

# Development for Behavioral Competency

Report for Andrew Jones  
Compared to: Communication #LC01

**REPORT FOR**  
Andrew Jones

**DATE OF COMPLETION**  
09/15/2013

**RELIABILITY - 99.2%**  
Answers were very likely  
accurate and truthful

**ORGANIZATION**  
AssessDevelopEvolve.com

## Introduction

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth. Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a trait very much. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

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## Development Area 1: Collaborative

You may tend to give only moderate importance to collaborating with others in the decision-making process. You may tend to be a little over-controlling with regard to making decisions.

Collaborating with others improves the quality of decisions as well as the implementation of decisions. Inviting the views of people from different functions and different perspectives will almost always provide valuable insight, significantly improving the quality of your decisions. Inviting input is not a sign that you lack confidence or are incapable of solving a problem. True confidence means you don't need to pretend to have all the answers. In addition, by verbalizing your own ideas you will clarify and improve them.

If you collaborate with the people who will be involved with implementing a decision, you will nearly always inspire greater cooperation and ownership of the decision. As people participate in the decision-making process, they feel respected and take greater responsibility when it comes to implementation. Without such collaboration, the implementers often blindly carry out orders they do not fully understand. If something unexpected should occur in the implementation process (which it almost always does) the person is often unable to determine how to overcome the obstacle. However, if the implementer was involved with the decision process, he/she is much more likely to be empowered with the knowledge necessary to proceed with minimum assistance.

Collaborating does not mean that you give up responsibility for making the decision. It is not a matter of taking a poll and finding what the majority wants to do. Rather, it is a matter of gathering all the important views, assessing the situation, and then making what you think is the best decision.

### Exercise - Developing collaboration

#### Step 1 - What important decisions you need to make in the near future?

List the important decisions you need to make in the near future and then choose one for this exercise.

#### Step 2 - Who will be impacted by this decision?

List the key people that could be impacted by this decision.

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## **Step 3 - Who will implement this decision?**

List the key people who will implement this decision.

## **Step 4 - Who might help improve this decision if consulted?**

List all the people that might have some special expertise or knowledge that could improve this decision. You could also include people who are strategic thinkers even though they don't have special expertise.

## **Step 5 - Consult with the most important people from steps 2-4**

Now you have a list of all the people that you could consult with regarding this decision. Go through the list and select the people with whom you wish to collaborate.

When you approach these individuals, ask if they are willing to give input into a decision you need to make. This makes it clear that you are not asking them to make the decision, rather you are simply asking for their views that could help you to make the decision. If appropriate, you could do this with a group of people together.

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Explain exactly the decision you need to make. Outline the goal(s) you are trying to achieve and the obstacles you see to achieving those goal(s). Then ask for their views or ideas related to this decision.

The first stage is for brainstorming. Write down the ideas without trying to evaluate them. You can ask questions about their ideas, but do not comment on the validity of the ideas. You could even say that you are thinking of a possible solution of \_\_\_\_\_. 'What do you think about that'. This could give you some feedback about your own ideas.

Thank them for their ideas and especially thank them for any particular input that you think was useful or that you intend to implement. If you want, you could tell them you will let them know once you have finalized the details of the decision.

**Step 6 - In what way did you improve the decision as a result of the collaboration?**

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List the specific improvements from the collaboration.

Do the above steps for each important decision you need to make for the next 90 days.

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## Development Area 2: Tolerance Of Bluntness

You may tend to be tolerant of people who are blunt.

Learning to receive feedback is essential to career success. By encouraging others to be frank and give us direct feedback we create many new learning opportunities and build effective working relationships. In order to elicit feedback, you need to be tolerant of others when they appear to be blunt. This is especially important for customer service and management positions.

One way to practice your tolerance of bluntness is to get others to 'clear' past experiences with you. We tend to build up unspoken communications in our relationships with others. These withheld communications prevent us from gaining important information about our working interactions and interfere with teamwork. Inviting feedback opens the lines of communication and can remove the barriers to better working relationships. You may also need to clear up communications you have not expressed, but this section focuses on how you can facilitate others to feel more comfortable when communicating in a direct manner to you.

The first step is to learn how to ask for feedback despite the fears you may have about what the person is going to say. If the person has negative feedback, it is important to resolve it. If handled well, eliciting feedback discharges emotional barriers and creates an opportunity for open discussion and resolution. There are many ways you can elicit feedback. For example, you could ask a customer to tell you his/her experience in using your product or service. You could ask your boss what he/she sees as the strengths and weaknesses of your performance. You could ask a colleague to tell you how he/she thinks you could work together more effectively. You could even ask your subordinates to tell you their experience in working with you, or what they need from you to work together more effectively.

Since people often withhold feedback, it tends to build up in their minds. When finally expressed the communication can be emotionally charged or exaggerated. Therefore, when eliciting feedback, your aim should initially be to allow the person to discharge what has been withheld. Don't be concerned if what you hear is inaccurate or emotionally charged. The key is to listen without reacting or trying to defend your ego. To listen effectively, you need to temporarily set aside your own opinions and fully grasp the other person's viewpoint - even if the person has completely misunderstood you. Instead of trying to defend yourself, ask the person if there is anything else. When the person is finished, try to summarize what he/she said and confirm you have fully understood it. At that point, the person is likely to have discharged what was built up in his/her mind and you can begin to deal with the issues that were raised.

### Exercise - Receiving feedback

#### Step 1 - Who are the seven most important people with whom you relate?

Reflect on and write down the names of your seven most important relationships. These should focus on work relationships, but you could also list a couple of personal relationships.

- 1
- 2
- 3
- 4
- 5

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**Step 2 - Ask each person what has been his/her past experience in working with or relating with you. Listen empathetically and acknowledge the personal experience.**

Talk to each person on the list and find out his/her past experiences in working with you or relating with you. As the person begins to talk, just listen empathetically. Do not try to defend yourself or take anything personally. Acknowledge any painful experience with an empathizing statement such as 'That must have been very difficult for you'. Keep listening and keep acknowledging what he/she says until he/she runs out of things to say. If he/she stops, ask if there is anything more. Once you can see that the communication has completely discharged, thank him/her for the feedback.

**Step 3 - Discuss how you could better work together in the future.**

In discussing how to work better in the future, avoid rebutting anything that he/she said earlier.

**Step 4 - Write down your experiences in applying the steps in this exercise.**

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