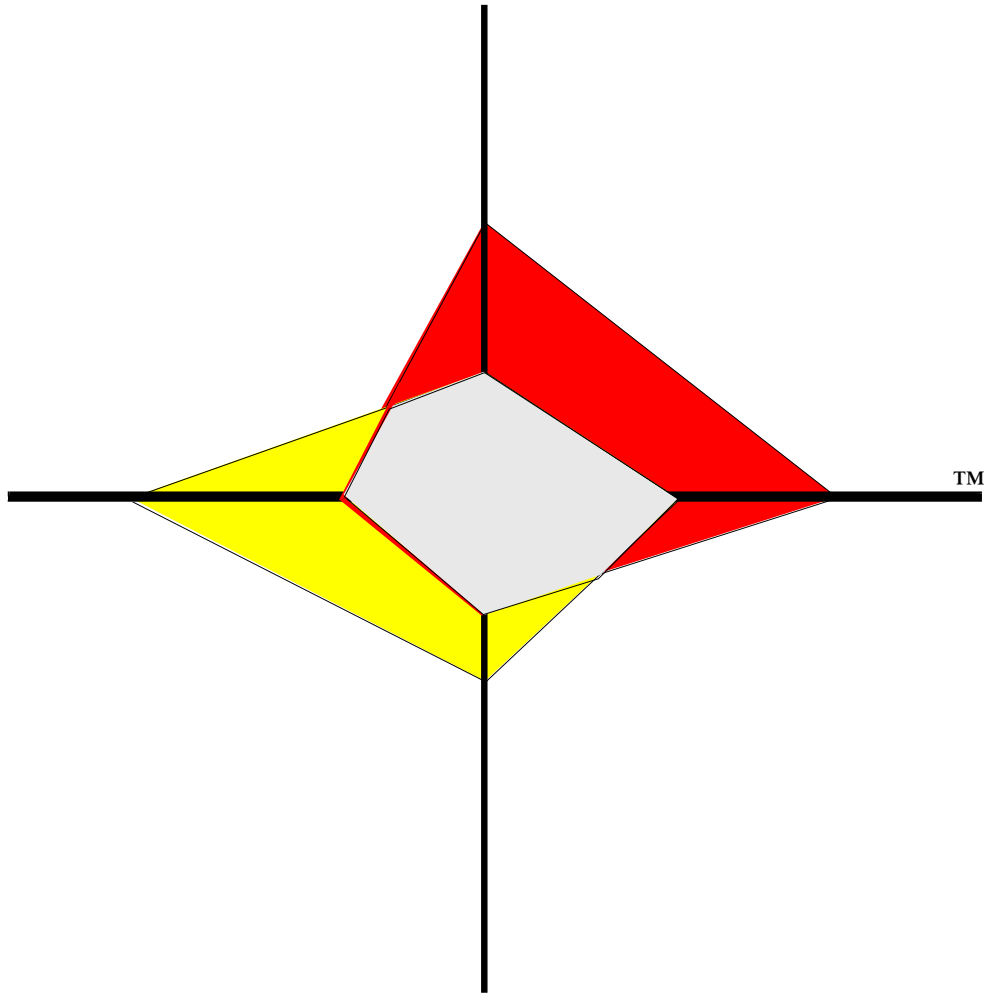


# "I OPT"®

(Input Output Processing Template)

## INDIVIDUAL LEADERSHIP REPORT



This report has been prepared for:

9/16/2015



# Individual Leadership Report

Prepared for:

Date Prepared: 9/16/2015

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 **Logical Processor** and **Hypothetical Analyzer**, 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 Logical Processor

### LOGICAL PROCESSOR (LP)

#### COMMON CHARACTERISTICS

- Goals:** Flawless execution.
- Wants:** High certainty of a favorable outcome.
- Likely to:** Use deliberate, preplanned methods.
- Driver:** Tangible results as measured by quality of performance.

#### LEADERSHIP TENDENCIES

- Tends to focus on the operational issues needed to get a job done.
- Uses rigorous logic in guiding group activities.
- Prefers evolutionary rather than revolutionary accommodation strategies.
- Places high value on precision in all aspects of an activity.
- Expects operating plans to be followed exactly.
- Is prepared to trade speed of execution for quality of output.
- Tends to use organizational authority as a leadership strategy.

- ENVIRONMENT:** Is likely to create a controlled, disciplined, rational and understandable managerial environment.
- PLANNING:** Builds fully specified operating plans around established strategies. Is focused on “how” things are to be done.
- COORDINATION:** Tends to rely on detailed plans with clear milestones as a vehicle for coordinating group activities. Plans are likely to be focused on mid-term time frames.
- MOTIVATION:** Is likely to view others as being motivated by successful completion of accepted objectives. Favors incremental, regular rewards. May undervalue intangible rewards such as personal growth or recognition (i.e., emotional rewards that depend on feelings such as praise).
- COMMUNICATION:** Will tend to communicate in a deliberate, methodical and thorough manner. Will favor longer sessions that allow closure of a logically complete activity. Will test the integrity and internal consistency of plans and recommendations rigorously.
- CONTROL:** Is likely to gauge progress by the conformity of actions to accepted plans. Will tend to rely on formal, objective reporting structures for day to day management.



## Your Secondary Style is Hypothetical Analyzer

### **HYPOTHETICAL ANALYZER (HA)**

#### **COMMON CHARACTERISTICS**

- Goals:** A perfect solution to the issue at hand.
- Wants:** To know all options and alternatives.
- Likely to:** Value understanding and depth of knowledge.
- Driver:** Intellectual challenge.

#### **LEADERSHIP TENDENCIES**

- Tends to focus on strategic issues at a systems level.
- Will use reasoned, even-handed approach in guiding group activities.
- Welcomes improvement suggestions but implements cautiously.
- Places high value on full understanding of all contingencies.
- Attends to conceptual level detail. Less interested in actual execution.
- Tends to use expert authority as a leadership strategy.

**ENVIRONMENT:** Is likely to create a reasoned, congenial atmosphere that is characterized by open and honest discussion.

**PLANNING:** Relies on strategic plans outlining major directions and initiatives. May tend to undervalue operational plans and explicit procedures (i.e., “how to” specifications).

**COORDINATION:** Tends to delegate and adopt a “hands off” approach to supervision. Tends to prefer formal meetings and similar interpersonal methods as coordination mechanisms.

**MOTIVATION:** Is likely to view others as being motivated by the intellectual challenge of problem solving. Will tend to use intangible rewards (i.e., emotional rewards that depend on feelings such as praise) generously. May tend to undervalue the importance of tangible rewards.

**COMMUNICATION:** Will probably be congenial, sensitive and understanding in approach. Is likely to guide discussions by asking questions. Will tend to frame guidance in terms of longer-run effects and consequences.

**CONTROL:** Tends to use scheduled update meetings as a principal vehicle of control. Is inclined to gauge progress by the thoroughness and depth of advances since the last report. Typically is not driven by time.



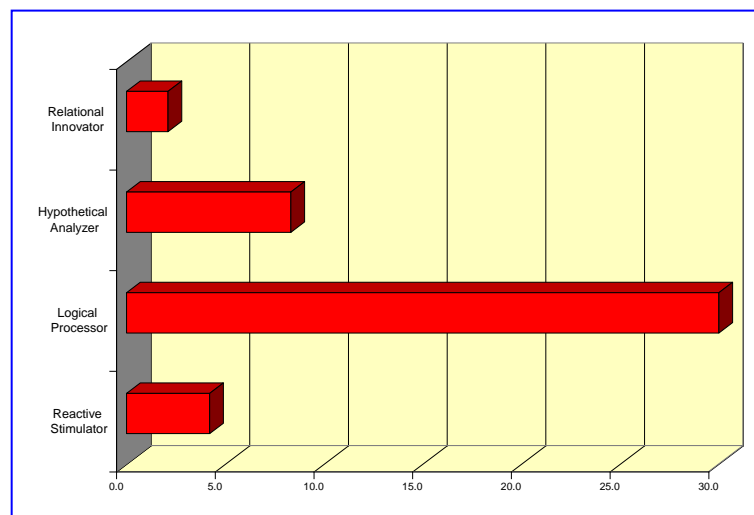
## What did the Survey Measure?

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 Logical Processor (LP)**

Your primary approach to life is through the LP 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 RS (Performer Pattern):** Both of your preferred strategies favor action. You will probably put a high value on getting things done. 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 “blue sky” initiatives and conceptual plans that lack specific operational guidance. A natural exposure arising from this combination is a tendency to undervalue longer-term initiatives and perhaps become a bit mired in traditional ways of doing things.

**If your secondary style is HA (Conservator Pattern):** Your secondary strategy is focused on thinking through issues in depth. This combines with your basic action orientation to create a pattern characterized by excellence and a high certainty of outcome. Your general approach is likely to be “Do it right! The first time and every time!” To get these results you are likely to guide your group toward trusted, proven methods (certainty) executed with precision (excellence). A natural exposure arising from this combination is a tendency to undervalue speed as a component of success and perhaps to be a bit reluctant in accepting new approaches to standard responsibilities.

**If your secondary style is RI (Split Style):** Your secondary strategy is focused on new, novel and sometimes groundbreaking ideas. If your primary “get it done right” strategy is not applicable you are likely to revert to generating new and untested options. Loose associations focused on central concepts replace your normal detail sensitive approach. 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 for both proven approaches and radically new 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 RS’**

You can recognize an RS by their **direct, positive and straightforward approach with a focus on “doing” something**. You are likely to find the RS’ to be somewhat impulsive and inattentive. They are likely to see you as too concerned with detail and overly cautious. When leading an RS, keep in mind that they have a short attention span and a low tolerance for detail. Keep your directions brief and to the point. If the situation demands that you convey large amounts of detail try to break it up and give it to the RS over time.

### **Leading other LP’s**

You can recognize the LP by their **high commitment and task-oriented approach**. This is your style, but your ability to work together is not automatic. LP’s see deeply and are attentive to detail. There is a probability that small differences can expand when seen through the refined operational vision of the LP. You would be well advised to insure that everyone has exactly the same understanding of an issue before leaving the subject.

### **Leading HA’s**

You can recognize the HA by their **patient, unhurried and relaxed approach**. The HA is usually interested, supportive and will ask many questions. You are likely to find value in the HA’s insight but you may want to define the scope of any project you give them carefully. There is a likelihood that they will define an issue in the broadest terms. This can cause them to over invest relative to your probable needs. When directing the HA toward action, you will probably want to obtain an agreed upon deadline. HA’s can have a tendency to extend completion times.

### **Leading RI’s**

Unless you are a split style, the RI is likely to be the strategy that you will find most difficult. 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 see the RI’s natural contribution as risky, poorly thought out and a bit “blue sky” in character. When directing an RI, give only as much detail as necessary to complete the task assigned. Use analogies (e.g., “it’s like ...”) and comparisons rather than facts to explain your intentions. Schedule periodic updates to insure that the RI keeps focus. Allow as much latitude for creativity as you can while still meeting your basic operational needs. If you completely deny an opportunity to innovate you will probably create a dysfunctional condition which will harm all involved.



## **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 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. Express 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**

You are likely to be comfortable in this format. Be prepared to give 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 for a skeptical reception.

### **Leading an HA Group**

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.

### **Leading an RI Group**

Unless you are a split style, the RI is likely to be the group you will find the most difficult. Concentrate on the major concepts. Deliver information at a rapid pace and intersperse your presentation with analogies (“It’s 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.

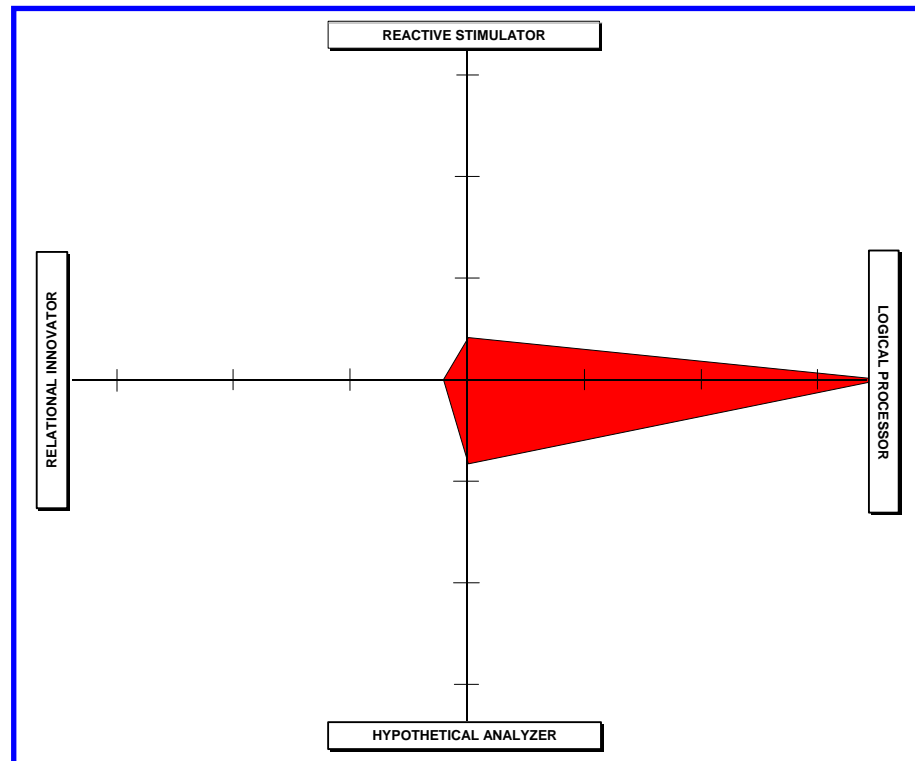
If more than one strategy is strongly represented in your group, you will need to balance your approach between them. These suggestions will help you get your information across in a way that the group is most likely to “hear” you.





## 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.

