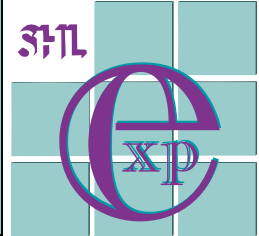


**SHL HUMAN RESOURCE MANAGEMENT SYSTEM**  
**INVENTORY OF MANAGEMENT**  
**COMPETENCIES**

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# **Mr J Bloggs**

## ***Profiles***

**- X-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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**NORMATIVE PROFILE CHART - COMPARED WITH OTHERS**

Concur	SS	1	2	3	4	5	6	7	8	9	10	MANAGERIAL QUALITIES
B	9	•	•	•	•	•	•	•	■	■	■	<b>Leadership</b> - Motivates and empowers others in order to reach organisational goals.
C	7	•	•	•	•	•	■	■	■	•	•	<b>Planning &amp; Organising</b> - Organises and schedules events, activities and resources. Sets up and monitors timescales and plans.
B	8	•	•	•	•	•	•	■	■	■	•	<b>Quality Orientation</b> - Shows awareness of goals and standards. Follows through to ensure that quality and productivity standards are met.
B	8	•	•	•	•	•	•	■	■	■	•	<b>Persuasiveness</b> - Influences, convinces or impresses others in a way that results in acceptance, agreement or behaviour change.

Concur	SS	1	2	3	4	5	6	7	8	9	10	PROFESSIONAL QUALITIES
A	5	•	•	•	■	■	■	•	•	•	•	<b>Specialist Knowledge</b> - Understands technical or professional aspects of work and continually maintains technical knowledge.
C	6	•	•	•	•	■	■	■	•	•	•	<b>Problem Solving &amp; Analysis</b> - Analyses issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.
B	7	•	•	•	•	•	■	■	■	•	•	<b>Oral Communication</b> - Speaks clearly, fluently and in a compelling manner to both individuals and groups.
B	6	•	•	•	•	■	■	■	•	•	•	<b>Written Communication</b> - Writes in a clear and concise manner, using appropriate grammar, style and language for the reader.

Concur	SS	1	2	3	4	5	6	7	8	9	10	ENTREPRENEURIAL QUALITIES
B	7	•	•	•	•	•	■	■	■	•	•	<b>Commercial Awareness</b> - Understands and applies commercial and financial principles. Views issues in terms of costs, profits, markets and added value.
B	6	•	•	•	•	■	■	■	•	•	•	<b>Creativity &amp; Innovation</b> - Creates new and imaginative approaches to work related issues. Identifies fresh approaches and shows a willingness to question traditional assumptions.
B	7	•	•	•	•	•	■	■	■	•	•	<b>Action Orientation</b> - Demonstrates a readiness to make decisions, take the initiative and originate action.
B	7	•	•	•	•	•	■	■	■	•	•	<b>Strategic</b> - Demonstrates a broad-based view of issues, events and activities and a perception of their longer term impact or wider implications.

Concur	SS	1	2	3	4	5	6	7	8	9	10	PERSONAL QUALITIES
B	6	•	•	•	•	■	■	■	•	•	•	<b>Interpersonal Sensitivity</b> - Interacts with others in a sensitive and effective way. Respects and works well with others.
B	7	•	•	•	•	•	■	■	■	•	•	<b>Flexibility</b> - Successfully adapts to changing demands and conditions.
A	6	•	•	•	•	■	■	■	•	•	•	<b>Resilience</b> - Maintains effective work behaviour in the face of set-backs or pressure. Remains calm, stable and in control of themselves.
A	8	•	•	•	•	•	•	■	■	■	•	<b>Personal Motivation</b> - Commits self to work hard towards goals. Shows enthusiasm and career commitment.

Norm: IMC Managerial & Professional 1996

A												<b>Leniency</b> - Generally rated in a favourable way. Ratings may lack harshness.
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**IPSATIVE PROFILE CHART - RELATIVE STRENGTHS**

SS	1	2	3	4	5	6	7	8	9	10	MANAGERIAL QUALITIES
8	.	.	.	.	.	.			.	.	<b>Leadership</b> - Motivates and empowers others in order to reach organisational goals.
6	.	.	.	.			.	.	.	.	<b>Planning &amp; Organising</b> - Organises and schedules events, activities and resources. Sets up and monitors timescales and plans.
8	.	.	.	.	.	.			.	.	<b>Quality Orientation</b> - Shows awareness of goals and standards. Follows through to ensure that quality and productivity standards are met.
5	.	.	.			.	.	.	.	.	<b>Persuasiveness</b> - Influences, convinces or impresses others in a way that results in acceptance, agreement or behaviour change.

SS	1	2	3	4	5	6	7	8	9	10	PROFESSIONAL QUALITIES
3	.			.	.	.	.	.	.	.	<b>Specialist Knowledge</b> - Understands technical or professional aspects of work and continually maintains technical knowledge.
3	.			.	.	.	.	.	.	.	<b>Problem Solving &amp; Analysis</b> - Analyses issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.
6	.	.	.	.			.	.	.	.	<b>Oral Communication</b> - Speaks clearly, fluently and in a compelling manner to both individuals and groups.
4	.	.			.	.	.	.	.	.	<b>Written Communication</b> - Writes in a clear and concise manner, using appropriate grammar, style and language for the reader.

SS	1	2	3	4	5	6	7	8	9	10	ENTREPRENEURIAL QUALITIES
5	.	.	.			.	.	.	.	.	<b>Commercial Awareness</b> - Understands and applies commercial and financial principles. Views issues in terms of costs, profits, markets and added value.
5	.	.	.			.	.	.	.	.	<b>Creativity &amp; Innovation</b> - Creates new and imaginative approaches to work related issues. Identifies fresh approaches and shows a willingness to question traditional assumptions.
6	.	.	.	.			.	.	.	.	<b>Action Orientation</b> - Demonstrates a readiness to make decisions, take the initiative and originate action.
6	.	.	.	.			.	.	.	.	<b>Strategic</b> - Demonstrates a broad-based view of issues, events and activities and a perception of their longer term impact or wider implications.

SS	1	2	3	4	5	6	7	8	9	10	PERSONAL QUALITIES
5	.	.	.			.	.	.	.	.	<b>Interpersonal Sensitivity</b> - Interacts with others in a sensitive and effective way. Respects and works well with others.
4	.	.			.	.	.	.	.	.	<b>Flexibility</b> - Successfully adapts to changing demands and conditions.
5	.	.	.			.	.	.	.	.	<b>Resilience</b> - Maintains effective work behaviour in the face of setbacks or pressure. Remains calm, stable and in control of themselves.
7	.	.	.	.	.			.	.	.	<b>Personal Motivation</b> - Commits self to work hard towards goals. Shows enthusiasm and career commitment.

Norm: IMC Managerial & Professional 1996

A		<b>Consistency</b> - Ratings are generally free from contradictions. Has been rated in a consistent way.
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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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