



“IT’S FUN TO DO GOOD WORK”

Snapshot

- Focuses on the big picture, relationships, and connections between facts
- Makes decisions based on values and their impact on people
- Is energized by the outer world of people and activity
- Prefers a flexible, spontaneous, and changing environment

This type of organization radiates enthusiasm for its work. It tends to be the most vibrant, optimistic, and creative of workplaces. It wants to stimulate change in its industry and the whole world.

If they can overcome a tendency toward disorganization and poor follow-through, organizations with these characteristics have the capacity to produce cutting-edge work, imaginative products, and innovative services. Blessed with a natural ability to connect unrelated concepts to form new ideas, these organizations are quick to see an array of possibilities in any situation.

These organizations are also people organizations. Because they are so highly perceptive and able to understand people, they tend to be excellent at solving problems and among the first to spot new trends. At their best, they shape trends; at their worst, they are trendy. This type prefers to improvise rather than to quantify its ideas with hard data or logic.

Anything new is always exciting,

because these organizations like to learn by doing. They want to take on new kinds of work, often producing an extraordinary end product within a chaotic atmosphere. This interest in the new and different can affect the organization's ability to hold onto clients and customers. The organization is always more interested in the next great challenge with a new customer than in maintaining a solid relationship with an older customer.

This organization makes value-based decisions. One of those values is always harmony. The organization hates confrontation. Therefore, it's essential for a client/customer to be a good match with the organization's values, or work may never get done. This type of organization may grind to a complete stop before it confronts a client or violates its principles.

These organizations focus the spotlight on themselves as often as possible, showcasing their unique, authentic identity. They want to be true to their vision and their dreams, wherever those dreams take them.



Characteristic Strengths

- Big-picture visionary
- Builds beneficial and enduring relationships internally and in the marketplace
- Creates a harmonious workplace that draws the best from people
- Able to capitalize on last-minute developments and opportunities
- Projects a desirable image through showmanship, salesmanship, and contagious enthusiasm
- Can construct meaning and opportunity out of ambiguity and complexity
- Has good instincts about customer needs and motivators
- Good at sensing trends and seeing possibilities
- Enthusiastic and capable leader of causes
- Produces innovative, cutting-edge work, products, and services
- Able to solve new, complex, and ambiguous problems
- Has exceptional communication skills
- Capable of acting quickly, unencumbered by analysis paralysis

Characteristic Weaknesses

- May act prematurely or without adequate business logic or hard data to support decisions
- Not uncommon for feelings or instincts to overrule good business sense
- May lack the structure and discipline

to consistently complete existing tasks

- Tendency to drop current projects in favor of exploring new opportunities
- May become distracted by people problems, forgetting the task at hand
- Occasionally lacks details to communicate and implement vision
- Could overly rely on intuition and fail to support it with proper critical analyses
- Tendency toward disorganization, poor follow-through, and inattention to details
- Occasionally will implement change for the sake of change, without sufficient rationale
- May miss critical deadlines or delay critical decisions until the last moment
- Focus may become fragmented by too many projects
- May spend considerable time in friendly conversation without a business connection
- Juggles many balls and may drop some

Work Environment

- Encourages and supports growth and development, often through mentoring and coaching
- Harmonious: people place, warm and friendly, supportive
- Creative, imaginative
- Considerable talking, listening, and brainstorming, often centered on predictions
- Upbeat, full of energy and positive reinforcements, sometimes



- emotional
- Radiates enthusiasm
- Hands-on; learns by doing
- Unstructured, relaxed, casual; may be chaotic
- Spontaneous
- Operates as a democracy

Values

- Cooperation
- Diversity
- Teamwork
- Fun
- Innovation
- Integrity
- Harmony
- Creativity
- Equality
- Relationships
- Freedom

Communication Style

- Centers on people and the future
- Will often focus on process over facts
- Prefers to give information rather than directives
- Prefers face-to-face interaction
- Language can be verbally creative, subjective, and evocative
- In meetings, seeks connection with people first, expressing points of agreement
- Begins presentations with the big picture, goals, and objectives
- Typically conceptual concerning options and possibilities
- Flowing, exaggerated, and often redundant

- Expressive, enthusiastic, and may become emotional
- Thinks out loud and patter is rapid
- Conversations will cover a variety of topics, often jumping quickly in a stream-of-consciousness manner

Sources of Energy

- Pursuing people possibilities, concepts, and causes that can help mankind
- Variety and change
- Establishing and maintaining corporate relationships
- Engaging and serving people; actualizing potential
- Affirmation
- Appreciation

Signs of Stress

- Overwhelmed with possibilities; indecisive
- Obsessed with unimportant details
- Preoccupied with irrelevant facts

Behavior During Conflict

- Prefers to avoid conflict at all costs if possible, but will defend values tenaciously
- Will check that corporate values and principles have been clearly articulated and understood

Approaches to Managing Change



- Change is driven by love of change and will have an innovative aspect
Will seek information and advice from everyone
- Will ask if the change is good for people and whether it will damage relationships
- Will get everyone involved and will encourage extensive discussion, often centered on possibilities
- If change honors its creative and action orientation, will try to persuade everyone to change

Ideal Clients

- Want the flexibility to capitalize on last-minute developments
- Share the company's values, especially those focused on people
- Value enduring relationships
- Require innovative, possibilities thinking grounded in meaningful customer needs
- Require project work involving intense, challenging, and concentrated activity
- Nonconfrontational
- Like a friendly, relaxed atmosphere
- Energized by personal contact and the collaborative exchange of ideas
- Believe in and appreciate teamwork

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