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 may 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

Situational Structure

Find structure confining, need room for spontaneity and serendipity.

Activities

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

Activities

Bridging gaps, applying concepts, sharing information affirming people,

Activities

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

Change

Change is always good.

Change

Why fix it if its not broken.

Change

Little bit of change goes a long way.

Highly value accuracy and attention to detail.

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.