

Andrew Teman

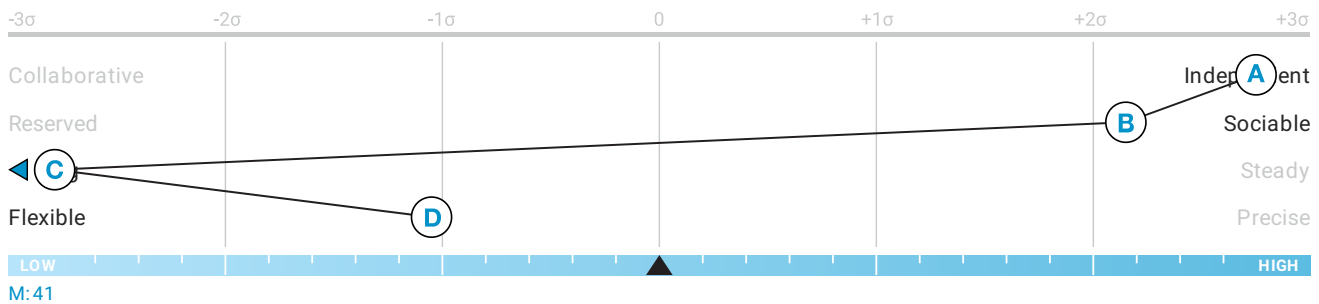
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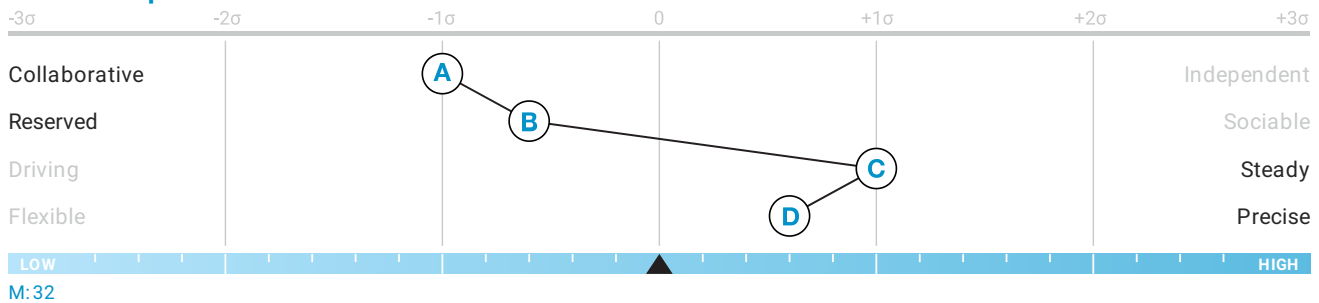
Captain

A Captain is a problem solver who likes change and innovation while controlling the big picture.

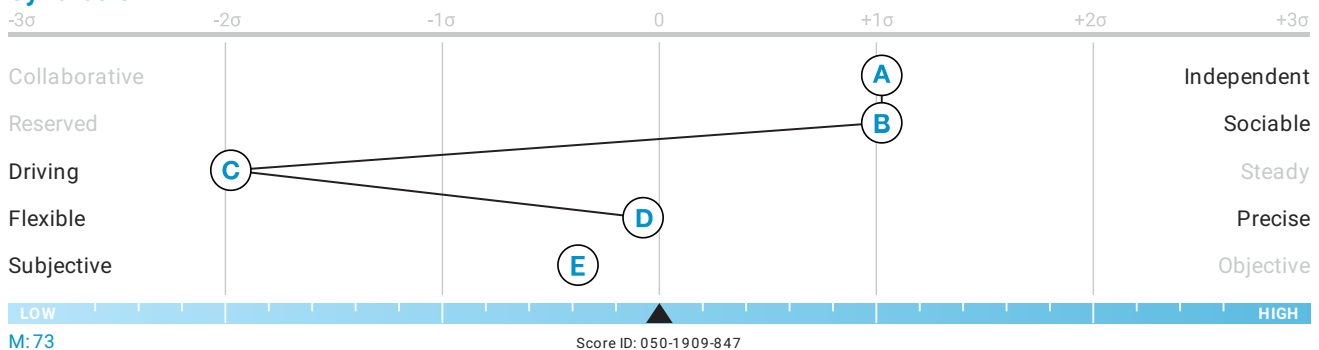
Self



Self-Concept



Synthesis



Strongest Behaviors

This Behavioral Pattern is extremely wide, which means that observed behaviors are very strongly expressed and needs are very strongly felt. Andrew has multiple behavioral traits that fall into this category.

Andrew will most strongly express the following behaviors:

- Intense proactivity and aggressiveness in driving to reach goals. Actively and boldly challenges the world, business, and even the areas of others within the business.
- Strongly independent in putting forth their own ideas, which are innovative and original, and if implemented, will change the organization. Resourceful and forceful in overcoming obstacles, vigorously and directly attacks problems; fights back hard when challenged.
- Incredibly strong sense of urgency; this individual is in nearly constant motion, putting pressure on themselves and others for immediate results. Unable to do routine work.
- Connecting very quickly to others, strongly motivated to build and leverage relationships to get work done. Openly and easily shares information.
- Strikingly expressive, effusive, and verbal in communicating; talks a lot, and very quickly. Enthusiastically persuades and motivates others by adjusting the message and delivery to the current recipient.
- Very collaborative, works almost exclusively with and through others. Strong intuitive understanding of team cohesion, dynamics, and interpersonal relations.
- Strongly venturesome in taking risks and focusing on the future; almost exclusively concerned with where they're going rather than either how they'll get there, or where they've been. Very adaptable; solves problems as they occur rather than through advance planning.
- Makes decisions and takes action, even when there's an absence of proof confirming their decision. Comfortable operating outside of traditions, Andrew pursues strongly innovative ideas, even in the face of failures or popular opposition.
- Remarkably independent. Resists authority and proven, "by the book" methods in favor of their own ideas.

Summary

Andrew is a confident, independent self-starter with competitive drive, initiative, a sense of urgency, and the ability to make decisions and take responsibility for them. Can react and adjust quickly to changing conditions and come up with ideas for dealing with them.

Their drive is purposeful, directed at getting things done quickly. This individual responds positively and actively to challenge and pressure, and has confidence in their own ability to handle novel problems and people. An outgoing, poised person, a lively and enthusiastic communicator, tending to be a little more authoritative than persuasive in style. Talks briskly, with assurance and conviction and is a stimulating influence on others, while being firm, direct, and self-assured in dealing with them.

Distinctly faster-than-average pace of work, Andrew learns and takes action quickly. On the other hand, they'll become impatient and restless working repetitively with routine details or structured work and will delegate such work if possible. Follow up will focus on completion and accomplishment, rather than how things were done. With an interest in other people and their development, Andrew will delegate authority, limiting such delegation to those who can be trusted, and following up with pressure for timely results.

Makes decisions about people and situations quickly. Assesses what's generally going on, and rather than exhaustively research, pulls together the information at hand and takes forceful action. They're confident in assumptions about any missing information, and comfortable acting even in the absence of complete information. For this individual, continual progress towards the general goal is more important than always

being exactly on track; course corrections will be made as necessary, when the time arises.

Self-assured, Andrew sets high standards of achievement, both personally as well as for teams and looks for opportunities to compete and to win. Venturesome, they are stimulated by new challenges and situations, and can generally be found driving to new horizons. Harbors strong personal and professional ambition.

Management Style

As a manager of people or projects, Andrew will be:

- Broadly focused; attention is on where the team is going, and what goals are to be achieved, rather than on the specifics of how they will get there
- Comfortable delegating details and implementation plans
- Reluctant to delegate true authority; will discuss ideas with others, and is open to alternative viewpoints, but will only change opinions when an idea better helps the overall goal
- Quick to follow-up on delegated tasks, generally asking more whether it's finished than how it was accomplished
- Constantly looking to improve performance and ability to compete
- Inclusive and team-building
- Direct and quick to voice an opinion of how things are going.

Influencing Style

As an influencer, Andrew will be:

- Authoritative in guiding processes towards goals
- Driven to keep the process moving along as quickly as possible
- Willing to take risks such as experimenting with a new idea or concept
- Flexible in working with others to gain agreement in different, and possibly unique, ways
- Outwardly focused on the audience, intuitively reading them and adjusting style to meet their needs if it will help advance the process
- Comfortable and adept at influencing others about intangibles such as ideas or concepts.

Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing Andrew with the following:

- As much independence and flexibility in activities as possible
- Opportunities to learn and advance
- Opportunities for expression of, and action on, ideas and initiatives
- Variety and challenge in responsibilities
- Opportunities to demonstrate skills, and recognition and reward for doing so
- Freedom from routines and repetitive details, balanced by accountability for results.