



# revelation<sup>®</sup>

practical ideas to extend performance

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**PD21**  
Personal Development Profile

# Congratulations

## on completing your assessment

Your new REVELATION report contains a rich resource of reliable learning solutions, all tailored to your own individual preferences. This bespoke report has been designed to deliver practical ideas to extend your performance at work. It includes a host of proven techniques for you to apply, relevant books and resources to refer to, carefully selected videos to watch, novel approaches to adopt, time saving apps to download, topical quotes to provoke, plus links to a wealth of engaging insights to investigate and websites to visit.

This report can be used to aid decision making through an exploration of employee and organisational needs. It can offer benefits to anyone who wants a clearer picture of the implications and consequences of their existing workplace preferences. This report is not psychometric in nature and as such is not making statements about you, your personality or your abilities. Instead, Revelation provides a wealth of behaviourally based suggestions to develop you further in your current role.

The report can be used to support personal development planning, preparing for performance reviews, career management discussions, appraisals, coaching and skills assessments. It has been widely used to add value during management development, objective setting, team building and is most commonly applied to encourage open communication about recognising talent and evolving work requirements.

It is important to read all the report before deciding which of the suggested outcomes could be applied to your position at present. For your convenience all of the outcomes generated have been structured to build on both your perceived strengths and perceived development areas. You could for example, be advised to 'acknowledge' a successful way of working which you are already applying at work, or 'introduce' an alternative approach. Whatever the suggestions, they are simply options – presented for you to identify, at a time to suit you.

*'It's not what you do, but the way that you do it'.* Please note that the insight and ideas presented within this tailored report relate to work approaches and not to technical aspects – which are excluded from the scope of this document.



# Summary of Organisational Priorities

Ability to Influence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercial Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change & Adaptation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Constructive Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creativity & Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resilience & Emotional Control	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specialist Knowledge & Abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning & Organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on Developing Others	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intuitive Thought	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation to Succeed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Ownership of Self Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People Management & Leadership Pote	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positive Decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Ethics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork & Interdependency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide Direction & Purpose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Results Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Lower Preference				Higher Preference				

## Ratings Key

Mildly agree		Moderately agree		Strongly agree		Unconditional agreement	
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## how to use this report

**Revelation provides practical ideas to improve your day to day effectiveness, reflecting the latest thinking on how to extend capability and boost professional growth. This tailored report contains a range of suggested activities and techniques, all of which have been associated with successful outcomes across the key transferable skills valued in today's workplace. The observations are linked to both existing operational needs and your own expressed work preferences.**

The report delivers behaviourally based suggestions to challenge you in your role. It prioritises the activities based on an assessment of your existing preferences. The total number of suggestions you choose to apply can be varied to meet your own requirements. Where possible, a balanced number of items should be identified from Section A and from Section B. Note: It is unlikely that every single statement contained in this report will be relevant to you and your role at this time. Revelation encourages open discussion about your existing priorities, your talents and your development options. The report is designed to promote dialogue between you and your manager to identify which of the suggestions are the most applicable to assist both with the achievement of organisational goals and support you in your personal career progression.

### A. Practical Ideas to acknowledge and extend

*EXAMPLE: Identify THREE to FOUR realistic development activities from the following statements, to assist with the delivery of your agreed work goals.*

#### Influence

- Pace yourself. Persuasive presenters instinctively adjust the speed of their delivery based on the response of their audience. When talking to those who are in agreement with their message, they will tend to speak more slowly. If they are presenting to people who are more sceptical about the content, they will speak more quickly. Research has revealed that the delivery of a deliberately faster-than-normal rate of speech is likely to be more persuasive with audiences who are unconvinced about the message.
- Uncover the subtle, secret influencers which affect our decision making, by taking a peek inside 'Invisible Influence: The Hidden Forces that Shape Behaviour' by Jonah Berger.
- Take centre stage. Look up the research findings of Priya Raghubir and Ana Valenzuela to find out why occupying the central position in any group meeting can both enhance your ability to create a favourable impression and also significantly improve your chances of influencing others.
- Use Post-It notes if you want people to respond positively. If you stick a Post-It note on your letters, surveys, and mailshots, you'll yield significantly better results. While this works best when you write 'thank you' and put your signature on the Post-It; research also reveals simply adding a blank post-it note onto any message, is more effective than sending printed materials without one.
- Search for opportunities to build connectivity – be a facilitator and put the right people in touch with each other. Request to run more work groups and project teams and build relationships with internal customers.

## Developing Yourself

- Know yourself and recognise any blind spots. Search the web or look inside the Kindle version of Julie Hay's 'Working it Out at Work' for a version of a 'Working Styles Inventory'. This questionnaire will help you identify which of the working style drivers you are most likely to adopt. Consider the consequences of these preferences and how they may influence your responses during any stressful situations.
- Eliminate any non-essential activities to provide more time to focus on what is important for your development. Read 'The 4-Hour Work Week,' by Timothy Ferriss. His video entitled 'Smash Fear, Learn Anything' is also worth watching.
- Find your inner-gladiator. Read 'The Art of Learning' by international chess prodigy and Tai Chi champion Josh Waitzkin. Pick up proven ways to learn more quickly and move from beginner to expert in any discipline. Discover how some of the most sophisticated learning techniques have their foundations in the simplest of principles.
- For any learning undertaken, try to apply the 2R+2A formula. Recognise what you have picked up, Relate it to something you already know, Assimilate what you have covered and then Apply the learning.
- Be growth orientated rather than task orientated. Gain insight in terms of how to achieve this by watching Suzanne Eder's TED talk entitled 'The Dark Side of Self Improvement'.

## Leadership

- Identify opportunities to instil a sense of energy, enthusiasm and excitement into your people. Most of the individuals you manage will have two things in common – a desire to come to work and feel they have done a good job, combined with a need to be recognised for doing so.
- Foster collaboration, while also encouraging personalisation. Provide each employee with the space and freedom to individualise their work area to build their morale and boost their connectivity with the work environment.
- Stop treating all members of the team the same. Contrary to popular thinking, treating the same isn't fair and it isn't particularly engaging. Instead, manage one person at a time. Develop them and their responsibilities based on their individual talents and abilities.
- Have more one-to-one's with all your team. Spend longer on every one-to-one and always try to avoid cancelling these meetings. Demonstrate to others your time with them is your most valuable work activity. Involve people in the decisions which affect them.
- If you work in, or are responsible for a remote team or geographically disparate project group; why not introduce one of the many task management apps available to organise your projects and improve communication. Trello, Wunderlist, Basecamp and Huddle, can all help people work together and share information without a reliance on email.

## Collaboration

- Be ruthless. Great teams provide ruthless encouragement to each other. Recognise team efforts and celebrate successes.
- Promote a creative atmosphere across your team. Once ways of working are established, apply as few rules as possible. Define the tasks, then provide latitude in terms of how they are achieved. Be comfortable with role clarity and task ambiguity. Regard any mistakes as part of the learning process.
- Pilot the use of a dedicated social networking page for team members to interact in and out of work. Ensure open access to all the team and review its effectiveness after three months.
- Give team-role inventories a wide-berth during times of transition. While it may be convenient to assign people to generic team-types; the speed of change and the complexity of the work situation today, demands a more fluid and adaptive approach to understanding evolving capabilities in the workplace.
- Create generative relationships, using the STAR technique. Work together effectively by respecting: Separateness (different perspectives), Tuning (talking and listening), Action opportunities and the Reason to work together.



## Planning

- Extend your personal confidence and capability by offering to organise aspects of the work and resources of others to maximise results. Volunteer to take responsibility for the scheduling of your next medium sized project. Develop your skills by allocating time for specific tasks and assigning roles to certain employees.
- Don't over-plan long-term intentions. Attempting to nail down too many things in a bid to control long term variables creates operational rigidity and overwhelms people.
- Undertake an accredited Myers Briggs Type Indicator assessment and consider the consequences of your own preferences. Are you more structured or more flexible in your approach to deadlines?
- Let it fade. If you're involved at the early stages of a project, introduce the FADE quality model to help minimise any risk of failure. Evaluating the Facts, Assumptions, Decisions and Execution of the planning process is a good place to start.
- Apply business efficiency tools such as Dropbox, Evernote and Google Docs to manage, share and collaborate on work documents.



## Specialist Insight

- Hone your ability to communicate well. Specialist knowledge is only valuable if people know it exists and can understand the content.
- Learn by training those around you. Teaching others has been shown to improve your own mental performance. Identify emerging trends in your field, research into them and then provide training sessions to others in your team.
- Reassure yourself that it is okay to swim in a pond full of generalists. Lots of success, credibility and kudos can be achieved from being acknowledged as a subject expert.
- Micro-specialise – consider specialising within your specialism. Focusing your efforts on a defined group or niche market will also make personal branding much easier.
- Get involved with podcasting, radio interviews and other media postings about your area of specialism.



## Information and Data

- Develop an appetite. Watch J P Rangaswami's illuminating TED talk to discover comparisons between information and food. Learn how data can be regarded as nourishment for the mind in the same way that food is nourishment for the body.
- Master the fundamentals. Get into data science to enhance your career. Pick up practical advice on developing visualization, modelling, preparation, presentation and communication techniques inside 'Confident Data Skills' by Kirill Eremenko. Discover how real-world data skills are being applied at Netflix, LinkedIn, Goodreads, AlphaGo and Deep Blue.
- Stop the secrecy. The human inclination, when asked to make a group decision, instead of sharing vital information known only to themselves, is to repeat information everyone already knows. Google 'Stasser and Titus' and discover how to overcome one of the greatest blockages to information flow across your organisation.
- Help others to take flight. At your next team meeting, explore the implications of the following quote by Jan Carlzon, former CEO of Scandinavian Airlines System (SAS), who reportedly said: 'An individual without information cannot take responsibility; an individual who is given information cannot help but take responsibility.' Consider what needs to be shared and how this can most effectively be achieved.
- Debate your ideas to improve collective understanding. Invite diverse representatives from around the organisation. Structure your thoughts by moving through past, present and future to add focus and dynamism to your information.

## Direction

- Empower people in your area to develop their own ways of working and make decisions for themselves, within agreed boundaries. Strengthen their sense of direction by encouraging them to think in terms of increasingly longer timescales.
- Be age appropriate by focusing on purpose, not profit. A recent survey by Deloitte, revealed millennials and younger people are much more attracted to organisations which can demonstrate how they contribute to the wider society.
- Listen to the CIPD podcast by Philippa Lamb on the importance of creating and sustaining a sense of shared purpose. Hear all about the 'golden thread' and how it links to both employee motivation and improved performance.
- Research the results provided by OKR's in terms of helping to foster a sense of purposeful direction. Objective Key Results are now used by Google, Spotify and LinkedIn as a way of measuring / improving performance. Each individual sets their own objective for the next three months. They are freely shared across the organisation, yet not connected to rewards or performance ratings – making everyone more collaborative.
- Be sensitive to the communication needs of others during workplace transitions and prioritise tasks to ensure people are fully briefed during periods of significant upheaval. Acknowledge the disruptive influence of change on everyone's sense of direction and purpose. Define emerging opportunities and demonstrate your belief to make it seem possible. Be clear what will change and what will not. Build a sense of ownership as soon as possible by involving them in the change.

## Results Orientation

- Multitasking as an effective work practice is a myth. Where possible, abandon it. 'You will never reach your destination if you stop and throw stones at every dog that barks' - Winston Churchill. Be fully present and committed to one task. The one possible exception to this is listening to podcasts and audiobooks while you are focused on a routine task, such as exercising in the gym.
- Tamper with the thermostat. Researchers from Helsinki University of Technology discovered that human performance increases with temperatures between 69.8 degrees and 71.6 degrees Fahrenheit. Chilly workers make more errors.
- Take flight. In many cases action is cheaper than planning. The Wright Brothers had a tiny budget to develop their plane, yet still managed to beat other large corporations investing heavily in manned flight. They undertook hundreds of test flights and made small tweaks to each version they tested. In doing so they failed fastest and learned quickest.
- Stand next to the brightest person in the room. Steve Jobs aligned himself to Steve Wozniak, Harold Ramis to Bill Murray and Bob Dylan was inspired by Woody Guthrie.
- Buy the book. Get hold of a pristine copy of 'How to be F\*\*\*ing Awesome' by Dan Meredith and find loads of brilliant ways to take action, achieve what you want and avoid what you don't.

## Motivation

- Be mindful that the single biggest influencer of levels of workplace engagement is the relationship an employee has with their line manager. Exit interviews reveal more people leave their manager than leave their work content, so invest in making this relationship a good one.
- Ditch the rhetoric. Remove motivational posters around the office. For ninety per cent of people, being told 'Anything is possible' has the opposite effect to the one intended. Instead, communicate a clear story of the big picture and let all of your team know how they will personally contribute to it.
- Remind yourself that very few people wash a rented car. If you want to build motivation, provide people with a sense of ownership. People will struggle to push harder without a degree of personal responsibility for what happens.
- Consider the possibility that we are all 100 per cent motivated, all of the time. If we accept this statement, then the only question is how do you work out what each person is actually motivated towards? For example, some people arrive at work and are motivated to get through the day with the minimum fuss in order to leave by 16.59.
- Download a copy of The Extra Mile by David Macleod and Chris Brady and apply their acid test statement to yourself and others, to reveal just how motivated you really are at this moment: 'I believe that rewards are fairly distributed. I feel respected and listened to. I am improving my skills. I believe my organisation has a sincere interest in supporting me'.



## B. Practical ideas to introduce and develop

*EXAMPLE: Identify THREE to FOUR realistic development activities from the following statements, to assist with the delivery of your agreed work goals.*



### Commercial Impact

- Pick up a few biographies of entrepreneurs and business leaders you admire. Learn from their personal journeys and life lessons. If you aren't sure where to start, visit [biography.com](http://biography.com) or [uk.businessinsider.com](http://uk.businessinsider.com). As self-made millionaire T. Harv Eker once said, 'Successful people look at other successful people as a means to motivate themselves'. One of the best starting points is to read about someone who's already done it.
- Develop a reputation for being someone who is passionate about influencing people, resources and materials to drive profitability.
- Ring-fence some time to spend with a key customer or end-user, to identify and agree their present and future needs.
- Aim to become your team's authority on competitor activity – build credibility and value by extending your understanding of the wider marketplace. Get a copy of your competitors accounts and annual report. Understand your rival's products and services.
- Grab a copy of 'How to Think Strategically' by Davide Sola and Jerome Couturier and read every page.



### Interpersonal Rapport

- Learn to flex your communication style and modify your approach to meet the needs of those around you.
- Wise men speak because they have something to say, fools because they have to say something. Consider Diplomat Charles-Maurice de Talleyrand-Perigord, who stated 'Surtout, pas trop de zèle' – which translates as 'Above all, not too much zeal'.
- Adopt relationship-building non-verbal behaviour. The impact of a simple smile can be accentuated by adding a slight head tilt to show you are comfortable with the person and trust them. Another non-verbal technique is to try to maintain a slightly lowered chin angle (high chins can make people feel you are looking down at them).
- Diplomatic communicators excel at listening, considering options and being open. They consciously evaluate first, then choose if, how and when to make their contribution.
- Borrow a copy of 'Emotional Intelligence' by Daniel Goleman, then buy a copy of 'Never Eat Alone' by Keith Ferrazzi and Tahl Raz.

## Decisions

- If you are pragmatic by nature and are more focused on delivering outcomes, be conscious that you may be inclined to adopt the first workable solution, which may not always be the most effective one. Try not to just fix the broken bits and look around the issue.
- Distance yourself from your dilemma. Remind yourself about the importance of being rational. It sounds too flimsy to work, yet taking time out to stop and deliberately acknowledge to yourself the need to be more dispassionate, has been found to improve the quality of the final decision made. Similarly imagining yourself as a third party onlooker who is making the same decision, will often improve the quality of the decision.
- Test it, trial it, pilot it, try it out in a safe environment. Secure feedback, revise it and test it again. Always commit resources which are proportionate to the overall impact of the decision.
- Beware of the vivid, the emphatic, the personalised requests. It is easy to be swayed by emotive appeals.
- Where possible try to avoid voting on important issues. Deciding by majority rule can be expedient, but it doesn't build commitment to the decision by those people out-voted by others - instead it creates groups of winners and losers.

## Ethical Working

- Protect your integrity. Keep commitments, fulfil your promises and express your thoughts and feelings clearly, saying no when you need to. Always be accountable. Stand tall and be counted for the actions you have undertaken and their consequences – good and bad.
- Choose to associate with colleagues who have outstanding personal integrity. Their personal definitions of what is right and wrong, may sometimes differ from your own; but the way they remain true to their ideals may create a lasting bond.
- Confront your personal bias. We all tend to believe that we have fewer biases than the average person. Research demonstrates the more objective people think they are, the more likely they are to unknowingly discriminate, because they don't realise how vulnerable they are to bias. Search online to take The Implicit Association Test, to discover your own hidden attitudes, beliefs and unconscious biases.
- If any of your colleagues think they are too small to make a difference, remind them of the founder of The Body Shop, the late Anita Roddick, who once said 'If you think you're too small to have an impact, try going to bed with a mosquito in the room.'
- Decide on how you want to contribute on a personal level. It could be by operating in a more sustainable way, leaving the car at home, treating others well, supporting environmentally friendly products or giving to worthwhile causes. Furthermore new research has found being more generous can make you a happier person.

## Communication

- Ask more. Learn to cultivate trust by asking a greater number of people for help and assistance. Discover how this works by picking up a copy of 'The Art of Asking: How I Learned to Stop Worrying and Let People Help' by Amanda Palmer.
- Be brief in emails. Acknowledge receipt and reply with what you expect to happen in the subject line – for example: FOR INFO new build completes on Tuesday.
- Take responsibility for your comments by using 'I' statements. Say what you would like to happen. Be more assertive by clearly expressing your opinions and feelings calmly and with conviction, without trampling over the rights of others.
- Learn to say no when required. Acknowledge the request, say no, then give your reasons.
- Watch Adam Galinsky's TED talk on 'How to Speak up For Yourself'. Find out how to assert yourself, navigate difficult social situations and expand your personal impact.

## Creativity

- Emphasise quantity over quality. Avoid adopting the first expedient solution to a problem. Look for the third, the ninth, the sixteenth. Fill your bucket with as many unlikely ideas as you can. Ask – the way you ask the question determines the answer you get. Keep asking why? Ask for more ideas, for more images, for more alternatives.
- Compartmentalise your thinking. Copy Walt Disney who used three different rooms for three different processes: the Dream Room, the Realist Room and the Critic Room. Three separate steps at separate times, with no overlap.
- Use the 'Random Entry Technique' to stimulate new thinking. By applying unconnected input you can open up new lines of thinking. Gather unexpected stimuli using nouns from any book by opening random pages, then use each word selected blindly to create associations with your current challenge. Identify other random words and repeat.
- While silence is best for focus, ambient noise (not loud) levels have been found to improve creative thinking. Brian Eno's 'Music for Airports' is often cited as one of the best examples of ambient music available.
- Never forget an idea. Verbalising your goals helps your brain process information in a different way. Alternatively, send voice notes to your colleagues using an app like 'Braintoss' in just two just taps.

## Developing Others

- Develop people who are both willing and able. Always differentiate between commitment and capability performance requirements. While commitment can't always be taught, it can still be influenced.
- Recognise that jobs are fluid and evolving and share your enthusiasm for developing the adaptive knowledge, skills and approaches of those around you. Demonstrate your own commitment to extending your capabilities through continual professional development.
- Abandon any reliance on old-fashioned Learning Styles questionnaires. They are easy to apply and very accessible, but are too restrictive and may lack both reliability and validity.
- Apply carefully selected 'hinge questions' to informally underline key learning messages across your workgroup. Hinge questions can be used to underline pivotal moments or key thinking which you wish to highlight. For example, 'When do you think an administrator should forsake accuracy for speed?' may provoke a variety of interesting responses.
- Encourage yourself and others to apply reflective practice. Think about what you did, what happened and what you would do differently next time.

## Change and Adapt

- Remember that behavioural change is hard – even if our life depends on it. It has been estimated that ninety per cent of heart by-pass patients fall back into their old habits after two years. Read Alan Deutschman's book 'Change or Die' to discover a three part strategy for beating these odds, and discover a thing or two about change management in the process.
- Get informed. Don't just sit and wait for information on changes at work, be pro-active and seek out the information you need.
- Focus your energy and attention of the things you can control. Refer to Stephen Covey's 'Circle of Influence'. Be proactive and look to increase your own circle of influence.
- Ask yourself these questions – Do I understand the reason for the change? Do I agree with the reasoning? Do I believe I can cope? What will I gain? What will stay the same? What will I lose? If you can't answer these, ask someone who can.
- Change can cause anxiety and stress, so don't forget to after your health. Physical well-being is the bedrock of personal energy.

## Intuition

- Release your resistance. Our rational mind usually distrusts intuitive thinking because it overestimates all the risks involved with non-logical decision making, yet it could be ignoring flashes of inspiration which might move your thinking forwards.
- Learn to differentiate between thinking and feeling. Consciously stop to consider what is driving your sensations at certain moments of the day. Studies show when you ignore your intuition, the quality of your decision making drops.
- Relax and practice being still. Signals from your subconscious tend to be very quiet, so you need to be silent to be able to pick these up clearly.
- Consciously practice switching attention between each of your five senses. Focus on using each in turn at different moments during the day. Using this exercise can raise your awareness of the messages you receive through your sixth sense.
- Flip a coin. If you're unsure about what to do and have two different options to choose from, assign an option to each side of a coin and then flip it in the air - as high as you can. Just as you release the coin, you may recognise your internal voice telling you which side you'd prefer it to land on. You may also sense a slight feeling of disappointment if it lands on the side you weren't really hoping for.

## Resilience

- Pump up your personal positivity. Resilient people are far more likely to identify little pockets of 'silver linings' even in the worst of circumstances. Being more optimistic is not only closely linked to higher levels of personal resilience; but is also a mental state which can be learned and mastered – regardless of your genetic disposition.
- Acknowledge all of your signature strengths. Too often we are encouraged to focus on our limitations and so may forget to acknowledge everything at which we excel. Try out the free Character Strengths survey at [viacharacter.org](http://viacharacter.org). To understand how your personal strengths and preferences and how best to apply them, investigate Gretchen Rubin's Four Tendencies framework and take her tendencies quiz at [gretchenrubin.com](http://gretchenrubin.com).
- Get enough sleep and plenty of exercise to ensure you are able to cope effectively with all the challenges in your life. Mental breaks and deliberate calm can keep stress chemicals at bay – reducing any potential for feeling overwhelmed.
- Reward small wins. Resilient people have self-belief, they work hard, persevere, take pleasure in small wins which bring personal satisfaction.
- Face life's problems head-on. In his book 'The Obstacle Is the Way', Ryan Holiday provides techniques to turn adversity into advantage, suggesting that overcoming challenges is one of the most effective ways to grow.

# About this Report

Information contained in this report provides a brief summary of how respondents see themselves in relation to a number of transferable skills in the work situation. It highlights the personal value each employee assigns to these areas – and therefore is not an indication of actual capability or performance. This report is a guide, designed to assist with personal development planning. It should not be used in isolation. The shelf life of this report, is usually limited to a period of 3 – 6 months, due to the evolving nature of personal experiences and possible exposure to changes in any role. Unlike many performance management systems which tend to be static or retrospective in their orientation, Revelation is *'of the moment and at the moment'* and as such offers an evolving snapshot of employee engagement levels at the time of completion .

Action-centred in its design, the system offers a dynamic platform to develop role-capability in line with organisational requirements. It provides insight not only into *the what*, but also *the how* through the development of an agreed action plan which details how each individual can achieve defined outcomes and achieve personal career aspirations.

The model can be used to develop individual, team and organisational performance by identifying the skills and characteristics associated with success in the role, based on an appreciation of transferable work-currencies. It promotes commitment by encouraging active dialogue between employees. The VCA21 profiling tool also supports the recognition of individual contribution in the workplace by building a greater understanding of personal priorities in the context of broader operational needs.

***Revelation recognises that people will always commit themselves to a world they help to create.***

This individually created report is obtained from the results of a VCA21 assessment completed by the respondent. It reflects the choices and preferences made by each individual at the time of completion. The subjective nature of value centred-analysis must be acknowledged when considering any results contained in this report. Endor Learn and Develop accept no liability of any kind, including negligence, for the consequences of the use of this report or its contents.

# Revelation® for Organisations

Compare individual preferences with evolving role requirements

**Create individual development plans aligned to wider organisational requirements. Each PD21 report provides 50 proven suggestions to extend performance, all linked to recognised role priorities**

Delivers realistic and relevant development options aligned to the needs of each employee by integrating insights from their manager, supervisor, mentor or job coach. This easy to use assessment captures individual responses to the 21 most valued transferable skills and then compares the results to the 10 key areas of focus for their role at that time.

- Ideal for organisations, teams and work groups.
- Delivers a dynamic snapshot of development possibilities.
- Compares results to 775,000 options to develop performance and then selects the 50 most relevant ideas based on evolving operational priorities.
- Provides clarity about future role expectations by confirming the 10 areas associated with successful outcomes in each role.
- Encourages collaboration between managers and their staff.
- Transforms routine development discussions into an engaging and results-focused activity.
- Builds accountability for results by encouraging ownership of development plans.
- Improves opportunities for ongoing feedback on agreed development goals.

**Works with new and established teams, project groups and virtual workgroups. Can be integrated into existing performance management processes. Assists with development planning, coaching, mentoring, career management, feedback, action planning and CPD.**

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