

Development Report

Overview



Your development journey begins here! You recently completed the OutMatch Assessment, a work-related measure of your innate tendencies. This Development Report will help you to discover more about those tendencies, and how they influence the way you work. Start by reviewing the summary details below before moving on to the next page.

Top 3 Competencies

3.1

Resilience

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

3.0

Developing Leaders

The extent to which one develops leaders through daily coaching and intentional growth opportunities.

2.7

Compelling Communication

The extent to which one engages others and inspires action through communication.

Tips

Focus On Developmental Planning



Use this Development Guide to help leverage your strengths and close behavioral gaps.

Keep the following in mind as you review the guide:

- Don't worry, this isn't a general how-to guide for your life. The development feedback is specific to you in relation to the behaviors needed for job success.
- Strengths and gaps were uncovered by your assessment responses, and as such, may reflect your self-perceptions. Others may see you differently.
- Remember, everyone has strengths and gaps. Treat the suggestions below as a friend giving you tips for success.

Within each tab, review the Tips for developmental suggestions. Take notes as you read, to help create an action plan to accelerate your development. For follow-up and continued progress, access the information provided for each attribute.



Leveraging Strengths

ACCOMMODATION

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Tips

Leveraging Your Accommodation Style

(this may impact the following competency(ies): Resilience)

You are naturally helpful, so look for ways to help others daily. Helping someone complete a task or offering advice goes a long way to building lasting work relationships.

Leverage your natural tendency to accommodate others by connecting with new people every day to make them feel welcome.

Try to connect people that have things in common. Make introductions when people do not know each other.

Learn More for Personal Growth

- The Case for Radical Transparency (TEDx Talks): [Learn More](#)
- Working with Upset Customers (LinkedIn Learning): [Learn More](#)
- Be Our Guest: Perfecting the Art of Customer Service (Disney Institute Book)
- Delivering Happiness: A Path to Profits, Passion, and Purpose Paperback (Tony Hsieh)

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Tips

Leveraging Your Cautious Thinking Style

(this may impact the following competency(ies): Operational Planning and Prioritization)

Leverage your ability to be balanced in how you take risks. Voice your opinion and ask questions to ensure your concerns are being heard and addressed. Remember to be decisive once your mind is made up.

If others make decisions too quickly, ask questions to help them consider contingencies or long term consequences. If others make decisions too slowly, help them see the impact of not making timely decisions.

Share your decision making process with others. At what point do you feel secure to make a decision? How do you weigh your options? Mentor others and help those who are more indecisive to better evaluate and commit to decisions.

Learn More for Personal Growth

- 3 Ways to Make Better Decisions — by Thinking Like a Computer (TEDx Talks): [Learn More](#)
- The Unexpected Benefit of Celebrating Failure (TED Talks): [Learn More](#)
- Taking Smart Risks: How Sharp Leaders Win When Stakes are High (Doug Sundheim)
- Smart Choices: A Practical Guide to Making Better Decisions (John S. Hammond, Ralph L. Keeney, Howard Raiffa)

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Tips

Leveraging Your Criticism Tolerance Style

(this may impact the following competency(ies): Compelling Communication, Developing Leaders, Relationship Management)

You are likely to interpret feedback appropriately, and focus on the message, rather than having an emotional reaction to the information (or discounting it altogether). Use this to your advantage by applying the lessons learned from criticism or suggestions from others to improve your work performance.

Many coworkers get discouraged when they receive criticism. However, sometimes some of the best lessons you learn at work will come from observations from others or performance improvement suggestions from a boss or mentor. Leverage your objective outlook to take feedback to heart and consistently work to improve your skill set.

Help others see the value of feedback and critical discussions. If you can help to establish a positive feedback culture at work, and react in a positive way to criticism from others, you can help create a culture of accountability and open communication. Your willingness to hear what others have to say will go a long way towards improving work performance.

Learn More for Personal Growth

- How to Use Others' Feedback to Learn and Grow (TEDx Talks): [Learn More](#)
- Giving and Receiving Feedback (LinkedIn Learning): [Learn More](#)
- Four Ways to Give Good Feedback (Time Magazine)
- Crucial Conversations Tools for Talking When Stakes Are High, Second Edition (Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler)

FOLLOW THROUGH

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Tips

Leveraging Your Follow Through Style

(this may impact the following competency(ies): Operational Planning and Prioritization)

Leverage your follow through style by committing to work tasks in which completion is critical to the organization. Look for opportunities to impact the business outside of your day-to-day responsibilities. Are there projects or individuals that could benefit from your follow through skills?

Consider how you might help others that struggle with follow through. Are there certain tools or techniques that help you accomplish your goals? Share tips and best practices.

Learn More for Personal Growth

- How to Break Away from Habit & Follow Through on Your Goals (TEDx Talks): [Learn More](#)
- Success Habits (LinkedIn Learning): [Learn More](#)
- Leadership Without Excuses: How to Create Accountability and High-Performance (Instead of Just Talking About It) (Jeff Grimshaw and Gregg Baron)
- The Best Strategic Leaders Balance Agility and Consistency (Harvard Business Review)

INTERPERSONAL INSIGHT

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Tips

Leveraging Your Interpersonal Insight Style

(this may impact the following competency(ies): Compelling Communication)

Leverage your interpersonal insight to appropriately adjust your behavior as you interact with others.

You have a natural ability to understand the feelings and behaviors of others. Use this ability to build strong relationships by demonstrating empathy and understanding.

Help someone who struggles with reading people. Observe the person and provide specific feedback on how the person could demonstrate stronger interpersonal insight to achieve a better result.

Learn More for Personal Growth

- Why Aren't We More Compassionate? (TED Talks): [Learn More](#)
- Communicating with Empathy (LinkedIn Learning): [Learn More](#)
- Everybody Matters: The Extraordinary Power of Caring for Your People Like Family (Bob Chapman and Raj Sisodia)
- Leaders Eat Last: Why Some Teams Pull Together and Others Don't (Simon Sinek)

OBJECTIVE THINKING

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Tips

Leveraging Your Objective Thinking Style

(this may impact the following competency(ies): Making Sound Decisions)

Leverage your objective thinking style by finding opportunities to solve problems and make decisions. Your tendency to focus on facts and data can be incredibly valuable when tackling tough organizational challenges. When your team is faced with a challenge, volunteer to consider options and propose fact-based actions.

Share your decision making process to help others understand how you arrived at your conclusions. Explain your thinking and share the facts that you considered. Speak up in meetings and volunteer your point of view.

Your ability to be objective makes you less likely to take things personally. Utilize this strength by asking for feedback and constructive criticism to help you improve.

Learn More for Personal Growth

- Learned Intuition (TEDx Talks): [Learn More](#)
- 3 Ways to Make Better Decisions--By Thinking like a Computer (TEDx Talks): [Learn More](#)
- Outsmart Your Own Biases (Harvard Business Review)
- The Science of Intuition: How to Access the Inner-net of Intuitive Knowledge (Nora Truscello)

POSITIVE VIEW OF PEOPLE

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Tips

Leveraging Your Positive View of People Style

(this may impact the following competency(ies): Compelling Communication)

Others will respond favorably to your open and trusting style. Use this to your benefit by establishing mutually-beneficial work relationships that you can leverage to grow your career.

Because you feel comfortable trusting other people, find ways to delegate wisely. Let others try tasks that you have mastered, so you are free to try new challenges. Or conversely, delegate more difficult tasks to those who may be more capable than you.

Help others see the positive in customers and coworkers. Find opportunities to show recognition and express appreciation. Set an example by giving second chances.

Learn More for Personal Growth

- Guidelines for navigating performance issues (LinkedIn Learning): [Learn More](#)
- How to Build (and Rebuild) Trust (TED Talks): [Learn More](#)
- Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability (Roger Connors and Tom Smith)
- Cultivate: The Power of Winning Relationships (Morag Barrett)

SOCIAL RESTRAINT

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Tips

Leveraging Your Social Restraint Style

(this may impact the following competency(ies): Relationship Management, Resilience)

Others likely perceive you as being approachable and tactful. Leverage this by engaging in meaningful conversation

and being an active listener.

Set an example for others by maintaining composure during times of stress or interpersonal conflict. Your ability to react calmly and appropriately will be an asset when navigating tense situations.

Learn More for Personal Growth

- Body Language and Approachability (LinkedIn Learning): [Learn More](#)
- Preparing for Successful Communication (LinkedIn Learning): [Learn More](#)
- The Benefits Of Expressing Your Emotions (Forbes)
- How Leaders Can Open Up to Their Teams Without Oversharing (Harvard Business Review)

WORK INDEPENDENCE

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

Tips

Leveraging Your Work Independence Style

(this may impact the following competency(ies): Leading Others)

Get the most out of your work independence style by identifying which tasks would be best performed alone, and which would be best performed with the collaboration of others.

You are confident in your ability to independently solve problems and make decisions. Help others become more confident in their abilities by delegating work that pushes them to develop these skills as well.

Learn More for Personal Growth

- Delegating Tasks (LinkedIn Learning): [Learn More](#)
- Leading Yourself (LinkedIn Learning): [Learn More](#)
- How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions (David Straus & Thomas C. Layton)
- Why aren't you delegating? (Harvard Business Review)

WORK INTENSITY

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Tips

Leveraging Your Work Intensity Style

(this may impact the following competency(ies): Developing Leaders, Leading Others, Making Sound Decisions, Operational Planning and Prioritization)

Leverage your work intensity style by working even more efficiently. Group together tasks that require a similar skill, mindset, or level of concentration. By streamlining your process, you can complete tasks with greater ease.

Give yourself strategic breaks to recharge and reset. This will help you maintain a rigorous work pace without sacrificing quality.

Although you tend to complete work quickly, be sure to plan and organize your schedule to avoid rushing at the last minute.

Learn More for Personal Growth

- Getting Things Done (LinkedIn Learning): [Learn More](#)
- Prioritizing Your Tasks and Time (LinkedIn Learning): [Learn More](#)
- Pace and Productivity: When Faster and More Isn't Always Better (Huffington Post)
- What the Most Successful People Do Before Breakfast: And Two Other Short Guides to Achieving More at Work and at Home (Laura Vanderkam)



Closing Gaps

ACCOMMODATION

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Tips

Adapting Your Accommodation Style

(this may impact the following competency(ies): Leading Others, Relationship Management)

Find ways to arrive at common ground when working with others. Your tendency may be to protect your own interests (which is valid), but look for opportunities to compromise or find a middle ground option with which everyone can live.

When something frustrates you about another person, look for ways to help them rather than complain. Turn the problem into a solution by offering your assistance.

Try to include new people and make an effort to build relationships with them. Be welcoming and offer your assistance and guidance.

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- Working with Upset Customers (LinkedIn Learning): [Learn More](#)
- Be Our Guest: Perfecting the Art of Customer Service (Disney Institute Book)
- Delivering Happiness: A Path to Profits, Passion, and Purpose Paperback (Tony Hsieh)

ASSERTIVENESS

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Tips

Adapting Your Assertiveness Style

(this may impact the following competency(ies): Compelling Communication, Leading Others)

Avoid interrupting and practice active listening when communicating with others. At the end of conversations, summarize back what you heard to ensure that you understood the other person's point of view. Ask questions prior to giving your opinion. Remember, if you are constantly expressing your opinion to the exclusion of others', you may be tuned out.

Assertiveness can sometimes be perceived as negative. Consider whether your requests sound overly directive. Do your questions sound more like demands than requests? Do you consider other people's priorities and timelines

before you petition for their help? Use kinder, more diplomatic language to encourage collaboration and feedback.

To avoid sounding abrasive, remember to confront the issue instead of the person.

Learn More for Personal Growth

- Improving Your Listening Skills (LinkedIn Learning): [Learn More](#)
- 10 Ways to Have a Better Conversation (TED Talks): [Learn More](#)
- Changing Behavior: Immediately Transform Your Relationships with Easy-to-Learn, Proven Communication Skills (Georgianna Donadio)
- 10 Steps To Effective Listening (Forbes)

CAUTIOUS THINKING

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Tips

Adapting Your Cautious Thinking Style

(this may impact the following competency(ies): Making Sound Decisions)

Avoid making snap decisions or quick assumptions. Think through critical situations before you commit to an approach. Force yourself to take time to consider alternatives and to carefully evaluate your options before taking action.

To really understand an issue, ask questions and do your research. Make a list of what you need to know and who you need to speak with in order to make an informed decision. Don't come to a final conclusion until you have the answers.

When making critical decisions, include those who are more inclined to recognize and mitigate risks. Specifically, identify 2-3 great decision makers to run your ideas by.

Learn More for Personal Growth

- 3 Ways to Make Better Decisions — by Thinking Like a Computer (TEDx Talks): [Learn More](#)
- The Unexpected Benefit of Celebrating Failure (TED Talks): [Learn More](#)
- Taking Smart Risks: How Sharp Leaders Win When Stakes are High (Doug Sundheim)
- Smart Choices: A Practical Guide to Making Better Decisions (John S. Hammond, Ralph L. Keeney, Howard Raiffa)

CRITICISM TOLERANCE

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Tips

Adapting Your Criticism Tolerance Style

(this may impact the following competency(ies): Leading Others, Making Sound Decisions, Resilience)

People that are more sensitive to criticism tend to be very concerned about meeting the expectations of others and sometimes take it personally when they receive feedback otherwise. Focus on the message and how you can improve, rather than the emotion you may feel, and you will be able to better use the feedback to your benefit.

If you have an emotional reaction when others give you feedback, this may affect their willingness to provide you with feedback in the future. Take notes on their specific comments so that you can refer back to them later and consider their suggestions carefully. By doing this, you will be able to focus on the specifics of their suggestions, rather than your initial reaction to hearing the feedback. Make sure to take time to process the information you receive before discussing in detail. Also, make a point to thank others for sharing their thoughts with you, so that you keep feedback channels open in the future.

Learn More for Personal Growth

- How to Use Others' Feedback to Learn and Grow (TEDx Talks): [Learn More](#)
- Giving and Receiving Feedback (LinkedIn Learning): [Learn More](#)
- Four Ways to Give Good Feedback (Time Magazine)
- Crucial Conversations Tools for Talking When Stakes Are High, Second Edition (Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler)

DETAIL INTEREST

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Tips

Adapting Your Detail Interest Style

(this may impact the following competency(ies): Making Sound Decisions, Operational Planning and Prioritization)

Use to-do lists to organize your work. Listing everything you need to accomplish will prevent you from overlooking important tasks. It may also be beneficial to allocate time to review your work for accuracy.

Identify those areas of your work in which quality and attention to detail are critical. Set aside time to review your work and check for accuracy. If possible, ask a coworker to double check your work.

Avoid distractions such as checking e-mail and talking to peers when working on tasks that require attention to detail. Conduct regular self-assessments to determine how well your efforts to be detail-oriented at work are doing. Have you overlooked projects, missed deadlines, made mistakes or otherwise run behind? Continually tracking where you are and where you want to be will help keep you focused on this ongoing professional development effort.

Learn More for Personal Growth

- Deep Work: Rules for Focused Success in a Distracted World (Blinkist Summary) (LinkedIn Learning): [Learn More](#)
- Strategic Thinking (LinkedIn Learning): [Learn More](#)
- Deep Work: Rules for Focused Success in a Distracted World (Cal Newport)
- 4 Ways to Improve Your Strategic Thinking Skills (Harvard Business Review)

FOLLOW THROUGH

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Tips

Adapting Your Follow Through Style

(this may impact the following competency(ies): Leading Others, Making Sound Decisions)

Successful follow-through requires some up-front preparation. Once you commit to a project, break down the steps and assign a deadline to each task. As you complete each step, check-in with your deadline to see if you are on track or not.

Take a look at the work you are expected to accomplish today. Hold yourself to a slightly higher standard and try to accomplish more. Set a personal goal to complete more tasks than you have in the past.

Be forthright with your coworkers about your ability to complete a task or project within a given time frame. Don't overcommit. Consider enlisting a colleague to help keep you accountable to the promises you make to yourself and others. If you do get off track, let coworkers know immediately so they can help you course correct.

Learn More for Personal Growth

- How to Break Away from Habit & Follow Through on Your Goals (TEDx Talks): [Learn More](#)
- Success Habits (LinkedIn Learning): [Learn More](#)
- Leadership Without Excuses: How to Create Accountability and High-Performance (Instead of Just Talking About It) (Jeff Grimshaw and Gregg Baron)
- The Best Strategic Leaders Balance Agility and Consistency (Harvard Business Review)

MULTITASKING

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Tips

Adapting Your Multitasking Style

(this may impact the following competency(ies): Compelling Communication, Developing Leaders, Operational Planning and Prioritization)

Although you enjoy handling many tasks at once, you may need to make an effort to stay focused. Make sure you allocate time to work on a single task when required. Resist the temptation to check e-mail, answer the phone, or attend to other distractions. If you have a job where you can work at home or come in early to accomplish these tasks, you may be less distracted.

When shuffling between tasks, it's easy to 'drop the ball' and overlook something important. To avoid this, make a prioritized and detailed to-do list with due dates for each item. Throughout the day, refer back to your list to help you stay on track. Use tools like OneNote or other note taking software to help keep your lists organized.

You may be tempted to attend to unrelated projects when working with others or attending meetings. Be cognizant that others might interpret your multitasking as not paying attention. Make sure to give your peers your undivided attention. Put away distractions and be fully present in the discussion. If you are a leader, resist the urge to multitask when someone comes to speak to you. What you see as efficiency may be perceived as indifference.

Learn More for Personal Growth

- A Powerful Way to Unleash your Natural Creativity (TED Talks): [Learn More](#)
- Becoming Indistractable (LinkedIn Learning): [Learn More](#)
- Secrets of Multitasking: Slow down to Speed up (American Management Association)
- The Effective Executive: The Definitive Guide to Getting the Right Things Done (Harperbusiness Essentials) (Peter F. Drucker)

OPTIMISM

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

Tips

Adapting Your Optimism Style

(this may impact the following competency(ies): Developing Leaders, Relationship Management, Resilience)

You may find yourself so preoccupied with what could go wrong, that you become discouraged and want to give up. Make an effort to turn negative thinking into constructive problem solving. Break down large obstacles into manageable steps, and focus on one step at a time. As challenges arise, take time to explore solutions.

Avoid the urge to immediately criticize an idea. Instead, stay open-minded and allow others to fully explain their thoughts. Be willing to explore options that you may initially be averse to.

Being overly negative can impact your relationships with your coworkers. If you are feeling worried or pessimistic, consider whether you need to express your opinion and how it might impact others. It might be better to find a more positive way to phrase your concern.

Learn More for Personal Growth

- Being Positive at Work (LinkedIn Learning): [Learn More](#)
- The Optimism Bias (TED Talks): [Learn More](#)
- Optimism might be Stifling your Team (Harvard Business Review)
- Learned Optimism: How to Change Your Mind and Your Life (Martin E. P. Seligman)

POSITIVE VIEW OF PEOPLE

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Tips

Adapting Your Positive View of People Style

(this may impact the following competency(ies): Developing Leaders)

Test your assumptions. If you are suspicious of a coworker's motives or actions, create an open dialogue by asking questions and expressing your concerns. Sometimes we make uninformed assumptions but a good discussion can provide clarity.

Make an effort to identify and recognize the efforts and accomplishments of others. Start by giving positive feedback or sending an e-mail to a coworker who was recently successful or helpful. Finding ways to show your coworkers that you recognize and appreciate their contributions helps to build more trusting relationships.

Work at establishing relationships with others who are different from you. Interacting with people of different backgrounds will help you learn about the unique contributions that each has to offer.

Learn More for Personal Growth

- Guidelines for navigating performance issues (LinkedIn Learning): [Learn More](#)
- How to Build (and Rebuild) Trust (TED Talks): [Learn More](#)
- Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability (Roger Connors and Tom Smith)
- Cultivate: The Power of Winning Relationships (Morag Barrett)

PROCESS-FOCUSED

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

Tips

Adapting Your Process-Focused Style

(this may impact the following competency(ies): Leading Others, Operational Planning and Prioritization)

Take ten minutes at the beginning of each workday to prioritize your tasks. Keep a short list of things that are necessary to accomplish and work through the list in order of priority. Check completed items off as you accomplish them.

Before you start a task, make sure you take the time to think through the important steps. Are there things you should do before you can proceed from one step to another? Are there tasks that can be worked on simultaneously? What should be done during each step?

Leverage technology to keep your schedule and projects running smoothly. Features like color coding and audio alarms can help you ensure that you don't miss appointments or deadlines.

Learn More for Personal Growth

- Adaptability Creates Opportunities (TEDx Talks): [Learn More](#)
- Prioritizing Your Tasks (LinkedIn Learning): [Learn More](#)
- You're obsessed with outcomes. Here's why attention to process pays off. (Washington Post)
- The Practicing Mind: Developing Focus and Discipline in Your Life - Master Any Skill or Challenge by Learning to Love the Process (Thomas Sterner)

REALISTIC THINKING

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Tips

Adapting Your Realistic Thinking Style

(this may impact the following competency(ies): Developing Leaders, Leading Others, Making Sound Decisions, Operational Planning and Prioritization, Resilience)

Before you make a decision, define the solution requirements and constraints. Use these as guidelines in your decision making process to ensure the final solution is practical in the given situation. Make this a habit.

Ask those who will be affected by your decisions if the decision is workable. If they don't think the decision is feasible, ask for feedback. Listen for factors that you did not consider. Are there obstacles you did not see? Can you learn from how they analyzed the situation?

What may seem like a novel idea or revolutionary change, may, in fact, be a concept that was previously considered and discarded after analysis. When you have a new idea, do your research before proposing it. Learn if colleagues, or even other organizations, have ever tried this idea. What happened? Why hasn't this idea been implemented in your organization?

Learn More for Personal Growth

- Creative Thinking (LinkedIn Learning): [Learn More](#)
- Consider the Future and Learn from the Past (LinkedIn Learning): [Learn More](#)
- How Successful People Think: Change your Thinking Change your Life (John C. Maxwell)
- Creative Confidence: Unleashing the Creative Potential Within Us All (Tom & David Kelley)

REFLECTIVE THINKING

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Tips

Adapting Your Reflective Thinking Style

(this may impact the following competency(ies): Making Sound Decisions, Resilience)

Rather than seek a quick fix when a problem arises, take a broad view of the problem by examining all the options available to you. Gather information from others within your organization and find ways to include them when problem solving or implementing solutions. Such actions will likely deepen your understanding of the problem as well as solidify the support of those around you.

Try taking a more proactive approach to your responsibilities. By giving yourself time to anticipate challenges, changes, and problems, you will be able to develop solutions without the pressing need to take immediate action.

When you feel compelled to take quick action, make a concerted effort to table the issue and come back to it later. You might find that taking a step back allows you to look at the situation from a fresh perspective.

Learn More for Personal Growth

- Making Quick Decisions (LinkedIn Learning): [Learn More](#)
- Reflection and Team Innovation (LinkedIn Learning): [Learn More](#)
- Avoid Overthinking Decisions With These 7 Easy Tips (INC)
- Deciding How to Decide (Harvard Business Review)

SOCIABILITY

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Tips

Adapting Your Sociability Style

(this may impact the following competency(ies): Compelling Communication, Developing Leaders, Relationship Management)

Push yourself to move beyond your comfort zone socially. Set a goal to initiate social interactions with coworkers or subordinates, such as having lunch with someone new at least once a week. Make a special effort to show up to voluntary work events.

Recognize the importance of building authentic relationships with coworkers and set a goal to get to know people as individuals. Ask questions and show genuine interest, but be cognizant to respect your coworker's privacy by avoiding invasive or overly personal questions.

If you have trouble thinking of things to talk about, make a list of topics that can encourage conversation. Sports, movies, and current events are subjects that can break the ice with people. However, stay away from political or controversial issues.

Learn More for Personal Growth

- The Power of Relationship Building (TEDx Talks): [Learn More](#)
- Build Relationships at Work (LinkedIn Learning): [Learn More](#)
- How to Win Friends & Influence People (Dale Carnegie)
- How Much Coworker Socializing Is Good For Your Career? (Forbes)

SOCIAL RESTRAINT

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Tips

Adapting Your Social Restraint Style

(this may impact the following competency(ies): Compelling Communication, Leading Others)

Try to control your immediate reactions to situations, especially when it comes to important work relationships. Instead of responding with the first thing that comes to mind or acting reflexively, take a moment to think about how best to respond.

Take steps to increase your diplomacy and tact when communicating with others. Be aware of how you phrase or present ideas to others. Consider how others may interpret and react to what you're going to say before you speak. If necessary, seek guidance from a trusted mentor. It's better to adjust your phrasing beforehand than try to recover afterwards.

In situations of conflict, try to remain calm and controlled. If necessary, count to ten and walk away from the situation to avoid escalating the conflict. Exercise self-discipline and respond in a manner that is productive and that will lead to a resolution.

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- Body Language and Approachability (LinkedIn learning): [Learn More](#)
 - Preparing for Successful Communication (LinkedIn Learning): [Learn More](#)
 - The Benefits Of Expressing Your Emotions (Forbes)
 - How Leaders Can Open Up to Their Teams Without Oversharing (Harvard Business Review)