

20 experts of work

ACTION

Behavioral or action competence derives from behavior driving motivations, what one wants to do and how one wants to act. Corresponding experts include a Focuser, Results seeker, Action leader, Influencer, Socializer, Advisor, Listener and Follower of one's own path.

1. FOCUSER - *seeks high, flawless quality*

Concentrates 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. 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' conduct. Strong-willed, closes deals, direct feedback and conflict handling.

4. INFLUENCER - *leads others' thoughts and impressions*

Inspires others through ideas and presentations. Senses what's going on in peoples 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. SOCIALIZER - *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 to others, cf. customer service and care jobs. Depth interviewing customer 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 a Fact-based person, Idea generator, viewer of the Practical and Complex picture, Analytic and Intuitive thinker, Cautious and Quick implementer.

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 practical 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 & 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 meet the eye. Delineates contexts, causes and effects of things with the downside of overtheorizing, turning simple things into complicated ones. A "thinker", best suited to planning-centered jobs, theoretical information & educational environments. Concept design, systems intelligence, strategic sense.

13. ANALYTIC THINKER - *rationality and logic*

Comes up with rational, standard solutions which is competence 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. technical and natural science studies. Objectivity, graph reading, math skills.

14. INTUITIVE THINKER - *instinct and feeling*

Comes up with instinct driven, potentially disruptive and at best creative solutions addressing the situation's unique features which may be far-fetched and work poorly in practice. Sense of irregular, whimsical processes (people processes). Best suited to information & 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 with the downside of 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. QUICK 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-tempered, 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.

17. PROPONENT OF ORDER - *embraces 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 - *embraces 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 informational (creativity), 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 and 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 and judicature 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 spiritedness.

Work life needs all twenty experts and no one of them is more valuable than the other.