

WorkKeys[®]



Making the Most of Your
WorkKeys[®] Talent Results

Welcome

This guide was developed by ACT, the creators of the WorkKeys Talent assessment, to help you gain new insight into your personal characteristics and work-related behavior. By following the steps in this guide, you will develop an action plan focused on becoming more successful at work. You will learn to rely on your personal strengths and adopt different behaviors to help you address areas in which your behavior is not currently as strong.

Why is this important to your job and career?

Research by ACT shows that every Talent characteristic is important to on-the-job success for two reasons:

1. They are associated with outcomes that are highly valued by organizations.
2. They vary in importance depending on job demands and complexity.

The Talent assessment can help you understand and adopt behaviors that will help you become more successful at work. Recognizing workforce behaviors that are highly valued and understanding which behaviors you need to work on are important in performing well in your current job as well as in advancing to a higher-level job.

Interpreting Your WorkKeys Talent Scores

Reviewing your results

Now that you have completed the WorkKeys Talent assessment, you will need to interpret your scores. This guide will help you.

As you can see from your Talent score report, you have scores for indices and for personal characteristics.

- The 12 personal characteristics in your report reflect a wide range of behaviors and attitudes that are important in the workplace.
- The four Talent indices in your report—Work Discipline, Teamwork, Managerial Potential, and Customer Service Orientation—are an important measure of how your personality will contribute to these areas. Each index is determined using your responses on relevant items throughout the Talent assessment. They have also been used to measure related personal characteristics.

Measuring Personal Characteristics and Behavior—Key Concepts

1. Personal characteristics can help—or hinder—your ability to accomplish your job and work well with others. This information is important for every job, so many employers use personality tests such as Talent.
2. Talent helps you to:
 - ▼ Understand your work-relevant behaviors
 - ▼ Identify strengths and weaknesses
 - Leverage your strengths
 - Improve areas where you might benefit from development
 - ▼ Seek feedback from coworkers and supervisors
 - ▼ Recognize work-related behaviors that most employers value

How the guide works

The primary purpose of this guide is to help you understand your personal characteristics and adopt behaviors that will improve your performance on the job and make you a more desirable employee. The following three sections of the guide will take you through this process.

The **Characteristics** section:

- ▼ Defines each of the 12 personal characteristics measured by Talent
- ▼ Explains the meaning of your score
- ▼ Helps you understand how your scores compare to those of other people who have taken the Talent assessment
- ▼ Describes key behaviors
- ▼ Provides a set of objectives that can lead to improvement

The **Indices** section:

- ▼ Provides a review of your scores on Talent indices
- ▼ Helps you connect your results to the personal characteristics associated with each index
- ▼ Helps you understand how your results contribute to your potential to be successful with a variety of different job responsibilities

The **Behaviors** section:

- ▼ Links your Talent results with several broad behavioral domains
- ▼ Shows how each domain is related to key elements of your personal characteristics
- ▼ Helps you create an action plan to gain the greatest benefit from training and development opportunities

Completing this process will give you a path toward improvement.

Before you begin this exercise

- Think about your strengths, paying attention to your high scores. Build upon your strengths and seek out jobs and tasks that capitalize on them.
- Recognize that virtually every person can be characterized in terms of strengths and weaknesses.
- Work on improving areas in which you are not as strong.
- Understand that it might be difficult or impossible to change your personality, but it's much easier to adopt different behaviors.
- Seek feedback from your coworkers and supervisor as you create your action plan.

Are you ready? Let's get started.

Read through the Characteristics and Indices sections carefully with your Talent score report in front of you. Think about the descriptions of high and low scorers, and what your score means. Use the behaviors listed in the blue box titled "Want to improve?" to begin to build your action plan.

Characteristics **Personal skills that are important to work and can be developed through training and practice**

Carefulness refers to the tendency to think and plan carefully before acting or speaking.

Why is this important? Paying attention to details and maintaining a cautious, deliberate pace help ensure that work is accurate and completed on time. Hasty decisions and a lack of understanding of how your actions affect others leads to flawed work, missed deadlines, and the need to complete tasks a second time.

How did you score?



Low scorers may be hasty, impulsive, and often speak and act without considering consequences.

High scorers are likely to be cautious, deliberate, and able to control their impulses, and they usually consider the consequences of their words, actions, and decisions.

Want to improve? Try this:

- ▼ Think about policies and safety, and follow rules in all work situations.
- ▼ Set goals for learning new tasks, and track your progress.
- ▼ Learn to adjust your behavior to different groups and situations.
- ▼ Consider the potential consequences of your actions before you act.
- ▼ Recognize how your actions can affect others on multiple levels.
- ▼ Think before you speak, understanding how your words affect others.

Cooperation refers to the tendency to be likable and friendly in interpersonal situations.

Why is this important? Working as part of a team is an essential part of nearly every job, and that means learning to work cooperatively. Being successful requires the ability to set aside personal feelings and collaborate with people at work.

How did you score?



Low scorers may be somewhat contrary, irritable, and uncooperative.

High scorers are likely to be agreeable, friendly, and easy to work with.

Want to improve? Try this:

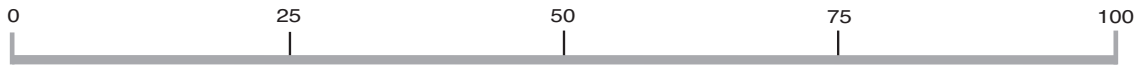
- ▼ Listen effectively: Focus on the speaker and ask questions.
- ▼ Negotiate solutions that your coworkers appreciate and support.
- ▼ Compromise your position if it will help get the job done.
- ▼ Aim your disagreement at tasks and products, not at people.
- ▼ Keep personal feelings in check; don't let negative feelings slow you down.

Characteristics Personal skills that are important to work and can be developed through training and practice

Creativity refers to the tendency to be imaginative and to think “outside the box.”

Why is this important? Remaining open to new ideas and changing conditions in the workplace inspires new solutions. The ability to innovate is based on imagination, curiosity, and a willingness to explore alternatives to “tried and true” approaches that are less than fully successful.

How did you score?



Low scorers tend to be less open-minded, less reflective, and less flexible.

High scorers are likely to be intellectually curious, open-minded, and imaginative. They enjoy brain teasers and philosophical arguments.

Want to improve? Try this:

- ▼ Propose multiple solutions to problems.
- ▼ Learn to brainstorm by encouraging others to share ideas.
- ▼ Gather information from multiple sources and consider other viewpoints.
- ▼ Understand background information before developing solutions.
- ▼ Seek suggestions on how to improve performance or solve a problem.
- ▼ Solicit feedback about new ideas from diverse sources.

Discipline refers to the tendency to be responsible, dependable, and follow through with tasks without becoming distracted or bored.

Why is this important? Monitoring and maintaining progress toward short- and long-term goals is essential to staying engaged with your work and contributing to the success of your team. Adopting goal-oriented behaviors will also increase your success.

How did you score?



Low scorers tend to be more easily discouraged and are less reliable and less dependable.

High scorers are likely to be responsible and reliable when it comes to getting the job done.

Want to improve? Try this:

- ▼ Show up on time ready to work every day.
- ▼ Follow through on tasks, and finish what you start.
- ▼ Set goals for mastering new tasks and track your performance.
- ▼ Write down your goals; make them clear, specific, measurable, challenging, and achievable.
- ▼ Review your goals on a regular basis and monitor your progress.
- ▼ View setbacks and challenges as new opportunities to improve.

Characteristics **Personal skills that are important to work and can be developed through training and practice**

Goodwill refers to the tendency to be forgiving and to believe that others are well-intentioned.

Why is this important? Trust is an essential part of effective relationships in a high-performance workplace. Gaining trust requires honesty, positive thinking, and a willingness to focus on the best qualities of your coworkers.

How did you score?



Low scorers may be selfish, suspicious, and skeptical of others.

High scorers are likely to be trusting, kindhearted, and altruistic.

Want to improve? Try this:

- ▼ Demonstrate a consistent willingness to listen.
- ▼ Speak frankly and honestly at the appropriate time.
- ▼ Learn how to delegate tasks and monitor progress.
- ▼ Practice positive thinking about your coworkers.
- ▼ Speak about others in a positive manner.
- ▼ Refrain from making critical or negative comments about people.

Influence refers to the tendency to impact and dominate social situations by speaking without hesitation and often becoming a group leader.

Why is this important? An assertive demeanor in work settings helps gain the respect of coworkers and commands their attention. Voicing opinions and ideas as part of group discussions and projects provides successful people with greater visibility at work and creates a sense of leadership.

How did you score?



Low scorers prefer to keep in the background and rarely offer opinions to others in social situations.

High scorers are likely to be assertive, persuasive, and socially ascendant.

Want to improve? Try this:

- ▼ Project confidence when interacting with others.
- ▼ Learn to feel comfortable in addressing large groups of people.
- ▼ Persuade others to accept the value of your positions.
- ▼ Use data, facts, and logic to influence the opinion of others.
- ▼ Strive to resolve conflict among individuals and groups.
- ▼ Negotiate with others in a professional and respectful manner.
- ▼ Deliver constructive feedback with a consistent, respectful approach.

Characteristics **Personal skills that are important to work and can be developed through training and practice**

Optimism refers to the tendency toward having a positive outlook and confidence in successful outcomes.

Why is this important? An upbeat view of the future and confidence in personal abilities contribute to high work performance and ongoing improvement. Successful people feel secure about their competence, believe the future is bright, and maintain confidence in their ability to contribute.

How did you score?



Low scorers may be more inclined to feel pessimistic, view others in a negative light, or be dissatisfied with life.

High scorers are likely to feel satisfied and upbeat and generally have a brighter outlook on life.

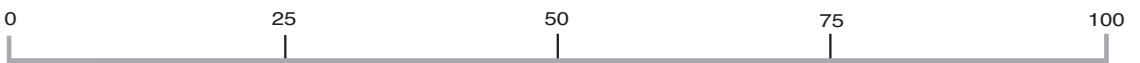
Want to improve? Try this:

- ▼ Set realistic personal goals, and monitor your progress.
- ▼ Complete tasks with confidence; celebrate your success.
- ▼ Avoid negative thinking; always display a positive attitude.
- ▼ Look for the “bright side” of seemingly negative events.
- ▼ Accept and positively respond to constructive criticism.
- ▼ Use setbacks and challenges as opportunities to improve.

Order refers to the tendency to be neat and well-organized.

Why is this important? Maintaining a neat and structured work area contributes to higher productivity and projects a professional image to superiors and coworkers. Well-organized surroundings are commonly associated with logical thinkers who rely on proven methods of managing their work.

How did you score?



Low scorers may be untidy and less methodical, and may keep their things cluttered.

High scorers are likely to be neat and tidy, and to keep things in their proper places.

Want to improve? Try this:

- ▼ Manage your time; make every minute count.
- ▼ Maintain a neat and organized work environment.
- ▼ Search for information in a systematic manner.
- ▼ Develop and maintain daily “to do” lists.
- ▼ Adopt systems for keeping track of material and assignments.

Characteristics **Personal skills that are important to work and can be developed through training and practice**

Savvy refers to the tendency to read other people's motives, understand office politics, and anticipate the needs and intentions of others.

Why is this important? The ability to perceive what others think or feel provides insight into their motives and behaviors in the workplace. This helps successful people identify an appropriate response, adapt their behavior to different situations, and maintain their self-confidence.

How did you score?



Low scorers may be more oblivious to the motives of others and adapt less easily to changes in social and political situations.

High scorers are likely to be able to predict the motives of others and may adapt more easily to differing social and political situations.

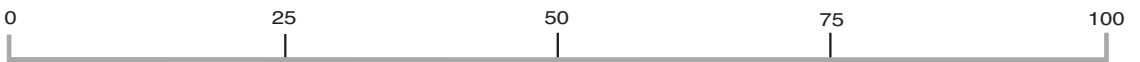
Want to improve? Try this:

- ▼ Demonstrate sensitivity to needs and feelings of diverse individuals and groups.
- ▼ Build superior skills in written communication.
- ▼ Effectively interpret verbal content and information from multiple sources.
- ▼ Maintain appropriate eye contact during interpersonal communication.
- ▼ Learn to interpret body language and other nonverbal communication.

Sociability refers to the tendency to enjoy being in other people's company and to work with others.

Why is this important? People who are social, outgoing, and enjoy working with others are skilled at building strong connections in the workplace. People who tend to dislike social situations and prefer to work alone can be challenged when they need to interact with customers and coworkers.

How did you score?



Low scorers may be shy or reserved; they may prefer to work alone and usually do not seek (or even avoid) social situations.

High scorers are likely to be outgoing, gregarious, and willing to participate in work and team activities.

Want to improve? Try this:

- ▼ Learn to gauge social situations and adopt appropriate behaviors.
- ▼ Project friendliness when meeting people for the first time.
- ▼ Network with other employees.
- ▼ Introduce yourself to employees that you often see but don't know.
- ▼ Join social events that your employer offers (for example, a company picnic).

Characteristics **Personal skills that are important to work and can be developed through training and practice**

Stability refers to the tendency to maintain composure and rationality in situations of actual or perceived stress.

Why is this important? The ability to maintain composure contributes to consistent, reliable performance in fast-paced work settings. Keeping an even temper and a sense of confidence helps you manage the pressure of stressful situations. Nervousness and irritability affect the performance and confidence of coworkers.

How did you score?



Low scorers may feel more nervous and experience more self-doubt when in stressful situations.

High scorers are generally calm and even tempered, and feel capable in stressful situations.

Want to improve? Try this:

- ▼ Alter your behavior in different social situations.
- ▼ Act differently among different groups of people.
- ▼ Focus on solving problems, rather than complaining about them.
- ▼ Maintain composure when communicating with others.
- ▼ Balance your work with leisure activities.
- ▼ Engage in healthy activities to reduce stress.
- ▼ Delay taking action in intense situations; don't respond with emotion.

Striving refers to the tendency to aspire to high levels of success and work hard to achieve goals.

Why is this important? Personal drive and ambition are highly valued by employers because these qualities are usually associated with people who consistently work hard to achieve desired results. Their clear sense of direction in life and in work gives them energy to reach their goals.

How did you score?



Low scorers are not as likely to be attached to their work, are less motivated, and place a lower priority on hard work.

High scorers are likely to strive for competence in their work, have a sense of direction in life, and be ambitious.

Want to improve? Try this:

- ▼ Write down clear, specific, achievable goals.
- ▼ Set challenging goals and monitor your progress.
- ▼ Complete tasks without direct supervision.
- ▼ Maintain the appropriate pace at work.
- ▼ Learn systems for managing multiple tasks or assignments.
- ▼ Identify the resources you need to complete your tasks.
- ▼ Use networking techniques to expand access to resources.

Indices

Compound scales that combine elements from different personal characteristics to measure a specific workplace outcome

Now that you know more about the Talent personal characteristics, let's look at how they are associated with the Talent indices.

Work Discipline refers to the extent to which an individual will demonstrate dependability, as well as a disciplined and positive attitude toward the job, rules and regulations, and the work environment. Specifically, an employee who demonstrates high work discipline meets deadlines, completes work accurately, complies with rules and regulations, and is willing to put forth extra effort.

How did you score?



Low scorers may be less dependable, productive, or disciplined than other workers. They may need to put forth extra effort to overcome obstacles.

High scorers are likely to be highly dependable and productive. They are likely to be highly reliable and willing to put forth extra effort.

These personal characteristics contribute to Work Discipline*:

Carefulness Discipline Order Stability

By focusing on these characteristics, you can develop the work-related behaviors that are most relevant to Work Discipline.

Teamwork refers to the extent to which individuals demonstrate compromise, cooperation, and interpersonal understanding when working in teams. Specifically, an employee who demonstrates high teamwork shows positive interactions with coworkers; is able to communicate clearly and efficiently; demonstrates compromise, cooperation, and interpersonal understanding in teams; and displays positive attitudes about work and the organization.

How did you score?



Low scorers may experience difficulty working with others or in a team. They may need to be more respectful of other perspectives, be more willing to compromise, and be more empathic with others at work.

High scorers are likely to work particularly well with others and as part of a team. They are likely to be very pleasant, helpful, respectful of other perspectives, willing to compromise, and empathic.

These personal characteristics contribute to Teamwork*:

Carefulness Cooperation Goodwill Optimism Stability

By focusing on these characteristics, you can develop the work-related behaviors that are most relevant to Teamwork.

*A subset of the items that measure these personal characteristics is used to compute the index.

Indices

Compound scales that combine elements from different personal characteristics to measure a specific workplace outcome

Managerial Potential refers to the potential that an individual will demonstrate a high level of work performance in supervisory/managerial roles. Specifically, an employee who demonstrates high managerial potential has a high level of the knowledge, skills, and abilities required by the job; displays a high level of performance; shows excellent communication skills and positive interactions with coworkers and clients; has leadership abilities; is a good team player; and tends to take initiative.

How did you score?



Low scorers may experience difficulty meeting the performance demands in supervisory/managerial roles. They may need to develop certain interpersonal skills (e.g., assertiveness, persuasiveness).

High scorers are likely to achieve a high level of work performance in supervisory/managerial roles. They are likely to be charismatic and persuasive leaders and excellent problem solvers.

These personal characteristics contribute to Managerial Potential*:

Cooperation Discipline Influence Optimism Savvy

By focusing on these characteristics, you can develop the work-related behaviors that are most relevant to Managerial Potential.

Customer Service Orientation refers to an individual's potential to demonstrate a high level of attentiveness, courtesy, and helpful service to customers. Specifically, an employee who demonstrates high customer service orientation has positive interactions with customers, is able to communicate clearly and efficiently, builds a positive relationship with customers, resolves customer issues, and displays positive attitudes during interactions with customers.

How did you score?



Low scorers may experience difficulty meeting the performance demands associated with service roles. They may experience difficulty building helpful relationships with customers and clients.

High scorers show potential to achieve high levels of performance and success in customer service roles. They are likely to provide excellent service to customers and clients.

These personal characteristics contribute to Customer Service Orientation*:

Cooperation Creativity Optimism Stability Striving

By focusing on these characteristics, you can develop the work-related behaviors that are most relevant to Customer Service Orientation.

*A subset of the items that measure these personal characteristics is used to compute the index.

Behaviors Actions and habits that one exhibits in the workplace

Now that you have a better understanding of the Talent personal characteristics and indices, the next step is to look at the broad behavioral domains you can use to further develop successful work behaviors. The domains important for most jobs are Motivation & Work Effort, Interpersonal Effectiveness, and Acting Appropriately. The Standing Out domain is important for some jobs but may not be important for all jobs. Each of these domains is connected to several personal characteristics (see table).

Behaviors	Talent personal characteristics
Motivation & Work Effort <ul style="list-style-type: none"> — Initiative — Planning & organizing — Persistence — Responsibility 	Carefulness Discipline Order Striving
Interpersonal Effectiveness <ul style="list-style-type: none"> — Communication — Working with others 	Cooperation Goodwill Influence Sociability
Acting Appropriately <ul style="list-style-type: none"> — Organizational citizenship — Stress management — Following rules — Adaptability 	Optimism Stability
Standing Out <ul style="list-style-type: none"> — Thinking outside the box — Sensitivity to others' motives — Awareness of office politics <p>Note: This domain may not be important for all jobs</p>	Creativity Savvy

Within each domain, you may want to look at the personal characteristics for which you had a relatively low score and create a plan of action for improving in that area. Here is an example using a fictional examinee named Barb.

Barb's Talent Profile



Behaviors Actions and habits that one exhibits in the workplace

When Barb reviews her Talent report (see previous page), she sees that her scores are low on Cooperation and Goodwill, and moderate on Influence and Sociability. Barb works in a team environment, so it is important for her to improve her interpersonal skills. She decides to create a personal development plan, focusing on what she sees as her weakest areas, particularly Cooperation and Goodwill. Below is her development plan for the personal characteristics that fall in the Interpersonal Effectiveness domain.

Barb's Development Plan

Interpersonal Effectiveness

	My score	My action plan	Priority
Cooperation	25	<ol style="list-style-type: none">1. If a coworker has an idea that works, support it. Don't keep pushing for my idea.2. Carefulness is one of my strong points. Offer to help others double-check their work if they need it.	2
Goodwill	20	<ol style="list-style-type: none">1. Stop criticizing my coworkers.2. Talk about the good things my coworkers do.3. Actively listen to coworkers.	1
Influence	40	<ol style="list-style-type: none">1. Try to persuade people to consider my ideas based on the merit of the idea. Don't push.2. Seek feedback from others, presenting my ideas and asking for their ideas.	3
Sociability	50		

As you can see, Barb recognized her strengths and weaknesses, and then she made a plan to improve some of her weaknesses. She set priorities and did not try to do too much at once. Your strengths and weaknesses, and thus your priorities, will probably be different.

After studying your score report, use the following pages to develop your action plan. Focus on your strengths as well as on your relative weaknesses. Your higher scores suggest areas in which you have stronger skills, and you may want to seek out jobs and responsibilities related to these strengths.

While Creativity and Savvy are not required for all jobs, if you score high in these areas, you may want to capitalize on these strengths.

Behaviors Actions and habits that one exhibits in the workplace

The first three domains—Motivation & Work Effort, Interpersonal Effectiveness, and Acting Appropriately—are important for most jobs. Standing Out is useful for a more limited range of jobs. This section focuses on the three domains that are important for most jobs.

Motivation & Work Effort

Success in this area relies on learning behaviors that help you focus on work tasks and maintain your energy to complete goal-directed activities.

People with high motivation and work effort:

- Actively look to improve work-relevant skills during off-duty hours
- Create procedures or systems to improve work flow
- Persist on completing work tasks despite challenges
- React responsively to improving their performance after receiving feedback

How can I improve?

1. Take initiative

- Recognize when work needs to be done and voluntarily initiate appropriate action, even if the tasks you undertake are not part of your job.
- Enthusiastically pursue opportunities for personal and professional development.

2. Plan and organize

- Identify necessary steps and devise plans for achieving objectives.
- Adopt a strong sense of time management, organization, and prioritization.
- Develop strategies that will help you accomplish your work.

3. Be persistent

- Establish clear objectives and consistently work toward meeting them.
- Exhibit on-task behavior, stay focused, and manage distractions.

4. Take responsibility

- Accept ownership of assigned tasks and hold yourself accountable.
- Maintain responsibility for making progress on work projects.
- Recognize the consequences of the actions and decisions that impact your work.

Which Talent characteristics do I need to work on?

	My score	My action plan	Priority
Carefulness		1. 2. 3.	
Discipline		1. 2. 3.	
Order		1. 2. 3.	
Striving		1. 2. 3.	

Behaviors Actions and habits that one exhibits in the workplace

Interpersonal Effectiveness

Interpersonal factors influence your ability to adapt to a work environment and to get along with the people who work with you.

People who build strong working relationships:

- Express their ideas and concepts very clearly on a consistent basis
- Coordinate their work with other team members
- Don't let personal differences interfere with completing tasks
- Listen effectively and ask questions to build understanding
- Direct their disagreement at tasks or processes, rather than at coworkers
- Speak positively about coworkers and refrain from critical or negative comments
- Gauge social situations and act differently among different groups of people

How can I improve?

1. Communicate with clarity

- Convey information clearly, effectively, and appropriately to different audiences.
- Learn to use a variety of formats and tools, such as speaking and writing, that are suitable to your audience.

2. Work cooperatively with others

- Collaborate, encourage teamwork, coordinate tasks, and resolve conflicts.
- Show consideration for others.
- Provide help and support as needed.
- Remain open-minded about differences in values and customs.

Which Talent characteristics do I need to work on?

	My score	My action plan	Priority
Cooperation		1. 2. 3.	
Goodwill		1. 2. 3.	
Influence		1. 2. 3.	
Sociability		1. 2. 3.	

Behaviors Actions and habits that one exhibits in the workplace

Acting Appropriately

Becoming effective in this area relies on processes that you can use to monitor, regulate, and control your behavior in the workplace.

People who are effective in this area:

- React calmly and rationally to crisis situations
- Take action that demonstrates their support for company policies and activities
- Always adhere to organization rules and policies
- Demonstrate flexibility in work assignments and tasks
- Go above and beyond what is expected of them
- View setbacks as opportunities to improve

How can I improve?

1. Practice good organizational citizenship

- Publicly endorse, support, and promote your organization's objectives.
- Show loyalty for your organization and express satisfaction with your work.

2. Recognize and manage stress

- Learn to keep working under unexpected or prolonged stress.
- Recognize and respond appropriately to feelings stress can cause.
- Manage the duration and intensity of negative feelings (e.g., anger, sadness, embarrassment).
- Find appropriate ways to express and manage negative feelings.

3. Follow the rules

- Understand and respect workplace rules, policies, and procedures.
- Behave ethically and follow social conventions.
- Demonstrate positive behavior.
- Regulate negative behaviors and control impulses.

4. Learn to adapt and change

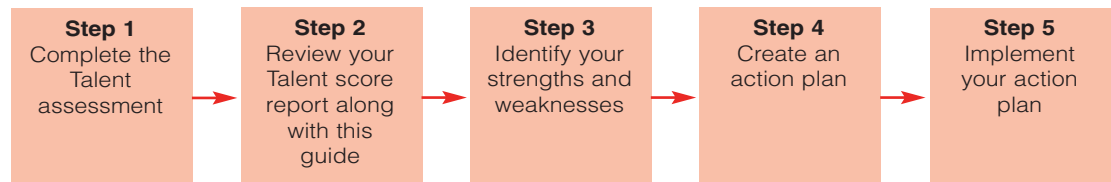
- Adjust your plans and activities in response to changes in working conditions, (e.g., management and customer needs, due dates, and priorities).
- Approach your assignments and tasks with a sense of flexibility.

Which Talent characteristics do I need to work on?

	My score	My action plan	Priority
Optimism		1. 2. 3.	
Stability		1. 2. 3.	

Final Thoughts

We hope that you have learned more about yourself after completing the Talent assessment and reviewing your score report. Talent is designed to help you gain a better understanding of your personal characteristics in terms of relative strengths and weaknesses. You will want to work on improving behaviors related to your low-scoring characteristics to be a more desirable employee. Let's review the process from beginning to end.



At this point you have completed steps 1 through 4, so you have created an action plan. However, creating a plan is not enough. You need to implement it. Keep in mind the following points:

- Be realistic about making changes. Trying to do too much all at once may lead to frustration and then to failure. You should identify long-term goals, but also set short-term objectives that you can achieve in the near future. Once you have met those objectives, set new objectives to improve further and reach your long-term goals.
- Practice your new behaviors. When developing a new work behavior, you may have to consciously think about the actions you need to take to change your behavior. However, with practice, you should find it comes more naturally.
- Be persistent in your efforts. You may have trouble implementing your plan at first, since old behaviors take a while to change. If you encounter challenges, keep trying. Don't get discouraged! Don't give up!
- Utilize your strengths. You may be concerned about your weaknesses, but you should try to make use of your strong points to improve yourself overall.
- Seek feedback from others. Unless you are self-employed, you work with and for others. Seek feedback from your coworkers and supervisor(s) on a regular basis.

