Elevated Relationships at Work®

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Chapter 1
Introduction

Getting along with other folks can be frustrating. Why do they waste your time asking so many questions? How can they be so lame? Don’t they clearly see there is a better way to get things done?

On the most basic level, we know that people are different and have their own preferences. Yet this awareness is inadequate. Our style preferences are innate, natural and automatic. We treat other people the way we want to be treated.

For example, most people respond well to respect and honesty. But some of us need logic, others need emotional sensitivity. Some people save money, other people spend it. And in these little differences lies the destruction of potentially great work relationships.

Without a clear understanding of why and how people are different, it’s a crazy guessing game. We can try to be empathic, listen for cues and even ask for guidance. You only need to think about some of your biggest relationship disasters to know that no amount of effort seemed to help you cross the chasm.

Since about 400 BC, we have a record of the awareness of four personality temperaments identified by Hippocrates, the Greek philosopher. Over time many great scientists and assessment developers have drawn on the temperaments to help people understand themselves and others.
Here is a cross reference for some of the most common temperament terminology.

### Terminology Chart

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Read this booklet with the a few thoughts in mind. First, you must learn your personal preferences. These are qualities you may take for granted and not appreciate as much as you should. You will also learn about areas that you struggle with. These are probably a little more obvious. You may not realize those “weaknesses” are hardwired upon birth.

Additionally, learning your temperament preferences will give you the insight and resources to improve in every area of your life. If you avoid conflict, you can get tougher; if you find change stressful, you can manage it better through self-awareness.

It is important to know that you have all four of the temperament preferences within and available to you. You can draw from them in any situation. And, yes, you grow over the course of your lifetime, improving skills and gaining appreciation for people who excel in areas where you do not.

The biggest benefit of understanding temperament preference is the ability to get along with a wide range of people. This allows you to operate effectively in a diversity of work relationships and gain tremendous credibility, reduce your stress and improve your overall level of satisfaction.
Elevations Personality Snapshot Reference

Organizers

Organizers are goal-oriented, efficient, practical and stable. They seek clear direction and will follow through on their commitments. They are detail-oriented and good at creating smooth-running systems. They like to have a secure financial situation and will get stressed if they feel the foundation of their family or job is at risk.

To effectively communicate with an organizer have a plan, stay focused on the topic, present the material in a professional, efficient manner. 38% of the general population

Facilitators

Facilitators focus on relationships. They are natural counselors, teachers and mentors. They have outstanding communication skills, empathy and insight. They seek opportunities for personal growth and like to feel that their work and home life is meaningful. They enjoy inspiring others, teamwork and collaboration.

To effectively communicate with a facilitator, use active listening and seek to understand his or her perspective. 12% of the general population

Liberators

Liberators seek adventure. They are causal, flexible and spontaneous. They enjoy competition, exciting activities and unplanned events. They are calm in a crisis, good at troubleshooting and are often mechanically inclined. They avoid routine, predictable activities. If it isn’t fun, a liberator would simply say it’s not worth doing.

To effectively communicate with a liberator, take a walk, go to an event or participate in an activity while talking. Do not be overly formal. 38% of the general population

Innovators

Innovators thrive on learning. They are visionary, inquisitive and complex. They are problem solvers enjoying new territory, systems establishment and original thought. They like working and playing with highly competent, confident people. They have a wide range of interests and can easily get bored if they are not learning.

To effectively communicate with an innovator, expect lots of questions and be confident about your ideas. 12% of the general population
Chapter 2
Understanding Your Own Preference Style

Organizer Style
You are a steady, reliable contributor with a talent for creating order. You are most satisfied when you are solving problems, improving efficiency, conserving resources or removing obstacles. You appreciate a clear definition of your role and the expectations for your position. You perform best when surrounded by resourceful, diligent co-workers who follow through on their commitments. You naturally attend to details, structure projects, monitor information and get results.

How You Communicate
You like to get to the bottom line in a conversation or a meeting. You like to stay on the agenda. You organize information in your mind in a logical fashion and will present information sequentially. You have a hard time following conversations that wander. You may lose your concentration if the speaker frequently deviates from the topic. You often take notes and appreciate written materials that succinctly summarize the critical points and related action items.

You tend to talk about what has worked before and support perspectives that are financially and logically sound. You appreciate communicating with individuals who have a straightforward, direct approach. Organizers like communication to be accurate and fact-based. As a result, they may correct the speaker during a conversation. This can break down the flow of communication. Therefore, this is a tendency that you may strive to reduce in the course of your career.
Developmental Tips

• Request and/or create an agenda before meetings
• Keep your notepad or organizer handy so you can keep track of new information or responsibilities.
• Practice your listening skills. Notice how many times you are anticipating what the speaker is about to say. Stop and focus on the speaker’s perspective. When they are done, confirm your understanding of what the speaker said before moving on to your ideas.
• If you tend to avoid conflict, you may avoid difficult conversations. Practice methods to bring up sensitive topics before they escalate into serious situations.
• On the other hand, if you are quick to criticize or are frequently confrontational, you need to learn how to pick your battles carefully. Otherwise you may be seen as hot-tempered or difficult to work with.

How You Lead

You have a talent for structuring a task and mobilizing a team despite distractions or obstacles. This is a particularly good fit with a newly developing team or entry-level employees. You do not hesitate to provide direction and follow up regularly to ensure that progress is being made. You find inefficiency frustrating and will fight the system rather than let the project suffer. You focus on the task at hand. You are likely to be highly organized and will function best with a clear plan. You maintain traditions and point out deviations from policies or procedures. You tend to trust and follow the chain of command.

How You Contribute to a Team

You enter the team seeking a clarification of roles and responsibilities. You expect the leader to provide direction and support. You may become frustrated or resentful if the team appears off track or the leader is not taking adequate
control. In fact, you may step in and lead the team in the absence of strong leadership. You get great satisfaction from participating on a team that is functioning well.

You will go out of your way to support team members and provide help or resources as needed. You will often maintain a level of professional distance in your working relationships, feeling that work and personal concerns need to be kept separate. You are a loyal, dedicated team member who wants to get in and get the job done.

Developmental Tips

- Take time to organize yourself at the beginning of the day or in the evening before you go home. Focus on what you have completed, not on the pile of work you still have to do. If you find yourself avoiding a project or task, get it done first. This will reduce your stress and increase your efficiency.

- Become a people reader and recognize the work styles of your teammates and your manager. Balance your needs for order with their need for flexibility.

- Seek out mentors or role models who demonstrate the ability to work with a wide range of people. This will assist you in gaining both confidence and the respect of leaders within the organization.

Combo Packages

Organizer/Facilitator

You thrive in a cooperative environment where your strong organizational skills are needed. You are a benevolent leader and a dedicated team member. You are attracted to well-managed organizations that reward dedication and hard work. You seek clear role definition, defined performance expectations and ongoing communication regarding project
tasks and time lines. You become frustrated when co-workers are not being treated fairly or when the work is not evenly delegated. You tend to make practical career choices and follow a stable career pattern.

**Organizer/Innovator**

You focus on immediate concerns as well as the long-term requirements of a project. You have strong analytical skills and razor sharp logic. You are fulfilled in jobs where you create innovative solutions or systems. You are at your best working for leaders whom you can respect. You are independent, detail-oriented and precise. You may get frustrated with others who do not share your drive and do not “get it.” You have an inclination toward leadership, or at least want the freedom to implement your ideas without too much restriction. You are open to learning new things and you may become bored if you are not challenged.

**Organizer/Liberator**

You bring both reliability and flexibility to your job. You are capable of creating well-organized systems and dealing with the details while being open to change. You make an excellent team leader and also enjoy short-term projects you find exciting. You are open to challenges and may change positions frequently if the daily grind gets too predictable. You are both creative and practical, allowing for out-of-the-box thinking that translates into results. You are always looking for new opportunities and tend to enjoy a fast-paced work environment. You may be attracted to organizations that are entrepreneurial in nature.

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**An Organizer Story**

The signs of Sarah’s organizer preferences showed up early in life. She enjoyed a predictable schedule both at home and at school. She followed the rules and quickly pointed out
when other children (or her brother) did not. She was a diligent student. At times she was too hard on herself, not allowing room for mistakes or a grade below an A.

Sarah’s mother shared her strong organizer preference so their relationship was harmonious most of the time. Standards were high and life was built around clear rights and wrongs. It was important to show up on time, make a good impression and live a life that was consistent. Mom encouraged church attendance, community involvement and social activities, especially during the holidays.

Sarah’s father also shared some organizer tendencies, but he was a balancing influence. He encouraged Sarah to play more and be accepting of differences, and he helped her become self-aware and independent. Adding to the mix, Sarah’s older brother was quite opposite. He loved adventure; he lived in the moment with little concern for schedules or rules. While Sarah loved her brother, he was a bit of a mystery to her. She worried that he might get in trouble or be less successful in life in the long run.

When Sarah went into high school her straight-arrow tendencies became stronger. She took all the advanced coursework and scored top grades. She excelled in math, history and science. While she performed well in all subjects, she did not enjoy creative arts, writing and the social sciences as much as factually based topics.

As you might imagine, college and early employment followed the same high-achievement pathway. She majored in finance and economics and minored in business administration. She got her first job out of college with one of the big accounting firms and passed her CPA exams with flying colors.

In her twenties, Sarah found out that work could be both fulfilling and frustrating. She was hungry for advancement and her work ethic was quickly rewarded. She enjoyed
challenging work and constantly asked for growth opportunities. She stayed up late at night to make sure she was ready for her presentations to upper management. Honestly, it was a bit stressful, but hard work was nothing new to Sarah.

Then there were her frustrations. The rules were not clearly defined. She noticed that employees who got along well with others seemed to enjoy favors or advantages. People who had existing relationships with upper management could often get away with lackluster performance.

Adding to these interpersonal dynamics, Sarah struggled with the team atmosphere that the company encouraged. Her performance (and promotional opportunities) were impacted by the quality of work and level of effort other members of the team contributed. Frequently other team members did not work as hard as Sarah. They missed deadlines and produced incomplete or incorrect work. She found herself doing her job and the other team member’s jobs to avoid potential disasters (that’s how she viewed mistakes).

Sarah was promoted to the manager level at the age of thirty-three. At this point in time she was married and had two small children. Her organizational skills were lifesavers as she navigated her busy life. She kept a list at her desk and a list at home, hoping that nothing would fall through the cracks. While nobody is perfect, Sarah did an admirable job of keep all the plates spinning.

You can only imagine how much effort this balancing act took. Learning how to ask for help at home was her first major hurdle. She wanted to do it all, but it simply was not possible. She had a heart-to-heart conversation with her husband to allocate tasks. Luckily, he had no problem doing laundry or cooking dinner. His career was a bit more flexible so a less traditional model worked well. Family life was a refuge for Sarah where she felt both successful and loved.
It was the promotion at work that would lead to Sarah’s first real crisis. She was supervising six employees in the accounting department of a large corporation. The workload was heavy and staffing levels were thin. From the moment Sarah arrived at her job each morning she was bombarded with problems, employee issues and management demands. It seemed impossible to get it all done.

She started working longer hours, getting to work early so she had some peace and quiet before the chaos erupted. That did not solve her problem. The list of to-dos got longer and longer. She avoided giving work to her employees, thinking they were already overloaded. She focused on her tasks and rarely took time to communicate with her team. She did not have time to chitchat. Sarah often closed her door to retain her sanity.

After six months on her new job she had her first managerial performance evaluation. She sat down with her supervisor and received a “below average” rating on her overall performance. The primary concern was Sarah’s inability to delegate and to develop her team. Her supervisor was patient and encouraging, pointing out that delegation is at the heart of outstanding leadership.

Sarah felt utterly defeated. She had worked countless hours, missed time with her children and worked harder than most other employees. How could that be “below average”? She tried to pull herself together and listened to the rest of what her supervisor had to say. He suggested that she attend a supervisory training program. When Sarah argued that she did not have time, he pointed out that the current path she was taking was not working.

Sarah signed up for the two-week training program and called a meeting with her staff. She asked them to be as open as possible regarding what was going well in the department and what could be better. And, she made it clear that her performance as a leader was part of the conversation.
The team liked Sarah as a person so they told her the truth. It was exactly what her supervisor had said. They wanted more interaction and felt that she did not have confidence in them. One team member pointed out that there was more focus on mistakes than on accomplishments. The team was paralyzed, fearing her criticism if a task was not done exactly the way Sarah would have done it.

Sarah went home that night and confided in her husband. She was embarrassed to admit that, for the first time in her life, she had failed. Her husband explained that learning how to capitalize on her strengths and develop her less-preferred areas (like delegation) was not a failure. It was a substantial opportunity for her to grow into her leadership capabilities.

It took time. One supervisory training course was not going to change personality characteristics that were hardwired. But Sarah turned out to be open to coaching. She sought out one of the top managers in the company who was a seasoned leader. Sarah asked her if they could meet once a month to discuss her job and the challenges she was facing. This turned out to be the best move of her career. She finally had both training and a feedback loop from a trustworthy mentor.

Over the course of her career, Sarah was able to keep building on her steady, reliable work style. Additionally, she became adept at developing employees, allowing them to grow and fully contribute. She learned to build in time for her personal needs, to work reasonable hours and take her vacations. Her greatest overall achievement, when looking back over her career, was tempering her high standards to allow everyone she worked with to shine.
Liberator Style

You are action-oriented, adventurous and resilient. You are most satisfied when you have the freedom to follow your instincts, be adaptive, spontaneous and lighthearted. You troubleshoot problems, use your hands skillfully, develop original approaches and make an immediate impact while others may still be pondering available options. You perform best when surrounded by flexible, open-minded co-workers. You avoid jobs that are narrowly defined or routine. For you, variety is the most critical element for success.

How You Communicate

You enjoy free-flowing exchanges that are not restricted by time constraints or arbitrary limits. You appreciate novel approaches to subjects. For example, a workshop instructor or meeting facilitator who uses games, creative brainstorming or media examples will win your approval. On the other hand, a dull monotone speaker may lose your interest. Variety and novelty are keys to a successful interchange.

Your relational style is practical and down to earth. You may use humor to add an element of spontaneity and fun to conversation. The setting for communication can improve or distract from the effectiveness of the exchange. A dull office with rows of florescent lights and no windows may be stifling. A conversation integrated into a field review or over a pizza is more engaging. Staying relaxed and casual is a strong preference.
Developmental Tips

• Ensure that your casual style is not harming your image or career potential within the organization. Learn to shift your style to suit the circumstances, demonstrating maturity and leadership.

• When appropriate, schedule meetings outside the office.

• Practice your listening skills. Notice how many times you drift away mentally during a conversation.

• Provide the speaker with feedback after they complete their point, letting them know you heard what they said.

• Be patient with conversations or meetings that focus on long-term strategies or conceptual frameworks. These are valuable perspectives that balance your need for action.

How You Lead

You are change-resilient and flexible. Your natural ability to adapt is central to your ability to lead effectively. You take risks and shake up the status quo. You embrace new opportunities, helping your organization remain competitive. You are tuned into the here and now, responding in practical ways to immediate employee concerns. You manage with an open-door policy and adapt to shifting priorities throughout the day. Your casual approach wins the cooperation of employees, customers and colleagues alike. Your goal is to get the job done and then move on. When things are bogged down in red tape, you take action, making you a leader who gets results.

Developmental Tips

• Develop a strategic plan prior to taking action. You have a tendency to jump into action without giving the big picture adequate reflection.
• Complete pending assignments before you move on to more interesting matters.
• Avoid generating too many options for your team. Provide clear structure and direction.
• Force yourself to prepare an agenda for meetings so you stay on track.

How You Contribute to a Team
You are best suited to positions or projects that are short-term in nature and inherently varied. As a member of a team, you can motivate co-workers to get the job done. You are creative and resourceful, quick to see opportunities as they arise. You are a lightning rod for action, spurring the team to deliver results. The leader turns to you when risks need to be taken and the pressure is on. You thrive on last-minute deadlines. In fact, this is when you are at your best. Occasionally, you can frustrate others because you resist following standard policies and occasionally miss deadlines. The team needs to allow you some flexibility. Yet you should be held accountable if you do not deliver.

Combo Packages
Liberator/Facilitator
You are active and interactive, initiating change with energy and enthusiasm. You are open to experimentation and will not be harshly judgmental if things do not turn out quite right. You are good at thinking of creative, personalized ways to provide support and encouragement. You are attracted to jobs that deliver a product or service that is helpful to others. You are a people person who can mobilize support for an idea or project. You make things happen by focusing on immediate needs, problems and solutions with attention to effective interactions between people.

Liberator/Innovator
It’s a delight to find so much creative energy in one person.
You use your logic and analytical skills to design solutions. Possibilities and alternatives flow into your mind with ease and become the conceptual roots for innovation. You like to solve practical problems and then move on. You enjoy working with decisive, intelligent people who focus on long-range implications. You are attracted to new challenges, so the landscape needs to be changing or you might get bored. You do your best when surrounded by individuals with strong organizational skills, detail orientation and excellent follow-through. With this team support, your natural talents are enriched and inspired.

**Liberator/Organizer**

You are an important contributor in any place of work. You seek both independence and a stable work environment. You like excitement but do not want the foundation of your job to be chaotic or unpredictable. So, as long as the basics are covered, you are ready to take on any challenge and may get bored easily if things become routine. In fact, you manage well in a crisis.

You can organize trade shows, special events or large projects and pull them off with apparent ease. You handle the details and balance people issues without breaking a sweat. You may also enjoy using your hands, using tools or troubleshooting mechanical solutions.

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**A Liberator Story**

Josh was born ready for action. He was on the move, fiercely independent and determined to get what he wanted. When Josh got his first bike at age 5 he declared that he would learn how to ride it by himself. Offers of help were ignored. After a day of many falls, Josh came in for dinner with both knees bloody with a wide smile. In his mind, there was nothing he could not do.
Josh’s father enjoyed an orderly, pragmatic life. He was the exact opposite of his first child. He tried time and again to control Josh, to organize him and put him on a predictable path. Conflict, resistance and chaos erupted. Josh was not to be tamed. His mother, on the other hand, found Josh amusing. She was more of a free spirit and admired Josh’s outgoing, optimistic nature.

When Josh was 8 years old he became obsessed with horses. While other kids were playing ball or doing their homework, Josh was riding horses and hanging out at the stables. He loved riding fast and taking risks. He was free when he was riding, connected to the feel of the wind, the smells of nature and the sun beating down. He did not have to ask anyone permission to simply be fully alive.

School was a necessary evil. Josh did well because that was what was expected. He was extremely bright so he could get away with doing the minimum. He excelled in math and struggled with writing. Reading took too long and kept him from having fun outside. He was on board for recess, field trips, horseback riding and winter ski adventures.

Household chores were equally boring. Every Saturday Josh’s father required him and his younger sister (who was much more accommodating) to clean their rooms before they could go out and play. Josh stuffed his closet, clearing the room in record time, and was out the door. Life was a game and Josh was a winner.

High school followed a fairly similar pattern. Josh participated in multiple sports, earning a varsity letter in track and field in his freshman year. He continued to do well in school, but it was never the primary focus. He challenged every limit. He discovered dating, beer, motorcycles, tattoos and parties. He was constantly grounded. Josh’s father kept trying to rein him in, Josh simply did what he wanted anyway.
In his junior year in high school, Josh took a summer job as a firefighter. No surprise, he was a natural. He was physically coordinated and mentally focused in dangerous situations. He loved the fraternal nature of his firehouse where he worked with a close-knit group of courageous professionals who put their lives on the line to save other people. He had found his calling. Josh started to research what it would take to qualify.

No big surprise, Josh’s father was utterly against his interest in a fire-fighting career. Everyone in their family went to college. There was no discussion, it was a given. “Why don’t you become a veterinarian?” Josh’s father asked. “You love animals, especially horses. You could work outdoors with a large animal practice and be hands-on in a well-paid respected career.” Josh knew “respected” was the key word. His dad did not see fire-fighting as an appropriate choice. Josh’s mom also felt a college degree was an important long-time investment. And, even though she did not come out and say it, she was afraid of the danger Josh would face in a fire-fighting career.

This battle became a life-altering crossroad for Josh. Serious arguments erupted. Josh’s father revealed he had often considered sending him to a foster home. He said Josh was a willful, irresponsible child, a difficult teen and now, with the fire-fighting idea, he could never be proud of him. At the age of 17 Josh for the first time felt the deep pang of a hurt it would takes years to recover from.

Of the large circle of friends Josh hung out with, there were a couple he felt he could completely trust. In long conversations that went late into the night, Josh confided how hurt he was by his father’s rejection and criticism. His dad had no idea how hard Josh had tried to please him. He did well in school, excelled in sports and never got into any kind of serious trouble. His driving records was clean, no scrapes with the law. He was even good with his money,
saving enough to buy a used car.

It was time for Josh to take a stand that might end (or severely alter) his relationship with his father. He had to be true to himself. He loved the idea of public service; he wanted to stand in the face of danger and save people’s lives. The thought of enduring years of school to become a veterinarian left him cold.

High school graduation was bittersweet. He cared about his friends and (despite the book work) he loved his high school experience. His mom, dad and sister sat in the stadium to watch him walk across the stage and receive his diploma. The distance between Josh and his father was palpable. There was no family party, just awkward congratulations. Josh hung out with his friends that evening and started looking for full-time work the next day. He would find a place to live and get on with his life.

The road to a fire-fighting career was a long and competitive. Josh enrolled in an emergency medical technician certification program. He also signed up to volunteer with the American Red Cross. He had read that volunteer experience in community service would improve his chances of getting hired. He collected all the documentation he would need for the extensive background check and he took multiple fire-fighting practice tests. He left no stone unturned.

To pay the bills he decided to take an entry-level job as a host for a high-end local restaurant. He wanted to learn customer service and improve his organizational skills. The owner promised to promote him if he proved to be an excellent employee. Josh excelled and enjoyed the fast pace of restaurant work.

Soon after graduation, Josh met Gayle and fell in love. She admired Josh’s adventurous spirit and spontaneous approach to life. She supported his career goal and was
equally focused on her future. Gayle was attending a local community college and planned to attend a four-year university out of town. A long-distance relationship was added to Josh’s challenges. He never lost his focus on Gayle or his dream of becoming a fire-fighter.

At the age of 22, Josh was hired at the same fire station where he previously volunteered. Later that same year he and Gayle got married. Years passed by and Josh matured. He learned to curb his impulsive nature and to yield to his wife when his stubborn streak would flare. The real meaning of commitment emerged when his son was born. He vowed to be a loving, reliable father, reflecting (as he often did) on his broken relationship with his dad.

When Josh was in his early 30s one of his most long-standing friends, Bob, came over for a beer and barbecue. The topic of Josh’s dad came up. “Do you think your dad did the best he could?” Bob asked. “Hardly,” said Josh. “He was blind to anything positive I ever did.” “Let’s look at it from another angle,” said Bob. “Your dad was 100% committed to you and your family. He supported the family financially, took you on awesome vacations and worked his butt off. I guess I’m just saying he might have been doing the best he could from his perspective. Let’s face it; you were a pretty unmanageable kid.”

For a number of weeks after the talk with Bob, Josh re-evaluated his view of his dad. Anxious and tentatively hopeful, Josh met with his father and offered both forgiveness and an apology. His dad took full responsibility for the mistakes he made. It was a life-changing moment when two good people could finally accept their differences. Many family vacations and simple, precious moments between the generations followed.
If this is your first introduction to the temperaments, you may notice that you had more liberator tendencies in your youth. If Liberator is your dominant preference, the traits outlined in Josh’s story prevail throughout all stages of your life.

Facilitator Style
You are a skilled communicator who values teamwork and creating an environment where individuals can reach their potential. You are most satisfied in organizations that are mission driven, purposeful and committed to a clear set of values. You deal with people in a skillful, sensitive manner that inspires cooperation. Your natural enthusiasm for a program or project can be contagious. You can motivate and persuade co-workers or customers if you believe deeply in the product or service you represent. The ultimate reward is helping others and/or making a difference on a global scale.

How You Communicate
You thrive in an environment where you can be authentic. You appreciate open, honest communication. Conversely, insincerity, sarcasm or verbal attacks will shut down the flow of communication and may cause you to become withdrawn or distant. You appreciate positive feedback and clearly expressed expectations. Knowing clearly where you stand gives you the confidence to move forward and contribute fully.

You respond well to active listeners and individuals who provide meaningful insights. The key is to be understood. You can tolerate a difference of opinion as long as your perspective is heard and considered. In fact, you have a natural flair for coaching and mediation. You can sense what a person is trying to say, even when the individual is not very clear.
Developmental Tips

- Remain as objective as possible when you are involved in a difficult conversation. Your tendency to personalize what others are saying can lead to misunderstandings.
- Give corrective feedback in a timely manner.
- Discuss your options with a good listener before making important decisions. You are a relational learner and get your best ideas and gain clarity through rich conversations.
- Present your ideas logically and anticipate questions that may be asked. Do not interpret questions as criticism. They are simply requests for information.

How You Contribute to a Team

As a natural people reader, you are capable of assessing the capabilities and talents of your teammates. You will support the perspectives of all members, wanting everyone to contribute. You motivate the team, even in tough times, if you believe in the project and respect the leader. The leader can turn to you to gain insights when conflicts arise or personalities are clashing. On the other hand, you may withdraw if you do not feel appreciated or if the leader is overly dominant or critical. You flourish in a positive atmosphere where team members are respected and valued for their capabilities.

Developmental Tips

- Help the team define its mission and stay focused. Your vision will assist the team when they get bogged down with the details.
- Take time to “read” the team and assess the strengths and weaknesses of the members. Work with the leader to draw out everyone’s capabilities. Allow for healthy conflict.
• Avoid spending too much time considering options or seeking the ideal solution.
• Remain professional and limit social interactions with co-workers.

**Combo Packages**

**Facilitator/Innovator**

You have both great insight and the skill to create organizational solutions. You are an effective team leader or project manager. You also serve as internal consultant, solving organizational and interpersonal problems. You utilize staff talent well and inspire a shared vision. You get bored when things become routine. You enjoy innovation and making improvement to existing systems. You benefit from teaming up with a support person or co-worker with outstanding administrative skills. This allows you to focus on your ideas without worrying about the details. You enjoy the beauty of nature and seek tranquility in your life. A chaotic work environment will drain you, causing you to withdraw and, eventually, become unmotivated. You will have an evolving career pattern that moves you closer and closer to work that is significant and uniquely rewarding.

**Facilitator/Organizer**

You demonstrate excellent organizational talent in the interest of customers, co-workers or the community. You are a born cooperator and are dependable. You communicate effectively and often become the spokesperson for the project or will craft the message for a more outgoing co-worker. You are likely to make a practical career choice based on careful research and will often stay with a position for many years. You need to learn how to delegate and can be at risk of burnout if you take on too much. Learning how to say no and living within a healthy balance is one of your greatest challenges.
Facilitator/Liberator

You are looking for a dynamic job in a cooperative environment with a humanitarian element. You may also have a flair for the arts. You love variety and may change positions often or will find a role that will integrate your wide range of interests. You are an enthusiastic supervisor who allows for a diverse flow of ideas and perspectives. You may initiate spontaneous outings or unplanned events to spice things up and reward employees for their efforts. Fear of getting bored is your dilemma. You need a flexible organizational structure that allows for innovation and growth.

A Facilitator Story

Brian was an “old soul” from birth. He was a happy baby who would look into his parent’s eyes with serenity. He was a bit serious, acutely observant and sensitive to other people’s emotions. As Brian entered school, he made every attempt to please his teachers and to fit in with the other kids. He was cooperative and agreeable. But if the kids were mean, to him or any other child, he was deeply affected. He avoided conflict at all costs.

Brian’s mother was mystified by her fourth child. She already had three girls and none of them had come into the world with such a strong emotional radar. In her career as a corporate lawyer, she excelled in highly contentious cases that required instant analysis and razor sharp logic. Brian was offended by his mom’s direct, tough-minded perspectives. He felt often criticized and corrected. This was the seed of his greatest life challenge.

As Brian entered his teen years he became more philosophical, wondering about the meaning of life and
humanitarian causes. His father shared many of Brian’s interests and concerns. They enjoyed long conversations about social issues like poverty, homelessness and social inequality. His sisters gravitated towards teaching and counseling careers, offering Brian career-related models for his natural gifts.

In high school, Brian excelled in writing and social studies. He was fascinated by his mythology class and world religions. The science, technology and math classes were his least favorite. He managed to get by but these subjects didn’t matter much to Brian. He wanted to delve into topics that offered explanations for life’s most important opportunities and problems.

Brain loved his free time. His first job was with the city recreation department as a junior camp counselor. He was great with the kids and enjoyed teaching them how to play sports, make craft projects and hike. He had other part-time jobs like working at the movie theater, bussing tables at the local diner and mowing lawns. He saved his money so he could go on extended camping trips. He was happiest in nature with no schedule and a long trail ahead.

Around junior year in high school, Brian’s mom started asking him about his career aspirations. She had always known exactly what she wanted to do, so she expected the same from her children. Since her daughters pursued traditional pathways for girls, she was not worried about them, but Brain was another matter. How would he make a living and support a family? Everything was getting more and more expensive, so she knew that Brian needed a solid plan.

Brian wanted to explore his options. Secretly he dreamed of entering the Peace Corps, traveling to impoverished countries and learning innovative ways to liberate people from desperate circumstances. He know his mother would
freak out if he told her what he really wanted to do, so he filled out college applications and declared his major in business administration. He did want to have a good career with financial success and security. But from his perspective business was an empty, profit-driven endeavor. He wondered what he could do that would help people and make a good living. He got accepted to a small liberal arts college about two hours away from home and he left home to live in the dorms.

College was fantastic, except for his business classes. He made friends quickly and excelled in the required seminar classes. He read the classics, wrote papers and avoided the topics that had bored him in the past. He joined student government and played touch football with his friends. The campus offered many hiking trails so Brian could escape any time he wanted to. Long walks were filled with contemplation about his future and what he would do with his life.

On his first trip home for winter break Brain sat down with his parents. He broke the news that he wanted to change his major to psychology. He explained that he did not enjoy business and needed to follow his deep interest in human behavior and motivation. His dad was supportive and mom was worried. Social workers and counselors were not well-paid and it took many years to earn those credentials. “Please stick with your business major,” Mom said. “You’ll be glad you did.” It appeared the conversation was over.

Brian did not sleep that night and for many nights after. He went back to school feeling trapped between his deepest desires and his mother’s expectations. In the end, he completed training in business administration and minored in psychology. He enjoyed his organizational behavior class and was encouraged to find out there was a career for people who wanted to address employee motivation and satisfaction. But, this field, formally referred to as
organizational development, required a master’s degree.

Brian was clear about one thing. He did not want to go home to live with his parents after graduation. He wanted to support himself. So he went through a series of interviews and was hired by Enterprise Rent-A-Car. They were impressed by Brian’s outstanding communication skills. He entered their management training program and got a small apartment with friends. The future looked bright.

But it was dismal. Brian was miserable in his first job out of college. He worked 50 to 60 hours per week under severe pressure. He did excel when working with customers but was slow to learn the computer booking system and made frequent mistakes. His six-month performance review was poor. His boss laid out clear expectations regarding a faster work pace and accuracy.

As Brian walked out of his boss’s office, he felt deeply saddened. Not only was he a failure at the job, but he hated it. “Who cares if one person gets a rental car and other one does not? It’s meaningless.” It was clear that Brian was in the wrong job, but he was stuck. He wanted to remain financially independent and did not know what to do.

That weekend Brian jumped in his Honda and took off to the beach. Walking along the ocean he explored his options. If he was honest, he still wanted to study psychology and become some sort of counselor. That required a master’s degree. He had very little money and knew that his parents would not help him out financially. But there might be financial aid and he was willing to go to a state college where the tuition was low.

It took about six more months for Brian to research graduate programs, apply for aid and complete his application. Little by little, he told his closest friends what he was planning to do. They were thrilled. It was obvious to them that Brian was
a natural counselor. He had fantastic listening skills and took a non-judgmental perspective when they leaned on him for advice.

When Brain told his parents, they could see that he had done his homework. While his mom was still skeptical, she was proud that he was pursing an advanced degree. His dad was exuberant and let Brian know that he had complete faith in his potential to succeed. For the first time in his life, Brian now felt that he was on the right track. He quit the job with Enterprise and took a part-time job to help make ends meet.

Graduate school flew by. Brian specialized in school psychology, preparing to work with elementary school children with learning challenges. He earned his credential and was immediately employed upon graduation. Life unfolded with its normal ups and downs after that. He enjoyed financial stability and a happy family life. Equally important, every day he felt he made a difference.

Are you wondering if there is a relationship between temperament and gender? Brian’s story demonstrates how both men and women can prefer any of the four temperaments.
Innovator Style
You are a visionary with a razor sharp eye for identifying and solving problems. You apply your logic to designing systems, tools or theories that will address organizational needs. You set high goals for yourself and are driven by excellence. You value learning and knowledge. You are strategically gifted, developing plans of action that lead to achieve clearly defined objectives. You do not get easily distracted or discouraged if you are interested in what you are doing. Conversely, you can get easily bored if the project lacks adequate challenge.

How You Communicate
You enjoy substantive, intelligent conversations and rely on logic more than emotion. You consider a variety of perspectives, keeping the conversation lively. Often your goal is to learn why things work the way they do or why a particular approach was taken. New information is generally welcome and you may ask many questions to explore the full breadth of the subject. You are quick to move to problem solving in communication. You enjoy applying your keen analytical skills to narrowing down the best options. You respect an objective, thorough exchange that drills down to the root cause of a problem. This can intimidate or overwhelm others or appear to be an interrogation rather than an exchange.

Developmental Tips
• Take the perspective of the other person in the conversation. Think through their concerns, preferences and objectives. Notice what the speaker values and integrate those values into the conversation.
• Focus on what the speaker is saying. Do not anticipate
their comments or start developing your response while they are speaking.

- Occasionally reframe or restate the speaker’s comments to let them know you heard them. This will slow your mind.

**How You Lead**

You have a self-confident, decisive approach that inspires confidence. You are able to create a vision that can mobilize the team. You give your employees choices and expect high levels of self-initiative. You have little patience for excuses. You expect as much from your team members as you are willing to give. This can be overwhelming and intimidating for some employees. You deal with problems using logic rather than empathy or emotion. At a crossroad, you will often follow your gut and it may be unclear to some how you came to your conclusions. You are generally proven to have great insight and the capability to provide original solutions to problems.

**Developmental Tips**

- Take time to clarify the roles and responsibilities of the people you supervise. Check to see if your expectations are aligned with theirs.
- Monitor your tendency to be critical. Your love for solving problems leads you to point out what is not working rather than noticing what is working. This can be a morale buster.
- Do not expect others to work as fast or as hard as you do.
- Strive to develop the potential of your team, allowing for a diversity of strengths and perspectives.

**How You Contribute to a Team**

You enter a team anticipating possibilities and ready to learn. You expect the leader to be competent and clear about the mission, vision and expected outcomes. If the leader does
not inspire your confidence quickly, you may step in to get the project moving. You need little direction or clarification of your role to move forward and can become frustrated with other team members who are slower starters. You see immediately what will or will not work. You will quickly move to implement the systems and structure that will allow the project to succeed. As the innovator, you are frequently seeking a better way to get something done. You effortlessly generate new ideas and have little reservation about taking the road less traveled.

**Developmental Tips**

- Let the leader provide the structure for the team while you focus on solving the problems. Support other team members as they gain clarity about their role. A little patience in the beginning of the project can give you the freedom you desire.

- Strategize the delivery of ideas that you feel are important. Many team members rely on what has worked before. They need information, historical context and manageable steps to confidently adapt your bigger vision.

- Avoid projects or roles that focus on maintaining something that is already running smoothly. This will bore you. Steer your career towards opportunities to break new ground.

**Combo Packages**

**Innovator/Facilitator**

You are a true visionary. You are often several steps ahead of your contemporaries. You particularly enjoy bringing this foresight to humanitarian or global causes. You may also be interested in international relations, world politics and organizational endeavors that require great commitment and insight. You bring analytical skills to program development and organizational problem solving. You
enjoy conceptualizing, designing and building new models. You do not shy away from complexity or broad-ranging changes. You need a role that is varied and inherently complex, feeding your wide range of interests. You push the organization to reach its mission and stay true to its vision.

**Innovator/Liberator**

You are resourceful, flexible and occasionally disorganized. You view limitations as challenges to be overcome and will take the initiative to spur others on. For you, solving a problem is a sequence of choices and alternatives. You see all the possible relationships between various alternatives almost immediately. You are creative and unbound by convention. You are rarely comfortable functioning as a “cube dweller,” enjoying fieldwork and dynamic working environments. You are best suited to highly flexible organizations offering opportunities for independence and innovation.

**Innovator/Organizer**

You bring order to the road less traveled. You are a driver, seeking leadership opportunities. You see what needs to be done almost immediately and are fast to implement solutions. You remove obstacles with tenacity. Standard procedures or overly bureaucratic structures annoy you. You must be moving forward or you may become frustrated. If you are the lead or the supervisor, you are most effective managing seasoned professionals needing little direction. You are a change agent who delivers creative methods to implement a new direction. You are an important contributor delivering high levels of productivity in adverse circumstances.
An Innovator Story

Kate was born asking why. She was curious about everything. Why did the dinosaurs go extinct? Why does whipping cream change when you beat it? Why do we recycle cans? And, of course, why do I have to go to bed? She was independent, logical and analytical. Her brain was never still and she was a thirsty learner.

Kate had a mixed reaction to school. She learned faster than most kids and enjoyed solving problems. When the teacher asked a question, her hand would pop up. But often rather than presenting the answer the teacher was looking for, Kate would offer an alternative (and equally correct) answer. Few teachers were confident enough to reward Kate’s ingenuity and they would tell her she was wrong.

This enraged Kate. She knew her answer was right. So school became frustrating and boring. She was not challenged and stuck mostly to herself. She found the petty politics of childhood popularity to be idiotic. She avoided team sports but loved individual challenges. She was an impressive chess player and could lose herself for hours playing computer games.

Kate’s parents had no college education and worked hard to pay the bills. They were very proud of their high-achieving daughter and relieved that she needed little help with her school work. They hoped she could achieve what they had not and go on to a college education and a professional career.

Because Kate made little attempt to socialize with other kids in elementary school, she was bullied. Her clothing was not up to the standards of the snotty girls. Her superiority in academics made her a target for nasty comments. Her lack
of interest in school yard games put her last picked in required outdoor recreation classes.

After one particularly grueling day, Kate came home and declared that she wanted to transfer schools. If her parents did not comply, she said she would never go to school again. It was a simple fact. As Kate was an only child and her parents would do just about anything for their daughter, they made the dramatic decision to relocate their home and find a new school for Kate.

It was a good decision and gave Kate a fresh start. Kate’s parents met with her new teachers and the school administration, explaining that Kate needed to be challenged. They enrolled Kate in the Explorers Club so she could take field trips to local companies and learn about science- and technology-based career options. Most importantly, Kate was allowed to learn more independently and at her own pace.

In her new neighborhood, Kate found an outlet for her curiosity. Their next-door neighbor was a college professor teaching electronics and mechanical design. Kate loved hanging out in his garage. It was filled with gadgets, tools and half-built inventions. The neighbor nurtured Kate’s curiosity and quick understanding of mechanical systems.

High school was tolerable. While it was clear that she did not fit in, Kate could make more choices about the topics she wanted to study. She made friends in her science classes and came to terms with being one of the nerds. She was deeply competitive, only satisfied to be at the top of every class she took. She graduated with a 4.2 GPA and had her choice of colleges.

College was wonderful. Finally she had instructors who challenged her. She was a pre-med major and aspired to be a heart surgeon. She wanted a career that would offer her an endless learning curve, a high degree of control and
competent co-workers. She was eligible for financial aid due to her parent’s low income and her outstanding academic achievements. Graduate and medical school followed. Kate became a doctor.

Her residency was a blur of long days and little sleep. She was still primarily a student, a role that she was comfortable with. Her crucial career crisis did not arise until she was hired to work as a part of a cardiac care team at the Mayo Clinic. She was thrilled to be employed at one of the most prestigious medical institutions in the nation. She looked forward to the cutting-edge work she would do.

The Mayo Clinic has a strong culture of collaboration, where every member of the healthcare team (at every level) is valued. Patients are treated with the utmost respect. Excellent listening skills and empathy are required skills. These interpersonal requirements put Kate at a serious disadvantage.

She loved the complex medical problems she was tasked to solve but she did not enjoy having to share information with others or consider her colleagues’ perspectives. She was blunt with her patients and avoided the emotional outbursts that were common when she delivered bad news. She tried to end the conversation as quickly as possible, leaving patients worried and uninformed.

With a history of scanning her environment for competitive advantages, Kate analyzed her situation. She could tell her strong opinions and direct approach were putting people off. She noticed that she was not being asked to be on important committees. Worse, she was pulled off cases when she was unsuccessful with the team-based approach. She needed a guide. This challenge could derail her career.

The hospital was not unfamiliar with Kate’s dilemma. In fact, they knew that many of the new doctors who came to work there would need communication and teamwork training. They offered workshops and coaching that was specific to
highly analytical, hard-driving personalities. Kate’s boss encouraged her to enroll in the classes and take full advantage of the coaching. This was a great first step.

In addition to the coaching and training, the Clinic instituted structural policies helping everyone remember that all employees are valued and equal in importance. Whenever there was a meeting, there was a basket near the door. Every person attending the meeting put their badge in the basket. This reduced the status limitations or judgements that might occur.

So when Kate was asked to participate in her first cross-functional team of employees tasked with preventing hospital-borne infections, she dropped her badge in the basket. It was strange that such a simple gesture would be so powerful. In that moment she realized she was arrogant. She had always been “better” than other people and now she had to unlearn her superior perspective.

It was hard work over an extended period of time. Learning how to listen without interrupting was brutal. Being sensitive when offering critical feedback was exhausting. Most difficult of all was empathy. It was humbling to learn subtleties that could not be measured or reasoned. The payoff was immense.

Kate’s parents lived on the West Coast so she visited infrequently. About five years after she started at the Clinic, she carved out time to go home for Christmas. Her parents met her at the airport, beyond excited to spend time with their daughter. They learned about her latest research and asked her a barrage of questions.

Almost immediately, they noticed a major change. Kate was as interested in how they were doing. She wanted to know if they were happy and if they were adjusting well to growing older. Kate listened in a way they had never experienced
before. Awkwardly they mentioned that she seemed more friendly.

Kate laughed, describing the interpersonal boot camp she had gone through over the past few years. It was a good feeling to know that she had really changed and that she could connect with her parents in a more meaningful way. She did not see that coming. All of the other relationships in her life improved as well. She was a first class doctor and a first class human being.

Kate’s story illustrates that you are not stuck with your innate tendencies. You can learn new skills to broaden your personal and professional capacity. But you will always be happiest in a job that draws heavily on your dominant temperament preferences.
Chapter 3
Communicating to the Needs of Others

Organizer Preference

Organizers tend to be orderly, factual and bottom-line-oriented. They store information in their mind in a logical fashion and will present information sequentially. Organizers tend to talk about what has worked before and will support perspectives that are financially and logically sound. They appreciate communicating with individuals who have a straightforward, direct approach. Discussions that float off track or wander into irrelevant topics will cause frustration. In these situations, the Organizer may disengage from the conversation or attempt to get things back on track. Organizers like communication to be accurate and succinct. As a result, they may correct the speaker during a conversation. This can break down the flow of communication. Therefore, this is a tendency that the Organizer may strive to reduce in the course of his or her career.

Organizers

• May want to follow policies and procedures, even when the best solution requires an adaptation or exception.
• May be hindered by a lack of clear direction.
• May ask questions that appear to slow down progress.
• May attempt to eliminate unpredictable factors.
• May become frustrated with others who appear to be slacking off or not pulling their weight.
• May carefully monitor and organize resources (this may even be relaxing).
• May look to management to control the situation and lead through the difficult time.
What the Organizer Preference Needs

- Explain the plan and the goal clearly.
- Thank them for their diligence.
- Slow down long enough to make sure you have answered all their questions.
- Coach them to say no to unnecessary tasks. Overwhelm is the enemy of the Organizer preference.
- Avoid harsh criticism. A person with an Organizer preference is very self-critical about making mistakes. If you need to provide corrective feedback, do it in private and make sure you offer specific information about what you want in the future.

Liberator Preference

The Liberator’s communication style is practical and down to earth. They get to the point and are generally very direct. Often humor will be used to spice up the conversation. In serious business meetings or formal presentations, this tendency to lighten things up can backfire. Over time, Liberators learn how far they can push the limits without harming their credibility. Liberators enjoy a free-flowing exchange that is not restricted by time constraints or arbitrary limits. They appreciate novel approaches to subjects they perceive as boring or routine. For example, a workshop instructor who uses games, creative brainstorming or examples will win the Liberator’s approval. On the other hand, a dull monotone speaker may lose the Liberator’s interest. Variety and novelty are keys to a successful interchange with a Liberator.
Liberators

- A person with a Liberator preference is action-oriented. Under stress he or she may overcommit or create more stress as the intensity can be stimulating.
- May break rules or bend rules to get things accomplished.
- May not complete routine tasks, perhaps missing important details, as they get caught up in the overall excitement.
- May use humor to mask how they are feeling.
- With an unusual ability to be calm in a crisis, they may fall apart when things settle down.
- May not recognize how tired they are as they can often overwrite their body’s needs.

What the Liberator Preference Needs

- Give him/her choices. Allow them to step away to re-group. Encourage them to walk or take a break.
- Physical activity and movement is stress-reducing.
- Stand directly in front of them, get eye contact, and communicate clearly. A person with the Liberator preference needs to focus their attention.
- Offer clear, minimal direction and let them charge into action.
- Demonstrate that you have their back. Express your confidence in their ability and thank them for extraordinary performance.
- If you need to provide corrective feedback get to your point quickly and don’t bring it up again unless you see the same problem reappear.
Facilitator Preference

Facilitators tend to be personal and interactive. They appreciate open, honest communication. Insincerity, sarcasm or verbal attacks will shut down the flow of communication and may cause the Facilitator to become withdrawn or distant. They respond well to active listeners and individuals who provide meaningful feedback. The key for the facilitator is to be understood. They can tolerate a difference of opinion as long as their perspective is heard and considered. In fact, Facilitators have a natural flair for coaching and mediation. They can sense what a person is trying to say, even when the individual is not very clear. They can take criticism to heart, losing their objectivity. This is something they may strive to change about themselves as they mature throughout their careers.

Facilitators

- A person with a Facilitator preference may be expressing emotion when calm or action is needed.
- May avoid being direct or confrontational.
- May find excessive noise, tight quarters or even fluorescent light stressful.
- May invert numbers and letters or make minor-detail mistakes. Encouragement rather than excessive criticism will promote accuracy.
- May seek feedback or encouragement if it has been a long day and they are growing weary.
- May seek a level of flexibility and creativity in doing their work.
- May use independent judgement when strict adherence to policy is needed.
What the Facilitator Preference Needs

• When the crisis has passed (or maybe even if it has not passed) take time to listen to them and find out how they are feeling. Demonstrate sincere concern and empathy.

• Feedback and encouragement is the very best medicine for the Facilitator preference.

• They may benefit from a break or a walk. If there is a quiet room or a nearby small garden, encourage them to go there, close their eyes and visualize a relaxing environment.

• Remind them to breathe.

• Ask them, “What do you need right now?” Let them reflect and honor their request.
Innovator Preference

Innovators appreciate intelligent conversations and prefer logic to emotion. They enjoy considering a variety of perspectives, keeping the conversation lively. Often their goal is to learn why things work the way they do or why a particular approach was taken. New information is generally welcome and the innovator may ask many questions to explore the full breadth of the subject. The Innovator is quick to move to problem solving in communication. They enjoy applying their keen analytical skills to narrowing down the best options. They respect an objective, thorough exchange that drills down to the root cause of a problem. This can intimidate or overwhelm others or appear to be an interrogation rather than an exchange. The Innovator learns to pace his or her questioning and will balance curiosity with good listening skills over time.

Innovators

- A person with the Innovator preference may become directive or confrontational, even intimidating, in their effort to solve the problem.
- May find excessive expression of feelings irritating.
- May ignore or circumvent policies and procedures (which may be warranted).
- May become overly focused on the complex task at hand and find it difficult to pull away to deal with other more mundane issues.
- May be harsh and verbally intense when a mistake is made.
- Lack of patience may also occur as the level of complexity and stress rises.
• May show a lack of respect for more entry-level employees when the crisis is intense.

**What the Innovator Preference Needs**

• Meet them with the same level of confidence and intensity that they are demonstrating. Slowly bring the energy down and let them refocus.

• Be direct and smart. Don’t beat around the bush.

• Encourage them to take their breaks; do not take no for an answer. They will find it difficult to pull away when work needs to be done.

• Allow for some independent judgement and occasional rule breaking. Determine if it was dangerous or just a matter of opinion.

• Explain why something needs to be done or why it will or won’t work.
Helen Horyza, MS, NCCC  
President, Elevate, Inc.

Helen Horyza is an expert in the field of employee development, engagement and retention. She is an accomplished trainer, facilitator and executive coach. Helen holds a Master of Science degree in Career Counseling from California State University, Sacramento (CSUS) and is a professionally trained coach through Coach Training International. She is a Nationally Certified Career Counselor (NCCC) and has over twenty years of experience uncovering talent and directing it to achieve extraordinary results.

As an executive and business coach, Helen has helped hundreds of mid-to-upper level executives accelerate their career success and develop their leadership skills. Insightful, supportive, knowledgeable, and experienced are some of the terms her clients use to describe her. She inspires leaders and professionals seeking fulfillment in their careers—and avenues to inspire their employees.

Helen also has a depth of experience in all aspects of training and organizational development. She has been a key player in multi-year training programs in the areas of leadership development, workforce development and employee engagement. Her platform skills are well honed, both in the classroom and in the board room. She reaches audiences at their level and creates a learning environment that changes lives.

Helen is the author of the following:

- Elevations Career Assessments
- Elevations Assessment for Employee Engagement
- Ten Biggest Mistakes Job Seekers Make
Over 25,000 students and adults have gained career direction and clarity taking Elevations. This powerful self-discovery tool is the first career assessment that highlights both current and emerging job titles. It also includes links to informational websites and a built-in career research guide.

Elevations was developed by Helen Horyza. Helen was frustrated by the out-of-date, fragmented career testing options. She spent years developing and validating Elevations. She drew from decades of experience delivering career development services in universities as well as the private and public sectors. The result is a comprehensive, easy-to-use online assessment that includes values prioritization, skill analysis, career interest identification and strength-based personality descriptions.

“If you are changing careers, want 100% more joy, or 100% less stress at work, Elevations is the #1 career assessment. The easy-to-use personality descriptions gives you instant confidence and clarity about the work you do. Elevations helps real people, in real jobs, get real results. I recommend Elevations to my audience, friends, and clients.”

London Porter, Author
Rockstar Your Interview

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