



shapes
competency development report

Participant:

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report generated on: 27.10.2005



measure to win!

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This profile summarises the results of shapes. The shapes model groups 18 key competencies into four different areas:





competence area	description
interactive	Which style does the person adopt when leading others? How effective is the person in building a network of useful contacts? Does the person pay attention to developing others? Does the person come across as convincing and self-confident? How well developed are the person's negotiating skills? Does the person contribute to team performance?
operational	How well developed is the person's commercial thinking and acting? Does the person work in a systematic and planful manner? Does the person produce results? Does the person stick to the rules? Is decision-making effective and prompt? Is the person's approach to work conscientious and prudent?
intellectual	Is the person able to grasp complex problems? How effective does the person work with conceptual and strategic tasks? Does the person develop creative and innovative solutions? Is there an openness for change? Does the person keep their professional skills up-to-date?
emotional	Does the person take initiative and accept responsibility? Does the person stay emotionally stable and effective even in stressful situations? How does the person deal with opposition and set-backs? Is the person aware of own strengths and areas for development?

The report outlines your strengths and development needs against the four competency areas. It focuses on the most significant results. Your answers have been compared to a large group of persons with a similar professional background and have then been related to a scientific profile of successful managers. From this, a benchmark profile emerges indicating which strengths you can build on in comparison to other managers, and which competencies you need to take care of to ensure long-term professional success.






Of course your individual development needs depend on your professional ambitions. Not every competency is equally important for all positions and functions. Build upon your strengths, but pay attention to factors that may lead to serious problems and barriers to success in the long run.

When reading this report, please keep in mind that the results are entirely based upon your own answers. A more differentiated or balanced picture may emerge when you collect feedback from the people around you in your professional life, e.g. your manager, your colleagues or your team members. This could be provided through a 360°-feedback.







competency area	your results				
interactive	<p>this you can build upon:</p> <p>You can promote your plans and ideas extremely successfully. You can argue very convincingly, and easily win others over to your plans. You negotiate very well and argue your position in a stable and competent manner, even if others object and oppose you.</p> <p>You have a very broad network of contacts which you can use selectively for your purposes. You can flexibly adjust to different people and situations, and are not at all afraid of maintaining contact with competitors or opponents.</p> <p>As a manager, you make sure that everyone in the team knows the goals which they are striving for. You clearly regulate the individual responsibilities, and coordinate the work of the team very effectively. You make sure that there is a positive, specific working attitude in the team, and keep yourself informed on the progress of the work.</p>				
	<p>this you need to be aware of:</p> <p>It isn't always easy for you to impartially seize the contributions and ideas of others. You may try to include others in planning and making decisions, but often see the resulting discussions as a waste of time. In doing so, you unfortunately fail to give others the opportunity to learn and develop their skills and knowledge. You can certainly consult with others, but are not always very sensitive when doing so.</p> <p>You are very talkative and are eager to share your thoughts and ideas with others. Although you also give others the opportunity to comment on your plans, you may also create much irritation and insecurity. Your "thinking out loud" is very often understood as definitive plans by others. Since of course you do not do everything which you say you will, others may perceive you as not being very reliable and consistent.</p>				
	your benchmark score				
	critical	moderate	ok	good	outstanding

competency area	your results				
operational	<p>this you can build upon:</p> <p>You are usually well informed on the occurrences in the market and the activities of the customers and competitors. You are oriented to business goals and considerations. You have an open eye for new commercial possibilities, and thus can have a certain influence on the growth and profitability of a business.</p> <p>You usually work in a manner which is highly target-driven, and look for the most cost efficient way to reach a result. You have an overview of possible risks, take the consequences of your activities into consideration, and largely focus your energy on reaching the set goals.</p> <p>It is important to you to consistently finish plans and projects. In doing so, you place high value on your own achievements and the achievements of others. You usually make clear decisions, even if they cause unpleasantness for you personally. If possible, you consistently keep to the rules and regulations of the organisation.</p> <p>You usually approach tasks in a well planned out and systematic manner. You take possible complications and hindrances into consideration as far in advance as possible, even if you do not always realistically estimate the time needed for planned activities. You make an effort to successfully cope with the necessary financial, technological and operative resources in order to successfully complete a plan.</p>				
	<p>this you need to be aware of:</p> <p>Pertaining to the processing of operative tasks, you have not described any important weaknesses when processing shapes. You clearly see this as your strong area!!</p>				
your benchmark score	critical	moderate	ok	good	outstanding

competency area	your results				
intellectual	<p>this you can build upon:</p> <p>Pertaining to the processing of analytic and strategic tasks, you have not described any particular strengths when processing shapes. In this area, you possibly have very high expectations for yourself.</p>				
	<p>this you need to be aware of:</p> <p>Accomplishing the definite tasks at issue is usually more important for you than concerning yourself with the larger strategic plans and visions. Although you definitely have some long term conceptions and ideas for the further development of your area of responsibility, you lose track of these rather quickly in view of the everyday work. It may be the case that your activities appear not to be goal oriented to others.</p> <p>If you pursue a plan, you usually adapt it to the formal rules and structures of the organisation. You only use informal and political channels for "lobbying" if it's close to your heart. It isn't always easy for you to put yourself into the perspective of other departments and functions, and adjust your actions respectively. News about changes in the organisation usually reach you with a certain delay.</p> <p>You approach contents and problems with a mixture of intuition and reflection. Even if you usually intuitively comprehend things correctly, it isn't always easy for you to describe the conclusions and reasons which your judgement is based upon. In particular with complex topics, you don't consider all the aspects, and may hastily come to conclusions and assessments which aren't always accurate.</p> <p>You don't place much value on being professionally experienced. Other aspects of your job are in the foreground for you. However, you possibly are in danger of losing the connection in your professional area.</p> <p>You like to work with concrete and pragmatic tasks. You like conceptional and strategic tasks less. With complex problems in particular, you quickly lose your overview, and then tend to concentrate on individual elements of the problem.</p>				
your benchmark score					
	critical	moderate	ok	good	outstanding



competency area	your results				
emotional	<p>this you can build upon:</p> <p>You approach your work with a lot of determination, enthusiasm and energy. You also stay positive and controlled in stressful situations, and can convey the feeling of security and trust to others. You represent the interests of your area of responsibility self-confidently, and are not upset by conflicts.</p>				
	<p>this you need to be aware of:</p> <p>You could take on the initiative yourself more often and push things. Often the direction to take is clear, but you wait too long for a push from others before you act. You sometimes avoid taking on clear responsibility, and prefer to protect yourself.</p> <p>Your own career development does not rank first for you. You don't think much about your own strengths and limitations, but above all attend to your work. Although you would like to advance in your career, you also appreciate a certain amount of stability and security in your life which doesn't always make it easy for you to grasp at opportunities for developing your career which are offered to you.</p>				
	<p>your benchmark score</p>				
	critical	moderate	ok	good	outstanding



your individual development plan

theme	the plan
my development objective is	
to reach my objective i will start these activities (by date)	
i will ask these people for support	



<p>possible obstacles and difficulties in pursuing my development plan are</p>	
<p>i will overcome these obstacles and difficulties by</p>	
<p>i will monitor my development progress by means of</p>	

