

# Report for Steven Tyler

Onboarding / Performance Management Decision Support  
Date of completion 07/30/2019



How To Manage, Develop, & Retain  
Engagement and Retention Analysis  
Job Success Analysis  
Paradox Graph  
Your Greatest Strengths  
Development for Position

Career Development

**REPORT FOR**  
Steven Tyler

**DATE OF COMPLETION**  
07/30/2019

**RELIABILITY - 94.6%**  
Answers were very likely  
accurate and truthful

**ORGANIZATION**  
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## Introduction

This report enables Steven's manager to better utilize his strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

### Essential Factors to Consider

- Steven greatly enjoys analyzing facts and situations. Provide such opportunities wherever possible.

### Important Factors to Consider

- Steven is likely to be good at brainstorming. By engaging Steven's ideas in formal or informal brainstorming, you will motivate him while at the same time generating some good ideas.
- Steven is very motivated by opportunities for collaboration. You can also reward him with such opportunities.
- Provide Steven with many opportunities to express his views and to influence others. Listen carefully, thank him for the ideas, and respond accordingly. Steven may at times continue to push his views until he gets his way and therefore, you may need to be firm if you elect not to go along with Steven's ideas.
- Steven usually prefers not to be in a leadership position. It may be best to introduce leadership responsibilities in small steps.
- If Steven is performing well, provide him with opportunities for greater autonomy.
- Steven may tend to have only moderate enthusiasm for his goals. His goals may lack clarity. Help Steven to clarify his career goals. Keep inquiring until you find goals that relate to the goals of your organization. Then discuss how Steven's goals could be achieved in your organization.
- Steven is likely to be very mindful when it comes to making strategic decisions. Therefore, it could be useful to have him help examine the potential pitfalls of a plan or strategy.
- Steven very much enjoys working in a team. Look for opportunities where he could work closely with other team members.

### Other Possible Factors to Consider

- Steven may tend to be moderately optimistic and cheerful. However, you may occasionally need to encourage him to look at the bright side of things.

- Steven likes to have decision-making authority and is willing to accept responsibility. To motivate or reward Steven, offer him opportunities for more responsibilities. If you wish to retain him, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Steven's skills and experience are sufficiently developed for each stage of increased authority.
- Steven enjoys trying new things and often experiments with new ideas. Allowing him to try new projects or experiment with different approaches could be an excellent means of motivating or rewarding him.
- Steven sometimes enjoys opportunities to take initiative. Providing opportunities to take initiative could be one means of motivating or rewarding him. Provide clear guidelines and examples of the type of initiative he is authorized to take. If Steven has strong eligibility for this position, his initiatives are likely to be appropriate. However, if Steven's experience and skills are in a developmental stage, you will need to monitor that his initiatives are sufficient and within the guidelines.
- Steven prefers tasks or projects that are somewhat challenging. To manage him well, you will need to provide some challenges. If Steven has strong experience and skills, allow him to take on difficult challenges. If Steven's experience and skills are still developing, allow him to take on challenges in stages and monitor progress.
- Steven has some desire for recognition.
- Steven will feel more secure and have greater job satisfaction if he believes his employment is stable and long-term. If that is the case, occasionally confirm it.

**REPORT FOR**  
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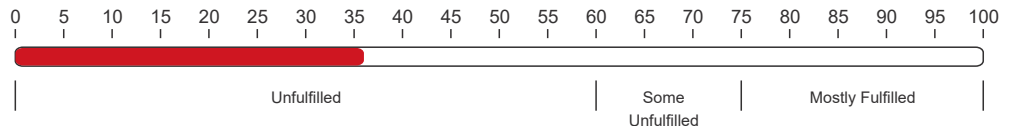
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## Overall Fulfillment score = 36%



Engagement is the combination of being suitable for the job and fulfilling one's career expectations. This report focuses on the fulfillment aspects and should be considered in combination with the Job Success Analysis (Suitability) report.

The overall fulfillment score measures the degree to which an individual's important expectations are fulfilled. It considers the importance given by Steven to each employment expectation as well as their perceived level of fulfillment.

The Engagement & Retention report enables individuals and managers to enter fruitful discussions that establish mutually beneficial, long-term employment relationships.

### How to Interpret

An overview of the eight areas of expectation is displayed on the following page. The bullet points below explain how to interpret the graph (see figure 1 below):

- The dark blue bars are the Individual's Expectations.
- The light blue bars are the Supporting Behaviors that help fulfill the corresponding expectation(s).
- The length of the bars reflect the strength of the expectations or supporting behaviors.
- Important Expectations are those the individual rated as 6 or greater in importance.
- Each Important Expectation has a Fulfillment percentage score to the right which indicates the degree to which the individual feels it is currently fulfilled (assuming this section of the SmartQuestionnaire was completed).
- Fulfillment scores follow a color code which is based on both the degree of expectation and the current fulfillment level - Green indicates discussion is probably not needed, Yellow indicates discussion may be needed and Red indicates discussion is urgently needed.

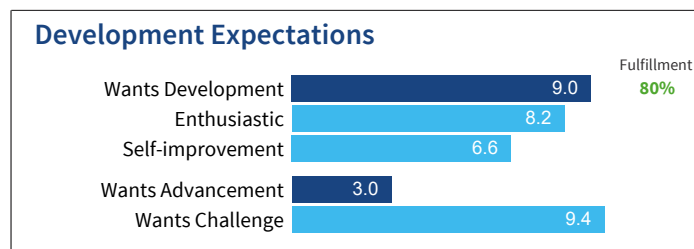


Figure 1

### For Managers

Start by focusing on your team member's Red fulfillment scores. Explore their expectations and request examples and/or specifics regarding what is expected and what would be necessary from both the individual and the organization to fulfill this expectation.

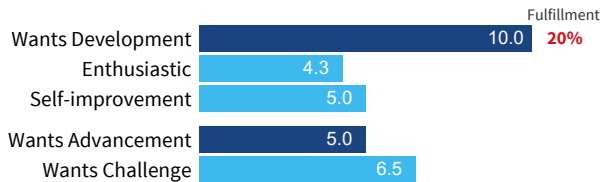
For example if Wants Career Development is high then explore the specific type of career development the individual is seeking and how that might be fulfilled in the current job. Consider what the organization can offer and what would be expected from the individual.

## For Individuals

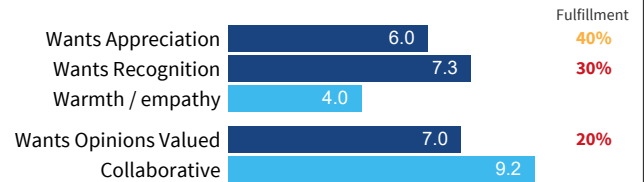
Start by reviewing the Green fulfillment scores to reinforce the areas where your expectations are mostly fulfilled. Then review the Yellow and Red fulfillment scores and identify the specific issues related to what you would like from the organization. Also consider the behaviors or contributions you might need to develop in order to achieve this expectation. Note strong scores on the Supporting Behaviors (light blue bars) are usually needed to fulfill the related expectation.

## Overview

### Development Expectations



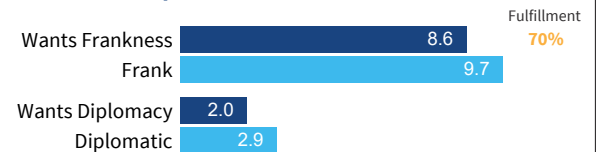
### Appreciation Expectations



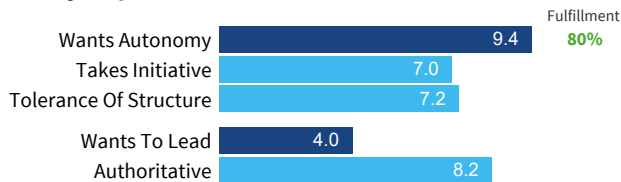
### Remuneration Expectations



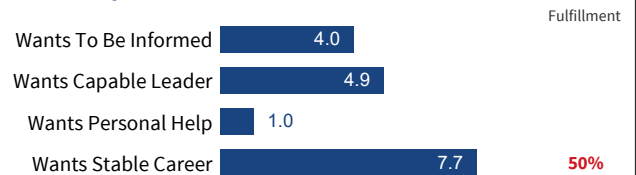
### Communication Expectations



### Authority Expectations



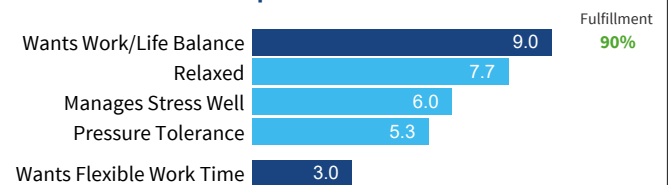
### Personal Expectations



### Social Expectations



### Work Life Balance Expectations



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## Harrison Assessments Suitability

This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor shows the applicant's score as calculated for each trait.

The green, yellow or red ball in each graph indicates the degree of positive (green) or negative (yellow and red) impact that the factor is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the factor can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars are determined by the weightings that have been given to each trait in the Job Success Formula setup.

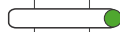
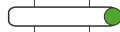
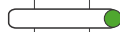
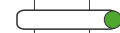


Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Teaching:</b> <i>The enjoyment of instructing, training, or educating others</i> Narrative: Steven is quite interested in teaching or instructing others. Steven's level of interest in teaching or instructing others will probably have a slightly positive impact on job satisfaction and/or performance.	8.2											
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Steven may tend to be moderately optimistic and cheerful. Steven may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. Steven's degree of optimism will probably have a slightly negative impact on job satisfaction and/or performance.	6.2											
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Steven will probably tend to take some initiative. If a great deal of initiative is required, it may be necessary to provide a little encouragement and guidelines related to the initiative that can be taken. In that case, Steven is likely to respond. Steven's degree of initiative is sufficient for this job.	7.0											

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Analytical:</b> <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Steven tends to frequently analyze problems and decisions and greatly enjoys it. Steven's degree of enjoyment of analyzing will probably have a somewhat positive impact on job satisfaction and/or performance.	10.0											
<b>Collaborative:</b> <i>The tendency to collaborate with others when making decisions</i> Narrative: Steven very much enjoys collaboration and is probably very willing to collaborate with others with regard to making important decisions. Steven's degree of enjoyment from collaborating when making decisions will probably have a slightly positive impact on job satisfaction and/or performance.	9.2											
<b>Computer Software:</b> <i>The interest in the non-tangible program components (i.e. software) of computers</i> Narrative: Steven is extremely interested in computer software. Steven's level of interest in some aspects of computer software will probably have a somewhat positive impact on job satisfaction and/or performance.	10.0											
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Steven may tend to lack diplomacy when communicating. Steven's degree of diplomacy will probably have a somewhat negative impact on job satisfaction and/or performance.	2.9											
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Steven may tend to be lacking in helpfulness. Steven's degree of helpfulness will probably have a somewhat negative impact on job satisfaction and/or performance.	2.9											
<b>Organized:</b> <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Steven tends to be fairly well organized. Steven's degree of being organized is sufficient for this job.	7.3											
<b>Outgoing:</b> <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Steven probably does not often enjoy meeting new people and may tend to be a little reserved when meeting and interacting with new people. Steven's degree of enjoyment of meeting new people will probably have a slightly negative impact on job satisfaction and/or performance.	4.1											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Steven may be quite moderate in expressing warmth and empathy. Steven's degree of expressing warmth and empathy will probably have a slightly negative impact on job satisfaction and/or performance.		4.0											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
<b>Enthusiastic:</b> <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Steven may tend to be a little lacking in enthusiasm for his goals and he may lack clarity about goals. Steven's degree of enthusiasm for his goals will probably have a slightly negative impact on job satisfaction and/or performance.		4.3											
<b>Influencing:</b> <i>The tendency to try to persuade others</i> Narrative: Steven frequently engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Steven is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. Steven's degree of enjoyment of influencing is sufficient for this job.		8.5											
<b>Self-acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Steven is a little lacking in self-acceptance. This limited self-regard may interfere with positive interactions with subordinates, co-workers or clients. Steven's degree of self-acceptance will probably have a somewhat negative impact on job satisfaction and/or performance.		3.5											
<b>Systematic:</b> <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Steven generally enjoys work that requires being systematic and tends to be fairly systematic. Steven's degree of being systematic is sufficient for this job.		6.5											
<b>Tolerance Of Bluntness:</b> <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Steven is quite tolerant of people who are blunt. Steven's degree of tolerance of bluntness is sufficient for this job.		8.0											



Desirable traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Selling:</b> <i>The interest in convincing or influencing others to purchase a product or service</i> Narrative: Steven is moderately interested in some aspects of selling. Steven's level of interest in some aspects of selling is sufficient.	6.0						
<b>Public Speaking:</b> <i>The enjoyment of presenting or articulating information to groups of people</i> Narrative: Steven greatly enjoys making presentations to groups and is probably extremely comfortable doing so. Steven's degree of enjoyment of making presentations to groups is sufficient for this job.	9.6						
<b>Wants Challenge:</b> <i>The willingness to attempt difficult tasks or goals</i> Narrative: Steven is somewhat motivated by challenging tasks or projects. Steven's degree of drive to achieve challenging objectives is sufficient for this job.	6.5						
<b>Enlists Cooperation:</b> <i>The tendency to invite others to participate in or join an effort</i> Narrative: Steven usually prefers NOT to have to enlist the co-operating of others. Steven's degree of enjoyment related to enlisting the cooperation of others is sufficient for this job.	4.4						
<b>Numerical:</b> <i>The enjoyment of counting, calculating, or analyzing quantities using mathematics</i> Narrative: Steven moderately enjoys working with numbers. Steven's degree of enjoyment of working with numbers is sufficient for this job.	5.5						
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Steven very much enjoys reflecting on different ideas and opinions, and he is probably very open-minded. Steven is likely to be good at brainstorming. Steven's degree of enjoyment of reflecting on different ideas and opinions is sufficient.	9.2						
<b>Science:</b> <i>The interest in any body of knowledge that uses a systematic method for achieving knowledge</i> Narrative: Steven is very interested in science. Steven's level of interest in some aspects of science is sufficient for this job.	9.0						
<b>Tempo:</b> <i>The enjoyment of work that needs to be done quickly</i> Narrative: Steven likes to work fairly quickly.	6.7						

Desirable traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight
<b>Assertive:</b> <i>The tendency to put forward personal wants and needs</i> Narrative: Steven moderately puts forward his own needs. Steven's degree of assertiveness is sufficient for this job.	5.9					
<b>Flexible:</b> <i>The tendency to easily adapt to change</i> Narrative: Steven tends to be fairly adaptive and comfortable with change. Steven's degree of flexibility is sufficient for this job.	6.6					
<b>Team:</b> <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Steven very much enjoys working in a team. Steven's degree of enjoyment of working in a team is sufficient for this job.	8.7					
<b>Precise:</b> <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i> Narrative: Steven enjoys precision tasks and tends to be quite precise and attentive to detail. Steven's degree of exactness is sufficient for this job.	7.5					
<b>Public Contact:</b> <i>The level of comfort interacting with a wide range of people representative of general society</i> Narrative: Steven only moderately enjoys working with the general public and is probably only moderately comfortable doing so. Steven's degree of enjoyment of working with the general public is sufficient for this job.	5.2					
<b>Tolerance Of Structure:</b> <i>The tolerance of following rules, schedules, and procedures created by someone else</i> Narrative: Steven tends to be tolerant of rules, procedures, and schedules set by someone else and prefers to have such structure. Steven's degree of tolerance of structure is sufficient for this job.	7.2					

<b>Traits to avoid</b> <i>(in order of importance)</i>	Negative Impact <						
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Pay Minus Motivation:</b> <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i> Narrative: Steven probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. Steven's level of motivation as compared to his desire for high pay will support job satisfaction and will NOT hinder performance.	0.0						
<b>Self-critical:</b> <i>The tendency to seek self-improvement without sufficiently being self-accepting</i> Narrative: Steven probably has only a very slight tendency to be self-critical. Steven's tendency to be a little hard on himself may occasionally cause him to take things personally. Steven's degree of self-criticalness will NOT hinder performance.	1.5						
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Steven probably does not have a significant degree of defensiveness. Steven's degree of defensiveness will NOT hinder performance.	0.0						
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Steven probably does not have a significant degree of being dogmatic. Steven's degree of being dogmatic will NOT hinder performance.	0.0						
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Steven probably has only a very slight tendency to be harsh or overly strict. Steven's degree of harshness will NOT hinder performance.	1.5						
<b>Rebellious Autonomy:</b> <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i> Narrative: Steven probably has only a very slight tendency to want autonomy without taking sufficient initiative. Steven's degree of rebellious autonomy will NOT hinder performance.	2.3						
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Steven probably has a slight tendency to put forward his needs without paying sufficient attention to others' needs. Steven's degree of being dominating will NOT hinder performance.	3.0						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Evasive:</b> <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Steven probably does not have a significant degree of being evasive. Steven's degree of being evasive will NOT hinder performance.	0.0						
<b>Insensitive:</b> <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Steven probably has only a very slight tendency to push for his own needs without sufficiently building affinity with others. Steven's degree of being insensitive will NOT hinder performance.	2.0						
<b>Rigidly Meticulous:</b> <i>The tendency to focus on details without sufficiently adapting to change</i> Narrative: Steven probably does not have a significant degree of being rigid related to details and precision. Steven's degree of being rigidly meticulous will NOT hinder performance.	0.9						
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Steven probably has a very strong tendency to be blunt. Steven may unnecessarily be disruptive or create employee turnover as a result of his communication style unless this tendency is monitored. Steven's degree of being blunt will probably have a slightly negative impact on job satisfaction and/or performance.	6.9						
<b>Skeptical:</b> <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Steven probably has a little tendency to give greater consideration to potential problems than potential benefits. Steven's degree of being skeptical will NOT hinder performance.	3.1						

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## Welcome to Paradox Graph

The Paradox Graphs are designed to provide a deep insight into your behavioral patterns and responses to stress. Based on Dr. Dan Harrison’s revolutionary Paradox Theory, it is the only tool that can effectively demonstrate dynamic human behavioral responses to stress and is unrivalled in its ability to assist you in increasing your self-awareness and Emotional Intelligence. Besides offering a window into aspects of ourselves, of which we may be only partially aware, it provides a guideline for balancing and developing ourselves.

### Paradox Theory

A paradox is a seemingly contradictory statement, which may nonetheless be true. According to Paradox Theory, a trait can be either constructive or destructive depending upon other complementary traits. For example, when frankness is complemented by diplomacy, it takes the constructive form of being forthright and truthful. However, without the complementary trait of diplomacy, frankness becomes bluntness. While frankness and diplomacy appear to be contradictory, they co-exist paradoxically, complementing and fulfilling each other.

### How to Interpret the Graphs

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each paradox, there are two complementary (paradoxical) traits. One trait is a ‘dynamic’ trait such as frankness, while the other trait is a ‘gentle’ trait such as diplomacy. Each of the 12 pairs of paradoxical traits are portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis.

### Four Quadrants

The area within the XY graph is divided into four quadrants. See Figure 1.

**Balanced Versatility:** the upper right quadrants (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects.

**Aggressive Imbalance:** the upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak, indicating a tendency to be overly aggressive.

**Passive Imbalance:** the lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak, indicating a tendency to be overly passive.

**Balanced Deficiency:** the lower left quadrant is the area in which both traits are weak, indicating a deficiency of both of the paradoxical traits.

Figure 1

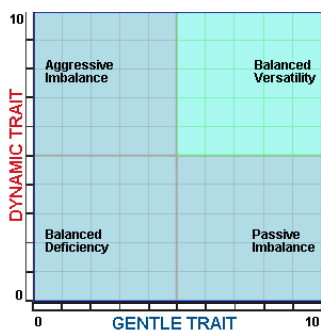
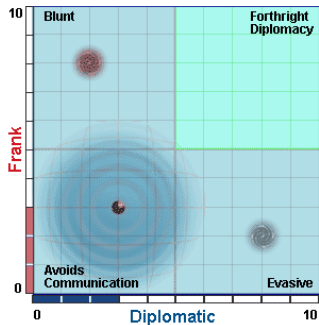





Figure 2



-  Indicates an aggressive tendency under stress
-  Indicates a passive tendency under stress
-  Rippling indicates the normal range of behavior

## The Paradox Traits

Figure 2 is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy.

Having frankness and diplomacy (balanced versatility) is called Forthright Diplomacy.

Having frankness without diplomacy (aggressive imbalance) is called Blunt.

Having diplomacy without frankness (passive imbalance) is called Evasive.

Lacking both frankness and diplomacy (balanced deficiency) is called Avoids Communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the red dot in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded around the dot indicates the normal range of behavior.

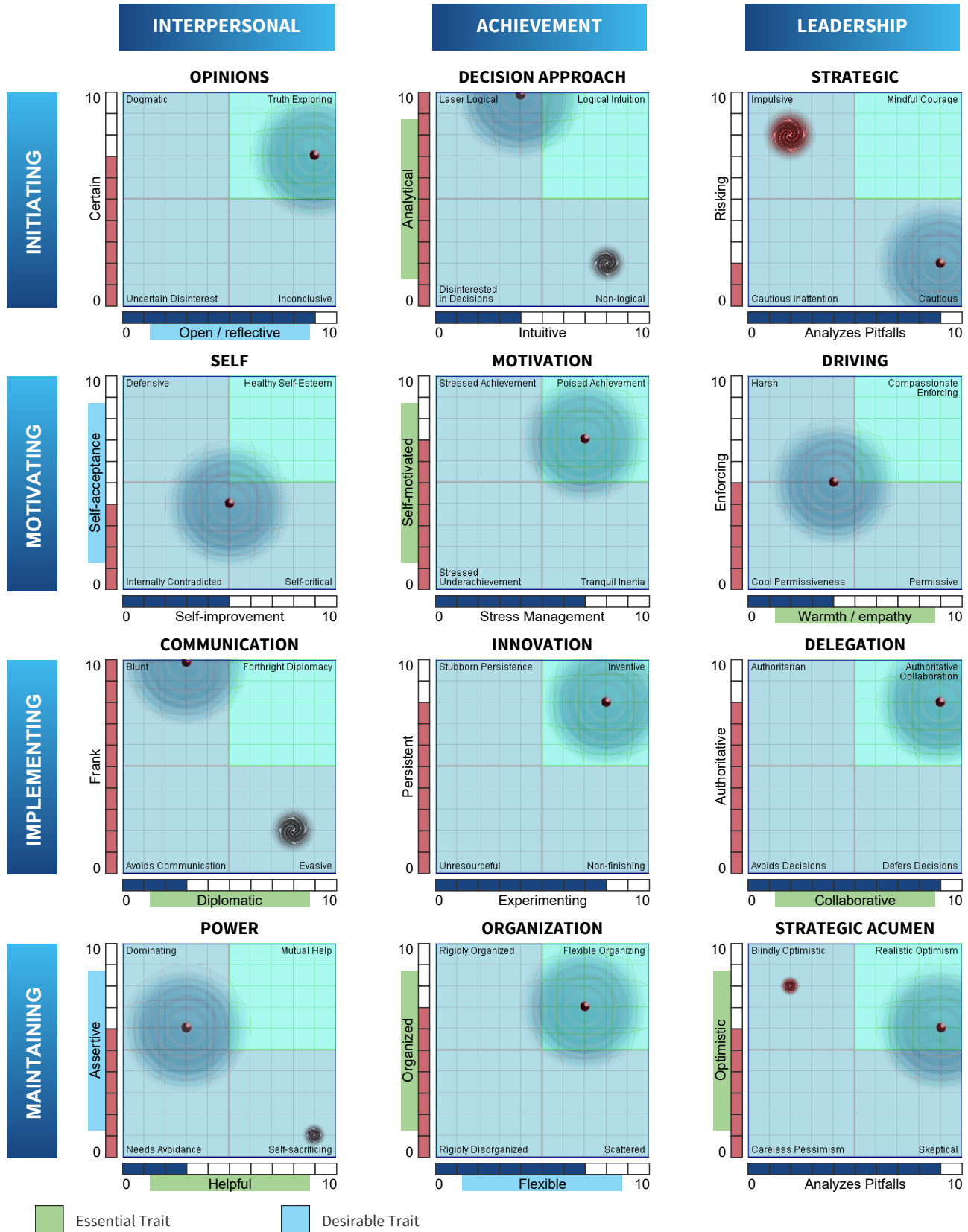
## Paradox Report Overview

On the following page, all twelve paradox graphs are portrayed on one page in order to give an overview. The columns (see titles at the top) relate to the subject or application of each paradox. The rows (see titles on the left of the page) relate to progressive stages of action related to those subjects. For example, the Strategic paradox can be considered the initiating stage of leadership and Innovation can be considered the implementing stage of achievement. The following pages of the report expand on the meaning of each paradox. Please read the description of your tendencies with an open mind as some aspects may not currently be part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

## Self-Development

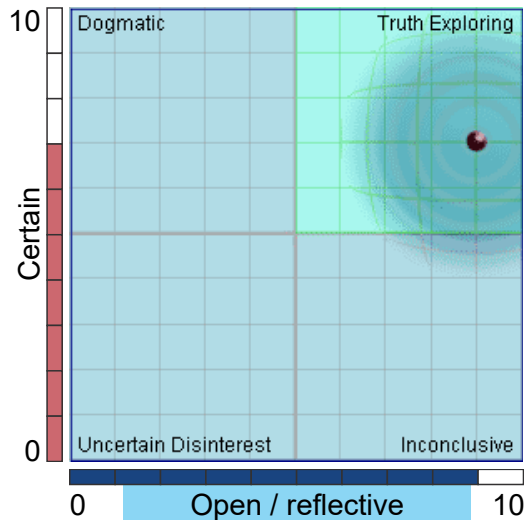
The best way to use the Paradox Graph for self-development is to identify the paradox in which the behavioral range (large blue circle) is furthest from green area in the upper right quadrant. If one trait of the paradox is strong and the other is weak, consider how you can incorporate the weak trait without compromising your strong trait. Consequently, the strong trait will become a versatile strength rather than a weakness in some situations. If your furthest behavior range from the green area is in the lower left, consider how you can simultaneously develop both traits rather than focusing only on one.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report to generate a development plan.



## OPINIONS

How you form and hold opinions, including how you deal with ambiguity.



*"Question everything but be steadfast in finding and following true principles. Greater knowledge can only be obtained by allowing what you already know to sit in the background while relentlessly pursuing a fresh new way of seeing the issue and being willing to be 'wrong' about one's previous knowledge."*

**Certain:** The tendency to feel confident in one's opinions

**Open / reflective:** The tendency to reflect on many different viewpoints

### There are four possible combinations for this paradox:

**Truth Exploring:** The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open / reflective)

**Inconclusive:** The tendency to reflect on ideas without sufficiently coming to conclusions (Low Certain and High Open / reflective)

**Dogmatic:** The tendency to be certain of opinions without sufficiently being open to different ideas (High Certain and Low Open / reflective)

**Uncertain Disinterest:** The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

### Your tendencies for this paradox are:

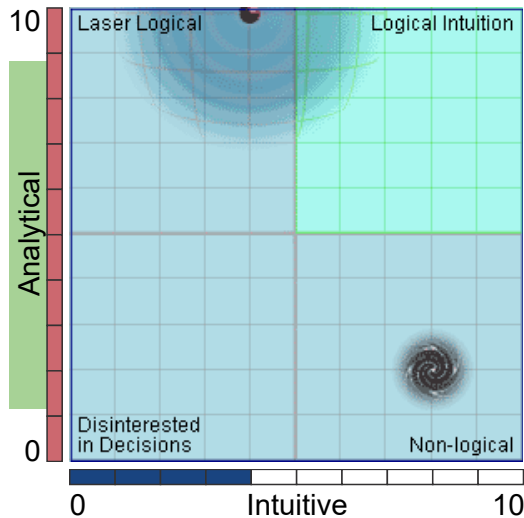
You are reasonably certain of your opinions. You very much enjoy reflecting on different ideas and opinions and you are probably very open-minded. You are likely to be good at brainstorming.

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain of your opinions, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be very thoughtful and well considered. Although you are reasonably certain of your opinions, you are quick to change to a better idea as soon as it is presented. Even though you are very open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea. Your preferred behavioral range (large blue area) is mostly in the Truth Exploring quadrant because you search for greater clarity of understanding.



## DECISION APPROACH

How you use logic and intuition when making decisions.



*"Use your logical mind to work out your day to day issues, but use your inner vision to guide your direction."*

**Analytical:** The tendency to logically examine facts and situations (not necessarily analytical ability)

**Intuitive:** The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)

### There are four possible combinations for this paradox:

**Logical Intuition:** The tendency to use analysis combined with intuition to solve problems (High Analytical and High Intuitive)

**Non-logical:** The tendency to rely on intuition without sufficiently analyzing a plan or problem (Low Analytical and High Intuitive)

**Laser Logical:** The tendency to solve problems emphasizing analysis over intuition (High Analytical and Low Intuitive)

**Disinterested in Decisions:** The tendency to avoid analyzing situations and decisions while at the same time mistrusting intuition (Low Analytical and Low Intuitive)

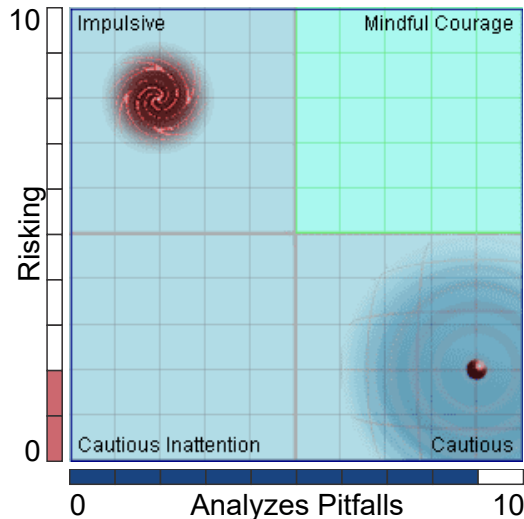
### Your tendencies for this paradox are:

You tend to frequently analyze problems and decisions and you greatly enjoy doing it. You may prefer not to have to use intuition or hunches to help make decisions.

Your extremely logical and analytical approach may be quite useful in solving many problems. It enables you to come to logical conclusions and give clarity to situations. However, you may tend to overly rely on a left brain approach and thus be less adept than you could be at sensing the important factors that might give you greater insight into a situation. As a result, you may be overly logical, focusing on single facts without grasping the big picture. The dark circle in the lower right indicates that you may escape from the confines of logic through actions or beliefs that may not be very logical.

## STRATEGIC

How you strategically manage risk.



*"Have the courage to pursue success, but understand and manage your risks."*

**Risking:** The tendency to feel comfortable with business ventures that involve uncertainty

**Analyzes Pitfalls:** The tendency to scrutinize potential difficulties related to a plan or strategy

### There are four possible combinations for this paradox:

**Mindful Courage:** The tendency to analyze the potential pitfalls of the plan or strategy while at the same time being willing to take risks (High Risking and High Analyzes Pitfalls)

**Cautious:** The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks (Low Risking and High Analyzes Pitfalls)

**Impulsive:** The tendency to take risks without sufficient analysis of the potential difficulties (High Risking and Low Analyzes Pitfalls)

**Cautious Inattention:** The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

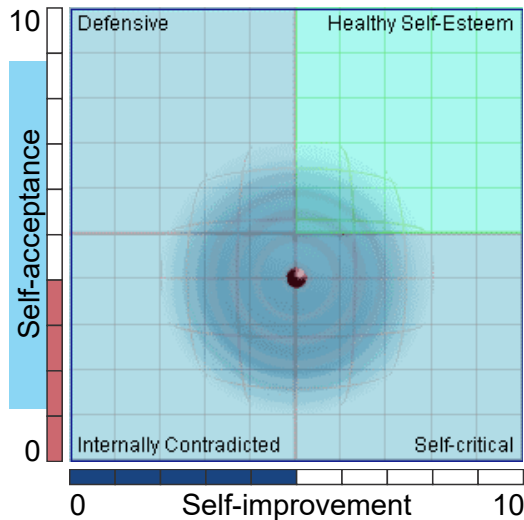
### Your tendencies for this paradox are:

You tend to take a very conservative approach to business risks. You have a strong tendency to analyze the potential difficulties of plans and strategies and you are likely to be very mindful when making strategic decisions.

Your extremely cautious approach to taking business risks combined with your strong tendency to analyze potential problems probably enables you to formulate strategies that greatly minimize risks. Your analysis of potential pitfalls can be intense, and thus your ventures may contain a great deal of risk management. This could result in sacrificing significant potential gains by being overly cautious, giving too much emphasis to the potential risks over the potential benefits. This is indicated by the behavioral range (large blue area) falling in the Cautious quadrant. The red circle in the upper left indicates that under a great deal of stress for a decision, you could 'flip' and react impulsively by placing too much hope in a particular solution.

## SELF

How you manage self-esteem and self-improvement.



*"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed through self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendor to shine forth even more brightly."*

**Self-acceptance:** The tendency to like oneself ("I'm O.K. the way I am")

**Self-improvement:** The tendency to attempt to develop or better oneself

### There are four possible combinations for this paradox:

**Healthy Self-Esteem:** The tendency to accept oneself while at the same time trying to improve oneself (High Self-acceptance and High Self-improvement)

**Self-critical:** The tendency to seek self-improvement without sufficiently being self-accepting (Low Self-acceptance and High Self-improvement)

**Defensive:** The tendency to be self-accepting without sufficiently intending to improve (High Self-acceptance and Low Self-improvement)

**Internally Contradicted:** The tendency to lack self-acceptance as well as the desire to improve oneself (Low Self-acceptance and Low Self-improvement)

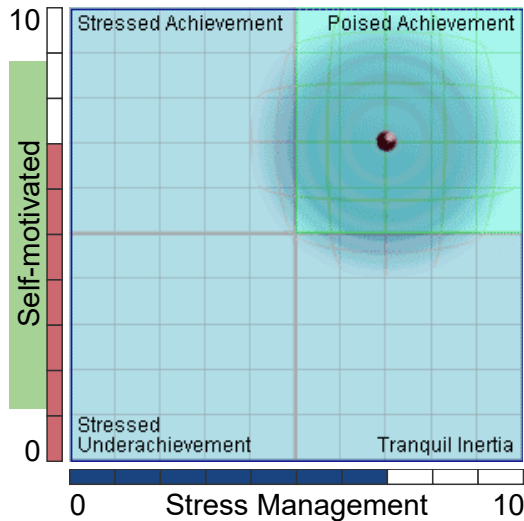
### Your tendencies for this paradox are:

You may tend to be a little lacking in self-acceptance. You may have only a moderate interest in self-improvement.

Your moderate interest in self-improvement combined with somewhat low self-acceptance indicates you may have some unresolved conflicts about yourself. Your preferred behavioral range (large blue area) is partially in the Healthy Self-Esteem quadrant indicating that part of the time you may exhibit that trait. However, it also extends into the other quadrants indicating that part of the time you may also exhibit those other traits.

## MOTIVATION

How you deal with self-motivation and stress.



*"By keeping a balanced life, the process of achieving a goal is as fulfilling as achieving the goal itself. No goal is truly fulfilled without quality of life."*

**Self-motivated:** The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

**Stress Management:** The tendency to be relaxed while at the same time managing stress well when it occurs

### There are four possible combinations for this paradox:

**Poised Achievement:** The tendency to be self-motivated while at the same time managing stress (High Self-motivated and High Stress Management)

**Tranquil Inertia:** The tendency to be relaxed and easy-going without being sufficiently self-motivated (Low Self-motivated and High Stress Management)

**Stressed Achievement:** The tendency to strive for achievement without sufficiently managing stress (High Self-motivated and Low Stress Management)

**Stressed Underachievement:** The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

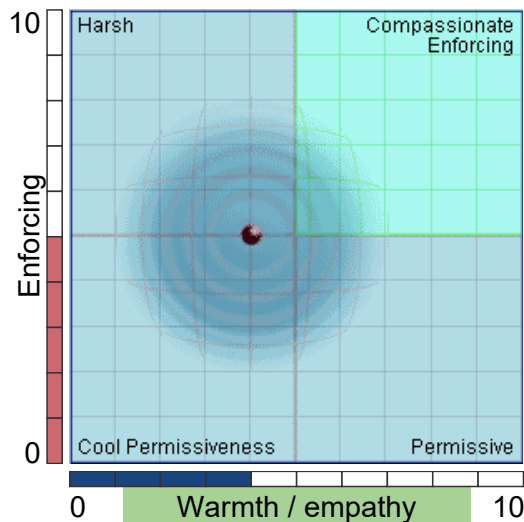
### Your tendencies for this paradox are:

You are reasonably self-motivated. You tend to be reasonably easy-going and unstressed.

Your reasonable level of self-motivation combined with a reasonable level of stress management indicates your approach to work is balanced. Your preferred behavioral range (large blue area) is mostly in the Poised Achievement quadrant, and it extends slightly into the Tranquil Inertia quadrant as well as slightly into the Stressed Achievement quadrant.

## DRIVING

How you manage rapport and empathy when managing the performance of others.



*"Only a person with a kind heart can administer discipline that is beneficial to others."*

**Enforcing:** The tendency to insist upon necessary rules being followed

**Warmth / empathy:** The tendency to express positive feelings and affinity toward others

### There are four possible combinations for this paradox:

**Compassionate Enforcing:** The tendency to enforce necessary rules with compassion (High Enforcing and High Warmth / empathy)

**Permissive:** The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable (Low Enforcing and High Warmth / empathy)

**Harsh:** The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic (High Enforcing and Low Warmth / empathy)

**Cool Permissiveness:** The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

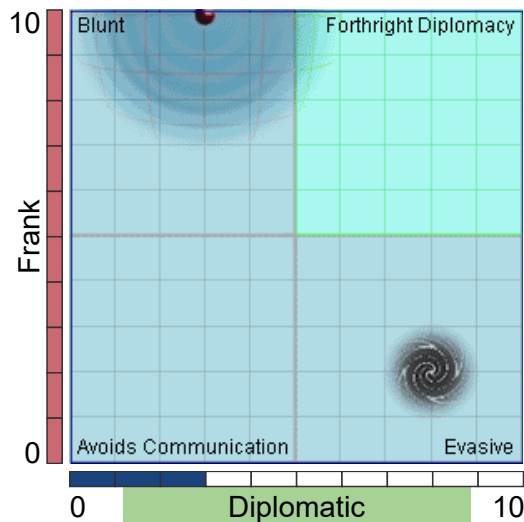
### Your tendencies for this paradox are:

You may be only moderately willing to enforce necessary rules or hold others accountable. You may be a little sparing when expressing warmth and empathy.

Although you probably tend to give discipline and enforce when necessary; enforcing, giving discipline or holding others accountable are probably not your preferred activities. When you do so, your behavior could reflect any of the four quadrants. This is seen in your preferred behavioral range (large blue area) which is mostly in the Harsh and Cool Permissiveness quadrants.

## COMMUNICATION

How you manage directness and tactfulness when communicating with others.



*"To build cooperative relationships with others, be respectful of others' self esteem yet authentic in your communications."*

**Frank:** The tendency to be straightforward, direct, to the point, and forthright

**Diplomatic:** The tendency to state things in a tactful manner

### There are four possible combinations for this paradox:

**Forthright Diplomacy:** The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic)

**Evasive:** The tendency to be tactful without being sufficiently direct (Low Frank and High Diplomatic)

**Blunt:** The tendency to be frank or direct without being sufficiently tactful or diplomatic (High Frank and Low Diplomatic)

**Avoids Communication:** The tendency to lack the combination of frankness and diplomacy (Low Frank and Low Diplomatic)

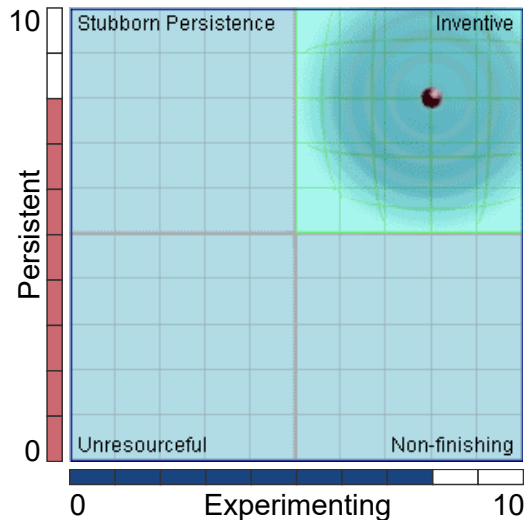
### Your tendencies for this paradox are:

You tend to be extremely forthright, stating what you think in a very direct manner. You may strongly prefer not to have to be diplomatic when communicating and you may tend to be lacking in tactfulness or diplomacy.

You may tend to communicate extremely bluntly. This style of communication may generate a great deal of discord and communication problems. It is also likely to lead to increased employee turnover, decreased teamwork, and lower productivity. Overall, it could be very costly to you and your organization. Your preferred behavioral range (large blue area) is almost entirely in the Blunt quadrant and to a much lesser extent in the Forthright Diplomacy quadrant indicating that most of the time your communication style may tend to be blunt. The dark circle in the lower right indicates that you may use frankness to divert attention from yourself when you feel uncomfortable or vulnerable. Can you think of any examples?

## INNOVATION

How you approach trying new things and overcoming obstacles.



*"The key to invention is to have focused determination while letting the imagination run wild."*

**Persistent:** The tendency to be tenacious despite encountering significant obstacles

**Experimenting:** The tendency to try new things and new ways of doing things

### There are four possible combinations for this paradox:

**Inventive:** The tendency to experiment with different ways of accomplishing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting)

**Non-finishing:** The tendency to experiment with different things without sufficiently persisting in a single direction (Low Persistent and High Experimenting)

**Stubborn Persistence:** The tendency to be persistent without sufficiently trying different ways to overcome obstacles (High Persistent and Low Experimenting)

**Unresourceful:** The tendency to avoid trying new things as well as having a lack of persistence (Low Persistent and Low Experimenting)

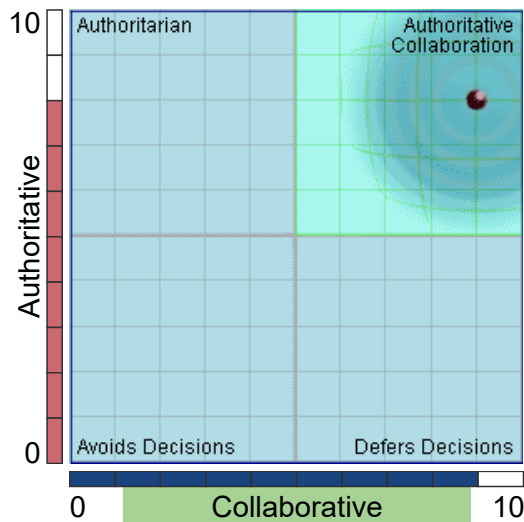
### Your tendencies for this paradox are:

You tend to be determined and persevering with a task despite many obstacles. You enjoy trying new things and often experiment with new ways of doing things.

Your high level of persistence combined with your high level of willingness to try new things enables you to be very inventive. Your creativity can be useful when starting in a new direction, taking on a new project or doing something that has not been done before. Your determination enables you to drive your creative experimentation to completion. Your preferred behavioral range (large blue area) is in the Inventive quadrant, indicating that your creative initiatives usually come to fruition.

## DELEGATION

How you approach self-responsibility and collaboration.



*"Never hesitate to take counsel from appropriate people, but always take full responsibility for your own decisions."*

**Authoritative:** The desire for decision-making authority and the willingness to accept decision-making responsibility

**Collaborative:** The tendency to collaborate with others when making decisions

### There are four possible combinations for this paradox:

**Authoritative Collaboration:** The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative)

**Defers Decisions:** The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions (Low Authoritative and High Collaborative)

**Authoritarian:** The tendency to make decisions independently without sufficiently collaborating with others (High Authoritative and Low Collaborative)

**Avoids Decisions:** The tendency to avoid decision-making authority as well as collaborative decisions-making (Low Authoritative and Low Collaborative)

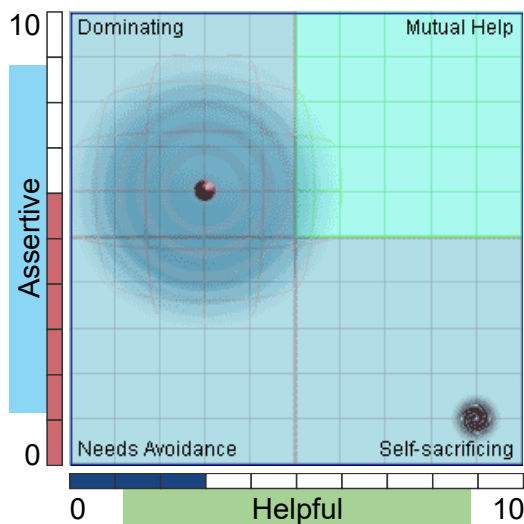
### Your tendencies for this paradox are:

You have a desire to have decision-making authority and are willing to accept decision-making responsibility. You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions. Your willingness to accept decision-making authority combined with your strong tendency to collaborate enables you to be very good at generating participation with regards to decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to the better implementation of decisions and strategies. Your preferred behavioral range (large blue area) is in the Authoritative Collaboration quadrant, indicating the above. This helps you to be more effective when delegating.



## POWER

How you approach helping others and asserting your needs.



*"Enduring and positive relationships are a result of meeting mutual needs."*

**Assertive:** The tendency to put forward personal wants and needs

**Helpful:** The tendency to respond to others' needs and assist or support others to achieve their goals

### There are four possible combinations for this paradox:

**Mutual Help:** The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful)

**Self-sacrificing:** The tendency to respond to others' needs without sufficiently expressing one's own needs (Low Assertive and High Helpful)

**Dominating:** The tendency to be assertive of one's needs without sufficiently being helpful to others (High Assertive and Low Helpful)

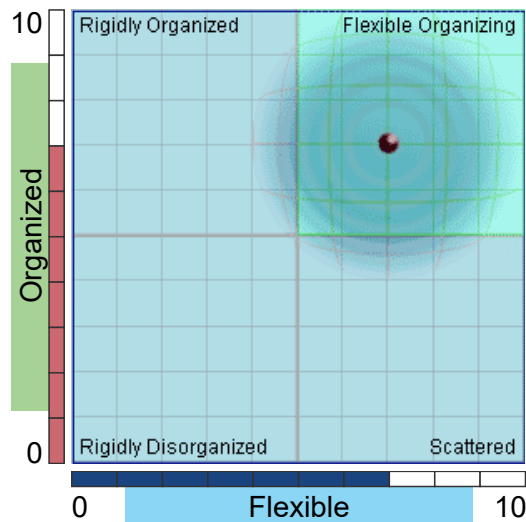
**Needs Avoidance:** The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

### Your tendencies for this paradox are:

You moderately put forward your own needs. You may strongly prefer not to have to respond to others' needs. By moderately expressing your wants and needs you enable others to know how to help. However, your tendency to assert your own needs may be a little greater than your tendency to respond to others' needs. This could occasionally cause others to think you are trying to take advantage of them. Your emphasis on your own needs may cause you to be somewhat dominating. Your preferred behavioral range (large blue area) is partly in the Mutual Help quadrant and mostly in the Dominating quadrant indicating the above. The small dark circle in the lower right indicates that by overly focusing on your needs you may hinder mutually beneficial relationships and in doing so, you may sacrifice the fulfillment of better working relationships.

## ORGANIZATION

How you deal with adaptability and creating organization or structure.



*"Orderliness creates efficiency, and flexibility supports longevity. Nature is the perfect example of orderliness in the context of constant change."*

**Organized:** The tendency to place and maintain order in an environment or situation

**Flexible:** The tendency to easily adapt to change

### There are four possible combinations for this paradox:

**Flexible Organizing:** The tendency to organize things while at the same time maintaining flexibility (High Organized and High Flexible)

**Scattered:** The tendency to adapt to change without remaining sufficiently organized (Low Organized and High Flexible)

**Rigidly Organized:** The tendency to be organized without sufficiently adapting to change (High Organized and Low Flexible)

**Rigidly Disorganized:** The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

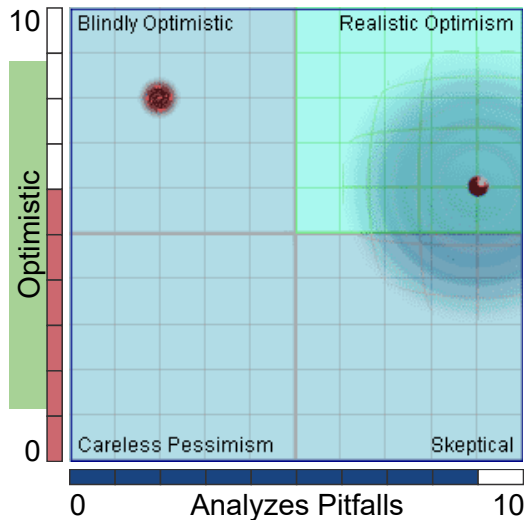
### Your tendencies for this paradox are:

You tend to be reasonably well organized, usually keeping things in order. You usually tend to be adaptive to change and you enjoy some variety.

Your tendency to be reasonably organized enables you to create order in most situations. This leads to greater efficiency. Your flexibility helps you to create structure and order that is adaptable to change. When circumstances change, you normally adjust to meet the new requirements by creating a different order. As a result, you are able to be effective in organizing. Such fluid orderliness supports others to work efficiently without feeling confined or restricted. Your preferred behavioral range (large blue area) is mostly in the Flexible Organizing quadrant indicating that most of the time, you tend to manifest the above characteristics.

## STRATEGIC ACUMEN

How you approach opportunities and mindfulness of difficulties.



*"Keep a positive attitude about the future, but be mindful of difficulties when they are small."*

**Optimistic:** The tendency to believe the future will be positive

**Analyzes Pitfalls:** The tendency to scrutinize potential difficulties related to a plan or strategy

### There are four possible combinations for this paradox:

**Realistic Optimism:** The tendency to analyze the potential pitfalls of a plan or strategy while remaining positive about achieving the potential benefits (High Optimistic and High Analyzes Pitfalls)

**Skeptical:** The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyzes Pitfalls)

**Blindly Optimistic:** The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls (High Optimistic and Low Analyzes Pitfalls)

**Careless Pessimism:** The tendency to take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyzes Pitfalls)

### Your tendencies for this paradox are:

You may tend to be moderately optimistic and cheerful. You have a strong tendency to analyze the potential difficulties of plans and strategies, and you are mindful when it comes to making strategic decisions.

Your strong tendency to analyze potential problems helps you to be mindful of things that could go wrong. Although you may be moderately optimistic, your tendency to analyze potential problems is a little greater than your optimism. Thus, you may give a little greater weight to the potential problems than the potential benefits. This may reflect a slight tendency to worry or be skeptical. Your preferred behavioral range (large blue area) is mostly in the Realistic Optimism quadrant indicating that most of the time you have realistic optimism. It also extends into the Skeptical quadrant indicating that part of the time you may be skeptical. You may have a fear of being surprised by something going wrong. The small red circle in the upper left indicates that under stress, you may occasionally 'flip' and blindly adhere to a solution that you hope will prevent things from going wrong.

**REPORT FOR**  
Steven Tyler

**DATE OF COMPLETION**  
07/30/2019

**RELIABILITY - 94.6%**  
Answers were very likely  
accurate and truthful

**ORGANIZATION**  
OptimizeDP



## Welcome to Your Greatest Strengths

The Career Navigator system has a unique way of identifying your special strengths. It measures 175 traits and identifies your highest priorities and values - where you invest yourself and what you love doing the most. When you are able to use these key strengths, your career is more fulfilling and successful. Effort you spend on further building your strengths is likely to help your career at least as much as focusing on your weaknesses. Strengths relate to enjoyable patterns of thought and behaviors that can be productively applied. When these are refined with practice and combined with skills and knowledge that you acquire, this gives you a powerful means of moving your career forward. The Your Greatest Strengths report lists the things you enjoy and are good at. Come back to it regularly when you need a reminder. Remember, play to your strengths!

### Job Seekers

If you are currently a job seeker, being able to clearly verbalize your strengths can help you to get the job you are seeking. Consequently, we recommend that you reflect on the strengths below as well as your achievements that were a result of applying these strengths. This will enable employers to better understand how your unique strengths can create value for their organizations.

### Currently Employed

If you are currently employed, look for ways you can further apply these strengths in your current job. The more you can apply your strengths, the more likely you will achieve high levels of job satisfaction and career success.

## Logically Solving Problems

Your extremely logical and analytical approach may be quite useful in solving many problems. It enables you to come to logical conclusions and give clarity to situations.

You approach a new project by considering all the steps as well as the order in which those steps need to be accomplished.

## Making Thoughtful Conclusions

You very much enjoy reflecting on different ideas and opinions and you are probably very open-minded. You are likely to be good at brainstorming.

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain of your opinions, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be very thoughtful and well considered. Although you are reasonably certain of your opinions, you are quick to change to a better idea as soon as it is presented. Even though you are very open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea.

## Engaging In Participative Management

You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions.

Your willingness to accept decision-making authority combined with your strong tendency to collaborate enables you to be very good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation.

## Managing Risks

You have a strong tendency to analyze the potential difficulties of plans and strategies and you are likely to be very mindful when making strategic decisions.

## Building Affinity And Accountability

You greatly enjoy persuading others toward your viewpoint. This can be very useful for selling your ideas or managing others.

## Achieving Innovation

You tend to be determined and persevering with a task despite many obstacles.

You enjoy trying new things and often experiment with new ways of doing things.

Your high level of persistence combined with your high level of willingness to try new things enables you to be very inventive. Your creativity can be useful when starting in a new direction, taking on a new project, or doing something that has not been done before. Your determination enables you to drive your creative experimentation to completion.

## Striving for Achievement

Your attention to detail reflects a commitment to the quality of your work. This can also help you to avoid making mistakes or wasting time as a result of having to redo work.

## Communicating Considerately And Truthfully

You accept others telling you what is on their mind even if they are somewhat blunt. This helps you to learn things from others and facilitates better teamwork.

**REPORT FOR**  
Steven Tyler

**DATE OF COMPLETION**  
07/30/2019

**RELIABILITY - 94.6%**  
Answers were very likely  
accurate and truthful

**ORGANIZATION**  
OptimizeDP



## Introduction

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth.

Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a trait very much. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

## Development Area 1: Helpful

You may strongly prefer to avoid being in a helpful or supportive role. You may occasionally be a little dominating, placing a little greater emphasis on your needs compared to the needs of others.

One of our most important needs is the need to interact positively with others. To do this, we need to build relationships by responding to the needs of others. By responding to the needs of others we take the initiative to create mutually beneficial and cooperative relationships. This is especially important for positions such as customer service, but is also beneficial for almost any position. Helpfulness can support effective management/subordinate interactions as well as team interactions.

In order to be helpful, you need to find out what would be helpful from the other person's point of view. This requires putting yourself in the other person's shoes and being a good listener.

### Exercise # 1 - Exploring helpful interactions

#### Step 1 - Who are the five people with whom you work most closely?

Reflect on and list the 5 people with whom you work closely. You can also include a couple of people in your personal life if you wish.

- 1
- 2
- 3
- 4
- 5

#### Step 2 - What are the possible ways you could help \_\_\_\_\_?

Reflect on and list how you could help each person on the list. Then ask each person for input. Don't argue with anything or try to evaluate, just make a list. Read back the list to the person and make sure you have a complete list and that you have understood each item correctly. Remember, you are only asking for their input, you are not yet making any commitment to do anything.

- 1
- 2
- 3
- 4
- 5

#### Step 3 - What will you commit to do to help \_\_\_\_\_?

Look over the list for each person and decide which items you can commit to doing. Choose the items that are realistic. There may be some items on the list that you simply do not have time to do. Or, there may be some items that are contrary to other expectations placed upon you. Therefore, you will need to sort through the list and in some cases even make alternative suggestions. Make specific commitments to the person to fulfill at least one item on the list. Schedule a time to meet with the person again in 1-4 weeks to review the progress on your action items.

1  
2  
3  
4  
5

## Exercise # 2 - Helping customers

Helpfulness is crucial to good customer relationships. If a customer or client feels that you have responded to his/her needs, you are likely to establish a long-term relationship. In addition, that person is likely to tell other people about his/her positive experience. This can be very rewarding for you, as well as highly beneficial to your organization.

### Step 1 - What is your experience using your own product or service?

For your own personal experience, try using the service or products you are offering. Make notes about how it is for you to go through the processes that a client or customer would go through to use your service. Imagine that you knew nothing about the service or products and think how it would be for you to try to use it.

### Step 2 - What did you find most beneficial when using your own product/service?

Reflect on and list what you find most beneficial about your product or service.

### Step 3 - What did you find most difficult when using your own product/service?

Reflect on and list what you find most difficult about your product or service. Pay particular attention to what was hard for you or what type of additional help you might have needed.



#### **Step 4 - What do you think a customer needs with regard to your product/service?**

Make a list of the things that a customer needs in order to buy or use your products or service. You can include on this list the things that you experienced in Step 1-3 above as well as the things that you notice when interacting with customers or clients.

#### **Step 5 - How could you better anticipate and respond to the needs of your customers?**

Make another list of the things that you can do to anticipate and respond to the needs of clients or customers.

#### **Step 6 - What will you commit to do to better respond to the needs of your customers?**

Reflect on and list the ways in which you will commit to responding better to the needs of your customers. Be specific about what you will do, including time schedules and specific measurable actions or results.

## Development Area 2: Diplomatic

You may be very lacking in tact. Your very direct communication style may frequently upset people.

By being diplomatic, communications flow much more easily. Providing you are also direct, tactfulness shows respect and can build trust and rapport. It enables you to give feedback to others in ways they can hear and prevents the listener from becoming defensive. In short, diplomacy can help build long-term productive and positive working relationships.

Regardless of your position, the cost of a lack of diplomacy can be very high. It can seriously erode cooperative team efforts and communication. The resulting personal upsets can also cause a loss of productivity. In some cases, even sabotage can occur as a result of careless words. Where there is a lack of diplomacy toward customers, there will surely be a great loss to the organization. Customers will usually take their business elsewhere rather than complain. Although exiting employees will almost never cite harsh words as a reason for leaving, a lack of diplomacy on the part of the employee's manager is the most common reason for employee turnover. The cost of employee turnover is at least equal to the salary for a full year. Regardless of whom they are directed towards, careless words can cause very high expenditures without ever appearing on the balance sheet.

### Exercise # 1 Communicating with diplomacy

#### Step 1 - Who are the 5 most important people with whom you interact at work?

Reflect on and list the 5 most important people that you interact with at work. If you don't have 5 then add some people from you personal life.

- 1
- 2
- 3
- 4
- 5

#### Step 2 - What feedback do you need to give each of those people?

Reflect on and list the feedback you need to give to each of the people on the list. For subordinates, list the feedback you need to give about their performance. For your colleagues, list feedback you need to give about their interaction/cooperation with you. For your manager, list the feedback you need to give him/her about how your interaction could be improved.

- 1
- 2
- 3
- 4
- 5

#### Step 3 - What do you like about \_\_\_\_\_ and what contribution does he/she make?

Reflect on and list the positive aspects of each person or interactions you have had with that person.

- 1
- 2
- 3
- 4
- 5

**Step 4 - What do you want from \_\_\_\_\_?**

In the cases where you need to give corrective feedback, state specifically what you want the person to do rather than focusing on what you think the person is doing wrong. This enables the person to respond to you.

- 1
- 2
- 3
- 4
- 5

**Step 5 - What would you say to \_\_\_\_\_?**

Reflect on and list exactly what you would say to each person on the list.

- 1
- 2
- 3
- 4
- 5

**Step 6 - Communicate directly to each person on the list.**

Before communicating (face-to-face) with each person on the list, review the results of step 3-5. Prepare yourself to state what you like about the person, what you want from the person and what you want him/her to know. Keep communicating until you can see that the person has understood. Give the other person a chance to speak and then listen. When the person is finished, summarize what he/she has said. Then continue to try to get your point across. If the person interrupts again ask him/her to listen in the same way you listened to him/her. Do this for each person on the list.

## Exercise # 2 - Resolving difficulties as a result of a lack of diplomacy in the past

### Step 1 - Who are the important people with whom you communicate?

Make a list of the 5 most important people that you interact with at work. (You could also include some important people you interact with outside of work.)

- 1
- 2
- 3
- 4
- 5

### Step 2 - In what ways has your diplomacy been lacking with \_\_\_\_\_?

Reflect on and list the specific ways in which you have lacked diplomacy with regard to each person on the list. What exactly have you said that could have been stated more diplomatically? How could you have been more acknowledging of his/her abilities or contributions?

- 1
- 2
- 3
- 4
- 5
- 6
- 7

### Step 4 - Ask each person on the list if there is anything you have said to him/her that lacked diplomacy.

Make sure that you listen to the response without arguing or trying to defend yourself. Just try to understand how he/she interpreted what you said.

**Step 5 - Apologize to each person.**

Try to put yourself in the person's shoes and acknowledge how that must have felt. If you mention any pressures that you were under that may have caused you to lack diplomacy, make sure that you do not present that as an excuse.

**Step 6 - Ask each person to tell you when you say something that lacks diplomacy.**

Ask each person to tell you when you say something that lacks diplomacy. Make sure that when they do, you accept their communication.

**REPORT FOR**  
Steven Tyler

**DATE OF COMPLETION**  
07/30/2019

**RELIABILITY - 94.6%**  
Answers were very likely  
accurate and truthful

**ORGANIZATION**  
OptimizeDP



## Welcome to Career Development

This report identifies your strong interests, task preferences and work environment preferences in the sections below. It is recommended that you seek employment that makes best use of those strong areas as this will increase your work satisfaction and likelihood of success. This report also outlines your tendencies related to interpersonal interactions, providing key points that are your strong areas as well as key areas that you may wish to develop. The motivation section identifies key issues related to your motivation, enabling you to leverage your motivational strengths as well as identify areas for development. If you plan to be in a decision-making role or leadership role, you can also review these sections to better leverage your strengths and plan for areas of development. For career development it is recommended that you select only one or two areas that you think will have the greatest impact on your career and then explore courses or other means of development related to those areas.

### Your Task Preferences

The following are tasks you find enjoyable. It would be beneficial to have a career that involves doing most of these tasks (listed in order of importance):

- Making presentations to groups
- Analyzing facts, problems and decisions
- Thinking about and trying new ways to do things
- Researching or learning new information
- Doing tasks that need to be done precisely
- Teaching
- Fixing or repairing something
- Building or making something

The following are tasks you tend to dislike. It would be beneficial if your career involves doing little of these tasks (listed according to greatest dislike first):

- Doing something artistic
- Driving a vehicle
- Doing physical work
- Doing clerical work

### Your Interests

The following are interests that are important to you. It could be beneficial to incorporate some of these interests into your career:

- Science

- Animals
- Writing or Language
- Electronics
- Plants
- Psychology
- Physical Science
- Manufacturing
- Computer Software
- Computer Hardware

## Your Preferred Work Environment

You enjoy working as part of a team. Therefore you may find it rewarding to have a career that involves working in a team environment.

You need to avoid a position that requires standing for long periods.

You need to avoid a position that involves a great deal of repetitive and monotonous tasks.

## Your Interpersonal Skills

Generally, you have a moderately optimistic and moderately positive attitude. You are also at ease and relaxed while working. This achievement is very beneficial to your long-term health and well-being. You are moderately able to deal with stress when it occurs.

You have some areas of good interpersonal skills. You are extremely forthright, frank and to the point. You are moderately able to put forward your own needs. You tend to be tolerant of people who are blunt. You enjoy trying to influence others. You tend to be reasonably open-minded, making it easier to communicate with people who have different ideas.

There are some interpersonal areas in which you could improve. You may have difficulty being tactful. Consequently, you tend to be blunt and this will probably hurt your career by alienating others. You prefer not to have to respond to others' needs. Consequently, you may tend to be overly self-oriented. This could hinder your career, especially if there is a great deal of interpersonal interaction required. You tend to be moderately self-critical. You have a moderate interest in self-improvement. Consequently, you may have a few unresolved issues about yourself. At times you may feel a little reserved with regard to meeting and interacting with new people. You may be a little sparing in expressing warmth and empathy. Consequently, you may need to build more affinity with others before you attempt to influence them. You may have a low tolerance of people who are evasive or indirect.

Overall, if you wish to pursue a career that requires a significant amount of interpersonal skills, you need to further develop these skills.

## Your Motivation

You are somewhat self-motivated. You take a fair amount of initiative. You prefer somewhat challenging work, however, you do not have clear goals for which you are enthusiastic. You want a great deal of autonomy in your work. You don't mind tasks that require perseverance.

You are highly motivated by (listed in the general order of importance):

- A chance to have authority for making decisions
- Having a stable career

You will probably be demotivated by (listed in the general order of importance):

- Having to tell others what to do
- Having to work closely with a supervisor

## Your Decision-making

You enjoy analyzing facts and decisions, and you are willing to assume decision-making authority. You are very willing to collaborate with others with regard to making decisions. You seldom make decisions using your intuition.

You tend to be very careful about taking risks, and you are moderately optimistic about the outcome. You have a strong tendency to analyze the potential difficulties of plans and strategies, making it more likely that once you come to a decision you will have thought through the important issues. You may at times tend to agonize over decisions too much. You may at times put too much weight on the potential problems of a plan compared with the potential benefits.

You normally approach decisions with a very open and reflective mind, but you have reasonably strong opinions. When making decisions, you often prefer to try a new approach to a situation. You have some interest in planning, and when you do plan, you prefer to spend a lot of time on details. You tend to be reasonably systematic in your approach to plans and decisions. You usually tend to take your time when making important decisions.

## Your Leadership

Your lack of clear goals could hinder your ability to project a clear vision to others. You do not have much interest in a leadership position. Therefore you may wish to ignore the remainder of this section. However, if you wish to be in a leadership position sometime in the future this section may be relevant. You are motivated by challenging goals, but your goals lack clarity at this time. Also, you may need to be a little more optimistic in order to effectively motivate others. As a leader, your goals may lack sufficient emphasis on the benefits for others or society. This aspect may need to be genuinely developed in order to gain a wider support and acceptance. You have a natural tendency to try to influence others, however, you may need to learn to enlist the cooperation of others before you can influence them. You are comfortable making presentations to groups and this could be an excellent means of facilitating your leadership.

You are reasonably self-motivated, but you may need to develop your self-motivation further if you are in a leadership position. You take sufficient initiative for most careers, but for high achievement as a leader, you may need to develop your initiative further. Your determination to reach a goal is a very good asset for a leader. You tend to be well organized. This could help you to organize the efforts of other people. You tend to be flexible and adaptable to changes. You are progressive and innovative. This will surely benefit your leadership.

You have a moderate intention to improve yourself. In order to develop as a leader, you will probably need to strengthen that intention. Doing so will also enable you to set a good example for others. You tend to be hard on yourself. This could even cause you to be hard on other people. Developing greater self-acceptance would probably enable you to become more successful as a leader.

You have a moderate desire to work for a capable authority, and you want a great deal of autonomy in your work. This is normal for a leader.

In general, your interpersonal skills need further development in order for you to be effective as a leader. You tend to be a little sparing in expressing warmth and empathy and this could at times cause misunderstandings with the people you lead. You are willing to enforce rules when necessary, but may at times prefer not to do so. Your



bluntness could easily undermine the loyalty and motivation of the people you lead. Your willingness for people to speak truthfully (even if they are a little blunt) will help you to be more informed and to better understand important issues. You have a participatory style of leadership that is motivating to those you lead and facilitates their development. Your open-mindedness will help you gain respect.