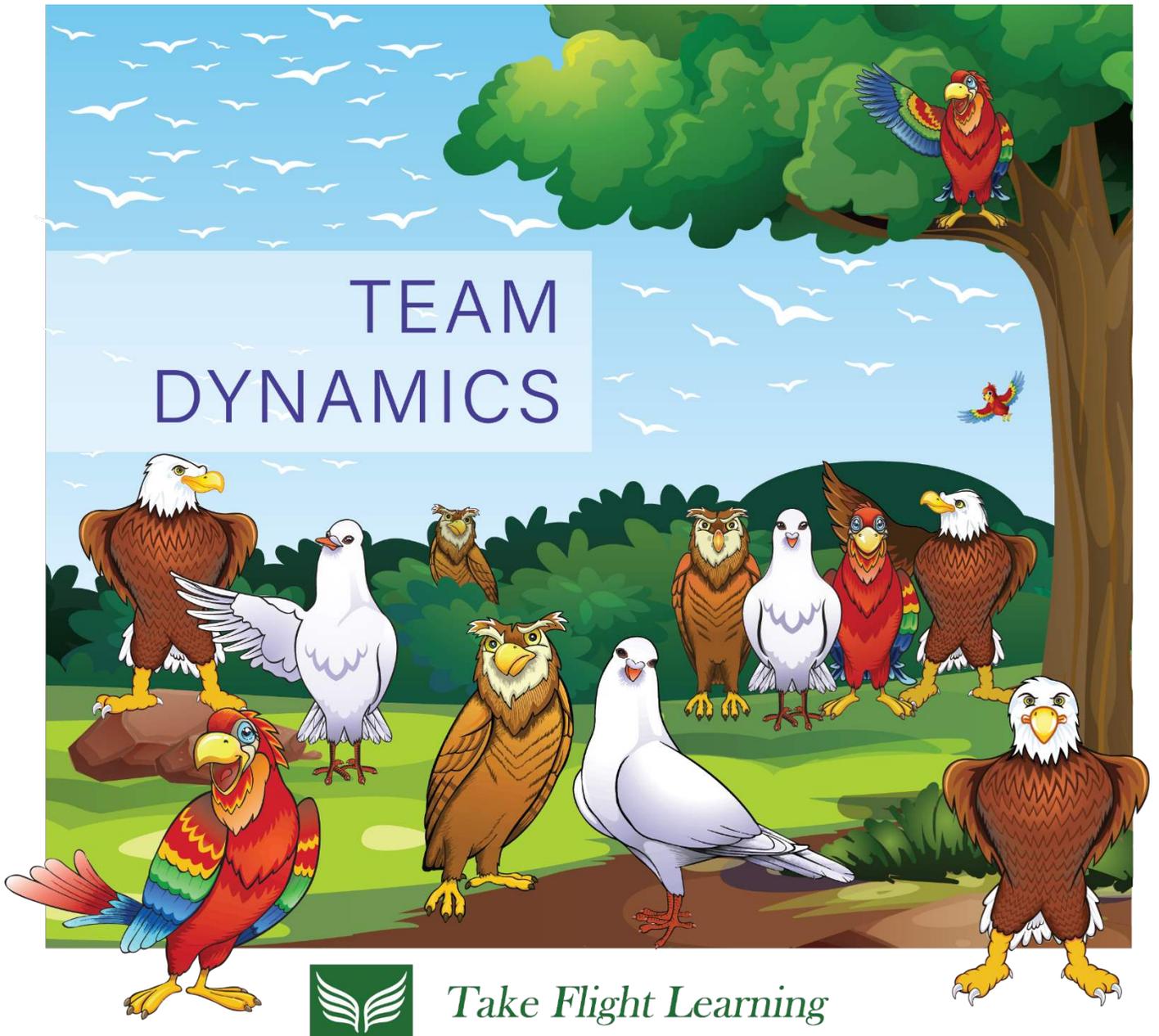


TEAM DYNAMICS



Take Flight Learning

TEAM REPORT



High Flying, Inc.
5/13/2024



Organizational Styles

Action-oriented

- Act quickly and decisively
- Drive transformational change
- Create ambitious goals and strategies
- Target goals and outcomes
- Communicate directly and candidly
- Create new markets and opportunities
- Create a formal, structured environment

- Create an inspiring, shared vision
- Flexibly adapt to changing conditions
- Promote positivity and engagement
- Spot emerging trends and opportunities
- Optimistically focus on possibilities
- Create an empowering environment
- Maintain high morale



Results-driven

The Styles at Work

Culture-driven



- Create a structured environment
- Communicate through writing
- Reward accuracy and quality
- Prefer incremental change
- Adhere to policies and standards
- Emphasize processes and systems
- Make decisions based on logic and data



- Foster trust and collaboration
- Make decisions based on values
- Work with existing paradigms
- Seek input from all employees
- Create a comfortable environment
- Ensure employee satisfaction
- Retain long-term employees

Planning-oriented



Ideal Work Environment for Each Style



Freedom from supervision and control	Freedom from rigid processes and details	Maintain standard operating	Private space with little interruption
Non-routine work with a wide range of responsibilities	High degree of interaction with others	Calm and stable	Opportunities for critical thinking
Opportunity to be candid and express viewpoints and ideas	Social opportunities to connect with fellow coworkers	Change is implemented incrementally	Clearly defined expectations and processes
Innovative and willing to try new things	Freedom to express new ideas	Minimal conflict	Focus on quality
Challenging projects	Lots of positive reinforcement	Small tight-knit groups	Business-like environment
Opportunities to make decisions	Manager provides coaching and is motivational	Sincere appreciation for a job well-done	Opportunities to demonstrate expertise
Opportunities for advancement	Optimistic atmosphere where people focus on the positive	Predictable routines	Sufficient time to ensure quality
Direct communication and answers	Team-based projects and activities	Coworkers demonstrate respect and compassion	Clear logic behind requests and decisions



Eagle Culture

The Eagle culture is all about speed and results. Let's do it and let's do it now. This environment operates at a fast pace and aims for big goals. Ideas can go from inception to implementation in just moments so be ready. Details? We'll figure that out along the way. The environment is punctuated by people who candidly state their opinions and speak directly.



While the strengths of this group include vision and execution, a group with a lot of Eagle energy may sacrifice accuracy for speed. Ironically, while Eagles desire short meetings, they may be long and drawn out as everyone has strong opinions and wishes to share them. The expression, "Too many cooks spoil the broth" captures the essence of how team members may work together.

Strengths

- An agile work environment allows for flexibility and adaptability.
- Quick decision-making increases competitiveness and effective crisis management.
- Clearly stated opinions diminish second-guessing their meaning or intention.
- Risk-taking and innovation are encouraged and rewarded.
- Ambitious goals push individuals towards accomplishing objectives.
- Healthy competition that prompts everyone to work hard.
- The focus is on what *can be* rather than being constrained by *what is*.
- Confidence inspires action.

Challenges

- The focus on achieving results can lead to an all-business culture.
- The lack of planning or troubleshooting can lead to hasty decisions, mistakes, and unintended consequences.
- Blunt communication and feedback can come across as harsh.
- A constant fast pace can be exhausting for Owls and Doves.
- Too much change creates a lack of stability and ambiguity.
- Independence is prized over teamwork.
- Opinions may not be solicited or they may be perceived as not valued.
- Overconfidence can lead to poor decision-making.



Eagles

Culture in Action

Communication

People communicate directly and willingly name the elephant in the room. Outsiders might view communication as abrupt or harsh, but team members likely appreciate the candor.

Meetings

Team members likely desire quick, decisive meetings, though Eagle meetings can often be long and drawn out as all members have ideas and opinions, want to share them, and believe they are right.

Innovation

Eagle teams are big picture, visionary, and innovative. They drive change quickly and seek to be the leading edge of innovation.

Decision-making

Decisions are made quickly and without need for a tremendous amount of information.

Risk-taking

Eagle environments tend to embrace risk-taking, both big and small. From new processes to entering new markets, Eagle teams equate big risk with big rewards.

Managing change

Eagles don't need much information or time to acclimate to change. They may even be the driving force behind the change, especially if the push is for something new, better, or faster.



Eagles

Culture in Action

Pace

Eagles like to move at their own speed, which is usually faster than everyone else. They want the goal, how to get there, and they will meet you at the finish line.

Structure/Freedom

Eagles push back against red tape, restraints, or guidelines that slow them down. Rules are for other people who need direction and guidance. Eagles simply need to know the end goal and they will find their own way to get there.

Conflict

Eagle teams engage in conflict as sport. Team members may view conflict as a passionate conversation that leads to action. Conflict is not perceived as being personal.

Rewards

Eagles recognize and reward results, boldness, candor, and risk-taking.

Stress

While Eagles may be the first and loudest ones to vent tension, they are also the first to let it go. Don't take their outbursts personally.

Dislikes

The Eagle culture is repelled by constraints, details, and softness.



Parrot Culture

The most striking element of a Parrot work environment is its high morale and positive energy. During good times and bad, Parrots effortlessly deflect stress with humor and optimism. Successes are celebrated and contributions are rewarded with positive feedback. There is likely a strong sense of camaraderie and connectedness. We can do it! And, we can do it together!



The key challenge in the Parrot culture is inattention to details and processes that ensure quality results. The spontaneous manner in which decisions are made can lead to decisions that don't consider downstream impacts. Team meetings can lack focus and easily stray from the subject at hand.

Strengths

- Parrots foster spontaneous and frequent communication.
- Parrots find the silver lining in any crisis.
- Parrot enthusiasm is contagious and helps to inspire others.
- Parrots excel at recognition and rewards for others, which increases morale.
- Teamwork is valued and encouraged.
- They look for win-win situations during conflict.
- Parrots are welcoming and accepting of others.

Challenges

- Too much talking can lead to not enough listening.
- Too much optimism can lead to risky behavior.
- Lack of interest in details can lead to mistakes.
- Their loud and friendly demeanor can lead to quieter folks being overlooked.
- Time management can be an issue.
- May leave boring tasks unfinished.
- Places too much trust in others to follow through on promises.



Parrots

Culture in Action

Communication

As natural storytellers, Parrots tend to speak in positive terms with high energy and excitement. Parrots teams encourage their members with joy and enthusiasm.

Meetings

Lacking an agenda and someone designated as a timekeeper, Parrot meetings are likely to be long and rambling. People will leave feeling connected and new ideas may be generated, but they may neglect follow-through.

Innovation

Parrot teams are creative and like to try new things. They are not afraid to attempt something big that takes them off the beaten path. Their infectious energy is likely to generate buy-in for the new idea.

Decision-making

Always the optimists, Parrots assume their decisions will lead to positive outcomes. Their carefree attitude allows them to make decisions quickly, but may lead to issues when they run into unforeseen obstacles.

Risk-taking

A group of Parrots is likely to assume the best possible outcome is inevitable, but they may not consider the implications of the risk.

Managing change

Changes often bring fresh air and clear out old systems that are no longer optimal. Parrot teams are invigorated by the energy surrounding the possibilities.



Parrots

Culture in Action

Pace

Parrots move quickly as they see the big picture and don't slow themselves down with the details. Their speed can lead to a lack of troubleshooting, which can slow them down later.

Structure/Freedom

A group of Parrots isn't necessarily ignoring the rules. It's more likely they didn't notice there were rules in the first place. Parrot ingenuity chafes at restrictions that limit their ability to think creatively to get things done.

Conflict

Disagreements tear at the fabric of positivity. Conflict is likely to be minimal.

Rewards

The Parrot culture recognizes and rewards optimism, positivity, energy, and out-of-the-box thinking.

Stress

Parrot teams deflect stress with humor. But make no mistake: if you have a team of stressed-out Parrots you would know! They are likely talking about it as their way of working through it.

Dislikes

The Parrot culture is repelled by negativity, details, and stagnation.



Dove Culture



Given the Dove's desire for harmony, the Dove culture is characterized by trust and cohesion. Communication is likely to be respectful and people listen patiently with empathy. Team members are there for each other to provide support and a helping hand. Team members might even describe their fellow coworkers and my "work family."

The desire for stability may limit innovation and the exploration of new approaches. Alignment is important in this team, though consensus takes time. Decision-making may take a while as the team likely seeks to ensure that everyone is on board. Conflict and debate may be suppressed in the name of "getting along."

Strengths

- Polite and respectful communication fills the air.
- Everyone is involved in decision making and people feel comfortable with decisions.
- Harmony and collaboration are a priority.
- Overt conflict is low as peace is the priority.
- Careful work leads to high levels of quality and goal completion.
- Team members are dependable and excellent at follow-through.
- The team likely creates long-term relationships among members and with customers.

Challenges

- Seeking consensus can slow down decision-making.
- Issues may not be addressed as communication is overly polite.
- Difficult decisions may be delayed or avoided.
- Conflict exists under the surface because issues are not addressed directly.
- Innovation is not a priority.
- People may hesitate to challenge group culture, even when change is needed.
- The slow and steady pace can be frustrating to Eagles and Parrots.



Doves

Culture in Action

Communication

Soft-spoken and considerate, a group of Doves is likely to communicate respectfully. Once they are comfortable with each other, conversation flows gently from one topic to another. Others may view the group as hesitant to speak up, mistaking their politeness for having nothing to say.

Decision-making

Consensus is key! Everyone's viewpoint will be heard and considered before moving forward.

Meetings

Meetings for this group tend to be polite gatherings with little dissention or disagreement.

Risk-taking

Dove teams are happy to support your in your endeavors, but may not take excessive risks themselves.

Innovation

Doves are reactive to situations, and make gradual, evolutionary changes.

Managing change

Change can be uncomfortable to a steadfast and consistent Dove team. Small changes that make someone's life more comfortable may be readily accepted, but if Doves need to deal with big changes, they need ample time to ask questions and mentally prepare themselves for the ordeal.



Doves

Culture in Action

Pace

The philosophy of a team of Doves might just be ‘Slow and steady wins the race.’

Rewards

The Dove culture recognizes and rewards collaboration, respect, consensus, and loyalty.

Structure/Freedom

A group of Doves is likely to value structure and process. This allows them to meet expectations and satisfy the goals provided by leadership.

Stress

While stress may reside under the surface, you may not sense stress in a Dove environment.

Conflict

The team likely avoids addressing major interpersonal issues or naming the elephant in the room if it may offend some team members. They may even discourage conflict in the name of teamwork.

Dislikes

The Dove culture is repelled by abrasiveness, disruption to the status quo, and taking big risks.



Owl Culture

The Owl environment could be described by the carpenter's motto, "Measure twice, cut once." It might take a while to make decisions or create change in this culture, but once implemented, quality results are likely. This environment will feature clearly defined processes and systems where people will steadfastly follow the rules.



During stressful times, an Owl group will require copious data analysis before reaching a decision, a dynamic that can often lead to analysis paralysis. The environment is likely to be on the serious side. Team meetings will feature much detail and a lot of questions. People may work independently and may not feel connected to the team as a whole.

Strengths

- Communication is diplomatic, logical, and thorough.
- Sufficient time is spent on planning and troubleshooting.
- Roles and responsibilities are structured and clearly defined.
- Processes and procedures are streamlined to prevent gaps and overlap.
- Meetings are formal and organized.
- Decisions are logical and data-driven.
- Drama based on team dynamics is kept to a minimum.

Challenges

- Owl groups can get lost in the details and miss the big picture.
- Decision-making is a time-consuming process.
- The careful nature of the group leads to a slow pace of project completion.
- There is resistance to changes in procedures or traditions.
- There is little emphasis on rewards and recognition, which can lead to low morale.
- The group may appear rigid to outsiders.
- Feelings and emotions of team members are often overlooked.



Owls

Culture in Action

Communication

This group is likely to provide lots of information and may be more focused on what they are saying rather than how they say it. The facts speak for themselves.

Meetings

Owl meetings are organized and proper. Agendas are thorough and likely disseminated in advance so group members can be prepared. Team members may be reserved in meetings and deeper discussion may take place outside of the meeting.

Innovation

Owl team may prefer to refine *what is* rather than explore new territory.

Decision-making

Owl teams consider all the facts before they are comfortable making decisions or moving forward with something new.

Risk-taking

Owl teams excel at troubleshooting. This may slow them down from jumping into risks, but when they do take the risk you can bet they've thought it through.

Managing change

Owl teams need time and information to acclimate to change. Expect lots of questions from a team of Owls during change.



Owls

Culture in Action

Pace

Quality takes time, and Owls have the patience and passion to make sure tasks are completed to specification. The pace may be slow, but the quality is high.

Rewards

Owls recognize and reward logic, thoroughness, precision, and objectivity.

Structure/Freedom

Customs and rules provide a framework for expected behaviors, and Owl teams find this reassuring. Structure creates consistent results.

Stress

Since Owls internalize stress, you may not sense if there is a high level of stress within an Owl team.

Conflict

Owl teams tend to avoid interpersonal conflict, but disagreements about processes or details can be quite extensive.

Dislikes

The Owl culture is repelled by vagueness, emotionally-driven decisions, and radical change that is implemented quickly.



Team Composition

What if your team has an abundance of one style?

What if your team is missing a style?

- Decisions may be rushed
- Conversations can get intense
- Results may be prioritized over feelings
- Positive feedback may be overlooked



- The group may lose sight of the main goal
- Plans may lack follow-through
- Discussions may lack radical candor
- The group may lack the drive to push boundaries

- Decisions may not be carefully evaluated
- Meetings may lose focus and diverge from the topic
- Optimism may override careful planning
- Mistake may arise from inattention to detail



- Morale may decrease when times are tough
- Accomplishments may not be celebrated
- Environment may lack excitement and energy
- Enthusiasm for new ideas may not be in abundance

- Decisions might not proceed without unanimous consent
- Adherence to current methods may lead to stagnation
- Politeness may override dealing with issues directly
- Poor performance may not be addressed



- Decisions may ignore the impact on others
- Quiet members of the group may be overlooked
- Conflict may be high without peacekeepers
- Compassion and empathy may be in short supply

- Decision making may take a while
- Discussions may focus on the details and miss the big picture
- New ideas may be met with skepticism
- Tasks and objectives may be prioritized over feelings



- Speed may increase at the expense of quality
- Implications of decisions may not be fully explored
- Roles and processes may have gaps and overlaps
- Decisions may not be data-driven

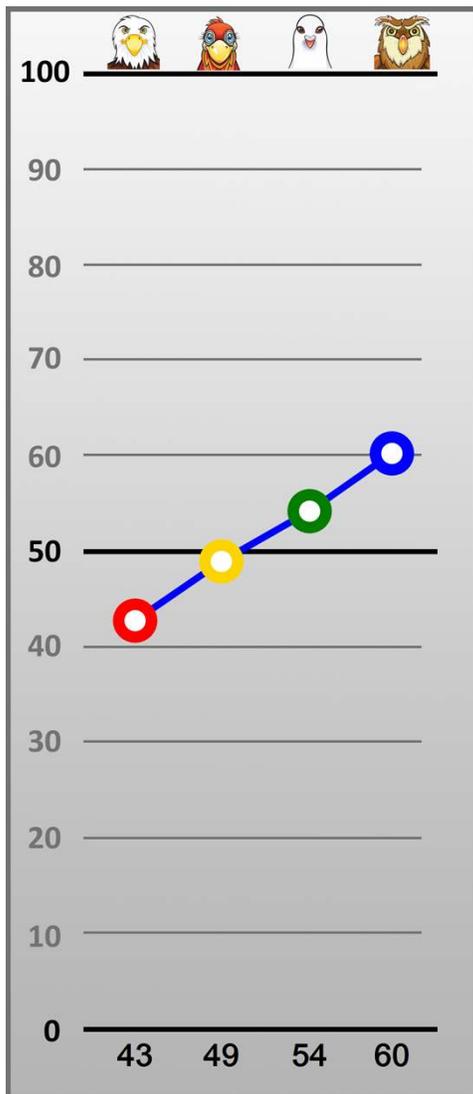


High Flying, Inc. Graph

The following graph represents your team's overall style (graph 3). The totals represent the number of people there are for each primary (highest) style.

Take the time to consider how this overall graph impacts your team. Do you have an abundance of one or two styles? Are any of the styles lightly represented? What are the potential strengths and challenges of your combined styles based on what you do?

Every graph tells a story. What does this graph tell you?





High Flying, Inc.



Name

Style

Jayden Boggan	EAGLE/PARROT
Claire Dinger	OWL/DOVE
Camila Ferreira	OWL/DOVE
Diego Fuentes	OWL/DOVE/parrot
Simon Geller	DOVE
Soren Jensen	EAGLE/dove
Keisha Jones	PARROT/EAGLE
Maxim Lamarre	DOVE/owl/parrot
William Mitchell	OWL
Martina Silva	DOVE/OWL/parrot
Guy Vaughn	PARROT
Toni Wicker	OWL



Jayden Boggan

Jayden is Motivated by:

- Efficient methods to process details and deal with minutiae.
- Results that can be seen quickly and measurably.
- Opportunities and encouragement to try new ideas and take risks.
- Independence and autonomy.
- Mobility in the work position, as opposed to staying in one workstation all day.
- Influence and power to delegate in order to achieve results.

Jayden Needs:

- Support when dealing with detailed work and repetitive tasks.
- Freedom to express your own ideas, initiatives, and creativity.
- To be more aware of your impact on other people, especially in pressure situations.
- Opportunities for involvement with a wide variety of people, both in and out of the organization.
- To be presented with the expected outcome of a project or assignment, and to be evaluated on that outcome.
- Systems or utilities to assist in record-keeping or office organization.

Jayden Tends to Thrive in an Environment that Provides:

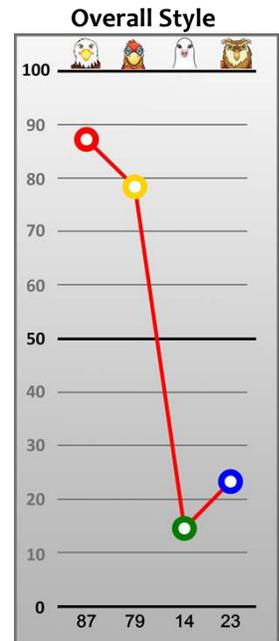
- An organizational eye toward the future that rewards innovation and encourages creative risk-taking.
- Lots of interpersonal contact, many disparate activities, and an occasional surprise situation.
- A system of evaluation based on the results achieved, rather than the process used to achieve the results.
- Participatory leadership and management.
- Assignments involving the motivation and persuasion of a network of people.
- An arena for you to verbalize your ideas and opinions.

When Communicating with Jayden, **DO**:

- Motivate and persuade Jayden by pointing out objectives and expected results.
- When you disagree, take issue with the methods or procedures, not with the person.
- Plan to talk about things that support Jayden's dreams and goals.
- Be engaging, stimulating, and fast-paced.
- Stay on track. Hit the major points first, and get to the main point quickly.
- Put the details in writing, but don't plan on discussing them too much.

When Communicating with Jayden, **DON'T**:

- Don't stick too rigidly to the agenda.
- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Leave loopholes or vague issues hanging in the air.
- Forget or lose things necessary for the meeting or project.
- Let the discussion with Jayden get caught in dreams too much, otherwise you'll lose time.





Claire Dinger

Claire is Motivated by:

- The assurance that changes are made thoughtfully, carefully, and only when proven to be necessary.
- Complete explanations of systems and processes that impact the work environment.
- A link to some of the traditions that have built success in the past.
- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- Sincerity from peers and colleagues.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.

Claire Needs:

- Reassurance that the long hours you dedicate to projects are worthwhile for building a successful outcome.
- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."
- Increased authority to delegate routine tasks and procedures to a reliable and trustworthy support staff, especially when the work culture is under pressure.
- Complete explanations of processes and the internal systems used for completion.
- Options for increasing the efficiency of certain methods or procedures.
- Increased urgency in making decisions. To be able to shut the data gate and make a decision based on the information currently available.

Claire Tends to Thrive in an Environment that Provides:

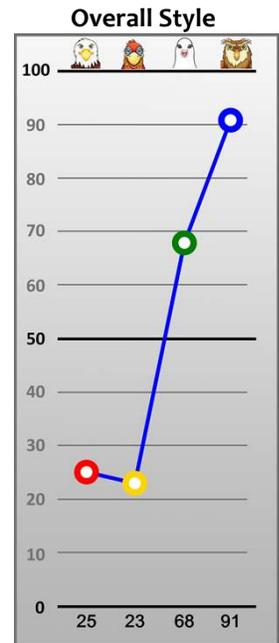
- A workplace relatively free of interpersonal conflict and hostility.
- A secure work situation.
- Established practices, procedures, and protocols.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Activities that can be monitored from beginning to end.
- A work culture that demonstrates sincere care for the people involved.

When Communicating with Claire, DO:

- Claire will follow through, so you should be certain to follow through on your part.
- Be sensitive to possible areas of disagreement as Claire may not be verbal about them.
- Give Claire time to verify the issues and potential outcomes.
- Outline individual tasks and responsibilities in writing.
- Present your ideas and opinions in a non-threatening way.
- Provide assurances about Claire's input and decisions.

When Communicating with Claire, DON'T:

- Fail to follow through. If you say you're going to do something, do it.
- Be vague about what's expected of the group.
- Leave an idea or plan without backup support.
- Make decisions for Claire.
- Be rude, abrupt, or too fast-paced in your delivery.
- Rush the issues or the decision-making process.





Camila Ferreira

Camila is Motivated by:

- Quality control standards that are respected by all members of the organization, not just by a few people.
- Sufficient time to consider all options before making a final decision.
- Complete explanations of systems and processes that impact your work environment.
- The knowledge that the products and services offered are of the highest quality.
- Being included as a part of the group in social functions.
- A work environment containing minimal hostility and pressure.

Camila Needs:

- Increased urgency in making decisions.
- Job descriptions which are presented clearly, with no ambiguities.
- To spend less time on details, and more attention to the big picture.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Sufficient time for effective planning.
- A wider scope of perspective and operations.

Camila Tends to Thrive in an Environment that Provides:

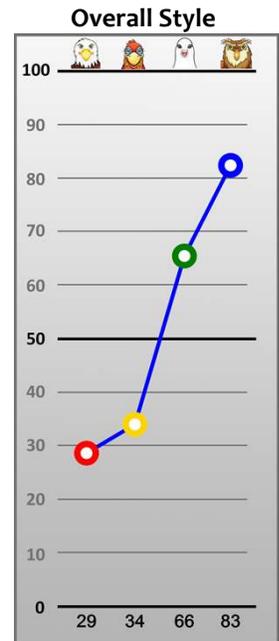
- Complete explanations of areas of responsibility and control.
- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Encouragement to make decisions by logic, rather than emotion.
- Support of your critical thinking skills.
- Complete information, details, and examples, with no gaps or surprises.
- Highly specialized assignments and technical areas of responsibility.

When Communicating with Camila, **DO**:

- Give Camila time to verify the issues and assess potential outcomes.
- Use a thoughtful and logical approach to discussing ideas and options.
- Assure Camila that there won't be surprises.
- Provide logical and practical evidence.
- Be accurate and realistic; don't overinflate ideas or results.
- Keep on task with the business agenda.

When Communicating with Camila, **DON'T**:

- Rush the issues or the decision-making process.
- Be vague about what's expected of the group.
- Push too hard.
- Be casual, informal, or loud.
- Use someone else's opinion as evidence.
- Be unrealistic with deadlines.





Diego Fuentes

Diego is Motivated by:

- A link to some of the traditions that have built success in the past.
- The assurance that changes are made thoughtfully, carefully, and only when proven to be necessary.
- Complete explanations of systems and processes that impact the work environment.
- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- A home life that is supportive of work demands.
- Inclusion as a part of the group in social functions.

Diego Needs:

- Reassurance for taking appropriate and calculated risks.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- A method to be introduced to new groups of people or business associations.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."
- Complete explanations of processes and the internal systems used for completion.

Diego Tends to Thrive in an Environment that Provides:

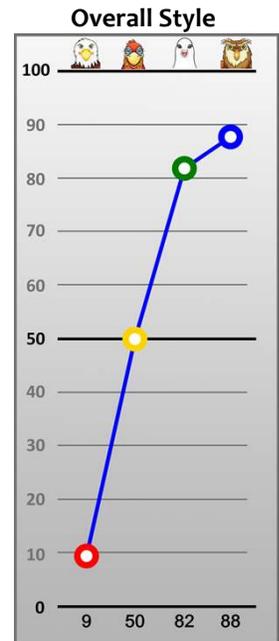
- A work culture that demonstrates sincere care for the people involved.
- Identification with the team or greater organization.
- A workplace relatively free of interpersonal conflict and hostility.
- Activities that can be monitored from beginning to end.
- Freedom from intensely pressured decisions.
- Highly specialized assignments and technical areas of responsibility.

When Communicating with Diego, **DO**:

- Give Diego time to verify the issues and potential outcomes.
- Do your homework, because Diego's homework will already be done.
- Outline individual tasks and responsibilities in writing.
- Present your ideas and opinions in a non-threatening way.
- Be certain that the information you have is credible.
- Provide assurances about Diego's input and decisions.

When Communicating with Diego, **DON'T**:

- Be vague about what's expected of the group.
- Leave things up in the air, or decide by chance.
- Rush the issues or the decision-making process.
- Offer assurances and guarantees that you can't fulfill.
- Offer promises that you can't keep.
- Make decisions for Diego.





Simon Geller

Simon is Motivated by:

- Established procedures on which a base of successful processes can be built.
- Projects and challenges of a specialized nature that demonstrate skill and competence.
- A home life that is supportive of the work demands.
- Identification with a company and colleagues that one can be proud of.
- Links to some of the proven traditions that have built success in the past.
- Having sufficient time to adjust to change, so as not to disrupt systems and processes.

Simon Needs:

- Products and processes that you can believe in.
- An environment that involves minimal sudden changes and crisis situations.
- Efficient systems and utilities to handle routine work more effectively.
- Peers of equal ability, competence, and work ethic.
- Reassurance that the long hours you spend on projects are worthwhile.
- A comfortable method for introductions to new groups of people.

Simon Tends to Thrive in an Environment that Provides:

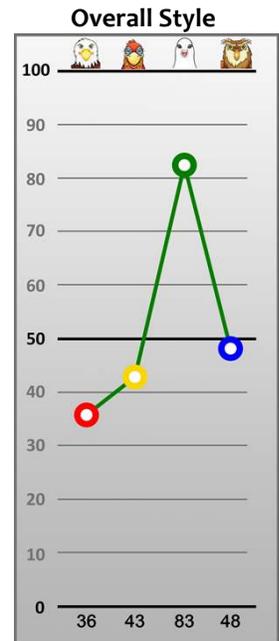
- A work environment that sincerely cares for the people involved.
- The opportunity to work with people with whom you have developed trust, rapport, and credibility.
- Established practices, procedures, and protocols.
- Specific lines of authority and structure for reporting problems.
- Identification with the team or greater organization.
- Appreciation for your long hours and work ethic on tough projects and assignments.

When Communicating with Simon, **DO**:

- Provide assurances about Simon's input and decisions.
- Ask 'how' oriented questions to draw out Simon's opinions.
- Observe carefully for possible areas of disagreement, as Simon may not be verbal about them.
- Break the ice with a brief personal comment.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Be candid, open, and patient.

When Communicating with Simon, **DON'T**:

- Offer assurances and guarantees that you can't fulfill.
- Rush into business or the agenda. Instead, provide some time to break the ice.
- Let it reflect on Simon personally when you disagree, and don't let disagreements affect the relationship.
- Offer promises that you can't keep.
- Force Simon to agree quickly with your objectives and position. Instead, provide some time for Simon to warm up to the ideas and for mutual ownership.
- Say, "Listen to me, here's how I think we should do it."





Soren Jensen

Soren is Motivated by:

- People around you who are efficient in getting things done, and effective in working with people.
- A change-oriented work culture.
- Having control over your own destiny and career path.
- Independence to be able to act on ideas, and to express creativity in solving problems.
- A variety of experiences and new challenges.
- Recognition for achievements and competence.

Soren Needs:

- To curb intensity in less urgent situations.
- An understanding of your boundaries to keep from overstepping your authority.
- To negotiate commitments on a face-to-face basis. This helps maintain clarity and mutual responsibility.
- To be involved and active in making things happen, so as not to become bored with massive amounts of routine work.
- To be reminded to pace yourself, and to occasionally slow down to relax and rebalance.
- To understand the results that are expected of you, and to be judged on the results, rather than the methods used to achieve the results.

Soren Tends to Thrive in an Environment that Provides:

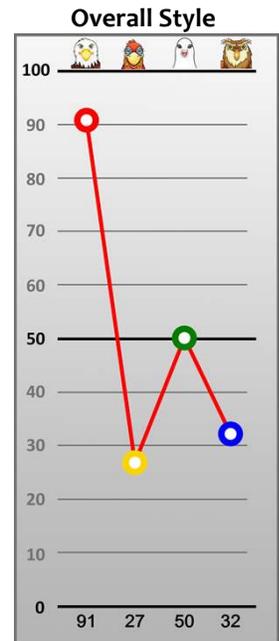
- A cutting-edge, innovative, entrepreneurial atmosphere with lots of latitude to express your ideas.
- A wide sphere of influence and responsibility.
- Freedom from details and minutiae.
- Minimum direct supervision.
- An audience to hear your ideas and solutions.
- Opportunities for multi-tasking, and multi-threaded projects.

When Communicating with Soren, **DO**:

- Be specific about what's needed, and who is going to do it.
- Stay on track. Don't talk about extraneous issues or items.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Be prepared to handle some objections.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Get to the point quickly, and don't ramble.

When Communicating with Soren, **DON'T**:

- Forget or lose things necessary for the meeting or project.
- Engage in rambling discussion, and waste Soren's time.
- Try to develop "too close" a relationship, especially too quickly.
- Let it reflect on Soren personally when in disagreement.
- Leave loopholes or vague issues hanging in the air.
- Make decisions for Soren.





Keisha Jones

Keisha is Motivated by:

- Results that can be seen quickly and measurably.
- Efficient methods to process details and deal with minutiae.
- New experiences and a variety of activities.
- Wielding authority equal to the responsibility you are given.
- Freedom to express opinions.
- A flexible job culture.

Keisha Needs:

- Freedom to express your own ideas, initiatives, and creativity.
- To know the limits of your authority.
- To mask strong emotions at times so as not to distance yourself from others.
- Opportunities for leadership, self-development, rapid learning, broad scope of operations, and advancement.
- Systems or utilities to assist in record-keeping or office organization.
- Support when dealing with detailed work and repetitive tasks.

Keisha Tends to Thrive in an Environment that Provides:

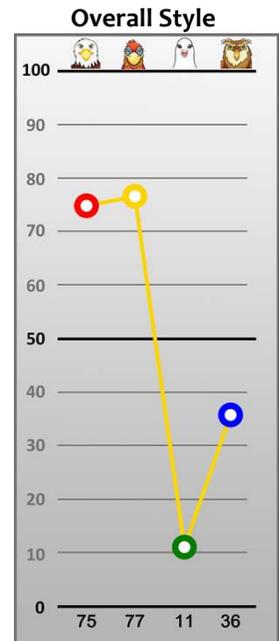
- An arena for you to verbalize your ideas and opinions.
- A workplace that frees you from many details and heavy supervision.
- An organizational eye toward the future that rewards innovation and encourages creative risk-taking.
- Lots of interpersonal contact, many disparate activities, and an occasional surprise situation.
- A variety of challenging assignments with high-stakes opportunities for success.
- Assignments involving the motivation and persuasion of a network of people.

When Communicating with Keisha, **DO**:

- Put the details in writing, but don't plan on discussing them too much.
- Stay on track. Hit the major points first, and get to the main point quickly.
- Motivate and persuade Keisha by pointing out objectives and expected results.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Be engaging, stimulating, and fast-paced.

When Communicating with Keisha, **DON'T**:

- Get bogged down in facts, figures, or abstractions.
- Let the discussion with Keisha get caught in dreams too much, otherwise you'll lose time.
- Engage in rambling discussion, and waste Keisha's time.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Speculate wildly without factual support.
- Confuse or distract Keisha from the issues at hand.





Maxim Lamarre

Maxim is Motivated by:

- Identification with a company and colleagues that one can be proud of.
- Appreciation and recognition for the competence and work ethic demonstrated over the long haul.
- Sincerity from peers and colleagues.
- A home life that is supportive of the work demands.
- Feeling secure.
- Established procedures on which a base of successful processes can be built.

Maxim Needs:

- Options for increasing the efficiency of certain methods or procedures.
- A comfortable method for introductions to new groups of people.
- Reassurance and support for taking appropriate and calculated risks.
- Efficient systems and utilities to handle routine work more effectively.
- Products and processes that you can believe in.
- An environment that involves minimal sudden changes and crisis situations.

Maxim Tends to Thrive in an Environment that Provides:

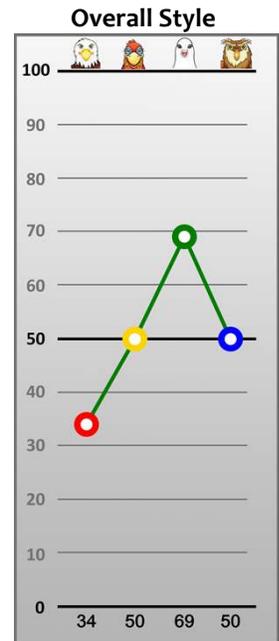
- Appreciation for your long hours and work ethic on tough projects and assignments.
- Clear areas of responsibility with minimal ambiguities.
- Interaction with people in a comfortable, non-hectic manner.
- Identification with the team or greater organization.
- The opportunity to work with people with whom you have developed trust, rapport, and credibility.
- Established practices, procedures, and protocols.

When Communicating with Maxim, DO:

- Provide assurances about Maxim's input and decisions.
- Observe carefully for possible areas of disagreement, as Maxim may not be verbal about them.
- Be candid, open, and patient.
- Outline individual tasks and responsibilities in writing.
- Find some areas of common interest and involvement.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.

When Communicating with Maxim, DON'T:

- Say, "Listen to me, here's how I think we should do it."
- Force Maxim to agree quickly with your objectives and position. Instead, provide some time for Maxim to warm up to the ideas and for mutual ownership.
- Be rude, abrupt, or too fast-paced in your delivery.
- Let it reflect on Maxim personally when you disagree, and don't let disagreements affect the relationship.
- Leave an idea or plan without backup support.
- Rush into business or the agenda. Instead, provide some time to break the ice.





William Mitchell

William is Motivated by:

- Environments in which changes are controlled and made only when proven to be necessary.
- Quality control standards that are respected by all members of the organization, not just by a few people.
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Standard operating procedures that can support a quality initiative without being changed dramatically.
- The knowledge that the products and services offered are of the highest quality.
- Detailed examples and specific information about suggested changes in processes that may have an impact on quality.

William Needs:

- Sufficient time for effective planning.
- Job descriptions which are presented clearly, with no ambiguities.
- Complete explanations of processes and the internal systems used.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Greater participation in team efforts and activities.
- To spend less time on details, and more attention to the big picture.

William Tends to Thrive in an Environment that Provides:

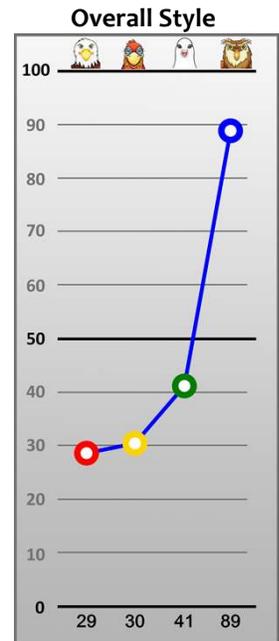
- Encouragement to make decisions by logic, rather than emotion.
- Highly specialized assignments and technical areas of responsibility.
- A work environment with a predictable pattern of activity, so as to monitor quality processes.
- Standard, accepted operating procedures that sometimes support complex processes.
- Time to reflect and think about pros and cons to solutions.
- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.

When Communicating with William, DO:

- Take your time; be precise and thorough.
- Use a thoughtful and logical approach to discussing ideas and options.
- Provide a specific, step-by-step timetable, complete with names and responsibilities.
- Provide logical and practical evidence.
- Do your homework, because William's homework will already be done.
- Keep on task with the business agenda.

When Communicating with William, DON'T:

- Rush the issues or the decision-making process.
- Be unrealistic with deadlines.
- Be disorganized or sloppy.
- Use unreliable evidence or testimonials.
- Get in the habit of manipulating ideas quickly.
- Be casual, informal, or loud.





Martina Silva

Martina is Motivated by:

- Assignments that provide a variety of activities involving people.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- Sincerity from peers and colleagues.
- A moderate to high level of security in the environment.
- Acceptance as an important member of a team, as well as recognition for accomplishments.
- A supportive and encouraging environment with minimal interpersonal conflict and hostility.

Martina Needs:

- Organizational support, especially when there is a tight deadline.
- A reminder that your contributions are significant to the success of the team.
- An increased sense of urgency to get things done and take advantage of opportunities.
- Reassurance for taking appropriate and calculated risks.
- More objectivity, and less emotional connection to decision making.
- To have confidence in the project, product, goals, and leadership.

Martina Tends to Thrive in an Environment that Provides:

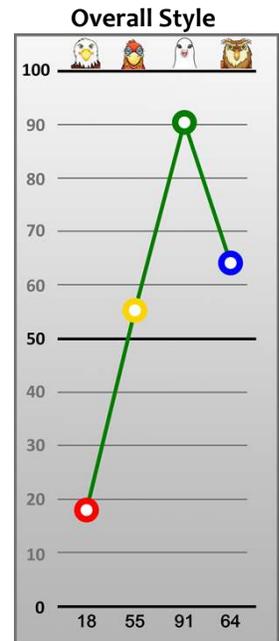
- Sufficient time to adjust to changes in the workplace or procedures.
- Variety in work tasks and projects.
- Identification with the team or greater organization.
- The ability to interact with people in a comfortable, non-hectic manner.
- Minimal sudden changes and crises.
- Sincere interest for the people in the workplace.

When Communicating with Martina, **DO**:

- Be candid, open, and patient. Show sincere interest in Martina as a person.
- Ask for Martina's input, and provide assurances regarding decisions.
- Martina will follow through. Be certain to follow through on your part.
- Offer input on how to make the ideas become reality.
- Be casual and informal with gestures and body language.
- Attempt to be engaging, stimulating, and fast-paced.

When Communicating with Martina, **DON'T**:

- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Patronize or demean Martina by using incentives or subtlety.
- Be overly task-oriented.
- Be domineering or demanding.
- Threaten with position or power.





Guy Vaughn

Guy is Motivated by:

- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- A democratic environment with a free exchange of ideas.
- Acceptance as an important member of a group or team.
- Official recognition for success on a project or in achieving a goal.
- A system of support to assist with details and follow-through.
- An environment offering mobility and variety.

Guy Needs:

- An increased sense of urgency to get things done expediently.
- A greater control over time management.
- An environment where there is frequent communication and contact with people.
- Increased organizational skills to reduce the potential for clutter and confusion.
- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject commentary and socializing.
- Clear and specific job descriptions and role responsibilities.

Guy Tends to Thrive in an Environment that Provides:

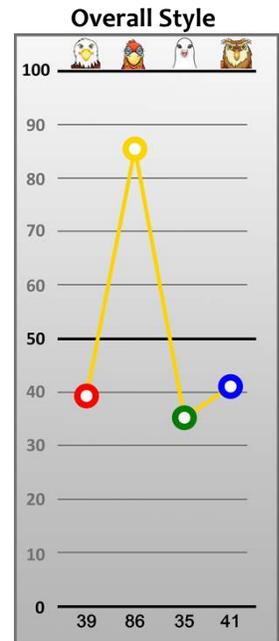
- Variety in work tasks and projects.
- Freedom from controls, detail, and paperwork.
- Freedom to move around, either in the office or around the country.
- A non-hostile working environment.
- The opportunity to network with others.
- Public recognition for accomplishments.

When Communicating with Guy, **DO**:

- Provide testimonials from people Guy sees as important and prominent.
- Put the details in writing, but don't plan on discussing them too much.
- Plan to talk about things that support Guy's dreams and goals.
- Be certain to specify instructions for continuing action.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Use Guy's own words to direct you back to the topic or issue at hand.

When Communicating with Guy, **DON'T**:

- Be cool, aloof, or regimented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be overly task-oriented.
- Stick too rigidly to the agenda.
- Get bogged down in facts, figures, or abstractions.
- Let the discussion with Guy get caught in dreams too much, otherwise you'll lose time.





Toni Wicker

Toni is Motivated by:

- Quality control standards that are respected by all members of the organization, not just by a few people.
- The knowledge that the products and services offered are of the highest quality.
- Standard operating procedures that can support a quality initiative without being changed dramatically.
- Sufficient time to consider all options before making a final decision.
- Being included as a part of the group in social functions.
- Environments in which changes are controlled and made only when proven to be necessary.

Toni Needs:

- Job descriptions which are presented clearly, with no ambiguities.
- Greater participation in team efforts and activities.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Sufficient time for effective planning.
- To spend less time on details, and more attention to the big picture.
- A wider scope of perspective and operations.

Toni Tends to Thrive in an Environment that Provides:

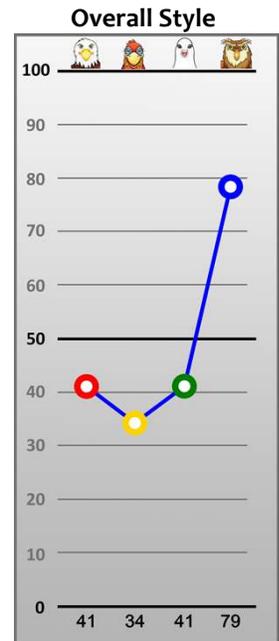
- Support of your critical thinking skills.
- Freedom from intensely pressured decisions.
- Encouragement to make decisions by logic, rather than emotion.
- Complete information, details, and examples, with no gaps or surprises.
- Time to reflect and think about pros and cons to solutions.
- Complete explanations of areas of responsibility and control.

When Communicating with Toni, **DO**:

- Keep on task with the business agenda.
- List pros and cons to suggestions you make.
- Assure Toni that there won't be surprises.
- Give Toni time to verify the issues and assess potential outcomes.
- Do your homework, because Toni's homework will already be done.
- Provide logical and practical evidence.

When Communicating with Toni, **DON'T**:

- Get in the habit of manipulating ideas quickly.
- Rush the issues or the decision-making process.
- Push too hard.
- Be vague about what's expected of the group.
- Be unrealistic with deadlines.
- Use someone else's opinion as evidence.





Team Action Planning

Describe the team's overall style makeup. How does it impact your team culture and effectiveness?

Do you have an abundance of a particular style or styles and if so, how does that affect your team dynamics? What can you do to ensure that the group doesn't get trapped in one common way of thinking due to the similarity?

How can you make sure all perspectives embraced as valuable insight by the team as a whole?

Are you missing any of the styles on your team and if so, does that create any challenges or blind spots? What style is least prevalent and how can you incorporate the strengths of that style into your team?



Team Action Planning

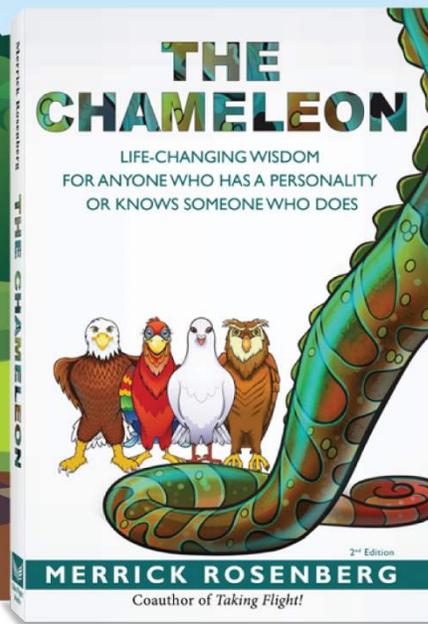
Are there any team members who are the sole representative of a particular style? Does the team make that person feel valued or ostracized? How can you better tap into that person's unique perspective?

Do all team members contribute during meetings or do certain individuals dominate the conversation? Consider the style of each team member and identify ways to create more inclusive team discussions.

Consider the style of the team leader relative to the rest of the group. If there were one thing the team leader could do differently to honor the styles of the team members, what would it be?

How can you improve trust and cohesion within the team by tapping into the power of the four styles?

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