

Management Report

Name: Tony Sample

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They are in the top third of the population in terms of reasoning speed. Their ability to project the consequences of actions quickly is the basis for strategic thinking. As a manager, they will generally be more focused on strategic and long term issues rather than on the more immediate or tactical decisions. It is also probable that their grasp of abstract concepts will be faster than that of the average person. They must translate these concepts into practical applications for them to be understood by most members of their work group.

In training situations, they will learn more quickly than the average manager will. In most formal training programs, they may feel that the pace of the class is too slow. It is important that they use their advantage of learning speed to focus on more application of the training information that is provided instead of wanting more information. In training situations that allow for individual pacing, they should be allowed to progress at their own pace, although still focusing on application.

This faster learning and reasoning speed enables them to solve problems quickly. This is well-suited for management positions that involve dealing with a constantly changing field of problems. This problem solving ability essentially involves their faster projection of the consequences of their choices. This also allows them to think of a wider range of alternate solutions. This focus on the strategic issues can be a problem at times when the tactical issues are more critical. They see so clearly where things need to be that they may overestimate the challenges and obstacles of the moment. Businesses must have a clear vision of where they are going, but it is equally important to deal effectively with the needs of today. It is important that they have good tactical thinkers to support them in this area. It is also important that they supply others with the trail of reasoning that supports their vision. A faster learning speed allows them to essentially take shortcuts in their thinking that may not be apparent to others. This can even lead others to view their thinking as incomplete or impulsive, since their logic is not clear to them.

They process information faster than the average person does, so it is critical that they understand their inherent communication problem. They tend to communicate information faster than the average person can absorb it. It is essential that they learn to slow down and match their delivery to their audience. It is a good thing to encourage their listeners to ask questions often, and they should continually confirm that what they heard is what they intended. They must also ensure that their instructions are complete, providing all of the information and reasoning necessary for others to do their jobs.

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It is important that they recognize that much of every management job involves the consistent application of proven processes. It is easy for them to become bored with this routine if the job lacks sufficient challenges for them. They must look for some challenges in outside interests or hobbies in order to balance the necessary routines of their job.

They have a wonderful capacity to deal with change, and most management or supervisory positions require that characteristic. This natural flexibility enables them to work comfortably in an unstructured or undefined role. When presented with new or unexpected problems, they are generally able to improvise creative solutions from the available resources. Their employees value their receptivity to new ideas and they are usually in search of a better way to do just about everything. Others can see their extreme flexibility as inconsistency, but for them, exceptions always seem to be the rule. Unfortunately, this ability to “fly by the seat of their pants” encourages them to operate well outside the normal procedures of the business. While employees appreciate their innovative attitude and in fact, welcome many of their improvements, too many improvements instituted too quickly suggest a lack of direction. Most employees seek at least some stability in their environment, and it is important for them to recognize the consequences of too many good ideas. The introduction of some degree of structure for some of the more repetitive elements of their job will allow them to focus their considerable creativity on the most areas.

Enthusiasm sells, and they can communicate a high degree of enthusiasm for their ideas. This is a powerful tool in managing and supervising others, as most people want to follow leaders who appear to be dynamic and exciting. They find it easy to talk to employees, and therefore can present their ideas much more easily than the average person. Employees will value their willingness to talk with them and spend time with them. They are a bit of a risk-taker and enjoy having a bit of adventure in their life. Depending on their other personality traits, this can be provided in many ways, from a carefully calculated business venture to an untried solution to a new problem. It is much easier for them to talk to employees than it is to listen. Often a manager’s greatest contribution to solving an employee problem is to simply listen to the employee express their version of the situation. The moments of silence that allow that to happen feel quite uncomfortable to them, and while the employee is talking they will be preparing their next comments. Even though their advice may be accurate and well-meant, employees may feel that they are not really hearing their problem. Taking notes as others talk is a good way to self-manage their listening skills. At times, they can become caught up in their own enthusiasm, causing them to exaggerate or over promise. It can also be difficult for employees to determine their priorities with their widespread excitement. It is important for them to recognize when to moderate and when to heighten their level of enthusiasm. They also prefer to be around other people most of the time. Be aware that too much socializing can create a familiarity with employees that can complicate discipline issues.

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As a manager or supervisor, they are decisive, stating their opinions directly. Employees always know where they stand and there is little ambiguity in their communication. They take charge of situations, feeling more comfortable when they are in control of the situation. They also deal with discipline problems directly, even under difficult circumstances. It is not in their nature to avoid confrontations. Within many organizations, managers must operate within a political environment, frequently using tact and diplomacy to deal with controversial or sensitive issues. Too often they forego that tact and diplomacy, choosing to speak bluntly and openly. Despite the truth of their statements, this may not be effective in many business situations. At the extreme, they can be argumentative, with their aggressive stance on issues fostering confrontation with other assertive people. Control is very important to them, and therefore it is difficult for them to rely on others. As a manager, employees may feel that they do not accept ideas from others, seeing their way of doing things as the only one. This tendency makes it very easy for them to become overwhelmed by a multitude of tasks of which many should be delegated to others.

They are a fierce competitor, and as a manager or supervisor, they will push to have the best record, best region, fastest this, or biggest that. They simply want to win, whatever the game. Their employees will appreciate their competitive spirit as long as they also understand the rules of the game. They will foster individual competition among their employees, and prize contests and score keeping are common tools of their management style. It is easy for them to be drawn into competition with their own employees. Managers and supervisors walk a fine line between being role models with superior skills and being teacher/coaches. At its best, competing with employees compromises the coaching process. The manager's ultimate goal is to win through others, not over others. Many times this competition consists of simply offering improvements to every idea they hear or suggesting a better way of doing things to virtually everything they see. Although well-meant, such habits serve to undermine the employees' self confidence. It is important to channel their competitiveness into appropriate channels that contribute to the harmony of the overall group. They must also recognize that those people who interpret teamwork as more of a collective effort will view individual competition as counterproductive, and will not be motivated by the same type of individual contests or rewards that seem so effective to them.

They have a sensitivity to other people that can assist them in recognizing how best to manage or supervise them. By being aware of the emotional climate of their work group, they are able to adjust their communication style and avoid unnecessary conflicts. They are a very hard worker, and in a leadership role, this provides a strong example to others. This sensitivity may sometimes make it difficult for them to deal with discipline issues. Being sensitive to criticism themselves, they are reluctant to criticize the performance of others. A manager's most important task is to provide effective feedback to the employees. Unfortunately, in trying to avoid upsetting others, they can delay the feedback or soften the message so much that the

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real problem is not perceived by the employee. They feel stress more quickly than others, and this is evident in their emotional response to unexpected problems. Employees may see them as being somewhat volatile. Faced with the possibility of an over-emotional response, they may hesitate to inform them of unpleasant problems. Furthermore, when they are experiencing an uncomfortable level of stress, they seek to produce a similar level of excitement in others. This can become a form of crisis-oriented management that can sap the energy of the group. It also becomes impossible for employees to recognize true emergencies. The manager or supervisor is seen as the emotional barometer of the team. Their mood is contagious, and the stress that is easily felt by them can quickly spread through their organization, affecting productivity. It is important that they control their emotional messages.

They have the balanced approach to planning and scheduling that effective managers and supervisors need. Recognizing the value of preparation, they are most comfortable with at least a short term plan of action and like to have some idea as to what the long term goals are. As circumstances change however, they are able to adjust their plan to take advantage of unexpected opportunities or to deal with unforeseen problems. This flexibility is further strengthened by the fact that they can both see the big picture and appreciate the critical details that are necessary to its accomplishment. This perspective is invaluable in supervising and directing the work of others to achieve those long range goals. They have a practical understanding of time management that promotes efficiency while avoiding the strict clock watching that stifles productivity.

They have answered the questions frankly and directly.