



Sova Development Report

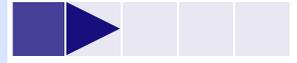
Sova Sample

10/05/2021

Overall Profile

Teamwork

Develops relationships within and across teams, working collaboratively to resolve potential challenges quickly.



Developing Others

Motivates and supports others to deliver results, coaching them to optimise performance.



Leading and Influencing

Takes the lead within the team and wider organisation, able to influence and persuade others in order to achieve objectives.



Effective Communication

Communicates effectively, engaging with others in a warm and professional manner.



Planning and Organising

Organises and plans work effectively, ensuring delivery to quality and timescales in the short and longer term.



Analytical Thinking

Breaks down and understands complex information and data to draw appropriate insights, can analyse and use a range of data.



Strategic Focus

Thinks strategically and thrives on innovation, considers the wider picture and strives to identify new approaches to enhance business impact.



Adaptability

Adapts approach and responds effectively to different situations, people and new opportunities.



Resilience

Works well under pressure, bounces back quickly from setbacks in a positive and constructive manner.



Drive and Motivation

Highly motivated and driven, able to focus on what needs to be achieved and enthuses others to do this.



Teamwork

Develops relationships within and across teams, working collaboratively to resolve potential challenges quickly.

Overview

You have a very strong preference for working independently and will be comfortable working alone without much guidance. You can tend to focus on completing work on time and to standard, without requiring much support. You will prefer a much more consistent working environment where you are clear about the tasks allocated to you. However, you may risk coming across as aloof or distant at times, preferring to work on your own activities. You will spend less time than others building relationships within the team or actively encouraging others to do this.

Maximising Strengths and Development Tips

Consider how to:

- Identify how best to communicate and work with others, so you demonstrate a warmer and more personable approach.
- Adapt your approach to work effectively with others in your team.
- Encourage others to work as a team.
- Proactively build relationships and network with others.
- Involve others in your work and ask for their input and support.
- Increase your confidence and impact with others when working as a team.

Points to Consider

1. In what situations could you make a conscious effort to communicate with colleagues in your team?
 - What approach would you take?
 - How could you utilise the same approach with individuals external to your team?
2. Reflect on a time when you did not communicate or contribute much to a team discussion.
 - How could you share your thoughts and opinions more next time?
 - What were the barriers to you sharing your thoughts and opinions with the team?

Developing Others

Motivates and supports others to deliver results, coaching them to optimise performance.

Overview

You will give a reasonable amount of time to building coaching relationships with others when required. You are happy to work independently and see colleagues drive their own development. You have a typical preference for motivating others to achieve and develop and are comfortable delivering development feedback to others.

Maximising Strengths and Development Tips

Consider how to:

- Proactively develop others.
- Approach quieter individuals to see how you can help support their development.
- Ask for feedback on your coaching and delivery style from others.

Points to Consider

1. Consider a time when you successfully motivated a group of people.

- What was your approach?
- How could you apply this to future group situations?

2. When have you had to coach or develop someone at work?

- What did you do?
- How could you improve your approach for next time?

Leading and Influencing

Takes the lead within the team and wider organisation, able to influence and persuade others in order to achieve objectives.

Overview

Typically comfortable influencing others, you will do this when required, although may need to ensure you are proactive in doing so. You will be comfortable working with others towards a shared goal, and can influence and encourage buy-in when you feel it necessary. If required, you would be happy leading a team of individuals and taking responsibility for their performance.

Maximising Strengths and Development Tips

Consider how to:

- Best utilise a more proactive and self-assured approach, making the most of opportunities to take the lead.
- Adapt your approach to lead and enthuse others to achieve.
- Identify someone who is a strong leader and ask for their advice, to provide useful insight into doing leading and influencing.

Points to Consider

1. When has someone effectively led you or your team to achieve a goal?

- What approach and techniques did they utilise?
- What could you take from their approach to apply to your own leadership style?

2. In what situations have you felt most comfortable influencing others?

- What made these situations different to other times?
- Is there any learning you can take from these situations that you could use elsewhere?

Effective Communication

Communicates effectively, engaging with others in a warm and professional manner.

Overview

You are much more likely to prefer working independently and when communicating with others, will come across as quiet and less confident. You will be very task focused, preferring others to do network building. Others may view you as tough and abrupt in your communication style, and may struggle to build rapport with you.

Maximising Strengths and Development Tips

Consider how to:

- Identify ways of proactively building networks with others.
- Interact with a larger number of individuals on a regular basis.
- Adapt your communication style depending on the individuals and situation involved.
- Become involved in group conversations, trying to share your thoughts and opinions.
- Bring others into the conversation, helping them to share their views.

Points to Consider

1. In what situations could you make a conscious effort to communicate with others in your team?
 - What approach could you take?
 - How could you get feedback on your approach and communication style?
2. Think about a time when you worked with others and did not contribute very much to the conversation.
 - Why was this?
 - How could you share your thoughts and opinions more next time?

Planning and Organising

Organises and plans work effectively, ensuring delivery to quality and timescales in the short and longer term.

Overview

You are a typically organised individual who is able to plan work but also remain flexible in approach. You are happy prioritising your work as much as most others, and will be able to plan ahead when required. You should be comfortable working towards deadlines, but may require some support in ensuring these are always met. You can change direction and shift focus when required.

Maximising Strengths and Development Tips

Consider how to:

- Identify which situations require a more organised approach, and which require a more flexible approach.
- Get involved with different change processes.
- Create key steps for each piece of work to ensure you effectively organise and prioritise every time.
- Ask for feedback on your approach from colleagues to help you identify what approach to use and when.

Points to Consider

1. When have you struggled to deliver a piece of work on time?

What was the outcome?

How can you learn from this for next time?

2. When have you carefully planned and organised a piece of work?

- What was the outcome? How can you utilise this approach in other situations?

Analytical Thinking

Breaks down and understands complex information and data to draw appropriate insights, can analyse and use a range of data.

Overview

You have a typical preference for working with complex data and information, and will strike a balance between utilising a very detailed approach and taking a more intuitive stance. You can work at a detailed and focused level, but can also take a step back and review information at a broader level. You enjoy working with and analysing data as much as most others.

Maximising Strengths and Development Tips

Consider how to:

- Identify what situations might best suit a highly analytical view, and ensure you do more of this when required.
- Pinpoint the steps taken when breaking complex information into smaller chunks and consider how to communicate this to others.
- Recognise when someone is struggling to utilise an analytical approach and see how you can help them.

Points to Consider

1. When have you seen someone analyse a problem and draw the wrong conclusions?
 - Why did this happen?
 - How did you (or could you) support them?
2. When have you struggled to solve a complex problem?
 - What resources did you have available, and could you have utilised them differently?
 - What would you do differently next time?

Strategic Focus

Thinks strategically and thrives on innovation, considers the wider picture and strives to identify new approaches to enhance business impact.

Overview

You have a much greater preference for focusing on the immediate, practical issues and will prefer to take this approach to most problems. You will have a very strong focus on the tasks at hand and will be relied upon to deliver these efficiently to time and budget. Taking a wider perspective is and considering challenges from a strategic standpoint is less likely for you, as you are not always open to new ways of working. You will focus more on the implementation, rather than the creation of solutions.

Maximising Strengths and Development Tips

Given your very strong focus on utilising a more practical and short-term approach, it is unlikely you will quickly be comfortable generating a wealth of innovative ideas and taking a more visionary approach.

Consider how to:

- Develop long-term strategies at work that you can share with your colleagues.
- Identify projects or opportunities which allow you to innovate.
- Ask other colleagues for their support and advice.
- Recognise what steps you need to take in each project and identify the longer term timescales and what you need to achieve.

Points to Consider

1. Reflect on a situation when you were asked to generate ideas.
 - What did you enjoy most and least about this task?
 - Would it have been beneficial to ask others for help and support?
2. When have you worked with a very strategic and future thinking individual?
 - What did they do that you liked?
 - What aspects of their approach could you utilise?

Adaptability

Adapts approach and responds effectively to different situations, people and new opportunities.

Overview

You tend to be balanced in your approach between a changing versus a more rigid and structured environment. You comfortably respond to change, adapting your approach as well as most other people. You are comfortable working in a more organised and stable work environment, where change is less frequent or important but can adapt when this is demanded of you.

Maximising Strengths and Development Tips

Consider how to:

- Get more involved in change processes, to utilise your flexible approach more.
- Identify what core tasks would need doing and ensure you complete these in a quick and efficient way.
- Identify other potential tasks that may vary or change frequently and how you will approach these.

Points to Consider

1. Think about a colleague that is able to adapt effectively depending on the situation.

- What do they do that is effective?
- How could you learn from them?

2. How can you ensure you remain prepared for change?

- What steps would you take to do this?
- What resources do you have in place to help you with this?

Resilience

Works well under pressure, bounces back quickly from setbacks in a positive and constructive manner.

Overview

You will come across as quite self-confident in stressful situations, and will typically remain calm when things become challenging. You will remain positive in most situations, but will struggle to do this consistently. You are happy to take on board feedback as much as most other people.

Maximising Strengths and Development Tips

Consider how to:

- Respond calmly in stressful situations.
- Remain calm and considered in emotionally charged and difficult situations.
- Become effective in managing challenging situations consistently.

Points to Consider

1. Think about a stressful work situation that you have been involved in recently.
 - How did you react?
 - Who took the lead, and how could you learn from them?
2. When has a colleague consistently demonstrated a resilient and calm approach in stressful situations?
 - What did they do that was effective?
 - How could you learn from them?

Drive and Motivation

Highly motivated and driven, able to focus on what needs to be achieved and enthuses others to do this.

Overview

You come across as very easy-going and uncompetitive, and are generally happy to go along with the decisions of others. You are much less interested in personal advancement and will only go so far in striving to achieve and deliver. You may come across as less motivated at work and lacking in ambition compared to others.

Maximising Strengths and Development Tips

Consider how to:

- Increase your impact with others by generating enthusiasm and momentum.
- Identify what is important to you personally in terms of advancement and how you could go about achieving your goals.
- Ask for support from your manager to help you plan for the future.
- Motivate yourself more at work, by aiming towards personal goals.

Points to Consider

1. Consider someone who is very driven and motivated at work.
 - What part of their approach is most effective?
 - How could you utilise this yourself moving forward?
2. What achievable personal targets could you set yourself over the next 12 months?
 - What resources would you need?
 - What support could you get from others?

Action Planning

Please use the table below to capture any key development needs and actions you would like to take forward having read this report. It is suggested that you discuss these points with your line manager to agree your development themes and any support needed.

Development Area / Competency	Actions: On-job learning, reading, training and other resources	Target completion date