



Competence Navigator



Competence Navigator™ - Individual report

Patricia Robinson

11.07.2016



Introduction

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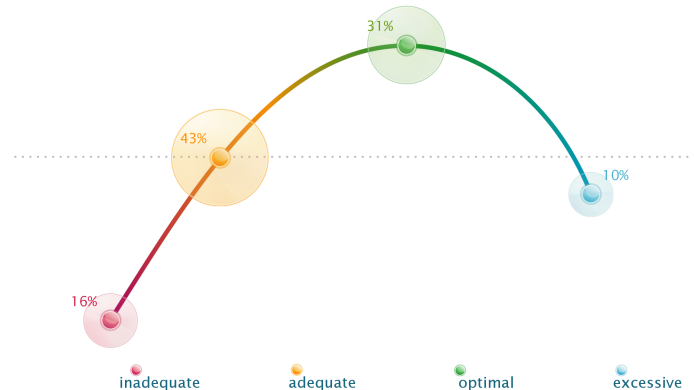
Ad mei elit semper option, vel eu veritus occurreret conclusionemque. Mea no legere periculis signiferumque. Ei vis prompta dolorem deseruisse, vis et solum mundi. Ius ad docendi conceptam, ea lorem quaeque usu. Sed ea graeco suscipiantur definitiones, qui at enim oratio minimum.

Global distribution of indications

No. of respondents: 12, No. of indications 384 / 384

In the process of diagnosis of your competences by the 360-degree method, 12 people, including you, have expressed an opinion. From all these persons, a total of 384 answers have been collected concerning the degree to which you manifest different competences included in the questionnaires.

This graph shows the synthesis of all answers that appeared in the course of diagnosing your competences, including those in your own self-assessment.



Competence group: **Self-leadership**



Competence group: **Adaptability**



Competence group: **Innovativeness**



Competence group: **Entrepreneurship**



General picture with breakdown into groups of competences

No. of respondents: 12, including self-assessment

This graph provides a very general picture of how your competences are perceived by all respondents, including your own self-assessment.

Competences are grouped into key areas addressed in the diagnosis. On the following pages in this report, you will find a more detailed analysis concerning particular competences and behaviors.

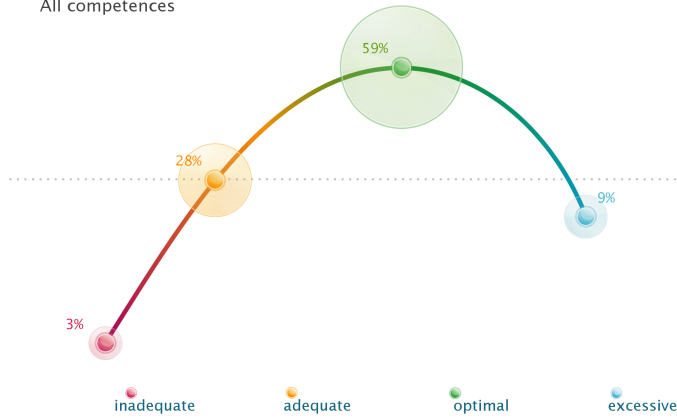
This report presents the diagnosis results using three measures:

- **Contextual Scale®** (inadequate / adequate / optimal / excessive) represents a qualitative assessment of a behavior as being observed in the context of the specific job requirements.
- **Suitability Spectrum™** (from unsuitable to suitable) provides a graphic interpretation of the answers given on the Contextual Scale®. Behaviors viewed as adequate or optimal demonstrate the suitable level of competence. Behaviors viewed as inadequate or excessive give evidence that the level of competence is unsuitable to the needs and/or expectations. The precise position on the Suitability Spectrum™ is determined by the CN Index™.
- **CN Index™** (from -100 to +100) is a quantification of the answer given on the Contextual Scale®. The final value of the CN Index™ is a balance between positive (adequate = +75 / optimal = +100) and negative (inadequate = -100 / excessive = -75) indications relating to the diagnosed competence (including self-assessment).

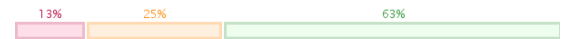
Perspective: Self-assessment

Number of participants: 1, Number of indications: 32 / 32

All competences



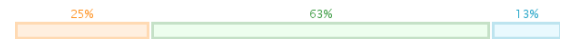
Competence group: Self-leadership



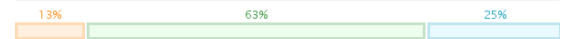
Competence group: Adaptability



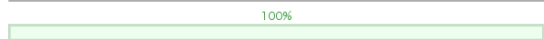
Competence group: Innovativeness



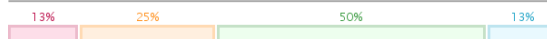
Competence group: Entrepreneurship



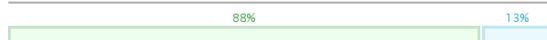
Competence group: Self-leadership



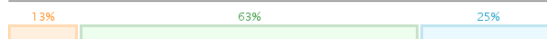
Competence group: Adaptability



Competence group: Innovativeness



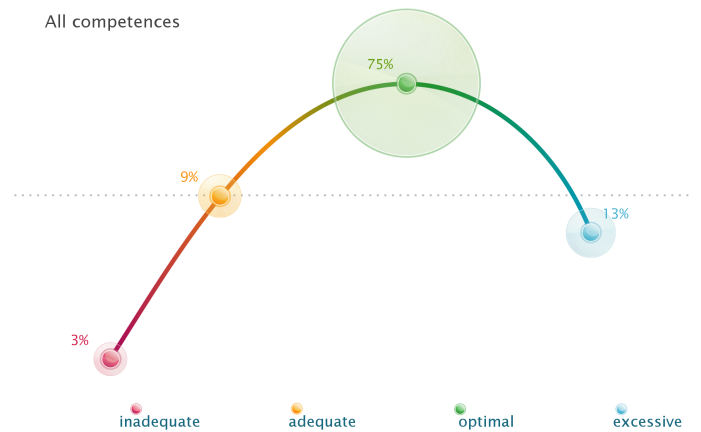
Competence group: Entrepreneurship



Perspective: Superior

Number of participants: 1, Number of indications: 32 / 32

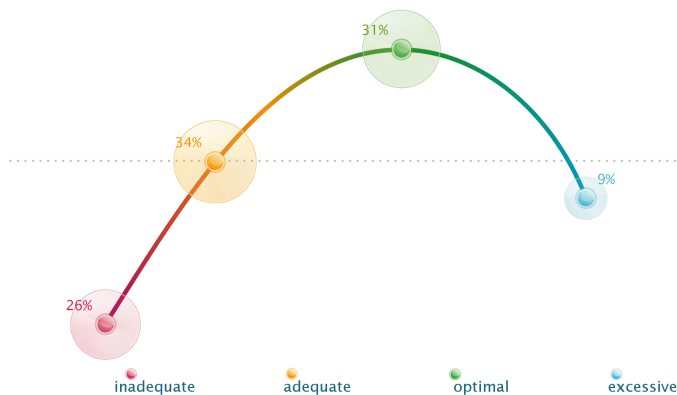
All competences



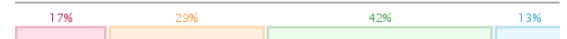
Perspective: Subordinate

Number of participants: 6, Number of indications: 192 / 192

All competences



Competence group: Self-leadership



Competence group: Adaptability



Competence group: Innovativeness



Competence group: Entrepreneurship



Competence group: Self-leadership



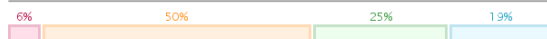
Competence group: Adaptability



Competence group: Innovativeness



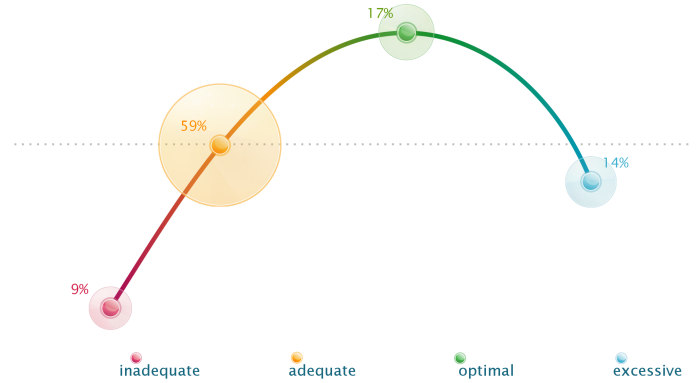
Competence group: Entrepreneurship



Perspective: Colleague

Number of participants: 2, Number of indications: 64 / 64

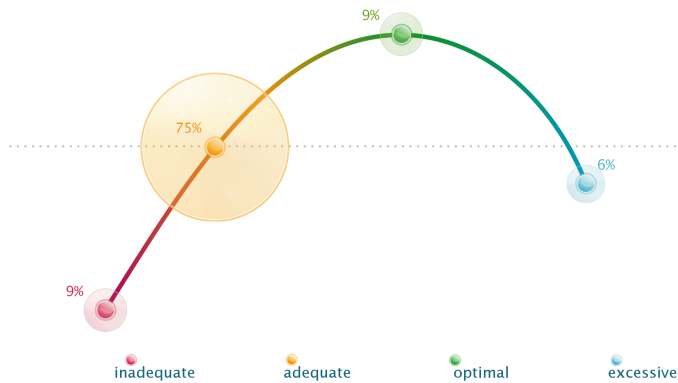
All competences



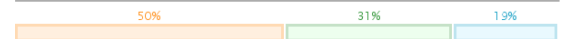
Perspective: Internal client / partner

Number of participants: 2, Number of indications: 64 / 64

All competences



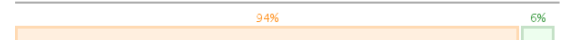
Competence group: Self-leadership



Competence group: Adaptability



Competence group: Innovativeness



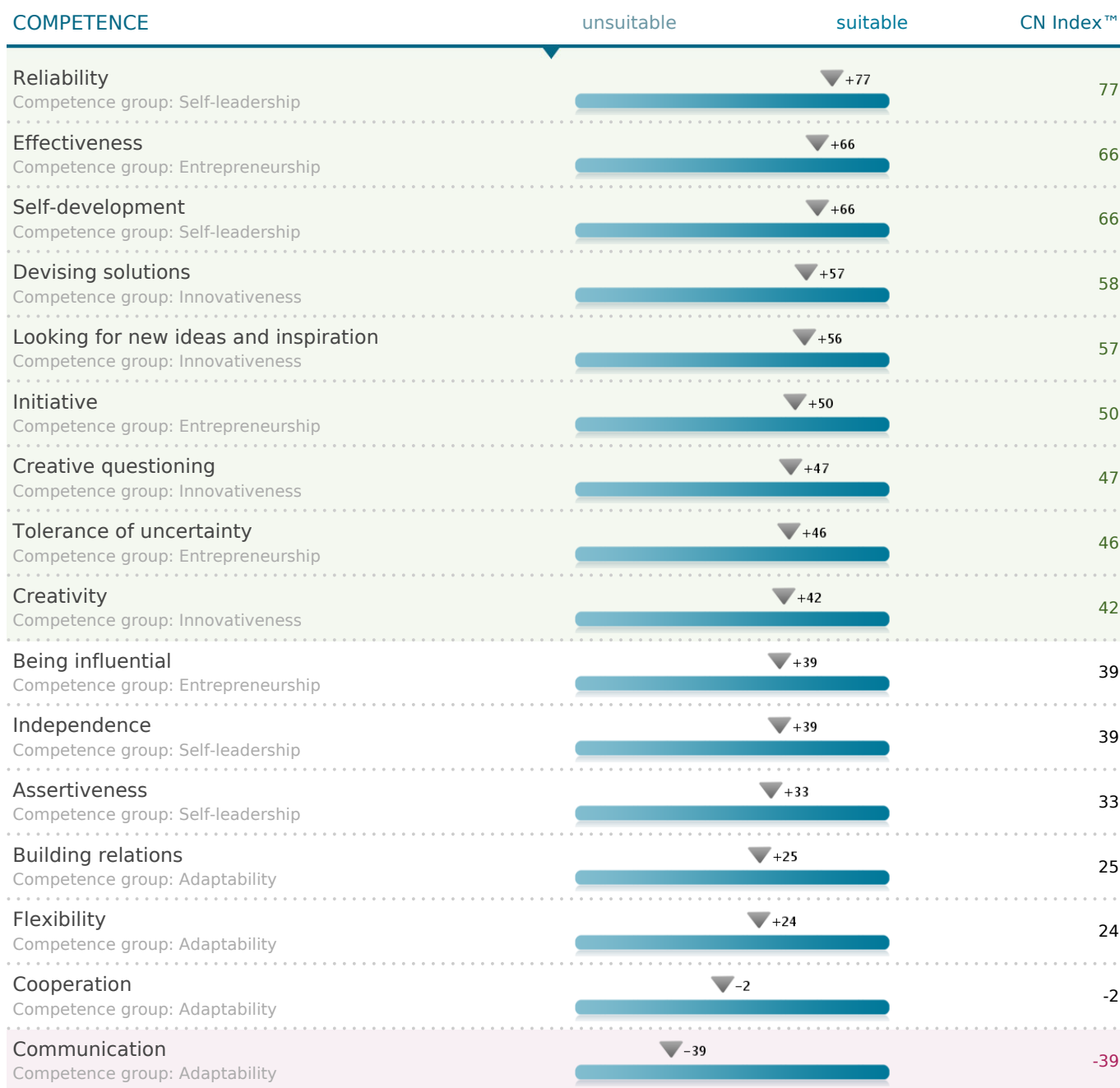
Competence group: Entrepreneurship





Ranking of competences

No. of respondents: 12, including self-assessment

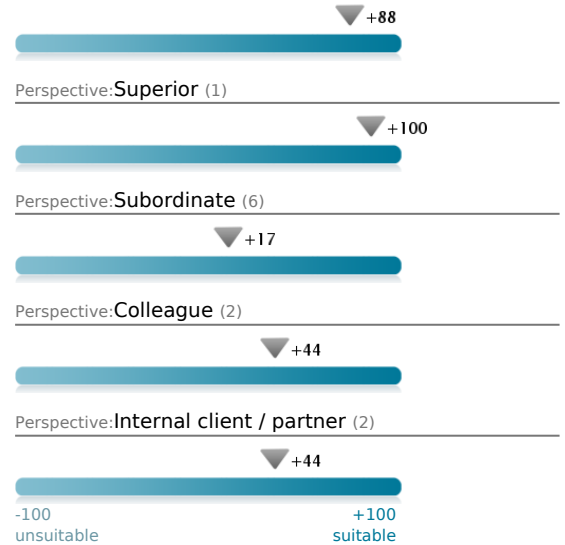


Competence: Independence

Group: Self-leadership



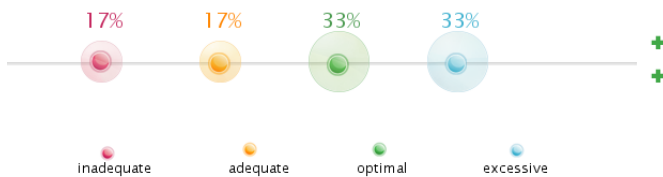
Self-evaluation



BEHAVIORS

Independent decision-making

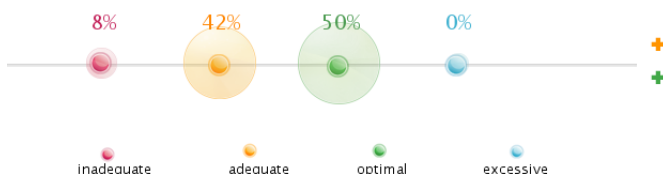
no. of indications: 12 / 12



- I believe that some matters should be negotiated with me, before they are presented as proposals to the Board of Directors.
- It would be great if we all were, from time to time, included in the process of making important decisions and at least informed about what will be happening.
- She makes decisions quickly and they are usually good.
- She should pay more attention to the needs of the team and listen to the team, maybe then she would be able to make a decision

Organization of one's own work

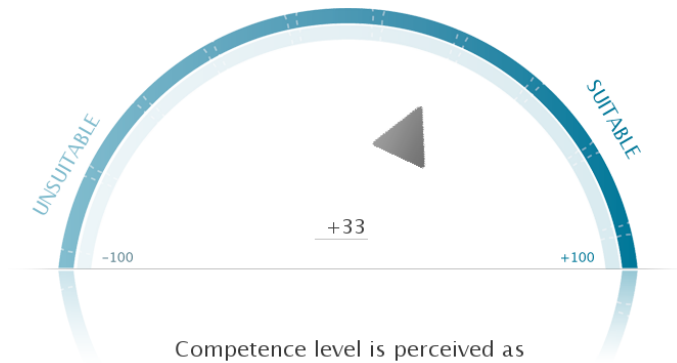
no. of indications: 12 / 12



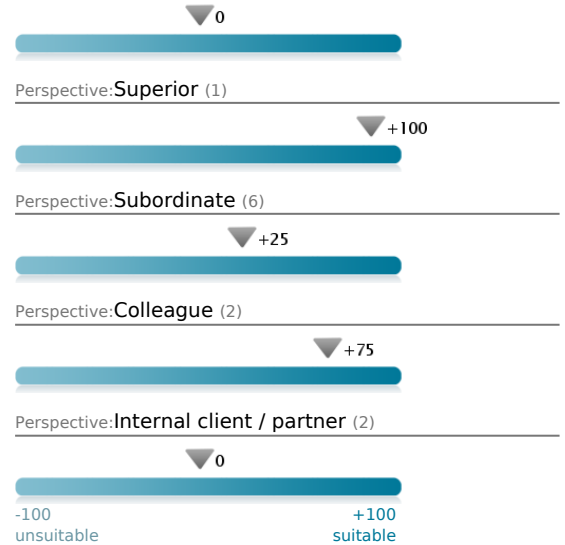
- I am full of admiration :)
- All the tasks that she has to perform are performed on time.
- Patricia is very organised, despite many duties.
- the mess on her desk says everything. I think that we can start from scheduling meetings with the use of a paper or Outlook schedule

Competence: Assertiveness

Group: Self-leadership



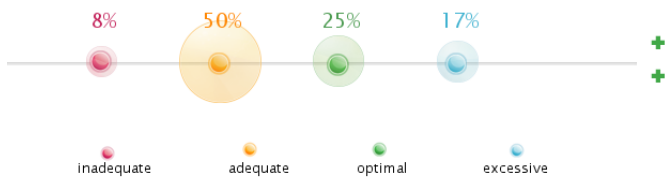
Self-evaluation



BEHAVIORS

Being open about one's own opinions

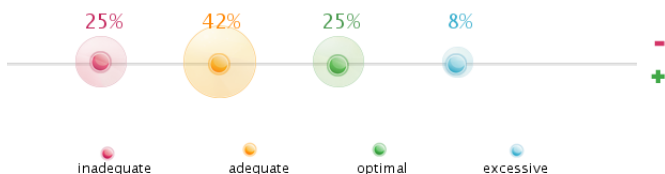
no. of indications: 12 / 12



- The Board of Directors is not always interested in this opinion - because the subject not always lies in its scope of interest
- Sometimes I have to guess what Patricia has in mind because I don't know what is her opinion and what is an opinion or expectation from "above".
- If she has something to say to somebody then she does.

Asking for assistance and support

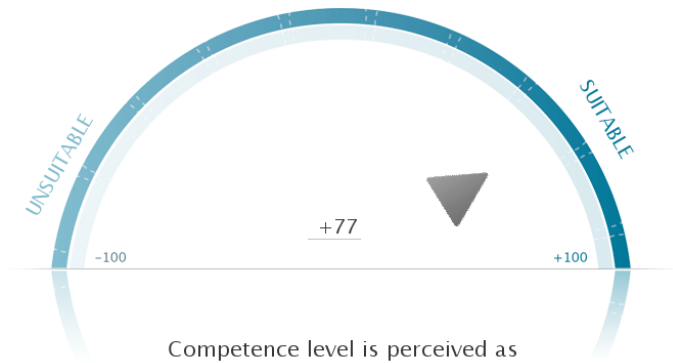
no. of indications: 12 / 12



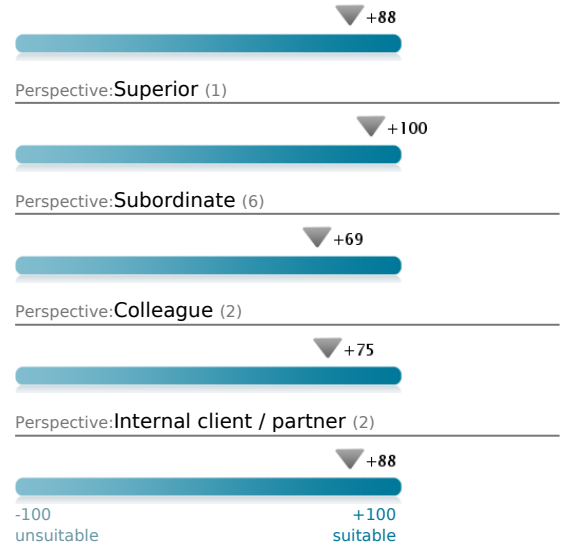
- I marked "excessively" because it is so one-sided. I mean there is a lot of asking for assistance but granting such assistance - less.
- She is independent and copes on her own. She rarely asks for assistance but evidently because she doesn't need it.
- Patricia doesn't ask for assistance - she is too ambitious.

Competence: Reliability

Group: Self-leadership



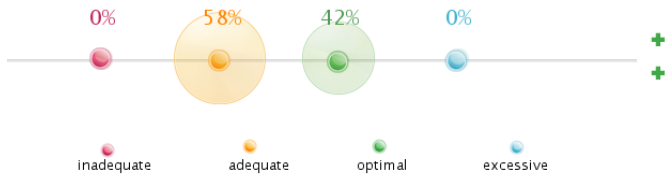
Self-evaluation



BEHAVIORS

Diligent performance of one's own duties and responsibilities

no. of indications: 12 / 12

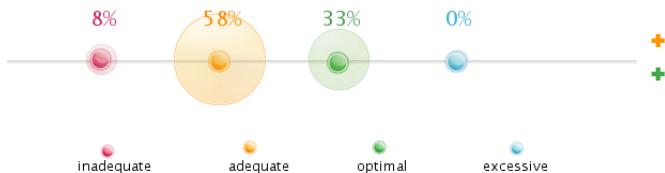


- Indeed - optimally! Even better - perfectly!
- I think that Patricia performs all the tasks reliably - on my part I receive what Patricia obliged to do.
- Patricia is very hard working, she very seriously approaches performing her own tasks and duties.

In regard to her I evaluate it well. Only, she could more often consult the specialists in the given area when making some decisions.

Correcting and supplementing one's own work product

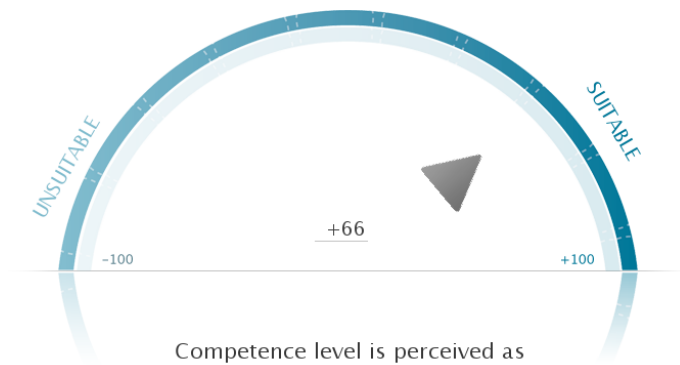
no. of indications: 12 / 12



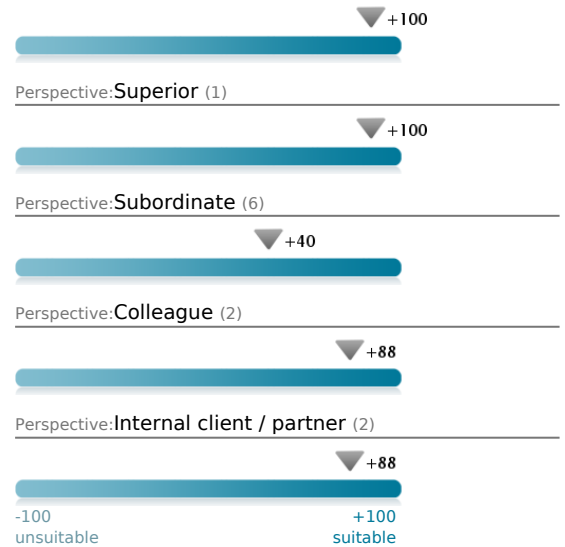
- I like her readiness for introducing amendments in the projects so that they better allow execution of all strategic goals.
- I really like the way in which Patricia is able to adjust her path and does not stubbornly stand for what she previously determined. This says all about her great ability to adapt to the situation.

Competence: Self-development

Group: Self-leadership



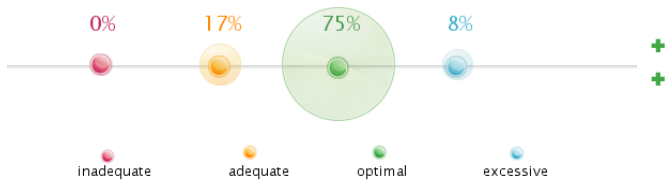
Self-evaluation



BEHAVIORS

Taking on tasks that offer an opportunity to learn and develop

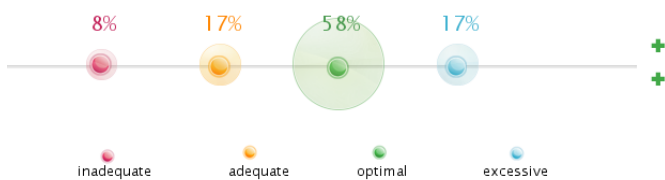
no. of indications: 12 / 12



- She probably learns something every day.
- She learns and raises her competence whenever it's possible.
- Too much is happening in our department - we cannot keep up but the boss is not here so we can't tell her about it.

Developing one's own competences

no. of indications: 12 / 12



- She learns and raises her competence whenever it's possible.
- Patricia would really like to get promoted, therefore she constantly puts emphasis on her development.
- The boss develops her own competences at the expense of the time which could be devoted to us.

Competence: Building relations

Group: Adaptability



Self-evaluation



Perspective: **Superior** (1)



Perspective: **Subordinate** (6)



Perspective: **Colleague** (2)



Perspective: **Internal client / partner** (2)

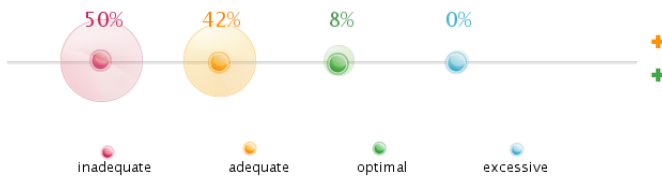


-100 unsuitable +100 suitable

BEHAVIORS

Maintaining good relations with colleagues and business partners

no. of indications: 12 / 12

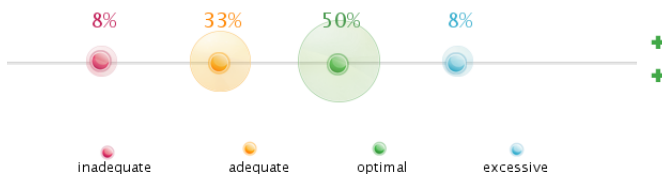


- She is OK but usually she's too busy to stop and talk.
- She also tries to not disturb her people at work.
- Unfortunately, Patricia does not like her co-workers and we can feel it :-)
- I will be happy to talk to Patricia about many professional matters but she is never here.

- It seems to me that differently than within the department, outside of it the boss likes and can talk to people.

Building professional contact networks

no. of indications: 12 / 12



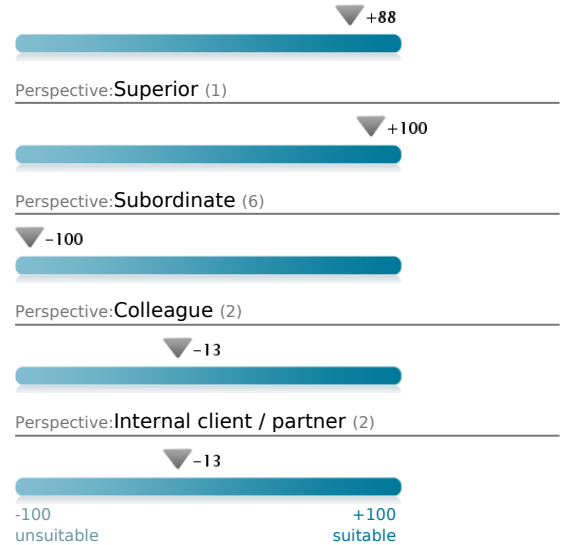
- She's a professional :)
- Patricia tries as well as possible to lead her team. She could try to have more time for conversations with the members of the team.
- As Project Department Manager she wants to participate in the most important conferences, meetings. Through this she acquires a network of new professional contacts

Competence: Communication

Group: Adaptability



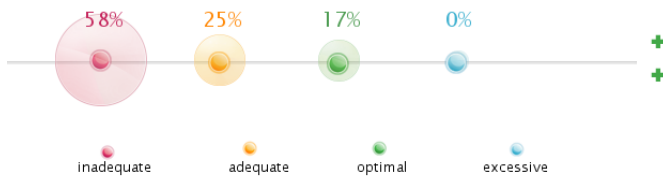
Self-evaluation



BEHAVIORS

Informing immediate colleagues of progress and results of one's own activities

no. of indications: 12 / 12

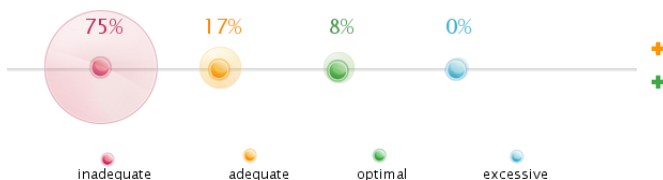


- It would be good to more often know what is happening but also what we should be prepared for. Usually we learn about it already after it has happened
- More consultations with specialists before making the decision.
- We not always know what the boss works on and, after all, it's us who have to later perform the task.

- Patricia does not pay attention to opinions of others, she probably does not have time for this. Rather not because of her ill will

Accepting information, opinions and suggestions from others

no. of indications: 12 / 12



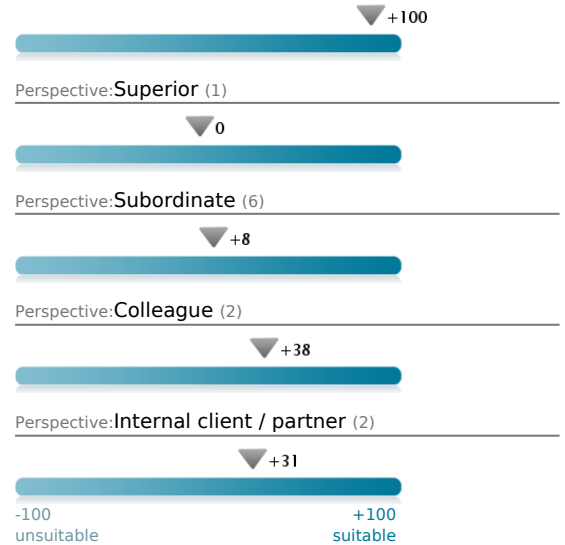
- It seems that Patricia accepts and listens to our comments. But what is going on with the comments later? Usually there is no continuation...
- I think that it would be great for the whole team if Patricia devoted slightly more time for conversations with the members of the team, but she has no problems with receiving feedback.

Competence: Flexibility

Group: Adaptability



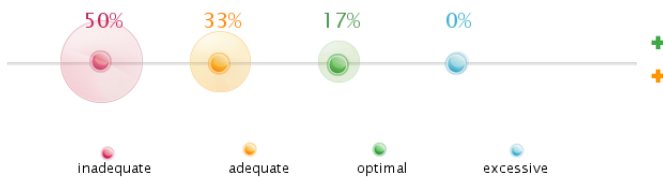
Self-evaluation



BEHAVIORS

Finding areas of consensus with others

no. of indications: 12 / 12

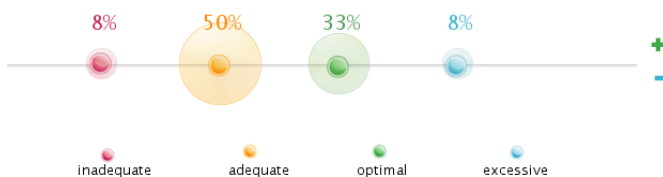


- Despite the fact that sometimes I don't know if she listens, Patricia is able to "create" a team which works so she is able to communicate well.
- I have never heard someone complain about her
- Patricia should permanently introduce weekly meetings with co-workers to her schedule.
- Talk more on professional topics. When the Accounting department had a decrease in performance they had a team-building meeting - I know that now they work better.
- There is a difference in age and we can see it in every step, I would suggest more respect toward my person and understanding of the situation

- I am not able to assess but if she doesn't "blow a fuse" then it is great, I guess.
- All most important processes are conducted well.
- She is a good Manager when it comes to her own work organization.

Dividing energy among all currently pending matters of importance

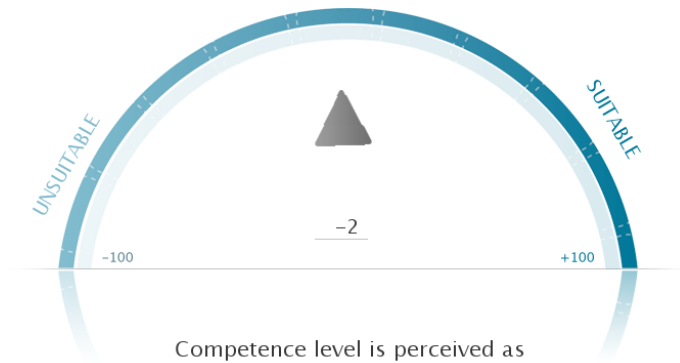
no. of indications: 12 / 12



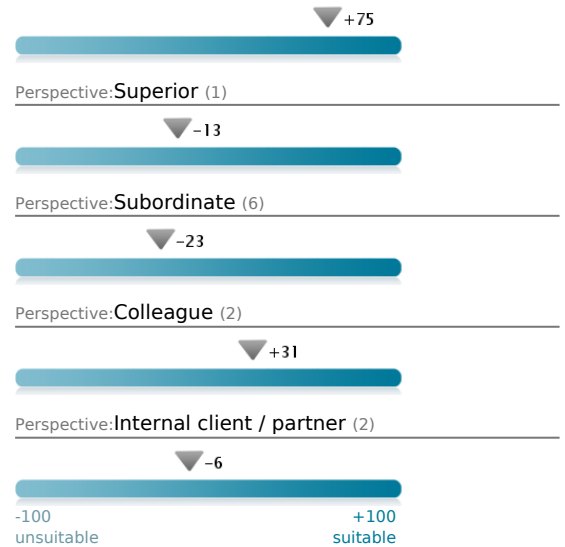
- Patricia has time for everything. Whenever I need to talk to her she is immediately available.

Competence: Cooperation

Group: Adaptability



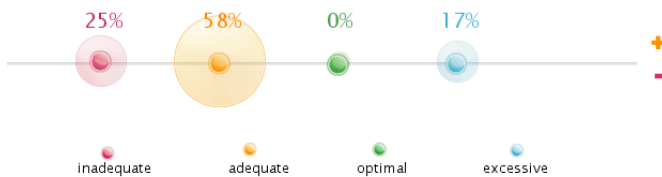
Self-evaluation



BEHAVIORS

Sharing tasks and responsibility with others

no. of indications: 12 / 12

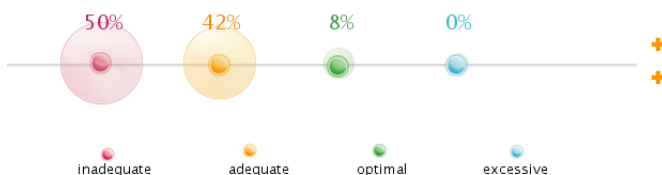


- If she needs assistance Patricia comes and asks for it. She is also able to assign and share responsibility with us. She could do it to a greater extent.
- People like to know what they are supposed to do. It doesn't stop them from being independent.
- The boss rather assigns tasks to us than discusses how to perform them as well as possible. In my opinion we should generate solutions together, and then assign duties - at every project Star Tracks could be used and the organization could give opinions on the competences of people involved in the project.

She has great knowledge but we cannot benefit from it because she has no time to meet us. Maybe we should introduce internal meetings of the department. The boss has knowledge obtained during interesting conferences from which we could benefit. In the Marketing Department "creative meetings" take place - maybe they could also be introduced here.

Sharing knowledge and information

no. of indications: 12 / 12



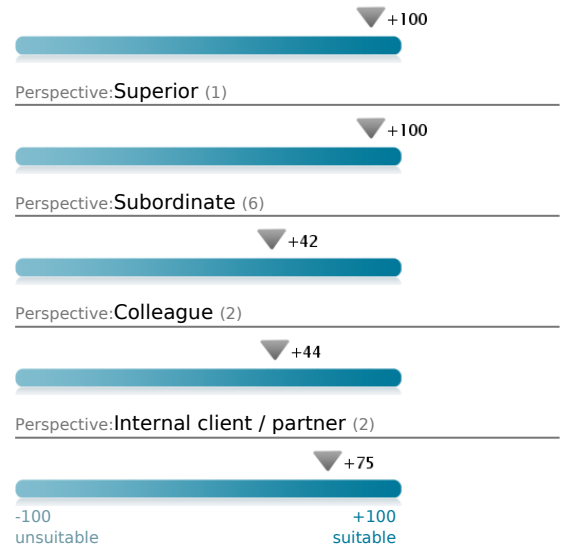
- Patricia shares her knowledge but she could do it more often.

Competence: Looking for new ideas and inspiration

Group: Innovativeness



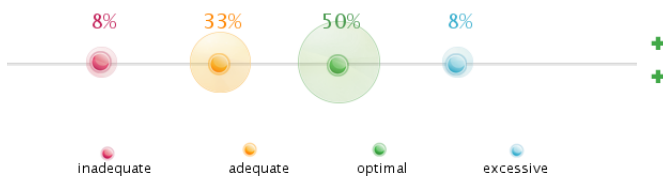
Self-evaluation



BEHAVIORS

Looking for new ideas and inspiration

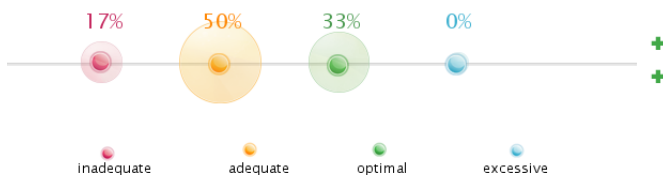
no. of indications: 12 / 12



- She is open to new solutions.
- Patricia wants to get promoted, she does everything to get noticed. For this reason, she uses many new ideas and inspirations.

Seeking solutions for problems and difficulties

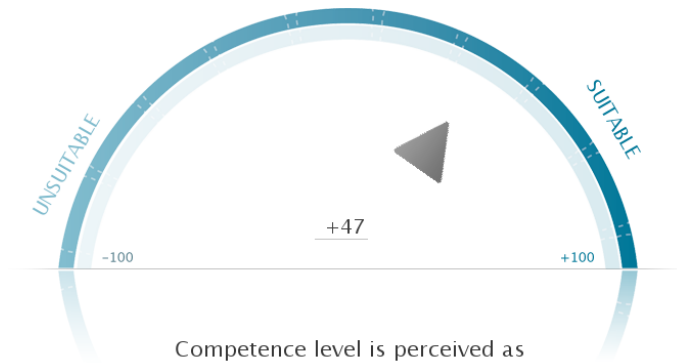
no. of indications: 12 / 12



- New ideas are consulted with the board.
- If we come with a problem usually the boss has no time for us. We have to seek solutions on our own.

Competence: Creative questioning

Group: Innovativeness



Self-evaluation



Perspective: **Superior** (1)



Perspective: **Subordinate** (6)



Perspective: **Colleague** (2)



Perspective: **Internal client / partner** (2)

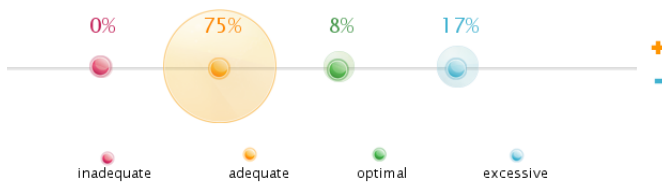


-100 unsuitable +100 suitable

BEHAVIORS

Challenging inefficient processes and projects

no. of indications: 12 / 12

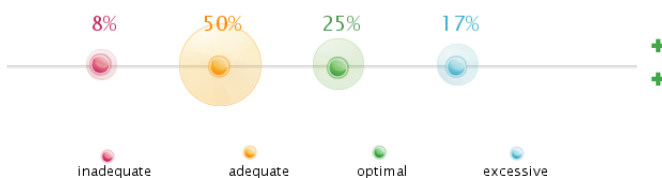


- Sometimes we have to accept what we have. Many revolutions cannot be made in a given time.
- Thanks to Patricia we got rid of a few "rusty" processes (and things;) from our company. She deserves praise for it!
- If something has to be questioned she does it.

- People Management in our department is hardly professional - there are no truly accounted and managed projects and that's why many ideas cost the project too much, we go over the budgets (e.g. if we would buy an application for project management even the boss, who has very little time, would also know what is currently going on in the project and what causes a problem). We don't have enough of the basic tools to professionally perform our work.

Pointing out ineffectiveness and poor management of resources

no. of indications: 12 / 12



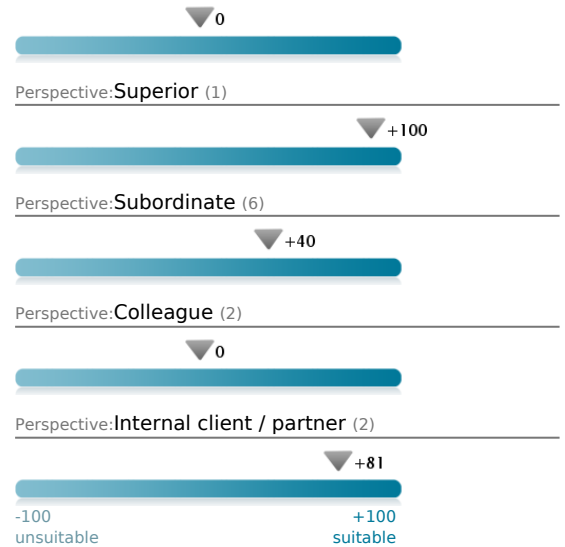
- When working with Patricia even mice in the rye must conduct the efficiency policy
- If she notices something she reacts accordingly.

Competence: Creativity

Group: Innovativeness



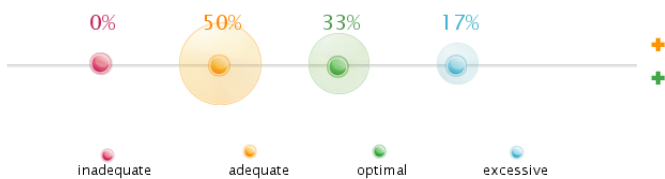
Self-evaluation



BEHAVIORS

Generating numerous innovative ideas

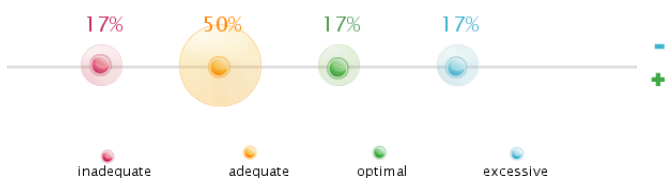
no. of indications: 12 / 12



- Maybe even a bit towards "excessively" ;-)
- She constantly introduces something new. But somehow our ideas are not listened to or rather not implemented...
- Patricia comes up with solutions if necessary. She usually relies on the work of her team.

Experimenting with new ideas

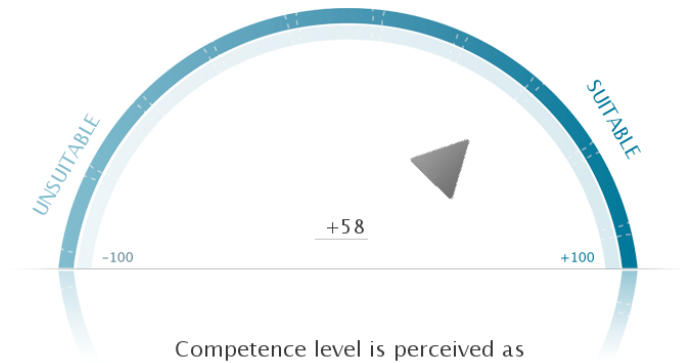
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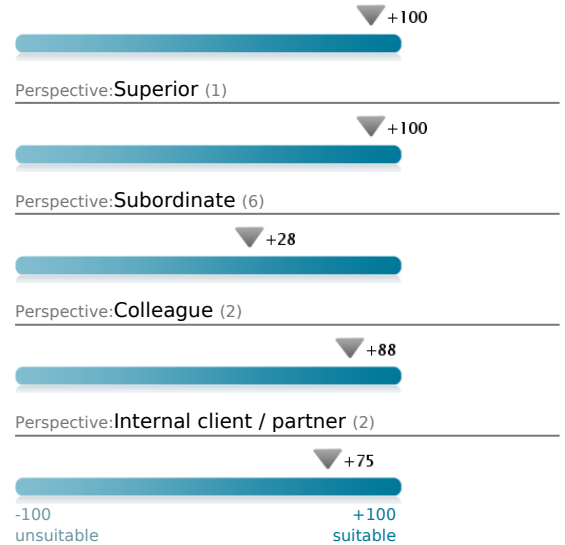
- As much as it is necessary.
- In this respect she does as much as it is needed.

Competence: Devising solutions

Group: Innovativeness



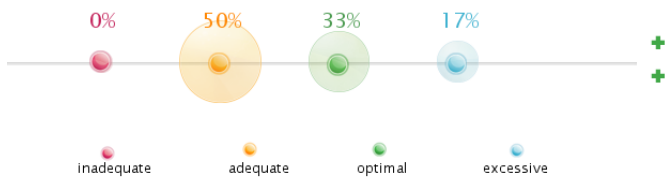
Self-evaluation



BEHAVIORS

Solving problems by implementing new ideas

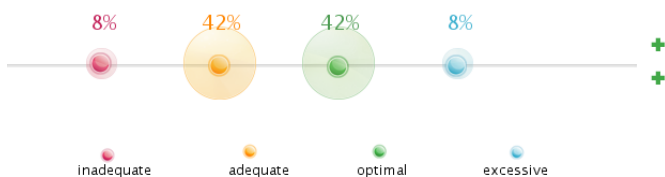
no. of indications: 12 / 12



- I am not able to say much on this topic.
- We should not improve processes that go well. Sometimes it doesn't do any good for the project.

Replacing outdated solutions with new ones

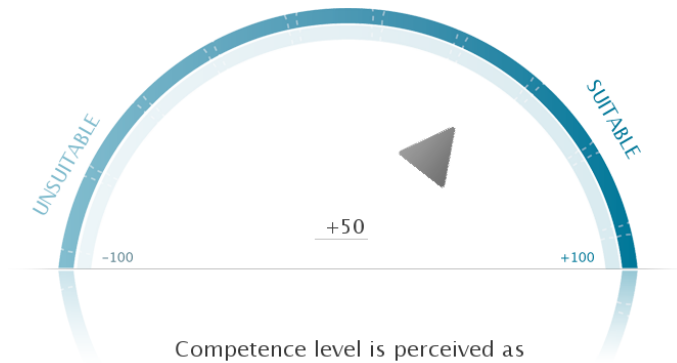
no. of indications: 12 / 12



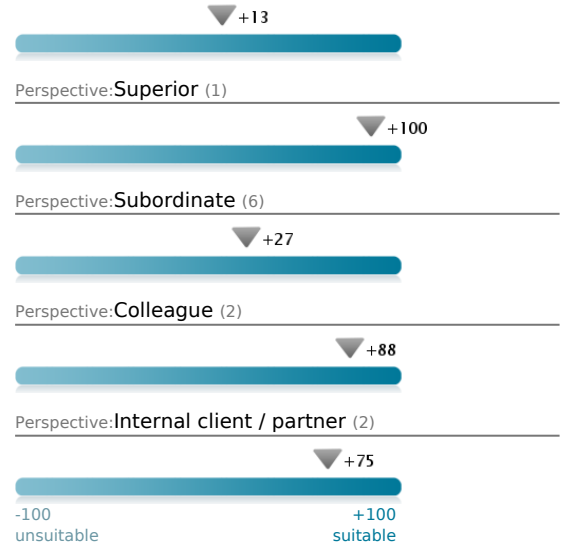
- I commented on this topic before. It's great that Patricia has let some air in and redesigned a lot of things with us.
- If something is obsolete and ineffective she changes it.

Competence: Initiative

Group: Entrepreneurship



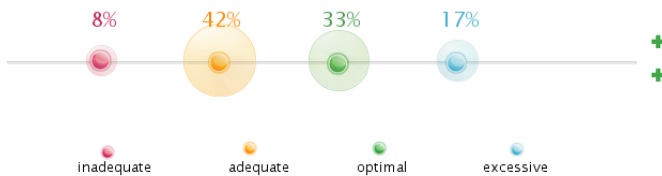
Self-evaluation



BEHAVIORS

Perceiving new opportunities and initiating measures to take advantage of them

no. of indications: 12 / 12

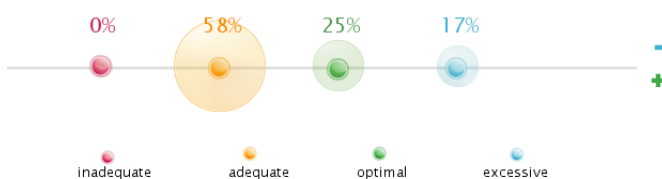


- Initiative is an enormous advantage of Ms. Patricia. I appreciate her very much.
- Once more: we also have good ideas. We would like for them to be also implemented sometimes.
- If it is necessary she notices new possibilities. Sometimes consultations with the board could be shorter.
- I would answer "optimally" if the boss noticed new possibilities on time. We would be a lot more effective at work if solutions did not appear at 5 to twelve, e.g. when it turned out that we reevaluated one item in the budget and there was a possibility that an investor would not be found so for 6 hours before the date of submission of the application 4 people had to evaluate the project in Excel from scratch. If we were checking the budget at every milestone of the project it would have come to our attention earlier.

- If it is necessary, Patricia gets involved in new ideas.
- Too much initiative and too little presence in the department.

Voluntarily becoming involved in new measures and initiatives

no. of indications: 12 / 12

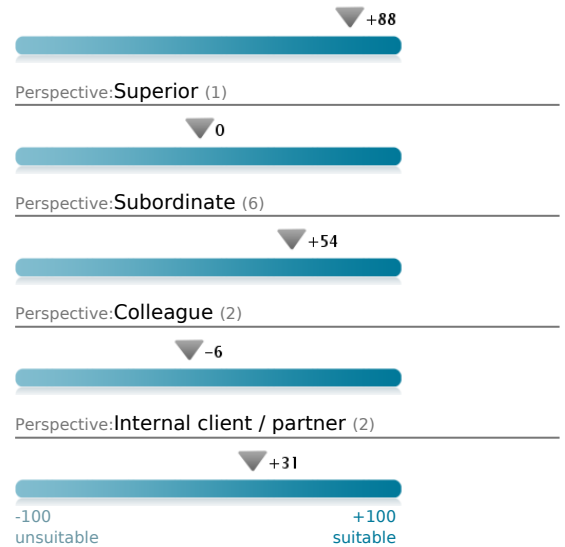


Competence: Being influential

Group: Entrepreneurship



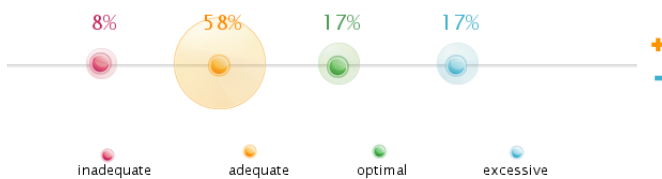
Self-evaluation



BEHAVIORS

Negotiating conditions enabling effective work

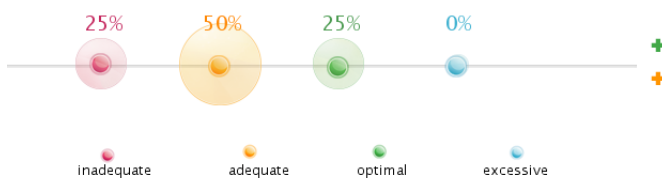
no. of indications: 12 / 12



- Not everything can be done as Ms. Patricia believes that it should be.
- Patricia is able to negotiate what is currently needed. She is the best at it
- If it is needed Patricia negotiates the conditions.
- Patricia is very ambitious, hard working, she perfectly knows what she wants to achieve. And negotiating conditions ensuring effective work only bring her closer to her goal.

Gaining colleagues and winning-over allies

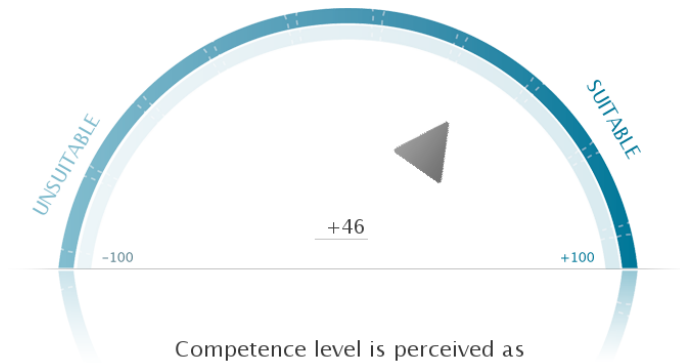
no. of indications: 12 / 12



- I noticed that Ms. is not on good terms with everyone. It does not bother me personally but I don't know about others.
- It would be even better if she listened to us.
- Maybe in some situations she could do better but usually, if it is important for her, she is able to gain a co-worker

Competence: Tolerance of uncertainty

Group: Entrepreneurship



Self-evaluation



Perspective: **Superior** (1)



Perspective: **Subordinate** (6)



Perspective: **Colleague** (2)



Perspective: **Internal client / partner** (2)

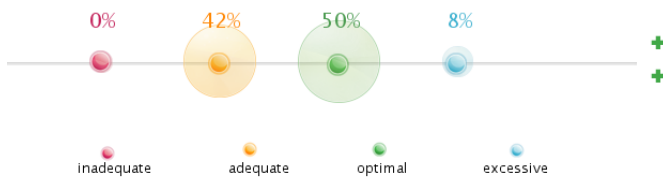


-100 unsuitable +100 suitable

BEHAVIORS

Ability to work under time pressure

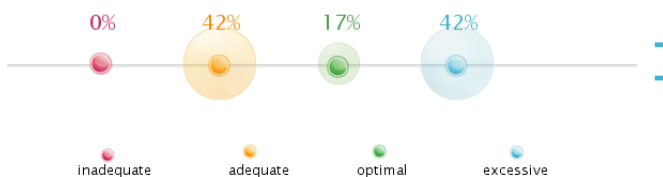
no. of indications: 12 / 12



- In this matter Patricia is brilliant because noone can see if she was under time pressure.
- She copes with working under time pressure.

Taking risks in order to achieve set goals

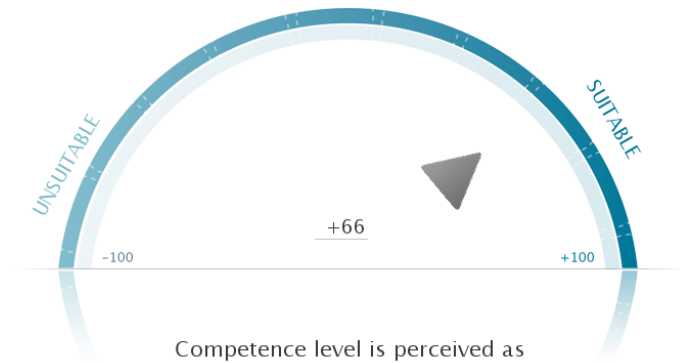
no. of indications: 12 / 12



- Not all of us are pleased when, without our knowledge, Patricia takes a big risk for which all of us will later be responsible for. She could inform and involve us earlier. Because later rushing us causes resistance...
- In appropriate situations she is able to take risk.
- Risky activities often are taken by the boss because someone did not take care of something and it is necessary to find a solution. I don't know what to improve.

Competence: Effectiveness

Group: Entrepreneurship



Self-evaluation



Perspective: **Superior** (1)



Perspective: **Subordinate** (6)



Perspective: **Colleague** (2)



Perspective: **Internal client / partner** (2)

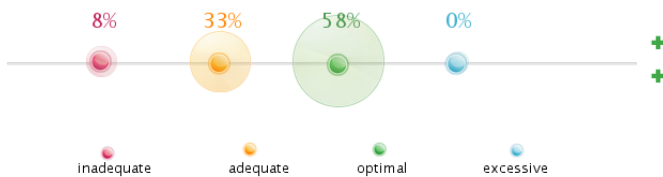


-100 unsuitable +100 suitable

BEHAVIORS

Dealing effectively with opposition and hurdles

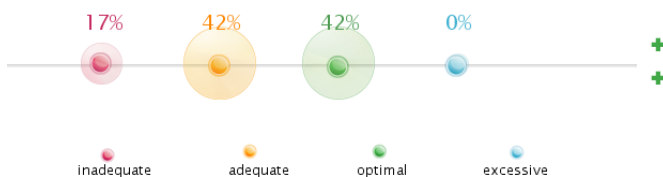
no. of indications: 12 / 12



- The team performs the tasks.
- Once she sets her mind on a goal - nothing is impossible for her.

Seeing tasks through to completion

no. of indications: 12 / 12



- We would not be where we are if Patricia was not able to finalize everything.
- If something is important to her, she finalizes it. However, if she is not attached to something, sometimes the task extends over time.
- Patricia starts, assigns the performance and then is hardly interested in the performance until the result. I would happily benefit from her extensive management skills if she was involved in the project like a real project manager.

Critical gaps

A majority of respondents stated that you manifest the following behaviors to an **inadequate** degree.

Behavior	no. of "inadequate" indications	indications by the superior
Accepting information, opinions and suggestions from others	9 indications	
Informing immediate colleagues of progress and results of one's own activities	7 indications	
• How do you understand these opinions? • How could you create more space for this behavior in your everyday work? • How could you develop this ability?		

Chance for mastery

A majority of respondents stated that you manifest the following behaviors to an **adequate** degree.

Behavior	no. of "adequate" indications	indications by the superior
Challenging inefficient processes and projects	9 indications	
Voluntarily becoming involved in new measures and initiatives	7 indications	
Sharing tasks and responsibility with others	7 indications	
Negotiating conditions enabling effective work	7 indications	
Correcting and supplementing one's own work product	7 indications	
Diligent performance of one's own duties and responsibilities	7 indications	
Solving problems by implementing new ideas	6 indications	
Gaining colleagues and winning-over allies	6 indications	
Experimenting with new ideas	6 indications	
Pointing out ineffectiveness and poor management of resources	6 indications	

Generating numerous innovative ideas

6 indications

Dividing energy among all currently pending matters of importance

6 indications

Being open about one's own opinions

6 indications

Seeking solutions for problems and difficulties

6 indications

Seeing tasks through to completion

5 indications

Asking for assistance and support

5 indications

Perceiving new opportunities and initiating measures to take advantage of them

5 indications

Replacing outdated solutions with new ones

5 indications

- How do you understand these opinions?
- How did you manage to achieve this level of competence?
- What would change if you would behave this way even more?
- How could you develop this ability?

Mastery

A majority of respondents stated that you manifest the following behaviors to an **optimal** degree.

Behavior	no. of indications: optimal	indications by the superior
Taking on tasks that offer an opportunity to learn and develop	9 indications	✓
Dealing effectively with opposition and hurdles	7 indications	✓
Developing one's own competences	7 indications	✓
Ability to work under time pressure	6 indications	✓
Looking for new ideas and inspiration	6 indications	✓
Building professional contact networks	6 indications	✓

Organization of one's own work	6 indications	
Seeing tasks through to completion	5 indications	
Replacing outdated solutions with new ones	5 indications	

- How do you understand these opinions?
- How did you manage to achieve such a level of mastery?
- Which other competences could you develop in a similar way?

Risk areas

A majority of respondents stated that you manifest the following behaviors to an **excessive** degree.

Behavior	no. of "excessive" indications	indications by the superior
No indications		

Blind spots

Presented below are behaviors for which your self-view is far more positive than that of those in your collaborators. These are our "blind spots". Most of us have them.

Behavior	indications by the superior
Maintaining good relations with colleagues and business partners	
Sharing knowledge and information	
Finding areas of consensus with others	
Informing immediate colleagues of progress and results of one's own activities	
Accepting information, opinions and suggestions from others	



- How do you understand these differences?
- What do your colleagues not see?
- And what you might be not noticing?
- Who might be able to help you understand your colleagues' needs and expectations concerning these behaviors?

Personal Competence Development Plan

1. Which of your strengths contribute most to the success of your organization? Why?

.....

.....

2. What can you change to ensure that your strengths even better support the success of your organization?

.....

.....

3. Which of your weaknesses, if you worked a little bit on them, might contribute to the success of your organization? Why?

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4. Which of your weaknesses, if you worked a little bit on them, would make your professional career develop further? Why?

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5. Which other competences important in your work were not considered in the study and the report?

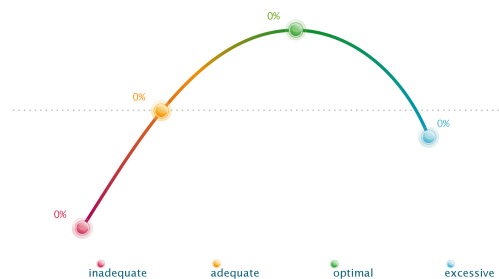
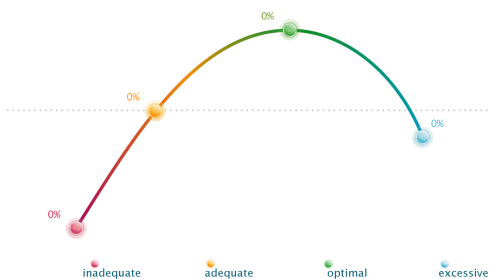
Competence 1:

Competence 2:

6. How would you assess the level of your competences which have not been considered in the study? In your opinion how would your close collaborators assess them?

Competence 1:

Competence 2:



7. Which competences do you want to develop in the near future? Why?

.....

.....

8. How do you want to develop them? What method of development will allow you to achieve the best result?

Training	Personal work	Changes that require involvement of my boss

Others:

.....

.....

.....

.....

9. What and when do you need to make it happen?

Main activity 1:

Activity 1:		Deadline:	
Activity 2:		Deadline:	
Activity 3:		Deadline:	
Activity 4:		Deadline:	
Activity 5:		Deadline:	

Main activity 2:

Activity 1:		Deadline:	
Activity 2:		Deadline:	
Activity 3:		Deadline:	
Activity 4:		Deadline:	
Activity 5:		Deadline:	

Main activity 3:

Activity 1:		Deadline:	
Activity 2:		Deadline:	
Activity 3:		Deadline:	
Activity 4:		Deadline:	
Activity 5:		Deadline:	

Main activity 4:

Activity 1:		Deadline:	
Activity 2:		Deadline:	
Activity 3:		Deadline:	
Activity 4:		Deadline:	
Activity 5:		Deadline:	

10. What will become possible once you will fulfill all the above?

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Good luck!