

Workstyles™ Analysis

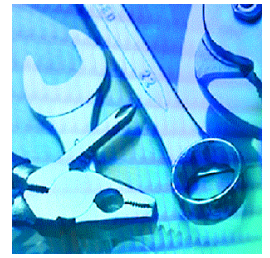


Table of Contents For Patty

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

For More Information Call or Write:

Workstyles™

604 Constance Avenue

Fort Wayne, IN 46805

<http://www.worktba.com> support@worktba.com

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

Cell number (260) 615-9839

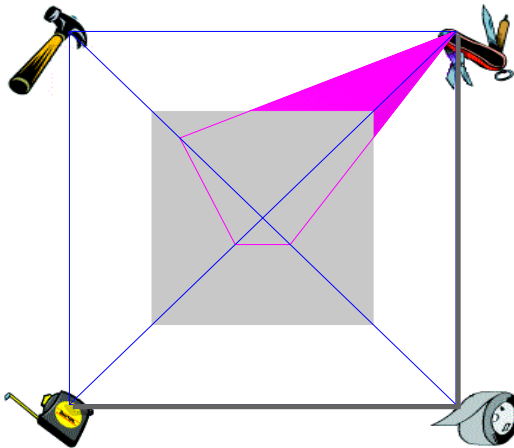
NOTE: Accuracy Rating on this Profile is Excellent. Patty was cooperative and therefore provided useful information.

Workstyles™ Analysis TEST RESULTS

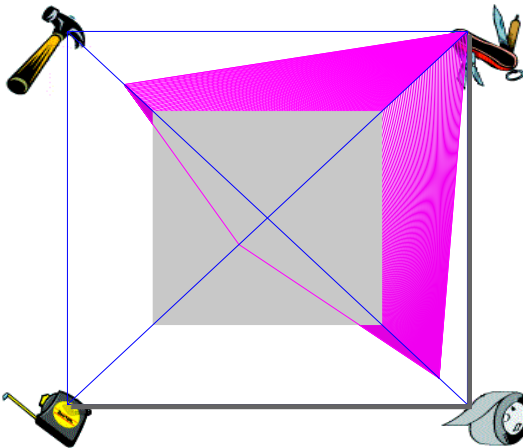
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 City, ST Zip: Null
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Date: Sep 13, 2007

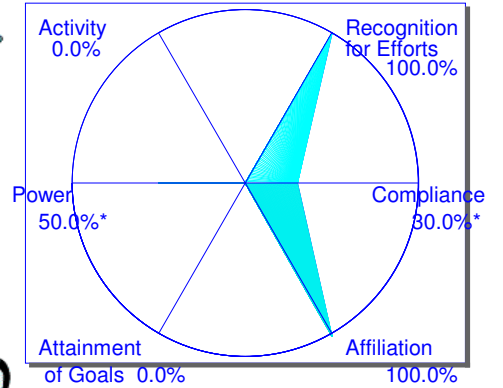
TOOLBOX PERSONALITY Sales Person



PERSONALITY UNDER PRESSURE Trusted Advisor

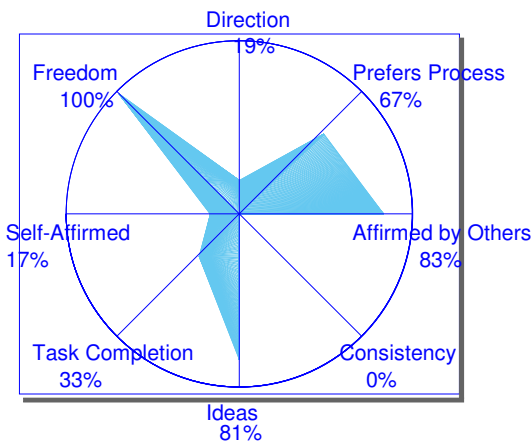


Motivation Outcome: Why

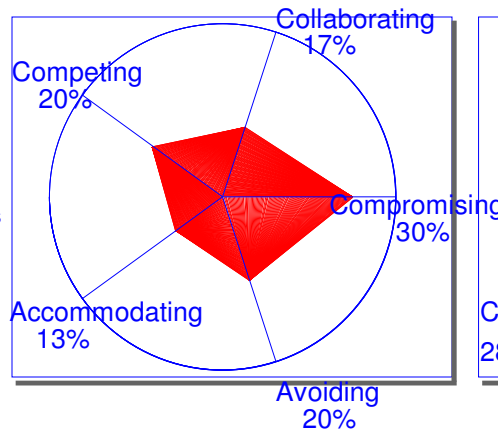


*May not add to 100% because at least 1 neutral answer was selected.

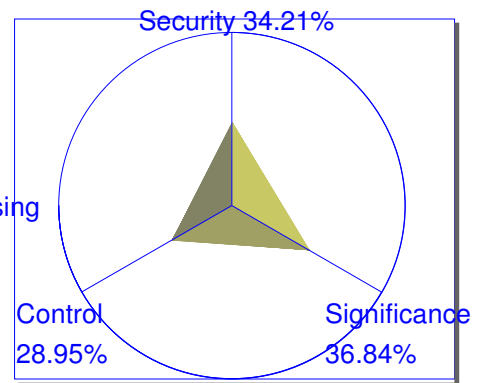
Motivation Outcome: How



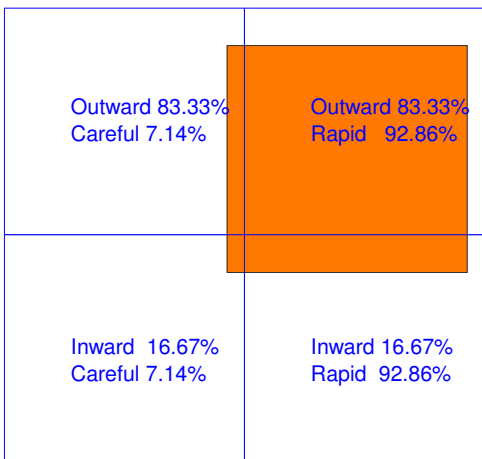
Conflict Management Outcome



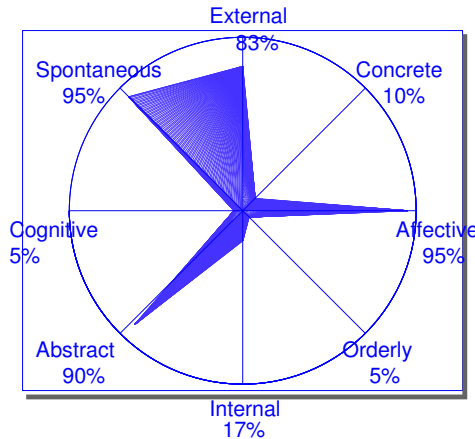
Fundamental Needs



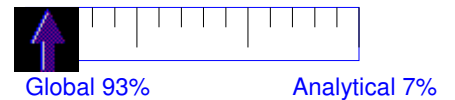
Deductive Style



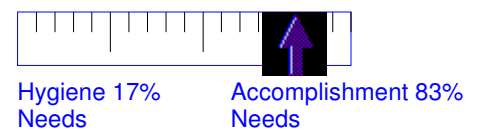
Processing Blueprint



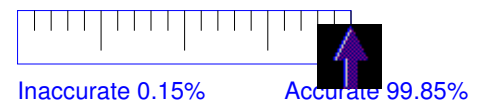
Learning Style: Global, or Analytical?



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.



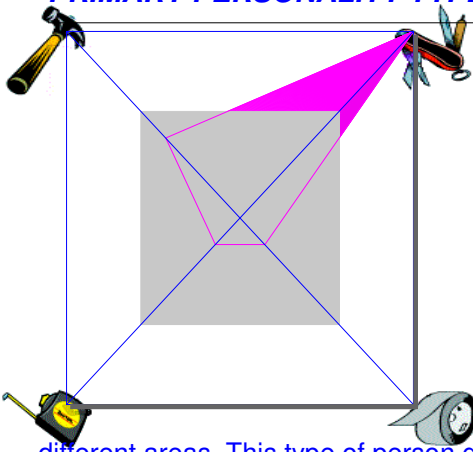
The "Versatile Swiss Army Knife" person is flexible and spontaneous, quickly adapting to most any situation. However, others can at times see you as throwing caution to the wind. This personality correlates with the Classical Sanguine, The High "I" on the Performax DISC, and the Otter in the Trent/Smalley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

SALES PERSON

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

NARRATIVE:

Individuals with this personality pattern are usually outgoing and socially adept. Building friendships in a variety of settings comes naturally and creates a more extensive network of contacts. Patty likely desires a positive social environment in which maintaining contact with people is necessary. This preference is so strong that he might opt for less interesting tasks, if it means that he will have the chance to interact with people on a regular basis. Because of the broad network he has established, Patty likely has access to people who can be very helpful in many

different areas. This type of person generally possesses an ability to promote ideas and inspire enthusiasm in others. People like this may be inclined to be more excited about a conference or meeting because of who is there, or to enjoy the coffee breaks and donuts. His disposition is such that it would be rare that he would antagonize others in any intentional way. This kind of person is usually optimistic and can form favorable conclusions without having all the details nailed down. Patty may over-estimate the ability of others. Also, some with this pattern can spend too much time talking and need some assistance in time-planning in order to accomplish the objectives and complete a task. There may be a tendency to get lost in the relationship at the expense of the goal.

- 1. WORK ENVIRONMENT CONTRIBUTION:** This person may seem to know everyone, networking easily even if there is difficulty remembering names; he influences people through friendship, enthusiasm, humor, and strong communication skills. Patty has indicated that he is good at promotion, tension-relief and creating positive relationships.
- 2. EMOTIONAL POSTURE:** Usually willing to accept others with a friendly manner.
- 3. DRIVING IDEAL:** Getting the approval of others and achieving popularity.
- 4. ASSESSES OTHERS BY:** How well they can verbalize their perspective.
- 5. MOTIVATIONAL STYLE:** Praise, opportunities, patronizing, and doing favors for others.
- 6. MOST FAVORABLE WORK ENVIRONMENT:** Generally seeks out work opportunities to influence, entertain, and impress people; likes to express creative ideas and have freedom from routine/details.
- 7. RELATIONAL/TASK ORIENTATION:** A "people person" who may become so totally engrossed in communicating that there is sometimes a loss of focus on the task.
- 8. MOBILITY PREFERENCE:** Usually possesses a high need for activity, change, and variety; may become bored with a narrow scope of responsibility.
- 9. ENVIRONMENTAL STRESSORS:** Inclined to procrastinate and then get stressed out with deadlines; is also stressed by detail work, isolation from people, and being confined to a desk.
- 10. OVER-USES:** Praise and optimism; may be perceived by others as patronizing at times.
- 11. WHEN PRESSURED:** May become increasingly disorganized or become careless; may be overly sentimental.
- 12. UNEASY WHEN:** There is a loss of social acceptance, self-worth, or losing face with associates.
- 13. LEADERSHIP:** There is a tendency to lead by being in the spotlight and selling the vision/product with high energy, talk, humor, and enthusiasm.
- 14. SUMMARY OF STRENGTHS:** Likes change, is verbal, persuasive, enthusiastic, and optimistic.

JOB MATCH:

Because of this type of nature, Patty may function most effectively when given opportunity to influence, meet, or entertain people. He will need variety and opportunities to express new/creative ideas, with a minimum of focused/detailed work. In the job description, he very likely prefers these opportunities:

- | | | | |
|-------------------|--------------|--------------|------------|
| *Be active | *Be humorous | *Communicate | *Entertain |
| *Gain recognition | *Influence | *Network | *Perform |
| *Relate | *Verbalize | | |

TO COMMUNICATE WITH THIS PERSON:

Patty may 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 him by relating "who" is involved and "who" thinks it is a good idea. Also show how the project will be fun and exciting. Give the "big picture", but remind him often of the details,



or he may forget.

TO DISAGREE WITH THIS PERSON:

If you postpone an immediate decision, Patty may in time lose the emotional attachment to an idea. Delaying the decision for a day or two may open the door for him to accept alternative ideas.

POSSIBLE NEGATIVE PERCEPTIONS THIS PERSON HAS OF OTHERS:

Patty may not say anything but may build resentment toward others who have a "bulldozer" type of personality. He may see some others as being less motivated or trying to bog down the process with trivial/excessive caution or details. He may be jealous of someone else having more attention. This person may see certain others as being too sensitive, pessimistic, or slow in their work. Patty may at times feel judged by others.

NEGATIVE PERCEPTIONS OTHERS MAY HAVE OF THIS PERSON:

Detailed people may have the perception of Patty as having a "know-it-all" attitude and "throwing caution to the wind". Some may find him to be disorganized, inaccurate, and exaggerating the facts. Others can be worn down by a person with this pattern because of too much talk and not enough results. It is also possible that some may be jealous of how much attention Patty is inclined to receive from work associates and the social circle.

NOTABLE CHARACTERISTICS:

Others most conceivably view those with this personality type as easy-going, friendly, relaxed, and independent. Patty is a "nice person" who poses no threat and as a result, others find difficult to dislike. People may come to Patty with their problems because of being genuinely liked and listened to. If he has a suggestion, it's likely to be offered in an indirect, offhanded way. Abruptness is rare. People are naturally drawn to this personality style because of the warmth, sympathy, empathy, and understanding. His self-confidence, combined with modesty, poise and mildness, persistence and devotion to people all make a rather likable individual. Patty has a deep desire for acceptance among peers and probably has a breadth of friendships.

BASIC DESIRES AND INTERNAL DRIVE:

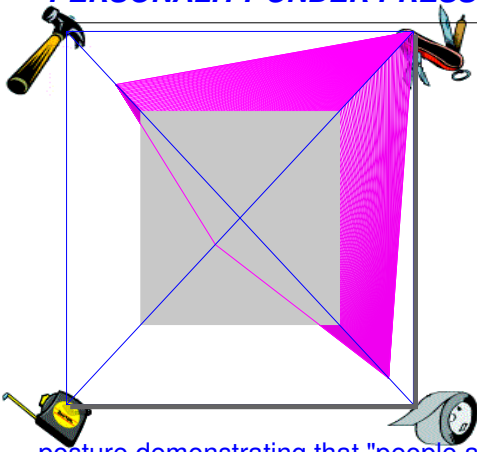
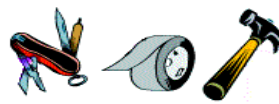
Patty is prone to be inherently patient, personable, unassuming, and steadfast. He probably wants to work with and help people in a personal and unhurried environment. Regardless of the occupation, he will generally tend to advise others in a good-natured and pleasant way.

NEED FOR POSSIBLE IMPROVEMENT:

Patty very conceivably dislikes having to give direct orders, being too easy with marginal workers. He may be hasty to "make up" with those who might be upset. There is also a possibility of holding grudges against those who are critical. Patty may be inclined to struggle with disorganization, overlooking key aspects, and being easily distracted. It would be beneficial to take the necessary time to plan, write down details, and stay focused. He is generally a good starter but poor finisher. He may also be too optimistic and may need to focus on being more realistic. Getting the details can come by listening more and talking less. Patty may be inclined to act before thinking. Seeking counsel from others may help him think things through. Effectiveness would increase with better management of time and objectivity, adopting a sense of urgency, emotional control and follow-through on promises and tasks. He comes by prioritizing tasks, focusing on timely completion of projects by avoiding distractions from new ideas and opportunities. This person may need more facts and details to temper personal optimism. There is very conceivably a lack of organization and promptness that can be a frequent problem.

HOW TO ENCOURAGE AND MANAGE:

Patty prefers a democratic, relaxed management style and may not work well in a stressful, threatening environment. He is prone to prefer a manager who is personable and willing to show open appreciation for good work. He does not work at a hurried pace and may need some friendly prodding to set and meet realistic deadlines. Patty does not respond well to abrupt people, but likes leadership that has an approach that says, "we're in this together as a team."



Tool Box Personality: Versatile Swiss Army Knife / Adaptable Duct Tape
Classical Designation: Sanguine/Phlegmatic Mix

TRUSTED ADVISOR

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

NARRATIVE:

Individuals with this personality pattern generally make a positive impression on others with personal warmth and understanding. Patty may find it easy to listen to the problems of others with an authentic willingness to be helpful without strongly imposing personal ideas. Instead, this type of person offers suggestions with a gentle demeanor. He is likely to find the good in others and deal with them on the basis of shared long-term relationships. Individuals with this profile are likely to be overly tolerant of associates who are unproductive. In managing others, Patty will adopt a posture demonstrating that "people are important", sometimes to the extent that accomplishing the tasks may become a secondary priority. Confronting others' performance may be difficult. Therefore, he may resort to indirect means when expressing expectations, making demands, or disciplining others. He is likely to take offense at criticism, but will respond well and be deeply motivated by compliments and recognition for a job well done. When in a position of responsibility, Patty may tend to excel in recognizing the achievements of other group members and also to attend to the quality of the work that is being done. He seeks to build a pleasant and productive work environment.

- 1. WORK ENVIRONMENT CONTRIBUTION:** Patty may offer faithfulness/dependability to those in need. He expresses concern and compassion with strong interpersonal skills. He very likely is an excellent mediator and can promote harmony between individuals and groups. He is predictable and stable, has many friendships, and is a good listener.
- 2. EMOTIONAL POSTURE:** Approachable, caring, affectionate, and understanding.
- 3. DRIVING IDEAL:** Having friendships and contentment in relationships.
- 4. ASSESSES OTHERS BY:** Positive acceptance, generally looking for the good in people.
- 5. MOTIVATIONAL STYLE:** Caring relationships, offering an "open door" posture and a willingness to listen. There is a desire to help others succeed in personal and corporate roles.
- 6. MOST FAVORABLE WORK ENVIRONMENT:** Patty prefers a harmonious and structured setting and seeks the opportunity to encourage, develop, and nurture people. Naturally spontaneous, he prefers to be free from rigid deadlines and/or details.
- 7. RELATIONAL/TASK ORIENTATION:** A "people person" who may become so totally engrossed in relating that there is sometimes a loss of focus on the task; more priority is placed on helping others solve problems than being committed to a given task.
- 8. MOBILITY PREFERENCE:** Enjoys a variety of people and activities in the schedule. Without variety, Patty is quite prone to become bored.
- 9. ENVIRONMENTAL STRESSORS:** Occurs when there is unresolved conflict, pressure to take charge of others, and deadlines that cause him to compromise relationships.
- 10. OVER-USES:** An indirect approach, tolerance, and possibly being patronizing to others.
- 11. WHEN PRESSURED:** Becomes overly flexible and intimate, and usually will be too trusting without discerning differences in people.
- 12. UNEASY WHEN:** There is a need to confront other people, or when involved in conflict with others. This is sometimes enough of an issue that this type of personality will not seek a supervisory role.
- 13. LEADERSHIP:** Builds lasting friendships with people through mediating, caring, and showing genuine concern.
- 14. SUMMARY OF STRENGTHS:** Verbal, persuasive, optimistic, loyal, and cooperative.

JOB MATCH:

Because of his influential nature, Patty may also function most effectively when given opportunity to influence, meet, or entertain people. He will need variety and opportunities to express new/creative ideas, with a minimum of focused/detailed work. Because he very likely works at a steady pace, he may demonstrate an excellent ability to follow through on assignments. Patty is apt to cooperate well with others in order to complete a task or objective. In the job description, he may be inclined to prefer the opportunities to do the following:

- | | | | |
|--------------|--------------|--------------------|-------------------|
| *Be active | *Be humorous | *Be loyal | *Be relational |
| *Communicate | *Entertain | *Follow the leader | *Gain recognition |



*Influence
*Set an example

*Master familiar material
*Support others

*Network
*Verbalize

*Perform

TO COMMUNICATE WITH THIS PERSON:

Patty may be open to personal testimony and endorsement, usually because this personality type is motivated to relate to others, especially to those who are recognized and prestigious. Persuade him by relating "who" is involved and "who" thinks it is a good idea. Also show how the project will be fun and exciting. Give the "big picture", but remind Patty often of the details, or he may forget. Because Patty is inclined to be practical in approach he will want to know the specifics of how things will be done and how it will affect others in the work activity. Prepare him in advance for changes.

TO DISAGREE WITH THIS PERSON:

If you postpone an immediate decision, Patty may lose the emotional attachment to an idea. Delaying the decision for a day or two may open the door for him to accept other new ideas. You may also want to provide a specific example of how an idea, concept, or plan has worked in other settings. Take a team approach and offer reassurance of your relationship.

Disagreement with him may be interpreted as a personal rejection. Assurances of being "in this together" enable him to relax and accommodate something new and different.

POSSIBLE NEGATIVE PERCEPTIONS THIS PERSON HAS OF OTHERS:

Patty is likely not to say anything but may build resentment toward others who have a "bulldozer" type of personality. He is apt to see some others as less motivated or trying to bog down the process with trivial and excessive caution or details. He may be jealous of someone else having more attention. Finally, he is inclined at times to feel judged by others.

NEGATIVE PERCEPTIONS OTHERS MAY HAVE OF THIS PERSON:

Detailed people may have the perception of Patty as having a "know-it-all" attitude and "throwing caution to the wind". Some may find him to be disorganized, inaccurate, and exaggerating the facts. It is also possible that some may be jealous of how much attention he is inclined to receive from work associates and the social circle. Those with strong personalities may see him as passive, unassertive, undisciplined, and/or less productive because of the tendency to make relationships a higher priority than the completion of a task.

NOTABLE CHARACTERISTICS:

Others may view those with this personality type as easy-going, friendly, relaxed, and independent. Patty is a "nice person" who poses no threat and as a result others may find him difficult to dislike. People may come to him with their problems because of being listened to and genuinely liked. If he has a suggestion, it is likely to be offered in an indirect, offhanded way, and abruptness is rare. People are naturally drawn to this personality style because of the warmth, sympathy, empathy, and understanding. His self-confidence and modesty, poise and mildness, persistence and devotion to people, all combine to make a rather likable person. He has a deep desire for acceptance among peers and probably has a breadth of friendships.

BASIC DESIRES AND INTERNAL DRIVE:

Patty is very likely to be patient, personable, unassuming, and steadfast. He probably wants to work with and help people in a personal/unhurried environment. Regardless of the occupation, he will generally tend to advise others in a good-natured and pleasant way.

NEED FOR POSSIBLE IMPROVEMENT:

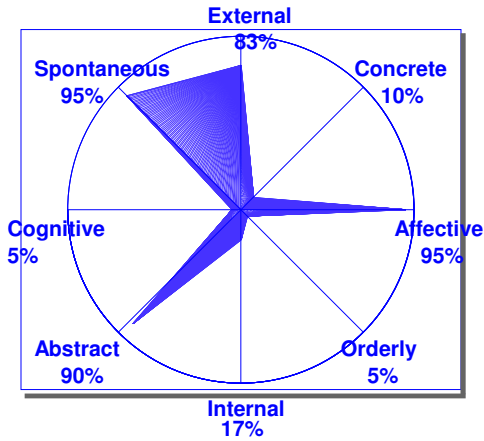
Patty very conceivably dislikes having to give direct orders, being too easy on marginal workers. He may be hasty to "make up" with those who might be upset. There is also a possibility of holding grudges against those who are critical. Patty may be inclined to struggle with disorganization, overlooking key concepts, and be 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 poor finisher. This person may also be too optimistic and may need to focus on being more realistic. Getting the details could come by listening more and talking less. Those with this personality type are prone to compromise too much in an attempt to keep the peace. He should pay attention to getting the objectives met and to set or observe realistic deadlines. He should realize that people are helped when projects are completed accurately and on time.

HOW TO ENCOURAGE AND MANAGE:

Patty prefers a democratic, relaxed management style and may not work well in a stressful, threatening environment. He is prone to prefer a manager who is personable and willing to show open appreciation for good work. He does not work in a hurried style and may need some friendly prodding to set and meet realistic deadlines. He does not respond well to abrupt people, but likes leadership that has an approach that says, "we're in this together as a team."



Processing Blueprint



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

1. How Patty is Energized [Externally vs. Internally]
2. How he Takes in New Information [Concrete vs. Abstract]
3. How he Makes a Decision [Head vs. Heart]
4. How he 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 he 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 his 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 his 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 his 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

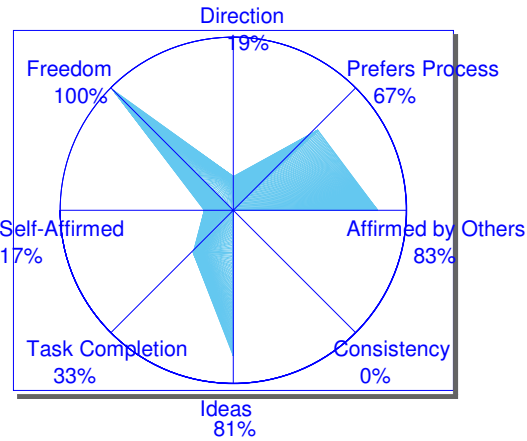
SPONTANEOUS

- 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 Patty. These factors may help determine which managerial style may be most suitable to supervise him.

Motivation Outcome: How



HOW IS PATTY MOTIVATED?

83% AFFIRMATION vs. 17% SELF-AFFIRMING

Patty finds self-esteem through appreciation by and the estimate of significant others, rather than directly through self-evaluation.

81% EXCHANGE OF IDEAS vs. 19% DIRECTION

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

0% CONSISTENCY vs. 100% FREEDOM

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

33% TASK COMPLETION vs. 67% PREFERS PROCESS

Patty is motivated by the work itself. What is being done and how it is done are very important. Finishing a task or meeting a goal are not rewards; he is ready to address the next process.

WHY IS PATTY MOTIVATED?

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

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

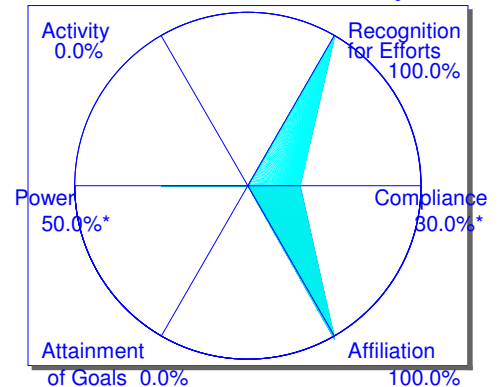
50.0% POWER vs. 30.0% COMPLIANCE

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

100.0% AFFILIATION vs. 0.0% ACTIVITY

Patty is motivated more by "who" is associated with the situation more than "what" is being done.

Motivation Outcome: Why

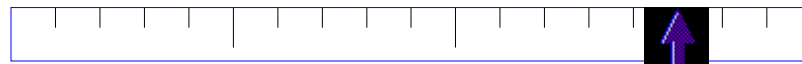


*May not add to 100% because at least 1 neutral answer was selected.

WHAT SEEMS TO MOTIVATE PATTY?

Motivation Outcome

Work Conditions vs. Work Function



Hygiene 17% Needs

Accomplishment 83% Needs

17% HYGIENE NEEDS vs. 83% ACCOMPLISHMENT NEEDS

Patty is not as motivated by an attractive environment, job security, appropriate compensation, adequate supervision, and satisfactory work conditions.

He is motivated more by the challenge of achievement, recognition, advancement, and overcoming significant obstacles.



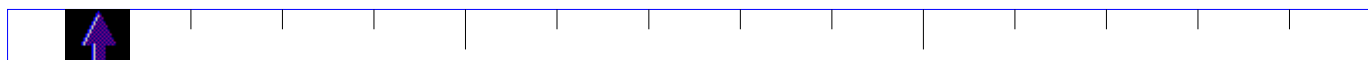
Learning Style explains how the individual interacts with new information. There are two extremes: the GLOBAL learning style and the ANALYTICAL learning style. No person is bound by one learning style. However, even though individuals find themselves in both categories, they gravitate toward just one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

Patty's primary learning style is GLOBAL

Learning Style:
Global, or Analytical?



Global 93%

Analytical 7%

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

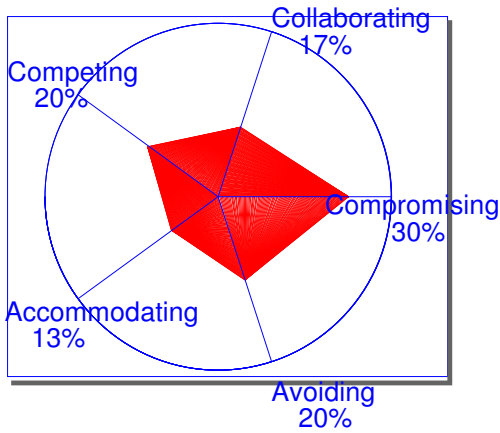
Frustrations of the Analytical Learner

- 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 **COMPROMISING**
 Secondarily **AVOIDING**

COMPROMISING

POSTURE: "I'll win some and you will win some!"

ATTITUDE: "I'll back off if you do the same."
 "I'll scratch your back if you scratch mine too!"

STRATEGY: Bargain, cajole, split the difference, reduce one's expectations, there is a "little something for everyone concerned."

PREFERS OTHERS: Who will compromise or show a willingness to accommodate.

INTERACTION: Tolerates exchange of views but may find it uncomfortable at certain times.

LEADERSHIP STYLE: Cautious but open, urges others not to be too overbearing or outspoken.

GOAL / RELATIONS: Recognizes that it may not be possible to get everything one wants and desires and still preserve the relationship.

PROBLEM AREAS: This person may become discouraged when taking a flexible stance but others do not respond back with a flexible attitude or posture.

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.

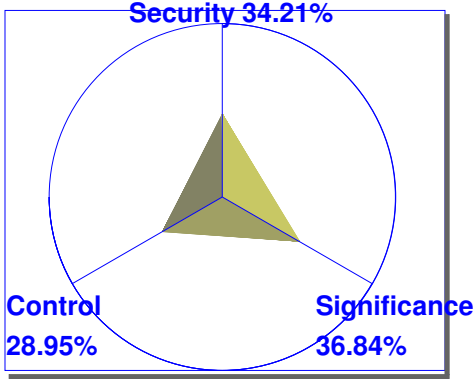
LEADERSHIP STYLE: Passive or timid, inclined to moralize; aimed to "weather the storm" and can be unfocused as a leader.

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

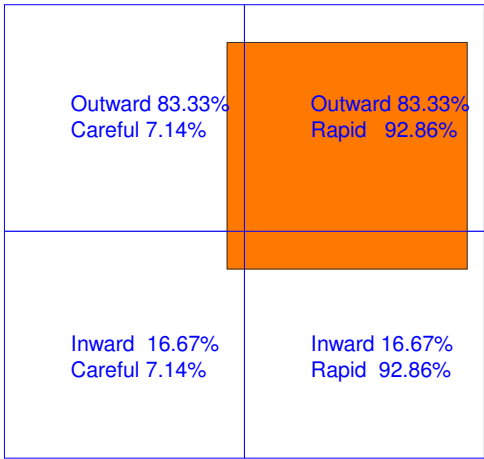
- One of the three Fundamental Needs will be dominant throughout most of a person's life, but many people will identify a Secondary Need as well.
- Fundamental Needs have a significant impact on one's attitude, behavior, and motivation in the work context.
- A mis-managed Fundamental Need can become 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.

Patty's Primary Need is to achieve a sense of **SIGNIFICANCE (36.84%)**.

His Secondary Need is to achieve a sense of **SECURITY (34.21%)**.



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

Patty 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.