



HPTI Development Guide

Developing your leadership style

Using the High Potential Trait Indicator (HPTI) assessment report for development

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Introduction

This document is designed to help individuals to understand and enhance the impact of their personality traits in their development. Individuals using this interactive guide will need to have taken the HPTI assessment beforehand and have access to their reports.

The HPTI assesses and reports on personality traits that are linked to leadership potential. When it comes to using the assessment results for personal development, the focus is on recognising your natural strengths and areas for development so that you can work on the behaviors associated with each trait, and put in place strategies that compensate for areas where you may not have a natural strength.

Modifying personality traits takes time and effort; because you are; essentially creating new habits. Initially you may feel that you are behaving out of character, but with repeated practice and reinforcement, new behaviors, thoughts and emotions can be learned and will become almost instinctive over time.

Remember that one of the biggest mistakes is to over-commit to development opportunities. When identifying development opportunities, focus on a few specific opportunities that will have the most immediate impact on your effectiveness at work. Involve a peer, mentor or friend to support you, celebrate successes and help you get back on track when needed. Always remember that your potential for an HPTI trait is simply that, your potential. You can enhance your impact and competence by being self-aware, watching others' reactions and adjusting your behaviors to be the best leader you can, as well as gaining experience on the job. Each of the six traits will have both positive contributions and possible derailers. The key is to build self-awareness and the flexibility to adjust in order to get the best out of work and the people and teams you work with or lead. It is important to be clear on timelines, actions the individual commits to, expected outcomes and who will hold the individual accountable for on-the-job performance.

HPTI: Traits, Definitions and Strategies for improvement

The Six HPTI Traits:

- > [Conscientiousness](#)
- > [Adjustment](#)
- > [Curiosity](#)
- > [Risk Approach](#)
- > [Ambiguity Acceptance](#)
- > [Competitiveness](#)

Conscientiousness

Definition: This trait describes people's self-discipline, ability to control impulses and organized approach to work where they are self-motivated, driven and like to accomplish goals.

High *Conscientiousness* Descriptors: Disciplined, self-motivated, organized, determined, controls impulses, logical, persistent, driven, efficient, goal-oriented, methodical.

Low *Conscientiousness* Descriptors: Easy going, accommodating, adaptable, may lack self-motivation and drive, may not take deadlines seriously, may find it hard to stick to a project and see it through to a conclusion.

Excessively high *Conscientiousness* Descriptors: Can show up in perfectionistic and workaholic behaviors and thoughts. This may be accompanied by a fear of neglecting your responsibilities and being unable to control your drive to deliver. You may take failure badly, worry about how others view you and end up limiting your creativity, spontaneity and flexibility.

Strategies to Dial Up the Impact of Low/ Moderate *Conscientiousness*

1. **Take control of how you use your time.** Channel your energies when and where they are needed the most. Make daily plans and work on sticking to them. Setting your own schedule and then following through on it encourages organization and self-discipline.
2. **Use reminders.** If you're not naturally conscientious, it can be easy to stray off course. Technology, devices and apps can be leveraged.
3. **Reduce excessive multi-tasking.** Slow down and focus on one challenge at a time, you'll be more thoughtful, more productive and the quality of your work will rise.
4. **Identify distractions.** They force us to keep switching our attention and make it harder to achieve our goals.
5. **This increases stress and frustration.** Train your attention to stay on the task at hand and create the environment that allows you to fully concentrate and stay in the moment. At some points during the day or week this may mean closing email programs and scheduling meetings with yourself in your calendar; to remove distractions.
6. **Take time to consider other peoples' needs.** Look outwards and be aware of your interactions with others, how you respond to them, your attitude and demeanour. Demonstrate a positive, open attitude and watch your communication. This helps to boost your reputation, follow-through on commitments and avoid excessive conscientiousness.
7. **Strengthening willpower.** This can feel like an uphill battle so ask a mentor/ friend to help. Focus on the positive benefits and outcomes you'll get by sticking to your plan/commitment and the negative outcomes you are avoiding. State your goals publicly; either to your mentor/friend or colleagues, and ask them for their support to keep you accountable.

Strategies to Dial Down the Impact of Excessive **Conscientiousness**

(may be applied to some optimal scores)

1. **Consider and share the what and the why.** In driving for goals and achievement (the what) you may neglect the why (underlying reasons and cause for being exciting by the what) and inadvertently demotivate others. Use emotive language to get others on side and influence them to come of the journey with you. People get behind the vision you have because of the 'what' and the 'why'; so give it meaning for them.
2. **Celebrate success more often.** For you the achievement may be the "prize" but others may thrive on recognition of the achievement. Take the time to stop and celebrate your accomplishments and also those around you.
3. **Build others' confidence through realistic standards and deadlines.** Acknowledge that extremely high standards can demotivate. Being conscientious is one thing, being perfectionistic is another and may get you the reputation of being nit-picky and holding people to standards where they never feel good enough. Build others up using the following: "I really like the way you did this (be specific with your praise). I'd like to see improvements in_____and_____. Do you agree this would enhance your outcomes?"
4. **Demonstrate your social intelligence.** Make eye contact and use open body language when communicating. Take an interest in others' lives by asking questions and remembering what's important to them. People don't care how much you know or can do, until they know just how much you care!
5. **Balance your strong drive for results with spontaneity to lighten the mood.** You may be seen as too driven and not human enough. Try to inject genuine humor and spontaneity into work to enhance your serious achievement orientation.
6. **Choose to under-function at times to allow others to step-up.** Consider that your impact and capability for focus and achievement may intimidate others. By holding back and asking engaging questions, you allow others to share thoughts and contribute to team success. Allow others to lead and step up; building capabilities within your team or department.

Adjustment

Definition: Indicates how people respond and react to stress, external events, pressures and relationships.

High Adjustment Descriptors: Even tempered, controlled, emotionally stable, composed, self-confident, calm under pressure, fewer feelings of stress, less worrying than most, positive about the future.

Low Adjustment Descriptors: Passionate and emotive, excited or withdrawn under pressure, lacks confidence in dealing with stressors, sensitive to what others think and feel about them, gets emotional easily when things become stressful and may lack emotional control.

Excessively high Adjustment Descriptors: May show up as appearing unemotional, uncaring, cool, aloof and disinterested. It can appear as unfeeling, unempathetic and indifferent to others because you are not feeling the same level of stress as others – to the same stressors at work.

Strategies to Dial Up the Impact of Low/ Moderate Adjustment

1. **The relationship between exercise and stress.** The Mayo Clinic says, “Exercise increases your overall health and your sense of well-being, which puts more pep in your step every day. But exercise also has some direct stress-busting benefits. Physical activity helps bump up the production of your brain’s feel-good neurotransmitters, called endorphins. Although this function is often referred to as a runner’s high, a rousing game of tennis or a nature hike also can contribute to this same feeling.”
2. **Choose your response.** Concentrate on and accept your thoughts, and feelings and consciously insert yourself into the moment/ current experience. Recognize when you can’t control the situation. Remind yourself that you can control how you view the situation and how choose to respond to the situation.
3. **Feel your feelings.** Rather than avoiding or fighting negative feelings, allow yourself to experience the feeling and acknowledge it (I feel sad/ angry/ upset/ down). Ask yourself where the feeling is coming from and try to redefine the situation as one you can conquer.
4. **Embrace learning from mistakes.** First accept that everyone makes mistakes. Then stop using mistakes to confirm your weaknesses, inability to manage your life and generally dwelling on negative feelings and consequences. Change your mind-set, quickly admit that you made the mistake and acknowledge that it’s causing you to feel upset. Then ask yourself, without undue self-criticism, how you can avoid this situation in the future, and in the end regard it as an important learning experience.
5. **Gain insight into what triggers negative thoughts and feelings.** Identify your hot-buttons. These can be people, events, situations. As soon as you encounter a hot-button be on alert and use positive self-talk to change your attention and move yourself or your thoughts to a better space.
6. **Change your mood, one step at a time.** Moods are those initial feelings before more full-blown feelings like anger, pain or panic can alert you to negative thoughts you are having. Take a practical approach to identify the negative thought, and then try to reframe by asking questions like: What can I learn here? Can I replace this with a positive thought? Is there an opportunity for me to choose a different response here?

Strategies to Dial Down the Impact of Excessive Adjustment

(may be applied to some optimal scores)

- 1) **Use emotional perception to gauge others' stress levels and react appropriately.** Watch others' non verbal communication to assess their level of stress so you can adjust your reactions and responses and support them optimally.
- 2) **Ask others how they're feeling versus how they're thinking.** This question elicits an emotional response rather than a factual/ cognitive response and will help you gauge when others may be feeling stressed, even though you are not.
- 3) **Demonstrate emotion perception.** Watch others' reactions to what you share about goals, change, opportunities and performance feedback. Maintain eye contact when giving tough feedback or introducing change. Watch others body language so you can "read" their reaction and recognize when they are becoming so stressed that it's overwhelming. Stop and ask: "What questions or concerns do you have?"
- 4) **Don't judge others stress levels by your own stress-meter.** Others concerns may seem insignificant to you, but stop, listen, acknowledge and reassure to build their competence and confidence in dealing with stressors.
- 5) **Show your feelings, openness and vulnerability to demonstrate authenticity and transparency at times.** Being too capable to withstanding stress can make you seem robotic and uncaring. When appropriate, and be genuine about it, drop your defences and share that situations are challenging/ you need the team's help to collaborate because you don't have all the answers.
- 6) **Let others vent and also be solution-oriented.** When others become emotional, work stressors overwhelm them or they feel out of control, allow them to vent, however balance it with a constructive outcome. After a time of genuinely listening, empathizing (nodding to tell them you're listening); interrupt them by saying: "Is this something you want to fix/ action/ address now?" This steers them towards being solution oriented. If they say yes, ask them what they want to do and help them with ideas and alternatives. If the answer is no, then suggest they reflect further and that you're available to help and coach when they do want to address the issue.

Curiosity

Definition: This trait indicates how people approach novelty, innovation, change and new information.

High Curiosity Descriptors: Innovative, creative, open minded, inquisitive, enjoy novelty and variety, like change, curious about new information or new ways of doing things.

Low Curiosity Descriptors: Prefers the tried and tested, deters deviation from a plan, dependable and single minded and focused, can be seen as rigid and unadventurous.

Excessively high Curiosity Descriptors: Gets off track easily to pursue the new and novel and may not achieve goals or individual performance commitments, unpredictable, inconsistent, easily distracted, unfocused, lacks accountability due to easily becoming distracted, others may see them as disruptive and “changing for the sake of change”.

Strategies to Dial Up the Impact of Low/ Moderate Curiosity

1. **Curiosity starts with questions.** Encourage a work environment where questions are welcomed. When ideas are in their infancy search for what is interesting and ask questions rather than crushing them with negative or disparaging comments.
2. **Consider the benefit of responding with a “yes, and” approach.** Attempting to find some wisdom that you can build on as opposed to tearing others’ ideas down with a “yes but” which negates others’ ideas.
3. **Be willing to discover and learn new things.** Listen to different viewpoints, ask questions, research new ways of doing things. Recognize that the occasional setback is worth the offsetting, breakthrough results that are possible when you take a risk.
4. **Resist going straight to your tried and tested methods of solving a problem.** Ask yourself or others: “Is there a different/ quicker/ better/ more efficient/ more innovative way of solving this problem?” Be conscious of actively noticing new things. This can make you more alert and open to new things. Mistakes and biases occur when you limit what you know.
5. **Ask others at work for their opinions and listen fully to their perspectives.** Soak in every opinion, positive and negative, and tell them how much their opinion matters to the you and the company.
6. **Release your need to be in command and know the best answers.** This can convey a message that you/ the organization values knowing the answers more than it does asking interesting questions, which is a sure formula for stagnation. The best leaders are curious, ask questions and view problems from multiple perspectives.

Strategies to Dial Down the Impact of Excessive Curiosity

(may be applied to some optimal scores)

1. **Show accountability for goals and commitments.** Avoid too many distractions from goals and targets, or individual performance can be negatively impacted. Time management and prioritizing is key to balancing achievements with being creative and taking on new initiatives.
2. **Manage your need to diverge and disrupt.** Creativity comes through diverging approaches and ideas however this can de-stabilize and de-focus less curious individuals. Respect the strengths of those individual that stay focused on the tasks, them timelines and the committed deliverable.
3. **Watch how you verbally share new ideas and approaches.** The flood of ideas you have and options you are thinking about, stimulated by your curiosity, may verbally sound jumbled and disconnected and you may not be taken seriously. Before verbalizing ideas think of the best way to articulate them so that they are positively received.
4. **Respect that others may need time to think of new ideas/ approaches.** When you want others to diverge in their thinking, provide time for reflection and give them a process, e.g. "Tomorrow in our team meeting, I'd like to get each of you to share your two best ideas for improving the _____(project/ process/ workflow/ customer experience)."
5. **Watch change for change's sake.** Recognize that you may have a low boredom threshold and when you feel bored you may want to mix things up. Others who don't like change can be side-tracked by you and thrown off their focus.
6. **Enhance your effectiveness with strong follow-through.** Being curious can negatively impact meeting individual goals due to poor follow-through and finishing off projects strongly. You may also miss opportunity for post-project reflection and therefore continuous improvement because you move onto the next exciting project or opportunity too fast.

Risk Approach

Definition: This trait describes how people deals with challenging, difficult or threatening situations.

High Risk Approach Descriptors: Bold, proactive, candid, courageous, self-assured, using a reasoned and rational approach to difficult conversations.

Low Risk Approach Descriptors: Cautious and careful approach, cooperative, avoids confrontations, may be risk adverse.

Excessively high Risk Approach Descriptors: May show up as confrontational, blunt and arrogant. It can alienate others who are less risk welcoming as they may perceive you as reckless, insensitive, and disrespectful.

Strategies to Dial Up the Impact of Low/ Moderate Risk Approach

1. **Recognize natural biases toward playing it safe.** Being more self-aware of how unconscious biases are limiting the effectiveness of your actions can help you take smarter risks, not just safe ones. Be vigilant about discerning between the fears that are serving you and those which are holding you back and keeping you from taking the very actions that would move you forward and open doors to opportunities.
2. **Know your why.** It is it easier to be brave when you're crystal clear about WHY you need to take a risk - whether taking on a project well-outside of your functional area/ expertise, holding someone accountable, challenging your boss's thinking, or starting up a business. Knowing why compels you to leave your comfort zone as often as is required to fulfil it.
3. **Stop rationalizing bad behavior, rather than confronting it.** If you pretend that it isn't happening, convince yourself that it's not important, or believe that it will sort itself out you delay the inevitable and the lack of resistance can embolden the person who is behaving badly. By giving rapid feedback to someone that is behaving badly, you can 'nip problems in the bud' before they become severe and habitual.
4. **Prepare for giving difficult feedback.** Think about what you'll say, script it and practice it.
 - Make a brief, factual summary of what happened
 - Explain what you feel is the negative impact
 - Describe how the incident made you, or one of your team members, feel (e.g. frustrated or disappointed)
 - State how you would like to see that behavior modified, and agree some targets if appropriate.
5. **Use questions to confront bad behavior or bad ideas.** Remember to critique the issue and not the person. Examples:
 - Did you get the outcome you wanted when you said/ did_____? What did you learn?
 - What do you think your impact was when you_____?
 - Is there a better way you could have given your opinion, so as not to alienate the team?

Strategies to Dial Down the Impact of Excessive Risk Approach

(may be applied to some optimal scores)

1. **Recognize that risk may thrill you but paralyze others.** Your potential and comfort in handling risk may make you insensitive to others who may be risk-adverse. You will need to give them time to adjust to the risk and may need to spend time influencing them on the benefits of taking the risk in terms of the future state/ business opportunities that the risk will create.
2. **Watch out for the emotional wake you may create.** You are effective in getting things done in challenging, tough situations however consider your impact, especially the negative emotional effect you have on others which can alienate and disengage them. Watch others' reactions and non-verbal cues as you may breach trust and that's a bridge that takes time to mend.
3. **Manage your impact and effect when giving tough feedback.** Confrontation may be easy for you and get the result but at what cost. Maintain eye contact while delivering tough feedback to monitor how it's being received so you can adjust your impact. The goal is to manage tough conversations and challenge behavior, situations and events but leave the individual intact. (e.g. When_____happened, the impact was_____. What was your role and what could you have done better/ different? What did you learn?)
4. **Build your team's capability to handle or take risks.** Your instinct will be to tell, direct and push ahead assertively. This teaches people to comply but takes away from gaining their commitment. Provide time for team members to reflect and bring ideas to team meetings, rather than putting them on the spot. Also, be clear about the kind of risks you want them to take without consulting you and then identify when you do want to be consulted.
5. **Coach team members to have tough conversations.** This is not comfortable for the majority of people so recognize this and help prepare team members by role playing with them to provide direct feedback, without the emotional wake.
6. **Win others over in challenging, high-risk situations.** Create a balance between taking risks, making tough decisions, confronting issues and keeping others engaged, positive and proactive in the process. Consider selling the vision or outcomes you want to achieve to keep people engaged on the journey so you can tap into their discretionary effort. Too much risk/ confrontation and too fast can alienate others, instil fear and create even more risk-aversion.

Ambiguity Acceptance

Definition: This trait describes how people react to complexity, contradictory information and situations where outcomes, decisions, arguments and evidence are not immediately obvious or clear.

High Ambiguity Acceptance Descriptors: Tolerant, versatile, analytical, resourceful, adaptable, flexible, interested and open, questioning.

Low Ambiguity Acceptance Descriptors: Consistent, methodical, prefers clarity, likes clear direction.

Excessively high Ambiguity Acceptance Descriptors: May show up as throwing caution to the wind and being erratic and illogical. Ideas may appear too abstract, vague and unclear. Too much time may be spent crowd-sourcing and getting input.

Strategies to Dial Up the Impact of Low/ Moderate Ambiguity Acceptance

1. **Suppress your urge to control.** The business world is getting more complex, not less so recognize that one person is unlikely to have the right solution to complex challenges. Crowd-source as many ideas as possible to enhance your chances of making the best decision, especially seek out the opinions of people who are very different to you to get diverse ideas and approaches.
2. **Don't let your pride delay you from correcting your course.** Work on being willing to change your course. Ambiguity can reveal new facts at any time so be open to being wrong and choosing another way forward. Welcome new information that can change your direction/ decisions, but give you a better outcome.
3. **Accept that you can't always be right in complex and ambiguous situations.** Ambiguity means sometimes you will make the wrong decision. Don't let that put you off. Being a good leader is about making more right decisions than you do wrong. Get comfortable with making mistakes by looking at them as learning opportunities rather than something that did not work. This will get you closer to what will work.
4. **Determine the worst thing that can happen.** When dealing with a complex/ ambiguous decision know what the worst outcome could be. Then decide if you can risk/ accept that and what the cost of inaction is against that.
5. **Be prepared to trade possibility for certainty.** Innovation often emerges from disruption and possibility thinking. Welcome unclear, contradictory, inconsistent and opposing information. The creative environment often feels uncomfortable and disruptive for innovation and large evolutionary steps to emerge.
6. **Think differently when complex situations arise.** There is no, one linear answer to a complex problem. Use multi-dimensional thinking by analyzing a situation/ problem/ opportunity into many constituent elements and then explore connections and potential relationships among the elements. Invite trusted advisors to join in to expand the diversity of thought. Several solutions may emerge, then analyze the pros and cons and move ahead with the best solution you can, with the information you have.

Strategies to Dial Down the Impact of Excessive **Ambiguity Acceptance** (may be applied to some optimal scores)

1. **Recognize that others may view ambiguity as a threat.** You may feel neutral, open or excited by ambiguous situations or opportunities; manage the disconnect between you and those who feel uncomfortable or threatened. Acknowledge their feelings and provide reassurance that clarity and control will emerge. It requires communication, encouragement and support if you want to build others capability to cope effectively with ambiguity and sharing examples of where allowing time to explore options rather than going with the first option paid off for you in the past.
2. **Break large, complex problems into manageable chunks for your team.** For highly ambiguous or complex situations have team members work in pairs, taking a chunk per pair and then combining ideas.
3. **Facilitate brainstorming to manage diverging ideas in a group.** This is a structured way of gathering diverging ideas, without judgement and gives people permission to think out the box and exhaust as many different ideas/ approaches as possible. This can be followed by voting on the top five ideas so that those team members that prefer structure can get a structured outcome and everyone agrees on the top five ideas.
4. **Be selective in using possibility thinking.** Recognize that some people are disinclined to think in terms of possibility, preferring certainty and black-and-white. Acknowledge that possibility thinking is uncertain, takes time and requires relinquishing control, which some people view as a waste of time and a lack of efficiency. Use possibility thinking for truly complex issues, where there are a variety of options in terms of inputs and outputs where there is one possible output and different ways to get there.
5. **Prioritize opportunities against return for the organization and manage time as a resource against getting the best outcome.** Be aware of the time it takes to explore options and delve into grey areas and make sure that the end warrants the means and that you are not seeking multiple options for the sake of it. Use a business case to justify time spent dealing with ambiguity versus choosing the best option and quickly moving on.
6. **Provide reassurances that the creative process is rarely neat and tidy.** Give people permission to be messy, curious, take time to reflect and explore and ask lots of why questions when the stakes are high and the business opportunity is significant and complex. Acknowledge the need some people will have to latch onto an idea too fast rather than live in uncertainty for a bit longer.

Competitiveness

Definition: This trait describes people's relative desire to win, need for power and reaction to winning and losing.

High Competitiveness Descriptors: Goal-oriented, ambitious, driving, assertive, eager, motivated by competition, enjoys being focused on achievements.

Low Competitiveness Descriptors: Cooperative, accommodating, prefers to collaborate than compete, may appear unambitious at times.

Excessively high Competitiveness Descriptors: May show up as aggressive and antagonistic. Others may perceive you as self-serving, power-focused and selfish. You are likely to be more motivated by individual than team performance and this may alienate team members who you need to collaborate with/ get onside.

Strategies to Dial Up the Impact of Low/ Moderate Competitiveness

1. **Come to terms with the fact that wanting to win isn't evil, it's human.** It's the stuff of life, it's why natural selection works. Competitiveness spurs you to do more, to play harder, to become faster and better. Change your mind-set to affirm that you are constantly working on being smarter, better, faster!
2. **Compete with yourself.** Assess what your best work has been to date and try to top it. Take a project you were really proud of and see how you could go even further.
3. **Do something right for the customer and help your leader to be successful.** These two ideas are two of the best ways to compete at work. Then, when you win, it seems less contrived to everyone else. No hard feelings, and on to the next round!
4. **Figure out what makes you indispensable to your company.** Find out what differentiates you from others and make it your mission to develop the heck out of it. People will take notice and you'll become the go-to-person for a certain skill or vision.
5. **Focus on team competition.** Reinforce your team goals and how they help the organization to be more competitive. Showcase the team's success especially when they exceed goals and complete projects ahead of time. Toot the horn for your team and help them gain visibility and respect by competing together to move the company forward.

Strategies to Dial Down the Impact of Excessive Competitiveness

(may be applied to some optimal scores)

1. **Recognize that not everything is a competition.** Weigh up winning versus maintaining good relationships. When you make winning the end game it can destroy trust, sharing and collaboration.
2. **Be aware that competitiveness can perpetuate silos or siloed thinking.** In today's complex business environment silos where people protect their turf can stifle cross functional sharing and contribute to toxic, political corporate cultures.
3. **People who are cooperative and collaborative may find competitive spirit threatening.** Keep competition healthy, don't single people out when they lose, make sure the organization wins first as that's the end game. Show good sportsmanship.
4. **Balance competitiveness with collaboration.** Both are important in top performing, functional teams. Use the right amount at the right time to gain the benefit from the team collaborating and competing.
5. **Recognize that the real competition is out there not inside the organization.** Do not tolerate team members/ coworkers hoarding information and not sharing knowledge or expertise with one another for fear of losing an edge to a rival. The real rival is the external competition. Play the long game.
6. **Maintain strong peer relationships.** Watch out that your need to win and compete, is not at all costs and to the detriment of relationships. Show good sportsmanship when peers are successful and celebrate their successes. As you advance in the organization support and goodwill with peers and cross-functional teams are critical to your success.

Your HPTI Development Plan

Once you have read your HPTI report and been through this document, you should work through the table below to summarize what you have learned from the process. After completing the table below you should pick one trait in particular to work on.

| | Leadership Strengths | Leadership Derailers | Strategies for Enhancing Leadership Impact <i>(Development and Interactions)</i> |
|---------------------|----------------------|----------------------|---|
| Conscientiousness | | | |
| Adjustment | | | |
| Curiosity | | | |
| Risk Approach | | | |
| Amiguity acceptance | | | |
| Competitiveness | | | |

Developing one HPTI Trait

The action plan below is designed for you to get serious about developing the impact of one HPTI trait. You should consider the trait that will likely have the most impact on your effectiveness in your current role or in a future role you would like to be developed for.

Personal Action Plan for Developing One HPTI Trait

The most effective way of implementing change in the behaviors associated with an HPTI personality trait is to make deliberate changes in the way you behave or react over a short period of time and to do it consistently with focus until it becomes a habit. It takes 21 days of intensive, repeated behavior to solidify a new habit. Focus on one HPTI trait and implement the changes for 3 months before taking on development of another HPTI trait.

1. Choose the HPTI trait that you would like to enhance or improve, that will benefit your impact in your current role/ a future role you are aspiring to:

2. List some of the associated behaviors of that trait that are:

Strengths

Derailers

3. Identify three development actions/ strategies that you would like to implement to dialling up or dialling back the trait and enhance your leadership impact:

4. Identify the timeline for implementing the strategies and the benefits you'll enjoy (you/ your team/ the organization

5. Identify people who you'll share your commitments with and who will contribute to helping you be accountable and also sharing your successes along the way. They could be friends/ coaches/ your manager/ peers. Select people that have your best interest at heart.

Hints for helping you succeed:

- **Make** sure you take time to practice the above strategies often, when appropriate
- Be conscious of "watching yourself in action" in situations that will test your new behavior. Identify triggers that set you off so you can keep improving.
- Share successes and failures weekly with your support team
- Watch your impact on your team, their verbal and non-verbal cues will let you know what your impact is
- Ask your support team for feedback, positive and constructive and make sure you are open, non-defensive and thank them for taking time to give you their input
- A new behavior, when repeated enough, becomes a habit and then an automatic response. It requires practice and commitment
- When you've mastered one new behavior, then select another and go from strength to strength
- Remember, "Small deeds done are better than great deeds planned." – Peter Marshall