

# North Approaches



- ★ Assertive, active, decisive
- ★ Likes to determine course of events and be in control of professional relationship
- ★ Enjoys challenges presented by difficult situations and people
- ★ Thinks in terms of "bottom line"
- ★ Quick to decide; expresses urgency for others to take action
- ★ Perseveres, not stopped by hearing "No,"
- ★ Probes and presses to get at hidden resistances
- ★ Likes variety, novelty, new projects
- ★ Comfortable being in front
- ★ Values action-oriented phrases, **"Do it now!", "I'll do it", "What's the bottom line?"**

# South Approaches



- ★ Understands how people need to receive information to act on it
- ★ Integrates others input in determining direction of what's happening
- ★ Value-driven regarding aspects of professional life
- ★ Uses professional relationships to accomplish tasks
- ★ Interaction is a primary way of getting things done
- ★ Supportive to colleagues and peers
- ★ Willingness to trust others' statements at face value
- ★ Feeling-based, trusts own emotions and intuition
- ★ Receptive to other's ideas, builds on ideas, team player, non-competitive
- ★ Able to focus on the present
- ★ Values words like **"right" and "fair", and thinks about the process and people involved**

# East Approaches

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- ★ Visionary who sees the big picture
- ★ Generative and creative thinker
- ★ Able to think outside the box
- ★ Very idea-oriented; focuses on future thought
- ★ Makes decisions by standing in the future (insight/imagination)
- ★ Insight into mission and purpose
- ★ Looks for overarching themes, ideas
- ★ Adept at and enjoys problem solving
- ★ Likes to experiment, explore
- ★ Appreciates a lot of information
- ★ Values words like **"option," "possibility," "imagine"**

# West Approaches



- ★ Understands what information is needed to assist in decision making
- ★ Seen as practical, dependable and thorough in task situations
- ★ Provides planning and resources, is helpful to others in these ways and comes through for the team
- ★ Moves carefully and follows procedures and guidelines
- ★ Uses data analysis and logic to make decisions
- ★ Weighs all sides of an issue, balanced
- ★ Introspective, self-analytical, critical thinker
- ★ Skilled at finding the critical flaws in an idea or project
- ★ Maximizes existing resources
- ★ Leverages information about what has been done in the past
- ★ Values word like **"objective", "analysis", and thinks about the details involved in planning and implementation**

# North Overuse



- ★ Can easily overlook process and comprehensive strategic planning when driven by need to act and decide
- ★ Can get defensive, argue, try to “out expert” others
- ★ Can lose patience, pushes for decision before its time, avoids discussion
- ★ Can be autocratic, want things their way, has difficulty being a team member
- ★ Sees things in terms of black and white, not much tolerance for ambiguity
- ★ May go beyond limits, get impulsive, disregard practical issues
- ★ Not heedful of others’ feelings, may be perceived as cold
- ★ **Has trouble relinquishing control - finds it hard to delegate, “If you want something done right, do it yourself!”**

# South Overuse



- ★ Can lose focus on goals when believes relationships or people's needs are being compromised; becomes derailed by poor process
- ★ Has trouble saying "No" to requests
- ★ Internalizes difficulty and assumes blame
- ★ Prone to disappointment when relationship is seen as secondary to task
- ★ Difficulty confronting or handling anger (own or others'); may be manipulated by emotions
- ★ Can over-compromise in order to avoid conflict
- ★ Immersed in the present or now; loses track of time; may not take action or see long-range view
- ★ **Can become too focused on the process and people, at the expense of accomplishing goals**

# East Overuse

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- ★ Can put too much emphasis on vision – at the expense of action or details
- ★ Can lose focus on tasks
- ★ Not time-bound, may lose track of time and not get work implemented
- ★ Tends to be highly enthusiastic early on, then burn out over the long haul
- ★ May lose interest in projects that do not have a comprehensive vision
- ★ May find self frustrated and overwhelmed when outcomes are not in line with vision
- ★ **Poor follow through on projects, can develop a reputation for lack of dependability and attention to detail**

# West Overuse



- ★ Can become stubborn and entrenched in position
- ★ Can be indecisive, collect unnecessary data, mired in details, "analysis paralysis"
- ★ May appear cold, withdrawn, with respect to others' working styles
- ★ Tendency toward remaining on the sidelines, watchfulness, observation
- ★ Can become distant
- ★ May be seen as insensitive to others' emotions or resistant to change
- ★ **Can be bogged down by information, doing analysis and planning at the expense of moving forward**