wave

Development Report
Chris Park

Performance

360

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About this Report

This report is based on the completion of Wave® Performance 360 which explores performance in a number of work areas.

The results are based on the responses of Chris Park (the assessee) and the raters' evaluation of the assessee's performance at work. To compare the assessee's performance in these areas to that of others, the responses have been compared to 25,254 Performance 360 ratings given on an international group of professionals and managers.

Since the results are based on an evaluation of performance made by Chris Park and the other raters, they reflect the assessee's own perception and the perception of the raters. The results should only be regarded as an indication of the assessee's past performance. Our extensive research has shown that these ratings can be a good measure of work performance from the perspective of different stakeholders.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

This report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the assessee and the raters and reflects the responses they have made.

This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

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Introduction

This report summarizes the actions that could be taken to help develop Chris Park. Based on the results of the assessment, it outlines what actions could be considered to improve performance at work. The relevance of each piece of advice will differ for each individual and to some extent depend on the job role, and the opportunities and resources available.

There are four sections: Core Strengths, Possible Challenge Areas, Setting Development Priorities and Additional 20 Areas. Core Strengths and Possible Challenge Areas present development advice for the eight highest and eight lowest competency dimensions. Setting Development Priorities encourages reflection on key activities to plan for future development. The final section presents development advice for an additional 20 competency dimensions. The report is composed of the following three types of development advice.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop potential limitations, it may be worth considering how to make the most of these strengths. This report shows Building Strengths for competency dimensions with scores of 6-10 which range from average to extremely high.

Possible Overplayed Strengths - "Watch Fors"

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This report shows Possible Overplayed Strengths for competency dimensions with scores of 8-10 which are all well above average.

Development Activities

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas, development tips are provided on how to improve performance. This report shows Development Activities for competency dimensions with scores of 1-5 which range from well below average to average.

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Core Strengths (Top 8)

Generating Ideas Producing Ideas; Inventing Approaches; Adopting Radical Solutions		**Extremely High** performed better than 99% of the comparison group

Building Strengths

- Ensure that ideas are supported by a rational argument and a strong business case.
- Get involved in the early stages of projects. This is where suggestions will be welcomed.
- Put together a creative group of experts from different areas to solve intractable problems.
- Present a range of ideas, offering varying degrees of change from where things are now.

Possible Overplayed Strengths - "Watch Fors"

- Is your strong focus on generating ideas sometimes at the expense of delivery? ACTION: Be careful not to take on too much.
- With so many ideas, it may be difficult to prioritize and progress the key ones. ACTION: Identify the ideas that matter. Promote these and avoid presenting lots of ideas at once.
- Is your quest for creativity at the expense of considering essential parameters and requirements? ACTION: Understand and adhere to the requirements of the brief.
- Does too radical an approach risk a loss of credibility with some key stakeholders? ACTION: Always seek feedback from stakeholders and be aware of what they are looking for.

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Core Strengths (Top 8)

Challenging Ideas Questioning Assumptions; Challenging Established Views; Arguing Own Perspective		**Extremely High** performed better than 99% of the comparison group

Building Strengths

- Identify projects to get involved with which require change and where some resistance may have to be faced.
- Encourage colleagues to see challenges as constructive. Explain the benefits and sell ideas; don't simply stop at the point of challenge.
- Be prepared to look at high profile areas that have remained unchanged for long periods of time. See how many improvements can be suggested.
- Try not to allow a discussion to become too heated or personal.

Possible Overplayed Strengths - "Watch Fors"

- Beware of prolonging discussion/debate and revisiting points which have already been agreed upon. ACTION: Know when to concede gracefully.
- Is there a danger of continuing to question despite being given a series of reasonable answers? ACTION: Avoid being unnecessarily critical of a position which is well researched and considered, as this may give the impression that you have a biased agenda.
- Be aware that the passion of a few in a discussion may lead to the exclusion of less vocal colleagues. ACTION: Make sure that other people have given their viewpoint and that there is no perception of forcing others into a decision.
- Is there a risk of arguing for the sake of enjoyment? ACTION: Don't start an argument when there is no significant disagreement. Remain calm and find like-minded people to debate other issues with outside of work.

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Core Strengths (Top 8)

Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition		**Extremely High** performed better than 99% of the comparison group

Building Strengths

- Volunteer to present and undertake activities which increase personal exposure.
- Offer to be the representative for your team. Be the spokesperson.
- Be factual in self-promotion. Use quantifiable data and qualitative comments of clients and stakeholders.
- Who has gained a less positive impression of you? Work hard at changing their impression.

Possible Overplayed Strengths - "Watch Fors"

- Watch for attracting too much unnecessary attention, particularly in extremely competitive or confrontational environments. ACTION: Maximize positive exposure and minimize negative exposure.
- It is sometimes not appropriate to take center stage from someone more senior or who is formally presenting information to others. ACTION: Attract attention at the right time.
- Watch for overplaying achievements that would be considered as ordinary by others. ACTION: Find out about what other people have achieved to increase your awareness of what makes an achievement stand out as exceptional.
- Be aware of taking too much credit and failing to reward team members appropriately. ACTION: Always acknowledge the contribution of others. People will be increasingly likely to proactively collaborate on projects.

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Core Strengths (Top 8)

Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties		**Extremely High** performed better than 99% of the comparison group

Building Strengths

- Seek greater responsibilities and map out your personal career path for the next five years.
- Seek out roles and responsibilities that maximize strengths, as these present the greatest opportunity to excel.
- Share a vision of success with others to inspire them.
- Tell stories of past victories to encourage others to keep trying in the face of adversity.

Possible Overplayed Strengths - "Watch Fors"

- Watch out that the pursuit of individual goals isn't at the expense of overall team or organizational performance. ACTION: Make sure that personal goals are closely aligned with team and wider goals.
- How valued and appreciated do those contributing to success feel? ACTION: Ensure others receive the credit that is due to them. Regularly acknowledge their efforts/support.
- Is there a danger of pushing people unnecessarily hard? ACTION: Be aware of the impact which your determined approach might have on other people's work-life balance.
- Is there a risk of becoming too immersed in difficult tasks which are not of great importance relative to other things? ACTION: Regularly re-evaluate the cost-benefit of investing time in trying to salvage a bad situation.

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Core Strengths (Top 8)

Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence		**Very High** performed better than 95% of the comparison group

Building Strengths

- Spend some time both developing and delivering training material.
- Present on different subjects and to different audiences. Offer to speak externally as well as internally.
- Look for opportunities to articulate the same information to different people. Review each time and improve.
- Learn to feel more confident. Work out what your own unique strengths are, and keep reminding yourself of them, e.g. 'I am the most diligent member of the team'.

Possible Overplayed Strengths - "Watch Fors"

- People who are articulate have to be careful not to say too much. ACTION: Ask for feedback on this. Try to say what matters in half the time or less.
- Watch for volunteering to give presentations when the content is technical and not an area of personal expertise. ACTION: Review what a presentation needs to consist of and the nature of the audience before committing to it.
- Be aware of explaining too much in one attempt. ACTION: Check understanding levels before continuing to the next point when explaining something complex.
- Over-confidence could lead to taking risks and preparing less well, or at the last minute. ACTION: Always incorporate preparation time before presenting. Show respect for the audience.

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Core Strengths (Top 8)

Taking Action Making Things Happen; Using Initiative; Investing Energy		**Very High** performed better than 95% of the comparison group

Building Strengths

- Make sure others are also on board before diving into something new.
- Seek opportunities to start new initiatives or ventures, or to turn poorly performing areas around.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Take something which seems to be stop-start and for which there is little motivation, and get it moving along.

Possible Overplayed Strengths - "Watch Fors"

- Is the excitement of starting something new at the expense of doing more routine work? ACTION: Schedule time for routine maintenance activities or to check ongoing tasks.
- Does a desire to make things happen tend to throw existing projects into disarray? ACTION: Be careful that your initiatives do not require resources that are already fully committed to existing projects.
- Do you feel inclined to embark on new work where you have a relatively low degree of knowledge and understanding? ACTION: Consult experts before taking the initiative in a new work area.
- Is your energy being channeled as appropriately as possible? ACTION: Before rushing on to the next activity, take time out to stop and think: 'Is this the best use of time/energy?'

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Core Strengths (Top 8)

Showing Composure Staying Calm; Tolerating Stress; Dealing with Pressure		**High** performed better than 90% of the comparison group

Building Strengths

- Watch out for potential problems as they surface and intervene calmly before things escalate.
- Look for situations where remaining calm is particularly advantageous.
- Test the relationship between pressure and performance. Find the optimum level of pressure to put yourself under to drive personal performance.
- Seek work in multifaceted roles with complex demands.

Possible Overplayed Strengths - "Watch Fors"

- Be aware that when you accept more tasks and responsibility, others may not realize when the pressure on you is becoming too great. ACTION: Work on understanding where your pressure points are, and be prepared to say no.
- Could your composure be interpreted by others as lack of concern or complacency? ACTION: Ensure that your concerns are clearly expressed.
- Is there a danger of not always appreciating when you are reaching your stress limits? ACTION: Look out for early warning signs that stress is starting to affect your health and performance negatively.
- Is your involvement in too many different tasks resulting in some being done less well? ACTION: There may be times when it is important to assess your workload and remove things which are time-consuming and unimportant.

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Core Strengths (Top 8)

Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgments		**High** performed better than 90% of the comparison group

Building Strengths

- Identify areas where the capacity to improve things will have the most benefit.
- Offer managers/team leaders your suggestions of potential enhancements and improvements. Promote the benefits of making the changes.
- Help others to acquire the tools required to identify key issues. Encourage them to consider the key objectives and dependencies in projects, and to evaluate the key risks.
- Learn to understand your intuition. Reflect on when your intuition has been right and wrong. Use this information to guide when to rely on intuition in the future and when to place greater weight on other information available.

Possible Overplayed Strengths - "Watch Fors"

- Might providing new insights and revisiting work be causing problems for others because things keep changing? ACTION: Try to create a more structured improvement process, where a number of changes are made in a coordinated way and the changes are clearly communicated.
- Could constantly seeking to improve things mean that existing processes are not sufficiently embedded and used? ACTION: Ensure that improvements will demonstrate a return on investment and are worth doing.
- Might people who are quick to get to the core of a problem sometimes not spend sufficient time explaining their thinking to others? ACTION: Make sufficient time to justify and explain your recommendations and conclusions to colleagues.
- Is there a risk of being over-willing to make decisions on the basis of intuition in the absence of substantive data? ACTION: Identify key data sources to support your intuition.

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Possible Challenge Areas (Bottom 8)

Inviting Feedback

Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback

Very Low
performed better than only 5% of the comparison group

Development Activities

- Ask open questions to improve the quality of feedback received.
- Seek feedback from a range of sources, not just the ones likely to be positive.
- Ask people to be critical, but constructive; focus on what could be done better and how, and not simply on what is wrong.
- Ask for timely feedback, i.e. immediately after an event/project.

Following Procedures

Adhering to Rules; Following Instructions; Minimizing Risks

Low
performed better than only 10% of the comparison group

Development Activities

- Learn how the key business processes benefit the department, organization, customers, shareholders and community.
- Only argue for exceptions to the rule in truly exceptional cases.
- Be careful to follow the full set of instructions to avoid costly missed steps and work needing to be redone.
- Check if there is an established list of known risks for your organization's industry sector. Consider which resources are at risk, what constitutes a threat, and what the consequences are.

Empowering Individuals

Motivating Individuals; Inspiring People; Giving Encouragement

Low
performed better than only 10% of the comparison group

Development Activities

- Identify and understand other individuals' strengths, motivations and development requirements.
- Get to know your team and colleagues well and develop a sense of unified purpose.
- Present a clear vision of the future.
- Find opportunities to praise people and recognize good performance.

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Possible Challenge Areas (Bottom 8)

Managing Tasks

Working Methodically; Planning Activities; Setting Priorities

Low
performed better than only 10% of the comparison group

Development Activities

- Perform or allocate tasks in line with capabilities and interests; use more appealing tasks as rewards and give people more challenging assignments.
- Complete one part of a task before moving on to the next. Try to reach a good finishing point before you switch to another task.
- Anticipate likely derailers and build contingencies for them into plans. Communicate promptly with team members as plans change.
- Try to balance both the urgency and importance of tasks when establishing their priority.

Adopting Practical Approaches

Applying Practical Skills; Learning by Doing; Applying Common Sense

Low
performed better than only 10% of the comparison group

Development Activities

- Concentrate on what will actually work and try to provide an immediate and practical solution to a problem.
- Ask to be shown how to use any equipment at work by someone who knows how to use it effectively.
- Build in time for reflection and review following a period of having to learn a task by doing it. Avoid concentrating on what went wrong; focus instead on what was learned.
- Spend time checking whether fundamental assumptions are met and that an approach delivers what is really needed.

Understanding People

Showing Empathy; Listening to People; Understanding Motivation

Fairly Low
performed better than only 25% of the comparison group

Development Activities

- Ask open questions and make an effort to get to know people.
- Find ways to support others by giving them practical help where possible.
- Talk less and give others the opportunity to explain and discuss in full.
- Ask people what motivates them and why they have made the choices they have.

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Possible Challenge Areas (Bottom 8)

Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity		**Fairly Low** performed better than only 25% of the comparison group

Development Activities

- Look for new opportunities to behave consistently with company values.
- Always play by company rules when it comes to managing finances/equipment, sharing information and interactions with others.
- If in any doubt, check whether information is confidential.
- Show integrity by acting in line with what you expect from others. Try to avoid dealing with people or situations inconsistently.

Valuing Individuals Showing Consideration; Tolerating Others; Trusting People		**Fairly Low** performed better than only 25% of the comparison group

Development Activities

- When someone else makes a mistake or misjudgment, reflect on your own previous deficiencies to keep the scale of the error in context.
- Separate out which of people's problems are genuinely important, and be sympathetic and supportive about these.
- Different strengths can be highly effective in combination. Try to recognize where others provide complementary strengths to your own.
- Explain how people can earn trust; make your expectations clear.

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Setting Development Priorities

Key Development Area

Development Actions

Development Review - What, How and When?

Key Development Area

Development Actions

Development Review - What, How and When?

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Setting Development Priorities

Key Development Area

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Development Review - What, How and When?

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Additional 20 Areas

Developing Expertise Taking Up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge		**High** performed better than 90% of the comparison group

Building Strengths

- Review personal development activities with your manager and/or mentor on a regular basis.
- Identify learning and development areas that are key for your current role and/or future progression.
- Research new approaches to learning and self-development techniques to aid retention of new information.
- Research current thinking in a relevant work area and write a critique of the key arguments.

Possible Overplayed Strengths - "Watch Fors"

- Becoming more of a specialist may focus your career in a particular direction. ACTION: Consciously think through the impact which specialist knowledge and skills could have on your future career path and prospects.
- Could a strong preference for learning mean that every opportunity to build new knowledge is taken up? ACTION: Consider whether a learning opportunity has real relevance to your work role.
- Could those who are fast learners forget others who progress at a different pace? ACTION: Allow others the space and time to learn at their own speed.
- Could individuals who are more specialized than is needed for their current role be perceived as too narrow and focused in one area? ACTION: Aim for breadth in your personal development to extend the range of developmental activities.

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Additional 20 Areas

Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions		**High** performed better than 90% of the comparison group

Building Strengths

- Seek high profile roles which increase exposure in the organization.
- Be clear about your strengths, and look for opportunities to maximize using them.
- Look at your career and consider the moves and experiences which will help you realize personal ambitions.
- Build strengths, specialist expertise and knowledge which will enable you to make a greater professional contribution.

Possible Overplayed Strengths - "Watch Fors"

- Are you failing to question your own capabilities? ACTION: Review with others what could be done better, and be open to their feedback, particularly after a significant or challenging assignment.
- Could other people find such strong personal confidence intimidating at times? ACTION: Consider others and be aware of their individual differences. Less confident people can still deliver effectively.
- Could your high level of confidence make you come across, at times, as self-absorbed or selfish? ACTION: Be aware of others' perceptions and try to appear more inclusive.
- Is there a risk of being seen by others as boastful or conceited? ACTION: Judge the audience carefully. Remember that sometimes it is better not to place too much emphasis on your own value/contribution.

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Additional 20 Areas

Convincing People

Persuading Others; Shaping Opinions; Negotiating

High
performed better than 90% of the comparison group

Building Strengths

- Vary your approach, particularly when dealing with regular contacts, so as not to become predictable and therefore easier to argue against.
- Ask for feedback on persuasive skills. Look to achieve good, high-quality solutions that build relationships.
- Prepare arguments well. Consider both sides of the case in order to handle objections and counter-argue.
- Look to get involved with higher level and more difficult negotiations.

Possible Overplayed Strengths - "Watch Fors"

- Look out for a tendency to continue to persuade others when the case has already been won. ACTION: Observe much more closely, read the body language and resist the temptation to oversell.
- Be careful not to come across as overly pushy by constantly seeking to persuade others. ACTION: Avoid trying to persuade in situations where others may not consider it appropriate.
- Beware of trying to change people's opinion as a personal challenge. Some people have very fixed opinions that they hold strongly. ACTION: Look out for people getting angry or irritated. It may be worth considering switching topic to one where there is a greater chance of a positive outcome.
- Beware of achieving wins for yourself more than deals where everyone is a winner. This is likely to make others lose trust in you in the longer term. ACTION: Think carefully about the benefits of long-term partnerships and how best to achieve these in the negotiation.

Examining Information

Processing Information; Asking Probing Questions; Finding Solutions

Fairly High
performed better than 75% of the comparison group

Building Strengths

- Explore techniques which could make your analysis easier and quicker, e.g. software tools.
- Review what could be improved upon in terms of the speed, accuracy and breadth of your analysis.
- Use simple probes to gather additional information quickly and efficiently, e.g. "Tell me more", "Help me understand that", "What next?"
- Test out the feasibility and effectiveness of a solution and adapt it accordingly.

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Additional 20 Areas

Interpreting Data

Quantifying Issues; Applying Technology; Evaluating Information Objectively

Fairly High
performed better than 75% of the comparison group

Building Strengths

- Offer to take responsibility for interpreting data in areas that are new and will stretch existing skills.
- Ensure that key numerical information is set out clearly so that the reader can locate it quickly. Identify and highlight key metrics where possible.
- Review the latest developments in information technology packages used, identifying areas which could improve your work.
- Identify opportunities to coach others in decision making, highlighting the need to consider objective information and resist subjective influences.

Directing People

Leading People; Coordinating Groups; Controlling Things

Fairly High
performed better than 75% of the comparison group

Building Strengths

- Identify opportunities to manage bigger projects and teams, where the inter-relationships and complexities are greater.
- Create a clear vision and common goals; check that others understand and are committed to them.
- Take on a role which requires coordinating people in different locations.
- Utilize software packages to help manage and coordinate projects.

Seizing Opportunities

Identifying Business Opportunities; Generating Sales; Outperforming Competitors

Fairly High
performed better than 75% of the comparison group

Building Strengths

- Show others how to seize new opportunities through professional/industry groups (e.g. present, contribute to newsletters or journal articles, write a blog).
- Study market trends and suggest potential product/service development opportunities.
- Ask for referrals and recommendations; build up a list of testimonials.
- Learn from the competitive bids which have been lost. Undertake a complete review and seek full feedback from the customer.

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Additional 20 Areas

Exploring Possibilities

Developing Concepts; Applying Theories; Identifying Underlying Principles

Fairly High
performed better than 75% of the comparison group

Building Strengths

- Suggest links and patterns when colleagues are putting suggestions forward, to create coherent models rather than isolated ideas.
- Trial new concepts and approaches to see what works well, and build this into future thinking.
- Spend time with colleagues to discuss how theories could be turned into action.
- Practice communicating the key components of a concept.

Interacting with People

Projecting Enthusiasm; Making Contact; Networking

Fairly High
performed better than 75% of the comparison group

Building Strengths

- Look to involve the quieter members of the team in order to utilize their talent.
- Engage others and generate enthusiasm for achievement within the team.
- Think through ways to make contact which could improve a relationship, e.g. inviting to a particular event, going for lunch.
- Make sure to network with purpose and spend time with people where there is potentially a mutual benefit.

Establishing Rapport

Putting People at Ease; Welcoming People; Making Friends

Fairly High
performed better than 75% of the comparison group

Building Strengths

- Make sure that social skills are accompanied by substantial and meaningful content.
- Consider the sorts of people who are least likely to be put at ease by your personal style, and think of ways to amend your approach with these people accordingly.
- Before a meeting, think through topics of conversation that demonstrate some common interest.
- Broaden the range of social contacts with peers as well as management.

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Additional 20 Areas

Meeting Timescales

Meeting Deadlines; Keeping to Schedule; Finishing Tasks

Average
performed better than 60% of the comparison group

Building Strengths

- Automate task lists and reminders using an electronic calendar. Identify opportunities for parallel work streams or multi-tasking.
- Use project milestones as an opportunity not only to review task progress against timelines/budget, but also to see how team members/customers are feeling.
- Work on projects where complex interdependencies need to be taken into account in scheduling.
- Lead by example; be seen to complete on time and be known as someone who reliably gets things finished on schedule.

Documenting Facts

Writing Fluently; Understanding Logical Arguments; Finding Facts

Average
performed better than 60% of the comparison group

Building Strengths

- Explore opportunities for reinforcing the written word in documents with appropriately presented facts and figures.
- Look for opportunities to write, e.g. contribute to newsletters, marketing and training material, and seek feedback from editors and readers.
- Scrutinize the evidence used to support others' points of view - is it well researched? Look for tentativeness and lack of confidence in their approach.
- Spend time researching new sources of information.

Producing Output

Working Quickly; Maintaining Productivity; Multi-Tasking

Average
performed better than 60% of the comparison group

Building Strengths

- Identify less urgent projects or tasks that can be tackled when other more pressing tasks are complete or on hold.
- Volunteer for tasks which must be done at a particularly fast pace.
- Find ways of becoming more productive by sidelining activities which are unimportant and time-consuming.
- Try to do another task in parallel with work being done.

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Additional 20 Areas

Making Decisions

Deciding on Action; Assuming Responsibility; Standing by Decisions

Average
performed better than only 40% of the comparison group

Development Activities

- Check that the relevant parties have been consulted before reaching a decision.
- Be aware of timelines. When decisions could affect the delivery of a project, try to make those decisions as early as possible.
- Identify areas at work to take responsibility for and own the process or task.
- Build decisions on rational evidence so that, if challenged, a position can be confidently justified.

Thinking Positively

Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness

Average
performed better than only 40% of the comparison group

Development Activities

- Start discussions with positives and benefits rather than negatives and problems.
- Spend time with optimistic people. Their enthusiasm and passion could have a positive influence on your outlook.
- Start to see setbacks as opportunities to learn, rather than as wholly negative experiences.
- Act genuinely; try to give others a realistic impression of enthusiasm and positivity rather than appearing uninterested or disengaged.

Embracing Change

Coping with Change; Tolerating Uncertainty; Adapting to New Challenges

Average
performed better than only 40% of the comparison group

Development Activities

- List the benefits that any proposed change will bring.
- Look to be more flexible in your working practices wherever possible.
- Reduce ambiguity wherever possible; probe areas which lack clarity and actively seek answers.
- See change as offering an opportunity to increase your personal skill set.

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Additional 20 Areas

Checking Things

Finding Errors; Ensuring Accuracy; Producing High-Quality Work

Average
performed better than only 40% of the comparison group

Development Activities

- Take responsibility for your work and learn from past mistakes; don't expect others always to check and correct details.
- Use spell check and other software tools to spot spelling and grammatical errors, mathematical errors, formatting problems, etc.
- Be disciplined about thoroughly checking the accuracy of facts and figures.
- Aim to get it right first time. Monitor the level and number of modifications and corrections spotted by others and reduce this over time.

Developing Strategies

Forming Strategies; Anticipating Trends; Envisaging the Future

Average
performed better than only 40% of the comparison group

Development Activities

- Read and keep up to date with case studies on implementing strategy and changing the course of a business.
- Spend time thinking about where the corporate strategy is relevant to the role/team/function.
- Create time to review future possibilities once a quarter.
- Try to align short- and medium-term deliverables against longer-term objectives.

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions

Fairly Low
performed better than only 25% of the comparison group

Development Activities

- Spend time getting to know team members, their roles and contribution.
- Check that all the relevant people who may use a product or service are involved in some way.
- Recognize the benefit of having more than one point of view to consider, and think about the value others can bring with their suggestions.
- Make sure that all relevant parties have been given the opportunity to make their views known.

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Additional 20 Areas

Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments		**Fairly Low** performed better than only 25% of the comparison group

Development Activities

- Identify potential problems early and take action quickly before people get angry.
- Look for occasions when it would be appropriate to deal with others who are upset.
- Empathize with people and help them to see that they are being listened to and understood.
- Understand the context for an argument and then hear both sides.

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