



# Individual Report

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## Introduction

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Self-awareness is the foundation of professional development and growth. Gain insight into your work personality by carefully reviewing this report, which will help you develop a:

- deeper understanding of your strengths and growth opportunities,
- clearer picture of how your behavior impacts others, and
- better appreciation for people's personal styles and how to interact with them effectively.

### MODEL OF PERSONALITY

The Golden Personality model is based on four core personality dimensions. Personality is the essence of who you are as a unique individual. It is reflected in what you say, how you feel about yourself, how you act, and how you choose to live your life. Knowing your personality characteristics will help you better understand your actions, feelings, and relationships with others. People typically favor one aspect of each of the following four dimensions. Keep in mind that preferring one versus another aspect is not right or wrong, better or worse. Rather, these preferences indicate ways of behaving that come most naturally to us.

#### *Where you focus your energy*

Extraverting: energy directed externally toward people and things.

Introverting: energy directed inward toward thoughts and ideas.

#### *How you gather information*

Sensing: process information in an exact, detailed, and literal manner.

Intuiting: process information in a symbolic and global fashion.

#### *How you make decisions*

Thinking: make decisions based on logic and rationality.

Feeling: make value-based decisions based on empathy and compassion.

#### *How you approach life*

Organizing: planned, organized, and orderly approach.

Adapting: open-ended, flexible, and emergent approach.

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## Portrait of Your Type

### YOUR TYPE: INFA

#### Introverting, iNtuiting, Feeling, Adapting.

As an INFA, you are capable of immense sensitivity and have an enormous emotional capacity, which you closely guard. You have to know people well before you display warmth, let down your guard, or extend your trust. Relationships are a crucial focus for you. You seek to understand others deeply and to have that understanding reciprocated with loving acceptance.

INFAs naturally value inner processes over external signs. In general you guide your actions and attitudes by a strong internal sense of values, independent of the judgments of others. You have a powerful sense of faithfulness, duty, and commitment to the people and causes that attract you. You take your obligations seriously, enforced by your own sense of morality. Genuineness and sincerity are what matter to INFAs.

In persuasive writing you know instinctively how to reach people and how to communicate your vision with clarity. More than any other personality style, you are able to express emotion and to move people with your communications. You work for humankind and write so people will understand your thoughts.

Functioning in a sea of people may be exhausting and draining for you. But, living a life of isolation would be unimaginable. You prefer a quiet working environment and, despite your attraction for human companionship, will often find that you work best when alone. You will find your greatest comfort through compromise—interacting with others, closely, intimately, and in most cases, in small, cooperative groups or one-on-one.

INFAs trust their inner vision and are willing to act at an instinctual level. You look toward the future. Creativity is your hallmark. You are a true perfectionist when it comes to your work. You see whatever you do as an extension of who you are, and therefore, you are almost driven to do your best at any task you undertake.

Harmony is essential for you in your personal environment and you seek to promote peace and cooperation around you. INFAs are masters of the well-placed compliment and the encouraging pat on the back. INFAs also have no trouble shifting gears from one task or assignment to another, or one technique to the next. With work, it is apparent that you will be at your best only in a job you truly believe in. Whatever field you choose, your INFA style will be marked by sincere enthusiasm, born of your deep commitment to your calling.

ISTA	ISFA	INFA	INFZ
ESTA	ESFA	ENFA	ENFZ
ESTZ	ESFZ	ENTA	ENTZ
ISTZ	ISFZ	INTA	INTZ

#### Personality Types

There are 16 different personality types. You are an INFA.

## Summary of Global Results

Your global results provide insight to how the four different dimensions of your personality work together to form your personality type. The results indicate your level of preference for each of two opposite scales. A strong preference is not necessarily better than a slight preference, or vice versa - the preferences simply indicate how strongly you favor certain behaviors versus others. You may have relatively equal preference, but slightly favor one scale.

Your Type is **INFA**

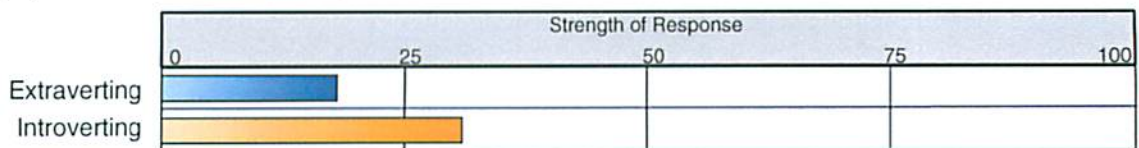
Where you focus your energy: **Introverting**

How you gather information: **iNtuiting**

How you make decisions: **Feeling**

How you approach life: **Adapting**

You have a Slight preference for Introverting.



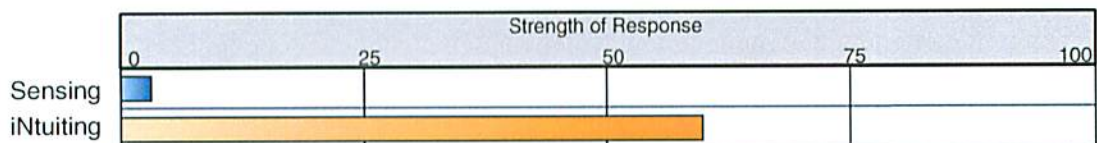
### Extraverting

- focuses attention externally toward people and things
- enjoys being sociable, talkative, and gregarious
- enjoys discussions more than reading
- active rather than reflective

### Introverting

- focuses attention inward on thoughts and ideas
- prefers a few close friends to many acquaintances
- likes to reflect on ideas before sharing them
- needs quiet time away from action and noise

You have a Strong preference for iNtuiting.



### Sensing

- processes information in an exact, detailed, and literal fashion
- lives in the present, prefers facts – what is known
- focuses on practical issues and topics

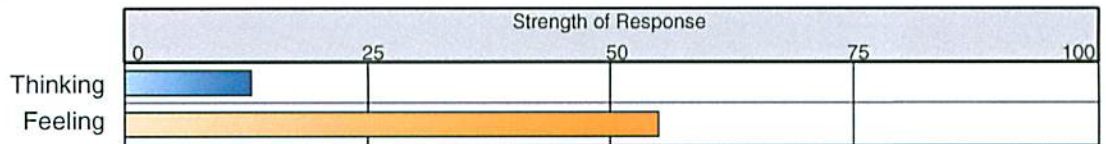
### iNtuiting

- processes information in a symbolic and global fashion
- lives for the future, prefers theory – what is possible
- focuses on big picture issues and topics

## Summary of Global Results

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You have a Strong preference for Feeling.



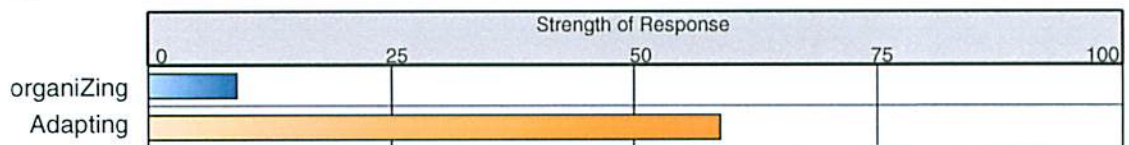
### Thinking

- makes decisions based on logic and rationality
- prefers to deal in objective reason and logic
- does not get personally involved in his/her decisions

### Feeling

- focuses on how a decision will impact others
- makes decisions based on person-centered values
- gets personally involved in his/her decisions

You have a Strong preference for Adapting.



### organiZing

- prefers an orderly, organized and planned lifestyle
- likes to make decisions and reach closure
- prefers systematic approaches

### Adapting

- prefers a flexible, open-ended and emergent lifestyle
- holds off deciding until there is more information
- prefers spontaneity and limited structure

## PERSONAL NOTES

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## Map of Sixteen Types

Brief descriptions of the sixteen types enable you to see how your personality style differs from others. Keep in mind there are no "good" or "bad" types. The sixteen types can also be grouped into four higher-level clusters called *temperaments*. The four temperaments show how some personality types are more similar than others. You are an INFA and your temperament is NF.

### SA Efficient and Resourceful

<p><b>ISTA</b> Producing</p> <ul style="list-style-type: none"> <li>quiet and reserved</li> <li>efficient and expedient</li> <li>keenly observe environment</li> <li>interested in how and why</li> <li>cool observers of life</li> </ul>	<p><b>ISFA</b> Performing</p> <ul style="list-style-type: none"> <li>quietly friendly, modest and free spirited</li> <li>loyal followers</li> <li>idealists with high standards</li> <li>keen senses</li> <li>can be totally absorbed in action of the moment</li> </ul>
<p><b>ESTA</b> Promoting</p> <ul style="list-style-type: none"> <li>adaptable realists who ride with the tide</li> <li>highly observant of surroundings</li> <li>masterful at moving things in their direction</li> <li>enjoy the fast lane</li> </ul>	<p><b>ESFA</b> Entertaining</p> <ul style="list-style-type: none"> <li>warm, friendly, charming, witty</li> <li>hands-on problem solvers</li> <li>enjoy life's simple pleasures</li> <li>life of the party</li> </ul>

### NF Imaginative and Innovative

<p><b>INFA</b> Supporting</p> <ul style="list-style-type: none"> <li>deeply caring and idea oriented</li> <li>peacekeepers</li> <li>absorbed in projects</li> <li>encourage growth and development with quiet enthusiasm</li> </ul>	<p><b>INFZ</b> Foreseeing</p> <ul style="list-style-type: none"> <li>quietly determined</li> <li>concerned for others' welfare</li> <li>focus inner thoughts on helping others</li> <li>put creative effort into their work</li> </ul>
<p><b>ENFA</b> Inspiring</p> <ul style="list-style-type: none"> <li>enthusiastic, charming, interesting</li> <li>naturally curious and imaginative</li> <li>know everyone</li> <li>fascinated by relationships around them</li> </ul>	<p><b>ENFZ</b> Mentoring</p> <ul style="list-style-type: none"> <li>responsive and responsible</li> <li>outgoing, energetic and sociable</li> <li>catalysts who enjoy drawing out the best in others</li> <li>warmly enthusiastic</li> </ul>

<p><b>ESTZ</b> Supervising</p> <ul style="list-style-type: none"> <li>practical and realistic</li> <li>value productivity and efficiency</li> <li>enjoy management</li> <li>excel at bringing order to groups</li> </ul>	<p><b>ESFZ</b> Providing</p> <ul style="list-style-type: none"> <li>sociable, supportive and warm-hearted</li> <li>active team participant</li> <li>helpful toward others</li> <li>use interpersonal skills to maintain important relationships</li> </ul>
<p><b>ISTZ</b> Maintaining</p> <ul style="list-style-type: none"> <li>serious, traditional and quiet</li> <li>task-oriented, no nonsense style</li> <li>excellent follow-through</li> <li>work to conserve the resources of the group</li> </ul>	<p><b>ISFZ</b> Protecting</p> <ul style="list-style-type: none"> <li>dependable and responsible</li> <li>sympathetic, quiet and conscientious</li> <li>polite and tremendously devoted</li> <li>work independently in support of team</li> </ul>

<p><b>ENTA</b> Improvising</p> <ul style="list-style-type: none"> <li>creative, confident thinkers</li> <li>intellectual and outspoken</li> <li>argue both sides of issues</li> <li>good at juggling many balls</li> </ul>	<p><b>ENTZ</b> Leading</p> <ul style="list-style-type: none"> <li>direct and strategic</li> <li>confident and well-informed</li> <li>frank and decisive</li> <li>natural organization builders and leaders</li> </ul>
<p><b>INTA</b> Inventing</p> <ul style="list-style-type: none"> <li>strongly defined interests</li> <li>skilled with logic</li> <li>enjoy theory, science, ideas</li> <li>single minded focus on topics of interest</li> </ul>	<p><b>INTZ</b> Strategizing</p> <ul style="list-style-type: none"> <li>independent thinkers</li> <li>develop strategy based on a clear vision</li> <li>high achievement drive</li> <li>emphasize competency</li> </ul>

### SZ Responsible and Reliable

### NT Competent and Visionary

## Likely Strengths

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You are likely to possess strengths (i.e., behaviors, skills, and competencies) that are common to your personality type. Review the strengths listed below and note those that are true for you. It is important to identify which strengths come naturally to you, as these are assets that you can leverage in your work environment.

### LIKELY STRENGTHS OF AN INFA

#### Contributions to an Organization

- Is creative and sees the big picture.
- Prefers working on a few projects that have deep meaning.
- Enjoys cooperative environments and is pledged to the development of people.
- Is conceptually oriented.
- Consistently pushes for his or her values.
- Is unafraid of change, comfortable with ambiguity, and patient with complexity.
- Likes solitude and concentrates intensely on projects.
- Is idea-oriented, always seeking new possibilities.
- Is more project driven than deadline driven.
- Desires freedom from structure and rules in order to respond quickly to situations.

#### Leadership Style

- Is subtle, indirect, gentle, passionate, and inclusive in persuading others of his or her vision.
- Affirms individual contributions and promotes group undertakings.
- Accomplishes results in own way.
- Enjoys challenges and finding solutions.
- Is unafraid of taking risks.
- Pays careful attention to the people involved during crisis situations.
- Believes that power and authority come through integrity and credibility rather than through rank.

#### Questions to Consider:

Where can you best use your strengths?

In what situations or roles are your strengths most valuable?

## PERSONAL NOTES

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## Growth Opportunities

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You may also have growth opportunities - weaknesses or undeveloped skills - that are common to your personality type. Review the growth opportunities listed below and note which are true for you. Identifying growth opportunities helps you increase self-awareness and minimize blindspots.

### GROWTH OPPORTUNITIES FOR AN INFA

- Learn to determine if visions and plans are practical and workable.
- Try to focus more on action and "doing" instead of reflection and "contemplation."
- Be more careful with your time to avoid burnout; you tend to neglect your own personal needs.
- Practice de-personalizing critical feedback and learn to give constructive criticism to others.
- Remember to share ideas, dreams, and visions so others can help you realize them.

#### *Questions to Consider:*

Recall situations where you could have been more effective.

What could you have done differently?

How will new skills change your work performance?

## PERSONAL NOTES

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## Communication and Teamwork

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Effective work environments are based on effective communication and team work. The communication style and team preferences listed below are typical of your type. Consider whether they are true for you.

### COMMUNICATION STYLE

- Holds energy and excitement inside.
- Reflects before replying and waits to be drawn out.
- Prefers speaking with individuals rather than large groups.
- Prefers written communication to talking in person.
- Uses speech that is more global and metaphoric than detail-oriented.
- Speaks of ideals, values, and the big picture.
- Is persuaded by emotionally presented, personal material.
- Communicates personal experiences to make points.

### TEAM PREFERENCES

- Brings quiet good humor to the group; orchestrates unity and harmony.
- Provides provocative ideas, future possibilities, and a big picture viewpoint.
- Is gentle, friendly, listens intently to others, and offers encouragement.
- Inspires and moves people to go beyond the status quo.
- Provides vision and a focus on ideals and values.
- Likes to work with people who are open to new ideas, possibilities, and different opinions.
- Becomes irritated by overly serious team members.

### *Questions to Consider:*

When is your communication style most effective? Least effective?

What do you contribute to a team?

How could you be more effective?

### PERSONAL NOTES

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## Motivation and Learning

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Your motivation is what drives your work satisfaction and productivity. Understanding your motivation enables you to seek situations or tasks that best fit your personality. Learning style preferences help you recognize how you learn best. Below are motivators and preferred learning styles associated with your type. Review each and consider whether they are true for you.

### MOTIVATORS

- Enjoys fun projects, but not loud, noisy environments.
- Desires freedom from structure and rules and likes timelines and schedules that are flexible.
- Functions best when working one-on-one or in small groups.
- Seeks work that is meaningful and contributes to the betterment of people.
- Appreciates personal acknowledgment.
- Dislikes discord, mindless routine, and work filled with detailed data.

### PREFERRED LEARNING STYLE

- Prefers flexible environments where there are opportunities to use imagination and creativity.
- Learns best from lectures and written work, rather than rote methods.
- Enjoys abstractions and the world of ideas.
- Prefers instructors or trainers who show personal interest in him or her.

### *Questions to Consider:*

In your current work, when are you most motivated? Least motivated?

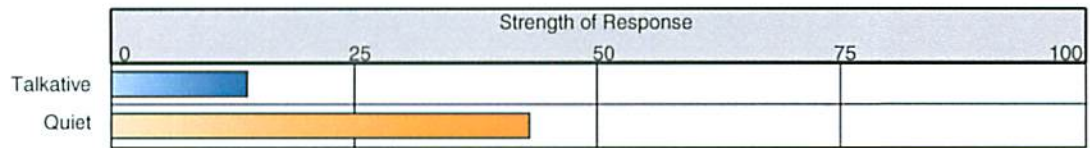
How do you learn best?

### PERSONAL NOTES

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## A Deeper Look: Extraverting vs. Introverting

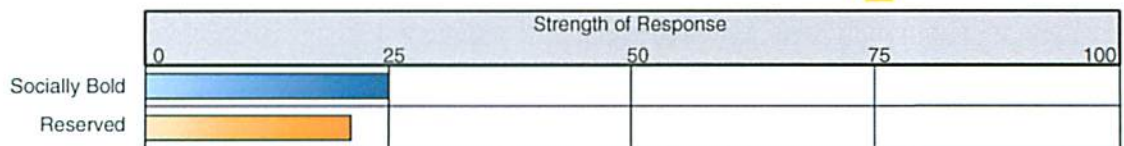
### YOUR EI FACET RESULTS



**Talkative:** animated and expressive; sociable and gregarious; opens up to others.

**Quiet:** calm and serene; private and personal; hesitant to self-disclose or show feelings.

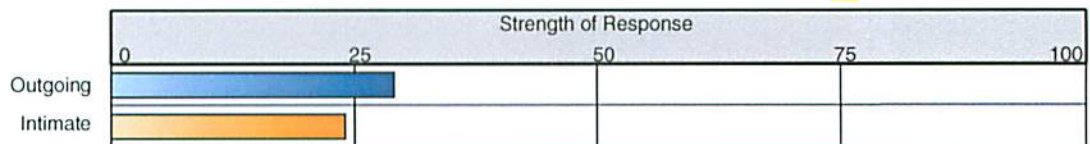
Out of Pattern



**Socially Bold:** friendly and outgoing; initiates conversations; comfortable leading; likes public speaking.

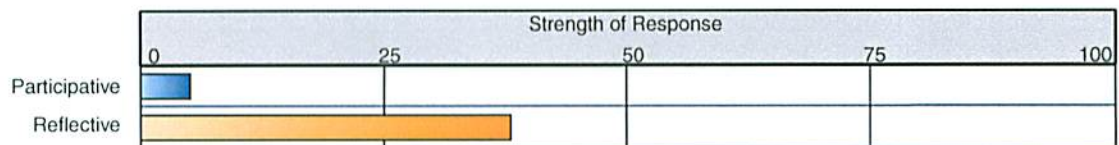
**Reserved:** shy and retiring; prefers others to initiate; follows others' lead; dislikes public speaking.

Out of Pattern



**Outgoing:** has a wide circle of friends; dislikes working alone; enjoys meeting many people.

**Intimate:** has a few close friends; enjoys working alone; can concentrate for long periods of time.



**Participative:** active and energetic; seeks stimulating activities; prefers to learn through discussion.

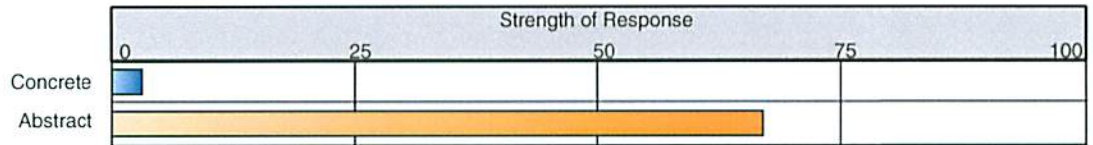
**Reflective:** values peace and quiet; needs solitude to reflect and recharge; prefers to learn by reading.

**Out of Pattern:** Each facet has two opposite scales. For a given facet, you may favor a scale that is opposite to what you might expect based on your global results. These "Out of Pattern" preferences help you gain insight into your unique way of expressing your type.



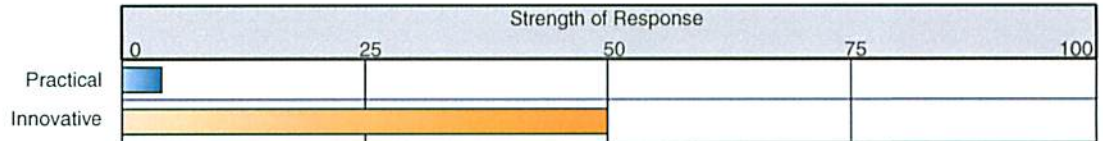
## A Deeper Look: Sensing vs. iNtuiting

### YOUR SN FACET RESULTS



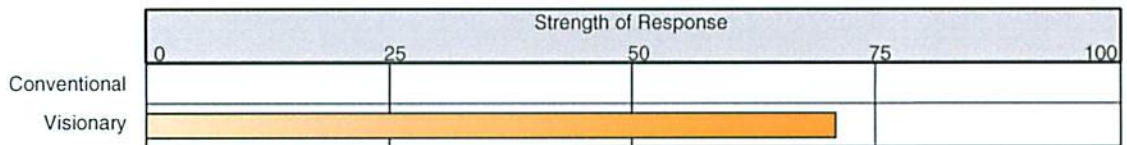
**Concrete:** deals with tangible facts and "what is" rather than "what could be"; likes to work out details.

**Abstract:** enjoys ideas and possibilities; values imagination; bored by details.



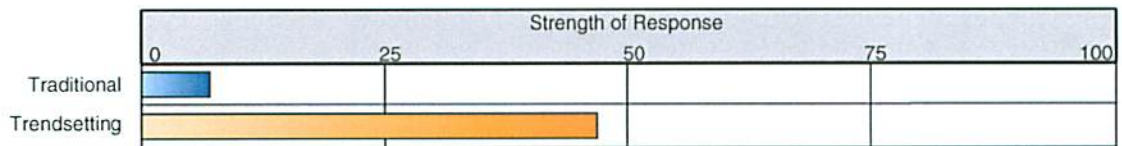
**Practical:** prefers established methods to achieve end results; dislikes improvising.

**Innovative:** likes variety and new ideas; enjoys resolving a crisis with a novel situation.



**Conventional:** values customs and traditions; follows accepted practices; dislikes standing out.

**Visionary:** values inspiration, uniqueness, and originality; comfortable appearing unconventional.

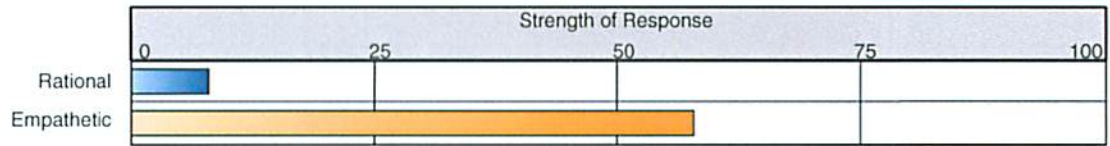


**Traditional:** predictable and established; careful with facts; opposes changes for sake of change.

**Trendsetting:** focuses on change and the big picture; seeks new trends; becomes bored with routine.

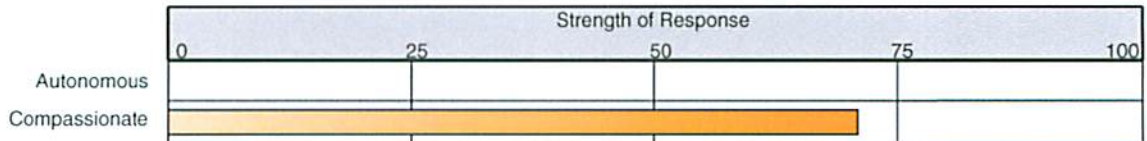
## A Deeper Look: Thinking vs. Feeling

### YOUR TF FACET RESULTS



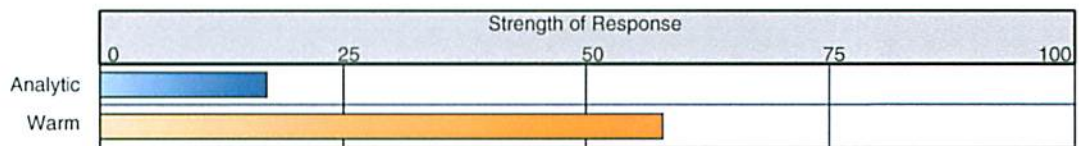
**Rational:** decisions based on logical analysis; impersonal problem solving style.

**Empathetic:** decisions based on values and person-centered principles; empathetic problem solving style.



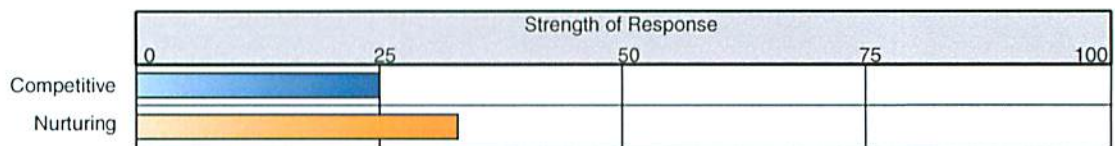
**Autonomous:** fair, impartial, objective, and independent; more task- than relationship-oriented.

**Compassionate:** considers feelings, beliefs and needs of others; more relationship- than task-oriented.



**Analytic:** values logic and scientific principles in decision making; analytical style.

**Warm:** values warmth and compassion in decision making; personable style.

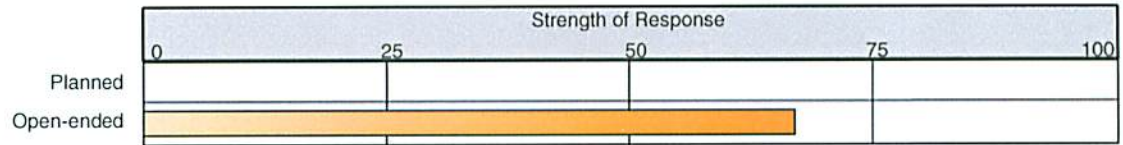


**Competitive:** critical, skeptical, tough-minded style; enjoys a good argument.

**Nurturing:** cooperative, accepting and supportive style; prefers harmony and dislikes confrontation.

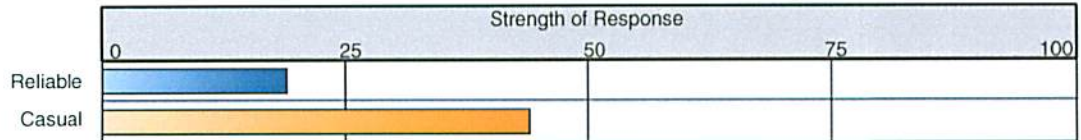
## A Deeper Look: organizing vs. Adapting

### YOUR ZA FACET RESULTS



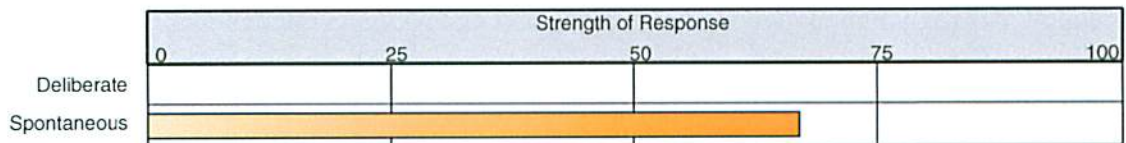
**Planned:** likes schedules and closure; emphasizes planning, anticipating contingencies, and organization.

**Open-Ended:** likes working things out as they unfold; emphasizes adaptability and flexibility.



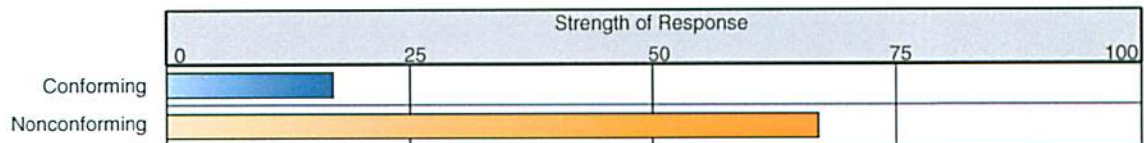
**Reliable:** punctual, responsible, orderly; early starter who gets things done.

**Casual:** comfortable with diversions; energized by deadlines; procrastinates; works well under pressure.



**Deliberate:** exact, cautious, risk-avoidant, and goal-oriented; prefers a settled, non-impulsive lifestyle.

**Spontaneous:** changeable and opportunistic; comfortable taking risks; sometimes impulsive.



**Conforming:** prefers security, stability and structure; most effective with clear goals and direction.

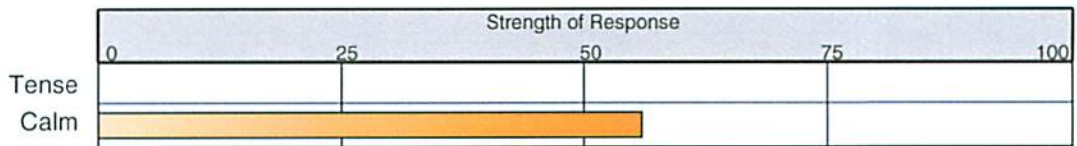
**Nonconforming:** prefers freedom to develop own rules and goals; works effectively without structure.



## Response to Daily Stressors

It is important to understand how you respond to stress in your daily life. Your results on the global and facet scales indicate how you typically react to stress.

### TENSE VS. CALM GLOBAL SCALES



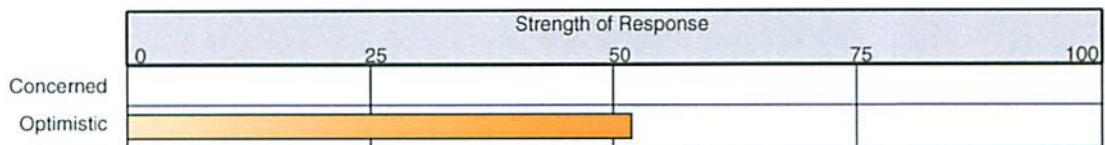
#### Tense

- unsure and cautious
- uncertain about the likely consequences of actions
- worries about things that cannot be changed
- concerned about the opinions of others

#### Calm

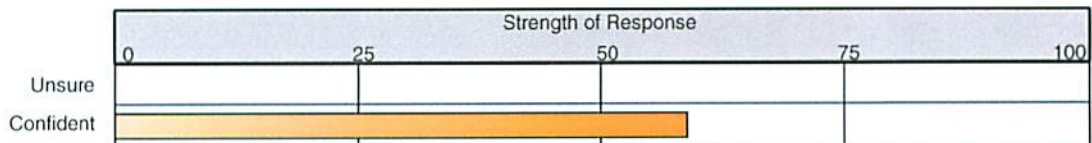
- optimistic and self-confident
- unconcerned about what others think
- calm and relaxed where others might be worried
- does not dwell on things that cannot be changed

### FACET SCALES



**Concerned:** worries about the future and unpredictable events; takes insensitive remarks personally.

**Optimistic:** comfortable being in unfamiliar or unpredictable situations; shrugs off insensitive comments.



**Unsure:** hesitant, easily embarrassed, and relatively concerned about what others may think.

**Confident:** decisive, confident, and relatively unconcerned about what others may think.

# Summary Report

## ENERGY DIRECTION

	%	Score	Strength of Response				
			0	25	50	75	100
EXTRAVERTING	18	16					
INTROVERTING	31	27					
Talkative	14	3					
Quiet	43	9					
⚡ Socially Bold	25	6					
Reserved	21	5					
⚡ Outgoing	29	6					
Intimate	24	5					
Participative	5	1					
Reflective	38	8					

## DECISION MAKING

	%	Score	Strength of Response				
			0	25	50	75	100
THINKING	13	12					
FEELING	55	51					
Rational	8	2					
Empathetic	58	14					
Autonomous	0	0					
Compassionate	71	15					
Analytic	17	4					
Warm	58	14					
Competitive	25	6					
Nurturing	33	8					

## INFORMATION GATHERING

	%	Score	Strength of Response				
			0	25	50	75	100
SENSING	3	3					
INTUITING	60	54					
Concrete	3	1					
Abstract	67	20					
Practical	4	1					
Innovative	50	12					
Conventional	0	0					
Visionary	71	15					
Traditional	7	1					
Trendsetting	47	7					

## LIFESTYLE ORIENTATION

	%	Score	Strength of Response				
			0	25	50	75	100
ORGANIZING	9	10					
ADAPTING	59	64					
Planned	0	0					
Open-Ended	67	18					
Reliable	19	7					
Casual	44	16					
Deliberate	0	0					
Spontaneous	67	18					
Conforming	17	3					
Nonconforming	67	12					

## RESPONSE TO DAILY STRESSORS

	%	Score	Strength of Response				
			0	25	50	75	100
TENSE	0	0					
CALM	56	27					
Concerned	0	0					
Optimistic	52	11					
Unsure	0	0					
Confident	59	16					

⚡ Out of Pattern

# Style Portrait

of

**Dennis Pierce**

## **INFA Descriptor: Visionary Idealist**

This is a reticent and shy style, who although showing a cool reserve, is anything but distant with others. They have a unique capacity for deeply and passionately caring. This is usually reserved for a few special people or a cause.

A profound sense of honor reflects their internal values. They are defenders of the cause such as Martin Luther King or Joan of Arc in earlier times. To more fully understand this person you must understand their cause or value system. They have a deep commitment to their pledge. Sensitive to the feelings of others, they avoid conflict, striving to live in harmony. Fearful of exuberant attainment, they guard against relaxing in the happiness of the moment believing they will eventually have to pay for it.

This style prefers values to pure logic. As a result, they have difficulty thinking in terms of conditional framework and are impatient with the hypothetical. This style welcomes new ideas and information relating them well to people's feelings. Patient in complicated situations, yet impatient with routine detail, they can make errors of fact, but seldom errors of values.

Career choices commonly are towards the ministry, human services, college teaching or psychology. They have a remarkable interest in scholarly activities and demonstrate a special facility for languages. Often they sacrificially respond to the social needs of others.

This style has a strong capacity for devotion, sympathy, and adaptability in relationships. They are compliant and accept decisions made in their behalf. However, when their value system is violated, they will dig in their heels and not budge from their ideals. Resistance will be strongly demonstrated.



## **Adaptation of Style**

This person is the catalytic cheerleader for an organization. Very personal in their style they tend to bring out the best in people. Priority is always given to the people, ahead of the structure and systems. Decisions and plans always carry a personal focus on the people involved. This leadership style draws out and activates the potential in others.

Interpersonal communication is one of their natural gifts. They are intense listeners picking up both the verbal and nonverbal messages. Feedback flows easily leaving little question in the other person as to how they are perceived. Process with total involvement of all participants is central in preparing and delivering presentations.

Harmony is always a high priority with a willingness to consider extenuating circumstances to keep everyone satisfied. Empathy is a natural gift for this style, showing true understanding to the other person's position.

As a natural appreciator, they abundantly give recognition and appreciation motivating high levels of productivity. This person is an excellent coach with praise being given more easily than criticism.

This style works especially well in teams and other situations requiring close interpersonal relationships. They are sociable and are comfortable sharing aspects of their personal life with others.

# Performance Inventory

## *Potential Strengths*

- Leadership style underscores a personal warmth with above average interaction
- Focus on the positive aspects rather than recent disappointments
- Goes to great lengths to spare others discomfort
- Talented in making something good out of a commonly viewed liability
- Does well in meetings without agendas accurately reading the climate of the group
- Sees clearly the possibilities of the organization and the people working within it
- Naturally focuses on strengths over weaknesses

## *Potential Developmental Areas*

- Other's responses can overly influence this person's feelings and behavior
- Others misperceive this person's response as approval by their affirming style
- Can get caught in the middle by trying to please everyone all of the time
- Interpersonal issues can drain their energy to the point of low to no productivity
- Need to schedule personal time to recharge one's emotional energy
- Can misperceive subtle messages perceptively observed

## *Predictive Patterns*

- Will go out of their way to establish personal relationships with co-workers
- This person frequently will touch base with others in the organization
- Needing an outward expression of appreciation, they may assume they are unappreciated if it is not openly communicated on a regular basis
- Names are remembered after one introduction and frequently used

# Interactional Guide

**KEY ROLE: Designer**

**KEY ACTION: Logic & Rationale**

**KEY FOCUS:**

**LEADERSHIP:**

- Vision
- Thoughts, possibilities
- Rationale behind an idea

- Wants perspective
- Respects good ideas
- Chooses creativity

**QUESTIONS THEY ASK:**

**FRUSTRATION:**

- What are your thoughts?
- Why is it better?

- Results overshadowing process

## ***WHAT TO SAY***

**To Convince / Sell**

**To Appreciate / Motivate**

- Here are my thoughts, what are yours
- Here is why I think it will work better
- How do you think it will all fit together

- That was a very unique idea
- Your plan has real possibilities
- You made clear how it all fits together

## ***HOW TO SAY IT***

**Focus:** Flexible Process

**Capture Attention:** Be sensitive to options

Show flexibility that everyone can accept

**Rules:** Emphasize the impact of options on the people

Create consensus for success

**Model Statement:** "Let's find a way that we can all buy into"