

# Metro | Agenda

Meeting: Council retreat  
Date: January 5, 2011  
Time: 10 a.m. to 2 p.m.  
Place: PCPA, Madison Room  
Purpose: Discuss how Council can work together to make a great place and a great Metro  
Outcome(s): Share personal goals as well as goals for Metro and the Region  
Determine how best to achieve these goals: Council organizational structure  
Discuss roles for Councilors and assist President in assigning responsibilities

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- 10 a.m. Introduction and overview (Tom Hughes/Rex Burkholder)
- 10:10 a.m. Team Assessment (facilitated by Sally Rhys with “Focus on Business Ethics”)  
(based on homework: be sure to get your assignments in on time!)
- 11:30 a.m. Overview of exercise (Tom Hughes)
- Goal sharing exercise (facilitated by Stephanie Soden)
- Individual goals
  - Council goals
  - Agency goals
  - Regional goals
- 12:30 p.m. Lunch served
- 12:45 p.m. Discuss Council organizational structure and Council assignments (Tom Hughes)
- 1:45 p.m. Next steps (Michael Jordan/Tom Hughes)
- Review the Compass
  - Discuss Council relationship between JPACT and MPAC
- 2:00 p.m. Adjourn



# WELCOME TO PERSPECTIVES PERSONAL STYLES

with Sally Rhys, MS

**Metro Council 2011**

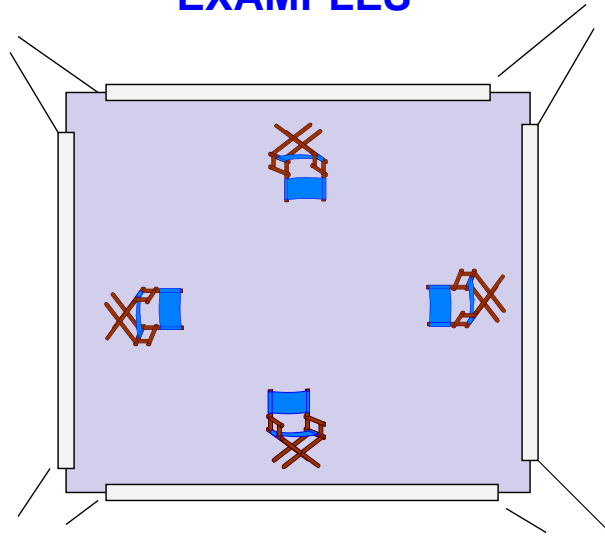
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## Our Perspectives on Our World EXAMPLES



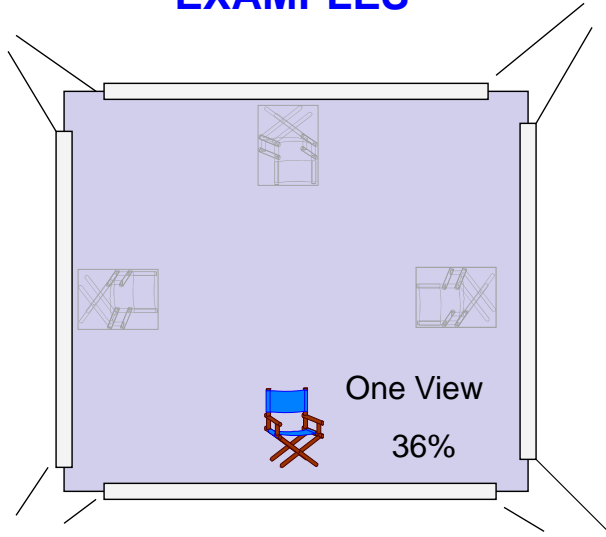
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# Our Perspectives on Our World EXAMPLES



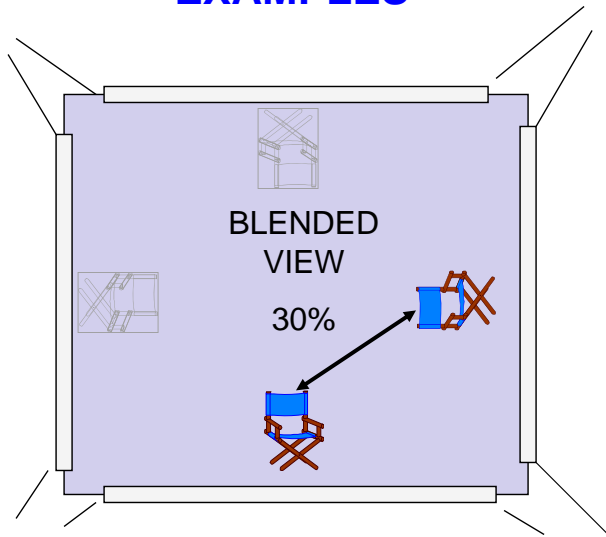
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# Our Perspectives on Our World EXAMPLES



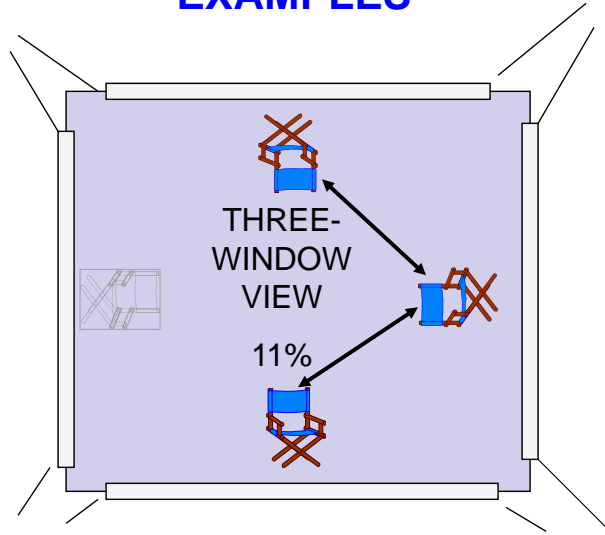
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## Our Perspectives on Our World EXAMPLES



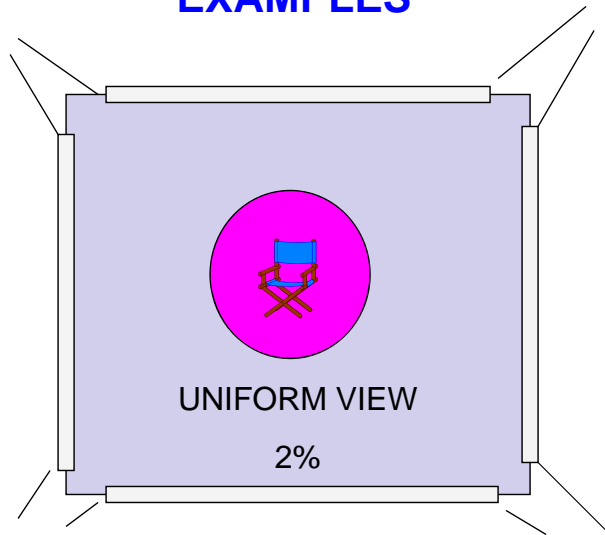
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## Our Perspectives on Our World EXAMPLES



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**Our Perspectives on Our World  
EXAMPLES**

All views are needed!  
100%

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**Perspective Personal Styles**  
*FOUR PERSPECTIVES - FOUR WAYS TO BE EFFECTIVE!*

AMIABLE  
EXPRESSIVE  
ANALYTICAL  
DRIVER

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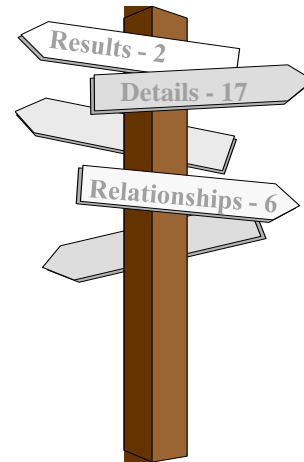
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## Favored Styles Act as a Road Map For:



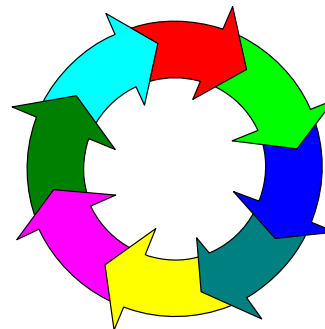
- What we choose to focus on
- How we process experience
- How we behave in our interpersonal world



## There is No Perfect Style



- Goals are to:
  - Know yourself
  - Develop flexibility
  - Value differences





## Two Sets of Scores



- **CORE PREFERENCES**
  - you can do what you want
  - comfortable and balanced
  - “doing your thing”
- **COPING PREFERENCES**
  - under high stress
  - experiencing conflict
  - out of your comfort zone
  - believe you only have bad choices

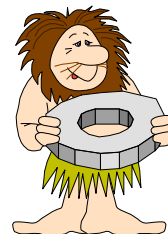


## Interpretation



- Scores can range from 48 (high - more like me) to 12 (low - less like me).
- Scores within a four-point range (example: 22-24) should be considered equal for interpretation.

*“Hey, what if I have a zero? Does that mean I don’t have any style? Hmm...”*





## Doing the Numbers! What the Numbers Mean



**32-48** Clear preference to very strong preference



"Looks like me. Sounds like me. Acts like me. I LIKE IT! In fact, I REALLY LIKE IT!"

**19-31** Occasional preference to moderate preference



"Seen it before. Familiar. Might try it now and then for a change of pace!"

**12-18** Very low nonpreference to nonpreference



"What is it? What would you do with a thing like that? Not my cup-o-tea, that's for sure!!"



## Excesses and Blind Spots



### EXAMPLE

Passive ——— Assertive ——— Aggressive

**Blind Spot**

**Strength**

**Excess**

*Underused*

*Balanced Use*

*Overused*





# ANALYTICAL (Logical)



**CORE BELIEFS:** The best way for me to solve life's problems is to use a rational approach. Too much emotion clouds things. Reason should prevail.

**BASIC GOALS:** Think, then act!



**ADMIRE:** Clear thinking, careful process, doing your homework, clear expectations and Mr. Spock



## Analytical

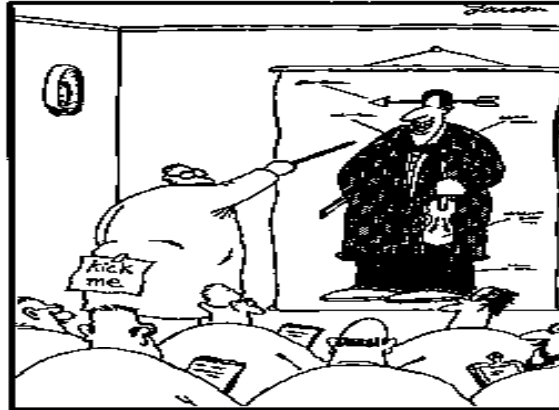


### Common Strengths

- Systematic
- Analytical
- Looks for the best alternative
- Reflective
- Procedures
- Data oriented
- Process
- Rational
- Options
- Pros and cons
- Maintaining
- Tenacious
- Solid
- Precedent
- Step by step
- Details

### Common Excesses and Blind Spots

- Slow it down!
- Overanalyze
- Overworking
- Can appear negative
- Becomes stubborn
- Withdraws in conflict
- Nitpicky
- Holds own counsel



### Analyzing Humor

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*“Just how much love should one give?”*

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## DRIVER (Results)



**CORE BELIEFS:** The best way for me to solve life's problems is assertively get the job done. Understand the big picture, know where you are going and get to it. Don't waste time on too many details. Take a risk and "make it happen".

**BASIC GOALS:** Be competent! Get results!

**ADMIREES:** Risk taking, visionaries, what could be, straight talk, and taking the "bull by the horns".



## Driver



### Common Strengths

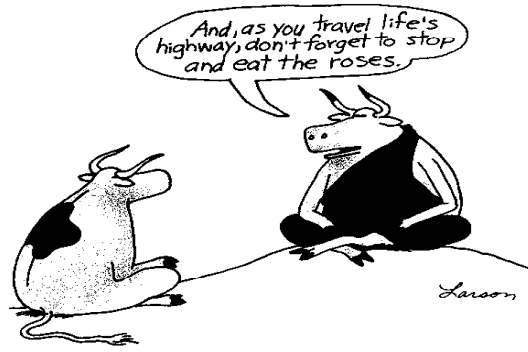
- Persistent
- Urgent
- States position
- Results/outcomes
- Demanding
- Leads easily
- Bottom line
- Initiating
- Directing
- Future oriented
- Vision
- Tenacious
- Goal directed
- Lets go/cuts losses

### Common Excesses and Blind Spots

- Takes over
- Impatient
- Increases intensity
- Blames others/things
- Ignores input
- Domineering
- Overly demanding
- Does more
- Misses detail
- Takes more risks
- Controlling
- Overly directive



# Cow Philosophy



# RECEIVE ANY 4 OF THESE BOOKS WHEN YOU JOIN THE BIG BULLY BOOK CLUB





*It's good to know about trees. Just remember, nobody ever made any big money knowing about trees!"*



## AMIABLE (Responsive)



**CORE BELIEFS:** The best way for me to solve life's problems is stick with my core values, be helpful to others, focus on quality and do what is right. A job worth doing is worth doing well. Behave in a trustworthy way and build quality relationships. How people feel does count.

**BASIC GOALS:** Do the right thing - be helpful!

**ADMIRE:** Quality workmanship, loyal people, hard work, cooperation, helpfulness and a good one-on-one conversation about important things.



## Amiable

### Common Strengths

- o Value driven
- o Self-critical
- o Loyal
- o Trusting
- o Helpful
- o Supportive
- o Critical eye
- o Idealistic
- o Perfecting
- o Patient
- o Dedicated
- o Cooperative
- o Quality oriented
- o Intense - personal

### Common Excesses and Blind Spots

- o Shoulds/oughts
- o Imposing values
- o Perfectionist
- o Self-denying
- o Overwork issues
- o Overidentifying
- o Rigid
- o Gets overcommitted
- o Doesn't cut losses easily and let go of the past!



## EXPRESSIVE (Network)

**CORE BELIEFS:** The best way for me to solve life's problems is stay alert and involved, be flexible and adjust my approach, maintain a light touch, seize opportunity and work closely with others. Stay open, keep a positive attitude and don't become rigid.

**BASIC GOALS:** Know others! Be flexible!

**ADMIRE:** Flexibility in self/others, energetic people, having fun and keeping it light, not getting stuck in a rut, and variety in activities and relationships.





# Expressive

## Common Strengths

- o Energetic
- o Flexible
- o Resourceful/experimental
- o Good at networking
- o Assertive and responsive
- o Use humor
- o Consults
- o Verbally fluent
- o Aware
- o Light touch
- o Soft bargaining
- o Keep things moving
- o Direct and up front

## Common Excesses and Blind Spots

- o Easily bored
- o Overly entertaining
- o Lacks conviction
- o Passive aggressive
- o Avoids conflicts
- o Empathy seems hollow
- o Loses sight of own goals
- o Inconsistent
- o Diverts by being clever
- o Aggressive and attacking
- o Denies difficulties



**THE FAR SIDE**

The glass is half full!

The glass is half empty.

Half full... No! Wait! Half empty... No, wait... what was the question?

Hey! I ordered a cheese burger!

**The four basic personality styles**

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## How Assertive? How Responsive?

<b>RESPONSIVENESS</b>	High	<p><b>AMIABLE</b></p> <p>More responsive and less assertive</p>	<p><b>EXPRESSIVE</b></p> <p>More responsive and more assertive</p>	
	Low	<p><b>ANALYTICAL</b></p> <p>Less responsive and less assertive</p>	<p><b>DRIVER</b></p> <p>Less responsive and more assertive</p>	
		Low	<b>ASSERTIVENESS</b>	High

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## Behavioral Characteristics of More and Less Responsive People



### MORE RESPONSIVE

- Express feelings more openly
- Appear more friendly
- More facially expressive
- Gesture more freely
- Have more vocal inflection
- More comfortable and usually more adept at small talk
- Use more anecdotes and stories than facts or logic
- Express more concern about human aspects of issues
- Less structured in their use of time
- Prefer working with people

### LESS RESPONSIVE

- Less disclosing of feelings
- Appear more reserved
- Less facially expressive
- Gesture less often
- Have less vocal inflection
- Less interested and less adept at small talk
- Use more facts and logic than anecdotes and stories
- More task oriented than concerned about human aspects of issues
- More structured in their use of time
- Prefer working with things/systems



## Behavioral Characteristics of More and Less Assertive People



### MORE ASSERTIVE

- Exude more energy
- Move faster
- Gesture more vigorously
- Have more intense eye contact
- Tend to lean forward when making a point
- Speak more rapidly, louder, and more often
- Address problems quicker and decide quicker
- More risk oriented
- More confrontational
- Exert more pressure for a decision or taking action
- Demonstrate anger more quickly

### LESS ASSERTIVE

- Exude less energy
- Move slower
- Gesture less vigorously
- Have less intense eye contact
- Tend to lean backward when making a point
- Speak less rapidly, softly, and less often
- Address problems less quickly and decide less quickly
- Less risk oriented
- Less confrontational
- Exert less pressure for a decision or taking action
- Demonstrate anger less quickly



## Style Flex



- **What is Style Flex?**
  - Temporarily tailoring a few of your behaviors and responses to improve the results of the interaction
- **When to Flex!**
  - When it is clear that a relationship will work better if you made some changes in the way you approach the individual



## Style Flex Versus Manipulation



**“I call neurotic any man who uses his potential to manipulate others instead of growing up himself.”**

**- Fritz Perls**



## Stress Shift



- **What is the Perspectives Stress Shift?**
  - The magnitude and pattern of changes you make in your behaviors when you are experiencing high levels of stress and conflict!
    - 7 Some of us change very little in our approach.
    - 7 Some of us shift and try other approaches.



## Stress Shift



- **Why is the Stress Shift important to me?**
  - **OFF BALANCE:** When we are in our coping preferences, we are usually not as effective or efficient in our choice and use of our behaviors. We are by definition “off balance”.
  - **CHOOSE RATHER THAN REACT:** It is important to know and understand our tendencies so we can make “knowing choices” rather than just react.



## Interpreting the Perspectives Stress Shift



- **Less than 11 = Very low shift**
  - “What you see is what you get! Just more of it!”
- **12-18 = Low shift**
  - “Stay in their comfort zone; make fine-tuning adjustments”
- **19-25 = Moderate shift**
  - “More flexibility - trying some different approaches - the pattern becomes more important.”



## Interpreting the Perspectives Stress Shift



- **26-32 = High shift**
  - “Usually moving away from strongly favored approaches - may not be as efficient in stress preferences.”
- **33 and greater = Very high shift**
  - “Big shifts usually mean you don’t like a particular kind of conflict - you may surprise people.” “I’d rather not be doing this!”



## Metro Council Team Profile



- **Strengths:**
  - What are strengths we have in common?
  - Where will we reinforce each other in a positive way?
- **Possible Excesses:**
  - What are possible excesses as a team?
  - Where might we “overdo” favored approaches?



## Team Profile debrief, cont'd



- **Possible Blind Spots:**
  - What are our potential blind spots?
  - What perspective do we need to consciously include?
- **Potential for Conflict:**
  - Where are significant differences in favored approaches?
  - What could happen in times of stress?



# The Magic is in the Mix

**Sally Rhys, MS**  
**Coach and Consultant**  
**971-678-0489**

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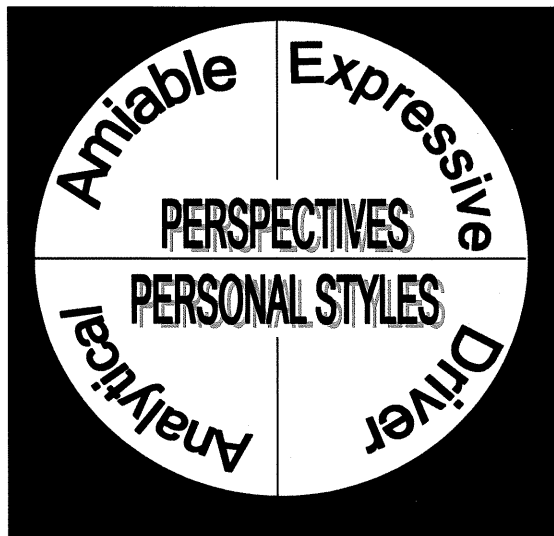
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**Perspectives®** ←

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**Perspectives®**

Personal Styles  
Awareness Program



*PERSPECTIVES® PERSONAL  
STYLES*

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# ***Understanding and Valuing Differences***

**"The magic is in the mix!"**

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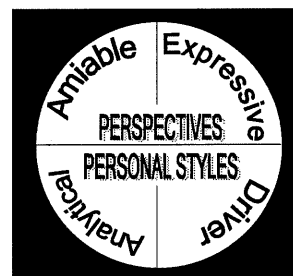
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## *Perspectives*<sup>®</sup> Personal Styles

### Interpersonal Skills Training Programs

Group sessions of one-half day, one or two days, using the *Perspectives*<sup>®</sup> training model, can be tailored to the needs of your organization. Sessions are presented by licensed *Perspectives*<sup>®</sup> facilitators. The sessions can be “stand-alone” training, or incorporated into a larger program of skill building, conflict management or team building. Regardless of the training format, participants come away with:



- A stronger sense of how others might perceive them – strengths and excesses;
- Skills for working effectively with others – particularly those with different work styles;
- Tools for better managing conflict and stress; and,
- Understanding of the value of style differences in work/project teams.

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### Leadership Development – Management and Supervisory Training

Leadership Development can be enhanced by improving leader self-knowledge and interpersonal intelligence to influence and motivate others. *Perspectives*<sup>®</sup> can be an important component of your leadership and management development programs.

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### Become Certified to Utilize This Powerful Tool in Your Training and Team Development Work

Two-day training programs are designed to prepare and certify professional facilitators to effectively utilize the *PERSPECTIVES*<sup>®</sup> *PERSONAL STYLES SURVEY* and training model. Only trainers who have attended the two-day training and have demonstrated competence in interpersonal skills work are authorized to independently purchase and utilize the materials.

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For additional information, contact:

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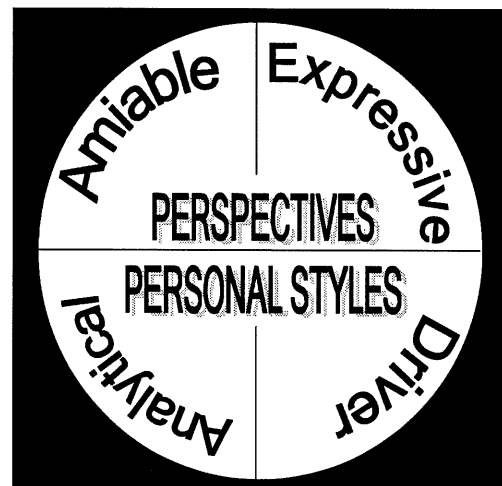
## Your Perspectives® Personal Style Results

**IMPORTANT:** The following are the results of the *Perspectives®* Personal Style Survey you completed. Remember, the survey was not a test - you can't pass or fail it; there can be no better or worse combination of scores. Each style is a good place to be. Each style has tendencies to important strengths, and each has tendencies to some excesses and blind spots. These are the scores from the answers you gave to the survey. They only describe qualities that characterize you. During the workshop you will learn what these scores mean for you.

CORE PREFERENCES	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Analytical	Driver	Amiable	Expressive
COPING PREFERENCES	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Analytical	Driver	Amiable	Expressive

### STYLE NAMES - A NECESSARY EVIL:

The problem with labels is that people sometimes focus only on what the label suggests rather than on the full spectrum of behaviors characteristic of the style. The labels used in the *Perspectives®* model are only suggestive of the style preferences. Don't make the mistake of labeling yourself or others. No value will come from that approach, and it is possible to do some harm using labels. Use the *Perspectives®* Styles as a way of gaining insight into your own behaviors and those of others.



## My Personal Goals for *Perspectives*<sup>®</sup> Interpersonal Effectiveness Training

*Perspectives*<sup>®</sup> Interpersonal Effectiveness Training provides an opportunity to learn more about yourself and others important to your success. Before you begin, review the following list and choose the personal goals of most interest to you:

*What would you like to learn more about?*

- My current strengths and style preferences.
- When, and how, to draw on others for support and help.
- The behavior, motivations and style preferences of others important to my success.
- Which work environments are naturally most productive for me.
- How to work effectively with someone with style preferences different from mine.
- How to effectively lead others based on their favored approaches to problem solving.
- How to work effectively with a group of individuals with diverse styles.
- How to blend my favorite problem solving approaches with those of another person.
- How to work effectively with a boss with different style preference than mine.
- The limitations inherent in my preferred approaches to solving problems and working with people.
- My strengths and limitations during stress and conflict.
- How *Perspectives*<sup>®</sup> style information may be helpful to me in improving a damaged relationship.
- How to stay more centered during times of stress and conflict.
- New approaches to working effectively with people and problems.
- Other (please identify) \_\_\_\_\_

***“The ability to relate well to people has become a critical factor for success in nearly every position in a modern organization.”*** Robert and Dorothy Bolton

## Brief Sketch of the *Perspectives*<sup>®</sup> Style Preferences

**Analytical:** The style most “analytical” in problem solving. Individuals with strong preferences for Analytical, more than any other style, tend to emphasize a logical, systematic and detail-oriented approach. They often have strengths in being organized, objective, and meticulous. They tend to prefer environments that value process, accuracy, use of data and precedent and where they can focus their attention on finding the “best” solutions to problems. They do least well in loosely structured environments where little attention is given to process and data collection.

**Driver:** The style most “results oriented.” Individuals with strong preferences for Driver, more than any other style, tend to emphasize practicality, achievement, outcomes, change, and future focus. They often have strengths in visioning, being decisive and assertive. People with strong Driver preferences prefer environments of high personal accountability, rapid pace, and where personal achievement is valued. They do least well in highly structured, process-oriented environments where they are unable to control the pace of activity.

**Amiable:** The style most “value driven.” Individuals with strong preferences for Amiable, more than any other style, tend to utilize their personal values as the basis for determining the “right” thing to do in a situation. Individuals with these preferences often have a strong quality orientation, seek high standards, are idealistic and principled, and emphasize trust, commitment and helpfulness in their relationships. People with strong Amiable preferences prefer environments of interdependence and mutual respect where worthy causes are valued and pursued. They do least well in impersonal environments and/or where “excellence” and interpersonal effectiveness are less valued.

**Expressive:** The style most outgoing, energetic and demonstrative. Individuals with strong preferences for Expressive, more than any other style, prefer to work according to opportunity rather than according to plan. They are often resourceful, effective at networking, and interpersonally skillful. They tend to prefer environments that are lively, less structured, and where they can be experimental and creative. They are least effective in environments that are highly structured and where a slower pace is required.

### OUTWITTED

*He drew a circle that shut me out.  
A heretic, a rebel, a thing to flout.  
But Love and I had the wit to win.  
We drew a circle that took him in!*

Charles Markham

# The Core Philosophy of the Four Basic Perspectives® Styles

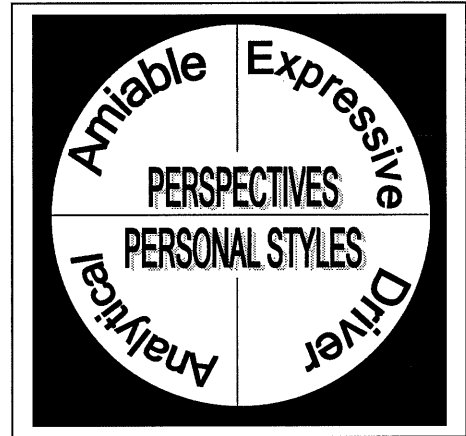
## ANALYTICAL (Reason)

**CORE BELIEFS:** The best way for me to solve life's problems is to use a rational approach. Too much emotion clouds things.

*Reason should prevail.*

**BASIC GOALS:** Think, then act!

**ADMIRE:** Clear thinking, careful process, doing your homework, and clear expectations.



***Some Typical Strengths***

<ul style="list-style-type: none"> <li>■ Systematic</li> <li>■ Analytical</li> <li>■ Looks for "best" alternative</li> <li>■ Tenacious</li> <li>■ Solid</li> <li>■ Seeks Precedent</li> <li>■ Rational</li> </ul>	<ul style="list-style-type: none"> <li>■ Consider Options</li> <li>■ Pros &amp; Cons</li> <li>■ Maintaining</li> <li>■ Reflective</li> <li>■ Procedure Oriented</li> <li>■ Data Oriented</li> <li>■ Orderly Process</li> <li>■ Details</li> </ul>
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***Some Typical Excesses/Blind Spots***

<ul style="list-style-type: none"> <li>■ Slows down progress</li> <li>■ Over-analyzes</li> <li>■ Over-works things</li> <li>■ Can appear negative, cold and unfriendly</li> <li>■ Doesn't trust easily</li> </ul>	<ul style="list-style-type: none"> <li>■ Becomes stubborn</li> <li>■ Withdraws in conflict</li> <li>■ Nit picky</li> <li>■ Holds own counsel - tends to only believe own data</li> <li>■ Misses opportunity</li> </ul>
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**NOTES**

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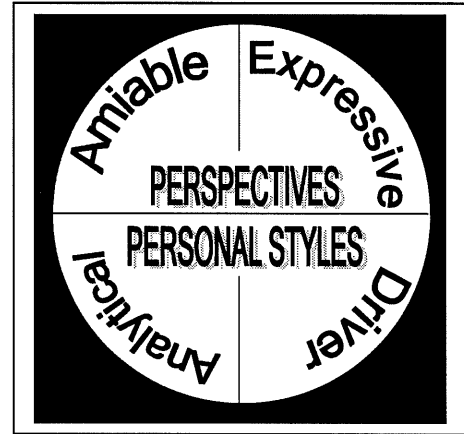
# The Core Philosophy of the Four Basic Perspectives® Styles

## DRIVER (Results)

**CORE BELIEFS:** The best way for me to solve life's problems is assertively get the job done. Understand the big picture, know where you are going and to get to it. Don't waste time on too many details. Take a risk and "make it happen." *Get Results.*

**BASIC GOALS:** Be competent! Get results!

**ADMIREES:** Risk taking, visionaries, what could be, straight talk, and taking the "bull by the horns," fast and flexible.



### *Some Typical Strengths*

- |                    |                              |
|--------------------|------------------------------|
| ■ Persistent       | ■ Initiating                 |
| ■ Urgent           | ■ Directing                  |
| ■ States Position  | ■ Future Oriented            |
| ■ Results oriented | ■ Vision                     |
| ■ Demanding        | ■ Tenacious                  |
| ■ Leads easily     | ■ Goal directed              |
| ■ Bottom Line      | ■ Lets go/cuts losses easily |

### *Some Typical Excesses/Blind Spots*

- |                        |                    |
|------------------------|--------------------|
| ■ Takes over           | ■ Overly demanding |
| ■ Impatient            | ■ Does more        |
| ■ Increases intensity  | ■ Misses detail    |
| ■ Blames others/things | ■ Takes more risks |
| ■ Ignores input        | ■ Controlling      |
| ■ Domineering          | ■ Overly directive |

### NOTES

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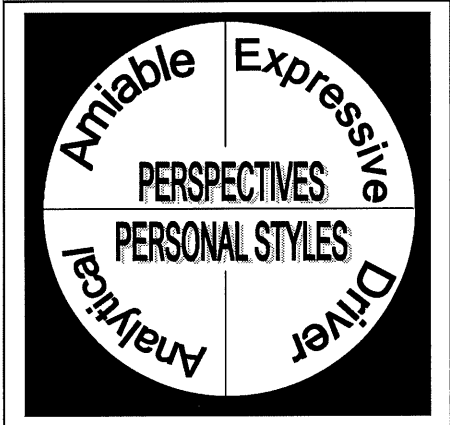
**The Core Philosophy of the Four Basic Perspectives® Styles**

# Amiable (Responsive)

**CORE BELIEFS:** The best way for me to solve life's problems is to stick with my core values, be helpful to others, focus on quality and do what is right. A job worth doing is worth doing well. Behave in a trustworthy way and build quality relationships. How people feel does count. *Be Responsive.*

**BASIC GOALS:** Do the right thing - be helpful!

**ADMIRE:** Quality workmanship, loyal people, hard work, cooperation, helpfulness and a good one-on-one conversation about important things.



*Some Typical Strengths*

- |                        |                         |
|------------------------|-------------------------|
| ■ Value driven         | ■ Idealistic Perfecting |
| ■ Self-critical        | ■ Patient               |
| ■ Loyal                | ■ Dedicated             |
| ■ Trusting             | ■ Cooperative           |
| ■ Helpful              | ■ Quality oriented      |
| ■ Supportive - helpful | ■ Intense-personal      |
| ■ Critical eye         |                         |

*Some Typical Excesses/Blind Spots*

- |  |                        |
|--|------------------------|
| ■ Shoulds and oughts                                 | ■ May over-work issues |
| ■ Imposing own values on others                      | ■ Rigid                |
| ■ Over identifies with others                        | ■ Perfectionist        |
| ■ Self-denying                                       | ■ Gets over committed  |
| ■ Doesn't cut losses easily and let go of the past!! | ■ Over personalizes    |

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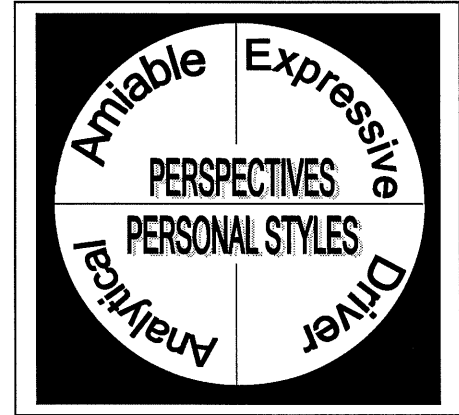
# The Core Philosophy of the Four Basic Perspectives® Styles

## Expressive (Network)

**CORE BELIEFS:** The best way for me to solve life's problems is stay alert and involved, be flexible and adjust my approach, maintain a light touch, seize opportunity and work closely with others. Stay open, keep a positive attitude and don't become rigid. *Connect with People.*

**BASIC GOALS:** Know others! Be flexible!

**ADMIRE:** Flexibility in self/others, energetic people, having fun and keeping it light, not getting stuck in a rut, and variety in activities and relationships.



<i>Some Typical Strengths</i>	
■ Energetic	■ Verbally fluent
■ Flexible	■ Aware
■ Resourceful/Experimental	■ Light touch
■ Good at networking	■ Soft bargaining
■ Assertive and responsive	■ Keep things moving
■ Use humor	■ Consults
<i>Some Typical Excesses/Blind Spots</i>	
■ Easily bored	■ Loses sight of own goals
■ Overly entertaining	■ Inconsistent
■ Lacks conviction	■ Diverts by being clever
■ Passive-aggressive	■ When overly stressed can be aggressive and attacking
■ Avoids conflict	■ Denies difficulties
■ Empathy can seem hollow	

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## The Strengths of My Core Preferences

Each of us has strengths that we apply to the problems and opportunities we encounter in our work or personal life. Review the typical strengths of the *Perspectives*<sup>®</sup> styles on the next two pages. Which of the strengths do you have? Check all that apply on both pages.

Analytical (Logical)	Driver (Results)
<ul style="list-style-type: none"> <li><input type="checkbox"/> Being systematic</li> <li><input type="checkbox"/> Analytical</li> <li><input type="checkbox"/> Look for the best alternative</li> <li><input type="checkbox"/> Reflective</li> <li><input type="checkbox"/> Like to use procedures for control</li> <li><input type="checkbox"/> Like to examine data</li> <li><input type="checkbox"/> Use a rational approach to problem solving</li> <li><input type="checkbox"/> Process oriented</li> <li><input type="checkbox"/> Like to examine options before deciding</li> <li><input type="checkbox"/> Use a step by step approach to problem solving</li> <li><input type="checkbox"/> Pay attention to details</li> <li><input type="checkbox"/> Stick with a problem/process</li> <li><input type="checkbox"/> Look for precedent</li> <li><input type="checkbox"/> Like to examine the pros and cons of an issue</li> <li><input type="checkbox"/> Like to be cautious in forming conclusions</li> <li><input type="checkbox"/> Prefer a manageable pace</li> <li><input type="checkbox"/> Interested in seeing things done correctly</li> <li><input type="checkbox"/> Like to build on what already exists</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Persistent</li> <li><input type="checkbox"/> Have a sense of urgency</li> <li><input type="checkbox"/> Easily state my position/opinions</li> <li><input type="checkbox"/> Results oriented</li> <li><input type="checkbox"/> Push for results</li> <li><input type="checkbox"/> Interested in the bottom line more than the details</li> <li><input type="checkbox"/> Often initiate action</li> <li><input type="checkbox"/> Goal directed</li> <li><input type="checkbox"/> Cut my losses easily</li> <li><input type="checkbox"/> Pay attention to the future</li> <li><input type="checkbox"/> Enjoy leadership</li> <li><input type="checkbox"/> Interested in controlling variables that lead to results</li> <li><input type="checkbox"/> Like to be direct and to the point</li> <li><input type="checkbox"/> Easily adjust to changing conditions</li> <li><input type="checkbox"/> Prefer a quick pace</li> <li><input type="checkbox"/> Interested in seeing things get done</li> <li><input type="checkbox"/> Enjoy starting up new things</li> </ul>

***"You can observe a lot just by watching."***  
**—Yogi Berra**

The Strengths of My Core Preferences (continued)

Amiable (Responsive)	Expressive (Network)
<ul style="list-style-type: none"> <li><input type="checkbox"/> Use my values to guide my actions</li> <li><input type="checkbox"/> Work to make sure my values and behaviors are consistent</li> <li><input type="checkbox"/> Introspective about situations</li> <li><input type="checkbox"/> Loyalty is important</li> <li><input type="checkbox"/> Tend to be trusting of others</li> <li><input type="checkbox"/> Try to be as helpful to others as possible</li> <li><input type="checkbox"/> Supportive of others</li> <li><input type="checkbox"/> Examine for quality in product/decisions/processes</li> <li><input type="checkbox"/> Idealistic</li> <li><input type="checkbox"/> Work to perfect things where possible</li> <li><input type="checkbox"/> Patient</li> <li><input type="checkbox"/> Dedicated to things I "sign-up" for</li> <li><input type="checkbox"/> Try to create cooperative environments</li> <li><input type="checkbox"/> Like to personalize things</li> <li><input type="checkbox"/> Make sure people feel respected</li> <li><input type="checkbox"/> Like "one-on-one" discussion and problem solving</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Exude a lot of energy</li> <li><input type="checkbox"/> Flexible</li> <li><input type="checkbox"/> Draw on a lot of different resources</li> <li><input type="checkbox"/> Good at networking</li> <li><input type="checkbox"/> Responsive to others' needs/preferences</li> <li><input type="checkbox"/> Use humor to keep things light</li> <li><input type="checkbox"/> Notice what others want/need</li> <li><input type="checkbox"/> Emphasize "win-win" bargaining</li> <li><input type="checkbox"/> Like a brisk pace</li> <li><input type="checkbox"/> Like to be direct and up-front</li> <li><input type="checkbox"/> Enjoy working in groups</li> <li><input type="checkbox"/> Prefer creative approaches to problem solving</li> <li><input type="checkbox"/> Generally very optimistic</li> <li><input type="checkbox"/> Don't like to overwork things</li> <li><input type="checkbox"/> Enjoy change</li> <li><input type="checkbox"/> Innovative in my approach to many things</li> <li><input type="checkbox"/> Notice how others feel and respond accordingly</li> </ul>

**OTHER STRENGTHS:** What have we missed in our lists? Do you have other core strengths that are characteristic of your interpersonal style? List them here:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Excesses – “Too Much of a Good Thing.”**

Just as each of us has strengths typical of our preferred styles, we might also have a tendency to overdo, or exaggerate our strengths until they become excesses - “too much of a good thing.” Review the typical excesses of the *Perspectives®* style. What are the areas that you have a tendency toward excess? Check all that apply.

<b>Analytical (Logical)</b>	<b>Driver (Results)</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Over analyze</li> <li><input type="checkbox"/> Big picture gets lost in details</li> <li><input type="checkbox"/> Slow to act</li> <li><input type="checkbox"/> Overly reflective</li> <li><input type="checkbox"/> Overuse process for control</li> <li><input type="checkbox"/> Overwork issues</li> <li><input type="checkbox"/> May withdraw in conflict</li> <li><input type="checkbox"/> Nit-pick</li> <li><input type="checkbox"/> May appear negative</li> <li><input type="checkbox"/> May not consult with others when needed</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Impatient</li> <li><input type="checkbox"/> Miss details</li> <li><input type="checkbox"/> Push too hard</li> <li><input type="checkbox"/> May exert too much control</li> <li><input type="checkbox"/> Demanding</li> <li><input type="checkbox"/> Change for change sake</li> <li><input type="checkbox"/> Don't involve others when needed</li> <li><input type="checkbox"/> Domineering</li> <li><input type="checkbox"/> May ignore input</li> </ul>

<b>Amiable (Responsive)</b>	<b>Expressive (Network)</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Perfectionistic</li> <li><input type="checkbox"/> Imposing my values on others</li> <li><input type="checkbox"/> Don't let go of issues - overwork to the point of anxiety</li> <li><input type="checkbox"/> Gullible</li> <li><input type="checkbox"/> Self-denying</li> <li><input type="checkbox"/> Become rigid at times</li> <li><input type="checkbox"/> Tend to get over-committed</li> <li><input type="checkbox"/> Overly personalize matters</li> <li><input type="checkbox"/> Over-identify with others</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Easily bored</li> <li><input type="checkbox"/> Overly entertaining at times</li> <li><input type="checkbox"/> Overly flexible - don't stick with it</li> <li><input type="checkbox"/> Avoid conflict</li> <li><input type="checkbox"/> Don't state my negative feelings</li> <li><input type="checkbox"/> Lose sight of my own goals</li> <li><input type="checkbox"/> Overly pleasing of others</li> <li><input type="checkbox"/> Inconsistent</li> <li><input type="checkbox"/> May appear shallow</li> <li><input type="checkbox"/> Don't finish before shifting gears</li> </ul>

## Recognizing & Appreciating Differences

This exercise will help confirm your understanding and appreciation for the differences in approach typical of each style. The point here is that there are four best ways to communicate, give feedback, deal with conflict, solve problems, etc. None of the approaches are better or worse—just different. Each approach may be more or less effective or ineffective depending on the situation. See if you can provide the style label for each of the lists

### HOW EACH STYLE PREFERS TO COMMUNICATE

Fill in the blank with the style that you think is most often typified by the listed characteristics

<ul style="list-style-type: none"> <li>■ Patience</li> <li>■ Physically more contained</li> <li>■ More comfort in stating their feelings</li> <li>■ Likes one-on-one discussion</li> <li>■ Respectful and personal</li> <li>■ More adept and comfortable with small talk</li> <li>■ "How can I be of help"</li> </ul>	<ul style="list-style-type: none"> <li>■ High energy</li> <li>■ Gestures more freely</li> <li>■ More comfortable with group process</li> <li>■ May get bored easily</li> <li>■ Likes a quick process</li> <li>■ "What does everyone think?"</li> </ul>	<ul style="list-style-type: none"> <li>■ Direct and to the point</li> <li>■ Sense of urgency</li> <li>■ States position</li> <li>■ Focused on results</li> <li>■ Likes a quick pace</li> <li>■ "Here's what I think!"</li> </ul>	<ul style="list-style-type: none"> <li>■ Likes systematic communication</li> <li>■ Likes to examine all the options</li> <li>■ Slower pace is comfortable</li> <li>■ More cautious in forming conclusion</li> <li>■ "Let's be sure before we leap."</li> </ul>
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### HOW EACH STYLE PREFERS TO GIVE FEEDBACK

Fill in the blank with the style that you think is most often typified by the listed characteristics

<ul style="list-style-type: none"> <li>■ Gives a fair amount of detail</li> <li>■ Uses an organized approach</li> <li>■ Tends to be factual</li> <li>■ May be less personal and emotional</li> <li>■ May feel cool and uncaring to recipient</li> </ul>	<ul style="list-style-type: none"> <li>■ Tends to be direct</li> <li>■ Can be strongly stated</li> <li>■ Focused on the result of the feedback</li> <li>■ Might be inclined to "draw a line in the sand."</li> <li>■ May feel "confrontational to recipient"</li> </ul>	<ul style="list-style-type: none"> <li>■ Seems respectful and personal</li> <li>■ Appears to want and expect discussion</li> <li>■ Focused on being helpful</li> <li>■ May imply a "proper" way to do something</li> <li>■ As recipient may feel like you are being "parented"</li> </ul>	<ul style="list-style-type: none"> <li>■ Seems friendly and upbeat</li> <li>■ Provided with humor</li> <li>■ Tries not to escalate the issue</li> <li>■ Focus on compromise and agreement</li> <li>■ May feel somewhat vague or unclear to recipient</li> </ul>
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## Recognizing & Appreciating Differences

### HOW EACH STYLE PREFERS TO MAKE DECISIONS

*Fill in the blank with the style that you think is most often typified by the listed characteristics*

<ul style="list-style-type: none"> <li>■ Concludes more quickly</li> <li>■ Expects others to be decisive</li> <li>■ May be impatient when they perceive decision making is bogged down</li> <li>■ "Strike while the iron is hot"</li> </ul>	<ul style="list-style-type: none"> <li>■ Tends to use a thoughtful process</li> <li>■ Checks in with trusted people for input</li> <li>■ Wants to be sure that decisions are consistent with stated core values</li> <li>■ May over-work a decision process</li> <li>■ "A job worth doing is worth doing well!"</li> </ul>	<ul style="list-style-type: none"> <li>■ Take their time to examine the details and options</li> <li>■ Decides more slowly</li> <li>■ Doesn't like to be pressured to decide</li> <li>■ May miss opportunities while examining the data</li> <li>■ "THINK!"</li> </ul>	<ul style="list-style-type: none"> <li>■ Seeks a good deal of input</li> <li>■ Tries to include lots of perspectives</li> <li>■ Focuses on not offending others in the decisions making process</li> <li>■ "Don't sweat the small stuff."</li> </ul>
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### HOW EACH STYLE PREFERS TO DEAL WITH CONFLICT

*Fill in the blank with the style that you think is most often typified by the listed characteristics*

<ul style="list-style-type: none"> <li>■ Tends to deflect conflict</li> <li>■ Fears that conflicts may damage relationships</li> <li>■ Tends to believe that win-win is the only good policy for conflict management</li> <li>■ In extreme, may avoid conflict altogether</li> </ul>	<ul style="list-style-type: none"> <li>■ Places emphasis on facts rather than feelings</li> <li>■ Fears that people may become unnecessarily emotional</li> <li>■ May withdraw in a conflict</li> <li>■ In extreme, may become cold and unfriendly</li> </ul>	<ul style="list-style-type: none"> <li>■ Prefers to confront it directly</li> <li>■ Fears that issues may go unresolved</li> <li>■ Likes to have separate areas of autonomy</li> <li>■ May cut off conflicts too soon</li> <li>■ In extreme, may become domineering</li> </ul>	<ul style="list-style-type: none"> <li>■ Likes to talk it out</li> <li>■ Fears that others may not be honest with their feelings</li> <li>■ May become self-righteous</li> <li>■ May have trouble letting go of a conflict</li> <li>■ Tends to view conflict as personal</li> <li>■ In extreme, may become passive-aggressive</li> </ul>
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***"O wad the power the giftie gie us to see ourselves as others see us."***

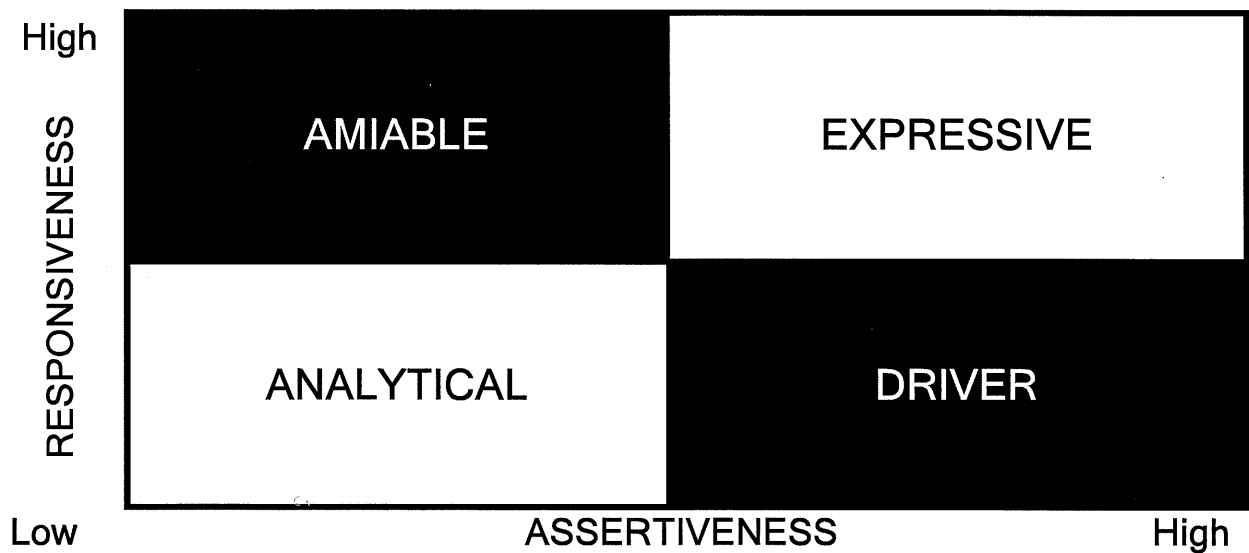
**—Robert Burns**

## Style Preferences Can Be Observed in Behaviors

To make the most use of the *Perspectives®* styles model, it is helpful to notice style preferences in everyday behavior. Two dimensions of behaviors which are observable are the extent to which someone is more or less *responsive*, and more or less *assertive*.

<b>RESPONSIVENESS:</b> the degree to which someone:	<b>ASSERTIVENESS:</b> the degree to which someone:
<ol style="list-style-type: none"> <li>1. is physically expressive</li> <li>2. is outgoing</li> <li>3. is verbose</li> <li>4. is open in the demonstration of their emotions</li> </ol>	<ol style="list-style-type: none"> <li>1. moves/gestures quickly</li> <li>2. addresses problems quickly</li> <li>3. decides quickly</li> <li>4. exerts pressure for decisions/action</li> </ol>

Each of the *Perspectives®* styles is characterized by more or less responsiveness and assertiveness as follows:



## Identify Some of Your Behaviors

Look over the following list of behaviors - responsiveness and assertiveness, more and less. Use the checklists below to identify some of the behaviors that are characteristic of you. Check the statement in each pair that best describes your behaviors. When finished, transfer the totals in the "More Responsive" and "More Assertive" columns to the graph on the next page.

***"Man is read in his face."***

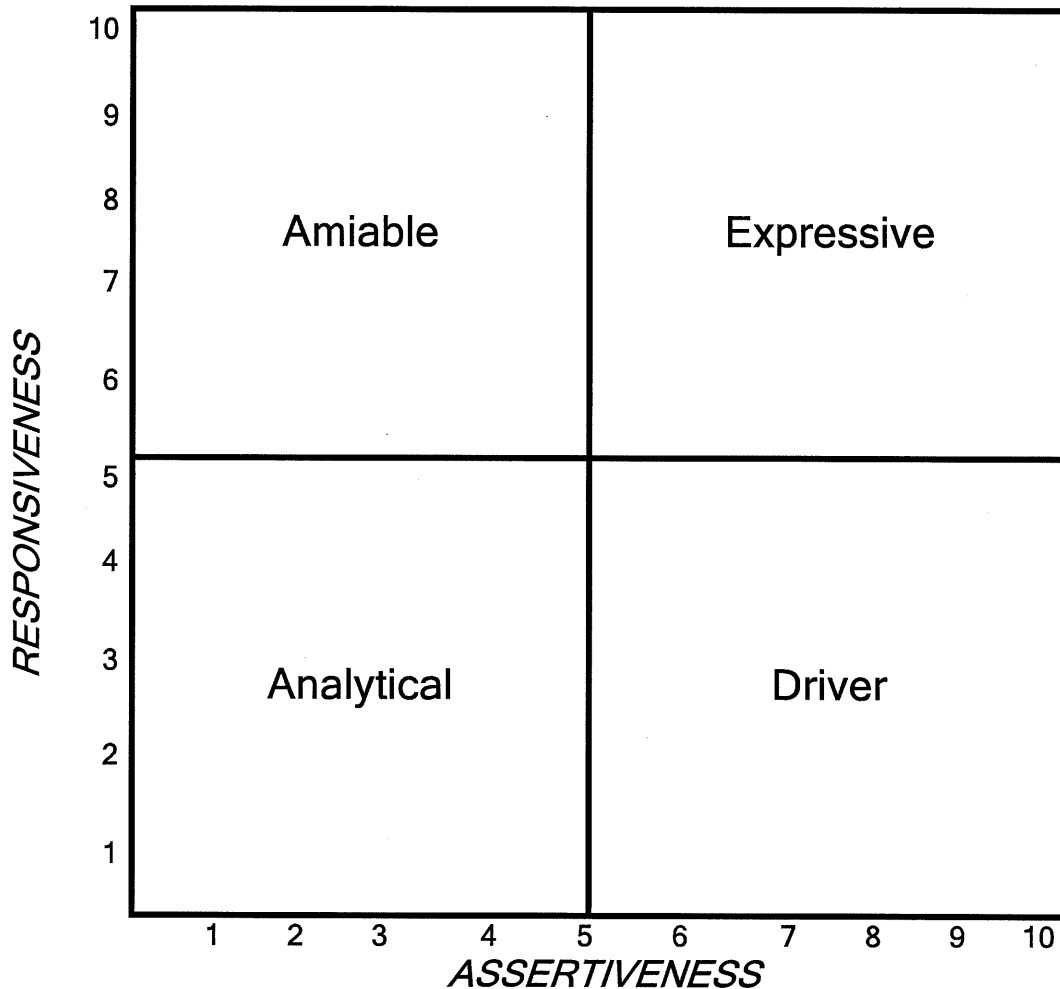
—Ben Jonson

<i><b>MORE RESPONSIVE</b></i>		<i><b>LESS RESPONSIVE</b></i>
<input type="checkbox"/> Express feelings more openly	OR	<input type="checkbox"/> Less disclosing of feelings
<input type="checkbox"/> Appear more friendly	OR	<input type="checkbox"/> Appear more reserved
<input type="checkbox"/> More facially expressive	OR	<input type="checkbox"/> Less facially expressive
<input type="checkbox"/> Gesture more freely	OR	<input type="checkbox"/> Gesture less often
<input type="checkbox"/> Have more vocal inflection	OR	<input type="checkbox"/> Have less vocal inflection
<input type="checkbox"/> More comfortable and usually more adept at small talk	OR	<input type="checkbox"/> Less interested and less adept at small talk
<input type="checkbox"/> Use more anecdotes and stories than facts or logic	OR	<input type="checkbox"/> Use more facts and logic than anecdotes and stories
<input type="checkbox"/> Express more concern about human aspects of issues	OR	<input type="checkbox"/> More task oriented than concerned about human aspects of issues
<input type="checkbox"/> Less structured in use of time	OR	<input type="checkbox"/> More structured in their use of time
<input type="checkbox"/> Prefer working with people	OR	<input type="checkbox"/> Prefer working with things/systems
_____ TOTAL CHECKS THIS COLUMN		

<i><b>MORE ASSERTIVE</b></i>		<i><b>LESS ASSERTIVE</b></i>
<input type="checkbox"/> Exude more energy	OR	<input type="checkbox"/> Exude less energy
<input type="checkbox"/> Move faster	OR	<input type="checkbox"/> Move slower
<input type="checkbox"/> Gesture more vigorously	OR	<input type="checkbox"/> Gesture less vigorously
<input type="checkbox"/> Have more intense eye contact	OR	<input type="checkbox"/> Have less intense eye contact
<input type="checkbox"/> Tend to lean forward when making a point	OR	<input type="checkbox"/> Tend to lean backward when making a point
<input type="checkbox"/> Speak more rapidly, louder, and more often	OR	<input type="checkbox"/> Speak less rapidly, softly, and less often
<input type="checkbox"/> Address problems quicker and decide quicker	OR	<input type="checkbox"/> Address problems less quickly and decide less quickly
<input type="checkbox"/> More confrontational	OR	<input type="checkbox"/> Less confrontational
<input type="checkbox"/> Exert more pressure for a decision or taking action	OR	<input type="checkbox"/> Exert less pressure for a decision or taking action
<input type="checkbox"/> Demonstrate anger more quickly	OR	<input type="checkbox"/> Demonstrate anger less quickly
_____ TOTAL CHECKS THIS COLUMN		



## Your Most Preferred Style Based On Observable Behavior



**INSTRUCTIONS:** Plot your scores from the previous page by drawing a horizontal line from your Responsiveness score, and a vertical line from your Assertiveness score. The intersect of the two lines gives you a rough estimate of what others observe as most characteristic of your style preferences based on your demonstrated behavior.

- *Is the style indicated above either your most preferred or backup style as measured by the Perspectives® survey?* This is usually the case. However, since your actual style preferences are a combination of your internal beliefs, values, and mindset as well as your demonstrated behaviors there may be a difference between this measure and your Perspectives® survey results.
- Use this as rough guide to inform yourself of what others likely notice in your behavior.
- Locate your most preferred style in the table headings on Pages 19-22. (Amiable, Analytical, Driver, Expressive) Study the column that describes your tendencies (For example: Amiable tends to: be more people oriented, disclose feelings, etc.)
- Now complete the exercise on Page 16 by identifying some of the observable behaviors for a person key to your success.

## Identify Some Behaviors of a Key Person

Look over the following list of behaviors - responsiveness and assertiveness, more and less. Use the checklists below to identify some of the behaviors of a person who is key to your success (family member, co-worker, employee, manager, etc.) Check the statements in each pair that best describe that person's behavior. When finished, transfer the totals in the "More Responsive" and "More Assertive" columns to the graph on the next page.

Name of person \_\_\_\_\_

Relationship to you \_\_\_\_\_

<i><b>MORE RESPONSIVE</b></i>		<i><b>LESS RESPONSIVE</b></i>
<input type="checkbox"/> Express feelings more openly	OR	<input type="checkbox"/> Less disclosing of feelings
<input type="checkbox"/> Appear more friendly	OR	<input type="checkbox"/> Appear more reserved
<input type="checkbox"/> More facially expressive	OR	<input type="checkbox"/> Less facially expressive
<input type="checkbox"/> Gesture more freely	OR	<input type="checkbox"/> Gesture less often
<input type="checkbox"/> Have more vocal inflection	OR	<input type="checkbox"/> Have less vocal inflection
<input type="checkbox"/> More comfortable and usually more adept at small talk	OR	<input type="checkbox"/> Less interested and less adept at small talk
<input type="checkbox"/> Use more anecdotes and stories than facts or logic	OR	<input type="checkbox"/> Use more facts and logic than anecdotes and stories
<input type="checkbox"/> Express more concern about human aspects of issues	OR	<input type="checkbox"/> More task oriented than concerned about human aspects of issues
<input type="checkbox"/> Less structured in use of time	OR	<input type="checkbox"/> More structured in their use of time
<input type="checkbox"/> Prefer working with people	OR	<input type="checkbox"/> Prefer working with things/systems
_____ TOTAL CHECKS THIS COLUMN		

<i><b>MORE ASSERTIVE</b></i>		<i><b>LESS ASSERTIVE</b></i>
<input type="checkbox"/> Exude more energy	OR	<input type="checkbox"/> Exude less energy
<input type="checkbox"/> Move faster	OR	<input type="checkbox"/> Move slower
<input type="checkbox"/> Gesture more vigorously	OR	<input type="checkbox"/> Gesture less vigorously
<input type="checkbox"/> Have more intense eye contact	OR	<input type="checkbox"/> Have less intense eye contact
<input type="checkbox"/> Tend to lean forward when making a point	OR	<input type="checkbox"/> Tend to lean backward when making a point
<input type="checkbox"/> Speak more rapidly, louder, and more often	OR	<input type="checkbox"/> Speak less rapidly, softly, and less often
<input type="checkbox"/> Address problems quicker and decide quicker	OR	<input type="checkbox"/> Address problems less quickly and decide less quickly
<input type="checkbox"/> More confrontational	OR	<input type="checkbox"/> Less confrontational
<input type="checkbox"/> Exert more pressure for a decision or taking action	OR	<input type="checkbox"/> Exert less pressure for a decision or taking action
<input type="checkbox"/> Demonstrate anger more quickly	OR	<input type="checkbox"/> Demonstrate anger less quickly
_____ TOTAL CHECKS THIS COLUMN		

Most Preferred Style of a Key Person Based on Observable Behavior



**INSTRUCTIONS:** Plot the scores from the previous page by drawing a horizontal line from your Responsiveness score, and a vertical line from your Assertiveness score. The intersect of the two lines gives you a rough estimate of the most preferred style of the key person based on your observations of their behavior.

- Locate the person's most preferred style in the table headings on Pages 19-22. (Amiable, Analytical, Driver, Expressive) Study the column that describes his/her tendencies (For example: Amiable tends to: be more people oriented, disclose feelings, etc.)
- Now complete the exercise on Page 18 to learn how to best apply this knowledge to your interactions with this person, and others who are important to your success.

## “Changing the Music” Flexing Your Style to Create More Productive Relationships

### What is flexing?

Flexing is *temporarily* tailoring a few of your behaviors to improve the results of the interaction for all involved. Flexing is respectful, honest and fair.

### When to flex?

When it becomes clear that a relationship would work better if you made some changes in the way you approached the individual. Flexing makes sense only at key times and not as an on-going approach to tension in relationships. “When a relationship is not going well, don’t do more of the same, try something different.”

1. Think of a person with whom you have some relationship difficulties. Based on your knowledge of *Perspectives*® styles, what do you think is his/her primary style preference(s) - Amiable, Analytical, Driver, Expressive?
2. What behaviors have you observed in that person that supports your choice(s) in 1 above?
3. Take a look at the next few pages and see how you might “flex” to improve the relationship and communication. What specific actions could you take to be more effective with that person?

***“If the doors of perception were cleansed everything would appear to man as it is, infinite. For man has closed himself up, ‘til he sees all things thro’ narrow chinks of his cavern.”***

—William Blake

## “Flexing” A Guide for Amiable

<i>If Your Preference Is Amiable.....</i>	<i>And You Want To Work More Effectively With:</i>		
	<b>Analytical</b>	<b>Expressive</b>	<b>Driver</b>
You tend to be more people-oriented	<b>Be more task oriented</b> <ul style="list-style-type: none"> <li>• be on time</li> <li>• get right to the business</li> <li>• be a bit more formal, reserved</li> </ul>	<b>Pick up the pace</b> <ul style="list-style-type: none"> <li>• speak more rapidly than normal</li> <li>• address issues quickly</li> <li>• keep messages short</li> <li>• be prepared to decide &amp; implement quickly</li> </ul>	<b>Pick up the pace</b> <ul style="list-style-type: none"> <li>• speak more rapidly than normal</li> <li>• address issues quickly</li> <li>• keep messages short</li> <li>• be prepared to decide &amp; implement quickly</li> </ul>
You tend to disclose your emotions about an issue	<b>De-emphasize feelings</b> <ul style="list-style-type: none"> <li>• decrease your eye contact &amp; facial expressions</li> <li>• avoid touching</li> <li>• talk about what you think, rather than what you feel</li> <li>• don't take the impersonal manner personally</li> </ul>	<b>Say what you think</b> <ul style="list-style-type: none"> <li>• speak up more often</li> <li>• tell more, ask less</li> <li>• use gestures and statements that suggest you have confidence in your point of view</li> <li>• voice your disagreements</li> <li>• don't gloss over problems</li> </ul>	<b>De-emphasize feelings</b> <ul style="list-style-type: none"> <li>• limit big gestures</li> <li>• talk about what you think, rather than what you feel</li> <li>• don't take the driver's impersonal manner personally</li> </ul>
You tend to be more spontaneous in your approach to work	<b>Be systematic</b> <ul style="list-style-type: none"> <li>• plan your work</li> <li>• work your plan</li> </ul>	<b>Facilitate self direction</b> <ul style="list-style-type: none"> <li>• give them as much freedom as possible to meet goals</li> <li>• don't be a stickler for rules</li> </ul>	<b>Be more task oriented</b> <ul style="list-style-type: none"> <li>• be on time</li> <li>• get right to the business</li> <li>• offer options to chose between</li> </ul>
You tend to work in broad strokes, shaping work as you progress	<b>Be well organized</b> <ul style="list-style-type: none"> <li>• be prepared</li> <li>• go into detail</li> <li>• provide factual evidence</li> <li>• provide written materials and/or follow-up in writing</li> </ul>	<b>Stick with the Big Picture</b> <ul style="list-style-type: none"> <li>• focus on high priority issues</li> <li>• present the main points and skip the details</li> </ul>	<b>Cut to the chase</b> <ul style="list-style-type: none"> <li>• focus on high priority issues</li> <li>• if in doubt, leave it out</li> <li>• focus on results</li> <li>• be well prepared</li> </ul>

## “Flexing” A Guide for Analytical

<i>If Your Preference Is Analytical...</i>	<i>And You Want To Work More Effectively With:</i>		
	<b>Driver</b>	<b>Expressive</b>	<b>Amiable</b>
<p>You tend to be systematic, thorough, task oriented</p>	<p><b>Pick up the pace</b></p> <ul style="list-style-type: none"> <li>• speak more rapidly</li> <li>• address problems quickly</li> <li>• be prepared to decide quickly</li> <li>• implement agreements as soon as possible</li> <li>• when writing, summarize</li> </ul>	<p><b>Make personal contact</b></p> <ul style="list-style-type: none"> <li>• be more casual and informal than usual</li> <li>• touch base personally at the outset</li> <li>• talk about what’s going on with others</li> <li>• be appropriately sociable</li> <li>• show appreciation for their contribution</li> </ul>	<p><b>Make genuine personal contact</b></p> <ul style="list-style-type: none"> <li>• don’t seem aloof</li> <li>• be more casual</li> <li>• touch base personally at the onset</li> <li>• disclose something about yourself</li> <li>• initiate non-task related conversations</li> </ul>
<p>You tend to focus on details and logistics</p>	<p><b>Don’t get bogged down in detail</b></p> <ul style="list-style-type: none"> <li>• present the main point and only essential details</li> <li>• avoid discussing theory or all the history of the situation</li> </ul>	<p><b>Be patient</b></p> <ul style="list-style-type: none"> <li>• allow time for conversation</li> <li>• spend time in mutual exploration</li> <li>• be patient with overstatements</li> <li>• let them “think out loud”</li> </ul>	<p><b>Be supportive</b></p> <ul style="list-style-type: none"> <li>• listen empathetically</li> <li>• recognize their contributions</li> <li>• offer to help</li> <li>• demonstrate interest in the human side of a situation</li> </ul>
<p>You tend to not speak or act until you are confident you are right</p>	<p><b>Say what you think</b></p> <ul style="list-style-type: none"> <li>• speak up more often</li> <li>• tell more, ask less</li> <li>• make definite statements</li> <li>• voice disagreements</li> <li>• don’t gloss over problems</li> </ul>	<p><b>Pick up the pace</b></p> <ul style="list-style-type: none"> <li>• demonstrate high energy</li> <li>• focus on feelings</li> <li>• be relaxed about a certain amount of joking around</li> <li>• create a conversational tone</li> <li>• let them be in the spot light</li> </ul>	<p><b>Use facts and logic sparingly</b></p> <ul style="list-style-type: none"> <li>• provide structure</li> <li>• help plan complex projects</li> <li>• reduce uncertainty</li> <li>• demonstrate loyalty</li> </ul>
<p>You tend to be indirect when making requests or stating an opinion</p>	<p><b>Be direct</b></p> <ul style="list-style-type: none"> <li>• focus on results</li> <li>• emphasize pragmatic approaches</li> <li>• be flexible about minor rules</li> </ul>	<p><b>Relax and be direct</b></p> <ul style="list-style-type: none"> <li>• be informal</li> <li>• brainstorm</li> <li>• avoid the details until you have agreement on the main idea</li> <li>• explore how others might feel about issue</li> </ul>	<p><b>Share what you are thinking</b></p> <ul style="list-style-type: none"> <li>• solicit their input on matters that affect them</li> <li>• explore how a situation affects people and their morale</li> </ul>

## “Flexing” A Guide for Driver

<i>If Your Preference Is Driver...</i>	<i>And You Want To Work More Effectively With:</i>		
	<b>Analytical</b>	<b>Expressive</b>	<b>Amiable</b>
<p>You tend to be high energy, fast paced</p>	<p><b>Slow your pace</b></p> <ul style="list-style-type: none"> <li>• talk slower</li> <li>• don't create unnecessarily tight deadlines</li> <li>• don't push for quick decisions</li> <li>• take time to be more thorough</li> </ul>	<p><b>Make personal contact</b></p> <ul style="list-style-type: none"> <li>• be more casual and informal than usual</li> <li>• touch base personally at the outset</li> <li>• talk about what's going on with others</li> <li>• be appropriately sociable</li> <li>• show appreciation for their contribution</li> </ul>	<p><b>Be supportive</b></p> <ul style="list-style-type: none"> <li>• listen empathetically</li> <li>• express sincere appreciation for their contributions</li> <li>• lend a helping hand</li> <li>• provide structure</li> <li>• help plan projects</li> <li>• demonstrate loyalty</li> </ul>
<p>You tend to be quick to voice your point of view and present it with authority</p>	<p><b>Listen</b></p> <ul style="list-style-type: none"> <li>• talk less</li> <li>• allow for pauses to give the Analytical a chance to speak</li> <li>• ask the Analytical what they think</li> <li>• summarize what you hear</li> <li>• don't interrupt</li> </ul>	<p><b>Be patient</b></p> <ul style="list-style-type: none"> <li>• allow time for conversation</li> <li>• spend time in mutual exploration</li> <li>• be patient with overstatements</li> <li>• let them “think out loud”</li> </ul>	<p><b>Listen</b></p> <ul style="list-style-type: none"> <li>• talk less</li> <li>• allow for pauses to give the Amiable a chance to speak</li> <li>• ask the Amiable what they think</li> <li>• summarize what you hear</li> <li>• don't interrupt</li> </ul>
<p>You tend to be task and results oriented and work best with tight time lines</p>	<p><b>Back off</b></p> <ul style="list-style-type: none"> <li>• decrease the intensity of your eye contact</li> <li>• watch your gestures and tone of voice</li> <li>• lean back when you make a point</li> <li>• look for the win-win</li> </ul>	<p><b>Focus more on feeling</b></p> <ul style="list-style-type: none"> <li>• acknowledge their feelings</li> <li>• don't over react to highs and lows</li> <li>• show more feeling yourself</li> <li>• demonstrate more enthusiasm</li> <li>• let them be in the spotlight</li> <li>• don't overdo facts and logic</li> </ul>	<p><b>Back off and focus more on feeling</b></p> <ul style="list-style-type: none"> <li>• soften your gaze and notice body language cues</li> <li>• demonstrate more feeling yourself</li> <li>• Lean back when you make a point</li> </ul>
<p>You tend to make decisions quickly and be willing to change quickly</p>	<p><b>Be prepared</b></p> <ul style="list-style-type: none"> <li>• provide detail</li> <li>• thoroughly discuss the pros &amp; cons of the proposal</li> <li>• give time to think about the situation</li> </ul>	<p><b>Be informal</b></p> <ul style="list-style-type: none"> <li>• brainstorm</li> <li>• avoid the details until you have agreement on the main idea</li> <li>• explore how others might feel about the issue</li> </ul>	<p><b>Get input</b></p> <ul style="list-style-type: none"> <li>• solicit their input on matters that affect them</li> <li>• explore how a situation affects people and their morale</li> </ul>

## “Flexing” A Guide for Expressive

<i>If Your Preference Is Expressive...</i>	<i>And You Want To Work More Effectively With:</i>		
	<b>Analytical</b>	<b>Driver</b>	<b>Amiable</b>
<p>You tend to be more informal, act quickly</p>	<p><b>Slow your pace</b></p> <ul style="list-style-type: none"> <li>• talk slower</li> <li>• don't create unnecessarily tight deadlines</li> <li>• don't push for quick decisions</li> <li>• take time to be more thorough</li> </ul>	<p><b>Get right to business</b></p> <ul style="list-style-type: none"> <li>• be a little more formal</li> <li>• focus on the tasks to be done</li> <li>• limit small talk</li> <li>• be sensitive to time</li> <li>• keep meetings short and focused</li> </ul>	<p><b>Be supportive</b></p> <ul style="list-style-type: none"> <li>• listen empathetically</li> <li>• express sincere appreciation for their contributions</li> <li>• lend a helping hand</li> <li>• provide structure</li> <li>• help plan projects</li> <li>• demonstrate loyalty</li> </ul>
<p>You tend to think out loud, use humor, are verbally fluent</p>	<p><b>Listen</b></p> <ul style="list-style-type: none"> <li>• talk less</li> <li>• allow for pauses to give the Analytical a chance to speak</li> <li>• ask the Analytical what they think</li> <li>• summarize what you hear</li> <li>• don't interrupt</li> <li>• let them finish their own sentences</li> </ul>	<p><b>Tone down the spontaneity</b></p> <ul style="list-style-type: none"> <li>• be direct</li> <li>• try to filter the emotion out of your message</li> <li>• summarize your ideas</li> <li>• present one idea quickly and then pause</li> </ul>	<p><b>Listen</b></p> <ul style="list-style-type: none"> <li>• talk less</li> <li>• allow for pauses to give the Amiable a chance to speak</li> <li>• ask the Amiable what they think</li> <li>• summarize what you hear</li> <li>• don't interrupt</li> <li>• let them finish their own sentences</li> </ul>
<p>You tend to be high energy, enjoy reaching out to others</p>	<p><b>Back off</b></p> <ul style="list-style-type: none"> <li>• decrease the intensity of your eye contact</li> <li>• watch your gestures and tone of voice</li> <li>• lean back when you make a point</li> <li>• look for the win-win</li> </ul>	<p><b>De-emphasize feeling</b></p> <ul style="list-style-type: none"> <li>• limit your facial expressions and gestures</li> <li>• avoid touch</li> <li>• talk about what you think, not feel</li> </ul>	<p><b>Back off and focus more on feeling</b></p> <ul style="list-style-type: none"> <li>• soften your gaze and notice body language cues</li> <li>• listen empathetically</li> <li>• recognize their contributions</li> </ul>
<p>You tend to act on your ideas as opportunities present themselves</p>	<p><b>Solicit details</b></p> <ul style="list-style-type: none"> <li>• be prepared</li> <li>• provide detail</li> <li>• thoroughly discuss the pros &amp; cons of the proposal</li> <li>• give time to think about the situation</li> </ul>	<p><b>Focus on practical results</b></p> <ul style="list-style-type: none"> <li>• convert your dreams into goals and objectives</li> <li>• be realistic</li> <li>• focus on the results of the actions being discussed</li> </ul>	<p><b>Seek out others feelings</b></p> <ul style="list-style-type: none"> <li>• solicit their input on matters that affect them</li> <li>• explore how a situation affects people and their morale</li> </ul>



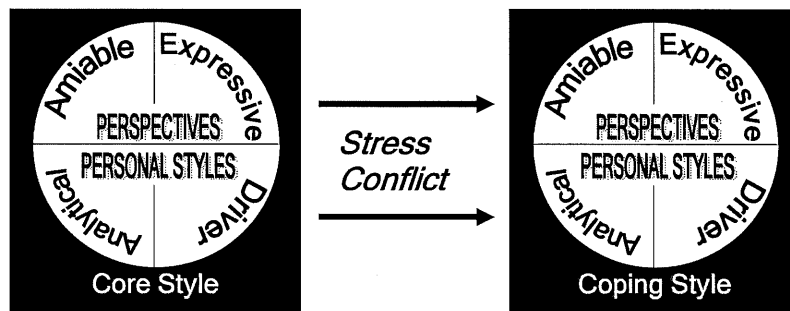
## Perspectives® Understanding and Interpreting the Stress Shift

*People vary widely in what triggers their stress and conflict responses.* There are also wide variations in what we find stressful and in how each of us copes with and manages stress and conflict. At the same time, each of us tends to respond to stress and conflict in personally characteristic ways. Some of us prefer to confront our difficulties directly - "take action" is our motto. Others prefer to back away from conflict and stress - "don't push the river" tends to characterize this preference. Still others seek ways to find an accommodation for our stresses and conflicts.

Just as each of us has strengths, blind spots and excesses in our preferred styles when things are going well, the same is true when we experience stress and conflict. Some of us may change our preferences dramatically when moving from a comfort zone to a stress response, while others tend to remain behaviorally consistent.

Some of us seem relatively comfortable and strong in dealing with stress while others disassemble and move easily into excess. One thing that can be said with certainty is that when under stress, as compared to under core preferences conditions, we are much more likely to move into the excesses of our style. "Well," we say, "since the usual amount of this or that is not working, and I am feeling distressed, why not do more of what I do best - my strengths?" We tend to reach into our behavioral tool kit for that something extra to put into the effort. The extra we find is often excessive.

The *Perspectives®* inventory can shed light on the characteristic, preferred ways we are likely to behave under stress and conflict - the advantages and disadvantages of our style. *Perspectives®* can also give us important clues about what tends to trigger stress. It can also identify skills to better deal with conflict and stress.



***"Many who strive for the moon begin their journey by tripping over their own feet."***  
—Sydney Banks

## Interpreting the Perspectives® Stress Shift

Interpreting the stress shift involves two steps:

1. Determining and interpreting the *magnitude* of the shift from core conditions (top-half scores) to coping preferences or conflict conditions (bottom-half scores):
2. Determining and interpreting the *pattern* of the shift from core conditions to coping or conflict conditions.

1. **Determining and Interpreting the Magnitude of the Stress Shift:** Identify the absolute value of your stress shift by subtracting your bottom-half scores from your top-half scores for each of the four orientations. Disregard the (+) or (-) as in the example below:

<i>Example</i>									
	Analytical		Driver		Amiable		Expressive		
Core	40		21		40		19		
Coping	37		23		38		22		
Absolute Difference	3	+	2	+	2	+	3	=	10
Magnitude of the stress shift = 10									

<i>Compute Your Own Stress Shift Scores Here:</i>									
	Analytical		Driver		Amiable		Expressive		
Core									
Coping									
Absolute Difference		+		+		+		=	
Magnitude of my stress shift =									

## Meaning of the Stress Shift Score

### *SCORES LESS THAN 11 = VERY LOW SHIFT:*

Scores below 11 represent profiles that shift very little from the core preference conditions to the coping or conflict conditions. Persons with a very low stress shift are likely to enjoy the advantage of being able to rely on their "core conditions" style preferences - using their well-developed strengths to greatest effect. They are likely to feel like "themselves" in stress and conflict - doing what comes naturally. The disadvantages are just the same. They may lack behavioral flexibility in dealing with stress and conflict.

### *SCORES 12 TO 18 = LOW SHIFT:*

This is probably the optimal amount of shift. Individuals with this shift are likely to obtain greater flexibility when under stress - accessing strengths from other quadrants, but not shifting so much as to be in unfamiliar and unrehearsed response patterns. The only disadvantage is if the entire shift comes from the same quadrant. The individual may then be in more unfamiliar territory and is likely to be inefficient in his use of the preferred style.

### *SCORES 19 TO 25 = MODERATE SHIFT:*

Interpretation of this shift depends on the pattern. If most of the shift comes from one quadrant to another, then the individual may have to use his stress response more as a coping strategy than as a management strategy. On the other hand, if the shift is more evenly distributed, the shift may allow the individual to exercise greater flexibility in responding to stress and conflict.

### *SCORES 26 TO 32 = HIGH SHIFT:*

This pattern usually results from significant movement away from "core conditions" preferences and probably suggests that the behaviors used in responding to stress are primarily to cope rather than manage. Interpretation here must include an analysis of the pattern of the shift.

### *SCORES 33 AND GREATER = VERY HIGH SHIFT*

Individuals with this pattern are probably very often out of their comfort zone in dealing with stress and conflict. They probably experience considerable discomfort and resort to major shifts in their usual behavior when confronted with stress or conflict. Again, the pattern usually reveals the nature of the discomfort and the preferred coping style.

## Types of Perspectives® Stress Shifts

2. Determining the Pattern of the Stress Shift: Some of the most common stress shift patterns are included below:
  - A. **Speed Up, Take Action:** This is a movement toward Driver and Expressive. The movement toward Driver is an effort to re-establish control over results. The movement toward Expressive usually is an effort to speed-up the process and encourage direct expression.
  - B. **Slow Down, Wait:** This is a movement toward Analytical and Amiable. The movement toward Analytical is an effort to slow down the pace of the conflict and select a safe, less risky course. The movement toward Amiable is usually an effort to see the conflict in a larger context and to be sure that the other party is working on the problem.
  - C. **Increased Emotional Intensity:** This is a movement toward Expressive and Driver. The movement toward expressive is an effort to be responsive and assertive. The movement toward Driver is often an effort to "turn up the heat" on a situation to bring it to a quicker resolution.
  - D. **Decreased Emotional Intensity:** This is a movement toward Analytical and Amiable. Movement toward Analytical is usually an effort to compartmentalize and isolate feelings to avoid the feeling of being in an "emotional pool." The movement toward Amiable is often an effort to "calm everyone down", including self.
  - E. **People/Feeling Focus:** This is a movement toward Amiable and Expressive. Movement toward Amiable comes from an interest in dealing with the feelings about the conflict. Likewise, movement toward Expressive is a coping strategy to get "tuned-in" to others to reduce the pressure of the situation.
  - F. **Tasks/Issue Focus:** This is a movement toward Driver and Analytical. The Driver movement is an effort to set feelings aside in favor of getting movement on the issue. This tends to be based on a preference to confront the situation quickly. Movement toward Analytical is sometimes an effort to seal off feelings and tunnel in on the task.
  - G. **Independent Focus:** Analytical movement is usually characterized by a preference toward parallel work to avoid conflict and stress. Driver movement is a coping strategy to reduce the influence of others - the "lone ranger" effect.
  - H. **Group Team Focus:** Amiable and Expressive movement here is an effort to distribute the stress or conflict by insisting that parties share responsibility for managing the stress or conflict.

## Personal Implications of My Stress Shift

Based on your *Perspectives*® stress shift patterns, and your knowledge of yourself:

A. What strengths do you perceive in yourself in dealing with stressful situations?

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B. What excesses (over-use of a favorite approach) or blind spots (under-use of a particular approach) do you perceive in yourself in dealing with stressful situations?

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C. How might your excesses and blind spots during times of stress and conflict impact the other people important to your success and well-being?

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**Identifying the Types of Events That Trigger the Stress Shift:** For each of us different situational and personal alarms tend to trigger the type and magnitude of our stress response. Identifying the alarms that tend to trigger your own stress shift is an important first step in beginning to moderate their impact on your overall effectiveness. In so doing you can develop a choice about how to respond so that you are more frequently dealing from a position of strength rather than vulnerability. Some universal alarms, or root causes, of many of our responses are listed in the table on the next page.

## Personal Implications of My Stress Shift (continued)

Check the alarms that you know are particularly potent for you.

SITUATIONAL ALARMS	
	Unrealistic deadlines
	Vague objectives
	Unclear authority and responsibility
	Non-support from key people
	Contradictory expectations from key people
	Overload in the amount to be done or from lack of experience
	Lack of a "rational" plan to follow
	?
	?

INDIVIDUAL ALARMS	
	Fear of failing or perceived real failures
	Invasion of your territory (your boundaries or turf), real or imagined
	Fear of being deprived of what you need
	Perceived attack on your self-esteem and integrity
	Resistance or opposition to what you want to accomplish
	Competition or rivalry to win or lose, be right or wrong
	Very aggressive or explosive people
	?
	?

**ACTIONS TO REDUCE AND MODERATE:** What action steps could you take for reducing your vulnerability to your stress triggers? And/or, what steps could you take to moderate your reactions and the negative impact on you or others?

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# Drawing Your Perspectives® Graph

*“A PICTURE IS WORTH A THOUSAND WORDS”*

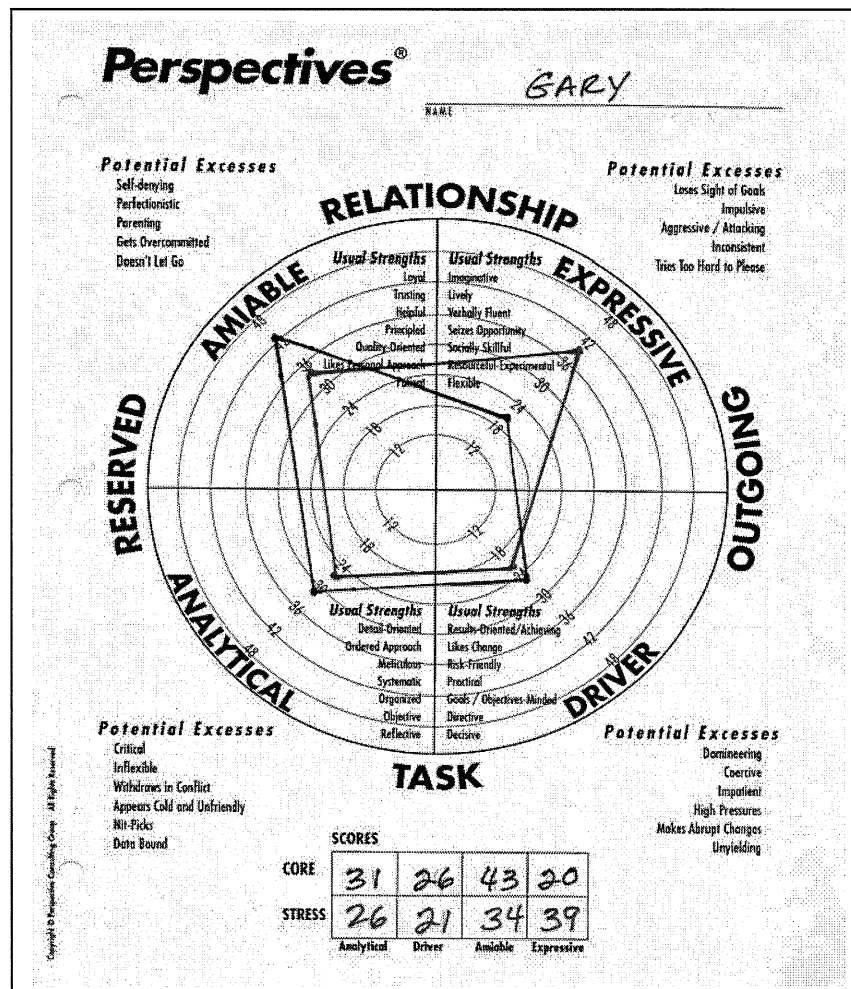
You can use the small graph on the following page to create a “picture” of you style preferences. The poster will be helpful in visualizing and understanding more about your style preferences, and sharing your *style preferences with others*.

## Instructions for Drawing Your Perspectives® Graph

*(See the example below)*

Start by plotting your core scores on a blank Perspectives® poster: Make a dot, using a green pen, on the numbered portion of each quadrant for your core score for that style. Now connect the dots. Now do the same using a red/orange pen to plot and draw your coping scores.

### EXAMPLE OF A COMPLETED PERSPECTIVES® POSTER



# Perspectives® Relationship Review

## WHAT CAN WE LEARN FROM COMPARING OUR STYLE PREFERENCES?

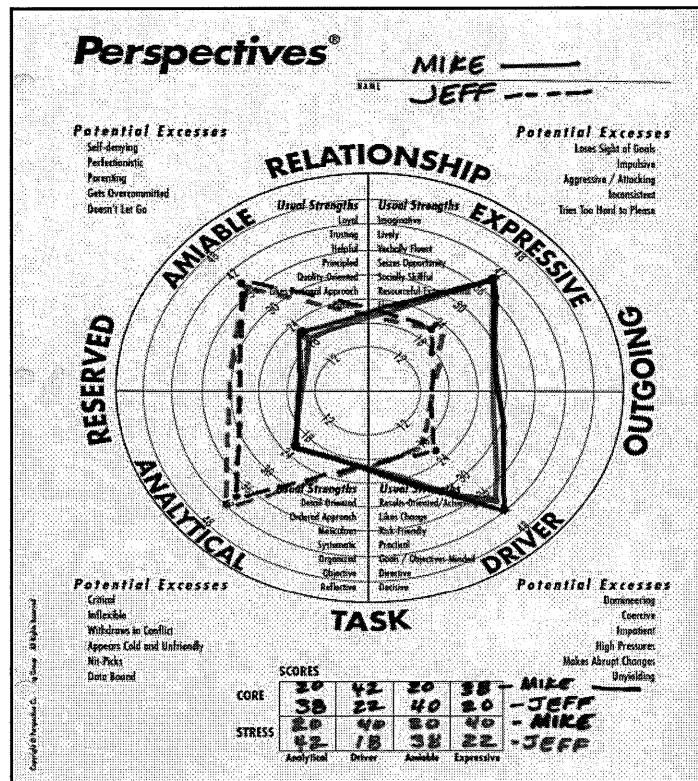
One interesting application of Perspectives® is to compare the strengths, possible excesses and blind spots of two people in a relationship (Examples: two co-workers, partners, supervisor and employee, etc.). After this exercise people often report that they better understand some of the forces at play when they work together - for better and for worse. Use the following as guidance in analyzing your relationship.

### INSTRUCTIONS FOR TWO PEOPLE TO DRAW THEIR SCORES ON THE SAME PERSPECTIVES® POSTER

*Start by plotting your core scores on a small Perspectives® poster: Make a dot, using a green pen, on the numbered portion of each quadrant for your core score for that style. Now connect the dots. Now do the same using a red/orange pen to plot and draw your coping scores.*

*Now have the other person plot his/her core and coping scores on the same small poster, only the other person should use dashed lines rather than solid.*

### Example of a Completed Relationship Poster





## *Relationship Review*

This exercise can help you begin to use your knowledge of *Perspectives<sup>®</sup>* styles to review a relationship. Perhaps you will practice with someone in a workshop, or apply it to a relationship you have with someone important to your success. Compare your *Perspectives<sup>®</sup>* preferences with another person and discuss the following questions:

- **Our Strengths Together:** What strengths do we have in common - where we tend to reinforce each other in positive ways?
  
- **Possible Excesses:** What excesses do we have in common - where we may reinforce each other and “overdo” some of our favorite approaches?
  
- **Possible Blind Spots:** What blind spots do we have in common - where we may not recognize the value of certain approaches to problem solving or to different interaction styles than our own?
  
- **Potential for Conflict:** Where do we have the potential for conflict based on style?  
Examples:  
  
    **Sharpening:** Where do we have significant differences in our favored approaches that could be complementary or could lead to conflict? In conflict we may “sharpen” our differences and attribute motives to each other.  
  
    **Leveling:** Where do we have favored approaches in common? In conflict we may “level” our differences and “assume” that the other thinks as we do.
  
- **Areas for Development:** What can we do as preventive maintenance for our working relationship? How will we handle the inevitable problems that will come up as we work together?

## Perspectives® Styles and Team Work

Perspectives® Styles information can be used to help a team learn how to work more effectively together. After individual team members better understand their own style preferences, the team can do a review of how they work together using style information to inform the discussion. Each style makes particular contributions to team effectiveness:

### HOW DIFFERENT STYLES CONTRIBUTE TO A TEAM

STYLE	Major use of Strengths in a Team Situation	POTENTIAL STRENGTHS	POTENTIAL EXCESSES
ANALYTICAL	<ul style="list-style-type: none"> <li>■ Helps group focus on options and alternatives</li> <li>■ Insists on being factual and objective</li> <li>■ Uses procedure and process to guide production and work</li> <li>■ Planning, organizing and controlling tasks</li> </ul>	<ul style="list-style-type: none"> <li>■ Analysis, interpretation and step by step processing of data and facts</li> <li>■ Utilizes precedence and the known</li> <li>■ Tenacious and detail oriented</li> <li>■ Logical problem solving processes</li> </ul>	<ul style="list-style-type: none"> <li>■ May over emphasize process to the detriment of outcomes</li> <li>■ May become withdrawn, hold back, and appear unfriendly in team conflict</li> <li>■ May be reluctant to act until all facts and data are in</li> <li>■ May become stubborn and less open to views of others</li> </ul>
DRIVER	<ul style="list-style-type: none"> <li>■ Helps team focus on results</li> <li>■ Likes to capitalize on emergent opportunity</li> <li>■ Comfortable in cutting losses and putting old issues behind</li> <li>■ Willing to urge the team to take risks and venture into unknown areas</li> </ul>	<ul style="list-style-type: none"> <li>■ Enterprising and future oriented</li> <li>■ Good at cutting losses - moving on</li> <li>■ Takes initiative and action</li> <li>■ Decisive and willing to take risks</li> <li>■ Asserts own viewpoint and expects others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>■ May be impulsive and tends to act without much data</li> <li>■ May exercise too much control over others and be perceived as domineering</li> <li>■ May urge the group to take unnecessary risks</li> <li>■ May become bored with process and/or emotionally reactive to stress in the team</li> </ul>

*How Different Styles Contribute to a Team (Cont.)*

STYLE	Major use of Strengths in a Team Situation	POTENTIAL STRENGTHS	POTENTIAL EXCESSES
AMIABLE	<ul style="list-style-type: none"> <li>■ Offering help to other members of the team</li> <li>■ Insisting on quality products and performance</li> <li>■ Setting and maintaining standards</li> <li>■ Coaching and developing others and team</li> </ul>	<ul style="list-style-type: none"> <li>■ Places importance on upholding quality standards and staying true to objectives and goals of the team</li> <li>■ Willingly offers help to others on the team</li> <li>■ Sets very high standards for self and others</li> </ul>	<ul style="list-style-type: none"> <li>■ May tend to overwork issues</li> <li>■ May become discouraged and critical if others do not meet own standards and quality expectations</li> <li>■ May avoid situations or issues that may lead to bad feelings in the team</li> </ul>
EXPRESSIVE	<ul style="list-style-type: none"> <li>■ Works to keep team harmony and good feelings</li> <li>■ Seeks consensus decisions and involvement of all</li> <li>■ Good at negotiating agreements and acceptance</li> <li>■ Oriented to satisfying clients/customers</li> </ul>	<ul style="list-style-type: none"> <li>■ Flexible and diplomatic in relationships</li> <li>■ Enthusiastic and experimental</li> <li>■ Encourages dialogue and discussion</li> <li>■ Keeps the pace up - is energetic</li> </ul>	<ul style="list-style-type: none"> <li>■ May lose sight of goals in attempts to keep the peace</li> <li>■ May switch direction when encountering difficulties rather than staying the course</li> <li>■ May avoid conflict in the group and/or keep group from reaching resolution</li> </ul>

What special contributions do you make to your team?

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What excesses might you display when working with your team?

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**Teamwork Review**

**Reviewing the Most and Least Preferred Styles of Team Members**

The following are two different ways to display the *Perspectives®* results for your team. Use these tools to provide some visual information to help with a team review conversation. After plotting the data in each chart, turn to Page 36 for some questions to guide your discussion. The first chart is a frequency table that will show the most preferred to the least preferred styles of the team members.

**Frequency Table**

***Perspectives®* Group/Team Results**

STYLE	Most	Second	Third	Least
ANALYTICAL	CORE			
	COPING			
DRIVER				
AMIABLE				
EXPRESSIVE				

*Instructions: Ask for a show of hands for how many team members have the most preferred style for Analytical.....Driver.....Amiable.....Expressive, for core preferences. Enter the numbers in the corresponding box under the column "First". Next ask how many have their second most preferred style in Analytical...etc. and continue on until you have entered the number for third and least preferred styles. Repeat for coping preferences.*

***Continue your team review on the next page!*** →

**Teamwork Review**

**Style Preference of Team Members**

Name	Analytical	Driver	Amiable	Expressive
	Core			
	Coping			
	Core			
	Coping			
	Core			
	Coping			
	Core			
	Coping			
	Core			
	Coping			
	Core			
	Coping			
	Core			
	Coping			
	Core			
	Coping			

Instructions: *Enter the core and coping scores for each team member. Circle the highest core score for each team member. Put a box around the highest coping score for each team member.*

*Continue your team review on the next page!* 

## *Teamwork Review*

Using the data you collected on Pages 34-35, hold a team meeting and discuss your findings. Guide your discussion using the following questions:

- **Our Strengths as a Team:** What strengths do we have in common? How do we use our strengths to achieve team successes?
  
- **Possible Excesses as a Team:** What excesses do we have in common - where we tend to reinforce each other and “overdo” some of our favorite approaches?
  
- **Possible Blind Spots as a Team:** What blind spots do we have in common - where we may not recognize the value of certain approaches to problem solving and as a result sub-optimize as a team.
  
- **Potential for Conflict:** Where do we have the potential for conflict in the team based on style? Examples:
  - Sharpening: Where do we have significant differences in our favored approaches that could be complementary or could lead to conflict? In conflict we may “sharpen” our differences and attribute motives to each other.
  - Leveling: Where do we have favored approaches in common? In conflict we may “level” our differences and “assume” that the other thinks as we do.
  
- **Areas for Development:** What can we start doing, stop doing, do more of, or do less of as a team to create more productive relationships and optimize our team results? How will we handle the inevitable problems that will come up as we work together?

## Summary of Learning

Take a few minutes and summarize your learning from the workshop.

Indicate below some of your most valued learning from the exercises and material covered in the workshop:

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What do you plan to start doing differently as a result of this workshop?

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The authors of the *PERSPECTIVES<sup>®</sup>* Style Model are indebted to the ideas generated by the research and writing of David Merrill and Roger Reid, *Personal Styles and Effective Performance*, Robert Bolton and Dorothy Grover Bolton, *People Styles at Work*, Susan Gilmore and Patrick Fraghlie, *Communication at Work*, Stuart Atkins, *The Name of Your Game*, as well as numerous others that have done research, written and concerned themselves with the subjects of interpersonal style and interpersonal effectiveness.

# Perspectives®

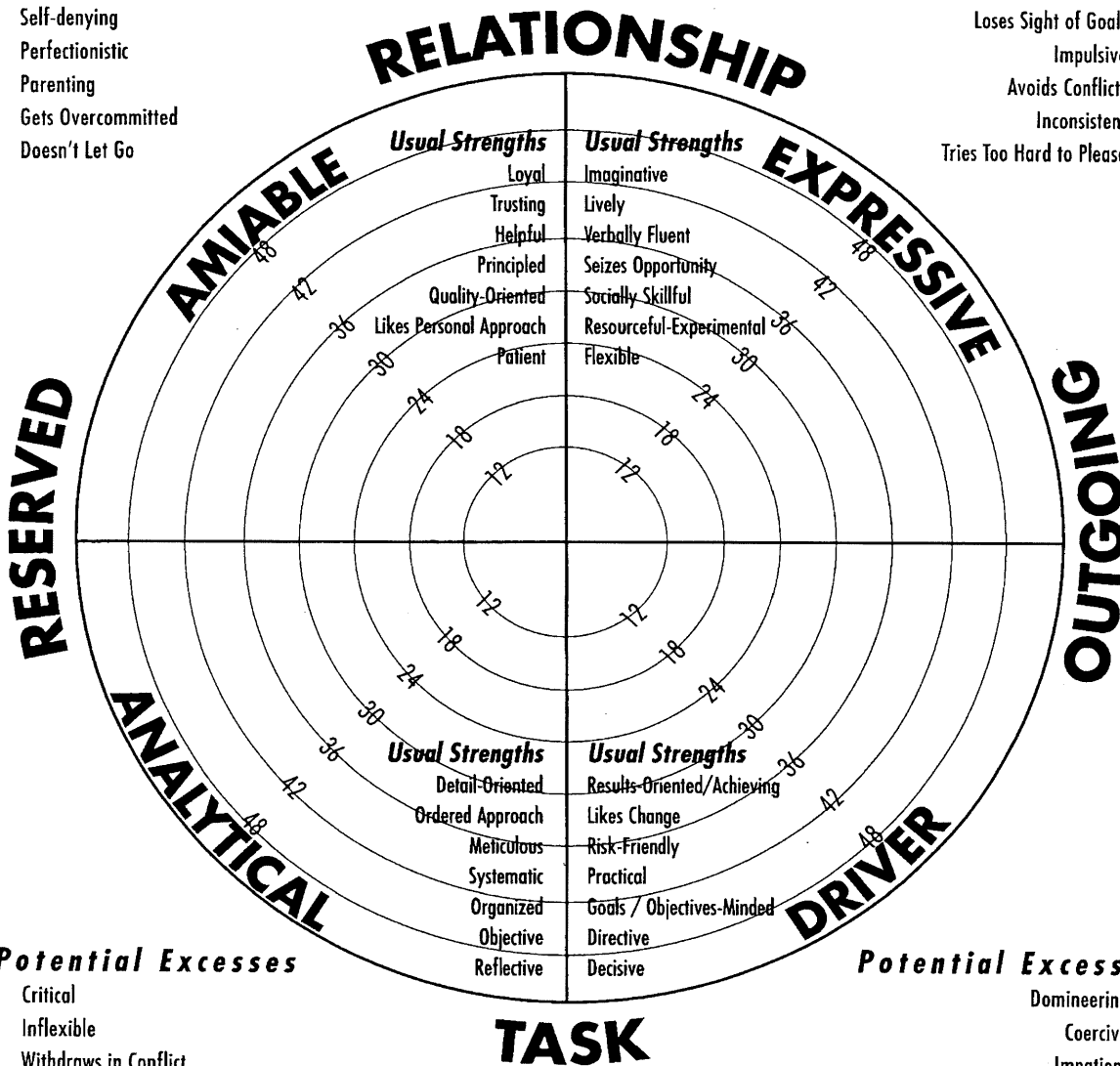
NAME \_\_\_\_\_

## Potential Excesses

- Self-denying
- Perfectionistic
- Parenting
- Gets Overcommitted
- Doesn't Let Go

## Potential Excesses

- Loses Sight of Goals
- Impulsive
- Avoids Conflicts
- Inconsistent
- Tries Too Hard to Please



## Potential Excesses

- Critical
- Inflexible
- Withdraws in Conflict
- Appears Cold and Unfriendly
- Nitpicks
- Data Bound

## Potential Excesses

- Domineering
- Coercive
- Impatient
- High Pressures
- Makes Abrupt Changes
- Unyielding

### SCORES

CORE				
STRESS				
	Analytical	Driver	Amiable	Expressive



# Perspectives®

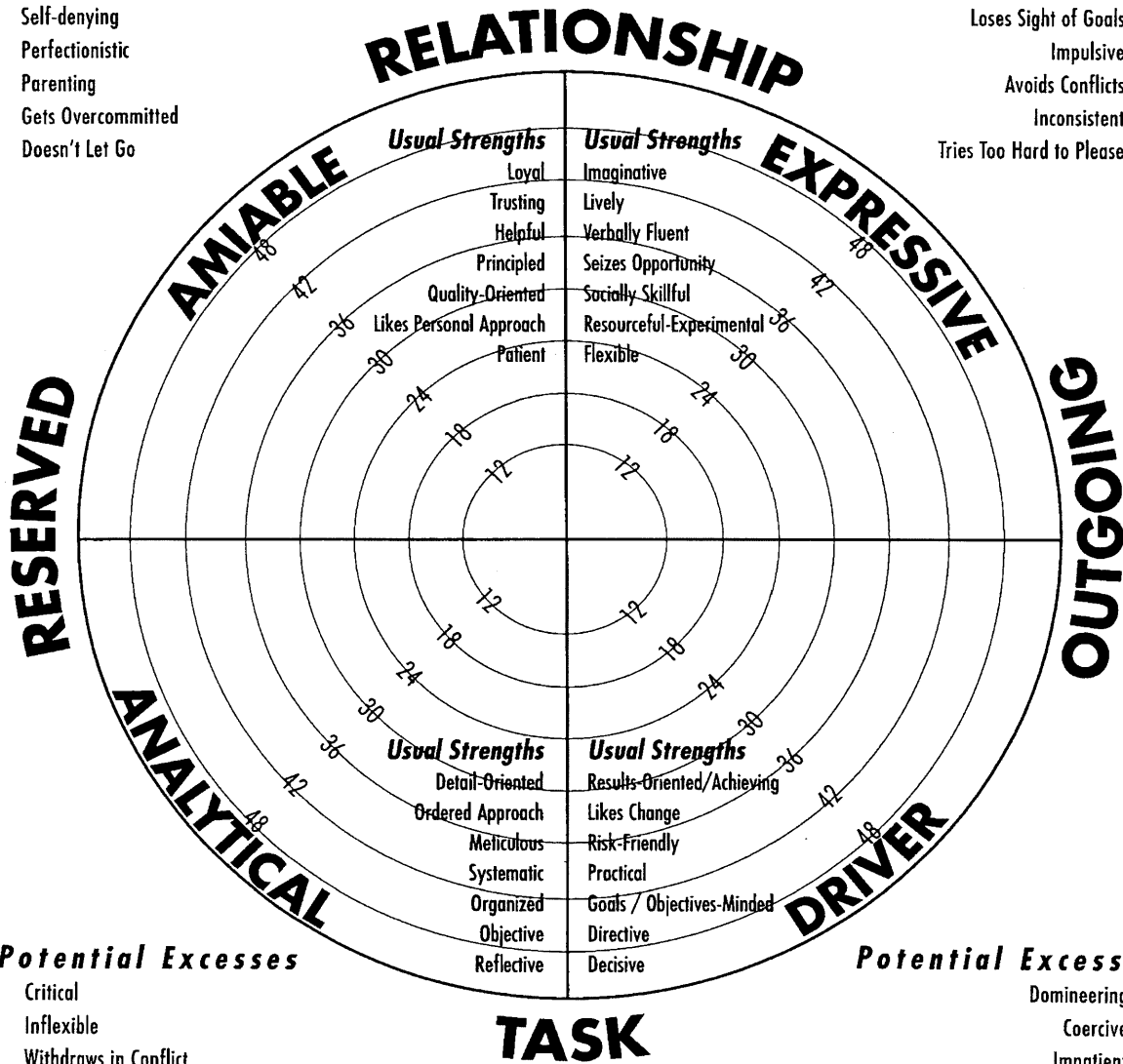
NAME \_\_\_\_\_

## Potential Excesses

- Self-denying
- Perfectionistic
- Parenting
- Gets Overcommitted
- Doesn't Let Go

## Potential Excesses

- Loses Sight of Goals
- Impulsive
- Avoids Conflicts
- Inconsistent
- Tries Too Hard to Please



## Potential Excesses

- Critical
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- Withdraws in Conflict
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- Data Bound

## Potential Excesses

- Domineering
- Coercive
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### SCORES

CORE				
STRESS				
	Analytical	Driver	Amiable	Expressive

## **DRAFT METRO COUNCIL ORGANIZING MATRIX**

Drafted by Tony Andersen and Council Office staff

**Purpose:** To serve as a tool for facilitating and guiding retreat discussions surrounding Council organization and assignments for 2011. This is in no way a final or entirely comprehensive document; rather it serves as a guide to direct dialogue for transfer into the 2011 Council organizing resolution to follow ASAP.

**Sources:** 2003-2010 Council organizing resolutions; lists compiled by Mike Wetter and Kayla Mullis; staff input; institutional knowledge of existing committees, boards and commissions; and relevant legislation

<b>COMMITTEE, COMMISSION OR BOARD</b>	<b>CURRENT COUNCIL ASSIGNMENT, CARRY-OVER OR VACANCY</b>
1-Deputy Council President	Hosticka
2-Metro Policy Advisory Committee (MPAC)	Hosticka, _____, _____
3-Ex Officio's to Zoo Foundation Board	Collette, _____
4-Oregon Zoo Bond Citizen's Oversight Committee	To be Hughes, _____ *Council President Duty
5-Oregon Zoo Bond Advisory Group	Collette, _____
6-Joint Policy Advisory Committee on Transportation (JPACT)	Chair Collette, Burkholder, Harrington
7-JPACT Alternate	
8-JPACT Vice-Chair	Harrington
9-South Corridor Transportation Study	
10-Bi-State Coordination Committee	Burkholder
11-Metro Central Enhancement Committee	Burkholder *District 5 Duty
12-Metro North Portland Enhancement Committee	Burkholder *District 5 Duty
13-Transit Oriented Development (TOD) Steering Committee	Collette
14-Regional Water Providers Consortium	
15-MERC Liaison	
16-Visitor Development Fund Board (VDF)	To be Hughes *Council President Duty
17-Travel Portland Board	*President Duty or Appointee from District 1
18-Water Resources Policy Advisory Committee	Hosticka
19-Metro Committee on Citizen Involvement (MCCI)	*Committee on hiatus *Councilor participation not required

<b>20-Regional Emergency Management Group</b>	
<b>21-Nature in Neighborhoods Nature-Friendly Practices</b>	Hosticka
<b>22-Nature in Neighborhoods Capital Grant Program</b>	Hosticka, _____
<b>23-Sellwood Bridge Public Stakeholder Committee</b>	Collette
<b>24-Southwest Washington Reg. Transport. Council</b>	Burkholder Alternate:
<b>25- PSU Institute for Metropolitan Studies Board</b>	
<b>26-Liaison to Legislature</b>	Hosticka
<b>27-CRC Project Sponsors Council</b>	Burkholder *By gubernatorial appointment
<b>28-Diversity Action Team</b>	Burkholder
<b>29-ODOT Policy Group</b>	
<b>30-Oregon Metropolitan Planning Organization Consortium</b>	Vice Chair Collette
<b>31-East Metro Connections Plan Steering Committee</b>	To be Craddick *District 1 Representative
<b>32-Active Transportation Executive Council</b>	Burkholder
<b>33-SW Planning Corridor Committee</b>	
<b>34-Portland Milwaukie Light Rail Steering Committee</b>	Collette
<b>35-Lake Oswego to Portland Transit Project Steering Committee</b>	Collette, _____
<b>36-Natural Areas Program Performance Oversight Committee</b>	*Council President appoints
<b>37-Metro Audit Committee</b>	Harrington
<b>38-Congestion Pricing Advisory Committee (ODOT)</b>	To be Hughes *Council President Duty

<b>39-Oregon City Metro Enhancement Committee</b>	Collette
<b>40-Development Center liaisons</b>	Collette, _____ * one should be designated as the liaison to the TOD Steering Committee
<b>41- Target Rulemaking Advisory Committee (TRAC) (GHG related)</b>	Collette *1 position to JPACT chair
<b>42-Statewide Transportation Strategy Policy Committee Meeting (SB 1059) (GHG related)</b>	Collette *1 position to JPACT chair

**Metro Projects/Initiatives**

<b>PROJECT OR INITIATIVE</b>	<b>COUNCILOR LIAISON OR ASSIGNMENT</b>
<b>1-Community Investment Strategy</b>	
<b>2-Concept Planning of Urban Reserves</b>	
<b>3-Corridor Planning</b>	
<b>4-HUD Agreement</b>	
<b>5-Economic Development</b>	
<b>6-Climate Smart Communities</b>	
<b>7-Intertwine</b>	
<b>8-Greater Portland-Vancouver Indicators Project</b>	
<b>9-Solid Waste Roadmap</b>	

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Pocket guide  
to Metro

# The Metro Compass

*Mission and message*

What is Metro's purpose and how do we explain it to family, friends, neighbors and the rest of the world?

Metro is unique. There exists no other directly elected regional government in the United States. As such, we benefit from the opportunity to create a culture exclusive to this agency. Metro's mission, vision, values and relationship to its constituents create the compass that guides the evolution of the agency.

This pocket guide is designed to help you understand Metro's mission, see the line of sight from your job to Metro's mission, and help you communicate Metro's value to the people of the region we serve.

*The Metro Compass diagram is based on concepts developed in "Good to Great and the Social Sectors" by Jim Collins.*

## About Metro

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### Who are we?

*The directly elected regional government for the Portland metropolitan area.*

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together, we're making a great place, now and for generations to come.

## Metro Compass

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### *Vision*

#### **What can we be the best in the world at doing?**

Metro is a leader in civic innovation and services at a regional scale.

### **Making a great place**

#### **What are we passionate about?**

We inspire, engage, teach and invite people to preserve and enhance the quality of life and the environment for current and future generations.

#### **What generates the resources that enable us to serve?**

Metro must build trust with voters, attract volunteers, engage partners, involve the public, welcome visitors and serve customers to generate support for regional plans, programs and services.

*Mission*

*Resource generator*

## Metro goals

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*Metro goals combine service and operations goals with the six desired outcomes for the region, endorsed by Metro Policy Advisory Committee and approved by Metro Council.*

### **What are our goals?**

**Great communities** Guide growth in an economically vibrant, sustainable and compact metropolitan structure that provides access to jobs, services, centers, as well as great cultural and recreational opportunities

**Vibrant communities** People live and work in vibrant communities where they can choose to walk for pleasure and to meet their everyday needs.

**Safe and reliable transportation** People have safe and reliable transportation choices that enhance their quality of life.

**Economic prosperity** Current and future residents benefit from the region's sustained economic competitiveness and prosperity.

**Equity** The benefits and burdens of growth and change are distributed equitably.

## Metro goals

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**Healthy environment** Protect and enhance the region's natural assets and ensure that we reduce waste

*Clean air and water* Current and future generations enjoy clean air, clean water and healthy ecosystems.

*Leadership on climate change* The region is a leader in minimizing contributions to global warming.

**Regional services** Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale

*Public service* People live and work in a region that attracts visitors, lively arts and recreational opportunities.

*Sustainability* Metro is a leader in sustainable practices at its facilities.

**Responsible operations** Use best practices to operate Metro sustainably, effectively and efficiently

*Trust in Metro* Citizens, stakeholders and business leaders actively support Metro's work.

## Metro services

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*As a regional government, Metro shares the benefits and costs of its services across city and county lines, inspiring greater efficiency and collaboration.*

### What regional services do we provide?

*Parks and natural areas* Metro Metro protects and manages 14,000 acres of parks and natural areas, including 11,000 acres purchased through two voter-approved bond measures.

*Public places* Metro manages public places for the region and its visitors to enjoy including the Oregon Zoo, the Portland Center for the Performing Arts, the Oregon Convention Center and the Portland Expo Center.

*Recycling and garbage* Metro oversees the region's recycling and garbage services, helping prevent, reuse, recycle or compost 57 percent of the region's waste in 2009.

*Sustainable living* Metro is a guide to sustainable living, providing practical tips to reduce waste, keep the air and water clean, and ensure a healthy environment for future generations.

*Transportation* Metro invests in transportation projects and expands travel options for getting around the region by bike, transit and a comprehensive trail system.

*Development* The Metro Council is forging new strategies and innovative partnerships to build vibrant communities, promote economic growth and save wildlife habitat.

*Planning* Metro brings together community leaders to discuss issues, balance regional goals with local aspirations, and foster a collaborative atmosphere.



## Metro values

*To generate support for regional plans, programs and services, Metro must build trust with voters, attract volunteers, engage partners, involve the public, welcome visitors and serve customers. How we demonstrate Metro's values in our day-to-day actions and communicate effectively in our regional roles is central to our continued ability to serve.*

### What core values guide our day-to-day actions and help us build trust with the people we serve?

Public service  
Excellence  
Teamwork  
Respect  
Innovation  
Sustainability

## Metro's regional leadership roles

### How do we demonstrate regional leadership?

*What roles do we play?*

Leader and innovator  
*Inspire*

We represent and respond to the people of the region.

Problem solvers and partner  
*Engage*

We convene and collaborate with public and private partners to define regional policies and priorities.

Catalyst and guide  
*Teach*

We guide regionwide conservation and development strategies and investments.

Steward, host and entrepreneur  
*Invite*

We manage great places that grow our culture and economy.

## Metro message

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### How do we explain Metro to family, friends, neighbors and the rest of the world?

“As a regional government, Metro crosses city limits and county lines to work with communities to create a vibrant and sustainable region for all.

Together, we’re making a great place.”

The purpose of this “elevator speech” isn’t to make everyone who works at Metro say exactly the same thing in the same way, but rather to make it easier for you to hit the right notes and align your own messages with Metro’s overall mission. The next time someone asks you “What is Metro?” just start by saying “the regional government that crosses city limits and county lines to make our region a great place,” and take it from there.

## Resources

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[www.oregonmetro.gov](http://www.oregonmetro.gov)

Most of what you need to know about Metro is available on the public website, [www.oregonmetro.gov](http://www.oregonmetro.gov). Visit the About Metro section to learn more about:

- the Metro Council
- Office of the Auditor
- committees, partners and public participation
- Metro’s governance structure, charter and code
- finances and funding
- management and work teams.

<http://immet.metro-region.org>

You can find up-to-date information about Metro publications, communication services and resources on Metro’s intranet under Communications and communication design. Look for the Metro fact sheet and PowerPoint, e-mail signature guidelines, business correspondence, presentation templates, nameplates and more – everything you need to be a great Metro ambassador.



Metro | *Making a great place*