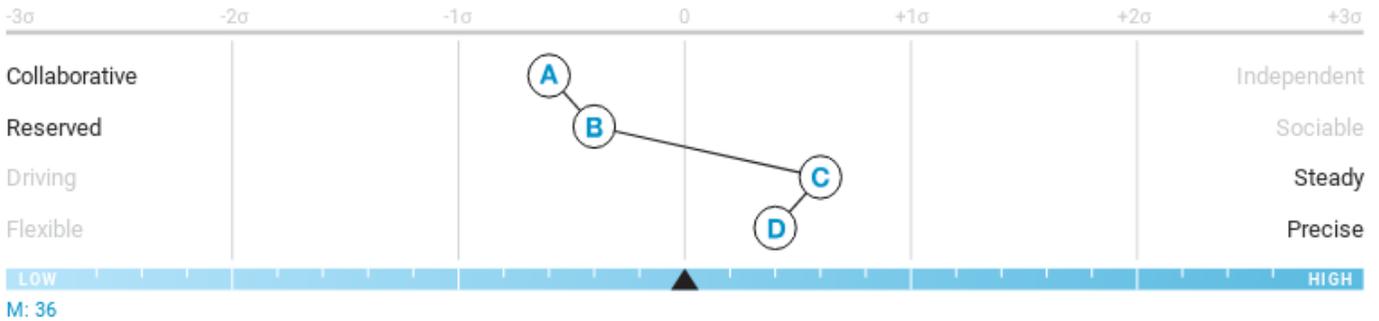




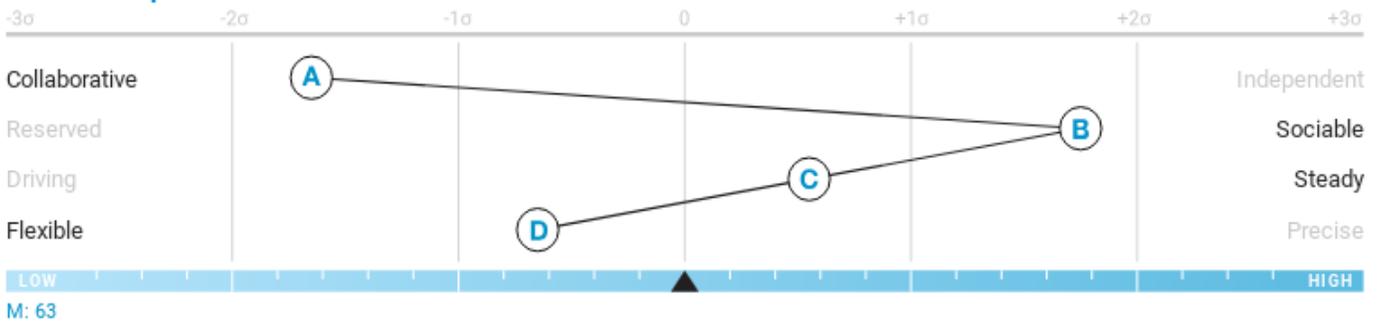
Operator

An Operator is a patient, conscientious, relaxed and cooperative team worker.

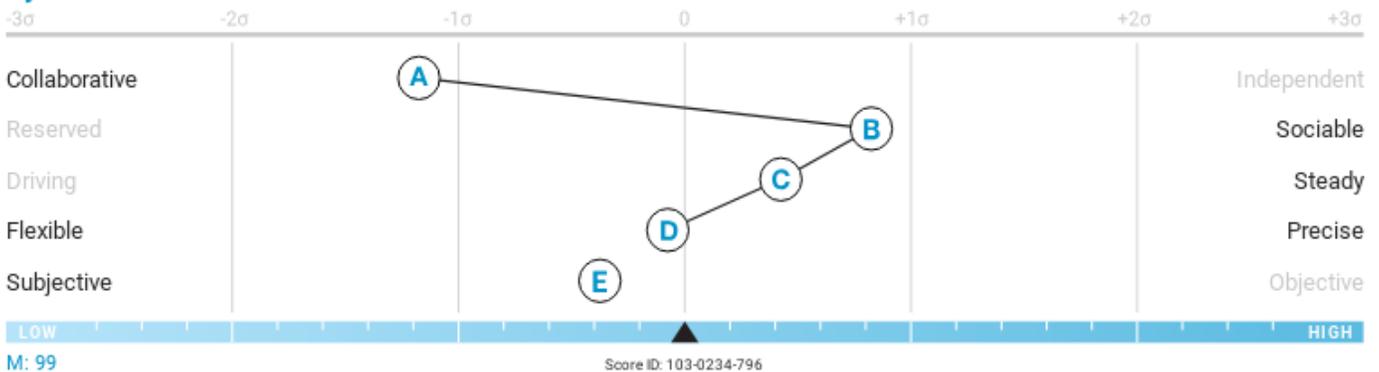
Self



Self-Concept



Synthesis



Strongest Behaviors

Martin will most strongly express the following behaviors:

- Unhurried and deliberate, stable and will do things using the established process; finds it difficult to change these systems. Dependable, consistent and needs familiar environments and coworkers to be most productive.
- Cooperative, easy-going, and agreeable in getting along with others. A focused, uncritical listener who won't "rock the boat."
- Methodical, steady, and even-paced; loses productivity when interrupted.
- Drive to protect the company against risk by doing things in general accordance with established standards.
- Careful; usually follows a plan to avoid making mistakes. Generally has proof to support decisions before taking action.
- Detail-oriented and helpful; works comfortably as part of a team and often checks work.

Summary

Helpful, patient, and stable; works steadily and consistently. Respectful of established processes, standards, and policies, they will work within those standards to ensure repeated successes and high-quality results. Martin has the patience and tolerance required for routine work and can be relied on to do such work consistently and in a relaxed manner. Prefers having, and following, a well thought-out process to ensure success. If they are responsible for establishing the process, they will do so in a thoughtful, methodical manner, paying close attention to details and time-honored successes. Once established, they'll expect that the process be followed consistently.

Will focus on the details of the work and will handle them with somewhat better than average accuracy. In work involving repeated contact with people, Martin will be pleasant, agreeable, and supportive. Derives satisfaction from helping others and likes to feel part of a secure team.

Fairly easygoing, this individual works at a steady, relatively unhurried pace and is most comfortable working within stable organizations with established processes. In the event of change in the work and responsibility, this individual will take time to learn the new work and responsibilities thoroughly, getting the "lay of the land" before taking action. This is true whether they're initiating changes to the process (which will only be done after very careful thought and research), or if they're being asked to make changes.

In social terms, Martin is unassuming, friendly and pleasant in general contact. A patient, focused, and willing listener, particularly with people they know well and with whom they feel at ease. Sympathetic, supportive, and wants to help whenever possible. Even-tempered; communicates, coaches, and teaches in a patient, detailed, non-threatening way.

In making decisions, they are careful, and will take the time required to follow the established process, examine different angles, and explore enough to ensure few, if any, surprises afterward.

Management Style

As a manager of people or projects, Martin will be:

- Patient and methodical; emphasizing the development of repeatable, carefully researched, and well thought-out systems on which to base future work
- Focused on helping others accomplish their goals; loyal to the company, mentoring and teaching to the team, agreeable and unassuming with their peers
- Concerned about doing work consistently and within establish company policy; as such Martin will delegate with caution and provide detailed guidelines and direction for the team to follow precisely
- Courteous and careful in following-up on delegated tasks, takes the time to guide and teach along the way
- Approachable; a focused, supportive, non-judgmental listener
- Diligent in providing a consistent, stable working environment for the team; ensuring that they understand their goals and responsibilities and have ample time to adjust to any changes
- Accurate and patient in handling day-to-day operations; focusing the team on repeatable successes and high quality results.

Influencing Style

As an influencer, Martin will be:

- Friendly and unassuming in approach; patiently providing others with information as completely and accurately as possible
- Preparing to influence others by learning the ins and outs of their own ideas, understanding how it will help solve others' problems, and concerned about the complexities of successful outcomes
- Patiently focused on one thing at a time; Martin is a good listener who allows others to finish their thoughts before answering, and is less distracted by other things going on
- Unlikely to rush or pressure others; uses influencing skills to help find a tailored, proven solution that will satisfy the requirements of others in the time that they want it
- Comfortable influencing in ways they know best; prefers to work with known people in known ways
- Sure to back up what they say; offers the details in writing to prove that what they're saying about their idea is true.

Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing Martin with the following:

- A stable, familiar, supportive work environment and organization
- Opportunity to develop deep expertise in areas of responsibility, and to apply that specialized knowledge, skill, and experience daily
- A consistent process to follow to ensure repeated successes. With appropriate background, can take part in creating this process
- Thorough training in all aspects of the job, except where their experience already covers it
- Opportunity to interact with others in a supportive team environment
- Opportunity to build stable relationships with management, direct reports, and other co-workers.