

# The PROFILOR<sup>®</sup>

The PROFILOR<sup>®</sup> for Senior Executives

**Senior Executive 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.

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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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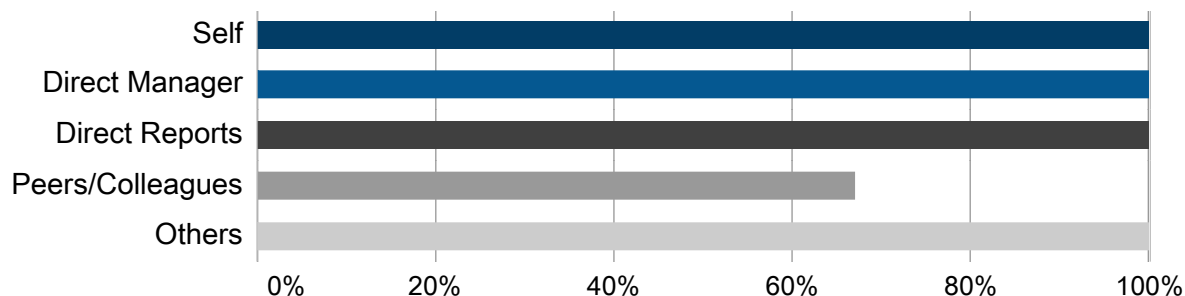
## Participation Summary

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                 | Senior Executive Sample                       |
| Direct Manager   | 1                | 1                 | James Jorgeson                                |
| Direct Reports   | 2                | 2                 | Bradley Emerson, Naomi Wilson                 |
| Peers/Colleagues | 3                | 2                 | Mary Anderson, Ralph Esteban, Kimberly Karson |
| Others           | 2                | 2                 | Ruthie Hardy, Teresa 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

#### Use Astute Judgment

Applies broad knowledge and seasoned experience when addressing complex issues; defines strategic issues clearly despite ambiguity; takes all critical information into account when making decisions; makes timely, tough decisions.

#### Shape Strategy

Demonstrates understanding of the key industry trends and conditions; develops distinctive strategies to achieve competitive advantage; counters competitive threats.

#### Display Vision

Has a clear vision for the business; maintains a long-term, big-picture view; foresees obstacles and opportunities; generates breakthrough ideas.

#### Apply Financial Insights

Understands the meaning and implications of key financial indicators; manages overall financial performance (income statement and balance sheet); uses financial analysis to evaluate strategic options and opportunities.

#### Drive Global Integration

Keeps abreast of global trends that impact the business or organization (e.g., technological, competitive, social, economic); understands the position of the organization within a global context; promotes a global mindset when looking at issues and problems.

### PEOPLE LEADERSHIP

#### Use Organizational Influence

Promotes ideas and proposals persuasively; shapes stakeholder opinions; projects a positive image; works through conflicts; negotiates win/win solutions.

#### Energize the Organization

Creates a climate that fosters personal investment and excellence; nurtures commitment to a common vision and shared values; gives people opportunity and latitude to grow and achieve; inspires others to address new challenges.

#### Develop Organizational Talent

Attracts high caliber people; develops teams and talent with diverse capabilities; accurately appraises the strengths and weaknesses of others; provides constructive feedback; develops successors and talent pools.

#### Ensure Collaboration

Creates an environment that facilitates input and ideas from others; fosters collaboration across the organization; removes barriers to collaboration and teamwork; anticipates and works to resolve potential or emerging conflicts.

## Definitions

### Build Organizational Relationships

Cultivates an active network of relationships inside and outside the organization; relates well to key colleagues (e.g., bosses, peers, direct reports); manages differences with diplomacy.

## RESULTS LEADERSHIP

### Ensure Customer Focus

Develops a deep understanding of the customer's business and industry; understands the customer's current requirements; anticipates the customer's future needs; fosters a customer-focused environment.

### Align the Organization

Ensures strategies are translated into specific objectives and plans (with contingencies); integrates and aligns efforts across functions, locations, and/or businesses; has realistic yet aggressive timeframes for achieving objectives.

### Optimize Execution

Assigns clear authority and accountability; directs initiatives while maintaining operating effectiveness; ensures clear expectations and accountability; monitors results.

### Drive Organizational Success

Sets and pursues aggressive goals; drives for results; demonstrates a strong commitment to organizational success; works to do what is best for all stakeholders (e.g., customers, shareholders, employees).

### Lead Boldly

Takes decisive action and leads through difficult initiatives; champions new ideas and initiatives; projects self-assurance and unshakable confidence; decisively confronts and resolves issues.

## PERSONAL LEADERSHIP

### Earn Unwavering Trust

Treats all individuals fairly and with respect; behaves in accord with expressed beliefs and commitments; maintains high ethical standards and integrity.

### Demonstrate Agility

Maintains composure, resisting stress and working constructively under pressure; responds resourcefully to change and ambiguity; conveys an openness and desire for learning.

## 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 Developed | Competent | Outstanding | Self | Direct Manager |
|------------------------------------|---------|---------------|-----------|-------------|------|----------------|
| Align the Organization             | 4.30    |               |           |             | ★    | ★              |
| Build Organizational Relationships | 4.25    |               |           |             |      |                |
| Use Astute Judgment                | 4.24    |               |           |             | ★    | ★              |
| Ensure Collaboration               | 4.23    |               |           |             | ★    | ★              |
| Lead Boldly                        | 4.18    |               |           |             | ★    | ★              |
| Display Vision                     | 4.16    |               |           |             |      |                |
| Ensure Customer Focus              | 4.16    |               |           |             | ★    | ★              |
| Drive Organizational Success       | 4.16    |               |           |             |      |                |
| Earn Unwavering Trust              | 4.13    |               |           |             | ★    | ★              |
| Demonstrate Agility                | 4.13    |               |           |             |      |                |
| Apply Financial Insights           | 4.10    |               |           |             | ★    | ★              |
| Drive Global Integration           | 4.09    |               |           |             | ★    | ★              |
| Optimize Execution                 | 4.00    |               |           |             | ★    | ★              |
| Shape Strategy                     | 3.97    |               |           |             | ★    | ★              |
| Use Organizational Influence       | 3.96    |               |           |             | ★    | ★              |
| Energize the Organization          | 3.93    |               |           |             |      |                |
| Develop Organizational Talent      | 3.90    |               |           |             | ★    | ★              |

★ = Very Important

★ = Critically Important

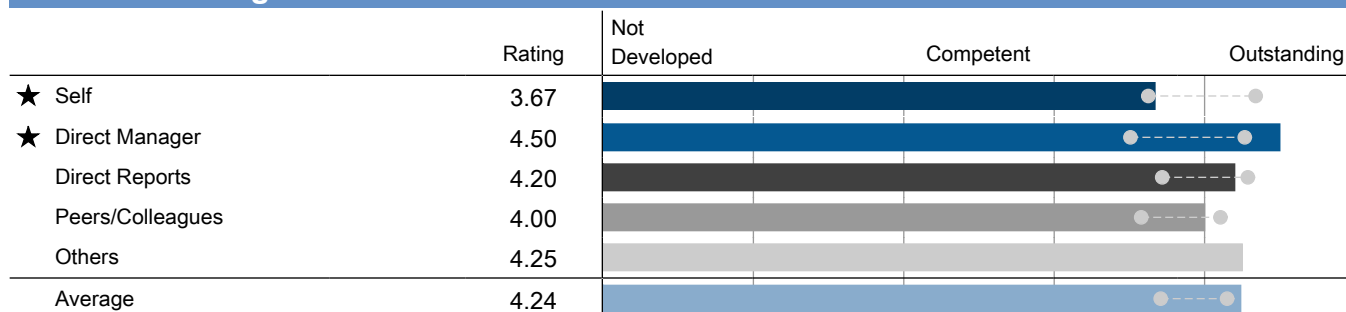
●—● = 25th and 75th percentile of norm group: Senior Executive Global

## Perspective Comparison

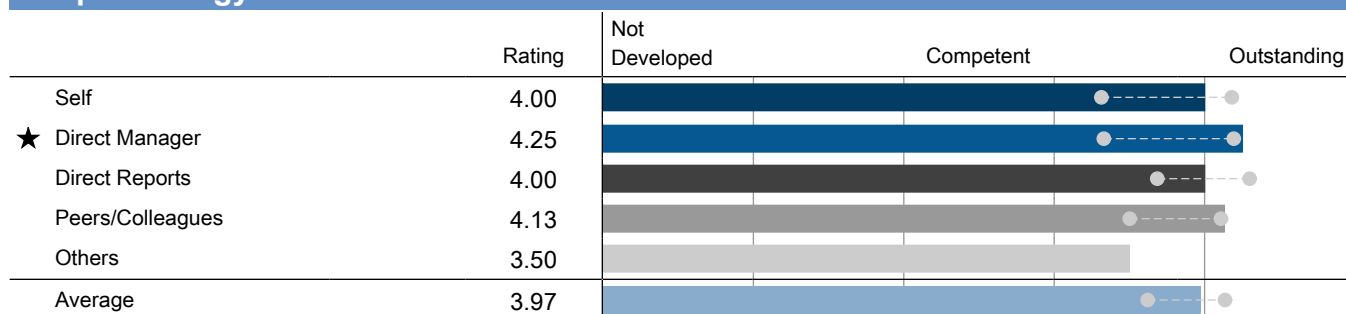
This section displays the average ratings you received from the different groups of respondents. You can also see how your results compare to the norm.

### THOUGHT LEADERSHIP

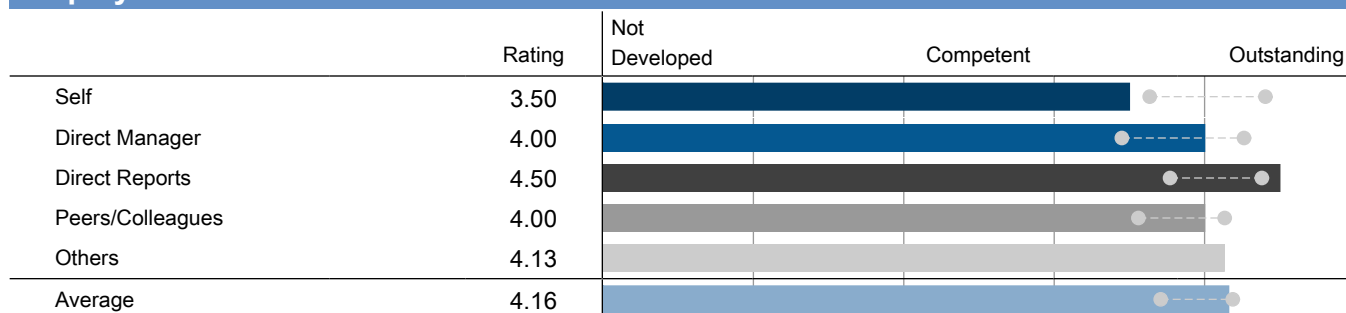
#### Use Astute Judgment



#### Shape Strategy



#### Display Vision

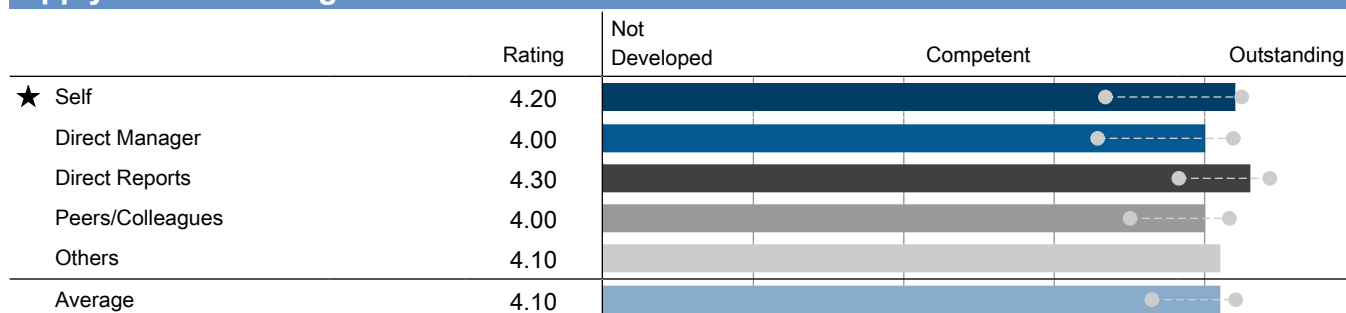


★ = Critically Important

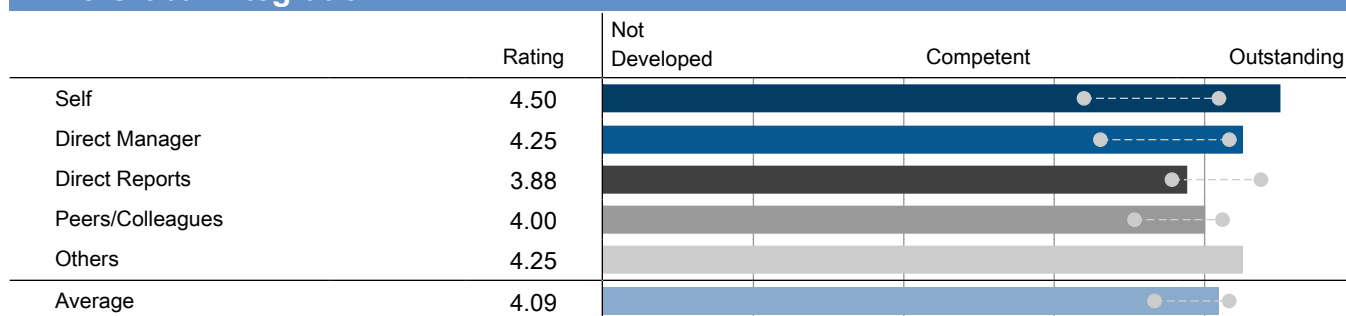
●—● = 25th and 75th percentile of norm group: Senior Executive Global

## Perspective Comparison

### Apply Financial Insights



### Drive Global Integration



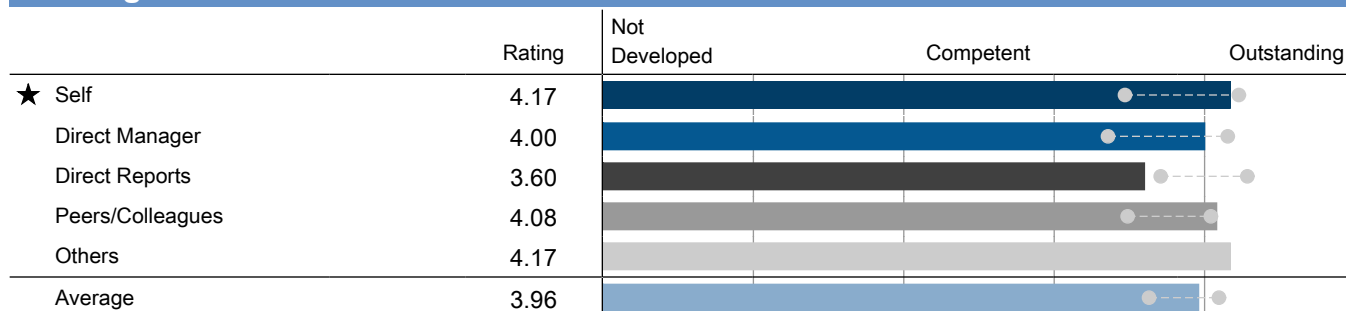
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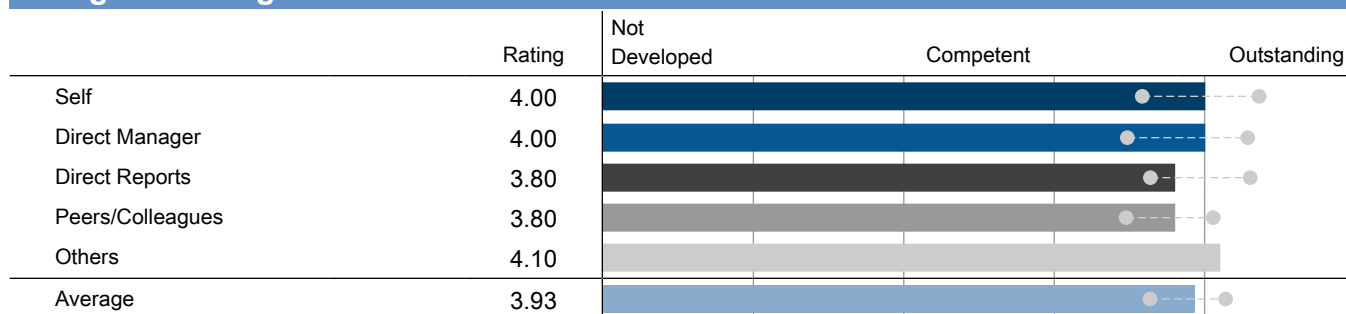
## Perspective Comparison

### PEOPLE LEADERSHIP

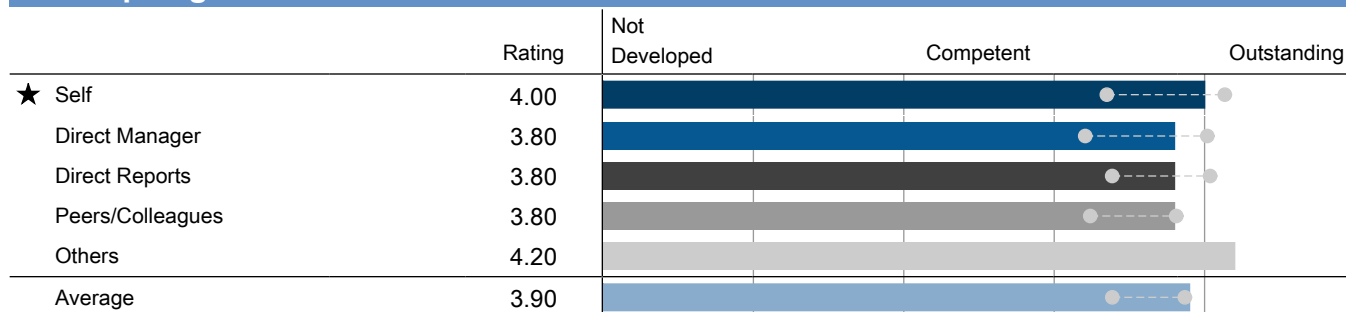
#### Use Organizational Influence



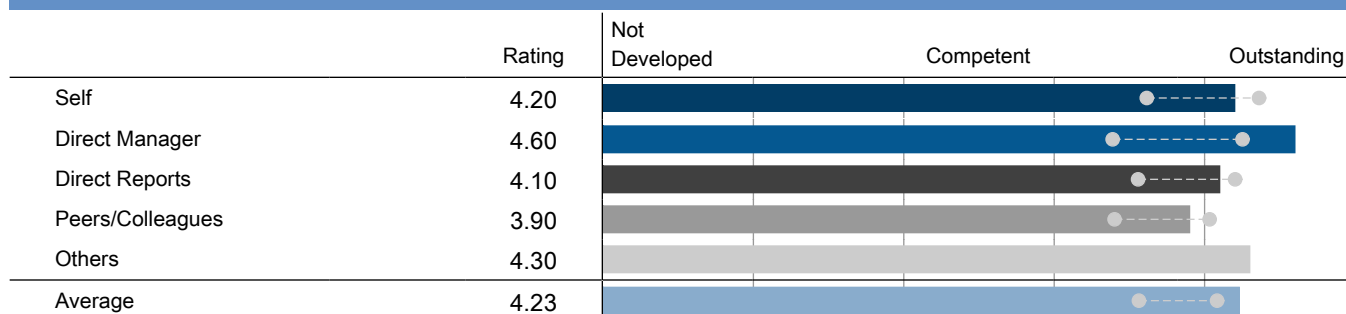
#### Energize the Organization



#### Develop Organizational Talent



#### Ensure Collaboration

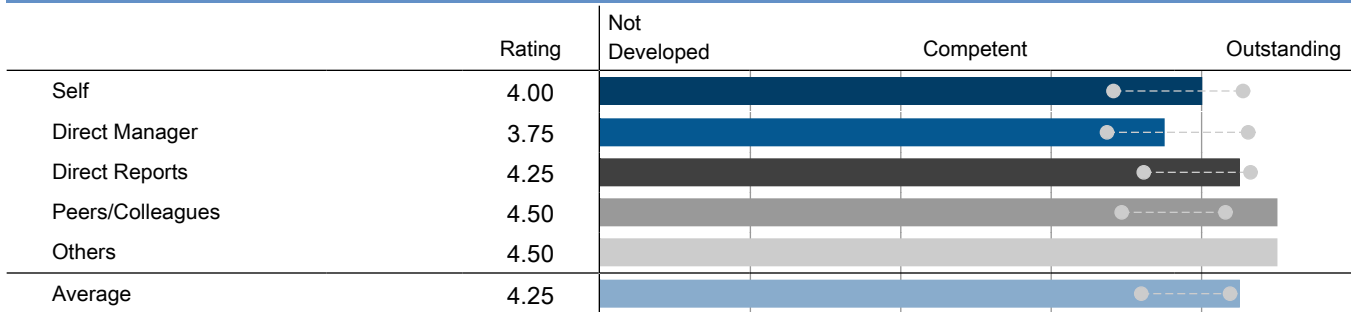


★ = Critically Important

●● = 25th and 75th percentile of norm group: Senior Executive Global

## Perspective Comparison

### Build Organizational Relationships



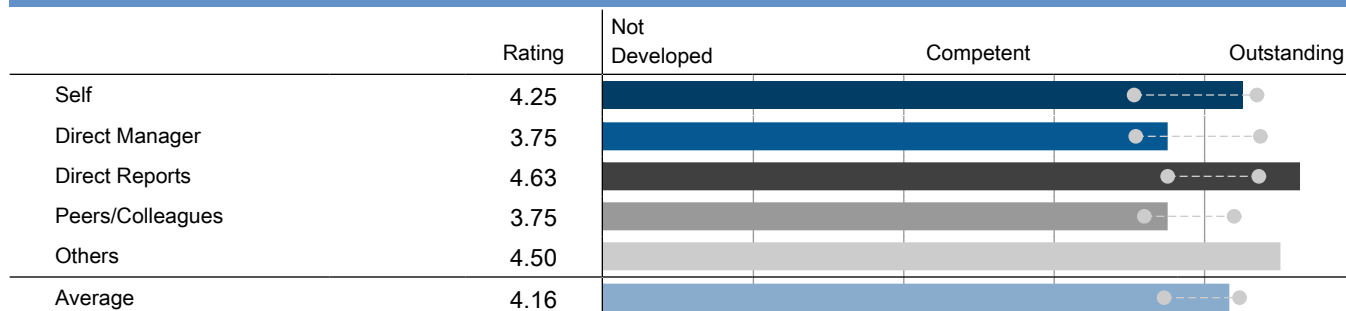
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Senior Executive Global

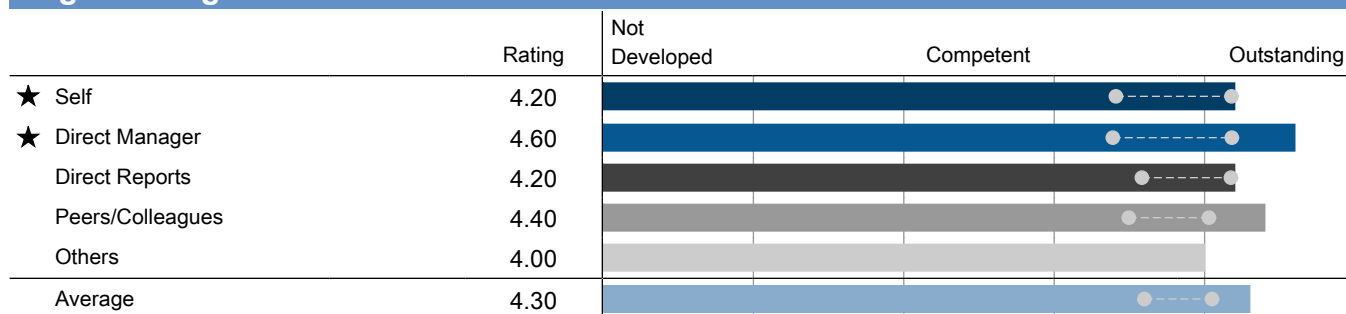
## Perspective Comparison

### RESULTS LEADERSHIP

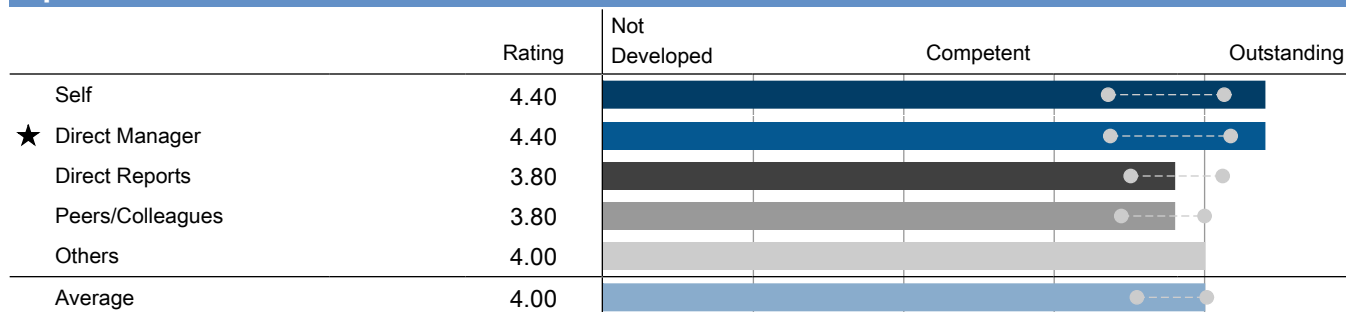
#### Ensure Customer Focus



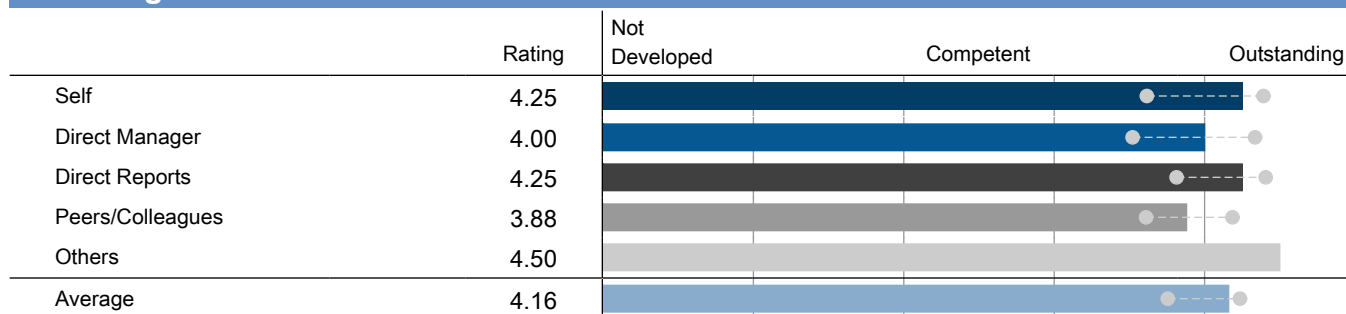
#### Align the Organization



#### Optimize Execution



#### Drive Organizational Success

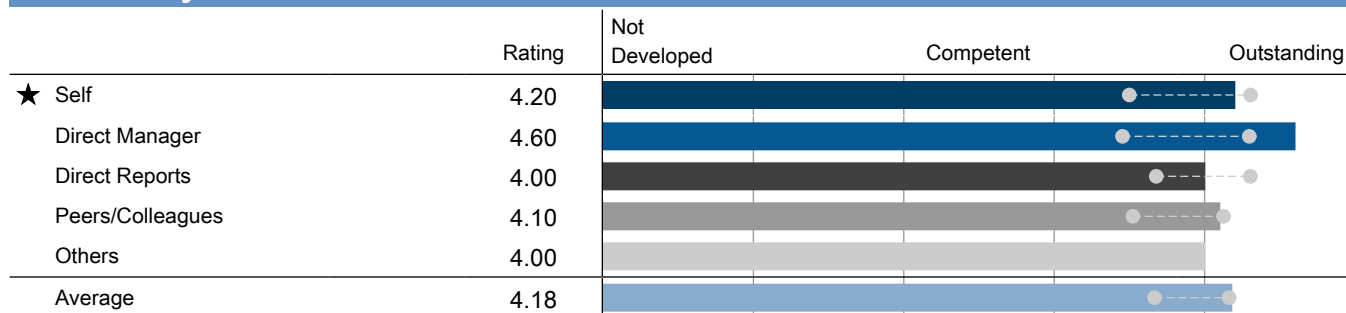


★ = Critically Important

●● = 25th and 75th percentile of norm group: Senior Executive Global

## Perspective Comparison

### Lead Boldly



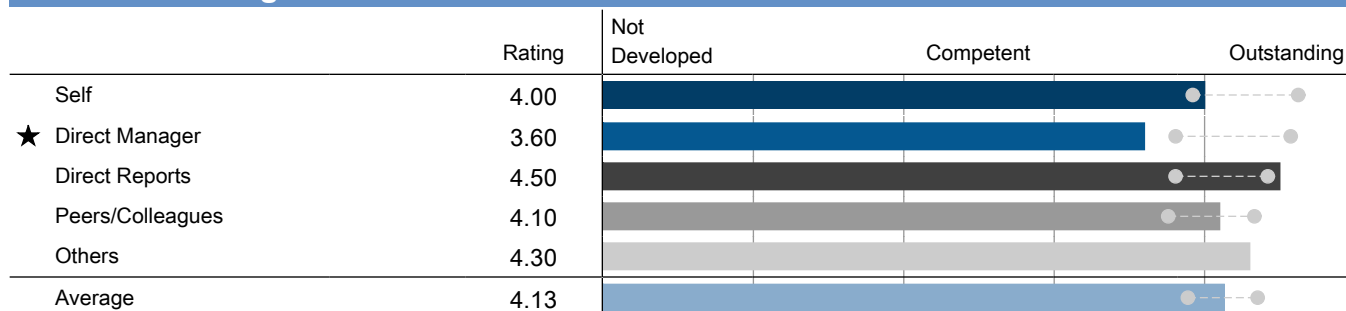
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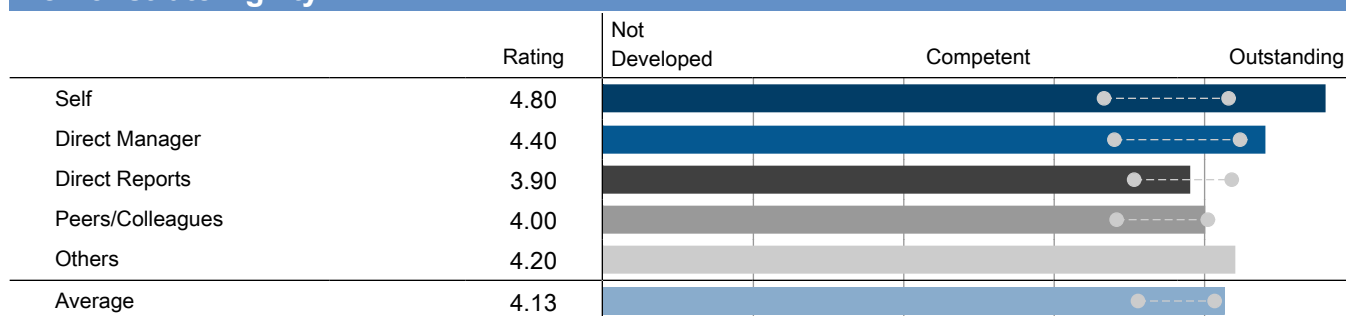
## Perspective Comparison

### PERSONAL LEADERSHIP

#### Earn Unwavering Trust



#### Demonstrate Agility



★ = Critically Important

●—● = 25th and 75th percentile of norm group: Senior Executive 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                         |
|----------------------------------------------------------------------------|---------|------------------------------------|
| 69. Confronts problem performers directly, replacing them when appropriate | 4.88    | Lead Boldly                        |
| 45. Can be approached easily                                               | 4.75    | Build Organizational Relationships |
| 53. Anticipates problems and develops contingency plans                    | 4.75    | Align the Organization             |
| 56. Translates business strategies into clear objectives and tactics       | 4.75    | Align the Organization             |
| 81. Personally pursues continuous learning and self development            | 4.75    | Demonstrate Agility                |

### Lowest Items

| Item                                                                                   | Average | Competency                    |
|----------------------------------------------------------------------------------------|---------|-------------------------------|
| 35. Accurately identifies strengths and development needs in others                    | 3.25    | Develop Organizational Talent |
| 34. Nurtures commitment to a common vision and shared values                           | 3.38    | Energize the Organization     |
| 79. Seeks feedback to enhance performance                                              | 3.38    | Demonstrate Agility           |
| 10. Displays deep insight into the competition's strengths, weaknesses, and strategies | 3.50    | Shape Strategy                |
| 39. Gives clear, motivating, and constructive feedback                                 | 3.50    | Develop Organizational Talent |

## 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                    |
|---------------------------------------------------------------------------|------|---------|----------------------|-------------------------------|
| 1. Applies accurate logic in solving problems                             | 3.00 | 4.67    | 1.67                 | Use Astute Judgment           |
| 5. Comes to a decision at the right time                                  | 3.00 | 4.63    | 1.63                 | Use Astute Judgment           |
| 11. Has a clear vision for the future of the business or organization     | 3.00 | 4.25    | 1.25                 | Display Vision                |
| 37. Provides challenging assignments to facilitate individual development | 3.00 | 4.25    | 1.25                 | Develop Organizational Talent |
| 49. Seeks feedback from customers                                         | 3.00 | 4.13    | 1.13                 | Ensure Customer Focus         |

\* additional items have tied with last item on the list

### Blind Spots

| Item                                                                                  | Self | Average | Difference from Self | Competency                   |
|---------------------------------------------------------------------------------------|------|---------|----------------------|------------------------------|
| 79. Seeks feedback to enhance performance                                             | 5.00 | 3.38    | -1.62                | Demonstrate Agility          |
| 59. Uses benchmarks and performance measures to track progress                        | 5.00 | 3.63    | -1.37                | Optimize Execution           |
| 27. Promotes and sells ideas persuasively                                             | 5.00 | 3.75    | -1.25                | Use Organizational Influence |
| 31. Creates a climate where everyone stretches beyond what they thought they could do | 5.00 | 3.75    | -1.25                | Energize the Organization    |
| 71. Projects self-assurance and unshakable confidence                                 | 5.00 | 3.75    | -1.25                | Lead Boldly                  |

## 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.

### Shape Strategy

| Self<br>★             | Direct Manager<br>★                                                                | Average     | Not Developed                                                                      | Competent | Outstanding | Highest / Lowest Rated Items |
|-----------------------|------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------|-----------|-------------|------------------------------|
| <b>Shape Strategy</b> |                                                                                    | <b>3.97</b> |  |           |             |                              |
| 7.                    | Identifies efforts that will have the greatest strategic impact                    | 3.75        |  |           |             |                              |
| 8.                    | Stays informed about industry practices and new developments                       | 4.00        |  |           |             |                              |
| 9.                    | Develops distinctive strategies to achieve and sustain competitive advantage       | 4.63        |  |           |             |                              |
| 10.                   | Displays deep insight into the competition's strengths, weaknesses, and strategies | 3.50        |  |           |             | ↓                            |

### Align the Organization

| Self<br>★                     | Direct Manager<br>★                                                                        | Average     | Not Developed                                                                        | Competent | Outstanding | Highest / Lowest Rated Items |
|-------------------------------|--------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------|-----------|-------------|------------------------------|
| <b>Align the Organization</b> |                                                                                            | <b>4.30</b> |  |           |             |                              |
| 53.                           | Anticipates problems and develops contingency plans                                        | 4.75        |  |           |             | ↑                            |
| 54.                           | Integrates planning efforts across work units                                              | 3.75        |  |           |             |                              |
| 55.                           | Prepares realistic estimates of budget, staff, and other resources                         | 4.13        |  |           |             |                              |
| 56.                           | Translates business strategies into clear objectives and tactics                           | 4.75        |  |           |             | ↑                            |
| 57.                           | Sees that broad strategies are translated into clear objectives and practical action plans | 4.13        |  |           |             |                              |

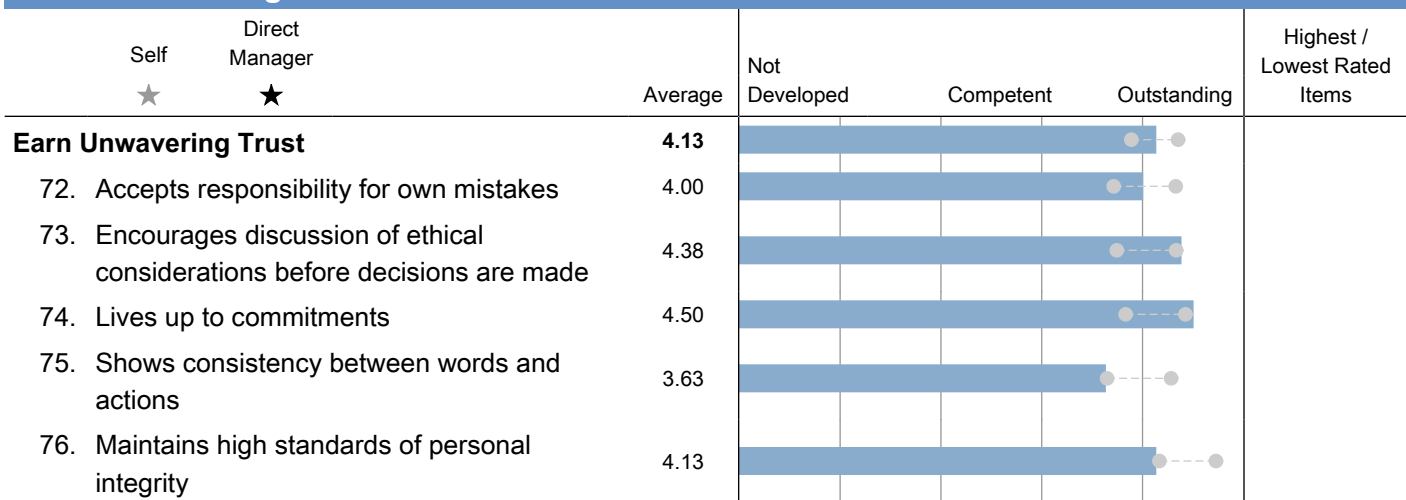
★ = Very Important

★ = Critically Important

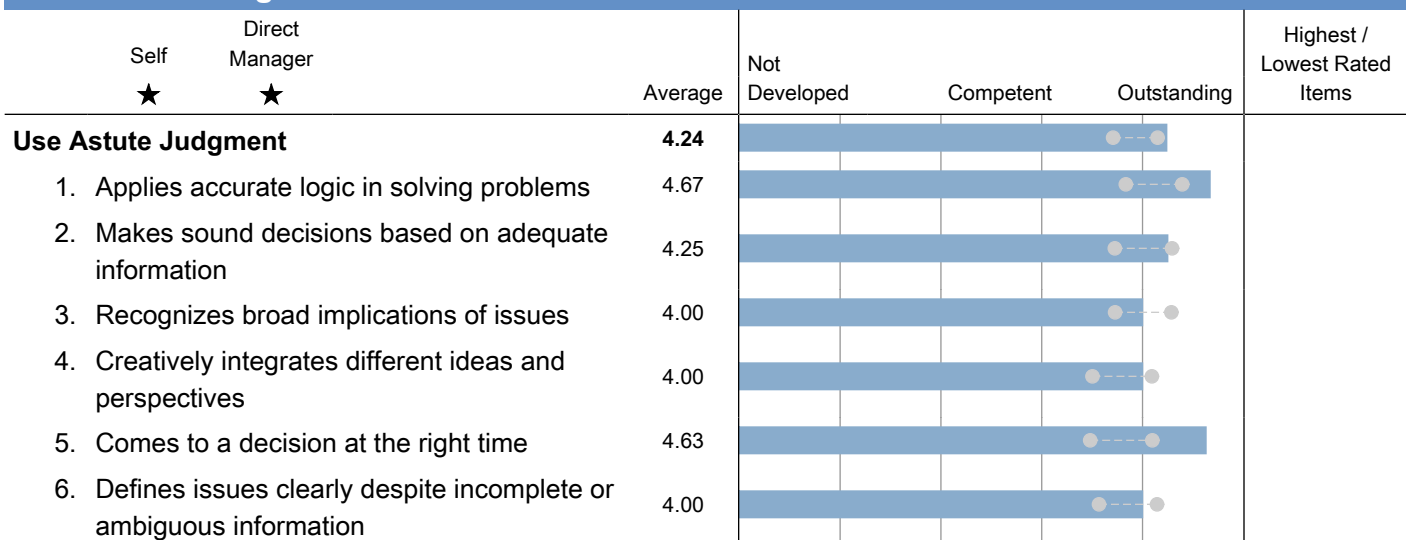
●—● = 25th and 75th percentile of norm group: Senior Executive Global

## Targeted Development Priorities

### Earn Unwavering Trust



### Use Astute Judgment



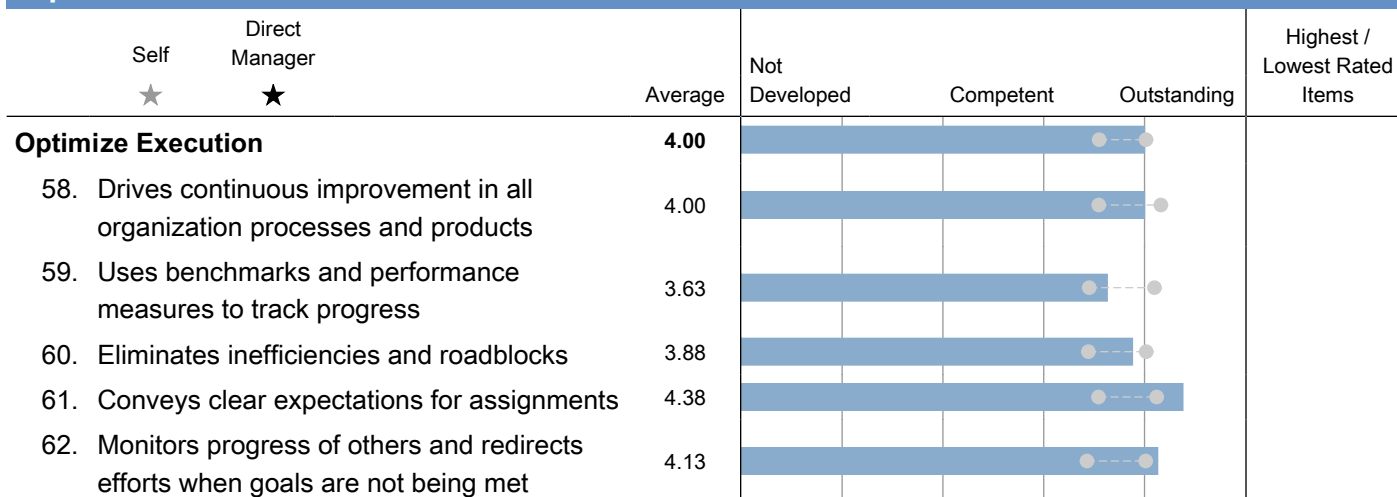
★ = Very Important

★ = Critically Important

●● = 25th and 75th percentile of norm group: Senior Executive Global

## Targeted Development Priorities

### Optimize Execution



★ = Very Important

★ = Critically Important

●—● = 25th and 75th percentile of norm group: Senior Executive Global

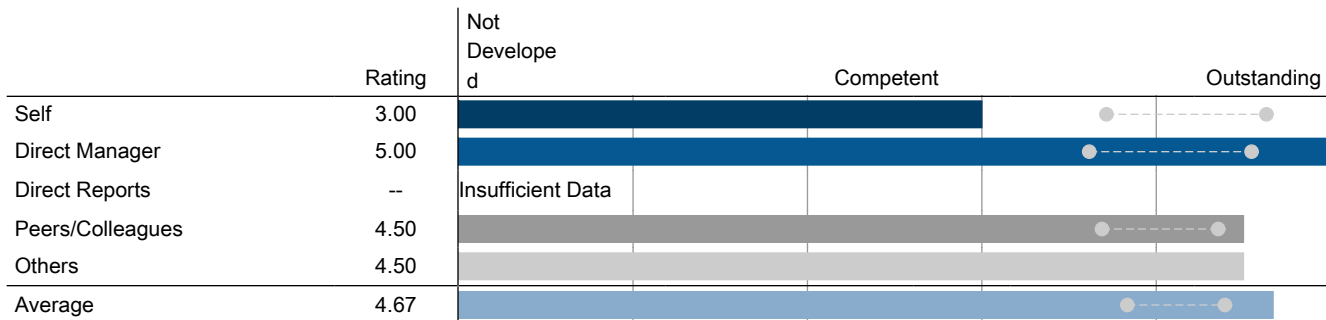
## Item Detail

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.

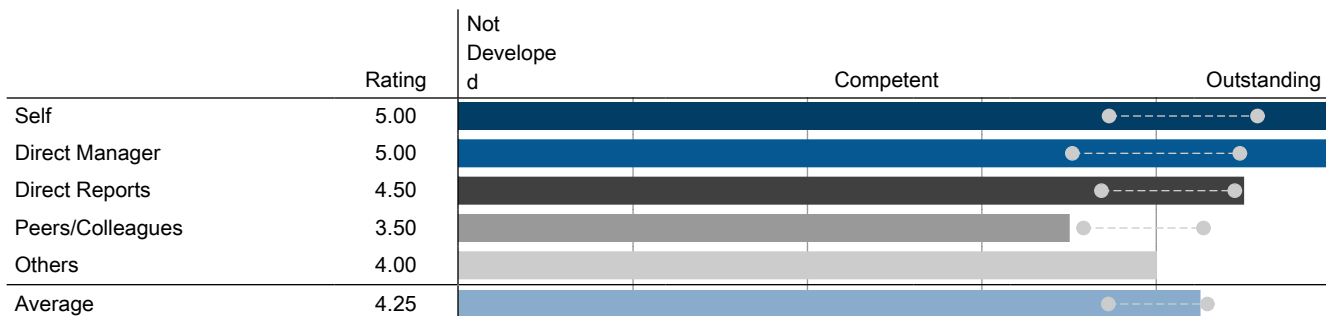
### THOUGHT LEADERSHIP

#### Use Astute Judgment (4.24)

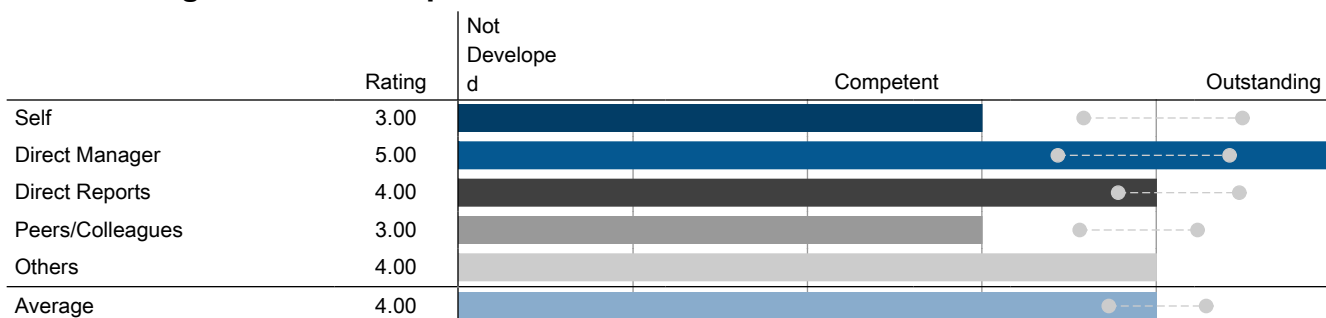
##### 1. Applies accurate logic in solving problems



##### 2. Makes sound decisions based on adequate information

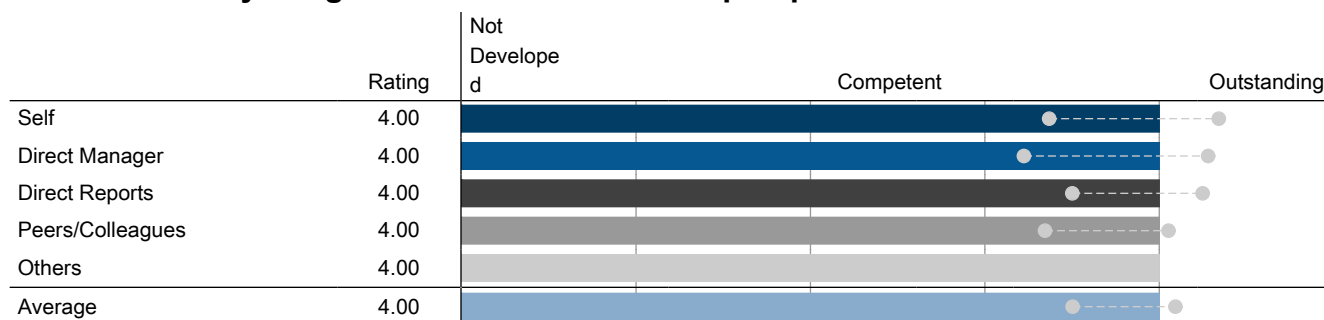


##### 3. Recognizes broad implications of issues

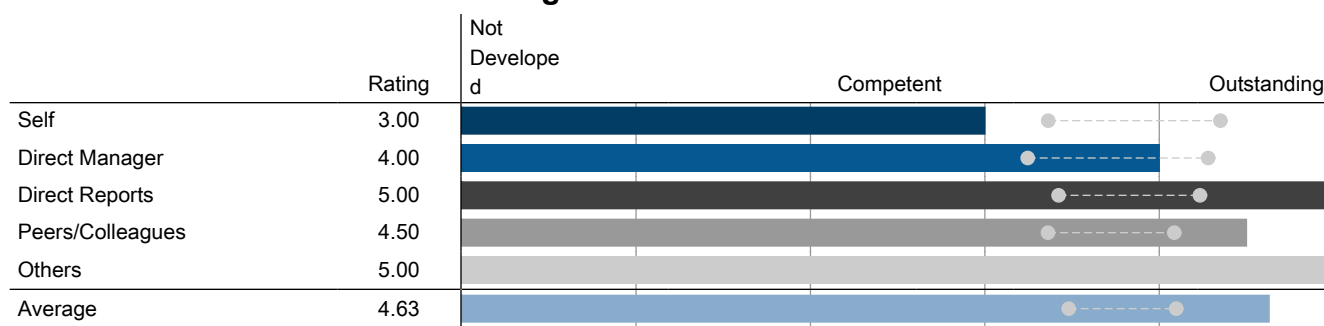


## Item Detail

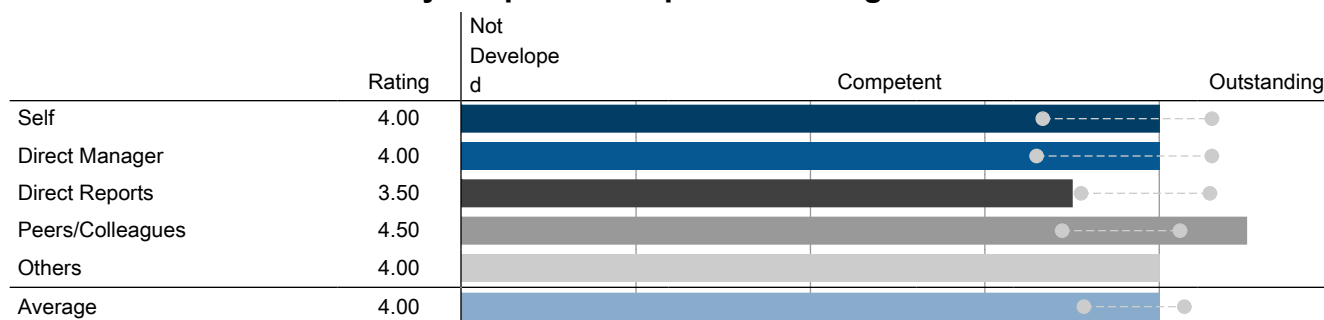
## 4. Creatively integrates different ideas and perspectives



## 5. Comes to a decision at the right time



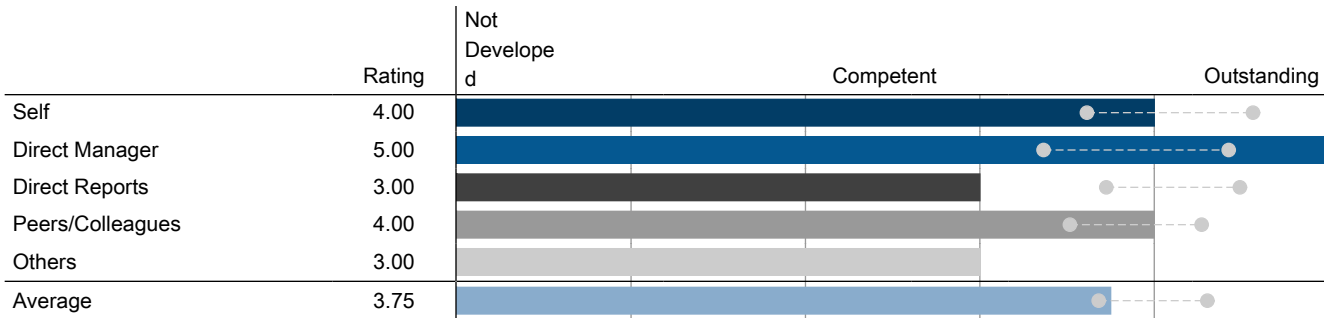
## 6. Defines issues clearly despite incomplete or ambiguous information



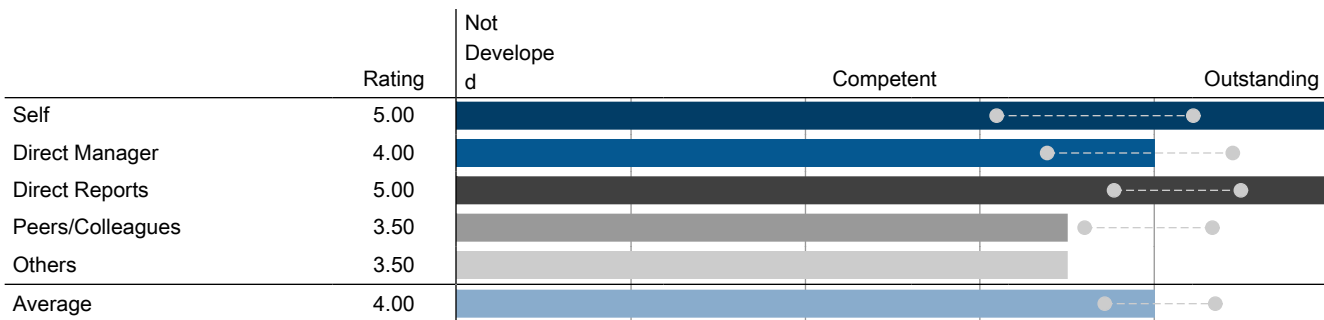
## Item Detail

## Shape Strategy (3.97)

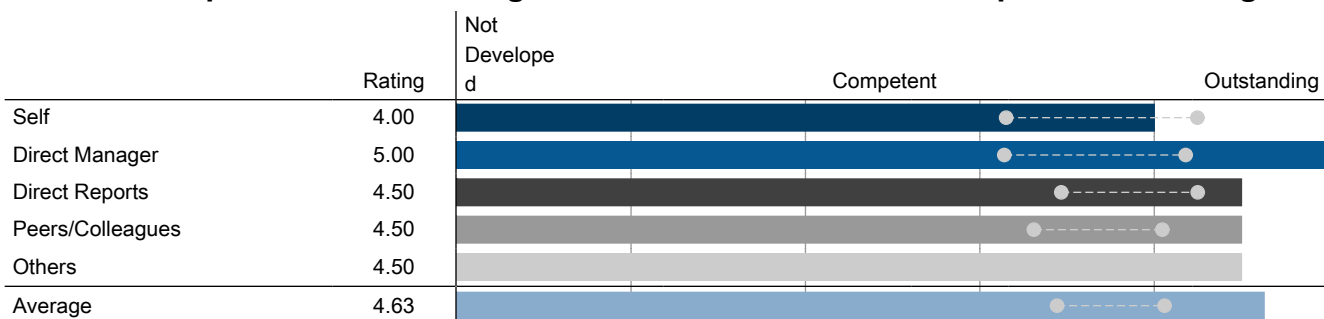
## 7. Identifies efforts that will have the greatest strategic impact



## 8. Stays informed about industry practices and new developments

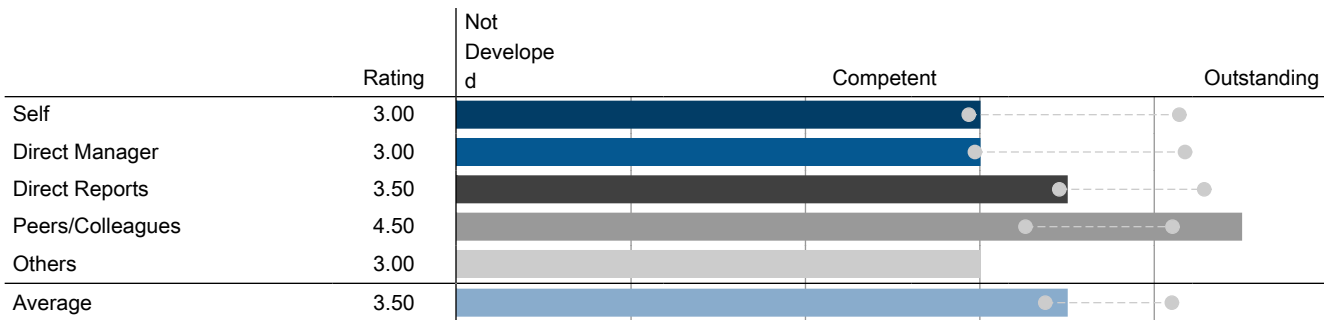


## 9. Develops distinctive strategies to achieve and sustain competitive advantage



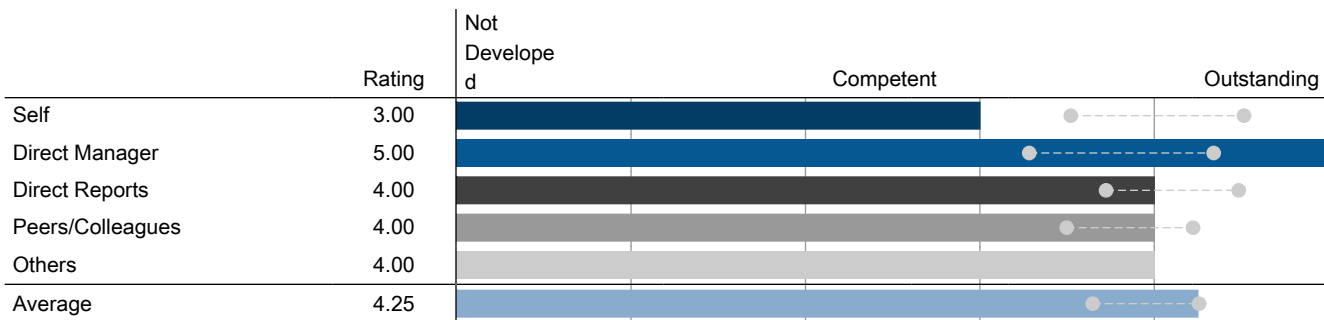
## Item Detail

### 10. Displays deep insight into the competition's strengths, weaknesses, and strategies

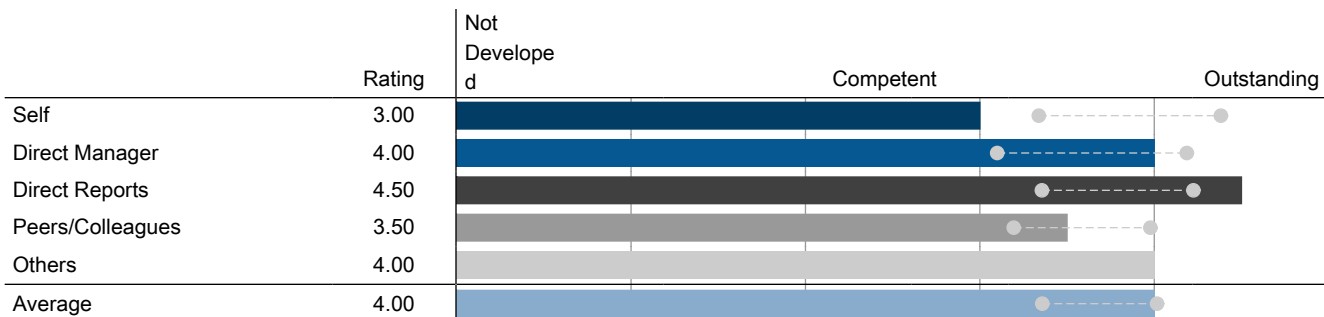


### Display Vision (4.16)

### 11. Has a clear vision for the future of the business or organization

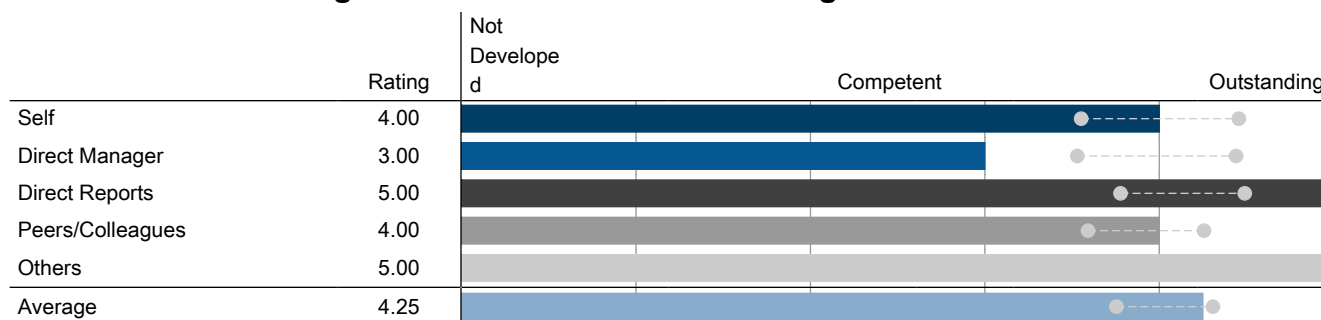


### 12. Creates an environment that encourages innovation and risk taking

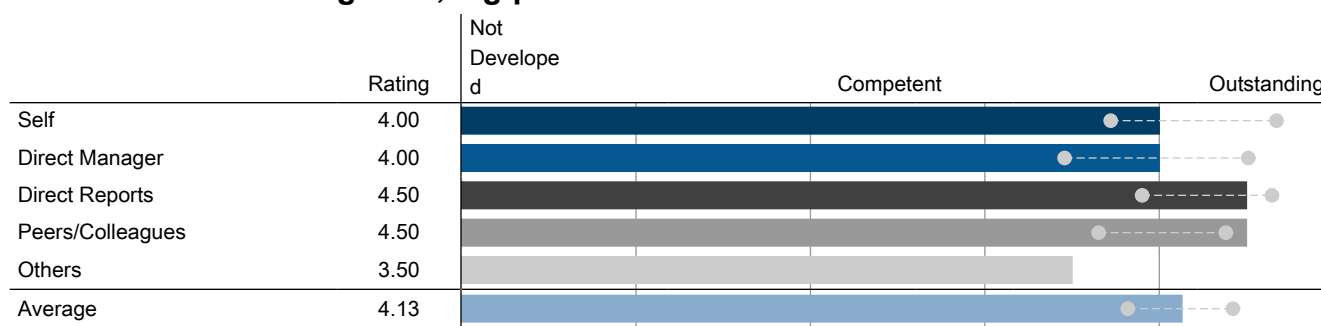


## Item Detail

## 13. Focuses the organization on efforts that add significant value

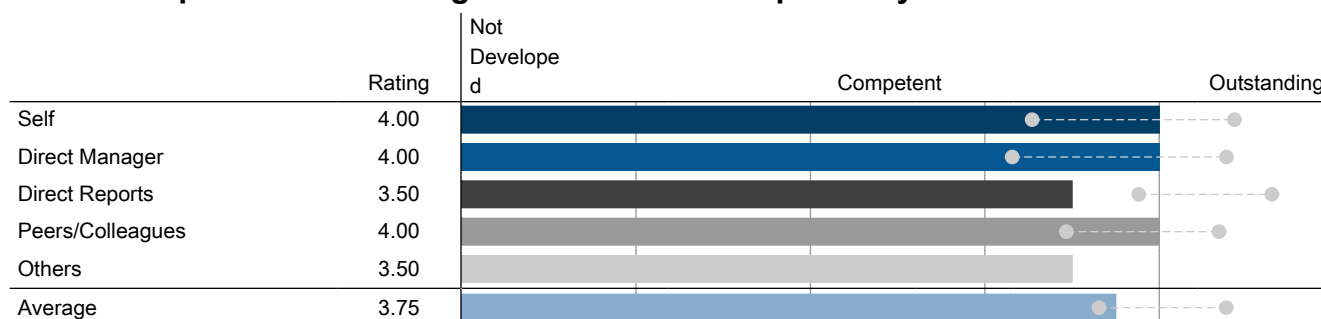


## 14. Maintains a long-term, big-picture view of the business

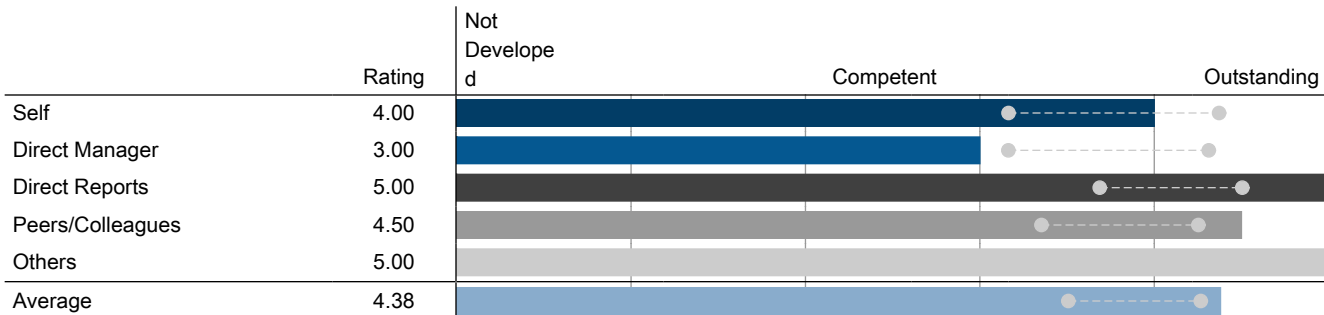
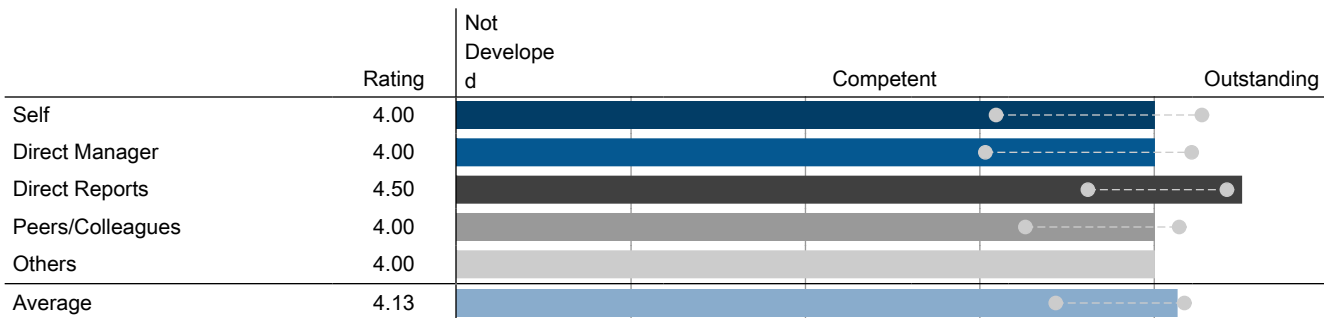
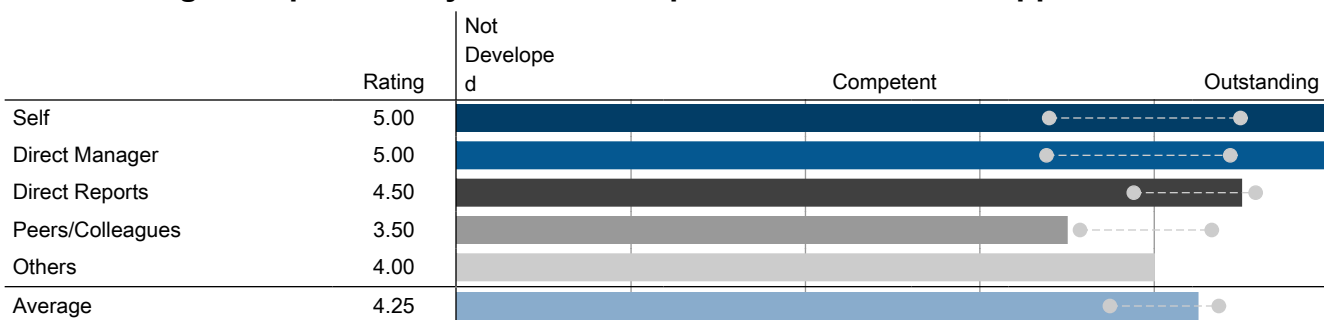
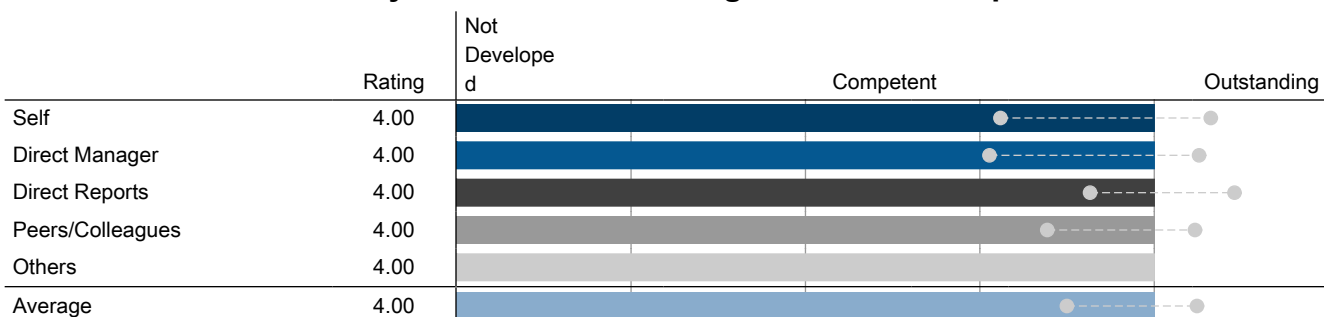


## Apply Financial Insights (4.10)

## 15. Grasps the full meaning and interrelationships of key financial indicators



## Item Detail

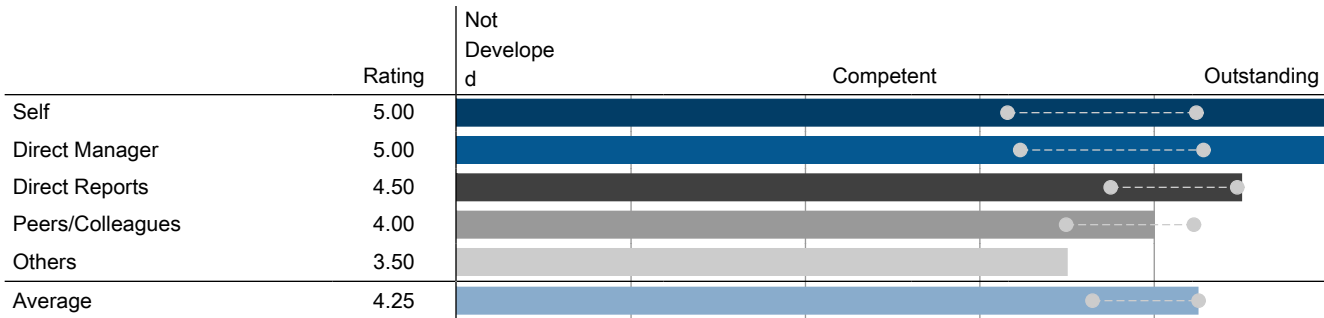
**16. Manages the business' overall financial performance (income statement and balance sheet)****17. Readily identifies soft spots in budgets and profit plans****18. Recognizes profitability and revenue potential in business opportunities****19. Uses financial analysis to evaluate strategic choices and options**

●-----● = 25th and 75th percentile of norm group: Senior Executive Global

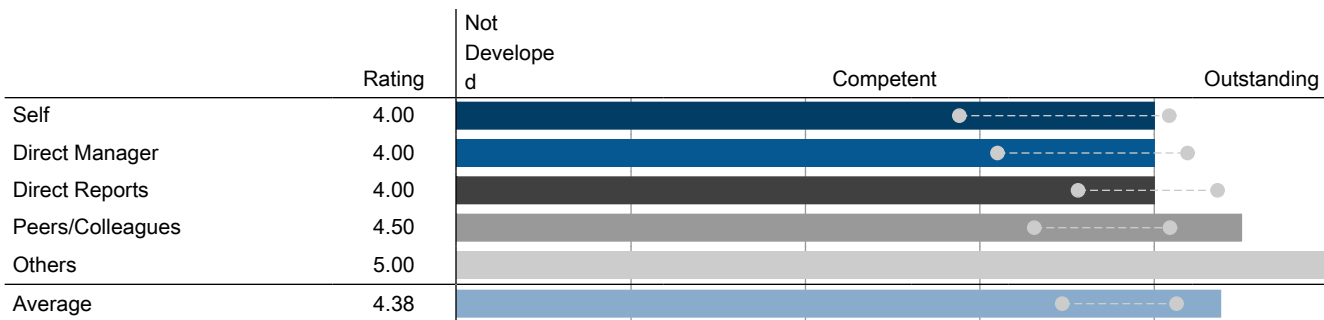
## Item Detail

## Drive Global Integration (4.09)

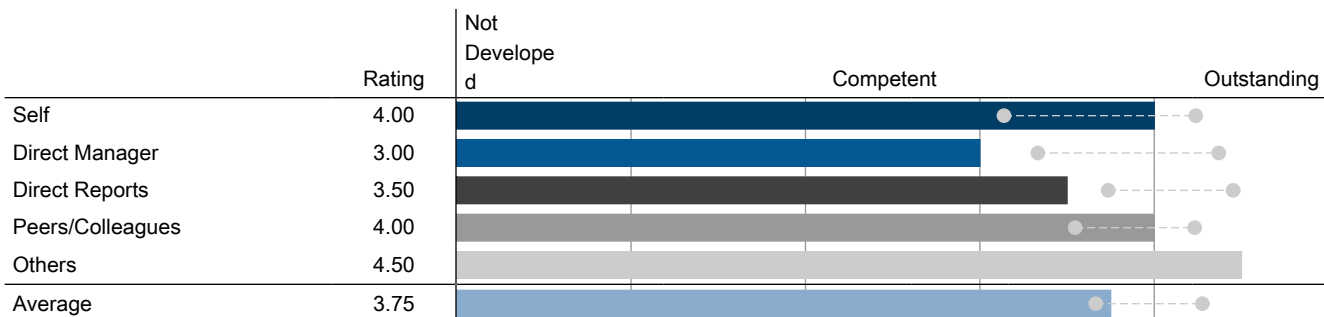
## 20. Grasps the position of the business within the global marketplace



## 21. Recognizes opportunities for global expansion and alliances

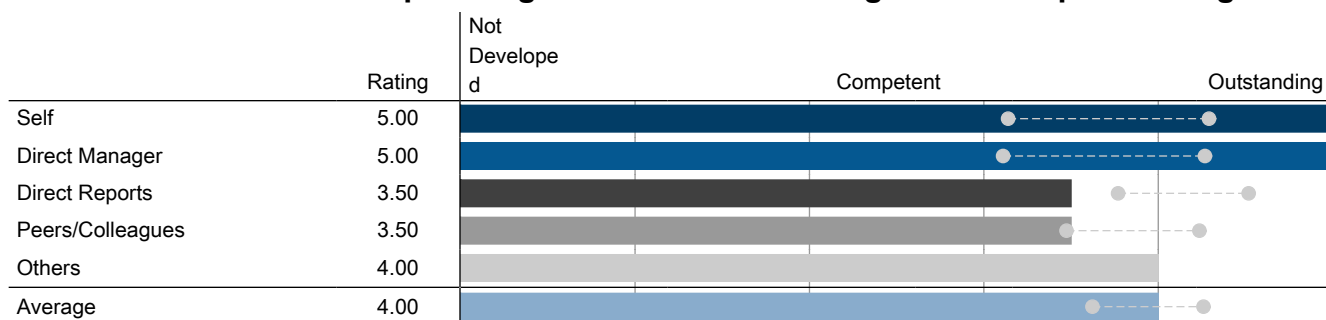


## 22. Stays abreast of important trends (e.g. competitive, technological, social, economic)



## Item Detail

## 23. Understands the impact of global trends on the organization's plans and growth

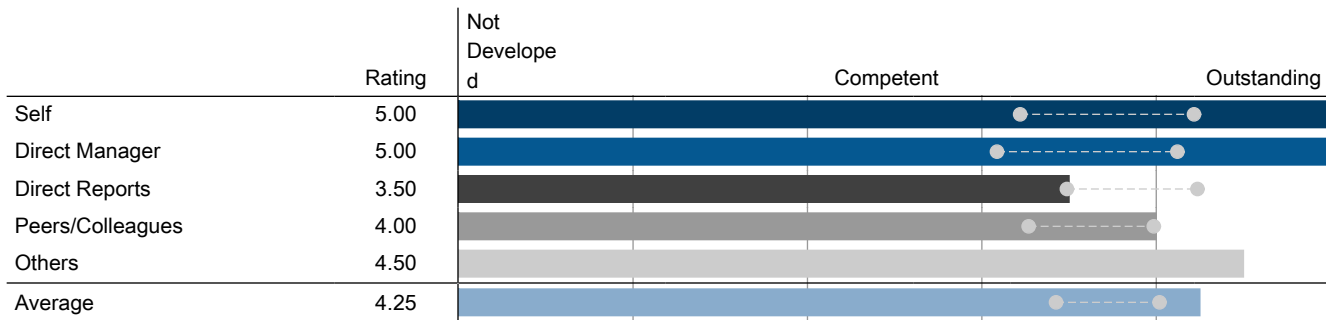


## Item Detail

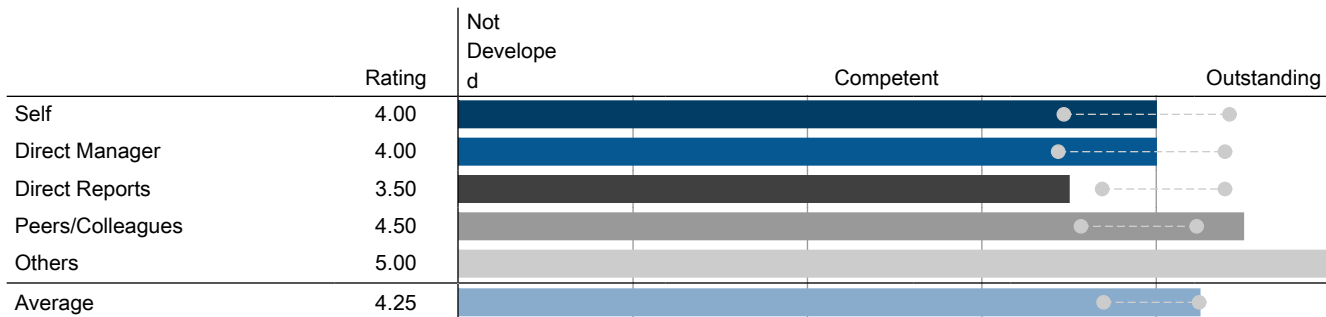
## PEOPLE LEADERSHIP

## Use Organizational Influence (3.96)

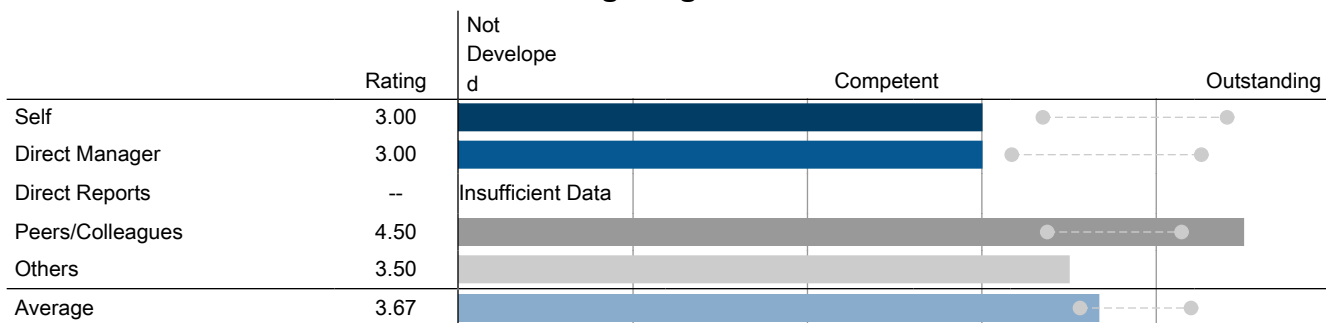
## 24. Anticipates the positions and reactions of others accurately



## 25. Gives compelling reasons for ideas

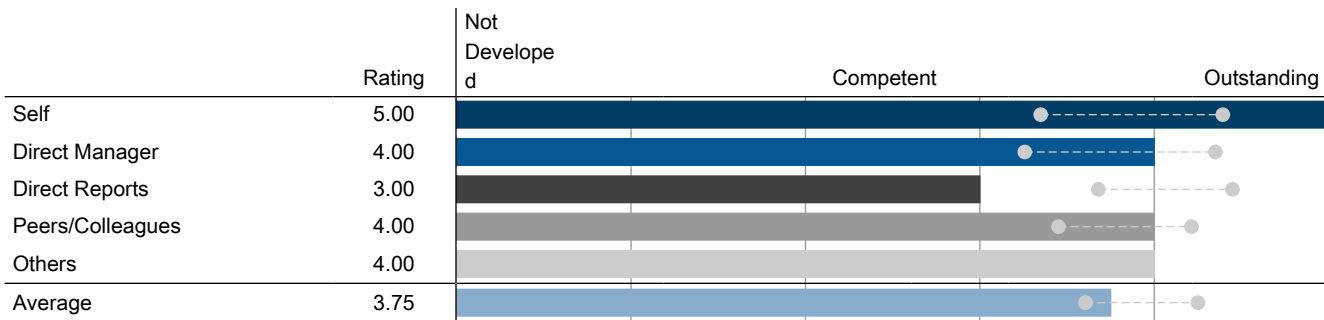


## 26. Knows which battles are worth fighting

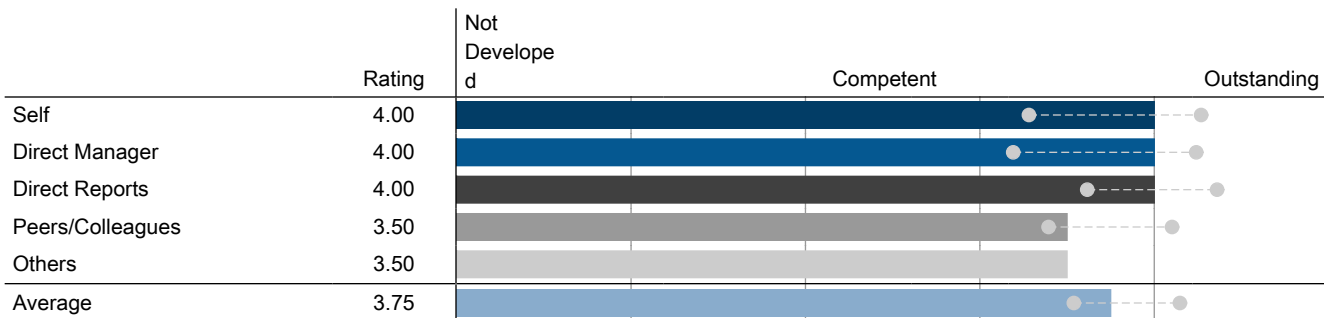


## Item Detail

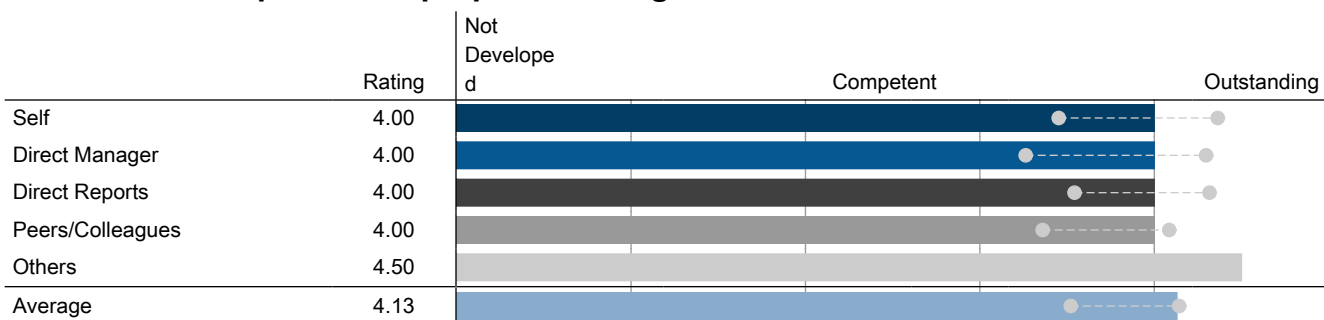
## 27. Promotes and sells ideas persuasively



## 28. Shapes the opinions of key "stakeholders" (customers, shareholders, employees, etc.)



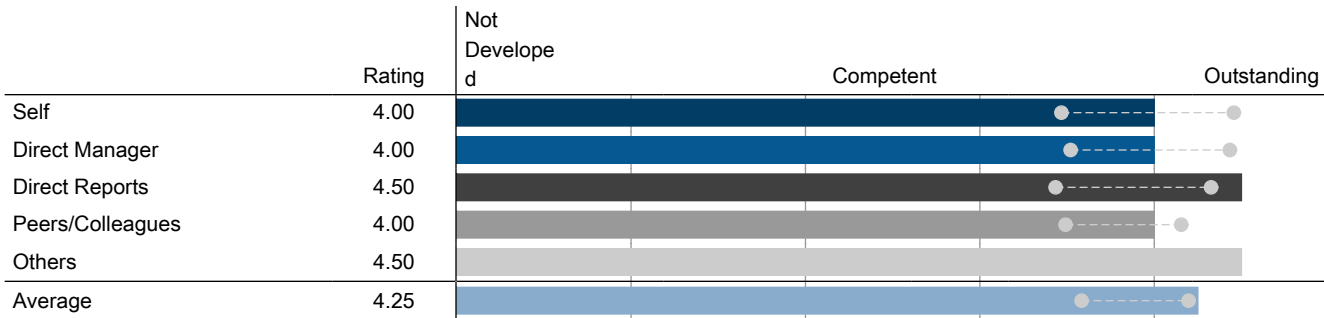
## 29. Wins acceptance for proposed changes and new initiatives



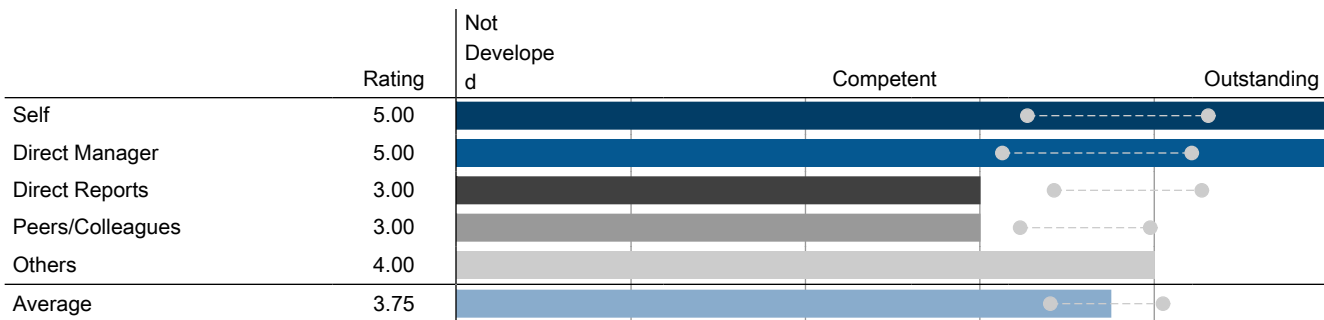
## Item Detail

## Energize the Organization (3.93)

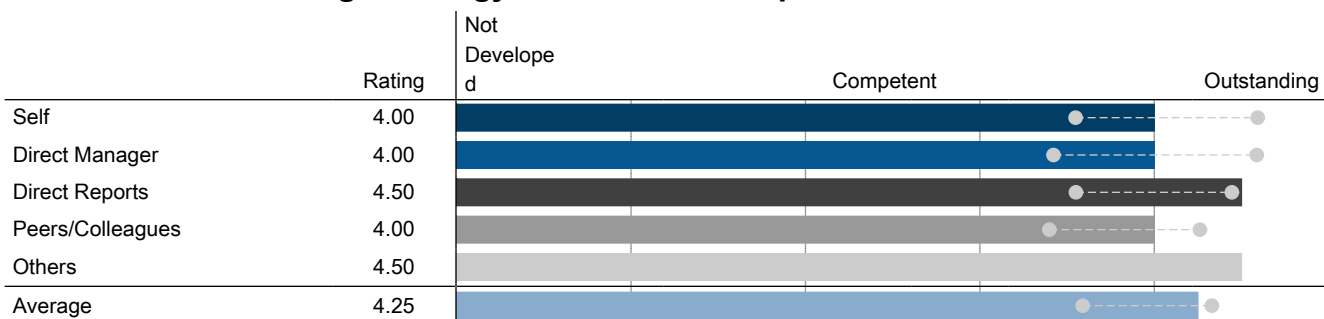
## 30. Rewards people for good performance



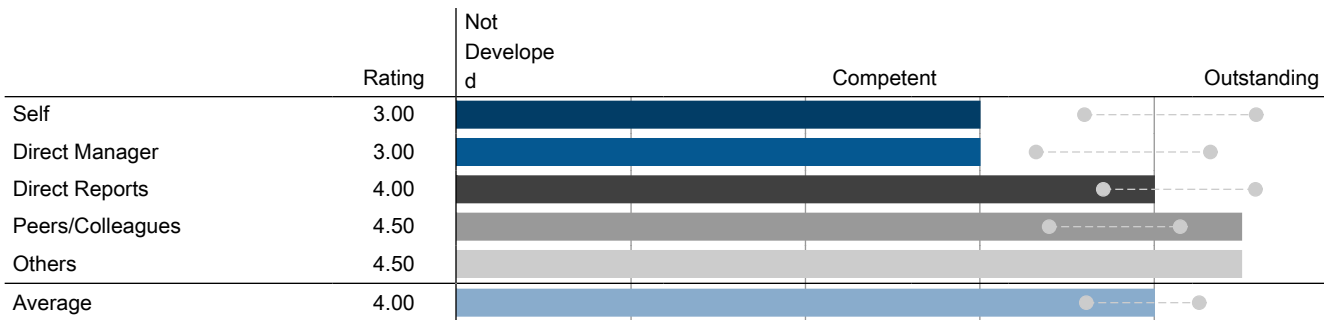
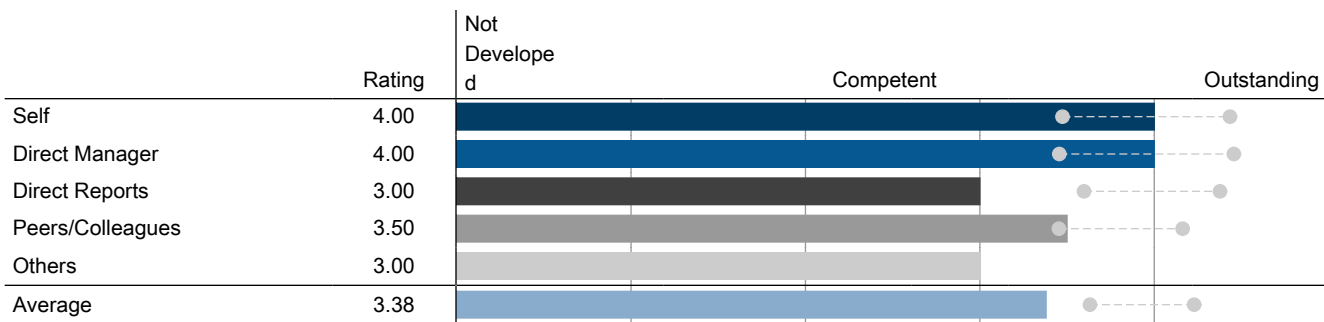
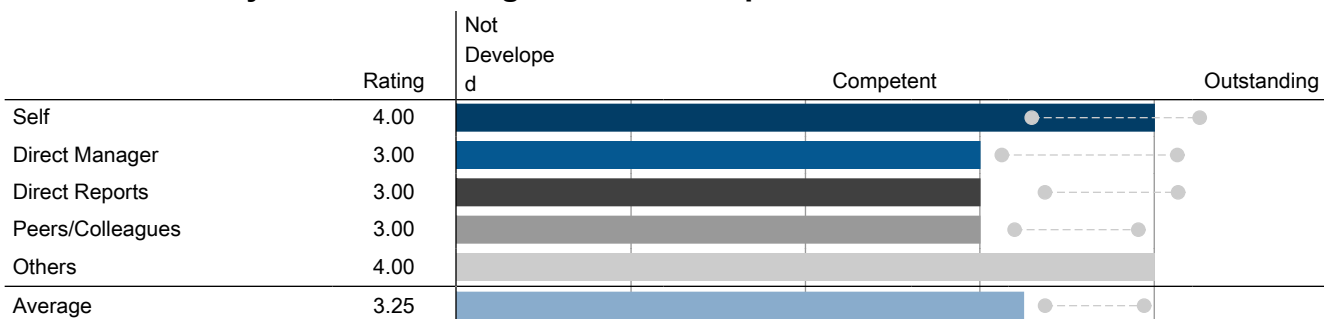
## 31. Creates a climate where everyone stretches beyond what they thought they could do



## 32. Creates a feeling of energy, excitement, and personal investment

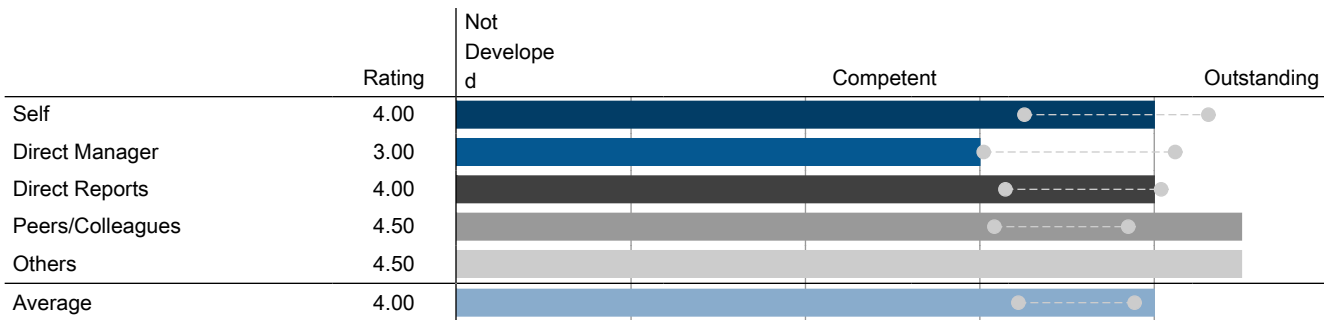


## Item Detail

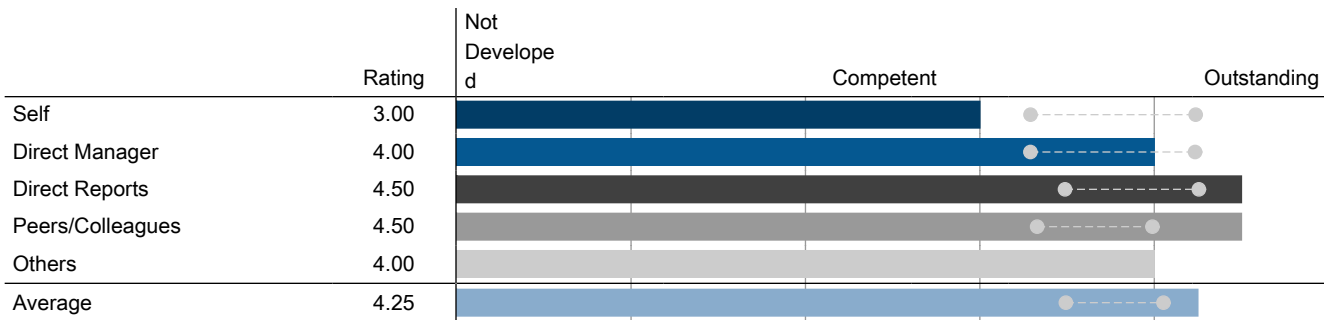
**33. Gives people the opportunity and latitude to run their area(s) of the organization****34. Nurtures commitment to a common vision and shared values****Develop Organizational Talent (3.90)****35. Accurately identifies strengths and development needs in others**

## Item Detail

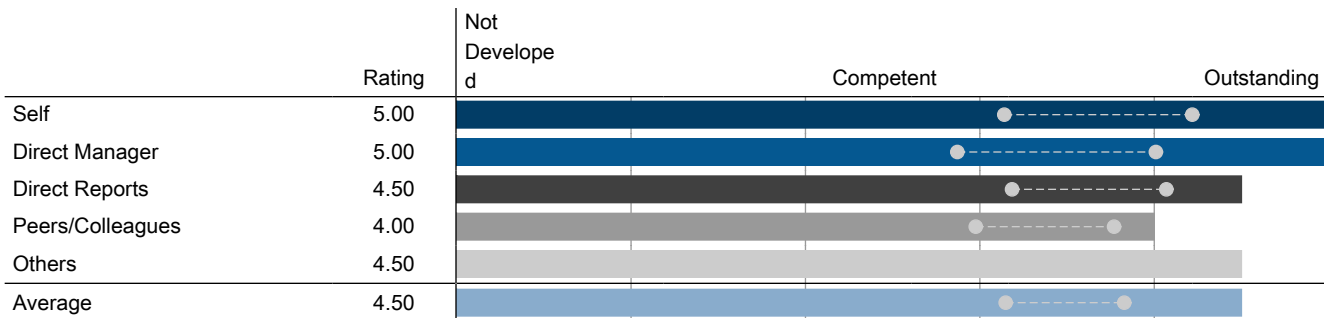
## 36. Coaches others in the development of their skills



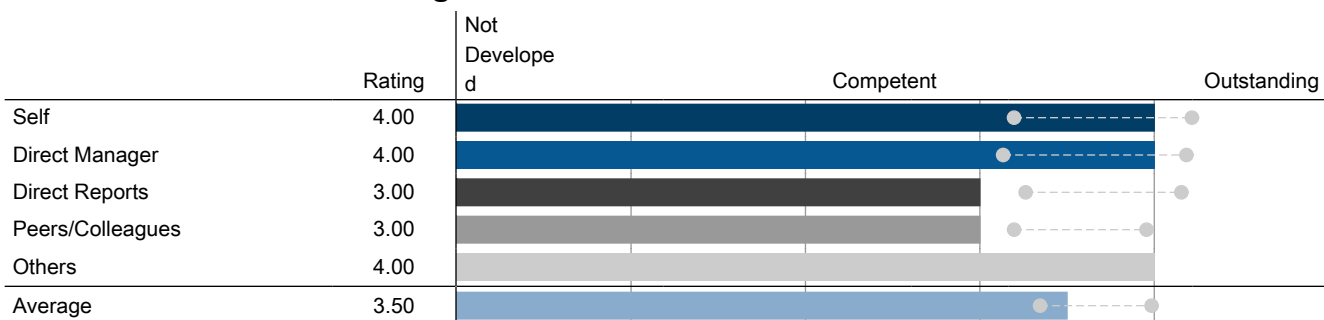
## 37. Provides challenging assignments to facilitate individual development



## 38. Develops successors and talent pools for key positions



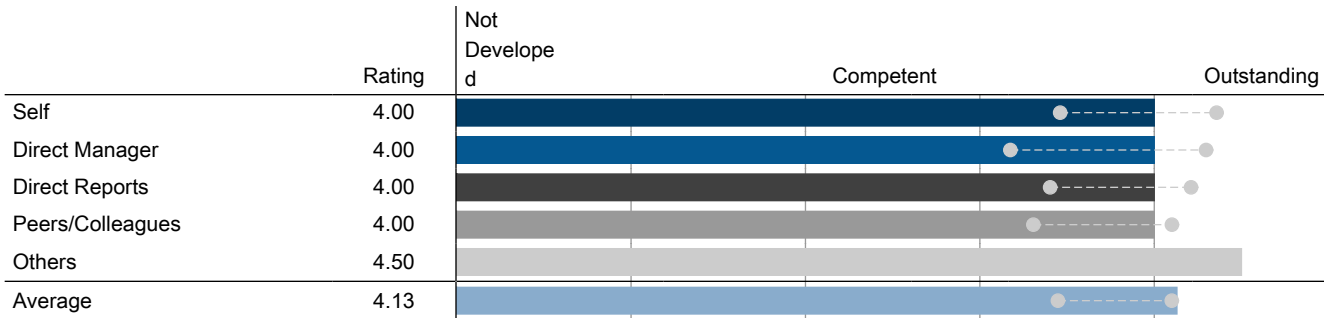
## 39. Gives clear, motivating, and constructive feedback



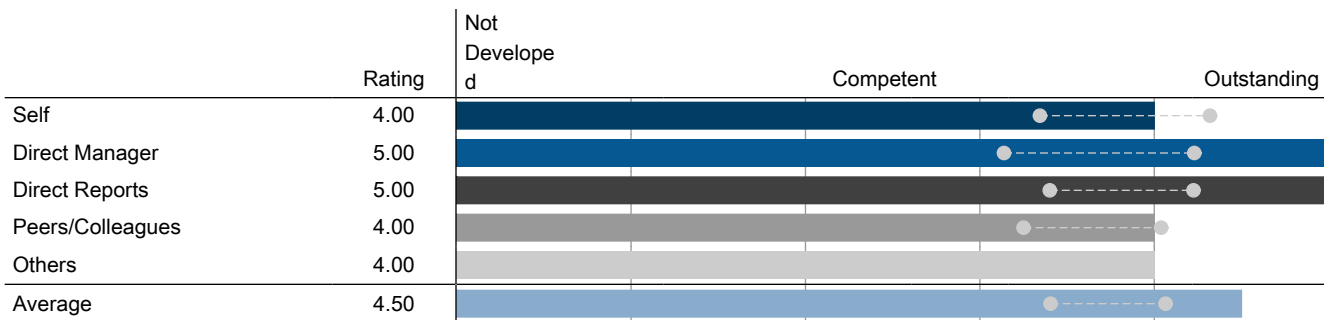
## Item Detail

## Ensure Collaboration (4.23)

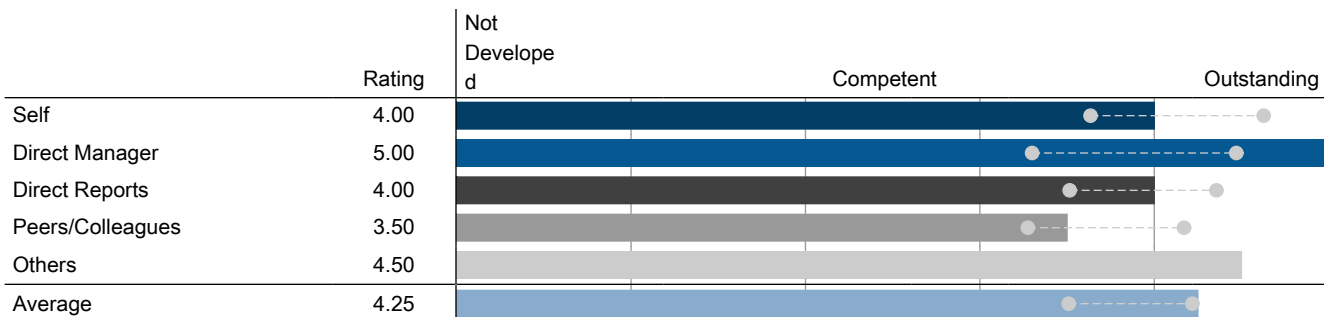
## 40. Addresses and works to resolve conflict



## 41. Facilitates the discussion and resolution of different views

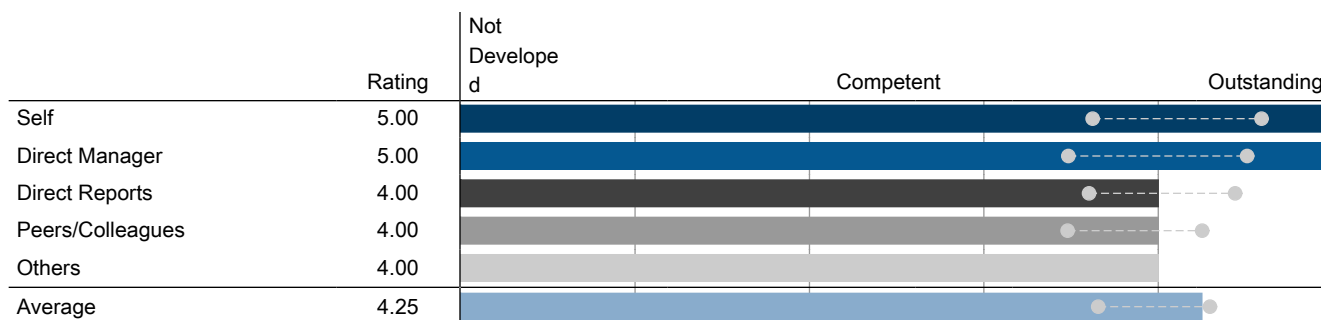


## 42. Promotes teamwork among groups; discourages "we vs. they" thinking

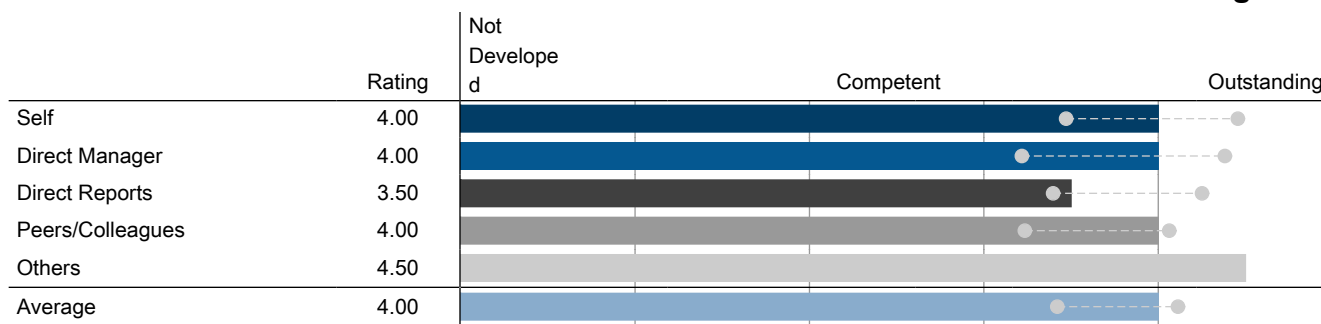


## Item Detail

## 43. Values the contributions of all team members

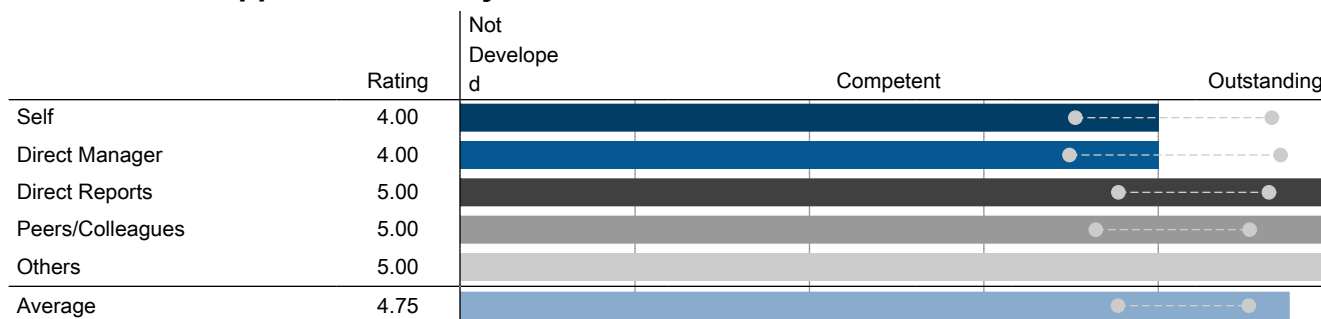


## 44. Promotes collaboration and removes obstacles to teamwork across the organization



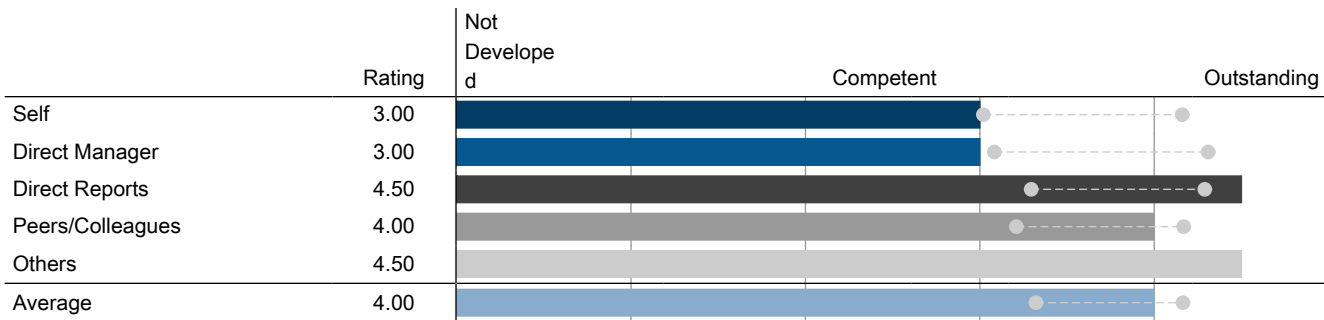
## Build Organizational Relationships (4.25)

## 45. Can be approached easily

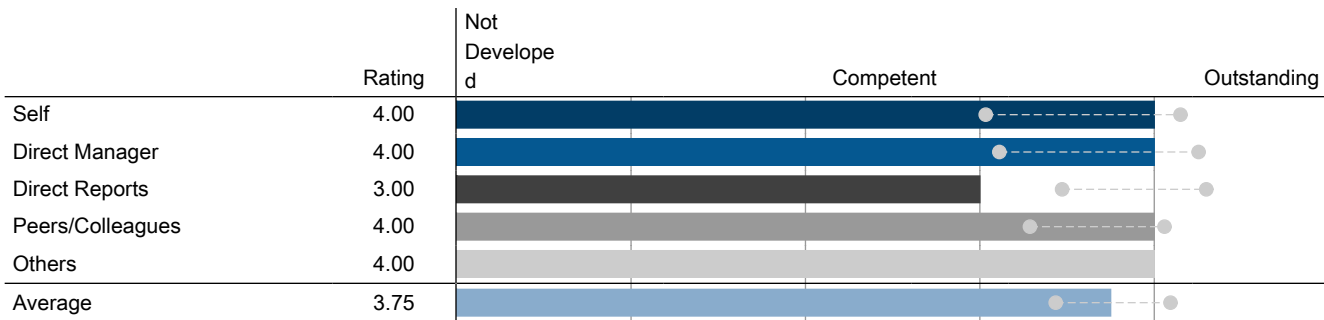


## Item Detail

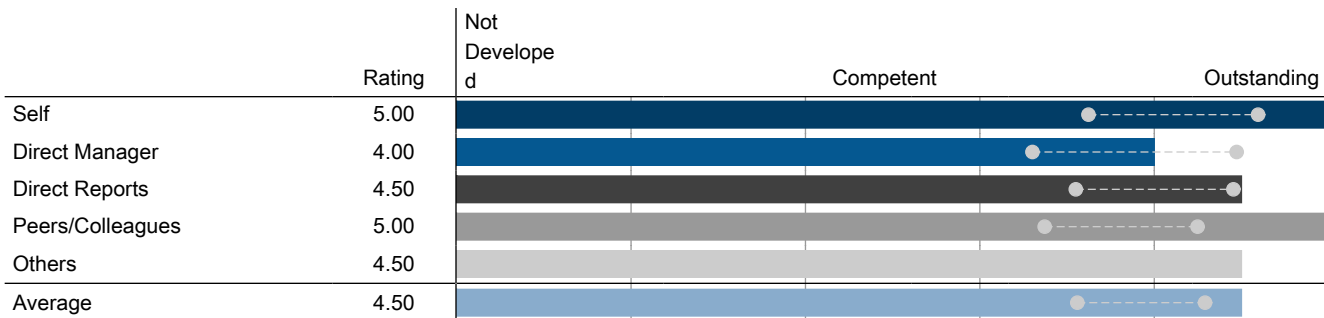
## 46. Expresses disagreement tactfully and sensitively



## 47. Cultivates a broad network to exchange ideas and rally support



## 48. Establishes open, candid, and trusting relationships

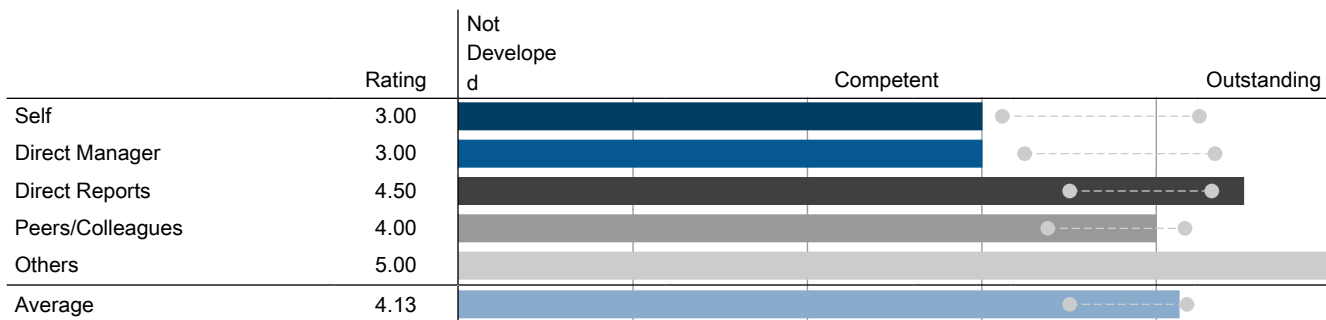


## Item Detail

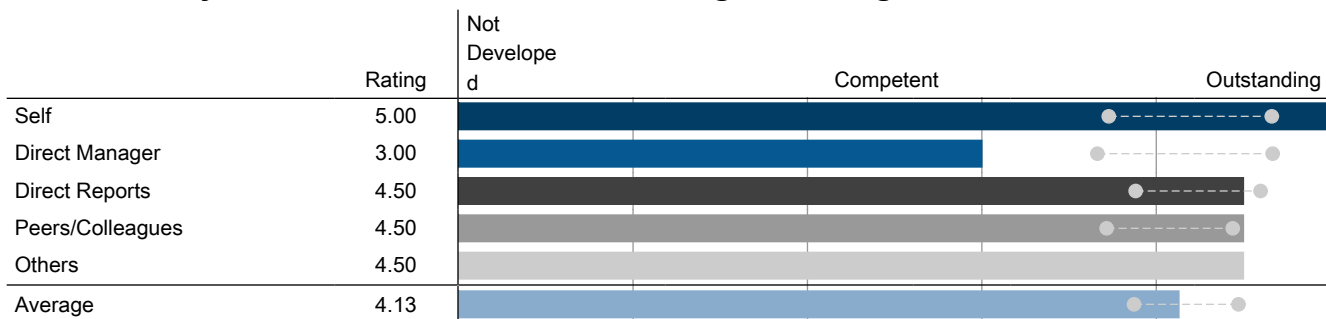
## RESULTS LEADERSHIP

## Ensure Customer Focus (4.16)

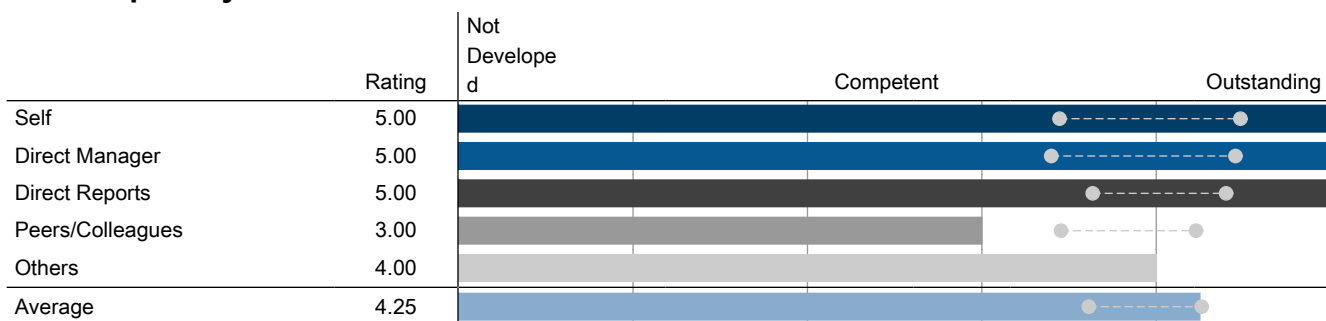
## 49. Seeks feedback from customers



## 50. Conveys a commitment to understanding and doing what is best for customers

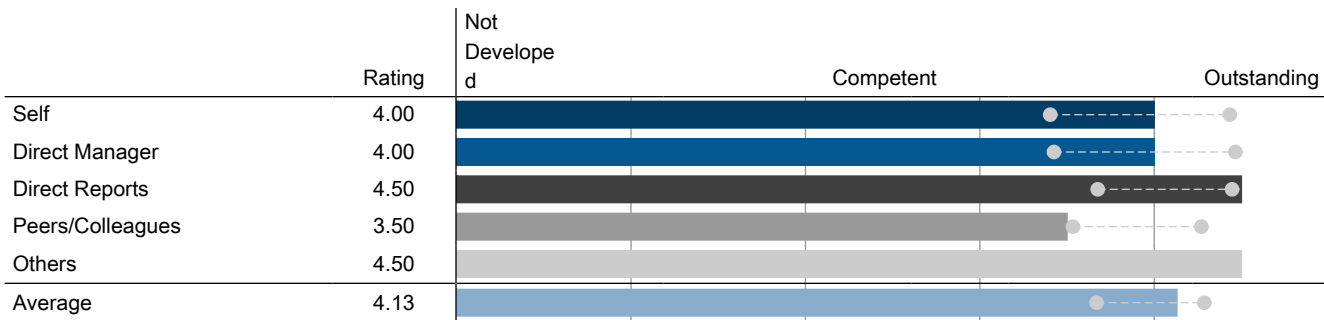


## 51. Builds an environment where customer satisfaction (internal and external) is always a priority



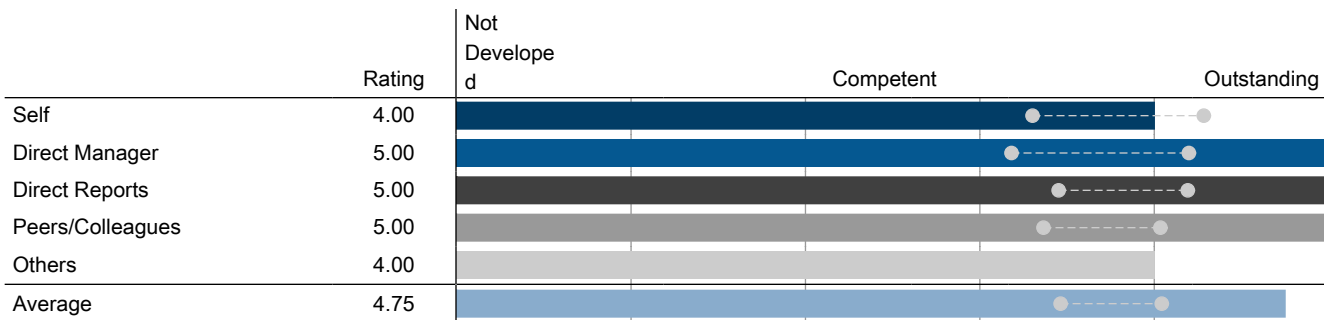
## Item Detail

## 52. Continually searches for ways to add value and increase customer loyalty

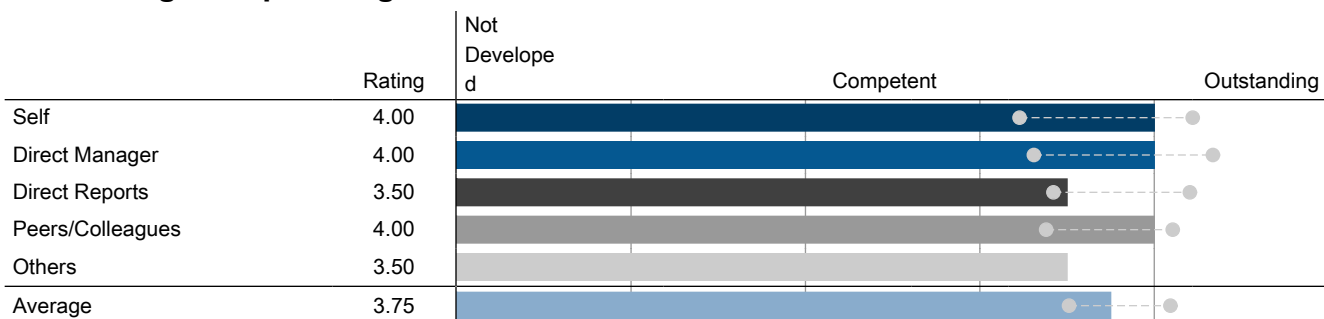


## Align the Organization (4.30)

## 53. Anticipates problems and develops contingency plans

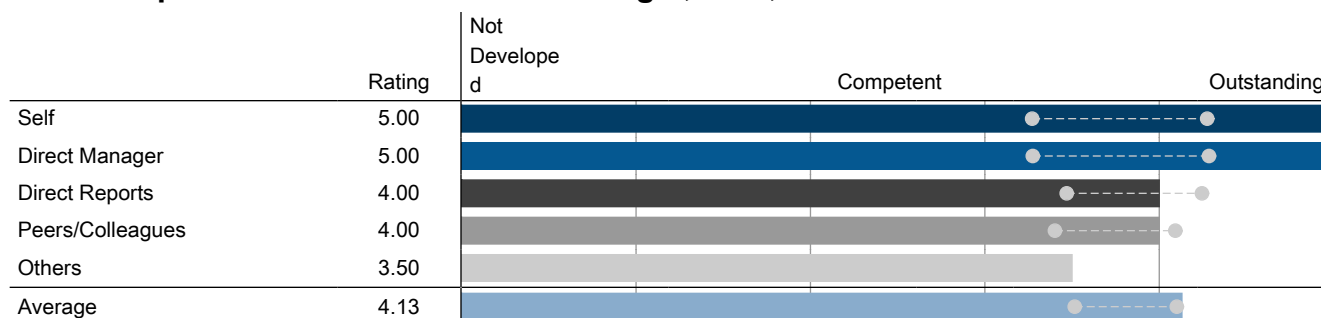


## 54. Integrates planning efforts across work units

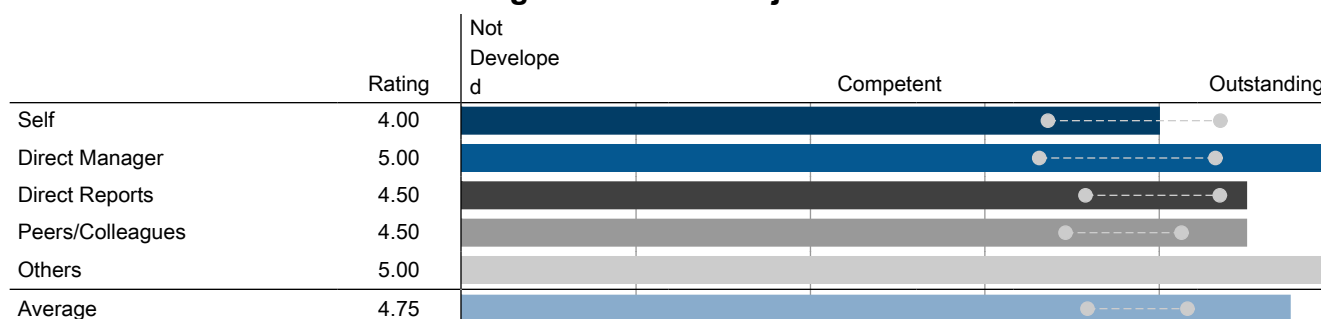


## Item Detail

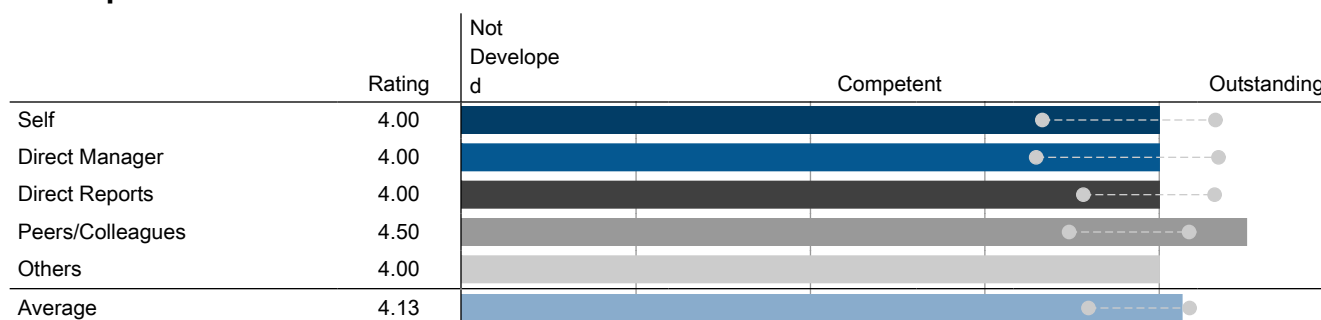
## 55. Prepares realistic estimates of budget, staff, and other resources



## 56. Translates business strategies into clear objectives and tactics



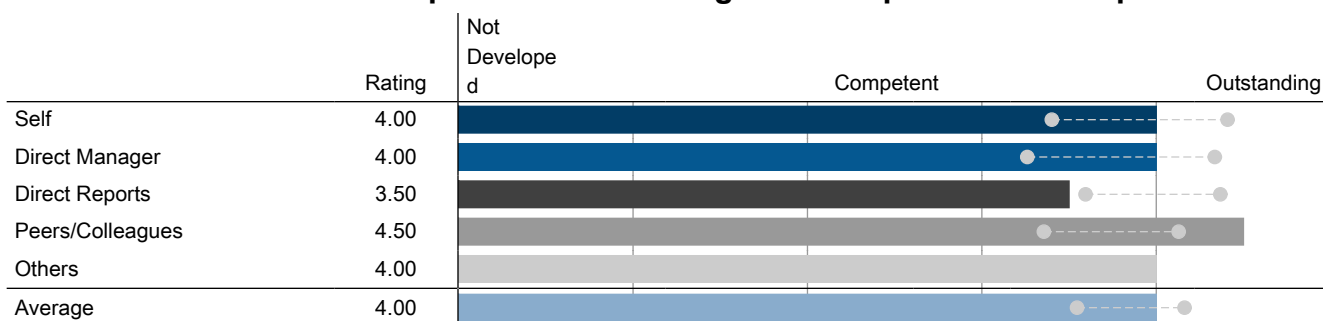
## 57. Sees that broad strategies are translated into clear objectives and practical action plans



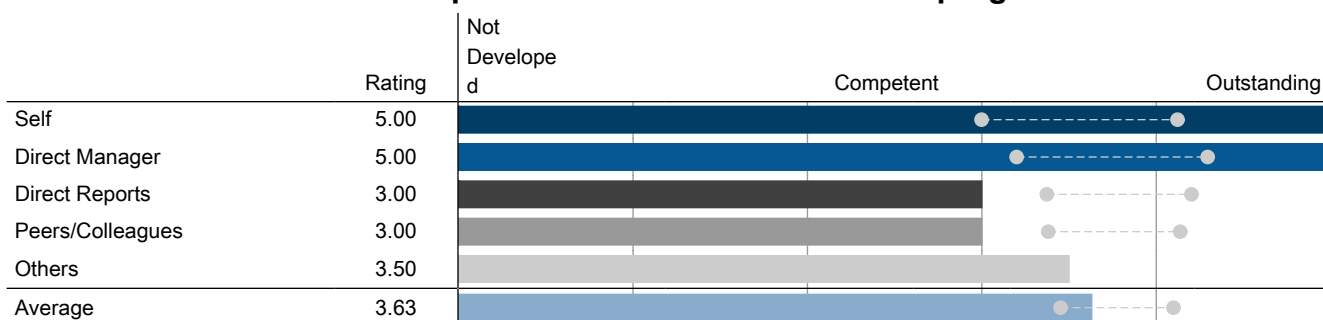
## Item Detail

## Optimize Execution (4.00)

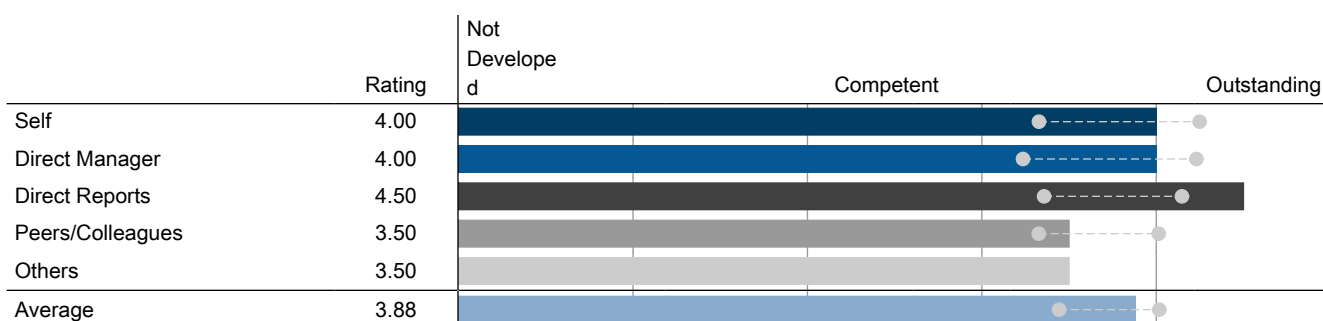
## 58. Drives continuous improvement in all organization processes and products



## 59. Uses benchmarks and performance measures to track progress

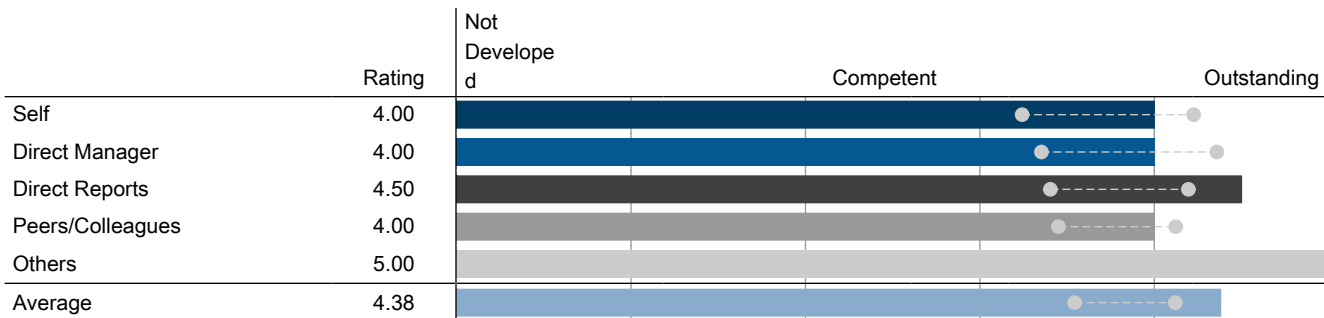


## 60. Eliminates inefficiencies and roadblocks

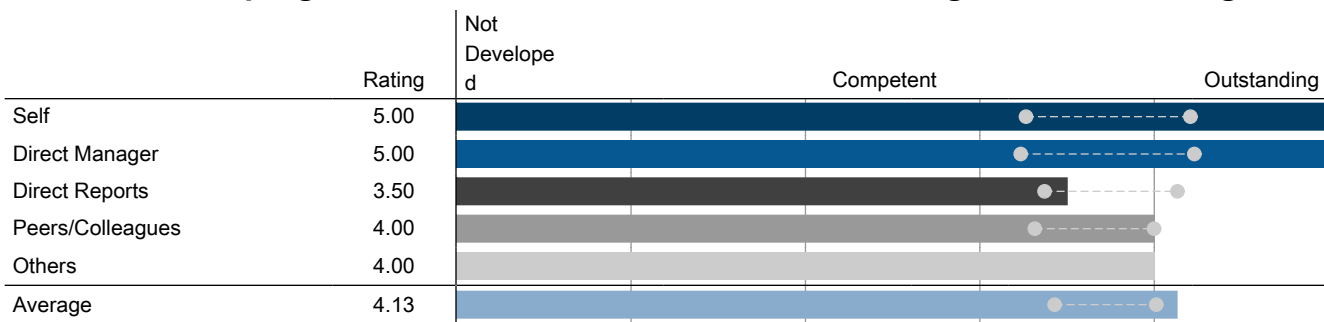


## Item Detail

## 61. Conveys clear expectations for assignments

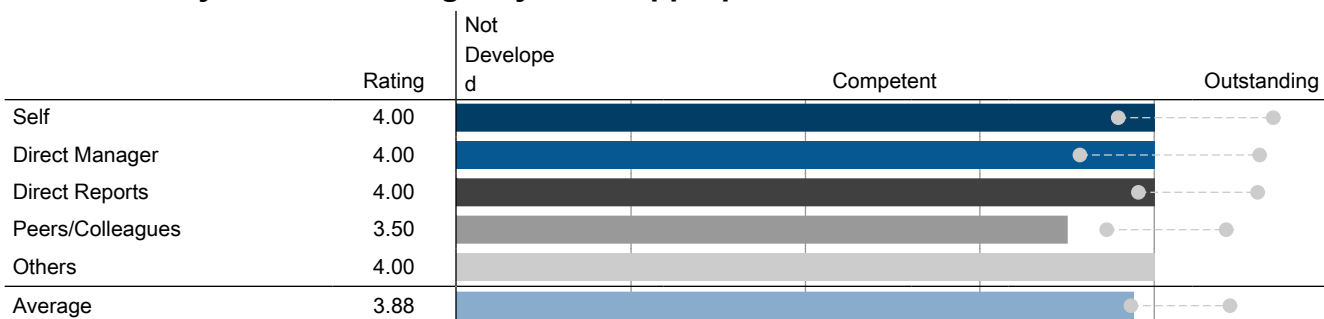


## 62. Monitors progress of others and redirects efforts when goals are not being met



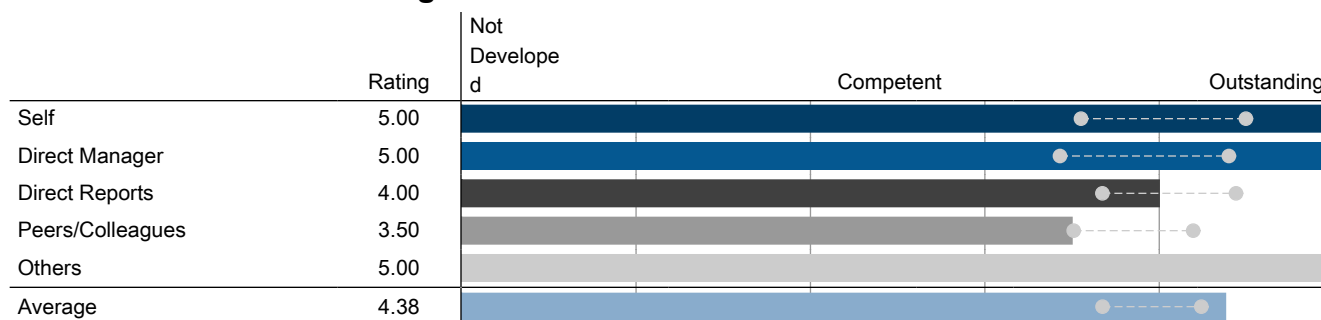
## Drive Organizational Success (4.16)

## 63. Conveys a sense of urgency when appropriate

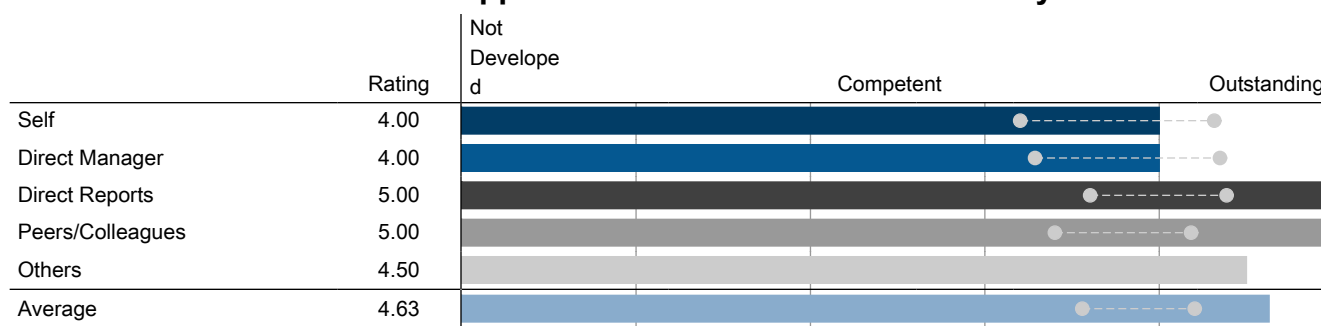


## Item Detail

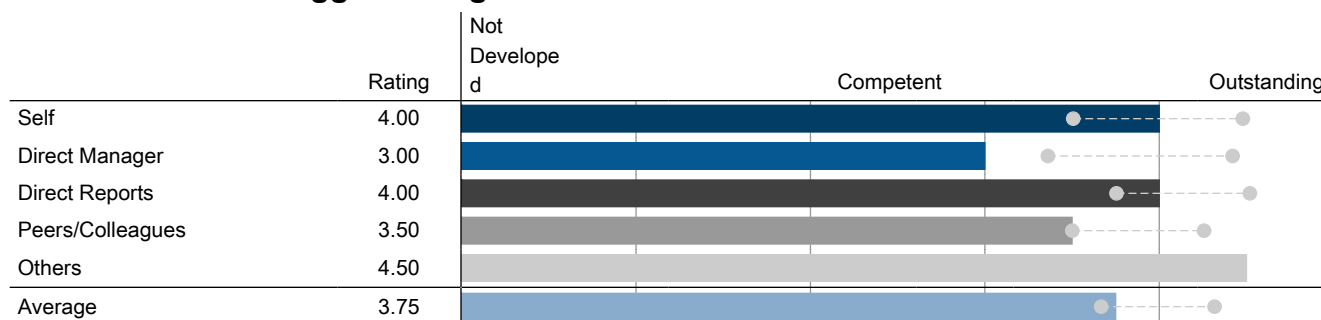
## 64. Drives hard on the right issues



## 65. Pursues new business opportunities and makes them a reality



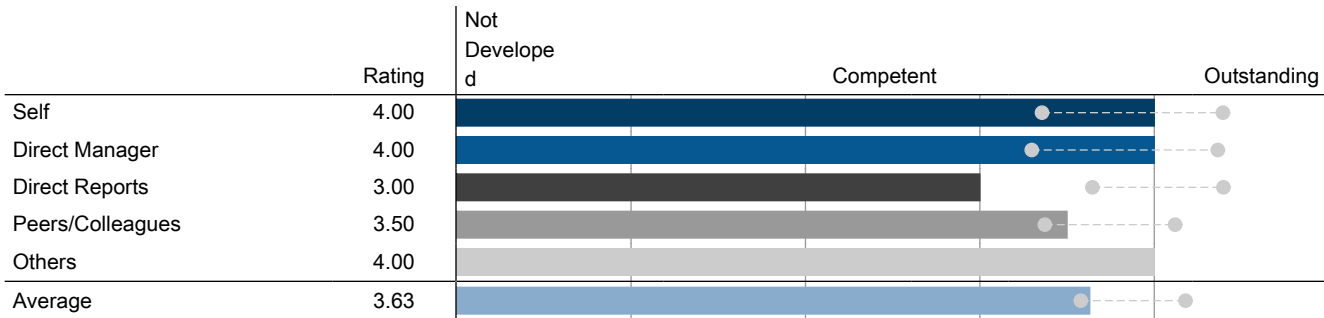
## 66. Establishes aggressive goals and drives for results



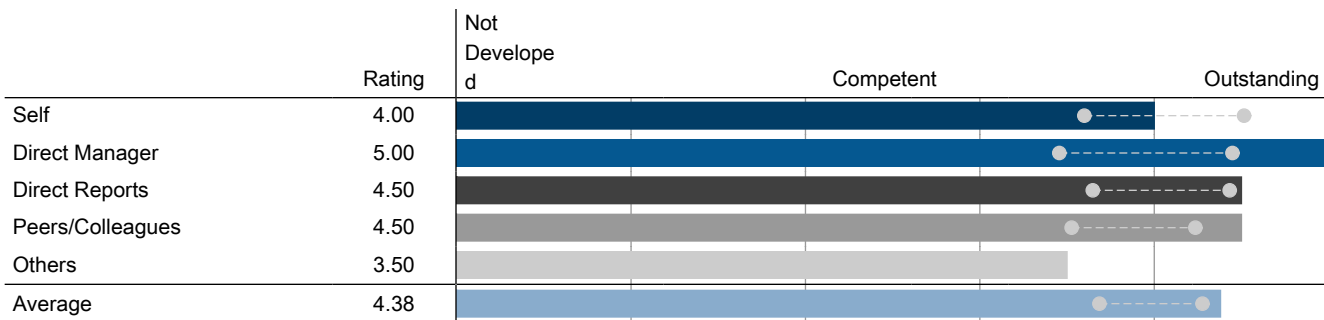
## Item Detail

## Lead Boldly (4.18)

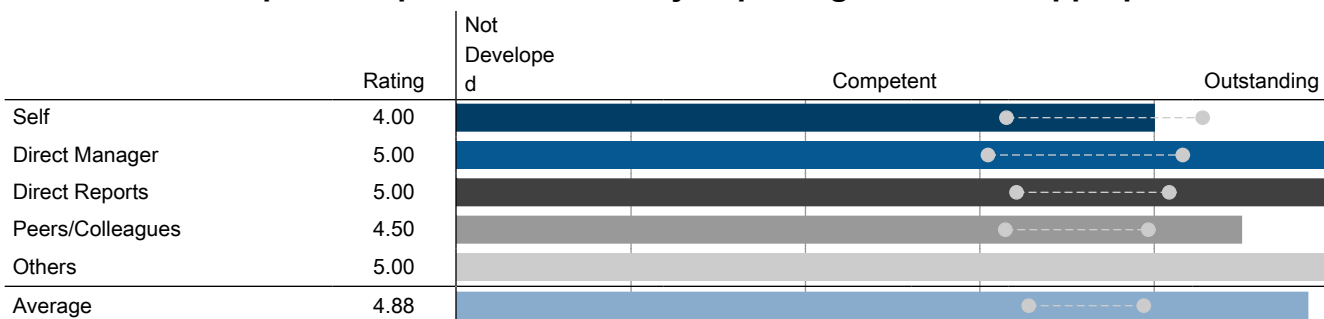
## 67. Champions new initiatives within and beyond the scope of own job



## 68. Takes a stand and resolves important issues

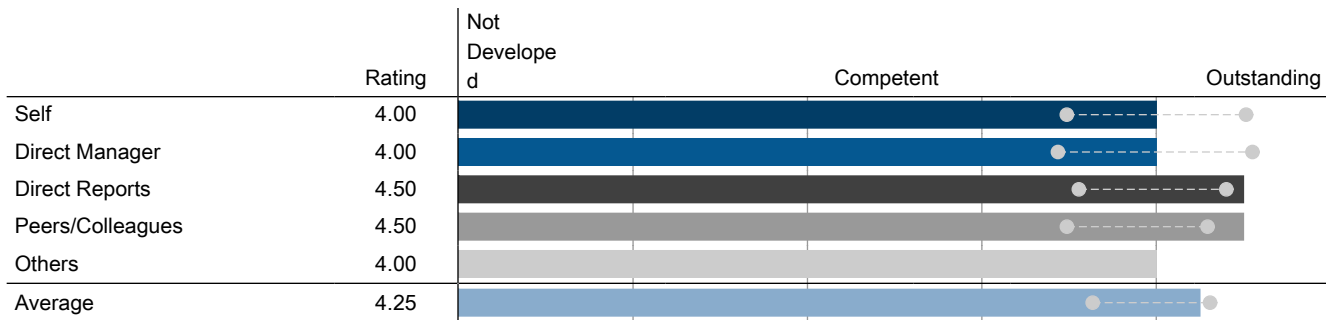


## 69. Confronts problem performers directly, replacing them when appropriate

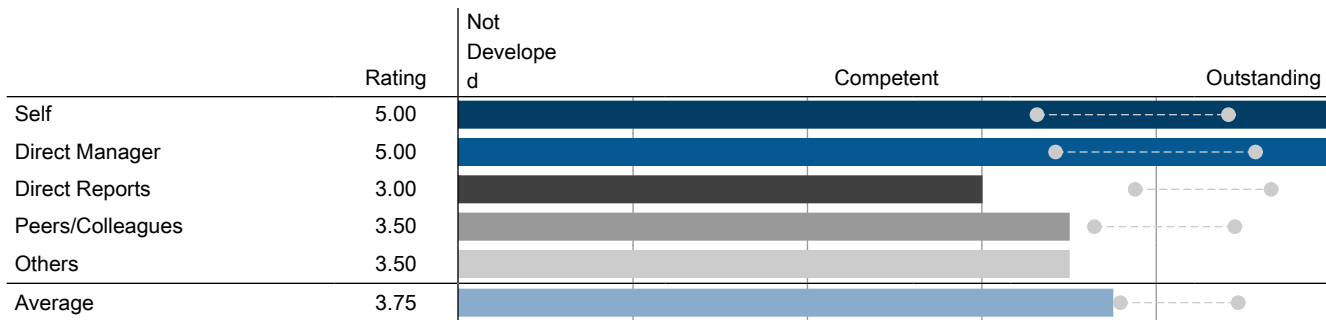


## Item Detail

## 70. Tackles problems head-on and works to resolve them without delay



## 71. Projects self-assurance and unshakable confidence

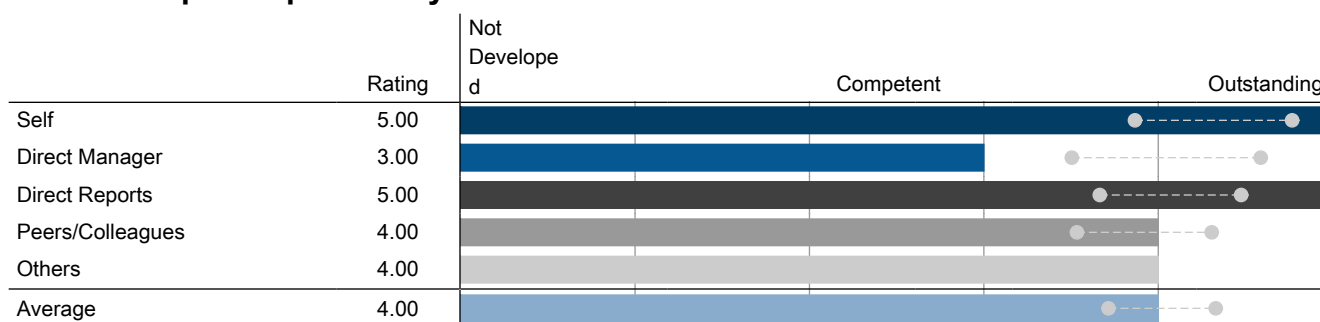


## Item Detail

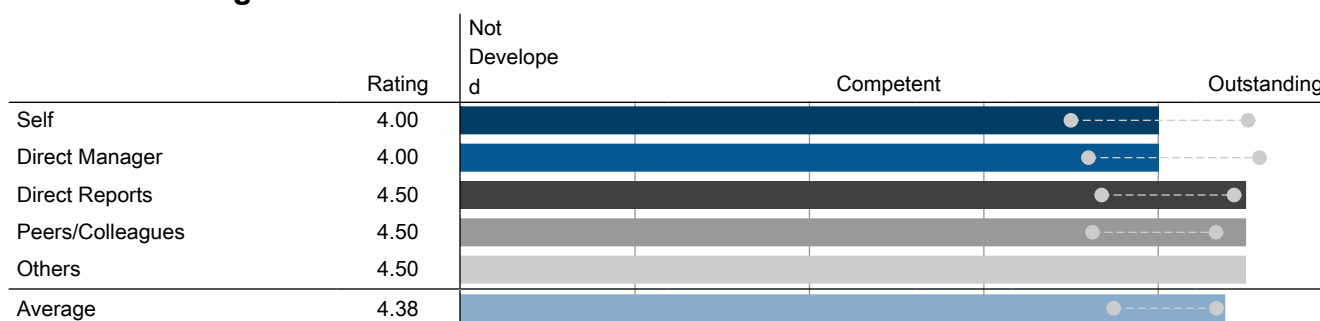
## PERSONAL LEADERSHIP

## Earn Unwavering Trust (4.13)

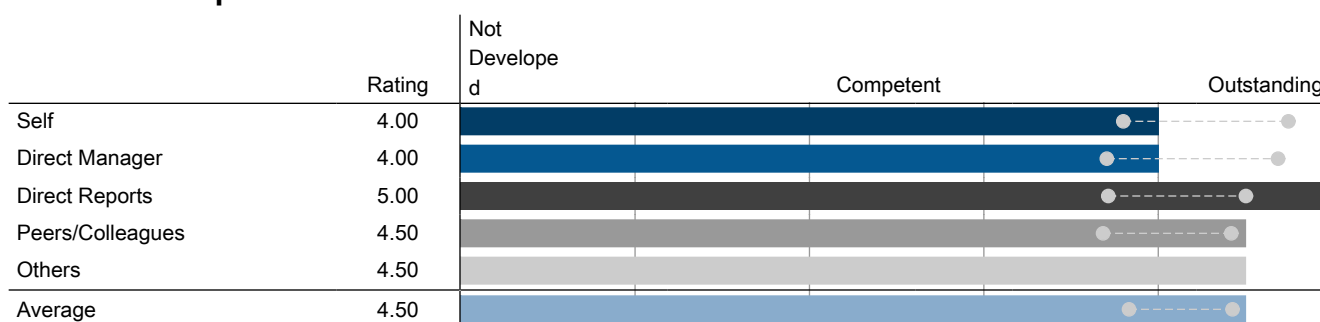
## 72. Accepts responsibility for own mistakes



## 73. Encourages discussion of ethical considerations before decisions are made

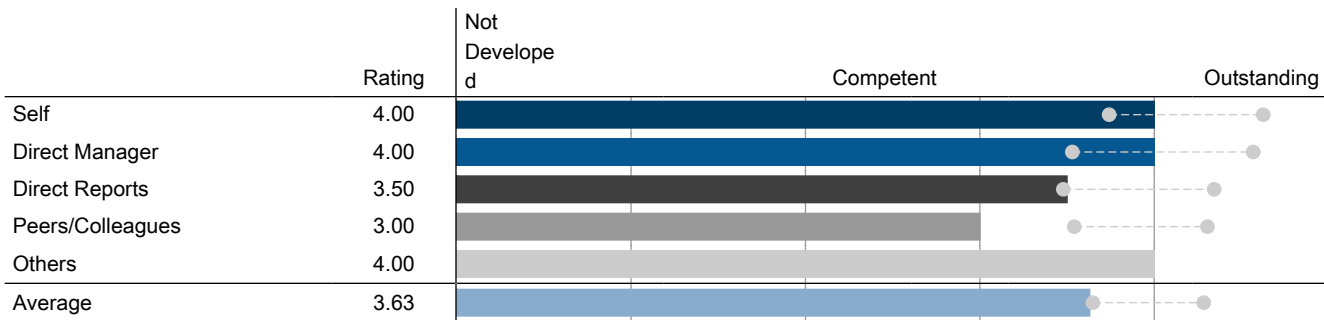


## 74. Lives up to commitments

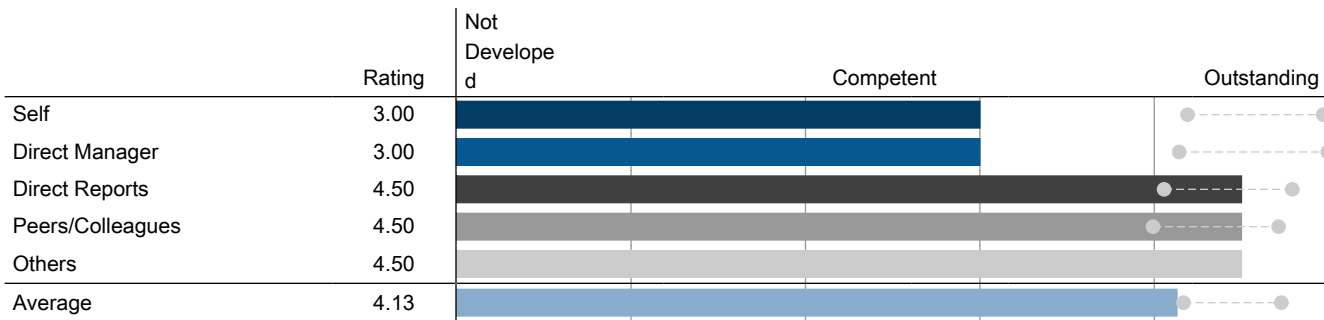


## Item Detail

## 75. Shows consistency between words and actions

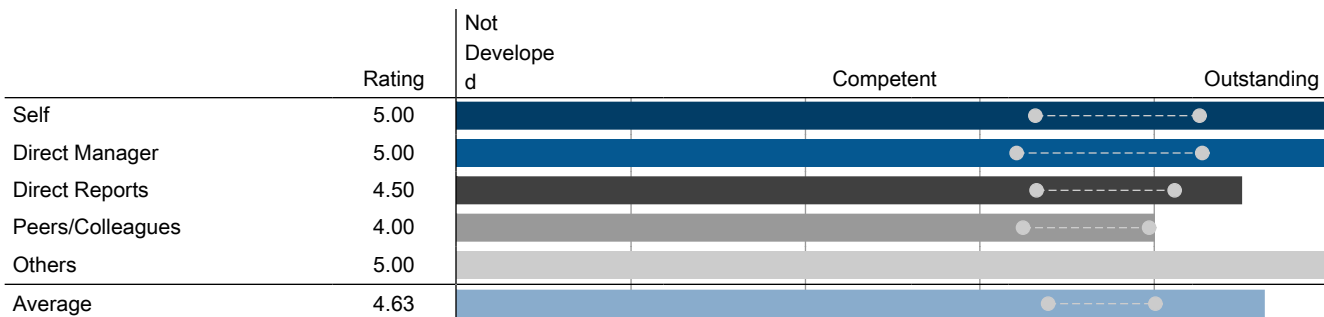


## 76. Maintains high standards of personal integrity



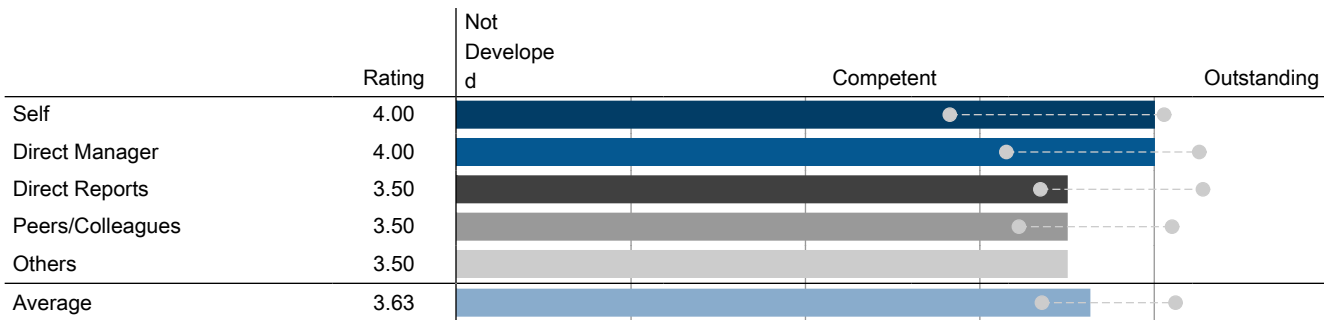
## Demonstrate Agility (4.13)

## 77. Adapts behavior in response to feedback and experience

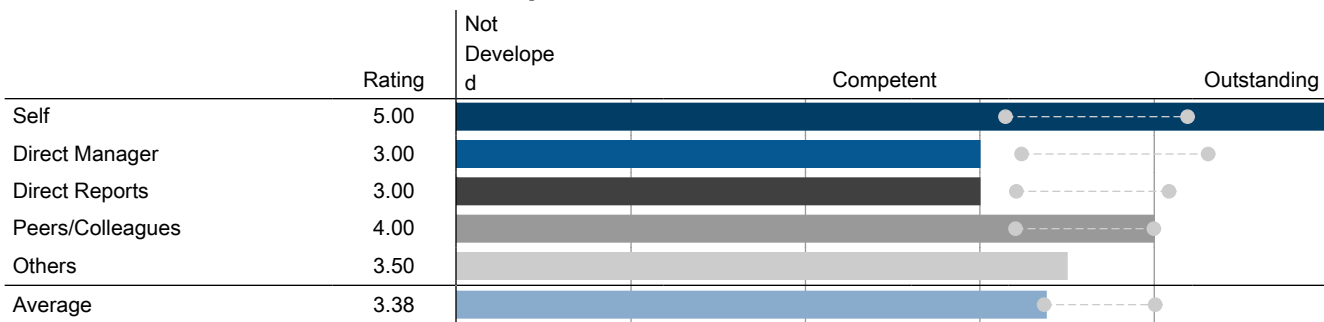


## Item Detail

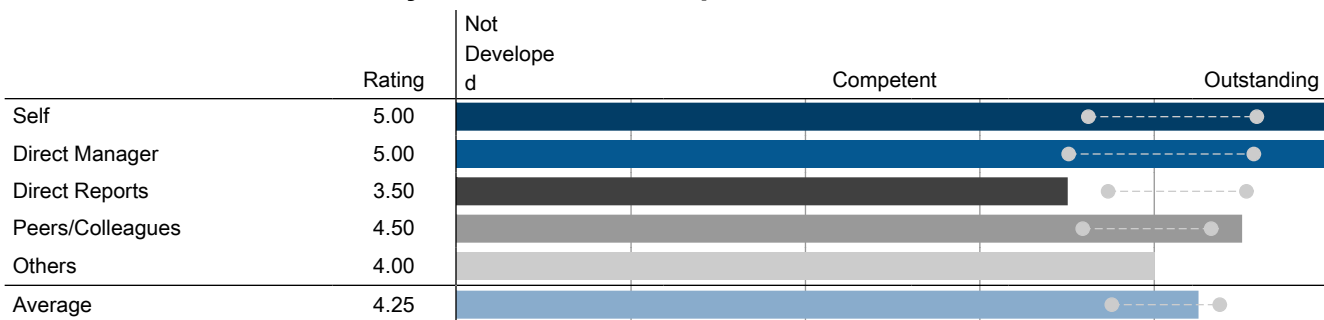
## 78. Demonstrates an appropriate level of patience



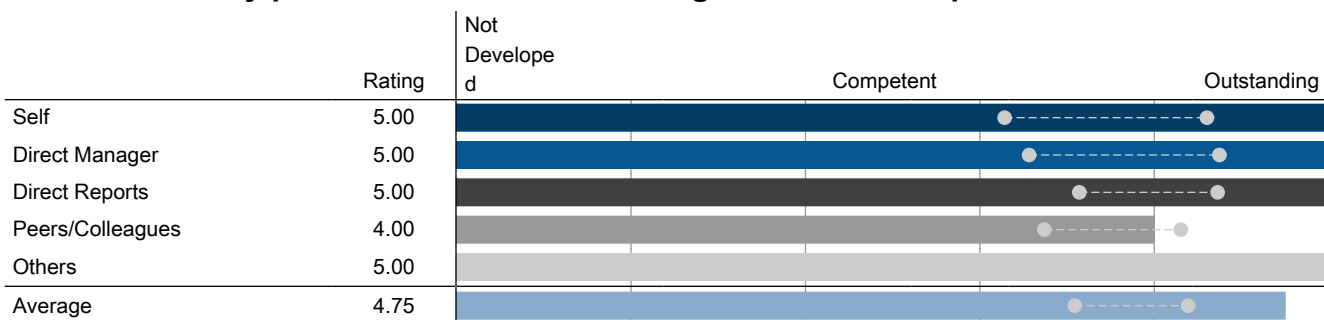
## 79. Seeks feedback to enhance performance



## 80. Works constructively under stress and pressure



## 81. Personally pursues continuous learning and self development



## 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

- James Jorgeson Comment PROFILOR\_CMT\_1470

#### Direct Reports

- Naomi Wilson Comment PROFILOR\_CMT\_1470
- Bradley Emerson Comment PROFILOR\_CMT\_1470

#### Peers/Colleagues

- Ralph Esteban Comment PROFILOR\_CMT\_1470
- Kimberly Karson Comment PROFILOR\_CMT\_1470

#### Others

- Teresa Zimmerman Comment PROFILOR\_CMT\_1470
- Ruthie Hardy Comment PROFILOR\_CMT\_1470

## Comments

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

### Direct Manager

- James Jorgeson Comment PROFILOR\_CMT\_1468

### Direct Reports

- Naomi Wilson Comment PROFILOR\_CMT\_1468
- Bradley Emerson Comment PROFILOR\_CMT\_1468

### Peers/Colleagues

- Ralph Esteban Comment PROFILOR\_CMT\_1468
- Kimberly Karson Comment PROFILOR\_CMT\_1468

### Others

- Teresa Zimmerman Comment PROFILOR\_CMT\_1468
- Ruthie Hardy Comment PROFILOR\_CMT\_1468

## Comments

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

### Direct Manager

- James Jorgeson Comment PROFILOR\_CMT\_1469

### Direct Reports

- Naomi Wilson Comment PROFILOR\_CMT\_1469
- Bradley Emerson Comment PROFILOR\_CMT\_1469

### Peers/Colleagues

- Ralph Esteban Comment PROFILOR\_CMT\_1469
- Kimberly Karson Comment PROFILOR\_CMT\_1469

### Others

- Teresa Zimmerman Comment PROFILOR\_CMT\_1469
- Ruthie Hardy Comment PROFILOR\_CMT\_1469

## 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.*