

Feel more productive when *doing* rather than when *planning to do*.

Prefer specific and measurable priorities supported by clearly defined objectives.

Prefer incremental change rather than dramatic shifts.

Want to know *how* outcomes will be reached.

Looks for new and different ways to do things.

Prefers an approach to change that provides for flexibility within a broad field of options

Like little or no direction – broad concepts, such as outcomes, vision and values provide adequate direction.

Although it matters how something is done, more important is the impact it has on people.

Rather work in a small group.

Working with a large group makes me feel like I get more done.

Things are rarely one way or the other. Most of the time thinking of a new way is better.

There are lots of ways to do anything. Whatever works best at the time is right.

There is only one best way to do something. Making a list of things to do works well for me.

**I'd rather work alone.
"Get out of my way and let me do it."**

Things seem clear; they are either right or wrong, good or bad. There is little room for error.

I see both sides of an argument and worry more about the relationship than the issue.

New and different is valued and sought.

Risk is desirable.

Encourage breaking rules and asking later for forgiveness.

Opinions are highly valued, sometimes more than facts.

Decisions

Make quickly, fact based, rely on previous experience.

Decisions

See both sides; easily sway from one position to another.

Decisions

Make slowly consider many alternatives, build support for implementation

Planning

Short-range, cyclical; focused on reality of the present.

Planning

Intermediate range, anticipate probabilities.

Planning

Long range; imagine many possibilities.

Relationships

Prefer one-on-one; predictable interactions.

Relationships

Act as catalyst for connections; involve people, create comfort and good feelings.

Relationships

Desires multiple simultaneous agendas with colleagues and friends.

Situational Structures

Well-defined, unambiguous structure, organized and orderly processes.

Situational Structures

**Like clarity, find firm limits/
boundaries helpful; desire
framework for understanding.
Situational Structure**

Find structure confining. need

Activities

**Support thoroughness, checklists,
dealing with details, making things
happen.**

Activities

**Inventive, inspiring buy-in,
figuring out why, creating.**

Change

Why fix it if its not broken.

**Highly value accuracy and
attention to detail.**

Situational Structure

**Find structure confining, need
room for spontaneity and
serendipity.**

Activities

**Bridging gaps, applying concepts,
sharing information affirming
people,**

Change

Change is always good.

Change

**Little bit of change goes a long
way.**

**Tend to work efficiently, being
task oriented.**

**Relationship-driven, curious,
focused on a mid-range time
frame.**

**A steady course is valued and
caution respected.**

Quietly bend the rules.

**Explore issues to get all points of
view.**

**Decisions are formed quickly and
changed quickly.**

**Decisions often have multiple
options to increase the chance for
success.**

**Tried and true processes are
preferred.**

**Facts and quantifiable data are
highly valued.**

Make rules and adhere to them.

Stability is desired.