A New Dimension In
Performance Management
The Power of Knowing Who You Really Are!

Knowing who you really are empowers individuals and organizations to maximize their talent for greater productivity.

It is about *cultivating* people not about *controlling* them.
In 2004, a Northwestern University Forum of

- 100 companies,
- 5,568 employees
- 37,036 customers

revealed that effective communication is directly linked to

✓ improved financial performance
✓ increased customer satisfaction
✓ increased employee satisfaction!
“We don’t see things as they are, we see them as we are.”

Anais Nin
The Most Serious Faults in Communication

Failure to see the other’s point of view ........... 68%
Failure to show appreciation or give credit ....... 36%
Failure to size up employees correctly .......... 34%
Lack of leadership ........................................ 24%
Lack of frankness and sincerity .................. 19%
Arbitrariness ................................................ 17%
Arrogance ..................................................... 17%
Failure to delegate authority ....................... 17%
Indecision ..................................................... 15%
Bias and letting emotions rule .................... 15%

Miscellaneous:
lack of courtesy, sarcasm, jealousy, loss of temper, etc. 21%
“What lies behind us, what lies in front of us, are but tiny matters, compared to what lies within us.”

Ralph Waldo Emerson
GROUP ACTIVITY

Identify:

Strengths
Needs
Self Enlightenment is Essential For Success
**Strengths**

- Excitement
- Troubleshooters
- Spontaneous
- Test the limits
- Master negotiators
- Accepts challenges
- Invites change
- Quick witted
- Sees opportunities

Adventurers
Entertainers
Good in a crisis
“Do it now!”
“Hands on”
Competitive
Practical
Risk taker
Confident
Joys

Action  Fun
Adventure  Excitement
Performing  Creating
Thrills  Participating
Life  Humor
Freedom  Success
Variety  Life
Applause  Sensual
Values

Freedom  Adventure
Independence  Spontaneity
Variety  Fun/play
Flexibility  Risk taking
Unique  Decisiveness
Creativity  Movement
Success  Challenge
Needs

- Freedom
- Expression
- Fun/Play
- Affirmation
- Challenge
- Variety
- Humor
- Applause
- Independence
- Support
- The spotlight
- Change
- Stimulation
- Results
- Excitement
- Flexible environment
<table>
<thead>
<tr>
<th>Famous Action People</th>
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<tbody>
<tr>
<td>Lucille Ball</td>
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<tr>
<td>Michael Jordan</td>
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<td>Michael J. Fox</td>
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<td>Bob Hope</td>
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<td>Joe Namath</td>
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<td>Roy Rogers</td>
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<td>Eddie Murphy</td>
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<td>Mae West</td>
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<td>Rhett Butler</td>
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<td>St. Francis of Assisi</td>
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<td>Ernest Hemingway</td>
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<td>The Great Gatsby</td>
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<td>Cybil Shepherd</td>
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<td>Clint Eastwood</td>
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<td>Jack Nicholson</td>
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<td>Scarlett O’Hara</td>
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<td>Winston Churchill</td>
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<td>Teddy Roosevelt</td>
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<td>Amelia Earhart</td>
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</table>
Strengths

Organized Way

Parental nature
Home & family
The work ethic
A value of order
Organization
Institutions
Stability
Responsible
Perpetuating heritage

Generosity
Steadfastness
Dignity, culture
Predictability
Detailed
Ceremony
Dependable
A Sense of history
Joys

Time with family home
Job satisfaction
Lasting marriage
Accomplishment
Service
Completing tasks
Volunteer activities
Completions
Order
Hard work
Tidy/clean
Discipline
Organization
Achievement
List making
Values

Loyalty  Perfection
Dependability  Responsibility
Organization  Punctuality
Completeness  Planning
Fairness  Family
Commitment  Prepared
Dedication  Quality
Positive work ethic

Organized Way

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Needs

Loyalty  Rules
Order    Stability
Organization  Productive
Consistency  Appreciated
Recognition  Expectations met
Respect procedures
People must follow directions

Organized Way

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Famous Organized People

Harry Truman
Archie Bunker
Joan Rivers
LBJ
Lucy (Peanuts)
George Washington
Florence Nightingale
Gerald Ford
Santa Claus

Henry Ford
Lone Ranger
Mr. Rogers
Nancy Reagan
Johnny Carson
Joe Friday
Mother Teresa
Queen Victoria
Evander Holyfield

George Bush
Desi Arnaz
Sally Struthers
Colin Powell
Sally Field
Julia Roberts
Nancy Kerrigan
Donald Duck

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**Strengths**

- Devotion to relationships
- Cultivate potential
- Make a difference
- Sensitivity to subtlety
- Enthusiastic
- Optimistic
- Growth oriented
- Inspirational
- Expressive
- Writing & speaking with a flair
- Assumes creative roles in life’s drama

**Relationship Way**

- Authenticity
- Self-searching
- Seeks harmony
- Spiritual
- Romantic
- Sensitive
- Persuasive
- Imaginative
Joys

- Romance/love
- Groups
- Acceptance
- Nurturing
- Friendships
- Understanding
- Helping others
- Personal responses
- Hugs/touch
- Music
- People
- Family
- Recognition
- Sharing
- Beauty
- Service

Relationship Way

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Values

Harmony
Friendship
Sensitivity
Understanding
Nature/environment
Creativity
Personal growth
Personal relationships
Supporting differences

Honesty
Compassion
Spirituality
Family
Intellect
Flexibility
Feelings
Relationship Way

Needs

Understanding  Harmony
Hugs/touch    Affection
People        Acceptance
To be inspired Empathy
Warmth        Sensuality
Intimacy      Approval
Compassion    Nurturing
Romantic gestures
Recognition
Famous Relationship People

- Gandhi
- Brigham Young
- Mohammed Ali
- Emily Dickenson
- Isabel Myers Briggs
- Sigmund Freud
- Maya Angelou
- William Shakespeare

- Napoleon
- Mozart
- Pope John XXIII
- Anne Frank
- Dick Clark
- Cinderella
- Julius Caesar
- Helen Keller

- Bill Clinton
- John F. Kennedy, Jr.
- Geraldo Rivera
- Paul Harvey
- Martin Short
- Robin Williams
- Oprah Winfrey
- Dorothy (Wizard of Oz)
- Martin Luther King, Jr.
Developing models
Analytical processes
Exploring ideas
Abstract thinking
Handling complexity
Global concepts
Striving for competency
Uses precise language
Abhorring redundancy

Strengths

Standard setter
Visionary
Independent
Serious
Perfectionists
Complex
Persistent
Technical
 Logical Way

Joys

High achievement  Challenge
Meeting a challenge  Solve problems
Developing a model  New unknowns
Strategic planning  Knowledge
Reflection time  Big picture
Intellectual achievement
Seeing their strategy put into action
Knowledge of systems and change
Logical Way

Values

Communications
Independence
Original thought
Global view
Anything new
Intellectual challenge
Accomplishments
Intellectual Achievements

Clarity
Creativity
Knowledge
Consistency
Logic
Information
Competency
Relationships with purpose
Needs

Need to Know
Autonomy
Accuracy
Express knowledge
Be mentally creative
Data to solve problems
Know how, why
Able to ask questions
Have ideas understood
Be appreciated for their knowledge
Opportunities for developing plans

Quiet Time
Space
Challenge
Answers
Knowledge
Famous Logical People

Bill Cosby  John Candy  Benjamin Franklin
Tom Hanks   Bugs Bunny  Christopher Columbus
Thomas Edison  Henry Mancini  Alexander the Great
Madame Curie  Bob Newhart  Dwight Eisenhower
Harrison Ford  Meryl Streep  Frank Lloyd Wright
Hilary Clinton  Steve Martin  Whoopi Goldberg
Indiana Jones  Al Gore  Alfred Hitchcock
Sean Connery  Tim Allen  Katherine Hepburn
Jim Carrey  Carl Jung  Sherlock Holmes
Dan Akroyd  Columbo  Eleanor Roosevelt
Jesse Jackson  Socrates  Abraham Lincoln
Billy Crystal  Moses  Margaret Thatcher
Is anyone else like me?

Action Way 35-40%
Organized Way 35-40%
Logical Way 12-15%
Relationship Way 12-15%
Avoiding Misperception

Avoiding Misunderstanding
Organized Way

Others may see Organized as:

Rigid
Controlling
Dull
Boring
Stubborn
Opinionated
Judgmental

Bossy
Controlling
Uptight
Predictable
Autocratic
System-bound
Unimaginative
Organized Way

may see themselves as:

Stable
Providing Security
Dependable
Firm
Always have a view
Efficient
Realist
Decisive

Executive type
Good planner
Orderly, neat
Good at weeding out
Organized person
Punctual
Goal oriented
Seeks closure
Action Way

Others may see Action as:

Irresponsible
Flaky
Goof off too much
Disobeys rules
Manipulative
Scattered
Cluttered

Uncontrollable
Resists closure
Resists decisions
Indecisive
Obnoxious
Not able to stay on task
Not to be trusted
Action Way

may see themselves as:

Fun-loving, enjoys life
Spontaneous
Flexible, adaptable
Carefree
Proficient, capable
Hands-on person
Practical
Problem solver
Good negotiator

Doing many things at once
Eclectic
Can deal with chaos
Curious
Welcomes new ideas
Superior ability to discriminate among options,
Sees shades of gray
Logical Way

Others may see Logical as:

- Intellectual snob
- Arrogant
- Heartless
- Doesn’t care about people
- Ruthless
- Unrealistic
- Eccentric, weird

- Emotionally controlled
- Unappreciative of others
- Cool, aloof, unfeeling
- Afraid to open up
- Critical, fault finding
- Devaluing relational aspects
- Lacking mercy, unfair
- Stingy with praise
Logical Way

may see themselves as:

Superior intellect  
98% right  
Powerful  
Objective  
Creative  
Visionary  
Original  
Under control

Calm, not emotional  
Precise, not repetitive  
Able to find flaws  
Seeking justice  
Firm-minded  
Able to reprimand  
Eminently reasonable  
Rational

Reframing

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**Relationship Way**

Others may see Relationship as:

- Overly emotional
- Bleeding heart
- Mushy
- Hopelessly naïve
- Too tender hearted
- Easily duped
- Too touchy-feely
- Too nice

- Too trusting
- Smothering
- Stuck in/lives in the past
- Groveling
- Fawning
- Soft
- Talks too much
- Pushover

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Relationship Way

may see themselves as:

Spiritual
Idealistic
Romantic
Unselfish
Empathetic
Compassionate
Will work hard for a cause

Affirming
Caretaker
Sympathetic
Likes people
Great communicator
Promoting growth, well-being
Relates current experiences to past experiences
Stressors

What causes **STRESS** and **FRUSTRATION** in your “Way”?
Action Way

Stress for the Action Way

Lack of autonomy
Lack of challenge
Unnecessary routine
Too much abstraction
Excessive detail
Being slow or boring
Too many restrictions, rules

Inflexibility
Deadlines
Inactivity
Formality
Repetition
Imposed structure
Making them wait
Organized Way

Stress for the Organized Way

Lack of control
Ambiguity
Being late
Lack of closure
Irresponsible people
Disorganized people and places

Constant change
Inconsistency
Non-conformity
Wasting their time
**Relationship Way**

**Stress for the Relationship Way**

- Being Competitive
- Lying, insincerity
- Conflict, hostility
- Being impersonal, uncaring
- Demanding immediate decisions
- Systems & processes not supporting people

- Lack of authenticity
- Unmet commitments
- Routine, detailed work
- Being negative, judgmental
Logical Way

Stress for the Logical Way

Lack of options  Emotional displays
Unreasonable rules  Lack of follow through
Too many details  Lack of quality
Lack of clear goals, objectives  Small talk
Not enough time to analyze  Incompetence
Insulting their intelligence  Lack of control
Demanding immediate decisions  Repetition, redundancy
Giving incorrect information  Limiting possibilities
For heaven’s sake, Ogden, it’s vacation time! MUST you make your little lists even on VACATION time?
Please, Randolph. Grown men don't call them "bunny rabbits"
I won't hold it against you, Austin, if you don't give me the exact quote.
Everybody at Macy's wished me a Merry Christmas!
If something is bothering you about our relationship, Lorraine, why don’t you just spell it out.
Before proceeding, Gertrude will read the minutes of the last Thanksgiving dinner.
Please, Mort, not in a Barnes & Noble Superstore!
I've called the family together to announce that, because of inflation, I'm going to have to let two of you go.
Miss Chambers, when we do not know the answer, we look it up! We do not say "How the hell should I know?"
Building a bridge between people and profit!