



# CoreDevelop™ Report

**Name:** Jane Salesperson  
**Organization:** Dynamic Sales, Inc.  
**Job:** Salesperson  
**Date:** 11/1/2004



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## 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 Salesperson: 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 Salesperson 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 growth and development.**

### 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 Salesperson: At a Glance

### BehaviorMatch™

Total Matches  
**23**

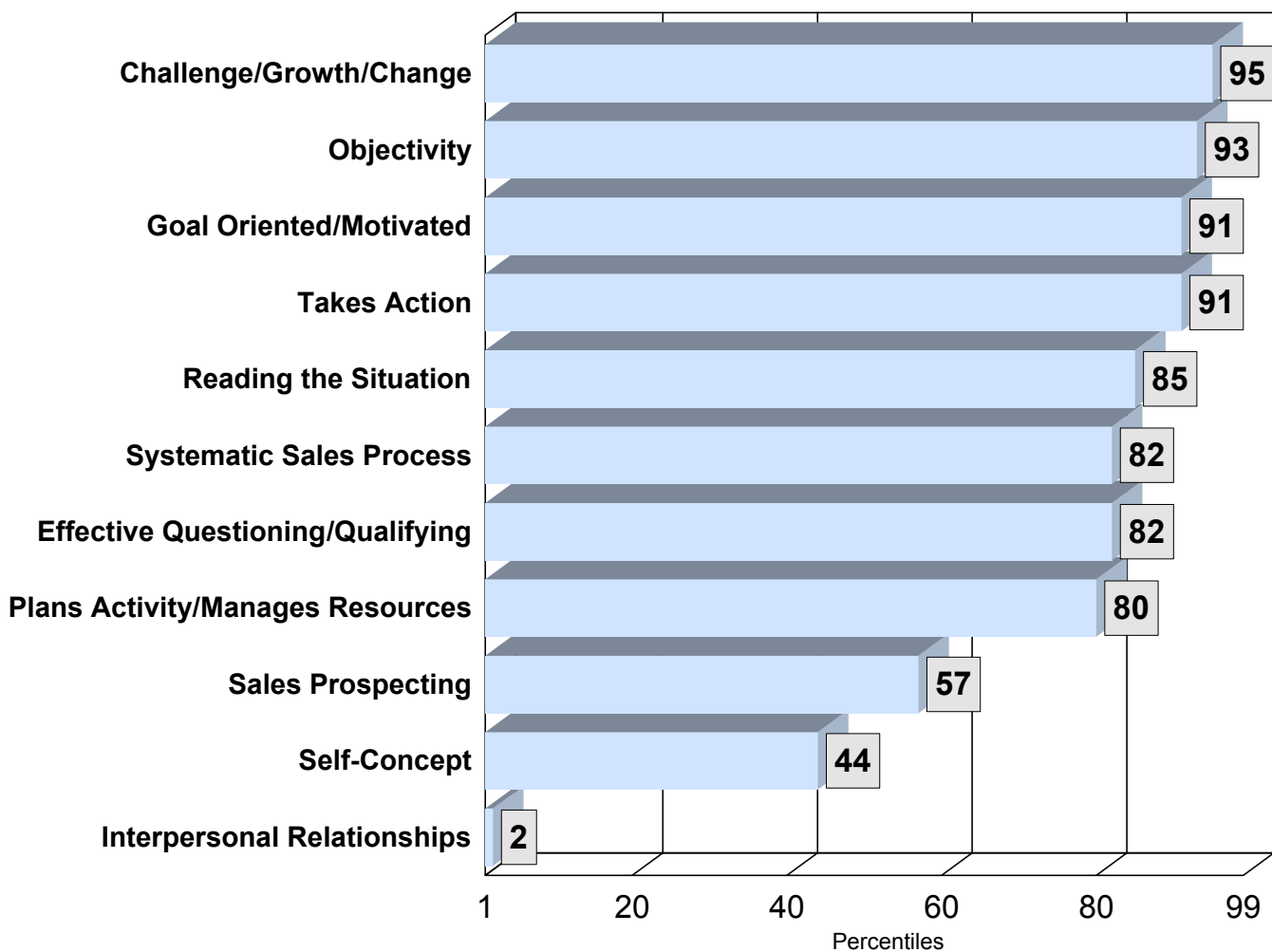
Top 11 Behaviors  
**8**

Middle 11 Behaviors  
**6**

Bottom 11 Behaviors  
**9**

Average number of matches for this Success Profile is 20.

### Competencies





## Competency Breakouts

**95% Challenge/Growth/Change** *(The willingness to take the risk to change current comfort zone)*

Competitiveness (9)	Creativeness (9)	Decisiveness (5)
Goal Orientation (7)	Initiative (6)	Learning (7)
Mobility (6)	Response to Change (6)	

**93% Objectivity** *(The ability to participate while not taking things personally)*

<i>(Inv)</i> Authority Relationships (5)	<i>(Inv)</i> Commitment (5)	Competitiveness (9)
Conflict Management (8)	<i>(Mid)</i> Ego (6)	<i>(Inv)</i> Intimacy (1)
<i>(Inv)</i> Self Responsibility (4)	<i>(Inv)</i> Sociability (3)	

**91% Goal Oriented/Motivated** *(Displays ambition, keeps written goals, has drive to achieve)*

Competitiveness (9)	Decisiveness (5)	Goal Orientation (7)
Initiative (6)	Intensity (5)	Learning (7)
Vitality (3)		

**91% Takes Action** *(Displays resolve to follow through to honor commitments to self and others)*

Closure (7)	Decisiveness (5)	Initiative (6)
Response to Change (6)	Self Responsibility (4)	

**85% Reading the Situation** *(Internalizing sales process but interpreting individual situations correctly)*

Creativeness (9)	Decisiveness (5)	Detail Orientation (7)
Emotional Composure (2)	Initiative (6)	Learning (7)
Listening (3)		

**82% Effective Questioning/Qualifying** *(Guide prospects effectively to the discover their own compelling reasons to buy)*

Aggressiveness (8)	Conflict Management (8)	Decisiveness (5)
<i>(Mid)</i> Detail Orientation (7)	<i>(Mid)</i> Ego (6)	<i>(Mid)</i> Emotional Composure (2)
<i>(Inv)</i> Intimacy (1)	Listening (3)	

**82% Systematic Sales Process** *(Following consistent sales process, effectively incorporates learning into practice)*

Closure (7)	Concentration (5)	Planning (7)
Schedule Orientation (4)	Structure (5)	Task Completion (5)
Time Competency (6)		



**80% Plans Activity/Manages Resources** *(Systematically plans to make the most effective use of resources)*

Closure (7)	Concentration (5)	Instructiveness (3)
Planning (7)	Schedule Orientation (4)	Structure (5)
Time Competency (6)		

**57% Sales Prospecting** *(Consistently and proactively reaching out for new business)*

Communications (2)	Goal Orientation (7)	Initiative (6)
Intensity (5)	<i>(Inv)</i> Intimacy (1)	Sociability (3)
Time Competency (6)	Vitality (3)	

**44% Self-Concept** *(Has healthy respect for self & others, displays optimism)*

<i>(Mid)</i> Aggressiveness (8)	Decisiveness (5)	<i>(Mid)</i> Ego (6)
<i>(Mid)</i> Emotional Composure (2)	Influence (7)	Initiative (6)
<i>(Mid)</i> Intimacy (1)	Response to Change (6)	

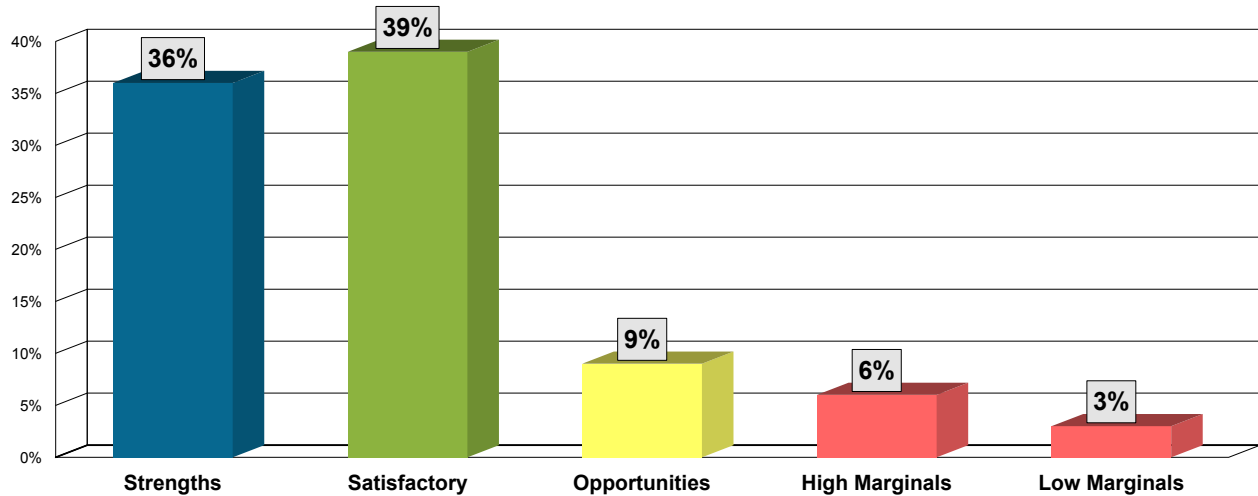
**2% Interpersonal Relationships** *(Ability to bond with others to create mutual trust and effective relationships)*

Communications (2)	<i>(Mid)</i> Ego (6)	Instructiveness (3)
Intimacy (1)	Listening (3)	Presentation Style (0)
Sociability (3)		



## Behavior Summary

### Behavior Scores



#### Strengths

- Aggressiveness (8)
- Closure (7)
- Conflict Management (8)
- Detail Orientation (7)
- Ego (6)
- Goal Orientation (7)
- Influence (7)
- Initiative (6)
- Learning (7)
- Mobility (6)
- Negotiating (6)
- Planning (7)
- Response to Change (6)
- Time Competency (6)

#### Satisfactory

- Authority Relationships (5)
- Commitment (5)
- Concentration (5)
- Decisiveness (5)
- Instructiveness (3)
- Intensity (5)
- Listening (3)
- Schedule Orientation (4)
- Self Responsibility (4)
- Sociability (3)
- Structure (5)
- Task Completion (5)
- Vitality (3)

#### Opportunities/Marginals

- Communications (2)
- Competitiveness (9)
- Creativeness (9)
- Emotional Composure (2)
- Intimacy (1)
- Presentation Style (0)

= is a match with Success Profile

## Devine Inventory™ Profile

**TOP 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>AGGRESSIVENESS</b> (8) Conveys self-confidence and conviction when expressing opinions; values useful opinions offered by others.	dominated						—	—	—	dominant
<input checked="" type="checkbox"/> <b>GOAL ORIENTATION</b> (7) Periodically evaluates and upgrades his or her abilities and skills to reach higher goals.	self-satisfied/complacent						—	—	—	never satisfied
<input checked="" type="checkbox"/> <b>INFLUENCE</b> (7) Asserts ideas with authority and confidence, hoping that the other person(s) will consider the new information.	passive					—	—	—		forces ideas
<b>COMMUNICATIONS</b> (2) Uses relevant and direct language when responding to questions.	restrictive				—	—	—			talks randomly
<b>COMPETITIVENESS</b> (9) Strives relentlessly to win with little consideration for the effect on opponents.	group dependent					—	—	—		relentless push to win
<input checked="" type="checkbox"/> <b>DECISIVENESS</b> (5) Sensibly evaluates options in an effort to be seen as fair and unbiased.	agonizes					—	—	—		risky/impulsive
<input checked="" type="checkbox"/> <b>CONFLICT MANAGEMENT</b> (8) Encourages others to state their own beliefs by asking nonthreatening questions.	retreats					—	—	—		orchestrates advantage
<b>EMOTIONAL COMPOSURE</b> (2) Demonstrates emotional feelings and concerns, but does not lose control.	volatile				—	—				controlled/undemonstrative
<input checked="" type="checkbox"/> <b>INITIATIVE</b> (6) Accurately assesses risks and takes voluntary action when needed.	direction required					—	—	—		oversteps boundaries
<input checked="" type="checkbox"/> <b>RESPONSE TO CHANGE</b> (6) Values the opportunity to develop capability of handling different roles and responsibilities.	justifies status quo					—	—	—		enamored with change
<input checked="" type="checkbox"/> <b>LEARNING</b> (7) Shares information with others and admits when he or she lacks knowledge.	resists					—	—	—		relentless pursuit

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile



## Devine Inventory™ Profile

**MIDDLE 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>VITALITY</b> (3) Periodically tries to exercise or eliminate a harmful habit, but does not sustain the effort.	fatigued					—	—	—		compulsive energy
				●						
<input checked="" type="checkbox"/> <b>TIME COMPETENCY</b> (6) Optimizes his or her time to complete tasks effectively, even if unanticipated problems arise.	wasteful					—	—	—		rigidly manages time
							●			
<b>INTIMACY</b> (1) Seems impersonal and uncaring about others' personal problems.	impersonal			—	—	—				overly sensitive
		●								
<b>PRESENTATION STYLE</b> (0) Fails to fully engage listeners; does not use gestures or other materials to hold interest.	stiff					—	—	—		overly dramatic
	●									
<input checked="" type="checkbox"/> <b>PLANNING</b> (7) Emphasizes problem prevention and establishing strategies that get results.	reactionary					—	—	—		dwells on future
								●		
<b>SELF RESPONSIBILITY</b> (4) Understands his/her own responsibilities; does not intrude on responsibilities of others.	dodges blame					—	—	—		burdened
					●					
<input checked="" type="checkbox"/> <b>EGO</b> (6) Has confidence coping with adversity; quickly puts things in a positive perspective.	self-deprecating					—	—	—		engineers recognition
							●			
<input checked="" type="checkbox"/> <b>CLOSURE</b> (7) Seeks opportunities to showcase personal support for advancing work output.	false start/vacillates			—	—	—				non-productive push on others
								●		
<input checked="" type="checkbox"/> <b>INSTRUCTIVENESS</b> (3) Will enthusiastically share knowledge and skills as others inquire.	withholds/self-protective			—	—	—				over shares/preaches
			●							
<b>LISTENING</b> (3) Thinks of his/her message rather than preparing a response to others' comments; considered a "bottom-line" listener.	selectively tunes out				—	—	—			suspicious/over attentive
			●							
<input checked="" type="checkbox"/> <b>NEGOTIATING</b> (6) Holds fast to principles, yet thoughtfully considers input from others.	avoids/retreats				—	—	—			win at any cost
							●			

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile



## Devine Inventory™ Profile

**BOTTOM 11 BEHAVIORS** (9 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>DETAIL ORIENTATION</b> (7) Enjoys troubleshooting and demonstrating in-depth technical skills.	disdains details				—	—	—			trivial pursuit of details
								●		
<b>SOCIABILITY</b> (3) Will develop some close work friendships because of common interests.	choosy/ selective				—	—	—			contrived friendliness
			●							
<input checked="" type="checkbox"/> <b>CONCENTRATION</b> (5) Is able to focus on a broad range of problems in a reasonable time frame.	unfocused/ distracted			—	—	—				tunnel vision/ over focused
						●				
<b>CREATIVENESS</b> (9) Is unconcerned about the practicality of ideas; prefers complete freedom to invent and to challenge the status quo.	unimaginative				—	—	—			inventive/ impractical
										●
<input checked="" type="checkbox"/> <b>INTENSITY</b> (5) Adjusts his or her work schedule to include relaxation time.	laid back					—	—	—		over stressed
						●				
<input checked="" type="checkbox"/> <b>MOBILITY</b> (6) Responds affirmatively to travel requests and is involved in the planning.	stationary				—	—	—			wasted motion/ on-the-go
							●			
<input checked="" type="checkbox"/> <b>STRUCTURE</b> (5) Adapts easily to new procedures for classifying, storing and retrieving information.	disorganized			—	—	—				rigidly organized
						●				
<input checked="" type="checkbox"/> <b>AUTHORITY RELATIONSHIPS</b> (5) Supports the directives of higher authority while tactfully offering new ideas within established protocols.	challenges/ resistant			—	—	—				blind loyalty
						●				
<input checked="" type="checkbox"/> <b>COMMITMENT</b> (5) Inquires about new policies and procedures; eagerly contributes to work demands.	entrepreneurial			—	—	—				loyalty to org. at all cost
						●				
<input checked="" type="checkbox"/> <b>SCHEDULE ORIENTATION</b> (4) Balances various activities well and is able to accommodate last-minute schedule changes.	won't commit			—	—	—				over commits
					●					
<input checked="" type="checkbox"/> <b>TASK COMPLETION</b> (5) Proudly does the lion's share of the work when completing a task.	depends on others			—	—	—				sets unrealistic standards
						●				

= 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 (8)

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: Closure (7)

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. You will have any materials needed to accomplish this at hand at all times so the process of closure can be expedited in the event that the client wishes to do so. If the client wishes for some reason to back off or delay, you will attempt to discover the reasons for such postponement so as to readjust your strategy. Furthermore, you will exercise extreme care in not making assumptions about the other party's position or needs without checking these out for further questioning.

#### Behavior Strength: Conflict Management (8)

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: Detail Orientation (7)

You have a great sense of pride in communicating what you know so that others will appreciate that you are a knowledgeable person. You are comfortable working with complexity of details in your area of expertise. Your depth of knowledge and exacting standards help you to trouble shoot issues reliably. Watch the tendency to give others too much detail when explaining matters. At times, you will need to step back from the detail to ensure you are balancing a "big picture" focus with technical know-how.

#### Behavior Strength: Ego (6)

A conscious and deliberate energy is put forth so that your presence will be felt by others. You believe that being adaptable in accommodating to new environments and unfamiliar people requires projecting pride in your values, work activity, and associations. There is a style in presenting yourself and your ideas, which can result in gaining the attention and positive response of others. Acting (in the sense of being dramatic) poses no problem for you. The fact that you draw attention helps in commanding rather than demanding attention. Very few chances to impress others will slip away from you.



### **Behavior Strength: Goal Orientation (7)**

There are those who see the world as it could be rather than as it is. You are one of these people. When you accomplish one goal, you immediately set a new and even more demanding goal. You believe in your ability to overcome both seen and unforeseen obstacles. Your perception is that it is better to fail in accomplishing a great and challenging goal than not to have tried. Because you are not easily satisfied and "put yourself to the test," you set a good example for others. Actually, you will have no fear about putting pressure and demands for excellence upon others.

### **Behavior Strength: Influence (7)**

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: Initiative (6)**

Your flexibility and interest in the opportunity to be redeployed are communicated to higher authority. When you perceive that problems can be prevented, you will take on-the-spot action. You are developing a consciousness about your personal obligation to resolve problems. There will be some verbal exchanges about problems outside of your own area of assigned responsibility. Moreover, you will volunteer your help and assistance from time to time, even though such help and assistance is outside your area of expertise. You believe that consultation with higher authority is not always necessary. Your feeling is that avoidance of dependence on authority allows for greater contribution and performance.

### **Behavior Strength: Learning (7)**

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: Mobility (6)**

You make it clear to others that you are responsive to meeting travel requirements so that there can be a "speeding-up" of results. Your enjoyment in being on-the-go is clearly evident. You realize that being mobile is part of the service that must be given to the company, organization, or activity. Punctuality is a goal which you set for yourself, but as you become more involved in matters (whether inside or outside the work environment), there may be some overlapping. Your sense of urgency is conveyed in the seriousness of your communications, whether these be verbal or non-verbal.

### **Behavior Strength: Negotiating (6)**

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.



### 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: Response to Change (6)

Because you are a "change maker," you are also a willing experimenter. Change is seen by yourself as an inevitability. You will push for change and adaptation so that nothing becomes a status quo. From time to time, you will make a careful audit of what has been done. Those who question change will themselves be questioned and sometimes pushed aside so as to accelerate progress through the introduction of new ideas and technologies. Your behavior infuses a high degree of morale and spirit among individuals and between work groups because you will speak enthusiastically and with a deep sense of dedication and confidence.

### Behavior Strength: Time Competency (6)

You have an ability to gauge the amount of time required to accomplish goals and objectives. Priorities are important to you and you will not allow your attention to be unnecessarily diverted. You are conscious about "earning your pay" and this helps in creating a professional attitude among those with whom you relate. The effort that you put into your work will help in maintaining competitive advantage, both for yourself and for the company or organization. Those in higher echelons (and all other echelons) will admire the contribution that you are able to make.



## Development Opportunity: Communications (2)

### Current Behavior

- Getting to the point in discussions is important to you because it helps you feel that time is being effectively utilized. This behavior of yours is seen by others as being businesslike and "tough." It is not important to you to dress up what is being said. Since you place little value on persuading others, your conversations can become almost robotic. It is as though your mind is made up and such a posture does not hold much hope for sharing insights, developing listening skills, and being better and more completely informed.

### New Behavior Models

- In the early contact or getting acquainted period, it is important to keep objectives in focus. Asking questions is part of this process, and when you phrase your questions as though you sincerely desire to hear what the other person has to say, you have taken an important first step in gaining cooperation. As the discussion continues, you must discover the needs of the other person. Help the person to feel that you appreciate openness because it assists in coming up with the best possible solutions. Keep in mind that it is useful to review the progress that is being made during and at the end of each meeting. This will set the stage for the next meeting. If you have some questions that have not been answered to your satisfaction, let the other person know. Give the same opportunity to the person with whom you are communicating. Highlight the things on which you agree. Also, remember that emotional expression is often helpful in "clearing the air" and developing openness and honesty.
- Best results for reaching agreement require that both parties understand the purposes to be accomplished. This consists of meeting the needs of each person. Usually this is a serious matter, but that does not mean that one cannot be relaxed as the discussion process develops. Setting some time limits for meetings is often helpful because such a practice emphasizes the importance of achieving results. When you ask the other person to suggest a schedule, you are putting yourself in the role of one who expedites and moves things along. The same holds true when you offer comments about progress that is being made after each meeting. This forms the basis of setting goals or objectives for the next meeting. Knowing and feeling that progress is being made brings about a positive attitude and commitment to obtaining closure (agreement). As questions come up during discussions, you must make notes so as to gather facts which will resolve unanswered items. This helps the other person feel that you are committed to getting answers and eliminating concerns.

### Growth Tips

- Obtain CDs or DVDs of well known speakers and play them; listen carefully to their style, approach and the manner in which they deliver their message(s), then make your own tape on any subject about which you have some knowledge.
- Remember that pleasing mannerisms, facial expressions and non-verbal signals affect the desire of others to receive/understand your communications; if you have access to video equipment, have your communication style analyzed by a professional.
- Encourage others to talk with you by asking for more information and also by indicating your interest in what is being said by the other person. Develop the habit of verbally communicating to others as opposed to writing.
- Encourage others to explain what they mean by asking, "Do I understand you to mean?"; ask others to repeat what you have said so as to determine the effectiveness of their listening.
- Explain your motives and reasoning to others before sending a verbal or written message.
- Enroll in a local Toastmaster's program to sharpen your communication skills.
- Consult with a voice coach to improve your articulation and enunciation.
- You Just Don't Understand*, by Deborah Tannen, Ph.D.
- How to Speak How to Listen*, by Mortimer Adler.
- You Are the Message: Getting What You Want by Being Who You Are*, by Roger Ailes.
- The Business Style Handbook: An A-to-Z Guide for Writing on the Job with Tips from Communications Experts at the Fortune 500*, by Helen Cunningham and Brenda Greene.
- The Leader's Voice: How Communication Can Inspire Action and Get Results*, by Boyd Clarke and Ron Crossland.
- The Essentials of English (5th Ed)*, by Vincent Hopper, Cedric Gale, Ronald Fouts and Benjamin Griffith.
- The Power of Talk: Who Gets Heard and Why*, by Deborah Tannen (HBR OnPoint Enhanced Edition) (PDF).



## Development Opportunity: Competitiveness (9)

### Current Behavior

- The excitement and exhilaration of competition stimulates you to increasing levels of competition. You want to step into situations in which there are many unknowns. Along with this comes a considerable degree of admiration for you from those who are not willing to take on such challenges. One of the obvious pitfalls in this behavior pattern is the taking on of more than you can handle. Others may learn to fear you because you are not willing to share what has been learned. After all is said and done, you feel one hero at a time is enough.

### New Behavior Models

- Although it is important and good common sense to ask for opinions from other people, it is also important not to easily accept ideas without offering your own opinions. This usually results in a testing of different views, since it is natural for individuals to offer some defense for their own ideas. For this reason, it would be appropriate to back up your opinions with fact, just as you would expect someone else to do. This can be your way of indicating that being competitive with ideas is all right if the same rules apply to both people or both groups. In any situation, whether it is with an individual or a group, you can expect to be challenged. That is usually a healthy sign, and you should not become defensive. How you go about explaining your position or ideas will be an important factor in winning others to your point of view. If others see you as not accepting challenges, what you have to say will diminish in importance. Be committed to keeping yourself aware of what your competition is doing so you can bring support for your position as the better one.
- It is valuable for you to have an accurate picture of your abilities and talents. This helps in making judgments about taking on assignments with a realistic perspective. Some persons jump into situations too quickly and fall short in the performance that is expected. In order to have a clear, reliable self-understanding, ask for evaluations of your capabilities from those for whom you have respect and/or from people who have been professionally trained and experienced to do this work. Remember that it is admirable to volunteer for new and demanding jobs; nevertheless, you must not blindly step into situations. Being poorly informed often makes the difference between being judged a fool or a hero. Competitive success requires you to work in cooperation with others, not to selfishly ignore what others have to offer. Ask others how you can be of help; give recognition for what others contribute. Focus on group performance and productivity and what you can contribute within that framework.

### Growth Tips

- Maintain awareness of current trends in your field of specialization through reading, attendance at professional association meetings and contact with knowledgeable persons.
- Make a list of your values and make these known to others so you will feel comfortable about the rules by which you are relating to others at your peer level.
- Make a written list of your goals and review them with an individual for whom you have respect, such as a coach, colleague or confidante.
- When possible participate in a competitive sport; prepare yourself physically by having a thorough examination and by establishing and sustaining an appropriate health and physical fitness conditioning regimen.
- When making the decision to compete, identify the person(s) whom you know or believe to be the best coaching possibility for helping to reach your highest level of performance.
- Let others know that you wish to engage in competition, especially in outside of work events or activities; choose an activity about which you have some knowledge and to which you can bring a certain level of skill and interest.
- The Human Side of Corporate Competitiveness*, by Daniel B. Fishman.
- Strategic Management: Competitiveness and Globalization, Concepts and Cases*, by Michael A. Hitt.
- Good to Great: Why Some Companies Make the Leap... and Others Don't*, by Jim Collins.
- The Wisdom of Teams*, by Jon R. Katzenbach and Douglas K. Smith.
- Competitive Strategy*, by Michael Porter., by Michael Porter.
- Competing for the Future*, by Gary Hamil and C. K. Prahalad.
- The Soul of a New Machine*, by Tracy Kidder.



## Development Opportunity: Creativeness (9)

### Current Behavior

- On occasion, there are instances in which you throw out ideas that will alarm or shock the sensibility of others. You may believe absolutely that the ideas are useful, but you are also committed to the belief that there must be some "shaking up" before ideas will be accepted. There is a certain amount of risk in this approach and, in some environments, higher authority will reject you or feel that you have to be "brought under control." In other instances, higher authority will make every effort to incorporate your contribution. You usually have not developed a well-thought-out manner for presenting ideas so as to engineer positive response. Some people will feel intimidated by you and will back off from interactions. It is almost as if you are exhibiting potential for self-martyrdom.

### New Behavior Models

- Being too quick to judge ideas usually results in fewer ideas being expressed. Through expressing your ideas in a thoughtful and considerate manner, others will be inclined to be responsive in their listening. Furthermore, such an approach often results in your being encouraged to elaborate on an idea so that you feel more satisfied that you are making a complete explanation. Some planning is usually helpful in creating a receptive climate for your ideas and for the ideas of others to be heard and understood. The manner in which you ask questions will put people at ease or at least more willing to communicate. Open-mindedness is essential in reducing fear of expression. As you recognize that each person has something of importance to contribute, you inspire confidence for others to express new ideas. You are also becoming more aware of the timing and circumstances for presenting and gaining acceptance of creative expression. Don't worry about what others think about your ideas. Be more concerned about getting people to think. Creativeness thrives on continuous and unrelenting curiosity and optimism.
- Playfulness in shocking others by what you have to say is, at times, a "turn on" that stimulates interest in hearing more. On the other side of the coin, such behavior can be a "turn off" which results in being put on the defensive. In order to gain acceptance, creative ideas must be related to optimism about the future and not a condemnation of the past. New ideas need to be challenged and examined with some regard to what has happened before. The questions offered by others offer great possibility for making creative or new ideas even better. As you seek out ideas for making an idea even more workable, individuals become involved, interested and committed to the process of creativity. Don't be concerned that people ask; be concerned if they do not. Talk to others about your concerns when answers or ideas are not flowing. Stand up for the individual who freely and cooperatively expresses views. Relate to freedom-minded and well-informed people. Don't let your organization system become so rigid and inflexible that individuals feel little, if any, responsibility for making their ideas known. Encourage and support the practice of developing new ideas and those who have the courage and self-confidence to make them known to others.

### Growth Tips

- Familiarize yourself with techniques that stimulate creative thinking.
- Identify activities/tasks you feel you cannot do (or have been told you cannot do) and give them a try.
- Volunteer to work on jobs that are difficult and ones that present a challenge to you.
- Listen to the ideas of others; suspend quick judgment about ideas; say, "Tell me more. I would like to hear what you have to say," solicit the ideas of others by demonstrating interest in what they have to say.
- Develop an interest in creative expression by visiting museums, art shows and musical events; acquire objects that will develop an appreciation for talented self-expression.
- Travel; develop a positive attitude about new experiences; share experiences with others; develop associations with creative people, get to know them, read about the lives of creative people.
- Dialogue and the Art of Thinking Together: A Pioneering Approach to Communicating in Business and in Life*, by William Isaacs.
- The Art of Thinking: A guide to Critical and Creative Thought, (7th Ed)*, by Vincent Ruggiero
- Good to Great: Why Some Companies Make the Leap... and Others Don't*, by Jim Collins.
- The Seeds of Innovation: Cultivating the Synergy That Fosters New Ideas*, by Elaine Dundon.
- Beyond Feelings: A Guide to Critical Thinking*, by Vincent Ruggiero.
- Diffusions of Innovations (5th Ed)*, by Everett Rogers
- Out of the Crisis*, by W. Edwards Deming.
- In Search of Excellence*, by Tom Peters.
- Lateral Thinking*, by Edward de Bono.



## Development Opportunity: Emotional Composure (2)

### Current Behavior

- You feel the need to express yourself emotionally, even if there are some risks involved in doing so. This behavior is usually a plea on your part for finding greater happiness and emotional gratification, either at work or outside of work. You sometimes throw reason and caution to the wind so as to obtain emotional gratification from "letting go." The placing of emotional gratification above reasonable judgment will cause others to raise questions about the credibility of your input. In most instances, individuals operate with emotional restraint because it is expected that they do so. However, if there is not enough provision in your life to express your feelings and the feelings are deep enough, emotionalism will occur—whether this be on-the-job or off-the-job. The usual result is an abridgment in personal relationships which, if allowed to continue, can bring disappointments, dissatisfaction, disassociation, and divorce.

### New Behavior Models

- The expression of emotions carries with it some opportunities, as well as some consequences. Certainly, such behavior draws the attention of others to concerns that you have which, if left unresolved, could result in diminished contribution. However, you should not lose sight of the fact that emotional outpourings also result in creating an identity as a troublemaker or difficult person. Saying how you feel in a well-balanced voice is an entirely different matter, since such control offers encouragement for others to engage in a dialogue with you without fear that things are going to get out of control. The important point here is that you convey your message better when you are in control. Under these circumstances, you are not pleading for help, you are requesting ideas and an exchange of thought. You want to continue to grow in your interpersonal relationships. Emotional balance enables others to see you as contributing to the improvement of performance, whereas imbalance will put you out of the mainstream of communications. This quality of balance is also more likely to cause others to seek you out for contribution to the problem-solving process.
- Making people guess about what you are thinking will not help in keeping real issues on the table so problems can be identified and effectively solved. Productive use of emotions is a two-way street, so you approach the use of emotions in a thoughtful, tactful, diplomatic manner. By properly containing your feelings so as not to display excessive anger, you will be seen as fair and as a person with whom and to whom others enjoy communicating their feelings. Such composure, however, should not prevent you from letting others know your opinions, ideas or attitudes. Keeping the morale of others at a high level is part of your makeup, and you will offer encouragement that problems can be overcome best by using or applying reasoning and logic. When you are asked how you feel about something, state your feelings. Don't always feel you have to wait to be asked. Even crisis situations will not bear witness to any out-of-control behavior on your part. You will hold to the belief that it is better for you personally to maintain composure, rather than do something that would shake the confidence of others and put your sound reasoning under question.

### Growth Tips

- Take a short term course in stress management offered by a qualified professional or organization.
- Consider a regular physical examination to identify and eliminate any potential physical causes for emotionalism.
- Work off emotional frustrations through physical exercise, reading, or other activity that you find enjoyable.
- Clearly tell the other person the things you both agree on before dealing with the points of disagreement. This approach provides a positive starting point by building bridges between people.
- Wearing your emotions "on your sleeve" is a part of who you are and is displayed in both good (laughing) and bad (sharp response) situations.
- People rely significantly on non-verbal mannerisms during communications to fully understand the message. You are extraordinarily composed which can frustrate others because they do not receive the non-verbal cues they have come to depend on.
- Learn to gracefully exit yourself from potentially explosive situations; excuse yourself and leave; reestablish contact when you are more relaxed and constructively responsive. Speak courteously. Do not shout or use abusive language.
- Anger Kills : Seventeen Strategies for Controlling the Hostility That Can Harm Your Health*, by Redford Williams .
- The Dance of Connection: How to Talk to Someone When You're Mad, Hurt, Scared, Frustrated, Insulted, Betrayed, or Desperate*, by Harriet Lerner.
- Taking Charge of Anger: How to Resolve Conflict, Sustain Relationships, and Express Yourself Without Losing Control*, by W. Robert Nay.
- Emotional Prosperity for Life*, by Kevan E. Schlamowitz.
- Anger, the Misunderstood Emotion*, by Carol Tavris.
- The Dance of Anger*, by Harriet Lerner.
- Emotional Intelligence*, by Daniel Goleman.



## Development Opportunity: Intimacy (1)

### Current Behavior

- Only infrequently do you exhibit the quality of sharing feelings with others. The failure to express concern and interest in the problems and frustrations of others is a characteristic behavior of yours. Too much emphasis is put upon expressing criticism rather than approval. Your communications are practical and solutions pragmatic with little, if any, conveyance of idealism. For the most part, you experience difficulty in establishing close interpersonal relationships without long trial-and-error periods.

### New Behavior Models

- Sharing your feelings with someone else is a natural behavior, but some care and judgment must be exercised in your choice of the person with whom this is done. A high degree of integrity is required so that confidences will be respected. In the process of exchanging feelings, you are careful to listen so you don't misinterpret what is being said. You will repeat back to the person what you think the person is saying. This shows consideration and sensitivity and contributes to the building of trust between you and others. Since you are able to communicate your sincerity, close personal professional relationships will develop. The manner in which you maintain eye contact and facial expressions will be consistent with letting the other person know you are concerned, pleased and interested in your role as a confidante. At no time will you engage in depreciating the feelings and emotions of the other person(s). Rather than actively initiating close interpersonal contacts with others, your preference will be to let such relationships occur naturally and spontaneously.
- Too much sentimentalism can result in putting too much of an emotional burden on yourself. It is appropriate to be friendly, but it is equally appropriate to keep relationships balanced so that advice and assistance are realistic. Consequently, you are able to be objective because you don't meddle in the affairs of other people. There is never the suggestion that you personalize what is said about you, and you also are extremely careful not to make personal, hurtful remarks about others. Obviously, this behavior contributes to a high level of morale, and whenever there is need to boost morale, you will be an active participant. Making people feel good about themselves by being thoughtful and considerate is, for you, an essential piece of your happiness, not only at work, but outside as well. To that end, you will volunteer help and assistance, and your verbal promises will be carried into action. Even menial tasks become significant if they contribute to eliminating distress, pain or misery. Compassion and understanding are qualities you demonstrate because they are enjoyable and satisfying. People will turn to you, and you will put their needs first. Those who access your help will be confident that you don't make demands upon them as a condition for rendering assistance to them.

### Growth Tips

- Avoid interrupting personal, private conversations.
- Be attentive; maintain eye contact; be courteous.
- When introducing individuals, mention what qualities you admire in each.
- Ask others for assistance. Do not demand it or order it to happen.
- Make a point to remember events that are important to others and acknowledge those events.
- When others present their concerns to you, ask questions to obtain more complete information and to indicate your sincerity of interest.
- As people open up in expressing themselves to you, make an effort to do the same, rather than merely being a receiver of information.
- When being critiqued, take notes so as to facilitate recall of objective input offered. Rather than being reactive, ask questions to ensure clarity of understanding.
- Do not be afraid to share your feelings with someone whom you trust; let them know that you trust them; share your values with others and encourage them to share with you; do not attack values, discuss them.
- Executive EQ: Emotional Intelligence in Leadership and Organizations*, by Robert K. Cooper and Ayman Sawaf.
- Choosing Civility: The Twenty-Five Rules of Considerate Conduct*, by P. M. Forni.
- Random Acts of Kindness*, by Dawna Markova, Daphne Rose Kingma.
- Beyond the Relaxation Response*, by Herbert Benson.
- Emotional Intelligence*, by Daniel Goleman.



## Development Opportunity: Presentation Style (0)

### Current Behavior

- Saying things simply and directly is characteristic of your behavior. Little effort is made to present ideas in an attractive or persuasive manner or to exhibit any qualities of animation in a presentation. You believe that the message is the thing and if it is important, good communications will result-but that may be expecting too much of the message. Your communications are crisp and direct. Audiences are dutifully respectful, but they do not identify with the message you are presenting. The impersonal relationship between speaker and audience tends to diminish the commitment of the audience and there will be little questioning or attempt to fully examine what you as the speaker have to offer.

### New Behavior Models

- Your belief in saying what you have to say in a clear and simple manner is complemented by the fact that you neither talk over the head nor below the level of comprehension of your listener. Presenting ideas in an attractive manner, or being persuasive, is a goal you have set for yourself. Whenever there is an opportunity to refine your skills in these areas, you will "sign up." Both the message and how it is delivered are important to you. As you have been developing as a presenter, word meanings have taken on more significance. Your vocabulary is improving gradually, and that gives you more strength in relating to different people and audiences. There is little possibility that you will allow yourself to be more concerned with style than substance. Creating belief and trust in what you say is made possible by your willingness to respond to questions. Asking for and inviting questions is part of your approach, and the response you receive helps you to learn about what you are getting across to others and what you are not. In order to improve your delivery of messages, you are making select use of visual aids whenever possible. Part of your preparation for presentation involves rehearsal and then inviting critique after your presentation.
- The message is important and the manner or method by which it is conveyed to others must contribute to understanding, belief and acceptance by your audience, whether that audience be one person or a large group of people. Your attitude that people should feel comfortable consists of encouraging questions to be asked and concerns to be voiced. Sharing ideas and expressing and showing respect for those who mention their differences are part of a style of presenting that relate to professional growth. This helps in making adjustments, modifications or complete changes in your approach and style. Demonstrating or indicating your enjoyment and enthusiasm during presentations is characteristic of your behavior. The infusion of enjoyment and excitement in the audience is now incorporated with your delivery. Care and attention is given to appearance, mannerisms, other non-verbal gestures and etiquette before, during and after the presentation. Your use of videotape feedback is becoming more important to your efforts for further enhancing how you present to others. A sense of theater is developing in you and will continue to be part of your future activity as a presenter. The ability and skill of dramatizing may require you to call upon professional help and consultation, and you will move in this direction because you now understand the joys and possibilities of an ever widening range of influence. Glib answers are out, studied responses are in. Sincerity is a must. On stage is not the place to learn the script. And, you are never better than your next performance.



### **Growth Tips**

- Make sure you do a "dry run" with people who will give you honest feedback prior to the presentation.
- Listen or watch professionals (e.g., radio announcers, actors), paying particular attention to what they say and how they say it so as to create interest with the audience.
- Take a class where you are required to make presentations. Join a speakers group such as Toastmasters International, or volunteer to speak at community organizations, your church, or other service groups.
- Do not fidget or make noises that are irritating: (tapping your hand, finger or writing object; clearing your throat, coughing or nodding your head at everything that is said).
- Don't over dramatize by letting your gestures, voice, visual aids and other attention-getting tools and tricks distract from your presentation and the message you want to deliver.
- Arrange for notetaking by providing paper and pen/pencil; review all important materials prior to the meeting; prepare information in a form that will be readily understood; check out proper pronunciation of words, names or terms.
- Conduct your meeting in a comfortable environment, one that is free from noises or distractions. Smile, use gestures and proper visual aids; maintain good eye contact and proper vocal volume and quality; maintain good posture at all times.
- Practice your delivery by making an audio or videotape before the session; use words that will induce others to respond positively; invite critique of your delivery by someone for whom you have respect and who is competent in making presentations.
- Speak With Confidence: Powerful Presentations That Inform, Inspire and Persuade*, by Dianna Booher.
- People Styles at Work*, by Robert Bolton and Dorothy Grover Bolton.
- Presenting to Win: The Art of Telling Your Story*, by Jerry Weissman.
- Crutial Conversations*, by Kerry Patterson, et al.
- You Just Don't Understand*, by Deborah Tannen.
- The Art of Talking So That People Will Listen*, by Paul W. Swets.
- Competing for the Future*, by Gary Hamel and C. K. Prahalad.



## 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 Tips activities from the CoreDevelop™ report for each behavior listed below. Growth Tips 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 Tips*/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:** \_\_\_\_/\_\_\_\_/\_\_\_\_