

This Report Prepared For

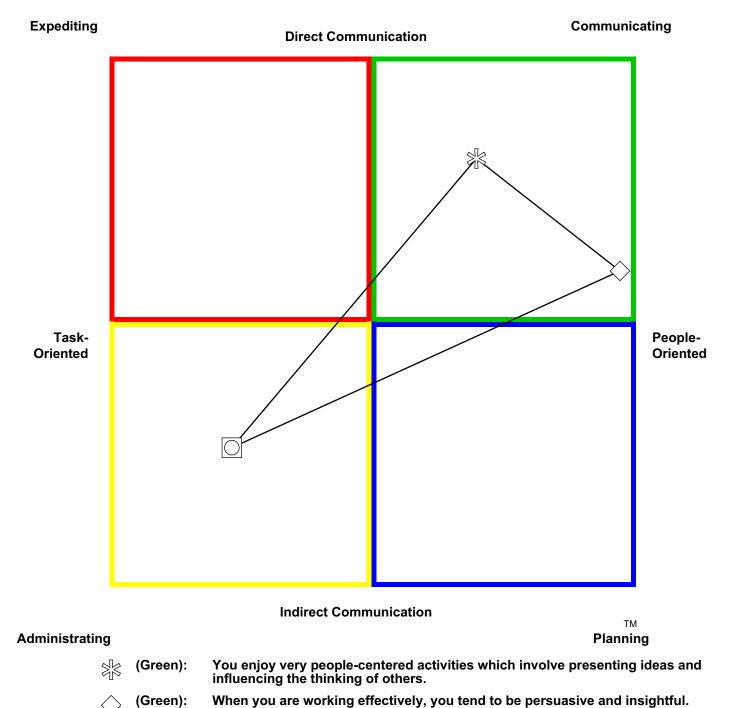
JOHN Q. PUBLIC

11 November 2010



Your Life Style Grid

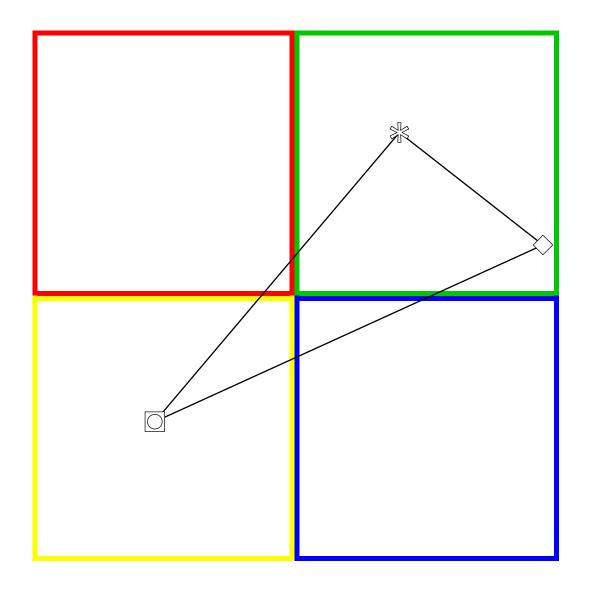
This page provides a summary of the information presented in the preceding pages. The characteristics of your Asterisk, Diamond, Circle and Square are described below.





(Yellow):

To be most effective, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.



TM

This is your **Life Style Grid Report**. It tells you the kinds of activities you're **interested** in, your **usual** style, your **needs**, and what is likely to happen to you under **stress**. In addition, it shows how you compare with other people in these areas. Use this information to help you **reach your personal and work goals**, **increase your productivity** and **build greater team effectiveness**.



Page 1: Interests

The Asterisk is used to describe the activities people prefer. Activities towards the top of the Grid emphasize direct involvement (with a task or with people). Activities towards the left of the Grid emphasize the task rather than the people who do the task.

Activities typical of this quadrant are:

implementing
seeing a finished product
solving practical
problems
working through people
organizing

Activities typical of this quadrant are:

selling and promoting persuading motivating people counseling or teaching working with people

Activities typical of this quadrant are:

scheduling doing detailed work keeping close contact working with numbers working with systems Activities typical of this quadrant are:

planning
dealing with abstraction
thinking of new
approaches
innovating
working with ideas

TM

Activities towards the bottom of the Grid emphasize indirect involvement (with a task or with people). Activities towards the right of the Grid emphasize people rather than the tasks that people do.



Page 2: Your Interests

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.

People whose Asterisk lies in this quadrant like practical, hands-on activities more than you do. People whose Asterisk lies in People whose Asterisk lies in this quadrant like monitoring this quadrant like planning or controlling more or being creative more than you do. than you do.

TM

Your GREEN Asterisk shows that you like to:
sell or promote
direct people
motivate people
build agreement between people
persuade, counsel or teach



Page 3: Usual Styles

The Diamond is used to describe people's Usual Styles. Diamonds towards the top of the Grid describe more outgoing, forceful styles. Diamonds towards the left of the Grid describe more objective and detached styles.

Usual Styles in this Usual Styles in this quadrant: quadrant: friendly competitive decisive and energetic assertive frank flexible logical enthusiastic about new things **Usual Styles in this Usual Styles in this** quadrant: quadrant: orderly insightful concentrative selectively sociable cautious thoughtful insistent reflective optimistic

TM

Diamonds towards the bottom of the Grid describe lower-key styles. Diamonds towards the right of the Grid describe more subjective styles.



Page 4: Your Usual Style

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When you are working effectively, you are generally persuasive and insightful.



TM

Your GREEN Diamond shows that you are usually: responsive and independent flexible and enthusiastic

You also tend to be: selectively sociable thoughtful optimistic



Page 5: Needs

The Circle describes the kind of support or motivation you need to show your Usual Style. People with the Circle towards the top of the Grid respond best to those who are forceful and outgoing. People with the Circle towards the left of the Grid need for others to be detached and objective.

People with the Circle in this quadrant need for others to:

encourage group interaction offer clear-cut situations give plenty to do be direct and logical People with the Circle in this quadrant need for others to:

encourage competition be assertive allow flexibility introduce novelty and variety

People with the Circle in this quadrant need for others to:

encourage an organized approach permit concentration on tasks offer an environment of trust be consistent

People with the Circle in this quadrant need for others to:

offer individual support encourage expression of feelings allow time for reflection give time for difficult decisions

TM

People with the Circle towards the bottom of the Grid need for others to be low-key in approach. People with the Circle towards the right of the Grid respond well to an environment which encourages a subjective approach.



Page 6: Your Needs

The support you need to develop your Usual Style is described by the Circle. Your Circle is in the YELLOW quadrant. To be most effective, you respond best to people who are orderly and consistent.

People whose Circle lies in People whose Circle lies in this quadrant need more this quadrant need more clear-cut situations and individual incentive and a busier schedule than variety than you do. you do. People whose Circle lies in this quadrant need a more individually supportive environment than you do.

TM

Your YELLOW Circle shows that you are most comfortable when people around you: tell you the rules don't interrupt you unnecessarily are democratic rather than assertive encourage trust and fairness invite your input



Page 7: Stress Behavior

The Square describes your Stress Behavior -- your behavior when your needs are not met. People with the Square towards the top of the Grid may become too forceful and outspoken under stress. People with the Square towards the left of the Grid may become detached and analytical under stress.

Under stress, people with the Square in this quadrant:

find it hard to give individual support become impatient are "busy" for the sake of it dismiss others' feelings Under stress, people with the Square in this quadrant:

are easily distracted distrust others become domineering fail to follow the plan

Under stress, people with the Square in this quadrant:

become over-insistent on rules resist necessary change are reluctant to confront others may be taken in Under stress, people with the Square in this quadrant:

ignore social convention become indecisive find it hard to act see the worst possibilities

TM

People with the Square towards the bottom of the Grid may become withdrawn under stress. People with the Square towards the right of the Grid may become subjective under stress.



Page 8: Your Stress Behavior

Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant. When people don't deal with you the way your needs suggest, you may become inflexible and resist change.

Under stress, people whose	Under stress, people whose
Square lies in this quadrant	Square lies in this quadrant
become more impatient and	become more domineering and
insensitive than you do.	distracted than you do.
	Under stress, people whose Square lies in this quadrant become more over-sensitive and hesitant than you do.

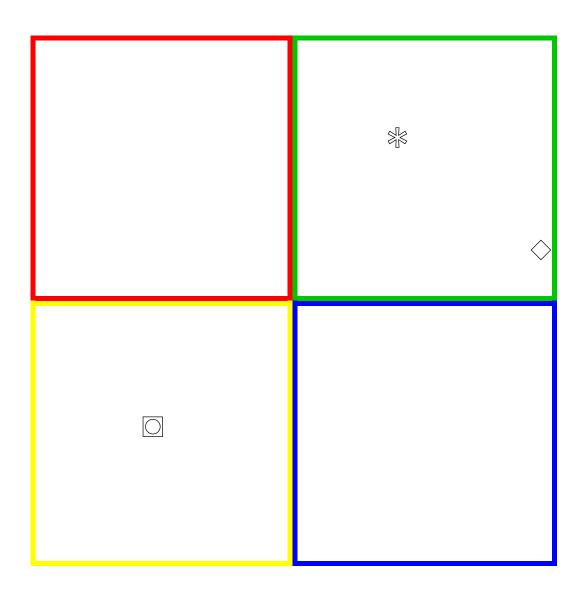
TM

Your YELLOW Square shows that your stress behavior may include your being: over-controlling resistive to change conforming quietly resistive rigid

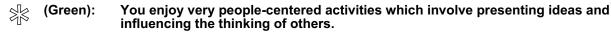


Page 9: Your Life Style Grid

This page provides a summary of the information presented in the preceding pages. The characteristics of your Asterisk, Diamond, Circle and Square are described below.



TM



(Green): When you are working effectively, you tend to be persuasive and insightful.

(Yellow): To be most effective, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.





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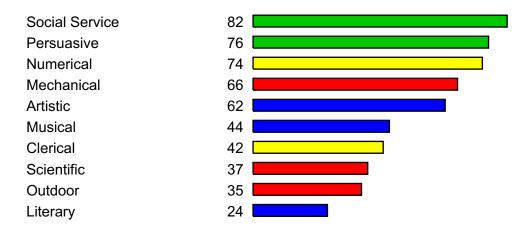


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Areas of Interest

The numbers listed below indicate percentile rank in broad **occupational areas** and give a **good indication** of the individual's occupational interest.



Persuasive - Persuasive interactions with others. Motivating others to accept ideas, actions or opinions through means of persuasion, reasoning or argument.

Social Service - Organized assistance and services to support and advance social conditions of the individual and community through social programs, agencies and organized religious involvement.

Scientific - Involvement in professions or avocations that assist others through research. Occupations in health services, technology and medical paraprofessionals, nutritional or pharmaceutical services involving scientific interests.

Mechanical - Hands-on work with a broad range of technical responsibilities from power-driven machine operations to high tech electronics. Interests may include design, maintenance, operation or repair of motors and machinery, power-driven or automated.

Outdoor - Hands-on work in an outdoor or natural environment. These activities can include physical or mental exertion outside of office confines. Some individuals score high because of environmental concerns.

Numerical - Combining numbers analytically and factually to arrive at practical, quantitative conclusions. Utilizing numbers in business bookkeeping, accounting and tax procedures.

Clerical - Being involved in administrative positions including recording, data processing, numeric detail and personnel functions that require predictable results and specific controls.

Artistic - Creating imaginative works of aesthetic value, expressing ideas artistically. Working or performing in the visual arts.

Literary - Creative interest in writing and in sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums and materials.

Musical - Involvement with music in its many forms. Interests may include melodies, compositions, attending concerts, supporting the musical arts, or simply appreciating music. Professional musicians would be expected to have a high degree of this interest.



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Strengths and Needs Graph

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Your Strengths And Needs

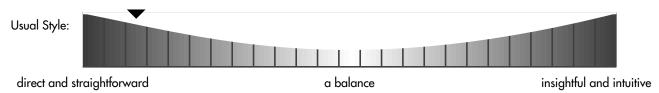
In personal relationships, work challenges, organizing, decision making and more, here's how you deal with everyday life. The following information can provide insights to deepen your understanding of how these factors operate in all your relational areas.

You gain knowledge about your usual style, considered your most effective style or your natural strengths. Very importantly, you also see how your needs determine your ideal work environment and your possible reactions when these needs are not met.

The Birkman Method® Strengths and Needs Report develops your own personal profile and guide to show you the most effective way to deal with:

- Relating to individuals, groups (and feelings)
- Handling schedules, systems, procedures, details
- Resolving conflict, authority issues and personal independence
- Decision making, inclination toward action, patience
- Risk taking, incentives, security
- Work place intensities, personal life commitments

These areas and others on the Strengths and Needs Report are designed in both verbal and graphic form (represented by 3 shaded bars) to provide information on your usual style, what you need in your ideal environment and which behaviors to try to avoid. An example of the first bar, Usual Style, is shown below.



Each of the three bars symbolizes a range of behaviors that increase in intensity as those particular behaviors move toward either end of the bar. The lightly shaded mid-range on the bar denotes behavior that is less intense and not as easily recognized. The arrow pinpoints your individual score on this spectrum.



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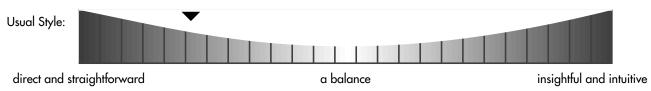
Strengths and Needs Graph

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Your Personal Strengths and Needs

One-on-One Relationships The Birkman word for this is *Esteem*



Your natural tendency is to be direct and straightforward in your personal relationships. Objectivity and frankness are among the considerable assets resulting from your ability to minimize self-conscious feelings.

STRENGTHS

- unevasive
- matter-of-fact
- frank and open



NEED: In the same way, you are most comfortable when others are frank and direct toward you. When being praised, you need to feel that the compliment is genuine and free of sentiment.

CAUSES OF STRESS: In the presence of shyness or evasiveness you are likely to feel uncomfortable. You do not respond well to subtlety from others, making it sometimes difficult for you to recognize their personal needs and feelings.



- reduced concern for others
- detachment
- tactless statements



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Strengths and Needs Graph

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Your Personal Strengths and Needs

Social Relationships The Birkman word for this is *Acceptance*



Among your considerable assets is your ability to think and reason independently of group pressure while at the same time recognizing the importance of group dynamics. As appropriate, you are able to be either independent or involved.

STRENGTHS

- balances group and private activities
- able to be alone
- able to be with others

Will Need:

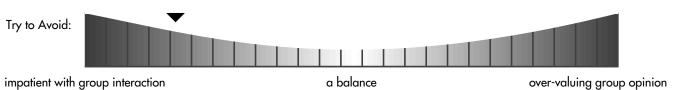
plenty of time alone or in small groups

a balance

to feel part of the group

NEED: In order for you to be really comfortable in group settings, it is important that you have plenty of time to yourself, with relief from constant social pressure. It is easiest for you to participate in groups when you identify strongly with their cause.

CAUSES OF STRESS: Without this identity of cause, or when the pressure to participate in group efforts becomes prolonged or intense, you are likely to feel impatient, perhaps even that time spent with the group is wasted.



- withdrawal
- impatience
- tendency to ignore groups



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Strengths and Needs Graph

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Your Personal Strengths and Needs

Organizing

The Birkman word for this is Structure



Focusing your attention on methods and procedures, you place great value on policies which have been tried and proven. You recognize the importance of attending to detail, being generally careful and thorough.

STRENGTHS

- systematic
- detail-oriented
- procedure-minded



NEED: Your activities should involve a balance of familiar and predictable situations with opportunities for expression of your initiative. In any case, it is important for you to maintain a sense of control.

CAUSES OF STRESS: When pushed to change your plan of action, you may experience more pressure than other people. Also, too much attention to details can cause you to lose sight of the broad objectives.



- de-emphasis on system
- over-controlling



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Strengths and Needs Graph

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Your Personal Strengths and Needs

Authority Relationships The Birkman word for this is *Authority*



You show a healthy respect for established authority, whether verbal or in the form of formal procedure and control. It is relatively easy for you to take charge and direct activities, and see to it that pre-arranged plans are executed.

STRENGTHS

- self-assertive
 - seeks to influence and excel
- enjoys exercising authority



a non-directive, democratic environment

a balance

to know who is in charge

NEED: From others, you need personal and clear instructions as to what they expect to have done. You respect people who appear to you to be natural authority figures, and expect them to enforce strictly the boundaries of authority.

CAUSES OF STRESS: You can easily lose your respect for those in positions of authority when it seems that they are having difficulty showing strength. Your morale and enthusiasm suffer in these situations.



failing to address issues of control

a balance

becoming domineering, controlling

- provocative statements
- undue assertiveness
- becoming bossy or domineering



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Strengths and Needs Graph

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Your Personal Strengths and Needs

Idealism and Realism The Birkman word for this is *Advantage*



By nature, you think in practical and competitive terms and are alert to methods that give you competitive advantage. You know how to handle people in practical matters and are resourceful in competitive situations.

STRENGTHS

- likes competition
- opportunity-minded
- resourceful



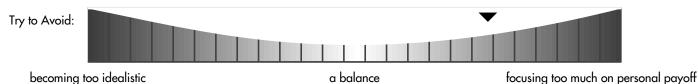
an environment based on trust

a balance

a means of measuring personal performance

NEED: However, your competitive skills are best put to use in situations that stress teamwork and opportunities to help others. The usefulness of your effort is just as significant to you as winning.

CAUSES OF STRESS: Assuming that others are less competitive than is actually the case can catch you off guard. You have a deep-seated idealism which can on occasion result in disappointment.



- being self-promotional
- becoming distrusting
- underestimating others



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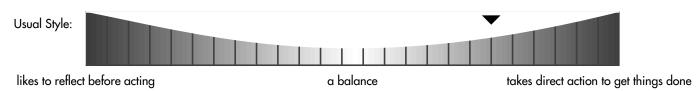
Strengths and Needs Graph

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Your Personal Strengths and Needs

Reflection and Action The Birkman word for this is *Activity*



Your high energy level affords you the considerable assets of vigorous and persuasive reasoning and a generally forceful and enthusiastic approach to everything you do. You find it easy to be physically active on a regular basis.

STRENGTHS

- enthusiastic
- energetic
- forceful

Will Need:

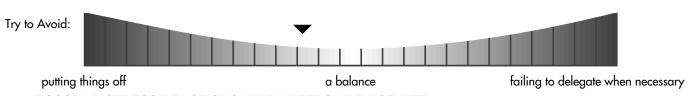
personal control over scheduling

a balance

a busy schedule

NEED: However, you prefer to be in control regarding the spending of your energies. It is best when your environment neither places the demands of a heavy schedule upon you, nor emphasizes thought and reflection to the exclusion of personal action.

CAUSES OF STRESS: External demands on your energies, either physical or mental, are likely to be frustrating to you. When you are denied the opportunity to balance planning with action, your naturally high energy level may result in unexpected fatigue.



- edginess
- feeling fatigued



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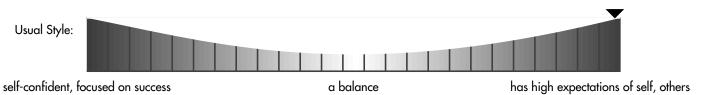
Strengths and Needs Graph

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Your Personal Strengths and Needs

Your View of Yourself The Birkman word for this is *Challenge*



More than most people, you tend to focus on your personal shortcomings rather than your strengths. As a result, you are able to take a great deal of pride in your accomplishments, and respond well to difficult or demanding tasks and goals.

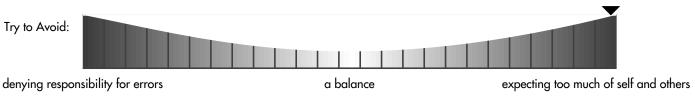
STRENGTHS

- driven
- strong-willed
- high expectations



NEED: You tend to place a lot of conditions on your personal acceptance, so establishing your worth is largely a matter of achievement. Personally challenging situations enhance your strengths.

CAUSES OF STRESS: You are likely too inclined to blame yourself for failure. On occasions you tend to think that renewed personal effort will resolve problems that may not be of your making in the first place.



- becoming too self-critical
- strong emotional tension
- feelings of inadequacy



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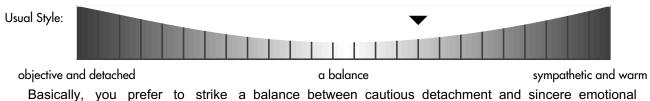
Strengths and Needs Graph

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Your Personal Strengths and Needs

Dealing with Emotions The Birkman word for this is *Empathy*



Basically, you prefer to strike a balance between cautious detachment and sincere emotional involvement. But you are able to move freely between those extremes, avoiding excessive emotionalism and complete detachment as well.

STRENGTHS

- objective, yet sympathetic
- warm, yet practical



an unemotional environment

a balance

an outlet for subjective issues

NEED: You need a similar balance in your surroundings. You are at your best in the presence of people who can combine logic and practicality with a certain amount of sympathy and understanding for personal feelings.

CAUSES OF STRESS: Extremes in other people are likely to put some pressure on your own moderation. Too much emotionalism from others can add to your anxiety and tension; while you may tend to magnify your own problems when others are too detached.



- dejection
- becoming too impersonal
- loss of optimism



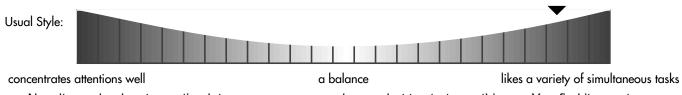
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Strengths and Needs Graph

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Your Personal Strengths and Needs

Dealing with Change The Birkman word for this is *Change*



Novelty and adventure stimulate you, as you are always alert to start new things. You find it easy to adapt to changes, and will even effect change from time to time to alleviate boredom.

STRENGTHS

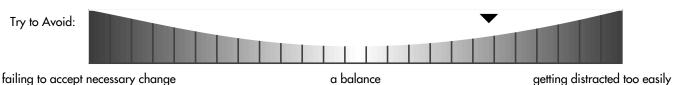
- takes changes in stride
- responsive and attentive
- adaptive

Will Need:

adequate notice of any change a balance plenty of different calls on attention

NEED: However, your environment must allow you the freedom of choice in order for you to get maximum benefit from your strengths. You are at your best in surroundings that encourage individual initiative so that you can determine your own routine.

CAUSES OF STRESS: Changes which are unexpectedly forced upon you may cause you to respond adversely. The flexibility which characterizes your strength may become a handicap under these conditions.



- difficulty controlling restlessness
- concentration problems
- resisting abrupt change



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Strengths and Needs Graph

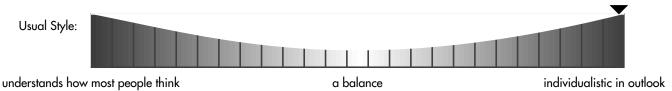
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Your Personal Strengths and Needs

Independence

The Birkman word for this is Freedom



You have a strong sense of individuality, characterized by your rather independent outlook. You are comfortable in situations that allow you to be spontaneous and self-expressive, and do not need strong approval from others to justify your thoughts and actions.

STRENGTHS

- inner sense of freedom
- individualistic
- spontaneous



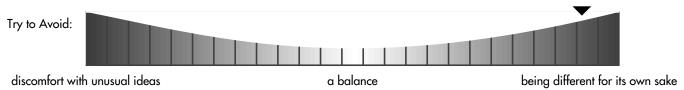
a predictable environment

a balance

opportunities for individuality

NEED: The notion that most people share your independent attitudes indicates that you have a greater-than-average need to sense support and encouragement of your personal freedom.

CAUSES OF STRESS: Since you are not necessarily bound by convention and precedent, you can easily over-react to situations which stress these things, becoming individualistic for its own sake and misjudging the thoughts and feelings of others.



- unpredictable behavior
- over-emphasis on independence
- too ready to blaze trails



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Strengths and Needs Graph

The Elkind Group

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Your Personal Strengths and Needs

Making Decisions The Birkman word for this is *Thought*



With one eye on the future and one eye on the present, you tend to make decisions in a moderate but effective manner. You are definitely not impulsive, but you also recognize that you don't have to have all the data before you can make a decision.

STRENGTHS

- thoughtfully decisive
- considers future and immediate consequences



NEED: The moderate nature of your decision-making style indicates that you can be comfortable handling situations that require quick judgments and decisions, and problems that are more complex, as long as sufficient information is available for consideration.

CAUSES OF STRESS: On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because youwant to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.



- delaying actions
- becoming too cautious

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Relating to People Individually

Prefers to be direct and straightforward and is matter-of-fact; and has a need for people to be frank and unevasive in return.

Relating to People in Groups

Likes to think and work independently and enjoys working alone; and needs to be free from constant social demands and group pressures.

Systems and Procedures

Prefers organizing work according to some definite plan and values system and order; but needs to be offered some opportunities for personal initiative as well as organizational support.

Direction and Control

Likes to be self-assertive and actively enjoys supervising and directing others; and needs opportunities for forceful self expression against a background of firm direction and control.

Teamwork and Individual Competitiveness

Prefers to be competitive and resourceful; but nevertheless needs in general assignments which encourage a trusting, team-based approach.

Preferred Pace for Action

Likes to be very active and displays a high energy level; but needs an environment that offers opportunity for reflection as well as stimulating action.

Demands of Work

Responds well to difficult and demanding tasks and goals; and needs the stimulus of personally challenging life and work situations.

Involvement of Feeling

Prefers to be sensitive and sympathetic to the feelings of other people; and needs the support of an environment that is genuinely sensitive to people's feelings.

Dealing With Change

Likes to introduce a good deal of variety and novelty into personal routine; but needs a minimum of such change imposed by the environment or by other people.

Personal Independence

Prefers to exercise personal freedom and be spontaneous and individualistic; and needs an environment that offers plenty of opportunity for independence.

Action or Reflection

Likes to consider all possible alternatives before committing to a decision; and needs to be offered plenty of time for decisions.



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JOHN Q. PUBLIC:

In working with others, he is straightforward; he is primarily independent, and given to a few close, personal relationships.

When giving or accepting direction, he is self-assertive. He enjoys debate and active, participative discussion.

As to *competitiveness* and *stamina*, he is competitive and bottom line oriented; he prefers warm, genuine relationships; he feels defeated and dejected when relationships go awry. He is very strong-willed, demanding, sometimes unconsciously oppositional.

When *organizing or planning*, he questions everything. He won't blindly follow instructions unless the wisdom of doing so is obvious; he must maintain a sense of personal freedom. Cautious and thoughtful but usually comfortable with making decisions. He needs more time and information for important decisions.

Suggestions for coaching JOHN Q. PUBLIC:

Keep communications direct and impersonal. Be as straightforward as possible when giving praise, almost matter-of-fact. *Esteem*

Capitalize on his willingness to play devil's advocate. Acceptance

- * Keep debates controlled and positive. Authority
- * Provide a balance of team and individual goals. Advantage

Address the positive sides of issues. Empathy

- * Provide him with difficult tasks, but help set reasonable, reachable goals. Challenge
- * Freely explain the reasoning in making changes. Change
- Steer away from situations that are confining, restrictive or regulated. Freedom

Lead with a balance of thoughtfulness and decisiveness but be sure he has time to think about important decisions. *Thought*

*Particularly significant; may impact other areas



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The Elkind Group

MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Planning:

POLICIES AND PROCEDURES

- Remains independent of group values and pressures
- · Applies authoritarian methods as base of company policy and planning
- · Ensures a high degree of personal achievement
- · Bases planning on individual prerogative

SETTING OBJECTIVES

Provides personal, emotional challenge with difficult, definite goals

IMPROVING OPERATIONS

- Encourages individual initiative and ideas in improvement planning
- Emphasizes personal direction of individuals
- Emphasizes individual thinking and an unstructured background for problem-solving

Preferred Style when Organizing:

ESTABLISHING RELATIONSHIPS

- Carefully defines respective boundaries of authority and encourages direct debate
- Exercises a loose control over liaison; emphasizes creative contribution of individuals

PROMOTING TEAMWORK

Organizes teams as loose confederations of individuals

COMPENSATING

Considers demanding work to be largely its own reward

ASSIGNING RESPONSIBILITIES

- Allocates tasks to individuals in each team, making them personally responsible
- Places precise limits on areas of authority when allocating responsibilities. Allocates to those willing to speak up
- Bases assignments on the assumption that good staffing is a highly complex and demanding process



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MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Organizing (cont.):

DELEGATING

Formally defines chain of command by personal, one-on-one delegation of responsibility

IMPLEMENTING

- Initiates action with the support of superior authority
- Sets projects in motion without concern for the status quo

Preferred Style when Directing:

COMMUNICATING

Emphasizes personal authority and influence in communicating

MOTIVATING

- Views teams as separate from personal effort
- · Gives individuals close, firm direction
- Motivates employees by demands of emotionally challenging tasks
- Allows employees to express individuality without undue structural constraints

NEGOTIATING

- · Emphasizes face-to-face debate, gaining edge on opponent
- Combines ability to hold firm position with awareness of personal deficiencies
- Places emphasis on being individualistic and unorthodox in dealing with opponents

CORRECTING

- Regards problems as the result of individual mistakes
- Solves problems by open debate and airing of disagreement and conflict
- Sees own mistakes and encourages remedial action

DEVELOPING PERSONNEL

Gives personal assignments and rewards



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MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Directing (cont.):

- Achieves effective performance as a by-product of high morale coupled with high expectations
- Emphasizes uniqueness, individuality and diversity

Preferred Style when Controlling:

REVIEWING PERFORMANCE

- Makes outspoken evaluations of performance
- Views performance in terms of ability to respond positively to difficult, emotionally challenging situations

DISCIPLINING

- Enforces rules on an individual level
- Defines and limits freedom by imposing authority directly

SETTING PERFORMANCE STANDARDS

- Evaluates individual responsibility and initiative when setting standards and determining expected compliance
- Sets up a standard of performance that demands strong personal response

CONTROLLING COSTS

Evaluates procedures rigorously to determine better ways of doing things

REPORTING

- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis
- Assesses individuals on the basis of unique contributions to the corporate effort

MAINTAINING QUALITY/QUANTITY PERFORMANCE

- Maintains performance by personal face-to-face supervision
- Focuses attention on high, but realistic, standards of service and performance

MANAGING CHANGE

 Takes appropriate individual action when changes in circumstances necessitate it



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The Elkind Group

MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Controlling (cont.):

· Allows employees to adapt themselves individually to changes in circumstances