
Clear Direction

Team Directory

Patent No 6,618,723 B1

John Gonzalez Team Leader

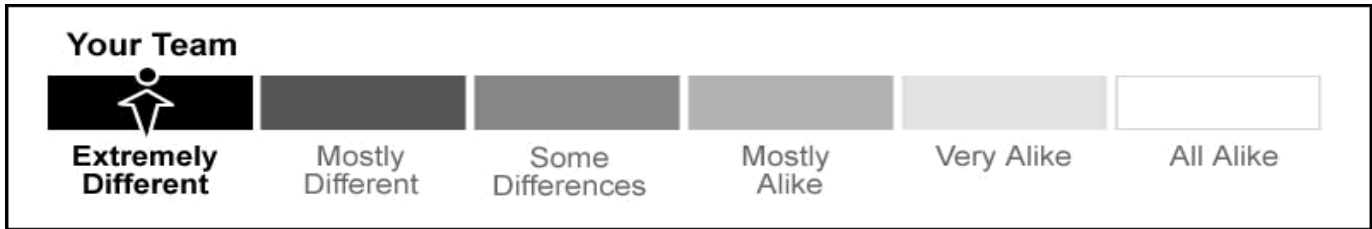
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v1.1.5



Thinking Diversity Indices

Your Team's Thinking A likeness Index



Your team's thinking alikeness is extremely different. Approximately 10% of your team has generally the same thinking orientations and therefore most of the individual summaries contained in this directory will be different. This leads your team to see things and approach things in different ways. This means that the likelihood of the team falling into "group-think" and having the same orientation is very low.

When a large percentage of people think in the same ways about things, they tend to align and expect the procedures that work for their thinking orientations to be followed, and they make decisions in the same manners. In your team's case, their effective working with each other will depend on:

1. Reasonable levels of self honesty – so they are honest about their own strengths and limitations.
2. Their ability to genuinely value people who bring different orientations, strengths, and perspectives to meetings, tasks, and to the team.

Be aware that your team's absence of alikeness can make the team vulnerable to reaching conclusions that actually are not agreed upon. With these kinds of differences alternative ways of reaching conclusions always exist. Those who are more impatient or reach conclusions quickly will tend to disregard or dismiss what the other team members need in order to reach conclusions.

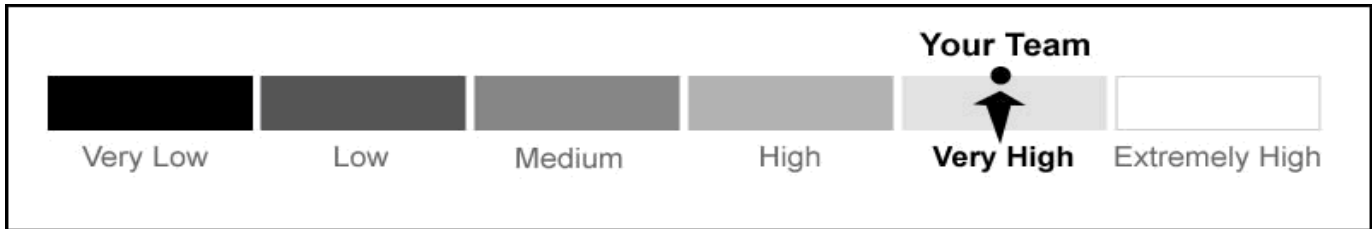
Benefits of Being Extremely Different

- The majority of your team looks at things differently and assesses them in different ways, leading to a healthy breadth of perspective and attention to all issues.
- Diversity that is well-managed brings significant benefits because of the absence of overlap and redundancy.

Liabilities of Being Extremely Different

- The team dynamics will need to be monitored on a very regular basis.
- Differences in thinking lead to stress, so the team has a potential for high stress.

Your Team's Thinking Breadth Index



Your team's thinking breadth is very high. This indicates that the spectrum of differing viewpoints and opinions is great. You may or may not have a lot of people differing with each other (this is addressed in the Thinking Alike Index), but you do have a significant level of difference represented by the team (so maybe only one or two are different, but they are very different). Your team has 90% of all general viewpoints available to it. This means that you have the resources within your team to:

1. Understand all of the dimensions of value and therefore use all of the tools necessary for success.
2. Look for and value all of the categories necessary for success
3. Have some members appear to be totally off the wall in their approach, in their perspectives, and in their conclusions.

Benefits of Having Very High Breadth

- Your team is not blind to the factors important for success.

Liabilities of Having Very High Breadth

- Diversity causes stress and you have significant levels of diversity (different ways of seeing things and making decisions). This diversity must be managed in order for you to benefit and not fall prey to conflicts or disregard one another because of the differences in how people view things and make decisions.

Your Management Demands Are Very High

John, you must work at listening to each person's position in order to be effective from their perspectives.

Secondly, each team member needs to give extra time and energy to hearing one another carefully, and not shortening dialogue believing that you know what the other people are saying. Your team's breadth is so high that misinterpretation and misunderstanding is likely to be common. This will especially be true with highly intelligent teams, in times of high stress, or with high work demands.

Time, energy and commitment to working things through are critical for this team to maximize its resources for the benefit of the whole. Stress, fatigue, and poor self-care can be enemies of this team.

Important Conversations

Examples of Important Conversations

Formal performance reviews, a review of a project upon completion, when the person is doing something that is detrimental, when you have been asked directly for your opinion, when your words could cause pain or be demotivating, when you have been accused of something that is awkward for the other person, when you have to address mistakes another person has made, when facing a situation that can have very serious ramifications, when the person you are talking with is very sensitive or defensive, when the person is very valuable to the company and does not feel appreciated, when something is very important to the other person and not very important to you, or when you are under a lot of stress and have very little energy to deal with anything else.

The most common mistakes concerning important conversations are that they are delayed or fumbled.

Delaying means:

- The situation was not addressed when it was first made known
- Other problems have occurred because the matter was not addressed more quickly
- The importance of the message is diluted from of the passage of time

Fumbling includes:

- Talking at the listener resulting in understanding never being reached
- Communicating in a way that the listener walks away confused about the message
- The listener sabotages the message by defensiveness, blaming or reasons

Things for you, John, to consider (based on your own profile scores)

You will tend to be a manager who does not feel that it is good to impose systems or rules on individuals. But if the problem has resulted from the person violating rules, agreements or plans, then make sure you uphold the appropriate expectations and then have to hold this person accountable to what is expected.

You underestimate the impact that your presence, abilities, energy, and initiative have on other people. It is your place to encourage, direct and stimulate your direct reports to perform to higher levels of accomplishment. What you do and what you say does make a difference - so be part of the solution, realizing that you have more ability to influence others than you are naturally inclined to realize (or even want).

More Information

For more information about particular kinds of important conversations or communicating effectively with people who differ from you, go to www.ClearDirection.com, enter your ID and Password and click on the word 'Helps'.

Motivations

Duty, responsibility, strives to meet own standards and expectations, accountable. (M1)

Be sure to: Express confidence in her when she has been dependable or trustworthy.

Hear her own assessment of her performance before stating your assessment.

Team, right/wrong, reasons, mission, esprit de corps, predictability, and everything must be fair, logical, and planned out (especially salaries, opportunities, and benefits). (M2)

Be sure to: Give her clearly stated expectations for her and the team's success.

Set aside time to hear her views on things that are not immediately pressing.

Tangible results, practical focus, bottom line, power, money, do it "now." (M4)

Keeps in touch personally, uses intuitive judgment ("it must feel right"), friendships, and relationships. (a mild form of M6)

Project accomplisher, loves tangible and practical results. (M10)

Reminders

Is very demanding of herself. Will hold herself up to excessive standards. Tell her how you depend on her. Also be aware that Pat is trying to live up to her own idea about how she should be – which means that sometimes she will think she is a certain way when in fact others see her to be totally different. (R5)

Will not be proficient at self-promoting or protecting when in the midst of politically charged environments. Pat needs you to protect or promote her within the organization. (R8)

Before you impose your or the company's will – ask Pat for her advice. (R9)

Ask Pat to help you. (R11)

When frustrated with what she is doing, remember that in most cases being subtle does not work. While it may seem harsh, either putting things in writing or communicating bluntly (in a one-on-one session) will often be the only way to communicate effectively with Pat. (R15)

In Light of You

Pat needs you to provide clarity in terms of what she should expect of herself and how she should specifically define success.

Pat will be more bottom-line, more political, and more of a risk taker than you are comfortable with, therefore you need to provide reasons for what you expect, while you listen to her practical orientation and concerns.

Motivations

Duty, responsibility, strives to meet own standards and expectations, accountable. (M1)

Be sure to: Express confidence in him when he has been dependable or trustworthy.

Hear his own assessment of his performance before stating your assessment.

Team, right/wrong, reasons, mission, esprit de corps, predictability, and everything must be fair, logical, and planned out (especially salaries, opportunities, and benefits). (M2)

Be sure to: Give him clearly stated expectations for his and the team's success.

Set aside time to hear his views on things that are not immediately pressing.

Get things done, win, status, attention, be admired, get recognition, needs to be involved in doing things, and professional growth opportunities. (M3)

Personal connection to people and work, friendships, keeps personal touch, and likes to help others. (M6)

Conceptual problem solver, likes to figure out conceptual solutions. (M9)

Reminders

Needs time to connect to new ideas or direction, won't be able to flex or decide quickly. Give him time and space to adjust to new ideas, situations or changes. (R3)

Is very demanding of himself. Will hold himself up to excessive standards. Tell him how you depend on him. Also be aware that Monty is trying to live up to his own idea about how he should be – which means that sometimes he will think he is a certain way when in fact others see him to be totally different. (R5)

Is very sensitive to being embarrassed in public – only correct him in a one-on-one context. Give him recognition for the work he does and tell him how good he is. (R6)

Before you impose your or the company's will – ask Monty for his advice. (R9)

Monty will struggle when needing to be sensitive to the political aspects of situations (aware of and effective in light of different people having positions of power or influence). (R10)

Ask Monty to help you. (R11)

Monty needs to touch base regularly in order to feel like his position is OK. Communicate with him on a regular basis, even if it is only to ask for an update on how things are going. (R14)

When frustrated with what he is doing, remember that in most cases being subtle does not work. While it may seem harsh, either putting things in writing or communicating bluntly (in a one-on-one session) will often be the only way to communicate effectively with Monty. (R15)

You will be most effective with Monty if you do not surprise him. You are likely to get a much more cooperative and favorable response if you give him a "heads up" that something is coming or give him some time to consider changes that were not anticipated. (R19)

When talking with Monty about what you expect him to do, put it in terms of results rather than tasks on a checklist. (R23)

In Light of You

Monty will need more verbal and public recognition than you feel is appropriate, and he will be self-serving to a degree that may be distasteful to you. Make him a public hero and he will continue to try to do great work.

Be aware that Monty has a passion to protect order, fairness, and justice that you don't share. While you may have things under control, be promoting the mission of the company, and handling things as fairly as you can, be aware that Monty, while having a degree of loyalty to the team or company, will also be judging you according to the standards he has set for a person in your position. This is not insubordination as much as it is his passion to protect that which he believes is best for the whole team/company.

Preparing to Have an Important Conversation with Monty

Monty connects personally to his work and will care about things and work at a personal level. This means he feels that his work is an extension of himself. You will probably not be thinking about Monty's work in this way and therefore it will probably be helpful for you to explain that when you are talking about Monty's work you are talking about what s/he did and are not talking about who s/he is as a person.

Remember that Monty values his contribution and recognition for getting things done. This means that he cares about how you view her/his abilities and accomplishments. It is very important for you to affirm her/his abilities and contributions, so begin with an affirmation of your belief that anything you are going to bring up as being wrong will be in the context of your belief that he is able to do a great job and that you're counting on him to get it done the next time.

Monty cares deeply about things and people he connects to - so have him explain what he saw was his contributions and then affirm those about which you agree.

Monty values his work, abilities and being able to help. Be sure to give specific examples of roles and skills you value in Monty and accomplishments that made a difference. If his compensation or bonus is near the top of the limits, express how well he does in comparison to others. If it is not, then express how what you believe could help him become one of the best performers.

Monty is a DOER! Comment specifically on his energy, initiative and capabilities. Ask him how you can utilize his abilities and passion to get things done in a more effective way in the future.

Monty needs things to be fair, make sense, and follow the plan. Start by reviewing the agenda for the conversation, have him express his expectations and then express your expectations. Remember that being subtle is not an effective way of communicating with Monty - so be clear and be direct (which does not necessarily mean blunt or judgmental). If you find that Monty is not getting what you're saying or always comes up with a "reason" (excuse?) for what you are noting, then consider stopping the meeting and schedule a follow up meeting a day or two from now. He may need to sleep on what you are trying to

Motivations

Is driven to be responsible, dependable, and directs himself from internal standards and values. Will expect his direct reports to be self-directing and self-accountable, as well. Will tend to value individuals who have personal goals and strive to fulfill them, have standards to which they hold themselves, and have a sense of commitment upon which others can rely. When having difficulty with Bob, refer to his sense of responsibility and wanting to do the right thing and keep in mind that he probably has significant pressures and responsibilities about which you are unaware. Will expect work that is associated with his name to be up to his standards and will expect people to take initiative and be as accountable as he sees himself to be.

Naturally attentive to other's feelings and uniqueness. Invests personally in his work and therefore will value it as an extension of himself. Will respond to people asking for help. Is naturally attentive to the value of building personal relationships. Cares about the feelings and inner-concerns of individuals. Will be attentive to the individuality of others and will want the team to have a "family" aspect. Will not respect people who mistreat or humiliate others.

Team, esprit de corps, a common mission and standards are critical. When given news, suggestions or ideas outside what is expected, will need time to adjust and consider new input. Surprises, interruptions or unanticipated changes are a cause of stress for him. Sees direct reports as team members who can be expected to try to attain the mutually agreed upon goals without regularly revisiting those. Will be attentive to what is fair, right, acceptable, or how things should be done. May tend to avoid discussions unless issues are of an absolute nature (plans, right/wrong, fairness, precedent, standards, compliance, equality, etc). Therefore, he may approach things only after they have become very serious. Often managers with this orientation adapt a view that "no news is good news." Expects subordinates to fulfill their responsibilities and support one another for the sake of the whole. Often considerations put in writing are seen more favorably than things that are discussed with Bob.

A naturally confident and courageous person. Bob needs to help others and be included and know what is going on. Will like to give his opinion and therefore will usually appreciate being asked what he thinks about a particular topic. Will respect people who continue to grow and people who are courageous and resilient to criticism or rejection. Keep him informed.

Conceptual problem solver, likes to think up solutions. Will protect the system or plans that are agreed upon and proven. Will be sensitive to protecting the system and making sure that it can be relied upon. Will be frustrated when expectations are not met (computer system does not work, someone is late for a meeting, a project is not completed on time or up to standards, etc.). Often, Bob is not inclined to praise people for what they do unless their performance exceeds expectations.

Notes
