**Star Performance Systems™**

**Performance Action Report**

*A Multi-View™ Perspective*

Management Consultant

Jobholder: Angel Featherstone  
Benchmarker(s): Donald Miller, Kathryn Larson, Kevin Baker

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**Introduction**

Repeated research studies show that star performers and their benchmarkers have similar perceptions.

The Performance Action Report is based upon the responses of the jobholder and the benchmarker(s) to the Star Performance Inventory. The benchmarker(s) identified the baseline of the required behaviors for the jobholder and the ideal attitudes for the jobholder. The jobholder identified her perceptions of the required behaviors for her job and her actual attitudes.

These responses facilitate multiple comparisons of two mental maps—the baseline and the jobholder. A mental map represents beliefs that give rise to attitudes and result in behavior.

This report is designed to help the jobholder and the benchmarker(s) discuss the way things are and the way things ought to be in six performance zones: Flexibility, Assertiveness, Creativeness, Teamness, Optimism, and Reasonableness.

When the results show that the perceptions of the jobholder and the baseline are aligned information about: (1) jobholder behavior; (2) ways to improve; and (3) practice exercises, is provided. When the results of the responses show that these perceptions are not in alignment, information about: (1) jobholder behavior; (2) baseline expectations; and (3) practice exercises, is provided. Specifically, the jobholder follows a four-part sequence that suggest ways to take immediate action: (1) appraising the relative importance of the performance zones; (2) reinforcing appropriate attitudes and behaviors; (3) beginning the process of attitude alignment; and (4) building on existing skills.
1 Appraising the Relative Importance of the Performance Zones

Similar perceptions between the benchmarker(s), Donald Miller, Kathryn Larson, Kevin Baker, and the jobholder, Angel Featherstone, reduce conflict and focus energy. This may be critical in some performance zones and not in others. For example, assertiveness may have a higher value than teamness; the relative importance may arise from the nature of the job, the unique culture of the work organization, or the particularity of the benchmarker/jobholder relationship.

Direction:

- Note the variance totals in the six tables below.
- Locate the rating for each total in the rating scale below the tables.
- Link large variance totals to job behavior or attitudes.
- Discuss the importance of those performance zones to the job.

Baseline/Jobholder Comparison: Variances for Six Performance Zones

<table>
<thead>
<tr>
<th>Performance Zone</th>
<th>Baseline</th>
<th>Jobholder</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility</td>
<td>23</td>
<td>39</td>
<td>16</td>
</tr>
<tr>
<td>Job Behavior</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitudes</td>
<td>Ideal 28</td>
<td>Actual 60</td>
<td>32</td>
</tr>
<tr>
<td>Total Variance</td>
<td></td>
<td></td>
<td>48</td>
</tr>
<tr>
<td>Teamness</td>
<td>64</td>
<td>68</td>
<td>4</td>
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<td>Job Behavior</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Attitudes</td>
<td>Ideal 48</td>
<td>Actual 85</td>
<td>37</td>
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<tr>
<td>Assertiveness</td>
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<td>Job Behavior</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitudes</td>
<td>Ideal 86</td>
<td>Actual 24</td>
<td>62</td>
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<td>Total Variance</td>
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<td></td>
<td>73</td>
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<tr>
<td>Optimism</td>
<td>78</td>
<td>68</td>
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<td>Job Behavior</td>
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<td></td>
<td></td>
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<tr>
<td>Attitudes</td>
<td>Ideal 81</td>
<td>Actual 27</td>
<td>54</td>
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<tr>
<td>Attitudes</td>
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<td>Reasonableness</td>
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<tr>
<td>Attitudes</td>
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<td>Actual 79</td>
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Performance Zone Rating Scale

<table>
<thead>
<tr>
<th>Rating</th>
<th>Star Performance Component</th>
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<tbody>
<tr>
<td>0 - 15</td>
<td>High</td>
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<tr>
<td>16 - 20</td>
<td>High Average</td>
</tr>
<tr>
<td>21 - 30</td>
<td>Average</td>
</tr>
<tr>
<td>31 - 35</td>
<td>Low Average</td>
</tr>
</tbody>
</table>
2 Reinforcing Appropriate Attitudes and Behaviors

The benchmarker(s) and jobholder(s) are aware of variance in their perceptions of the performance zones. Benchmarkers are encouraged to acknowledge the need for a new course of action, as are jobholders. Identify the objective for determining current priorities and define it by choosing from the list below.

If your Objective is to: Then:

- Build on strengths. Order the Zones from high to low agreement.
- Focus on problem areas. Order the Zones from low to high agreement.
- Reinforce job priorities. Order the Zones by level of importance.

After choosing an objective from the list above, designate a Priority level to the left of each Performance Zone. Follow the page numbers in the table to investigate/study each one.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Performance Zone</th>
<th>Baseline</th>
<th>Jobholder</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Mode</td>
<td>Attitude</td>
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<tr>
<td>Flexibility (p. 4)</td>
<td>Moveable</td>
<td>Tolerant</td>
<td>Adaptable</td>
</tr>
<tr>
<td>Assertiveness (p. 8)</td>
<td>Aggressive</td>
<td>Confrontational</td>
<td>Deferring</td>
</tr>
<tr>
<td>Creativeness (p. 12)</td>
<td>Imaginative</td>
<td>Visionary</td>
<td>Innovative-Adjusting</td>
</tr>
<tr>
<td>Teamness (p. 16)</td>
<td>Promote Inquiry</td>
<td>Conferring</td>
<td>Take Direction</td>
</tr>
<tr>
<td>Optimism (p. 20)</td>
<td>Turbo-charged</td>
<td>Can’t Miss!</td>
<td>Reserved</td>
</tr>
<tr>
<td>Reasonableness (p. 24)</td>
<td>Appraising</td>
<td>Evaluative</td>
<td>Bridging</td>
</tr>
</tbody>
</table>
3 Performance Zone I: Flexibility

3.1 Where is Angel on the Grid?

Compare the positions corresponding to required job behavior, both in terms of openness and independence. Similarly compare the positions corresponding to ideal/actual job attitudes, both in terms of openness and independence. Make an overall assessment of the general differences in perception between the baseline and the jobholder in terms of openness and independence. (Note: Each distinct mode (Adaptable, Moveable, Resistant, and Resolute) emerges from a particular attitude, e.g. Adaptable Mode behavior emerges from an Accommodating Attitude.)
3.2 How does Angel currently demonstrate Flexibility?

Angel tends to use the *Adaptable Mode* of flexibility—trying the preferred way; assuming a personal position that has worked for her in the past. She frequently demonstrates an Accommodating Attitude—providing assistance; doing favors; ensuring the satisfaction of others.

 Directions:

- If the description is accurate indicate agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate disagreement with an (X).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Angel’s Adaptable Behavior Includes:

- Initiating actions that provide feedback on systems and individuals.
- Recognizing the needs of others; verbalizing their importance; placing as much value on their needs as she does on her own.
- Seeking to help and provide support for others.
- Looking for facts, beliefs, and positions that suggest all is well.
- Promoting harmony by avoiding the challenges of others.
- Embracing the opinions, attitudes, and ideas of others, even though she has reservations.
- Handling conflict by trying to soothe the feelings of people in order to keep them on track.
- Searching for decisions that maintain good relations.
3.3 How does the Benchmarker expect Angel to Demonstrate Flexibility?

The benchmarker expects Angel to use the *Movable Mode* of flexibility—trying differently, encouraging changes in people and in the method of openness. The benchmarker expects Angel to frequently demonstrate a Tolerant Attitude—allowing others to believe or act as they judge best; respecting others’ opinions without sitting in judgment on them.

Directions:

- If the description is accurate indicate your agreement with a checkmark ( ✓ ). If the description is more inaccurate than accurate indicate your disagreement with an ( X ).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Movable Behavior Includes:

- Asking others to respond to an idea before demanding they accept any of it as final.
- Listening to the other person’s point of view before indicating why the idea is unacceptable to her.
- Taking immediate charge of circumstances, whatever they might be, and turning them into what she wants them to be.
- Demonstrating spontaneity and unexpectedness that paves the way for new thinking and feeling.
- Overcoming timidity about doing something adventurous for the first time.
- Showing independence by refusing unreasonable demands made upon her.
- Meeting other people without fixed ideas about what she should say or do.
- Refusing to believe that confusion or hopelessness are necessary conditions in work life; believing that the attitudes and opinions of other people can change.
3.4 How can Angel practice the Moveable Mode of Flexibility?

Attitude always precedes behavior. An initial focus on the attitude that underlies the desired behavior expedites practice and development. The benchmarker views the *Moveable Mode* that flows from a tolerant attitude as required for optimal performance. Be alert for opportunities to practice in both personal and work situations.

**MAKE MENTAL ASSOCIATIONS**

Variety is the essence of all sensation. Your senses are designed to respond to change and contrast. When a stimulus is unchanging or repetitious, sensation disappears. Practicing behavior for the *Moveable Mode* involves activating the senses.

Practice Exercise:

- Respond to the Remote Association Test below by finding a word that all three words have in common. For example, the words “wheel,” “electric,” and “high” can all be paired with “chair.”

- Set a date for encouraging others in mental flexibility. Begin a meeting with the Remote Association Test below. Date ____________________________.

- Request each person to design a similar 10-item test, using familiar work terms. Award a prize, such as a coffee mug, to the person who finishes first with the correct answers.

**Remote Association Test**

1. piggy green lash
2. surprise line birthday
3. mark shelf telephone
4. stick maker tennis
5. blue cottage cloth
6. motion poke down
7. gem wall stepping
8. chorus bee side
9. lunch car gift
10. foul ground pen
4 Performance Zone II: Assertiveness

4.1 Where is Angel on the Grid?

Compare the positions corresponding to required job behavior, both in terms of empathy and forcefulness. Similarly compare the positions corresponding to ideal/actual job attitudes, both in terms of empathy and forcefulness. Make an overall assessment of the general differences in perception between the baseline and the jobholder in terms of empathy and forcefulness. (Note: Each distinct mode (Suggestive, Directive, Deferring, and Aggressive) emerges from a particular attitude, e.g. Suggestive Mode behavior emerges from a Conciliatory Attitude.)
4.2 How does Angel currently demonstrate Assertiveness?

Angel tends to use the *Deferring Mode* of assertiveness—relying on power connected with others; referring critical matters to them in situations that she considers beyond her authority. She frequently demonstrates a Restrictive Attitude—applying rules and regulations; abiding by standards of operating procedure.

Directions:

- If the description is accurate indicate agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate disagreement with an (X).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Angel’s Deferring Behavior Includes:

- Accepting rules and regulations that govern the situation.
- Following a methodical procedure.
- Striving for quality efforts; checking for flaws in the operation; sharing them with the appropriate authority.
- Making suggestions for improvement when asked; carefully demonstrating the potential or real problems of a system’s operation.
- Avoiding conflicts as much as possible; refusing in most cases to take sides; preferring to hand off disputes to those who have greater authority.
- Preferring to communicate with persons who have a similar background, characteristics, and training.
- Showing respect for the order of command; observing the established lines of communication.
- Answering questions straightforwardly.
4.3 How does the Benchmarker expect Angel to Demonstrate Assertiveness?

The benchmarker expects Angel to utilize the *Aggressive Mode* of assertiveness—displaying stern power; openly challenging the competition; preparing to attack the objections of others; using “you” messages that tend to blame others, rather than “I” messages. The benchmarker expects Angel to frequently demonstrate a Confrontational Attitude—openly challenging the way in which others think and the manner in which they proceed; facing others with the truth as she sees it.

Directions:

- If the description is accurate indicate your agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate your disagreement with an ( X ).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Aggressive Behavior Includes:

- Driving herself and others.
- Controlling the situation; investigating facts, beliefs, and positions—ensuring that others are not making mistakes.
- Standing up for her personal beliefs and ideas—even rejecting the views of others.
- Valuing personal decision making; rarely being influenced by those she dislikes.
- Becoming impatient when she fails to measure up to her own high expectations.
- Operating by the belief that conflict is best managed when those in disagreement “knock heads,” and “get it out in the open”; saying what’s on her mind.
- Developing an image where others fear your personal attacks, worrying and waiting for her to ”cool” down.
- Preferring a reporting relationship to an individual who uses an authoritative leadership approach.
- Using thoughts that, at times, come tumbling out rapidly; disrupting others who operate at a less hectic pace.
4.4 How can Angel practice the Aggressive Mode of Assertiveness?

Attitude always precedes behavior. An initial focus on the attitude that underlies the desired behavior expedites practice and development. The benchmarker views the *Aggressive Mode* that flows from a confrontational attitude as required for optimal performance. Be alert for opportunities to practice in both personal and work situations.

**DISPEL FEAR**

A person who uses the *Aggressive Mode* of assertiveness drives to get things done. Intimidation is a negative side effect that may elicit fearful compliance in some, resentful acquiescence in others, and occasionally outright rebellion. It is possible to be both forceful and considerate; the two behaviors are compatible. Begin by replacing harsh, impatient commands with courteous requests when dealing with sensitive people. Practicing behavior for the *Aggressive Mode* involves winning support.

Use understatement. Don’t attempt to control others by talking too fast, interrupting them, or pointing a finger. Instead, relate to them by using understatement, admitting that an idea may not be perfect, praising those who hold a similar position.

Develop empathy. Understand that people respond to events in very different ways because their life experiences are different.

- Simulation. While reading the newspaper, stop at the end of a news item that refers to specific individuals and try to imagine what their feelings were as they experienced the reported event. Create imaginative pictures of the accidents, adventures, and daily episodes as reported in other lives.

- Interaction. Allow people the privilege of their own uniqueness; avoid expressions such as: “I know just how you feel.” Take the time to know people and learn what is important to them. Observe their nonverbal behavior, where feelings are most apparent. Don’t assume that assumptions about what they are thinking and feeling are correct. Investigate observations. “How did that make you feel?”
5 Performance Zone III: Creativeness

5.1 Where is Angel on the Grid?

Compare the positions corresponding to required job behavior, both in terms of *insightfulness and discontent*. Similarly compare the positions corresponding to ideal/actual job attitudes, both in terms of *insightfulness and discontent*. Make an overall assessment of the general differences in perception between the baseline and the jobholder in terms of *insightfulness and discontent*. (Note: Each distinct mode (*Collective, Imaginative, Innovative Adjusting, and Inventive*) emerges from a particular attitude, e.g. *Collective Mode* behavior emerges from a *Sharing Attitude*.)
5.2 How does Angel currently demonstrate Creativeness?

Angel tends to use the *Innovative Adjusting Mode* of creativeness—referring to guidelines that are already in place; adjusting to problems by repeating the past with modifications. She frequently demonstrates a Prescriptive Attitude—providing a longstanding remedy to problems; giving explicit directions that are based on rules and regulations.

Directions:

- If the description is accurate indicate agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate disagreement with an ( X ).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Angel’s Innovative Adjusting Behavior Includes:

- [ ] Seeking to maintain a steady pace.
- [ ] Checking facts, beliefs, and positions when obvious discrepancies appear.
- [ ] Trying to meet others halfway while still committed to a proven way of accomplishing tasks.
- [ ] Modifying, to some degree, existing systems when problems arise; staying within the scope of the existing operation.
- [ ] Priding herself on finding a reasonable position that others find suitable, particularly when conflict arises.
- [ ] Preferring to give others informal or indirect feedback regarding suggestions for change; using time and energy to prepare an answer that reveals her expertise and knowledge.
- [ ] Viewing major innovation as something to be carefully devised over a lengthy time period; relying upon past history to keep things moving on schedule.
- [ ] Collecting and storing information; using it to adjust to unexpected problems; making decisions with deliberation, restraint, and with weight given to many factors.
5.3 How does the Benchmarker expect Angel to Demonstrate Creativeness?

The benchmarker expects Angel to use the *Imaginative Mode* of creativeness—removing boundaries; displaying flashes of insight that fill in gaps of thinking. The benchmarker expects Angel to frequently demonstrate a Visionary Attitude—seeing beyond what exists; transcending limitations; surmounting obstacles.

Directions:

- If the description is accurate indicate your agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate your disagreement with an (X).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Imaginative Behavior Includes:

- Satisfying your curiosity through reading and exchanging ideas with others.
- Displaying self-confidence in your abilities.
- Finding the conditions that nurture new beginnings; coming up with an abundance of ideas without focusing on potential flaws or worrying about whether it can be done.
- Holding unresolved and sometimes conflicting information in your mind at the same time.
- Being willing to risk both potential success and failure.
- Preferring to be different—in your thoughts and in your solutions to problems.
- Expressing ideas that run counter to popular opinion.
- Being willing to stretch the rules; operating on the outer fringe, at times, in terms of adhering to policies and regulations.
5.4 How can Angel practice the Imaginative Mode of Creativeness?

Attitude always precedes behavior. An initial focus on the attitude that underlies the desired behavior expedites practice and development. The benchmarker views the Imaginative Mode that stems from the visionary attitude as required for optimal performance. Be alert for opportunities to practice in both personal and work situations.

STIMULATE IMAGINATION

Most people desire to work for or with those who possess similar skills and talents. They often forget the satisfaction in helping others develop. Many people are oblivious to those who have provided them with new experiences. Practicing behavior for this mode involves dealing with unimaginative people.

Practice Exercise:

- Identify two people who are closed in—by physical barriers, such as walls, or by psychological barriers, such as the need to protect territory or the fear of taking risks.

- Begin by returning problems to these individuals. For a one-week period, respond to the people with the comment, “How can we use negative thinking?”

- Encourage them to make a “can’t list,” things that, in their opinion, won’t work. Then, have them think of a contradiction to that belief. For example: “People here can’t handle the math (negative thinking), but every year they do their own income tax return (contradiction).”

- Set a time and date for implementing the exercise.
6 Performance Zone IV: Teamness

6.1 Where is Angel on the Grid?

Compare the positions corresponding to required job behavior, both in terms of trusting and supportiveness. Similarly compare the positions corresponding to ideal/actual job attitudes, both in terms of trusting and supportiveness. Make an overall assessment of the general differences in perception between the baseline and the jobholder in terms of trusting and supportiveness. (Note: Each distinct mode (Promoting Inquiry, Encouraging Consensus, Giving Direction, and Taking Direction) emerges from a particular attitude, e.g. Promoting Inquiry Mode behavior emerges from a Conferring Attitude.)

Teamness Performance Zone

[Diagram showing the grid with modes and perceptions]

- Promoting Inquiry Mode
- Encouraging Consensus Mode
- Conferring Mode
- Giving Direction
- Facilitative Mode
- Complimentary
- Authoritative Mode
- Taking Direction Mode

☐ Perceptions of Required Job Behaviors
☒ Perceptions of Jobholder Attitudes
6.2 How does Angel currently demonstrate Teamness?

Angel tends to use the *Taking Direction Mode* of teamness—giving the initiative to others; stopping short of taking sides; asking for suggestions. She frequently demonstrates a Complimentary Attitude—praising and applauding the efforts of others; expressing approval when others meet her expectations.

Directions:

- If the description is accurate indicate agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate disagreement with an (X).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Angel’s Taking Direction Behavior Includes:

- □ Showing commitment to those who are committed to her.
- □ Working hard to build security for herself and others; delighting in being viewed as a hard worker.
- □ Following orders; imbuing them with special meaning when coming from someone she deeply respects.
- □ Asking advice from others; providing special information in return.
- □ Rebelling against unfair treatment; insisting on equality.
- □ Desiring positive reinforcement; believing that it increases work performance.
- □ Becoming overly sensitive when her work is criticized, especially by a peer.
- □ Looking up to people who demonstrate expertise in their work efforts.
- □ Enjoying being part of the “work family.”
6.3 How does the Benchmarker expect Angel to Demonstrate Teamness?

The benchmarker expects Angel to use the *Promoting Inquiry Mode* of teamness—perceiving the team as reviewing ideas that are later decided by assigned decision makers; asking for information and clarification. The benchmarker expects Angel to frequently demonstrate the *Conferring Attitude*—discussing views with others; giving and seeking advice.

Directions:

- If the description is accurate indicate your agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate your disagreement with an (X).

- When a position has been recorded for each item, discuss it and write in examples that support this position.

**Promoting Inquiry Behavior Includes:**

- Taking nothing for granted while listening to the ideas of others; asking for clarification to further her understanding.

- Challenging others’ thinking regarding different courses of action.

- Probing for reasons, motives, and causes to help others gain a different perspective on an issue.

- Assisting others in exploring the consequences of their proposed actions; keeping the discussion alive; believing in the team’s ability to reach agreement.

- Making sure that the process of deliberation is open; guaranteeing the team that the outcome is not predetermined; building team members’ sense of responsibility.

- Constantly searching for new definitions of the problem that make a sound solution self-evident.

- Resolving conflicts; usually working on a one-to-one basis.

- Talking in a conversational manner rather than in a commanding or demanding way.

- Interpreting the situation or the things others say, do, think, or feel from her own point of view or experience.
6.4 How can Angel practice the Promoting Inquiry Mode of Teamness?

Attitude always precedes behavior. An initial focus on the attitude that underlies the desired behavior expedites practice and development. The benchmarker views the Promoting Inquiry Mode that flows from the conferring attitude as required for optimal performance. Be alert for opportunities to practice in both personal and work situations.

DRAMATIZE FACTS

The team that develops a spirit of inquiry takes a great leap forward in becoming an effective and efficient team. Inquiry informs discussion that clarifies direction. A team without direction becomes demoralized. A person who has learned to orchestrate team contributions can create the environment of inquiry. Practicing behavior for this mode involves structured investigation.

1. Use a Convincing Manner of Speech. Practice speaking slowly, distinctly, and clearly. Use a measured pace in submitting a fact. Pause for a few seconds after each statement. Make introductory remarks to arouse attention and interest in a statement before it is made, i.e., “This is a very important point for you to consider.”

2. Arouse Curiosity. Make the ordinary appear interesting and unusual. As you talk with people, practice creating and using introductory remarks for information to talk about:
   "There is an item in the newspaper this morning that might interest you."
   "Do you believe it is more important to first list facts and form a conclusion, or to make disturbing statements and then utilize facts as support?"
   "Let’s use the first half-hour of this hour session to simply express our feelings and use the last half-hour to state only the facts."

3. Employ the Technique of Reverse Adjusting. Handle team-member difficulties with originality. Experience reveals that the more you fight a problem, the worse it gets. Use reverse adjusting to any negatives that others display. If a team appears angry, stay calm and pleasant. If a person criticizes your facts, refrain from retaliating. If the person angrily withdraws from you, do not reciprocate; keep in touch. Taking the high road in struggling with problems means overcoming pride, confusion, and hurt that only serve to complicate things. Employing the technique of reverse adjusting gives you quiet assurance with people and circumstances.
7 Performance Zone V: Optimism

7.1 Where is Angel on the Grid?

Compare the positions corresponding to required job behavior, both in terms of realism and idealism. Similarly compare the positions corresponding to ideal/actual job attitudes, both in terms of realism and idealism. Make an overall assessment of the general differences in perception between the baseline and the jobholder in terms of realism and idealism. (Note: Each distinct mode (Measured, Energized, Reserved, and Turbo-charged) emerges from a particular attitude, e.g. Measured Mode behavior emerges from a Moderate Attitude.)
7.2 How does Angel currently demonstrate Optimism?

Angel tends to use the Reserved Mode of optimism—displaying an obsession to solve one problem before considering others. She frequently demonstrates a Conditional Attitude—taking a “what-if” approach to consider the consequences; using the results to establish requirements as the price of her approval.

Directions:

- If the description is accurate indicate agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate disagreement with an (X).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Angel’s Reserved Behavior Includes:

□ Projecting her outlook for the future by being cooperative, reliable, responsible, hard working, and dependable.

□ Trusting her method of tackling one job at a time.

□ Feeling right with her world when she dutifully does what she is told; believing that results are better in a structured, rather than an unstructured, environment; professing greater confidence in authority figures than in peers who pose as leaders.

□ Responding to questions that search for problems or potential “glitches” in the system.

□ Showing commitment and loyalty to those in her work unit.

□ Continually improving her skills to do the job the way in which it was designed.

□ Finding satisfaction in her skill developed through repetitive tasks; accepting the place in which her work connects with the overall production of the workplace.

□ Taking herself and the things she does seriously; avoiding disapproval when things go poorly.
7.3 How does the Benchmarker expect Angel to Demonstrate Optimism?

The benchmarker expects Angel to use the *Turbo-charged Mode* of optimism—regarding all obstacles as temporary; relying on dreams and visions to take courses of action. The benchmarker expects Angel to frequently demonstrate a Can’t-Miss Attitude—assertively expressing the belief that opposition can be overcome; displaying superb confidence in her abilities.

Directions:

- If the description is accurate indicate your agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate your disagreement with an (X).

- When a position has been recorded for each item, discuss it and write in examples that support this position.

Turbo-charged Behavior Includes:

- Perceiving each event and activity as the opportunity of a life time.

- Exciting others with her vision for the future; banishing others’ despair by infusing them with hope and sweeping them along in her enthusiasm.

- Keeping the momentum going; timing her inspirational messages for maximum benefit.

- Making vivid comparisons of the past and present; projecting past obstacles as challenges that strengthened resolve; focusing the group on one obstacle/challenge at a time.

- Bypassing the thinking process; winning emotional support for her ideas and beliefs; using the energy released from emotions for a quick start.

- Pitching in when hope falters; setting an example: “When the going gets tough, the tough get going.”

- Reducing obstacles by dismissing their existence; making light of objections as being only temporary, not permanent.

- Minimizing mistakes; spreading the blame around; moving quickly beyond; projecting that this is “the next day of the rest of our lives.”
7.4 How can Angel practice the Turbo-Charged Mode of Optimism?

Attitude always precedes behavior. An initial focus on the attitude that underlies the desired behavior expedites practice and development. The benchmarker views the Turbo-charged Mode that stems from the “can’t-miss” attitude as required for peak performance in your job. Be alert for opportunities to practice in both personal and work situations.

BE REASONABLE

Most of us feel flattered when someone says, “Let’s reason together.” Obviously, the speaker believes that we are capable of critical thinking. People who demonstrate a can’t-miss attitude often challenge others to check out the truthfulness of their statements. Some people will believe the statements without further analysis; some will not. The popular belief that you must supply all information to a listener is a fallacy. However, you are more likely to gain followers by providing seminal bits of information that trigger recall mechanisms in the minds of others. They then draw upon their considerable body of information, and a reasonable course of action is in place. Practicing behavior for the Turbo-charged Mode of optimism involves gaining essential support.

Practice Exercise:

During the next five days, examine the arguments/statements you develop to win support for your optimistic beliefs. Do you move beyond a simple statement of enthusiasm? Or do you include logic combined with the information people already possess? This combined approach ensures the reasonableness of your position. Observe the following levels of thinking in your presentation of ideas:

1. Generalization. This is a statement without documentation. Example: “This is the best we’ve ever done.”

2. Generalization, Plus Motivation, Plus Fact. Example: “This is the best we’ve ever done because we worked without interruption. The parts were right on time.”

3. Generalization, Plus Motivation, Plus Fact, Plus Reasoning. Example: “This is the best we’ve ever done because we worked without interruption. The parts were right on time. Working in cooperation with the supply unit ensures the support we need. By doing our part, we’re the best at what we do.”
8 Performance Zone VI: Reasonableness

8.1 Where is Angel on the Grid?

Compare the positions corresponding to required job behavior, both in terms of *pushing and pulling*. Similarly compare the positions corresponding to ideal/actual job attitudes, both in terms of *pushing and pulling*. Make an overall assessment of the general differences in perception between the baseline and the jobholder in terms of *pushing and pulling*. (Note: Each distinct mode (*Demanding, Appraising, Disengaging and Bridging*) emerges from a particular attitude, e.g. *Suggestible Mode* behavior emerges from a *Conciliatory Attitude*.)

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**Reasonableness Performance Zone**

- **High** Realism
  - **Appraising Mode**
    - Angel □
    - Baseline ⊕□
  - **Demanding Mode**
- **Low** Idealism
  - **Disengaging Mode**
  - **Bridging Mode**
    - Angel ⊕

□ Perceptions of Required Job Behaviors
⊕ Perceptions of Jobholder Attitudes
8.2 How does Angel currently demonstrate Reasonableness?

Angel tends to use the Bridging Mode of reasonableness—providing facts and reasons to establish her position; listening to and making attempts to merge dissenting ideas. She frequently demonstrates a Collaborative Attitude—working with others to find a solution; seeking to satisfy varying concerns; resolving a condition that would otherwise have people competing for resources.

Directions:

- If the description is accurate indicate agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate disagreement with an (X).

- When a position has been recorded for each item, discuss it and write in examples that support this position.

Angel’s Bridging Behavior Includes:

- Involving others; helping them to express their views.
- Serving as an advocate; supporting the right to be heard.
- Recognizing the need to ask questions and to express concerns.
- Asking for clarification; reflecting personal feelings back to others.
- Sharing information that, if left unsaid, would result in a less-acceptable solution.
- Admitting mistakes; searching for ways to avoid them in the future.
- Soothing heated emotions; identifying points of agreement; creating a bridge.
- Letting uncertainty show; asking for help when needed.
- Summarizing opposing views; clarifying the major areas of dissent.
- Assuming responsibility for blending viewpoints; providing suggestions for reconciling different ideas.
8.3 How does the Benchmarker expect Angel to Demonstrate Reasonableness?

The benchmarker expects Angel to use the *Appraising Mode* of reasonableness—judging the merits of others’ statements and actions; determining whether they are right/wrong, good/bad, appropriate/inappropriate. The benchmarker expects Angel to frequently demonstrate an *Evaluative Attitude*—using a SWOT approach; identifying Strengths and Weaknesses (internal) and Opportunities along with Threats (external); looking not only at the past but also to the future.

Directions:
- If the description is accurate indicate your agreement with a checkmark (✓). If the description is more inaccurate than accurate indicate your disagreement with an (X).
- When a position has been recorded for each item, discuss it and write in examples that support this position.

Appraising Behavior Includes:
- Thinking before acting.
- Observing a needed action; waiting before she decides to fill the void.
- Diagnosing why others don’t seem to move when the need is obvious; helping them to do so.
- Consulting with others who may have information needed for doing a better job.
- Passing along information, rather than keeping it inside.
- Viewing grapevine communication as a valid way to gain inside information.
- Rejecting unsupported generalities.
- Searching for the motivation behind requests that indicate self-interest at the expense of others.
- Eliciting help from powerful people as part of her response pattern; for example, “Look, I know I can’t make you change your mind on this matter, but I need some help with this project. What can you suggest?”
8.4 How can Angel practice the Appraising Mode of Reasonableness?

Attitude always precedes behavior. An initial focus on the attitude that underlies the desired behavior expedites practice and development. The benchmarker views the Appraising Mode that flows from an evaluative attitude as required for optimal performance. Be alert for opportunities to practice in both personal and work situations.

EVALUATE BEHAVIOR

It is very important to make a sharp distinction between evaluating behavior and evaluating identity—between actions and the self. The same is true in responding to the ideas of others; criticize the action or idea rather than the person. Practicing behavior for the Appraising Mode of responsiveness avoids a linkage between self-worth and performance standards.

Exercise:

Select two people with an apparent difference in personality—an exceedingly self-assured person (SA) and a task-oriented person (TO). Use the “self-talk” below to assess the connection between who they are and what they do. Despite the personality differences, much of self-talk is an attempt to reaffirm a vital sense of inner worth—and is based upon beliefs that link the sense of worth to standards of importance.

<table>
<thead>
<tr>
<th>Self-Talk</th>
<th>Personality (SA or TO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I’m good at that.”</td>
<td>______________________</td>
</tr>
<tr>
<td>“At least, I’m not like that.”</td>
<td>______________________</td>
</tr>
<tr>
<td>“Look at what I accomplished.”</td>
<td>______________________</td>
</tr>
<tr>
<td>“I did it the right way.”</td>
<td>______________________</td>
</tr>
<tr>
<td>“I wish I could do it again.”</td>
<td>______________________</td>
</tr>
<tr>
<td>“I left them in the dust.”</td>
<td>______________________</td>
</tr>
</tbody>
</table>

Follow these rules:

- Use descriptive terms (“this is not acceptable”), as opposed to overly evaluative words (“this is the most pitiful thing we’ve done”).
- Be futuristic in the use of evaluation; use the past to ensure better future events.
- Avoid the “push impulse”; provide adequate time for a full explanation of ideas.
- Welcome different opinions; make no attempt to be right, or to make the other person wrong.
This Work/Life Report has been prepared by:

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John G. Geier, Ph.D., has been engaged at a number of universities, the University of Wisconsin, the University of Arizona, the University of Michigan, and has held the position of Director of Behavior Sciences at the University of Minnesota. He is the author of a number of works including the landmark books “Energetics of Personality,” “Career Fulfillment,” and “Behavior Personality Analysis.”

Dr. Geier developed the principles of DISC evaluation for character, personality, and behavior, now internationally known, and copied. Dr. Geier’s original work has its roots in the ideas of William Moulten Marsten (1893-1947); in no sense derivative, Dr. Geier defined and originated the modern DISC system, drawing inspiration from Marsten’s books. Dr. Geier acquired the copyright on Marsten’s collected works from his widow and founded Performax, making generally available the first commercial DISC instruments in the early 1960’s. In the late 1970’s, Performax was bought out by Carlson Company at which time Dr. Geier founded Carlson Learning Center and took a position as its president and CEO.

Dissatisfied with the limitations of the existing DISC instruments and their specificity for the workplace, Dr. Geier formed Geier Learning Systems in 1990 to once again take a large step forward. He has since developed a wider range of DISC based assessments including: Geier’s Personality Profile, the Job Perception Inventory, the Personality Factor Profile, “Personal Mastery,” and the notable Star Performance Series. Dr. Geier embodies the principle of endless improvement, and after 36 years his instruments and reports are unsurpassed.
Bibliography


