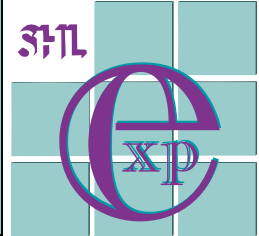


**SHL HUMAN RESOURCE MANAGEMENT SYSTEM**  
**INVENTORY OF MANAGEMENT**  
**COMPETENCIES**

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# **Mr J Bloggs**

## ***Report***

**- XX-Oct-200X -**

**This report contains confidential information which should not be imparted to unauthorised persons.  
It has been generated from responses provided by:**

- 1 Self**
- 1 Manager**
- 2 Direct Reports**
- 1 Others**



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**COMPETENCY REPORT****INTRODUCTION**

This report is a confidential summary based on the responses given to the Inventory of Management Competencies. It is designed to give an overall indication of Mr J Blogg's strengths and development needs and should be used as the basis for discussion between Mr J Bloggs and a [suitably trained professional](#). Results are reported under four main headings: Managerial Qualities, Professional Qualities, Entrepreneurial Qualities and Personal Qualities. The ratings are on sixteen areas of management competency and reflect both comparisons with other managers and relative personal strengths. The accuracy of the results depend on the objectivity and consistency with which the responses were given.

**MANAGERIAL QUALITIES**

This appraisal suggests that Mr Bloggs is extremely effective in organising, developing and motivating others to achieve common goals. He appears to be highly successful in enabling others to meet their individual (and also team) objectives. He is viewed as very effective in managing others and this is likely to be an area of major strength for him. Considered with his ability to organise, he may have considerable strength as a project manager. The rating also suggests that he manages people in a moderately supportive manner.

Mr Bloggs is deemed to be reasonably effective at organising his own and others' time and resources. He has been rated as a manager who pays a fair amount of attention to planning and organising: he is also regarded as someone who typically allocates reasonably realistic timescales for activities and keeps track of progress against targets.

Mr Bloggs has been rated as keen to achieve and maintain high standards of quality in his work. He appears to be quite aware of the importance of quality issues and is perceived as a manager who also tries to encourage a sense of standards in members of his team to good effect. His strength in maintaining high quality work may be complemented by his perceived ability to produce and implement detailed work plans. Overall, commitment to high standards is seen as a likely area of performance strength for Mr Bloggs.

Mr Bloggs has been appraised as a moderately influential manager. He is seen as about as able to convince others to his way of thinking as are most managers and also reasonably successful in negotiations. He is seen as having an appreciation of how to promote his own ideas and is regarded as fairly successful in doing so. The quality of his face-to-face communication may enhance his ability to successfully influence others.

**PROFESSIONAL QUALITIES**

Mr Bloggs is regarded as about as up to date in his own field as are his peers, maintaining a reasonable grasp on fresh technical advances. He is viewed as showing a fair amount of concern for the technical subtleties of his role, although there may be still some scope for improvement in this aspect of performance.

Mr Bloggs is perceived as moderately effective at identifying and solving demanding work-related problems. The inferences which he draws from the information given are seen as largely accurate, taking account of most of the relevant information. However, there may still be some scope for improvement in this aspect of his work.

Mr Bloggs is perceived as a moderately effective at communicating face-to-face, in a group or in one-to-one situations. He is regarded as generally fluent and unhesitant in verbal communications and is seen as someone who takes reasonable care to match his communications to the needs of the audience. His stand-up presentations are viewed as about as effective as most managers'.

Mr Bloggs is perceived as reasonably effective at communicating in writing. He is regarded as about as fluent and clear in his written communications as his colleagues. He appears to take a fair amount of care to ensure that his memos, letters and reports are effectively structured. The language he uses is also regarded as moderately free from jargon and unnecessary complexity. This links with his being seen as reasonably effective in the area of verbal communication and points to a reasonable balance in the area of communication generally.

#### ENTREPRENEURIAL QUALITIES

Mr Bloggs has been rated as about as effective as his peers in maintaining an emphasis on costs and profits in his role. He appears to place a reasonable priority on the need to identify new business and to monitor costs, although this rating suggests that there may be some scope for an improvement in this area of his work (for example through some training and development activity).

Mr Bloggs is regarded as demonstrating a moderate degree of flair when it comes to producing new and imaginative ideas at work. He has been rated as someone who usually identifies fairly fresh insights, although he may, at times, still rely on others to provide creativity.

Mr Bloggs is regarded as not unwilling to take the initiative and reasonably prepared to make decisions. He is seen as usually ready to act on his own account, bringing some initiative to the role, even in somewhat difficult or unclear circumstances. This reasonable readiness to make decisions appears to be supported by a moderate ability to absorb and analyse information.

Mr Bloggs is deemed to bring a moderate amount of long term thinking to his role. He has been rated as a manager who demonstrates a fair amount of interest in the long terms aims of the organisation, able to maintain a reasonable balance between focusing on the details of the job and taking a more strategic perspective. In addition, he appears able to maintain a focus on commercial issues in long term planning. Also, his strategic thinking may be supported by his perceived moderate level of problem solving effectiveness.

PERSONAL QUALITIES
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Mr Bloggs is viewed as reasonably effective at responding to the needs of others and working as a supportive member of a team. He is viewed as showing a reasonable amount of sensitivity to his colleagues and he appears to acknowledge their efforts and needs to a moderate extent.

Mr Bloggs is regarded as reasonably effective at adapting to changing demands and circumstances in his role as a manager. He is viewed as about as open to new ideas or initiatives as his colleagues and appears to demonstrate a fair amount of flexibility and a preparedness to change his own views on a subject. However, very rapidly changing environments may still put excessive demands on his ability to manage and cope with change.

Mr Bloggs is perceived as generally remaining calm in pressurised or stressful work situations. He is viewed as about as usually able to deal with setbacks and seems to bounce back from disappointments reasonably effectively. In addition, he seems to react reasonably positively to new ideas or initiatives. He seems to deal with the day to day pressures of a managerial role moderately easily, although certain situations may sometimes feel too demanding for him.

Mr Bloggs is viewed as quite an enthusiastic and energetic manager. He has been rated as quite driven, bringing more effort to his work than is typical of his peers. He is seen as keen to take on new work and responsibilities and appears to invest more energy in his work than his peers. He has been rated as committed to his career and this appraisal presents a picture of a motivated manager. However, this drive appears to be balanced by the reported degree of supportiveness shown to his colleagues.

## PLANNING DEVELOPMENT

To help to plan [training and development](#), the section below lists the main areas of [competency](#) strength and possible development needs, based on the ratings used to generate this report. Bear in mind that a competency may be listed here as a possible development need, but may not be relevant to the jobholder's role and may therefore not require any development action.

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### **Competency Strengths**

- [Leadership](#)
- *Quality Orientation*
- *Personal Motivation*

### **Competency Development Needs**

- *None Identified*

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Development involves:

- [Improving skills](#)
- [Acquiring new skills](#)
- [Extending knowledge](#)
- [Finding new ways of doing things](#)
- [Changing processes and procedures](#)

Achieving development objectives can be difficult, but here are some general ways in which people develop:

- Getting some [coaching](#)
- Receiving [feedback](#)
- Going on a relevant [training course](#)
- Attending a seminar or conference
- Reading a relevant book
- Completing a work project requiring development in specific ways
- Observing or shadowing someone competent and learning from them
- Working through a Personal Development Pack, such as the one produced by SHL Group plc.

When planning development, it may be worth discussing this information with those whose support and commitment would be useful, such as the relevant line manager, Personnel Department or Training & Development department.

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

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