

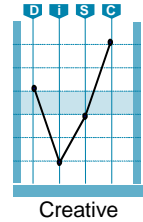


Respondent Name
Saturday, May 13, 2006

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All people are not the same. A strategy that works very effectively with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly in both time and emotion. This section provides a starting point for developing strategies based on Respondent's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key behavioral area, you can develop an effective plan for creating a positive relationship with Respondent.



Creating a Positive Climate for Respondent

- Create opportunities for her to demonstrate her expertise
- Validate her efforts at achieving results that meet her standards
- Provide situations where her logical and systematic efforts will contribute to long-term success
- Accept that she may be reluctant to express her feelings
- Provide her opportunities for private time
- Accept that she may be quiet and observant in social situations
- Provide opportunities for her to talk knowledgeably with others about a specific subject
- Accept her need to be "right" and her distress at mistakes, especially her own
- Provide choices for activities, letting her make the decision
- Allow her to direct the efforts of others
- Accept her need to compete and win
- Give your undivided attention to her interests
- Direct more attention to getting results than discussing emotions
- Accept her need for variety and change
- Let her set the pace for activities

How to Communicate with Respondent

- Respondent tends to prefer communication to be somewhat formal in new situations, avoiding personal references and discussions
- She tends to be matter-of-fact, preferring a logical presentation of information rather than emotional expressions
- She may have difficulty storing information that conflicts with her perception of how things should be
- Check for points of disagreement or misunderstanding
- She may aggressively question the information presented in an effort to reconcile conflicting sources of information
- Respond to the questions with specific information in a nondefensive manner
- Respondent tends to prefer to have time to process new information before responding
- Respondent tends to prefer direct, to the point communications without a lot of time spent on social chatter
- Be prepared to Listen to her ideas before moving on to other topics
- Tends to practice selective perception, only hearing and/or remembering that with which she agrees
- Consider checking at end of discussion to make sure everything was heard, and stored in memory, by asking her to repeat what she heard

How to Compliment Respondent

- Use concise, accurate, specific statements, preferably in private
- Compliment her competence in a specific skill area
- Praise her continued commitment to meeting high standards
- Compliment her tactful, discrete or subtle approach to difficult situations
- Acknowledge her ability to remain calm and detached in emotionally charged situations
- Recognize the value of her insightful thinking in complex situations
- Validate her use of logic in handling problems
- Use brief, direct factual statements
- Focus on her achievements, and her demonstrated leadership abilities
- Acknowledge her ability to take charge of a difficult situation
- Compliment her ability to take risks, to set precedents

How to Compliment Respondent (Continued)

- Recognize the unique or innovative nature of her thoughts, ideas and/or actions
- Acknowledge her ability to get the maximum results with the minimum investment of time and effort

How to Provide Feedback to Respondent

- Take time to reduce her potential defensiveness by acknowledging her areas of competence
- List specific behaviors and the consequences of those behaviors
- Keep the discussion factual, accurate, logical, and impersonal
- Specify needed change, explaining why the change is necessary
- Solicit her thoughts about the solution
- Provide her an opportunity to think about the situation before responding
- Let her develop a strategy for change before committing to a specific course of action
- Disengage from right/wrong discussions
- Get a clear commitment from her for specific actions within a defined time frame, with a date for a follow-up discussion
- Focus discussion on obstacles to achieving results and how she can eliminate them
- Discuss desired changes in her behavior in terms of potential impact on results
- Describe current negative consequences from her behavior and request solutions
- Keep feedback factual, neutral and nonjudgemental
- Reduce her defensiveness by focusing solely on actions and consequences
- Disengage from right/wrong debates
- Keep discussion focused on actions, rather than motives or intentions

How to deal with Respondent in Conflict

- Respondent initially may withdraw from open conflict, but she can become aggressive
- State the issue calmly, logically, factually, citing specific behavior or situations
- Reduce her defensiveness by acknowledging her thoughts, without reacting defensively, by saying "I can see your point"

How to deal with Respondent in Conflict (Continued)

- Listen to her thoughts, then re-direct the discussion to the current issue
- Minimize time spent discussing all the factors contributing to the issue in the past by focusing on what is going to be done right now to resolve the conflict
- Counter statements of blame or attack by acknowledging that you heard what she said, and, without discussing it, move back to the issue under discussion
- Counter critical statements about your behavior by acknowledging that your behavior may have been less than perfect, without becoming defensive
- Ask what she needs to resolve this conflict on a win/win basis
- Acknowledge her need to take some time to think about the situation before she can respond
- Affirm that your intent is to resolve the conflict, not to criticize or attack her personally
- Counter her tendency to use passive resistance as a form of indirect aggression by asking her to state specifically what she intends to do and when
- Establish clearly what you both understand to be the next step in this situation
- Affirm that you value her thoughtful, insightful approach to the situation and her desire to resolve the issue on a reasonable, equitable basis
- Respond to her need to think about the situation and to process the issues by scheduling a time in the near future where you would be willing to review the situation more formally, with more depth, allowing her time to prepare her thoughts
- Respondent may tend to take a direct, aggressive approach, resulting in an "I win, you lose" outcome
- Acknowledge her logic or reasoning by saying "I can see your point" or "I can see the logic in your thinking"
- After acknowledging her thinking, calmly restate your point
- Disengage from right/wrong debates by acknowledging the differences between the two of you, without judgement
- Accept that the only workable, win/win solution may be to agree to disagree
- Counter blaming statements by refocusing on the issue and what corrective action is going to be taken
- Resist any impulse to retaliate with blaming, attacking or sarcastic comments
- Reduce your defensiveness when attacked and acknowledge any error on your part
- Use open-ended questions (how, what, where, when, who) to define the real issues in the situation
- Ask her what it is that she really wants as an outcome

How to deal with Respondent in Conflict (Continued)

- Call a time-out if emotions escalate to high levels of aggression or hostility, scheduling a time to continue the discussion
- Conclude the discussion with a summary of what each person has committed to do to resolve the conflict

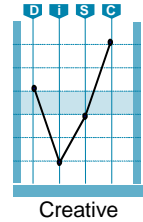
How to deal with Respondent's Problem-solving Style

- Respondent tends to prefer an analytical, systematic approach to solving problems, considering all contributing factors and possible consequences
- She may need to be coached on alternate problem-solving techniques for problems that need more immediate solutions
- She tends to want to find a perfect solution
- She may need help in developing a workable solution rather than a perfect solution
- Respondent tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
- She may need to be directed toward considering the long term consequences of the decision
- She may need coaching in handling complex problems due to her natural tendency to over-simplify in a rush for immediate results

How to Deal with Respondent's Decision-making Style

- Respondent tends to approach decision-making in an analytical manner, calculating risks and potential payoffs
- She may want more time to gather information
- Discuss what are appropriate amounts of time to spend in analysis
- Assist in setting a time limit for a decision
- Respondent can get bogged down in "what-if" concerns
- She may need reassurances on what the personal consequences of being wrong will be
- Respondent tends to be a quick decision-maker
- She may need to be encouraged to take enough time to gather sufficient information and consider possible consequences before making decisions
- Point out the benefits of taking more time in terms of improved results

This section describes how Respondent may tend to relate to other people and her environment based on her natural behavioral tendencies. Some of these behaviors may have been modified or eliminated by Respondent due to her life experiences and her values system. Therefore, some items may represent only potential behaviors. Additionally, some of the behaviors may appear to be conflicting because of the range of responses possible for Respondent, given the nature of her behavioral style. Review, discuss, and revise the list as appropriate.



How Respondent Tends to Communicate

- Tends to be reserved, precise and detached when communicating with people she does not know well
- Tends to use logic and data to persuade others rather than using emotional appeals
- Tends to use formal, written communication, documenting discussions in situations where there has been misunderstanding or conflict
- Prefers a reserved, impersonal, business-like approach in communications when dealing with people other than close co-workers
- May be perceived by others as cold, detached and uninvolved due to her lack of verbal or non-verbal expression
- Tends to be uncomfortable with other people's emotional displays, preferring to remain detached and restrained in expression
- May be more comfortable expressing negative emotions (such as anger, displeasure, disappointment, criticism) rather than positive emotions
- Tends to be uncomfortable verbally expressing positive emotions, such as joy, affection, happiness
- May prefer to write a note or letter to more completely express her sentiments
- Tends to be slow to trust, or to reveal personal information until the other person has proven their worthiness
- Prefers to have one or two close, long-term friends as confidants
- Can be quite verbal and expressive with close friends
- Tends to be sarcastic in her expressions, using a sometimes scathingly dry wit
- May enjoy engaging in verbal repartee in situations where she is comfortable
- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- Tends to tell others what to do, without being asked to do so

How Respondent Tends to Communicate (Continued)

- May be so direct and forceful in communicating that others have difficulty asking questions, clarifying understanding, or pointing out problems
- May be perceived by others as blunt, cold, or uncaring because of her brief communication style
- May have difficulty expressing positive emotions, even though she feels them
- Tends to assume that others know how she feels, especially if she told them once in the past
- May be more comfortable in expressing her feelings through actions, assuming that others can decode the message
- Tends to be comfortable in expressing anger, sometimes using anger when sadness, hurt or fear would be a more accurate expression of her true feelings
- Tends to be impatient, have difficulty listening to long narratives, preferring people to "get to the point"
- Tends to be a selective listener, hearing and storing information as it fits her perception
- Tends to be uncomfortable with other people's emotional displays, wanting to "fix" the situation or deal with it more "rationally"
- May tend to undervalue the importance of frequent, quality communication in maintaining work relationships

How Respondent Tends to Make Decisions

- Tends to be a careful decision-maker, gathering information and assessing possible risk before making decisions
- May want to defer risky decisions to others or at least get an expert opinion
- May get stuck in information-gathering and analysis due to her fear of making the wrong decision
- May get paralyzed by "what if" scenarios
- May experience high levels of regret and self-criticism over past decisions
- Tends to review past experiences to find a more perfect, fail-proof process for making decisions
- Tends to be quick, decisive, independent and firm
- Tends to be bottom-line oriented, assessing the short-term impact

How Respondent Tends to Make Decisions (Continued)

- May tend to take higher risks than are comfortable for others, believing that the potential for big payoffs justify the risk
- May fail to consider long-term consequences and fail to think through all the factors in complex situations

How Respondent Tends to Manage Time

- Follows a systematic approach, taking pride in finding unique, efficient techniques that produce high quality results
- May be critical of others who do not use a systematic approach
- Tends to have high standards and may spend more time gathering information and perfecting results than is justified
- May have difficulty managing time because of her perfectionism
- May have difficulty delegating to others because no one else can meet her standards
- May need to develop new standards for her performance that are more appropriate to current conditions and the demands on her time
- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow her 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 her sense of urgency or move at the same fast pace
- Tends to be impatient with others who desire a more leisurely pace

How Respondent Tends to Solve Problems

- Tends to use an analytical approach to solving problems, considering many variables in developing the solution
- May be very effective in solving complex problems but may spend too much time analyzing simple problems
- Tends to use information systems to anticipate problems
- Tends to want the perfect solution and may lose sight of other realities such as deadlines

How Respondent Tends to Solve Problems (Continued)

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

How Respondent Tends to Handle Stress

- Experiences moderate to high levels of stress as a result of trying to meet her own standards
- Tends to be driven to achieve perfection, resulting in a chronic state of frustration with herself and others
- Tends to be worried about adequately preparing for the future, spending time thinking through contingency plans
- Tends to perceive the world as a somewhat hostile environment, requiring vigilance on her part to ensure that things go "right"
- Needs private time to relax and process her thoughts and feelings about the events in her life
- May become hostile and critical when overloaded, being driven by an inner inability to rest until everything is done "right"
- May have difficulty shutting down her internal critic in order to get some rest
- Tends to seek out demanding, challenging, fast-paced environments and may not notice the negative impact on her health or relationships
- Tends to perceive the environment as being somewhat antagonistic, requiring an aggressive or defensive stance on her part
- May be so strongly driven to achieve results that she fails to set realistic limits for herself
- May need to work on letting go of the need to control her environment and other peoples' actions in order to reduce her stress
- May have difficulty taking adequate time to recover from illness or injury due to a self-imposed sense of urgency
- May choose a high level of variety and change, finding predictable routines more stressful than change