

# Development Report

## Overview



Your development journey begins here! You recently completed the OutMatch Assessment, a work-related measure of your innate tendencies. This Development Report will help you to discover more about those tendencies, and how they influence the way you work. Start by reviewing the summary details below before moving on to the next page.

## Top 3 Competencies

**4.1**

### Resilience

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

**4.0**

### Relationship Management

The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

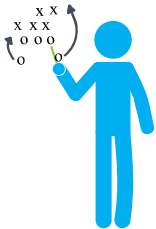
**3.8**

### Making Sound Decisions

The extent to which one makes sound decisions in a timely and confident manner.

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## Key Insights



Development begins with self-awareness. Discover how certain attributes influence workplace competencies using the information below.

The Job Match tab shows competencies that are linked to success in this job. Competencies are measured on a scale of 0.0 – 5.0 (5.0 is the highest). Your score is indicated by the person image.

The Competencies tab shows each attribute that contributes to these competencies. For each attribute measured, the match area (shaded area) represents the ideal for this role. The person image represents your natural tendency for each attribute. When you are within the match area, your natural tendency is likely to help you. When you are outside the match area, your natural tendency may limit you and may require some attention.

Think about your work-related goals, and use this information to identify which competencies you'd like to use for Developmental action planning. In the next section, you'll find information on developing those competencies by managing your natural attributes.

### Job Match



COMPELLING COMMUNICATION



**The Definition**

The extent to which one engages others and inspires action through communication.

MAKING SOUND DECISIONS



**The Definition**

The extent to which one makes sound decisions in a timely and confident manner.

DEVELOPING LEADERS



**The Definition**

The extent to which one develops leaders through daily coaching and intentional growth opportunities.

LEADING OTHERS



**The Definition**

The extent to which one promotes individual and team performance by setting expectations, delegating and providing adequate resources.

OPERATIONAL PLANNING AND PRIORITIZATION



**The Definition**

The extent to which one develops action plan for implementing strategic goals of the business; prioritizes areas of operational focus.

RELATIONSHIP MANAGEMENT



**The Definition**

The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

RESILIENCE



**The Definition**

The extent to which one responds to challenges with composure, optimism and hardiness, perseveres and exhibits healthy stress management strategies.

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COMPELLING COMMUNICATION



The extent to which one engages others and inspires action through communication.

- Assertiveness - Likely prefers leading conversations and may not always spend the necessary time listening to the concerns or suggestions of others involved.
- Criticism Tolerance - Should be able to communicate with others without becoming defensive or overly sensitive.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Multitasking - May become distracted and not fully pay attention when communicating with others.
- Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.
- Sociability - Enjoys spending time with others, and should be able to build rapport to make others feel comfortable.
- Social Restraint - Should be able to balance expressiveness and restraint when communicating with others.

Assertiveness



**The Definition**

The extent to which individuals take the initiative with people in situations rather than allowing others to take the lead.

**Key Insight Narrative**

Assertiveness - Likely prefers leading conversations and may not always spend the necessary time listening to the concerns or suggestions of others involved.

Criticism Tolerance



**The Definition**

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

**Key Insight Narrative**

Criticism Tolerance - Should be able to communicate with others without becoming defensive or overly sensitive.

Interpersonal Insight



**The Definition**

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

**Key Insight Narrative**

Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.

Multitasking



**The Definition**

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

**Key Insight Narrative**

Multitasking - May become distracted and not fully pay attention when communicating with others.

Positive View of People



**The Definition**

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

**Key Insight Narrative**

Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.

Sociability



**The Definition**

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

**Key Insight Narrative**

Sociability - Enjoys spending time with others, and should be able to build rapport to make others feel comfortable.

Social Restraint



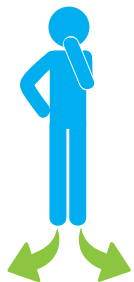
**The Definition**

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

**Key Insight Narrative**

Social Restraint - Should be able to balance expressiveness and restraint when communicating with others.

MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - Is likely to carefully consider potential risks when making decisions.
- Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.
- Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

Cautious Thinking



**The Definition**

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

**Key Insight Narrative**

Cautious Thinking - Is likely to carefully consider potential risks when making decisions.

Criticism Tolerance



**The Definition**

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

**Key Insight Narrative**

Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.

Detail Interest



**The Definition**

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to skipping them.

**Key Insight Narrative**

Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.

Follow Through



**The Definition**

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

**Key Insight Narrative**

Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.

Objective Thinking



**The Definition**

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

**Key Insight Narrative**

Objective Thinking - Should balance facts with intuition before drawing conclusions.

Realistic Thinking



**The Definition**

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

**Key Insight Narrative**

Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.



**The Definition**

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

**Key Insight Narrative**

Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.

Work Intensity



**The Definition**

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

**Key Insight Narrative**

Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

DEVELOPING LEADERS



The extent to which one develops leaders through daily coaching and intentional growth opportunities.

- Criticism Tolerance - Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.
- Multitasking - May be too preoccupied with competing demands to devote time to coaching others.
- Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.
- Positive View of People - Has a cautious view of others; may take a more skeptical approach in development, and may underestimate the accomplishments or potential of others.
- Realistic Thinking - Should set challenging yet realistic development goals and provide honest, constructive feedback.
- Sociability - May not invest the time to establish rapport with coworkers, which may impact the ability to coach team members effectively.
- Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.

Criticism Tolerance



**The Definition**

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

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Criticism Tolerance - Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.

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**The Definition**

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

### Key Insight Narrative

Multitasking - May be too preoccupied with competing demands to devote time to coaching others.

#### Optimism



### The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

### Key Insight Narrative

Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.

#### Positive View of People



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The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

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#### Realistic Thinking



### The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

### Key Insight Narrative

Realistic Thinking - Should set challenging yet realistic development goals and provide honest, constructive feedback.

#### Sociability



### The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

### Key Insight Narrative

Sociability - May not invest the time to establish rapport with coworkers, which may impact the ability to coach team members effectively.

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### The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

### Key Insight Narrative

Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.





The extent to which one promotes individual and team performance by setting expectations, delegating and providing adequate resources.

- Accommodation - Is likely to be considerate of the team and make an effort to assist them as needed.
- Assertiveness - May have difficulty listening to others or may be overly directive when leading the team.
- Criticism Tolerance - Is likely to value feedback and be open to changing leadership styles to best meet the needs of the team.
- Follow Through - May have trouble shifting team focus away from existing projects when priorities change.
- Process-Focused - Is likely to build consistent, structured plans to accomplish team goals.
- Realistic Thinking - Will likely set practical and achievable goals for the team.
- Social Restraint - May come across as reserved, but should maintain a professional relationship with the team.
- Work Independence - May be more collaborative in nature, which at times, could be perceived as being overly dependent on the team or lacking the conviction needed to push the team forward.
- Work Intensity - Tends to be laid back and may not consistently drive the team to deliver their best performance.

Accommodation



**The Definition**

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

**Key Insight Narrative**

Accommodation - Is likely to be considerate of the team and make an effort to assist them as needed.

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Follow Through



**The Definition**

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

**Key Insight Narrative**

Follow Through - May have trouble shifting team focus away from existing projects when priorities change.

### Process-Focused



#### The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

#### Key Insight Narrative

Process-Focused - Is likely to build consistent, structured plans to accomplish team goals.

### Realistic Thinking



#### The Definition

The extent to which individuals draw from past experience and are practical as opposed to being imaginative, wishful thinkers.

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#### The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

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Social Restraint - May come across as reserved, but should maintain a professional relationship with the team.

### Work Independence



#### The Definition

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

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Work Independence - May be more collaborative in nature, which at times, could be perceived as being overly dependent on the team or lacking the conviction needed to push the team forward.

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The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

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## OPERATIONAL PLANNING AND PRIORITIZATION



The extent to which one develops action plan for implementing strategic goals of the business; prioritizes areas of



operational focus.

- Cautious Thinking - Is likely to consider needed steps, resources, and impact; unlikely to take uncalculated risks.
- Detail Interest - Will attend to the important details when planning and organizing projects.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- Multitasking - May become bored or distracted when having to organize and plan ahead.
- Process-Focused - Is likely to emphasize organization and structure in day-to-day activities.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

### Cautious Thinking



#### The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

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#### The Definition

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Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

RELATIONSHIP MANAGEMENT



The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

- Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.
- Sociability - Is outgoing and should naturally build solid relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

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**The Definition**

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

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**The Definition**

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

**Key Insight Narrative**

Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - May avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting expectations or deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.
- Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.

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Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.

Reflective Thinking



**The Definition**

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

**Key Insight Narrative**

Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.

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**Key Insight Narrative**

Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy

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## Tips

### Focus On Developmental Planning



Use this Development Guide to help leverage your strengths and close behavioral gaps.

Keep the following in mind as you review the guide:

- Don't worry, this isn't a general how-to guide for your life. The development feedback is specific to you in relation to the behaviors needed for job success.
- Strengths and gaps were uncovered by your assessment responses, and as such, may reflect your self-perceptions. Others may see you differently.
- Remember, everyone has strengths and gaps. Treat the suggestions below as a friend giving you tips for success.

Within each tab, review the Tips for developmental suggestions. Take notes as you read, to help create an action plan to accelerate your development. For follow-up and continued progress, access the information provided for each attribute.



#### ACCOMMODATION

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

#### Tips

##### Leveraging Your Accommodation Style

*(this may impact the following competency(ies): Leading Others, Relationship Management)*

You are naturally helpful, so look for ways to help others daily. Helping someone complete a task or offering advice goes a long way to building lasting work relationships.

Leverage your natural tendency to accommodate others by connecting with new people every day to make them feel welcome.

Try to connect people that have things in common. Make introductions when people do not know each other.



## Learn More for Personal Growth

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- The Case for Radical Transparency (TEDx Talks): [Learn More](#)
- Working with Upset Customers (LinkedIn Learning): [Learn More](#)
- Be Our Guest: Perfecting the Art of Customer Service (Disney Institute Book)
- Delivering Happiness: A Path to Profits, Passion, and Purpose Paperback (Tony Hsieh)

### CAUTIOUS THINKING

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

### Tips

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#### Leveraging Your Cautious Thinking Style

*(this may impact the following competency(ies): Making Sound Decisions, Operational Planning and Prioritization)*

Leverage your ability to be balanced in how you take risks. Voice your opinion and ask questions to ensure your concerns are being heard and addressed. Remember to be decisive once your mind is made up.

If others make decisions too quickly, ask questions to help them consider contingencies or long term consequences. If others make decisions too slowly, help them see the impact of not making timely decisions.

Share your decision making process with others. At what point do you feel secure to make a decision? How do you weigh your options? Mentor others and help those who are more indecisive to better evaluate and commit to decisions.

## Learn More for Personal Growth

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- 3 Ways to Make Better Decisions — by Thinking Like a Computer (TEDx Talks): [Learn More](#)
- The Unexpected Benefit of Celebrating Failure (TED Talks): [Learn More](#)
- Taking Smart Risks: How Sharp Leaders Why When Stakes are High (Doug Sundheim)
- Smart Choices: A Practical Guide to Making Better Decisions (John S. Hammond, Ralph L. Keeney, Howard Raiffa)

### CRITICISM TOLERANCE

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

### Tips

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#### Leveraging Your Criticism Tolerance Style

*(this may impact the following competency(ies): Compelling Communication, Developing Leaders, Leading Others, Making Sound Decisions, Relationship Management, Resilience)*

You are likely to interpret feedback appropriately, and focus on the message, rather than having an emotional reaction to the information (or discounting it altogether). Use this to your advantage by applying the lessons learned from criticism or suggestions from others to improve your work performance.

Many coworkers get discouraged when they receive criticism. However, sometimes some of the best lessons you learn at work will come from observations from others or performance improvement suggestions from a boss or mentor. Leverage your objective outlook to take feedback to heart and consistently work to improve your skill set.

Help others see the value of feedback and critical discussions. If you can help to establish a positive feedback culture at work, and react in a positive way to criticism from others, you can help create a culture of accountability and open

communication. Your willingness to hear what others have to say will go a long way towards improving work performance.

## Learn More for Personal Growth

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- How to Use Others' Feedback to Learn and Grow (TEDx Talks): [Learn More](#)
- Giving and Receiving Feedback (LinkedIn Learning): [Learn More](#)
- Four Ways to Give Good Feedback (Time Magazine)
- Crucial Conversations Tools for Talking When Stakes Are High, Second Edition (Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler)

### DETAIL INTEREST

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

## Tips

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### Leveraging Your Detail Interest Style

*(this may impact the following competency(ies): Operational Planning and Prioritization)*

You have a natural ability to pay attention to the right amount of details. Use this skill to connect with others and adjust to your environment.

Leverage your attention to detail to help the organization avoid errors. Don't be afraid to speak up when you see a mistake that needs correcting.

Help others to understand the importance of the details but also the importance of staying grounded in the big picture.

## Learn More for Personal Growth

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- Deep Work: Rules for Focused Success in a Distracted World (Blinkist Summary) (LinkedIn Learning): [Learn More](#)
- Strategic Thinking (LinkedIn Learning): [Learn More](#)
- Deep Work: Rules for Focused Success in a Distracted World (Cal Newport)
- 4 Ways to Improve Your Strategic Thinking Skills (Harvard Business Review)

### FOLLOW THROUGH

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

## Tips

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### Leveraging Your Follow Through Style

*(this may impact the following competency(ies): Making Sound Decisions, Operational Planning and Prioritization)*

Leverage your follow through style by committing to work tasks in which completion is critical to the organization. Look for opportunities to impact the business outside of your day-to-day responsibilities. Are there projects or individuals that could benefit from your follow through skills?

Consider how you might help others that struggle with follow through. Are there certain tools or techniques that help you accomplish your goals? Share tips and best practices.

## Learn More for Personal Growth

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- How to Break Away from Habit & Follow Through on Your Goals (TEDx Talks): [Learn More](#)
- Success Habits (LinkedIn Learning): [Learn More](#)
- Leadership Without Excuses: How to Create Accountability and High-Performance (Instead of Just Talking About It) (Jeff Grimshaw and Gregg Baron)
- The Best Strategic Leaders Balance Agility and Consistency (Harvard Business Review)

### INTERPERSONAL INSIGHT

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

#### Tips

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##### Leveraging Your Interpersonal Insight Style

*(this may impact the following competency(ies): Compelling Communication)*

Leverage your interpersonal insight to appropriately adjust your behavior as you interact with others.

You have a natural ability to understand the feelings and behaviors of others. Use this ability to build strong relationships by demonstrating empathy and understanding.

Help someone who struggles with reading people. Observe the person and provide specific feedback on how the person could demonstrate stronger interpersonal insight to achieve a better result.

## Learn More for Personal Growth

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- Why Aren't We More Compassionate? (TED Talks): [Learn More](#)
- Communicating with Empathy (LinkedIn Learning): [Learn More](#)
- Everybody Matters: The Extraordinary Power of Caring for Your People Like Family (Bob Chapman and Raj Sisodia)
- Leaders Eat Last: Why Some Teams Pull Together and Others Don't (Simon Sinek)

### OBJECTIVE THINKING

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

#### Tips

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##### Leveraging Your Objective Thinking Style

*(this may impact the following competency(ies): Making Sound Decisions)*

Leverage your objective thinking style by finding opportunities to solve problems and make decisions. Your tendency to focus on facts and data can be incredibly valuable when tackling tough organizational challenges. When your team is faced with a challenge, volunteer to consider options and propose fact-based actions.

Share your decision making process to help others understand how you arrived at your conclusions. Explain your thinking and share the facts that you considered. Speak up in meetings and volunteer your point of view.

Your ability to be objective makes you less likely to take things personally. Utilize this strength by asking for feedback and constructive criticism to help you improve.

## Learn More for Personal Growth

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- Learned Intuition (TEDx Talks): [Learn More](#)
- 3 Ways to Make Better Decisions--By Thinking like a Computer (TEDx Talks): [Learn More](#)
- Outsmart Your Own Biases (Harvard Business Review)
- The Science of Intuition: How to Access the Inner-net of Intuitive Knowledge (Nora Truscello)

### POSITIVE VIEW OF PEOPLE

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

## Tips

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### Leveraging Your Positive View of People Style

*(this may impact the following competency(ies): Compelling Communication)*

Others will respond favorably to your open and trusting style. Use this to your benefit by establishing mutually-beneficial work relationships that you can leverage to grow your career.

Because you feel comfortable trusting other people, find ways to delegate wisely. Let others try tasks that you have mastered, so you are free to try new challenges. Or conversely, delegate more difficult tasks to those who may be more capable than you.

Help others see the positive in customers and coworkers. Find opportunities to show recognition and express appreciation. Set an example by giving second chances.

## Learn More for Personal Growth

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- Guidelines for navigating performance issues (LinkedIn Learning): [Learn More](#)
- How to Build (and Rebuild) Trust (TED Talks): [Learn More](#)
- Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability (Roger Connors and Tom Smith)
- Cultivate: The Power of Winning Relationships (Morag Barrett)

### PROCESS-FOCUSED

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

## Tips

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### Leveraging Your Process-Focused Style

*(this may impact the following competency(ies): Leading Others, Operational Planning and Prioritization)*

Your process-focused work style is an asset, so find opportunities to create or improve processes for areas under your responsibility. Document successful processes and share them with others.

When working in teams, volunteer to create detailed project plans. Use this plan to keep everyone in alignment and on track for completion. Share tools and techniques you've applied with others that might struggle with staying organized.

## Learn More for Personal Growth

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- Adaptability Creates Opportunities (TEDx Talks): [Learn More](#)
- Prioritizing Your Tasks (LinkedIn Learning): [Learn More](#)
- You're obsessed with outcomes. Here's why attention to process pays off. (Washington Post)
- The Practicing Mind: Developing Focus and Discipline in Your Life - Master Any Skill or Challenge by Learning to Love the Process (Thomas Sterner)

### REALISTIC THINKING

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

#### Tips

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##### Leveraging Your Realistic Thinking Style

*(this may impact the following competency(ies): Developing Leaders, Leading Others, Making Sound Decisions, Operational Planning and Prioritization, Resilience)*

Leverage your realistic thinking style by proposing practical, outcome-oriented solutions to issues facing your organization. Rely on lessons learned from past experiences and find ways to apply these successful solutions to your work today.

Others may have a more difficult time understanding the feasibility of ideas, so make sure you define constraints and clearly explain your thinking to help garner consensus on practical solutions.

You have an ability to focus on immediate problems, so find ways to connect these immediate needs to long-term goals. This will help others focus on solving pressing issues while ensuring you are in alignment with overall strategic plans.

##### Learn More for Personal Growth

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- Creative Thinking (LinkedIn Learning): [Learn More](#)
- Consider the Future and Learn from the Past (LinkedIn Learning): [Learn More](#)
- How Successful People Think: Change your Thinking Change your Life (John C. Maxwell)
- Creative Confidence: Unleashing the Creative Potential Within Us All (Tom & David Kelley)

### REFLECTIVE THINKING

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

#### Tips

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##### Leveraging Your Reflective Thinking Style

*(this may impact the following competency(ies): Making Sound Decisions, Resilience)*

Leverage your preference for careful consideration to research relevant data and information. Plan ahead to ensure you have given yourself enough time to gather the facts before you need to take action.

Often, our work day is so busy with action oriented tasks, that it can be difficult to find time for thoughtful consideration. Schedule time to allow yourself to think without distractions. You may also want to schedule meetings with others for the sole purpose of thinking through ideas and solutions.

## Learn More for Personal Growth

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- Making Quick Decisions (LinkedIn Learning): [Learn More](#)
- Reflection and Team Innovation (LinkedIn Learning): [Learn More](#)
- Avoid Overthinking Decisions With These 7 Easy Tips (INC)
- Deciding How to Decide (Harvard Business Review)

### SOCIABILITY

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

#### Tips

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##### Leveraging Your Sociability Style

*(this may impact the following competency(ies): Compelling Communication, Relationship Management)*

Utilize your sociability style to build strong work relationships both within and outside of your organization. This will create a strong professional network which you can leverage throughout your career. Use social gatherings and online platforms to maintain your social networks.

Make the most out of your social interactions by refining your interpersonal communication. Ask for feedback from a trusted mentor or friend, and commit to leveraging feedback to improve.

Use social interactions to learn about the motivations and needs of others. Leverage this knowledge to better serve your customers and work with your colleagues.

##### Learn More for Personal Growth

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- The Power of Relationship Building (5DX Talent) [Learn More](#)
- Build Relationships at Work (LinkedIn Learning): [Learn More](#)
- How to Win Friends & Influence People (Dale Carnegie)
- How Much Coworker Socializing Is Good For Your Career? (Forbes)

### SOCIAL RESTRAINT

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

#### Tips

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##### Leveraging Your Social Restraint Style

*(this may impact the following competency(ies): Compelling Communication, Leading Others, Relationship Management, Resilience)*

Others likely perceive you as being approachable and tactful. Leverage this by engaging in meaningful conversation and being an active listener.

Set an example for others by maintaining composure during times of stress or interpersonal conflict. Your ability to react calmly and appropriately will be an asset when navigating tense situations.

##### Learn More for Personal Growth

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- Body Language and Approachability (LinkedIn learning): [Learn More](#)
- Preparing for Successful Communication (LinkedIn Learning): [Learn More](#)
- The Benefits Of Expressing Your Emotions (Forbes)
- How Leaders Can Open Up to Their Teams Without Oversharing (Harvard Business Review)



## Closing Gaps

### ACCOMMODATION

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

#### Tips

##### Adapting Your Accommodation Style

*(this may impact the following competency(ies): Resilience)*

You may be inclined to let things go versus voice your concerns. When something bothers you, remember to speak up or you may begin to feel as if others are taking advantage of you.

Think of yourself as a steward of your company, responsible for acting in the company's best interests at all times. When a customer makes a request, consider if it is reasonable based on the business relationship.

Maintain a balance between your concern for people and holding them accountable. Evaluate others based on task accomplishment and contribution to the organization as well as on their likeability and your relationship.

##### Learn More for Personal Growth

- The Case for Radical Transparency (TEDx Talks): [Learn More](#)
- Working with Upset Customers (LinkedIn Learning): [Learn More](#)
- Be Our Guest: Perfecting the Art of Customer Service (Disney Institute Book)
- Delivering Happiness: A Path to Profits, Passion, and Purpose Paperback (Tony Hsieh)

### ASSERTIVENESS

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

#### Tips

##### Adapting Your Assertiveness Style

*(this may impact the following competency(ies): Compelling Communication, Leading Others)*

Avoid interrupting and practice active listening when communicating with others. At the end of conversations, summarize back what you heard to ensure that you understood the other person's point of view. Ask questions prior to giving your opinion. Remember, if you are constantly expressing your opinion to the exclusion of others', you may

be tuned out.

Assertiveness can sometimes be perceived as negative. Consider whether your requests sound overly directive. Do your questions sound more like demands than requests? Do you consider other people's priorities and timelines before you petition for their help? Use kinder, more diplomatic language to encourage collaboration and feedback.

To avoid sounding abrasive, remember to confront the issue instead of the person.

## Learn More for Personal Growth

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- Improving Your Listening Skills (LinkedIn Learning): [Learn More](#)
- 10 Ways to Have a Better Conversation (TED Talks): [Learn More](#)
- Changing Behavior: Immediately Transform Your Relationships with Easy-to-Learn, Proven Communication Skills (Georgianna Donadio)
- 10 Steps To Effective Listening (Forbes)

### DETAIL INTEREST

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

## Tips

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### Adapting Your Detail Interest Style

*(this may impact the following competency(ies): Making Sound Decisions)*

Be cautious of getting so bogged down in the details that you lose sight of the larger picture. Step back occasionally to ensure that the task you are working on is contributing to the overall goal. Ask yourself, how critical is this detail? What impact will it have? Is this detail worth the time required?

Avoid spending so much time on details that you miss a deadline or delay a project. Commit to a finite time frame and move on once you have completed the task. Sometimes things do not need to be perfect. Consider how much your time is worth and if this level of detail is necessary to effectively complete the task. If you're not sure, ask coworkers for feedback on whether the level of detail you're providing is beneficial.

Be cognizant of how others want to receive information. While you may be interested in understanding all the details and nuances, others may prefer to hear just the highlights. Before you present information, ask yourself, who is the target audience? Do they need to know the details? After you communicate, ask for feedback to determine whether or not you conveyed the appropriate level of information.

## Learn More for Personal Growth

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- Deep Work: Rules for Focused Success in a Distracted World (Blinkist Summary) (LinkedIn Learning): [Learn More](#)
- Strategic Thinking (LinkedIn Learning): [Learn More](#)
- Deep Work: Rules for Focused Success in a Distracted World (Cal Newport)
- 4 Ways to Improve Your Strategic Thinking Skills (Harvard Business Review)

### FOLLOW THROUGH

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

## Tips

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## Adapting Your Follow Through Style

*(this may impact the following competency(ies): Leading Others)*

Be open to the possibility that you may not be able to finish everything you start. When priorities or goals change, make sure that the task you are presently working on is still in alignment with the new priority and be willing to change course when necessary. This can require a major shift in your mindset, especially for those with a high need to finish what they've started. Remain open to new possibilities and demonstrate that you can be agile in your approach.

You may also feel inclined to pick up the slack for team members because of your commitment to finishing work. Be cautious of allowing others to take advantage of your dependability. Hold others accountable for the tasks to which they committed.

As you begin new projects, focus on completing the most essential tasks that will help you meet the overall goals.

## Learn More for Personal Growth

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- How to Break Away from Habit & Follow Through on Your Goals (TEDx Talks): [Learn More](#)
- Success Habits (LinkedIn Learning): [Learn More](#)
- Leadership Without Excuses: How to Create Accountability and High-Performance (Instead of Just Talking About It) (Jeff Grimshaw and Gregg Baron)
- The Best Strategic Leaders Balance Agility and Consistency (Harvard Business Review)

## MULTITASKING

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

## Tips

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### Adapting Your Multitasking Style

*(this may impact the following competency(ies): Compelling Communication, Developing Leaders, Operational Planning and Prioritization)*

Although you enjoy handling many tasks at once, you may need to make an effort to stay focused. Make sure you allocate time to work on a single task when required. Resist the temptation to check e-mail, answer the phone, or attend to other distractions. If you have a job where you can work at home or come in early to accomplish these tasks, you may be less distracted.

When shuffling between tasks, it's easy to 'drop the ball' and overlook something important. To avoid this, make a prioritized and detailed to-do list with due dates for each item. Throughout the day, refer back to your list to help you stay on track. Use tools like OneNote or other note taking software to help keep your lists organized.

You may be tempted to attend to unrelated projects when working with others or attending meetings. Be cognizant that others might interpret your multitasking as not paying attention. Make sure to give your peers your undivided attention. Put away distractions and be fully present in the discussion. If you are a leader, resist the urge to multitask when someone comes to speak to you. What you see as efficiency may be perceived as indifference.

## Learn More for Personal Growth

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- A Powerful Way to Unleash your Natural Creativity (TED Talks): [Learn More](#)
- Becoming Indistractable (LinkedIn Learning): [Learn More](#)
- Secrets of Multitasking: Slow down to Speed up (American Management Association)
- The Effective Executive: The Definitive Guide to Getting the Right Things Done (Harperbusiness Essentials) (Peter F. Drucker)

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

## Tips

### Adapting Your Optimism Style

*(this may impact the following competency(ies): Developing Leaders, Relationship Management, Resilience)*

You may find yourself so preoccupied with what could go wrong, that you become discouraged and want to give up. Make an effort to turn negative thinking into constructive problem solving. Break down large obstacles into manageable steps, and focus on one step at a time. As challenges arise, take time to explore solutions.

Avoid the urge to immediately criticize an idea. Instead, stay open-minded and allow others to fully explain their thoughts. Be willing to explore options that you may initially be averse to.

Being overly negative can impact your relationships with your coworkers. If you are feeling worried or pessimistic, consider whether you need to express your opinion and how it might impact others. It might be better to find a more positive way to phrase your concern.

### Learn More for Personal Growth

- Being Positive at Work (LinkedIn Learning): [Learn More](#)
- The Optimism Bias (TED Talks): [Learn More](#)
- Optimism might be Stifling your Team (Harvard Business Review)
- Learned Optimism: How to Change Your Mind and Your Life (Martin E. P. Seligman)

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

## Tips

### Adapting Your Positive View of People Style

*(this may impact the following competency(ies): Developing Leaders)*

Test your assumptions. If you are suspicious of a coworker's motives or actions, create an open dialogue by asking questions and expressing your concerns. Sometimes we make uninformed assumptions but a good discussion can provide clarity.

Make an effort to identify and recognize the efforts and accomplishments of others. Start by giving positive feedback or sending an e-mail to a coworker who was recently successful or helpful. Finding ways to show your coworkers that you recognize and appreciate their contributions helps to build more trusting relationships.

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

### Learn More for Personal Growth

- Guidelines for navigating performance issues (LinkedIn Learning): [Learn More](#)
- How to Build (and Rebuild) Trust (TED Talks): [Learn More](#)
- Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability (Roger Connors)

- and Tom Smith)
- Cultivate: The Power of Winning Relationships (Morag Barrett)

## SOCIABILITY

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

### Tips

#### Adapting Your Sociability Style

*(this may impact the following competency(ies): Developing Leaders)*

Push yourself to move beyond your comfort zone socially. Set a goal to initiate social interactions with coworkers or subordinates, such as having lunch with someone new at least once a week. Make a special effort to show up to voluntary work events.

Recognize the importance of building authentic relationships with coworkers and set a goal to get to know people as individuals. Ask questions and show genuine interest, but be cognizant to respect your coworker's privacy by avoiding invasive or overly personal questions.

If you have trouble thinking of things to talk about, make a list of topics that can encourage conversation. Sports, movies, and current events are subjects that can break the ice with people. However, stay away from political or controversial issues.

#### Learn More for Personal Growth

- The Power of Relationship Building (TEDx Talks). [Learn More](#)
- Build Relationships at Work (LinkedIn Learning). [Learn More](#)
- How to Win Friends & Influence People (Dale Carnegie)
- How Much Coworker Socializing Is Good For Your Career? (Forbes)

## WORK INDEPENDENCE

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

### Tips

#### Adapting Your Work Independence Style

*(this may impact the following competency(ies): Leading Others)*

Determine the weight or importance of an issue before you seek input from others. If the issue isn't overly pressing, try to formulate a solution or decision on your own. This will help you gain confidence to make increasingly impactful decisions.

When discussing a problem with your boss or team, be ready with proposed solutions rather than wait for others to make suggestions. Come prepared with data and facts to support your ideas, so you will be more confident when making proposals.

Identify a colleague or friend who you can use as a sounding board. When you have doubts about your decisions, run your thoughts by that person.

## Learn More for Personal Growth

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- Delegating Tasks (LinkedIn Learning): [Learn More](#)
- Leading Yourself (LinkedIn Learning): [Learn More](#)
- How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions (David Straus & Thomas C. Layton)
- Why aren't you delegating? (Harvard Business Review)

### WORK INTENSITY

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

## Tips

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### Adapting Your Work Intensity Style

*(this may impact the following competency(ies): Developing Leaders, Leading Others, Making Sound Decisions, Operational Planning and Prioritization)*

Set deadlines and stick to them. For longer term assignments, identify small, intermediary steps and assign a deadline to each one. Track your progress as you complete each step.

If you find yourself lacking energy during the day, try to take a few moments to take a step back from the task at hand and recharge.

Don't jump back and forth between tasks. It's easier to maintain your focus when it isn't divided. Finish the most important tasks first and then be purposeful in your intent to complete the rest.

## Learn More for Personal Growth

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- Getting Things Done (LinkedIn Learning): [Learn More](#)
- Prioritizing Your Tasks and Time (LinkedIn Learning): [Learn More](#)
- Pace and Productivity: When Faster and More Isn't Always Better (Huffington Post)
- What the Most Successful People Do Before Breakfast: And Two Other Short Guides to Achieving More at Work and at Home (Laura Van Derkam)

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