

Extended DISC Personal Analysis

REPORT

Person analysed

White Debra

Organisation

DWBC

Date

28.2.2008



This analysis is based on the responses given in the Extended DISC Personal Analysis questionnaire. This analysis should not be the sole criterion for making decisions about this individual. The purpose of this analysis is to provide supporting information to the respondee and his/her manager/leader.

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This page is a description of how this style of person is typically seen by others. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider the person's conscious ability to adapt to behavior. In other words, while the text describes the typical behavior for individuals with this style, a person certainly can modify behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

Attributes:

Goal-oriented, direct, ambitious, competitive (but respectful to people), independent, stubborn, open, purposeful, variety-seeking, active, busy.

Motivators:

Debra likes opportunities to innovate and change. She is only able to focus on one thing, but prefers to proceed with several ones to find new solutions. She wants to decide what she does and how, but is not reluctant to belong to the team. Debra likes challenges that make her do more than she is capable of doing.

Tries to avoid:

Probably Debra is not able to perform pedantic, long-term, stable tasks with strict instructions. She dislikes someone breathing down her neck and tying her hands. She wants to participate in the decision process and does not submit to a listening role. Although she often operates alone, she does not like to be left alone.

Ideal Manager-Leader:

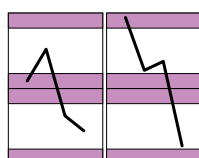
Her manager/leader must be able to loosen the rope at times, but initially participate in the determination of basic principles. The manager/leader needs to be able to explain one's opinion and sell it to the employees. If the manager/leader is not firm nor decisive, this employee may make the decisions instead of the manager/leader.

Communication style:

Depending on her attitude she is pleasant, easily approached and an open conversationalist, or outspoken, not listening and "always right." Basically she has a gift for both, but in any case has her own opinions which she is not afraid to express nor discuss. She is not the best at discussing details and analysing their logic.

Decision making:

She is a direct and purposeful decision maker who sometimes makes cold decisions (without forgetting people). She does not necessarily rely on old decision methods nor instructions - the most important thing is to make the best possible decision given the situation.



Motivators

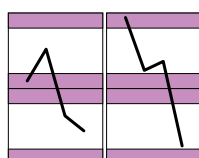
These items usually motivate this person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Goal-oriented independent progress
- Organising things by oneself
- Decision making freedom
- Possibility to do what wants to do
- Freedom from all restrictions
- Belonging to something bigger
- Possibility to renew and develop
- Possibility to foresee the future
- Freedom to organise situations
- Working through people
- Sensible attitude toward work
- Honest goal-oriented behavior

Tries to avoid / Fears

These are items that this style of person typically doesn't like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

- Being chained by rules
- Losing freedom to control things
- Admitting being wrong
- Failure or defeat
- Distance from controlling position
- Unnecessary appearances
- People who talk but don't do anything
- Losing the trust of own team
- People slowing down others
- Losing face
- Making oneself a fool
- Impossibility to stick to one's road



Strengths

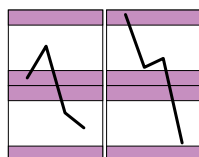
The behavioural skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

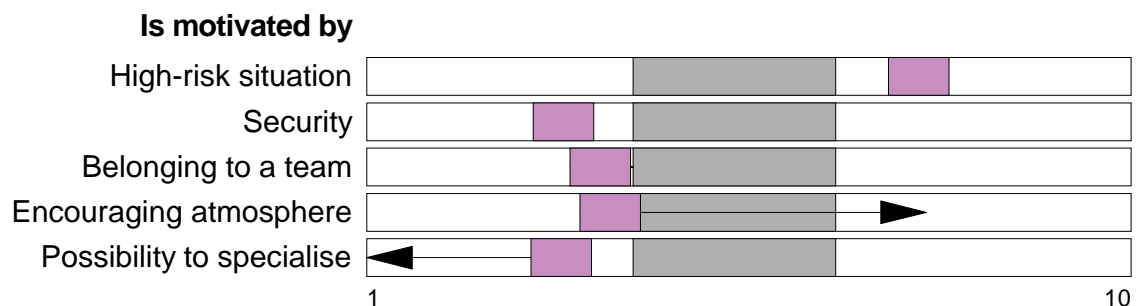
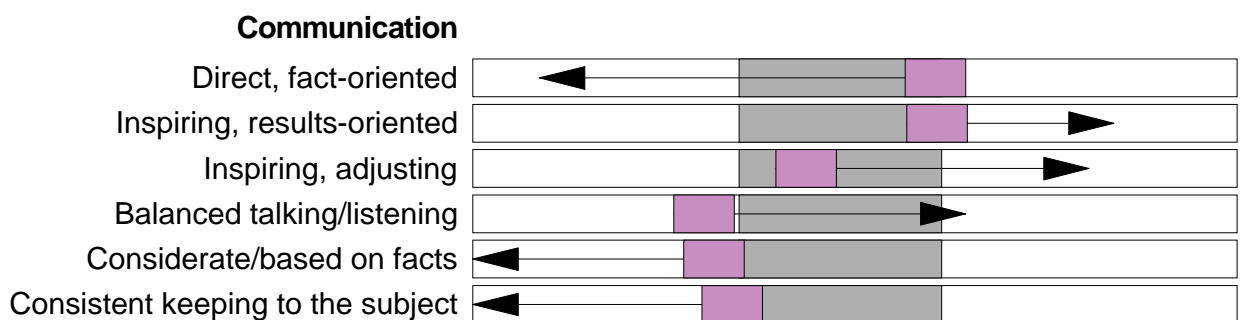
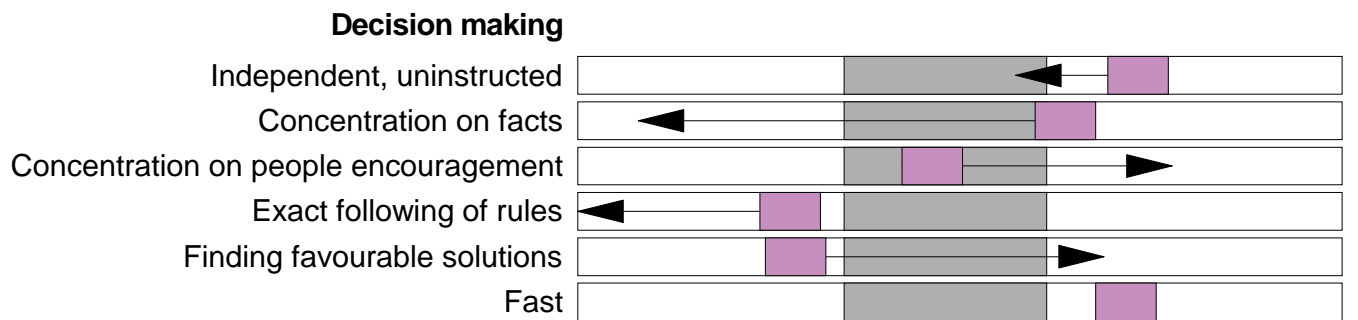
- Develops each sub-area
- Is independent in one's work
- Develops entities smoothly
- Doesn't hesitate to meet challenges
- Holds one's position
- Stands behind one's word
- Wants to set goals for everyone
- Works for the team's benefit
- Convinces others with one's attitude and work effort
- Obeys only the people that one trusts
- Dares to say what one thinks
- Can sell one's ideas by force

Development areas

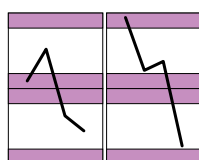
These are not a description of this person's weaknesses or present behavior. They are items that the person should be cautious about as they may become active if the person's behaviour remains unchecked.

- Stays in one's position to the very end
- Demands too much commitment from others
- Builds unnecessary bureaucracy
- Believes too much in oneself
- Debates to the last moment; doesn't listen
- Is a blind slave to one's own goals
- Doesn't give up in time
- Is better in starting than finishing projects
- Concentrates only on what one considers important
- Gets mad easily and can even show it
- Behaves arbitrarily when trying to help
- Exhausts others with work





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Job description - Tough competition

- Practise cooperating more with others
- Practise giving priority to other people's wishes

Decision making - Independent, uninstructed

- Practise analysing the situation before making any decisions
- Practise following instructions well when necessary

Decision making - Fast

- Create a system for yourself that after you make a decision, you will consider its possible consequences
- When you make a decision, consider what the second best option would be and compare it

Is motivated by - High-risk situation

- Practise listening to other people's opinions before making decisions
- Before doing anything, consider if you can afford to take the risks involved

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Job description - Exact following of instructions

- Review the instructions BEFORE starting
- Practise doing your job as long as possible without making any mistakes

Job description - Avoiding mistakes

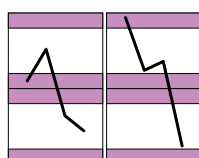
- Ask for feedback from others if they see you rushing
- Learn to perform your job more slowly and carefully

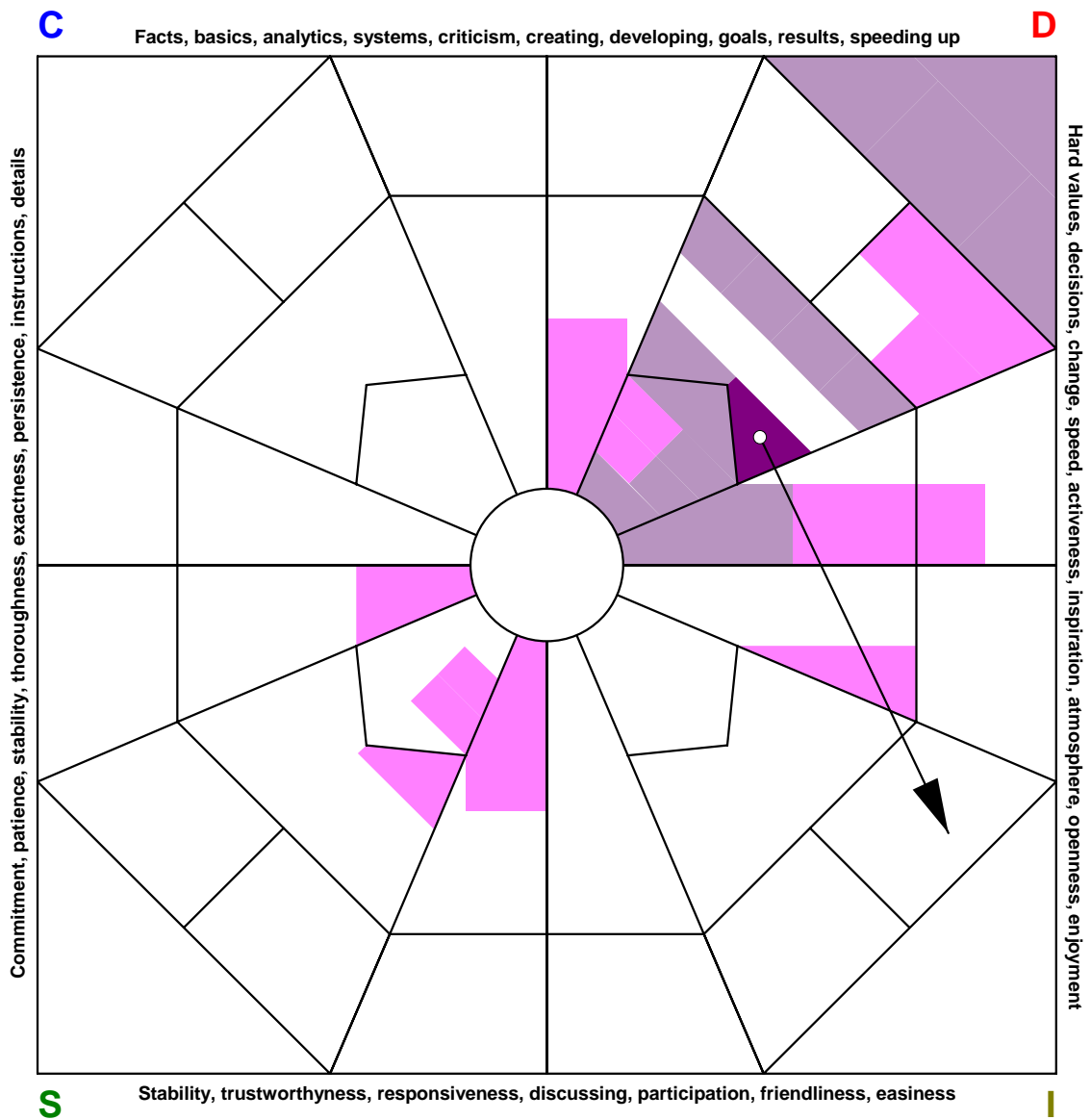
Is motivated by - Security

- Delegate things you cannot concentrate on
- Try to avoid changing things unnecessarily




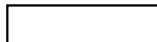
Is motivated by - Possibility to specialise

- Learn to shut other things out of your mind when you are working on something
- When having to concentrate on just one thing, think of it as a project you want to do as well as possible





Flexibility Zones:

-  Current Zone = The position of the profile at the moment
-  Natural Flexibility Zone = The area where the profile will most probably shift
-  Easiest Development Zone = The area toward which the profile is easiest to develop
-  Most Difficult Development Zone = Areas that require stronger conscious adjustment of behaviour

Extended DISC Personal Analysis

Extended DISC - Profile

Person analysed

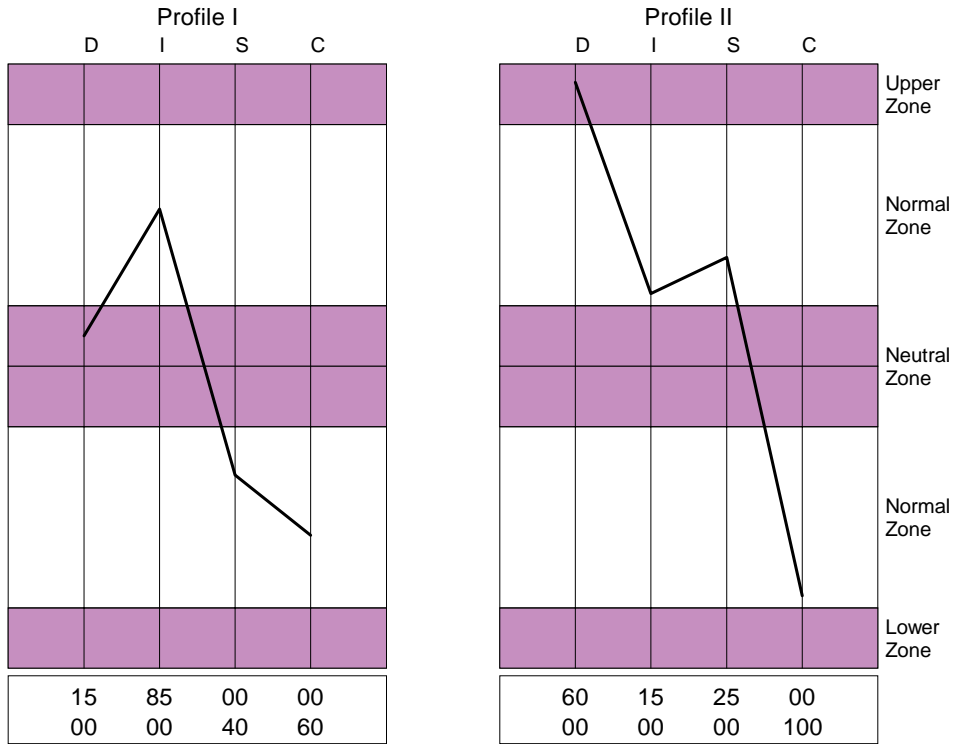
White Debra

Organisation

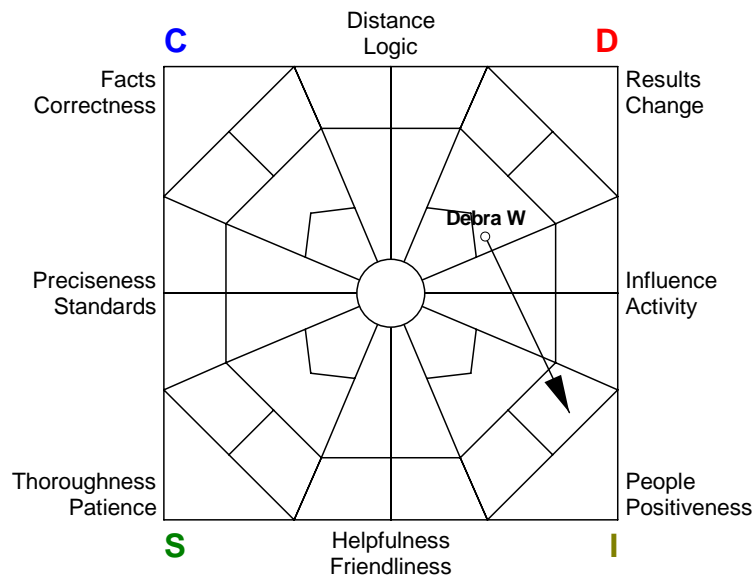
DWBC

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Extended DISC - Diamond



Your primary relationship role is: Planner

A planner is an extremely methodical and systematic person who wants to know where the group is going and how to get there. She seeks development and change but wants them to take place with care and consciousness. She likes it when people behave in a business-like manner while working in the group and treat serious matters seriously. She doesn't understand joking when the time is wrong. Different kinds of group members find her reliable and balanced but also stubborn and of principle. In reality she just wants to make sure that nothing unexpected will happen. That is why she often takes a negative viewpoint in the beginning to changes other people may suggest. She finds it very important that she stands behind her words and she trusts that other group members do the same as well. She likes to work hard for her matters because she doesn't find it easy to leave things half done.

An attitude towards team work

A means to ensure the correct assignment of tasks
A forum to deliver information
Important from the point of view of the organisation

A role in a team

Critic and questioner
Defender of principles
Analyser of things

A role as a decision maker

Makes principle decisions
Wants grounds for the decisions
Wants to accept decisions

A role as a motivator

Shows commitment
Doesn't always remember to encourage
Is sometimes too inflexible

A role as a performer

Manages to concentrate on the issue
Doesn't give up easily
Acts according to the instructions

Benefit To The Team

Things don't stay unfinished
The group doesn't get lost on the wrong track
People aren't treated unfairly

Convergent styles

Changer, Doer

Complementary styles

Stimulator, Specialist, Communicator

Instructions for interpreting Personal Analysis

General Instructions

The Extended DISC® Personal Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

All of the information on the report is derived from your "natural behavioral style". It is a behavioral style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behavior.

The Extended DISC® Personal Analysis divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

I-style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need the data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.

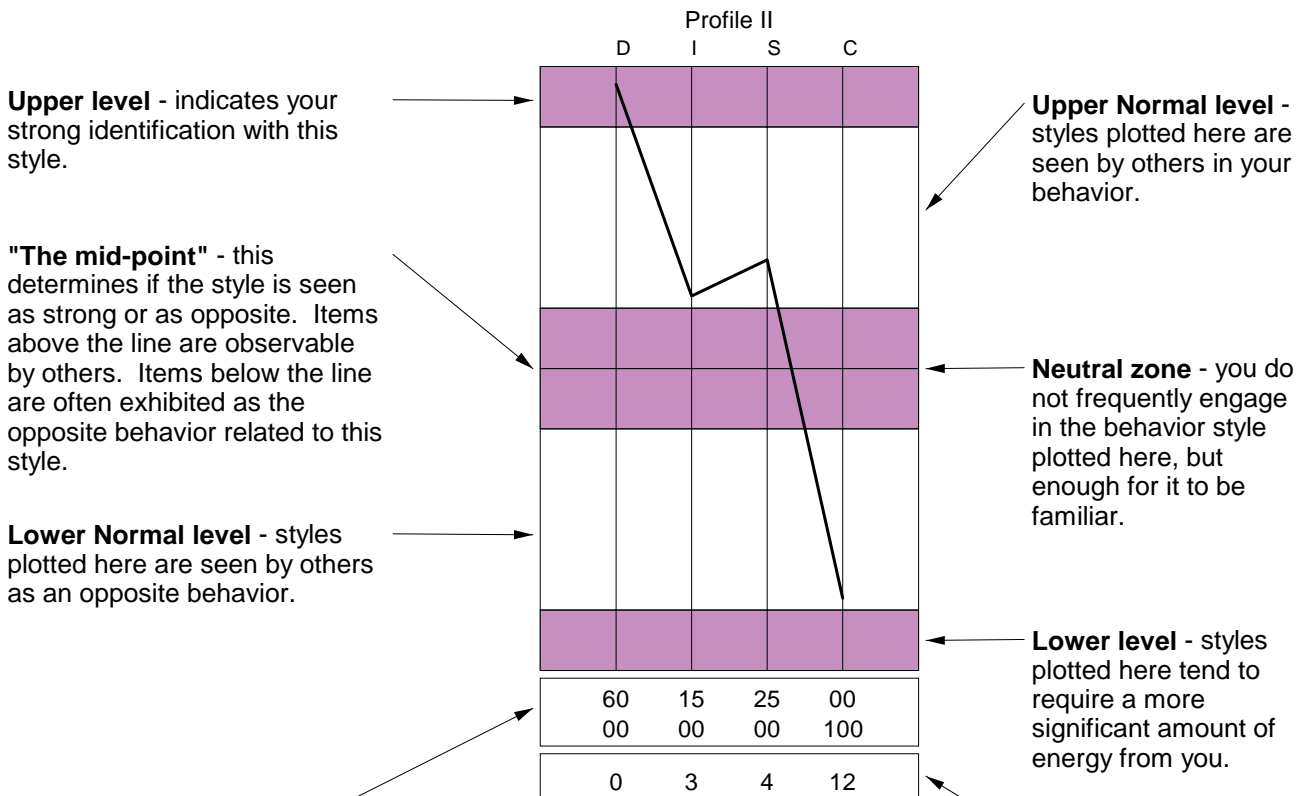
Understanding the profile

The Profiles are visual presentations of your style. They are based on your responses to the questionnaire. Essentially, your responses have been tabulated by your "most" and "least" selections into a frequency distribution by each of the D, I, S and C behavioral styles. Emphasis is on frequency - there are no right or wrong answers.

The interpretation of both the profiles and the diamond require some training. To interpret the results without an understanding of how to read the information is not recommended because of possible misinterpretations.

Profile I - Your adjusted style. How you believe you must adjust your style to meet the demands of your present environment.

Profile II - Your natural style. This is a style that remains fairly stable, but not rigid, over your lifetime. It is the style that is the most comfortable for you.



Upper level - indicates your strong identification with this style.

Upper Normal level - styles plotted here are seen by others in your behavior.

"The mid-point" - this determines if the style is seen as strong or as opposite. Items above the line are observable by others. Items below the line are often exhibited as the opposite behavior related to this style.

Neutral zone - you do not frequently engage in the behavior style plotted here, but enough for it to be familiar.

Lower Normal level - styles plotted here are seen by others as an opposite behavior.

Lower level - styles plotted here tend to require a more significant amount of energy from you.

Percentages - Top row indicates the percentage distribution (out of 100 percent) of your strongest styles. Bottom row indicates the percentage distribution (out of 100 percent) of your less comfortable styles.

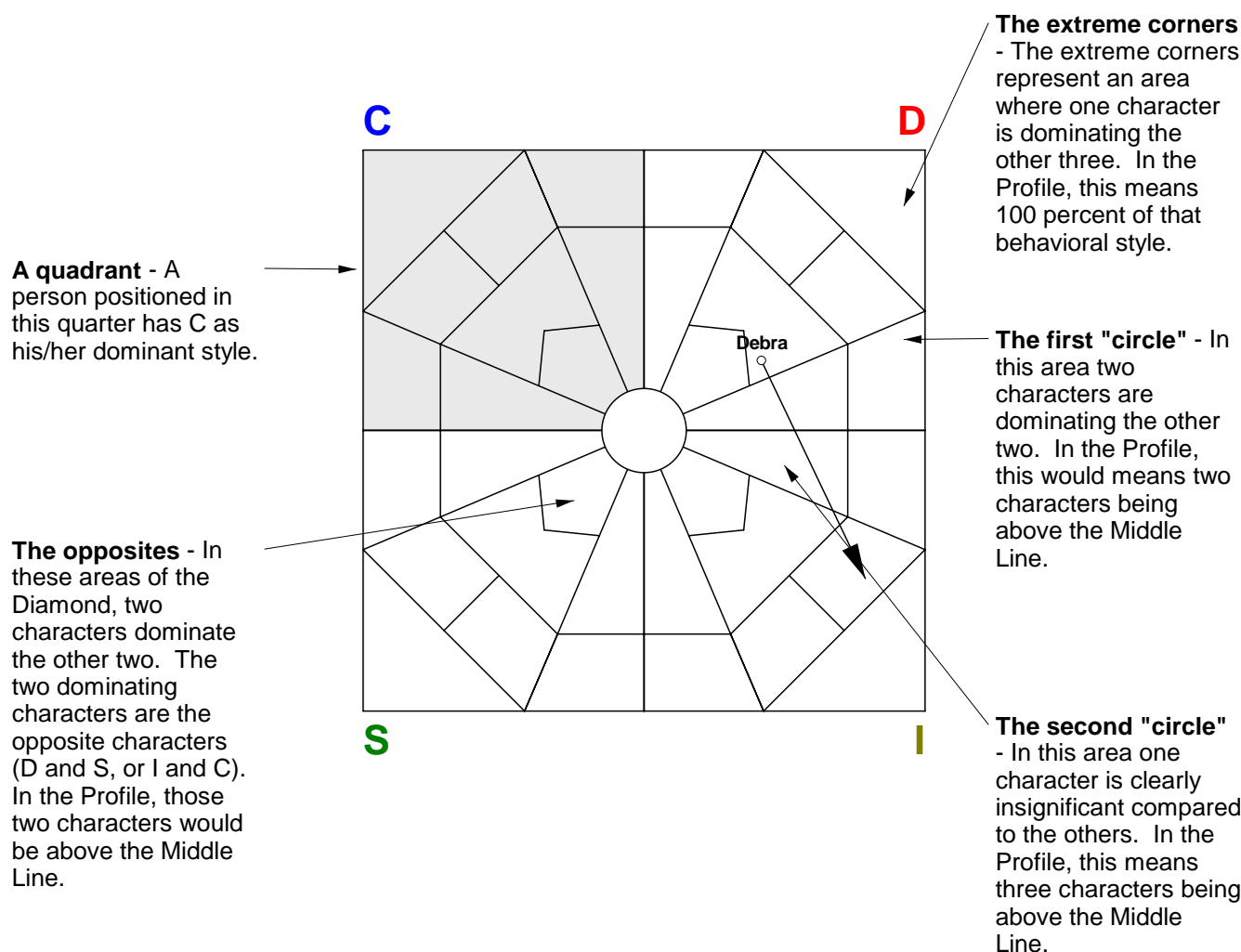
Profile Points - A profile ID number used to generate your report. They have no interpretative value.



Understanding the Diamond

The Extended DISC Diamond visually shows what behavioral styles are the most comfortable to you and what styles require the most energy from you. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioral traits.

The deepest shade on the Diamond shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioral style (D, I, S or C). The shadings demonstrate the behavioral styles that are quite comfortable for you. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from you. The farther from your deepest shade you move, the more energy is required.



Page One - Text Page

This page is a description of how others typically see individuals with your style. Read the text as such and use it to develop an overall picture of your style. In evaluating specific sentences, it is important to consider your conscious ability to adapt behavior.

In other words, while the text describes the typical behavior for individuals with your style, you certainly can modify your behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

If you find a statement that you believe does not accurately describe you, ask others for their feedback before you dismiss it. This may be a great opportunity for you to further improve your performance.

Identify the main items that you believe would have a positive impact on your performance if you were to consciously modify your behavior. You may want to get some input from others (peers, supervisor, coach, etc.) when selecting these items.

Page Two - Motivators Page

This page highlights dimensions that are typical for the individuals like you. Be sure that you do not focus on the right side of the page too much - many people do. Make sure you are taking advantage of the strengths of your style.

Motivators = You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

Tries to Avoid = You tend not to like these items as much.

Strengths = These items require less energy from you.

Development Areas = These items require more energy from you. Some of the items relate to you using your strength so much that it becomes a weakness.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that you cannot excel on the items on the right side of this page. It simply indicates that these areas typically require more energy and concentration for individuals with your style.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

Page Three - Graphical Page

This page uses 1-10 point scale, from "Non-natural to Natural"

Natural - most on the right. These items require less energy from you.

Non-natural - most on the left. These items requires more energy from you.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in this area. The results simply indicate that you must spend more conscious effort, concentration and energy with this particular behavioral aspect.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

Page Four - Graphical Page

The Profiles are visuals arrived at by your responses to the questionnaire. Essentially, your responses have been tabulated by your "most" and "least" selections into a frequency distribution by each of the DISC behavioral styles. Emphasis is on frequency - there are no right or wrongs.

This page represents all the graphical and numerical information that has been derived from the Extended DISC® Standard Analysis. The interpretation of both the profiles and the diamond require some training. To interpret the results without a good understanding of how to read the information is not recommended because of possible misinterpretations.

Additional Pages

Interpret Additional Pages just like the Graphical Page. The pages also use 1-10 point scales, from "Non-natural to Natural"

Natural - most on the right. These items require less energy from you.

Non-natural - most on the left. These items requires more energy from you.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in this area. The results simply indicate that you must spend more conscious effort, concentration and energy with this particular behavioral aspect.

The Additional Pages focus on:

- Administrative Style
- Customer Service Style
- Entrepreneurial Style
- Information Technology Style
- Leadership Style
- Management Style
- Project Style
- Sales Style
- Team Style
- Training Style

When using the additional pages, select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

Worksheet - The Text Page

Identify what you believe to be your greatest strengths. How are you using them in your current position?

Should you adjust your style to improve your performance? If yes, how?

Are there statements that you do not think describe you?

Is this something you have learned to do or to avoid?

Why do you think you may not see this in your behavior?

What about others? Can they see it in your behavior?

Worksheet - Motivators

Identify two *Motivators* that are being fulfilled in your current position:

How can you increase their effect on your performance? Be specific.

Identify two *Strengths* that you can capitalize upon in your current position:

How can you maximize the impact of your *Strengths*? Be specific.

Identify two *Situations that Reduce Motivation* that create the greatest challenges in your current position:

How can you decrease their effect on your performance? Be specific.

Identify two *Reactions to Pressure Situations* that you can work on that will have the greatest impact on your performance in your current position:

How can you develop in these areas to improve your performance? Be specific.

Worksheet - Graphical Page

Job Environment:

Identify two areas that are comfortable for you in your current position:

Identify two areas that are less comfortable for you in your current position:

Based on the above, how can you adjust your style to improve your performance?

Decision-Making:

Identify an aspect of your decision-making style that is the most comfortable for you. What impact does it have in your current position?

Identify an aspect of your decision-making style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

Communication:

Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your current position? How can you capitalize on it more effectively?

Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

Is Motivated By:

Identify your greatest and lowest motivator from the five motivation factors.

How can you capitalize on your greatest motivator?

Do your current responsibilities require behaviors that relate to your lowest motivator? How can you reduce its impact and/or adjust your style accordingly?

Improving your performance:

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

D-style:

Slow down, be more patient.
Do not jump to conclusions or snap decisions.
Listen to others more.
Be more aware of how you impact others.
Do not overreact.

I-style:

Talk less, listen more.
Do not react emotionally.
Do not over promise.
Focus more on details.
Follow-up.

S-style:

Be more assertive and aggressive.
Speak out.
Act now, think less.
Keep your emotions under control.
Do not be afraid of change and new things.

C-style:

Talk more.
Decide and take action faster.
Do not be afraid to make mistakes.
Do not lose the big picture.
Accept ambiguity.

How to Identify Others' Styles:

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

D-style:

Often appears to be in a hurry.
Is direct, says what he/she thinks.
May be blunt.
States own opinions as facts.
Interrupts others.
May talk to many people at the same time.
"What's the bottom line?"
Is aggressive.
Is demanding.
"How does this benefit ME?"
Very impatient.
Becomes irritated easily.

I-style:

Is open and friendly.
Talks a lot.
Gets easily excited.
Is animated.
Talks about people he/she knows.
Does not focus much on details.
Does not listen for long.
Does not pay close attention.
May ask same questions several times.
Jumps from subject to subject.
Stays away from hard facts.

S-style:

Appears calm.
Does not get easily excited.
Listens carefully.
Nods and goes along.
Is easy-going.
Asks questions and inquires about the specifics.
Seems to have strong opinions but does not express them vocally.
Appears thoughtful.
Completely new ideas/things seem to make him/her uncomfortable.

C-style:

Appears reserved and somewhat timid.
Is quiet.
Focuses on details.
Asks many questions.
Studies specifications and other information carefully.
Proceeds cautiously.
Does not easily express disagreeing views.
May have done homework on the topic.
May be very critical; criticism based on facts, not opinions.

Communication Considerations:

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving your effectiveness with the different styles.

When communicating with D-styles:

- Be direct and specific.
- Provide alternatives.
- Ensure he/she "wins".
- Disagree only on facts.
- Enjoy the battle.
- Do not be emotional.
- Do not dominate.
- Act quickly, he/she decides fast.

When communicating with I-styles:

- Be a friend, do not ignore.
- Schedule time for chatting.
- Have fun and act silly.
- Let him/her speak.
- Give recognition.
- Speak about people and feelings.
- Remember to follow up.
- Move closer.

When communicating with S-styles:

- Slow down your presentation.
- Build trust.
- Focus on people.
- Provide the information he/she needs.
- Present issues logically.
- Secure commitment piece by piece.
- Be sincere, do not dominate.

When communicating with C-styles:

- Provide facts.
- Do not touch.
- Be patient, slow down.
- Give plenty of detailed information.
- Control your own activity.
- Do not talk about personal issues.
- Do not pressure.
- Focus on issues.

Dos and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

D-style:

Do:

Be direct.
Provide alternatives.
Ensure he/she "wins".
Give immediate feedback.
Concentrate on subject.
Act quickly.
Let him/her speak and listen.
Focus on issues.
Show interest.
Provide direct answers.

Don't:

Go into all the details.
Provide too much information.
Try to control the situation.
Talk too much.
Lose focus.
Slow down.
Take issues personally.

I-style:

Do:

Maintain positive atmosphere.
Help to achieve popularity and recognition.
Allow to express him/herself.
Take time to chat and talk.
Be more expressive.
Be more enthusiastic.
Focus on the big picture.
Focus on the people aspects.
Get involved in the process.

Don't:

Talk about too many details.
Fail to socialize.
Bring up negative issues.
Fail to have fun.
Set restrictions.
Be too practical.
Be pessimistic.

Dos and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

S-style:

Do:

Proceed in logical order.
Ask specific questions to find out true needs.
Provide support.
Provide precedents to reduce uncertainty.
Remember fairness and justice.

Don't:

Forget your promises.
Make unexpected changes.
Be unreliable.
Forget to provide enough information.
Move too fast.
Be impatient.

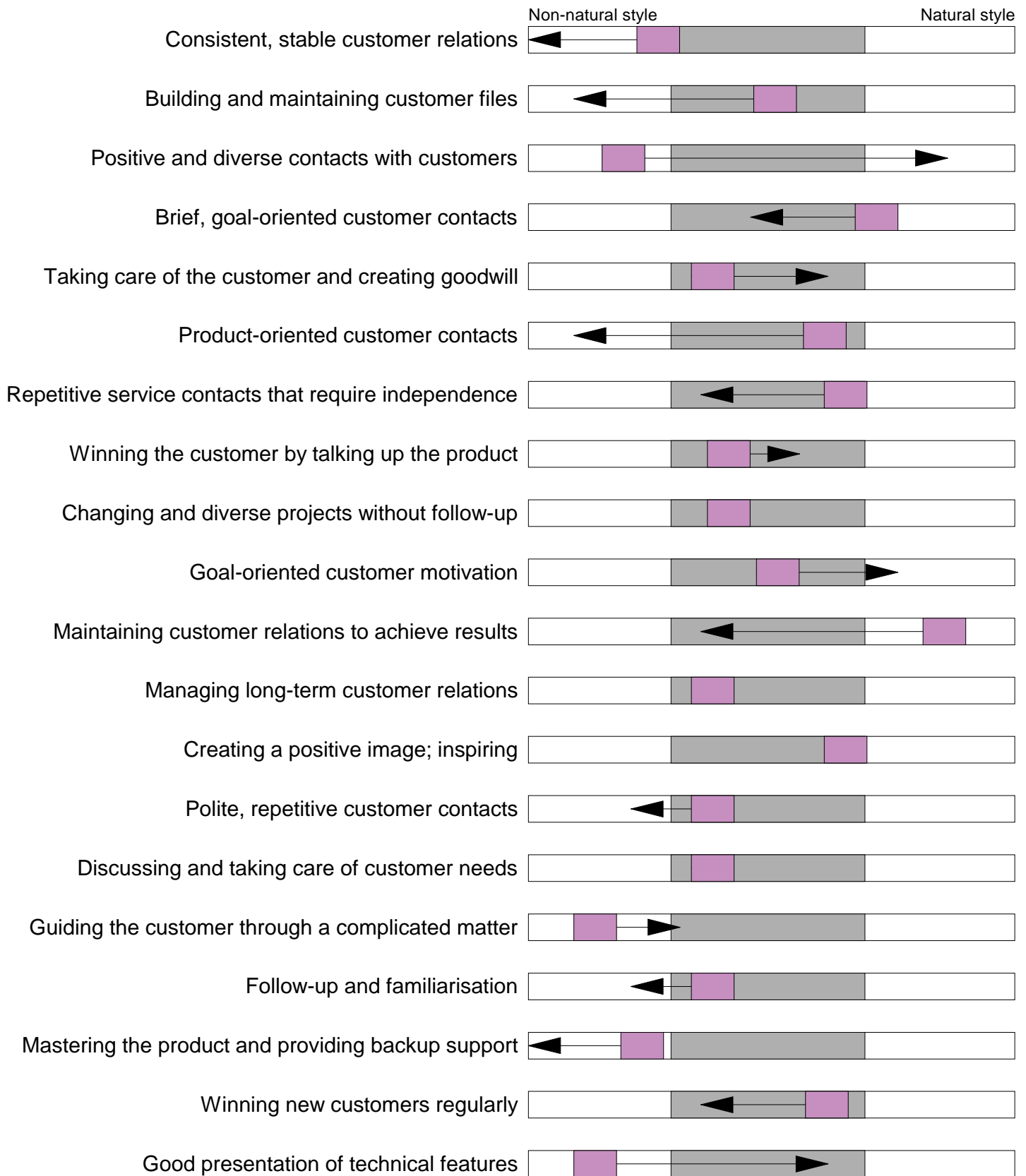
C-style:

Do:

Listen carefully.
Answer questions calmly and carefully.
Be thorough; remember to include all relevant information.
Slow down your presentation.
Utilize written supporting materials.
Find out what the key issues are and focus on them.

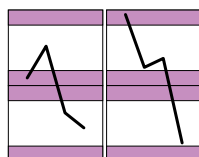
Don't:

Move too fast.
Spend too much time with small talk.
Move too close.
Lose patience in providing all the requested information.
Expect decisions right away.



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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Brief, goal-oriented customer contacts

- Remember also to give the client a chance to talk
- Learn to give something extra to the client

Repetitive service contacts that require independence

- Try to change your routine habits every now and then
- Try to adapt to the needs of your client

Maintaining customer relations to achieve results

- Think of ways you can ensure the client's loyalty
- Collect feedback from the customer regularly

Creating a positive image; inspiring

- Make sure that the picture you are giving and the reality are the same
- Strive for continuity in your actions

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Positive and diverse contacts with customers

- Remember to tell the client what you are doing
- Make sure you understand the real need of the customer and take care of it

Guiding the customer through a complicated matter

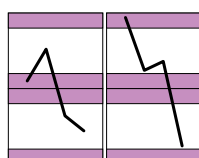
- Give the customer a chance and encourage him/her to ask questions
- Try to do it as politely as possible

Mastering the product and providing backup support

- When you are learning something new, take notes
- Make sure that clients who need you can get in touch with you

Good presentation of technical features

- Try to spark a conversation in which the customer can participate
- Remember to always maintain a positive attitude with the customer



Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Direct, one-off selling

- Make sure that the client leaves with a positive impression every time
- You know how to control the client, but do not pressure too much

Strong goal-oriented influencing of people

- Give the customer enough time
- The customers like to buy from you, but make sure to remain focused on them so they stay loyal

Follow-up and assessment of the sales process

- If things are not going the way they should, ask for other people's opinions
- When setting goals, ask for others' opinions

Goal-oriented selling while considering individual needs

- Do not make closing a sale with a particular prospect such a challenge for yourself that it is worth less than its cost
- Try to give the client as much of the kind of information that he/she needs as possible

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Inspired image-selling

- Excitedly present the client the benefits of the product/service - do not focus only on the features
- Learn to express yourself without any facts

Positive guiding and sharing of information

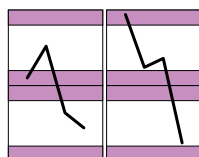
- Include the client in the conversation
- It is not enough that you just say what you have to - practice the right way of saying it

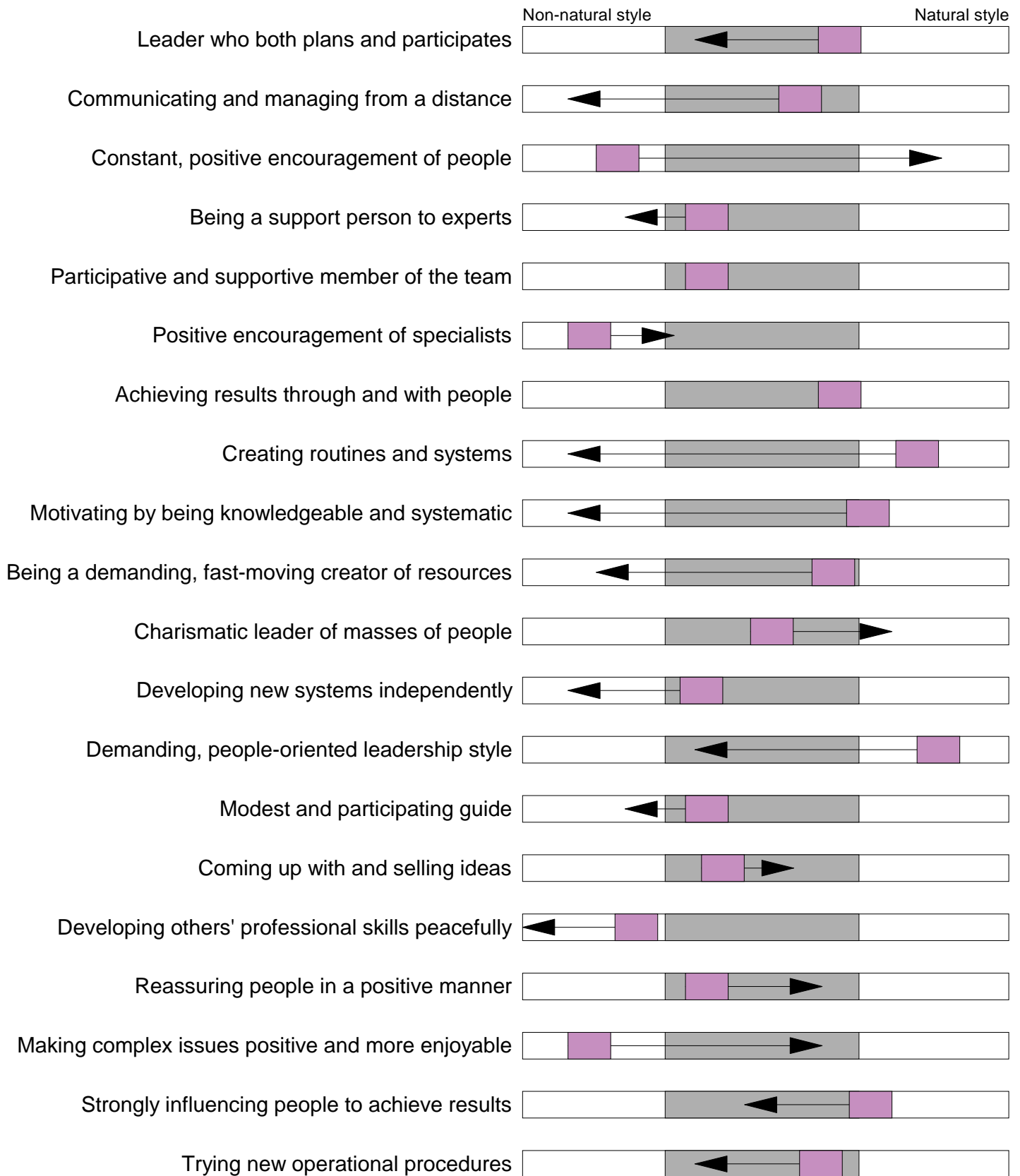
Following a procedure in an expert role

- Give all the information requested carefully
- Do not interfere with roles other than the one you specialised in

Contacting customers in an expert role

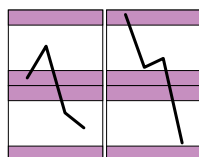
- Learn a conversation style where you do not talk only about a specific topic
- Find ways to get the client to actively contact you as much as possible





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Creating routines and systems

- When you think your plan is ready, ask others what they think about it
- Observe how people do things before you try to force them to do them less naturally

Motivating by being knowledgeable and systematic

- Be careful not to create an inflexible organisation by demanding too much organisation
- Remember that not all people get motivated by the fact that they know how to do their job

Demanding, people-oriented leadership style

- Define a certain performance level that will satisfy you
- Do not make people compete too much

Strongly influencing people to achieve results

- Be careful not to make people feel that they are being forced
- Remember to reward employees if you have demanded something and they delivered

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Constant, positive encouragement of people

- Start and finish the conversations in a positive way
- Organise your work so that you are in contact with people as much as possible

Positive encouragement of specialists

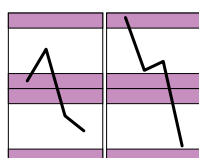
- Ask people what would make them happier
- Do not suffocate others with too much inflexibility

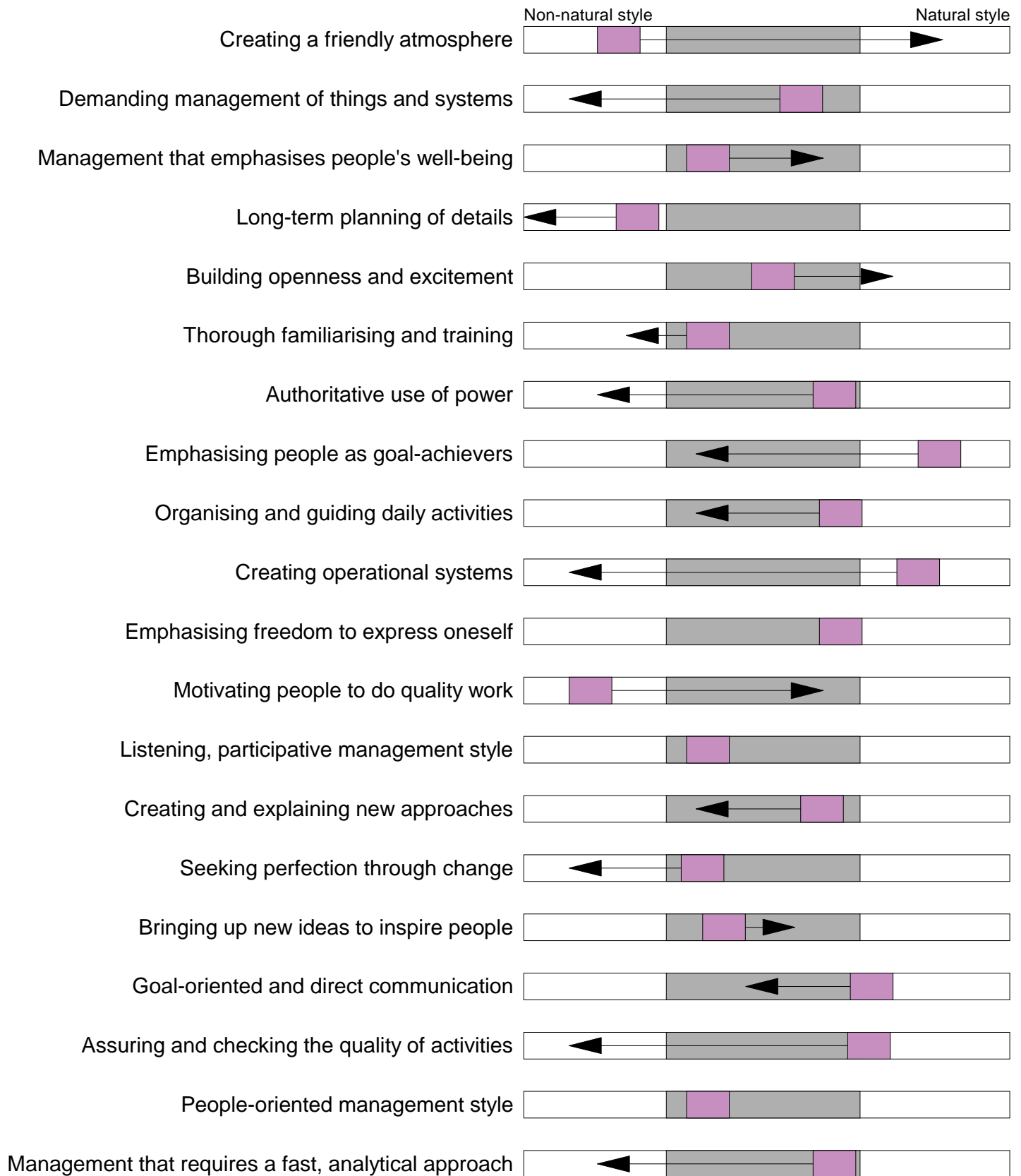
Developing others' professional skills peacefully

- Be careful not to get excited about some new thing that you want everybody to learn
- Develop one area per employee at a time

Making complex issues positive and more enjoyable

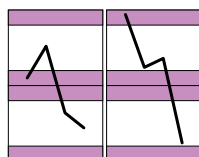
- Do not force an employee to understand everything if he/she does not have to or want to
- Learn to make fun of important things too





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Emphasising people as goal-achievers

- Try to be consistent in where you are leading people - everybody does not like sudden changes
- Beyond achieving your goals, try to get other people to reach their own goals too

Creating operational systems

- Make discussions with people a part of the planning work
- Consider what things are actually important to plan in advance

Goal-oriented and direct communication

- Learn to ask for and listen to feedback about what you say
- Try to be even more efficient by customising your message to different people

Assuring and checking the quality of activities

- After achieving a certain quality standard, do not aim higher
- Everybody is not capable of the same quality of work as you are - help them

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Creating a friendly atmosphere

- Try to create a physical work environment that has as few obstacles for social interaction as possible
- Remember that some people need more interaction with other people than you do

Long-term planning of details

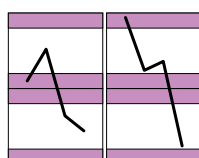
- Learn to write down the details and to follow up on them
- Remember that the feeling of security in the organisation grows when everybody knows exactly what the expectations are

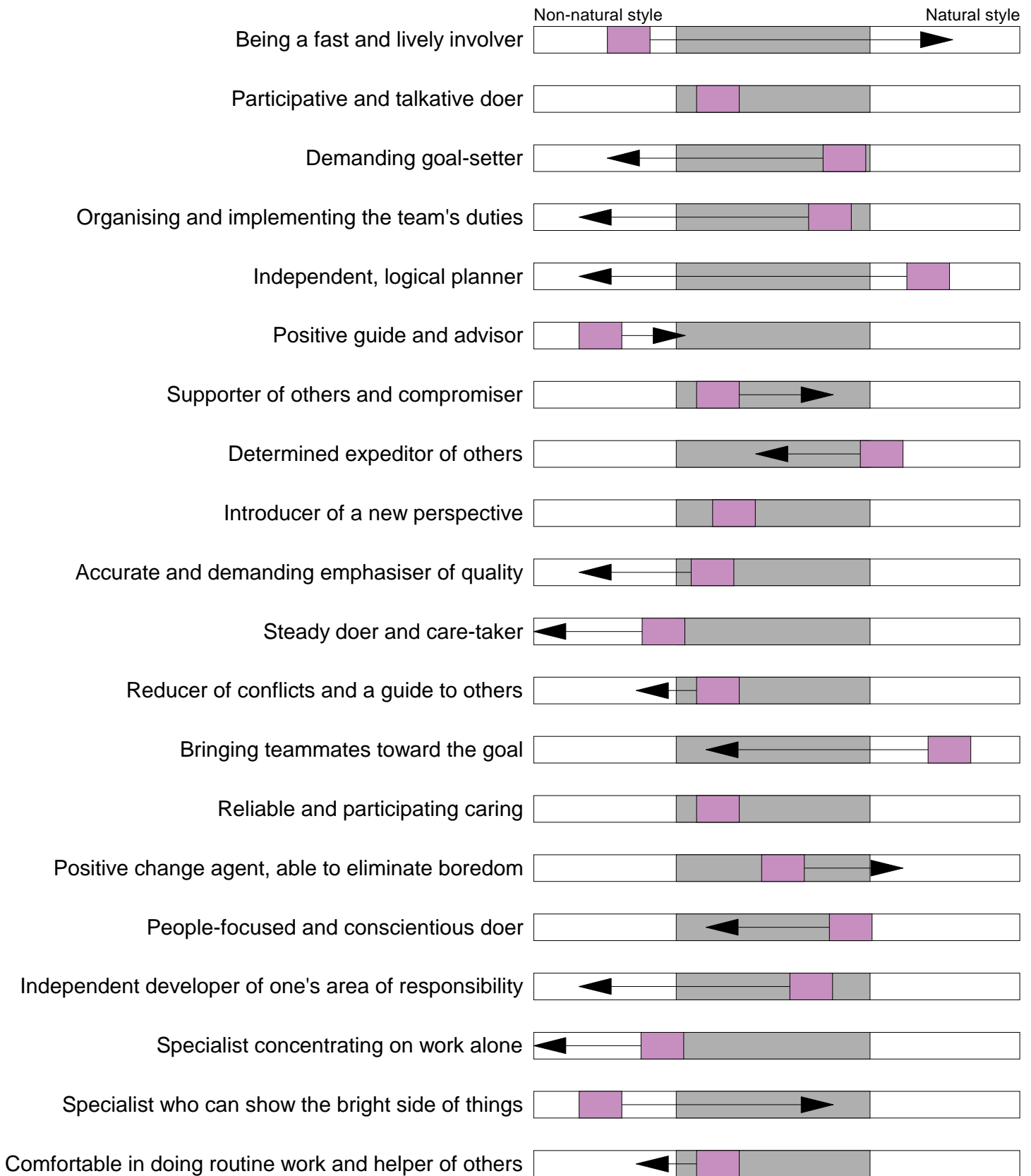
Motivating people to do quality work

- Make people aware of the benefits of quality
- It is not enough that you know what has to be done - you also need the will

Seeking perfection through change

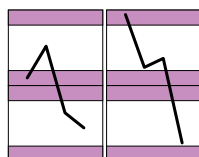
- Learn to find the errors - and do something about them
- Focus on one task at a time and find a way to do it better





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Independent, logical planner

- Make sure every plan includes an option to make changes and do things better
- Always remember that people seldom act exactly the way they should

Determined expeditor of others

- Remember to ask for other people's opinions
- Make sure you do not force everybody in the same direction

Bringing teammates toward the goal

- You get people to follow you - make sure you know where you are going
- Provide different kinds of people a chance to be different

People-focused and conscientious doer

- Make it clear to other people that you also have a strong will
- Do not force everybody to be friends with everyone

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Being a fast and lively involver

- Give other people a chance to express themselves in their own way
- At times, try to take things less seriously

Positive guide and advisor

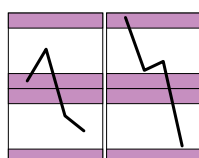
- Try to compliment others as much as possible when you guide them
- Make sure that the persons you are guiding do not feel stupid if they cannot yet do it

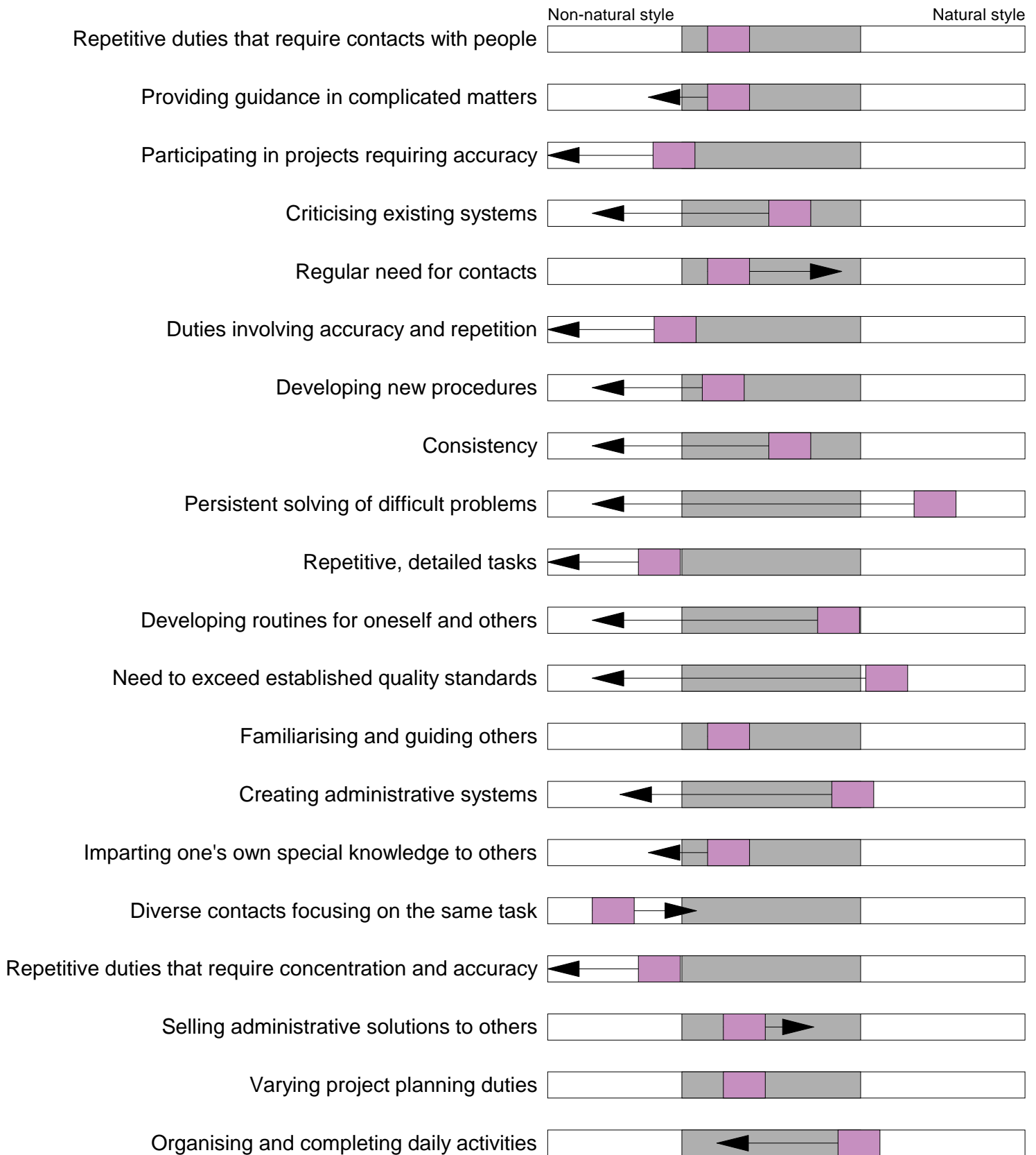
Specialist concentrating on work alone

- Do not go to battle unprepared - practice first
- Do not attempt to know everything - if you do, you do not know anything well

Specialist who can show the bright side of things

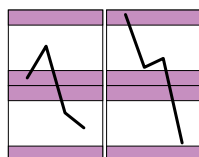
- You seldom need losers- try to concentrate on finding winners
- Avoid negative expressions - everything can be said in more than one way





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Persistent solving of difficult problems

- Do not let interesting challenges take time away from other important responsibilities
- Learn to ask for other people's advice and to talk with others

Need to exceed established quality standards

- Think about if you have something more important to do
- Set yourself a goal and answer the question: why this specific goal?

Creating administrative systems

- Remember that other people adapt to change more slowly than you do
- When trying to achieve a goal, try to change things as little as possible

Organising and completing daily activities

- Just because "we did it like this yesterday" does not mean it is the best reason to do it the same way today
- Create a long-term plan that renews things gradually

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Participating in projects requiring accuracy

- Always consider what you have done before you consider it completed
- Learn to concentrate on one thing at a time

Repetitive, detailed tasks

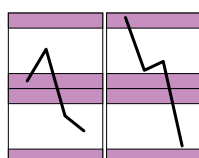
- Consciously seek variety of assignments
- Use as many tools as possible to check the validity of things

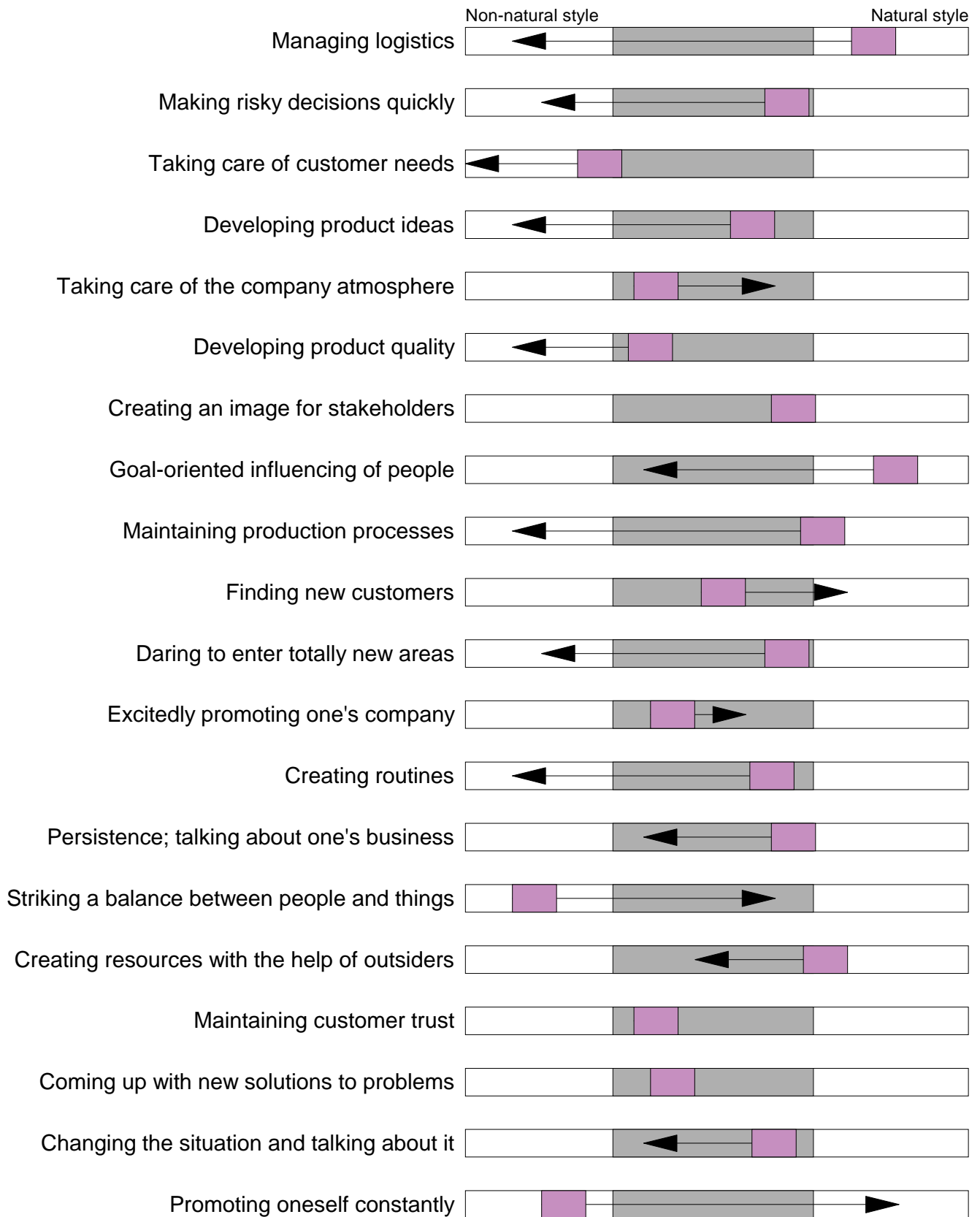
Diverse contacts focusing on the same task

- Be less critical of what you are saying
- When communicating, quit working at the same time

Repetitive duties that require concentration and accuracy

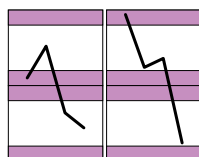
- Recognise what time of the day it is easiest for you to concentrate on things and do these tasks then
- Consider why this task has to be done and then complete it





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Managing logistics

- Make sure everyone understands why, not only how, things should be taken care of
- Do not forget to communicate with those who take part in the process

Goal-oriented influencing of people

- Remember that a person who has bought into an idea is more motivated than one who has been forced to accept it
- Try to constantly collect feedback regarding how others see you

Maintaining production processes

- Constantly practice reacting to new and surprising situations
- Remember that you actually cannot control the future

Creating resources with the help of outsiders

- Make sure that everybody who helps you receives something from it too
- Try to create long-term relationships with subcontractors and affiliates

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Taking care of customer needs

- Create a system where your customers provide feedback in writing
- Organise regular events for the clients

Developing product quality

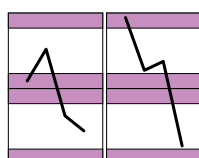
- Delegate the final touches to others
- Write down even minor feedback you get about the product

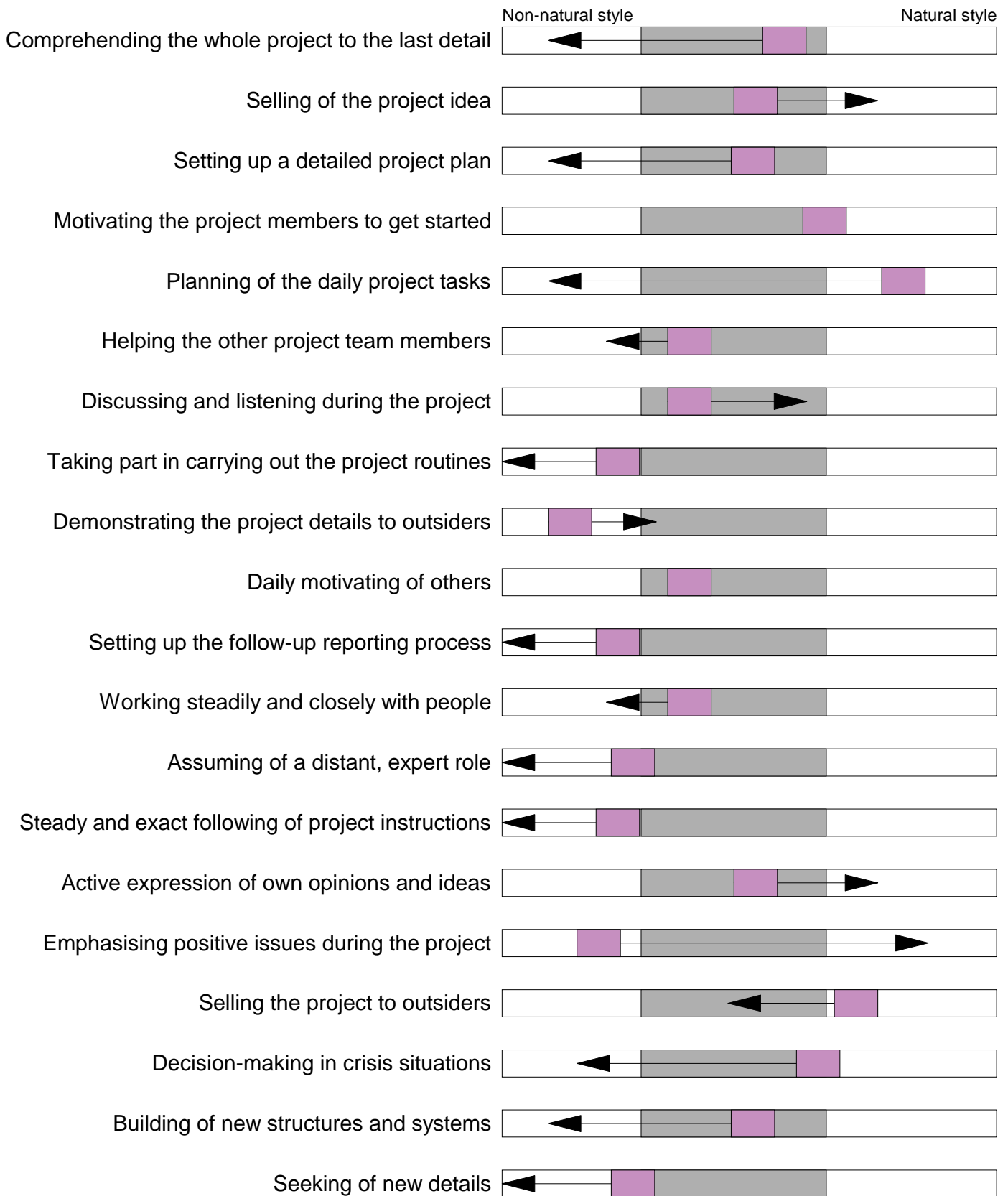
Striking a balance between people and things

- Try to work together with others whenever possible
- Learn to listen to people and then make a logical decision based on the facts

Promoting oneself constantly

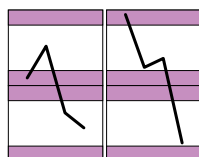
- Get outside PR-support
- Participate in many associations' events





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Motivating the project members to get started

- Learn to listen to what the person's real worries and insecurities are
- Do not promise the impossible

Planning of the daily project tasks

- Provide people with initiative a chance to take initiative
- Always think about how to get other people involved on their own

Selling the project to outsiders

- Try not to promise too much on behalf of the other members of the project
- Make sure that you can take care of your own responsibilities as a member of the project

Decision-making in crisis situations

- Beware that you do not see every situation as a catastrophe
- Always weigh the long-term impacts of your decisions before making a final one

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Demonstrating the project details to outsiders

- Plan in advance what you are going to say
- First clarify for yourself why you have to tell about this project for this audience

Setting up the follow-up reporting process

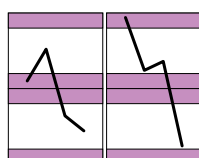
- Write down things even if you believe that you could explain them if necessary
- Think about what the objectives were and find out if they were achieved

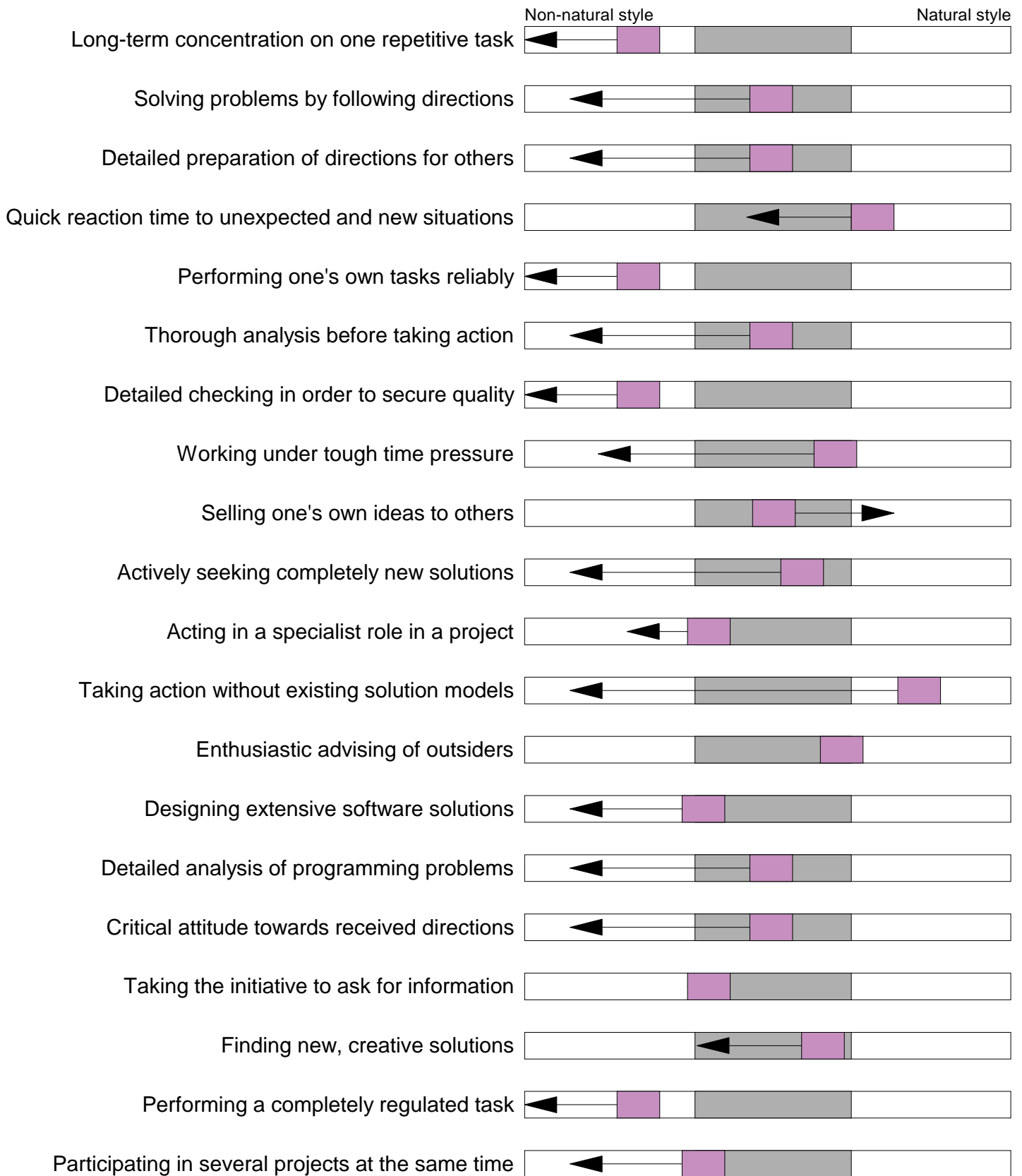
Steady and exact following of project instructions

- Find out how dependent other members of the project are on you completing your tasks
- Before criticising the instructions, think about them first

Emphasising positive issues during the project

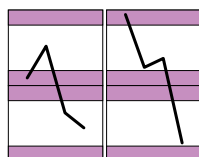
- Consider why you enjoy being part of the project and tell others
- Be careful not to alienate yourself from the other members of the project





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Quick reaction time to unexpected and new situations

- Try to listen to other people's opinions before expressing your own
- Always try to review your ideas before implementing them

Working under tough time pressure

- Make sure that when you are in a hurry, someone else checks your work
- Learn to slow down when there is no reason to rush

Taking action without existing solution models

- Before starting something new, find out how it has been done before
- Learn to plan things in detail

Enthusiastic advising of outsiders

- Are you talking too much about your personal things?
- Ask others before you make promises concerning them

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Long-term concentration on one repetitive task

- Try to think about how to improve things - but only after you have completed your work
- Try to participate in temporary projects which would create variety for you

Performing one's own tasks reliably

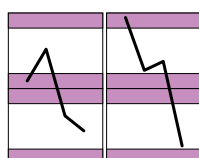
- Strive to create short routines for yourself that you always do the same way
- Learn to set aside time on your calendar when you promise to do something

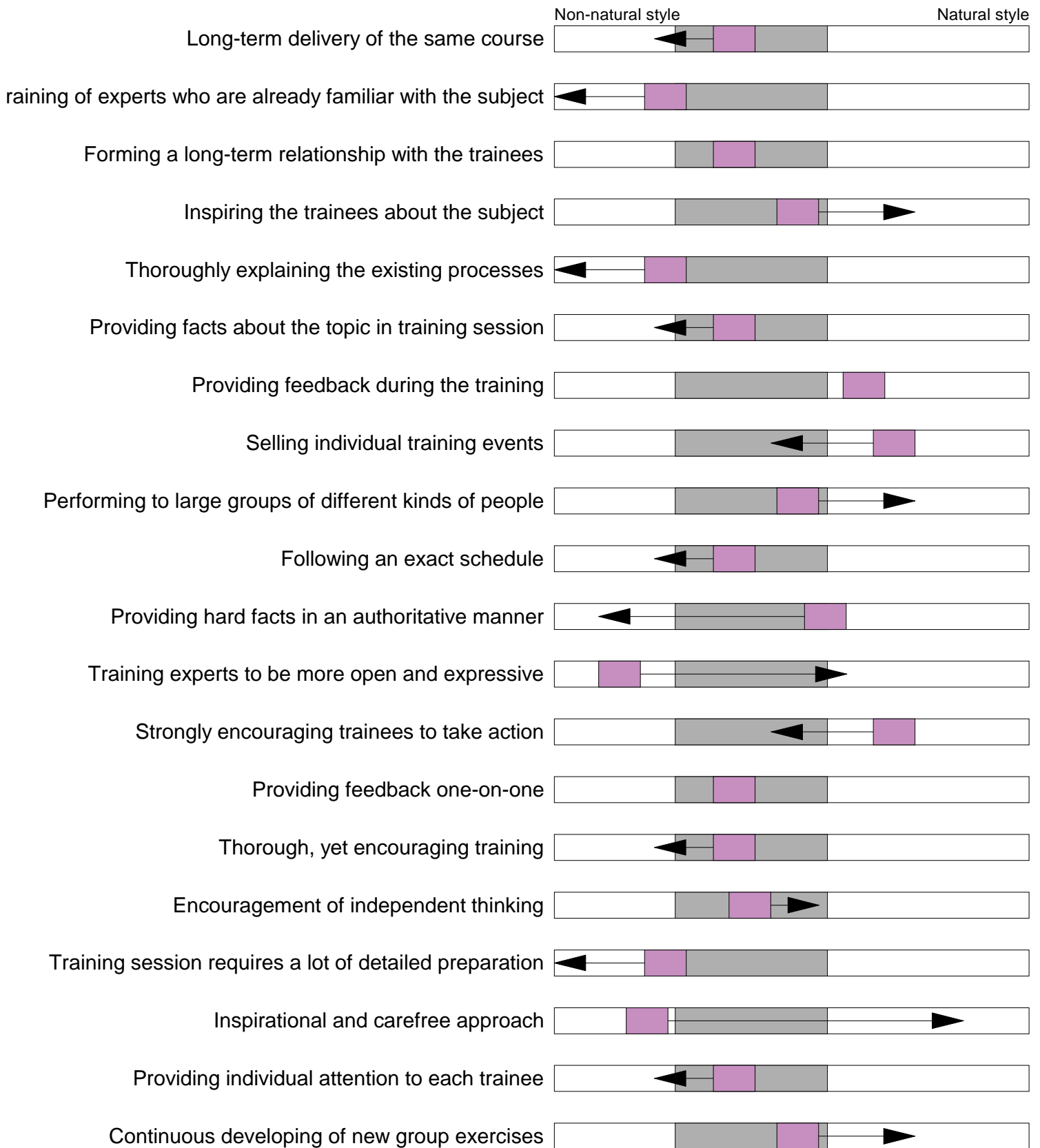
Detailed checking in order to secure quality

- After checking, write down a summary immediately
- Reserve enough time for checking - and remember to do so

Performing a completely regulated task

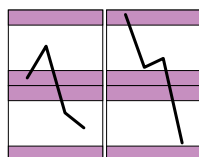
- Always look back; what did I just do and did I do it right?
- Learn to shut other things out of your mind





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Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Providing feedback during the training

- Be careful not to focus too much on the outgoing trainees
- Learn to give negative feedback in such a way that it changes behaviour

Selling individual training events

- Learn to listen to other people's opinions
- Give people time to think - do not be too aggressive

Providing hard facts in an authoritative manner

- Even if you know you are right, try to get people to come up with the answer
- Remember not to give orders when training

Strongly encouraging trainees to take action

- Accept that most people need more time to get excited
- Learn to slow down when necessary

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Thoroughly explaining the existing processes

- Provide handouts and other written material where there is a need for specific instructions - do not rely on your ability to present
- Learn not to get sidetracked

Training experts to be more open and expressive

- Try to get the audience members to talk about any of their experiences and feelings
- Try to incorporate as many fun and irrelevant exercises as possible

Training session requires a lot of detailed preparation

- Make your schedule a little more tight than necessary
- Create a detailed list, or set of notes, where you can follow the order set out

Inspirational and carefree approach

- Practise fun stories about yourself
- Send information about yourself to the audience before the session to make you familiar

