



# CoreDevelop™ Report

**Name:** Jane Manager  
**Organization:** Testing, Inc.  
**Job:** Leadership  
**Date:** 9/8/2004



10200 Alliance Road, Suite 310  
Cincinnati, Ohio 45242  
Tel 513.792.7500 Fax 513.793.8535  
support@devinegroup.com  
www.devinegroup.com

Printed September 15, 2004

## Understanding Your CoreDevelop™ Report:

### About the Devine Inventory™:

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

### CoreDevelop™ Contents:

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

The CoreDevelop™ Report will help you evaluate your match to the Devine Inventory Success Profile™ which has been created specifically for the Leadership position with your organization.

### The Success Profile: Two major components.

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

*Note: A Devine Inventory™ Success Profile should only be prepared in consultation with a certified expert trained in the Devine Inventory System™.*

### 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

Aggressiveness	Being assertive and taking charge.
Authority Relationships	Demonstrating cooperation and respect for leaders.
Closure	Agreeing upon and completing courses of action with others.
Commitment	Supporting the organization's goals and directives.
Communications	Giving and receiving information.
Competitiveness	Obtaining advantage through team or individual effort(s).
Concentration	Focusing and avoidance of distractions.
Conflict Management	Weighing in on and resolving differences.
Creativeness	Envisioning new options, either practical or theoretical.
Decisiveness	Choosing a course of action with speed and ease.
Detail Orientation	Attention to facts and experiences making one a competent and skilled expert.
Ego	Gaining respect and demonstrating confidence.
Emotional Composure	Maintaining professionalism and poise.
Goal Orientation	Seeking challenges toward reaching objectives.
Influence	Gaining acceptance of ideas.
Initiative	Taking action without being told.
Instructiveness	Coaching, teaching or sharing information with others.
Intensity	Effectively controlling stress.
Intimacy	Sensing what others are feeling and responding to their needs.
Learning	Advancing knowledge, skills and abilities.
Listening	Seeking to understand what others are saying.
Mobility	Accommodating to requirements for moving about and/or travel.
Negotiating	Bargaining effectively for a strongly held position.
Planning	Thinking and organizing strategies, for either near or long-term.
Presentation Style	Holding others' attention while presenting.
Response to Change	Modifying work practices to accommodate new direction.
Schedule Orientation	Creating and meeting time commitments.
Self Responsibility	Taking personal accountability.
Sociability	Building a network of relationships.
Structure	Creating order and staying organized.
Task Completion	Staying with a task until it has been effectively, promptly and thoroughly accomplished.
Time Competency	Managing time efficiently.
Vitality	Maintaining energy and stamina.



## The Role of the Learner

**Learning is a continuous process based on personal motivation to construct meaningful experiences leading to grow and develop.**

### What is an effective learner?

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

### How to use CoreDevelop™

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

## Jane Manager: At a Glance

### BehaviorMatch™

**Total Matches**  
**22**

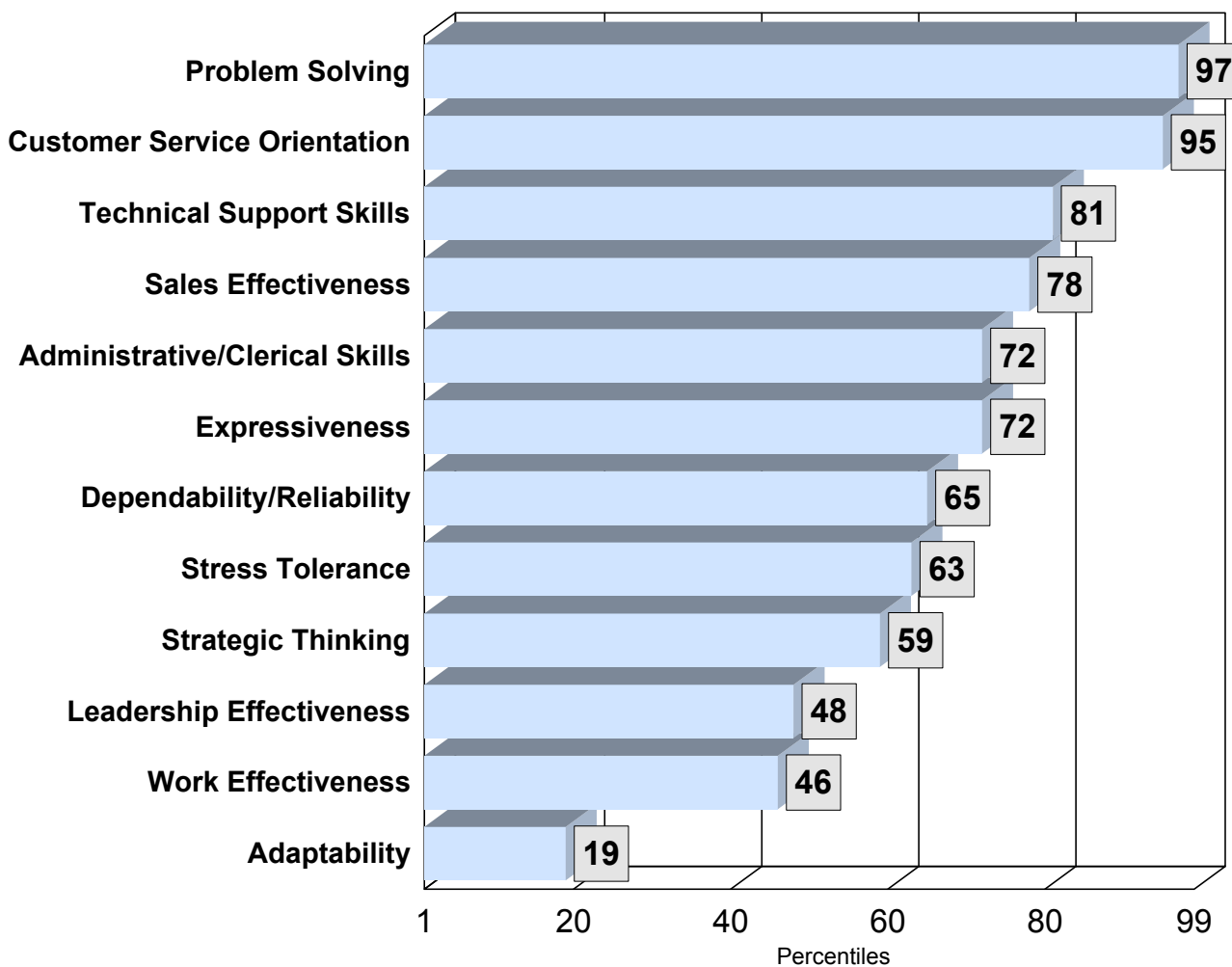
**Top 11 Behaviors**  
**6**

**Middle 11 Behaviors**  
**8**

**Bottom 11 Behaviors**  
**8**

Average number of matches for this Success Profile is 19.

### Competencies



## Competency Breakouts

**97% Problem Solving** *(Ability to define complex problems & bring about viable solutions)*  
 Prepares carefully and maintains agreeable communication which serves to encourage others to listen carefully and to freely express their own views/opinions.

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

**95% Customer Service Orientation** *(Readily initiates actions to meet or exceed the needs of others)*  
 The realization of a trusting relationship is cherished and serves to drive an on-going, supportive, responsible dynamic.

Communications (5)	Conflict Management (7)	Emotional Composure (5)
Influence (6)	Instructiveness (5)	Intimacy (7)
Listening (4)	Self Responsibility (6)	

**81% Technical Support Skills** *(Application of knowledge & skills related to work specialization)*  
 Sets an example of professionalism in the area of specialization by maintaining currency about new information and willingly responding to inquiries from others.

Closure (6)	Concentration (4)	Detail Orientation (3)
Emotional Composure (5)	Learning (6)	Negotiating (7)
Self Responsibility (6)	Task Completion (4)	

**78% Sales Effectiveness** *(Ability to persuade through relationships based on mutual trust & commitment)*  
 Deliberative planning in the handling of selling interactions is geared toward sharp targeting of information to meet the needs of clients and prospects alike.

Aggressiveness (7)	Closure (6)	Ego (2)
Goal Orientation (4)	Influence (6)	Negotiating (7)
Sociability (3)		

**72% Administrative/Clerical Skills** *(Transactional, clerical & organizational expertise used to process information)*  
 Regular auditing and updating of procedures to expedite the processes of managing and utilizing information contributes to a high level of efficiency.

Authority Relationships (7)	Closure (6)	Commitment (7)
Communications (5)	Listening (4)	Schedule Orientation (3)
Structure (4)	Task Completion (4)	

**72% Expressiveness** *(Strong human relationship & interpersonal abilities)*  
 Presents rationale for ideas/opinions and stimulates others to ask questions which are responded to in an engaging and receptive manner, through evoking openness/frankness.

Communications (5)	Instructiveness (5)	Intimacy (7)
Listening (4)	Presentation Style (7)	Sociability (3)



**65% Dependability/Reliability** (*Predictability in conforming to expectations for completing work*)  
Almost always meets scheduled appointments and adapts to schedule changes; Anticipants factors that require reallocation of time.

Authority Relationships (7)	Commitment (7)	Concentration (4)
Listening (4)	Schedule Orientation (3)	Self Responsibility (6)
Structure (4)	Task Completion (4)	

**63% Stress Tolerance** (*Balanced reaction to duress needed to sustain expected performance levels*)  
Maintains emotional composure and refrains from alienating or causing distress, emotional or physical; Engineers cooperation among those who differ, so as to reach satisfactory results.

Decisiveness (3)	Emotional Composure (5)	Inverse Intensity (4)
Learning (6)	Response to Change (3)	Vitality (7)

**59% Strategic Thinking** (*Develops broad, long-ranged objectives & plans that meet contingencies*)  
Application of practical and economically feasible ideas often contribute to prevention of similar problem reoccurrences.

Concentration (4)	Creativeness (3)	Inverse Detail Orientation (3)
Goal Orientation (4)	Listening (4)	Planning (7)
Structure (4)		

**48% Leadership Effectiveness** (*Ability to integrate resources to meet objectives & ensure competitive advantage*)  
Understands managerial responsibilities and attempts to balance work loads and relies quite heavily on achieving consensus. Some flexibility in managerial style.

Aggressiveness (7)	Competitiveness (5)	Decisiveness (3)
Goal Orientation (4)	Influence (6)	Initiative (3)
Time Competency (3)		

**46% Work Effectiveness** (*Efficiently executes tasks to achieve desired results*)  
Observes sound self-management principles under most circumstances through regular assessment of conditions that inhibit effectiveness.

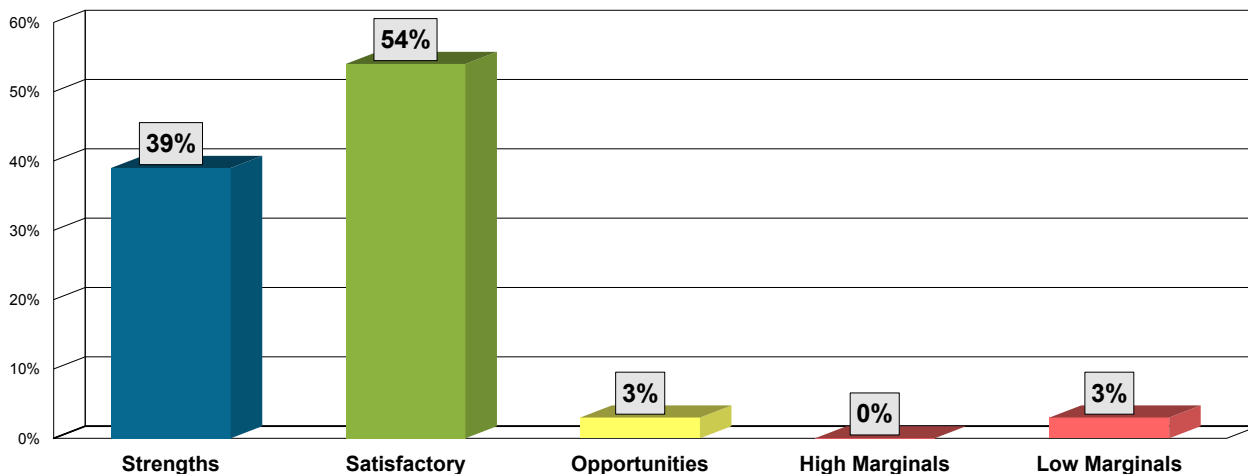
Closure (6)	Concentration (4)	Listening (4)
Schedule Orientation (3)	Structure (4)	Task Completion (4)

**19% Adaptability** (*Willingness to deal with unexpected challenges or circumstances*)  
Sometimes resists change, preferring to maintain the status quo, due to anticipating potential negative consequences from being identified as a change-agent.

Decisiveness (3)	Emotional Composure (5)	Learning (6)
Mobility (0)	Response to Change (3)	Self Responsibility (6)

## Behavior Summary

### Behavior Scores



#### Strengths

- Aggressiveness (7)
- Authority Relationships (7)
- Closure (6)
- Commitment (7)
- Conflict Management (7)
- Influence (6)
- Intimacy (7)
- Learning (6)
- Negotiating (7)
- Planning (7)
- Presentation Style (7)
- Self Responsibility (6)
- Vitality (7)

#### Satisfactory

- Communications (5)
- Competitiveness (5)
- Concentration (4)
- Creativeness (3)
- Decisiveness (3)
- Detail Orientation (3)
- Emotional Composure (5)
- Goal Orientation (4)
- Initiative (3)
- Instructiveness (5)
- Intensity (4)
- Listening (4)
- Response to Change (3)
- Schedule Orientation (3)
- Sociability (3)
- Structure (4)
- Task Completion (4)
- Time Competency (3)

#### Opportunities/Marginals

- Ego (2)
- Mobility (0)

= is a match with Success Profile



## Devine Inventory™ Profile

**TOP 11 BEHAVIORS** (6 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<b>GOAL ORIENTATION</b> (4) Always seeks to balance material goals with high quality people relationships.						—	—	—	—	never satisfied
<input checked="" type="checkbox"/> <b>PLANNING</b> (7) Places emphasis on preventing problems and establishing courses of action that get results.					—	—	—	—	●	dwells on future
<input checked="" type="checkbox"/> <b>AGGRESSIVENESS</b> (7) Accepts others as equals, advances opinions and ideas to create mutually comfortable relationships and respect.						—	—	—	—	dominant
<input checked="" type="checkbox"/> <b>SELF RESPONSIBILITY</b> (6) Takes personal accountability for mistakes by being willing to do what others may not be willing to do.						—	—	—	—	burdened
<input checked="" type="checkbox"/> <b>COMPETITIVENESS</b> (5) Occasionally volunteers to engage in competition; thereby, helping to draw in others who may lack confidence.						—	—	—	—	relentless push to win
<b>INITIATIVE</b> (3) Checks with authority to gain approval for taking action and keeps supervisor informed of progress.				●		—	—	—	—	oversteps boundaries
<b>TIME COMPETENCY</b> (3) Beginning to show some capability in giving sufficient time to high priority matters.				●		—	—	—	—	rigidly manages time
<b>RESPONSE TO CHANGE</b> (3) Will carefully evaluate new changes and indicate readiness to address tasks not previously done.				●		—	—	—	—	enamored with change
<b>EGO</b> (2) Gives undue credit to others rather than being self accrediting.		●				—	—	—	—	engineers recognition
<input checked="" type="checkbox"/> <b>CONFLICT MANAGEMENT</b> (7) Conflict is accepted as part of life, and extra effort is made to cooperate and to get things done.						—	—	—	—	orchestrates advantage
<input checked="" type="checkbox"/> <b>EMOTIONAL COMPOSURE</b> (5) Comfortable in relating to others emotionally in order to proceed without confrontation or possible alienation of relationship.					—	—	—	—	—	controlled/ un-demonstrative

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile

## Devine Inventory™ Profile

**MIDDLE 11 BEHAVIORS** (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"/> <b>INFLUENCE</b> (6) Advances ideas sincerely, yet in a manner that causes others to feel that they can differ.	passive					—	—	—	—	forces ideas
<input checked="" type="checkbox"/> <b>CLOSURE</b> (6) Infuses personal opinions and attitudes about goals/objectives set forth by higher authority in a positive, supportive manner.	false start/ vacillates				—	—	—			non-productive push on others
<b>CREATIVENESS</b> (3) Demonstrates interest in new ideas, but withholds participation unless being directed to help in the implementation.	unimaginative					—	—	—		inventive/ impractical
<b>DECISIVENESS</b> (3) Exercises care when examining and evaluating facts by giving serious thought to the downside or consequences of a wrong choice.	agonizes					—	—	—	—	risky/ impulsive
<input checked="" type="checkbox"/> <b>NEGOTIATING</b> (7) Maintains a strong bargaining position, but adapts if new evidence is introduced which will provide a defensible and believable rationale.	avoids/ retreats					—	—	—	—	win at any cost
<b>SCHEDULE ORIENTATION</b> (3) Desires to have flexibility in developing and executing work schedules.	won't commit					—	—	—		over commits
<input checked="" type="checkbox"/> <b>VITALITY</b> (7) Seeks professional counsel/advice on health and wellness habits and cheerfully discusses benefits with others to promote interest.	fatigued					—	—	—	—	compulsive energy
<input checked="" type="checkbox"/> <b>LEARNING</b> (6) Seldom overlooks new opportunities to add knowledge or skill.	resists					—	—	—	—	relentless pursuit
<input checked="" type="checkbox"/> <b>CONCENTRATION</b> (4) Properly gathers information and prepares for meaningful examination of facts, while keeping focused on objectives to be accomplished.	unfocused/ distracted					—	—	—	—	tunnel vision/ over focused
<input checked="" type="checkbox"/> <b>COMMUNICATIONS</b> (5) Cooperatively responds to questions to develop needed information.	restrictive					—	—	—	—	talks randomly
<input checked="" type="checkbox"/> <b>PRESENTATION STYLE</b> (7) Depends on personal qualities such as frankness, honesty and directness to stimulate interest of listeners.	stiff					—	—	—	—	overly dramatic

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile

## Devine Inventory™ Profile

**BOTTOM 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"/> <b>COMMITMENT</b> (7) Volunteers to represent the company on special occasions that will promote the company, its products, services and practices.	entrepreneurial						—	—	—	loyalty to org. at all cost
								●		
<input checked="" type="checkbox"/> <b>STRUCTURE</b> (4) Responds positively and quickly to administrative changes and works cooperatively with those who are offering suggestions for improvement.	disorganized					—	—	—		rigidly organized
					●					
<b>TASK COMPLETION</b> (4) Obtains assistance from others in matters requiring special effort to complete a job.	depends on others						—	—	—	sets unrealistic standards
					●					
<input checked="" type="checkbox"/> <b>LISTENING</b> (4) Gives impression of listening carefully; at the same time often allows attention to be diverted to filter out elements of the message.	selectively tunes out					—	—	—		suspicious/ over attentive
					●					
<b>MOBILITY</b> (0) Little, if any, interest in travel preferring to remain at one work location.	stationary					—	—	—	—	wasted motion/ on-the-go
	●									
<input checked="" type="checkbox"/> <b>AUTHORITY RELATIONSHIPS</b> (7) Exhibits loyalty by ably defending company policies and practices to promote goodwill and support.	challenges/ resistant					—	—	—		blind loyalty
								●		
<input checked="" type="checkbox"/> <b>INTIMACY</b> (7) There may be periods when thoughtfulness and sensitivity to needs of others may not be appreciated; perseverance will prevail.	impersonal		—	—	—					overly sensitive
								●		
<input checked="" type="checkbox"/> <b>SOCIABILITY</b> (3) Some close friendships can develop at work because of common interests.	choosy/ selective					—	—	—		contrived friendliness
				●						
<input checked="" type="checkbox"/> <b>DETAIL ORIENTATION</b> (3) Attempts to balance the need to apply technical know-how with the need to keep abreast of new developments in area of specialization.	disdains details		—	—	—					trivial pursuit of details
			●							
<input checked="" type="checkbox"/> <b>INSTRUCTIVENESS</b> (5) Initiates transmittal of information helpful to others.	withholds/ self-protective					—	—	—		over shares/ preaches
					●					
<b>INTENSITY</b> (4) Periodically evaluates factors which inhibit plans to relax, and makes conscious efforts to modify or eliminate those conditions.	laid back							—	—	over stressed
				●						

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile

## Growth & Development Review

### Well Developed Strengths

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

#### Behavior Strength: Aggressiveness (7)

Because you desire to get ahead and forge ahead in the organization, you see the necessity for ramrodding so that decisions are made and action is taken. You are an action oriented person and you will not be afraid to express serious differences with others. There is no concern on your part about the fact that others may become angry about what you say because you are more concerned about getting the job done. Inactive people will tend to avoid you, whereas stronger people will respect you—provided that you don't overplay your hand and deliberately hurt someone.

#### Behavior Strength: Authority Relationships (7)

Since you have accumulated an adequate amount of experience through association with another person or in a company environment, you are able to work with a high level of cooperation with those in higher authority. Such behavior makes it possible for you to accept increasing levels of responsibility because you put the needs of the company first and will carefully safeguard privileged information. Your sights are kept upon the goals set by higher management and at times you are willing to make personal sacrifices in the best interests of keeping the company in a healthy position. When talking about the company, you evidence a positive and supportive manner. Even though loyalty will be obvious in your actions, you will not compromise a personal confidence for the sake of achieving upward movement in the organization.

#### Behavior Strength: Closure (6)

Believing in what you say or what you represent is quickly conveyed to others, particularly to those with whom you have business relationships. Getting down to real issues or concerns is helped along by the fact that you will stress the intention or purpose of being able to meet the needs of others. You identify with the role of the helper—one who expedites (moves things along). The fact that you make audits of progress is helpful in setting goals for follow-on meetings. As part of this self-imposed routine, you will gather facts and other useful information to be able to respond to questions or concerns. You also make mental notes about signals or indications of agreements and unresolved issues and this helps in clarifying concerns of the other person(s). Once there is a sense that there are no remaining concerns, you will move ahead to conclude business and reach agreements, whether expressed verbally or in written form.

#### Behavior Strength: Commitment (7)

Because there is close agreement between your philosophy about work and contribution and that which is expected by others, you are able to think in terms of a lengthy association and satisfying relationship. You do not feel distrustful about the motives of those in higher authority. In fact, you are becoming more confident and less questioning of the motives of authority because you feel that there is evidence of fair treatment. Your behavior will help in promoting unified effort.

#### Behavior Strength: Conflict Management (7)

Conflict is seen by yourself as a challenge and something that occurs as a natural part of doing business and relating with others, regardless of the circumstances. You feel that this is the stuff from which good relationships are formed and you are not intimidated in meeting these challenges. Actually, you feel that it is only by testing ideas, opinions, and values in the light of the opinions and values of others, that progress can be realized. The possibility of resolving conflict far outweighs any satisfaction that you might obtain in walking away from such situations. You approach life with a strong degree of conviction and willingness to learn from interactions with others. This type of openness and spirit of adventure are the wellsprings from which others will gain confidence.

### Behavior Strength: Influence (6)

Your commitment to interact with sources of authority and power is clearly evident. You don't avoid interactions with powerful people-- in fact, you will seek out such interactions. Although you are confident of your views, you will express differences in a way that will not alienate others. Certainly you know what you are talking about and you are aware of the person with whom you are speaking, even to the point of using language which will be appealing to the other person. You also are always aware of not wasting the time of the person whom you are attempting to influence. Moreover, you will take the ideas of forceful people and carry these ideas to others, and you will not easily give up when communicating your own values. Actually you are not afraid of questions and are not intimidated by such questioning. You expect questions and will ask questions and pose issues.

### Behavior Strength: Intimacy (7)

Being aware of the experiences and problems of others is a natural part of your day-to-day interactions and as a result, people will keep you well informed. You make a conscious effort to contribute to a high level of morale and offer encouragement whenever possible. Furthermore, you volunteer special help and assistance as opposed to merely making verbal promises that are not taken seriously. Even the most menial tasks are seen as significant if you feel you can contribute to alleviating someone's pain, misery, or distress. Direct involvement in situations that call for compassion is an enjoyable and satisfying part of your life. As a result, people do turn to you. There is little, if any, concern on your part that others need to be equally caring about you.

### Behavior Strength: Learning (6)

Each person is perceived by yourself as a potentially valuable source of learning and this serves as a stimulus to you to make contacts, to ask questions, to make mental or written notes of important points (information). There is also a conscious awareness on your part about expressing appreciation for contributions of others to the learning process, and you will evidence a strong interest to relate to well informed persons. You consider being knowledgeable a "must" in order to consistently contribute to the accomplishment of goals and objectives.

### Behavior Strength: Negotiating (7)

You feel that the world is a competitive one and that those who do not respond to competitive pressures will lose out. In order to accomplish your objectives, your sights are kept in sharp focus so as not to find major issues and concerns sidelined. Gathering facts and presenting facts are both evident in your behavior. Once you have taken a position, there must be good reason for modifying this position. This will only occur if there is strong and compelling evidence to do so. However, you are careful not to jump to quick decisions and you examine alternatives. Alternatives will be offered to others. Various options will be employed during the stages of the negotiating process. During discussions, you will place emphasis on maintaining objectivity as opposed to allowing emotionalism and personalizing to rule. Because you are a skillful negotiator, you are always mindful of the importance of identifying key players in the negotiating process. You attempt to discover the motives of these key players. Furthermore, you realize that patience and a capability to move the negotiating process along are essential factors in sustaining the commitment of others to the negotiating process.

### Behavior Strength: Planning (7)

The future is important to you as opposed to just the here-and-now. You feel that there must be a plan as well as different alternatives and options. "We don't want to commit our resources to one course of action without having an alternative plan." You realize that flexibility is needed so that it will be possible to change a course or direction. "Let's find out what others think and keep aware of what is happening so we won't make the same mistake as others." Asking questions is a matter of importance to you. "We need to have time to think because we are building a future." You are oriented toward preventing problems rather than just correcting them. Your desire is to successfully anticipate what the future will be. "We must shape our own future rather than reacting to what is given to us." This behavioral orientation is the prerequisite for functioning effectively in a high-level executive capacity.

### Behavior Strength: Presentation Style (7)

The entire environment is important when creating an atmosphere of believability for yourself and your message. You will attempt to make others feel comfortable and encourage individuals to express their needs and concerns. There will be an effort on your part to obtain periodic critiques of your presentation style so as to make modifications and adjustments. Opportunities to present ideas are readily accepted and even sought out by you. Because you show your enthusiasm and excitement, you will infuse enthusiasm and excitement in your audience. Your personal appearance, mannerisms, and non-verbal gestures are all carefully orchestrated. Whatever modern techniques can be used in making your message more attractive and interesting will be brought into play by yourself. Most great presenters have a sense of theater and a feeling for the audience.



## Behavior Strength: Self Responsibility (6)

Individuals such as yourself are very much aware of their responsibilities and the responsibilities of others who are involved in bringing work through to completion. You will explore the manner in which results are to be accomplished and what must be done to reach objectives. Certainly you are ambitious in the sense of desiring to quicken the pace of preventive effort. There is a high degree of self-confidence on your part in taking on new challenges. Moreover, you will quickly recognize the learning that can be acquired through volunteering to be reassigned and redeployed within the system.

## Behavior Strength: Vitality (7)

Physical health and a high energy level are well up on the list of your priorities. You will observe a regular schedule of health activity at all times. In addition, you will encourage good health practices among friends, colleagues, and others. Because you are aware of the energy levels of others, you will not overpressure them by expecting them to meet unrealistic demands on their available energies. You are aware of the importance of adapting work requirements to accommodate optimal energy rhythms. Practices which are inconsistent with maintenance of health and safety will be reported to appropriate sources of authority for resolution.

## Development Opportunity: Ego (2)

### Current Behavior

- You find some degree of satisfaction in giving others the chance to be noticed or acknowledged. This type of unselfishness repeats itself over and over again. Certainly, there is little in your behavior that suggests desire for personal recognition or personal gain. Sometimes as you give credit to others, you may overstate the contributions of certain people to the point where expectations of their competencies may exceed the reality. Frequently, because of your unselfishness, greater and greater demands will be placed upon you because you are so unassuming. Often, in the end, your selflessness will make you feel unappreciated and unacknowledged by those who have taken personal credit for themselves.

### New Behavior Models

- People who project themselves as confident and willing to take on challenging assignments are important assets in any organization, in any situation and at any time. Such qualities come about as a result of understanding one's own strengths in relationship to the job or task that needs to be done. If you expose yourself to learning experiences that contribute to the development of your knowledge and skill, you have taken a major step toward eliminating fears or concerns about doing the job. On occasion, you should state your purpose for taking on a new assignment. It may be to learn more or to have an opportunity to be recognized by more people, or there may be some other reason. As you are learning, be sure to let others know what you have learned. You contribute to the exchange of ideas in problem-solving situations. Taking the initiative in offering thoughts and suggestions is seen by yourself as an opportunity to have influence, and this overrides any concern about risking rejection because you want to be seen as a "performance-minded person." Ask for critiques and express appreciation for suggestions. Those who make decisions about assignments will likely look upon you as a person who looks forward to being under the microscope, so to speak. The net result is to create possibilities for being considered as one who can take on new challenges.
- Pushing others aside to draw favorable attention to yourself is unprofessional and often self-defeating because such behavior makes others resentful. It is certainly all right to want recognition for yourself, but it is also appropriate to bring to the attention of others the talents and contributions of people in your environment. Speaking with pride about your work, activities or associations is related to helping others feel that you will be fair in what you have to say about them. Whenever an opportunity is presented to demonstrate what you can do, you will rise to the occasion and put yourself in the proper position. You will recognize those who have power and consciously think about how you will relate to such people even prior to meeting them. Furthermore, you will take every opportunity to keep these contacts. Being able to express your own ambitions to such persons should pose no problem for you. Under no circumstances whatsoever will you take credit for the work or ideas of others. Obtaining the respect of others with whom you work is uppermost in your mind. The fact that you can openly request opportunity for recognition to the people who give it reveals an admirable quality of standing on your own merits rather than on the shoulders of others.

### Growth Tips

- Develop a positive attitude about meeting the challenges in your life rather than concentrating on problems and difficulties you are encountering.
- Review with your supervisor the priorities that are most important for you to accomplish and the manner in which accomplishment will be evaluated, acknowledged and rewarded.
- Concentrate on objectives for which you will be held accountable in your work situation.
- Attend a program that will provide you with an opportunity to obtain feedback from professionals (self development, interpersonal relationships, leadership, etc.).
- Ask your supervisor for input that highlights your strengths and needs development areas; let others know that you respond positively to knowing more about yourself, both pluses and minuses.
- Acquaint yourself with various test/assessment instruments which will help you to develop your self insight.
- Make a list of those experiences which make you feel insecure, then review these with an experienced counselor. Avoid certain people who are constantly "beating you down." Cultivate associations with individuals who have a positive and optimistic perspective about life.
- Expand your horizons in terms of special interests and hobbies off the job so as to have experiences uniquely satisfying to yourself. Seek experienced and professional counsel, if you continue to have self doubt and diminished interest and confidence about your ability to improve.
- Read *Maximum Self Esteem*, by Jerry Minchenton.
- Read *Your Erroneous Zones*, by Wayne Dyer, Ed.D.
- Read *The Psychology of Self Esteem and How to Raise Your Self Esteem*, by Nathaniel Brandon.
- Read *What You Can Change and What You Can't*, by Martin Seligman, Ph.D.
- Read *Learned Optimism*, by Martin Seligman, Ph.D. Carefully review and practice the A, B, C, D, E approach that he recommends for coping with obstacles.



## Development Opportunity: Mobility (0)

### Current Behavior

- Staying in one place may make for some comfort for you since it does not require periodic adaptation and new learnings. When there is a need to "fill in" for someone who must travel or move about, you are likely to request that the new adjustment be only short term. Asking to be excused when invited to meetings with other department representatives or in some other way not being available to accommodate personal contact that requires travel may indicate a much too narrow focus in present work assignment(s).

### New Behavior Models

- Since you realize some of the pitfalls in being physically limited to a confined area of work with regard to meeting and interacting with people, you take the initiative to get up and move about. If opportunities are offered to take a trip on business, you respond readily with a "yes." You will seldom ask someone to take your place. Accommodating travel must be expected in order to meet schedules. Getting the job done is important and adaptability is essential. Your effort and indication of willingness to set aside personal activities in order to finish work-related tasks will cause others to see you as an individual committed to a realistic view about work requirements in a rapidly growing and technologically developing business world. One of your underlying motives in joining forces with the "I can and will travel" group is that of expanding your learning about the business itself. Though you have an adequate degree of mobility, you find enough time for your meals and for the personal recreational and health needs off the job. There is some degree of caution about not allowing yourself to fall into the trap of rushing about so much that events get out of focus. Though it is a danger, you are aware of some of the hazards.
- Physically rushing about makes others feel nervous, and you are able to walk the fine line of putting yourself forward as an active, busy person, but not so busy that you rush others to make decisions. Sufficient time is allowed for meals, and you express a willingness to get out to meet people. Your conversation is appropriately paced, neither too slow, nor too fast for the listener. Enough time is also allowed to complete discussions, and you indicate how you may be reached if someone wishes to be in touch. Although your appointment calendar is almost full, there is always enough flexibility to quickly rearrange meeting locations. Punctuality is important, and you will step back and reassess if your scheduled appointments are overlapping. As you are required to be more mobile, your communications will be more quickly focused. You don't expect the world of business people to beat a path to your door because you feel this is a totally unrealistic view. Your accommodation for travel will, in your view, speed up business activity. It gives you the opportunity to more dramatically convey your feelings and abilities through direct interaction. It also underscores the sense of urgency in getting the job done. Despite your ability to move and to meet people, you keep your rest, health and personal commitments well balanced.

### Growth Tips

- Avoid rushing meals or skipping mealtimes; maintain a regular, unhurried "take care of your nutritional needs" routine.
- Allow more time to get from point A to point B so as not to rush unnecessarily; keep a record of your movements from place to place so as to develop an accurate picture of how much time you are spending on transit.
- Review information on those individuals who have made an effort to contact you and the time difference that has occurred in making a connection with them.
- Always inform someone as to how and where you may be reached at any particular time so that others will believe you to be successful.
- When approached by others, express yourself in a patient manner; make an effort to refrain from reminding such contacts that you have to quickly move on to the matter on your agenda; when speaking from a telephone, be sure there is an absence of noise and commotion.
- Always express appreciation to others for the time they have taken to be in touch with you rather than being singularly concerned about any annoyance that such contacting may have caused you.
- Whenever possible, take vacations in block of time rather than on a one day or weekend basis.
- Maintain communication contact with family members during long periods of travel.



## Your Growth & Development Plan

### INSTRUCTIONS:

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

### STEP 1: YOUR STRENGTHS

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

Behavioral Strengths	Work Examples

### STEP 2: YOUR DEVELOPMENT NEEDS

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

Next, select and list 1 or 2 Growth Choices activities from the CoreDevelop™ report for each behavior listed below. Growth Choices 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 Choices*/Action Items <i>(completed by employee)</i>

*\* May be selected from your CoreDevelop™ report*

**STEP 3: SUPERVISOR'S COACHING AND SUPPORT**

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

**STEP 4: SIGNATURES**

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

**Follow-Up Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_