



## ABC COMPANY

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Executive Development Report  
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**Partnering with You to Drive Organizational Effectiveness**



# EXECUTIVE OVERVIEW

## INCREASED SELF-AWARENESS

The intent of this document is to reflect back to you how you reported yourself and how people see you. 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. Learning about yourself is important to increasing the odds of being successful.

## GIFTS AND LIMITS

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 make observations and provide recommendations regarding possible developmental opportunities.

## THE DEVELOPMENT PROCESS

Create a vision of your objectives, determine the current resources to get there, fill in the gaps through learning and application, and evaluate the results. Success is measured by the effectiveness of implementing the process and most importantly, achieving results.

## AN OVERVIEW

Development for individuals is best thought of as an on-going, never-ending, dynamic process. Effectiveness is greatly enhanced by being invested in how the process works, where you stand in the process, and how to stay in motion. Failure most often occurs when people lose track, lose focus, and/or remain stuck in one of the stages.

*No man can produce great things who is not thoroughly sincere in dealing with himself.*

-James Russell Lowell

## 3-COLOR EXERCISE

The purpose of this report is to identify possible areas of development so you can become a more effective leader. It is important for you to determine which 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 about your results please do the following:

1. Use three different colored highlighters. Take one color and go through the statements for each area and highlight all the statements that you agree are your strengths. Take another highlighter and mark all those statements with which you disagree. 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) and get feedback.
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, summarize your strengths and limitations, and develop an action plan. Select one or two strength areas and one or two areas for development.

Thank you for the opportunity to work with you. If I can be of any assistance or answer any questions, please do not hesitate to call me.

Sincerely,  
Rick Tiemann

# EXECUTIVE OVERVIEW

## STRENGTHS

- Competitive
- Self Confident
- Drive for tangible results
- Strong analytical skills
- Tactical and implementation driven
- Grasps concepts quickly
- Business savvy
- Industry seasoned
- International exposure

## POSSIBLE LIMITATIONS

- May be overly dominant at times
- May have an over riding need to direct outcomes
- May not be as creative or innovative
- May be too tactical
- May not move to coach
- May not be as organized at times
- May lack enough self insight to self manage

## POTENTIAL HIGH IMPACT AREAS

- Recognize that your competitive drive and impatience will impact your leadership skills both positively and negatively. Learn to alter your leadership style from your more command and control tendencies to a more facilitative and coaching style of leadership. Evaluating where you need to make the necessary shifts will help you maintain a heightened level of awareness.
- Spend more time developing and teaching others how to think and respond rather than jump in and give them the answers is an area you identified may need attention. Learning to listen rather than react, learning to ask questions rather than respond, and moving to coach rather than direct will enhance the way you lead.
- In those areas or situations where you do not have the level of decision making ability you are accustomed to, you need to balance your need to be in control and direct outcomes to a more influencing and collaborative style. In those situations your impatience and emotions are likely to get the better of you. Learning to negotiate and facilitate outcomes when your emotions are overriding your general logical approach will be beneficial in managing areas where you do not have complete control.

# COMPETENCIES OVERVIEW

## OVERALL DIAGNOSTIC PROFILE

	CHALLENGE AREAS			STRENGTHS		
	Key Concern	Manage	Scope to Improve	Positive	Strength	Clear Strength
Achieve Business Results						
Forward Planning						
Build Customer Loyalty						
Adaptability						
Lead and Coach Others						
Self Management						

# Leadership Competencies

## ACHIEVE BUSINESS RESULTS

You have a competitive side to who you are and taking on challenging assignments is part of what motivates you. You have excellent company insight because you started as a driver and have worked your way up through the organization. Your various roles have not only brought you experience but certainly credibility. Your accomplishments in Portland, Atlanta and Europe are all indicators you are not afraid of risk or challenging assignments.

You scored extremely high on the quantitative section of your assessments. As well you scored in the superior range on your deductive reasoning tests. Your scores suggest an ability to analyze and assimilate related business information quickly. Because of this, along with your drive and impatience, be careful not to make judgment calls too quickly. You possess a degree of impulsiveness as well, so be careful to not let your quick wit and decision making style cause you to make decisions in haste.

You have a strong orientation and ability to understand the financials and metrics related to running the business. Being a competitive individual, your disposition, perhaps more often than not may be more assertive and forceful in approaching your environment. Whether it is the task or the person in front of you, you likely meet both head on and the same way. Your presence will allow you to be a powerful figure in most groups. You come across as confident and poised, but be careful as your controlling and demanding style can work against you.

You very much enjoy calling the shots and seek the ability to be where you can command your environment. This competitive spirit is exemplified by how you pursue your goals and solve problems. People who have high scores such as yours may be prone to being so focused on achieving their own goals they overlook others' needs or points of view.

## ACHIEVE BUSINESS RESULTS

You may become so focused on convincing others to accept your point of view and so busy thinking about ways to get your ideas across you may not listen to what people are saying. Remember to step back and get feedback from others.

Executives who possess extreme scores in this arena can come across as more assertive, and in fact, may even be seen at times as overbearing, authoritarian, aggressive or controlling. Your scores are much higher than the typical manager's scores suggesting your force of will is quite high. Your success, desire to hit your numbers and make a difference is admirable. You may have to learn to work through others to achieve your businesses objectives. Your tendency to think and make decisions independently may not always be conducive when you need to gain the opinions and help of others.

### Areas of Potential Development

- Your ability in the area of Business Acumen is clearly a strength. However, a strength overused may become a weakness. Evaluate if your desire to focus on hitting the numbers overrides your ability to listen to others and be longer term in your thoughts.
- Evaluate your decision making style. With your dominance, are you prone to make the final decisions when no one else has? When your patience has waned, are you guilty of not bringing other people's ideas into play?
- You are proud of the fact you have always hit your numbers and you should be. Step back and evaluate if your strategies extend beyond the budget constraints that may ultimately cause you to miss opportunities to create real change.

# Leadership Competencies

## FORWARD PLANNING

You demonstrate a high degree of deductive reasoning. Your scores suggest a high level of tough mindedness and a practical approach to running and managing a business. You are very focused on the numbers and hitting targets as was discussed under business acumen. Based on your assessment of your past 3 roles you are very good at achieving targeted initiatives and turning around under performing divisions.

This is all helpful in roles that require procedures and systems to drive accountability and processes, but may not always allow for vision and imagination. The conventional leader is easily recognized as goal-oriented and decisive. Your more practical orientation to running the business will be a strength. The lateral leader uses a different approach in achieving goals. They are much more focused on creativity and innovation of the team. You may be more prone to drive the results of the team through perseverance, drive, initiative and conviction.

Your practical orientation to running the business will encounter its limitations when the need to balance creativity and vision are necessary. A strong tactical leader is necessary when the objective is to turn around a division or entity that is struggling. Something you seem to do very well. The conventional leader that is focused on action, results, efficiency and process improvements is ideal when an under performing entity is lacking or a turnaround is needed. There is a considerable difference between an operational leader and a strategic leader.

The lateral and more strategic leader is focused on inspiring the team to find new and innovative ways of doing things. You are good at moving situations along and making good choices. Your sense of urgency for driving results and achieving goals has brought about the accomplishments you have achieved to date.

## FORWARD PLANNING

Developing techniques that create innovative strategies to drive organizational change are necessary elements of forward planning. Evaluate whether you are more prone to execute the skills of the conventional, operational, and tactical leader, or whether you are the lateral, strategic leader that is forward and innovative.

Traditional thinking systems are very lacking in constructive energy, creative energy and design energy. Much the same way that process engineers and systems engineers look at things from different perspectives, so will the tactical leader and the strategic leader approach the role of leadership differently.

### *Areas of Potential Development*

- You have a very practical and pragmatic way you approach things. You are a little on the conservative side as well. Be careful these tendencies do not limit your creativity. Spend more time conducting brainstorming sessions and exploring “what if” scenarios. Use your ability to add levity and humor more often and develop activities around “Thinking Outside the Box” that are fun and interesting.
- Our imagination is limited by our knowledge and experience. Your international experience has helped you gain new perspectives that you may not otherwise have gotten to take advantage of. Be careful not to let the international experience cloud your judgment.
- Do not allow systems thinking to dominate your intellectual efforts. Past experience alone may not be adequate to deal with the changing world. Supplement analysis with innovation and design.

# Leadership Competencies

## ADAPTABILITY

You like to have the freedom of being able to change and move quickly so that you can adapt to the current situation. This would suggest you have flexibility and adaptability in your management style. In many ways you are adaptable because it does allow you freedom. But in some ways you may not be as adaptable as you need to be. Your personality assessments scores suggest you can be more fact based and statically driven. Your scores suggest you can also be opinionated and not willing to listen once you have made up your mind. You have a strong desire to control your environment. When your desire to manage and control the outcome get in your way you may be prone to disagree with things that get in the way of your objectives.

Your comment from your pre-work seems to echo your assessment scores. "I have always been growth oriented but I also have a keen sense of shareholder value as well as employee and customer well being in every decision. I always try to be fact based when it comes to business decisions and am a huge proponent of behavior statistics (buyer, employee, etc) as a benchmark for decisions." Another statement you made you said. "I have a tendency to struggle when the company changes my objectives and business direction without using fact based decision making. This occurred quite often when I was in Europe and it was difficult for me to stay focused."

When people are accustomed to making decisions from a fact based approach, intuition is not normally engaged in the process. Intuition is another form of decision making. Intuition and creativity run counter to fact based decisions. Learning to blend the two will pay greater dividends for you and the team.

## ADAPTABILITY

### *Areas of Potential Development*

- The concept of intuitive decision making refers to the conscientious use of intuition as one of the decision making components rather than just making decisions on facts alone. It is important to understand how to merge different types of thinking and decision making into your day to day activities. A limitation to accomplishing this will be caused from a lack of self insight and awareness. See the section on self mastery.
- Over the next few days, notice which factors prevail when making a decision or solving a problem. Are you primarily logical, needing factual backup. How do your emotions impact the decision? Do new intuitive ideas prompt you to make changes in your usual plan? Adaptability comes as a result of focusing on the same issue from multiple angles.
- Learn to develop "Parallel Thinking". Evaluate where and when you encounter situations that cause you to become frustrated because you have met an impasse or are in disagreement. Disagreement is a rather poor way of exploring subject matter because each side soon becomes interested only in winning the disagreement rather than exploring the subject. It only moves to set up unnecessary adversarial positions.

# Leadership Competencies

## LEAD AND COACH OTHERS

With your energy and drive you have the ability to engage a room and create excitement and enthusiasm. This works well when the need to challenge and engage people to accomplish more is needed, especially when you have to get an under performing unit to succeed. In some ways that is leading but it usually does not involve coaching. You expect and want people to take initiative and get things done. You said, "I need to surround myself with others that can help implement with detailed execution. I have a tendency to lose interest in the minutia when others are empowered to execute an agreed upon plan."

Empowering people tends to border on abdicating. Be careful you are not setting yourself up to be caught off guard or disappointed because you assumed too much. As an example, you stated that, "I take people at face value often and can be taken in occasionally by those who are less than truthful. However, in the long run, my initial impression is accurate more often than not."

You possess a drive and impatience to get things done and you work harder than most with your competitive nature. You did say you lose interest in the minutia. You expect and trust people to do it on their own. You said that when they don't get it or understand you step in and give them the answers or tell them how to do it. Your dominant side emerges and you take over and get it done. This detracts from your ability to coach. I got the impression that was an enlightening discussion when we spoke and there was a moment of insight into this area on your part.

With your strong preference to trust others, you may be susceptible to others taking advantage of you. In addition, you may not have as good a sense of the political environment which will in turn impact your organizational savvy.

## LEAD AND COACH OTHERS

In this regard, you may not be as quick to check for other agendas and you may be caught off guard. In addition, you may take too much responsibility for others and/or events outside of your control. You will demonstrate a strength in being able to trust people and show them dignity and respect. However, you may not spend a balanced amount of time in the trenches to understand what is needed to help them.

### *Areas of Potential Development*

- Delegating as opposed to empowering may be worth spending time learning more about.
- Coaching and teaching people how to think and develop the knowledge they need to know instead of giving them the answers.
- Because you are a trusting individual think back to times where you have trusted too much. What information were you missing that would have helped you make a different decision? Were you relying on a person's sincerity or personal appeal rather than asking good questions? Has this been a pattern in your life? What can you look for next time to get better results?
- Coaching is not something that strong willed people tend to do. Their tendency is to assume that everybody else is strong willed and will figure out what to do on their own. In this way you will be caught off guard. It may be worth reading and exploring the world of coaching to see what you can learn.

# Leadership Competencies

## SELF MANAGEMENT

You possess a very strong will and a high degree of drive. This has certainly contributed to your success. Your competitiveness and drive is equally matched by your strong self confidence and belief in yourself. This is commonly referred to as ego and yours would not be considered as lacking. Successful leaders must have a high degree of confidence, but your scores are higher than most. Your self assessment scores suggest a particularly high degree of confidence and security about yourself. Where a healthy degree of confidence is productive, your self presentation from your assessment scores suggest you are so extremely confident in your actions (past and present) that you rarely consider that you have weaknesses or make mistakes.

You were asked in your pre-work to describe your strengths and limitations. Of the 8 questions that were asked, you had revealed a great deal about your strengths but on 5 out of 8 you wrote “none” when asked to describe possible limitations.

It may be worth exploring the possibility of whether your confidence and ego cloud your ability to see where you could make incremental gains and have a deeper level of self insight of your “gifts” and “limitations”.

There may be a willingness to jump in and lead in an overly confident manner because there may not be an accurate self-appraisal. The ability to be open to areas of weakness is a positive a trait. A realistic self-appraisal is important for any individual to be able to effectively monitor and strategize. An appropriate amount of humility is helpful in establishing relationships, whereas being overly impressed with ones self can put people off. There is an important balance in having a good degree of self-confidence and respectful self-doubt.

## SELF MANAGEMENT

During our discussions I continued to explore and ask questions that might elicit a response or discussion around where you might see potential areas for development. Toward the end of our conversations it appeared you began to recognize based on my questions, that when others do not understand something you tend to step in and solve the problem for them rather than coaching them. Likewise, you pinpointed one of your frustrations as the internalized power struggle you were having with yourself as well as the external power struggle you were experiencing with your boss. Self mastery requires a high degree of self insight and that is not possible when ego gets in the way.

### *Areas of Potential Development*

- Being comfortable with yourself indicates that you are confident to deal with most business circumstances. People are not perfect; however, your degree of confidence suggests an unawareness of any fault or area for development. The positive characteristics of confidence will be present in your self-presentation and will assist you in communicating. However, you may not be as skilled in being able to manage others by being able to provide empathy and by being appropriately humble.
- It may be useful for you to take some time and reflect on situations that could have been managed even more effectively. What got in the way? You may be able to find a theme running through a variety of circumstances. This theme may suggest an area of growth and development for you.
- Is this how I see myself? If no, how do you see yourself differently? Is this how others see me (friends, coworkers, family, etc.)? You may want to get feedback from those who know you well as to how they see you in terms of your ability to bounce back from disappointment, manage frustration, and remain optimistic in difficult times.

# Development Focus

## THE ART OF BEING POLITICALLY SAVVY

I chose this possible developmental area from the discussion that took place towards the end of our conversation and felt it might be valuable to examine this further. As we explored potential issues what emerged was your struggle in your current role as it related to having less ability to make decisions. We discussed a level of frustration in managing up and not having the latitude to make things happen compared to you having been able to move unencumbered in your last three roles in the company.

We spoke of how you do not like to play politics. The purpose of this is not to imply you start to either, but there is a situation that is emerging that we discussed, that if not managed appropriately, could create an unwanted adverse impact for you.

Keep in mind there is a difference between playing politics and being political, which is something you dislike, and being **Politically Savvy**. Being Politically Savvy requires one to maneuver through complex political situations effectively and quietly. It requires being sensitive to how people and organizations function, as well as the current role and its potential limitations and its political climate. It requires one to anticipate where the land mines are and plan their approach accordingly. It requires one to view corporate politics as a necessary part of organizational life and work to adjust to that reality. Think of it as a chess match and you have to get through the maze.

### THE POLITICALLY SAVVY PERSON

- Knows how to navigate smoothly and quietly through political waters.
- Says and does things that do not cause political problems.
- Understands how to deal with not invented here and territory protection.
- Rejects politics and minimizes procedural errors.
- Considers the impact on others and weighs their words.
- Is aware of the consequences of their actions.

## THE ART OF BEING POLITICALLY SAVVY

### Suggested Actions for Consideration

- **Characteristics of a “Politically Savvy” individual;** Puts the organization first, believes in and cares about the issue at hand, sees a career as an outcome rather than a goal, plays above board, legitimizes the task, avoids their own political blind spots.
- **Finds the Right Mix;** Politically savvy managers work to find the right mix of planning and acting when customizing their attempts at influence. This customization can occur at two levels, one for the situation as a whole, and the other when gauging how to approach a specific individual.
- **Keep political conflicts small and concrete;** The more abstract it gets, the more unmanageable it becomes. Separate the people from the problem. Attack problems by looking at the nature of the problem, not the person presenting the problem. Avoid direct blaming remarks; describe the problem and its impact. If you can't agree on a solution, agree on procedure, or agree on a few things, and list all the issues remaining. This creates some motion and breaks political stalemates.
- **Be process flexible;** Always have a plan of attack but also have a contingency plan. Be ready for instant change. Expect the unexpected. People who are politically savvy are personally flexible. They care more about accomplishing the objective than staying true to the “one true” me.
- **Adopt a long-term orientation;** Savvy managers typically seem to have a longer view than other managers. They are able to make the critical distinction between individual battles and the overall war. Always remember, timing may not be right, but eventually your ideas may become a successful step to acceptance and implementation of an idea.

# Development Focus

## THE ART OF BEING POLITICALLY SAVVY

### Suggested Actions for Consideration

- **Foster face-saving Gracious winning;** View losers as unfortunate outcomes of scarce resources or results of the impossibility of finding win-win solutions. Be a gracious winner and give credit to the losing project. This will foster greater cooperation and rational problem solving. Savvy individuals work hard at minimizing the experience of losing for others.
- **Strong advocates for narrow views don't usually fare well politically in organizations;** Initially be tentative. Give others some room to maneuver. Make the business or organizational case first. Be prepared to counter arguments that your objective is less important than theirs. A lot of political noise is caused by making extreme statements right out of the box.
- **Three shot method at influencing;** In attempting to influence an individual or group about a new or controversial idea;
  1. Take a shot at it. Explain the idea and its potential benefits.  
If this idea is accepted, fine. If not,
  2. Take a second shot at it. Learn from the first attempt and customize further based upon the particular audience.  
If it is accepted, fine. If not,
  3. Make a sincere commitment to implement whatever the organization has decided to do. Those that do not have not learned the art of being Politically Savvy and usually self destruct.

## THE ART OF BEING POLITICALLY SAVVY

### Suggested Actions for Consideration

- **Learn how to read non-verbal;** Common signals of trouble are changes in body posture (especially turning away), crossed arms, staring, or the telltale glancing at one's watch, frowns and washboard foreheads. When this occurs, pause. Ask a question. Ask how we're doing. Do a live process check.
- **Selective savvy;** Is there an individual, a group or groups you have more trouble with politically than others? Is it because you don't like or are uncomfortable with them? To work better with problem people or groups, put yourself in their case. Turn off your "I like - I don't like; I agree - I don't agree" switch. Ask yourself why would you act that way? What do you think they're trying to achieve? Establish reciprocity. Relationships don't last unless you provide something and so do they. Find out what they want and tell them what you want. Strike a bargain.
- **Develop more patience;** Dominate people who are used to being in control make decisions that do not always exemplify the necessary patience and wind up saying things or doing things that can cause political mis-steps.

### Suggested Readings

- **The Four Obsessions of an Extraordinary Executive** by Patrick Lencioni
- **The 10 Dumbest Mistakes Smart People Make** by Arthur Freeman.
- **Political Savvy** by Joel R. Deluca
- **Dancing with the Dinosaur: Learning to Live in the Corporate Jungle** by William Lareau

# Development Focus

## MANAGING STRATEGIC RELATIONSHIPS

It is not unusual for people to have challenges with others in the organization such as their peers and bosses, especially if they are both dominant forms of personality. Statistics show that most people have trouble with about 50% of their bosses. Remember, you never stay with one boss that long; either he/she will move on or you will. The best advice is to try to learn from the experience. That is often easier said than done.

Your dominate side is an asset in terms of competing and getting things done. A potential problem that is typical of dominate people is they usually get into power struggles when they feel unable to control their environment. Another potential issue is dominant people tend to buck the system when the system does not fit their model. You have been used to calling the shots and directing outcomes for quite some time. Patience and tolerance are not a virtue in your case. The rebellious side emerges and then leads to you becoming more frustrated. Sooner or later emotions take over and logic is lost to feelings. This can be career ending if not recognized and managed personally. Learning to manage the strategic relationships is critical for organizational success.

### *Suggested Actions for Consideration*

- **Manage the rocky road.** The key is to manage rocky relationships so it leaves behind the least amount of long-term noise for you and the organization. Focus on three key problems you need to work on with the person and do them. Keep your conversations with the people directed at the core agenda. If you believe someone is blocking you, access your network for performance help.

## MANAGING STRATEGIC RELATIONSHIPS

### *Suggested Actions for Consideration*

- **Learn to depersonalize and be neutral.** Try to separate the person from the role he/she is in; try to be objective about the situation. You are never going to please everyone. While you don't ever have to invite her/him to your home, you do have to deal with this person. Ask yourself why you dislike this person so much or don't like to work with him/her. What do people think who have a favorable impression of this person? Write down everything you've heard him/her say that was favorable. Play to their good points. Put your judgments on hold, nod, ask questions, summarize as you would with anyone else.
- **Decide to learn from the situation.** Honestly, what part did you play in contributing to the rough relationship? What could you have done differently to make the situation more livable? What will you do next time when you see the first signs of trouble like this? Even if this person would be condemned by many, you are responsible for your reactions. If you respond with anger and blame, you're not learning to do anything different. In fact, you may end up mirroring them!
- **It could be you, too.** Get some feedback from those you trust about who you are. What are your real strengths and weaknesses? You need to have the clearest possible view of the situation. Get advice about managing and improving on the relationship from a trusted mentor, colleague or someone in the Human Resources function. After all, maybe it's you as well. How are you at interpersonal reads? Do you know what drives this person? Do you talk detail and he's a big picture person? Do you fight her style which is more action oriented than yours?

# Development Focus

## MANAGING STRATEGIC RELATIONSHIPS

### *Suggested Actions for Consideration*

- **Find your triggers.** Keep a journal on what things happen to irritate or bother you. Once you know what triggers, learn to manage these potentially tense transactions better. If this person blows up, for example, listen to the venting, but don't react directly. Remember that it's the person who hits back who usually gets in the most trouble. Listen. Nod. Ask "What could I do to help?"
- **Know the person.** Try to objectively describe the person in terms of strengths and weaknesses. Even bad people have strengths. In confidence, get someone else to help you. Try to determine why the person does what he/she does, even though you may not agree with the logic or wouldn't do it that way yourself. How would you act in the same circumstance?
- **Careers are made or broken in adversity.** Even if the person is a bad one, research strongly indicates that confronting the situation directly usually fails. The best tactics are to view it as a conflict situation, see what you can learn from it and try to develop some common ground. If you can't, show some patience. Precipitous actions will probably reflect negatively on you more than on the person. The book may have already been written on the person; make sure it doesn't get written on you as well.
- **Spread the credit;** People who truly work for the good of the whole organization do this. They realize that the greater number of people who receive credit for a new deal, the more powerful the organization begins to feel. The Savvy are therefore skilled at giving credit. They seek out opportunities to make others winners while generally avoiding high profiles for themselves. Make a contribution and achieve a win-win outcome. Giving credit comes back multiplied.

## MANAGING STRATEGIC RELATIONSHIPS

### *Suggested Actions for Consideration*

- **Facing the person.** If appropriate or possible, equipped with the insights you have come to in the previous steps, try to have a series of informal relaxed discussions with the person about what the problem might be, leading with your contributions - we are seldom completely in the right - to the problem first; then give him/her an opportunity to add to the discussion.
- **Strike a bargain with yourself.** Dedicate yourself to trying to please this person in his/her role and by doing your best and not getting distracted by the noise of the relationship. Ask yourself, "What are the performance imperatives of this job?" Make the best of a bad situation. Your career will continue past this person

### *Suggested Readings*

- **Managing Strategic Relationships** by Leonard Greenhalgh
- **The Anatomy of Persuasion** by Norbert Aubuchon
- **It Takes Two: Managing Yourself When Working with Bosses and Authority Figures**, by Gene Boccialetti

# Development Focus

## DECISION MAKING USING INTUITION

You spoke about making decisions more from a fact based approach and that sometimes when decisions are made not using a fact based approach it creates a level of frustration for you. This area will address a different way of making decisions. Your description about yourself in this area and your assessment scores reveal someone who uses a practical, realistic, fact based approach to decision making. You scored extremely high on your critical thinking test which supports this. There is nothing wrong with that approach, but it is limiting.

Rich DeVos, the legendary cofounder of Amway Corporation talked about his observation that total dependence on facts limits the adventurous spirit which is crucial to the process of innovation and discovery. Facts alone, he believes, often end up being nothing more than a litany of reasons why an idea will not work. In essence, they often tell us to do nothing at all.

Intuition is the spark that ignites vision, not facts. Only when people and organizations integrate intuition along with facts and logic in the decision making process will they advance. When we use our logical mind and focus on fact based decisions we use the analytical, rational and verbal parts of our mind. This mind tells us how do something by using words and sentences. The operations of critical thinking and linear analysis are components of this part of our brain.

Our intuitive mind goes beyond rational analysis; it is inspiring and nonverbal. This mind will show us how to do something by presenting pictures, symbols and metaphors. This mind functions through creative thinking patterns, spatial relationships, and visualization.

Intuition, innovation and paradigm shifts are all interrelated processes that require an inner knowing and deeper understanding of ourselves. Ralph Waldo Emerson's quote, "What lies behind us and what lies before us are small matters compared to what lies within us" helps to look deeper into our ability. The intelligence that lies within you can invent or discover different ways of approaching your daily affairs. Making a paradigm shift means discovering new and different ways of doing things as we become open to the potential for change.

## DECISION MAKING USING INTUITION

### *Suggested Actions for Consideration*

- **Find ways to center and calm yourself.** Intuition is difficult to achieve when you are in a tense situation, when you are stressed, when you are in turmoil or in conflict. When we are at odds or when words and emotions engulf our day to day ability to step back and think, intuition is not likely to emerge. Your intuitive ability is more apt to develop when you are still, centered and receptive.
- **Make yourself receptive.** Dominate people can be close minded when they do not respect the other person, when they feel their ideas are not being considered, or when their ideas were never asked for causing a mental shut down without even realizing it.
- **Learn the art of "Projection."** It will be beneficial for you to adopt alternative ways of exploring ideas. Practice imaging, visualizing, and running things forward in your mind while exploring them using the principles of "SWOT", (Strengths, Weaknesses, Opportunities, Threats) to capture every angle.
- **Learn the art of Mind Mapping.** Learn to use a schematic diagram to show options and possibilities. It includes all thoughts, ideas, feelings, qualities, details, and elements of a problem. Mind Mapping provides a systematic means for recording and encouraging the natural flow of the thinking process through a "positive feedback loop" between the brain and the process.
- **Learn to use Lateral Thinking.** This is a process that focuses on seeking new ways of looking at a problem rather than proceeding by logical steps.

### *Suggested Readings*

- **The Intuition Workbook** by Dr. Marcia Emery
- **Mind Mapping** by Joyce Wycoff
- **Lateral Thinking** by Paul Sloane
- **The Six Thinking Hats** by Edward DeBono
- **Paradigms** by Joel Barker

# Development Focus

## DEVELOPING OTHERS

We spoke about how you look for people who have the skills to put into roles where they can perform the function and you spoke of how you tend to lose interest in the minutia. We also spoke and you wrote about taking people for granted and being too assuming. These are the things that limit ones involvement in the development of people. In developing others it is important to evaluate and monitor their true “gifts” and “limits” and find those activity based exercises that will focus on their development.

As you begin to prepare your own development plan from this process, where and how can you model this in similar fashion regarding the development of those you oversee? Would sharing some or all of your developmental initiatives with your staff help create a culture of openness about development?

### *Suggested Actions for Consideration*

- **Hold regular meetings with your staff to discuss development.**
- **Distinguish between short, medium, and long-term development objectives.** Focus on each in turn and provide specific objectives for each. Review progress against the plan at subsequent meetings. Ensure each member of the staff takes ownership for this development plan.
- **Regularly take time to talk to individuals about their aspirations.** What do they want to do better, and what new things they would like to try out? Do not restrict these discussions to performance appraisal time.
- **Maintain a development file.** For each of your direct reports, track their progress. Use this information to identify development needs and associated suggestions for action.

## DEVELOPING OTHERS

### *Suggested Actions for Consideration*

- **Tell people you expect them to excel and do their best.** Find specific things in their character or performance to support your expectations. Be sure to congratulate the improvements you observe.
- **Provide support to others for assignments or regular job responsibilities.** Give others an opportunity to think and act on their own by providing them with the overall objective and letting them determine how to carry it out.
- **Observe your staff in action.** Note specific examples of things they did well and areas where they could develop further. Practice giving specific, behavioral, non-judgmental feedback focusing on the evidence you have gathered. Offer support to help them develop their capability further.
- **Provide developmental challenges as often as possible.** Look for challenging assignments that will provide them with greater exposure in the organization as well as opportunities to develop their management skills and abilities. For example, send them to meetings in your place or have them represent you at conferences and symposiums. Ensure you receive specific feedback about their performance.
- **Nominate a person to undertake your role.** If you are to be away from the office for any significant period of time. Try to ensure a degree of decision making autonomy so that the delegation of your role represents a real development challenge.

### *Suggested Readings*

- **Everyone's a Coach** by Ken Blanchard and Don Schula
- **Coaching for Improved Performance** by F. Fournies
- **Developing High Performance People** by Oscar G. Mink, Keith Owen, Barbara Mink