[NAME]'S WORK LIFE

BY LX

[NAME]

You are one-of-a-kind, amazing & special.

So we printed this unique book just for you.

To get you thinking... how do I become my best self?

If found please contact: _____

Reward: _____

INSTRUCTIONS FOR USE

WHO YOU ARE
As you read this book bear in mind that this is a non-judgemental system that looks at your strengths as an individual. Everyone is equally valuable and has something positive to contribute, and differences between people are perfectly natural. This book simply holds the mirror up and seeks to help you explore how your personality is different from other people and how it may influence the way you think and act. It does not give you an excuse not to behave in a certain way, or not achieve some goal, but rather explains why some things will be easier and come more naturally to you. With this knowledge it should help you understand your opportunities to grow and develop.

WHAT YOU WILL FIND IN THIS BOOK
The results of your survey are structured in a simple way that will help you tackle questions about who you are, and many more. Don't expect magical results; be prepared to be challenged. Expect food for thought. You will get an insight into a system you can use with friends and colleagues: How do you show up in a work context? What are the different ways you can communicate? How do you engage with others in a team? What are the different roles and work environments where you can perform at your best?

WHERE THIS BOOK IS UNIQUE
This is your book, and nobody else's. The approach and algorithms behind the survey and analysis are adaptive and innovative. This means the modelling behind it can tease out almost infinite levels of granularity about your personality preferences and styles. Rather than write one book and sell a thousand copies, the aim here is to write a thousand different books and sell one copy of each. Of course if you would like an additional copy of your book you can order them from www.lx-ai.com.

HOW TO USE THIS BOOK
This is meant to be a workbook. You should read it, highlight it, scribble notes in it, cross things out, add post-it notes and talk about it with anyone in your life who cares about you and you value the opinion of. Alongside the core book content, you should reference 'Your DataBook'. This is the summary appendix of your standardized personality profile scores used to generate your profile. We encourage you to discuss this book and your data with a certified coach, and follow up with further deep-dive self-assessments, all of which will help you become more self-aware.

WHERE TO FIND THE THEORY BOOK
Similar to how you do not need to know how a computer, search engine, car or phone works to use them you do not need to understand the science and algorithms behind this book to get value from it. Some of you will want to know more, and should reference the companion book: 'Theory of Everyone'. There, you will find some more detail behind the models, definitions and principles that LX follows, as well as how they relate to classical personality psychology theory. While the actual science and algorithms behind this book are not simple and are constantly evolving, this book should give a good steer to how things work.

WHAT IF THIS PROFILE DOESN'T FIT YOU
This book is 100% personalized to you but not going to be 100% perfect. The objective of this book is to get you thinking about yourself and so disagreeing with some of it is ok as long as it helps you become more self-aware as a result. As you go through the book, tick the pieces you agree with, and cross out or mark those you don't. We expect you will find over 85% of the book has ticks against it, and higher than that if you completed the extended LX survey.

For things you do not tick we suggest you ask to have a friend read it and see if they agree. Everyone has some characteristics that they are not self-aware of and this is a good way of learning about them.

Additionally you may also want to look closer at the Theory and Data books to gain further insights into LX's observations. We would perhaps suggest completing some of the traditional personality assessments that are referenced and checking that the headline results align with LX simulated results.

Very rarely some people find that significant sections of this book do not align with who they believe they are. If asking your friends and completing some of the other traditional personality assessments you still do not find LX matches you, we would suggest you consider what you were thinking about during your LX survey or right now. Were you stressed, tired, in a rush, or had a major life event going on? Such circumstances can affect your state of mind, how you answered questions and how you feel. And these factors can if strong enough invalidate results.

HOW YOU SHOULD NOT USE THIS BOOK
This book is written for you, and for you only. Of course, you can share it with others you trust, people who know you well, to ask for their thoughts and help you create a more rounded picture of yourself. People in your life might go on and get their own LX book(s), which is great. That said, it can be tempting to misuse this book and what you learnt, in particular when you have two books side by side.

STOP, if you find yourself doing any of the below:

S = Stereo-typing
Do not use this book or the theory on which it is based to put yourself or other people into boxes and make generalizations about them. Remember, everyone can flex to do anything with enough conscious effort, energy and practice.

T = Telling
Do not use this book or the theory on which is based to evaluate other people and state to them what their personality trait or type is. Remember, personality is about individual self-evaluation and preferences, not somebody else's definitive evaluation of you.

O = Obsessing
Do not get fixated on anything this book or data suggests about you, as it does not tell you everything and should be considered only as a thought-starter not the answer. Remember, we encourage you to have conversations based on this book with other people you trust, including if you feel you want to a professional coach.

P = Pushing Back
Do not use this book as an excuse to not do something or behave (or not behave) in a certain way. Remember, anyone can do anything and behave in any style if you want. So for example, not being respectful or orderly is at the end of the day your choice, and your personality preferences is *not* an excuse to push back on doing things you should do.

THE 12 PRINCIPLES OF LX

- Everyone is unique and equally remarkable.

- Everyone is a blend of different character traits, behaviors and aspirations.

- Everyone's character evolves over time but rarely changes dramatically.

- Everyone can behave in different ways, but we all have natural styles.

- Everyone has strengths to contribute, and weaknesses to manage.

- Everyone's dreams in life are unique and important.

- LX is a personality profile system - it is not a test or evaluation:
  > There is no right or wrong, best or worst, pass or fail.

- LX personalizes all profiles - it never narrowly labels people:
  > People are never just defined by a single color, type, acronym or badge.

- LX seeks to use data to inform and educate - it simplifies but is not simplistic:
  > Understanding yourself better is the first step to become your best self.

- LX focuses on your preferences - it does not measure skills or capabilities:
  > You might have one particular preference, but you can flex to use them all.

- LX is designed with the positives in mind - it assumes everyone has strengths:
  > You also need to be aware and manage weaknesses to be your best self

- LX aims to start a conversation - it does not offer you all the answers to life*:
  > The system is designed to generate dialogue and not be a diagnosis.

CONTENTS

If you want to achieve greatness, stop asking for permission.

EXECUTIVE SUMMARY

01

YOUR WORK LIFE

Career is one of the six aspects of your Circle of Life in the LX System. It becomes a particularly important one when you try to build a career that feels meaningful, gives you purpose, pays the bills and is also fun. Hopefully you have already read the book 'Your Circle of Life' and put this topic in context. If you haven't, I would encourage you to do that next.

In this book, I would like to go deeper and also take a rather broad definition of your career. First, I will touch on the more classic topics, such as what type of roles and activities you thrive in (ROLE) as well as what type of work environment or culture is best suited for you and which ones I recommend you to avoid (CULTURE).

Then, I will share my observations with you about your 'professional styles'. These explore your behavior in different contexts: how you work with others in a team (TEAMWORK), how you manage others (MANAGEMENT), how you lead (LEADERSHIP) and finally, what communication styles you adopt in a work setting (COMMUNICATION).

While you can associate these four topics with work, most likely you can apply the insights you read in this book for non professional contexts as well. For example, I am sure you have to collaborate with others from time to time and also, you have to take charge in certain situations.

For some people, the way they act in a work setting is very different from the way they act in their private life. For some, there isn't much difference between the two. What I want you to remember is that at your core, your character is who you are. The more your character is in line with your behavior, the more authentic you feel day-to-day.

I am sure you can recall moments in your life when you had to flex your behavior in order to successfully deal with the situation at hand and the people involved. I would also suspect that you behave somewhat differently with certain people in order to build good relationships and to be able to work together in the best possible way.

Understanding your natural style across different scenarios (how you work with others, manage or lead them) is a good starting point. Then recognizing in what situations your natural style is the most effective vs. when you are better off flexing it is important. Finally, when you have a good grasp of other people's most natural styles, you can start to better understand them and how to best work together.

To go deeper in your professional styles, I will use an overarching framework, the 'DIISCO' model. The six DIISCO professional styles are named after a 'representative' behavior for the group: Driving (D), Inspiring (I), Involving (I), Steadying (S), Calculating (C), and Originating (O). Similarly to how I approached the vocabulary necessary to describe anyone's character, I looked for the vocabulary necessary to describe anyone's behavior at work or in any professional setting. Since there are thousands of words to describe anyone's behavior at work, I did a similar statistical factoring to generate the character strengths clusters. In this case, I call these the 'verb clusters'. But enough of the theory now.

As you read this book, I would like you to try to see the good in each style and how you can use them in different circumstances. There is no better or worse, it all depends on the situation and the people involved.

DIISCO PROFESSIONAL STYLE MAPPING
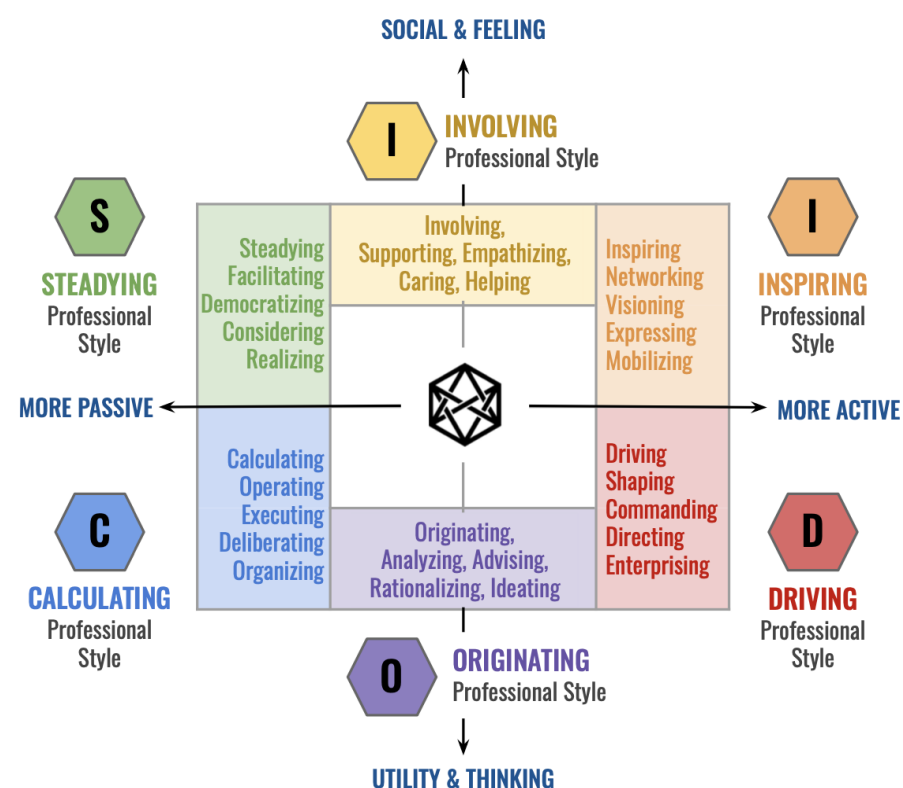
[NAME] -- YOUR PROFESSIONAL STYLES

YOUR ACTIVITY STYLE

ROLES -- Prefer those that...

• Enable You To Achieve Results
• Allow You To Take Charge
• Allow You To Solve Complex Problems
• Make You Challenge Yourself
• Empower You To Be Your Own Authority

TASKS -- Avoid things that...

• Are Repetitive Or Routine
• Are Unstimulating
• Require You To Deal With Emotions
• Are Mundane
• Are Mechanical

YOUR TEAMWORK STYLE

CONTRIBUTIONS -- Where you shine...

• Delivering On Plans
• Strategic Problem-Solving
• Organizing And Planning
• Solving Complex Problems
• Principled Problem-Solving

FRUSTRATIONS -- What annoys you...

• Working With Incompetent People
• Tolerating Laziness
• Dealing With Irrational Thinkers
• People Who Don'T Work As Hard As You Do
• Being Surrounded By Disorganization

YOUR LEADERSHIP STYLE

VISION -- How you see things...

• Empowering Others
• Being Systematic
• Being Innovative
• Being Driven By Ideation
• Being Ambitious

MANAGEMENT -- How you lead...

• Encouraging Others To Take Charge
• Expecting Strong Work Ethic
• Welcoming Ideas And Initiative
• Being Analytical
• Having High Expectations

YOUR COMMUNICATION STYLE

APPROACH -- How you interact...

• Being Logical
• Can Appear As Critical
• Being Thoughtful
• Can Appear As Argumentative
• Being Analytical

SUBJECT -- What you focus on...

• Not Much Small Talk
• Your Vision For The Future
• Theories And Concepts
• Ideas And Possibilities
• Future Plans And Aspirations

YOUR ENVIRONMENT PREFERENCES

CULTURE -- Where you flourish...

• Forward-Thinking
• Inspiring
• Has Few Social Demands
• Organized
• Empowering

MANAGER -- What you expect...

• Gives Clear And Practical Feedback
• Understands Your Low Need For Socializing
• Involves You In Their Work
• Empowers You
• Gives Clear Direction And Expectations

NEXT STEPS

01

Give yourself time and space to reflect on what you read in this book. Go back and re-read sections that you find especially interesting or triggering.

02

Talk to a few people whom you trust and have worked with in some capacity, such as teammates, peers, managers, etc. Ask their opinion about your strengths and development areas; show them sections of this book and get their feedback.

03

Create a vision board for your ideal career including what you do, where, how and with who. Write down what that career looks and feels like both at a high level and also in your day-to-day. Put it in the context of your Circle of Life.

04

Think through what you need to work on to get there. Do you need to make a career change? Would a different environment or culture suit you more? Do you want to work on becoming a strong leader? Do you need to find a way to better work with others?

05

Find a mentor or coach who can help you in your journey by being a sounding board and also by keeping you accountable. Sign up for courses that might help. Start investing in yourself and in your development without a second thought.

BOOK RECOMMENDATIONS

- **Leaders Eat Last**   Simon Sinek
  Why some teams pull together and others don't

- **The Effective Executive**   Peter F. Drucker
  The definitive guide to getting the right things done

- **Steal Like An Artist**   Austin Kleon
  10 things nobody told you about being creative

- **The Hard Thing About Hard Things**   Ben Horowitz
  Building a business when there are no easy answers

- **Effective Decision-Making**   Edoardo Binda Zane
  How to make better decisions under uncertainty and pressure

- **Dare To Lead**   Brené Brown
  Brave work. Tough conversations. Whole hearts.

- **Two Awesome Hours**   Josh Davis
  Science-based strategies to harness your best time and get your most important work done

- **The Artist's Way**   Julia Cameron
  A spiritual path to higher creativity

- **It Doesn't Have To Be Crazy At Work**   Jason Fried & David Heinemeier Hansson

- **How To Be A Positive Leader**   Jane E. Dutton and Gretchen M. Spreitzer
  Small actions, big impact

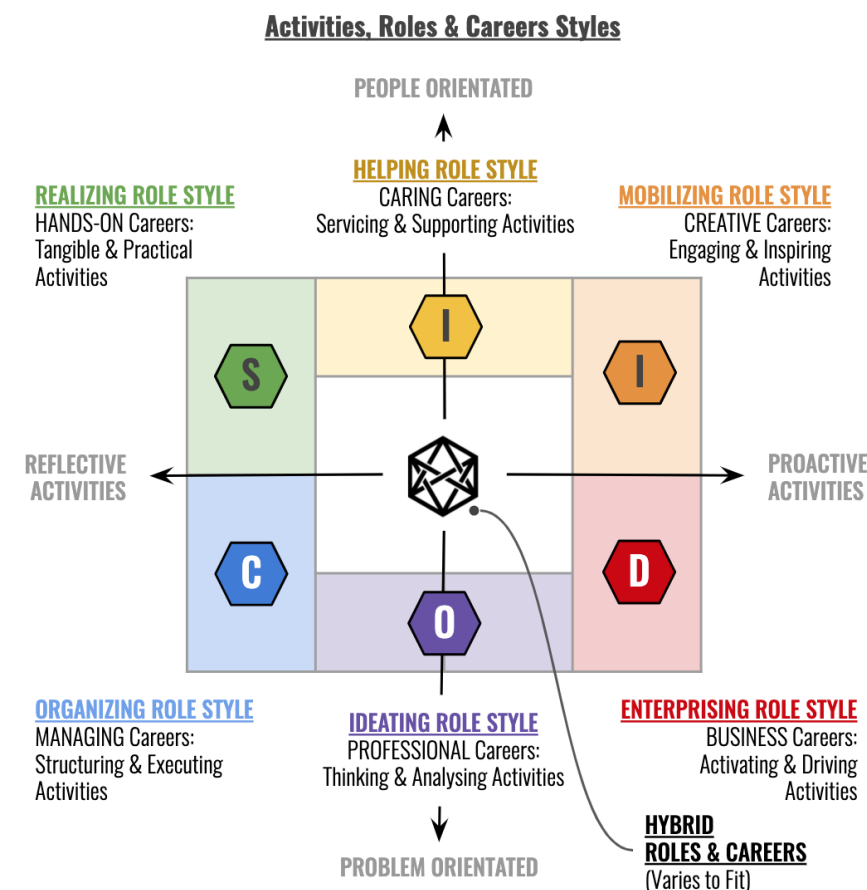Who you are tomorrow begins with what you do today.

YOUR ROLE

02

YOUR ROLE

What work and activities you do day-to-day significantly impacts how you feel. Spending most of your time on any given day with things that drain you will inevitably leave you feeling bored, demotivated or simply miserable.

Of course, there will always be aspects of your work that you don't enjoy. What matters is that the majority of your time and effort goes towards the activities that you are good at and energize you. Let's start with exploring the different types of roles and then dive into my observations and recommendations for you about what activities to do more of and what to avoid. This chapter is rather tactical and won't touch on the bigger picture questions that the book 'Your Circle of Life' covers, putting your role and career in the context of life and purpose. If you haven't read it yet, I would recommend you do that at some point.

Activities, Roles & Careers Styles

PEOPLE ORIENTATED

REALIZING ROLE STYLE
HANDS-ON Careers:
Tangible & Practical
Activities

HELPING ROLE STYLE
CARING Careers:
Servicing & Supporting Activities

MOBILIZING ROLE STYLE
CREATIVE Careers:
Engaging & Inspiring
Activities

REFLECTIVE ACTIVITIES

PROACTIVE ACTIVITIES

ORGANIZING ROLE STYLE
MANAGING Careers:
Structuring & Executing
Activities

IDEATING ROLE STYLE
PROFESSIONAL Careers:
Thinking & Analysing Activities

ENTERPRISING ROLE STYLE
BUSINESS Careers:
Activating & Driving
Activities

HYBRID ROLES & CAREERS
(Varies to Fit)

PROBLEM ORIENTATED

Role	Description
Enterprising & Business Careers	The Enterprising roles are great for those with hungry ambitions. What they thrive on the most is proactively thinking of ways to start new ventures and to achieve exceptional results. Fast-paced environments give them constant stimulation and the feeling of being where the action is. They need a high degree of control and power in these roles and they typically seek to lead others and make all the key decisions.
Mobilizing & Creative Careers	The Mobilizing roles are best for people who want to express themselves and so love work that allows them to do that. For them, their work is also an expression of themselves and so their self-worth is dependent on their job. Their energy and enthusiasm mobilize others, so these roles should allow them to lead people towards their creative vision. Inspiring and engaging with others is what makes work fun.
Helping & Caring Careers	The Helping roles are centered around values and people. In such roles showing cooperation and support towards others is important, as much as putting people first before any other aspects of the job. People thrive in these roles whose primary motivation is to make a positive difference in the life of others and to be in sync with their values and morals. Being able to establish meaningful connections is also key.
Realizing & Hands-On Careers	The Realizing roles make work a simple and straightforward endeavor for anyone. Hands-on activities with routine and a clear purpose are what people who thrive in such roles seek most often. Having tangible, practical outputs is at the center of these roles, allowing people to see, feel and touch the result of their efforts. The more practical and down-to-earth the scope is, the better.
Organizing & Managing Careers	The Organizing roles value clearly-defined goals and plans that help people achieve those goals. Applying a structured and principled approach to problem-solving is essential, as well as the ability to organize people and things in the most efficient way possible. These roles often require attention to detail and the ability to execute to the highest standards, often prescribed by procedures and rules.
Ideating & Professional Careers	The Ideating roles are a good fit for those who are curious and will seek out careers that allow them both constant stimulation as well as the freedom to challenge and investigate things. These roles allow for working with new ideas, testing original concepts, and solving difficult intellectual problems. Elaborate analysis, experiments, and abstract problem-solving are at the heart of such roles.

YOUR PREFERRED ROLE & ACTIVITY STYLE

Your 'Organizing' and 'Ideating' style means that you most enjoy tasks that are complex, abstract and require deep thinking and analysis. You love working on difficult problems where you can examine data, patterns and test hypotheses. You want to have the ability to execute on it too, using your systematic and structured approach to set goals, organize people and tasks. You thrive in solving difficult intellectual challenges and delivering robust solutions.

[NAME], when people tell you that nobody can figure out the best way to get the job done, you go above and beyond to do it. There is nothing you couldn't further improve. You are able to pinpoint the most effective way to do just about anything. Others relying on your competence is a main motivator for you to get any job done.

IDEATING -- [NAME]'S MOST PREFERRED ACTIVITY

You prefer ideating activities so that you can think about complex problems and ideate about solutions. You enjoy working with ideas, theories, and logical analysis. You thrive in abstract problem-solving. Your main career goal is to find a job where you can think through complex, abstract problems, and examine data to discover patterns and principles.

You are thoughtful, curious, introspective and insightful, with a lifelong love of learning. You would rather spend your time analyzing concepts than trying to motivate or lead others. You love to understand how things function or come into existence. You prefer a career that utilizes your intellectual powers. You want to learn, discover, research, examine, and analyze and devise innovative new solutions. You do your best work when you can use your rational analysis to form theories, test hypotheses, gather data, and make exciting new discoveries.

ORGANIZING -- [NAME]'S SECOND PREFERRED ACTIVITY

You also like organizing activities so that you can structure and execute tasks. You enjoy handling details and having a systematic process to do tasks correctly and consistently.

You thrive in keeping systems up and running, maintaining structure and enforcing the rules. You like your work most when you can carefully systematize processes to work toward well-defined goals. You enjoy focusing on the details and creating reliable systems to produce predictable, precise results.

YOUR ROLE EXPECTATIONS

How you spend most of your time and energy has a significant impact on your well-being. There are jobs and roles that enable you to do your best work, to grow as a person as well as a professional and to feel great about what you do. Having your role expectations met is important in order for you to focus on your work and be allowed to use your talents in the best possible way. As a result, you feel energized, motivated and empowered to do something meaningful.

PLENTY OF CHALLENGES -- If I had to give you a motto, it might be this: Achieve what some consider impossible. You tend to focus almost automatically on the biggest and most potentially problematic issue of the day. Sparking instant gratification by bringing unique solutions to pressing problems makes you proud. Problems that involve some risk are especially fun because you enjoy competing against yourself, as if in a game. You have a competitive spirit that always has you looking for that next challenge. For you, the ideal project is a learning experience that achieves a goal and helps everyone involved discover something new along the way. A long, drawn-out project with no risk and a lot of tedious planning will bore you almost immediately. Without the thrill of problems to be dealt with, you may actually create a few just to infuse some energy into the day.

ABILITY TO BE YOUR OWN AUTHORITY -- If I were to start laying out a set of specific steps for you to take, right now, you would probably tune me out in a matter of seconds. You love objectives but can't stand being told how to achieve them. You were born motivated and figuring out how to get a job done is where your fulfillment comes from. Having high standards, you can't see anybody but yourself holding you accountable to them. You have a unique ability to both reward and discipline yourself. Having learned a lot about yourself, you know your strengths and weaknesses better than anyone. You don't show false humility about the things you do well, and you don't make excuses when there's room for improvement. Your blend of perfectionism and personal integrity makes you someone who can be wholly trusted to perform at a high level without being constantly monitored.

PLENTY OF OPPORTUNITIES FOR ACHIEVEMENT -- Forward is the only direction that interests you. Once you have achieved your potential in a position, you need to find that next goal quickly. I imagine a place that didn't let you to regularly challenge and prove yourself wouldn't hold your attention very long. Advancement doesn't always mean moving up for you, but it does mean growing and learning. Your ideal role is one with a lot of well-defined milestones and projects you can dive into at your preferred pace, which is fast and direct. I can see you as a great match for businesses that have an entrepreneurial, start-up mentality. They are as focused on growth as you are, which would give you the chance to affect both your future and that of the company.

ABILITY TO SEE THE BIG PICTURE -- 'Why?' is a question I can imagine you asking quite often, especially if you were given an assignment without an explanation of the big picture around it. In order to do your best work, you need to know how your part of a project fits in with the whole. In the best of all possible worlds, you would actually get to play a part in designing that whole. With your instinct for recognizing opportunities, a role that would allow you to play a part in capitalizing on the potential of an enterprise would be perfect for you. You do a great job when it comes to keeping the status quo healthy but, given the opportunity to dig deeper and take creative action, you could do so much more. That would add personal significance to your work and value for your employer.

PLENTY OF OPPORTUNITIES TO LEARN -- Some people never stop being students: they crave opportunities to learn. That's exactly what I see in you—someone who literally thirsts for knowledge. You need work that puts your already vast storehouse of knowledge to use while also putting demands on your ability to think, learn and grow. The ideal position will put you in situations where the only way to succeed is to develop new expertise and expand your proficiency in existing ones. Your workplace also needs to provide and encourage consistent training and development opportunities. Confident managers who see your talents as something to be nurtured, rather than a threat to their security, will also be key.

PLENTY OF OPPORTUNITIES TO SOLVE COMPLEX INTELLECTUAL PROBLEMS -- If you were put in a role filled with complex challenges, I can see you getting excited instantly. It's clear that you need a broad palette of projects that require a lot of intellectual effort. Acquiring skills, refining approaches and helping others do the same are all aspects of what I envision as your perfect job. You should also have the freedom to explore uncharted waters and create outside-the-box approaches that set a new standard for the way things get done. To do that, you need room to evolve as an individual, challenging yourself to grow every step of the way. People-management is something for you to avoid since the administrative aspects of such a role could greatly distract from increasing your technical and intellectual ability. Stay focused on that and on your continuing search for challenges.

ACTIVITIES YOU LIKE DOING

Even though nobody is able to fill their days with only the things they enjoy doing, it is good to at least aim for that. Activities that are in line with your needs, values and desires are a lot easier to do and feel a lot more rewarding as well. The more time you can spend doing the activities you like, the more joy you find in your day to day job.

ENABLES YOU TO ACHIEVE RESULTS -- Nothing gets in the way when you have a job to do. It is clear to me that you are all about taking action. Planning is important but is of little use if you don't act on it. You are exceptionally focused and wholeheartedly dedicated to your goals, so anything or anyone who starts putting up roadblocks can get very much on your nerves. Fortunately, you have the ability to think on your feet, improvise, and work around such annoyances. You are as willing to take responsibility for losses as well as wins, viewing both as opportunities to improve your approach for next time.

ALLOWS YOU TO TAKE CHARGE -- The skill set you have developed, by virtue of your natural ability to be organized, has made you very versatile. Wherever you find yourself, even in areas where you don't have a lot of expertise, you can effectively organize resources in pursuit of a goal. Investigating, in detail, everything that needs to be done, and carefully mapping out a way to achieve it all, is a lot of fun for you. And in the process of doing it, you tend to develop excellent working relationships, in addition to furthering your reputation. In my opinion, being in charge is also very healthy for you, since you can tend to feel anxious when there is uncertainty in the mix and you have no authority to address it.

ALLOWS YOU TO SOLVE COMPLEX PROBLEMS -- Getting into the minute details of individual solutions isn't for you. Working with the bigger picture, developing innovative problem-solving approaches and working with intricate, abstract ideas—that's where I see you shining. The more intricate a problem is, the more it suits your desire to find bits of information others might miss and solve the puzzle. Once you have identified the larger issue involved, others who enjoy the nuts-and-bolts aspects of individual fixes can take the lead.

GIVES YOU OPPORTUNITIES TO CHALLENGE YOURSELF --- Accomplishing a goal feels wonderful, but you find your greatest satisfaction in moving on to your next challenge. You are not someone who dwells on successes; having your mettle tested with each new task is your source of pride. More responsibility, more hills to climb, more opportunities, you are always ready for them. They are your motivation and your key to personal and professional improvement. I can't see you being happy in a job that didn't provide all of that—without it, you would have a hard time finding meaning in your work.

EMPOWERS YOU TO BE YOUR OWN AUTHORITY -- People in charge sometimes feel as if they are weighing you down, especially those who micromanage or insist on dictating procedures. If the powers that be would simply lay out the need they want addressed, answer your questions, and then let you get down to business, life would be a lot easier. That's because you couldn't possibly work for a more demanding person than you. I don't see you trusting easily in someone else's planning without having a chance to assess it and make adjustments. To get excellent results from you, all an employer needs to do is give you an objective, step back, and let you achieve it on your terms.

ALLOWS YOU TO IMPROVE THINGS -- Understanding that there is always room for improvement, you have developed excellent instincts for when a situation can be made better. You tend to spot those issues well before others do, and aren't satisfied until changes have been set in motion. Because you trust your intuition, I can easily picture you speaking out with confidence about inefficiency, even directly to senior management. And if voicing your opinion runs against the tide of workplace politics, so be it. Your desire to do the right thing will always win out. In your worldview, nothing and no one is beyond questioning, because nothing and no one is perfect.

ACTIVITIES YOU DISLIKE DOING

Why would you spend your days and ultimately your life doing things you don't enjoy? There are jobs that leave you feeling demotivated, drained or even worse, stressed day to day. You won't be able to become your best self, if you continue spending your time with activities you dislike or find boring. You can do them temporarily, for sure, but not as a long-term career.

REPETITIVE OR ROUTINE -- Repetitive work that looks easy can also be boring, especially for someone like you. Assignments that allow you to get new results out of the skills you have mastered are what excites you. It's my belief that a set routine and rote activity would turn you off in short order. Eventually, your need for variety would take over and, very likely, send you heading for the door or cause you to start making waves, just for the diversion. You might also find yourself feeling trapped by such an unchanging experience.

UNSTIMULATING -- I can tell that your self-image is important to you and that you base it very much on the success and/or status of your work. Jobs that bore you make you feel dull. Work that you don't view as important makes you feel insignificant. In an attempt to get out from under those feelings, you begin putting energy into finding ways of calling attention to yourself, which boosts your self-esteem. You need a job that lets your knack for innovation and imaginative thinking soar.

REQUIRES YOU TO DEAL WITH EMOTIONS -- When emotions are running high, logic is often a useless tool to have handy. That can be a problem for someone like you, who looks to logic and reasoning when seeking solutions. Because of that, I can't see you in a role that requires dealing with people on personal issues that carry a lot of emotional weight. It's not that you don't have empathy for people, but without the ability to use objective, logical reasoning, you will find yourself at a loss about how to help.

MUNDANE -- If you are offered a job that requires dealing with a lot of hard data, I recommend avoiding it. That isn't you. Generating ideas is your strong suit, not sitting around filling out reports about them, figuring out who to assign to various tasks, and recording the progress being made each day. Because you aren't a numbers and details person, doing that kind of work takes too much energy away from the areas in which you excel.

MECHANICAL -- I can just see you showing up for a job and being handed a step-by-step guide on how to do it. Your look of disappointment would be hard to miss. Mechanical jobs, done by rote, with no room for innovation and variety, are completely against your nature. You rely on intuition, personal insight, and the freedom to change approaches as you go. Others may not see the immediate value in your way of problem-solving, but not allowing you to pursue it would be bad for both you and your employer, in the long term.

Don't force yourself to fit
in where you don't belong.
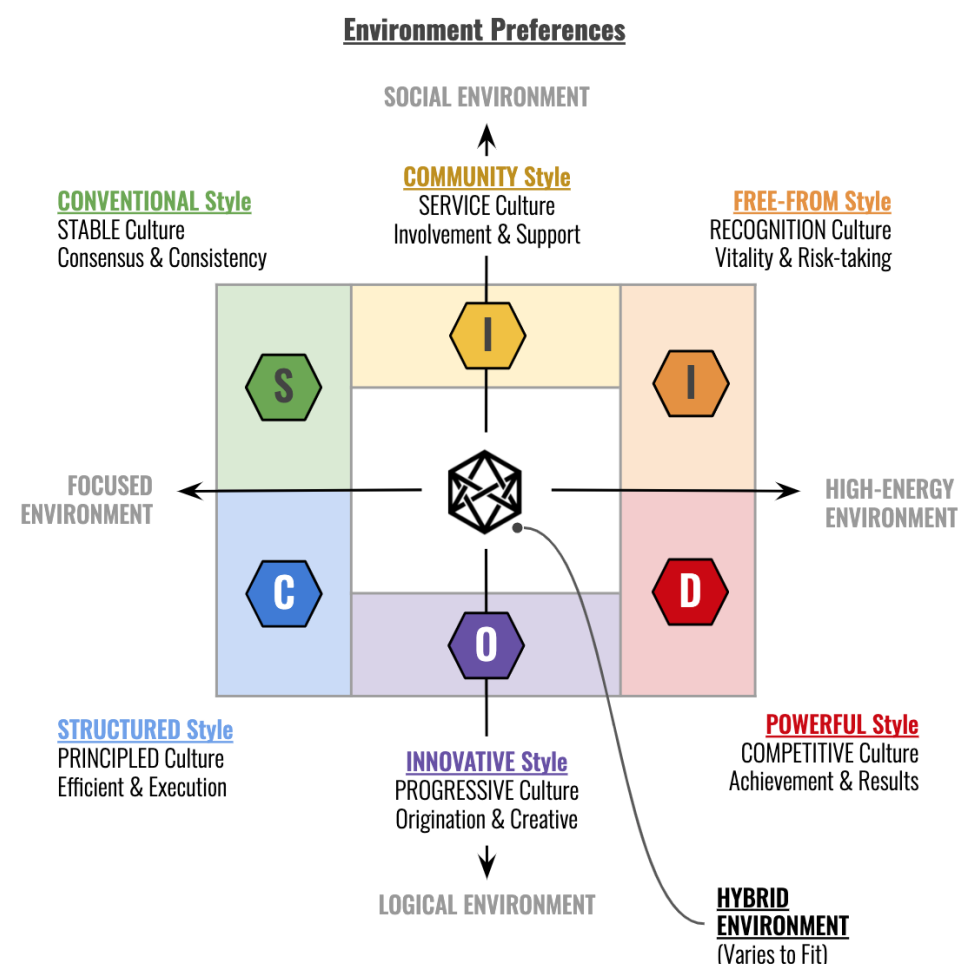
**YOUR WORK
CULTURE**

03

YOUR WORK CULTURE

'Work' refers to the environment where you spend most of your time, where you interact with others and where you get most of your daily stimulus from. This could be your work but also any volunteering or other activities you may do.

'Culture' refers to the written and unwritten rules in that environment as well as the values, beliefs and norms that people embrace including acceptable and unacceptable behaviors. Your most ideal work culture is an environment where you feel like you fit in and you can be your most authentic best self. In other environments, you might have to make an effort to perform well and feel happy. Some environments can be so difficult for you that no matter how hard you try, you won't be able to thrive.

Let's take a look at the different cultures and then I will share my observations on what is best and worst for you. I will also give my thoughts on what you need from a manager (or someone you are accountable to) in order to succeed in your work.

Environment Preferences

CONVENTIONAL Style
STABLE Culture
Consensus & Consistency

COMMUNITY Style
SERVICE Culture
Involvement & Support

FREE-FROM Style
RECOGNITION Culture
Vitality & Risk-taking

SOCIAL ENVIRONMENT

FOCUSED ENVIRONMENT

HIGH-ENERGY ENVIRONMENT

STRUCTURED Style
PRINCIPLED Culture
Efficient & Execution

INNOVATIVE Style
PROGRESSIVE Culture
Origination & Creative

POWERFUL Style
COMPETITIVE Culture
Achievement & Results

LOGICAL ENVIRONMENT

HYBRID ENVIRONMENT
(Varies to Fit)

Style	Culture	Description
Powerful	Competitive Culture	Powerful environments are challenging, goal-oriented and competitive with a strong emphasis on delivering results. Policies, procedures, and measures are aligned to support the overall goals. The organization is results-focused that rewards exceptional achievements. The emphasis on winning keeps the organization together. People are competitive and focused on their goals, reputation and success.
Free-Form	Recognition Culture	Free-form environments are dynamic, open and creative and promote individual freedom and initiative. They emphasize individuality, risk-taking, wearing multiple hats, and anticipating the future; which leads to exciting ideas and dynamic product development. Experiments are the bonding materials within the organization and are more important than policies or procedures.
Community	Service Culture	Community-focused environments promote teamwork, participation, and collaboration. People have shared values such as supporting and encouraging each other, as well as loyalty. The importance of good relationships, high level of involvement and teamwork is clear. A great value is placed on trust, morale, and the flexibility to accommodate employees' personal lives.
Conventional	Stable Culture	Conventional environments are well-defined, formal, structured, and they depend on authority, hierarchy and procedures to keep the organization running smoothly. Employees and leaders have clear lines of decision-making, authority, rules and procedures, and accountability. Procedures decide what people do. The long-term goals are stability and results, paired with an efficient and smooth execution of tasks.
Structured	Principled Culture	Structured environments are organized and principled with productivity and efficiency valued above all else. Roles and policies are defined so that people can take ownership of their deliverables. People are encouraged to propose more efficient ways of delivering results. Leaders set clear expectations, give ownership and keep people accountable for deliverables. Rewards are systematic and transparent.
Innovative	Progressive Culture	Innovative environments focus not only on coming up with new ideas but also on changing the world by untested means. Such organizations drive cutting edge industry trends and developments. Strict lines of communication and structural hierarchies are often subverted for the sake of airing out ideas that break new ground. Confident, capable, creative people move up the ranks quickly.

YOUR PREFERRED ENVIRONMENT STYLE

[NAME], your 'Structured' and 'Powerful' style means that you thrive in environments where rules and roles are clearly defined so that you can focus on achieving exceptional results. In such a structured environment, competition is encouraged and rewarded. You are able to do your best work and are incentivised to shoot for the stars.

When it comes to culture, you prefer environments that value long-term vision, independent work and exceptional results. The focus is on the bigger picture and people are incentivised to challenge themselves daily in order to achieve the vision. You want to work somewhere that feels different and unique in some way than other organizations.

As for your manager, you respect someone who is not afraid of making tough decisions. They need to be recognized as an expert and have high expectations of themselves and others, including you. They encourage you to push your limits and to be creative when facing challenges.

STRUCTURED -- [NAME]'S IDEAL ENVIRONMENT

An organized, structured environment where productivity and efficiency are valued above all else. Roles and policies are defined so that people can take ownership of their deliverables. People are encouraged to propose better ways of delivering things more effectively. Leaders set clear expectations, give ownership and keep people accountable for deliverables. Rewards are systematic and transparent.

People that thrive in such an environment are those that are not afraid to take initiative, exhibit confidence in their decisions and are able to deliver results in a steady, systematic, structured way.

POWERFUL -- [NAME]'S ALTERNATIVE ENVIRONMENT

A challenging, goal-oriented and competitive environment with a strong emphasis on delivering results. Leaders are hard drivers, producers, and rivals at the same time. The organization is results-focused that rewards exceptional achievements.

There are plenty of opportunities to get ahead and top performers are rewarded and highly regarded in the organization.

YOUR PREFERRED WORK CULTURE

When you feel like you fit in, it becomes much easier to do your tasks and stay energized day after day. The right culture can enable you to do your best work and to reach your potential. You don't have to put effort into being someone you are not in order to fit in, to advance in your career. You feel understood, appreciated and respected.

Most importantly, the right culture can help you to thrive at work and to be your best self. To bring your true self to work and feel great about it.

FORWARD-THINKING -- You have a naturally future-focused mindset that has you contemplating issues others haven't even noticed yet. There is no doubt in my mind that, wherever you work, you are going to be a force for innovation and improvement. Opportunities to take existing procedures or methods to a new level of efficiency and productivity will give you a lot of satisfaction. As for the work environment, I see you thriving in, it will need to be one that is friendly to new ideas and open to having its current way of working questioned. People don't necessarily have to agree with all you envision or create, you just need them to be open to considering your ideas. You have a way of reaching for the brass ring and grabbing it, even if others think you are barking up the wrong tree.

INSPIRING -- It is plain to me that the ability to recognize possibilities is a key talent with you, and the desire to pursue those possibilities is an essential passion. Exploration and discovery are what make doing a job worthwhile; they are your path to growth and personal improvement. You also enjoy taking others on that journey and helping them improve. There is also no doubt in my mind that inspiring others is just as important to you as being inspired yourself. With plans and ideas as broad as yours, having people around you who can help you delve into them is a must. With your tendency to notice things other people miss, engaging with others not only gives you an opportunity to discuss your findings, but to interest others in pursuing them.

FEW SOCIAL DEMANDS -- Workplace relationships are only important for you as much as they can help you do your job or advance in your career. Aside from that, I doubt you have any need at all to socialize on the job. A company that puts a lot of time and energy into team-building and creating workplace friendships would be very frustrating for you. Your personal life and work-life are two totally different aspects of your world. So much so that you tend to have little respect for people who mix the two, particularly managers. If someone shares a deeply personal thought, I wouldn't be surprised if you told me you had no idea how to react. Small-talk, social events during work hours, and working in teams for the sake of 'mixing' are simply not for you. Interaction that is required in order to get the job done is one thing, but socializing beyond that is an inefficient and unnecessary way to use time,

ORGANIZED -- You need to work for a company that places a high value on the ability to be organized. Such a place will offer a well-defined job and an environment designed to put nothing in the way of you getting it done. As a planner, I know you like to make a daily checklist and see to it that everything is checked off by the end of the day. You need a culture in which rules and procedures are clear to the point where you can easily plan out your day and even your standard way of getting things done every day. Your organizational skills will eventually get you into a rhythm that will never need to be changed, because you have tailored it specifically to a clearly stated and strictly adhered to a set of rules. I am sure that with a steady pace, a no-surprises atmosphere, and plenty of routines, you will be a very happy employee.

EMPOWERING -- I don't think I am off base in saying that control of your destiny is important to you, both in life and on the job. Being told what to do every minute of every day is no way for you to live. You need a workplace that believes in putting the right people in place and trusting them to achieve results on their own terms. Rigid processes and inflexible schedules are like handcuffs to you. Freedom of movement, both physically and intellectually, is key to your ability to succeed. Forcing you into templates and making you run every decision up a chain of command is a sure way to make you lose interest as an employee. In your ideal workplace, any hierarchy will be built on the concept of providing guidance and support for the creative thought processes of people such as you. If I were a manager trying to dictate your behavior, your style of problem-solving, I would be making a big managerial error.

CLEAR EXPECTATIONS -- You need a company that leaves nothing to chance. I can't picture you working for people who don't know exactly what they want employees to accomplish. A proven, required way of getting things done is a must-have, too. You neither need nor want to be in charge, as that doesn't play to your strengths. You excel at following directions to the letter, so you expect to be given accurate, detailed instructions by a competent leader. That means you also need to be confident that the people in authority know what they're talking about. You also need to know exactly what you need to do in order to win recognition for your performance; there needs to be a firm, fair, equally applied set of rules for everyone. I can see you easily losing interest in a place where exceptions are made based on personality differences or workplace relationships.

YOUR DIFFICULT WORK CULTURE

On the contrary, when the culture isn't right for you, it feels like a lot of effort to get through each day. You need to be careful how you behave, what you say and how you interact with others in order to meet the expectations. You feel drained, demotivated and maybe even lonely and stressed. It takes a lot out of you to perform your tasks.

The worst is if you can't be your authentic self and maybe you even have to give up on your core values and beliefs. If that's the case, you can function in such an environment for only for so long.

MAKES YOU FOLLOW ORDERS BLINDLY -- You are a naturally conscientious worker, but you need to know and understand what you are dedicating yourself to. I think being expected to simply follow orders with no explanation of why they are important is, quite frankly, insulting to you. You have more to contribute than simply the ability to perform a function, like a cog in a machine. If you aren't given the chance to use your mind and offer your perspective, you won't stay engaged for very long. You need to be trusted as a vital team member and not just a 'worker bee.' I am concerned that being kept at a distance by management will eventually set you on edge, cause you to rebel, challenge authority and butt heads with managers. Such an environment is very likely to send you straight out the door.

MAKES YOU BECOME STRETCHED TOO THIN -- You can't resist delving into any assignment that interests you, even if it isn't yours. You also can't stand to see something done poorly which, I can tell you right up front, can lead to an unhealthy environment for you. Given your perfectionist streak, and suspicion regarding the competence of others, you can quickly find yourself taking on a mountain of work. I can just picture you putting more time into trying to stay organized than actually working. Spread too thin, you may look for quick ways of touching each project regularly, thinking you are multitasking, when you are really just 'putting out fires,' never making any real progress. You need to be surrounded by people who have your work ethic; that way, you can establish some balance, feeling good about your own work and not worrying about the quality of work being done by your peers.

TOO MUCH MICROMANAGEMENT -- Nothing turns you off faster than a manager who feels the need to dictate every move you make. Being given just enough direction to accomplish a short-term task, and then being practically walked through the job is enormously frustrating. I can't see you functioning well in a situation where you can't anticipate needs or prepare for your next assignment, because each piece of information you need is doled out a bit at a time. Being spontaneous and thinking on your feet are among your strongest assets; having those abilities tied down by a micromanager wouldn't be healthy for you. I can easily see you feeling trapped, unmotivated, even unsure of your abilities, due to the lack of confidence a micromanager exhibits. When you don't feel trusted, your productivity suffers.

TOO MUCH CONFORMITY -- You are very much your own person, and that perspective carries over into your working life. That's why I see you having a very difficult time in a company culture that insists on a strict set of guidelines. You feel that your skills are wasted when you have to set them aside and conform to someone else's vision. What's more, your interest in your work can dwindle when you feel that you are being told what to do. You have no interest in acting like everyone else and, frankly, have no intention of it. If I were a manager trying to force you into a behavioral mold, I would essentially be inviting you to ignore me. Avoid companies with no interest in evolving their approaches. You will only end up feeling stifled and unvalued. You need to put your personal mark on everything you do; for you, satisfaction, comes from succeeding on your terms.

TOO MUCH PRESSURE ON SOCIALIZING -- When you are around coworkers who feel it is important to develop strong personal relationships, you get very agitated. You are a private person who just wants to arrive at work, do your job well, and then go home. That is why I am sure you need a workplace that values allowing people to focus, without distraction. The kind of place that is always looking for ways to get people 'mingling' is the place that will challenge your ability to perform well. You neither need nor want to socialize at work; team-building activities, networking, and office social events are nothing more than a threat to your productivity. Working in an environment that insists on constant collaboration and socializing will drain your energy and will earn you a reputation for being a difficult person to get along with.

MAKES YOU FEEL OUT OF CONTROL -- There are workplace cultures that don't give employees much control over how goals are achieved. Those are not for you. Having only just enough information to get a task completed will make you feel unappreciated and untrusted. You need to know the big picture of how your work fits into the scheme of things. You also need the freedom to analyze the way things are done and look for more efficient methods. Blindly following someone else is both frustrating and demeaning for you. Your ability to ask questions and offer suggestions is an asset you need to have recognized. Managers who tightly oversee every step of a process will damage your morale; that can lead to confrontational working relationships. Let me point out that going toe-to-toe with those in charge could limit your chances for advancement and prove your potential.

YOUR EXPECTATIONS FOR YOUR MANAGER

Your manager can make or break your career, as they say. This is one of the most important relationships at work, so it is worth getting some basics right about how you work together. First, you need to be aware of what works for you and what doesn't, as a starting point. Having honest conversations about each others' expectations at the beginning of your working relationship can serve you well in the long-run.

GIVES CLEAR AND PRACTICAL FEEDBACK -- I can see that it will be hard for any manger to tell you something you don't already know about yourself. What you need is help in understanding how you may be negatively affecting your larger team and/or company goals. The manager for you is one who can look at your performance objectively, and tell you in plain terms why you need to make some changes. That sort of feedback can be very beneficial, especially when it connects to a shortcoming you have already identified. One important key is that the feedback needs to be about your competence and not about your personal behavior. That sort of input isn't important to you and, most likely, won't move you to action. I am sure, however, that clear and detailed insights about the way you do your job, should you decide they have merit, can lead to immediate and beneficial changes.

UNDERSTANDS YOUR LOW NEED FOR SOCIALIZING -- It is okay that you don't need to socialize at work, but don't undervalue the benefits of it. The perfect manager for you will recognize your need to work independently, but will also stop you from getting pegged as an uncooperative loner. I don't think you dislike the concept of collaborating, but some of what comes with that is difficult for you. Conversation isn't your strong suit, which can make building even a casual relationship hard. But it is those relationships that come into play as people move around inside a company. You never know when being on good terms with a former colleague might help your career. Such relationships are essential to a solid reputation. You need a helpful manager who will see to it that you are well-aware of the various topics you may need to address during a collaboration, so you can prepare for positive interactions.

INVOLVES YOU -- You don't see yourself working for a manager; your perspective is that you work with them, as a colleague. If you can't offer opinions about decisions, or suggestions about what direction your team should pursue, I can't see you being happy. Any manager who insists that you march in lock-step with them will get little from you than resistance. You need to have a voice in anything that involves your reputation and will energetically resist attempts to make you follow a manager without question. There are managers with very old-school views of the manager/employee relationship. They share limited information and, quite honestly, have no idea how to handle someone who needs your level of clarity. Believe me when I say, those managers aren't for you. You need someone willing to talk about the project, the reasoning behind it, and your thoughts about it all.

EMPOWERS YOU -- It is obvious that you are someone who tends to grasp what a manager wants from you even before they finish explaining a project. Given that, I would say all you need from a manager, aside from essential information and a deadline, is trust. A manager who knows your abilities in self-direction and problem-solving should display the confidence it takes to let you run with the project. Being highly responsible, focused, and goal-oriented, you aren't about to let anybody down when they show faith in your ability to deliver. But in order to harness all of your skills, you need to be given the freedom to do things on your terms. Having someone constantly checking on your progress or second-guessing your decisions is sure to kill your interest in a project. You know what you are doing; I think your ideal manager will recognize that and give you the room you need to prove it.

GIVES CLEAR DIRECTION AND EXPECTATIONS -- The last thing I think you need is having to guess what a manager expects from you. You need people to be direct about expectations, providing a clear set of boundaries to operate within for the successful achievement of your goals. Where some people don't like limitations, you thrive on them; they show you a clear path to success. You will never overstep your authority, but neither will you cut corners. You will work diligently on everything you have been cleared to do, leaving no stone unturned in seeking solutions. Knowing exactly what is expected, every time, gives you the security of knowing you won't make mistakes. Being told to do things however your own way doesn't make the best use of your abilities. Giving you well-defined boundaries lets you focus on the goal, rather than on the process. That, I believe, will lead to a lot of productivity.

COMPETENT AND RESPECTABLE -- People in authority can expect a lot of loyalty from you, as long as they meet certain standards. If a job gives you the opportunity to work with leaders you respect, I have no doubt there will be reasons for joy all around. The criteria for what you see as a good manager isn't complicated; the manager simply has to show competence as a leader, and a practical understanding of the job you do. They should be able to sit down and work right beside you—not necessarily at your practiced pace, but at a level that shows an understanding of the team they are leading. I imagine you would even test their skills, deliberately. Once a leader has proven they deserve your trust, and shown that they trust you, the sky is the limit in terms of your willingness to help them succeed.

IDEAS & NOTES

A smart person knows what to say. A wise person knows whether or not to say it.

YOUR COMMUNICATION STYLE

04

YOUR COMMUNICATION

Regardless of who you are and what you do for a living, most likely you want to feel being heard and understood, and you also want to be able to understand others. Simple but not always easy, especially when I think about how often you need to read in between the lines and pick up on subtle social cues.

Effective communication can be tricky. You need to be aware of your natural styles, those of others, and then the context that gives you some clues about how to best communicate. Some situations or people will require you using a style that might not be your most natural one, but is the most effective in that particular case. Again, flexing styles is useful as long as it doesn't happen at the expense of being authentic.

Let me share the six styles with you and then my observations about your preferred ones.

Communication Behavior Styles

FEELS & EMOTES

CONSIDERATE COMMS
Calm & Composed

CARING COMMS
Warm & Understanding

EXPRESSIVE COMMS
Upbeat & Energetic

S   I

ASKS
(Subtle & Slower Comms)

TELLS
(Forceful & Faster Comms)

C   D

O

DELIBERATE COMMS
Objective & Structured

RATIONAL COMMS
Alert & Analytical

DIRECT COMMS
Rapid & Results

PLANS & CONTROLS

SITUATIONAL
COMMUNICATION
(Uses all leadership styles in combination as needed)

Style	Description
Direct Rapid & Results-Focused	Direct communication is speedy, fast-paced, and business-like with limited emotion. People with this style talk in a no-nonsense manner, focusing on the facts, getting to the point, and being results-driven. They can often appear to be overly serious, lacking empathy and any need for social niceties.
Expressive Upbeat & Energetic	Expressive communication is animated, friendly, and upbeat. People with this style are typically full of energy, and like being the center of attention. They tend to be great storytellers who know how to capture people's attention and how to inspire them. They are positive, high-spirited, and have no challenge with having a great conversation with anyone, even with strangers.
Caring Warm & Understanding	Caring communication is warm and understanding in nature. People with this style aim to make others feel heard, validated and supported. They can easily tune into people's feelings and show empathy. They are typically friendly, kind and encouraging and prefer more intimate conversations that make people feel relaxed. Establishing meaningful connections with others through conversations is important.
Considerate Calm & Composed	Considerate communication is typically slower-paced, amiable, composed, and calm. People with this style typically aim to build consensus through persuasion as well as to create harmony in order to help any group achieve their goals. They prefer low key, informal and interpersonal interactions that allow others to share their thoughts and ideas in a safe and respectful environment.
Deliberate Deliberate & Structured	Deliberate communication is moderate-paced, principled, and business-like. People with this style aim to convey their ideas and thoughts in a way that is easy to understand and difficult to argue with. They think before they speak, structure what they want to say and provide well-thought-out answers. This style is calculated, orderly, and appears more formal than others.
Rational Alert & Analytical	Rational communication style is alert and analytical in nature. People with this style aim to examine the facts and understand the situation thoroughly, to then draw the appropriate conclusion about people and things involved. This style supports critical thinking, allowing them to assess any situation in depth. They can be perceived as detached and blunt at times, ignoring the personal aspects or niceties.

YOUR PREFERRED COMMUNICATION STYLE

[NAME], your 'Deliberate' and 'Rational' communication style makes you a structured and logical communicator. You observe a lot and gather the necessary information to be able to build arguments that are really difficult to find flaws in. You think deeply before you speak, and you have usually solved the challenge by the time you share your thoughts.

You want to get to the right answer, and you usually arrive there on your own. Sometimes people might perceive you as arrogant because you present your ideas as the final answer, which nobody can contribute anything valuable to. In fact, it is hard for you to find people who are smart and switched on as much as you are to have stimulating debates with.

For you, conversation is for gathering and delivering information. Exchanging concepts and ideas, analyzing and challenging them, is how you discover the ones you accept. Others may see you as somewhat remote, but I say that it is simply your need for privacy in which to ideate. You see no point in communicating before thinking things all the way through. When ready, you will talk; you will also expect others to understand and support your well-considered solutions.

DELIBERATE -- [NAME]'S PRIMARY COMMS STYLE

You typically have a deliberate communication style that is objective and structured in nature.
Your aim is to convey your ideas and thoughts in a way that is easy to understand and difficult to argue with. You think before you speak, providing well thought-out answers. Your style is calculated, orderly and appears more formal than most others.
You like structure, agendas and need time to process information before speaking. For you, communication is an effective tool to achieve your goals.

RATIONAL -- [NAME]'S SECONDARY COMMS STYLE

Additionally you sometimes adopt a rational communication style that is alert and analytical in nature.
Your aim is to examine the facts and understand the situation thoroughly, to then draw the appropriate conclusion about people and things involved.

YOUR COMMUNICATION APPROACH

Your 'Rational' and 'Deliberate' communication style makes you an easy to understand but hard to argue with communicator. You are structured in your speaking which makes it easy for others to follow you train of thought. You don't digress or get lost in details. You are also able to give answers and offer ideas that you have thought through from all angles and so it is very hard for anyone to find any logical error.

You are rather impersonal and detached when you speak, never letting emotions or impulses to take over. It is therefore hard to tell when you are passionate or excited about something, or the contrary, when you are upset. It becomes obvious when you get bored though.

Pantimacki, you have a lot you need to communicate, once you have thought a project through. Creating order out of the chaos of having analyzed so much information is key to communicating clearly. To help both you and your audience, you sometimes use visuals, such as charts and graphics. Such tools give you a way to refer directly to a concept in a concrete, visible way, and point out links between them. You need people to truly understand your logic and reasoning.

What I see in you is a very internal way of reaching conclusions by processing an astounding amount of data. For you, conceptual statements, developing ideas and random bits of data are forms of communication that you understand in a way other people can't. It is probably easy for you to allow all of that abstract information to lead you to an answer without letting others in on it. My guess is that it can also make you less-than-patient with people who can't easily follow your train of thought, once you do get around to an explanation.

That, I believe, is why people can perceive you as brisk when you are simply someone who wants to get to the point and start taking action. You may not even realize when you forget to explain your motives and approach before moving ahead with a task on your own.

COMMUNICATION APPROACH

THOUGHTFUL -- You like to think about things before you speak. If you are needed to respond to something, you like to take your time to think about the situation, facts, and your personal observations beforehand. When you speak, it is always in sequential and chronological order, making sure that everything makes sense. It appears that people find you easy to understand as you use a lot of firm details and examples. You use phrases such as 'looks like', 'is similar to' or 'remember when'. Sometimes there is so much going on inside your head, that you can spend time with people without talking.

COMPOSED -- You want to communicate facts and experiences without exaggeration. You can be quite mysterious and do not like to be in the spotlight. When you speak, you don't use a lot of

facial expressions or body language. This is because anything you're feeling on an emotional level is felt inside, not on the outside. You are a private person and often appear indifferent about a topic, when you can feel very passionately about it. I think it makes you feel comfortable if people communicate the same way you do.

INTIMIDATING -- Sometimes people feel like they're being interrogated by you. However, this is just your way to understand something or someone's intentions. You are able to tap into the nonverbal aspects of communication, and you use that to tease out everything you want to know. At the end of a conversation, you feel you have made a connection with someone, while the other person feels exposed. It is hard to not feel intimidated by you when don't stop until you find out what you are after.

ANALYTICAL -- You tend to question ideas and you aren't afraid to criticize those that don't fit with your logical analysis. You enjoy exploring possibilities and making connections with the information you get. When you think about the big picture, you tend to analyze, categorize and consider where all parts fit. I think you enjoy finding creative links between ideas and information you see in the outside world. For you, discussions are a way of exploring, questioning, challenging ideas and possibilities.

CONCEPTUAL -- Sometimes you dig deep into an inner world and it is hard for you to put into words what you are trying to explain. This is particularly true when you think of conceptual ideas or a vision that you haven't yet formulated entirely. Your thoughts are not so tangible and can be abstract and mysterious to others. I think it frustrates you when people don't understand what you are saying and then someone else can explain the same thing, except using concrete language and they are understood.

CRITICAL -- You don't overly care about being liked, as long as you are right. If you see that something can be done better, you are straightforward with your criticism. I think some people might find your way of giving feedback a bit difficult. No wonder that you meet defensiveness often. You do value others opinions and thoughts, however, you are only interested in contemplating them if they are presented in a logical, structured way. You see the flaw in logic immediately and you don't hesitate to point it out.

YOUR COMMUNICATION SUBJECT

Your 'Deliberate' and 'Rational' communication style makes you focused on facts, objective details and logical arguments. You don't see the point in daydreaming, dwelling on the past or getting lost in interpersonal dramas. You prefer to look at what you know to be true and understand how things work.

You stay away from any topic that is too personal, emotionally charged or sentimental. Especially at work, as you don't want to waste time with social niceties and shallow small talk. Usually you try to not engage with others who are less intellectual and competent than you are.

[NAME], just as with everyone, there are topics you enjoy and others you prefer to avoid. Anything that allows you to explore the realm of possibilities is an exciting topic for you. How things are today, is simply the way they are; your focus is on the way things could be in the future. You explore a large range of information in order to form your perspective. Since you are fond of debate as a way of learning, I am certain you love having intelligent, well-versed people around.

When conversations turn practical, personal, or devolve into chit-chat, you get bored. You also have a hard time staying motivated when others don't understand your conceptual thinking.

COMMUNICATION SUBJECT

NOT MUCH SMALL-TALK -- You are friendly, but you find small talk to be pointless and tedious. I can see that you enjoy deep conversations and would rather spend your time having meaningful discussions. You only use small talk as a way to ease into more interesting and less superficial conversations with others.

YOUR VISION -- You tend to tell everyone your vision, but then leave the smaller details to execute it up to them. Sometimes other people need a clearer outline and the way you go about it can annoy them. I think that if you want others to come on board, you need to be more definitive in your ideas. If you give a task to someone, you need to give them more detailed explanations.

THEORIES AND CONCEPTS -- You enjoy exploring endless options and possibilities about an idea or a plan. It is hard for you to make up your mind about concepts because the more you research, the more options you come up with. I can see that you like to discuss the future and the peculiar connections between different ideas. You are likely to be interested in the universe, psychology, and philosophy.

YOUR COMMUNICATION NEEDS

When it comes to interactions with others, opportunities to discuss the bigger picture with likeminded people are always welcome. Complex thinking, I know, energizes you, but walking other people through it is draining.

While you aren't big on social connections, that doesn't mean people are a mystery to you. Even though you find the obligatory courtesies of interaction tiring, you are actually quite attuned to what people are feeling and how they feel about one another. Given a productive reason for tapping into your understanding of others, you can be a very empathetic person.

COMMUNICATION IS EASIEST WITH OTHER PEOPLE WHEN THEY...

• ENJOY COMPLEX PROBLEMS – Dissecting and analyzing a multi-dimensional situation is immensely satisfying for you, as is sharing that experience with similar thinkers.

• ARE OPEN-MINDED – Conversations with people who love new ideas and untried methods are exciting opportunities to explore possibilities you can't address elsewhere.

• ARE RESPECTFUL – People who recognize your intellectual abilities, and who understand your need for time and space alone to use them are important for you.

• ARE HONEST AND AUTHENTIC -- You are a keen detector of insincerity and react strongly to betrayal. It can be very easy for an uncaring person to burn their bridges with you.

• ARE LOGICAL AND COMPETENT – You prefer to engage with people who meet your personal standards, which are quite high in most cases.

COMMUNICATION IS HARDEST WITH OTHER PEOPLE WHEN THEY...

• GET TOO PERSONAL – When somebody gets overly personal, you start putting up walls. Speaking about emotional challenges, whether someone else's or your own, isn't for you.

• RESTRICT YOUR THINKING – People who insist on having control drain you. When they impose their will, rather than engage others, you end up feeling puzzled and frustrated.

• MAKE EMOTIONAL APPEALS – Passionate though someone is about a subject, that isn't enough, neither is an attempt to distract you with compliments.

• OVERWHELM YOU WITH DETAILS – For you, details delivered in bulk blend into a blur, so do detailed instructions on what you are supposed to be doing.

• BELITTLE YOUR VISIONARY IDEAS – Anyone who disrespects you as a thinker or who doesn't appreciate your way of challenging the status quo, is unlikely to get your time.

YOUR COMMUNICATION DEVELOPMENT

Being a more well-rounded individual means that you are able to effectively engage with different people on a whole range of topics. Understanding the six communication styles is a good start, especially if you are able to recognize which style to use in order to be the most effective in any given situation.

Being able to alter your style to the person you are talking to or to the situation is a powerful skill. Mastering it takes time and conscious effort. You can also benefit from these tips that help you to be more aware of your communication tendencies and blindspots. Some tips might only be relevant when you feel stressed, some might be useful for you to practice daily.

COMMUNICATION DEVELOPMENT OPPORTUNITY

START INVITING FEEDBACK -- Share your thoughts with others and incorporate feedback. The earlier you do this in your thinking process, the easier it will be.

START INVITING PRACTICAL INPUT -- Add value to your ideas by grounding them in facts and details and seeing their immediate applications and implications. Seek practical input from others.

START LISTENING MORE -- Listen empathetically without offering solutions. Strive to understand personal situations rather than analyze them in an abstract or conceptual manner. Sometimes people just want you to listen to them.

STOP CRITIQUING TOO MUCH -- Hold back on a tendency to critique others, and when giving corrective feedback, check how others are feeling. Balance corrective feedback with positive feedback.

START SHOWING YOUR PERSONAL SIDE -- Develop patience for the sharing of personal information by others. Attend to and acknowledge these personal responses and avoid coming across as blunt, detached, or impersonal.

STOP BEING TOO ABSTRACT -- When explaining your ideas, provide concrete, practical links and avoid arguing semantics and abstract points at length.

If you want to go fast, go alone. If you want to go far, go together.

YOUR TEAMWORK STYLE

05

Whether or not you are currently in a team, you will most likely need to work with others once in a while. Knowing what role you like to play, how you typically contribute and what things may annoy you are useful. Not only to make your teamwork more efficient, but also to make it enjoyable for you and for others.

So what makes a team great and strong? If I had to categorize, the 7 tasks that are the oxygen of all teamwork are: (#1) developing an inspiring vision for the team; (#2) aligning on a set of values that involves everyone's well-being; (#3) collaborating and communicating effectively when calculating solutions; (#4) balancing technical answers with practical reality when stabilizing a strategy; (#5) driving delivery with empathy and empowerment; (#6) optimizing production and being results-oriented; (#7) coaching one another to evolve and develop individually and collectively.

Getting these 7 tasks to work together is non-trivial and involves some cycles of the team forming and storming together, before they can perform at a high level.

THE 7 TASKS OF TEAMS

Key Questions	TASKS of TEAMS	Development Stages
7) WHERE next?	CHANGE	Performing
6) WINNING?!	MANAGEMENT	
5) WHEN shall we go?	EXECUTION	Norming
4) HOW will we do it?	STRATEGY	Storming
3) WHAT are we doing?	DESIGN	
2) WHO are we?	VALUES	Forming
1) WHY am we here?	VISION	

At any point of time, you and your team are in one of these five classic stages of team development. There is no 'right' or 'wrong' stage, and instead, these stages show where the team is on its journey towards becoming high performing.

There is a lot of effort on everyone's part that goes into reaching the level of 'Performing', meaning that the focus is on accelerating team and individual performance.

As things evolve, people join and leave, the leader changes, etc. the team can go through various stages again before reaching the 'Performing' stage. Change is constant and you may want to adjust your contributions and the role you typically take depending on which stage your team is at.

The Classic Stages of Team Development

Teams can move back and forward through the five stages
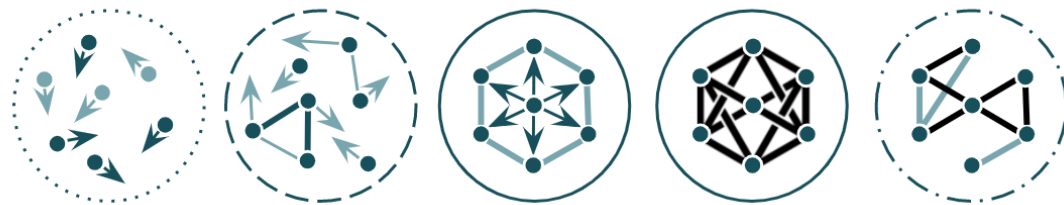
Stage	FORMING	STORMING	NORMING	PERFORMING	TRANSFORMING
FOCUS	VISION & VALUES	DESIGN	STRATEGY & EXECUTION	MANAGEMENT	CHANGE
TEAM QUESTIONS	Why are we here & Who are we?	What are we doing? & Who is in charge?	How will we work as a team & prioritize?	Winning?! Can we optimize team-work?	Where next? Is the team still needed?
INDIVIDUAL QUESTIONS	How do I fit in?	What is my role?	What is expected of me?	How do I perform best?	What's next?
MOOD	Guarded	Confrontational	Operational	Caring & Trusting	Evolutionary
STRUCTURE	Fluid	Modular	Hierarchical	Network	Ecosystem
DIRECTION	Disconnected & Testing Boundaries	Directive & Individualistic	Centralized & Delegated	Empowered & Self-Directed	Coaching & Collaborative
ROLES	Little agreement	Clarification	Mutual understanding	Shared responsibility	Re-forming
DECISIONS	Independent	Counterdependent	Consensus building	Inter-dependence	Inter-connected

World-class teams demonstrate all 7 high-performance behaviors of teamwork, and by doing so, manage to avoid the 7 deadly sins of dysfunctional teams such as pointless power-games and office-politics.

If I had to pick the key elements, I would say that the foundation of any remarkable teamwork is Vision & Values (Task #1 & #2). No team will ever be truly world-class and high-performing without an audacious vision that everyone is inspired by, and a culture where team members feel safe to take risks and to be vulnerable in front of each other.

Of course, the leader makes or breaks the spirit and the potential of any team. Having a strong, authentic leader who shows empathy, and engages in two-way discussions is *the* common factor between the 'good' and the 'great' teams.

HIGH PERFORMANCE & DYSFUNCTIONAL TEAMWORK

7 Tasks of Teams	Focus Is		High Performance Teamwork Behaviors		Dysfunctional Teamwork Behaviors
CHANGE	Review & Reinvent	Team-Bonding	Situationally evolves with **Ambition & Energy**	Office-Politics	**Abundance of Overconfidence** Leads to laziness & failure
MANAGEMENT	Perform & Proliferate		Optimizes impact with **Sharing & Sacrifice**		**Inattention to Results** Leads to overload & burnout
EXECUTION	Implement & Iterate		Drives achievement with **Dependability & Cooperation**		**Avoidance of Accountability** Leads to low standards & turmoil
STRATEGY	Decide & Dutifully Do		Steadies operational plan with **Negotiation & Trade-offs**		**Lack of Commitment** Leads to confusion & ambiguity
DESIGN	Create & Clarify	Team-Building	Calculates right structure with **Candid Debate & Discussion**	Power-Games	**Fear of Conflict** Leads to apathy & disharmony
VALUES	Authenticity & Alignment		Involves vulnerable based trust **Respectfully & Safely**		**Absence of Trust** Leads to caution & suspicion
VISION	Purpose & Pioneering		Inspires team meaning **Politely & Passionately**		**Absence of Audacity** Leads to uncertainty & average

YOUR TEAMWORK

Let's focus on you now. Regardless of how well functioning (or not) a team might be, you likely have your most typical ways of contributing to its success. This is the style that comes most naturally to you without having to overthink the situation. This is the role that you are most likely to take on whether or not anyone has asked you to.

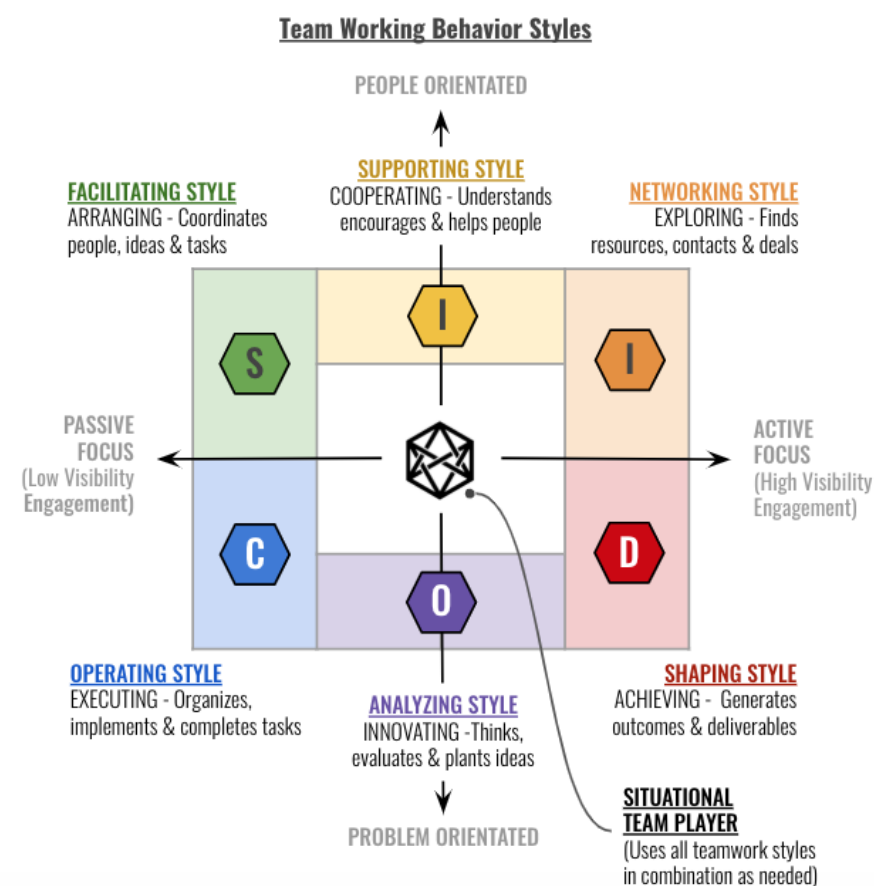The more team working styles you understand, the more effective you can become when working with others. It allows you to better relate to someone whose primary style is different to yours. It also allows you to flex your own style as and when needed.

I will explain the six fundamental team working styles and then dive into my observations about you and your most natural ways to contribute to any team.

Team Working Behavior Styles

PEOPLE ORIENTATED

FACILITATING STYLE
ARRANGING - Coordinates people, ideas & tasks

SUPPORTING STYLE
COOPERATING - Understands encourages & helps people

NETWORKING STYLE
EXPLORING - Finds resources, contacts & deals

PASSIVE FOCUS
(Low Visibility Engagement)

ACTIVE FOCUS
(High Visibility Engagement)

OPERATING STYLE
EXECUTING - Organizes, implements & completes tasks

ANALYZING STYLE
INNOVATING -Thinks, evaluates & plants ideas

SHAPING STYLE
ACHIEVING - Generates outcomes & deliverables

PROBLEM ORIENTATED

SITUATIONAL TEAM PLAYER
(Uses all teamwork styles in combination as needed)

Shaping Achieving Team-Member	Shaping team members often play the role of driving the team set-up and tasks; challenging everyone to improve and to deliver. They are dynamic and usually enjoy stimulating others, questioning norms, and driving actions towards the fastest path to reach results. They love to shake things up and ensures the team does not become complacent. Decision-making and setting priorities fall on their shoulders.
Networking Activating Team-Member	Networking team members often play the role of exploring available options, developing contacts, networking and negotiating for resources on behalf of the team. They are enthusiastic, outgoing and often highly extroverted, meaning that others are often receptive to them and their ideas. They typically find themselves in a role to identify and innovate with external stakeholders to help the team accomplish its objectives.
Supporting Cooperating Team-Member	Supporting team members often play the role of providing support and making sure that people within the team are cooperating effectively. They are typically agreeable, caring and perceptive, and seen as the best team-player within the group. They are popular and are very capable in their own right, but they prioritize team cohesion and helping people get along over their own needs and agenda.
Facilitating Arranging Team-Member	Facilitating team members often play the role of seeking to achieve the optimal outcome for everyone. Their role is sometimes compared to diplomat or chair-person, as they seek to adapt and guide the team to what they perceive are the win-win compromise. They are excellent at recognizing the value that each team member brings to the table. They are also calm, good-natured, and delegate tasks very effectively.
Operating Implementing Team-Member	Operating team members often play the role of building, implementing and running things effectively. They are ultimately the people who get things done to a high degree of quality and on-time. They turn the team's ideas and concepts into practical actions and plans. They are typically conscientious, principled, disciplined and work systematically and efficiently whilst being very well organized.
Analyzing Innovating Team-Member	Analyzing team members often play the role as the thoughtful thinker and creative innovator who plants new ideas or invents novel approaches to solve problems. They are logical and objective, and typically carefully weigh the pros and cons of all the options before coming to a decision. As critical thinkers, they are very strategic in their approach and expect to be considered as the 'expert' in the team.

YOUR PREFERRED TEAMWORK STYLE

[NAME], on a team you like to set clear goals for yourself and you stay focused until you've accomplished them. Never wanting to settle, you are ambitious and always looking for ways to improve. You aren't afraid of confrontation and you can easily resolve conflicts. Your ambition and competitive nature propel you to the front of the pack.

You are very good at completing tasks and executing goals. You are action-focused when it comes to planning, extremely organized and devoted to getting the job done. It seems to me that you believe you are usually right and that is how you work towards your goals. I can see you have a lot of self-confidence and use this to lead yourself toward success. I think you work best with people who know what they're doing and keep working toward their goals and you have no time for laziness.

Within a team, you like to produce amazing results that reflect your brilliance. Before you make a decision, you analyze and strategize carefully. I can see you are talented in creating an agenda for your team and delegating tasks for each team member. People come to you for strategic insight and for analyzing a purpose.

OPERATING -- [NAME]'S PRIMARY TEAM-WORKING STYLE

You typically have an operating team-working style that is implementation focused in nature.

This means in a team you often play the role to implement things and are ultimately often the people who get things done. You turn the team's ideas and concepts into practical actions and plans.

You are typically conscientious, principled, disciplined and work systematically and efficiently whilst being very well organized. You are the person others can count on to get the job done to a high degree of quality and on-time.

SHAPING -- [NAME]'S SECONDARY TEAM-WORKING STYLE

Additionally you may adopt a more shaping team-working style that is shaping in nature.

This means in a team you often play the role to drive the team set-up and tasks, challenging everyone to improve.

YOUR INTERACTIONS WITH OTHERS ON TEAM

Your 'Operating' and 'Shaping' executive style helps you see clearly where the team should go and focuses you to work hard to take the team in that direction as efficiently as possible. You work with other team members to synthesize, strategize and organize everyone to achieve the team goals. As a team player you are structured, competent and at times tough-minded.

It important to you that your team works efficiently and productively. When interacting with your teammates, you like to organize and monitor them. You like to evaluate a situation or end goal so you can work out a plan that everyone can be involved in. You have faith in logic, structure, and direction to push action within the team. I can see that you take others' thoughts into account, focus on the most essential and then think of the most efficient way to move forward.

[NAME], if you feel confident, then you are happy to take the lead within a team. You always ask for other people's input, while also asserting your perspective. You are quite hands-on when it comes to taking charge of change and conflict and you like to use planned approaches. You believe that to display your leadership skills and competency with a team, it is important that you make a good impression on others.

I can see that you want like-minded people on your team. You appreciate those that know what they are doing and are action-oriented. You also don't mind socializing now and then with these team members. I think you do take into account the feelings and thoughts of other members, but you only include them in the plan if they match up with the wider goals. I can see you tend to know what is the 'right' thing to do and even though you are fair and patient with others, ultimately, you will execute a plan even if not everyone is on board.

TEAMWORK CONTRIBUTION

DELIVERING ON PLANS -- It appears to me that when you are given a goal, you are known to always deliver. Your use of state-of-the-art time-management systems and to-do lists ensure you always meet deadlines. You are always open to learning about new theories, systems, tools and information and are well aware of the 'bigger picture', allowing you to reach long-term objectives.

STRATEGIC & SYSTEM-ORIENTED -- Based on your vision, you love designing and building systems. It makes you feel satisfied when you are able to persuade others to share your vision. You are always looking for a new challenge, as they keep you energized. I think that people look to you for structuring teams and developing action-oriented plans.

ORGANIZING AND PLANNING -- There is no problem or idea too complex that you cannot break down and turn into a doable achievement. Your organizing and planning abilities are excellent and you help your team define goals. I think you are the team member who people turn to in

order to create a framework for the vision and to organize tasks.

SOLVING COMPLEX PROBLEMS -- You get a kick out of solving complex problems. You are an expert when it comes to looking at the 'bigger picture'. If you think a fellow team member is of help, you will ask them to help you think of a solution to make the solution even better. You are not emotionally attached to your own ideas and regularly question and find flaws in your ideas. It appears to me that you can objectively analyze, solve and criticize problems, due to your high level of critical thinking.

PRINCIPLED PROBLEM-SOLVING -- If there is a problem in the workplace, you jump on it, immediately coming forward with a solution. This happens even if you are asked for help or not. You need to always be busy with a challenge, otherwise, you start to look for one. I think you are good at looking at a problem from a principled point of view and you are known to offer expert advice to your teammates.

GETTING THINGS ORGANIZED -- It appears to me that structure and systems are your best friends. Attention to detail is your forte, you are highly organized and you like your team to run in a structured manner. You like to have clear expectations of yourself and others before setting out to start a project. You hold yourself and others accountable for each step of the process.

PROVIDING INSIGHTFUL STRATEGIES -- It appears to me that one of your greatest qualities is your ability to think on a deep level and provide insight. You are able to think of ideas in your head, while also working out the ins and outs of how they will work. The plans you create allow yourself and your teammates to achieve these objectives.

TEAMWORK BLINDSPOTS

CAN BE INFLEXIBLE -- You are willing to be flexible with your opinions when they are backed up with facts, data and structure. However, you are not so flexible if those factors do not come into play. It appears to me that you think: 'there is a right way, let me teach you'. This causes others to perceive you as stubborn and unwilling to compromise.

CAN BE SEEN AS UNCARING -- For you, the most important thing in the workplace is getting something right and finishing it on time. You tend not to take people's feelings into account along the way. This can result in your teammates perceiving you as uncaring and cold. I do think you care about people, but you believe the harder everyone works, the more the organization will take care of them. This is not necessarily true and it is each team member's job to do their best to look out for one another.

CAN DRIVE OTHERS TOO HARD -- You like to be in control and lead others. Your desire to accomplish goals is so strong that you forget to relax. You expect others to work the same way as you do. However, not all teammates work like you and I think this is something you need to be mindful of. You don't want to lose support from your team.

TEAMWORK INTERACTIONS: Areas to possibly enhance contributions

- SHOW MORE EMPATHY -- It is important to be empathetic as everyone is doing their best. It will serve you well to recognize others' efforts and contributions.
- SHOW MORE EMOTIONAL SUPPORT -- You would benefit from supporting your teammates on an emotional level rather than avoiding it. They will appreciate you for it.
- MANAGE CONFLICT BETTER -- It would serve you to manage conflict in a cooperative manner and by focusing on a shared goal.

YOUR INDIVIDUAL ROLE ON A TEAM

Your 'Operating' and 'Shaping' executive style demonstrates itself by you always wants to bring the best expertise to any role you have on a team. In these roles you enjoy solving complicated problems, organizing tasks and achieving actionable results.

Within a team, you are focused on the present but also think about the future. It is important to you that you are in a role where you can think of future possibilities. I think you are a free-thinker and like to think about all potential outcomes that could better the performance of the team. Because of this, you are flexible and able to cope with change. You also put up with vagueness from other team members, but you much prefer it when everyone is aware of their roles and responsibilities. You can remain focused until the team achieve its goals.

[NAME], it appears to me that you prefer to work solo within a team and work towards a large goal with a complex nature. You are good at bringing structure into a team when problem-solving and if you think it makes sense, you can be flexible. If there are clear roles and duties within a team, you are motivated. You prefer to lead a group as you believe you know the right answer. You are only likely to work with others in a leadership role if they agree with your solution and want to work on it with you in the way you want.

You are also very independent. I can see that you need time and space within a team to reflect and plan – this makes you feel in control. You like using your innovative mind and being organized so you can carry out your duties. If the team wastes time or resources, it stresses you out, as you prefer to work in an organized manner.

TEAMWORK MINDSET

ACHIEVEMENT-DRIVEN -- Your main aim at work is to deliver results. You are hard-working and can retain an intense focus. Often, you will take on more work than is expected of you without complaining, while also completing your own tasks. If you see something else that can be done, you never hesitate to just do it. I feel that you work towards what you believe is expected of you, not just towards obvious expectations. You hold high standards for not only yourself but for your leaders and team too. However, I think you risk turning into a chronic overachiever who fails to take positive feedback from others because of your perfectionist nature.

STRIVE FOR COMPETENCE -- You are constantly seeking achievement and a drive for competence. I think your standards are a lot higher than those set by the company and you excel when you can develop a strategy, solve issues or make a change. You always question why something doesn't work and then try and fix it. If you feel confident about an issue, you have no fear in challenging authorities. You don't necessarily think these people know best and you value competence over authority.

CALM AND RESERVED -- Instead of letting your personal feelings get in the way when handling a crisis, you instead just do what needs to be done. Often, you will wait until the end of a meeting and have a one-on-one conversation to clear an issue up with someone as opposed to calling them out in the meeting. This is due to your intense dislike for emotional interaction. I feel that because you don't sell your ideas and only share things when asked to, people tend to accuse you of being too withheld and low-key.

INNOVATIVE AND CREATIVE -- Instinctively, you know what can be achieved when it comes to setting your goals and you work hard to get there. You question the deeper meaning behind what you are doing and look for the significance for the people you are working for. You are always up for self-growth and can be found in organizations that are leading the way. As long as other teammates' ideas make sense and are backed up by facts, you are very open to these ideas. I think you jump on opportunities that are able to bring your ideas into fruition. You are always looking to self-improve.

HARD-WORKING AND RESPONSIBLE -- Because you are able to work systematically, you are great at organizing facts, policies and people. You are also able to work diligently towards your goals by using your time and resources efficiently. You tend to work best with people who also have your traits and those who don't bring personal issues to work. With your motto being 'I'm perfect. Lead, follow, or get out of my way', you don't leave a lot of room for socializing at work. I think you get irritated by colleagues who expect you to open up about your personal feelings in the workplace.

VISION DRIVEN -- I think you work well with visions. You like to look at the big picture and think about how you can make that happen. However, because you put more trust into probabilities than realities, you tend to overlook some of the practical factors involved in working out your vision. If you can work alongside those who are more practical and concrete in their thoughts, then you have the freedom to create your visions as opposed to dealing with the smaller details.

TEAMWORK FRUSTRATIONS

INCOMPETENT PEOPLE -- If you think your colleagues are incompetent, this majorly frustrates you. You don't want to work with people like this and you don't want to share responsibilities with them. If you think your teammates aren't able to do a job in the way you do, you lose respect for them. That said, I think you have a lot of respect for those who are capable and efficient.

LAZINESS -- You like to work in a straightforward manner and become frustrated with team members who tend to procrastinate or change plans without thinking much about it. You have no time for people who waste time in meetings as it defeats the purpose. I feel that if you are in a situation where something needs to be done and people around you are lazy, you become overwhelmed. You feel extremely irritated if you have to work with lazy and unmotivated people.

IRRATIONAL THINKERS -- You value logic over everything. It is what you use to persuade others to get on board with your ideas. You become very frustrated with those who don't think rationally as you think it slows down the process. It seems to me you have a big issue with those who dismiss your logic and question your ability to do something. It also irritates you when people do not respect your ideas or give a proper answer to a question you may have.

YOUR INDIVIDUAL ROLE ON THE TEAM: Areas to possibly enhance contributions

- CLARIFY YOUR PLAN -- Try and more specific when thinking about a plan. Think about what steps and strategies you will take to reach your goal.
- LEARN TO APPRECIATE OTHERS' PRIORITIES -- Don't discount the importance of a task for someone. You may not find it a priority but others might.
- PAY ATTENTION TO YOUR FEELINGS -- It is important to understand your feelings when working within a team. Check how you feel about a decision, method of behavior.

YOUR BLENDED TEAMWORK STYLE

Of course, nobody's team working style is made up of one only. Everyone is a combination of different proportions of these six styles, and can also flex which one(s) they tap into in any given situation. Different people and circumstances call for a different combination of these styles.

The more you can flex and tap into your less used styles, the better you can tackle any situation or personality in a team.

That said, the bigger the gap is between your flexed style and your natural style, the more effort it takes and the less authentic it looks, so be careful. It is not about acting as if you were someone else, but tapping into your less used styles as long as it is still authentic to you. The 'fake it until you make it' advice doesn't quite work in this instance.

DIISCO STYLE INDIVIDUAL COMPONENTS

ILLUSTRATIVE

4% Calculating
8% Originating
12% Driving

18% Steadying

22% Involving

36% Inspiring

Motivating Style
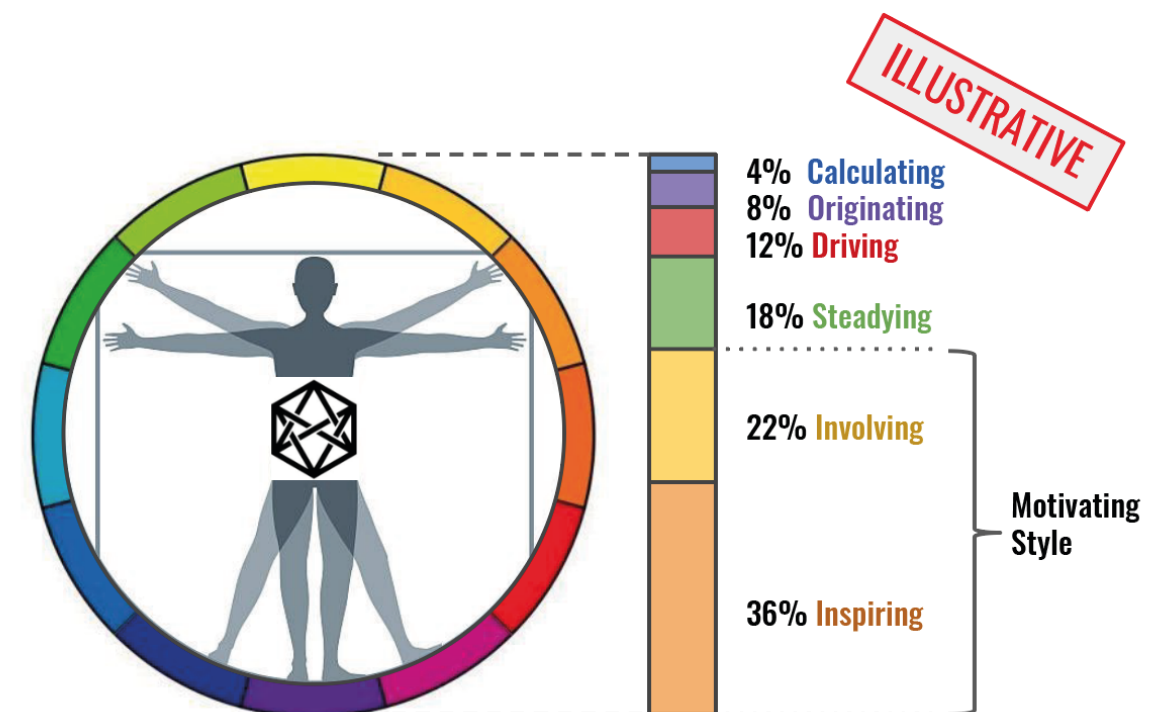
Let's take this even further. Similar to how we got to your Super-Strengths, I believe that it is insightful to look at the combination of your top two team working styles.

The blend of your top two team working styles will give you an idea of the role you most typically take in any team assuming there are no special circumstances like a crisis situation, for example.

Of course, you can flex your styles again, allowing you to tap into a different role as and when needed. Again, authenticity is important; trying to force a role on yourself (by you or by someone else) that you can't easily identify with is not necessarily a good idea.

The more your role on a team is in line with your natural blended style, the more energized and satisfied you feel day-to-day. Being part of the team feels more rewarding and you get a sense of belonging and appreciation.

The Classic Team Work Roles

The 21 most common roles seen a team are the combinations of the six main styles individuals adopt when working with other people

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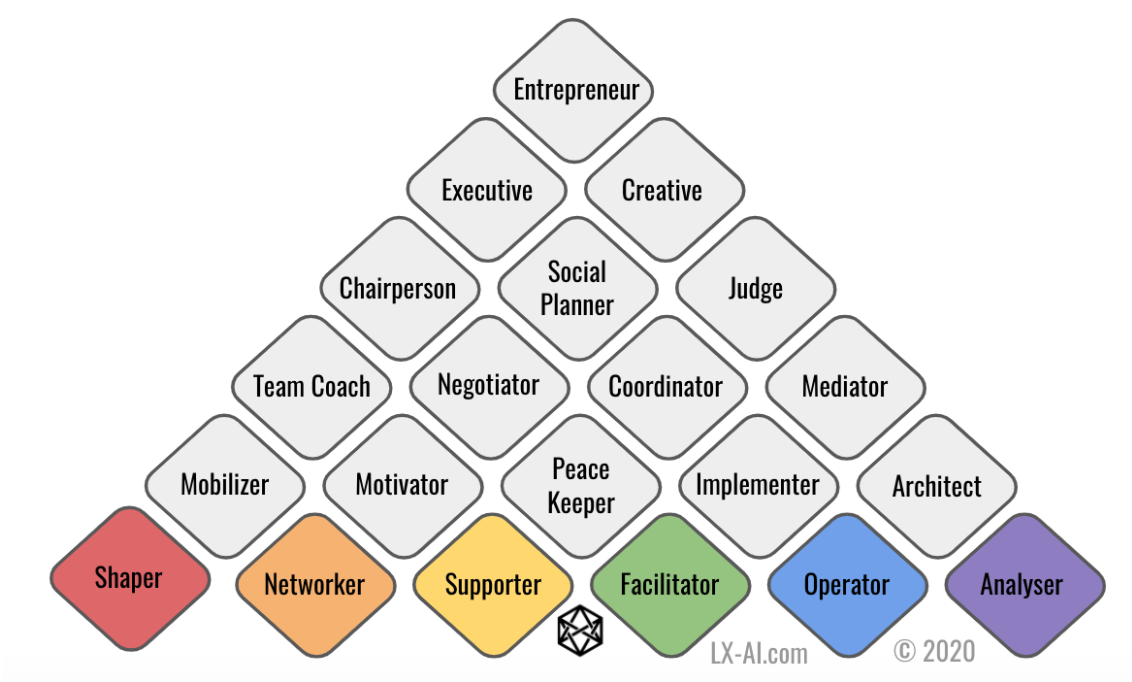
[NAME]'s 'Executive' Team Role (Operating & Shaping)

Having this natural team-role means you are a principled and results-oriented team member. This 'executive' ability is a rather uncommon team-role due to the conflict that occurs when a person is focused on both 'thoughtful planning' and 'driving results'.

I wouldn't be surprised to know that most people respect and trust you. Your firm but fair approach combined with your stable and steady way of operating makes you an effective and efficient person who brings a lot of value to any group or organization.

You are on a mission to deliver more and enhance how you work. Driven by a strong competitive sense, you are never satisfied with what you offer at work, always looking for ways to develop and improve your approach. It is this grit that helps you tackle any difficulty.

This strength is distinctive of someone who leads in a determined, organized and ambitious manner. As a results-driven person, you are strict and you refuse to accept less than perfect outcomes. Being the conscientious and results-oriented person that you are, you follow through on your plans. You keep an open mind when discussing solutions as long as they are practical and are based on logic. If those standards are met and you can apply your principled approach to them, you are quick to make a decision.

You are a natural leader who loves competing and winning. In order to win, you need your team to share the same spirit wanting to push themselves and achieve goals. It annoys you greatly when you find that the people working with you are lazy or incompetent. I can also see that you can't stand being given orders and step-by-step instructions. You thrive when you have the flexibility to achieve your goals in your own way.

Also, I think it would serve you well to take risks sometimes and to push yourself outside of your comfort zone by welcoming other people's suggestions and views. By trying to stay open to new ideas and possibilities, you could grow both as a leader and as a person.

You are independent by nature. I can understand that with all your confidence you take charge of things and carry them out on your own. That said, I would advise you to welcome others in your world and share your personal side with them. You would be surprised how much you will grow as a person and as a leader that way.

YOUR TEAMWORK DEVELOPMENT

Remember, although everyone has naturally preferred team working styles, with focus and commitment it is possible to operate in any style. Practising consciously using different styles for different team working situations will help anyone develop. Additionally here are some more specific opportunities that might help your team working.

TEAMWORK OPPORTUNITY

CONTINUE MANAGING PERCEIVED INCOMPETENCE -- I can see you find it hard to work with others who you think are not as competent as you are. You think you will be slowed down if you have to work at someone else's pace and you can't see how other people are also skillful. If there is a member of the team who you think is incompetent, you won't share any of the responsibilities with that person. Just because someone's skills are different from yours, doesn't mean you shouldn't still show them appreciation and recognize their contributions to the team. However, you don't see that your lack of appreciation can hurt the feelings of others.

STOP BEING INFLEXIBLE -- You have a very fixed approach in how things should be done and you expect everyone else to work the same way you do. It seems to me that you find it hard to believe that people can achieve things differently. You tend to set unrealistic expectations of others because you are precise in everything you do. Colleagues become annoyed with you constantly checking in and tracking their progress and this can stop you from being able to develop strong interpersonal relationships. It would benefit you to become more aware of the needs and feelings of others as you can learn to see things from a different perspective. Better relationships within the workplace can help you thrive in any career.

STOP BEING UNREASONABLE -- Even though you don't mean to offend people, you tend to do just that when you constantly criticize. You want to let people know that they can improve a situation, but you don't know how to tell people in a constructive manner. I don't think you are overly patient when it comes to repeating yourself or correcting others, so you try and make sure things are done right the first time. You also find it hard to estimate how long something will take to finish and often, you underestimate it. It is not necessary to become frustrated with others, but you will if you think they are taking too long to finish something. You will benefit from letting go of being a perfectionist, as it will help you be more effective when working with others.

IDEAS & NOTES

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

YOUR LEADERSHIP & MANAGEMENT STYLE

06

LEADERSHIP & MANAGEMENT

At some point in your career, you will need to rely on others to help you get the job done. You can't do it all alone and even if you could, most likely you wouldn't want to. It just becomes less efficient, fast or fun. Welcome to people management.

The difference between managing vs leading others is tangible. Early on in one's career, the natural focus is on becoming a great manager. As one gains more experience, they gain more responsibility and so have to master a broader set of strengths to become a strong leader.

THE DIFFERENCE BETWEEN MANAGEMENT & LEADERSHIP

7 LEVELS of LEADERSHIP

LEADERS
- Coach
- Visionary CEO
- Effective Executive
- Team Leader

Asks 'Why' & 'Who' to Lead People to **'Do the Right Things'**

MANAGERS
- Team Manager
- Project Director
- Technical Lead

Asks 'How' & 'When' to Manage Tasks to **'Do Things Right'**

Topic	Managers Behavior	Leaders Behavior
VISION	**Short-term** - today & stable	**Longer-term** - horizon & changing
RISK	**Minimizes** - maintains status quo	**Optimizes** - challenges the norm
TARGETS	**Achievable** - near existing levels	**Aspirational** - game changers
CONTROL	**Hierarchy structures** - formal position	**Personal values** -informal influence
RULES	**Makes** - polices reactively	**Breaks** - improves proactively
STYLE	**One/Two Dimensional** - always same	**Multi-Dimensional** - situational
CULTURE	**Endorses** - apathetic to bad behavior	**Shapes** - challenges bad behaviors

There is a classic path that most people take in their career through the 'Levels of Leadership'. It starts from taking a narrow technical leadership of a problem through taking on wider project and team roles. If they are successful, it can all lead to broad executive roles running whole divisions and even enterprises.

Each higher level requires mastery of a wide range of management and leadership styles, and ultimately an ability to seamlessly switch between any and all of them authentically.

When it comes to the various management and leadership styles, one dimensional managers can be successful in situations that align with their particular strength. The broader the responsibilities grow, the natural strengths that enabled one to prosper earlier in their career as a manager are no longer enough for them to excel as a leader.

To be a great leader, the mastery of the various styles is necessary, as well as the ability to flex seamlessly and appropriately between them. Only then would I consider someone as a 'Complete Leader' according to the LX System.

I will give you some context regarding the various leadership styles and then share how I think you most likely lead others including goal-setting, decision-making and execution. The more you invest in understanding and developing your style, the more well-rounded leader - in the broader sense - you become.

THE 7 LEVELS OF LEADERSHIP

Typically the level of someone's leadership equals the number of styles mastered!

	Level	Focus Is	Influences By	Success When	Mastered Style
LEADERSHIP	**7 Champion Coach**	Situational - multimode mastery	Prowess - as authentically advises	Respected - by everyone	Coaching (all 6 styles)
	6 Visionary CEO	Visionary - game changer	Pioneering - as provides future path	Revolutionary - model defining	Visioning (+ 5 below)
	5 Effective Executive	Alignment - strong teamwork	Principles - as represents the values	Relationships - vulnerable trust	Empathizing (+ 4 below)
	4 Team Leader	Decision Making - accelerated results	Production - as achieves outcomes	Responsibility - taking ownership	Executing (+ 3 below)
MANAGEMENT	**3 Team Manager**	Management - delivery capacity	Planning - as center of coordination	Reproducibility - builds capability	Democratizing (+ 2 below)
	2 Project Director	Execution - goal delivery	Power - as 'the' appointed task leader	Results - out-performance	Commanding (+ Suggesting)
	1 Technical Lead	Problem Solving - good answers	Proficiency - as technically capable	Rigor - systemic solutions	Advising

THE COMPLETE LEADER

ONE DIMENSIONAL LEADERSHIP IS NEVER SUSTAINABLY SUCCESSFUL.
LEADERSHIP NEEDS STRENGTH IN AT LEAST 2; AND IDEALLY ALL DIMENSIONS.

HUMBLE TEAM-PLAYER

'Peacekeeper'   'Motivator'

'Pleaser'

HARMONIOUS COORDINATOR   **PASSIONATE VISIONARY**

'Pawn'   'Charmer'

'Implementer'   COMPLETE LEADER   'Mobilizer'

'Perfectionist'   'Intimidator'

PRINCIPLED OPERATOR   **HUNGRY COMMANDER**

'Robotic'

'Architect'   'Entrepreneur'

SMART ADVISER
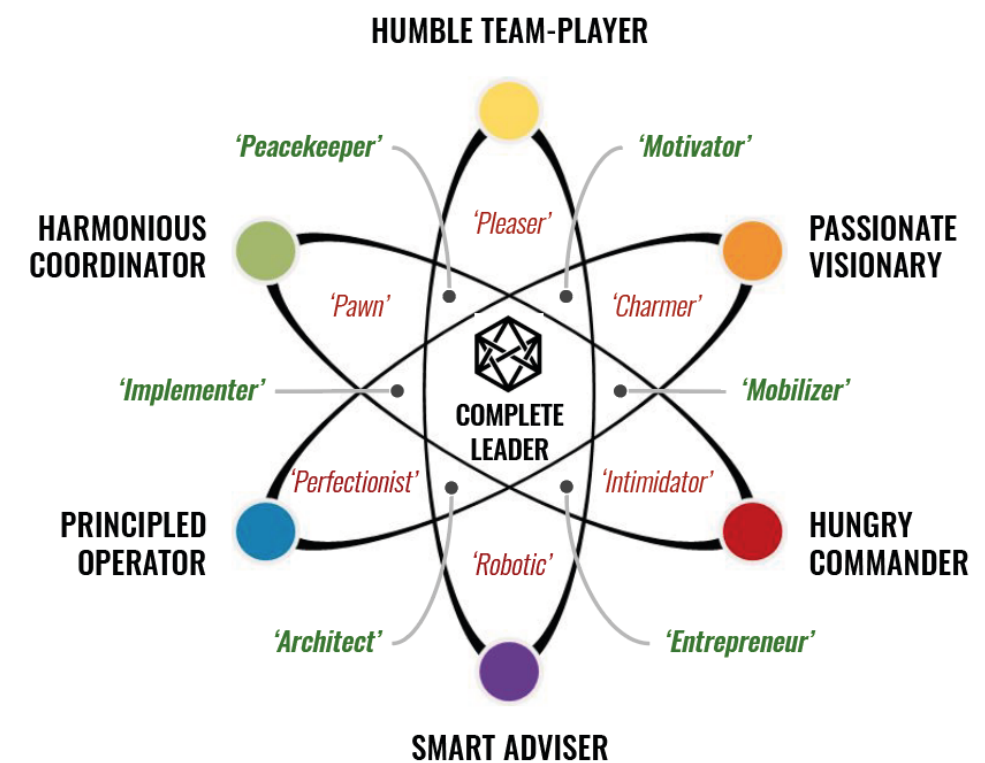
Leadership is not just for Presidents, CEOs and sports captains. Once in a while, you find yourself in situations when you need to take charge and lead others. In addition to being aware of your natural leadership style, it is important to recognize and adopt the others styles. There is no one right style of leadership, instead, the most appropriate style always depends on the needs of those you lead and the needs of the environment.

LEADERSHIP BEHAVIOR STYLES

	Commanding	Commanding leaders give lots of directives, control tightly and typically demand immediate team compliance. They often motivate by using corrective feedback and negative consequences. + Vision & Alignment - Directive & Demanding in goal-setting + Execution & Management - Supervises team members closely + Decisions & Solutions - Decisive in problem-solving approach
	Commanding Direct & Demand Supervising Management	Commanding leaders give lots of directives, control tightly and typically demand immediate team compliance. They often motivate by using corrective feedback and negative consequences. + Vision & Alignment - Directive & Demanding in goal-setting + Execution & Management - Supervises team members closely + Decisions & Solutions - Decisive in problem-solving approach
	Visionary Passionate & Pioneer Motivating Management	Visionary leaders focus on developing and articulating a vision for the organization, seeing this as a key part of their role. They seek to motivate, inspire and excite people around them. + Vision & Alignment - Passionate & Pioneering in defining aspirations + Execution & Management - Motivates the team to achieve results + Decisions & Solutions - Explores all options and decisions
	Empathetic Help & Trust Team-working Management	Empathetic leaders promote friendly interactions among staff. They place less emphasis on tasks, goals and standards than meeting their team's emotional needs and aspirations. + Vision & Alignment - Helpful & Trusting spirit in building vision + Execution & Management - Team-working excellence is central + Decisions & Solutions - Understands all implications for people
	Democratic Consensual & Facilitate Coordinating Management	Democratic leaders trust that their team has the capability to develop the appropriate direction for themselves and the organization. They reach decisions by consensus, and seek to empower the team. + Vision & Alignment - Consensual & Facilitating planning approach + Execution & Management - Coordinates closely for team delivery + Decisions & Solutions - Considers thoughtfully the problem parts
	Executing Strategy & Plan Pace-setting Management	Executing leaders lead by example. They are highly focused and dedicated, naturally powering through obstacles to achieve results. They have high standards and expect others to meet them. + Vision & Alignment - Strategic & Planning mindset to targets + Execution & Management - Pace-setting approach leads from front + Decisions & Solutions - Structures problems cleverly
	Advisory Investigate & Innovate Suggesting Management	Advisory leaders engage with the team on both the overall and their individual goals. They suggest a way forward and provide ongoing advice and feedback to help facilitate results. + Vision & Alignment - Investigative & Innovative approach to visions + Execution & Management - Suggests to team best way to deliver + Decisions & Solutions - Thinks deeply to solve any problems

YOUR PREFERRED LEADERSHIP STYLE

[NAME], your 'Executing' and 'Commanding' style makes you a decisive and forthright leader. You command attention in an un-intimidating way. You are a strong leader and people admire your unwavering conviction. People respect you for your tireless pursuit of what you believe in.

You are an action-oriented leader who can accomplish any task at hand. You make any vision into reality fast and with high energy. You are results driven and therefore persistent until the desired outcomes are accomplished. Emotions or people issues don't get in your way. You live in the moment rather than analyzing life and potential outcomes. You have little patience for theory or authority especially if these get in the way of executing your plans.

You are not afraid to be authoritative when the moment calls for it, but you also know how to step back and let others lead the way. You are a strategic leader who is analytical and rational. I notice you embrace both firm resolve and unprecedented flexibility depending on the moment at hand. In any setting or career path, your ability to finish the task at hand, manage stress, and solve problems shines through.

EXECUTING -- [NAME]'S PRIMARY LEADERSHIP STYLE

You typically have an executing leadership style that involves powering-through things and is plan-based in nature.

This means that you lead by example or 'modelling'; setting the pace, plan and performance you expect others to follow. You have high standards and expect others to know the rationale behind the direction with little explanation.

You are cautious in delegating, and typically take responsibility for tasks away from team members if high performance is not forthcoming.

COMMANDING -- [NAME]'S SECONDARY LEADERSHIP STYLE

Additionally you sometimes adopt a more commanding leadership style that is direct and demanding in nature.

When using this style as a leader you give lots of directives, and typically demand immediate team compliance. You manage and control tightly.

YOUR LEADERSHIP VISION & ALIGNMENT

Your 'Strategic' and 'Directive' style of Vision & Alignment means you paint a compelling vision with clear goals and deliverables. You take a directive approach to outlining your vision, and you seek to get alignment using detailed plans and rationales. You mobilize others using your competence and knowledge.

As a leader, I think you can be creative and innovative. That said, sometimes you prefer routine and being pragmatic about reality, making you skilled at finding a great balance between ideas and practicality. You consider tried-and-true methods, but are also able to think outside the box. Therefore, you are able to handle whatever challenges are thrown at you.

You are a big picture thinker, period. This is what matters most and I am certain that you never let small details distract you or others. You are a deep thinker and dreaming, creating, innovating and imagining the possibilities is what you like to do. You are often need time to think things through before you take action, but this bias for reflection gives you more opportunity to be innovative. That said, I can see why sometimes others find your vision a bit difficult to understand; you need to explain it with more concrete details, which isn't your forte.

You form your visions through noticing patterns and ideas all around you, and come up with good hypotheses about what will work well. Even though you have a strong intuition about what the 'right answer' is, I know that you love thinking ideas through with others and ask for their input. A grand vision by itself is not enough for you, and you spend considerable effort in planning ways to execute ideas. Again, you use your big picture thinking to prioritize internally what is important and what can wait in order to ensure the most important things are taken care of.

[NAME], I think your vision is important to you and so you often refer back to the bigger picture when framing a project or a task. You use future-focused language and lay out the desired end state. Your vision inspires others, not only because it is grand but also because you are able to present facts and rationale supporting your vision, making it sound attainable.

I notice that you always prioritize action and you are extremely goal-oriented. You seem to have a unique ability to rally the team and bring together seemingly unrelated approaches and forge them into a cohesive plan. You create order out of disorder and you have a remarkable ability to communicate complex concepts in a simple and straightforward way. You can be demanding when you are certain of the next steps, which is the case most of the time. You easily identify priorities and develop a logical and structured plan to reach your vision efficiently and effectively.

LEADERSHIP VISION & ALIGNMENT

EMPOWER OTHERS -- You know how to empower the team and allow them to forge their own paths towards success. I think you are primarily concerned with people's effectiveness and so you are not too hands with them. You don't want to slow them down by dictating procedural rules or enforcing processes and also, you simply don't enjoy telling people what to do. It seems to me that you want to share your vision and then let people deliver against it. You are an exceptional top-level executive leading competent people who require minimal supervision. On the other hand, I can see middle-level management roles to be really draining for you, where you have to manage others' tasks and time.

SYSTEMATIC -- You are at your best when you create structure and order in an organization. I think this is when you have the most fun too. You always do the research and analysis required to feel confident about your suggestions and decisions. I can see you being careful and structured in how you approach things, always relying on your principles. I bet you have never met a task or process to which you couldn't further optimize and make more efficient. This ability of yours often leads to promotions as others recognize how valuable you are to the organization.

INNOVATIVE -- I notice you are extremely forceful when it comes to generating ideas and you go above and beyond to turn them into reality. You begin with a clear vision in mind and work diligently to bring that vision to life. Your unique ability to find creative and innovative methods to complete complex tasks makes you an ingenious leader. You excel at motivating team members simply by sharing your own expertise and knowledge. I sense that you embrace new suggestions, but you always measure them objectively against your own views and ideas. I can also tell that you love nothing more than coming up with original ways to increase efficiency and effectiveness in the organization.

DRIVEN BY IDEATION -- You are a leader who thrives on the strength of your ideas and your ability to think analytically, conceptually and logically. For that reason, I think you perform best when you work with strong, independent, and idea-focused people. You use logic and intellect as opposed to emotions when outlining your vision and you expect others to engage with you in the ideation process. You have a unique ability to analyze a problem and then create goals and steps towards realizing your vision. I don't think you ever use emotional appeal to get people's buy-in, but your logical reasoning is so strong that you don't even need to.

AMBITIOUS -- It seems to me that you have great ambitions and you inspire confidence in your team because of your straight-forward words and actions. You know how to deliver on your promises while continuing to dream bigger visions for the future. The team knows they can count on you and they are inspired by your hard work. You are often found in leadership positions because you know what you want and you don't hesitate to go after it. I sense that you have no problem with making difficult decisions and will always choose what is best for the organization.

You are deliberate in your decisions as you carefully consider what will produce the best outcome, seeing any problem as an opportunity for growth.

STRATEGIC -- I sense that you have a unique ability to see the big picture and this allows you to plan ahead accordingly. In fact, the ability to envision and design strategies to reach ambitious goals is how you often define leadership. You have a strong intuition that leads you down strategic paths towards accomplishing a future goal. The big picture is a puzzle in your mind and you enjoy discovering which pieces will fit and where. I find you to be talented in seeing trends and patterns to discover hidden meanings behind the data and the obvious. Your team is inspired by your ability to imagine new possibilities and to help them conceptualize the future. Your objectivity and ability to paint a clear vision makes you a respected leader.

LEADERSHIP VISION & ALIGNMENT: Possible Blindspots

- MIGHT NOT GET BUY-IN: You might miss out on opportunities to bring others on board when you don't take the time to share your vision, leaving you with all the work for yourself.
- MIGHT MOVE TOO FAST AND WITHOUT DETAILS: You are quick to change course and priorities, but you struggle to always keep others informed along the way.
- MIGHT BE INFLEXIBLE: It is difficult for you to consider a plan that is not your own. This blindspot is exacerbated by the fact that you neglect to get feedback from others as well.

YOUR DECISION-MAKING

Your 'Structuring' and 'Decisive' style of Decision-making and Problem-solving means when making a decision, you want to find solutions that are logical, stand up to critique, and display competence. You make decisions based on data, evidence and rational thought, not much ruled by your heart. You tend to be pragmatic and logical in judging situations.

I wouldn't say that you are without any emotions when it comes to decisions, however, I see that you tend to remain neutral and detached as you prefer to primarily rely on facts and objective analysis. It is important for you to stay impersonal about key decisions, meaning you don't let your own feelings get in the way of tougher judgement calls. Neither you let others influence you with their emotions or subjective opinions.

I notice you have an analytical approach to decision making that leads you to lay out all the possible alternatives and their consequences. You seem to enjoy testing each possible pathway until you are confident that you have landed on the right option.

I think you have the ability to always keep the big picture in mind as you test every possible solution or new idea. You have a solid grasp on how they will fit into existing realities and where your experience can enhance what is already working instead of having to reinvent the wheel. Your deliberate approach leads you to weigh all the pros and cons before moving forward. You seem to be able to accurately analyze each option in a logical and systematic way, following your core rules and principles. Your chosen path is always based on sound reason and objective facts.

When you check how the results stack up against your often high expectations and you see that you need to make changes to improve the ultimate outcome, you never hesitate to do so.

LEADERSHIP PROBLEM-SOLVING & DECISION-MAKING

PRINCIPLED -- I think you are a principled leader who values doing things in an orderly way and in compliance with the established rules. The burden is on others to prove to you that the new solution is better than the current one. I notice you rarely make exceptions or special cases to deviate from your principles. That is why it is difficult for others to change your mind without a sound and logical argument. You will listen to them, but they must be the ones to do the convincing.

ANALYTICAL -- I think you are at your best when you have time to fully analyze a problem. This allows you to weigh all the pros and cons while picking the solution with the best chance of success. I notice you dissect and analyze all the potential outcomes you can see while never losing sight of the big picture. At the end of the day, this leads you to the most rational solution possible with a high chance of success.

LOOK FOR PATTERNS -- I think you enjoy dissecting a larger problem and looking for the various hidden connections. You have fun pondering all the possibilities and you consider all the long-term and big-picture consequences of your decision. I sense you have a unique ability to guide the team along in the discovery process by asking all the critical questions in order to lead them to a successful outcome.

LOGICAL -- You seem to prioritize finding a logical solution to a problem over maintaining team harmony. I think you are concerned primarily with the facts and the current realities. You then evaluate the pros and cons to deliver a solution with the best chance of success.

DRIVEN BY OWN HIGH STANDARDS -- I think you have a set of standards that works well for you and you hold onto them, even against others' objections. Some people are put off by this and they view your approach as somewhat ignorant or insensitive. The truth is, you are simply searching for the best possible solution and you are willing to act on that. I sense that finding the right answer is far more important to you than others' needs.

FOCUS ON THE UNDERLYING CAUSES -- I sense you prefer to solve a problem by taking it apart and examining every small piece. Beyond just the basic information available, you are interested in all the hidden meanings and unseen connections. I see you asking insightful questions to dig down to the root cause and the primary drivers. You will take the problem apart until you get to a solution that will prevent the problem from occurring again in the future.

LEADERSHIP PROBLEM-SOLVING & DECISION-MAKING: Potential blind spots

- MIGHT MISS THE PEOPLE ASPECT: You often make decisions without taking into account the human element and the emotional consequences on yourself and others.
- MIGHT IGNORE EXISTING REALITIES: You have a strong sense of your own vision which makes it difficult for you to consider any current processes that may work or new ideas.
- MIGHT STRUGGLE WITH GROUP DECISION-MAKING: You often struggle to find consensus in group deliberation, particularly when you know you have the right solution in front of you.

YOUR LEADERSHIP EXECUTION & MANAGEMENT

[NAME], your 'Pace-Setting' and 'Supervising' style of Execution & Management is focused, structured and logical when it comes to execution. You have a Motivating and directive mindset that delivers results with determination and systematic efficiency. You balance mitigating future risks against are fast paced approach to implementation.

When it comes to turning your vision into reality, I think you approach execution in a structured way. You love having a good plan in place that allows you to organize everyone and everything so that you can lead others to success. You need to feel in control, which you achieve by making decisions, giving direction to others and checking-in on progress. Some people might see you as too rigid and strong-willed, but this is just how you get to the best results. I know you want to deliver above and beyond all expectations, and you always have a bullet-proof plan to get there.

You are a leader who understands the value of structured and deliberate planning in order to set priorities and reach the desired deliverables. I notice that in doing so, you tend to trust your gut over planning each step down to the small details. To you, the overall vision comes first and the rest is just details.

At times, this leads you to underestimate what is actually required to complete a task. Yet, you have a remarkable ability to come through every time as you keep pushing until you achieve your vision. I think you are at your best when you work with someone who thrives on the details and can help you execute your ideas.

I sense you enjoy leading a team by empowering them in ways that will stretch their abilities and enhance their professional growth. Backed by your own experiences and abilities, you feel comfortable leading in a way that prioritizes logic over personal relationships. You don't need validation from others and as such, you don't seek it out when making decisions.

LEADERSHIP EXECUTION & MANAGEMENT

ENCOURAGE OTHERS TO TAKE CHARGE -- I think you are a leader who is more comfortable working side by side with your team as opposed to leading from the front giving orders. In fact, you are happy to let others take the lead if you think it will produce better outcomes. You have a talent for seeing which roles will match a person's skills and where they will perform at their very best. I believe you often count on others to rise to the occasion as you don't feel the need to control every aspect of the work. That said, if results begin to suffer, you never hesitate to take back the reins and lead the way.

EXPECT STRONG WORK ETHIC -- I believe you have an impeccable sense of work ethic and you hold yourself to a very high standard. I think that is why you tend not to waste time on those who can't keep up with your pace and requirements. I believe you expect people to be efficient, organized, and punctual with their deliverables. Those who don't live up to your expectations are quickly removed in order to protect the morale of your high-performing team. Also, you will always deliver tough feedback if necessary in order to keep the project on track, even if that means upsetting some people.

WELCOME IDEAS AND INITIATIVE -- You seem to embrace theoretical concepts and you genuinely enjoy pondering new and innovative solutions to every problem. I don't think you believe that there is only one way to solve a problem or to reach a goal, so you typically lead your team towards a constructive brainstorming process that fleshes out every possible approach. I think that is why you work best with people who bring their imagination into the conversation. You are best at leading and inspiring people rather than task-managing them.

ANALYTICAL - You have a unique ability to analyze a problem and drill down to the root causes that create challenges. I see that you are quick to realize if a process is not working properly and then instantly try to improve it. You believe that every problem has a solution and with enough thoughtful analysis, you will find it. Perhaps most importantly, I believe that you have a strong ability to analyze others and determine where their talents will allow them to perform at their very best.

HIGH EXPECTATIONS OF SELF AND OTHERS -- I notice you have a particularly high set of standards for yourself that often far exceed those of the organization. You tend to hold others accountable to these same high standards, which is often challenging for them. I think you expect a certain level of competence in others and you don't react well when they are lacking that. At the heart of it all, I believe you have a simple desire for people, processes and systems to be operating at maximum efficiency and to keep improving.

EFFICIENT -- I sense that you have little patience for those who waste time or resources as you tend to prize efficiency above all else. Consequently, you are quick to adapt and change plans mid-stream if you find a more efficient route to success. In fact, you often count on that happening as you develop multiple contingency plans before you ever begin. I think you are also willing to bend rules if you can logically justify it in the pursuit of your goals. You seem to always believe that there is room to improve efficiency and you are quick to seek feedback and suggestions from others as to how.

LEADERSHIP MANAGEMENT: Supporting other people

You believe that offering thorough, logical solutions to problems is the best way to support others. I think you are at your best when you get to develop long-term solutions as opposed to quick fixes. The team loves your long-term approach because it ensures that the same issue won't happen again in the future.

I notice you don't let others' emotions influence your approach. I think this upsets some people at times as they would prefer you to be emotionally supportive rather than just offering logical solutions. They would prefer you to listen, instead of telling them what to do. This can make them frustrated with you regardless of how great your solutions may be.

When someone is struggling, you will:

• Examine the problem through multiple angles in the context of the big picture

• Identify the facts and the personal aspects while keeping them separate

• Find the most strategic, long-term solution

• Explain the solution to the team in a simple, clear, structured way

• Point out how it will solve the problem once and for all

LEADERSHIP EXECUTION & MANAGEMENT: Possible Blindspots

- **MIGHT REVISIT PRIORITIES TOO OFTEN:** You are quick to make a decision, but this can be problematic when you quickly and often change your mind without telling others about it.
- **MIGHT PLACE MORE IMPORTANCE ON TASK THAN PEOPLE:** You prioritize the task over the person and this affects the end result as the team might feel unappreciated.
- **MIGHT DRIVE THE TEAM TOO HARD:** Your pursuit of 100% perfection often lowers morale and sacrifices performance, especially when more achievable goals would be good enough.

YOUR LEADERSHIP DEVELOPMENT

Remember, although everyone has naturally preferred leadership styles, with focus and commitment it is possible to operate in any style. Practising consciously using different styles for different leadership situations will help anyone develop. Additionally here are some more specific opportunities that might help your performance as a leader.

LEADERSHIP DEVELOPMENT OPPORTUNITY

START BEING MORE PATIENT -- I think you are bothered by inefficiency and you have little patience for those who waste your time through mistakes and the constant need for clarification. This might lead you to drop a team member and to a reputation that you are impossible to please. I sense you are at your best when you operate in a fast-paced action-oriented environment. Though, you would do well to understand others' work styles and how they operate at their best. Otherwise, you wind up judging rather than supporting them.

START PAYING MORE ATTENTION TO SOCIAL NEEDS -- I notice you have little interest in meeting your social needs at work or the social needs of others. You work well independently and believe that as a leader, you need objectivity and distance. It is difficult for others to understand your distance as they only have discussions with you about the task at hand. This leads to a drop in morale for some as they believe you are disinterested in them as a person. I believe you will grow as a leader when you learn to meet the social needs of the team.

START SHOWING MORE APPRECIATION FOR OTHERS -- I sense that it is hard for you to show appreciation for others as you struggle with displaying the right level of emotion and tone. Meanwhile, members of the team take this as a lack of caring and might believe you to be a critical and unappreciative leader. While you know this is not true, they struggle to understand it. You will be at your best as a leader when you develop the ability to give praise to those who deserve it in the appropriate moment.

START SHOWING APPRECIATION EVEN FOR SMALL STEPS -- I notice that you often miss all the small contributions others make towards reaching a deliverable. I think you are always focused on the outcome and this causes you to overlook how you got there. This often lowers morale among the supporting staff when they are not recognized. By noticing and showing appreciation for even the small steps people make, you could encourage them a lot.

DATABOOK

07

IDEAS & NOTES

WORK ACTIVITIES

There are six primary styles of professional activities, with any role typically being mainly a combination of two or three of these. Whilst you can do any of the six types of activities, there are likely two or three that are your preferences and the things you are happiest doing most of the time.

Rank	[NAME] ACTIVITY Preference		% Max
3	D	ENTERPRISING Style	45%
5	I	MOBILIZING Style	32%
6	I*	HELPING Style	22%
4	S	REALIZING Style	40%
2	C	ORGANIZING Style	47%
1	O	IDEATING Style	48%

[NAME] Best Fit Activity Pref.	INTJ

ACTIVITIES, ROLES & CAREERS STYLES

HELPING ROLE STYLE
CARING Careers:
Servicing & Supporting Activities

REALIZING ROLE STYLE
HANDS-ON Careers:
Tangible & Practical
Activities

MOBILIZING ROLE STYLE
CREATIVE Careers:
Engaging & Inspiring
Activities

REFLECTIVE
ACTIVITIES

PROACTIVE
ACTIVITIES

ORGANIZING ROLE STYLE
MANAGING Careers:
Structuring & Executing
Activities

IDEATING ROLE STYLE
PROFESSIONAL Careers:
Thinking & Analysing Activities

ENTERPRISING ROLE STYLE
BUSINESS Careers:
Activating & Driving
Activities

HYBRID
ROLES & CAREERS
(Varies to Fit)

WORK ENVIRONMENT

Rank	[NAME] ENVIRONMENT Preference		%Max
2	D	POWERFUL Preferences	34%
5	I	FREE-FORM Preferences	17%
6	I*	COMMUNITY Preferences	16%
4	S	CONVENTIONAL Preferences	29%
1	C	STRUCTURED Preferences	35%
3	O	INNOVATIVE Preferences	32%

[NAME] Best Fit Environment Pref.	INTJ

There are six primary cultural preferences available within work environments.

ENVIRONMENT PREFERENCES

SOCIAL ENVIRONMENT

CONVENTIONAL Style
STABLE Culture
Consensus & Consistency

COMMUNITY Style
SERVICE Culture
Involvement & Support

FREE-FROM Style
RECOGNITION Culture
Vitality & Risk-taking

FOCUSED ENVIRONMENT

HIGH-ENERGY ENVIRONMENT

STRUCTURED Style
PRINCIPLED Culture
Efficient & Execution

INNOVATIVE Style
PROGRESSIVE Culture
Origination & Creative

POWERFUL Style
COMPETITIVE Culture
Achievement & Results

LOGICAL ENVIRONMENT

HYBRID ENVIRONMENT
(Varies to Fit)

COMMUNICATIONS

Rank	[NAME] COMMUNICATIONS Style		%Max
3	D	DIRECT Style	53%
6	I	EXPRESSIVE Style	28%
5	I*	CARING Style	34%
4	S	CONSIDERATE Style	50%
1	C	DELIBERATE Style	79%
2	O	RATIONAL Style	56%

[NAME] Best Fit Comms Style	INTJ

There are six primary styles of communications which you can adopt.

COMMUNICATION BEHAVIOR STYLES

FEELS & EMOTES

CONSIDERATE COMMS
Calm & Composed

CARING COMMS
Warm & Understanding

EXPRESSIVE COMMS
Upbeat & Energetic

ASKS
(Subtle & Slower Comms)

TELLS
(Forceful & Faster Comms)

DELIBERATE COMMS
Objective & Structured

RATIONAL COMMS
Alert & Analytical

DIRECT COMMS
Rapid & Results

PLANS & CONTROLS

SITUATIONAL COMMUNICATION
(Uses all leadership styles in combination as needed)

TEAMWORK

There are six primary styles of team working which when blended give an indication of your most natural approach to interacting with other people when working towards a common goal.

Team Working Behavior Styles
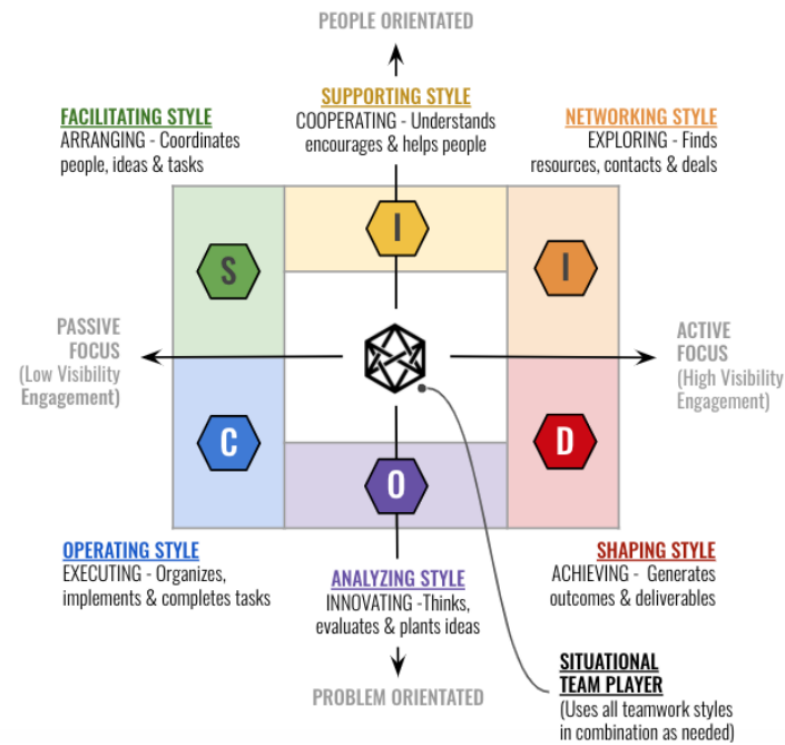
Blended Pair Teamwork Style
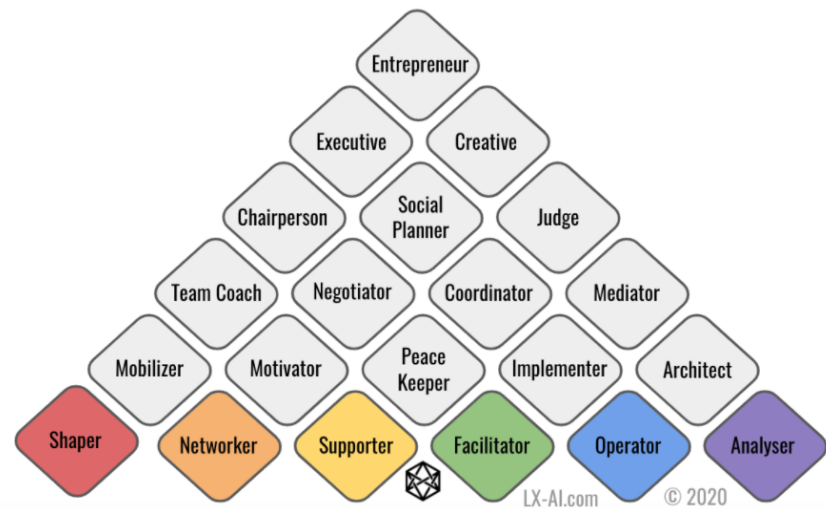
Whilst you can operate in many styles you have two or three that are your preferences and the modes you present professionally most of the time. These are useful to reflect on as you consider your natural behavior styles and what you enjoy.

Rank	[NAME] TEAMWORK Style		%Max
2	D	SHAPING Style	34%
5	I	NETWORKING Style	17%
6	I*	SUPPORTING Style	16%
4	S	FACILITATING Style	29%
1	C	OPERATING Style	35%
3	O	ANALYZING Style	32%

[NAME] Best Fit Teamwork Style	INTJ

Rank	[NAME] Typical TEAM ROLE		%Max
15	I*	I	Motivator	16%
9	D	I	Change Agent	25%
3	O	D	Entrepreneur	33%
2	O	C	Architect	34%
4	C	S	Implementer	32%
14	I*	S	Peacekeeper	22%
10	I*	D	Team Coach	25%
8	C	I*	Coordinator	26%
11	O	I	Creative	25%
6	O	S	Mediator	30%
1	C	D	Executive	35%
13	S	I	Negotiator	23%
11	O	I*	Judge	25%
7	C	I	Social-Planner	26%
5	D	S	Chairperson	31%

LEADERSHIP

There are six primary styles of leadership which can be adopted depending on your natural preferences and the needs of the situation you find yourself in.

Leadership Behavior Styles
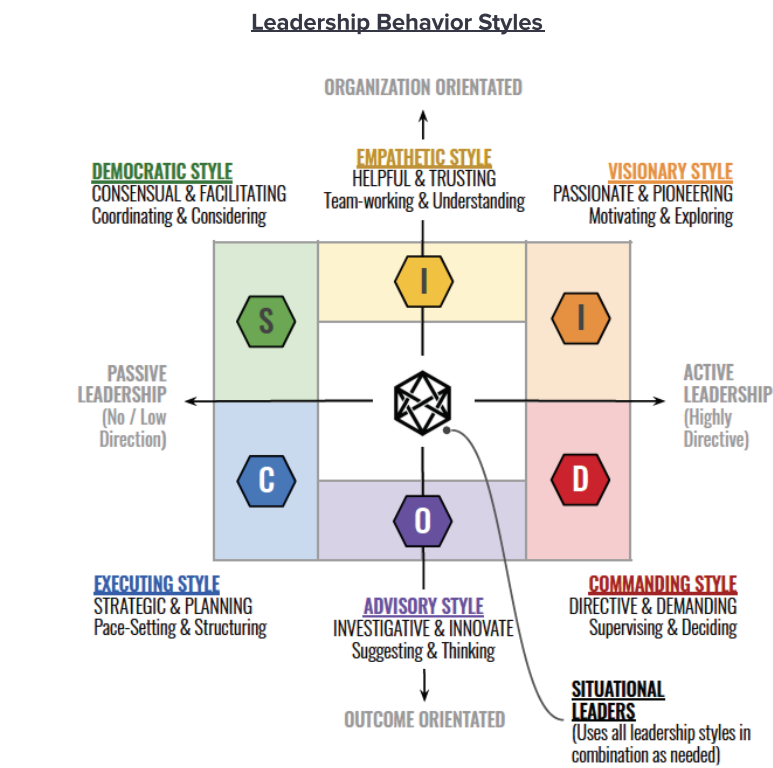
Situational Management Considerations
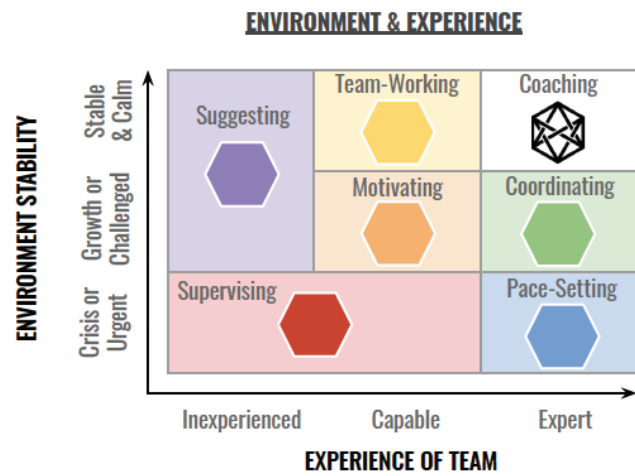
Rank	[NAME] LEADERSHIP Style		%Max
2	D	COMMANDING Style	34%
5	I	VISIONARY Style	17%
6	I*	EMPATHETIC Style	16%
4	S	DEMOCRATIC Style	29%
1	C	EXECUTING Style	35%
3	O	ADVISORY Style	32%

[NAME] LEADERSHIP Elements		%Max
D	**COMMANDING Style**	**34%**
VISION Style >>	Directive & Demanding	34%
MANAGE Style >>	Supervising	34%
SOLVING Style >>	Deciding	34%
I	**VISIONARY Style**	**17%**
VISION Style >>	Passionate & Pioneering	17%
MANAGE Style >>	Motivating	17%
SOLVING Style >>	Exploring	17%
I*	**EMPATHETIC Style**	**16%**
VISION Style >>	Helpful & Trusting	16%
MANAGE Style >>	Teamworking	16%
SOLVING Style >>	Understanding	16%
S	**DEMOCRATIC Style**	**29%**
VISION Style >>	Consensual & Facilitating	29%
MANAGE Style >>	Coordinating	29%
SOLVING Style >>	Considering	29%
C	**EXECUTING Style**	**35%**
VISION Style >>	Strategic & Planning	35%
MANAGE Style >>	Pace-Setting	35%
SOLVING Style >>	Structuring	35%
O	**ADVISORY Style**	**32%**
VISION Style >>	Investigative & Innovating	32%
MANAGE Style >>	Suggesting	32%
SOLVING Style >>	Thinking	32%
Team Manager Behaviors		**50%**

Personality & Priorities of [NAME]

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Directing (2) **D** 70%			
Inspiring (6) **I** 28% (-)			
Involving (5) **I*** 31%			

Open-Mindedness (O) 'O' 66%		Conscientiousness (C) 'C' 81%		Selflessness (E) 'E' 24%		Authoritativeness (A) 'A' 69%	
Steadying (4) **S** 47%	Observant (20) **Obs** 60%	Analytical (3) **Ana** 86% (+)	Effective (1) **Eff** 95% (+)	Diligent (12) **Dil** 75% (+)	Caring (33) **Car** 25% (-)	Agreeable (27) **Agr** 31% (-)	Direct (21) **Dir** 55% / Activating (4) **Act** 81% (+)
Calculating (1) **C** 71%	Learner (24) **Lea** 41% (-)	Curious (17) **Cur** 66%	Acc'table (13) **Acc** 71% (+)	Persevere (15) **Per** 70%	Trusting (32) **Tru** 26% (-)	Understand (34) **Und** 16% (-)	Convincing (23) **Con** 45% / Leading (10) **Led** 76% (+)
Originating (3) **O** 54%	Progressive (9) **Pro** 76% (+)	Innovative (14) **Inn** 71%	Principled (5) **Prn** 81% (+)	Organized (2) **Org** 95% (+)	Humble (28) **Hum** 31% (-)	Generous (35) **Gen** 16% (-)	SelfAssured (8) **SAs** 76% (+) / Strg Willed (7) **StW** 80% (+)

DIISCO STYLE	TEAM STYLE	LEADER STYLE	VISIONING STYLE	MGMT. STYLE	DECISION STYLE	COMMS STYLE	ACTIVITY PREF.	ENVIRON. PREF.
CDo (INTJ Style)	Operating & Shaping (INTJ Style)	Executing & Commanding (INTJ Style)	Strategic & Directive (INTJ Style)	Pace-Setting Supervising (INTJ Style)	Structuring & Decisive (INTJ Style)	Deliberate & Rational (INTJ Style)	Ideating & Organizing (INTJ Style)	Structured & Powerful (INTJ Style)

	Consistentency: C## >> MvB6## JvC- EvX## EvB6 DvB6-
[NAME]	Reduction: R- >> <Str* >Hum## <Opt!! ~249##
	Elevation: E= >> >Str+ >Con! >Ass## ~378*
Nationality & Lang EN	Defensive: D+ >> <Tru!! >Mea+ ~1!!
	Issue: I+ >> BA= >O! ~56*
85	Typical: T- >> >E&O## >A&N+ >C&X-

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BIG 6 STRENGTH GROUPS			Emo. Intel. (12)	Connection (5)
CAONXE			**EQ** 48%	***C*** 3.7* > 4.5*
Judgement (14) **Jud** 45%	Social Plan (7) **SoP** 61%	Chairing (5) **Cha** 65%		Impact (6) ***I*** 4.1* > 4.5*
Motivating (16) **Mot** 32%	Negotiate (11) **Neg** 49%	Brainstorm (10) **Bra** 53%		Reward (1) ***R*** 3.2* > 4.5*

Stableness (N) 'N' 59%		Extrovertedness (X) 'X' 39%					
Measured (16) **Mea** 66%	Adaptable (22) **Ada** 50%	Inspirational (24) **Ins** 41% (-)	Engaging (27) **Eng** 31% (-)	PeaceKeeper(15) **Pea** 42%	Mediate (6) **Med** 63%	Coordinate (9) **Cor** 53%	Career (3) ***C*** 3.7* > 4.5*
Sincere (19) **Sin** 61%	Respectful (31) **Res** 30% (-)	Outgoing (36) **Out** 15% (-)	Adventurous(10) **Adv** 76% (+)	Entrepreneur(4) **Ent** 68% (+)	Implement (3) **Imp** 71%	Executive (1) **Exe** 75% (+)	Love for Life (2) ***L*** 3.6* > 4.5*
Centered (5) **Cen** 81% (+)	Composed (18) **Com** 65%	Joy (28) **Joy** 30% (-)	Lively (25) **Liv** 40% (-)	Architect (2) **Arc** 74% (+)	Mobilize (8) **Mob** 55%	Coaching (13) **Coa** 47%	Energy (4) ***E*** 3.7* > 4.5*

TYPICAL ROLE	POWER PREF.	extrovert	intuitive	feeling	judging	active	Top LIFE Priority
Executive & Architect — Realizing Strategizing Style	**INTJA**	**e** 36%	**n** 63%	**f** 25%	**j** 76%	**a** 52%	Overall CoL 3.7* > 4.5*
COG. FUNCTION		introvert	sensing	thinking	perceiving	reactive	Specific Priority
Ni Te / Fi Se		**i** 64%	**s** 37%	**t** 75%	**p** 24%	**r** 48%	Reward — Build Wealth

Dominant Cognitive Func. = Introverted Intuition	Auxiliary Cognitive Func. = Extraverted Thinking
Ancient Temperament = Melancholic-Choleric	Modern Temperament = Rational Active Thinker
Correlated Enneagram = 1 & 9 DISC = Dcs	Correlated True Color = GREEN (Thinker)

Theory

PROFESSIONAL STYLES

08

The six DIISCO professional styles are named after a 'representative' behavior for the group: Driving (D), Inspiring (I), Involving (I), Steadying (S), Calculating (C), and Originating (O).
As you have probably sensed it, this is still high level and theoretical. I haven't explained yet how this overarching framework can be applied to the day-to-day behaviors: how you work in a team, how you lead others, how you communicate, etc. We will get there. But first, I would like you to understand the core sentiment of these 6 styles.

In order to truly understand these styles, I recommend starting with the fundamental motivations that drive a certain behavior and as a result, a certain style.
For example, think of someone who always comes up with new ideas and notices things that you would not have seen otherwise. They are driven by their need for coming up with new, original ideas and to be able to see the world in a way others can't. As you would have probably guessed it, this person's main DIISCO style is Originating, and they will typically approach work with an analytical mindset, looking for ways to innovate.

DIISCO Professional Styles

INVOLVING STYLE
Hello Yellow
Supporting & Team-working
Focus: Community & People
'Who' & Do It Together
Sweet & Supportive
Comfort Zone: Connecting
Fears: Being Rejected

STEADYING STYLE
Serene Green
Facilitating & Coordinating
Focus: Cooperation & Consensus
'Why' & Do It Mindfully
Conventional & Calm
Comfort Zone: Conserving
Fears: Being Surprised

INSPIRING STYLE
Outgoing Orange
Networking & Motivating
Focus: Individuality & Comms
'Who' & Do It Aspirationally
Interactive & Imaginative
Comfort Zone: Socializing
Fears: No Influence

CALCULATING STYLE
Building Blue
Operating & Pace-setting
Focus: Principles & Purpose
'Why' & Do It Right
Competent & Calculated
Comfort Zone: Structuring
Fears: Being Vulnerable

ORIGINATING STYLE
Probing Purple
Analysing & Suggesting
Focus: Analysis & Logic
'What' & Do It Accurately
Cerebral & Challenging
Comfort Zone: Observing
Fears: Being Wrong

DRIVING STYLE
Results Red
Shaping & Supervising
Focus: Results & Risk Taking
'What' & Do It Now
Decisive & Direct
Comfort Zone: Leading
Fears: Being Manipulated

DIISCO Professional Style Definitions

	DIISCO Styles	Your aggregate set of observable (re)actions displayed by you to your environment or stimuli, that collectively describes a manner of conducting yourself in a professional and/or work context.
'D'	Driving	**Style:** Shaping and supervising in a decisive and firm manner, to get impactful results. **Motives:** Mastery of situations and Control (sometimes Materialistic) **Behaviors:** Driving, Shaping, Commanding, Directing, Enterprising
'I'	Inspiring	**Style:** Networking and motivating people, to energize the external world. **Motives:** Vitality and Vision **Behaviors:** Inspiring, Networking, Visioning, Expressing, Mobilizing
'I'	Involving	**Style:** Supporting and team-working mindfully, to help other people feel better. **Motives:** Involvement and Inclusion **Behaviors:** Involving, Supporting, Empathizing, Caring, Helping
'S'	Steadying	**Style:** Facilitating and coordinating opinions, to reach compromise in all circumstances. **Motives:** Emotional and Energy consideration **Behaviors:** Steadying, Facilitating, Democratizing, Considering, Realizing
'C'	Calculating	**Style:** Operating and pace-setting execution, to deliver the plan excellently. **Motives:** Thoughtfulness and Task Delivery **Behaviors:** Calculating, Operating, Executing, Deliberating, Organizing
'O'	Originating	**Style:** Analysing and suggesting options, to progressively develop thinking. **Motives:** Originating and Observation **Behaviors:** Originating, Analyzing, Advising, Rationalizing, Ideating

Professional Style

	D1 **D** 'DRIVING' Shaping, Commanding & Direct	D2 **I** 'INSPIRING' Networking, Visionary & Expressive	D3 **I** 'INVOLVING' Supporting Empathetic & Caring
	'Driving'	**'Inspiring'**	**'Involving'**
Sound-bite	'Results Red'	'Outgoing Orange'	'Hello Yellow'

Prioritizes	Results & Risk Taking	Individuality & Comms	Community & People
Focus	Goals & Results	Vision & Network	Others & Self-Approval
Approach	Inner strength, directing, and getting own way	Success, the task at hand, and looking good	People's needs and feelings; connecting and approval
Mantra	My way or the highway	Just do it	Here to help

Mindset	'What' & Let's do it Now	'Who' & Do it Aspirationally	'Who' & Let's do it Together
Need for	Power, Control & Success	Attention, Fun & Popularity	Acceptance, Approval & Caring
Motivations	Mastery of Result & Materialistic	Vitality & Vision	Involvement & Ingratiation
Values	Individual Impact	Social Recognition	Personal Attention
Wants to	Take Action	Inspire Others	Help People

Appears	Decisive & Direct, sometimes Demanding	Interactive & Imaginative sometimes Impulsive	Supportive & Sweet sometimes Submissive
Style	Speedy & Enterprising	Expressive & Charismatic	Informal & Supportive
Disposition	Powerful & Dominating	Success-Oriented & Free-Form	Giving & Interpersonal
Jungian Type	Typically Extroverted Thinking	Typically Extroverted Feeling	Typically Ambiverted Feeling

Comfort Zone	Leading	Socializing	Connecting
Unique Skill	Power & Leadership	Vision & Connection	Trust & Partnership
Drives In Teams	Competition & Results	Inspiration & Motivation	Collaboration & Empathy
Fears	Being Taken Advantage Of	Having No Influence	Being Rejection

Professional Style

	D4 **S** 'STEADYING' Facilitating Democratic & Considerate	D5 **C** 'CALCULATING' Operating, Executing & Deliberate	D6 **O** 'ORIGINATING' Analyzing, Advisory & Rational
	'Steadying'	**'Calculating'**	**'Originating'**
Sound-bite	'Serene Green'	'Building Blue'	'Probing Purple'

| Prioritizes	Cooperation & Consensus	Principles & Purpose	Analysis & Logic
Focus	Stability & Harmony	Quality & Systems	Ideas & Possibilities
Approach	People's agenda, positions, and needs	What's wrong and how it can be improved	Detaching from situation, step back and analyze
Mantra	Let's all get along	It can be better	Listen, see & think

Mindset	'Why' & Let's do it Mindfully	'Why' & Let's do it Right	'What' & Let's to it Accurately
Need for	Security & Stability	Productivity & Effectiveness	Precision & Details
Motivations	Emotional & Energy Control	Thoughtfulness & Tasks	Originality & Observation
Values	Status Quo	Best Answer	Intellectual Accuracy
Wants to	Cooperate Respectfully	Organize & Optimize	Solve Problems

Appears	Composed & Calm, sometimes Conventional	Competent & Calculating sometimes Complex	Cerebral & Challenging sometimes Closed
Style	Steady & Conventional	Reserved & Realistic	Informational & Original
Disposition	Easy-going & Self-Aware	Rational & Principled	Intense & Cerebral
Jung Process	Typically Introverted Feeling	Typically Introverted Thinking	Typically Ambiverted Thinking

Comfort Zone	Conserving	Structuring	Observing
Super-Power	Calmness & Mediation	Excellence & Optimization	Creativity & Observation
Drives	Coordination & Respect	Change & Details	Challenge & Ideas
Fears	Being Surprised	Being Vulnerable	Being Wrong
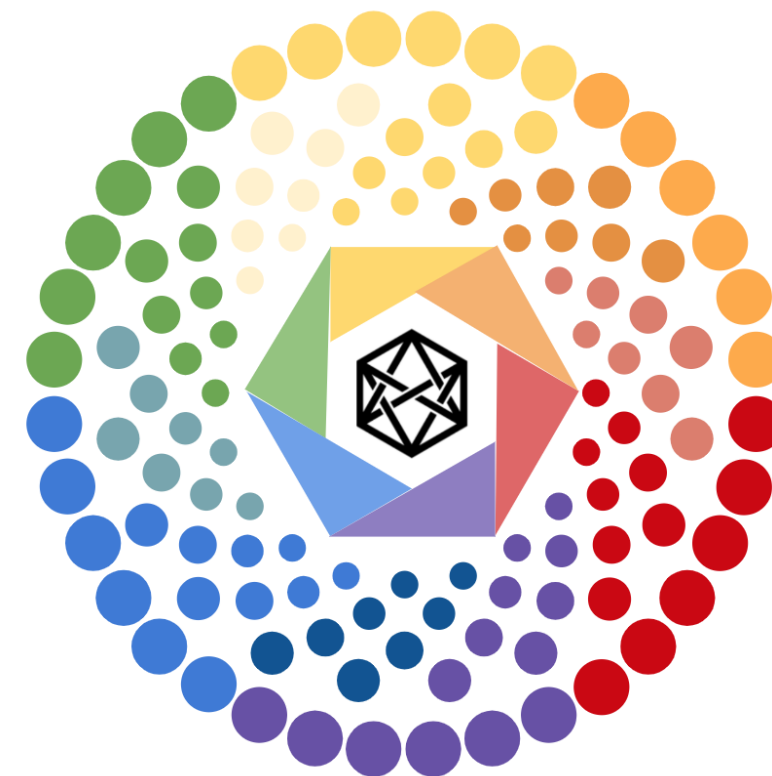
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LX TABLE of PERSONALITY ELEMENTS

BEHAVIOR STYLES

Code	Symbol	Name	Characteristics
D1	D	'DRIVING'	Shaping, Commanding & Direct
D2	I	'INSPIRING'	Networking, Visionary & Expressive
D3	I	'INVOLVING'	Supporting, Empathetic & Supportive
D4	S	'STEADYING'	Facilitating, Democratic & Considerate
D5	C	'CALCULATING'	Operating, Executing & Calculated
D6	O	'ORIGINATING'	Analyzing, Advisory & Contributive

GROUP TRAITS

'O' (OPEN-MINDEDNESS)

Code	Symbol	Name	Characteristics
O1	Obs	'OBSERVANT'	Perceptive, Aesthetic & Sensory
O2	Ana	'ANALYTICAL'	Logical, Conceptual & Rational
O3	Lea	'LEARNER'	Self-Developing, Interested & Cultured
O4	Cur	'CURIOUS'	Inquisitive, Investigative & Questioning
O5	Pro	'PROGRESSIVE'	Liberal, Reforming & Challenging
O6	Inn	'INNOVATIVE'	Creative, Imaginative & Original

'C' (CONSCIENTIOUSNESS)

Code	Symbol	Name	Characteristics
C1	Eff	'EFFECTIVE'	Productive, Practical & Resourceful
C2	Dil	'DILIGENT'	Deliberate, Prepared & Thorough
C3	Acc	'ACCOUNTABLE'	Dependable, Reliable & Dutiful
C4	Per	'PERSEVERANT'	Focused, Disciplined & Doer
C5	Prn	'PRINCIPLED'	Unbiased, Objective & Fair
C6	Org	'ORGANIZED'	Systematic, Structured & Strategic

'E' (SELFLESSNESS)

Code	Symbol	Name	Characteristics
E1	Car	'CARING'	Compassionate, Helpful & Inclusive
E2	Agr	'AGREEABLE'	Collaborative, Teamwork & Cooperative
E3	Tru	'TRUSTING'	Appreciative, Forgiving & Warm
E4	Und	'UNDERSTAND'	Empathetic, Sympathetic & Considerate
E5	Hum	'HUMBLE'	Gracious, Modest & Unassuming
E6	Gen	'GENEROUS'	Altruistic, Magnanimous & Giving

'A' (AUTHORITATIVE)

Code	Symbol	Name	Characteristics
A1	Dir	'DIRECT'	Assertive, Commanding & Demanding
A2	Act	'ACTIVATING'	Proactive, Accelerating & Initiating
A3	Con	'CONVINCING'	Wooing, Persuasive & Influencing
A4	Led	'LEADING'	Decisive, Results-Focused & Ambitious
A5	SAs	'SELF-ASSURED'	Confident, Competitive & Fearless
A6	StW	'STRG-WILLED'	Robust, Resilient & Determined

'N' (STABLENESS - Neurotic)

Code	Symbol	Name	Characteristics
N1	Mea	'MEASURED'	Controlled, Cautious & Careful
N2	Ada	'ADAPTABLE'	Accommodating, Flexible & Chilled-out
N3	Sin	'SINCERE'	Honest, Authentic & Trustworthy
N4	Res	'RESPECTFUL'	Tolerant, Equitable & Polite
N5	Cen	'CENTERED'	Balanced, Calm & Self-Aware
N6	Com	'COMPOSED'	Diplomatic, Collected & Harmonious

'X' (EXTROVERTNESS)

Code	Symbol	Name	Characteristics
X1	Ins	'INSPIRING'	Visionary, Motivating & Captivating
X2	Eng	'ENGAGING'	Charismatic, Entertaining & Expressive
X3	Out	'OUTGOING'	Sociable, Gregarious & Friendly
X4	Adv	'ADVENTUROUS'	Intrepid, Full-Of-Awe & Thrill-Seeking
X5	Joy	'JOYFUL'	Hopeful, Optimistic & Positive
X6	Liv	'LIVELY'	Enthusiastic, Energetic & Excitable

SUPER STRENGTHS

Code	Symbol	Name	Characteristics
SS1	Jud	'JUDGMENT'	Selfless & Open-Minded
SS2	SoP	'SOCIAL-PLAN'	Extrovert & Conscientious
SS3	Cha	'CHAIRING'	Authoritative & Stable
SS4	Mot	'MOTIVATION'	Selfless & Extrovert
SS5	Pea	'PEACE-KEEPING'	Stable & Selfless
SS6	Ent	'ENTREPRENEUR'	Authoritative & Open-Minded
SS7	Arc	'ARCHITECT'	Open-Minded & Conscientious
SS8	Imp	'IMPLEMENT'	Conscientious & Stable
SS9	Mob	'MOBILIZION'	Extrovert & Authoritative
SS10	Neg	'NEGOTIATION'	Stable & Extrovert
SS11	Med	'MEDIATION'	Open-Minded & Stable
SS12	Bra	'BRAINSTORM'	Extrovert & Open-Minded
SS13	Cor	'COORDINATION'	Selfless & Conscientious
SS14	Exe	'EXECUTIVE'	Conscientious & Authoritative
SS15	Coa	'COACHING'	Selfless & Authoritative

CIRCLE OF LIFE

Code	Symbol	Name	Characteristics
Z1	C	'CONNECTION'	Romance, Friends & Family
Z2	I	'IMPACT'	Purpose & Legacy
Z3	R	'REWARD'	Wealth & Lifestyle
Z4	C	'CAREER'	Activity & Environment
Z5	L	"LOVE FOR LIFE"	Joy & Positivity
Z6	E	'ENERGY'	Stress Mgmt. & Authenticity

POWER PREFERENCES

Code	Symbol	Name	Correlation
i	e	'EXTRAVERT'	Correlates to X+ Group
ii	i	'INTROVERT'	Correlates to X- Group
iii	n	'INTUITIVE'	Correlates across OCEANX
iv	s	'SENSING'	Correlates across OCEANX
v	t	'THINKING'	Correlates to O+ C+ A+ Groups
vi	f	'FEELING'	Correlates to E+ N+ X+ Groups
vii	j	'JUDGING'	Correlates to C+ Group
viii	p	'PERCEIVING'	Correlates to C- Group
ix	a	'ACTIVE'	Correlates to A+ & X+ Groups
x	r	'REACTIVE'	Correlates to N- & C+ Groups

Legend

- 01 — Trait Group Code
- Obs — Trait 'Strength' Symbol
- 'OBSERVANT' — Trait 'Strength' Name
- Perceptive, Aesthetic & Sensory — Trait Characteristics