Employee Development Guide

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Current Role:

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How to Use the Employee Development Guide:

This Employee Development Guide is based on Jamie Schneiderman's responses to the Career Spark Survey. This Guide offers suggestions about possible areas of focus, including specific attributes. It also suggests development activities that may be appropriate for Jamie Schneiderman. However, the specific objectives and details of Jamie's development plan should not depend entirely on this Guide. For any personal development plan to be meaningful and relevant, it should be based on the person's current work behavior and potential future work responsibilities in addition to these results.

The Guide is organized into three major categories of attributes: self management, people management, and work management, however dont worry if you dont see all three categories on the guide. We only show you the categories in the guide that describe Jamie's most distinctive strengths and opportunities for development. These are the attributes on which Jamie has scored the highest (strengths) and where Jamie has scored relatively lower (Opportunities). It is important to keep in mind that scoring lower on an attribute does not mean that Jamie has scored lower in comparison to other individuals, or to an overall attribute benchmark, it only means that Jamie has scored lower in that attribute in comparison to their own other strengths. An attribute showing up in the Opportunities (a lower scoring) section only indicates that the attribute was not as strong as their other attributes.
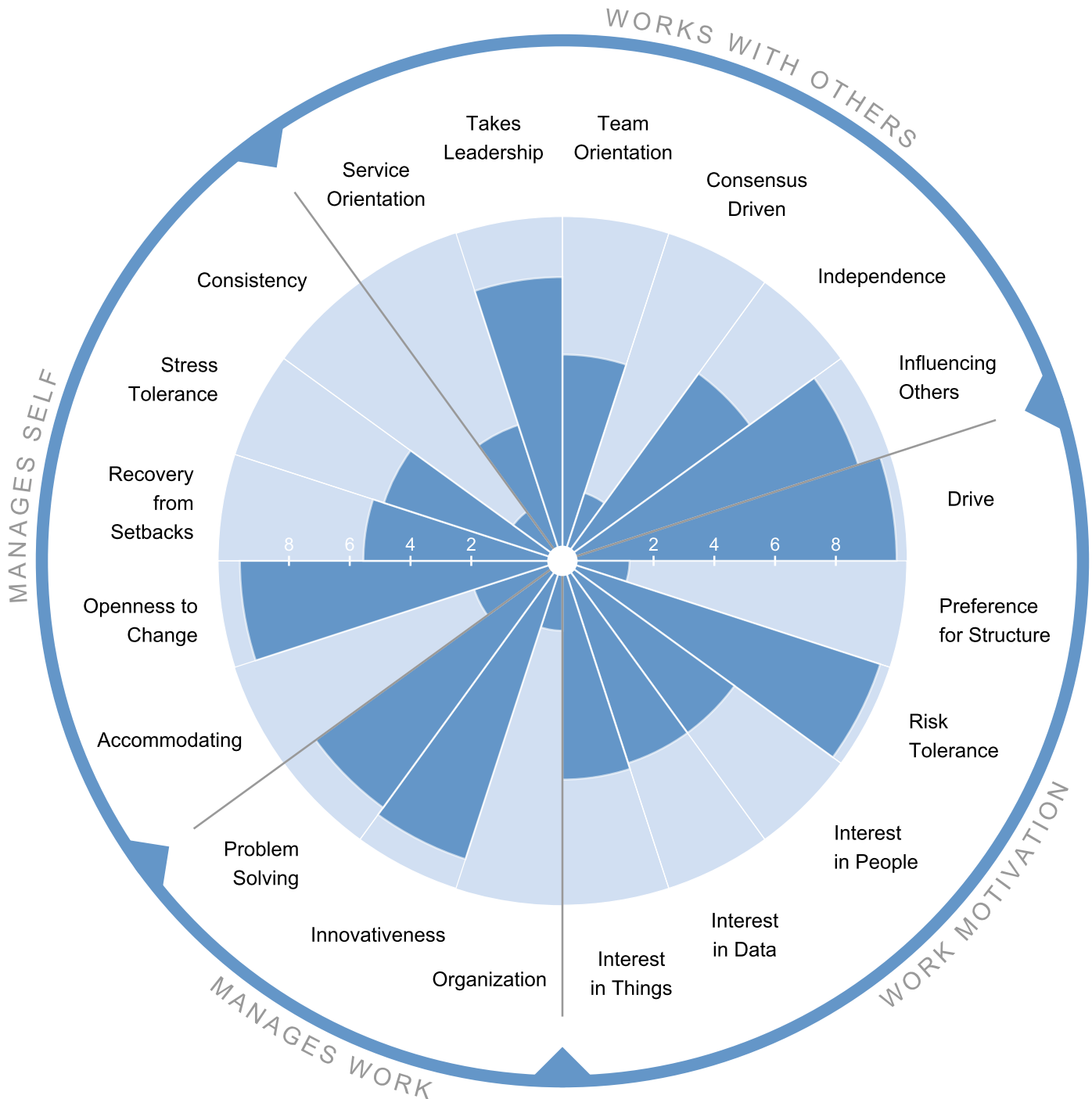
This Guide takes the point of view that both Strengths and Opportunities can be excellent development opportunities. Strengths can be an appropriate development target especially for people who are planning to move into more demanding roles requiring higher levels of skills. Opportunities does not necessarily signify any reason for concern, but rather just areas that can be even further developed as needed.

Key Attributes of a Successful Development Plan:

1. **Support** - Identify a key resource for the person, such as a coach or mentor, who will be a source of honest counsel and perspective throughout the growth process.
2. **Plan** - Establish specific development objectives and the steps necessary to get there.
3. **Practice** - Describe the desired behaviors and provide opportunities to practice those behaviors.
4. **Accountability** - Provide regular feedback about progress and hold the person accountable for implementing the development plan.

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Career Spark Profile

The Career Spark Profile outlines the employee's areas of strength and opportunities for development. The longer the bar the stronger the attribute.

WORKS WITH OTHERS

MANAGES SELF

WORK MOTIVATION

MANAGES WORK

Takes Leadership
Team Orientation
Service Orientation
Consensus Driven
Independence
Consistency
Influencing Others
Stress Tolerance
Drive
Recovery from Setbacks
Preference for Structure
Openness to Change
Risk Tolerance
Accommodating
Interest in People
Problem Solving
Interest in Data
Innovativeness
Interest in Things
Organization

8 6 4 2 2 4 6 8

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Managing Yourself

The ability to "manage yourself" relates to Jamie's self control, self-awareness, openness to feedback and learning, acceptance of responsibility and inner drive. These attributes are fundamental to success in virtually any type of work and are especially important for leadership success. Self-management attributes are critical for authentic growth. The attributes most important for growth are acceptance of accountability, consensus building, and openness to change. The Guide will single out any of these attributes if Jamie shows low levels that warrant development planning and high levels that represent a strong foundation for future growth.

Strength Areas

Openness to Change

Jamie has demonstrated a high level of openness to change and tolerance of ambiguity. This is an important strength because it enables Jamie to sustain a strong performance in spite of frequent changes and uncertainty about Jamie's role or objectives. Jamie's openness allows Jamie to see the potentially positive aspects of change and to not be blocked by uncertainty. Because this is such an important quality, it is important that Jamie continue to develop this attribute so it will continue to be strength in new work situations.

Suggestions for Development
Jamie has demonstrated strength in "Openness to Change" For this reason, the focus of Jamie's development is likely to be on extending this strength to new roles or responsibilities or to higher level or more complex work. Jamie demonstrates a strong foundation for applying this capability to more demanding work environments.

Behaviors to Encourage

- Makes an effort to understand the reasons for proposed changes.
- Investigates own role in change process and end result.
- Is not stymied by uncertainty. Seeks to reduce it.
- Doesn't need a perfect big picture to see a way forward.
- Is able to adapt to shifting priorities, objectives and processes.
- Interprets change mainly in terms of potential improved processes and work efficiencies for self.

Behaviors to Discourage

- Resists most changes as a waste of time.
- Is blocked by uncertainty and fuzziness until others eliminate it.
- Prefers "tried and true" methods even when they are not successful enough.
- Believe those who initiate change don't know what it's like to be in their situation.
- Is sceptical of most changes and believes they are for some unspoken reason.
- Has little curiosity about the potential benefits of change.

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- Interprets change mainly in terms of interference with own work or additional work load.

Opportunities

Accommodating

Jamie's responses indicate that Jamie could find it challenging to always deliver on time as expected. Jamie's performance appears to sometimes adjust with changing priorities. This ability is important for work success so it would be wise to create a development plan to ensure expectations are managed appropriately and changing priorities or deadlines are communicated effectively.

Suggestions for Development
Jamie has demonstrated that they sometimes they can be less accommodating to some work requests when and as requested. Given that virtually all work requires consistent and reliable work behavior, it is important that any development plan ensure that the ability for Jamie to establish and deliver to priorities be paramount. While they have intentions to finish work as expected, they have alternate ideas on how to accomplish the job or prioritize differently than expected. It will be important to ensure clear communication about expectations for both deliverables & timing to ensure everyone is on the same page.

Behaviors to Encourage
- Accurate planner of resources and time requirements for getting work done. Bases commitments on realistic plans.
- Stays the course.
- Is not distracted by incidental problems.
- Manages time well.
- At any point in time, knows the schedule status of the work.
- Multitasks successfully to get a large amount of work done by self and through others.
- Quickly eliminates roadblock to timely results.
- Take responsibility for getting work done on time.
- Says "No" when needs to say "No."

Behaviors to Discourage
- Allows self to be diverted into less important work.
- Even if priorities are established, will often be distracted by less important priorities.
- Has trouble saying no to requests.
- Misjudges the time it takes to get things completely done.
- Pays too little attention to the detail necessary to get work done correctly the first time.
- Makes commitments based on wishes of others rather than realistic plans.

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Suggested Activities for Development

- Find a trusted mentor/coach/sounding board who will speak the truth to Jamie.

- Provide structured feedback from supervisor, peers and others who receive work from Jamie.

- Identify the extent to which their accommodating to requests are seen by others as problems. Solicit specific examples.

- Identify specific circumstances that are associated with most significant problems. Develop plans to remedy those specific problem areas.

- Take course/training in work management techniques.

- Review work priorities with coach/mentor.

- Establish and document critical priorities with boss's concurrence.

- Describe priorities in own terms, not the terminology of others.

- Reviews frequently.

- Create a Work Plan with time lines for a specific project in collaborations with coach/mentor.

Consistency

Jamie's responses to the Career Spark assessment indicate that Jamie may struggle with consistent focus. Jamie's focus appears to fluctuate with the conditions or circumstance in the work place. Jamie has some difficulty working through distractions and other routine interruptions. Jamie can lose focus just enough to affect performance when sudden or unexpected events change or impact the immediate environment. This ability is important for work success so it would be wise to create a development plan to improve this skill.

Suggestions for Development
Jamie has demonstrated a low aptitude for working through things consistently. There are two possible implications for development planning. The first is that this is an attribute on which there is considerable room for growth. In that sense, this attribute is a potentially strong candidate for some development focus, assuming Jamie will work in jobs requiring this attribute. On the other hand, this lack of aptitude may imply that Jamie should be provided development planning in a work context that does not have a high demand for this aptitude. This question should be resolved with Jamie's involvement at the very beginning of the development planning process. Given that virtually all work requires at least some consistent and reliable work behavior, it is more likely that the first option will be the most practically meaningful option.

Behaviors to Encourage

- Accurate planner of resources and time requirements for getting work done. Bases commitments on realistic plans.

- Stays the course. Is not distracted by incidental problems.

- Manages time well. At any point in time, knows the schedule status of the work.

- Multitasks successfully to get a large amount of work done by self and through others.

- Quickly eliminates roadblock to timely results.

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- Take responsibility for getting work done on time.
- Says,"No" when wants to say "No".

Behaviors to Discourage

- Is disorganized and lacks a plan.
- Allows self to be diverted into less important work.
- Doesn't establish priorities. Doesn't know what is most and least important. Sees everything as equally important.
- Can't say no to requests.
- Misjudges the time it takes to get things completely done.
- Pays too little attention to the detail necessary to get work done correctly the first time.
- Makes commitments based on wishes of others rather than realistic plans.
- Procrastinates

Suggested Activities for Development

- Find a trusted mentor/coach/sounding board who will speak the truth
- Identify the extent to which consistently is seen by others as a problem. Solicit specific examples. Identify specific circumstances that are associated with most significant problems. Develop plans to remedy those specific problem areas.
- Take course/training in work management techniques.
- Review work priorities with coach/mentor. Establish and document critical priorities with bosss concurrence. Describe priorities in own terms, not the terminology of others. Reviews frequently.
- Create a Work Plan with timelines for a specific project in collaborations with coach/mentor.

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Working with people

"Working with people" traits, are not crucial to personal growth but is directly related to success in virtually any type of work where Jamie's success depends on others. These types of work include service and sales work, collaborative teamwork, work where people function interdependently, and virtually any type of leadership work. This Guide describes Jamie's strengths and opportunities to outline development areas relating to people skills.

Strength Areas

Influencing Others

Jamie's results show a strong aptitude for influencing others. The interpersonal skills required to influence others operate in a subtler, less formal context than negotiation skills. Like negotiation, influence requires confidence and persistence but it takes place in ongoing relationships that are intertwined with many other elements and dimensions. There is a greater emphasis on relationship management and maintenance. These types of interpersonal skills are fundamental to a variety of interpersonal roles such as leadership, supervision, sales, service, and collaboration across organization boundaries. Jamie has the foundation skills and dispositions to be a very good candidate for additional development around interpersonal effectiveness.

Suggestions for Development
Jamie has demonstrated a strength in "Influencing Others." For this reason, the focus of Jamie's development is likely to be on extending this strength to new roles or responsibilities or to higher level or more complex work. Jamie demonstrates a strong foundation for applying this capability to more demanding work environments.

Behaviors to Encourage

- Is able to "read" others concerns and "hot buttons."
- Builds a foundation for influence before it is needed.
- Builds coalitions and alliances.
- Anticipates reactions of key stakeholders.
- Gets ideas heard in group settings.
- Prepares by building a logical and compelling case.
- Displays enthusiasm for own ideas and positions.

Behaviors to Discourage

- Doesn't attend to or understand what motivates others.
- Maintains same approach for all people.
- Does not adapt to individual differences.
- Responds based on stereotypes of others.
- Influence based on power alone, not understanding of the other.

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– Attempts to influence without addressing the needs of others.

Opportunities

Consensus Driven

Jamie's score in the Consensus Driven attribute is relatively low in comparison to their other strengths. This doesn't mean Jamie is dishonest or untrustworthy in any way. Rather it means Jamie is action based, has strong opinions and could often proceed with their own plans and opinions without always considering or realizing the impact of their actions on others. This tendency has the potential to sometimes cause issues when working in a team. Their first instinct will be for action based on their own opinions, you are encouraged to set up a development strategy with Jamie to ensure that they are reminded to remember their impact on others.

Suggestions for Development
Jamie has shown that they sometimes demonstrate a low interest in gaining consensus from others. Being consensus driven is important in any collaborative effort with other team members. Being aware that Jamie may sometimes forge ahead without always getting the opinions or buy-in of others will be key. Scoring lower in the Consensus Driven trait, could be a roadblock for the development of other self-management & team orientation efforts if not managed. There are many merits for having strong opinions and the strength to move ahead without involving others, however it is important that Jamie be reminded of the impact of their decisions and actions on the group to ensure that they take into consideration the implications of their approach.

Behaviors to Encourage

– Ensures that others are informed and consulted with regard to their plans.
– Acts in the interest of the group before acting in own interest.
– Admits mistakes.
– Collaborates with others, soliciting opinions, and sharing credit for success.
– Others see as dependable and forthright.
– Willing to take a stand.

Behaviors to Discourage

– Bluntly open and honest to the point of being a distraction.
– Promotes own opinions first.
– Makes commitments or sales before being sure of delivery.
– Hedges on important issues.
– Coming across as hard to read.
– Agrees to everything.
– Can't say "no."

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- Reluctance to accept input from others if it appears not to be in line with their own pre-conceived opinions.
- A belief that sufficient growth has taken place before it actually has.
- A lack of authentic interest in growth and development should it conflict with their own plans/opinions.

Suggested Activities for Development

- Find a trusted mentor/coach who will speak the truth to Jamie
- Provide 360 Feedback if in supervisory, manager or leadership role.
- Identify behaviors to be targeted for development with mentor/coach.
- Develop a clear simple rationale for an important action.
- Practice making presentations to trusted others that express own views clearly, simply, openly.
- Maintain a log of commitments, large and small.
- Track success over time.
- Share with coach/mentor from the beginning.
- Develop strategy for making clear, unambiguous commitments, rather than vague commitments that are prone to misinterpretation.
- Review role, with coach/mentor, of possible disorganization as a cause of missed commitments

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Getting Work Done

The ability to "get work done" represents the skills necessary to plan and organize work, recognize and solve problems, and to see ahead to know what work will be needed in the future. Like self-management skills, some work management skills enable successful growth, especially planning and organizing. This Guide describes Jamie's strengths and possible opportunities for further development in this area relating to getting work done.

Strength Areas

Problem Solving

Jamie has demonstrated a strong capacity for learning quickly and then applying that knowledge to solve unexpected problems or overcome obstacles. This strength applies across a wide range of work situations, not just problem solving and is fundamental to success in most types of job. But it is not a static thing. What Jamie is able to learn depends on what Jamie knows. Quickly solving problems often relies on experience with similar problems in similar situations. It will be wise to devote some effort to further develop Jamie's capacity for learning what needs to be known to address problems in the increasingly complex work situations Jamie is likely to confront in the future.

Suggestions for Development
Jamie has demonstrated a strength in "Learning and Problem Solving." For this reason, the focus of Jamie's development is likely to be focused on extending this strength to new roles or responsibilities or to higher level or more complex work. Jamie demonstrates a strong foundation for applying this capability to more demanding work environments.

Behaviors to Encourage

- Is always involved in some form of self-development or learning.

- Is open to learning.

- Gets absorbed in the problem to find a solution.

- Asks for help from experts.

- Considers new ways of looking at old problems.

- Considers new solutions to old problems.

- Studies what others have done or recommended for this type of problem.

- Experiments with alternative approaches.

- Asks penetrating questions to diagnose the cause or nature of the problem.

- Accepts challenging problems.

Behaviors to Discourage

- Gets stuck in the past.

- Repeatedly tries old solutions to new problems.

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- Leaves others behind to solve problem on own.

- Continues to focus on new solutions even when a good solution is in place.

- Does not recognize the problem as a problem.

- Does not take the time or effort to develop a deep understanding of the problem.

- Quick to adopt the first possible solution.

- Impatient.

- Lacks the expertise to learn the nature of the problem.

- Paralysis by analysis.

- Can't decide to act.

Innovativeness

One of the most challenging aptitudes to develop or foster is creativity. Innovative people must be willing to become captivated by the problem, and to see things that others don't while not being too concerned about failure. Jamie has already demonstrated these characteristics and may be a good candidate for additional development of this creative aptitude as it can apply to the types of problems and issues Jamie will face in the future. The energy, insight and vision that creative people can bring to an organization are invaluable. Jamie has the potential to make increasingly important contributions and is probably well-prepared for further development of this creative capability.

Suggestions for Development
Jamie has demonstrated a strength in "Innovativeness." For this reason, the focus of Jamie's development is likely to be on extending this strength to new roles or responsibilities or to higher level or more complex work. Jamie demonstrates a strong foundation for applying this capability to more demanding work environments.

Behaviors to Encourage

- Willing to risk failure to try a promising idea.

- Generates original ideas.

- Gets completely absorbed in an issue or idea.

- Acts boldly, but responsibly. Knows the difference.

- Focuses on solving important problems, not unimportant problems.

- Develops the expertise necessary for creative insight.

Behaviors to Discourage

- Involved with too many things at once.

- Requires certainty before acting.

- Dysfunctional, disorganized or unfocused.

- Gets caught up in ideas of interest only to self.

- Waits for creative insight rather than works hard for it.

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Organization

Jamie has demonstrated that planning and organizing is not one of their primary strengths. Jamie is more of a "big picture" person than a "detail" person. Of course, it isn't always necessary for all employees to be careful planners and organizers so Jamie's performance in certain specific tasks may not suffer if others have developed the work plans. In the long run, however, Jamie's contributions could be enhanced with some development effort focused on these skills necessary to plan and execute work.

Suggestions for Development

Jamie has demonstrated that planning and organizing is not one of their primary strengths There are two possible implications for development planning. The first is that this is an attribute on which there is an opportunity for growth. It that sense, Jamie is a potentially strong candidate for some development focus, assuming Jamie will work in jobs requiring this attribute. On the other hand, this may imply that Jamie should be provided development planning in a work context that does not have a high demand for strong planning and organizational skills . This question should be resolved with Jamie's involvement at the very beginning of the development planning process. Given the great value to an organization of planning and organizing skills in virtually all types of work settings, the first option may be the most practically meaningful option for this attribute in many organizations.

Behaviors to Encourage

- Knows how to get access to organization resources and expertise.

- Understands the organization's goals and priorities.

- Recognizes the need for contingency plans.

- Is careful and detail-oriented in developing plans.

- Includes communications requirements as part of work plan.

- Understands the work processes that will be organized into the whole effort.

- Involves key stakeholders in planning.

- Establishes occasions and metrics by which planned work will be periodically evaluated.

- Knows the difference between the flexibility necessary to change the plan as needed and the persistence required to stay the course in spite of obstacles and barriers.

Behaviors to Discourage

- Over relies on self to know everything needed for a comprehensive plan.

- Is a "big picture" person who doesn't attend closely to the detail necessary to create and organize complete plans.

- Will often have a messy desk/closet and a tendency to lose their keys.

- Is not a good judge of the amount of time realistically required to get complex work done.

- Is impatient with planning and details related to reaching goals.

- Doesn't plan for obstacles, instead 'wings it'.

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Suggested Activities for Development

- Find a trusted mentor/coach/sounding board who will speak the truth.

- If in supervisory, manager or leadership role, provide 360 feedback

- Review and evaluate with the help of the coach/mentor the key themes in the input from others about planning and organizing strengths and weaknesses. Decide whether or not development is needed and, if so, what the target skills and objectives will be.

- These targets may include objectives such as: ....Translating strategy and goals into objectives and plans. ....Locating and accessing resources within the organization. ....Attention to detail. ....Collaboration with stakeholders. ....Time estimation. ....Success metrics. ....Workforce planning: how many, where, when, for what, who? ....Budgeting for work and resources. ....Identifying need for cross-organization alignment and cooperation. ....Anticipate problems, barriers, roadblocks, etc.

- Review a complete plan that has been completed with the original planner.

- Identify strategies and methods for creating the plan and the stages of implementations where changes were necessary.

- Study the methodology of planning and organizing in texts and resources by expert planners.

- Assign to plan and organize a work activity within the area of expertise.

- Include coach/mentor in the process for continuous feedback.

- Provide evaluative feedback for a recently developed plan that has not yet been launched.

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Work Motivation

Work Motivation represents the skills necessary to keep up the drive to work as per timelines and to strive for excellence.

Strength Areas

Drive

One of the most fundamental requirements for getting work done is the drive to achieve results. Jamie demonstrates that they are very achievement oriented and has a strong inner drive to be successful. This is an invaluable attribute. Even though some believe people either have this inner drive or don't, it is clear that well planned development work can improve a person's ability to manage and utilize this motivating force. This development can help a person direct this energy in beneficial ways. As well, it can prevent the person from being blinded to the circumstances in which the work is taking place, or make the person insensitive to the wants and needs of other people who are also necessary to get work done.

Suggestions for Development
Jamie has demonstrated a strength in "Drive." For this reason, the focus of Jamie's development is likely to be on extending this strength to new roles or responsibilities or to higher level or more complex work. Jamie demonstrates a strong foundation for applying this capability to more demanding work environments.

Behaviors to Encourage

- Establishes priorities and act on them.

- Reviews them frequently.

- Searches for alternative solutions when blocked.

- Develops objectives and plans to achieve them.

- Persistently moves forward, adapting as necessary

- "Goes the extra mile" for the benefit of the group or organization.

- Has "bottom line" orientation; focuses on outcomes as indicators of success.

Behaviors to Discourage

- Misses deadlines.

- Spends too much time and effort on less important things; is prone to procrastination.

- Is easily blocked by obstacles, problems and barriers.

- Is easily distracted by more immediate incidental matters.

- Tends to be motivated by external deadlines only.

- Doesn't exert unusual effort to overcome unusual circumstances.

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Preference for Structure

Jamie has demonstrated a strong preference for working in a relatively unstructured environment. If Jamie is currently in a highly structured work setting, this lack of fit could limit efforts to develop the skills to get work done effectively and efficiently. This strong interest in a dynamic, fluid environment indicates that Jamie places high value on having a relatively high level of autonomy, being able to take risks and fail in an effort to achieve ultimate success, and not having to cope with the hard edges of organizational hierarchy and decision processes. In a more structured work setting where any of these characteristics of structure are highly salient, Jamie may be discouraged and relatively ineffective. Any development plan for Jamie that focuses on getting work done should address this issue in an early stage of planning.

Suggestions for Development

Jamie has expressed a strong preference for dynamic, less structured work environments. This is a crucial consideration when deciding whether Jamie should undertake the development of the skills necessary to get work done effectively and efficiently. The important consideration is the fit between Jamie's work style and the work environment in which the development activities and assignments will take place. Jamie's best opportunity to develop work management skills is to be in the type of work environment that fits with Jamie's low structure work style. If Jamie is in a high structure environment while learning new work management skills, Jamie may be discouraged and frustrated. This situation is very likely to inhibit or derail the learning of new work management skills.

Development Plan

It should be noted here that, unlike the development suggestions that may have been provided for some other derailers, no developmental suggestions are offered for this preferred style for working in low structure. This preferred style is not, itself, a skill deficiency. Rather, it is a preference or interest regarding the type of work setting. It is a motivational attribute that Jamie has developed over several years of adult experience and is not likely to be easily changed over a relatively short period of time. Instead, an effective strategy, at least for early development of work management skills, is to place Jamie in developmental tasks or assignments that fit with this preference for structure.

Behaviors to Discourage

- Frustration with organizational or hierarchy constraints.
- Inability to tailor the work tasks and needed resources to Jamie's unique view of how the work could be done.
- Difficulty accepting the expected methods or procedures for getting developmental tasks or assignments completed.
- Lack of effort to overcome even routine obstacles imposed by the structure of the setting.
- A lack of enthusiasm for direction from a coach/mentor.
- Inability to get down to the detail necessary to achieve results in various development tasks or assignments.
- Conflicts with others in the relatively structured environment about work processes.

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