

MANAGING FOR SUCCESS®

Team Building Version

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

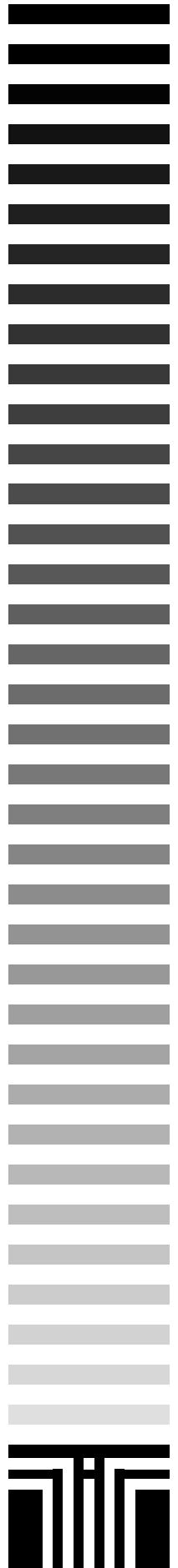
Amanda Platter

RBC

8-31-2001

Making Groups Effective

The Executive Focus
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INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
-W.M. Marston*

BASIC CHARACTERISTICS

Based on Amanda's responses, the report has generated general behavioral statements to provide information on her natural behavior. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Amanda's natural behavior.

Amanda strives to maintain the status quo, since she tends to resist change, particularly when it is unexpected or sudden. Loyalty and being a team player are usually her goals. She is a good, steady, dependable team member. Patience, control and deliberateness characterize her usual behavior. She likes to develop a routine in both her personal and professional life and will function best when this routine is maintained. Amanda's flexibility will allow her to fit into almost any environment. When the time is right, Amanda can stand up aggressively for what she believes. She requires many good reasons, as well as the benefits involved, before agreeing to making changes. She can be discreet and sociable as called for by the situation. Amanda can be possessive and develop strong attachments for her work group, close friends and family. She does not always like being placed in competitive situations. She tends to lose the "team feeling" when she is involved in direct competition.

Amanda may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. She finds making decisions easier when she knows that others she respects are doing the same thing; she then has a feeling of stability and "family." She prefers to plan her work and work her plan. Others may find it refreshing to have her on their team. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. Making plans and following those plans is important to her. She tries to use balanced judgment. She is the

BASIC CHARACTERISTICS

person who brings stability to the entire team. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts."

Amanda will be open with those she trusts; however, reaching the required trust level may take time. She likes a friendly, open style of communication. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted. She is not easily triggered or explosive, but she may conceal some grievances because she doesn't always state her feelings. Amanda likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. She is quick to pick up on group dynamics and skilled in fitting in with a group. She brings both speaking and listening skills to the group. She does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve.

WORK CHARACTERISTICS

Amanda sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Careful, thoughtful approach to decision making.
- Maintaining a clean and organized work station.
- Compliance to high standards.
- Calculation of risks before taking action.
- Sensitivity to existing rules and regulations.
- Using a proven, procedure-oriented method when implementing change.
- Critical appraisal of data.
- Limited contact with people.
- Gathering data in a logical, systematic way.
- Precedence of quality over efficiency.
- Being precise in the collection of data.

VALUE TO THE TEAM

This section of the report identifies Amanda's value to the team. Discuss this list and identify those values most important to the team.

- Respect for authority and organizational structure.
- People-oriented.
- Good at reconciling factions--is calming and adds stability.
- Adaptable.
- Dependable team player.
- Patient and empathetic.

VALUE TO THE ORGANIZATION

This section identifies the behavior Amanda brings to the organization. Use these statements to capitalize on Amanda's value to the team and organization.

- Proficient and skilled in her technical specialty.
- Accurate and intuitive.
- Can make decisions without getting emotionally involved.
- Comprehensive in problem solving.
- Suspicious of people with shallow ideas.
- Objective--"The anchor of reality."

EFFECTIVE COMMUNICATION

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Amanda. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Amanda most frequently.

Do:

- Provide guarantees that her decision will minimize risks; give assurance that provides her with benefits.
- Support your communications with correct facts and data.
- Define clearly (preferably in writing) individual contributions.
- Give her time to ask questions.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- Look for hurt feelings or personal reasons if you disagree.
- Take your time and be persistent.
- Keep conversation at discussion level.
- Provide a friendly environment.
- Provide solid, tangible, practical evidence.
- Use scheduled timetable when implementing new action.

DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Amanda. Review each statement with Amanda and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Give your presentation in random order.
- Patronize or demean her by using subtlety or incentive.
- Push too hard, or be unrealistic with deadlines.
- Be abrupt and rapid.
- Force her to respond quickly to your objectives. Don't say "Here's how I see it."
- Manipulate or push her into agreeing because she probably won't fight back.
- Don't be haphazard.
- Offer assurance and guarantees you can't fulfill.
- Make promises you cannot deliver.
- Talk to her when you're extremely angry.
- Talk in a loud voice or use confrontation.
- Be domineering or demanding; don't threaten with position power.
- Debate about facts and figures.

COMMUNICATION TIPS

This section provides suggestions on methods which will improve Amanda's communications with others. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Amanda will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

COMMUNICATION TIPS

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

STYLE ANALYSIS GRAPHS

Amanda Platter

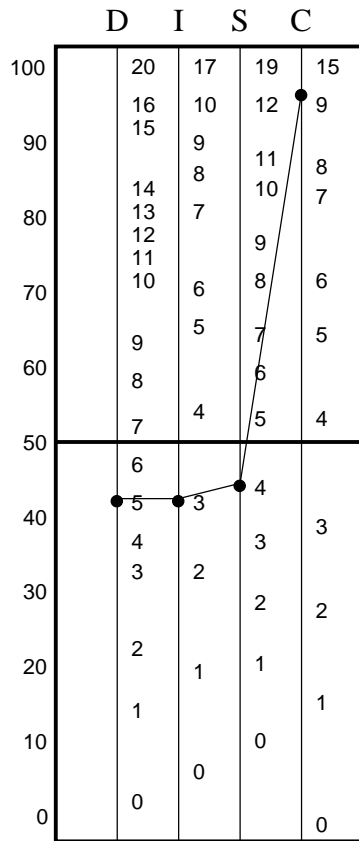
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MOST

Graph I

Adapted Style



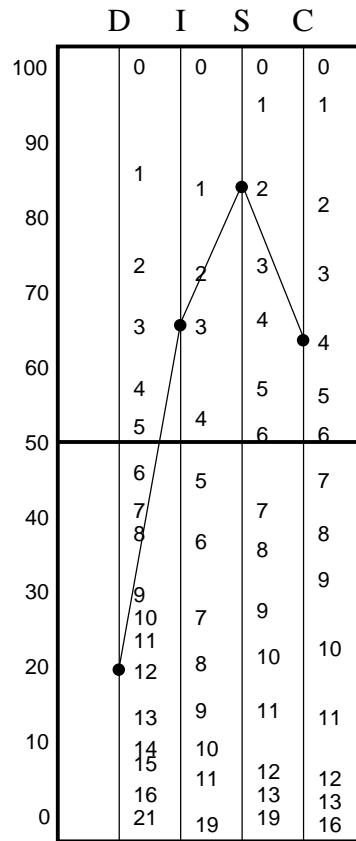
Score
%

5	3	4	10
43	43	45	96

LEAST

Graph II

Natural Style



12	3	2	4
21	66	84	64