20/20 Insight Special Report

Dana Pritchard

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	1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
											Average	8.52	8.63

Appraising Performance

	1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
											Average	7.54	7.93

Innovative Problem Solving

	1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
											Average	6.57	6.52

Resolving Conflict

	1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
											Average	5.23	6.33
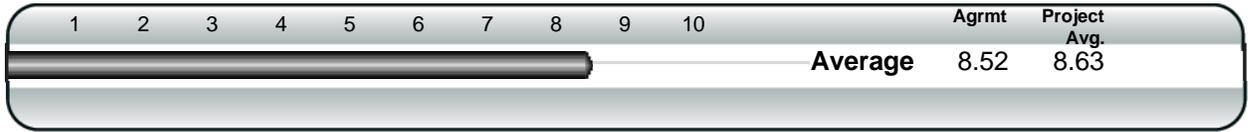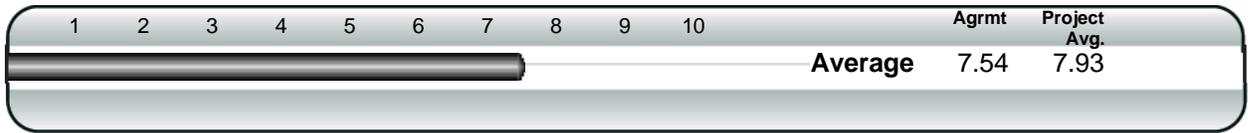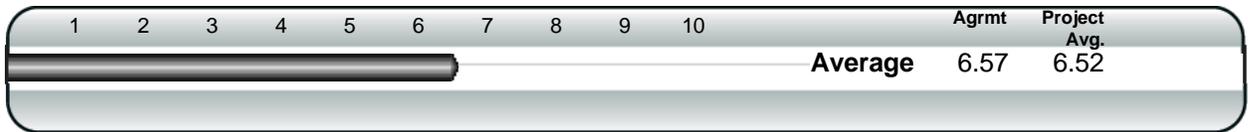
Leadership Assessment
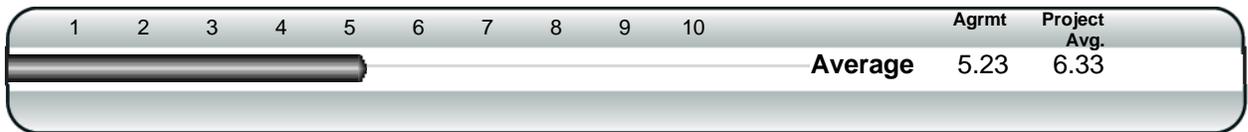
Appraising Performance

1. Provides ongoing performance feedback throughout the year.
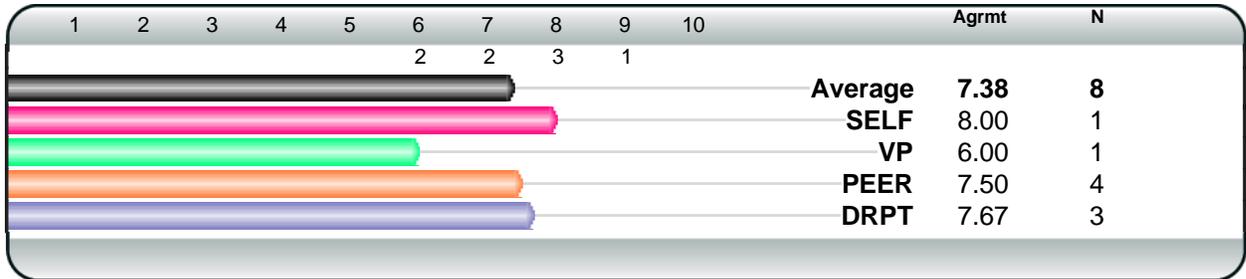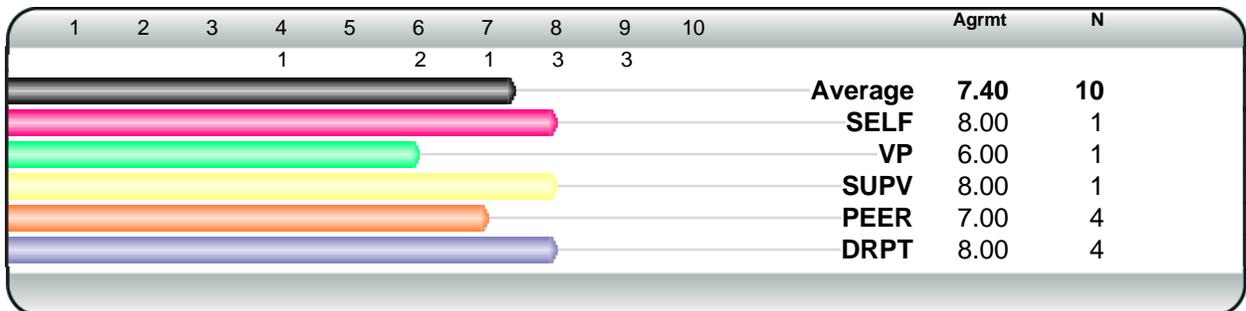
	1	2	3	4	5	6	7	8	9	10		Agrmt	N
						2	2	3	1				
											Average	7.38	8
											SELF	8.00	1
											VP	6.00	1
											PEER	7.50	4
											DRPT	7.67	3

2. Gives fair and accurate performance appraisal ratings.

	1	2	3	4	5	6	7	8	9	10		Agrmt	N
					1		2	1	3	3			
											Average	7.40	10
											SELF	8.00	1
											VP	6.00	1
											SUPV	8.00	1
											PEER	7.00	4
											DRPT	8.00	4

Comments: - Be fair, not personal.
- *I don't think you gave much thought to my last appraisal. I was disappointed that you didn't mention my Customer Service Award from the Management Team.*

**3. Writes specific, descriptive comments on performance appraisal forms.**

	1	2	3	4	5	6	7	8	9	10		Agrmt	N
						1	2	5	2				
											Average	7.80	10
											SELF	9.00	1
											VP	9.00	1
											SUPV	7.00	1
											PEER	7.25	4
											DRPT	8.25	4
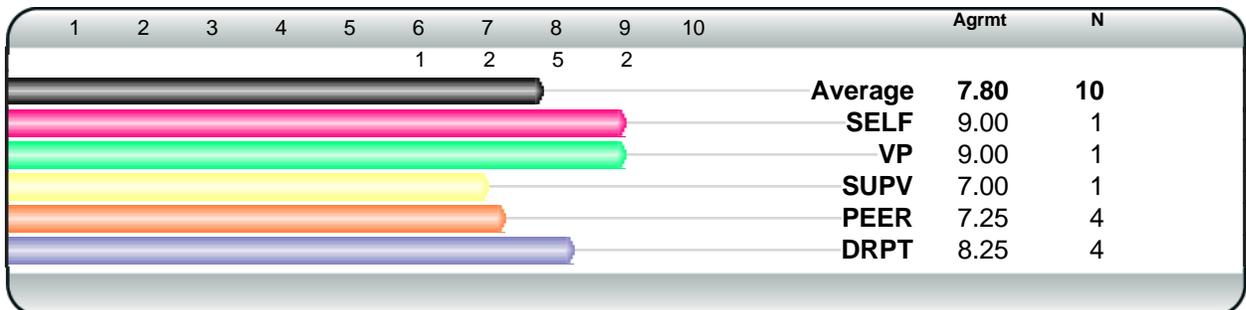
Comments: - Be fair, not personal.
- *You're the best at this!*

Innovative Problem Solving

4. Tells coworkers about new knowledge, methods, technologies and other developments.
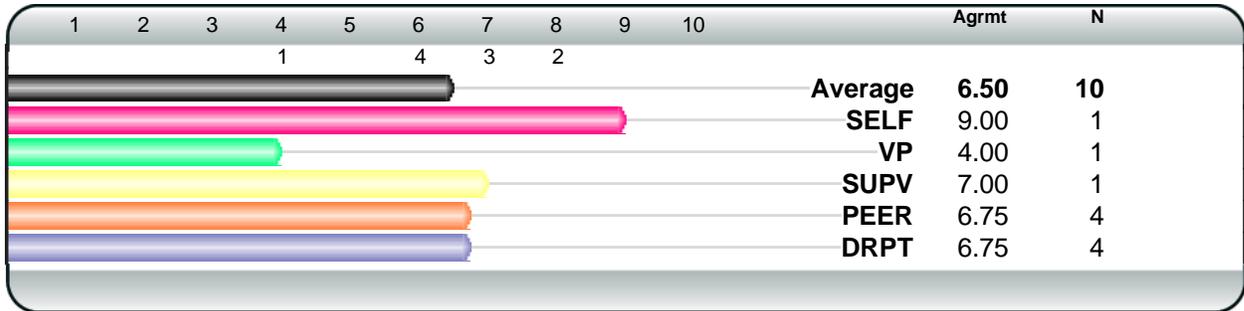
|	1	2	3	4	5	6	7	8	9	10		Agrmt	N
				1			4	3	2				
											Average	**6.50**	**10**
											SELF	9.00	1
											VP	4.00	1
											SUPV	7.00	1
											PEER	6.75	4
											DRPT	6.75	4

Comments: - Be fair, not personal.
- *I'm almost always the last to know about something new. I feel really out of the loop. Please copy all of us on your future emails.*

- *You need to keep your team informed, especially after your Wednesday morning meetings with management.*

5. Offers suggestions and ideas to coworkers.

	1	2	3	4	5	6	7	8	9	10		Agrmt	N
					1	6	3						
											Average	**6.20**	**10**
											SELF	8.00	1
											VP	7.00	1
											SUPV	6.00	1
											PEER	6.25	4
											DRPT	6.00	4
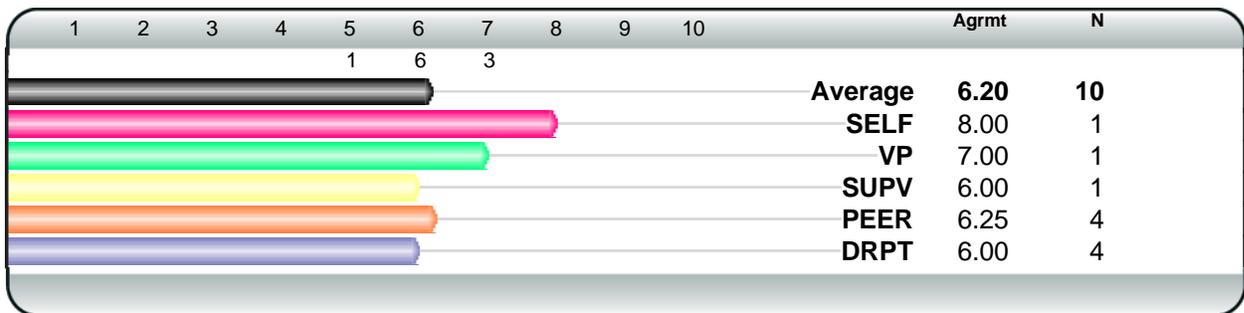
6. Asks coworkers for suggestions and ideas.

|	1	2	3	4	5	6	7	8	9	10		Agrmt	N
						2	7		1				
											Average	**7.00**	**10**
											SELF	9.00	1
											VP	7.00	1
											SUPV	7.00	1
											PEER	7.25	4
											DRPT	6.75	4
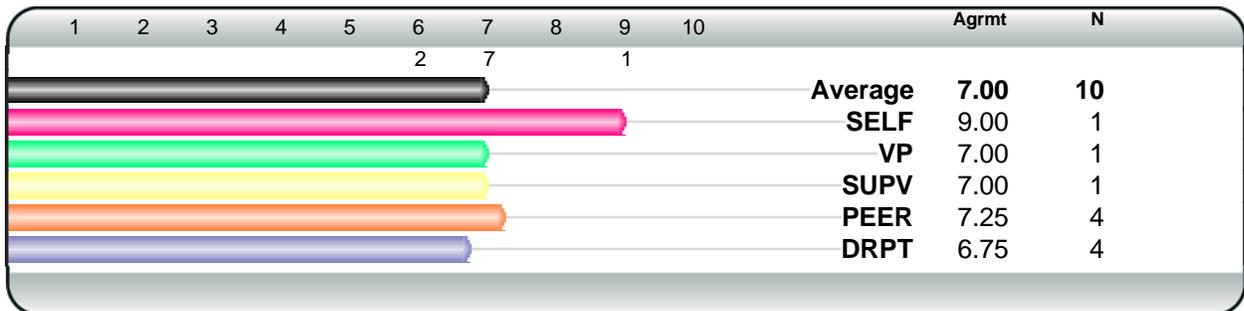
Comments: - Be fair, not personal.
- *I have a lot of ideas you don't seem to be interested in.*

- *You don't use your staff enough. We're a wealth of information and ideas just waiting to be tapped. Please start asking us for input!*

Resolving Conflict

7. Speaks up when in disagreement with coworkers.

	1	2	3	4	5	6	7	8	9	10		Agrmt	N
			5	1			1	1	1	1			
											Average	4.90	10
											SELF	9.00	1
											VP	9.00	1
											SUPV	7.00	1
											PEER	5.25	4
											DRPT	3.00	4

Comments: - Be fair, not personal.
- *I never know what you're thinking. You just sit there and steam when you don't agree with me. I can't do anything or change anything unless you tell me what's on your mind.*

- *I sometimes think you have something important on your mind but don't want to bring it up. We need everyone on the team to participate, whether you agree or not.*

8. Uses consideration and tact when voicing disagreement.

	1	2	3	4	5	6	7	8	9	10		Agrmt	N
			1	4	1		4						
											Average	5.20	10
											SELF	8.00	1
											VP	7.00	1
											SUPV	7.00	1
											PEER	5.25	4
											DRPT	4.25	4

Comments: - Be fair, not personal.
- *I saw you talking to Larry the other day about the Simmons Project, and I couldn't believe how rude you were. You need to lighten up, Dana.*

- *I was disappointed when I heard about your loud discussion with Larry Rose. Please be more tactful with your direct reports.*

- *I was embarassed the other day when you stopped me in the hall and chewed me out! Everybody heard it. I'd appreciate your talking to me in private when you have something to say.*

### 9. States own needs and wants clearly.

	1	2	3	4	5	6	7	8	9	10		Agrmt	N
				3	3	2		1	1				
											Average	5.60	10
											SELF	6.00	1
											VP	9.00	1
											SUPV	6.00	1
											PEER	5.75	4
											DRPT	4.50	4

Comments: - Be fair, not personal.
- *Self: I'm sometimes intimidated by my co-workers and I can't always think clearly when stating my needs.*
- *You state them clearly, but sometimes at other people's expense. Let them speak!*
- *You state them clearly--can't fault you for that, BUT it's often at other people's expense. Don't bull them over. Let them speak!*

Employee Training Opportunities

10. Arranges opportunities for team members to cross-train.
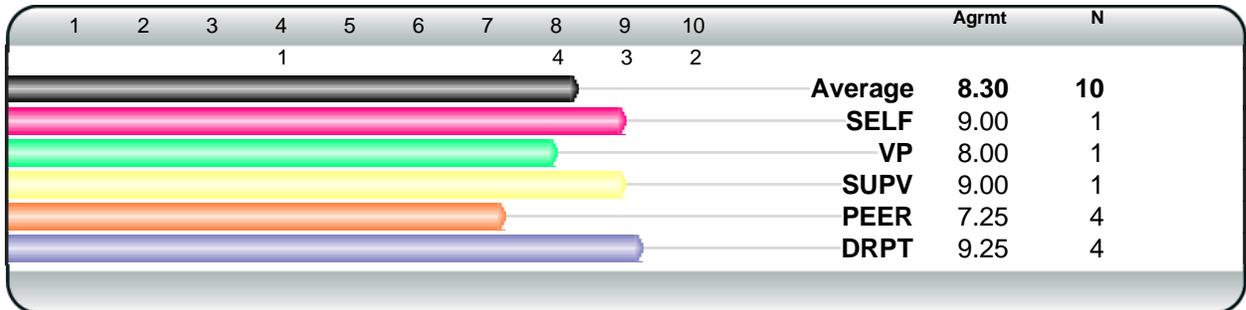
	1	2	3	4	5	6	7	8	9	10		Agrmt	N
				1				4	3	2			
											Average	8.30	10
											SELF	9.00	1
											VP	8.00	1
											SUPV	9.00	1
											PEER	7.25	4
											DRPT	9.25	4

Comments: - Be fair, not personal.
- *Dana, you do a fine job of finding opportunities for your team members. Keep it up!*
- *I appreciate the trouble you went to in order to get me cross-trained so I could finish my certification.*

11. Plans ahead for the professional development of team members.
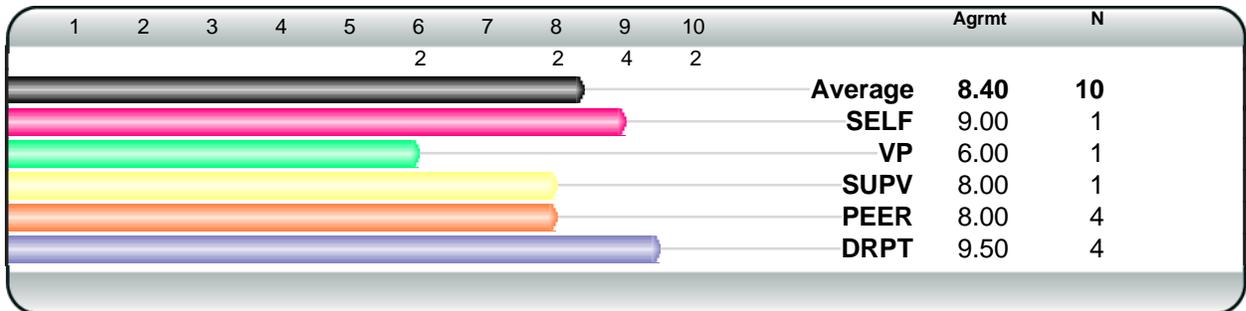
	1	2	3	4	5	6	7	8	9	10		Agrmt	N
						2		2	4	2			
											Average	8.40	10
											SELF	9.00	1
											VP	6.00	1
											SUPV	8.00	1
											PEER	8.00	4
											DRPT	9.50	4

Comments: - Be fair, not personal.
- *Scheduling has occasionally been a problem when you forget to check employee vacation schedules.*

### 12. Encourages team members to attend education and training programs.
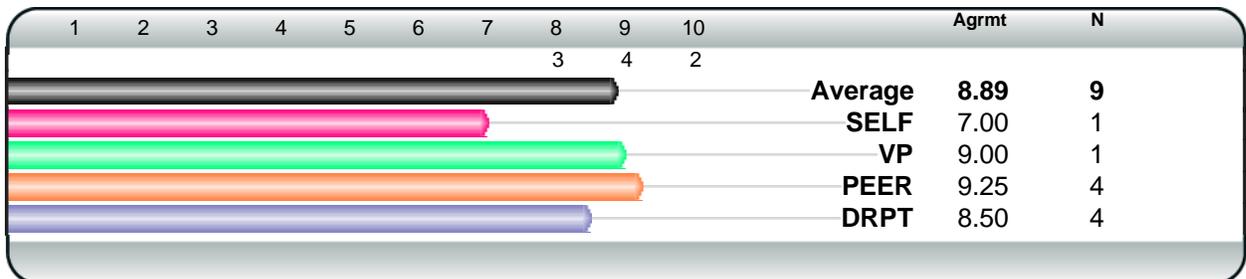
	1	2	3	4	5	6	7	8	9	10		Agrmt	N
								3	4	2			
											Average	8.89	9
											SELF	7.00	1
											VP	9.00	1
											PEER	9.25	4
											DRPT	8.50	4

12. Encourages team members to attend education and training programs.
(Employee Training Opportunities)

1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
										Average	8.89	8.85
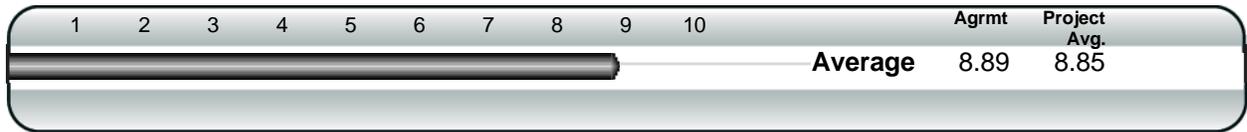
11. Plans ahead for the professional development of team members.
(Employee Training Opportunities)
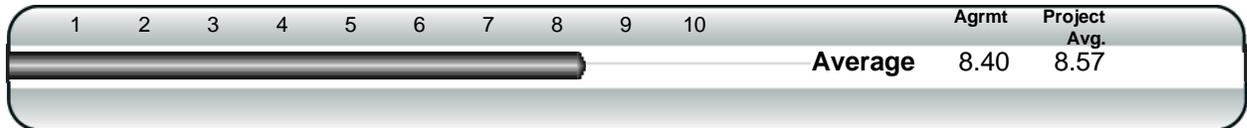
1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
										Average	8.40	8.57

Comments: - Be fair, not personal.
- *Scheduling has occasionally been a problem when you forget to check employee vacation schedules.*

10. Arranges opportunities for team members to cross-train.
(Employee Training Opportunities)
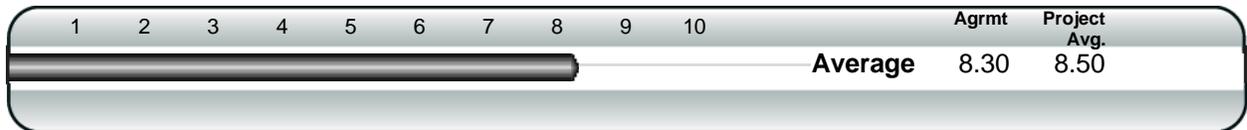
1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
										Average	8.30	8.50

Comments: - Be fair, not personal.
- *Dana, you do a fine job of finding opportunities for your team members. Keep it up!*

- *I appreciate the trouble you went to in order to get me cross-trained so I could finish my certification.*

3. Writes specific, descriptive comments on performance appraisal forms.
(Appraising Performance)

1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
										Average	7.80	8.36
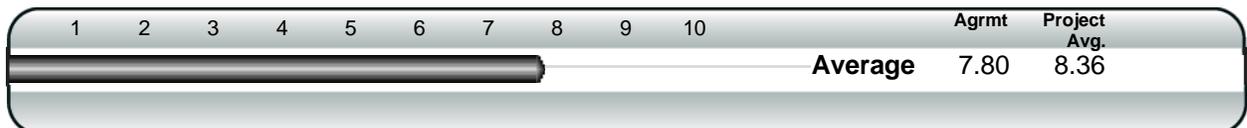
Comments: - Be fair, not personal.
- *You're the best at this!*

2. Gives fair and accurate performance appraisal ratings.
(Appraising Performance)

1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
										Average	7.40	7.64

Comments: - Be fair, not personal.

- *I don't think you gave much thought to my last appraisal. I was disappointed that you didn't mention my Customer Service Award from the Management Team.*

Leadership Assessment

Dana Pritchard

7. Speaks up when in disagreement with coworkers.
(Resolving Conflict)

	1	2	3	4	5	6	7	8	9	10		**Agrmt**	**Project Avg.**
											Average	4.90	6.14

Comments: - Be fair, not personal.

- *I never know what you're thinking. You just sit there and steam when you don't agree with me. I can't do anything or change anything unless you tell me what's on your mind.*

- *I sometimes think you have something important on your mind but don't want to bring it up. We need everyone on the team to participate, whether you agree or not.*

8. Uses consideration and tact when voicing disagreement.
(Resolving Conflict)

	1	2	3	4	5	6	7	8	9	10		**Agrmt**	**Project Avg.**
											Average	5.20	6.29

Comments: - Be fair, not personal.

- *I saw you talking to Larry the other day about the Simmons Project, and I couldn't believe how rude you were. You need to lighten up, Dana.*

- *I was disappointed when I heard about your loud discussion with Larry Rose. Please be more tactful with your direct reports.*

- *I was embarassed the other day when you stopped me in the hall and chewed me out! Everybody heard it. I'd appreciate your talking to me in private when you have something to say.*

9. States own needs and wants clearly.
(Resolving Conflict)

	1	2	3	4	5	6	7	8	9	10		**Agrmt**	**Project Avg.**
											Average	5.60	6.57

Comments: - Be fair, not personal.

- *Self: I'm sometimes intimidated by my co-workers and I can't always think clearly when stating my needs.*

- *You state them clearly, but sometimes at other people's expense. Let them speak!*

- *You state them clearly--can't fault you for that, BUT it's often at other people's expense. Don't bull them over. Let them speak!*

Leadership Assessment

Dana Pritchard

5. Offers suggestions and ideas to coworkers.
(Innovative Problem Solving)

1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
										Average	6.20	6.29

4. Tells coworkers about new knowledge, methods, technologies and other developments.
*(Innovative Problem Solving)*

1	2	3	4	5	6	7	8	9	10		Agrmt	Project Avg.
										Average	6.50	6.57

Comments: - Be fair, not personal.

- *I'm almost always the last to know about something new. I feel really out of the loop. Please copy all of us on your future emails.*

- *You need to keep your team informed, especially after your Wednesday morning meetings with management.*

7. Speaks up when in disagreement with coworkers.
(Resolving Conflict)

1	2	3	4	5	6	7	8	9	10	**Agrmt**

Average   4.90

When teams contain a healthy diversity of people, conflict is natural and unavoidable. Often members will be in conflict with each other. These conflicts can almost always be resolved, and the solutions are typically more beneficial than what people originally demanded or envisioned.

But coworkers must be willing to voice their disagreement. Some may feel that to express disagreement is to create conflict--they may feel that it's impolite to oppose someone. Others may not want to take a stand. Still others may feel that the conflict will go away in time, if left alone. In order to resolve conflicts, people must first express and clarify points of disagreement. They must state their positions so that the process of conflict resolution can begin.

What lower ratings may mean:

The people who gave you feedback may feel that you do not let others know when you disagree with them.
- They may want conflicts to be brought out into the open to be resolved.
- They may feel insecure when they are not sure where you stand.
- They may not like the way you disagree with them.
- You may not like to be in open disagreement with others.
- Perhaps you feel that conflicts resolve themselves if left alone.
- You may feel that it's not kind to express open disagreement.
- You may not like contending with others over disagreements.
- You may not be sure how to systematically resolve conflict.
- You may tend to keep your opinions to yourself.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.

- Perhaps the people who work around you expect more of you than you realize. Tell them that you want to let them know when you disagree with them. Ask them what improvements they would like to see in the way you express disagreement.

- Identify someone who doesn't hesitate to speak up when in disagreement. If possible, study how this person expresses disagreement. Consider asking this person to observe you and give you feedback.

- Think of a time when you learned that someone had been in conflict with you for a long time without telling you. How did you feel? What impact did this have on your ability to resolve the conflict?

- The next time you find yourself in opposition to someone else, pay attention to your willingness to state your position. Are you reluctant to tell people what you really want?

- Recognize that it's OK to disagree with your coworkers. Disagreement and conflict are unavoidable--even healthy. No one can expect to always be in agreement. No one can expect to always be right. No one can expect to always know what is best for the team.

- Recognize that it is necessary to voice any disagreement that you have with other people. Differences of

opinion need to be heard so that the process of resolution can begin. Otherwise, you will simply keep your disagreement inside--unknown to the team and unresolved.

• Have confidence that all disagreements and conflicts can be resolved. Politics, power struggles and even compromises can be avoided. People can listen to each others' needs. They can creatively explore options that haven't been previously considered. They can identify options that are mutually beneficial.

• You will be more willing to express open disagreement if you have an inoffensive way of doing it. The key is to avoid being demanding, autocratic, absolute or aggressive. Examples:
   - "I have a different approach I'd like you to consider."
   - "I have something completely different in mind. Let's call it Plan C."
   - "I'd like to throw out another possibility for discussion."
   - "Here's what I want. Let's see how much common ground we have."
   - "I don't think that approach will meet my needs. Let me explain."

• Consider believing in and doing things based on these positive attitudes:
   "I have a right and a responsibility to disagree."
   "I'm not afraid of conflict--mutually beneficial options can be created."

Recommended Resources

Cloke, Kenneth, and Joan Goldsmith. *Resolving Conflicts at Work: Ten Strategies for Everyone on the Job,* 3rd ED. Jossey-Bass, 2011.*

"Engage in Dialogue" video in *Strong for Performance* online development program. Performance Support Systems, 2012.

Patterson, Kerry, et al. *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior, 2nd ED.* McGraw-Hill, 2013.*

Silberman, Melvin L., and Freda Hansburg. *PeopleSmart: Developing Your Interpersonal Intelligence.* Wiley, 2005.*

* Available in Kindle format.

8. Uses consideration and tact when voicing disagreement.
(Resolving Conflict)

1	2	3	4	5	6	7	8	9	10	**Agrmt**
										Average 5.20
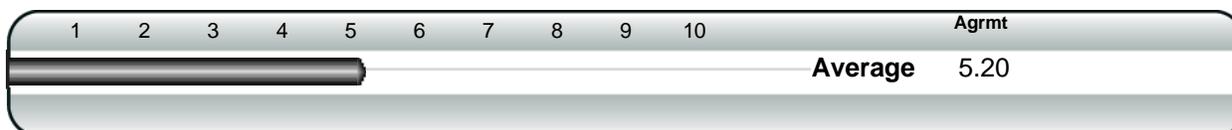
Although most professional people have good judgment, some coworkers may not always agree about what to do. Faced with opposition and the pressure of time, members of the work group could easily become impatient and come on too strong. Instead of using dialogue or negotiation, they may use argument, intimidation or authority. Most people would be inclined to let head-strong individuals have their way. But that could have several bad consequences. First, the needs of other people would not be satisfied. Further, they might harbor resentment. Most important, the alternatives that are generated through creative negotiation are typically breakthroughs--superior to the initial desires of either party. These benefits would be lost.

When coworkers experience opposition, they need to make an effort not to be overbearing. They need to voice disagreement in a neutral way that invites further dialogue. They need to ask about the needs of the coworkers who oppose them and listen actively. They need to set the stage for the process of creative negotiation.

What lower ratings may mean:

The people who gave you feedback may feel that you are often hard to deal with when you are trying to get your way.

- They may want a better chance to state their cases.
- They may feel that you're overbearing when you disagree.
- You may feel strongly about what you want to do.
- You may have a very intimidating or abrasive personality.
- You may feel that you have a right to try to make people to go along.
- Perhaps you're used to getting your way.
- Maybe you see conflict as winning or losing.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.

- Perhaps the people who work around you expect more of you than you realize. Tell them that you want to be considerate and tactful. Ask them what improvements they would like to see in the way you voice disagreement.

- Identify someone noted for showing respect when voicing disagreement. If possible, study this person's on-the-job behavior. Consider asking this person to observe you and give you feedback.

- Think of a time when someone who was in conflict with you was harsh and intimidating. How did you feel? What impact did this have on your ability to resolve the conflict?

- The next time you find yourself in opposition to someone, pay attention to the way you express yourself. Are you coming on strong? Are you forceful and argumentative? Consider voicing disagreement and expressing your needs in a calm, neutral, open-ended way. Examples:
    - "I understand your position now. I need something a lot different."
    - "At first glance it seems we disagree. Here's my view of it."
    - "I believe we want different things. Let me see if I have it right."
    - "I appreciate your needs. I think I need something different. "

- Make it a habit to inquire into the needs of other people. State your own needs, but ask about the needs of the people who want something different. Examples:
    - "Maybe you folks want something different."
    - "So that's why I like my plan. Why do you like your plan?"
    - "But I'm open to other possibilities. What are you thinking?"
    - "Let's try to address all our needs. What do you want out of this?"

- Consider letting other people state their desires first. This act of courtesy will ensure that you hear them out, and it will make them more willing to hear you out. Example: "Becky, I'll tell you what I have in mind. But first, what about you? How did you want this to turn out?"

- Beware of these aggressive behaviors:
    - Making demands or stating ultimatums
    - Promising bad consequences
    - Arguing or debating
    - Making critical or abusive comments
    - Interrupting people or raising your voice
    - Invoking your authority

- Consider believing in and doing things based on these positive attitudes:

Recommendations for Development

"Others have a right to needs and opinions that are different from mine."
"Courtesy is essential to resolving conflict."

Recommended Resources

Goleman, Daniel. *Emotional Intelligence: Why It Can Matter More Than IQ, 10th Anniversary ED*. Bantam, 2006.*

"Engage in Dialogue" video in *Strong for Performance* online development program. Performance Support Systems, 2012.

Lawson, Ken. *Successful Assertive Management.* Barron's, 2006.

Patterson, Kerry, et al. *Crucial Conversations: Tools for Talking When Stakes Are High, 2nd ED*. McGraw-Hill, 2011.*

* Available in Kindle format.

9. States own needs and wants clearly.
(Resolving Conflict)

1	2	3	4	5	6	7	8	9	10	**Agrmt**
						Average			5.60	
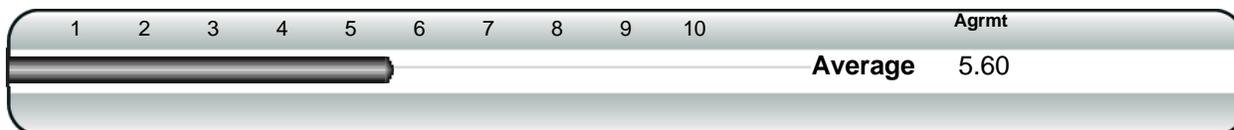
Many people believe in a traditional idea of negotiating in which both parties size each other up, protect information and employ power skillfully. However, conflicts are resolved best through creatively exploring new options that promise to meet the needs of opposing parties, not through winning, losing or compromising.

The first step in the process is to translate a person's demands into a clear statement of need. What need will the demand satisfy? Why is the person demanding these things? Once a person has specified a need, it becomes clear that the demand is only one of dozens of ways to satisfy that need. Many other methods are possible, many of which may be satisfactory to both parties. Through brainstorming people can open their minds to all these possibilities. But the first step is to state one's own needs clearly.

What lower ratings may mean:

The people who gave you feedback may often be unsure about what you are trying to achieve or they may believe that what you want is in conflict with what other people want.
- They may be opposed to your wants, but would like to satisfy your needs.
- They may want to meet your needs, but they are not sure what they are.
- They may feel that you don't tell them why you want particular things.
- Maybe you feel unsure of yourself in a negotiating situation.
- Perhaps you feel that you shouldn't reveal your real motives.
- You may be focusing mostly on your wants, not your needs.
- You may not appreciate that there are many ways to satisfy a need.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.

Recommendations for Development

- Perhaps the people who work around you expect more of you than you realize. Tell them that you want them to know why you want certain things. Ask them what improvements they would like to see in the way you express your needs.

- Identify someone who is straightforward about stating what he or she needs and wants. If possible, study how this person negotiates. Consider asking this person to observe you and give you feedback.

- Think of a time when someone you were in conflict with was reluctant to tell you the reasons for their demands. How did you feel? What impact did this have on your ability to resolve the conflict?

- The next time you find yourself in opposition to others, pay attention to how people react when you tell them what you want. Did you express yourself simply and directly in clear terms? Did they understand what you tried to say?

- Remember that needs and wants are two different things. What you want will satisfy your need, but it's only one way to satisfy the need.

- The next time you want something that seems to be in conflict with what others want, ask yourself this question: "Why do I want this? What will it do for me?" The answer is a statement of your need. Examples:
    - Want: an extra day off. Need: a companion for my visiting mother.
    - Want: a new computer. Need: the ability to run CD programs.
    - Want: a backyard fence. Need: to keep the dog from running away.
    - Want: get rid of the radio. Need: a quiet workspace.

- To get at your real need, you may have to ask yourself several "why" questions in a row, like peeling layers of skin off an onion.

- The breakthrough in a negotiation occurs when people stop arguing for the thing they want and state what they need. Until others learn conflict resolution skills, you must be the one who takes the lead. When you know you are in conflict, revise your "want" statement into a "need" statement as soon as possible. Example:
    - "For the moment, forget the sign. What I really want is advertising."
    - "I'm not adamant about Hawaii. I just want to get away from it all."
    - "I want you to postpone your vacation; we need to deliver by Wednesday."
    - "I know guards are expensive. But I feel we need more security."

- Consider believing in and doing things based on these positive attitudes:
    "There are dozens of ways--not just this one--to satisfy a need."
    "I--not my coworker--must take the first step to creative negotiation."

Recommended Resources

Cloke, Kenneth, and Joan Goldsmith. *Resolving Conflicts at Work: Ten Strategies for Everyone on the Job,* 3rd ED. Jossey-Bass, 2011.*

Levine, Stewart. *Getting to Resolution: Turning Conflict into Collaboration.* Berrett-Koehler Publishers, 2009.*

"Resolve Conflict" video in *Strong for Performance* online development program. Performance Support Systems, 2012.

Silberman, Melvin L., and Freda Hansburg. *PeopleSmart: Developing Your Interpersonal Intelligence.* Wiley, 2005.*

 * Available in Kindle format.

5. Offers suggestions and ideas to coworkers.
(Innovative Problem Solving)

	1	2	3	4	5	6	7	8	9	10	Agrmt
											Average 6.20
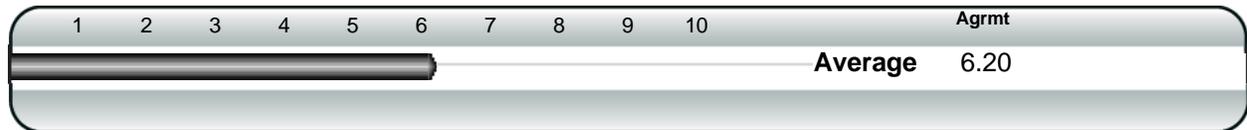
Profound changes are affecting the workplace. New technologies are being introduced at a rapid rate. The expectations of customers are changing dramatically. Global competition causes pressure to increase the quality of products and services. People in the workplace have to continuously improve the way they do their work. They need all the ideas they can get.

Good ideas are not easy to come by. They are produced by the creative thinking and experimentation of people in the workplace. Curiously, they are usually not produced by the people who have responsibility for implementing them. They come mostly from people with non-standard perspectives, people with an "outsider" point of view. Coworkers should take the initiative to share their ideas with each other. They should offer suggestions that may help their coworkers be effective in their roles.

What lower ratings may mean:

The people who gave you feedback may want more creative input from you.
- They may feel your creative input is vital to the success of the team.
- They may feel that you haven't contributed many suggestions or ideas.
- You may not appreciate what they want to know or why.
- You may not be sure what the team would do with your suggestions.
- You may not feel qualified to offer suggestions and ideas.
- You may not be in the habit of giving suggestions and ideas.
- You may feel that it's not your job to help others find solutions.
- You may not be sure how to offer suggestions and ideas.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.

- Perhaps the people who work around you expect more of you than you realize. Tell them you want to help them find creative solutions. Ask them how they would like you to offer suggestions and ideas.

- Identify someone who frequently offers suggestions or ideas. If possible, study this person's on-the-job behavior. Consider asking this person to observe you and give you feedback.

- Consider being a more active contributor during brainstorming. During these meetings, get into an off-beat mental mode. Visualize possibilities and say whatever comes into your head. Go for quantity. Don't analyze or criticize your own thoughts or the ideas expressed by others. Save evaluation of the ideas for a later meeting.

- When you get an idea that a coworker might use, if you are not sure that it will be well received, ask the person if he or she is interested in hearing it.

- Get to know your coworkers well enough to appreciate who is most open to your creative input. You can

then invest most of your creative thinking in that direction.

- Don't expect all of your suggestions to be implemented. When you offer suggestions and ideas, do not take the attitude that your coworkers must use or implement them. They have the responsibility to get things done in their roles, and while considering your idea may help their thinking, they may not actually use it as you suggested it.

- When you offer a suggestion or an idea, consider offering support, such as resources or help in implementation.

- You can help to develop or explain your idea, but it is usually not necessary to argue or make a case for it.

- Consider offering not one, but many ideas related to a certain problem.

- Consider believing in and doing things based on these positive attitudes:
    "My coworkers can always use help discovering creative alternatives."
    "I will do what I can to contribute creative ideas."

Recommended Resources

Cohen, Allan R., and David L. Bradford. *Influence Without Authority*, *2nd ED.* Wiley, 2005.*

"Cooperation" resources in *Strong for Performance* online development program. Performance Support Systems, 2012.

Fisher, Roger, and Alan Sharp. *Getting It Done: How to Lead When You're Not in Charge*. HarperBusiness, 1999. (20/20 Insight classic)

Levine, Stuart R. *The Six Fundamentals of Success: The Rules for Getting It Right for Yourself and Your Organization.* Crown Business, 2006.*

* Available in Kindle format.

4. Tells coworkers about new knowledge, methods, technologies and other developments.
(Innovative Problem Solving)

1	2	3	4	5	6	7	8	9	10	**Agrmt**
										Average 6.50
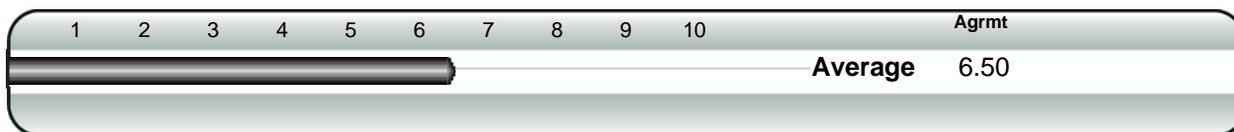
New ideas are stimulated by new information. When people learn about new tools, new practices or new concepts, they can ponder whether these innovations have application in the workplace. They can tell each other about new developments and advanced technologies; then they can decide whether something like that would work in their situation. Through this sharing, interesting new connections can be made, and sometimes new facts can provide the final pieces to a puzzle.

No one can be everywhere, read everything or learn everything. But coworkers can take personal responsibility for keeping each other informed about new information. They can cultivate their own sources, remain open to new developments and make an effort to share what they learn with each other. Together, they can cover a lot of bases. Without this sharing, certain connections may not be made, lessons may not be learned, and important ideas may not be entertained. The breakthroughs needed by the team may not be considered.

What lower ratings may mean:

Recommendations for Development

The people who gave you feedback may feel that you don't share what you know about new developments.
- They may want to know about important changes and innovations.
- They may believe your awareness of new developments could help them.
- You may not appreciate how this information can help others contribute.
- Possibly you assume that your coworkers already knew about these things.
- Some of what you have learned may have seemed irrelevant to their work.
- You may not know what they need to know and what they don't.
- Perhaps you have not had much time to communicate this information.
- It may not be easy to pass along this information as you receive it.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a relatively low rating, consider asking the people who rated you for more specific examples of your actions.

- Perhaps the people who work around you expect more of you than you realize. Tell them you want them to know what you know about the latest developments. Ask them how they would like you to improve the way you share this kind of information.

- Identify someone who frequently tells coworkers about new developments. If possible, study this person's on-the-job behavior. Consider asking this person to observe you and give you feedback.

- Acknowledge that you have a responsibility to share new information as you discover it. The world is changing so fast that you and your coworkers can't be everywhere and know everything. Yet, a lot of this information is important to your team. You have to depend on each other to share what you have learned.

- Recognize that while your coworkers don't need to know everything, information about new developments can stimulate important learning and new ideas in unforeseen ways. You cannot always anticipate what is relevant and what is not.

- Consider asking your coworkers what kind of new information they want to hear about.

- Think about a situation in which someone did not share important new information with the team. Analyze what happened, why, and the consequences. How could the situation have been handled more effectively?

- Think about the kinds of new developments people may be interested in, so that you can gather and distribute the right information:
    - Books, articles, audiotapes or videotapes related to the team's business
    - Descriptions of advances in tools and technology
    - New laws, regulations, policies or procedures
    - Positive or negative feedback from customers
    - Stories about actions, performance or behavior that worked well
    - Testimonials about other products, vendors or suppliers
    - Information about changes in your population of potential customers

- Analyze how new information gets distributed on your team. Think about ways to improve your system for sharing it.

- Consider believing in and doing things based on these positive attitudes:
    "New information is the raw material for new ideas."
    "When I share information, I connect the brain cells of the team mind."

Recommended Resources

Buckingham, Marcus. *The One Thing You Need to Know: ... About Great Managing, Great Leading, and Sustained Individual Success.* Free Press, 2005.*

Cohen, Allan R., and David L. Bradford. *Influence Without Authority*, *2nd ED.* Wiley, 2005.*

"Interacting with the Team" video in *Strong for Performance* online development program. Performance Support Systems, 2012.

Levine, Stuart R. *The Six Fundamentals of Success: The Rules for Getting It Right for Yourself and Your Organization.* Crown Business, 2006.*

* Available in Kindle format.

13. What additional comments would you like to make?

- *Dana, you need to assert yourself more and get your ideas heard. We value your input.*

- *I believe improving your communication skills should be your first priority--especially with direct reports!*

- *I think you could use a lot of work in communication skills. You do many things well, but communicating isn't one of them.*

14. What is this person's greatest strength?

- *Dana, you are so good at getting your direct reports trained! You're my role model!*

- *Definitely getting employees trained. Again, I appreciate the trouble you went to in order to get me cross-trained. That certification will get me my next promotion!*

- *You're always on time for our meetings. I appreciate that because you don't waste your time or mine!*