



DEVELOPMENT REVIEW PROFILE

Joe Sample

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Background Information

Introduction

Your organization has provided you with this competency review to help you understand how your capabilities compare to other professionals in similar positions. To complete this effort, you and your company participated in an assessment of your capabilities in relation to standardized behavioral and procurement technical competency sets. This document summarizes the results of this effort. It is intended to help you gain greater understanding of your strengths and development needs.

The results summarized in this document are separated into two sections; one covering your behavioral capabilities and the other covering your procurement technical capabilities. In each section you will find a performance overview, a detailed performance summary, a development prioritization summary and a list of recommended areas for development. At the end of the report you will find written comments on your performance from your reviewers.

Methodology

You, your superiors, peers, and clients completed surveys regarding your performance against the two competency sets noted above. These surveys requested information on both the importance of each competency to your position and your performance in each area. The results were then compiled into this summary document for your review and action.

We received sufficient responses to the surveys to allow a breakdown of the results into five groups: self, direct manager, other managers, clients and peers. Note that, with the exception of your results and those of your direct manager, we consolidate groups with fewer than three responses.

As a reminder, the importance of each competency was measured as either Less Important (LI), Important (I), More Important (MI), or Critical (C) with all respondents required to place no more than four competencies into any one importance category. Your capability in each competency was rated on a seven level scale as follows:

- Level 0 - No awareness
- Level 1 - Introductory (performs under close supervision)
- Level 2 - Competence (performs with minimal supervision)
- Level 3 - Proficiency (performs without assistance and coaches others)
- Level 4 - Mastery (performs exceptionally and consistently coaches others)
- Level 5 - Leadership (deep expertise, sought out for knowledge, and trains broadly on topic)
- Level 6 - Innovative Leadership (uses knowledge and skills to drive process improvement)

Industry norms for importance and performance requirements are included with your results to help you and your leadership understand how you fit against professionals outside of your organization.



Interpreting the Results

The lay out and information contained in the performance overview and detail summary should be self-explanatory. Each of these areas give a graphical representation of the importance of each competency and your performance in the competency area. This side by side representation is intended to make it easy to determine your areas of greatest development need.

The importance and performance ratings noted on the summary and detailed summary pages are separated into the organizational groups your leadership requested. Large differences in performance ratings between groups indicates that there is an inconsistent view of your capabilities. While we recommend that you place the greatest weight on the responses of your direct manager, it is important that you understand any differences and take action to resolve potential concerns. Large differences in importance ratings between groups may indicate a need for greater communication and alignment in this area. If this is the case, you should work with your direct manager to fully understand his or her expectations and act accordingly.

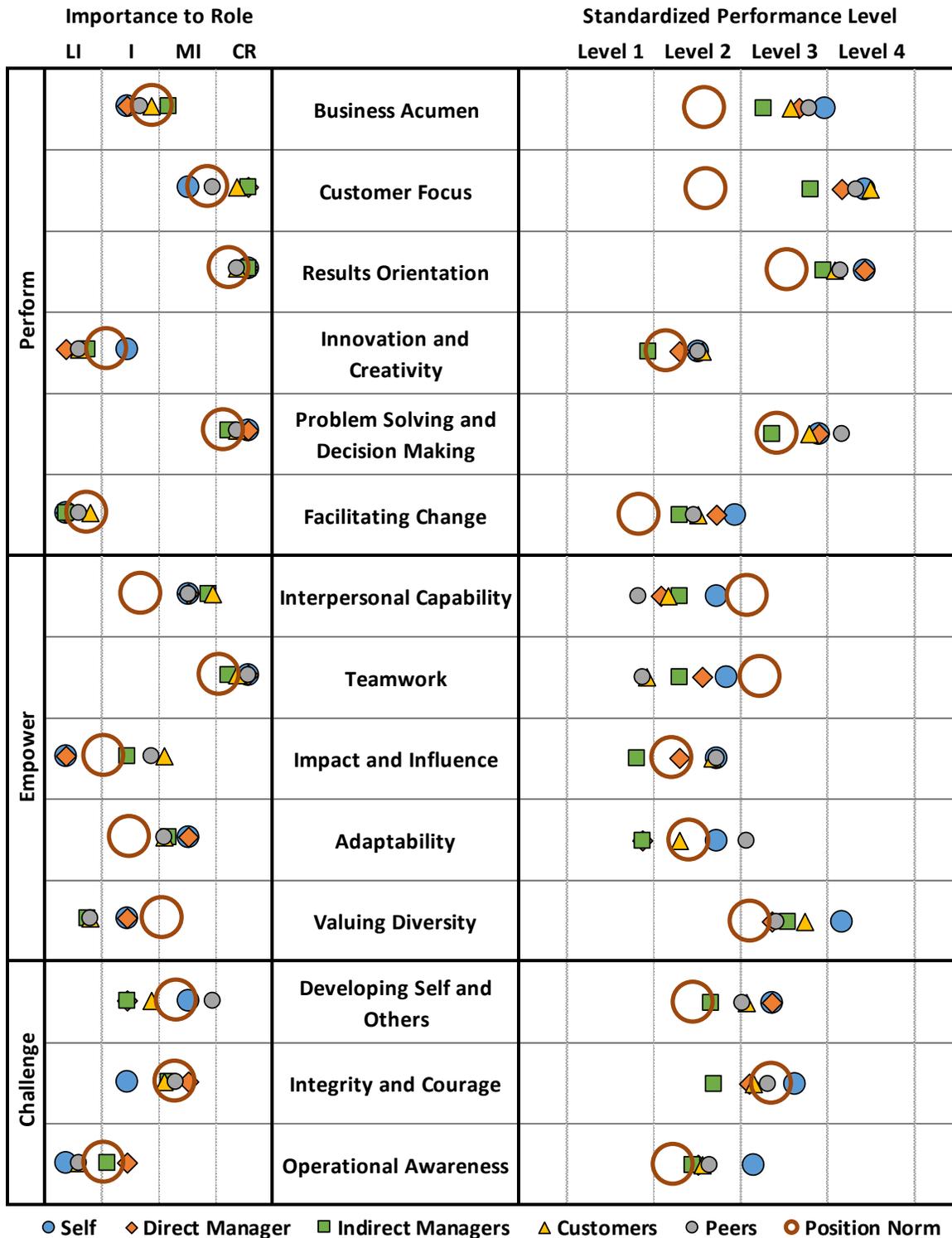
While we anticipate that you will work closely with your organization to interpret these results, we have included a preliminary view of your priority areas for development at the end of each section. The prioritization matrix and recommendations were developed by weighing both the importance and performance areas of the survey heavily to your direct manager's understanding and expectations. We have also provided a preliminary view of your potential development needs at one ladder position higher to ensure strong performance at the next level. As we do not request information regarding the importance of each competency beyond your current role, we have used industry norms for the next position. We have also used industry norms for performance to estimate your capabilities at the next level.

We urge you to share these results as broadly as possible in order to maximize the benefits of this review to you and your organization.

Ross S. Harvison
Managing Partner, Supply Chain and Operations Practice
Intuitivum Group, LLC

Competency Importance and Performance Summary

Joe Sample (Senior Buyer II)



Behavioral Competency Performance Details

Joe Sample (Senior Buyer II)

		Importance to Role				Standardized Performance Level					
		LI	I	MI	CR	Level 1	Level 2	Level 3	Level 4		
Perform		Business Acumen									
	Understands the impact of macro and micro economics on business results										
	Knows the company's markets, products, customers, suppliers and competitors										
	Conversant with the company's processes, systems and organization structure										
	Sees the business broadly, not from a narrow functional perspective										
	Understands the interdependencies and linkages between functions										
	Considers long term and short term implications before making decisions										
	Makes decisions and takes actions that are in the best interest of the company										
			Customer Focus								
	Establishes and cultivates strong customer relationships										
	Acts in accordance with the customer needs										
	Dedicated to meeting the requirements of both internal and external customers										
	Seeks feedback to improve customer support performance										
			Results Orientation								
	Works with a sense of urgency and focuses on delivering strong, positive results										
Proactively engages to improve company and personal performance											
Pushes others and supports them in their efforts to deliver value											

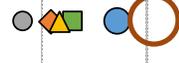
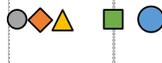
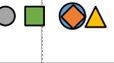
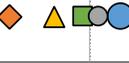
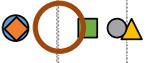
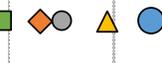
● Self
 ◆ Direct Manager
 ■ Indirect Managers
 ▲ Customers
 ● Peers
 ○ Position Norm

Behavioral Competency Performance Details

		Importance to Role				Standardized Performance Level				
		LI	I	MI	CR	Level 1	Level 2	Level 3	Level 4	
Perform		Innovation and Creativity								
	Drives innovation and creativity to deliver superior results									
	Challenges traditional ways of doing things									
	Generates new ideas and approaches that improve performance									
	Engages beyond own area to develop new ways of doing things									
	Thinks and acts like an entrepreneur									
			Problem Solving and Decision Making							
	Uses analytical, critical and creative thinking when assessing a problem									
	Looks broadly for process, systems and technology solutions when needed									
	Identifies appropriate solutions and provides alternatives									
	Makes timely and appropriate decisions for the overall benefit of the company									
			Facilitating Change							
	Takes positive action to facilitate change									
	Embraces and drives company and functional change initiatives									
	Challenges the status quo to ensure that appropriate changes are made									
Recognizes when processes and systems need to be modified										
Communicates a clear and inspiring vision to motivate others in change efforts										

Behavioral Competency Performance Details

Joe Sample (Senior Buyer II)

		Importance to Role				Standardized Performance Level			
		LI	I	MI	CR	Level 1	Level 2	Level 3	Level 4
Empower			Interpersonal Capability						
	Builds constructive and effective relationships within and outside the company								
	Shares information in collaborative manner, ensuring two way understanding								
	Uses diplomacy and tact when communicating with others								
	Resolves tough issues comfortably with minimal or no escalation								
	Gives and receives appropriate feedback in positive manner								
			Teamwork						
	Fosters collaboration and cooperation within teams to achieve business results								
	Freely shares resources and works constructively in cross functional teams								
	Ensures that all team members are engaged and that their input is valued								
	Utilizes effective team facilitation techniques								
			Impact and Influence						
	Gains support and commitment of others								
	Able to drive an activity without direct control over resources								
	Effectively uses informal authority while working collaboratively								
Champions own ideas and persuades others with a specific objective in mind									
Adapts influencing strategy and approach depending on the situation									

● Self
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 ■ Indirect Managers
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Behavioral Competency Performance Details

Joe Sample (Senior Buyer II)

		Importance to Role				Standardized Performance Level			
		LI	I	MI	CR	Level 1	Level 2	Level 3	Level 4
Empower									
		Adaptability							
		Deals well with ambiguity and uncertainty							
		Decides and takes effective action without having complete knowledge							
		Handles uncertainty, ambiguity and risk without undue anxiety							
		Makes sound decisions when standards or policies do not exist							
		Adapts quickly to process, systems and organizational changes							
			Valuing Diversity						
		Understands diverse cultures and cross-cultural differences							
Challenge									
		Developing Self and Others							
		Seeks opportunities for personal growth and career enhancement							
		Sets challenging personal achievement goals and meets them							
		Welcomes opportunities to expand knowledge, skills or experience							
		Seeks and gives appropriate performance and interpersonal feedback							
	Actively coaches, mentors and teaches fellow employees								

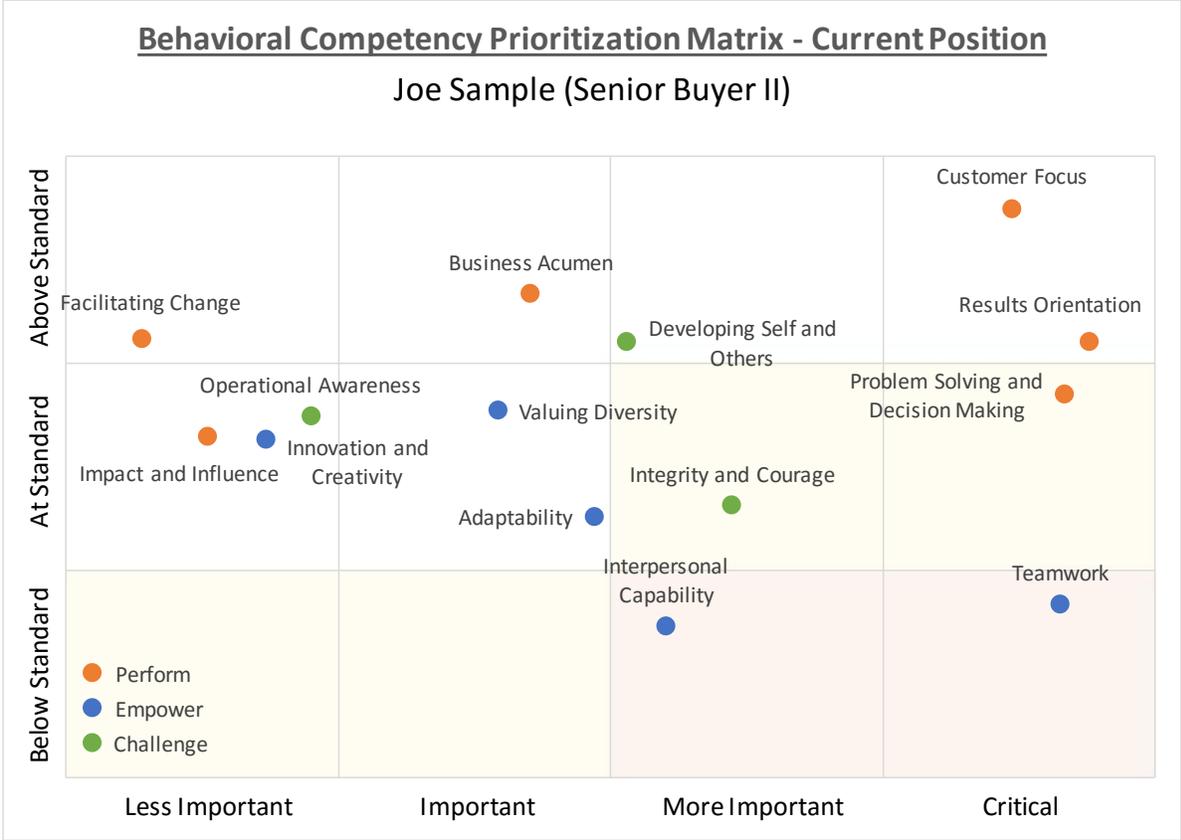
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Behavioral Competency Performance Details

Joe Sample (Senior Buyer II)

		Importance to Role				Standardized Performance Level				
		LI	I	MI	CR	Level 1	Level 2	Level 3	Level 4	
Challenge		Integrity and Courage								
	Builds and maintains respectful and trusting relationships									
	Holds self to high integrity, honesty and ethics standards									
	Presents the truth in a complete and helpful manner									
	Takes responsibility for mistakes									
	Recognizes and rewards people for the right behaviors									
	Gives positive corrective feedback in a timely, direct and actionable manner									
	Not afraid to champion unpopular ideas, positions or decisions									
	Does not tolerate dishonest or unethical behavior from self or others									
		Operational Awareness								
Ensures a work environment where nothing is more important than safety										
Exceeds environmental, health, safety and risk management requirements										
Leverages technology to positively impact safety, efficiency, quality and risk										
Simplifies and reduces variance in work and organization processes										
Acts as an ambassador for the company in the local community										

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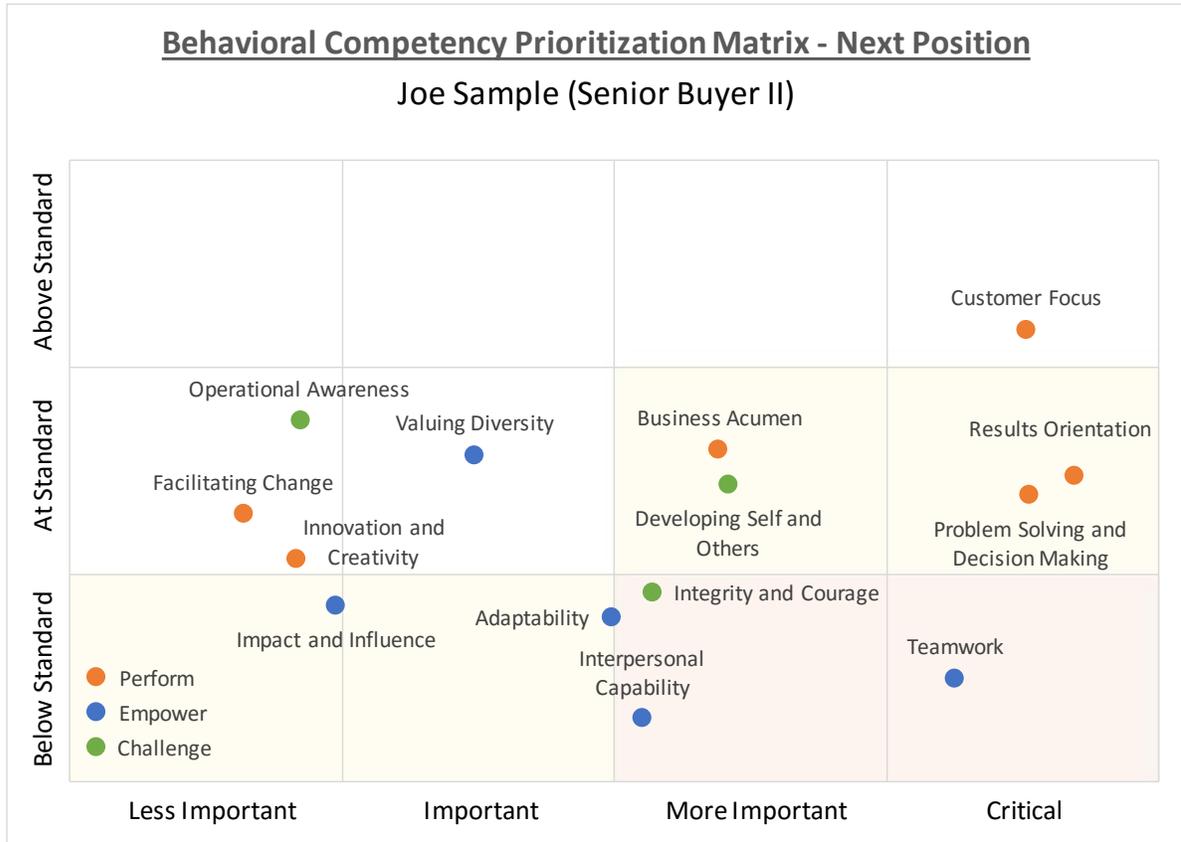
Priority Areas for Development - Needs for Current Position

First Priority (Required)

Teamwork
 Interpersonal Capability

Second Priority (Enhancements)

Problem Solving and Decision Making
 Integrity and Courage
 Adaptability



Priority Areas for Development - Needs for Next Position

First Priority (Required)

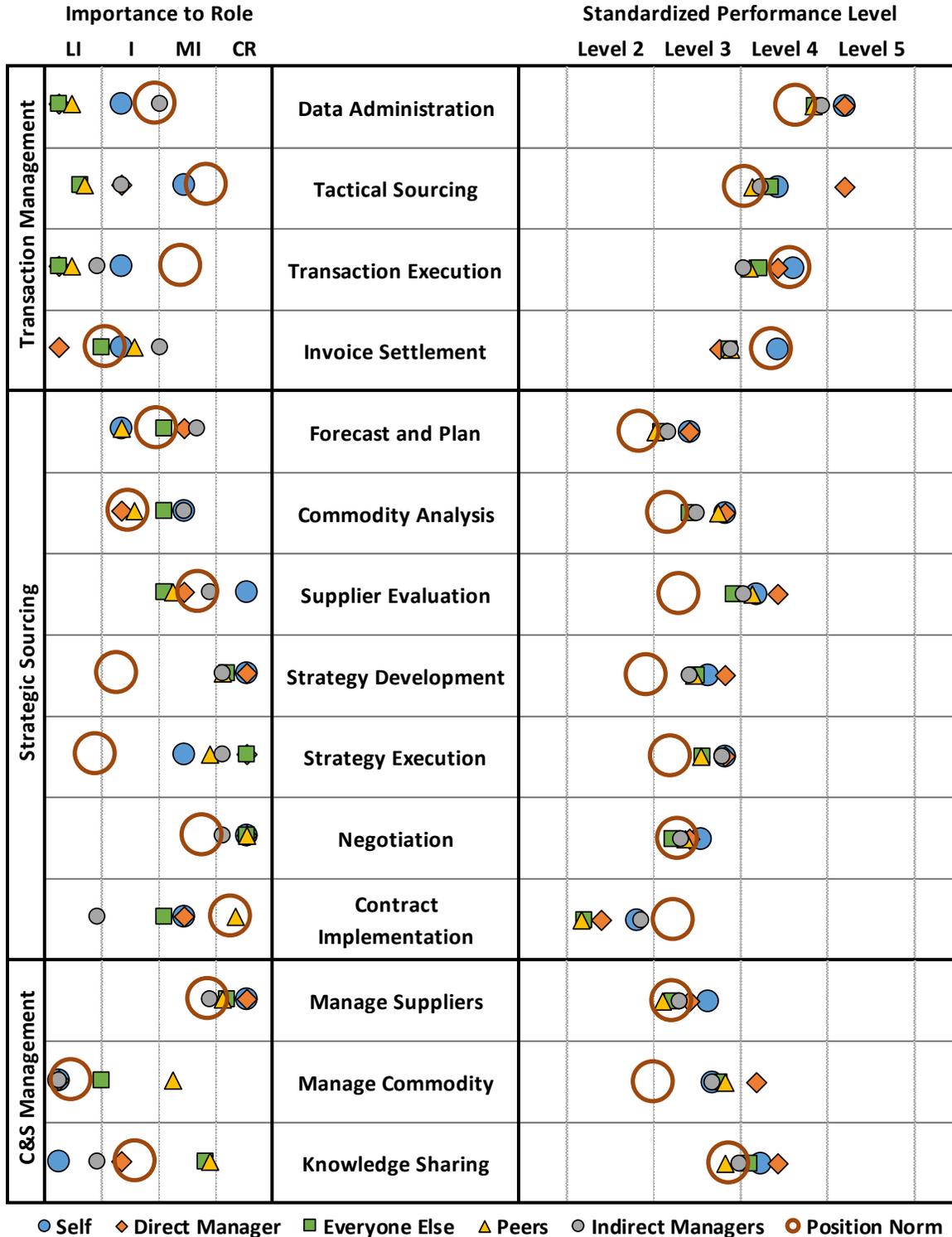
- Teamwork
- Interpersonal Capability
- Integrity and Courage

Second Priority (Enhancements)

- Problem Solving and Decision Making
- Results Orientation
- Adaptability
- Developing Self and Others
- Business Acumen
- Impact and Influence

Procurement Technical Competency Summary

Joe Sample (Senior Buyer II)



Procurement Competency Performance Details

Joe Sample (Senior Buyer II)

		Importance to Role				Standardized Performance Level			
		LI	I	MI	CR	Level 2	Level 3	Level 4	Level 5
Transaction Management			Data Administration						
	Understands the company's procurement data management tools								
	Effectively manages data for assigned commodities								
	Identifies data quality issues and takes action to resolve concerns								
	Recommends appropriate data management tool upgrades								
			Tactical Sourcing						
	Works effectively with clients to understand sourcing needs								
	Uses existing materials and services contracts in an effective manner								
	Negotiates quality contracts for non-leveraging commodity items								
	Engages well with strategic buyers when new contracts are needed								
			Transaction Execution						
	Fully utilizes the purchase order functionality of the ERP system								
	Consistently delivers high quality purchase orders								
	Follows the required purchase to pay process								
	Helps clients work within the required purchase to pay process								
	Proactively engages to identify and resolve purchase order issues								
	Uses technology to reduce or eliminate manual transactions								

● Self
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 ■ Everyone Else
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 ● Indirect Managers
 ○ Position Norm

Procurement Competency Performance Details

Joe Sample (Senior Buyer II)

		Importance to Role				Standardized Performance Level				
		LI	I	MI	CR	Level 2	Level 3	Level 4	Level 5	
Transaction Management						Invoice Settlement				
	Tracks suppliers adherence to contract invoice requirements									
	Aids accounts payable and clients in invoice problem resolution									
	Takes action to resolve systemic invoice issues with suppliers									
Strategic Sourcing						Forecast and Plan				
	Understands historical usage of assigned commodities									
	Recognizes market and business drivers that effect usage									
	Defines key stakeholders correctly and effectively engages these clients									
	Accurately forecasts future needs with key sensitivities addressed									
						Commodity Analysis				
	Understands commodity analysis tools and utilizes them effectively									
	Completes an appropriate risk review and identifies key issues									
	Makes accurate "Production Critical" decisions and acts accordingly									
	Completes analyses with the right amount of rigor									
Determines potential areas for leverage										

Procurement Competency Performance Details

Joe Sample (Senior Buyer II)

Importance to Role		Standardized Performance Level					
LI	I	MI	CR	Level 2	Level 3	Level 4	Level 5
		Supplier Evaluation					
		Correctly identifies potential suppliers					
		Accurately defines key performance measures					
		Identifies supplier capability, performance history and potential risks					
		Develops accurate and complete Supplier Profiles					
		Strategy Development					
		Identifies the most favorable sourcing options					
		Optimizes supply sources using proven and creative techniques					
		Identifies savings opportunities					
		Creates effective strategies and obtains client endorsement					
		Develops strong change management plans					
		Strategy Execution					
		Executes the approved strategy effectively					
		Uses approved contract templates and limits modifications					
		Includes client approved performance metrics in the contract terms					
		Drives suppliers to company processes to improve efficiency and cost					
		Keeps clients apprised of progress and obtains needed approvals					

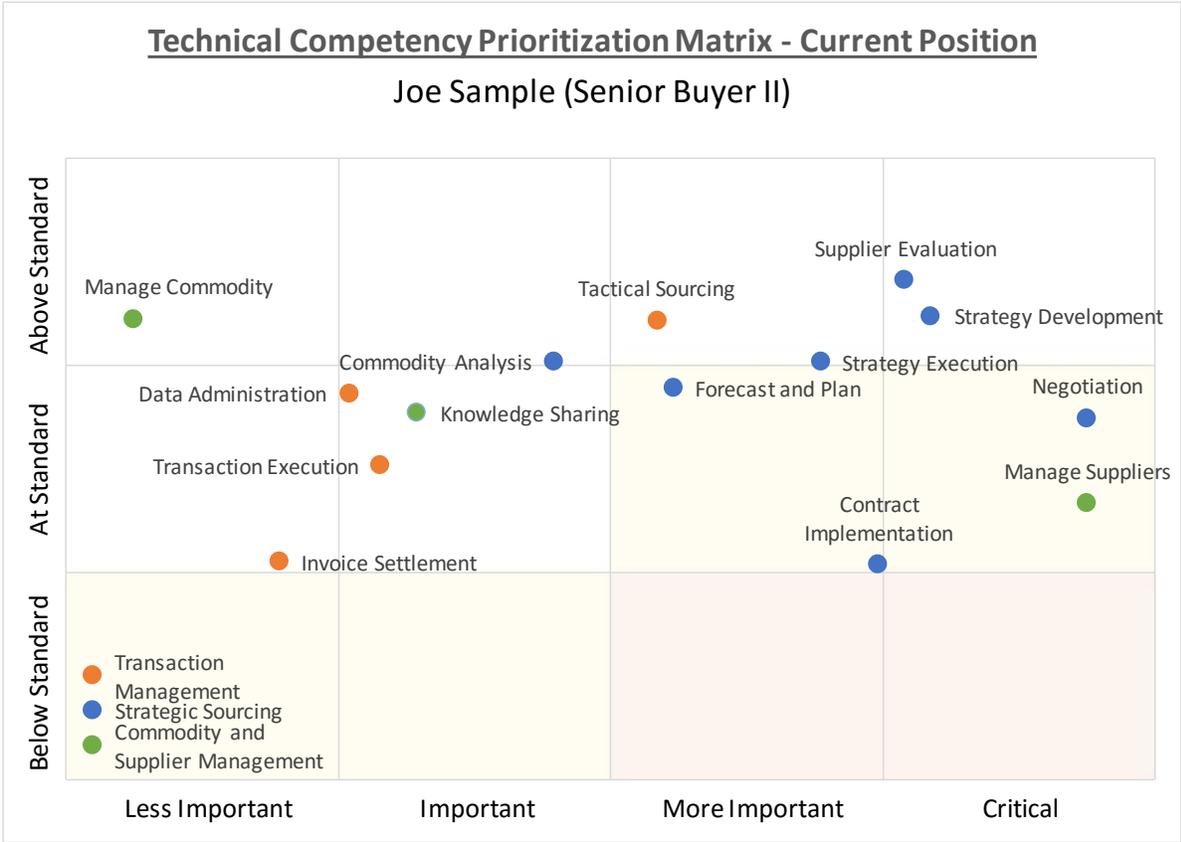
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Procurement Competency Performance Details

Joe Sample (Senior Buyer II)

		Importance to Role				Standardized Performance Level				
		LI	I	MI	CR	Level 2	Level 3	Level 4	Level 5	
Strategic Sourcing										
		Negotiation								
		Accurately perceives an opponents fundamental bargaining demands								
		Understands multiple negotiating approaches and uses them appropriately								
		Satisfies company interests while considering the other party's needs								
		Presents interests in ways that foster understanding and agreement								
		Gains other parties' trust by being honest, respectful, and sensitive to their needs								
		Knows when to be gentle and when to be assertive, and acts accordingly								
		Questions and counters others' proposals without damaging relationships								
		Seeks common interests and win/win solutions or mutually agreeable trade-offs								
	Contract Implementation									
	Revises the change management plan and executes effectively									
	Confirms contract terms and requirements through required processes									
	Effectively facilitates supplier transition and implementation									
	Establishes a contract review process									
	Correctly manages contract documentation									

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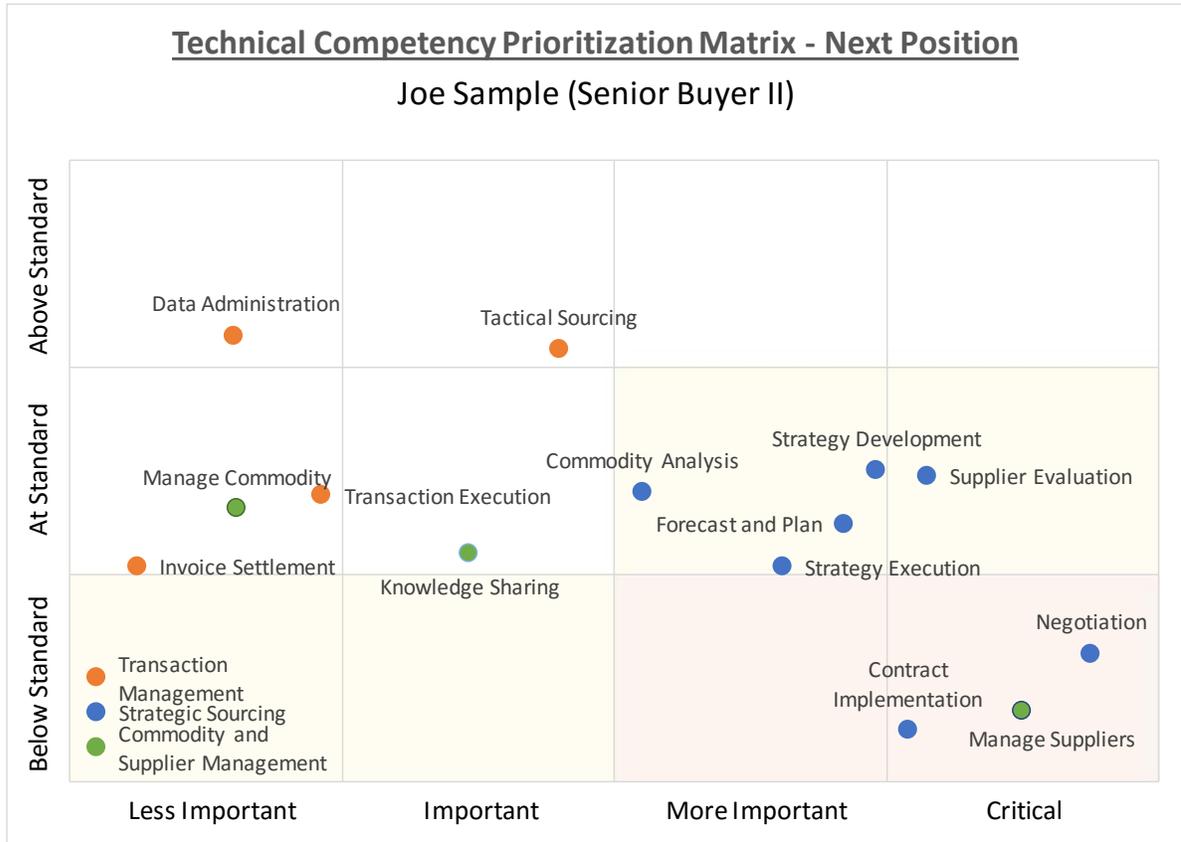


Priority Areas for Development - Needs for Current Position

First Priority (Required)

Second Priority (Enhancements)

- Manage Suppliers
- Contract Implementation
- Negotiation
- Forecast and Plan



Priority Areas for Development - Needs for Next Ladder Position

First Priority (Required)

- Manage Suppliers
- Negotiation
- Contract Implementation

Second Priority (Enhancements)

- Strategy Execution
- Forecast and Plan
- Supplier Evaluation
- Strategy Development
- Commodity Analysis

Written Comments

- Very customer oriented and delivers good contracts that meet our needs.
- Joe is very focused on delivering results in a timely manner and sometimes forgets to touch all bases before he drives forward. This is particularly true when implementing new contracts. His contracts are always good, but not all stake holders are engaged before the implementation occurs and many need to play catch up.
- Joe deals well with staff at most levels of the organization. The operations leadership and staff appreciate how hard he works to understand their needs and deliver good contracts. He engages extremely well with leadership up to and including executives. He needs to improve his relationships with his peers, as he can be too direct with this group.
- Joe has a significant potential for growth. With more work on his interpersonal skills I anticipate that he will move to much higher levels in the organization.
- Can be very short with peers that he believes are not performing as they should. This causes issues in team environments where his strong knowledge and training capability could be used to pull low performers up.
- Joe should improve his interpersonal style with other buyers. He is abrupt when it is clear he believes that you should already know something that you don't.
- We may be overloading Joe. During the last year he has struggled to stay on top of suppliers after the first few months of a new contract. We have not had the required quarterly meetings with several key suppliers during this period.



Notes

