

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



Resilience

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



Leading Leaders

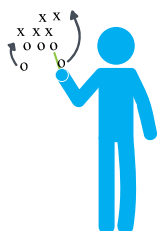
The extent to which one empowers leaders to achieve clear, ambitious organizational goals.



Making Sound Decisions

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

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



LOGICAL REASONING

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



ABSTRACT REASONING

A measure of an individual's ability to solve problems involving abstract concepts.

Match Area =

LOGICAL REASONING

Logical Reasoning Ability

Low

High

The Definition

A measure of an individual's ability to solve complex problems with limited and missing information.

Key Insight Narrative

Should be effective interpreting and drawing logical conclusions from information.

ABSTRACT REASONING

Abstract Reasoning Ability



The Definition

A measure of an individual's ability to solve problems involving abstract concepts.

Key Insight Narrative

Should be effective interpreting and drawing conclusions from abstract information.

COMPETENCY MATCH

CULTIVATING LEADERS



The Definition

The extent to which one creates a high performance environment in which leaders are continuously developed and are actively developing others.

MAKING SOUND DECISIONS



The Definition

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

EXECUTION FOCUSED



The Definition

The extent to which one executes the organization's strategy effectively and achieves the desired business results.

LEADING LEADERS



The Definition

The extent to which one empowers leaders to achieve clear, ambitious organizational goals.

LEVERAGING RELATIONSHIPS



The Definition

The extent to which one navigates the social and political aspects of the organization successfully and positively.

RESILIENCE



The Definition

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

STRATEGIC COMMUNICATION



The Definition

The extent to which one communicates inside and outside the organization through multiple channels in ways that are coherent, consistent and drive the strategic objectives of the business.

STRATEGIC THINKING



The Definition

The extent to which one considers long term implications, explores patterns and builds support for a long-term vision.

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CULTIVATING LEADERS



The extent to which one creates a high performance environment in which leaders are continuously developed and are actively developing others.

- Accommodation - Has an accommodating style; is likely to devote time to developing others.
- Criticism Tolerance - Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.
- Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.
- Optimism - Is likely to stay positive when developing others and help team members maintain confidence in their growth potential.
- Positive View of People - Has a cautious view of others; may take a more skeptical approach in development and may underestimate the accomplishments or potential of others.
- Sociability - Is not likely to invest the time establishing rapport with coworkers, which may impact ability to motivate and develop team members.
- Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.

Accommodation

**The Definition**

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Key Insight Narrative

Accommodation - Has an accommodating style; is likely to devote time to developing others.

Criticism Tolerance

**The Definition**

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

Key Insight Narrative

Criticism Tolerance - Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.

Multitasking

**The Definition**

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Key Insight Narrative

Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.

Optimism



The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

Key Insight Narrative

Optimism - Is likely to stay positive when developing others and help team members maintain confidence in their growth potential.

Positive View of People



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Key Insight Narrative

Positive View of People - Has a cautious view of others; may take a more skeptical approach in development and may underestimate the accomplishments or potential of others.

Sociability



The Definition

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

Key Insight Narrative

Sociability - Is not likely to invest the time establishing rapport with coworkers, which may impact ability to motivate and develop team members.

Work Intensity



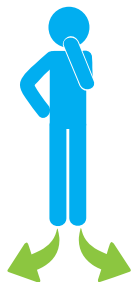
The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

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

MAKING SOUND DECISIONS



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

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest - Is likely to take time to consider the relevant details before moving forward with a decision.
- Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking - Relies heavily on facts and data when making decisions.
- 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



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 - May take unnecessary risks when making decisions.

Criticism Tolerance



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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



The Definition

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

Key Insight Narrative

Detail Interest - Is likely to take time to consider the relevant details before moving forward with a decision.

Follow Through



The Definition

The extent to which individuals can be relied upon 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



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 - Relies heavily on facts and data when making decisions.

Realistic Thinking



The Definition

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

Key Insight Narrative

Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.

Reflective Thinking



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



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.

EXECUTION FOCUSED



The extent to which one executes the organization's strategy effectively and achieves the desired business results.

- Assertiveness - May have difficulty holding others accountable or having tough conversations.
- Detail Interest - Ensures the accuracy of details related to the organization's strategy and business results.
- Multitasking - Is likely to execute strategies effectively and achieve results, even in unpredictable and constantly changing environments.
- Positive View of People - May be cautious in trusting others or difficult to please, which may create a negative environment for achieving business results.
- Process-Focused - Approaches work in an organized fashion with defined process and plans, which should contribute to achieving desired business results.
- Realistic thinking - Is likely to be pragmatic when executing business strategies and is focused on achieving tangible results.
- Work independence - Tends to over-rely on others before executing a strategy or pushing for business results; may come across as indecisive or too dependent on others.
- Work Intensity - May have a less hurried work style which could limit the ability to achieve business results or motivate others.

Assertiveness



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

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Process-Focused



The Definition

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

Key Insight Narrative

Process-Focused - Approaches work in an organized fashion with defined process and plans, which should contribute to achieving desired business results.

Realistic Thinking



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 - Is likely to be pragmatic when executing business strategies and is focused on achieving tangible results.

Work Independence



The Definition

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

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Work Independence - Tends to over-rely on others before executing a strategy or pushing for business results; may come across as indecisive or too dependent on others.

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LEADING LEADERS



The extent to which one empowers leaders to achieve clear, ambitious organizational goals.

- Accommodation - Tends to be highly accommodating and may struggle having difficult conversations with the team.
- Assertiveness - May not exhibit a strong presence in leading others; may come across as too passive.
- Criticism Tolerance - Is likely to value feedback and adapt leadership style to best meet the needs of the team.
- Multitasking - Is capable of leading a variety of initiatives at the same time.
- Positive View of People - Tends to perceive others from a slightly negative perspective and may not give them the benefit of the doubt.
- Realistic Thinking - Will likely set practical and achievable goals for the team.
- Work Independence - Is able to delegate appropriately and drive initiatives independently when needed.
- Work Intensity - Tends to be laid back and may not consistently drive the team to deliver their best performance.

Accommodation



The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

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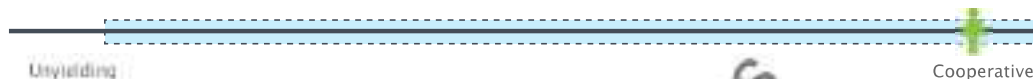
Work Intensity - Tends to be laid back and may not consistently drive the team to deliver their best performance.



The extent to which one navigates the social and political aspects of the organization successfully and positively.

- Accommodation - Should make a concerted effort to be positively received by others, which will assist in building alliances.
- Criticism Tolerance - Should interact with others without becoming defensive or overly sensitive.
- Multitasking - May become distracted during conversations and not devote the necessary time and personal attention required to build meaningful relationships.
- Optimism - Should remain optimistic when interacting with others.
- Positive View of People - Likely somewhat guarded and skeptical of others, which may impact the ability to build trusting relationships.
- Work Intensity - Is likely to demonstrate a more relaxed work pace; may become disconnected from others when work becomes busy or demanding.

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RESILIENCE



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

- Accommodation - 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.

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Reflective Thinking



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

Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

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

STRATEGIC COMMUNICATION



The extent to which one communicates inside and outside the organization through multiple channels in ways that are coherent, consistent and drive the strategic objectives of the business.

- Assertiveness - Is likely to be reserved in communication style; may have difficulty taking a stand or delivering direct and compelling messages.
- Criticism Tolerance - Should be able to communicate with others without becoming defensive or overly sensitive.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Optimism - Should be perceived as optimistic and positive 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.
- Social Restraint - May be perceived as overly serious or too formal in business interactions.

Assertiveness



The Definition

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

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Criticism Tolerance



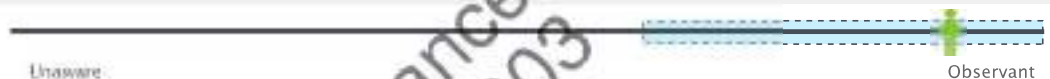
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Key Insight Narrative

Criticism Tolerance - Should be able to communicate with others without becoming defensive or overly sensitive.

Interpersonal Insight



The Definition

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

Key Insight Narrative

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

Optimism



The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

Key Insight Narrative

Optimism - Should be perceived as optimistic and positive when communicating with others.

Positive View of People



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

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Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.

**The Definition**

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

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Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

Social Restraint

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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 - May be perceived as overly serious or too formal in business interactions.

STRATEGIC THINKING



The extent to which one considers long term implications, explores patterns and builds support for a long-term vision.

- Assertiveness - May be less likely to communicate ideas, solutions or opinions about the strategic vision of the business.
- Cautious Thinking - Should be capable of taking risks which can lead to innovation.
- Criticism Tolerance - Should be able to receive feedback objectively and use it to adjust and improve the vision.
- Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.
- Reflective Thinking - May overthink situations or gather more information than is necessary to complete the job.

Assertiveness

**The Definition**

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

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Realistic Thinking



The Definition

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

Key Insight Narrative

Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.

Reflective Thinking



The Definition

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Key Insight Narrative

Reflective Thinking - May overthink situations or gather more information than is necessary to complete the job.

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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): Cultivating Leaders, Leveraging Relationships)

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)

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

Leveraging Your Cautious Thinking Style

(this may impact the following competency(ies): Strategic Thinking)

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

- 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

Leveraging Your Criticism Tolerance Style

(this may impact the following competency(ies): Cultivating Leaders, Leading Leaders, Leveraging Relationships, Making Sound Decisions, Resilience, Strategic Communication, Strategic Thinking)

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

(this may impact the following competency(ies): Execution Focused, Making Sound Decisions)

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): [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

Leveraging Your Follow Through Style

(this may impact the following competency(ies): Making Sound Decisions)

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): [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

Leveraging Your Interpersonal Insight Style

(this may impact the following competency(ies): Strategic 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

- 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

Leveraging Your Multitasking Style

(this may impact the following competency(ies): Cultivating Leaders, Execution Focused, Leading Leaders)

Leverage this strength by multitasking smartly. Group together tasks that require a similar skill, mindset, or level of concentration. By streamlining your process, you can complete tasks with greater efficiency and ease.

To maximize your productivity, differentiate between those tasks that require focus and those you can multitask. There are some tasks that you can easily dip in and out of without sacrificing quality. However, other tasks require your undivided attention for a solid period of time.

Because you are comfortable multitasking, you can use down time wisely by saving small, easy tasks for those brief windows of extra time you may find throughout the day.

Learn More for Personal Growth

- A Powerful Way to Unleash your Natural Creativity (TED Talks): [Learn More](#)
- Becoming Indistractable (LinkedIn Learning): [Learn More](#)
- Secrets of Multitasking: Slow down to Speed up (American Management Association)
- The Effective Executive: The Definitive Guide to Getting the Right Things Done (Harperbusiness Essentials) (Peter F. Drucker)

OBJECTIVE THINKING

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Tips

Leveraging Your Objective Thinking Style

(this may impact the following competency(ies): Making Sound Decisions)

Leverage your objective thinking style by finding opportunities to solve problems and make decisions. Your tendency to focus on facts and data can be incredibly valuable when tackling tough organizational challenges. When your team is faced with a challenge, volunteer to consider options and propose fact-based actions.

Share your decision making process to help others understand how you arrived at your conclusions. Explain your thinking and share the facts that you considered. Speak up in meetings and volunteer your point of view.

Your ability to be objective makes you less likely to take things personally. Utilize this strength by asking for feedback and constructive criticism to help you improve.

Learn More for Personal Growth

- 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)

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

(this may impact the following competency(ies): Cultivating Leaders, Leveraging Relationships, Strategic Communication)

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): [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)

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

Leveraging Your Process-Focused Style

(this may impact the following competency(ies): Execution Focused)

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

- 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

Leveraging Your Realistic Thinking Style

(this may impact the following competency(ies): Execution Focused, Leading Leaders, Making Sound Decisions, Resilience, Strategic Thinking)

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

- 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

Leveraging Your Reflective Thinking Style

(this may impact the following competency(ies): Making Sound Decisions, Resilience)

Leverage your preference for careful consideration to research relevant data and information. Plan ahead to ensure you have given yourself enough time to gather the facts before you need to take action.

Often, our work day is so busy with action oriented tasks, that it can be difficult to find time for thoughtful consideration. Schedule time to allow yourself to think without distractions. You may also want to schedule meetings with others for the sole purpose of thinking through ideas and solutions.

Learn More for Personal Growth

- 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)

SOCIAL RESTRAINT

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Tips

Leveraging Your Social Restraint Style

(this may impact the following competency(ies): 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

- Body Language and Approachability (LinkedIn learning): [Learn More](#)
- Preparing for Successful Communication (LinkedIn Learning): [Learn More](#)
- The Benefits Of Expressing Your Emotions (Forbes)
- How Leaders Can Open Up to Their Teams Without Oversharing (Harvard Business Review)

WORK INDEPENDENCE

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

Tips

Leveraging Your Work Independence Style

(this may impact the following competency(ies): Leading Leaders)

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

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

Learn More for Personal Growth

- Delegating Tasks (LinkedIn Learning): [Learn More](#)
- Leading Yourself (LinkedIn Learning): [Learn More](#)
- How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions (David Straus & Thomas C. Layton)
- Why aren't you delegating? (Harvard Business Review)



Closing Gaps

ACCOMMODATION

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Tips

Adapting Your Accommodation Style

(this may impact the following competency(ies): Leading Leaders, 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

- 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

Adapting Your Assertiveness Style

(this may impact the following competency(ies): Execution Focused, Leading Leaders, Strategic Communication, Strategic Thinking)

Practice asserting yourself by actively participating in meetings or group settings. Take time to prepare in advance, listen attentively, ask and respond to questions and request clarification when needed. This will help you feel more comfortable when you need to take the lead or express your opinion.

Remember that your thoughts, ideas, and opinions are as valid as anyone else's so be confident in what you say and do.

Avoid using language that devalues your ideas or opinions. Take out filler words and qualifying phrases, such as "I could be wrong, but..." and "I just think that..."

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 (Georgiana Bonadio)
- 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

Adapting Your Cautious Thinking Style

(this may impact the following competency(ies): Making Sound Decisions)

Avoid making snap decisions or quick assumptions. Think through critical situations before you commit to an approach. Force yourself to take time to consider alternatives and to carefully evaluate your options before taking action.

To really understand an issue, ask questions and do your research. Make a list of what you need to know and who you need to speak with in order to make an informed decision. Don't come to a final conclusion until you have the answers.

When making critical decisions, include those who are more inclined to recognize and mitigate risks. Specifically, identify 2-3 great decision makers to run your ideas by.

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)

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

Adapting Your Multitasking Style

(this may impact the following competency(ies): Leveraging Relationships)

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

- 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

Adapting Your Optimism Style

(this may impact the following competency(ies): 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

- Being Positive at Work (LinkedIn Learning): [Learn More](#)
- The Optimism Bias (TED Talks): [Learn More](#)
- Optimism might be Stifling your Team (Harvard Business Review)
- Learned Optimism: How to Change Your Mind and Your Life (Martin E. P. Seligman)

POSITIVE VIEW OF PEOPLE

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Tips

Adapting Your Positive View of People Style

(this may impact the following competency(ies): Cultivating Leaders, Execution Focused, Leading Leaders, Leveraging Relationships, Strategic 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

- 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)

REFLECTIVE THINKING

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

Tips

Adapting Your Reflective Thinking Style

(this may impact the following competency(ies): Strategic Thinking)

Your preference to carefully consider an issue before taking action may not be conducive to the fast pace of business. Set a realistic deadline by which you will have thought through an issue and made a decision. Hold yourself accountable for meeting this deadline.

View decision making as a trade-off between having all the information and being timely. Consciously weigh the analysis cost against the price of not taking timely action. When the consequences of a wrong decision are cheap and the value of taking action is high, do not waste your resources with excessive analysis.

When you find yourself overthinking a situation or stuck in 'analysis paralysis', remind yourself that you cannot control everything. It is not feasible to consider every possible eventuality in an attempt to avoid ever making a mistake. No one can foresee all possible scenarios, so give yourself a break and try to let go.

Learn More for Personal Growth

- 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

Adapting Your Sociability Style

(this may impact the following competency(ies): Cultivating Leaders, Strategic 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

- 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

Adapting Your Social Restraint Style

(this may impact the following competency(ies): Strategic Communication)

Make an effort to engage in "small talk" with your coworkers, even if you don't perceive this as a productive use of time. Engage in casual conversation with others to help build trusting work relationships.

Watch your body language when conversing with others. Do your nonverbal cues come across as uptight or distant?

Find opportunities to let your guard down. Participate in informal social events with coworkers and make a concerted effort to relax and enjoy the interaction. As you become more comfortable, try opening up a little bit about yourself.

Learn More for Personal Growth

- Body Language and Approachability (LinkedIn Learning): [Learn More](#)
- Preparing for Successful Communication (LinkedIn Learning): [Learn More](#)
- The Benefits Of Expressing Your Emotions (Forbes)
- How Leaders Can Open Up to Their Teams Without Oversharing (Harvard Business Review)

WORK INDEPENDENCE

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

Tips

Adapting Your Work Independence Style

(this may impact the following competency(ies): Execution Focused)

Determine the weight or importance of an issue before you seek input from others. If the issue isn't overly pressing, try to formulate a solution or decision on your own. This will help you gain confidence to make increasingly impactful decisions.

When discussing a problem with your boss or team, be ready with proposed solutions rather than wait for others to make suggestions. Come prepared with data and facts to support your ideas, so you will be more confident when making proposals.

Identify a colleague or friend who you can use as a sounding board. When you have doubts about your decisions, run your thoughts by that person.

Learn More for Personal Growth

- Delegating Tasks (LinkedIn Learning): [Learn More](#)
- Leading Yourself (LinkedIn Learning): [Learn More](#)
- How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions (David Straus & Thomas C. Layton)
- Why aren't you delegating? (Harvard Business Review)

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

(this may impact the following competency(ies): Cultivating Leaders, Execution Focused, Leading Leaders, Leveraging Relationships, Making Sound Decisions)

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)

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