



CoreDevelop™ Report

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Job: Sales - Unique Value Transactions

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Understanding Your CoreDevelop™ Report:

About the Assessment:

The Devine Inventory® has been in use for over 30 years and provides information targeting 33 different behavioral areas and 12 competencies.

CoreDevelop™ Contents:

- **The Devine Inventory® Behaviors:** Thirty-three behaviors and their definitions
- **The Role of the Learner**
- **Emily Sample: At a Glance:** Summary of your matches to the Success Profile, plus a graphical chart displaying competency results.
- **Competency Breakouts:** Detailed display of behaviors and percentile scores that comprise the competency result, along with an explanation of the results.
- **Behavior Summary:** Graphical display of behaviors, scores and matches to the Success Profile.
- **Devine Inventory® Profile:** Detailed display of the individual's scores on a 0-9 scale, with explanation of the meaning of each score.
- **Growth & Development Review:** Provides explanations of behavior strengths and opportunities. For development areas, the New Behavior Model forms a vision for future success and the Growth Tips suggest actions and knowledge to create change.
- **Your Growth & Development Plan:** Helps synthesize key focus areas and create a development plan of action. Encourages collaboration with your supervisor for goal accomplishment.

The CoreDevelop™ Report will help you evaluate your match to the Success Profile™ which has been created specifically for the Sales - Unique Value Transactions position with your organization.

The Success Profile: Two major components.

1. First, the 33 behaviors are ranked according to their importance to fulfilling job requirements within the culture of your organization. The behaviors are ranked and presented in 3 pages of 11 behaviors each, with the first page of primary importance, the second page of secondary importance, etc.
2. The second component designates the required behavioral strength. The desired range of behavioral development scoring is designated within the overall 0 - 9 scale for each behavior.

Note: A Success Profile should only be prepared in consultation with a certified expert.

Behavior Match Considerations:

- A score is considered a match if it is in the desired success profile range or higher as long as it is not a "High Marginal" (9) score.
- Behavior scores that fall below the desired Success Profile range should be carefully reviewed as they can represent potential detractors to successful job performance.
- If the score is in the "High Marginal" (9) area, development is also needed.
- If a behavior has two scores (split score), it is not considered a match unless both scores are a match. The split score indicates that variances exist in the behavior pattern based on circumstances.



The Devine Inventory® Behaviors

Behavior

Aggressiveness
Authority Relationships
Closure
Commitment
Communications
Competitiveness
Concentration
Conflict Management
Creativeness
Decisiveness
Detail Orientation
Ego
Emotional Composure
Goal Orientation
Influence
Initiative
Instructiveness
Intensity
Intimacy
Learning
Listening
Mobility
Negotiating
Planning
Presentation Style
Response to Change
Schedule Orientation
Self Responsibility
Sociability
Structure
Task Completion
Time Competency
Vitality

Definition

Being assertive and taking charge.
Demonstrating cooperation and respect for leaders.
Agreeing upon and completing courses of action with others.
Supporting the organization's goals and directives.
Giving and receiving information.
Obtaining advantage through team or individual effort(s).
Focusing and avoidance of distractions.
Weighing in on and resolving differences.
Envisioning new options, either practical or theoretical.
Choosing a course of action with speed and ease.
Attention to facts and experiences making one a competent and skilled expert.
Gaining respect and demonstrating confidence.
Maintaining professionalism and poise.
Seeking challenges toward reaching objectives.
Gaining acceptance of ideas.
Taking action without being told.
Coaching, teaching or sharing information with others.
Effectively controlling stress.
Sensing what others are feeling and responding to their needs.
Advancing knowledge, skills and abilities.
Seeking to understand what others are saying.
Accommodating to requirements for moving about and/or travel.
Bargaining effectively for a strongly held position.
Thinking and organizing strategies, for either near or long-term.
Holding others' attention while presenting.
Modifying work practices to accommodate new direction.
Creating and meeting time commitments.
Taking personal accountability.
Building a network of relationships.
Creating order and staying organized.
Staying with a task until it has been thoroughly accomplished.
Managing time efficiently.
Maintaining energy and stamina.



The Role of the Learner

Learning is a continuous process based on personal motivation to construct meaningful experiences leading to growth and development.

What is an effective learner?

- > Demonstrates self motivation
- > Sets standards and holds self accountable
- > Exhibits natural curiosity
- > Listens carefully
- > Is willing to take risk
- > Invests time and energy
- > Acknowledges what is not known
- > Draws from different sources

How to use CoreDevelop™

- > Read the entire report carefully
- > Complete the Growth and Development Plan form
- > Do not try too many ideas at once
- > Arrange a time and place to discuss your plan with your supervisor
- > Focus the meeting on performance improvement
- > State your development goals and action plans
- > Discuss how your supervisor can help to support your development
- > Listen for understanding
- > Establish a follow-up date to review progress



Emily Sample: At a Glance

BehaviorMatch™

Total Matches

23

Top 11 Behaviors

4

Middle 11 Behaviors

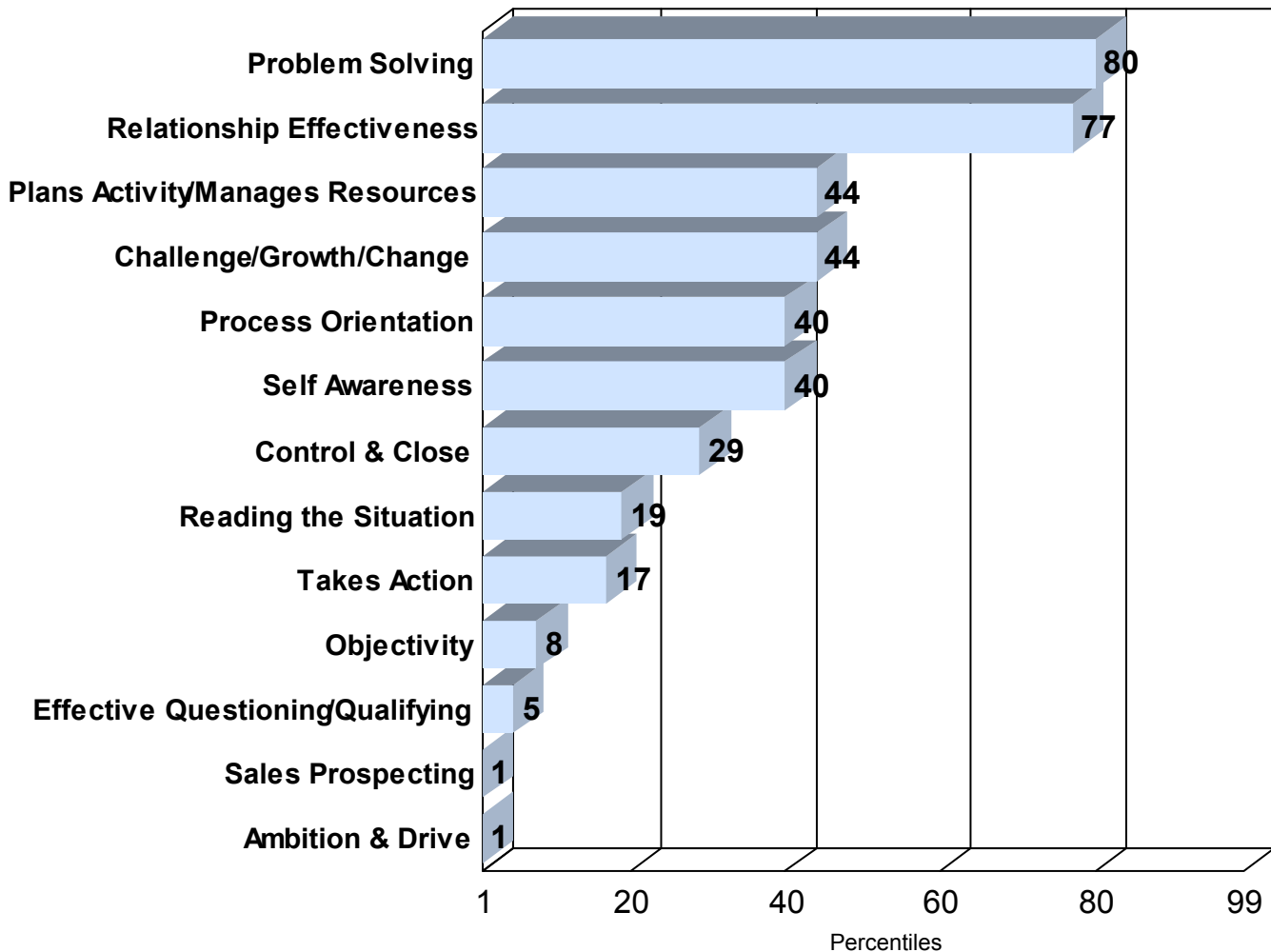
9

Bottom 11 Behaviors

10

Average number of matches for this Success Profile is 21.

Competencies





Competency Breakouts

- 80% Problem Solving** *(Salespeople with high scores in Problem Solving have the aptitude to assess a situation and envision solutions which meet the client's unique needs. They can differentiate their offering to more easily resist price pressure.)*
- | | | |
|-------------------------------|--------------|------------------|
| Listening (5) | Planning (5) | Creativeness (5) |
| (Mid) Emotional Composure (0) | Learning (8) | |
- 77% Relationship Effectiveness** *(Salespeople with high scores in Relationship Effectiveness place a high priority on personal relationships with their customers. They aim to rely on their relationships to give them competitive advantage.)*
- | | | |
|-----------------|------------------------|---------------------|
| Sociability (6) | Presentation Style (4) | Instructiveness (5) |
| Intimacy (8) | Communications (5) | |
- 44% Plans Activity/Manages Resources** *(Systematically plans to make the most effective use of resources)*
- | | | |
|---------------------|--------------|--------------------------|
| Time Competency (2) | Planning (5) | Schedule Orientation (4) |
| Structure (5) | Closure (6) | Concentration (4) |
| Instructiveness (5) | | |
- 44% Challenge/Growth/Change** *(Displays willingness to take the risk to change current comfort zone)*
- | | | |
|------------------|------------------------|----------------------|
| Mobility (6) | Response to Change (2) | Goal Orientation (1) |
| Initiative (2) | Learning (8) | Competitiveness (6) |
| Creativeness (5) | Decisiveness (4) | |
- 40% Process Orientation** *(Salespeople with moderate to high scores in Process Orientation have the organizational skill to effectively work a territory or group of accounts and can efficiently service the customer.)*
- | | | |
|------------------------|--------------------------|-------------------|
| Structure (5) | Task Completion (4) | Concentration (4) |
| Detail Orientation (3) | Schedule Orientation (4) | |
- 40% Self Awareness** *(Displays self-knowledge of strengths and needs to identify resources where there are gaps)*
- Self-Insight Rating (40)
- 29% Control & Close** *(Salespeople with high scores in Control & Close will naturally steer the sales process and move it toward a decision. This shortens the sales cycle by having the person lead rather than follow.)*
- | | | |
|---------------------|-------------------------|--------------------|
| Decisiveness (4) | Influence (6) | Aggressiveness (3) |
| Competitiveness (6) | Conflict Management (2) | |
- 19% Reading the Situation** *(Internalizes sales process but interprets individual situations correctly)*
- | | | |
|------------------------|-------------------------|------------------|
| Listening (5) | Emotional Composure (0) | Initiative (2) |
| Learning (8) | Creativeness (5) | Decisiveness (4) |
| Detail Orientation (3) | | |



17% Takes Action (*Displays resolve to follow through to honor commitments to self and others*)

Response to Change (2)	Self Responsibility (5)	Closure (6)
Decisiveness (4)	Initiative (2)	

8% Objectivity (*Participates while not taking things personally*)

(Inv) Self Responsibility (5)	(Inv) Sociability (6)	Conflict Management (2)
(Mid) Ego (5)	(Inv) Intimacy (8)	(Inv) Authority Relationships (8)
(Inv) Commitment (7)	Competitiveness (6)	

5% Effective Questioning/Qualifying (*Guides prospects effectively to the discover their own compelling reasons to buy*)

(Inv) Intimacy (8)	Listening (5)	(Mid) Emotional Composure (0)
Decisiveness (4)	(Mid) Detail Orientation (3)	(Mid) Ego (5)
Aggressiveness (3)	Conflict Management (2)	

1% Sales Prospecting (*Consistently and proactively reaches out for new business*)

Time Competency (2)	Vitality (0)	Intensity (4)
(Inv) Intimacy (8)	Sociability (6)	Communications (5)
Goal Orientation (1)	Initiative (2)	

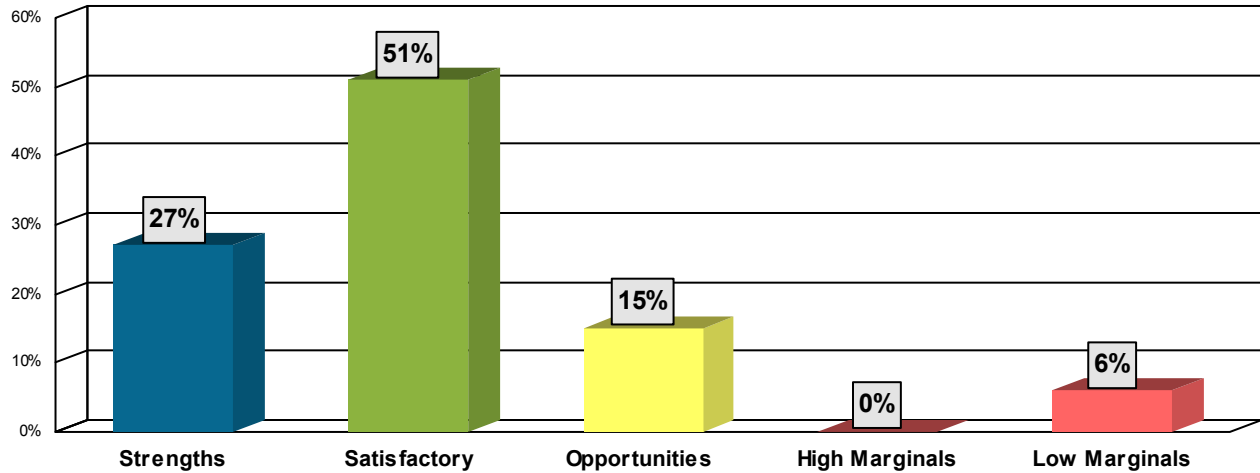
1% Ambition & Drive (*Salespeople with high scores in Ambition & Drive expect to win and will strive to be the best they can be. They rebound quickly from adversity and have persistence to do whatever it takes to get the job done*)

Time Competency (2)	Vitality (0)	Ego (5)
Goal Orientation (1)	Initiative (2)	



Behavior Summary

Behavior Scores



Strengths

- Authority Relationships (8)
- Closure (6)
- Commitment (7)
- Competitiveness (6)
- Influence (6)
- Intimacy (8)
- Learning (8)
- Mobility (6)
- Sociability (6)

Satisfactory

- Aggressiveness (3)
- Communications (5)
- Concentration (4)
- Creativeness (5)
- Decisiveness (4)
- Detail Orientation (3)
- Ego (5)
- Instructiveness (5)
- Intensity (4)
- Listening (5)
- Negotiating (3)
- Planning (5)
- Presentation Style (4)
- Schedule Orientation (4)
- Self Responsibility (5)
- Structure (5)
- Task Completion (4)

Opportunities/Marginals

- Conflict Management (2)
- Emotional Composure (0)
- Goal Orientation (1)
- Initiative (2)
- Response to Change (2)
- Time Competency (2)
- Vitality (0)

= is a match with Success Profile



Devine Inventory® Profile

TOP 11 BEHAVIORS (4 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
GOAL ORIENTATION (1) Believes it is impossible to live up to others' expectations.	self-satisfied/complacent						■	■	■	never satisfied
INITIATIVE (2) Needs quantifiable evidence to justify taking on new tasks.	direction required						■	■	■	oversteps boundaries
VITALITY (0) Exhibits an extremely low energy level with signs of tiredness or lack of alertness.	fatigued						■	■	■	compulsive energy
<input checked="" type="checkbox"/> EGO (5) Uses humor to inspire confidence in those who are overwhelmed by a serious situation.	self-deprecating						■	■	■	engineers recognition
TIME COMPETENCY (2) Appears to be working hard, but is accomplishing little.	wasteful						■	■	■	rigidly manages time
CONFLICT MANAGEMENT (2) Will conscientiously back away from confrontation rather than risk causing anger or displeasure.	retreats						■	■	■	orchestrates advantage
AGGRESSIVENESS (3) Occasionally disagrees tactfully with those in authority; tries to diminish negative reactions by being nice.	dominated						■	■	■	dominant
<input checked="" type="checkbox"/> COMPETITIVENESS (6) Tries to distract opponents to gain a competitive advantage.	group dependent						■	■	■	relentless push to win
<input checked="" type="checkbox"/> PLANNING (5) Understands the balance between long-term planning and handling day-to-day problems.	reactionary						■	■	■	dwells on future
<input checked="" type="checkbox"/> CREATIVENESS (5) Demonstrates capability to expand on new ideas; is alert to new developments.	unimaginative						■	■	■	inventive/impractical
EMOTIONAL COMPOSURE (0) Experiences strong feelings and perhaps frustrations from time-to-time.	volatile						■	■	■	controlled/un-demonstrative

= is a match with Success Profile

● = participant's behavior score

■ = desired range based on Success Profile



Devine Inventory® Profile

MIDDLE 11 BEHAVIORS (9 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<input checked="" type="checkbox"/> INFLUENCE (6) Advances ideas sincerely and in a manner that allows others to disagree.	passive					—	—	—	—	forces ideas
<input type="checkbox"/> DECISIVENESS (4) Gives sufficient consideration and time to the facts before making a decision.	agonizes				●	—	—	—	—	risky/impulsive
<input checked="" type="checkbox"/> LEARNING (8) Responds quickly to new learning experiences and shares information with co-workers.	resists				—	—	—	—	●	relentless pursuit
<input checked="" type="checkbox"/> LISTENING (5) Personal mannerisms convey that a message is unimportant, but the listener is still respectful toward the speaker.	selectively tunes out				—	—	—	—	●	suspicious/over attentive
<input checked="" type="checkbox"/> SELF RESPONSIBILITY (5) Continuously focuses on meeting responsibilities and expectations.	dodges blame				—	—	—	—	●	burdened
<input type="checkbox"/> NEGOTIATING (3) Makes too many allowances, giving adversaries stronger bargaining positions.	avoids/retreats			●	—	—	—	—	—	win at any cost
<input checked="" type="checkbox"/> CLOSURE (6) Expresses opinions and ideas in a positive, supportive manner.	false start/vacillates			—	—	—	—	●	—	non-productive push on
<input checked="" type="checkbox"/> INTENSITY (4) Periodically evaluates and makes changes to conditions that inhibit relaxation.	laid back				●	—	—	—	—	over stressed
<input checked="" type="checkbox"/> INTIMACY (8) Will not refuse a request for help; others notice his or her sacrifices and contributions.	impersonal			—	—	—	—	—	●	overly sensitive
<input checked="" type="checkbox"/> SOCIABILITY (6) Engages in social events; encourages interactions between others.	choosy/selective			—	—	—	—	●	—	contrived friendliness
<input checked="" type="checkbox"/> COMMUNICATIONS (5) Cooperatively participates in discussions to develop needed information.	restrictive			—	—	—	—	—	●	talks randomly

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile



Devine Inventory® Profile

BOTTOM 11 BEHAVIORS (10 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<input checked="" type="checkbox"/> PRESENTATION STYLE (4) Uses relevant examples, views and opinions to generate interest.	stiff				—	—	—	—		overly dramatic
<input checked="" type="checkbox"/> INSTRUCTIVENESS (5) Initiates the transfer of information to others that will benefit from it.	withholds/self-protective				—	—	—			over shares/preaches
<input checked="" type="checkbox"/> CONCENTRATION (4) Prepares well for a meaningful examination of the facts while staying focused on objectives.	unfocused/distracted				—	—	—			tunnel vision/over focused
<input checked="" type="checkbox"/> STRUCTURE (5) Adapts easily to new procedures for classifying, storing and retrieving information.	disorganized				—	—	—			rigidly organized
<input checked="" type="checkbox"/> TASK COMPLETION (4) Commits to completing most urgent/important tasks. Asks for help on matters that require special effort to complete.	depends on others				—	—	—			sets unrealistic
<input checked="" type="checkbox"/> DETAIL ORIENTATION (3) Hones technical skills while staying informed about new developments in area(s) of specialization.	disdains details				—	—	—			trivial pursuit of details
<input checked="" type="checkbox"/> SCHEDULE ORIENTATION (4) Balances various activities well and is able to accommodate last-minute schedule changes.	won't commit				—	—	—			over commits
<input checked="" type="checkbox"/> MOBILITY (6) Responds affirmatively to travel requests and is involved in the planning.	stationary				—	—	—			wasted motion/
RESPONSE TO CHANGE (2) Demonstrates ability to do a job well; resists change to develop new skills.	justifies status quo				—	—	—			enamored with change
<input checked="" type="checkbox"/> AUTHORITY RELATIONSHIPS (8) Fully supportive of authority by evaluating the appropriateness of initiatives and offering suggestions.	challenges/resistant				—	—	—			blind loyalty
<input checked="" type="checkbox"/> COMMITMENT (7) Volunteers to represent the company on special occasions to promote its services, products and practices.	entrepreneurial				—	—	—			loyalty to org. at all cost

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile



Growth & Development Review

Well Developed Strengths

There are certain behavior patterns that contribute to high-level performance. Knowledge about these behavior patterns can be especially useful when making choices about challenges-both now and in the future. Each strength that is well developed serves as a positive model or example for others. Analysis of your completed Devine Inventory indicates strengths in the following areas:

Behavior Strength: Authority Relationships (8)

With an adequate amount of experience and your ability to work well with those in higher authority, you are considered loyal, cooperative and supportive. Your responsibilities increase because you put the needs of the company first and safeguard privileged information. You are quick to defend company policies and work to promote goodwill.

Fully supportive of authority decisions, you are willing, at times, to make personal sacrifices to benefit the company. Though you feel a strong loyalty to the organization, you will not compromise a personal belief or confidence in order to get ahead.

Behavior Strength: Closure (6)

Others quickly come to trust what you say regarding business concerns or issues. You are straightforward and interested in closing the deal or concluding a business transaction. Your role is that of a helper and expeditor who moves things along and is always prepared to take the next step. You follow a structured routine that includes ongoing analysis, setting goals for follow-up meetings and clarifying unresolved issues. You are dedicated to the objective and focused on getting optimal results on time.

You are swift in concluding agreements and ready to expedite the process if the other party so wishes. Furthermore, you do not make assumptions about the other party's position. If others hesitate, you are inspired to readjust your strategy and find a way to make the deal work.

Behavior Strength: Commitment (7)

You are dedicated and committed to the organization. Rarely do you question the company's loyalty to its employees. Additionally, you dismiss any criticism of the organization and often volunteer to promote the company on special assignments. You trust those in higher authority. In fact, you are continually becoming more confident and less questioning of authority because you feel there is evidence of fair treatment. Your behavior helps promote a unified organization.

Behavior Strength: Competitiveness (6)

Individual competition is not something that scares you. Instead, you seek out challenges to develop and refine your skills and abilities. Others see you as courageous and full of conviction. You are willing to maintain strict self-discipline to prepare for whatever tasks and challenges you may face. Those in higher authority rely on you for special assignments, thus increasing your chances of getting ahead. While competing with others, you exhibit a high standard of ethics and fairness because you are not willing to sacrifice your personal values.

Behavior Strength: Influence (6)

You confidently express and push your ideas and views, especially with authority figures, in a way that does not alienate others. You always seem to know what to say to various individuals and exactly how to say it, to the point of using language that the other person will find appealing. You also do not waste the time of the person whom you are attempting to influence.

Refusing to be intimidated by skeptics who ask questions, you do not easily give up. In fact, you expect tough questions and will ask plenty of your own. Your core belief is that ideas expressed convincingly, openly and honestly have a good chance of materializing.



Behavior Strength: Intimacy (8)

You are naturally aware of and interested in the feelings, experiences and problems of others. As a result of your thoughtfulness and sensitivity, people keep you well-informed of their challenges. You offer encouragement whenever possible and often volunteer your assistance, always following through on your promises. Menial tasks even seem important to you if you feel you are helping alleviate someone's pain or distress. Direct involvement in situations that call for compassion is an enjoyable and satisfying part of your life. As a result, people turn to you for comfort and support.

Behavior Strength: Learning (8)

You are an active learner, always seeking new information that can add value to your efforts. Each person is a potentially valuable source of knowledge, in your eyes. This belief stimulates you to make contacts, ask questions and take mental or written notes about pertinent information. Sharing information with others is important to you and you are able to openly admit when you lack knowledge in a particular area.

You make a point of expressing appreciation for others' contributions to the learning process, and you strongly relate to well-informed colleagues. In your opinion, being knowledgeable is essential for anyone who wishes to contribute to the accomplishment of goals and objectives.

Behavior Strength: Mobility (6)

You prefer to be on-the-go and consider travel or frequently moving around necessary and useful for both work productivity and personal satisfaction. You are willing to meet extensive travel requirements in order to expedite results. You realize that being mobile is a service that must be given to an organization or activity. Not only are you ready to travel at a moment's notice, you also believe that travel broadens one's outlook on life. This may be why you consistently look for opportunities to travel or stay on-the-go in your job or personal life.

Behavior Strength: Sociability (6)

You enjoy socializing and making new friends. You realize that making contacts and maintaining good human relations are essential to getting the job done. Because of this, you make an effort to introduce yourself to new people in the work environment and to maintain and nurture contacts. One benefit of your sociability is that you learn about the talents and abilities of different people and can quickly identify sources of help. Also, others become aware of your talents and abilities and may call on you to help in solving problems. Because you socialize with others, people are more inclined to be open and expressive with you. When this type of natural communication exists, people trust and relate to one another better on a daily basis.



Development Opportunity: Conflict Management (2)

Current Behavior

- When differences arise, you feel somewhat uncomfortable and tend to withdraw from the situation. Because you have little experience in dealing with conflict, you have not developed the skills and self-confidence needed to manage these situations. You would rather be agreeable and compliant, maintaining peace and harmony whenever possible. You believe there is too little to be gained from making yourself vulnerable. When you retreat, however, you do not necessarily regroup or gather resources to better cope with the situation. Instead, you may refer confrontational issues to those who are more capable in dealing with them.

New Behavior Models

- The skill in being able to express differences of opinion to another person so the person responds positively and appreciatively is not developed overnight. It takes time, but it is a skill that can be learned. Observing people who are skillful can be beneficial in accelerating the process of learning. One should accept the fact that conflict because of differences between people will always be a fact of life. However, that does not mean that conflict which leads to disrespect or dissolution of relationships needs to occur. In the business of dealing with differences, you offer encouragement to get the differences out on the table, and an important first step has been taken. If you keep the differences the basis for discussion rather than taking them as a personal attack, it is easier to make progress in resolving differences or reaching agreement. When you feel yourself becoming emotional and your responses are likely to be an attack on the other person, back off. Such a momentary retreat will help in keeping discussions at a professional level in which there is mutual respect. Offering your opinions about what can be done to keep the discussion productive for yourself will open the door so that the other party becomes aware of the rules by which you wish to engage in the conflict-resolution situation.
- Fairness and conflict are not incompatible. Because you are able to recognize the importance of obtaining input from others, you are in a position to be respected and looked upon as a person who will put value on being well informed before taking action. From time to time, you will involve yourself in defending individuals who are intimidated by aggressive and insensitive persons. Although winning is important, it is not so important that the rights of people are overlooked. The challenge of relating to ruthless people will not be avoided because it is sometimes the price that one must pay in defending human values and ethical procedures and practices. For the best solution to a problem, those affected most must be consulted, and there must be a high degree of commitment to obtaining facts and promoting the belief that differences can be resolved peacefully. On those occasions in which you may feel no longer adequate, there will be no remorse in stepping aside to allow another to do what needs to be done. Solicitation of help or assistance from a variety of sources is always evident and reinforces the value that is placed upon obtaining high quality and enduring solutions.

Growth Suggestions

- When you anticipate that there may be conflict in a scheduled meeting, role play the discussion ahead of time so as to develop strategies for handling the situation which will help you feel more comfortable in reaching a productive outcome.
- When you have exhausted your arguments, "hang up the gloves" and continue the discussion at an agreed upon later time; leave the impression with the other person that you intend to reach a conclusion.
- Check with local learning institutions offering programs on debating and enroll; study the rules governing the debate and apply these rules when disagreeing with another person.
- When you find yourself experiencing disagreement with the views of another person, ask questions to discover underlying reasons for the different perspective.
- Crucial Conversations: Tools for Talking When Stakes are High*, by Kerry Patterson, Joseph Grenny, Ron McMillian, Al Switzler and Stephen R. Covey.
- Place emphasis on obtaining proof or verification of information as opposed to merely obligingly accepting what is said without questioning.
- Difficult Conversations: How to Discuss what Matters Most*, by Douglas Stone, Bruce Patton, Sheila Heen and Roger Fisher.
- Ask a third party to adjudicate disputes when you feel that you and the other party are unable to resolve differences.
- Attend a course on conflict management at a local college, university or use a web-based training module.
- Do not raise your voice or behave in a manner that is threatening to the other person.
- Agree on the rules for the discussion before engaging.
- Your Perfect Right*, by Robert Alberti and Michael Emmons.
- Resolving Conflict With Others and Within Yourself*, by Gini Graham Scott.
- Stand Up, Speak Out, Talk Back*, by Robert Alberti and Michael Emmons.



Development Opportunity: Emotional Composure (0)

Current Behavior

- You feel a great need to express yourself emotionally. You may display emotion by raising your voice, using strong language and/or using physical expressions. However, you may at times allow yourself to completely lose control. Others may question the credibility of your input because you may place emotional gratification above reasonable judgment. You need to create outlets in your life where you can safely express your feelings and find personal happiness; otherwise, disappointment and dissatisfaction may affect all other areas of your life, including work.

New Behavior Models

- The expression of emotions carries with it some opportunities, as well as some consequences. Certainly, such behavior draws the attention of others to concerns that you have which, if left unresolved, could result in diminished contribution. However, you should not lose sight of the fact that emotional outpourings also result in creating an identity as a troublemaker or difficult person. Saying how you feel in a well-balanced voice is an entirely different matter, since such control offers encouragement for others to engage in a dialogue with you without fear that things are going to get out of control. The important point here is that you convey your message better when you are in control. Under these circumstances, you are not pleading for help, you are requesting ideas and an exchange of thought. You want to continue to grow in your interpersonal relationships. Emotional balance enables others to see you as contributing to the improvement of performance, whereas imbalance will put you out of the mainstream of communications. This quality of balance is also more likely to cause others to seek you out for contribution to the problem-solving process.
- Making people guess about what you are thinking will not help in keeping real issues on the table so problems can be identified and effectively solved. Productive use of emotions is a two-way street, so you approach the use of emotions in a thoughtful, tactful, diplomatic manner. By properly containing your feelings so as not to display excessive anger, you will be seen as fair and as a person with whom and to whom others enjoy communicating their feelings. Such composure, however, should not prevent you from letting others know your opinions, ideas or attitudes. Keeping the morale of others at a high level is part of your makeup, and you will offer encouragement that problems can be overcome best by using or applying reasoning and logic. When you are asked how you feel about something, state your feelings. Don't always feel you have to wait to be asked. Even crisis situations will not bear witness to any out-of-control behavior on your part. You will hold to the belief that it is better for you personally to maintain composure, rather than do something that would shake the confidence of others and put your sound reasoning under question.

Growth Suggestions

- Take a short term course in stress management offered by a qualified professional or organization.
- Consider a regular physical examination to identify and eliminate any potential physical causes for emotionalism.
- Work off emotional frustrations through physical exercise, reading, or other activity that you find enjoyable.
- Clearly tell the other person the things you both agree on before dealing with the points of disagreement. This approach provides a positive starting point by building bridges between people.
- Wearing your emotions "on your sleeve" is a part of who you are and is displayed in both good (laughing) and bad (sharp response) situations.
- People rely significantly on non-verbal mannerisms during communications to fully understand the message. You are extraordinarily composed which can frustrate others because they do not receive the non-verbal cues they have come to depend on.
- Learn to gracefully exit yourself from potentially explosive situations; excuse yourself and leave; reestablish contact when you are more relaxed and constructively responsive. Speak courteously. Do not shout or use abusive language.
- The Dance of Connection: How to Talk to Someone When You're Mad, Hurt, Scared, Frustrated, Insulted, Betrayed, or Desperate*, by Harriet Lerner.
- Taking Charge of Anger: How to Resolve Conflict, Sustain Relationships, and Express Yourself Without Losing Control*, by W. Robert Nay.
- Anger Kills : Seventeen Strategies for Controlling the Hostility That Can Harm Your Health*, by Redford Williams .
- Emotional Prosperity for Life*, by Kevan E. Schlamowitz.
- Anger, the Misunderstood Emotion*, by Carol Tavris.
- Emotional Intelligence*, by Daniel Goleman.
- The Dance of Anger*, by Harriet Lerner.



Development Opportunity: Goal Orientation (1)

Current Behavior

- Your complacent nature and your belief that it is difficult to live up to others' expectations makes you less interested in being challenged with ambitious goals and objectives. You may avoid undertaking aggressive goals because you fear they will require an unacceptable level of personal commitment. Yet you expect consideration, understanding and protection from others who take up the slack. You may have had a past experience where you failed to accomplish a goal, making you wary of falling short again. It is true that when modest goals are set, the possibility of failure is reduced, but so is the possibility of contribution and recognition.

New Behavior Models

- Careful attention must be given to developing goals and objectives that are realistic. In your orientation, you must feel that it is well within the realm of possibility to accomplish the goals and objectives without resorting to some superhuman effort. It is one thing to talk about lofty goals. It is yet another thing to be practical. Fortunately, you are well aware of maintaining this perspective. Of course, this requires that you are able to make an honest assessment of your abilities and relate this to the demands of the situation. Sometimes, you may need an impartial judgment of your abilities from someone for whom you have respect. If this is the case, you will search out that advice. In addition, you will not throw all of your energies in one direction. There will be enough goals on which to concentrate, and your pride and need to achieve will keep you on the track.
- Once you have accomplished a goal, you will set a more demanding goal for yourself. In this manner, you strengthen yourself because you put your abilities to the test. It is necessary for you to consciously avoid being too easily satisfied. Having faith in oneself and making a useful contribution are seen by you as absolutely essential to being happy. Your belief that it is better to fail in accomplishing a great goal than not to have tried will have a positive effect on the morale of others around you. Encouraging others to demand much of themselves is part of your makeup. Those who know you well expect you not to be easily satisfied. The good example you set will draw other achievers to use your performance and attitude as examples for their own growth. Because you are alert to your own personal limits and those of others, you will not push in a way to break spirit and morale. Being able to adjust the pace is a particularly unique part of your rhythm of activity, and it serves to underscore the value that you place on the human side of the achievement process.

Growth Suggestions

- Review goals from time to time to ensure that they are realistic and possible to accomplish; then keep focused.
- Write down your personal and professional objectives. Take the time to note why the items you list, are truly important to you.
- Spend five minutes every day visualizing yourself attaining your goals; move toward your goals by doing one thing, every day, to reach those goals, even if it is a small step.
- Give others the opportunity to reach for the "brass ring" rather than taking all the "plum" opportunities for yourself. Take the time to show recognition and genuine respect for those who do an above average or outstanding job.
- Involve others in setting your goals whenever possible; review, with your family or those who are close to you, the goals that have been established so there is common understanding, comfort and commitment.
- Express appreciation when your accomplishments have been acknowledged. Learn to enjoy the moment by reflecting on the hard work it required to gain the sense of fulfillment you are experiencing.
- The Seven Habits of Highly Effective People*, and/or *Principle Centered Leadership*, by Stephen R. Covey, Ph.D.
- Maximum Achievement: Strategies and Skills That Will Unlock Your Hidden Powers to Succeed*, by Brian Tracy.
- Good to Great: Why Some Companies Make the Leap... and Others Don't*, by Jim Collins.
- Eyewitness To Power*, by David Gergen.
- Leadership*, By Rudolph W. Giuliani
- Winning*, By Jack Welch
- Iacocca: An Autobiography*, by Lee Iacocca.
- The Goal*, by Eliyahu M. Goldratt, Jeff Cox.
- How to Get Control of Your Time and Your Life*, by Alan Lakein.



Development Opportunity: Initiative (2)

Current Behavior

- You prefer to get specific direction from higher authority before starting new tasks and you will immediately seek counsel/direction if it has not been offered. You are cautious about taking on additional assignments beyond your normal work responsibilities and will waste time gathering unnecessary support from others. If someone in higher authority displays confidence in your performance, you may volunteer for a task or take a small degree of personal action without first getting approval. The problem with your approach is that issues may go unresolved because of the narrow focus of your attention.

New Behavior Models

- Regardless of your employment environment, it is appropriate to let others know that you will step up to problem situations, as opposed to avoiding them. Although some people are inclined to wait until someone orders them to do something, there are always those who will take it upon themselves to volunteer or offer their services. Such behavior stimulates team spirit, while, at the same time, preventing a buildup of problems. Quick action prevents problems from becoming more complicated and difficult to solve. Even though your help and assistance might be given outside your area of responsibility, it is usually appreciated. What this behavior indicates is that you are not placing limits on your opportunity to contribute. There may be instances in which your help may be rejected, but the motive behind your own initiative to assist will be appreciated. You are on your way as a self-starter, and that is a quality that eases the burden on higher authority. It does so in a manner that is usually well remembered when bigger challenges arise. If you are chosen for a larger assignment, there is little likelihood that you will refuse.
- Success in an organization depends on cooperating with others. This requires care and judgment to deliberately avoid taking on the responsibilities of others. Doing extra work is not a problem for you, particularly if it is clear that an important contribution will be made. In effect, you are ready to do whatever needs to be done. When others close to you do only what they are required to do, you will offer encouragement to them to be more self-initiating by your own example. At all times, you are conscious of not having to be told what to do. Your alertness to problems plays an important role in pulling resources together to prevent or correct them at an early stage. Prevention of problems is, in your mind, much less costly than corrective action. Even though you make it known to higher authority that you have solved a problem, you will also acknowledge when you have not been successful. This type of courage motivates and stimulates some persons to take chances on applying themselves as problem solvers, rather than silently standing by as observers. Those who take initiative will have their efforts mentioned by you because you realize the value of initiative as it affects the health of the business of which you are a part.

Growth Suggestions

- Ask your immediate supervisor to offer critiques and suggestions for improvement in your work performance.
- When you see a problem situation, volunteer to take an active role in solving it; express your desire to your supervisor.
- When approaching a problem or taking on a special project, don't be satisfied with your first ideas. Commit yourself to identifying all potential alternatives and when considering potential alternatives ask "why not?", not "why?".
- Constantly encourage individuals to think beyond the scope of defined duties and responsibilities so that they will step into situations as problem solving contributors, rather than always "taking the ball and running with it".
- Read articles about new developments in your field and make a list of ideas, methods, techniques and new technologies that can be integrated in the day to day work environment.
- Principles of Personal Power: Initiative and Leadership, Imagination, Enthusiasm, Self-Control (The Law of Success)*, by Napoleon Hill.
- The Seven Habits of Highly Effective People*, and *Principle Centered Leadership*, by Stephen R. Covey, Ph.D.
- 1001 Ways to Take Initiative at Work*, by Bob Nelson.
- Pulling Your Own Strings*, by Wayne Dyer, Ph.D.
- The Inner Game of Tennis*, by Timothy Gallwey.
- First Things First*, by A. Roger Merrill and Rebecca R. Merrill.



Development Opportunity: Response to Change (2)

Current Behavior

- Because you feel most comfortable devoting your full attention to a few tasks that you do well, you resist developing new specialties or trying practical approaches. You may also be unwilling to accept new people into the work environment. Because you tend to question the motives of those initiating change, others may come to see you as someone who is untrusting or unwilling to give new ideas a chance. Your behavior delays innovation and wastes time because the individuals presenting the change have to repeatedly explain their reasons.

New Behavior Models

- Experimenting is enjoyable because there is always some risk in pursuing the unknown. After all, change is inevitable, and you are part of that large group of people who will push for change by suggesting new ideas and expressing your feelings, attitudes and beliefs. They may differ from others, but that is no problem for you. That is to be expected. The behavior itself motivates expressions by others. Because you can speak convincingly, enthusiastically and with a deep sense of dedication and strong belief, you contribute to the interchange of ideas. Those who listen to you will not fear that you are on a radical soapbox because you do give deep thought to what you say and propose.
- Being complacent is, for you, not a desirable quality. Complacency suggests to you a pessimism about the future and one's ability to adapt. You are not nervous about the unknown, and you consciously make others feel confident in accepting new challenges. By auditing progress and being receptive to alternative solutions, you are minimizing emphasis in "luck" and emphasizing good thinking. Engineering change and making things happen is an enormously useful quality and skill, and when others display that quality, you observe, learn and incorporate the know-how into your own activity. As a change-responsive person, you keep in clear focus a purpose or objective in what you do. Change with purpose is productive, and that is your yardstick for involvement in change activity.

Growth Suggestions

- Visit other organizations where change management and transitions are being lead with a high degree of excellence.
- Volunteer for project teams that require developing and implementing new processes.
- Attend specialized courses on change management, aimed at increasing your ability to adapt to change.
- Demonstrate interest in knowing about new developments in your field of interest in your industry by reading current publications and asking questions of experts in the field.
- Find someone who has implemented change and is known as a change agent. Discuss what he/she does to successfully transition through the change process and overcome resistance to change.
- Show that you are willing to try new ideas by indicating your support and willingness to participate in their implementation; volunteer to be the first to try out new developments.
- Identify all the activities on your plate that cause you to be over involved in too many new initiatives. Prioritize only those that are critical to the successful achievement of your performance goals.
- Good to Great: Why Some Companies Make the Change and Others Don't*, by Jim C. Collins.
- Managing Transitions: Making the Most of Change*, by William Bridges.
- The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations*, by Peter M. Senge.
- Managing at the Speed of Change*, by Daryl Connor.
- Managing Change and Transition*, by Harvard Business School Press



Development Opportunity: Time Competency (2)

Current Behavior

- You prefer not to be confined to time management principles or to commit to specific deadlines to complete work. Though you appear to be working hard, you do not always optimize the use of your time and you may take longer than is necessary to complete the assignment. In other words, you may make more out of a job than is actually required by filling up your day with less important work. You may require closer supervision to help you better estimate the amount of time required to complete tasks. If others depend on your work output, failure to meet time requirements may result in others expressing a lack of confidence in your abilities. As a result, your future assignments may be of less significance to the company.

New Behavior Models

- Maintaining 100-percent efficiency may be a worthy goal, but it is unrealistic and you recognize that fact. What is important for you is to use your time well in the sense of maintaining concentration on priorities for which you are held accountable. The discussions you have with your supervisor will be directed toward properly arranging priorities to maximize application of your energies. Such an approach also prevents others from operating under the assumption that priorities have not been changed. This helps to reduce disappointment because expectations will be in line with changes that have been approved by supervision. More accurate tracking of progress becomes possible, and this makes for greater comfort in responding to extreme pressures when schedules are tightened. Cost containment and profit increases can then result without compromising the quality of work output. When you change priorities, you need to release yourself from tasks that are of least priority. You are ready to put tasks of less importance on the "back burner," so to speak. Top priorities get top attention and first call on your energies and abilities.
- Those who suspect that everyone else is loafing can cause resentment. This is a fact of which you are aware as you establish priorities and arrange your daily activity pattern. Because you demand full use of your time, you do not make the mistake of failing to allow a satisfactory degree of flexibility so as to adapt to new, changing or unpredictable circumstances. Even though you have become experienced about making reliable estimates about the amount of time required to accomplish goals and objectives, you don't push yourself to the point of becoming stressed in making commitments that cannot be kept. The good balance you maintain in allocating time and the quality of your output causes others to admire you as a performance-oriented person. Keeping yourself from having your attention diverted unnecessarily is part of making each day a productive one. In every sense of the word, you are an earner-one who obtains satisfaction in accomplishment. The manner in which you do your work is something that can be improved, and you will readily incorporate improvements, whether these improvements are self-imposed or suggested by others.

Growth Suggestions

- Review your completed monthly/daily log with your supervisor and discuss more effective allocations of your time.
- Visit a FranklinCovey retail store at a shopping center for tools, systems and tips on time management.
- Report acceptance of any additional work assignments which have occurred since agreement on priorities.
- Review your work and activity schedule at the beginning and end of each day, if necessary, so as to avoid conflicts and to allow ample time for dealing with top priority matters.
- Divide up your days and weeks into blocks of time to make it more manageable. Spend the most productive time of your day on the most critical priorities and complete these first.
- Work on more difficult tasks at the time of day when personal alertness and energy are at a peak. Keep a daily calendar book, one which has adequate space for notations, on hand.
- For a week, keep a log of how you spend your time. Write down the tasks you complete and how much time it took. Use this to adjust your schedule to spend the right amount of time on the highest priority work.
- Do not fill every minute of every day. Negative consequences result from counting every minute as important. A steady, balanced pace is usually more sustainable and productive.
- Attempt to pace your workload and commit interim timetables for completion on your calendar to avoid last minute cramming.
- The On-Time, On-Target Manager*, by Ken Blanchard and Steve Grottry.
- The Personal Efficiency Program*, by Kerry Gleeson.
- The Effective Executive Revised*, by Peter F. Drucker.
- How to Get Control of Your Time and Your Life*, by Alan Lakin.
- How to Get Control of Your Time and Your Life*, by Alan Lakin.
- The Time Trap*, by Alec MacKenzie.



Development Opportunity: Vitality (0)

Current Behavior

- You have a very low energy level and you quickly experience tiredness and fatigue. You often think about rest and, by the end of the day, are completely worn out. You do not give enough attention to maintaining good health and fitness habits, and you push yourself beyond your energy levels. Instead of instituting a regular conditioning routine, you use any free moment to relax and catch your breath.

New Behavior Models

- No one has to consistently remind you that you should pace yourself intelligently so as not to take on too much physical activity or to put yourself under unnecessary strain or duress. From time to time, you will examine your scheduled commitments and make provision for proper exercise, rest and relaxation. The new schedule may not be kept 100 percent, but any variation which results in extreme tiredness will be sharply corrected. If there are ideas about health presented on television, in newspapers or by colleagues, you will ask questions and give serious thought to incorporating them into your activity pattern. Already, at this point in your career, you are becoming more active and communicative about health and vitality. Because health and well-being are personal matters, you will be somewhat cautious about integrating fads or unproved and unscientific approaches and routines into your own life style. Still, there is some tendency on your part to occasionally take good health and energy for granted, a matter which should prompt you to be more vigilant and attentive to keeping up with a regular pace and routine.
- Care and good judgment are reflected in the manner in which you establish and maintain sound health, dietary and exercise patterns. Physical health and energy are high priorities for you. Obviously, there is personal motivation behind your efforts and, occasionally, you will share with others your experiences and insights in an effort to spark those who may not be motivated. However, you are aware that over-pressuring others is a tactic to avoid. When exchanging ideas, you don't dramatize your activities as anything more than a model that works for you. If you are arranging work activities or schedules for others, you will take into consideration the various and different levels of energy. This helps in sustaining best possible conditions for alert contribution. Not only does this predisposition relate to persons, it also applies to the environment itself. Any practices that are inconsistent with maintaining and promoting physical and mental health will continue to be reported by you to appropriate sources of higher authority for resolution.

Growth Suggestions

- Try any number of aerobic exercise regimens on the advice of your physician.
- Elicit professional help, if necessary, for ending smoking or chemical or other addictive problems.
- Check you nutritional requirements, shop selectively for foods. Keep a balanced diet.
- Obtain information from knowledgeable sources regarding actions that you can take in preparing for different jobs.
- Maintain appropriate personal habits and practices consistent with work requirements and outside of work activities.
- Elect certain therapeutically restful and relaxing regimens (massage, meditation, yoga, etc.). Promote a wellness concept at your workplace.
- Participate in group problem solving sessions aimed at maintaining high levels of morale and high caliber work performance.
- Maintain good health habits and an appropriate balance between work, rest and relaxation; have regular physical, dental and optical examinations.
- Not everyone can maintain rigorous physical exercise regimens. Be tolerant of those that have lower energy levels than yourself or are unable to sustain regular health and wellness habits.
- Make a list of those things that most often deplete your energy and stamina. Determine if some of these "drainers" can be dropped or modified from your routines.
- Obtain recommendations from your physician on best exercise regimen for yourself and follow through consistently. Arrange a schedule to accommodate physical conditioning activities.
- You Don't Have to Go Home from Work Exhausted*, by Ann McGee-Cooper, Duane Trammell and Barbara Lau.
- Dr. Isadore Rosenfeld's Breakthrough Health 2004*, by Isadore Rosenfeld.
- Become An Energy Addict*, by Jon Gordon.
- If you are a male, Turning Back the Clock*, by Bob Arnot, M.D.
- The Aerobics Program for Total Well-Being*, by Kenneth H. Cooper.
- Food: Your Miracle Medicine*, by Jean Carper.



Your Growth & Development Plan

INSTRUCTIONS:

1. Read your CoreDevelop™ report.
2. Complete each of the three sections below.
3. Be clear, specific and realistic on what you expect from yourself and your supervisor.
4. Meet with your supervisor to discuss your development plan ideas.
5. Listen for understanding.
6. Commit to development actions with your supervisor.
7. Establish a follow-up date with your supervisor.

STEP 1: YOUR STRENGTHS

From Devine Inventory® results, list the top 3-5 strengths you consider most critical for successful job performance. Provide on-the-job examples.

Behavioral Strengths	Work Examples

STEP 2: YOUR DEVELOPMENT NEEDS

From your Devine Inventory® results, list below the top two growth and development needs related to your job requirements.

Next, select and list 1 or 2 Growth Suggestions activities from the CoreDevelop™ report for each behavior listed below. Growth Tips are development actions that you and your supervisor agree will be most important for your growth over the next year. Also reflect back on growth and development needs identified during your last performance review.



Behavioral Needs	Growth Suggestions*/Action Items <i>(completed by employee)</i>

** May be selected from your CoreDevelop™ report*

STEP 3: SUPERVISOR'S COACHING AND SUPPORT

Identify help and support your supervisor can provide to enhance your performance on the above development needs.

STEP 4: SIGNATURES

Employee Signature

Date

Supervisor Signature

Date

Follow-Up Date: ____/____/____