



development  
report

**name:**

Sample Example

**date:**

01/Mar/16

## introduction

In order to ensure optimal performance from their employees, organisations have to consider both their competency and their motivation. Whereas ability tests and personality instruments provide a basis for assessing what the individual can do for the organisation, Intrinsic<sup>TM</sup> focuses on the individual's priorities and what the organisation can do to be sure that employees will be motivated to perform.

### making use of the report

To obtain maximum benefit from the assessment, the comments made in this report should form the basis of a two-way discussion between the individual and the organisation. The report contains summary information, and respondents should be readily able to recognise the implications and explain their significance in the context of real-life situations relating to themselves.

As the aim of the exercise is to define the kind of work situation in which the individual will be optimally motivated, the discussion should centre on how the profile matches up with past, present, and future positions. It may begin with a brief review of the individual's background and career to date, and the main task is to evaluate options and ideals for the future - what the individual wants to get out of the situation and what the organisation can provide.

The end result should be agreement on a work situation and/or a career plan that is as close as realistically possible (for the individual's age and experience) to the ideal presented in the report.

# overview

## areas of work scales

The first half of the profile deals with what is most important to you in the work situation. It is essential to note that this is a forced choice questionnaire so you cannot say that everything is important to you (i.e. score high on all scales). You should concentrate on the relative positions of your scores and the implications of the highest ones rather than on their actual positions on the scales. Scores to the left of centre on the profile chart should be thought of as less important to you rather than necessarily 'low'.

The three main elements of the profile are **Achievement, Structure, and Power**:

### **Need for Achievement: being a specialist and adviser**

#### *Achievement - personal involvement*

Being a technical specialist, an adviser, controlling your own area of responsibility and providing expertise to others, liking to be well informed about how objectives are achieved

#### *Independence - working alone*

Being independent, finding things out for yourself rather than becoming involved with other people

### **Need for Structure: having support from systems and people**

#### *Structure - imposed systems*

Having clear targets and objectives, a well structured environment, being able to establish effective methods, working within existing systems

#### *Affiliation - support from colleagues*

Having team support, being able to gain other people's views when working in less familiar areas

### **Need for Power: being an organiser and implementer**

#### *Systems Power - organising systems*

Being a general manager, getting involved in the broader activities of the business as an implementer of large scale objectives, enjoying direct dealings with people at the sharp end of the business

#### *People Power - organising people*

Being a line manager, making good use of other people's expertise

#### *Personal Power - personal impact*

Having a high profile role, the opportunity to show what you can do, gaining status and recognition

# overview

## career striving scales

The second half of the profile focuses on three fundamental aspects of the way you like to operate in your career generally. This is not a forced choice questionnaire so low scores can be interpreted as the opposite of high scores, but remember that 'low' does not mean 'bad' - the assessment is concerned with the way your natural style matches up with the work you do.

Your scores on the three elements of the profile are examined as follows:

### Short-term striving: getting started on new tasks

- **Average / High:** confidence in a global sense, feeling sure about who you are and what you can do, will be quick to get started on new tasks, may be over confident if too high (too willing to say you can do things before you really can)
- **Low:** have a more considered approach, evaluating the nature of the task and your ability to cope, not presuming you can do everything straight away, may sometimes need to be pushed to get you going

### Medium-term striving: once up and running on the task

- **High:** goal-focused, getting on with the job as soon as you have some idea of what is required, less inclined to listen to other points of view, doing it first then checking later, may be somewhat ruthless if too high
- **Average:** strike a balance between rushing ahead with the first idea you have and holding back until everything is in place, able to mediate between those who are more reckless and those who are more cautious
- **Low:** cautious in striving to get things right first time rather than rushing ahead with the first idea you have, being more personally responsible for the outcome of your actions, avoiding 'sticking your neck out', ensuring your efforts will be worthwhile

### Long-term striving / General Orientation: where your priorities lie overall

- **Average / High:** will look beyond immediate objectives, do what you think is right rather than just what the organisation requires, being keen on self-improvement and to take on new responsibilities, may tend to 'wander off the subject' at times
- **Low:** operationally focused, getting on with what needs to be done rather than being diverted from the task, achieving objectives quickly and efficiently then moving on to the next job, consolidating your position by becoming very proficient in one particular area

# intrinsic™ profile

## areas of work

<p>Less concerned about personal expertise and 'hands-on' involvement</p>	<p><b>ACHIEVEMENT</b></p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span> </div>	<p>Controlling own specialist area and advising others</p>
<p>Prefer to interact with colleagues and/or staff</p>	<p><b>INDEPENDENCE</b></p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span> </div>	<p>Working alone, finding own best way of doing things</p>
<p>Prefer to work without imposed structure</p>	<p><b>STRUCTURE</b></p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span> </div>	<p>Having a framework within which to operate</p>
<p>Less inclined to get involved in team situations</p>	<p><b>AFFILIATION</b></p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span> </div>	<p>Being able to gain other people's views</p>
<p>Prefer to avoid high risk, unpredictable situations</p>	<p><b>SYSTEMS POWER</b></p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span> </div>	<p>Getting involved in the broader activities of the business</p>
<p>Less attracted to line management responsibilities</p>	<p><b>PEOPLE POWER</b></p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span> </div>	<p>Working through other people's expertise</p>
<p>Less concerned about personal impact</p>	<p><b>PERSONAL POWER</b></p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span> </div>	<p>Having a position of authority and influence</p>

## career striving

<p><b>Operational focus:</b> Achieve objectives quickly and efficiently, consolidators</p>	<p><b>GENERAL ORIENTATION</b> (Getting on with the job vs delving into other areas)</p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span> </div>	<p><b>Personal focus:</b> Seek out new challenges, do the best job possible</p>
<p>Cautious, keen to ensure that on the right track</p>	<p><b>MEDIUM-TERM STRIVING</b> (Driving projects through to completion)</p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span> </div>	<p>Goal-focused, less likely to consider alternatives</p>
<p>Slow starting, careful to consider nature of task</p>	<p><b>SHORT-TERM STRIVING</b> (Getting started on new tasks)</p> <div style="border: 1px solid orange; padding: 5px; display: flex; justify-content: space-between;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span> </div>	<p>Confident, keen to 'have a go'</p>

Name

## areas of work

### This section deals with what is most important to you in the work situation and the direction in which you will most willingly exert effort

Your profile suggests that you are primarily concerned with getting involved in the broad activities of the business to achieve large scale objectives. This means that you will be content to operate in relatively unpredictable situations in a general management type of role, and keen to focus your efforts on organizing and implementing to achieve an end result. You will enjoy dealing directly with people at the sharp end of the business, and you also rate line management responsibilities at a moderately high level. You will be comfortable working through other people's expertise in this way, and will aim to get the best out of them with a goal-focused yet consultative style.

You are quite strongly inclined towards controlling your own area of responsibility and keeping a close eye on the activities of others. You will want to be well informed about all aspects of situations you are involved in so that you can build up your expertise and provide information and advice to others.

You will prefer a reasonably well-structured environment within which you can establish effective methods of working. You like to have clear targets and guidelines so that you know what is expected of you, and you will go about achieving objectives in a systematic manner. You do not have a high need for team support however, and may generally prefer to decide things for yourself rather than go along with group decisions or seek the advice of colleagues. You clearly have the profile of an internal consultant in that you will value being in a position to work alone and find things out in your own way instead of having to constantly refer to other people.

## career striving

### This section deals with the way in which you will want to tackle everyday tasks and progress in your career

You seem very confident of your ability and will be quick to get started on new tasks providing you have a reasonably clear idea of what is required. Once you have a framework in place, you will be keen to "make things happen" and may sometimes be inclined to say you can do things before you are entirely sure about your ability to cope.

In the medium term, you will aim to strike a balance between driving through to completion in a goal-focused manner and ensuring that you get things right. You will spend a reasonable amount of time reviewing alternatives and different influences on the situation, making allowances for other people's different points of view and possible changes to the plan, and you should be good at mediating between those who tend to be too hasty and those who are overly cautious at this stage.

Overall, you seem quite keen to look beyond immediate objectives and spend time on striving to get things right, and you will want to seek out on new challenges rather than concentrate on consolidating your position within one particular area. You will put time and effort into doing a thorough job but without losing sight of core objectives, and you will give equal priority to ensuring operational success as to exploring possibilities for the future. You will clearly appreciate being given the opportunity to take on new responsibilities and make progress in your career.

## defining characteristics

### This section aims to provide a summary of the kind of work situation to which you seem best suited

- Primarily concerned with getting involved in the broad activities of the business to achieve large scale objectives
- Keen on working alone and finding your own best way of doing things
- Below average need for team support
- Quick to get started on new tasks once on familiar territory