

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth. Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a great deal of a trait. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in the this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Joe's consistency score is 100 which indicates that Joe is 100% consistent in answering the questionnaire. This indicates a high likelihood that Joe was truthful, accurately self-aware, and able to concentrate on the questionnaire.

**Development Area 1: Diplomatic**

You may at times be lacking in tact. Your direct communication style may sometimes upset some people.

By being diplomatic, communications flow much more easily. Providing you are also direct, tactfulness shows respect and can build trust and rapport. It enables you to give feedback to others in ways they can hear and prevents the listener from becoming defensive. In short, diplomacy can help build long-term productive and positive working relationships.

Regardless of your position, the cost of a lack of diplomacy can be very high. It can seriously erode cooperative team efforts and communication. The resulting personal upsets can also cause a loss of productivity. In some cases, even sabotage can occur as a result of careless words. Where there is a lack of diplomacy toward customers, there will surely be a great loss to the organization. Customers will usually take their business elsewhere rather than complain. Although exiting employees will almost never cite harsh words as a reason for leaving, a lack of diplomacy on the part of the employee's manager is the most common reason for employee turnover. The cost of employee turnover is at least equal to the salary for a full year. Regardless of whom they are directed towards, careless words can cause very high expenditures without ever appearing on the balance sheet.

**Exercise # 1 Communicating with diplomacy****Step 1 - Who are the 5 most important people with whom you interact at work?**

Reflect on and list the 5 most important people that you interact with at work. If you don't have 5 then add some people from you personal life.

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**Step 2 - What feedback do you need to give each of those people?**

Reflect on and list the feedback you need to give to each of the people on the list. For subordinates, list the feedback you need to give about their performance. For your colleagues, list feedback you need to give about their interaction/cooperation with you. For your manager, list the feedback you need to give him/her about how your interaction could be improved.

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**Step 3 - What do you like about \_\_\_\_\_ and what contribution does he/she make?**

Reflect on and list the positive aspects of each person or interactions you have had with that person.

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**Step 4 - What do you want from \_\_\_\_\_?**

In the cases where you need to give corrective feedback, state specifically what you want the person to do rather than focusing on what you think the person is doing wrong. This enables the person to respond to you.

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**Step 5 - What would you say to \_\_\_\_\_?**

Reflect on and list exactly what you would say to each person on the list.

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**Step 6 - Communicate directly to each person on the list.**

Before communicating (face-to-face) with each person on the list, review the results of step 3-5. Prepare yourself to state what you like about the person, what you want from the person and what you want him/her to know. Keep communicating until you can see that the person has understood. Give the other person a chance to speak and then listen. When the person is finished, summarize what he/she has said. Then continue to try to get your point across. If the person interrupts again ask his/her to listen in the same way you listened to him/her. Do this for each person on the list.

**Exercise # 2 - Resolving difficulties as a result of a lack of diplomacy in the past****Step 1 - Who are the important people with whom you communicate?**

Make a list of the 5 most important people that you interact with at work. (You could also include some important people you interact with outside of work.)

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**Step 2 - In what ways has your diplomacy has been lacking with \_\_\_\_\_?**

Reflect on and list the specific ways in which you have lacked diplomacy with regard to each person on the list. What exactly have you said that could have been stated more diplomatically? How could you have been more acknowledging of his/her abilities or contributions?

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**Step 4 - Ask each person on the list if there is anything you have said to him/her that lacked diplomacy.**

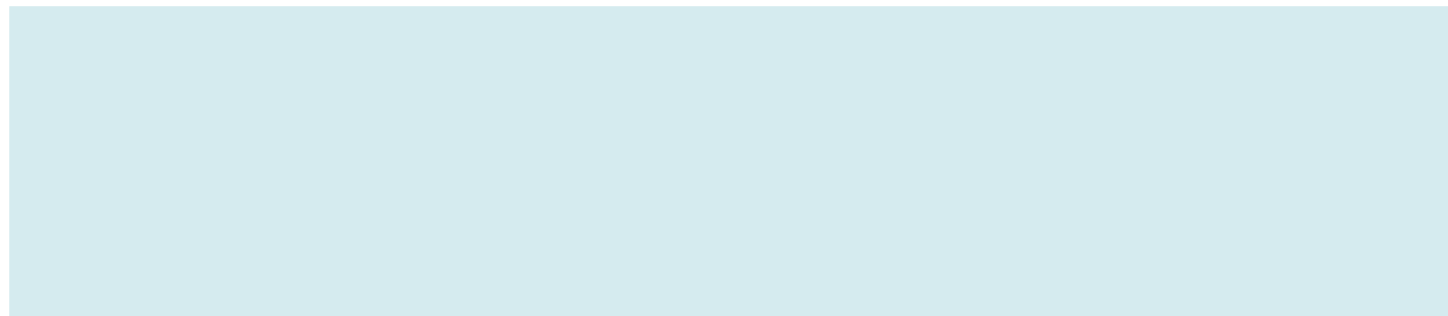
Make sure that you listen to the response without arguing or trying to defend yourself. Just try to understand how he/she interpreted what you said.

**Step 5 - Apologize to each person.**

Try to put yourself in the person's shoes and acknowledge how that must have felt. If you mention any pressures that you were under that may have caused you to lack diplomacy, make sure that you do not present that as an excuse.

**Step 6 - Ask each person to tell you when you say something that lacks diplomacy.**

Ask each person to tell you when you say something that lacks diplomacy. Make sure that when they do, you accept their communication.



## Development Area 2: Enlists Cooperation

You generally enjoy enlisting the cooperation of others.

By enlisting others' cooperation, you are acknowledging their free choice. In doing so, you can gain real support for your goals and projects rather than superficial compliance. Enlisting cooperation is superior because the person willingly involves him/herself, creating a cooperative team spirit. This approach brings better results as well as better relationships. By building involvement and cooperative relationships, you reduce employee turnover, increase morale, and increase productivity.

There are different reasons for not wanting to enlist the cooperation of others. You may feel you shouldn't need to enlist others' cooperation. After all, they are getting paid and they should just give you their cooperation. While this is true, people cooperate based on emotional reasons more than the fact they are being paid. Enlisting cooperation nurtures the cooperative spirit and inspires subordinates and colleagues to have a greater sense of ownership. Even though, you may need to be strict or give direct instructions in some situations, the enlisting approach will in most circumstances enable you to more effectively gain cooperation.

There are numerous ways you can enlist others' cooperation. First, you need to provide an overview of the needs and requirements of a project. A clear goal or objective can be very compelling. By identifying your true aim, people will usually rally to fulfill it. In addition, you can ask for input related to a project or goal. How could they help to accomplish those things? By bringing out participation rather than simply telling people what and how to do something, they become more engaged and more empowered. By proceeding in this way you will also generate better ideas and strategies.

### **Exercise # 1 - Reflecting on enlisting cooperation**

#### **Step 1 - What has been your past experience when trying to enlist the cooperation of others?**

Reflect on and describe your past experience when you tried to enlist the cooperation of others. What response did you get from others? How did you feel about the response you received from others?

#### **Step 2 - What have you done in the past to enlist cooperation that was successful?**

Reflect on and list the ways you tried to enlist other cooperation that was successful. What was different about that situation that you think make it successful? What approach did you take that you think was successful?

**Step 3 - What have you done in the past to enlist cooperation that was declined?**

Reflect on and list the ways you tried to enlist other cooperation that was declined. What was different about that situation that you think made it declined? What approach did you take that you think was declined?

**Exercise # 2 - Clarifying your goals or objectives****Step 1 - What are your goals or objectives that you wish others to participate in?**

Reflect on and clarify your goals or objectives.

**Step 2 - How could you communicate your goals or objectives more effectively?**

Reflect on and write down how you could communicate your goals or objectives more clearly.

**Step 3 - Share your goals or objectives with the people involved with implementing and ask for their**



**feedback (if appropriate).**

Allow others to give their input to help refine/clarify the goals or objectives.

**Step 4 - Ask each person involved for their input about how to accomplish the goals or objectives.**

List specific people involved and ask each to give input about how to accomplish the goal or vision.