

PERSONAL OPERATING

UNDERSTANDING SELF

The Personal Operating Manual is a self-study guide that takes individuals on an introspective journey to understand self and analyze the behavioral patterns driven by their personality and style.

Understanding self is the critical first step in the process of creating Personal Effectiveness. Individuals who do not understand self often become captives of their personality and style. They want the situation to adjust to them, rather than adjusting their behaviors to the situation. Their inability to adjust to specific situations minimizes their performance – it's like showing up for a basketball game in ice skates.

Failure to adjust behaviors to a situation causes performance problems that often result in individuals being seen as rigid, inflexible and self-centered. Eventually they become labeled as "high maintenance" and "difficult to work with" - which usually leads to highly emotional and personal conflicts as tensions build in relationships.

POM takes participants through a process of identifying and analyzing the behavioral patterns that are driven by their personality and style. This process teaches individuals how to take "jurisdiction" over their behaviors and increases the "choices" they have to improve their performance in specific situations.

The Personal Operating Manual is built around four self-assessments instruments that are administered on-line and provide individualized reports for each participant. The Manual includes instructions and links for accessing each instruments and activities for interpreting the results. Participants receive the manual as pre-work before the first workshop.

MBTI STEP II FORM Q

The MBTI is a self-assessment of personality type based on Jungian psychology. Personality "preference" is how you would prefer to behave regardless of the nature of a given situation.

The MBTI has four scales:

1. Extrovert - Introvert: This scales looks at how you gain **energy** and where you focus.
1. Sensing – Intuition: This scale looks at how you gather or become aware of **information**.
2. Thinking – Feeling: This scale looks at how you **decide** or come to conclusions about things.
3. Judging – Perceiving: This scale looks at how you approach the world around you from an **action** perspective.

The MBTI STEP II Interpretive Report analyzes five different facets for each of the four MBTI scales. The Report also looks at how your personality affects Communicating, Making Decisions, Managing Change and Managing Conflict.

FIRO-B

The FIRO-B is based on the work of Will Schutz and provides a self-assessment of your interpersonal relationship style. The FIRO-B examines your interpersonal needs for **Inclusion, Control** and **Affection**. It also looks at the degree to which you initiate action in each of these areas and the degree to which you rely on others to initiate action. The FIRO-B has four general scales and three specific sub-scales:

General Scales

1. Overall Interpersonal Needs - Overall view of relationships
2. Total Expressed - How often you initiate relationship behaviors
3. Total Wanted - How much you rely on others to initiate relationship behaviors
4. Total Need - Your relative use of Inclusion, Control and Affection.

Sub-Scales

1. Inclusion - Forming new relationships and associating with others
2. Control - Decision making, influence and persuasion of others. Degree of Power
3. Affection - Emotional ties and extent of closeness with others

PERSONAL PROFILE SYSTEM (DISC)

The DISC Profile is a self-assessment of situation specific behaviors – how you behave when approaching a specific task in a specific situation. The DISC has four Scales and 18 "Classic Patterns".

DISC SCALES

1. Dominance - Emphasis on shaping the environment by overcoming opposition to accomplishing results
2. Influence - Emphasis on shaping the environment by influencing or persuading others
3. Steadiness - Emphasis on cooperating with others to carry out the task
4. Conscientiousness - Emphasis on working conscientiously within existing circumstances to ensure quality and accuracy

THOMAS-KILMANN CONFLICT MODE (TK)

The TK is a self-assessment of your conflict styles. The TK report provides an analysis of your usage of each style to determine which styles you may over or under use.

TK is has two scales:

1. Assertiveness is the extent to which you attempt to satisfy your own needs and concerns
2. Cooperativeness is the extent to which you attempt to satisfy the needs and concerns of other person's

The five TK styles are:

1. Competing - Assertive and uncooperative, a power-oriented mode
2. Accommodating - Unassertive and cooperative, the opposite of competing
3. Avoiding - Unassertive and uncooperative
4. Collaborating - Both assertive and cooperating, the opposite of Avoiding.
5. Compromising - Intermediate in both asserting and cooperating

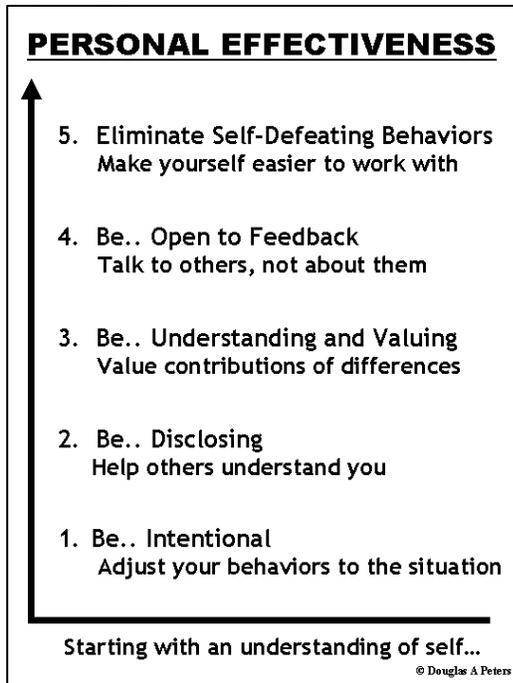
MAXIMIZING PERSONAL EFFECTIVENESS

Starting with an understanding Self

All performance starts with people. The first step in maximizing personal effectiveness is to understand self – how you work and how you work with others. If you do not understand self, you cannot separate your personality and style from the situation you are in – you become a captive of your personality.

Be...Intentional

Adjusting your behaviors to the situation makes you more effective, than making the situation adjust to you. Showing up for a basketball game in tennis shoes, for example, is more effective than showing up wearing ice skates, even if you like skating more than basketball. The first four modules in the WTB curriculum use self-assessment instruments to increase versatility.



Be...Disclosing

When you are not sure of the right behaviors for a situation it is more effective to disclose your intentions (what you want to do) before you act on them. Disclosing can lead to a discussion about the right behaviors for a situation – doing the behaviors without disclosing often leads to unproductive conflict as people have to confront you to make you change your behaviors. Modules 1 & 2 of WTB provide skill training on understanding and valuing individual differences.

Be...Understanding and Valuing

It truly is what's different about other people that will make you more successful – if you value those differences. Individual differences cause people to see different things in the same situation. These differences of perspective create a more accurate description of the situation – it allows us to see a problem, decision or opportunity from “all sides”. The first four modules in the WTB curriculum use self-assessment instruments to understand and value differences.

Be...Open to Feedback

It is easy to see the shortcomings in others, but it is hard to see them in our self. Therefore we are reliant on other people to fully understand how we are doing. One of the most common comments from business people is – “I can hurt other people and not even know I am doing it!” Being open to giving and receiving feedback is critical to understanding how we are doing and maximize our performance in different situations. Creating Shared Understanding, the third module in WTB, teaches participants how to provide accurate and timely feedback to others.

Eliminate Self-Defeating Behaviors

We all have patterns of low performance – bad habits – that get in the way, limit our performance and make us difficult to work with. Common self-defeating behaviors in business are procrastination, perfectionist, inappropriate anger, over committing, not making cold calls, micro-managing staff, not

listening, and arguing over opinions. Stopping these negative behaviors increases our performance and eliminates unnecessary personal conflict. Replacing them with more productive behaviors maximizes our performance. Quick Change, the final module in Working Together Better teaches people how to eliminate these self-defeating behaviors,