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Women in Leadership:

Capability Development Report

Report For High Score

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Women in Leadership: Capability Development Report Overview

About this Report

This report is designed for individuals in managerial and leadership roles. It is organized around key constructs and capabilities that have been shown to help drive success for women in leadership. This report will help you better understand your natural potential in each of these areas and can serve as a key input into your development efforts.

Key Reminders

There are a few important things to keep in mind when reading your report:

- Resist the temptation to evaluate higher results as “good” and lower results as “bad”. Higher results do not necessarily indicate greater competence, nor do lower results necessarily indicate deficiency. Interpretation is context specific. So, when reviewing your results, it is critical to consider the unique context and demands that you face in your role.
- Higher results can indicate greater potential, whereas lower results can indicate less natural potential in a given area. For example, a person with higher results on capabilities related to “Lead with Personal Vision” but lower on those related “Influence Up” dimension, indicates less natural tendency for being politically savvy and confidently interacting with authority, but stronger tendency to drive to achieve and self-advocate.
- All profiles will indicate areas of strength as well as some potential development opportunities. It is important to examine your profile holistically and consider how your results interact with each other and the context of your role. Becoming more aware of your areas of strength and development opportunities can help you understand how to best leverage your strengths as well as how you may need to adapt your mindset or approach to meeting situational demands.

Report Contents

This report is organized around eight constructs that categorize 21 key capabilities found to enable success. You will see an executive summary that provides the overall results, followed by more detail for each of the manager capabilities, including development suggestions for each.

Results

You will receive feedback on results for the 21 key capabilities. Higher results indicate greater natural potential, whereas lower results indicate less natural potential for a capability. Your highest and lowest results indicate which aspects tend to be most salient, impactful, and readily noticed by others.

Capabilities Result Example

The example below shows the manager capability of “Self-Reflection”. For each capability, you will see its definition, your numerical result, typical work behaviors related to that capability, including high and low indicators, and finally, a series of development tips.

Examine Mindset & Beliefs

Self-Reflection: Reflects on the self-limiting beliefs that may be holding oneself back.



Work behaviors related to this capability typically include:

- Reflects on one's values, beliefs and experiences
- Learns from the past and takes helpful insights forward
- Reflects on how one's mindset predetermines a response to or interpretation of situations



Low Score:

- Accepts self-limiting beliefs as true and unchanging
- Prefers focusing effort working on familiar tasks or tasks within one's comfort zone, missing opportunities to gain new experience and learn
- Misses opportunities to challenge one's own set ways of thinking and tends to react the same



High Score:

- Effectively keeps self-limiting beliefs at bay
- Actively seeks experiences and applies insights learned from those experiences to future opportunities
- Demonstrates comfort in challenging one's own thinking in favor of exploring more effective ways to react to challenging situations

Development Suggestions:

- Think about situations in which you commonly feel less self-assured, and work to document what you think about during that time. Ask a trusted mentor or friend to help you reframe that thinking and focus on how you can effectively contribute in the moment.
- Consider steering away from tried-and-true methods or following rules without asking where they came from and why they were formulated. Stronger preferences for clear process parameters may cause overlooking possible improvements or new approaches. Make a conscious effort to ask others for input on opportunities you are considering or if changing course may be beneficial.
- Consider a recent decision you made that did not lead to the outcome you expected. Reflect on how you went about making the decision (e.g., what information did you use, how do you typically use information, etc.) and what outcomes arose from that decision that you did or did not consider. Use this reflection to create new ways of thinking when you are faced with new decisions moving forward.

Focusing on capabilities with lower results may yield the quickest gains, but you may still choose to still focus some effort on development suggestions from capabilities with higher results as well.

Capability Results Summary

Key Concept	Capabilities	Summary Result
Examine Mindset & Beliefs	Self-Reflection	Medium
	Self-Regulation	High
Lead with Personal Vision	Driven	High
	Self-Advocacy	High
	Communicates Personal Vision	High
Work at the Right Level	Prioritize	Low
	Delegate	High
	Courage	High
Communicate Strategically	Enterprise Perspective	High
	Communication	High
Network to be Influential	Build Relationships	High
	Authenticity	High
Project Confidence & Presence	Self-Efficacy	High
	Presentation	High
	Connection	High
Influence Up	Interpersonal Influence	High
	Political Savvy	High
	Confidence Interacting with Authority	High
Develop Resilience and Boundaries	Resilient	High
	Positive Outlook	High
	Stress Management	High



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Examine Mindset & Beliefs (continued)

Self-Regulation: Monitors and controls own behavior, emotions, or thoughts, altering them in response to the situation.



Work behaviors related to this capability typically include:

- Monitors one's trip-wires during interactions with others
- Reframes one's mindsets to produce more positive outcomes
- Engages in mental preparation before important interactions to be in the best frame of mind



Low Score:

- Allows negative self-talk to stop them from taking action
- Tends to lack self-awareness which may lead to ineffective approaches to different scenarios at work
- Struggles to control emotions or maintain self-disciplined behavior during important interactions



High Score:

- Understands when to replace negative self-talk with positive to allow one's self to take needed action
- Is self-aware and capable of consistently adapting one's approach to different scenarios at work
- Demonstrates consistently optimistic demeanor, positive attitude, and selfdiscipline during important interactions

Development Suggestions:

- Think about situations in which you commonly feel less self-assured, and outline what you are saying to yourself in them. Ask a trusted mentor or friend to help you identify your negative self-talk and how to reframe it in a way that helps you see your strengths and how to use them in that situation.
- Monitor your communication at work, noticing when you use phrases such as "that will never work...I am not sure I can do that...maybe I should wait..." which may cause you to miss opportunities. Try to substitute different language such as, "May I suggest...if it were my decision, I might...my point of view is..." which will encourage others to listen to your input.
- Before your next important meeting or conversation, take time to think about what the best outcome would be and what objections or issues may be raised. Prepare yourself for what you want to say and how you should say it to achieve the desired outcome. It can also be helpful to talk through these scenarios with your manager or a trusted advisor and gather real feedback ahead of the discussion.

Lead with Personal Vision

Driven: Takes the initiative to advance one's development and career with the long term in mind



Work behaviors related to this capability typically include:

- Creates a clear career development plan
- Knows what strengths to leverage and what developmental gaps to address
- Takes accountability for one's own development and career plan



Low Score:

- Content to take guidance or direction from others around one's own personal development
- Typically fails to prioritize or make timely decisions regarding own development or career
- Requires prompting or encouragement to take "next steps"



High Score:

- Makes proactive development decisions in alignment with a long-term personal vision
- Proactively seeks help when it is needed to accomplish objectives
- Persists when efforts are not immediately met with success

Development Suggestions:

- Spend some time thinking about the vision you have for yourself and your leadership. Determine what kind of leader you want to be and how that integrates into your personal and professional life.
- Do not avoid tough conversations and gathering input on your own performance. Direct communication can be uncomfortable, but work to provide and accept it without alienating people. Listen to others and ask about the impact your actions had on others. Test your feedback messages with a trusted colleague to make sure they are received with the appropriate power and intention.
- People struggle to persist when they do not understand the motivations underlying their aspirations. Document both, and determine what development efforts can help you realize your aspirations. Keep this list accessible to remind yourself that you need to make a commitment to your own personal development to get what you want from your career.



Lead with Personal Vision (continued)

Self-Advocacy: Speaks up or acts on one's own behalf.



Work behaviors related to this capability typically include:

- Shares successes, achievements and aspirations
- Seeks developmental opportunities
- Negotiates promotions, compensation and rewards



Low Score:

- Uncomfortable, uninterested or unmotivated in tasks that require selfadvocacy
- Waits for others to offer up opportunities or promotions
- Expects one's good performance to be rewarded fairly



High Score:

- Makes ideas, work and aspirations known to important stakeholders and sponsors
- Asks for opportunities for growth and development
- Negotiates promotions, compensation and rewards proactively

Development Suggestions:

- Avoid using words like self-promotion, bragging or boasting even silently in your own head. Instead, think about making your work more visible, sharing the impact you've had on the organization, and being excited about ways to add more value.
- Do not assume that if you explain an idea well, others will support it. Support for ideas, changes, and new ventures needs to be gathered and earned. Before you share your next important idea, prepare to be able to explain how other people will benefit from it. Work on tying your idea to an already acknowledged problem also can help you sell it.
- When you seek a new challenge or are negotiating, stop fearful thoughts and replace them with positive ones. Ask yourself questions and document your reflections to gain perspective. How are you describing the request to yourself? In the past when I took on a new effort, what did I do well? How did I handle it? What actions did I take that really worked for me? Which personal attributes did I use to help view things positively? Use an optimistic mindset to have a productive conversation about what you need.

Lead with Personal Vision (continued)

Communicates Personal Vision: Passionately and effectively communicates personal vision to others.



Work behaviors related to this capability typically include:

- Shares a well-articulated leadership vision
- Focuses attention on what matters most
- Inspires confidence through personal brand and aspirations



Low Score:

- Lacks personal vision or career goals
- Does not proactively share personal vision or career goals
- Allows others' influence or external forces to shape one's career path



High Score:

- Sets high aspirations for what one wants to accomplish
- Works diligently to achieve personal vision and goals
- Engages others to help achieve one's vision and inspires others to do the same

Development Suggestions:

- To define a personal vision for your career, dig down to what is fundamentally important to you. Ask yourself what you want to do, not what you should do. Each time you think you have an answer, ask yourself why you want it. In the end, create a vision for what you truly desire.
- Focus on achieving your personal vision by creating an action plan using specific, measureable, achievable, relevant, and time-bound (i.e., SMART) goals. Write out one or two small actions you can take in the coming week specific to each category of your vision, and set a goal to complete at least one per week so that you can feel like you are making progress. As you achieve these small goals, create a new one that takes you one step further.
- Make yourself accountable by telling a small group of trusted colleagues or your family about your vision. Start reporting regularly, by the week or even the day. Use phrases like "I did this to support my vision today." It's important to share what you are trying to achieve with those in your work and personal life. If you do not tell them, they will not know how to support you. Be comfortable allowing them to help you succeed.

Work at the Right Level

Prioritize: Determines the most valuable and strategic use of one's time.



Work behaviors related to this capability typically include:

- Balances tactical execution with strategic activities
- Puts in the appropriate time and effort for the task and desired outcome
- Is able to create focus and limit distractions



Low Score:

- Procrastinates or is easily distracted
- Underestimates time demands for projects
- Has issues meeting deadlines



High Score:

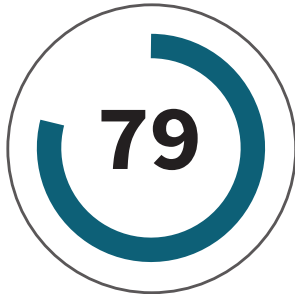
- Devotes attention to the allocation of appropriate resources
- Effectively manages simultaneous demands or competing agendas
- Consistently meets deadlines

Development Suggestions:

- Do not strive for perfection on every task. Instead, work to make smart, balanced decisions about your time and efforts. Determine the competing needs, wants, and expectations of your stakeholders. You can then identify the alternatives that each stakeholder can accept which will help reduce the number of high-conflict issues.
- It is easy to take on too much, which can reduce your effectiveness. Evaluate your priorities by identifying the important, the urgent, and the less important or less urgent. First, do those items that are both important and urgent. Then move on to handle the important ones. If there are lower priority items competing for your time, this represents an opportunity to not agree to take them on or recommending/finding someone to address those tasks instead.
- Make sure you complete your work on time based on an assessment of value. Review your important work and identify which elements carry the highest value to your business and organization.

Work at the Right Level (continued)

Delegate: Empowers others to take on tasks or responsibilities.



Work behaviors related to this capability typically include:

- Is clear on what work can be delegated
- Matches the work to the right individual based on defined criteria
- Takes the appropriate approach based on the complexity of the task and one's confidence in the delegate



Low Score:

- Avoids delegating tasks and responsibilities
- Delegates in ways that do not promote others' growth and development
- Micro-manages tasks that have been delegated



High Score:

- Delegates thoughtfully with growth and development in mind
- Carefully considers 'what' and 'to whom' as they delegate
- Establishes clear expectations and criteria, without micro managing

Development Suggestions:

- When delegating, set the context and then let go of the work. Be sure the person or group understands the larger picture of business priorities and objectives surrounding the work as well as your expectations for the process and timeline for delivery. Once you have done this, avoid being pulled in by details. You should be available to give guidance but do not do the work yourself.
- To choose the right person to delegate a particular task, use the following guidelines. Begin by considering those who currently have the requisite knowledge or skills, have an interest in the area, have a need to further develop in this area, and have the time to do it. Narrow your list of candidates by considering the dynamics of the work, including its visibility and importance, its interaction with other projects, people, and resources, and the amount of teaching time you have available. Once you have a sense for what the work will require, you can then select the best person.
- When delegating, it's important that your direction is clear and that the person or group assigned understands your expectations. To provide clear objectives, you should agree on the success criteria, a completion date, specific instructions the employee needs to execute the work, and the level of involvement you need to have in the effort. Answer any questions and ask the person or group to describe the assignment in their own words to ensure clarity and understanding. Resist taking over when things are not going as you planned.

Work at the Right Level (continued)

Courage: Decides both what will and will not get done and is comfortable saying no strategically.



Work behaviors related to this capability typically include:

- Knows the unique strategic value one must add in their role
- Has conversations to determine what one will and will not take on
- Can negotiate work, priorities and timelines with various stakeholders



Low Score:

- Frequently seeks reassurance or feedback from others on priorities
- Has trouble pushing back on stakeholder demands and deadlines
- Feels the need to please stakeholders and may accommodate others too often, impacting their own effectiveness



High Score:

- Trusts their own judgment about where to focus and spend their time
- Confronts others when necessary to realign or renegotiate priorities or deadlines
- Is comfortable pushing back and saying no

Development Suggestions:

- When asked to do something that could conflict with your work, it's appropriate to question whether the work aligns with your business and personal goals, and then respond based on the alignment of the request to those goals. For example, if the new work would take you away from more important efforts, you can say "Thank you for thinking of me. This looks important, but right now I've agreed with my boss that my focus needs to be on... and I need to stay focused there." If you cannot accept the work, saying no is probably best, but you can still help the person another way by directing them to someone else who would be appropriate to take on the work.
- When you need to make decisions about whose work takes priority, consider what is best for each of your stakeholder groups. Base your decisions on principles and the practical realities of each situation. When you must make a tough or controversial decision, do what you can to address the interests and perspectives of the various parties. Your decision should be based on your judgment about what is best for the organization.
- Prepare for tough decision making and the criticism that may come along with it. Do not succumb to fear of criticism as that could cause you to lose the benefit of honest and valid feedback, or cause you to avoid taking some risks and subsequently miss important opportunities. Stay true to the goals and values you determined in alignment with your stakeholders and trust you are doing the right thing.

Communicate Strategically

Enterprise Perspective: Thinks broadly and makes connections to the bigger picture.



Work behaviors related to this capability typically include:

- Understands the organization's strategy
- Knows how the work of the team contributes to customer and organizational success
- Identifies how the work of the team intersects with other parts of the organization



Low Score:

- Does not understand the organization's strategy or fails to align personal efforts toward it
- Is unable to link self and others' work to customer success and/or organizational effectiveness
- Fails to connect efforts within and across teams, missing opportunities for increased effectiveness



High Score:

- Has a clear understanding of the organization's strategy and consistently aligns personal efforts with it
- Effectively establishes how to translate corporate strategy and values into daily actions for self and others
- Identifies synergies and focuses others on how to collaborate to increase effectiveness within and across teams

Development Suggestions:

- Use communication to establish broader perspective for others. Give the "why" (business purpose and rationale) in addition to the "what" and "how" of organizational plans, policies, and actions. Link your communication to business planning, continuous improvement and reengineering efforts, restructuring, and improving customer service. Information that is linked to a larger purpose or initiative will be taken more seriously.
- Chart the business processes in your area. Identify the people responsible for each part of the business process, both within your team and on other teams. Map the business process across all departments and functional areas that have influence. Understand how each function adds value to the customer. Identify where the groups are in alignment and where they may be working at cross-purposes. The people and groups in the business process are those with whom you must develop strong relationships and influence to increase effectiveness.
- To develop a broader perspective on the organization, find a mentor who truly understands your organization's business planning process. Ask that person to start letting you observe planning meetings for their department. Ask questions, note how that person links business plans to the organization's vision and strategy, and identify techniques that can be implemented within your team.

Communicate Strategically (continued)

Communication: Speaks clearly and confidently and effectively tailors to audience and situation.



Work behaviors related to this capability typically include:

- Uses simple and powerful language appropriate for the audience
- Makes links to broader goals when communicating and illustrates progress against goals
- Inspires others to feel part of a bigger vision



Low Score:

- Struggles to express their thoughts effectively
- Uses the same or similar communication tactics regardless of the content or target audience
- Misses opportunities to gauge their audience's understanding



High Score:

- Consistently conveys information and explains thoughts and reasoning clearly and concisely
- Adapts communication tactics to suit the audience
- Takes steps to ensure that messages are understood

Development Suggestions:

- Record a presentation that you are planning to make. Use the recording to help identify strengths and limitations of your communication style. Pay particular attention to your pace and the level of language you use. If you find this difficult to do on your own, seek assistance from someone you consider an effective presenter and use their feedback to help you become a better communicator.
- Carefully tailor your communications to the needs of your audience. Answer these questions to develop more impactful communications. What is the occasion and specific purpose for this communication? What will people be expecting to hear about the topic? What do you want the audience to do as a result of your presentation? Who will be in attendance and what are their attitudes and experiences with the topic? How diverse is the audience? Can you discuss the topic or issue in a way that includes and relates to everyone? What are the physical arrangements of the room and are they conducive to the type of presentation you wish to give? With these questions answered, now create the content of your message.
- Speaking with precision instills confidence in your message. To do this better, ask a trusted colleague to signal you when you stray off the topic or become redundant. Follow the cue to be concise. During conversations, pay attention to the behavior of your audience. If they appear restless, you are losing their interest. Get back on track.

Network to be Influential

Build Relationships: Creates strong relationships both internally and externally to accomplish professional and personal development goals.



Work behaviors related to this capability typically include:

- Fosters effective relationships across the organization to accomplish work objectives
- Stays on top of important topics and trends through a variety of contacts
- Builds a career network with advisors, mentors and sponsors



Low Score:

- Lacks focus on building relationships, which can lead to missed opportunities to gain exposure and aid in accomplishing work
- Refrains from actively monitoring important market or competitive trends
- Neglects arranging opportunities to develop a network of contacts



High Score:

- Actively focuses on building a wide range of relationships to gain exposure and aid in accomplishing work
- Effectively monitors important market or competitive trends through a variety of resources and contacts
- Consistently makes the effort to build and expand a network of advisors, mentors, and sponsors

Development Suggestions:

- Building a broad network requires you to focus on the following types of relationships. 1) Operational contacts are mostly internal and oriented toward getting work done efficiently. 2) Future-focused contacts can be internal or external, keep you on top of changes in the industry or customer needs, and require that you reach out to intentionally connect with them. 3) Career contacts can help you develop through feedback, mentoring, advocating, or providing you exposure and a higher profile.
- Identify someone within your current personal network that is highly effective at networking. Study the content and frequency of their activity. Identify one or two aspects of their approach that you could adopt to become more effective in this area and start practicing them in your own efforts.
- When networking, be sure to share your knowledge and expertise and offer to help when you see an opportunity. Helping others often comes back to you. In addition, being a connector also helps your longterm networking and strengthens your network.

Network to be Influential (continued)

Authenticity: Grounds interactions with integrity, trust, and authenticity.



Work behaviors related to this capability typically include:

- Self-disclosing personal intentions
- Can be relied on to deliver on commitments
- Puts personal ego aside and does the right thing



Low Score:

- Tends to not share personal agenda with others, which can limit others' initial trust
- May be considered as less dependable by others as consistent follow-through on commitments may not be a priority
- Places their own needs/priorities over all others



High Score:

- Is forthcoming with personal intentions across situations, placing others at ease
- Is seen by others as honest and dependable and consistently follows through on all commitments
- Easily earns others' trust due to their ability to place their own needs and ego aside to achieve the best outcome for everyone

Development Suggestions:

- Show others that you are genuinely listening to them by summarizing what you heard and repeating it back to them. Show openness to others' suggestions. Avoid making assumptions about the thoughts and feelings of others.
- Actions speak louder than words. Be aware that people pay attention to what you do, your attitude about things, how often you help people, as well as what you say. Ensure that your nonverbal actions align with your words. Even if you act with impeccable integrity most of the time, others will remember the times when you 'slip.'
- Build trust and drive performance by implementing the following tips: 1) demonstrate that you have people's best interests in mind by genuinely promoting a win-win approach, 2) show consistency between your words and actions by making realistic commitments and demonstrating follow-through, and 3) be aware of your own capabilities so that you will know what you can do for people, and when you need to tap the expertise or assistance of others.

Project Confidence & Presence

Self-Efficacy: Believes in one's own ability to complete tasks and reach goals.



Work behaviors related to this capability typically include:

- Believes in one's strengths and abilities
- Trusts one's experiences can carry them in new situations
- Appears self-assured



Low Score:

- Frequently seeks out reassurance or feedback from others
- Struggles to convince others of their passion or conviction during conversations
- Worries about their ability to complete challenging projects



High Score:

- Persists when efforts are not immediately met with success
- Trusts their own judgment
- Believes in own strengths and accomplishments

Development Suggestions:

- If you have situations in which you do not feel comfortable or self-assured, you need to understand what is causing self-doubt. Honest self-reflection and feedback from others can help you identify causes. Once you understand what is causing you to feel this way, you can then take steps to address it by isolating anxiety triggers, practicing the task in safe situations, asking for help or coaching from others, or doing some combination of all of these.
- Find a person or group of people that you admire for their persistence. Speak with them to learn how they managed to succeed through challenges. Take those lessons and apply them to your situation. Having strong role models, particularly ones you can speak with can help maintain your resolve and build your confidence during challenging times.
- Self-confidence comes from balance. At one end there is low self-confidence, while at the other end, there is over-confidence. If you are under-confident, you will avoid taking risks and stretching yourself. If you're overconfident, you may take on too much risk or stretch yourself beyond your capabilities, which also can lead to failures. Find your true ability through asking for feedback or completing objective assessments in areas in which you need to be confident. With the right amount of self-confidence, you will take informed risks, stretch yourself (but not beyond your abilities), and strive to achieve goals.

Project Confidence & Presence (continued)

Presentation: Communicates by inspiring others, uses impactful vocal and physical techniques.



Work behaviors related to this capability typically include:

- Uses non-verbal and body language to convey confidence and illustrate important messages
- Projects one's voice and varies tone and pace for emphasis
- Remains calm under pressure and composed during questions



Low Score:

- Avoids speaking in public or does so in a way that demonstrates a lack of confidence
- Has difficulty projecting confidence and conviction
- Is uncomfortable or uneasy "on stage" or easily flustered by unanticipated questions or audience responses



High Score:

- Uses open and powerful body language to convey confidence and illustrate important messages
- Projects confidence and conviction and delivers engaging presentations
- Demonstrates ability to nimbly think on their feet and a capacity to connect with their audience

Development Suggestions:

- Using stories can be a powerful way to communicate your message. In a business setting, make your presentations more visual, which will help improve audience engagement and retention. Visuals allow complex data to be broken down into smaller digestible and memorable chunks of information. A single picture interlaced with emotional language will do more to convey your message than words in slide deck.
- Be aware of your nonverbal messages. Record yourself giving a talk. Turn the sound off and look for ways that you could enhance your message with nonverbal elements, such as eye contact, stance, body movements, and arm gestures.
- Learn to manage your anxiety related to presentations. First, dispel the notion that you need to eliminate anxiety before you can give a successful presentation. Channel this energy into improved expressiveness. Anxiety is not as noticeable to your listeners as it is to you. Finally, accept making a mistake. The belief that good speakers do not make mistakes is untrue and can impact your own performance.

Project Confidence & Presence (continued)

Connection: Creates connection through interactions with others.



Work behaviors related to this capability typically include:

- Actively listens while others are speaking
- Appears approachable and makes time to speak with others
- Validates others' views and genuinely seeks to understand



Low Score:

- Succumbs to distraction, which can lead to not listening to others as closely as needed
- Personal style may lead to a belief that one is unapproachable or too busy to take time for others
- Has a difficult time suspending judgment



High Score:

- Excels at conveying genuine interest in what other people have to say
- Personal style leads to a belief that one is very approachable and always has time for others
- Demonstrates patience, attentiveness, and curiosity about others' points of view

Development Suggestions:

- Listening does not mean you agree with someone, it means you are trying to understand. Identify people who are considered skilled listeners, such as interviewers on television, and watch them in action. How do they convey interest and empathy? What nonverbal actions do they display? What questions do they ask? How do people respond to them? Focus on the moment. You may have things you would prefer to do other than listen, but make it your priority to be present and pay attention to the person speaking.
- The best presenters come across as both personable and professional. When interacting with or presenting to others, work to make sure your confidence, conviction, and interest come through. Your enthusiasm will convey your conviction and engage your listeners. Also, find opportunities to smile. Smiles indicate humor, warmth, irony, or empathy. A smile will convey your personable side.
- It is a challenge not to think of what you will say next when others are talking, but people notice when you are not really listening to what they are saying. If you have trouble with this, focus on repeating what others are saying to you as they are speaking. You can employ active listening that can include paraphrasing their words back to them, which should help you understand their complete message.

Influence Up

Interpersonal Influence: Collaborates with stakeholders by understanding differing priorities and styles.



Work behaviors related to this capability typically include:

- Knows what stakeholders to involve when in decisions
- Gains a working knowledge of the differing priorities and styles of important stakeholders
- Understands how to tailor approach to the various needs and styles of stakeholders



Low Score:

- Lacks understanding of important stakeholders which can lead to missed opportunities to involve them in decisions
- Is more focused on self than others' priorities and styles
- Does not understand how to tailor approach to the various needs and styles of stakeholders



High Score:

- Is adept at involving key stakeholders throughout the decision process
- Leverages a knowledge of others' priorities and styles to achieve positive outcomes
- Effectively tailors interaction approach to the various needs and styles of stakeholders

Development Suggestions:

- Always seek to understand stakeholders and be ready to engage them before it becomes time sensitive. Make a list of all individuals who should be involved in the scope of decisions for which you are responsible. Recognize that the specific people will shift as you move through stages of the process. Identify which people on your list should be involved in shaping the choice of the initiative, and which should be involved in determining the best timing and process for implementing the initiative. Create a plan for how you will engage them and keep them aligned to you.
- To better focus on others over yourself, identify two or three people with whom you find it difficult to work. Over the next few weeks, concentrate on finding the positive aspects of working with them. For example, list at least five positive characteristics for each person, identify the qualities that make that person likeable to his or her associates and friends, and whenever you work with these people, concentrate on their strengths. Compliment them on their strong points when appropriate.
- If you feel that others are giving you negative responses to your ideas, make adjustments by asking about their experiences and preferences. You can also consider asking directly for feedback and then take a listening and learning role. This involves others and helps you to better understand their needs and pressures.

Influence Up (continued)

Political Savvy: Understands and navigates formal and informal decision making structures.



Work behaviors related to this capability typically include:

- Understands how things get done in the organization
- Recognizes who has influence in what area
- Considers implications of decisions on a variety of stakeholders and groups



Low Score:

- Lacks insight regarding organizational alliances, professional interdependencies, and others' perspectives, viewpoints, and agendas
- Overlooks the interplay between relationships, interpersonal skills, and achievement of professional objectives
- Fails to consider political implications of their decisions and behaviors before taking action



High Score:

- Demonstrates keen insight regarding organizational alliances, professional interdependencies, and others' perspectives, viewpoints, and agendas
- Recognizes overt and subtle interplay between relationships, interpersonal skills, and achieving professional objectives
- Considers political implications of their decisions and behaviors before taking action

Development Suggestions:

- Learn to understand organizational politics. Consider a situation in which your team was divided because of organizational politics. What role did you play in resolving the issue? Did it alter your assumptions about how things are done in your organization? How could you promote a more positive political process in the future?
- Assess your political temperament. Ask a trusted colleague to describe your reputation in the political arena. Do you fight too many or too few battles? Do you fight the wrong battles? Are you viewed as stubborn and unwilling to compromise? Are you seen as someone who gives in at the first sign of resistance?
- Determine how you can use internal politics in a positive way. For example, politics can be used to promote shared values and create an environment in which people commit to common goals. Discuss with your team how you can foster a positive political climate within your group and with groups across the organization. Enlist others' cooperation as you look for ways to work collaboratively. When you disagree with other individuals or groups, concentrate on common goals. Remember to attack problems and not people. Finally, recognize the cost of pushing your agenda at all costs. Even though you may win, the cooperation of the "losers" could be lost. Public compliance may be undermined by private defiance.

Influence Up (continued)

Confidence Interacting with Authority: Acts confidently with stakeholders with higher levels of authority or expertise.



Work behaviors related to this capability typically include:

- Speaks with impact when interacting with senior leaders or experts
- Asserts one's self appropriately and speaks with a point of view
- Exhibits a positive and confident mindset



Low Score:

- Does not add one's input to important conversations
- Does not know when or how to speak up in conversations with senior leaders or experts
- Is afraid or hesitant to speak up with senior leaders or experts



High Score:

- Adds value by providing a unique perspective or confirming an approach
- Asserts one's point of view with confidence
- Remains confident in conversations where power dynamics are unequal

Development Suggestions:

- Plan in advance for meetings with senior stakeholders by understanding the key benefits, challenges and dynamics at play. Do pre-work by talking to others to find out these key points. Know the unique perspective that you are expected to bring or represent in the discussion. You are there for a reason; be clear on the reason and be ready to provide that perspective.
- Practice asserting your point of view with brevity. Speak in a clear, strong and moderate pace. Know the core of your message and the 2-3 points that back up that perspective. Take notes during the meeting that capture additional points you may want to make. Asking questions is a good way to show your insight too. Be careful that they are astute questions and not ones for which the answers are already known.
- Remind yourself before, during and after interactions that you have valuable insight. Don't give away your power in meetings just because of the hierarchy, expertise or authority in the room. Senior leaders take notice of those who express themselves with confidence and conviction. Of course, the proper level of assertiveness and respect needs to be employed when power dynamics are at play, but even if those in power don't agree with you, they will see that you can take a stand.

Develop Resilience and Boundaries

Resilient: Bounces back quickly from adverse conditions and experiences.



Work behaviors related to this capability typically include:

- Copes effectively with pressure
- Recovers from mental and emotional stress
- Absorbs high levels of constant change and uncertainty



Low Score:

- Is easily discouraged when encountering challenges, obstacles, or setbacks
- Modifies goals or admits defeat quickly when frustrated or when faced with difficult problems
- Demonstrates a lack of stamina and patience for working through challenges or roadblocks



High Score:

- Works persistently toward goals despite encountering obstacles, and is determined to see through commitments to completion
- Is immune to distractions and discouragement when encountering roadblocks or setbacks
- Demonstrates a high level of stamina and patience when working to overcome obstacles

Development Suggestions:

- Identify how different sources of adversity interfere with your ability to reach your goals. Choose one goal and track your progress over the next month. Record every source of adversity you faced when working toward the goal. How did you react to the adversity? How did it interfere? What could you have done differently to minimize any negative reactions associated with it? Learn from these situations and apply it to future situations.
- To stay on track with goals or projects, keep focused on your priorities. Know the top three goals that you want to achieve each quarter and each year. Explore various systems to keep you on track, such as an app. Tell others about your priorities too. Ask them to remind you of them during particularly stressful periods, when you may be tempted to get off track.
- Learn how to proactively manage uncertainty by working through how you would deal with a situation in which everything went wrong. Make a plan for what you would do, how to minimize the impact, who you would involve, and what you tell others about the situation. Developing contingency plans will help you to feel more comfortable if something does go wrong.

Develop Resilience and Boundaries (continued)

Positive Outlook: Sees the positive in people, situations, events and in oneself.



Work behaviors related to this capability typically include:

- Learns to let go of things that one cannot control
- Creates perspective and finds humor and upside even in dark times
- Treats oneself with kindness when one does not succeed



Low Score:

- Complains often or focuses intently on things out of one's control
- Is known for having a mostly negative or pessimistic point of view
- Becomes easily and publicly discouraged if one does not immediately succeed and may place too much pressure or blame on oneself



High Score:

- Focuses energy on those things that are in one's control to change
- Keeps the bigger picture in mind and can find the positive in situations
- Resists becoming discouraged if one does not immediately succeed and is not overly hard on oneself

Development Suggestions:

- Avoid ruminating which can create a negative mindset. Be aware and recognize when you repeatedly over think the outcome of a past or future event. You can influence your emotions, detach and let go of it. Focus on things you can control and do not worry about things you cannot. If your mind wanders, practice consciously bringing it back to the present by telling yourself to stop and refocus. Enjoyable distractions may promote a positive outlook.
- Be positive, even after a set-back. To do this, keep the situation in perspective. Look at how it fits into the overall picture of your career, and recognize the likely small impact of this one situation. Although it is natural to be frustrated or angry when things do not go your way, concentrate on the big picture to maintain your perspective. Learn from temporary set-backs. Remember, even bad experiences are worthwhile if you use them to prepare you for even more important challenges in the future.
- When you first encounter new information or way of doing something, don't react immediately. Give it some time before you express your opinion. You might be so accustomed to seeing it from one angle that you are unable to see other possibilities. Open the issue up for discussion and focus on listening, especially when you hear ideas that you would typically dismiss immediately. Concentrate on the potential benefits of the new approach, not on how difficult it will be to adapt to it.

Develop Resilience and Boundaries (continued)

Stress Management: Applies techniques to maintain focus, productivity, and health and well being.



Work behaviors related to this capability typically include:

- Maintains energy and high levels of productivity
- Uses strategies to increase physical, mental and emotional wellbeing
- Appears composed and connected to others



Low Score:

- May be seen by others as being easily irritated or frustrated
- Is easily stressed by tight deadlines and heavy workloads
- Does not set, communicate or enforce effective boundaries to maintain energy and high functioning



High Score:

- Is resilient even in the most stressful environments
- Reacts productively to crises or unanticipated setbacks
- Creates, communicates and upholds boundaries to maintain personal energy and a high level of performance

Development Suggestions:

- Identify how stress and pressure interfere with your ability to reach your goals. Choose one goal and track your progress over the next month. Record every stressful incident related to the goal. How did you react to the stress? How did it interfere? What practices can you build in when faced with adversity to better manage your reaction to stress?
- Determine what depletes and what recharges your energy personally and professionally. List the physical, emotional and mental triggers which cause you to be at your worst and at your best. Know when you are slipping into an unproductive state. Create boundaries that keep you charged and at your best. Communicate them at work and at home.
- Follow these tips for managing stress. 1) Identify situations that create stress and list the factors that make you feel tense. 2) Examine the reasons for your stress, looking for patterns across the situations that you identified in step 1. 3) Identify future situations that are likely to cause stress and look for ways to reduce it. For example, if interpersonal conflict between you and another person causes you to feel stressed, you could meet with that person to resolve differences in private. 4) Consider the possibility that the stress is rooted in a need to develop certain skill sets. For example, poor conflict-management or time-management often are cited as reasons for stress.