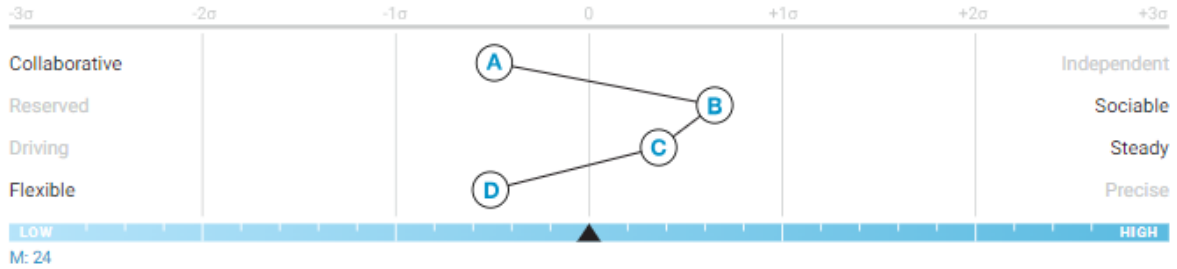




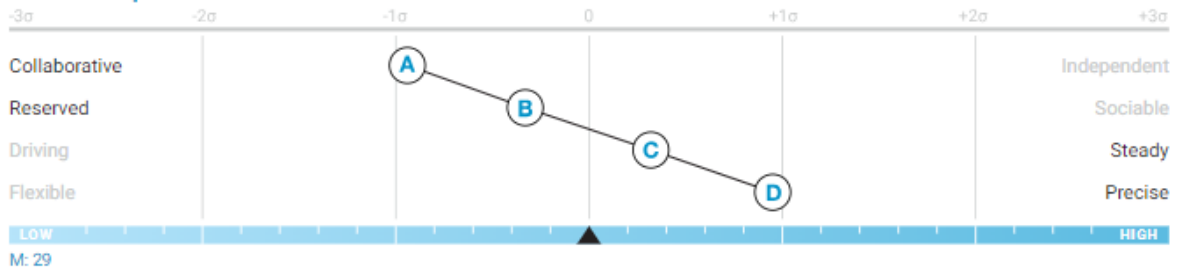
Collaborator

A Collaborator is a friendly, understanding, willing and patient team player.

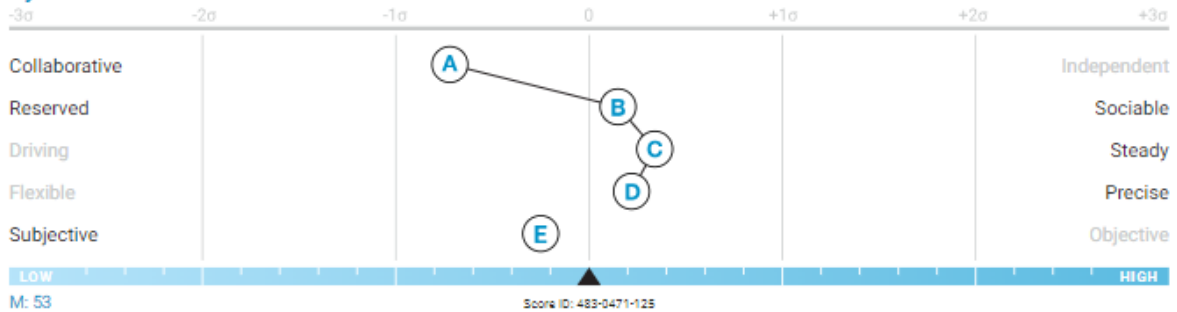
Self



Self-Concept



Synthesis



Strongest Behaviors

XYZ will most strongly express the following behaviors:

- Socially informal, extroverted, and outgoing; gets familiar quickly. Communicates in an uninhibited, lively, and adaptable manner, drawing others into the conversation.
- Interested in people, building relationships, and teamwork rather than technical matters. Affable, optimistic, and easily trusting.
- Focused on goals and the people needed to get there, not details or plans; frequently delegates details.
- Socially-focused, naturally empathizes with people, easily seeing their point of view or understanding their emotions. Positive, non-threatening communication.
- Teaches and shares; often working collaboratively with others to help in any capacity.
- Accommodating; most comfortable working with others, often puts team/company goals before personal goals. Promotes teamwork by actively sharing authority.
- Relative persistence as goals are pursued; keeps at it even when problems pop up. Steady, slower to change.
- Somewhat casual with rules. More focused on the goal than how to get there; delegates some of the implementation details.
- Generally takes each day as it comes, greeting it with few worries and relaxed demeanor, particularly if there's some predictability involved.

Summary

XYZ is a warm, informal, outgoing, and congenial person who gets along comfortably with most people, meets new people easily and enjoys doing so, and works as well in group situations as well as one-on-one. A persistent, eager helper; has the kind of comfort with intangibles required to do work requiring an intuitive understanding of others' viewpoints and feelings.

This individual is able to reach and stimulate others while being aware of and sympathetically interested in their needs. Unselfish and derives satisfaction from doing things for other people and being liked and appreciated by them for doing so.

Patient and relaxed; is a particularly tolerant and understanding listener. People find this individual easy to talk to and feel no pressure or impatience from this rather easygoing, accepting person. Listens non-judgmentally, and can understand many different sides of an issue. Their unselfish and uncritical interest in others is helpful in developing and maintaining personal relationships. XYZ "wears well" in repeated contacts, thinks of others first, and will often put their needs and interests before their own. Driven to help others, including company management, colleagues, direct reports, or customers.

Informal and a little offhand in style; fairly casual about the exact standards or policies of the company's book or the precise accuracy of the details of their own work, preferring to delegate details rather freely, with loose follow-up. Has the kind of patience required to

focus steadily on a consistent process over long periods of time and work which should primarily involve contact and communication with people rather than precise handling of details. While this individual is low-key in developing contacts with people, they're cheerfully persistent in doing so.

XYZ is a stable person who functions best when working in a familiar environment among familiar people and would be less effective if required to work in frequently changing situations or conditions. While a fairly flexible person, they require time and cooperation to digest, practice, and adapt to change or new situations.

Unassuming, cooperative, agreeable, and particularly socially-focused; their understanding of others, and ability to get along well with them, are strong qualities. They are much less effective with complex work of a technical nature which requires exactness and accuracy with details. They can be very effective in situations that require frequent contact with others, communicating and collaborating, and understanding different viewpoints.

Management Style

As a manager of people or projects, XYZ will be:

- Focused on developing and maintaining harmonious relationships within a stable, consistent organization
- Willing to delegate authority and details; follow-up will be quite friendly and very casual; manages by walking around – trusting that those that have been delegated to have followed-through
- Gregarious and outgoing; sympathetically interested in and trusting of others; a good listener and a lenient, understanding manager
- Informal and cavalier; more interested in stimulating and motivating others than being concerned with precise details or complex tasks
- Patient in dealing with routines and repetition, particularly those involving people; comfortable with day-to-day operations.

Influencing Style

As an influencer, XYZ will be:

- Eager to connect with others individually; looks forward to meeting new people and enjoys "small talk" of getting to know someone; converses well with a wide variety of people
- Unassuming, relaxed, and service-oriented; will read others' needs well and be helpful in finding a mutually beneficial solution
- Engaging and persuasive; ready to talk about well-known people or companies using their idea or concept
- Unlikely to rush or pressure others – "they will agree when they are ready"
- Focused on building the relationship first and foremost; less concerned with the technical specifications of how it works or the complications of implementation

- Flexible and agreeable; comfortably works with many different kinds of people, adjusts language and approach spontaneously, and finds mutually beneficial solutions.
- Better at influencing others about intangibles such as ideas or concepts.

Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing XYZ with the following:

- Opportunities for frequent communication and contact with others, particularly in a helpful or collaborative position
- Well-defined work routines that are consistent and predictable
- Thorough training in each job assignment, with ample time for practice
- Support and encouragement from management, peers, or trusted advisors
- A flexible environment that takes advantage of their ability to understand others, their opinions, or feelings
- Social recognition.