

Work Preferences

Victor Valentin

Overview

You are precise, meticulous, rational and the ultimate skeptic. Organized and effective, you are punctual and arrive well prepared. Others recognize you as a consummate planner - conscientious, tactical, disciplined and eager to do the right thing in the right way. You tend toward perfectionism so your attention to details can be acute. Even as you read this description, you likely are looking for incorrect punctuation and inaccuracies.

You love to think and analyze. You expend most of your Energy within your mind. You systematize everything according to either an existing system or a process that you intuitively develop. Others see these natural instincts as a great asset to the team and the organization. People depend on your ability to logically explore and evaluate options and then deliver articulate guidance. As a result, your colleagues respect your opinions, and many hold you in high esteem.

Taking Direction and Task Orientation

A stable, predictable, clean and organized environment optimizes your output. If your desk gets cluttered, you may find it hard to function and then stop everything to reorganize before you resume. You need clear and unambiguous procedures and rules, as lack of order can drive you to distraction. Should you find yourself in a disorderly environment you are apt to disengage, self-manage and establish your own procedures.

You take precise, methodical steps that are planned well in advance. You approach tasks in an orderly manner. The planning phase must be thoroughly thought out, perhaps even entered in a spreadsheet. Next, you are apt to check it to assure yourself that it's logical, realistic, and has the greatest likelihood of success.

You are likely to have a long attention span and can work hard to see something through to completion. However, your efficiency can decline considerably if you dwell too much on the details. When you find yourself slowing down, step back and make sure that your focus is not so microscopic that you have lost sight of the objective.

You attach enormous value to being correct. That trait is bound up in the idea of making the situation safe for everyone else. The trouble is that you can research an issue seemingly forever. This can become "analysis-paralysis." You may have learned to let go in spite of your discomfort in doing so. Risk cannot be planned out of existence. You are independent and prefer to work alone. You might find it difficult to seek help from others, as few people meet your high standards. You tend to distrust compliments or positive reinforcement. You prefer constructive criticism based on hard facts.

Leadership

You set clear goals and procedures so that everyone is certain about what to do and how to do it. Most of the time you lead by planning. Because of this, you might find yourself in a leadership or managerial role. Be careful here, for it is easy for you to over-organize and over-supervise others. Your leadership style is especially suited to organizations that are already functioning and successful. When charting a course far into the future, you prefer to have abundant accurate data, and that may not be possible. In such circumstances you feel far less comfort.

Take care that you use a positive and constructive approach when offering suggestions. You greatly appreciate the hard work of others, especially when it is of high quality. Strive to offer accolades to those whose work you appreciate. You have exceptionally high standards that few people can meet; everyone can benefit from encouragement.

Written Communication

You likely are a very capable writer. You recognize the importance of accurate grammar, spelling and order, and use a clear, logical style. You are a naturally competent and willing

editor and enjoy finding and correcting mistakes. A natural researcher who takes pride in investigating and unearthing information, you would be very good at technical writing or documenting procedures. You have special skill for composition that must factual, objective, thorough, and accurate.

Decision Making and Risk Taking

You are not a casual risk taker. That doesn't mean you're not adventurous. It means that before you take the first step, you consider and try to control every potential variable. You will usually have a "Plan B" at the ready. The act of planning satisfies your need to feel safe and assured of a good outcome. Because of this need, you take your time making decisions and will not allow others to push or pressure you.

Interaction

People admire your exacting thought process and the way that you can organize yourself and others. Despite the value that your contributions offer, there is always a possibility that some people may want to engage you on a more personal level. In most instances, you are not interested in unnecessary chitchat and highly interactive personal exchanges. You prefer to avoid work situations that might become emotionally volatile. You prefer purposeful and productive conversation. Some people who do not behave in this manner may likely perceive you as "aloof" and even "unfriendly." You may feel most comfortable if you keep your interactions somewhat formal. Because of your penchant for critical thinking, you may be more blunt than tactful. You do not mince words when you seek to correct someone. Be certain that your need to be correct does not impede your ability to get things done *through* other people.

It serves you better to remain patient with others who do not think or work in the manner that you do. You may have learned this. You may become frustrated when others appear less precise, specific and organized in their thought or communications. In fact, as people speak, you may be assessing their command of the language, editing what they're saying and passing judgment on their intellectual capability. At such times, remind yourself that everyone

has different gifts that can be useful.

In a group setting, you almost assuredly speak up if you sense that the group is moving in the wrong direction. When making a point, you utilize a combination of logic and facts to support whatever position you take. In so doing, you convey that you have thought the matter through and, more likely than not, come to expect you're correct when you do weigh in.

Sales Direction

You are very logical and precise in your conversations and presentations, although rarely a boisterous or magnetic presenter. Unless you have had successful and fulfilling experiences in sales, you probably won't enjoy selling. You will probably do best selling to engineers, accountants, bankers or anyone who prefers a detailed, common sense, unemotional sales pitch.

Learning Style

You pride yourself on being an excellent learner. You easily memorize things, zero in on the details and build your own conclusions. However, your thirst for detail and facts may lead you to filter out certain types of information and patterns, thereby preventing you from seeing the larger picture. This, in turn, can result in your misinterpreting or incorrectly evaluating the details and facts. You carefully screen, process and contextually store information.

When coaching people or being coached, you want a detailed and well-integrated program that emphasizes practical applications, and that is presented at a steady pace. You may like additional information, but only if it directly pertains to the subject matter. You get impatient if a learning experience goes off in another direction. You prefer very thorough documentation.

Learning Preferences

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Above all else remember:

You learn by asking "Why?"

Your Learning Keys

- You learn best through logical associations: cause and effect, hypothesis and conclusion. You relate to facts and process information best when it is presented in linear sequences.
- You are an intensely critical thinker, always on the lookout for inconsistencies, and you rarely accept anything at face value. You insist on thorough analysis.
- You are likely to have excellent listening skills and a good verbal memory, but probably have no tolerance for imprecision or inaccuracy.
- You can be impatient with tardiness, inconsistency or disorder and may be abrupt in those instances where they occur.
- Your need to be accurate is much greater than your need to express your opinion.
- You learn through factual information, not through social exercises.

How To Take Charge of Your Own Learning

Strategies to share with anyone who is teaching you something

Your teacher/trainer should be sure to:

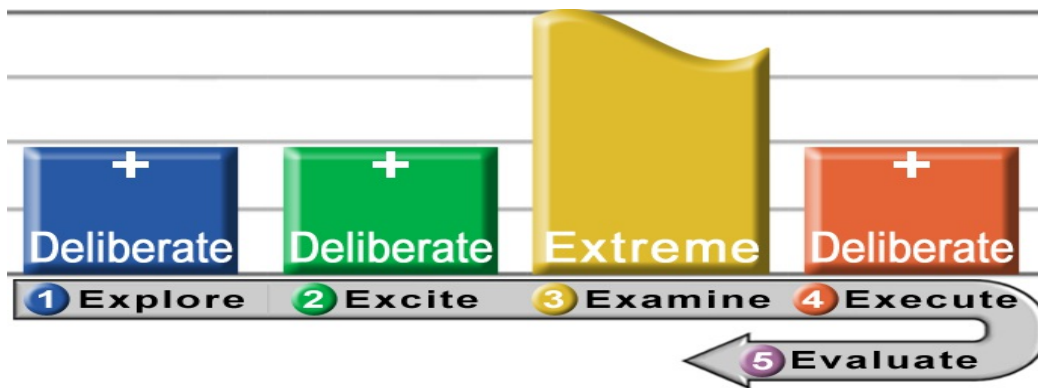
- **Insist on excellence!** They should be punctual, precise and well prepared. They shouldn't waste your time.
- **Create and adhere to an outline** that is clear and specific. You strongly prefer to follow each topic through to a logical conclusion, rather than skip around.
- **Use data and facts** to back up main points, theories and opinions.
- **Plan presentations.** You have a low tolerance for improvisation in learning — and

almost everything else. That is why your teachers/trainers should:

1. Introduce *what* you are going to do and *why* you are doing it.
 2. Ask you specific questions to elicit clear and immediate feedback.
 3. Summarize at the end what has happened during the session.
 4. Ask you to evaluate the experience.
 5. Give you direct, rational feedback when appropriate.
- **Remain serious and thoughtful.** Humor, anecdotes and digressions at the wrong time will turn you off.
 - **Explain the social component.** If your intensity in the Excite Dynamic is Stress or at the lower end of Deliberate, you may work more naturally with the information than with some of the social aspects of the material. Your teacher/trainer would do well to articulate the what, why and how of social interactions.
 - **Develop practices, as part of your broader relationship,** that help you learn:
 1. How to become more aware of yourself and others when you are relating feelings and understandings.
 2. What cues and processes to use in social contexts, and
 3. Why these nuances and processes are important to success and satisfaction.

Energy Map

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ENERGY MAP LEGEND

DYNAMICS: Intrinsic to the work process

Depicted by color

- 1 1st Dynamic: Explore**
Generate possibilities
- 2 2nd Dynamic: Excite**
Create enthusiasm around those ideas
- 3 3rd Dynamic: Examine**
Detailed Planning
- 4 4th Dynamic: Execute**
Implementation
- 5 5th Dynamic: Evaluate**
Measure external success and internal satisfaction

ENERGIES: Intrinsic to the person (not competencies)

Depicted by shape

- EXTREME**
To the point of overflow
- EFFORTLESS**
Easy and natural
- DELIBERATE**
Willful and conscious
- STRESS**
Erratic and tense

Energy Map

This is a chart of how much energy this person applies in typical situations, from start to finish.

Spending prolonged periods of time outside of a zone of comfort will drain a person and ultimately lead to mental and physical stress and lower results.

1

EXPLORE
Energy Map

You are **Deliberate**

**It takes a bit of effort for you to move through this Dynamic.
You complete the required actions but it takes conscious application.**

1st Dynamic

DESCRIPTION:

Effort and attention is focused inward on ideas, feelings and concepts. This Dynamic is creative, independent and fluid.

What you are like in 1st Dynamic

DESCRIPTION:

You have a fair degree of energy that occurs internally. You can immerse yourself in the world of ideas and possibilities but do so with discernment.

ORIENTATION:

Asks "how."
Is process-oriented.

APPLICATION:

1st Dynamic is most useful at the beginning of projects when new ideas, creativity and open-mindedness are required.

PERFORMANCE:

This dynamic is most effective when participants think broadly, considering more ideas, information, connections and possibilities.

ORIENTATION:

You do not require a full understanding of the "bigger picture" in order to move forward on anything.

APPLICATION:

You need to maintain your energy level in order to keep your interest on the broad and vast landscape of the 1st Dynamic.

PERFORMANCE:

It would help your creative development if you would put more energy into searching for more options and possibilities at the beginning of projects.

2

EXCITE Energy Map

You are **Deliberate**

**It takes a bit of effort for you to move through this Dynamic.
You complete the required actions but it takes conscious application.**

2nd Dynamic

DESCRIPTION:

Activity is expressive and outward, sharing and invigorating the conceptual process from 1st Dynamic.

ORIENTATION:

Asks "who."
Is interaction-oriented.

APPLICATION:

2nd Dynamic provides the impetus for progress. It generates this energy with inspiration, influence and persuasion.

PERFORMANCE:

This Dynamic is most effective when it generates substantive, active discourse among people through both verbal and non-verbal communication.

What you are like in 2nd Dynamic

DESCRIPTION:

You generate enthusiasm and excitement during occasions that call for them.

ORIENTATION:

You are not terribly concerned with the "who." However, you can be rather particular about with whom you connect and communicate.

APPLICATION:

You have a measured ability to animate people and your environment. You must apply some effort to uplift others using motivation, optimism and humor.

PERFORMANCE:

You require energy when you have to relate to people on an ongoing or long-term basis.

3

EXAMINE Energy Map

You are **Extreme**

**You have boundless energy when you are engaged in this Dynamic.
It requires effort for you to exit from it.**

3rd Dynamic

DESCRIPTION:

Energy focus is cautious and introspective, extracting realistic expectations from the energized vision from 2nd Dynamic.

ORIENTATION:

Asks "why."
Is detail- and fact-oriented.

APPLICATION:

3rd Dynamic provides the procedural strategy and informational tools required for successful completion of the project.

PERFORMANCE:

The focus is on avoiding and/or mitigating omissions, mistakes and potential weaknesses.

What you are like in 3rd Dynamic

DESCRIPTION:

You constantly judge what possibilities can become realities, based on facts, logic and time constraints.

ORIENTATION:

You are unyielding when you dive into the weeds of research, details and fact-finding missions.

APPLICATION:

You put most of your energy into creating and organizing structures, rules and timelines to ensure a solid foundation for action.

PERFORMANCE:

You will focus primarily on flaws and will anticipate problems all along the way.

4

EXECUTE Energy Map

You are **Deliberate**

It takes a bit of effort for you to move through this Dynamic.

You complete the required actions but it takes conscious application.

4th Dynamic

DESCRIPTION:

This is the Dynamic of external results, implementing the plan developed in 3rd Dynamic and producing concrete action.

ORIENTATION:

Asks "what."
Is goal- and control-oriented.

APPLICATION:

4th Dynamic focuses on completing tasks with accountability, authority and delegation.

PERFORMANCE:

This Dynamic thrives on challenge, competition and reward.

What you are like in 4th Dynamic

DESCRIPTION:

You need to maintain the high energy needed to force action, accountability, decision-making and task completion.

ORIENTATION:

You do not need complete control over situations and/or people. You have a measured interest in attaining goals.

APPLICATION:

It would help you if you would learn to generate energy to get yourself focused solely on task completion. You may need to become more comfortable delegating.

PERFORMANCE:

You will take a calculated interest in winning and gaining material rewards.

5
EVALUATE
Energy Map

This is a universal Dynamic that requires each individual to reflect on the preceding Cycle and anticipate the next.

DESCRIPTION:

The focus of this Dynamic is both internal and external. Internal focus evaluates feelings of satisfaction and self-worth. External focus evaluates feelings of success and how one appears to others.

ORIENTATION:

This Dynamic asks all the open-ended questions - the ones that start with "Who," "What," "Why" and "How."

APPLICATION:

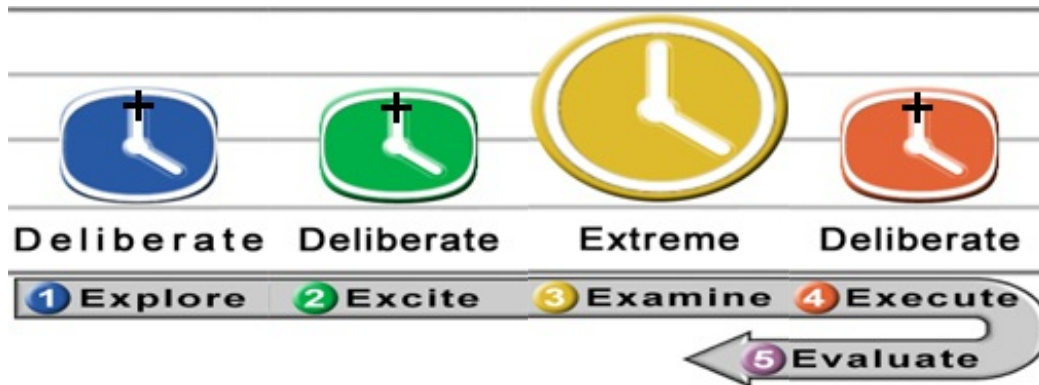
Examine the process just completed according to these criteria: Where were individual and group strengths put to their best use? Where was productivity at its best, and where was it at its worst? Where was the work energized, and where did the energy dip? Repeat this advice for every Dynamic.

PERFORMANCE:

Take a careful look at whether you're free to move on to a new subject or process, or whether you should repeat what you've been working on. Before any process begins, think about what you would consider an ideal outcome. When the work is over, compare the results with that ideal result.

Time Map

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TIME MAP LEGEND

DYNAMICS: Intrinsic to the work process
Depicted by color

- 1 1st Dynamic: Explore**
Generate possibilities
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Detailed Planning
- 4 4th Dynamic: Execute**
Implementation
- 5 5th Dynamic: Evaluate**
Measure external success and internal satisfaction

TIME: Intrinsic to the person (not competencies)
Depicted by shape

- EXTREME**
Enormous amount of time
- EFFORTLESS**
Perfect amount of time
- DELIBERATE**
Some amount of time
- STRESS**
Erratic amount of time

Time Map

This map shows how a person prefers to spend their time on any job, role, or task.

There are two things to know: first, how a person experiences time, and objectively how much time they allocate each given phase of any task.

1

You are **Deliberate**

EXPLORE
Time Map

You can work effectively here for varying periods of time before the attraction of other Dynamics pull you away.

1st Dynamic

Focus is on the future.

Rhythm is slow and stretches over time.

Time for a change

How you experience time in 1st Dynamic

You consider possible future outcomes, but not at the expense of present concerns.

You will become uneasy working where time is not a critical factor. You may need some adoption of time management in order to work effectively.

You may not invest enough time into coming up with creative solutions and brainstorming. Remember that

Time for a change.

new implementations, although risky, need some consideration for overall success.

Time for innovation is time well spent.

You can maximize your creative potential when you make time to incubate your thoughts. Deprived of this opportunity, you may proceed without a strong enough strategy.

2

EXCITE
Time Map

You are **Deliberate**

You can work effectively here for varying periods of time before the attraction of other Dynamics pull you away.

2nd Dynamic

How you experience time in 2nd Dynamic

Focus is on the present.

You may become edgy if forced to dwell exclusively in the present.

Rhythm has a jazz-like time signature.

You can work at an unsteady and spontaneous rhythm but it will begin to feel too chaotic if you do this for long periods of time.

Living in the moment.

Learning to spend more time in the "now" may provide more opportunities for spontaneity and lightness.

Time for relating is time well spent.

You need to intentionally put time into feelings, relationships and creating a community.

3

EXAMINE
Time Map

You are **Extreme**

You can spend an enormous amount of time in this Dynamic.

3rd Dynamic

How you experience time in 3rd Dynamic

Focus is on the past.

You are preoccupied with looking at historical data and considering what has worked well in the past.

Succinctly shortens time and breaks rhythm down into a steady beat.

It is imperative for you to work at a steady and even pace.

Understanding the art of doing little things over a long period of time.

You adhere strictly to practicing the art of doing little things over a realistic period of time.

Time for planning is time well spent.

You spend an inordinate amount of time in the planning process before attempting any project.

4

You are **Deliberate**

EXECUTE Time Map

You can work effectively here for varying periods of time before the attraction of other Dynamics pull you away.

4th Dynamic

How you experience time in 4th Dynamic

Focus is on immediate actions and results.

You can stay motivated to complete tasks for some duration because you are able to focus on the positive outcomes of getting the job done.

Increases existing tempo.

You will speed up your natural tempo to meet or beat a deadline. However, you may become annoyed if you constantly have to move at a fast clip.

Marked by meeting deadlines.

You can meet deadlines if the situation calls for it. You may experience some internal pressure as you do so.

Time for efficiency is time well spent.

It would help you if you could consciously measure time and accomplishments in discrete intervals as you near the end of a project.

5 EVALUATE Time Map

This is a universal Dynamic that requires each individual to reflect on the preceding Cycle and anticipate the next.

Focus on past, present and future.

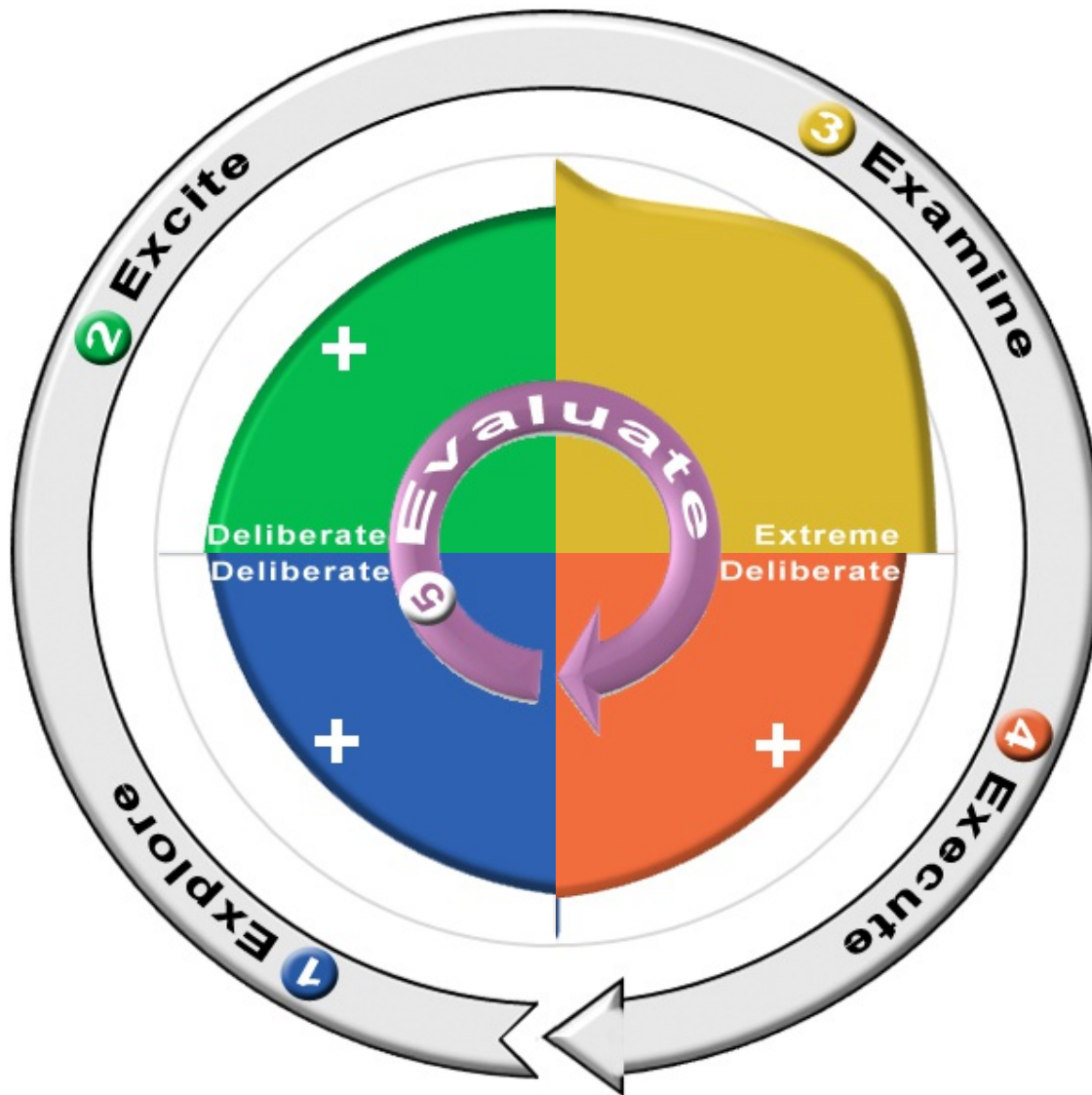
Pay attention to the unique rhythm of each Dynamic. As each is completed, make a conscious transition to the next.

As you complete each Dynamic, take time to review what happened. Evaluate what worked and what did not work.

Time can be mastered with awareness and focus.

Performance Cycle

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PERFORMANCE CYCLE LEGEND

DYNAMICS: Intrinsic to the work process
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Generate possibilities
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Detailed Planning
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Measure external success and internal satisfaction

ENERGIES: Intrinsic to the person (not competencies)
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-  **EXTREME**
To the point of overflow
-  **EFFORTLESS**
Easy and natural
-  **DELIBERATE**
Willful and conscious
-  **STRESS**
Erratic and tense

Performance Cycle

This offers a view of process as a Cycle instead of a straight line. This can assist a person in seeing their process as a repeated pattern. Understanding their process preferences, and strategies for the lower energy phases are keys to success and satisfaction.

1

EXPLORE Performance Cycle

You are **Deliberate**

Energy: Selective energy

Time: Spends moderate amounts of time

1st Dynamic Properties

BEGINNING:

1st Dynamic marks the beginning of the Performance Cycle. This is the point at which awareness, new ideas and perceptions are generated. They will become realities in the following Dynamics.

SETTING:

In this Dynamic, the setting has neither boundaries nor order and logic.

FOR A TEAM:

For a team, this is the stage where the focus is on brainstorming and on identifying options.

CONCLUSION:

The culmination of 1st Dynamic should be a renewed vigor that fosters fresh and creative ideas as it moves into 2nd Dynamic.

What you experience in 1st Dynamic

You calibrate your energy as you enter the 1st Dynamic. You will expend energy if you are aware that there is an inherent value in brainstorming, creating, innovating and relating ideas.

This is the realm of awareness, ideas and intuition. You may feel annoyed if you have to spend a lot of time here without moving forward.

You will support the team in the 1st Dynamic but when you feel enough is enough, you will encourage the team to move into another Dynamic.

You may have a problem fully focusing on the creative potential of the 1st Dynamic. You want to spend time elsewhere and need to allow time and space for the 1st Dynamic to run its course.

2

EXCITE Performance Cycle

You are **Deliberate**

Energy: Selective energy

Time: Spends moderate amounts of time

2nd Dynamic Properties

BEGINNING:

What you experience in 2nd Dynamic

When you enter the 2nd Dynamic, your energy

The 2nd Dynamic takes new ideas and insights identified during 1st Dynamic and builds a collective energy and excitement around them.

SETTING:

The setting for this Dynamic is positive, warm and light, involving camaraderie, sharing and enthusiasm.

FOR A TEAM:

This Dynamic should foster increased unity within the team that can increase efficiency and provide foundational support for action over the long term.

CONCLUSION:

At the conclusion of the 2nd Dynamic the idea has acquired enough energy and excitement for the rigorous processing of 3rd Dynamic.

When you enter the 2nd Dynamic, your energy plateaus until you know whether a motivating type of energy is required by the situation.

You enjoy some elements of this Dynamic. You can radiate enthusiasm for as long as it takes to "sell" an idea or awareness.

You put time and energy into feelings, people and developing community. However, it may take a concerted effort for you to constantly maintain these multiple relationships.

You purposefully heighten and focus ideas so that they possess enough energy to shift into the planning stage.

3

EXAMINE
Performance
Cycle

You are **Extreme**

Energy: High level of energy

Time: Can spend excessive amounts of time

3rd Dynamic Properties

BEGINNING:

3rd Dynamic subjects the now energized idea or ideas to a thorough refining and critical-review process.

SETTING:

The setting of this Dynamic is characterized by logical procedures and rules, limits and boundaries.

FOR A TEAM:

At this stage, the team focuses on how the idea can be effectively integrated with existing budgets, timetables and operational standards. Institutional data is used to define this idea according to realistic objectives.

CONCLUSION:

At the end of 3rd Dynamic the new idea should be clearly defined, positioned within the organizational context and ready for action and realization in 4th Dynamic.

What you experience in 3rd Dynamic

When you enter the 3rd Dynamic your energy level increases dramatically. You become extremely focused on building a thorough plan.

You need the confines that the 3rd Dynamic creates if you are to perform optimally.

You add much value to the team with your ability to define structures and standards. However, you can bog the team down in a myriad of details and criticism.

You may have a problem exiting the 3rd Dynamic because you are driven to make the plan perfect.

4**EXECUTE**
Performance
Cycle**You are Deliberate****Energy:** Selective energy**Time:** Spends moderate amounts of time**4th Dynamic Properties****BEGINNING:**

4th Dynamic puts 3rd Dynamic's strategic planning into action.

SETTING:

The setting in this Dynamic is one of concentrated effort, speed and achievement.

FOR A TEAM:

This stage propels the team toward rapid completion of the chosen objectives. It demands accountability and requires task-oriented focus.

CONCLUSION:

Upon completion of 4th Dynamic, externally verifiable results should be presented for assessment in 5th Dynamic (Evaluate).

What you experience in 4th Dynamic

You plod through this very productive Dynamic. You will implement plans within deadlines and other boundaries. You may find being in this Dynamic troublesome after awhile if you are not supported in some way.

Your energy and rhythm may shift gears depending on the amount of effort that is required in the 4th Dynamic.

You want the team to cross the finish line. You must remain determined in your focus to do this over long periods of time.

You successfully check off the actions that have been completed. You may feel worn out from the effort you have expended.

5**EVALUATE**
Performance
Cycle**This is a universal Dynamic that requires each individual to reflect on the preceding Cycle and anticipate the next.****BEGINNING:**

The beginning of 5th dynamic marks an end of one Cycle and the beginning of the next. As you enter this Dynamic, be prepared to critique the work that's been done in the previous four.

SETTING:

The setting of this Dynamic is reflective and analytical. What worked and what did not work in the previous Dynamics?

FOR A TEAM:

This is the point in the Cycle that presents the greatest potential for team improvement. As a group, look at how the process worked. Was the group aware of its process in the moment? Which individuals dealt well with their stress factors? Who stepped up?

CONCLUSION:

The conclusion of 5th Dynamic asks the question, "Is there success and satisfaction?" If the answer is yes, move on to a new Cycle. If the answer is no, look at what went wrong. Make modifications and repeat the Cycle.

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