



assessment
associates
international

Work Behavior Inventory

WBI-D

A Big 5 Personality Questionnaire

Coaching & Development Report

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Introduction

The Work Behavior Inventory (WBI) is a Big 5 personality assessment for leaders, managers and executives. This WBI Coaching & Development Report has been produced from your answers to the WBI questionnaire, which assesses your preferred style of behaving at work. It summarizes your behavior on 21 scales which have been grouped by the Big 5 Personality Factors and will help you better understand your fit with various work settings.

How This Report Can Help You

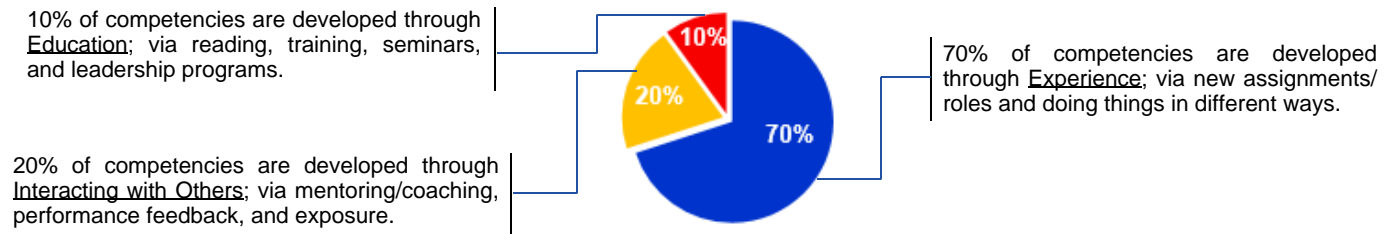
When developing your leadership skills, it is important to understand how your work behaviors influence and relate to your skills and competencies. The detail provided for each of the 21 scales will help you determine what to develop and how to go about your development. This report, combined with other feedback, can be summarized on the Development Planning Worksheet (see page 27 of this report).

You can use this WBI Development Report to:

- Focus and guide your leadership development efforts.
- Pinpoint specific strengths that may help advance your career.
- Identify potential areas for development.
- Guide the creation of your Individual Development Plan (IDP).
- Identify specific actions that will help you improve your personal effectiveness and career potential.

Leadership Development

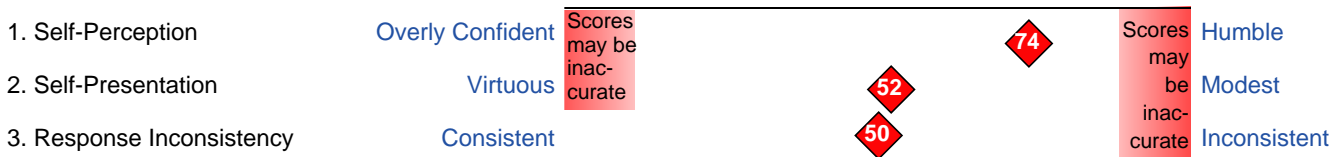
Typically, leaders acquire new skills and competencies following the 70-20-10 Talent Development Model. This indicates...



The Development Actions in this report focus on both Experience and Interacting with Others: the methods by which **90% of competencies are developed**. Additional suggestions for career enhancement, beyond the development actions, are also included for each work style.

Questionnaire Accuracy and Consistency

Based on the self-description, this report is likely to be: **Unbiased & Accurate**



If scores fall within the white, unshaded area, this report is judged to be an accurate reflection of the respondent's work styles. However, if scores fall within the red areas, caution should be exercised in interpreting this report. If scores on Self-Perception and Self-Presentation are quite high or low, the self-description that was provided may be distorted by too much virtue or humility. If the inconsistency score is quite high, the instructions were possibly misunderstood.

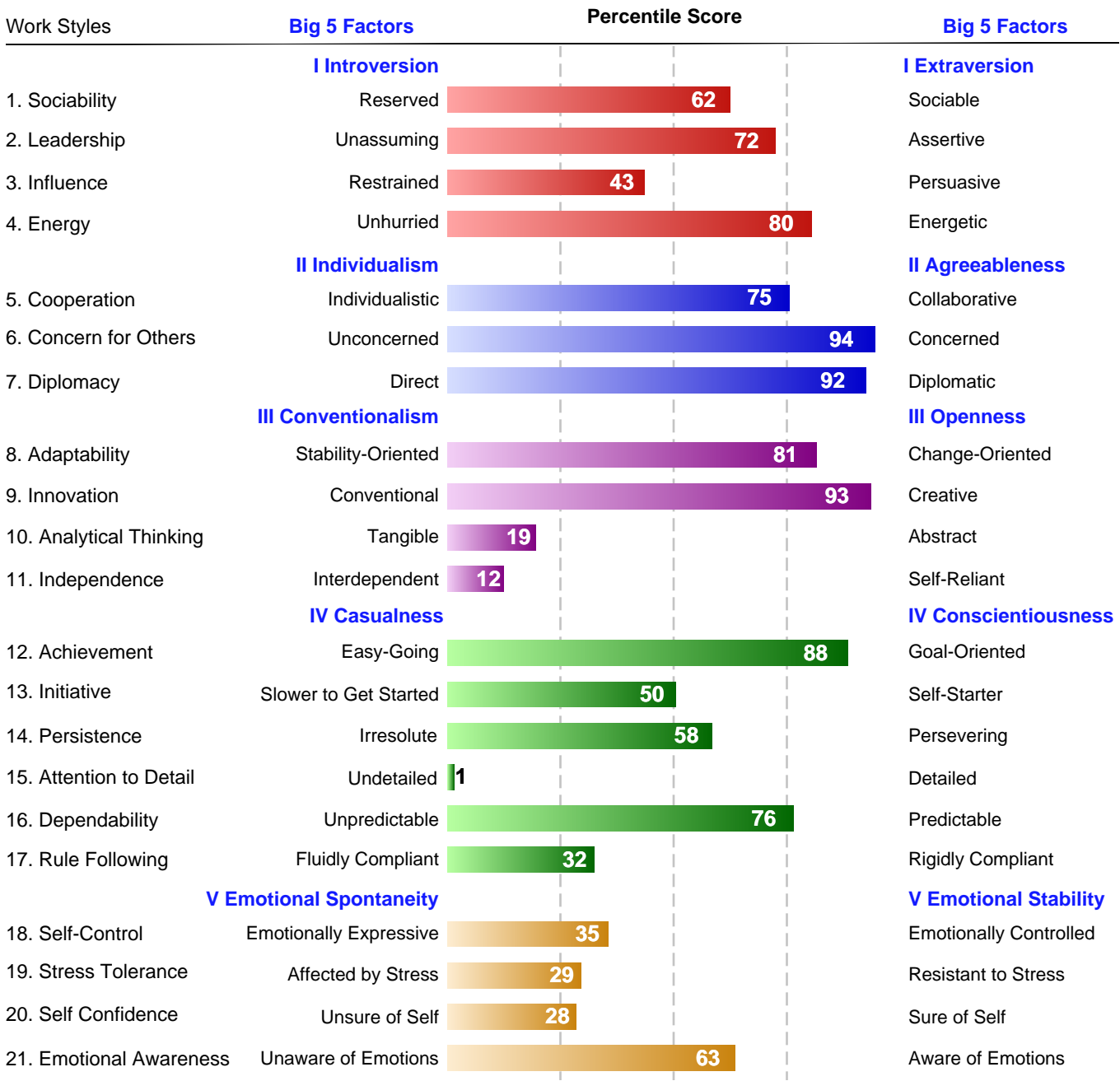
Percent of responses for each alternative:	Strongly Disagree 11 %	Disagree 35 %	Neutral 7 %	Agree 36 %	Strongly Agree 10 %
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Your WBI Work Styles Scores

The graphic summary below shows your scores on the 21 WBI Work Styles. These scores are in comparison to a large sample of professionals, leaders, and executives and provide your percentile standing in comparison to this norm group. There is no good or bad profile of scores. Each of the scales has pros and cons in comparison to particular jobs and work settings. Understanding both helps you identify what to work on to further enhance your effectiveness and career potential.

The Work Style development recommendations on pages 5 - 25 provide insights regarding how you can enhance your skills or leverage your strengths to enhance your career potential.



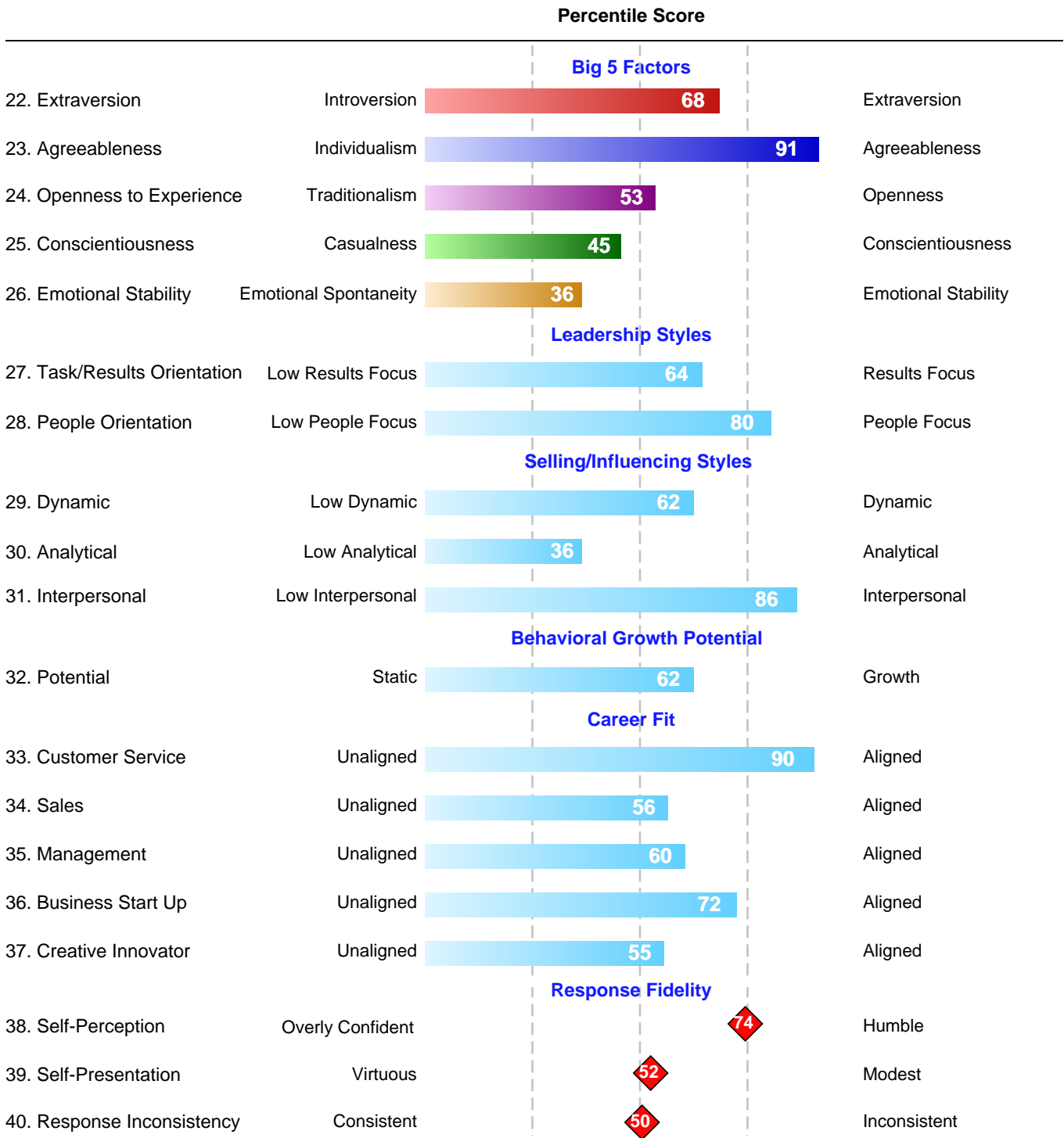
Each of these 21 Work Styles is cross referenced to two or three competencies that are addressed in *Coaching Winners!* This book provides thousands of development ideas, in over 300 detailed development activities. The action-based development activities in the book are connected to specific assignments and projects for self-development.



Scores on the WBI Supplemental Scales

The graphic profile below shows your scores on supplemental scales, including: 1) Big 5 Personality Factors, 2) Leadership Styles, 3) Influencing Styles, 4) Behavioral Potential, 5) Occupational Fit, and 6) Response Fidelity. As with the Work Styles scales, these scores show your percentile standing in comparison to a large sample of professionals, leaders, and executives. They provide additional contextual information for assisting in the interpretation of your Work Styles scores.

The Big 5 Factor scores are average scores for the five groupings of Work Styles scales that are shown on the previous page. The Leadership Styles and their implications are described on page 4 of this report. The Influencing Styles, Behavioral Potential, and Occupational Fit scales provide insights regarding your longer-term career alignment. Finally, the Response Fidelity scales, which are describes on page 2, provide insights about the interpretability of this report.

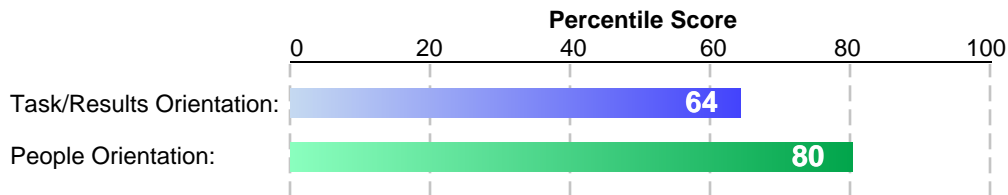




Leadership Styles

Understanding Your Leadership Style

Your Leadership Style is expressed as your primary, or most natural style. It does not prescribe the way you behave in all leadership situations. Leadership styles are plotted on a graph and each quadrant is “typical” for a combination of people and task/results orientations. Leaders will often use different leadership styles depending on the situations they are facing: the nature of the challenge, the nature of the people being led, and the amount of time pressure felt to achieve a desired result. In situations where you have to react quickly, you will likely rely on your primary style.



The Four Leadership Styles

Two scores are used to determine Leadership Style:

- Task/Results Orientation
- People Orientation

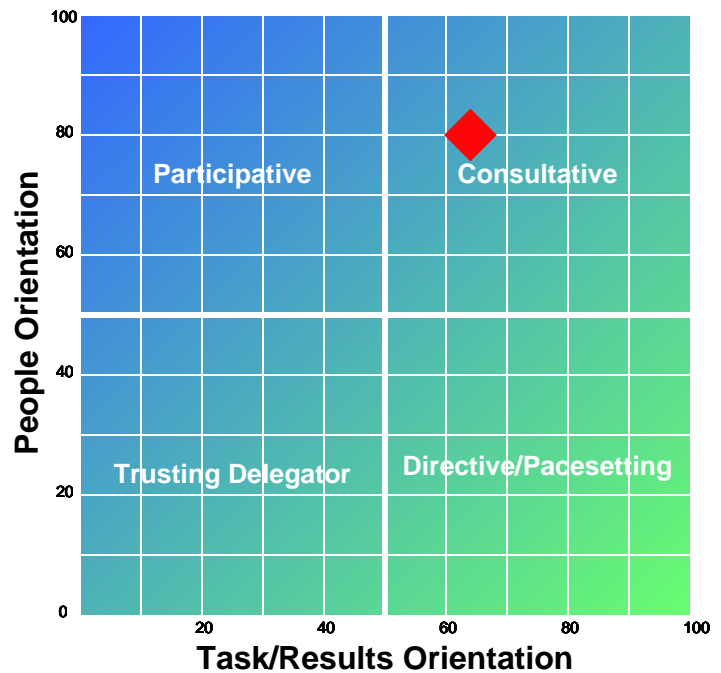
The resulting four Leadership Styles include:

Trusting Delegator — tend to trust others to do the job and don't give close direction/oversight.

Directive — tend to tell their subordinates what needs to be done and how to do it, and then monitor results.

Participative — tend to foster employee interaction and participation, trusting results to follow.

Consultative — tend to show consideration and engage staff, while driving efforts toward organizational goals.



Your Primary Leadership Style: **Consultative**

You are very likely to use a goal-focused and engaging approach when leading others. You are inclined to show consideration for your staff and engage them in defining and achieving objectives. You are likely to be sensitive to your team, gather input from them, and consider their perspectives when making important decisions. Your engaging style tends to foster participation, loyalty, and commitment among your staff. However, in spite of engaging staff, you will be focused on goal attainment and will take responsibility for making things happen and will make the difficult decisions. You typically seek input from staff, but provide clear direction on goals and expectations, and follow up by monitoring progress and achievement.

You Are Most Effective When:

- Meeting task objectives and including team members are both equally important to the employer.
- In dynamic settings where well-informed, intelligent decisions need to be made reasonably quickly.
- Subordinates have a diversity of opinions, experiences, and backgrounds that the leader should utilize and unite in his/her final analysis

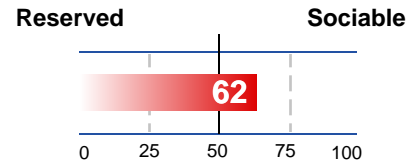
You Are Least Effective When:

- In crisis situations where a leader must take control of the situation and allocate responsibilities quickly and efficiently.
- In production-oriented environments where everyone knows their role and responsibilities.
- Teams with low trust and lacking confidence in decision making.



1. Sociability

Sociability reflects an individual's likelihood of being approachable and easy to communicate with, quickly building rapport with others, building work relationships with a wide range of people, using humor in building relationships, and creating a network of contacts.



Your score suggests that you are more **Sociable** than others. Your strengths and cautions include:

Strengths

- Easily builds a large network of contacts and colleagues.
- Likely to be comfortable with lots of customer contact.
- Likely to invest in relationships with coworkers.
- Easily starts and sustains conversations.

Cautions for Underuse/Overuse

- Socialization may distract others from accomplishing tasks.
- May socialize too much and not focus on tasks.
- May feel uncomfortable when working alone.
- May seek too much attention from others.

Suggested Development Actions:*

Goal

Development Actions

1. Reducing Barriers to Approachability

- Evaluate your behavior over the last 6 months. Are you frequently unavailable? Are you impatient or judgmental?
- If you have shown these behaviors, they are likely reducing your approachability. Take steps to reduce the behaviors when interacting with your staff.
- Obtain insights from colleagues about how to become more approachable

2. Using Strategic Listening to Encourage Dialogue

- Listen to the complete perspective of others. Don't cut them off.
- Consider people's feelings. It is important to be diplomatic and respectful. Do not be overly blunt or direct in addressing people or challenging their ideas.
- Use nonverbal cues. Body posture, an effective smile, and use of your hands can be effective tools. Maintain eye contact and nod to project understanding.

3. Fostering an "Open Door" Culture

- Invite people to discuss their ideas and issues with you. Connect with your coworkers and communicate your door is always open.
- Be friendly and inviting. Have a sense of humor. Listen attentively and minimize barriers that create the impression of distance.
- Reduce perceptions of favoritism, hierarchy, or privilege.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Develop a structured networking process for enhancing contacts across the organization, to build collaboration and improve communication.
- Seek out a stretch assignment (e.g., potential merger/acquisition, or post-merger integration project) that requires you to successfully establish new relationships.

Exposure

- Identify a senior leader who is similarly as outgoing as you, and request mentoring regarding strengths and pitfalls of this strength in higher-level roles.
- Seek a prominent role at your department's (or company's) big meeting (e.g., kick-off of the new year, annual all-employee meeting, etc.).

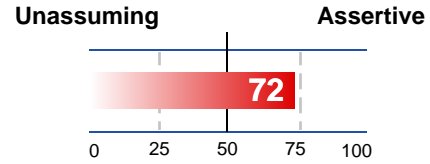
Is this Work Style critical to your job or career? If so, you may want to include this as a development area in your Development Planning Worksheet (page 29).

* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **7. Interpersonal Skills & Relationship Building**, and **8. Teamwork & Team Building**.



2. Leadership

Leadership reflects an individual's likelihood of asserting themselves in group situations, motivating others to achieve common goals, getting others to do what is requested, taking charge of groups, and feeling comfortable directing others.



Your score suggests that you are more **Assertive** than others. Your strengths and cautions include:

Strengths

- Motivates and inspires others to accomplish common goals.
- Feels comfortable taking responsibility for group actions.
- Tends to take charge of groups or situations.
- Comfortable asserting self with others.

Cautions for Underuse/Overuse

- May be perceived as taking charge of situations unnecessarily.
- May have competition with others who also like to take charge.
- May have pushback from people who don't want to be led.
- May be perceived as too assertive or forceful.

Suggested Development Actions:*

Goal

1. Confronting Underperforming or Problem Team Members (if you are in a leadership role)

Development Actions

- Evaluate performance and behavior and identify deviations from objectives and standards. Focus on behaviors and results, not the person.
- Collect as many facts as possible and plan approaches to resolve the problem.
- Implement your plan to confront the problem right away. Give feedback in a style appropriate to the issue. Once addressed, do not avoid or over-manage the employee.

2. Modeling Leadership Attitudes and Motivation (if you are in a leadership role)

- Communicate the rationale for assigning a task to each person. Do so when the task is assigned. Express your confidence in their ability to do a great job.
- Identify changes that could make the workplace more pleasant and challenging.
- Recognize financial rewards are only one of many motivators. Identify and incorporate intrinsic motivators such as respect, self-satisfaction, achievement, etc.

3. Conducting Effective Coaching Conversation (if you are in a leadership role)

- Establish focus when you present your recommendations. Then, discover possibilities by facilitating discussion and asking questions.
- Establish a plan of action; plan actions that clearly link to expected results and have concrete activities and check points.
- Commit to conduct status checks, provide updates and feedback to the coachee.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Volunteer to lead a division- or company-wide project or task force that will have strategic and organizational implications.
- Take on a stretch assignment (e.g., international, or potential merger/acquisition) that requires you to establish a leadership presence to achieve results.

Exposure

- Gain exposure to senior executives, Board members, stakeholders, etc., by taking on a priority business proposal.
- Ask to serve as a mentor for those who have performance improvement needs, especially in a high-priority, high-visible area.

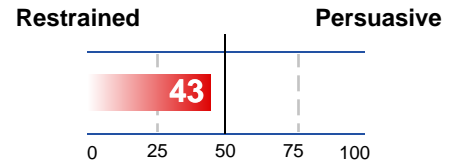
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **23. Leading Courageously**, **16. Delegation & Performance Management**, and **18. Managing Execution**.



3. Influence

Influence reflects an individual's likelihood of changing the opinion of others through persuasion, selling ideas or products, negotiating and debating issues, and deploying strategies to influence individuals or groups.



Your score suggests that you are more **Restrained** than others. Your strengths and cautions include:

Strengths

- Likely will not be viewed as pushing a personal agenda.
- Likely will not be perceived as too pushy or aggressive.
- Typically allows others to voice their opinions.
- Willing to let others speak for the group.

Cautions for Underuse/Overuse

- May tend to avoid debates or influencing the decisions of others.
- May find it difficult to express ideas in a persuasive manner.
- May feel uncomfortable speaking before large groups.
- Typically disinterested in selling and negotiating.

Suggested Development Actions:*

Goal

Development Actions

1. Convincing Others

- Use "I" statements: "I feel," "I believe," "I want," etc. You are responsible for your own feelings and thoughts. Avoid "You" statements: "You make me feel (do, think, etc.)."
- Stay calm and respectful. If you feel yourself losing control or becoming aggressive, tell that person you want to take some time to consider what's been said.
- State what you want clearly, with respect, and early in the conversation.

2. Enhancing Your Persuasiveness

- Research the subject you are going to present very thoroughly. Determine likely needs, objections, and personalities that may affect the outcome.
- Review your materials and practice with a trusted colleague. Anticipate questions and evaluate personalities to determine the best communication style.
- Listen to concerns or objections and explain the benefits of your suggestion.

3. Persuading Others by Overcoming their Objections

- Determine the nature of the objection. Is the individual stalling, looking for reassurance, or having doubts? Tailor your approach and answers to the objection.
- Project confidence in your ability to solve their needs. Do not oversell or exaggerate; let your words and actions communicate confidence.
- Meet their objections and ask for their agreement. However, do not pressure them.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Take on an assignment where you will speak before a group and try to persuade through rapport. Consciously and genuinely seek to build relationships with people in the audience.
- Join a professional networking group, or social organization (e.g. Toastmasters), where meeting others and exchanging ideas is a common practice.

Exposure

- Observe leaders who are skilled at influencing others. Identify the techniques they use to persuade others. Ask for guidance on how you might improve your influencing abilities.
- Request the opportunity to travel with senior executives to a key client or analyst meeting, to observe how they persuade others to a new point of view or action.

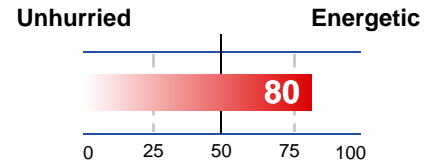
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **6. Communication & Influencing** and **24. Inspiring Others**.



4. Energy

Energy reflects an individual's likelihood of working quickly and energetically, preferring a fast-paced work environment, becoming involved in many activities, and sustaining a rapid mental or physical pace over extended periods of time.



Your score suggests that you are more **Energetic** than others. Your strengths and cautions include:

Strengths

- Will not be intimidated by fast paced workloads.
- Feels comfortable in highly active settings.
- Has the stamina to work long hours.
- Gets things done quickly.

Cautions for Underuse/Overuse

- May become frustrated in slow-paced work environments.
- May become restless if not constantly active.
- May work too quickly and make mistakes.
- High energy may disrupt others.

Suggested Development Actions:*

Goal

1. Building Energy and Endurance

Development Actions

- Exercise regularly. Exercising regularly will increase your overall energy level and you will be able to maintain higher levels of energy longer.
- Eat healthy. By eating healthy you give your body the nutrients it needs to work at its best.
- Get plenty of sleep. Try to establish a routine before bed and go to bed at the same time every night to maintain your body's circadian rhythm.

2. Maintaining Energy Despite Setbacks

- Always remain confident in your ability to get the job done in an effective manner. Act confidently even if you don't feel it and maintain dynamic energy and enthusiasm.
- Do not take rejection or failure personally, but maintain your persistence and energy. Stay positive and enthusiastic.
- An attitude of optimism and excitement will enable you to be more dynamic and successful.

3. Stretching for a Fast Pace

- Address pressure energetically. Demonstrate that you can be energized when under pressure to get things done. Show energy when you are given more work than normal.
- Don't hesitate to be stretched with multiple assignments. Embrace multi-tasking and adjust to priorities. Serve on multiple project teams simultaneously.
- Take on an assignment with a tight-deadline and display drive, energy and initiative.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Take on a stretch assignment (e.g., potential merger/acquisition, or post-merger integration project) that requires you to move quickly to a new outcome.
- Ask to lead a project/task force dealing with strategy, change management, or reorganization, where high intensity and a fast pace are required.

Exposure

- Volunteer to take on an assignment with a tight-deadline for your boss. Demonstrate your ability to handle multiple efforts simultaneously and to work energetically.
- Model energy, stamina and enthusiasm when working with others. Demonstrate that you can be energized when under pressure from multiple assignments or tight deadlines.

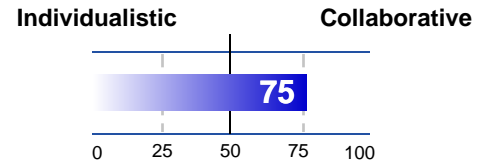
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **1. Initiative & Risk Taking** and **3. Drive for Results**.



5. Cooperation

Cooperation reflects an individual's inclination to actively collaborate with a wide range of people, assist and support both team members and disagreeable people, help build group participation, and agree with and support the decisions of others.



Your score suggests that you are more **Collaborative** than others. Your strengths and cautions include:

Strengths

- Tends to be effective in working with disagreeable people.
- Prefers to be collaborative and support teamwork.
- Likely to have few conflicts with team members.
- Likely displays a high level of teamwork.

Cautions for Underuse/Overuse

- May be too cooperative and not question team behaviors.
- May be too inclined to avoid disagreements.
- May spend too much time helping others.
- May be too trusting of others.

Suggested Development Actions:*

Goal

1. Encouraging Team Spirit and Information Sharing

Development Actions

- Work to minimize competition among group members; emphasize team success over individual success.
- Offer assistance to other team members where you have expertise. Ask others to do the same, emphasizing how it will contribute to team success.
- Thank people for their contributions but keep the focus on how the job was a team effort.

2. Improving Team Members' Understanding of Projects

- If appropriate, involve the team in the project management process.
- Explain the strategy for project completion and each person's responsibility; update this throughout the project's duration.
- Assure that the team spends time to understand the scope of the project. Ask for input about alternative ways of approaching the task and be open to receiving such input.

3. Building Effective Work Partnerships

- Find out what difficulties other teams or organizational units are experiencing. Consider how your team could help to solve them.
- Organize team meetings to discuss issues within partnerships. Come up with a strategy for each organizational unit.
- Set up inter-organizational meetings to share knowledge across the organization.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Identify opportunities to work on projects where cooperative efforts are likely to result in win-win outcomes, which benefit everyone. Use this approach to help break down "silos."
- Volunteer to lead a project/task force dealing with strategy, change management, or reorganization, where multiple stakeholders need to reach agreement.

Exposure

- Assume a divisional liaison role with HR on processes for outreach, recruitment, diversity and inclusion.
- Where appropriate, offer to counsel others on contributing to teamwork, or reducing competitiveness or abrasiveness.

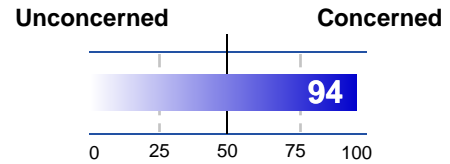
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **8. Teamwork & Team Building** and **7. Interpersonal Skills & Relationship Building**.



6. Concern for Others

Concern for Others reflects an individual's likelihood of being sympathetic and compassionate with unfortunate people, being sensitive to the needs and feelings of others, and being motivated to help or provide care to strangers.



Your score suggests that you are more **Concerned** than others. Your strengths and cautions include:

Strengths

- Takes time to understand personal problems of others.
- Works to improve the welfare of less fortunate people.
- Strongly motivated to help and care for others.
- Comfortable in settings focused on care-giving.

Cautions for Underuse/Overuse

- May spend too much emotional energy trying to help the needy.
- May be perceived as too sensitive to the feelings of others.
- May be perceived as too involved in the troubles of others.
- Some people might take advantage of sympathy.

Suggested Development Actions:*

Goal

1. Diagnosing Customer Needs

Development Actions

- Encourage discussion of the issue with the customer by asking open ended questions.
- Don't assume or make judgments too quickly. Wait until the customer has finished providing information to begin making your assessments.
- Identify alternatives that the customer is considering. Explain or demonstrate how your recommendation is the best solution.

2. Addressing Customer Issues

- After your initial explanation of your services, ask if there are any questions.
- Concentrate on attending to the message and information rather than the anger or discontent associated with it. Do not argue, remain calm, and use facts and logic.
- Be mindful of your language and vocabulary. Track whether the customer is following your explanations. If yes, continue using technical jargon; if not, simplify your description.

3. Showing Consideration to Customers

- Ask the customer questions and clarify what the customer is saying to ensure you understand their need. Express your interest to help them.
- Be careful to not patronize the customer or "talk down" to them. Be patient and answer questions with enthusiasm and concern for their perspective.
- Use appropriate eye contact and expressions and use humor to make them feel at ease.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Seek an opportunity to Interview customers on your team's effectiveness in getting results. Present your findings to your manager and discuss ways to improve team outcomes.
- On your next customer contact, actively listen to others and be supportive. Take time to thoroughly listen and hear what others are trying to communicate.

Exposure

- Work on a team or task force to identify communication barriers. Is the barrier because of environmental issues, interpersonal personalities, or organizational structure?
- Serve on a task force or volunteer to assist in recruiting individuals from diverse backgrounds. Work to understand different cultural values and perspectives.

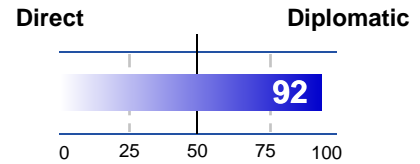
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **9. Customer Focus** and **10. Cross Cultural Agility**.



7. Diplomacy

Diplomacy reflects an individual's likelihood of interacting with others in a tactful and courteous manner, being respectful with difficult people, being diplomatic when sharing a disagreeing opinion, and being forgiving with disrespectful people.



Your score suggests that you are more **Diplomatic** than others. Your strengths and cautions include:

Strengths

- Finds ways to effectively communicate negative information.
- Helps others feel their concerns are heard and understood.
- Typically courteous and diplomatic with others.
- Tends to be respectful toward everyone.

Cautions for Underuse/Overuse

- May not be clear on issues as a result of being diplomatic.
- May be hesitant to share bad news or negative feedback.
- May be so courteous that it is perceived as insincere.
- May tolerate inappropriate behavior from others.

Suggested Development Actions:*

Goal

1. Providing Critical Feedback in a Diplomatic Manner

Development Actions

- Make your feedback objective and factual, and clearly explain the impact of the person's performance or behavior. Be specific and offer examples.
- Allow the opportunity for the co-worker or employee to respond and listen to what they say. Make sure they understand the "what" and "why" of your feedback.
- Inquire as to whether the feedback you are giving is useful.

2. Showing Respect Toward Others

- Recognize that misunderstandings may have occurred because of cultural differences.
- Be aware that some cultures place a great emphasis on power relationships. Identify any power imbalances within the group that may impede interaction.
- Identify breakdowns in communication or lack of collaboration. Identify ways to enhance communication and collaboration. Don't search for whom to blame.

3. Addressing Conflict Diplomatically

- When approached with a conflict, listen carefully to everything that is being said.
- Separate the person from the problem. Seek out the source of the problem, what is needed, and how the person feels about the problem.
- Ask "What if..." questions. For example, "If I do this, will this resolve your concerns?" If they say no, ask them why.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Participate in a mock-negotiation and practice reaching a compromise. Have a discussion with another person with the explicit goal of finding a satisfactory compromise.
- Assess your organizational savvy over the past year. How well have you navigated the unwritten rules? When have you "stepped in it" politically? What were the ramifications?

Exposure

- Participate in a negotiation and make a conscious effort to create win-win results and to not just think of yourself and your possible gain when taking action.
- Ask to coach others on tips and techniques on how to effectively communicate negative information to employees (performance problems) or customers (delivery difficulties).

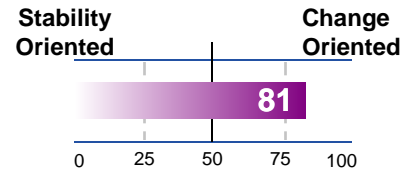
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **20. Managing Differences/Conflict** and **7. Interpersonal Skills & Relationship Building**.



8. Adaptability

Adaptability reflects to an individual's likelihood of adjusting quickly to changes at work, embracing new ways of doing things, continually trying new approaches, and readily adapting to environments with great ambiguity and uncertainty.



Your score suggests that you are more **Change Oriented** than others. Your strengths and cautions include:

Strengths

- Likely to be an "early adapter" and try emerging approaches.
- Readily adapts to a changing market or environment.
- Likely to push for change and be a "change agent."
- Enjoys having to learn new ways of doing things.

Cautions for Underuse/Overuse

- May abandon working procedures for new, untested methods.
- Uncomfortable in steady and unchanging work environments.
- Others may have difficulty adjusting to inconsistent routines.
- May seek unnecessary change.

Suggested Development Actions:*

Goal

Development Actions

1. Learning from Your Mistakes

- Acknowledge that mistakes will happen. Be prepared to learn from them.
- Look for patterns in your successes and mistakes. Identify patterns that appear when you make mistakes. Determine how you can avoid these patterns in the future.
- If appropriate, review your mistakes with selected colleagues. Get their perspective on alternative approaches and solutions.

2. Promoting Change in the Workplace

- Offer a thorough explanation for change. Having solid reasoning helps individuals cope with the unfamiliar and gives more support to the change.
- Seek to understand where resistance may occur and develop strategies to deal with it.
- Track and report progress of benchmarks and results of the change, and share with all involved.

3. Working in Ambiguous or Changing Situations

- Define the end goal and clearly specify what it should look like when accomplished.
- Anticipate and reorganize change. Stay up-to-date on changes within and outside the organization and how they may affect you and your work.
- Recognize that mistakes will happen and be prepared to learn from them. When a mistake does occur, study its causes to ensure it does not happen in the future.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Seek temporary assignments that stretch the depth and breadth of expertise (e.g., manage annual planning process, lead a company-wide safety initiative, etc.).
- Ask to rotate to a similar role in another line of business or type business unit (e.g., new market opening, emerging business, mature business, etc.).

Exposure

- Ask to participate to develop transition plans for key leaders in the organization. Expect resistance to change and develop strategies to deal with it.
- Ask to lead a project/taskforce in one's unit/function or a cross-functional assignment at a parallel level of the organization.

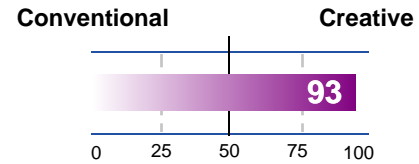
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **2. Learning Agility & Self Development** and **4. Adaptability & Change Management**.



9. Innovation

Innovation reflects an individual's likelihood of generating new and creative ideas, having an inventive imagination, generating lots of alternative approaches for addressing an issue, and offering original thoughts to arrive at inventive solutions.



Your score suggests that you are more **Creative** than others. Your strengths and cautions include:

Strengths

- Likely to have a vivid imagination that generates unique ideas.
- Likely to come up with inventions or new product ideas.
- May identify new connections between differing ideas.
- Typically produces multiple ideas and solutions.

Cautions for Underuse/Overuse

- May spend too much energy exploring new ways of doing things.
- May experiment with untested ideas that do not work.
- May be too creative for static work environments.
- May be uncomfortable in rigid work settings.

Suggested Development Actions:*

Goal

1. Enhancing Innovative Processes

Development Actions

- Identify the roadblocks that keep you from innovation and write them down.
- Share these roadblocks with a trusted colleague and ask them to help you identify habits that prevent you from creating innovative ideas.
- Examine your sources of information. Could you expand these to become more diverse? Seek out different avenues for gathering information.

2. Using Customer Input for Generating Innovative Ideas

- Involve others in the quest for ideas. Include more employees in the process of new product and service ideas. Encourage co-workers and/or employees to listen to customers.
- Identify internal/external customers who tend to buy the latest versions of your products. Determine where the market is headed and how the organization can best position itself.
- Look at former and future customers. Ask how you might meet these customers' needs.

3. Creating an Innovative Environment

- Think outside the box. Break out of familiar grooves. Set a goal to spend five minutes changing a small part of your daily routine every day.
- Change your perspective. Hone in on your target. Divide your big goals into small pieces. Focus on the pieces one at a time. Set a goal to view a situation differently once a day.
- Give employees creative space for a monthly off-site trip or discussion time.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Address a problem by brainstorming to generate a number of ideas or solutions. Quickly eliminate those that are unnecessary and focus on those that seem promising.
- Ask to lead a project requiring innovation. Use mind-mapping to help solve the problem. Look for relationships and come up with alternative ways of solving these problems.

Exposure

- Network with people who are accomplished in using new technology, methods and ideas. Identify their methods and try using them in your job.
- Ask to serve as a mentor for a creative employee. Discuss creative ideas and how they may be implemented within the organization.

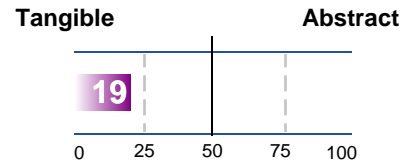
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **13. Innovation** and **21. Strategic Thinking**.



10. Analytical Thinking

Analytical Thinking reflects an individual's likelihood of systematically analyzing issues to get to the root of a problem, identifying connections or patterns in complex data, and analyzing abstract or conceptual issues through logical analysis.



Your score suggests that you are more **Tangible** than others. Your strengths and cautions include:

Strengths

- Tends not to analyze and question current work procedures.
- Tends to be very practical and down-to-earth with issues.
- Readily accepts approaches without analyzing them.
- Is inclined to avoid over-analyzing issues.

Cautions for Underuse/Overuse

- May refrain from conducting a thorough pro and con analysis.
- May neglect to anticipate potential problems in projects.
- May accept team solutions without analyzing them.
- May have difficulty getting to the root of a problem.

Suggested Development Actions:*

Goal

1. Identifying and Defining Problems

Development Actions

- Gather information. Monitor the progress of projects and identify potential problems.
- Clearly specify and define what the problem is, where it is occurring, why it is happening, when it occurs, and how it happens.
- Generate multiple solutions and consider implications of action and inaction. What are the costs, benefits, and consequences of each solution?

2. Generating Alternative Solutions

- Consider what will happen if nothing is done. Will the problem go away by itself?
- Consider what obstacles stand in the way. Looking at each obstacle individually can help yield ideas for solution.
- Brainstorm ideas about each potential solution. The availability of several solutions will make it possible to combine the best parts of each solution into one superior one.

3. Evaluating the Strengths and Weaknesses of Solutions

- Prepare a rank-ordered list (by priority) of all factors that should be considered in choosing a solution, such as: controlling expenses, meeting deadlines, etc.
- List all constraints that might prevent certain decisions from being possible.
- Generate several possible solutions in which the highest-ranking factors are optimized and all operating constraints are addressed.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Conduct a SWOT analysis. List the internal Strengths and Weaknesses and the external Opportunities and Threats. Use this to develop suggestions for new strategic directions.
- Select an issue that is not yet a problem. Work with others to analyze the situation and determine what steps are needed to keep the situation from becoming a problem.

Exposure

- Solicit specific feedback and perceptions on your ability to solve problems in your work approaches from superiors and peers.
- Work with your manager or team members to conduct a problem prevention analysis. Review potential problems; analyze their cause and the benefits of each potential action.

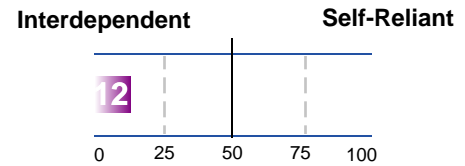
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **11. Problem Analysis & Critical Thinking** and **17. Project/Process Management**.



11. Independence

Independence reflects an individual's likelihood of choosing to work independently with little or no supervision, being decisive and making decisions with little input from others, and being self-directed and fully accountable for what one does at work.



Your score suggests that you are more **Interdependent** than others. Your strengths and cautions include:

Strengths

- Tends to be comfortable taking direction from management.
- Does not make rash decisions independent of others.
- Is typically willing to defer to the group consensus.
- Consults with others before acting.

Cautions for Underuse/Overuse

- May find it difficult to make decisions in an entrepreneurial role.
- May rely too much on support from others in making decisions.
- May avoid making decisions until there is group consensus.
- May be uncomfortable in situations with little direction.

Suggested Development Actions:*

Goal

Development Actions

1. Enhancing Independence

- Take the initiative to define what needs to be done. Structure and define activities that you and colleagues should implement.
- Be willing to make decisions by yourself and fully accept the consequences.
- Be willing to take the risk of making the wrong decision and not receiving recognition or compensation for your effort.

2. Making Tough Decisions

- Gather the facts. Make your decisions based on data, not hearsay or options.
- Gather enough information but avoid "analysis paralysis." Compare data from various sources to ensure accuracy.
- Break a big decision into several smaller decisions; correct these as you go.

3. Living with Your Decisions

- Use trusted advisors as sounding boards, but not as a way to avoid making the decision yourself. Take responsibility for all the decisions you make.
- Commit to your decision; don't be overcome by second guessing or fear.
- Avoid regret. No matter what you choose, there will be some results that please you and some things you regret.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Undertake a project that involves great intellectual, strategic, or problem-solving challenges and has little or no history or guidance. Implement a solution based solely on your analysis.
- Seek an assignment where there is little opportunity for guidance or to identify precedents. Identify and implement solutions based on your judgment of what would be best.

Exposure

- Ask for feedback from your manager regarding inappropriate snap decisions you may have made in the past. How could you be more self-reliant in making appropriate decisions?
- Work with your manager to eliminate the need to seek permission or approval before implementing solutions.

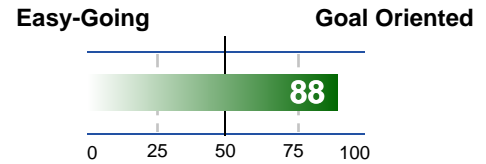
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **12. Decision Making** and **23. Leading Courageously**.



12. Achievement

Achievement reflects an individual's likelihood of setting stretching goals and working diligently to reach them, continually trying to improve one's skills and performance, having a willingness to work long and hard toward goals, and striving for career advancement.



Your score suggests that you are more **Goal-Oriented** than others. Your strengths and cautions include:

Strengths

- Typically puts in extra effort to ensure high-quality results.
- Usually works hard to reach goals and achieve results.
- Is willing to take calculated risks to achieve results.
- Is likely to set many stretch goals.

Cautions for Underuse/Overuse

- May be too focused on work and become a "workaholic."
- May be perceived as too demanding by colleagues.
- May sacrifice personal life by working too much.
- May be too competitive with coworkers.

Suggested Development Actions:*

Goal

1. Increasing Motivation and Career Goals

Development Actions

- Clarify your ultimate goals. To help clarify your preferences, review past jobs and identify aspects you enjoyed and aspects you disliked.
- Try to make objective assessments of your skills and abilities. Evaluate where you have had success and where your skills were best used.
- Establish specific goals that relate to the interests and skills you identified.

2. Identifying Alternatives for Achieving Results

- Clearly specify the end-goal so that you know exactly what to focus on.
- Choose and implement the best option given current circumstances. Talk with others to determine which alternative is most likely to lead to timely goal accomplishment.
- Review your alternatives. Go back through all the solutions and evaluate how each, or part of one, could be used to accomplish your goal.

3. Goal Setting

- Identify the most challenging goals that you set for yourself and those that were too easy. Compare differences and similarities between goals that were achieved and not achieved.
- For goals that were not achieved, evaluate your focus, plan, and pace. Identify differences to goals that were achieved and what could have been done differently to succeed.
- For goals that were achieved, consider whether you can set higher goals in the future.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Sign up to lead a major change initiative in the organization that faces great barriers to success, but will deliver high rewards if implemented successfully.
- Seek out new experiences. Do something that gets you outside your comfort zone. These experiences invite the brain to consider things it might not otherwise encounter.

Exposure

- Ask a leader who is a successful risk taker to give you some tips on how to set stretching goals and to achieve them.
- Work with a mentor to help you define long term (5-15 years in the future) career goals for yourself. Ask for guidance on what steps to take to help achieve these goals.

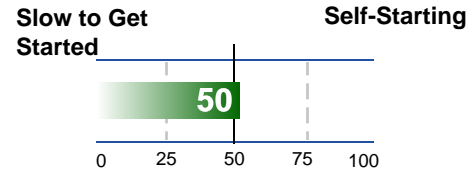
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **3. Drive for Results** and **2. Learning Agility & Self Development**.



13. Initiative

Initiative reflects an individual's likelihood of being a self-starter and initiating activities without being asked, volunteering for new assignments, starting activities right away rather than procrastinating, and doing more than is typically expected.



Your score suggests that you are more **Self-Starting** than others. Your strengths and cautions include:

Strengths

- Likely to assume additional responsibilities.
- Likely to volunteer for assignments.
- Tends to start tasks right away.
- Is motivated to get things done.

Cautions for Underuse/Overuse

- May be frustrated when tasks are not done immediately.
- May underestimate the time it takes to complete tasks.
- May start tasks too quickly without approval of others.
- May take on too many tasks at once.

Suggested Development Actions:*

Goal

Development Actions

1. Showing Initiative through Self-Development

- Read books, journals, magazines, newspapers, etc. in and outside your field of expertise. Make connections with what you read and what you encounter at work.
- Attend training courses or enroll in university courses that pertain to your field.
- Network with others by joining professional organizations or participate in committees inside and outside your area of expertise.

2. Volunteering

- Volunteer for additional tasks or responsibilities. Do not wait for your boss to assign you a new project upon completion of one. Seek out the next task.
- Anticipate and prepare for future assignments and responsibilities. Review scenarios and identify what will likely occur. Have alternative strategies for likely problems or obstacles.
- Follow through and assure that the additional tasks or responsibilities are completed.

3. Avoiding Procrastination

- Replace "Have to" with "Want to." Identify certain aspects of a task that you enjoy or find interesting. Focus on those aspects to help motivate you to do the task.
- Replace "Finish it" with "Begin it." Take each task step-by-step, tackling one small piece of the task at a time. Continue making progress by focusing on completing the next step.
- Don't avoid tasks because there is a possibility of making errors and learn from mistakes.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Notice a key opportunity for business growth or improvement and volunteer to lead the effort to assess and capture that opportunity for growth. Create a new source of profitability.
- Identify the three to five critical success factors that you and your group must accomplish to achieve your goals. Take a lead role in executing against these plans.

Exposure

- Conceive, plan, recruit for, and implement a volunteer project. Work with other leaders to assure success of the initiative.
- Volunteer to lead a change management task force. Identify who should be involved on the taskforce and assure that all members are properly engaged with the effort.

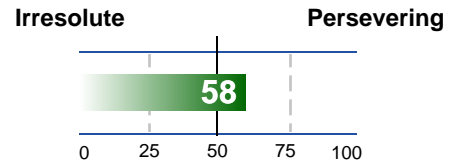
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **1. Initiative & Risk Taking** and **22. Business Acumen**.



14. Persistence

Persistence reflects an individual's likelihood of continuing despite obstacles or difficulties, being able to concentrate intensely for long periods of time, not being distracted when working on projects, and staying motivated to overcome barriers.



Your score suggests that you are more **Persevering** than others. Your strengths and cautions include:

Strengths

- Tends to persevere and continue working despite obstacles.
- Comfortable in work settings with long-term projects.
- Can concentrate on tasks for long periods of time.
- Finds ways to accomplish difficult assignments.

Cautions for Underuse/Overuse

- May be too focused on an activity and miss other opportunities.
- May persist when bringing in help may better achieve goals.
- Willingness to persist may be taken advantage of by others.
- May stick with a project when it is better to move on.

Suggested Development Actions:*

Goal

1. Persisting in Spite of Mistakes

Development Actions

- Look for patterns in your successes and mistakes. Identify any commonalities and differences. Determine how you can identify and avoid these patterns in the future.
- Learn from your mistakes and the mistakes of others. Evaluate the mistakes of your coworkers and how they could have avoided the mistake.
- Identify alternative courses of action and what factors will influence their success.

2. Identifying Alternatives

- Clearly specify the end-goal. Understanding your objective (or the problem) allows you to come up with the best plan or solution to achieve desired results.
- Identify multiple methods of accomplishing goals. Write down all the potential solutions you can think of. Include solutions to obstacles you are likely to encounter as well.
- Review your alternatives and choose and implement the best option for the current situation.

3. Staying Focused

- Plan ahead. Develop specific action plans to achieve results. Set timetables and deadlines.
- Stay focused. Use time effectively; prevent minor issues or distraction from interfering with work. Eliminate distractions (i.e., socializing, internet) and leverage relevant technology.
- Overcome obstacles. Research and analyze the situation to find solutions. Modify strategies but do not put off the most difficult or unpleasant tasks; get them done early.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Take a new-business or international assignment that provides a long-term challenge to establish your leadership, break through resistance, and eventually deliver results.
- Ask to lead a significant change management or reorganization initiative that requires a long-term focus on the end result to override short-term obstacles to implementation.

Exposure

- Present an "overcoming the odds" success story from your company at an industry event or professional association. Exchange best practices with other leaders.
- Serve as a mentor for those who are new to long-term projects or to complex organizations with multiple stakeholders, providing counsel on overcoming obstacles.

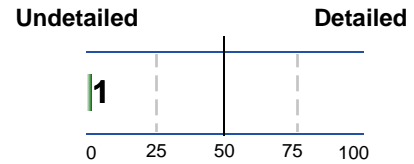
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **3. Drive for Results** and **17. Project/Process Management**.



15. Attention to Detail

Attention to Detail reflects an individual's likelihood of carefully planning work activities, double checking work products for accuracy and quality, preventing errors and omissions, being meticulous and tidy, and maintaining careful records.



Your score suggests that you are more **Undetailed** than others. Your strengths and cautions include:

Strengths

- Tends to be comfortable without having detailed work plans.
- Tends not to spend time unnecessarily on minor details.
- Is typically willing to delegate checking details to others.
- Does not waste time double checking the details.

Cautions for Underuse/Overuse

- May depend on others to perform detail-oriented work.
- Tends not to carefully plan and organize work.
- Tends not to keep detailed records.
- May overlook important details.

Suggested Development Actions:*

Goal

1. Attending to Details

Development Actions

- Make sure there is someone double-checking and reviewing work for accuracy and completeness.
- Don't get careless with routine activities; try to find better ways of doing them.
- Set specific goals for yourself and/or the team on the minimum number of mistakes or errors you will allow on a project.

2. Assuring Details are Addressed

- Write out a To Do list each morning. Items should be specific and accomplishable.
- Separate your To Do list into A, B, and C priorities. A items are important to your long term success. B items may be urgent but not as important and C items are less important.
- Block off time to be alone. Do not schedule any other meetings during this time. Use this time for carefully reviewing your work and assuring you have not missed something.

3. Prioritizing Work

- Determine how critical each task or project is; assign points on a 1-5 scale.
- Determine the feasibility of each task or project and consider what is needed to achieve the goal. Assign points (1 = low, 5 = high).
- Combine the total scores for each of the tasks under consideration and arrange with the highest score as the first priority and so on.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Delegate an upcoming project to a colleague or subordinate. Assure that they check the details for accuracy. Learn from this person's approach to assuring accuracy.
- For a current project, ask for feedback on whether you are balancing attention to detail with broader, long-term planning. Ensure that you are not stressing one area over another.

Exposure

- Volunteer to plan and organize a high-profile event. Make sure that all issues and contingencies are included in the plan and that the needs of key executives are met.
- Volunteer for an organization-wide safety initiative. Develop a checklist of potential hazards and identify key metrics for safety. Post charts showing monthly safety metrics.

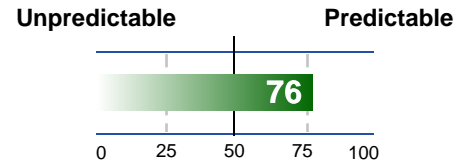
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **15. Planning & Organizing** and **14. Technical/Professional Expertise**.



16. Dependability

Dependability reflects an individual's likelihood of following through with responsibilities, meeting deadlines, being predictable and on time in completing assignments, having good attendance, and refraining from impulsiveness that may hinder dependability.



Your score suggests that you are more **Predictable** than others. Your strengths and cautions include:

Strengths

- Tends to consistently follow through on responsibilities.
- Tends to be very thorough in completing assignments.
- Tends to be punctual and complete projects on time.
- Tends to have little absenteeism from work.

Cautions for Underuse/Overuse

- May over estimate the number of projects that can be handled.
- May focus too much on the deadline at the expense of quality.
- May be perceived as being too organized and predictable.
- May rush or push others too hard just to meet a deadline.

Suggested Development Actions:*

Goal

1. Meeting Project Deadlines through Backward Planning

Development Actions

- Starting with a target date for completion, work backward and make estimates of what needs to be done each week prior to the target date to meet the deadline.
- Review the calendar at the beginning of each work week to review work targets.
- If targets are not being met, decide how the backlog is to be handled (more hours, more people, outside help, extend the deadline, etc.).

2. Defining Achievable Strategies

- Make sure the strategy is internally consistent. Activities should be within the parameters of the strategic objectives and consistent with the organization's vision, mission, and values.
- Make sure the strategy is consistent with the environment. Perform a gap analysis of the organization's capabilities and opportunities.
- Evaluate the organization's current resources and whether they can support the strategy.

3. Assuring Strategies are Achieved

- Consider how much and how long resources will be committed to the strategy.
- Assess the risks involved and make sure all deadlines and schedules are appropriate and can be met with available resources.
- Evaluate progress by monitoring established performance metrics. If results are not being achieved, reevaluate the appropriateness of the strategy and its execution.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Ask to lead an organizational climate survey to assess trust in your work unit. Lead focus group discussions on how to address issues that are identified.
- Volunteer for a role of enhancing the credibility of the work unit. Identify if unrealistic promises have been made, or whether the unit fails to deliver as promised.

Exposure

- Work with a dissatisfied customer to turn them around to become satisfied. Identify their concerns and take steps to assure that their expectations are being met.
- Model your behavior on a mentor whose integrity you respect. Observe how he/she stands up for his/her beliefs without alienating others. Use this approach with your subordinates.

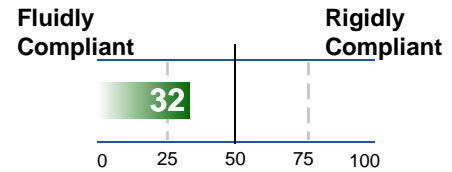
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **3. Drive for Results** and **15. Planning & Organizing**.



17. Rule Following

Rule Following reflects an individual's likelihood of following rules and procedures, complying with policies and procedures regardless of the consequences, being strict about right and wrong, and not bending the rules to meet specific situations.



Your score suggests that you are more **Fluidly Compliant** than others. Your strengths and cautions include:

Strengths

- Is comfortable in settings that challenge current procedures.
- May find workarounds to rules that impede success.
- Is not likely to feel bound by unnecessary rules.
- May be willing to get certain rules changed.

Cautions for Underuse/Overuse

- May be too quick to try to change policies and guidelines.
- May avoid rules and be perceived as uncompliant.
- May fail to follow required safety procedures.
- May interpret rules in unstandardized ways.

Suggested Development Actions:*

Goal

1. Building Credibility by Following Rules

Development Actions

- Tell the truth and keep your word. If you don't know the facts, admit it.
- Deliver what you promise. Meet deadlines, follow through with commitments, and do what you say you will do.
- Treat co-workers and employees justly and fairly. Act with impartiality, consistency, and equity. Assure that there is "due process" when correction is required.

2. Knowing when to Bend the Rules

- Understand your formal and informal authority. What the authority level of your job?
- Investigate any impact that bending a rule might have and analyze alternatives. Think about how your decisions will impact the broader organization.
- Break the rules as a last resort and be sure to inform your manger. Don't try to hide your decision to break or severely bend rules or policies.

3. Dealing with Gray Areas in Policy

- When dealing with ethically gray areas, define the problem and set a decision timeline. Identify facts, potential causes, and potential consequences.
- Identify alternative solutions and select a solution based on the best outcomes.
- Play "devil's advocate" to determine potential ethical problems. Use this process to filter your alternatives.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Train new employees on understanding and applying the ethics regulations of your organization. In addition, explain the organization's mission, goals and values.
- Offer to evaluate the appropriateness and necessity of rules and procedures and determine if they can be improved.

Exposure

- Serve as a mentor for those who have shown poor judgment in addressing ethically grey areas or have failed to consider the ethical or moral impact of decisions.
- Show loyalty to the management team, coworkers, the organization, and customers. Build trust by g treating others with dignity, courtesy, tolerance, consideration, and loyalty.

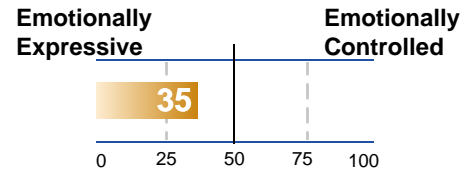
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* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: **25. Integrity, Trust & Credibility** and **23. Leading Courageously**.



18. Self-Control

Self-Control reflects an individual's likelihood of restraining emotions and not letting others know how they are feeling, controlling emotions and avoiding emotional outbursts, and refraining from making decisions based on emotions or impulses.



Your score suggests that you are more **Emotionally Expressive** than others. Your strengths and cautions include:

Strengths

- May communicate forcefully by the open expression of emotions.
- Tends to show strong emotions that may spur others to action.
- Is easy to “read” because emotions are openly expressed.
- May be very candid in expressing feelings.

Cautions for Underuse/Overuse

- May find it difficult to remain calm in stressful situations.
- Emotional outbursts may make others uncomfortable.
- May have impulsive behavior that is later regretted.
- May become frustrated when things go wrong.

Suggested Development Actions:*

Goal

1.Enhancing Listening Skills to Control Emotions and Resolve Conflict

Development Actions

- When approached with a conflict, listen to everything the individual has to say.
- Ask questions that help you understand the underlying reason for the conflict while allowing the other individual to express more clearly their point of view.
- Evaluate your listening skills by reviewing past conversations. Consider what you understood the situation to be, and how well you listened.

2.Managing Your Emotions by Understanding Who is in Control

- Recognize you control your actions and reactions. You do not control others' actions.
- Determine if the situation can be changed or needs to be accepted. Work on identifying the differences.
- Develop a greater personal sense of control. Learn to manage emotional reactions and become courageous enough to make changes when possible.

3.Enhancing Self-Control by Asserting Yourself Productively

- Explicitly state your request to others. Do not allude to a problem diagnosis by only discussing symptoms or assume the person knows what you want.
- Be aware of your emotions. Identify your emotional state and ask yourself how others may interpret it. Pay attention to your non-verbal cues and try to control your facial reactions
- Be aware of your assumptions and habits. Know your tendencies in difficult situations.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Take on an assignment where motivating others, rallying to a cause, or leveraging passion are requirements for delivering results.
- Work closely with your manager to solve a crisis in your workplace. Seek his/her feedback on the composure you displayed throughout the crisis.

Exposure

- Shadow those who have the emotional control you wish to develop. Discuss with them how they maintained composure in stressful situations.
- Deliver the keynote or closing presentation at a significant meeting, where a key outcome is to strike an emotional chord with the audience.

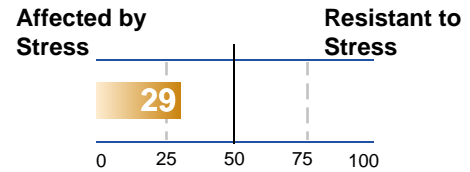
Is this Work Style critical to your job or career? If so, you may want to include this as a development area in your Development Planning Worksheet (page 29).

* These are abbreviated action-based activities from Coaching Winners! You will find many more detailed suggestions in chapters: 5. Emotional Resilience and 20. Managing Differences/Conflict.



19. Stress Tolerance

Stress Tolerance reflects an individual's likelihood of remaining calm in stressful situations, easily recovering from setbacks or failures, not being bothered by stress, not feeling discouraged, and rarely worrying about things.



Your score suggests that you are more **Affected by Stress** than others. Your strengths and cautions include:

Strengths

- Tends to identify stress and bring it to the attention of others.
- Tends to seek opportunities to reduce workplace stress.
- Tends to be aware of stress in the workplace.
- Tends to prevent and avoid sources of stress.

Cautions for Underuse/Overuse

- May find it hard to remain calm in stressful situations.
- May worry too much over problems or mistakes.
- May work less productively when under stress.
- Has difficulty bouncing back from setbacks.

Suggested Development Actions:*

Goal

1.Enhancing Emotional Resilience through Healthy Habits

Development Actions

- Pay attention to your own needs and wants and take time to do things you enjoy. Make a list of activities you enjoy and do an activity from the list every week. Keep adding to the list.
- Take care of yourself. Eat healthy foods and avoid junk foods. Exercise to develop stamina and flexibility. Keep active. Exercise your mind (crosswords, puzzles, etc.).
- Spend time with people who make you feel good about yourself, people who treat you well.

2.Reducing Potential Conflict by Reducing Your Level of Stress

- Identify relaxation methods that are most effective for you, such as deep breathing.
- List five to ten important, anxiety-arousing situations. Order these situations from least to most stressful.
- Use visualization. Go through the list, imagining yourself in each situation. Continue until you can imagine yourself in the most stressful situation on your list without feeling anxious.

3.Building Resilience through Interpersonal Relationships

- Communicate effectively, sharing your feelings and thoughts with others.
- Ask for help. If you have a difficult time accepting help from others and tend to push help away when it is offered, you are unlikely to receive help.
- Return favors. Perfect reciprocity is generally not necessary, but you should figure out how others benefit from you and work to produce a mutually beneficial relationship.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Seek to work in situations that have stable environments and predictable expectations, where you can best focus your energy on delivering results
- As a stretch assignment, undertake a high-stress project (e.g., tough deadlines, high stakes, etc.), and keep a journal to reflect on both triggers and coping actions to your anxiety.

Exposure

- Ask a peer or HR to role play a potentially tough and demanding customer. Walk through the entire interaction. Ask for feedback on how well you maintained your composure.
- Work closely with your manager to solve a crisis in your workplace. Seek his/her feedback on the composure you displayed throughout the crisis.

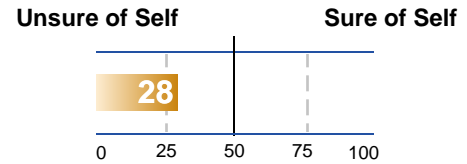
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20. Self Confidence

Self Confidence reflects an individual's likelihood of being optimistic and confident of success, consistently believing in one's ability to succeed, being self-assured in new or challenging situations, and not being intimidated by negative feedback.



Your score suggests that you are more **Unsure of Self** than others. Your strengths and cautions include:

Strengths

- Is likely to be receptive to assertiveness from others.
- Is unlikely to take unnecessary stands on issues.
- Is likely to refrain from taking unnecessary risks.
- Tends not to impose their will on others.

Cautions for Underuse/Overuse

- May refrain from speaking up and sharing his/her perspective.
- May underestimate personal skills and abilities.
- May have difficulty dealing with criticism.
- May be easily intimidated by others.

Suggested Development Actions:*

Goal

Development Actions

1. Enhancing Self-Confidence

- Recognize your strengths. Make a list of your strengths, achievements, and positive attributes. Build a self-image of strength and project this image even if you don't feel it.
- Don't be afraid of failure. Do not avoid acting out of fear of making a mistake. Use mistakes as opportunities to identify where and how to improve your skills.
- Face your fears and change your perspective through a better understanding of them.

2. Communicating with Confidence

- Evaluate your conversations with others. Identify when you conveyed self-doubt. Note differences in what you said and how you said it (words, behaviors, tone of voice, etc.).
- Build your feeling of competence. List and review areas in which you are competent.
- If you truly believe you are lacking competence in an area, consult an expert to identify what you can do to increase your competence (i.e. training, reading, etc.).

3. Projecting Confidence

- Maintain a professional appearance. Stay healthy to sustain physical and mental energy. Use good posture. Smile often and don't forget to make eye contact when talking.
- Project confidence through your body language. Make appropriate eye contact. Don't fidget. Address any habits that detract from the image you want to project.
- Display conviction and stand by what you say. Once you make a decision, commit to it.

Career Enhancement Suggestions:

Strategy

Development Actions

Experience

- Seek roles where you can play a vital "#2 role" supporting a key leader, where you can establish strong trust with that leader and lead with shared confidence.
- Request and undertake an assignment that requires you to speak before a group or with customers about an area of expertise for you.

Exposure

- Evaluate your conversations with others with a mentor or trusted coworker. Identify the instances when you sounded most sure of yourself and where you conveyed self-doubt.
- Leverage colleagues or others for ideas on approaching the conflict or to help mediate a solution. Establish a support structure and use others to uncover objectives and solutions.

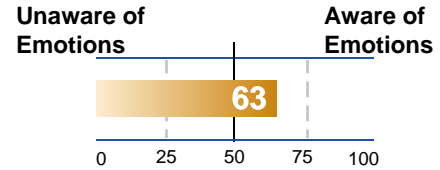
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21. Emotional Self-Awareness

Emotional Self-Awareness reflects an individual's likelihood of being aware of their current emotions, knowing the causes and reasons for their feelings, being able to describe subtle changes in their feelings, and interpreting their emotions for effective outcomes.



Your score suggests that you are more **Aware of Emotions** than others. Your strengths and cautions include:

Strengths

- Can easily diagnose and explain emotions and feelings.
- Actively manages emotions for positive outcomes.
- Is good at predicting their emotional reactions.
- Is aware of the cues that can change emotions.

Cautions for Underuse/Overuse

- May be spending too much time recognizing feelings.
- May be perceived as being too sensitive to emotions.
- May focus on emotions or moods when inappropriate.
- May over interpret emotions and feelings.

Suggested Development Actions:*

Goal

1.Understanding Your Feelings to Better Assert Your Perspective

Development Actions

- Challenge your fears. Stop worrying about what others think and pay attention to what you think. If you disagree, the person may get upset, but may have new respect for you.
- Focus on your assets. Think of the assets you bring to the situation.
- Take time to reflect. Take time to sit uninterrupted to think through what you want out of the situation and how you feel. Address: What? Why? Who? How? etc.

2.Becoming Aware of Rejection or Mistakes

- When you face rejection from customers, move on to the next opportunity.
- Do not take rejection personally. Understand this is not a reflection of who you are as a person and does not necessarily reflect your work performance.
- Consult with more experienced professionals. How do they deal with rejection? What techniques have they found to help them move on?

3.Becoming Aware of Your Fears

- Do not let emotions from previous interactions interfere with future efforts. Monitor your attitudes and emotions at work and be sure to convey positive emotions.
- Change your perspective. Look at the value of the activity. Recognize that rejection is something that all people face; it is a common element before people are successful.
- Use each rejection as a learning experience. Take time to evaluate your behavior.

Career Enhancement Suggestions:

Strategy

Experience

Development Actions

- Seek assignments where you have the opportunity to work with emotional employees (e.g., restructuring, relocation). Understand their perspective while providing stability.
- Take on a role which involves heightened emotions (crisis management, conflict mediation, disaster response, etc.) that leverages your own awareness to provide leadership to others.

Exposure

- Participate in a "Mindfulness" group that meets regularly. Implement suggestions and teachings for remaining mindful of your internal feelings and external environment.
- Partner with an executive or peer on addressing a high-stress situation. Predict your emotional reactions to the situation and seek feedback on whether you reacted this way.

Is this Work Style critical to your job or career? If so, you may want to include this as a development area in your Development Planning Worksheet (page 29).

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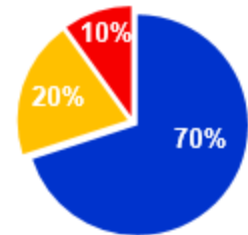
Build your Individual Development Action Plan

70% of development occurs mainly through taking on assignments, projects, etc., that allow an individual to gain work related experience that builds competencies needed to succeed. 20% comes from coaching and mentoring, and 10% comes from formal training. Remember to structure your development plan with this guidance.

1. Identify which areas will be your focus and what will be required.

- What feedback and information have you received from your organization, boss and others regarding development?
- Which work styles are most relevant to your job? How do these relate to competencies you want or need to develop?
- Where will improvement create the most career opportunity for you?
- What development opportunities do you intend to address?

Development



2. Outline specific actions you will take toward your goals, including who and what can assist you in moving forward.

- What workplace activities will allow you to stretch and develop these competencies?
- What activities outside of work will allow you to stretch and develop these competencies?
- Who is great at each of these competencies? How can you connect with them to learn from their examples?
- What associations, seminars, courses, etc., will help you build these competencies?
- Use suggestions from this report, and from *Coaching Winners!* for guidance.

3. Build the plan.

- How will you know you are making progress?
- What indicators can you use? By when?
- Who will hold you accountable for making progress?
- To whom should you turn to for coaching/guidance?

Taking Action!

1. Complete the **Development Planning Worksheet** on the following page.
2. Follow the steps above and use the insight and suggestions from this report to create a clear and focused set of objectives to guide your development.
3. Share your plan.
4. Have a trusted friend or colleague review your plan and provide candid feedback.
5. Discuss your Development Plan with your manager – Be sure to incorporate feedback and to ask for support/resources to implement your plan.
6. Set a deadline (e.g., 30-day check-in) to ensure alignment and create momentum.
7. Be prepared for change. Everywhere around you, the nature of work is changing. You will likely have 10-15 different job roles throughout your career. Take the initiative to manage your career, and make continuous development a priority!



Development Planning Worksheet

Please use the following worksheet to create a specific plan of action for your development. You may use the development recommendations from this report or other ideas and resources.

Development Area #1:		
Development Objective:	Action to Take: (Specific steps, experience, process, stretch assignments, or courses.)	
Who is Involved:	Resources:	Time Frame:

Development Area #2:		
Development Objective:	Action to Take: (Specific steps, experience, process, stretch assignments, or courses.)	
Who is Involved:	Resources:	Time Frame:

Development Area #3:		
Development Objective:	Action to Take: (Specific steps, experience, process, stretch assignments, or courses.)	
Who is Involved:	Resources:	Time Frame:



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