



ACTION ORIENTATION

(PHYSICAL ENERGY, EMOTIONAL ENERGY, THOUGHT)

USUAL STYLE

You see action as the key to solving most problems. You are naturally inclined to take action personally and to encourage others to do the same – a consequence of your high level of physical energy. You approve of a style which emphasizes practical, hands-on involvement over a more thoughtful approach which may involve unnecessary delay.

You have the ability to see and understand the more subjective component in issues. You naturally understand the extent to which people's appreciation of so-called "facts" can be affected by the way they feel. This characteristic also makes it easier for you to express your own feelings than tends to be the case for other people.

You are more at ease with "shades of gray" in decision-making than are most people. You know that it is often the little issues that determine what the best decision will be, and therefore you prefer to spend a reasonable amount of time on exploring these matters which might appear irrelevant to other people.

Your strong focus on action, therefore, is balanced by your more measured decision-making style, particularly when emotional considerations play a part. At your best, this contrasting strengths enable you to handle issues well in a variety of situations.

UNDERLYING NEEDS

For you to be at your best, you need for other people to be prepared to talk about subjective issues, to be willing to discuss decisions at some length, and to give you a reasonably paced schedule that is not hectic.

STRESS BEHAVIOR

Under pressure, you can respond poorly to extreme demands on your energies. An over-demanding schedule can cause you to delay unnecessary action, while an absence of demands on your time may prompt you to get involved in matters that are not your direct concern.

If you sense that your feelings or the feelings of others are being ignored, you can begin to experience negative emotions yourself. Under these circumstances, your overall performance can be adversely affected by these unpleasant feelings, and you can find it hard to see the positive aspects of the issues that confront you.

In these more stressful circumstances, you can begin to give over-much attention to decisions. Your decision-making begins to slow, as you start to look too closely at minor issues that may not really be important. Under great pressure, you may refuse to commit yourself to any decision at all.

It is your tendency to over-emphasize emotional issues and to over-analyze decisions, though, which are your most significant characteristics under pressure. They can cause you to worry about decision-making to the extent that you endlessly defer making up your mind, in the hope that something or someone will make the decision for you.



SOCIAL ORIENTATION

(SOCIAL ENERGY & SELF-CONSCIOUSNESS)

USUAL STYLE

You do your best work alone or in a small group, preferably consisting of people you know to some extent. In general, you tend to relate better to people one-on-one or one-on-two than you do in a social context.

Because you relate more readily to people individually than in groups, you are often better able to assess them on an individual basis than others are. In addition, you are able to withstand group opinion and take an independent stand on issues that are important to you.

You prefer to relate to other people by being direct and straightforward. You believe that being open and frank is the best way of communicating with others: it saves time and enables you to be forthright.

This directness can be an effective approach to others. It permits you to cut through irrelevancies and address the issue at hand in an open manner.

Overall, therefore, you are at your best when you can work with key individuals who want to get to the heart of the matter and are willing to hear the truth, even if it is unpalatable. Your experience suggests that this is a more effective way of working with people than being over-sensitive or appealing to them in groups.

UNDERLYING NEEDS

You need to be given freedom from group interaction where possible, and for others to deal with you in a direct and straightforward manner.

STRESS BEHAVIOR

Under pressure, you can find the stress of dealing with groups to be too much. At such times, you are tempted to withdraw altogether, become unsociable, and to downplay the importance of team dynamics.

Having your "own space" starts to become too important to you. You can be unaware of the extent to which other people are disturbed by your silence or your absence.

When things are not going well for you, you can become brusque and terse. You then underestimate the extent to which other people need to hear that you respect them and appreciate their efforts.

When this happens, you are capable of alienating people to a greater extent than you realize. Your impatience with others' sensitivity causes them to see you as uncaring and dismissive.

In short, you become too self-protective. You remove yourself from the social situation, and are much too direct and forthright when others challenge you on this response.



PROCESS ORIENTATION

(INSISTENCE)

USUAL STYLE

You are organized in your thinking and in your approach to most issues that you deal with. You find it easy to adapt to the existing organizational or other structure, and you have a natural orientation towards order and method.

You tend to focus on detail rather than looking at the broad picture. You are careful in both planning and execution, and what your plans may lack in novelty they more than make up for in dependability.

Where risks are involved, you prefer to calculate these carefully, to the extent that this is possible. Established procedures and processes are more to you than merely proven systems. You understand that other people derive a sense of comfort and stability from methods that have been tried and tested, and you will not willingly abandon these simply because someone else thinks they have a "good idea."

To sum up, therefore, you primarily value an approach which is organized and structured, and which is built where possible on existing systems whose worth has been proved.

UNDERLYING NEEDS

You are at your most effective in situations which require neither slavish adherence to existing methodologies on the one hand, nor a complete absence of any sort of plan or structure on the other.

STRESS BEHAVIOR

In the face of protracted involvement either with highly structured projects or with "blue-sky" concepts, you can begin to feel stress.

Highly structured, complex, and inflexible projects begin to bore you. Where there is little or no opportunity to invent or improvise, your attention quickly wanes. You are then tempted to start work on something completely new or to begin over-generalizing about what needs to be done.

However, when you are working with no discernible plan at all, you may react in the opposite direction. The absence of any clear structure or goal can be intimidating rather than liberating for you. Under these circumstances, you can start to become fearful. You may attempt to over-schedule and over-control, become anxious about results, and lose morale as changes are implemented which you cannot incorporate meaningfully into any overall plan.

Briefly, you can be put under stress when others are too insistent on methods and procedures, or when they appear to abandon them altogether.



AGREEABLENESS ORIENTATION

(ASSERTIVENESS & INCENTIVES)

USUAL STYLE

You find it easy to exercise authority – it comes almost naturally to you. It is generally quite clear to people what you want to happen. Your use of direct orders or commands is not domineering – it is simply an economical expression of what is to be done.

When things are going well, you are untroubled by matters of who is in charge. In your experience, some authority should come naturally, whether or not it reflects any formal structure of command.

You are naturally competitive yourself, and where possible you prefer to use the stimulus of competition and concrete rewards for success as effective motivators for yourself and other people.

While team effort has its place, you know that the most meaningful rewards are those that are given to the most successful players, and that those rewards need where possible to be material. As a result, you place a premium on financial incentives.

Overall, your natural style is to be commanding and competitive. You are not afraid to give orders, and you believe the best will come out of people when they are motivated by individualized incentives.

UNDERLYING NEEDS

Knowing who is in control is an important issue for you. However, you respond best to a team-based work environment where loyalty and common achievement are valued.

STRESS BEHAVIOR

When things start to go wrong, you can begin to make your own attempts at direction and control even though these may be inappropriate.

At these times, you can speak up and voice your opposition even if it involves ignoring any formal chain of command. Such behavior can antagonize more domineering authority figures, and provoke others into resisting you silently but effectively.

When you find yourself in adverse situations, you can be tempted to reduce everything to issues of money and personal success.

Winning at all costs can become too important to you. Your emphasis on financial rewards and individual achievement is more distressing than you realize to people who believe strongly in common ideals and the advantages of true teamwork.

In summary, when you are under pressure you tend to become outspoken, domineering, and too focused on personal gain.



FOCUS ORIENTATION

(RESTLESSNESS)

USUAL STYLE

You are naturally responsive and attentive, even when presented with issues which may not directly affect your long-term goal.

As a result, you like to spread your attention over several matters at the same time, and you do not hesitate to interrupt others if you feel that the issue demands a response from them, no matter how engrossed they may be.

The effect of this approach, when all is going well, is to increase both productivity and creativity. You and those around you are naturally alert to minor issues which might impact the overall project. Your time is typically dedicated to several matters simultaneously. The result is that more work gets done, while you remain open to the influence of unexpected events on the long-term goal.

To sum up, therefore, your success is generally built on your ability to focus on more than one thing at the same time.

UNDERLYING NEEDS

You respond best when you have no distractions, including distractions caused by others. This allows you to focus your attention on the central matter in hand.

STRESS BEHAVIOR

When your situation does not provide the level of variety you need, you tend to become less focused. These are the times when you divert your attention to matters that may be interesting but whose relevance to the immediate task is marginal.

You become restless for instant results which can give you a sense of achievement. What you like to think of as "multi-tasking" becomes simply an inability to sit still and concentrate.

Self-discipline now becomes hard. Delays in the overall project can become increasingly frustrating to you, as the prospect of achieving the central goal in a timely manner becomes more remote.

In short, your style of becoming less-than-productive is to over-focus on less significant matters when the main goals are overlooked.