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.

Leading Strengths

These traits emerged as behavioral strengths for this individual. Review the "Key Insights" tab for more details on these.

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

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

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

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

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.

Potential Weaknesses

These traits emerged as behavioral limitations for this individual. Review the "Key Insights" tab for more details on these.

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

Competitiveness: The extent to which individuals place emphasis on achieving success over others and winning versus being less competitive.

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

Preference for Structure: The extent to which individuals prefer to be provided with direction and structure in their work environment as opposed to a more loosely defined work setting.

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.

OUTMATCH.

Key Insights
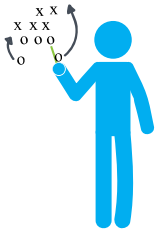
Discover how certain attributes influence the way you Think, Work, and Relate in the workplace. Effective development is based largely on having a good sense of self-awareness.

These attributes come naturally to you and are not likely to change much over time. Some attributes are helpful to you at work, but some may limit your growth. Knowing which attributes to leverage, and which to manage, will help support your success.

Your assessment results are shown below. 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 of this information as your guide to maximizing your success in this role.

Job Match

BEHAVIORAL MATCH

A measure of behavioral traits and their impact on the key competencies for the role.

Match Area =

Relating

Accommodation

Unyielding — Cooperative

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
May appear unconcerned with pleasing others and could be perceived as argumentative or uncooperative.

Assertiveness

Laid-back — Dominant

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

Key Insight Narrative
Should enjoy influencing others and taking charge.

Competitiveness

Unconcerned with winning ──────────────── Driven to win

The Definition
The extent to which individuals place emphasis on achieving success over others and winning versus being less competitive.

Key Insight Narrative
Appears less competitive than others, which may be perceived as less desire to win.

Criticism Tolerance

Sensitive ──────────────── Thick-skinned

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

Key Insight Narrative
Should not be sensitive to criticism or rejection and should interpret it objectively.
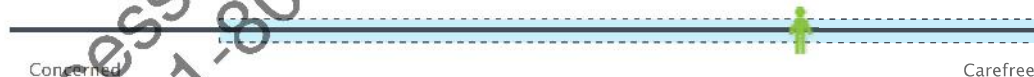
Interpersonal Insight

Unaware ──────────────── Observant

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

Optimism

Concerned ──────────────── Carefree

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
Optimistic and should recover from setbacks quickly.

Positive View of People

Skeptical ──────────────── Trusting

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
Is likely balanced in view of people; neither too trusting nor overly cautious of others.

CONFIDENTIAL

Sociability

| Introverted | | Extroverted |

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
Is likely to feel comfortable in social situations and group settings.

Social Restraint

| Expressive | | Reserved |

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

Thinking

Cautious Thinking

| Impulsive | | Careful |

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
Should draw conclusions quickly without being overly cautious or risk averse.

Objective Thinking

| Intuitive | | Factual |

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
Likely to be an intuitive thinker who can make decisions even when objective data is not available.

Realistic Thinking

| Imaginative | | Practical |

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

Reflective Thinking

| Surface level | | Contemplative |

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

Working

Detail Interest

Dislikes details   Enjoys detailed work

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

Key Insight Narrative
Should pick up on details or discrepancies that others would miss.

Follow Through

Low   High

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
Likely to have difficulty following through or committing to tasks, especially ones that are deemed as unimportant or uninteresting.

Multitasking

Prefers routine   Prefers variety

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
Enjoys working in unpredictable, changing environments.

Preference for Structure

Desires freedom   Prefers guidance

The Definition
The extent to which individuals prefer to be provided with direction and structure in their work environment as opposed to a more loosely defined work setting.

Key Insight Narrative
May have difficulty working in situations with loosely defined rules, regulations, or policies.

Process-Focused

Unstructured   Structured

CONFIDENTIAL

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.

Work Independence

Relies on others   Relies on self

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

Work Intensity

Unhurried   Urgent

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
Is likely to have a more relaxed pace that others may view as lacking urgency.

Competencies

Match Area =

COMMUNICATING EFFECTIVELY

The extent to which one expresses thoughts and ideas in a clear and effective manner.

- **Assertiveness** - May dominate conversations and may not always listen to the concerns and suggestions of those involved.
- **Interpersonal Insight** - May not perceive the subtle differences and needs of the audience, in order to best adapt communication style.
- **Positive View of People** - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.
- **Social Restraint** - Should be able to balance expressiveness and restraint when communicating with others.

Assertiveness

Laid-back   Dominant

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

Key Insight Narrative
Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.

Interpersonal Insight

Unaware   Observant

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

Key Insight Narrative
Interpersonal Insight - May not perceive the subtle differences and needs of the audience, in order to best adapt communication style.

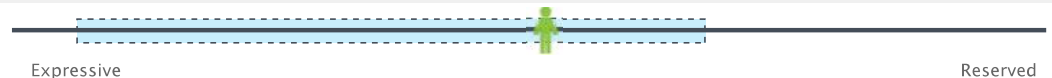**Positive View of People**

Skeptical   Trusting

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.

Social Restraint

Expressive   Reserved

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.

DELIVERING RESULTS

The extent to which one commits to achieving objectives; holds self accountable and follows through.

- Follow Through - May be inconsistent when working on tasks and may leave important items unfinished.
- Process-Focused - Should approach projects without extensive planning, but should be capable of using organizational techniques to achieve results and meet deadlines.
- Realistic Thinking - May over-rely on past experiences and practical solutions without considering innovative and unconventional ideas.
- Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

Follow Through

Low   High

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 be inconsistent when working on tasks and may leave important items unfinished.

Process-Focused

Unstructured   Structured

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 - Should approach projects without extensive planning, but should be capable of using organizational techniques to achieve results and meet deadlines.

Realistic Thinking

Imaginative   Practical

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 - May over-rely on past experiences and practical solutions without considering innovative and unconventional ideas.

Work Intensity

Unhurried   Urgent

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 demonstrate a sufficient level of urgency to complete work.

MAKING SOUND DECISIONS

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

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - May discount feedback or differing opinions that arise after a decision has been made.
- Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.
- Follow Through - May not follow up with key stakeholders to ensure alignment when making 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

Impulsive — Careful

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 - May take unnecessary risks when making decisions.

Criticism Tolerance

Sensitive — Thick-skinned

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

Key Insight Narrative
Criticism Tolerance - May discount feedback or differing opinions that arise after a decision has been made.

Detail Interest

Dislikes details — Enjoys detailed work

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

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Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.

Objective Thinking

Intuitive — Factual

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.
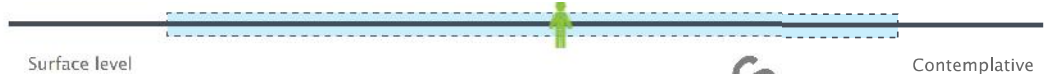
Realistic Thinking

Imaginative ————————————————————————————— Practical

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.

Reflective Thinking

Surface level ————————————————————————————— Contemplative

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

Unhurried ————————————————————————————— Urgent

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.

RELATIONSHIP MANAGEMENT

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

- Accommodation - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of others.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - Has a generally positive demeanor and outlook when interacting with others.
- 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.

Accommodation

Unyielding ————————————————————————————— Cooperative

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 - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of others.

Criticism Tolerance

Sensitive   Thick–skinned

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

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Optimism

Concerned   Carefree

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 - Has a generally positive demeanor and outlook when interacting with others.

Sociability

Introverted   Extroverted

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 - Is outgoing and should naturally build solid relationships.

Social Restraint

Expressive   Reserved

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 - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - Maintains a positive attitude despite difficult circumstances.
- 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.

Accommodation

Unyielding   Cooperative

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Social Restraint

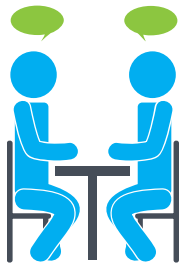Expressive ———————————————————————————— Reserved

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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 manner.

NEGOTIATING CONFLICT

The extent to which one addresses conflict quickly and effectively; facilitates a mutually agreeable resolution.

- Accommodation - May not emphasize compromise between disagreeing parties or be unyielding in negotiation approach.
- Assertiveness - Is likely to talk more than listen and may miss opportunities to listen to others' viewpoints.
- Criticism Tolerance - Is likely to remain objective in most conflict situations rather than personalize issues.
- Interpersonal Insight - May not be aware of others' motivations or perspectives when resolving conflict.
- Optimism - Should take a positive, optimistic approach when mediating conflict.
- Positive View of People - Is skeptical by nature and may be cautious of others' motives or intentions when managing conflict.
- Sociability - Is likely to focus personal interactions on the situation at hand.
- Social Restraint - Is not likely to do or say things in haste, which should be an asset in a conflict situation.

Accommodation

Unyielding ———————————————————————————— Cooperative

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Criticism Tolerance - Is likely to remain objective in most conflict situations rather than personalize issues.

Interpersonal Insight

Unaware — Observant

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

Key Insight Narrative
Interpersonal Insight - May not be aware of others' motivations or perspectives when resolving conflict.

Optimism

Concerned — Carefree

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 - Should take a positive, optimistic approach when mediating conflict.

Positive View of People

Skeptical — Trusting

The Definition
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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Positive View of People - Is skeptical by nature and may be cautious of others' motives or intentions when managing conflict.

Sociability

Introverted — Extroverted

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 - Is likely to focus personal interactions on the situation at hand.

Social Restraint

Expressive — Reserved

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 not likely to do or say things in haste, which should be an asset in a conflict situation.

INFLUENCING

The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

- Accommodation - May have a strong desire to push ideas forward without placing enough consideration on the needs of others, which may be perceived as too one-sided.

- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - May not consistently follow up with others to ensure buy-in of new ideas.
- Sociability - Is moderately social, which will help to influence and understand the needs of others.
- Social Restraint - Demonstrates consistent and controlled reactions regardless of pushback from others.

Accommodation

Unyielding   Cooperative

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 - May have a strong desire to push ideas forward without placing enough consideration on the needs of others, which may be perceived as too one-sided.

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Follow Through

Low   High

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Sociability - Is moderately social, which will help to influence and understand the needs of others.

Social Restraint

Expressive   Reserved

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 - Demonstrates consistent and controlled reactions regardless of pushback from others.

The extent to which one approaches work in an orderly manner; prioritizing tasks and managing time effectively.

- Detail Interest - May be too focused on the details and lose sight of broader issues.
- Follow Through - May struggle closing out tasks during the planning and prioritization process.
- Multitasking - May become bored or distracted when having to organize and plan ahead.
- Process-Focused - Should be able to manage project initiatives without becoming over-immersed in the planning process.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - Is not likely to rush through tasks and projects.

Detail Interest

Dislikes details   Enjoys detailed work

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

Key Insight Narrative
Detail Interest – May be too focused on the details and lose sight of broader issues.

Follow Through

Low   High
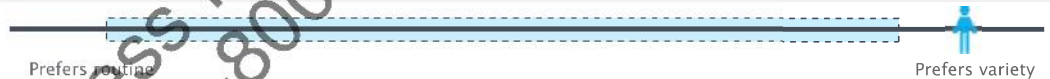
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Prefers routine   Prefers variety

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Multitasking – May become bored or distracted when having to organize and plan ahead.

Process-Focused

Unstructured   Structured

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.

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Imaginative   Practical

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Work Intensity

Unhurried   Urgent

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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.

Key Insight Narrative
Work Intensity – Is not likely to rush through tasks and projects.

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.

Leveraging Strengths

ASSERTIVENESS

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

Tips

Leveraging Your Assertiveness Style

Leverage your assertiveness by asking for what you or your key customers need to be successful (such as resources, support, or development training).

Practice expressing your ideas clearly, directly, and concisely to ensure that others understand your message.

You are comfortable standing up for what you believe in while maintaining a respectful demeanor. Use this to your benefit to champion for your customers or team. Be an advocate for those who rely on you.

Learn More for Personal Growth

- 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)

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

Leveraging Your Cautious Thinking Style

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

- 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 Win 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

Leveraging Your Criticism Tolerance Style

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

- 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

Leveraging Your Detail Interest Style

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

- 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)

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

Leveraging Your Multitasking Style

Leverage this strength by multitasking smartly. Group together tasks that require a similar skill, mindset, or level of concentration. By streamlining your process, you can complete tasks with greater efficiency and ease.

To maximize your productivity, differentiate between those tasks that require focus and those you can multitask. There are some tasks that you can easily dip in and out of without sacrificing quality. However, other tasks require your undivided attention for a solid period of time.

Because you are comfortable multitasking, you can use down time wisely by saving small, easy tasks for those brief windows of extra time you may find throughout the day.

Learn More for Personal Growth

- A Powerful Way to Unleash your Natural Creativity (TED Talks): Learn More
- Becoming Indistractible (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)

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

Leveraging Your Objective Thinking Style

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

- 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)

OPTIMISM

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

Leveraging Your Optimism Style

You likely view challenges as opportunities. Utilize this strength by taking risks and trying novel approaches.

Some coworkers might become discouraged when faced with a challenge. Leverage your positive outlook to encourage your coworkers. Share your belief that it is possible to overcome any challenge! Redirect negativity towards productive conversations.

Help others see the big picture. Some coworkers may have difficulty seeing past recent downturns. However, your positive outlook can help your team move on from setbacks and focus on the future.

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)

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

Leveraging Your Positive View of People Style

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

- 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

Leveraging Your Sociability Style

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

- 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)

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

Find ways to arrive at common ground when working with others. Your tendency may be to protect your own interests (which is valid), but look for opportunities to compromise or find a middle ground option with which everyone can live.

When something frustrates you about another person, look for ways to help them rather than complain. Turn the problem into a solution by offering your assistance.

Try to include new people and make an effort to build relationships with them. Be welcoming and offer your assistance and guidance.

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)

COMPETITIVENESS

The extent to which individuals place emphasis on achieving success over others and winning versus being less competitive.

Tips

Adapting Your Competitiveness Style

While you are not naturally competitive, healthy competition can push you to perform better. Create some friendly competition with your peers. Identify a coworker who excels at a job task and try to meet or exceed their performance.

Instead of trying to knock your competition out of first place, use your new-found spur of motivation to learn from them. Observe what they've been doing to make them such an asset to the company and enthusiastic worker, and see if you could take pointers from their drive. Better yet, consider how you can compete with yourself. Take a moment to asses what your best work has been to date, and see how you could top it. Set a 'stretch goal' and reward yourself when you accomplish it. While you may not naturally be inclined to compete with others, find something that's important to you and work on it!

Learn More for Personal Growth

- Success Habits (LinkedIn Learning): Learn More
- Seth Godin: The Tribes We Lead (TED Talks): Learn More
- Nine Things Successful People Do Differently (Heidi Grant Halvorson)

- 10 Tips For Getting Your Colleagues To Work With You Better (Forbes)

FOLLOW THROUGH

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

Tips

Adapting Your Follow Through Style

Successful follow-through requires some up-front preparation. Once you commit to a project, break down the steps and assign a deadline to each task. As you complete each step, check-in with your deadline to see if you are on track or not.

Take a look at the work you are expected to accomplish today. Hold yourself to a slightly higher standard and try to accomplish more. Set a personal goal to complete more tasks than you have in the past.

Be forthright with your coworkers about your ability to complete a task or project within a given time frame. Don't overcommit. Consider enlisting a colleague to help keep you accountable to the promises you make to yourself and others. If you do get off track, let coworkers know immediately so they can help you course correct.

Learn More for Personal Growth

- 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)

PREFERENCE FOR STRUCTURE

The extent to which individuals prefer to be provided with direction and structure in their work environment as opposed to a more loosely defined work setting.

Tips

Adapting Your Preference for Structure Style

Resist the urge to immediately ask others for guidance when you are met with ambiguity or uncertainty. Trust your instinct and experience, and challenge yourself to solve problems on your own. If you are concerned that the process is taking too much time, set your mind at ease by tracking your progress against your deadline. You may want to document the steps you took to help others when faced with the same challenge.

Get out of your comfort zone and take on projects that are supported by less guidance or structure. Try to develop your own approach to gain more confidence in your ability to work in unstructured environments.

Identify a coworker who seems confident and comfortable working in an unstructured environment. Try to learn by observing and mimicking the mentor's behavior. Build a trusting relationship with this person so you feel comfortable asking for their advice or guidance.

Learn More for Personal Growth

- Remain Grounded in Change and Ambiguity (LinkedIn Learning): Learn More
- Business Process Improvement (LinkedIn Learning): Learn More

- Good to Great: Why Some Companies Make the Leap...And Others Don't (Jim Collins)
- Powerful: Building a Culture of Freedom and Responsibility (Patty McCord)

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

Adapting Your Work Intensity Style

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

- 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 Vanderkam)