

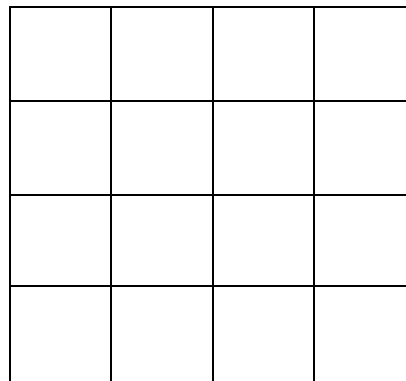
Development of Potential

There is no knowing how much of your potential is hidden, Not knowing how to exercise your potential without realizing it, keeping the status quo, you are limiting your life. Understand your own potential, and your life will be richer for it. Our potential is developed by trying much bigger and newer things than the present. You will be able to demonstrate your own abilities.

What is important to raise achievement is to change into the behavioral and surface potential and carry out specific tasks and challenges. You will be able to develop the potential, realize what you previously couldn't do and raise achievement training for taking into actions.

By three –dimensional thinking or staring from the side or the back rather than capturing things on the surface, you can spread the results and achieve the goal. I would like to introduce “Affirmation” and “Competency” as developing ways of potentialities.

- ◇ Let's see your own potential. Look at the diagram below.
How many squares do you see?



The answer()

1. Affirmation

Affirmation is a way to trigger your subconscious and attract success by self-motivating in positive terms. Declaring what you want to realize and what you want to be through positive words yourself, self-motivation helps to fulfill aspirations. An important point for Self-motivation is repeating positive words and not expressing the negative.

For example, "I will become a better person. I can do many more things. I can do it. Challenge myself!" Speak these positive words to yourself repeatedly.

Affirm the potential in yourself and believe in your own possibilities.

It is more effective for the examiner on an assessment to give the affirmation and to tell the examinee that they could do more. The person who is respected or more influential would be able to encourage members more effectively by giving the affirmation in positive words.

➤ Affirmation instructions

1. Think about what points you want changed.
2. Write down your goals in brief terms.
3. Use positive words.
4. Use "I" for subject to develop yourself esteem.
5. Imagine yourself very positively.
6. Believe in your will.
7. Declare your goals repeatedly every day.

◇ In 2014, Dr. Yamanaka, who was awarded the Nobel Peace Prize for developing IP cells, said "In a series of failures we never gave up and finally succeeded. I stood by my will, saying, "If I never give up, I am sure to succeed at what many people find absolutely impossible." This is just the affirmation effect.

2. Competency

Competency refers to the behavioral ability to keep producing results.

It specifically means behavior characteristics" achieved by high performers.

When people safely and successfully achieve the tasks expected in certain conditions, it can be clearly seen in their behavior, attitude, thought, judgement and choices they make. It is individually owned and developed, and begins to come to light in the process of achievements with knowledge and technology.

Competency is an ability related to human behavior and thinking.

Uncertainty such as "We made it today, but we're not sure about tomorrow" hardly applies to competency. It must be developed on a daily basis and "high performance behavior" should be considered.

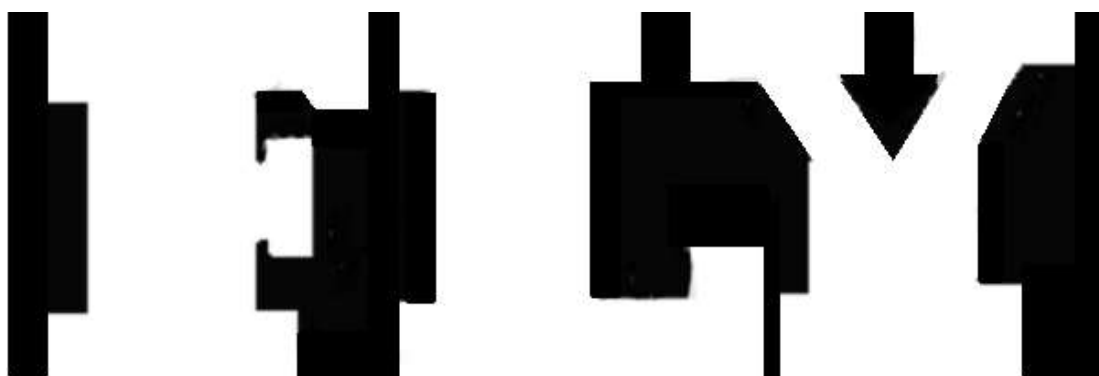
Some people in various fields work very well while others don't. In processing the analysis from the question what would be the difference despite the same amount of knowledge or skill seen on the surface, the common ground has been found.

It is part of one's potential capacity such as know-how or attitude which is hard to explain in words. IQ (Intelligence Quotient) rather than EQ (Emotional Quotient) has proved the quality most likely to produce highly capable achievers.

In the early 1970's, the U.S. State Department requested Dr. David C. McClelland, Harvard University psychologist, to do research for diplomats at that time regarding the reasons why the achievements of diplomats don't correspond to their assignment test results in spite of their high intelligence levels and educational backgrounds. As a result, what is important are the characteristics of the high performers such as their potential thinking, understanding, and their own values. Thus, we came to call the behavioral characteristics "Competency".

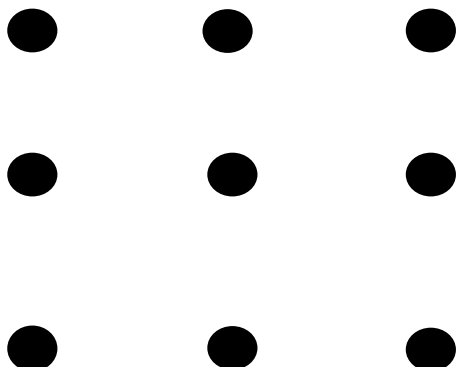
◇ Concentrate on the black part and look at this complicated puzzle.

You recognize the arrow soon. You also see the silhouette of the head of Indians carrying feathers on the head.



Answer ()

◇ Draw connecting 9 dots using 4 straight lines. Don't remove the pencil From the paper.



People who cannot solve the puzzle above is tied to stereotypes and trying to resolve the problem by considering the limitation of 9 dots.

To solve the problem, you must dare to explore uncharted territory outside the 9 dots. You can flower the potential by trying new learning experiences, breaking out of your shell.

Once tied down to one choice, people exclude the other alternatives. They don't make inexperienced choices in spite of being surrounded with lots of choices because they can't leave out their thinking habits and conditions. When they find a new choice and its existence, they regret not having found it earlier. Viewing things not only from the front but also from the side and the back suddenly makes you see many more things, flower the potential and develop possibilities. Flexible thinking and turning to broader choices will enable you to find better solutions than before.

To carry out specific jobs and challenges you have never experienced, you must utilize the potential and improve the behavioral skills. Therefore, it is important to know your own competency. Competency refers to "behavioral ability for achieving results" to carry out specific jobs and challenges. However much knowledge and technique you have, you can't achieve high results without behavioral ability. Trying new things and noticing your self-competency will develop the potential. Then you can demonstrate your ability.

Affirmation and Competency

Ichiro Suzuki of the Major Leagues in the United States could achieve results since he is blessed with an athletic talent which supports his performance on the field. However, the United States has lots of athletes blessed with as much athletic talent and intelligence as Ichiro. He is among the smallest players in the Major Leagues, but he achieves results thanks to these factors. His motor skills and (IQ) are only the tip of the iceberg showing the surface. Invisible elements, (EQ) under the surface, such as self-control and achievement aspirations are essential.

He says, "I will do my best, taking advantage to maximize what I have. Ichiro's competency is power which leads to results by facing difficulty. To do that, his invisible elements enable his abilities visible on the surface. Here is his comment when he accomplished setting a record in the Major Leagues. "The thing is not what you see but how you feel. How you feel is hundreds of times more important than what you see. If you have an idea of how to maximize what you have, you will widen your potential much more." he said.

He trained himself tirelessly behind the scenes. The recent record, 4,000 hits In the Major Leagues was accomplished as a result of persevering despite many obstacles.

➤ Competency Learning

※ Let's check as one standard of your self-evaluation which competency is achieved and which one is not.

1. <Challenging problems and goal setting>

Clarify your goals and the work where you are required to develop your ability more than ever in experienced area. Evoke your potential and take action planning what you need to do to win.

2. <Overcoming dilemmas>

You never tackle challenges and goals without encountering difficult situations. Competency is appropriate behavior taken to solve problems on the spot and to achieve a goal.

3. <Feedback>

Were you able to adapt to certain situations or circumstances?

Recognize the factors in your defeat, review what you can or cannot do in order to overcome your shortcomings.

Accept feedback, whether or not you reach the level you expected, and take the next step.

4. <Emotional support>

When in trouble and worrying about relationship stress, try not to let it interfere with logical thinking and calm judgement.

5. <Experience in solving problems and succeeding>

You learn that it is a formula for success to thank the people around you for their cooperation with your solution of the challenge. It also deepens trust.

6. <Improving upon your current situation>

You open the door to your heart, inspire yourself, arouse the imagination and utilize your thinking power. Try to prevent yourself from remaining the same.

➤ Competency Interview

Competency interviews are conducted to gain insight into the interviewee's ability to solve problems and their aptitude to demonstrate by asking how he/she acted to achieve results.

◆ Mock interview (A) Interviewer: Manager of the human resources department,
ABC Company

(B) Interviewee: ITC Rainbow Club member

- A. B, you belong to ITC's Rainbow Club. Will you tell me about your role in the Rainbow Club?
- B. My role is to support the chairman and organize the members as vice chairman of the Rainbow Club. Caring for individual member's concerns, I counsel them regarding their current troubles and challenges in the club's activities.

I also take care that they can communicate among themselves. It is hard to put together their opinions and directions, though I really find it challenging.

***Main points of interview:**

The interviewee first checks his role and circumstances where he is now doing activity.

- A. Will you tell me the background for the post of Vice Chairman?
- B. I was recommended by Nomination Committee. I decided to take on the post of vice chairman because I had many chances for a broad communication with club members.

***Main points of interview:**

Assess his relationship building skill in the organization and in the process he became a board member.

- A. Have you ever had trouble coordinating relationships among club activities?
- B. Yes. For the purpose of mastering ITC organization management, all programs were planned to focus on education. Although it was hard to get agreement among members, I struggled to give power to the project and management.

***Main points of interview:**

Ask about the episode as concretely as possible. Check his/her 'behavioral ability' and 'achievement thinking' digging into B's actions and thoughts.

- A. What was hard about it? Please answer more specifically.
- B. The members who are neither interested in meeting proceedings nor highly motivated claimed that they wanted even more fun for other programs.

It was very hard to adjust to such opinions and put them together.

***Main points of the interview:**

Specify the topic after understanding the difficult situations.

Identify the problem solving and achievement thinking power of the past.

- A. How many people were against the idea?
- B. Almost 10 members. They seemed to complain about how the board of directors proceeded with the meeting. It was 5 of them that were strongly opposed to it. The rest agreed to it.

***Main points of the interview:**

Measure how hard he struggled to work on it by asking more about the circumstances to make sure of the facts.

- A. How did you keep adjusting?
- B. All members focused on learning about the international education of ITC as well as improving the individual membership of the Rainbow Club of the educational organization, ITC.

Then we discussed how to improve ourselves through our programs.

In addition, we sought compromises with each other and made an agreeable project while putting various opinions together while emphasizing studying law proceedings, we planned a new program, partly including entertainment.

***Main points of the interview:**

Identify "problem solving ability", how specifically did he act when he actually faced the most difficult problem.

- A. How many hours did you spend adjusting?
- B. First, I spared time to talk to members individually. It took me two weeks consulting each member. I held the meetings 5 times, proceeding with Chairman and committee members in charge of programs to review the projects.

***Main points of the interview:**

Make sure of the use of time and organizational "behavioral ability".

- A. Is it your idea?
- B. Yes. My senior executives had not listened to members' opinions in advance, so there were some conflicts among their opinions. I suggested to Chairman of the new project that I considered that such a conflict might not happen, and that was accepted.

***Main points of the interview:**

After delving into one episode, ask a question about behavior in other situations. In this way, you examine whether he can reproduce and maintain his demonstrating ability.

Competency assessment of B

Mr. B is thought to have independence and initiative. He always thinks about making the organization active and acts himself. He is considered to be a man of leadership and perseverance because he makes relationships with members

by resonating with the hearts. Also, he has the ability to encourage members into making good suggestions.

Once you know that he has "problem solving ability" to provide practical measures for the task, and understands on what way he thought and acted, you can predict whether similar actions may be taken in the future.

Seemingly, an official of the Club of an international educational organization would seem to have a strong leadership qualities, but we find him a man of modesty who has communication and coordination abilities to support the organization from behind the scenes. Such a person is indispensable to the organization.

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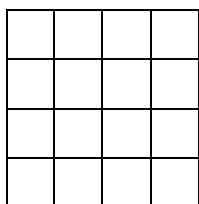
Reference Material: "Affirmation" written by Lou Tice

"Method of HR competency" written by Ryuji Ota

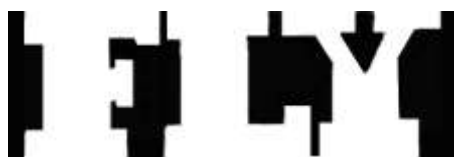
"Human resources on competency achievement principle"
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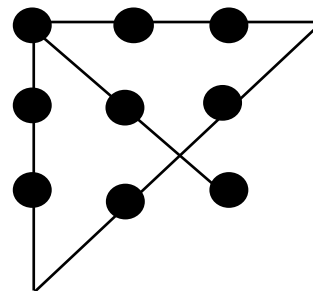
The answer



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