

Action Orientation - Seizes opportunities.

	1	2	3	4	5	6	
Self	██████████						5.0
Supervisor(s)	██████████						5.0
Peers/Clients/Direct Reports	██████████						5.5

Examples of Effective Behavior:

- Enlists the support of others to achieve goals.
- Seeks to persuade and convince through discussion.
- Is self-motivated and demonstrates self-awareness and self-discipline.
- Looks for opportunities to advance skill sets.

Examples of Ineffective Behavior:

- Rejects new ideas and suggestions.
- Does not adjust style or approach to new circumstances.
- Is narrowly focused on a particular sub-group or business issue.
- Does not follow up with new contacts.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Self-motivated, self-disciplined individuals often mistakenly assume that other people possess similar traits.
- It is easy to confuse impatience with a healthy drive for results.
- It is important to be fully sold an idea before trying to sell it to others.

Lower Patience:

- May be perceived as impatient or abrupt.

On-the-Job Advice:

- Don't allow your vision of the future fly off the tracks of reality.
- Be well prepared for serious discussion of the future strategies.
- Be ready to validate your facts.
- Be accurate and objective.

Training and Education:

- Read Fast Company magazine for energetic discussion of future trends.

Other Suggestions:

- Adopt the philosophy If it works, make it better.
- Think optimistically. Anticipating that things will not work out well can turn into a self-fulfilling prophecy. Anticipating a positive outcome, in and of itself, will increase your chances of success as well as your feeling of well being.

Action Orientation - Steadfastly pushes self and others for results.

	1	2	3	4	5	6
Self	████████████████████					5.0
Supervisor(s)	████████████████████					5.0
Peers/Clients/Direct Reports	████████████████████					5.0

Examples of Effective Behavior:

- "Owns" the consequences of any mistakes that are made.
- Emphasizes "lessons learned" so mistakes are not repeated.
- Clarifies and defines expectations in order to meet commitments.
- Designs feedback loops to assess quality of work completed.

Examples of Ineffective Behavior:

- Unable to stay focused on the task at hand.
- Is unwilling to sacrifice personal agenda for the greater good.
- Becomes demoralized in the face of disappointments.
- Misses deadlines as a result of indecisiveness.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Believing that you cannot afford to make mistakes can lead to functional paralysis.
- Obsessively seeking to assign blame after every misfortune can quickly demoralize a team.
- Blame-seeking prevents learning from mistakes.

Higher Dominance:

- May tend to drive others too hard.

Higher Extroversion:

- May tend to not be taken seriously within organization.

Lower Patience:

- May tend to act abruptly with others.

On-the-Job Advice:

- Catch yourself when you blame others for a decision you made.
- Be sure you are clear in what decisions you are responsible for and which ones fall outside your domain.

Training and Education:

- Read *Crossing the Minefield* by Robert W. Barner. This book outlines how to be successful in competitive and changing times.

Other Suggestions:

- Continuously reassessing your present course and future goals enables you to focus on possibilities, not obstacles.

Determination - Pursues everything with energy, drive, and a need to finish.**Examples of Effective Behavior:**

- Lays out work in a well-planned and organized manner.
- Sees challenges not as extra work, but as the opportunity to acquire new skills and manage time better.
- Goes the extra mile to ensure customer satisfaction.
- Consistently meets deadlines, is punctual, and is generally dependable.

Examples of Ineffective Behavior:

- Does not adjust style or approach to new circumstances.
- Bases decisions and actions on tradition and perpetuation the status quo.
- Inconsistently takes action without regard to system, structure, or policy.
- Allows emotion and not logic to determine behavior.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Time pressures can make completing immediate tasks seem more important than maintaining human relationships.
- Setting an effective pace to avoid burnout.
- Recognizing that attaining quality results depends on having quality processes.

Higher Dominance:

- May tend to bend or break rules in order to achieve results.

Lower Patience:

- May tend to see "proper paperwork" as an unnecessary obstacle during a time crunch.

Lower Conformity:

- May prefer to operate free of structure.
- May not believe that rules apply to them.

On-the-Job Advice:

- Involve others (including the company's legal department) in important decisions.
- When working on projects with colleagues, note instances where inadequate or unclear direction results in a breakdown of some sort.
- Keep a running list of system breakdowns; every day, take action on one of the items in a methodical/purposeful fashion.

Training and Education:

- Read *The Goal: A Process of Ongoing Improvement* by Eliyahu M Goldratt & Jeff Cox. This book outlines how to put in place a self-improvement process to help one reach their goals.

Other Suggestions:

- Share your best practices in order to make good decision-making and compliance with guidelines an organizational commonplace.
- During a problem-solving situation, remember that the organization is full of resources, both official and unofficial, that can support you. You are not alone.

Determination - Exhibits high tolerance for rejection.

	1	2	3	4	5	6
Self	██████████					
Supervisor(s)	██████████					
Peers/Clients/Direct Reports	██████████					

4.0
3.0
3.5

Examples of Effective Behavior:

- Not taking rejection personally.
- Accepts responsibility for mistakes.
- Works to compensate for weaknesses and limits.
- Uses constructive feedback to rebuild reputation within organization.

Examples of Ineffective Behavior:

- Sees rejection and criticism as a personal attack.
- Allows rejection and criticism to effect performance.
- Reacts to resistance by immediately giving up.
- Becomes demoralized in the face of disappointments.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Believing that you cannot afford to make mistakes can lead to functional paralysis.
- Individuals who find interpersonal relationships a challenge may become even more guarded after experiencing rejection.

Higher Extroversion:

- May tend to not see a rejection for what it really is.

Lower Patience:

- May tend to react to criticism before thinking the consequences through.

On-the-Job Advice:

- Simplify your message.
- If you are misunderstood, chances are that it was because of a failure to flex your communication style.
- Adjust your vocabulary, speed of delivery, and length of delivery to best meet your audience's needs.

Training and Education:

- Read *The Fifth Discipline Fieldbook* by Peter Senge and Art Kleiner. This fieldbook is a pragmatic guide to creating an organization where collaboration is the lifeblood of every endeavor.

Other Suggestions:

- Continuously reassessing your present course and future goals enables you to focus on possibilities, not obstacles.
- Making countless minor course adjustments is the secret to successful long distance navigation.

Influencing - Persuades others to commit to specific actions.**Examples of Effective Behavior:**

- Assures buy-in from client.
- Identifies business case for decisions.
- Understands agendas of people who must commit to actions.
- Makes an effort to be current in business realities.

Examples of Ineffective Behavior:

- Cannot convey an understanding of business realities.
- Has adversarial relationships with clients or staff.
- Cannot communicate reasons for his or her actions.
- Fails to achieve objectives due to lack of client commitment.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Showing a high enough degree of enthusiasm through commitments and actions.
- Being persistent.
- Identifying the critical path and then removing the obstacles that get in the way.

Higher Dominance:

- May tend to command, rather than persuade.

Lower Conformity:

- May tend to not provide the details necessary to sell the idea.

On-the-Job Advice:

- If you are soft-spoken by nature, work on delivering your message in a more forceful and confident tone.
- Prepare your argument or presentation beforehand; jot down the three most important points you want to make; be ready to address any concerns that may come up for those three points.
- Use appropriate non-verbal communication to deliver an effective, assertive message.
- In persuading others to commit to specific actions, use words like I commit, I guarantee, I will.
- Avoid language that says, I'll try, I possibly could, We might be able to.

Training and Education:

- Read *The Seven Habits of Highly Effective People*, by Stephen Covey. The title of this book says it all, very useful reading.

Other Suggestions:

- Observe people in your organization who are highly influential; identify and replicate the techniques that work for them.
- Use Values Questions (e.g. How is that a concern for you? What's the larger issue? What would having that do for you? What would having that do for you personally?) to uncover the concerns or issues of others.
- When delivering your ideas or presentation, pay attention to the reaction of your audience. Do they appear engaged? Are they asking questions?

Influencing - Matches his/her persuasive approach to situation.**Examples of Effective Behavior:**

- Understands what motivates/inspires internal and external customers.
- Goes the extra mile to ensure customer satisfaction.
- Is open and approachable.
- Makes an effort to find out more about the customer as a person.

Examples of Ineffective Behavior:

- Sees customers as problems, not as the reason for the business's existence.
- Considers customers less intelligent than members of the organization.
- Is not genuine with the customer.
- Does not make the effort to build rapport with the customer.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Customer interactions are much more than a mere exchange of money for goods or services. Quality customer interactions foster deep, lasting customer relationships. Loyal, enthusiastic customers are the future of any business.
- Not drowning the listener in details or pass along unconfirmed, preliminary information that might be subsequently contradicted.

Higher Dominance:

- May tend to be more commanding than is appropriate.

Higher Extroversion:

- May be perceived as being superficial.

Lower Patience:

- May be perceived as trying to rush a sale.

Lower Conformity:

- May tend to leave out important details when presenting to a customer.

On-the-Job Advice:

- Simplify your message.
- Decide what is really important for the other person to know.
- Avoid going into too much detail, speaking too rapidly, or using judgmental words.
- Outline complex ideas or processes on paper.

Training and Education:

- Attend an experiential workshop like the NTL Institute's Communication Workshop: Learning by Doing. Improve communication through structured practice. Call 800-777-5227 for a catalog.

Other Suggestions:

- Adjust your tone, pace, style and message to suit your audience.
- Consider your audience's level of sophistication, openness or defensiveness, and time pressures.

Commitment - Initiates activities without being told to do so.

	1	2	3	4	5	6	
Self	████████████████████						6.0
Supervisor(s)	████████████████						4.0
Peers/Clients/Direct Reports	████████████████████						5.0

Examples of Effective Behavior:

- Seeks to expand current levels of responsibilities.
- Is self-motivated and demonstrates self-awareness and self-discipline.
- Is not defensive when performance or personal feedback is provided.
- Possesses clear understanding of established goals.

Examples of Ineffective Behavior:

- Seeks minimum responsibility.
- Turns a blind eye to external conditions.
- Consistently suppresses negative information when communicating with superiors.
- Avoids conflict at all costs.
- Consistently assigns blame to "forces beyond his/her control."

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Self-motivated, self-disciplined individuals often mistakenly assume that other people possess similar traits.
- Be wary of taking on all the responsibility - and the letting other people off the hook.

Higher Dominance:

- May tend to take action before consulting with his/her supervisor.

On-the-Job Advice:

- Create a safe environment to make mistakes.
- Practice acting on issues, not reacting to problems.
- Remember that we each have the capability to act and create possibility within every situation.

Training and Education:

- Read *The New Dynamics of Winning* by Denis Waitley. This book explains how achieve a championship mentality and success in business.

Other Suggestions:

- Consider the most famous study on locus of control. Researchers were intrigued that hurricanes of the same magnitude cause significantly more damage (in terms of both lives and property lost) in Puerto Rico than in South Carolina. Psychological studies indicated that the Caribbean culture embraces an external locus of control, while the Carolinian culture embraces an internal locus of control. In other words, when confronted with a major storm, residents of Puerto Rico tend to hope for the best, but residents of South Carolina tend to take action (boarding up windows, filling sandbags, etc.) that mitigates the effects of the weather.

Commitment - Sets high standards for performance.

	1	2	3	4	5	6
Self	██████████					4.0
Supervisor(s)	██████████					4.0
Peers/Clients/Direct Reports	██████████					4.5

Examples of Effective Behavior:

- Sets goals for employees that are high but attainable.
- Writes and implements clear job descriptions.
- Matches people to roles with an understanding of personality traits and strengths.
- Provides continual support for employees.

Examples of Ineffective Behavior:

- Sets goals that are unattainable.
- Does not respond promptly to employees' requests for support.
- Gives directions that are unclear or incomplete.
- Assigns employees to roles that don't play on their strengths.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Being motivational or inspirational in a leadership role.
- Preparing individual development plans can seem like it is more trouble than it is worth.

Higher Dominance:

- May tend to use an overly commanding style when nurturing is required.

Lower Patience:

- May tend to become abrupt.

On-the-Job Advice:

- Help your employees build their skills by having each employee work on improving one development need and enhancing one strength at a time.
- Assign an experienced employee as a sponsor for each new employee. Let the new hire know that this person will be available to answer any questions.

Training and Education:

- Read *Competing for the Future* by Gary Hamel and C.K. Prahalad. This book states that companies need to develop foresight by not only looking at the possible, but influencing the direction their industry is taking.

Other Suggestions:

- Discuss with employees what they have learned about various positions and how their current skills and experience fit with the options they have identified.
- Identifying the weakest performer on your staff and determine whether or not this person should stay on your team.

Accountability - Is comfortable working alone on tough assignments.

	1	2	3	4	5	6	
Self	████████████████████						5.0
Supervisor(s)	████████████████████						5.0
Peers/Clients/Direct Reports	████████████████						4.5

Examples of Effective Behavior:

- Clearly states what they can and cannot be responsible for.
- "Owns" the consequences of any mistakes that are made.
- Consistently seeks responsibility for important projects.
- Refuses to pass blame onto others when things go wrong.

Examples of Ineffective Behavior:

- Blames failure on lack of supervision.
- Feels uncomfortable taking initiative.
- Not wanting to step out of the "comfort zone" of tasks they are familiar with.
- Fear of failure when faced with new opportunities.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Setting a workable pace that allows for dynamic performance yet also prevents burn out.
- Balancing the need to impress managers with not making promises you cannot keep.

Higher Dominance:

- Hard work may be overshadowed by tendency to socialize.

Lower Conformity:

- May overlook key details to business decisions.

On-the-Job Advice:

- Treat mistakes or failures as learning opportunities.
- Be prepared to take both the credit if things go well - and the responsibility if things go poorly.
- When going about your work, ask yourself questions that your sales manager might ask: "How would you rate the effectiveness of that last call? What could you have done differently to make that call more successful?"

Training and Education:

- Read *Don't Sweat the Small Stuff at Work: Simple Ways to Minimize Stress and Conflict While Bringing Out the Best in Yourself and Others* by Richard Carlson. This book illustrates how to interact more peaceably and joyfully with colleagues, clients, and boss. It also reveals tips on how to minimize stress and bring out the best in yourself and others.

Other Suggestions:

- Develop a criteria for success so that you can effectively measure progress.

Accountability - Can be counted on when times are tough.

	1	2	3	4	5	6	
Self	██████████						5.0
Supervisor(s)	██████████						5.0
Peers/Clients/Direct Reports	██████████						5.5

Examples of Effective Behavior:

- Work enough hours to get the job done.
- Willing to work above and beyond what is expected.
- Willing to help others achieve their goals.
- Applies strong personal values to business problems.
- Remains calm in crisis situations; manage emotional reactions effectively.

Examples of Ineffective Behavior:

- Is rigid and overly devoted to existing structures and processes.
- Is unaware if he or she "has got what it takes."
- Is unwilling to sacrifice personal agenda for the greater good.
- Becomes demoralized in the face of disappointments.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Anyone can lead in good times; the true test of a leader is when things fall apart.
- Motivating yourself and others to contribute beyond your contractual obligations is one of the most difficult tasks of a leader.
- Prioritizing tasks amid chaos takes valuable time but is essential.

Higher Extroversion:

- May tend to be uncomfortable with serious issues and situations.

On-the-Job Advice:

- One day you may need to count on others when times are tough. In the meantime, lead by example, keep your promises, and be willing to go the extra mile.
- Your core values will provide guidance in pressure situations.
- By choosing battles carefully, an individual can retain credibility and power for situations in which they will be needed; adopting a "win-at-all costs" attitude may set you up for failure.

Training and Education:

- Watch *It's a Wonderful Life* (again). Despite his desire to escape Bedford Falls and live a life of adventure, George Bailey stays in town to save his family's business and, inadvertently, the town's soul.

Other Suggestions:

- Step up to the plate and lead when necessary.
- Be willing to sacrifice personal agenda for the greater good.
- Develop a philosophical stance towards being wrong or losing.

Customer Service - Follows through on promises.

	1	2	3	4	5	6	
Self	████████████████████						5.0
Supervisor(s)	████████████████						4.0
Peers/Clients/Direct Reports	████████████████████						5.0

Examples of Effective Behavior:

- Produces tangible results after making a claim.
- Lets others know in advance if promises cannot be met.
- Keeps others up to speed on action items.
- Sets timeframes to get things accomplished.

Examples of Ineffective Behavior:

- Listens but does not take action.
- Over-promising/under-delivering.
- Avoids people to whom he or she made promises.
- Blames others for fulfillment failure.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Keeping the promises that we make is critical in developing trust with others. However, not all promises can be kept due to outside influences and unrealistic deadlines. Letting others know in advance that a promise cannot be kept can actually deepen relationships.

Higher Dominance:

- May tend to not feel accountable to others when promises can't be met.

Higher Extroversion:

- May tend to over promise in order to keep others pleased.

Lower Patience:

- May tend to move on too quickly to other tasks.

Lower Conformity:

- May tend to be more concerned with the big picture than with the details of fulfillment.

On-the-Job Advice:

- Keep people informed of where you are at with regard to fulfilling your promise to them.
- Tell people what actions you have taken so far, and what actions you will take next.
- If a promise cannot be kept, take responsibility for it. Never blame others.
- Saying, I should have looked into this more carefully before I made that commitment to you, can defuse the potential for credibility loss after a disappointment.
- Don't make promises for the sake of making promises.

Training and Education:

- Keep a log of all the commitments (both personal and professional) you make in a week. Track to see how many of those commitments you fulfill, completely and on-time. Look closely at the commitments that you did not fulfill: is there a pattern you can discern? Can you devise strategies to get those commitments fulfilled in the future?

Other Suggestions:

- Low morale, loss of productivity, customer exodus, decreased job performance, lack of teamwork, legal and financial ramifications and loss of employee trust can all result from not following through on promises.
- Never make a promise you don't intend, or don't have the means, to keep.

Customer Service - Balances customer requests with business needs.

	1	2	3	4	5	6
Self	██████████					3.0
Supervisor(s)	██████████					4.0
Peers/Clients/Direct Reports	██████████					4.5

Examples of Effective Behavior:

- Strives to keep the customer happy within company guidelines.
- Knows the difference between bending for a customer and bowing to them.
- Keeps up to date on company products and policies.
- Knows when to pass on a challenging situation to a supervisor or manager.

Examples of Ineffective Behavior:

- Will give away the store to placate a customer.
- Is too rigid about company rules and procedures.
- Doesn't ask for help when over his/her head with a challenging customer.
- Settles for anything other than a win/win resolution.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Some individuals may tend to want to make the customer happy at any price to the organization. It is important to recognize the line between bending the rules a little, and seriously shortchanging the company.
- Making promises the organization can't back up.
- Approaching customer interactions confidently.

Higher Extroversion:

- May tend to put building relationships ahead of company needs.

Lower Patience:

- May tend to make unsanctioned promises in the interest of closing a deal.

On-the-Job Advice:

- Keep a record of customer requests you can't meet. Review it once a month and you may discover reasons for suggesting changes to company policy.
- Never let a customer get the upper hand. Although you need to satisfy their needs, you also need to remain in control of the transaction and keep it a win/win situation.

Training and Education:

- Read *Crossing the Minefield* by Robert W. Barner. This book elucidates how to be successful in competitive and changing times.

Other Suggestions:

- Take at least half an hour a week to review updated company policies, products, and services. If your department doesn't have regular operations meetings, go about instigating them.

Integrity/Business Ethics - Protects the organization's reputation.

	1	2	3	4	5	6
Self	██████████					4.0
Supervisor(s)	██████████					4.0
Peers/Clients/Direct Reports	██████████					3.5

Examples of Effective Behavior:

- Always stays within company guidelines.
- Keeps up to speed on the organization's products and services.
- Understands the consequences of stretching the truth.
- Is up front and straightforward no matter the temptations.

Examples of Ineffective Behavior:

- Makes exaggerated claims to placate a customer.
- Sees keeping up with changes in the company's products and policies as a waste of time.
- Focuses on short-term goals instead of long-term consequences.
- Allows self to become a liability to the organization.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- It is a common temptation in business to tell the customer what they want to hear in order to resolve a situation or make a sale. This is only a temporary solution and is almost guaranteed to have long-term repercussions.
- Keeping up with changes in products and services in fast-paced industries.
- Individuals who are more big-picture oriented may unwittingly deceive customers by leaving out crucial details.

Higher Extroversion:

- May tend to exaggerate the truth to maintain a relationship.

Lower Conformity:

- May be perceived as someone who plays fast and loose with the facts.

On-the-Job Advice:

- Deception will always come back to haunt you and the company; you can avoid that risk and earn respect by always sticking to the facts.
- Make a point of spending ten minutes a day reviewing the company's website.
- Always accept responsibility if your information is proven inaccurate.

Training and Education:

- Read Self-Defeating Behaviors by Milton R. Cudney and Robert E. Hardy. The authors provide proven methods for understanding and eliminating habitual destructive behaviors.

Other Suggestions:

- Take at least half an hour a week to review updated company policies, products, and services. If your department doesn't have regular operations meetings, go about instigating them.

Integrity/Business Ethics - Accurately represents company products and services.

	1	2	3	4	5	6
Self	████████████████████					5.0
Supervisor(s)	████████████████████					5.0
Peers/Clients/Direct Reports	████████████████					4.5

Examples of Effective Behavior:

- Keeps up to speed on the organization's products and services.
- Understands the consequences of stretching the truth.
- Is up front and straightforward no matter the temptations.
- Keeps in mind the feeling of getting false promises in the past.

Examples of Ineffective Behavior:

- Makes exaggerated claims to placate a customer.
- Sees keeping up with changes in the company's products and policies as a waste of time.
- Focuses on short-term goals instead of long-term consequences.
- Allows self to become a liability to the organization.

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On-the-Job Advice:

- Deception will always come back to haunt you; you can avoid that risk and earn respect by always sticking to the facts.
- Make a point of spending ten minutes a day reviewing the company's website.
- Always accept responsibility if your information is proven inaccurate.

Training and Education:

- Read *Credibility: How Leaders Gain and Lose It*, by James M. Kouzes and Barry Z. Posner; this book provides rich examples of how trust and accountability form the cornerstone of successful organizations.

Other Suggestions:

- Develop a philosophical stance towards being wrong or losing.

Presentations - Speaks with enthusiasm and expressiveness.

	1	2	3	4	5	6	
Self	██████████						5.0
Supervisor(s)	██████████						5.0
Peers/Clients/Direct Reports	██████████						4.0

Examples of Effective Behavior:

- Communicates a compelling vision of the future to colleagues.
- Uses a communication method that reaches the entire audience.
- Is able to articulate personal values that drive decisions.
- Uses the appropriate style for the content and the audience.

Examples of Ineffective Behavior:

- Presents material in an unsuitable fashion.
- Does not make an effort to anticipate others' concerns.
- Exhibits wide fluctuations in communication style-unpredictable.
- Does not adjust style or approach to new circumstances.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- It is a fine line between conveying enthusiasm and appearing superficial.
- More reserved individuals may tend to feel awkward conveying enthusiasm.

Higher Extroversion:

- May tend to present challenging issues with too light-hearted an approach.

On-the-Job Advice:

- Communicate a positive, open message to people by facing them and making eye contact.
- Strengthen your personal allegiance to customers through consistent displays of respect and consideration.
- Develop your sense of humor. Learn not to take yourself too seriously.

Training and Education:

- Read *Persuasive Business Speaking* by Elayne Snyder. This book offers straightforward advice for business speakers.

Other Suggestions:

- Observe people in your organization who are highly influential; identify and replicate the techniques that work for them.
- When delivering your ideas or presentation, pay attention to the reaction of your audience. Do they appear engaged? Are they asking questions?

Presentations - Listens carefully to questions and objections; responds directly and honestly.

	1	2	3	4	5	6
Self	██████████					
Supervisor(s)	██████████					
Peers/Clients/Direct Reports	██████████					
						4.0
						5.0
						3.5

Examples of Effective Behavior:

- Practices attentive and active listening.
- Has the patience to hear people out.
- Accurately restates the opinions of others even when he or she disagrees.
- Has the mindset that he/she will learn something useful from the other person.

Examples of Ineffective Behavior:

- Interrupts or finishes other people's sentences.
- Does not learn from interactions with others.
- Listens selectively - only to what or whom he or she wishes.
- Appears impatient or uninterested.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Most people know how to listen when they want to, or when they have to.
- The challenge is to learn to listen when you don't want to.
- Maintaining good eye contact with staring.
- Appearing and being interested.

Higher Dominance:

- May tend not to listen properly to opinions in opposition to his/her own.

Higher Extroversion:

- May tend to prefer talking rather than listening.

On-the-Job Advice:

- Remember that when your mouth is open, your ears are closed.
- Don't interrupt or finish people's sentences for them.
- Make eye contact.
- Take notes.
- Don't frown or fidget.
- When they are finished speaking, paraphrase what they have just said to make sure that you understood.
- Ask clarifying questions.

Training and Education:

- Read Curt Bechler and Richard L. Weaver's Listen to Win.
- The authors stress that effective listening is one of management's least expensive, and most powerful, tools.

Other Suggestions:

- Recognize that you probably don't have a listening problem, but rather a problem with selective listening. You might listen carefully, attentively, even empathetically to your boss - and shut down those vital listening skills when dealing with a subordinate.
- Notice who you listen to well, and practice those listening techniques with those you have been neglecting.
- Separate the content from the person; try to extract value from every conversation.

Listening - Clarifies what people say.**Examples of Effective Behavior:**

- Repeats key points back to speaker.
- Asks for clarification when it's needed.
- Utilizes active listening to get the message the first time.
- Takes the time to understand the message.

Examples of Ineffective Behavior:

- Thinks that the details will work themselves out.
- Worries it will count against him/her to ask for further clarification.
- Does not pay attention during meetings and presentations.
- Feels that going back for clarification is a waste of time.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Many people will hesitate to request clarification from a speaker out of fear of rejection, ridicule, or worse. It is important to keep in mind the potential negative consequences of acting on inaccurate or incomplete information, and to balance that risk against the fear of asking for clarification.
- Most people know how to listen when they want to, or when they have to.
- The challenge is to learn to listen when you don't want to.

Higher Extroversion:

- May tend to be more comfortable talking than listening.

Lower Patience:

- May tend to be challenged to actively listen.

Lower Conformity:

- May tend to not be concerned with details.

On-the-Job Advice:

- Check out your assumptions. Do you ask enough questions?
- Seek out the people who have data related to the issues you're facing.
- Accept that you often will not have all the information you need to make an informed decision.

Training and Education:

- Read *Listen to Win* by Curt Bechler and Richard L. Weaver II. This book will help you learn to connect and live with others.

Other Suggestions:

- It is common to fear that when we ask for clarification, it will be perceived that we were listening the first time. On the contrary, it shows the speaker that you really want to understand their message.

Listening - Probes deeply to reach underlying needs.

	1	2	3	4	5	6	
Self	██████████						4.0
Supervisor(s)	██████████						5.0
Peers/Clients/Direct Reports	██████████						4.0

Examples of Effective Behavior:

- Utilizes attentive and active listening.
- Has the patience to hear people out.
- Pays attention to body language for non-verbal clues and cues.
- Is comfortable with people from all walks of life.

Examples of Ineffective Behavior:

- Interrupts or finishes other people's sentences.
- Does not learn from interactions with others.
- Doesn't take time to build rapport.
- Does not read others well.
- Does not relate smoothly to a variety of people.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Approaching customer interactions confidently.
- It is a common temptation in business to tell the customer what they want to hear in order to resolve a situation or make a sale. This is only a temporary solution and is almost guaranteed to have long-term repercussions.

Higher Dominance:

- May tend to probe too aggressively.

Lower Patience:

- May tend to be abrupt with customers.

Lower Conformity:

- May tend to miss non-verbal clues from customers.

On-the-Job Advice:

- Maintain constant eye contact; nod while the other person is talking.
- Speak in a paced and pleasant tone.
- Avoid signaling disinterest by glancing at your watch, holding paperwork or frowning.

Training and Education:

- Attend the Effective Listening/Better Results seminar held by the American Management Association. This seminar organizes the best communication ideas and techniques into a simple, effective, easy-to-learn system.

Other Suggestions:

- Regularly envision yourself "in your client's shoes." If you were a client of your company, how would you view the organization? How happy would you be with the level of customer service? With the quality of the product?

Interpersonal & Peer Relationships - Inquires about other's plans, problems, desires, concerns and questions.

	1	2	3	4	5	6	
Self	████████████████████						5.0
Supervisor(s)	████████████████						4.0
Peers/Clients/Direct Reports	████████████████						4.5

Examples of Effective Behavior:

- Offers help when he/she sees a colleague faces a challenging situation.
- Looks for opportunities to build acquaintances.
- Learns about others by asking their personal interests.
- Makes an effort to be friendly and optimistic when meeting someone for the first time.

Examples of Ineffective Behavior:

- Allows him/herself to become self-centered.
- Has only a superficial interest in others.
- Does not take the time to build acquaintances.
- Not having sympathy for co-workers when they're facing challenging times.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- Giving people the benefit of the doubt.
- Minimizing sarcasm and being aware of instances in which you might be perceived as insensitive.
- Developing a sincere interest in co-workers and what is important to them.

Higher Dominance:

- May tend to request personal information too aggressively for it to feel natural.

Higher Extroversion:

- Attempts at rapport may be perceived as superficial.

Lower Patience:

- May be perceived as impatient.

On-the-Job Advice:

- Be less judgmental and evaluative in your day to day dealings with people.
- Ask others directly how things are going for them.
- If you have taken some of your staff for granted, take the time to talk to them, take them to lunch, or otherwise extend yourself.

Training and Education:

- Conversationally Speaking by Alan Garner. This book outlines strategies that teach the reader how to start conversations and ask the kind of questions that promote conversation.

Other Suggestions:

- Listen to the input of your family and close friends. They often have insights about your style and personality that others may not share as openly.

Interpersonal & Peer Relationships - Is pleasant, warm, and gracious.**Examples of Effective Behavior:**

- Is mindful of behavior at all times.
- Acts in a pleasant and gracious manner outside of work.
- Finds a role model who possesses admirable qualities.
- Asks supervisor for feedback on behavior.

Examples of Ineffective Behavior:

- Allows personal problems to effect professional behavior.
- Picks up bad behavior habits outside of work.
- Disregards feedback on behavior.
- Does not connect with customers.

Sales 1, because of the gap between your self-assessment and the perceptions of others with regard to this Key Behavior, you are encouraged to read the following paragraphs:

Potential Challenges and Issues:

- When others are not being gracious, it can be a challenge to set the example.
- Individuals who find it a challenge to interact with others may find it difficult to convey warmth.
- Not becoming impatient with people who operate at a slower pace.

Higher Dominance:

- May tend to take a stronger approach than is necessary.

Higher Extroversion:

- May be perceived as being aloof.

Lower Patience:

- May tend to drive a situation instead of hearing the other person out.

On-the-Job Advice:

- Find a co-worker who is warm and gracious and determine what it is about them that gives them those qualities.
- Don't interrupt or finish people's sentences for them.
- Make eye contact.
- Ask clarifying questions rather than demand that people get to the point.
- Become aware of your most frequent non-verbal signals of impatience.
- When you feel yourself becoming impatient with someone or something, pause for 5-10 seconds before speaking.

Training and Education:

- Ask your manager for feedback on your graciousness, ask for advice on what he/she sees as needing improvement.

Other Suggestions:

- Take a course in martial arts. This will provide a valuable education in discipline and self-control.