make you feel anxious. Consider when this 'nervous energy' is helpful and when it may be counter-productive (leading to a sense of panic or lack of control). Ensure, as far as possible, that you do not challenge yourself excessively and only take on presentations which stretch and challenge you to a manageable extent.



Make sure that you are very familiar with any numerical information which you need to present and interpret for others. Ensure that the information is in a format with which you are comfortable and that you have had time to review and understand it prior to your presentation. Consider checking your understanding and interpretation with others in your area and do not utilise any information or formats until you clearly understand them.



Writes convincingly; writes clearly, succinctly and correctly; avoids the unnecessary use of jargon or complicated language; writes in a well-structured and logical way; structures information to meet the needs and understanding of the intended audience.

^v Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. V: verbal.

- You are likely to evaluate the content of written information very critically.
- You are as likely as most others to see the relevance of abstract concepts in written work.
- Your responses suggest that you are likely to produce documents that are well structured.
- You are as inclined as most others to understand the needs of an audience.
- Your results on the verbal ability test were above average. This will assist you in producing well structured, high quality written documents.

Possible development activities for further discussion:



Review some of the more important reports or documents that you have produced recently. Consider in particular how you might have taken a broader analysis of the viewpoints of all those potentially affected or concerned with the content. Next time you produce a similar document try to incorporate these learning points. Also, make a point of identifying the theoretical models relevant to your context and applying them in your report.



When writing a letter or report, try to think about what information the reader needs or wants to know. Review your work to remove irrelevant or inappropriate information and add anything that is missing.



Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organisational departments and functions.

DNV Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You will be as comfortable as most with theory and abstract concepts.
- You look very critically at technical information.
- You are likely to enjoy working with numerical data.
- The results of your verbal ability test were above average. This will assist you in understanding and evaluating the logic of written information.
- Your numerical ability test scores were well below average. You may find it challenging to apply numerical concepts in your field of expertise.
- Your inductive reasoning ability test results were well above average. This can provide you with an advantage when applying conceptual or abstract issues to your work tasks.

Possible development activities for further discussion:



Consider establishing specialist discussion groups at work, where relevant and topical issues are reviewed and discussed monthly or quarterly.



Review your current level of numerical and statistical knowledge and identify any key gaps that are relevant to your area of expertise. Set yourself the task of researching and studying one of these areas. Report back to a manager or colleague who will be able to assist in verifying your understanding of the material.



Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.

DNV Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You may look very critically at information for potential errors in analysis.
- You are as likely as most to enjoy dealing with abstract concepts.
- You are likely to enjoy analysing numerical information.
- Your verbal ability test results were above average. This is an advantage for analysing and evaluating complex verbal information.
- Your numerical ability test results were well below average. This is likely to restrict your analysis and evaluation of numerical data.
- Your results on the inductive reasoning test were well above average. This suggests you are likely to perform well in situations where you are required to identify solutions to unstructured or abstract problems.

Possible development activities for further discussion:



When you next consider a problem or issue, spend some time thinking about all of the related areas of the department or business that it may impact, as well as the more immediately affected ones. Ask others to talk you through the merits of using more formal models for analysis (e.g. SWOT) and try these out when you next undertake your own analysis.



Read financial reports in newspapers, study tables of data and practise calculations by summarising the information. Enlist the support of a colleague or manager to check your understanding and accuracy.



Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making; encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback).

DNV Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You look very critically for potential limitations when reviewing new information.
- You are moderately interested in learning about abstract concepts.
- You are likely to be comfortable gathering facts and figures.
- You are quite likely to follow conventional approaches when learning new tasks.
- Your results on the verbal ability test were above average. This may provide an advantage for understanding new information.
- Your results on the numerical ability test were well below average. This may limit your understanding of newly presented numerical data.
- Your inductive reasoning ability test results were well above average. This may assist you in understanding and committing abstract or conceptual information to memory.

Possible development activities for further discussion:



Review a current or recent strategic issue facing your organisation with someone you know enjoys working with conceptual models. Ask them how a model would help to frame strategic options and identify choices for strategic action.



Sit in on discussions regarding new ventures, products or projects; take notes and study them; when you feel comfortable, apply what you have learnt.



Collect figures and statistical tables relating to your organisation's performance and its current situation. How are these interrelated? List as many influences, both internal and external, that could have had an impact on these. List the inferences you would make from these and check the comprehensiveness and depth of your understanding with your manager.



Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.

DNV Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

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- You see yourself as creative as most others.
 - You are quite likely to favour traditional methods.
 - You fairly likely to enjoy variety and change.
 - You see some relevance in applying theories to problem solving.
 - Your verbal ability test results were above average. This suggests you have an advantage for effectively using verbal information to support innovation.
 - Your numerical ability test scores were well below average. This may reduce the effectiveness with which you use numerical information to produce innovative solutions.
 - Your inductive reasoning ability test results were well above average. This may assist you in understanding and committing abstract or conceptual information to memory.
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Possible development activities for further discussion:



Identify someone you know who is particularly good at coming up with ideas. Talk to them about how they do this and see if they can give you any tips to help you become more creative.



Work with your manager or your team to specify an aspect or system of your department's working that would benefit from some improvement. Brainstorm alternative approaches. Try to be open to new ideas and different ways of working, before evaluating these alternatives to find the most effective one.



When working on a new idea or process, consider drafting a 'map' of all those potentially affected or concerned with the content to ensure that you take a broad enough view of your topic. When you have drafted your document, ask for feedback from someone who you know has a conceptual approach and make amendments in line with their suggestions.



Make sure that you are very familiar with any numerical information which you might need for your particular line of work. Ensure that you have a clear understanding of the basic concepts you need to apply. Consider checking your understanding and interpretation with others in your area by presenting them with innovative solutions to a current problem.



Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You place a high degree of importance upon long term strategy.
- You are as likely as most to see the relevance of thinking conceptually when developing strategy.
- You have a tendency to become preoccupied by details.
- You are fairly likely to follow traditional approaches when establishing a vision.
- Your verbal ability test results were above average. This may have a positive impact on your ability to develop strategies and policies.
- Your numerical ability test results were well below average. This indicates that you may experience difficulty when making inferences from numerical data.
- Your inductive reasoning ability test results were well above average. This provides an advantage when you need to reason with conceptual or abstract issues.

Possible development activities for further discussion:



Select any relevant article from a newspaper or business journal and discuss it with a friend whom you regard as being a conceptual thinker. Focus on the way in which they approach the discussion. What sort of issues or areas do they consider?



Review some recent courses of action that you delayed initiating. Is it possible that you spent too long examining the details? In future, try to take a broader view of the information and look for themes or patterns rather than specific items or issues in isolation.



Make a point of finding out about changes that are taking place in other departments of your organisation. List the positive and negative aspects of these changes and identify the impact that similar changes would have in your work environment.



Study the figures and statistical tables of your company or department. What conclusions can you draw or inferences can you make from the information? Note the strategic implications of these inferences. Discuss this with a manager or colleague.

6.1 Planning and Organising

Potential area of strength



Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.

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- You have a very strong preference for taking a strategic perspective when planning.
 - You report that you are keen to manage others.
 - You pay attention to detail when planning.
 - You indicate that you place a fairly high priority on completing plans to deadline.
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Possible development activities for further discussion:

6.2 Delivering Results and Meeting Customer Expectations

Potential area of strength



Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals.

- You indicate that you place a fairly high priority on completing tasks on time and persisting until they are completed.
- You are likely to adopt a methodical and organised approach.
- You describe yourself as likely as most to adhere to rules, regulations and set procedures.
- You are quite likely to set stretching goals for yourself or others.

Possible development activities for further discussion:



Review the quality standards that have been implemented in your organisation. Are they applied throughout the organisation? Are you and your team in general familiar with and complying to the quality standards?



Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organisation; complies with legal obligations and safety requirements of the role.

DNV Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

- You are as likely to follow rules and procedures as most others.
- You tend to place a relatively high priority on keeping to agreed schedules.
- You see yourself as someone who holds quite strong views and may challenge instructions from others.
- Your verbal ability test scores were above average. This means you are likely to understand written instructions and policies well.
- Your numerical ability test results were well below average. This impacts on how effectively you work with and understand processes involving numerical information.
- Your results on the inductive reasoning ability test were well above average. This is likely to assist you with following complex instructions.

Possible development activities for further discussion:



Take the time to understand the business' policies, rules, regulations and standards relevant to your department. Think about a time when you did not adhere to these policies. What were the consequences? Review your work approach to ensure that these policies are taken into account. If you feel some of the policies are redundant, identify legitimate ways of raising objections or concerns.



Think about how open you are to following procedures and directions from others. Identify an instance when you may not have responded positively to direction. Consider what you could do differently to minimise business risks.



Make a list of the processes and policies in your department that include numerical information you find difficult to understand. Ask your manager to go through them with you explaining the reason for these processes and policies and how to apply them.

7.1 Adapting and Responding to Change

Potential area of strength

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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.

- You are likely to adapt your interpersonal style across situations.
- You report that you tend to quite enjoy new experiences.
- You are quite likely to prefer well-established work methods.
- You are as likely as most to seek to understand differences in motives and behaviours of others.

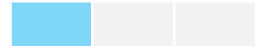
Possible development activities for further discussion:



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



Consider your own motivations and likely reactions to different scenarios. How do these differ from the people around you? Make an effort to find out the key motivators for different people in your team. Consider how to use this information to adapt your style and get the most out of your interactions with them.



Maintains a positive outlook at work; works productively in a pressurised environment; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.

- You describe yourself as being a little sensitive to criticism or negative feedback.
- You find it easy to switch off from work pressures.
- You may find it difficult to maintain a positive outlook.
- You tend to be fairly open in expressing your emotions.

Possible development activities for further discussion:



Think of instances where you have been criticised. Make a list of your constructive ways of responding; list some negative and or emotional ways of responding. Discuss your most typical response with close and critical colleagues. Look to reduce your level of personal sensitivity.



Think back to the last major change that you had to deal with at work. How positively did you view this and how well did things actually turn out? Reflect on the way that you tend to communicate any sense of negativity about suggestions or changes. Make an effort to at least appear more positive than perhaps you initially feel - you will often find that this actually helps you to become more positive in the medium to longer-term.



Practise emotional control. Generate some key phrases or prompts to bear in mind when you experience negative emotions. Let those around you know that you are working on this and ask them to give you feedback regarding the degree to which you are successful.

8.1 Achieving Personal Goals and Objectives

Potential area of strength



Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities.

- You are fairly likely to commit to achieving challenging goals and objectives.
- You are as comfortable with a demanding schedule as most others.
- You are likely to be as comfortable as most in competitive situations.
- You are very likely to take a strategic approach to your own development.

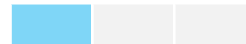
Possible development activities for further discussion:



Identify those situations in which you have felt the most energised and prepared to take on a high workload. How can you find other opportunities like this? If you find that you feel most energetic at a particular time of day, try to arrange your working day so that you tackle the greatest demands during this time.



Identify in which situations you have shown the most drive and commitment in the past. What were the key conditions in those situations? Can you identify a way to incorporate this or these into your current job?



Keeps up to date with competitor information and market trends; identifies business opportunities for the organisation; maintains awareness of developments in the organisational structure and politics; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.

^N Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. N: numerical.

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- You are as comfortable as most with the competitive element of commercial situations.
 - You are quite likely to be motivated by stretching financial targets.
 - You tend to enjoy working with financial information.
 - Your numerical ability test results were well below average. This may reduce the effectiveness with which you interpret and use complex business-related numerical information.
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Possible development activities for further discussion:



Ask an expert on your organisation's competitor information and market trends to copy you in on relevant emails and newsletters related to market or competitor information. Prepare a brief report or presentation for your manager or team about the products and strategy of the organisation's keenest rival. What could your company do to win business from them?



Identify a colleague or a manager that you know is efficient in interpreting numerical information. Read through their interpretation of financial data and discuss their conclusions with them. Analyse and interpret profit and loss statements and company accounts from your finance department. Get a colleague to check your interpretation.

Personal Development Plan: Test Candidate

Competency	Development objective	Development activity	Support required	Timescale	Review process

Ability tests and competencies

The relationship between UCF competencies and ability tests is shown in the table below.

For some competencies, a number of ability tests may be relevant. However, this does not mean that all of these ability tests need to be completed. The choice of ability tests should be driven by an understanding of the **job requirements** (please consult with a qualified person within your organisation for further guidance if needed). Competency predictions are still robust if only OPQ or OPQ with one or two ability tests have been used.

Competency	Diagrammatic / Inductive	Numerical	Verbal
1.1 Deciding and Initiating Action			
1.2 Leading and Supervising			
2.1 Working with People			
2.2 Adhering to Principles and Values ¹			
3.1 Relating and Networking			
3.2 Persuading and Influencing			
3.3 Presenting and Communicating Information		✓	✓
4.1 Writing and Reporting			✓
4.2 Applying Expertise and Technology	✓	✓	✓
4.3 Analysing	✓	✓	✓
5.1 Learning and Researching	✓	✓	✓
5.2 Creating and Innovating	✓	✓	✓
5.3 Formulating Strategies and Concepts	✓	✓	✓
6.1 Planning and Organising			
6.2 Delivering Results and Meeting Customer Expectations			
6.3 Following Instructions and Procedures	✓	✓	✓
7.1 Adapting and Responding to Change			
7.2 Coping with Pressures and Setbacks			
8.1 Achieving Personal Work Goals and Objectives			
8.2 Entrepreneurial and Commercial Thinking		✓	

Key

✓: The ability test is relevant to the competency, has been completed and is included in the assessment

●: The ability test is relevant to the competency but has not been completed and is not included in the assessment

[Greyed out]: There are no ability tests relevant to this competency

Assessment Methodology

This report is based upon the following sources of information for Test Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English Finance and Insurance 2011 (IND)
Graduate/University Verbal Reasoning UKE	Saudi British Bank Graduate Verbal Reasoning UKE
Graduate/University Numerical Reasoning UKE	General Population 2006
Graduate/University Inductive Reasoning UKE	General Population 2007

Person Detail Section

Name	Test Candidate
Candidate Data	RP1=2, RP2=8, RP3=9, RP4=7, RP5=5, RP6=7, RP7=6, RP8=1, RP9=5, RP10=7, TS1=8, TS2=9, TS3=6, TS4=7, TS5=5, TS6=6, TS7=7, TS8=8, TS9=9, TS10=8, TS11=7, TS12=6, FE1=8, FE2=7, FE3=4, FE4=3, FE5=2, FE6=4, FE7=6, FE8=5, FE9=7, FE10=3, CNS=9 N=Sten 1/1 %ile V=Sten 7/84 %ile D=Sten 10/99 %ile
Report	The UCF Development Action Planner V1 ^{TC}

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