

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth. Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a great deal of a trait. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in the this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Mary's consistency score is 100 which indicates that Mary is 100% consistent in answering the questionnaire. This indicates a high likelihood that Mary was truthful, accurately self-aware, and able to concentrate on the questionnaire.

## Development Area 1: Takes Initiative

You usually take a reasonable amount of initiative.

Taking initiative is important to achievement and usually one of the keys to succeeding in any organization. However, it is usually not very effective to just decide that you are going to take initiative. First, you need to formulate a clear idea of what appropriate initiative would be. What results need to be achieved in your position? By having a clear idea of the needed results, you can take initiative in the desired direction. What are the limits of your authority? By clarifying the 'boundaries of initiative' you don't have to ask about each thing you may want to do and you don't have to worry about overstepping your bounds. Thus, you can be free to take any appropriate initiative that is focused on what is needed.

### Step 1 - What are the results needed to be achieved for your position?

Make a list of what you consider to be the most important results that need to be achieved for your position. These will be the essential performance factors for your job. The list should be between 3 and 7 factors. Put the items in order of importance. The list should focus on RESULTS TO BE ACHIEVED rather than activities to be done. For example, typing is an activity to be done, but typing an average of 60 words per minute with 95% accuracy is a result. In another example, selling is an activity, but selling an average of \$100,000 retail per month is a result to achieve.

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### Step 2 - Verify the list with your manager

Ask your manager to review the list and give his/her viewpoint on those key performance factors for your position. Discuss each performance factor until you have a clear mutual understanding, including which ones are most important.

**Step 3 - How could you take initiative?**

Make a list of all the ways that you could take initiative. Examine each of the items in step 2 above and reflect on what you could do to take initiative for each item. Go over each item on the list with your manager and make sure you have the authority to take those steps. Also, ask your manager for examples of ways someone could take initiative in order to achieve high performance. This will give you a good idea of what you are free to do as well as the parameters or restraints that you may have (there are always some). As you look for new ways to take initiative in the future you will have greater clarity about the things you can initiate and the things you need to discuss before initiating.

**Step 4 - What will you commit to doing to take greater initiative?**

Reflect on and list the things that you will commit to doing related to taking initiative. Be specific about what you will do including time schedules and specific measurable actions or results.

## Development Area 2: Wants Challenge

You enjoy work that is reasonably challenging.

All significant achievements are challenging. They often involve doing things that have never been done before. A goal is challenging when we are not sure we can accomplish it or we are not sure how to accomplish it. Therefore, significant achievements nearly always involve the real possibility that we may not succeed.

To develop this trait you need to gradually increase your comfort level with challenges. Start with the things that you consider a little challenging and gradually extend the challenges.

### **Step 1 - What would be challenging to you?**

Make a list of things that you would consider to be challenging. Don't worry right now about whether you can achieve them or whether you want to take on the challenges. Just make a list of things you would consider to be challenging. These could be specific projects or whole areas of responsibility. You might also consider asking your manager for ideas of challenges you could pursue in your work.

### **Step 2 - What are your concerns about each of those challenges?**

Reflect on and list your concerns about the challenges listed in step 1.

### **Step 3 - What do you find inviting about those challenges?**

Reflect on and list what you find inviting about the challenges listed in step 1.

**Step 4 - Which challenge would you like to pursue?**

Select one item from the list you consider to be challenging. It should be something you would like to do and something that is practical and realistic in your current work situation.

**Step 5 - What are the possible benefits you might receive by engaging in this challenge?**

Reflect on and list how you might benefit if you were to pursue this challenge. This could include external rewards, rewards of satisfaction, or aspects of yourself that might be developed if you pursue this challenge.

**Step 6 - What steps are necessary to achieve that challenge?**

Set out a series of action steps you need to take to achieve this challenge. Include stages of completion and dates by which you commit to achieving those steps. If applicable, show these steps to a coworker to get feedback or to your manager to ensure they are in alignment with organizational objectives.



### **Step 7 - Revise your action steps after receiving feedback**

Reflect on the feedback given about your action steps and make appropriate revisions. Then place the revised steps on your calendar so you can verify your progress within the designated time frame.

### **Step 8 - Review the results**

At the end of the implementation period write a brief report that outlines the major achievements as well as setbacks.