

Robert [Example]

Executive Profile

How Robert is wired ~his innate gifts:

- + Practical and realistic - Robert checks all the details and accurately assesses what can reasonably be accomplished
- + Systematic, efficient and consistent - Robert quietly organises activities and maintains structure using logic and common sense
- + Is observant and has a great capacity for recalling sensory details from the past and trusts what he knows from experience
- + Uses logical arguments backed up by specifics and realism
- + Decisive, task-focused, and hard-working - Robert is an example to others with his consistent follow-through
- + Responsible and dependable - Robert can be relied upon to get the job done steadily and on schedule
- + Independent and self-reliant but works comfortably within the organisational structure and is comfortable complying with policies and rules
- + Maintains traditions and is very loyal to friends and family

Robert's potential blind spots:

- May have difficulties seeing possibilities and alternatives or depend too much on plans and schedules when flexibility is required
- May lose track of the big picture in favour of the particulars
- Will resist change until he sees evidence that it will work better
- Is not always sensitive to the impact of his decisions on others and at times may have difficulty understanding people

What stresses Robert:

- o A lack of attention to detail
- o A lack of organization and structure, vague instructions, and/or unclear goals
- o Rapid change
- o Too much interaction and noise

Executive Profile *cont'd*

What you might notice about Robert when he is under stress:

- Robert will worry a lot about the negative possibilities or what might go wrong
- May become rigid about time, schedules, and procedures
- May seem a little bit critical or judgmental of others
- May withdraw from others

How to support Robert when he is under stress:

- Help him to focus on what he is doing and work steadily, step by step
- Keep a steady pace and stick to deadlines
- Offer a quiet and orderly environment
- Allow Robert regular time alone to refocus his attention

Some other things you might need to know about Robert to understand and work with him:

How to communicate with Robert:

- Communicate one-on-one and in writing when possible
- Focus on one thing at a time
- Make clear exactly what is expected of him
- Present logical and factual evidence that is accurate and organised
- Allow uninterrupted time for analysis before expecting a response or decision
- Provide comprehensive, detailed information as far ahead as possible
- Link new information to what is already known and trusted from experience
- Provide clear feedback and step-by-step procedures
- Do not expect Robert to change his mind quickly
- Come across as calm, reasonable, and competent
- Be frank, honest, direct, and focused on results
- Do not personalise his need to question and critique
- Do not focus on emotional or personal communications at work