Premium Development Report
Jo Wilson

Focus

Styles

Contents

About this Report

This report is based upon the Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with a group of over 7,000 professionals and managers in the United Kingdom.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

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The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorised by Saville Assessment.

Introduction to Assessment Report

This development report summarises the actions that could be taken to develop Jo Wilson. Based on the results of the assessment it outlines what actions could be considered to improve performance at work. The appropriateness of each piece of advice will differ for each individual and will to some extent depend on the job role and the opportunities and resources available. The report is divided into two sections. These sections are composed of the following four types of development advice.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop limitations, it may be worth considering how to make the most of these strengths. This premium report shows Building Strengths for competency dimensions with scores of 6-10 which range from average to well above average.

Possible Overplayed Strengths - 'Watch Fors'

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This premium report shows Possible Overplayed Strengths for competency dimensions with scores of 8-10 which are all well above average.

Development Tips

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas development tips are provided on how to improve performance. This premium report shows Development Tips for competency dimensions with scores of 1-5 which range from well below average to average.

Managing Limitations

Areas of limitation are unlikely to be areas where there is a strong desire or capability to easily change. It may be better to be realistic about these areas and rather than attempt to change them, be clear on how best to manage them. If there are no clear areas of limitation, this section will be blank. This premium report shows Managing Limitations for competency dimensions with score of 1-3 which are well below average.

Building Strengths

Making Decisions		Extremely High
Deciding on Action; Assuming Responsibility; Standing by Decisions	**10**	performed better than 99% of comparison group

- Inject pace and decisiveness into project groups and make things happen.

- In meetings, always look for decisions and action points.

- Make sure your approach to risk is calculated. Assume the worst will happen and build in contingencies.

- Honestly review the quality of the decisions you have made and identify why they were right or wrong. Think about what it would have taken for the right decision to be made and learn from this.

- Facilitate the decision-making process; outline the key options/risks for everyone.

- Encourage people to make decisions and commit to action; move debate on towards a conclusion.

- Grasp opportunities and make things happen.

- Identify the experts and opinion formers who can be consulted; ask for advice before committing to important decisions.

- Invest energy in the tasks which have the most impact and benefit.

- Volunteer to lead projects and take on new tasks. Take opportunities to work outside your comfort zone.

- Look for agreement and support from others before concluding on important decisions.

- Ensure that a decision is well implemented. A common reason for having to change a decision is ineffective implementation.

- Put a sign-off process in place for key decisions.

Possible Overplayed Strengths

Making Decisions
Deciding on Action; Assuming Responsibility;
Standing by Decisions

`10`

Extremely High
performed better than 99% of
comparison group

- Is there a danger of being seen as too dominant in group or team settings? ACTION: Appoint other people to chair some meetings and establish actions.

- Is there a danger of being ready to make a decision but not ensuring that it is effectively implemented? ACTION: Be sure to be involved in turning a decision into practical action.

- When there is an important but non-urgent decision to be made, are you sometimes tempted to come to conclusions quickly, without due deliberation? ACTION: Identify decisions which are important to get right but are non-urgent, and consider how best to make these decisions.

- Are there some decisions that are rarely based on any degree of consultation and seem to be imposed? ACTION: Think about how to include time spent consulting others and consider alternative views.

- Is there a risk of making decisions before colleagues are ready to implement them? ACTION: Give colleagues time to consider the implications of a decision and how to implement it effectively.

- Be aware of getting too involved in other people's areas of responsibility. ACTION: Respect the boundaries of other people's roles and concentrate on your own responsibilities.

- Overcommitment and unnecessarily increasing your workload can lead to poor delivery. ACTION: Discuss delegating responsibilities with your line manager and be wary of adding responsibilities.

- Do you almost feel a greater determination to follow a particular course of action because there is strong opposing advice? ACTION: Beware of making a particular decision purely in order to prove a point.

- Be aware that people who are seen as fixed in their view or opinionated can also be seen as lacking objectivity. ACTION: Step back and consider whether there is a danger that personal opinions or attitudes are driving decisions rather than relevant criteria.

Building Strengths

Convincing People
Persuading Others; Shaping Opinions; Negotiating

10

Extremely High
performed better than 99% of comparison group

- Vary your approach, particularly when dealing with regular contacts, so as not to become predictable and therefore easier to argue against.

- Consult others when putting arguments together. They may well be able to offer a unique perspective.

- Ask for feedback on persuasive skills. Look to achieve good, high-quality solutions that build relationships.

- Prepare arguments well. Consider both sides of the case in order to handle objections and counter-argue.

- Be clear on your final point and rehearse giving this message.

- Look to get involved with higher level and more difficult negotiations.

- Attend a formal negotiation skills programme.

Possible Overplayed Strengths

Convincing People
Persuading Others; Shaping Opinions; Negotiating

10

Extremely High
performed better than 99% of comparison group

- Be aware that, by being too determined to express your view, you may neglect to listen to relevant arguments from colleagues/customers. ACTION: Listen more carefully to clients' perspectives.

- Look out for a tendency to continue to persuade others when the case has already been won. ACTION: Observe much more closely, read the body language and resist the temptation to oversell.

- Be aware of when others are in greater command of the relevant facts. ACTION: Go away and rigorously research the facts before continuing to persuade.

- Be careful not to come across as overly pushy by constantly seeking to persuade others. ACTION: Avoid trying to persuade in situations where others may not consider it appropriate.

- Beware of trying to change people's opinion as a personal challenge. Some people have very fixed opinions that they hold strongly. ACTION: Look out for people getting angry or irritated. It may be worth considering switching topic to one where there is a greater chance of a positive outcome.

- Watch for tendencies to continue making compromises when the other side has given clear signs that the deal will happen regardless. ACTION: Be clear on your final point; stop there and resist the temptation to re-open debate.

- Beware of achieving wins for yourself more than deals where everyone is a winner. This is likely to make others lose trust in you in the longer term. ACTION: Think carefully about the benefits of long-term partnerships and how best to achieve these in the negotiation.

Building Strengths

Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions	10	Extremely High performed better than 99% of comparison group

- Use self-confidence as a platform to try new things and undertake challenging assignments.
- Look for roles where establishing credibility is important and valued.
- Work with a mentor and continue to pursue personal development.
- Seek high profile roles which increase exposure in the organisation.
- Look for projects which are out of your comfort zone.
- Seek feedback on your performance; do not rely solely on your own judgement.
- Be clear about your strengths, and look for opportunities to maximise using them.
- Identify other people who have strengths which can compensate for your weaker areas.
- Look at your career and consider the moves and experiences which will help you realise personal ambitions.
- Identify positive and encouraging managers and mentors who can help your career.
- Build strengths, specialist expertise and knowledge which will enable you to make a greater professional contribution.
- Avoid contributing when unsure; be honest and find more facts before committing to action.

Possible Overplayed Strengths

Conveying Self-Confidence		Extremely High
Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions	`10`	performed better than 99% of comparison group

- Be careful not to put your contributions forward so strongly that others feel unable to offer their own. ACTION: Allow other people time to speak, and actively listen when they do.

- Are you failing to question your own capabilities? ACTION: Review with others what could be done better, and be open to their feedback, particularly after a significant or challenging assignment.

- Do you have a tendency to assume that everything is under control? ACTION: Build contingency into plans, particularly where there are interdependencies on projects.

- Could there be an issue with your overconfidence at times? ACTION: Review any experiences where things have gone wrong; try to establish how your own actions could have contributed to problems.

- Could other people find such strong personal confidence intimidating at times? ACTION: Consider others and be aware of their individual differences. Less confident people can still deliver effectively.

- Could your high level of confidence make you come across, at times, as self-absorbed or selfish? ACTION: Be aware of others' perceptions and try to appear more inclusive.

- Do you find yourself less inclined to contribute to organisational initiatives if they offer little prospect of personal advancement? ACTION: Get more involved. If your personal commitment to organisational initiatives is low, it will be more difficult to motivate others to be involved in them.

- Is there a risk of being seen by others as boastful or conceited? ACTION: Judge the audience carefully. Remember that sometimes it is better not to place too much emphasis on your own value/contribution.

Building Strengths

Impressing People		Extremely High
Attracting Attention; Promoting Personal Achievements; Gaining Recognition	**10**	performed better than 99% of comparison group

- Volunteer for roles to represent the team to others.

- Volunteer to present and undertake activities which increase personal exposure.

- Offer to be the representative for your team. Be the spokesperson.

- Seek roles which encourage selling and influence.

- Promote the good work of the team and colleagues when appropriate.

- Think of different media to promote achievements (e.g. internal newsletters, professional bodies or trade press, etc.).

- Be factual in self-promotion. Use quantifiable data and qualitative comments of clients and stakeholders.

- Identify managers and colleagues who are happy to give support and praise when needed.

- Who has gained a less positive impression of you? Work hard at changing their impression.

Possible Overplayed Strengths

Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition	10	Extremely High performed better than 99% of comparison group

- Watch for attracting too much unnecessary attention, particularly in extremely competitive or confrontational environments. ACTION: Maximise positive exposure and minimise negative exposure.

- Look out for being perceived as overly political or politically motivated. ACTION: Be honest, consistent and straightforward with colleagues. An incident where self-promotion has been at the expense of someone else could be viewed very negatively.

- Be aware of wasting time impressing people who are not key decision makers. ACTION: Identify the key decision makers and the people they take advice from, and ensure that a positive impression is made upon them.

- It is sometimes not appropriate to take centre stage from someone more senior or who is formally presenting information to others. ACTION: Attract attention at the right time.

- Be aware of your own status relative to others and be careful not to say anything which will be considered obvious, presumptuous or just plain wrong by others. ACTION: Attract attention in the right way.

- Be careful not to oversell yourself and consequently miss opportunities to progress to new and different areas. ACTION: Moderate self-promotion and spend time finding out about other people.

- Watch for overplaying achievements that would only be considered as modest by others. ACTION: Find out about what other people have achieved to increase your awareness of what makes an achievement stand out as exceptional.

- Be aware that good ideas could be ignored if/when people perceive behaviour as too pushy. ACTION: Self-impose time limits for making a case. Avoid repeating stories to the same audience.

- Be aware that an excessive need for praise may put people under pressure and embarrass them at times. ACTION: Learn to manage with less recognition and praise.

- Be aware of taking too much credit and failing to reward team members appropriately. ACTION: Always acknowledge the contribution of others. People will be increasingly likely to proactively collaborate on projects.

Building Strengths

Interacting with People Projecting Enthusiasm; Making Contact; Networking	**9**	Very High performed better than 95% of comparison group

- Look to involve the quieter members of the team in order to utilise their talent.
- Think who it is important to develop a better relationship with. Invest time in improving these relationships.
- Engage others and generate enthusiasm for achievement within the team.
- Use enthusiasm to inject energy into projects and inspire others to achieve.
- Enthusiasm can be infectious. Spend time sharing with colleagues why their ideas/new services are good.
- Improve the dynamics in slow or confrontational meetings. Inject a positive outlook and energy in these interactive forums.
- Get in contact with all new stakeholders who interface with the role/department.
- Think through ways to make contact which could improve a relationship, e.g. inviting to a particular event, going for lunch.
- Offer to introduce contacts to people who may be helpful to each other.
- Make the most of your network; ask good personal contacts to facilitate introductions with their useful contacts.
- Be sure to devote some time to networking over the phone and to use your skills in this area even when you are very busy.
- Make sure to network with purpose and spend time with people where there is potentially a mutual benefit.

Possible Overplayed Strengths

Interacting with People Projecting Enthusiasm; Making Contact; Networking	▢▢▢▢▢▢▢▢ 9 ▢	Very High performed better than 95% of comparison group

- Try not to look for too much involvement from other people. ACTION: Learn to get the right combination of input from others to ensure effective and efficient delivery.

- Is there a danger of taking up too much of other people's time? They may resent this when they are busy. ACTION: Be careful to ascertain that the individual contacted has the time to interact.

- Is your focus on interacting ever at the expense of completing more mundane daily tasks? ACTION: Try to get work tasks out of the way first and then spend time talking to people.

- Be aware of being perceived as overly enthusiastic and lacking in judgement or discrimination. ACTION: Be careful to assess situations and know when to moderate natural enthusiasm.

- Try to avoid being seen as overselling your ideas. ACTION: Be open to other people's ideas. Show equal enthusiasm for these as for your own ideas.

- Could making regular contact sometimes seem needy or intrusive to less gregarious people? ACTION: Be aware of signs from others that they are not keen to talk.

- Is there a danger of sticking to the same events and networks? ACTION: Regularly consider new opportunities to network, and set clear objectives for networking.

- Watch for spending time with people who are interesting but do not help to move things forward. ACTION: Review carefully how and with whom time is spent.

Building Strengths

Taking Action Making Things Happen; Using Initiative; Investing Energy	9	Very High performed better than 95% of comparison group

- Make sure others are also on board before diving into something new.
- Consider getting involved in projects that require troubleshooting and a consultation process.
- Gain experience through short-term contracts or secondments.
- Seek opportunities to start new initiatives or business ventures, or to turn poorly performing areas around.
- Look for things that really need to be done, but there is inertia and indecisiveness. Move them on.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Use your high energy level to bring vigour and enthusiasm to projects when people are feeling dejected.
- Take something which seems to be stop-start and for which there is little motivation, and get it moving along.

Possible Overplayed Strengths

Taking Action Making Things Happen; Using Initiative; Investing Energy	9	Very High performed better than 95% of comparison group

- Is the excitement of starting something new at the expense of doing more routine work? ACTION: Schedule time for routine maintenance activities or to check ongoing tasks.
- Does your preference for troubleshooting tend to overshadow planning and problem prevention? ACTION: Implement systems and processes that will reduce the likelihood of problems recurring.
- Does a desire to make things happen tend to throw existing projects into disarray? ACTION: Be careful that your initiatives do not require resources that are already fully committed to existing projects.
- Is there a danger of overstepping the mark and doing things that have been ruled out by others? ACTION: Be careful not to do something which is not wanted or needed and that no-one will be thankful for.
- Do you feel inclined to embark on new work of which you have a low degree of knowledge and understanding? ACTION: Consult experts before taking the initiative in a new work area.
- Is your energy being channelled as appropriately as possible? ACTION: Before rushing on to the next activity, take time out to stop and think: 'Is this the best use of time/energy?'

Building Strengths

Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence	[9]	Very High performed better than 95% of comparison group

- Consider attending a media presentation course.

- Spend some time both developing and delivering training material.

- Present on different subjects and to different audiences. Offer to speak externally as well as internally.

- Volunteer to present at the end of discussion and project groups.

- Experiment with different multimedia approaches to presentations.

- Look for opportunities to get involved with corporate messaging/marketing.

- Look for opportunities to articulate the same information to different people. Review each time and improve.

- Record a meeting. Listen back to what is said and be clear on whether someone has taken the point someone else has made. Rephrase the point to make it clearer.

- Seek out analogies from colleagues, clients, etc. that make a point strongly in a way which other people can relate to easily.

- Learn to feel more confident. Work out what your own unique strengths are, and keep reminding yourself of them, e.g. 'I am the most diligent member of the team'.

- Spend time building your confidence prior to an important event.

Possible Overplayed Strengths

Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence	▢▢▢▢▢▢▢▢ 9 ▢	Very High performed better than 95% of comparison group

- People who are articulate have to be careful not to say too much. ACTION: Ask for feedback on this. Try to say what matters in half the time or less.

- Be wary of repeating stories to the same people. This can bore people, or make them feel that the story is more important to you than they are. ACTION: Ask people if they have been told the story first. Do not continue with the story if they say they have.

- Ensure your presentation isn't focused on style at the expense of substance. ACTION: Start with good content and then consider how best to communicate your message.

- Watch for volunteering to give presentations when the content is technical and not an area of personal expertise. ACTION: Review what a presentation needs to consist of and the nature of the audience before committing to it.

- Be aware of being seen as too technical and lacking in fun. ACTION: Aim to have some interaction with the audience or provide an engaging activity to do at some point if the presentation is long.

- Watch for inclinations to explain things in the same way, irrespective of the knowledge base of the audience. ACTION: Vary your delivery style. Research the audience and present according to their needs and interests.

- Be aware of explaining too much in one attempt. ACTION: Check understanding levels before continuing to the next point when explaining something complex.

- Over-confidence could lead to taking risks and preparing less well, or at the last minute. ACTION: Always incorporate preparation time before presenting. Show respect for the audience.

- Be aware of being described as overconfident. ACTION: Be prepared to inject a small degree of humility or self-deprecation.

Building Strengths

Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors	▢▢▢▢▢▢▢▢ **9** ▢	Very High performed better than 95% of comparison group

- Show others how to seize new opportunities through professional/industry groups (e.g. present, contribute to newsletters or journal articles, write a blog).

- Develop a reputation for being responsive.

- Study the market trends and suggest potential product/service development opportunities.

- Explore how customers commission suppliers, and seek constant feedback about what they like and dislike about all their suppliers.

- Look for opportunities to support or manage larger/global/strategic customer accounts.

- Ask for referrals and recommendations; build up a list of testimonials.

- Improve your knowledge of products, so that it is comprehensive.

- Consider documenting competitor intelligence for colleagues. Share tips for defeating the competition.

- Learn from the competitive bids which have been lost. Undertake a complete review and seek full feedback from the customer.

Possible Overplayed Strengths

Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors	▢▢▢▢▢▢▢▢ 9	Very High performed better than 95% of comparison group

- Watch out for spending more time/energy seeking new opportunities than dealing with existing demands. ACTION: Be careful not to get distracted by the allure of fresh new opportunities to the extent that other work is affected.

- Is there a danger of seizing an opportunity without adequate reflection? ACTION: Evaluate the profitability of the opportunity and ensure it makes strategic sense before diving in.

- Could focusing too greatly on pursuing one or two big opportunities which never seem to materialise mean that you miss out on more modest opportunities which are more likely to come to fruition? ACTION: Question regularly where best to apply time and effort to realise the best results.

- Might your desire for a big sale lead you to sell projects which are outside of your organisation's core areas of competence? ACTION: Concentrate on generating business which can realistically be delivered.

- How is your focus on the next big sale impacting longer-term account development? ACTION: Aim to develop lasting customer relationships through strong account management, superior service and excellent execution.

- Is your need to make a sale resulting in you selling products and services so competitively that they are making a loss? ACTION: Remember that loss leaders should only ever be short-term offers or a small part of the total package sold. Ensure that the overall sale is profitable and sustainable in the long term.

- Is your competitive spirit always channelled appropriately? ACTION: Ensure competitive energy is directed externally instead of towards team members or other departments.

Building Strengths

Challenging Ideas
Questioning Assumptions; Challenging Established Views; Arguing Own Perspective

9

Very High
performed better than 95% of comparison group

- Identify projects to get involved with which require change and where some resistance may have to be faced.

- Encourage colleagues to see challenges as constructive. Explain the benefits and sell ideas; don't simply stop at the point of challenge.

- Be aware of politics in the workplace. Review the best approaches with close colleagues before causing unnecessary upset.

- Be prepared to look at high profile areas that have remained unchanged for long periods of time. See how many improvements can be suggested.

- Before you begin to consider potential solutions, get people to focus on what the problems are and what it would be like if these problems did not exist.

- Join a debating society; practise presenting your viewpoint and learn from other debaters.

- Try not to allow a discussion to become too heated or personal.

Possible Overplayed Strengths

Challenging Ideas		Very High
Questioning Assumptions; Challenging Established Views; Arguing Own Perspective	9	performed better than 95% of comparison group

- Beware of prolonging discussion/debate and revisiting points which have already been agreed upon. ACTION: Know when to concede gracefully.

- Too great a focus on challenging and questioning ideas can delay important decision making and put deadlines at risk. ACTION: Balance the need to make a decision with the need to make the right decision.

- Some colleagues may find being constantly challenged tiresome rather than taking it as constructive criticism. ACTION: Be aware of colleagues who find criticism tiresome; limit the criticism given and balance it with positive contributions.

- Is there a danger of continuing to question despite being given a series of reasonable answers? ACTION: Avoid being unnecessarily critical of a position which is well researched and considered, as this may give the impression that you have a biased agenda.

- Beware of discussion drifting off track and reopening older talking points. ACTION: Stay focused on what the criteria for decisions are. Highlight to others if the topic is becoming too wide ranging.

- Be aware that the passion of a few in a discussion may lead to the exclusion of less vocal colleagues. ACTION: Make sure that other people have given their viewpoint and that there is no perception of forcing others into a decision.

- Is there a risk of arguing for the sake of enjoyment? ACTION: Don't start an argument when there is no significant disagreement. Remain calm and find like-minded people to debate other issues with outside of work.

- Watch for heated discussion descending into something more personal. ACTION: Remember the importance of maintaining a good relationship. Impartial observers often consider that people become personal when they have lost an argument. If you feel your anger rising in a discussion, think about possible reasons for this.

- Do you have a tendency to carry on arguing even when the debate has finished? ACTION: Realise when no-one cares or is listening.

Building Strengths

Showing Composure		High
Staying Calm; Tolerating Stress; Dealing with Pressure	8	performed better than 90% of comparison group

- Lead by example and show others how to be calm in a crisis.

- Watch out for potential problems as they surface and intervene calmly before things escalate.

- Look for situations where remaining calm is a particularly advantageous.

- Test the relationship between pressure and performance. Find the optimum level of pressure to put yourself under to drive personal performance.

- Know your stress limits. Overconfidence in this area can result in your stress levels increasing fast.

- Demonstrate the capacity to cope with pressure in a fast-paced environment.

- Seek work in multifaceted roles with complex demands.

Possible Overplayed Strengths

Showing Composure		High
Staying Calm; Tolerating Stress; Dealing with Pressure	8	performed better than 90% of comparison group

- Does your high degree of composure prevent others identifying stress? ACTION: Be prepared to describe internal feelings more openly at times.

- Be aware that when you accept more tasks and responsibility, others may not realise when the pressure on you is becoming too great. ACTION: Work on understanding where your pressure points are, and be prepared to say no.

- Could other people sometimes have the false impression that you have an infinite capacity to cope with pressure? ACTION: Identify a support network of people to share stress and problems within a secure environment.

- As you are more likely than others to remain calm, be aware that you may not recognise as quickly as others that there is a need to take action. ACTION: Monitor when others are showing signs of real concern.

- Could your composure be interpreted by others as lack of concern or complacency? ACTION: Ensure that your concerns are clearly expressed.

- Is there a danger of not always appreciating when you are reaching your stress limits? ACTION: Look out for early warning signs that stress is starting to affect your health and performance negatively.

- Might you be unconsciously allowing situations to escalate because you find dealing with problems more interesting? ACTION: Think through whether problems could be solved earlier and, if they could, find bigger problems to deal with.

- Is your involvement in too many different tasks resulting in some being done less well? ACTION: There may be times when it is important to assess your workload and remove things which are time-consuming and unimportant.

- Is there a danger that you are taking on too much work? ACTION: Limit your involvement. Be clear on which things need to be done and which you are doing purely for personal interest.

Building Strengths

Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense	▢▢▢▢▢▢ 8 ▢▢	High performed better than 90% of comparison group

- Seek involvement in activities that maximise your practical contribution, e.g. offer your services for User Acceptance Testing or reviewing user instructions.

- Help others by taking their abstract plans and ideas and translating them into manageable tasks and activities.

- Take the lead where a practical approach to problems is required and there is little time for consideration of abstract and conceptual thought.

- Learn quickly from trial and error approaches by amending tactics, consolidating learning and having another quick attempt.

- Experiment with new approaches; recognise what has been successful and repeat it next time.

- Take half an hour to consider how something is going to work and question whether there are better, more straightforward and efficient ways of doing things.

- Offer to review and trial new working guidelines or methods, and give feedback to others on their practicalities.

Possible Overplayed Strengths

Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense	▢▢▢▢▢▢ 8 ▢▢	High performed better than 90% of comparison group

- Do you have a tendency to adopt straightforward solutions for reasons of practicality, at the expense of exploring alternatives? Might this approach risk stifling creativity? ACTION: Spend time reviewing a range of options rather than simply pursuing the 'obvious' solution. Balance the importance of the added value which the alternatives give with the practicality of the solution.

- Does your enjoyment of practical work lead you to do more practical work than the job requires? ACTION: Hold back from doing the practical work when others are tasked with it as part of their jobs.

- Is attempting fairly complex tasks without having the background knowledge or experience always the best way to learn? ACTION: There may be times when some advanced reading/research may enable quicker mastery of things, or when using a coach may accelerate the effectiveness of learning by doing.

- People who prefer to learn by doing sometimes neglect to note key learning points. ACTION: Make time to reflect on your approach after the successful execution of tasks.

- Could people who describe themselves as having lots of common sense give an impression of superiority that other people may find irritating? ACTION: Be careful not to give the impression of having a monopoly on common sense.

Building Strengths

Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties	▢▢▢▢▢▢ 7 ▢▢▢	Fairly High performed better than 75% of comparison group

- Seek greater responsibilities and map out your personal career path for the next five years.

- Look at how goals impact other valued business metrics (e.g. sales, costs, margin, quality, efficiency, shareholder value, market share).

- Set stretch targets and focus on achieving or exceeding them.

- Seek out roles and responsibilities that maximise strengths, as these present the greatest opportunity to excel.

- Identify the most important goals to achieve; make sure that energy is focused upon these.

- Share a vision of success with others to inspire them.

- Tell stories of past victories to encourage others to keep trying in the face of adversity.

Building Strengths

Thinking Positively Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness	▢▢▢▢▢ 6 ▢▢▢▢	Average performed better than 60% of comparison group

- Bring enthusiasm to project teams by clearly conveying a willingness to get involved.

- Talk about your positive attitude with others.

- Engage colleagues who are less positive and encourage them to see the benefits of proposed plans.

- Recognise that project managers and risk analysts may not be particularly optimistic. Work alongside them constructively.

- Learn from risk analysis and project management techniques.

- Lead by example. Show people how to learn from experience and move on quickly.

- Help other people to move on following mistakes.

- Help to create a positive and productive work environment for the team.

- Engage others. Cheerfulness can be infectious.

Building Strengths

Directing People Leading People; Co-ordinating Groups; Controlling Things	▢▢▢▢▢ 6 ▢▢▢▢	Average performed better than 60% of comparison group

- Take opportunities to volunteer and lead teams, both inside and outside work.
- Identify opportunities to manage bigger projects and teams, where the inter-relationships and complexities are greater.
- Be as straightforward and honest as possible in dealing with staff. Earn their trust.
- Create a clear vision and common goals; check that others understand and are committed to them.
- Attract and retain talent. Spend time developing people and being a good coach.
- Take on a role which requires co-ordinating people in different locations.
- Take every opportunity to chair diverse groups of people.
- Utilise software packages to help manage and co-ordinate projects.
- Attend a project management course.

Building Strengths

Establishing Rapport Putting People at Ease; Welcoming People; Making Friends	▢▢▢▢ 6 ▢▢▢▢	Average performed better than 60% of comparison group

- Make sure that social skills are accompanied by substantial and meaningful content.
- Read about great social communicators and the skills they demonstrated. Learn to apply these.
- Look for opportunities to maximise skills (e.g. client facing and ambassadorial roles).
- Consider the sorts of people who are least likely to be put at ease by your personal style, and think of ways to amend your approach with these people accordingly.
- Find a mentor who has excellent interpersonal skills and ask them to help make a recording of a personal introduction and initial conversation. Use an important real-life example. The mentor can play the role of the person being met. Review this with them and do it again.
- Before a meeting, think through topics of conversation that demonstrate some common interest.
- Broaden the range of social contacts with peers as well as management.
- Find common interests with others and arrange to do things together.
- Host a party or social event and invite a wide circle of colleagues.

Development Tips

Understanding People Showing Empathy; Listening to People; Understanding Motivation	1 ☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Encourage people to talk about themselves.
- Ask open questions and make an effort to get to know people.
- Ask what motivates people and why they have made the choices they have.
- Show individuals that you understand any problems or difficulties they are facing.
- Find ways to support others by giving them practical help where possible.
- Talk less and give others the opportunity to explain and discuss in full.
- Demonstrate your understanding by summarising the key points you have heard.
- Ask people what motivates them and why they have made the choices they have.

Managing Limitations

Understanding People Showing Empathy; Listening to People; Understanding Motivation	1 ☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Spend more time talking to people and getting to know them.
- If someone does something unexpected, ask them why they acted in that way.
- If showing empathy is not something that comes naturally, offer to provide practical support.
- Try to show active listening skills; maintain eye contact and give people your full attention.
- Volunteer at the start of meetings to take notes and summarise the key points and actions raised.
- Ask others what drives their motivation and that of those around them.

Development Tips

Developing Expertise Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge	`1` ☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Plan a certain amount of personal development time every month, with a view to achieving two personal development targets every month.
- List the areas which would make your job easier if they could be done better; plan to action these one at a time.
- Build up a network of experts in different fields who can give good advice on key areas and help develop expertise.
- Identify others who engage in regular self-development, to identify how they make the most of learning opportunities.
- Practise skim reading and highlighting the key learning points in articles.
- Set aside time every month to keep up to date with relevant journals and research.
- Use travelling time to read updates and articles or to listen to informative CDs/DVDs/podcasts.
- Read a business or specialist book per month and summarise its content. Email the key points to others who would be interested.

Managing Limitations

Developing Expertise Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge	`1` ☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- List the risks of being out of date with key advances in your work domain, considering the implications of not growing your skills.
- Making no investment in developing one's own expertise may result in one's role becoming very restrictive and repetitive.
- If you have too little time to learn or research a potentially important new area or approach, ask another member of staff to research it for you and present their findings back to you and others.
- Avoid situations where there is a need to learn new skills or acquire new knowledge under time pressure/at short notice.
- Check own understanding of key learning points with an expert to ensure essential information has been identified.
- Avoid situations where the primary learning method is reading written information.
- Identify ways to keep up with specialist knowledge that don't rely solely upon reading.

Development Tips

Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions	**1** ☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Spend time getting to know team members, their roles and contribution.
- Discuss how to work together to ensure mutual benefit.
- Check that all the relevant people who may use a product or service are involved in some way.
- Recognise the benefit of having more than one point of view to consider, and think about the value others can bring with their suggestions.
- It may be better to talk to some people one-to-one before a meeting to get their views.
- Make sure that all relevant parties have been given the opportunity to make their views known.
- Set clear timescales for consultation and decision making.
- Ensure that everyone knows who is responsible for the overall decision.

Managing Limitations

Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions	**1** ☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Seek opportunities to work independently, particularly following times when you have been working closely with others.
- Think about whom at work has a style complementary to your own, and who is enjoyable to work with.
- Be clear about what needs to be done with others and what can be done alone.
- Think about areas in which it would be useful to seek others' contributions, and consider how best to do this, e.g. via email, team meetings, etc.
- Determine which stakeholders are impacted by a decision and use others to facilitate their input.

Development Tips

Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles	**1**☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Ask colleagues to explain their rationale for advocating a solution which appears overly complex. This could help their thinking as well as your own understanding.
- Spend time with colleagues who are more conceptual. Try to understand their arguments. It may be that it is best to do this in short bursts rather than in longer sessions.
- Underpin arguments with theory where relevant.
- Consider concepts suggested by colleagues and investigate how these can be developed further.
- Try to get involved in something new that relies on a different theory or approach.
- Practise thinking through the key components of a concept.

Managing Limitations

Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles	**1**☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Be patient with more theoretical colleagues.
- Leave the conceptualising to others and concentrate on understanding which possibilities have practical merit.
- Focus on abstract ideas where there are tangible benefits to the organisation.
- Put time aside to understand the more complex suggestions being made by others.
- Ask experienced colleagues to talk through the core concepts that are important.
- Talk through with others any theories that are applied in your work.
- Spend time delving deeper and discussing the underlying principles with colleagues.

Development Tips

Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity	**1** ▢▢▢▢▢▢▢▢▢	Extremely Low performed better than only 1% of comparison group

- Look for new opportunities to behave consistently with company values.
- Always play by company rules when it comes to managing finances/equipment, sharing information and interactions with others.
- If in any doubt, check whether information is confidential.
- Don't break commitments unless it is really unavoidable, and even then have a back-up plan.
- Show integrity by acting in line with what you expect from others. Try to avoid dealing with people or situations inconsistently.

Managing Limitations

Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity	**1** ▢▢▢▢▢▢▢▢▢	Extremely Low performed better than only 1% of comparison group

- Ask for a set of company values and consider what personal contribution you can be make towards realising these values.
- Treat others and company property with care and respect.
- Do not disclose any personal data (e.g. salaries), any information shared in confidence or company trade secrets.
- Encourage people not to talk about things that are confidential.
- Keep promises as a way of building trust.
- Show integrity by being open and honest in communications.

Development Tips

Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement	1 ▢▢▢▢▢▢▢▢▢	Extremely Low performed better than only 1% of comparison group

- Spend time understanding what people want to do and why.
- Identify and understand other individuals' strengths, motivations and development requirements.
- Praise clearly and unambiguously; acknowledge achievements and celebrate success.
- Get to know your team and colleagues well and develop a sense of unified purpose.
- Discuss people's aspirations and ambitions with them.
- Explore what people find most satisfying in their job.
- Present a clear vision of the future.
- Express your personal commitment to and enthusiasm for the vision.
- Find opportunities to praise people and recognise good performance.
- Acknowledge and congratulate additional and extra effort.

Managing Limitations

Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement	1 ▢▢▢▢▢▢▢▢▢	Extremely Low performed better than only 1% of comparison group

- Select individuals to coach and mentor others. Review staff progress with them on a regular basis.
- Don't underestimate the impact that a relatively small amount of time spent encouraging can have on people's motivation and performance.
- Seek advice from experienced managers on how best to motivate others.
- List the various motivating influences on a group of individuals.
- Make sure that everyone is clearly focused on what needs to be done, and treat getting it done as an accomplishment.
- Think carefully about the words you use, and avoid being overly negative. Focus the discussion on achievements and how to ensure success (rather than on how to avoid failure).

Development Tips

Valuing Individuals Showing Consideration; Tolerating Others; Trusting People	**1** ☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Accept people for who they are; appreciate their capabilities and contribution. Focus on the things that matter.

- When someone else makes a mistake or misjudgement, reflect on your own previous deficiencies to keep the scale of the error in context.

- Work at being more approachable, and showing empathy for the problems people have to deal with.

- Separate out which of people's problems are genuinely important, and be sympathetic and supportive about these.

- Reflect on which of a person's problems they may see as genuine and important and try to be sympathetic about these.

- Work at not showing your impatience and frustration with others.

- Different strengths can be highly effective in combination. Try to recognise where others provide complementary strengths to your own.

- Explain how people can earn trust; make your expectations clear.

- Make it clear to people when they have breached your trust.

Managing Limitations

Valuing Individuals Showing Consideration; Tolerating Others; Trusting People	**1** ☐☐☐☐☐☐☐☐☐	Extremely Low performed better than only 1% of comparison group

- Consider how a lack of tolerance may be perceived by others.

- Don't focus on the shortcomings of colleagues; think about what they contribute.

- Think through what is most likely to irritate each colleague/staff member and try to avoid doing any of these things.

- Wherever possible, avoid working closely with people towards whom you feel a strong dislike or intolerance.

- Consider why it is difficult to tolerate others and how it could be made easier.

- Where you find yourself working with somebody you don't have full trust in, check regularly with them that they are doing what is expected.

- Work with people who can be trusted.

Development Tips

Developing Strategies Forming Strategies; Anticipating Trends; Envisaging the Future	`1` ⬜⬜⬜⬜⬜⬜⬜⬜	Extremely Low performed better than only 1% of comparison group

- Create opportunities to work alongside a strategic thinker.
- Get involved in more strategic projects; learn from others.
- Research different models of strategic thinking.
- Read and keep up to date with case studies on implementing strategy and changing the course of a business.
- Spend time thinking about where the corporate strategy is relevant to the role/team/function.
- Summarise the strategy for your area in three sentences.
- Create time to review future possibilities once a quarter.
- Look at the longer term objectives as well as the shorter term deliverables.
- Try to align short and medium term deliverables against longer term objectives.

Managing Limitations

Developing Strategies Forming Strategies; Anticipating Trends; Envisaging the Future	`1` ⬜⬜⬜⬜⬜⬜⬜⬜	Extremely Low performed better than only 1% of comparison group

- Be aware that strategic thinking is required and expected for senior roles in organisations.
- Be aware that short-term operational focus should take account of longer term strategy. Make sure that you understand the key drivers.
- Harness the strategic thinking of others. Talk to colleagues and managers about different potential strategies.
- Discuss future trends with knowledgeable colleagues.
- Be aware of the corporate vision and the implications of this for the team and your job role.

Development Tips

Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments	2	Very Low performed better than only 5% of comparison group

- Listen actively and attentively. Suspend judgement.
- Focus on facts and data; try not to be overly influenced by people's emotions and dominance.
- Identify potential problems early and take action quickly before people get angry.
- Look for occasions when it would be appropriate to deal with others who are upset.
- Allow people to have their say. Try not to interrupt them.
- Find areas where there is common agreement.
- Empathise with people and help them to see that they are being listened to and understood.
- Understand the context for the argument and then hear both sides.
- Remain objective. Resist any temptation to be personally involved or take sides.

Managing Limitations

Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments	2	Very Low performed better than only 5% of comparison group

- Avoid front line roles where the potential for conflict is high.
- Refer problems on to others if it is clear that intervening may exacerbate the situation.
- Consider whether it would be better to get involved in calming down the person or to find someone else to deal with the situation.
- Resist the temptation to argue.
- Think carefully about whether to intervene in an argument, as it may result in your becoming involved in the dispute rather than resolving it.

Development Tips

Following Procedures Adhering to Rules; Following Instructions; Minimising Risks	`2` ⬜⬜⬜⬜⬜⬜⬜	Very Low performed better than only 5% of comparison group

- Have company policy and procedure manuals at hand. Refer to them before completing new tasks.

- Learn how the key business processes benefit the department, organisation, customers, shareholders and community.

- Only argue for exceptions to the rule in truly exceptional cases.

- Be careful to follow the full set of instructions to avoid costly missed steps and work needing to be redone.

- Check if there is an established list of known risks for your organisation's industry sector. Consider which resources are at risk, what constitutes a threat, and what the consequences are.

- Learn more about legal obligations, and commit to discharging these effectively.

Managing Limitations

Following Procedures Adhering to Rules; Following Instructions; Minimising Risks	`2` ⬜⬜⬜⬜⬜⬜⬜	Very Low performed better than only 5% of comparison group

- Review key company/departmental policies and procedures.

- Seek an explanation of which key business processes must be followed and the consequences of not doing so.

- Be aware of industry rules and regulations, e.g. health and safety guidelines and professional 'best practices'.

- Write down key instructions and refer to them regularly.

- Discuss the sources of risk and the probability of their occurrence with an experienced colleague.

- Find out from others about the legal obligations that should be adhered to, and commit to discharging these effectively.

Development Tips

Generating Ideas			Low
Producing Ideas; Inventing Approaches; Adopting Radical Solutions		`3`	performed better than only 10% of comparison group

- Remember that few ideas are truly original; look at similar ideas implemented elsewhere and consider how they could work here.

- Keep up to date in the relevant specialist area. Use the latest literature and case studies to prompt thinking about new approaches.

- Get away from your work space and create some time to reflect.

- Spend time with creative colleagues; consult them regularly and build on their ideas.

- Consult others to find a powerful, unique solution.

- Consider at least four options before deciding on a course of action.

- Use reverse logic; look at what makes things fail and then look for ways to improve these key things.

Managing Limitations

Generating Ideas			Low
Producing Ideas; Inventing Approaches; Adopting Radical Solutions		`3`	performed better than only 10% of comparison group

- Identify and make good use of the innovative people in the team/business unit, especially when access to good ideas is needed.

- Be aware that a lack of creativity may be perceived as a blockage for the business.

- Avoid putting yourself forward where creative and radical ideas are required.

- Set up short idea sessions with clear topic areas. Do not criticise the ideas at this stage.

- Present a clear brief to others about why and where new approaches should be considered.

- Organise a session to generate ideas with colleagues. Use a facilitator and have a clear purpose.

- Be aware that continuously favouring conventional approaches may limit the scope for improvement and innovation. Consider how to make radical ideas more workable rather than dismissing them.

Development Tips

Examining Information Processing Information; Asking Probing Questions; Finding Solutions	☐☐ 3 ☐☐☐☐☐☐	Low performed better than only 10% of comparison group

- Discuss with someone who is good at analysis how you plan to examine an issue.
- Be clear on the important factors which should influence a decision, and try to prioritise them.
- Always allow time to check for errors and mistakes in your work.
- Adopt a structured approach to processing information, considering each issue individually.
- Think about the questions that need to be asked in advance of any interviews or discussions, write them down and be clear about what needs to be established.
- Look at the solutions found for similar problems that have occurred before and see whether there are any learning points.
- Consider using other techniques to solve problems, such as drawing pictures, flow charts or diagrams, to help develop solutions.

Managing Limitations

Examining Information Processing Information; Asking Probing Questions; Finding Solutions	☐☐ 3 ☐☐☐☐☐☐	Low performed better than only 10% of comparison group

- Review solutions to problems with an expert colleague before finalising and implementing.
- Where possible, ask someone to check your analysis before using it.
- Ask someone else to carry out analysis of information where possible.
- Ask an experienced colleague to review your questions. Be prepared to amend your approach if recommended to do so.
- Ask a colleague to take the lead in asking probing questions, and listen to what is effective in gathering key information.
- Never assume a solution to a problem will work. Look for feedback and alternative approaches before deciding on a course of action.

Development Tips

Embracing Change Coping with Change; Tolerating Uncertainty; Adapting to New Challenges	3	Low performed better than only 10% of comparison group

- List the benefits that any proposed change will bring.

- Think through why change is seen to be necessary; explore the reasoning.

- Read about how people respond to change, and decide where you and your colleagues are in relation to responding to change.

- Think about how to reduce some of your anxieties about change.

- Get involved in the change process; volunteer to represent your area in any discussions.

- Look to be more flexible in your working practices wherever possible.

- Acknowledge that there will be some unknowns and that this will be true for everyone.

- Reduce ambiguity wherever possible; probe areas which lack clarity and actively seek answers.

- See change as offering an opportunity to increase your personal skill set.

- See change as offering an opportunity for more varied career options.

Managing Limitations

Embracing Change Coping with Change; Tolerating Uncertainty; Adapting to New Challenges	3	Low performed better than only 10% of comparison group

- Being seen as having a negative attitude to change can be career limiting. Think carefully about the dangers of such negativity as it may have adverse consequences.

- Be aware that resistance to change can be obstructive and prevent progress. Try to suggest alternatives rather than blocking every change.

- Be aware that being negative about change could be impacting on others who might otherwise be open to the proposed change.

- Break changes down into phases and implement gradually.

- Seek clarity from those driving change on what the major steps are in any forthcoming changes. Realistically, this is unlikely to give you the full picture, but it is still worth doing if it helps to reduce uncertainty.

- Work in areas which are predictable and well structured, and where change is infrequent.

Development Tips

Checking Things Finding Errors; Ensuring Accuracy; Producing High Quality Work	▢▢**3**▢▢▢▢▢▢	Low performed better than only 10% of comparison group

- Take responsibility for your work and learn from past mistakes; don't expect others always to check and correct details.

- Use spell check, Excel and other software tools to spot spelling and grammatical errors, mathematical errors, formatting problems, etc.

- Be disciplined about thoroughly checking the accuracy of facts and figures.

- Aim to get it right first time. Monitor the level and number of modifications and corrections spotted by others and reduce this over time.

- Allow time to apply the final touches to a key deliverable and create added value.

Managing Limitations

Checking Things Finding Errors; Ensuring Accuracy; Producing High Quality Work	▢▢**3**▢▢▢▢▢▢	Low performed better than only 10% of comparison group

- Before starting a new task, ask about the common mistakes people make and avoid them.

- Ask what the criteria are for checking things to avoid mistakes being made.

- Use professional proofreading services.

- Ask someone to check all facts and figures in important final documents/products/processes.

- Get clarity about the level of quality expected.

- Seek advice about how to apply finishing touches to key things that need to be delivered.

Development Tips

Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements	☐☐ 3 ☐☐☐☐☐☐☐	Low performed better than only 10% of comparison group

- Be open to new ideas and new ways of doing things; consult colleagues and ask for suggestions.

- Suggest three ways in which your job could be improved and could increase productivity and/or motivation. Discuss these with colleagues.

- Identify areas which have been unchanged for a long time. Choose one area to improve each month.

- Consider changes that could lead to a 5-10% improvement in key result areas.

- If something needs major improvements, divide the required changes into stages and attempt to do them in a logical order.

- Consider projects and tasks in a more structured way. Start by writing down what the objectives are, then draw up a list of influencing factors and outline some of the key criteria for making a decision.

- Learn to understand and use your intuition. If the facts indicate one conclusion, but raise personal doubts, then spend time working out why there are doubts; write them down and then review later which of your doubts were justified.

Managing Limitations

Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements	☐☐ 3 ☐☐☐☐☐☐☐	Low performed better than only 10% of comparison group

- Ask a respected colleague to review issues and give a judgement as to what should change or could be improved upon.

- Be aware that how you do your work can quickly become out of date. Try to consult others and look for ideas on how to update your processes.

- Be aware that a reluctance to focus on better ways of doing things could result in missing opportunities for improvement.

- Utilise experience in the team. Ask people for advice on how things could be improved.

- Ask a respected colleague to review complex problems and draw out the key issues.

- Avoid situations that require a strongly intuitive approach, for example, where there is little objective information available.

Development Tips

Managing Tasks Working Methodically; Planning Activities; Setting Priorities	▢▢▢▢ 4 ▢▢▢▢▢▢	Fairly Low performed better than only 25% of comparison group

- Perform or allocate tasks in line with capabilities and interests; use more appealing tasks as rewards and give people more challenging assignments.

- Take note of activities which require action. Allocate time for each activity.

- Complete one part of a task before moving on to the next. Try to reach a good finishing point before you switch to another task.

- When doing something for the first time, take a note of each step and store the notes, ready to review them before doing the task for a second time.

- Anticipate likely derailers and build contingencies for them into plans. Communicate promptly with team members as plans change.

- Review plans with a colleague.

- Build contingency into all stages of planning.

- Highlight the interdependencies in a plan. Ensure everyone understands the implications of their contribution.

- Try to balance both the urgency and importance of tasks when establishing their priority.

- Be clear about immediate priorities as well as those for the next 30 and 90 days. Review and revise them regularly.

Development Tips

Meeting Timescales Meeting Deadlines; Keeping to Schedule; Finishing Tasks	▢▢▢ 4 ▢▢▢▢▢▢	Fairly Low performed better than only 25% of comparison group

- List the activities required to complete a project. Keep a record of tasks completed.

- Be realistic about how long things take. Seek advice on areas that are less familiar.

- Start seeing deadlines as fixed and important.

- Break the overall project timelines down into shorter intervals for more regular progress and process checks.

- Don't assume that more work can be done by simply flexing other deadlines without checking with the other project managers/resources first.

- Start big tasks early. Don't delay the start and leave things until the last minute.

- Create a clear schedule indicating 'who, when and where' for each activity; make regular adjustments to the schedule.

- Address the reasons that contribute to tardiness, such as distractions, over-committing, placing less value on other participants' time, poor planning.

- Allow time for contingency and review.

- Create a discipline of addressing any incomplete tasks.

- Not finishing something means that good work doesn't come to fruition. Delegate the final tasks if necessary.

Development Tips

Inviting Feedback		Fairly Low
Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback	`4`	performed better than only 25% of comparison group

- Acknowledge that it is important to understand what customers and colleagues think.
- Ask open questions to improve the quality of feedback received.
- Ask for specific examples to support any feedback.
- Make sure that you request feedback regularly, and provide the means for people to give it.
- Listen carefully to feedback, and refrain from being defensive.
- Seek feedback from a range of sources, not just the ones likely to be positive.
- Ask for feedback on what was done well and what could have been done differently or better.
- Thank people for their feedback and demonstrate how it has been acted upon.
- Ask people to be critical, but constructive; focus on what could be done better and how, and not simply on what is wrong.
- When others have critical thoughts be encouraging and responsive.
- Ask for feedback on a regular basis.
- Make notes, ensuring all the relevant points have been captured.
- Ask for timely feedback, i.e. immediately after an event/project.

Development Tips

Documenting Facts		Average
Writing Fluently; Understanding Logical Arguments; Finding Facts	`▢▢▢▢ 5 ▢▢▢▢▢`	performed better than only 40% of comparison group

- Start by creating a clear, simple structure of key headings which represent the topics to be covered in the written document.

- Question whether there is sufficient information for the reader to fully understand what is being documented.

- Find examples of gifted writers and look at how they structure their approach. Consider what you can learn from their style.

- Review your documents and try to rewrite them with the fewest possible words, whilst maintaining the key meaning and messages.

- Before starting to write, say out loud what needs to be expressed, and pull the points/arguments together verbally.

- Take a point of view which is opposite to your own and rehearse the arguments against it.

- Take time to check the accuracy and completeness of information rather than assuming it is correct.

- Seek information from as many different sources as possible; information is often not in the first place it is sought.

- List all the information that is relevant before starting to look for it.

Development Tips

Producing Output		Average
Working Quickly; Maintaining Productivity; Multi-Tasking	`▢▢▢▢ 5 ▢▢▢▢▢`	performed better than only 40% of comparison group

- Work on accurately estimating the time required to complete daily tasks and activities. Use any downtime to help colleagues, work on special assignments or for professional development.

- Try to do the most demanding tasks at times when you are at your most productive.

- Time tasks and aim to improve by 10%.

- Set clear productivity targets; monitor performance and make adjustments until satisfactory levels are maintained over time.

- When working on different tasks/projects simultaneously, take advantage of natural pauses in the action, e.g. wait for others to respond.

Development Tips

Interpreting Data Quantifying Issues; Applying Technology; Evaluating Information Objectively	▢▢▢▢ 5 ▢▢▢▢▢	Average performed better than only 40% of comparison group

- Spend some time reading analytical and/or financial reports; discuss the aspects that you don't fully understand with colleagues who work in that field.

- Work alongside an experienced colleague and discuss the relative merits of the different types of data analysis they use.

- Use the help menus on software to develop your understanding, and make a point of learning more about the available functionality.

- Review business reports and read business/finance sections of newspapers, focusing on understanding why they report particular figures and what good data reporting looks like.

- Spend time with a colleague who has a strong financial background to ensure a good understanding of the basic financial metrics and indicators.

- Ask an experienced user for advice and coaching in specific areas of information technology, especially where confidence is lacking.

- Take opportunities to sit next to experienced colleagues and work with them on presenting data/reports/graphics.

- List the facts for both sides of the argument and weigh these against each other.

- Ask an experienced decision maker for advice on what to take into account when required to make a key decision, asking specifically for input on how to remain objective.

Comments/Actions