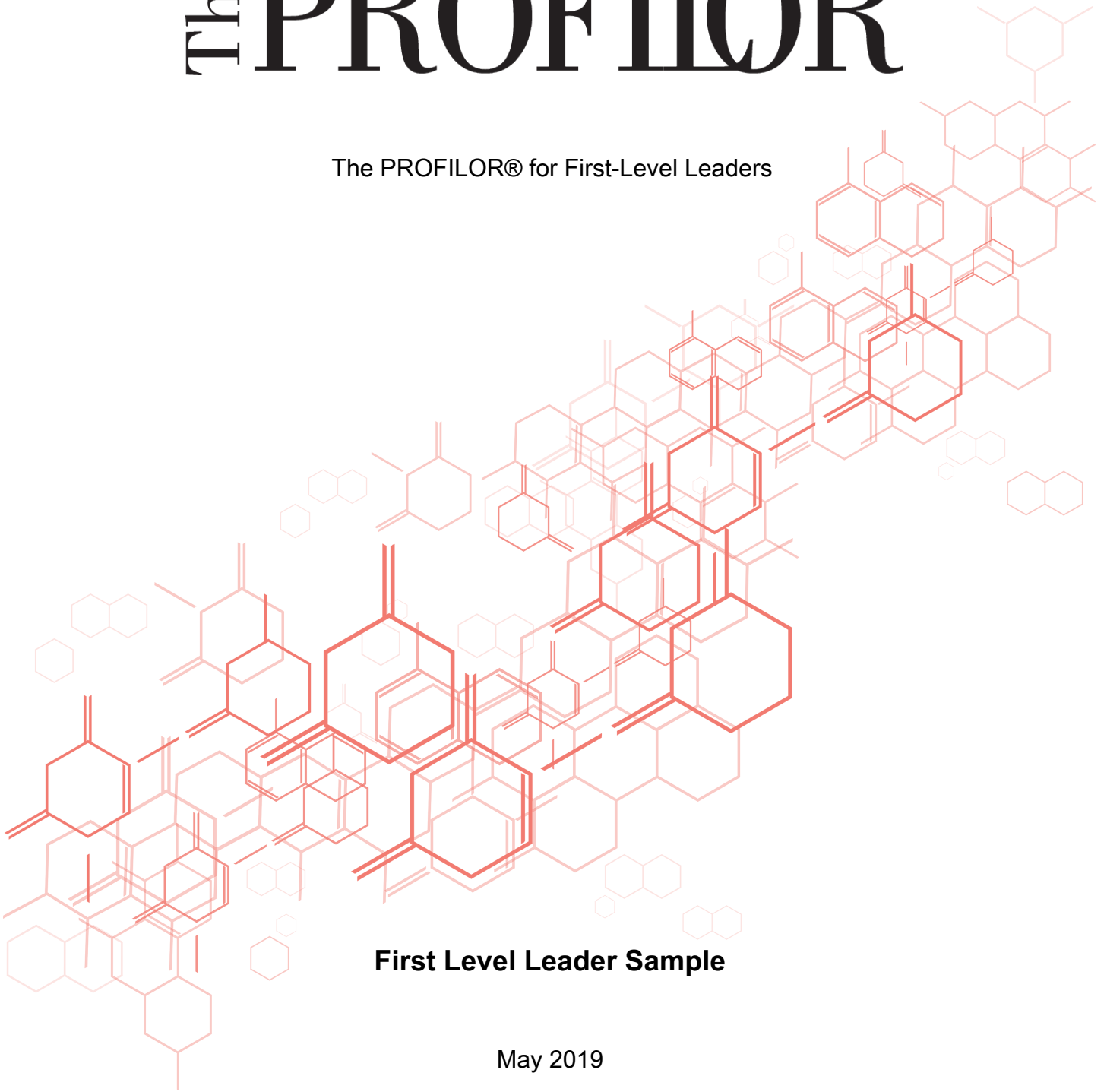


The PROFILOR[®]

The PROFILOR[®] for First-Level Leaders

First Level Leader Sample

May 2019



Introduction

The PROFILOR® Feedback Report provides you with information about how others view you in your current role. Respondents provided feedback on the extent to which you demonstrate core competencies.

The feedback in this report provides valuable insights that are:

- Anonymous (with the exception of Manager ratings), which might encourage a greater degree of honesty and directness.
- Comprehensive, in that it comes from a range of people with whom you work. In this report, "Average" represents all respondents, except self.
- Specific and job-related, providing a clear understanding of strengths and development opportunities in relation to competency expectations in your current role.

Table of Contents

Participation Summary	3
Competency	4
Definitions	4
Overview	6
Perspective Comparison	7
Focus Areas	13
Highest and Lowest Summary	13
Largest Differences	14
Targeted Development Priorities	15
Item Detail	18
Development Suggestions	36
Comments	40
Planning Your Development	43

The PROFILOR® is an instrument developed to provide feedback and development focus and recommendations to individuals about their skill strengths and development needs. It should not be used as the sole source of information concerning selection, promotion, salary review and adjustment, de hiring (firing) and/or deselection decisions.

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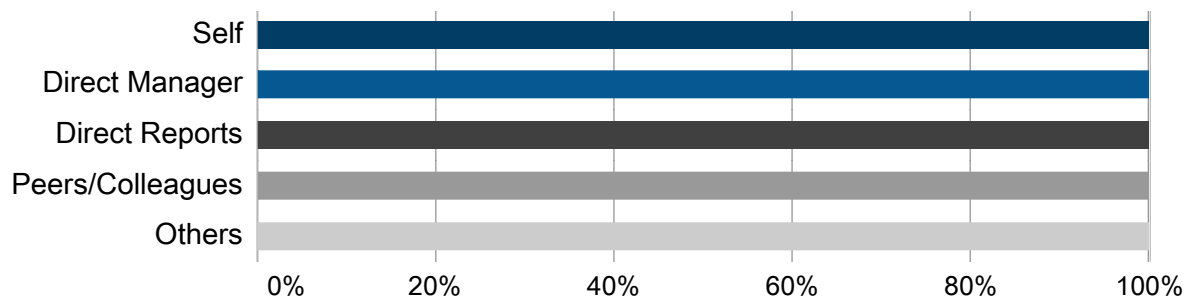
Participation Summary

Your feedback results are based on the survey ratings submitted by those you invited to respond. This page lists the names of those you invited, the number of responses received, and the respondent completion rate.

Respondent Status Table

Perspective	Invitations Sent	Surveys Completed	Invited to Respond
Self	1	1	First Level Leader Sample
Direct Manager	1	1	James Jorgeson
Direct Reports	2	2	Bradley Emerson, Naomi Wilson
Peers/Colleagues	2	2	Ralph Esteban, Kimberly Karson
Others	2	2	Ruth Hardy, Theresa Zimmerman

Respondent Completion Rate



Definitions

This section includes a short definition of each of the competencies measured by The PROFILOR®. The competencies are organized based on leadership factors important for your success.

THOUGHT LEADERSHIP

Analyze Issues and Solve Problems

Gathers the most important information; analyzes, incorporates, and applies new information and concepts; recognizes symptoms that indicate problems; makes sound and timely decisions.

Understand Strategies

Demonstrates understanding and support of the organization's mission and strategies; integrates and balances big-picture concerns with day-to-day activities; aligns own group's activities with the broader organization's goals and strategies.

Identify Improvements

Approaches problems and processes with curiosity and open-mindedness and encourages others to do the same; generates innovative ideas and solutions to problems; identifies ways to streamline and/or improve efficiency of work.

RESULTS LEADERSHIP

Establish Plans

Prepares realistic estimates of resource requirements and action steps needed to accomplish objectives; establishes clear, realistic timelines for goal accomplishment; coordinates planning efforts with other work units.

Execute Efficiently

Delegates responsibility and conveys clear expectations to the appropriate staff; monitors the progress of others and redirects efforts and/or removes obstacles in order to get efforts back on track; deals with high-priority work activities first.

Show Initiative

Sets high standards of performance for self and others and maintains a consistent, high level of productivity; takes personal responsibility to make decisions and take action; does not easily give up in the face of obstacles.

Seek Customer Satisfaction

Seeks feedback from customers; tracks performance against customer requirements; addresses customer needs by involving the right people at the right time and follows up to ensure problems are solved.

PEOPLE LEADERSHIP

Solicit Support

Provides sound rationale for recommendations; ensures that own positions and ideas address others' needs and priorities and solicits support.

Definitions

Encourage Commitment

Projects a positive image and serves as a role model for others; promotes commitment to the organization's vision, values, and direction; acknowledges others' efforts and accomplishments.

Select and Develop

Identifies the requirements for successful job performance and recruits/refers qualified people; makes accurate evaluations of people's capabilities and fit; provides honest, helpful feedback and real-time coaching to others.

Communicate Effectively

Expresses ideas clearly and concisely; listens carefully and attentively to others' opinions and ideas; shares information and viewpoints openly and directly with others.

Relate Well to Others

Relates to people in an open, friendly, and accepting manner regardless of their level or background; maintains positive relationships even under difficult circumstances.

PERSONAL LEADERSHIP

Demonstrate Credibility

Accepts responsibility for one's own performance and actions and does not cover up or blame others; treats others fairly and consistently and protects confidential information; follows through on commitments.

Readily Adapt

Works productively in the face of ambiguity; accepts feedback without becoming defensive and deals constructively with mistakes and setbacks; seeks opportunities to acquire new knowledge and skills.

Overview

This is a high-level summary of your average rating for each competency. You can also see the competencies you selected as “Critically Important” compared to those selected by your Manager(s). These are indicated with a black star. The 25th and 75th percentiles are depicted with gray circles. The norm group is composed of participants who have previously completed The PROFILOR® survey.

Competency Average Ratings and Importance

By comparing your view with those of your Manager(s), you will be able to see similarities or differences that could be the source of a useful alignment conversation during your development discussion.

The remaining sections of your report will provide details for each of these ratings.

Competency	Average	Not At All	To Some Extent	To A Very Great Extent	Self	Direct Manager
Understand Strategies	4.31					
Solicit Support	4.28				★	★
Select and Develop	4.22					★
Relate Well to Others	4.19				★	★
Establish Plans	4.13				★	
Show Initiative	4.06					★
Readily Adapt	3.95				★	★
Encourage Commitment	3.78				★	★
Execute Efficiently	3.72				★	★
Demonstrate Credibility	3.70				★	
Identify Improvements	3.63				★	
Seek Customer Satisfaction	3.63				★	★
Analyze Issues and Solve Problems	3.53					
Communicate Effectively	3.53				★	★

★ = Very Important

★ = Critically Important

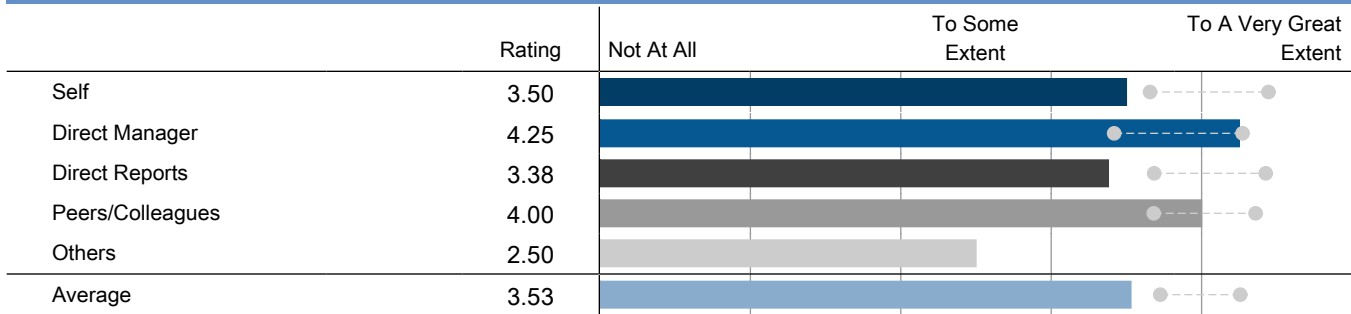
● = 25th and 75th percentile of norm group: First-Level Leader Global

Perspective Comparison

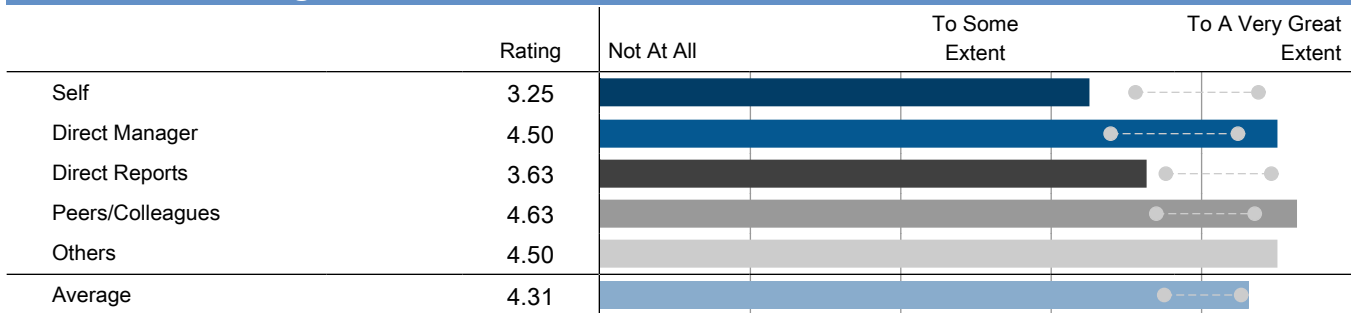
This section displays the average ratings you received from the different groups of respondents. You can also see how your results compare to the norm.

THOUGHT LEADERSHIP

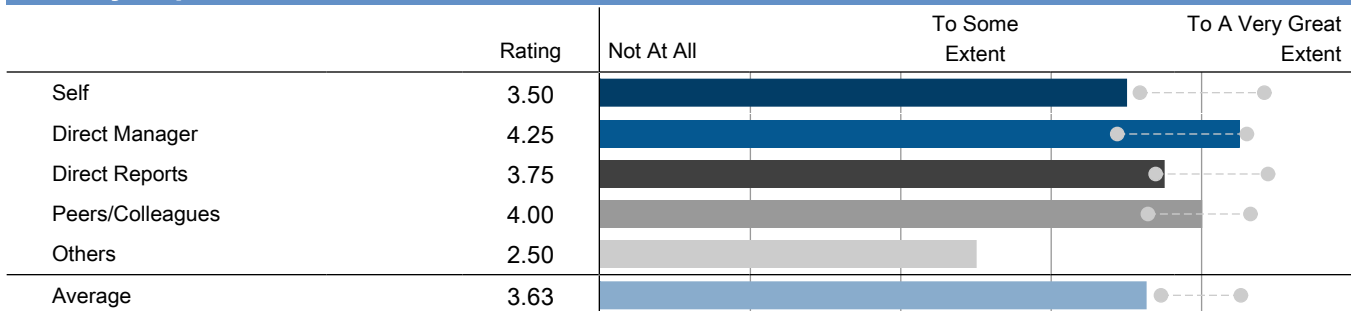
Analyze Issues and Solve Problems



Understand Strategies



Identify Improvements



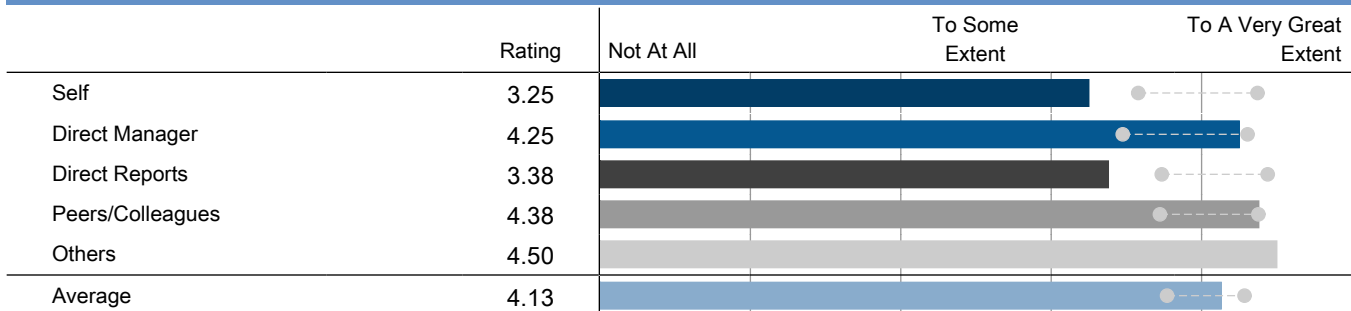
★ = Critically Important

●—● = 25th and 75th percentile of norm group: First-Level Leader Global

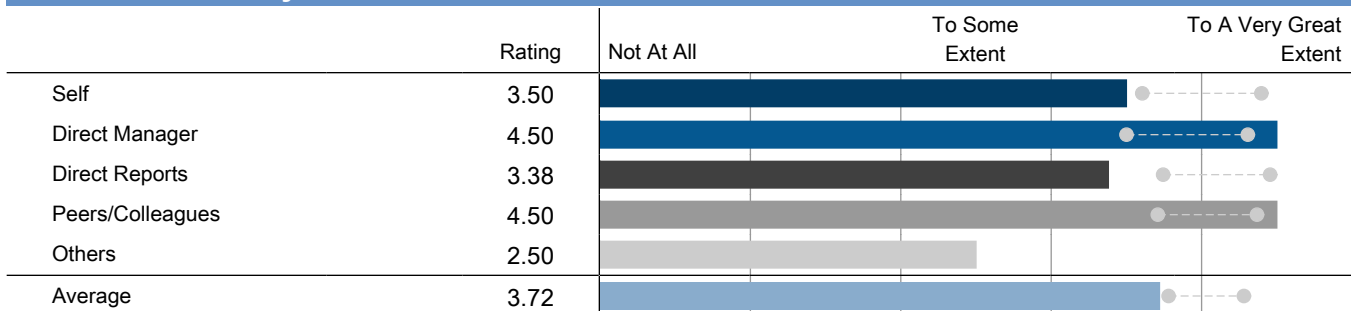
Perspective Comparison

RESULTS LEADERSHIP

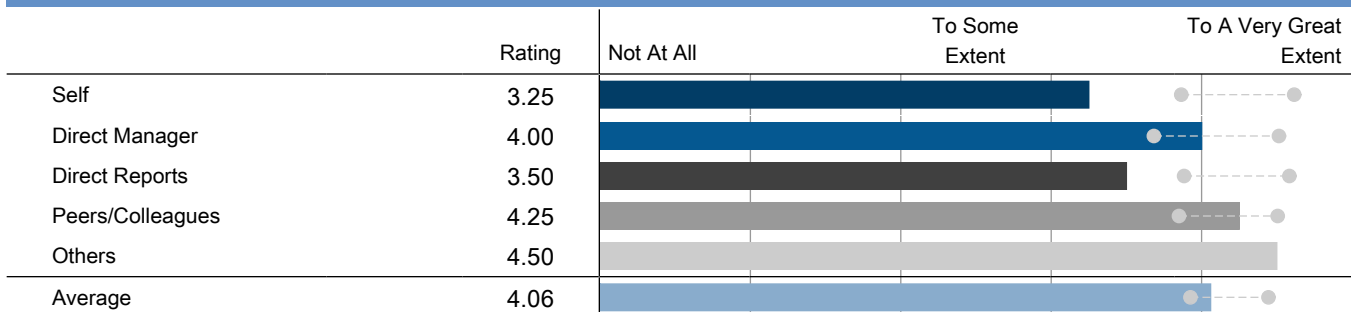
Establish Plans



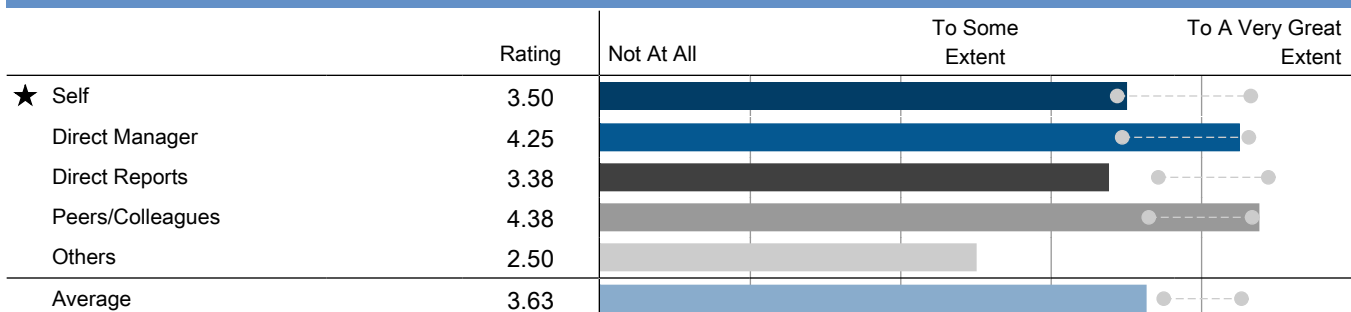
Execute Efficiently



Show Initiative



Seek Customer Satisfaction



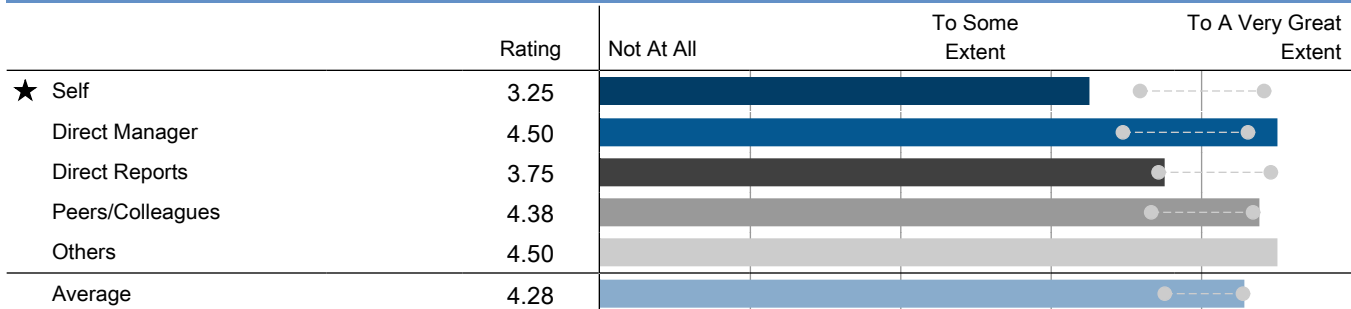
★ = Critically Important

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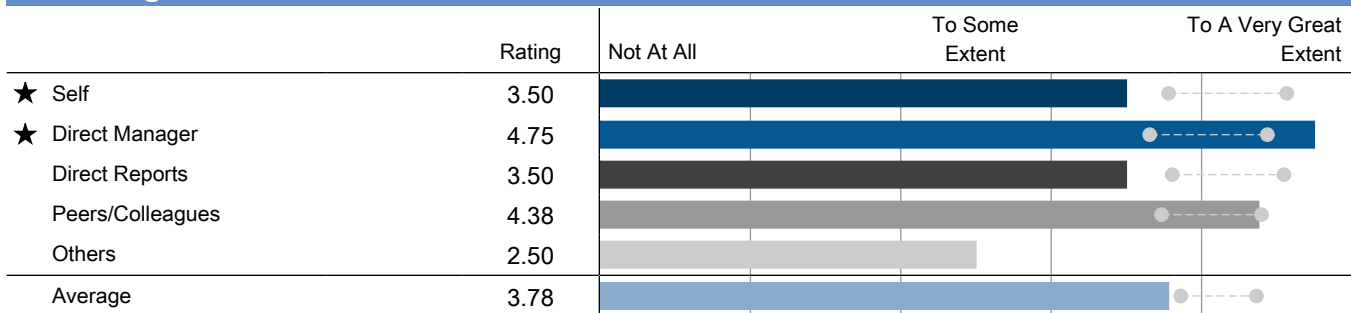
Perspective Comparison

PEOPLE LEADERSHIP

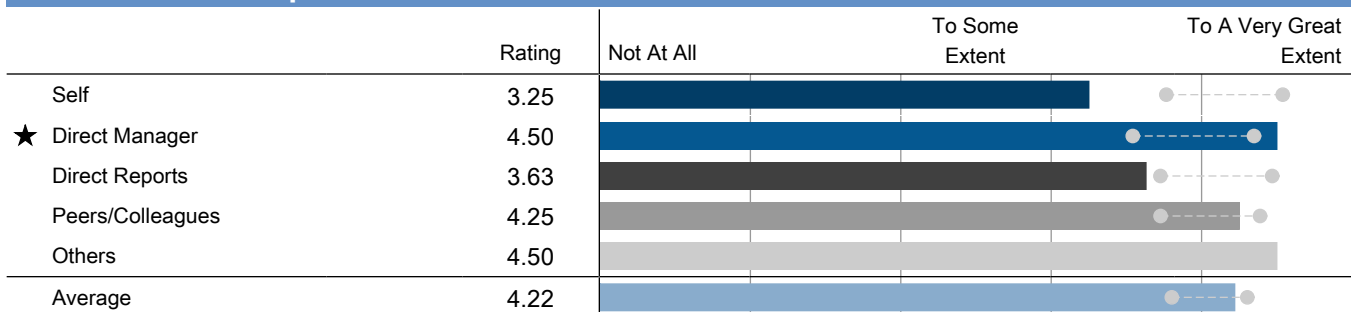
Solicit Support



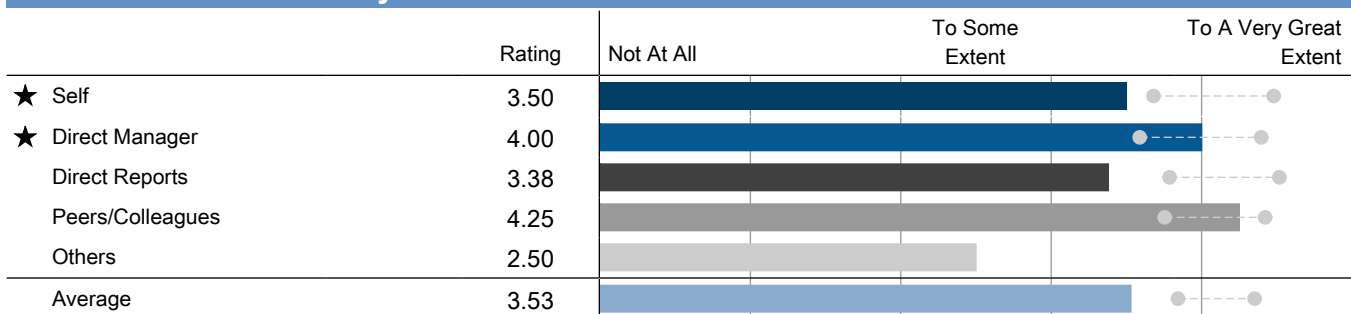
Encourage Commitment



Select and Develop



Communicate Effectively

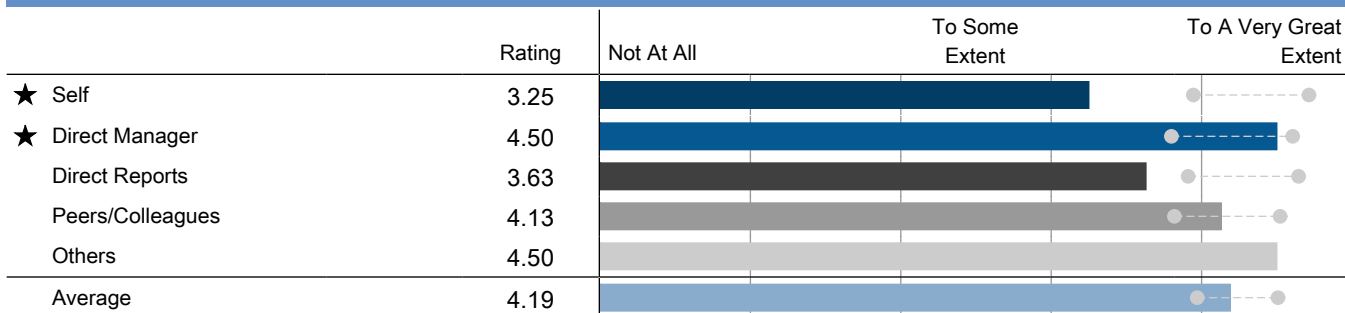


★ = Critically Important

●● = 25th and 75th percentile of norm group: First-Level Leader Global

Perspective Comparison

Relate Well to Others



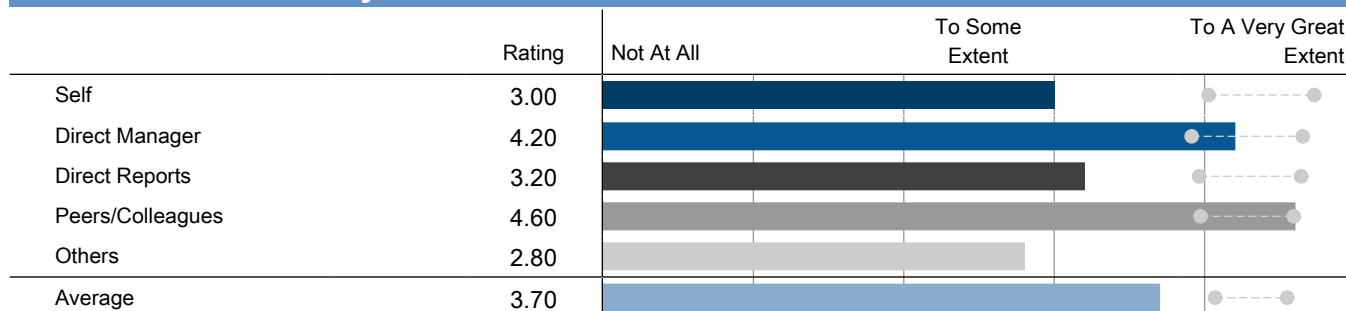
★ = Critically Important

●—● = 25th and 75th percentile of norm group: First-Level Leader Global

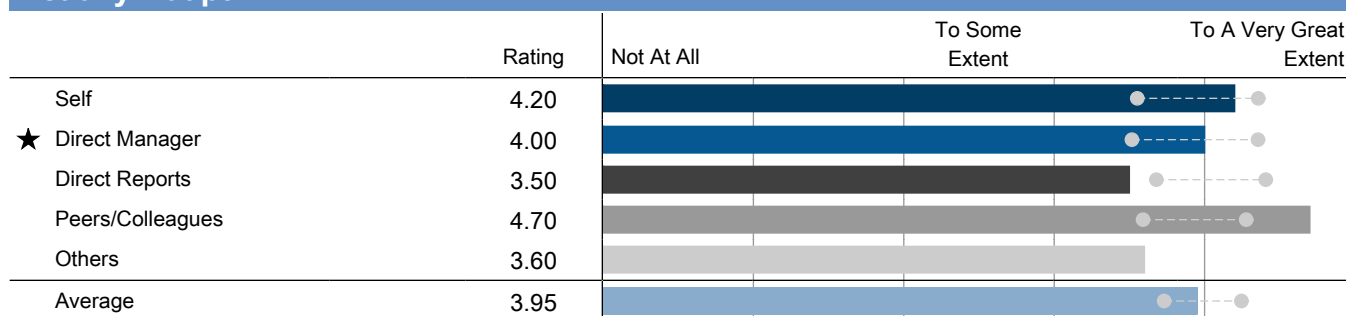
Perspective Comparison

PERSONAL LEADERSHIP

Demonstrate Credibility



Readily Adapt



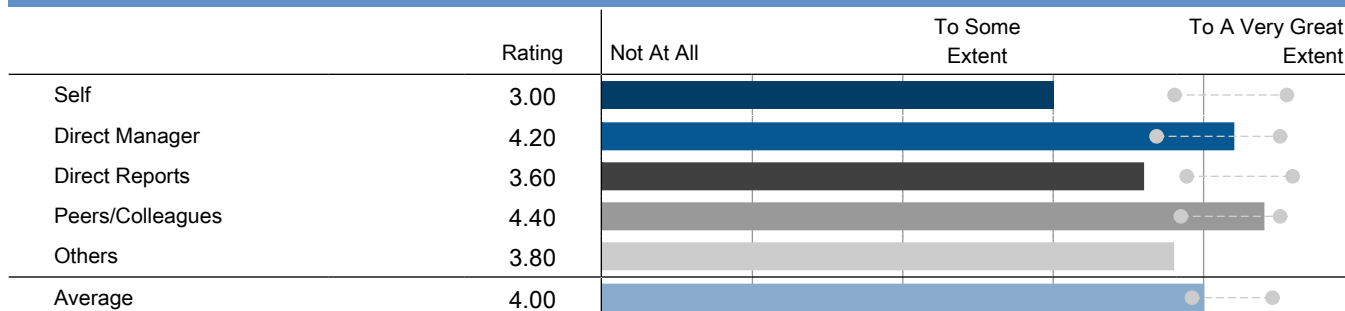
★ = Critically Important

●—● = 25th and 75th percentile of norm group: First-Level Leader Global

Perspective Comparison

COMPOSITES

Overall Performance



★ = Critically Important

●—● = 25th and 75th percentile of norm group: First-Level Leader Global

Highest and Lowest Summary

This section displays your highest- and lowest-rated items respectively, averaged across all respondent groups except self. Additionally, the competency name for the item is provided. Consider the highest-rated items as your strengths and the lowest-rated items opportunities; you can focus on both in a development plan.

Highest Items

Item	Average	Competency
8. Establishes strategies for achieving individual or work unit goals	4.63	Understand Strategies
40. Shares own experience and expertise with others	4.63	Select and Develop
24. Does not easily give up in the face of unexpected obstacles	4.50	Show Initiative
48. Works cooperatively with people from different cultural backgrounds	4.50	Relate Well to Others
62. Produces high-quality work	4.50	Overall Performance

Lowest Items

Item	Average	Competency
1. Analyzes, incorporates and applies new information and concepts	2.88	Analyze Issues and Solve Problems
41. Provides clear and detailed information to others	2.88	Communicate Effectively
26. Seeks feedback from customers to identify improvement opportunities	3.00	Seek Customer Satisfaction
60. Gets work done on time	3.13	Overall Performance
58. Accepts feedback openly, without becoming defensive	3.25	Readily Adapt

Largest Differences

This page displays up to five hidden strengths and potential blind spots. Hidden strengths are items rated highest by others and lowest by Self ("pleasant surprises"), where the gap is 0.5 or more. Blind spots are items rated highest by Self and lowest by others ("opportunities"), where the gap is 0.5 or more.

Hidden Strengths

Item	Self	Average	Difference from Self	Competency
13. Identifies action steps needed to accomplish objectives	1.00	4.25	3.25	Establish Plans
5. Demonstrates understanding of the organization's mission and strategies	1.00	4.13	3.13	Understand Strategies
29. Provides sound rationale for recommendations	1.00	4.13	3.13	Solicit Support
53. Follows through on commitments	1.00	4.00	3.00	Demonstrate Credibility
61. Accomplishes a great deal	1.00	4.00	3.00	Overall Performance

Blind Spots

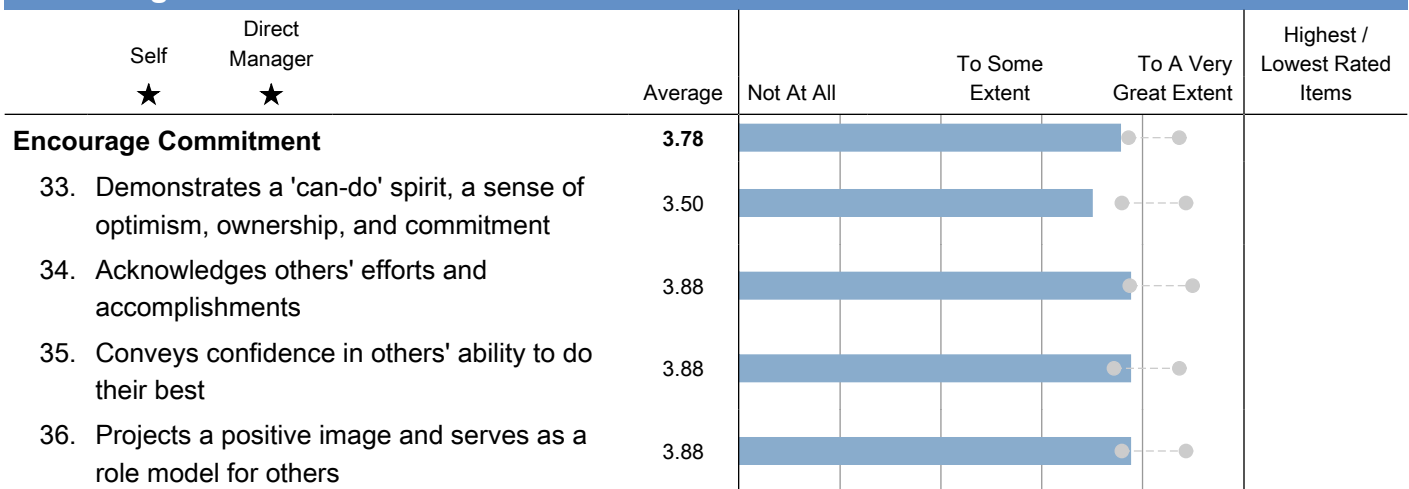
Item	Self	Average	Difference from Self	Competency
1. Analyzes, incorporates and applies new information and concepts	5.00	2.88	-2.12	Analyze Issues and Solve Problems
41. Provides clear and detailed information to others	5.00	2.88	-2.12	Communicate Effectively
33. Demonstrates a 'can-do' spirit, a sense of optimism, ownership, and commitment	5.00	3.50	-1.50	Encourage Commitment
49. Treats others fairly and consistently	5.00	3.50	-1.50	Demonstrate Credibility
9. Approaches problems with curiosity and open-mindedness	5.00	3.63	-1.37	Identify Improvements

* additional items have tied with last item on the list

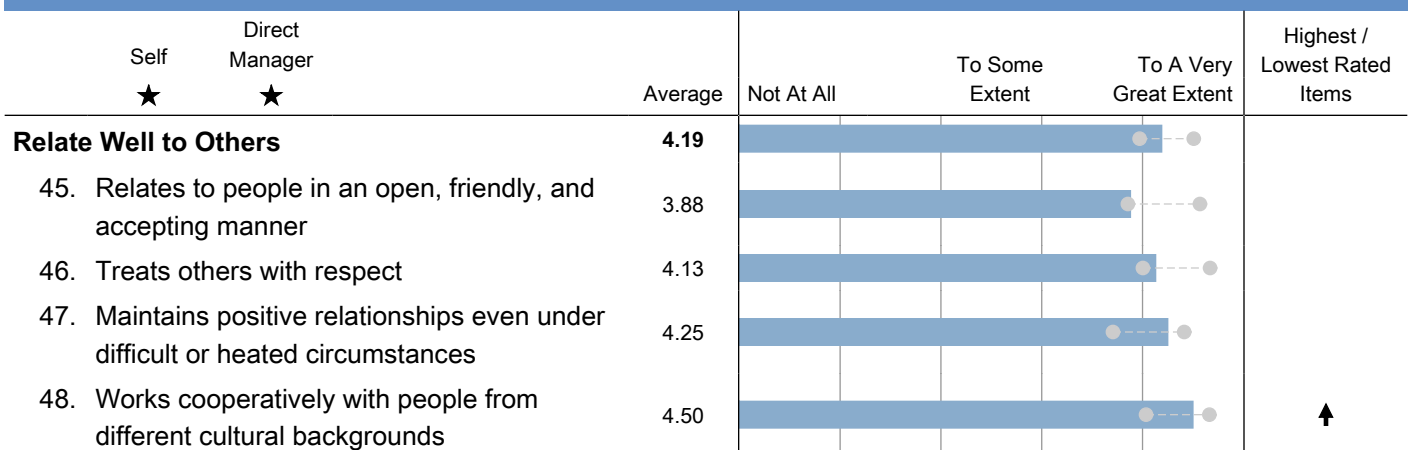
Targeted Development Priorities

Your feedback may have revealed some insights about your strengths and development opportunities. This section identifies the competencies your Direct Manager believes require critical focus, and their related items. Notice if the items in each of these critical competencies are rated high or low to determine whether you can leverage the item as a strength or target it as an area of development.

Encourage Commitment



Relate Well to Others



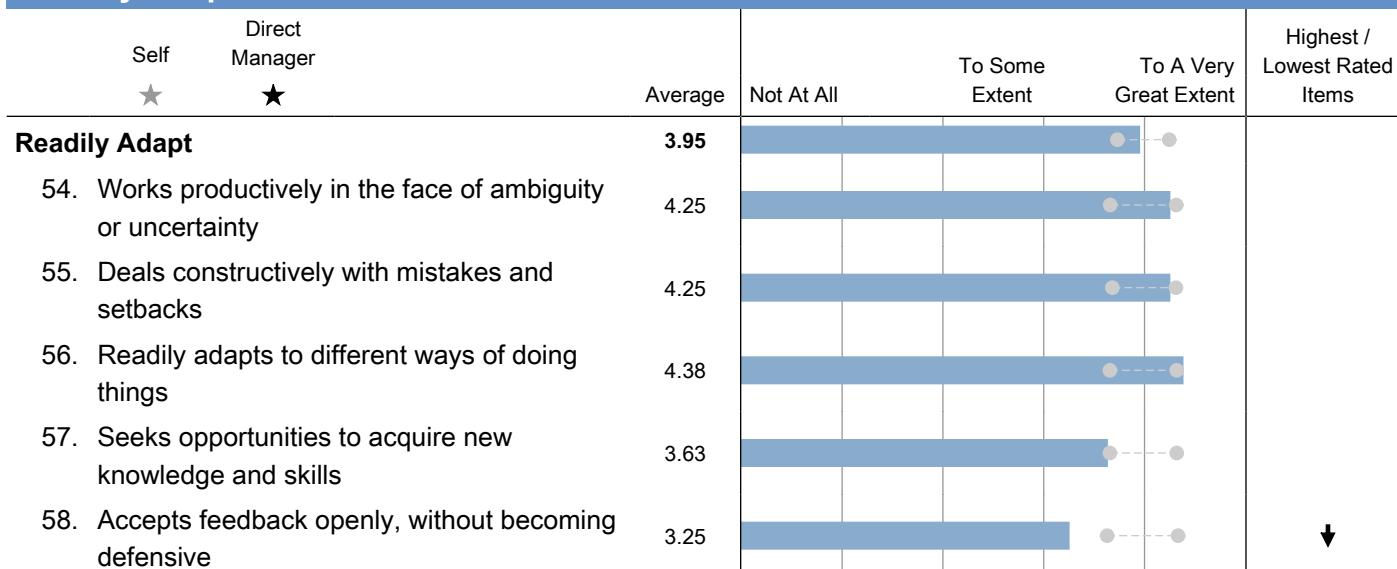
★ = Very Important

★ = Critically Important

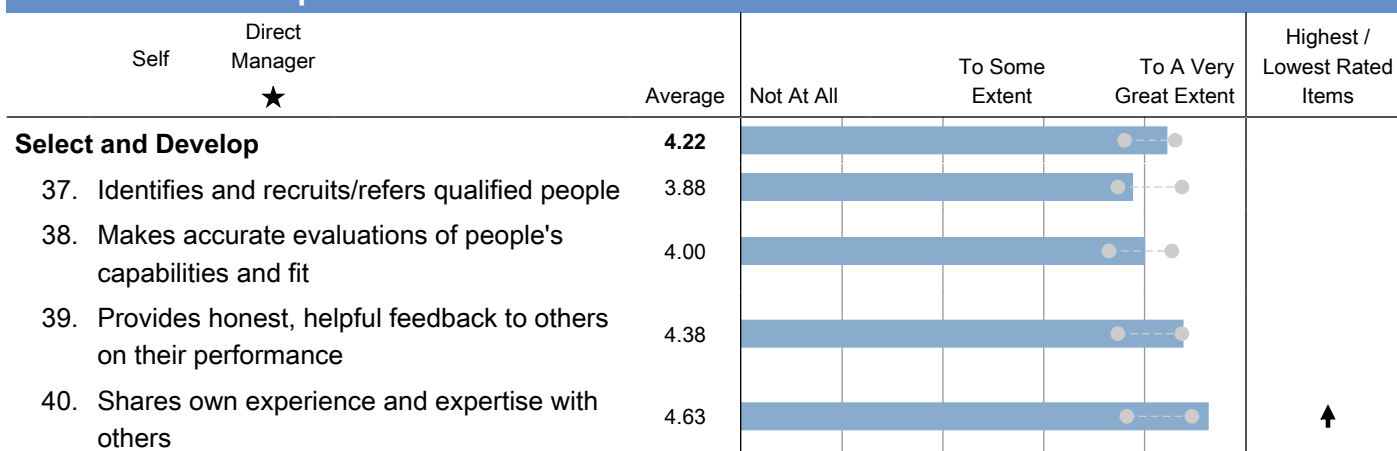
●—● = 25th and 75th percentile of norm group: First-Level Leader Global

Targeted Development Priorities

Readily Adapt



Select and Develop

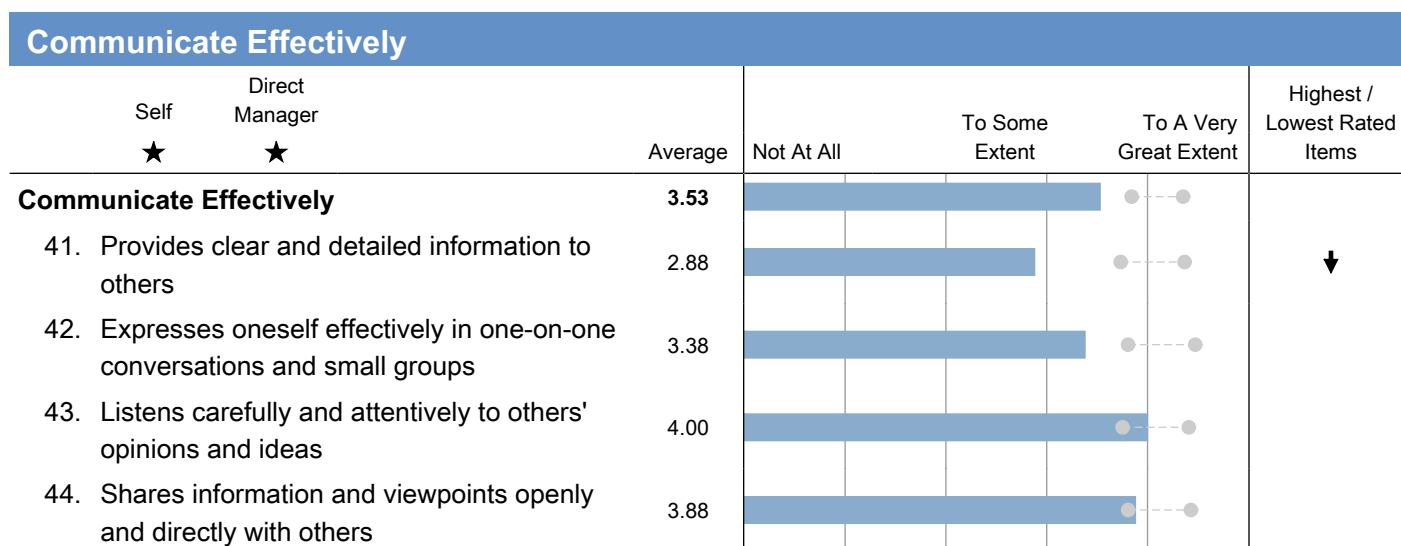


★ = Very Important

★ = Critically Important

●● = 25th and 75th percentile of norm group: First-Level Leader Global

Targeted Development Priorities



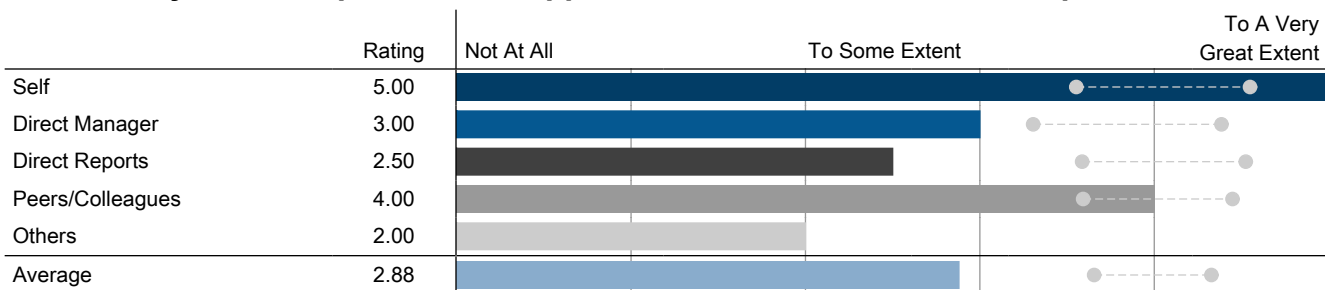
Item Detail

This section reports the average ratings you received from each respondent group for each question on the survey. This more detailed feedback can help you understand the impact you may have with different groups and provide behaviorally-specific direction when planning your development.

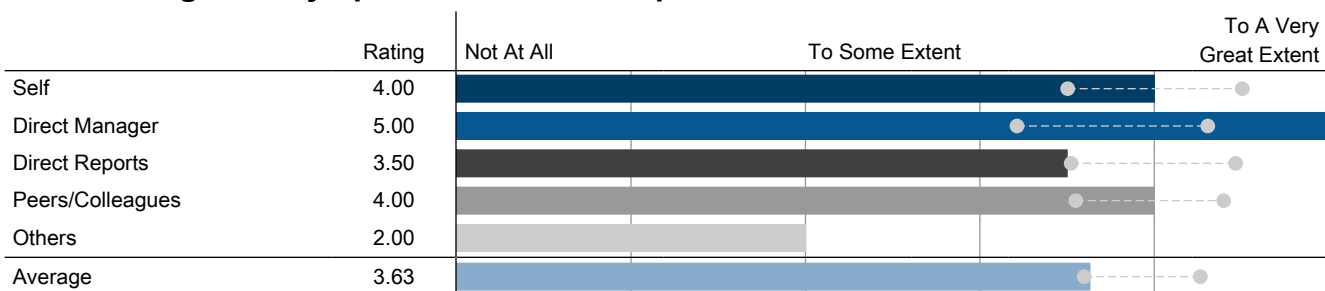
THOUGHT LEADERSHIP

Analyze Issues and Solve Problems (3.53)

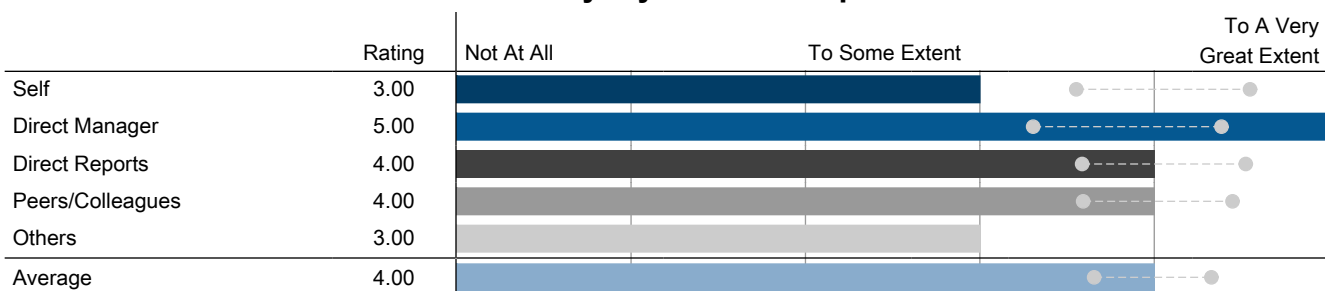
1. Analyzes, incorporates and applies new information and concepts



2. Recognizes symptoms that indicate problems

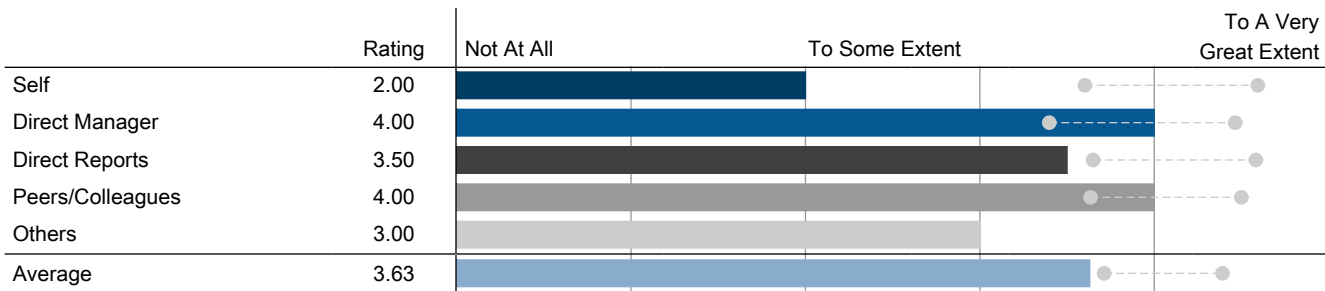


3. Makes sound decisions on everyday issues and problems



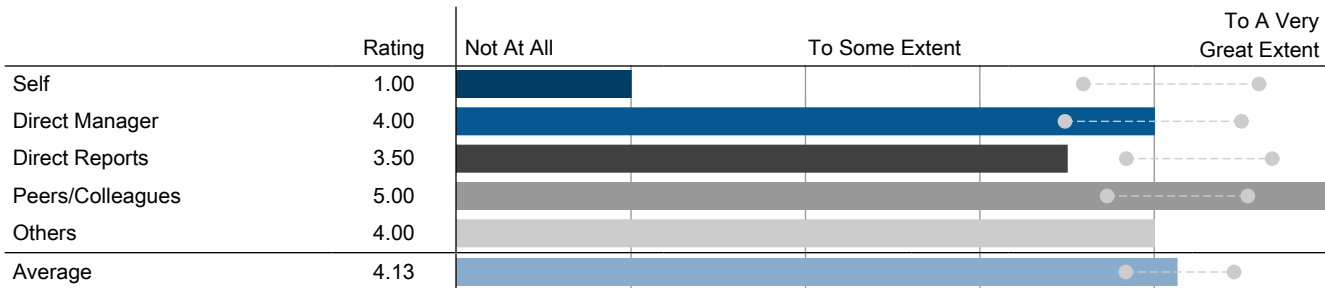
Item Detail

4. Makes timely decisions on problems/issues requiring immediate attention

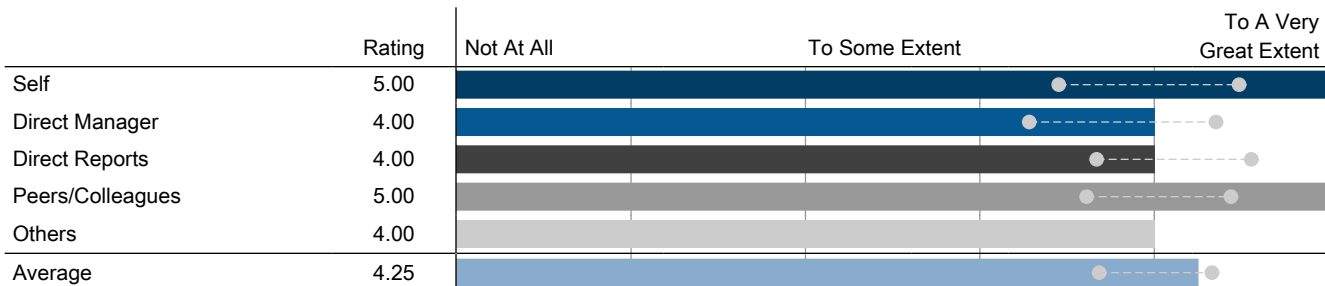


Understand Strategies (4.31)

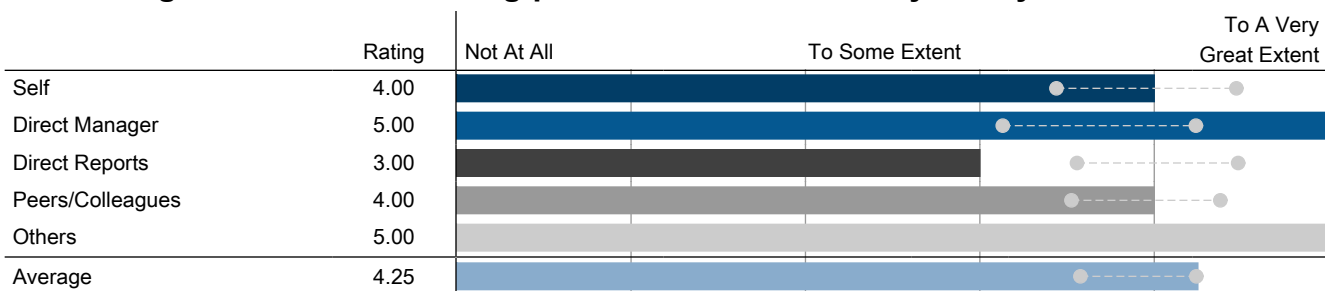
5. Demonstrates understanding of the organization's mission and strategies



6. Sees the 'big picture' (e.g., overall themes, trends, goals)

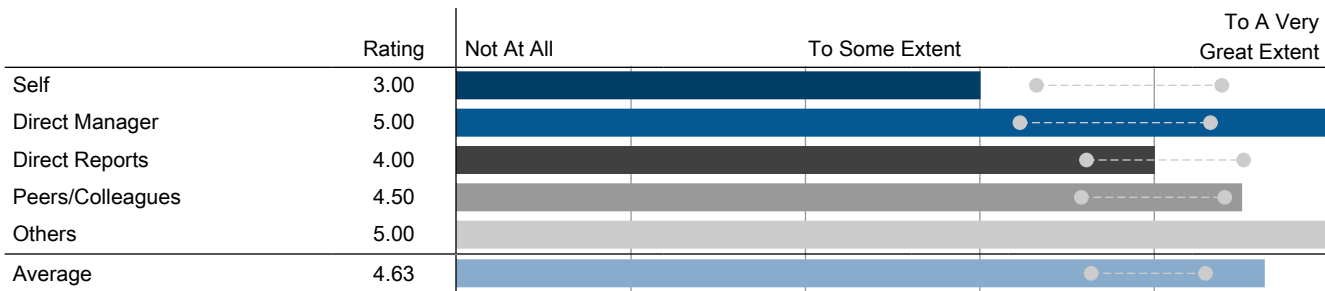


7. Integrates and balances big-picture concerns with day-to-day activities



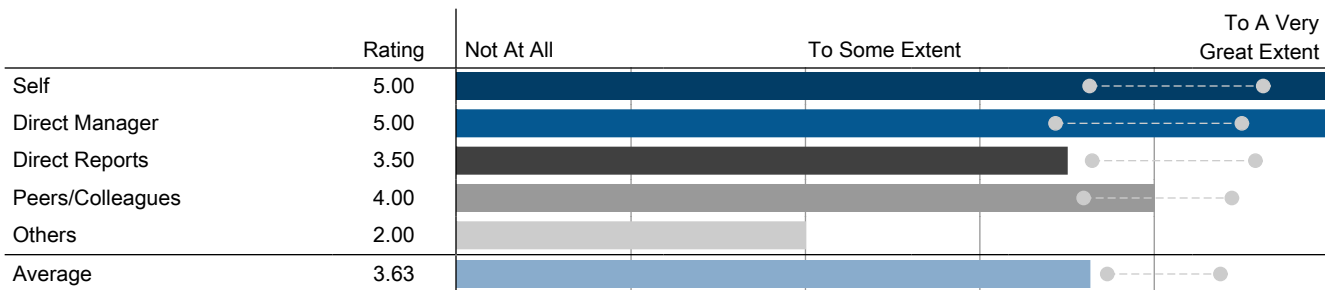
Item Detail

8. Establishes strategies for achieving individual or work unit goals

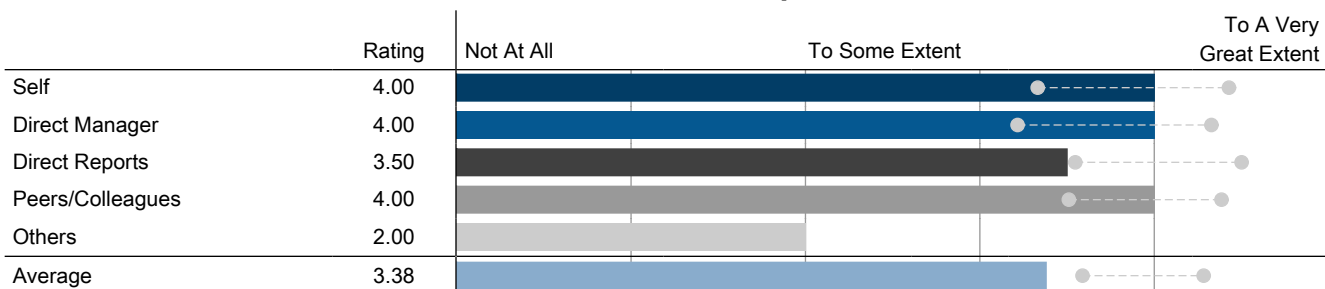


Identify Improvements (3.63)

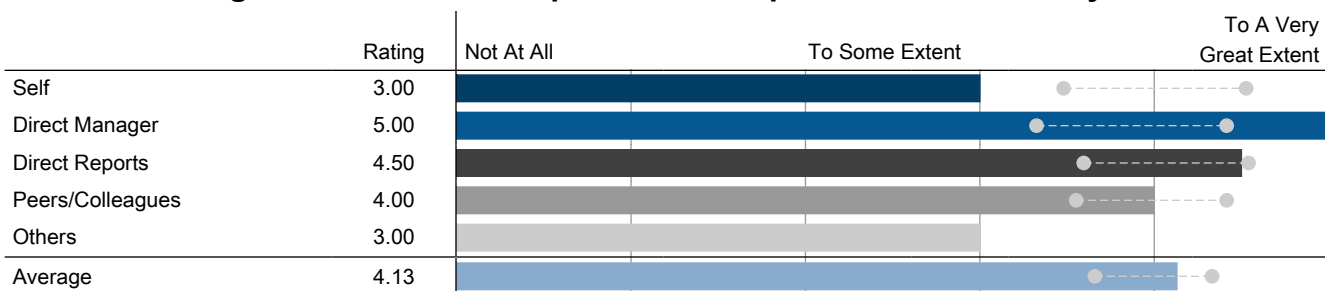
9. Approaches problems with curiosity and open-mindedness



10. Generates innovative ideas and solutions to problems

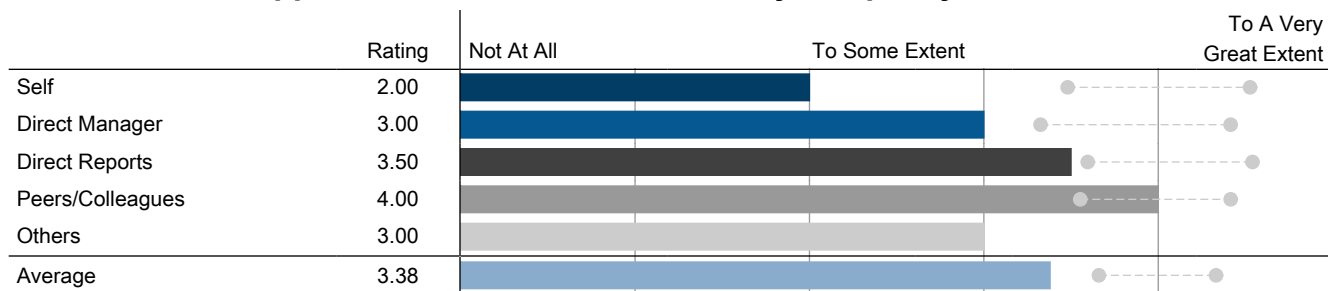


11. Encourages others to look at problems and processes in new ways



Item Detail

12. Identifies opportunities to increase efficiency, simplicity, and revenue

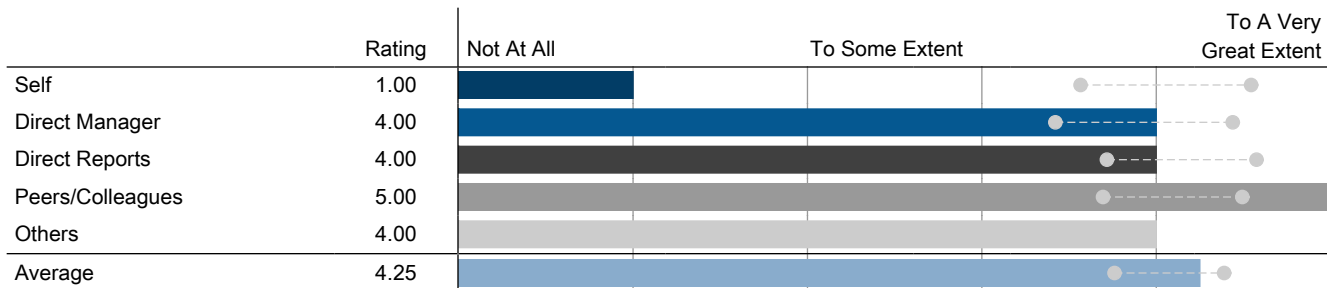


Item Detail

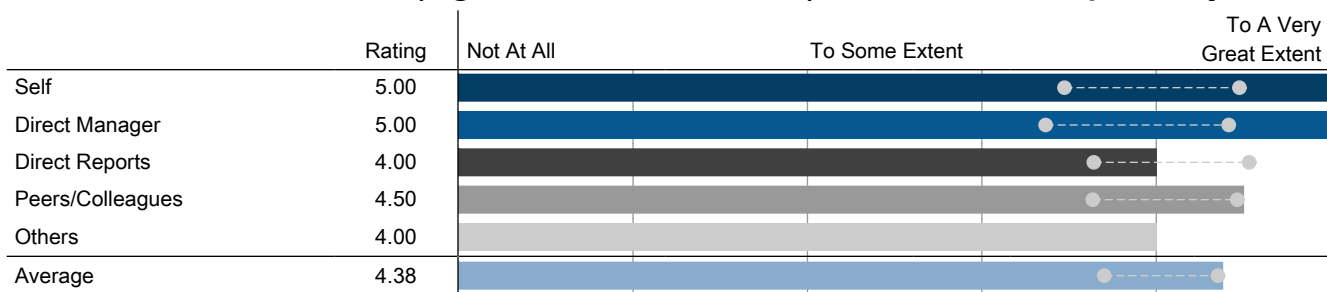
RESULTS LEADERSHIP

Establish Plans (4.13)

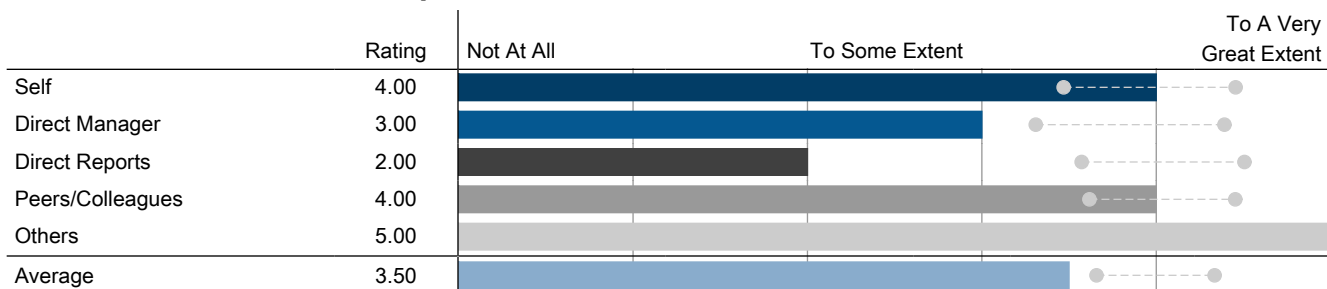
13. Identifies action steps needed to accomplish objectives



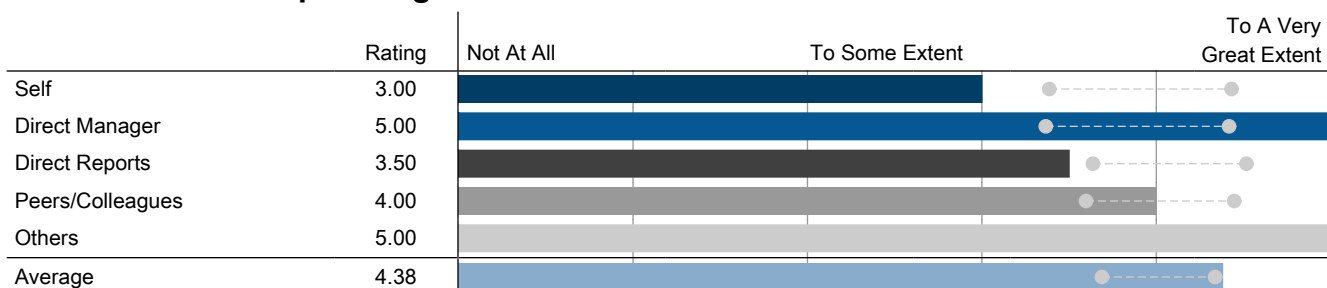
14. Identifies resources (e.g., financial, headcount) needed to accomplish objectives



15. Establishes realistic plans and work schedules



16. Coordinates planning efforts with other work units

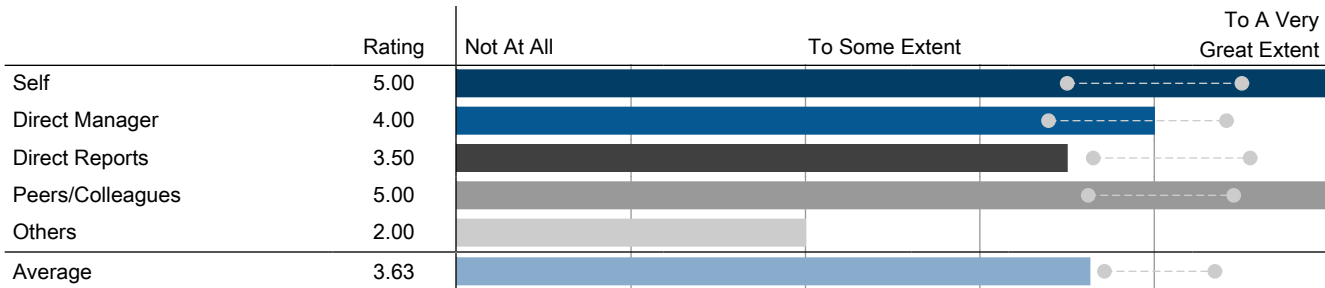


●● = 25th and 75th percentile of norm group: First-Level Leader Global

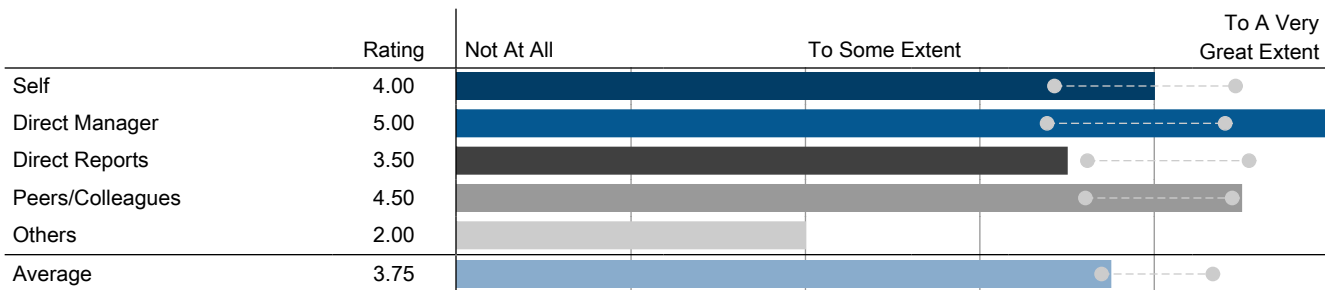
Item Detail

Execute Efficiently (3.72)

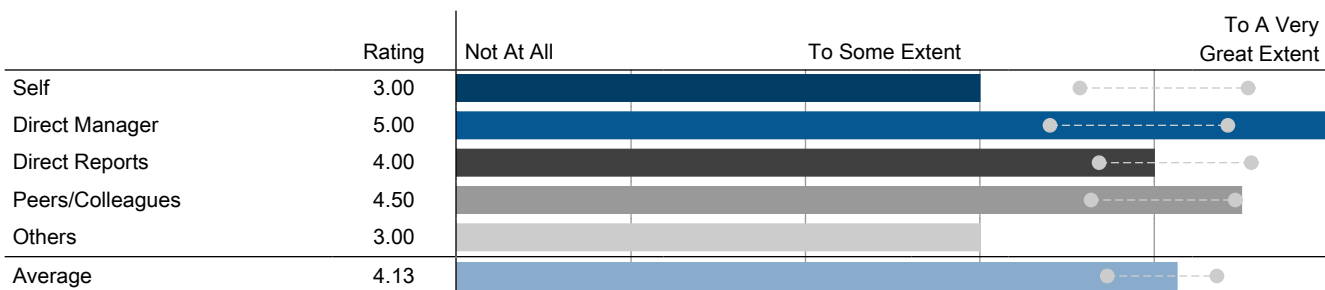
17. Juggles many priorities and competing demands for one's time



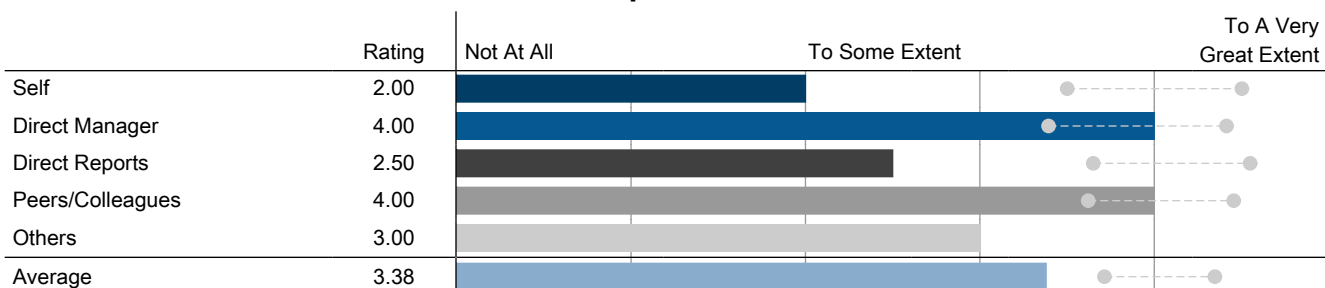
18. Conveys clear expectations for assignments



19. Removes obstacles in order to move the work forward and/or get efforts back on track



20. Seeks additional resources to complete tasks when needed

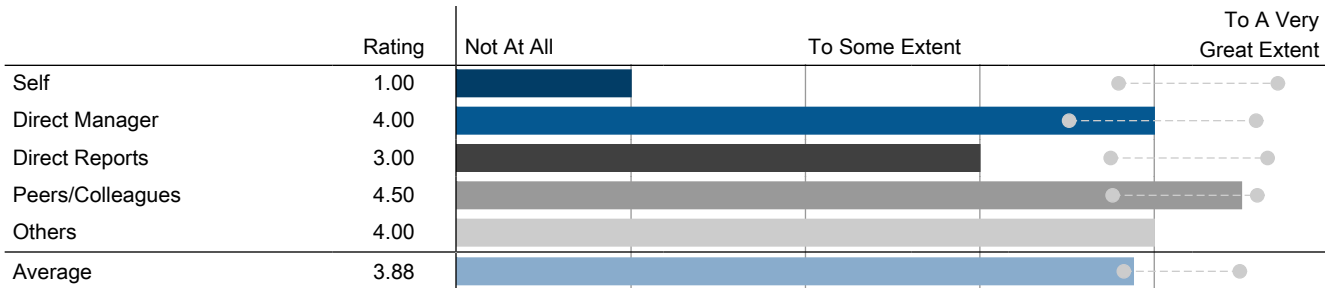


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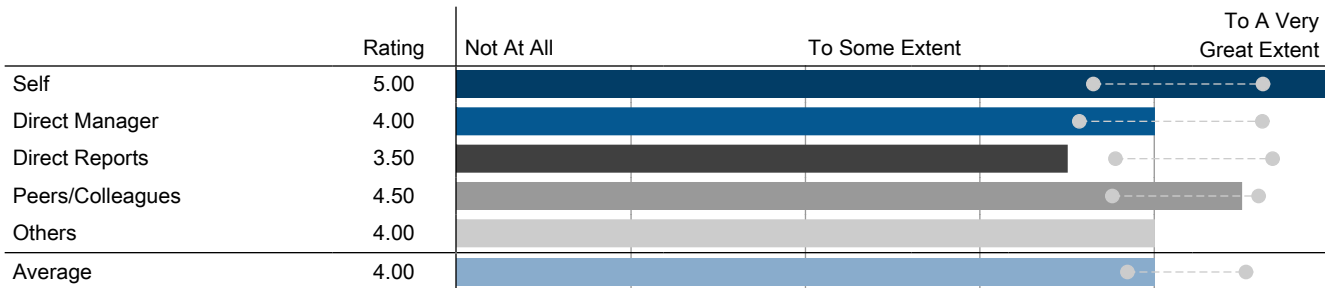
Item Detail

Show Initiative (4.06)

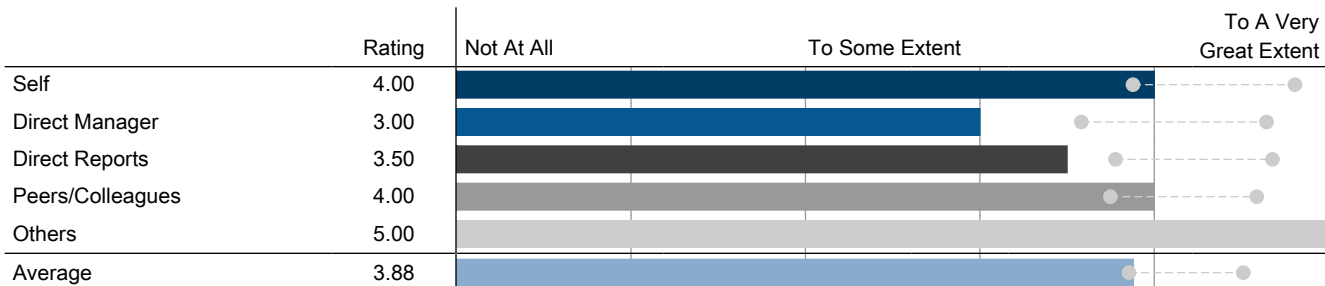
21. Identifies what needs to be done and does it



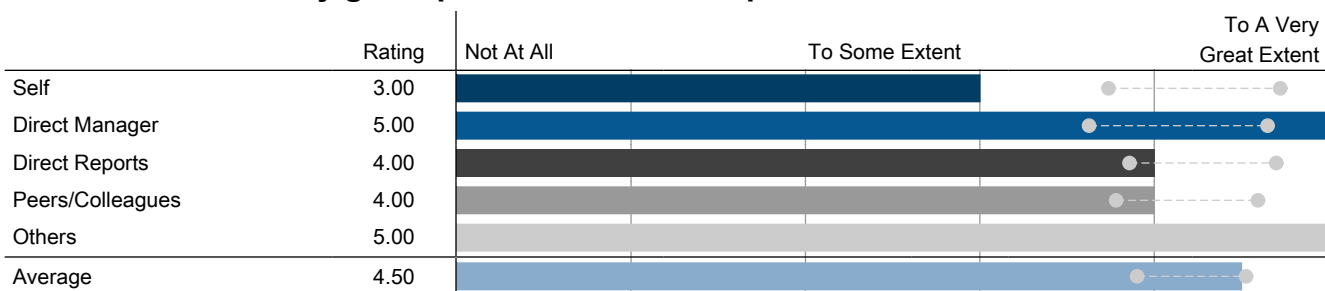
22. Maintains a consistent, high level of productivity



23. Takes personal responsibility to make decisions and take action



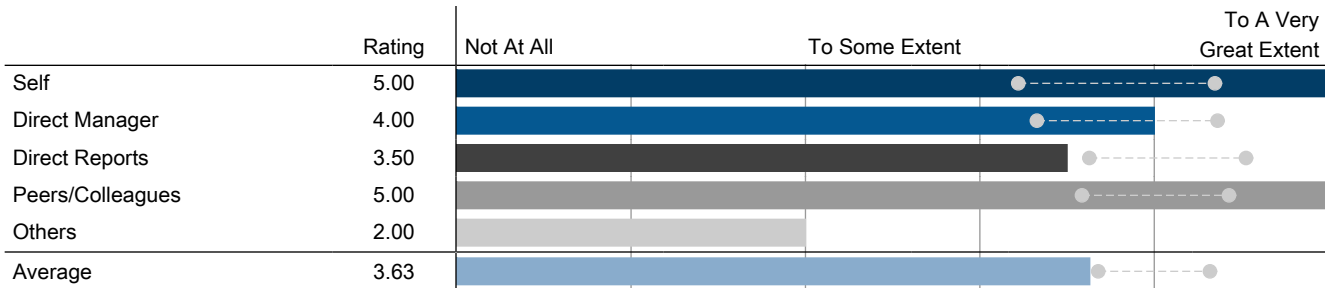
24. Does not easily give up in the face of unexpected obstacles



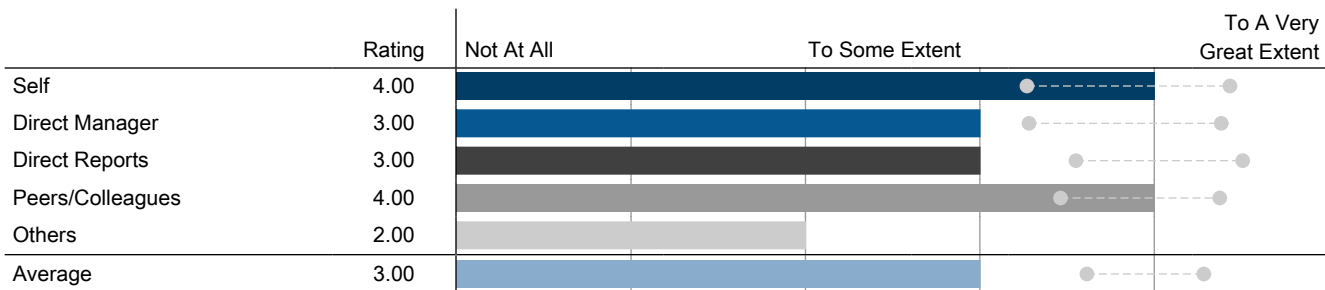
Item Detail

Seek Customer Satisfaction (3.63)

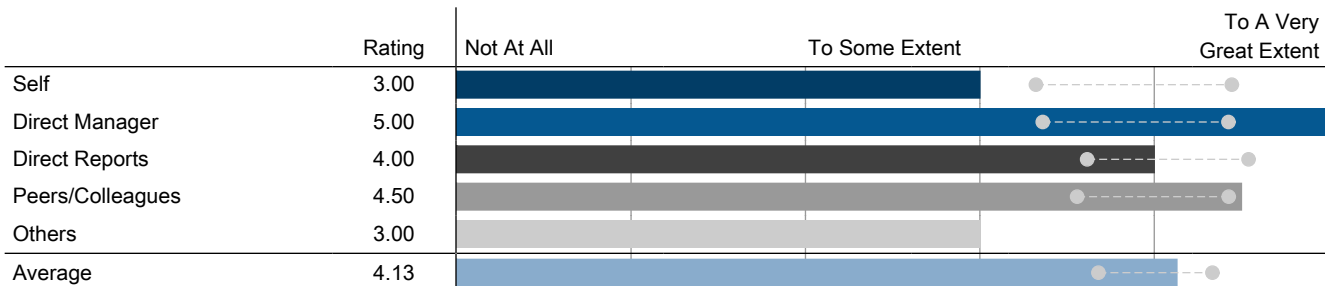
25. Tracks performance against customer requirements, using existing tools



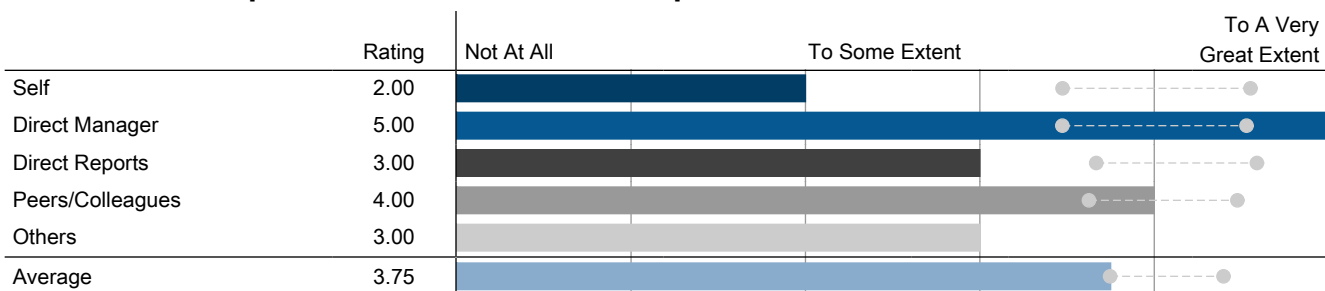
26. Seeks feedback from customers to identify improvement opportunities



27. Addresses customer needs by involving the right people (resources) at the right time



28. Follows up with customers to ensure problems are solved

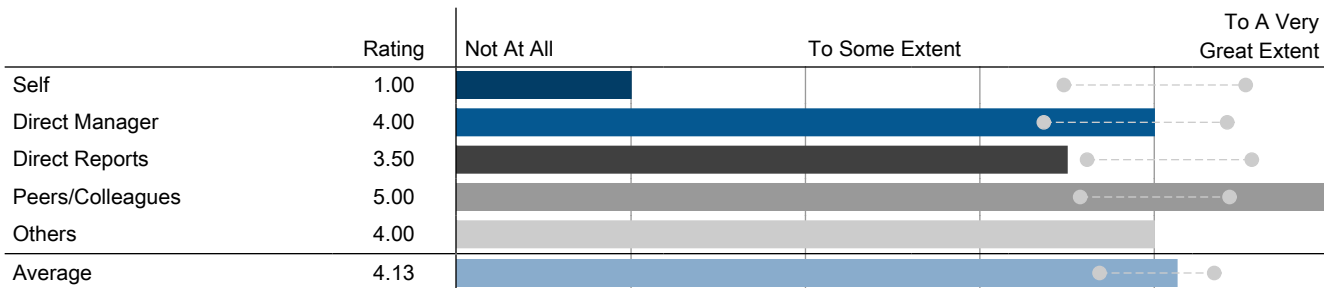


Item Detail

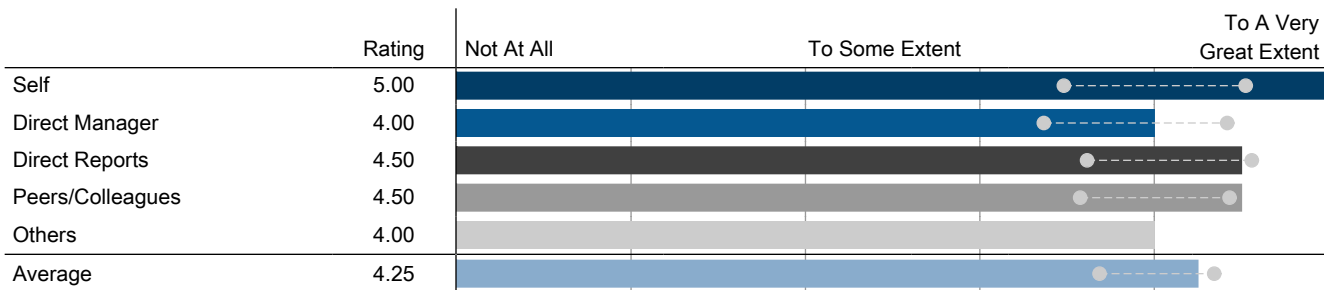
PEOPLE LEADERSHIP

Solicit Support (4.28)

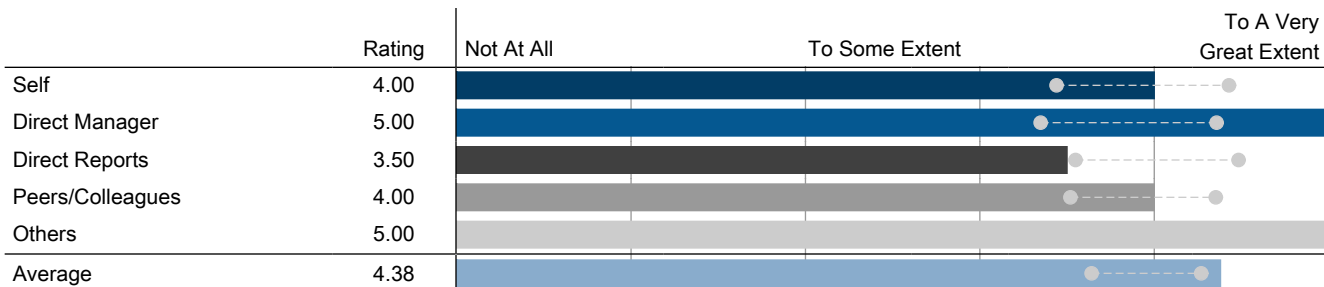
29. Provides sound rationale for recommendations



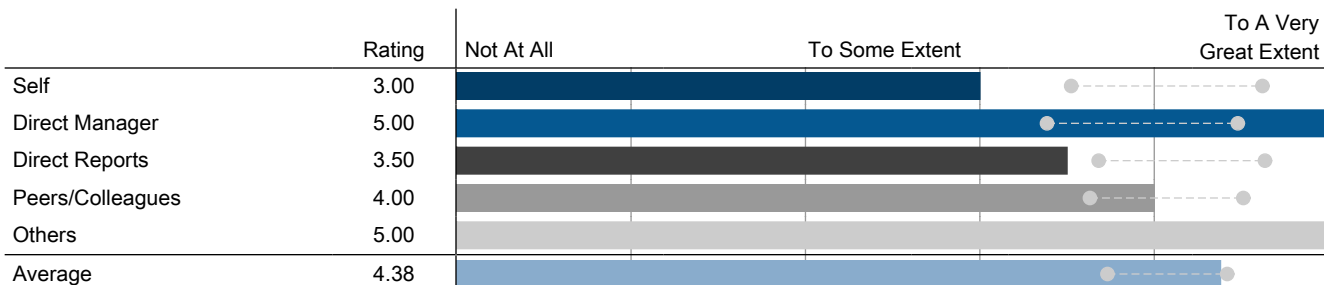
30. Solicits support for ideas



31. Ensures that own positions address others' needs and priorities



32. Builds relationships to create a foundation for future influence

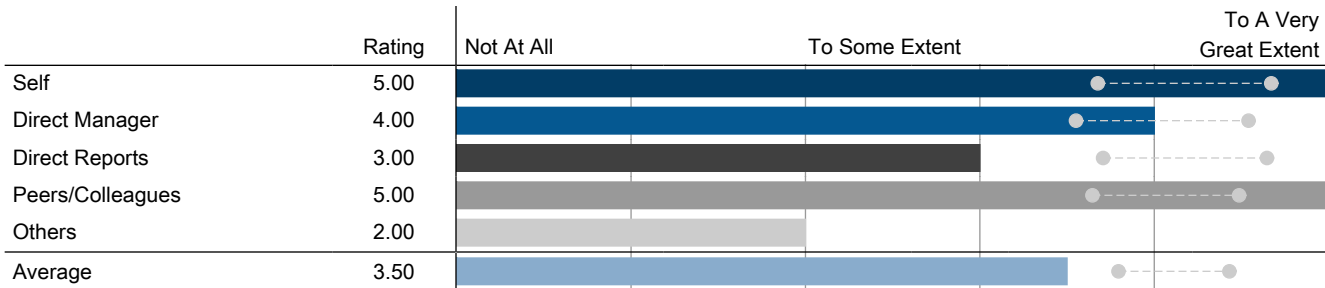


●● = 25th and 75th percentile of norm group: First-Level Leader Global

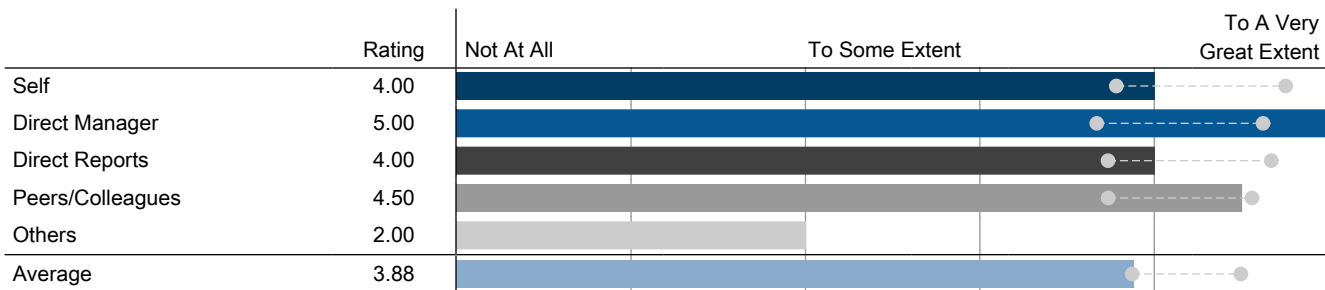
Item Detail

Encourage Commitment (3.78)

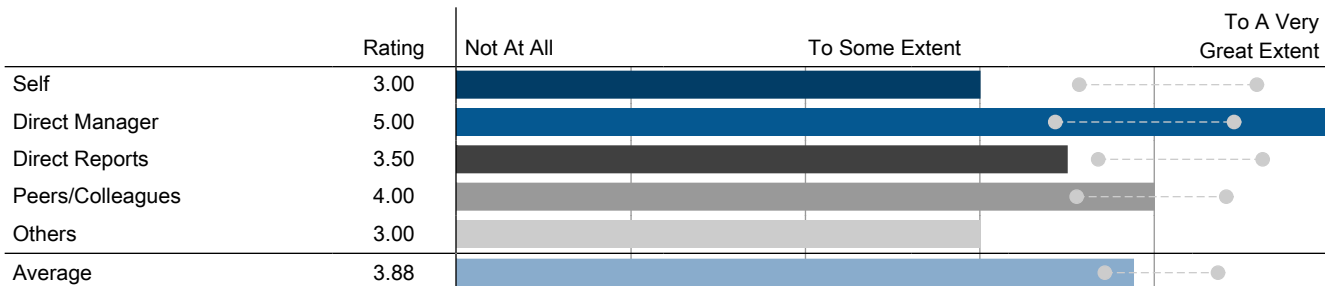
33. Demonstrates a 'can-do' spirit, a sense of optimism, ownership, and commitment



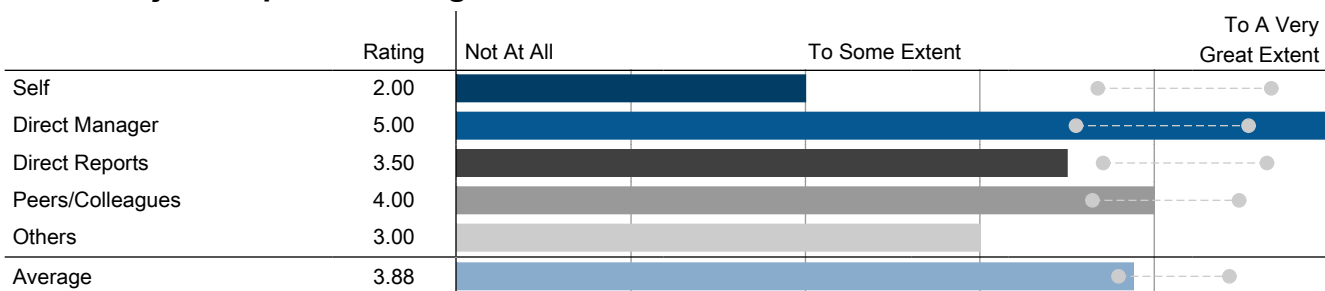
34. Acknowledges others' efforts and accomplishments



35. Conveys confidence in others' ability to do their best



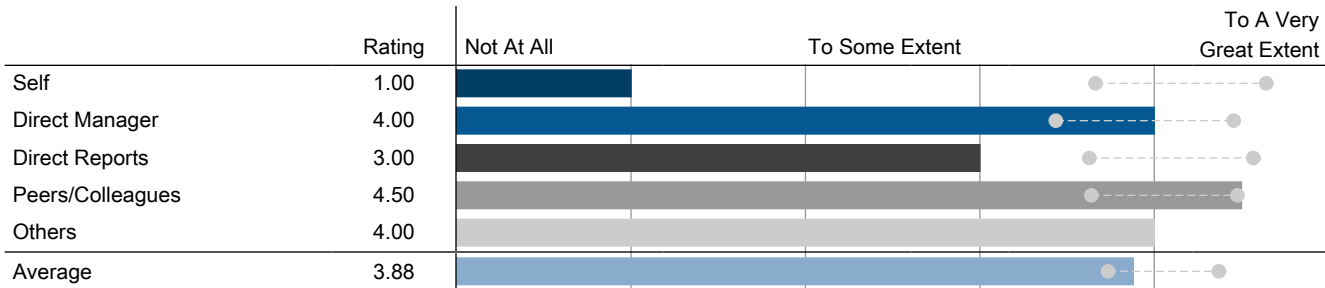
36. Projects a positive image and serves as a role model for others



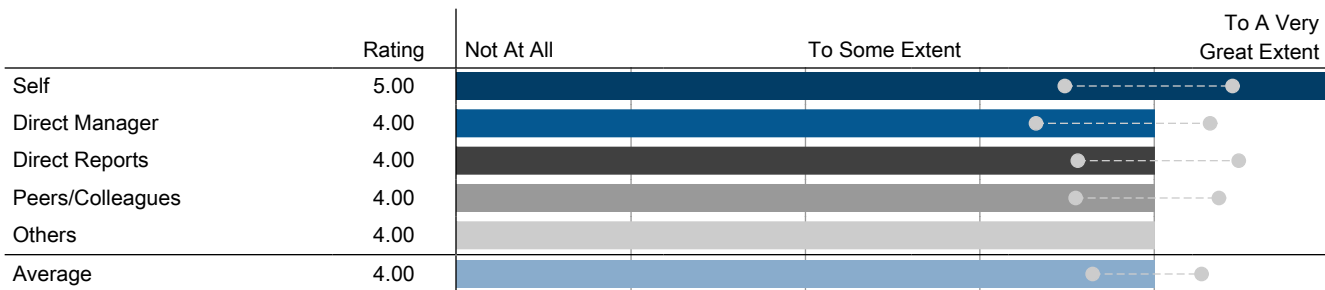
Item Detail

Select and Develop (4.22)

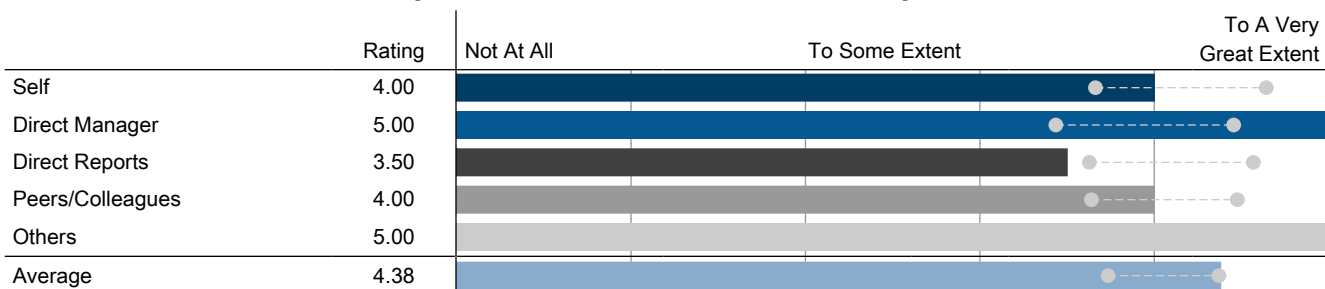
37. Identifies and recruits/refers qualified people



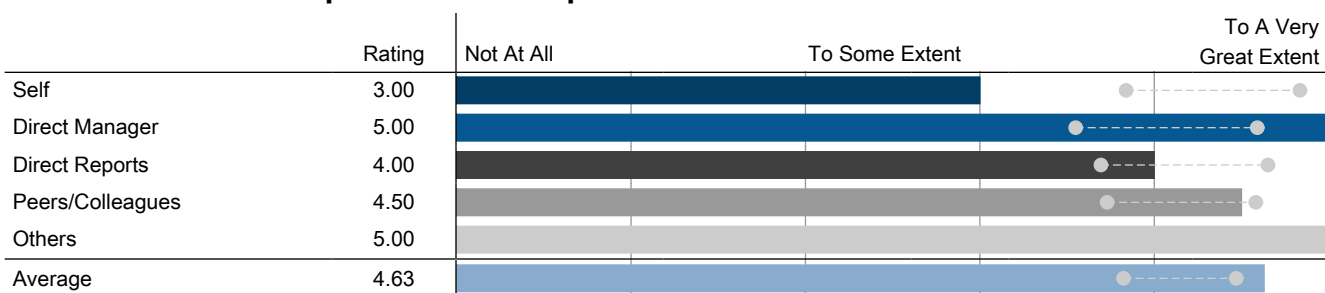
38. Makes accurate evaluations of people's capabilities and fit



39. Provides honest, helpful feedback to others on their performance



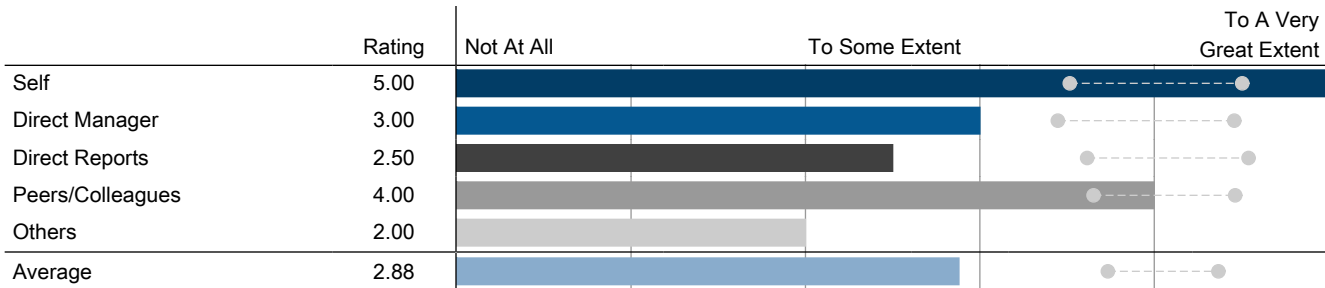
40. Shares own experience and expertise with others



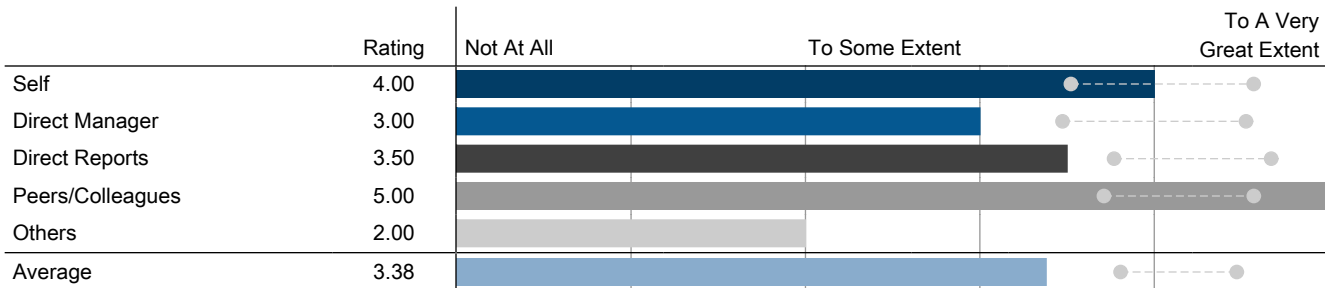
Item Detail

Communicate Effectively (3.53)

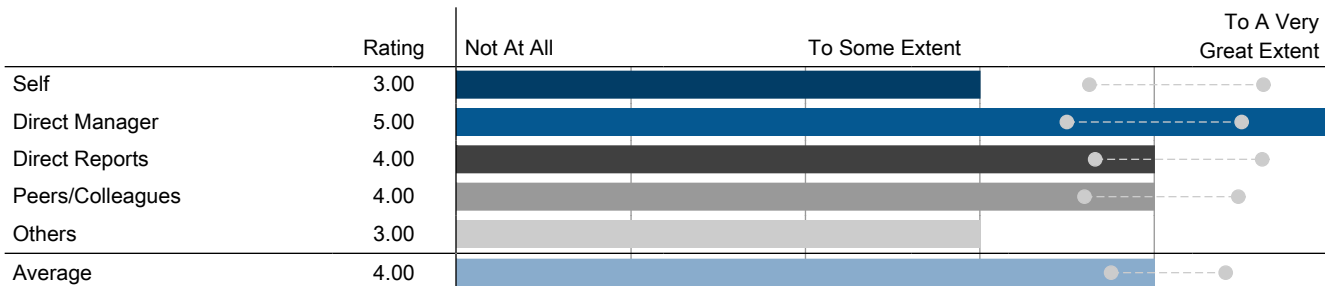
41. Provides clear and detailed information to others



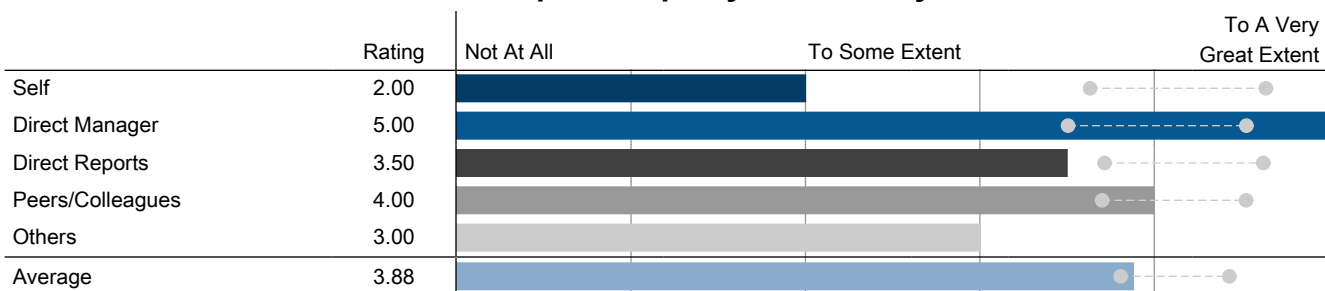
42. Expresses oneself effectively in one-on-one conversations and small groups



43. Listens carefully and attentively to others' opinions and ideas



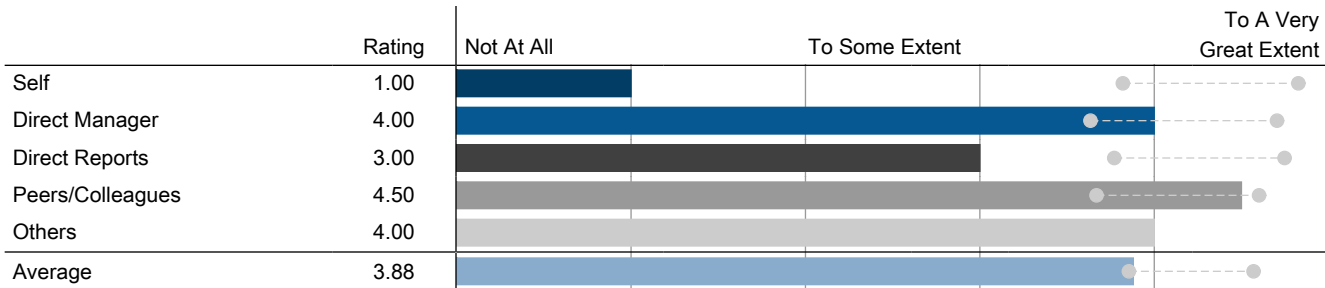
44. Shares information and viewpoints openly and directly with others



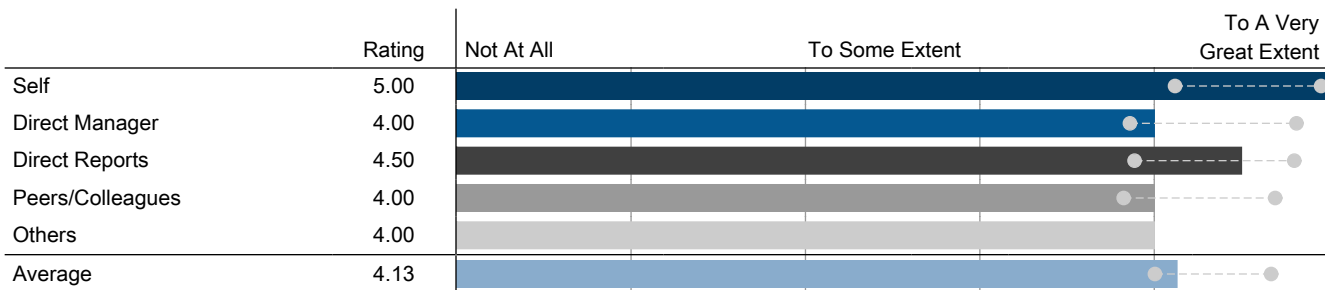
Item Detail

Relate Well to Others (4.19)

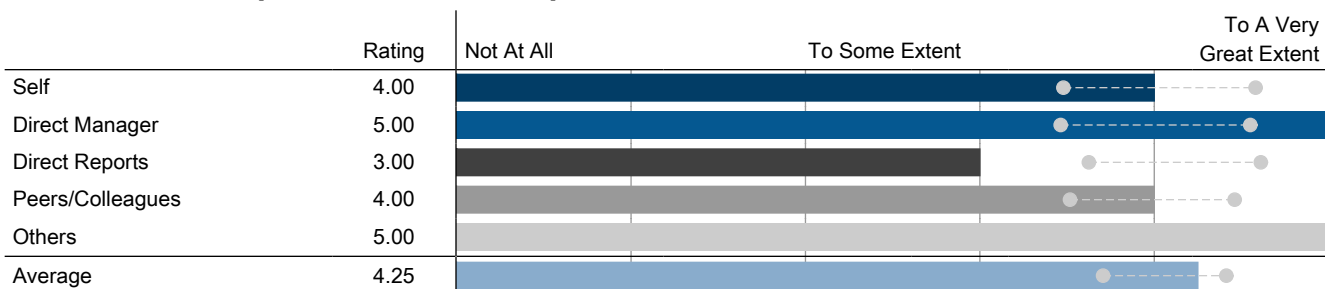
45. Relates to people in an open, friendly, and accepting manner



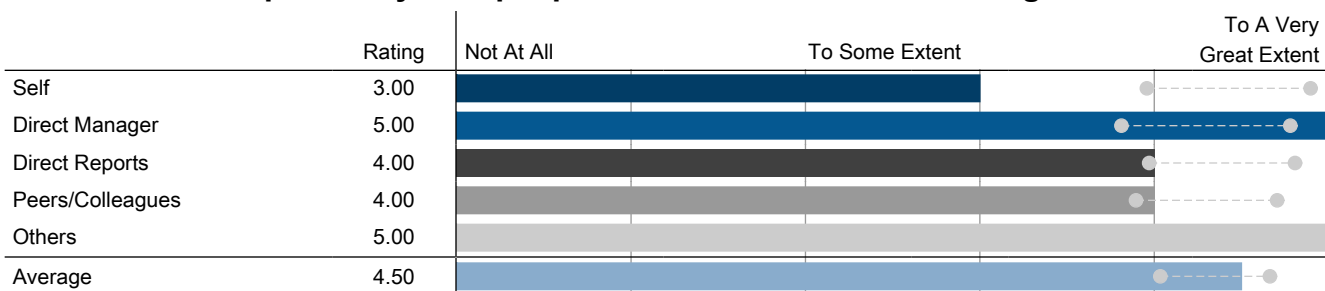
46. Treats others with respect



47. Maintains positive relationships even under difficult or heated circumstances



48. Works cooperatively with people from different cultural backgrounds

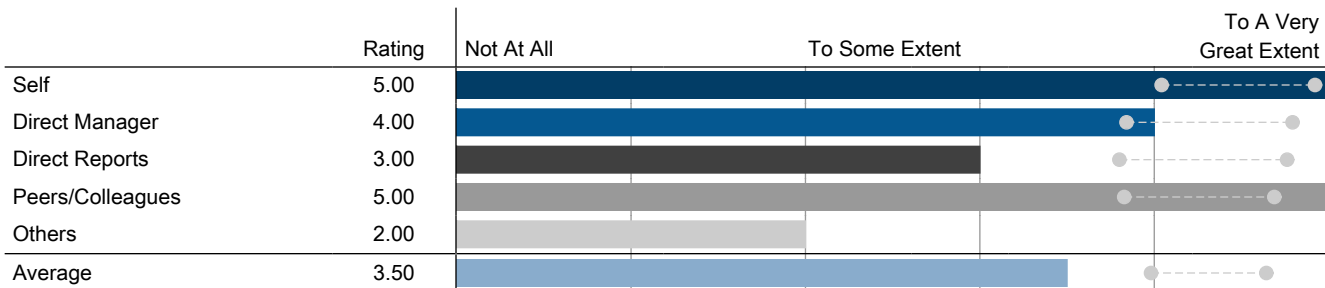


Item Detail

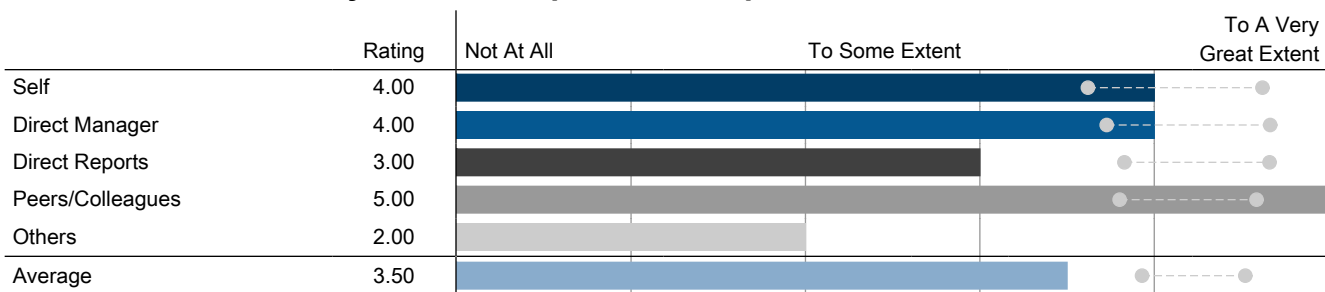
PERSONAL LEADERSHIP

Demonstrate Credibility (3.70)

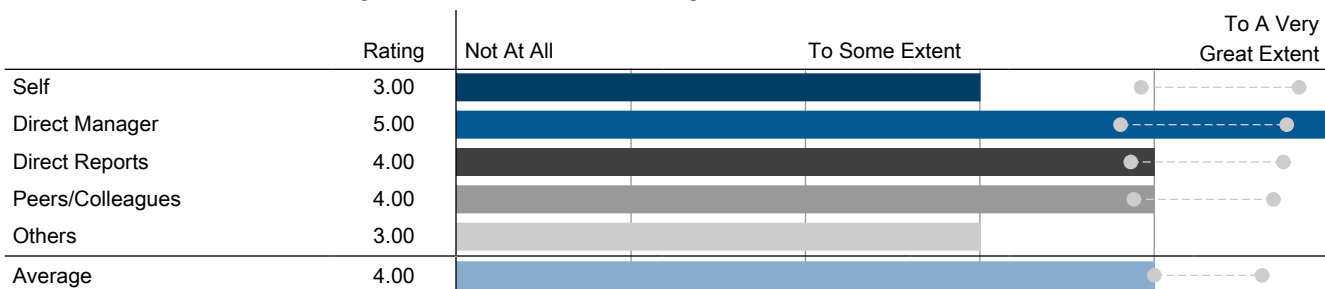
49. Treats others fairly and consistently



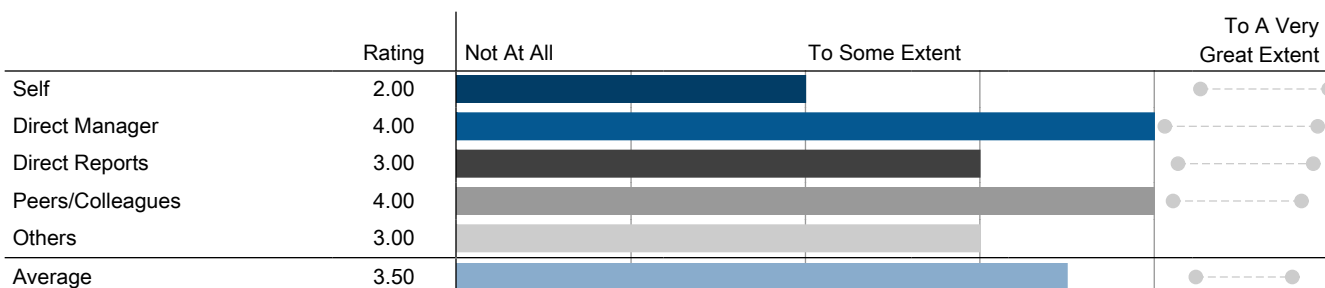
50. Acts consistently with stated policies and practices



51. Does not cover up or blame others for problems or mistakes



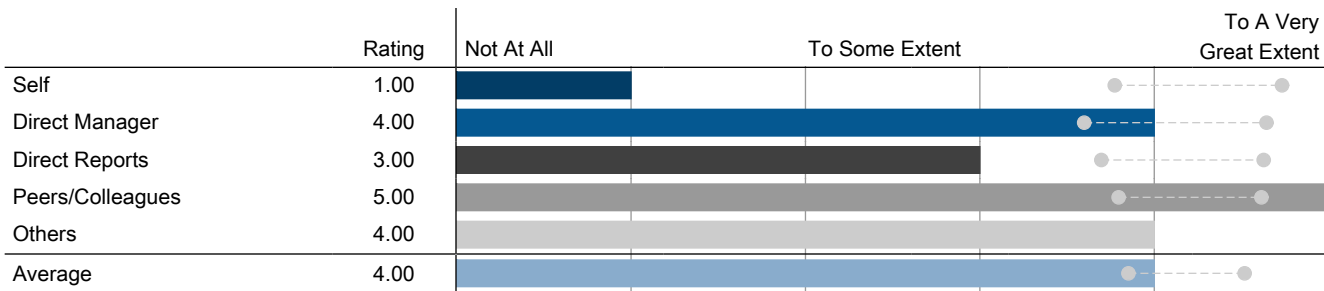
52. Protects confidential information



●● = 25th and 75th percentile of norm group: First-Level Leader Global

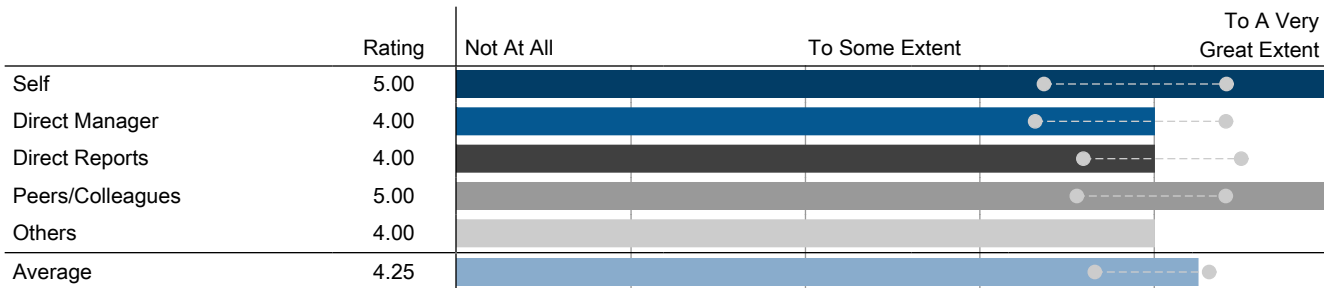
Item Detail

53. Follows through on commitments

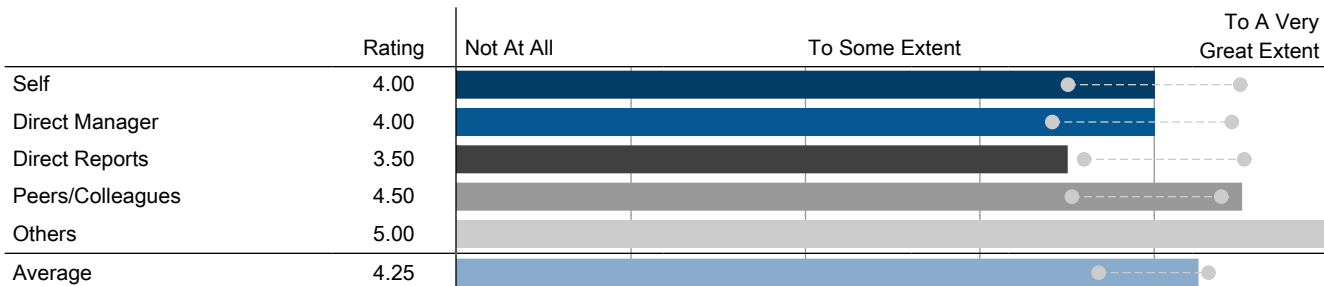


Readily Adapt (3.95)

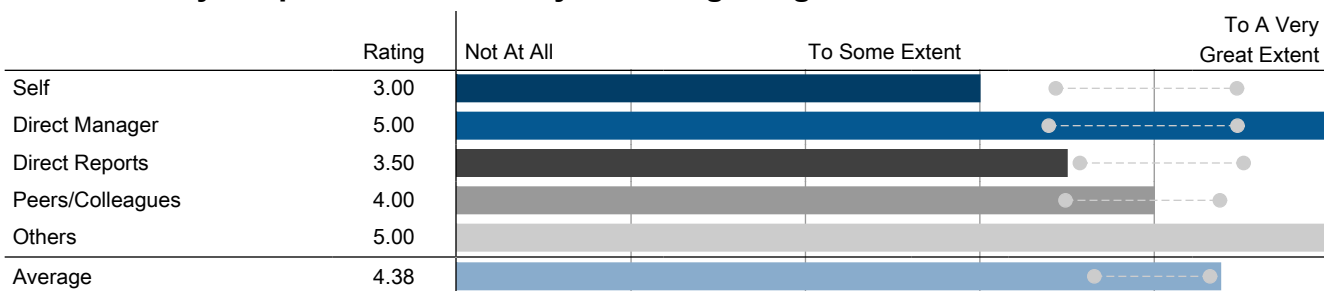
54. Works productively in the face of ambiguity or uncertainty



55. Deals constructively with mistakes and setbacks

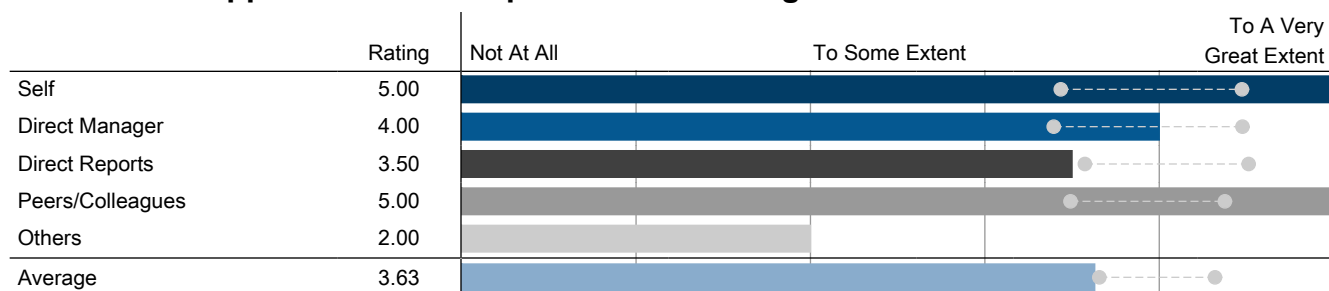


56. Readily adapts to different ways of doing things

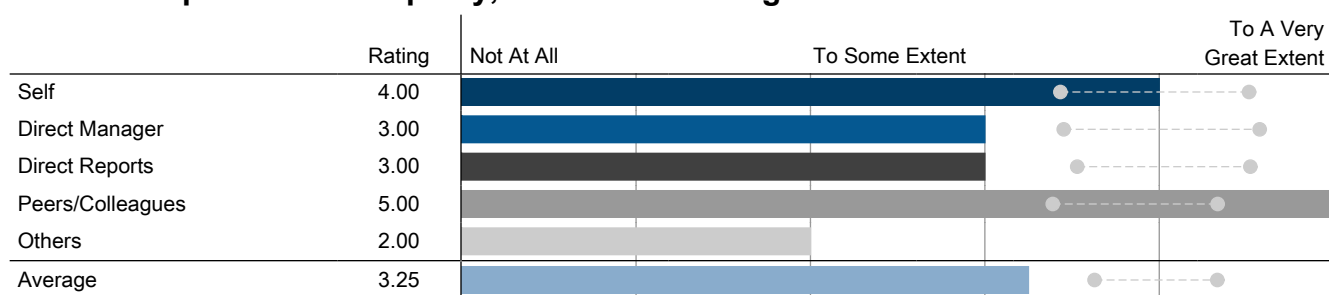


Item Detail

57. Seeks opportunities to acquire new knowledge and skills



58. Accepts feedback openly, without becoming defensive

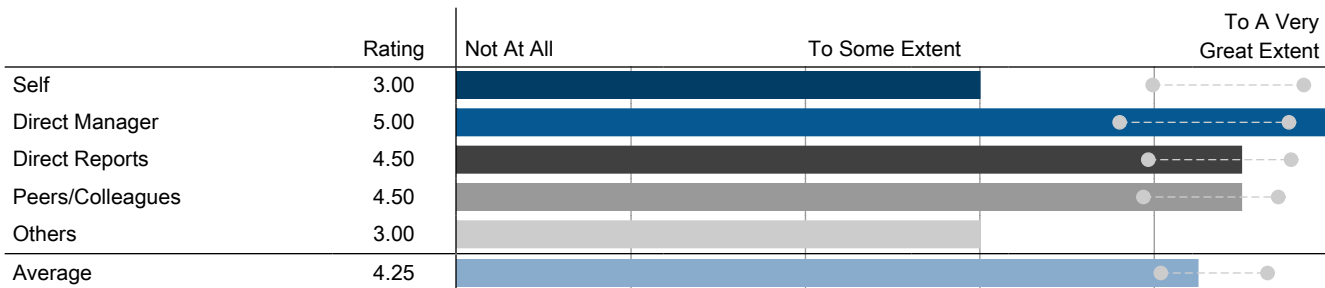


Item Detail

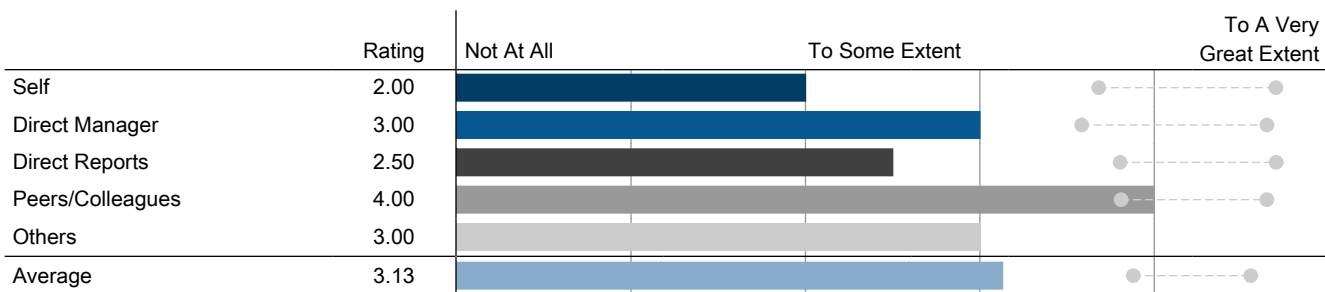
COMPOSITES

Overall Performance (4.00)

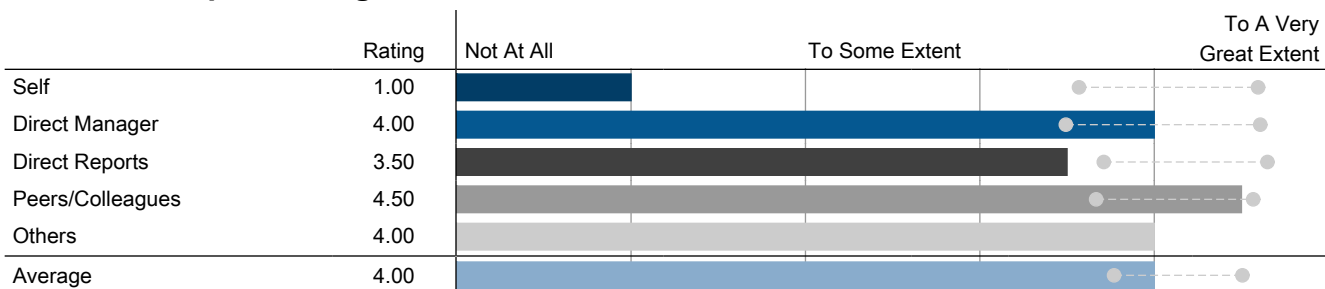
59. Gets the job done



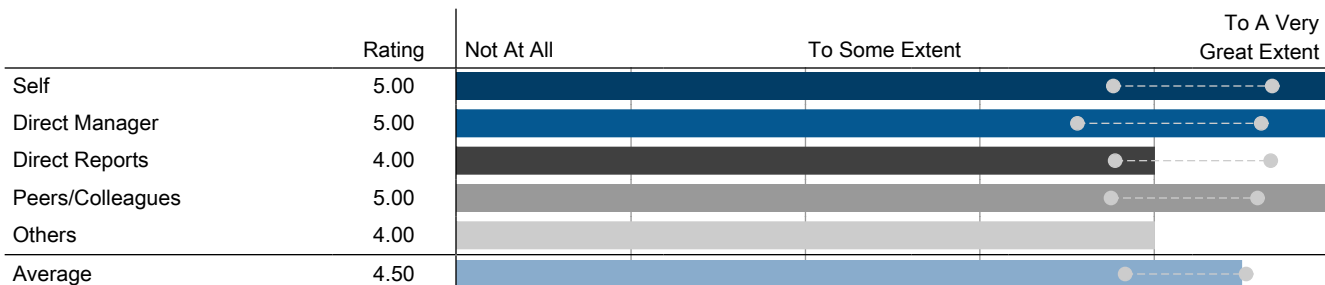
60. Gets work done on time



61. Accomplishes a great deal



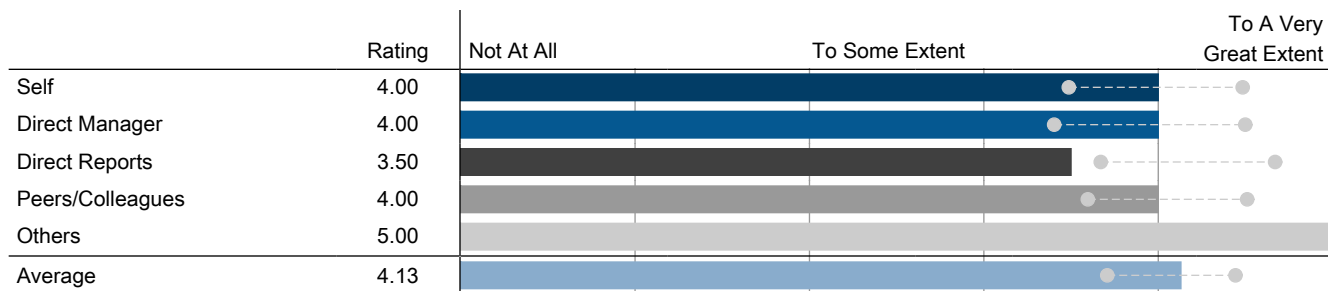
62. Produces high-quality work



●● = 25th and 75th percentile of norm group: First-Level Leader Global

Item Detail

63. Is an effective leader overall



Development Suggestions

For each of your lowest-rated items, you will see suggestions for on-the-job activities. These suggestions may be helpful as you begin planning the next steps of your development.

1. Analyzes, incorporates and applies new information and concepts

To progress in an organization, you need to continue learning. Effective managers continue to gain knowledge and develop the necessary skills for their job and beyond. Their ability and willingness to do so also make them more valuable and promotable. Use the following suggestions to keep acquiring new knowledge and skills that will help you analyze issues and make decisions:

- Determine your own most effective learning style. Some people learn best from courses or training programs; others learn best by example; still others by trial and error. Use the style that works best for you.
- Through tapes, courses, or self-study, learn strategies to increase your comprehension ability.
- Allow your people to teach you. Spend time with all of the people in your department who have the expertise and skills you need. Ask them questions.
- Attend professional gatherings and meet people outside of your organization with whom you can exchange knowledge and skills.
- Read professional publications that will bring you up to speed and keep you current with the technology in your field.
- Spend one hour each day for 20 days developing a new knowledge or skill. Vary your way of doing this, but do it consistently. You'll be surprised at your rapid development.
- Take a rapid reading or accelerated learning course and practice the recommended strategies.
- Keep up on information related to your field, such as local, national, or world events; legislative and economic issues; and changing demographics.

Development Suggestions

41. Provides clear and detailed information to others

One of the cornerstones of good written communications is the clear, concise expression of ideas or information. The following guidelines can help you achieve clarity and conciseness from the very start of the writing process:

1. Before you start writing, outline the key points or ideas you want to address in the order in which you want to present them.
2. Start by identifying the main topic of the piece and any supporting concepts you will be discussing. For example, you might begin by saying, "In summarizing the main points of the meeting, I will describe how they relate to our planning process."
3. In addition to introducing your topic before discussing it, be sure to end your piece with a summary statement that capsulizes the ideas and facts you've presented.
4. Consider the reader's needs. How much detail is needed? Is the entire piece likely to be read? (If not, open with an "executive summary," a page or less in length. This frees the reader from wading through unessential details before getting to the "meat" of the document.)
5. Write a first draft, and then review and revise it before composing the final version.

Communication problems resulting from written documents do have some redeeming value. They can serve as a vehicle for you to address errors and become more concise in the future. Use the following guidelines to improve your writing:

1. Ask your manager, a peer, or a friend to give you feedback on reports or other documents you have written. Ask them, "What did you think I was trying to convey?" and "What parts don't you understand?"
2. If your intent was misunderstood, determine how the miscommunication arose.
 - Was insufficient information communicated?
 - Was inaccurate information communicated?
 - Was unnecessary or confusing detail communicated?
 - Did the reader simply misinterpret the message?
3. Obtain feedback on a number of your written documents, looking for patterns of error or potential miscommunication. Pinpoint any problem areas and work to correct them in the future.

Development Suggestions

26. Seeks feedback from customers to identify improvement opportunities

Staying in touch with your customers' needs and level of satisfaction necessitates communicating with them often. In order to improve your customer service, you need to know how effective your efforts are. Seeking feedback from your customers is important for your business.

It can be difficult to listen to critical comments from your customers. But it's essential to listen, to take the comments seriously, and not become defensive. To encourage and be more receptive to customers' feedback:

- Provide formal and informal ways for customers, both internal and external, to give you feedback without fear of retribution.
- Spend time on the front line yourself.
- Ask people, "How are we doing? How can we improve?"
- As you listen to others, ensure that you are *listening*, not trying to sell or convince them.
- Conduct a formal survey. Send out a questionnaire to customers after they receive a service or product from you. Ask specifics about your service, and then ask them to give their ideas on how you can better serve them in the future.
- Tell customers what you have done in response to their feedback.

In addition, frontline personnel (customer service representatives, receptionists, salespeople, service technicians, telemarketers, etc.) can provide exceptional feedback on service because they meet customers face-to-face, every day. They have valuable information about what products people return and what the customer is really saying and feeling about your service. To tap this resource:

- Meet weekly with your staff to discuss complaints and the products customers returned most often.
- Provide a suggestion box for employees' ideas on improving customer service.
- Demonstrate that you take your employees' input seriously by acting on their comments and suggestions.

Development Suggestions

58. Accepts feedback openly, without becoming defensive

In a world where things change rapidly, feedback is necessary to stay on track. Defensiveness, the tendency to be protective when others give feedback, is a common but troublesome characteristic. It results in your not hearing important feedback and in people feeling uncomfortable working with you. It is an especially difficult barrier when it affects your ability to be open to and accept helpful feedback.

Learn to think of negative feedback as positive suggestions on how you can do better, rather than as personal criticism. Doing so will increase your effectiveness and open you to valuable information. The following guidelines can help you use feedback to your advantage:

- Listen attentively to feedback until you are sure the speaker is finished. Ask if he or she is ready to hear your response.
- Check your response patterns for phrases such as “Yes, but . . .” and eliminate them from your speech. Whenever you catch yourself assuming this defensive posture, stop talking and listen, rather than justify.
- Be aware that when you are explaining your point of view, others may see this as defensive behavior.
- Paraphrase the feedback and demonstrate in other ways your understanding of what was said.
- Ask yourself a fixed set of rational/analytical questions, such as the following, to help reduce your defensiveness:
 - Do I understand exactly what is being said?
 - Is the criticism about a topic or behavior I could do something about if I wanted to?
 - What would happen if I acted on the feedback?
- Decide whether you want to change or if you need more information.

Comments

Respondents were provided an opportunity to answer additional questions related to your strengths and opportunities. Comments appear exactly as entered by each respondent. Take some time to review their specific written comments.

What two or three things does this person do that make him or her most effective?

Direct Manager

- Drives change management strategies.

Direct Reports

- Great ability to combine informational based reasoning with experience based intuitive instinct.
- Effectively translates business vision and priorities into direction for the team.

Peers/Colleagues

- Has been a rapid student of the company structures and business models
- Seeks and is receptive to feedback, working to adapt style to collaborate effectively with peers and leaders

Others

- Is a great listener of other peoples ideas and visions. Often makes decision based on others' ideas and is very open about from where the idea came.
- Brings fresh perspective from other industries outside of the company

Comments

What new skills or behaviors would make this person even more effective? (Consider today's needs and future needs.)

Direct Manager

- Spend more time on one-to-one interactions with employees.

Direct Reports

- Encouraging intelligent risk taking within the group and exemplifying it sometimes yields faster benefits than tried and tested processes and allows creative staff to think 'outside the box'.
- Practice, encourage and reward intelligent risk taking.

Peers/Colleagues

- Maintain yourself at the cutting edge of technology and user experience.
- Develop empathy for the professional needs and challenges of the people in this organization

Others

- Sometimes he could be more demanding of his staff.
- Continue to drive functional excellence. Recognize that not all hires have been great.

Comments

What other comments do you have to aid in this individual's personal insight and development?

Direct Manager

- Bring more creative ideas and concepts for new ways of working and implementation.

Direct Reports

- Set very clear targets for your leadership team and how they should work together on a global basis. With such a large and new group your definition of how we should work is key.
- Could build and drive design and brand strategy, going beyond current role. Should also start evangelizing the company to the larger design community for PR among the design community to attract talent and to help build brand PR.

Peers/Colleagues

- Great person to work with, sets high expectation for his team and always exceeds expectations.
- Can balance the reaching great achievement while focusing on teams well-being.

Others

- Stay current in the design field, as things can change quickly -- especially consumer tastes.
- Develop business and market acumen so design decisions are made in the proper context.

Create a Personal Development Plan

A well thought out development plan can help you get started and stay motivated to find the energy and resources to make development happen. Your development plan may consist of two types of objectives.

- Ways to use your strengths to a greater advantage.
- Ways to improve overall performance by working on development needs.

The following steps provide a strategy for creating a realistic, motivating, and actionable plan for your personal development.

FOCUS on priorities. Identify your critical issues and development objectives.

- Choose development targets that will actually make a difference in what you can accomplish and the results that you achieve. Development objectives should give you a tangible payback in helping to achieve your personal goals.
- To help identify potential development objectives, answer the following questions:
 - Where will development add the greatest value to your performance?
 - What are you willing to work on now?
- Your development objective may not necessarily be your lowest rated skill in the feedback report. In choosing your development objective, consider the feedback you received in this report as well as other feedback you have received in the past. A development objective may be a skill you want to improve upon or a strength you want to leverage.
- Don't try to work on everything at once. Set one or two relevant development objectives that are important to you and that you will be motivated to pursue.
- For each development objective, note the skills or behaviors you want to work on as well as the criteria for success. Criteria for success tells you how you will know when you have adequately developed the skill, and should contain a brief description of what the skill looks like when performed well.

Example:

Development Objective: *Become more effective in influencing peers and higher-level managers.*

Criteria for Success: *My peers and higher-level managers seek my advice before making major decisions.*

IMPLEMENT something every day. Stretch your comfort zone daily.

- Translate your development objectives into small, bite-sized action steps. You can probably identify two or three action steps for each development objective.
- Choose on-the-job activities that will help you practice specific skills. Identify actions that will stretch your comfort zone and that you can practice frequently. Note whom you want to involve and target dates for each step.

Example:

Action Step: *Develop strategy for influencing people in meetings*

Whom to involve: *My Manager* Due Date: 5/1

- One easy way to help you focus on your development is to identify "action triggers." Action triggers are situations or events that prompt you to practice new skills. To help you identify common situations in which you can practice the skill and plan what you will do when you encounter those situations, complete the sentences below. Identify two or three action triggers for each development objective.
 - "Every time I see the following situation..." (*What new situations, people or events signal that now is the time to put new behaviors into action?*)
 - "...I will take the following development action." (*What new behavior will you try? Where will you push your comfort zone?*)

Example:

In meetings when I make a suggestion that is ignored, I will speak up and persist with my idea; ask what others think about my suggestions.

- Identify the resources you will need to learn new knowledge or skills.
 - Seek out a coach or mentor.
 - Read books and attend training programs or seminars related to your objective.
- Plan to work on your development a little bit each day. Spending even just five minutes a day working on your development will make a difference.

REFLECT on what happens. Extract maximum learning from your experiences.

- As you complete your learning plan, ask yourself how you will think about:
 - What worked?
 - What didn't work?
 - What do you want to continue doing next time?
 - What do you want to do differently next time?

Example:

Review my development progress first thing each morning when I review my calendar for the day. Note what worked and did not work the prior day and what I will do differently when the next opportunity arises.

- Document how you will plan to reflect, when you will do it, and how you will record your thoughts. If necessary, plan a trigger, such as a weekly meeting with your boss or coach, to help you take time to reflect.

SEEK feedback and support. Learn from people's ideas and perspectives.

- Determine from whom and when you will gather additional feedback about your progress. Specify:
 - Who you will ask for feedback?
 - How often you will ask for feedback?
- Determine how you will get the support and development resources you need. Consider:
 - Which events will give you opportunities for feedback.
 - What kinds of support you need (e.g., time, training, mentoring).

Example:

Talk to my manager after critical meetings where I am trying to be influential.

TRANSFER learning to the next level. Adapt and plan for continued learning.

- Plan how and when you will review and modify your development plan. Schedule times to review your progress and to make changes to your plan.
- Consider how you will take stock of your progress at major milestones and evaluate your progress toward your development goals.
- Plan for when and how you will evaluate what you need to work on next. This may include applying your new skills to other situations, or moving on to new challenges.

Example:

Discuss my progress and current development objectives with my manager at our regular quarterly review meeting.