

PRO Development™



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The logo for pro-d/premium, featuring the same orange arrow icon followed by the words "pro-d/premium" in a dark blue sans-serif font.

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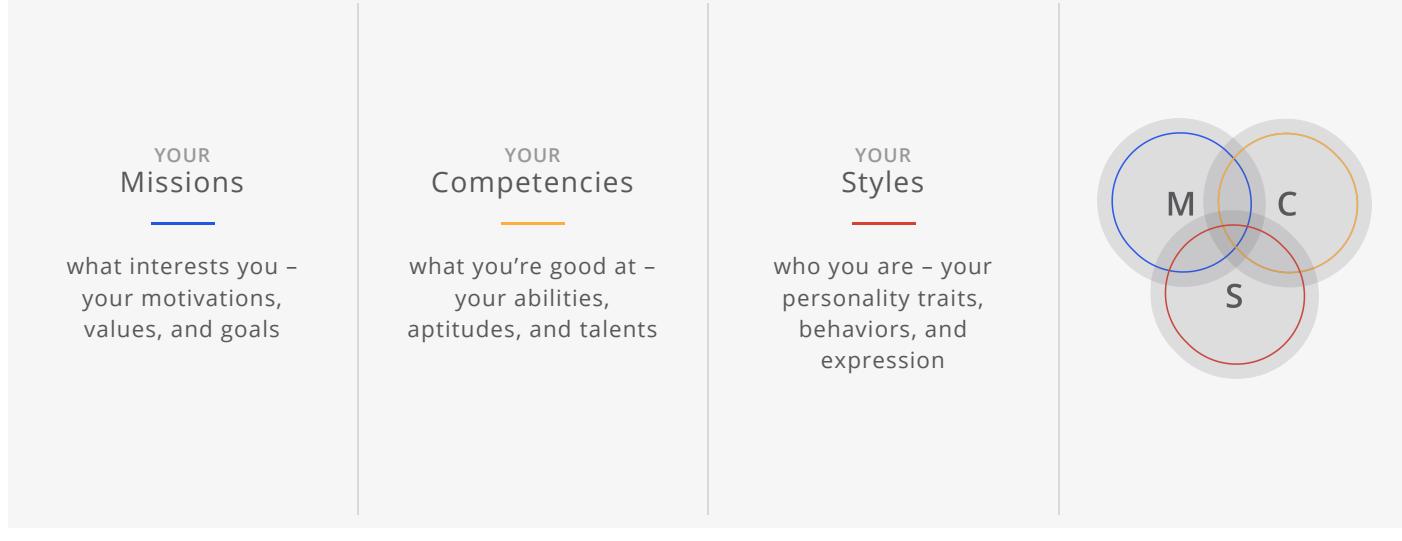
INTRODUCTION

PRO Development™ is designed to guide individuals toward effective personal development while learning more about themselves in the context of their work life. The insights and information contained in the assessment fuel the Individual Developmental Action Plan provided at the end of the report. With proper follow-up and accountability it becomes a pathway to growth in both their private and public lives.

Our survey provides an objective and holistic view of Person – who you are; the multiple Roles that you play; and the type of Organization for which you work.

The Assessment converges, or combines, the information you provided into a framework that highlights essential aspects of your profile, such as Key Traits and Caution Areas. The Development section provides insights into key roles that you can play, and specific development strategies for you to consider. The end result is a well-informed plan that can lead you to greater effectiveness in all aspects of your life and especially in leadership roles.

From the personal surveys that you completed, insights are gained into three central aspects of your profile:



This information will enable you to gain perspective on your past and current experiences, and provide insight into the dynamics between you and your coworkers. You will also discover distinctions between your perception of yourself and the way you come across to others. This discovery can lead to improved relationships by helping (and even preventing) conflicts while improving communication. It is essential to integrate the personal insights you gain from this report into an action strategy.

To that end, you are encouraged to establish an accountability group or partnership so that you can work effectively together toward courses of action and follow-up. Your report is confidential, but with your sign-off and approval, others can review it and contribute to your growth. By sharing the information in your report with managers, peers, and others, you will enhance your interactions and improve your overall effectiveness within various organizations of which you are a part.



CAREER VALUE AREAS OVERVIEW

PRO Development™ organizes careers into nine broad categories, or Career Value Areas. Each Career Value Area offers different types of challenges and opportunities, and reflects different kinds of personal and organizational values. The nine Career Value Areas are listed below. Beneath the name of each area is a brief phrase that identifies the key component, or "what matters," in that area.

1

Societal Change
INFLUENCING OPINIONS

2

Theoretical Discovery
ANSWERING QUESTIONS

3

Strategic Decisions
MANAGING PLANS

4

Human Development
HELPING PEOPLE

5

Entrepreneurial Challenge
TAKING RISKS

6

Production Efficiency
MAINTAINING ORDER

7

Artistic Creativity
DESIGNING INNOVATIONS

8

Natural Appreciation
KEEPING BALANCE

9

Motivational Energy
ENERGIZING OTHERS



CAREER VALUE AREAS DEFINITIONS

1

Societal Change | INFLUENCING OPINIONS

You care about things that affect society. Because of your concerns, you want to involve yourself in issues, make statements, and communicate your ideas to effect changes and influence opinions toward the common good.

2

Theoretical Discovery | ANSWERING QUESTIONS

You want to seek out underlying reasons for why things happen. In order to answer tricky technical and perplexing questions, you need to investigate and find explanations for complex problems. You prove your theories and others benefit.

3

Strategic Decisions | MANAGING PLANS

You want to make important decisions. Your capacity to see the big picture and to develop logical and effective strategies positions you to manage and advise professional enterprises. Effective planning helps you solve problems.

4

Human Development | HELPING PEOPLE

You are a caring person who wants to help people to help themselves. Because of your compassion and service-orientation, you respond to the developmental needs of the people around you – be it to comfort, counsel, or teach.

5

Entrepreneurial Challenge | TAKING RISKS

You are motivated to go on adventures and explore new territories. Your desire for excitement and competition will involve you in entrepreneurial and challenging circumstances so you can overcome obstacles and enjoy the rewards of victory.

6

Production Efficiency | MAINTAINING ORDER

You are action-oriented and motivated to get things done. Your hands-on and practical approaches get you involved in productive activities where hard work and determination pay off. You are the classic "doer" and you can be counted on.

7

Artistic Creativity | DESIGNING INNOVATIONS

You have the desire to be creative. Your insight and artistic nature enable you to see new ways to do things and lead to innovative designs, products, and works of art.

8

Natural Appreciation | KEEPING BALANCE

You are a keen observer of life who wants to help ensure that the natural order is respected and maintained. This leads you to be involved in peace-keeping efforts, guarding our natural resources, and representing places that need to be protected.

9

Motivational Energy | ENERGIZING OTHERS

You have tremendous enthusiasm and a motivation to share your excitement with others. Whether it's on a stage, in a room, or in a conversation, you get people to enjoy the moment.



MISSIONS, COMPETENCIES, STYLES AREAS

Your Top Three Missions Areas

Recall that your Missions are what interests and inspires you – your motivators, values, and goals. PRO Development™ has identified the top three Career Value Areas that apply to your Missions.

4

Human Development

7

Artistic Creativity

2

Theoretical Discovery

You are motivated to study difficult puzzles, help people, and create something unique. Exciting missions at work will involve discovering unique answers, teaching and advising others, and designing new products. You might be conflicted at times between simultaneously wanting to spend the time necessary to analyze a problem, demonstrate that you care for people, and focus on making something truly extraordinary. Keeping motivated will involve finding resolution to these tensions so your energy is positively directed toward activities that matter to you. One key for you might be to think like a creative developmental consultant. You will need to connect with your clients in personal and friendly ways, but also search out subtle insights and creative solutions that really solve their problems.

Your Top Three Competencies Areas

Your Competencies are what you're good at – your abilities, aptitudes, skills, and talents. Listed next are the top three Career Value Areas that relate to your Competencies.

2

Theoretical Discovery

6

Production Efficiency

7

Artistic Creativity

Your primary competencies are detailed analysis, practical thinking, and creative thinking. As such, you will be drawn to teams in your organization that concentrate on Intelligence, Logistics, and Development. You will likely pride yourself on your ability to solve complex problems, get things done, and create new products and services.



Your Top Three Styles Areas

When we use the term Styles, we refer to who you are and what your dominant characteristics are – your personality traits, behaviors, and expressions. Below are the top three Career Value Areas that relate to your Styles.

4

Human Development

2

Theoretical Discovery

6

Production Efficiency

Your dominant traits will cause you to be a person who is caring, but at the same time, action-oriented and meticulous. You will really want to see tangible results from projects that you become involved with, not just kind words. Being analytical in nature will also cause you to be a perfectionist. You will be drawn to environments where you can be helpful, but you can occasionally be tough and insensitive to your co-workers. Moreover, you might be frustrated with yourself at times because you want time to think through the details, but also want to see continual accomplishment. Your care will have you hold back from criticizing, but internally you will also hold tensions. Find outlets and ways to balance your internal tensions or you'll end up hurting the very people you are trying to help. Overall, you will be a real good researcher and problem-solver, but communicate and be patient so people can realize your expertise.

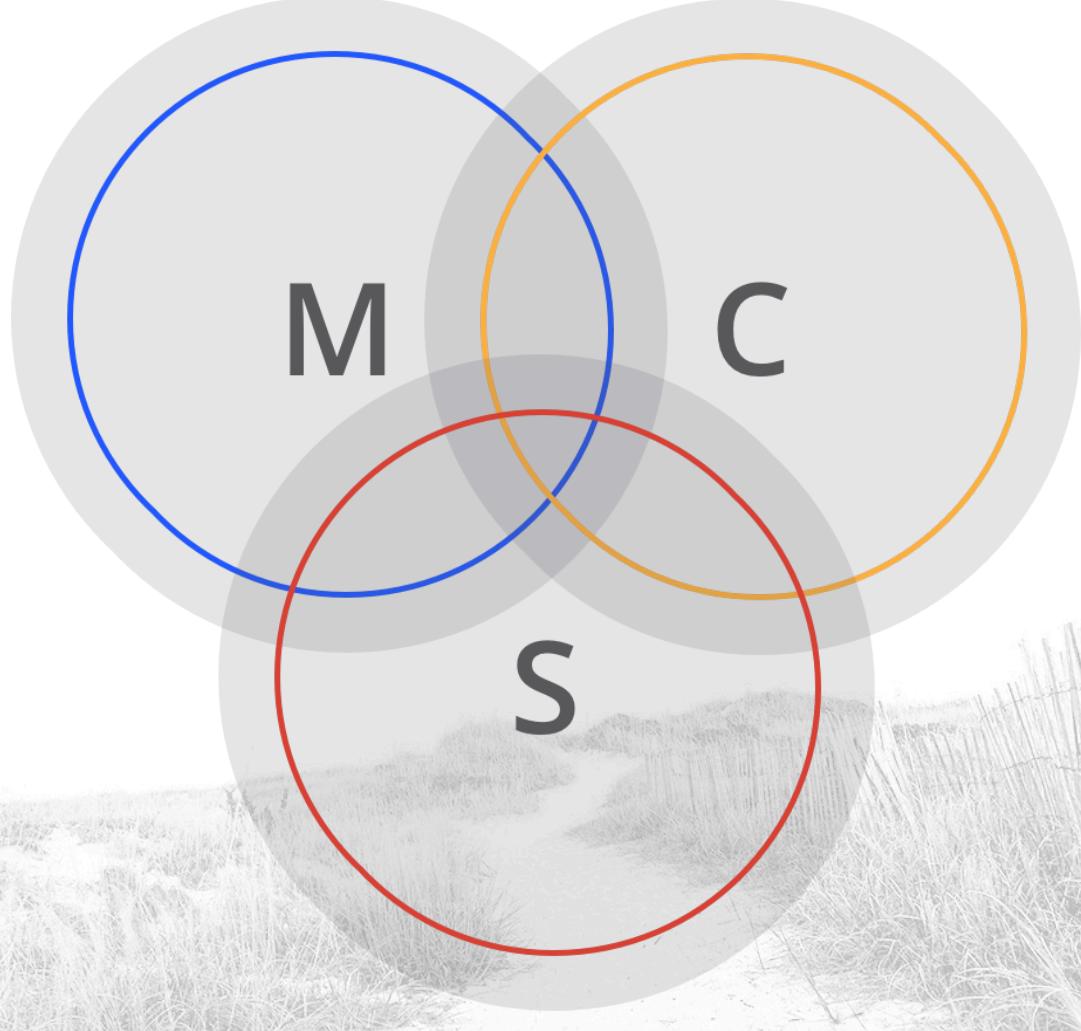
Notes



CONVERGENCE OVERVIEW

Once we have identified the three dimensions of your profile – your Missions, Competencies, and Styles – and your key qualities within each, our system identifies the degree of convergence among these different aspects of your profile. This enables you to determine the Career Value Areas that are dominant for you.

The process is illustrated in the diagram below. The triangle that is formed at the point where the three shapes intersect represents your Convergence Case – those aspects of your overall profile that are shared by your Missions, Competencies, and Styles.





CONVERGENCE CASE: MCS



Your Convergence Career Value Area results

High

- 2
- 4
- 6

Mid

- 7
- 3
- 8

Low

- 5
- 1
- 9



CONVERGENCE OUTCOMES

Your Ideal Job Functions

Every role involves a variety of functions. PRO Development™ identified the job functions listed below as the ones in which you are most likely to excel. Look for ways to incorporate these functions into various aspects of your life:

Researching

Producing

Creating

You'll be good at functions that incorporate **Researching** (Analyzing, Forecasting, Investigating), **Producing** (Organizing, Fixing, Processing) and **Creating** (Developing, Designing, Inventing). While there are many other functions that you are likely good at, these are ones you are especially gifted in.

Your Leadership Anchors

Effective leaders play to their strengths. PRO Development™ has identified the strengths, termed anchors, which will help make you a more effective leader. As you move forward in your career, you will increase your effectiveness by finding roles that allow you to use all three of your strengths simultaneously. Following are your Leadership Anchors:

Manages Complex Situations

Develops and Supports Others

Makes Hands-on Decisions



Your Key Traits

Your personality creates certain styles and behavioral tendencies. The Key Traits listed below are your strengths. Learn to play to your strengths in order to increase your effectiveness at work.

KEY TRAITS	KEY TRAIT DESCRIPTIONS
Kind-hearted	You are compassionate and kind-natured. You will see the good in people and seek to help them when they are in trouble. Your empathy helps you see others' side of issues and their needs.
Very inquisitive	You are very curious and like to solve complex and intricate questions. Always wanting to know why something happens will have you explore facts and question reasons for things.
Accomplishment-oriented	You are a practical-minded person who wants to see tangible accomplishment from your efforts. Hands-on and no-nonsense in your approach will have you be responsible and effective.

Your Caution Areas

Your Caution Areas are potential weaknesses. Your survey indicates that the tendencies listed below are areas that you may need to work on in order to increase your effectiveness.

CAUTION AREAS	CAUTION AREA DESCRIPTIONS
Tend to take things personally	Because you care about people and want to have them like you, you may be offended by criticism, especially when it relates to how you are treating others.
Might over-analyze everything	You want all the details before coming to conclusions. This may cause you to have difficulty with stopping your research and coming to a decision.
Likely frustrated when not seeing results	You work diligently to get things done on your own, but could be frustrated when working with others if things take too long. Be careful of showing your frustrations inappropriately.



Your Roles as Metaphors

Thinking in terms of "roles" can be productive, because roles are metaphors for aspects of your life and work that can yield new perspectives. Knowing the kinds of roles in which you are interested (those that relate to your Missions), roles in which you excel (those relating to your Competencies), and roles that fit with your personality (those relating to your Styles), can make your current work more meaningful and allow you to manage your own career development more effectively. PRO Development™ identified the sets of roles that relate to your Missions, Competencies, and Styles.

YOUR MISSIONS ROLES	YOUR COMPETENCIES ROLES	YOUR STYLES ROLES
Professor	Draftsperson	Researcher
Conceptualizer	Producer	Counselor
Inventor	Developer	Administrator

Your Model Roles

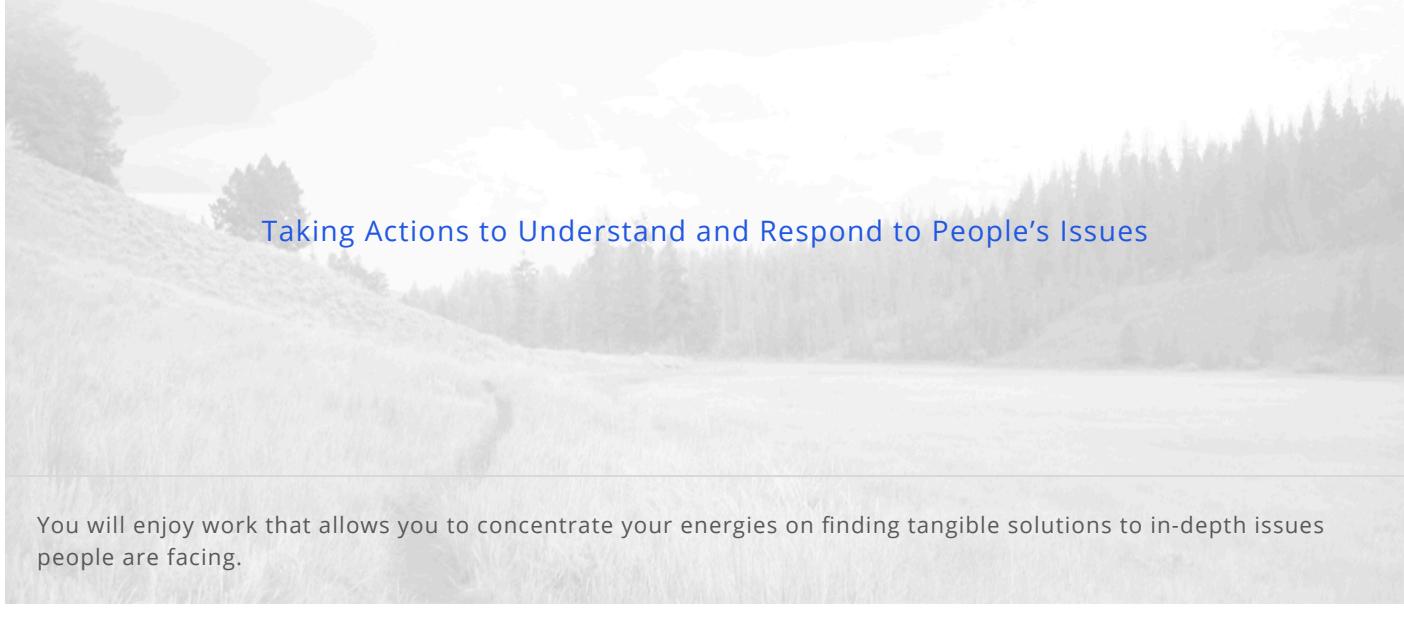
Based on your Convergence Case, PRO Development™ identified the kinds of roles you are most likely to enjoy and perform well. This is the set of roles that results from the convergence of the above three sets. Within the context of your organization, understand the need to balance the roles you like, the roles you are good at, and the roles your organization needs you to play.

YOUR MODEL ROLES	MODEL ROLE DESCRIPTIONS
Researcher	One who systematically investigates for "root" causes and explanations
Counselor	One who helps or guides another to be more effective
Administrator	One who runs and maintains an operation or function



Your Core Theme

The combination of your three Career Value Areas (Theoretical Discovery, Human Development, and Production Efficiency) points to the following Core Theme.



Taking Actions to Understand and Respond to People's Issues

You will enjoy work that allows you to concentrate your energies on finding tangible solutions to in-depth issues people are facing.

Look for ways to involve yourself in your Core Theme as much as possible. You may wish to talk with advisors at work about ways to focus on your Core Theme. If your opportunities to play to your Core Theme are limited in your current roles at work, seek out extracurricular activities and roles at home that will give you opportunities to build on the strengths indicated by your Core Theme.

Your Education Keys

Your Education Keys are keys to furthering your effectiveness at work based on your Styles Career Value Areas. You may wish to take relevant educational courses or work on these areas with your advisors. Suggestions for following up on the Education Keys listed below appear on the next page.

[Leadership Development](#)

[Stress Management](#)

[Team Dynamics](#)



Education Keys: Suggestions

To help you build on your strengths and to enhance your leadership effectiveness, PRO Development™ identified some potential education avenues for you to explore. Your Education Keys are not necessarily weaknesses. They are areas of continued education to help you strengthen your Leadership Anchors and Model Roles. It is important that you share this information with key advisors in your organization.

Leadership Development

You may not be using your personal style as your best asset to lead others. There is no universal definition of what a leader is. But, think of the leaders you have known. The good ones had qualities of integrity, respect for others, vision, and the ability to take charge. The other key quality was that they were comfortable with themselves. What do you need to do to develop your leadership skills? Being true to yourself is your best shot. Understand who you are and play to your strengths. And, develop the other characteristics above.

Stress Management

What is stress? For you it will be trying to do too many things at once, having conflicting motivations, and your style of holding onto things you should let go of. Why does it matter? Because, it lowers your performance, decreases your enjoyment, and negatively affects your relationships. Stress can be good; it helps you get things done and accomplish goals. So, don't work against it - work with it. Recognize that stress is part of life and is part of your style. Find other outlets to take your mind off the pressures. Prioritize your projects and focus on the key ones. Cultivate an attitude of taking charge of your stress - don't be a victim. Also, involve others in stressful projects by delegating or just "venting" to them.

Team Dynamics

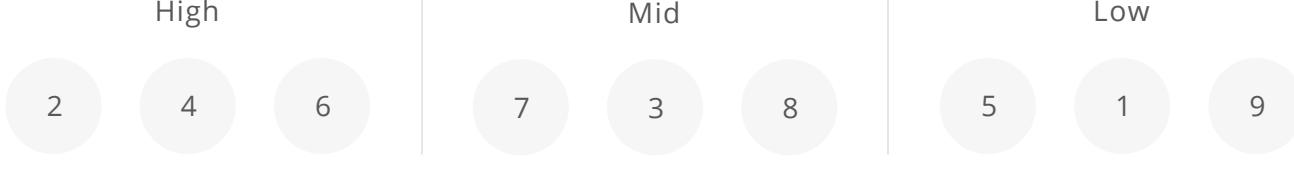
We are often trained to be independent and self-reliant. Many new ventures are founded on the principle of rugged individualism. Recognize that being a good team member does not mean that you should stop being yourself. On the contrary. You have a unique style and people will all be different. Maximize your strengths for the benefit of the team and cultivate cooperation to cover your weaknesses. Good teamwork means you will spend less time doing the things you are not as good at.



PERSON ROLE ORGANIZATION OVERVIEW

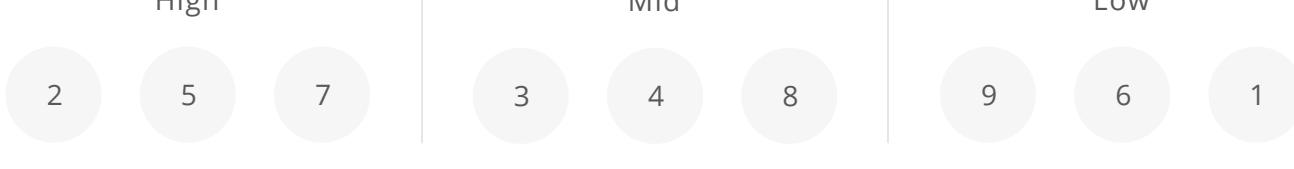
Recall that PRO Development™ provides a holistic view of Person (P), Role (R) and Organization (O). Here is an overview of those results. For a visual representation, see the charts that follow.

Person Perspective



As was noted on your PRO Development map and in your first Convergence Case, your three dominant career values are 2,4,6. This means that you will be highly committed to companies that are intelligent, people-oriented, and efficient. You will want to be appreciated at work for being a person who is an expert, is a truly caring person, and gets things done. Roles that give you the time to make discoveries, the ability to impact people's lives, and the chance to be rewarded for hard work will be enjoyable ones.

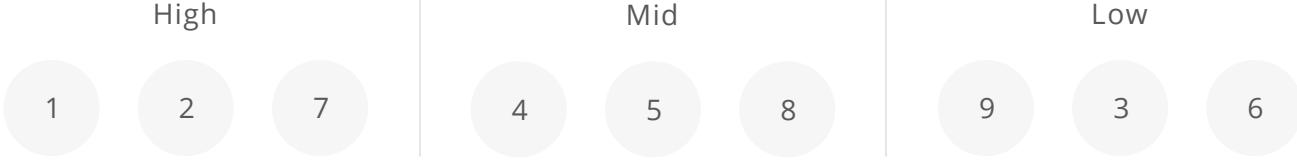
Role Perspective



From your perspective, your current roles involve high degrees of studying details, overcoming obstacles, and being innovative. The combination of 2,5,7 as the three most important dominancies in your position signals that you need to balance time spent being an expert analyst, a strong leader, and a creative designer. Keeping motivated at work will mean finding ways to play to your strengths and adapt your style so as to be effective in these current roles. Since you are likely required to be in-depth, driven, and inventive in order to succeed, constantly discover your own "success keys" and seek advice from others on how to do this - especially when dynamics change on your team.



Organization Perspective

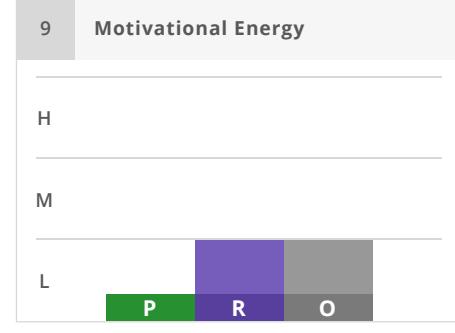
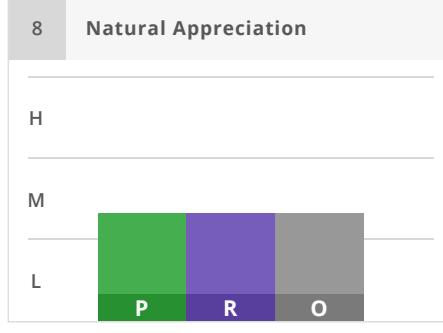
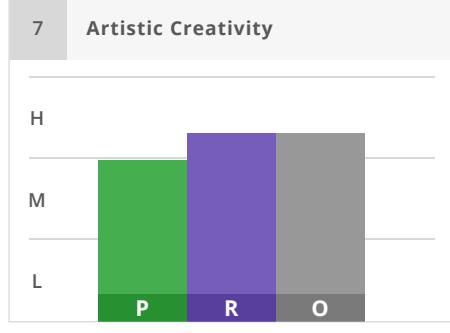
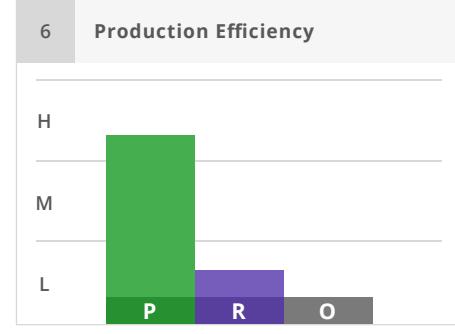
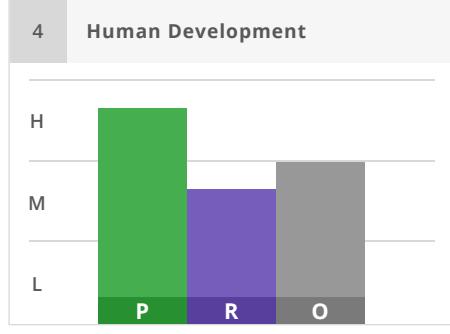
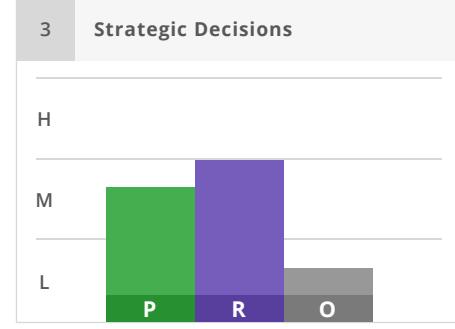
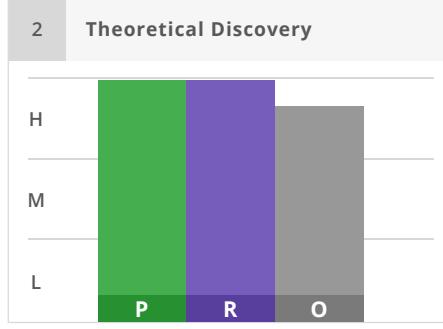
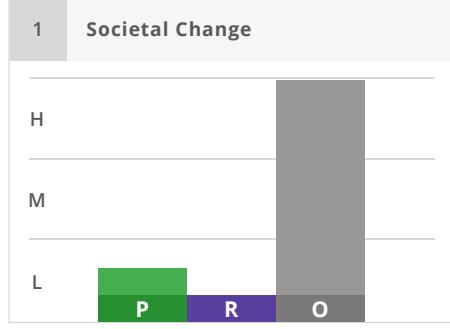


You see your organizational culture as democratic, technical, and creative. As such, you feel your company appreciates people being committed to the mission, incredibly detailed, and extremely innovative. Your perception of the culture is likely influenced by your particular job, the interactions you have with your co-workers and managers, and what projects and departmental areas you work in. Differences between you and the dominant aspects of your company's current culture can cause tensions, but also create certain opportunities for you to learn, add diversity, lend unique value, and where appropriate, help make changes.

Notes



CONVERGENCE CASE: PRO



Your Organizational Cultural Preferences

Every organization has its own kind of culture, or way of working with its employees. Based on your survey responses, PRO Development™ identified the following types of organizational cultures as those most likely to suit your missions and values. While differences between your cultural preferences and the culture of your current organization may be a source of friction, they can also provide opportunity for you to offer diversity to your organization.

Educational/Service-Oriented

Creative/Experimental

Technical/Scientific



Your Team Leader / Member Insights

Real development takes time, effort and perseverance. Peer partnerships and small groups can be an essential source of encouragement and accountability. Unfortunately, corporate teams have not always been a haven of trust and vulnerability. In fact, many would describe these "work" relationships as adversarial and complicated. Seeking out healthy, positive relationships from which truthful and positive feedback can emerge, will benefit you as well as all members of your team.

Additionally, understanding your tendencies in the roles of both "team leader" and "team member", allows you to develop in the context of all organizations of which you are a part. Your "best" role is where you utilize all of your strengths and gifts for problem solving, serving the needs of others and accomplishing team goals. The following section offers such insights and practical suggestions.

Team Leader Style

STYLE TRAITS	STYLE CHALLENGES	STYLE CONCLUSIONS
Approachable	Give the team member time to get oriented	Your desire to make people feel comfortable may interfere with giving constructive criticism or instruction. Your team member's long term success in the organization will benefit greatly from honest feedback and real advice on how to improve.
An expert	Explain where your knowledge came from	Your detailed understanding of your work may lose your team member. Keep in mind that your team member won't likely have your breadth, depth of knowledge or experience - teach to their level.
Results-oriented	Remember back to when you were new	Your desire to accomplish your work may interfere with the needs of your team member. Keep in mind that the progress of your team member, while not as tangible, is also critical to the organization.

Team Member Style

STYLE TRAITS	STYLE CHALLENGES	STYLE CONCLUSIONS
Very conversational	Moving slowly at first	Your desire to get along well with your team leader may interfere with asking for what you need. Keep in mind that your team leader ultimately wants the experience to be a success for you and can be more help if they know specifics.
Inquisitive	Better understanding your team leader's background	Your desire to really understand the intricacies of the job could cause your team leader to have difficulty getting their own work done. Be open to your team leader's ability to know key insights, but allow them time and flexibility for when they have the moments to spend with you and don't try and learn it all at once.
Direct	Taking some time to build a friendship	The relationship with your team leader may not be focused and productive in each session. However, remember to build a relationship and then have them help you solve problems. Once they're more involved with you they'll take more time.



INDIVIDUAL DEVELOPMENT PLAN (IDP)

IDP – Validation Exercise

In the next 24-48 hours, share with at least two people on this list your PRO Development™ profile. Walk them through your learning process. Be sure to get their reaction/thoughts in areas where you were not sure if the PRO Development™ reflected accuracy concerning you. Spend time journaling some of what they share with you. Try to share your PRO Development™ with a minimum of four people in the next seven days. The people on this list are just suggestions.

CLOSE FRIEND

SPOUSE / FAMILY MEMBER

MENTOR

PEER



IDP – Behavioral Changes

Based on your learnings from your PRO-D Profile, what are the behavior changes that you are willing to commit to make?

IDP - Core Theme

Develop a Personal Mission Statement drawing from the report's "Core Theme" and the sentences that follow. The end result is a clear, concise statement that captures the spirit of what you are about and what you do best. One way to think of it is how you would like to be remembered when you are gone, a type of eulogy or legacy tribute. Draw words and phrases from all parts of the report to complete this exercise.



IDP – Model Roles

Based on your learnings from your PRO-D Profile, what are the behavior changes that you are willing to commit to make?

MY MODEL ROLES:

1. _____

2. _____

3. _____

Questions:

A. How do you find yourself using your Model Roles at work / home?

1. _____

2. _____

3. _____

B. In what ways can you develop your Model Roles to increase effectiveness?

1. _____

2. _____

3. _____

C. Pick one of your Model Roles to concentrate on and develop. Why did you pick this one; why do you need to develop it?



IDP – Education Keys

Take a look at your Education Keys (found on page 11-12). Write them down in the spaces provided. Answer the questions that follow for each of your Education Keys.

MY EDUCATION KEYS:

1. _____

2. _____

3. _____

Questions:

A. In what ways do you see a need to concentrate on your Education Keys?

1. _____

2. _____

3. _____

B. How can you develop your Education Keys to increase effectiveness?

1. _____

2. _____

3. _____

C. Pick one of your Education Keys to concentrate on and develop. Why did you pick this one; why do you need to develop it?



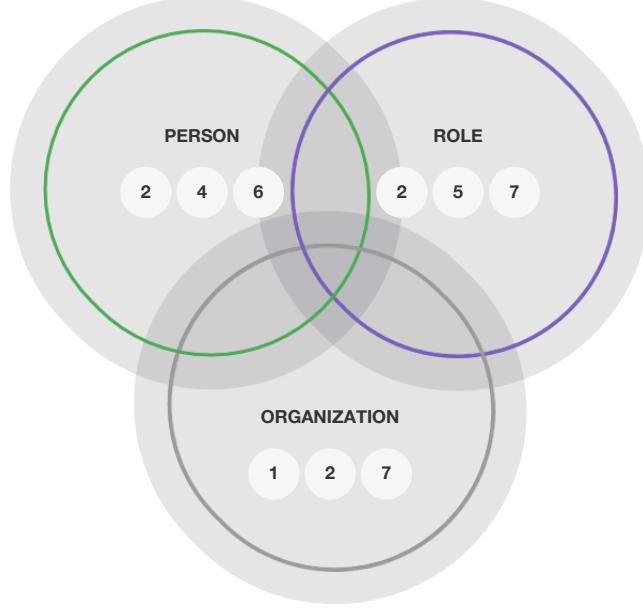
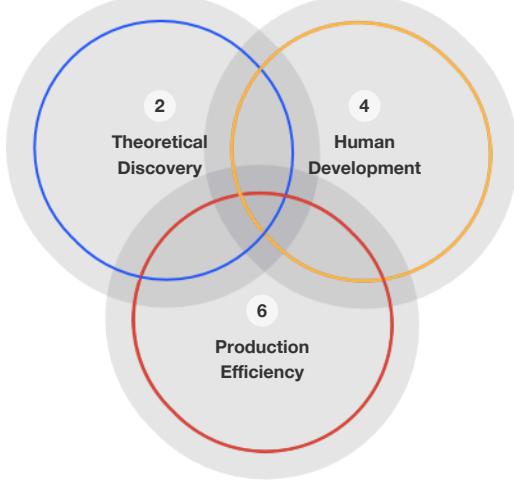
PRO-D PROFILE MAP

Included within this report is your unique PRO Development™ Profile Map. Keys to the map are given below. Use this map as a reference tool to identify and understand the relationship between the different components of your report.

- 1 Societal Change
- 2 Theoretical Discovery
- 3 Strategic Decisions

- 4 Human Development
- 5 Entrepreneurial Challenge
- 6 Production Efficiency

- 7 Artistic Creativity
- 8 Natural Appreciation
- 9 Motivational Energy



- CULTURAL PREFERENCES
- Educational/Service-Oriented
 - Creative/Experimental
 - Technical/Scientific

- EDUCATION KEYS
- Leadership Development
 - Stress Management
 - Team Dynamics

- MODEL ROLES
- Researcher
 - Counselor
 - Administrator

- JOB FUNCTIONS
- Researching
 - Producing
 - Creating

- LEADERSHIP ANCHORS
- Manages Complex Situations
 - Develops and Supports Others
 - Makes Hands-on Decisions

Your Core Theme: Taking Actions to Understand and Respond to People's Issues

You will enjoy work that allows you to concentrate your energies on finding tangible solutions to in-depth issues people are facing.