

Your HackMyJob Personal Development Workbook

**** Standard Version ****
Designed and Developed for
HackMyJob Ltd
www.hackmyjob.co.uk
by
Secure Data Ltd

Ref: 020-000-093

Ann Test

Assessment For Ann Test

Self Assessment Completed: 15/10/15
Respondents: 2

Introduction	4
Action Plan	5
The Questions	6
Perspective: Myself and My Respondents	13
Summary of the Responses	15
Analysis by Type - Their View	18
Analysis by Type - Comparative View	19
Where You Were Given Your Highest Scores	20
Where You Were Given Your Lowest Scores	22
Identify Development Needs	24
SWOT Analysis	26
List Your Development Needs	28
List Learning Opportunities	29
Create Your Personal Development Plan	30

Introduction

The results shown in this workbook consolidate and summarise feedback on a number of important issues pertaining to you. It has been derived from the views expressed from those whose opinion you sought and who gave of their time and attention to provide you with this useful and valuable information. As a result you will now have a unique insight into your behaviour and effectiveness.

Taking these views into account will enable you to focus your efforts and attention on areas that can improve your performance within the environment you have been assessed.

Our first bit of advice is take a deep breath... you may be in for a bit of a surprise...

Why? Well at first sight you may challenge some of these observations because they appear significantly different from how you view yourself. However, these observed views may be the sum of the subjective assessments of several people. If the observations are consistently and independently reported, the results may be more accurate than you first thought. A key element of this report is that it enables you "to see yourself as others see you".

The HackMyJob assessment process is designed to ensure that those whose opinion you sought, report observed behaviour, rather than intentions or wishes. It is often the case that those around us are better observers of our behaviour than we are, and are therefore better placed to assess our strengths and weaknesses. You will find you'll get the most from this report if you approach your results with an open mind.

When reading your workbook you should consider how their perceptions of your behaviour may have emerged and why people see you this way. You should also start to get an understanding of how your behaviour impacts on your performance in the workplace.

In each section of this workbook we have included some questions that you should be asking yourself. There may be other questions or comments that you think of as you read your workbook and we recommend that you write these down on the left hand side so you can keep a record of all the issues that you become aware of.

The information you get here will help you to plan your development more effectively and therefore enable you to enhance your performance and career prospects.

We hope that you will find this workbook a valuable tool in helping you develop your career.

Action Plan

First take a stroll through your workbook to familiarise yourself with the various sections.

Then read through again, this time answer the questions that you consider relevant to you; as you do so consider the 3 key areas:

1) YOUR STRENGTHS

Do not be complacent, you need to build on these so that you really stand out. Identify what you need to do to push yourself further up the ladder.

2) THINGS I NEED TO FIX

Use the scores and questions to identify those areas which need some attention. Do not be over ambitious, use the "List Your Development Needs" page to separate those which are most important to you now and for your future career and those that are less important.

3) WHERE I APPEAR TO BE OK

This is where you can come unstuck, especially on internal promotions. If the top candidates have similar qualifications and experience then its attitudes and behaviour that can be the deciding factors. Think of making some small improvements, if your bosses see you making an effort then they will think more highly of you.

KEEPING TRACK

Use the forms at the back of of the workbook to record what you have decided to do. At the beginning of each week read through them, update where necessary and make a note of what you are going to do differently that week on the notes pages. Set yourself one key goal for the week e.g. "I will stop abruptly interrupting people when they tell me something I already know, I will be more diplomatic and let them finish". At the end of the week spend 5 minutes reviewing what changes you made. Give yourself a score out of 10 and write it down against the entry you made at the beginning of the week.

ASK FOR ADVICE

If you have a coach / mentor / close friend or trusted colleague then ask them to go through your answers with with you. You may have missed something, none of us are perfect. A few wise words of advice and support will help you focus on what is really important. Talking it through should also strengthen your resolve to make those changes.

REFLECTION

Return to this workbook from time to time when you consider it is necessary, e.g. when facing new challenges, applying for a new position, resolving issues with colleagues or in overcoming everyday obstacles.

Consider re-assessing yourself on a regular annual basis, see how you've changed and what you need to work on next.

The Questions

This section lists the areas that you have been assessed on and details all the questions that were asked. Read through them to remind yourself of the opinions being sought.

Has anybody added any comments? Think these through and write your response to each one on the left hand page. People have been known to say "Load of rubbish" and then later, on reflection, changed that to "Might have a point".

Sometimes people do not want to offend and only express a fraction of what they are feeling, so you have to read the comments carefully. They may be trying to say something without offending you.

The Questions

As you work through these questions consider how they relate to your overall performance.

If there are comments, is there an overall theme to them?

What have I learnt about myself from the comments?

Any items flagged as "Important"? - If not skip the rest of this page
Discrepancies may appear between you and what others have flagged as important. This may be due to the fact that you and they have different expectations regarding these areas.

What does the discrepancy result from?

How can such discrepancies influence your work?

Could the discrepancies influence the assessment of your work?

The Questions

Interpersonal

Relating to Others

Flagged As Important By:1 Respondent + Myself

	Avr	Self
Gives and takes feedback constructively.	3.0	2
Aware of personal impact and adjusts style accordingly.	3.0	4
Open and responsive when dealing with colleagues.	2.5	5
Shares knowledge and experience with colleagues.	4.5	4
Establishes and maintains productive working relationships.	2.5	4
Handles differences with colleagues constructively, promptly and positively.	2.0	1
Averages for this Competence:	2.9	3.3

Comments:

May need to work on this (Self)

A) Can be quite diplomatic when required

Teamworking

	Avr	Self
Contributes to the definition of team goals.	3.5	4
Works actively towards achievement of team goals.	2.0	2
Demonstrates concern for team unity and morale.	4.5	5
Willingness to participate as a full member of a team.	2.5	2
Effective contributor even when team is working on something of no direct personal interest.	2.5	3
Averages for this Competence:	3.0	3.2

Comments:

A) Inconsistent

Communicating Effectively

Flagged As Important By:1 Respondent + Myself

	Avr	Self
Speaks clearly and confidently to people at all levels both within and outside of the organisation.	3.0	3
Listens actively, questioning when necessary and summarising clearly.	3.0	2
Writes clearly and concisely and structures information logically.	5.0	2
Contributes constructive ideas when attending meetings.	2.5	3
Ability to make persuasive, clear formal presentation of ideas or facts.	4.0	4
Averages for this Competence:	3.5	2.8

Comments:

This is an area I need to work on (Self)

A) Room for improvement

Personal

Initiative

Flagged As Important By:1 Respondent

	Avr	Self
Pro-active in taking action to improve results or create opportunities.	3.0	2
Originates new ideas or methods to improve the job or to complete assigned tasks.	2.0	5
Sees opportunities and acts on them.	3.0	1
Averages for this Competence:	2.7	2.7

Comments:

A) Needs to learn how to take the initiative

Creativity

	Avr	Self
Proposes practical and imaginative suggestions for new and more effective ways of operating.	2.5	1
Shows a willingness to explore and build on other's ideas.	3.5	2
Takes a 'lateral' view of problems in order to find a range of suitable solutions.	2.5	4
Identifies opportunities for seeking continuous improvement.	4.0	2
Averages for this Competence:	3.1	2.3

Flexibility

Flagged As Important By:Myself

	Avr	Self
Shows a positive attitude towards taking on new roles or tasks.	3.5	1
Adapts own ideas in the light of new information.	2.0	4
Responds positively to changing circumstances by adapting own behaviour accordingly.	3.5	2
Listens willingly to ideas of others with an open mind.	3.0	5
Sees changing circumstances as opportunities rather than problems.	3.5	1
Learns from own successes / mistakes.	3.0	3
Averages for this Competence:	3.1	2.7

Dependability

	Avr	Self
Shows commitment to job and organisation.	4.0	1
Attends work and meetings punctually.	5.0	3
Completes tasks correctly and on time.	4.0	5
Produces work of a good consistent quality.	3.5	1
Complies with the organisation's policies and business processes.	5.0	5
Averages for this Competence:	4.3	3.0

Values

Reliability [Opinion Set:2]

	Avr	Self
Demonstrates loyalty to the organisation and their colleagues.	4.0	1
Thinks ahead to avoid future issues.	2.0	3
Honours promises and commitments.	4.5	4
Recognises and accepts mistakes and takes remedial action.	3.5	2
Stays well informed about everything relating to their area of work.	5.0	3
Maintains open dialogue, keeping colleagues and stakeholders informed.	3.5	2
Focuses efforts on delivering reliable service to customers / clients.	4.0	5
Averages for this Competence:	3.8	2.9

The Questions

Opinion Sets

Opinion Set: 1

- 1 - Not Effective - Ineffective practice or unsuccessful approach. A clear area for improvement.
- 2 - Sometimes Effective - Applied effectively on some occasions but unsuccessful on others. An area for improvement if an important job need.
- 3 - Effective - Practice effectively and successfully on most occasions but not yet an automatic process.
- 4 - Area of Strength - Practice effectively on all occasions; has become the normal way of acting.
- 5 - Area of Excellence - Possess significant skill knowledge and experience. Is regarded by others as a source of guidance and acts as a role model.

Opinion Set: 2

- 1 - Rarely evident - Rarely demonstrates this behaviour
- 2 - Occasionally evident - Occasionally demonstrates this behaviour
- 3 - Usually evident - Usually demonstrates this behaviour
- 4 - Consistently evident - Consistently demonstrates this behaviour
- 5 - Area of excellence - Could be regarded as a role model in this area

Supplementary Questions

Please suggest at least one thing you would like this person to stop doing

Showing irritation when I turn up late to a meeting - She sometimes forgets I report to two managers

Being so punctual

Please suggest at least one thing you would like this person to continue doing

Keeping up to date with office procedures etc - If we want to know something we just ask Ann

Delivering work on time

Please suggest at least one thing you would like this person to start doing

Be more enthusiastic at finishing menial tasks - they have to be done

Being a bit more receptive to other peoples ideas

Perspective: Myself and My Respondents

This section graphically compares your own opinions with the average of those who assessed you.

While analysing this section ask yourself the following questions for each heading:

Q. Is your indicated performance what you expected?

You may wish to write A beside those which you consider above your expectation and B by any which are below.

Q. Do you think your level of performance is satisfactory?

Q. How big is the discrepancy between your opinion of yourself and that of your respondents?

Q. What significant conclusions can you draw from the discrepancies? How do they affect your work?

Q. Review your own scores, have you scored yourself fairly?

If not make a note on the left page as to why you have changed your view of yourself.

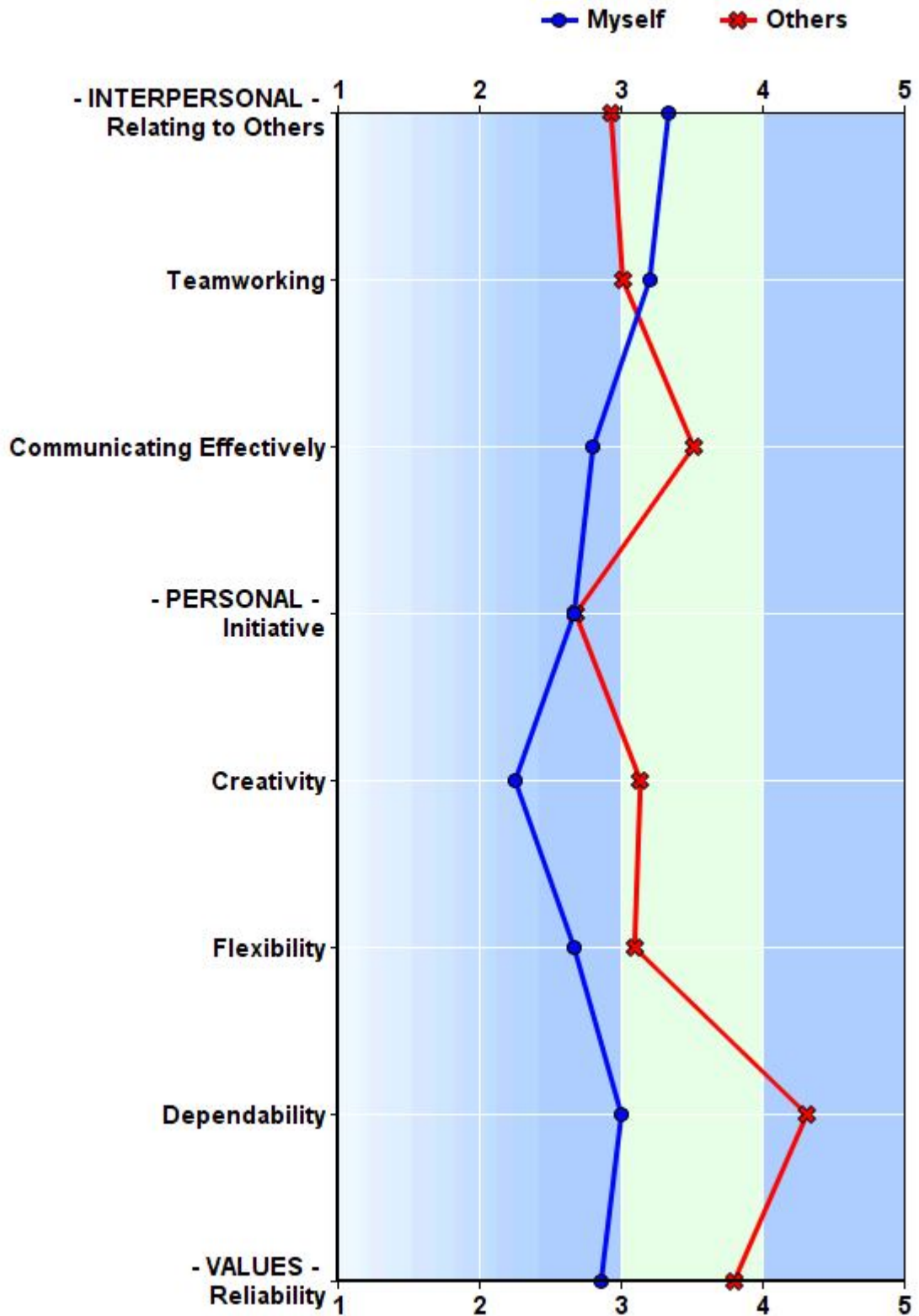
Record here your conclusions from this section

What issues are being drawn to my attention?

What might be suitable development activities?

What benefit might this bring for me?

Perspective: Myself and My Respondents



Summary of the Responses

On the following summary graphs the scores for each set of questions are plotted.

The style of graph is called a “whisker graph” - as in cat’s whisker - these show any divergence in the views of the respondents by using horizontal and vertical bars. The vertical bars at the end of a line represent the lowest and highest scores. These vertical lines are connected by a horizontal line. The average is shown by a block which will either be between two vertical lines or on its own.

If only one block is shown it means that either only one person answered that set of questions, or their average scores were all the same, or virtually the same (within $\pm 4\%$).

This style of graph enables you to quickly see the breadth of scores; this is very important. If there is a wide difference of opinion it could mean you are responding to different people in different ways OR you are not adjusting your behaviour to the diversity of personalities you work with.

You have to consider if there are any cultural issue, e.g. In some cultures it is the norm to be blunt with people in others it is regarded as rude.

Note: The average score for each set of questions is displayed as a coloured vertical line with the average value shown along the bottom of the chart.

Summary of the Responses

While analysing each set of questions answer the following:

Which questions within a particular set were given the lowest score?
You may have to refer back to The Questions section for the individual scores

In what kind of professional situations is this behaviour most visible?

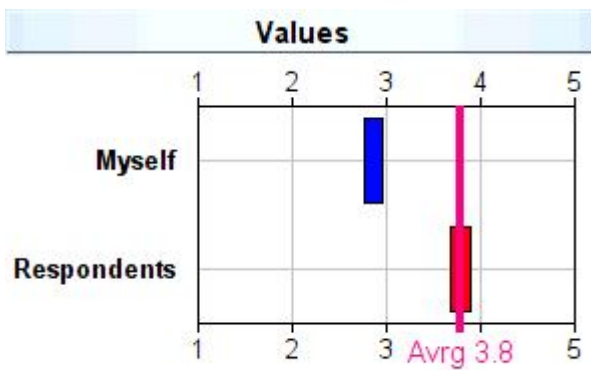
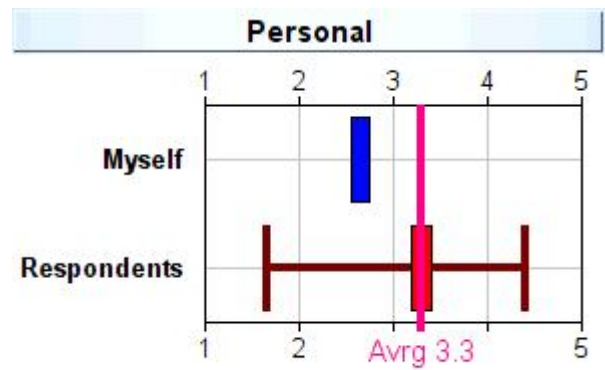
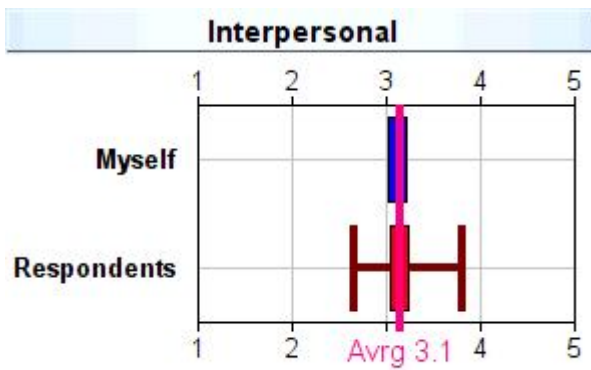
What can you do to improve your performance so that others will notice it?

If you do not know the reason for the low score, who should you ask for feedback and advice?

If there is a significant breadth of opinions, what could be the reasons and what are you going to do about it?

Your Personal Development Workbook

Ann Test

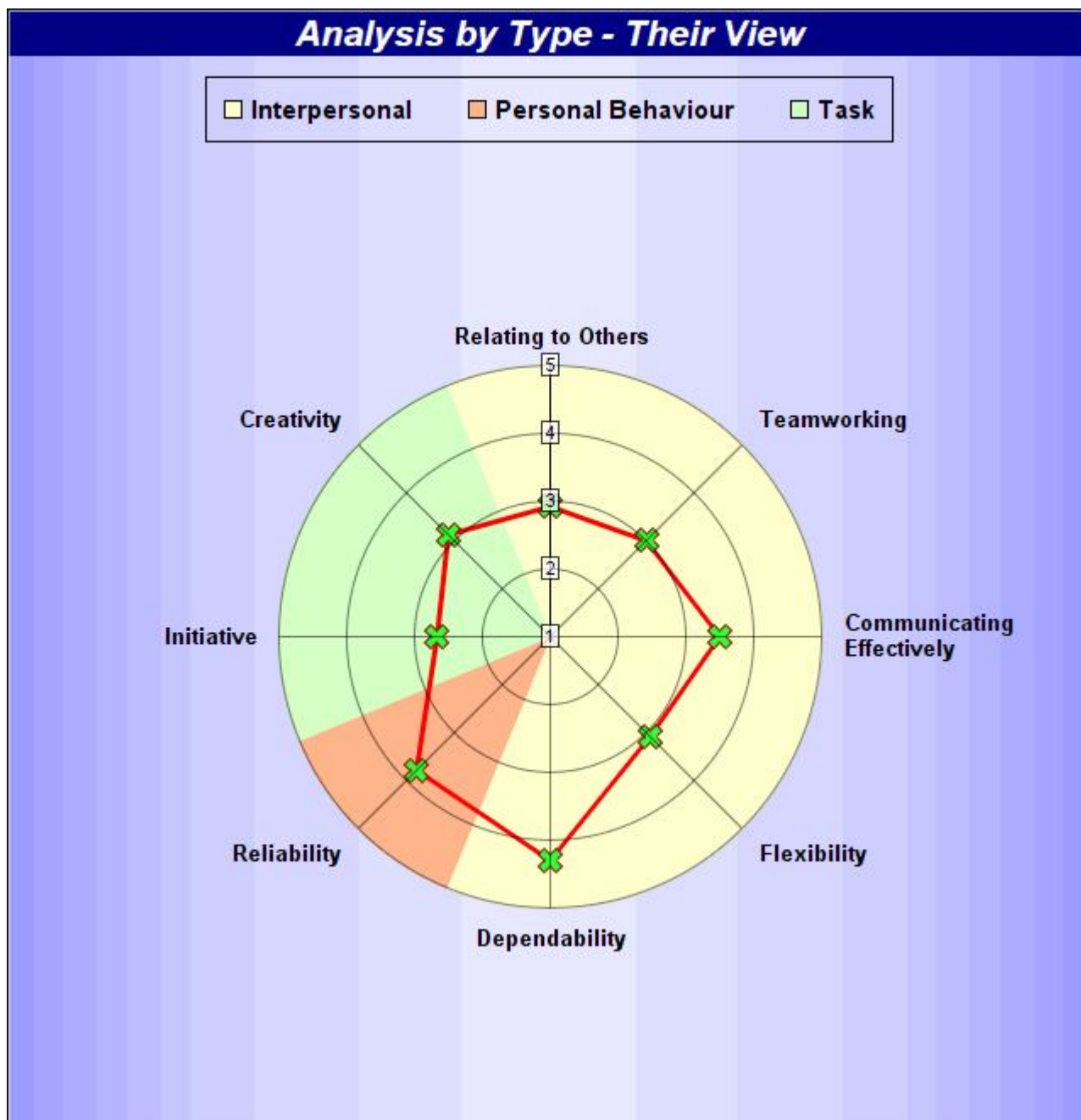


Analysis by Type - Their View

Each set of questions is classified by type, e.g. Interpersonal, Personal, Task etc

This polar (round) graph is divided into sections, one for each type. Some people excel more at tasks than at their personal relationships and some vice versa. The purpose of this graph is to help you identify such traits in yourself, as this can help you in selecting the kind of development that is best suited to your needs.

The scores shown here are the average values of your respondents.



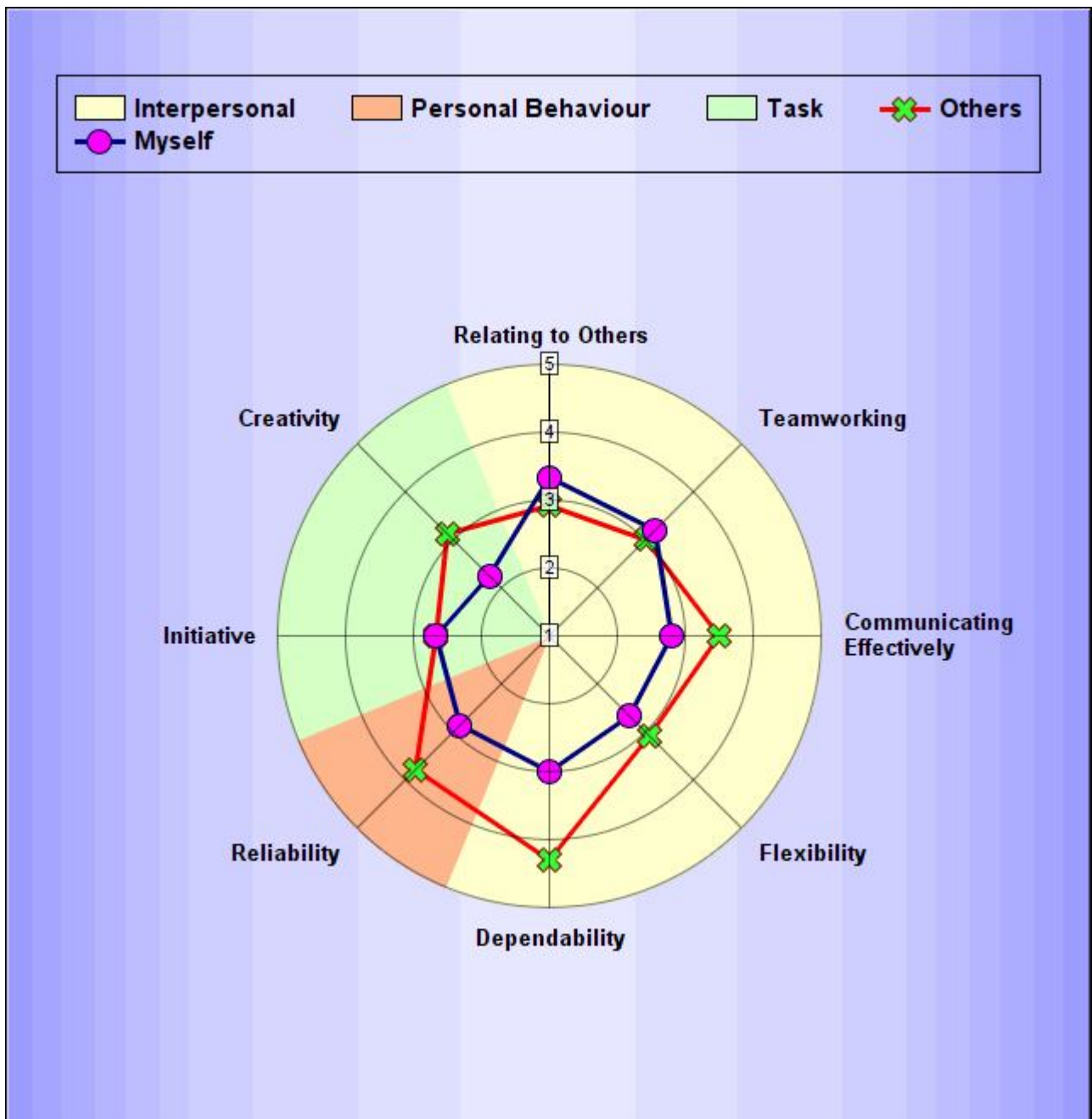
Analysis by Type - Comparative View

This graph shows the size and therefore importance of any gaps between your opinion of yourself and those of your respondents.

Looking at your profile, which areas should you put an emphasis on?

If there are no clear talents, what conclusions might you draw from this?

You may wish to set yourself a plan to deal with this?



Where You Were Given Your Highest Scores

This section contains a list of your ten highest scoring questions.

Note: The colour of the range denotes the width of that range, e.g. a range of 2-5 has a width of 3 and is coloured red, 3-5 has a width of 2 and is coloured pink etc

No	Question <i>Competence</i>	Range	Average
1	Stays well informed about everything relating to their area of work <i>Reliability</i>	5-5	5.0
2	Complies with the organisation's policies and business processes <i>Dependability</i>	5-5	5.0
3	Attends work and meetings punctually <i>Dependability</i>	5-5	5.0
4	Writes clearly and concisely and structures information logically <i>Communicating Effectively</i>	5-5	5.0
5	Honours promises and commitments <i>Reliability</i>	4-5	4.5
6	Demonstrates concern for team unity and morale <i>Teamworking</i>	4-5	4.5
7	Shares knowledge and experience with colleagues <i>Relating to Others</i>	4-5	4.5
8	Focuses efforts on delivering reliable service to customers / clients <i>Reliability</i>	4-4	4.0
9	Demonstrates loyalty to the organisation and their colleagues <i>Reliability</i>	4-4	4.0
10	Completes tasks correctly and on time <i>Dependability</i>	4-4	4.0

Where You Were Given Your Highest Scores

Look at those questions where you got the highest scores and answer the following:

Do any of them have anything in common?

If there is a common thread, can you identify a reason?

Can anything you have discovered about yourself here be applied to those areas where you are not performing as well?

What conclusions regarding your future may result from this list? i.e. where are your strengths going to take you?

Where You Were Given Your Lowest Scores

This section contains a list of the ten questions where you were given the lowest scores.

No	Question <i>Competence</i>	Range	Average
32	Contributes constructive ideas when attending meetings <i>Communicating Effectively</i>	2-3	2.5
33	Effective contributor even when team is working on something of no direct personal interest <i>Teamworking</i>	2-3	2.5
34	Willingness to participate as a full member of a team <i>Teamworking</i>	2-3	2.5
35	Establishes and maintains productive working relationships <i>Relating to Others</i>	2-3	2.5
36	Open and responsive when dealing with colleagues <i>Relating to Others</i>	2-3	2.5
37	Thinks ahead to avoid future issues <i>Reliability</i>	2-2	2.0
38	Adapts own ideas in the light of new information <i>Flexibility</i>	2-2	2.0
39	Originates new ideas or methods to improve the job or to complete assigned tasks <i>Initiative</i>	1-3	2.0
40	Works actively towards achievement of team goals <i>Teamworking</i>	2-2	2.0
41	Handles differences with colleagues constructively, promptly and positively <i>Relating to Others</i>	1-3	2.0

Where You Were Given Your Lowest Scores

Look at these questions and answer the following:

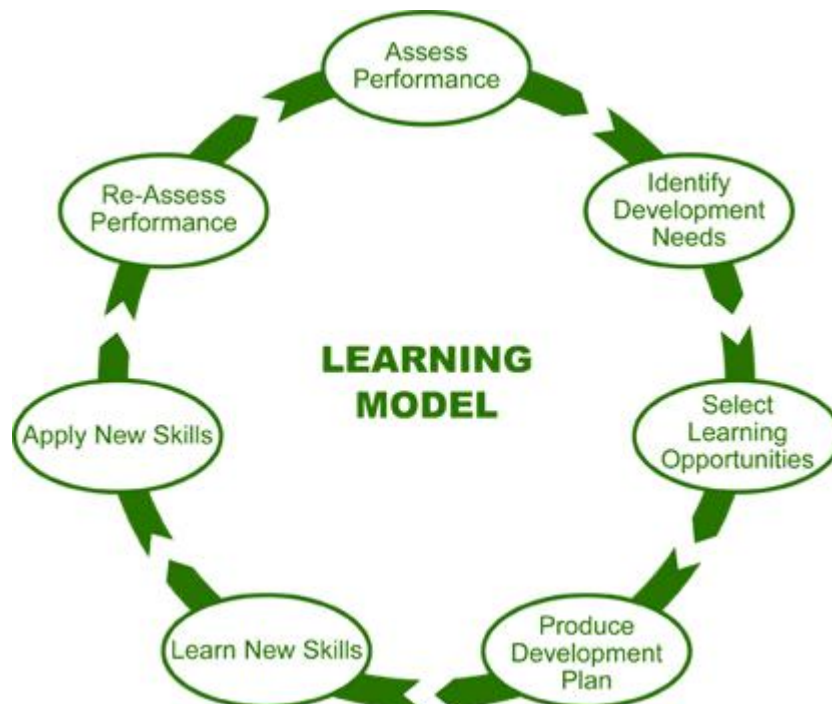
Can you think of the reasons why people have this view of you?

Can you identify any common threads / reasons?

What actions can you take to improve your performance?

Identify Development Needs

There is something called the standard learning model:



You will see from the above that once you have completed this development cycle you should re-assess yourself and repeat the process to find the next areas to be improved.

The concept of on-going learning and development is that we repeat this cycle throughout our career so that we can keep up with the changing needs of our jobs and career expectations. How often? Normally between every 6 and 18 months and depending on circumstances.

The next stage is to list your development needs for this cycle. i.e. those competences, individual skills or behaviours, that you have identified from this report as requiring improvement or enhancement.

It is unlikely that you will have the time or capacity to develop everything you need to in one go. We will show you how to best isolate the 3 or 4 areas that are the most important to you now.

To help you with the task of identifying your most important development needs you may find it useful to complete the personal SWOT (Strengths - Weaknesses - Opportunities and Threats) analysis form in the next section. This will help you gauge the importance of your strengths and areas of development need.

If you feel you are unable to complete the SWOT form on your own we would suggest that you seek help from your mentor, a trusted colleague or close friend.

Once you have completed the SWOT analysis enter on the Assets - Liabilities - Unimportant - Important form all the competences / performance criteria that need development or enhancement then select your top 3 or 4.

Identify Development Needs

Here are some questions to help you identify your development needs:

What are the strengths of your current behaviour and image?

With which elements of your behaviours is it worth continuing?

Which behaviours are worth modifying?

What can I do more of to become more effective in my current role, achieve greater personal satisfaction and career potential?

What can I do less of to make my work life easier and improve my career prospects?

SWOT Analysis

SWOT analysis is a powerful technique for identifying Strengths and Weaknesses, and for examining the Opportunities and Threats you may face. It can help you develop your career in a way that makes best advantage of your talents, abilities and opportunities.

STRENGTHS

What did they say you do well?

What did do you and they see as your strengths?

What do other people come to you for help and / or advice with?

What advantages (for example, skills, education or connections) do you have?

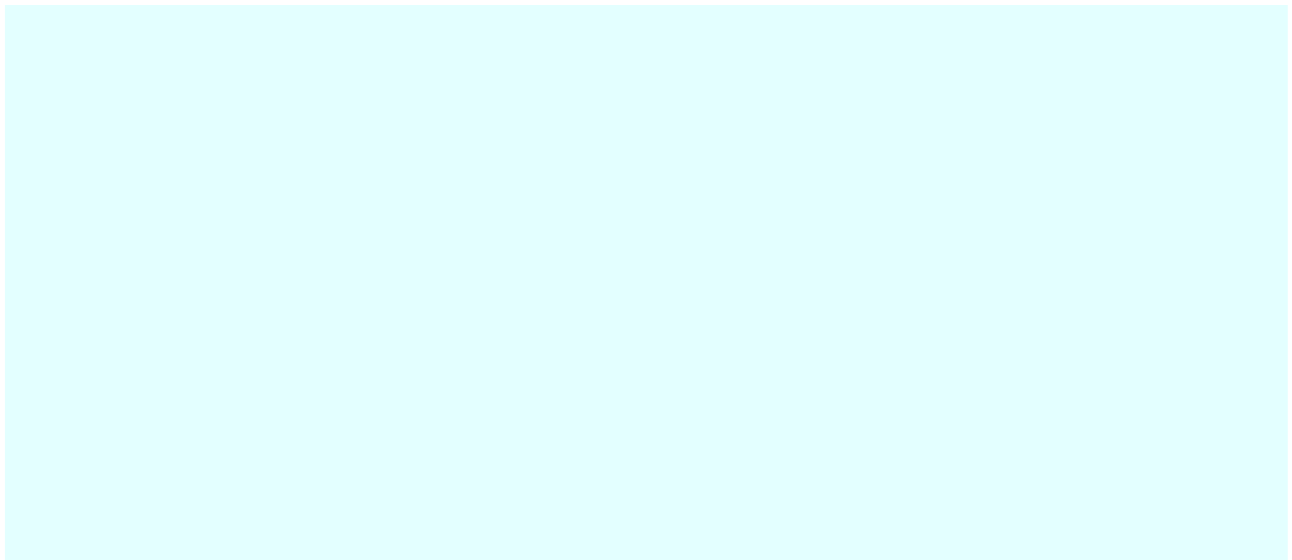


WEAKNESSES

Where were you marked down?

Are there things you avoid doing?

Do you have fewer resources (for example qualifications, experience) than others?



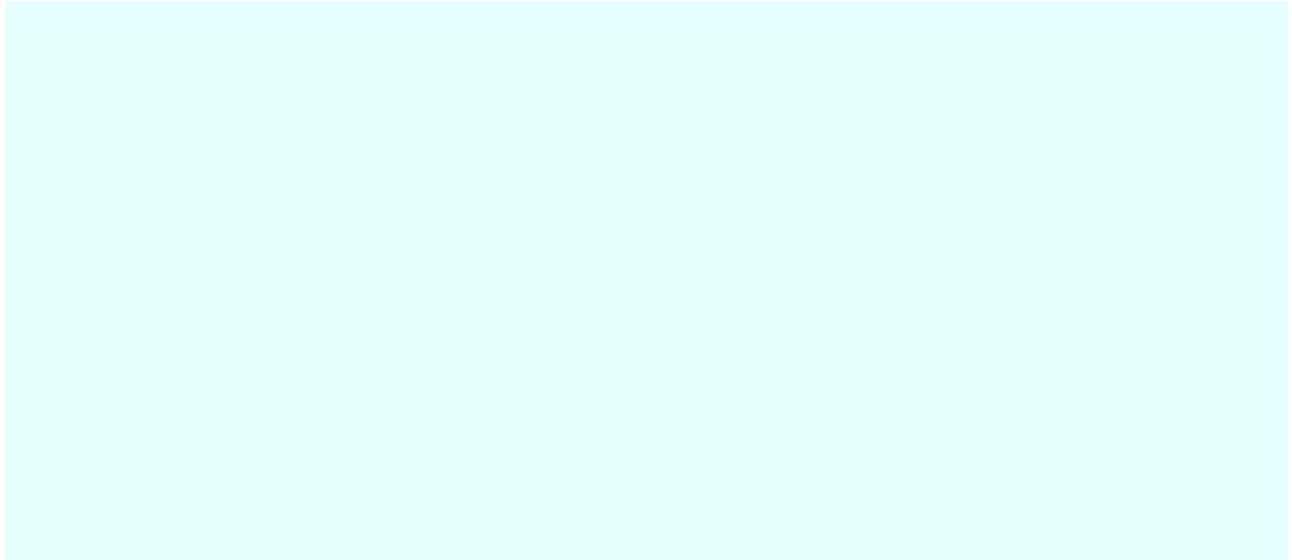
SWOT Analysis

OPPORTUNITIES

Making better use of those behaviours and skills where you perform well.

Changes in technology, government policy or the market place that affect your organisation or job role.

Identifying those skills and behaviours that, if improved, would benefit you by strengthening and protecting your career prospects.



THREATS

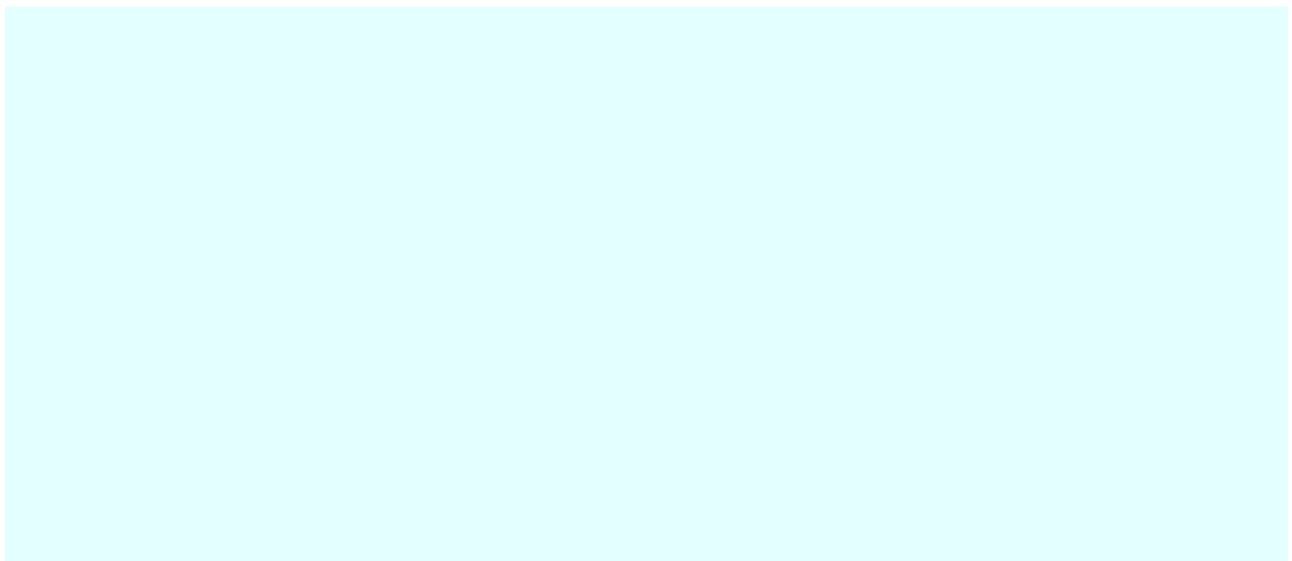
What obstacles do you face?

What are the people around you doing?

Is your job changing?

Are you keeping up with changes in technology, rules and regulations that affect your work?

Is the organisation you are working for going through any changes that will effect you or those around you?



List Your Development Needs

UNIMPORTANT

IMPORTANT

L
I
A
B
I
L
I
T
I
E
S

A
S
S
E
T
S

Notes:

List Learning Opportunities

To improve your skills / behaviour you are going to have to do some work!

You are probably going to need some resources e.g. on-line training, finding a good mentor etc.

Try and think outside the box, here are just a few ideas

Attend An Appropriate Course

Change Method

Charity Work

Organise Some Coaching

Distance Learning

E-Learning

Mentoring

On Job Training

Open University

Start a Special Project

Get Another Qualification

Refresher Course

Do Some Research

Take a Sabbatical

Secondment

Self Study

Time Management

On Job Training

Off The Job Training

Attend Workshops

Do some research and then make a list here of those activities / resources that you consider as going to be the best for you in your current circumstances.

ASK FOR ADVICE AND FIND OUT ABOUT OTHER PEOPLES EXPERIENCES

Create Your Personal Development Plan

You are now at the stage where you have identified the 3 or 4 areas that you want to develop or enhance. You should also have made your list of learning and training opportunities.

The next task is to set your goals and plan what actions need to be taken to achieve them. Your goals should conform to the following simple, but effective, SMART rules to goal setting:

(S)pecific - State exactly what you want to achieve.

(M)easurable - Show how you will measure your success.

(A)mbitious - Ensure the goal is a challenge otherwise you may lose interest.

(R)ealistic - Is it realistic to achieve? - Over ambitious projects often fail and leave one with a sense of failure rather than of self improvement.

(T)ime - Set a sensible deadline for achieving your goal and make "it" a goal and stick to it!

You can use the forms at the end of this report for recording your plans.

Development Plan

Competence Requiring Development:

Enhancing Talent

Limiting Weakness

My development goal?

When is the Deadline?

Actions I will take?

When to put into practice?

Who to ask for help and support?

Whose example am I going to follow?

Development Plan

Competence Requiring Development:

Enhancing Talent

Limiting Weakness

My development goal?

When is the Deadline?

Actions I will take?

When to put into practice?

Who to ask for help and support?

Whose example am I going to follow?

Development Plan

Competence Requiring Development:

Enhancing Talent

Limiting Weakness

My development goal?

When is the Deadline?

Actions I will take?

When to put into practice?

Who to ask for help and support?

Whose example am I going to follow?

Development Plan

Competence Requiring Development:

Enhancing Talent

Limiting Weakness

My development goal?

When is the Deadline?

Actions I will take?

When to put into practice?

Who to ask for help and support?

Whose example am I going to follow?

Notes

Notes

Notes

Notes
