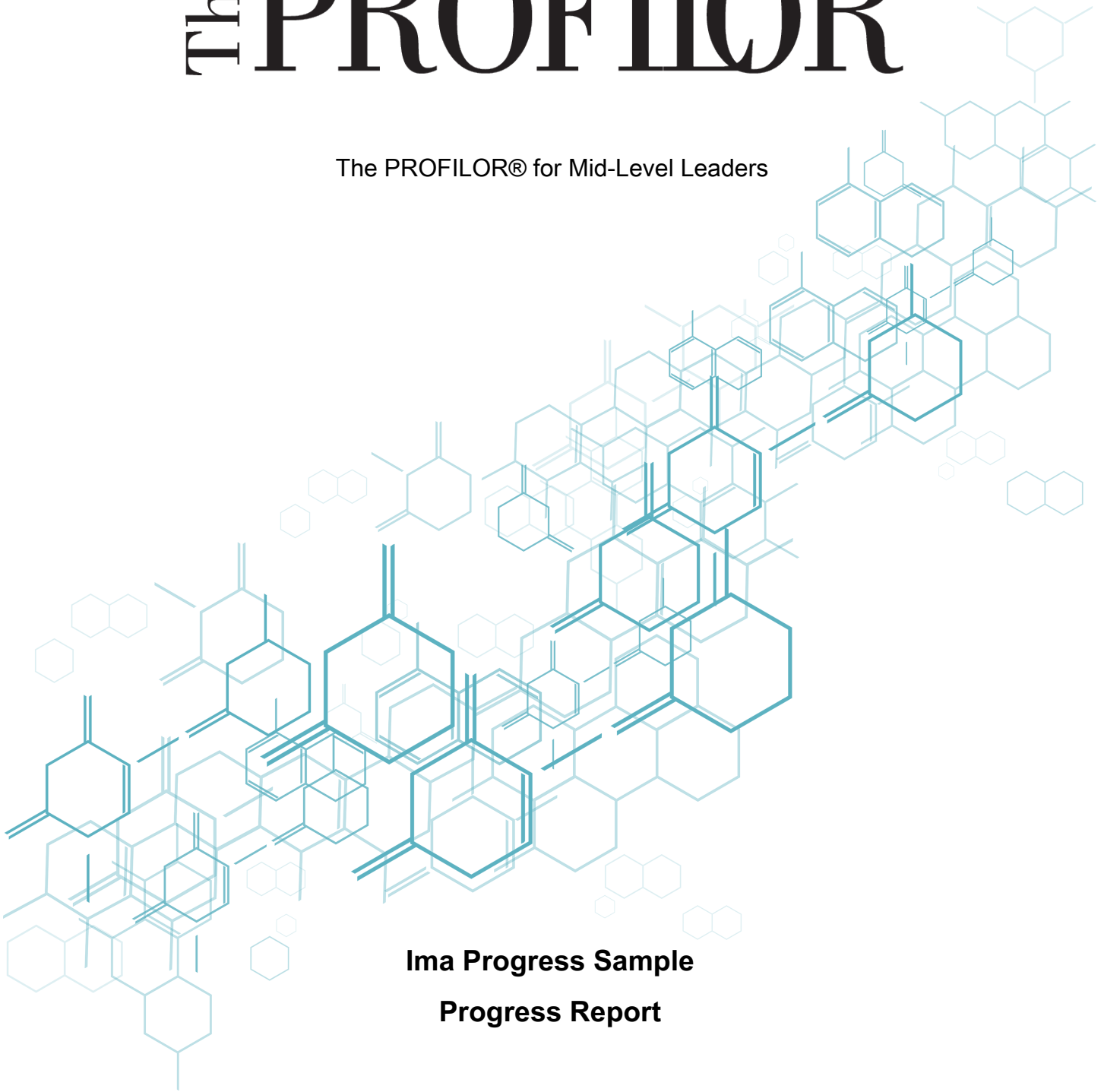


The PROFILOR[®]

The PROFILOR[®] for Mid-Level Leaders

**Ima Progress Sample
Progress Report**

August 2019



Introduction

The PROFILOR® Feedback Report provides you with information about how others view you in your current role. Respondents provided feedback on the extent to which you demonstrate core competencies.

The feedback in this report provides valuable insights that are:

- Relative to the first time you completed the process in August 2019.
- Anonymous (with the exception of Manager ratings), which might encourage a greater degree of honesty and directness.
- Comprehensive, in that it comes from a range of people with whom you work. In this report, "Average" represents all respondents, except self.
- Specific and job-related, providing a clear understanding of strengths and development opportunities in relation to competency expectations in your current role.

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The PROFILOR® is an instrument developed to provide feedback and development focus and recommendations to individuals about their skill strengths and development needs. It should not be used as the sole source of information concerning selection, promotion, salary review and adjustment, de-hiring (firing) and/or deselection decisions.

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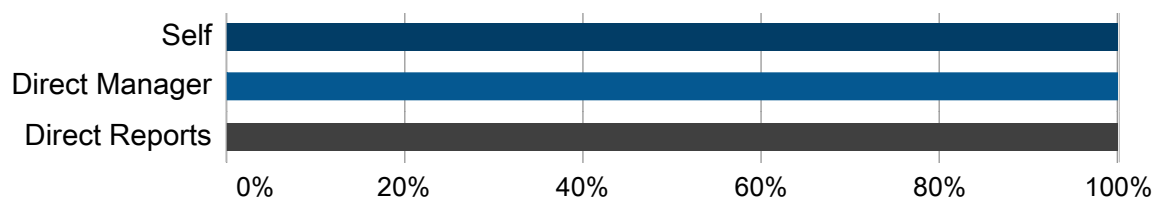
Participation Summary

Your feedback results are based on the survey ratings submitted by those you invited to respond. This page lists the names of those you invited, the number of responses received, and the respondent completion rate.

Respondent Status Table

Perspective	Invitations Sent	Surveys Completed	Invited to Respond
Self	1	1	Ima Progress Sample
Direct Manager	1	1	Direct Manager
Direct Reports	4	4	Direct Report 1, Direct Report 2, Direct Report 3, Direct Report 4

Respondent Completion Rate



Definitions

This section includes a short definition of each of the competencies measured by The PROFILOR®. The competencies are organized based on leadership factors important for your success.

THOUGHT LEADERSHIP

Make Sound Decisions

Makes timely decisions based on accurate logic; Looks beyond symptoms to identify causes of problems; Makes decisions in the face of uncertainty; Takes all important issues into account when making decisions

Act Strategically

Balances big-picture concerns with day-to-day activities; Stays informed about industry practices and new developments; Understands the organization's mission and strategies

Think Creatively

Approaches problems with curiosity and open-mindedness; Creatively integrates different ideas and perspectives; Stimulates creative thinking in others; Generates innovative ideas and solutions to problems

Use Financial Data

Draws accurate conclusions from financial and other quantitative information; Readily identifies soft spots in budgets and profit plans; Grasps the full meaning and interrelationships of key financial indicators

RESULTS LEADERSHIP

Meet Customer Needs

Meets commitments to customers/clients; Continually searches for ways to improve customer/client service; Impresses customers with exceptional service or work; Seeks feedback from customers

Build Realistic Plans

Develops realistic plans, action steps, and timetables for projects and assignments; Identifies specific action steps and accountabilities; Prepares realistic estimates of budget, staff, and other resources

Manage Execution

Conveys clear expectations for assignments; Delegates enough of own work to others; Monitors progress of others and redirects efforts when goals are not being met; Continually looks for ways to improve processes, products, and/or services

Show Drive and Initiative

Establishes aggressive goals and drives for results; Readily puts in extra time and effort; Tackles problems and works to resolve them without delay; Establishes high standards of performance

Definitions

PEOPLE LEADERSHIP

Build Support

Gives compelling reasons for ideas; Anticipates and responds effectively to the positions and reactions of others; Builds support for own ideas through contacts with others; Knows which battles are worth fighting

Motivate Others

Conveys trust in people's competence to do their jobs; Creates a feeling of energy, excitement, and personal investment; Inspires people to excel; Rewards people for good performance

Develop Others

Attracts high caliber talent; Gives clear, motivating, and constructive feedback; Provides challenging assignments to facilitate individual development; Willingly shares expertise and experience with others

Promote Teamwork

Promotes teamwork among groups; discourages "we vs. they" thinking; Facilitates the discussion and resolution of different views; Involves others in shaping plans and decisions that affect them; Contributes fair share of effort to the team's work

Foster Open Communication

Keeps people up-to-date with information; Listens attentively and with empathy to concerns expressed by others; Encourages others to express their views, even contrary ones; Speaks clearly and concisely

Establish Relationships

Relates to people in an open, friendly, and accepting manner; Develops relationships with key people in other functions and at other levels; Expresses disagreement tactfully and sensitively; Creates an environment in which people from diverse backgrounds feel comfortable

PERSONAL LEADERSHIP

Establish Trust

Treats people fairly; Shows consistency between words and actions; Accepts responsibility for own mistakes; Encourages discussion of ethical considerations before decisions are made

Show Adaptability

Responds resourcefully to new demands and challenges; Works effectively in ambiguous situations; Adapts behavior in response to feedback and experience; Deals constructively with own failures and mistakes

Overview

This is a high-level summary of your average rating for each competency. You can also see the competencies you selected as “Critically Important” compared to those selected by your Manager(s). These are indicated with a black star. The 25th and 75th percentiles are depicted with gray circles. The norm group is composed of participants who have previously completed The PROFILOR® survey.

Competency Average Ratings and Importance

By comparing your view with those of your Manager(s), you will be able to see similarities or differences that could be the source of a useful alignment conversation during your development discussion.

The remaining sections of your report will provide details for each of these ratings.

Competency	Average	To A Very Great Extent			Self	Direct Manager
		Not At All	To Some Extent			
Show Drive and Initiative	4.10				★	★
Build Realistic Plans	4.09				★	★
Promote Teamwork	4.09				★	
Meet Customer Needs	4.06					★
Build Support	4.00				★	★
Manage Execution	3.98				★	★
Show Adaptability	3.90				★	
Make Sound Decisions	3.90					★
Establish Trust	3.88				★	
Act Strategically	3.82					★
Establish Relationships	3.80				★	
Think Creatively	3.78					★
Develop Others	3.77				★	★
Foster Open Communication	3.75				★	
Use Financial Data	3.69					★
Motivate Others	3.67				★	★

★ = Very Important

★ = Critically Important

●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Perspective Comparison

This section displays the average ratings you received from the different groups of respondents. You can also see how your results compare to the norm. Pay special attention to how much progress you have made since August 2019.

THOUGHT LEADERSHIP

Make Sound Decisions

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	4.00				+1.33
Direct Manager	4.00				+0.83
Direct Reports	3.79				+0.57
Average	3.90				+0.71

Act Strategically

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	3.75				+0.42
Direct Manager	4.00				0.00
Direct Reports	3.65				+0.23
Average	3.82				+0.11

Think Creatively

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	3.75				-0.25
Direct Manager	3.75				+0.50
Direct Reports	3.81				+1.06
Average	3.78				+0.78

Use Financial Data

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	4.00				+1.00
Direct Manager	3.75				0.00
Direct Reports	3.63				+0.21
Average	3.69				+0.11

★ = Critically Important

●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Perspective Comparison

RESULTS LEADERSHIP

Meet Customer Needs

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	3.75				+0.50
Direct Manager	4.25				+1.00
Direct Reports	3.88				+0.63
Average	4.06				+0.81

Build Realistic Plans

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	3.75				+0.08
★ Direct Manager	4.00				+0.75
Direct Reports	4.19				+0.77
Average	4.09				+0.76

Manage Execution

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	4.40				+0.15
★ Direct Manager	4.00				+1.00
Direct Reports	3.95				+1.02
Average	3.98				+1.01

Show Drive and Initiative

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	4.00				+0.80
★ Direct Manager	4.25				+1.25
Direct Reports	3.95				+0.35
Average	4.10				+0.80

★ = Critically Important

●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Perspective Comparison

PEOPLE LEADERSHIP

Build Support

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	4.00				+0.25
★ Direct Manager	4.25				+1.00
Direct Reports	3.75				+0.25
Average	4.00				+0.62

Motivate Others

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
Self	4.50				+1.17
★ Direct Manager	3.33				-0.17
Direct Reports	4.00				+1.25
Average	3.67				+0.54

Develop Others

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
★ Self	4.75				+1.50
★ Direct Manager	3.75				0.00
Direct Reports	3.79				+1.37
Average	3.77				+0.69

Promote Teamwork

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
★ Self	4.75				+2.00
Direct Manager	4.25				+0.75
Direct Reports	3.94				+0.77
Average	4.09				+0.76

Foster Open Communication

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
★ Self	3.80				-0.40
Direct Manager	3.60				+0.60
Direct Reports	3.90				+0.37
Average	3.75				+0.48

★ = Critically Important

●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Perspective Comparison

Establish Relationships

	Rating	Not At All	To Some Extent	To A Very Great Extent	Progress
★ Self	3.80				+0.40
Direct Manager	3.80				+1.00
Direct Reports	3.80				+0.93
Average	3.80				+0.97

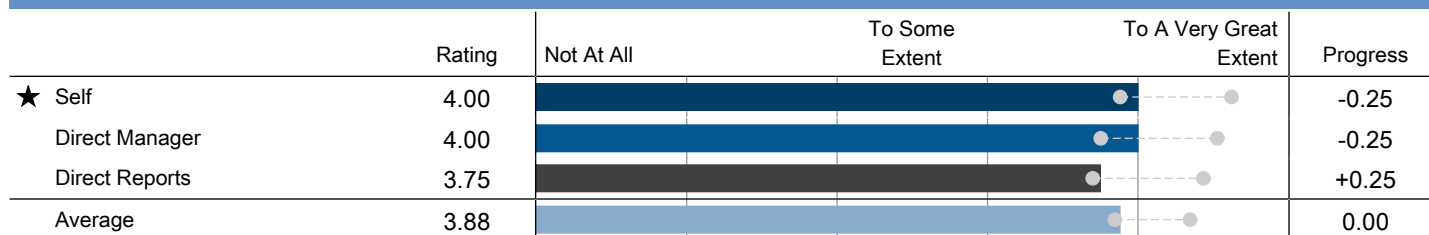
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Mid-Level Leader Global

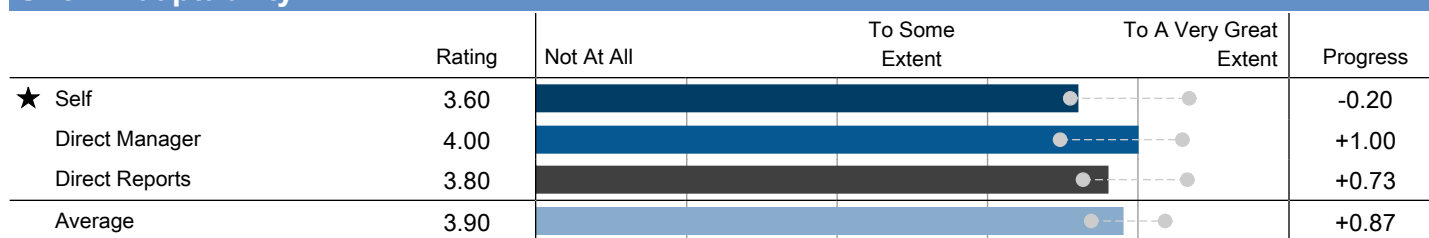
Perspective Comparison

PERSONAL LEADERSHIP

Establish Trust



Show Adaptability



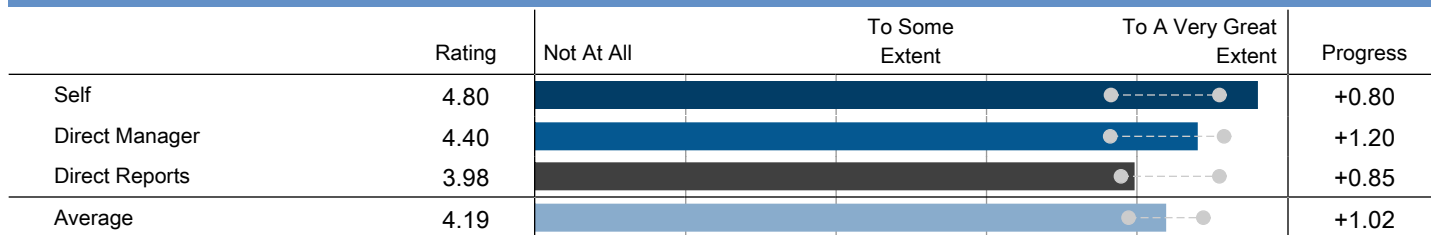
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Perspective Comparison

COMPOSITE

Overall Performance



★ = Critically Important

●—● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Progress Summary

This section displays the items that showed the greatest progress and items that showed no progress since August 2019. The Items are averages across all respondent groups except self. Additionally, the competency name for the item is provided.

Items Showing the Greatest Progress

Item	Average	August 2019 Average	Progress	Competency
59. Develops relationships with key people in other functions and at other levels	4.25	2.17	+2.08	Establish Relationships
1. Applies accurate logic in solving problems	3.75	1.83	+1.92	Make Sound Decisions
72. Accomplishes a great deal	4.50	2.67	+1.83	Overall Performance
48. Willingly shares expertise and experience with others	4.25	2.50	+1.75	Develop Others
73. Gets the job done	4.00	2.33	+1.67	Overall Performance

Items Not Showing Progress

Item	Average	August 2019 Average	Progress	Competency
15. Draws accurate conclusions from financial and other quantitative information	3.38	4.17	-0.79	Use Financial Data
37. Anticipates and responds effectively to the positions and reactions of others	3.75	4.33	-0.58	Build Support
22. Seeks feedback from customers	4.00	4.50	-0.50	Meet Customer Needs
76. Produces high quality work	4.00	4.50	-0.50	Overall Performance
64. Encourages discussion of ethical considerations before decisions are made	4.25	4.50	-0.25	Establish Trust

Highest and Lowest Summary

This section displays your highest- and lowest-rated items respectively, averaged across all respondent groups except self. Additionally, the competency name for the item is provided. Consider the highest-rated items as your strengths and the lowest-rated items opportunities; you can focus on both in a development plan.

Highest Items

Item	Average	Competency
27. Continually looks for ways to improve processes, products, and/or services	4.88	Manage Execution
52. Involves others in shaping plans and decisions that affect them	4.63	Promote Teamwork
74. Gets work done on time	4.63	Overall Performance
3. Makes decisions in the face of uncertainty	4.50	Make Sound Decisions
36. Sets high personal standards of performance	4.50	Show Drive and Initiative

* additional items have tied with last item on the list

Lowest Items

Item	Average	Competency
11. Approaches problems with curiosity and open-mindedness	3.13	Think Creatively
30. Monitors progress of others and redirects efforts when goals are not being met	3.25	Manage Execution
32. Establishes aggressive goals and drives for results	3.25	Show Drive and Initiative
50. Promotes teamwork among groups; discourages "we vs. they" thinking	3.25	Promote Teamwork
53. Encourages others to express their views, even contrary ones	3.25	Foster Open Communication

* additional items have tied with last item on the list

Largest Differences

This page displays up to five hidden strengths and potential blind spots. Hidden strengths are items rated highest by others and lowest by Self ("pleasant surprises"), where the gap is 0.5 or more. Blind spots are items rated highest by Self and lowest by others ("opportunities"), where the gap is 0.5 or more.

Hidden Strengths

Item	Self	Average	Difference from Self	Competency
36. Sets high personal standards of performance	3.00	4.50	1.50	Show Drive and Initiative
33. Readily puts in extra time and effort	3.00	4.38	1.38	Show Drive and Initiative
19. Continually searches for ways to improve customer/client service	3.00	4.25	1.25	Meet Customer Needs
60. Expresses disagreement tactfully and sensitively	3.00	4.25	1.25	Establish Relationships
14. Generates innovative ideas and solutions to problems	3.00	4.13	1.13	Think Creatively

* additional items have tied with last item on the list

Blind Spots

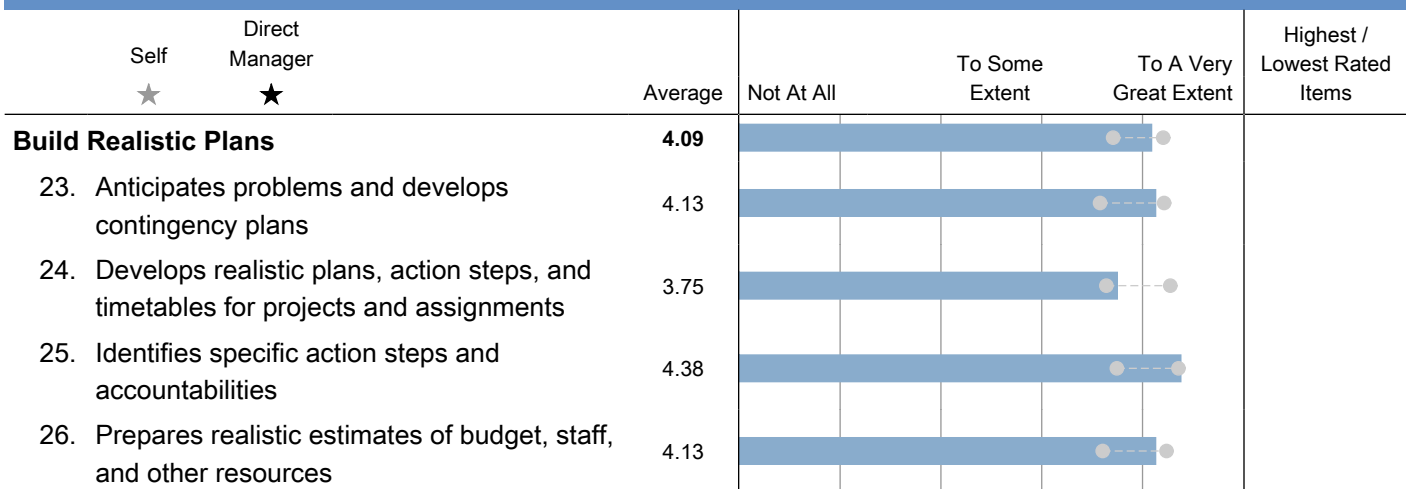
Item	Self	Average	Difference from Self	Competency
50. Promotes teamwork among groups; discourages "we vs. they" thinking	5.00	3.25	-1.75	Promote Teamwork
47. Provides challenging assignments to facilitate individual development	5.00	3.33	-1.67	Develop Others
15. Draws accurate conclusions from financial and other quantitative information	5.00	3.38	-1.62	Use Financial Data
46. Gives clear, motivating, and constructive feedback	5.00	3.50	-1.50	Develop Others
2. Looks beyond symptoms to identify causes of problems	5.00	3.63	-1.37	Make Sound Decisions

* additional items have tied with last item on the list

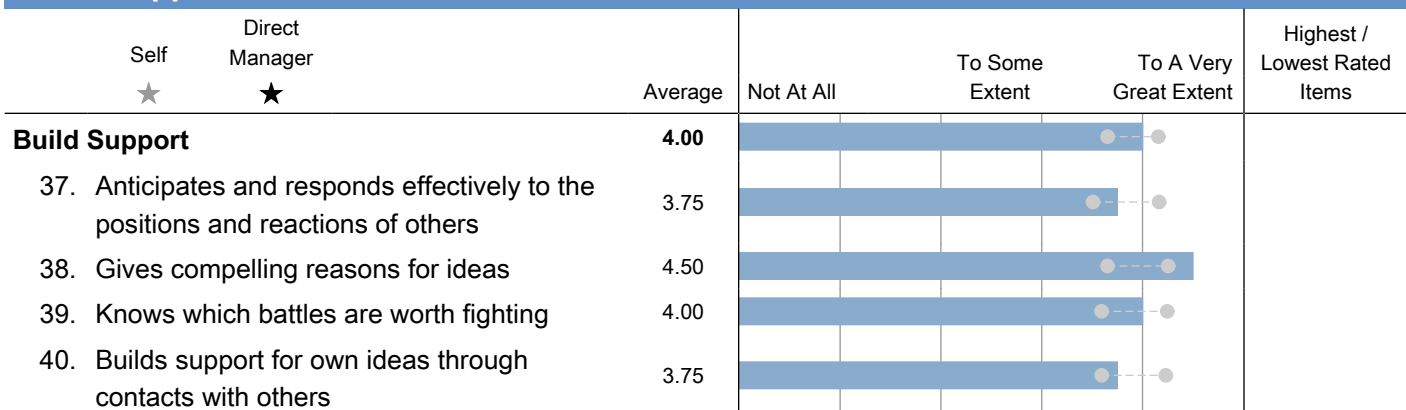
Targeted Development Priorities

Your feedback may have revealed some insights about your strengths and development opportunities. This section identifies the competencies your Direct Manager believes require critical focus, and their related items. Notice if the items in each of these critical competencies are rated high or low to determine whether you can leverage the item as a strength or target it as an area of development.

Build Realistic Plans



Build Support



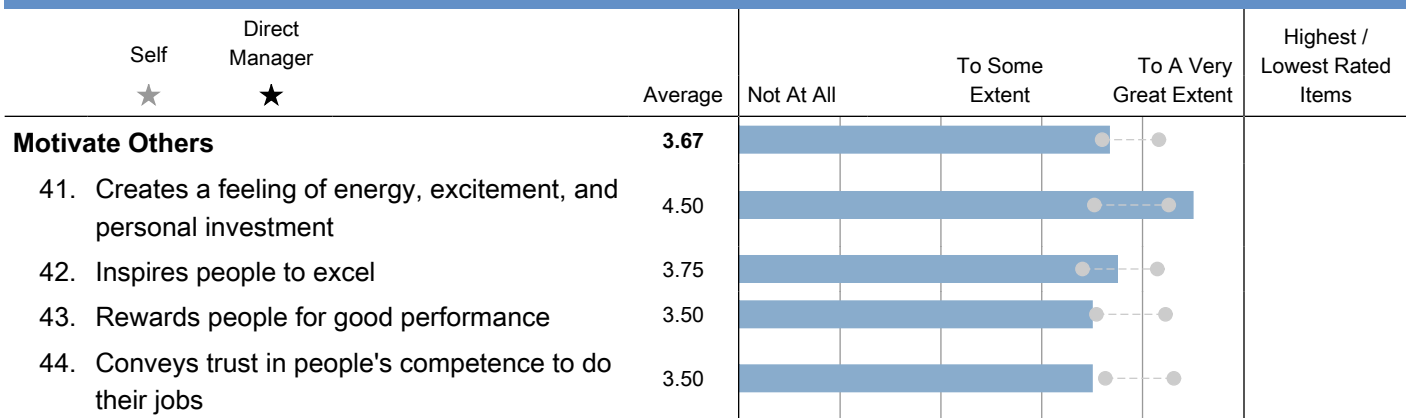
★ = Very Important

★ = Critically Important

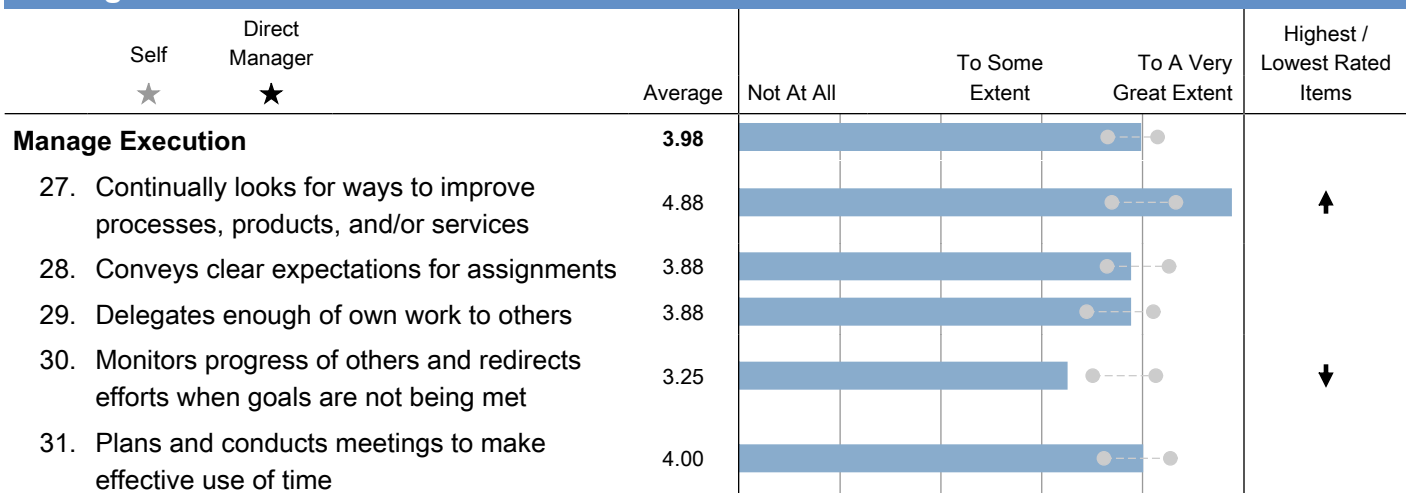
●-● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Targeted Development Priorities

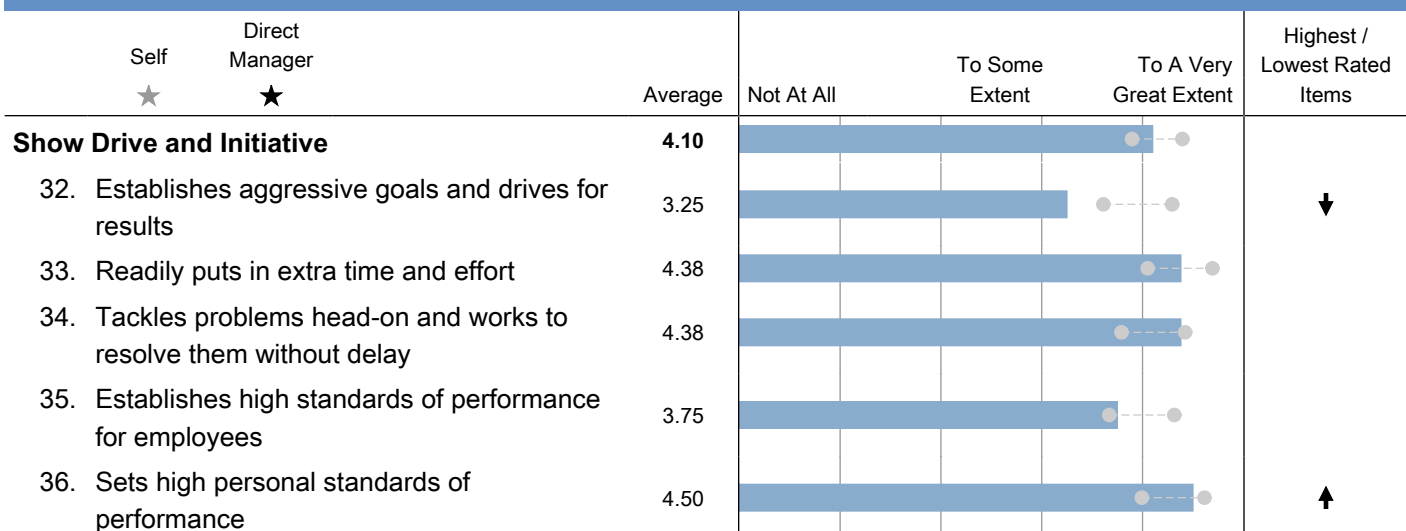
Motivate Others



Manage Execution



Show Drive and Initiative



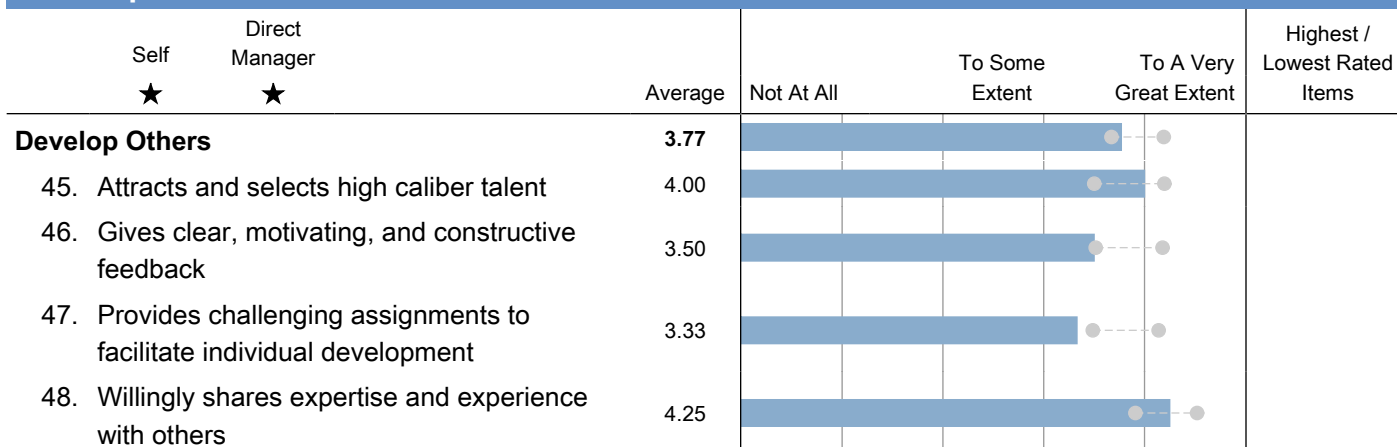
★ = Very Important

★ = Critically Important

●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Targeted Development Priorities

Develop Others



★ = Very Important

★ = Critically Important

●—● = 25th and 75th percentile of norm group: Mid-Level Leader Global

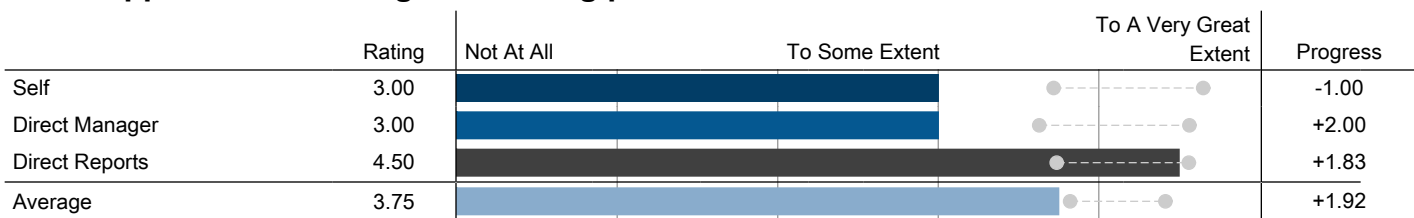
Item Detail

This section reports the average ratings you received from each respondent group for each question on the survey. This more detailed feedback can help you understand the impact you may have with different groups and provide behaviorally-specific direction when planning your development. Pay special attention to how much progress you have made since August 2019.

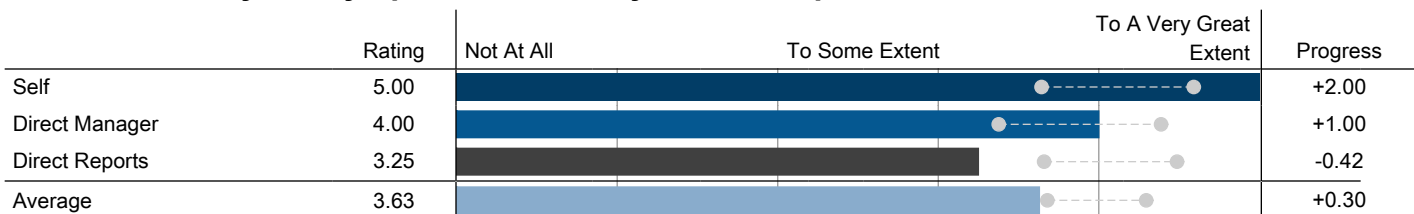
THOUGHT LEADERSHIP

Make Sound Decisions (3.90)

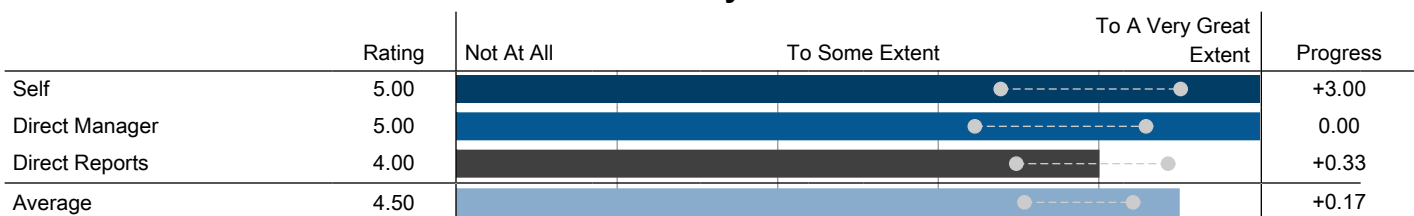
1. Applies accurate logic in solving problems



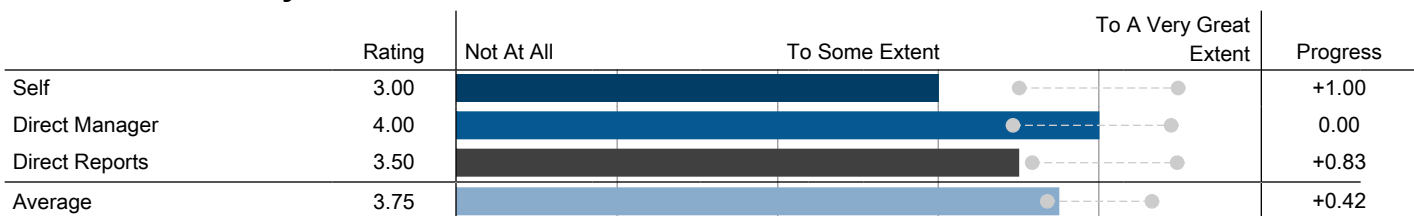
2. Looks beyond symptoms to identify causes of problems



3. Makes decisions in the face of uncertainty



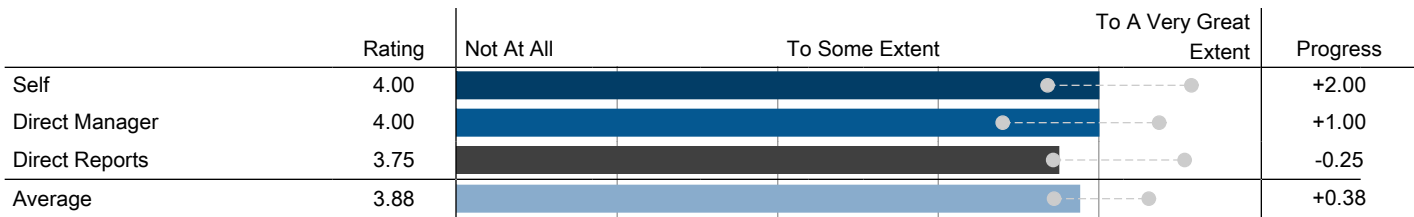
4. Makes timely decisions



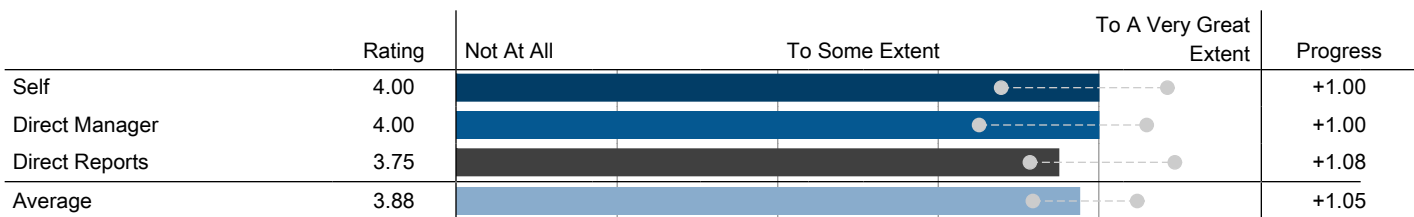
●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Item Detail

5. Takes all important issues into account when making decisions

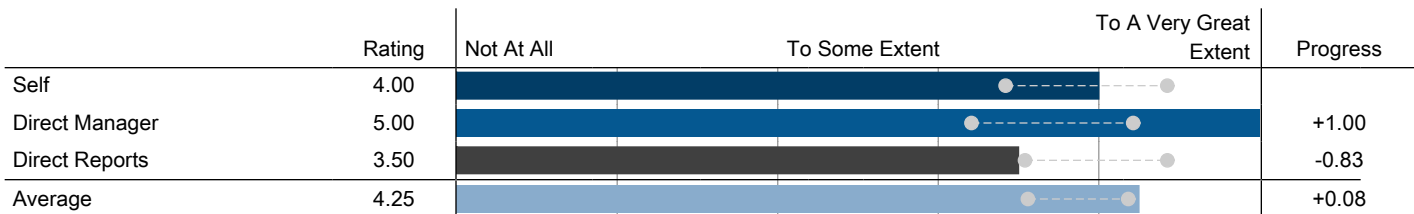


6. Focuses on important information without getting bogged down in unnecessary detail

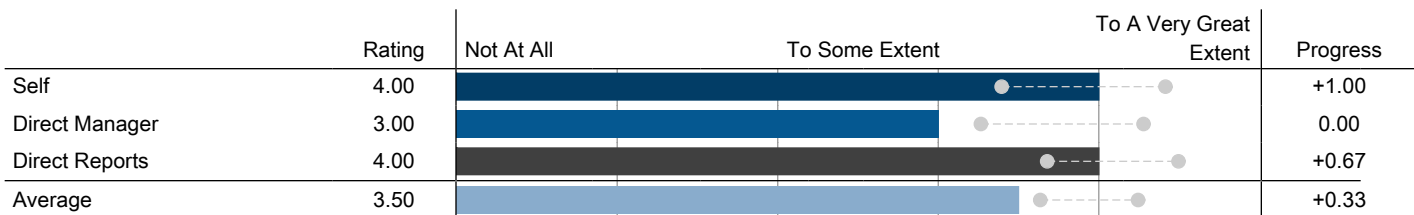


Act Strategically (3.82)

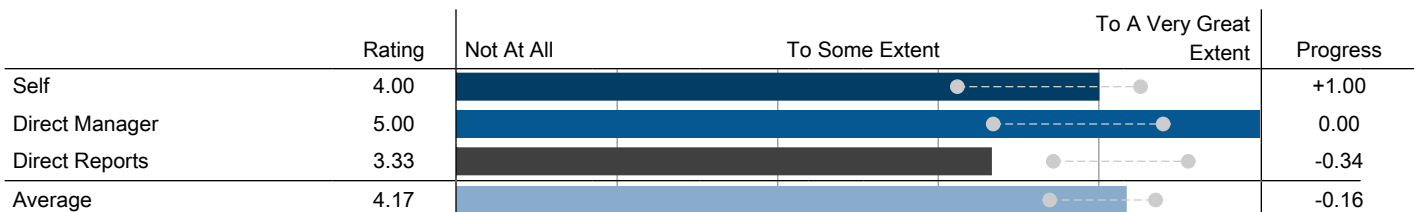
7. Balances big-picture concerns with day-to-day activities



8. Identifies efforts that will have the greatest strategic impact



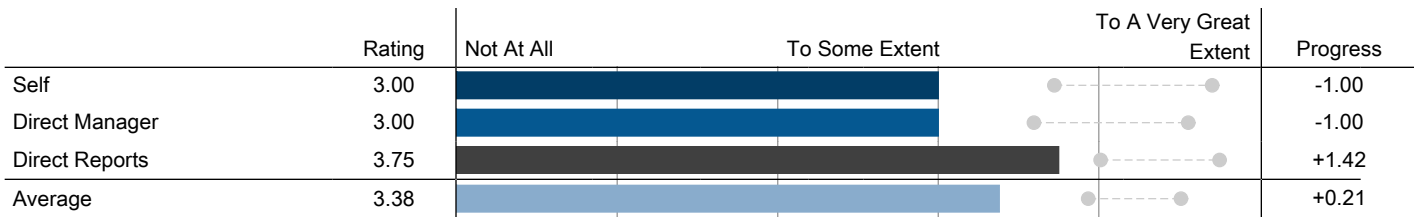
9. Stays informed about industry practices and new developments



●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

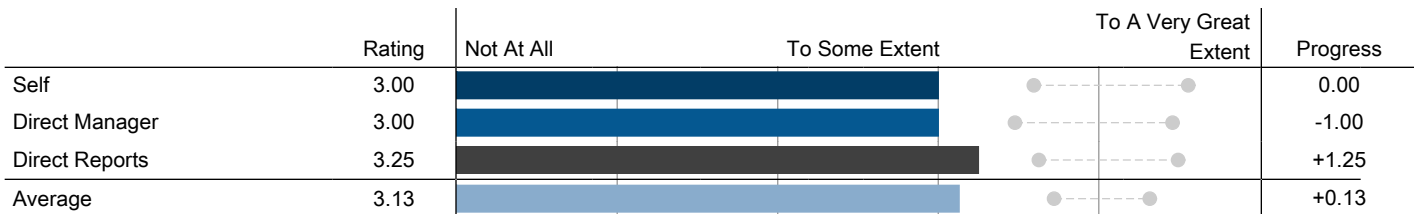
Item Detail

10. Understands the organization's mission, strategies, strengths, and weaknesses

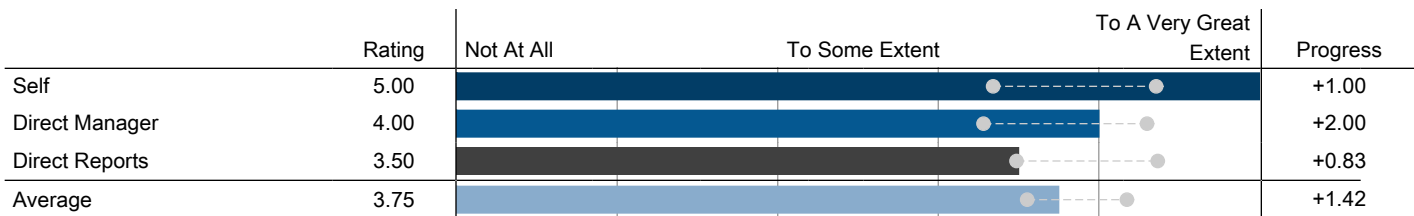


Think Creatively (3.78)

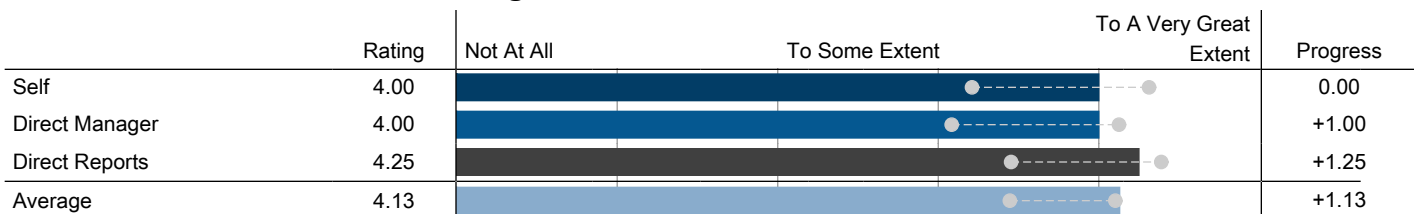
11. Approaches problems with curiosity and open-mindedness



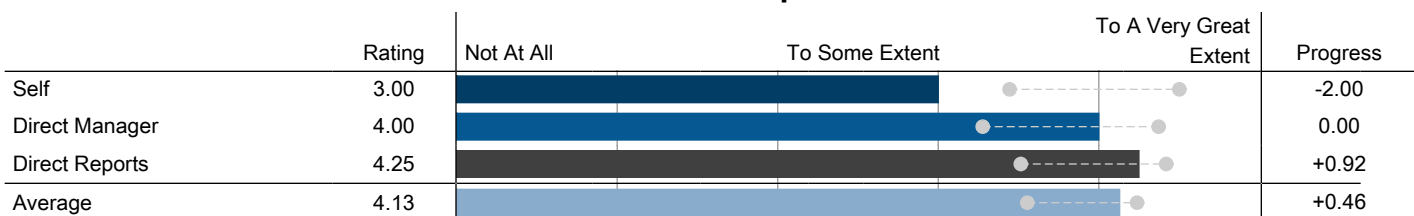
12. Creatively integrates different ideas and perspectives



13. Stimulates creative thinking in others



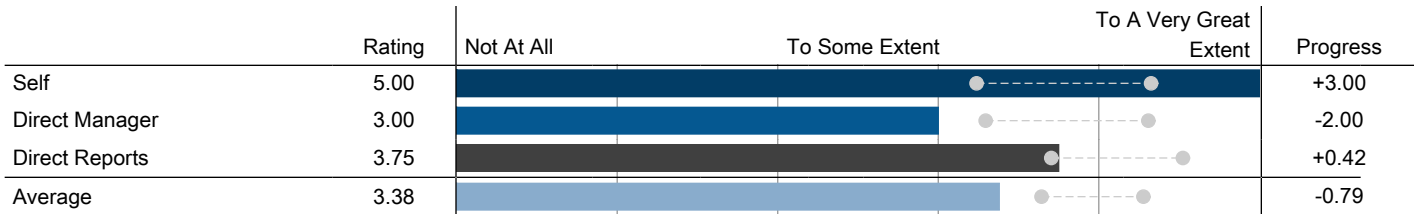
14. Generates innovative ideas and solutions to problems



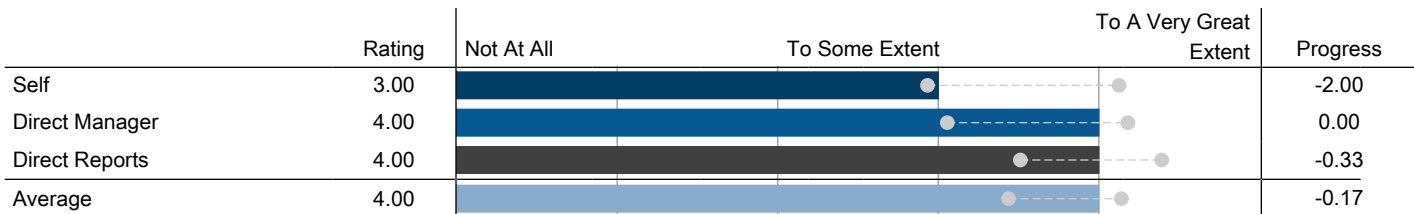
Item Detail

Use Financial Data (3.69)

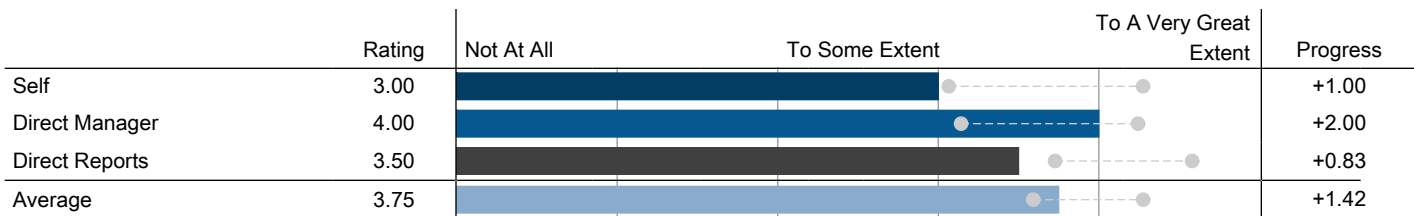
15. Draws accurate conclusions from financial and other quantitative information



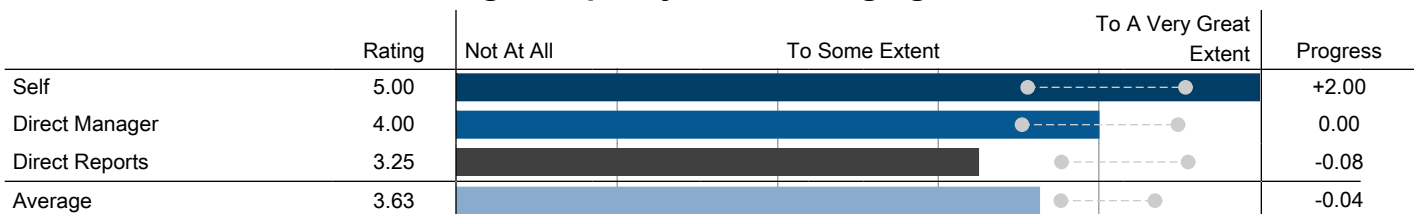
16. Readily identifies soft spots in budgets and profit plans



17. Grasps the full meaning and interrelationships of key financial indicators



18. Strives to maintain the highest quality while managing costs

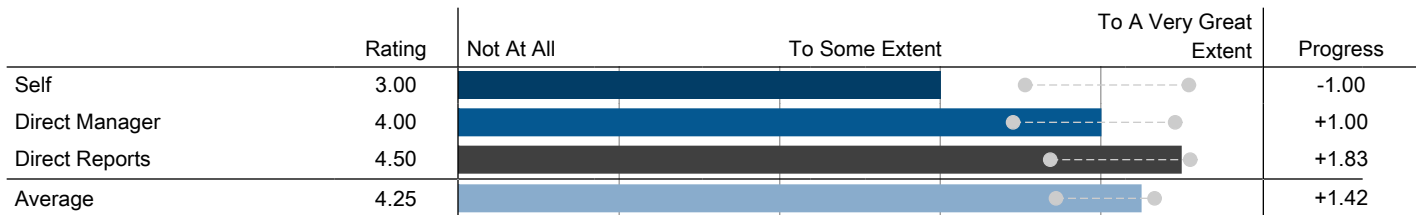


Item Detail

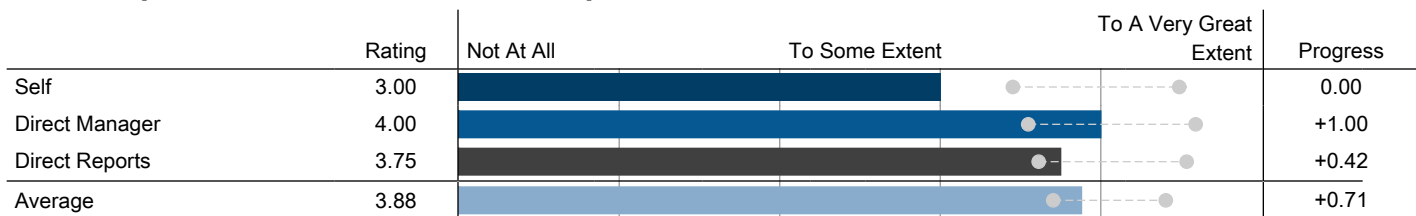
RESULTS LEADERSHIP

Meet Customer Needs (4.06)

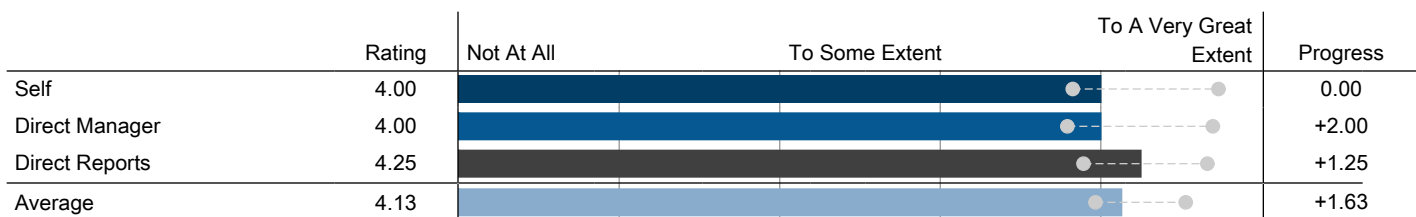
19. Continually searches for ways to improve customer/client service



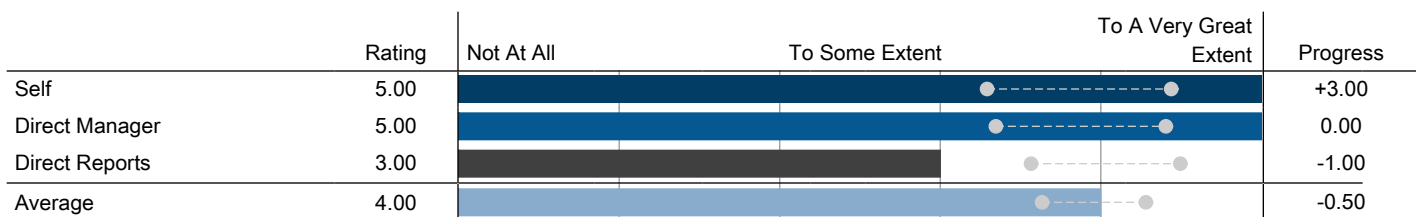
20. Impresses customers with exceptional service or work



21. Meets commitments to customers/clients



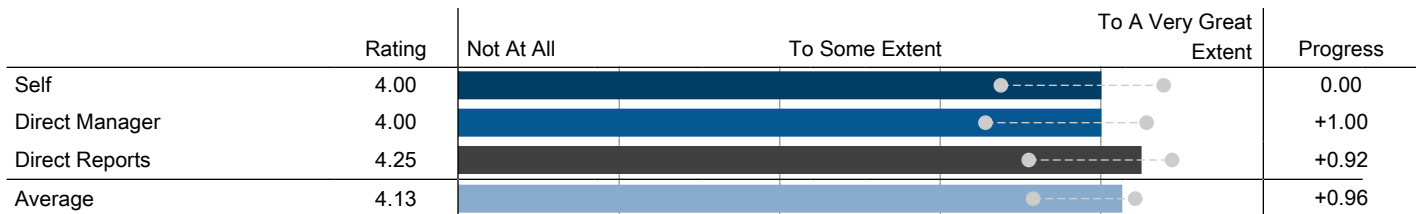
22. Seeks feedback from customers



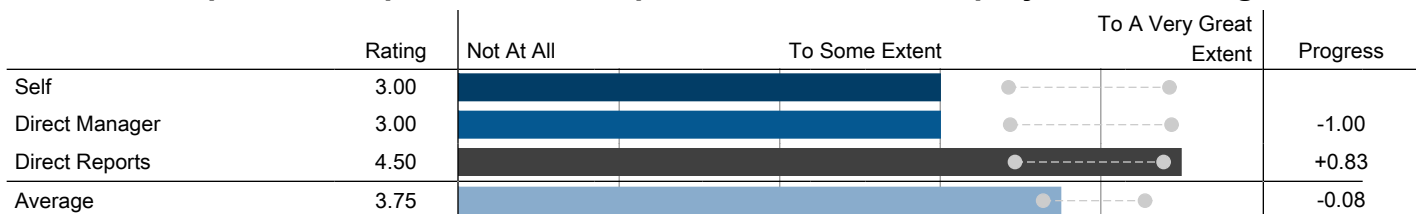
Item Detail

Build Realistic Plans (4.09)

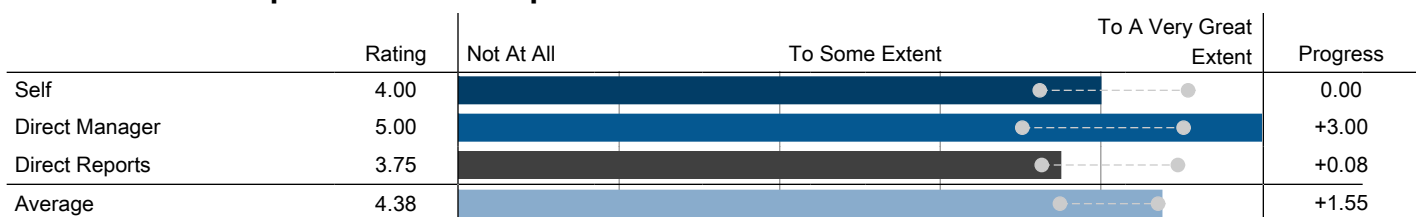
23. Anticipates problems and develops contingency plans



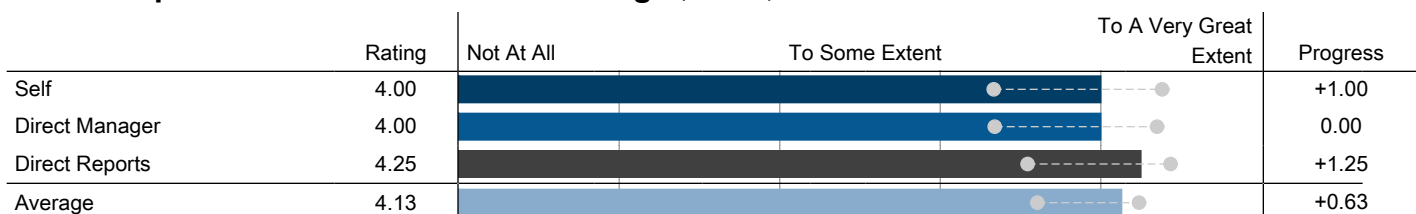
24. Develops realistic plans, action steps, and timetables for projects and assignments



25. Identifies specific action steps and accountabilities



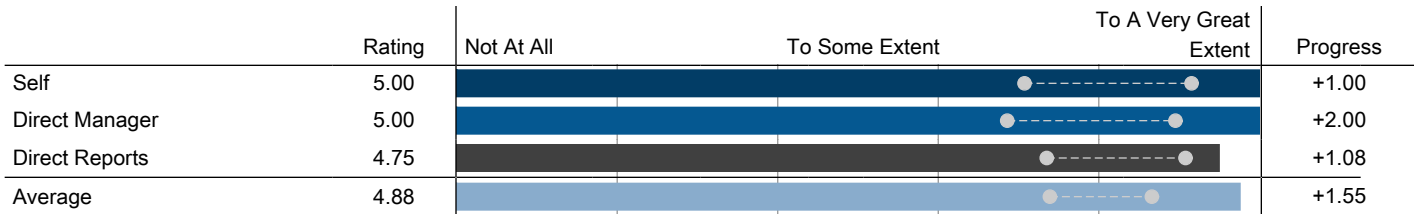
26. Prepares realistic estimates of budget, staff, and other resources



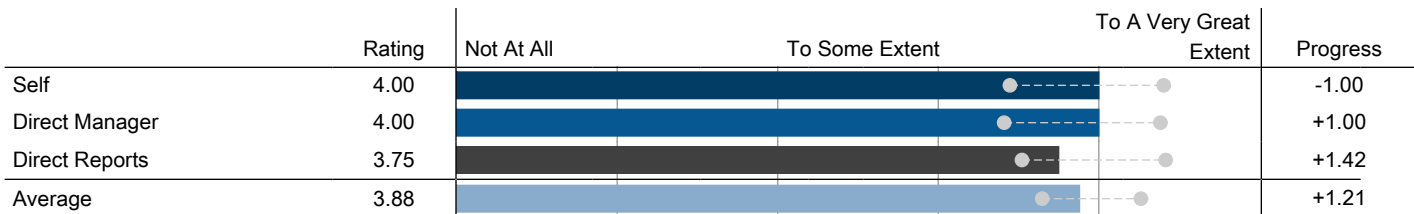
Item Detail

Manage Execution (3.98)

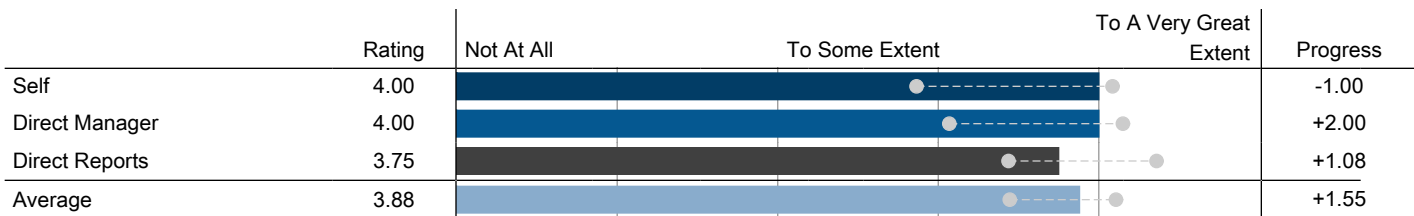
27. Continually looks for ways to improve processes, products, and/or services



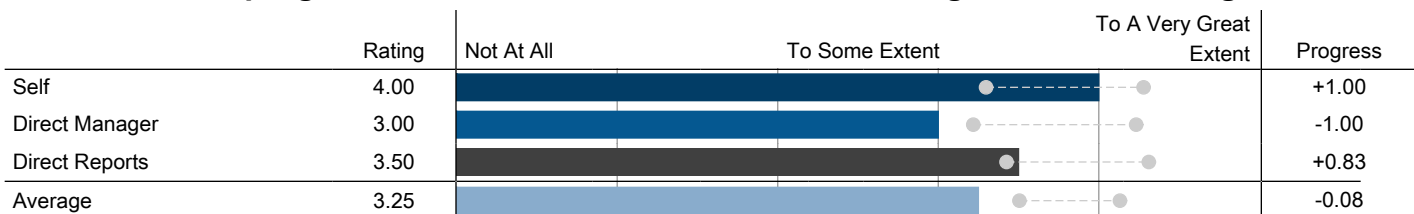
28. Conveys clear expectations for assignments



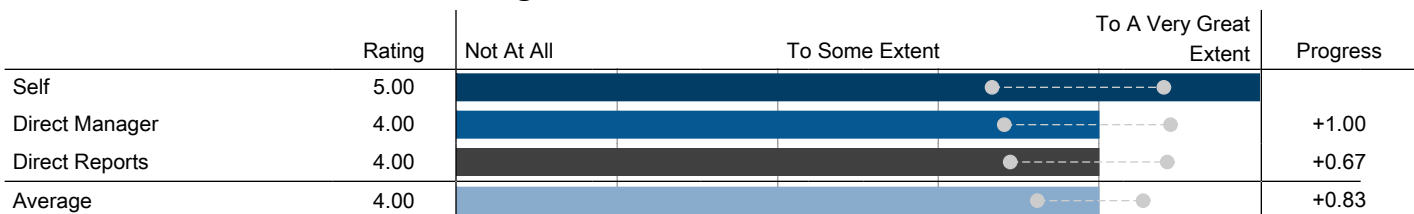
29. Delegates enough of own work to others



30. Monitors progress of others and redirects efforts when goals are not being met



31. Plans and conducts meetings to make effective use of time

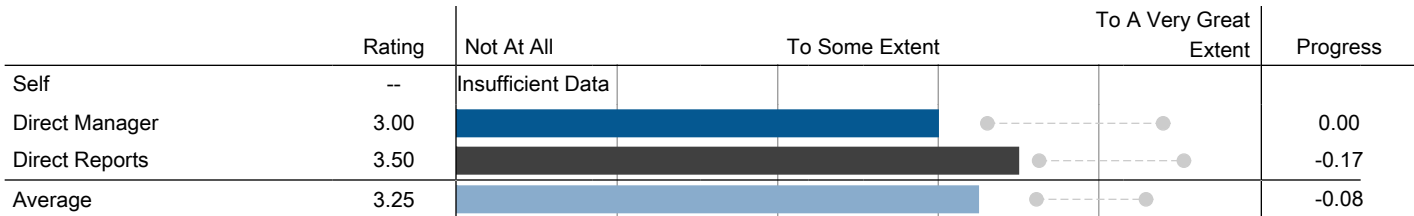


●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

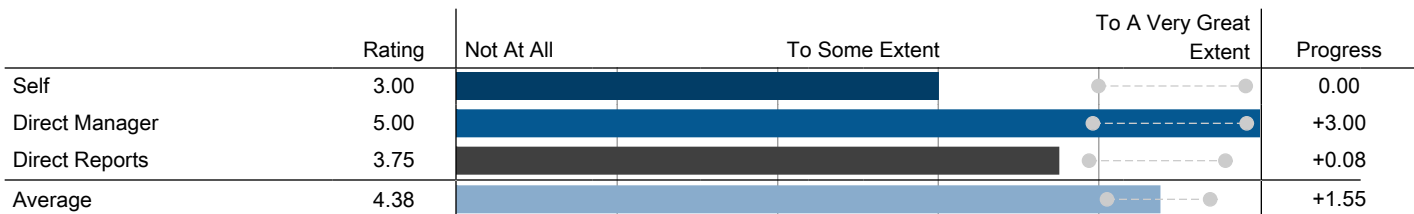
Item Detail

Show Drive and Initiative (4.10)

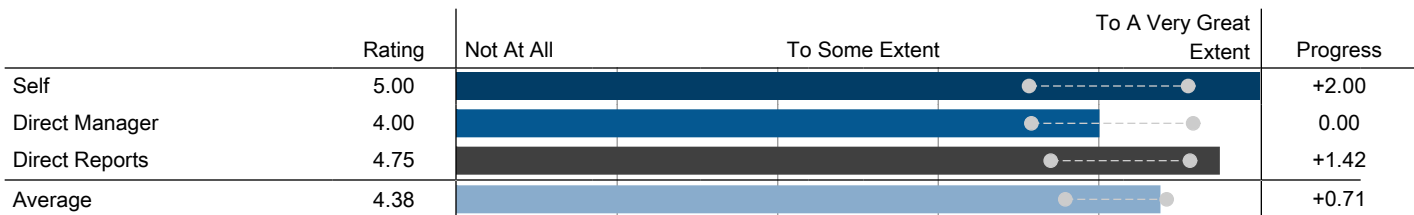
32. Establishes aggressive goals and drives for results



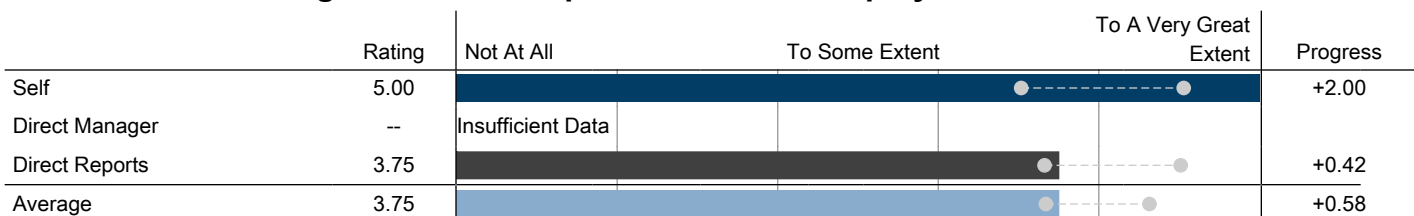
33. Readily puts in extra time and effort



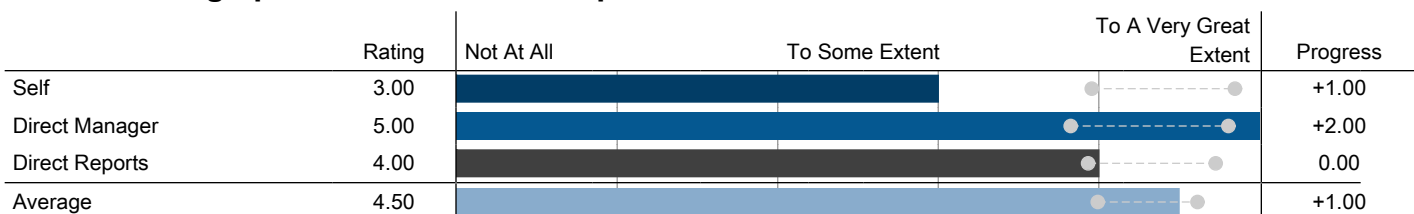
34. Tackles problems head-on and works to resolve them without delay



35. Establishes high standards of performance for employees



36. Sets high personal standards of performance



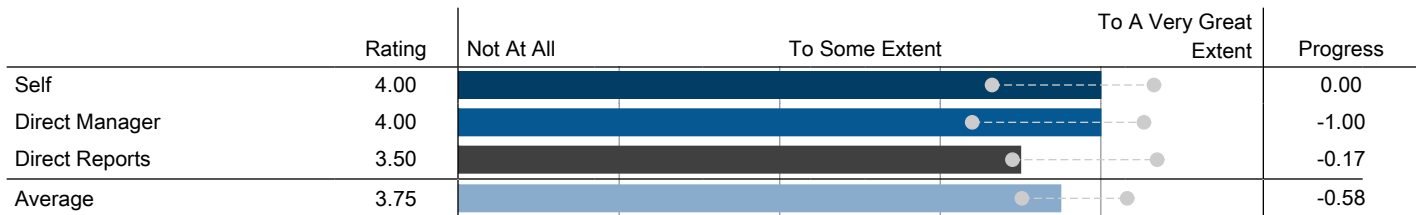
●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Item Detail

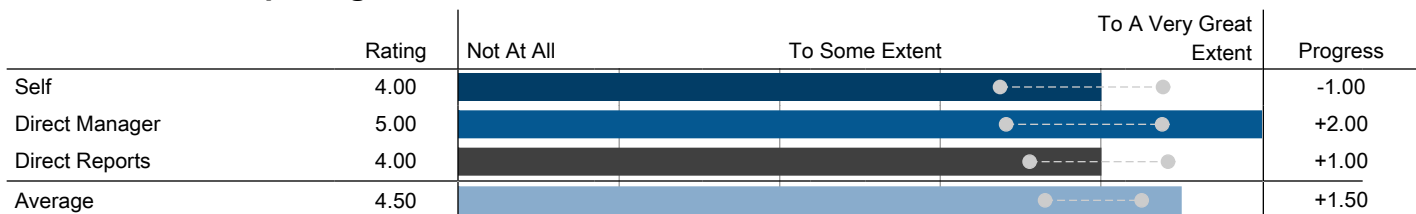
PEOPLE LEADERSHIP

Build Support (4.00)

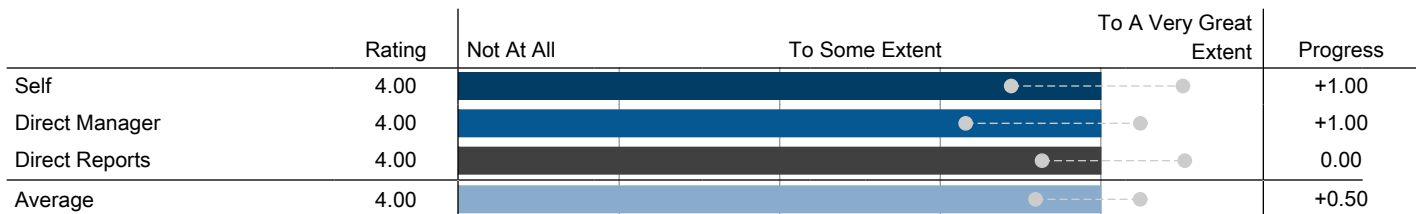
37. Anticipates and responds effectively to the positions and reactions of others



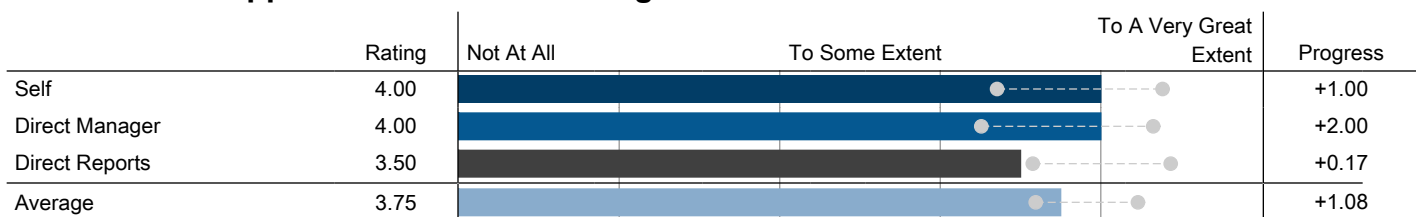
38. Gives compelling reasons for ideas



39. Knows which battles are worth fighting



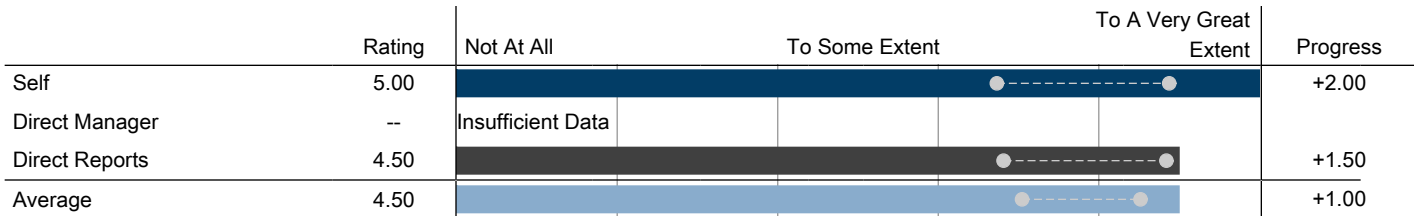
40. Builds support for own ideas through contacts with others



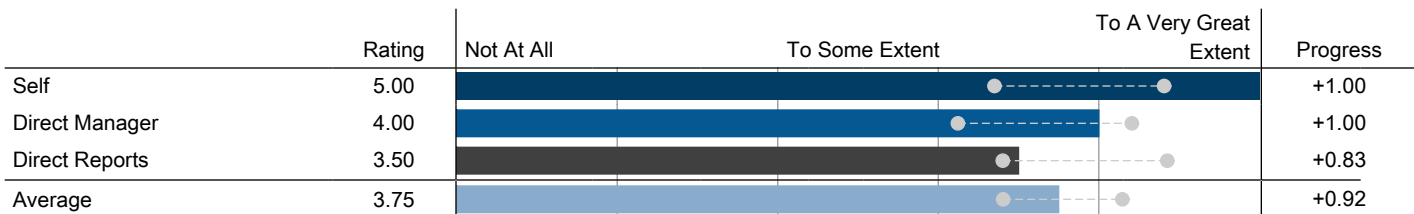
Item Detail

Motivate Others (3.67)

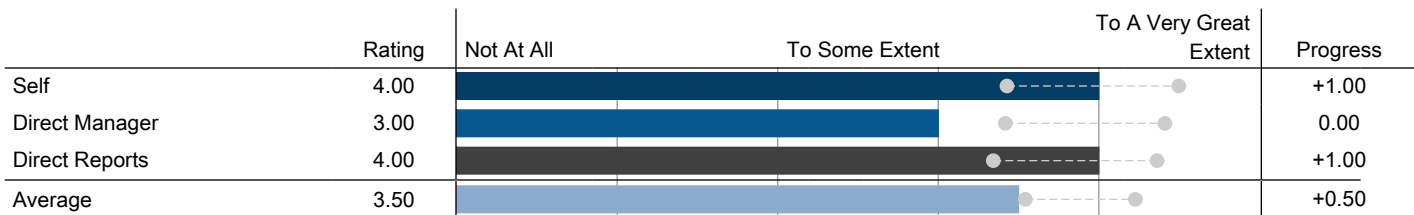
41. Creates a feeling of energy, excitement, and personal investment



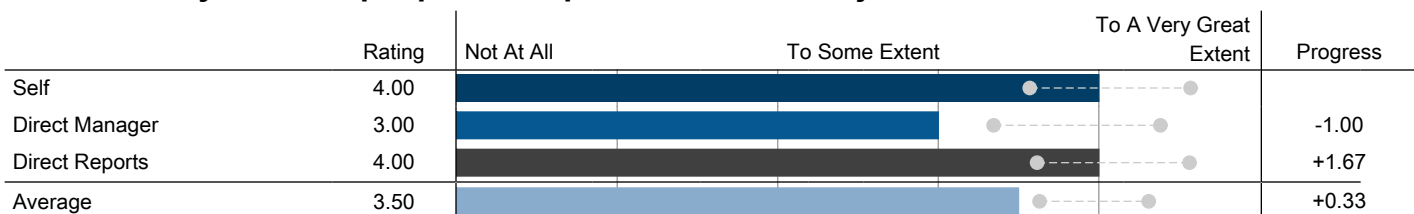
42. Inspires people to excel



43. Rewards people for good performance



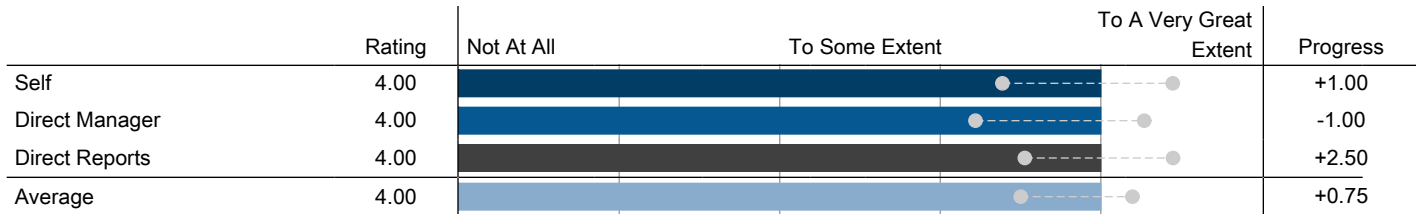
44. Conveys trust in people's competence to do their jobs



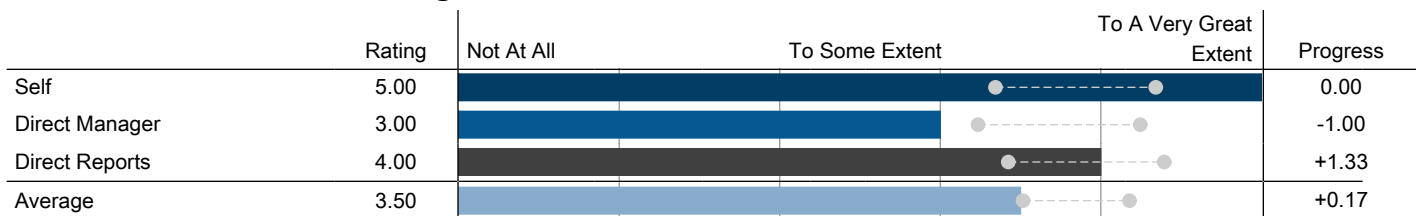
Item Detail

Develop Others (3.77)

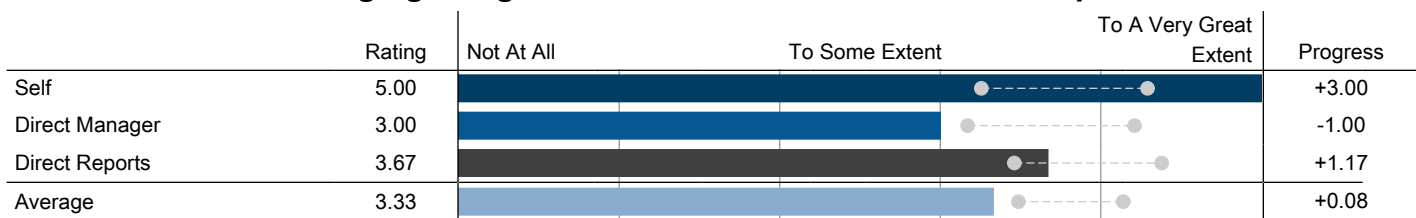
45. Attracts and selects high caliber talent



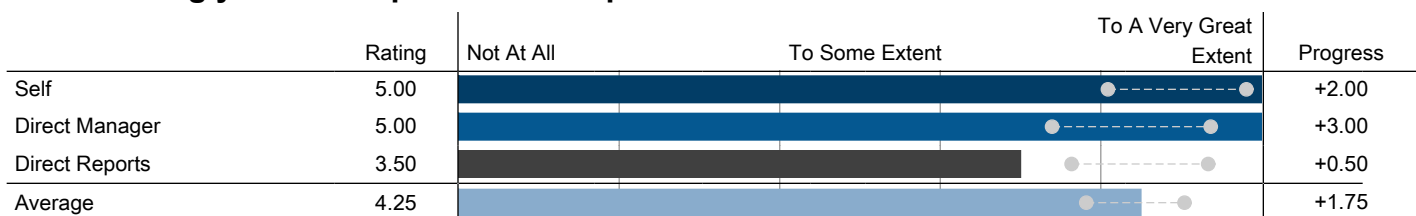
46. Gives clear, motivating, and constructive feedback



47. Provides challenging assignments to facilitate individual development



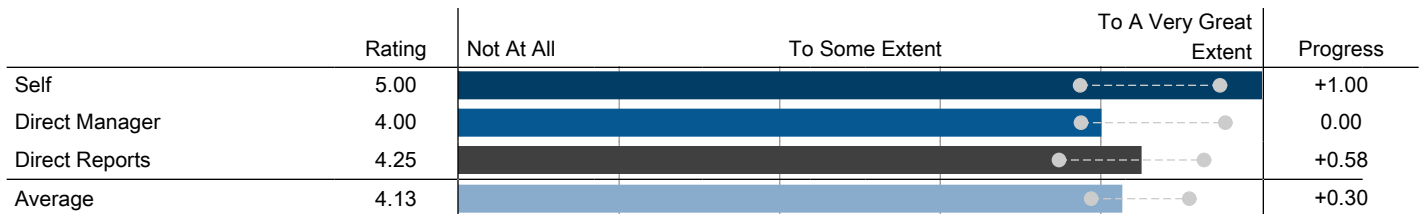
48. Willingly shares expertise and experience with others



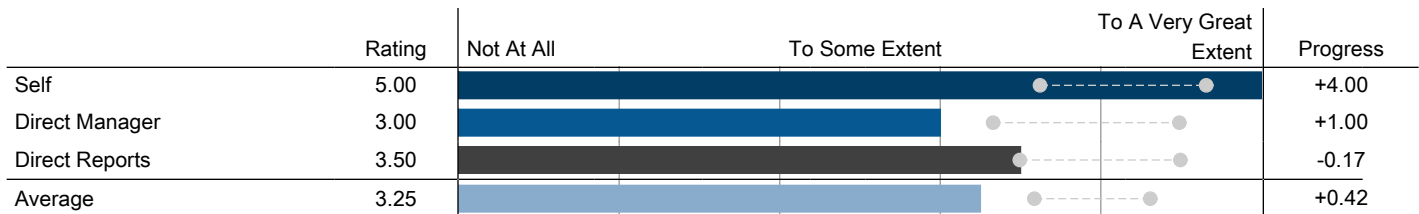
Item Detail

Promote Teamwork (4.09)

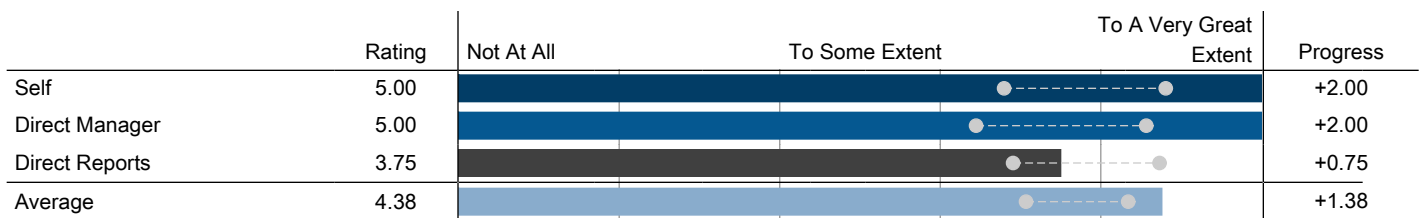
49. Contributes fair share of effort to the team's work



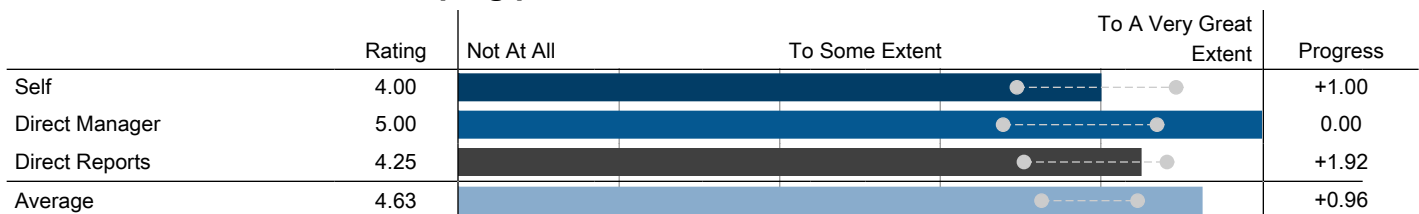
50. Promotes teamwork among groups; discourages "we vs. they" thinking



51. Facilitates the discussion and resolution of different views



52. Involves others in shaping plans and decisions that affect them

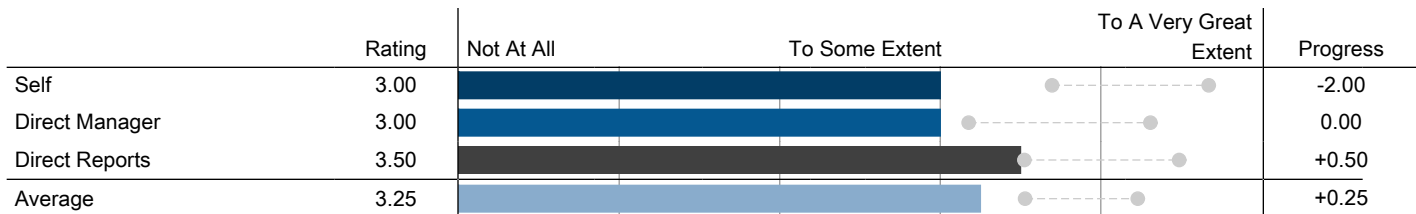


●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

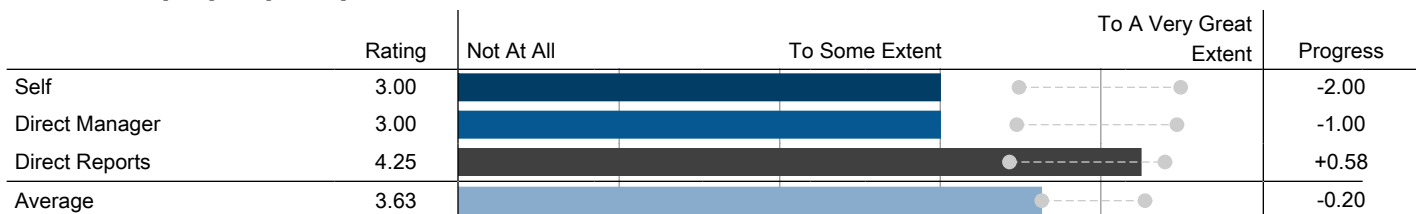
Item Detail

Foster Open Communication (3.75)

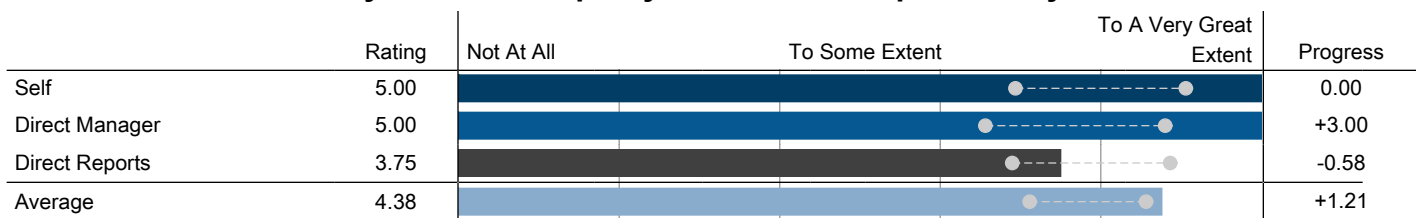
53. Encourages others to express their views, even contrary ones



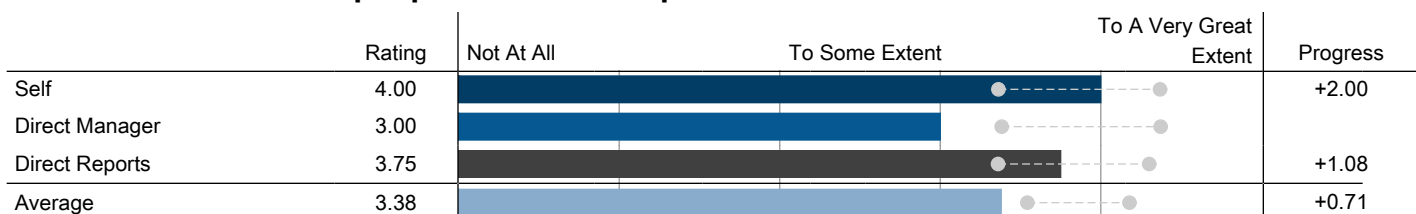
54. Keeps people up-to-date with information



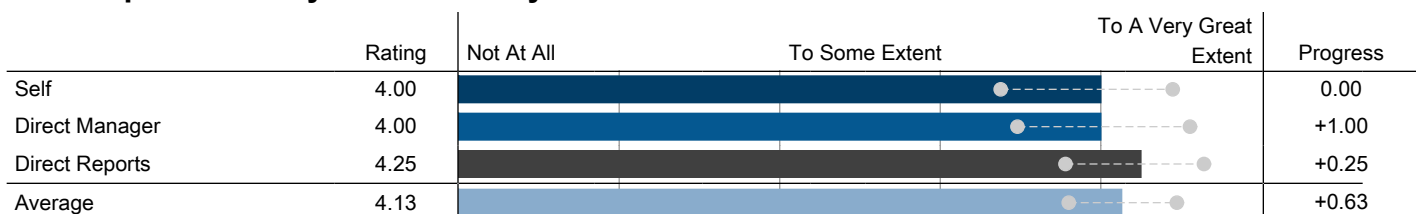
55. Listens attentively and with empathy to concerns expressed by others



56. Makes sure that people have no "surprises"



57. Speaks clearly and concisely

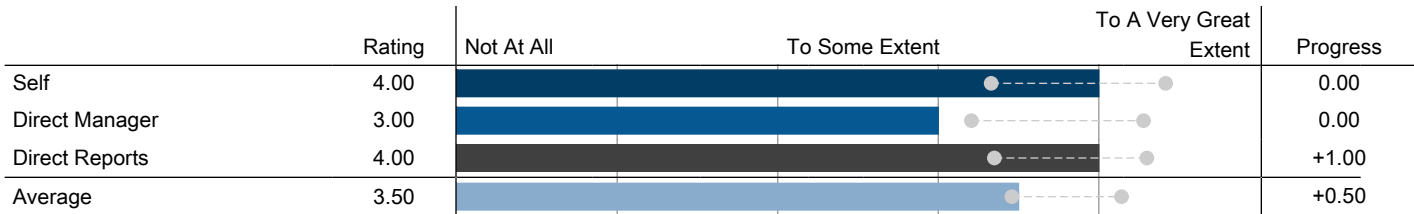


●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

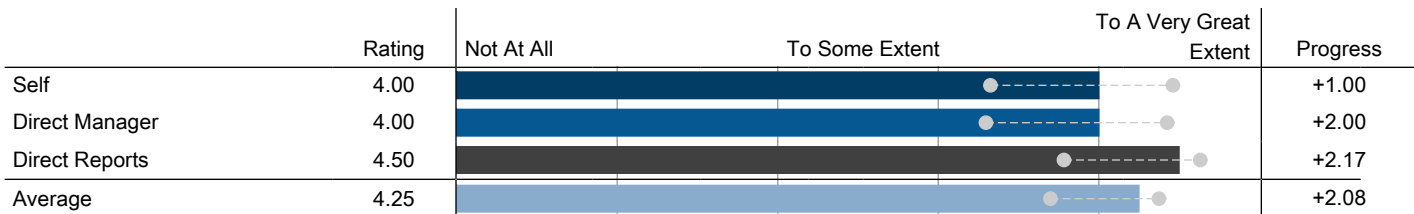
Item Detail

Establish Relationships (3.80)

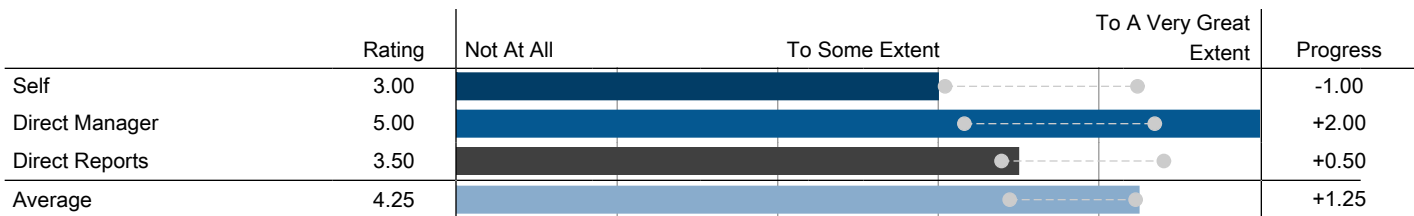
58. Compromises to build give-and-take relationships with others



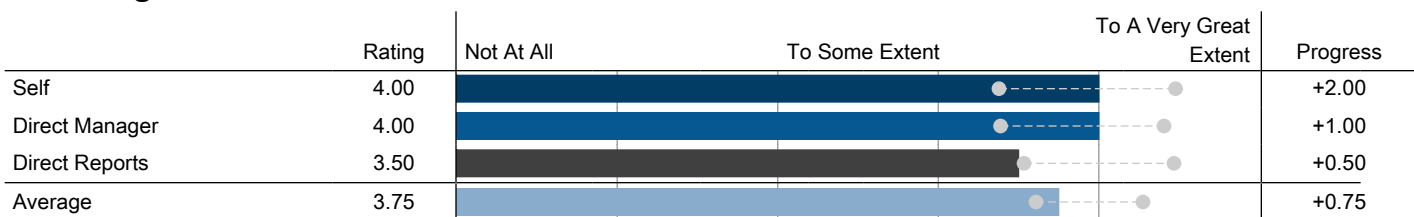
59. Develops relationships with key people in other functions and at other levels



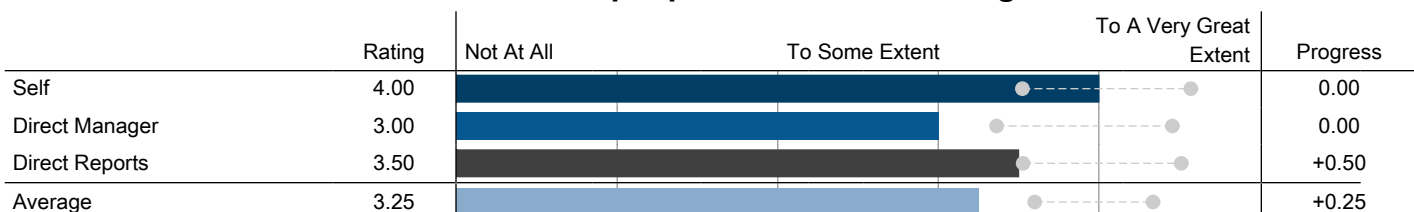
60. Expresses disagreement tactfully and sensitively



61. Helps people from diverse cultures/ backgrounds/ lifestyles succeed in the organization



62. Creates an environment in which people from diverse backgrounds feel comfortable



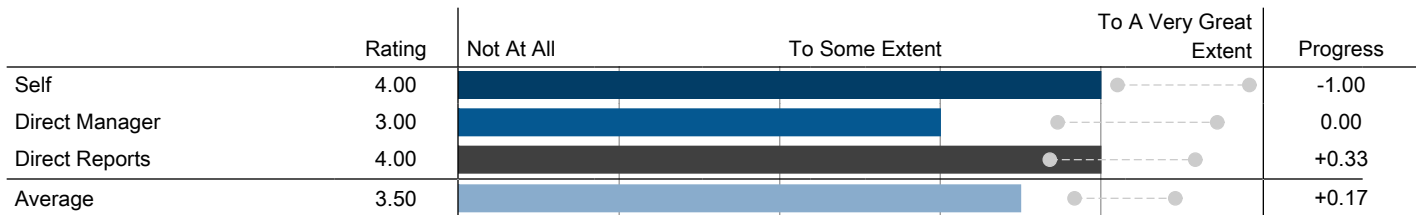
●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Item Detail

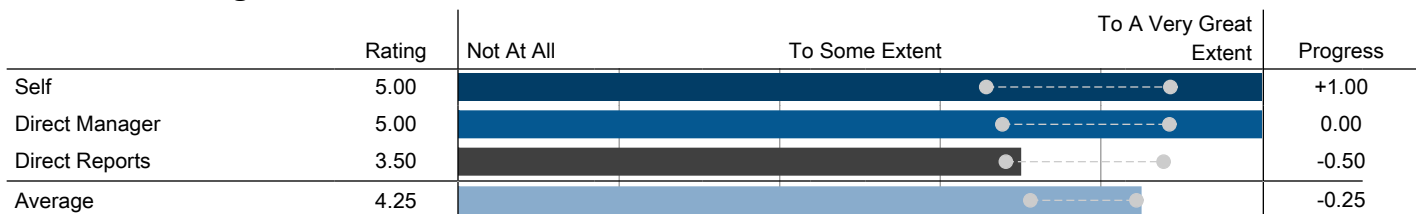
PERSONAL LEADERSHIP

Establish Trust (3.88)

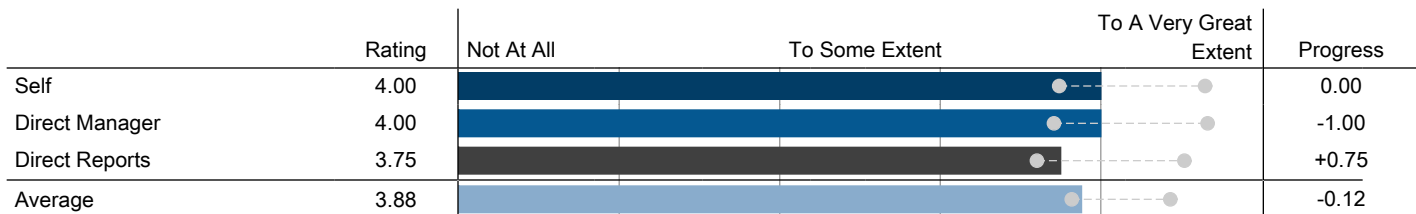
63. Accepts responsibility for own mistakes



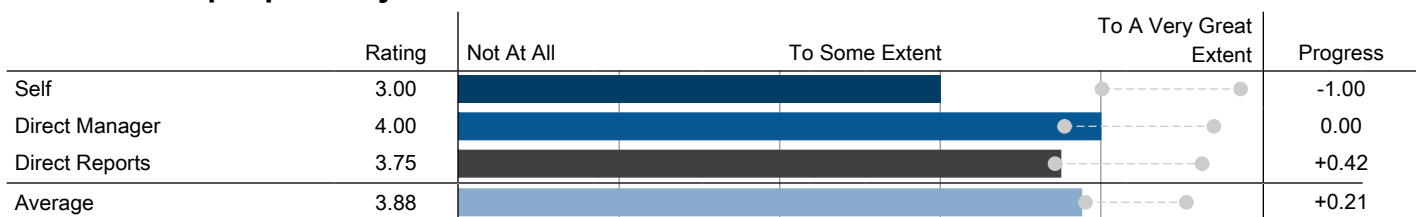
64. Encourages discussion of ethical considerations before decisions are made



65. Shows consistency between words and actions



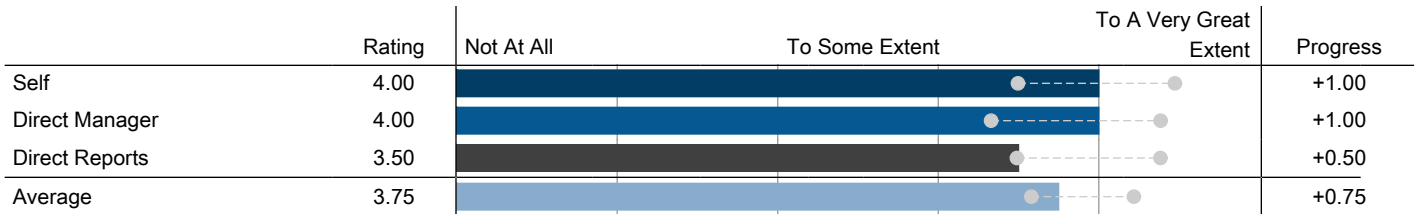
66. Treats people fairly



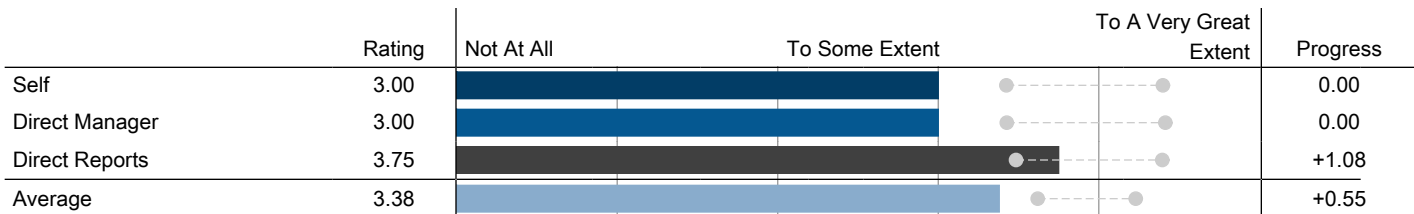
Item Detail

Show Adaptability (3.90)

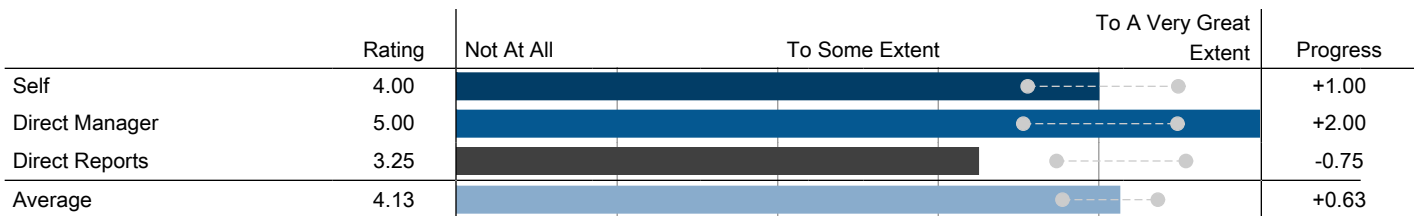
67. Adapts behavior in response to feedback and experience



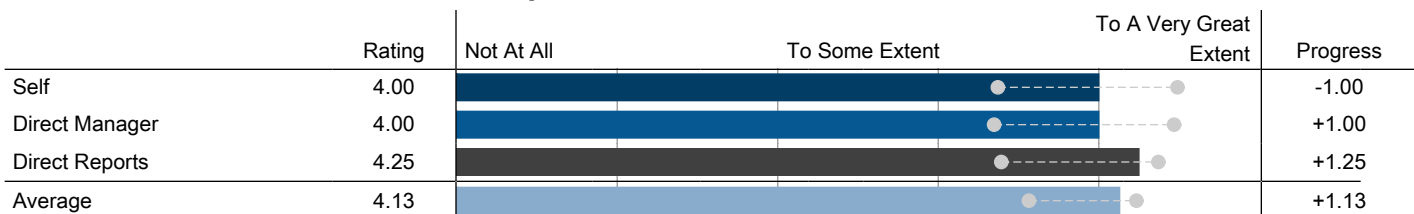
68. Deals constructively with own failures and mistakes



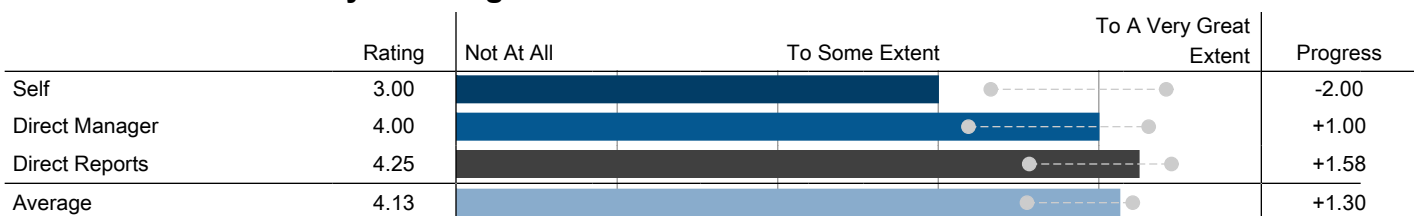
69. Responds resourcefully to new demands and challenges



70. Seeks feedback to enhance performance



71. Works effectively in ambiguous situations



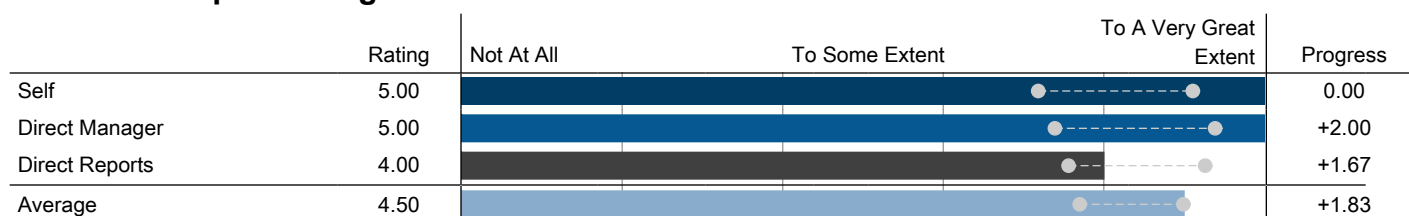
●● = 25th and 75th percentile of norm group: Mid-Level Leader Global

Item Detail

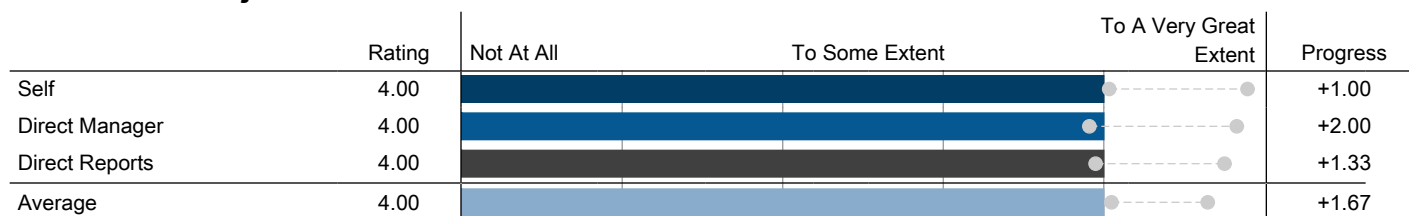
COMPOSITE

Overall Performance (4.19)

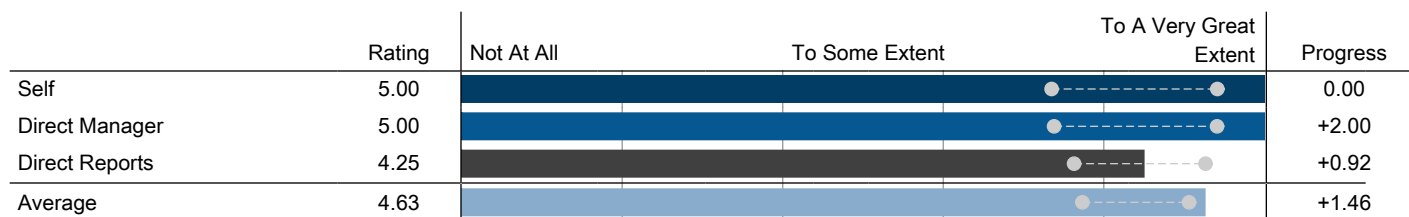
72. Accomplishes a great deal



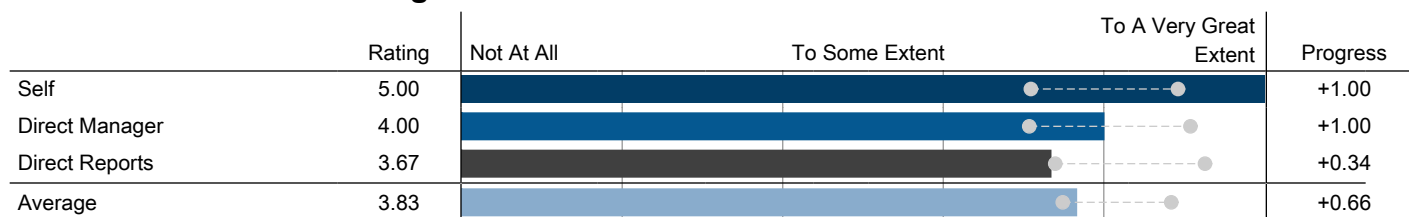
73. Gets the job done



74. Gets work done on time

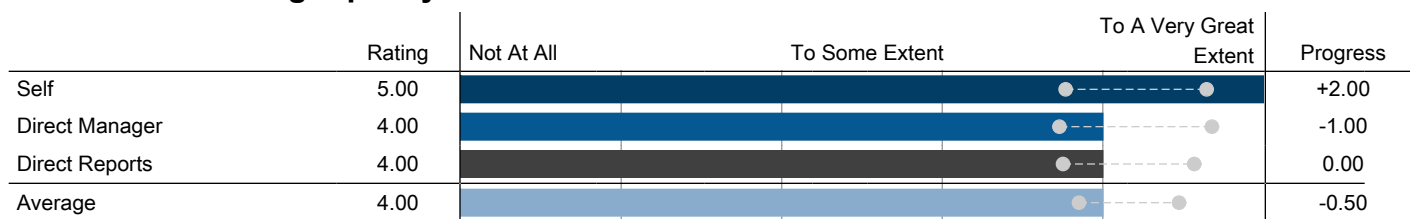


75. Is an effective manager overall



Item Detail

76. Produces high quality work



Development Suggestions

For each of your lowest-rated items, you will see suggestions for on-the-job activities. These suggestions may be helpful as you begin planning the next steps of your development.

11. Approaches problems with curiosity and open-mindedness

Creative people engage in undisciplined, open-minded, and uncritical thinking in the initial stages of the problem-solving process. Remaining open-minded allows you to generate more alternatives. To increase your use of creative approaches, try the following suggestions:

- Realize that how you view a problem often corresponds to how you approach it. Develop a more positive mindset about problems. Examine what you've done in the past few weeks when faced with new problems. Did you look at these problems as unpleasant or disruptive, or as an adventure or a challenge?
- Look at your style to see if there are certain kinds of problems that excite you, that make you curious and enthusiastic, and others that are unappealing. What are the differences? Frame those problems that don't stimulate you in such a way that they resemble those that do.
- When generating ideas, spend more time in the initial stages of problem formulation. Broadly scan the alternatives, challenging yourself to view the problem from at least three different perspectives — for example, those of your customers, your suppliers, and your competitors. By spending more time defining the problem in a multitude of ways, you will be able to generate a broader range of possible solutions.
- Use the “W” questions (why, where, who, when, and how) more in approaching problems. They'll increase your understanding of the problem and its relation to other problems. These links can lead you to greater enthusiasm and satisfaction.
- Constantly expose yourself to new ideas and trends. Build your intellectual curiosity by developing your knowledge of the world around you. Get into the habit of reading newspapers and periodicals for current events, technical journals for new developments in your field, and books related to your work and life.

Development Suggestions

30. Monitors progress of others and redirects efforts when goals are not being met

An important part of delegation, especially in the beginning, is checking the progress being made on assignments. It's not enough to simply establish a final deadline; employees may not realize they are running behind until it's too late to finish the job. The following guidelines offer a good way to check people's progress without creating more work for yourself than you saved by delegating:

- Ask employees to write action plans and produce progress reports. Have your employees give a copy to you and keep one for themselves; this will ensure that you both know what is expected. Depending on the person's experience level, you may want to be involved in the planning process to ensure that the progress reports are acceptable.
- Establish due dates for interim reports, working with your employees, and keep a copy of these reports in your file.
- Ask your employees to schedule time and prepare for update meetings with you.
- Establish the expectation that you want to hear about problems before they mushroom. When you are told about problems, concentrate on how the employee plans to handle it. Do not "shoot the messenger" or become the "problem solver."
- Set aside time to work with employees who require personal attention.

Keep in mind that employees will require different levels of your attention and involvement depending on their experience levels. If your monitoring and follow-up show that performance is not meeting planned goals, try the following:

- If the discrepancy is minor, alert the people who are working on that phase of the project and ask them to find ways to get back on track.
- If the discrepancy is major, invite the people working on the project to discuss the situation with you and to work out a plan to get back on track. You may need to make recommendations for restructuring the work or obtaining additional resources to meet the original goals.
- To keep your team on track, give consistent feedback. Feedback is essential for monitoring progress; it not only helps employees correct mistakes before they become serious problems, but also reinforces positive behaviors and encourages the development of desirable work habits.
 - Give feedback in a timely manner.
 - Give both positive and negative feedback, when each is appropriate.
 - Communicate the fact that you are willing to provide feedback. This will encourage employees to consult you.

Development Suggestions

32. Establishes aggressive goals and drives for results

Achieving results is vital for your organization's bottom line. It is important that you develop a reputation as a strong performer who can get the job done well. The following suggestions will help you obtain consistent results:

- Make sure that you have aggressive, measurable goals and objectives. Emphasize the need for results, not just activities or long hours.
- Frequently measure the results of your work. If you are dissatisfied with your progress, review your implementation plan, allocate more of your time toward the project, and ask a colleague for feedback.
- Challenge yourself and others to do better without minimizing what you or they have already accomplished.
- Focus team efforts on high-payoff activities and goals that others, such as your internal or external customers, deem important and critical.
- Keep others informed about what you are doing.
- Check to see if your concerns about people, accuracy, quality, etc., are hindering your ability to get results. Ask team members and your boss for feedback in this area. Then search for a way to make your concerns compatible with achieving strong results.
- Remember that quality results stem from quality processes. Review your processes to see if there are recurrent problems, bottlenecks, inefficiencies, or roadblocks.
- Tell your team how its efforts contribute to the organization's bottom line and its success. Analyze goals that have been accomplished in your organization and point out how your team did or did not impact those results.

Development Suggestions

50. Promotes teamwork among groups; discourages "we vs. they" thinking

Promoting teamwork among groups across an organization is essential to create an environment where people pursue common goals. To discourage "we versus they" thinking and increase efficient communication and collaboration across groups, consider the following:

- Build teamwork among different groups through formal committees. For example, management committees (which may include nonmanagerial employees) can be used to build teamwork and a sense of common purpose across all work groups represented, and can engage the team in a collaborative process.
- When making decisions using people from a variety of teams, avoid voting for decisions. Instead, strive for consensus. Voting is not likely to produce a true team decision.
- Avoid labeling and stereotyping (for instance, referring to accountants as "bean counters"). Respect for other groups and professions is critical to promoting teamwork among different groups.
- Encourage everyone involved to speak a common language. To avoid alienating outside groups, educate them and help them to understand the "lingo" of the team. Language that leaves others in the dark results in blocked communication, confusion, and disinterest.
- Evaluate your employees on their willingness and ability to work as part of a team in the organization. Encourage them to develop relationships throughout the organization, not just within their own functional area.

Development Suggestions

53. Encourages others to express their views, even contrary ones

Effective communication requires an atmosphere in which timely and high quality information flows smoothly between you and others. Take an active role in establishing this climate, encouraging the exchange of ideas, constructive criticism, and differences of opinion. To create an atmosphere in which people feel comfortable expressing their views:

- Ask for people's opinions and advice on a regular basis. Try using open-ended questions. These are questions which can't be answered with a yes or no. They begin with words such as: tell me about, why, how, explain, describe. Open-ended questions are a noncoercive invitation for one to express all views, even contrary ones.
- Ask for others' ideas before you share yours. Find something useful in what they say and build on that.
- Establish an open-door policy. This doesn't mean that you must be available at all times. Instead, set aside regular blocks of time for discussions with employees about their concerns. Make sure that they are informed of that schedule.
- Be accessible. Consider moving closer to your employees' work area, their "turf," to appear less removed. Show your interest in their day-to-day operations. Gradually increase the frequency of your informal, drop-in visits with employees.
- When employees discuss problems, respond nondefensively. A "shoot the messenger" reaction will shut down communication, regardless of how much time you set aside for discussions.
- Be aware of the nonverbal messages you send to others when they are expressing their views. Communicate a positive, open attitude to people through your nonverbal behavior. Make it clear that you are listening.
 - Provide a nondistracting environment.
 - Face the person and maintain eye contact.
 - Lean slightly forward.
 - Smile.
 - Use brief verbal messages (umm-hmm, oh, I see . . .).

In groups, have people brainstorm to create synergy around ideas, issues, problems, and opportunities. A few rules are helpful:

- Keep the definition of the problem as simple as possible.
- Establish the ground rule that criticism of ideas is not wanted during the brainstorming session. Group members who criticize ideas should be gently but firmly stopped.
- Encourage all ideas. The wilder the idea, the better; it is easier to tame down an idea than to wind one up.
- Strive for high quantity. The more ideas generated, the greater the chance of finding a useful one.
- Use the synergism of the group to combine and improve on each other's ideas.

Development Suggestions

53. Encourages others to express their views, even contrary ones

- Write the ideas down on a flip chart or board as they are generated, making them visible to the group. Seeing ideas can trigger more ideas.
- Encourage the group to keep spinning off ideas until they cannot think of any more.
- After enough ideas are out, ask members to prioritize them.

Comments

Respondents were provided an opportunity to answer additional questions related to your strengths and opportunities. Comments appear exactly as entered by each respondent. Take some time to review their specific written comments.

What two or three things does this person do that make him or her most effective?

Direct Manager

- Customer oriented, communication skills and networking

Direct Reports

- Teambuilding on the job, Very good presentation skills.
- Excellent listening and coaching skills
- Coolheaded, solid communication skills
- Business oriented, good trainer

Comments

What new skills or behaviors would make this person even more effective? (Consider today's needs and future needs.)

Direct Manager

- Creativity

Direct Reports

- Resilience and ability to influence in situations of strong resistance to change
- Be more patient and collaborative
- Be a mentor
- Launch more communication and information sharing platforms

Comments

What other comments do you have to aid in this individual's personal insight and development?

Direct Manager

- People development skills and tools

Direct Reports

- Take innovative approach towards systems, processes, and people.
- Develop solid communication skills
- Take focused approach towards task/project
- Improve presentation skills

Create a Personal Development Plan

A well thought out development plan can help you get started and stay motivated to find the energy and resources to make development happen. Your development plan may consist of two types of objectives.

- Ways to use your strengths to a greater advantage.
- Ways to improve overall performance by working on development needs.

The following steps provide a strategy for creating a realistic, motivating, and actionable plan for your personal development.

FOCUS on priorities. Identify your critical issues and development objectives.

- Choose development targets that will actually make a difference in what you can accomplish and the results that you achieve. Development objectives should give you a tangible payback in helping to achieve your personal goals.
- To help identify potential development objectives, answer the following questions:
 - Where will development add the greatest value to your performance?
 - What are you willing to work on now?
- Your development objective may not necessarily be your lowest rated skill in the feedback report. In choosing your development objective, consider the feedback you received in this report as well as other feedback you have received in the past. A development objective may be a skill you want to improve upon or a strength you want to leverage.
- Don't try to work on everything at once. Set one or two relevant development objectives that are important to you and that you will be motivated to pursue.
- For each development objective, note the skills or behaviors you want to work on as well as the criteria for success. Criteria for success tells you how you will know when you have adequately developed the skill, and should contain a brief description of what the skill looks like when performed well.

Example:

Development Objective: *Become more effective in influencing peers and higher-level managers.*

Criteria for Success: ***My peers and higher-level managers seek my advice before making major decisions.***

IMPLEMENT something every day. Stretch your comfort zone daily.

- Translate your development objectives into small, bite-sized action steps. You can probably identify two or three action steps for each development objective.
- Choose on-the-job activities that will help you practice specific skills. Identify actions that will stretch your comfort zone and that you can practice frequently. Note whom you want to involve and target dates for each step.

Example:

Action Step: *Develop strategy for influencing people in meetings*

Whom to involve: *My Manager* Due Date: 5/1

- One easy way to help you focus on your development is to identify "action triggers." Action triggers are situations or events that prompt you to practice new skills. To help you identify common situations in which you can practice the skill and plan what you will do when you encounter those situations, complete the sentences below. Identify two or three action triggers for each development objective.
 - "Every time I see the following situation..." (*What new situations, people or events signal that now is the time to put new behaviors into action?*)
 - "...I will take the following development action." (*What new behavior will you try? Where will you push your comfort zone?*)

Example:

In meetings when I make a suggestion that is ignored, I will speak up and persist with my idea; ask what others think about my suggestions.

- Identify the resources you will need to learn new knowledge or skills.
 - Seek out a coach or mentor.
 - Read books and attend training programs or seminars related to your objective.
- Plan to work on your development a little bit each day. Spending even just five minutes a day working on your development will make a difference.

REFLECT on what happens. Extract maximum learning from your experiences.

- As you complete your learning plan, ask yourself how you will think about:
 - What worked?
 - What didn't work?
 - What do you want to continue doing next time?
 - What do you want to do differently next time?

Example:

Review my development progress first thing each morning when I review my calendar for the day.

Note what worked and did not work the prior day and what I will do differently when the next opportunity arises.

- Document how you will plan to reflect, when you will do it, and how you will record your thoughts. If necessary, plan a trigger, such as a weekly meeting with your boss or coach, to help you take time to reflect.

SEEK feedback and support. Learn from people's ideas and perspectives.

- Determine from whom and when you will gather additional feedback about your progress. Specify:
 - Who you will ask for feedback?
 - How often you will ask for feedback?
- Determine how you will get the support and development resources you need. Consider:
 - Which events will give you opportunities for feedback.
 - What kinds of support you need (e.g., time, training, mentoring).

Example:

Talk to my manager after critical meetings where I am trying to be influential.

TRANSFER learning to the next level. Adapt and plan for continued learning.

- Plan how and when you will review and modify your development plan. Schedule times to review your progress and to make changes to your plan.
- Consider how you will take stock of your progress at major milestones and evaluate your progress toward your development goals.
- Plan for when and how you will evaluate what you need to work on next. This may include applying your new skills to other situations, or moving on to new challenges.

Example:

Discuss my progress and current development objectives with my manager at our regular quarterly review meeting.