

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: Pressure Tolerance

You could benefit from learning to deal more effectively with the pressure of deadlines and schedules.

Since our economy is based on a competitive marketplace, most work situations involve having the pressure of deadlines and schedules. Deadlines focus our efforts and coordinate individuals in order to keep commitments to customers and colleagues.

Having difficulty meeting deadlines could be a result of being psychologically resistant to deadlines, or not knowing how to streamline a project or set priorities. It could also be a result of the deadline being unreasonable. In many cases, it is a combination of these factors. Therefore, when we examine the subject of deadlines, it is important to assess the deadline and the project as well as the person responsible for the project.

The first exercise below is related to dealing with the psychological resistance to deadlines. The second exercise deals with streamlining work in order to meet deadlines. The third exercise relates to dealing with an unreasonable deadline.

Exercise # 1 - Your resistance to pressure

Step 1 - What has been your past experience with tight schedules or deadlines?

Reflect on and describe your past experiences in dealing with tight deadlines. How were you affected by the tight deadline? How was the project affected?

Step 2 - What could you learn from those past experiences in order to work with deadlines and schedules more effectively in the future?

Reflect on and list what you could learn from your past experiences in order to work with deadlines more effectively in the future.

Step 3 - How could you be more proactive related to deadlines and schedules?

Reflect on and list ways you could anticipate problems related to deadlines and schedules in order to prevent

difficulties. How could you participate in setting the deadline? How could you create ways to evaluate the progress toward meeting the deadline? How could you create ways to communicate that progress to each person involved with the project?

Step 4 - How could implement your proactive suggestions in step 3 for the deadlines and schedules of your current projects?

Reflect on and list the ways you could be more proactive related to the deadlines and schedules of your current projects.

Exercise # 2 - Streamlining to meet a tight schedule

Step 1 - What is a tight schedule or deadline that you need to fulfill?

Reflect on and list the tight schedules or deadlines that you need to fulfill.

Step 2 - Who in your organization has demonstrated the ability to meet the same deadlines and tight schedules? How could you learn from him/her?

Reflect on and list who was able to achieve such a deadline and how he/she did it. Ask the person to show you how he/she did it.

Step 3 - What would you have to do to streamline something in order to meet the tight schedule or deadline?

Reflect on and list what it would take to meet that schedule. Document this carefully as you may need to show this to management to confirm that the strategy is acceptable.

Step 4 - In what way could you reorganize work or adjust priorities in order to meet those schedules or deadlines?

Reflect on the priorities that would need to be adjusted in order to meet the deadline. Document this carefully as you may need to show this to management in order to confirm that management wishes to make the necessary sacrifices.

Step 5 - Confirm with management that your strategy (adjusted priorities) for meeting the deadline is acceptable.

Discuss with your manager your strategy for meeting the deadline. Provide him/her with documentation related to your strategy and the specific priorities or focus that would need to be adjusted.

Exercise # 3 - Dealing with an unreasonable schedule or deadline

Step 1 - What deadline do you have that you believe is unreasonable?

Reflect on and describe the exact deadline that you think is unreasonable.

Step 2 - What are the consequences of that deadline that you think management may want to reconsider if they understood?

Reflect on and document all the consequences that you think management may not understand regarding that deadline, including the effect on other priorities, the quality of results (the result of lesser quality), employee turnover, employee morale, or any other such consequences.

Step 3 - What evidence do you think you need to gather in order to substantiate those consequences to management?

Reflect on and list all the evidence that you think you would need to gather. Then go ahead and gather that evidence.

Step 4 - What do you think is the best way to communicate this to management?

Who is the best person to contact?

What is the best way to broach the subject?

What is the best way to present your documentation?

Step 5 - Discussions with Management

Discuss the deadline with management. Present the documentation about the deadline. Ask management how they would like to proceed. If they think something could be streamlined, determine how they think it could be done. If they think priorities need to be rearranged, get an exact list of priorities. If they wish to alter the deadline, participate in making the new deadline.

Step 6 - How could you participate in setting schedules and deadlines in the future?

Reflect on and document how you could participate in the scheduling process in the future. Discuss this with your manager.

Development Area 2: Wants To Lead

You generally like being in a leadership position and don't mind taking charge.

Accepting the responsibility of leadership is important to the success of any manager or anyone who directs or guides others. By accepting the leadership role, you take responsibility not just for your own work, but also for the work and welfare of all the people under your direction. Such responsibility should not be taken lightly.

Leadership is a state of mind in which you take a wider range of responsibility. You don't need to be in a management position to develop leadership qualities. If you look around, you will see things that need to be resolved, coordinated, or communicated. You might think, 'that's not my responsibility', and simply ignore them. However, if you have a leadership mentality, you will accept responsibility for the well being of the organization and coworkers. Of course, you need to perform your work within the parameters of your position, but there are many things you can do to benefit the entire organization while doing so. For example, if you are working on a project in which others are dependent on and you know the project is running behind schedule, you can take responsibility to communicate the situation to those people before the due date. Or, instead of just referring a customer complaint to the customer service department, you could follow up to make sure that the message was received and action was taken. This is a different approach than defining your duties and ignoring everything else. With the intention to support the overall effectiveness of the organization, even a few small acts or communications have a significant effect. Such acts build trust and communication as well as subtly influence others to do the same.

Make a list of your answers to each of the questions below. Take your time and make the list as thorough as possible.

Exercise - Accepting a leadership role**Step 1 - In what ways have you hesitated to accept a leadership role?**

What do you resist about being in a leadership role?

What fears do you have about being in a leadership role?

What is there about leadership that might make you feel uncomfortable?

Make a list of your answers to each of the above questions. Take your time and make the list as thorough as possible. Go back through the questions and add to the list.

Step 2 - In what way could you take more responsibility for the well being of your organization?

Reflect on and list the ways in which you could take more responsibility.

Step 3 - What steps will you commit to take that will benefit the organization?

Reflect on and list the specific steps you could take to benefit the organization.

Step 4 - How could you communicate the needs of the organization more effectively?

Reflect on and list the ways in which you believe you could communicate the genuine needs of the organization more effectively.



Development for Position

Joe Bloggs

For PPBS

Compared to: Chief Executive Officer #HA-312 v08/02/2010

Completed: 08/02/2009