



DEVELOPMENT FOR POSITION

Jones, Andrew, Date Entered: 04/08/04

For Sample Client Reports

Compared to: Management - Sales

Introduction

This report provides training recommendations related to attitudes, tendencies and behaviors. It does not take into consideration 'hard skills' such as typing or computer skills. You can choose any or all of the development suggestions below. If you choose to work on more than one trait, it is recommended that you complete one before starting the next. You may wish to work on a trait for personal development, professional development or for future career development. **HOWEVER, IF YOU THINK THE TRAIT IS IRRELEVANT TO YOUR CURRENT POSITION, CAREER DEVELOPMENT, OR PERSONAL GROWTH, JUST DO IT FOR FUN AND SEE WHAT HAPPENS.**

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 on 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 the 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.



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Influencing

You very often engage in persuading and influencing others. Assuming you have the right balance of other interpersonal traits, you are likely to be skillful in expressing your ideas to subordinates and/or clients. 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, even if the sales person is unlike the others. 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. 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.



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

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 successful in trying to influence others.



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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 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. 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? What would be his/her dream for the department? 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 his/her 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 his/her 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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Takes Initiative

You very often take initiative.

Taking initiative is important to achievement and usually one of the keys to succeeding in any organization. However, it is usually not very effective to just decide that you are going to take initiative. First, you need to formulate a clear idea of what appropriate initiative would be. What results need to be achieved in your position? By having a clear idea of the needed results, you can take initiative in the desired direction. What are the limits of your authority? By clarifying the 'boundaries of initiative' you don't have to ask about each thing you may want to do and you don't have to worry about overstepping your bounds. Thus, you can be free to take any appropriate initiative that is focused on the essential performance factors.

Step 1 - What are the results needed to be achieved for your position?

Make a list of what you consider to be the most important results that need to be achieved for your position. These will be the essential performance factors for your job. The list should be between 3 and 7 factors. Put the items in order of importance. The list should focus on RESULTS TO BE ACHIEVED rather than activities to be done. For example, typing is an activity to be done, but typing and average of 60 words per minute with 95% accuracy is a result. In another example, selling is an activity, but selling an average of \$100,000 retail per month is a result to achieve.

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Step 2 - Verify the list with your manager

Ask your manager to review the list and give his/her viewpoint on those key performance factors for your position. Discuss each performance factor until you have a clear mutual understanding, including which ones are most important.

Step 3 - How could you take initiative?

Make a list of all the ways that you could take initiative. Examine each of the items on step 2 above and reflect on what you could do to take initiative for each item. Go over each item on the list with your manager and make sure you have the authority to take those steps. Also, ask your manager for examples of ways someone could take initiative in order to achieve high performance. This will give you a good idea of what you are free to do as



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well as the parameters or restraints that you may have (there are always some). As you look for new ways to take initiative in the future you will have greater clarity about the things you can initiate and the things you need to discuss before initiating.

Step 4 - What will you commit to doing to take greater initiative?

Reflect on and list the things that you will commit to doing related to taking initiative. Be specific about what you will do including time schedules and specific measurable actions or results.