Group basic competencies

wopi

Group _____

		ACTION PATTERNS		
		0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16		
fo	**Less focus on quality** not getting stuck in details			**Strong focus on quality** seeking for detailed quality
co	**Less focus on results** "less should be enough"			**Strong focus on results** seeking for winning, "big" results
le	**Compliant behavior** complying with the given			**Assertive behavior** forceful, expansive behavior
is	**Less external display** "modesty is the best policy"			**Strong external display** opting for strong, impressive displays
so	**Less communication** everyone keeps to oneself			**Active communication** active, open communication w. others
em	**Less advisory** everyone pulls one's own weight			**Active advisory** active advisory, support of others
re	**Less listening** everyone minds one's own business			**Active listening** active listening to, serving of others
	Existing processes **PLANNING & PROBLEM SOLVING** *New processes*			
or	**Fact-based approach** approaching things based on facts			**Idea-oriented approach** approaching things with ideas, openings
pc	**Focused perception** seeking for focused, practical pictures			**Broad perception** seeking for broad, complex pictures
th	**Standard solutions** rational, time-proven solutions			**Creative solutions** creative, from situation emerging
dc	**Cautious implementation** cautious and risk-minimizing			**Quick, risk-taking implementation** quick and risk-taking
	VIEWING			
am	**Stable operational environment** consistency and order is preferred			**Mobile operational environment** variety and novelty is preferred
op	**Realism** emphasis on resource limitations			**Optimism** unquestioned belief in success
sr	**Much self-reflection** tendency to emphasize problems			**Less self-reflection** tendency to bypass problems

ACTION PATTERNS

(fo: 9-16) **Strong emphasis on quality**: pursuing quality and error-free outcomes. Delivering finalized products or services. Things are attended to one at a time and people proceed with controlled, even-paced steps. Completion is pursued even if it takes time.

(co: 9-16) **Strong emphasis on results**: pursuing sizeable, "winning" results. Delivering products or services in an efficient manner. People proceed with long and multi-directional steps, cut corners and seize opportunities. Direction is changed swiftly when needed.

(le: 9-16) **Assertive behavior**: pursuing strong impact, footprint in the environment. Members have strong independent authority, expansive conquest of new territories is favored. People proceed in straightforward, vigorous manner, "less talking more doing".

(is: 9-16) **Strong external display**: pursuing impressive display of products and services, demonstration of their superiority to audiences/stakeholders. Audience attention is anticipated and success is marked by capturing audience attention and response.

(so: 9-16) **Active communication**: information is exchanged openly and actively, people are kept informed of things going on. Information is not held back, owned or bargained with. Creation and fostering of relations, networks is valued and seen as worthy of effort.

(em: 9-16) **Active advisory**: advice, guidance and support is actively offered to others for others' or shared benefit. Advice, guidance and support is not seen as point collecting but as an important value worthy of effort.

(re: 0-7) **Less listening**: people tend to rely solely on themselves and make decisions independently, standing one's ground. Members take care of their own business, along the norm "speak up if you have something to say".

(re: 9-16) **Active listening**: others' needs are attended to with a sensitive ear and there is readiness to assist and serve others, even at the expense of one's own interest, by setting others' interest to the forefront.

PLANNING & PROBLEM SOLVING

(or: 0-7) **Fact-based approach**: things are approached with emphasis on known facts and procedures. Facts are seen as core values, dismissal of which is considered detrimental, even risky. No time for idle fantasizing, supefluous speculations.

(or: 9-16) **Idea-oriented approach**: things are approached by seeking for new ideas and openings. Criticism-free introduction of new ideas and openings is permissible, desired and held in high value.

(pc: 0-7) **Focused perception**: things are perceived for their practical aspects, with emphasis on their concrete, tangible and visible qualities. Procedural, operational and tactical issues are primary on the agenda.

(pc: 9-16) **Broad perception**: things are perceived with a broad scope, by attending to their complex structure, context and operating principles. Broad and strategic issues are primary on the agenda.

(th: 0-7) **Standard solutions**: pursuing rational, logic-based standard solutions which work in many situations but may be mechanistic and less creative.

(th: 9-16) **Creative solutions**: pursuing creative solutions which address particular features of the situation but which may seem unconventional or work poorly in practice.

(dc: 0-7) **Cautious implementation**: things are implemented with caution, by minimizing risks and taking due time. Grounds for decisions are examined in detail. Sound judgment, and careful preparation are a top priority.

(dc: 9-16) **Quick, risk-taking implementation**: things are implemented swiftly, unhesitatingly and by taking risks. Quick action helps in catching wins that would be lost because of delayed action. Quick moving from one thing to another.

OPERATIONAL ENVIRONMENT & VIEWING

(am: 0-7) **Stable operational environment**: favored operational environments are those providing consistency, predictability, boundaries and order. Variety and divergencies from normal are seen as errors, flaws to be controlled. Monitoring and control are prioritized.

(am: 9-16) **Mobile operational environment**: favored operational environments are those providing variety, change, novelty and departure from the ordinary. Variety and surprises are seen as opportunities to be seized. Adventure and bold spirit flourish.

(op: 0-7) **Realism**: there is conditional belief in success, people are aware of limited resources and attendant risks. Identification of obstacles and limitations is important and people tend to prepare for the worst.

(op: 9-16) **Optimism**: there is strong belief in success, sufficiency of resources is not questioned but action is initiated blatantly, with excitement and zeal. People are ready to throw themselves into new things.

(sr: 0-7) **Much self-reflection**: people tend to think about subtle, deeper problems which can slow down action, introduce additional obstacles. On the other hand, subtler and weaker problem signals may become identified.

(sr: 9-16) **Less self-reflection**: people don't tend to dig for subtle, deeper or hidden problems which enables more straightforward, unhampered action. On the other hand, subtler and weaker problem signals may become bypassed.