



# SYNTHESIS

personality and emotional intelligence  
questionnaire

>Performance Improvement Tips



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**Practical tips and suggestions to guide performance improvement and development.**

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## Work Ethic

### Achievement Drive

- 1.1 Develop a long-term, big picture view of what you want to achieve and how you want to be judged.
- 1.2 Develop strategies and plans to guide your work, family, leisure and learning activities.
- 1.3 Stretch yourself by seeking out challenging tasks and pushing yourself beyond your comfort zone.
- 1.4 Show that you can get totally absorbed in tasks and can maintain high levels of activity.
- 1.5 Put in extra effort when required to accomplish difficult tasks and do not give up easily.
- 1.6 Develop second interests to provide options if you do not achieve your goals in your first choice career.

### Altruism

- 2.1 Try to recognize, anticipate and meet the needs of other people.
- 2.2 Show humility by keeping your ego in check, accepting praise but never believing it totally.
- 2.3 Improve your own happiness, health and well-being by doing voluntary work in the community.
- 2.4 Show through what you do and say that you care about other people's well-being and happiness.
- 2.5 Practice altruism through simple acts like listening, paying a compliment and making friendly gestures.
- 2.6 Act in a discreet and unpretentious way not expecting anything in return for your actions.

### Initiative

- 3.1 Demonstrate a sense of urgency for achieving goals and resolving problems.
- 3.2 Bring recommendations and proposals for action to your bosses instead of problems.
- 3.3 Be prepared to seize opportunities and cut through red tape to get the job done.
- 3.4 Try to anticipate issues and problems that might arise and identify corrective actions.
- 3.5 Volunteer for new responsibilities and assignments.
- 3.6 Continually review how you can make the greatest contribution to your organization's goals.

### Optimism

- 4.1 Operate from hope of success rather than fear of failure.
- 4.2 Try and see the good in other people's views and ideas before seeing the bad.
- 4.3 Develop the ability to listen and pause before letting the critic in you come out.
- 4.4 Project belief in your abilities and confidence that you are going to succeed.
- 4.5 View setbacks as due to manageable circumstances rather than some personal flaw.
- 4.6 Persist in achieving goals despite obstacles and setbacks.

## Social Skills

### Leadership

- 5.1 Display energy, vitality, passion, a sense of humor and excitement.
- 5.2 Reveal your real persona and make yourself visible and available.
- 5.3 Nurture social connections via routine interactions with bosses, clients, peers and direct reports.
- 5.4 Guide, support, develop and reward people while holding them accountable.
- 5.5 Invite people to express their views and opinions and challenge your thinking.
- 5.6 Ask for constructive feedback on your leadership style and act on it.

### Cooperation and Collaboration

- 6.1 Collaborate with people, sharing plans, information and resources.
- 6.2 Help promote a friendly, cooperative climate through your attitude and actions.
- 6.3 Model teamwork qualities like sensitivity, respect, helpfulness and cooperation.
- 6.4 Share success stories with people and credit people for their accomplishments.
- 6.5 Acknowledge cultural differences among people and recognize the value in those differences.
- 6.6 Balance a focus on the task with attention to relationships.

### Communication

- 7.1 Develop clear, well-organized speeches, pitches and presentations.
- 7.2 Engage people's interest by speaking with enthusiasm and showing a sense of humor.
- 7.3 Seize opportunities to make speeches and presentations to groups of people.
- 7.4 Listen carefully and willingly to people's views, ideas, problems and concerns.
- 7.5 Learn to read people and recognize how your words and actions affect people.
- 7.6 Ask other people to tell you when you are being insensitive.

### Negotiating and Conflict Management

- 8.1 Ask open-ended questions to clarify people's views and positions.
- 8.2 Handle difficult people and tense situations with diplomacy and tact.
- 8.3 Allow people to vent their feelings and emotions and help people to think positively.
- 8.4 Challenge yourself and other people to identify win-win solutions to problems.
- 8.5 Express disagreement tactfully and take breaks/cooling off periods when things get heated.
- 8.6 Ask other people how effectively you resolve disagreements and conflict.

## Innovation and Change

### Innovativeness

- 9.1 Seek out fresh ideas from a wide variety of sources.
- 9.2 Approach problems with an open mind and consider incremental and radical solutions for change.
- 9.3 Use creative thinking techniques such as brainstorming to generate ideas.
- 9.4 Be prepared to bend the rules and take risks in your thinking.
- 9.5 Try out and evaluate systematically new ideas, methods and technologies.
- 9.6 Ensure that you have the visible backing of bosses for change you are introducing.

### Change Catalyst

- 10.1 Champion and encourage other people to support and facilitate change.
- 10.2 Discuss and explain the benefits of change and plans for implementing it.
- 10.3 Acknowledge the pain of change and deal with people's feelings and concerns.
- 10.4 Involve people in decisions about how change will affect them.
- 10.5 Model the changes expected of people you work with and who work for you.
- 10.6 Create and communicate a vision and strategy for implementing change.

### Assertiveness

- 11.1 Present yourself with confidence and self-assurance.
- 11.2 Aim to be moderately assertive pushing your views and ideas at times and backing off at other times.
- 11.3 Adjust your style and level of assertiveness according to the people and situation you are dealing with.
- 11.4 Be prepared to voice views that are unpopular and go out on a limb for what is right.
- 11.5 Be decisive and show that you are able to make sound decisions despite uncertainties and pressures.
- 11.6 Review your level of assertiveness and ask other people for feedback.

### Open-Mindedness

- 12.1 Try to be flexible in how you see situations and events.
- 12.2 Adapt your responses and tactics to fit the circumstances.
- 12.3 Step out of your own shoes and try to put yourself into those of someone else.
- 12.4 Walk around the world and absorb what people are thinking and observe what people are doing.
- 12.5 Experiment with new ways of doing things in all aspects of your life.
- 12.6 Understand how individuals and organizations respond to change.

## Feelings and Emotions

### Emotional Awareness

- 13.1 Pay attention to your own and other people's feelings and emotions.
- 13.2 Recognize the links between your feelings and what you think, say and do.
- 13.3 Be careful when and how you express negative feelings and emotions.
- 13.4 Spend time people watching and observe people's non-verbal gestures in communication.
- 13.5 Play in your own and other people's feelings and emotions into problem solving and decision making.
- 13.6 Reflect on your shortcomings and take time out to gain perspective on what you are doing.

### Empathy

- 14.1 Try to be sympathetic, warm and genuine with people.
- 14.2 Show interest in other people's views, ideas, problems and concerns.
- 14.3 In conversations, look like you care and ask questions to show that you are interested.
- 14.4 Make helping other people to achieve their full potential one of your goals.
- 14.5 Accept that you cannot always be right.
- 14.6 Ask other people to tell you when you are being insensitive.

### Self-Control

- 15.1 Stay composed, relaxed and professional in open work places.
- 15.2 Ensure that your gestures, expressions and tone of voice match your words.
- 15.3 When under pressure, step back, get things in perspective, and if necessary, develop a new plan.
- 15.4 View problems and setbacks as challenges rather than threats.
- 15.5 When you are stressed, focus on the task rather than the emotion.
- 15.6 Watch for the warning signs of extreme stress and depression in people around you.

### Emotional Well-Being

- 16.1 Pursue excellent performance at work and in other aspects of your life.
- 16.2 Review your portfolio of skills and competencies and set goals for improvement activities.
- 16.3 Step back regularly and ask yourself how you are performing and what you may need to do differently.
- 16.4 Build relationships so that you have people to turn to in times of stress.
- 16.5 Seek feedback on how you are doing from bosses, direct reports, peers and customers.
- 16.6 Don't spend time with and let yourself be influenced by people who are negative.

# Reading

Read one or more of HBR's Must Reads. You can purchase these from the Harvard Business Review website.



## Personal Development Plan

Life Dimension	Strategy/Goal	Learning Activity	Timeline	Review Notes
Career				
Sport/Physical Fitness				
Family/Relationships				
Leisure				
Community				