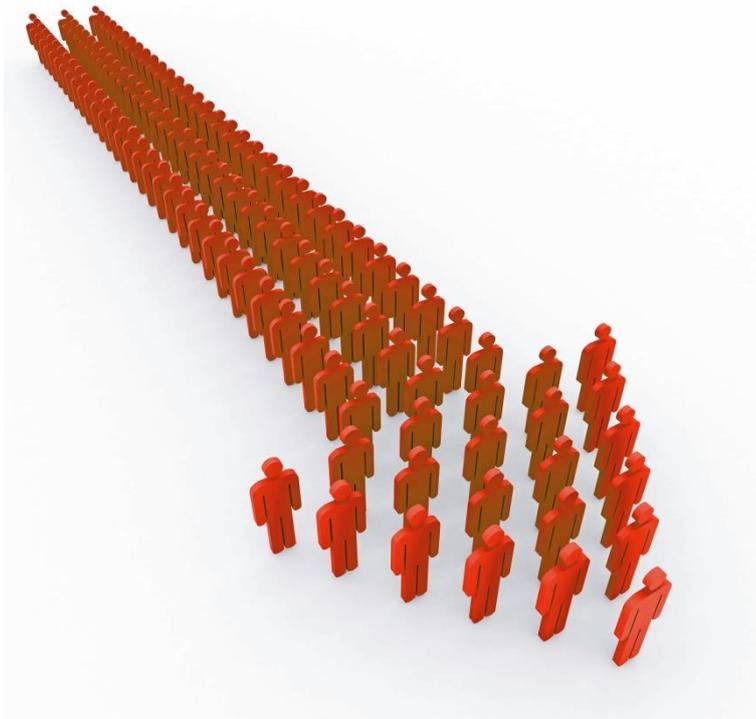




Work Personality Survey

>Performance Improvement Tips



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Practical tips to improve your work style and performance

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Extraversion

WARMTH

- 1.1 Read [Be a Better Leader, Have a Richer Life](#) by Stewart D. Friedman.
- 1.2 Connect face-to-face with people you get on with as frequently as you can.
- 1.3 Make time to have fun with, show interest in, and care for the people who matter most to you.
- 1.4 Look for ways to bring out the positive and try to say “yes” as often as possible to other people.
- 1.5 Use warmth to break down barriers and encourage plenty of friendly interactions between people at work, at home, and in the community.
- 1.6 Make people feel upbeat and engaged to promote relationships, trust, and collaboration.

GREGARIOUSNESS

- 2.1 Read Making [Relationships Work: A Conversation with Psychologist John M. Gottman](#) by Diane Coutu.
- 2.2 Take responsibility for building relationships and adjusting the way you work to fit in with others.
- 2.3 Initiate interactions and communications with people rather than waiting for other people to come to you.
- 2.4 Develop strong partnerships with your bosses, co-workers, customers, and suppliers.
- 2.5 Build and maintain a wide network of contacts relevant to your work and outside interests.
- 2.6 Talk to peers about how they manage relationships with their bosses, customers, and stakeholders.

ASSERTIVENESS

- 3.1 Read [The Delicate Art of Being Perfectly Assertive](#) by Robert I. Sutton.
- 3.2 Adjust your style and level of assertiveness according to the people and situation you are dealing with.
- 3.3 Aim to be moderately assertive pushing your views and ideas at times and backing off at other times.
- 3.4 When you are seeking to influence people, address their views, priorities and needs and try to achieve win-win outcomes.
- 3.5 Ask other people whether you have achieved the right balance between being too assertive and not assertive enough.
- 3.6 Ask your peers whether they think you are fighting the right battles.

ENERGY

- 4.1 Read [Manage Your Energy, Not Your Time](#) by Tony Schwartz and Catherine McCarthy.
- 4.2 Discover and focus on the activities that you do best and get the most enjoyment from.
- 4.3 Increase your physical energy by getting more sleep, reducing alcohol intake, taking regular exercise, and taking regular breaks.
- 4.4 Increase your emotional energy by reducing negative emotions through stress reduction techniques.
- 4.5 Increase your mental energy by carrying out high-concentration tasks away from possible interruptions from people, email and phone calls.
- 4.6 Increase your sense of well-being by expressing positive feelings and emotions to others.

Agreeableness

TRUST

- 5.1 Read [Rethinking Trust](#) by Roderick Kramer.
- 5.2 Take time to learn about people's personal situations, views, and concerns.
- 5.3 Be consistent and fair and avoid working through favourites.
- 5.4 Expect to be judged by what you do and how well you do it.
- 5.5 Learn more about the fields of ethics, governance, corporate responsibility and socially responsible investing at business-ethics.com.
- 5.6 Try to consistently deliver more than you are asked to do.

STRAIGHTFORWARDNESS

- 6.1 Read [The Responsible Manager](#) by C.K. Prahalad.
- 6.2 Demonstrate genuine concern for people and be straightforward with them.
- 6.3 When you have to deliver bad news, tell people in a candid manner what they need to know.
- 6.4 Show loyalty to your organization, profession, community, society, and family.
- 6.5 Acknowledge cultural differences among people and recognize the value in those differences.
- 6.6 Ask other people how effectively you resolve disagreements and conflict.

CONSIDERATENESS

- 7.1 Read [HBR's 10 Must Reads on Communication](#).
- 7.2 Show interest in other people's views, ideas, problems, and concerns.
- 7.3 In conversations, look like you care and ask questions to show that you are interested in what people are saying.
- 7.4 Observe the behaviours of a colleague or boss who demonstrates good communication and listening skills.
- 7.5 Learn to read people's expressions and behaviours and think about how your words and actions affect other people.
- 7.6 Ask other people to tell you when you are being insensitive.

MODESTY

- 8.1 Read [Level 5 Leadership: The Triumph of Humility and Fierce Resolve](#) by Jim Collins.
- 8.2 Avoid personal celebrity and aim for a combination of extreme professional determination and outward personality modesty.
- 8.3 Consider the value of moving modesty, patiently, carefully, and incrementally in order to achieve your goals.
- 8.4 Ensure that your drive to achieve does not stifle other people's creativity and initiative.
- 8.5 Adopt a self-deprecating style demonstrating awareness of your weaknesses rather than trying to cover them up.
- 8.6 Ask your team, peers, and manager to give you honest feedback on your work/management style.

Conscientiousness

COMPETENCE

- 9.1 Read Managing Oneself by Peter F. Drucker.
- 9.2 Focus on finding a position that matches your values and interests.
- 9.3 Concentrate on building on your strengths rather than working on areas that do not come naturally to you.
- 9.4 Focus on turning areas of competence into areas of star performance.
- 9.5 Set yourself clear objectives and focus your efforts on achieving them.
- 9.6 Maintain a balance and continually experiment in and improve all dimensions of life – for example, work, home, community, and leisure.

ORGANIZATION

- 10.1 Read Reclaim Your Job by Sumantra Ghoshal and Heike Bruch.
- 10.2 Work out where your strengths lie and where you are not particularly competent.
- 10.3 Invite feedback on any things you are doing that are inhibiting your performance and effectiveness.
- 10.4 Learn to control the timing and content of what you do, particularly the time you spend dealing with other people's problems.
- 10.5 Break big projects into smaller manageable assignments with clear milestones and focus on delivering results.
- 10.6 Test your project, program and portfolio management knowledge online at www.pmi.org.

ACHIEVEMENT

- 11.1 Read How to Play to Your Strengths by Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, Robert Quinn, Emily Heaphy, Brianna Barker.
- 11.2 Develop a long-term, big picture view of what you want to achieve and how you want your life to be judged.
- 11.3 Develop a strategy for learning and development across your whole life, not just your career.
- 11.4 Set yourself goals and challenges that are stretching but achievable.
- 11.5 Develop second interests to provide options if you do not achieve your goals in your first choice career.
- 11.6 Don't over-invest in your career at the expense of your family.

PROACTIVITY

- 12.1 Read HBR's 10 Must Reads on Managing Yourself.
- 12.2 Demonstrate a sense of urgency for achieving goals and resolving problems.
- 12.3 Instead of bringing problems to your bosses, bring recommendations and proposals for action to your bosses and keep them in the loop.
- 12.4 Assess whether your performance is suffering from too much multitasking.
- 12.5 Volunteer for new responsibilities and assignments.
- 12.6 Continually review how you can make the greatest contribution to your organization's goals.

Openness to Change

IMAGINATION

- 13.1 Read [Breakthrough Thinking from Inside the Box](#) by Kevin P. Coyne, Patricia Gorman Clifford, and Renée Dye.
- 13.2 Use your imagination to challenge existing assumptions and generate ideas for possible improvement options and scenarios.
- 13.3 Try out creative thinking techniques such as brainstorming, the six thinking hats, metaphors and stories to help generate imaginative ideas.
- 13.4 Try approaching problems from angles that are as far as possible from the ways you have approached them in the past.
- 13.5 Use visualization techniques to help manage performance and realize your goals.
- 13.6 Experiment with new ways of doing things in all aspects of your life.

INNOVATION

- 14.1 Read [The Customer-Centered Innovation Map](#) by Lance A. Bettencourt and Anthony W. Ulwick.
- 14.2 Identify innovation opportunities through mapping every step of the job and determining how to improve execution.
- 14.3 Use the 4 Ps to capture an idea's business model: population, penetration, price, and purchase frequency.
- 14.4 Explore the use of the Balanced Scorecard framework to drive the innovation process.
- 14.5 Ensure that you have the visible backing of senior executives for change you are implementing.
- 14.6 Create and communicate a vision and strategies for achieving change.

RULE-BREAKING

- 15.1 Read [Radical Change, the Quiet Way](#) by Debra E. Meyerson.
- 15.2 Be prepared to bend the rules and venture into uncharted territory in order to make things better.
- 15.3 Learn to handle isolation, insecurity and uncertainty.
- 15.4 Assess where you are on candour, purpose, will, rigor and risk by taking Your Courage Index™ at courageinstitute.org.
- 15.5 Use the Cynefin framework to tailor your decisions according to whether the context is simple, complicated, complex, or chaotic.
- 15.6 When something large is at stake, insist on getting all the information you need to make a sound decision.

ADAPTABILITY

- 16.1 Read [Leading Change: Why Transformation Efforts Fail](#) by John P. Kotter.
- 16.2 Respond constructively to other people's views, ideas and opinions – for example, using “yes and” rather than “no but”.
- 16.3 Commit to learning and developing yourself and helping others develop.
- 16.4 Get involved in all phases of a change project and express your views, concerns, and ideas in order to help improve the planned change.
- 16.5 Acknowledge the pain of change and deal with everyone's ideas and concerns about change including feelings and emotions.
- 16.6 Use the [DICE framework](#) to assess whether the hard side of change management has been addressed.

Emotional Stability

RELAXEDNESS

- 17.1 Read [Overloaded Circuits: Why Smart People Underperform](#) by Edward M. Hallowell.
- 17.2 Develop a sense of humour and perspective as a shield in times of hardship.
- 17.3 Try to get plenty of sleep, make sure you have a good diet, and take exercise.
- 17.4 Adjust your relaxedness level to the situation striking a balance between calmness and vigilance.
- 17.5 Observe colleagues who handle their own and other people's emotions skilfully.
- 17.6 Talk to peers about the things they do to manage stress in the job.

CONTENTEDNESS

- 18.1 Read [What to Ask the Person in the Mirror](#) by Robert Kaplan.
- 18.2 Pursue excellent performance at work, home, and in the community.
- 18.3 Review your portfolio of skills and competencies and set goals for improvement activities.
- 18.4 Step back regularly and ask yourself how you are performing and what you may need to do differently.
- 18.5 Seek feedback on how you are performing from bosses, direct reports, peers, and customers.
- 18.6 Support the learning and development of your co-workers and inner circle.

SELF-ASSUREDNESS

- 19.1 Read [Pull the Plug on Stress](#) by Bruce Cryer, Rollin McCraty, and Doc Childre.
- 19.2 Stay composed, relaxed, and professional in open work places.
- 19.3 Ensure that your gestures, expressions and tone of voice match the words being spoken.
- 19.4 When under pressure, step back, get things in perspective, and if necessary develop a new game plan.
- 19.5 Watch for the warning signs of extreme stress and depression in people around you.
- 19.6 Use the freeze-frame technique to manage stress and performance anxiety.

RESILIENCE

- 20.1 Read [How Resilience Works](#) by Diane L. Coutu.
- 20.2 When you face difficult situations, stare down reality rather than adopt an overly optimistic assessment of the situation.
- 20.3 Maintain your level of interaction with people when you feel stressed rather than cutting yourself off.
- 20.4 Bounce back by improvising and making the most of what you have got.
- 20.5 Use good moods, humour and optimism to stimulate and motivate people.
- 20.6 Do a short course on how to develop personal resilience.

Reading



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Personal Development Plan

LIFE DIMENSION	STRATEGY/GOAL	LEARNING ACTIVITY	TIMELINE	REVIEW NOTES
CAREER				
SPORT AND PHYSICAL FITNESS				
FAMILY AND RELATIONSHIPS				
LEISURE				
COMMUNITY				