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# Self- Development Plan

PREPARED BY: ANKITA SAHOO  
SAN JOSE STATE UNIVERSITY  
FA24: BUS-210DEVEL AND MNG PEOPLE



Presented by

**ANKITA SAHOO**  
BUS-210Devel and Mng People

Presented to Professor

**MONICA GAVINO**



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# Executive Summary

## VISION

This self-development plan provides a structured approach to assess and enhance my personal and professional growth in alignment with my long-term career aspirations in the tech sales industry. The purpose of this report is to critically evaluate my current competencies, identify areas for improvement, and outline actionable strategies to address them.

## MISSION

The foundation of this plan is derived from diagnostic assessments, including the Type A Scale, Team Roles Preferences Scale, Leader-Member Exchange (LMX), DISC Personality Assessment, and Cultural Competence Self-Assessment. These tools provided detailed insights into my strengths, such as competitiveness, job involvement, and loyalty, as well as areas requiring development, such as managing impatience, conflict resolution, and rapport-building with supervisors.

The analysis highlights that my strengths lie in driving results, fostering collaboration, and maintaining high levels of productivity. However, challenges such as impatience and lower scores in harmonizer and mutual affection dimensions emphasize the need for improved emotional intelligence and interpersonal skills.

Based on the results, three major areas of focus have been identified:

- 1.Enhancing active listening skills to improve communication and engagement.
- 2.Strengthening conflict resolution abilities to build stronger team dynamics.
- 3.Developing cultural competence to foster inclusivity and adaptability in diverse environments.

Each area is addressed through specific SMART goals, ensuring measurable progress within defined timeframes. The plan also incorporates strategies for accountability, such as regular self-assessments, feedback from peers, and positive reinforcement mechanisms to reward progress.

This self-development plan is more than a reflection of my current abilities; it is a roadmap to becoming an adaptive, empathetic, and results-driven leader in tech sales. By implementing these strategies, I aim to bridge the gap between my current capabilities and the demands of future leadership roles, contributing meaningfully to innovative AI-driven startups and beyond.

# Introduction and Overview



## PURPOSE

As a Sales representative and Student



## PLANS

Journey at San Jose state University



## SELF DEVELOPMENT PLAN

FOR BETTER SELF TOMORROW

This self-development plan aims to provide a structured framework for understanding and enhancing my personal and professional growth. This plan serves as a strategic tool to identify my strengths and areas for improvement through the use of diagnostic assessments, reflective analysis, and actionable strategies. It is designed to align with my long-term career aspirations, particularly in leadership roles within the tech sales industry, while also contributing to my personal growth.

The objective of this report is multifaceted:

- 1.To critically evaluate my current skills and behaviors.
- 2.To determine actionable steps for addressing identified gaps.
- 3.To craft a roadmap for continuous learning and development.

Through this process, I aim to improve essential competencies such as communication, leadership, teamwork, and cultural adaptability. These skills are critical for succeeding in highly dynamic and diverse professional environments, particularly within innovative AI-driven startups.

The findings from this report will serve multiple purposes. In the immediate term, they will guide my interactions within my MBA program and professional roles, fostering better collaboration and leadership. In the long term, the insights will inform my approach to career challenges, equipping me to adapt and thrive in future leadership opportunities.

To develop this plan, I followed a systematic process that included:

- Conducting various assessments, including the Type A Scale, DISC Personality Assessment, and Team Roles Preferences Scale.
- Interpreting the results to gain insights into my personality traits, leadership capabilities, and interpersonal skills.
- Identifying key strengths, such as competitiveness and loyalty, as well as areas for improvement, such as managing impatience and enhancing active listening.
- Developing specific, measurable, attainable, relevant, and time-bound (SMART) goals to address these areas.

This report is organized into distinct sections, each offering valuable insights:

1. Personal Profile: This section provides an overview of my background, career journey, and aspirations for the future.
2. Assessments: A detailed analysis of the diagnostic tools used, their results, and interpretations.
3. Self-Reflection: A critical evaluation of my strengths, weaknesses, and surprising findings from the assessments.
4. Development Plan: This section outlines the three major areas of focus, SMART goals, and accountability strategies.
5. Conclusion: Summarizes the key takeaways and outlines my approach to self-awareness and development moving forward.

By following this structured approach, I aim to transform my self-development plan into a practical and impactful guide for personal and professional growth, ultimately positioning myself as an effective and empathetic leader.

# Personal Profile

## Background

I grew up in Odisha, India, in a family that valued education and resilience. From a young age, I was curious about how technology could solve real-world problems. That curiosity guided me toward a career blending tech, people, and innovation.

## Career Journey / Where Am I Today

I started my professional journey at BYJU'S, where I discovered my love for sales and problem-solving. Over time, I moved into a leadership role at WhiteHat Jr., managing a team and helping them exceed targets. Now, as an MBA candidate at San Jose State University, I'm exploring new opportunities in tech sales while representing my cohort as the First-Year MBA Representative. This role has taught me so much about leadership and collaboration, and it's been a great platform to sharpen my skills.

## Influences and Mentors

My parents were my first mentors, showing me the value of persistence and empathy. At work, early managers shaped my focus on goal-setting and accountability. My husband, who works in AI, inspires me every day to think about the future of tech and how I can be part of that change.

## Aspirations for the Future

Looking ahead, I want to step into leadership roles in tech sales, especially in AI-driven companies. My goal is to connect innovative solutions with real customer needs and lead teams that thrive on collaboration. I hope this process of self-awareness helps me grow, not just as a professional but as someone who can inspire and drive positive change wherever I go.





# Aspirations for the future

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I'm aiming to lead teams in tech sales, ideally at an AI startup. After seeing how fast things change in tech, especially in AI, I'm super excited about the potential to work on projects that push the envelope. I want to help connect the next big thing in tech with the people who need it most, making sure the solutions are not just innovative but actually solve real problems.

I've had the chance to grow as a leader already, whether it was hitting targets at BYJU'S or helping my team crush it at WhiteHat Jr. But now, I'm all about scaling those skills up. I want to be in a role where I'm not just part of the growth but helping drive it. I see myself leading teams in a fast-paced environment, where the goal is to innovate constantly and adapt to what's next.

Eventually, I'd love to be in a position where I'm shaping the future of how we use technology, especially AI, and making sure that the teams I lead are not just hitting their numbers but also loving the journey. And beyond that, I want to inspire others, just like the mentors I've had, to be bold, take risks, and see tech for its true potential in making lives better.

## Type A Scale Assessment

Type A scale Personallity-	Possible score pts	Your score	What is each dimension measuring	Discuss what your score suggests about your personality
Overall Score	147	122		
Dimensions:				
Impatience	49	38	How quickly i get frustrated with delays and how driven you are to complete tasks fast.	
Job Involvement	49	44	How deeply i commit myself to my job and the level of passion and energy i put into my work.	
Hard driving/Competiti ve	49	40	This reflects how driven are to succeed and my competitiveness in achieving goals.	



**Impatience (Score: 38/49)**

I scored 38 out of 49 in impatience, which tells me that I'm a person who likes things to move quickly. I get impatient when things drag on or when there are unnecessary delays. I've definitely felt this in fast-paced environments like BYJU'S and WhiteHat Jr., where I was always pushing to get things done efficiently. It's not just about speed—it's about getting results quickly, which I tend to focus on. I do try to find ways to be mindful and manage that impatience, but it's definitely something I have to work on in moments of high pressure.

**Job Involvement (Score: 44/49)**

Scoring 44 out of 49 in job involvement shows that I'm highly invested in my work. I get deeply committed to my tasks, especially when I believe they'll help the team or company succeed. For example, when I was leading teams at WhiteHat Jr., I took ownership of both personal and team goals. It was essential to me that everyone was performing at their best, and I put in the extra effort to ensure that. This passion is one of my biggest strengths, and it's been a driving force throughout my career.

**Hard-driving/Competitive (Score: 40/49)**

With a score of 40 out of 49, I'm clearly driven and competitive, but not to an extreme extent. I push myself to exceed expectations, whether that's hitting sales targets or motivating my team to reach new heights. But I've also learned that being highly competitive can sometimes lead to burnout or unnecessary stress if not managed. So, while I thrive in competitive environments, I do need to find ways to channel that energy without overwhelming myself or others.

**Strengths and Behaviors I Engage In**

My biggest strength, according to these results, is job involvement. I consistently show up with high energy and dedication to my work, whether that means training my team, exceeding sales targets, or simply ensuring that I'm doing my best. I engage in behaviors like setting personal goals, tracking progress, and constantly looking for ways to improve processes. This commitment to my work not only helps me achieve my own goals but also motivates those around me.

Another strength I see is my competitive drive. In sales, it's critical to push for results, and I've always embraced that challenge. Whether I'm leading a team or working individually, I set high standards for myself, and this translates into strong performance.

**Areas for Development and Behaviors You Engage In**

The area I need to develop most is managing impatience. The results point to a tendency to rush through tasks, especially when there are obstacles or delays. In leadership, I've noticed this impatience can sometimes affect the pace of team projects. For instance, I tend to expect quick outcomes, which might stress out others or cause me to overlook details that require more time. I need to work on pausing and recalibrating, especially when things aren't progressing as quickly as I'd like. Practicing patience and better managing my expectations in slower-paced situations will help me handle these moments with more grace.

**What Do You Want to Work On?**

I want to work on better managing my impatience in scenarios where I don't need to rush. Specifically, I want to focus on listening more actively during team discussions, letting others take their time to share ideas, and giving projects the necessary time to evolve. By doing this, I can become a more empathetic and effective leader, while still maintaining the drive and urgency that propel me forward.

## Team Roles Preferences Scale

Team Roles Preferences Scale	Possible score pts	Your score	What is each dimension measuring	What does your score say about you as a team member?
Overall Score	75			
Encourager (1-3)	15	12	How much I inspire and motivate others	
Harmonizer (7-9)	15	14	How well i help manage conflict and keep things peaceful	
initiator (10-12)	15	11	How often I take charge and push things forward	
Gatekeeper	15	15	How effectively I manage information flow and ensure everyone has a voice	
Summarizer (13-15)	15	13	How well I wrap things up and make sure everyone is on the same page	

### Strengths and behaviors I engage in:

One of my strongest areas is being a Gatekeeper, where I scored a perfect 15/15. This role is all about ensuring the team communicates effectively, and I've always taken pride in helping everyone feel heard. For example, during team meetings at WhiteHat Jr., I made sure everyone had a chance to share their ideas, and I worked to summarize points to avoid confusion. I'm really good at keeping the conversation flowing and making sure that no one is left out. It's been a huge strength when managing teams and collaborating across departments.

## **My Area for Development–**

The area I need to focus on is being more of an Initiator. My score of 11/15 here shows that I tend to wait for others to take the lead, rather than stepping up myself. I sometimes find myself waiting for more direction from others before diving into new projects. While I'm comfortable working within a team, I realize that stepping up and pushing things forward on my own will help me become a more proactive leader. To work on this, I'm making a conscious effort to volunteer for new initiatives and start projects when I see opportunities.

## **What Do I Want to Work On?**

I definitely want to become more of an Initiator. I've recognized that to be a stronger leader, I need to start taking charge more often, even when the path isn't crystal clear. I'm going to start small—like leading smaller projects or brainstorming sessions—before stepping into bigger roles. The key is not to wait for things to unfold but to create that momentum myself.

## ASSESSING YOUR LMX

Leader Member Exchange	Possible score pts	Your score	What is each dimension measuring	What does it say about your relationship with manager
Overall Score	60	45		
Mutual Affection	15	9	Measures the emotional bond between me and my manager. Do you get along personally?	
Loyalty	15	15	How loyal we were to each other, including mutual trust and dependability	
Professional Respect	15	11	How much respect I have for each other's professional capabilities and achievements.	
Contribution to Work Activities	15	10	Looks at how much I was involved in key tasks and how much I contribute to achieving goals.	

### My Top Strength

The area where I scored the highest was Loyalty (15/15). I believe in supporting my manager and the company wholeheartedly, and I take pride in staying committed even during tough times. For example, during my time at WhiteHat Jr., I worked closely with my manager to meet team goals, and I consistently stood by the direction they set. Loyalty, to me, isn't just about sticking around; it's about being reliable, staying aligned with the company's mission, and showing up when needed.

## My Area for Development

The area I need to work on the most is Mutual Affection (9/15). While I respect my manager's work and am fully committed, I've realized that the emotional bond could be stronger. Sometimes, I focus so much on the work that I forget to engage on a more personal level. I want to build a better rapport with my manager, not just by doing my job well, but by making an effort to connect and share feedback. I'm working on being more proactive in conversations and creating space for personal connection.

## What Do I Want to Work On?

I want to focus on building stronger Mutual Affection with my manager. It's important to me that we have an open, honest relationship—not just around work but also on a personal level. I'm going to start by scheduling regular catch-ups, not just about tasks but also to check in on how we're both doing. I also want to take more ownership in Contributing to Work Activities, especially in shaping the vision and direction of team projects. I'll start by offering more feedback and taking the lead in discussions that influence the team's path forward.

## DO YOU KNOW WHAT IT TAKES TO BE A LEADER?

Do you know what it takes to be a leader?	Possible score pts	Your score	What is each dimension measuring
Overall Score	100	80	
Personal Stability	10	7	Measures how well I stay calm and composed, especially under pressure.
Productivity	15	14	How much I get done and how efficiently I manage tasks
Self Management	15	11	How well I manage my time, emotions, and actions in challenging situations.
Boundary Setting	10	10	My ability to set limits and maintain healthy work-life balance.
Teamwork	25	18	How well my work with others to achieve shared goals and maintain team harmony.

Communication	15	13	How well my convey information and engage with others.
Work Quality	10	7	How high the standards of my work are, focusing on accuracy and attention to detail.
Teamwork	25	18	How well you work with others to achieve shared goals and maintain team harmony.

### What Do I Want to Work On?

The area I need to work on the most is Mutual Affection (9/15). While I respect my manager's work and am fully committed, I've realized that the emotional bond could be stronger. Sometimes, I focus so much on the work that I forget to engage on a more personal level. I want to build a better rapport with my manager, not just by doing my job well, but by making an effort to connect and share feedback. I'm working on being more proactive in conversations and creating space for personal connection.

### CULTURAL COMPETENCE SELF-ASSESSMENT

Cultural Competence Self-Assessment	Possible score pts	Your score	What is each dimension measuring
TOTAL POINTS	140	107	I didn't realize how much I'd already learned about cultural norms and practices until I saw this score.
Awareness	40	29	How mindful I was of cultural differences and your own biases.
Knowledge	52	38	My understanding of cultural norms, traditions, and practices.
Skills	48	40	How well I adapt and communicate effectively in diverse cultural settings.

## **Strengths and behaviors I engage in**

My biggest strength is clearly in the Skills dimension, where I scored 40/48. This shows that I'm good at adapting and communicating in culturally diverse environments. I've noticed this strength in situations where I've worked with people from different backgrounds, such as in team projects during my MBA program or while interacting with international clients during my sales roles. I actively listen, ask questions to clarify cultural nuances, and make an effort to adjust my approach to make others feel comfortable. This skill has been critical in building trust and maintaining strong relationships across teams.

## **Areas for Development and behaviors I engage in**

The area I need to improve most is Awareness (29/40). While I'm open-minded and respectful, I sometimes miss opportunities to reflect on my own biases and assumptions. For example, there have been times when I assumed certain communication styles or decision-making processes were universal, only to realize later that they varied greatly by culture. I need to work on pausing and thinking more deeply about my own cultural lens before engaging in cross-cultural situations.

## **What do I want to work on?**

I want to focus on improving my Awareness by being more mindful of my own biases and reflecting on them regularly. I'll start by engaging in activities like journaling after key interactions to identify assumptions I made and how they influenced my behavior.

Additionally, I want to build on my Skills by participating in more culturally diverse experiences, like joining global networking events or taking part in multicultural workshops. This will help me sharpen my adaptability while reinforcing the strengths I already have.



## **ACTIVE LISTENING**

Active Listening	Possible score pts	Your score	What does it say about your listening skills?
Overall Score	75	57	I tend to form opinions or solutions while the speaker is still talking, which means I might miss nuances or context.
Avoiding Interruption	10	5	Measures how well i resist the urge to interrupt while someone else is speaking.
Postponing Evaluation	15	7	Reflects my ability to hold off on forming judgments or conclusions until I have fully heard the speaker.
Showing Interest	20	20	Assesses how well I express genuine curiosity and attentiveness.
Maintaining Interest	15	15	Evaluates how engaged and focused I remain throughout a conversation.
Organizing information	15	10	Measures how effectively I can process, summarize, and retain what I have heard.

### **Strengths and behaviors I engage in**

My top strength is Showing Interest, where I scored a perfect 20/20. I consistently make people feel heard and valued by using behaviors like nodding, making eye contact, and asking clarifying questions. For example, in team discussions or client meetings, I always ensure the speaker knows I'm engaged by paraphrasing their points or expressing curiosity about their ideas. This strength has helped me build trust and stronger relationships, whether with colleagues, clients, or team members.

#### **Another Strength: Maintaining Interest**

Scoring 15/15 here shows that I have no trouble staying focused during conversations. Once someone has my attention, I'm fully present. This has been particularly helpful during long meetings or one-on-one discussions, where maintaining focus can often lead to better problem-solving and decision-making.

## **Areas for Development and behaviors I engage in**

My weakest area is Avoiding Interruption, with a score of 5/10. I've realized that I sometimes jump into conversations too quickly, especially when I'm excited about the topic or feel like I already know the solution. For instance, during brainstorming sessions, I've caught myself cutting in before someone has fully explained their point. While my intent is usually to contribute, I now understand that it can make others feel unheard.

Another area to work on is Postponing Evaluation (7/15). I tend to form opinions or solutions while the speaker is still talking, which means I might miss nuances or context. For example, in customer feedback sessions, I've occasionally started planning a response too early, instead of waiting to hear the full story.

## **What do I want to work on?**

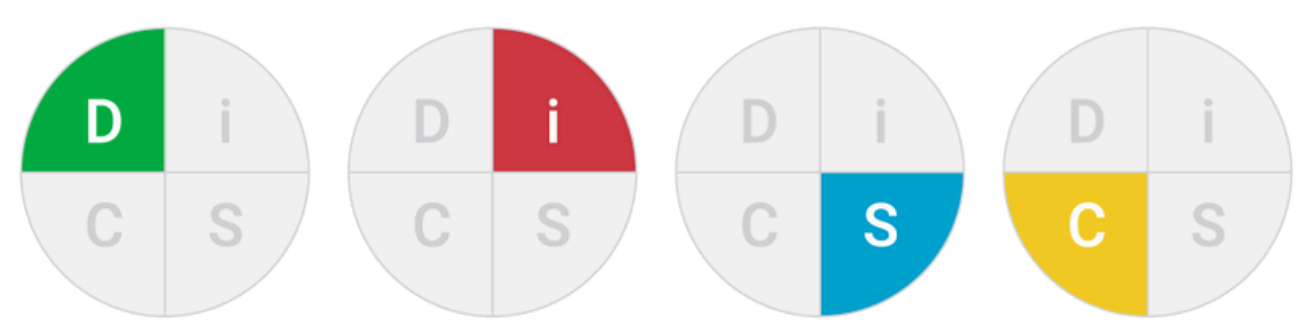
Moving forward, I want to focus on:

- Avoiding Interruption: I'll practice pausing before jumping into conversations and remind myself to let others finish their thoughts fully. This can start with small steps, like counting to three before responding.
- Postponing Evaluation: I'll actively work on staying neutral and listening until the speaker has finished, using techniques like repeating or paraphrasing their points to ensure I fully understand before forming opinions.

By building on these areas, I can become a more effective communicator and a stronger leader who truly listens to and understands the people around me.

# DISC Assessment / Interpretation of Results

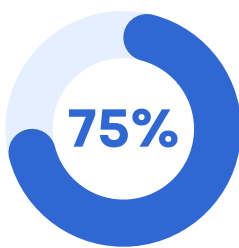
Based on my DISC assessment, my style is primarily Inspiring and Supportive (I/S), which I believe perfectly captures how I interact with people and approach challenges. This reflection highlights my strengths and areas I want to work on to grow personally and professionally.



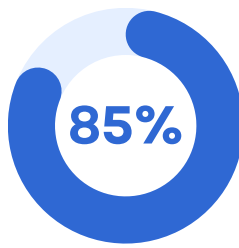
INTERNAL MOTIVATIONS



TEND TO ACT OR BEHAVE



SUPPORTIVE



INSPIRING



PEOPLE-ORIENTED



COMMUNICATION

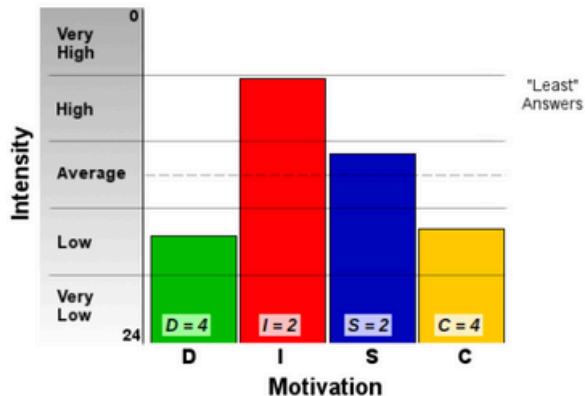
# Congratulations Ankita!

## Your style is I/S

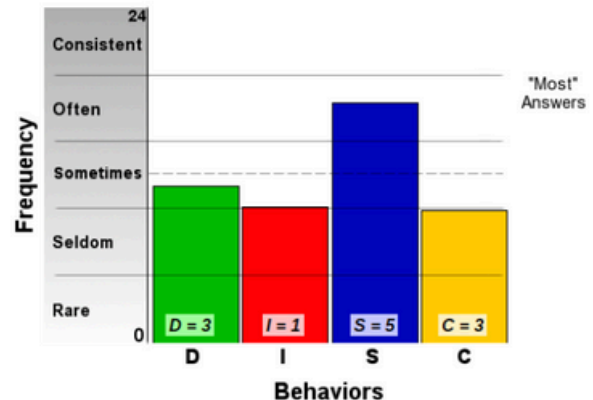
### Your Natural / Internal Style

### Your Adapted / External Style

The bar graphs below show the intensity or consistency of each style in your blend.



Your natural, or internal, style represents the internal motivations that drive you the most. This is the part of you that is likely to represent how you think or feel about situations more than it represents how you act or behave. Some people say that this represents who you are rather than what you do. It is also the part of you least likely to change throughout your lifetime.



Your adapted, or external, style represents the way that you tend to act or behave. It's the part of you that others are most likely to see. This part of you often represents how you have learned to adapt or adjust your behaviors to be successful in your environment. These behaviors can change depending on the environment you are in or thinking about when you take the assessment.

This report is a rough estimate of your DISC style based on the short version of the assessment. It will estimate the styles most prevalent in your blend. It might miss the exact degree of each style in your blend.

# DISC Analysis

## STRENGTHS

### 1. Building Relationships:

I genuinely enjoy connecting with people. Whether it's in a team setting, with clients, or during networking events, I thrive on building rapport and creating a positive atmosphere. I think this comes naturally to me because I value collaboration and making others feel heard and appreciated. It's probably why I've been successful in roles where teamwork and communication are key.

### 2. Creating Positive Energy:

I'm the kind of person who likes to keep things upbeat and interactive. When I'm in a group, I often find myself acting as the one who energizes and motivates others. I've noticed that this helps keep people engaged and fosters a sense of unity, especially during challenging projects.

### 3. Supporting Others:

Helping others succeed is something I deeply care about. I make an effort to ensure everyone feels included and valued, whether it's during discussions or decision-making. I've seen how this builds trust and strengthens relationships, both in teams and with clients

## AREAS FOR SELF-DEVELOPMENTS

### 1. Being Decisive:

While I'm great at fostering collaboration, I realize I sometimes hesitate to make tough decisions, especially in high-pressure situations. I tend to think about how decisions might affect others, which can slow me down. I want to work on being more assertive and confident when it comes to taking charge and making quick calls when needed.

### 2. Balancing People and Tasks:

Because I'm so focused on relationships, I sometimes prioritize people over deadlines or tasks. I've noticed this in situations where I'm trying to maintain harmony, even if it means stretching timelines. Moving forward, I want to strike a better balance between getting things done and keeping everyone happy.

### 3. Facing Stress Head-On:

I tend to avoid confrontations or difficult conversations because I want to maintain positive relationships. While this helps avoid tension in the short term, I know that addressing challenges directly will make me a better leader in the long run.

# How I Approach Problems, People, and Responsibilities



Dealing with Problems:

I usually prefer to solve problems by bringing people together and finding a solution that works for everyone. This collaborative approach has worked well for me, but I know that some situations call for quicker, more decisive action, which is something I’m working on.

Interacting with People:

I love working with people. Whether it’s my team or clients, I focus on building trust and making them feel valued. This helps create a strong sense of connection and loyalty, which I think is one of my biggest strengths.

Handling Responsibilities:

I’m dependable and take my responsibilities seriously, especially when they impact my team. However, I sometimes spend too much time ensuring harmony, which can take away from focusing on the task itself. I want to develop better strategies for balancing both.

GOALS	CHALLENGES
Build stronger decision-making skills while maintaining my people-focused approach	Balancing relationships with task-oriented efficiency and addressing conflict directly.
LIKES	DISLIKES
Connecting with others, fostering collaboration, and creating positive energy in teams.	Confrontation, rushed decisions, and situations that lack harmony or structure
PERSONALITY	HOW CAN I ENJOY THE PROCESS OF CHANGE
Warm, collaborative, and people-oriented, with a natural ability to motivate and energize.	By focusing on small, meaningful wins, staying connected with others, and celebrating progress in building confidence and adaptability

# Next Steps for Growth

- Strengthen Decision-Making: I plan to take more initiative in situations where quick decisions are needed. Practicing assertiveness and relying on my instincts will help me grow as a leader.
- Balance Relationships and Results: I'll work on setting clear priorities and deadlines without compromising the relationships I value so much.
- Manage Stress Proactively: I'll focus on addressing challenges head-on and maintaining open, constructive communication, even in difficult conversations.



## PEOPLE-ORIENTED

As someone with Inspiring traits, you excel at connecting with others. Words like friendly, interactive, and helpful describe your natural inclination to build relationships and energize those around you. For example, in group settings, you likely thrive in roles where collaboration and communication are key.



## INTERACTIVE AND ENGAGING

Bringing a dynamic energy to social settings, whether it's a brainstorming session, a networking event, or leading a team meeting. Your ability to make people feel comfortable and valued fosters a positive atmosphere, making you a natural at motivating and uniting others.



## SUPPORTIVE AND STEADY:

The supportive side of your personality makes you dependable in maintaining harmony. You value teamwork and are likely the one ensuring that everyone's voice is heard, creating a balanced and inclusive environment.



## RELATIONSHIP-FOCUSED:

1. Decisions often hinge on how they affect others, showing your concern for relationships and long-term trust. This trait is invaluable when working in collaborative or client-focused roles, as it builds loyalty and connection.



# **Self Reflection**

After analyzing my diagnostic results, I've gained valuable insights into my strengths and areas for improvement. These reflections have helped me identify key behaviors I excel in and those I want to work on to become a more effective professional and leader.

## **TOP STRENGTHS**

My greatest strength is my people-oriented nature and ability to connect with others, which is evident from my DISC results and high scores in areas like Showing Interest (20/20) and Harmonizer (14/15). I thrive in team settings, creating a positive and collaborative atmosphere. For example, during my tenure at WhiteHat Jr., I built strong relationships within my team by actively listening, fostering open communication, and ensuring everyone felt valued. These behaviors align with my supportive leadership style, which motivates those around me and drives team success.

Additionally, my Productivity score (14/15) highlights my efficiency and commitment to delivering results. Whether it's meeting sales targets or mentoring team members, I consistently approach my work with focus and dedication, which has been a key driver of my career growth.

## **TOP AREAS FOR DEVELOPMENT**

The diagnostic results indicate that my decision-making and assertiveness need improvement. My score in Avoiding Interruption (5/10) and Initiator (11/15) suggests that I sometimes hesitate to take charge or assert my opinions, particularly in situations requiring quick decisions or conflict resolution. I've noticed this in brainstorming sessions, where I occasionally hold back on sharing ideas unless prompted.

Another area for development is Work Quality (7/10). While I'm highly productive, I tend to focus on speed over thoroughness, which can lead to minor oversights. For instance, in fast-paced sales campaigns, I've occasionally prioritized deadlines over ensuring every detail was perfect, which I now recognize as an area to refine.

## **RESULTS THAT I DISAGREE WITH-**

I slightly disagree with the low score in Mutual Affection (9/15) from the LMX assessment. While the results suggest I need to strengthen my rapport with managers, I believe I've built meaningful professional relationships in previous roles. For example, my ability to engage in candid conversations with my managers at WhiteHat Jr. and BYJU'S often resulted in trust and alignment on goals. I see this score as a reflection of untapped potential rather than a current limitation.

## WHAT RESULTS SURPRISED ME MOST

The most surprising result for me was my relatively low score in Postponing Evaluation (7/15). I hadn't realized how often I jump to conclusions or start formulating responses while someone is still speaking. It wasn't until I saw this score that I started reflecting on my behavior, and it became clear how this habit might be affecting my interactions. I also discussed this with you in the class.

For example, during team discussions or brainstorming sessions, I have caught myself mentally preparing a response instead of fully listening to the speaker's ideas. While my intent is usually to contribute quickly and effectively, this tendency means I sometimes miss out on important nuances or perspectives. This was a major "AHA" moment for me, I realized that I need to be more intentional about pausing and giving others the space to express themselves fully before I jump in with my thoughts.

It also made me think about how this behavior might affect how others perceive me. While I consider myself an empathetic and approachable communicator, I wonder if interrupting or forming opinions prematurely could unintentionally make others feel undervalued. This realization has motivated me to practice active listening strategies, like paraphrasing what the speaker has said or counting to three before responding, to ensure that I'm giving people my undivided attention.

Another layer to this AHA moment is recognizing how this habit ties into my professional development goals. As someone aiming for leadership roles, the ability to deeply understand and integrate diverse perspectives is critical. Leaders who listen without judgment foster stronger trust, encourage open dialogue, and make better decisions. This realization was a wake up call for me to focus not just on contributing to conversations but on truly hearing others and valuing their input.

Ultimately, this insight has shifted my perspective on what it means to be a great communicator. It's not just about being engaging or showing interest; it's about making the other person feel fully understood. This understanding has sparked a renewed commitment to improving how I listen, process, and respond in all my interactions whether with teammates, clients, or mentors.

# My Self Development Plan

## IDENTIFYING KEY AREAS OF FOCUS

- Decision-Making and Assertiveness:

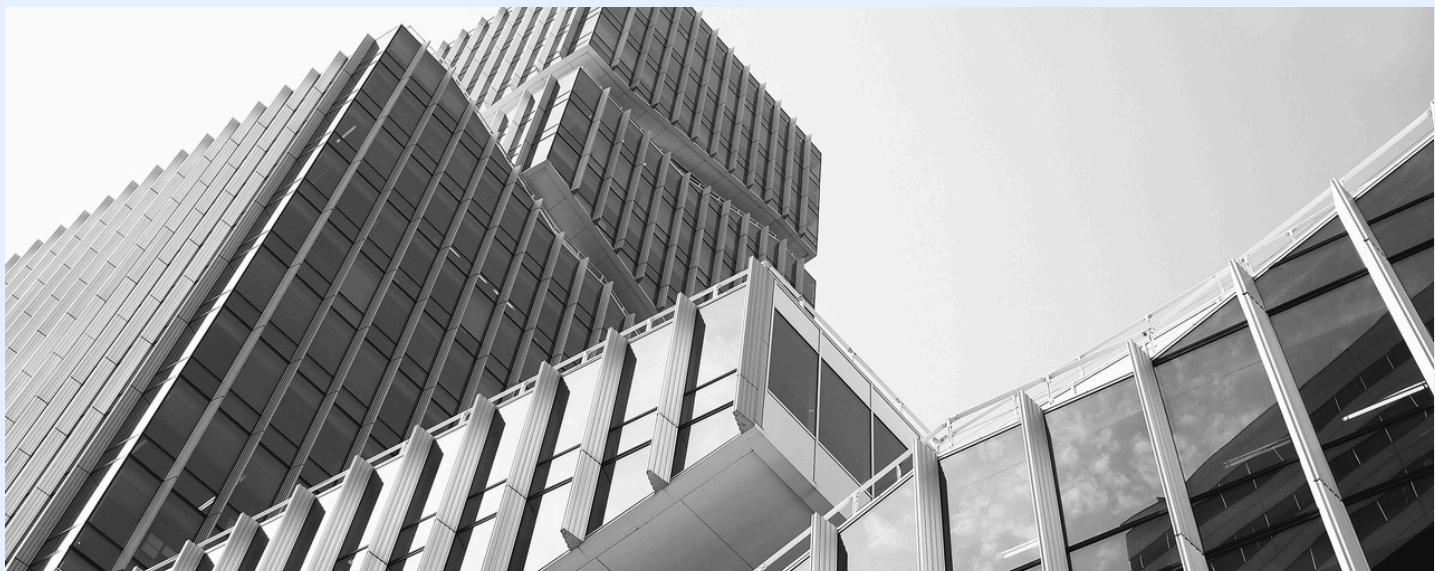
Being decisive and assertive is critical for leadership roles, yet my assessments showed hesitation in initiating actions and making quick decisions. Strengthening this skill will allow me to lead confidently, take charge in challenging situations, and make impactful contributions to my career in tech sales.

- Active Listening and Communication:

Effective listening and clear communication are essential in client-facing roles and team collaboration. While I excel at maintaining interest and showing engagement, I need to work on postponing evaluation and avoiding interruptions to better understand others' perspectives.

- Attention to Detail and Work Quality:

Balancing speed with accuracy is vital for success in fast-paced environments. Improving this will enhance my reliability and ensure that my outputs meet high professional standards consistently.



## RESEARCH AND THEORETICAL UNDERSTANDING(MANAGING ORGANIZATIONAL BEHAVIOR: WHAT GREAT MANAGERS KNOW AND DO)

### **1. Decision-Making and Assertiveness**

According to the book, assertiveness in leadership allows for faster and clearer decision-making, making it essential in high-pressure environments.

### **Active Listening and Communication**

Weger, H., Castle, G. R., & Emmett, M. C. (2010). Active listening in peer interviews: The influence of message paraphrasing on perceptions of listening skill. International Journal of Listening.

### **Attention to Detail and Work Quality**

- Langer, E. J. (2014). Mindfulness.
- Heath, C., & Heath, D. (2010). Switch: How to Change Things When Change Is Hard.

## SMART BEHAVIOR GOALS TO IMPROVE MY PERSONAL COMPETENCE

- Area 1: Decision-Making and Assertiveness
- Goal 1: Lead two team discussions or decision-making exercises within the next month, ensuring active participation and confident decision-making.
- Goal 2: Practice assertiveness by expressing my opinions during at least three team meetings each week and seeking feedback on my approach.
  
- Area 2: Active Listening and Communication
- Goal 1: Paraphrase and summarize key points during every important conversation for the next six weeks to enhance understanding and engagement.
- Goal 2: Avoid interruptions during discussions by consciously pausing and counting to three before responding for the next four weeks.
  
- Area 3: Attention to Detail and Work Quality
- Goal 1: Review all deliverables twice before submission, using a structured checklist for accuracy, within the next month.
- Goal 2: Dedicate 15 minutes daily to mindfulness exercises, such as meditation, to improve focus and minimize distractions over the next two months.

## ACCOUNTABILITY AND REWARDS

- Behaviors to Stay Accountable–

To stay on track and maintain momentum in achieving my self-development goals, it's important to build a structured system for accountability. Here's how I plan to make sure I stay focused and motivated.

- Set Weekly Reminders to Check Progress on Each SMART Goal:

I will use tools like Google Calendar to set up weekly reminders. This keeps me focused on my goals and ensures I don't lose sight of the specific, measurable actions I need to take. Each week, I will reflect on the progress I've made and what needs further attention. This constant check-in helps me course-correct and stay on track toward achieving the larger goal.

- Maintain a Progress Journal:

Reflecting on my experiences is a powerful tool for growth. I'll keep a journal where I track my successes, challenges, and any insights that arise from my learning journey. This allows me to measure my development and notice patterns—whether it's noticing improvement in areas like decision-making or spotting areas where I'm still hesitant. Journaling also provides a space for self-compassion, acknowledging both wins and setbacks, which is crucial for long-term motivation.

- Schedule Bi-Weekly Check-Ins with a Peer or Mentor for Feedback and Encouragement:

To ensure I stay on track and get external perspectives, I'll schedule bi-weekly check-ins with someone I trust—either a mentor or a peer who is also working on personal development. These sessions will allow me to receive constructive feedback and assess whether my goals need to be adjusted. Regular discussions provide a reality check and help me feel supported, which increases my commitment to progress.

## REWARDS SYSTEM

- Reward System

While accountability is key, motivation is also fueled by rewarding myself for the hard work and progress I make. Rewarding myself will reinforce positive behaviors and keep me energized as I continue working toward my goals.

- Treat Myself to a New Book or Experience After Meeting Each Milestone:

One of the simplest yet most effective rewards for me is buying a new book—especially one that expands my knowledge in areas related to my professional growth. This aligns with my passion for learning and will provide additional motivation. Alternatively, I'll reward myself with a meaningful experience, like a day trip or a mini getaway, as a way to recharge and enjoy the fruits of my hard work. This reward system will be directly tied to completing SMART goals, so I can feel a sense of achievement and rejuvenation after each milestone.

- Celebrate Small Wins by Sharing Progress with Friends or Family:

Positive reinforcement can be amplified by social recognition. I'll make it a point to share my progress with those close to me—whether it's a family member or a friend. Celebrating small victories, like improving my assertiveness or completing a challenging task, will reinforce my commitment to my goals and create a sense of shared excitement. These celebratory moments not only boost my morale but also strengthen my support system, making the entire self-development process more enjoyable and sustainable.

*Incorporating rewards into my development plan is supported by Skinner's Operant Conditioning Theory, which suggests that behavior can be shaped by consequences—specifically through positive reinforcement. Skinner's theory emphasizes the importance of rewarding behaviors that are desirable in order to increase the likelihood that those behaviors will be repeated in the future. According to this theory, by linking my progress to tangible rewards (books, trips, celebrations), I am reinforcing positive actions and creating a cycle of motivation that propels me forward.*

# Conclusion

The most powerful takeaway from my self-reflection and self-development plan is the realization that growth is a deliberate and ongoing journey, not a destination. This process has been an eye-opener in understanding my strengths, like my ability to build connections, inspire collaboration, and maintain productivity under pressure. These traits are not just part of who I am but are tools I can sharpen further to drive success.

Equally important is the awareness of my areas for improvement—being more decisive, listening actively without judgment, and balancing speed with attention to detail. These are not flaws but opportunities for growth that will help me become a more balanced leader and professional. The diagnostics helped me recognize that self-awareness is not just about identifying what I'm good at or where I fall short; it's about embracing my full self, learning from both strengths and challenges, and taking actionable steps to improve.

Going forward, I will approach self-awareness and self-development with intention and humility. I've learned that change doesn't happen overnight—it's a process of small, consistent actions, supported by feedback and reflection. Whether it's practicing active listening, being mindful of my decision-making, or celebrating progress, I now see self-development as something to enjoy and nurture, rather than a task to complete.

Most importantly, I've realized that growth isn't a solitary journey. Seeking feedback from mentors, celebrating wins with friends and family, and engaging in collaborative environments will be integral to my path. Self-awareness has shown me the power of looking inward, while this plan has equipped me with the tools to turn that awareness into meaningful, measurable progress.

I am committed to not just improving myself for the roles I aspire to but also for the people and teams I will work with. By continually reflecting, learning, and acting, I am confident that I will not only grow as a professional but also contribute meaningfully to the lives and careers of those around me.



# Resource Page

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# Addendum

## 1. Self-Development Plan Worksheets

Attached are the worksheets summarizing my self-reflection, diagnostics, and SMART goals for each area of focus. These include detailed results for:

- Type A Personality Scale
- DISC Personality Assessment
- Active Listening Scale
- Cultural Competence Self-Assessment
- Leader-Member Exchange (LMX) Diagnostic

## 2. DISC Results Summary

The DISC results classified me as an Inspiring and Supportive (I/S) personality, with high interpersonal and collaborative tendencies. The detailed analysis highlighted strengths in relationship-building and engagement, alongside areas for growth in assertiveness and task orientation.

## 3. Feedback Journals and Progress Plans

Included are snapshots of feedback sessions and personal reflections logged during my journey toward achieving SMART goals. These show specific examples of challenges faced, how I addressed them, and key learnings along the way.

## 4. Research and Theoretical Insights from Readings

This section contains a condensed summary of relevant theoretical concepts from Managing Organizational Behavior: What Great Managers Know and Do, emphasizing leadership, motivation, and communication strategies that shaped my self-development plan.

## 5. Acknowledgements

I'd like to express gratitude to my mentors, peers, and the diagnostic tools used throughout this process. Their insights and support were invaluable in shaping this comprehensive self-development plan.

