



Performance Improvement Plan

*Personal Report of
B. Smit*

PEOPLE IMPROVE PERFORMANCE

Details of participant

Name: B. Smit
Date of birth: 12-07-1964

Data Performance Improvement Plan

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This report is based on information extracted from the Reflector Big Five Personality and Reflector 360 questionnaires.

Reflector Big Five Personality:

Test date: 11-6-2009
Test number: 60177

Reflector 360:

Test date: 13-1-2009
Test number: 467484

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This report has been generated automatically.

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Introduction

You are holding in your hands your Performance Improvement Plan report. This report has been compiled based on the questions you, and possibly others, have answered about you and your work. The results of the Reflector Big Five Personality questionnaire and the Reflector 360 questionnaire have been combined in this report.

How to use this report?

This report provides you with information about how the competencies pertaining to your current position fit with who you are and what you do. This report can help you to see how you might strengthen your performance in your current position. An additional benefit of this Performance Improvement Plan is that it combines information about your current behaviour (from Reflector 360) and your talents (from Reflector Big Five Personality). This way, you can obtain excellent insights about where your strengths and weaknesses lie, which areas of competency are not worth you investing a great deal of your energy in, and which represent opportunities for personal development. This Performance Improvement Plan report, then, allows you to see your possibilities more clearly and gives you a firmer grasp of the choices that will affect your future professional development. Which of your strong points do you want to take full advantage of and which of your less-than-strong points would you like to develop further? In which areas will you invest your time and energy, in which areas you will not?

This report is your property. You can use the report to undertake further steps on your own. Or, you can make an appointment with the person responsible for HR within your organisation or with your supervisor to discuss the results and possible further steps. Naturally, you can also discuss the results with colleagues who know you well, and with your partner, friends or family members.

What parts does the report consist of?

The Performance Improvement Plan report prepared for you includes the following parts:

1. Summary of competencies

Part 1, 'Summary of competencies', allows you to see, at a glance, a summary of all the competencies that have been surveyed in the Reflector Big Five Personality and the Reflector 360 questionnaires. You can see which of the four developmental categories each of these competencies falls into.

2. Developing your competencies

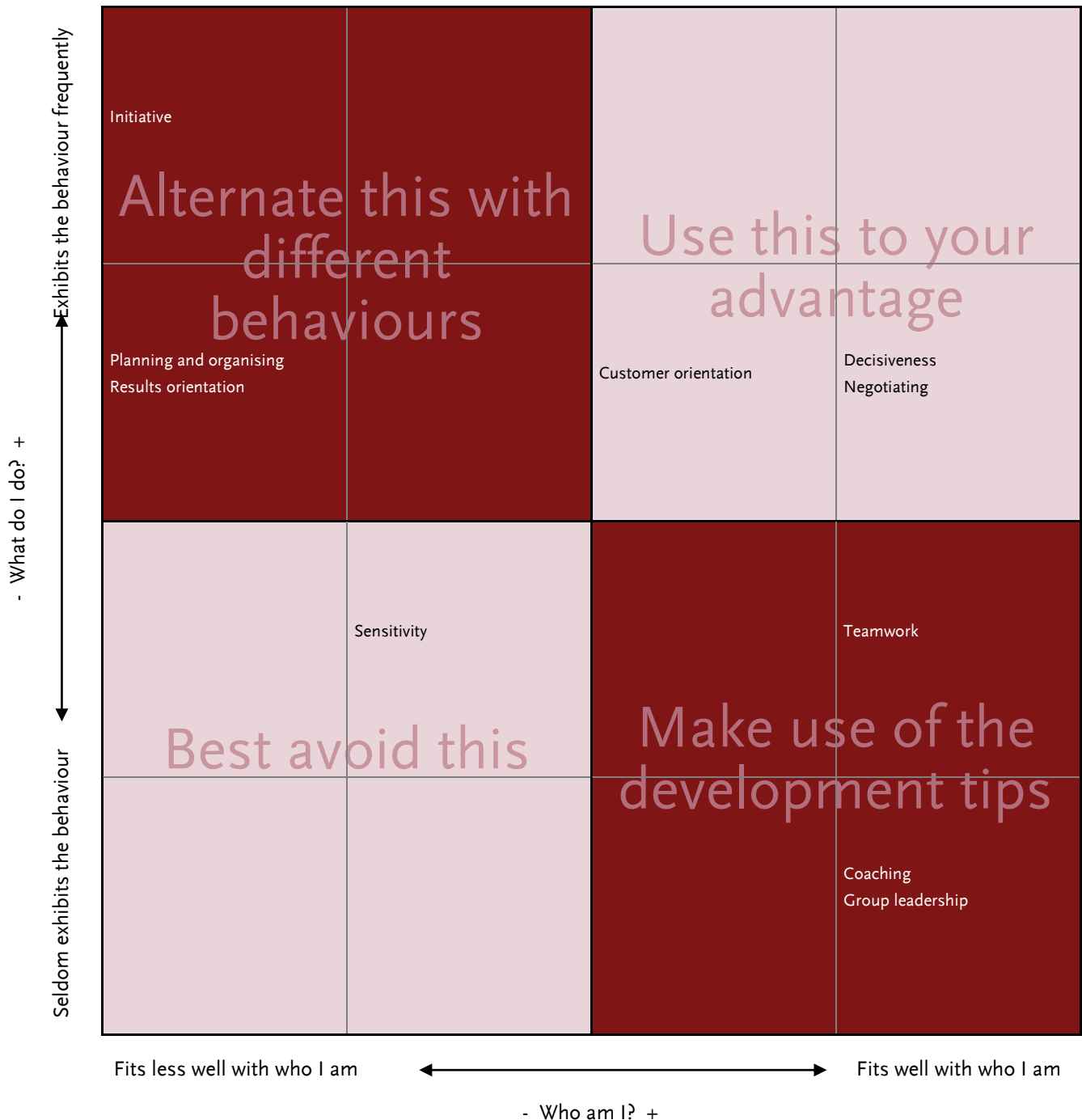
Part 2, 'Developing your competencies', provides additional information about the extent to which each competency fits with who you are and what you do. A general overview is followed by specific results, organised by competencies.

What competencies are included in this report?

This report includes all the competencies covered by your most recent Reflector 360 and Reflector Big Five Personality questionnaires as well.

1. Summary of your competencies

This summary shows you, at a glance, all the competencies that have been surveyed in the Reflector Big Five Personality (Who am I?) and Reflector 360 (What do I do?) reports. Each competency falls into one of four major categories. The better a competency fits with who you are, the further it is to the right. The more frequently you exhibit the behaviour corresponding to the competency, the nearer to the top this competency is displayed. Each of the major categories is further subdivided into four areas. These indicate the exact position of the competency within the larger area. Further explanation of each competency is provided in the following pages.



2. Developing your competencies

Overview

Your scores on *What do I do?* answer the question of how well (how frequently) you currently demonstrate the behaviour pertaining to a given competency in your work. The Reflector 360 report describes in detail which behaviours relate to that specific competency. Your scores on *Who am I?* are based on the Reflector Big Five Personality competency report. *Who am I?* answers the question of how easily you (given your personality) can learn new behaviours for that specific competency and can further develop already existing behaviours. The combination of *What do I do?* and *Who am I?* provides you with an excellent picture of:

- what your strong points are ('Use these to your advantage');
- what your not-so-strong points are ('Best avoid this');
- which competencies you should not try to rely on too often ('Alternate this with different behaviours');
- which competencies represent opportunities for personal development ('Make use of the development tips').

The four different competency categories are described below:

+ What do I do?	Alternate this with different behaviours	Use this to your advantage
	Best avoid this	Make use of the development tips
		- Who am I?

Alternate this with different behaviours: You demonstrate the behaviour corresponding to this competency clearly in your work (*What do I do?*), but this competency does not fit your personality well (*Who am I?*). This means that you can do this, but that it will require a lot of energy for you to use this competency frequently. Therefore, alternate this behaviour with others.

Use this to your advantage: You demonstrate the behaviour corresponding to this competency clearly in your work and this competency fits well with your personality. Therefore, this is one of your strong points. Use this competency in your career whenever you can.

Best avoid this: You do not clearly demonstrate the behaviour corresponding to this competency in your work. In addition, this competency does not fit your personality well. The development of this competency will therefore take a lot of time and energy. Also, this will probably always be a point of attention for you. So, do not put too much energy into this, but rather accept the support of others. Should you wish to work on this area anyway, you will find development tips in the Reflector 360 report.

Make use of the development tips: You do not clearly demonstrate the behaviour corresponding to this competency in your work, but this competency does fit well with your personality. Therefore, you should be able to easily show this competency, or develop it further. Refer to the development tips in the Reflector 360 to discover how you can develop this competency.

Your score on *Who am I?* is determined by your score from the Reflector Big Five Personality report. A score of 50 or higher means that the aspects of a given competency fit your personality well.

Your score on *What do I do?* is determined by your score from the Reflector 360 report. A score of 3.5 or higher (based on the scores of others) means that you demonstrate this competency clearly (frequently) in your work.

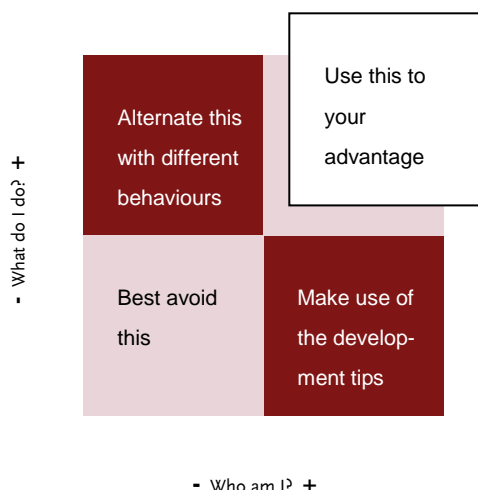
Your competencies

For *What do I do?*, each competency (Reflector 360) is surveyed at the specific level applicable to your position (level 1, 2, 3 or 4). For *Who am I?* (Reflector Big Five Personality), the only situation that has been taken into account is that in which you must demonstrate a particular behaviour independently and on your own initiative (level 2). So, please keep the following in mind:

- If your position requires a level 1 competency, then for the behaviour in question, the emphasis is on your *response* to a situation or a direct cause (for example, a request by others). In such cases, the extent to which demonstrating the competency (level 2) independently and at your own initiative fits with who you are may be less applicable. Therefore, for such competencies, you should look mainly at *What do I do?*.
- If your position requires a level 3 or 4 competency, then you are required to act in a stimulating (level 3) or inspiring and facilitating (level 4) way with regard to the behaviour of others. In both cases this includes displaying the desired behaviour yourself (exemplary behaviour). For each competency, this report shows you to what extent *exemplary behaviour* fits with who you are (rather than the aspect of stimulating or inspiring and facilitating others). Keep this in mind, and for competencies of this type you will find more useful information under *What do I do?*.

Below you will see how those competencies which are important in your current position fit with who you are and what you do. Your strongest competency is stated first, and your least strong one appears last.

Decisiveness



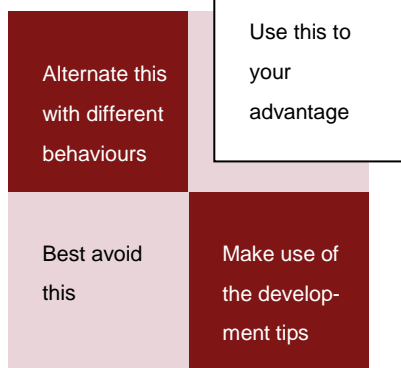
Decisiveness: Active decision-making; committing oneself by expressing opinions, taking action.

Level 2: Takes decisions independently or goes into action, even if not all information is available yet.

Your score: Most of these aspects fit very well with your personality, and you also demonstrate this competency clearly in your work. Therefore, this is a strong point for you. Use this competency in your work whenever you can.

Customer orientation

What do I do? +



Who am I? +

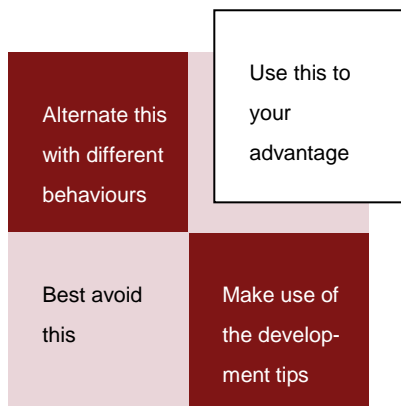
Customer orientation: Investigating customer wishes and needs and acting accordingly; anticipating customer needs; giving high priority to service and customer satisfaction.

Level 2: Actively thinks along with customers and comes up with suitable proposals of his/her own accord.

Your score: Most of these aspects fit very well with your personality, and you also demonstrate this competency clearly in your work. Therefore, this is a strong point for you. Use this competency in your work whenever you can.

Negotiating

What do I do? +



Who am I? +

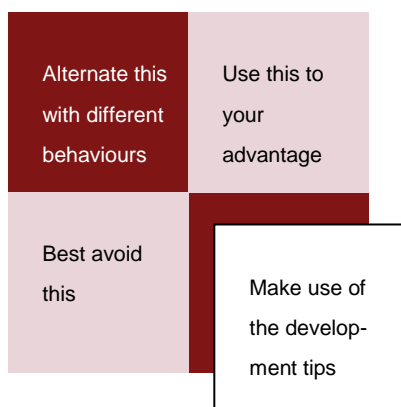
Negotiating: Communicating one's own standpoints and arguments effectively and pointing out common goals in a manner leading to agreement and acceptance by all parties.

Level 2: Demonstrates to his/her negotiation partner that (s)he is focused on a win-win situation of his/her own accord.

Your score: Most of these aspects fit very well with your personality, and you also demonstrate this competency clearly in your work. Therefore, this is a strong point for you. Use this competency in your work whenever you can.

Teamwork

What do I do? +



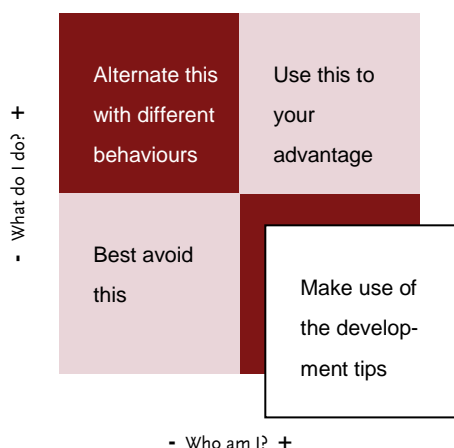
Who am I? +

Teamwork: Contributing actively to a joint result or solution to a problem, even when such teamwork concerns a matter which is not of immediate personal interest.

Level 2: Works towards collective results with other people of his/her own accord.

Your score: Most of the aspects of this competency fit very well with your personality. Although you do not demonstrate this competency to a great extent in your work, you can probably develop it very easily. We recommend that you follow the development tips given in the Reflector 360 report.

Coaching

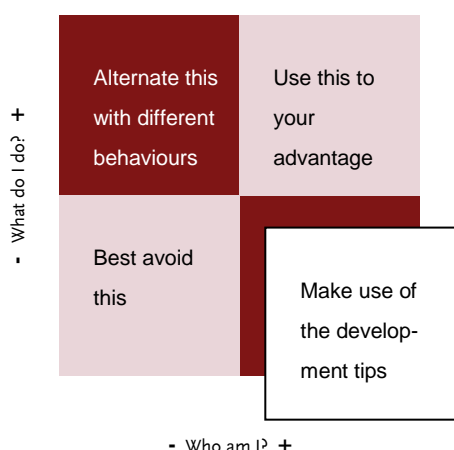


Coaching: Directing and guiding an employee in the performance of his /her job; adapting coaching style to employee and situation so that the employee can develop optimally.

Level 2: Contributes to employees'/colleagues' development of his/her own accord.

Your score: Most of the aspects of this competency fit very well with your personality. Although you do not demonstrate this competency to a great extent in your work, you can probably develop it very easily. We recommend that you follow the development tips given in the Reflector 360 report.

Group leadership

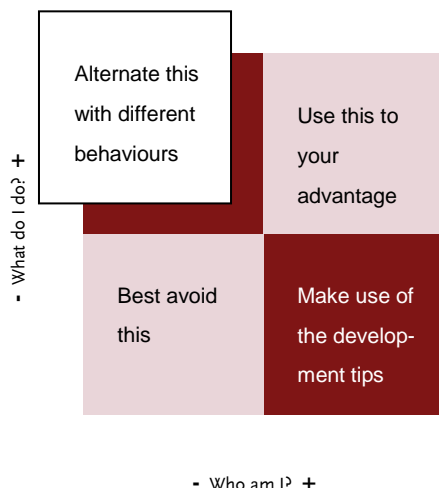


Group leadership: Directing and guiding a group of employees in the performance of their tasks; establishing and maintaining the team spirit and joint activities needed to achieve a set goal.

Level 2: Provides direction and guidance to a team/group of his/her own accord in a way that leads to optimal team or group results.

Your score: Most of the aspects of this competency fit very well with your personality. Although you do not demonstrate this competency to a great extent in your work, you can probably develop it very easily. We recommend that you follow the development tips given in the Reflector 360 report.

Initiative

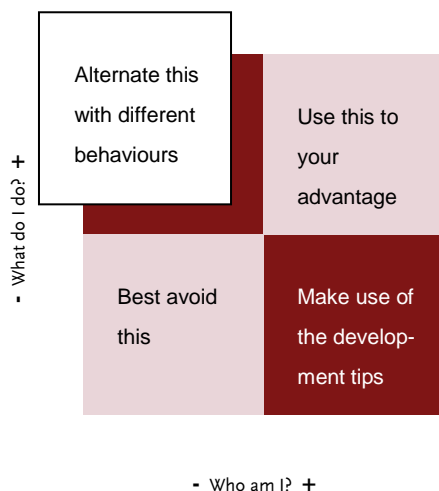


Initiative: Recognising opportunities and acting on them; self-starting rather than waiting passively to see what happens.

Level 2: Takes action independently and of his/her own accord.

Your score: Most of these aspects do not fit very well with your personality, but you do demonstrate this competency clearly in your work. Therefore, do not try to rely on this competency the entire day, but alternate it with other behaviours.

Results orientation

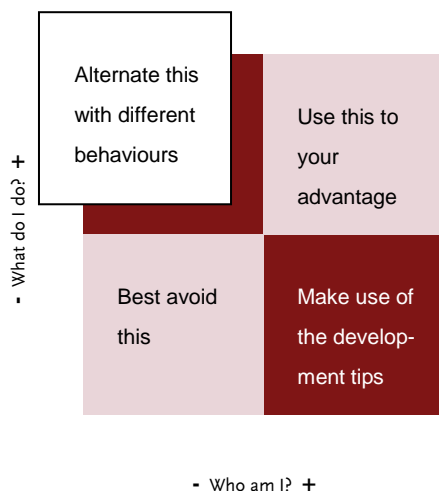


Results orientation: Actively focused on achieving results and objectives; ready to take action in case of disappointing results.

Level 2: Sets ambitious goals independently and achieves them.

Your score: Most of these aspects do not fit very well with your personality, but you do demonstrate this competency clearly in your work. Therefore, do not try to rely on this competency the entire day, but alternate it with other behaviours.

Planning and organising

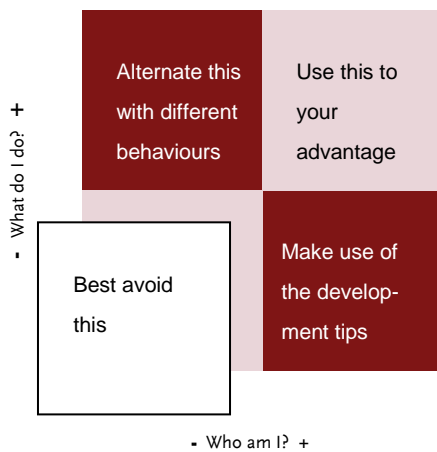


Planning and organising: Determining goals and priorities effectively and stipulating the time, activities and resources required to achieve the set goals

Level 2: Plans and organises his/her own work effectively, independently and on his/her own initiative, partly in consultation with other people.

Your score: Most of these aspects do not fit very well with your personality, but you do demonstrate this competency clearly in your work. Therefore, do not try to rely on this competency the entire day, but alternate it with other behaviours.

Sensitivity



Sensitivity: Showing oneself to be aware of other people and the environment and of one's own influence on both. Behaviour reflecting recognition of the feelings of others.

Level 2: Goes deeply into people's goals, feelings, needs and ideas and responds to them tactfully and with understanding.

Your score: Most of the aspects of this competency do not fit very well with your personality. In addition, you do not demonstrate this competency clearly in your work. The development of this competency will take a lot of time and energy. Accept support from others in this area. Should you wish to work on this anyway, you will find development tips in the Reflector 360 report.