

Professional Development Guide

Name: Sample, Jane

Date Completed: 09/26/14

Sample Bank

H E L M

AND ASSOCIATES, INC.

©Copyright Kurt G. Helm, Ph.D., 1999, 2012, 2014. Permission is granted to the above named individual to copy material contained herein for his/her personal use only. All other rights reserved. No portion of this booklet, nor any information contained herein, may be reproduced in any form of printing or by any other means, electronic or mechanical, including but not limited to photocopying, audiovisual recording and transmission, and portrayal or duplication in any information storage and retrieval system, for any other use without permission in writing from Kurt G. Helm, Helmsburg, Indiana.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 2

Table of Contents

Section 1. Introduction to the Professional Development Guide	3
Section 2. How to Use This Guide	4
Section 3. Your Preferences	5
Work Style	6
Management Style	7
Dealing with People	8
Problem Solving	9
Mental Toughness	10
Section 4. Suggestions for Growth	11
Approach to Change	12
Energy and Stamina	13
Impulse Control	14
Social Confidence	15
Friendliness	16
Trust and Team Orientation	17
Assertiveness	18
Organization and Planning	19
Big Picture Orientation	20
Decision Making	21
Coachability	22
Take Charge	23
Emotions and Moods	24
Objectivity	25
Section 5. Summary of Your Strengths	26
Section 6. Action Plan	27

Section 1. Introduction to the Professional Development Guide

- **What You Said About Yourself**

This Professional Development Guide has been prepared for you based your the results from the Helm Preference Indicator (HPI) you completed on 09/26/14. The results contained in this report indicate general preferences on your part regarding your personal management style – that is, how you approach co-workers, how you deal with conflict and difficulties, how you solve problems, and more. More than that, they shape and define your personal management style on the job and your personal management style plays a large part in your overall professional growth.

- **Progress Not Prediction**

The results in this Guide are not predictions about how you will behave at all times and in all situations. They are intended to help you understand your strengths and the areas in which you could improve your effectiveness.

- **Improvement Takes Effort**

Use these results to develop strategies to help you benefit from your strengths and improve in areas that might otherwise hold you back. Professional growth does not happen spontaneously, nor does it happen just because you are aware of a need for it. It does not happen because you want it to. The desire to grow and improve must be translated into effort on your part. If you make no change in how you do things, you can expect no improvement.

- **Personal Growth Is a Continuous Process that Requires Continuous Effort.**

The person who benefits most from your improved performance is you! Think about it.

The preferences you indicated in this document influence your behavior, and behavior is changeable! Whether or not your behavior changes, and the how much it changes, will be determined by the amount of effort you make to improve it.

Section 2. How to Use This Guide

1. Read and review this information with an open mind.

Everyone tries to do the right thing, but no one is perfect. No one makes mistakes on purpose, but we all make mistakes nonetheless. It is natural to feel somewhat defensive when examining your professional behavior. Defensiveness can, however, make us blind to habits we need to change. It is natural to find reasons to explain our lapses in good judgment (when others do that we call it “making excuses.”) However, when we make excuses for our shortcomings, we sidestep the responsibility to improve. Work at improving your ability to see yourself as others see you, instead of as you like to think you are.

As you read these results, ask yourself:

How much do these results agree with what I hear from supervisors and others about my work performance?

What could I change about myself in order to be more effective at what I do?

How would I go about changing that thing?

Next, ask other people who know you well the same questions.

2. Review this information with others who know you well.

People who know you well can provide valuable insights into the habits that you need to change or improve. They can provide specific examples that have the power to help you see that, in spite of your good intentions, your actions may sometimes be misunderstood. Ask at least *three* people who know you well (and whom you trust) for feedback on the areas of this report that you disagree with. Listen for common themes in what they say.

3. Create a written Action Plan for continuing your professional development.

Intending to improve by itself is not as powerful as making a written commitment to a specific plan of action. After you have gone over the information in this Guide, and received comments from three trusted people, use the Action Plan at the end of the Guide to write down your specific goals. Make copies of the blank Action Plan so that you can update them as needed.

4. Review your progress regularly.

Professional growth is not a project. Projects have a beginning, a middle, and an end. Professional growth is a life-long, on-going process. Therefore, as your efforts at improvement begin to pay off, review your progress regularly with people you feel are in a position to provide you with useful feedback. Adjust your Action Plan to reflect your progress and set your sights higher. Most of all, relax and enjoy the process.

Sample Bank
Professional Development Guide

Name: Sample, Jane






Date: 09/26/14

Page: 5

Section 3. Your Preferences

The section presents *your* results to the HPI questionnaire that you completed as part of the Performance Profile Assessment. The following five pages will show you your results, and direct you to specific, practical, and easy to use suggestions for getting started on your professional growth.

Each page will first describe the general work-related area that your personal preferences affect:

-  Work Style
-  Management Style
-  Dealing with People
-  Problem Solving
-  Mental Toughness

Each page will then list the underlying personal preferences that have the strongest influence in each area. There will be a short description of *your results* and a button that you can click (if you are reading this document in its digital form) that will take you to *more information* that is all about you and that includes suggestions for how to start professional growth in that area.

Each preference on the following pages will also have a number next to it that shows where you should consider focusing your attention:

1

Work on these first – Your responses to the HPI questionnaire suggest that these areas may create problems for you. Review them carefully to make sure they are not problematical. If you feel they need attention got to the “Suggestions for Growth” page.

2

Second, take a look at these – Your responses suggest these characteristics may sometimes result in somewhat inappropriate behavior.

3

Looks good, doesn’t need immediate attention – These characteristics are your primary strengths. However, check them to be sure that some of them aren’t occasionally (and unintentionally) over used.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 6

Work Style



Work style describes your overall preferred work style on the job. It includes your preferences in five areas that are listed below. For more information about *what you can do to take action* in any of these areas, click on the DETAILS button, or turn to the indicated page.

The number beside each of your preferences below suggests where you should consider focusing your professional growth attention. Use this key to understand the numbers:

Development Key	1	Work on these first	2	Second, take a look at these	3	Strengths – these look good
-----------------	----------	----------------------------	----------	-------------------------------------	----------	------------------------------------

Your preferences:

	Energy and Stamina	You have a good energy level and good reserves of stamina.	DETAILS
	Approach to Change	You prefer a stable and secure work environment where you know what is expected of you and there are few crises and unplanned changes. When changes happen, you may spend more time reacting negatively than is necessary.	DETAILS
	Coachability	While you are confident of your own abilities, you are also open to advice and suggestions from others.	DETAILS
	Big Picture Orientation	You have a well-balanced ability to take in new information by either focusing on the “big picture” or on the specific problem at hand, depending on what is required by the situation.	DETAILS
	Impulse Control	You seldom act impulsively; when you do, you are able to think about how to avoid doing so in the future.	DETAILS

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 7

Management Style



Management style describes your overall preferred style of leading and directing the activities of others. It includes your preferences in four areas that are listed below. For more information about *what you can do to take action* in any of these areas, click on the DETAILS button, or turn to the indicated page.

The number beside each of your preferences below suggests where you should consider focusing your professional growth attention. Use this key to understand the numbers:

Development Key		Work on these first		Second, take a look at these		Strengths – these look good
-----------------	--	----------------------------	--	-------------------------------------	--	------------------------------------

Your preferences:

Trust and Team Orientation 	You are willing to trust and accept others as long as you feel that you have good reasons to do so, and are given no reason not to do so.	DETAILS
Assertiveness 	You are a modest and unpretentious person who is not given to boasting or bragging. Other people sometimes may see you as unsure of yourself or your work.	DETAILS
Take Charge 	You enjoy working as a team member, and you are comfortable being given instructions for the course of action to take in new situations.	DETAILS
Organization and Planning 	You recognize when it is necessary to plan, prepare and organize your work, and you spend as much time doing so as you feel is available and necessary.	DETAILS

Sample Bank Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 8

Dealing with People



Dealing with People describes your overall preferred ways of interacting with other people. It includes your preferences in six areas that are listed below. For more information about *what you can do to take action* in any of these areas, click on the DETAILS button, or turn to the indicated page.

The number beside each of your preferences below suggests where you should consider focusing your professional growth attention. Use this key to understand the numbers:

Development Key		Work on these first		Second, take a look at these		Strengths – these look good
-----------------	--	----------------------------	--	-------------------------------------	--	------------------------------------

Your preferences:

 Impulse Control	You seldom act impulsively; when you do, you are able to think about how to avoid doing so in the future.	DETAILS
 Social Confidence	You are a sociable person and you like to interact with people in most of the situations you encounter.	DETAILS
 Friendliness	You are a friendly person who makes an effort to get along with others and to maintain smooth working relationships with co-workers.	DETAILS
 Trust and Team Orientation	You are willing to trust and accept others as long as you feel that you have good reasons to do so, and are given no reason not to do so.	DETAILS
 Assertiveness	You are a modest and unpretentious person who is not given to boasting or bragging. Other people sometimes may see you as unsure of yourself or your work.	DETAILS
 Objectivity	You are aware of both your own and others' feelings and emotions, and you empathize readily with others. You are so attuned to feelings that you may take things personally that weren't intended that way.	DETAILS

Sample Bank Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 9

Problem Solving











Problem solving describes your preferred way of approaching problems and challenges. It includes your preferences in four areas that are listed below. For more information about *what you can do to take action* in any of these areas, click on the DETAILS button, or turn to the indicated page.

The number beside each of your preferences below suggests where you should consider focusing your professional growth attention. Use this key to understand the numbers:

Development Key		Work on these first		Second, take a look at these		Strengths – these look good
-----------------	---	----------------------------	---	-------------------------------------	---	------------------------------------

Your preferences:

	Approach to Change	You prefer a stable and secure work environment where you know what is expected of you and there are few crises and unplanned changes. When changes happen, you may spend more time reacting negatively than is necessary.	
	Impulse Control	You seldom act impulsively; when you do, you are able to think about how to avoid doing so in the future.	
	Big Picture Orientation	You have a well-balanced ability to take in new information by either focusing on the “big picture” or on the specific problem at hand, depending on what is required by the situation.	
	Decision Making	You have a strong preference for intuitive decision making which may make it difficult for you to recognize situations where a logical, facts-based approach would be more appropriate.	

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 10

Mental Toughness



Mental toughness describes how you handle your emotions and feelings in a crisis. It includes your preferences in three areas that are listed below. For more information about *what you can do to take action* in any of these areas, click on the DETAILS button, or turn to the indicated page.

The number beside each of your preferences below suggests where you should consider focusing your professional growth attention. Use this key to understand the numbers:

Development Key		Work on these first		Second, take a look at these		Strengths – these look good
-----------------	--	----------------------------	--	-------------------------------------	--	------------------------------------

Your preferences:

	Impulse Control	You seldom act impulsively; when you do, you are able to think about how to avoid doing so in the future.	
	Emotions and Moods	You are good at spotting problems and foreseeing their consequences, and you are willing to devote time to thinking about them. You may sometimes, without being aware of it, worry about things that don't require it.	
	Objectivity	You are aware of both your own and others' feelings and emotions, and you empathize readily with others. You are so attuned to feelings that you may take things personally that weren't intended that way.	

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 11

Section 4. Suggestions for Growth

The suggestions in the following pages are based on what you have said about your preferences. Use the suggestions as guides that will get you started in the right direction, and modify them to fit your needs, time, and lifestyle.

You will find suggestions for strategies you can use to continue your professional growth. You may be familiar with most, if not all, of these suggestions. Remember, however, that professional growth comes about, not from awareness of these strategies, but from an ability and willingness to consistently apply them in the situations you face daily.

It's not necessary to try to make changes in every area all at one time! Instead, use the suggestions in this section to identify the one or two most important things you could begin doing to improve. Start with those and follow the suggestions that you will find on the following pages.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 12

[Go to Work Style Cluster Results Page](#)

[Go to Problem Solving Cluster Results Page](#)



Approach to Change

Do you see change as full of opportunity or as usually disruptive?

You prefer a stable and secure work environment where you know what is expected of you and there are few crises and unplanned changes. Unexpected changes can be frustrating and they can throw you off your pace. It may sometimes feel that the time and energy you put into doing things has been wasted. Yet change - in the form of unexpected crises - is a regular part of the workplace for most businesses.

ACTION STEP #1: Practice seeing change as an opportunity to demonstrate your ability to deal with the circumstances, instead of as a disruption. When people respond to disruption and change with irritation or anger, observe how those negative emotions (in all their many forms and degrees) drain others of the motivation to learn from the new circumstances and move forward. See how much more effective it would be if they would instead learn to let go of the irritation or anger, and use that energy to look for solutions, for new and more effective ways of doing things.

ACTION STEP #2: Set aside any negative emotional reaction to the change and ask yourself, "What can I do right at this minute to deal with this situation?" When you get an answer, begin taking action. As you do so, ask yourself, "What can I learn from this situation?"

ACTION STEP #3: As you become more comfortable dealing with change, look at your work to see if you can anticipate unexpected change and prepare for it. Watch how others deal with change for methods you might be able to use.

TEAMWORK TIP: Change is inevitable. Develop your ability to anticipate and deal effectively with change so that it is one of your major strengths.

QUOTABLE QUOTE: "The graveyard of business is littered with companies that failed to change." -- Anonymous

EXERCISE: List one thing that you could immediately begin to do to enhance your ability to deal with new and unusual situations:

1.

[Go to Work Style Cluster Results Page](#)



Energy and Stamina

Do you see yourself as energetic or just average in terms of energy?

You have a good energy level and good reserves of stamina. Your energy level and stamina usually enable you to accomplish what you want without undue fatigue. You are seldom extremely tired at the end of a normal workday and, when you do over-extend yourself physically by working long hours or extra days, you are able to recover in a reasonable amount of time. Your preference for a steady and deliberate work pace enables you to be consistently productive. You are usually capable of extra effort on those occasions when it is called for.

ACTION STEP: As good as your energy level and stamina are, you may not be using your full energy potential. Energy level and stamina are negatively affected by such life-style habits as poor diet, insufficient exercise, not getting enough sleep, drug use, and excessive alcohol use. If you have poor habits in any of these areas, you may be limiting your energy level and stamina by depriving your body of the sources of renewal it needs in order to perform up to its full capacity. In particular, improving your diet and exercise habits could noticeably increase your energy level and stamina.

RELATED READING: If you feel your energy level is lower than it should be and would like to learn more about energy, what depletes it and how to renew it, look at these books:

EXECUTIVE STAMINA: HOW TO OPTIMIZE TIME, ENERGY AND PRODUCTIVITY TO ACHIEVE PEAK PERFORMANCE by Marty Seldman, Ph.D., and Joshua Seldman. An excellent overview of the medical causes of fatigue and their origins in improper nutrition, stressors, prescription and non-prescription drugs, and physical disorders.

YOU DON'T HAVE TO GO HOME FROM WORK EXHAUSTED by Ann McGee-Cooper. A good non-medical approach to understanding how the way we look at, structure, and approach our work can make it either energizing or fatiguing. Excellent sections on "Energy Traps and Solutions" and "Energy Engineering Strategies."

TEAMWORK TIP: Be patient with those who bustle around needlessly and sometimes overlook things in their haste. Their intentions are good, even if they sometimes mistake activity for productivity.

EXERCISE: Think of three ways you could further enhance your energy and stamina:

- 1.
- 2.
- 3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 14

[Go to Work Style Cluster Results Page](#)

[Go to Dealing with People Cluster Results Page](#)

[Go to Problem Solving Cluster Results Page](#)

[Go to Mental Toughness Cluster Results Page](#)



Impulse Control

Do you see yourself as more restrained or as more spontaneous?

You seldom act impulsively. On those few occasions when you do or say something before you have thought it through, you usually are able to recognize that you have done so and think about how to avoid doing so in the future. This ability increases your effectiveness in dealing with people because you are usually able to react thoughtfully, rather than emotionally. Be on the alert for circumstances that seem to pull you into spending so much time considering all aspects of a situation that you miss the opportunity for action. Doing something when action is called for, even if it is not exactly the right thing, can be more effective than coming up with the perfect thing after the time for it has passed.

ACTION STEP: Learn to recognize when over-thinking can cause you to miss taking action in a timely manner.

QUOTABLE QUOTE:

"The best course of action is to be found between thinking too little and thinking too much." -- Anonymous

EXERCISE: Your ability to act with restraint means that you can think things through before you take action. Use that ability, and think about past situations on the job where you have needed to communicate more effectively, or act more deliberately. Now, write down some ideas of what you could do in the future to be more effective:

- 1.
- 2.
- 3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 15

[Go to Dealing with People Cluster Results Page](#)



Social Confidence

Do you feel more energized by being around people or by being alone?

Your social skills enable you to deal effectively with people in most of the situations you encounter. You work at giving equal attention to both maintaining good working relationships with your co-workers and to getting the job done. While you are generally comfortable around other people, you may not always feel comfortable initiating conversations or introducing yourself to strangers. You are most comfortable when you know what is expected of you, and when you have had time to prepare.

ACTION STEP: A strategy that can help to improve your comfort in unfamiliar circumstances is to take stock of your social skills, both the strengths and the areas that need strengthening. Make a list of what you see as your strengths, the things that you do well, when it comes to dealing with people. The list you create will be longer than you might expect. Make a list of the three social skills that you feel you most need to improve. For each one, identify a concrete action that you can take to strengthen that particular skill, and practice that action at least once a day. Focus on these strengths and develop them further by seeking opportunities in which to practice. Observe people who you feel are good at presenting their ideas and opinions well. Try to identify mannerisms, phrases, or physical gestures that might work for you, and practice using them.

A word of caution: most of us don't like being criticized for our mistakes; we want to be guided and helped. Picture your ideal "coach" and think about how he or she would work with you. Then, use that same method to coach yourself.

QUOTABLE QUOTE:

"Social skills are just that: they are skills that can be practiced and, through practice, improved." -- Anonymous

EXERCISE: The ability to make small talk and chat with people you don't know well is the lubricant that makes all kinds of interactions with others easier and pleasanter. Think about situations in which you would like to be more effective. Now, list three practice situations you could put yourself in to practice the skills of meeting and talking with people you don't know well. After you have listed at least three, make an effort to find a way to practice each one every week.

- 1.
- 2.
- 3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 16

[Go to Dealing with People Cluster Results Page](#)



Friendliness

Do you feel it is your responsibility to be nice or that is up to others to be nice?

You are a friendly person who makes an effort to get along with others and to maintain smooth working relationships with co-workers. You value tact and diplomacy and work at making them part of your interactions with others. Be aware, however, that your warmth and sincerity may not always be as obvious to others as they are to you. Your body language, particularly when you are under stress or pressure, may seem more aggressive than you intend. If your facial expression, tone of voice, and gestures don't convey your good intentions, you can be misunderstood in spite of having "said the right thing."

ACTION STEP: When you are under pressure, be sure your voice tone, facial expressions and mannerisms do not convey anger. Smile before you begin to speak. Thank people for their good intentions. Avoid sarcasm.

QUOTABLE QUOTE:

"Facial expression and voice tone, rather than the words that are spoken, are often seen as conveying the 'true' message." -- Anonymous actor

EXERCISE: Think of three ways you could demonstrate to your co-worker why it is important for them to make an effort to be nice, even when they don't feel like it because they are tired, hungry or feeling stress.

- 1.
- 2.
- 3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 17

[Go to Management Style Cluster Results Page](#)

[Go to Dealing with People Cluster Results Page](#)



Trust and Team Orientation

Do you feel that you readily trust others or that others must earn their trust?

You are willing to trust and accept others as long as you feel that you have good reasons to do so, and are given no reason not to do so. You are not naïve, and prefer to base your trust in others on solid evidence rather than on untested faith.

ACTION STEP: Be careful not to allow your natural caution about accepting others to slide into cynicism. Evaluate the trustworthiness of each individual on his or her own merits, on what you know about this person through your experience with, and knowledge of, him or her.

QUOTABLE QUOTE:

"Trust, but verify." -- Ronald Reagan

"Fool me once, shame on you. Fool me twice, shame on me." -- Anonymous

EXERCISE: Your willingness to trust and accept others is a valuable asset, but it can work against you in some situations. How could your trust in others work against you in your efforts to:

1. Train and develop others?
2. Delegate work to others?
3. Hold people accountable for their actions?

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 18

[Go to Management Style Cluster Results Page](#)

[Go to Dealing with People Cluster Results Page](#)



Assertiveness

Do you feel that you deal with difficult situations more directly or less directly?

You are a modest and unpretentious person who is not given to boasting or bragging. You are humble regarding your talents and abilities and prefer to let your work speak for itself rather than "toot your own horn." If you are too modest and silent, however, you may unintentionally appear to be unsure of yourself or of your work. Not asking questions and offering your comments and suggestions regarding work can hinder the flow of information necessary for your group to produce the quality of which they are capable.

ACTION STEP #1: Learn to recognize situations when a more direct and straight forward approach is called for and act (like an actor or actress would) in an appropriately direct and straightforward (but not aggressive) manner.

ACTION STEP #2: Develop the ability to recognize the difference between being assertive (that is, saying what is on your mind in a positive way) and being aggressive (that is, expressing yourself in such a way that it looks to the other person like a personal attack.) While aggressiveness is seldom appropriate, assertiveness is required on a daily basis. Saying what is on your mind in an assertive (not aggressive) way is a skill that will improve the more you practice it.

TEAMWORK TIP: Saying what is on your mind may be difficult, but it is often necessary. Learn to challenge authority without anger, ask questions without timidity and offer your opinion without fear.

RELATED READING: If you would like to learn more on the subject of appropriate assertiveness, these books can help:

WHEN I SAY NO, I FEEL GUILTY by M. Smith

COPING WITH DIFFICULT PEOPLE by Robert M. Bramson, Ph.D.

EXERCISE: How could a dislike of confrontation be hindering your efforts to:

1. Bring "bad news" to another person's attention?
2. Hold people accountable for poor performance?
3. Make an important point?

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 19

[Go to Management Style Cluster Results Page](#)



Organization and Planning

Do you feel it is more important to organize your work or to just jump in and do it?

You recognize when it is necessary to plan, prepare and organize your work and spend as much time doing so as you feel is available and necessary. There are times, however, when you feel your time would be better spent just doing the work instead of using that time to plan and prepare.

ACTION STEP: In situations where you don't feel there is time to plan, organize or prepare and you end up "just doing it," evaluate your results carefully. Try to identify when and where a bit more time spent in planning or preparation would have yielded a better result. Better planning, preparation, and organization can help you use your potential to greater advantage.

TEAMWORK TIP: Remember the Six P's: "Proper Preparation Prevents P--- Poor Performance" It makes it smoother for a team when you take the time to participate in the team's planning and preparation. Keep others informed of your plans.

QUOTABLE QUOTES:

"The more human beings proceed by plan, the more likely they will encounter pleasant coincidences." - Anonymous

"Too many business people never stop to ponder what they are doing; they reject the need for self-discipline: they are satisfied to be clever, when they need to be wise." -Louis Finkelstein

EXERCISE: What are three things you could do to further strengthen your ability to organize and structure your work?

- 1.
- 2.
- 3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 20

[Go to Work Style Cluster Results Page](#)

[Go to Problem Solving Cluster Results Page](#)



Big Picture Orientation

When confronted with a new task or challenge do you prefer to first get the big picture or do you prefer to first get the immediate facts and specifics?

You have a well-balanced ability to take in new information by either focusing on the "big picture" or on the specific problem at hand, depending on what is required by the situation. You enjoy finding relationships and connections between the facts in a situation, and relating them to practical realities. You find future opportunities and new possibilities exciting, but you always try to see them in terms of the present reality. You like to clarify ideas by relating them to practical applications from your experience before trying to put them into practice. You are imaginative and can be verbally creative in discussing your ideas. You are more comfortable dealing with problems when you have a feel for the background and can see the problem in broader context. New problems can be alluring simply because of their novelty, and they can pull your attention away from current projects.

ACTION STEP: Beware of falling into the "Great Starter, Lousy Finisher" trap. Discipline yourself to finish the tasks and projects that you start. The world pays off on what is completed, not on what is started.

EXERCISE: In what areas of your work can "big picture" thinking become more a liability than an asset? For each area that you list, ask yourself what you could do in the future to avoid spending too much energy on the "big picture."

- 1.
- 2.
- 3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 21

[Go to Problem Solving Cluster Results Page](#)



Decision Making

When faced with a decision do you first try to line up the facts and make a logical/rational decision or do you first think simply about the best way to proceed and do the right thing?

People tend to use one of two different strategies for making decisions. One strategy is to use values and intuition as the basis for decisions, and we call this strategy Intuitive Decision-Making. Another strategy is to use logic and reasoning as the main tools for making decisions, and we call this strategy Logical Decision-Making. While most people can and do use both strategies, there is usually a preference for one over the other. You have a strong preference for Intuitive Decision-Making. You prefer to use your personal values as standards to guide the decisions you make. You mentally place yourself in the situation so that you can understand the participants' points of view. You strive to make decisions that create harmony, and you treat each person as a unique individual. It energizes you to appreciate and support other people, and you actively look for qualities in others to praise.

Your preference for Intuitive Decision-Making tends to be most effective when you use it to make people-related decisions. On the other hand, Logical Decision-Making tends to work better for decisions where there are facts and figures. Your preference for Intuitive Decision-Making may, at times, make it difficult for you to see where a situation calls for a Logical Decision-Making strategy.

ACTION STEP: Practice identifying situations where gathering facts and then using logic to reason your way to a solution will produce a better decision. You can do this by reminding yourself to look at facts, as well as what feels right, before you make a decision.

TEAMWORK TIP: Be patient with those whose strong preference for Logical Decision-Making makes them seem uncaring or focused only on the facts of a situation. Remember that their strong preference for this strategy makes it as difficult for them to understand why something "feels right" to you as it is for you to detach yourself from the way other people react to your decisions.

EXERCISE: Identify three situations where your preference for Intuitive Decision-Making could work against you. For each of the situations, what could you do to avoid the problem?

- 1.
- 2.
- 3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 22

[Go to Work Style Cluster Results Page](#)



Coachability

How open are you to advice and suggestions from any source?

While you are confident of your abilities, you are also open to advice and suggestions for improvement. You are willing to listen to people who you feel know what they are talking about, whether because they have more relevant job experience, knowledge, or stronger skills than you do.

Keep in mind that sometimes people without your level of experience, knowledge or skills can bring a fresh eye to a problem. Their comments may enable you to draw upon a portion of your experience that otherwise you would have overlooked. Think about times when you got an unexpectedly useful piece of advice from an unexpected source, such as an inexperienced or young person.

ACTION STEP: Train yourself to see all advice as potentially useful even if, at first glance, it doesn't appear to be. Your challenge is to listen to the advice, evaluate it, and search for connections it may stimulate to other, more useful information. Don't allow yourself to be distracted by the literal meaning of the words themselves; look for the meaning behind the words. What does the advice suggest, rather than say directly? Learn to see this process as a skill that you can cultivate and develop.

TEAMWORK TIP: Be patient with people who feel the need to offer more advice, instruction or suggestions for improvement than you feel you need. In most instances they mean well and are unaware that they may be overdoing it.

EXERCISE: Use this space to write down your own ideas about how overconfidence can hinder your efforts to:

1. Serve as a positive role model

2. Coach others to improve

3. Confront poor performance and negative attitudes

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 23

[Go to Management Style Cluster Results Page](#)



Take Charge

Are you more comfortable as a leader or as a follower?

You are comfortable making contributions as a team member. You prefer to be given instructions for the most appropriate course of action based on how things have developed. Sometimes you are frustrated by the fact that the course of action you felt was best, but didn't suggest, is the one chosen by your boss or by another team member. Often, there is no time to consult with other people because the situation demands an immediate response. Such situations are uncomfortable because of the time pressure and because it is not clear which decision or course of action is the best or correct one. In such situations, taking the initiative to do something, even if later events show that it was not exactly the right thing, is usually better than doing nothing at all.

ACTION STEP #1: Reassure yourself that in many of the situations that require immediate action, you do have the resources to make the decision and take the necessary action.

ACTION STEP #2: Practice accepting the fact that such situations are not comfortable, but nonetheless require action of some sort.

QUOTABLE QUOTES:

"Knowing is not enough; we must apply.
Willing is not enough; we must do." Johann Wolfgang von Goethe

"When in doubt, punt; any way, any where." John William Heisman (after whom the Heisman trophy was named)

EXERCISE: In this space, make brief notes to yourself about situations in which you were successful at anticipating problems, improving your effectiveness, and improving your team's output. Next, think about how you can transfer that successful initiative on your part to other situations in the future.

- 1.
- 2.
- 3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 24

[Go to Mental Toughness Cluster Results Page](#)



Emotions and Moods

Do you tend to worry too much or do you tend to put any worries that pop up behind you?

You have a practiced eye for detecting threats and difficulties. You are good at spotting problems and then foreseeing their consequences. You can easily envision the worst-case scenario and what would follow if it were to happen. You can sometimes get stuck thinking - that is, worrying, about negative outcomes. Worry results when we think too much about possible negative outcomes. While it is important to be aware of what could go wrong so that we are prepared for possibilities we might have to deal with, once preparation is in place, it is time to let go of thinking about the possible negative outcome(s) and focus instead on what we are supposed to be doing at the time or what we could be doing to create a more positive outcome.

ACTION STEP: When you find yourself facing a troubling situation, ask yourself, "Is there anything I can do about this right at this moment?" If the answer is "yes," then take the action indicated by the situation. If the answer is "no," as it will often be, then put the issue out of your mind. Don't waste time thinking (worrying) about things you can do nothing about in the present. Devote that time and energy to what can be done right now.

TEAMWORK TIP: People who sometimes appear cold or indifferent may simply be wearing a mask that prevents you from seeing their emotional reactions. They feel their emotions as intensely as you do; they just don't always show them.

QUOTABLE QUOTE:

"Focusing on a streak of bad luck is the surest way to create more of it." -- Anonymous

"Worry is interest paid on trouble before it is due." - Anonymous

EXERCISE: Use this space to write down a very brief description of three things that you have worried about, or three situations in which you often find yourself spending too much time worrying. For each one, decide what the next action step, if there is one, that you could take would be. Write it down. The next time you find yourself worrying about it, remember that you already know what to do next.

1.

2.

3.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 25

[Go to Dealing with People Cluster Results Page](#)

[Go to Mental Toughness Cluster Results Page](#)



Objectivity

Do you tend to take too many things personally or do you choose most often to stay focused on the issue?

You are sensitive to feelings and emotions, both your own and other people's. You are empathetic and easily understand others' emotional reactions. You feel things deeply and can take other people's rudeness personally. If another person is rude to you or treats you with a lack of consideration, remind yourself that his or her behavior probably has less to do with you and more to do with him or her having a bad day. In any case, what may look to you like a personal attack is often nothing more than unintentional thoughtlessness on the part of the other person. As such, it need not be taken personally.

You tend to see criticism of you work as a personal attack unless it is clearly offered in a helpful and constructive manner. Some people are good at giving constructive criticism. Other people allow their feelings to affect the way in which they give feedback. All criticism contains some kind of useful information that can often be helpful for improving performance on the job. Your responsibility is to set aside your reaction to how it was expressed so that you can get the benefit of the information.

ACTION STEP: Mentally step aside from the negative emotional part of criticism, and focus instead on the useful information it contains.

TEAMWORK TIP: Be patient with rudeness in all of its many forms. People who seem rude are often simply having a bad day. Their rudeness has nothing to do with you.

QUOTABLE QUOTES:

"Harsh criticism is just like a martini, it only affects you if you accept it."
-Anonymous

EXERCISE: Your sensitivity to feelings and moods is often a strength, but it sometimes has a negative effect. Think about times when perhaps your feelings were somewhat hurt by something that was said or done at work. How could these feelings have a negative effect on:

1. The way you respond to criticism?
2. The way you react to others' rudeness or lack of consideration?
3. Your ability to deal effectively with forceful personalities?

Use this space to write down some ideas you have about what you could do to avoid letting your personal reactions affect your work behavior.

Section 5. Summary of Your Strengths

These are brief descriptions of your key strengths as indicated by your responses to the Performance Profile. These strengths, along with your integrity and sense of personal responsibility, form the base of your professional character. They are the preferences you have in abundance that help you achieve your professional goals. Look for ways to enhance them further. Remember also that no strength will be effective in *all* circumstances. Be always aware of the need in unusual circumstances to modify or alter a key strength to meet the requirements for appropriate behavior.

Can take coaching if she feels that the “coach” is credible; will listen to those people she feels know what they are talking about.

Adequate trust level, but still skeptical of others; will reserve full trust until he gets to know a person.

Average take-charge tendencies; will initiate action or take charge in situations where it has been made clear that it is necessary; has potential to use initiative in situations in which it has not specifically been assigned.

Good energy level; adequate stamina and reserves of energy; average work pace.

Average in terms of social skills; for the most part out-going; responds well in most conversations, but may not always initiate them.

Average preference for organizing and structuring work; understands the need for planning and preparation, and able to do so on her own.

Understands new situations or problems better when first given an overview of the “big picture,” and then given relevant specifics, details, or facts.

Very friendly; makes an effort to get along with others; personable and pleasant to everyone.

Good impulse control; prefers to think things through before taking action; strives to be deliberate in thought and speech; restrains most excitement.

Caution: Many people do not have the degree of strength in these characteristics that you do. Expecting, or assuming, that another person has the same strength you have can lead to unrealistic expectations on your part.

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 27

Section 6. Action Plan

“Give the best of yourself to the world”--Anonymous

Instructions: After you have read about your results in this Guide, use this action plan to keep track of your efforts to make changes that will enhance your professional behavior at work.

Start by focusing on changes that are small and that will be easy for you and others to observe. The behavioral changes that you list here should be simple things that you can remind yourself about and easily do every day. Significant improvement in your management/personal style can result from your consistently making small, simple changes.

A. Developmental Strategy: Play to Your Strengths!

The three areas that seem to be my major personality strengths are: (name these strengths in terms of the behavior(s) that others see)

- 1.
- 2.
- 3.

I will use these strengths to be more effective on the job by: (describe the behavior(s) that others will see)

- 1.
- 2.
- 3.

Continued on next page

Sample Bank
Professional Development Guide

Name: Sample, Jane

Date: 09/26/14

Page: 28

B. Developmental Strategy: Strengthen Your Weak Areas!

The three things I need to work on seem to be: (Describe, as simply and concretely as you can, behavior(s) of yours that does not always lead to the kind of results you want)

1.

2.

3.

I plan to work on these three things by doing the following: (Describe, as simply and concretely as you can, changes in your behavior(s) that you will make. Be specific.)

1.

2.

3.

This is my promise to myself: I will look at this Action Plan at the beginning of each day, and at the end of each day. I will work at maintaining my awareness of how and where I need to improve throughout the workday. I will make a sincere effort to grow and increase my effectiveness. I will seek feedback from others about how well I am doing. I will make a consistent effort to improve.

(Signature)

(Date)