

PERR 360 (Performance Review)

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Report for: Kevin Smirnoff
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Table Of Contents

Table Of Contents	1
Introduction to the PERR 360	2
Detailed Results	3
WORK ETHIC	4
WORK ATTITUDES	22
INTERPERSONAL SKILLS	34
ORGANIZATION SKILLS	45
COMPETENCIES	54
Summary & Gap Analysis	65
Raters	72
Additional Materials	73

Introduction to the PERR 360

A 360 feedback system is a major step-up from standard, one-on-one performance reviews. Whereas the latter typically consists of only a manager's or supervisor's perspective of an employee's performance, a 360 feedback benefits from the input of multiple raters, including colleagues, customers and direct reports. This provides a more well-rounded review of a person's performance.

The goal of the PERR 360 is to evaluate 31 different aspects of your performance, including your ability to work with others, the degree of effort you put into your work, and the degree to which you are committed to achieving your full potential.

Review your results carefully. If there are areas where your performance was not rated as high as you had hoped, do not allow this to discourage you. Your raters have offered you this insight in the hopes of helping you improve and grow. See this as an opportunity to expand your skills and bring out the best in yourself.

Detailed Results

How to read your results: Each skill and trait assessed in the 360 will be shown on a scale from 0 to 100. A high score indicates a strong performance, while a low score brings to light areas in which your performance requires improvement.

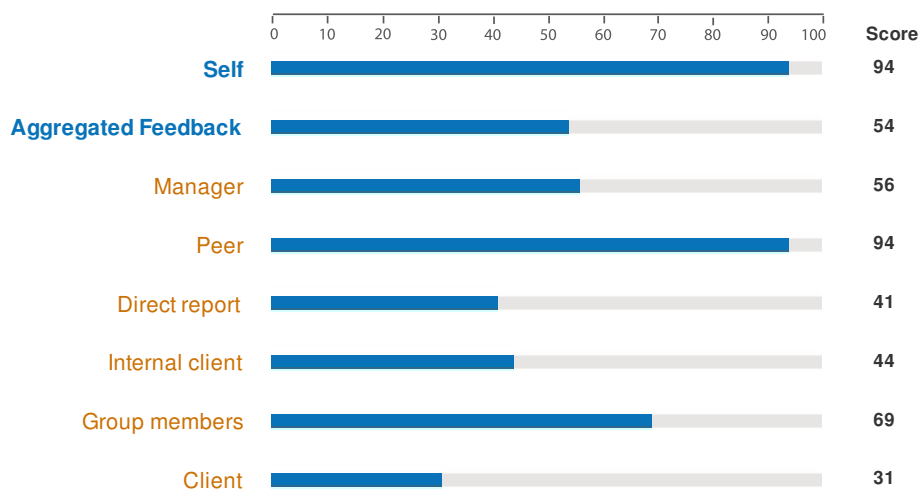
WORK ETHIC

Work ethic plays a major role in the manner in which a person completes tasks and otherwise conducts himself or herself in the work environment. Employees who have a good work ethic are committed to doing their work well, and will put in the necessary time and effort to get tasks done properly.

The following is a breakdown of the Work Ethic scale, and how you have been rated:

Diligence

Ability to complete tasks thoroughly and conscientiously.



Although you have shown that you can be diligent when completing your work and in the manner in which you conduct yourself in the work environment, you need to work on displaying these behaviors more consistently. The times when you don't could be giving others the impression that you cannot always be trusted to be reliable and responsible. A more nonchalant approach to your work could also result in missed deadlines and careless mistakes, which can prove costly. This may just be a matter of putting yourself in the right mindset. When you catch yourself approaching your work more passively and are tempted to procrastinate or ignore details, remind yourself of the potential consequences of such actions. This realization may just encourage you to be more careful and disciplined.

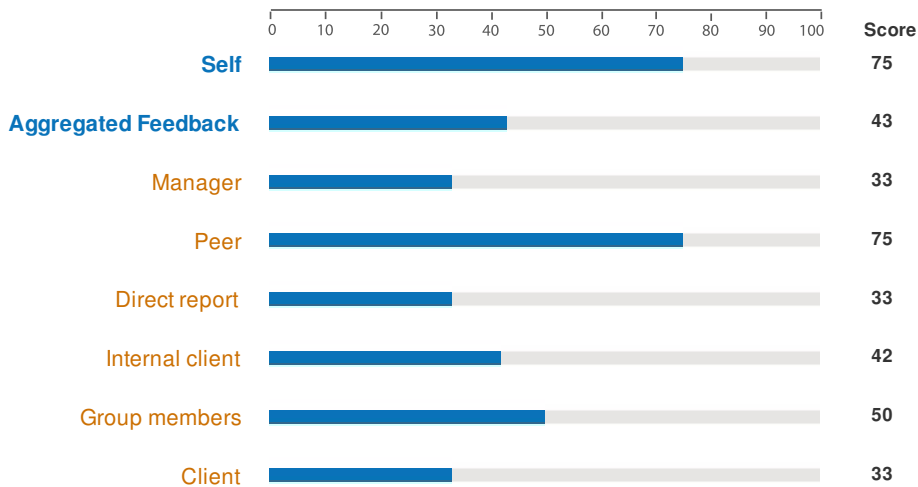
Here are some tips to improve your diligence:

- Remove roadblocks that could hinder your progress.** Find yourself feeling enticed by the Siren call of procrastination? Set a deadline ahead of the actual deadline for the assignment you are tempted to put off to push you to get started. Making a lot of careless mistakes lately? Create a checklist of all the things that you need to watch out for (spelling, grammar, formatting) before considering a task done. Maybe even get someone to look over your work. The point is, don't allow yourself to make excuses for why you got sidetracked from a task or were not able to get something done as well as you normally would - find solutions.
- Discover your most focused times.** For a week or two, pay special attention to the time of day when you are best able to focus. Is the early morning, when you're feeling refreshed, a productive time for you? Or do you get a lot more done in the afternoon, after you've had time to settle into things? While you may not always have a choice as to when you can work on something, you can try to schedule the most challenging assignments to the time of day when you are most productive and alert, and use your less productive times for tasks requiring less concentration.

- **Find out exactly what is expected of you.** The single-most important way of clarifying your roles and duties is simply to ask. Before beginning an assignment, make sure to speak up if you are unsure about what you should be doing. If you desire, ask your manager or team leader for a meeting to define all the details of the project and to settle any questions you may have.
- **When in doubt, ask!** There is no such thing as a stupid question - and besides, it's much better to ask a so-called "stupid" question than risk making a much more serious mistake as a result of *not* asking. So if you are not trained or knowledgeable in a certain area, don't try to fake it or deal with the issue yourself. Know when to ask for advice. Consulting a manager or more knowledgeable colleague minimizes the potential for disaster.
- **Consider the disadvantages of a lack of diligence.** If you catch yourself falling into unproductive habits, or have a hard time convincing yourself of the merits of being diligent and careful, think about the potential consequences instead. Being careless could result in a costly mistake, an angry customer, a missed deadline, or a poorly executed project. Step back for a moment and consider the potential consequences of your actions. Chances are you'll regret not putting in that extra effort to be careful and conscientious.

Dedication to self-improvement

Degree to which a person strives to advance his/her skills and ameliorate his/her performance.



You are not the most eager student but you are at least somewhat open to the idea of learning and improving. You will pick up new skills if you have to, and may pursue a few interests beyond your area of expertise. Overall, you are content with the skills and knowledge you currently possess but at the same time, recognize the benefits of expanding your knowledge base sometimes and pushing yourself to grow in new and different directions. You know that you still have some room to improve, but perhaps are not overly enthusiastic about the effort it requires.

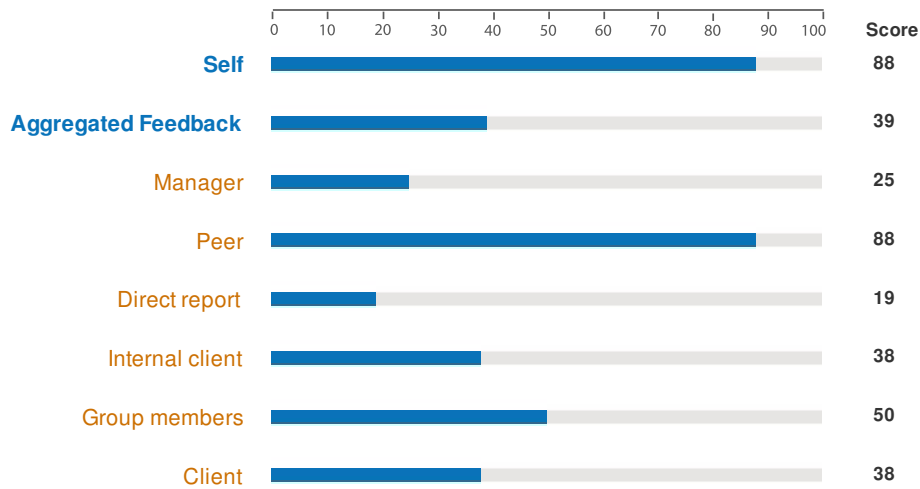
Here are some tips to help you improve in this area:

- **Make time to learn something new every week.** Whether it's learning how to upgrade the memory in your PC or writing shorthand, make it your mission to learn a new skill every week. With that kind of breadth of knowledge, you never know when your newfound talent could come in handy.
- **Realize that there is so much more to learn.** Even those at the top of their field understand that as skilled and knowledgeable as they are, there is still much more they can learn in their respective endeavors. Even the best of the best made it a point to keep learning new things:
 - Steve Jobs: "Each year has been so robust with problems and successes and learning experiences and human experiences that a year is a lifetime at Apple."
 - Leonardo da Vinci: "Learning never exhausts the mind."
 - Maria Sharapova: "I hit a ball for a living, but I have that passion to keep learning."
- **Give new ideas and methods a chance.** Even if you're a top-level executive who has always done things your way and still made it to the top, it doesn't mean that there isn't a better way. The business world is changing. Technology is changing. This means that approaches and solutions that have worked for you before now have a much shorter shelf life. It is crucial to be open to change and improvement, both as an individual and as an organization. So if you're offered the opportunity to take a course, participate in a seminar, or receive coaching, take advantage of it.
- **Find a mentor who can guide you when you feel unsure.** All professionals encounter problems at work or come across unexpected roadblocks. Having someone who is more experienced to talk to will help you get through these situations with greater ease.
- **Put pride and ego aside and accept feedback.** If you're the type of person who doesn't take criticism very well, this is a knee-jerk reaction you're going to have to work on quelling. It'll be difficult to learn from your

manager, a coach or mentor if you're too busy interjecting with your opinion on what **you** think you need help with. This doesn't mean that you're not allowed to offer your ideas, insights, or questions, but strike a balance. Be an active listener, curb your defensiveness, and look at the feedback you are receiving objectively, and with an open mind.

Attendance

Degree to which a person is punctual and consistently shows up for work.



Your attendance is an area that you will need to work on improving, as your ratings indicate that this is a major issue. You appear to lack punctuality, which could mean that you will frequently leave people waiting. Keep in mind that being punctual is akin to a promise; being late can be viewed as being disrespectful of others time, and while clients, colleagues, and management may be forgiving on occasion, frequent tardiness is unprofessional. It is important that you find a way to improve your punctuality.

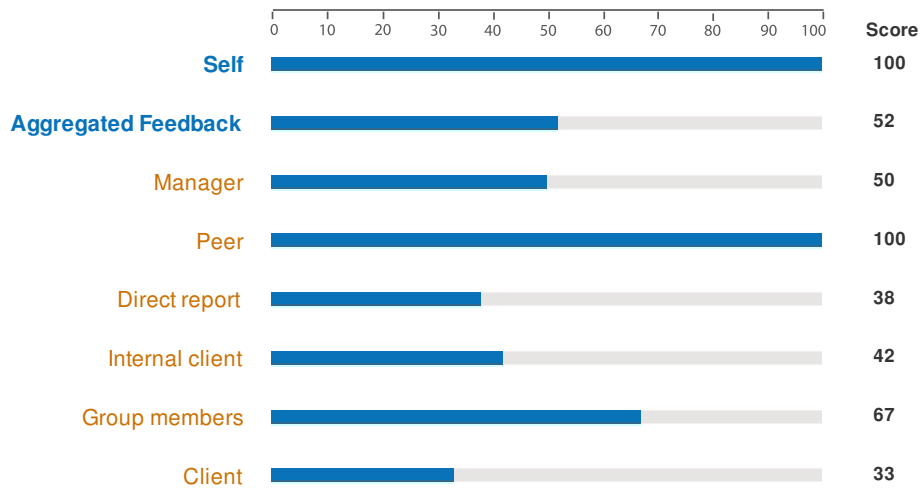
Here are some tips to improve your attendance:

- See punctuality as a promise.** Occasionally arriving late for meetings, appointments, and work in general is understandable – traffic, bad road conditions, and other delays can happen. If, however, you're late on a regular basis, realize that there are only so many times your colleagues, manager, and customers will allow for it. After a while, it will seem like you don't care about people's time, and are not very reliable. Arriving on time is akin to a promise. Put in a conscious effort to keep your promise to be somewhere on time.
- Find ways to manage your time better.** If keeping track of meetings, conferences, or other work-related events tends to slip your mind, get an appointment book or app and keep it up-to-date. Your colleagues, manager, and customers need to know that they can rely on you. Even when you do great work, if you're always showing up late there will be consequences.
- Factor in the factors that could make you late.** Whether it's traffic, weather, road conditions, road construction, dropping the kids off at school, etc., do your best to adjust your time accordingly. Allow yourself some buffer time in the morning. It might be a challenge to wake up earlier, or to prepare everything you will need for work the night before, but it'll be worth the effort. And remember, transparency is important. Let your employer know when you're going to be late.
- Give your manager the heads-up about appointments.** Inform your employer as soon as possible if you have scheduled appointments. This way, he or she can take measures to find someone to take over your responsibilities, or make adjustments to the work schedule. As much as possible, combine/schedule appointments together so that you can take care of them all at once. It might be easier to take a day off than a few hours here and there. Better yet, see if you can schedule appointments at the beginning or end of the work day, or at least avoid scheduling them during peak times. If you're on flextime or work different shifts, schedule them during your off hours. You can talk to your manager about the most reasonable times for appointments.

- **Good attendance is important, but not at all costs.** Know the difference between an illness that is still workable (i.e. in which you can still function at work), and an illness that should keep you home. While it's admirable to want to go in to work even if you're ill and shows that you are dedicated, in the case of some illnesses, it might be better to stay home than risk getting others infected.

Integrity

Degree to which a person follows rules, and otherwise displays honesty and integrity at work.



Based on your ratings, your integrity is generally inconsistent. You sometimes conduct yourself in a principled and professional manner, while other times this appears to be more of a challenge for you. Maybe you do not perceive certain actions you take as being unprofessional, or you do not recognize the potential consequences of your conduct. Whatever the case may be, being more aware of how your behaviors could reflect on you is important. While you may consider certain actions harmless, others may not see them the same way. You likely consider your reputation and your integrity important – continue to improve in this area.

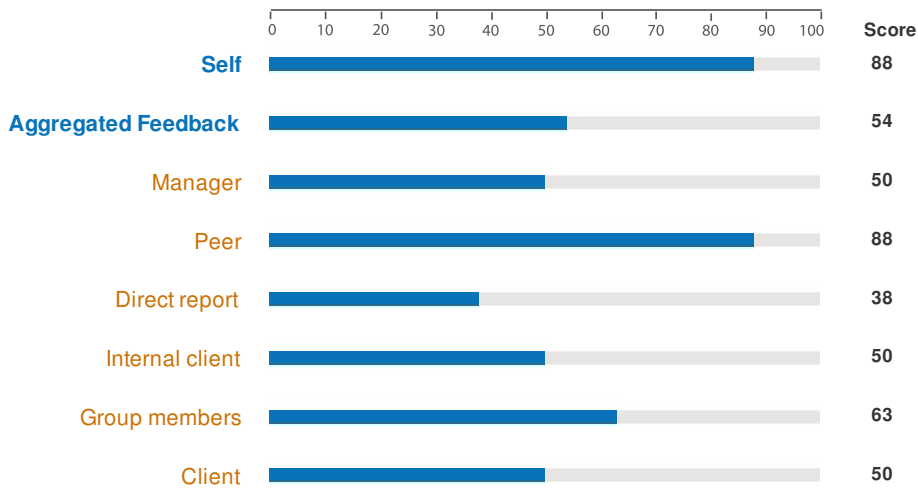
Here are some tips to improve your integrity:

- Recognize that rules are in place for a reason.** Breaking even small rules can lead to major consequences for you or for others. Before engaging in any behaviour that could be considered unscrupulous, take a moment to reflect on the potential consequences. What you will likely discover is that whatever gains you might make by breaking a rule will be short-lived. In the long-run, being honest with your customers, colleagues, manager, and with yourself is much more worthwhile.
- Realize that there is more than one way to be dishonest.** Time theft and cyberloafing (visiting websites that are not related to work) are in their own way a manner of stealing. After all, you are working for less time than you are paid for. Deliberately being unproductive, taking longer breaks and lunches, surfing the internet for personal reasons and other time-wasters are just as serious as outright theft. Your employer may very well treat it just as seriously. In fact, companies lose billions of dollars in lost productivity due to cyberloafing every year.
- Promote open, straightforward communication.** If you are frustrated with some aspect of your work environment (management, the work hours, the budget you have to work with, etc.) let your superior know so that he or she can help you resolve those issues. If you don't work on your frustrations, you may be more tempted to act dishonestly, either as an indirect way of working out your anger, or as a form of retribution against your boss.
- Speak to upper management when you are unsure about certain rules.** If you need to use equipment or borrow some office supplies, for example, it is better to ask than to be perceived as dishonest if you get caught using these tools without permission. Do so even if using company property for personal goals appears to be commonplace. It shows that you are respectful and that you understand that being allowed to do this is a privilege, not your right.

- **Tell your manager when you have made a mistake.** Trying to cover up an error is never a good idea. Your boss may know a fix that you are not aware of or can provide suggestions for avoiding similar mistakes in the future. Being honest could prevent a small mistake from taking on a life of its own. Lies beget lies, so being honest from the get-go can help minimize the mistake. Approach your employer, briefly explain what happened and why, take responsibility for the error and suggest a solution. Everybody makes mistakes. A blunder can become a valuable learning experience.

Accountability

Degree to which a person is willing to take responsibility for his/her actions and performance.



When you are willing to admit fault, you will make the necessary reparations or changes. Based on your ratings, however, your accountability still needs improvement. When you do not live up to expectations at work, you may sometimes make excuses rather than taking responsibility and making amends, which can be particularly frustrating for colleagues and management alike. Remember, the mark of a professional is a willingness to be responsible for your successes as well as your failures. When you are accountable for your actions, particularly when you do something wrong, it's an opportunity to learn, to improve, and to show others that you care about your performance. More often than not, admitting fault will earn other people's respect, not their condemnation.

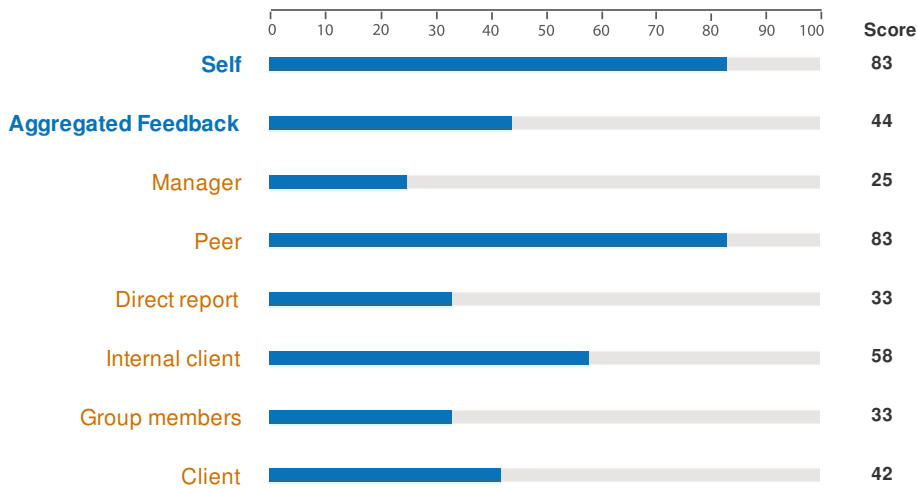
Here are some tips to improve your accountability:

- Remember the big picture.** Being a part of a work team or organization means that everything you do and don't do will affect everyone else. This means that the team's success depends on you. Like throwing big rocks in a pond, not completing your tasks, making careless errors, procrastinating, or putting in a half-hearted effort will cause a ripple effect.
- Accept who you are.** Being ashamed of mistakes is actually one of the greatest errors we can commit. Absolutely everyone, no matter how perfect they may seem, messes up from time to time. This is how we learn - like the process of learning to walk as children. If we don't stumble, we won't learn how to get up and keep our balance. In those moments when you are trying to distance yourself from an error or failure, remind yourself that to admit a fault is a sign of strength.
- Revise your locus of control.** If you blame your own actions, you will likely strive to avoid those same actions in the future, and may look actively at making changes in your behavior. This is a positive, healthy step. If, however, you blame the error on some personal inadequacy, especially one you can't easily change, you are likely to become disheartened and feel hopeless. If you place blame on outside, uncontrollable factors, you may not have much hope of changing a situation, and therefore you won't take steps towards preventing the same result in the future. While attributing negative events to unstable, external factors will protect your self-esteem, it also results in a passive attitude toward your work and toward self-improvement.
- Work on your limitations.** Nothing is written in stone; many limitations can be turned into strengths. So if you're not a master communicator or lack leadership potential, these are areas that can be developed if you are willing to put in the time and effort. Seek opportunities to develop and practice new skills. Learning is a lifelong process.

- **Recognize that your emotional responses are not contingent on other people.** We have all developed the unfortunate and unhealthy habit of making other people responsible for our emotions. "He makes me so angry" or "She hurt my feelings." As difficult as this may be to grasp, the truth is that you choose to react the way you do; other people don't make you angry, you make yourself angry in response to their actions. That's why it's so important to be accountable for your actions. In an anger-inducing situation, take a moment to put things in perspective and ask yourself why you are reacting the way you are. "Why am I getting upset? Is it because deep down, I believe that I am as incompetent/useless/dumb as the person thinks I am?" Once you are able to truly recognize that your emotions are under your control, you can actively choose how to react (and how not to react) in a situation.

Productivity

Degree to which a person is steadfast, and puts in a consistent and dedicated work effort.



You show a willingness to be productive, but not on a consistent basis. While you do recognize the value of hard work, you don't feel that it is necessary to always push yourself to accomplish more than what is expected of you. In fact, you may sometimes find yourself only putting in the bare minimum effort, and this has some people concerned. Productivity requires follow through, which in turn requires discipline and determination. When your discipline falters, you'll find yourself getting distracted more easily or unable to focus on completing the task at hand. You have the potential to get a lot done when you set your mind to it – find ways to increase your effort and your level of productivity.

Here are some tips to improve your productivity:

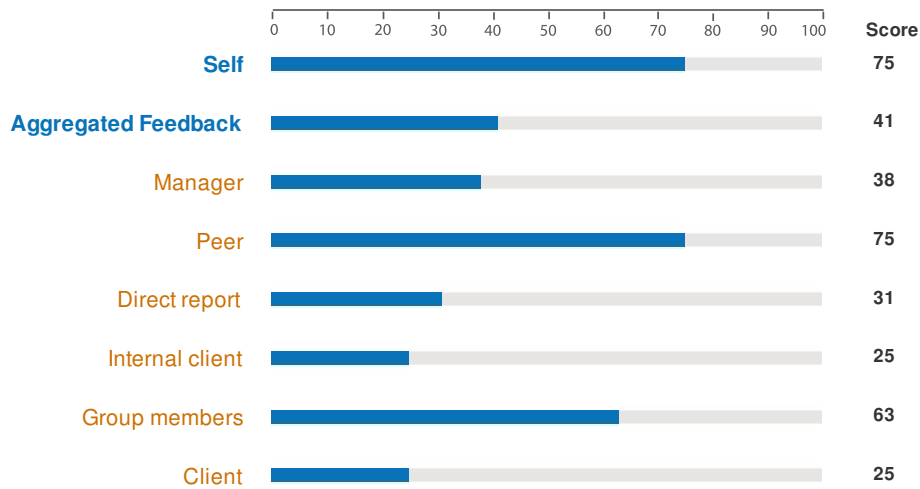
- Remember to take short breaks.** Fifty minutes is the approximate length of time most people can direct their attention to one task, but that's just an average: Your concentration time-span might be less (20 minutes) or longer (perhaps 90 minutes). Make sure to take regular breaks, even if it just means looking out the window for a minute or stretching in your chair. If you have more time, get up and walk around a little.
- Try the "Be here now" mantra.** This deceptively simple strategy can be very effective. When you notice your thoughts wandering, say to yourself "Be here now" and gently bring your attention back to where you want it. For example, imagine you're in a meeting and your attention strays to that error you made yesterday. As you say to yourself, "Be here now," focus back on the task at hand and keep your attention there as long as possible. If your mind wanders again, repeat it again. You can also set aside half an hour a day to think about all the things that are worrying you and impacting your productivity. It sounds counterintuitive, but research has shown that people who do this end up worrying less over time.
- Filter your phone calls and emails.** Remember, you don't have to answer every phone call, email, or instant message as it comes in (unless there is some sort of emergency). Prioritize – any calls or emails that do not require your immediate attention can be delegated, or returned/responded to at a designated time each day (early in the morning, after your lunch, or at the end of the day). If you allow your work to be interrupted every time you receive a phone call, email, or instant message, you'll never get anything done.
- Avoid multi-tasking as much as possible.** Research has shown that when people take on more than one task at a time, they tend to become less efficient, particularly when it involves difficult, creative or unfamiliar tasks. If working on one task at a time until you complete it is not possible, use software that allows you to keep track of schedules, deadlines, and any other information that could potentially be forgotten as you switch from one

task to another.

- **Recognize that there is no shortcut to success.** Hard work and perseverance are the only true paths to achievement. In fact, all that time you might waste trying to find a quicker way to achieve a goal or complete a task would be better spent actually working on it! Besides, any goal that is too easy to achieve is either not very meaningful or is not doing your skills and abilities justice. Don't sell yourself short. You have it in you to accomplish whatever you set your mind to.

Quality of Work

Degree to which a person can be counted on to produce work that is up to performance standards.



When you set your mind to it, you are able to produce quality work. There are times, however, when you can be somewhat lackadaisical and your work falls short of expectations. Perhaps this is more likely to be the case when you are very busy and overwhelmed with projects, when you're feeling rushed or stressed, or when you're not feeling particularly motivated. Unfortunately, when you don't produce quality work, this may give others the impression that you are being careless or are indifferent. Recall instances when your work was not up to par, and determine what went wrong. Were you unclear about the specifications of the project? Did you have sufficient time and knowledge to complete the task? Did you use a checklist to verify the quality of your work? There are likely to be some areas of your work approach that, if improved, will also improve the quality of your work.

Here are some tips to improve the quality of your output:

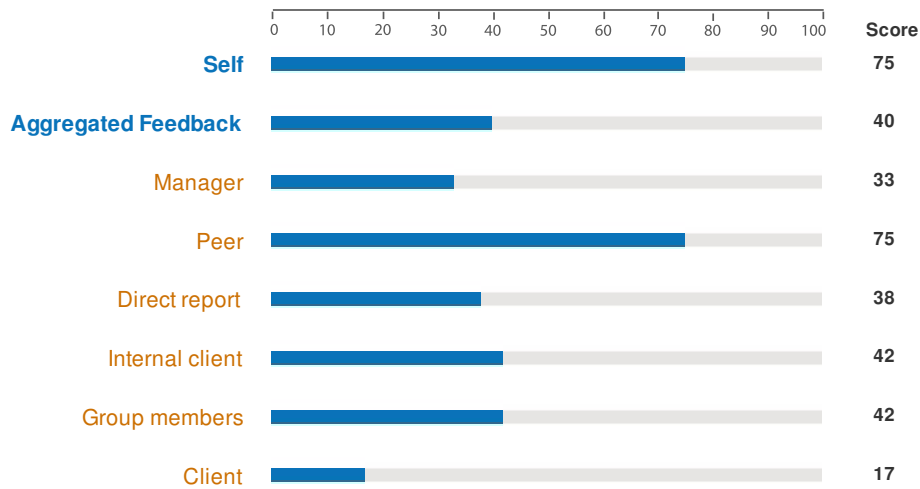
- Seek out additional training.** Although it's important to take responsibility for the quality of your work, especially when it is not up to par, you should also consider the possibility that performance issues could be the result of insufficient training. If you are being assigned projects that you perceive as being out of your depth, talk to your manager. Discuss the feasibility of delegating the project to someone with more expertise/experience, or receiving additional training to help you complete the project more competently. In some cases, the reason why employees don't perform to expectations is because of a lack of proper training on the part of management.
- Have someone review your work.** Ask a colleague or your manager to review your last project, preferably one which they feel you could have done a better job on. Have them detail exactly where you need development (e.g. your writing style, work pace, time management, etc.) and discuss suggestions on what steps you can take to improve. The only way to improve your work is to know exactly where it needs development. This can be a humbling experience, but it's well worth the insight.
- Document your mistakes.** Whenever someone points out an error or omission in your work, make a note of it. It might even help to create sticky notes to remind you to check for these particular errors. While it might seem discouraging if not pedantic to have to record all your mistakes, it's the best way to avoid making them again.
- At the same time, realize that there is no such thing as perfection.** Proofread and run through a project twice, ask someone else to do so, and then let it go. Quality control is important – perfection is unrealistic. If you constantly tweak and fix something, you'll never be done with it, and will probably never be happy with it. The same goes for detail orientation. Details are important in a project, but it can't be at the cost of the big

picture. Getting a project done well and error-free is essential, but so is handing it on time.

- **Enlist the help of a spot-checker.** Before declaring a project complete, have a co-worker go through your work to make sure you haven't made mistakes or forgotten something – you can offer to do the same for him/her in return. If this isn't feasible, give yourself an extra day, preferably when you have a fresh eye, to look over your work before handing it in.

Results Orientation

Ability to follow through on projects until completion.



Your ratings suggest that you are not very results oriented, which means that taking tasks and projects through from conceptualization to achievement needs to be more of a priority. Although you may consider the quality of your work more important than the amount of work that you get done, you need to be able to generate a consistent level of output, which has been a challenge for you thus far. This could be the result of a tendency to procrastinate, a fear of taking initiative, or a lack of discipline. The case could also be that you see yourself as more of an “idea” person, leaving others to do the work to bring the idea to fruition. Regardless of the reason, this issue is being brought to your attention to encourage you to be more steadfast in your approach to your work.

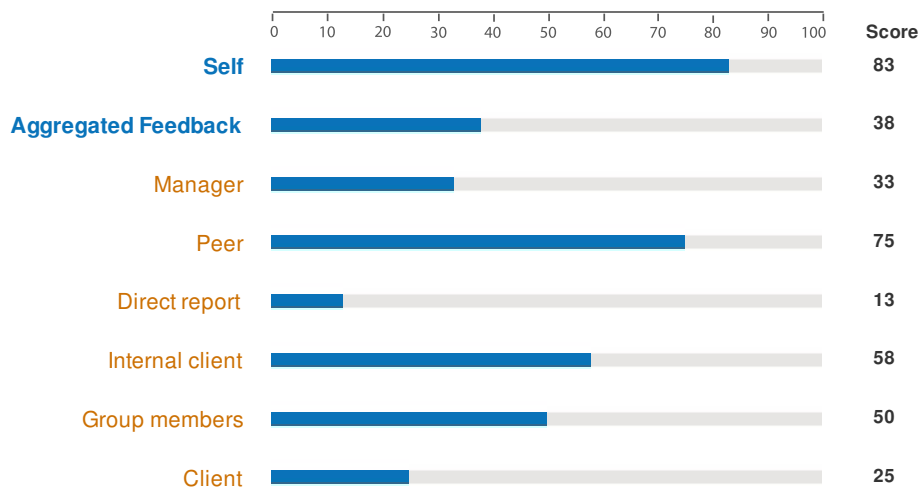
Here are some tips to help you adopt a more results-oriented work approach:

- Take big projects one step at a time.** If you have a rather large and formidable task to do (like writing a proposal), break it up into smaller chunks. Think only of completing those smaller portions of the job. For example, if you are having trouble getting started, you can devote a short time to reading one research article. The next day, you can take notes and brainstorm, and maybe write an outline. During the same day, you can sit down several times for half an hour each time to write one paragraph. Little by little, you'll start chipping away at what seemed to be a huge task. Each small step you complete will not only improve your morale, but you might find yourself becoming energized and doing more than you had anticipated.
- Run a project/task audit.** After completing an assignment, review the amount of time, resources, and work you put into it. Make note of any difficulties you ran into, whether it was a lack of information, underestimating the amount of time it would take, insufficient planning, too many last-minute changes, etc. This will allow you to be better prepared for similar assignments in the future, (and ideally avoid the same pitfalls), and get better at estimating how long a task will take you.
- A job well done is a complete job.** Make sure all the details of a task are taken care of. It might help to have a visual plan of all the connected issues that need to be taken care of (check out tips online for creating a “mind map.”). If you are part of a team project, you need to stay informed about other people's progress, like whether their part needs to be done before or after you. While you may own only part of the process, behave like you own the whole thing. This means don't wash your hands of a project just because your part is done – a project should only be considered done or “live” once everything and everyone's part is complete. Even if you're finished with your work, see if there's anything else you can do to help bring the project to completion, like testing and debugging.

- **Learn some basics of project management.** Any project requires project management in order to avoid wasted time, money, and resources. You don't need elaborate project management software; you can create an outline on paper, in Word or in Excel. Project management involves creating a work plan, allocating all the necessary resources, sequencing tasks in order of priority, creating buffer zones to account for potential or unexpected delays, and keeping track of your own progress as well as other people's progress through progress reports, issues-tracking, loose ends tracking, and change tracking. There is a wealth of information online on how to develop project management skills.
- **Beware of "scope creep."** Most projects start, ideally, with a scope or a plan: You outline all the details of what needs to be done, who is in charge of what, how long it will take to complete and how much it will cost. Some changes to the original scope are certainly possible, especially with projects that have a lot of unknowns. Your client may request a modification, or you may discover a different way to approach the project that will be better or more efficient. The problem is that it's so easy to get carried away. In an effort to create the best possible end product, you or your client could make changes that are so significant, you end up losing sight of the original scope of the project. Beware of this tendency. Before agreeing to make changes to a project, make sure that you have enough of a time buffer to get all the work done and enough resources to cover the cost. Otherwise, you risk going significantly over-budget.

Resourcefulness

Ability to resolve problems and adapt to new situations with ease.



Your ratings indicate that you are not very resourceful. This may mean that when confronted with difficulties or problems that you have never encountered, you will be at a loss as to how to proceed. It's important to be able to adapt to the unexpected. Sometimes you will need to learn through experience how to deal with certain issues at work, but part of being resourceful also involves research, analysis, and ingenuity. You also need to have the objectivity and willingness to learn from mistakes, failures, and hardships. These are skills that can be developed, which is what you need to focus on. By developing your resourcefulness, you will be better-equipped to make smart judgment calls, resolve problems, and acclimatize to variability and unpredictability more quickly.

Here are some tips to improve your resourcefulness:

- Don't obsess over problems, think of solutions.** Don't waste time over-analyzing or complaining about a problem at work. Take a piece of paper and write out your problem. Then come up with at least 5 to 10 solutions. If you're lacking an important skill, for example, take courses, look for advice online, or ask a colleague who has the expertise to tutor you. The human brain loves to work out problems, so rather than using yours to think about the problem, use it to think about solutions.
- Harness the power of brainstorming.** The next time you find yourself in a difficult situation or need a creative idea, sit down with a pen and paper and list any and all ideas you can come up with on how to resolve the issue. Don't limit yourself in any way - no matter how outlandish, the idea should be written down. This exercise has two benefits: First, it may awaken creativity in you that you never knew you had, and second, it can provide ideas for solutions you never would have thought of otherwise.
- Determination is admirable – struggling isn't.** The pride of achieving something without anyone's help is a great feeling...but so is the knowledge that there are people around you who want to do everything to help you succeed. You don't have to do everything on your own, especially when there is assistance available to you. If you find yourself wasting valuable time, energy, and resources and there's someone who can help you, swallow your pride and ask for guidance. Most importantly, know when it's time to give up on a goal, rather than continuing to struggle through it. Don't treat it as a failure, because you tried your best. Learn what you can from the situation and move on.

Build your creative potential. Whether you're dealing with a recurring problem or a new one, relying on tried-and-true solutions won't always work. Sometimes, being resourceful means thinking outside the box and coming up with new and innovative solutions. Here are some techniques to encourage creative problem-solving:

Random Input Technique

When we have a standard way of thinking, it can be difficult to view a problem from a perspective that does not extend beyond the box we've placed ourselves in. By using the Random Input method, we introduce a new manner of thinking that allows us to view a problem from a different angle by creating associations between our problem and a random word.

Grab a dictionary, book or newspaper, open it on any page, and pick the first or last word that appears. How would you describe that word? Create a list of its characteristics and traits, and think about how it relates to your problem. The point of this exercise is to inspire ideas by using the brain's uncanny ability to make connections between words.

Problem Reversal Technique

The Problem Reversal technique is based on the belief that everything has an opposite. In order to understand one side, you need to take its counterpart into consideration. Therefore, by looking at a problem in reverse you can gain a greater understanding of it by looking at it from a contrary perspective. For example: Team morale is low. As a team leader, what are the methods you can use to make it *even worse*?

- Belittle team members in front of everyone.
- Refuse to listen to other people's ideas.
- Complain about how miserable you are on the team.

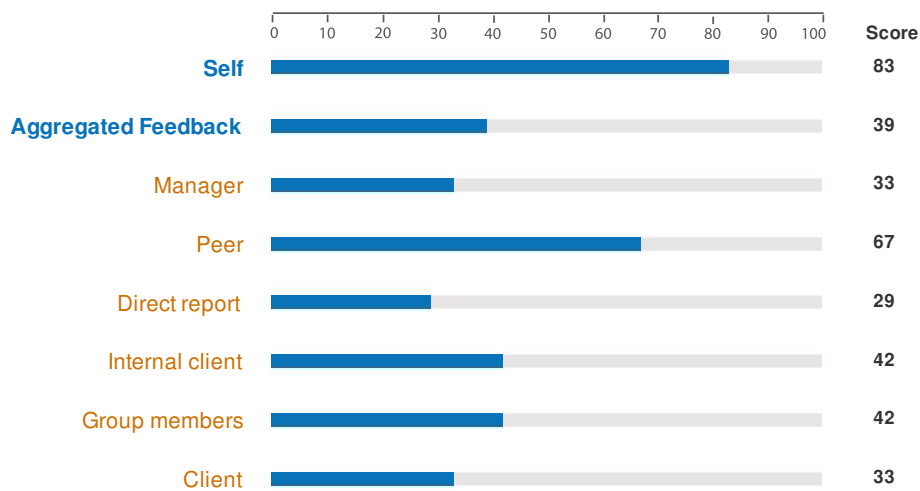
WORK ATTITUDES

An employee's attitude toward his/her work – how he/she feels about projects, colleagues, management – can have a direct impact on his/her conduct on the job. For example, employees who are not stimulated by the projects they are assigned might find themselves feeling less engaged and as a result, will put in less of an effort to get a project done well.

The following is a breakdown of the Work Attitudes scale, and how you have been rated:

Engagement

Degree to which a person is interested in and committed to his/her work.



There may have been a time when you felt more engaged in your job, but this sense of commitment appears to others to have waned. Your work doesn't seem to hold much appeal anymore, and you likely find it difficult to push yourself to put in a dedicated effort. Even if you continue to strive to get work done, you may find yourself feeling like it is a pointless endeavor. Although management plays a role in helping employees feel engaged in their job, it is up to you to determine what you need in order to be more invested in your work – and why at this point, it doesn't seem to be working.

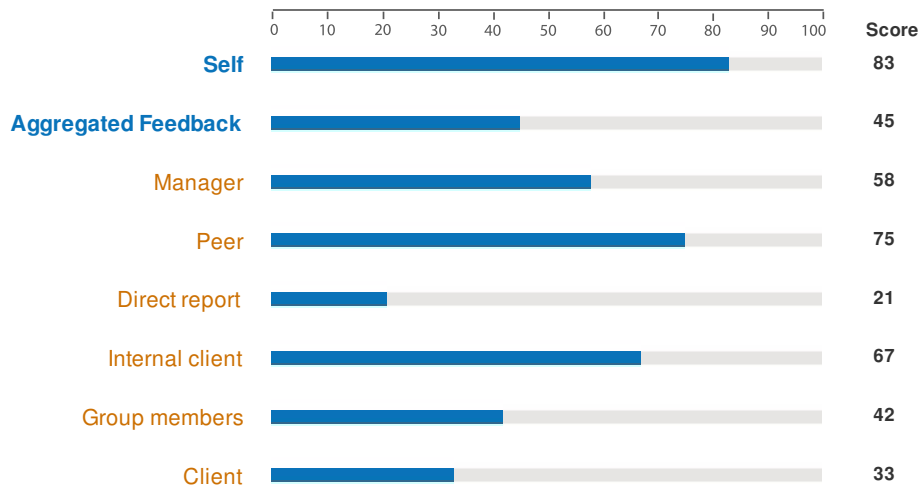
Here are some tips to help you feel more engaged at work:

- Get to the root of a lack of engagement.** What steps can you take to change what you don't like about your job? Take some time to think about the issues that are impacting your morale, and then write them down. For each issue, come up with at least two possible solutions that can make the situation more bearable. For example, if you don't like your salary, do more than just demand a raise. Take a broader approach: Ask your boss what you can do in order to improve your chances of getting a raise, like taking courses to upgrade your skills. Don't focus all your energy on all the things you don't like about your job - focus on finding solutions.
- Change up your routine.** While most jobs consist of varying tasks, they can become repetitive after a while, which can lead to boredom, disenchantment, and disengagement. If you are required to work on the same tasks day in and day out, consider approaching your manager to discuss potential new projects. You can even use it as an opportunity to propose your own ideas for things you would like to work on, like implementing a new quality control procedure, creating a company fan page on social media, or organizing team-building activities. You could also ask about the possibility of making a lateral move in the company, and learning a new skill that you could then teach others. Rather than stewing in boredom, find ways to shake up your routine.

- **Create a mission statement.** Sometimes, whether consciously or not, we find ourselves in "auto-pilot," doing the same thing day in and day out because we haven't really taken the time to stop and think about what we want to achieve in our life. Consider creating your own personal mission statement. Corporations know that a focused mission statement, a summary describing their aims and values, is essential to success - and now people are catching on. A personal mission statement can help you pinpoint what's important in your work life and serve as a kind of compass to guide your decisions. Most people find they learn a lot about themselves during the process of developing a mission statement, and often make realizations about their path.
- **Make a connection with other employees.** There's a reason why social support is an effective coping mechanisms: It allows you to receive encouragement, advice, and insight from people who may have gone through (or are going through) the same work issues you are. This isn't to say that you should use this as an opportunity to get together and gripe about what you don't like about your job (unless venting helps!). Having friends at work can be one of those factors that can help you feel more enthusiastic about your job.
- **Find intrinsic reasons to keep working hard.** A good salary and some great perks can keep you motivated to a degree, but they won't make you like a job that you are not passionate about. Management certainly plays a key role in keeping staff motivated and engaged, but to rely entirely on your manager to keep you committed to your job is short-sighted - and doomed to result in disappointment. This is where intrinsic motivation plays a role. Intrinsic motivation is what makes difficult work days meaningful. What is it about your job, outside of the tangible factors, that makes it worth getting up for every morning? Perhaps the work you do is helping improve people's lives. Or maybe the challenges you are facing are helping you develop resilience. Rather than ask yourself why you put up with your job, ask yourself what it is about your job that makes putting up with it worth the effort.

Proactiveness/Initiative

Degree to which a person is comfortable being autonomous and taking action on his/her own.



You want to take initiative and have likely done so in the past, but don't seem to be very sure of yourself. It could also be that you recognize the amount of work it takes to introduce new ideas and projects, and don't always want to take on that responsibility. There is some desire in you to show others what you are capable of, but this is not always enough to motivate you to be proactive at work. Sometimes, you would simply prefer to stick with your regular duties and nothing more. With some encouragement and guidance, however, you may be more willing to take initiative.

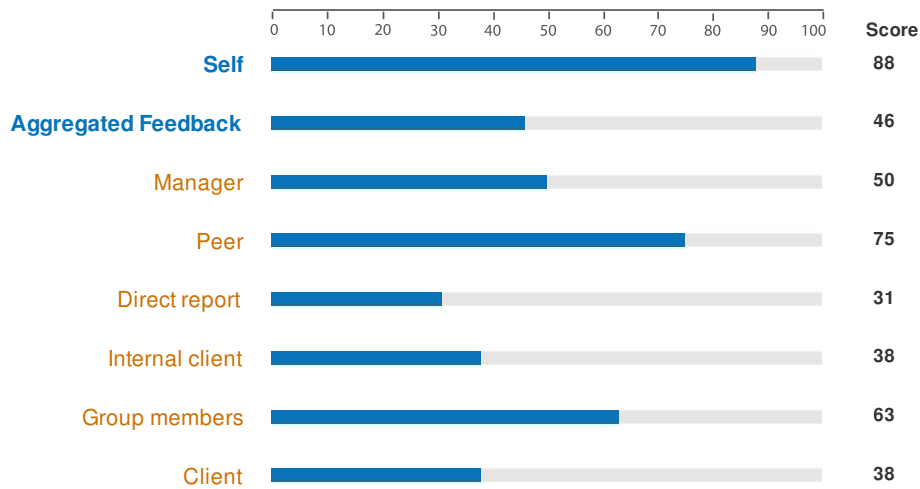
Here are some tips to encourage proactive behavior:

- Determine what's holding you back from being proactive.** Was initiative discouraged in previous jobs, or even punished? Are you worried that ideas you propose to your manager will be rejected? In order to increase initiative, you need to get to the root of your reluctance to take it. Once you've gained insight, take the necessary steps to improve, whether it means talking to your manager to allay some of your concerns, or to discuss some project proposals you have in mind.
- Recognize when initiative is required.** Planning ahead is important - it prevents impulsive, ill-considered decisions. Even waiting things out can have its benefits, as a solution may not be readily obvious, or the situation might end up working itself out. Realize however, that at some point, you'll need to be proactive. Sometimes, the only way to proceed, especially when dealing with the unknown, is to jump in with both feet and learn along the way.
- Go above and beyond the call of duty sometimes.** Go out of your way to satisfy a customer, even if it means spending more time on them than you normally would. Offer to help a colleague when your workload is lighter. Take care of task that has been on the company wish list for a while (e.g. upgrading the filing system, updating the employee contact information, etc.). Taking initiative doesn't mean you have to come up with new ideas for projects on a daily basis, or take on other people's responsibilities. It's finding opportunities to sometimes do more than is required of you.
- Find a problem.** New inventions are rarely random. Most of the time, the inventor has recognized a need, a niche market, or a way to improve an existing product. If you want to take more initiative but don't know where to start, look for a problem that has been plaguing your team and try to come up with a few solutions to propose to management. Is there a particular procedure that can be made more efficient? Is there a project that has been sitting on the shelf, waiting to see the light of day? Are there any initiatives that can be taken to make your workplace safer and reduce injuries or accidents? Look for a need, and find a way to fill it.

- **Don't hesitate to ask for help.** When your workload is overwhelming, don't waste time, energy and other resources trying to deal with it all yourself. Being proactive also means knowing when to ask others for assistance. And if pride holds you back, realize that you are not doing yourself or others any favor by shouldering all the responsibility. In fact, you might actually be limiting your productivity and efficiency or causing others to wait on you to finish if you don't ask for some help.

Flexibility

Degree to which a person is open-minded and willing to meet others halfway.



You are moderately flexible; your willingness to meet others halfway likely has its limits, however. You would much rather have others conform to your views or needs, but you at least recognize that in some situations, compromising or giving in is necessary. This doesn't mean that flexibility comes easily for you. As a result, resolving conflict and working with others will sometimes be a challenge. You may not forcefully push your ideas onto other people, but you are not always willing to accept other possibilities. This doesn't mean that you will reject people who express contrasting opinions; you just aren't always able to see eye-to-eye with them. You likely recognize that there are benefits to having a variety of views and to share divergent ideas, but there are some differences that you find more difficult to accept.

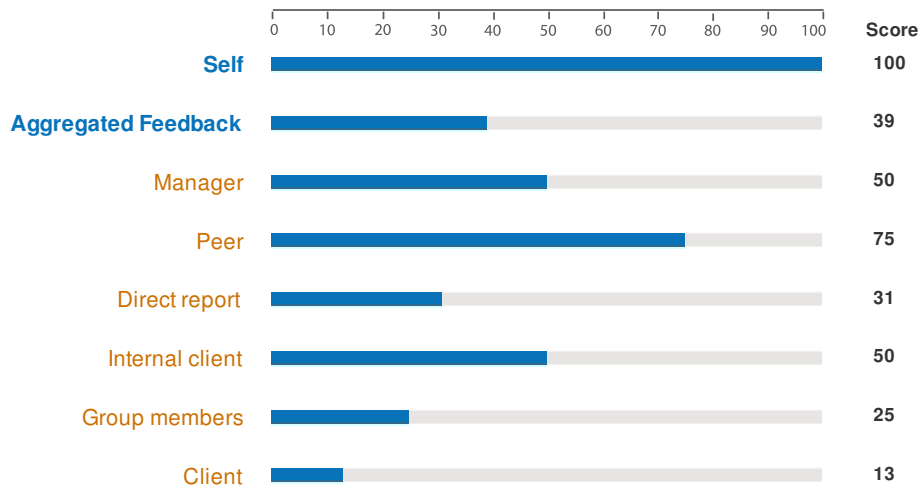
Here are some tips to increase flexibility:

- Know when to put your foot down and when to compromise.** If you are constantly and stubbornly insisting on your ideas, you will get the reputation of being selfish and inflexible. However, if you only put your foot down once in a while, you will have more leverage to convince others that this time, everyone is better off going with what you want.
- Realize that there is more than one way to get things done.** If you don't implement new techniques or practices on occasion, your team and organization risks becoming stagnant. On a regular basis, look for novel ways to accomplish routine tasks. Be willing to try almost anything, as long as it is well-considered and well-executed.
- Intentionally put yourself in situations that challenge your assumptions.** It's so easy to make judgment calls; so much harder to put aside our judgments and look at the world and other people from a purely objective standpoint. The only way to appreciate how you are different from others is to learn about those differences. For example, by learning about diverse cultures, you'll better understand people who are not from your country and understand what it's like to live in their society. By volunteering, you'll be better equipped to understand and empathize with the less fortunate. Strive to see the world through the eyes of others.
- Remain open and flexible.** Even though we must make decisions daily and many of us have become skilled at the process, we must continue to learn. If you find that you need to reconsider a previous decision (i.e. because you now have additional information), don't be afraid to make a change. The modern world of work requires that we be flexible and adaptable. We must develop an array of skills that can be applied in a number of ways and settings. Allow yourself to learn from your experience, even if it contradicts what you once thought.

- **Be open to change.** Change is a fact of life, and must be treated as such. Rather than perceive change as disruptive and intrusive, consider a more positive angle. While a change in a project plan can be annoying, it can also be exciting and lead to unexpected benefits. While a new co-worker can be a disruption, it can also be a chance to add some new expertise to the team. Not all change is positive, but a positive outlook will make all the difference. In a situation to which you are unable to adapt successfully, try to incorporate an element of your old situation. This will help you feel more comfortable with the unfamiliar.

Customer Orientation:

Degree to which a person is dedicated to making customers happy.



A customer orientation reflects a desire to truly make people happy. This requires both the right skills and the right personality - and is also an area that you will need to focus on. You don't place a great deal of emphasis on the importance of focusing on good customer service and treating customers well. Receiving training in this area will help you build a better and stronger customer service orientation. Poor customer service is one of the main reasons why clients do not return, which is why it's very important that you strive to improve yours. By learning to create the right atmosphere to make clients feel welcome, you will be able to show customers that their business matters to you. Remember, in customer service, your reputation means everything. Your conduct and the manner in which you deal with people means the difference between a satisfied customer and an angry one – and the latter will not be afraid to share his or her displeasure in a public medium.

Here are some tips to nurture a customer orientation:

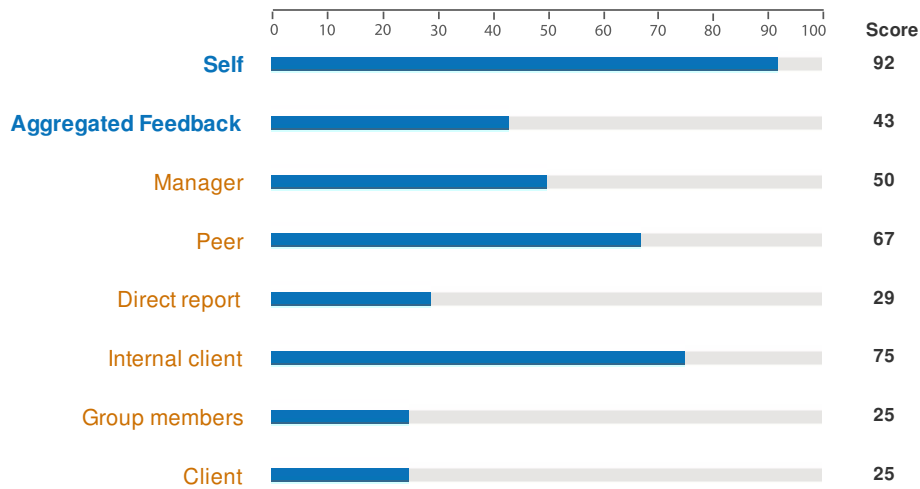
- Recognize the benefit of “reading” others.** Charm and charisma can only get you so far, and won't work on all customers. In work settings, particularly when you're interacting with a customer, take a moment to get a read on the person and adjust your demeanour accordingly. For example, more light-hearted and open people might enjoy and be persuaded by your charm, but more serious and business-like people might prefer hard facts and plain information.
- Prepare a customer service protocol.** While not every customer will be the same, it might help to gather some information on the most common customer questions and complaints, and the best way to deal with them. Have a protocol prepared if, for example, a customer is unhappy with the service he or she received, wants to return a product after the return deadline, or wants to buy a product that is damaged and is asking for a rebate. While you may not be able to prepare for all eventualities, you can at least prepare them for the most common customer service issues.
- Don't bring up the negative.** Don't point out the weaknesses of your product or reassure the customer on a worry they haven't even expressed yet. You'll only plant concerns in their mind. Also, don't resort to insulting the competition. If, however, your customer asks you a legitimate question about the potential limitations of your product, answer them honestly.
- Stay customer-focused.** No matter what you do, the final decision to purchase something from you or do business with your company depends on the individual customer, no matter how persuasive, charming or persistent you are. Remember that the goal of most good customer service is not to make a profit but to help

fulfill a client's need. Showing a customer that you truly wish to help them builds trust and rapport.

- **Use your own customer service experiences as a reference point.** You've likely had many encounters with good and poor customer service. Use these experiences to tailor your own approach to your customers. What did a customer service representative do that made you happy? What did they do to make you angry? What does a company representative need to do to keep you coming back again and again? Adopt a customer service approach that would turn YOU into a regular customer.

Coping with Stress

Ability to cope with pressure and stress in a productive manner.



You can handle stress to some degree, but the more responsibilities or difficulties are piled onto you, the more challenging it is for you to stay calm and composed. Stress may not completely hinder your focus or performance, but it doesn't enhance your skills either. Overall, you can handle some periods of stress on occasion, but too much of it will diminish your ability to cope. This may be because you have not fully developed your coping skills, or the methods you do use are not effective. By nurturing a variety of practical stress management techniques, you'll have more weapons at your disposal when stress strikes.

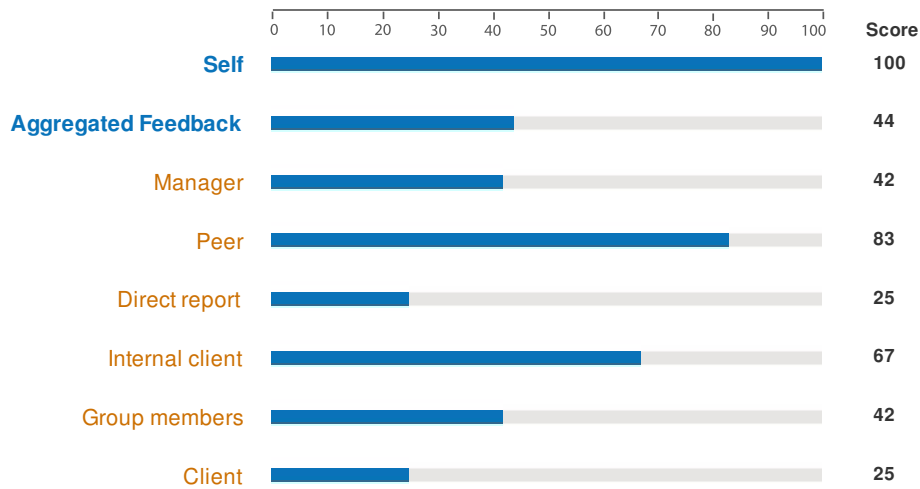
Here are some tips to improve your coping skills:

- **Take a step back when a task or situation overwhelms you.** Getting out of the situation for just a little bit will help you relax and put things into perspective. Try going for a walk or finding a quiet corner to just breathe deeply.
- **Evaluate the source of stress.** Is it something that you can control? It's important to gauge the controllability of the problem so you can target the best response. If the problem is something that you can change, then seeking information to help you with the problem as well as other problem-based coping methods can be useful. If it seems out of your hands, however, it may be better to learn to live with the stressful situation using emotion-based coping methods, such as seeking social support, changing the way you think about the problem, distracting yourself, or finding ways to express your emotions in a healthy manner.
- **Curb negative thinking.** Try to become aware of any negative self-talk that might be going on in your head. Make an effort to curb self-deprecating remarks like, "I am doing terribly at work" or "I am such an idiot." Switch to more self-affirming chatter in your head. Changing your thinking pattern will help you feel more in control of your fate.
- **Look at the bright side.** In every situation there is a skill or lesson to be learned, or other benefits to seemingly awful circumstances. By looking for the silver lining, no matter how small, you can at least find some meaning in setbacks and disappointments. For example, if a customer suddenly backs out of a deal or a project, you can still salvage some of the work you put into it by using it for a future customer or project. So-called failures can also offer lessons on what mistakes to avoid the next time around.
- **Make an effort.** Even people who are naturally positive, upbeat, and love what they are doing in life have bad days. Those bad days here and there don't stop them from appreciating the overall positives in their lives. If you

tend to become pessimistic after a bad stretch at work, fight against the tendency by reminding yourself of the good things. Accepting that every job has ups and downs can help get you through rough patches.

Self-motivation

Degree to which a person is driven and intrinsically motivated.



Your self-motivation is inconsistent. Sometimes you are able to push yourself to take action and overcome difficulties, but may lose momentum along the way – especially if a goal is particularly challenging or fraught with obstacles. Using extrinsic incentives will likely help keep you motivated, but you need to be able to maintain a high level of drive without relying on other people or incentives. Essentially, you need to find more effective ways to inspire and push yourself to get work done, like the sense of pride that comes with accomplishment.

Here are some tips to enhance motivation:

- **Rediscover your raison d'être.** Write down all of the reasons why you are a part of the team and the company, what you get out of it, and what you like about it. What are the positive aspects of this job that inspire you? Is it the camaraderie? Learning new skills? Helping customers? The idea of being part of a successful project? Find your motivation.
- **Use rewards to keep you going.** If you manage to get the first few steps of a project done, give yourself a reward. Treat yourself to a snack, a short break outside – whatever is most likely to motivate you to keep going.
- **Determine what drives you.** Do you thrive on pressure or do you need recognition to keep you going? Is it the feeling of accomplishment? Try to incorporate strong motivators into your day as much as possible - they can really get you through those tough times when you're feeling frustrated or your plans just don't seem to be panning out as well as expected. Keep in mind, however, that the best source of motivation often comes from within (the sense of pride after a job well done, the feeling that you have truly helped make a customer happy, etc.). External motivators like money - although a good source of inspiration for some people - may not be able to keep you focused and determined all the way through.
- **Accept that the road to success will be bumpy.** The path to success rarely unfolds like a smooth, yellow brick road. You are bound to run into obstacles, setbacks, time delays, or other issues. Instead of becoming frustrating or losing hope, recognize that it's all part of the process. Like an Olympic athlete trying to beat his or her personal best, you have to keep working and trying until you achieve what you desire.
- **Make a daily list of your accomplishments.** An attitude of gratitude and a sense of achievement can really boost your morale. At the end of each work day, create a list of all of the things you managed to accomplish, even if it's something as simple as "Directed a client to helpful information," or "Was able to answer more

emails today." In addition to your accomplishment list, start a gratitude list. Add things like, "I am so grateful to have enjoyable people to work with." "I am so grateful that I was able to help a client today." If you can find the good in a seemingly negative situation, you can change your attitude toward it. As author and motivational speaker, Wayne Dyer, put it, "If you change the way you look at things, the things you look at change."

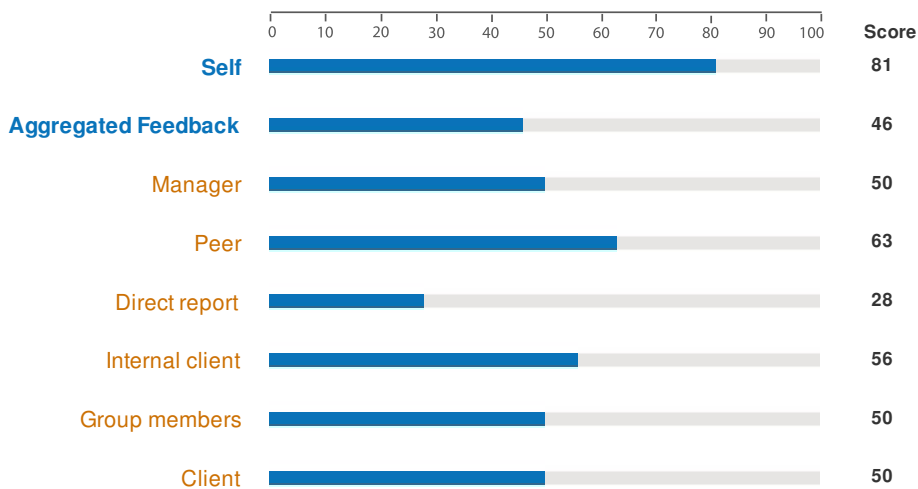
INTERPERSONAL SKILLS

The success of business relations depends heavily on the ability to interact effectively with others. Almost any job requires some degree of social interaction. Difficulties in this area can result in a number of interpersonal troubles and make it difficult to build a rapport with colleagues, management, and customers.

The following is a breakdown of the Interpersonal Skills scale, and how you have been rated:

Communication Skills

Ability to share one's thoughts clearly and productively.



Your communication skills are adequate, which means that there is still room for improvement - and in a profession where you are required to interact with people on a daily basis, it is very important to be able to pass on information with as few miscommunications as possible. This may just be a matter of being more aware of how you interact with others, and taking a few extra minutes to sort out what you want to say and how to say it. As with many skills, communication can be improved with knowledge and practice, and you already have some basic abilities to build on.

Here are some tips to improve your communication skills:

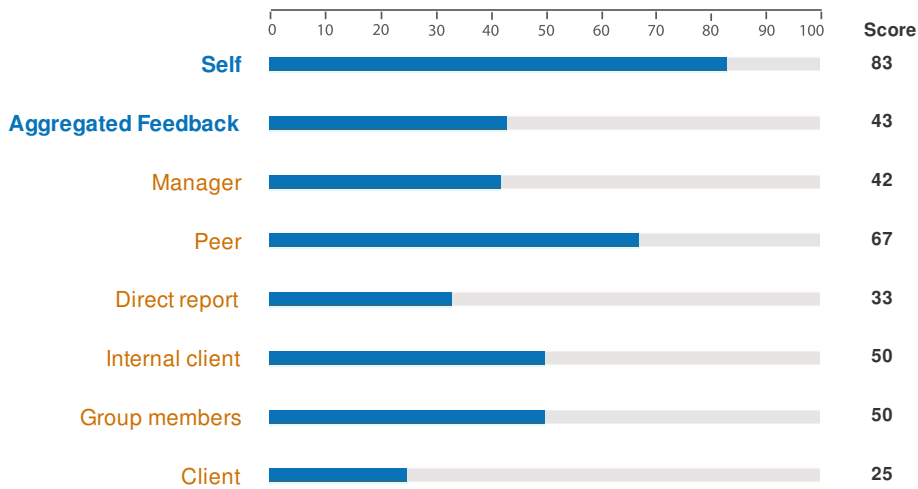
- **Think before you speak.** It's a cliché, but it's still something we fail to do on occasion. Before saying something that could be taken the wrong way, ask yourself the following questions: "Is what I am about to say worth communicating? Will it be productive? What is the best way to put it?" Blurting out the first thing that jumps into your head might result in talking about something that has little or no direct bearing on the issue at hand, or even worse, saying something offensive without meaning to.
- **Be aware of your audience.** Adjust not only the content of what you say, but the tone, style, and manner in which you express yourself to accommodate the background, experience and temperament of those you are interacting with. For instance, the familiar and joking manner you employ with friends may not be appropriate when trying to sell your company's services to potential customers.
- **Be alert to how others are reacting to you.** Watch for signs that you are not being fully understood (puzzled expressions, disinterest) or that your style of communicating is not being appreciated (your humor is met with dead silence or disapproving glares). In addition, don't be afraid to ask questions. Ask people if they not only understand what you have communicated, but to what degree they agree or disagree with it. Encourage them to express their own thoughts and feelings, and adjust your approach accordingly (e.g. adopt more layman terms,

watch your tone of voice, pace, etc.).

- **Mirror the other person's conversation style.** Within reason, try to utilize similar facial expressions, posture and choice of words. This will put whoever you are talking to at ease and will minimize the differences between you. For instance, if you are speaking with someone who seems to have a more limited vocabulary than you, avoid using difficult words in your conversation.
- **Use "I" phrases.** Instead of saying, for example, "You frustrate me when you don't listen to my ideas," send the message from your point of view; "I feel frustrated when my ideas are not given due consideration. Can we talk about this?" Essentially, state how you feel and why, and ask the other person a question that leaves the ball in his/her court. Avoid accusatory questions, however. They will only put the other person on the defensive.

Listening Skills

Ability to listen actively and attentively.



Your listening skills are adequate, but are not yet up to par. You do not always give others you full and undivided attention, and even if they fail to notice that you are not listening, there are still going to be repercussions: When you don't listen closely, you risk missing important information. It is not always easy for you to patiently listen to others and wait your turn in conversations. For the sake of colleagues and customers, make every effort to be a better listener.

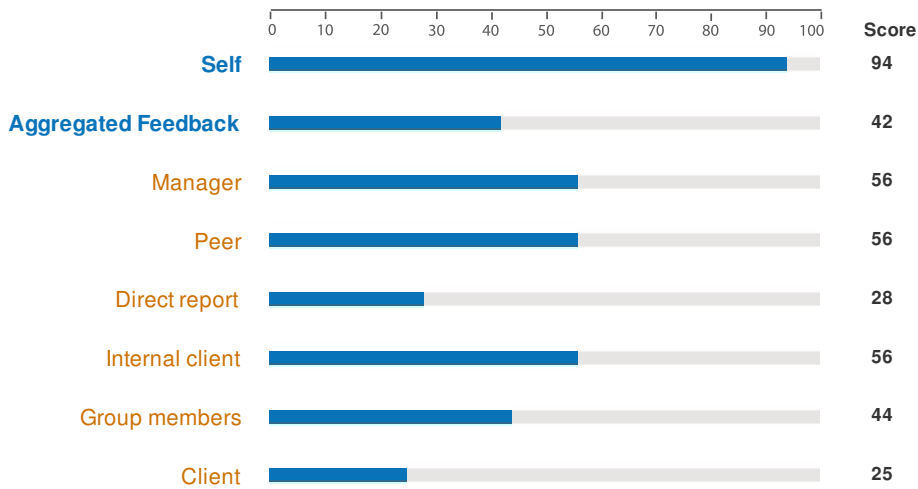
Here are some tips to encourage active listening:

- Keep a keen eye on other people's body language.** It would be nice if we could take what everyone said to us at face value, but unfortunately, people are not always honest about what they are thinking or feeling. We've all asked someone how they are and received a cursory, tight-lipped, "fine" as an answer, telling us the person is anything but fine because their body language and tone of voice say otherwise. While some people are very skilled at hiding their emotions or projecting false emotions, most of us are not, particularly if the emotion is strongly felt. Be alert to the contradictions between what people say and how they behave.
- Make good use of your own body language.** Use eye contact and posture to indicate that you are interested and engaged in the conversation. Face the person you are speaking with, make regular eye contact (don't go overboard - constant eye contact may be disconcerting), and nod when appropriate. At the same time, rid yourself of distracting mannerisms. Habits such as finger tapping, fiddling with coins or jewelry, adjusting hair or clothing and staring off into space tell the person speaking that you are not listening attentively. Pinpoint what your habits are and focus on eliminating them.
- Resist doing two things at once.** Research has shown that it is very difficult to fully concentrate when we attend to two tasks at once, such that our attention to, and perception of, the information we receive is greatly diminished. If you're listening to someone and typing away on your computer at the same time, for example, chances are that you are going to miss out on quite a bit of information.
- Try to understand the feelings behind the words.** Using "I" phrases, state your interpretation of how the person is feeling. For example, "If I understand you correctly, I think you may be somewhat angry at the manager for the way you have been treated." Be very careful, however, not to jump to conclusions or put words in anyone's mouth. Most importantly, listen for understanding, not evaluation. Focus on understanding what the speaker is trying to communicate and try to shut off your internal judge/critic.

- **Paraphrase what was just said.** Repeat back to the speaker, in a condensed form, the core of what he or she has said. This not only shows that you are actively listening, but also clears up any possible miscommunications.

Conflict-Resolution Skills

Ability to resolve disagreements in an objective and productive manner.



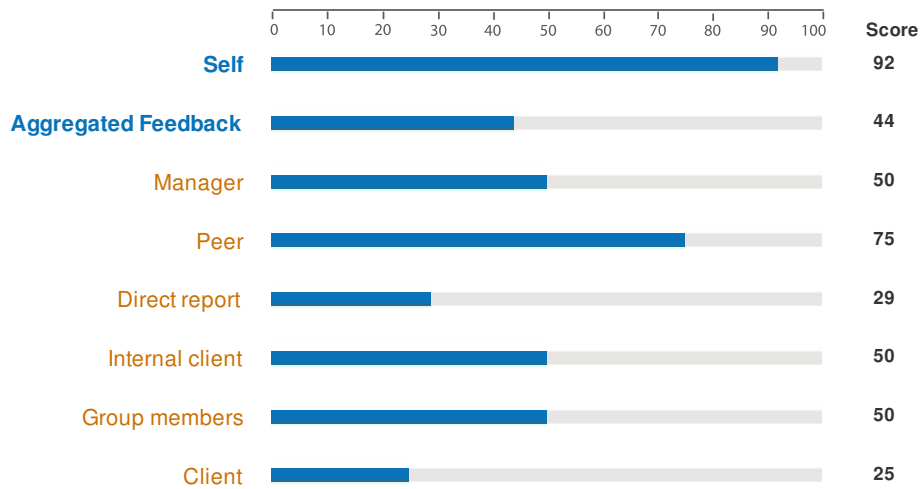
Resolving conflict is not yet one of your strengths. You are probably able to handle minor conflicts with relative ease, but have difficulty remaining composed and objective when dealing with arguments that are emotionally intense, or that strike a personal chord with you (i.e. arguments where you feel you are being "attacked"). The good news is that you do possess some basic skills that you can build on. Although you cannot avoid all conflicts (or the ensuing unpleasantness), you can learn better, more productive ways to resolve them.

Here are some tips to help you resolve conflict:

- Don't try to avoid confrontation at all costs.** This results in a build-up of unresolved anger and frustration. Sulking or denial will not accomplish anything, as whatever is bothering you will remain unresolved. Besides, bottled up frustration finds its way out, one way or another. Rather than avoiding conflict and dragging out resentment, approach it head-on by practicing the techniques mentioned in the advice on assertiveness.
- Find common ground with your "opponent."** Begin by pointing out things that you can agree on. Even if you have opposing points of view, there will likely be a few items you see eye to eye on. This tactic builds a bridge between you and the other person, and creates a working atmosphere that focuses on a shared goal.
- Be accountable for your behavior.** Acknowledge and accept responsibility for the role your behavior plays in any conflict. Even an apathetic, "it's not my problem" attitude can have an impact on others; in fact, this is something that really infuriates people (customers in particular) and can escalate a minor spat into a full-blown shouting match.
- Avoid becoming defensive.** Our opinions, ideas, and feelings are an extension of who we are, so naturally, there is a tendency to feel under attack when they are criticized. When we become defensive, we tend to lose focus on the matter at hand and can become counter-aggressive - or merely withdrawn. Do your best to remove your ego from conflict and be solution-oriented. Even if you are dealing with individuals who are insulting or offensive in some way, you can take satisfaction in knowing you took the high road rather than bringing yourself down to their level.
- Be open to compromise.** Conflict arises when two or more parties have opposing wants and needs. Of course, each party hopes that any agreed upon resolution will satisfy most, if not all of their wishes. This may not always be the case however, and a refusal to make concessions will aggravate the conflict rather than alleviate it. Try to look past your own self-interest and think of what is the best resolution to the conflict as a whole.

Agreeableness

Degree to which a person is amiable and easy to get along with.



There are some social situations where you are likely to come across as disagreeable or at least not very diplomatic; interacting with you isn't always easy for others. You may not always be fully conscious of how the things you say and do affect people, and have probably regretted this in the past. This doesn't mean that you need to censure everything you say and force yourself to be nice to your colleagues and customers, but if you make it a point to use your empathy and social insight, people will find you more amiable and approachable.

Here are some tips to foster an amiable demeanor:

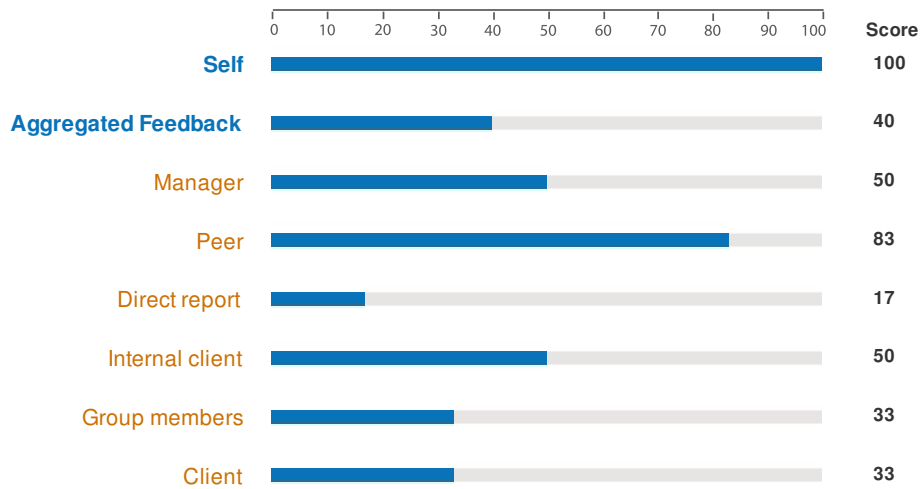
- Remember the golden rule.** Treat people in the manner that you would want to be treated. You'll establish a respectful environment and elicit more positive responses from others. Granted, some people are bad-tempered no matter how much you ingratiate yourself, but don't let the attitude of one customer or colleague, for example, color your view of all people.
- See yourself through the eyes of others.** What you see as assertiveness, others may see as aggression. What you see as being straightforward and telling it like it is, others may see as abrasiveness. It's important to be able to self-monitor your behavior and see yourself as others see you. This isn't to say that you need to be fake; it's a matter of being fully aware of the impact you can have on others, and in the context of social situations, this is essential. Research shows that those who monitor their words and actions and who are sensitive to others feelings are much more skilled with social situations, easier to get along with, and often make better leaders.
- If you have to offer negative feedback, temper it with tact.** Whether you're offering your opinion on a project or idea, or giving someone feedback on their performance, take care in how you express it. There's no doubt that you want your colleagues to succeed, but it's important to express it tactfully, or people will become defensive. For example, consider the difference between: "I have a lot of experience with these types of projects. This is what we should do" vs. "I have some experience with these types of projects. Would you like to hear some ideas on how I approached it in the past?"
- Take a time out when angry or upset.** It's not always easy to keep your composure when you feel like your "buttons" are being pushed, but it's essential that you make an effort to do so. It's important to cool down emotionally when a situation makes you upset or stressed. As time passes, you will be able to be more objective about the issue and to sort out the situation more clearly. Adopt the old adage of "When angry count to ten; when very angry count to 100." Count for as long as it takes for you to reach a state of mind conducive

to the cool, rational consideration of the possible consequences of your actions. This counting technique can be used no matter how intense the feeling.

- **Pay attention to proximity.** The physical distance that separates you from the person you are interacting with is important. If you are far away or standing behind a desk, you are sending the message that you are inaccessible and unapproachable. This keeps things rigid and formal. Standing too close, however, will make the other person uncomfortable because he or she may feel like you're invading his or her personal space. The usual distance between two people conversing should be about three feet.

Assertiveness

Ability to confidently and tactfully share one's thoughts and opinions.



While you seem capable of standing your ground on some occasions, asserting yourself is still a challenge for you. You might even hold back a little on those occasions when you do assert yourself. In addition, carrying out unpleasant tasks (e.g. saying “no” to others when you can’t do something for them; asking for a raise) is likely an aspect of the job that you are not entirely comfortable with, which will sometimes hinder you from achieving what you want. On the one hand, you recognize that you have every right to assert yourself with customers, colleagues, and management, but you also worry about being disliked as a result.

Here are some tips to develop assertiveness:

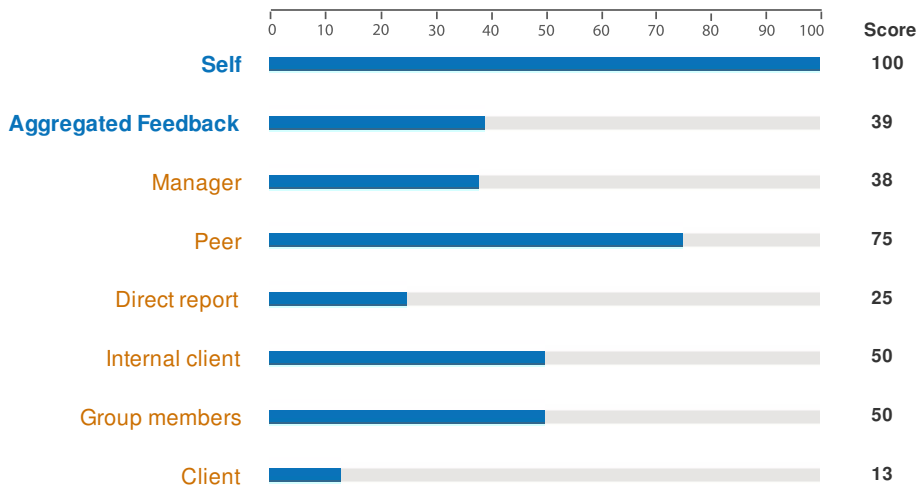
- **Don’t over apologize.** You have a right to stand up for yourself. Describe what you want in specific terms, and make use of “I” statements, like “I get upset when…” This type of statement avoids putting other people on the defensive or blaming them for the problem (even if it is their fault). Most importantly, be aware of *how* you say things. Your tone, voice volume and body language can make all the difference.
- **Recognize the difference between assertiveness and aggressiveness.** Assertiveness is the ability to express your feelings, opinions, and needs. This is done directly, openly and honestly, while not violating the personal rights of others. Aggressive behaviour is self-enhancing at the expense of others. It does not take other individual's rights into consideration. Assertiveness is an active rather than passive approach to a situation.
- **Sometimes, you have to be firm in order to be kind.** Agreeableness is an admirable quality, but if you're the type of person who constantly puts his or her own needs aside in order to accommodate others, you are giving people permission to take advantage of your kindness. Saying “no” to someone every once in a while will benefit both of you in the long-run, especially if the person constantly depends on you rather than standing on his or her own two feet.
- **Understand what “no” means.** Remember, saying “no” implies that you can set limits on other people’s demands for your time, energy or other resources, especially when such demands conflict with your own needs and desires. It also means that you can allow yourself to do this without feeling guilty. Here are some strategies to make saying “no” easier
 - Use nonverbal assertiveness to underline the “no.” Make sure that your voice is firm and direct. Look into the person's eyes as you refuse. Shake your head “no” as you say it.
 - If you say “yes” when you want to say “no,” you will feel resentful throughout whatever you agreed to do.

By declining a request in this situation, you can avoid such unpleasant feelings.

- If you are saying "no" to someone whom you would help under different circumstances, use an empathic response to ease the rejection: "Under normal circumstances, you know I'd be more than happy to help, but I just can't fit it into my schedule at this time. It just wouldn't be fair to you or to me to take on more than I can."

Helpfulness

Willingness to assist others.



Helpfulness isn't one of your top qualities, based on your ratings. You are not a person who willingly assists people. Perhaps your assistance went unappreciated in the past or was not reciprocated. Whatever the case, your unwillingness to help others is a major concern, because any job in which there is a social element will require you to be accessible, whether it's offering information or working with colleagues on a team project. This is an area that you will need to focus on improving.

Here are some tips to foster a helpful disposition:

- Compassion can accomplish much.** Even if human contact at work or socializing with your coworkers outside of work is of no importance to you, try taking that extra step to be considerate of others and their needs. Perhaps you could make someone's job much easier on them by volunteering some of your time to help them out. You can offer to mentor a new employee, or help on a project that may not be your responsibility, but that might require an outside view. Generosity can go a long way to making your work environment a happier and more enjoyable place.
- Share your expertise.** Let colleagues know that you're available if they have questions or need someone to bounce ideas off of. You never know when your own brand of expertise might come in handy. You might know a business contact that can help with a particular project, or could offer to train someone to use a software or technology that you are very familiar with. Being helpful means being perceptive to the needs (or potential needs) of others.
- Be conscious of the language you use with clients.** Certain phrases, like "I'm sorry, there's nothing we can do" or "Sorry, but this is our policy," can really frustrate customers, and may even encourage them to bring their business elsewhere. Even if you feel a client's request isn't feasible, do your best to show them that you are dedicated to doing whatever it takes to help. Talk to your manager. He or she might be willing to make concessions in some cases in order to keep a customer. Make sure to exhaust all possibilities before telling a client that you really can't help them.
- Offer helpful information in a user-friendly way.** If you are in charge of delivering information to or training others, take the time to consider your delivery. Is your audience hearing the material for the first time? If so, define your topic at the beginning and avoid technical jargon. Consider alternative ways to deliver your message - simply talking is not always the most effective. Each individual has his or her own style of learning, but most people understand best with a combination of visual, sound or tactile aids, as well as examples.

Remember to pause occasionally to allow your audience to absorb the information and ask questions.

- **Commit random acts of kindness.** When a colleague does something nice for you, pay it forward. You can buy doughnuts for your team, clean up in the kitchen, share your lunch with someone who forgot theirs, or offer a ride to a coworker. You don't have to bend over backwards to be nice to others, but small acts of kindness can really make someone's day.

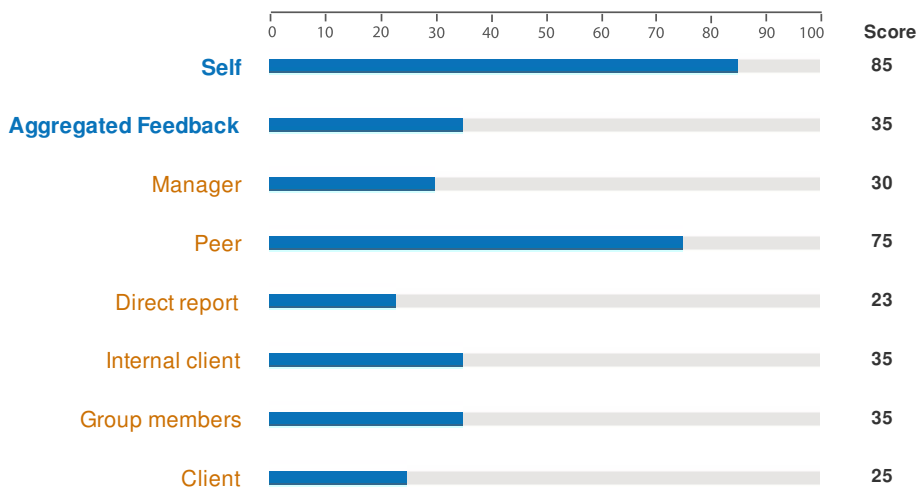
ORGANIZATION SKILLS

Organization skills are a combination of many elements; an organized worker is someone who can juggle multiple duties and deadlines and still stay on track. Those who lack these skills are more likely to be overwhelmed by their responsibilities. This can impact the quality and quantity of their output.

The following is a breakdown of the Organization Skills scale, and how you have been rated:

Time Management

Ability to use time available in a productive and efficient manner.



Your ratings have pinpointed an issue with your time management skills. You do not manage your time effectively, and may frequently find yourself rushing through tasks just to get them done on time, omitting details, or wasting the time that is allotted to you. Your lack of time management also limits your productivity and puts you at a significant disadvantage when you have a lot of tasks to handle or when those tasks have tight deadlines. If you feel that this is related to the fact that others are making too many demands on your time, this is an issue that management may be able to help you with. If, however, you have a tendency to fall victim to time-wasting habits, like procrastination or tardiness, you will need to put in a conscious effort to curb these tendencies.

Here are some tips to help you make time your ally:

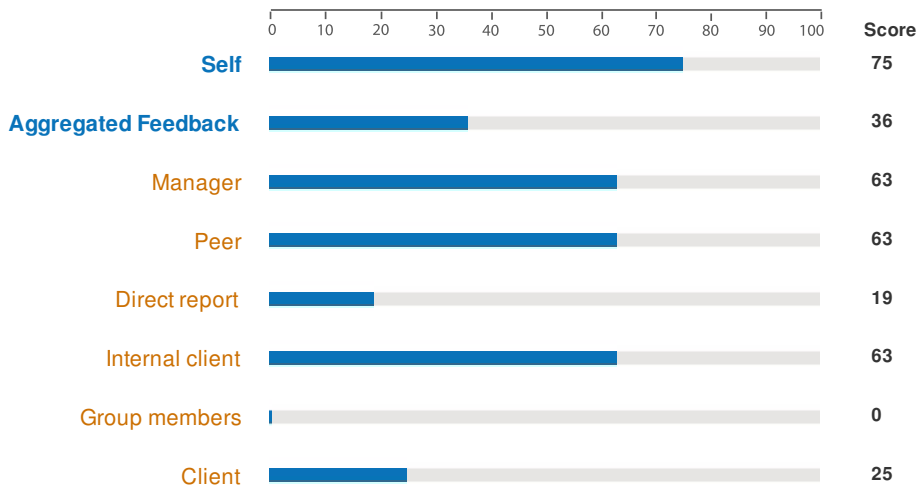
- **Make lists.** Start by writing down everything that you have to do, including regular tasks, occasional tasks and future tasks. If you want to get high-tech, use a time management software or app. Prioritize the items on your list and put them into a calendar, spreading them evenly over days, weeks, and months. Assign days for doing certain tasks that you are required to perform regularly. By prioritizing and setting deadlines, you'll be able to find enough time to complete each task without having to rush at the last minute.
- **Ask yourself not just, “Can I do that?” but also “Do I really want to?”** With a schedule, you will soon get a good feeling of how much time things take and what you can realistically do. If something new is thrown on your plate, you can refer to your calendar and realistically determine whether or not you can do it. Ask yourself if you can make the time, and whether you actually *want* to make the time. It is very important to learn to say “no” to commitments that you can't handle or that aren't necessary or important to you. Taking on a task that you don't have time to complete will only lead to more stress later on, regardless of your initial good intentions.
- **Streamline your meetings.** This means knowing the difference between information that has to be discussed

face-to-face vs. information that can be communicated in other ways. If there's a major problem, organising a group meeting would be the work-smart choice. Schedule changes, on the other hand, can be communicated through email. The bottom line: If you do not have an issue that needs everyone's expertise, you do not have to have a meeting.

- **Track your time.** Wondering where all your time goes? Keep a log of your tasks for two weeks. Include the following information:
 - Each task you need to complete
 - How often each task needs to be completed
 - How long it takes you to complete each task
 - Interruptions that prevented you from completing a task and what can be done about it
 - Distractions that sidetracked you from completing a task and what can be done about it
 - Once you've completed your log, analyze it carefully. You may be surprised to discover tasks that could be done more efficiently, clustered together or delegated to someone else.

Orderliness

Ability to maintain a tidy work environment.



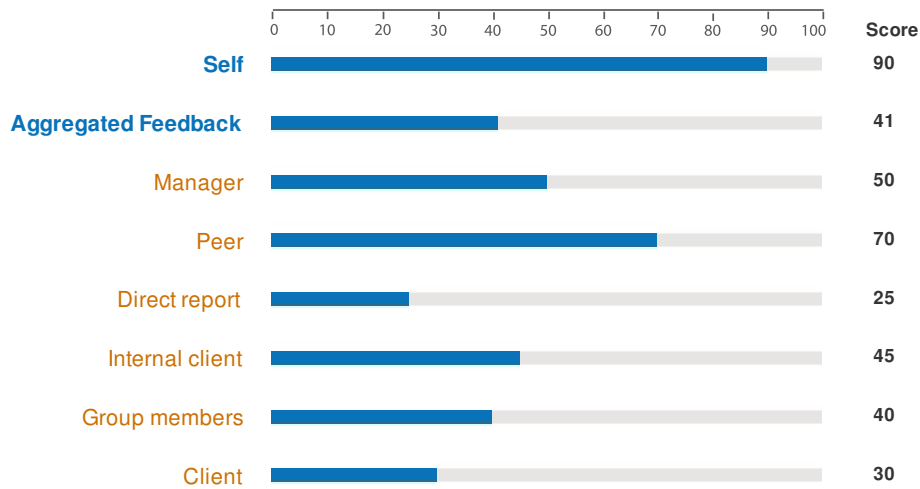
You may make a resolution to be neat, but tend to fall back into a pattern of disorder. This may be impacting your ability to complete tasks efficiently and to be productive, because you may end up wasting time looking for items or trying to make sense of the disarray. It would be a good idea to work on creating an ordered system, both in terms of how you structure your workspace and store items. Otherwise, your disorder may reflect poorly on you and your attitude toward your work.

Here are some tips to help you maintain a tidy work environment:

- **Look around - what does your office or workspace say about you?** Look at your work environment with fresh eyes, and decide whether it fits the image you wish to portray to customers, colleagues, and management. If it doesn't, consider ways to rearrange and update your space, in order to reflect the best version of yourself.
- **Control document clutter.** In order to get things done efficiently and to manage your time wisely, you must have all essential tools ready. Clutter makes you waste time and drains your energy. Establish a filing system for papers, including client information or invoices, product order forms, and bills (arrange time-sensitive things by date). Use obvious and intuitive labels. Every few months or so, go through your files to throw/delete things.
- **Put things back when you're done using them.** Make a habit of keeping each of your work-related tools, paperwork, and the like in a specific place. Items that you use all the time should be in the same place every time. After a while, the habit will become natural, and you'll save yourself a great deal of time.
- **Maximize your work space.** It has been demonstrated that "L" and "U" shaped desks make the most efficient workspaces. In keeping with this concept, try to have everything you need within arm's reach. Keep your phone on the opposite side of your writing hand so that you can take notes. Keep part of the desk free for writing and spreading out documents, and the other side for equipment (phone, computer, etc.).
- **Respect the electronic desktop.** If you use a computer regularly, be sure to pay attention to your electronic documents. Create file folders on your computer and divide your electronic documents, programs, and visual materials accordingly. Use easy to understand labels so that anyone who uses your computer would be able to orient themselves. Also, make sure to go through your email inbox, drafts, and sent files often. Always make a back-up (digital and hard copies) of important documents and files.

Organized Work Approach

Degree to which a person approaches his/her work in a structured, systematic manner.



Your ratings indicate that you can be prone to disorganization sometimes. This means that on busier work days when you have a lot to take care of, or when you have to take on complex, multifaceted projects, you may find yourself having difficulty staying on track. Essentially, you don't have a clearly defined framework on how to bring an assignment from the conceptualization stage through to completion. When you don't make it a point to implement structure in your work day and in your approach to your work, you are more likely to waste time and energy. You also risk throwing others off track if their part of a task depends on the accurate completion of yours. This can frustrate your colleagues and your manager. Strive to approach your work in a more structured and organized manner.

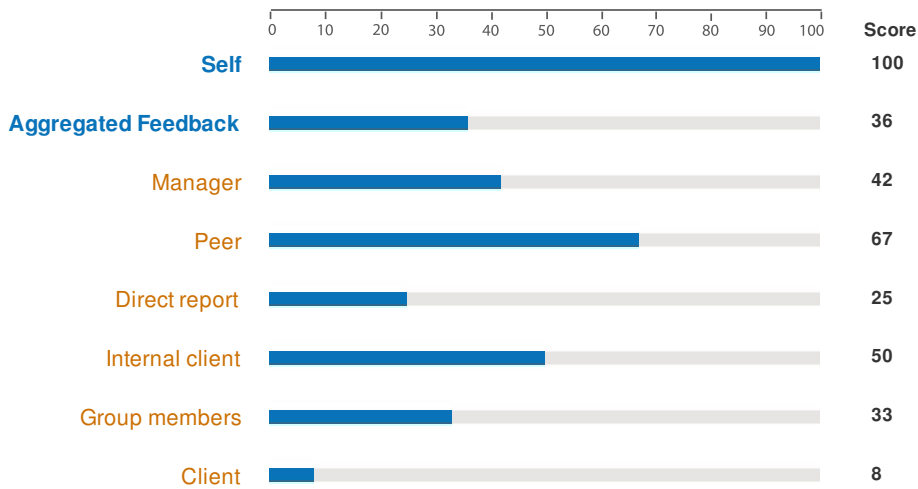
Here are some tips to foster a structured work approach:

- Use technology to your advantage.** If you're having trouble staying on top of tasks, implement methods to stay on track. Use a schedule on your PC or a phone app to create a list of all tasks you need to take care of, when, and whether it is an interdependent task. Set alerts and reminders.
- Allot 15 minutes of every day for organizing.** Plan the upcoming day and review the day before - it doesn't matter if you do this in the morning, late afternoon or evening. This is when you might be revising your plans for the next day, based on what you didn't get done, what extra you may have done, and what new things may have come up.
- Segment large goals or projects down into smaller steps.** Any task can seem overwhelming when you look at it as one big chunk of work, but once you break it down into smaller, "digestible" chunks it suddenly seems doable. For example, a first step toward putting one of your great ideas into action may be to create a step-by-step outline: What resources will you need to put this plan into action? Who would you need to talk to? What kind of research would you need to conduct? When you're done with a brief outline of your plan of action, prioritize each step and get started. Each time you complete one of the concrete, smaller steps, you will sense your goal taking shape and thus feel motivated to keep going onto the next stage.
- Take an objective approach to last-minute changes.** They can't always be avoided, so it's best to learn to deal with them. Do your best not to panic, and focus on what needs to be done. What aspects of a project does this change impact? Who does this change affect? What do they need to do? What tasks do you need to take on? In addition, always be prepared for these last-minute scenarios by preparing several Plan Bs. You can't always anticipate what will happen, but try to determine ahead of time what your worst-case scenarios will be and come up with a plan to deal with them.

- **Remember, working fast isn't as important as working smart.** Avoid jumping into a new task without scoping it out first. Take a few moments to analyze what needs to be done, and then create a plan on the most efficient way to approach it, along with the tools and resources you will need. For example, if you're preparing a particular report, make sure to have all the material you will need before starting (e.g. documentation, contact information, deadlines, etc.). Spending more time on planning will translate to less time wasted when completing the task.

Goal-setting

Ability to set smart goals.



While you may occasionally set standards for yourself to live up to, they are not the type of goals and expectations that will bring out the best in you. You may be content with what you have already achieved, or are not quite sure what to aim for and how to go about achieving it. There is also a chance that the goals you have set were not appropriate for you, and it has left you discouraged or even disenchanted. Without a clear goal and goal-setting plan, you place yourself at risk of falling into an unproductive rut at work which will make it harder for you to motivate yourself. You will need a more structured approach to your goals.

Here are some tips to help you set the right goals:

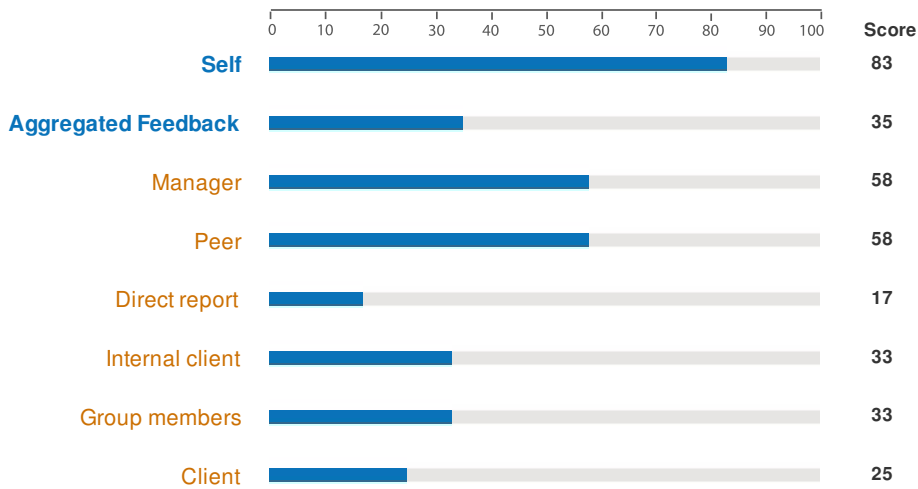
- **Think "SMART."** Your goals should be:
 - **Specific:** Rather than simply stating "I want to increase sales", have a number in mind, like "increase sales by 5% in the next two months."
 - **Measurable:** Being able to track your progress at set intervals (every week, for example) is important - you'll see and appreciate the efforts of your labors.
 - **Attainable:** This is the key to success. Goals that are too easy won't motivate you; goals that are too hard will discourage you and are more likely to be left unfinished. Set a goal that is high, but reasonable. So in terms of sales, for example, don't aim for "40% in the next month."
 - **Realistic:** Why do you have this particular goal? Why do you want to achieve it? You'll be much more motivated to achieve something that means something to you. For example: "I want to increase sales so that I can increase my commission and buy _____, get that promotion I have been vying for, or donate to a charity."
 - **Time-based:** Set a flexible, realistic deadline. This will help you keep your eyes on the prize. Setting a goal to be achieved at some vague time in the future is not going to stick. That being said, be willing to adjust your deadline if unexpected situations arise (for example, you're on track with your sales goal, but need to switch to another project or taking over someone else's clients).
- **Plan for potential obstacles.** Before you finalize your plan for reaching your goal, brainstorm about all of the things that can possibly get in your way. This is not meant to scare you off. Instead, it will allow you to plan specific measures to minimize the chance of problems occurring, or if they do occur, to limit their impact.
- **Set your goals in positive terms, not negative.** For example, don't define your goal as "I will stop being so critical of my teammates." Instead, state it in a way that clarifies what action you could take. For example, "Instead of criticizing, I will take a deep breath, and think of something positive to say, or a more diplomatic

way of offering my feedback.”

- **Keep track of your progress.** The only way to determine whether your goal plan needs to be modified is to track how far you've come, what you have accomplished, and what still needs to be done in light of the deadline you have set for yourself. If you haven't achieved what you expected to at a specified point, take a good look at your goal plan. Is the goal reasonable? Is the deadline sensible? Are there any resources that can help you progress further? Are there any unexpected obstacles that are hindering you? Remember, your goal plan isn't set in stone. Keep track of your progress and modify your approach along the way if it is required.

Prioritizing

Ability to organize tasks logically.



You are either not in the habit of prioritizing tasks, or are not familiar with methods to do so. This will make it difficult to keep track of your progress and get assignments done effectively, especially when work gets busy. Goals, tasks, and plans will fall by the wayside if you don't prioritize what needs to be done. You need to structure your assignments logically, or you'll find yourself jumping from one project to another or struggling to figure out where to put your time and energy. You could benefit from training on how to prioritize tasks.

Here are some tips to help you prioritize your tasks:

- **List it, prioritize it.** While we may think our stellar memories will be able to keep track of everything that needs to get done in a day, it usually doesn't work out that way. If you don't have a project management software to help you organize your tasks and deadlines, you can create a chart in Word or Excel. Make sure to either print it up or keep it open on your computer at all times so you can refer to it regularly. Include the following information:
 - Column 1 - To-Do List: List all the tasks that you need to get done, from minor to major. Avoid using general labels like "Project for John Smith." Individualize each task that needs to be done, no matter how small.
 - Column 2 - Dependents: If the completion of a specific task requires input or work from others, list all the people that are involved, and what exactly you need from them. Schedule a specific date and time (as early in the day as possible) to contact and coordinate with others on the status of their part of a task/project.
 - Column 3 - Priority Level: Based on the information in the first two columns, enter a tentative priority level. For example, set a higher priority for tasks with a tight deadline. Remember, depending on the circumstances of the task, priority levels can change (e.g. if you're waiting for someone to finish his/her part of a project).
 - Column 4 - Deadline: Set an artificial deadline that is at least one day before the actual date. This gives you time to check over your work, and creates a buffer should an unexpected problem arise.
 - Column 5 - Notes: Add in any additional information that will help you complete a task, like telephone numbers of relevant clients, meeting times, etc.

- **Prioritize your goals too.** Make sure to prioritize your goals according to what is most important and most urgent. It might also help to ask yourself the following questions when determining which goals to tackle first: "Which of these goals am I most excited about accomplishing? Do I have all the resources I need to

accomplish a particular goal? Which goal am I most comfortable putting off until a later time?"

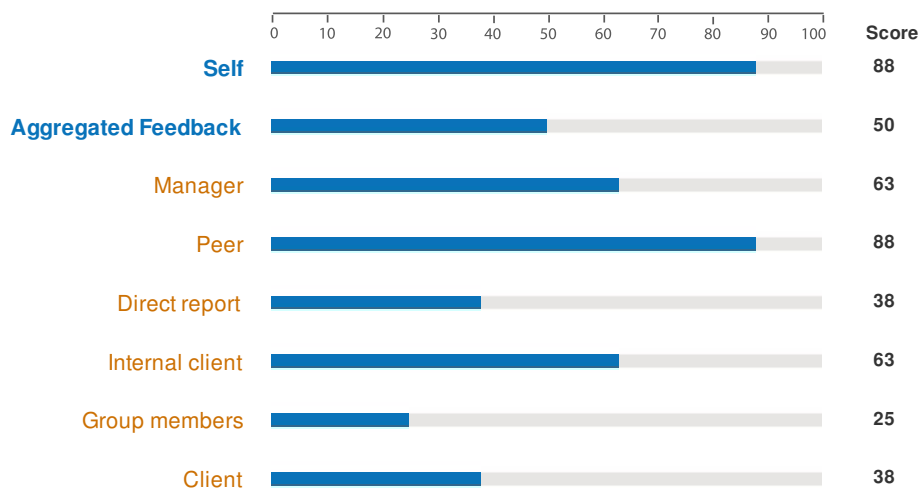
COMPETENCIES

The competency factor covers various work skills that help employees complete everyday tasks as well as contribute to their long-term success. These are competencies that are transferrable to various job settings, positions, and fields.

The following is a breakdown of the Competencies scale, and how you have been rated:

Technical Skills

Ability to use the technology available at work to perform one's tasks.



You possess an adequate amount of technical skill, and while you will likely require some additional training, you appear to have at least some basic proficiency. This is an area that can only be improved with practice; therefore, use every opportunity you can to use the different technologies available to you at work, and ask for guidance from more proficient users whenever possible.

Here are some tips to help you upgrade your technical skills:

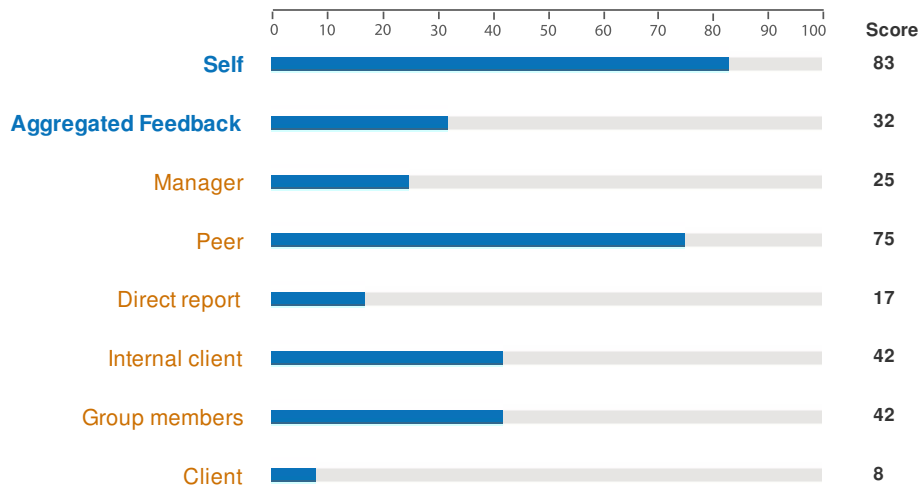
- **Learn to use standard programs.** This doesn't necessarily mean that you need to run out and buy all the computer software available. However, having at least some basic knowledge of the most commonly used work programs like Word, Excel, Outlook, and Powerpoint is an asset. They may also act as a "gateway" to help you orient yourself around more complex programs.
- **Keep your computer skills up-to-date.** New computer software is constantly being created or upgraded, so it's important to update your skills along with it. You can take courses at a local university or through online tutorials. As with any skill, practice makes perfect.
- **Be proactive.** If you're struggling with a computer program at work, ask an experienced colleague to give you a crash course. If, however, you are still having trouble despite your colleague's intervention, it might be better to take a computer class. Inquire about training programs that might be available at your company and volunteer to participate.
- **Interact with techies.** You can learn a lot about technology just by interacting with people who are passionate about it. Talk to friends or colleagues who are "techies" about new trends in design, or the most popular computer programs and apps. You can also ask them to suggest the best keywords to use in searches when you're struggling with a program. For example "how to make Word work" as a search probably won't be as

informative as a more specific keyword search like “troubleshooting bullets in Word.”

- **Challenge yourself.** Explore different programs, even if you don’t use them at work. The more you use them, the easier it will be to understand general programming language or software properties. It will also make it easier for you to learn new programs. Expand your technology skills by watching documentaries, TED talks, or YouTube videos – there’s something for every skill!

Team Player

Degree to which a person is able to work with others toward a common goal.



Your attitude and approach to teamwork is not very positive. This may not be a problem if your position requires you to work alone, but most jobs involve at least some aspect of teamwork. Whether it's because there are aspects of teamwork that annoy you or you simply feel that you'd be better off working on your own, you seem to be more focused on trying to pave your own success than helping the team as a whole succeed. You might want to consider viewing your ratings in this area as an encouragement to adopt more of a team player attitude, rather than as chastisement for being more individually oriented. You'll need to work through the issues you have about working on a team in order to develop a more positive, team-focused attitude.

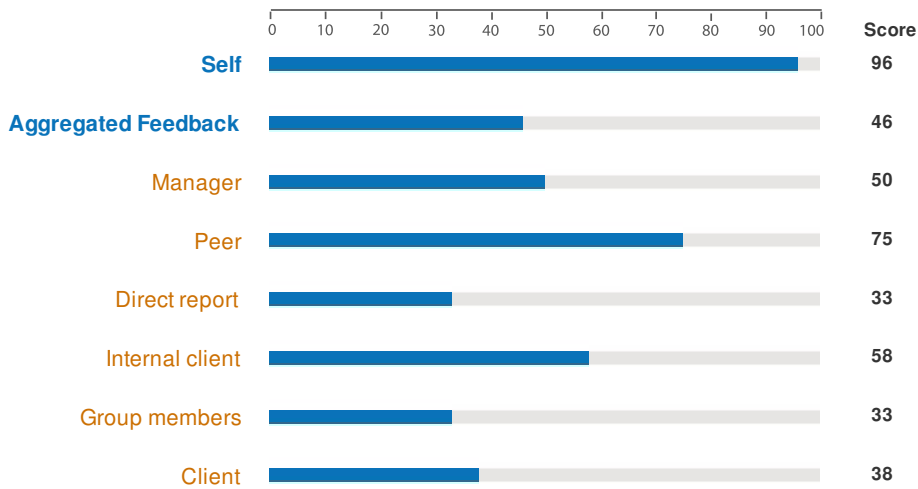
Here are some tips to foster a collaborative attitude:

- **Understand the nature of group work.** Sure, working with others takes more time debating, organizing and planning, but with extra hands to work on a project, the completion process can often proceed rather quickly. A wider perspective can also benefit the overall quality of the project.
- **Remember, you fail as a team.** Try to get beyond other people's errors. Jump in to help fix whatever consequences arise as a result, and move on. You will likely make mistakes too, and probably won't want to be left to fix it on your own or judged incompetent because of one slip-up.
- **Accept criticism from others.** When a teammate offers an opinion that differs from your own, you may think to yourself that this isn't how a teammate should behave – teammates are supposed to stick together and support one another. The truth is that more often than not, the criticism we receive from others does result from good intentions. Try your best to be understanding and realize that ultimately, your teammates really do want to help you.
- **Be accepting.** If you are overly critical of other team member's ideas, they will hesitate to share them with you in the future. As you would do during brainstorming sessions, suspend judgment and consider the benefits of all possibilities.
- **Watch out for work no-nos.** Pay heed to the message you send with your behavior, work habits, and attitude. Are you acting like someone that wants to be a part of this team? Here are some examples of what you might want to avoid saying:
 - "I wasn't hired to do that."
 - "You didn't ask me, so I didn't tell you."

- "I told you so."
- "That's not *my* responsibility."

Leadership Behavior

Degree to which a person shows leadership potential.



You have been able to show others, at least on some occasions, that you have leadership potential. If moving to a position with more authority interests you, however, you will have to put in a more dedicated and concerted effort to fully develop the skills you will need to lead others. You may revel in the success of employees under your leadership, but need to ask yourself whether you are willing to shoulder the responsibility of their failures as well. Each employee should be accountable for themselves, which is true to some degree, but you need to recognize that you play a part in how a person performs under your authority. Make it a point to provide regular direction and help to others, volunteer to take the lead on a few projects, and show others that you have what it takes to nurture people and bring out the best in them.

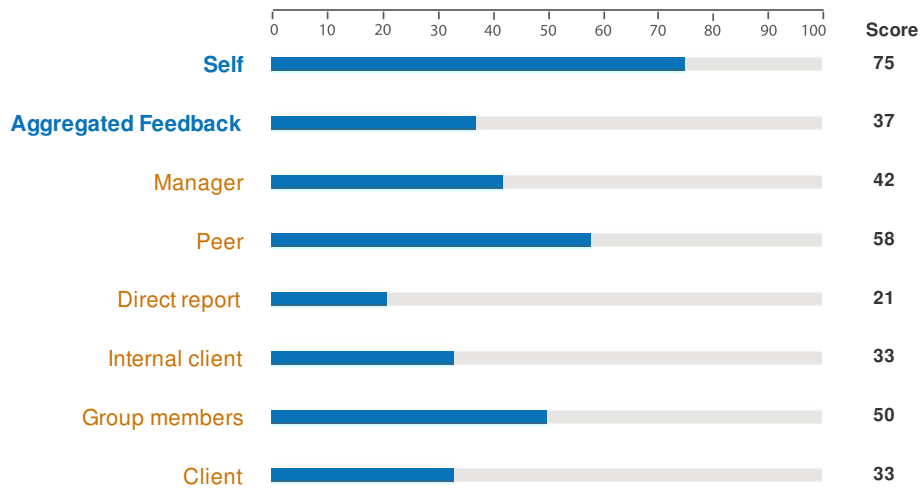
Here are some tips to foster leadership potential:

- **Set a good example.** "Do as I say not as I do" rarely works with children, and certainly won't work with adults. Rather than make demands of others, why not show them? For example, rather than criticize a teammate for taking too long on their part of a project, try helping him or her develop better time management habits. If you want to be a leader, you must conduct yourself as one. Work hard, behave with integrity, and help others.
- **Watch how you speak to people.** Give suggestions, not orders. The minute you say "I want you to do X," the person may shut down or become resentful. Ask rather than telling people to do things. They will appreciate your tone, even though the effect is essentially the same.
- **When delegating tasks, make sure that you are being reasonable.** The person should be qualified for the task, have room in his or her schedule for it, and have some say in whether it is possible to get it done on time without being overloaded with work.
- **Be a coach and mentor.** If you are the leader of a team project and need to tell a teammate that he or she has to rectify a problem or revise his/her part of a project, the person may be at a loss as to how to proceed. Work together to resolve the issue. Agree on specific objectives, provide guidelines and timelines, and suggest steps to achieve them.
- **Find your leadership style.** There are successful leaders who lead by example and rarely tell their employees what to do, and there are those who feel the need to be more involved. Determine which style fits your personality, attitude, and values best. Just keep in mind that the best leaders tend to have a more eclectic style – they are able to adjust their approach based on the personality of the people they work with. Some employees

prefer a more hands-on leader, while others prefer less guidance and more autonomy.

Decision-making

Ability to make smart, well-calculated decisions.



The decision-making process is not something you have mastered yet. With more experience and better planning, you could improve in this area. You may not have a sound decision-making process, which can make it difficult to make well-considered choices. If you make decisions without thoroughly thinking them through or without sufficient information to ensure that you are making the right choice, you risk making a potentially costly mistake. Regardless of the success of decisions you've made in the past, most companies will expect you to have a solid plan (and back-up plan) before making a decision. It is advisable that you obtain some guidance and support from more experienced and calculated decision-makers in the company.

Here are some tips to increase your chances of making successful decisions:

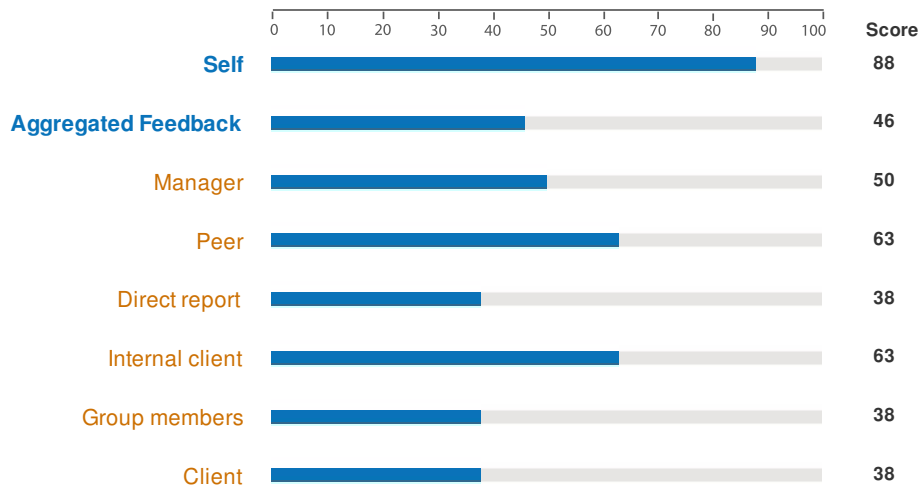
- **Establish decision criteria.** Make sure you know what you want. Decision criteria are standards or measures to use in evaluating alternatives; they are typically statements of what you want to accomplish with the decision. Once the decision criteria are established, determine which criteria are absolutely necessary as well as their order of priority.
- **Determine all of your options.** Ponder them thoughtfully. Evaluate and rank your options until you have arrived at some that seem more adequate than others. Talk to other people about your options and get their input.
- **Evaluate alternatives.** After developing your options, you can mentally test each of them by imagining they have already been put into effect or run simulations if possible. Try to foresee the desirable and undesirable consequences of every alternative. By thinking each option through and appraising their consequences, you will be in a better position to compare the appeal of the various choices.
- **Select the best alternative.** How? There are five processes you can use: Experience, intuition, advice from others, experimentation, and statistical and quantitative decision-making.
 - **Experience:** Knowledge gained from experience is a helpful guide and its importance should not be underestimated. It should be dually noted however, that it is dangerous to follow experience blindly. When looking to experience as a basis for choosing among alternatives, you should examine the situation and the conditions that prevailed at the time of the earlier decision. More often than not, conditions have changed considerably and the underlying circumstances of the past, the present, and the future must be considered realistically.
 - **Intuition:** Intuition may be particularly helpful in situations in which other alternatives have been tried

previously with poor results. If the risks are not too great, you may choose a new alternative because of an intuitive feeling that a fresh approach might bring positive results. Even if the hunch does not work out well, it may encourage other hunches that do. At the very least you can take comfort in the fact that you tried something different.

- **Advice from others:** Seeking the advice of others can often ease the burden of decision-making. The ideas and suggestions of other people can be of great help in weighing facts and information. Seeking advice does not mean avoiding or delegating a decision, since you still need to decide whether or not to accept the advice. It simply means getting as much constructive input as you can.
- **Experimentation:** Experimenting to see what happens is often too costly in terms of time and money. Nevertheless, there are some instances in which some testing and experimenting is advisable.
- **Quantitative decision-making :** There are many programs, information storage softwares, and retrieval systems that you can use relatively easily for certain types of decisions. This is particularly true when historical and statistical databases are involved. For example, analysts can make use of financial management software to simulate, predict, and forecast before making major purchases.

Job Proficiency

Degree to which a person is able to competently complete his/her assigned tasks.



Your ratings indicate that you are moderately proficient at your job, which means that there is still room for you to learn and grow into your full potential. As you gain experience in your position, your job skills and performance will likely improve. However, if you find yourself struggling and have been at the company for some time, it would be a good idea to talk to your manager about ways you can improve your job proficiency. In many cases, performance difficulties can be due to insufficient training or a steep learning curve. You could also be struggling with low motivation, difficulty concentrating, or a tendency to multitask too much. Try to ascertain the reasons for your difficulties, and then create an action plan to increase your proficiency.

Here are some tips to improve your job proficiency:

- Model other employees.** Ask experienced colleagues for tips on how to get a task done more quickly, particularly if there are a lot of tasks or projects that you have in common. They may be able to suggest shortcuts to help you complete tasks efficiently, like sample templates for a particular report or email response to a customer.
- Ask people to mentor you.** If you're new to the company or simply want to upgrade your skills, ask around your department to see if there is anyone who would be willing to spend some extra time (maybe during lunch or after work) to train you in a particular area. Chances are that someone will agree to help you. Seeking out a mentor not only displays initiative, it also sends a message to management and to colleagues that you are dedicated to your job and willing to improve.
- Keep up-to-date on trends in your industry.** The business world is constantly changing. New technologies and research are emerging on a regular basis, and companies that don't adapt risk becoming obsolete. If magazines that are relevant to your field are available, consider getting a subscription. Or search online for blogs dedicated to your line of work. Remember, information is just a click away!
- Keep a question journal.** Rather than running for help every time you have a question, consolidate your list of questions and set aside some time at the end of the day to discuss them with a colleague or manager. Remember, there is no such thing as a stupid question. It's better to ask a seemingly simplistic question than risk making a monumental error.
- Keep an idea journal.** More often than not, some of our best ideas tend to crop up when we're NOT at work, usually when our mind is idle (e.g. while exercising, during leisure time, or in dreams). Don't let good ideas go to

waste! Keep a journal with you at all times, and write down any theories or creative solutions that come to mind, even if they seem silly. Even off-the-wall ideas can lead to a brilliant solution.

Question 70:

Are there any additional comments you would like to offer as it relates to this person's performance? If so, enter your comments below. Otherwise, click Finish.

Self:

- No comments received

Manager:

- There is no issue with how he gets the job done - he is skilled, smart, and a good person to bounce ideas off of. The problem is his arrogance. There are only so many times you can hear the story about how his idea saved his team, or how his previous manager relied so much on him. He needs to move on from the past. He also needs to realize that his accomplishments don't make him superior to others.

Peer:

- Kevin needs to remember to leave his ego at the door. He may be experienced and have a lot to offer, but that doesn't mean he can't learn from others. Flaunting his accomplishments won't gain him respect.

Direct report:

- When I first started working on his team, I was warned by colleagues that Kevin can be a bit full of himself. He is certainly very sure of himself, which is good, but can come off as abrasive.
- A challenge to work with to say the least. Kevin needs to take a step back and view himself as others see him. What he thinks is assertiveness or confidence comes off as arrogance.

Internal client:

- No comments received

Group members:

- There is room to improve. He has been instructed to join the coaching group in order to improve in certain areas.

Client:

- I'd would like for Kevin to be more open to discussing different options and solutions rather than immediately taking charge and assuming that he - and only he - knows the best way to move forward. I appreciate his expertise, but he tends to jump to a solution without really listening to what I need.

Summary & Gap Analysis

Summary Table

In the Summary table, you will find a compilation of all the scores on the 360 assessment from the participant (Self), all raters combined (Aggregate), and other rater categories (e.g., Managers, Direct Reports, Peers, Internal Clients, External Clients).

This is useful for the participant and coach as a quick summary of the person's overall behavior, performance, thinking style or emotional responses.

For your convenience, we have color-coded the results. The cut-off points are to some degree arbitrary, but they are based on our coaching experience with leaders and employees. You can, of course, adjust the thresholds if you wish, based on your own desired benchmarks.

Color-coding legend for Summary Table

Color	Legend
Green	Green indicates an excellent result. Improvement may still be possible in order to take a skill to an even higher level, but overall it is great as is.
Yellow	Yellow indicates a good result, which means there is some room for improvement. This would be considered a medium priority issue.
Orange	Orange indicates a development area with quite a bit of room for improvement. This would be considered a medium to high priority issue.
Red	Red indicates a significant development area that the participant needs to work on, if relevant to his or her role. This should be considered high priority.

Summary table (Compilation of scores)	Self	Aggregated Feedback	Manager	Peer	Direct report	Internal client	Group members	Client
Diligence	94	54	56	94	41	44	69	31
Dedication to self- improvement	75	43	33	75	33	42	50	33
Attendance	88	39	25	88	19	38	50	38
Integrity	100	52	50	100	38	42	67	33
Accountability	88	54	50	88	38	50	63	50
Productivity	83	44	25	83	33	58	33	42
Quality of Work	75	41	38	75	31	25	63	25
Results Orientation	75	40	33	75	38	42	42	17
Resourcefulness	83	38	33	75	13	58	50	25
Engagement	83	39	33	67	29	42	42	33
Proactiveness/Initiative	83	45	58	75	21	67	42	33
Flexibility	88	46	50	75	31	38	63	38
Customer Orientation:	100	39	50	75	31	50	25	13
Coping with Stress	92	43	50	67	29	75	25	25
Self-motivation	100	44	42	83	25	67	42	25

Summary table (Compilation of scores)	Self	Aggregated Feedback	Manager	Peer	Direct report	Internal client	Group members	Client
Communication Skills	81	46	50	63	28	56	50	50
Listening Skills	83	43	42	67	33	50	50	25
Conflict-Resolution Skills	94	42	56	56	28	56	44	25
Agreeableness	92	44	50	75	29	50	50	25
Assertiveness	100	40	50	83	17	50	33	33
Helpfulness	100	39	38	75	25	50	50	13
Time Management	85	35	30	75	23	35	35	25
Orderliness	75	36	63	63	19	63	0	25
Organized Work Approach	90	41	50	70	25	45	40	30
Goal-setting	100	36	42	67	25	50	33	8
Prioritizing	83	35	58	58	17	33	33	25
Technical Skills	88	50	63	88	38	63	25	38
Team Player	83	32	25	75	17	42	42	8
Leadership Behavior	96	46	50	75	33	58	33	38
Decision-making	75	37	42	58	21	33	50	33
Job Proficiency	88	46	50	63	38	63	38	38

Gap Analysis Table

The purpose of the gap analysis table is to highlight discrepancies among the ratings, specifically:

- Between Self and Aggregate
- Between Self and other rater categories (e.g., Manager, Peer, Clients, Direct Reports)

If there are discrepancies between ratings, what does this indicate?

There are a number of factors that can be at play. For example:

When there is a large discrepancy between a participant's self-ratings and the ratings of his or her evaluators:

- It could be an indication of low self-awareness. The participant's self-perception is not aligned with how he/she is perceived by other people. Oftentimes, such discrepancy indicates a "blind spot" that the participant needs to bring into his or her awareness, and address.
- It could be an indication of low self-esteem. The participant is under-valuing his or her skills and contribution.
- It could be an indication of overconfidence. The participant is over-valuing or over-exaggerating his or her skills and contribution.
- The participant could be playing it safe by discounting his or her skills, so that others do not think that he or she has an inflated ego.

When there is a large discrepancy between the different rater categories:

- It could be an indication that the participant behaves disparately depending on the circumstances. Essentially, the participant adapts his/her attitudes and behaviors based on who he/she is interacting with. This can be a conscious adaptation - and the intention may range from negative to positive. For example:
 - The participant may be deliberately engaging in socially desirable behavior in order to look good in front of the right people (e.g., supervisor, manager, clients).
 - The participant may recognize the importance of self-monitoring (e.g., being more casual with peers, but acting more professionally with a manager or client).
- It could be indication that the participant subconsciously changes his/her behavior because of the way he or she was raised, because of past experiences, or as a result of behavioral conditioning. For instance, he or she may be at ease with some people (e.g. peers), but feels intimidated when dealing with a supervisor or manager (e.g. is assertive with colleagues or direct reports, but holds back opinions/ideas and becomes acquiescent with an authority figure).

Thus, the purpose and value of the gap analysis is to reveal the dynamics of a participant's behavior. It can help to pinpoint when adaptive actions are at play and, with the help of a coach, the participant can identify the underlying cause of the discrepancy.

Color-coding legend for Gap Analysis Table

- A plus (+) sign indicates that the Self score is higher than the rater score.
- A minus (-) sign indicates that the Self score is lower than the rater score.

Color	Legend
Green	The difference between the Self score and rater score is negligible (difference of 5 points or less)
Yellow	The difference between the Self score and rater score is minor (difference of 5 to 10 points)
Red	The difference between the Self score and rater score is significant (difference of more than 10 points)

Gap analysis: Self scores vs. Rater categories	Self vs. Aggregated Feedback	Self vs. Manager	Self vs. Peer	Self vs. Direct report	Self vs. Internal client	Self vs. Group members	Self vs. Client
Diligence	+40	+38	0	+53	+50	+25	+63
Dedication to self-improvement	+32	+42	0	+42	+33	+25	+42
Attendance	+49	+63	0	+69	+50	+38	+50
Integrity	+48	+50	0	+62	+58	+33	+67
Accountability	+34	+38	0	+50	+38	+25	+38
Productivity	+39	+58	0	+50	+25	+50	+41
Quality of Work	+34	+37	0	+44	+50	+12	+50
Results Orientation	+35	+42	0	+37	+33	+33	+58
Resourcefulness	+45	+50	+8	+70	+25	+33	+58
Engagement	+44	+50	+16	+54	+41	+41	+50
Proactiveness/Initiative	+38	+25	+8	+62	+16	+41	+50
Flexibility	+42	+38	+13	+57	+50	+25	+50
Customer Orientation:	+61	+50	+25	+69	+50	+75	+87
Coping with Stress	+49	+42	+25	+63	+17	+67	+67
Self-motivation	+56	+58	+17	+75	+33	+58	+75

Gap analysis: Self scores vs. Rater categories	Self vs. Aggregated Feedback	Self vs. Manager	Self vs. Peer	Self vs. Direct report	Self vs. Internal client	Self vs. Group members	Self vs. Client
Communication Skills	+35	+31	+18	+53	+25	+31	+31
Listening Skills	+40	+41	+16	+50	+33	+33	+58
Conflict-Resolution Skills	+52	+38	+38	+66	+38	+50	+69
Agreeableness	+48	+42	+17	+63	+42	+42	+67
Assertiveness	+60	+50	+17	+83	+50	+67	+67
Helpfulness	+61	+62	+25	+75	+50	+50	+87
Time Management	+50	+55	+10	+62	+50	+50	+60
Orderliness	+39	+12	+12	+56	+12	+75	+50
Organized Work Approach	+49	+40	+20	+65	+45	+50	+60
Goal-setting	+64	+58	+33	+75	+50	+67	+92
Prioritizing	+48	+25	+25	+66	+50	+50	+58
Technical Skills	+38	+25	0	+50	+25	+63	+50
Team Player	+51	+58	+8	+66	+41	+41	+75
Leadership Behavior	+50	+46	+21	+63	+38	+63	+58
Decision-making	+38	+33	+17	+54	+42	+25	+42
Job Proficiency	+42	+38	+25	+50	+25	+50	+50

Raters

The following is the list of raters who participated in the 360 assessment.

- john@test.com
- mary@example.com
- konstantin@test.com
- kate@example.com
- bob@example.com
- jolly@test.com
- robert@example.com

Additional Materials

For other references that can enhance performance, feel free to review the materials suggested below.

Books:

Title: The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

Author: Stephen R. Covey

Publication year: 2004

Publisher: Free Press

URL: <https://www.amazon.com/The-Habits-Highly-Effective-People/dp/0743269519>

Title: The Last Lecture

Author: Randy Pausch

Publication year: 2008

Publisher: Hyperion

URL: <https://www.amazon.ca/The-Last-Lecture-Randy-Pausch/dp/1401391443>

Title: The Happiness Advantage

Author: Shawn Achor

Publication year: 2010

Publisher: Crown Business

URL: <https://www.amazon.ca/The-Happiness-Advantage-Principles-Performance/dp/0307591549>

Title: The Power of Habit: Why We Do What We Do in Life and Business

Author: Charles Duhigg

Publication year: 2014

Publisher: Random House Trade Paperbacks

URL: <https://www.amazon.com/The-Power-Habit-What-Business/dp/081298160X>

Title: Serial Winner: 5 Actions to Create Your Cycle of Success

Author: Larry Weidel

Publication year: 2015

Publisher: Greenleaf Book Group Press

URL: <https://www.amazon.ca/Serial-Winner-Actions-Create-Success/dp/1626342342>

Videos:

Title: The puzzle of motivation

Author: Dan Pink

Publication year: 2009

URL: https://www.ted.com/talks/dan_pink_on_motivation

Title: Your body language shapes who you are

Author: Amy Cuddy

Publication year: 2012

URL: https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are