

**Sam Sample**  
**16 Jun 2026**

**EXPERT**

# COMPETENCY DEVELOPMENT REPORT

**FIFTEEN FACTOR QUESTIONNAIRE PLUS**





# REPORT STRUCTURE

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### DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam 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 Fine Nine Competency Framework to predict Sam Sample'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 his personal development. It can be used as a starting point to:

- Explore possible development needs with him, and produce a development strategy for him.
- Consider reasons for any possible discrepancies between his predicted behaviour and his 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.

### Competency Selection Report

The Competency Selection Report is similar to the competency report though also provides interview questions which can be used to probe Sam 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, Sam Sample's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his 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 Fine Nine 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 Fine Nine 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.

### FINE NINE 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.

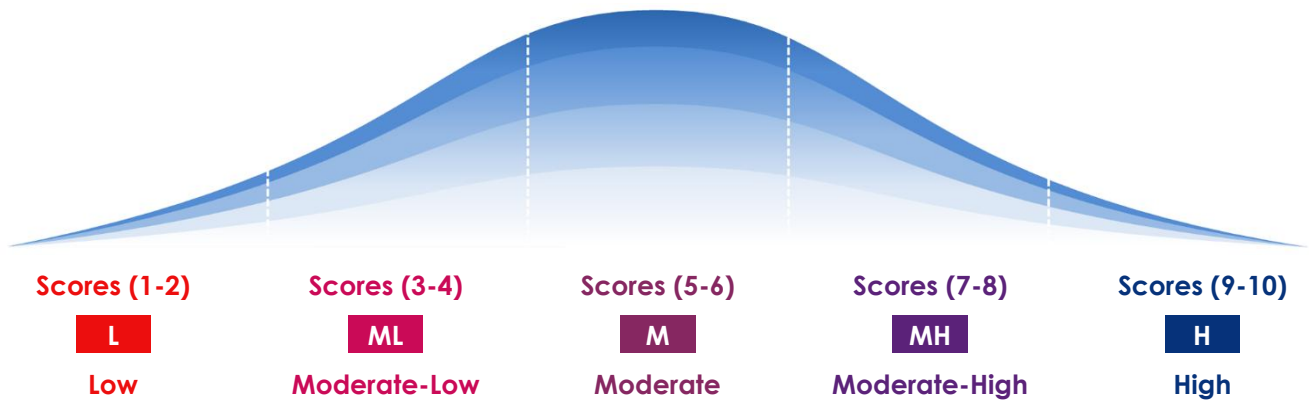
**Energy and Drive** - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and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



## RESULTS SCALE

A reference group is used to evaluate Sam Sample's results and determine his tendency to exhibit effective workplace behaviours compared to others. His 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
<b>Fifteen Factor Questionnaire Plus (15FQ+)</b>	NZ Professionals & Managers (Updated 2026)	2502

## 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.

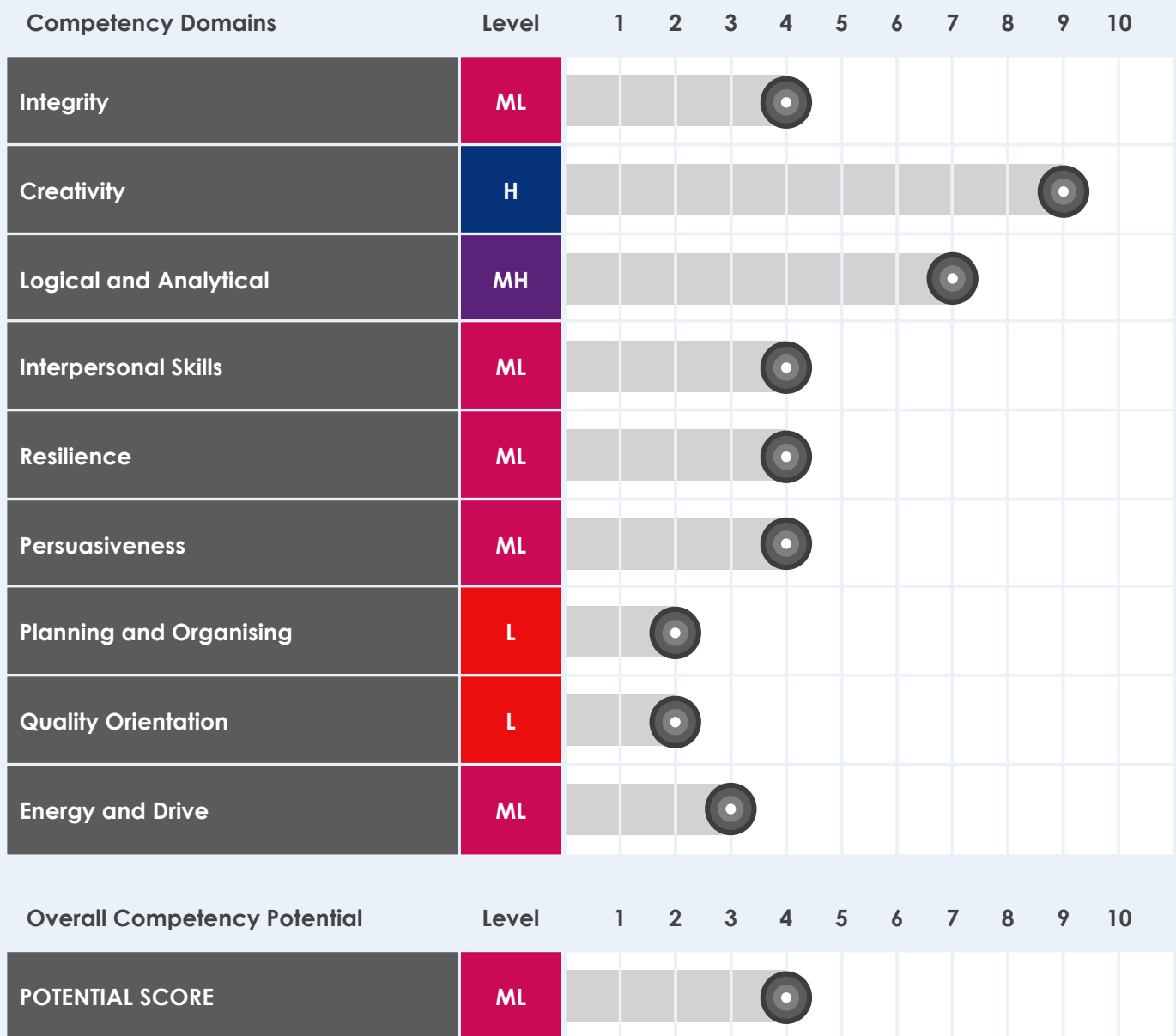
The results indicate that Sam Sample has responded to the questionnaire in an open and honest manner.



# COMPETENCY PROFILE

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





## SUMMARY OVERVIEW

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

### POTENTIAL STRENGTHS

Level	Competency	Behavioural Dimension
H	Creativity	Intuition and motivation to generate many ideas
H	Creativity	Preference for considering strategic, 'bigger picture' issues
MH	Creativity	Adaptability and change-orientation
MH	Logical and Analytical	Interest in solving problems and contributing to intellectual debates
MH	Logical and Analytical	Preference for balancing practical and theoretical approaches to problem solving
MH	Interpersonal Skills	Collaboration with others

### POTENTIAL AREAS FOR DEVELOPMENT

Level	Competency	Behavioural Dimension
L	Probity	Commitment to following organisational rules
L	Probity	Ownership and responsibility for own mistakes or errors
ML	Probity	Ability to work without close supervision
L	Interpersonal Skills	Tact and diplomacy
L	Interpersonal Skills	Interest in developing trusting relationships with colleagues
ML	Resilience	Emotional stability
L	Resilience	Ability to cope well under pressure
ML	Resilience	Confidence
L	Persuasiveness	Social Presence
L	Planning and Organising	Desire to be organised and create plans
L	Planning and Organising	Effective time management
L	Planning and Organising	Delegation of tasks and responsibilities
L	Quality Orientation	Commitment to producing work of a high standard
L	Quality Orientation	Detail orientation



L	Quality Orientation	Commitment to finishing tasks
ML	Energy and Drive	Ability to cope with setbacks
L	Energy and Drive	Excitement and enthusiasm



# PROBITY

## ML PROBITY

### L Commitment to following organisational rules

#### Profile Description

- Having a profile that suggests he is spontaneous and flexible in his attitude and approach towards work, Sam Sample is unlikely to feel bound by organisational rules, regulations and procedures.

#### Development Recommendations

- Training aimed at facilitating Sam Sample's understanding of, and adherence to, the organisation's rules regulations and procedures is likely to be of benefit to him.
- Monitor Sam Sample's adherence to the organisation's rules, regulations and procedures fairly closely. Ensure he understands why it is important to adhere to these and reward/reinforce his compliance with them.

### M Desire to conform to established principles of right and wrong

#### Profile Description

- Sam Sample's results indicate he is likely to be as respectful of authority as most and generally feels that people should conform to established principles of right and wrong. As a result, he would be expected to have as strong a sense of commitment to the organisational culture as most.

#### Development Recommendations

- Sam Sample may benefit from training aimed at familiarising him with the organisation's values, culture and ethics.

### L Ownership and responsibility for own mistakes or errors

#### Profile Description

- Sam Sample's pattern of results indicates he is likely to be fairly suspicious and threat sensitive. As a consequence, he might be prone on occasion to be rather reluctant to own up to and take responsibility for his own mistakes or errors.

#### Development Recommendations

- Support staff in taking personal responsibility for their own mistakes. Make it fairly clear to Sam Sample that he will not be unduly criticised as a result of owning up to errors he has made.

### ML Ability to work without close supervision

#### Profile Description

- His profile suggests he is extremely self-sufficient. However, as he is likely to be rather inclined not to diligently attend to the detailed requirements of tasks, Sam Sample might be expected to require somewhat closer supervision than most to ensure he completes work on time and to the required standard.

#### Development Recommendations

- Team Sam Sample up with more detailed colleagues who can help attend to the detailed requirements of tasks or provide a high level of supervision to ensure tasks are completed in an appropriate manner.



# CREATIVITY

## H CREATIVITY

### M Preference for seeking new solutions to problems

#### Profile Description

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

#### Development Recommendations

- Encourage Sam Sample to be open to new ideas.
- Set a clear agenda for brainstorming sessions. Remind Sam Sample that ideas should be generated without critically appraising them, where the critical appraisal of ideas should only be done once all the ideas have been produced.
- Value the originality of Sam Sample's ideas separately from evaluating their quality and practicality.
- Sam Sample might possibly benefit also from training programmes that develop creative problem solving and the ability to 'think outside of the box'.

### H Intuition and motivation to generate many ideas

#### Profile Description

- Having a profile which suggests he is quite intuitive and relatively imaginative, Sam Sample is likely to be motivated to generate lots of ideas. As idea generation should come relatively naturally to him, he is likely to make a relatively significant contribution to brainstorming sessions.

#### Development Recommendations

- Ensure that intuitive approaches to problem solving and ideas generation are valued by Sam Sample's colleagues.

### H Preference for considering strategic, 'bigger picture' issues

#### Profile Description

- As the pattern of scores he obtained indicates he is flexible, it is not expected that Sam Sample would lose sight of the 'bigger picture'. In addition to this, his profile further indicates that he should be quite confident of his ability to tackle complex strategic issues.

#### Development Recommendations

- Ensure Sam Sample does not become so focused on the 'bigger picture' that he does not pay sufficient attention to detail.

### MH Adaptability and change-orientation

#### Profile Description

- Having obtained results which suggest he is fairly adaptable, Sam Sample would be expected to be as open as most to change and is unlikely to experience particular difficulty adjusting to new working practices and procedures.

#### Development Recommendations

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



# LOGICAL AND ANALYTICAL

## MH LOGICAL AND ANALYTICAL

### MH Interest in solving problems and contributing to intellectual debates

#### Profile Description

- Sam Sample's profile suggests he is intellectually orientated and has a quite high level of confidence in his ability to understand complex ideas. As such, he 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 Sam Sample do not hold back from expressing their views.

### M Preference for approaching problems in a rational and analytical manner

#### Profile Description

- Sam Sample's responses to the questionnaire suggest he is very tender-minded and aesthetically orientated. As a result, he is likely to prefer to adopt a very intuitive approach to problem solving; basing his judgements on whether or not things 'feel right' rather than on a logical analysis of the facts. However, it should be noted that his strong confidence in his intellectual abilities should enhance his capacity to appreciate logical arguments should he choose to approach problem solving in an analytical rather than intuitive way.

#### Development Recommendations

- Sam Sample might be expected to benefit from mentoring aimed at promoting a more logical and analytical approach to problem solving.
- Encourage him to develop his analytical abilities by offering praise when he produces a well-reasoned argument that is based on logic rather than intuition.

### MH Preference for balancing practical and theoretical approaches to problem solving

#### Profile Description

- The pattern of results Sam Sample obtained on the questionnaire indicates Sam Sample is fairly abstract-minded and conceptually orientated. Consequently, he would be expected to prefer to approach problems from a theoretical perspective. It should be noted that the quality of the solutions he generates will depend in part upon his level of reasoning ability which he rates quite highly.

#### Development Recommendations

- Ensure that abstract, theoretical approaches to problem solving are valued by Sam Sample's colleagues.
- Encourage Sam Sample to 'keep his feet firmly on the ground' when solving problems and ensure that the solutions he generates are practical and realistic.



# INTERPERSONAL SKILLS

## ML INTERPERSONAL SKILLS

### M Interest in establishing rapport with colleagues and clients

#### Profile Description

- Having a profile which indicates he is as warm and sympathetic as most people, Sam Sample is not likely to experience undue difficulty establishing rapport with colleagues and/or clients.

#### Development Recommendations

- Sam Sample may possibly benefit from training aimed at further developing his awareness and concern for others' feelings and emotions.
- Promote an environment that encourages staff to support each other.

### MH Collaboration with others

#### Profile Description

- As his results suggest he is as assertive as most, Sam Sample is likely to try to collaborate with others and achieve a balance between being able to push others into action when this is called for, while not being too dominant or confrontational.

#### Development Recommendations

- Ensure that Sam Sample's authority is not undermined when he asserts himself appropriately with colleagues.

### L Tact and diplomacy

#### Profile Description

- Sam Sample's responses to the questionnaire suggest he is forthright and plain-speaking. As a consequence, he is more likely than most to express himself in a fairly direct manner without giving sufficient regard to the sensitivities of the setting he finds himself in.

#### Development Recommendations

- Sam Sample is likely to 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.

### L Interest in developing trusting relationships with colleagues

#### Profile Description

- Sam Sample's pattern of results suggests that he does not have that much need for others' company and is prone to be quite cynical about human nature and suspicious of others' motives. Consequently, it may take him some time to develop trusting relationships with his colleagues.

#### Development Recommendations

- Sam Sample is likely to benefit from mentoring aimed at helping him appraise others' motives and goals in a more realistic (less suspicious) manner.
- Promote an environment that encourages a collaborative/team-based approach to work.
- Actively promote a working environment that encourages trust.



# RESILIENCE

## ML RESILIENCE

### ML Emotional stability

#### Profile Description

- Sam Sample's results indicate he is a little more likely than most to be prone to unpredictable mood swings that may adversely affect his performance at work or have a negative impact on those around him.

#### Development Recommendations

- Sam Sample may well find training in positive thinking techniques to be of some benefit to him.
- Encourage Sam Sample to see the positives in challenging situations.
- If Sam Sample is upset about something, try to understand the situation from his perspective.

### L Ability to cope well under pressure

#### Profile Description

- Sam Sample's responses indicate he is likely to be relatively prone to mood swings and have relatively low levels of frustration tolerance. Consequently, he may become irritated if people are being particularly slow or indecisive and may experience more difficulty than many managing his emotional reactions to situations.

#### Development Recommendations

- Sam Sample may benefit from training in stress management techniques.
- Ensure the goals and targets that are set for Sam Sample are realistic and achievable.
- Structure the working environment to make it as stress free as possible.

### ML Confidence

#### Profile Description

- Having results that suggest he is somewhat lacking in confidence and is slightly less self-assured than many, Sam Sample may tend to worry about potential problems or anticipated threats. Consequently, he might be prone to be relatively easily upset by comments he views as being critical.

#### Development Recommendations

- Training aimed at increasing Sam Sample's self-confidence might benefit him.
- Try to build on the positive aspects of Sam Sample's performance, rather than focus on any shortcomings he may have.
- Ensure feedback is provided in a constructive manner.



# PERSUASIVENESS

## ML PERSUASIVENESS

### L Social Presence

#### Profile Description

- Having obtained a pattern of scores that suggests he may be somewhat prone to feel a little ill at ease in social settings and may be a little more lacking in social confidence than many, Sam Sample is unlikely to have a very strong social presence. Sam Sample may be inclined occasionally to feel a little uncomfortable in group settings and, as a result, he may wish to avoid presentations and public speaking if possible. Consequently, he is not very likely to be a persuasive speaker.

#### Development Recommendations

- Sam Sample may benefit from training in presentation and public speaking skills.
- Depending upon the role demands of his job, Sam Sample is likely to benefit from training in sales techniques.
- Try to avoid putting Sam Sample in the public spotlight.
- Acknowledge that he is quite likely to need some support and encouragement if he has to deal with a lot of people he does not know.

### M Empathy and support

#### Profile Description

- Sam Sample's results indicate he has average levels of empathy and warmth; with others being unlikely to view him as being overly cool, distant or aloof. Therefore, it would be expected that people would view him as being as good a listener as most. While he is unlikely to be naturally drawn to roles that require supporting others, encouraging them and promoting their personal development, he should be capable of being at least as effective as most people in such roles.

#### Development Recommendations

- Sam Sample might possibly benefit from training aimed at deepening his understanding of others' goals and motives. (i.e. training to promote his emotional intelligence).
- Remember to offer praise when he successfully builds rapport with colleagues and clients.

### M Balanced negotiation style

#### Profile Description

- As his results suggest he is as competitive as most, he is likely to try to achieve a balance between being able to push others into action, while not being too domineering. Sam Sample's responses further suggest that he is likely to try to balance between making concessions to move negotiations forward while not conceding on important issues. Having said this, his direct and forthright nature may cause him to express his views in an ill-considered or thoughtless manner.

#### Development Recommendations

- Be careful not to undermine Sam Sample when he asserts himself effectively.



# PLANNING AND ORGANISING

## L PLANNING AND ORGANISING

### L Desire to be organised and create plans

#### Profile Description

- Sam Sample's profile suggests he is not highly organised by nature. As a result, he is likely to prefer to deal with problems as they arise rather than plan ahead. His results further suggest he is a little inclined to leave things to the last moment. This may occasionally result in him facing some difficulty meeting schedules and deadlines.

#### Development Recommendations

- Set Sam Sample clear targets and goals.
- Ensure he stays mindful of the importance of forward planning to achieving targets.
- Remember to offer praise when Sam Sample meets the targets he has been set.

### L Effective time management

#### Profile Description

- Sam Sample's responses to the questionnaire indicate he is not likely to be as meticulous as most. Consequently, he may be inclined to give a little less priority than many to time management issues.

#### Development Recommendations

- Training in time management skills is quite likely to benefit Neil.

### L Delegation of tasks and responsibilities

#### Profile Description

- Sam Sample's results indicate he is disinclined to trust others. As a result, he is likely to be quite reluctant to delegate work. However, as he is not inclined to give a high priority to accuracy and attention to detail, once he has delegated work he may not feel much need to monitor the quality of the work he has delegated.

#### Development Recommendations

- Sam Sample is likely to find training in delegation skills to be of benefit to him.
- In addition to this, he is likely to benefit from support/mentoring aimed at encouraging him to put delegation skills into practice.
- Ensure Sam Sample understands the importance of delegation in enabling effective time management.
- Offer praise and encouragement when Sam Sample delegates work appropriately.
- Encourage Sam Sample to monitor the quality of work produced by colleagues he has delegated tasks to.



# QUALITY ORIENTATION

## L QUALITY ORIENTATION

### L Commitment to producing work of a high standard

#### Profile Description

- Having obtained a pattern of results that suggests he is fairly unstructured by nature and is not unduly disposed to approach tasks in a very systematic and well-organised manner, Sam Sample is likely to be less committed to meeting agreed quality standards than many.

#### Development Recommendations

- Set Sam Sample quality standards that are quite clear.
- Ensure he stays mindful of the importance of meeting these standards and offer praise when he does.
- Remember to monitor Sam Sample's work to ensure that he is able to meet the set standards of quality.

### L Detail orientation

#### Profile Description

- Sam Sample's profile further suggests he is somewhat less methodical and meticulous than many. As a result, he would not be expected to be very motivated to attend to the detailed requirements of tasks.

#### Development Recommendations

- Sam Sample is likely to benefit from training in techniques aimed at improving his attention to detail.

### L Commitment to finishing tasks

#### Profile Description

- The results he obtained on the questionnaire indicate Sam Sample is likely to have as strong a sense of duty as most. Consequently, it would be anticipated that he will feel at least as committed as most people to finishing tasks he has started. However, his scores also suggest he is likely to be rather less attentive to detail than most. As a result, he may experience difficulty persevering with particularly boring or repetitive tasks.

#### Development Recommendations

- Seek ways of making the work more interesting and stimulating to employees by offering job rotation programmes or creating self-directed teams.



# ENERGY AND DRIVE

## ML ENERGY AND DRIVE

### ML Ability to cope with setbacks

#### Profile Description

- The pattern of results Sam Sample obtained on the questionnaire suggests he may be slightly prone to feelings of despondency if things go wrong. Consequently, he might be expected to experience a little difficulty maintaining his levels of energy when faced with setbacks and challenges.

#### Development Recommendations

- Sam Sample may well find training in problem solving techniques to be of some benefit in helping him maintain his levels of energy and drive when confronted by setbacks.
- Offer support and encouragement when he is faced with setbacks and challenges.
- Try to focus on Sam Sample's successes rather than on any weaknesses or limitations.

### L Excitement and enthusiasm

#### Profile Description

- Having a profile that suggests he is extremely subdued and very inhibited; Sam Sample may appear to lack motivation and drive in comparison with his more lively and animated colleagues. As others are likely to view him as being quite dour, he is unlikely to find it easy to engender enthusiasm in his colleagues and subordinates.

#### Development Recommendations

- Training in strategies for enthusing and motivating subordinates is very likely to be of benefit to Neil.
- Model how to enthuse and motivate subordinates.

### M Results orientation

#### Profile Description

- Sam Sample's responses to the questionnaire indicate he is as assertive as most and should be capable of pushing for action if this is called for. Moreover, Sam Sample's results suggest that although he may not be naturally inclined to take the lead, he should be capable of doing so when necessary.

#### Development Recommendations

- Sam Sample may find training in leadership skills to be of some value to him.
- Support Sam Sample when he pushes for action.
- Remember to offer praise when Sam Sample takes the lead and shows initiative.



## DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of his profile. Before working with Sam Sample on his development plan, please ensure that you refer to his competency results and development recommendations provided in the previous sections.

**Suggested development process:**

1. Feedback and reactions
2. Selecting areas for development
3. Development plan



## 1. FEEDBACK AND REACTIONS

Gauging Sam Sample's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the Feedback Report can be shared with Sam Sample before discussing the results with him. Use the following questions to gauge his reactions to the feedback.

**What** did you learn from the results?

**How** did your perceptions of your workplace behaviour compare to those of the profile?

**What** areas did you agree with the most?

**What** areas did you disagree with the most?



## 2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam Sample which areas he would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

	This development plan is for:	This development plan is overseen by:
<b>Name</b>	Sam Sample	
<b>Position</b>		
<b>Signature</b>		
<b>Date</b>		

The table below lists the competencies used in Fine Nine 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
<b>Probity</b>	Commitment to following organisational rules. Ownership and responsibility for own mistakes or errors. Ability to work without close supervision.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Creativity</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Logical and Analytical</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Interpersonal Skills</b>	Tact and diplomacy. Interest in developing trusting relationships with colleagues.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Resilience</b>	Emotional stability. Ability to cope well under pressure. Confidence.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Persuasiveness</b>	Social Presence.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Planning and Organising</b>	Desire to be organised and create plans. Effective time management. Delegation of tasks and responsibilities.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Quality Orientation</b>	Commitment to producing work of a high standard. Detail orientation. Commitment to finishing tasks.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Energy and Drive</b>	Ability to cope with setbacks. Excitement and enthusiasm.	<input checked="" 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 Sam Sample's development plan.



### 3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam Sample'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?