

JOHN SAMPLE
POSITION: REGISTERED NURSE

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Naturally aware of the unique needs and wants of others; gravitates toward connecting personally and building relationships. May be cautious about taking action, making decisions, responding to change, and acting on new opportunities, especially when information is new to them. They prefer to plan, organize, and think long term. Able to take action more quickly once they have assurances on the outcomes. Attentive to the value of organization, rules, order, policies, and plans. They have ideas and concepts about how things and other people should be, but are usually open to considering new ideas and concepts. Hard on themselves; can be defensive when faced with rejection and/or criticism of their work. Confident in their ability to perceive how and where they can influence outcomes. They are motivated by others when acknowledged for their accomplishments, challenged in their work, and given opportunities for advancement and more responsibility. Accurate self-concept and image. They are attentive to meeting their responsibilities and commitments. They are self-directed and motivated when seen as someone who fulfills commitments. An intuitive thinker and communicator. They appreciate some variety in their work. Balanced in their ability to focus on others as well as themselves. They can juggle their focus between other people's needs and interests as well as their own.

NOTES:



INTUITION & EMPATHY

Focusing on the unique, individual aspects of people and the world. The ability to see the differences in individuals, their personalities, and uniqueness. Attention to personal matters, feelings, others' concerns, and aesthetics. Ability and desire to empathize and relate personally. Intuitive abilities and personal identification with one's work.



STRENGTHS

Attentive to others' interests; enjoys being around other people; gives others the benefit of the doubt; trusting; invests in building strong relationships.



WEAKNESSES

May be too trusting at times and even gullible. May give people the benefit of the doubt. May be too sensitive to the feelings and opinions of other people; wants to avoid causing pain to others.



BEST WORKING ENVIRONMENT

One where they are protected from harsh managers, coworkers, and those who have a more direct and/or combative communication style. An environment where interpersonal interaction is a necessity, and there is a clear focus on employee engagement.



DECISIVENESS

Focusing on the relative, comparative aspects of things and people. The ability to see practical differences, political means, how to get people into action. Attention to how things change and compare. Ability and desire to see things through to get results. Political and practical orientation (what works).

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Risk Averse

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Risk Taker



STRENGTHS

Somewhat cautious in unfamiliar or new business situations; prefers to gather all the facts before making decisions; not easily persuaded; not politically motivated; able to stay focused on detail; will be more decisive and more deliberate in making decisions in situations they have experienced before.



WEAKNESSES

Can be somewhat indecisive in unfamiliar business situations; needs time to become supportive of new ideas or processes; needs assurance that new approaches and processes will work before fully adopting them.



BEST WORKING ENVIRONMENT

This person will be more comfortable in an environment where internal systems and processes are already in place. They will be at their best where there is minimal change, no surprises, and few political dynamics.



ADHERENCE & ORGANIZATION

Focusing on the absolute, black and white nature of things. The ability to plan, structure, and analyze ideas. Attention to rules, order, agendas, strict logic, contracts, and structured plans. Ability and desire to submit to rules, policies, and processes. Tendencies toward preset ideas, standards, and systems.

8



STRENGTHS

Planner; organizer; deadline-oriented; problem solver; passionate about what they believe in. Benefits from rules and processes; likes things to be clearly defined and will push for order and logic. Can be patient with processes and complex problems. Can be flexible and accepting of new rules when not surprised by them and given time to accept them.



WEAKNESSES

May be stubborn or too focused on the importance of rules, clear definitions, or doing things the way they think it needs to be done. May prejudge another person's effectiveness when that person does not meet certain minimum standards. May have a difficult time being spontaneous and may resist change when surprised by it.



BEST WORKING ENVIRONMENT

An environment providing a clearly defined company mission and purpose, an organizational chart, and clearly defined job responsibilities. They work best when provided with clear task definitions and processes. They work well with deadlines and prefer a consistent and predictable setting.



SELF VIEW

Focusing on the candidate's unique, individual, internal self. One's attention to his/her own feelings, opinions, and inner-value. One's imagination, passion, and spiritual attentiveness. One's ability to handle rejection, get up after repeated failures, and inner courage. Desire to be included just because of who he/she is.

3

Sensitive to Critique

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Unaffected by Critique



STRENGTHS

Team player; grateful for opportunities; driven to achieve; may feel they need to work extra hard to prove their worth in the eyes of their manager and teammates. May appear either very fragile or very strong and resilient. May be fearful of failure; and may be a perfectionist. Often makes sacrifices for the sake of the team, company, or others.



WEAKNESSES

Very sensitive on the inside. Can be defensive when faced with rejection and/or critique; takes criticism personally; will avoid situations where they may be rejected or confronted; may overreact to criticism or challenges; either cannot win or cannot lose.



BEST WORKING ENVIRONMENT

One where they do not have to defend themselves or be in situations where they may be confronted or rejected personally.



SELF AWARENESS

Focusing on the abilities and characteristics of the candidate. One's attention to how he/she compares, is viewed by others, and presents him/herself. One's own sense of competence and tendency to do good work. One's own desire for recognition, for accolades, and a need to win. Tendencies towards being energetic, involved, and fun-loving.



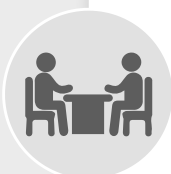
STRENGTHS

Will initiate action; naturally confident and willing to compete. Motivated by individual recognition and are very attentive to how they appear to others.



WEAKNESSES

May be too hands-on. Could be overly focused on their individual contributions and too attentive to status and recognition. This individual may compete with their peers and may be defensive when challenged.



BEST WORKING ENVIRONMENT

Performs best in a place where work can be fun, where initiative is rewarded, where one's efforts are recognized, where sociability and social confidence are needed, and in organizations with high status or cultural significance.



SELF EXPECTATIONS

Focusing on the candidate's own rules, principles, and goals. One's attention to personal goals, commitments, and expectations. One's own values, principles, and non-violatable rules. One's self-definition, self expectations, and standards of self-judgment. Tendencies towards openness or stubbornness, courage or fear, drivenness or lack of direction.



STRENGTHS

Highly motivated to be viewed as responsible, reliable, and trustworthy in the eyes of coworkers and their manager; self-directed; strong sense of personal duty and purpose; somewhat sensitive to correction when trying to do the right thing; confident in their area of expertise.



WEAKNESSES

May have a false image of themselves (either better or worse than they actually are); can be stubborn when they believe they are doing the right thing. May be too focused on doing things exactly right or according to their own high standards.



BEST WORKING ENVIRONMENT

Because this thinking orientation drives them to be self-directing, self-policing, and self-judging, the environment must be one where the company's values and principles match those of the individual. This ranges all the way from what kinds of products or services the company provides to how management treats the employees.



TYPES OF REASONING

Focusing on the different types of reasoning and ways of being logical. The tendency to think in definable, correct steps or less defined patterns. The need to have one's process of thinking be as "right" as the conclusion. The ability to work with routine or be unable to do routine work. The need to bring creative, novel thinking to one's work.



STRENGTHS



A score of "D" indicates the Adherence and Organization thinking is intuitive and optimistic. This individual is able to follow an intuitive line of reasoning while bringing a positive, optimistic orientation toward rules, order, policies, and logic. They are not as concerned with the "rightness" of their process of thinking as much as with finding the best solution or application.

WEAKNESSES



This individual may struggle in roles that are too black-and-white or that rely only on structure or process.

BEST WORKING ENVIRONMENT



An environment and role that taps into intuitive and results-focused decision-making.



ATTENTION BALANCE

The ability to balance one's own concerns with others' concerns. One's willingness and ability to function effectively under stress. The balance between one's own perspectives and those of others.



STRENGTHS

This individual is equally comfortable dealing with matters important to others and important to themselves. This balanced thinking essentially indicates that they have the ability and tendency to juggle their own interests with those of others.



WEAKNESSES

May be drained of energy by consistently focusing their attention on others' needs, and/or leading others who aren't as self-directed.



BEST WORKING ENVIRONMENT

This type of thinker will respond best to a management style that balances self-management with managerial boundaries, direction and guidance.