

Management Development  
Competency Assessment  
Report For  
**David Smith**

**Sample Report**

*Putting you in control of performance improvement  
decisions*

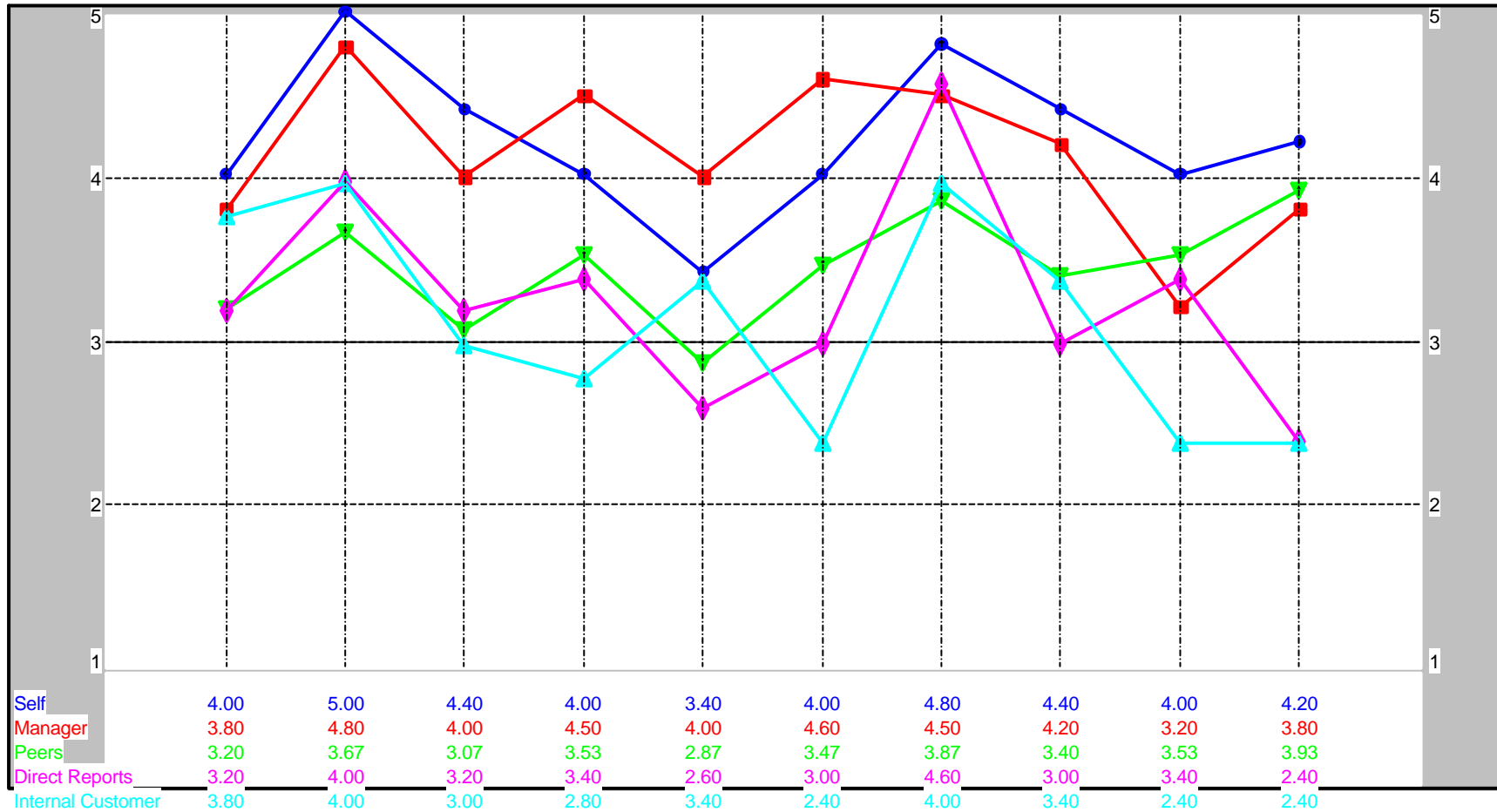
**Presented By:**



# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Self-Awareness

Personal Responsibility

Managing Change

Interpersonal Skills

Communication Skills

Managing Differences

Overall

Managing Own Performance

Managing Others Perf.

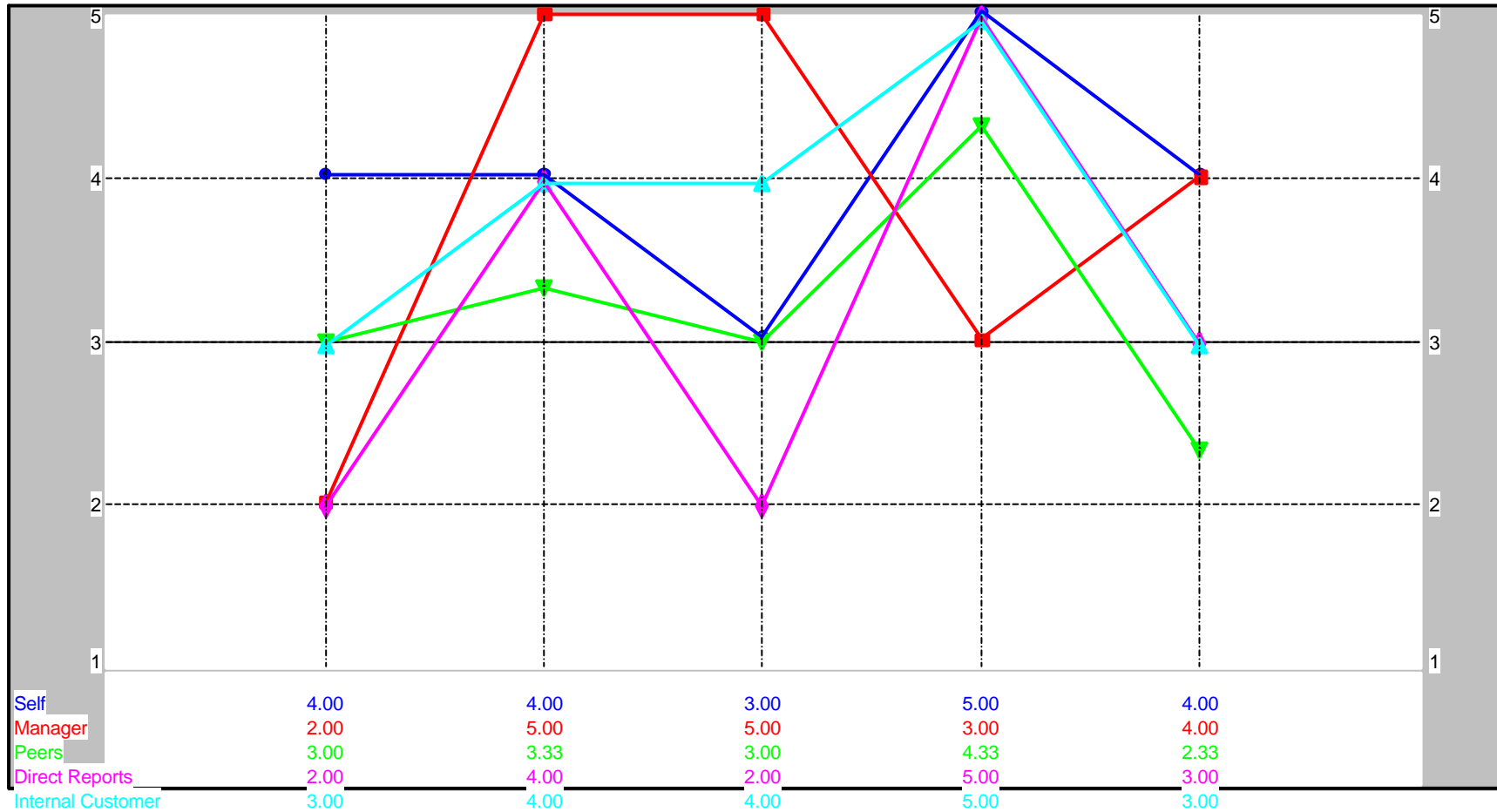
Managing Innovation

Leadership

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Behavioural Awareness

Emotional Awareness

Realistic Self-Assessment

Self-Awareness

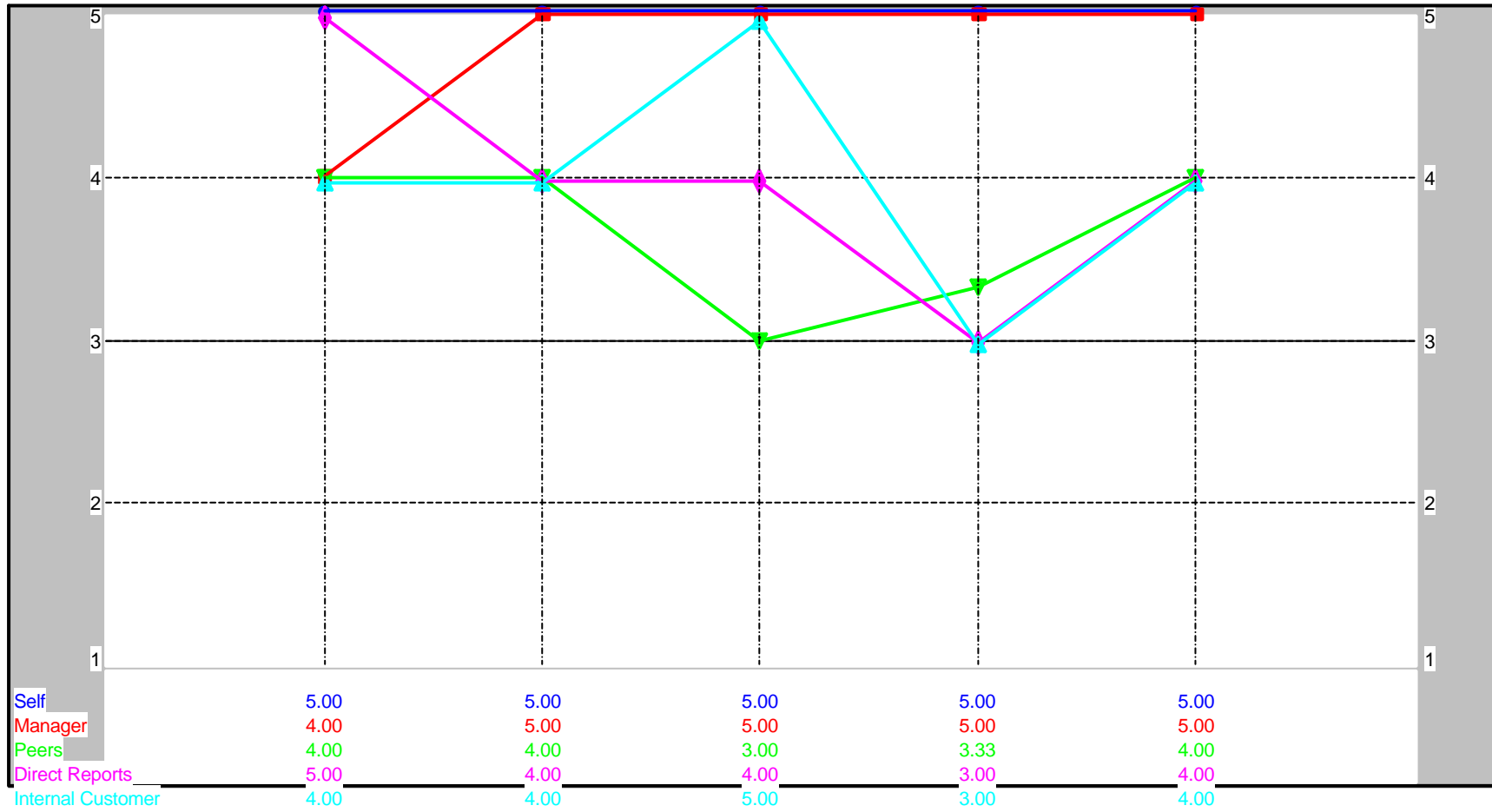
Self-Confidence

Behavioural Adaptability

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Trustworthiness

Responsibility

Optimism

Results Orientation

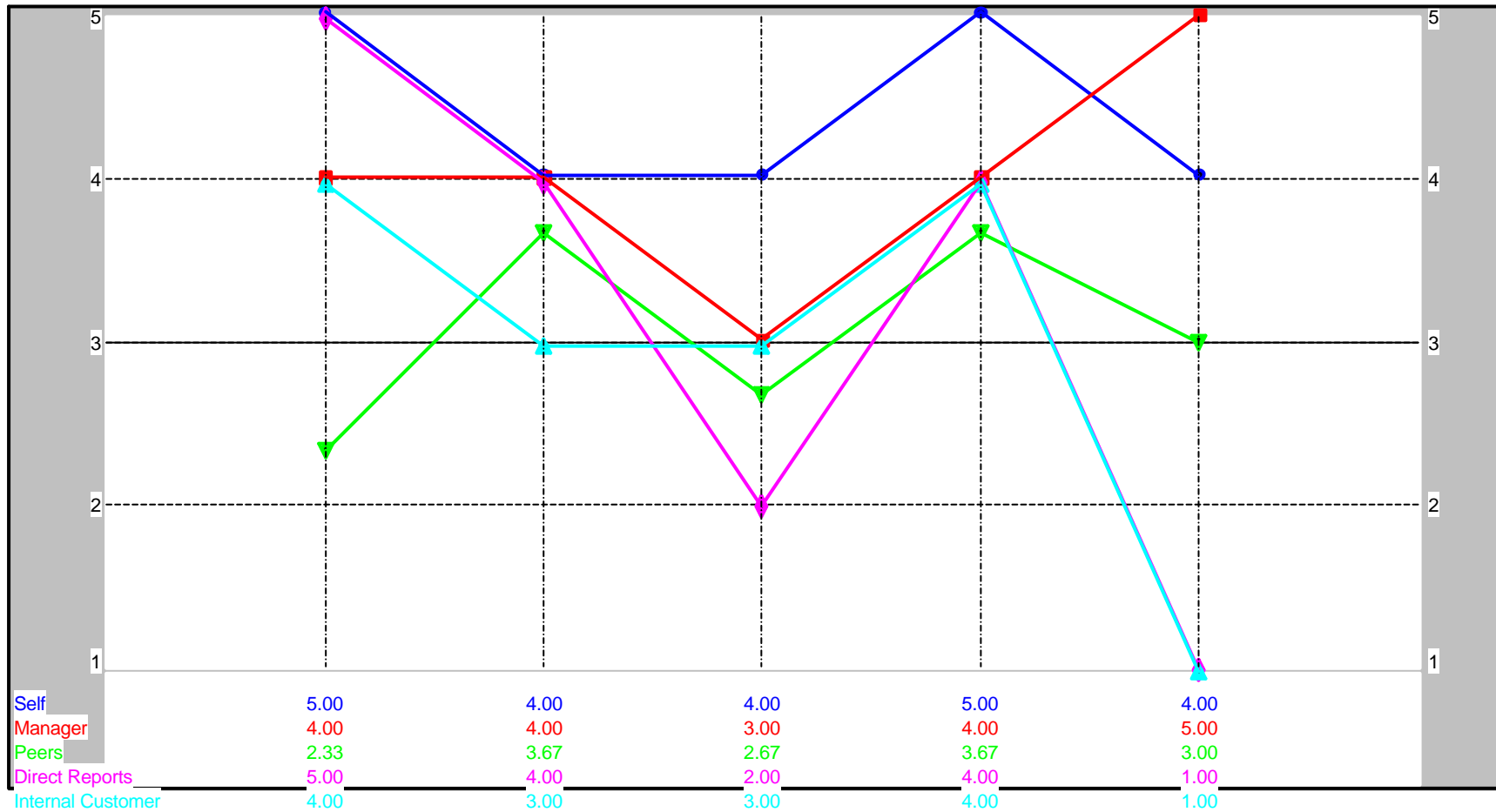
Commitment

Personal Responsibility

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Communicates Change

Flexibility

Versatility

Problem Solving

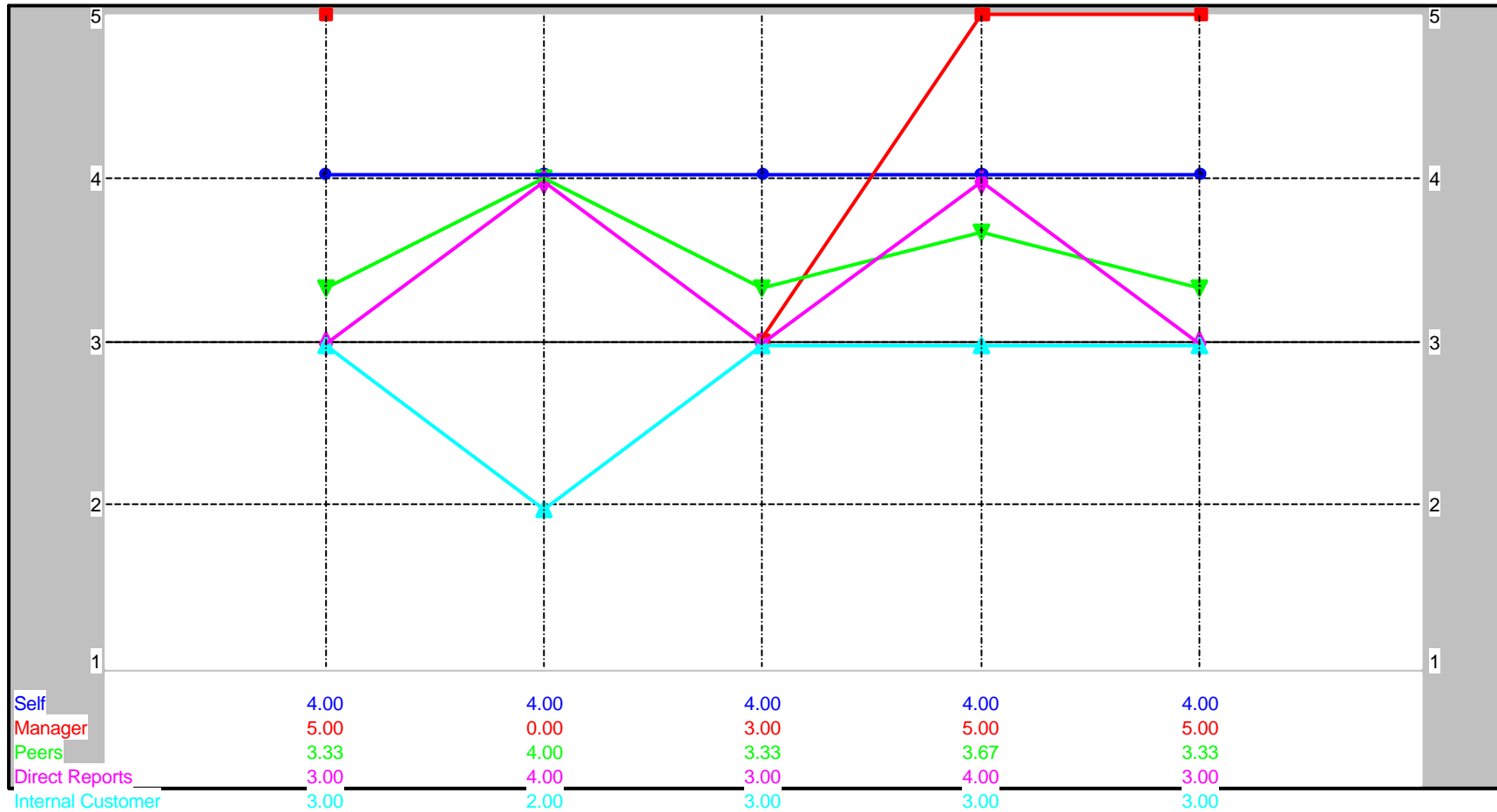
Supportiveness

Managing Change

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Appreciation Of Others

Facilitation Skills

Conflict Resolution

Interpersonal Skills

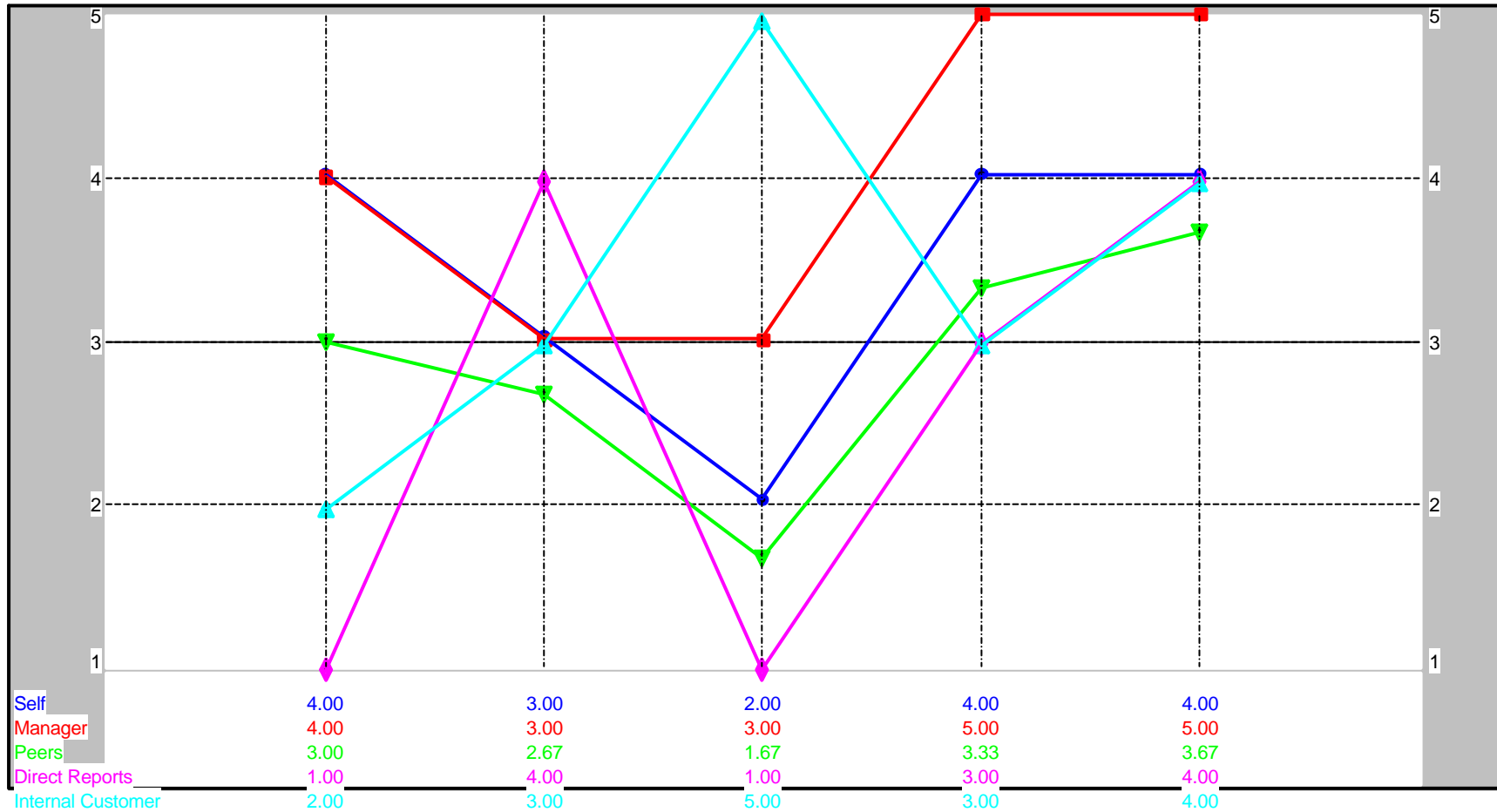
Trust Building Ability

Motivation

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Comm. Adaptability

Gives Feedback

Receptivity To Feedback

Listens Effectively

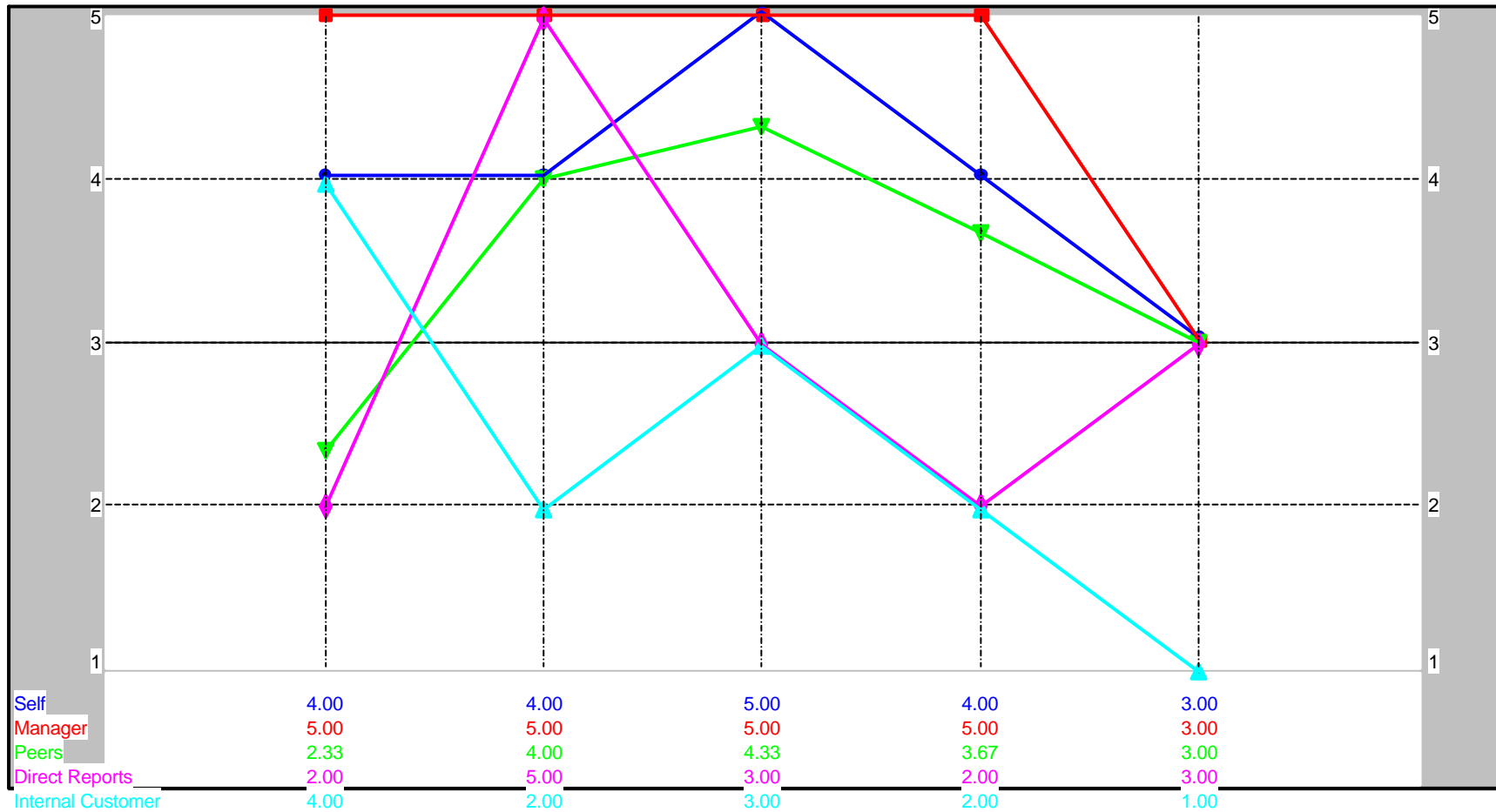
Directness

Communication Skills

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Awareness Of Diversity

Comfort With Diversity

Acceptance Of Others

Empathy

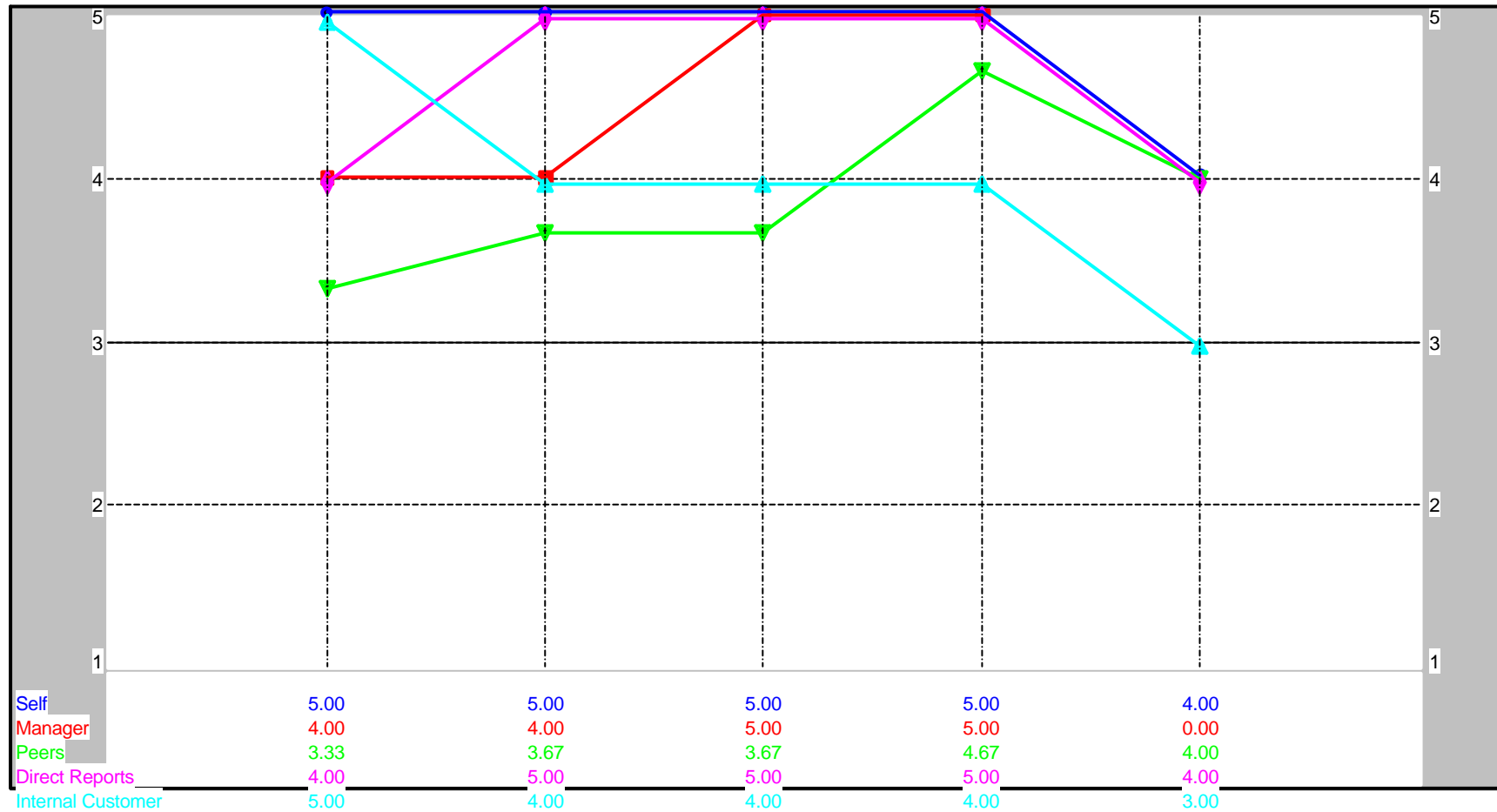
Commitment To Diversity

Managing Differences

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Planning

Prioritising

Coordinating With Others

Managing Own Performance

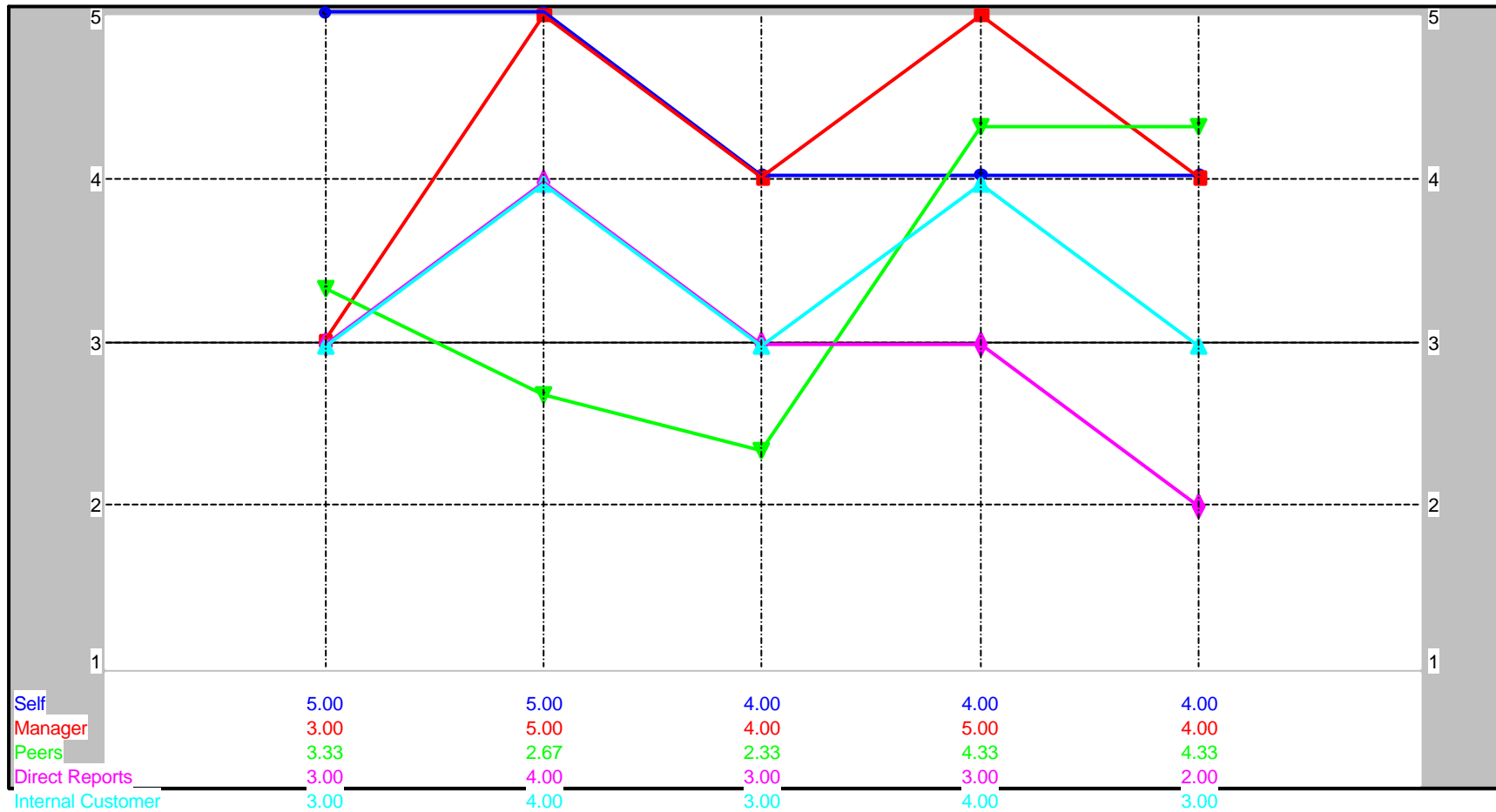
Managing Interruptions

Meeting Management

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Problem Identification

Task Analysis

Counselling Skills

Coaching Skills

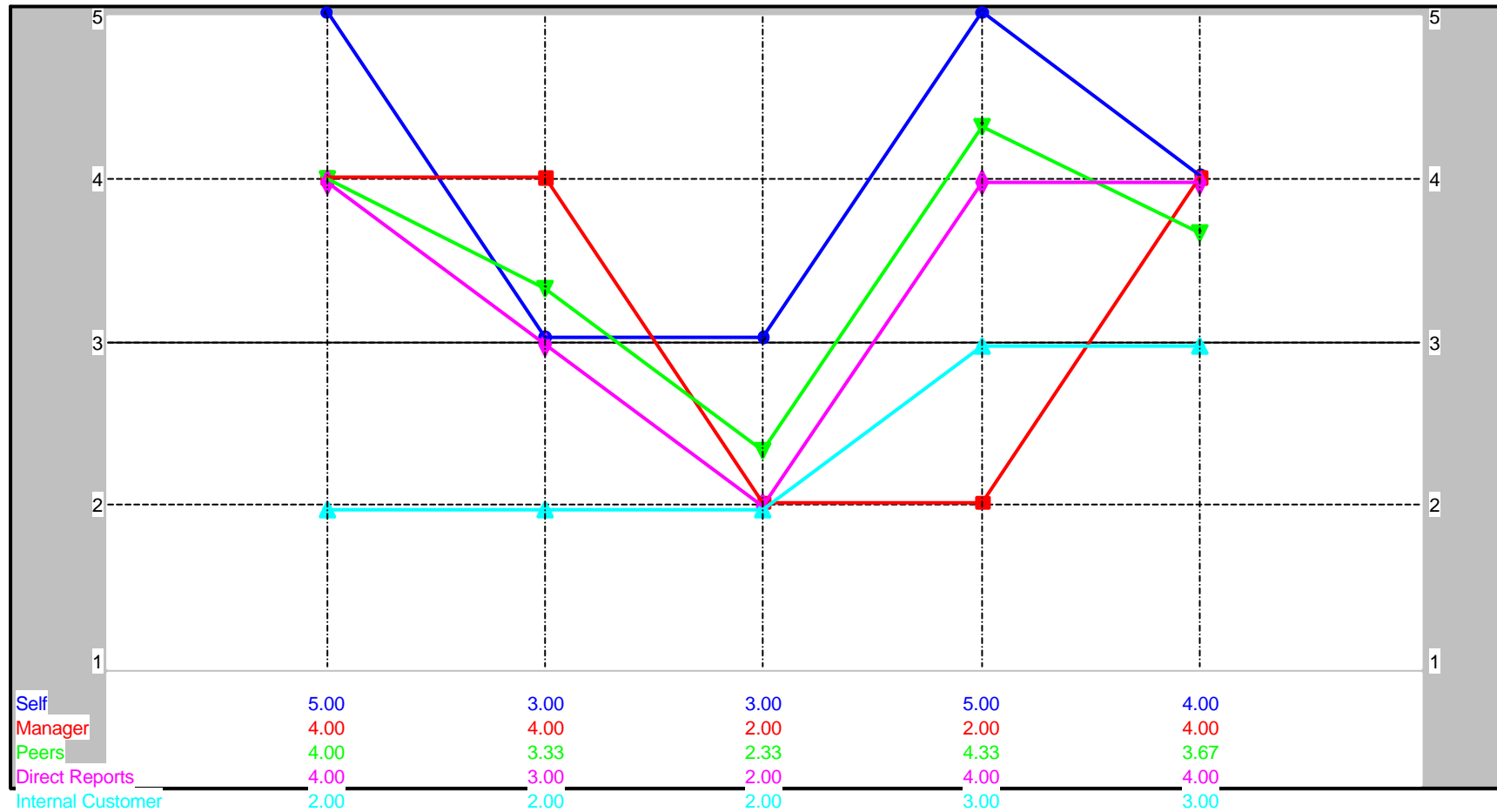
Mentoring Skills

Managing Others Perf.

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



Receptivity To New Ideas

Encourages Innovation

Facilitates Change

Follow-Through

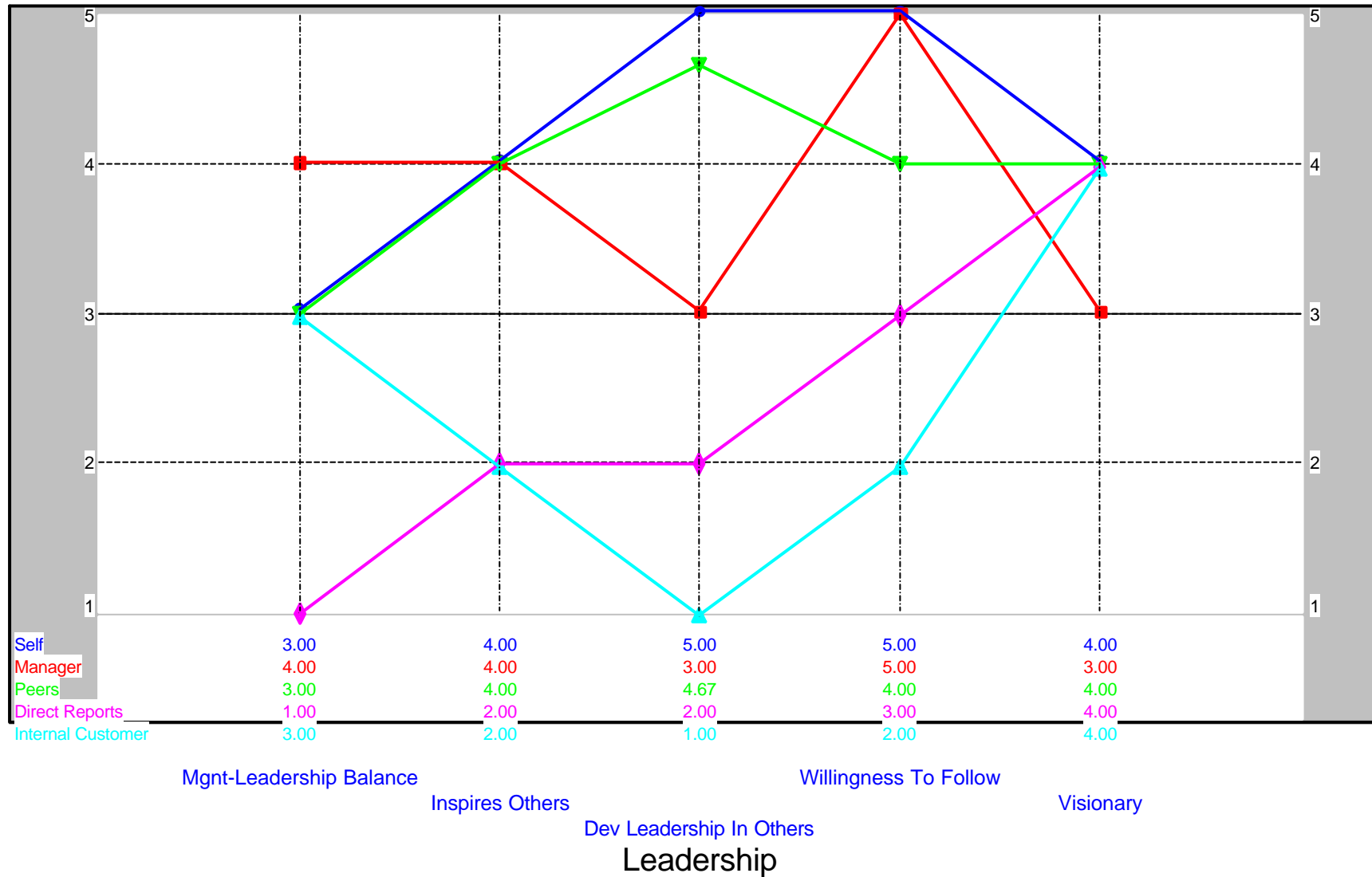
Team Capabilities

Managing Innovation

# Individual Profile for David Smith

Dated 20-APR-1999

## Questionnaire - The Management Development Competency Assessment



## Comments Report for

David Smith

Test Date 20-APR-1999

### Questionnaire - The Management Development Competency Assessment

#### Question 1

*Displays awareness of the impact their behaviour has on others.*

**View - Peers**

● Is often oblivious to the impact he is having on those around him.

**View - Direct Reports**

● Often moody, rude or disdainful of people yet totally surprised when his behaviour is pointed out to him.

**View - Internal Customer**

● Sometimes David takes no notice of people's body language requests that it's time to shut up.

#### Question 2

*Behaves appropriately when experiencing potentially disruptive emotions.*

**View - Peers**

● Quite often blows his stack.

#### Question 3

*Acknowledges feedback about strengths and limitations*

**View - Direct Reports**

● Tends to shrug off feedback as unimportant

#### Question 4

*Displays confidence when expressing their thoughts and feelings*

**View - Manager**

● Sometimes is hesitant when expressing ideas.

**View - Peers**

● I don't think he is always as confident as he comes across.

#### Question 5

*Uses different styles of behaviour with different people.*

**View - Manager**

● Is more relaxed and confident with some people and guarded with others

**View - Internal Customer**

● No good at slowing down for those more reserved than he.

#### Question 8

*Has a positive outlook, and does not allow problems or setbacks to deter them from achieving their goals.*

**View - Peers**

● Is often quite negative

### View - Direct Reports

● Occasionally talks negatively - when he does you know things are not going as well as planned.

### Question 9

*Works toward continually improving personal and team performance.*

### View - Peers

● More his own performance than others.

### View - Direct Reports

● I don't feel that David thinks his own performance needs improving.

### View - Internal Customer

● More concentration on individual accomplishments.

### Question 13

*Readily adapts his or her behaviour to do things differently when the needs of the situation require it.*

### View - Direct Reports

● Does not readily adapt behaviour to any situation.

### Question 15

*Demonstrates understanding and empathy for others as they move through the change process.*

### View - Peers

● Does not seem to be in tune with what others are feeling.

### View - Direct Reports

● Shows no understanding of what other people may be experiencing - they should just get on with it!

### View - Internal Customer

● Very impatient with others.

### Question 18

*Resolves disputes effectively.*

### View - Manager

● Avoids disputes that seem too hot to handle. Works effectively to resolve disputes when there's no perceived threat.

### View - Peers

● Doesn't always listen to both sides of the argument.

### View - Direct Reports

● Don't know of many disputes but feel it would depend on the person/s concerned.

### Question 19

*Builds and maintains trust relationships with others.*

### View - Direct Reports

● Again depends on the person/s concerned.

### Question 23

*Encourages others to give feedback to him or her.*

### View - Direct Reports

● Does not display interest in what other people think.

### View - Internal Customer

● Though he only seems to want the good news...

#### Question 25

*Communicates directly with others in a non-threatening way.*

View - Peers

● Depends on the mood... can be a bit abrupt.

View - Direct Reports

● Comes across as intimidating sometimes (again lack of awareness of behaviour).

#### Question 27

*Is comfortable working with others whether the difference is based on culture, gender, sexual preference, religion or disability.*

View - Direct Reports

● Treats most people the same way.

View - Internal Customer

● Seems to lack respect for women.

#### Question 28

*Treats all people with dignity and respect.*

View - Direct Reports

● Lack of awareness of behaviour and adaptability sometimes comes across as disrespectful.

#### Question 32

*Determines priorities of various jobs and activities.*

View - Direct Reports

● Most jobs are scheduled and planned out well in advance & always referred back to.

#### Question 37

*Assesses the knowledge, skills and attributes required for success in a job.*

View - Direct Reports

● When a position is to be reviewed or new position opens up. Not inbetween times.

#### Question 41

*Demonstrates comfort with new ideas, approaches and information generated by other team members.*

View - Direct Reports

● Is open to feedback about work from team members -is not seen to be innovative on his own.

#### Question 43

*Initiates discussion about the need for change and facilitates team involvement in the change process.*

View - Direct Reports

● Most discussions happen one-on-one rather than in a team environment.

#### Question 44

*Ensures that ideas generated within the team are appropriately assessed and followed through to implementation.*

View - Manager

● If he perceives that the situation is out of his control, he will step back

#### Question 45

*Utilises the diverse skills of team members when working through problems that require innovative solutions.*

**View - Manager**

● Understands the strengths and weaknesses of others and utilises their strengths accordingly

**Question 46**

*Demonstrates both leadership (of people) and management (of results) skills when required.*

**View - Peers**

● Definitely more management than leadership.

**View - Direct Reports**

● Very good at management of results but not leadership of people.

**Question 47**

*Communicates in a way that inspires others to act.*

**View - Direct Reports**

● His communication works with people whom he respects.

**Question 48**

*Encourages team members to assume leadership roles, when their skills and abilities meet the needs of the situation.*

**View - Manager**

● Only with team members he is comfortable with

**View - Internal Customer**

● Tends to like to take the credit for himself.

**Question 50**

*Has a vision of what is possible and shares that vision with other team members.*

**View - Manager**

● Uses a tentative approach. Usually follows

**Performance Report for  
David Smith  
Test Date 20-APR-1999  
Questionnaire - The Management Development Competency Assessment**

## **STRENGTHS**

The following behaviours have been identified as your greatest strengths. ie the areas which contribute most to the quality of The Management Development Competency Assessment delivery for your organisation. The lists are in descending order, ie they show the top rating behaviours at the top of the list

### **Self**

#### **Performance**

- 5.00: Self-Confidence(1-4)
- 5.00: Trustworthiness(2-1)
- 5.00: Responsibility(2-2)
- 5.00: Optimism(2-3)
- 5.00: Results Orientation(2-4)

### **Manager**

#### **Performance**

- 5.00: Emotional Awareness(1-2)
- 5.00: Realistic Self-Assessment(1-3)
- 5.00: Responsibility(2-2)
- 5.00: Optimism(2-3)
- 5.00: Results Orientation(2-4)

### **Peers**

#### **Performance**

- 5.00: Self-Confidence(1-4)
- 5.00: Responsibility(2-2)
- 5.00: Commitment(2-5)
- 5.00: Gives Feedback(5-2)
- 5.00: Planning(7-1)

### **Direct Reports**

#### **Performance**

- 5.00: Self-Confidence(1-4)
- 5.00: Trustworthiness(2-1)
- 5.00: Communicates Change(3-1)
- 5.00: Comfort With Diversity(6-2)
- 5.00: Prioritising(7-2)

### **Internal Customer**

**Performance Report for  
David Smith  
Test Date 20-APR-1999  
Questionnaire - The Management Development Competency Assessment**

## **OPPORTUNITIES**

The following behaviours have been identified as your opportunities. ie the areas which contribute least to the quality of The Management Development Competency Assessment delivery for your organisation. The lists are in ascending order, ie they show the lowest rating behaviours at the top of the list

### **Self**

#### **Performance**

- 2.00: Receptivity To Feedback(5-3)
- 3.00: Mgnt-Leadership Balance(10-1)
- 3.00: Facilitates Change(9-3)
- 3.00: Encourages Innovation(9-2)
- 3.00: Commitment To Diversity(6-5)

### **Manager**

#### **Performance**

- 2.00: Follow-Through(9-4)
- 2.00: Facilitates Change(9-3)
- 2.00: Behavioural Awareness(1-1)
- 3.00: Visionary(10-5)
- 3.00: Dev Leadership In Others(10-3)

### **Peers**

#### **Performance**

- 1.00: Commitment To Diversity(6-5)
- 1.00: Awareness Of Diversity(6-1)
- 2.00: Mgnt-Leadership Balance(10-1)
- 2.00: Counselling Skills(8-3)
- 2.00: Receptivity To Feedback(5-3)

### **Direct Reports**

#### **Performance**

- 1.00: Mgnt-Leadership Balance(10-1)
- 1.00: Receptivity To Feedback(5-3)
- 1.00: Comm. Adaptability(5-1)
- 1.00: Supportiveness(3-5)
- 2.00: Dev Leadership In Others(10-3)

### **Internal Customer**

**Development Notes Report for  
David Smith  
Test Date 20-APR-1999  
Questionnaire - The Management Development Competency Assessment**

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The following behaviours have been identified as your opportunities for development. The report details the desired behaviour, recommended actions to improve, and references/resources that are available to assist you with your development. The lists are in descending order, ie they show the lowest rating behaviours at the top of the list for each view

**Self**

**Element: Receptivity To Feedback (5-3) Score: 2.00**

**Desired Behaviour**

Responds in an open, accepting manner to feedback and does not make the other person feel uncomfortable for giving it.

Openly asks for feedback about own behaviour and the impact it has on others and situations.

Does not become defensive when given negative feedback. Listens without interruption, and restates their understanding of the feedback in their own words for clarification.

**Recommended Action**

Practice this skill by using the Receiving Feedback Model whenever you receive any feedback.

Tell others that you want to improve your ability to receive feedback and ask them to give you some constructive feedback. Also ask them for their feedback on how well you received the initial feedback.

When you find yourself feeling defensive when receiving feedback, focus on restating what you have been told in your own words and check that you have understood correctly what was said.

**Element: Mgnt-Leadership Balance (10-1) Score: 3.00**

**Desired Behaviour**

Understands the difference between management and leadership.

Is able to focus on creating a motivational work environment and achieving outstanding results.

Maintains a balance between a focus on short term achievement of goals as well as the long term focus on the team shared vision.

**Recommended Action**

Recognise that it is people who produce results. Without the support and commitment of your team members, results will be diminished.

Ask your team members for feedback on what you could do to create a great workplace.

**Element: Facilitates Change (9-3) Score: 3.00**

### **Recommended Action**

To increase your knowledge about discrimination, ask those who are different from you what behaviours or comments they find offensive.

Ask others to give you feedback if they ever notice discriminatory behaviour in you.

Take a stand... if you see or hear anything that you believe to be inappropriate, say so! Don't be critical, just let the other person know that you don't think it is appropriate and ask them not to do it in future.

## **Manager**

### **Element: Follow-Through (9-4) Score: 2.00**

#### **Desired Behaviour**

Utilises the Z-Process with the team to turn ideas into workable plans.

Involves the team in identifying those steps needed to implement the plan.

Ensures that team members take responsibility for actions steps, and clearly understand what needs to be done and when it needs to be done.

Lets the team be accountable for implementation.

#### **Recommended Action**

Use the Creating the Future guidelines to use the Z-Process to assess new ideas and turn them in to workable action plans.

Involve team members in all stages of the process.

Set up a project planner with implementation stages and completion dates that is clearly visible (ie. from offices, meeting room etc).

### **Element: Facilitates Change (9-3) Score: 2.00**

#### **Desired Behaviour**

Understands the need for team involvement in creating change for them to fully support it.

Is willing to step outside the known to participate in discussions with others to explore new ideas.

Helps create a shared vision of what is possible and explores the implications for all team members.

#### **Recommended Action**

### **Desired Behaviour**

Looks for opportunities to step aside from the leadership role and provide others with the opportunity for growth.

Gives feedback to others about their skills and abilities and how they can contribute “acts of leadership” in certain situations.

Consistently looks for opportunities to bring out the best in people.

### **Recommended Action**

Take your team members through the Dimensions of Leadership Profile® to help them identify their “focus of attention”, and therefore where they are best able to contribute “acts of leadership” to the team.

Get team members to take turns in facilitating team meetings... and let them run it without interruption from you.

Make time at each team meeting to go around all four “focuses of attention” for input on what needs changing, fixing or improving around here.

## **Peers**

**Element: Commitment To Diversity (6-5) Score: 1.00**

### **Desired Behaviour**

Sets standards of behaviour with the team about what is acceptable and not acceptable in the way people treat each other.

Is willing to speak up when others are behaving in a discriminatory way.

Puts a stop to the use of inappropriate humour.

Listens empathically when others who have been discriminated against report discriminatory behaviour and is willing to take appropriate action

### **Recommended Action**

To increase your knowledge about discrimination, ask those who are different from you what behaviours or comments they find offensive.

Ask others to give you feedback if they ever notice discriminatory behaviour in you.

Take a stand... if you see or hear anything that you believe to be inappropriate, say so! Don't be critical, just let the other person know that you don't think it is appropriate and ask them not to do it in future.

**Element: Awareness Of Diversity (6-1) Score: 1.00**

### **Desired Behaviour**

Takes an interest in those who are different.

Shows genuine curiosity to learn more about different cultures.

Is open to ideas and opinions from people who are different.

**Element: Receptivity To Feedback (5-3) Score: 2.00**

**Desired Behaviour**

Responds in an open, accepting manner to feedback and does not make the other person feel uncomfortable for giving it.

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**Direct Reports**

**Element: Mgnt-Leadership Balance (10-1) Score: 1.00**

**Desired Behaviour**

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Maintains a balance between a focus on short term achievement of goals as well as the long term focus on the team shared vision.

**Recommended Action**

Recognise that it is people who produce results. Without the support and commitment of your team members, results will be diminished.

Ask your team members for feedback on what you could do to create a great workplace.

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#### **Element: Comm. Adaptability (5-1) Score: 1.00**

##### **Desired Behaviour**

Is aware of the different communication needs of others and adapts own communication style to meet others' needs.

Listens for cues in the sender's message to be able to respond appropriately to verbal and non-verbal messages.

Changes own pace of communication to suit the pace of the listener.

Uses a range of different listening approaches depending on the needs of the situation.

### **Recommended Action**

Watch for cues in others when you are communicating to check whether your message is being listened to.

Periodically ask the listener if they need any further clarification

Become aware of the pace of your communication and ask yourself who is setting the pace? If it is you, ask yourself is this pace suitable to the other person? Work with changing your pace and notice what works for the other person.

Practice using different the different listening approaches as described in the Personal Listening Profile®.

#### **Element: Supportiveness (3-5) Score: 1.00**

##### **Desired Behaviour**

Recognises that people often feel "threatened" by change and is willing to help them deal constructively with their emotions.

Focuses on people and is willing to be supportive, especially in the early phases of the change process when negative emotions are more likely to be triggered.

Adapt their own behavioural style to meet the needs of others and the situation.