



# Manager Development Report

01/01/23

# Introduction

Thank you for taking part in the online development centre experience, which seeks to support your developmental journey as a manager within Avos.

The feedback contained within this report is based around the following components:

1. Working Style: Your responses to the personality and motivation questionnaire.

This part of the report will help you to understand your natural tendencies and preferences, as they relate to Avos's leadership competencies. Please note that this section of the report reflects your preferences and tendencies, not actual behaviour or performance. You will find it helpful in raising your awareness of your preferences, so you can focus on managing these effectively across different situations, as well as identifying your likely natural strengths in your role.

2. Leadership Judgement: Your judgement and decision making when faced with scenarios you may face as a manager, contained within the 'Day in the life' experience of Camford.

This part of the development centre experience relates to problem solving around common leadership scenarios, again, as aligned with Avos's leadership competencies. This part of the report will help you to reflect on how you approach decision making and form judgements in your role and other factors you may wish to consider to manage situations as effectively as possible in the future.

3. Technical Questions: Your knowledge of, and confidence with, process, policy, and operating procedures important to each of the Vital Few.

This is based on your responses to the technical questions in the development centre experience. This will help you to pinpoint specific learning modules and resources that might help you to further your technical expertise in your role. A summary of your performance against the balanced scorecard is also provided, which you may find useful as an additional lens to help guide your development planning in relation to the Vital Few.

4. Simulation Recommendations: Your response to the simulation experience.

This included your action plan and video response to the case study exercise. This part of the report includes your assessor ratings of your response against each of the leadership competencies, as well as comments about your strengths and any development areas based on the response you submitted. You should use this information to help you consider how you analyse information to identify the root cause of any issues, how you come up with ideas for improvements and your approach to engaging and leading others when implementing change.

Please note that the results of the development experience are not infallible and are only as accurate as the responses you have provided.






The feedback is provided purely for the purposes of your personal development.

To achieve maximum value from this feedback, we recommend that you take time to consider the overarching themes across the data within this report. When reviewing your results, please note that different components of the development centre experience are measuring different areas (for example, your preferences vs. your judgement vs. your technical confidence and competence). As such, you may notice some apparent contradictions in your report. Where this is the case you may find it useful to reflect

on what each component of the development centre is measuring and the recommendations provided for your development (for example, a low score on the personality and motivation questions measuring Customer Focus but a high score on the same competency for your video response and action plan, might be due to your expertise in resolving customer issues even if this is not aligned with your natural preferences). This will help you to pinpoint the specific development actions that may be most beneficial to you. It is also recommended that you prioritise gaps in your technical knowledge over leadership skill. To support you in applying your results, in addition to the summary notes from your consultant development session, you should also work with your manager to agree your key strengths, development areas and the priorities for your development.

### Interpreting results

The scores are provided on a 5-point scale, with guidance for the interpretation of the scores shown in the key below:

Likely development area		Significant development needed to meet the requirements of the competency.
Likely some room for development		Some development needed to meet the requirements of the competency.
Competent		Meets the requirements of the competency.
Likely strength		Likely to exceed the requirements of the competency.
Likely significant strength		Likely to significantly exceed the requirements of the competency.

# Working Style Profile Chart

The profile chart below illustrates alignment of your preferences to the leadership competencies that are important in Avos. Becoming more aware of our preferences and learning when we may need to adapt our go to style when needed, can support development of a more rounded leadership style.

## Customer Focus

Establishes a customer-centric organisation that aligns strategies and resources around customer needs, promotes long-term customer relationships, and provides products or solutions that offer true customer value.



## Optimizes Work Processes

Knowing the most effective and most efficient processes to get things done, with a focus on continuous improvement.



## Ensures Accountability

Holding self and other accountable to meet commitments.



## Action-Orientated

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.



## Builds Effective Teams

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.



## Instils Trust

Gaining the confidence and trust of others through honesty, integrity and authenticity.



# Working Style Narrative Summary

This report provides a summary of your scores in narrative form to assist in the interpretation of your results. Likely strengths and development areas are also outlined, as well as development activities that might be beneficial:

## Customer Focus

Your responses suggest you are likely to invest considerable time in evaluating relevant metrics to ascertain the root cause of threats to customer service. You are likely to generate ideas as to how to solve customer issues and to ensure processes and strategies are aligned to customer needs. You also appear flexible in your outlook and are likely to effectively and calmly persist through challenges, helping you to overcome obstacles to customer service. You also appear to have a natural drive to establish and promote a customer-centric culture. Motivated by achieving high quality in your work, you are likely to obtain a sense of achievement through timeliness, accuracy and high standards, which directly supports Avos's service to our customers.

- How you can train and mentor others when it comes to customer focus? Identify one or two team members who may benefit from improving in this area who you might be able to support in this way.
- Consider how you can best engage others in your focus on customer outcomes. Reflect on what language and/or messaging will speak to your team and other colleagues to ensure the organisation benefits more broadly from your likely strength and focus in this area.

## Optimizes Work Processes

Your responses indicate that you have a strong focus on efficiency and process improvement. You are likely to quickly analyse available data and problem solve to identify the most effective processes and resources needed to complete a particular task. Planful in your approach, you are also likely to efficiently utilise resources to deliver the required results. You also appear to readily learn and experiment with new approaches, directly supporting continuous improvement. This is coupled with appearing motivated by opportunities for innovation and driving commercial value, which suggests improving, simplifying and streamlining work processes is likely to be rewarding to you.

- Make time each week to research new tools and techniques within your industry. Consider how these could benefit your team or business area in terms of enhancing efficiency and producing better results. Identify any of these techniques that could be implemented.
- Offer to coach or mentor others within the business who struggle in this area. Shadow their approach and identify where improvements could be made, sharing with them your strategies for achieving effective results in this area.

## Ensures Accountability

Your responses suggest that you take a strong sense of personal responsibility for your work. You also seem to take responsibility for holding both yourself and others accountable for commitments and results, even when this presents challenges. Comfortable to assert your expectations to others in this sense, you likely lead the team in a way that encourages and ensures ownership of responsibilities and deliverables. You appear self-motivated in your approach and likely obtain a strong sense of reward from achieving challenging goals against the odds.

- Identify an individual who struggles in this area and requires further support. Take time to understand the individual's development needs in this area and work with them to devise a plan to address these. Set clear goals to achieve and hold the individual accountable for reaching these.
- Commit to taking on a project or challenge that will require you to stretch outside your comfort zone. Take time to fully understand the outcome(s) required and set specific goals to help you see your commitment through to successful completion.

## Action-Orientated

Your responses suggest that you are reasonably energetic in your approach to work and are quick as most others when it comes to taking action. You are likely to be reasonably open-minded to new opportunities and variety and will approach new requirements with a moderate degree of urgency, optimism and enthusiasm. The speed at which you move to action, and your level of drive are likely to be influenced, in part, by how motivated you are by the specific task or challenge required.

- Seek out opportunities to step out of your comfort zone. For example, offer to take on project management responsibilities for a complex piece of work involving a number of activity streams or challenging timeframes.
- Consider the long-term goals that you wish to achieve, in both your career and personal life. Separate these goals into short-term objectives and keep track of how you progress through them along the way. Consider what specific steps are particularly motivating to you when it comes to follow through with the actions you decide upon.

## Builds Effective Teams

Your responses suggest that you are likely to show a reasonable commitment to building effective teams. You are likely to draw on a reasonably diverse range of skills and perspectives in order to deliver the most effective outcomes, but may find it harder to see value in viewpoints very different to your own. You appear generally committed to acknowledging positive contributions and driving a unified approach. You likely enjoy teamwork to some extent but may not always role model this consistently or proactively influence others to collaborate. You probably get some sense of reward from developing other people, but may find other aspects of your work bring a stronger sense of drive or purpose for you.

- Always look to encourage a diverse and broad range of ideas and perspectives in your work and prompt others to do the same. When you see that a person or group isn't being included, actively encourage their participation.
- Identify more ways in which you can actively involve your team in key decisions. Ensure you regularly take the time to explain the broader purpose and strategy to your team and get them involved in business improvement or innovation exercises. This will enable you to create maximum buy-in and motivation in the individuals you manage.

## Instils Trust

Your responses indicate that you are likely to be strongly focused on gaining the trust of others. You appear to be honest and authentic in your approach, being candid when communicating your views and taking the time to listen to the perspectives of others. You seem to possess a high level of integrity, having a strong regard for ethical standards and rules, both for yourself and the organisation. You also likely gain confidence from others through effectively managing your emotions even in difficult situations.

- Volunteer to support and mentor colleagues who may have a development need in this area. Seek to help these colleagues to develop open and trusting relationships with others, sharing the importance of integrity and ethics in their approach.
- Offer to put together training and development workshops for individuals in this area, sharing content on topics such as emotional intelligence, relationship building, managing difficult conversations and challenging inappropriate behaviours.

# Leadership Judgement Profile Chart

The profile chart below illustrates the extent to which your responses to the leadership judgement 'Day in the life' items, which formed part of the simulation exercise, aligned with competencies that are important in Avos.

## Customer Focus

Customer centric in approach and aligns activities and resources around local customer needs. Promotes trust on the doorstep and a good customer experience by delivering the service promise outdoors and in the customer service point.



## Optimizes Work Processes

Knowing the most effective and most efficient processes to get things done, with a focus on continuous improvement.



## Ensures Accountability

Holds themselves and others accountable for the requirements of their job.



## Action-Orientated

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.



## Builds Effective Teams

Builds effective and diverse teams, making the most of everybody's strengths to achieve common goals.



## Instils Trust

Gaining the confidence and trust of others through honesty, integrity and authenticity.



# Leadership Judgement Narrative Summary

The summary below outlines the extent to which your decisions on the leadership judgement items within the simulation exercise align with the leadership competencies that are important within Avos and the likely implications for development.

## Customer Focus

The choices you made during the leadership judgement item illustrated customer focus is unlikely to be a key factor in your decision making, especially if faced with competing priorities; there may be scope for improvement in this area.

- Reflect on the next dilemma or decision you are faced with. How is the customer impacted by the different options available to you? Work through each option in turn and consider how you can account for all other priorities, without compromising customer service.
- Some of our decision making is likely affected by our technical knowledge and experience. What steps could you take to improve in this sense? Consider aspects of the Quality/Customer module that might help you as well as the wider learning resources available to you.

## Optimizes Work Processes

Your pattern of responses to the leadership judgement exercise indicated an opportunity to improve your focus on optimising work processes when faced with challenging situations.

- Consider when you prioritise other factors over efficiency and continuous improvement. What other options are available to you that might help you to still optimise work processes, without compromising other priorities.
- Technical knowledge and experience frequently influences our decisions and judgement. What information or resources could you draw on to learn more about process efficiency and refinement? Also consider any tools available to you that might help in this sense.

## Ensures Accountability

The results of the leadership judgement exercise indicate that ensuring accountability is unlikely to influence your decision making when faced with challenging situations. There may be room for improvement in this area.

- Reflect on the situations when you feel particularly uncomfortable to accept ownership and responsibility and encourage others to do the same. What is it about these situations that makes this challenging for you? Understanding this may help you to pinpoint some more specific areas of focus for your development.
- Consider a colleague that consistently demonstrates this competency. What could you learn from how they approach this? What opportunities are there to work with them more directly to support your own development?

## Action-Orientated

The results of the leadership judgement exercise indicate that action orientation is unlikely to be an area that influences your response to difficult situations.

- Reflect on situations where you have lacked confidence in taking action. What was it about these situations that made this challenging for you? How can you start to feel more at ease with difficult situations and put yourself outside of your comfort zone?
- At times confidence to take action can relate to how competent we feel in a particular context. Consider what steps you could take to increase your knowledge or skill in an area where you feel less confident to help you quickly take the right action in relevant situations in the future.

## Builds Effective Teams

The results of the leadership judgement exercise indicate that you may prioritise other factors above building effective teams when faced with challenging situations.

- Look to build a deep understanding of the diversity that exists within your team. Reflect on the approach that you currently take to embrace people's differences. What works well for you in your current approach? What changes could you make to ensure you maximise the different contributions and perspectives of everyone?
- Working effectively with people can be a science too. Look for relevant learning resources that may help you to improve your technical understanding of topics such as emotional intelligence, the psychology of teams and diversity and inclusion and some of the skills and approaches that might help you in this sense.

## Instils Trust

The results of the leadership judgement exercise indicate that instilling trust may be an area for development for you.

- Reflect on a particularly challenging interaction or relationship. Why do you think you have struggled to build trust in this context? Pinpointing the nature of challenges in this sense may help you to consider how best to nurture the relationship over time.
- Consider how you can learn more about how to build trust with others and your wider team. What makes you trust someone else? What do they do or so that helps you recognise their honesty and integrity? What might you learn from their approach?

# Technical Questions Profile Chart

Below provides a summary of your responses to the technical questions within the online development experience.

## Cost Resource Management

Understands how to optimise profit through focus on cost management, efficiency and productivity.



## People Leadership

Understands the policies, procedures and processes that apply to people and applies these effectively.



## Quality

Demonstrates a strong commitment to delivering a high quality, timely and effective service for customers.



## Safety

Shows a high regard for following established safety practices to ensure the safety of all staff, customers and suppliers.



# Technical Questions Narrative Summary

This report provides a summary of the scores in narrative form to assist in the interpretation of the scores. The narrative provides insights into your likely strengths and development needs within the technical areas being assessed, as well as development activities that might be beneficial. Please ensure you consider this information alongside your balanced scorecard metrics in each area before deciding your development priorities. When reviewing the development recommendations you should also take time to reflect on the specific aspects of each area where you feel you would benefit from furthering your knowledge and/ or confidence to help you focus your personal development.

## Cost Resource Management

Your responses to the questions suggest you appear relatively confident and competent when it comes to most aspects of cost and resource management.

- How might you increase your confidence and knowledge in this area? Are you aware of all of the resources and tools that are available to you to assist with this? What steps might you take to utilise these and/ or improve your understanding of what support is available?
- What might your manager be able to share with you in terms of cost and resource management? How can you learn from the approach they take on this front and what opportunities are there to learn from them more regularly in this sense within your one to ones?

## People Leadership

Your pattern of responses to the questions suggest policies and process related to people is likely to be an area of strength for you.

- What examples are there of when you have applied the relevant process/ policy. How might you anonymously share your experiences to the benefit of others? Consider how you might coach or mentor less experienced managers in this sense.
- How effectively do you feel you manage these areas from a leadership style perspective? Reflect on your other development centre experience results to identify opportunities to further improve your approach in this sense.

## Quality

Your responses suggest you appear relatively confident and competent when it comes to most processes, procedures and products related to Quality and Customer.

- Consider how you might further your confidence and knowledge in this area. What resources are available to you in the learning academy that might assist in this sense?
- Discuss with your manager the steps you might take to learn from others in this area. What business tasks or projects might provide you with an opportunity to feel more confident and competent in the specific aspects of Quality/Customer that you find more challenging?

## Safety

The way you responded to the questions suggests you appear relatively confident and competent when it comes to most Safety processes, policies and procedures.

- What steps might you take to build your confidence and knowledge in this area? Identify the resources and support that are available to you in the learning academy and elsewhere that might help.
- Who do you know that is a champion for Safety and has a particularly strong knowledge in this area? What opportunities are there for you to work with this individual as part of your day to day role? What questions might you ask about their approach to further your own understanding?

# Simulation recommendations

Below provides a summary of your assessor's ratings of your overall response to the simulation exercise, along with comments on strengths in your response and recommendations for development.

	Assessor Delivery Office Manager (DOM) Simulation Exercise
Customer Focus	4.2
Optimises Work Processes	3.5
Ensures Accountability	3.5
Action-Orientated	4.2
Builds Effective Teams	3.0
Instils Trust	2.8

## Strengths

Assessor notes:

Overall, your action plan was strong with a good focus on Customers and the actions to be taken for conflict resolution. Your video responses to the case study also reflected this and your thoughts on how to ensure accountability were strong.

## Development Areas

Assessor notes:

Based on your simulation, the one key area we recommend for development is around instilling trust. Your video response on this question seemed to assume trust would grow over time rather than proactively assisting this trust in leaders. We'd like to see you focus on this area more.