



Develop Report™

Name: Nex Hyre

Organization: TalentMgmt, Inc

Job: Administrative Assistant

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Understanding Your Devine Inventory Develop Report™:

About the Assessment:

The Devine Inventory® has been in use for over 40 years and provides information targeting 33 different behavioral areas and designated competencies for this job position.

Devine Inventory Develop Report™ Contents:

- **The Devine Inventory® Behaviors:** Thirty-three behaviors and their definitions
- **The Role of the Learner**
- **Nex Hyre: 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 Devine Inventory Develop Report™ will help you evaluate your match to the Success Profile™ which has been created specifically for the Administrative Assistant position within 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 Devine Inventory 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

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

Definition

Supporting the organization's goals and directives.
Being assertive and taking charge.
Demonstrating cooperation and respect for leaders.
Agreeing upon and completing courses of action with others.
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.
Sensing what others are feeling and responding to their needs.
Ambition and desire to be the best.
Gaining acceptance of ideas.
Taking action without being told.
Coaching, teaching or sharing information with others.
The amount of pressure and stress one feels.
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 your Devine Inventory Develop Report™

- > 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



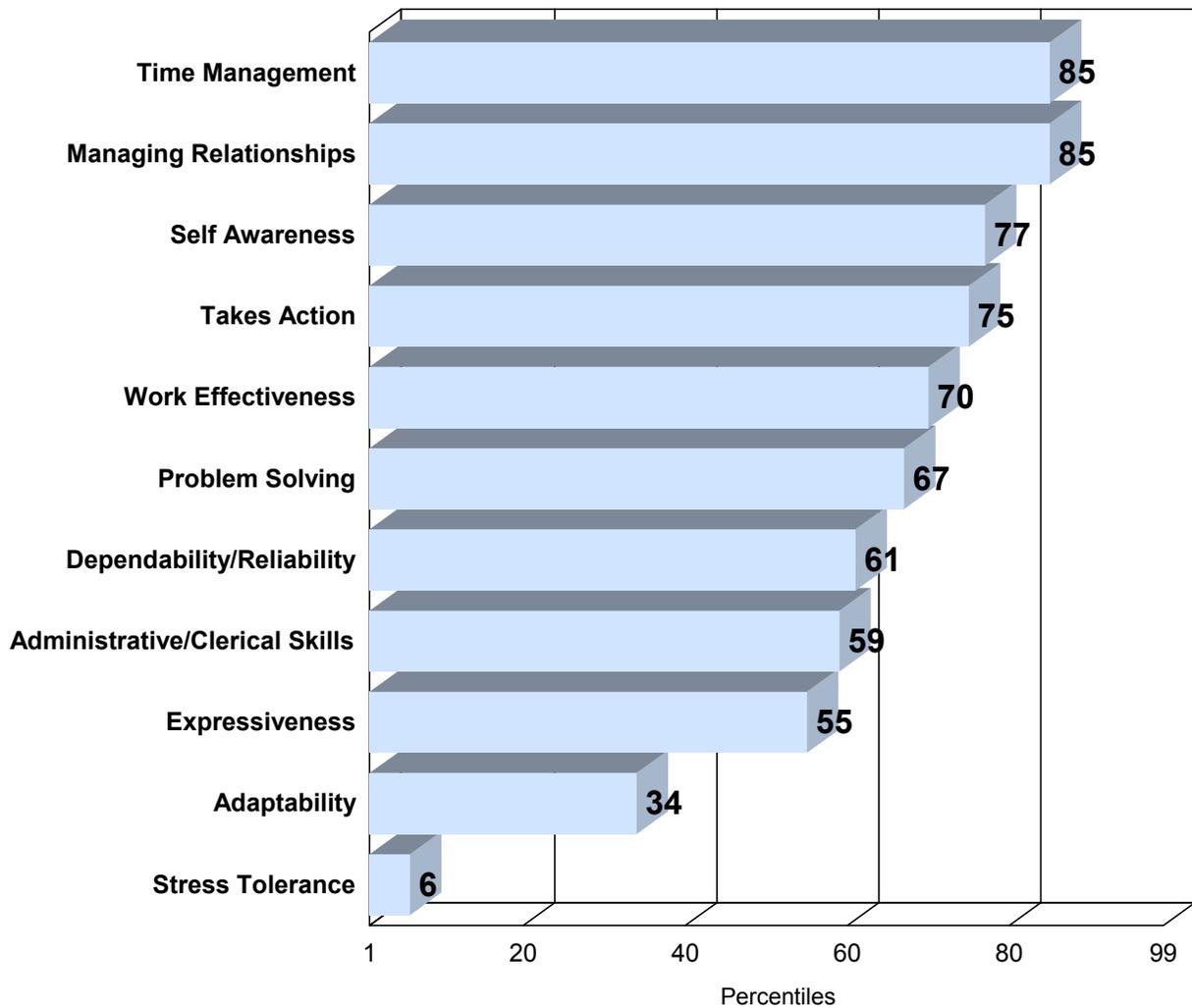
Nex Hyre: At a Glance

BehaviorMatch™

Total Matches	Top 11 Behaviors	Middle 11 Behaviors	Bottom 11 Behaviors
25	7	8	10

Average number of matches for this Success Profile is 21.

Competencies





Competency Breakouts

85% **Time Management** (*Effectively uses time so priority issues receive appropriate focus and effort*)

Concentration (5)	Decisiveness (5)	(Mid) Detail Orientation (5)
Planning (4)	Schedule Orientation (6)	Structure (5)
Time Competency (6)		

85% **Managing Relationships** (*Establishes effective work relations; willingly and skillfully manages conflicts*)

Communications (5)	(Mid) Competitive Style (8)	Conflict Management (6)
(Mid) Emotional Composure (3)	(Mid) Empathy (3)	Listening (5)
(Mid) Negotiating (5)		

77% **Self Awareness** (*Displays self-knowledge of strengths and needs to identify resources where there are gaps*)

Self-Insight Rating (77)

75% **Takes Action** (*Motivation and resolve to take initiative and execute objectives*)

Self Responsibility (6)	Intensity (6)	Closure (5)
Decisiveness (5)	Initiative (6)	Response to Change (3)

70% **Work Effectiveness** (*Efficiently executes tasks to achieve desired results*)

Exhibits good time and self-management skills; consistently addresses issues that inhibit work.

Closure (5)	Concentration (5)	Listening (5)
Schedule Orientation (6)	Structure (5)	Task Completion (6)

67% **Problem Solving** (*Defines complex problems and brings about viable solutions*)

Works to keep oneself focused on issues, causes and solutions, but may allow some diversion from objectives.

Closure (5)	Communications (5)	Creativeness (7)
Emotional Composure (3)	Learning (3)	Negotiating (5)
Planning (4)	Self Responsibility (6)	

61% **Dependability/Reliability** (*Displays predictability in conforming to expectations for completing work*)

Follows directives, procedures, schedules and other protocols but may not anticipate unexpected changes.

Authority Relationships (4)	Affiliation (3)	Concentration (5)
Listening (5)	Schedule Orientation (6)	Self Responsibility (6)
Structure (5)	Task Completion (6)	

59% **Administrative/Clerical Skills** (*Displays transactional and organizational expertise used to process information*)

Resourceful in processing, storing and retrieving information quickly; efficient work skills.

Authority Relationships (4)	Closure (5)	Affiliation (3)
Communications (5)	Listening (5)	Schedule Orientation (6)
Structure (5)	Task Completion (6)	

55% **Expressiveness** (*Displays strong human relationship and interpersonal abilities*)

Builds rapport with others through open communications.

Communications (5)	Instructiveness (7)	Empathy (3)
Listening (5)	Presentation Style (3)	Sociability (5)



34% Adaptability (*Deals with unexpected challenges or circumstances*)

Is amenable to change, but prefers self-determined approaches when undertaking new endeavors.

Decisiveness (5)

Emotional Composure (3)

Learning (3)

Mobility (6)

Response to Change (3)

Self Responsibility (6)

6% Stress Tolerance (*Reacts to duress in a balanced manner needed to sustain performance levels*)

Becomes tense and sometimes emotional when under duress with others.

Decisiveness (5)

Emotional Composure (3)

(Inv) Intensity (6)

Learning (3)

Response to Change (3)

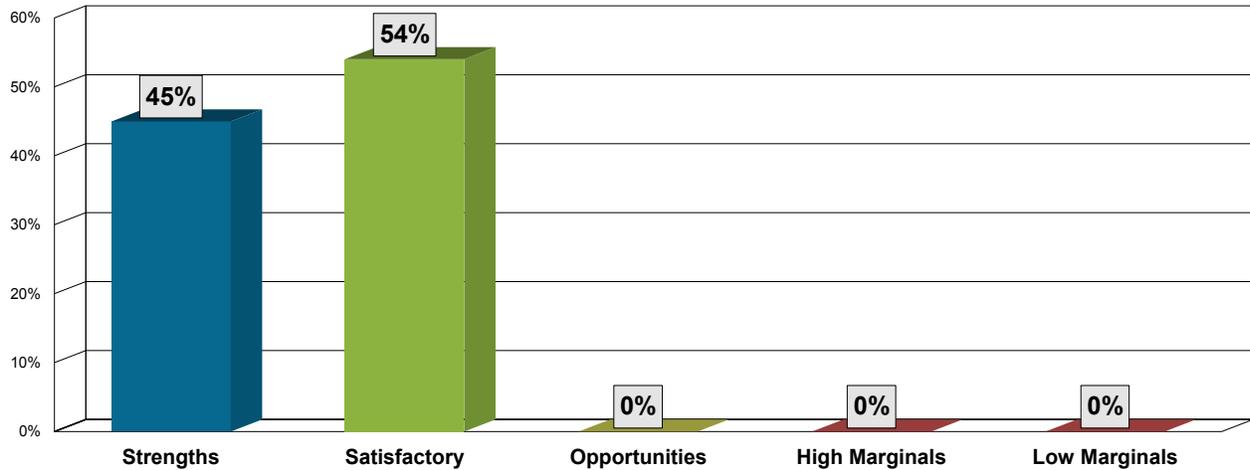
Vitality (3)

(Inv) - A low score (1-3) is desirable (Mid) - A moderate score (3-5) is desirable



Behavior Summary

Behavior Scores



Strengths

- Assertiveness (7)
- Competitive Style (8)
- Conflict Management (6)
- Creativeness (7)
- Ego (7)
- Goal Orientation (6)
- Influence (7)
- Initiative (6)
- Instructiveness (7)
- Intensity (6)
- Mobility (6)
- Schedule Orientation (6)
- Self Responsibility (6)
- Task Completion (6)
- Time Competency (6)

Satisfactory

- Affiliation (3)
- Authority Relationships (4)
- Closure (5)
- Communications (5)
- Concentration (5)
- Decisiveness (5)
- Detail Orientation (5)
- Emotional Composure (3)
- Empathy (3)
- Learning (3)
- Listening (5)
- Negotiating (5)
- Planning (4)
- Presentation Style (3)
- Response to Change (3)
- Sociability (5)
- Structure (5)
- Vitality (3)

Opportunities/Marginals

-

= is a match with Success Profile



Devine Inventory® Profile

TOP 11 BEHAVIORS (7 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"/> TASK COMPLETION (6) Volunteers to help others complete their work rather than remain idle.	depends on others					■	■	■		●	sets unrealistic standards
<input checked="" type="checkbox"/> SCHEDULE ORIENTATION (6) Effectively arranges appointments and stays within the scheduled time frame.	won't commit					■	■	■	■	●	over commits
<input checked="" type="checkbox"/> COMMUNICATIONS (5) Cooperatively participates in discussions to develop needed information.	restrictive				■	■	■	■			talks randomly
RESPONSE TO CHANGE (3) Carefully evaluates changes yet ready to address new tasks.	justifies status quo			●		■	■	■	■		enamored with change
<input checked="" type="checkbox"/> CONCENTRATION (5) Is able to focus on a broad range of problems in a reasonable time frame.	unfocused/distracted				■	■	■	■	■	●	tunnel vision/over focused
<input checked="" type="checkbox"/> TIME COMPETENCY (6) Optimizes his or her time to complete tasks effectively, even if unanticipated problems arise.	wasteful					■	■	■	■	●	rigidly manages time
<input checked="" type="checkbox"/> STRUCTURE (5) Adapts easily to new procedures for classifying, storing and retrieving information.	disorganized					■	■	■	■	●	rigidly organized
AUTHORITY RELATIONSHIPS (4) Shows an interest in the reasoning behind directives from authority; responds openly to inquiries.	challenges/resistant				●		■	■	■		blind loyalty
AFFILIATION (3) Functions best when underlying reasons for policies, procedures or practices are explained.	entrepreneurial			●		■	■	■	■		loyalty to org. at all cost
EMOTIONAL COMPOSURE (3) Dramatically expresses feelings and opinions, but not as a tool of persuasion.	volatile			●		■	■	■	■		controlled/underdemonstrative
<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

is a match with Success Profile ● participant's score ■ participant's self score ■ desired range based on Success Profile



Devine Inventory® Profile

MIDDLE 11 BEHAVIORS (8 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"/> SELF RESPONSIBILITY (6) Is personally accountable for mistakes; is willing to do what others are not.	dodges blame									burdened
EMPATHY (3) Expresses emotions through mannerisms, posture and body language.	impersonal									overly sensitive
<input checked="" type="checkbox"/> CLOSURE (5) Willingly shares and receives ideas in a manner that encourages participation by others.	false start/ vacillates									non-productive push on others
<input checked="" type="checkbox"/> PLANNING (4) Spends time finding better, faster ways to achieve results.	reactionary									dwells on future
<input checked="" type="checkbox"/> MOBILITY (6) Responds affirmatively to travel requests and is involved in the planning.	stationary									wasted motion/ on-the-go
LEARNING (3) Keeps up-to-date, but does not always translate knowledge into helping others learn.	resists									relentless pursuit
<input checked="" type="checkbox"/> DETAIL ORIENTATION (5) Examines situations with appropriate care and attention to detail.	disdains details									trivial pursuit of details
<input checked="" type="checkbox"/> NEGOTIATING (5) Appears fair-minded; creates a positive atmosphere for exchanging opinions.	avoids/ retreats									win at any cost
PRESENTATION STYLE (3) Does not use dramatic techniques to generate interest; speaks matter-of-factly.	stiff									overly dramatic
<input checked="" type="checkbox"/> INSTRUCTIVENESS (7) Openly shares knowledge with others; encourages questions and comments.	withholds/ self-protective									over shares/ preaches
<input checked="" type="checkbox"/> CONFLICT MANAGEMENT (6) Conveys a desire to win, but not at the expense of honesty and fairness.	retreats									orchestrates advantage

is a match with Success Profile ● participant's score ■ participant's self 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"/> INITIATIVE (6) Accurately assesses risks and takes voluntary action when needed.	direction required				██	██	██			oversteps boundaries
VITALITY (3) Periodically tries to exercise or eliminate a harmful habit, but does not sustain the effort.	fatigued			●						compulsive energy
<input checked="" type="checkbox"/> EGO (7) Communicates with powerful decision-makers in order to receive acknowledgement for contributions.	self-deprecating				██	██	██		●	engineers recognition
<input checked="" type="checkbox"/> INTENSITY (6) Makes an effort to readjust priorities and behaviors to facilitate reaching goals.	laid back			██	██	██		●		over stressed
<input checked="" type="checkbox"/> DECISIVENESS (5) Sensibly evaluates options in an effort to be seen as fair and unbiased.	agonizes				██	██	██		●	risky/ impulsive
<input checked="" type="checkbox"/> ASSERTIVENESS (7) Accepts others as equals; respectfully considers others' opinions and ideas; strives to create productive relationships.	dominated				██	██	██		●	aggressive
<input checked="" type="checkbox"/> CREATIVENESS (7) Finds little justification for maintaining the status quo; encourages inventive imagination.	unimaginative				██	██	██		●	inventive/ impractical
<input checked="" type="checkbox"/> SOCIABILITY (5) Engages in friendly exchanges with others on a recurring basis.	choosy/ selective			██	██	██				contrived friendliness
<input checked="" type="checkbox"/> COMPETITIVE STYLE (8) Diligently competes without compromising values/standards.	group dependent			██	██	██			●	relentless push to win
<input checked="" type="checkbox"/> GOAL ORIENTATION (6) Believes in setting realistic goals that are achievable.	self-satisfied/ complacent				██	██	██		●	never satisfied
<input checked="" type="checkbox"/> INFLUENCE (7) Asserts ideas with authority and confidence, hoping that the other person(s) will consider the new information.	passive				██	██	██		●	forces ideas

is a match with Success Profile ● participant's score ■ participant's self 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: Assertiveness (7)

You are self-confident and have strong conviction when expressing your opinions, even if it creates disagreements. You accept others as equals and are respectful when considering their opinions and ideas. As an action-oriented person who is always striving to create productive relationships and get ahead, you act assertively without being overbearing. Others tend to respond positively to you as a leader and are comfortable in your presence.

Behavior Strength: Competitive Style (8)

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: Conflict Management (6)

In your eyes, conflict is both a challenge and something that occurs as a natural part of doing business. You are not intimidated by disharmony and, in fact, believe that this is the stuff from which good relationships are formed. Your position is that real progress occurs only by testing out ideas and opinions with others.

You approach life with a strong degree of conviction and willingness to learn from everyone. Encouraging each person to offer his or her opinion in an effort to resolve conflict creates a situation from which everyone can benefit. This type of openness and spirit of adventure builds confidence in others.

Behavior Strength: Creativeness (7)

You are inventive, imaginative and open to new ideas. Creative people like you have evolved from mere innovation to respectfully challenging current values and practices. Always optimistic about the future, you want to be involved in improving the work environment to its best possible level. You also realize that good ideas need to be tested and challenged, an effort that stretches your own thinking as well as that of others.

In the face of criticism, you will persevere as well as defend the right of others to express their ideas. You feel it is important to allow others to freely explore and expand their individuality. Finally, you are energetic and diligent in your search for the means, methods and people needed to accelerate progress on a large scale.

Behavior Strength: Ego (7)

You exhibit personal confidence and self-esteem, especially with those in authority. You put forth a conscious and deliberate effort to let others notice your presence. You believe that being adaptable as well as accommodating to new people reflects pride in your values, work activity and associations. Because you communicate comfortably and openly with all decision-makers, you regularly receive acknowledgement for your contributions. Your confident presentation style tends to impress people and helps in commanding, rather than demanding, attention from others.



Behavior Strength: Goal Orientation (6)

You optimistically see the world as it could be rather than as it is. As soon as you accomplish one goal, you immediately set a new and more demanding one. You have strong ambition and belief in the ability to overcome both seen and unforeseen obstacles. In your opinion, it is better to fail in accomplishing a great and challenging goal than not to have tried. Periodically, you evaluate and update your skills in a desire to be the best. Because you are not easily satisfied and continually push yourself to accomplish more, you have no qualms about putting pressure and demands for excellence on others.

Behavior Strength: Influence (7)

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: Initiative (6)

You are a self-starter who is always interested in assuming new projects/roles beyond your normal work responsibilities. Your flexibility and interest in new jobs are apparent to higher authority. You recognize problems early and act immediately to resolve them. Additionally, you anticipate the need for action and are able to respond quickly to prevent further problems. If problems arise outside of your assigned area of expertise, you still volunteer your assistance. In your opinion, seeking approval with higher authority is not always necessary. In fact, you believe independent initiative allows for greater personal contribution and performance.

Behavior Strength: Instructiveness (7)

It is natural for you to help others learn by coaching, instructing or sharing information with them, and doing so makes you proud. You believe progress is contingent on sharing information and ideas. Your leadership style is one of teaching and actively supporting others; you encourage questions and give prompt responses to them. Knowing the company products and services is only one part of business success; the other is communicating that knowledge with pride and integrity. You are an asset and an important contributor to a performance-driven organization.

Behavior Strength: Intensity (6)

You put forth intense effort and a sense of urgency in all you do, believing this will result in greater productivity. At times, you find you are unable to achieve a balance between work and personal activity. Though you would like to better manage your stress, you find it difficult to change your habits. You may become uptight, short with people, ill-tempered, fidgety or talk too fast. Watch the tendency to push too hard on work demands. Everyone needs time to refresh and relax.

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: Schedule Orientation (6)

Because you schedule your work activity and meet your deadlines, you are respected and admired for being trustworthy and dependable. Not only are you punctual, but you also have the foresight to anticipate potential scheduling difficulties and arrange things accordingly. Others feel that these qualities strengthen the organization and make it more competitive. Clients or customers also appreciate your behavior because it reduces their concerns about meeting goals and objectives.



Behavior Strength: Self Responsibility (6)

You are very much aware of your responsibilities as well as the responsibilities of others involved in completing a project. You eagerly take on challenges beyond your job requirements and work to reach goals quickly. This proactive approach includes taking the time to monitor operations and analyze accomplishments. You raise morale when you step into a situation and take responsibility. Moreover, you recognize that learning can be acquired by volunteering to be reassigned to different roles.

Behavior Strength: Task Completion (6)

You are admired for your dedication and persistence in following through on tasks. You exhibit confidence in yourself and your co-workers to complete work. Because you take ownership in your work, you provide answers and action. Such behavior strengthens the belief by employees that big challenges can be met. Because you do what you say you will do, you are seen as a strong and valuable contributor in finishing tasks. Further, you encourage others to ask you for help in balancing their work loads so that objectives can be achieved in a timely manner.

Behavior Strength: Time Competency (6)

You exercise good time management and have an ability to correctly gauge the amount of time required to accomplish goals and objectives. Skillful prioritizing is important to you and you do not allow your attention to be unnecessarily diverted. You also project a professional attitude and are able to discover more efficient ways of completing work and apply them without seeking management's approval.

The effort you put forth helps maintain a competitive advantage, both for yourself and for the organization. Those in higher authority admire the contributions that you are able to make.



Development Opportunity: Affiliation (3)

Current Behavior

- ▶ You have an entrepreneurial spirit and are committed to your personal values—though not always to the organization. Your independence may be the result of previous situations in which you were treated unfairly. Still, you are optimistic that fair treatment can be maintained. Rather than be a “yes” or “me, too” person, you prefer the freedom to think on your own. You also value the opportunity to try new approaches and you refuse to jump on the bandwagon. If problems arise, you will not hesitate to seek advice with higher authority.

New Behavior Model

- ▶ It is quite appropriate for you to indicate to others that you enjoy an association, whether that association is with a company, friends or with an activity outside of work. In the course of allowing yourself flexibility to make choices about what you intend to do with your time, talent and energies, it is best not to give all of your energies to one activity because your growth may be limited. Before making a commitment, be sure to question so as to find out the nature of the demands that will be made upon you. Give yourself some latitude so you can readjust your commitments as conditions warrant. From time to time, take a hard look at your goals, both on and off the job, so you don't go overboard either way. Always allow enough time to set your goals and to evaluate your progress, not because you are reacting to problems, but because you intend to prevent them. Before making a commitment, give yourself some time to think and to rearrange your present commitments without creating imbalances.

Growth Suggestions

- ▶ Read available literature on the history of your company and seek out conversation with employees who have had long term association with the business.
- ▶ Familiarize yourself with company policies, rules and regulations and observe proper protocol and tactfulness when relating to others.
- ▶ Volunteer to participate in the orientation of new employees or to assist in any manner that will enhance learning and morale.
- ▶ Attend organization sponsored activities and speak positively to others about your association with the organization.
- ▶ Express to your supervisor your career goals and your interest in exposing yourself to new learning opportunities.
- ▶ Search out information about future growth of the company and the skills that will be required.
- ▶ Be responsive and supportive of ideas that will improve efficiency and effectiveness.
- ▶ *Creating Contagious Commitment: Applying the Tipping Point to Organizational Change*, by Andrea Shapiro.
- ▶ *The Loyalty Effect: The Hidden Force Behind Growth, Profits and Lasting Value*, by Frederick F. Reichheld.
- ▶ *The Art of Winning Commitment: 10 Ways Leaders Can Engage Minds, Hearts, and Spirits*, by Dick Richards.
- ▶ *Why Loyalty Matters: The Groundbreaking Approach to Rediscovering Happiness, Meaning and Lasting Fulfillment in Your Life and Work*, by Timothy Keiningham and Lerzan Aksoy with Luke Williams.
- ▶ *The Advantage: Why Organizational Health Trumps Everything Else In Business*, by Patrick Lencioni, by Patrick Lencioni.
- ▶ *Enchantment: The Art of Changing Hearts, Minds, and Actions*, by Guy Kawasaki.



Development Opportunity: Emotional Composure (3)

Current Behavior

- ▶ Though most people operate with emotional restraint, you feel a need to express your emotions—both positive and negative. You may display emotion by raising your voice or using physical gestures. However, you won't allow yourself to completely lose control. Others may question the credibility of your input because your feelings may obscure your opinions. You must try 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 Model

- ▶ 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.

Growth Suggestions

- ▶ Work off emotional frustrations through physical exercise, reading, or other activity that you find enjoyable.
- ▶ Consider a regular physical examination to identify and eliminate any potential physical causes for emotionalism.
- ▶ Take a short term course in stress management offered by a qualified professional or organization.
- ▶ You express your emotions. People can easily tell what type of mood you are in. If you are in a good mood, you will likely laugh out loud. If you are in a bad mood, you may say something that you may regret later.
- ▶ 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.
- ▶ 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.
- ▶ *Taking Charge of Anger: Six Steps to Asserting Yourself Without Losing Control*, by W. Robert Nay.
- ▶ *Emotional Intelligence*, by Daniel Goleman.
- ▶ *Why CEO's Fail: The 11 Behaviors That Can Derail Your Climb to the Top and How to Manage Them*, by David L. Dolitch and Peter C. Cario.
- ▶ *Good Boss, Bad Boss: How to Be the Best... and Learn from the Worst*, by Robert I. Sutton.
- ▶ *Crucial Conversations: Tools for Talking When Stakes are High*, by Kerry Patterson, Joseph Grenny, Ron McMillian, and Al Switzler.



Development Opportunity: Empathy (3)

Current Behavior

- You rarely share your feelings with associates and you seem to have little or no concern for their problems and frustrations. You may express criticism more often than approval, your communications are practical and your solutions are pragmatic. Further, you prefer not to establish close interpersonal relationships at work without long trial-and-error periods. You do occasionally evaluate your behavior in this area, however, and will listen to others' suggestions for improvement.

New Behavior Model

- Sharing your feelings with someone else is a natural behavior, but some care and judgment must be exercised in your choice of the person with whom this is done. A high degree of integrity is required so that confidences will be respected. In the process of exchanging feelings, you are careful to listen so you don't misinterpret what is being said. You will repeat back to the person what you think the person is saying. This shows consideration and sensitivity and contributes to the building of trust between you and others. Since you are able to communicate your sincerity, close personal professional relationships will develop. The manner in which you maintain eye contact and facial expressions will be consistent with letting the other person know you are concerned, pleased and interested in your role as a confidante. At no time will you engage in depreciating the feelings and emotions of the other person(s). Rather than actively initiating close interpersonal contacts with others, your preference will be to let such relationships occur naturally and spontaneously.

Growth Suggestions

- Be attentive; maintain eye contact; be courteous.
- Ask others for assistance. Do not demand it or order it to happen.
- Avoid interrupting personal, private conversations.
- When introducing individuals, mention what qualities you admire in each.
- Make a point to remember events that are important to others and acknowledge those events.
- When being critiqued, take notes so as to facilitate recall of objective input offered. Rather than being reactive, ask questions to ensure clarity of understanding.
- As people open up in expressing themselves to you, make an effort to do the same, rather than merely being a receiver of information.
- When others present their concerns to you, ask questions to obtain more complete information and to indicate your sincerity of interest.
- Do not be afraid to share your feelings with someone whom you trust; let them know that you trust them; share your values with others and encourage them to share with you; do not attack values, discuss them.
- *Choosing Civility: The Twenty-Five Rules of Considerate Conduct*, by P. M. Forni.
- *Emotional Intelligence*, by Daniel Goleman.
- *The Empathy Factor: Your Competitive Advantage for Personal, Team, and Business Success*, by Marie R. Miyashiro .



Development Opportunity: Learning (3)

Current Behavior

- ▶ You prefer not to learn new things unless it is required of you or you feel it is important. You are confident that you already know everything you need to know about your area of expertise. You would rather observe others than participate in learning experiences since you rely heavily on your past experiences to perform your job. Your hesitancy to learn new things may stem from past negative experiences in school, but despite the reasons behind your behavior, non-learning translates into non-growth. In the end, higher authority will wonder about the value of your long-term contribution to the organization.

New Behavior Model

- ▶ Your basic motivation is not that of impressing others with what you know. It is, however, to acquire knowledge and understanding as a way to develop self-sufficiency and competency in handling situations now and at a future date. Your response to input and assistance from others helps to keep learning an active and on-going experience. In the final analysis, you realize that openness to new ideas makes it possible to adapt to future changes and to meet new performance requirements. As a learner, you realize that you must be selective in relating to individuals who can help to accelerate your learning. Also, you attempt to achieve a balance between working things out for yourself and obtaining assistance when needed. You are not afraid to admit that you don't know, while, at the same time, expressing confidence that you can learn what needs to be known. Those with whom you relate will feel that you will shoulder your share of the burden for self-learning and that you take the appropriate steps to share your learning without being demanded to do so. The voluntary aspect of your behavior in this regard will open up more avenues by which knowledgeable and competent people will share with you.

Growth Suggestions

- ▶ Research programs/special courses offered by local schools or other community organizations.
- ▶ Write out your goals/ambitions; identify learning resources that will support the accomplishment of your goals.
- ▶ 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; make suggestions to your supervisor for improvements in effectiveness.
- ▶ Acquaint yourself with professional requirements in your field of specialization; then enroll in learning activities which will promote the obtaining of certificates, licenses, etc.
- ▶ Reserve some time each day for learning; be determined to keep this schedule and not to put off your learning. Expose yourself to different methods and techniques of learning; for example case studies small group discussions, lectures, workshops, etc.
- ▶ Cautiously evaluate your propensity to acquire knowledge. Be sure you take the time to "sharpen" your existing skills prior to engaging in new learning opportunities.
- ▶ *Change Your Questions Change Your Life: 7 Powerful Tools for Life and Work*, by Marilee G. Adams, Ph.D.
- ▶ *Make It Stick: The Science of Successful Learning*, by Peter C. Brown, Henry L. Roediger III, and Mark A. McDaniel.
- ▶ *Focus: Best Ways To Improve Your Concentration and Improve Your Learning*, by David Hewitt.
- ▶ *The Fifth Discipline*, by Peter Senge.



Development Opportunity: Presentation Style (3)

Current Behavior

- ▶ When presenting information verbally, you are direct, factual and reserved. You make a modest effort to engage listeners by using gestures and visual aids. Your unanimated style relies heavily on your personal knowledge of the subject to gain interest and attention. You believe, often incorrectly, that the message will sell itself. Audiences are dutifully respectful, but they may fail to identify with your message and, as a result, may not care to question or fully examine the information you have offered.

New Behavior Model

- ▶ Your belief in saying what you have to say in a clear and simple manner is complemented by the fact that you neither talk over the head nor below the level of comprehension of your listener. Presenting ideas in an attractive manner, or being persuasive, is a goal you have set for yourself. Whenever there is an opportunity to refine your skills in these areas, you will "sign up." Both the message and how it is delivered are important to you. As you have been developing as a presenter, word meanings have taken on more significance. Your vocabulary is improving gradually, and that gives you more strength in relating to different people and audiences. It is unlikely that you will allow yourself to be more concerned with style than substance. Creating belief and trust in what you say is made possible by your willingness to respond to questions. Asking for and inviting questions is part of your approach, and the response you receive helps you to learn about what you are getting across to others and what you are not. In order to improve your delivery of messages, you are making select use of visual aids whenever possible. Part of your preparation for presentation involves rehearsal and then inviting critique after your presentation.

Growth Suggestions

- ▶ Make sure you do a "dry run" with people who will give you honest feedback prior to the presentation.
- ▶ Do not fidget or make noises that are irritating: (tapping your hand, finger or writing object; clearing your throat, coughing or nodding your head at everything that is said).
- ▶ Listen or watch professionals (e.g., radio announcers, actors), paying particular attention to what they say and how they say it so as to create interest with the audience.
- ▶ Do not over dramatize by letting your gestures, voice, visual aids, language and other attention-getting tools and tricks distract from your presentation and the message you want to deliver.
- ▶ Conduct your meeting in a comfortable environment, one that is free from noises or distractions. Smile, use gestures and proper visual aids; maintain good eye contact and proper vocal volume and quality; maintain good posture at all times.
- ▶ Take a class where you are required to make presentations. Join a speakers group such as Toastmasters International, or volunteer to speak at community organizations, your church, or other service groups.
- ▶ Practice your delivery by making an audio or videotape before the session; use words that will induce others to respond positively; invite critique of your delivery by someone for whom you have respect and who is competent in making presentations.
- ▶ Arrange for notetaking by providing paper and pen/pencil; review all important materials prior to the meeting; prepare information in a form that will be readily understood; check out proper pronunciation of words, names or terms.
- ▶ *Crucial Conversations*, by Kerry Patterson, et al.
- ▶ *Presenting to Win: The Art of Telling Your Story*, by Jerry Weissman.
- ▶ *Speak to Win: How to Present with Power in Any Situation*, by Brian Tracy.
- ▶ *Talk Like TED: The 9 Public-Speaking Secrets of the World's Top Minds*, by Carmine Gallo.



Development Opportunity: Response to Change (3)

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 Model

- ▶ 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.

Growth Suggestions

- ▶ 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.
- ▶ Visit other organizations where change management and transitions are being lead with a high degree of excellence.
- ▶ 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.
- ▶ 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.
- ▶ 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.
- ▶ 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.
- ▶ *Managing Transitions: Making the Most of Change*, by William Bridges.
- ▶ *Who Moved My Cheese?*, by Spencer Johnson.
- ▶ *Switch: How to Change Things When Change Is Hard*, by Chip Heath and Dan Heath.
- ▶ *Run Improve Grow: Your Roadmap from Firefighting to Bold Business Growth*, Ray Attiyah.



Development Opportunity: Vitality (3)

Current Behavior

- You seem to have low energy and difficulty sustaining long work hours. You are careful not to assume too much physical activity because you may be worn down at the end of the day. Further, your energy patterns vary throughout the day. You do not give enough attention to maintaining good health and fitness habits. Instead of instituting a regular conditioning routine, you take advantage of any free time to relax and catch your breath.

New Behavior Model

- 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.

Growth Suggestions

- Try any number of aerobic exercise regimens on the advice of your physician.
- Check your 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.
- Elicit professional help, if necessary, for ending smoking or chemical or other addictive problems.
- Obtain recommendations from your physician on best exercise regimen for yourself and follow through consistently. Arrange a schedule to accommodate physical conditioning activities.
- 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.
- Elect certain therapeutically restful and relaxing regimens (massage, meditation, yoga, etc.). Promote a wellness concept at your workplace.
- Maintain good health habits and an appropriate balance between work, rest and relaxation; have regular physical, dental and optical examinations.
- Maintain appropriate personal habits and practices consistent with work requirements and outside of work activities.
- Participate in group problem solving sessions aimed at maintaining high levels of morale and high caliber work performance.
- *Dr. Isadore Rosenfeld's Breakthrough Health 2004*, by Isadore Rosenfeld.
- *The Aerobics Program for Total Well-Being*, by Kenneth H. Cooper.
- *If you are a male, Turning Back the Clock*, by Bob Arnot, M.D.
- *Food: Your Miracle Medicine*, by Jean Carper.
- *Become An Energy Addict*, by Jon Gordon.
- *Spark: The Revolutionary New Science of Exercise and the Brain*, by John Ratey.
- *Fish!: A Remarkable Way to Boost Morale and Improve Results*, by Stephen C. Lundin, Harry Paul, and John Christensen.
- *Reinventing You: Define Your Brand, Imagine Your Future*, by Dorie Clark.
- *The MindBody Toolkit*, by Dr. Kim D'Eramo.
- *The Experiment: Discover a Revolutionary Way to Manage Stress and Achieve Work-Life Balance*, by R. Michael Anderson.



Your Growth & Development Plan

INSTRUCTIONS:

1. Read your Devine Inventory Develop 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 Devine Inventory Develop 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 DI Develop 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: ____/____/____