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WATTERSON & ASSOCIATES, INC.

Manager Development Report

Chris Participant
The Executive Group
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Introduction

Purpose of the Report

The WAI Manager Development Report is a mirror. Yes, a *mirror!* The aim of this document is to reflect back to you how you report yourself on a personality questionnaire and in comparison to other successful leaders. You may be wondering how a document that highlights some of your personality characteristics and attributes in reference to others like yourself could be helpful to you. In brief, the answer is **INCREASED SELF-AWARENESS**. Research and practical experience in both large and small organizations have strongly indicated that the more we know about ourselves (our likes, dislikes, interests, motivations), relative to a specific job, career, or profession, the more it helps us to be productive, successful, and most of all, happy in our endeavors. Therefore, learning about yourself is important to increasing the odds of being successful.

No person is perfectly suited for his or her occupational role. Instead, we exhibit personal **GIFTS AND LIMITS** relative to the activities that comprise a job. The purpose of this report is to identify your gifts and limits and to provide developmental suggestions so that you can better understand yourself.

Why Use the Leadership Report?

The Manager Development Report is an expert report, based on years of experience with interpreting personality and ability measures. The report focuses on personality traits that influence leadership and management styles; it does not identify specific skills and competencies. However, the report does propose how your personality traits may affect your competencies. Philosophically, the report focuses on the gifts and limits of who we are as individuals, with no single trait being all good or all bad. The report is intended for developmental, rather than selection, purposes.

The Manager Development Report is based on 50 years of research with the 16PF®. It is a product of the author's individual research as well as 50 years of research based on the 16PF® (16 Personality Factor Questionnaire). Other support can be attributed to the Institute for Personality and Ability Testing, as well as thousands of individual profiles. (Please see the chapter on research references for leadership and management.)

In addition, the report draws upon 25 years of experience in interpreting 16PF® scores and consulting with corporations ranging from small family businesses to Fortune 500 companies. The 16PF® has been the basis for thousands of developmental reports and profiles written for a variety of individuals representing a variety of careers, including managers, leaders, top gun pilots, Olympic athletes, administrators, politicians, and lawyers.

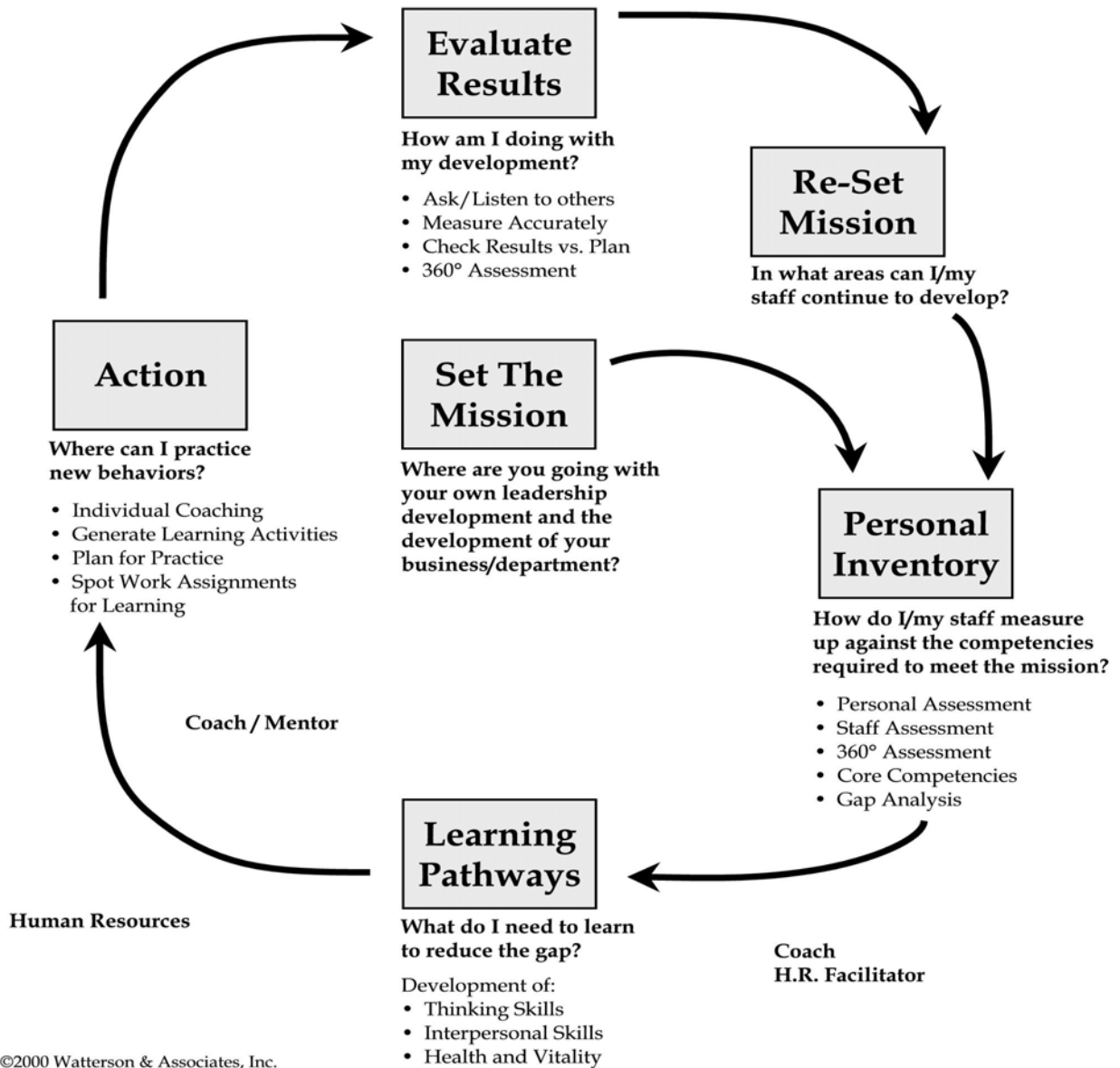
Therefore, the Manager Development Report seeks to identify not only your current situation, but your future goals as well. The report is not intended to limit your opportunities, but to expand your horizons and skills. It is not about answers, but it is about learning, risking, and taking action to become an effective manager.

How to Use this Report

As you go through your report, you will follow the Personal Development Process®. Personal development is best described as a five-step, repeatable, dynamic process that is ongoing. Its effectiveness depends on how well it is focused within a particular framework. In this case, the goal of strong leadership provides the framework for the skills, resources, etc. we are trying to develop.

Each division of this report is written in a workbook manner, and it asks you to reflect on where you are and where you want to go. As you move from section to section, take time to reflect and allow yourself to explore the various questions and issues.

Personal Development Process



The Development Process

Whether thinking of leadership development for an individual or within the company, the basic steps are identical: create a vision of the objective, determine the current resources to get there, fill in the gaps through learning and application, and evaluate the results. Organizations have traditionally done this through various strategic planning processes and training programs; individuals through career guidance and education. For both, success is measured by the effectiveness of implementing the process and most importantly, results.

Without access to what the process is, we are most likely less effective in using this to our full advantage. So, at a minimum, we intend for you to have this awareness when you finish this workbook regarding yourself. In the workbook, you will have ideas for implementing and enhancing your current processes should you choose to use them. You will also have some likelihood of estimating the possible positive impact of an enhanced program for yourself or for your team.

An Overview

Development for individuals is best thought of as an on-going, never-ending, dynamic process. Effectiveness is greatly enhanced by being clear about how the process works, where you stand in the process, and how to keep it charged and in motion. Failure most often occurs when people lose track, lose focus, and/or remain stuck in one of the stages. As with many effective operational paradigms, we have developed a very simple one for ease of access and maintenance of focus.

An exciting aspect of our current world is the tremendous amount of valuable information that is available to us. This includes much about how to learn about ourselves, our attributes, and how to develop additional skills. With a simple paradigm to organize and direct this information, we increase the integration and impact of these resources. This helps in either figuring out where you are going, what you have to get there, what you can add to be more effective and what will signal progress.

The Mission

Whether as an individual or an organization, it is imperative that we set a mission in order to evaluate the merit in our actions. If we don't know what direction we are going, our development most often becomes random and sporadic. Since all things are relative, who we are and what we do is neither an advantage nor disadvantage until we reference what we are trying to do with it. For instance, there is nothing good or bad about a maple tree until we consider planting it in Ohio versus Arizona. It is the same with personal attributes, activities, or goals. The value appears when we declare our intentions.

There are numerous materials (books, programs, etc.) that describe techniques for setting corporate or personal missions. *Although many of us have a sense of where we are going, it is extremely important to get it out of the vague, abstracted form floating about our heads and into specific, visible written words.* The simple process of writing it down is a huge step in making our actions clearer and better directed.

Even once there is consideration for how an individual compares to a general model of effective leadership, consideration must be made for the specific context within which he/she is operating. Behavior in one role may well be more effective or appropriate than within another area and it will be of tremendous assistance for a coach or an H.R. professional to assist the individual to gain this perspective.

Personal Inventory

Once the targeted vision (mission) has been established, it is important to determine the critical skill sets that are needed to get there. This can be done at a corporate level or an individual level. For instance, if someone was in a more customer service oriented part of the organization, there would be a higher emphasis on particular competencies (e.g. communication, listening skills, etc.). In a leadership role in any organization, there are undoubtedly an array of skills and attributes that will be important for people to have and these characteristics need to be established, endorsed and enforced by the company.

Individuals can then determine their own unique set of skills and abilities. This can be done through a wide range of assessment tools and techniques including personality and ability testing, 360° surveys, questionnaires, interviews, etc. Then these skills can be organized relative to the individual's desired personal mission as well as the corporate mission. *There is always an apparent danger here in that in clarifying one's mission, it shows up as being out of alignment with the corporate mission.* The advantage is that there can be a productive discussion which either realizes these missions or gets the person into a more productive role.

Both a gap analysis of one's skills relative to the mission and the specific desired leadership role will yield a number of areas for the benefit of new learning to improve those skills. Levels of skills previously thought to be adequate will show themselves to be lacking. This process can then highlight critical areas for development in advance before waiting for failed performance to show itself. *This is frequently the case in situations where technical skills may be the basis for high performance in an earlier career role whereas interpersonal/communication skills will be more important in a future leadership role.* Because of the longer learning curve on some skills, it is helpful to have more lead time to work on this process before it becomes critical to performance.

Learning Pathways

Once an area has been chosen for further development, new learning is frequently beneficial. Using the same tools (skills) that may have worked for us in one job may well not get us to the next level of performance. Just trying harder with the same tools rarely gives us sustainable improvement. There is a strong tendency for most of us to cling to our current ways (habits) and resist adopting new ones; even the exploration of learning about new ones. The good news today is that there has never been a time when there are more materials, programs, books, seminars, tapes, workshops, training, etc. to assist us in learning new skills. Finding good ones can be a little tricky at times, but we have compiled a range of options that have had a reasonable degree of success.

Action

To be a recognized performer, action is paramount. Managers and leaders are voracious learners but they are also people of action. They take their new ideas, new information, new insights and act on them. Just knowing more will gain little if not put into action. Frequently, we see people try to rely on their intellect to know a lot about a subject in hopes of sounding like they know the right thing to do. Unfortunately, they are busy attending to the right thing to do according to some MBA program and they are not taking action doing the right thing to be successful. Action taken on identified areas within learning pathways will be early indicators to be recorded in the active learning area.

Once new learning has occurred, it is important to embrace the saying, "anything worth doing is worth doing poorly ... at least at first, until we get better at it." If we have identified an area for development, we are already not as good at it as we wish. Trying out different approaches may not get us instant success, but with application, persistence, and practice, we will most likely get much better.

Evaluate Results

Of ultimate importance, does the development process end up with observable and measurable results? Holding ourselves to results helps us focus on whether the process is really working. When we are putting in time, money, and effort, it always seems to be appropriate to ask, for what? This is true for the organization and for the individual. The measures can vary widely, but they are best when they can be quantifiable and reliable. Frequently, one of the most important roles for an H.R. person to play is to assist in the identification of results that would indicate improvement within non-technical areas of development. How would a manager see if someone's listening skills had actually improved?

Interpreting the Results

The scores, for both you and the average managerial group profile discussed in the report, are derived from extensive research data on the personality questionnaire that you answered. In general, the personality information is used to predict occupational success and satisfaction. Other more specific common applications for personality assessment in business environments are selection and placement of employees (identifying person-job fit) and career development within organizations.


Your scores for each scale are discussed on individual pages. The ability dimension and each personality factor are presented as bar graphs.

The TYPICAL SCORE is where the average score falls for a successful manager. A score within this range indicates that you report yourself similarly on that dimension, as compared to other managers.

Being in the typical range can happen in two ways. Each area in consideration (Drive/Influence, Interpersonal Style, etc.) is made up of four to five separate facets. For example, Interpersonal Style is composed of warmth, enthusiasm, adventurous, forthright, and group-orientation. Being in the typical range can happen with moderately strong scores on all or most of these dimensions. A second way the target range can be reported is with a couple of very strong scores in the high direction and one low score, averaging out to target. This is where looking at the specific statements is important to see how a score is achieved.

HIGHER AND LOWER SCORES are deviations away from the typical score of managers in the report. Occurrences where you may describe yourself differently as compared to the general profile will be further discussed in a separate statement below the dimension.

YOUR SCORE is represented by a Grey bar:

 = Your actual score on the dimension.

The Grey bar indicates a suggested confidence interval around the black dot which is your exact score. This helps keep in mind that variations in the measurement process can give a bit more range to these scores than just the dot.

It is unlikely that any of us will have all of these dimensions in the typical ranges. However, it is important to increase our self-awareness to establish the skills required for effective management. It is only when we have a clear understanding of our style, based on these dimensions, that we can begin the developmental process.

3-Color Exercise

Getting the Most from Your Manager Development Report

The purpose of this report is to identify possible areas of development, so that you become a more effective manager. The statements in the report are not truths, but ways of looking at how you respond to people and to life, and how your behavior can have certain advantages and disadvantages, depending upon the situation.

It is important for you to determine which report statements are relevant to your particular set of circumstances. The following technique will assist you in this process and put you in a position to develop your action plan. As you read the following pages about your results, please do the following:

1. Get three different colored highlighters.
 - a. Take one color and go through the statements for each dimension and highlight all the statements that you agree are your strengths.
 - b. Then, take another highlighter and mark all those statements with which you disagree.
 - c. Lastly, take the remaining color and highlight those areas that you agree are possible areas for development.
2. Take a sheet of paper and list all your strengths. You may need a second sheet of paper. (If you get to a third sheet, you may want to consider the developmental possibility of increased humility.)
3. Use another sheet of paper to list the areas with which you disagree. Share these statements with people whom you trust (your spouse, your good friends, your associates). It will be important to see if they agree with you that these statements are not accurate. If you are the only one who thinks the statements do not fit, you may want to reconsider.
4. On a clean sheet of paper, write down the areas that are developmental possibilities. Put them in an order that you see as being most important to least important relative to your job or the mission statement that you may have made for your life.
5. At the end of this report, you will be asked to summarize your strengths and limitations, and to develop an action plan. So, finally, select one or two strength areas and one or two areas for development. Put each of these into the appropriate section of the Action Plan at the end of your report.

For strengths, focus on what is working well with each skill and how you could enhance it so that you will be able to make even better use of this powerful resource. Investigate ways to learn more about this skill and how to apply it better.

For example, many individuals have very strong, rational minds and are able to learn very well. They do, however, tend to use primarily their analytical skills and are not as facile at using the creative side of their intellectual resources. Rather than learning more about this area, they just accept that they are not creative and thus do not push or expand in this area. Reading materials that allow for greater understanding of how to be systematically creative (for example, the works of Edward De Bono) allow for expansion of skills in this area. This enables a greater use of intellectual resources that are already available.

For developmental areas, write down a key area that seems most relevant to you — one that you wish to improve upon. Remember that there is nothing all good or all bad about any area. It is important to see how this area works for you currently and how it does not. In this way, you can better focus your learning and be more receptive to the ideas available.

For example, many individuals who move into supervision or management are aware that they are very good at getting along with people. In fact, their highly accommodating style has been very effective in operating in teams or working with other groups. However, when it comes to directing the actions of others, which also requires the ability to confront and deal with conflict, these individuals may have difficulty. They attempt to be successful in this area without learning some of the basic skills that go with being effectively assertive. There are extensive materials available for learning and developing the skills and techniques that will increase effectiveness in this area.

The objective of this report is to give you suggestions on how to more effectively enhance your role as a manager. It will be up to you to drive this process and to develop it in whatever way is most appropriate for your set of circumstances.

Dimensions Analyzed

Below is an explanation of the key dimensions analyzed by this report:

Problem Solving Ability

This score is related to an ability to learn new material quickly and to pay attention to the needs of the business and your customers. It is typically related to school grades and will show up in other learning achievements (i.e. GPA, SAT). Individuals who **score high on this dimension** indicate a superior ability to quickly understand complex subject matter and then use this information to solve problems. Individuals who **score low on this ability** may exhibit a reduced capacity to learn new material quickly and to apply the knowledge when and where appropriate (i.e. identifying market trends and making the necessary adjustments to remain competitive and successful). They may prefer to think about more grounded or daily matters.

Drive / Influence

As the broad factors of personality related to strong management are considered, a hierarchy emerges. The first and strongest factor in the hierarchy is *Drive/Influence*—the interest to influence and direct action, to be in control, to exercise one’s skills and abilities to effect a desired outcome. It is important to want control of the processes of your business, but it is equally important to trust others to assist you in the process. An essential aspect that is reflected in this personality dimension is the ability to persuade and to influence others to successfully accomplish the goal. In this aspect, *Drive/Influence* is the capacity to be appropriately assertive and to exercise authority in a manner that does not demean others. It is the skill of motivating people to fulfill on commitments and to reap benefits from your personal influence, persuasiveness, and guidance in reaching the desired goal.

Emotional Resilience

The next factor in the hierarchy is *Emotional Resilience* or *Hardiness*, a particularly important attribute for long-term effectiveness. *Resilience* includes having the ability to withstand the stress and the pressures of a management role that demands you to create change, get results, and overcome resistance. It is an important platform for being optimistic and perseverant in the face of adversity. It is being able to bounce back from disappointments, have appropriate confidence, and a trust of yourself and others.

Interpersonal Style

Third in the hierarchy is *Interpersonal Style* or being oriented toward people and activities that involve others. Since accomplishing a mission through the voluntary contribution of others is much of the success in effective management, it automatically involves contact with people. Relationship skills are fundamental in this regard, and these skills are more effective if you have a natural orientation to being with people. However, *Interpersonal Style* requires an important balance. That is, although it is important to be oriented towards people, it is equally important to be able to stand on your own in difficult circumstances and not be too dependent on the approval of others in order to have a positive sense of well being.

Practicality

The fourth broad factor in the hierarchy is having a good balance of being practical and visionary, tough and compassionate, and appropriately factual and intuitive. A number of personality traits contribute to this balance. In this area, it is important to establish the broad range of skills associated with exercising each of these capacities. By applying these skills in appropriate circumstances, you will reach effective outcomes in difficult management situations. Depending on the nature of the business (e.g. scientific, technical, marketing, service, start-up, turn-around) styles can differ because high performance will be more conducive to one style than another. However, in most circumstances, balance is beneficial, with a slight inclination to the tough end of the spectrum, which would allow you to make critical decisions in an authority role.

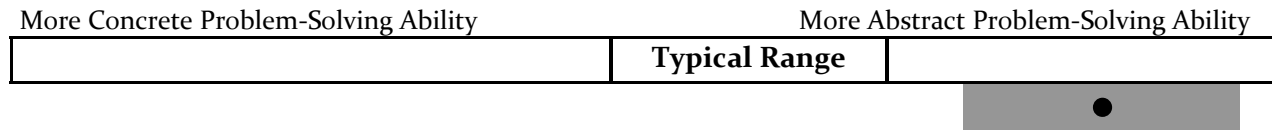
Self Control

The last and fifth broad factor is also a balanced dimension. Flexibility regarding the change and variation of business needs to be balanced with appropriate skills for self-discipline, organization, and accuracy. Strong personal relationships are built on trust; it requires a high degree of conscientiousness and self-discipline to exercise, consistently, the behaviors which allow others to establish respect and trust.

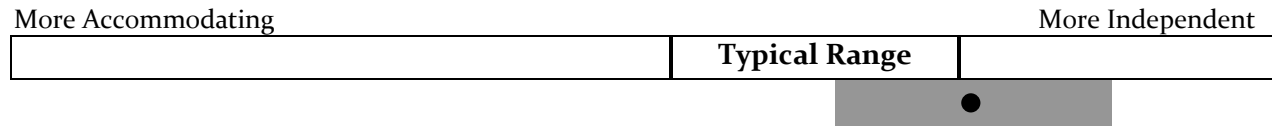
Profile Summary Report

Below is a snap shot of your scores as compared to successful managers. To determine the areas of development that initially may provide the largest return on your personal investment, do a gap analysis. That is, identify the dimensions that show the largest gaps between your profile and the TYPICAL RANGE for successful managers. Then, choose one dimension from those you identified and create the Action Plan. You may wish to select your action plan with the help of a friend, co-worker, or family member. A supportive person can be a powerful ally in changing behavior.

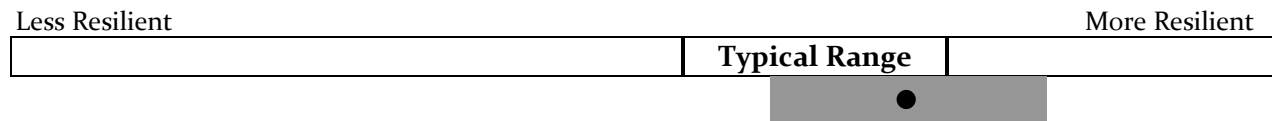
Problem-Solving Ability



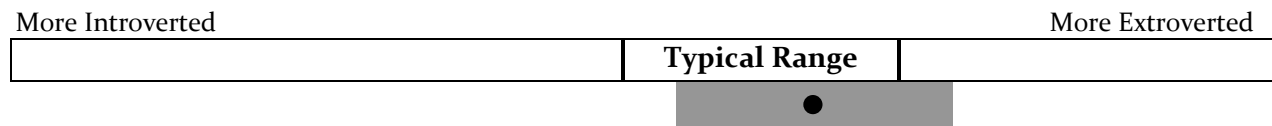
Drive/Influence



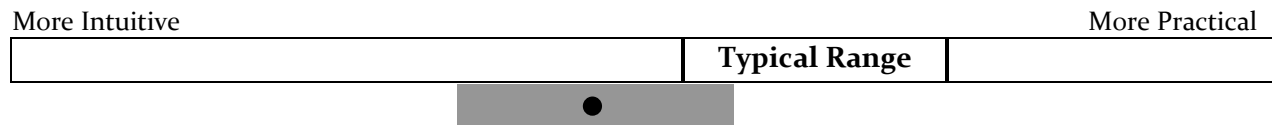
Emotional Resilience



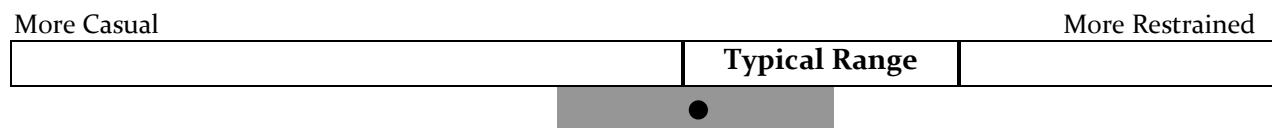
Interpersonal Style



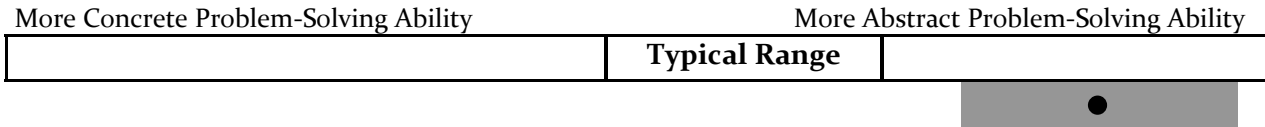
Practicality



Self-Control



Problem-Solving Ability



Specific statements about yourself on this dimension:

- You demonstrate a high capacity to solve problems, learn rapidly, and manage abstract concepts well. This score is based on a short measure of verbal abstract reasoning. You will want to verify with other sources of information, but it is likely that you perform well in learning situations. This ability is particularly important for managers that are in charge of complex issues and who need to learn and to reason well.
- Your strong imagination helps the creative process. You report a healthy level of resourcefulness and cognitive flexibility when solving common problems. Your preference is to innovate. You will take a broad view of circumstances, rather than attend only to the here and now. It is particularly important for managers to have vision, and you will be able to capitalize on your resources in this area. However, it will be important to determine how well you are able to focus these resources and create support from others. Also, in situations and positions where there is no opportunity to exercise your imagination, you may become bored easily. You most likely will not be comfortable in or enjoy roles that require a good deal of systemization or procedural adherence. In these situations, it will be important to be able to delegate as much as possible.

Others perform in roles that require a greater degree of daily concentrated effort. Respect their skills, and allow them to pursue their tasks without interjecting new ideas or changes. Your new ideas may be driven by your own nature rather than by necessity.

This dimension is particularly relevant in areas where creativity and imaginative problem solving are important. You will likely look for strategic alternatives. However, your judgment in acting on these alternatives will greatly depend on your experiences and your ability to balance your approach, be confident, and take action.

- Your critical thinking skills are quite strong, and in most circumstances, you are very open to alternatives and possibilities. In fact, you have a keen eye for identifying details or aspects of a situation that appear to be out of place or which may not fit with the rest of the plan. You have a high drive for change, and you may become impatient with others if they do not understand a concept or take action as quickly as you envision. It will be helpful to recognize that your frustration comes from your expectations not being met. It may be beneficial for you to learn techniques that will help you become more patient and accepting in these

circumstances. On the other hand, this impatience generates some of your energy and drive, so it will be important to learn how to balance these techniques.

This high drive for change is directly related to your sense of urgency. It will be important to continue to assess the realities of the situation so that you or others do not become overly frustrated.

Based on how you have reported yourself, we suggest committing to one of the following developmental practices or one that you create for yourself:

- In programs that assess managers, a higher level of imagination—such as the level you report—correlates to higher performance. Books on thinking and imagination will help you learn how to leverage this valuable resource to become even more effective in your job. Discover how to encourage others to be more imaginative as well.

Drive/Influence

More Accommodating	Typical Range	More Independent
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General statements about yourself on this dimension:

You indicate a strong desire to be independent. The drive/influence dimension is important for success in business and management; however, you score above the typical range. In your strong drive to be in control and promote your ideas, you may override the ideas and desires of others to a point that they may feel alienated or offended. Although you may be able to accomplish a number of tasks and goals through the sheer force of your convictions and perseverance, it may be quite difficult and tiring for you, if others are not motivated to support you. In addition, if others feel alienated, it can be quite time consuming to repair these damaged relationships or to find new people to help you accomplish your goals. It will be advantageous to learn how to use other dimensions in your personality to soften this strong, independent posture.

Although you are able to take on challenges with courage and conviction, you may do so with such forcefulness that it may generate resistance from others. This may result in finding it difficult to maneuver through an organizational structure that requires you to be more cooperative and to monitor your level of control and dominance. Consequently, it will be important to gain self-awareness regarding your tendency to push and control; it will be helpful for you to learn to recognize when you are trying so hard to control that you are having an adverse affect on others.

Specific Considerations regarding Drive/Influence:

- A strong contributor to your Drive/Influence is your very high interest in being in control of your circumstances. You also report that you like to be in charge and to have a firm command of the people and events around you. This trait can be highly conducive to management because it allows you to run your business. However, this dimension may be so strong that you may try to influence events and people beyond your control. It will be helpful for you to learn to view your situation from different perspectives and not be quite so driven to control.

You will tend to step forward courageously and take control. However, there may be times when others will want to participate and will not appreciate your dominance. In addition, you may tend to promote your own conclusions over those of others who also want to have recognition. It will be beneficial for you to anticipate other factors and to lessen your need to be dominant and in charge. Exhibiting this trait in team situations, or in situations where being cooperative and collaborative is important, will not work to your advantage.

- A strong contributor to your independence score is your high degree of adventure. This trait helps you accomplish goals, influence outcomes, and explore possibilities. These traits are

positive in manager; however, your score is higher than most. Your adventurous nature may not be disruptive if other traits provide balance. Otherwise, you may tend to be more interested in the journey rather than in completing a task or issue at hand.

You will be at ease approaching others, and your communications will tend to be more rapid and broad based. Although you are more likely to have a higher degree of social skills, it will also be beneficial to balance your adventurous nature with appropriate respect and sensitivity for others.

- A contributor to lowering Drive/Influence is your general orientation to trust and accept life and individuals. You are comfortable with yourself, and you generally take responsibility for your actions. In many ways, this is a positive trait; at the same time, it is useful to be able to anticipate and investigate situations. In a complex business environment, it is helpful to be mindful of others' agendas and to not be naïve.

In order to influence an environment or situation, it's beneficial to be able to recognize and confront the motives of others. In this regard, it will help you to be aware of your tendency to be trusting and accepting. Although this tendency is very conducive for building relationships, it can also lead to your being taken advantage of or surprised when other agendas are at play. Therefore, good balance is helpful in this area. Your communication style can be very trusting and open, but it will be constructive to be confrontational in certain situations. In a complex political environment, being mindful of other motives and agendas will help you be more influential.

- A strong contributor to Drive/Influence is your thirst for change and your strong drive to push for results. This trait is typical of independent individuals, and it will allow you to be more influential. Keep in mind that your demand for change may be so high that it could result in being critical of yourself or others; circumstances may not meet your expectations. Keeping a clear perspective on the degree of change possible in a particular situation will help you modify this drive and keep it in a more balanced posture.

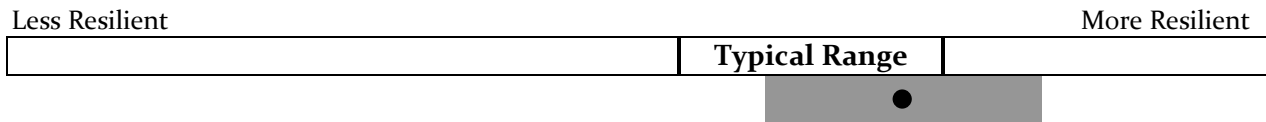
This trait may exhibit itself as greater courage or as a willingness to experiment with new approaches and will emphasize your sense of urgency. This trait will assist in strategic thinking because you will exhibit a greater tendency to look for alternative solutions, break paradigms, and be more open to different perspectives. Although this trait may detract from patience and stability, it will be a driving force. It will be important to monitor this drive, however, as it may inspire you to make changes that are not required.

Your communication will be influenced by your desire for change. You may become frustrated when projects or situations are not moving as rapidly as you would like. You may be perceived as being critical of others, and they may hear you as judgmental. It will be beneficial to learn how to make observations rather than criticisms. When you do not have direct authority, it will be particularly helpful to express your observations in ways that will be well received for the merit of the contribution, rather than be heard as pointing out flaws or mistakes.

Based on how you have reported yourself, we suggest committing to one of the following developmental practices or one that you create for yourself:

Although we have not provided you with a developmental suggestion for this area, you may want to arrive at one on your own. Or, select a suggestion from one from the other areas. The goal is to continually be learning something new or to be growing in some way.

Emotional Resilience



General statements about yourself on this dimension:

Your score is within the target range, which suggests a generally good balance. You are responsive to your feelings, but you are not typically upset by change, disruption, challenge, and disappointment. Managers regularly face a wide variety of circumstances ranging from resistance and opportunity, risk and reward, and adversity and success. It is to the manager's advantage to remain somewhat resilient to these stresses, and you report a healthy degree of resilience that will be helpful in this role.

Specific Considerations regarding Emotional Resilience:

- You report yourself as being able to respond in a stable and emotionally consistent fashion. You consider life to be on basically solid ground, and you are able to withstand most daily challenges. Problems generally do not upset you, and you can recover quite rapidly from surprise and disappointment.

Your ability to recognize, understand, and control your emotions may make it easy for others to relate to you, and they will find you approachable in a management role. A long-term benefit of this style is that it will increase your overall hardiness, as well as your resistance to stress. Additionally, it will allow you adequate time to reflect on situations and will provide you with a greater opportunity to arrive at good solutions.

- Your trusting style contributes to your emotional resilience. You most likely take others at their word, and you don't look for ill intentions. This attribute can be positive in that it will help you build relationships easily with employees, customers, and vendors. However, high performing managers typically describe themselves as being a bit more cautious of the motivations of others. This more cautious posture helps ensure they are not taken advantage of easily in their business relationships. Learning to investigate the intentions of business contacts can be sensible, particularly in situations where there is confusion as to the motives and agendas of others.

As you maneuver through an organization, it will be beneficial for you to pay attention to your feelings of doubt and not accept all situations at face value. You can learn how to challenge in an effective fashion, without being disruptive to the relationship. It will be helpful to strengthen your ability to question and explore circumstances.

- A strong confidence level contributes to your emotional resilience. You are reporting a strong level of self-acceptance, which is typical of most successful managers. You are quite

comfortable with yourself, and you have a general sense of satisfaction with who you are. It will be beneficial for you to focus on developmental areas in order to stay invigorated and fresh. In addition, developmental work will help you continue to push yourself into new learning situations where you may not be as comfortable. It will be beneficial for you to maintain a sense of urgency and not become too comfortable with either yourself or your organization.

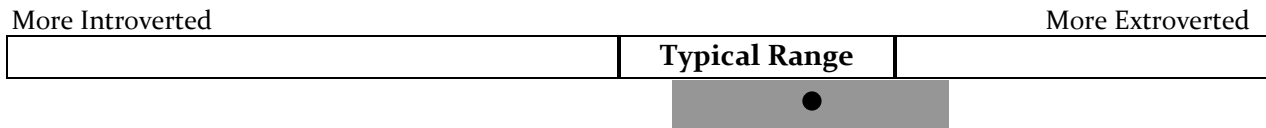
You are willing to step forward, and you take on responsibilities with the confidence that things will work out as anticipated. And, as long as you do not become blind to constructive comments from others, this trait can be productive. It will help you build a strong degree of hardiness and resilience.

Your strong degree of confidence and self-assuredness can help you express yourself in a positive fashion and will contribute to your ability to influence others and to respond in management situations. Your degree of composure will allow you to receive criticism and questioning more easily as well.

Based on how you have reported yourself, we suggest committing to one of the following developmental practices or one that you create for yourself:

Although we have not provided you with a developmental suggestion for this area, you may want to arrive at one on your own. Or, select a suggestion from one from the other areas. The goal is to continually be learning something new or to be growing in some way.

Interpersonal Style



General statements about yourself on this dimension:

You fall within the target range for being more outgoing and people-oriented. Generally, you report an awareness and interest in activities and issues that involve personal interaction with people. Since a management role requires interaction with people and relationships, being naturally attentive to those areas has some advantages. This score is a composite score made up of several individual factors. It will be helpful for you to pay attention to exceptions to this general orientation or to areas where you may have too much concern about others. Managers need to be able to be involved, but also need to be able to stand alone when necessary and appropriate.

Although your score is in the general target range on being outgoing and people-oriented, there are some aspects of this dimension that are either in the very high or very low range of this score. Many times individuals that are interested in science or technology, for example, evolve into a role where more people interaction is involved. Then these aspects of management take on a new priority. Pay attention to areas that point to possible opportunities for growth in enhancing your effectiveness with people.

In general, you tend to relate well with people; in this regard, you have a good chance to continue to capitalize on this overall aspect. In the majority of circumstances, you have an overall interest in approaching and relating with people. Continue to enhance this approach in areas and situations where you can heighten your effectiveness and your relationship skills.

Specific Considerations regarding Interpersonal Style:

- You report a high interest in being adventurous and in initiating contact in a wide variety of social situations. This approach can be helpful, particularly in management roles that require travel and frequent change. However, you are reporting such extreme social boldness that you may not remain satisfied with the status quo for long. Also, you enjoy the spotlight, and you may crave attention. Although going out and interacting with new people may be part of the fun and adventure of a job, these activities may take you away from attending to the routine or procedural areas of the job.

It is an advantage to be comfortable with initiating contact with others and moving about the organization. You will likely be more adept at assessing others and adjusting your response to the social clues being presented. Because you will be more attentive to the giving and receiving of information, your communication skills may be better. In addition, this characteristic will add to your ability to influence and to persuade, and you will be willing to

network to get tasks accomplished. The limitation of this more extreme score will be a tendency to get overly involved and possibly stretched in too many areas at once.

- You report yourself as being relatively open and forthright in your communications with others. This score is consistent with how some managers see themselves; however, you are slightly more straightforward and direct than the average. This attribute will work for you in your business relationships when you have a clear understanding of the position of others and when communicating with customers, employees, and others with whom you have already established a trusting relationship. On the other hand, you may be slightly more open and less discreet than desired for some situations, particularly when negotiations are involved. It will be beneficial for you to determine the degree of openness that is needed for the circumstance. Where necessary, be slightly more reserved in your expression so as not to create more disruption than productiveness.

Based on how you have reported yourself, we suggest committing to one of the following developmental practices or one that you create for yourself:

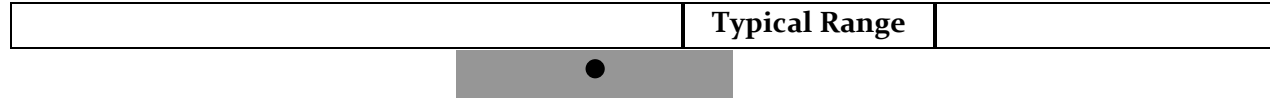
- You are socially bold and are not easily intimidated in social settings. This trait can help you network and will contribute to your organizational savvy. Your ability to lead with courage will be affected positively, as you are willing to break boundaries and take informed risks. It will be beneficial to ensure that your priorities are kept in line and that you are able to focus your desire for change and variety in a productive manner.

☛ **Practice** – Your impatience with the status quo and boredom with the familiar may detract from your effectiveness as a manager. Set aside time at the end of each day to review any loose ends. Create a plan that attends to processes and routines. You may have to follow up, or you can assign someone else to do the required tasks. As a manager, you are ultimately responsible, so create accountabilities and follow up on them.

Practicality

More Intuitive

More Practical



General statements about yourself on this dimension:

Your overall score on practicality suggests a more sensitive, receptive, and subjective approach to relating to the world. This style can be helpful in the service or sales side of the business, or in any area that calls for considerable interaction with people. However, you may take events and disappointments more to heart, and you may be prone to internalize conflict and disagreement. It will be beneficial for you to determine if you have enough practical focus and resilience to address the challenges inherent in leading and managing large groups of individuals. In addition, may want to consider how well you work with facts and figures.

You may hesitate to enter into conflict, and may be uncomfortable in situations where feelings may get hurt. It will be helpful for you to learn how to manage conflict in a productive manner and not shy away from situations that are inherent in creating change and being progressive.

The emotional content of your speech may be disruptive to a more practical audience. That is, it may be difficult for a technical audience to respond easily to your references to intuition and feelings. At the same time, a more emotionally based audience may respond quite favorably. It will be advantageous to learn how to shift communication styles for maximum effectiveness. You may be uncomfortable with conflict, disagreements, and anger; it will be beneficial to learn how to better manage, rather than avoid, these circumstances.

Specific Considerations regarding Practicality:

- A contributor to your more practical approach is your tendency to be more factual toward life. This approach allows you to respond to business issues in a more realistic manner. It is important, however, to attend to the personal areas of your business as well. At times, expressing more empathy and emotion may help you achieve positive results with others. In addition, it may be beneficial for you to attend to your own interests and emotions. In general, however, this trait is a strong contributing factor to the resilience needed to survive and to thrive in tough business situations.

Your tough-mindedness makes you more resilient, and you are able to step forward and confront a situation. Your more factual approach allows you to deal with conflict in a less sensitive manner. However, it may be helpful to be more expressive and supportive of your own feelings, as well as more socially and personally responsive to the feelings of others. Your communication style will tend to be much more tough-minded and factual.

- You are on the more imaginative side of typical managers. You may entertain a wider variety of perspectives, and you may tend to be more innovative and creative. If your imagination is combined with a good, natural problem-solving ability, you will be able to resolve conflicts in a creative fashion. You may tend to get distracted, or you may start more than can be accomplished within the natural limits of your role. The challenge will be to focus your resource toward productive outcomes.

You will exhibit greater creativity and imagination, and you will respond well to situations requiring innovation. Areas of the business that have a high degree of systemization will be less attractive to you. It will be helpful for you to balance your imaginative tendencies with tools that allow you to focus your creativity on productive outcomes. Your creativity will complement your ability to exercise vision and strategic thinking.

- A detractor to your practicality score is your reported orientation to being open to change and receptive to new ideas. This posture is particularly helpful in entrepreneurial situations where rapid growth is needed. This posture may also help you be receptive to possibilities in development and design. Being more experimental and change oriented will allow you to push for results. Although this approach may be helpful in some circumstances, it may also create frustration for you when people or events do not move as quickly as you would like. It may be beneficial for you to establish a balance between desire and reality. To help you reach a balance of these concepts, attend to the words that you use both internally and externally.

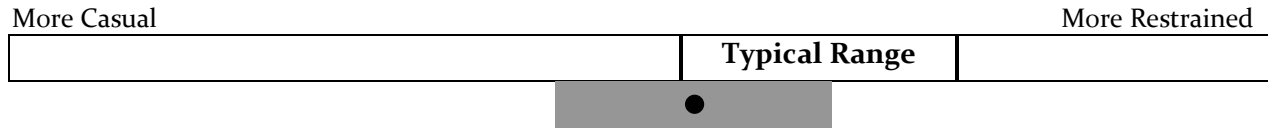
This sense of urgency indicates a high desire for growth and change that can be highly productive. However, it can also be disruptive. A large business— as well as life—frequently does not move as quickly as you may desire. It will be helpful to temper your sense of urgency in circumstances where reality is not in sync. It will be beneficial for you to alter your expectations for change, regarding yourself and others.

This dimension will impact your communication style. At times, when things are not moving as quickly as you desire, you may be perceived as being critical or judgmental. It will be very helpful to not use “should’s” and “have to’s” to demand that things or people meet your expectations. Instead, make statements that express your expectations.

Based on how you have reported yourself, we suggest committing to one of the following developmental practices or one that you create for yourself:

Although we have not provided you with a developmental suggestion for this area, you may want to arrive at one on your own. Or, select a suggestion from one from the other areas. The goal is to continually be learning something new or to be growing in some way.

Self-Control



General statements about yourself on this dimension:

Your score in self-control is within the target range for upper managers. Balance is highly important in this personality dimension. You indicate an overall respect for systems and procedures; however, you are not so bound by systems and procedures that you cannot circumvent them when necessary. Management requires flexibility. The challenge is to be mindful of critical details and procedures without being mired in the minutiae of day-to-day operations. Management requires both microscopic and telescopic vision. That is, you need to be able to move in close when necessary and then look up to the horizon. Be disciplined with key activities, but reach across boundaries when charting new territories.

Your balance on self-control is achieved through a number of factors. Look to the individual statements to see how this balance is achieved.

There will tend to be a good balance. You are generally disciplined to fit with the organization and respect the traditions and disciplines that are in place. You will respect the structure and the procedures that are necessary for success. At the same time, a reasonable degree of flexibility will be in place; you are not likely to be rigid in responding to different perspectives.

You are likely to be more open to various strategies and have a greater flexibility in the design and creation of different visions. At the same time, discipline will be required to meet the expectations of your role. Your communication style will be less rigid. You may achieve a balance between being conscious of the need for order and an openness to tolerate disorder in the process of change and progress. This balance will allow you to manage systems under development or in flux more easily.

Specific Considerations regarding Self-Control:

- You report yourself as having an above average level of imagination that enables you to be productive in problem solving, creativity, and design. This trait is typical of managers in situations that require some vision and creativity. It will be beneficial for you to involve others, as well as tools and procedures, to help you focus on the practical and daily business aspects that are required; at the same time, you will be able to capitalize on your more imaginative approach. You will not be as comfortable working in a highly structured or routine aspect of the business, and you will tend to make an effort to be involved in new circumstances. It will be beneficial to consider this dimension to help you determine what you find to be rewarding.

You are likely to recognize the complexities of an organization and will be able to maneuver through the organization with ease. Your imagination helps you visualize possibilities. It is likely that your creativity can help you generate innovative solutions to problems and identify alternative course of action quickly.

Based on how you have reported yourself, we suggest committing to one of the following developmental practices or one that you create for yourself:

Although we have not provided you with a developmental suggestion for this area, you may want to arrive at one on your own. Or, select a suggestion from one from the other areas. The goal is to continually be learning something new or to be growing in some way.

Action Plan

Once new learning is established, the need for practice and action is imperative if the new skill is to be truly incorporated into your behavioral repertoire. Just knowing about a new way of acting does not constitute being proficient. Creating an **Action Plan** that transfers new insight into new behavior is an essential part of the developmental process. Your development may include generating work assignments that would be good environments for honing these skills.

As you begin to write your Action Plan:

- ◇ Be as specific as possible. In addition to identifying a specific action, include pertinent information such as a target date, location, names of individuals involved, and specific tactics. Enter this information in a calendar or wherever you will be reminded to check on your progress.
- ◇ Consider how you will overcome potential obstacles to your success and what resources you will need to accomplish your objectives.
- ◇ Finally, consider the benefits to you of accomplishing your plan. What is in it for you to make positive changes?
- ◇ When you have successfully completed this action plan, savor your success and growth. Then choose another item from your developmental list, and make another plan.
- ◇ Remember: As you attempt to make modifications in your typical patterns of behavior, you may feel uncomfortable, and often things will not go as anticipated. Practice, Practice, Practice. As you persist, your target behavior will become easier and more comfortable to execute.

We have provided below an Action Plan for you to track your progress. If this doesn't work for you, create your own technique for committing to a plan of action.

There is no right or wrong way to develop an Action Plan. The goal is to identify a growth area that would provide you with the biggest pay-off for your personal investment and commit, on a daily basis if needed, to a new way of behaving in your business. Try not to be perfect, just....

Identify it and Go For It!

Building on Strengths (1 or 2 recommended)

Identify Strengths and Objectives	Learning and Action Steps	Resources/Individual Support Needed From	Completion Date

Developmental Focus (1 or 2 recommended)

Identify Strengths and Objectives	Learning and Action Steps	Resources/Individual Support Needed From	Completion Date

Evaluate Results

Results of your growth and development should be observable and measurable. By evaluating the results of your efforts, you can become clearer as to how well your developmental efforts paid off. You may have made significant changes where the behavior that you were looking to modify is no longer an issue. This would be terrific! Most efforts at personal growth and development, though, require regular practice and a consistent reappraisal of the results.

Consider a child learning a new behavior or a professional athlete continuing to develop an advanced technique. Each person will make mistakes along the way. They stumble and fall but they continue to get up, dust themselves off, and try it again. This is the process of how we improve. Even once the behavior seems routine to us we need to continue to exercise it. Again, think about the athlete who practices daily to improve his/her skill level. Professional golfers **practice** their swings at the driving range, baseball players take batting **practice** daily, and tennis players **practice** their serves regularly.

As you evaluate your results, ask others who know you if they have observed changes. Ask your....

- family
- employees
- business associates
- customers
- friends, etc....

Asking for feedback can be uncomfortable and intimidating but it is a great way to learn how we are being perceived by others who are important to us. As you listen to their feedback, thank them. Even if it is not what you want to hear, thank them for their honesty and willingness to assist you in your development. At times you may feel the need to defend your position or that you do not agree with their assessment. Again, thank them for their input. As you solicit input from others, you may hear themes develop regarding how you are progressing.

As you work to develop your broadened arsenal (new behaviors) against which to attack your competition, try approaching your development as an athlete approaches his/hers- with regular attention and commitment to developing the attributes and skills that separate you from your competitors. Slight improvements over time will provide you with long term personal and professional benefits.

At the same time, be patient with yourself. The process of personal growth takes time and patience. Congratulate yourself on the changes that you make. Recognize and reward yourself for the effort, commitment, and sacrifice that you are making in order to continuously improve yourself and your business. And most of all, **HAVE FUN IN THE PROCESS!**

RESOURCES FOR YOUR BENEFIT

To further assist you with your personal and professional development, we invite you to review our leadership newsletter, **Rick's TIPS**. **Rick's TIPS** explores the competencies necessary for successful leadership and provides activities to assist with the development and mastery of these skills.

Rick's TIPS can be found by visiting our website at www.theeg.com.

In addition, we have compiled a list of recommended reading materials that we feel will benefit those interested in continuous growth.

These selections have been reviewed by our staff and we are confident you will gain valuable knowledge and insight from them.

The recommended reading materials are divided by developmental category:

Motivation	Strategic Planning
Self – Improvement	Sales and Marketing
Expanding Your Mind	Negotiation Skills
Communication	Finance and Business
Conflict Management	Controls
Management	Manufacturing
Coaching and Mentoring	Quality Control
Sales	Human Resources
Management/Coaching	Interviewing
Leadership	Customer Service
Business Development	

We update this information often as new and valuable resources come to our attention and suggestions are encouraged. Many titles are linked to various sources on the web like Amazon.com and Barnes and Noble.com.

We invite you to visit our website at www.theeg.com for the latest version of our recommended reading list.

Good Luck and Good Reading!