

## Strengths

Look for ways that you can continue to utilize and maximize your Strengths as you continue to grow in your position and career. Use the resources at [www.hollwegpartners.com/developmental-resources](http://www.hollwegpartners.com/developmental-resources) to formulate your Developmental Action Plan and to learn more about your Strengths.

### MAXIMIZING YOUR TALENT

No one is born with all the talents and skills that we need to accomplish our personal work goals. For most, it is a lifelong process to build the critical skills necessary to reach your potential, both personally and professionally. We need practice and experience to attain our aspirations, and if we put our minds to it, we can make progress by focusing on our own development. The graphic below outlines the steps to create a targeted development plan to maximize your talent.



#### How to use this report:

This Development Report highlights your top areas of Strength as well as your top areas of Opportunity. Read through the following pages to gain insights into your personality and work style, then create your development plan with a supervisor or mentor. Use the resources at [www.hollwegpartners.com/developmental-resources](http://www.hollwegpartners.com/developmental-resources) to help you formulate your Developmental Action Plan and to learn more about your specific areas of Strength and Opportunity.

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### Self-Discipline

Self-Discipline measures the extent to which you are accountable, reliable, and serious about your commitments. You are a person who takes responsibilities seriously and you have developed the self-discipline to ensure quality execution of tasks. You are diligent in your actions and dedicated to high standards. Continue to look for opportunities that will allow you to help others develop their self-discipline by helping them measure the quality of their work and think through their actions and decisions. As a leader, your team will benefit from your expertise in this area and you will continue to develop by practicing this skill.

### Numeric Reasoning

Numeric Reasoning measures the extent to which you learn and comprehend numerical information. You have mastered the ability to quickly and accurately interpret and draw conclusions based on quantitative information. Your effective numerical capability will help you excel as you review complex information, such as financial spreadsheets, graphs, budgets, P&L, etc. Continue to improve by taking on higher level tasks that require quantitative ability and by helping your team understand complicated information and clearly explaining your methods to others.

### Ability to Take Charge

Ability to Take Charge measures the extent to which you are willing to assume control and take lead. An assertive leader strikes the right balance by being positively outspoken and in control of situations. You have shown a desire and willingness to take charge or speak out in groups or team situations. Your ability to take charge of situations and provide direction to your team solidifies your role as a leader. Your assertiveness is a strength, however, you also need to make sure you are prepared and ready with good ideas and suggestions in order to guide your team in the right direction. As a leader, you have immense influence over your team and their results. Continue to look for opportunities to practice your persuasion skills and show your capabilities as a leader.

### Conflict Management

Conflict Management measures the extent to which you are able to directly handle conflict, address problems, and hold others accountable. You tend to be open and candid in your communication and appropriately tough-minded with others when providing feedback and addressing performance issues. This is a positive attribute for leaders and should be beneficial in your continued development as a leader as you are able to confront problems or mistakes directly and firmly hold others accountable for their performance and results. Keep practicing and improving this skill by balancing honest, straightforward feedback and constructive criticism with positive support and encouragement in order to motivate others and maximize your impact as a leader and a coach.

## Opportunities

Examine your Opportunities to determine how they may be affecting you in your current role or how they may impact future roles you desire. Use the resources at [www.hollwegpartners.com/developmental-resources](http://www.hollwegpartners.com/developmental-resources) to formulate your Developmental Action Plan and to learn more about your Opportunities.

### Criticism Tolerance

Criticism Tolerance measures the extent to which you are able to take criticism and separate personal feelings from facts. You tend to be more of a sensitive person who is very aware of your own reactions and the reactions of others. This tendency has both positive and negative consequences. On the positive side, it makes you very aware of your own and others' needs and feelings, increasing your understanding. However, on the negative side, this trait can increase your hyper-sensitivity to criticism and you may feel easily hurt by others' comments or reactions, which can be the root of defensiveness. When dealing with mistakes and feedback, you may benefit from separating yourself from the issue and taking a step back to develop a more rational and objective outlook. To avoid blowing a situation or comment out of proportion, talk to a trusted colleague or friend or advisor who has a clearer perspective of the situation before you take any action. This will allow you to see all sides of a problem, react in a more rational way, and make objective decisions in the best interests of all concerned.

### Multi-Tasking

Multi-Tasking measures the extent to which you juggle multiple tasks and respond to changing demands. You seem to enjoy working on one task at a time and may struggle when you must shift your focus to something new. You tend to be too narrow in your focus and may have trouble shifting priorities or adapting your strategies when situations evolve. As a leader, resisting change could cause your team to do the same and miss opportunities to improve. You will benefit from being more flexible to address the multiple, competing priorities of your role and from developing your openness to change.

### People Relations

People Relations refers to the degree to which you hold a positive attitude toward other people. Your responses indicate that you may be overly negative and critical in your perspective. You may lack trust and tend to be more cynical when dealing with team members and/or customers. This attitude may make you seem fault-finding and intolerant of others. Effective managers must be able to identify faults and address poor performance, while still providing motivation and support to their team. Providing frequent, positive feedback about good performance reinforces what others are doing right and helps them feel good about their efforts. Make sure you are not withholding appropriate praise because you are too focused on the negatives. Take time to communicate to your team about their performance and let them know you believe in their ability to succeed. This can help boost morale and overall performance. Solicit feedback from close advisors on your initial impact in dealing with people to help you learn to focus more on the positives and to develop a more friendly and supportive approach.

## Development Action Plan

### Strength and Opportunity Insights:

The strengths that I consider to be most critical to my success are:

- 1.
- 2.
- 3.

The areas of opportunity that I am committed to developing are:

- 1.
- 2.
- 3.

### Behavioral Insights:

For each Opportunity Area listed above, write in the specific behaviors that you will **STOP**, **START**, and **CONTINUE** in order to identify the behaviors you will practice to form new habits.

|                          |              |                 |
|--------------------------|--------------|-----------------|
| <b>OPPORTUNITY AREA:</b> |              |                 |
| <b>STOP</b>              | <b>START</b> | <b>CONTINUE</b> |
|                          |              |                 |
| <b>OPPORTUNITY AREA:</b> |              |                 |
| <b>STOP</b>              | <b>START</b> | <b>CONTINUE</b> |
|                          |              |                 |
| <b>OPPORTUNITY AREA:</b> |              |                 |
| <b>STOP</b>              | <b>START</b> | <b>CONTINUE</b> |
|                          |              |                 |