

Spann & Associates

Focus Style

Prepared for

Sample Sample

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Mary Lou Spann, PhD
763 755 5959
mlspann@spannassoc.com

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BASIC CHARACTERISTICS

<p>People Focus</p>	<ul style="list-style-type: none"> • Rely primarily on intuitive, 'gut' feelings and hunches about what is important and needs attention • Personal experience is the building block for confirming the direction of decisions • Treat others with concern, respect and compassion • Once their intuition identifies the right path, there is an urgency to act without delay and without having to justify their decisions • Do not feel the need to put a plan together to make things work • Optimistic about the potential of others • Energetic about what they feel is right
<p>Task Focus</p>	<ul style="list-style-type: none"> • Focus on concrete results, on the creation of practical, constructive alternatives • Tend to compare and evaluate others, to seek to help others be more practical and productive • Rely on concrete experience, on what can be seen and touched • Feel that planning can be an important tool for achieving results but should never get in the way of what needs to be done • Understand what needs to be done as well as what can be done • Pay attention to identifying problems, solutions, and ways to implement them
<p>System Focus</p>	<ul style="list-style-type: none"> • Rely on clarity and strength of beliefs, consistency of thinking and personal loyalty and commitment • Need to know what, how, and why things are happening, where decisions are heading • Strong emphasis on quality and excellence, on measuring up and on doing things right • Tend to measure and evaluate others against ideas and expectations that can predetermine what is acceptable • Concern with both efficiency and effectiveness • Emphasize building systems, plans, and programs for directing and tracking the effectiveness of decisions

POTENTIAL SOURCES OF FLOW AND INTERFERENCE

	FLOW	INTERFERENCE
P E O P L E	<ul style="list-style-type: none"> • Ability to understand and read other points of view • Tendency to talk 'to' rather than 'at' others • Intuitive insight about problems and fruitful directions • Focus on seeing and accepting others as they are, on seeing the positive potential and contribution of others 	<ul style="list-style-type: none"> • Tendency to become too personally involved, to expect others to be better than they can be • Tendency to rely too heavily on intuitive feelings and hunches which may not be easily translated into decisions • Tendency to put off stressful issues and confrontations
T A S K	<ul style="list-style-type: none"> • Ability to readily identify crucial issues and practical solutions • Ability to deal with opposing points of view • Focus and attention on creating a result, on making things happen • Ability to implement plans, to take care of priorities • Focus on being adaptable and flexible 	<ul style="list-style-type: none"> • Tendency to become too 'now' oriented, to become reactive and consumed by problem solving activities • Tendency to be impatient with others • Tendency to be too critical and advice giving, to talk 'at' rather than 'to' others • Tendency to put off planning activities
S Y S T E M	<ul style="list-style-type: none"> • Attention to strategic, long range issues • Focus on planning for the consequences of decisions • Ability to evaluate and understand what is said, to plan and organize an effective response • Sense of excellence and perfection, focus on doing things right 	<ul style="list-style-type: none"> • Excessive attention to strategic thinking which overlooks immediate issues • Tendency to be overly critical of, demanding of, and impatient with others • Tendency to be too perfectionistic and inflexible

COMMUNICATION

	When listening	When responding
P E O P L E	<ul style="list-style-type: none"> • Listen attentively and carefully • Open to ideas, input from other perspectives • Sensitive to the needs, interests, and concerns of others • Look for confirmation of intuitive feelings about what needs attention • Listen with emotion and energy 	<ul style="list-style-type: none"> • Take time to involve everyone in the process • Seek to give advice without being critical • Seek validation of inner feelings about what is right • Seek an open exchange of ideas • Encourage cooperation and sharing • Focus on building and maintaining trust
T A S K	<ul style="list-style-type: none"> • Focus on immediate problems and needs • Identify obstacles and ways to overcome them • Open to new ideas and ways of doing things while staying focused on priorities • Identify crisis issues • Make an effort to see problems from all perspectives • Evaluate and compare practical worth 	<ul style="list-style-type: none"> • Pay attention to taking care of priorities • Use available resources to solve problems • Balance the needs of the individual and the needs of the team • Give practical advice • Expect others to see, understand, and implement solutions • Keep focus on specific tasks, goals, and workable solutions
S Y S T E M	<ul style="list-style-type: none"> • Build acceptable ideas, images, and expectations and evaluate what is said against them • Focus on clarity and consistency • Take time to build a total picture • Take time to do a thorough analysis • Look for flaws, inconsistencies, and errors 	<ul style="list-style-type: none"> • Pay attention to the consequences of decisions and actions • Make certain that things are done right • Communicate clear expectations and standards and measure others against them • Impatient when either the world or others do not measure up • Plans ahead for problems and unexpected events

Comparative Analysis

PEOPLE/PEOPLE

<p>Basic Characteristics</p>	<ul style="list-style-type: none"> • People Focus: <ul style="list-style-type: none"> ○ Sensitive, Intuitive, Open, Available, Trusting • People Focus: <ul style="list-style-type: none"> ○ Sensitive, Intuitive, Open, Available, Trusting
<p>Similarities</p>	<ul style="list-style-type: none"> • Both parties feel the need to connect with people, to give the benefit of the doubt to the good intentions of others, and to be open and available to others.
<p>Differences</p>	<ul style="list-style-type: none"> • Since the two styles are alike, conversations can be marked by strong felt convictions. This can cause some interference when: <ul style="list-style-type: none"> ○ Each person has different gut-feel impressions of what direction or issue is most critical. ○ Each feels different degrees of commitment to an issue or cause. ○ One or another shifts direction impulsively, being at one moment open and available, and the next rigidly and emotionally lock on an issue. ○ Both can end up arguing aggressively for deeply-felt position, criticizing anyone who differs.

Comparative Analysis

PEOPLE/TASK

<p>Basic Characteristics</p>	<ul style="list-style-type: none"> • People Focus: <ul style="list-style-type: none"> ○ Sensitive, Intuitive, Open, Available, Trusting • Task Focus: <ul style="list-style-type: none"> ○ Pragmatic, Concrete, Cooperative, Supportive, Evaluative
<p>Similarities</p>	<ul style="list-style-type: none"> • Both parties have a need to create a result which is satisfactory, innovative, and workable.
<p>Differences</p>	<ul style="list-style-type: none"> • People Focus: <ul style="list-style-type: none"> ○ Feel a strong need to be patient and to give the other person the benefit of the doubt. ○ Tend to be trusting and accept what the other person says at face value. ○ Like to be available and to take risks with people. ○ Delay confrontation if it would be stressful or harmful to the other. • Task Focus: <ul style="list-style-type: none"> ○ Feel a stronger urgency to reach a conclusion. ○ More willing to be critical, to explore sensitive issues, and to deal with confrontation. ○ Have a greater need to state alternatives ways of looking at issues and to weigh the different ones. ○ See conversation as a problem-solving venture with a beginning (the problem), a middle (the alternatives), and an end (the solution).

Comparative Analysis

PEOPLE/SYSTEM

<p>Basic Characteristics</p>	<ul style="list-style-type: none"> • People Focus: <ul style="list-style-type: none"> ○ Sensitive, Intuitive, Open, Available, Trusting • System Focus: <ul style="list-style-type: none"> ○ Analytical, Consistent, Fair, Logical, Reserved
<p>Similarities</p>	<ul style="list-style-type: none"> • Both have a need to develop the kind of communication which helps both parties be aware of the issues.
<p>Differences</p>	<ul style="list-style-type: none"> • People Focus: <ul style="list-style-type: none"> ○ Rely on acceptance and listening to the other person from the other person's perspective. ○ Tend to be trusting and believe what the other person says. ○ Use intuition and gut-feel, searches and follows their feelings. ○ Are fulfilled when both people feel satisfied and feel good. ○ Feel conversations should be flexible and open ended rather than rigid and structured. • System Focus: <ul style="list-style-type: none"> ○ Rely on logic in making clear and consistent statements. ○ Are able to understand what the other person says. ○ Conversation needs to fulfill a goal, a theme, or expectation. ○ Wants a clear ending to the conversation, where conclusions are drawn.

Comparative Analysis

TASK/TASK

<p>Basic Characteristics</p>	<ul style="list-style-type: none">• Task Focus:<ul style="list-style-type: none">○ Pragmatic, concrete, cooperative, supportive, evaluative• Task Focus:<ul style="list-style-type: none">○ Pragmatic, concrete, cooperative, supportive, evaluative
<p>Similarities</p>	<ul style="list-style-type: none">• A mutual appreciation for common sense, novelty and innovation that pushes the boundaries of conversations and looks for constructive and innovative alternatives.
<p>Differences</p>	<ul style="list-style-type: none">• Since both individuals are intent on exploring issues and feel an urgency to make things work, interference can occur when:<ul style="list-style-type: none">○ Each has a different result they seek from the conversation, and often keep the agenda hidden.○ Each possess different cultural values which color meanings and create suspicion of the intentions of others.○ Conversations can become competitive, and parties end up sparring for the sake of sparring.

Comparative Analysis

TASK/SYSTEM

<p>Basic Characteristics</p>	<ul style="list-style-type: none"> • Task Focus: <ul style="list-style-type: none"> ○ Pragmatic, concrete, cooperative, supportive, evaluative • System Focus: <ul style="list-style-type: none"> ○ Analytical, consistent, fair, logical, reserved
<p>Similarities</p>	<ul style="list-style-type: none"> • Both have a need to critically evaluate what is said, to bring closure to the conversation, and to create constructive alternatives which can form a platform for dialogue.
<p>Differences</p>	<ul style="list-style-type: none"> • Task Focus: <ul style="list-style-type: none"> ○ Have a greater urgency to make a point in the conversation and move on, without the need for explanation or rationale. ○ Tend to identify issues and create a response which has a practical, usable result. ○ Can be flexible and willing to expand the conversation beyond the original agenda. ○ Are innovative and test out new ideas and ways of thinking. ○ Find it easy to test bend rules and standards to fit the situation. • System Focus: <ul style="list-style-type: none"> ○ Have a greater need for structure and for following patterns and guidelines for what is acceptable. ○ Want consistency and want to follow a point or a line of reasoning to its logical conclusion. ○ Tend to lack tolerance for expanding issues beyond the scope and goals which were originally defined. ○ Resist ideas which are radically different, or which require rethinking or require more time than expected.

Comparative Analysis

SYSTEM/SYSTEM

<p>Basic Characteristics</p>	<ul style="list-style-type: none">• System Focus:<ul style="list-style-type: none">○ Analytical, consistent, fair, logical, reserved• System Focus:<ul style="list-style-type: none">○ Analytical, consistent, fair, logical, reserved
<p>Similarities</p>	<ul style="list-style-type: none">• Both have a need to clearly state the issues, to keep the dialogue consistent, to follow established order in the conversation and to bring closure.
<p>Differences</p>	<ul style="list-style-type: none">• Since both individuals need consistency in their reasoning and are impatient with ideas and issues that are not consistent with what they expect, interference can occur when:<ul style="list-style-type: none">○ There is not time for enough explanation to support one's reasoning.○ There are differences in agenda, values, or meanings to be magnified and look larger than they are.○ There is an emotional defense of one position, value, or issue over another. As a result, the logic of the discussion, normally seen as so important, can be lost.