Archetype Learning, LLC™

Accelerating High Performance

Promotion Insights™ Report
Career Builder Edition

Confidential Report for: **Sample Report**
Completed on: **September 28, 2008**

THE VALUE OF YOUR PROMOTION INSIGHTS REPORT

Promotion Insights (PI) is an inventory of reported behaviors that are highly correlated with success at earning promotions. While job competencies are essential to success, a select group of underlined behaviors can derail a career and prevent even the most knowledgeable professional from gaining new opportunities.

This report is designed to provide you with insights about behaviors that may affect your career in the critical areas of:

Organizing Behavior
Relationship Behavior
Learning Initiatives Behavior
Emotional Behavior
Career Management Behavior

These 5 KEY CAREER BEHAVIORS are proven to be primary elements of problems that dramatically affect career opportunities. Your lack of awareness of your performance in these areas may interfere with your potential for career advancement.

HOW THE PI INFORMS YOU

- Indicates how your behaviors, perspectives, and preferences can impact your career
- Provides you with results for each of the 5 KEY CAREER BEHAVIORS and 12 SCALES of behavior
- Provides you with implications of:

CAREER BLOCKERS
CAREER NEUTRALIZERS
CAREER ACCELERATORS

Questions? Contact the publisher at 336-774-0330
Leadership Performance Systems, Inc.

UNDERSTANDING THE PI

The PI provides you with results and insights into 5 KEY CAREER BEHAVIORS and 12 SCALES.

Please note the 12 Scales and their definitions:

Organizing Behavior	Scale Definitions
1. Attention and Focus	How you attend to details and focus on tasks
2. Problem-Solving	How you address problem-solving
Relationship Behavior	
3. Information Sharing	Ways and degrees to which you share information
4. Working Effectively with Others	How you build and maintain relationships
5. Teaming Behavior	How you build and manage teams
6. Supportive and Coaching	How you encourage the development of others
Learning Initiatives Behavior	
7. Competency Development	How you approach learning new skills
8. Learning Application	How you apply your learning
Emotional Behavior	
9. Perceiving the Emotional Climate	Degrees of awareness and use of emotional energy
10. Response to Emotional Climate	How you attend to the emotions of others
Career Management Behavior	
11. Ethical Choices	How you manage standards and values
12. Career Anchoring	How you address career opportunities

YOUR RESULTS

Your results are plotted below in one of three categories: CAREER BLOCKER, CAREER NEUTRALIZER, or CAREER ACCELERATOR.

Note that YOUR RESULTS are shown for the KEY CAREER BEHAVIORS (Organizing Behavior) and for each of the 12 scales.

	Career Blocker	Career Neutralizer	Career Accelerator
Organizing Behavior	<<**		
1. Attention and Focus	<<**		
2. Problem Solving		<**>	
Relationship Behavior		<**>	
3. Information Sharing	<<**		
4. Working Effectively with Others		<**>	
5. Teaming		<**>	
6. Supportive and Coaching		<**>	
Learning Initiatives Behavior		<**>	
7. Competency Development			**>>
8. Learning Application	<<**		
Emotional Behavior		<**>	
9. Perceiving Emotional Climate		<**>	
10. Response to Emotional Climate		<**>	
Career Management Behavior	<<**		
11. Ethical Choices	<<**		
12. Career Anchoring		<**>	

BEHAVIORAL IMPLICATIONS

The following two pages provide **Behavioral Implications** for Career Blockers, Career Neutralizers, and Career Accelerators. Review the implications that align with your results and then compare to the other categories for deeper understanding.

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BEHAVIORAL IMPLICATIONS

Organizing Behavior	Career Blocker	Career Neutralizer	Career Accelerator
1. **Attention and Focus** *How you attend to details and focus on tasks*	▪ Prefers the "big picture" to attending to details ▪ Can get fixated on details ▪ Inconsistent in the completion of projects and plans	▪ Usually on time with projects. ▪ Comfortable with some level of multi-tasking. ▪ Uses deadline pressure for motivation to complete projects	▪ Rarely over commits, plans to meet deadlines ▪ Enjoys multi-tasking ▪ Starts early, anticipates, and organizes work
2. **Problem-Solving** *How you address problem-solving*	▪ Has little interest in learning anew, even when facing new problems ▪ Often has to return to resolve an old issue ▪ Can easily jump to conclusions	▪ Tends to stick to what has worked before ▪ Some willingness to experiment and to learn from criticism ▪ Sometimes asks open-ended questions	▪ Open to new skills and tactics; curious with a broad range of interests ▪ Appreciates candid feedback and analysis ▪ Takes a logical approach to complicated issues

Relationship Behavior	Career Blocker	Career Neutralizer	Career Accelerator
3. **Information Sharing** *Ways and degrees to which you share information*	▪ Inconsistent about the clarity & flow of information given to others ▪ Indulges in "information overkill" ▪ Overuse of one communication method	▪ Usually shares information ▪ Quality and quantity of information is acceptable ▪ Trusted by others	▪ Seeks transparency and communicates readily and effectively ▪ Always provides relevant information as needed ▪ Creates team harmony by thoughtful sharing of information
4. **Working Effectively with Others** *How you build and maintain relationships*	▪ May attempt to please too many people ▪ Can show favoritism and exclude some team members ▪ Pre-judges people too quickly without giving them a chance	▪ Avoids conflict; has not learned how to confront ▪ May work better one-on-one than with groups ▪ Effective with people who are similar, but not as much with those who are different	▪ Seen as a collaborator and consensus builder ▪ Relates easily to all levels including bosses, peers, and direct reports ▪ Works extremely well with customers and other stakeholders
5. **Teaming** *How you build and manage teams*	▪ Prefers interacting on a one-on-one basis ▪ Does not value teams or see them as effective in getting things done ▪ Desire for control serves to dampen team interaction	▪ May not be the best reader of others, but willing to engage them ▪ Seen as a team player who will contribute ▪ Shares decision making with others, but prefers to be the team spokesperson	▪ Can mobilize and energize a group around a common purpose ▪ Instills a mindset of team success and reward ▪ Skilled at recognizing and utilizing individual skills to help the team
6. **Supportive and Coaching** *How you encourage the development of others*	▪ Lacks curiosity about the developmental goals of others ▪ Fails to delegate so that others can learn in new areas ▪ Does not recognize the potential in others	▪ Supports the development system and encourages others to develop ▪ Plays it safe; allows others to be involved in stretch opportunities ▪ Helps others wanting to develop only when asked	▪ Fosters an environment and culture for development ▪ Has insight into different motivations and needs for development ▪ Helps others find their distinct path that best aligns with their goals

Learning Initiatives Behavior	Career Blocker	Career Neutralizer	Career Accelerator
7. **Competency Development** *How you approach learning new skills*	▪ Has a more narrow perspective; relies on the "tried and true" ▪ Prefers to be on the job, working the plan ▪ Skeptical about management training and sees a lack of tangible results	▪ Complies with management training when it is offered ▪ Likes to check off completion of training milestones ▪ Tacitly supports the organization's training programs	▪ Active seeker of feedback, and new learning and experiences ▪ Flexible and open to new approaches such as web-based and experiential learning ▪ Anticipates the future skills that will be needed and works to develop
8. **Learning Application** *How you apply your learning*	▪ Comfortable with what seems to work well ▪ Defensive about changing how things are done ▪ Focuses on a narrow set of tasks that do not require new skills	▪ Viewed as a steady performer who meets deadlines ▪ Prefers a routine to running meetings ▪ Looks to the rules first in solving problems	▪ Seeks out strategic conversations; enjoys complexity ▪ Has modified practices based on feedback ▪ Adept at shifting tasks and using different skills
Emotional Behavior	**Career Blocker**	**Career Neutralizer**	**Career Accelerator**
9. **Perceiving Emotional Climate** *Degrees of awareness and use of emotional energy*	▪ Does not demonstrate a concern for others ▪ Misses clues from others; does not see how they are coming across ▪ May dominate others and shut off discussion	▪ Maintains a hierarchy in dealing with others ▪ Prefers not to participate in personal discussions ▪ Seen as approachable on some issues, not others	▪ Curious about other people's interests ▪ Has developed good people reading skills ▪ Engages easily on work and non-work topics
10. **Response to Emotional Climate** *How you attend to the emotions of others*	▪ Fails to acknowledge others' emotions ▪ Shows anger or impatience toward others ▪ Unsettled by emotional reactions	▪ Cool and calm but not demonstratively empathetic ▪ Somewhat sensitive to criticism ▪ Stress slows you down	▪ Actively empathetic ▪ Uses emotions for constructive action ▪ Seen as caring and compassionate
Career Management Behavior	**Career Blocker**	**Career Neutralizer**	**Career Accelerator**
11. **Ethical Choices** *How you manage standards and values*	▪ Behavior varies too much, does not "walk the talk" ▪ Seems too self-serving ▪ Sets own rules	▪ Occasionally "out of sync" with management ▪ May not know how you are seen by others	▪ Walks what he/she talks ▪ Behavior consistent ▪ Clarifies values, disapproves of unethical behavior
12. **Career Anchoring** *How you address career opportunities*	▪ A poor self marketer; hesitant to speak up on career wants, hopes ▪ Unsure of career options, interests ▪ Potentially bored or "too comfortable"	▪ Knows what it takes but fails to get noticed ▪ Ambitious but selects unattractive projects ▪ Hasn't found an advocate	▪ Actively seeks high-profile projects ▪ Sees every interaction as a marketing opportunity ▪ Comfortable with higher management

ENHANCING YOUR PROMOTABILITY
(ACTION TIPS)

A) Go back and review your results in each of the 12 Scales.

B) Re-read the 3 levels of Behavioral Implications: CAREER BLOCKER, CAREER NEUTRALIZER, and CAREER ACCELERATOR.

C) Consider how these results and implications align with your perceptions.

D) Create your Promotion Insights Development Plan.

    1) Choose the Scales that you think you most need to develop for your promotional opportunities. Start with the **Developmental Resources** (listed below).

    2) Complete your Promotion Insights Development Plan (see page 8).

Organizing Behavior	
1. Attention and Focus	Cohen, Davis. *The Project Manager's MBA: How to Translate Project Decisions Into Business Success.* New York: Jossey-Bass, Inc., 2001.
2. Problem-Solving	Ben, David. *Advantage Play: The Manager's Guide to Creative Problem Solving*. Toronto: Key Porter Books, 2002.
Relationship Behavior	
3. Information Sharing	Keyton, Joann. *Communicating In Groups: Building Relationships for Effective Decision Making.* New York: McGraw Hill, 2002.
4. Working Effectively with Others	Maxwell, John: *Relationships 101*. London: Thomas Nelson, 2004.
5. Teaming	Katzenbach, Jon R. *The Wisdom of Teams: Creating the High-Performance Organization.* New York: John Wilsey & Sons, Inc., 1997.
6. Supportive and Coaching	Miller, Frederick A. *The Inclusion Breakthrough.* San Francisco: Berrett-Koehler, 2002.
Learning Initiatives Behavior	
7. Competency Development	Lombardo, M. and Eichinger, R. *The Leadership Machine,* Lominger, Inc. 2004.
8. Learning Application	Butler, Gillian. *Managing Your Mind.* New York: Oxford University Press, 1995.
Emotional Behavior	
9. Perceiving Emotional Climate	Ryan, M.J. *The Power of Patience: How to Slow the Rush and Enjoy More Happiness.* New York: Broadway Press, 2003.
10. Response to Emotional Climate	Boyatzis, R. et al. *Resonant Leadership: Renewing Yourself and Connecting with Others*. Boston: Harvard Business School, 2005.

Career Management Behavior	
11. Ethical Choices	Solomon, R. *Building Trust: In Business, Politics, Relationships, and Life.* Oxford: Oxford University Press, 2001.
12. Career Anchoring	Barner, R. *Lifeboat Strategies: How to Keep Your Career Above Water During Tough Times.* New York: AMA, 1994.

E) Get Feedback and Coaching.
1) Share your PI results with trusted colleagues, friends, and/or your significant other
2) Solicit feedback from a variety of sources to verify your pattern in each area

Support—Experience, Coaching, and Materials

We learn first through experiences. An effective coach can assist you in selecting those career experiences that enrich your learning. Appropriate supporting materials for reflection and consideration are also important.

We strongly recommend that you utilize various resources to help address problem areas. These include an individual leader coach, appropriate courses, or guidance from a colleague.

If you would like the assistance of a career coach, please contact our offices at (336) 774-0330 or info@leadership-systems.com

PROMOTION INSIGHTS DEVELOPMENT PLAN			
(Copy as needed)			

Goal Identify specific behavior			
Benefits of achieving the goal			
Obstacles to achieving the goal			
Resources to use in achieving the goal			

Specific Action Steps	**Step**	**Action**	**Due Date**
	1.		
	2.		
	3.		
	4.		
	5.		
	6.		
	7.		

Benchmarks (How will you know you are making progress?)	
Goal Accountability Partner (Individual who will contact you regularly about your goal)	

QUESTIONS? Please email info@leadership-systems.com