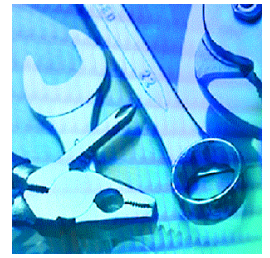


# *Workstyles™ Analysis*



## **Table of Contents For Lucy**

- Personality Outcome
- Processing Blueprint Outcome
- Learning Style Outcome
- Motivational Style Outcome
- Conflict Style Outcome
- Fundamental Needs
- Deductive Style

The *Workstyles™* Analysis and Outcome Report is designed to describe Lucy in the context of her employment.

For More Information Call or Write:

*Workstyles™*

**604 Constance Avenue**

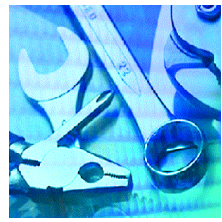
**Fort Wayne, IN 46805**

**<http://www.worktba.com> [support@worktba.com](mailto:support@worktba.com)**

*Workstyles™* Home-based office (260) 483-6526

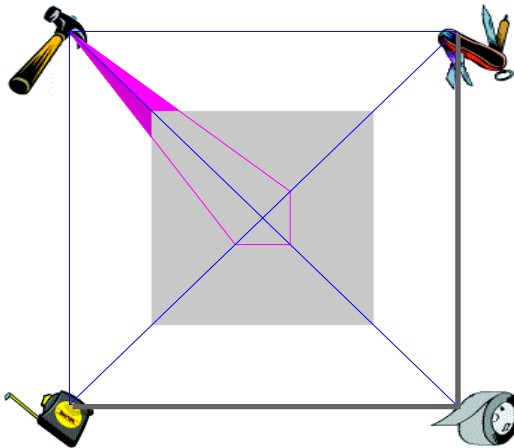
Cell number (260) 615-9839

*NOTE: Accuracy Rating on this Profile is Excellent. Lucy was cooperative and therefore provided useful information.*

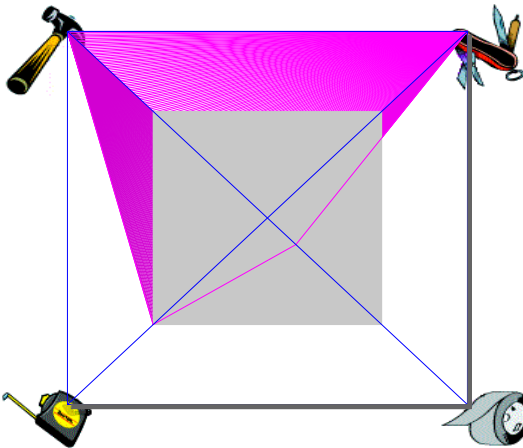


Name: Lucy  
 Address: 616 West Superior  
 City, ST Zip: Fort Wayne, IN 46802  
 DOB: 1/1/1976 eMail: ash@proapsesoftware.com

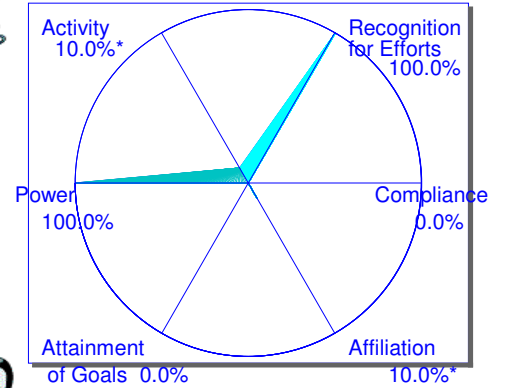
## TOOLBOX PERSONALITY Competitor



## PERSONALITY UNDER PRESSURE Motivator

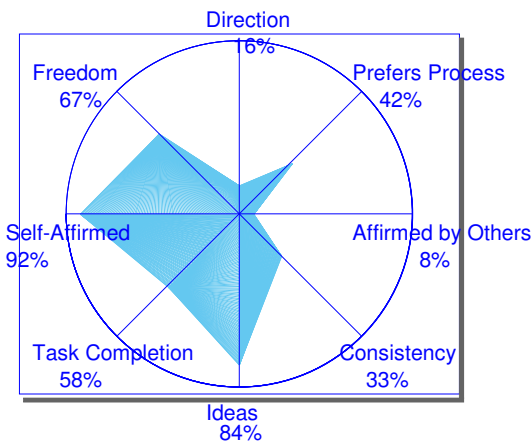


## Motivation Outcome: Why

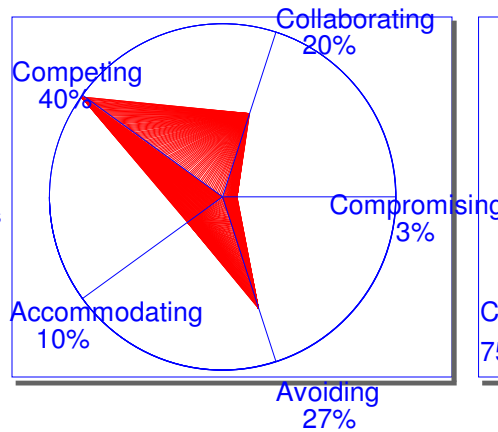


\*May not add to 100% because at least 1 neutral answer was selected.

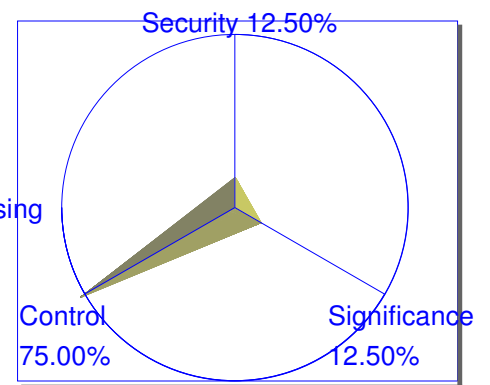
## Motivation Outcome: How



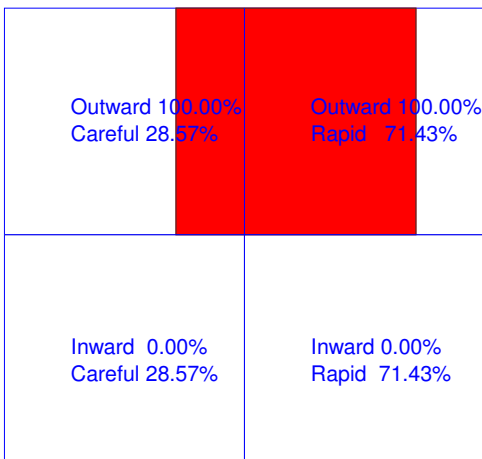
## Conflict Management Outcome



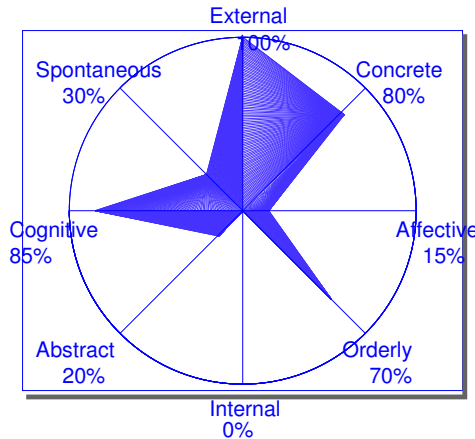
## Fundamental Needs



## Deductive Style

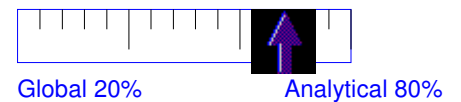


## Processing Blueprint



## Learning Style:

Global, or Analytical?

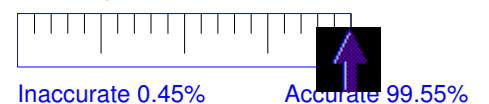


## Motivation Outcome

Work Conditions vs. Work Function



## Accuracy of Results





**The "Powerful Hammer"** person needs to understand that the one who holds the hammer should be careful when using it. You can build or destroy with it. Others likely see you as more powerful than you realize. This personality correlates with the Classical Choleric, the High "D" on the Performax DISC, and the Lion in the Trent/Smalley Model.



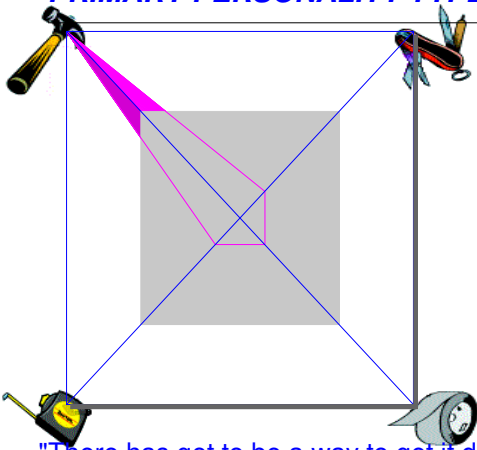
**The "Versatile Swiss Army Knife"** person is flexible and spontaneous, quickly adapting to most any situation. However, others can at times see you as throwing caution to the wind. This personality correlates with the Classical Sanguine, The High "I" on the Performax DISC, and the Otter in the Trent/Smalley Model.



**The "Adaptable Duct Tape"** person desires to keep the peace and wants everyone to "stick together". However, others may see you as lacking conviction at times, when "making a stand" is important. This personality correlates with the Classical Phlegmatic, the High "S" on the Performax DISC, and the Golden Retriever on the Trent/Smalley Model.



**The "Precision Tape Measure"** likes to "get it right" and seems to have a secret rule book in the back of your mind. However, others may become exasperated when you expect them to comply with your expectations. Learn to be flexible and open to how others view situations. This personality correlates with the Classical Melancholy, the High "C" on the Performax DISC, and the Beaver on the Trent/Smalley Model.



Tool Box Personality: Powerful Hammer  
Classical Designation: Choleric

**COMPETITOR**

[See the Personality Overview (Page 2) for the names used by other contemporary personality measuring instruments]

**NARRATIVE:**

Lucy exhibits a personality pattern that makes her a strong individualist who continually strives to seek new objectives and agendas. Others may see her as being "on a mission." This type of person is often thinking about the next project before a current one is completed. Being extremely independent and self-reliant in thoughts and actions, Lucy may prefer to find her own solution to an obstacle. This rugged individualist is relatively free of group constraints. Innovative solutions are often discovered because people like this usually possess an attitude which exclaims "There has got to be a way to get it done!" They tend to use a direct and forceful approach to get things accomplished.

However, they may also have abilities to lead people and manage situations. Lucy may resort to manipulation to accomplish the objectives. Those with this pattern may also become belligerent when required to participate in group situations that are not conducive to individualism. Lucy might possibly be tenacious and persistent in the pursuit of the desired objectives, doing whatever it takes to overcome any obstacle that may interfere with reaching the goal. In fact, some people may be intimidated by the high expectations and tenacity she demonstrates. This type of individual is "cut out" for the more difficult endeavors that are unsuitable for the "faint-hearted." Lucy is typically interested in achieving goals, thriving on challenges and making important advancements. Being so focused on the results, she could leave some people who have less stamina and endurance "caught in the wake" of the pursuit. A lack of empathy may be expressed in an attitude of "Just get over it! Take a pill and quit your whining!"

1. **WORK ENVIRONMENT CONTRIBUTION:** She is probably result-oriented. Her global perspective allows her to excel at seeing the "big picture"; may take charge, define goals, and apply the pressure that will get results. The "buck stops here" and "there has got to be a way" attitude will likely generate new/innovative ideas to solve problems and overcome obstacles. What some see as barriers, she sees as challenges to be overcome or puzzles to solve.
2. **EMOTIONAL POSTURE:** Individualistic in the meeting of personal needs; fear and timidity are uncommon emotions with the only exception being a fear of losing control.
3. **DRIVING IDEAL:** A new opportunity, obstacle, or challenge to overcome.
4. **ASSESSES OTHERS BY:** How well they meet her standards.
5. **MOTIVATIONAL STYLE:** Finding innovative solutions to problems; projecting a personal sense of power and confidence.
6. **MOST FAVORABLE WORK ENVIRONMENT:** Functions most effectively when given the opportunity to independently meet the challenge of overcoming obstacles and solving problems.
7. **RELATIONAL/TASK ORIENTATION:** Priority rests with achieving the goal and completing the task at hand; relationships can become secondary to achieving the desired result.
8. **MOBILITY PREFERENCE:** Likes to be active, constantly seeking new challenges; flourishes when there is variety, desires freedom from details and confining routines.
9. **ENVIRONMENTAL STRESSORS:** Stress is created when Lucy is unable to exercise some control over the direction, purpose, and goals in the work environment. Routines and extensive detail work are liable to increase anxiety.
10. **OVER-USES:** When striving to accomplish goals and objectives, she may be too controlling of people and circumstances.
11. **WHEN PRESSURED:** May become belligerent when individual approach is thwarted or the door to challenge is closed; may become a loner when things need to be done.
12. **UNEASY WHEN:** Life is boring, tasks become routine, and there seems to be a loss of control of a given situation.
13. **LEADERSHIP:** Generally assumes authority, defines goals, and delegates tasks without difficulty; may have a daring style with little or no fear in attempting something new or innovative; holding others accountable for producing results is likely to come naturally.
14. **SUMMARY OF STRENGTHS:** Independent, result-oriented, confident, problem-solver, and direct.

**JOB MATCH:**

Because an individual with this pattern may be a take-charge kind of person, Lucy may function most effectively when given independence, challenges, obstacles to overcome, problems to solve, and a minimum of details. In the job description, Lucy may prefer the opportunity to:



\*Be in charge  
\*Decide  
\*Lead others

\*Be in control  
\*Develop  
\*Manage

\*Build  
\*Direct  
\*Solve problems

\*Create  
\*Initiate solutions  
\*Supervise

#### **TO COMMUNICATE WITH THIS PERSON:**

Since those who have this personality pattern are "bottom line" people, discuss the end result first. You may quite possibly lose this person's attention if you become "bogged down" by elaborating on all the details. After giving the "big picture", then provide explanations, details, and concerns if requested. Since this type of person is not by nature a good listener, it often is helpful to put your thoughts in a short memo giving the problems, options, and actions recommended.

#### **TO DISAGREE WITH THIS PERSON:**

Find the larger goal or the "big picture" you can agree on first, then propose the plan that will expedite reaching that goal. Lucy can be highly committed to accomplishing most objectives; the particular methodology is of secondary importance.

#### **POSSIBLE NEGATIVE PERCEPTIONS THIS PERSON HAS OF OTHERS:**

Lucy may see others with a similar personality as territorial, and conflict may occur over control. She may be turned off by "too much talk and not enough results." She may see some others as less motivated or believe they are "bogging down the process" with trivial and excessive caution/details.

#### **NEGATIVE PERCEPTIONS OTHERS MAY HAVE OF THIS PERSON:**

Others may see Lucy as disinterested or "on a mission." Those with soft personalities may see her as insensitive, self-centered and stubborn. Detailed people may have the perception of her having a "know-it-all" attitude and "throwing caution to the wind."

#### **NOTABLE CHARACTERISTICS:**

Those with this pattern are generally assertive, action-oriented, and very independent. With a flair for adventure, Lucy may typically be persistent, determined, and not easily intimidated. Being self-motivated with a strong determination, she thrives on difficult problems that can be overcome with "brain power" and sheer "guts."

#### **BASIC DESIRES AND INTERNAL DRIVE:**

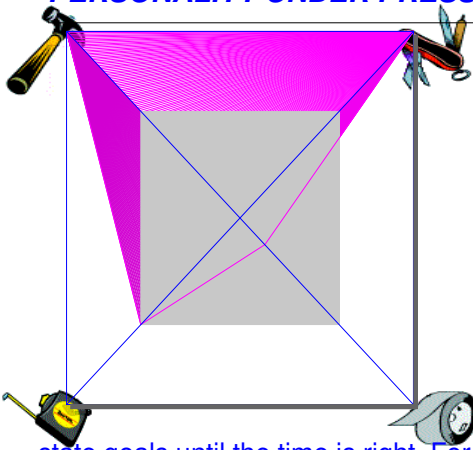
Possessing a hard-driving, goal-driven orientation, Lucy tends to charge ahead against all resistance and obstacles. Fear is not a common emotion for this type of person, who is not easily intimidated. She seems to thrive on more difficult obstacles and may attack them with a dogged determination. The only thing those with this personality type seem to fear is a loss of control or freedom to get the desired results. They pursue these goals through innovation and sheer tenacity.

#### **NEED FOR POSSIBLE IMPROVEMENT:**

The impact Lucy has on others is stronger than she may realize. Possessing a strong personality, she either empowers people or leaves them feeling hurt and criticized. At times she may be too blunt and critical. When someone doesn't measure up to her standards, Lucy is prone to "tell it like it is", resulting in hurt feelings. With a restlessness to get the job done, she may not hesitate to jump in alone. Learning to delegate, communicate softly and to be patient are desirable. She is likely to be a self-starter but may leave the completion of a task with someone else. Lucy may be inclined to act before thinking. Seeking counsel from others and thinking things through as well as learning to stay with a task until its end would be very beneficial. She can see the "big picture" but may not fully understand the amount of detail work required. Seeking feedback from co-workers and friends who are more detail-orientated would help her gain a better understanding of the details involved in a particular decision. She should focus on attending to quality control and details, and should strive to be more patient and empathetic with others, and should join with them in a spirit of collaboration. She may need to see how teamwork will help to meet objectives, and possibly there is a need for more patience and appreciation of other workers, viewing them as people rather than as components of a plan.

#### **HOW TO ENCOURAGE AND MANAGE:**

With the right manager, this type of individual can be incredibly productive. Lucy works best with a manager that is direct, straightforward and someone with whom an employee can be direct. She very possibly wants to feel free to raise issues and negotiate on equal ground. Comments that may "shut down" others can challenge her. For example, a manager can say, "I don't think most people can pull it off, but you can give it a try!" Those who exhibit this personality pattern will see this kind of comment as a challenge and attack the problem with the attitude, "It hasn't been done yet, because I haven't given it a shot!" When told that something is impossible, Lucy is inclined to think, "You want to make a bet?" Also, a manager may have to remind her of just how potent some comments may be and make her aware of the impact words may have on co-workers and subordinates.



Tool Box Personality: Powerful Hammer / Versatile Swiss Army Knife  
Classical Designation: Choleric/Sanguine Mix

**MOTIVATOR**

[See the Personality Overview (Page 2) for the names used by other contemporary personality measuring instruments]

**NARRATIVE:**

Lucy and other Motivators want to dramatically influence other people as well as to improve their surroundings. They often possess the ability to identify the motives of others and direct them toward a pre-determined goal. This type of individual is usually clear on the results desired, but may not always verbalize them immediately.

Whether through formal responsibility or casual contact, this type of individual leads others exerting their energetic personality. This leadership isn't always assigned: they lead not only because they enjoy it, but because they have a plan. Lucy may not

state goals until the time is right. For example, she may offer security for those who want a predictable environment, acceptance for those who thrive on friendship, and increased opportunity for those desiring an entrepreneurial challenge. Motivators tend to focus on "the big picture" and have a tendency to overlook the details. In a formal leadership role, Lucy may inspire or persuade others in order to obtain assistance in repetitive process work and management of details. Some people may experience conflicted feelings when working with Lucy. They may find themselves strongly attracted to her relational orientation and confidence, while at the same time strangely distanced by the power of her personality. Some may feel exhausted by a Motivator's stamina or may feel used in the attempt to maintain the same pace. They like to "move, shake and make it happen" with a strong need to accomplish "the mission." Lucy is likely to use her persuasive verbal skills to recruit others for a cause. Even though a Motivator can overwhelm others at times, she is apt to be well-liked by work associates. Lucy clearly prefers to "work through others" rather than "working on them".

**1. WORK ENVIRONMENT CONTRIBUTION:** Lucy easily grasps the "big picture" and utilizes verbal skills/high energy to mobilize people and achieve results. She quite conceivably welcomes a challenge, especially the opportunity to create something new. A "make it happen" leader of people that moves others to action, Motivators initiate, encourage, and expect results.

**2. EMOTIONAL POSTURE:** Does not back down easily and is not intimidated by aggression; tends to minimize her personal need for affection.

**3. DRIVING IDEAL:** Managing, influencing, inspiring others.

**4. ASSESSES OTHERS BY:** How they project a sense of personal strength, influence and character.

**5. MOTIVATIONAL STYLE:** Rewarding, charming, inspiring, intimidating, and giving direction.

**6. MOST FAVORABLE WORK ENVIRONMENT:** Enjoys challenge, variety, and the opportunity to influence and inspire others; Lucy may strive for prestige and recognition.

**7. RELATIONAL/TASK ORIENTATION:** Relates well with people, but under pressure will give priority to the task.

**8. MOBILITY PREFERENCE:** Needs mobility, desirous of engaging in multiple projects; seeks a constant flurry of activity, variety, and change.

**9. ENVIRONMENTAL STRESSORS:** The confinement of routines, processing detailed information, and lack of access to people creates stress for Lucy. she tends to over-commit, causing stress to herself and to others.

**10. OVER-USES:** An approach in which the end result justifies the means in order to get the objectives accomplished; and may tend to be overly tenacious.

**11. WHEN PRESSURED:** May become belligerent and argumentative; some with this personality type tend to choose a more passive-aggressive approach.

**12. UNEASY WHEN:** There is a loss of power or influence; fears being too soft in certain situations.

**13. LEADERSHIP:** May exhibit a leadership style that defines the goal and then motivates others to work together to accomplish that goal.

**14. SUMMARY OF STRENGTHS:** Independent, result-oriented, confident, problem-solver, and direct.

**JOB MATCH:**

Because Lucy may be a take-charge kind of person, she is likely to be most effective when given independence, challenges, obstacles to overcome, problems to solve, and a minimum of details. Because of her influential nature, she may also function best when given the opportunity to meet or entertain people. Lucy will need a variety of opportunities to express new/creative ideas, and a minimum of focused/detailed work. In the job description, she may prefer the opportunity to:



\*Be active  
\*Build  
\*Develop  
\*Influence  
\*Network  
\*Supervise

\*Be humorous  
\*Communicate  
\*Direct  
\*Initiate solutions  
\*Perform  
\*Verbalize

\*Be in charge  
\*Create  
\*Entertain  
\*Lead others  
\*Problem solve

\*Be in control  
\*Decide  
\*Gain recognition  
\*Manage  
\*Relate

### **TO COMMUNICATE WITH THIS PERSON:**

Since individuals with this personality are bottom-line people, discuss the end result first. You are inclined to lose her attention if you become bogged-down by elaborating on the details. Give the "big picture" or summarize first, and then provide explanations, details, and concerns, if requested. Since this type of person is not by nature a good listener, it often is helpful to put your thoughts in a short memo giving the problems, options, and actions recommended. Lucy will likely be open to personal testimony and endorsement, usually because this type of personality is motivated to relate to others (especially to those who are recognized and prestigious). Persuade her by relating who is involved and who thinks it is a good idea. Also show how the project will be fun and exciting. Remind her often of the details or she may forget.

### **TO DISAGREE WITH THIS PERSON:**

Find the larger goal or the "big picture" you can agree upon first; then propose the plan that will expedite reaching the goal. Lucy can be highly committed toward reaching goals, but the particular methodology used is secondary. If you postpone an immediate decision, she is prone to lose emotional attachment to the idea. Delaying the decision for a day or two may open the door for her to accept alternative ideas.

### **POSSIBLE NEGATIVE PERCEPTIONS THIS PERSON HAS OF OTHERS:**

Lucy is prone to see others with a similar personality as territorial. Conflict may occur over control. She is apt to be turned off by too much talk and not enough results. Lucy may see some others as less motivated or as attempting to bog down the process with trivial and excessive caution or details. She may quite possibly be jealous of someone else having more attention. She may also see certain others as being too sensitive, pessimistic, or slow in their work.

### **NEGATIVE PERCEPTIONS OTHERS MAY HAVE OF THIS PERSON:**

Others may see Lucy as disinterested or "on a mission". Those with soft personalities may see her as insensitive, self-centered and bullish. Detailed people may have the perception of her as having a "know-it-all" attitude and "throwing caution to the wind". Others might feel she is disorganized, inaccurate, and exaggerates the facts.

### **NOTABLE CHARACTERISTICS:**

Lucy quite conceivably has an entrepreneurial attitude, being assertive, persuasive, independent, and adventurous. Those with this pattern typically have a stubborn determination and are not afraid to try something new, with a desire to move ahead even without the advice or backing of others. Boredom is Lucy's enemy, as she drives toward bigger and better things. Being flexible and self-motivated, those with this pattern usually exhibit high tolerance for pressure.

### **BASIC DESIRES AND INTERNAL DRIVE:**

Lucy is prone to be hard-driving and confident, with an ability to charge ahead despite the obstacles, viewing resistance and opposition as a challenge. This individualist is most effective where innovation and results are important.

### **NEED FOR POSSIBLE IMPROVEMENT:**

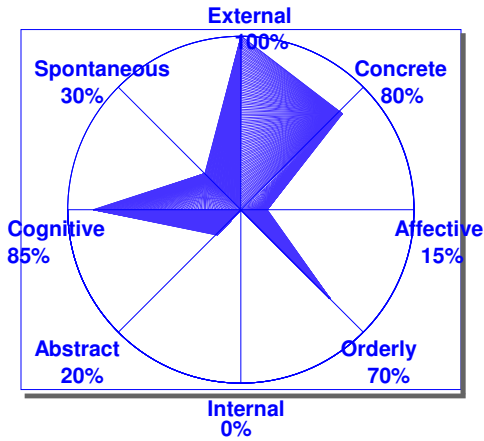
Lucy may find corporate structures/controls annoying and unnecessary. Being a maverick type, there may be a tendency to push boundaries. Some with this personality type may have changed jobs several times trying to find the right niche. These moves may not always be voluntary. Lucy is likely to be a self-starter, but may leave the completion of a task to someone else. Learning to stay with a task until its end would allow her to be a more effective worker. Lucy may be inclined to act before thinking. She can see the "big picture" but may not fully understand the amount of detail work required. Seeking feedback from co-workers and friends who are more detail-oriented would help her gain a better understanding of the steps involved in a particular process. She is prone to struggle with disorganization, overlooking key facts, and becoming easily distracted. It would be beneficial to take the necessary time to plan, write down details, and stay focused. This personality type is generally a good starter, but a poor finisher. Effectiveness would increase with more commitment to help others succeed in their objectives, being more sensitive, and developing better listening skills.

### **HOW TO ENCOURAGE AND MANAGE:**

Being ambitious and desirous of moving ahead quickly, she may not be easy to manage. Give Lucy as much freedom as possible to run things the way she deems most appropriate. She may need to be reminded that limitations to authority do exist. She works best with a friendly supervisor with whom open discussion and "telling it like it is" will be expected and accepted.



**Processing Blueprint**



This section of the report explains the following about the individual responding to the Workstyles™ inventory:

1. How Lucy is Energized [Externally vs. Internally]
2. How she Takes in New Information [Concrete vs. Abstract]
3. How she Makes a Decision [Head vs. Heart]
4. How she Relates to the External World [Orderly vs. Spontaneous]

**EVENT INPUT: INTERNAL vs. EXTERNAL ENERGY**  
**(Internal) (External)**

INTERNALLY Energized and EXTERNALLY Energized are two different ways of relating to our environment. A person who is INTERNALLY Energized prefers to focus on the inner world of ideas and thought. Time alone for reflection is important. This person is not necessarily shy or unsociable. However, the EXTERNALLY Energized person prefers to focus on people and activities, drawing energy from the external world, or those things in which she is involved.

**INTERNALLY ENERGIZED**

- Energized by inner experiences
- Introverted
- Reflects, then possibly acts
- Is often reserved and quiet
- May sometimes be harder to get to know
- More private and restrained
- Needs privacy
- Thinks before speaking and acting
- May seem withdrawn to the extrovert
- Processes information inwardly

**EXTERNALLY ENERGIZED**

- Energized by people
- Extroverted
- Acts, then possibly reflects
- Is often friendly and talkative
- Easy to get to know
- More expressive and unrestrained
- Needs engaging activity
- Discovers thought as words are spoken
- May seem shallow to the introvert
- Processes information outwardly

**SENSORY FILTER: CONCRETE vs. ABSTRACT**

At any given time a person is either taking in information or making decisions based upon information already received. Using CONCRETE or ABSTRACT data are two ways of perceiving information. The CONCRETE processor prefers to utilize what can be actually seen, heard, touched, tasted, or smelled, rather than counting on the possibilities of what could be. The ABSTRACT processor prefers to gather information by application and thinking through as many different scenarios as possible.

**CONCRETE (Factual)**

- Prefers handling the practical matters of life situations
- Likes things that are definite and can be measurable
- Starts at the beginning, taking one step at a time
- Reads instructions and notices the details of a given situation
- Likes set procedures and the established routines
- Asks "What do I do in this situation?"

**ABSTRACT (Intuitive)**

- Prefers imagining new possibilities and opportunities in life situations
- Definitely likes opportunities to be creative and inventive
- Jumps in anywhere and tends to pass over the steps
- May skip directions and tends to follow intuitive hunches
- Likes change and variety in the job and personal life
- Asks "What could I do if there are no limitations?"



## INFORMATION PROCESS: COGNITIVE(THINKING) vs. AFFECTIVE(FEELING)

COGNITIVE and AFFECTIVE are two different ways of making decisions. People use both their Head and Heart in making decisions but typically prefer and are better at one over the other. The person that prefers the HEAD (Cognitive) function tends to make decisions based on what seems to be logical with objective information. This does not mean that the individual never makes decisions based on her HEART (Affective). A person that prefers the HEART(Affective) function in making decisions is likely to be more person-centered and/or value-centered. This does not mean that this person is overly emotional or illogical. It is not suggesting that the individual will never make a decision based on her HEAD(Cognitive).

### HEAD(Cognitive)

- Decides with the head
- Goes with what seems to make sense
- Concerned for truth and justice
- Objectivity is important
- May seem aloof and condescending to the Feeling-preferred person

### HEART(Affective)

- Decides with the heart
- Goes by a sense of personal convictions
- Concerned for relational harmony
- Emotionally participates
- May seem fuzzy-minded and emotional to the Thinking-preferred person

## OUTPUT METHOD: ORDERLY VS. SPONTANEOUS

ORDERLY and SPONTANEOUS reflect different lifestyle orientations by which people relate to the external world. A person who has an ORDERLY preference will generally relate to life by being more decisive, planned, structured and organized. Whereas, the person who is more SPONTANEOUS in preference will generally relate to life by being more flexible, adaptable, curious and quick to embrace the change that may come her way.

### ORDERLY

- Prefers an organized lifestyle, tends to organize what is important and may let other things go
- Likes definite order, structure and knowing what is to happen next
- Likes to have life under control and somewhat predictable
- Likes to have clearly defined limits and categories
- Feels comfortable establishing closure and getting something completed
- Enjoys deadlines and likes to plan in advance to prevent undue pressure
- May seem demanding, rigid and up-tight to the more Spontaneous type of individual

### SPONTANEOUS

- Prefers a flexible lifestyle and can adjust with the changes in life's situations
- Likes going with the flow and rolling with the punches
- Prefers to experience life as it happens
- Likes the freedom to be able to explore with minimum limits
- Meets deadlines by the last minute rush with a touch of suspense
- Fulfills tasks by a last minute sprint to the finish line
- May seem disorganized, messy and irresponsible to the Orderly type of individual



The following Information indicates the factors that determine HOW, WHY, and WHAT motivates Lucy. These factors may help determine which managerial style may be most suitable to supervise her.

**Motivation Outcome: How**

**HOW IS LUCY MOTIVATED?**

8% AFFIRMATION vs. 92% SELF-AFFIRMING

Lucy finds self-esteem through self-evaluation rather than through appreciation and the estimate of significant others.

84% EXCHANGE OF IDEAS vs. 16% DIRECTION

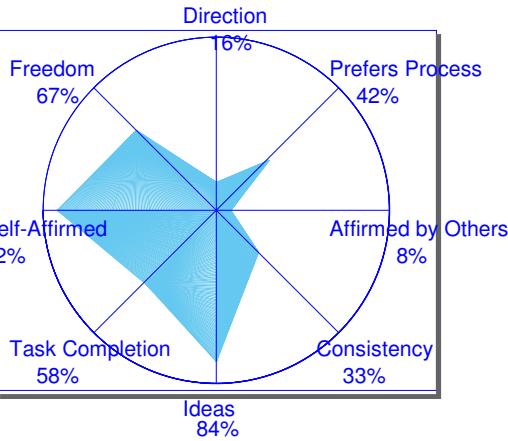
Lucy shows a preference for opportunities to explore as well as to dialogue on ideas, strategies, vision, and challenges. She does not enjoy receiving direction without giving input.

33% CONSISTENCY vs. 67% FREEDOM

Lucy is motivated by creative freedom. She enjoys working on her own, or developing systems for business. She does not like routine and will often invent new ways to avoid it.

58% TASK COMPLETION vs. 42% PREFERS PROCESS

Lucy is motivated by a clear definition and completion of the assigned (or chosen) task. There is a sense of satisfaction when the work is done, but possible frustration when it is not.



**WHY IS LUCY MOTIVATED?**

100.0% RECOGNITION OF EFFORTS vs. 0.0% ATTAINMENT OF GOALS

Lucy is motivated by attaining predetermined objectives, standards, goals, and opportunities.

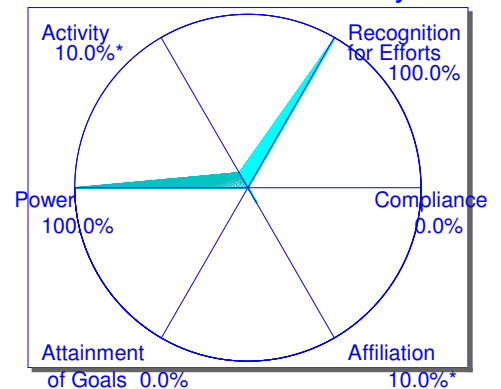
100.0% POWER vs. 0.0% COMPLIANCE

She is motivated by the ability to control, influence, compete, and win in the environment.

10.0% AFFILIATION vs. 10.0% ACTIVITY

Lucy is equally motivated by "who" is associated with the situation and by "what" is being done.

**Motivation Outcome: Why**



\*May not add to 100% because at least 1 neutral answer was selected.

**WHAT SEEMS TO MOTIVATE LUCY?**

Motivation Outcome

Work Conditions vs. Work Function



Hygiene 50% Needs

Accomplishment 50% Needs

50% HYGIENE NEEDS vs. 50% ACCOMPLISHMENT NEEDS

Lucy is motivated by an attractive environment, job security, appropriate compensation, adequate supervision and satisfactory work conditions

She is equally motivated by the challenge of achievement, recognition, advancement, and overcoming significant obstacles.



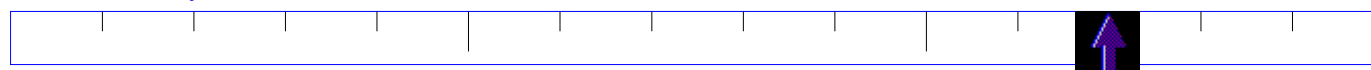
Learning Style explains how the individual interacts with new information. There are two extremes: the GLOBAL learning style and the ANALYTICAL learning style. No person is bound by one learning style. However, even though individuals find themselves in both categories, they gravitate toward just one style.

A GLOBAL learner sees the big picture or overall view, while the ANALYTICAL learner focuses on the parts that make up the big picture. GLOBAL learners hear new information by listening to the "gist" of what is being communicated, quickly getting the main idea or topic. Remembering the details may be somewhat difficult. In following directions the GLOBAL learner listens for "what is supposed to be done", not necessarily "how to do it".

In contrast to the GLOBAL, an ANALYTICAL learner hears new information and tends to listen for specific details. Getting the overall concept that the details describe may be sometimes difficult for the ANALYTICAL learner. In following directions, the ANALYST listens for details and may become particularly frustrated if instructions are repeated.

## Lucy's primary learning style is ANALYTICAL

Learning Style:  
Global, or Analytical?



Global 20%

Analytical 80%

### Characteristics of the Global Learner

- Learns by discussion and cooperates in group efforts
- Does several things at once and may skip steps/details
- Sees the big picture and relationships between ideas
- Reads between the lines and sees many options
- Works hard to please and tries to avoid conflict
- Goes with the flow and is generally flexible
- Tends to avoid individual competition
- Paraphrases in explaining a perspective

### Frustrations of the Global Learner

- Having to show the steps used to arrive at a particular answer
- Accepting criticism of others without taking it personally
- Not knowing the purpose for doing a particular task
- Not receiving enough credit for the efforts made
- Having to explain something analytically and in detail
- Having to go step-by-step without knowing the outcome
- People who are insensitive to the feelings of others
- Not getting a fair chance to explain oneself

### Characteristics of the Analytical Learner

- Likes going step-by-step in a sequential order
- Typically self-motivated, logical, and focused
- Must be prepared and needs to know what to expect
- Pays close attention to details and specifics
- Can find the facts but may miss the main idea
- Often values facts over intuition and feelings
- Remembers specifics and prefers organization
- Prefers to finish one thing at a time
- Has a sense of fairness
- May prefer direct answers

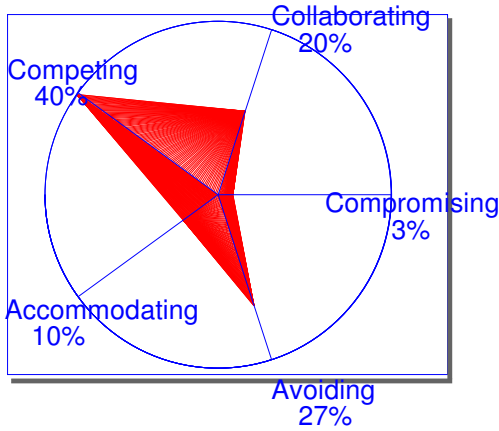
### Frustrations of the Analytical Learner

- Listening to a long explanation when all that is needed is a simple "yes" or "no" response
- Listening to an overview without knowing the steps involved
- Not understanding how an employer/instructor evaluates
- Not finishing one task before going on to the next
- Having opinions expressed as fact without evidence
- Not having an understanding of the purpose of the task
- Dealing with broad generalities and not having the specifics



The following Five Styles of Conflict Management are presented in the Workstyles™ Outcome Reports:

**Conflict Management Outcome**



- Accommodating
- Avoiding
- Competing/Forcing
- Compromising
- Collaborating

This individual's style of dealing with conflict is...

Primarily **COMPETING/FORCING**  
 Secondly **AVOIDING**

**COMPETING**

**POSTURE:** "I will win, You will lose!"

**ATTITUDE:** "Do it my way or not at all."  
 "My way or the Highway!"

**STRATEGY:** Compete, control, outwit, coerce, fight, force, persist, "stick with it".

**PREFERS OTHERS:** Compete, control, outwit, coerce, fight, force, persist, "stick with it".

**INTERACTION:** Impatient with dialogue and information.

**LEADERSHIP STYLE:** Authoritarian, threatened by disagreement, power in position, reacts to crisis, maintains the status quo.

**GOAL / RELATIONS:** Has a high concern for achieving personal goals even at the risk of potentially harming the relationship.

**PROBLEM AREAS:** Can be a strong leader but may not always be aware of other's feelings or demonstrate regard for their feelings.

**AVOIDING**

**POSTURE:** "I don't want to make any waves, so I'll steer clear of conflict."

**ATTITUDE:** "Conflict? What Conflict?"

**STRATEGY:** Flee, deny, ignore, withdraw, delay, hope, wish & pray; just get away from the conflicted situation.

**PREFERS OTHERS:** Who tend to avoid as well and do not make waves.

**INTERACTION:** Reluctant to enter into any kind of tense dialogue or gather uncomfortable information.

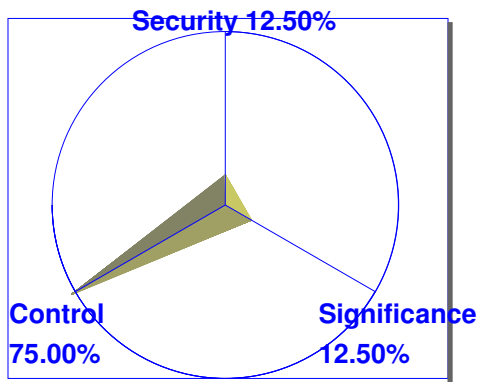
**LEADERSHIP STYLE:** Passive or timid, inclined to moralize; aimed to "weather the storm" and can be unfocused as a leader.

**GOAL / RELATIONS:** Feels at times that it is impossible to accomplish one's goals in a conflicted situation.

**PROBLEM AREAS:** A troublesome style to read, usually including the possibility of denial that there is a problem or placing the blame on others, or "soft shoeing" to keep the peace.



## Fundamental Needs



There are three fundamental needs that everyone experiences in life. However, one will usually dominate and contribute significantly to a person's outlook, attitude, motivation, and behavior. The following are the Fundamental Needs:

\* **SECURITY** comes by way of acquisition of assets, position, education, or a sense of belonging. Those motivated by security are likely attracted to a career setting that provides for a stable future.

\* **SIGNIFICANCE** comes by way of approval or affection from significant others. It brings a desire for a career setting that has a positive effect on others. This usually comes about through cooperative efforts or association with a particular group of people.

\* **CONTROL** manifests itself in efforts to influence or manage circumstances or people. It carries a longing for a setting that will allow the opportunity to control the work setting or have the power to manage people/events.

### Principles that Apply to Fundamental Needs

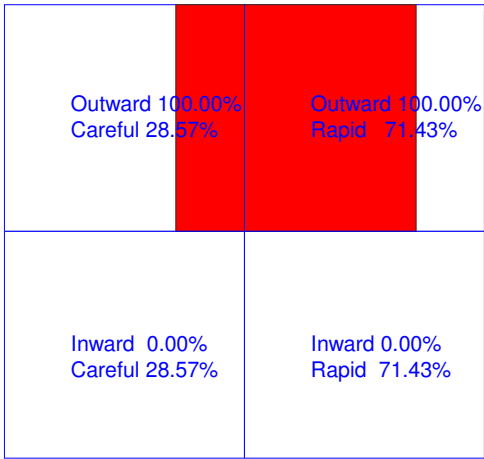
- One of the three Fundamental Needs will be dominant throughout most of a person's life, but many people will identify a Secondary Need as well.
- Fundamental Needs have a significant impact on one's attitude, behavior, and motivation in the work context.
- A mis-managed Fundamental Need can become a destructive force in any area of life.
- Setbacks may cause a temporary shift away from the Fundamental Need to the Secondary Need.
- Identifying a Fundamental Need can increase the understanding of a person's attitudes, motivation, and behavior.

Lucy's Primary Need is to achieve a sense of **CONTROL (75.00%)**.

Her Secondary Need is to achieve a sense of **SIGNIFICANCE (12.50%)**.



Deductive Style



PROCESSING /DECISION MAKING STYLE

People have 4 different ways of processing information and making decisions.

Outward or Inward Processors

Careful or Rapid Deciders

Lucy is an Outward Processor and a Rapid Decider

Outward Processors

Inward Processors

Careful Deciders

Rapid Deciders

SPECIAL NOTE: As the indicator box moves toward the center of the graph quadrants, the individual uses more flexibility and adaptability in the decision-making style. In contrast, when the deductive style is charted almost fully over a single quadrant it may be problematic. A deductive style that positions almost fully over a single quadrant it may be problematic.

Clockwise from upper left the quadrants indicate:

- \*OUTWARD/CAREFUL: INDECISIVE
- \*OUTWARD/RAPID: IMPULSIVE
- \*INWARD/CAREFUL: EVASIVE
- \*INWARD/RAPID: SUBVERSIVE

Outward Processors often utilize interaction with others as a way to process information and arrive at a wise decision. They have a need to communicate their thoughts openly in order to discern which ideas best contribute to a wise decision. It is this interaction with others that allows them to convert an idea to a decision. Others may think this type of person 'thinks out loud', allowing others to hear both their good and bad ideas. Some may get the impression that Outward Processors figure out what they think as they speak. Observers may not fully understand the need for engaging conversation in order for the Outward Processor to organize and clarify the thinking process. When this person is in a leadership role, others cannot always tell whether an outward Processor is just 'thinking out loud' or making a decision. Thoughts are often discovered as words are spoken.

Inward Processors may unfairly see the Outward Processor as shallow or careless with their thoughts.

Inward Processors usually keep their thoughts private until they are convinced that the ideas are sound. They sort through their thoughts privately, and discern which ideas best contribute to a wise decision. It is in their private world that they can solidify their decisions. Others may think of this kind of person as one who 'holds their cards close' or even as 'uptight' about sharing thoughts. Some may get the impression the Inward Processor is unwilling to take the risk of sharing all their ideas. Inward Processors may be accused of not being open to the exchange of ideas, failing to fully understand their need for privacy in order to organize and clarify the thought process. In a leadership position others cannot always get a 'reading' on what the Inward Processor is thinking. This type of person is usually only willing to share ideas that they are convinced are wise. Outward Processors may unfairly see the Inward Processor as uninvolved, non-committal, or withdrawn.

Careful Deciders usually have to investigate all the options before making a decision, wanting to be certain of the outcome. They tend to go step-by-step with a methodical style of processing information and arriving at decision. They often display a need to investigate numerous options with a treadmill-type of thinking process. Others may see this kind of person as 'bogging down' the process or as being overly concerned over small matters.

Rapid Deciders have a quick sense of what will work and are able to intuitively process information and arrive at a decision without the need to go step-by-step. Others may see this kind of person as 'rushing to judgment', carelessly making decisions, which may or may not be the case.



## Additional Resources Helpful in Understanding Work Styles

***An Adult Guide to Style.*** A. Gregorc, Columbia, CT: Gregorc Assoc., 1982

(Useful in gaining a deeper understanding of your learning style)

***Different Children, Different Needs.*** C. Boyd & D. Beohi, Sisters, OR: Multnomah Press, 1994.

(Understanding personality-based needs)

***Find the Career That Fits You.*** L. Ellis & L. Burkett, Gainsville, GA: Career Pathways, 1995.

***Personal DISCernment Inventory.*** J. Mohler, Alanta, GA: Team Resources, 1976.

(Correlates with the Workstyles™ Toolbox Personalities)

***Personal Profile System.*** Carlson Learning Co., Minneapolis, MN: Carlson Learning Co. 1994.

(Useful in gaining a better understanding of your own personality.)

***Personality Analysis.*** L. Burkett, Gainsville, GA: Career Pathways, 1995.

***Personality Plus.*** F. Littauer, Tarrytown, NY: Fleming H. Revell, 1983.

***Personality Puzzle.*** F. Littauer, Grand Rapids, MI: Fleming H Revell, 1992.

***The Two Sides of Love.*** G. Smalley & J. Trent, Colorado Springs, CO: Focus Publ., 1990.

(The Lion/Otter/Golden Retriever/Beaver Personality Model)

***The Way They Learn.*** C. Tobias, Colorado Springs, CO: Focus on the Family, 1994.

(Understand a child's learning style)

***The Winning Hand - Making the Most of Your Family's Personality Differences.*** W. Rickerson,

Colorado Springs, CO: NAV Press, 1991.

***Understanding How Others Misunderstand You.*** Voges & Braund, Chicago, IL: Moody, 1991.

(Gain a better insight into personality-based conflict)

***Your Career in Changing Times.*** L. Ellis & L. Burkett, Gainsville, GA: Career Pathways, 1995.