

Top 3 Competencies

This individual scored the highest on these three competencies:



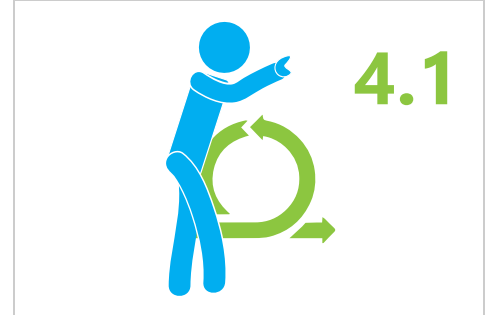
Influencing

The extent to which one convinces others to take a specific position or action through the effective communication of ideas.



Planning and Organizing

The extent to which one engages in logical and systematic thinking to develop meaningful plans for executing goals.



Resilience

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

Key Insights

Job Match



3.5

FAIR

Relevance 100.00 %

COMPETENCY MATCH

A measure of behavioral traits and their impact on the key competencies for the role



LEADING CHANGE



The extent to which one leads the successful implementation of new business practices or ideas.

- Criticism Tolerance - Interprets criticism objectively; is likely to seek feedback and input from others when championing a change initiative.
- Follow Through - Will likely follow through by ensuring team members are on board to successfully accomplish a change initiative.
- Multitasking - Is likely motivated by managing unpredictable and constantly changing environments; should lead others to adapt well through change initiatives.
- Realistic Thinking - Is able to make pragmatic recommendations for driving change across the business.
- Work Intensity - May find it difficult to adapt to frequent changes and to motivate others to adjust.

Criticism Tolerance



Follow Through



Multitasking



Realistic Thinking



Work Intensity



ENGAGING COMMUNICATION



The extent to which one engages others and inspires action through communication.

- Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Multitasking - May become distracted and not fully pay attention when communicating with others.
- Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.
- Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

Assertiveness



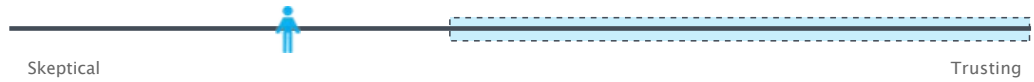
Interpersonal Insight



Multitasking



Positive View of People



Sociability



DRIVING RESULTS



The extent to which one ensures goals are met through support and accountability.

- Detail Interest - May spend too much time on the details at the expense of completing tasks in a timely manner.
- Follow Through - Is likely to persist and place high importance on completing all tasks assigned.
- Multitasking - Is likely to thrive in an environment with multiple work demands; is able to efficiently switch between tasks to ensure results are achieved.
- Process-Focused - May spend more time planning versus doing the work, potentially impeding the ability to drive results effectively.
- Realistic Thinking - Tends to take a practical approach to work; will focus on achieving tangible results.
- Work Intensity - May lack a sense of urgency which could inhibit the ability to inspire high effort and urgency in others.

Detail Interest



Follow Through



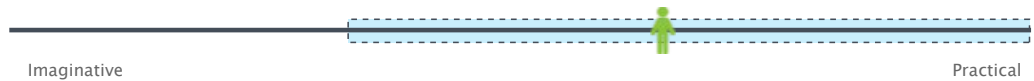
Multitasking



Process-Focused



Realistic Thinking



Work Intensity



INNOVATION



The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

- Cautious Thinking - May be overly cautious or risk averse when generating new ideas.
- Criticism Tolerance - Is open to receiving feedback from others and should seek this to improve on innovation and ideas.
- Multitasking - May be so busy managing multiple demands that little time is allotted to innovate.
- Objective Thinking - Is capable of balancing intuition with facts when generating new ideas or considering



possibilities.

- Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.
- Reflective Thinking - Has a need to understand underlying business processes at a deep level, which is beneficial when considering alternative and innovative approaches.
- Work Intensity - May be more laid back and not see the value to quickly innovate or improve.

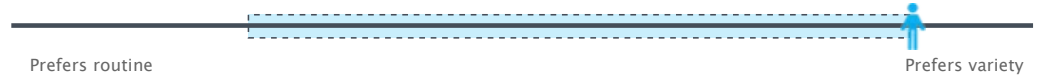
Cautious Thinking



Criticism Tolerance



Multitasking



Objective Thinking



Realistic Thinking



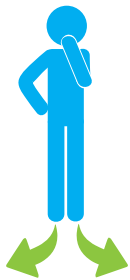
Reflective Thinking



Work Intensity



MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - Is likely to carefully consider potential risks when making decisions.
- Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.
- Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

Cautious Thinking

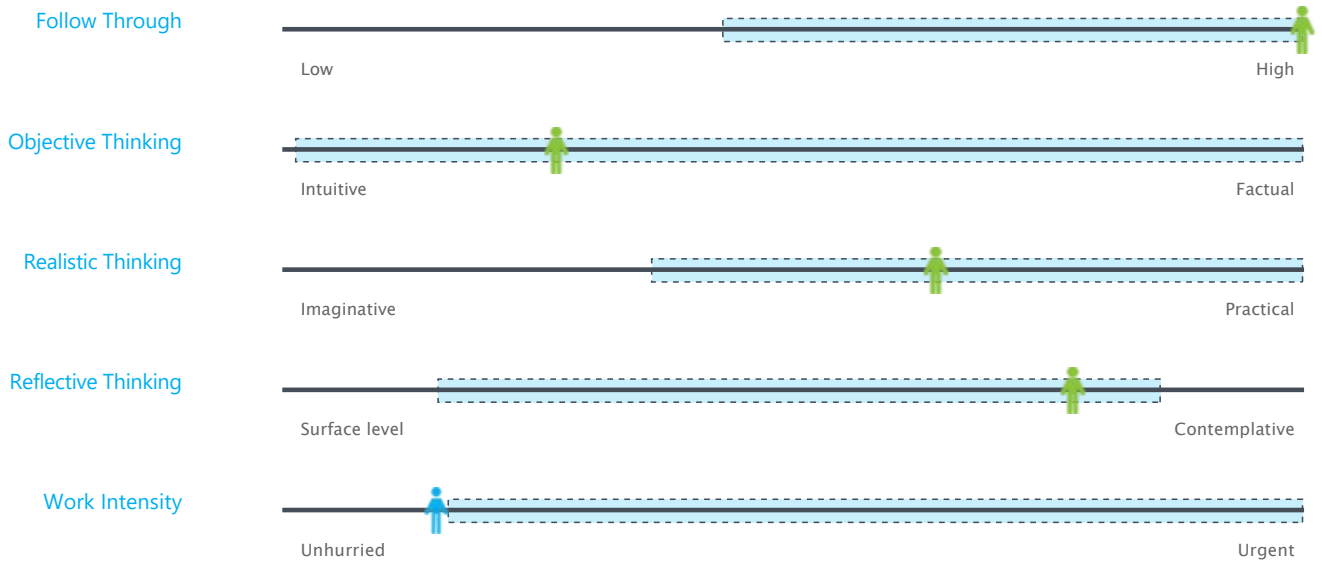


Criticism Tolerance



Detail Interest



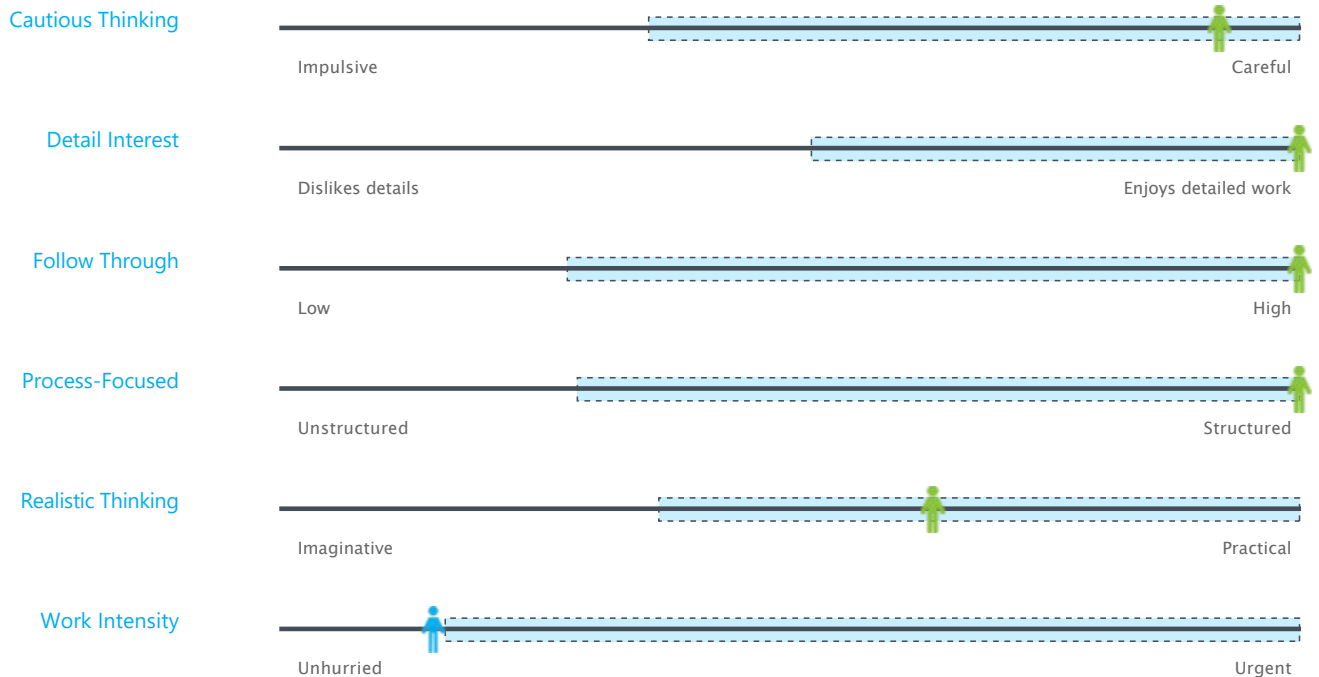


PLANNING AND ORGANIZING



The extent to which one engages in logical and systematic thinking to develop meaningful plans for executing goals.

- Cautious Thinking - Tends to be careful and conservative when creating plans.
- Detail Interest - Is capable of attending to details when needed to developing plans.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- Process-Focused - Is likely to emphasize organization and structure in day-to-day activities.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.



RELATIONSHIP MANAGEMENT

The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.





- Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.
- Sociability - Is outgoing and should naturally build solid relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

Accommodation



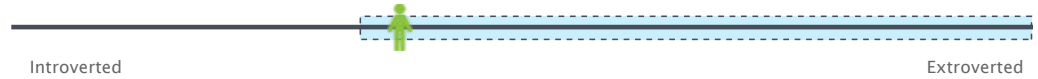
Criticism Tolerance



Optimism



Sociability



Social Restraint



RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - May avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting expectations or deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.
- Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Should be able to express frustration appropriately and vent in a healthy manner.

Accommodation



Criticism Tolerance



Optimism



Realistic Thinking



Reflective Thinking



Social Restraint



INFLUENCING



The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

- Accommodation - Is able to show a sincere concern for others, which may help when influencing coworkers and customers alike.
- Assertiveness - Is comfortable voicing opinions to convince others to adopt a course of action.
- Follow Through - Is comfortable following up with others to reinforce their commitment to an idea.
- Sociability - Is moderately social, which will help to influence and understand the needs of others.
- Social Restraint - Demonstrates consistent and controlled reactions regardless of pushback from others.

Accommodation



Assertiveness



Follow Through



Sociability



Social Restraint



RICHARD CAMASTRO

Sales Manager

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Interview Date: _____

OPENING QUESTIONS

1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?

2. Tell me about what attracted you most to this position. What prompted you to apply for this job?

3. Describe your ideal work environment. In what type of work culture do you feel you perform best?

4. We all have preferences when it comes to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do you prefer from a manager? Why do you feel this helps you work most effectively?

COMPETENCY QUESTIONS

LEADING CHANGE

Think of a time when you had to help lead a change initiative in your organization or area. What actions did you take to ensure that the change was implemented and working as expected? What resulted from your actions?

ANSWER:

Describe a time when you anticipated the need for a change in your company. How did you realize that the change was necessary and how did you proceed? What was the result?

ANSWER:

ENGAGING COMMUNICATION

Tell me about a situation where you had to vary your communication approach according to the audience that you were addressing and the type of information you were sharing. What was the situation? What did you do? How did you determine whether your approach was effective?

ANSWER:

Tell me about a time when you had to facilitate a group discussion in order to clarify issues and/or establish strategic direction. What was your approach? What was the outcome?

ANSWER:

DRIVING RESULTS

Tell me about a time when you had to lead a group in accomplishing a specific goal. How did you ensure that the goal was met? Were there any barriers? What did you do? What was the result?

ANSWER:

Sometimes in spite of our best efforts, work projects don't go as smoothly as we would hope. Tell me about a time when you were leading a challenging project, and it was hindered by a barrier or setback. How did you handle the obstacle? What was the outcome?

ANSWER:

INNOVATION

Give me some examples of your most innovative business ideas. What were they and what issue(s) did they address?

ANSWER:

Tell me about a time when you generated an innovation or idea that was ultimately unsuccessful. What was the situation? Why didn't the idea work? What lesson did you take away from the experience?

ANSWER:

MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

PLANNING AND ORGANIZING

Tell me about a recent time when you had to plan a project or some work you had been assigned. What was the assignment or project? Describe your approach.

ANSWER:

Tell me about a project that you were responsible for planning that did not go as smoothly as you would have liked. What did you do? If you could redo the planning of the project, what would you do differently?

ANSWER:

RELATIONSHIP MANAGEMENT

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

INFLUENCING

Have you ever had to persuade a coworker or manager to accept an idea that you knew they would not like? What was the issue? How did you go about convincing them? How successful were you in getting them to change their mind?

ANSWER:

Tell me about a recent work experience when you tried to persuade a colleague or customer of something and were unsuccessful. What was the situation? What did you do? What would you do differently next time?

ANSWER:

FOLLOW-UPS

For the following competency(ies): **Resilience**, the candidate scored **above** the match area for Accommodation.

Tell me about a time when you took an unpopular position at work. What was the situation? What was most challenging for you?

(Listen for an ability to be direct and speak up when needed.)

For the following competency(ies): **Engaging Communication**, the candidate scored **above** the match area for Assertiveness. When you are working as part of a team, what is your style in interacting with others? Do you try to 'go with the flow' or take the lead? How do you think your approach impacts the team dynamics? Have you received any positive or constructive feedback on your interpersonal style?

(Listen for an ability to get along smoothly with others, and to exert influence without coming across as a poor listener.)

For the following competency(ies): **Innovation**, the candidate scored **above** the match area for Cautious Thinking. Tell me about a recent decision you had to make at work. What did you take into account? What was the timeline? What was the outcome?

(Listen for a tendency to balance thoroughness of evaluating a decision with timeliness. Did the individual overthink the issue?)

For the following competency(ies): **Driving Results, Making Sound Decisions**, the candidate scored **above** the match area for Detail Interest. When you are organizing a project, what types of activities do you prefer to do yourself and what do you give to others? Give me examples from a recent project.

(Listen for a tendency to be too involved in details personally or to become overly focused on the details.)

For the following competency(ies): **Engaging Communication, Innovation**, the candidate scored **above** the match area for Multitasking. What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?

(Listen for a tendency to become easily bored or uninterested in the work.)

For the following competency(ies): **Relationship Management, Resilience**, the candidate scored **below** the match area for Optimism. Describe a situation in which you were frustrated by the obstacles you faced when trying to achieve an important goal at work. What caused the frustration? How did you handle it?

(Listen for an ability to persist in the face of difficulty and not let negative thoughts impact work performance.)

For the following competency(ies): **Engaging Communication**, the candidate scored **below** the match area for Positive View of People. What is your general approach in building work relationships with others? Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you gradually come to trust someone? What work experiences have led to this point of view?

(Listen for a tendency to be skeptical or suspicious of others, rather than trusting and being open to others.)

For the following competency(ies): **Driving Results**, the candidate scored **above** the match area for Process-Focused. We all have times at work where things get very busy, even overwhelming. Tell me about a time when you were faced with a lot of challenges or projects. How did you deal with this? What was the outcome?

(Listen for a tendency to focus on process or quality so much that it prevents the individual from getting the work done on time. How has the individual been able to balance a focus on process and getting it 'just so' with efforts to meet deadlines or quotas?)

For the following competency(ies): **Engaging Communication**, the candidate scored **below** the match area for Sociability. Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

(Listen for the ability to engage others socially when needed.)

For the following competency(ies): **Driving Results, Innovation, Leading Change, Making Sound Decisions, Planning and Organizing**, the candidate scored **below** the match area for Work Intensity. Describe a time when you were responsible for a project at work that required a fast response or had a really short deadline. What did you do? How did you feel working under these circumstances? What was the result?

(Listen for a tendency to work more deliberately and slower than is ideal. Can the individual adjust their work intensity to meet the demands of the situation? What impact does this have on the individual?)

RICHARD CAMASTRO

Sales Manager

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ONBOARDING AND DEVELOPMENT

Getting Started

Understanding how your unique characteristics match the job is an important step in your development. Use this Development Guide to help leverage your strengths and close behavioral gaps.

Keep the following in mind as you review the guide:

- Don't worry, this isn't a general how-to guide for your life. The development feedback is specific to you in relation to the behaviors needed for job success.
- Strengths and gaps were uncovered by your assessment responses, and as such, may reflect your self-perceptions. Others may see you differently.
- Remember, everyone has strengths and gaps. Treat the suggestions below as a friend giving you tips for success.

Take notes as you read, to help create an action plan to accelerate your development.

Leveraging Strengths

Leveraging Your Follow Through Skills

(this may impact the following competency(ies): Driving Results, Influencing, Leading Change, Making Sound Decisions, Planning and Organizing)

Your ability to follow through is ideal for this role. Leverage this strength by committing to work tasks in which completion is critical to the organization.

Help others who may struggle with follow through by motivating and encouraging them to complete work.

Leveraging Your Multitasking Skills

(this may impact the following competency(ies): Driving Results, Leading Change)

Your ability to multitask is ideal for this role. Leverage this strength by multitasking smartly. Group together tasks that require a similar skill, mindset, or level of concentration. By streamlining your process, you can complete tasks with greater efficiency and ease.

To maximize your productivity, differentiate between those projects that require focus and those you can multitask. There are some tasks that you can easily dip in and out of without sacrificing quality. However, other tasks require your undivided attention for a solid period of time.

Because you are comfortable multitasking, you can use down time wisely by saving small, easy tasks for those brief windows of extra time you may find throughout the day. For example, if a meeting ends early or a task takes less time than expected, use that ten minutes to send an e-mail or organize your calendar.

Leveraging Your Realistic Thinking Skills

(this may impact the following competency(ies): Driving Results, Innovation, Leading Change, Making Sound Decisions, Planning and Organizing, Resilience)

Your realistic thinking is ideal for this role. Leverage this strength by proposing practical, outcome-oriented solutions to issues facing your organization. Rely on lessons learned from past experiences and find ways to apply these successful solutions to your work today.

Others may have a more difficult time understanding the feasibility of ideas, so make sure you define constraints and clearly explain your thinking to help garner consensus on practical solutions.

You have an ability to focus on immediate problems, so find ways to connect these immediate needs to long-term goals. This will help others focus on solving pressing issues while ensuring you are in alignment with overall strategic plans.

Leveraging Your Interpersonal Insight Skills

(this may impact the following competency(ies): Engaging Communication)

Your interpersonal insight is ideal for this role. Leverage this awareness to appropriately adjust your behavior as you interact with others.

You have a natural ability to understand the feelings and behaviors of others. Use this ability to build strong relationships by demonstrating empathy and understanding.

Help someone who struggles with reading people. Observe the person and provide specific feedback on how the candidate could achieve a better result.

Leveraging Your Accommodation Skills

(this may impact the following competency(ies): Influencing, Relationship Management)

You are naturally helpful, so look for ways to help others daily. Helping someone complete a task or offering advice goes a long way to building lasting work relationships.

Leverage your natural tendency to accommodate others by connecting with new people every day to make them feel welcome.

Try to connect people that have things in common. Make introductions when people do not know each other.

Leveraging Your Assertiveness Skills

(this may impact the following competency(ies): Influencing)

Your assertive nature is ideal for this role. Leverage this strength to ask for what you or your key customers need to be successful (such as resources, support, or development training).

Practice expressing your ideas clearly, directly, and concisely to ensure that others understand your message.

You are comfortable standing up for what you believe in while maintaining a respectful demeanor. Use this to your benefit to champion for your customers or team. Be an advocate for those who rely on you.

Leveraging Your Sociability Skills

(this may impact the following competency(ies): Influencing, Relationship Management)

Your sociability is ideal for this role. Utilize this strength to build strong work relationships both within and outside of your organization. This will create a strong professional network which you can leverage throughout your career. Use social gatherings and online platforms to maintain your social networks.

Make the most out of your social interactions by refining your interpersonal communication. Ask for feedback from a trusted mentor or friend, and commit to leveraging feedback to improve.

Use social interactions to learn about the motivations and needs of others. Leverage this knowledge to better serve your customers and work with your colleagues.

Leveraging Your Social Restraint Skills

(this may impact the following competency(ies): Influencing, Relationship Management, Resilience)

Your social restraint is ideal for this role. Others likely perceive you as being approachable and tactful. Leverage this by engaging in meaningful conversation and being an active listener.

Set an example for others by maintaining composure during times of stress or interpersonal conflict. Your ability to react calmly and appropriately will be an asset when navigating tense situations.

Leveraging Your Criticism Tolerance Skills

(this may impact the following competency(ies): Innovation, Leading Change, Making Sound Decisions, Relationship Management, Resilience)

Your ability to tolerate criticism and feedback is ideal for this role. You are likely to interpret feedback appropriately, and focus on the message,

rather than having an emotional reaction to the information (or discounting it altogether). Use this to your advantage by applying the lessons learned from criticism or suggestions from others to improve your work performance.

Many coworkers get discouraged when they receive criticism. However, sometimes some of the best lessons you learn at work will come from observations from others or performance improvement suggestions from a boss or mentor. Leverage your objective outlook to take feedback to heart and consistently work to improve your skill set.

Help others see the value of feedback and critical discussions. If you can help to establish a positive feedback culture at work, and react in a positive way to criticism from others, you can help create a culture of accountability and open communication. Your willingness to hear what others have to say will go a long way towards improving work performance.

Leveraging Your Objective Thinking Skills

(this may impact the following competency(ies): Innovation, Making Sound Decisions)

Your objective thinking is ideal for this role. Leverage this strength by finding opportunities to solve problems and make decisions. When your team is faced with a challenge, volunteer to consider options and propose fact-based actions.

Share your decision making process to help others understand how you arrived at your conclusions. Explain your thinking and share the facts that you considered. Speak up in meetings and volunteer your point of view.

Your ability to be objective makes you less likely to take things personally. Utilize this strength by asking for feedback and constructive criticism to help you improve.

Leveraging Your Reflective Thinking Skills

(this may impact the following competency(ies): Innovation, Making Sound Decisions, Resilience)

Your reflective thinking is ideal for this role. Leverage your preference for careful consideration to research relevant data and information. Plan ahead to ensure you have given yourself enough time to gather the facts before you need to take action.

Often, our work day is so busy with action oriented tasks, that it can be difficult to find time for thoughtful consideration. Schedule time to allow yourself to think without distractions. You may also want to schedule meetings with others for the sole purpose of thinking through ideas and solutions.

Leverage all the resources at your disposal for fact-finding. Don't be afraid to get creative when seeking information. Look cross-departmentally, pick the brains of colleagues and mentors, and leverage professional networks.

Leveraging Your Cautious Thinking Skills

(this may impact the following competency(ies): Making Sound Decisions, Planning and Organizing)

You have an ideal level of cautious thinking for this role. Leverage your ability to be balanced in how you take risks. Voice your opinion and ask questions to ensure your concerns are being heard and addressed. Remember to be decisive once your mind is made up.

If others make decisions too quickly, ask questions to help them consider contingencies or long term consequences. If others make decisions too slowly, help them see the impact of not making timely decisions.

Share your decision making process with others. At what point do you feel secure to make a decision? How do you weigh your options? Mentor others and help those who are more indecisive to better evaluate and commit to decisions.

Leveraging Your Detail Interest Skills

(this may impact the following competency(ies): Planning and Organizing)

You have a natural ability to pay attention to the right amount of details. Use this skill to connect with others and adjust to your environment.

Leverage your attention to detail to help the organization avoid errors. Don't be afraid to speak up when you see a mistake that needs correcting.

Help others to understand the importance of the details but also the importance of staying grounded in the big picture.

Leveraging Your Process-Focused Skills

(this may impact the following competency(ies): Planning and Organizing)

Your process-focused work style is an asset in this role, so find opportunities to create or improve processes for areas under your responsibility. Document successful processes and share them with others.

Take the initiative to organize your work environment. Others will appreciate your effort and your team will benefit from an efficiently composed work space.

When working in teams, volunteer to create detailed project plans. Use this plan to keep everyone in alignment and on track for completion.

Closing Gaps

Improving Your Detail Interest Skills

(this may impact the following competency(ies): Driving Results, Making Sound Decisions)

Be cautious of getting so bogged down in the details that you lose sight of the larger picture. Step back occasionally to ensure that the task you are working on is contributing to the overall goal. Ask yourself, how critical is this detail? What impact will it have? Is this detail worth the time required?

Avoid spending so much time on details that you miss a deadline or delay a project. Commit to a finite time frame and move on once you have completed the task. Sometimes things do not need to be perfect. Consider how much your time is worth and if this level of detail is necessary to effectively complete the task. If you're not sure, ask coworkers for feedback on whether the level of detail you're providing is beneficial.

Be cognizant of how others want to receive information. While you may be interested in understanding all the details and nuances, others may prefer to hear just the highlights. Before you present information, ask yourself, who is the target audience? Do they need to know the details? After you communicate, ask for feedback to determine whether or not you conveyed the appropriate level of information.

Improving Your Process-Focused Skills

(this may impact the following competency(ies): Driving Results)

Be careful that your desire for organization does not cause you to become inflexible and overly frustrated by unexpected changes. Take a moment to understand why the change is occurring, and how you can adjust your process to accommodate this change. Then, accept the change and move forward.

Ask your boss or a trusted mentor to give you examples of a time when your organized approach was a hindrance rather than an asset. Learn to recognize similar situations and modify your approach accordingly.

Spend less time planning your actions, especially at the detail level, and more time implementing them. Record the amount of time you spend each week organizing your workspace or planning your activities. Try to reduce this time a little each week.

Improving Your Work Intensity Skills

(this may impact the following competency(ies): Driving Results, Innovation, Leading Change, Making Sound Decisions, Planning and Organizing)

Set deadlines and stick to them. For longer term assignments, identify small, intermediary steps and assign a deadline to each one. Track your progress as you complete each step.

If you find yourself lacking energy during the day, try to determine why and address the cause. Do you get enough sleep or exercise? Is there something on your mind that is draining your energy?

Don't jump back and forth between tasks. It's easier to maintain your focus when it isn't divided. Finish the most important tasks first and then be purposeful in your intent to complete the rest.

Improving Your Assertiveness Skills

(this may impact the following competency(ies): Engaging Communication)

Avoid interrupting and practice active listening when communicating with others. At the end of conversations, summarize back what you heard to ensure that you understood the other person's point of view. Ask questions prior to giving your opinion. Remember, if you are constantly expressing your opinion to the exclusion of others', you may be tuned out.

Assertiveness can sometimes be perceived as negative. Consider whether your requests sound overly directive. Do your questions sound more like demands than requests? Do you consider other people's priorities and timelines before you petition for their help? Use kinder, more diplomatic language to encourage collaboration and feedback.

To avoid sounding abrasive, remember to confront the issue instead of the person. Avoid exaggerations and opinions.

Improving Your Multitasking Skills

(this may impact the following competency(ies): Engaging Communication, Innovation)

Although you enjoy handling many tasks at once, you may need to make an effort to stay focused. Make sure you allocate time to work on a single task when required. Resist the temptation to check e-mail, answer the phone, or attend to other distractions. If you have a job where you can work at home or come in early to accomplish these tasks, you may be less distracted.

When shuffling between tasks, it's easy to 'drop the ball' and overlook something important. To avoid this, make a prioritized and detailed to-do list with due dates for each item. Throughout the day, refer back to your list to help you stay on track. Use tools like OneNote or other note taking software to help keep your lists organized.

You may be tempted to attend to unrelated projects when working with others or attending meetings. Be cognizant that others might interpret your multitasking as not paying attention. Make sure to give your peers your undivided attention. Put away distractions and be fully present in the discussion. If you are a leader, resist the urge to multitask when someone comes to speak to you. What you see as efficiency may be perceived as indifference.

Improving Your Positive View of People Skills

(this may impact the following competency(ies): Engaging Communication)

Test your assumptions. If you are suspicious of a coworker's motives or actions, create an open dialogue by asking questions and expressing your concerns. Sometimes we make uninformed assumptions but a good discussion can provide clarity.

Make an effort to identify and recognize the efforts and accomplishments of others. Start by giving positive feedback or sending an e-mail to a coworker who was recently successful or helpful. Finding ways to show your coworkers that you recognize and appreciate their contributions helps to build more trusting relationships.

Work at establishing relationships with others who are different from you. Interacting with people of different backgrounds will help you learn about the unique contributions that each has to offer.

Improving Your Sociability Skills

(this may impact the following competency(ies): Engaging Communication)

Push yourself to move beyond your comfort zone socially. Set a goal to initiate social interactions with coworkers or subordinates, such as having lunch with someone new at least once a week. Make a special effort to show up to voluntary work events, such as happy hours or holiday parties.

Recognize the importance of building authentic relationships with coworkers and set a goal to get to know people as individuals. Ask questions and show genuine interest, but be cognizant to respect your coworker's privacy by avoiding invasive or overly personal questions.

If you have trouble thinking of things to talk about, make a list of topics that can encourage conversation. Sports, movies, and current events are subjects that can break the ice with people. However, stay away from political or controversial issues.

Improving Your Cautious Thinking Skills

(this may impact the following competency(ies): Innovation)

Take small risks to increase your general comfort with the unknown. Look for opportunities where you can be less cautious in your approach and take some calculated risks. Volunteer for those projects or tasks which require more risk taking.

Your tendency to carefully consider options may lead to 'analysis paralysis.' When faced with a decision, consider the time sensitivity of the situation. Give yourself a strict deadline to conduct your necessary research, evaluate alternatives, and determine a course of action. Prioritize and commit to decisions which can be made quickly and set parameters for those that require more time.

Be open-minded when considering new ideas or business opportunities that present some risk. It may be helpful to review the projects or decisions you acted on last year. Did your tendency to act cautiously impede your success? If so, be open to making decisions more quickly.

Improving Your Optimism Skills

(this may impact the following competency(ies): Relationship Management, Resilience)

You may find yourself so preoccupied with what could go wrong, that you become discouraged and give up. Make an effort to turn negative

thinking into constructive problem solving. Break down large obstacles into manageable steps, and focus on one step at a time. As challenges arise, take time to explore solutions.

Avoid the urge to immediately criticize an idea. Instead, stay open-minded and allow others to fully explain their thoughts. Be willing to explore options that you may initially be averse to.

Being overly negative can impact your relationships with your coworkers. If you are feeling worried or pessimistic, consider whether you need to express your opinion and how it might impact others. It might be better to keep your emotions to yourself or to find a more positive way to phrase your concern.

Improving Your Accommodation Skills

(this may impact the following competency(ies): Resilience)

You may be inclined to let things go versus voice your concerns. When something bothers you, remember to speak up or you may begin to feel as if others are taking advantage of you.

Think of yourself as a steward of your company, responsible for acting in the company's best interests at all times. When a customer makes a request, consider if it is reasonable based on the business relationship. A high volume client, for example, may warrant greater accommodation than a lower volume client.

Maintain a balance between your concern for people and holding them accountable. Evaluate others based on task accomplishment and contribution to the organization as well as on their likeability and your relationship.