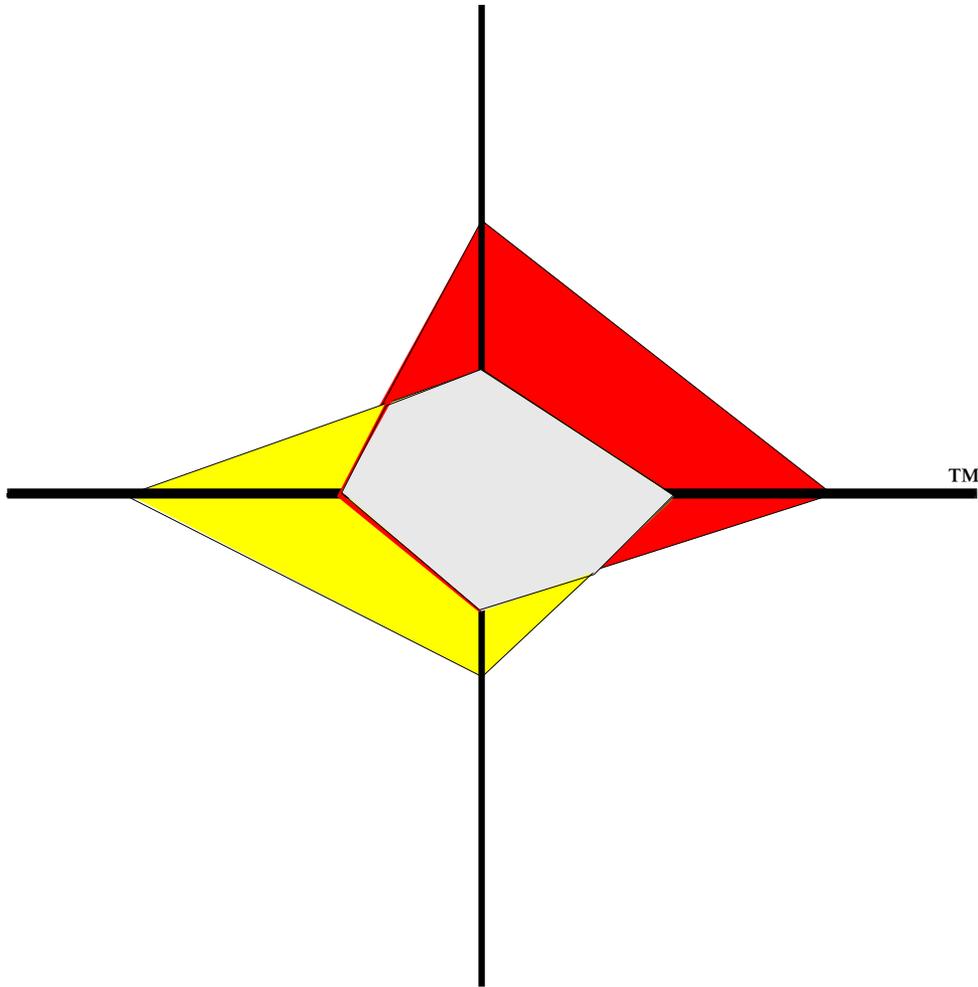


"I OPT"®

(Input Output Processing Template)

INDIVIDUAL LEADERSHIP REPORT



This report has been prepared for:

Frank

10/16/2007



Individual Leadership Report

Prepared for: **Frank**

Date Prepared: 10/16/2007

Thank you for completing the “I Opt” Survey. Your responses to the questionnaire have been tabulated and your own personal strategic style(s) have been identified.

Your answers indicate that you scored highest in the ranges of **Reactive Stimulator** and **Relational Innovator**, respectively. This report contains a sketch of the behavioral traits and preferences common to those styles. These styles describe the general preferences that a person uses to navigate life.

This report focuses on leadership. A leader is a person other people follow. Everyone has been, is and will be a leader. Leadership skills are of universal value. However, the more you fill the role of leader, the more important it is for you understand the differences between yourself and the people who you lead. This understanding allows you to frame your direction so that others are likely to move in the way that you intended.

The style classifications above are based on the scores calculated from the answers that you provided. The scores do **NOT** reflect or predict your personality, ability, experience or suitability. They are simply a natural outcome of the way you process information. Any interpretation of this report should take into account ALL relevant input such as actual experience, skills, interests and abilities.

Your Primary Style is Reactive Stimulator

REACTIVE STIMULATOR (RS)

COMMON CHARACTERISTICS

- Goals:** Tangible, observable achievements.
- Wants:** Immediate results.
- Likely to:** Use shortcuts, practical approaches and expedient solutions.
- Driver:** The speed and volume of results.

LEADERSHIP TENDENCIES

- Tends to refocus quickly in response to transient opportunities.
- Likely to use a charismatic leadership strategy (i.e., enthusiasm, emotion).
- Attention centers on immediate needs, challenges and objectives.
- Will tend to omit details when giving direction.
- Seldom sees resource limitations. Expects “workaround” solutions.
- May be insensitive to subtle organizational considerations.
- Likely to be highly self-confident and respects self-confidence in others.

ENVIRONMENT: Is likely to create a fluid, intense and dynamic managerial environment.

PLANNING: May have plans but is unlikely to follow them rigorously. Attention is likely to center on the near-term element of those plans that are maintained.

COORDINATION: Tends to work on shorter-run objectives. Coordination is usually achieved by linking milestones. The way in which those milestones are realized is typically left to the discretion of the people to whom they are assigned.

MOTIVATION: Is likely to view others as being motivated by tangible outcomes. May undervalue intangible rewards such as personal growth, recognition or increased discretion (i.e., emotional rewards that depend on “feelings”).

COMMUNICATION: Will tend to communicate in short bursts. Detail is likely to be omitted. Will tend to rely on emotion to convey the importance of the subject or direction being given.

CONTROL: Will probably gauge progress by tangible, readily visible outcomes. Tends to quantify and track these outcomes over time. May miss variations in quality that are not captured in objective measures.



Your Secondary Style is Relational Innovator

RELATIONAL INNOVATOR (RI)

COMMON CHARACTERISTICS

- Goals:** Creativity.
- Wants:** Fundamental advances.
- Likes:** Spontaneity, ingenuity and novelty.
- Driver:** To make a big difference.

LEADERSHIP TENDENCIES

- Tends to focus on mission level (i.e., end purpose) issues.
- Tends to be charismatic in approach (i.e., enthusiasm, emotion).
- Attention centers on the most interesting issue or problem.
- Provides general direction with minimal detail and wide discretion.
- Delegates authority and responsibility readily.
- Has a low tolerance for detail and routine matters.
- Relies on personal, achievement-based respect as a leadership strategy.

ENVIRONMENT: Is likely to create an eclectic organizational environment that is characterized by easy access and a somewhat “playful” atmosphere.

PLANNING: Tends to prefer summary level plans focused on mission objectives. Strategic plans may be used but are likely to be fluid. May tend to limit operational plans (i.e., “how to” specifications) to the absolutely necessary amount.

COORDINATION: Is apt to rely on informal, interpersonal methods such as impromptu meetings or spontaneous interventions. Will probably rely on the self-initiatives of group members to coordinate necessary interactions.

MOTIVATION: Will tend to use intangible rewards (i.e., emotional rewards that depend on “feelings”) generously. May tend to undervalue the importance of tangible rewards.

COMMUNICATION: Prefers an informal, interpersonal approach. Is likely to focus on central concepts and major points. Will probably use analogies and comparisons to convey directional guidance.

CONTROL: Generally takes a minimalist approach. Is likely to be guided by the basic needs of those to whom they report.



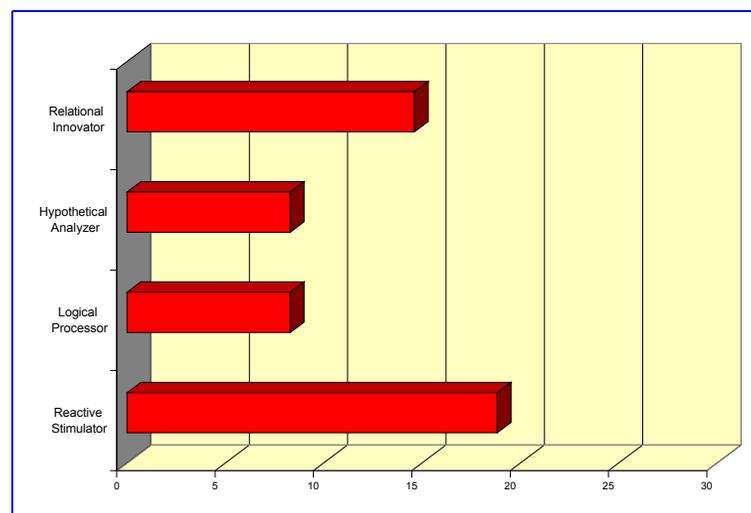
What did the Survey Measure?

The survey you took measures your strategy for processing information. A leader must guide people who use different information strategies. To do this, a leader must understand the strategy he or she is using. This tells them about their own “blind spots” (every strategy has them). The leader must also understand the strategies of the people being lead. This tells the leader about the “built in” strengths and vulnerabilities of group members (every strategy has both).

Leadership itself involves devising a way of “translating” the direction framed in the leader’s strategic language into a form that is useable by the people using different strategies. This translation capability is a key leadership skill.

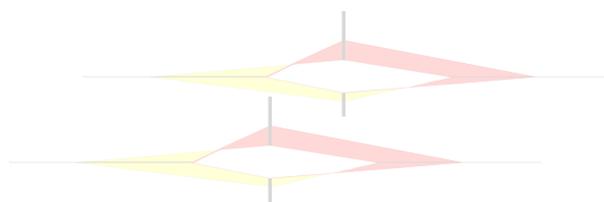
Your Information Processing Strategy

All strategic postures are “good” and you have some ability in each. But, the degree that one or another is favored will vary by person. Your unique mix of strategies creates your strategic style. This is your way of navigating life.



YOUR STRATEGIC STYLE PROFILE

Each combination of strategies produces unique traits and behaviors. The higher your score in a category, the more likely you are to display characteristics typical of that strategy. If two or more of your highest scores are close to each other, you are likely to find yourself displaying the qualities of each of the styles about equally.



Patterns and the Reactive Stimulator (RS)

Your primary approach to life is through the RS strategy. However, when this does not apply to a situation you are likely to fall back on your secondary strategy—the one that is next highest in your preference hierarchy. These two strategies often combine to produce behavioral orientations that you will display when you are leading others. These behavior patterns can be summarized as:

If your secondary style is LP (Performer Pattern): Both of your preferred strategies favor action. You will probably put a high value on “doing” things. Your general approach is likely to be “Get it done. Use proven methods if you can and expedient methods if you have to.” You are likely to guide your group toward actions that yield visible outcomes over a relatively near-term horizon. You may be impatient with group members who focus on evaluation, planning, and assessment. A natural exposure arising from this combination is a tendency to undervalue initiatives that involve pursuit of distant, somewhat ill defined outcomes (e.g., “visions”).

If your secondary style is RI (Changer Pattern): Your secondary strategy is focused on thinking of new ways to do things. This combines with your basic action orientation to create a pattern characterized by rapid change. Your general approach is likely to be “Great idea! Let’s try it!” This will probably produce overall objectives targeting major advances in your areas of concern. You are likely to guide your group toward an experimental orientation set in a context of a dynamic managerial environment. A natural exposure arising from this combination is a tendency toward instability. It is unlikely that a group of this character will be able to produce results of consistently high levels of excellence (change always involves uncertainty).

If your secondary style is HA (Split Style): Your secondary strategy is focused on evaluation, planning, and assessment. If your primary “get it done” strategy is not applicable you are likely to revert to a posture of deep thought and careful consideration of all options. On a personal basis this combination makes you a “switch hitter” who is able to handle widely divergent tasks. The exposure arising from this combination lies with the group you lead rather than yourself. To effectively follow your general direction, the members of your group must be able to anticipate your needs in any given situation. The closer your primary and secondary styles are to each other, the more difficult this will become. This means that they will have to prepare both instant action and thorough planning options. Group inefficiency and frustration is a possible outcome.



Leading Individual Group Members

As a leader, you will have to work with individual group members as well as with the group as a whole. An individual “I Opt” report is the best way of determining a person’s preferred approach to issues. However, you can use a “rule of thumb” (in blue) if the report is not available. Your estimate will not be perfect but it can give you a basis that is better than one based on pure chance.

Leading other RS’

You can recognize an RS by their **direct, positive and straightforward approach with a focus on “doing” something**. You are likely to be at home with this segment of your group. However, keep in mind that any direction that you give will probably be executed quickly. You are likely to offer ideas impulsively and they will probably execute them without thinking too deeply about the implications. This can easily lead to a loss in strategic momentum as long-term interests are sacrificed in favor of opportunistic “pickups.”

Leading LP’s

You can recognize the LP by **their high commitment and task-oriented approach**. You are likely to find an LP too concerned with detail and a bit slow. They will see you as somewhat impulsive and maybe inattentive. When leading an LP you will have to restrain your tendency to communicate in short bursts and omit detail. The LP needs to fully understand the operational details of a task before they are comfortable in executing it. Performance will suffer if the information they need is not available.

Leading HA’s

Unless you are a split style, the HA is likely to be the strategy that you will find most difficult. You can recognize the HA by their **patient, unhurried and relaxed approach**. You are likely to see them as indecisive, slow and unconcerned with actually “doing” anything. They probably see you as too focused on the short-term, insensitive to detail and too quick to act. Your best approach may be to give direction and get an agreed upon deadline. Then leave the HA alone. The HA does not work like you and you will find their approach frustrating. The HA will generally honor deadlines and you will get your result on the agreed upon schedule.

Leading RI’s

You can recognize the RI by their **frequent use of analogies, a dislike of detail and a steady flow of new ideas**. You are likely to find the RI’s ideas interesting and even exciting. They are likely to find your ability to make their ideas come true equally attractive. Your major task when leading RI’s is keeping them on task. They can generate a constant stream of new ideas and you are likely to immediately see ways that they can be applied. If you give them full reign it is likely you will find yourself involved in a flurry of disjointed initiatives that have no strategic direction.



Leading Groups

Leaders guide groups as well as the individuals. Subjects like policy and strategy must be communicated in a way that a common understanding is created. This often is best done in a group context.

Like individuals, groups have strategic profiles. They are created by the overlap of the strategic profiles of the individual members. The actual profile of a group is only obtainable using “I Opt” technology. However, a useful estimate can be obtained by counting the dominant strategy of each member of the group (see page 6). The strategy used by the most people is an approximation of the group’s dominant character.

Leading an RS Group

Be short, direct and to the point. Avoid elaborate explanations. Frame your guidance in terms of actionable directions. Use emotions in voice variation and body language to emphasize major points. Keep meetings as short as possible. If you must have a long meeting, be generous in your use of breaks.

Leading an LP Group

Be prepared to provide specific operational details. Justify your positions and identify the benefits. Organize your presentation into a logical, internally consistent format. Deliver it in a factual, emotionless manner. Frame your direction in near-term, actionable expectations. Schedule long sessions and be prepared to for a skeptical reception.

Leading an RI Group

Concentrate on the major concepts. Deliver information at a rapid pace and intersperse your presentation with analogies (“*its just like*”) and comparisons. Minimize the “how to”, focus instead on the “what” and “why.” Provide frequent reinforcements—RI’s forget easily. Expect frequent diversions and be prepared to return the focus to the purpose of the session.

Leading an HA Group

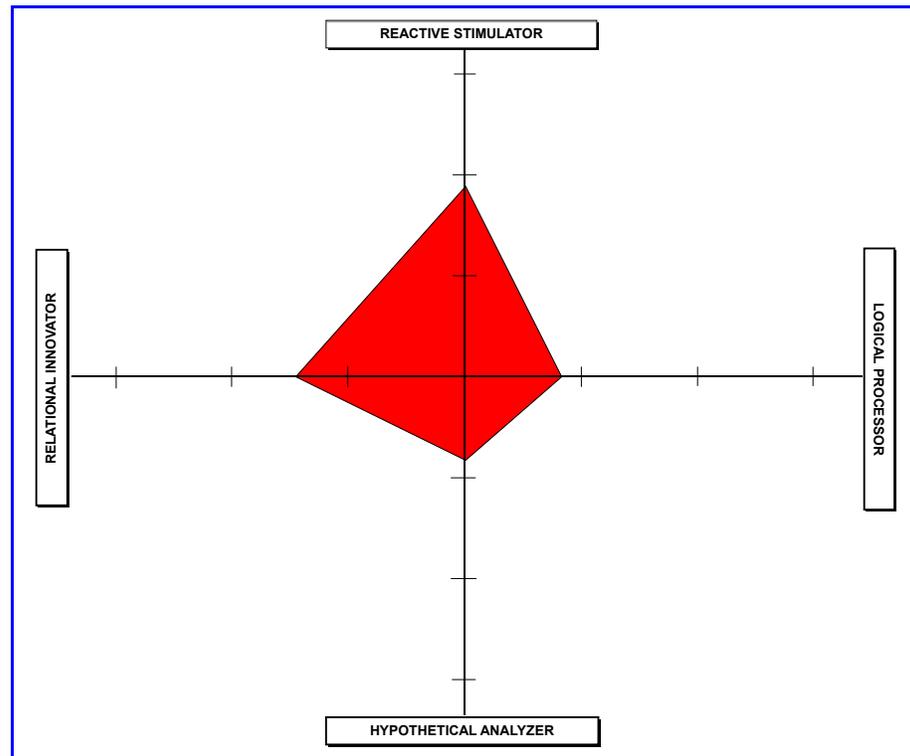
Unless you are a split style, the HA is likely to be the group you will find the most difficult. Organize your presentation into a logical, internally consistent format. Present your direction with methodological insights (i.e., the processes you used to arrive at your position). Specify the long-term consequences of your direction and outline the options that you considered and the reasoning for your choice. Schedule long sessions and be prepared for skepticism offered with civility.

If more than one strategy is strongly represented in your group, you will need to balance your approach between them. These suggestions will help you get your information across in a way that the group is most likely to “hear” you.



Your Leadership Profile

This report is focused on your primary leadership style. However, most people have some ability in all four basic directions. The graphic below gives you a picture of your total profile in all of its directions.



YOUR LEADERSHIP PROFILE

Generally, the higher your score on a strategy the easier it is for you to use it in your leadership activities. Lower strength strategies are likely to be the most difficult for you to execute. You will have both a challenge and opportunity if the people you are leading are strong in the areas you are weak. The challenge is to give direction in a way that they can understand and follow. The opportunity is that they will be able to cover “bases” that you would otherwise leave unattended.

Your profile describes the way you choose to navigate life as well as the way that you prefer to lead. Other people live in different situations and have developed different strategies. No one is right or wrong. They are just different.

