

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

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

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

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

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Development Area 1: Influencing

You may sometimes try to influence others, but you prefer that influencing (for example selling) is not the primary aspect of your work.

Being able to get your ideas across to others enables you to be more effective in your work. It can also be personally rewarding to express your expertise or knowledge in a way that has a greater impact. If you think about it, there are probably many situations in which you want to influence others. You may have a clear idea about how to approach a certain project that you want to communicate to your coworkers. If you are a manager, you will probably need to influence the behavior your subordinates. Or, you may simply wish to influence your boss to approach a project a certain way, or even to give you a raise.

To influence others, you first need to build a rapport. Most people fail to influence others because they do not pay sufficient attention to building such rapport. Rapport is developed when the other person believes that you understand and respect them.

Past experiences are one of the primary barriers that keep people from being influenced. For example, if the person has had painful past experience with sales persons, he/she is likely to feel a great deal of resistance to any sales person. Or, if the person has had disappointing experiences with a similar product, he/she is likely to have a great deal of resistance to your product even though it may be far superior. Your boss may resist your influence as a result of painful past experiences with other employees. Worse yet, the person may have built up mental resistance as a result of past experiences with you! In such cases, it is very difficult to convince someone of anything until you rebuild the rapport. They will continually go back to that past experience and resist. The more you try to influence them, the more you are just reinforcing that past experience and the less likely you will succeed. Even if you should manage to work around it, your influence is unlikely to stick. If you want to influence someone to do a particular thing, you should find out his/her past experiences related to that thing. By empathetically listening, you allow him/her to discharge the past experiences. This will make him/her more available to openly explore your proposal. In addition, by understanding the person's past experiences you can learn what is important to him/her and how to present your proposal.

In order to influence others, you need to determine what they really want. This includes the person's greatest hopes, dreams, or objectives. By eliciting his/her objectives and then listening, you not only continue to build rapport, you become aware of how to fulfill those needs. Knowing the person's hopes, dreams or objectives enables you to provide a compelling reason to change his/her viewpoint or take a specific action.

Once you have built rapport and aligned yourself with the person's objectives, you need to be able to suggest an action. You need to be unambiguous about what you want the person to think or do. Unless you clearly present an action, you are unlikely to have the desired influence.

Influencing is different than manipulation. While they both involve expressing your viewpoint in order to change another's ideas or actions, manipulation involves trying to trick or deceive the person for your own personal gain. If you try to manipulate others, they will most likely resist. They may not even realize it, but their natural reaction is to prove that they have free choice by resisting. Even if you manage to manipulate them in the short term, the influence will probably not last. They will eventually realize the manipulation and feel resentment. This will cause the relationship to deteriorate, making it almost impossible to influence that person in the future.

The steps in the exercises below are tools you can use in the influencing process. You don't have to use them in a rigid manner. You can skip a step, or adjust a step according to the situation as you keep in mind the basic principles.

Exercise # 1 - Reflecting on Influencing

Step 1 - What has been your past experience with trying to influence others?

Reflect on and describe your past experiences when trying to influence others. In what way was it fulfilling or unfulfilling?

Step 2 - In what ways have you successfully influenced others?

Reflect on and describe the ways in which you have successfully influenced others. What factors do you think enabled you to be successful?

Step 3 - In what ways have you been unsuccessful when trying to influence others?

Reflect on and list the ways you have been unsuccessful in trying to influence others.

Step 4 - What needs did the person have that you failed to acknowledge or consider?

In each of the unsuccessful attempts to influence listed in step 3, reflect on and list what needs the person may have had that you failed to acknowledge or consider.

Step 5 - In what way could you have built a better rapport with the person before trying to influence them?

For each of the unsuccessful attempts to influence listed in step 3, reflect on and list any ways you could have more effectively built rapport before trying to influence that person.

Step 6 - In what way could you have expressed what you wanted more clearly?

For each of the unsuccessful attempts to influence listed in step 3, reflect on and list the ways in which you could have been clearer about what you wanted the person to do or think.

Exercise # 2 - Building rapport, aligning objectives, and creating influence

Study carefully all the steps below as you will need to apply them within an interaction with others.

Step 1 - Whom would you like to influence?

Reflect on and write down the names of the persons you would most like to influence.

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Step 2 - What exactly would you like _____ to think or do?

Reflect on and write down exactly what influence you would like to have for each of the persons listed in step 1. Try to be as specific as possible about what you would like the person to think or do. For example, if you want him/her to accept a certain idea or to take a specific action, state clearly what belief or action you want him/her to take. Make sure it is realistic. For example if a person has held a specific belief his/her entire life, it may be quite difficult to try to change that belief. Therefore, it would be best to start with a smaller step.

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Step 3 - Build rapport by exploring the person's past experience.

Talk to the person listed in step 1 and find out his/her past experiences related to the subject in which you want to have influence. For example, if you wish to influence the person to consider taking a training course, you might ask 'What has been your past experience with taking courses?' or, 'What has been your past experience with this subject (subject of the training course)?' If the person has had a difficult past experience, avoid the temptation to jump in and say this one is different. Rather, put yourself in that his/her shoes and allow him/her to talk about it. In another example, if you wish to influence your boss to give you a raise, first ask him/her for feedback about your performance. Try to understand his/her point of view. Ask for clarifications, but don't at this point try to challenge or argue with any viewpoints offered. Acknowledge how he/she is personally affected by any points he/she raises. For example, you could say something like: 'I can see where my showing up late occasionally has caused you frustration.'

Step 4 - Acknowledge Choice

Avoid the temptation to tell him/her it will be different than the past experience. Acknowledge the resistance rather than trying to fight against it! For example, if the person had a difficult experience with a training course, you might say 'I can see where having had such an experience, you may not want to even hear about another course on that subject'. Then just wait for a response. If the person says 'absolutely not', then it is very unlikely that you will be able to influence him/her to do it no matter what you say. In that case, respect his/her choice and try to influence someone else. However, in most cases, the person will probably say something like 'As long as it didn't do _____, I might be open to it'. Using the above process provides the opportunity to unload his/her past experiences which makes it possible for him/her to choose to view a new opportunity from a fresh perspective.

If you are asking for a raise, and your boss has just given you feedback about how you have made something difficult for him/her, you could acknowledge choice by saying something like: 'I can see how given that experience it may be difficult for you to even talk about the subject of a raise.' Again, just wait. At this point, your boss is likely to

choose to enter a discussion about a raise and to see that subject from a clearer perspective in which the minor annoyances have been expressed (and discharged). Thus, a fresh examination of the facts can begin.

The above process allows you to build rapport by listening, acknowledging, and most importantly, not trying to force the person to your point of view. Acknowledging the person's choice shows respect for the individual's freedom which will gain a better response.

Step 5 - What does _____ truly want or need?

Find out the person's needs, goals or even dreams. For example, if the person is your boss, you might ask what his/her vision is for this department. How would he/she really like it to be? Just listen and acknowledge his/her aim. If the person is your subordinate, you might ask about his/her career aims. After listening to the goals and dreams, restate what you have understood to confirm and acknowledge your understanding.

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Step 6 - How could you fit your objective into theirs?

Reflect on and list the ways in which your objectives and their objectives could be fulfilled at the same time. For example, if you want to ask for a raise, tell your boss how you can help him/her to fulfill that vision. Or, if you are trying to influence a subordinate to take a course, you could explain how this course would help him/her to fulfill career objectives.

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Step 7 - What is the next course of action in order to fulfill your mutual needs?

After clearly understanding the person's objectives, discuss with the person the next course of action that would begin to fulfill both of your needs. Set specific action items that you and/or the person need to do to start the process in motion. Do this for each person listed in step 1.

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Step 8 - Write down your experience when you attempted to apply the above steps for each person.

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Development Area 2: Open / reflective

You may tend to moderately reflect on different viewpoints and ideas. In addition, you may sometimes become dogmatic.

Exploring different opinions and viewpoints is often important in order to come to a deeper understanding or better conclusion. No idea or opinion is absolutely correct and there is always another opinion or idea that is based on a broader perspective. Thus, opinions are usually not 'right' or 'wrong', but reflect different degrees of clarity. In addition, any viewpoint is only relevant to a particular time and set of circumstances. When circumstances change (they always do), the correctness of a particular viewpoint can diminish. Consequently, taking the time to explore and clarify your opinions will support good decisions and positive relationships with others.

Exploring different viewpoints enables you to sharpen your understanding as well as discover new ideas. This ultimately leads to better conclusions and decisions. Exploring new and different ideas make you more effective and more efficient. The key to reflection is to temporarily set aside what you know and explore what you don't know. The willingness to accept the discomfort or confusion of not knowing is the first step in learning to be more open and reflective. Not knowing is transformed into knowing through exploration.

Another way to practice reflecting on different viewpoints is to learn to improve your listening skills. When we listen to others, their communications often trigger our own past experiences and beliefs. Our attention is then redirected to our own internal thought process rather than the thoughts of the person communicating. While this is natural, it distracts us from fully grasping the other person's point of view. Therefore, good listening requires the willingness to set aside our own ideas in order to fully grasp a different point of view. One of the keys to becoming a better listener (and becoming more open and reflective) is to distinguish agreement from listening. If you focus on agreement (or disagreement), you will not be fully listening. You can fully listen to another's point of view even if you completely disagree; however, to do so you will need to temporarily set aside your own opinion. Instead of interjecting your own viewpoint, you could ask for a further explanation about how he/she came to that conclusion. If you are truly listening, your task is to see the world from the other person's perspective. To do that, you need to temporarily set aside your own point of view.

Exercise # 1 - Reflecting on an important choice

This process can be done individually or in a group.

Step 1 - What is the most important choice you need to make in the near future?

Reflect on and list the important choices you need to make and then select the most important one.

Step 2 - What opinions do you have related to that choice?

Reflect on and write down any opinions you currently have about the most important choice.

Step 3 - What would be an opposing opinion to each of those opinions that might be viable?

Reflect on and write down any opposing opinions (to the ones above) that could also contain some truth.

Step 4 - What opinions do you have (related those listed in step 2) that might require further reflection or further information?

Reflect on and list the currently held opinions you think could be refined.

Step 5 - What assumptions are you making related to those opinions?

Reflect on and write down the assumptions that you have for each of the important opinions related to that decision.

Step 6 - What information do you need to come to a better conclusion?

Reflect on and list anything about which you still need to come to a conclusion regarding that subject.

Step 7 - How can you get the information you need?

Reflect on and list the ways in which you could get the information.

What information could you research on the Internet?

What are other sources of information?

With whom could you consult?

What short experiments could you make?

Step 8 - Gather the information you need to create a broader opinion.

Proceed to gather the information listed above.

Step 9 - What new conclusion do you have about that subject?

Reflect on and state your opinion in writing. Try to be as clear and specific as possible. Give examples. State how you might express this opinion to others to influence their opinion.

Step 10 - What actions will you need to take as a result of your new opinion?

Now that you have more clearly developed your opinion on a above subject, write down the actions you need to take.

Select the next item from the list of choices you need to make in step 1. Then continue with the remaining steps 2-10 above for each important choice listed.

Exercise # 2 - Open reflection through listening

Step 1 - What is the most important choice you need to make in the near future?

Reflect on and write down the important choices that you need to make and then select the most important one.

Step 2 - Who would have knowledge or information that could be beneficial in making that choice?

Write down the name of each person who might have insight into this choice. Select the people with whom you would like to talk first.

Step 3 - Who would be involved with or affected by this choice?

Reflect on and write down the people who would be affected by or involved with implementing that choice.

Step 4 - What background information does someone need to understand in order to provide realistic input into this decision?

Reflect on and write down all the main issues that a person would need to understand in order to provide useful input into this decision.

Step 5 - Consult with each person on the list in steps 2 and 3.

First, provide each person with all the background information listed in step 4. This will improve the quality of the input. Then ask the person his/her opinion. Set aside all of your own opinions for at least ten minutes and listen only. Explore his/her point of view by asking questions. Make sure that you do not make subtle statements or judgments in your questions such as 'Don't you think that ____?'. Avoid projecting any conclusion of your own even if you disagree. Find out how the person came to his/her ideas and conclusions.

Step 6 - Summarize the person's opinion

After you have fully explored the person's opinion and asked all the relevant questions, summarize or reword the person's point of view and ask the person to confirm that you have understood correctly. Once you have confirmed your understanding, write down the person's ideas. You could take brief notes during the discussion, but don't break the flow of communication by trying to take elaborate notes (at least until the discussion is over). Do this for each important person on the list in steps 2 and 3.

Step 7 - What new conclusion do you have about that choice?

Reflect on and state your opinion in writing about that issue. Try to be as clear and specific as possible. Give examples. State how you might express this opinion to others to influence their opinion.

Step 8 - What are the ramifications of your new opinion and what actions do you need to take?

Now that you have more clearly developed your opinion on a particular subject that you find important, write down the ramifications this opinion will have including the actions you need to take.

