# SommerYeager, LLC.
## MOTIVATIONAL INTELLIGENCE™
### *"The Gold Standard in Executive Talent Assessment"*

# James Smith (ID 123456) - Individual Decision Strategy Report

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|---|---|---|---|
| Job title / context: | **Chief Technological Officer** | Survey completed on: | Jul 1, 2013 |
| Organizational level: | **Policy making role** | Survey ID: | 234567 |

## Introduction

Of the countless decisions people make on the job, their experiences shape their personal style. Some of their decision-making happens consciously while a great deal occurs automatically, out of their awareness. These conscious and unconscious strategies greatly impact success on the job.

**This report describes James's unique conscious and unconscious decision strategy for his job as "Chief Technological Officer".**

### From this report you will gain insight and awareness into James's:

- job priorities, attitudes, and communication style
- ecology with the job, the organization and the people he affects
- immediate and future contribution to the job and the organization
- preferences and working style so the organization can communicate in terms of his motivation and interests

### Important to know about this report:

The contents of this report do not describe who James is as a person. This report indicates James's decision making strategy, behavior and performance potential in his job as "Chief Technological Officer".

Apparent contradictions may appear such as being impulsive or cautious at the same time or using warm and cool communications at the same time. Apparent contradictions simply mean a person uses either or both priorities as a job situation requires.

*Note: this data is based on James's answers in the role of "**Chief Technological Officer**." With another role in mind, he might set different priorities.*
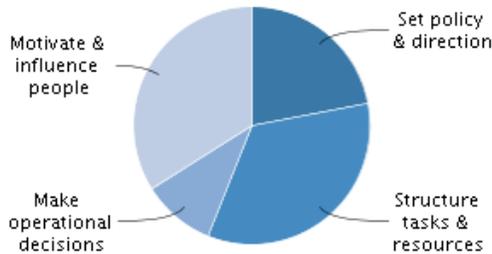
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# James's overall strategy on the job

Note: The following information represents James's thinking and priorities in the role of "Chief Technological Officer". James indicated he works in a senior management role, deciding board-level policy while leading a company, organization or large division.

## How James prefers to organize his work:



- James's strongest emphasis is on motivating and influencing others.
- He also favors tactical matters.
- He has a moderate interest in strategic matters.
- He has some interest in operational work.

## In this job, James really wants to:

- Organize the work and structure the resources
- Influence the priorities and decisions of others
- Integrate and consolidate program components
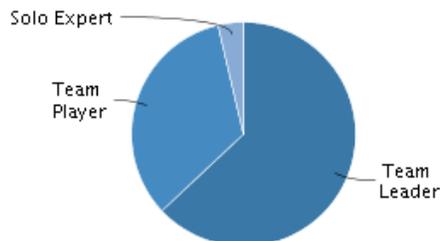- Delegate tasks and define expectations

## Occasionally, when needed, he will:

- Sell the organization's intentions to stakeholders
- Be directly involved in the work
- Execute and manage operational tasks

## He usually does not want to:

- Emphasize outcomes and the why behind a situation
- Directly impact organizational objectives

## How James handles team work:



- James prefers to work on projects in a leadership role. He positions himself as a leader.
- Occasionally he operates like a team player, working with others as part of a team.
- He does not position himself as a solo player. He does not want to work on tasks independently, without the company of other team mates.

## James's motivational drivers & approach:
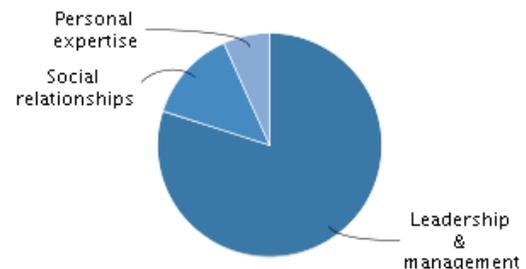


- James wants to be in charge and likes directing others. He prefers well-organized lines of authority and leadership.
- He does not focus on socializing or connecting with others on a personal level.
- He does not solely rely on personal expertise and effort to get things done.

To achieve success in his job, James adds the following high and low priority features to his thinking:

## High priorities: He finds it important to...

- ✔ Find new choices and possibilities for situations
- ✔ Decide to withhold judgment and remain skeptical
- ✔ Focus on time, deadlines and schedules
- ✔ Construct a patient, cautious defense
- ✔ Manage gradual, controlled change
- ✔ Anticipate future possibilities

## Low priorities: He does not find it important to...

- ✘ Review background, precedent and history
- ✘ Decide based on direct personal experience
- ✘ Do detailed, specific work, one task at a time
- ✘ Maintain stability, the predictable, the familiar
- ✘ Focus on information and facts
- ✘ Manage real-time events as they happen

# Situational and organizational awareness

## His situational awareness & frame of reference
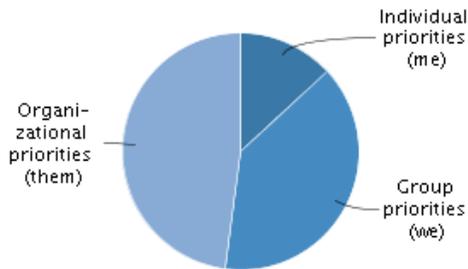


- James's decisions are most influenced by organizational priorties and the organization's need for efficiency and effectiveness.
- His decisions are also based on group priorities, peer pressure, and team culture.
- He places a low emphasis on his personal frame of reference. His personal values and experiences play a small role in his decision-making.

## James's involvement in organizational politics:



## James as a people or knowledge worker:



## How James deals with risk:



# Dealing with people & information

## How James interacts with people on the job

- He likes to assign tasks, manage the work-in-process and insure that goals are met.
- He likes a cooperative environment and thrives on mutually supportive relationships.
- He does not focus on socializing or making his colleagues and subordinates feel comfortable.
- He can get involved in the process and lose track of the goals.

## How James processes information

- He creates structure and tactical plans.
- He continuously looks for alternatives and better ways to do something.
- He continuously gathers fresh information, remaining skeptical.
- He looks for steady progress and evolution.
- He decides based on the impact on the future.
- He looks for what has changed, what is new and different.
- He focuses on the big picture, the global perspective.
- He feels confident in deciding quickly.
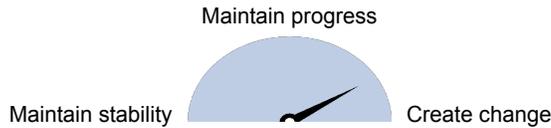
## James's communication style
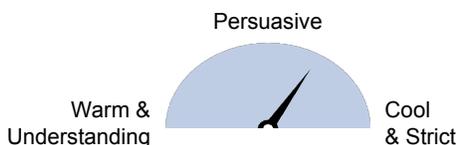


## James's assertiveness level
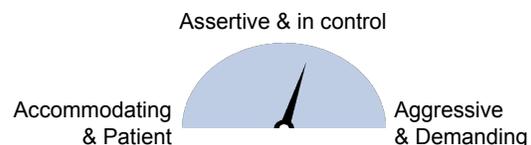
## Dealing with change & rules

### How James deals with change

Maintain progress

Maintain stability — Create change

- He does not like routine tasks
- He wants steady progress and evolution
- He creates change in his environment

### How James deals with rules:

- He expects people around him to follow the customary rules.
- He wants to learn the rules in order to meet the expectations of those around him.
- He believes that the rules need to be flexible enough to allow for some exceptions.
- He feels that there are situations when the rules have to be broken.

## Optimal work environment

### James prefers...

- to know that good work and effort is appreciated
- having the time to plan and prepare for the right moment to act
- making decisions based on feedback and suggestions from others
- consistent progress combined with dramatic changes
- a playbook that provides clear performance guidelines
- the freedom to chose among satisfying alternatives to meet objectives

### James may clash or disagree with people who...

- stay stuck in one place and won't adapt to change
- resist necessary change and real world pressure
- solve the wrong problem the right way
- waste time sorting out insignificant details
- don't realize that no one works entirely alone in an organization
- waste their work by not getting organized first
- waste time that can't be recovered
- don't anticipate the future

## Tips for communicating with James

### Do...

- ✔ Explain how the work and resources are organized
- ✔ Emphasize his team leadership role and skills
- ✔ Provide several alternatives, not just one approach
- ✔ Identify those whose support is needed
- ✔ Encourage consolidation of project components
- ✔ Allow him to remain skeptical and withhold judgment
- ✔ Emphasize timing, deadlines and schedules
- ✔ Allow him to prepare and react to situations
- ✔ Allow him to delegate and instruct others
- ✔ Discuss how the situation will gradually evolve

### Do not...

- ✘ Emphasize a job's status - instead focus on the work itself
- ✘ Place a strong focus on background, precedent and history
- ✘ Assign him solitary work
- ✘ Exclusively rely on first hand experience to persuade him
- ✘ Provide an overload of details and specifics
- ✘ Focus on stability, routine or repetitiveness
- ✘ Provide a lot of facts or data to persuade him
- ✘ Exclusively emphasize the immediate priorities
- ✘ Ask him to solely decide based on his instincts or gut feeling
- ✘ Ask him to master challenges, using only his personal expertise

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