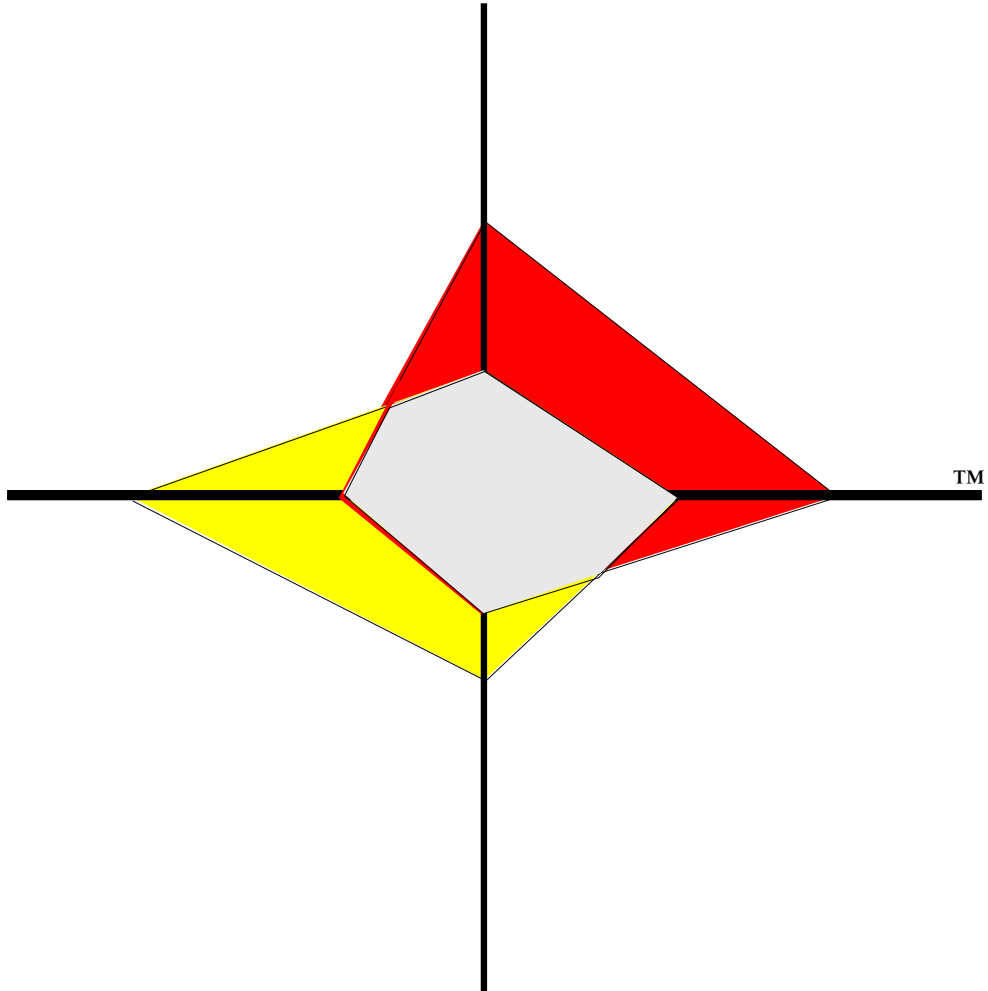


I-OPT™

TWO PERSON



C and M

INDEX OF SYNERGY REPORT

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SUMMARY OF THE REPORT	Major Points	2
	A summary of the findings of the detailed analysis. It does not necessarily contain all of the insights since it is confined to one page.	
	Raw Results	3
	Histogram charts of the results of the individual survey completed by each person. This can provide a “snapshot” of how different or alike the people are in their information processing preferences.	
INTER-ACTION EFFECTS This area looks at the two people functioning as a single unit. The segments explain the basis for synergies and potential tensions arising from the strategic preferences of the two people .	Analysis of Strategic Profile Overlap	4
	This page shows how the parties are likely to interact. Positions where the people are likely to complement and contrast with each other are identified. The graphic is a combination of the individual profiles explained on Pages 11 and 12.	
	Analysis of Strategic Patterns – Changer & Performer	5
	This page looks at the relationship of the two people by comparing them in the Changer (<i>new ideas, fast action</i>) and Performer (<i>expedient methods, fast action</i>) dimensions.	
	Analysis of Strategic Patterns – Conservator & Perfector	6
This page looks at the relationship of the two people by comparing them in the Conservator (<i>proven methods, deliberate action</i>) and Perfector (<i>new ideas, planning and assessment</i>) dimensions.		
	Strategic Style Strength Interaction – RS & LP	7
	The interaction on a single dimension is presented. Comparison on the RS (<i>fast action</i>) and LP (<i>deliberate action</i>) are provided.	
	Strategic Style Strength Interaction –HA & RI	8
	The interaction on a single dimension is presented. Comparison on the HA (<i>study/analysis</i>) and RI (<i>new ideas</i>) are provided.	
INDIVIDUAL RESULTS These pages provide the analytical results for the two people who comprise the pair.	C’s Individual Results	9
	A verbal explanation of information processing preferences.	
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	An explanation of M’s strategic profile.	



WHAT IS AN EXECUTIVE SUMMARY?

SEE DETAILED ANALYSIS FOR EXPLANATION AND ANALYTICAL REASONING

EXECUTIVE SUMMARY

An Executive Summary is a condensation of some of the major points made in the report. It is not intended to be complete or comprehensive. Rather, it is used to help orient the reader(s) to what is contained in the balance of the report. The entire report should be referenced for the analysis of characteristics that seem to be inherent in this particular relationship.

SOME MAJOR POINTS

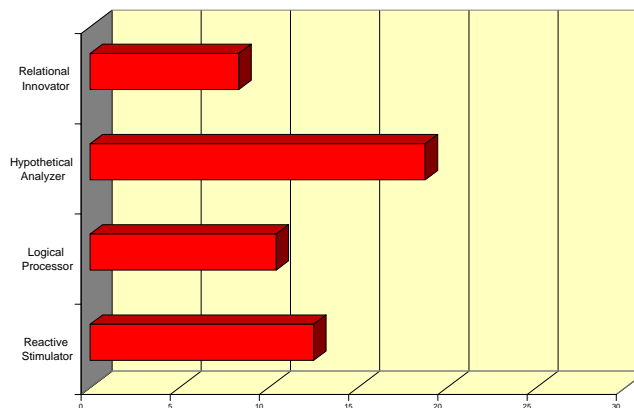
- ◆ This pair has a moderate level of structural compatibility with both people using similar, but distinct, strategic postures. This means that each is bringing a unique viewpoint to issues but probably not so unique as to be “out of range” of the other person. Most likely each person will (*or should*) develop a respect for the other’s perspective and seriously consider it when working toward common goals. Together, both people will have access to a wider scope of options without encountering a serious communication gap burden (see page 4).
- ◆ M is more inclined toward using a strategy of quickly originating and applying new ideas, sometimes without fully thinking through their implications. Risk is usually controlled by only tentative commitments (see page 5).
- ◆ M is relatively more inclined toward a Performer strategy. If recognized, the relatively greater focus on task-specific, shorter term, and action oriented strategies might be deployed to the pair’s advantage (see page 5).
- ◆ C is relatively more inclined toward the Conservator that focuses on study, careful specification and methodical execution. M may be able to synergistically support the pair in the area of focused action (see page 6).
- ◆ C is more inclined toward a Perfector pattern focused on the generation, study, and assessment of new ideas. However, most attention may be focused on study and analysis rather than idea generation (see page 6).
- ◆ Tensions may arise from M moving a bit too rapidly relative to C’s liking. If this occurs, it might be remedied by an early decision on the timing strategy appropriate to the issue at hand (see page 7).
- ◆ Tension based on the degree of certainty and precision applied to an issue is unlikely. The pair may have a slight tendency to undervalue the disciplined LP method but this is unlikely to reach serious dimensions (see page 7).
- ◆ Tensions in this pair based on the “right” level of study may occasionally arise but are unlikely to be serious. It is likely that the pair will tend to agree on analytical postures that will be seen by others as usually “sensible.”(see page 8).
- ◆ Tension based on the volume and character of idea flows is possible but not inevitable. Mutual benefit depends on both people seeing the merit of the other’s posture and potential annoyances as a “cost” of that strength (see page 8).

THE “RAW” RESULTS

WHAT
DOES I-
OPT
MEASURE?

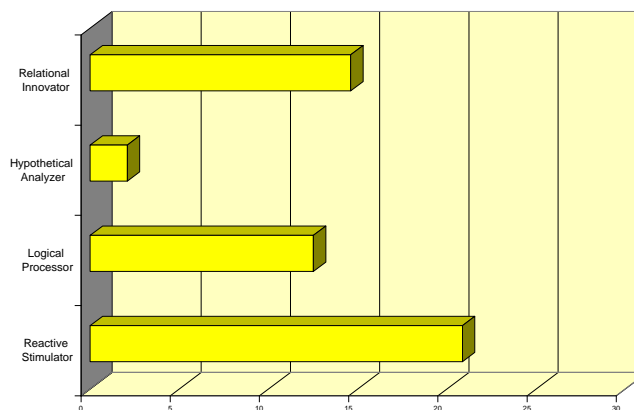
The survey you took is **not** a “psychological” test. It does not claim to measure changeless attributes of a person. Rather, it tries to estimate the likelihood that a person might use a particular information processing strategy. Each strategy carries with it inherent strengths and vulnerabilities. By recognizing our complementary strengths, it may be possible to arrange our relationship so that one person’s strength covers another person’s vulnerability. This could allow the pair of people to realize better outcomes than either person could achieve working alone.

C’s STRATEGIC STYLE ESTIMATES



THE RAW
RESULTS

M’s STRATEGIC STYLE ESTIMATES

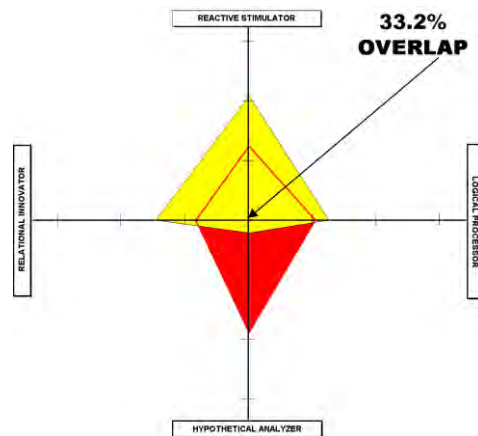


HOW
SHOULD
THIS
REPORT BE
USED?

When considering this report, C and M should keep in mind that analysis is being done without personal knowledge of either person. Unique variables important to this pair may not be fully considered. Further, it would be unreasonable to expect that a 24-question instrument that takes less than 10 minutes to complete would capture all dimensions of interaction. However, the information provided by the instrument and analysis might be profitably employed as a “foil.” Used as a stimulus for discussion, it might help guide the pair in considering some of the factors that can influence the success level the pair has or will achieve. The observations in this report are offered as points that may merit consideration, not recommendations for specific actions.

ANALYSIS OF STRATEGIC PROFILE OVERLAP

COMPARATIVE PROFILES



WHAT OVERLAP MEANS

This graphic shows the profiles of the two people. The area of overlap shows where the two people are likely to reach agreement on issues. The larger the overlap, the more likely that the parties will view a situation in the same way. This does not mean that they will arrive at the same result. It does mean that the approach used has a probability of being of the same character (e.g., levels of detail, length of horizon, focus on action or thought, etc.)

RELATION OF THIS PAIR

The degree of strategic overlap between the two people is moderate. This means that both people see things from a somewhat different perspective. However, the perspectives are not so different as to cause the pair to encounter persistent or serious difficulties. Rather, each person can offer the other different insights on the same issue and ultimate resolution is likely to benefit from the broader evaluation.

ANALYSIS OF THIS RELATION

Moderate relationships can be characterized as involving both easy coordination and, at other times, dissatisfaction. Typically, a moderate strategic overlap requires the people involved to work a bit to arrive at a mutually acceptable approach. Their common base (i.e., area of overlap) probably allows both parties a sufficient appreciation of the other's position to proceed to common understanding and mutually acceptable resolution. Most of the time, both people will see merit in the other's position.

This pair can expect to see each other's approach to common issues as "okay" but perhaps not ideal. Differences in strategic preferences can be expected to arise with one or both parties experiencing some frustration. Thus, both people can expect that their view of the other will tend to fluctuate. Sometimes the other person will approach things "just right" while at others they may be a bit "off base."

WHAT THIS MEANS TO THE PAIR

The people involved may want to view differences that arise as opportunities. A difference can be seen as a signal that another perspective may be more applicable to the situation at hand. If the parties "invest" in arriving at a common understanding, the net result might be improved over that which either would enjoy if "going it alone."

Moderate structural alignments characterize most relationships people have with each other. The experience both people have from the ordinary conduct of their life will probably be a good guide if applied here. However, both people would probably benefit by appreciating and valuing their differences. These can be the source of improved circumstances for all involved.

ANALYSIS OF STRATEGIC PATTERNS

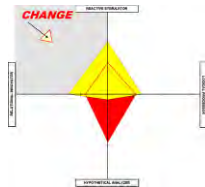
WHAT IS A PATTERN?

A pattern is the combination of two adjoining strategic postures. This section analyzes relative patterns in this particular relationship. In other words, if one party is identified as a stronger “Changer,” it is only relative to the other person. It does not mean that the person is a “Changer” on any kind of absolute scale.

CHANGER PATTERN

Rapid generation of new ideas and quick execution using tentative, experimental posture is a preferred Changer strategy.

CHANGER PATTERN



The Changer pattern is a combination of the idea-oriented RI and the action prone RS strategic styles. Characteristics common to these styles are a tendency to omit detail, an enjoyment of variety, relatively short attention spans and a preference for communication in short, intense bursts.

Of the two people, M has the greater commitment to the Changer pattern. The pattern is characterized by a tendency to quickly generate new ideas and immediately move to implement them. An “experimental “let’s give it a try” strategy, rather than planning and analysis, is usually favored by people holding Changer pattern convictions. Using this strategy, M saves on planning/analysis time but incurs a greater risk of failure as the trade-off. M is probably motivated by both the idea and seeing it “in play.”

C may want to keep this inclination in mind when dealing with M. Innovation and creativity are probably areas of relative strength as well as a source of personal motivation. If speed counts, downside risk is not great and the issue is amenable to new untested approaches, M’s approach might well be encouraged. It could be a valuable contributor to the success the pair has or will enjoy.

PERFORMER PATTERN



The Performer pattern is a combination of the instant-action RS and the methodical-action LP strategic styles. Both of these postures favor positions that have a direct effect in the external environment. They both prefer outcomes that are tangible and approach issues in a direct manner with a focus on nearer-term objectives.

M is somewhat more inclined to engage the Performer pattern in addressing issues of common concern. This pattern typically involves focusing on responding to task-specific, relatively short-term issues that require action as a response. The strategic posture can be characterized by having a “let’s get it done” attitude.

M appears to be inclined to use both expedient and systematic, carefully specified methods to achieve performance goals. When interacting C may want to bear in mind that M finds relatively more personal satisfaction in this type of tangible achievement. A comparatively greater tendency to rely on objective, often numerical measures may also be expected.

For those situations where there is a high premium on focused execution, the pair may benefit if greater reliance is placed on M’s skills and preferences. This strategy may help maximize performance of the pair.

PERFORMER PATTERN

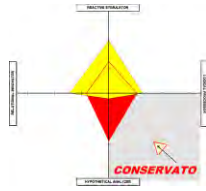
Typically displays a strong focus on immediate results using means readily at hand. Concrete, tangible outcomes are usually targeted.

ANALYSIS OF STRATEGIC PATTERNS

CONSERVATOR PATTERN

Careful, fully considered, methodically executed actions designed to insure a high certainty of final outcome. Typically sensitive to operational details.

CONSERVATOR PATTERN



This pattern is a combination of the action oriented LP and the analytically inclined HA strategic postures. The focus of this strategy usually tries to make sure that the intended outcome will actually be achieved and that it is realized with a high degree of precision. “Doing it right” is usually a major focus of this pattern.

C is somewhat more inclined to use the Conservator pattern in addressing issues of common concern. This pattern typically focuses on study, careful specification and methodical execution. C probably places a higher value on certainty of outcome than does M and can be expected to favor proven programs and processes since they have the best probability of producing certain results.

C will probably be more focused on planning and conceptual analysis rather than deliberate action. From M’s perspective, C might appear a bit “ponderous” in approaching issues. This quality arises from the need to consider many contingencies—the working brain simply gives no external signs.

There is a probability that C’s careful attention and focus may diminish as a project moves from planning to execution. If this is anticipated, M’s greater capabilities in the arena of “doing it” may be used to great effect. Together the pair has a greater capability of addressing an issue from planning through execution than might either party working alone.

PERFECTOR PATTERN

A typical focus is on interesting new ideas with an aim to fully understand their implications. Output typically centers on detailed assessment and thorough planning.

PERFECTOR PATTERN



This pattern combines the analytical HA and the idea generating RI strategic postures. People using this approach typically place high value on new ideas but tend to act only after they have been fully explored and refined (*i.e.*, “perfected”). Since the strategy incorporates both ideas and analysis, the pattern is often found in good “advisors.”

C appears to be more focused on thinking through options than is M. This probably translates into a greater inclination to create options, consider, evaluate, assess and plan. C appears to offer relatively more resources in analysis and planning than in idea generation. C probably enjoys addressing complicated issues and may take pride in skill and acumen in this area.

M may note that C has a tendency to “ponder” a bit. This usually expresses itself in a period where nothing seems to be happening. It may be useful to recognize that this is a function of the strategy being employed and not of the psychology of the individual. C’s relative contribution in this area is likely to be the “thinking thorough” of options and this is part of the process.

M’s relatively greater strength in idea generation may present an opportunity for synergistic cooperation. Ideas are the fuel for analytical process and it is likely that C will encourage them. An emphasis in providing these ideas and helping move them into the action oriented execution phase may further the pair’s interest and leverage the individual capabilities of both members of the group.

STRATEGIC STYLE STRENGTH INTERACTION

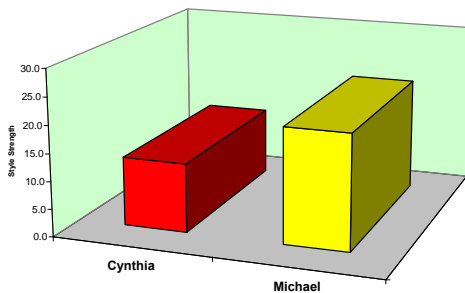
WHAT IS STYLE STRENGTH?

People usually have elements of all four strategic styles in their behavioral command. Their commitment to any particular style, however, varies. The stronger the strength of a particular style, the more likely it is that the person will use that particular strategic style in his or her interactions. The interaction of strategic style preferences can give insight into the character of two person teams.

REACTIVE STIMULATOR

The RS is action oriented, tends to use expedient methods and places high value on speed with which an issue is resolved.

COMPARATIVE STYLE STRENGTHS: REACTIVE STIMULATOR



A strength of the pure RS is an ability to act quickly and being comfortable in making decisions with minimal information and detail. For example, this can be especially valuable in conditions where an immediate remedy for a situation is of high value and the means by which it is accomplished is a secondary concern. Emergency room staffs often confront this situation and frequently have a high RS component.

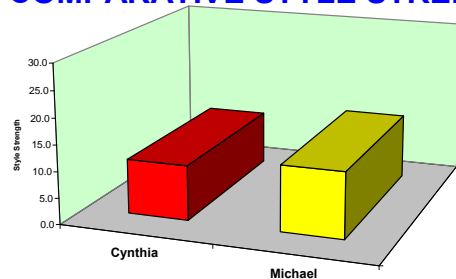
C exhibits a moderate commitment to the RS approach while M registers a strong tendency to employ this style. Overall, there is a moderate joint tendency to quickly deploy using expedient methods but, overall, this will probably not be seen as excessive. The pair can expect to produce much in a short time period.

Of the two, M is a bit more likely to offer ideas targeted at “getting it off our plate.” C can be expected to periodically try to quell this tendency. There will probably be occasions where enthusiasm, conviction and sense of urgency give rise to potential tension. Difficulties probably cannot be completely avoided. However, they might be minimized by the pair devoting time to deciding which strategy (*i.e., how fast, how precise, etc.*) is best in an instance and only then moving to issue specifics.

LOGICAL PROCESSOR

The LP is also an action oriented style. However, the LP values consistency, predictability and certainty. These are usually obtained by applying precise, systematic methods to issues at hand.

COMPARATIVE STYLE STRENGTHS: LOGICAL PROCESSOR



The strength of the pure LP is the ability to define and execute programs, methodologies and techniques in a disciplined fashion (*e.g., surgeons and scientists often have a high LP component*). Precision, certainty and an inclination toward action characterize this strategic posture.

Both members of this pair exhibit a moderate tendency to employ the LP strategy. Together, the pair appears to be toward the lower end of the moderate range. The pair will tend to address issues using about the same level of thoroughness, attention to detail and targeting about the same level of predictability and certainty of outcome.

It is probable that both people will see the other person as “reasonable” in their general approach. Persistent disagreements based on the level of speed or detail to be applied to address an issue is unlikely. There will be occasional differences. However, these are likely to be “worked out” in ordinary interaction. The process might be expedited if the parties move away for detail and focus instead on the underlying reasons for their positions.

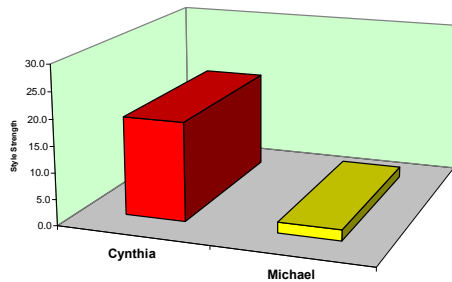
STRATEGIC STYLE STRENGTH INTERACTION

(CONTINUED)

HYPOTHETICAL ANALYZER

The HA is a problem solver. The style uses a thought based strategy. It tends to focus on planning and evaluation. The HA values complete understanding and exhaustive identification of all possible outcomes.

COMPARATIVE STYLE STRENGTHS: HYPOTHETICAL ANALYZER

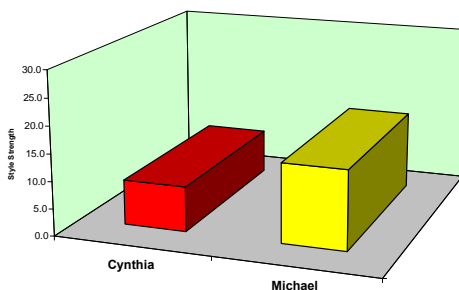


The strength of the HA style is the ability to analyze and assess complicated problems and situations. This style is typically able to effectively communicate the results of their study to others (e.g., many judges, teachers and professors have HA as a dominant style). This is a strategy particularly well suited to assessing options and creating plans.

C exhibits a moderate commitment to the HA approach while M registers a low tendency to use this style. There is a moderate joint tendency to address issues using indepth evaluation, assessment and planning.

M might find C's tendency to "ponder" to be a bit in excess of the need. It is probable that M would prefer a more direct approach to addressing issues. C, on the other hand, might consider M to be a bit shortsighted in being willing to move on an issue before it is sufficiently understood. If the differences are seen as based on strategic postures, it is unlikely that differences will reach serious proportions. Reasoned discussion will likely resolve the issues as they arise and a need to specifically address this as an issue is probably unnecessary. Together, the pair's likely common position will be seen as "moderate."

COMPARATIVE STYLE STRENGTHS: RELATIONAL INNOVATOR



The idea oriented RI is focused on new and different ways of accomplishing things. For example, inventors and entrepreneurs typically have a strong RI component. The style is characterized by minimal attention to detail and the ability to rapidly generate new, often unusual, ways of addressing a situation.

Michael is more committed to the RI approach while C has a low tendency.

There is a moderate combined tendency to address issues by divising new, novel and unproven ideas, methods and initiatives.

The difference in each person's commitment offers an opportunity for synergy as well as a basis of occasional tension. Both parties will probably benefit if they look on each other as contributors of different strengths and allocate their activities accordingly. Tensions may be traced to M's inattention to detail or tangible outputs. Tension may be further heightened by a tendency to lose focus a little more readily than might C. C might want to look at a bit of loss of focus, some detail inattention and perhaps something less than a full commitment to the output of tangible product as the price for the new ideas and options generated.

RELATIONAL INNOVATOR

The RI is also a thought based style. The pure RI highly values creativity and innovation. Issues are addressed rapidly using minimum detail and are quickly integrated into theories and systems.

C's BASIC INDIVIDUAL RESULTS

WHAT IS A STRATEGIC STYLE?

Information processing preferences influence our behavior. For example, ignoring detail allows a person to move faster at the cost of precision and certainty. Behaviors “fall-out” of the information we choose to pay attention to and what we tend to do with it. Strategic styles are a name assigned to the common elements which “fall-out” of particular processing styles. Every style has inherent strengths and vulnerabilities.

YOUR PRIMARY STYLE

People are able to use all of the strategic styles. A primary style is the one most likely to be used.

Hypothetical Analyzer (HA)

The pure HA puts high value on complete conceptual understanding. They typically focus on the larger project, enjoy complexity and tend to handle issues by exhaustively considering all options and contingencies. The pure HA is typically great in analysis, planning and problem solving.

The pure HA needs clear goals, freedom to explore and time to consider an issue and its integration into the “big picture.” The HA’s tends to begin slow with the pace quickening as concepts and relationships solidify. The HA prefers minimum direct supervision since they enjoy figuring out things themselves. They tend to prosper in organizations that provide a stream of challenges they value, enjoy and need.

The HA is detail sensitive at a conceptual (*e.g., planning*) level. As things move to implementation, interest may wane and detail may be neglected. The HA may prefer delegating actual execution to others. The HA is more a “thinker” than a “doer.” They see change as a problem solving opportunity but can become frustrated in highly fluid situations where their disciplined, structured methods are “short circuited.”

An exposure which can arise when working in the HA mode might be a tendency toward over-caution. The HA is resourceful at identifying things that can go wrong but sometimes assign more weight to these contingencies than appropriate. Also, a relatively slow reaction time can result in not being able to take advantage of transient opportunities. Association with more action-oriented people is often advantageous.

Reactive Stimulator (RS)

The pure RS puts high value on the speed at which things are done. They tend to search for immediate results, value variety and handle new issues by trying to find a easier, faster way using things readily at hand. Concentrating on the central, ignoring detail and targeting tangible outcomes are ways commonly used to enhance speed.

Since the RS tends to use a short-range horizon, they can benefit from support tying their efforts into longer-range objectives. The RS, however, is typically insensitive to rules and explicit direction. When working in this mode, “easy going” supervision providing general direction is usually valuable.

An exposure arising from the use of this strategy might be inattention to important details that can result in encountering unexpected negative consequences. If involved with efforts carrying serious error consequences, the RS may benefit from support by people more oriented toward detailed, methodical methods.

YOUR SECONDARY STYLE

If the primary style is not applicable, this is the next most likely strategic style the person will employ.

M's BASIC INDIVIDUAL RESULTS

WHAT IS A STRATEGIC STYLE?

Information processing preferences influence our behavior. For example, ignoring detail allows a person to move faster at the cost of precision and certainty. Behaviors “fall-out” of the information we choose to pay attention to and what we tend to do with it. Strategic styles are a name assigned to the common elements which “fall-out” of particular processing styles. Every style has inherent strengths and vulnerabilities.

YOUR PRIMARY STYLE

People are able to use all of the strategic styles. A primary style is the one most likely to be used.

Reactive Stimulator (RS)

The pure RS puts high value on the speed at which things are done. They tend to search for immediate results, value variety and handle new issues by trying to find a easier, faster way using things readily at hand. Speed is usually enhanced by concentrating on central points, ignoring detail and targeting tangible outcomes. The pure RS can be expected to deliver high volume results in short time periods.

The RS tends to start fast but can lose interest in longer-term endeavors. They may need support for planning and project completion. They value personal control and flexibility. If bound by inflexible rules or direction, performance can suffer.

While resisting explicit rules and rigid control, the RS profits from directional guidance. “Easy going” supervision coupled with support for goal setting, detailed planning and sustained application is usually considered optimal.

The RS likes variety and change and can usually be easily diverted. Organizational methods that help organize and hold focus on a task can help. Gestures of appreciation focusing on **how** a task was performed and **adaptability** are usually appreciated.

Working at a fast pace with minimum detail can create a risk exposure. If focused on items with low downside potential, this may not be a serious issue. If involved with efforts carrying serious error consequences, the RS may benefit from support by people more oriented toward detailed, methodical methods.

Relational Innovator (RI)

The pure RI puts high value on creativity. They typically focus on global missions and tend to handle new situations by quickly coming up with innovative, often unique ways of doing things. Concepts, ideas and innovations are quickly integrated into coherent theories and systems. The RI is typically a great idea and change generator.

If totally committed to an issue, the RI can be very attentive to detail. Most of the time, however, they are unconcerned with it. This posture positions the RI to respond well to volatile, intense situations since the RI has not invested heavily in operational or conceptual understanding. RI's are usually seen as flexible and adaptive.

An exposure often associated with a pure RI mode is one of diffusion. New ideas can divert their attention and redirect their activities. This can lead to a halting pattern of progress. The pure RI typically benefits from associating with people who can assess (HA) or quickly test (RS) the plethora of ideas probably being issued.

YOUR SECONDARY STYLE

If the primary style is not applicable, this is the next most likely strategic style the person will employ.

STRATEGIC PROFILE ANALYSIS

WHAT IS A PATTERN?
WHAT IS A PROFILE?

People usually use elements of each of the four strategic styles. Various combinations of strategic styles combine to form a strategic pattern. These patterns can themselves be combined to create a strategic profile that shows the overall tendency to follow any of the four basic patterns (*I, II, III, or IV*). The strategic pattern is like an overall, longer-range strategy while the strategic style (*e.g., HA or RS*) can be seen as more like personal tactics.

ANALYSIS OF STRATEGIC PATTERNS



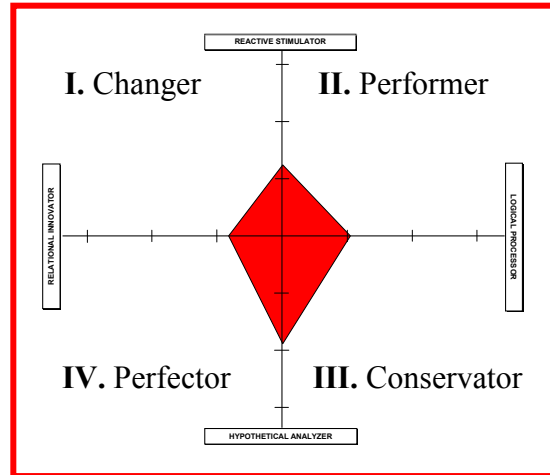
PRIMARY

This is the pattern a person is most likely to use in conducting their day-to-day affairs.

If the primary pattern is not applicable, this is the next most likely pattern the person will employ.

These are patterns which the person has some access to but will probably not be as good at as they are in their primary or secondary patterns.

C's STRATEGIC PROFILE



C appears to favor the “Conservator” pattern (*HA and LP styles*). This is an action response usually focused on optimum (*i.e., best*) rather than “satisficing” (*i.e. good enough*) results. The LP typically values precision, predictability and certainty of outcome. Tested, proven methods are often favored since they increase the odds of realizing these objectives.

C’s moderate secondary tendency is to use the Perfector pattern—a fusion of HA and RI styles. This thought-based posture focuses on new ideas with analysis and planning as typical outcomes. The primary and secondary postures may combine to create an image of a somewhat cautious and methodical person focused on achieving exacting results.

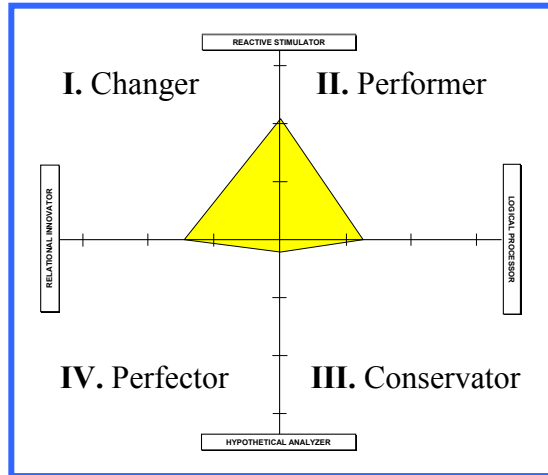
C has access to the Changer and Performer peripheral patterns. Contribution to the rapid deployment of new ideas and the comprehensive assessment and the expeditious resolution of nearer-term, task oriented issues might be expected. However, the facility using these strategies is unlikely to be strong. C should probably not be relied upon for outstanding contributions in these areas.

STRATEGIC PROFILE ANALYSIS

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People usually use elements of each of the four strategic styles. Various combinations of strategic styles combine to form a strategic pattern. These patterns can themselves be combined to create a strategic profile that shows the overall tendency to follow any of the four basic patterns (*I, II, III, or IV*). The strategic pattern is like an overall, longer-range strategy while the strategic style (*e.g., HA or RS*) can be seen as more like personal tactics.

M's STRATEGIC PROFILE



ANALYSIS OF STRATEGIC PATTERNS



PRIMARY

This is the pattern a person is most likely to use in conducting their day-to-day affairs.

M seems to strongly favor the “Changer” pattern—a combination of RS and RI strategic styles. This thought and action-oriented approach focuses on new and often radical methods. Changers typically value creativity, novelty and tangible outcomes (*versus plans*). Detail is usually compromised in the interest of speed of implementation.

If the primary pattern is not applicable, this is the next most likely pattern the person will employ.

M secondarily seems to strongly favor the Performer pattern—a combination of the RS and LP strategic styles. The focus on creativity visible in the dominant pattern may drop away as volume, speed and concrete results assume importance. The combination of the primary and secondary patterns may create an image of an action-oriented “doer.”

These are patterns which the person has some access to but will probably not be as good at as they are in their primary or secondary patterns.

M has access to the Perfectionist and Conservator peripheral patterns. Some contributions to the comprehensive assessment and thorough planning for new initiatives and the comprehensive assessment and the thorough planning for new initiatives can be expected. However, the facility using these strategies is unlikely to be strong. M should probably not be relied upon for outstanding contributions in these areas.



SPLIT STYLE SUPPLEMENTAL EXPLANATION

WHAT IS A SPLIT STYLE?

In this case, C maintains a mild HA/RS split style. A split style is where a person has the capability of sequentially engaging two apparently opposite behavior patterns. For example, sometimes they may be attentive to detail and highly focused. Other times they may be seemingly casual, impulsive and a bit “scattered.”

IS A SPLIT STYLE A PROBLEM?

A split style is not a problem for the individual maintaining it. They are simply comfortable in working in two very different “modes.” Typically, they have developed some kind of “switching” mechanism that causes one or the other style to be engaged. Since they can be comfortable in either “style,” they often do not even notice that the shift has occurred. The “switch” does not have to be conscious. We have seen the “switch” engaged based on location (*e.g., home or work*), fatigue, the nature of the issue and the posture of other people in a group.

The condition can, however, be an issue for those who must coordinate their work with the person having the “split style.” Coordination typically requires that the coordinating parties be able to anticipate each other. For example, if it is known that a person needs detail others can see to it that the information is collected. If a person requires detail sometimes and avoids it other times, the person attempting to work in synergistic cooperation is given a rather unpleasant hurdle in the interaction—either doing too much work or too little.

HOW CAN A “SPLIT STYLE” BE MANAGED?

Properly managed, a split style can be seen as an advantage for a group. The person is able to offer a wide range of response abilities that can be useful. The only exposure is in coordination demands. This can easily be handled by explicitly telling the person the kind of response that might be required in a particular instance. In effect, put the “switch” into manual mode.

For example, if a person is an LP/RI split style it might be appropriate to tell them that the issue would benefit from new ideas more than from detailed specification of known methods. This could help call out the person’s RI capabilities. Or, if the person is an RS/HA split style they might be advised that a fast response is needed. This can help put them into their RS mode.

We estimate that people maintaining a split style response structure are about 5% of the corporate population. Most of the time it is not necessary to “schedule” a response since you can be almost certain that a strong LP will always want detail and a strong RS will almost always avoid it. This assumption cannot be made with a split style. A small investment in clearly articulating the character of response required can pay high dividends to all involved.