

Clear Direction

Team Directory

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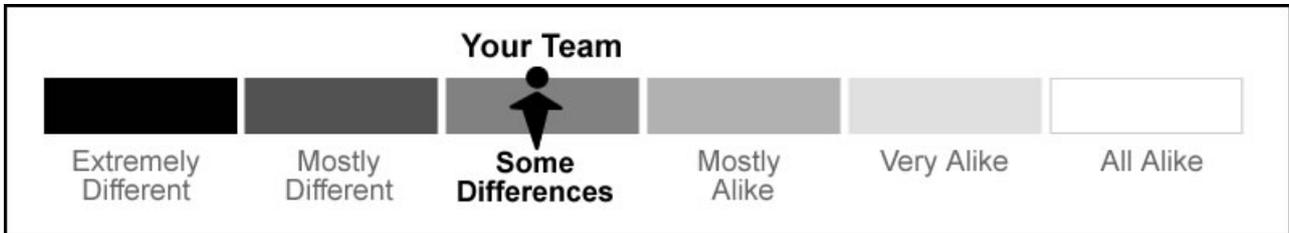
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Thinking Diversity Indices

Your Team's Thinking A likeness Index



Your team's thinking alikeness has some differences. Approximately 50% of your team has generally the same thinking orientations and therefore half of the individual summaries contained in this directory will be different and half will be generally the same. This inclines your team to generally be divided as to how they see and approach things. This means that the likelihood of your team falling into "group-think" and having the same orientation is 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 manner. 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 because half of your team does not think in similar ways, your team is vulnerable to reaching conclusions that actually were not agreed upon. With these kinds of differences, alternative ways of reaching conclusions always exist. Those who are part of the majority, are more impatient, or tend to reach conclusions quickly will disregard or dismiss what the other team members need in order to reach conclusions.

Benefits of Being Some Differences

- The majority of your team looks at things differently and assesses them differently, 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 Some Differences

- The team dynamics will need to be monitored on a very regular basis.
- Differences in thinking lead to stress, so this team has a potential for high stress. Team building and extra time to reach conclusions will be needed on an ongoing basis.

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 means:

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

You will want to be sure that you take the employee's position or situation into consideration before you deliver any correction or advice. Think through the situation from the employee's perspective before reaching conclusions with the employee.

You will prefer to be direct and advice giving and then impatient with people needing time to discover things on their own. Remember that much learning comes from discovery and advice is practical for the short term but often not applied beyond the present situation. Ultimately, you want the person to "get it," so you may have to surrender your preferred ways of communicating in order to reach the outcome that you want.

Your practical orientation can cause you to want to give advice. This can blind you from seeing when it is important for the other person to discover things without being told directly what to do or how to do it. When your ultimate goal is that the person act in a mature and constructive way on a consistent basis then you may have to refrain from stating the solutions or advising on how to do what needs to be done.

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.

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

Accomplish things, win, have fun, be recognized, make things happen, action, and professional growth. (a mild form of M3)

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 her time and space to adjust to new ideas, situations or changes. (R3)

Deeply feels embarrassment, rejection, or failure and will tend to not pay attention to her need for personal development or growth. Take the initiative and get her into training and development courses. Be sure to support Jane, come alongside her, and oversee her development and professional growth. (R4)

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

Jane 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 Jane to help you. (R11)

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

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 Jane. (R15)

Jane has a fairly unusual ability to draw strength from within and in most cases will operate

according to her own timetable, schedule, or expectations. (R17)

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

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

In Light of You

Political Awareness

You are a lot more attentive and aware of political and practical dynamics than Jane. Therefore it may be helpful for Jane to hear you talk through your practical, common sense reasoning, which she will not readily see.

Another aspect of this difference is that you are naturally more optimistic about the benefits that come from taking a practical action, even when the outcomes are not fully predictable. You are more optimistic about being able to flex, adjust and change in the future.

Be aware that from Jane's perspective, you may be too political, impulsive or calculating. This difference in thinking often results in direct reports like Jane not indicating when she actually disagrees and has not bought your position. When talking with Jane it can be helpful for you to ask directly if she agrees or is just being agreeable. It will be good for you to discuss why you take the approaches that you take, the importance of winning the confidence of others, and what you see is needed to get desired, practical results.

Stronger Expectations

You are inclined to feel strongly about people fulfilling their responsibilities, meeting the team's standards, and people being accountable for doing what they should do. On the other hand your tendency will be to give more of an overview of the expectations you have for others, even though you feel very strongly that they perform up to your expectations.

Be careful to take the time to develop and communicate clear expectations of what is expected and what success will look like. If you don't, Jane will likely become discouraged or frustrated, wanting to do what is right while not being clear enough on exactly what is expected.

One resource that can help you communicate clear expectations is to put your expectations in terms of expected "Outcomes" and not merely in terms of defined responsibilities. An example of the difference:

- Defined responsibility: *Be a team player*
- Outcome: *You interact with your peers in a way that they want to help you when you're swamped with work.*

High Empathy

From your perspective, Jane will be too soft, too concerned about other's feelings, or too sensitive to feeling good about things before making a decision. While in many cases, your perspective will be more balanced as it comes to paying attention to other's feelings, a number of business situations can

benefit from this person's levels of sensitivity.

Be sure to listen and evaluate the situation carefully before you dismiss Jane's responsiveness to the feelings others and to needing to have a gut feeling before making a decision.

Feeling Good

Jane needs to get a "feeling" before deciding that a choice, decision or action is good. Your decisiveness and ability to quickly see the best way to go may cause you to be impatient with Jane's seeming indecisiveness. Remember that it's not logic or more data that Jane needs. It's a personal, gut feeling that takes time for Jane to develop. Once Jane gets that feeling, she will be on board.

You can help this process by giving Jane time to get familiar with the idea, by expressing confidence in his/her abilities and judgment, and by expressing the importance of making the choice in a timely manner, even when she does not yet have a full level of comfort with the decision.

By the Book

You and Jane are both very attentive to the absolute and logical nature of the world and other people. This means that you are both inclined to depend on rules, policies, plans, and people meeting certain standards or expectations. This can also include things remaining the same, so everyone can count on them. This may also lead you to both have expectations that you impose on others, while you ignore how people actually are, how things change, and what really works, even when it does not make sense.

Because you share this perspective you are vulnerable to feed each other's views and not see how your dependence on logical, systematic thinking can lead to rigidity, excessive dependency on processes, or production reducing procedures. Your demands or expectations can actually stifle productivity, idealism can blind you from practical realities of how long or how much effort it takes to get things accomplished, and being 'loyal' to the team can often not be based on productivity or results but on longevity, uniformity, agreement, or compliance.

BOTH ARE SELF-DIRECTING

You and Jane will both judge yourselves according to your own standards and expectations and drive yourselves to strive to perfectly fulfill those expectations. So you both are very demanding of yourselves to the point that you lose sight of other things about yourselves that are also important.

Because you share this perspective with her you are vulnerable to feed each other's views and not see how your self-demanding perspectives can be excessive and costly in other ways. This can also cause you to 'gang up' together and judge people who do not push themselves as hard as you do, causing you to disrespect people who actually have a healthy perspective. It is very common for self-driving people to wrongly judge others who do not drive themselves as hard, often generating a wedge between people who all are very effective and otherwise constructive.

Preparing to Have an Important Conversation with Jane connects personally to her work and will care about things and work at a personal level. This means she feels that her work is an extension of herself. You will probably not be thinking about Jane's work in this way and therefore it will probably be helpful for you to explain that when you are talking about Jane's work you are talking about what she did and are not talking about who she is as a person.

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)

Ask his opinion, include him, he wants to be the one people look to, personal growth. (M5)

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

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

Reminders

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)

Matt 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)

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 Matt. (R15)

You will be most effective with Matt 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 Matt about what you expect him to do, put it in terms of results rather than tasks on a checklist. (R23)

In Light of You

Political Awareness

You are a lot more attentive and aware of political and practical dynamics than Matt. Therefore it may be helpful for Matt to hear you talk through your practical, common sense reasoning, which he will not readily see.

Another aspect of this difference is that you are naturally more optimistic about the benefits that come from taking a practical action, even when the outcomes are not fully predictable. You are more optimistic about being able to flex, adjust and change in the future.

Be aware that from Matt's perspective, you may be too political, impulsive or calculating. This difference in thinking often results in direct reports like Matt not indicating when he actually disagrees and has not bought your position. When talking with Matt it can be helpful for you to ask directly if he agrees or is just being agreeable. It will be good for you to discuss why you take the approaches that you take, the importance of winning the confidence of others, and what you see is needed to get desired, practical results.

Stronger Expectations

You are inclined to feel strongly about people fulfilling their responsibilities, meeting the team's standards, and people being accountable for doing what they should do. On the other hand your tendency will be to give more of an overview of the expectations you have for others, even though you feel very strongly that they perform up to your expectations.

Be careful to take the time to develop and communicate clear expectations of what is expected and what success will look like. If you don't, Matt will likely become discouraged or frustrated, wanting to do what is right while not being clear enough on exactly what is expected.

One resource that can help you communicate clear expectations is to put your expectations in terms of expected "Outcomes" and not merely in terms of defined responsibilities. An example of the difference:

- Defined responsibility: *Be a team player*
- Outcome: *You interact with your peers in a way that they want to help you when you're swamped with work.*

By the Book

You and Matt are both very attentive to the absolute and logical nature of the world and other people. This means that you are both inclined to depend on rules, policies, plans, and people meeting certain standards or expectations. This can also include things remaining the same, so everyone can count on them. This may also lead you to both have expectations that you impose on others, while you ignore how people actually are, how things change, and what really works, even when it does not make sense.

Because you share this perspective you are vulnerable to feed each other's views and not see how your dependence on logical, systematic thinking can lead to rigidity, excessive dependency on processes, or production reducing procedures. Your demands or expectations can actually stifle productivity, idealism can blind you from practical realities of how long or how much effort it takes to get things accomplished, and being 'loyal' to the team can often not be based on productivity or results but on longevity, uniformity, agreement, or compliance.

BOTH ARE SELF-DIRECTING

You and Matt will both judge yourselves according to your own standards and expectations and drive yourselves to strive to perfectly fulfill those expectations. So you both are very demanding of yourselves to the point that you lose sight of other things about yourselves that are also important.

Because you share this perspective with him you are vulnerable to feed each other's views and not see how your self-demanding perspectives can be excessive and costly in other ways. This can also cause you to 'gang up' together and judge people who do not push themselves as hard as you do, causing you to disrespect people who actually have a healthy perspective. It is very common for self-driving people to wrongly judge others who do not drive themselves as hard, often generating a wedge between people who all are very effective and otherwise constructive.

Preparing to Have an Important Conversation with Matt connects personally to his work and wants his/her views to be considered. Therefore he will care about his work at a personal level, take criticism as a personal affront, and need his opinions to be heard. You will probably not be thinking about Matt's work as a reflection of the person and will therefore need to clarify that when you are talking about Matt's work. You are talking about what he did and are not talking about who he is as a person. Be sure to indicate that you do care about Matt's views and want to make sure those are covered during the conversation.

Remember that Matt 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.

Make a point to ask Matt's opinions and views, how things are going with the team, and what he sees ought to be improved on a going forward basis. Express your gratitude for his contribution and participation.

Matt values his work, abilities and being able to help. Be sure to give specific examples of roles and skills you value in Matt 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.

Matt 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 Matt - so be clear and be direct (which does not necessarily mean blunt or judgmental).

If you find that Matt 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 communicate - so restate what you want him to hear, tell him when you'll meet again, and give him the assignment of coming up with the reasons why you would say what you said and how those are valid and what needs to change.

Motivations

Strives to be responsible, dependable, and directs himself from internal standards and values. Will take criticism as judgment and condemnation unless his trustworthiness and dependability are first acknowledged. Because he governs himself according to self-imposed values and goals, he will value others who do the same (highly values being accountable, loyal and dependable). When having difficulty with Matt, appeal to commonly held values, principles, commitments, and responsibilities and assume that he is focused on trying to fulfill those, as you are.

Team, esprit de corps, fairness, and agreed upon mission and standards are expected. When responsible for a team, he will protect it against outside interference. Sees colleagues as team members who can be expected to attain the mutually agreed upon goals without regularly revisiting those. Will be outspoken about things related to what is fair, right, or how things should be done. May tend to avoid discussions unless the 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.

Naturally confident, likes to win, and be recognized or appreciated for his contribution. Public embarrassment or challenges will trigger him to defend his position, abilities, or contribution. Likes to get things done and be seen as one upon whom others can rely.

A naturally confident and courageous person. Likes to be included and know what is going on. Values self-development and growth and will gravitate toward others who do the same. Ask Matt for his opinion.

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 him for help. Is naturally attentive to the value of building personal relationships. Cares about the feelings and inner-concerns of individuals with whom he works.

Conceptual problem solver, likes to find solutions. Will protect the system that is agreed upon and proven. 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 is not inclined to praise people for what they do unless their performance exceeds expectations.

Notes

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 John, 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.

Team, esprit de corps, a common mission and standards are critical. When given news, suggestions or ideas outside what is expected, he 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 standards, 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) so 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 direct reports 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 this individual. Will also expect his direct reports to be truthful, communicate information so he will not be surprised by not knowing something that someone outside your department knows, and will expect you to be able to be counted on in your areas of responsibility without a lot of hand-holding. Bring solutions to John and have those solutions be well thought out.

Naturally confident, likes to be part of a "high class" team, likes to win, and likes to be recognized or appreciated for his contribution. Will bring energy and initiative to make things happen. Public embarrassment or challenges will trigger this individual to defend his position or contribution. Likes to be involved and part of bringing about results. Values confidence and initiating behavior in subordinates – will respect people who take the bull by the horns and make good things happen. Will grow frustrated with people who are scared to make a decision or take a risk. Is repulsed by whining.

Attentive to getting results that are practical and evident. Focuses on the practical uses of time, resources, and people. Meetings need to be to the point and productive (not long or data-laden). Believes that the purpose of studying, planning, and meetings are to move the ball forward. Personnel need to get things accomplished. Is attentive to the "better" choices and therefore likes to see things move forward, advance, or improve. Will be very sensitive to the intentions behind the actions.

Typically, John is not as concerned about everyone doing everything perfectly as he is about everyone giving an earnest attempt to get the desired results. Make certain that when you present things to him, the information is practical, useful, to the point, provides solutions, and is not boring.

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.

The following descriptions are examples of the different types of motivations people have and statements, decisions, or factors that are naturally seen as good by those people. Keep in mind that if a particular dimension is a source of motivation for a person, then the absence of the elements of that dimension are a source of discouragement or frustration. For example: a person who is motivated by order and structure (M2 below) is very frustrated when a manager plays favorites, does not provide clear job descriptions, or fails to enforce company policies.

Motivations

M1: You Can Count On Me

Fulfilling one's own self goals, expectations, standards and values. This motivation indicates the person sees him/herself to be good when s/he is performing according to his/her own expectations and standards, is known by others to be as s/he thinks about him/herself ("I am dependable therefore it is good when others see me as dependable"), and is on track to reach his/her own future goals.

The following statements motivate people who think this way:

- "I am asking you to do this because I know that you can be relied on when you commit yourself to a certain task or job."
- "Thank you for doing what you said you would do."
- "Because you are _____ (fill in the blank with a characteristic that the person believes is true about him/herself: smart, capable, a winner, a quick study, dependable, persistent, loyal, etc.), I am asking you to take on this project."
- (In front of others) "(Name of person), is one of our faithful, dependable, loyal employees. We would not have the successes we've had were it not for his/her display of character on a consistent basis."

M2: I'm On The Team

Doing what is right and expected, doing things according to schedule, agreed upon plans, within the mission or goals of the company, having things make sense, being logical, having things be predictable, fair, and dependable. This motivation indicates that the person will be driven to preserve order, what's right, the mission, the standards, the rules, etc. Often these people appear to be "control freak"? when in fact most of the time they don't need to have control, they just need order to be preserved and will preserve it themselves (often at personal risk or cost) if necessary. This can be as simple as correcting a person's improper grammar, to making sure everyone will be at a meeting on time, to taking on management when they see salary disparities.

The following things motivate people who think this way:

- Clear company mission, goals, and job descriptions.
- Management's faithful and consistent enforcement of policies.
- Holding people accountable to what they are assigned to do.
- Fair and consistent rewards and compensation.
- Providing information as to why decisions have been made and priorities have been set.
- Asking the person to help you figure out the most efficient way to get something done.
- Plans, stated purposes, goals, reasons, understanding, principles, and policies.

M3: I Can Do It

Being seen as competent, capable and as a person whose efforts make a positive difference. These people like to see a direct connection between what they do and tangible results or benefits. They are confident, like to win, and are usually willing to bring the effort and energy necessary to make things happen (this sometimes is neutralized by other thinking orientations). This motivation indicates that the person values his/her efforts, energy, and capabilities and therefore hates to have others assume that s/he is not good at what s/he does.

The following things motivate people who think this way:

- Recognition for their work.
- Public praise, rewards, and being set apart for what they have accomplished.
- Winning and/or being part of the highest status company or team.
- Being asked to help because s/he does the particular task well or has the needed skills.
- Titles or office space that indicate that they are either better or valuable contributors.

M4: Let's Get The Job Done

Effective use of time and resources. These individuals prefer short meetings that lead to a practical purpose. They like to get things accomplished, while achieving tangible, visible, and concrete results. This includes socially and politically useful decisions, actions, or tactics.

The following things motivate people who think this way:

- Money and/or tangible results.
- People doing things together, in a group.
- Motivating actions and talks.
- High energy and activity.
- Games, fun, and social events that are fun and full of energy.
- Short meetings that get things decided quickly.

M5: I Am Special

Being seen as valuable and special just for who s/he is. This is the person's self esteem, who s/he is on the inside as a valuable person with opinions, feelings, and dignity. People who think this way need to be helpers because they see their inner intentions as good.

The following actions motivate people who think this way:

- Calling the person by name.
- Including this person in inner-circle types of situations.
- Asking this person's opinion.
- Telling others that this person is a key person in your organization.

Reminders

R1: Give Direction

This person needs his/her world to provide direction regarding life and business. A clear job description, mission, and reasons for why specific behaviors are expected are needed by this person in order for s/he to move forward with confidence.

R2: No Notice

This person's desire to not make waves and not promote his/her own position often results in an unwillingness to discuss problems until they are in an "all or nothing" condition. These people are often aggressive when the issues have to do with fairness, justice, or principles. They are often not aggressive concerning practical or political matters.

R3: Takes Time

An individual with this thinking orientation needs to get a clear understanding and a good feeling about each matter/decision/person. This need to get a good feeling takes time. Once this person does understand and personally feel good about it, then it is very difficult for this person to change or surrender this newly formed conviction or decision.

R4: Sensitive

Often these people appear to be very confident, driven or capable. Their sensitivity to their inner-self drives them to excel. It also can cause them to be a perfectionist, defensive, or excessively protective of their own reputation or good standing. Therefore, when managing people with this self-orientation, be aware that behind their confidence is a sensitive person.

R5: Self-Judging

This orientation is very common among high achievers. It is an indication that this person is extremely critical of him/herself and is always judging his/her actions, choices, and accomplishments. It is usually better for a manager to let this person evaluate him/herself, because s/he usually will not encourage or compliment him/herself.

When conducting a performance review, it is often best to let this person evaluate his/her performance while the manager then serves as an encourager, director, and motivator. Usually, people who are self-judging do not benefit from being judged by others. It is hard for this person to consider others' views about her/his behavior when it is inconsistent with how s/he views her/himself. Therefore be careful not to "define" this person ("This the way you are...") – definitions or labels feel like straightjackets to him/her and in most cases s/he will react without being able to hear what you are trying to say.

R6: Don't Shame

People with this orientation are very sensitive to how they appear in public. They are totally undone when they are embarrassed or shamed in public. If you have to correct this person or "bring him/her down a notch," it is best done in private so the person does not react in a defensive or aggressive manner.