Confidential ASSESS Development Report

for Suzanne Example

HR Director, ABC Company

Date: 1/1/2019

Overview

Career development today emphasizes individual ownership and continuous development of skills and capabilities -- regardless of one's stage, position or aspirations. For most people, though, the first question is: "Where do I start?"

You can begin by learning more about yourself. Your work effectiveness is influenced by many factors, such as your personality, skills and capabilities, values, and background. Some of these factors are outside the scope of this report; however, ASSESS can help you with personality characteristics and general abilities (if you completed intellectual ability tests).

The ASSESS Development Report provides a description of your results and draws implications about how you might act or behave based on these results. As you read the report, remember there is no "best" or "less than best" personality. We all have strengths and weaknesses. The value of this information is to help you to recognize both and to aid you in developing strategies to capitalize on your strengths and minimize or compensate for your weaknesses.

Be careful not to overemphasize specific statements. Instead consider the overall picture and how your assessment results fit with your job, career and personal expectations (how you would like to be).

Over time, people change. If several years have passed since the date of this report, the results may no longer fit you. Remember, when you completed the assessment instruments you were at a particular age, stage of development, level of experience, etc. With the passage of time, the characteristics measured by ASSESS may have changed.

Who Should See This Report?

The ASSESS Development Report has been designed for your personal use. We hope it will help you to think about and plan for your career development. You may want to share all or parts of this report with others, especially if you trust their judgment and wisdom, and if they can assist you with career and development resources or advice. People to consider might include a family member, a current or past manager, a trusted mentor, a Human Resources representative or a career counselor.

Interpretation Assistance

This report is written using a computerized expert system that interprets your results and writes your report in the same manner that a Bigby, Havis & Associates psychologist would. The Development Report is designed to be read by you, the person evaluated, without special interpretation by a professional. However, additional assistance from a professional can be provided through your sponsoring organization. See your ASSESS coordinator to make arrangements.

The Report

In reviewing this report, keep the following in mind:

- The results are based on your self-perceptions and may be influenced by a favorable or unfavorable self-image. Others may see you differently than you see yourself.

- We have compared your raw scores on the ability tests and the personality profiles to a professional norm group (people who work in jobs which, for the most part, require education or training beyond the high school level) to make the statements and suggestions you will find in this report. It may be useful to think "Compared to most professionals" as you read each.

- The report does not take into account your background, training, technical skills or experience. Therefore, the results do not measure your personal effectiveness nor the quality of your job performance; rather, they describe abilities and characteristics that (along with these other factors) may influence your job performance.

- Many of the characteristics described in this report could be assets in some circumstances and liabilities in others. For maximum benefit, your results should be considered in the context of your particular job or work environment.

- Take the time to read and consider the ASSESS Report information:

    1. Take an open, nondefensive attitude when reviewing the material. Review each section carefully and, as you consider the feedback statements, try to think of specific examples that can confirm which assets and liabilities do or do not apply to you.

    2. If you are not sure that a statement in the report describes you, ask someone you feel will give you honest feedback for their opinion.

    3. After reviewing your results, use Developmental Suggestions section of this report and the accompanying worksheets to help you set goals for your development and to construct an action plan for achieving your goals.

The Graphic Profile

When reviewing the graphic profile, keep in mind:

- The profile is a quick summary which will allow you to see an overview of your results on each of the characteristics measured by ASSESS. We encourage you to use the detailed report to develop an in-depth understanding of your results.

- The small, darkened circles indicate your percentile score compared to professional norms. From this you can quickly see whether you are similar to most professionals (your score falls between the 25th and 75th percentiles), or whether you "stand out" from others as noticeably high or low.

- High scores are not necessarily good; low scores are not necessarily bad. You should consider your results in the context of your job and work environment.

- Of particular interest will be the shaded bars. These indicate the average range (25th to 75th percentile range) of another comparison group. This "template" is an indication of how most people in the comparison group scored.

- ASSESS can provide templates for many specific professional positions (e.g., accountant, sales, etc.) as well as many managerial templates. If you would like to review your results compared to a particular group, see your ASSESS coordinator.

- To be successful in a job does not require that your scores fall within the shaded bars (typical range); however, on those characteristics where your score falls outside the bar, you may want to consider whether this is a strength on which to build or a potential weakness.

Abilities

The following results are based on your performance on standardized ability tests. They are presented as percentile comparisons to professional norms (people who, for the most part, have an education at or beyond the college undergraduate level) and to general population norms (people who, for the most part, have a high school education). If you received a profile chart with this report, your test scores have been plotted using professional norms. However, since people in the professional group tend to score much higher on the ability tests than the average person in the general population, it is often beneficial for you to see your scores in relation to general population norms.

With few exceptions, if you are in or are considering a position requiring a college degree, you should pay most attention to the professional norm group comparisons. However, if you have limited formal education, the general population comparisons may be more appropriate.

Regardless, your results on the intellectual ability tests are only a partial indication of your potential to be successful at a job. Other factors such as education, technical training, job-related experience, personal accomplishments and character are different, but equally important, indicators of potential future success.

Scores were available for the following ability tests:

● The **Watson-Glaser Critical Thinking Appraisal** is a measure of your ability to reason through complex, multifaceted written information and to draw accurate conclusions. This capacity includes the ability to evaluate information and to recognize assumptions, facts, and situations where there is not enough information to arrive at a valid conclusion.

● The **Raven's Standard Progressive Matrices (Abstract Reasoning)** is a measure of your ability to reason through complex, abstract, nonverbal information and to grasp new ideas. This capacity includes the ability to solve problems in new situations where one has little experience upon which to draw.

Intellectual Ability Scores Compared to:
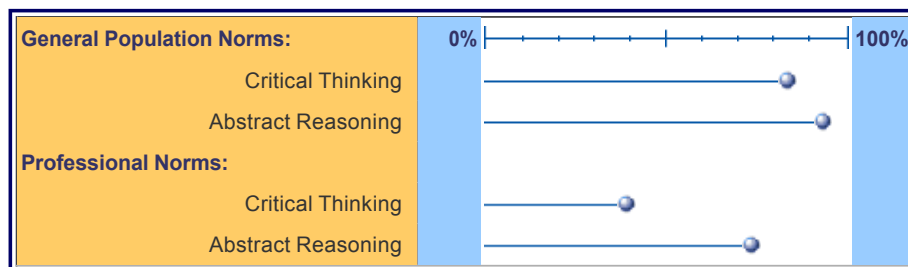
Comments:

Your critical thinking abilities appear to be as good as those of the typical professional and better than those of the average person. You should be able to understand most complex written problems, evaluate the relative merits of various interpretations of the information presented, and come to sound conclusions.

You should have little difficulty solving problems that involve complex, abstract information. You should also be quick to grasp new ideas and solve problems that are outside your usual experience.

Thinking

This section of the report provides feedback on your intellectual usage or thinking style (how you solve problems, make decisions, etc.). People vary considerably in this regard. For example, some people tend to take an in-depth, thoughtful approach in evaluating information; others tend to make quick decisions. Some people are better suited to dealing with big-picture issues, while others like to focus on practical solutions to immediate problems.

In reviewing your results for this section keep in mind that the focus is on how you use your intellectual abilities, not how effective you are at solving problems or making decisions. An evaluation of your intellectual or problem solving effectiveness would require consideration of your educational background, technical skills and job related experience -- all of which are beyond the scope of this ASSESS Report.

Your thinking style results are summarized as follows:

Your responses to the personality questionnaire suggest that you have an average tendency to probe into issues and that, when you take the time, you can be as perceptive as most other people when analyzing problems or people. However, you do not appear to be restrained or deliberate and may have difficulty disciplining yourself to be as thoughtful as you could be. You may wish to develop more patience and self-discipline in this area.

Apparently much less cautious and reserved than the typical professional, you are likely to make decisions and adopt courses of action without excessive deliberation. At your best, you probably will not waste effort on the evaluation of simple, straightforward decisions. At your worst, you may be undisciplined in your approach and may take unnecessary risks. Try to make conscious decisions about how much consideration each decision merits. For some, there will be little real risk of a bad decision; for others, one choice will be as good as another. Your natural tendencies will probably work for these types of situations. However, for complex problems or situations that have potentially serious ramifications, we recommend that you slow down and carefully weigh options and consequences before acting.

When you take the time to think things through, you should be very realistic and factual in your thinking, and unlikely to let your feelings influence your judgment.

Your results suggest that you are as systematic and organized in your thinking as the typical professional.

Working

This section contains a description of your work style (how you go about getting a job done) and the potential effects of various motivational influences on your performance. For example, some people are highly energetic, while others are methodical. Some people are most strongly motivated by recognition and praise, while others need personal freedom to do their best work.

Your work style results are summarized as follows:

A review of your results suggests that you are likely to prefer a slower than average work pace. Alternatively, you may be a "spurt worker" -- one who can rise to the occasion to get something done, but then needs time to rest and recover. You may find that you are more productive when you discipline yourself to set regular time deadlines.

You appear to be a strongly self-reliant person who should assume responsibility and take initiative on your own. Further, you do not seem to mind working within the regulations and constraints placed upon you in your job. Probably, you are the type of person who assumes responsibility and can handle things on your own, but does not usually mind working within the system.

A review of your results suggests you are similar to most professionals in your willingness to handle multiple demands and tasks at the same time but perhaps less organized. When faced with many things to do, you should be careful that you do not scatter your efforts or lose focus on important tasks. Make a special effort to focus on high priority tasks and complete things that you begin.

While your self-reliant nature should help you to take initiative in your work, your somewhat low need for task closure suggests that you are probably comfortable leaving some tasks unfinished. Depending upon the situation this may or may not be problematic. In situations where priorities change frequently and you must move on to new tasks before completing others this could be helpful to you. However, you may need to be careful that you do not mistakenly leave an important task undone. Use the developmental suggestion later in this report if you would like additional guidance on carrying critical tasks through to completion.

You appear to have an average ability to handle pressure and frustration; you should recover from setbacks as quickly as most professionals.

You expressed a moderately high need for personal attention and feedback; you are likely to be motivated by recognition but not be overly concerned about it.

Your results indicate that you do not enjoy personal involvement in activities requiring a strong detail orientation. This, in combination with your low interest in the planning and organizing aspects of work suggests that you may not be well suited to tasks where accuracy and planning are critical.

Relating

This section provides feedback on your approach to (and interest in) interacting with others and draws implications about your interpersonal style in business settings. For example, some people are very outgoing and are likely to be comfortable in situations where they must interact with many different kinds of people. Others have little need for this type of social contact and can be comfortable in solitary or individual contributor roles.

In reviewing these results it is important to keep in mind that they are based on your self-report rather than how others may describe you.

Your interpersonal style results are summarized as follows:

An evaluation of your profile suggests that you are outgoing and social. You should prefer jobs with relatively high levels of social interaction rather than those where you primarily work alone.

Apparently highly assertive as well as socially outgoing, you are likely to be an initiator of social interactions. You should make a strong first impression. In your long-term relationships, you are likely to demonstrate personal power and an ability to exert control and influence over others. While this may be an asset in many circumstances, you may need to be careful that you do not intimidate people.

You are likely to state your attitudes and opinions freely. Generally, people should know where you stand, but this may occasionally result in unnecessary conflict.

Although you appear to have some tendency to analyze people and their motivations, your perspective is likely to be negative. Your assessments of others could be unnecessarily critical and fault finding. You may wish to work on being more tolerant and on having a more balanced view of people.

You describe yourself as less friendly and agreeable than many professionals, and, in general, do not appear to worry about whether you please people or are liked by them. Without proper self-control, you may sometimes be unpleasant and disagreeable.

You also appear to be a competitive person who enjoys winning. If you are not careful, this competitiveness may carry over into aggressive, me-first behavior. You may find that others will like you better and will be more willing to help you if you can learn to be more cooperative.

You appear to have a temper and it may sometimes show. If it does, work at trying to control it to ensure that it does not have a negative impact on your work relationships and your image as a professional.

In your responses to the questionnaire, you presented yourself to be as positive in your outlook as most professionals but less reserved or controlled than is typical. It is expected that you will show your feelings and be easy for others to read.

You appear to be somewhat more sensitive to criticism than the typical professional and may tend to interpret negative feedback more personally than it is intended. If so, try to view criticism less as an indicator of your self-worth and more as useful information for self-improvement. See the detailed suggestions on "Low Criticism Tolerance" provided in the "Developmental Suggestions" section.

You appear to be about average both in your need to conform to conventional or traditional behavior codes and in your wish that others conform.

Influencing

This section of the report draws some conclusions about how your personality may affect your ability to persuade, influence, or manage others. When reviewing these results, keep in mind that these abilities are also influenced by your experience and training in this area -- factors outside the scope of this ASSESS Report.

The following conclusions are suggested by your results:

You appear to enjoy dealing with people in a directive or persuasive manner and probably seek opportunities to influence or manage others. Your style is likely to be strong, forceful and assertive.

In your dealings with others, you should be able to use the following tools, techniques and styles:

- Personal power

- Common sense

- Impartiality

Your dealings with people could be adversely affected by the following:

- Aggressiveness or excessive competitiveness

- Sensitivity to criticism

- Low concern for others

- Speaking before you think

- Suspiciousness of others

- Uncooperativeness and disagreeableness

In this part of the your ASSESS report, we provide developmental suggestions for minimizing or compensating for potential weaknesses. These are associated with those characteristics where you "stood out" as noticeably high or low from the professional norm group. We highlight these areas because we think, based on your results, you should consider them when you are setting goals and when you are drafting your action plans. Some of these are probably areas you have already identified for improvement; others may be new.

Read and carefully consider each of the following suggestions. As you construct your action plans in the next section of this report, you can use the suggestions here as a starting point. You will want to tailor these suggestions to your circumstances. For example, you will add other on-the-job activities, company or community sponsored training, educational opportunities, etc.

Low Criticism Tolerance

Your assessment results suggest that you may tend to take negative feedback more personally than it is intended. At times, you might be hurt and offended by this feedback even when the intent of the other person is to provide you with constructive information for improvement. If not managed, this oversensitivity could interfere with the quality of your interpersonal relationships. This may be perceived as defensiveness by others and discourage them from providing you with valuable suggestions and feedback. People may stop giving you advice and you may miss the opportunity to receive genuine improvement ideas from others.

Activities

To develop more objectivity in your interpersonal relationships:

- Ask yourself why your feelings are hurt. Is it because you demand perfection of yourself and overreact to any suggestion that you are less than the best? Keep in mind that everyone has assets and liabilities (strengths and weaknesses). Be easier on yourself. Try to be good, even very good, but not necessarily perfect every time.

- The next time that you feel someone is being critical of you, step back from the situation and try to view it in a more objective manner. Maybe they are just trying to give you information, not making a statement about your personal value or worth.

- Remember that all of us need feedback, both positive and negative, to grow and develop. Try to accept both gracefully. If you respond too defensively, people may stop providing you with this valuable information.

To be more effective in receiving feedback:

- Recognize that, while others may not always know how to give feedback in the most constructive or most tactful manner, the information they are trying to convey may be very useful.

- Listen carefully and try not to interrupt. Take your time to analyze the feedback and try to respond objectively.

- Ask questions to make sure you understand. (For example, "Can you give me an example of what you mean?")

- Briefly repeat, in your own words, what you think the person is saying. (For example, "You mean I overreacted when you said . . .?") They will either agree with your restatement or they will refine their point in a way that will help you understand.

- Continue this process until you both agree that you understand their feedback.

- Acknowledge valid points. Think them through and discuss them carefully.

The following resource(s) should be helpful:

Books
Communicate With Confidence Dianna Booher, 2011. **Overview**
Beyond Feelings: A Guide to Critical Thinking Vincent Ruggiero, 2011. **Overview**
The Power of Positive Criticism Hendrie Weisinger, 2007. **Overview**
How to Build Self-Esteem and Be Confident: Overcome Fears, Break Habits, Be Successful and Happy Maddy Malhotra, 2013. **Overview**
Being Naked: A Nine Week Journey Towards Self-Awareness Janis Altman, 2008. **Overview**
Competency Development Guide Edward Cripe, 2012. **Overview**
Mindful Leadership: The 9 Ways to Self-Awareness, Transforming Yourself, and Inspiring Others Marla Gonzalez, 2012. **Overview**
Emotional Intelligence: 100+ Skills, Tips, Tricks & Techniques to Improve Interpersonal Connection, Control Your Emotions,

Build Self Confidence Kevin Moore, 2016. **Overview**

The Power of Self-Compassion: Using Compassion-Focused Therapy to End Self-Criticism and Build Self-Confidence Mary Welford, 2013. **Overview**

A Complaint Is a Gift: Recovering Customer Loyalty When Things Go Wrong Janelle Barlow and Claus Moller, 2008. **Overview**

The 15 Invaluable Laws of Growth: Live Them and Reach Your Potential John Maxwell, 2014. **Overview**

Multimedia

Thick Skin: A Very Short Guide to Dealing with Criticism Unknown, 2015. **Overview**

Personal Growth: Reaching Your True Potential- Making A Plan For Your Own Personal Journey To Success And Enlightenment Unknown, 2016. **Overview**

How to Reach Your Personal Best National Seminars Group, 2001. **Overview**

21 Days to Self-Discovery Fred Pryor Seminars & CareerTrack, 2012. **Overview**

Self-Esteem and Peak Performance Fred Pryor Seminars & CareerTrack, 2004. **Overview**

How to Play to Your Strengths Harvard Business Online, 2005. **Overview**

On-line Learning

The Voice of Leadership: Self-assessment and Motivation Coursepark. **Overview**

Interpersonal Communication: Listening Essentials Coursepark. **Overview**

Listening Essentials: Improving Your Listening Skills Coursepark. **Overview**

Listening Essentials: The Basics of Listening Coursepark. **Overview**

Social Identity: Knowing Yourself, Leading Others Center for Creative Leadership. **Overview**

True North: Leadership in the 21st Century Center for Creative Leadership. **Overview**

High Fact-Based Thinking

The assessment results show you to be very fact-based in your thinking. While this approach can be an asset, you may be so data driven that you tend to view things in a black-or-white manner and fail to allow room for gray areas or exceptions to rules. Consider the following suggestions:

Activities

Challenge yourself to "read between the lines" rather than assuming things are black or white. Make a conscious effort to look for the subtleties of situations before coming to a conclusion or forming an opinion. Guard against being stubborn or overly opinionated in your views.

Before making a decision, ask for input from those who will be affected by the decision. Try to use (or at least consider) this input when making your decision.

Play devil's advocate for yourself. Look at the other point of view before defending your own.

Remember that intuition can be just as important as (and sometimes more important than) facts. When others feel strongly about something, take time to consider their perspective. Allow them the opportunity to build a case for their opinion.

Make a greater effort to remain open-minded to new ideas. Truly innovative concepts may not yet have had a chance to be proven or supported by data. Rather than discounting, try to conceive of a way to test the theory.

The following resource(s) should be helpful:

Books
Eyes Wide Open: How to Make Smart Decisions in a Confusing World Noreena Hertz, 2013. **Overview**
Thinking, Fast and Slow Daniel Kahneman, 2013. **Overview**
The 5 Elements of Effective Thinking Edward B. Burger, Michael Starbird, 2012. **Overview**
The Intuitive Compass: Why the Best Decisions Balance Reason and Instinct Francis Cholle, 2011. **Overview**
The End of Competitive Advantage: How to Keep Your Strategy Moving as Fast as Your Business Rita Gunther McGrath, 2013.
Overview
Decision Making: 8 Practices to Improve Your Decision Making Skills in Less Than 7 Days Drew Eubanks, 2015. **Overview**
Seeing What Others Don't: The Remarkable Ways We Gain Insights Gary Klein, 2015. **Overview**

Multimedia
Intuition - Your Most Powerful Tool: How to Make Decisions You Won't Regret Unknown, 2013. **Overview**
Seasoned Executive's Decision-Making Style Harvard Business Online, 2006. **Overview**
Developing Your Intuition: A Guide to Reflective Practice Center for Creative Leadership, 2004. **Overview**

On-line Learning
Skills for Making Great Decisions Clemson University. **Overview**
Practical Problem-Solving Skills in the Workplace American Management Association. **Overview**
Ethical Decision-making in the Workplace Coursepark. **Overview**
Overcoming the Barriers to Decisiveness Coursepark. **Overview**
The Foundations of Creativity and Innovation Coursepark. **Overview**

Low Serious-Minded, Restrained Thinking

The assessment results suggest that you can be a spontaneous and unrestrained person in your thinking. These attributes can contribute to an ability to enjoy life and a willingness to try new things. However, if not properly controlled, they may also contribute to making impulsive decisions without sufficient consideration of alternatives. If you find yourself making decisions that are not as well thought out as you would like or committing to courses of action that you later regret, consider the following suggestions:

Activities

Pause a few minutes to think through your decisions or actions and their implications before reacting. Avoid making snap decisions or quick assumptions.

Develop the habit of reviewing alternatives and their potential consequences before responding.

Especially for important decisions, follow the maxim of "think once, think twice, and sleep on it" before committing yourself.

In general, follow these guidelines for decision making:

- Identify and gather all the information you need.

- Look for the real cause of the problem.

- Weigh different solutions.

- Avoid making snap decisions. Once you have made your decision, keep an open mind to new information.

When implementing an initiative, make sure that you take the time to plan your actions. Before jumping in:

- Identify the issues that may arise during implementation. Who are the affected parties? Who needs to be involved in the process? What type of information do you need to get started?

- Develop a detailed plan and time-line. (What, when, who, and how)

The following resource(s) should be helpful:

Books
Eyes Wide Open: How to Make Smart Decisions in a Confusing World Noreena Hertz, 2013. **Overview**
Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, 2013. **Overview**
Decisive: How to Make Better Choices in Life and Work Chip Heath, 2013. **Overview**
Thinking, Fast and Slow Daniel Kahneman, 2013. **Overview**
The 5 Elements of Effective Thinking Edward B. Burger, Michael Starbird, 2012. **Overview**
Judgment in Managerial Decision Making Max H. Bazerman, Don Moore, 2012. **Overview**
Make Up Your Mind: A Decision Making Guide to Thinking Clearly and Choosing Wisely Hal Mooz, 2012. **Overview**
Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results Aaron Olson, Keith Simerson, 2015. **Overview**
HBR's 10 Must Reads on Making Smart Decisions Harvard Business School, 2013. **Overview**
Decision Making: 8 Practices to Improve Your Decision Making Skills in Less Than 7 Days Drew Eubanks, 2015. **Overview**

Multimedia

Risk Savvy: How to Make Good Decisions Unknown, 2014. **Overview**
Your Deceptive Mind: A Scientific Guide to Critical Thinking Skills Unknown, 2013. **Overview**
Thinking with Data: How to Turn Information into Insights Unknown, 2014. **Overview**
The Art of Critical Decision Making Unknown, 2013. **Overview**
The Chaos Imperative: How Chance and Disruption Increase Innovation, Effectiveness, and Success Audible.com, 2013. **Overview**
Hidden Traps in Decision Making (HBR Classic) Harvard Business Online, 2006. **Overview**
Innovation Handbook: A Road Map to Disruptive Growth Harvard Business Online, 2005. **Overview**
The Decision-Driven Organization Harvard Business School Publishing eLearning, 2010. **Overview**
Developing Your Intuition: A Guide to Reflective Practice Center for Creative Leadership, 2004. **Overview**

On-line Learning
Quantitative Methods Online Course Harvard Business Online. **Overview**
Quantitative Methods Online Course: Regression Section Harvard Business Online. **Overview**
Mental Management: Keys to Peak Performance Center for Creative Leadership. **Overview**
Introduction to Business Analysis Clemson University. **Overview**
Skills for Making Great Decisions Clemson University. **Overview**
Practical Problem-Solving Skills in the Workplace American Management Association. **Overview**
Problem Solving: The Fundamentals Coursepark. **Overview**

High Realistic Thinking

Your assessment responses suggest that you tend to be very pragmatic in your thinking. While this can be useful in some situations, it may hinder your ability to try new approaches or ideas. You may tend to overrely on past or proven solutions rather than consider whether a novel or different perspective might be more effective. If you would like to broaden your way of thinking and view things from a fresh perspective, consider the following suggestions.

Activities

If you find yourself reluctant to tackle a situation in a new way, make an attempt to be aware of the reasons why you are resistant. Is the old way of doing things really the best way? Keep an open mind and look for alternative ideas rather than settling for the status quo.

When troubleshooting or making an important decision, ask for the input of others and be open to their ideas. Try to implement some of their changes.

Try to take some calculated risks. You may want to work with others who are known for their innovation or creativity.

Rather than handling the situation in the same way that has worked in the past, try to be flexible to suggestions of others. Ask a trusted co-worker to highlight times when you are being stubborn or unyielding.

When listening to the ideas of others, make an attempt not to immediately disregard ideas that sound impractical or even radical. Is there a component of the idea that has merit? Is there a way to work together to revise the idea to include a practical implementation and result?

Allow yourself to dream about possibilities. You may be so focused on what must happen today that you have not given yourself the opportunity to consider the future. Where would you like to see your job, your group, etc. go in the next two to three years? What would you like to see accomplished? Use these as a starting place to think about different ways of doing things.

The following resource(s) should be helpful:

Books
Think Like a Freak: The Authors of Freakonomics Offer to Retrain Your Brain Steven Levitt, Stephen Dubner, 2015. **Overview**
Thinking in New Boxes: A New Paradigm for Business Creativity Luc de Brabandere, Alan Iny, 2013. **Overview**
The Intuitive Compass: Why the Best Decisions Balance Reason and Instinct Francis Cholle, 2011. **Overview**
The Change Champion's Field Guide: Strategies and Tools for Leading Change in Your Organization Louis Carter, Roland Sullivan, Marshall Goldsmith, David Ulrich, Norm Smallwood, 2013. **Overview**
Executing Innovation: Expert Solutions to Everyday Challenges Harvard Business School Press, 2009. **Overview**
Seeing What Others Don't: The Remarkable Ways We Gain Insights Gary Klein, 2015. **Overview**

Multimedia
The 3rd Alternative: Solving Life's Most Difficult Problems Unknown, 2011. **Overview**
Intuition - Your Most Powerful Tool: How to Make Decisions You Won't Regret Unknown, 2013. **Overview**
Problem Solving: 33 Ways to boost your Brain's Natural Creative Ability! Unknown, 2014. **Overview**
Idea Hunting: Key Principles for Spawning Great Ideas Kantola Productions, 2011. **Overview**

On-line Learning
Leading Innovation Coursepark. **Overview**
Problem Solving: The Fundamentals Coursepark. **Overview**
Decisions and Risk Coursepark. **Overview**
Creativity and Innovation in the Workplace Sinulation Coursepark. **Overview**

Low Work Pace

A review of your answers to the personality questionnaire suggests that your work style is likely to be methodical and somewhat slow-paced. Certainly, there are many paths to productivity and effectiveness, not all of which include moving fast. Good personal organization, working smart, and being smart can all have as much or more influence as a high energy level. Getting many things done quickly may or may not be important to effectiveness in your job or to you personally. However, if you find yourself missing important deadlines that you could have met by stretching yourself a little, not getting as much done as you should, or simply wishing you could be more energetic, consider the following suggestions:

Activities

Set ambitious, urgent time deadlines in your work. This applies to important decisions as well as projects.

Set intermediate or check point deadlines for lengthy projects to ensure that you complete required steps on schedule.

Take a look at your schedule of physical exercise and make sure that you are doing some type of exercise on a consistent basis. (Be sure to check with your physician before beginning any exercise program.)

If you suffer from "afternoon fatigue," you may want to watch what you eat for lunch. Dietitians often recommend a small, high protein meal at lunchtime while avoiding alcohol and sugary desserts. Also, try to spend a short amount of time doing light aerobic exercise (for example, walking) during your lunch break. Exercising and practicing relaxation techniques on a regular basis may also increase your energy level.

Be aware that there are many time wasting events that disrupt our productivity daily. Use the guidelines below to learn how to handle some common time wasters.

Personal Disorganization:

- Finish what you start, avoid jumping around between several unfinished projects.

- Designate a spot for the paperwork, books, etc. that you use most frequently and keep them there.

- Keep your desk clear of non-current projects and paperwork.

Lack of Objectives, Priorities and Deadlines:

- Make a list of your goals and objectives at the beginning of each day (a "to do" list).

- Break large jobs into smaller pieces. Be sure to get started on parts of the job that you dislike early. Reward yourself periodically by doing a part of the job you really enjoy.

- Attempt your highest priority items at your best time of the day. (Morning is usually best.)

- Set firm deadlines for having a job done.

Indecision or Procrastination:

- Make the decision to get started on a project and go public by announcing it to others.

- Reward yourself for persistent effort with short breaks.

- Set short-term goals that lead to project completion.

- Be willing to make decisions based on partial information.

Fatigue:

- When you find yourself wasting time through daydreaming or other non-productive behavior, take a short break. Get up, walk around, and then go back to work.

- When you are genuinely tired, call it a day. Plan on being productive after you have rested.

The following resource(s) should be helpful:

Books
The 3 Secrets to Effective Time Investment: Achieve More Success with Less Stress Elizabeth G. Saunders, 2012. **Overview**
Organize Your Mind, Organize Your Life: Train Your Brain to Get More Done in Less Time Margaret Moore, Paul Hammerness, 2011. **Overview**
Make Your Brain Work: How to Maximize Your Efficiency, Productivity and Effectiveness Amy Brann, 2013. **Overview**
The Skinny on Time Management: How to Maximize Your 24-Hour Gift Jim Randel, 2010. **Overview**
Manage Your Day-to-Day: Build Your Routine, Find Your Focus, and Sharpen Your Creative Mind Jocelyn K. Glei, 99U, 2013. **Overview**
Time Management: Create Forward Momentum with Time Management Michael Finlayson, 2013. **Overview**
Time Management: How to Find the Time and Motivation to be Productive and Get Things Done Russell Davis, 2017. **Overview**
What the Most Successful People Do Before Breakfast: And Two Other Short Guides to Achieving More at Work and at Home Laura Vanderkam, 2013. **Overview**

Multimedia
How to Juggle Multiple Priorities Audible.com, 2009. **Overview**
Eat That Frog!: 21 Great Ways to Stop Procrastinating and Get More Done in Less Time Audible.com, 2007. **Overview**
The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change Audible.com, 2004. **Overview**
How to Manage Projects, Priorities & Deadlines National Seminars Group. **Overview**
Simple, Quick & Stress-Free Organization Strategies National Seminars Group, 2017. **Overview**
Time Management: Tips for Getting Hours Back in Your Day National Seminars Group, 2017. **Overview**
Taking Control of Your Workday Fred Pryor Seminars & CareerTrack. **Overview**
How to Manage Multiple Projects & Meet Deadlines Fred Pryor Seminars & CareerTrack, 2007. **Overview**
Guide to Getting the Right Work Done Harvard Business Online, 2012. **Overview**

On-line Learning
Overcoming the Barriers to Decisiveness Coursepark. **Overview**
Personal Productivity: Self-organization and Overcoming Procrastination Coursepark. **Overview**
Time Management: Planning and Prioritizing Your Time Coursepark. **Overview**
Time Management: Avoiding Time Stealers Coursepark. **Overview**
Mental Management: Keys to Peak Performance Center for Creative Leadership. **Overview**
Taking Control with Time Management American Management Association. **Overview**
Managing and Achieving Organizational Goals American Management Association. **Overview**
Managing Multiple Projects, Competing Priorities & Tight Deadlines National Seminars Group. **Overview**

High Self-Reliance

You describe yourself as a highly self-reliant person. This is a strong personal asset in that you should be capable of taking the initiative, deciding upon courses of action, and handling things on your own. However, some highly self-reliant people have difficulty involving others in their activities. They tend to try to do too much themselves and may not collaborate, ask for assistance, or delegate sufficiently. If this describes you, consider the following suggestions:

Activities

Convince yourself that you do not need to "do it all." It is okay to rely on others.

Make a conscious effort to involve others in the decision making process. Subordinates (or others less capable or less knowledgeable than you) may not make decisions as good as yours the first time they try. However, they will improve with the practice they will get if you involve them. Furthermore, as they grow in their capabilities, you can spend more of your time on more important issues, more complex problems, etc. Think of this as a short-term investment for long-term gain.

Similar points could be made for sharing or delegating responsibilities. Others may not be able to do the task as well as you, but they will never get better if you continue to do things yourself. You will find that the extra effort you invest in overseeing the work of others while they learn (to do the task as well as you could have) will reap large rewards in the long term. They will become more capable and will need less help, and you will have more time to concentrate on the more important tasks in your job.

Some general suggestions for delegation include:

- Recognize the fact that others can assume responsibilities and can frequently accomplish tasks as well as you can.

- Delegating is an excellent way of training people and developing their skills.

- Avoid delegating only those jobs you do not want to do yourself. When you have to delegate a "dirty job," assure the employee that this job is important and that they will not always get the "dirty jobs" to do.

Steps in the delegation process include:

1. Periodically review your key tasks and evaluate the readiness of your subordinates.

2. Ask yourself which tasks could which subordinates do now, if they stretched themselves a little with your help.

3. Identify tasks suitable for delegation.

4. To each subordinate, communicate the task and your confidence in their ability.

5. Train, coach and offer performance feedback when needed.

6. Check on results or progress.

The following resource(s) should be helpful:

Books
The Team Approach: With Teamwork Anything Is Possible Steven Stowell, Stephanie Mead, 2012. **Overview**
Humble Inquiry Edgar Schein, 2013. **Overview**

Multimedia

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Effective Teamwork JWA Video. **Overview**
How to Delegate Work and Ensure It's Done Right Fred Pryor Seminars & CareerTrack. **Overview**
Guide to Getting the Right Work Done Harvard Business Online, 2012. **Overview**
Managing Teams for High Performance Harvard Business Online, 2007. **Overview**
Making Star Teams Out of Star Players Harvard Business Online, 2013. **Overview**

On-line Learning
Managing from Within: Self-empowerment Coursepark. **Overview**
Delegating for Business Success American Management Association. **Overview**
Fundamentals of Supervision and Management Clemson University. **Overview**

Low Work Organization

Your responses to the assessment suggest that you may be less organized in your work habits than the typical professional. If you find yourself having difficulty in this area, consider developing organization skills.

Activities

As you approach projects, make sure you take the time to think through the important steps. Are there things you should do before you can proceed from one step to another? Are there tasks that can happen at the same time? What should be done during each step?

Take ten minutes at the beginning of each workday to prioritize what you will be doing that day. Keep a short list of things that are necessary to accomplish and work the list.

Once every few weeks clean your office area. File away unnecessary clutter or any finished projects. Keep in reach only the information or paperwork that you will need in the near future.

Use an electronic calendar to remind you about deadlines and to help you remember important meetings. Using the reminder features of these calendars, set intermediate deadlines to ensure that you are progressing toward your goal in a timely fashion.

Identify someone who is organized and good at planning activities. Ask them what tips and strategies they use to be organized.

The following resource(s) should be helpful:

Books
Organized for Success: Top Executives And CEOs Reveal The Organizing Principles That Helped Them Reach The Top Stephanie Winston, 2004. **Overview**
Organize Your Mind, Organize Your Life: Train Your Brain to Get More Done in Less Time Margaret Moore, Paul Hammerness, 2011. **Overview**
Solving the Procrastination Puzzle: A Concise Guide to Strategies for Change Timothy A. Pychyl , 2013. **Overview**
Make Your Brain Work: How to Maximize Your Efficiency, Productivity and Effectiveness Amy Brann, 2013. **Overview**
Smart Office Organizing: Simple Strategies for Bringing Order to Your Workspace Sandra Felton, Marsha Sims, 2011.
Overview
Organizing Your Day: Time Management Techniques That Will Work for You Sandra Felton, Marsha Sims, 2009. **Overview**
Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results Aaron Olson, Keith Simerson, 2015. **Overview**
Organize Yourself Starting Today! Nick Bell, 2015. **Overview**
The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It Kelly McGonigal , 2013. **Overview**
The Practicing Mind: Developing Focus and Discipline in Your Life - Master Any Skill or Challenge by Learning to Love the Process Thomas M. Sterner, 2012. **Overview**
Self-Discipline In 10 Days, How To Go From Thinking To Doing Theodore Bryant, 2011. **Overview**

Multimedia
Simple, Quick & Stress-Free Organization Strategies National Seminars Group, 2017. **Overview**
Time Management: Tips for Getting Hours Back in Your Day National Seminars Group, 2017. **Overview**
Taking Control of Your Workday Fred Pryor Seminars & CareerTrack. **Overview**
How to Manage Multiple Projects & Meet Deadlines Fred Pryor Seminars & CareerTrack, 2007. **Overview**
Guide to Getting the Right Work Done Harvard Business Online, 2012. **Overview**
How to Manage Projects, Priorities & Deadlines National Seminars Group. **Overview**

On-line Learning

Effective Goal-Setting & Planning Skills National Seminars Group. **Overview**

Personal Productivity: Self-organization and Overcoming Procrastination Coursepark. **Overview**

Time Management: Planning and Prioritizing Your Time Coursepark. **Overview**

Time Management: Avoiding Time Stealers Coursepark. **Overview**

Taking Control with Time Management American Management Association. **Overview**

Managing and Achieving Organizational Goals American Management Association. **Overview**

How to Develop the Strategic Plan American Management Association. **Overview**

Managing Multiple Projects, Competing Priorities & Tight Deadlines National Seminars Group. **Overview**

Low Need for Task Closure

Your responses to the assessment suggest that you place less emphasis on task completion than other professionals and you are probably comfortable leaving some tasks unfinished. While this may be helpful in some situations, you may need to be careful that you do not leave an important task undone. If this is a concern for you consider the following suggestions:

Activities

Organization skills can help you manage your activities. Take 10 minutes at the end of each workday (or first thing in the morning) to make a list of what you will be doing that day. Prioritize your activities and focus on the high priority tasks first.

Make sure that you keep track of deadlines. Use a whiteboard or an electronic calendar to remind you of important deadlines. Set interim deadlines to ensure that you are progressing on tasks.

Always try to finish what you start. If you find that you have committed to more than you can complete on time, focus on the most important tasks and set or ask for revised deadlines for the others. Be sure to consider how your task completion schedule will affect the work of other people and give higher priority to those tasks that will unblock their work. Always inform those people affected if you expect to miss a deadline, and try to inform them as early as you can.

Try to avoid overcommitting yourself. Do not agree to do something you cannot deliver on time. Be honest with yourself and with others. Everyone is busy, and most people understand that there is only so much you can do. Try saying something like "I would like to take this project, but this is a very busy week, and I have many deadlines. Is it something that can wait until next week?"

Keep a record of how long it takes you to complete certain projects and tasks. This will help you to better estimate how long it will take you to complete similar tasks in the future and better predict a completion date.

When you complete a project, try to follow up with all those involved and give a status report. Set a reminder on your calendar to ensure you close the loop with others.

The following resource(s) should be helpful:

Books
Leading Your Business Forward: Aligning Goals, People, and Systems for Sustainable Success John Pyecha, Shane Yount, Seth Davies, Anna Versteeg, 2013. **Overview**
Solving the Procrastination Puzzle: A Concise Guide to Strategies for Change Timothy A. Pychyl , 2013. **Overview**
Results That Last: Hardwiring Behaviors That Will Take Your Company to the Top Quint Studer, 2007. **Overview**
The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow John C. Maxwell, 2007. **Overview**
The Goal: A Process of Ongoing Improvement Eliyahu M. Goldratt, Jeff Cox, 2014. **Overview**
Accountability Leadership: How Great Leaders Build a High Performance Culture of Accountability and Responsibility Di Worrall, 2013. **Overview**
Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs David Parmenter, 2015. **Overview**
The Habit Blueprint: 15 Simple Steps to Transform Your Life Patrik Edblad, 2016. **Overview**
Self-Discipline In 10 Days, How To Go From Thinking To Doing Theodore Bryant, 2011. **Overview**
The Oz Principle: Getting Results Through Individual & Organizational Accountability Roger Connors, Tom Smith, Craig R. Hickman, 2010. **Overview**
Change the Culture, Change the Game: The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results Roger Conners, Tom Smith, 2012. **Overview**

Multimedia
Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability Unknown, 2009. **Overview**

How to Manage Projects, Priorities & Deadlines National Seminars Group. **Overview**
From Chaos to Control - How to Standardize Processes and Create Effective Work Procedures Unknown, 2011. **Overview**
Game Plan: Achieve Your Goals in Life, Career, and Business: Goal Strategy Playbook Unknown, 2015. **Overview**
The Oz Principle Unknown, 2009. **Overview**
Taking Control of Your Workday Fred Pryor Seminars & CareerTrack. **Overview**
How to Manage Multiple Projects & Meet Deadlines Fred Pryor Seminars & CareerTrack, 2007. **Overview**

On-line Learning
Achieving Goals through Perseverance and Resilience Coursepark. **Overview**
Planning for Performance Coursepark. **Overview**
Working for Your Inner Boss: Personal Accountability Coursepark. **Overview**
Fundamentals of Supervision and Management Clemson University. **Overview**
Managing Multiple Projects, Competing Priorities & Tight Deadlines National Seminars Group. **Overview**
Effective Goal-Setting & Planning Skills National Seminars Group. **Overview**

Low Detail Interest

Your responses to the assessment suggest that you do not enjoy detail work. From this we surmise that, while you may attend to details when necessary, this may not be your strength. If you want to improve in this area, consider the following suggestions:

Activities

Identify with your boss, or others, those areas of your work in which attention to detail is most critical. For these activities, make sure you allow yourself sufficient time to carefully check your work.

When you can, put your finished work (report, letter, analysis, etc.) aside for a short period of time. Then return to the work with a fresh perspective and review it carefully for thoroughness, completion, grammar, etc. You will be surprised at the improvements that become obvious with this fresh look.

Identify someone with whom you work who is known to be very detail-oriented. Ask them to help you review your work. Ask them to coach you or give you suggestions to improve.

When possible, ask for help on important tasks that require preciseness and detail-mindedness.

Use software tools such as a project planner, spell checker or grammar checker to help you to catch oversights.

High Assertiveness

In your responses to the personality questionnaire you described yourself as a highly assertive person who should be comfortable in a leadership role. Certainly this is an asset in most business situations, as well as life in general. However, if not properly restrained, assertiveness can degenerate into aggressiveness, that is, taking or demanding what you want at the expense of the needs of others. Also, exceedingly assertive people can intimidate less forceful people with the result that important feedback, suggestions, alternatives, and cooperation are inhibited. Consider some of the following suggestions to help you temper your assertiveness:

Activities

Develop your listening skills so that you can become better aware of the impact your strong style has on others. You may find one of resources listed below to be helpful.

Temper your directives to others with statements acknowledging that you hear and understand their opinions and comments.

To avoid sounding abrasive, remember to confront the issue instead of the person when you have a problem that you want to resolve.

Find other areas or activities where you can vent aggressiveness, such as running, walking, swimming, tennis or other vigorous exercise. (Be sure to consult a physician before starting any exercise program.)

If you tend to control and direct others rather than approaching things from a "we" or "team" type of orientation, consider participating in a team building development exercise.

Attend an assertiveness training course at your local community center, community college, university, or other source of adult education. In particular, look for one where you will have the opportunity to role play and receive feedback on the difference between assertion and aggression.

The following resource(s) should be helpful:

Books
Interpersonal Communication Skills in the Workplace M. Perry McIntosh, Richard A. Luecke, 2008. **Overview**
Bargaining for Advantage: Negotiation Strategies for Reasonable People G. Richard Shell, 2006. **Overview**
Difficult Conversations: How to Discuss what Matters Most Douglas Stone, Bruce Patton, Sheila Heen, Roger Fisher, 2010. **Overview**
Getting to Yes: Negotiating Agreement Without Giving In Roger Fisher, William L. Ury, & Bruce Patton, 2011. **Overview**
Lean In: Women, Work, and the Will to Lead Sheryl Sandberg, 2013. **Overview**
Just Listen: Discover the Secret to Getting Through to Absolutely Anyone Mark Goulston, Keith Ferrazzi, 2015. **Overview**
Harvard Business Review on Communicating Effectively Various, 2011. **Overview**
Interpersonal Savvy: Building and Maintaining Solid Working Relationships Stephen Rush, Karen Lewis, 2013. **Overview**

Multimedia
Radical Collaboration: Five Essential Skills to Overcome Defensiveness and Build Successful Relationships Unknown, 2010. **Overview**
Negotiation Boot Camp: How to Resolve Conflict, Satisfy Customers, and Make Better Deals Audible.com, 2006. **Overview**
HBR's 10 Must Reads on Communication Harvard Business Online, 2013. **Overview**
Negotiation Advice: A Synopsis Harvard Business Online, 2005. **Overview**
The Uses (and Abuses) of Influence Harvard Business Online, 2013. **Overview**
The Essentials of Active Listening: A Communication Course National Seminars Group, 2008. **Overview**

On-line Learning

Negotiation Essentials Notre Dame, University of. **Overview**
Persuading Others: Harvard ManageMentor Online Module Harvard Business Online. **Overview**
Successful Negotiating American Management Association. **Overview**
Strengthening Your People Skills in the Workplace National Seminars Group. **Overview**

Moderating Competitiveness

The assessment results show you to be a very competitive and perhaps aggressive individual. While your competitiveness probably helps you in situations that require a forceful "will to win" style, it may also result in unnecessary conflicts or competition in situations where cooperation would be more appropriate and more effective.

Activities

Work on developing more of a win-win style in dealing with others and on recognizing that compromise can often be important in developing and maintaining effective work relationships.

Also, consider the development of your human relations skills in general. You will find the payoffs, in terms of the motivation, commitment, and support from others, can be very large. Below are some books you may find helpful in developing your "people expertise."

The following resource(s) should be helpful:

Books
Interpersonal Communication Skills in the Workplace M. Perry McIntosh, Richard A. Luecke, 2008. **Overview**
Bargaining for Advantage: Negotiation Strategies for Reasonable People G. Richard Shell, 2006. **Overview**
Difficult Conversations: How to Discuss what Matters Most Douglas Stone, Bruce Patton, Sheila Heen, Roger Fisher, 2010.
Overview
Getting to Yes: Negotiating Agreement Without Giving In Roger Fisher, William L. Ury, & Bruce Patton, 2011. **Overview**
Lean In: Women, Work, and the Will to Lead Sheryl Sandberg, 2013. **Overview**
Just Listen: Discover the Secret to Getting Through to Absolutely Anyone Mark Goulston, Keith Ferrazzi, 2015. **Overview**
Harvard Business Review on Communicating Effectively Various, 2011. **Overview**
Interpersonal Savvy: Building and Maintaining Solid Working Relationships Stephen Rush, Karen Lewis, 2013. **Overview**

Multimedia
Radical Collaboration: Five Essential Skills to Overcome Defensiveness and Build Successful Relationships Unknown, 2010.
Overview
Negotiation Boot Camp: How to Resolve Conflict, Satisfy Customers, and Make Better Deals Audible.com, 2006. **Overview**
HBR's 10 Must Reads on Communication Harvard Business Online, 2013. **Overview**
Negotiation Advice: A Synopsis Harvard Business Online, 2005. **Overview**
The Uses (and Abuses) of Influence Harvard Business Online, 2013. **Overview**
The Essentials of Active Listening: A Communication Course National Seminars Group, 2008. **Overview**

On-line Learning
Negotiation Essentials Notre Dame, University of. **Overview**
Persuading Others: Harvard ManageMentor Online Module Harvard Business Online. **Overview**
Successful Negotiating American Management Association. **Overview**
Strengthening Your People Skills in the Workplace National Seminars Group. **Overview**

Low Need to be Liked

Your assessment responses suggest that you are not very concerned about being well liked at work. This can be a strength when you are faced with situations that require difficult choices that may not be well received by others. It can be a weakness if you are unwilling to make compromises or other types of accommodations to others in order to achieve group goals. Consider the following suggestions for becoming more cooperative and accommodating:

Activities

Focus on cooperation and being more of a team player when working with others. Think of it as a technique that can improve the effectiveness of your group as a whole.

Pay attention to the needs and concerns of others. Make a concerted effort to give people credit for their contributions and pay attention to the way in which each person you work with contributes to the success of your organization.

Work on developing a win-win style in dealing with others. Recognize that compromise and accommodation does not equal losing and they can help to build and maintain effective work relationships.

Consider the development of your human relations skills in general. You will find that the payoffs, in terms of commitment and support from others, can be very large.

The following resource(s) should be helpful:

Books
Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, 2013. **Overview**
Resolving Conflicts At Work : A Complete Guide for Everyone on the Job Joan Goldsmith, Kenneth Cloke, 2011. **Overview**
The Power of a Positive No: Save The Deal Save The Relationship and Still Say No William Ury, 2007. **Overview**
The Art of People: 11 Simple People Skills That Will Get You Everything You Want Dave Kerpen, 2016. **Overview**
People Styles at Work...And Beyond: Making Bad Relationships Good and Good Relationships Better Robert Bolton and Dorothy Grover Bolton, 2009. **Overview**
Networlding: Building Relationships and Opportunities for Success Melissa Giovagnoli, 2009. **Overview**
The Like Switch: An Ex-FBI Agent's Guide to Influencing, Attracting, and Winning People Over John Schafer, Marvin Karlin, 2015. **Overview**
People Skills for Business: Winnng Social Skills That Put You Ahead of The Competition Melissa Contreras, 2013. **Overview**

Multimedia
Radical Collaboration: Five Essential Skills to Overcome Defensiveness and Build Successful Relationships Unknown, 2010. **Overview**
Power Questions: Build Relationships, Win New Business, and Influence Others Unknown, 2012. **Overview**
The Keys to Higher Awareness Audible.com, 2005. **Overview**
The Lowdown: Dodging the Bullet - Effective Risk Communication Skills Audible.com, 2011. **Overview**
How to Work Effectively With People Who Act, Think & Work SO Differently From You! National Seminars Group, 2017. **Overview**
Relationship Strategies Fred Pryor Seminars & CareerTrack. **Overview**
Building Relationships National Seminars Group, 2004. **Overview**
What You're Really Meant to Do: A Road Map for Reaching Your Unique Potential Harvard Business Online, 2013. **Overview**

On-line Learning
Strengthening Your People Skills in the Workplace National Seminars Group. **Overview**
Getting Results without Authority: Building Relationships and Credibility Coursepark. **Overview**

Listening Essentials: Improving Your Listening Skills Coursepark. **Overview**
Boundary Spanning Leadership: Catalyze Collaboration, Drive Innovation, Transform Organizations Center for Creative Leadership. **Overview**
Social Identity: Knowing Yourself, Leading Others Center for Creative Leadership. **Overview**
Keys to Effective Communication Clemson University. **Overview**
Achieving Success with Difficult People Clemson University. **Overview**

Low Positiveness About People

The assessment results suggest that you tend to have a critical view of others. The positive side to this is that you are likely to catch small mistakes others make before they become large ones. Also, you are unlikely to let other people take advantage of you. The negative side is that you may tend to be too perfectionistic, critical or hard to please. If these comments ring true for you, consider the following suggestions to increase your tolerance of others:

Activities

Ask yourself if you maintain a balanced perspective on others -- that is, do you place equal emphasis on others' assets and liabilities (their strengths and their weaknesses)?

Work on being more tolerant and also more realistic in your expectations of people. Try to judge others as you would like to be judged, and try to give people the benefit of the doubt and not assume their intentions are always suspect.

Give others a second chance once in a while.

Work at establishing relationships with others who are different from you. Interacting with people of different backgrounds will help you learn about the unique contribution others have to offer.

The following resource(s) should be helpful:

Books
Contented Cows Still Give Better Milk Bill Catlette, 2012. **Overview**
Delivering Happiness: A Path to Profits, Passion, and Purpose Tony Hsieh, 2013. **Overview**
Resolving Conflicts At Work : A Complete Guide for Everyone on the Job Joan Goldsmith, Kenneth Cloke, 2011. **Overview**
People Follow You: The Real Secret to What Matters Most in Leadership Jeb Blount, 2011. **Overview**
Encouraging the Heart Workbook: A Leader's Guide to Rewarding and Recognizing Others James M. Kouzes, Barry Z. Posner, 2010. **Overview**
Bringing Out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement Aubrey C. Daniels, 2016. **Overview**
Trust and Betrayal in the Workplace Dennis S. Reina and Michelle L. Reina, 2015. **Overview**

Multimedia
The Lowdown: Dodging the Bullet - Effective Risk Communication Skills Audible.com, 2011. **Overview**
Make the Impossible Possible: One Man's Crusade to Inspire Others to Achieve Audible.com, 2007. **Overview**
How Great Companies Achieve Extraordinary Results with Ordinary People Kantola Productions. **Overview**
Happiness Matters: Creating a Culture for Business to Thrive Kantola Productions, 2011. **Overview**
Engaging Values in International Business Practice Harvard Business Online, 2011. **Overview**
Giving Wings to Your Leadership Style Harvard Business Online, 2012. **Overview**

On-line Learning
The Benefits and Challenges of Engaging Employees Coursepark. **Overview**
Getting Results without Authority: Building Relationships and Credibility Coursepark. **Overview**
Rebuilding Trust Coursepark. **Overview**
Building Trust Coursepark. **Overview**
Engaging Top Performers Coursepark. **Overview**
Keys to Effective Communication Clemson University. **Overview**

Low Self-Control

The assessment results suggest that you can be expressive and unrestrained in your words and actions. While this will help others to know your feelings and desires, in the extreme it may lead you to say or do things that you later regret. If this describes you, try a few of the following suggestions:

Activities

Stop and think. Especially when it involves important work relationships, try to control your immediate reactions to situations. Instead of responding with the first thing that comes to mind or acting reflexively, take some time to think things through.

Take steps to increase your diplomacy and tact in communicating with others. Become aware of how you phrase or present ideas to others. Before speaking, consider how others may interpret what you are trying to say and consider how others may react. Make the necessary adjustments before you speak rather than trying to recover afterwards.

In situations of conflict, try to remain calm and controlled. Count to ten and walk away from the situation, if necessary, to avoid escalating the conflict. Exercise self-discipline and try to respond in a manner that is productive and that will lead to a resolution.

Ask a trusted mentor to point out situations where you might have said or done things that lacked maturity. Think about and rehearse what you should have said or done. Be prepared to behave better next time.

The following resource(s) should be helpful:

Books
Interpersonal Communication Skills in the Workplace M. Perry McIntosh, Richard A. Luecke, 2008. **Overview**
Focus: The Hidden Driver of Excellence Daniel Goleman, 2015. **Overview**
Business and Competitive Analysis: Effective Application of New and Classic Methods Craig Fleisher, Babette E. Bensoussan, 2015. **Overview**
Thinking, Fast and Slow Daniel Kahneman, 2013. **Overview**
Managing Your Mouth: An Owner's Manual for Your Most Important Business Asset Robert L. Genua, 2007. **Overview**
The Swiss Cheese Theory of Life Judith A. Belmont, Lora Shor, 2011. **Overview**
A Primer on Decision Making: How Decisions Happen James G. March, 2009. **Overview**
Seeing What Others Don't: The Remarkable Ways We Gain Insights Gary Klein, 2015. **Overview**
How to Stay Cool, Calm & Collected When the Pressure's on: A Stress Control Plan for Businesspeople John E. Newman, 2007. **Overview**

Multimedia
Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You Audible.com, 2011. **Overview**
Candor, Criticism, Teamwork Harvard Business Online, 2012. **Overview**
Risk Savvy: How to Make Good Decisions Unknown, 2014. **Overview**
Morning Meditations: Daily Reflections to Awaken Your Power to Change Unknown, 2014. **Overview**
Personal Growth: Reaching Your True Potential- Making A Plan For Your Own Personal Journey To Success And Enlightenment Unknown, 2016. **Overview**
Empowering Employees JWA Video. **Overview**
21 Ways To Defuse Anger And Calm People Down Fred Pryor Seminars & CareerTrack, 1997. **Overview**

On-line Learning
Achieving Goals through Perseverance and Resilience Coursepark. **Overview**
Behavior: Putting Your Best Foot Forward Coursepark. **Overview**
Working for Your Inner Boss: Personal Accountability Coursepark. **Overview**
Taking Control with Time Management American Management Association. **Overview**

Practical Problem-Solving Skills in the Workplace American Management Association. **Overview**
How to Handle Conflict & Confrontation National Seminars Group. **Overview**
Achieving Success with Difficult People Clemson University. **Overview**

Overview

Many of the personality characteristics measured by ASSESS are relatively fixed by the time we reach adulthood and are slow to change. However, if we understand our basic nature and have the personal discipline to work on some of the things that can be weaknesses, we can learn to compensate for our nature. In a sense, we learn to behave in effective ways in spite of our nature. *(For example, I might be very shy by nature but I can learn to talk with strangers, how to "work a crowd" and other conversational and social skills to be more effective, in spite of my underlying shyness.)*

Ultimately, for most of us, how effective and successful we are in our current and future jobs is mostly dependent on the level of effort, self-discipline and self-development we apply.

This section of the report will help you set goals and write action plans to develop your areas of weakness as well as capitalize on your areas of strength. These Action Plans will help you manage, accentuate, or compensate for innate personal characteristics as you work to effectively display the competencies and behaviors needed to be successful in your role.

(Remember, as was discussed earlier in this report, ASSESS is designed to help you consider the impact of your personality and (in some cases) your general abilities on competency. A complete development plan should also consider the knowledge, skills and experience needed to display desired behaviors.)

Process

The career development process includes three stages:

- Awareness
- Goal Setting
- Action Planning

This part of the report will guide you through each of these stages. In the exercises that follow, you will take stock of your strengths and your weaknesses (self-awareness), select the most important areas on which to focus (goal setting) and write an action plan for your development.

As you work on your plan, think of self-development as a continuing cycle. You will not be finished when you complete your plan or even when you have completed all of the action steps in your plan.

To stay abreast or ahead of the workplace of the future, you will need to reassess yourself and your goals at regular intervals. Adjust or add to your development plans as you go forward. Remember that development is a continuous process to be worked throughout your career.

Additional Resources

Additional development resources are available through the ASSESS participant's website at www.bigby.com/systems/assessv2/resources/employee. In this website you will find sample action plans, goal setting & action planning worksheets, and more.

Self Awareness

Capitalizing On Strengths

Start first by recognizing your strengths and thinking about how you can build upon them or capitalize on them to be effective in your job. Your ASSESS results can help you to highlight these areas.

Review your ASSESS feedback for potential strengths. Think about your current job and potential future jobs. List on a sheet of paper those aspects of your personality and abilities that enable you to do your job well and could help you to be successful in the future.

Next to each strength, list how this strength could help you to contribute more in your current or future role. Try to really stretch your thinking and find at least three ways this strength helps you.

Finally, identify at least one specific way you will apply this strength in the next six months. *For example:*

Strength: I am assertive and enjoy influencing others.

Contribution:

- Helps me to promote ideas (mine and others)
- Others see me as a leader
- I am able to influence others to try new things

In the next 6 months: I will volunteer to be the presenter for our team at the next communications meeting where we have to request additional budget and resources.

Recognizing Areas for Improvement

The second part of self-awareness is recognizing your weaknesses. Remember that all of us have weaknesses as well as strengths; the key is to recognize them so that you can improve.

Again, review your ASSESS feedback and, especially, your development suggestions to identify areas for improvement. Think about your current role and future roles. List on a sheet of paper those aspects of your personality and abilities that might hinder you in your job performance.

Next to each area for improvement, list how it might limit your effectiveness now and how it might limit your potential in the future. *For example:*

Area for Improvement: High Realistic Thinking

Limitations:

- Not as creative as I would like to be
- I tend to rely on old ways of doing things
- I can be stubborn about change

Goal Setting

Once you have identified your strengths and your potential weaknesses, you are ready to set goals for your development. These goals might help you to capitalize on a strength or compensate for a weakness.

Example goals to capitalize on strengths might be:

- Better utilize my social skills and interests to build networks within the organization

- Better utilize my reflective thinking style by becoming more involved in strategic planning

Example goals for improving a potential weakness might be:

- Increasing my assertiveness so that I am better at influencing others

- Becoming more flexible and creative in my thinking

- Improving my time management

- Developing a more positive outlook

After you have reviewed your ASSESS Feedback and your development suggestions, and after you highlighted your most important strengths to accentuate and your most important weaknesses to develop, write a list of development goals.

Once you have written this list, set your development priorities. That is, if your time and resources were limited (which they are), which of these would you tackle first, second, third, etc?

Select your high priority goals (we usually recommend that you tackle between two and four goals) and begin building your Development Action Plans.

Building Your Development Action Plans

Much like the other projects you undertake at work, your Development Plan should be clearly outlined and well executed. For each of your goals, you should construct an Action Plan.

The key elements in an Action Plan are:

1. *Your Goal* - This is the personality or ability area you have identified either as an area to accentuate (an existing strength that you want to utilize more) or as a development area (something that could hinder your performance if not properly managed).

2. *Desired Outcomes* - As a result of working this plan, what new outcomes will be achieved? What competency or competencies will this impact? Try to tie these directly to your current job or to a desired future job. List at least three observable differences.

3. *Action Steps* - These are on-the-job activities that you will do, training and education opportunities you will complete, books you will read, role models you will enlist, or volunteer activities you will engage in. Ensure that your actions steps are detailed and specific, and will have a direct affect on the outcome of your goal. (If this is an area for development, the Development Suggestions included in your report should help you with the content of your action steps.)

4. *Target Dates* - The dates you will begin each action step and the dates you expect to complete them. Ensure that these dates are aggressive, but attainable and realistic.

5. *Progress Indicators* - Observable changes that will tell you that you are making progress toward your goal as a result of completing the action step.

6. *Barriers* - Anticipate what things may hinder your ability to complete the action step and develop a strategy to overcome them. Barriers might include time, resources, money, support from others, etc.

(Blank Action Plan Worksheets and examples of completed action plans may be printed separately from this report by going to www.bigby.com/systems/assessv2/resources/employee.)

Implementation

The best advice we can give you in implementing your development plan is to BEGIN NOW. TODAY, after completing your plan, you are motivated; tomorrow, as your work and personal life intrude, you will be distracted. Take action today.

- Schedule a meeting with your manager, coach or mentor to review your plan and refine it based on their good advice.

- Enroll in the necessary courses and training.

- Visit the library or local bookstore to obtain books or audiotapes.

- Make a list of other on-the-job activities you will begin this week.

Remember that you are ultimately responsible for making the change. As you continue your development process keep the following in mind:

- Do not give up. Commit to pursuing your goals and persist in your efforts.

- Review your action plan often to ensure that you are on the right path and working to achieve your goals within your time frame.

- Reward yourself when you meet your goals and desired outcomes.

- Continuous improvement is the key to self-development. Once you have achieved the goals in this action plan, reassess your situation, review your results, set new goals, and continue on your path of growth and self-improvement.

GRAPHIC PROFILE

Template ▤ = *Professional, General*

Abilities
25%   **Abilities**   75%

Trait	Low	High
Critical Thinking	Low	High
Abstract Reasoning	Low	High

Thinking
25%   **Thinking**   75%

Trait	Left	Right
Reflective	Low need to probe	Thoughtful, philosophical
Structured	Avoids step-by-step	Logical, systematic
Serious-Minded, Restrained	Quick to decide	Serious, careful, cautious
Fact-Based	Intuitive	Factual
Realistic	Imaginative	No-nonsense, pragmatic

Working
25%   **Working**   75%

Trait	Left	Right
Work Pace	Unhurried	Active, busy
Self-Reliance	With others	By self
Work Organization	Dislikes structure, order	Prefers structure, order
Multi-Tasking	Routine, one task at a time	Multiple tasks, variety
Need for Task Closure	Low	High
Acceptance of Control	Dislikes rules, controls	Welcomes rules, controls
Frustration Tolerance	Sensitive	Resilient
Need for Freedom	Low	High
Need for Recognition	Low	High
Detail Orientation	Dislikes details	Enjoys detailed work

Relating
25%   **Relating**   75%

Trait	Left	Right
Assertiveness	Low	High
Sociability	Shy or uninterested	Outgoing
Need to be Liked	Low	High
Positive about People	Skeptical, cautious	Trusting, positive
Insight	Does not analyze others	Analyzes others
Optimism	Pessimistic	Positive, optimistic
Criticism Tolerance	Subjective, sensitive	Objective, thick-skinned
Self-Control	Expressive	Reserved, careful
Cultural Conformity	Low	High