

## Performance Development Strategies for Personal Qualities

This document is a supplement to the **AccuVision WRS Personal Qualities Applicant Feedback Report – Section III**. It includes the development strategies related to all the tasks/competencies for the five **Personal Qualities** skills.

**PQ 1 INTEGRITY: You know right from wrong and try to do the right thing.**

PQ 1.1 Recognizes a situation of right & wrong and acts accordingly. (1)

PQ 1.2 Recognizes the ethical limits of a situation, appropriately confronts others that are pushing those limits. Reminds others of proper behavior. Will refer to higher authority if necessary. (2)

**PQ 2 RESPONSIBILITY: You work hard to do your job the best that it can be done; you pay attention to details and concentrate even when doing things you don't like; you always try to be on time for work; you do your work with a positive attitude.**

PQ 2.1 Takes whatever steps necessary to minimize impact of private life on work. (3)

PQ 2.2 Takes responsibility when an unusual situation demands special attention. (4)

PQ 2.3 Recognizes when more information is needed, willing to ask for help if necessary. (5)

PQ 2.4 Recognizes quality work, ready to go the extra mile to make sure that the job gets done properly. (6)

PQ 2.5 Responds by helping out when needed, even if it means giving up some personal time. (7)

PQ 2.6 Makes sure the job is done before leaving, does not leave extra work for next shift. (8)

**PQ 3 SELF-ESTEEM: You handle feedback and suggestions without becoming defensive, angry or upset; you are not afraid to learn new things.**

PQ 3.1 Stands up for self where appropriate, doesn't get defensive when criticized, accepts and learns from critical feedback. (9)

PQ 3.2 Open to new learning experiences, willing to ask for help when needed. Uses work assignments to gain new abilities. (10)

**PQ 4 SELF-MANAGEMENT: You are aware of what you can and can't do, and you're not afraid to ask for help when you need it; you try to get better at things you don't do well.**

PQ 4.1 When things get slow, finds something productive to do rather than wait to be told what to do. (11)

PQ 4.2 Recognizes the limits of own ability, communicates those limits as necessary; seeks help when needed. (12)

**PQ 5 SOCIABILITY: You are understanding, friendly, flexible, and polite; when you are around coworkers, you participate in whatever is going on, instead of trying to be "invisible"; you get along well with others; you take an interest in what others say and do.**

PQ 5.1 Uses open and honest communications in order to maintain relationships. (13)

PQ 5.2 Correctly balances business need against interpersonal relations. Takes the time to discuss non-work-related issues with associates, but only to the extent that this doesn't interfere with work. (14)

SKILL (PQ 1): INTEGRITY

**TASK (PQ 1.1): Recognizes when an ethical dilemma occurs, makes the right choice. (1)**

- ❑ Examine your own sense of values, is what you are doing or being asked to do right or wrong? Will you feel good about yourself if you "get away with it?"
- ❑ Sometimes the best thing to do isn't clear. In those cases, ask your supervisor for help. Your supervisor is not your enemy.
- ❑ Remember, you were hired to work a full shift. You agreed to accept their money and they expect to get a full day's pay out of you. Promote your own sense of good/bad among your coworkers. If they know where you stand, they will be less likely to ask you to do something that will get you (or them) into trouble.
- ❑ Promote your own sense of good/bad among your coworkers. If they know where you stand, they will be less likely to ask you to do something that will get you (or them) into trouble.
- ❑ It is approaching the end of your shift, your work is done, why not leave early? Think about it from your company's perspective. What would you want your employees to do?
- ❑ Remember, your company pays you for working your shift. Any money they give you that you don't earn is money stolen.
- ❑ Consider your level of authority, do you have the authority to "cover" for a coworker that wants to leave early? In most cases, letting someone go early is the supervisor's decision.
- ❑ Think about your actions, it is critical to your future and to the stability of your job that your boss trusts you. Before slipping out early (or letting a coworker slip out early) consider what this will do to the trust that your boss feels toward you.
- ❑ You might find yourself in a position of responsibility and closing up the business at the end of the day. If the sign on the door says you are open until 11 p.m., it is critical that you do not close those doors at 10:45, even if it means having to stay late for clean up.
- ❑ If you are late to work, be honest about it and put down the correct time on your timecard, even if no one would ever know about it and doing so causes you to lose money or get in trouble. In the long run, it is ALWAYS better to be honest.
- ❑ One way to avoid the temptation to leave early is to plan your life around your work hours. Don't even consider planning in such a way that you need to get off early or come in late.

SKILL (PQ 1): INTEGRITY

**TASK (PQ 1.2): Recognizes the ethical limits of a situation, assertively confronts others that are pushing those limits. Reminds others of proper behavior. Will refer to higher authority if necessary. (2)**

- ❑ Company policies, procedures and guidelines are created to help you understand how to do your job. It is in your best interest to read those guidelines.
- ❑ If you see someone breaking company rules, don't encourage them by smiling, agreeing with them or applauding their behavior.
- ❑ If you see someone breaking company rules, point out their error to them. Make sure that they know that you know what they are doing and that you disapprove.
- ❑ Friendships with coworkers are not like friendships away from work, you can't just look the other way when a coworker is doing something that is against company policies. Sometimes you have to put the company ahead of being nice.
- ❑ You should not overlook the behavior of others, even buddies, when what they are doing might cause the organization to fail (e.g., theft). Take responsibility to get them to stop their unethical or illegal behavior.
- ❑ Even small things, such as handing out extra food to friends who come to your restaurant, should be avoided. Company profit depends on an accurate accounting between product purchased and product sold. Everything given away is profit lost.
- ❑ If you see someone breaking company rules, you've tried to get them to stop and it continues, then it is time to bring the problem to your supervisor.
- ❑ If you learn that one of your coworkers has been breaking company rules for a long time (e.g. stealing, writing down the wrong times on a timecard, etc.), it is your responsibility to report this to your supervisor. This won't make you popular with your coworkers, but it will help you to build trust with your supervisor and keep you employed.
- ❑ Even if you personally don't understand why the company has made a rule, follow the company policy. If you feel strongly that this policy is silly or counter-productive, discuss it with your supervisor but don't break it.
- ❑ Learn your company policies and procedures. If you know what is right, you will have a better understanding of what is wrong. You will also be able to help others understand right and wrong behavior.

SKILL (PQ 2): RESPONSIBILITY

**TASK (PQ 2.1): Takes whatever steps necessary to minimize impact of private life on work. (3)**

- ❑ If your children are causing you to get to work late every day, first, remember that you are the parent, you control your children's day. Start your day early enough to resolve all possible issues. Keep in mind that your work has high priority in your life. If you keep your work as a high priority, you will find a way to deal with these family issues.
- ❑ Think ahead. If you know that you will need to miss work due to child care issues, talk to your boss about it. Your boss may have helpful suggestions. For sure your boss is going to need to know about it and schedule accordingly.
- ❑ If you lose your job, you lose your income. Without income your children will suffer. Do whatever it takes to keep that job.
- ❑ Your family comes first. In most cases, however, your family can best be served if you stay employed. Try to keep family issues away from your work setting.
- ❑ If your kids are calling you at work a lot, with not-too-serious problems, teach them that it is important not to call you at your work.
- ❑ For many, transportation is a problem. Speak to your coworkers, what are they doing to get to work? Would any be able to help you? Maybe if you chip in on buying gas?
- ❑ Treat your work schedule as sacred, make all other plans around your work schedule.
- ❑ You were hired with the expectation that you would be there every work day, putting in a full shift's work for a full shift's pay. It is up to you to find a way to make that happen. It is your responsibility to come up with a way to work without interruptions from home.
- ❑ Difficulties at home interfering with your work? Try talking openly of your problems with the family member(s) causing you trouble. Be sensitive to their needs, but also make them aware of yours.
- ❑ Share with your family your "vision" of the benefits from working. Show them how your work will help them all to obtain their goals. Encourage them to help you with your work (e.g., by helping you get to work on time, not bothering you at work, etc.)
- ❑ Learn to see your family as a resource, they can help you keep your home problems at home.
- ❑ Develop a social network for helping out with home situations. Family, friends, neighbors, others at work with similar situations can all be a source of help.
- ❑ Develop backups so that if one solution fails you are not caught short.

SKILL (PQ 2): RESPONSIBILITY

**TASK (PQ 2.2): Takes responsibility when an unusual situation demands special attention. (4)**

- ❑ At work your boss depends on you to handle your job duties. Sometimes something special comes up that is outside of your regular workload. Take responsibility to see that the special problem is resolved.
- ❑ Your supervisor can't anticipate everything that may happen during your shift. Be ready and willing to take responsibility to resolve unusual situations that may develop.
- ❑ If you see a coworker needs help, if at all possible, pitch in and help out.
- ❑ Keep in mind that the responsibility for finishing the assignments and work activities given to your team goes beyond your specific job. You not only need to make sure that you are done on time but that your coworkers are also completing their tasks on time. If necessary, when you finish your task help them with theirs.
- ❑ Unusual situations provide you opportunity to demonstrate your ability, take advantage of them.
- ❑ Ask senior coworkers what unusual situations have occurred. Learn from them and be prepared.
- ❑ Do not stand by and allow others to handle situations that come up in your area. Take responsibility to see that the problem or issue is resolved.
- ❑ Unusual situations come up. Be ready for them. To whatever extent possible, include time in your plans for your day to handle unusual situations.
- ❑ Network with others to find out what everyone does. Use that network in order to handle unusual situations. Be ready to call on your coworkers for help. If others help, don't forget that the problem is yours, not theirs. Follow through.

SKILL (PQ 2): RESPONSIBILITY

**TASK (PQ 2.3): Recognizes when more information is needed, willing to ask for help if necessary. (5)**

- ❑ Occasionally a problem will come up that is beyond your area of expertise. It is okay to seek help, but don't forget that it is your problem to solve. See it through.
- ❑ Do not hesitate to ask for help if you don't know how to do something. Asking a more experienced coworker would be a good first step in finding the answer to your question.
- ❑ Learn all you can about the company's products or services. Doing so will make you a more effective employee.
- ❑ Take your time and do it right the first time. Ask questions as necessary to ensure that the work is done right. This will save hours of rework and possible embarrassment.
- ❑ If you are shown how to do something, and still don't understand, ask again. Keep asking until you get it right.
- ❑ Not knowing the answer to a problem is not a crime. No one knows all the answers. Be open to asking questions of others. Use such situations for learning.
- ❑ It is a good idea to develop a good relationship with more experienced coworkers. You want it to be easy to find answers when you have a question.
- ❑ Try to obtain feedback on your work. Did you miss anything? Can your work be done better? Ask for help if needed.
- ❑ Find a role model who can act as a mentor at work. How does he/she handle difficult situations?

SKILL (PQ 2): RESPONSIBILITY

**TASK (PQ 2.4): Recognizes quality work, ready to go the extra mile to make sure that the job gets done properly. (6)**

- ❑ Learn to recognize quality in your workplace. If you understand quality, you will be able to quickly recognize a lack of quality and do something about it before it becomes a serious problem.
- ❑ If you realize that something you have done was done incorrectly, think about how it will reflect on your company. Do the right thing.
- ❑ When you recognize low quality work, even if it is done by another, take responsibility to see that the work is corrected. Don't let the low quality work be seen by a customer.
- ❑ Take the time to see how the work is done by others. Can you learn from them? Can you make it better? If you can do the work better, make sure that you tell the others how they can improve their work as well.
- ❑ See yourself as an important part of your organization. Without your skills, the organization will suffer. Do your best to make sure that your organization survives.
- ❑ Identify what people do to get promoted. See if doing the same thing will work for you.
- ❑ Make it a point to accomplish both major goals (e.g., getting the job done) and minor goals (e.g., accurate in every detail) with every project and before deadlines.
- ❑ Seek to learn all you can about the company you work for. The better your understanding, the better your work will match company needs resulting in higher quality work.
- ❑ Try to obtain feedback on the quality of your work. Learn from the feedback.
- ❑ Serve as a role model for quality work.

SKILL (PQ 2): RESPONSIBILITY

**TASK (PQ 2.5): Responds by helping out when needed, even if it means giving up some personal time. (7)**

- ❑ Keep in mind that the responsibility for finishing the assignments and work activities given to your team goes beyond your specific job. You not only need to make sure that you are done on time but that your coworkers are also completing their tasks on time. If necessary, when you finish your task help them with theirs.
- ❑ See yourself as an important part of your organization. It is your responsibility to see that that organization survives. Help out your coworkers when needed. Don't let the organization suffer because one of its' parts is falling behind.
- ❑ Help others outside of your job description if necessary to ensure a job well done.
- ❑ Learn to recognize the strengths and weaknesses of your coworkers. This will enable you to recognize when they need help.
- ❑ It is important to avoid jumping from job to job. By moving around from job to job you often are hurting yourself. Be patient. Stick with one job whenever possible. Maybe the money isn't there now, but stick with the job, helping out even when the money isn't so good (e.g., as a food server, working through the quiet shifts - not going home first chance you get). Eventually your patience will pay off.
- ❑ Sometimes, staying late and helping out others will pay off by their returning the favor when you need it.
- ❑ Serve as a role model for others.



SKILL (PQ 2): RESPONSIBILITY

**TASK (PQ 2.6): Makes sure the job is done before leaving, does not leave extra work for next shift. (8)**

- ❑ Think about how what you do will affect others. Would you like to come in to work and find that the shift before did not finish their job, leaving it all for you to clean up? No? Then don't leave your work for them, do what you have to do to complete your work.
- ❑ Sometimes due to forces beyond your control you cannot complete all of your work assignments in time. Seek out your supervisor. Explain the problem and ask what should be done.
- ❑ Keep in mind that the responsibility for finishing the assignments and work activities given to your team goes beyond your specific job. You not only need to make sure that you are done on time but that your coworkers are also completing their tasks on time. If necessary, when you finish your task help them with theirs.
- ❑ Learn to recognize when a job is complete. It is often possible to do "good enough." However, in the long run, it is much better to be recognized as a person who does "excellent" work, than it is to be known as one who does just enough to get by.
- ❑ Work left undone is work not done well. Try to make sure that at the end of your shift all your work is complete. If you can't complete all work, make sure that you leave notes (either for yourself when you return, or for others who may have to take up where you left off) that clearly explain what was done and what is left to do.
- ❑ To whatever extent possible, it is good to do extra work. Complete your work and get the work started for the next shift.
- ❑ It is good to begin your shift by listing what you hope to complete before the shift's end.
- ❑ Make sure that you know what your supervisor expects you to complete by the end of your shift, then make every effort to ensure that all is done.
- ❑ If you do not know what is expected of you, ask questions.

SKILL (PQ 3): SELF-ESTEEM

**TASK (PQ 3.1): Stands up for self where appropriate, doesn't get defensive when criticized, accepts and learns from critical feedback. (9)**

- ☐ Take pride in your work. Volunteer for new tasks.
- ☐ It is best to be open and honest with your supervisor. If he/she is accusing you of something you didn't do, they need to know about it. Do not be confrontive but do be assertive and let them know the truth.
- ☐ Take pride in your accomplishments. Celebrate when you do something well.
- ☐ Do not assume that criticism on one task applies to your whole world of work. You can be great on one task but not so good on another.
- ☐ Do not overreact, or react negatively, to criticism. Criticism from your supervisor does not mean that you are a bad person. Learn to see criticism as one way of getting better at your job. From that point of view, receiving criticism is good. It is helping you to learn your job.
- ☐ Remember, in a work setting it is important to maintain a professional demeanor, even if others have lost theirs. Stay cool, calm, and non-defensive. Focus on the problem, don't let things get personal.
- ☐ If your supervisor tells you that you are doing something wrong, don't hate him/her for telling you. Your supervisor is supposed to help you learn your job. Some supervisors are better at helping you to learn than others, but it is up to you to learn and you can learn from anyone.
- ☐ If you feel that your supervisor is criticizing you, ask him/her for help.
- ☐ Develop networks with others in your work group who might be able to help you to better understand your job.
- ☐ Take advantage of your opportunities, if your supervisor criticizes you for one task, mention how well you are doing on another task.
- ☐ Any time your supervisor calls you aside, for whatever reason, this is an opportunity to promote yourself in his/her eyes. Your supervisor may not know how good an employee you are. Tell him/her.
- ☐ See yourself as an important part of your organization. Without your skills, the organization will suffer. Do your best to make sure that your organization survives.
- ☐ Speak up to your supervisor about your work. If you are doing something well, make sure he/she knows about it.
- ☐ Exhibit self-confidence, even when you don't actually feel it.

SKILL (PQ 3): SELF-ESTEEM

**TASK (PQ 3.2): Open to new learning experiences, willing to ask for help when needed. Uses work assignments to gain new abilities. (10)**

- ☐ Too many of us assume that we know less than we do. You might surprise yourself with how much you know and can learn.
- ☐ If you are given an assignment that requires you to do something you haven't done before, rather than assume that you cannot do it, why not give it a try? Learning something new can be fun and make the job more interesting.
- ☐ When you start a new job, look around and see what people are doing. Do you see something you would like to learn? Ask questions.
- ☐ It is often useful to identify someone that you can use as a mentor or coach. Watch what that person does, ask lots of questions.
- ☐ Sometimes you will be given a task that you simply cannot do because of a lack of critical information, don't hesitate to ask others for help. Everyone needs help at one time or another.
- ☐ Take advantage of your opportunities and learn as much as you can about all the different jobs in your department. You never know when that knowledge might pay off.
- ☐ Take each task, one task at a time, and improve on that task. In no time at all you will be able to do all the tasks for your job.
- ☐ For the most part, job assignments can be broken down into pieces. When learning something new, take one piece at a time. No fear.
- ☐ It is always to your advantage to increase your education. Check out the local community college. Often, they have courses that would benefit you in your career.
- ☐ Learn to recognize your own work strengths and weaknesses. Exploit your strengths, develop your weaknesses. For the most part, developing your work skills comes through experience so look for work assignments that will force you to learn something new.
- ☐ Learn to see new task assignments as opportunities for growth, not challenges to identity.
- ☐ Be ready to adapt to changes in your organization. Change means an opportunity to learn new things.
- ☐ Learn to see "learning" as an ongoing lifetime activity, not as a hassle that must be gotten through for any new job.

SKILL (PQ 4): SELF-MANAGEMENT

**TASK: (PQ 4.1): When things get slow, finds something productive to do rather than wait to be told what to do. (11)**

- ☐ Your supervisor can't list all the possible things to do in your shift. If you complete all of your assignments don't sit around waiting until someone tells you to do something, find something useful to do.
- ☐ Just because you aren't told to do something, doesn't mean there isn't work to do. There is always work needing to be done, look around.
- ☐ See what others are doing. Can they use help? Is there similar work needing to be done?
- ☐ Schedule your time away from work so that you have no need to try and get off work early. Don't even consider plans that will require you to try and get done early.
- ☐ Develop a time management system. Think about what you need to accomplish for the day and make plans to use your time effectively. Keep in mind that you may have to change your plans as things come up.
- ☐ As a general rule, employees who stand around waiting to be told what to do are not appreciated as much as those who complete their work assignments then find something new and useful to do on their own.
- ☐ Your supervisor will have expectations for how you are to spend your time. Find out what he/she expects, then plan your time to meet those expectations.
- ☐ Always have in mind something that needs to be done when times get slow. Sometimes it is even good to take a break during busy times by doing something that you have had on the back burner for a while.

SKILL (PQ 4): SELF-MANAGEMENT

**TASK: (PQ 4.2): Recognizes the limits of own ability, communicates those limits as necessary; seeks help when needed. (12)**

- ❑ If you are asked to do something you don't know how to do, make sure that your supervisor knows that you will need help. Don't just accept the work assignment then not do it.
- ❑ If you are given a task that is more than you know that you can do, tell the person giving you the task. You don't want them to expect work to be done, and then you not be able to do it.
- ❑ Look for opportunities to expand your capabilities, but make sure that if you are learning something new that your supervisor understands that this is a new task for you.
- ❑ If you are asked to do something you can do but know that you won't have the time to do it, don't just accept the assignment with the intention of getting to it later. Make sure that the time limitation is understood so that other arrangements can be made if needed.
- ❑ Look around at what others are doing, find out who knows what and then when you have a question you will know the proper person to go to for the answer.
- ❑ Look around at what others are doing, if you see coworkers who don't know as much as you do, share your knowledge with them. Sooner or later they may return the favor.
- ❑ Learn to recognize your own work strengths and weaknesses. Try not to assume that just because you don't have an ability that you can never develop it.
- ❑ Share your strengths with your coworkers, ask for help with your weaknesses.

SKILL (PQ 5): SOCIABILITY

**TASK (PQ 5.1): Uses open and honest communications in order to maintain relationships. (13)**

- ❑ If you need help from a coworker, be open and honest about it. Tell them why you need help and what pressures you are under. If they can help, they probably will help.
- ❑ Always try to communicate positively. It is generally considered bad form to make threats or to demand payback. They will know if they owe you anything and will try to keep things in balance.
- ❑ After discussing a problem or issue with a coworker, ask them what they think might have caused the problem and what they think might be done to improve the situation.
- ❑ Remember, in a work setting it is important to maintain a professional demeanor. Do not let irritations with coworkers blow up into confrontations.
- ❑ If a coworker is doing something you find irritating, try talking about it with the person in private. Keep calm and friendly. Listen to what they are saying. If you can't get resolution, talk about it with your supervisor.
- ❑ If you see a coworker doing something incorrectly, provide constructive criticism. Don't get personal. See yourself as a teacher. Tell them what they are doing wrong so that they can start doing it right. In the long run, you could be saving their job for them.
- ❑ It is sometimes best to watch what you say. For example, it is rarely appropriate to complain about your job even if your coworkers feel the same.
- ❑ Most people like to gossip. Rarely is gossip good for either yourself or your coworkers. Be careful what you say, especially if you are talking about your boss.
- ❑ Talk to your boss. Make an effort to maintain easy communications with your boss. At the same time, remember that your boss has an official relationship with you. He/she should be treated with respect, not in the same casual manner that you would treat a friend.
- ❑ Respect others and they will respect you.
- ❑ Respect cultural differences among your coworkers. Recognize that your point of view may not be the only point of view.

SKILL (PQ 5): SOCIABILITY

**TASK (PQ 5.2): Correctly balances business need against interpersonal relations. Takes the time to discuss non-work-related issues with associates, but only to the extent that this doesn't interfere with work. (14)**

- ❑ It is important to develop good working relationships with your coworkers. With that in mind, it is also important not to let socializing at work get in the way of getting the job done. Seek a balance.
- ❑ Take the time to discuss non-work-related issues with your coworkers, but let them know when you need to work vs. visit.
- ❑ Let your coworkers know when they are doing a good job and that you appreciate their help.
- ❑ Get to know your coworkers by participating in team events with them.
- ❑ Respect your company rules on interacting with your coworkers and customers. For some companies, chatting with coworkers is frowned upon, for others it is encouraged.
- ❑ Talk with your coworkers. Don't become known as a person who is all work. Keep yourself approachable so that when the need arises you can work together effectively.
- ❑ Develop a network of people you can talk to outside of your job description. Who knows what information you will need? It will be good to know someone you can call on for different types of questions.
- ❑ Listen to your coworkers. Pay attention and remember what is important to them. It is important that you develop an easy relationship so that when problems come up you can help one another.
- ❑ Respect cultural differences among your coworkers. Recognize that your way of doing things may not be the only way of doing things.