

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.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (96.4%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Development Area : Analyzes Pitfalls

You may have only a moderate tendency to analyze the potential difficulties of plans and strategies.

Analyzing potential pitfalls is necessary in order to make quality strategic decisions. It enables you to understand the possible problems with a particular strategy and gain insight that will optimize results. In addition, a thorough analysis of the potential pitfalls enables you to gain organizational support for your strategy. By demonstrating a thorough analysis of the likely pitfalls, you will be more equipped to overcome objections and persuade others to support your strategy.

Examining potential pitfalls is a matter of being mindful and conscientious. It does not mean that you are skeptical, negative, or lacking in confidence. In fact, bringing forward potential obstacles can be a reflection of confidence. You may fear that acknowledging potential obstacles may add credibility to the opponents of your strategy. However, when making important decisions, it is important to be objective and not allow your ego to become overly involved with the strategic process. If your favored strategy is sound, proactively disclosing its potential pitfalls will demonstrate that you have diligently examined the potential weaknesses of the plan and have found ways to overcome those weaknesses. If the strategy is sound, you will probably gain support for the plan. If your strategy is flawed, it is better to discover it before getting started.

If you keep a balance of optimism and scrutinizing potential pitfalls, you are much more likely to achieve your goals at work and in your personal life. Although strategic decision-making is usually only important in the workplace for management positions, each of us could benefit from better strategic decisions in our personal lives.

The exercise below will guide you in the strategic decision-making process. This exercise could be done alone or in a group. If you are working on an important organizational strategy, you could create several groups, each focusing on a different possible strategy to achieving the same goal.

Exercise - Analyzing the potential pitfalls of a plan or strategy

Step 1 - What is the most important strategic decision you need to make?

List important work or life decisions that you need to make. If you are not able to identify an important decision you need to make at this time, you could examine a strategy you are currently taking in order to achieve a goal. After listing all the decisions you can think of, choose a decision or strategy you would like to examine at this time.

Step 2 - What goal are you are trying to achieve related to this decision?

State the specific goal(s) you are trying to achieve. You may need to work on this step for quite some time to clarify the exact goal(s).

Step 3 - What are the possible strategies you could take in order to achieve the goal(s)?

List all the possible strategies or approaches you could take to achieve the goal(s). Don't try to evaluate the strategies at this point. Just add as many as possible to the list. Even wild or crazy sounding ideas are encouraged. Just add them to the list.

Step 4 - Which strategies appear to be the best in order to achieve that goal?

Go back over the strategies and choose several of the strategies you think are the best.

Step 5 - What are the advantages and disadvantages of the best strategies?

Make a list of the apparent advantages and disadvantages of each strategy.

Step 6 - What do you think is the best strategy?

You might combine the best strategies or modify a strategy in order to maximize the advantages and minimize the disadvantages.

Step 7 - Who has a stake or interest in the process or outcome of this decision?

Make a list of all the stakeholders such as employees, shareholders, or customers who have an interest.

Step 8 - What assumptions are you making with this strategy about each of the stakeholders?

Make a list of all the assumptions you are making related to each stakeholder.

Step 9 - What are you dependent upon from each of the stakeholders for your strategy to work?

Make a list of what you need from each stakeholder in order for your strategy to work.

Step 10 - What facts or conditions are you counting on for your strategy to work?

Make a list of any other facts or conditions that are necessary for your strategy to work. What could go wrong? How would that affect the outcome?

Step 11 - What circumstances could change that would affect the outcome?

Make a list of anything that could change that would affect the outcome of your strategy.

Step 12 - Show the results of steps 2-11 to the significant persons involved.

Allow others to add their ideas to steps 3-11 above and encourage them to examine your assumptions and add to them. (You could have a group discussion.)

Step 13 - What do you think is the best strategy?

At this point, you may find that your strategy has some weaknesses. You may wish to revise, adjust, or scrap the strategy altogether. Revising the strategy could involve changing the strategy, collecting more information, or simply breaking the implementation into stages in order to minimize risks. The amount of time that you take in order to arrive at a clear and final strategy will depend upon how important the decision is and how many unknowns are involved. If you chose to scrap the strategy altogether, go back to step 4. Otherwise, continue with the next step.

Step 14 - Create a step-by-step plan to implement your strategy.

