



General: Supervisor Development Report with Competency Feedback

for **Suzanne Example**

5/7/2010

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This report can be viewed in the following languages: _____

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Norms used for this report: US General Norm

INTRODUCTION

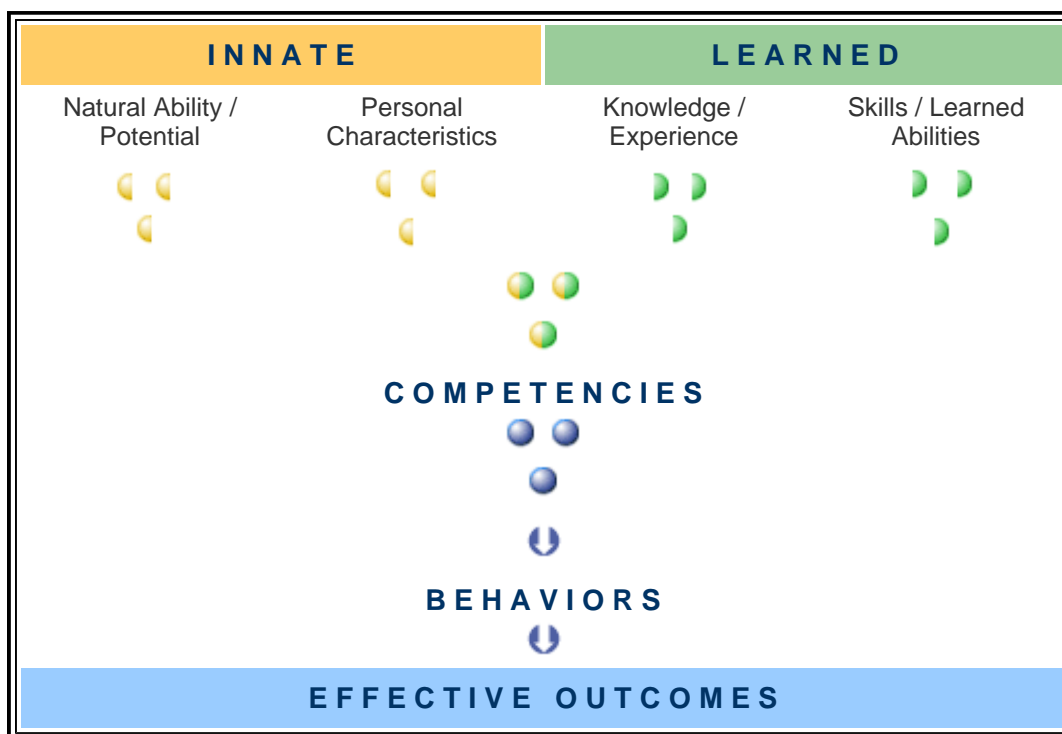
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In today's work environment, it is a given that we all must take personal responsibility for maintaining and improving our abilities and potential at work -- so that we are prepared to maintain our current value in the workplace and improve our value over time.

Most organizations define what they need from people in terms of competency -- What competencies does a person need to regularly display to be effective in a current position or develop to be effective in a future position?

How do you improve or develop competency? The first step is to understand what competencies are required in your job or the job to which you aspire. This ASSESS report provides the competency model for a specific job (current or future position) as defined by your organization.

The second step is to target and develop some of the building blocks of these competencies. Competency in an area is the result of many factors working together, which include innate characteristics (natural ability, personality) and learned characteristics (knowledge, experience and skills) as is presented in the following chart.



The ASSESS system evaluates your work personality and (in some cases) abilities and helps you to consider how these innate characteristics impact competency.

INTRODUCTION

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Overview of Your Development Report

The first section of this report presents your Competency Model and feedback on your ASSESS results. These results will be interpreted in terms of how your personality and abilities may help or hinder the development or display of each competency.

Next, specific development suggestions are provided to help you develop in the areas highlighted by ASSESS.

Finally, the last section of the report provides you with a framework for setting goals and creating a development action plan.

Who Should See This Report

This report has been written for your personal use. We hope it will help you to think about and plan for your career development. You may want to share all or parts of this report with others, especially if you trust their judgment and wisdom, and if they can assist you with career and development resources or advice. People to consider might include a family member, a current or past manager, a trusted mentor, a Human Resources representative or a career counselor.

Interpretation Assistance

This report is written using a computerized expert system that interprets your results and writes your report in the same manner that a Bigby, Havis & Associates psychologist would. It is designed to be read by you, the person evaluated, without special interpretation by a professional. However, additional assistance from a professional can be provided through your sponsoring organization. See your ASSESS coordinator to make arrangements.

READING YOUR REPORT

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In Reviewing Your Report, Keep The Following In Mind:

The results are based on your self-perceptions and may be influenced by a favorable or unfavorable self-image. Others may see you differently than you see yourself.

We have compared your raw scores on the ability tests and the personality survey to a professional norm group (people who work in jobs which, for the most part, require education or training beyond the high school level) to make the statements and suggestions you will find in this report. It may be useful to think "compared to most professionals" as you read each.

The report does not take into account your background, training, technical skills or experience. Therefore, the results do not measure your personal effectiveness or the quality of your job performance; rather, they describe abilities and characteristics that (along with these other factors) may influence your job performance.

Many of the characteristics described in this report could be assets in some circumstances and liabilities in others. You will notice that a characteristic may appear as a strength in relation to one competency, but a weakness when considered in relation to another competency.

Be careful not to overemphasize specific statements. Instead consider the overall picture and how your assessment results fit with your job, career and personal expectations (how you would like to be).

Take the time to read and consider the ASSESS Report information:

1. Take an open, non-defensive attitude when reviewing the material. Review each section carefully and, as you consider the feedback statements, try to think of specific examples that can confirm which assets and liabilities do or do not apply to you.
2. If you are not sure that a statement in the report describes you, ask someone you feel will give you honest feedback for their opinion.
3. After reviewing your results, use the Goal Setting section of this report and the additional resources provided at www.bigby.com/systems/ASSESSv2/resources/employee to help you set goals for your development and to construct an action plan for achieving your goals.

Over time, people change. If several years have passed since the date of this report, the results may no longer fit you. Remember, when you completed the assessment instruments you were at a particular age, stage of development, level of experience, etc. With the passage of time, the characteristics measured by ASSESS may have changed.

ABILITY RESULTS

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Since abilities can impact most competencies, they are reported separately here.

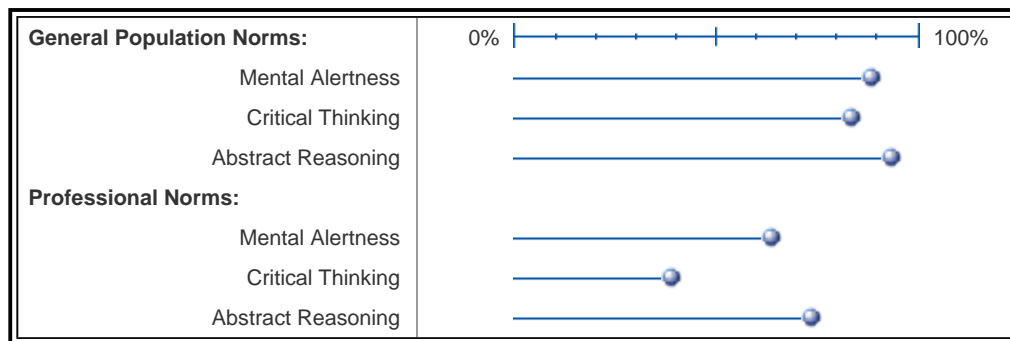
The following results are based on your performance on standardized ability tests. They are presented as percentile comparisons to professional norms (people who, for the most part, have an education at or beyond the college undergraduate level) and to general population norms (people who, for the most part, have a high school education).

With few exceptions, if you are in or are considering a position requiring a college degree, you should pay most attention to the professional norm group comparisons. However, if you have limited formal education, the general population comparisons may be more appropriate.

Remember, your results on the intellectual ability tests are only a partial indication of your potential to be successful at a job. Other factors such as education, technical training, job-related experience, personal accomplishments and character are different, but equally important, indicators of potential future success.

Scores were available for the following ability tests:

Intellectual Ability Scores Compared to:



Comments: You should have little difficulty reasoning through most verbal and quantitative information to quickly solve problems.

Your critical thinking abilities appear to be as good as those of the typical professional and better than those of the average person. You should be able to understand most complex written problems, evaluate the relative merits of various interpretations of the information presented, and come to sound conclusions.

You should have little difficulty solving problems that involve complex, abstract information. You should also be quick to grasp new ideas and solve problems that are outside your usual experience.

THE MODEL

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General: Supervisor




Decisive Judgment	Making good decisions in a timely and confident manner.
Adapting To Change	Adapting to changing situations and restructuring tasks and priorities as changes occur within the business and organization.
Planning And Organizing	Effectively organizing and planning work according to organizational needs by defining objectives and anticipating needs and priorities.
Driving For Results	Challenging, pushing the organization and themselves to excel and achieve.
Managing Others	Directing and leading others to accomplish organizational goals and objectives.
Coaching And Developing Others	Advising, assisting, mentoring and providing feedback to others to encourage and inspire the development of work-related competencies and long-term career growth.
Motivating Others	Inspiring others to perform well by actively conveying enthusiasm and a passion for doing a good job.
Functional Acumen*	Having the skills, knowledge and abilities necessary to be effective in the specific functional content of a job.
Integrity*	Upholding a high standard of fairness and ethics in everyday words and actions.

**Competencies not strongly impacted by the personality characteristics measured by ASSESS. Development feedback and suggestions may be obtained for these competencies using the Assess 360 system.*

PERSONALITY RESULTS

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Reading The Competency Graphs:

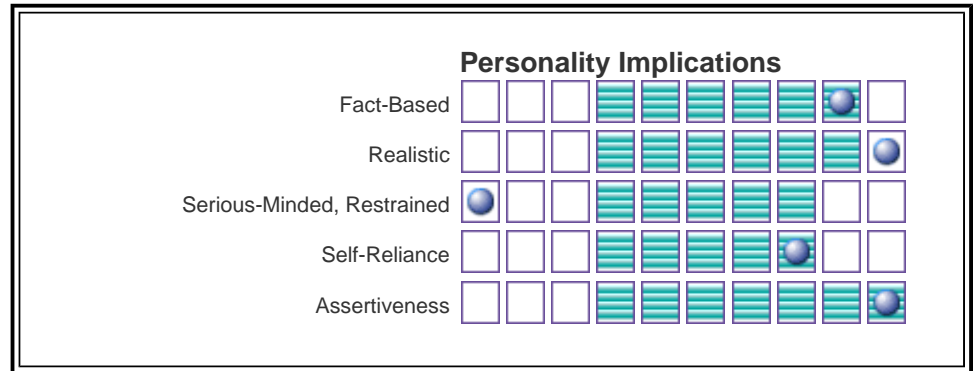
- For each personality characteristic, a distribution of possible scores (from less to more) is displayed in deciles (1-10% = 1st decile, 11-20% = 2nd decile, etc.) using ten graph blocks.
- This distribution is based on a professional norm group of approximately 40,000 respondents.
- Your score on each personality characteristic is represented by the graphic character .
- Overlaid on the normative distribution, the colors and shading on the graph represent desirable ranges on each characteristic for a particular competency.
- Ranges in which a characteristic may help are marked with most shading ().
- Ranges in which a characteristic may be a potential concern have no shading ().
- You will notice from the pattern of shadings that low scores are not necessarily bad and high scores are not necessarily good.
- Also notice that the *Helps* and *Potential Concerns* ranges for a characteristic may differ by competency. For example, a higher level of assertiveness may be more desirable for one competency than another.

PERSONALITY DETAIL

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Decisive Judgment

Making good decisions in a timely and confident manner.



Comments:

Helps

- Your fact-based orientation should be an asset when analyzing problems and objectively evaluating the merits of alternative solutions.
- You are self-reliant and should be comfortable making decisions on your own. You should be willing to take responsibility for important decisions rather than relying excessively on others for support or guidance.
- Your assertive style should help you to confidently convince others of the reasons for and the merits of your decisions.

Potential Concerns

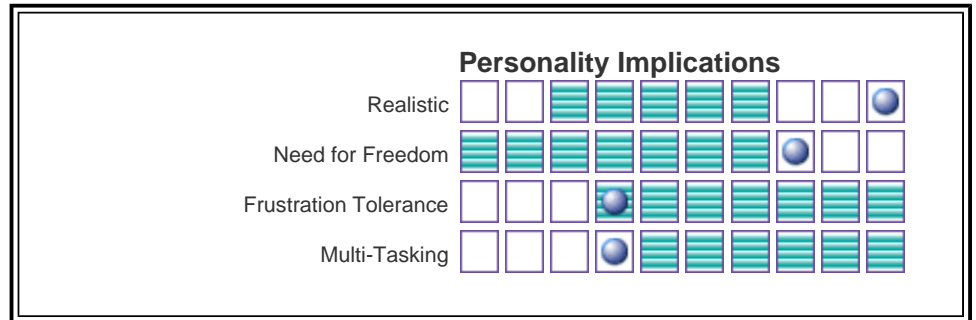
- Your pragmatism may sometimes cause you to overrely on past solutions rather than consider new possibilities. Try to discipline yourself to occasionally look for a new or different approach that is more effective than what has worked before.
- Your low level of restraint suggests that you will react quickly when faced with decisions. Because of this, you may sometimes make decisions without sufficient consideration of potential consequences and outcomes. The developmental suggestions provided later in this report can help you to manage this tendency and improve the quality of your decisions.

PERSONALITY DETAIL

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Adapting To Change

Adapting to changing situations and restructuring tasks and priorities as changes occur within the business and organization.



Comments:

Helps

- You should remain positive and resilient under most circumstances of change.

Potential Concerns

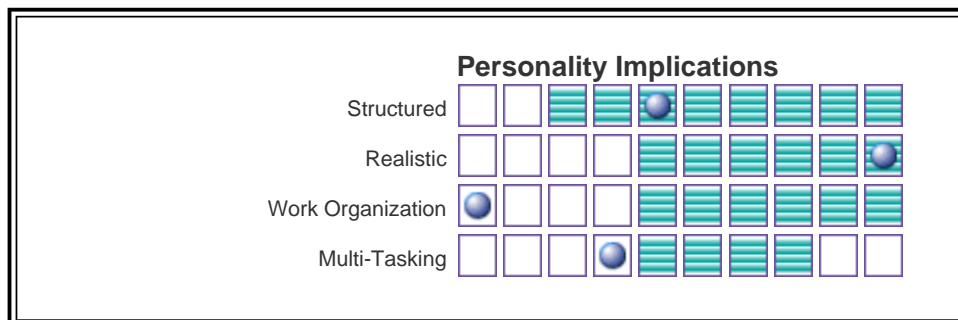
- Your very pragmatic orientation may lead you to resist new approaches or ideas. You may overrely on how things have been done in the past.
- Because of your high need for personal independence and freedom, you may not always accept changes to your work requirements or task priorities. This will be more apparent in situations where you do not agree with the value or necessity of the change.
- You appear to prefer predictable environments. You may not like change if it disrupts your routine.

PERSONALITY DETAIL

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Planning And Organizing

Effectively organizing and planning work according to organizational needs by defining objectives and anticipating needs and priorities.



Comments:

Helps

- You appear to be willing to apply a certain amount of logical and systematic thought to the planning process. This should help you to conceptualize and plan work activities.
- Strongly pragmatic by nature, you should emphasize realistic goals and the development of workable plans.

Potential Concerns

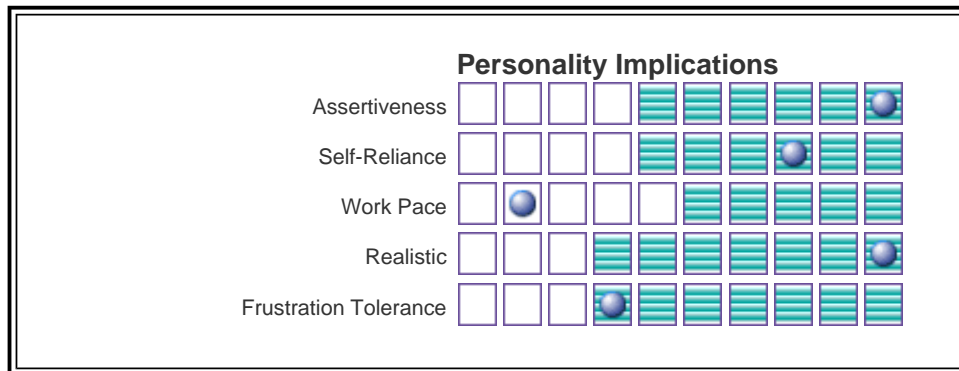
- Without proper self-discipline, you will not be as organized in your personal work as is needed for this competency.
- Your preference for routine and working on a limited number of tasks at one time may sometimes interfere with your ability to manage the planning and organizational aspects of your job, especially when faced with multiple, competing demands.

PERSONALITY DETAIL

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Driving For Results

Challenging, pushing the organization and themselves to excel and achieve.



Comments:

Helps

- Assertive and forceful, you should be able to influence others to achieve results.
- Highly self-reliant, you should be comfortable establishing goals and taking personal responsibility for their achievement with little support or direction from others.
- Practical and pragmatic by nature, you should emphasize tangible results and immediate outcomes.
- As resilient as most people, you should be able to remain positive despite frustration in most situations.

Potential Concerns

- Your slow work pace may interfere with your ability to achieve high levels of personal work output and may also inhibit your ability to inspire high effort levels in others. You should make a special effort to increase your work pace and energy level to be effective at this competency.

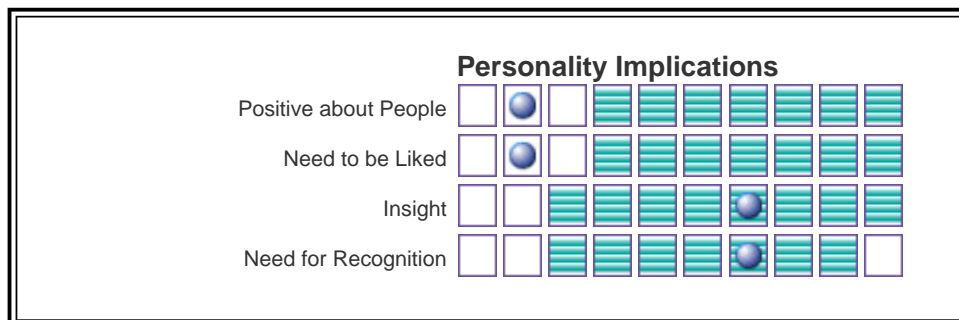
Although you seem to be highly self-reliant, your responses suggest that you may not always follow through on all of your commitments. As a result, you may occasionally take on more than you can actually accomplish. In order to be more effective, you may need to avoid the tendency to overcommit yourself personally and try to delegate tasks more often.

PERSONALITY DETAIL

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Coaching And Developing Others

Advising, assisting, mentoring and providing feedback to others to encourage and inspire the development of work-related competencies and long-term career growth.



Comments:

Helps

- Thoughtful and perceptive about people, you should be able to recognize subtle differences among people. You are likely to take the time to ensure that you understand the needs, motivations and circumstances of those you coach and to try to adapt your approach accordingly.
- Your high need for personal recognition should help you to understand how meaningful praise and recognition can be to other people and the importance of using these motivational tools in coaching situations.

Potential Concerns

- Apt to be guarded and distrustful of others, you may have difficulty developing and maintaining the kind of personal relationship needed in a coaching role. In order to be effective, you should make a special effort to reach out, on a personal level, to those you coach. A good starting point is to disclose some of your own weaknesses or limitations and how you have worked to overcome them.
- Your relatively low need to please others may interfere with the development of a close coaching relationship. You may need to make a special effort to become more supportive and helpful.

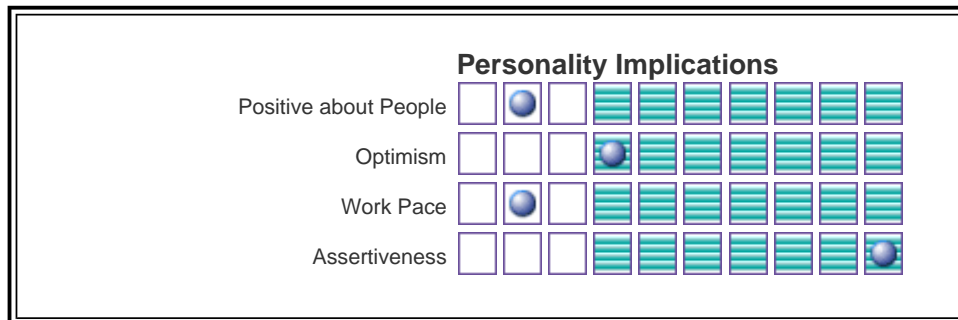
While the dimensions measured by ASSESS can address a desire or willingness to coach and develop others, they cannot evaluate whether you have the requisite knowledge and experience to truly guide someone's development in your organization. In developing this competency, take into account feedback from others and the skills or experience you have gained from previous coaching work.

PERSONALITY DETAIL

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Motivating Others

Inspiring others to perform well by actively conveying enthusiasm and a passion for doing a good job.



Comments:

Helps

- When trying to encourage others, your generally optimistic nature should be an asset.
- Your assertive and forceful style should be an asset in the role of motivator. You should be able to self-confidently challenge people to perform, when necessary.

Potential Concerns

- At times, your tendency to be critical or skeptical in your evaluation of others may detract from your ability to effectively inspire and motivate. You may overfocus on people's weaknesses, and they may feel that you do not trust them or expect them to perform well.
- You may lack the energy and work pace needed to inspire others through your own effort and productivity. If you feel that you are not pushing yourself (and others) to accomplish as much as you should, use the suggestions provided later in this report to raise your energy level.

DEVELOPMENT SUGGESTIONS

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In this section of the ASSESS Development Report we provide Development suggestions for minimizing or compensating for potential weaknesses. We highlight these areas because we think, based on your results, you should consider them when you are setting goals and when you are writing an action plan. Some of these probably are areas you have already identified for improvement; others may be new.

For each suggestion, we highlight the competencies that it may impact and give you specific suggestions for action steps you may want to include in your Development Action Plan. These include: on-the-job activities, books to read, tapes to listen to, and/or seminars to attend. Think of these as a starting point and enlist the suggestions of others as you complete your plan in the next section of this report.

DEVELOPMENT SUGGESTIONS

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Low Serious-Minded Thinking

Competency(ies) This May Impact:

- Decisive Judgment

The assessment results suggest that you are the type of person who likes to quickly evaluate a situation and decide on a course of action. While you are likely to proceed when others might be cautious and hesitant, if not properly managed, this could also result in making decisions without sufficient consideration of alternatives and possible consequences. If you find yourself making decisions that are not as well thought out as you would like or doing things that you later regret, consider the following suggestions.

Activities

Pause a few minutes to think through your decisions or actions and their implications before reacting. Avoid making snap decisions or quick assumptions.

Develop the habit of reviewing alternatives and their potential consequences before responding.

Especially for important decisions, follow the maxim of "think once, think twice, and sleep on it" before committing yourself.

In general, follow these guidelines for decision making:

- Identify and gather all the information you need.
- Look for the real cause of the problem.
- Weigh different solutions.
- Avoid making snap decisions. Once you have made your decision, keep an open mind to new information.

When implementing an initiative, make sure that you take the time to plan your actions. Before jumping in:

- Identify the issues that may arise during implementation. Who are the affected parties? Who needs to be involved in the process? What type of information do you need to get started?
- Develop a detailed plan and time-line. (What, when, who, and how)

The following resource(s) should be helpful:

Books

[A Primer on Decision Making: How Decisions Happen](#) James G. March, 2009. [Overview](#)

[Making Hard Decisions with DecisionTools Suite](#) Robert T. Clemen, Terence Reilly, 2010. [Overview](#)

[Introduction to Decision Analysis](#) David C. Skinner, 2010. [Overview](#)

[Smart Choices: A Practical Guide to Making Better Decisions](#) John S. Hammond, Ralph L. Keeney, Howard Raiffa, 2009. [Overview](#)

[Winning Decisions: Getting It Right the First Time](#) J. Edward Russo, Paul J. H. Schoemaker, Margo Hittleman, 2010. [Overview](#)

[Risk Assessment and Decision Making in Business and Industry: A Practical Guide](#) Glenn Robert Koller, 2010. [Overview](#)

[Crucial Confrontations](#) Kerry Patterson, Joseph Grenny, Ron McMillan, & Al Switzler, 2009. [Overview](#)

[Decision Traps: Ten Barriers to Brilliant Decision-Making and How to Overcome Them](#) Edward Russo, 2008. [Overview](#)

[Acceptable Risk](#) Baruch Fischhof, et.al., 2008. [Overview](#)

[Power Thinking for Success](#) John N. Mangieri & Cathy Collins Block, 2008. [Overview](#)

[Don't Jump to Solutions: Thirteen Delusions That Undermine Strategic Thinking](#) William Rouse, 2008. [Overview](#)

[Harvard Business Review on Decision Making](#) Harvard Business Review, 2008. [Overview](#)

Multimedia

[Developing Your Intuition: A Guide to Reflective Practice](#) Center for Creative Leadership, 2009. [Overview](#)

[Decision Making](#) Harvard Business Online, 2010. [Overview](#)

On-line Learning

[Communicating Successfully: Manage Better by Listening](#) Serebra, 2009. [Overview](#)

[Making Team Decisions: Brainstorm as a Team](#) Serebra, 2010. [Overview](#)

[Making Team Decisions: Choose Between Alternatives](#) Serebra, 2009. [Overview](#)

[Defining the Issue: Determine the Real Problem](#) Serebra, 2009. [Overview](#)

[Project Management Professional: Risk Management](#) Serebra, 2009. [Overview](#)

Public Courses

[Critical Thinking](#) American Management Association, 2011. [Overview](#)

[Responding to Conflict: Strategies for Improved Communication](#) American Management Association, 2010. [Overview](#)

[Get Sharp: Smarter Decision Making and Critical Thinking for Administrative Professionals](#) American Management Association, 2010. [Overview](#)

[Managing Chaos: How to Set Priorities and Make Decisions Under Pressure](#) American Management Association, 2010. [Overview](#)

DEVELOPMENT SUGGESTIONS

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High Realistic Thinking

Competency(ies) This May Impact:

- Decisive Judgment
- Adapting To Change

Your assessment responses suggest that you tend to be very pragmatic in your thinking. While this can be useful in some situations, it may hinder your ability to try new approaches or ideas. You may tend to overrely on past or proven solutions rather than consider whether a novel or different perspective might be more effective. If you would like to broaden your way of thinking and view things from a fresh perspective, consider the following suggestions.

Activities

If you find yourself reluctant to tackle a situation in a new way, make an attempt to be aware of the reasons why you are resistant. Is the old way of doing things really the best way? Keep an open mind and look for alternative ideas rather than settling for the status quo.

When troubleshooting or making an important decision, ask for the input of others and be open to their ideas. Try to implement some of their changes.

Try to take some calculated risks by thinking outside the box. You may want to work with others who are known for their innovation or creativity.

Rather than handling the situation in the same way that has worked in the past, try to be flexible to suggestions of others. Ask a trusted co-worker to highlight times when you are being stubborn or unyielding.

When listening to the ideas of others, make an attempt not to immediately disregard ideas that sound impractical or even radical. Is there a component of the idea that has merit? Is there a way to work together to revise the idea to include a practical implementation and result?

Allow yourself to dream about possibilities. You may be so focused on what needs to happen today that you have not given yourself the opportunity to consider the future. Where would you like to see your job, your group, etc. go in the next two to three years? What would you like to see accomplished? Use these as a starting place to think about different ways of doing things.

The following resource(s) should be helpful:

Books

- [Breakthrough Thinking: The Seven Principles of Creative Problem Solving](#) Gerald Nadler, 2008. [Overview](#)
- [Sources of Power: How People Make Decisions](#) Gary Klein, 2008. [Overview](#)
- [Think Out of the Box](#) Mike Vance & Diane Deacon, 2008. [Overview](#)
- [Innovation: Breakthrough Thinking at 3M, DuPont, GE, Pfizer, and Rubbermaid](#) Rosabeth Moss Kanter, Fred Wiersema & John Kao (Editors), 2008. [Overview](#)
- [The Creative Priority: Putting Innovation to Work in Your Business](#) Jerry Hirshberg, 2009. [Overview](#)
- [Jamming: The Art and Discipline of Business Creativity](#) John Kao, 2008. [Overview](#)
- [Five Star Mind: Games and Exercises to Stimulate Your Creativity and Imagination](#) Tom Wujec, 2008. [Overview](#)
- [75 Cage Rattling Questions to Change the Way You Work](#) Dick Whitney & Melissa Giovagnoli, 2008. [Overview](#)
- [Don't Jump to Solutions: Thirteen Delusions That Undermine Strategic Thinking](#) William Rouse, 2008. [Overview](#)
- [The 2000 Percent Solution: Free Your Organization from "Stalled" Thinking to Achieve Exponential Success](#) Donald Mitchell, 2009. [Overview](#)
- [Creative Problem Solving: The Door to Individual Success and Change](#) Thomas W. Dombroski, 2009. [Overview](#)
- [Why Didn't I Think of That?: Think the Unthinkable and Achieve Creative Greatness](#) Charles W. McCoy, 2009. [Overview](#)
- [Executive Thinking: The Dream, the Vision, the Mission Achieved](#) Leslie L. Kossoff, 2009. [Overview](#)

Multimedia

[Fostering Innovation: 11 1/2 Weird Ideas that Work](#) Harvard Business Online, 2010. [Overview](#)
[Are You Getting the Best Solutions for Your Problems?](#) Harvard Business Online, 2010. [Overview](#)
[Interpersonal Barriers to Decision Making](#) Harvard Business Online, 2010. [Overview](#)
[Creative Thinking: Breaking New Ground for Creating Innovative Business Solutions](#) Kantola Productions, 2009. [Overview](#)
[The Entrepreneur's Toolkit: Strategies for Success](#) Harvard Business Online, 2010. [Overview](#)
[Change the Way You Persuade](#) Harvard Business Online, 2010. [Overview](#)
[Managing for Creativity](#) Harvard Business Online, 2010. [Overview](#)

On-line Learning

[Making Team Decisions: Brainstorm as a Team](#) Serebra, 2010. [Overview](#)
[Creativity and Innovation: Thinking Creatively](#) Serebra, 2009. [Overview](#)

Public Courses

[Moving from an Operational Manager to a Strategic Thinker](#) American Management Association, 2010. [Overview](#)
[Get Sharp: Smarter Decision Making and Critical Thinking for Administrative Professionals](#) American Management Association, 2010. [Overview](#)

DEVELOPMENT SUGGESTIONS

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Low Work Pace

Competency(ies) This May Impact:

- Driving For Results
- Managing Others
- Motivating Others

A review of your answers to the personality questionnaire suggests that your work style is likely to be unhurried. Certainly, there are many paths to productivity and effectiveness, not all of which include moving fast. Good personal organization, working smart, and being smart can all have as much or more influence as a high energy level. Getting many things done quickly may or may not be important to effectiveness in your job or to you personally. However, if you find yourself missing important deadlines that you could have met by stretching yourself a little, not getting as much done as you should, or simply wishing you could be more energetic, consider the following suggestions:

Activities

Set ambitious, urgent time deadlines in your work. This applies to important decisions as well as projects.

Set intermediate or check point deadlines for lengthy projects to ensure that you complete required steps on schedule.

Take a look at your schedule of physical exercise and make sure that you are doing some type of exercise on a consistent basis. (Be sure to check with your physician before beginning any exercise program.)

If you suffer from "afternoon fatigue," you may want to watch what you eat for lunch. Dietitians often recommend a small, high protein meal at lunchtime while avoiding alcohol and sugary desserts. Also, try to spend a short amount of time doing light aerobic exercise (for example, walking) during your lunch break. Exercising and practicing relaxation techniques on a regular basis may also increase your energy level.

Be aware that there are many time wasting events that disrupt our productivity daily. Use the guidelines below to learn how to handle some common time wasters.

Personal Disorganization:

- Finish what you start, avoid jumping around between several unfinished projects.
- Designate a spot for the paperwork, books, etc. that you use most frequently and keep them there.
- Keep your desk clear of non-current projects and paperwork.

Lack of Objectives, Priorities and Deadlines:

- Make a list of your goals and objectives at the beginning of each day (a "to do" list).
- Break large jobs into smaller pieces. Be sure to get started on parts of the job that you dislike early. Reward yourself periodically by doing a part of the job you really enjoy.
- Attempt your highest priority items at your best time of the day. (Morning is usually best.)
- Set firm deadlines for having a job done.

Indecision or Procrastination:

- Make the decision to get started on a project and go public by announcing it to others.

- Reward yourself for persistent effort with short breaks.
- Set short-term goals that lead to project completion.
- Be willing to make decisions based on partial information.

Fatigue:

- When you find yourself wasting time through daydreaming or other non-productive behavior, take a short break. Get up, walk around, and then go back to work.
- When you are genuinely tired, call it a day. Plan on being productive after you have rested.

The following resource(s) should be helpful:

Books

- [1001 Ways to Take Initiative at Work](#) Bob Nelson, 2008. [Overview](#)
- [How to Get Control of Your Time and Your Life](#) Alan Lakein, 2008. [Overview](#)
- [Managing Management Time](#) William Oncken, 2008. [Overview](#)
- [Tired of Being Tired: Overcoming Chronic Fatigue & Low Energy](#) Michael Schmidt, 2008. [Overview](#)
- [The Procrastinator's Handbook: Mastering the Art of Doing It Now](#) Rita Emmett, 2010. [Overview](#)
- [The Aerobics Program for Total Well-Being](#) Kenneth H. Cooper, 2008. [Overview](#)
- [The Now Habit: A Strategic Program for Overcoming Procrastination and Enjoying Guilt-Free Play](#) Neil Fiore, 2008. [Overview](#)
- [Motivation in the Workplace: Inspiring Motivation in the Workplace](#) Lydia Banks, 2008. [Overview](#)
- [Overcoming Doubt, Fear & Procrastination Workbook](#) Barbara Wright Sykes, 2008. [Overview](#)
- [Procrastination: Why You Do It, What to Do About It](#) Jane Burka and Lenora Yuen, 2008. [Overview](#)
- [Motivation and Goal Setting: How to Set and Achieve Goals and Inspire Others](#) Jim Cairo, 2009. [Overview](#)
- [The Balanced Scorecard: Translating Strategy into Action](#) Robert S. Kaplan, David P. Norton, 2010. [Overview](#)

Multimedia

- [How to Manage Projects, Priorities & Deadlines](#) National Seminars Group, 2010. [Overview](#)
- [Three Keys to Effective Execution](#) Harvard Business Online, 2010. [Overview](#)
- [How to Manage Multiple Projects & Meet Deadlines](#) Fred Pryor Seminars & CareerTrack, 2009. [Overview](#)
- [Working Smarter: How to Get More Done in Less Time](#) Unknown, 2009. [Overview](#)

On-line Learning

- [Expanding Time: Develop SMART Goals](#) Serebra, 2010. [Overview](#)
- [Expanding Time: Remove Your Barriers](#) Serebra, 2010. [Overview](#)
- [Expanding Time: Focus on What is Important](#) Serebra, 2010. [Overview](#)
- [PrimeEffectiveness™](#) PrimeLearning, 2009. [Overview](#)
- [Converting Strategy into Action](#) Stanford University, 2009. [Overview](#)
- [Taking Control of Your Workday: Analyze Your Use of Time](#) Fred Pryor Seminars & CareerTrack, 2005. [Overview](#)
- [Project Management Professional: Time Management II](#) Serebra, 2009. [Overview](#)

Public Courses

- [Fundamentals of Successful Project Management](#) SkillPath Seminars, 2010. [Overview](#)
- [Taking Control of Your Workday](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)
- [Improving Your Project Management Skills: The Basics for Success](#) American Management Association, 2010. [Overview](#)
- [Managing Multiple Projects, Objectives and Deadlines](#) SkillPath Seminars, 2010. [Overview](#)
- [Time Management](#) American Management Association, 2010. [Overview](#)

DEVELOPMENT SUGGESTIONS

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Low Work Organization

Competency(ies) This May Impact:

- Planning And Organizing

Your responses to the assessment suggest that you may be less organized in your work habits than the typical professional. If you find yourself having difficulty in this area, consider developing organization skills.

Activities

As you approach projects, make sure you take the time to think through the important steps. Are there things you need to do before you can proceed from one step to another? Are there tasks that can happen at the same time? What should be done during each step?

Take ten minutes at the beginning of each workday to prioritize what you will be doing that day. Keep a short list of things that are necessary to accomplish and work the list.

Once every few weeks clean your office area. File away unnecessary clutter or any finished projects. Keep in reach only the information or paperwork that you will need in the near future.

Use an electronic calendar to remind you about deadlines and to help you remember important meetings. Using the reminder features of these calendars, set intermediate deadlines to ensure that you are progressing toward your goal in a timely fashion.

Identify someone who is organized and good at planning activities. Ask them what tips and strategies they use to maintain organization.

The following resource(s) should be helpful:

Books

- [Simplified Strategic Planning: A No-Nonsense Guide for Busy People Who Want Results Fast!](#) Robert W. Bradford, J. Peter Duncan & Brian Tarcy, 2008. [Overview](#)
- [Establishing a System of Policies and Procedures](#) Stephen Page, 2010. [Overview](#)
- [Organizing for the Creative Person](#) Dorothy Lehmkuhl & Dolores Cotter Lamping, 2008. [Overview](#)
- [Put Time Management to Work: Get Organized, Streamline Processes, Use the Right Technology](#) Peggy Duncan, 2010. [Overview](#)
- [Project Skills](#) Sam Elbeik & Mark Thomas, 2008. [Overview](#)
- [The Organized Executive: A Program for Productivity](#) Stephanie Winston,, 2008. [Overview](#)
- [Stephanie Winston's Best Organizing Tips: Quick, Simple Ways to Get Organized and Get on With Your Life](#) Stephanie Winston, 2008. [Overview](#)
- [Getting Organized](#) Stephanie Winston, 2009. [Overview](#)
- [Organize Your Office!: Simple Routines for Managing Your Workspace](#) Ronni Eisenberg, 2008. [Overview](#)
- [Shortcuts for Smart Managers: Checklist, Worksheets, and Action Plans for Managers with No Time to Waste](#) Lisa Davis, 2009. [Overview](#)
- [Motivation and Goal Setting: How to Set and Achieve Goals and Inspire Others](#) Jim Cairo, 2009. [Overview](#)

Multimedia

- [Three Keys to Effective Execution](#) Harvard Business Online, 2010. [Overview](#)
- [How to Manage Projects, Priorities & Deadlines](#) National Seminars Group, 2010. [Overview](#)
- [How to Manage Multiple Projects & Meet Deadlines](#) Fred Pryor Seminars & CareerTrack, 2009. [Overview](#)
- [Working Smarter: How to Get More Done in Less Time](#) Unknown, 2009. [Overview](#)

On-line Learning

[Taking Control of Your Workday: Setting Goals and Prioritize Your Use of Time](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)

[Expanding Time: Focus on What is Important](#) Serebra, 2010. [Overview](#)

[Taking Control of Your Workday: Analyze Your Use of Time](#) Fred Pryor Seminars & CareerTrack, 2005. [Overview](#)

[The Power of Managing Your Time and Personal Priorities](#) Cornell University, 2010. [Overview](#)

Public Courses

[Taking Control of Your Workday](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)

[Strategic Planning](#) American Management Association, 2010. [Overview](#)

[Improving Your Managerial Effectiveness](#) American Management Association, 2010. [Overview](#)

[Fundamentals of Successful Project Management](#) SkillPath Seminars, 2010. [Overview](#)

[Managing Multiple Projects, Objectives and Deadlines](#) SkillPath Seminars, 2010. [Overview](#)

[Improving Your Project Management Skills: The Basics for Success](#) American Management Association, 2010. [Overview](#)

[Time Management & Organization Skills for Professionals](#) National Seminars Group, 2010. [Overview](#)

DEVELOPMENT SUGGESTIONS

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Low Multi-Tasking

Competency(ies) This May Impact:

- Adapting To Change
- Planning And Organizing

Your responses to the assessment suggest that you may prefer to focus on one or a few things at a time rather than handling multiple tasks. In addition, you may be somewhat uncomfortable when faced with unpredictability. If you would like to improve in these areas, consider the following suggestions:

Activities

At the beginning of each workday, prioritize your tasks and allocate time needed to complete them. Tackle each task according to its order of importance, but make an effort to be flexible if priorities change.

Increase your comfort level by volunteering to work on a few additional projects, but be careful not to overextend yourself. The more experience you gain juggling multiple demands, the better your ability to effectively adjust your goals and priorities will become. Start by handling a few projects and increase these as you feel more comfortable.

Schedule specific time on your calendar to work on each project. Balance your time among activities and block the time on your calendar so that others will know your schedule.

Break projects down into defined work steps so that you can focus and achieve a sense of closure at the completion of each step, rather than at the completion of an entire project.

When you find yourself feeling stressful or frustrated take a few moments to relax. Discover a relaxation method that suits you. There are many techniques that you will find in most books on stress management. For example, meditation techniques, simple stretching, walking or yoga are known to be good relaxation methods.

The following resource(s) should be helpful:

Books

[First Things First: To Live, to Love, to Learn, to Leave a Legacy](#) Stephen R. Covey, A. Roger Merrill, Rebecca R. Merrill, 2010. [Overview](#)

[How to Get Control of Your Time and Your Life](#) Alan Lakein, 2008. [Overview](#)

[Managing Projects in Organizations: How to Make the Best Use of Time, Techniques, and People](#) J. Davidson Frame, 2010. [Overview](#)

[How to Stay Cool, Calm & Collected When the Pressure's on: A Stress Control Plan for Businesspeople](#) John E. Newman, 2008. [Overview](#)

[Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life](#) Spencer Johnson and Kenneth H. Blanchard, 2008. [Overview](#)

[Simultaneous Management: Managing Projects in a Dynamic Environment](#) Alexander Laufer, 2008. [Overview](#)

[The 2000 Percent Solution: Free Your Organization from "Stalled" Thinking to Achieve Exponential Success](#) Donald Mitchell, 2009. [Overview](#)

Multimedia

[How to Manage Projects, Priorities & Deadlines](#) National Seminars Group, 2010. [Overview](#)

[First Things First](#) Unknown, 2010. [Overview](#)

[Change without Anxiety](#) Advanced Training Source, 2009. [Overview](#)

[What to Ask the Person in the Mirror](#) Harvard Business Online, 2010. [Overview](#)

[How to Manage Multiple Projects & Meet Deadlines](#) Fred Pryor Seminars & CareerTrack, 2009. [Overview](#)

On-line Learning

[Taking Control of Your Workday: Setting Goals and Prioritize Your Use of Time](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)

[Expanding Time: Focus on What is Important](#) Serebra, 2010. [Overview](#)

[Project Management Professional: Time Management II](#) Serebra, 2009. [Overview](#)

[Converting Strategy into Action](#) Stanford University, 2009. [Overview](#)

[Fundamentals of Supervision and Management](#) Clemson University, 2008. [Overview](#)

Public Courses

[Improving Your Project Management Skills: The Basics for Success](#) American Management Association, 2010. [Overview](#)

[Indispensable Assistant, The](#) SkillPath Seminars, 2010. [Overview](#)

[Managing Multiple Projects, Objectives and Deadlines](#) SkillPath Seminars, 2010. [Overview](#)

[Time Management](#) American Management Association, 2010. [Overview](#)

[The Ultimate Supervisor](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)

[Best Practices for the Multi-Project Manager](#) American Management Association, 2011. [Overview](#)

[Managing Chaos: How to Set Priorities and Make Decisions Under Pressure](#) American Management Association, 2010. [Overview](#)

[Fundamentals of Successful Project Management](#) SkillPath Seminars, 2010. [Overview](#)

DEVELOPMENT SUGGESTIONS

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High Need For Freedom

Competency(ies) This May Impact:

- Adapting To Change

Your responses to the personality questionnaire suggest that you have a high need for personal freedom. You are probably a person who likes to be free from what you would consider to be excessive rules, regulations, restrictions, and red tape. The positive side to this is that you are likely to question rules or procedures that seem inappropriate or ineffective. However, the potential liability or shortcoming is that you may overreact to efforts to manage or control your behavior. Remember that you can be too sensitive in this area and make a conscious effort to be receptive to the suggestions or recommendations of others. The following guidelines for dealing with external control may help:

Activities

Rather than focusing on your personal needs and automatically reacting to what you feel are attempts to control you, try to view the situation from your boss' or the organization's perspective. From this external point of view many of the restrictions and constraints may make sense and may, therefore, become more tolerable.

Recognize that you probably have more freedom in your job than you think. Most people can, if they approach the task in the right way, influence the amount of freedom and satisfaction they receive from work. Also, consider how you work with your subordinates and/or co-workers. If you are a manager of people, you understand that it is necessary to establish some rules and guidelines to coordinate the activities of others. If you are not a manager you probably have worked on group or team projects that were inefficient and unfocused until guidelines and objectives were established.

Develop organizational savvy. Take time to learn about how things are done in your organization. Rather than directly resisting others' efforts to control you, you may want to learn ways of working within the system so that you can better accomplish your long-term goals. Identify a co-worker or manager who is effective at involving others and getting things done. Observe that person's methods and adopt them if possible.

The following resource(s) should be helpful:

Books

[Leading Change](#) John P. Kotter, 2010. [Overview](#)
[Business Process Improvement Workbook: Documentation, Analysis, Design, and Management of Business Process Improvement](#) H. James Harrington, Erik K. C. Esseling & Harm Van Nimwegen, 2008. [Overview](#)
[Establishing a System of Policies and Procedures](#) Stephen Page, 2010. [Overview](#)
[Getting Things Done When You Are Not in Charge](#) Geoffrey Bellman, 2010. [Overview](#)
[The Unwritten Rules of the Game: Master Them, Shatter Them, and Break Through the Barriers to Organizational Change](#) Peter Scott-Morgan, 2008. [Overview](#)
[Managing Projects in Organizations: How to Make the Best Use of Time, Techniques, and People](#) J. Davidson Frame, 2010. [Overview](#)
[The Empowered Manager: Positive Political Skills at Work](#) Peter Block, 2008. [Overview](#)
[180 Ways to Effectively Deal with Change](#) Laurie Calzada, 2008. [Overview](#)

Multimedia

[Breaking the Functional Mind-Set in Process Organizations](#) Harvard Business Online, 2010. [Overview](#)
[Managing Change](#) Kantola Productions, 2008. [Overview](#)
[How Process Enterprises Really Work](#) Harvard Business Online, 2010. [Overview](#)
[Leveraging Processes for Strategic Advantage: A Roundtable with Allaire, Herres, Leschly, and Weatherup](#) Harvard Business Online, 2010. [Overview](#)

On-line Learning

[Designing the Organization for Execution](#) Stanford University, 2010. [Overview](#)

[Making Change Work: Building a Case for Change](#) Fred Pryor Seminars & CareerTrack, 2008. [Overview](#)

[Making Change Work: Manage Organizational Change Processes](#) Fred Pryor Seminars & CareerTrack, 2009. [Overview](#)

Public Courses

[Dealing with Difficult People](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)

[Making the Transition to Management](#) American Management Association, 2010. [Overview](#)

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Low Need to be Liked

Competency(ies) This May Impact:

- Managing Others
- Coaching And Developing Others

Your assessment responses suggest that you may not put much effort into building and maintaining harmonious relationships at work. Having cooperative work relationships can often make the difference between success and failure on a project. If you would like to build better, more cooperative, and more productive relationships at work, consider the following suggestions:

Activities

Focus on cooperation and being a team player when working with others. Try to avoid unnecessary competitiveness.

Pay attention to the needs and concerns of others. Make a concerted effort to give people credit for their contributions and pay attention to the way in which each person you work with contributes to the success of your organization.

Work on developing more of a "win-win" style in dealing with others. Recognize that compromise and accommodation can be important in developing and maintaining effective work relationships.

Consider the development of your human relations skills in general. You will find that the payoffs, in terms of commitment and support from others, can be very large.

Below are some resources you may find helpful in developing your ability to work with others.

The following resource(s) should be helpful:

Books

[Resolving Conflicts At Work : A Complete Guide for Everyone on the Job](#) Joan Goldsmith and Kenneth Cloke, 2008. [Overview](#)

[Crucial Confrontations](#) Kerry Patterson, Joseph Grenny, Ron McMillan, & Al Switzler, 2009. [Overview](#)

[Working Relationships: The Simple Truth About Getting Along With Friends and Foes at Work](#) Bob Wall, 2010. [Overview](#)

[Getting Past No](#) William Ury, 2009. [Overview](#)

[Getting Together: Building Relationships As We Negotiate](#) Roger Fisher and Scott Brown, 2008. [Overview](#)

[Discipline Without Punishment: The Proven Strategy That Turns Problem Employees into Superior Performers](#) Dick

Grote, 2009. [Overview](#)

[Since Strangling Isn't an Option...: Dealing With Difficult People - Common Problems and Uncommon Solutions](#) Sandra

Crowe, 2008. [Overview](#)

[People Styles at Work...And Beyond: Making Bad Relationships Good and Good Relationships Better](#) Robert Bolton and Dorothy

Grover Bolton, 2009. [Overview](#)

[20 Communication Tips at Work: A Quick and Easy Guide to Successful Business Relationships](#) Eric Maisel, 2008. [Overview](#)

[The Empowered Manager: Positive Political Skills at Work](#) Peter Block, 2008. [Overview](#)

Multimedia

[Win-Win with Mark Gordon](#) Harvard Business Online, 2010. [Overview](#)

[Negotiation Advice: A Synopsis](#) Harvard Business Online, 2010. [Overview](#)

[The Tools of Cooperation](#) Harvard Business Online, 2010. [Overview](#)

[The 17 Essential Qualities Of A Team Player: Becoming the Kind of Person Every Team Wants](#) Unknown, 2010. [Overview](#)

[Confrontation Without Conflict](#) Harvard Business School, 2010. [Overview](#)

[Relationship Strategies](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)

[Building Effective and Efficient Personal Networks](#) Harvard Business Online, 2010. [Overview](#)

On-line Learning

[Managing Without Authority](#) Stanford University, 2009. [Overview](#)
[Interpersonal Communication Skills: Communicate to Develop Relationships](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)
[Cultivating Great Teams: Resolve Conflicts Positively](#) Serebra, 2010. [Overview](#)
[Dealing with Conflict and Confrontation: Resolving Conflict Through Problem Solving](#) Fred Pryor Seminars & CareerTrack, 2009. [Overview](#)
[Achieving Success with Difficult People](#) Clemson University, 2008. [Overview](#)

Public Courses

[Communication and Interpersonal Skills: A Seminar for IT and Technical Professionals](#) American Management Association, 2011. [Overview](#)
[Interpersonal Skills: Developing Effective Relationships](#) Management Concepts Incorporated, 2010. [Overview](#)
[Responding to Conflict: Strategies for Improved Communication](#) American Management Association, 2010. [Overview](#)
[Building Better Work Relationships: New Techniques for Results-oriented Communication](#) American Management Association, 2011. [Overview](#)
[How to Become a Better Communicator](#) SkillPath Seminars, 2010. [Overview](#)
[Coaching and Counseling for Outstanding Job Performance](#) American Management Association, 2011. [Overview](#)
[Moving Ahead: Breaking Behavior Patterns That Hold You Back](#) American Management Association, 2010. [Overview](#)

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Low Positive About People

Competency(ies) This May Impact:

- Managing Others
- Coaching And Developing Others
- Motivating Others

The assessment results suggest that you tend to have a critical view of others. The positive side to this is that you are likely to catch small mistakes others make before they become large ones. Also, you are unlikely to let other people take advantage of you. The negative side is that you may tend to be too perfectionistic, critical or hard to please. If these comments ring true for you, consider the following suggestions to increase your tolerance of others:

Activities

Ask yourself if you maintain a balanced perspective on others -- that is, do you place equal emphasis on others' assets and liabilities (their strengths and their weaknesses)?

Work on being more tolerant and also more realistic in your expectations of people. Try to judge others as you would like to be judged, and try to give people the benefit of the doubt and not assume their intentions are always suspect.

Give others a second chance once in a while.

Work at establishing relationships with others who are different from you. Interacting with people of different backgrounds will help you learn about the unique contribution others have to offer.

The following resource(s) should be helpful:

Books

[Resolving Conflicts At Work : A Complete Guide for Everyone on the Job](#) Joan Goldsmith and Kenneth Cloke, 2008. [Overview](#)
[Discipline Without Punishment: The Proven Strategy That Turns Problem Employees into Superior Performers](#) Dick Grote, 2009. [Overview](#)
[Bringing Out the Best in People: How to Enjoy Helping Others To Excel](#) Alan McGinnis, 2008. [Overview](#)
[Coaching for Improved Work Performance](#) Ferdinand Fournies, 2008. [Overview](#)
[Trust in the Balance: Building Successful Organizations on Results, Integrity, and Concern](#) Robert Bruce Shaw, 2009. [Overview](#)
[Trust and Betrayal in the Workplace](#) Dennis S. Reina and Michelle L. Reina, 2009. [Overview](#)
[Built on Trust: Gaining Competitive Advantage in Any Organization](#) Arky Ciancutti and Thomas Steding, 2008. [Overview](#)
[Why Employees Don't Do What They're Supposed to Do and What to Do About It](#) Ferdinand F. Fournies, 2010. [Overview](#)

Multimedia

[Motivating People for Improved Performance: The Results-Driven Manager Series](#) Harvard Business Online, 2010. [Overview](#)
[Performance Management That Drives Results](#) Harvard Business Online, 2010. [Overview](#)
[Trust: How to Build It, Earn It,--and Reestablish It When It's Broken](#) Harvard Business Online, 2010. [Overview](#)
[Forget For Success](#) AIM Learning Group, 2009. [Overview](#)
[Improving Performance Through Empowerment](#) Advanced Training Source, 2009. [Overview](#)
[The Story of a New One Minute Manager](#) Advanced Training Source, 2009. [Overview](#)
[Motivating Employees from a Distance](#) Unknown, 2009. [Overview](#)

On-line Learning

[Motivation: Fostering Employee Motivation](#) Serebra, 2009. [Overview](#)
[Motivation: Empowering to Increase Motivation](#) Serebra, 2009. [Overview](#)
[Succeeding as a First-Time Manager: Lead and Develop Your Staff](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)

[Cultivating Great Teams: Create an Invincible Team](#) Serebra, 2009. [Overview](#)

Public Courses

[The Ultimate Supervisor](#) Fred Pryor Seminars & CareerTrack, 2010. [Overview](#)

[Anytime Coaching](#) Management Concepts Incorporated, 2010. [Overview](#)

[Excelling as a Highly Effective Team Leader](#) SkillPath Seminars, 2010. [Overview](#)

[Coaching and Counseling for Outstanding Job Performance](#) American Management Association, 2011. [Overview](#)

[Dealing Effectively With Unacceptable Employee Behavior](#) SkillPath Seminars, 2010. [Overview](#)

[Coaching: A Strategic Tool for Effective Leadership](#) American Management Association, 2011. [Overview](#)

[Leadership Skills and Team Development for IT and Technical Professionals](#) American Management Association, 2010. [Overview](#)

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Overview

Many of the personality characteristics measured by ASSESS are relatively fixed by the time we reach adulthood and are slow to change. However, if we understand our basic nature and have the personal discipline to work on some of the things that can be weaknesses, we can learn to compensate for our nature. In a sense, we learn to behave in effective ways in spite of our nature. *(For example, I might be very shy by nature but I can learn to talk with strangers, how to "work a crowd" and other conversational and social skills to be more effective, in spite of my underlying shyness.)*

Ultimately, for most of us, how effective and successful we are in our current and future jobs is mostly dependent on the level of effort, self-discipline and self-development we apply.

This section of the report will help you set goals and write action plans to develop your areas of weakness as well as capitalize on your areas of strength. These Action Plans will help you manage, accentuate, or compensate for innate personal characteristics as you work to effectively display the competencies and behaviors needed to be successful in your role.

(Remember, as was discussed earlier in this report, ASSESS is designed to help you consider the impact of your personality and (in some cases) your general abilities on competency. A complete development plan should also consider the knowledge, skills and experience needed to display desired behaviors.)

Process

The career development process includes three stages:

- Awareness
- Goal Setting
- Action Planning

This part of the report will guide you through each of these stages. In the exercises that follow, you will take stock of your strengths and your weaknesses (self-awareness), select the most important areas on which to focus (goal setting) and write an action plan for your development.

As you work on your plan, think of self-development as a continuing cycle. You will not be finished when you complete your plan or even when you have completed all of the action steps in your plan.

To stay abreast or ahead of the workplace of the future, you will need to reassess yourself and your goals at regular intervals. Adjust or add to your development plans as you go forward. Remember that development is a continuous process to be worked throughout your career.

Additional Resources

Additional development resources are available through the ASSESS participant's website at www.bigby.com/systems/assessv2/resources/employee. In this website you will find sample action plans, goal setting & action planning worksheets, and more.

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Self Awareness

Capitalizing On Strengths

Start first by recognizing your strengths and thinking about how you can build upon them or capitalize on them to be effective in your job. Your ASSESS results can help you to highlight these areas.

Review your ASSESS feedback for potential strengths. Think about your current job and potential future jobs. List on a sheet of paper those aspects of your personality and abilities that enable you to do your job well and could help you to be successful in the future.

Next to each strength, list how this strength could help you to contribute more in your current or future role. Try to really stretch your thinking and find at least three ways this strength helps you.

Finally, identify at least one specific way you will apply this strength in the next six months. *For example:*

Strength: I am assertive and enjoy influencing others.

Contribution:

- Helps me to promote ideas (mine and others)
- Others see me as a leader
- I am able to influence others to try new things

In the next 6 months: I will volunteer to be the presenter for our team at the next communications meeting where we have to request additional budget and resources.

Recognizing Areas for Improvement

The second part of self-awareness is recognizing your weaknesses. Remember that all of us have weaknesses as well as strengths; the key is to recognize them so that you can improve.

Again, review your ASSESS feedback and, especially, your development suggestions to identify areas for improvement. Think about your current role and future roles. List on a sheet of paper those aspects of your personality and abilities that might hinder you in your job performance.

Next to each area for improvement, list how it might limit your effectiveness now and how it might limit your potential in the future. *For example:*

Area for Improvement: High Realistic Thinking

Limitations:

- Not as creative as I would like to be
- I tend to rely on old ways of doing things
- I can be stubborn about change

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Goal Setting

Once you have identified your strengths and your potential weaknesses, you are ready to set goals for your development. These goals might help you to capitalize on a strength or compensate for a weakness.

Example goals to capitalize on strengths might be:

- Better utilize my social skills and interests to build networks within the organization
- Better utilize my reflective thinking style by becoming more involved in strategic planning

Example goals for improving a potential weakness might be:

- Increasing my assertiveness so that I am better at influencing others
- Becoming more flexible and creative in my thinking
- Improving my time management
- Developing a more positive outlook

After you have reviewed your ASSESS Feedback and your development suggestions, and after you highlighted your most important strengths to accentuate and your most important weaknesses to develop, write a list of development goals.

Once you have written this list, set your development priorities. That is, if your time and resources were limited (which they are), which of these would you tackle first, second, third, etc?

Select your high priority goals (we usually recommend that you tackle between two and four goals) and begin building your Development Action Plans.

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Building Your Development Action Plans

Much like the other projects you undertake at work, your Development Plan should be clearly outlined and well executed. For each of your goals, you should construct an Action Plan.

The key elements in an Action Plan are:

1. *Your Goal* - This is the personality or ability area you have identified either as an area to accentuate (an existing strength that you want to utilize more) or as a development area (something that could hinder your performance if not properly managed).
2. *Desired Outcomes* - As a result of working this plan, what new outcomes will be achieved? What competency or competencies will this impact? Try to tie these directly to your current job or to a desired future job. List at least three observable differences.
3. *Action Steps* - These are on-the-job activities that you will do, training and education opportunities you will complete, books you will read, role models you will enlist, or volunteer activities you will engage in. Ensure that your actions steps are detailed and specific, and will have a direct affect on the outcome of your goal. (If this is an area for development, the Development Suggestions included in your report should help you with the content of your action steps.)
4. *Target Dates* - The dates you will begin each action step and the dates you expect to complete them. Ensure that these dates are aggressive, but attainable and realistic.
5. *Progress Indicators* - Observable changes that will tell you that you are making progress toward your goal as a result of completing the action step.
6. *Barriers* - Anticipate what things may hinder your ability to complete the action step and develop a strategy to overcome them. Barriers might include time, resources, money, support from others, etc.

(Blank Action Plan Worksheets and examples of completed action plans may be printed separately from this report by going to www.bigby.com/systems/assessv2/resources/employee.)

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Implementation

The best advice we can give you in implementing your development plan is to BEGIN NOW. TODAY, after completing your plan, you are motivated; tomorrow, as your work and personal life intrude, you will be distracted. Take action today.

- Schedule a meeting with your manager, coach or mentor to review your plan and refine it based on their good advice.
- Enroll in the necessary courses and training.
- Visit the library or local bookstore to obtain books or audiotapes.
- Make a list of other on-the-job activities you will begin this week.

Remember that you are ultimately responsible for making the change. As you continue your development process keep the following in mind:

- Do not give up. Commit to pursuing your goals and persist in your efforts.
- Review your action plan often to ensure that you are on the right path and working to achieve your goals within your time frame.
- Reward yourself when you meet your goals and desired outcomes.
- Continuous improvement is the key to self-development. Once you have achieved the goals in this action plan, reassess your situation, review your results, set new goals, and continue on your path of growth and self-improvement.

GRAPHIC PROFILE

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