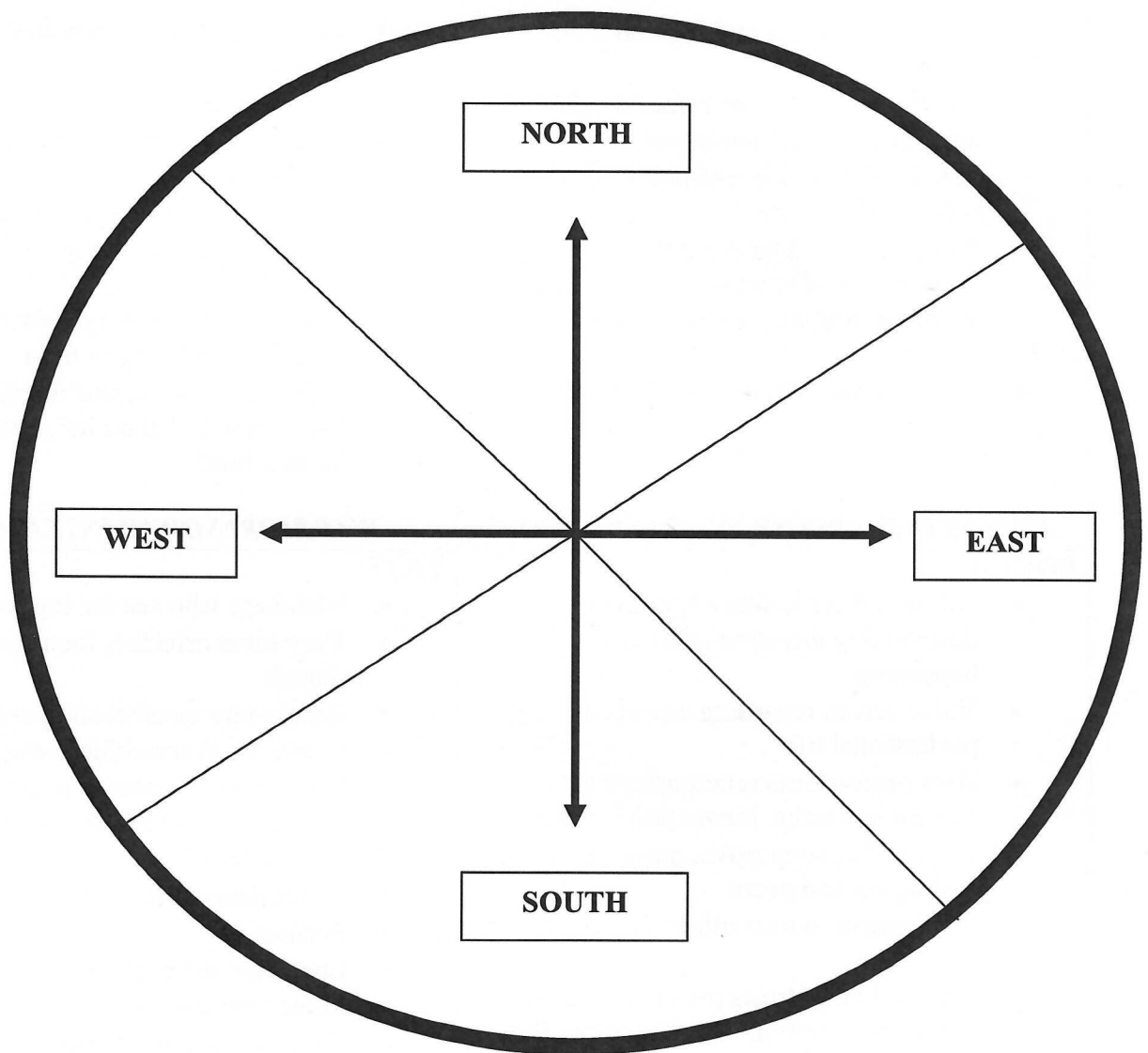


Personal Style Compass



Personal Style Compass: Understanding Work Styles

WEST • Seen as practical, dependable, and thorough in task situations • Helpful to others by providing planning and resources • Moves carefully and follows procedures and guidelines • Uses data analysis and logic to make decisions • Weighs all sides of an issue, is balanced • Introspective, self-analytical • Careful, thoroughly examines people's needs in situations • Works well with existing resources – gets the most out of what has been in the past • Skilled at finding fatal flaws in an idea or project • Value words: “details” and “objective” <i>ANALYST*TRADITION*SPIRIT*ORANGE</i>	NORTH • Assertive, active, decisive • Likes to be in control of professional relationships and determine course of events • Quick to act, expresses sense of urgency for others to act now • Enjoys challenges presented by difficult situations and people • Thinks in terms of “bottom line” • Likes quick pace and fast track • Courageous • Perseveres, not stopped by hearing “NO,” probes and presses to get at hidden resistances • Likes variety, novelty, new projects • Comfortable being in front • Values action-oriented words, phrases “do it now”, “I’ll do it!”, “what’s the bottom line?” <i>WARRIOR*NOW*WINTER*GREEN</i>
SOUTH • Allows others to feel important in determining direction of what’s happening • Value driven regarding aspects of professional life • Uses professional relationships to accomplish tasks, interaction is primary • Empathetic, supportive, nurturing to colleagues and peers • Willingness to trust others’ statements at face value • Feeling-based, trusts own emotions and intuitions; intuition regarded as “truth” • Team-player, receptive to other’s ideas, builds on ideas of others, noncompetitive • Able to focus on present moment • Value words: “right” and “fair” <i>NURTURER*PRODUCER*SUMMER*PLAN</i>	EAST • Visionary who see the big picture • Very ideas oriented, focus on future though • Insight into mission and purpose • Looks for overarching themes, ideas • Likes to experiment, explore • Strong spiritual awareness-attuned to “higher level” • Appreciates a lot of information • Persuasive • Energetic, brainstormer • Likes newness • Turns resources into new ideas/products • Value words: “option” and “possibility” <i>EXPLORER*FUTURE*SPRING*YELLOW</i>

Personal Style Compass: Suggestions on Working With a...

WEST • Allow plenty of time for decision making • Provide data- objective facts and figures a person can trust • Don't be put off by critical "NO" statements • Minimize expression of emotions, use logic when possible • Appeal to tradition, sense of history, correct procedures	NORTH • Present your case quickly, clearly, and with enthusiastic confidence • Let them know how they will be involved – their payoff and their role • Focus about the "challenge" of the task • Provide plenty of autonomy • When establishing timelines, stick with them • Give positive public recognition • Use them in task requiring motivation, persuasion, initiative
SOUTH • Remember process, attention to what is happening in the relationship feelings between you right now, is of primary importance • Needs to feel decisions are ethically right- justify decisions around values, ethics, the right thing to do • Appeal to relationships between you and this person, this person and others • Listen hard and allow the expression of feeling and intuition in logical arguments • Easily steamrolled, be aware this person may have a hard time saying "no" to you • Provide plenty of positive reassurance and likeability • Let the person know you like them personally and appreciate them	EAST • Show appreciation and enthusiasm for ideas • Listen and be patient during ideas generation • Avoid critical judging statements of ideas • Allow and support divergent thinking • Provide a variety of tasks • Provide help and supervision check – points on detail and project follow-through

Personal Style Compass: Pitfalls When Styles Are Taken to Excess

WEST • Can be bogged down by information, analysis paralysis • Can become stubborn and entrenched in position • Can be indecisive, collect unnecessary data, mired in details • May appear cold, withdrawn, with respect to other's working styles • Tendency towards watchfulness, observation • Can remain withdrawn, distanced • Resists emotional pleas and change	NORTH • Can be bogged down by need to press ahead, decide, seem to not care about process • Can get defensive quickly, argue, try to out expert you • Can lose patience, pushes for decisions before its time • May get autocratic, want things their way, ride roughshod over people in decision making process • Sees things in terms of black and white, little tolerance for ambiguity • May go beyond limits, gets impulsive and disregards practical issues • Not heedful of other's feelings, may be perceived as cold • Have trouble relinquishing control – find it hard to delegate, “if you want to do something right, do it yourself!”
SOUTH • Can be bogged down when believe relationships, needs of people, are being compromised • Has trouble saying “no” to requests • Internalizes difficulty and assumes blame • Prone to disappointment when relationship is seen as a secondary to task • Difficulty confronting, dealing with anger, may be manipulated by anger • Easily taken advantage of • Immersed in present, loses track of time • Immersed in NOW, may not see long-range view	EAST • Can be bogged down by lack of vision or too much emphasis on vision • Can lose focus on tasks • Poor follow through on projects • May become easily overwhelmed • Not time-bound, may lose track of time • Tends to be highly enthusiastic early on, then burn out over the long haul • Can develop a reputation for lack of dependability

My Working Style is:

Gifts that I can bring to our effort include:

Special knowledge that I have:

Connection that I can bring to our efforts:
