

Personalized Description and Success Strategies

- Approach to Managing Others



Respondent Name

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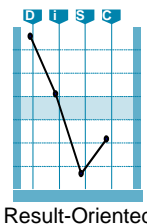
This report is provided by:

Center for Internal Change, Inc.
John C Goodman, MSOD, MSW
6 N. Pine St. Mount Prospect, IL 60056
Phone: (847) 259-0005 or (877) DISC-665
Fax: (312) 873-3868
Email: changenow@internalchange.com
Visit: <http://www.internalchange.com>



Approach to Managing Others

This section describes how Respondent may tend to manage based on his natural behavioral tendencies. Some of these key management behaviors may have been modified due to life experience and Respondent's values system and, therefore, represent only potential behaviors. Some of the behaviors may appear contradictory as they represent the different behavioral tendencies that comprise Respondent's style. Review and discuss the list, determining which behaviors are most effective in this management environment.



Communicating

- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- May be perceived as blunt, cold, or uncaring
- Likes to communicate frequently in person or on the phone in an informal, friendly manner, mixing personal talk with business discussions
- Tends to be spontaneous and emotionally expressive
- May have difficulty in communicating negative information directly, leaving other people unclear or confused as to the real issue or the seriousness of the problem
- May have many discussions with people but may fail to complete written documentation for follow-up

Delegating

- Tends to delegate to others the responsibility for follow-through on details
- May be so non-specific and results-oriented in assigning tasks that others have difficulty finding out how to do it
- May have difficulty delegating authority to go with the responsibility because he wants to maintain control
- Likes to delegate tasks requiring attention to detail and follow-through
- Tends to give general assignments which may lead to misunderstandings in terms of who is responsible for what and when
- May fail to check back on progress of delegated work
- Tends to be optimistic in his expectations of others and may need to spend more time finding out about actual skills



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Directing People

- Tends to tell people what to do in a forceful, direct manner
- Likes to control the results
- May be so direct and forceful that people have difficulty asking questions, clarifying understanding, and pointing out potential problems
- Directs people through verbal inspiration, emphasizing the positive
- May tend to become friendly and involved with people
- May have difficulty being "tough" when situations require a direct, assertive approach
- May attempt to cajole or placate people who are resisting or arguing

Developing People

- Tends to put people to work right away believing that "hands-on" involvement on the job is the best way to learn
- Prefers self-initiating, self-directed learners and tends to be impatient with having to provide instruction
- Values practical experience highly
- Likes to present the "big picture" with enthusiasm and positive expectations
- May over-estimate someone's ability and fail to provide sufficient, specific direction
- Tends to offer lots of verbal encouragement

Decision-Making

- Tends to be quick, decisive, independent, and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May fail to consider long-term consequences and fail to include all factors in complex situations
- Tends to use an emotional approach to decisions, basing them on a "gut-feeling"
- Tends to be optimistic in expectations of people and situations
- May avoid making decisions which involve interpersonal conflict, losing approval, or "looking bad"



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Managing Time

- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow him to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share his sense of urgency or work at the same fast pace
- Tends to prefer open-ended structures and flexible schedules
- May spend more time on people and process than on task
- May have difficulty limiting time spent with people and in meetings
- Others may need more structure and predictability to get tasks done

Problem-Solving

- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of his impatience and desire for immediate solutions
- Likes to involve others in the problem-solving process by "bouncing ideas" off them or "brainstorming"
- Tends to approach problem-solving from a subjective, emotional approach, and may become impatient with a more methodical approach

Motivating Others

- Tends to create competitive challenges
- Sets short-term goals and recognizes achievement of results
- Tends to use positive, enthusiastic verbalization
- Provides public recognition praising the positive and down-playing the negative

