

# 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

**4.0**

### Resilience

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

**3.7**

### Operational Planning and Prioritization

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

**3.3**

### Compelling Communication

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

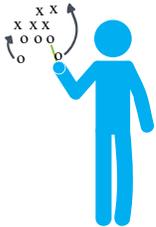
For more information:

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Tel: 919-787-8395

Email: [info@selectassesstrain.com](mailto:info@selectassesstrain.com)

## 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



#### COMPETENCY MATCH

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



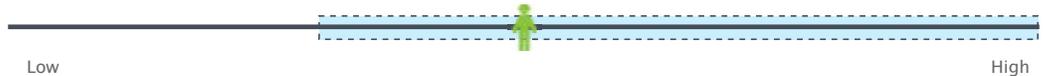
#### NUMERICAL REASONING

A measure of an individual's ability to demonstrate numerical reasoning skills

Match Area =

#### NUMERICAL REASONING

Numerical Reasoning Ability



##### The Definition

A measure of an individual's ability to solve mathematical problems.

##### Key Insight Narrative

Numerical reasoning skills are solid, which should be appropriate for this role.

#### COMPETENCY 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.

COMPELLING COMMUNICATION



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

- Assertiveness - Will voice opinions and is capable of delivering relevant information to others.
- Criticism Tolerance - May be more sensitive to criticism which could interfere with the ability to effectively communicate with others.
- Interpersonal Insight - May not perceive the subtle differences and needs of the audience, in order to best adapt communication style.
- Multitasking - Is comfortable dealing with multiple tasks and activities; is not likely to be distracted by competing demands.
- Positive View of People - May be more skeptical of others which could potentially come across as a lack of trust when communicating with others.
- Sociability - Enjoys spending time with others, and should be able to build rapport to make others feel comfortable.
- Social Restraint - May freely share information and struggle with social cues, which could impact effectiveness of communication.

Assertiveness



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 - Will voice opinions and is capable of delivering relevant information to others.

Criticism Tolerance



The Definition

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

Key Insight Narrative

Criticism Tolerance - May be more sensitive to criticism which could interfere with the ability to effectively communicate with others.

Interpersonal Insight



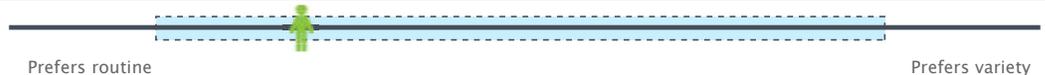
The Definition

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

Key Insight Narrative

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

Multitasking



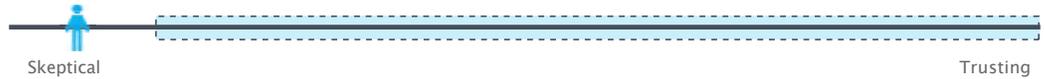
The Definition

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 - Is comfortable dealing with multiple tasks and activities; is not likely to be distracted by competing demands.

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 - May be more skeptical of others which could potentially come across as a lack of trust when communicating 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 - May freely share information and struggle with social cues, which could impact effectiveness of communication.

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 - May appear sensitive or defensive when decisions are questioned.
- Detail Interest - Is likely to balance an interest in details with taking action and 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 provide a fresh perspective while considering practical implications of decisions.
- Reflective Thinking - Should be able to anticipate and determine how much information is required to make a sound decision.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

Cautious Thinking



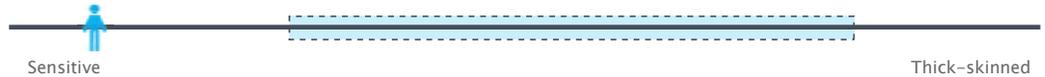
**The Definition**

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**

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Detail Interest



**The Definition**

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

**Key Insight Narrative**

Detail Interest - Is likely to balance an interest in details with taking action and being decisive.

Follow Through



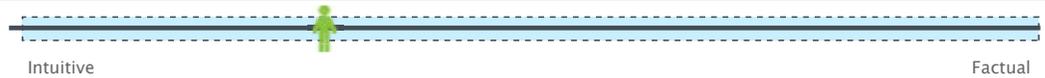
**The Definition**

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 - May not follow up with key stakeholders to ensure alignment when making 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

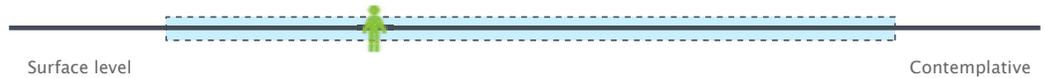


**The Definition**

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 provide a fresh perspective while considering practical implications of 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 be able to anticipate and determine how much information is required to make a sound decision.

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.

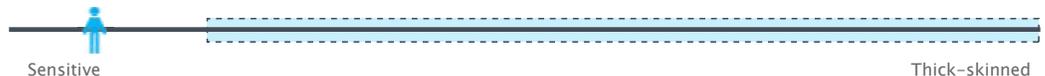
DEVELOPING LEADERS



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

- Criticism Tolerance - Is likely sensitive to criticism; may hesitate to provide others with straightforward feedback for fear of hurting their feelings.
- Multitasking - Prefers focusing on one task at a time; may not always shift focus when necessary to provide coaching to 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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**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.

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Multitasking - Prefers focusing on one task at a time; may not always shift focus when necessary to provide coaching to 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.

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

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#### Realistic Thinking



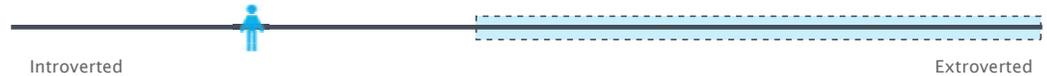
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### Key Insight Narrative

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

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### 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.

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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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### Key Insight Narrative

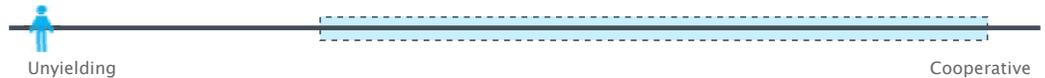
Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.



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

- Accommodation - Is likely comfortable challenging others, which may be perceived as uncaring or overly competitive.
- Assertiveness - Is likely to be confident in a leadership role and will be comfortable establishing the direction for the team.
- Criticism Tolerance - May be overly sensitive to feedback and get defensive rather than adjusting to the needs of the team.
- Follow Through - May, at times, be less inclined to follow up with others to ensure projects are completed.
- Process-Focused - May not always be organized which could potentially impact the ability to guide others toward a common goal.
- Realistic Thinking - Will likely set practical and achievable goals for the team.
- Social Restraint - May be overly expressive or informal with the team, making it difficult to set boundaries or hold others accountable.
- Work Independence - Should be able to delegate appropriately and drive initiatives independently when needed.
- 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 comfortable challenging others, which may be perceived as uncaring or overly competitive.

Assertiveness



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

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Follow Through



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

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Follow Through - May, at times, be less inclined to follow up with others to ensure projects are completed.

Process-Focused



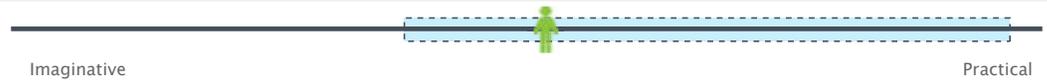
**The Definition**

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

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Process-Focused - May not always be organized which could potentially impact the ability to guide others toward a common goal.

Realistic Thinking



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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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Work Independence



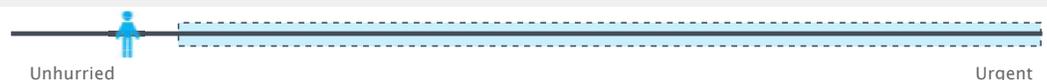
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The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

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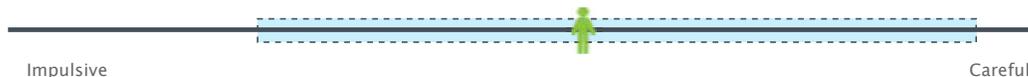
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- Detail Interest - Should be capable of attending to details when needed to prioritize projects.
- Follow Through - Should be capable of switching priorities if necessary when planning; is not likely to waste time completing unimportant tasks.
- Multitasking - Should not get distracted when competing priorities arise during the planning process.
- Process-Focused - Should be able to manage projects initiatives without becoming too immersed in the planning process.
- 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



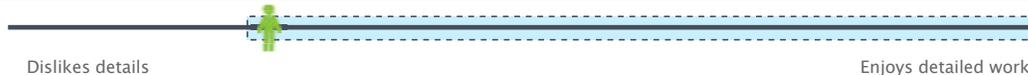
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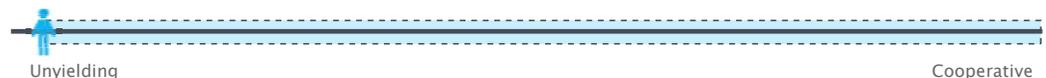
### RELATIONSHIP MANAGEMENT



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

- Accommodation - Is likely to be overly concerned with personal goals and objectives, even when collaboration would be more appropriate.
- Criticism Tolerance - May personalize issues and become overly defensive, hindering the ability to build and maintain relationships with others.
- Optimism - May convey a pessimistic or negative outlook, inhibiting the development of meaningful business relationships.
- Sociability - May avoid social situations which will likely inhibit building relationships.
- Social Restraint - Is likely to be expressive and will be perceived as genuine, which may facilitate relationship building.

#### Accommodation



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## RESILIENCE

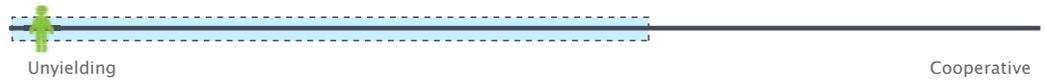


The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - May tend to take feedback personally; may not recover quickly from criticism.
- 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 - Should generally be able to identify and understand the root cause of issues and consider potential solutions.

- Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

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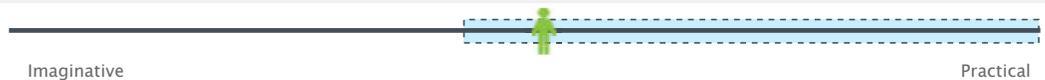
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**Key Insight Narrative**

Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

## 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

### 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): Resilience)*

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)

### ASSERTIVENESS

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

## Tips

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### Leveraging Your Assertiveness Style

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

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

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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)

### 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 Win When Stakes are High (Doug Sundheim)
- Smart Choices: A Practical Guide to Making Better Decisions (John S. Hammond, Ralph L. Keeney, Howard Raiffa)

### 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): Making Sound Decisions, 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): 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)

## 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

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

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 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)

## 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

*(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)

### 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): 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)*

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 (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)

## 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): 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)

## 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

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#### Leveraging Your Work Independence Style

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

Get the most out of your work independence style by identifying which tasks would be best performed alone, and which would be best performed with the collaboration of others.

You are confident in your ability to independently solve problems and make decisions. Help others become more confident in their abilities by delegating work that pushes them to develop these skills as well.

#### 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)



# 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

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#### Adapting Your Accommodation Style

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

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

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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)

## CRITICISM TOLERANCE

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

### Tips

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#### Adapting Your Criticism Tolerance Style

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

People that are more sensitive to criticism tend to be very concerned about meeting the expectations of others and sometimes take it personally when they receive feedback otherwise. Focus on the message and how you can improve, rather than the emotion you may feel, and you will be able to better use the feedback to your benefit.

If you have an emotional reaction when others give you feedback, this may affect their willingness to provide you with feedback in the future. Take notes on their specific comments so that you can refer back to them later and consider their suggestions carefully. By doing this, you will be able to focus on the specifics of their suggestions, rather than your initial reaction to hearing the feedback. Make sure to take time to process the information you receive before

discussing in detail. Also, make a point to thank others for sharing their thoughts with you, so that you keep feedback channels open in the future.

## 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)

### 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, Making Sound Decisions)*

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

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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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### Adapting Your Interpersonal Insight Style

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

In most organizations today, it is critical to build strong relationships and collaborate cross functionally. Make an active effort to get to know your coworkers. Consider engaging in non-work related conversation before diving right into the task at hand. Ask questions and listen actively. The more you get to know your coworkers, the more tuned in you will be to their feelings and behaviors.

After an interaction, ask your coworkers to provide feedback on how your actions or words impacted them. Adjust your approach accordingly.

## 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)

### 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): Developing Leaders)*

At the beginning of each workday, prioritize your tasks and allocate the time needed to complete them. Tackle each task according to its order of importance, but make an effort to be flexible if priorities change. If you aren't sure which tasks should take priority, work with your supervisor to help organize your day.

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

If you find yourself getting overwhelmed or stressed with a multitude of responsibilities, take a few minutes to relax and reset. Take a walk, meditate, or simply stand up and stretch. Allowing yourself a moment to reset will help you refocus and tackle your work.

## 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)

### 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

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### 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

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- 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

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### Adapting Your Positive View of People Style

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

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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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### Adapting Your Process-Focused Style

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

Take ten minutes at the beginning of each workday to prioritize your tasks. Keep a short list of things that are necessary to accomplish and work through the list in order of priority. Check completed items off as you accomplish them.

Before you start a task, make sure you take the time to think through the important steps. Are there things you should do before you can proceed from one step to another? Are there tasks that can be worked on simultaneously? What should be done during each step?

Leverage technology to keep your schedule and projects running smoothly. Features like color coding and audio alarms can help you ensure that you don't miss appointments or deadlines.

## 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)

## 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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#### Adapting Your Sociability Style

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

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

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- 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)

## 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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### Adapting Your Social Restraint Style

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

Try to control your immediate reactions to situations, especially when it comes to important work relationships. Instead of responding with the first thing that comes to mind or acting reflexively, take a moment to think about how best to respond.

Take steps to increase your diplomacy and tact when communicating with others. Be aware of how you phrase or present ideas to others. Consider how others may interpret and react to what you're going to say before you speak. If necessary, seek guidance from a trusted mentor. It's better to adjust your phrasing beforehand than try to recover afterwards.

In situations of conflict, try to remain calm and controlled. If necessary, count to ten and walk away from the situation to avoid escalating the conflict. Exercise self-discipline and respond in a manner that is productive and that will lead to a resolution.

### 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)

## 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 Vanderkam)