VITALS

INDIVIDUAL STYLES AND TEAM DYNAMICS INDICATOR

INDIVIDUAL REPORT
For
Sample Exeminee

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HAMLIN HARKINS, Ltd.

PERSONALITY THEORIES

> Being
> **different**
> than others is a privilege
> of the human kind
> and **knowing the differences**,
> gives us a chance
> to be better
> individuals.

What makes your personality unique? For millennia, thinkers have attempted to explain the origin of human personality and all the accumulated theories can be divided into several groups:

- **Trait-theories** claim that personality can be explained by a list of traits that are relatively stable over the life span.

- **Type-theories** state that different levels of some traits combine into a distinct psychological type.

- **Psychoanalytic theories** suggest that unconscious forces act to determine personality and behavior.

- **Behaviorist theories** focus on the observable behavior and external stimuli as the key to understanding the human personality.

- **Humanistic theories** believe that human behavior is based on free will.

- **Bio-psychological theories** claim that the human behavior is determined by the state of the human brain.

Out of these theories, we can distill the factors which make personality unique:

- The individuals are born with some inherited characteristics written in their DNA-codes.

- As they grow and mature, this raw data both influences and is influenced by the environment. Both nature and nurture shape of the human personality

- As a result of this two-way influence, we have a variety of personality types: different personalities think, feel, act, perceive, and communicate in different ways.

For 15 years, we have focused our attention on consultation and research on personality and organization. We interacted with managers* of diverse cultures, races, occupations, nationalities, ages, and gender. The experience gained through these interactions was the basis for developing the Individual Styles and Team Dynamics Indicator.

Who can use the Individual Styles and Team Dynamics Indicator

* We understand and use the term "manager" pretty widely: **everyone who manages people or functions is a manager**. Every job that is non-routine or repetitive and involves communication, dealing with the change, team-work, time management, decision making, problem solving and dealing with the conflicts – is managerial job.

Any person whose duties are equal or similar to the previously mentioned, can benefit of taking the **Individual Styles and Team Dynamics Indicator**.

OUR THEORY OF ORGANIZATIONAL BEHAVIOR

management style
+
mismanagement style
=
manager's personality

Those decades-long interactions were integrated in our theory of organizational behavior. It deals with classification and analysis of the personality and its behavior in the organizational milieu. Our theory doesn't insist on being an all-encompassing psychological theory of personalities, but still, apart of its use in the organizational behavior area, this theory can be used for different academic purposes.

We have found that four elements or basic dimensions are sufficient to explain managerial personality and predict every manager's behavior:

- **Achieving**: pushing the organization to effectively achieve results
- **Controlling**: controlling the organizations in efficiently achieving its goals
- **Innovating**: generating new opportunities for the organization
- **Bonding**: integrating all the efforts in the organization in achieving its goals.

The management behavior is a result of two opposing forces: *management style* and *mismanagement style*. The first one acts as a driving force, and the second one takes an inhibiting role. Both styles are the two ends, or two poles of the same dimension. For example, the Achieving-dimension has two poles: 1) as a driving force or management style, and 2) as an inhibiting force, or mismanagement style. Being more precise, the management style shows how one person harmonizes the involved parties in its surrounding, and the mismanagement style shows how a person produces disharmony.

Each personal activity contains both forces integrated in their dialectical unity. Usually, under stable circumstances, a person's behavior is determined by his/her management style. A person's behavior depends widely on the mismanagement style in the cases when the circumstances are unstable or stressful.

MISMANAGEMENT (INHIBITING FORCE)		MANAGEMENT (DRIVING FORCE)		
◄	over-doing	achieving		►
◄	over- controlling	controlling		►
◄	over-changing	innovating		►
◄	over-compromising	bonding		►

MANAGEMENT STYLE (HARMONY GENERATING)

Achieving.
Result-oriented.

Achieving. These people put focus on "what is required to be done in short term" in some particular situation. They are interested in the results, distinctly action-oriented and are both hard-working and hard-driving. Their focus is on project mission and precise project goals. Their power is derived from their knowledge.

Controlling.
System-oriented.

Controlling. These people put focus on "how it should be done in short term" in some particular situation. They recognize the need for some degree of stability, typically in order to optimize productivity through maximizing repetition, to the extent that this is possible on each project, in order to get the work finished. Work must be carefully scheduled and systematized if potential gains are to be realized and 'all the pieces carefully put in place'. Their power is derived from their intellectual logic.

Innovating.
Future-oriented.

Innovating. These people put focus on "why something should be done in long term" in some particular situation. These persons have a vision of the future and projects are the stepping-stones. There is a constant search for opportunities and improvements. They are comfortable in the lead, and exude confidence and charisma. They may, however, have little time for day-to-day problems that are delegated to others. Their power is derived from their enthusiasm and creativity.

Bonding.
People-oriented.

Bonding. These people put focus on "who should do something" in some particular situation. They generally take a more independent and detached view of their surroundings. They are responsive to the views of project team members, who must take responsibility for their own decisions. Therefore, their role is to ensure that team issues are surfaced, discussed and resolved to the team's mutual satisfaction. These individuals tend to be humble, sensitive and willing to compromise. Their power is derived from their ability to persuade others to compromise.

	Achiever	Controller	Innovator	Bonder
predominantly is	Realistic Doer	Steady Controller	Visionary Strategist	Flexible Facilitator
preoccupied with	Knowledge/ Experience	Analysis/Process	Future/ Opportunity	Value/Culture
oriented to	Action	System	Creation	Consensus
focused on	What	How	Why	Who
classic philosophy	**Water**	**Earth**	**Fire**	**Air**

MISMANAGEMENT STYLE (GENERATING DISHARMONY)

Overdoing

Mismanagement-side of the Achieving-dimension reflects to which degree a person leans toward the content, bypassing the form. This attitude comes as a result of (A) person's desire to "do every-thing, and to bring it all to its end". These personalities accomplish every task on their own even in the cases when they could easily delegate it to their subordinates or colleagues. They jump into solutions very fast and start implementing it even faster without thinking or taking any prior analysis. They do the same in situations that demand a deeper strategic analysis.

Overcontrolling

Mismanagement-side of the Controlling-dimension reflects to which degree a person trusts the form, and totally neglects the content. Such persons mostly act according to the formal authority and obey organizational hierarchy. They spend most of the time in over-analyzing of the problems, completely forgetting what was to be done. These people highly value the prediction of the risk-taking level. Due to this attitude, those people become a real bureaucracy-producers in their organization.

Overchanging

Mismanagement-side of the Innovating-dimension reflects to which degree a person inclines toward changing of his/her approach and attitude. These persons use their ides and charisma; they have a solution to every problem; they do not analyze, nor are interested in the implementation details. Such attitude generates constant changes that get implemented rarely, if ever. In the real life, nobody can follow the implementation of their decisions. Usually, those innovators stay "alone", buried in their "not-understood" geniuses.

Overcompromising

Mismanagement-side of the Bonding-dimension reflects to which degree a person is capable to manipulate others. These persons have "nose and ear" for everything that happens around them. They have a sufficient knowledge about the most hidden human's weaknesses and they play that card quite often. Their main target is to collect as many information for as many people, as possible. They will hide the information in their pocket until the moment comes to place it, usually as a blackmail weapon against others. That is their way of existence. But after some time, the quantity of the collected information is so huge that decreases their influential power.

> Since no one is perfect, by default we are all mis-managers. It is to be expected that a manager will be producing a disharmony that is in accordance to his/her dominant management style. For example, if a person has predominantly Achieving management style, she/he will most probably try to over-work. In reality, managers produce disharmonies that do not follow their dominant managerial styles.

READING THE RESULTS

Our Organization Theory assumes that all management types are valuable and necessary.

Each type has its own special gifts and strengths, its own area of vulnerability, and its own pathway for development.

Scoring. Managers score differently in the four dimensions, forming their "Managerial Type". No one can perform all four dimensions at the same time. There is no professional training that can produce such a thing as a supreme manager. An average manager may be able to perform all of the dimensions but at various times and in service of various goals.

Scaling. Each dimension can be present in somebody's style in the range from 0 to 100 percent, combining into millions of different possible types. For practical reasons, we have reduced the number of possible combinations to 256 types that are significantly different from each other. The matrix of 256 personality types is able to chart the human personality, adequately analyze it, and make predictions.

Relating. Our theory postulates specific dynamic relationships between the four dimensions. For each type, one process is the leading or first dominant dimension and a second dimension serves as an auxiliary or second-dominant dimension. The characteristics of each type follow from the dynamic interplay of these dimensions: two from the managerial site (producing harmony), and two from the mismanagement site (producing disharmony).

Denoting. The types are organized by the main dimension (where there is only one dominant factor) and by the second dominant dimension (where there are two dominant factors). By combining the results of the first and second dimension we get the management style of one individual. For example, if the person is dominantly Achiever but has a innovativeness as a second, supporting dominant dimension, we name that person's style as Innovative Achiever. If we add the mismanagement one, or two-dimensional style to this description, there will be additional explanation added, as: "through Over-changing and Over-compromising. This means we talk about a person who is a Innovative Achiever but at the same time produces a disharmony (mismanages) through over-compromising, that changes from case to case.

Disclaimer

The Individual Styles and Team Dynamics Indicator does not measure how good or bad person you are. Every person has a management style, as well as a mismanagement style; both of them reflect his/her own unique combinations of the four basic dimensions. The Individual Styles and Team Dynamics Indicator captures the fundamentals of both styles in the frames of one person.

The human beings are too complex and any attempt to diagnose somebody's personality style using a set of questions, sometimes can be not sufficient or can be not accurate enough.

YOUR RESULTS

Based on the score,
your management style is **Achieving Bonder**
and your mismanagement style is **Over-compromising**   .

| management
(harmony generating) | mismanagement
(disharmony generating) |

management (harmony generating)

Dimension	Your result (%)
Achieving	68
Controlling	63
Innovating	58
Bonding	89

mismanagement (disharmony generating)

Dimension	Your result (%)
Over - doing	46
Over - controlling	46
Over - changing	38
Over - compromising	62

Management (harmony) Generating

Mismanagement (disharmony) Generating
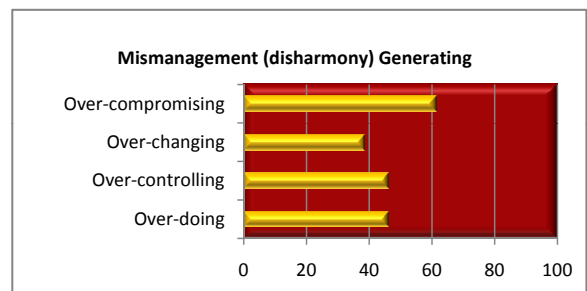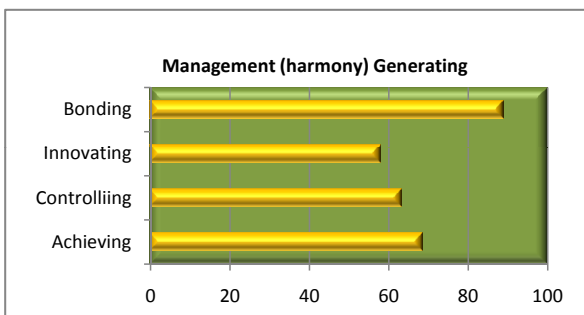
YOUR CHARACTERISTICS AS ACHIEVING BONDER

Basic behavior

They love the life and they do everything to make it better.

They live in the moment and find enjoyment in people and activities.

They do not let rules interfere with their life, focusing on meeting human needs in a very practical way.

They are interested in people and in new experiences. Because they learn more from doing than from studying or reading, they tend to plunge into things, learning as going.

They are focused on "who" and "what," in current realities, in getting to know people, in socializing, and in long term relationships.

Your compatibility with this description

Communication and Meetings

Communications and meetings: They are keen observers of human behavior. They seem to sense what is happening with other people and respond quickly to their practical needs. Bearing in mind all this, they are excellent team members and team leaders.

They will insist on having meetings whenever that is possible.

Coping with Change

Coping with change: They do not create change, they just adapt to change, neither loving it nor hating it.

They simply accept change as a necessity.

They are very good in convincing people in the necessity of accepting change and their arguments in doing so are: we will achieve higher effectiveness and will be happier.

Teamwork and People Skills

Teamwork and people skills: They are excellent team players, oriented to getting the task done with a maximum amount of fun and a minimum amount of confusion.

They think that people is the most important property in the organization. They are in favor of investing in education, development, and training.

Time Management

Time management: The Achieving Bonders spend a lot of time in accommodating people although the deadlines are usually met. They compensate the lost time in getting people together. Once the people all agree about their common goals, they will increase the efforts in achieving the common goals.

YOUR CHARACTERISTICS AS ACHIEVING BONDER - continued

Dec. Making & Implementation

Decision making and implementation: They make decisions by using their personal values, and by identifying and empathizing with others. They will involve everyone in the discussion and decision making and will see to it the decisions are implemented.
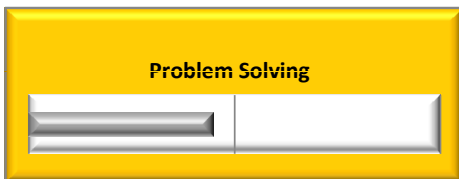
Problem Solving

Problem solving: They apply a common sense approach to problem solving, maintaining awareness of the factual information on which discussions are based. They focus on practical ideas coming from people and integrate everything into an applicable solution.

Conflict Resolution

Conflict resolution: They will go for a consensus whatever it takes, they will put all their efforts to have all people on the same page. Very often, they play the role of a peacemaker or facilitator. They will do a great job in designing a realistic settlement plan.

Getting along with other styles

The Accomplishing Bonders go along with all kinds of people except with those who are preoccupied with details and rules. They are ready to accept the ideas coming from creative people and their task will be to adapt those ideas and make them acceptable to other people, to those who will carry them out. The lowest ranked people in their value system are the Regulators, detail-oriented, how-oriented people.

YOUR STYLE STRENGTHS

Style Strengths: The Achieving Bonders are characterized with "managing by example": they are considerate and dependable at the same time, committed to the people and groups they are associated with and faithful in carrying responsibilities. They give an example to others what should be done.

They are flexible, adaptable, and easy-going. They seldom plan ahead, trusting their ability to respond in the moment and deal effectively with whatever presents itself. They always count on people - they will help them to overcome any situation, under any circumstances. They hate structure and routine and will generally find ways to get around it. They dislike written explanations. Traditional ways of learning can be difficult for them, although they do well when they see relevance and are allowed to interact with people.

The Achieving Bonders value the strengths of each individual, and encourage team members to contribute their best work. They use a sense of humor to build a friendly atmosphere which generates team spirit.

The Achieving Bonders are born managers. They can easily translate all ideas coming from the top management into actions and integrate all people around the goals defined by the top management. At the same time, they can maintain a good working climate in their teams, making everyone feel comfortable and ready to put the best efforts.

ORGANIZATION MODEL

An organization is a living, dynamic and adaptable system, influenced by and influencing all people that are involved. Every organization can be represented by ten functions: *environment, market, technology, money, goal, task, management, employee, reward*, and *information*. Each of these functions has it's own characteristics and each function correlates to each other, constructing a very complex system.

In many cases, the management is the driving force for organizational advancement and it is the main reason for organizational decline. Thus, the basic managerial task is to continuously look for all kinds of incompatibilities in all organizational functions, their attributes and relationships and try to minimize those incompatibilities. In other words, the basic managerial task is to find all disharmonies in the organization and harmonize them as much as possible. This is a continuous task since the organizations change throughout their life span. In doing so, management should address the organization mission, structure, culture, and accountability.
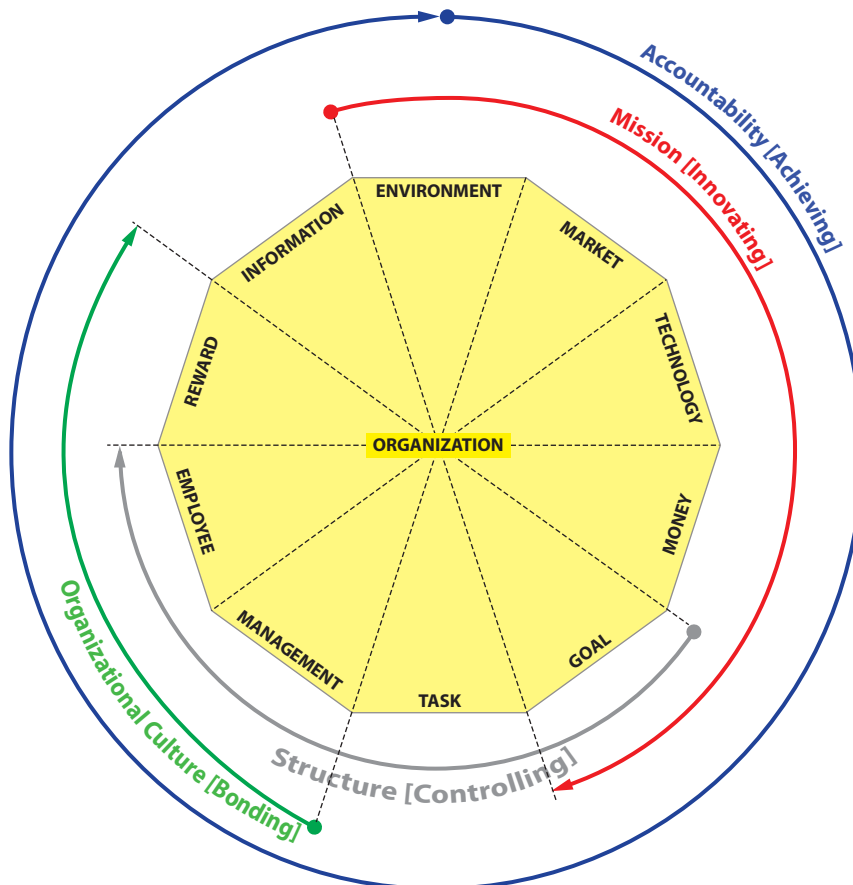
IMPROVING YOUR STYLE

In order for the Achieving Bonders to grow, they have to work on their creativity and have somebody who will take care of the details. Some actions should be taken in order to achieve this:

• Stop adapting to changing circumstances and start creating circumstances - act pro-actively instead reactively.

• Openly criticize other people, do not try to compromise and make everyone happy; stop taking too personal a focus - e.g. taking criticism personally.

• Take into account the costs or a logical consideration - many times teamwork is very expensive and can be counterproductive.

• Stop over-using humor in order to entertain people and make them feel good. The working environment is not the place where people should feel very comfortable, they are there to work and earn for a living. They are ready to accept serious situations.