

Personalised Description and Success Strategies

- Approach to Managing Others

Respondent Name

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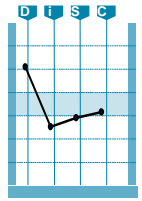
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How Respondent Tends to Manage

This section describes how Respondent may tend to manage based on his natural behavioural tendencies. Some of these key management behaviours may have been modified due to life experience and Respondent's values system and, therefore, represent only potential behaviours. Some of the behaviours may appear contradictory as they represent the different behavioural tendencies that comprise Respondent's style. Review and discuss the list, determining which behaviours are most effective in this management environment.



Developer

Communicating

- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social niceties
- May be perceived as blunt, cold, or uncaring

Delegating

- Tends to delegate to others the responsibility for follow-through on details
- May be so non-specific and results-oriented in assigning tasks that others have difficulty finding out how to do it
- May have difficulty delegating authority to go with the responsibility because he wants to maintain control

Directing People

- Tends to tell people what to do in a forceful, direct manner
- Likes to control the results
- May be so direct and forceful that people have difficulty asking questions, clarifying understanding, and pointing out potential problems



How Respondent Tends to Manage

Developing People

- Tends to put people to work right away believing that "hands-on" involvement on the job is the best way to learn
- Prefers self-initiating, self-directed learners and tends to be impatient with having to provide instruction
- Values practical experience highly

Decision-Making

- Tends to be quick, decisive, independent, and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May fail to consider long-term consequences and fail to include all factors in complex situations

Managing Time

- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow him to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share his sense of urgency or work at the same fast pace

Problem-Solving

- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of his impatience and desire for immediate solutions



How Respondent Tends to Manage

Motivating Others

- Tends to create competitive challenges
- Sets short-term goals and recognises achievement of results