INTRODUCTION

You recently completed a questionnaire to help you understand your likely strengths and development needs on the competencies that drive high performance in IT. This report provides an indication of your likely strengths and also makes suggestions for development based on the responses you provided on the questionnaire.

Your results are summarized in terms of the **Twelve Competencies of a World-Class IT Professional.** These competencies are linked to three factors of the IT work environment that makes these competencies important for successful performance. The linkage betwen the three work factors and the twelve competencies, as well as the definitions of the competencies are presented in the following table:

Work Factor	Competency	Competency Definition
Interdependence	Business Results Orientation	Understands business needs; delivers efficient and high-quality results
	Communication	Conveys information to diverse audiences orally and in writing, in a way that is easily understood and actionable
	Influence	Asserts ideas and persuades others to gain support across a matrixed organization
	Relationship Management	Creates relationships and builds trust with internal and external stakeholders quickly
	Teamwork	Promotes and facilitates coordination and cooperation among peers
Organizational Change	Creativity	Applies original thinking to produce new ideas and innovative products; questions assumptions and imagines future possibilities
	Learning Agility	Rapidly acquires new knowledge and learns new skills; deals effectively with ambiguity by leveraging past experience
	Organizational Awareness	Understands and works in line with the organization's mission, values, operations, structure, and goals
Knowledge Intensity	Analytic Ability	Can work with data to identify patterns; uses judgment to form conclusions that may challenge conventional wisdom
	Decision Making	Considers the relative costs and benefits of potential actions to choose the most appropriate one
	Prioritization	Self-directs work through goal setting, time management, and planning
	Process Orientation	Follows directions; designs practices, processes, procedures, and systems to simplify work and use resources efficiently

About this Report

This report consists of the following sections:
- A Summary of Your **Overall IT Competency Profile**
  - A summary of your scores across the Twelve Competencies of a World-Class IT Professional
  - A description of your potential or propensity to display each IT competency, highlighting your strengths, areas for potential development, as well as some select development actions you may elect to use
- A Template for your **Personal Development Plan**

This report does *not* measure your current job performance against these competencies; the results examine your natural work-style preferences, detailing which behaviors you have a greater natural tendency to display. Over time, individuals can build strength in each of these competencies, though it may require extra effort and practice for non-preferred work behaviors.

Next Steps

The information in this report is not intended to be definitive - it should be seen as a starting point for discussing your development plans in the context of your current role and career potential. You will get most benefit from this report if you discuss the importance of each IT competency in relation to your current and future positions within your organization, and then identify the most appropriate development action plan both in the short and long term. The process in which you participate also included providing your organization with resources to help prioritize development areas and create development action plan for employees. It is recommended that you work closely with your manager to work through your specific results and create your own individualized development action plan.

SUMMARY OF YOUR OVERALL IT COMPETENCY PROFILE

This section of the report summarizes your self-reported preferences across the Twelve Competencies of a World-Class IT professional. There is a blue bar next to each competency that shows your score for that competency. Your score then provides an indication of likely strengths and areas for potential development. The following key is used in the report to indicate your potential areas of strength and development needs:

Score	Number of bars	Definition
1	▇	Potential Development Need
2	▇▇	
3	▇▇▇	Some Potential for Development
4	▇▇▇▇	
5	▇▇▇▇▇	Potential Area of Strength

YOUR IT COMPETENCY SCORE PROFILE

Work Factor	Competency	1	2	3	4	5
Interpersonal	Business Results Orientation	▇	▇	▇		
	Communication	▇	▇	▇	▇	
	Influence	▇	▇	▇	▇	
	Relationship Management	▇	▇	▇		
	Teamwork	▇	▇	▇		
Organizational Change	Creativity	▇	▇	▇	▇	
	Learning Agility	▇	▇	▇	▇	▇
	Organizational Awareness	▇	▇	▇	▇	
Knowledge Intensity	Analytic Ability	▇	▇	▇	▇	
	Decision Making	▇	▇	▇		
	Prioritization	▇	▇	▇		
	Process Orientation	▇	▇	▇		

Report Key

Score	Number of bars	Definition
1		Potential Development Need
2		
3		Some Potential for Development
4		
5		Potential Area of Strength

OVERALL IT COMPETENCY PROFILE

For each of the twelve competencies, your self-assessment has been interpreted to help you understand your strengths and suggest ideas to increase your effectiveness in each area.

Business Results Orientation
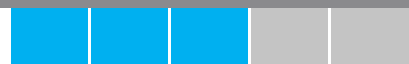
An IT Professional…

Seeks to understand the business needs and deliver prompt, efficient, and high-quality service to the business. Works to anticipate, identify, and meet end-user needs. Drives toward results and ensures high-quality standards are met.

About You

When it comes to your natural work-style preferences for the 12 competencies of a world-class IT professional, this competency appears to be a potential area of strength for you. You have a tendency to display this competency across different work situations, and doing so likely requires less effort and practice than it does for your other, less-preferred competencies. To continue to build strength in this competency, you could:

- Working with your team, draw up a list of any existing rules and procedures that are accepted but unhelpful within the organization. Decide how best to challenge these, making a logical business case for the changes to be made, and present these to the person or department who is most likely to be able to bring about the desired change.

- Review the impact that your longer focus on stretch targets and goals may have on others around you. Assess the demand that this may make upon their performance, and try to identify other ways that you may genuinely enthuse them to reach the same ends.

Communication

An IT Professional…

Can convey complex and technical issues to diverse audiences, orally and in writing, in a manner that is easily understood, authoritative, and actionable for the business. Actively listens to peers' input.

About You

When it comes to your natural work-style preferences for the 12 competencies of a world-class IT professional, this competency appears to be a potential area of strength for you. You have a tendency to display this competency across different work situations, and doing so likely requires less effort and practice than it does for your other, less-preferred competencies. To continue to build strength in this competency, you could:

- Try to become aware of what sorts of things worry you and raise your anxiety levels. Review to what extent this is sometimes helpful (a surge of adrenaline, for example) and when it may be more destructive (leading to a sense of panic or lack of control). Talk to others who handle stress well about how they channel this anxiety into constructive ways of moving forward. Try to implement these constructive ways in your own life.

- When planning how you communicate messages and decisions to your colleagues and others in your organization, ensure that you have made time to consider the approach you will take and the implications of any communication strategies that you implement. Make sure you have accurately evaluated the information you are conveying and that you have communicated the key messages.