

## Behavioural Assessment Feedback Report

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Strictly Confidential

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## Introduction

Getfeedback believes that every person has unique talents. To achieve your full potential you will need to understand both your personal strengths (talents) and your areas for development. This is important so that you can devise a development plan that helps you build on your strengths and improve or manage your areas for development. The objective of this report is to provide you with an *indication* of your behavioural capabilities.

You should use the information in this report to

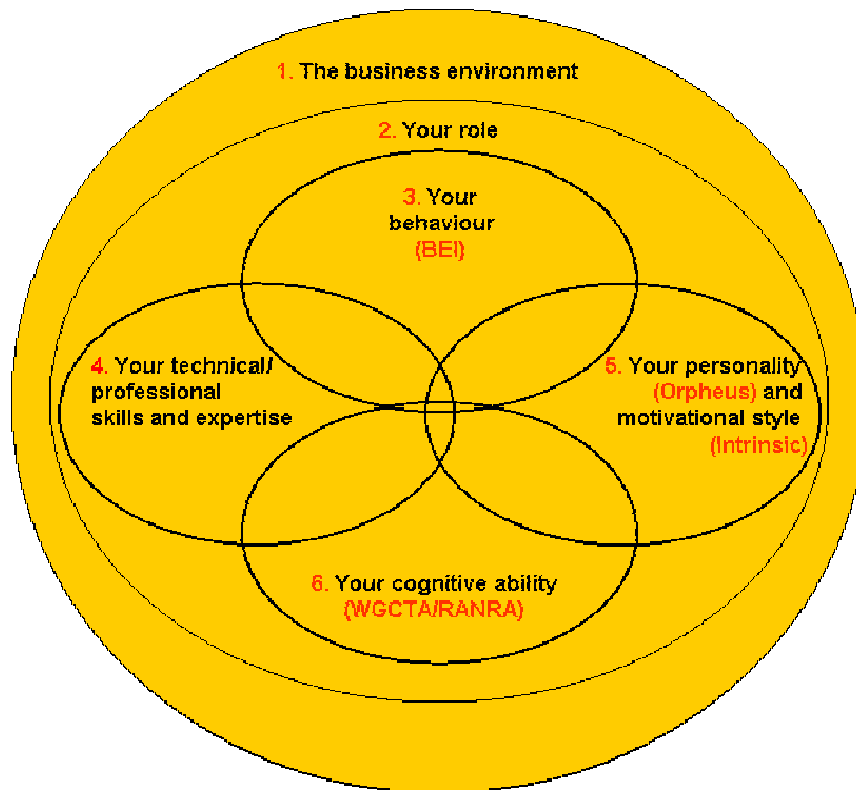
- Understand and use your strengths to best effect
- Become more effective in your current role
- Identify, progress and actively manage your development areas
- Develop a core of two capabilities by one level per year
- Set behavioural objectives as part of our performance management process
- Create a longer term development plan at Getfeedback

### Who has access to this report?

This report as a whole is confidential to you, your line manager, our Talent Manager and the Leadership Team. Our Talent Manager will work with the Leadership Team to review the overall trends of the company as a group and to put in place action plans to help better utilise the talent within the company.

## Your Development in Context

Your capabilities and your career decisions depend upon six integrated elements:

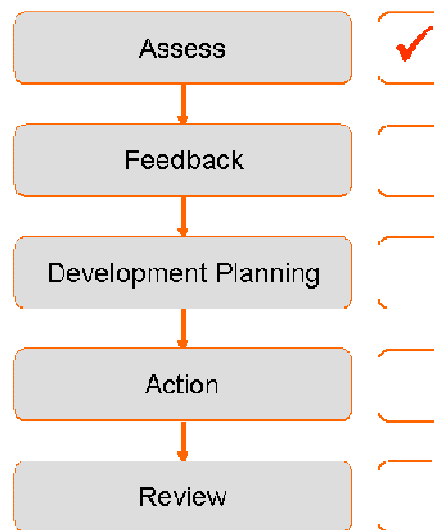


The more complex, competitive and unpredictable the business environment the more your capability will impact upon the performance of your business.

(You should have copies of your Watson Glaser, RANRA, Intrinsic and Orpheus reports, if you do not please ask your Talent Manager.)

## The Behavioural Capability Assessment Process

The typical behavioural capability assessment process involves progressing through a sequence of stages beginning with forming an objective understanding of current capabilities and moving through to planning and taking steps to improve effectiveness.



A key priority for the Leadership Team in 2008 is to up skill our people and help them develop a long term career at Getfeedback. As a starting point in assessing your behavioural capability we asked Julie Wood one of our most experienced assessors to hold a behavioural event interview (BEI) with everyone who has not recently been through the recruitment process. This report presents Julie's observation of your ***behavioural potential*** and how this compares against the behavioural levels required for your role. You should read this report alongside your Role Profile.

One of the best ways of assessing an individual's behavioural capabilities is to go through a full assessment centre. At an assessment or development centre the individual is observed behaviourally across a number of different exercises including a BEI, group exercises and presentations. This process ensures a high degree of accuracy on the final behavioural ratings recorded.

As we have only captured your behavioural potential at a BEI rather than at a full assessment centre, the data in this report will not necessarily be 100% accurate. The behavioural levels presented in this report are therefore an *indication* of your behavioural capability.

### **The next steps**

- Have a read through this report to find out about the behavioural capabilities Julie observed at the BEI. Think through whether you feel you are consistently demonstrating these behaviours at the recorded levels. In some instances you might know yourself that whilst you have received a particular behavioural level rating, you perhaps don't demonstrate this level all the time. Lets say for example, you get a Strength (level 4) rating for Seeking Information based on the two examples you provided at the BEI but you know deep down you don't do level 4 at all times. Developing Seeking Information consistently at level 4 might be a possible behavioural objective for you.
- In March you will have a follow up Feedback Session with your manager. The purpose of this development meeting is to talk through the report, agree on your current behavioural capability and explore ways of incorporating the information into your behavioural objectives and your longer term development.

The following page gives you some useful pointers in planning your development.

## When considering Development Planning

### Establishing High Quality Development Goals

When you start thinking about your development, it is important that you progress to forming a plan that is both written down and based upon SMART goals. SMART goals are:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**ealistic
- **T**ime-based

### Framing Your Development Plan

It is important that you consider the following levels in both a short and longer term sense when you are determining the goals within your development plan.

- **Organisational:** Tying in with vision and strategy of the organisation.
- **Departmental:** Linked to the objectives of your function/department.
- **Self:** Congruent with your needs, preferences and aspirations.

### Choosing Depth or Breadth Development

When creating your development plan you may wish to concentrate all your energy on developing one behaviour – “depth development”. If you chose this method you may want to specify a number of different business objectives that will be impacted or achieved if you develop this one behaviour. Alternatively, you may choose to develop multiple behaviours – “breadth development”. If you chose this method it is more effective to identify one business objective that will be achieved by developing multiple behaviours.

## Elements of Your Development Plan

Once you have established your goals, you may wish to use the following headings in your development plan to guide your actions. These are shown on the template further on:

- What I will do?
  - Be specific about what you want to achieve and the steps to getting there.
- Who will be involved?
  - Detail those that will assist you or be a party to your plan.
- When will it be done by?
  - Identify progress milestones and a completion date.
- How I will know that it has been done (the measure)?
  - How will you gauge progress and eventual success?

## About the Schroder High Potential Behavioural Framework

The behaviours observed at the BEI were classified against the Schroder High Potential Behavioural framework which contains 11 behaviours. This framework has been based on 30 years of research by the Behavioural Psychologist Harold Schroder. Because these 11 behaviours have been shown to be characteristic within high performing organisations, they are utilised in Getfeedback as a means to recruit and develop our people.

Behaviour	Description
<b>Thinking Behaviours</b>	
<b>Seeking Information</b>	Seeking rich and broad information. Creating a broad rich information environment in which knowledge is shared and new information is continually sought, maintained and updated.
<b>Forming Concepts</b>	Generating innovative ideas or solutions. Models, theories and frameworks are used to interpret or explain events. Seemingly unconnected information is linked together to identify causes and form powerful solutions.
<b>Conceptual Agility</b>	Finding the best way to do things by challenging and ruthlessly comparing the pros and cons of alternatives, options and solutions. Responding to change or ambiguity comfortably.
<b>Involving Behaviours</b>	
<b>Enabling Openness</b>	Using open questions, summary clarification and being open with own thoughts and feelings to understand another person's perspective. Being non-judgemental in understanding others' perspectives. Encouraging open communication of all issues.
<b>Facilitating Interaction</b>	Bringing together groups of diverse people and ensuring the outcome is greater than the sum of the parts. Facilitating discussion to find common ground and ensure that all individuals have the opportunity to contribute.
<b>Developing Capability</b>	Capability continually evolves, individuals take responsibility for self development. Exchange of development feedback is frequent, development is guided by core competence

Inspirational Behaviours	
<b>Influencing</b>	Building win win relationships. Forming relationships, which genuinely benefit both parties.
<b>Building Confidence</b>	Making decisions with confidence, justifying any changes in direction with confidence. Faces up to and resolves issues early. Creating a climate that is motivating, engaging, confident and optimistic.
<b>Inspiring Communicator</b>	Communicating in a compelling way to ensure that messages are targeted, understood and believed.
Performance Behaviours	
<b>Empowering Action</b>	Taking action, removing barriers so that others can take action. People confidently going beyond their formal responsibilities to achieve.
<b>Measuring and Monitoring Performance</b>	Setting and monitoring of stretching performance metrics designed to manage and improve productivity, customer satisfaction, employee capability and/or business efficiency.

Each of the 11 behaviours has 5 levels:

Level	
5	<b>Strategic Strength.</b> Perpetuates the use of the behaviour in others - creates processes and a value for the behaviour - influences, champions, and instils it within the organisation. Strategic use of the behaviour.
4	<b>Strength.</b> Uses the behaviour in a broader way or uses a higher level of the behaviour
3	<b>Adding value.</b> Uses the basic behaviour in a way that is directed towards the specific task or situation.
2	<b>Not present/passive.</b> No/Limited evidence of using a minimum basic behaviour. May be responsive to the behaviour from others.
1	<b>Limitation.</b> Uses the behaviour in a way that negatively impacts business performance.

Your role profile will specify the level required in each of the 11 behaviours in order to be successful in your role.

## Your Behavioural Profile

The below table shows the levels and behaviours observed at your recent BEI and the level of each of the behaviours required in your Role Profile. The purpose of the table is to highlight your behavioural capabilities and potential areas for development given your particular role at Getfeedback.

Behaviour	Level required in Role Profile	BEI project example 1	BEI project example 2	Overall BEI level	Overall BEI description
Seeking Information	3	3	3	3	Adding Value
Forming Concepts	3	3	3	3	Adding Value
Conceptual Agility	3	2	2	2	Passive/Not Present
Enabling Openness	3	2	2	2	Passive/Not Present
Facilitating Interaction	2	2	2	2	Passive/Not Present
Developing Capability	2	2	2	2	Passive/Not Present
Influencing	3	2	2	2	Passive/Not Present
Building Confidence	3	2	3	2	Passive/Not Present
Inspiring Communicator	3	3	3	3	Adding Value
Empowering Action	3	4	3	4	Strength
Measuring and Monitoring Performance	3	3	2	2	Passive/Not Present

## Behavioural Profile – Full Description

During the BEI, John demonstrated one behaviour at Strength level and that was Empowering Action. John also demonstrated three behaviours at Adding Value level and seven behaviours at the Not present/Passive level. His strongest area appeared to be the Achievement cluster. There was more limited evidence of the People type behaviours. All of these behaviour clusters will now be covered off in turn.

### Thinking Behaviours

The Thinking cluster contains 3 behaviours: Seeking Information, Forming Concepts and Conceptual Agility.

**Seeking Information** is about gathering information. John demonstrated Seeking Information at **Adding Value** level. John described seeking further information in relation to a sales information database he developed. He also sought people's feedback on errors and omissions on account information to ensure that the database was accurate and up-to-date. In his role this behaviour is required at an Adding Value level.

**Forming Concepts** is ideas, concepts, and spotting links between information. In the BEI John demonstrated Forming Concepts at **Adding Value** level. John relayed how he developed an idea to integrate all the sales information after he observed that people were repeatedly asking for the same information and that it was not an efficient use of time. He identified there was a need for knowledge management. In his role this behaviour is required at Adding Value level.

**Conceptual Agility** is about weighing up ideas, options, pros & cons. John did not provide evidence of this behaviour in the interview which means the level recorded for this behaviour is **Not present/passive**. In the role of Sales Coordinator this behaviour is required at Adding Value level.

## Involving Behaviours

The Involving cluster contains 3 behaviours: Enabling Openness, Facilitating Interaction and Developing Capability.

**Enabling Openness** refers to the extent to which a person uses open-ended questions and paraphrasing in order to establish and check their understanding of the thoughts and feelings of others. John did not give any examples of this in the interview which means the level recorded for this behaviour is **Not present/passive**. In the role of Sales Coordinator this behaviour is required at Adding Value level.

**Facilitating Interaction** is about to the extent to which a person involves others in decision-making or the extent to which they put people together in order to work together as a team. John did not give any examples of this in the interview which means the level recorded for this behaviour is **Not present/passive**. In the role of Sales Coordinator this behaviour is required at Passive level.

**Developing Capability** refers to developing the capability of others through for example, training, development interventions etc. John did not give any examples of this during the interview which means the level recorded for this behaviour is **Not present/passive**. In the role of Sales Coordinator this behaviour is required at Passive level.

## Inspirational Behaviours

The Inspirational cluster contains 3 behaviours: Influencing, Building Confidence and Inspiring Communicator.

**Influencing** is about developing win-win relationships. John did not give any examples of this in the interview which means the level recorded for this behaviour is **Not present/passive**. In the role of Sales Coordinator this behaviour is required at Adding Value level.

**Building Confidence** is about being decisive, clear leadership and building confidence in the ability of an individual/team to succeed. John demonstrated this behaviour at **Passive/ Not Present** level when he explained how he expressed his opinions and stance with regard to talking to clients about psychological tests without the required knowledge of psychometrics; however, generally he felt he could push back more and this was not a particularly consistent behaviour for him. In the role of Sales Coordinator this behaviour is required at Adding Value level.

**Inspiring Communicator** relates to conveying messages with clarity and ensuring that presentations and presentational materials are compelling and clear. John spoke clearly and concisely throughout the interview and he was easy to understand. This demonstrated the behaviour at **Adding Value** level. In the role of Sales Coordinator this behaviour is required at Adding Value level.

## Performance Behaviours

And finally, the Performance behaviour cluster contains 2 behaviours: Empowering Action and Measuring & Monitoring Performance.

**Enabling Action** is about proactive planning and removing barriers. John demonstrated this behaviour at **Strength** Level. John described how he developed a user friendly database to be used in the sales team and more broadly in the company. He collected all the client case studies, case history files, client proposals and PR information in the system, which could be accessed by client or product type, to support the sales team in seeking the most relevant information to do their job more efficiently, and to minimise the disruption that the sales staff caused to the rest of the team when asking for information on customers. At an **Adding Value** level, John described how he planned the development of the system and the incorporation of the information, aiming for adding four or so key bits of information a day and by certain dates. He also described the setting up a system to support the sales of the Intrinsic test, which prompted sales follow-up activity and feedback sessions at timely intervals. In the role of Sales Coordinator this behaviour is required at Adding Value level.

**Measuring & Monitoring Performance** refers to using measures to track and monitor performance. Within the BEI the evidence John demonstrated was recorded at a **Passive/Not Present** level; however, this could be a developing area for him. He described the goals for the database and relayed the plans to update the information every quarter and monitor the information to check it is still up to date. In the role of Sales Coordinator this behaviour is required at Adding Value level.

## Implications of results – development considerations

- In comparing John's profile with that of the required profile for his role, it was clear that he had met the requirements in some areas and exceeded it in Empowering Action. Some of the key behaviours in the thinking cluster were spot on with the profile. John may wish to look at those areas where there were gaps, especially around Conceptual Agility, Enabling Openness, Influencing, Building Confidence and Measuring and Monitoring Performance. These behaviours tend to support each other very effectively and John could really enhance his performance by extra attention in these areas. For example, to be able to clearly articulate the pros and cons of products or options and to relate that to what makes a customer tick would be really beneficial when promoting the benefits of using Getfeedback's products and services.
- From his own perspective, John feels that he would benefit from working on his Building Confidence behaviours in his changing role. For example, he does not like to say no but feels that, at times, more confidence in this area would help him to push back more or request more support. Coaching and mentoring may help him in this area.
- John is aware of his strengths in Empowering Action. He is confident that he can focus his activity and put a plan in place to achieve an outcome and sees the value of reviews and monitoring performance. He also believes that he is good at spotting more efficient ways of doing things; however he tends to favour his own research. Attention in the People cluster of behaviours should enable him to garner the support, input and ideas of others and John indicated that he sees the value in using the experience of colleagues. As above, attention to the other areas of the framework, particularly Influencing and Conceptual Agility may benefit him in putting forward his arguments for changes and improvements.