

# 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

4.5

### Influencing

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

4.4

### Planning and Organizing

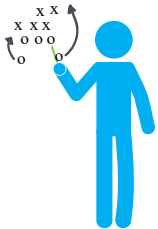
The extent to which one engages in logical and systematic thinking to develop meaningful plans for executing goals.

4.1

### Resilience

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

## 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.

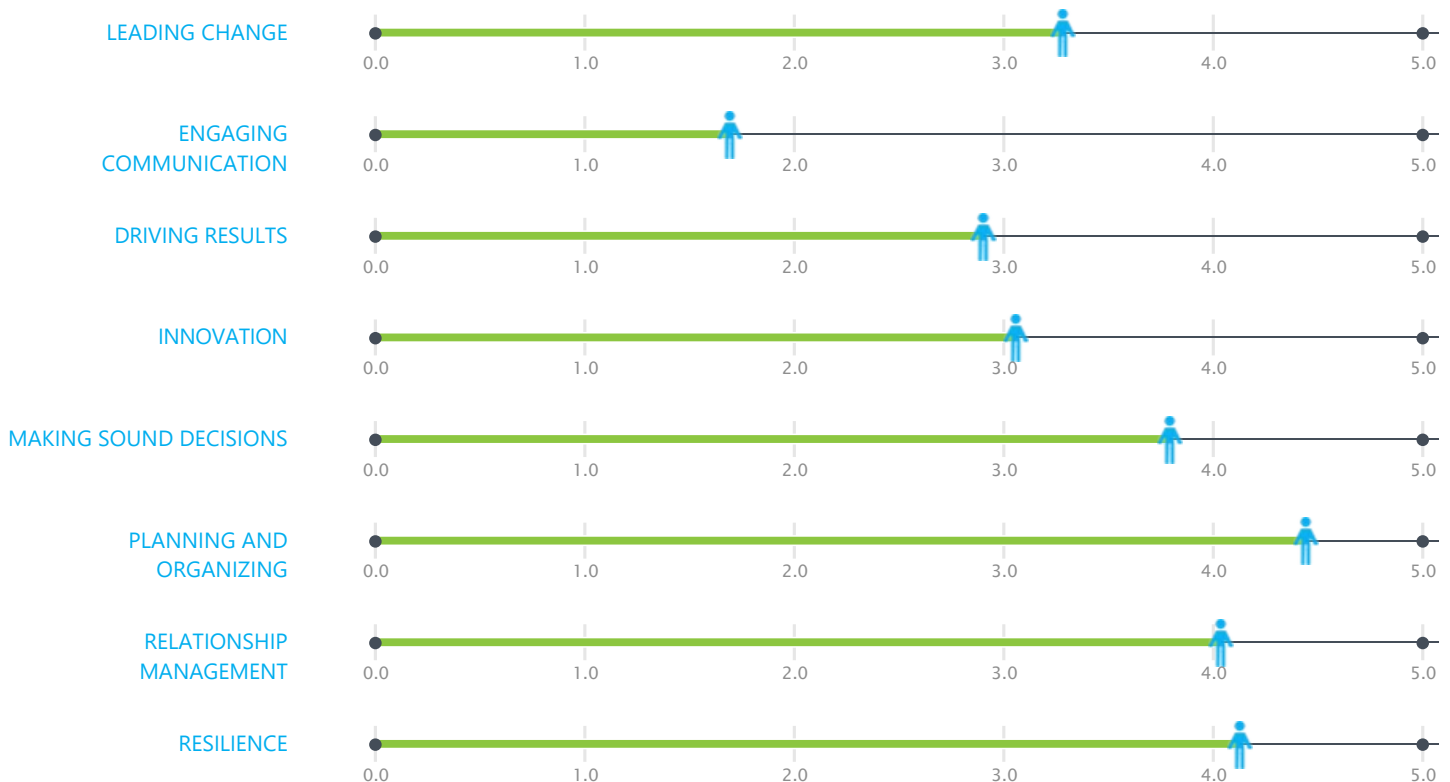
Think about your work-related goals, and use this information to identify which competencies you'd like to use for Developmental action planning. In the next section, you'll find information on developing those competencies by managing your natural attributes.

### Job Match

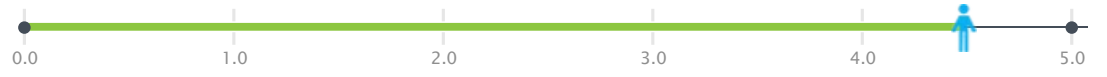


## COMPETENCY MATCH

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



INFLUENCING



LEADING CHANGE



The extent to which one leads the successful implementation of new business practices or ideas.

- Criticism Tolerance - Interprets criticism objectively; is likely to seek feedback and input from others when championing a change initiative.
- Follow Through - Will likely follow through by ensuring team members are on board to successfully accomplish a change initiative.
- Multitasking - Is likely motivated by managing unpredictable and constantly changing environments; should lead others to adapt well through change initiatives.
- Realistic Thinking - Is able to make practical recommendations for driving change across the business.
- Work Intensity - May find it difficult to adapt to frequent changes and to motivate others to adjust.

Criticism Tolerance



Follow Through



Multitasking



Realistic Thinking



Work Intensity



ENGAGING COMMUNICATION



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

- 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.
- Multitasking - May become distracted and not fully pay attention when communicating with others.
- Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.
- Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

Assertiveness



Interpersonal Insight



### Multitasking



### Positive View of People



### Sociability



## DRIVING RESULTS



The extent to which one ensures goals are met through support and accountability.

- Detail Interest - May spend too much time on the details at the expense of completing tasks in a timely manner or thinking through long-term goals.
- Follow Through - Is likely to persist and place high importance on completing all tasks assigned.
- Multitasking - Is likely to thrive in an environment with multiple work demands; is able to efficiently switch between tasks to ensure results are achieved.
- Process-Focused - May spend more time planning versus doing the work, potentially impeding the ability to drive results effectively.
- Realistic Thinking - Tends to take a practical approach to work; will focus on achieving tangible results.
- Work Intensity - May lack a sense of urgency which could inhibit the ability to inspire high effort and urgency in others.

### Detail Interest



### Follow Through



### Multitasking



### Process-Focused



### Realistic Thinking



### Work Intensity



## INNOVATION



The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

- Cautious Thinking - May be overly cautious or risk averse when generating new ideas.
- Criticism Tolerance - Is open to receiving feedback from others and should seek this to improve on innovation and ideas.
- Multitasking - May be so busy managing multiple demands that little time is allotted to innovate.
- Objective Thinking - Is capable of balancing intuition with facts when generating new ideas or considering



possibilities.

- Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.
- Reflective Thinking - Has a need to understand underlying business processes at a deep level, which is beneficial when considering alternative and innovative approaches.
- Work Intensity - May be more laid back and not see the value to quickly innovate or improve.

### Cautious Thinking



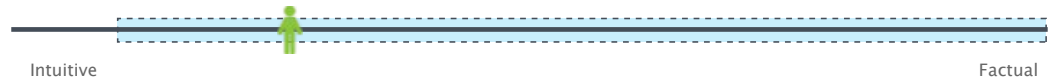
### Criticism Tolerance



### Multitasking



### Objective Thinking



### Realistic Thinking



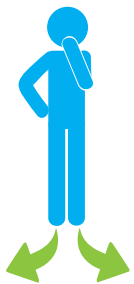
### Reflective Thinking



### Work Intensity



## MAKING SOUND DECISIONS



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

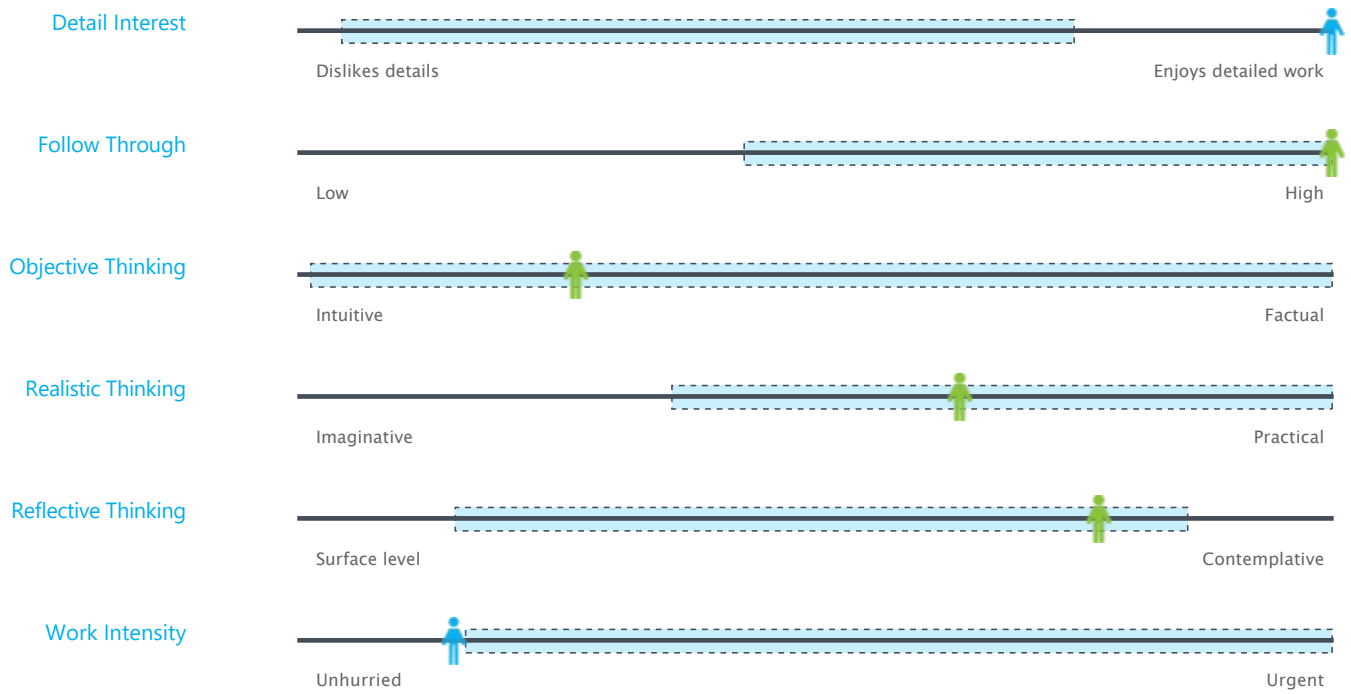
- Cautious Thinking - Is likely to carefully consider potential risks when making decisions.
- Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest - Prefers to understand things deeply and may waste time digging 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



### Criticism Tolerance



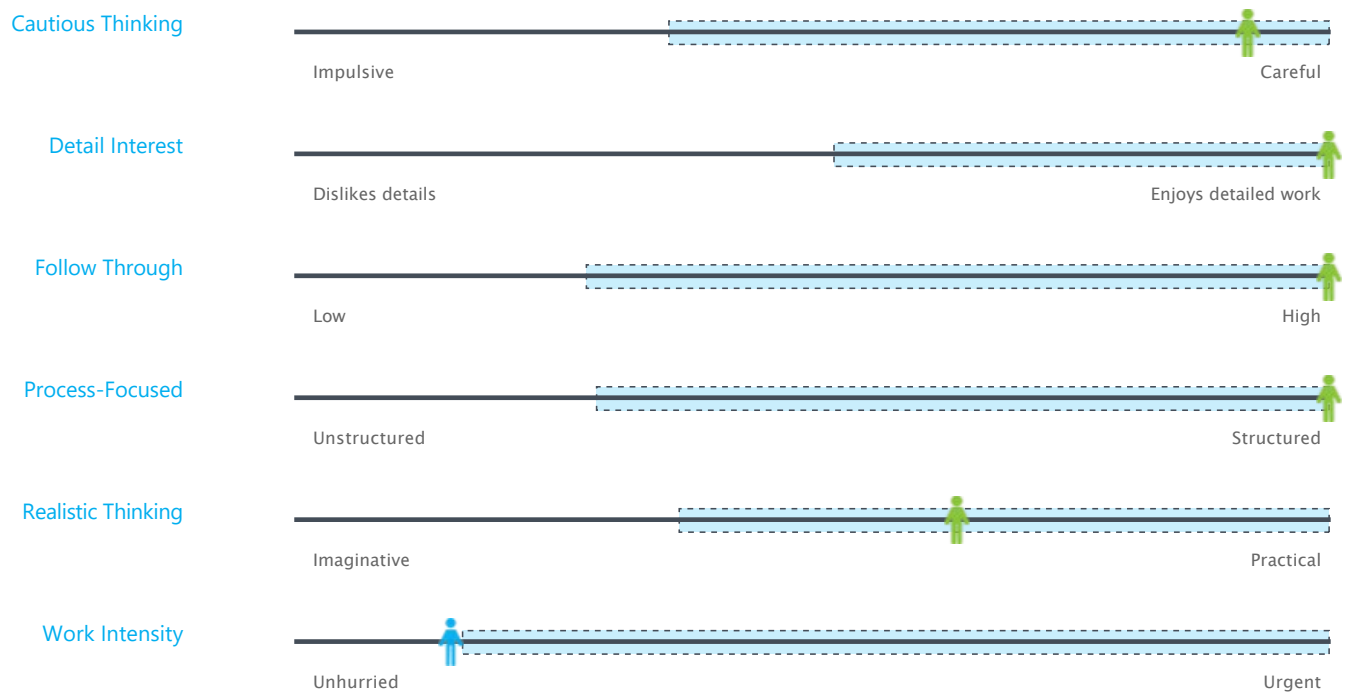


**PLANNING AND ORGANIZING**



The extent to which one engages in logical and systematic thinking to develop meaningful plans for executing goals.

- Cautious Thinking - Tends to be careful and conservative when creating plans.
- Detail Interest - Is capable of attending to details when needed in developing plans.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- 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 - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.



## 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 - Is outgoing and should naturally build solid relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

### Accommodation



### Criticism Tolerance



### Optimism



### Sociability



### Social Restraint



## RESILIENCE



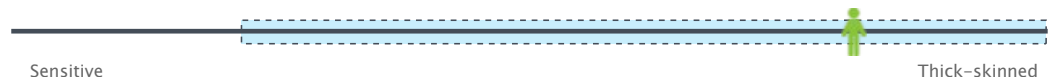
The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- 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.

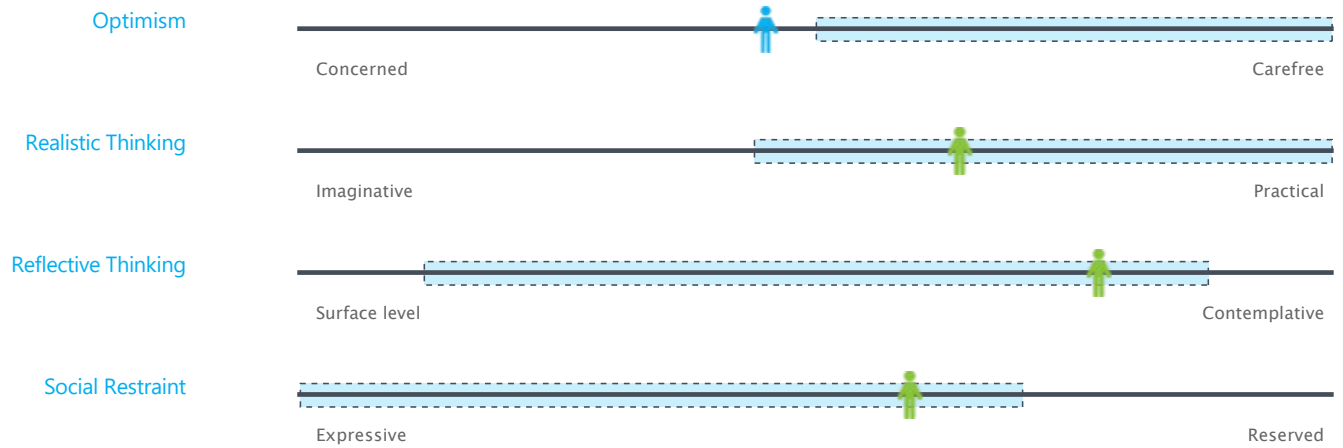
### Accommodation



### Criticism Tolerance





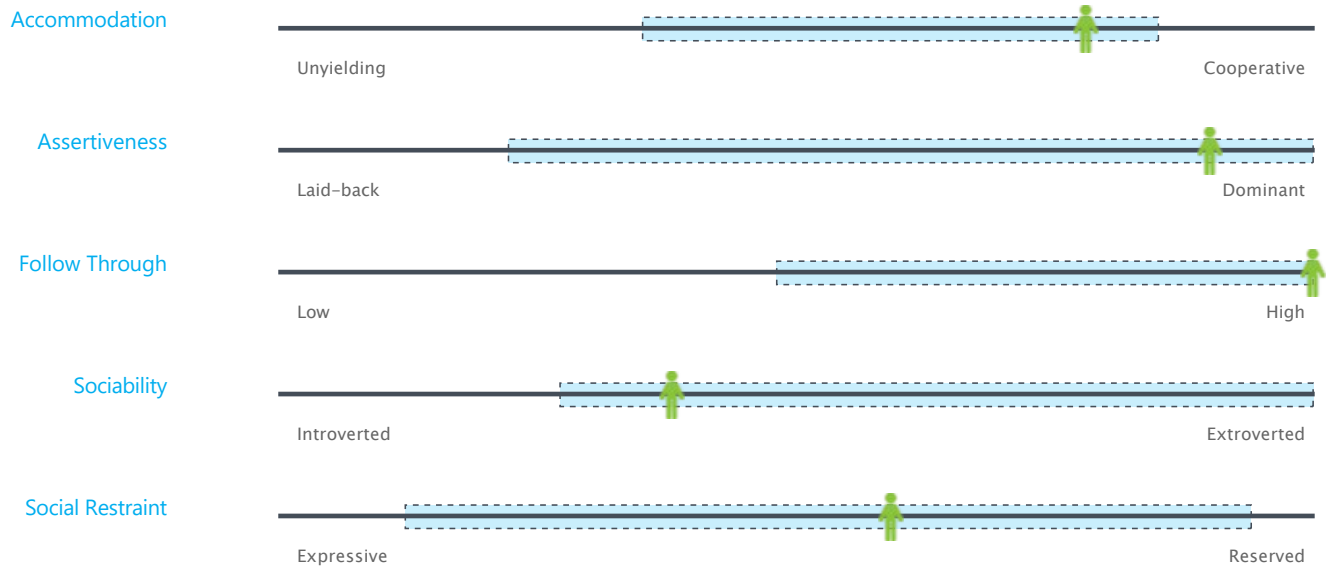


INFLUENCING



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.



## 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): Influencing, Relationship Management)*

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): Influencing)*

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, Planning and Organizing)*

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)

### CRITICISM TOLERANCE

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

## Tips

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### Leveraging Your Criticism Tolerance Style

*(this may impact the following competency(ies): Innovation, Leading Change, Making Sound Decisions, Relationship Management, Resilience)*

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

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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)

### 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): Planning and Organizing)*

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): Driving Results, Influencing, Leading Change, Making Sound Decisions, Planning and Organizing)*

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)

### INTERPERSONAL INSIGHT

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

## Tips

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### Leveraging Your Interpersonal Insight Style

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

Leverage your interpersonal insight to appropriately adjust your behavior as you interact with others.

You have a natural ability to understand the feelings and behaviors of others. Use this ability to build strong relationships by demonstrating empathy and understanding.

Help someone who struggles with reading people. Observe the person and provide specific feedback on how the person could demonstrate stronger interpersonal insight to achieve a better result.

## 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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### Leveraging Your Multitasking Style

*(this may impact the following competency(ies): Driving Results, Leading Change)*

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

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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)

### 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

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### Leveraging Your Objective Thinking Style

*(this may impact the following competency(ies): Innovation, 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): Planning and Organizing)*

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): Driving Results, Innovation, Leading Change, Making Sound Decisions, Planning and Organizing, 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): Innovation, 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): Influencing, Relationship Management)*

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): Influencing, 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)



## 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): Resilience)*

You may be inclined to let things go versus voice your concerns. When something bothers you, remember to speak up or you may begin to feel as if others are taking advantage of you.

Think of yourself as a steward of your company, responsible for acting in the company's best interests at all times. When a customer makes a request, consider if it is reasonable based on the business relationship.

Maintain a balance between your concern for people and holding them accountable. Evaluate others based on task accomplishment and contribution to the organization as well as on their likeability and your relationship.

## 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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### Adapting Your Assertiveness Style

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

Avoid interrupting and practice active listening when communicating with others. At the end of conversations, summarize back what you heard to ensure that you understood the other person's point of view. Ask questions prior to giving your opinion. Remember, if you are constantly expressing your opinion to the exclusion of others', you may be tuned out.

Assertiveness can sometimes be perceived as negative. Consider whether your requests sound overly directive. Do your questions sound more like demands than requests? Do you consider other people's priorities and timelines before you petition for their help? Use kinder, more diplomatic language to encourage collaboration and feedback.

To avoid sounding abrasive, remember to confront the issue instead of the person.

## 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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### Adapting Your Cautious Thinking Style

*(this may impact the following competency(ies): Innovation)*

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

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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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### Adapting Your Detail Interest Style

*(this may impact the following competency(ies): Driving Results, Making Sound Decisions)*

Be cautious of getting so bogged down in the details that you lose sight of the larger picture. Step back occasionally to ensure that the task you are working on is contributing to the overall goal. Ask yourself, how critical is this detail? What impact will it have? Is this detail worth the time required?

Avoid spending so much time on details that you miss a deadline or delay a project. Commit to a finite time frame and move on once you have completed the task. Sometimes things do not need to be perfect. Consider how much your time is worth and if this level of detail is necessary to effectively complete the task. If you're not sure, ask coworkers for feedback on whether the level of detail you're providing is beneficial.

Be cognizant of how others want to receive information. While you may be interested in understanding all the details and nuances, others may prefer to hear just the highlights. Before you present information, ask yourself, who is the target audience? Do they need to know the details? After you communicate, ask for feedback to determine whether or not you conveyed the appropriate level of information.

## 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)

### 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): Engaging Communication, Innovation)*

Although you enjoy handling many tasks at once, you may need to make an effort to stay focused. Make sure you allocate time to work on a single task when required. Resist the temptation to check e-mail, answer the phone, or attend to other distractions. If you have a job where you can work at home or come in early to accomplish these tasks, you may be less distracted.

When shuffling between tasks, it's easy to 'drop the ball' and overlook something important. To avoid this, make a prioritized and detailed to-do list with due dates for each item. Throughout the day, refer back to your list to help you stay on track. Use tools like OneNote or other note taking software to help keep your lists organized.

You may be tempted to attend to unrelated projects when working with others or attending meetings. Be cognizant that others might interpret your multitasking as not paying attention. Make sure to give your peers your undivided attention. Put away distractions and be fully present in the discussion. If you are a leader, resist the urge to multitask when someone comes to speak to you. What you see as efficiency may be perceived as indifference.

### 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): 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)

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): Engaging Communication)*

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)

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): Driving Results)*

Be careful that your desire for organization does not cause you to become inflexible and overly frustrated by unexpected changes. Take a moment to understand why the change is occurring, and how you can adjust your process to accommodate this change. Then, accept the change and move forward.

Ask your boss or a trusted mentor to give you examples of a time when your organized approach was a hindrance rather than an asset. Learn to recognize similar situations and modify your approach accordingly.

Spend less time planning your actions, especially at the detail level, and more time implementing them. Record the amount of time you spend each week organizing your workspace or planning your activities. Try to reduce this time a little each week.

### 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): Engaging Communication)*

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)

## 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): Driving Results, Innovation, Leading Change, Making Sound Decisions, Planning and Organizing)*

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)