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Work Style Assessment<sup>SM</sup> | Developing Your Potential

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*Confidential Results For*  
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**Account Manager**  
ABC Corporation

Assessed on: 12.4.2004

SELECTION

DEVELOPMENT

COACHING

CAREER



Assessing People • Maximizing Performance  
*A Max-Ventures Portfolio Company*



## *Optimizing Your Career Growth*

Welcome! This report, *Developing Your Potential*, is designed to help you become more aware of your work style behaviors and how they affect your career success. This report will help you enhance the work style behaviors that contribute to your performance and offer suggestions for developing those that could be hindering your progress.

### HOW THIS REPORT IS ORGANIZED

- **Quick Glance Work Style Results** provides an overview of your work style strengths and potential developmental opportunities. The work styles identified by your organization as critical for success in your position are also highlighted.
- **Recognizing Your Strengths** includes a description of positive behaviors that are associated with your higher work style scores. Then you are asked to relate your work style to your work environment by identifying situations where you can best utilize your strengths.
- **Recognizing Your Developmental Opportunities** describes less effective behaviors that are associated with your lower work style scores. This section can help you understand your growth areas. Then you are asked to connect work style and work environment by identifying situations where your work style could negatively affect performance.
- **Devising a Strategy** offers ideas for capitalizing on your strengths as the first part of your strategy. Then detailed suggestions for addressing developmental opportunities prepare you for the second part of the strategy. Taking the steps listed will help you take advantage of your career development options.
- **My Growth Plan** is your personal guide to taking what you have learned and putting it into action. First you will see a model growth plan, then a template is provided to help you write your own personalized plan.



## Quick Glance Work Style Results

Your scores on the Work Style Assessment<sup>SM</sup> inventory were compared with the scores of a large sample of working adults. In this report, your highest scores are identified as strengths and your lowest scores are identified as potential developmental opportunities.

The work styles identified by your organization as critical for success in your position are highlighted with a Success Profile icon. Matches between Your Strengths and work styles in the Success Profile showcase opportunities for you to use your assets to meet organizational needs. Matches between Your Developmental Opportunities and work styles in the Success Profile, are important areas for you to consider when implementing a development plan.

**KEY**


		Your Strengths	Potential Development Opportunities
<b>ACHIEVING RESULTS:</b> How an individual gets things done and accomplishes results			
<b>Goal-Oriented</b> - Pushes self and others to achieve high-level results through determination and tenacity			<input checked="" type="checkbox"/>
<b>Organized</b> - Gets things done in an orderly, systematic, and procedural fashion			<input checked="" type="checkbox"/>
<b>Influential</b> - Leads others, takes charge, and exercises authority			<input checked="" type="checkbox"/>
<b>Straightforward</b> - Confronts difficult situations in a candid manner and communicates directly		<input checked="" type="checkbox"/>	
<b>DEALING WITH PEOPLE:</b> How an individual interacts with and relates to others			
<b>Supportive</b> - Acts in a friendly and comfortable manner, demonstrates concern, and assists others		<input checked="" type="checkbox"/>	
<b>Collaborative</b> - Emphasizes cooperative partnering and team-oriented interactions			<input checked="" type="checkbox"/>
<b>Sociable</b> - Relates to others using an engaging, expressive, and lively style		<input checked="" type="checkbox"/>	
<b>Persuasive</b> - Promotes and advocates ideas in a convincing fashion			<input checked="" type="checkbox"/>
<b>SOLVING PROBLEMS:</b> How an individual approaches problems and makes decisions			
<b>Analytical</b> - Uses logic to solve problems and anticipate long-term consequences		<input checked="" type="checkbox"/>	
<b>Creative</b> - Addresses issues in an innovative, resourceful, and imaginative manner		<input checked="" type="checkbox"/>	
<b>Decisive</b> - Demonstrates a sense of urgency and responds quickly to issues			<input checked="" type="checkbox"/>
<b>MANAGING SELF:</b> How an individual handles feelings and emotions			
<b>Tough-Minded</b> - Demonstrates resilience in the face of criticism and does not take negative feedback personally		<input checked="" type="checkbox"/>	
<b>Controlled</b> - Displays an even temperament and maintains control over emotional reactions		<input checked="" type="checkbox"/>	
<b>Confident</b> - Projects self-confidence and optimism for the future		<input checked="" type="checkbox"/>	
<b>Independent</b> - Operates in a self-sufficient manner with a high degree of freedom and autonomy			<input checked="" type="checkbox"/>




## Recognizing Your Strengths

Based on your Work Style Assessment responses, the scales on which you scored highest are listed, along with associated behavioral tendencies. These behaviors may come naturally to you, and as such, you are probably both comfortable and proficient in their use. If you scored Very High on a style, you will see a caution point that states how the style, if overused, can lead to trouble.

Review each work style and the associated behavioral tendencies. Think of the tasks you do on a daily, weekly, or monthly basis—how does a particular work style that is a strength help you do one or more of those tasks? In the third column, list specific work tasks and situations in which you can best use your strengths.

**KEY**



WORK STYLE	BEHAVIORAL TENDENCIES	SITUATION IN WHICH STYLE IS BEST APPLIED
Analytical	<ul style="list-style-type: none"> <li>• Takes an in-depth and technical approach to examining problems and collecting necessary data before taking action.</li> <li>• Generally applies a logical, big-picture approach when studying issues.</li> <li>• Formulates plans and considers the consequences of actions and decisions.</li> </ul>	
Controlled	<ul style="list-style-type: none"> <li>• Maintains composure and emotional control.</li> <li>• Generally does not express excessive emotion in reaction to stressful conditions.</li> <li>• Presents a consistent, steady, and even-tempered demeanor.</li> </ul>	
 Sociable	<ul style="list-style-type: none"> <li>• Displays an energetic and outgoing nature.</li> <li>• Initiates and engages in conversations with others comfortably.</li> <li>• Demonstrates excitement and positive emotional energy.</li> </ul>	
Straightforward	<ul style="list-style-type: none"> <li>• Generally states opinions and provides feedback in a candid fashion.</li> <li>• Typically acts in a prompt manner to address conflict.</li> <li>• Likely to confront tough issues with direct communication.</li> </ul>	
Tough-Minded	<ul style="list-style-type: none"> <li>• Generally responds to criticism or rejection in an objective manner.</li> <li>• Is not affected by negative remarks unduly.</li> <li>• Recovers from setbacks and does not spend too much time thinking about criticism or rejection.</li> </ul>	

**THOUGHT BOX**

Which strengths listed above could I leverage in my organization? How? (Place a ✓ by these work styles.)







## Recognizing Your Developmental Opportunities

Based on your Work Style Assessment responses, the work styles and associated behaviors listed below may be typical of how you behave in a work setting. The list includes the scales on which you scored the lowest.

Review each work style and its behavioral tendencies. Think of how the tendencies may hinder your effectiveness at completing specific tasks for which you are responsible. In the third column, write some ways these tendencies may be affecting your job performance.

### KEY



WORK STYLE	BEHAVIORAL TENDENCIES	NEGATIVE IMPACT ON PERFORMANCE
 Persuasive	<ul style="list-style-type: none"> <li>Places little emphasis on selling ideas, advocating positions, or convincing others.</li> <li>Typically fails to promote achievements and may be unable to overcome resistance or gain influence and visibility.</li> <li>Generally does not change the opinions of others.</li> </ul>	
 Independent	<ul style="list-style-type: none"> <li>Often operates in a dependent rather than a self-sufficient manner.</li> <li>May have difficulty in roles or situations that require autonomy and self-direction.</li> <li>May tend to look to others for direction and guidance.</li> </ul>	
 Decisive	<ul style="list-style-type: none"> <li>Hesitates over decisions and is slow to take action.</li> <li>May not resolve issues in a timely and practical manner and may not show the initiative needed to make things happen.</li> <li>May not respond quickly to requests or opportunities.</li> </ul>	
Collaborative	<ul style="list-style-type: none"> <li>May not demonstrate a strong desire to partner or cooperate with others to accomplish goals.</li> <li>May focus more on personal goals and responsibilities than on those of the group.</li> <li>Often takes an isolated approach and places too little emphasis on being a team player working toward group goals.</li> </ul>	
 Organized	<ul style="list-style-type: none"> <li>Places somewhat deficient emphasis on structure and efficiency.</li> <li>May not be able to effectively handle administrative detail.</li> <li>Lacks discipline in implementing procedures, guidelines, and systems that can increase efficiency and order.</li> </ul>	

### THOUGHT BOX

How are these less developed work styles limiting my potential career growth? If I develop these work styles, how might my current job performance improve?



## *Devising A Strategy*

Now that you have identified your work style strengths and developmental opportunities, you are ready to include both in a strategy to develop your career potential. Developmental opportunities are called that because improving your performance may give you valuable skills that will benefit you and your organization. Nonetheless, working on these behaviors can be difficult, and success usually takes time. For this reason, a two-prong strategy is wise: (1) Capitalize on your strengths; (2) Work steadily on the weaknesses that present developmental opportunities for you.

Following such a strategy will help you meet your professional goal of enhancing your performance and optimizing your productivity.

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### **CAPITALIZING ON YOUR STRENGTHS**

Review your work style strengths on page 4, noting the ones you checked as critical to success in your job. Then answer these questions.

- Which strengths do I use most frequently? In what situations?

- Which strengths could I use more frequently? In what situations?

- Caution: Are there any strengths I might use too much or need to temper?

- What actions can I take to further develop and apply my strengths in my current role?

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### **LEARNING ABOUT YOUR DEVELOPMENTAL OPPORTUNITIES**

Review your developmental opportunities on page 5. Which ones were most obvious to you? Which ones were most surprising?

The next few pages offer ideas for tackling your developmental opportunities. The pages start with the work style scale on which you scored lowest. (No more than five pages are printed.) As you review these pages, think about which developmental opportunity you could start with and which might give you the biggest gain in job performance.



## Developmental Suggestions for Persuasive Behavior

### PERSUASIVE BEHAVIOR

Promotes and advocates ideas in a convincing fashion



This work style has been identified as critical for success in your organization.

**Your Level:** *Very Low*

### YOUR DEVELOPMENTAL OBJECTIVE

Convincingly sell ideas and advocate positions. Promote ideas and accomplishments to achieve visibility and recognition.

### PERSUASIVE BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:

- Advocate and sell to convince others about a new product, service, or process.
- Create enthusiasm and encourage people to believe in themselves and their competencies.
- Overcome resistance with effective marketing.
- Gain recognition, visibility, and impact.

### SUGGESTIONS FOR DEVELOPING YOUR PERSUASIVE WORK STYLE:

#### Observe persuasive behaviors.

Identify individuals in your organization who are successful. Job shadow and talk to these individuals to determine how they gain credibility and impact. Observe how they sell their ideas and themselves. List the techniques, behaviors, and practices that they apply to persuade others. Apply some of the successful methods that you observed when you must persuade others.

#### Prepare.

Presentation can make or break persuasive arguments. Plan carefully before making your case. Arrange your presentation in a way that will make sense and be compelling to your listeners. Be sure that the link between your proposition and the benefit to your listeners is clear and understandable. Ask colleagues for feedback to help you strengthen your presentation.

#### Ask questions, then listen and watch.

Ask questions to ascertain the priorities, interests, values, and needs of others. If you listen carefully and observe the response, you will understand the desires and requirements of the audience and then be able to generate a strategy tailored to your audience.

#### Match communication with needs, goals, and/or values.

In framing persuasive statements, clearly communicate how the benefits will meet the other party's needs, goals, or values. Persuasiveness is your ability to present a proposition in such a way that it is in the best interest of the other party to adopt it. It represents an exchange—in exchange for agreeing with your proposition, the other individual will benefit in some way.

#### Try fund-raising.

Volunteer for fund-raising activities in an outside organization. Asking people for contributions is a great way to develop persuasive abilities. Frame your requests to include statements of how that individual will benefit if he or she makes a donation. Remember that persuasiveness is "pull" rather than "push" behavior.



## *Developmental Suggestions for Independent Behavior*

### **INDEPENDENT BEHAVIOR**

Operates in a self-sufficient manner with a high degree of freedom and autonomy



This work style has been identified as critical for success in your organization.

**Your Level:** Low

### **YOUR DEVELOPMENTAL OBJECTIVE**

Act in a self-sufficient manner rather than consistently looking to others for direction. Exercise autonomy.

### **INDEPENDENT BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:**

- Operate on your own with little guidance.
- Demonstrate conviction in the face of dissent.
- Complete tasks by yourself rather than with a group of individuals.
- Develop solutions to problems on your own.

### **SUGGESTIONS FOR DEVELOPING YOUR INDEPENDENT WORK STYLE:**

#### **Establish an independent identity.**

Develop a self-identity separate from the team or group. Practice tactics for independence: form your own opinion before asking others, voice a dissenting opinion even if it creates conflict, encourage debate rather than conforming quickly to maintain harmony, and accept controversy rather than seeking acceptance or approval.

#### **Openly share ideas.**

Be proactive in conversations and meetings with coworkers, supervisors, and customers. Bring forward appropriate recommendations or thoughts during such interactions. Show that you are willing to provide input and share your own unique ideas with coworkers.

#### **Pursue independent projects.**

Seek a work role or project that is individually driven. This will provide you with the opportunity to develop project plans and work through tasks. Such endeavors will also allow you to manage your own progress and achieve outcomes in a self-governing manner.

#### **Clarify individual responsibilities.**

Ask questions to assure that you clearly understand the tasks for which you are responsible and how your performance will be evaluated. When working with a group of people to accomplish a goal, clarify your own deliverables and portions of the overall task for which you will solely be responsible.

#### **Reward independence.**

Work with your manager to develop a system that rewards individual accomplishment. Alternately, establish personal incentives for yourself: choose a small reward you will give yourself after you complete a task on your own without detailed guidelines, after you voice your opinion clearly in a meeting, after you solve a difficult problem by yourself, etc.





## *Developmental Suggestions for Decisive Behavior*

### **DECISIVE BEHAVIOR**

Demonstrates a sense of urgency and responds quickly to issues



This work style has been identified as critical for success in your organization.

**Your Level:** Low

### **YOUR DEVELOPMENTAL OBJECTIVE**

Proficiently and consistently engage in decisive behavior. Demonstrate the ability to respond quickly to issues, make decisions, and achieve closure.

### **DECISIVE BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:**

- Respond to individual requests or proposals in a prompt manner.
- Make timely decisions with or without complete information.
- Choose between options for the next step in a project.
- React quickly to ambiguity, crisis, or opportunity.

### **SUGGESTIONS FOR DEVELOPING YOUR DECISIVE WORK STYLE:**

#### **Develop a strategy.**

Practice analyzing issues using a five-step process: (1) accurately identify the decision that needs to be made, (2) identify the potential alternatives, (3) evaluate each option, (4) select an option, and (5) implement a plan.

#### **Set a time for decision.**

Avoid procrastination and resist the temptation to delay by publicly stating when you will make the decision. Put it on your calendar and then make the decision at that time. Do not let your need to collect or analyze more information stop you from keeping your decision date.

#### **Transition from thought to action.**

Successful performance means doing three broad activities well: analyzing, deciding, and acting. Stay focused on transitioning quickly through these activities. Avoid reacting impulsively, but don't get stuck along the way. Analyze the problem sufficiently. Do not play scenarios over and over again in your head.

#### **Think of the consequences.**

Your indecision may stem from a fear of making a mistake. If so, list the possible consequences of making the wrong decision. Are you over-reacting and imagining unlikely consequences? What are the consequences of not making a decision? Will the project be delayed, the customer unhappy, your credibility damaged?

#### **Exercise individual accountability and authority.**

Know what you are individually accountable and responsible for delivering. Understand the authority of your role and avoid sacrificing your authority or power to be a team player. There are areas where you are accountable for making decisions—make them.



## *Developmental Suggestions for Collaborative Behavior*

### **COLLABORATIVE BEHAVIOR**

Emphasizes cooperative partnering and team-oriented interactions

Your Level: **Low**

### **YOUR DEVELOPMENTAL OBJECTIVE**

Approach work in a cooperative and partnering fashion. Work to accomplish group goals through teamwork.

### **COLLABORATIVE BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:**

- Work with others on a team to complete complex projects.
- Provide information or assistance to others.
- Support the common good rather than pursue individual objectives.
- Compromise, accommodate, and partner to achieve results.

### **SUGGESTIONS FOR DEVELOPING YOUR COLLABORATIVE WORK STYLE:**

#### **Assess the benefits of collaboration.**

Define the pros and cons of collaborating, and emphasize the pros. You may find that you learn to do your job better and faster by collaborating and seeing how others do related work. The different viewpoints and expertise of team members may solve problems effectively. Plus teamwork gives you exposure to colleagues and a chance to network.

#### **Partner to achieve.**

Identify an individual whose role is closely connected to yours. Discuss your respective goals and how the two of you could work together to achieve goals. Determine how each of you can support one another in your work. Document these mutual expectations and follow up with one another on an agreed-upon schedule.

#### **Recognize the need for teamwork.**

Collaborative teamwork is generally beneficial when (1) there is a common goal important to many staff members and (2) accomplishing the common goal requires interdependent actions among the staff. Assess situations to determine when these factors exist and take responsibility to champion a collaborative effort among coworkers.

#### **Clarify the roles of team members.**

Discuss individual roles within the team. Determine collectively how each member will contribute to the team's mission. List how you can provide support to each team member in his/her efforts. Also, list ways that team members may be able to support you.

#### **Provide clear feedback.**

People have different communication styles and ways of approaching work. When misunderstandings come up, treat others with respect. Provide specific feedback to individuals by discussing behaviors instead of making judgments about the person. Also, be sure to provide positive feedback when things are going well and thank team members.



## *Developmental Suggestions for Organized Behavior*

### **ORGANIZED BEHAVIOR**

Gets things done in an orderly, systematic, and procedural fashion



This work style has been identified as critical for success in your organization.

**Your Level:** Low

### **YOUR DEVELOPMENTAL OBJECTIVE**

Accomplish tasks in an orderly fashion. Use systems, procedures, and a structured approach. Efficiently handle details to ensure that projects run smoothly.

### **ORGANIZED BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:**

- Keep tasks running smoothly with coworkers having what they need when they need it.
- Maintain operational consistency and predictability so things get done in a systematic way.
- Minimize mistakes because the consequences of error are unacceptable.
- Handle administrative detail and processes.

### **SUGGESTIONS FOR DEVELOPING YOUR ORGANIZED WORK STYLE:**

#### **Make weekly "to-do" lists.**

Begin the week by creating a list of tasks to be accomplished. As tasks are assigned, add them to your list. Prioritize your tasks and stay focused on the most critical ones. Check off each item on your list as it is accomplished. Each morning, review your weekly list so you know what you need to start with that day.

#### **Use a planner.**

Purchase a simple-to-use daily planner. Note meetings and deadlines in your planner. Block off periods of time for working on specific projects and make sure to use your time as allotted. Try to avoid interruptions during your scheduled time. Check and update your planner frequently so that it is always current and you are reminded of various commitments.

#### **Clarify deliverables.**

Clearly define what you are accountable for delivering. Ask questions to understand exactly what you are expected to deliver, to whom, and by when. Be sure to document this information. Also, when assigning tasks to others, communicate this same information.

#### **Invest time wisely.**

Become disciplined in terms of how you choose to invest your time. Articulate timelines for ongoing projects. Think of time-saving procedures and routines for accomplishing tasks. Discipline yourself to work within the boundaries of your timeline and work role. Avoid saying "yes" to every request. Be careful about becoming involved in so many things that you find yourself spread too thin.

#### **Clean your office periodically and practice good paper and email management.**

Depending on your situation, dedicate 30 minutes or more per week to the task of organizing your work space. For items related to major duties, put what's critical for the next couple days on top and move the less critical to the lower priority area. For minor duties, try to handle paper and email only once-allot 15 minutes to get through as many routine materials as you can.



## PRIORITIZING DEVELOPMENTAL OPPORTUNITIES FOR SUCCESS

Developing skills requires concentration, practice, and a time commitment. You are most likely to achieve your goals if you focus on one developmental opportunity at a time. Thus the next step is to set priorities. List the work style behaviors identified as developmental opportunities in the sequence in which you would like to tackle them:

### DEVELOPMENTAL OPPORTUNITIES

1.

2.

3.

4.

5.

## STEPS TO CREATING A SUCCESSFUL GROWTH PLAN

A thorough and doable action plan will help you succeed. A sample completed growth plan is included later in this report as a model. After the model, you will find a template for your own growth plan. Write your first growth plan for your top-priority developmental opportunity. State a goal and outcomes that describe what you want to achieve, how you will do it, what defines successful performance, and how you will get feedback. Review the detailed suggestions on the previous page related to the developmental opportunity you chose to give you more ideas for your plan.

- **Gather information.**

The next page offers a customized list of resources related to some of your developmental opportunities, in addition to other helpful materials. Track down and study some of these items. Keep a folder of what you learn from books, articles, workshops, Web sites, and other sources. Refer to it when you feel stuck or just need more ideas.

- **Get support from a coach.**

Enlist the support of your manager or a coach to review, revise, and improve your list of strengths (page 6) and your growth plan (last page).

- **Ask for feedback.**

Think of coworkers and colleagues who could provide helpful input and would be comfortable doing so. Tell them your developmental goals and which behaviors you are trying to consistently demonstrate. Ask them to give you both supportive and corrective feedback based on what they observe.

- **Record progress.**

Make notes of successes, setbacks, and key things you learn. It is important to always try to connect your actions with the results you want to achieve.

- **Build habits.**

Work to transform your action plan into habits that become part of your daily behavioral repertoire.

- **Repeat.**

Work on your next developmental opportunity by repeating the steps above.



## Educational Resources

Locate some of the following resources at libraries or bookstores. Use them to help you find more ways to address your developmental opportunities and advance your career.

### TEXTS ON PERSUASIVE BEHAVIOR

**How to Persuade People Who Don't Want to Be Persuaded.**

Bauer, J. & Levy, M.  
New York: Wiley, 2004.  
ISBN: 0471647977

**The 5 Paths to Persuasion: The Art of Selling Your Message.**

Miller, R., Williams, G., & Hayashi, A.  
New York: Warner Business Books, 2004.  
ISBN: 0446532398

**Artful Persuasion: How to Command Attention, Change Minds, and Influence People.**

Mills, H.  
New York: American Management Association, 2000.  
ISBN: 0814470637

### TEXTS ON INDEPENDENT BEHAVIOR

**Achieving Excellence.**

Heller, R.  
London and New York: DK Publishing, 1999.  
ISBN: 0789448637

**Winning Habits.**

Lyles, D.  
Upper Saddle River, NJ: Pearson Prentice Hall, 2004.  
ISBN: 0131453580

**Control Your Destiny or Someone Else Will.**

Tichy, N. & Sherman, S.  
New York: HarperBusiness, 2001.  
ISBN: 0060937386

### TEXTS ON DECISIVE BEHAVIOR

**Whatever It Takes: The Realities of Managerial Decision Making (2nd ed.).**

McCall, M. & Kaplan, R.  
Upper Saddle River, NJ: Prentice Hall, 2001.  
ISBN: 0139521364

**Winning Decisions: Getting It Right the First Time.**

Russo, J. & Schoemaker, P.  
New York: Currency, 2001.  
ISBN: 0385502257

**Decision Management: How to Assure Better Decisions in Your Company.**

Yates, J.  
San Francisco: Jossey-Bass, 2003.  
ISBN: 0787956260

### TEXTS ON COLLABORATIVE BEHAVIOR

**The Wisdom of Teams.**

Katzenbach, J. & Smith, D.  
New York: HarperBusiness, 2003.  
ISBN: 0060522003

**The Discipline of Teams: A Mindbook-Workbook for Delivering Small Group Performance.**

Katzenbach, J., Smith, D., & Smith, D.  
New York: Wiley, 2001.  
ISBN: 047138254X

**Developing Strategic Alliances.**

Rigsbee, E.  
Menlo Park, CA: Crisp Publications, 2000.  
ISBN: 1560525509

### TEXTS ON ORGANIZED BEHAVIOR

**Manage Your Time.**

Hindle, T.  
London and New York: DK Publishing, 1999.  
ISBN: 0789424460

**The Organized Executive: The Classic Program for Productivity.**

Winston, S.  
New York: Warner Business Books, 2001.  
ISBN: 0446676969

**Organized for Success.**

Winston, S.  
New York: Crown Business, 2004.  
ISBN: 1400047595

### TEXTS ON IMPROVING OVERALL MANAGEMENT SKILLS

**Essential Manager's Manual**

Heller, R. & Hindle, T.  
DK Publishing, Inc., 1998  
ISBN: 0789435195

**Successful Manager's Handbook**

Ali, M., Boulden, G., & Brake, T.  
DK Publishing, Inc., 2001  
ISBN: 0789490102

**Managing for Excellence**

Ali, M., Brookson, S., Bruce, A., Eaton, J., Heller, R., Johnson, R., Langdon, K., & Sleight, S.  
DK Publishing, Inc., 2001  
ISBN: 0789480271

### SOURCES OF PROFESSIONAL DEVELOPMENT SEMINARS

American Management Association:  
<http://www.amanet.org/seminars>

Padgett-Thompson:  
<http://www.pttrain.com/ptSeminars.cfm>



## ***My Growth Plan For Organized Work Style Behavior (SAMPLE)***


### **DEVELOPMENTAL OBJECTIVE**

To develop Organized behaviors (accomplish tasks systematically, approach work in a consistently structured way, efficiently handle details so projects run smoothly).

 **Helpful Hint:** Review the developmental opportunity page for "Organized." List the behaviors you hope to develop.


### **GOAL**

Use a day planner to manage tasks and meetings.

 **Helpful Hint:** State goals as positive behaviors that are within your control.

### **THE DESIRED OUTCOMES ARE**

- To manage my time more efficiently.
- To reduce schedule conflicts.

 **Helpful Hint:** State exactly what you hope to accomplish or improve.


### **FOCUS YOUR PLAN**

**I will engage in the following actions:**

- Note all meetings, events, deadlines, and follow-up dates in my planner as I schedule them.
- Take my planner to meetings to facilitate scheduling with others.
- Clearly communicate my time commitments to others.

**Information and/or resources I need:**

- Day planner to be purchased by October 1st.

 **Helpful Hint:** Be specific when you write your action statements. Include dates and times whenever possible.

### **MEASURE YOUR PROGRESS**

**I will track my progress by:**


- Checking off items in my planner as they are accomplished.

**I will know I made progress after 3 months by:**

- Decreases in the number of scheduled conflicts or missed meetings.
- Increases in the number of projects and tasks that I complete on time.

**I will seek feedback from:**

- My supervisor each Friday morning during our weekly meeting.

 **Helpful Hint:** Specify how, where, and when you will track your progress. What specific signs will show you are achieving the goal you set above? Indicate who will provide feedback to you and when.



***My Growth Plan For \_\_\_\_\_ Work Style Behavior***

**DEVELOPMENTAL OBJECTIVE**

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**GOAL**

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**THE DESIRED OUTCOMES ARE**

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**FOCUS YOUR PLAN**

**I will engage in the following actions:**

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**Information and/or resources I need:**

**MEASURE YOUR PROGRESS**

**I will track my progress by:**

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**I will know I made progress after 3 months by:**

**I will seek feedback from:**

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