Leadership Development Report with Competency Feedback

for **Suzanne Example**

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Norms used for this report: UK (2007)

In today's work environment, it is a given that we all must take personal responsibility for maintaining and improving our abilities and potential at work -- so that we are prepared to maintain our current value in the workplace and improve our value over time.

Most organisations define what they need from people in terms of competency -- What competencies does a person need to regularly display to be effective in a current position or develop to be effective in a future position?

How do you improve or develop competency? The first step is to understand what competencies are required in your job or the job to which you aspire. This ASSESS report provides the competency model for a specific job (current or future position) as defined by your organisation.

The second step is to target and develop some of the building blocks of these competencies. Competency in an area is the result of many factors working together, which include innate characteristics (natural ability, personality) and learned characteristics (knowledge, experience and skills) as is presented in the following chart.
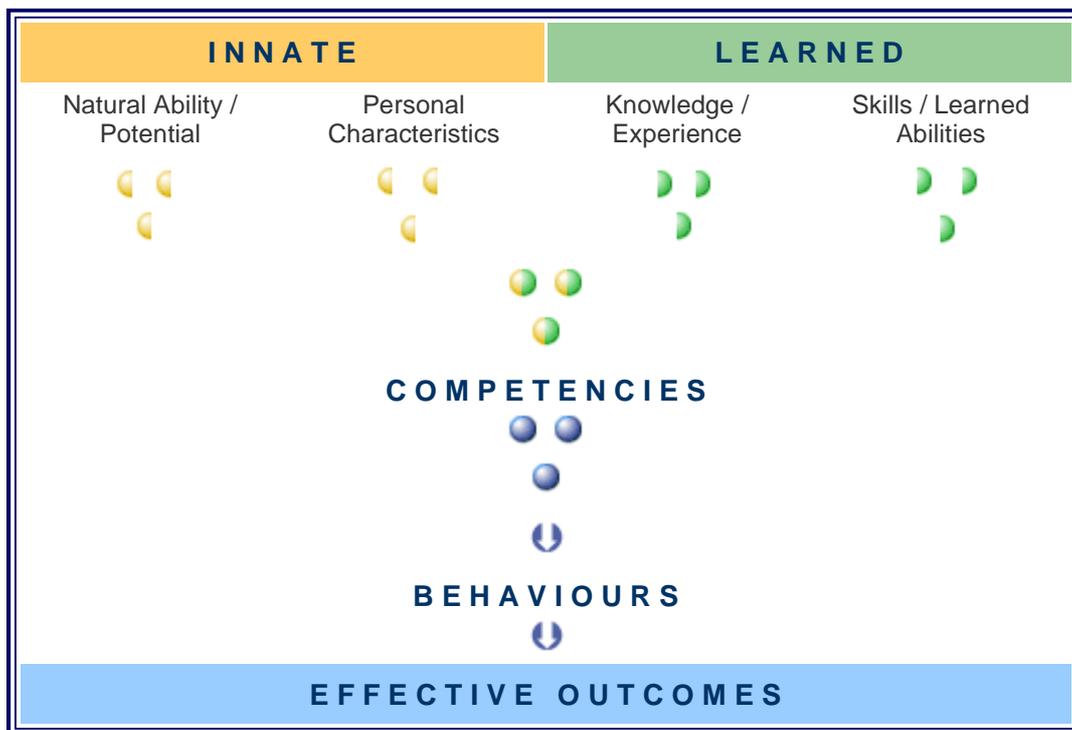
The ASSESS system evaluates your work personality and (in some cases) abilities and helps you to consider how these innate characteristics impact competency.

Overview of Your Development Report

The first section of this report presents your Competency Model and feedback on your ASSESS results. These results will be interpreted in terms of how your personality and abilities may help or hinder the development or display of each competency.

Next, specific development suggestions are provided to help you develop in the areas highlighted by ASSESS.

Finally, the last section of the report provides you with a framework for setting goals and creating a development action plan.

Who Should See This Report

This report has been written 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 judgement 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 counsellor.

Interpretation Assistance

This report is written using a computerised expert system that interprets your results and writes your report in the same manner that a Bigby, Havis & Associates psychologist would. It 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 organisation. See your ASSESS coordinator to make arrangements.

In Reviewing Your Report, Keep The Following In Mind:

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

We have compared your raw scores on the ability tests and the personality survey to a professional norm group (people who work in jobs which, for the most part, require education or training beyond the upper school levels) 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 or 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. You will notice that a characteristic may appear as a strength in relation to one competency, but a weakness when considered in relation to another competency.

Be careful not to over emphasise 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).

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

1. Take an open, non-defensive 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 the Goal Setting section of this report and the additional resources provided at www.bigby.com/systems/ASSESSv2/resources/employee to help you set goals for your development and to construct an action plan for achieving your goals.

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.

Strategic Leadership

Visioning	Identifying long-term goals and championing the implementation of different or alternative ideas.
Decisive Judgement	Making good decisions in a timely and confident manner.
Championing Change	Taking action to support and implement change initiatives effectively.
Planning And Organising	Effectively organising and planning work according to organisational needs by defining objectives and anticipating needs and priorities.
Driving For Results	Challenging, pushing the organisation and themselves to excel and achieve.
Quality Focus	Promoting and maintaining high standards of quality at work.
Coaching And Developing Others	Advising, assisting, mentoring and providing feedback to others to encourage and inspire the development of work-related competencies and long-term career growth.
Team Leadership	Leading others to accomplish team goals and objectives.
Relationship Based Leadership	Developing and maintaining positive relationships with individuals within and outside their work group.
Organisational Acumen*	Understanding general business and financial concepts, understanding the company's business, and using both general and specific knowledge to be effective.
Integrity*	Upholding a high standard of fairness and ethics in everyday words and actions.
Presentation Skills*	Having the skills to effectively communicate to an audience in a formal setting.
Meeting Leadership*	Having the skills to efficiently and effectively lead or manage meetings to productive ends.

Competencies not strongly impacted by the personality characteristics measured by ASSESS. Development feedback and suggestions may be obtained for these competencies using the Assess 360 system.

Reading The Competency Graphs:

- For each personality characteristic, a distribution of possible scores (from less to more) is displayed in deciles (1-10% = 1st decile, 11-20% = 2nd decile, etc.) using ten graph blocks.

- This distribution is based on a large professional norm group across multiple industries and organisational levels.

- Your score on each personality characteristic is represented by the graphic character ●.

- Overlaid on the normative distribution, the colours and shading on the graph represent desirable ranges on each characteristic for a particular competency.

- Ranges in which a characteristic may help are marked with most shading (▤).

- Ranges in which a characteristic may be a potential concern have no shading (☐).

- You will notice from the pattern of shadings that low scores are not necessarily bad and high scores are not necessarily good.

- Also notice that the *Helps* and *Potential Concerns* ranges for a characteristic may differ by competency. For example, a higher level of assertiveness may be more desirable for one competency than another.

Visioning

Identifying long-term goals and championing the implementation of different or alternative ideas.

Personality Implications for
Visioning

Assertiveness					▤	▤	▤	▤	▤	●
Work Pace		●		▤	▤	▤	▤	▤	▤	▤
Serious-Minded, Restrained	●		▤	▤	▤	▤	▤	▤		
Realistic			▤	▤	▤	▤	▤	▤		●
Self-Reliance				▤	▤	▤	●	▤	▤	▤
Reflective					▤	▤	●	▤	▤	▤

Comments:

Helps

- Your assertive nature should be an asset when trying to champion new ideas or a change in direction. Your interpersonal forcefulness should help you to build the organisational support or buy-in to transform ideas into action.

- Self-reliant, you are likely to be capable of taking the initiative to champion ideas or a vision in your organisation.

- As a result of your reflective thinking style, you are likely to view issues from multiple perspectives. You should be capable of thinking broadly and considering long-term issues when setting goals and the direction of your group.

Areas for Development

- Your tendency to work at a slower, unhurried work pace may hinder your ability to generate and champion ideas. You should make a concerted effort to ensure that your actions demonstrate and support your verbal commitments.

- Because you are more spontaneous than serious-minded, you are likely to commit too quickly to ideas and decisions. Without self-discipline, you may have a tendency to accept or dismiss an idea or strategy before giving it proper consideration.

- While your pragmatism can certainly be an asset, you are likely to over emphasise the practical at the expense of innovation and creativity. Make an effort to consider the merits of new approaches that may, at first, seem idealistic or impractical.

Decisive Judgement

Making good decisions in a timely and confident manner.

Personality Implications for
Decisive Judgement

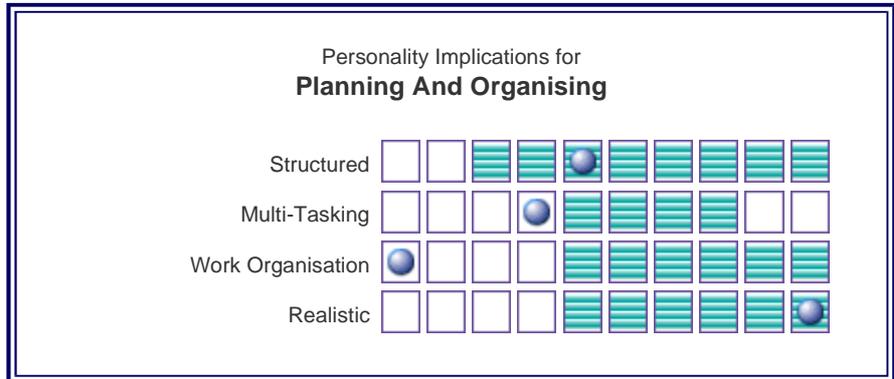|										
Assertiveness										●
Fact-Based									●	
Serious-Minded, Restrained	●									
Realistic										●
Self-Reliance								●		

Comments:

Helps

- Your assertive style should help you to confidently convince others of the reasons for and the merits of your decisions.

- Your fact-based orientation should be an asset when analysing problems and objectively evaluating the merits of alternative solutions.

- You are self-reliant and should be comfortable making decisions on your own. You should be willing to take responsibility for important decisions rather than relying excessively on others for support or guidance.

Areas for Development

- Your low level of restraint suggests that you will react quickly when faced with decisions. Because of this, you may sometimes make decisions without sufficient consideration of potential consequences and outcomes. The developmental suggestions provided later in this report can help you to manage this tendency and improve the quality of your decisions.

- Your pragmatism may sometimes cause you to over rely on past solutions rather than consider new possibilities. Try to discipline yourself to occasionally look for a new or different approach that is more effective than what has worked before.

Championing Change

Taking action to support and implement change initiatives effectively.

Personality Implications for
Championing Change

Assertiveness	
Frustration Tolerance	
Work Pace	
Serious-Minded, Restrained	
Realistic	

Comments:

Helps

- Your assertive nature should be an asset in a change leadership role. You should be capable of persuading people to adopt new courses of action.

- Your generally positive and resilient personality should be an asset to a change initiative. You should be able to remain positive and resilient under most circumstances.

Areas for Development

- Because of your preference for a slower than average work pace, it may be difficult for you to bring enough energy to a change initiative to be effective. To the degree that your Work Pace score is a true indicator of your nature, you may have to discipline yourself to be more energetic than normal to instigate real change in your organisation.

- You seem less restrained than most and may have a tendency to react too quickly. Be careful that you do not adopt or reject ideas without full consideration.

- Your very pragmatic orientation may lead you to resist new approaches or ideas. You may over rely on how things have been done in the past.

Planning And Organising

*Effectively organising and
planning work according to
organisational needs by
defining objectives and
anticipating needs and
priorities.*

Personality Implications for
Planning And Organising

Structured			▬	▬	●	▬	▬	▬	▬	▬
Multi-Tasking				●	▬	▬	▬	▬	▬	
Work Organisation	●				▬	▬	▬	▬	▬	▬
Realistic					▬	▬	▬	▬	▬	●

Comments:

Helps

- You appear to be willing to apply a certain amount of logical and systematic thought to the planning process. This should help you to conceptualise and plan work activities.

- Strongly pragmatic by nature, you should emphasise realistic goals and the development of workable plans.

Areas for Development

- Your preference for routine and working on a limited number of tasks at one time may sometimes interfere with your ability to manage the planning and organisational aspects of your job, especially when faced with multiple, competing demands.

- Without proper self-discipline, you will not be as organised in your personal work as is needed for this competency.

Driving For Results

Challenging, pushing the organisation and themselves to excel and achieve.

Personality Implications for
Driving For Results

Assertiveness

Frustration Tolerance

Work Pace

Realistic

Self-Reliance

Comments:

Helps

- Assertive and forceful, you should be able to influence others to achieve results.

- As resilient as most people, you should be able to remain positive despite frustration in most situations.

- Practical and pragmatic by nature, you should emphasise tangible results and immediate outcomes.

- Highly self-reliant, you should be comfortable establishing goals and taking personal responsibility for their achievement with little support or direction from others.

Areas for Development

- Your slow work pace may interfere with your ability to achieve high levels of personal work output and may also inhibit your ability to inspire high effort levels in others. You should make a special effort to increase your work pace and energy level to be effective at this competency.

Although you seem to be highly self-reliant, your responses suggest that you may not always follow through on all of your commitments. As a result, you may occasionally take on more than you can actually accomplish. In order to be more effective, you may need to avoid the tendency to over commit yourself personally and try to delegate tasks more often.

Quality Focus

Promoting and maintaining high standards of quality at work.

Personality Implications for
Quality Focus

Need for Task Resolution	
Detail Orientation	
Serious-Minded, Restrained	

Comments:

Helps

> *(There are no areas that were identified as Helps for this competency.)*

Areas for Development

- You appear to be the type of person who may sometimes leave one task to start another without fully completing the first. Quality often depends upon working a task or project all the way to its thorough and complete end. You should consider the developmental suggestions provided later in this report and learn to discipline yourself to thoroughly complete important tasks.

- If you are not careful, your dislike for personal involvement in the details may hinder your ability to produce high quality work output. You may have a tendency to avoid the tedious and mundane.

- You appear to have a strong tendency to commit quickly to a course of action. While this can be useful in some circumstances, consistently high quality work usually requires the self-discipline to be more cautious and careful. We strongly recommend you consider the developmental suggestions on developing more restraint provided later in this report.

While the above scales are good indicators of part of what is required for a good quality orientation, ASSESS cannot evaluate your personal commitment to the critical importance of quality. ASSESS also cannot evaluate your quality education. If you have not been formally exposed to good quality training, take any courses available whose topics include quality or continuous improvement.

Coaching And Developing Others

Advising, assisting, mentoring and providing feedback to others to encourage and inspire the development of work-related competencies and long-term career growth.

Personality Implications for
Coaching And Developing Others

Need to be Liked	
Need for Recognition	
Positive about People	
Insight	

Comments:

Helps

- Your high need for personal recognition should help you to understand how meaningful praise and recognition can be to other people and the importance of using these motivational tools in coaching situations.

- Thoughtful and perceptive about people, you should be able to recognise subtle differences among people. You are likely to take the time to ensure that you understand the needs, motivations and circumstances of those you coach and to try to adapt your approach accordingly.

Areas for Development

- Your relatively low need to please others may interfere with the development of a close coaching relationship. You may need to make a special effort to become more supportive and helpful.

- Apt to be guarded and distrustful of others, you may have difficulty developing and maintaining the kind of personal relationship needed in a coaching role. In order to be effective, you should make a special effort to reach out, on a personal level, to those you coach. A good starting point is to disclose some of your own weaknesses or limitations and how you have worked to overcome them.

While the dimensions measured by ASSESS can address a desire or willingness to coach and develop others, they cannot evaluate whether you have the requisite knowledge and experience to truly guide someone's development in your organisation. In developing this competency, take into account feedback from others and the skills or experience you have gained from previous coaching work.

Team Leadership

Leading others to accomplish team goals and objectives.

Personality Implications for
Team Leadership

Assertiveness
Optimism
Need to be Liked
Work Pace
Positive about People
Sociability
Self-Reliance

Comments:

Helps

- Naturally assertive, you will enjoy a leadership role. Your forceful and influential style will help you to lead and facilitate the activities of the group.

- Your generally optimistic outlook should have a positive impact on the morale of your team.

- Generally outgoing, you should be comfortable interacting with your team members.

- Self-reliant, but not excessively so, you should be willing to do the work yourself or ask others to help, as appropriate for the situation.

Areas for Development

- Your need to please and be liked by others is somewhat lower than desired for a leadership role. While you should be able to take an unpopular position when needed, you may sometimes be unnecessarily disagreeable. To the degree that this is true, you may have difficulty fostering a cooperative work culture among members of your team.

- Your work pace may be slower than optimal for a leadership role. You may not consistently exert the level of personal effort (energy and work pace) needed to effectively manage people. As a result, you may sometimes need to push yourself, and others, to achieve objectives in a timely manner.

- Sometimes your tendency to be sceptical about people may cause you to be too critical of others. Try to make a special effort to consider the assets and contributions of the people you lead and, when giving feedback, focus on being positive and constructive.

The combination of your high assertiveness and low need to be liked suggests that you have a very competitive nature. While this could help drive the team to high levels of achievement, it could also lead to unnecessary aggressiveness and detract from group morale if not properly controlled.

Relationship Based Leadership

Developing and maintaining positive relationships with individuals within and outside their work group.

Personality Implications for
Relationship Based Leadership

Trait	Score
Assertiveness	●●●●●●●● (high)
Need to be Liked	● (low)
Criticism Tolerance	● (low)
Positive about People	● (low)
Self-Control	● (very low)
Sociability	●●●●●●● (high)
Insight	●●●●●● (high)

Comments:

Helps

- Your assertiveness score suggests a high level of self-confidence. You should have little difficulty initiating new business relationships.

- Your interests in and comfort with the social aspects of work should allow you to develop and maintain relationships across the organisation. You are likely to seek opportunities to network.

- Your strong interest in understanding other people should help you to recognise their diverse motives and adapt your approach to fit the individual. It is likely that you will be more attuned to subtle social issues than most.

Areas for Development

- Your low concern for how you are perceived by others may interfere with your ability to build positive alliances. At times, you may be overly competitive even when collaboration would be more appropriate.

- Your tendency to be somewhat sensitive to criticism may occasionally hinder your ability to maintain good business relationships. Especially in contentious situations, you may over personalise the issues and become defensive.

- Your tendency to be wary of the intentions of others may make it difficult for you to develop and maintain long-term business relationships based on trust. You may be reluctant to forge business relationships with people that you do not know well. Thus, if you do not manage this characteristic, you may miss opportunities important to your business.

- Your tendency to express your thoughts and feelings readily may sometimes be problematic. While some may appreciate your openness, others may perceive you as saying or doing things without appropriate restraint. This may limit your ability to maintain the respect of people who could provide important alliances.

In this section of the ASSESS Development Report we provide Development suggestions for minimising or compensating for potential weaknesses. We highlight these areas because we think, based on your results, you should consider them when you are setting goals and when you are writing an action plan. Some of these probably are areas you have already identified for improvement; others may be new.

For each suggestion, we highlight the competencies that it may impact and give you specific suggestions for action steps you may want to include in your Development Action Plan. These include: on-the-job activities, books to read, tapes to listen to, and/or seminars to attend. Think of these as a starting point and enlist the suggestions of others as you complete your plan in the next section of this report.

Low Serious-Minded Thinking

Competency(ies) This May Impact

- Visioning
- Decisive Judgement
- Championing Change
- Quality Focus

The assessment results suggest that you are the type of person who likes to quickly evaluate a situation and decide on a course of action. While you are likely to proceed when others might be cautious and hesitant, if not properly managed, this could also result in making decisions without sufficient consideration of alternatives and possible consequences. If you find yourself making decisions that are not as well thought out as you would like or doing things 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

Smart Choices: A Practical Guide to Making Better Decisions Hammond, John. Overview
Decision Traps: Ten Barriers to Brilliant Decision-Making and How to Overcome Them Russo, Edward. Overview
Art of Contrary Thinking Humphrey B. Neil.
Judgment in Managerial Decision Making Max H. Bazerman. Overview
Acceptable Risk Fischhof, Baruch. Overview

On-line Learning

The red movie - Elements of decision making Videoarts.com.

[Think or sink - Professional team decision thinking](#) Videoarts.com.

High Realistic Thinking

Competency(ies) This May Impact

- Visioning
- Decisive Judgement
- Championing Change

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 over rely 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 by thinking outside the box. 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 colleague 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 needs to 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

The Power of Impossible Thinking: Transform the Business of Your Life and the Life of Your Business Jerry Wind, Colin Crook, Robert Gunther.
Practical Intuition LAURA DAY.
Innovation: Breakthrough Thinking at 3M, DuPont, GE, Pfizer, and Rubbermaid (Businessmasters Series) Kanter, Rosabeth Moss.
The Creative Priority: Putting Innovation to Work in Your Business Hirshberg, Jerry.
Why Didn't I Think of That? Think the Unthinkable and Achieve Creative Greatness McCoy Jr., Charles W..
Jamming: The Art and Discipline of Business Creativity Kao, John.
Five Star Mind: Games and Exercises to Stimulate Your Creativity and Imagination Wujec, Tom.
75 Cage Rattling Questions to Change the Way You Work: Shake-Em-Up Questions to Open Meetings, Ignite Discussion, and Spark Creativity Whitney, Dick.

On-line Learning

[Sticky wisdom How to start a creative revolution at work](#) Videoarts.com.

Low Work Pace

Competency(ies) This May Impact

- Visioning
- Championing Change
- Driving For Results
- Team Leadership

A review of your answers to the personality questionnaire suggests that your work style is likely to be unhurried. Certainly, there are many paths to productivity and effectiveness, not all of which include moving fast. Good personal organisation, 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 doctor before beginning any exercise programme.)

If you suffer from "afternoon fatigue," you may want to watch what you eat for lunch. Dieticians 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 Disorganisation:

- 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 behaviour, 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 Now Habit: A Strategic Program for Overcoming Procrastination and Enjoying Guilt-Free Play Fiore, Neil. Overview
Overcoming Procrastination; Or How to Think and Act Rationally in Spite of Life's Inevitable Hassles Ellis, Albert.
Tired of Being Tired: Overcoming Chronic Fatigue & Low Energy Schmidt, Michael. Overview
The New Fit or Fat Bailey, Covert.
The Procrastinator's Handbook: Mastering the Art of Doing It Now Emmett, Rita. Overview
The Aerobics Program for Total Well-Being Cooper, Kenneth. Overview
14 Days to Wellness: The Easy, Effective, and Fun Way to Optimum Health Ardell, Donald.
Patterns of High Performance: Discovering the Ways People Work Best Jerry L. Fletcher.
First Things First Every Day: Because Where You're Headed Is More Important Than How Fast You're Going Covey, Stephen.Managing Management Time Oncken, Jr., William

The Time Trap MacKenzie, Alex.
How to Get Control of Your Time and Your Life Lakein, Alan. Overview

Multimedia

Working Smarter: How to Get More Done in Less Time Leboeuf, Michael. Overview

Low Work Organisation

Competency(ies) This May Impact

- Planning And Organising

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

Activities

As you approach projects, make sure you take the time to think through the important steps. Are there things you need to 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 prioritise 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 organised and good at planning activities. Ask them what tips and strategies they use to maintain organisation.

The following resource(s) should be helpful:

Books

Sun Tzu and the Art of Business: Six Strategic Principles for Managers Mark R. McNeilly.
Shortcuts for Smart Managers: Checklist, Worksheets, and Action Plans for Managers with No Time to Waste Davis, Lisa. Overview
Project Skills (New Skills Portfolio) Elbeik, Sam.
The Organized Executive: A Program for Productivity: New Ways to Manage Time, Paper, People, and the Electronic Office Winston, Stephanie. Overview
Stephanie Winston´s Best Organizing Tips Quick, Simple Ways to Get Organized and Get on With Your Life Winston, Stephanie.
Getting Organized: The Easy Way to Put Your Life in Order Winston, Stephanie. Overview
Organize Your Office!: Simple Routines for Managing Your Workspace Eisenberg, Ronni. Overview

On-line Learning

Process reengineering Mel & Griff on making an organisation's processes more effective Videoarts.com.
First things first: Setting priorities with Mel & Griff Videoarts.com.

Low Multi-Tasking

Competency(ies) This May Impact

- Planning And Organising

Your responses to the assessment suggest that you may prefer to focus on one or a few things at a time rather than handling multiple tasks. In addition, you may be somewhat uncomfortable when faced with unpredictability. If you would like to improve in these areas, consider the following suggestions:

Activities

At the beginning of each workday, prioritise your tasks and allocate time needed to complete them. Tackle each task according to its order of importance, but make an effort to be flexible if priorities change.

Increase your comfort level by volunteering to work on a few additional projects, but be careful not to overextend yourself. The more experience you gain juggling multiple demands, the better your ability to effectively adjust your goals and priorities will become. Start by handling a few projects and increase these as you feel more comfortable.

Schedule specific time on your calendar to work on each project. Balance your time among activities and block the time on your calendar so that others will know your schedule.

Break projects down into defined work steps so that you can focus and achieve a sense of closure at the completion of each step, rather than at the completion of an entire project.

When you find yourself feeling stressful or frustrated take a few moments to relax. Discover a relaxation method that suits you. There are many techniques that you will find in most books on stress management. For example, meditation techniques, simple stretching, walking or yoga are known to be good relaxation methods.

The following resource(s) should be helpful:

Books

Managing Multiple Projects Michael Tobis, Irene Tobis.
1001 Ways to Take Initiative at Work Nelson, Bob. Overview
Managing Projects in Organizations: How to Make the Best Use of Time, Techniques, and People (Jossey-Bass Management Series) Frame, J . Davidson.
How to Stay Cool, Calm & Collected When the Pressure's on: A Stress Control Plan for Businesspeople Newman, John E..

On-line Learning

One thing after another - Getting organized Videoarts.com.
The unorganised manager Parts 1 and 2: damnation and salvation Videoarts.com.
30 ways to make more time - Putting time management into action Videoarts.com.
Checklist: A Powerful Task Management Tool 4th Software.

Low Need for Task Resolution

Competency(ies) This May Impact

- Quality Focus

Your responses to the assessment suggest that, while your intentions may be good, you may not always complete the tasks that you start or consistently fulfil your commitments. It may be that you commit to doing too much or fail to focus on key priorities. This may hinder your performance as well as the performance of others who are depending on you. To increase your persistence and follow-through, consider the following suggestions.

Activities

Organisation 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. Prioritise 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 finish what you start. You may find yourself in situations where you have taken on more than you can handle, and so you delay something to do at a later time. For some tasks this may be fine, and even necessary in order to focus on higher priority issues, but make sure you communicate this to others, and make sure that the task you delay is not something that others are depending on.

Try to avoid over committing yourself. Do not agree to do something you cannot deliver. Be honest with others. Everyone is busy, and most people understand that there is only so much you can do. Try saying something like "I would not mind taking on that project/task, and would be happy to do it, but unfortunately this is a really 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 project how long it will take you to complete something, and better predict a completion date.

Develop a time-organisation system. Write down all meetings, commitments, and deadlines so that others can depend on you.

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

1001 Ways to Take Initiative at Work Nelson, Bob. Overview
Beware the Naked Man Who Offers You His Shirt: Do What You Love, Love What You Do and Deliver More Than You Promise Mackay, Harvey.

On-line Learning

The broad toothcomb: Attention to detail with Mel & Griff Videoarts.com.
One thing after another: Getting organized Videoarts.com.
Follow Through The Institute for Business Technology.

Low Detail Orientation

Competency(ies) This May Impact

- Quality Focus

Your responses to the assessment suggest that you are not particularly detail-oriented. 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 little while, even if for just an hour. Then make a conscious effort to review it with a fresh perspective. Go through each part of it slowly and carefully. You will be surprised at the improvements that will 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 you can, and when it is appropriate, 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.

The following resource(s) should be helpful:

Books

If You Haven't Got the Time to Do It Right, When Will You Have the Time To Do It Over? Mayer, Jeffrey. Overview

Low Need to be Liked

Competency(ies) This May Impact

- Coaching And Developing Others
- Team Leadership
- Relationship Based Leadership

Your assessment responses suggest that you may not put much effort into building and maintaining harmonious relationships at work. Having cooperative work relationships can often make the difference between success and failure on a project. If you would like to build better, more cooperative, and more productive relationships at work, consider the following suggestions:

Activities

Focus on cooperation and being a team player when working with others. Try to avoid unnecessary competitiveness.

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 organisation.

Work on developing more of a "win-win" style in dealing with others. Recognise that compromise and accommodation can be can important in developing and maintaining 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

Working with Emotional Intelligence Daniel Goleman (Narrator),. Overview
Romancing the Room: How to Engage Your Audience, Court Your Crowd, and Speak Successfully in Public Wagstaffe, James. Overview
People Styles at Work: Making Bad Relationships Good and Good Relationships Better Bolton, Robert.
20 Communication Tips at Work: A Quick and Easy Guide to Successful Business Relationships Maisel, Eric.

Working Relationships: The Simple Truth About Getting Along With Friends and Foes at Work Wall, Bob.
People Skills Bolton, Robert.
Since Strangling Isn't an Option...: Dealing With Difficult People-Common Problems and Uncommon Solutions Sandra A. Crowe,. Overview

On-line Learning

First among equals: Leading a team Videoarts.com.

Low Positive About People

Competency(ies) This May Impact

- Coaching And Developing Others
- Team Leadership
- Relationship Based Leadership

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 perfectionist, 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

Truth, Trust, and the Bottom Line: 7 Steps to Trust-Based Management Tracy, Diane.
Trust in the Balance: Building Successful Organizations on Results, Integrity, and Concern Shaw, Robert. Overview
Trust and Betrayal in the Workplace Reina, Dennis. Overview
Too Perfect: When Being in Control Gets Out of Control Mallinger, Allan. Overview
The Leadership Triad: Knowledge, Trust, and Power Zand, Dale.
Resolving Conflicts At Work : A Complete Guide for Everyone on the Job Goldsmith, Joan. Overview
Built on Trust: Gaining Competitive Advantage in Any Organization Steding, Thomas. Overview
Bridging Differences: Effective Intergroup Communication Gudykunst, William.
First Impressions : What You Don't Know About How Others See You ANN PHD DEMARAIS, VALERIE PHD WHITE.
Bringing Out the Best in People: How to Enjoy Helping Others Excel Alan McGinnis. Overview
Touching Hearts, Teaching Greatness Tom Krause.

On-line Learning

Whale done! The power of positive relationships Videoarts.com.
Performance matters: the importance of praise Videoarts.com. Overview

Low Criticism Tolerance

Competency(ies) This May Impact

- Relationship Based Leadership

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 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:

- Recognise 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 analyse 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

The Power of Positive Criticism Weisinger, Hendrie Davis.
When Words Hurt Heldmann, Lynne.
Breaking the Chain of Low Self-Esteem Sorensen, Marilyn.
How to Raise Your Self-Esteem Branden, Nathaniel.
The Six Pillars of Self-Esteem Branden, Nathaniel.
Honoring the Self: The Psychology of Confidence and Respect Branden, Nathaniel.
Self-Esteem McKay, Matthew.
Think Like a Shrink : 100 Principles for Seeing Deeply into Yourself and Others Emmanuel Dr. Rosen.
Becoming a Forgiving Person: A Pastoral Perspective Emmanuel Dr. Rosen.

Multimedia

Pulling Your Own Strings: Dynamic Techniques for Dealing With Other People and Living Your Life As You Choose (Audio Cassette) Dyer, Wayne.
Increasing Self-Esteem by Transforming Critical Voices (Audio Cassette) Fudold, Lynda.

On-line Learning

Feedback for performance - Giving and receiving information Videoarts.com.

Low Self-Control

Competency(ies) This May Impact

- Relationship Based Leadership

The assessment results suggest that you are expressive and unrestrained in your words and actions. While these attributes can contribute to others viewing you as genuine and knowing where you stand, if not properly controlled, they may also result in saying or do things that you later regret. If this describes you, try a few of the following suggestions.

Activities

Pause a few minutes to think through your actions and words and their implications before reacting. Avoid being reactive.

Take steps to increase your diplomacy and tact in communicating with others. Become aware of how you phrase or present ideas to others. Consider how others may respond to your words and make the necessary adjustments to improve your communication style. In situations of conflict, try to remain calm. Rather than reacting, try to pause and calm down (count to ten). Once you have given yourself some time, try to respond in a manner that is productive and that will lead to a constructive resolution.

Do not be afraid to walk away from a situation until you have time to gather your thoughts and control your emotions. (If you are speaking on the telephone, ask the person if you can place them on hold for a moment.)

Avoid being too spontaneous or overly expressive. Ask a trusted friend to point out situations where you might have said or done things that lacked business maturity. When faced with that situation again, come up with a plan on how to respond in a more appropriate manner.

The following resource(s) should be helpful:

Books

Games People Play : The basic handbook of transactional analysis ERIC MD BERNE.
Emotional Intelligence: Why It Can Matter More Than IQ Daniel Goleman.
How to Stay Cool, Calm & Collected When the Pressure's on: A Stress Control Plan for Businesspeople Newman, John E..
Managing Your Mouth: An Owner's Manual for Your Most Important Business Asset Genua, Robert L..

On-line Learning

Emotional intelligence - Managing your own and other people's emotions Videoarts.com.
Emotional Intelligence Pocketbook Management pocketbook Videoarts.com.
Listen! The most important communication skill Videoarts.com.
Tools for Handling Control Issues: Developing Self-Control Coping.org.

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 capitalise 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 behaviours 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 behaviours.)

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 Career Development 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

Capitalising On Strengths

Start first by recognising your strengths and thinking about how you can build upon them or capitalise on them to be effective in your job. Your Assess360 results can help you to highlight these areas.

Review your report for potential strengths. Think about your current job and the competencies that are important to success in your role. List on a sheet of paper those competencies that enable you to do your job well and could help you to be successful in the future.

Next to each competency, list how this strength could help you to contribute more in your current or future role. Try to list 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 plan and organise well.

Contribution:

- Helps me to effectively manage projects (mine and others)
- I am better able than most people to manage multiple tasks
- I usually have the resources I need available when I need them

In the next 6 months: I will take the lead for our team to develop a project plan for the development and production of a new product.

Recognising Areas for Improvement

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

Again, review your Assess 360 feedback and, especially, your development suggestions to identify areas for improvement. Think about your current role and the competencies important for success. List on a sheet of paper those competencies that might hinder you in your job performance. Consider the feedback from your overall group as well as that from specific groups (boss, peers, direct reports, etc.)

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: Decisive Judgement

Limitations:

- I miss opportunities because I take too long to decide
- Others hesitate to involve me because I may delay their decisions
- For some decisions, I seek more information than I need and waste time (mine and others')

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 capitalise on a strength or compensate for a weakness.

Example goals to capitalise on strengths might be:

- Better utilise my problem solving skills to help our team solve complex problems
- Better utilise my planning skills to coordinate projects for my group

Example goals for improving a potential weakness might be:

- Be willing to make decisions quicker, with less information
- Develop more tact in working with others outside my team so that we can help each other
- Become more supportive of change efforts

After you have reviewed your feedback and your development suggestions, and after you have 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 work on first, second, third, etc?

Select your high priority goals (we usually recommend that you select 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 plans 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 competency (or behaviour) you have identified either as an area to accentuate (an existing strength that you want to utilise more) or as a development area (something that could hinder your performance if not improved).

2. *Desired Outcomes* - As a result of working this plan, what new outcomes will be achieved? 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.
- Enrol 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.
- Continual 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

Thinking

Dimension	Left	Position	Right
Reflective	Low need to probe	col 7	Thoughtful, philosophical
Structured	Avoids step-by-step	col 5	Logical, systematic
Serious-Minded, Restrained	Quick to decide	col 1	Serious, careful, cautious
Fact-Based	Intuitive	col 9	Factual
Realistic	Imaginative	col 10	No-nonsense, pragmatic

Working

Dimension	Left	Position	Right
Work Pace	Unhurried	col 2	Active, busy
Self-Reliance	With others	col 8	By self
Work Organisation	Dislikes structure, order	col 1	Prefers structure, order
Multi-Tasking	Routine, one task at a time	col 4	Multiple tasks, variety
Need for Task Resolution	Low	col 2	High
Acceptance of Control	Dislikes rules, controls	col 3	Welcomes rules, controls
Frustration Tolerance	Sensitive	col 4	Resilient
Need for Freedom	Low	col 8	High
Need for Recognition	Low	col 7	High
Detail Orientation	Dislikes details	col 1	Enjoys detailed work

Relating

Dimension	Left	Position	Right
Assertiveness	Low	col 10	High
Sociability	Shy or uninterested	col 8	Outgoing
Need to be Liked	Low	col 2	High
Positive about People	Sceptical, cautious	col 2	Trusting, positive
Insight	Does not analyse others	col 7	Analyses others
Optimism	Pessimistic	col 4	Positive, optimistic
Criticism Tolerance	Subjective, sensitive	col 2	Objective, thick-skinned
Self-Control	Expressive	col 1	Reserved, careful
Cultural Conformity	Low	col 4	High

Others

Dimension	Left	Position	Right
Positive Response Factor 1	Low	col 5	High
Positive Response Factor 2	Low	col 6	High