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.

Potential Weaknesses

These traits emerged as behavioral limitations 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.

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

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.

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.

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.

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.

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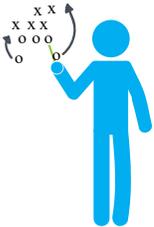
Discover how certain attributes influence the way you Think, Work, and Relate in the workplace. Effective development is based largely on having a good sense of self-awareness.

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
Emphasizes being liked by others and having friendly and cooperative work relationships.

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
Strongly motivated by opportunities to win and outperform others.

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
Generally optimistic in nature; should be able to tolerate stress and frustration.

Positive View of People

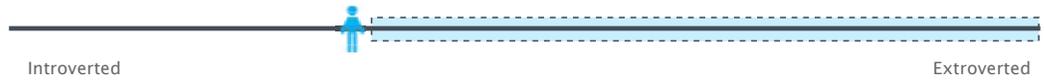Skeptical ——————————————————— Trusting

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.

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
While capable of social connections with others, may not be as comfortable with group interaction as is needed for this role.

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.

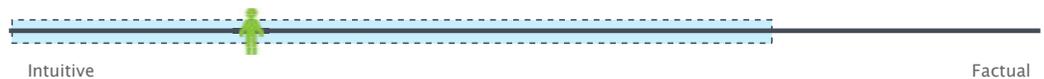## Thinking

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
May over-deliberate or put too much emphasis on potential risk 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
Somewhat intuitive thinker who will likely consider subtleties (aside from the data) when making decisions.

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

CONFIDENTIAL

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 be very reliable, and follow through on committed tasks and finish whatever is started.

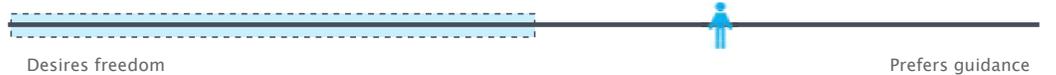### Multitasking

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 prefer more guidance and structure than is desired for this role.

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.

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.

CONFIDENTIAL

Competencies

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

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 - Is likely to persist and place high importance on completing all tasks assigned.
- Process-Focused - Will approach projects in an orderly fashion with defined objectives and goals.
- Realistic Thinking - Should take a pragmatic approach to work and focus on achieving tangible results.
- 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 - Is likely to persist and place high importance on completing all tasks assigned.

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 - Will approach projects in an orderly fashion with defined objectives and goals.

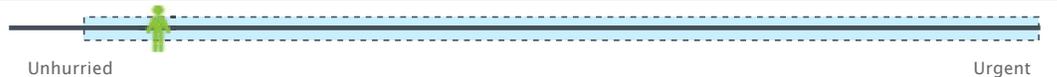### Realistic Thinking

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 - Should take a pragmatic approach to work and focus on achieving tangible results.

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.
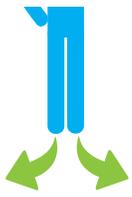
Key Insight Narrative
Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

MAKING SOUND DECISIONS

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

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

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

Cautious Thinking

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 - Is likely to carefully consider potential 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 - Should be able to maintain objectivity without allowing personal feelings to affect decision making.

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

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 - Recognizes the importance of following up with key stakeholders on critical 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

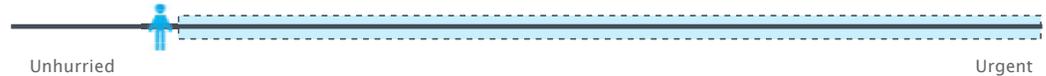Surface level ——————————————————————— Contemplative

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.
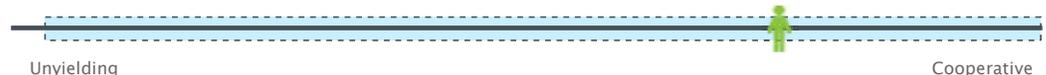
RELATIONSHIP MANAGEMENT

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

- Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.
- Sociability - May avoid social situations which will likely inhibit building 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 - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.

Criticism Tolerance

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Optimism

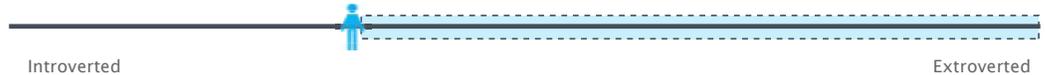Concerned   Carefree

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 - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.

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 - May avoid social situations which will likely inhibit building 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 - May avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting expectations or deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.

- Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.

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 avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting expectations or deadlines.

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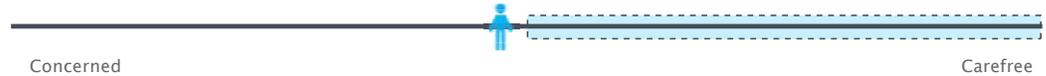
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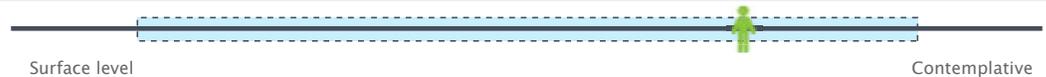### Realistic Thinking

Imaginative   Practical

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

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

Reflective Thinking
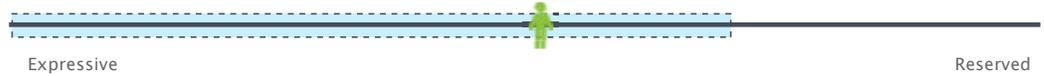
Surface level   Contemplative

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

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

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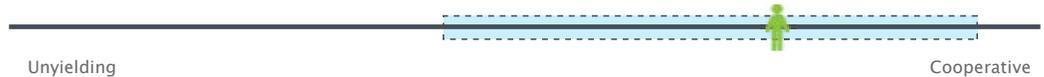
NEGOTIATING CONFLICT

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

- Accommodation - Is likely to facilitate resolutions with the intent to address each party's needs.
- 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 over-interpret, overanalyze, or make assumptions about other's motivations or perspectives in conflict situations.
- 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
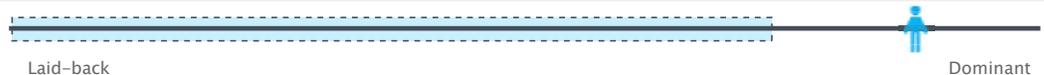
Unyielding — Cooperative

The Definition
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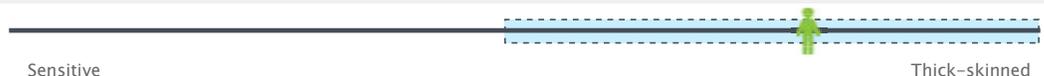
Laid-back — Dominant

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Key Insight Narrative
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The Definition
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Key Insight Narrative
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 over-interpret, overanalyze, or make assumptions about other's motivations or perspectives in conflict situations.

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Concerned — Carefree

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Introverted — Extroverted

The Definition
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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 - Is able to show a sincere concern for others, which may help when influencing coworkers

and customers alike.
- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - Is comfortable following up with others to reinforce their commitment to an idea.
- 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 - Is able to show a sincere concern for others, which may help when influencing coworkers and customers alike.

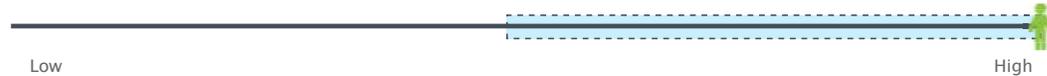## Assertiveness

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 - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.

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.

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Expressive   Reserved

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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.

Key Insight Narrative

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

WORK ORGANIZATION

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 - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- Multitasking - Adjusts to competing demands and changing priorities.
- Process-Focused - Is likely to emphasize organization and structure in day-to-day activities.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - 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

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Process-Focused

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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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Realistic Thinking

Imaginative   Practical

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Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.

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 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

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

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

- 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

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)

COMPETITIVENESS

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

Tips

Leveraging Your Competitiveness Style

Leverage your competitive style by competing with yourself, not with others. Take a moment to identify your best work to date and make a goal to top it.

Identify how you differ from your peers or competition and see how you can leverage those differences to get ahead. Figure out what makes you indispensable to the organization and leverage that. Look to those who excel and identify what makes them successful.

Use your style to motivate others to develop. Share your tips and best practices. Be cognizant of what others do well and be open to modifying your approach to leverage their strengths.

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)

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): Strategic Thinking (LinkedIn Learning):
- Deep Work: Rules for Focused Success in a Distracted World (Cal Newport)
- 4 Ways to Improve Your Strategic Thinking Skills (Harvard Business Review)
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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.

Tips

Leveraging Your Follow Through Style

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

- How to Break Away from Habit & Follow Through on Your Goals (TEDx Talks):
- Success Habits (LinkedIn Learning):
- 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

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):
- Becoming Indistractible (LinkedIn Learning):
- 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

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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):
- 3 Ways to Make Better Decisions--By Thinking like a Computer (TEDx Talks):
- 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):
- The Optimism Bias (TED Talks):
- 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)

Closing Gaps

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

Adapting Your Cautious Thinking Style

Take small risks to increase your general comfort with the unknown. Look for opportunities where you can be less cautious in your approach and take some calculated risks. Volunteer for those projects or tasks which require more risk taking.

Your tendency to carefully consider options may lead to 'analysis paralysis.' When faced with a decision, consider the time sensitivity of the situation. Give yourself a strict deadline to conduct your necessary research, evaluate alternatives, and determine a course of action. Prioritize and commit to decisions which can be made quickly and set parameters for those that require more time.

Be open-minded when considering new ideas or business opportunities that present some risk. It may be helpful to review the projects or decisions you acted on last year. Did your tendency to act cautiously impede your success? If so, be open to making decisions more quickly.

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)

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)

SOCIABILITY

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

Tips

Adapting Your Sociability Style

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

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

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

Learn More for Personal Growth

- The Power of Relationship Building (TEDx Talks): Learn More
- Build Relationships at Work (LinkedIn Learning): Learn More
- How to Win Friends & Influence People (Dale Carnegie)

- How Much Coworker Socializing Is Good For Your Career? (Forbes)

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)

For more information:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com