

## Who am I - 20 Experts in work

### ACTION

Action competence derives from behavior driving motivations, what one wants to do at work. Corresponding experts include Quality and Results seekers, Action and Thought leaders, Communicators, Advisors, Listeners and Followers of one's own path. – From them (1-8), choose the most characteristic of yourself and the second most characteristic and mark your choices in the form on the last page.

#### 1. QUALITY SEEKER - *seeks high, flawless quality*

Focused on the task at hand, wants to take it into finish before moving on to new things. Proceeds along even, controlled steps and spends time in doing so. Gives the best effort in professional or supporting roles in technical or otherwise clear-cut jobs. In leadership roles occasional micromanagement. Precision, withstands routines, goes the extra mile.

#### 2. RESULTS SEEKER - *seeks for sizeable, "big" results*

Sets high goals, competes with self/others. Seizes opportunities and proceeds along long, risk taking, corner cutting and hasty steps. Gives the best effort as an entrepreneur or a professional in results oriented, loose-boundaried jobs. Takes on activities with highest payoff, doesn't spend time on details.

#### 3. ACTION LEADER - *leads others' action*

Sets direction to others, gives instructions and orders. Proceeds along determined, straightforward steps. Demanding, overpowers others' resistance and is sometimes bossy. Gives the best effort in supervisory positions and in jobs involving control of others' behavior. Strong-willed, closes deals, direct feedback and conflict handling.

#### 4. THOUGHT LEADER - *leads others' thoughts and impressions*

An influencer who inspires others through ideas and presentations. Senses what's going on in people's minds and presents uplifting visions. Gives the best effort in supervisory roles and in influencing, marketing things before audiences. Presentation and displaying skills, trend identification and brand design.

#### 5. COMMUNICATOR - *forms and fosters relations*

Friendly, carefree and easily approachable. An information sharing "spokesperson" keeping others posted on things. Gives the best effort in professional and supporting roles centered at direct, face-to-face communication. Networker, organizer of social events, melter of ice.

#### 6. ADVISOR OF OTHERS - *advises and guides others*

Actively offers advice and instructions to others. Assumes responsibility over others, an empathetic mentor. Gives the best effort in professional, supporting or supervisory roles centered at direct, face-to-face advisory and guidance such as in training and education. User experience design.

#### 7. LISTENER TO OTHERS - *listens to, serves others*

Relies heavily on others and takes care of others' needs even at the expense of his/her own interest, a "right hand" to another. Gives the best effort in professional and supporting roles centered at direct, face-to-face listening, cf. customer service, care jobs. Depth interviewing, user experience design.

## 8. FOLLOWER OF OWN PATH - *walks one's own path*

Relies heavily on oneself. Holds on to one's principles, withstands external pressure and is less influenced by others. Gives one's best effort in jobs calling for steadfastness as in purchasing, security, inspection, high-pressure negotiation and conflict resolution. Withstands majority/cross pressures, an external problem solver.

### **PLANNING & PROBLEM SOLVING**

Information processing or planning and problem solving competence derives from individual ways of thinking. Corresponding experts include Fact-based people, Idea generators, viewers of Practical and Complex pictures, Analytic and Intuitive thinkers, Cautious and Risk taking implementers. – From them (9-16) choose the most characteristic of yourself and the second most characteristic and mark your choices in the form on the last page.

## 9. FACT-BASED - *favors well-proven approaches*

Approaches things based on tried facts with the downside of shutting eyes from new ideas and openings. A "doer", best suited to action-centered practical jobs where things are known and to jobs where facts must be attended to. Has feet on the ground, spots shaky ideas.

## 10. IDEA GENERATOR - *favors novel approaches*

Approaches things by seeking for new ideas and openings. Looks at things from an original, creative standpoint with the downside of bypassing facts. A "thinker", best suited to jobs requiring new ideas, to content production and planning jobs. Creativity, product/service design.

## 11. VIEWER OF THE PRACTICAL PICTURE - *attends to visible matters*

Directs attention to concrete things that meet the eye and doesn't spend time in theorizing. Is able to simplify, "wrap up" complicated things with the downside of bypassing true complexity. A "doer", best suited to action-centered jobs, to practical information and educational environments. Has feet on the ground, operative/tactical sense.

## 12. VIEWER OF THE COMPLEX PICTURE - *attends to complex wholes*

Focuses attention on things beyond the concrete and what meets the eye. Delineates contexts, causes and effects with the downside of overtheorizing, turning simple things into complicated ones. A "thinker", best suited to heavily planning-centered jobs, theoretical information and educational environments. Concept design, systems intelligence, strategic sense.

## 13. ANALYTIC THINKER - *intellect and logic*

Comes up with rational, standard solutions which is competence particularly in logical processes (material processes). In irregular processes (people processes) this may lead to mechanistic, "by-the-book" solutions. Best suited to information and educational environments which involve measurement, calculation, quantities, cf. natural science and technical studies. Objectivity, graph reading, math skills.

## 14. INTUITIVE THINKER - *feeling and instinct*

Comes up with instinct driven, potentially disruptive and at best creative solutions addressing the situation's unique features which may also be far-fetched and work poorly in practice. Sense of irregular, whimsical processes (people processes). Best suited to information and educational environments involving interpretation and qualitative data, cf. humanities, art studies. Creativity, sense of nuances.

#### 15. CAUTIOUS IMPLEMENTER - *contemplates and ascertains*

Implements things with caution and taking due time which is competence in jobs requiring judgment, research or involving critical consequences. The downside is procrastination and being late, "missing the train". A "thinker", best suited to jobs capitalizing on sound judgment and decision preparation and to planning-centered jobs. Risk awareness, "better safe than sorry".

#### 16. RISK TAKING IMPLEMENTER - *quickly seizes opportunities*

Implements things quickly and by taking risks. Moves quickly from one thing to another, may skip details and act hastily. This marks competence in competitive environments. A "doer", best suited to quick-tempoed, action-centered jobs which require alert responding and risk taking. Action orientation, gets quickly down to business, doesn't remain sitting on things.

### **WORK ENVIRONMENT & VIEWING**

Attitudes indicate the way people feel at home in different work environments. Proponents of order feel at home in stable environments and proponents of variety feel at home in mobile work environments. Expectancies of success lead to two kind of experts, Realists and Optimists. – From the work environment alternatives, choose either one (17 or 18). From the alternatives concerning success expectancies, choose either one (19 or 20) and mark your choices in the form on the last page.

#### 17. PROPONENT OF ORDER - *favors regularity*

Favors clear rules and expects the same from others. Feels good in stable work environments involving consistent processes and clear-cut responsibilities. Best suited to jobs requiring detection of irregularities and errors, cf., financial administration and process monitoring. Organized and cost aware, organization person, "walker of the narrow path".

#### 18. PROPONENT OF VARIETY - *favors the new and varied*

Favors variety, scans for new terrains. Feels good in mobile work environments involving variety and surprises. Best suited to mobile and creative work. Adapts to situations and tolerates ambiguity, cf., expatriate jobs and creative work. Variety seeking can be behavioral ("adventurer") or ideational ("artist"), a free soul, "grass is greener on the other side".

#### 19. REALIST - *aware of limited resources*

Has only a partial belief in success. Realistic in appraisals, detects problems, risks, obstacles and doesn't beautify things: "there is no free lunch". The "glass is half empty" philosophy may also lead to underestimation of odds. Best suited to jobs that require awareness of risks and resources cf., rescue occupations. Problem awareness, cost-benefit analysis.

#### 20. OPTIMIST - *strong belief in success*

Has a strong belief in success. Energetic, action spirited and carefree, cf., "problem out of sight, out of mind". Becomes excited and jumps fearlessly into new things. The "glass is half full" philosophy may also lead to skipping of problems and overestimation of odds. Suited to many kind of jobs which call for zeal and ability to throw oneself into new things.

Name: \_\_\_\_\_

Write in boxes your chosen Experts, eg.  
"Quality seeker"

### IN ACTION (1-8)

Most characteristic

Second most characteristic

### IN PLANNING & PROBLEM SOLVING (9-16)

Most characteristic

Second most characteristic

### IN WORK ENVIRONMENT (17 or 18)

### IN EXPECTING SUCCESS (19 or 20)