

High Performance Plus

Ryan

10 March 2020

Introduction

Welcome to C-me Profiling. C-me is a behavioural profiling tool that helps us understand a person's likely preferred way of doing things.

Your High Performance Report includes:

1. A number of sections on elements that are core to individual behaviour and working with others.
2. Aspects of behaviour that are observed to be critical for high performing teams:
 - Enabling Engagement - how to motivate buy-in and how commitment may be expressed
 - Role agility
 - Resilience - positive and negative ways of handling setbacks

Your C-me profile gives you information about your preferred ways of doing things expressed in the language of different combinations of four colours. This combination gives each person their unique temperament. This approach provides a behavioural language to help us to understand, remember and relate to our own preferred way of working, but also to use and translate into action.

No profile is carved in stone - and there are no right or wrong profiles. Each combination has its own strengths and weaknesses, like two sides of the same coin. C-me reports are all about sparking helpful conversations and discussions, and assisting each of us to learn more about ourselves and each other.

We get excellent feedback on the accuracy of our reports. However it is likely that you will not agree with everything that is said. That's normal. However do take the time to check any such statements out with someone who knows you well as sometimes they can reflect characteristics that are true but simply not visible to you. Hopefully you will find yourself nodding - maybe even smiling - in agreement with most of what you read.

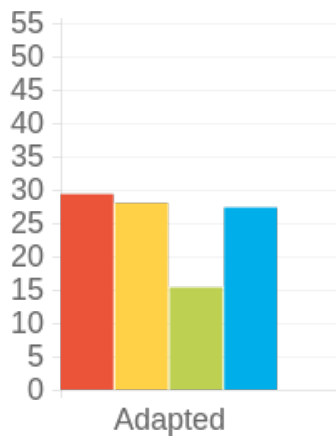
We hope your profile helps you to increase the value you bring to a relationship, to a team or organisation.

You may find you get most value from this report by sharing with those close to you in a work or personal context. It provides a useful foundation if you are considering undergoing personal coaching to improve your performance or value to an organisation. It is further enriched by knowing profiles of those you connect regularly with.

We hope you enjoy your report and find it thought provoking and useful.

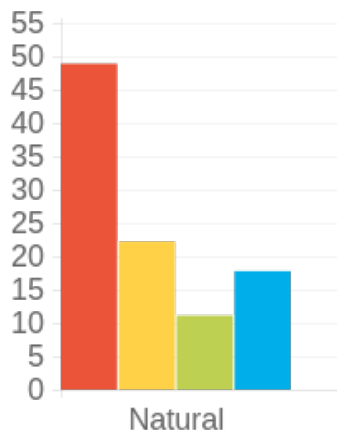
Ryan

These graphs show your likely behaviour patterns based on how you answered the questionnaire.



Adapted Behaviour

This graph shows how you are modifying your behaviour in your current context.



Natural Behaviour

This graph shows your more natural way of behaving, when you are relaxed or also when you are under a lot of pressure.



Wheel Position

The further your position is from someone else's, the more you may differ in what you think is the "correct" way to do things.

General characteristics of the C-me Colours

Logical and analytical
 Enjoys problem solving
 Needs time for reflection
 Realistic
 Sorts out the details
 Strong sense of duty
 Structured and disciplined

Confident and optimistic
 Task focused
 Enjoys stretching goals
 Leads from the front
 Sets a winning mentality
 Thinks big
 Direct and to the point

Conscientious
 Concern for colleagues
 Avoids conflict
 Involves others in decisions
 Respects others' values
 Supportive and loyal
 Works for democratic solution

Free spirited
 Friendly and optimistic
 Enjoys networking opportunities
 Inspirational and visionary
 Lively, sociable and fun
 Not afraid to take risks
 Spontaneous and imaginative

Overview

This section provides a broad outline of your preferred ways of doing things.

Ryan believes that life's lessons come from experience and not just from studying the theory. Seeking forgiveness for his actions is often preferred to asking permission for his plans. Ryan is happy to be judged on results and sets stretching goals for most things. With his quick thinking, Ryan will take the lead and present the team's position to the world. Taking charge of the situation may be his response if he feels circumstances call for it. He occasionally enjoys taking a different side to be controversial whilst genuinely seeing the flaws on both sides. His inner belief in his ability to handle any eventuality may mean his preparation is left to the last minute. Some colleagues may be frustrated by what they see as last minute planning, but he feels comfortable with his timescales.

Ryan prefers fast paced creative meetings. The consequences of his decisions will not slow him down; he has confidence that he can sort out the problems as he goes along. He can see the possibilities in new ideas though his optimism may underestimate the amount of work to bring them to reality. When he has an important deadline, action may take precedence over discussion. Setting objectives and measuring the results is important for each part of the project. Thoughts arrive in his mind with certainty and he does not easily compromise. Quick decisions from a summary of the information allow him to move on to the next steps; he can handle course corrections as he goes along. Decisions can be made quickly so he is ready to move on to the next challenge.

Ryan has a quick mind and can generate fast results. The cut and thrust of challenging new situations give him extra energy. He can be really persuasive when presenting his ideas and does so with great enthusiasm. Ryan acts as if others should naturally follow his lead and may show surprise when not everyone does. Sometimes his communication style can be more tell than ask if he doesn't pause to consider his effect on others. He prefers to do things his way with little supervision; he is happy to be accountable for the result. What may look like indifference to authority or rebellion against controls is just his way of demonstrating his independent approach. He maintains a fast-paced lifestyle, passing over setbacks and keeping a positive outlook.

Actions

Please tick or highlight the statements that you really like, cross out the statements that are just not you and add any other comments you would like to make.



Resilient Strengths

These are some of the key strengths someone with this colour preference may have:

- Takes change in his stride
- Seeks faster and better solutions
- Wants the team to win
- Enjoys the debate
- Thrives on pressure and competition
- Comfortable making tough decisions
- Task focused
- Drives hard for delivery

Action points

Select the three key strengths that you think best describe you, add any you think may have been missed.



Team Contribution

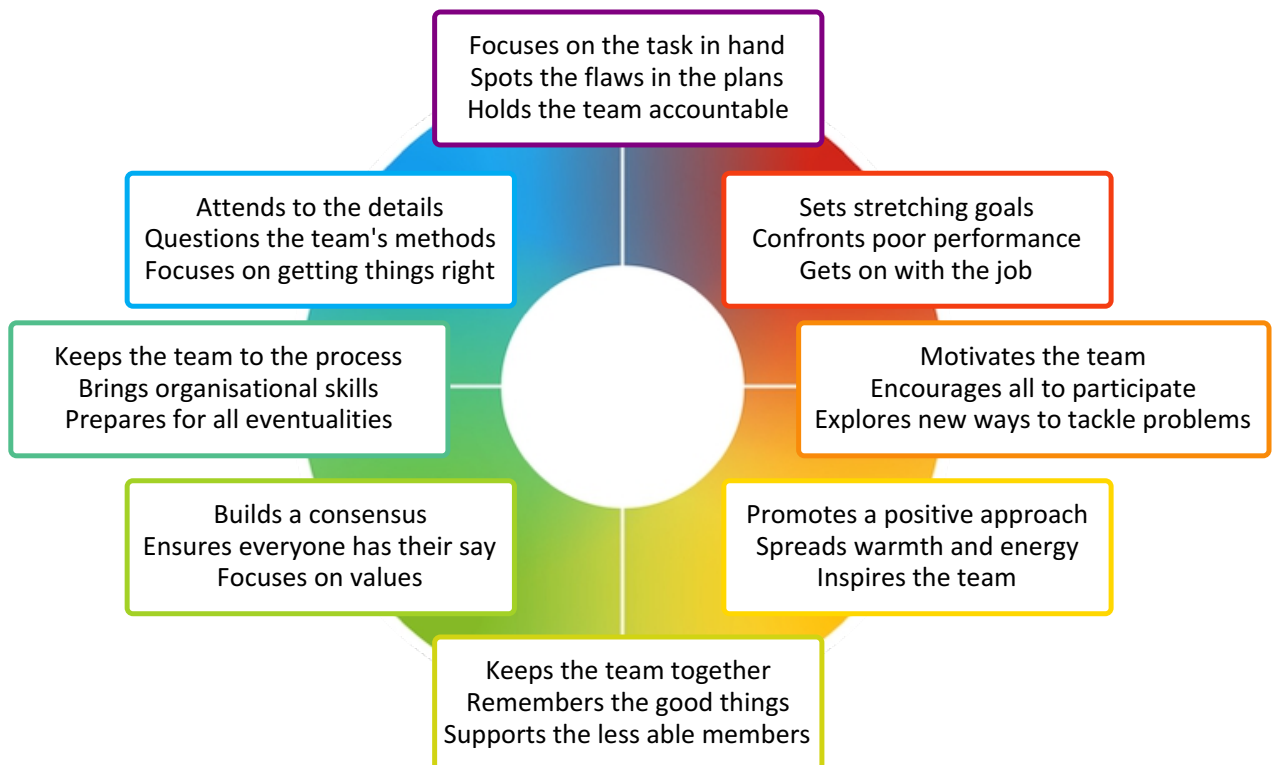
Your strongest value to a team may be in these areas:

- Concentrates on the key results that make a difference
- Brings certainty to decision making
- Holds the team's focus on the key objectives
- Ensures the deadlines are at the forefront of discussions
- Leads from the front
- Gives an instant response when speed is needed
- Expresses his concerns directly
- Sees opportunities everywhere

Action points

You will get best value from this section by getting feedback on it from other members of your team.

Contribution colour combinations may bring to a team



Areas for Development

Possible challenges to be aware of and areas you may still like to work on:

- Can be too argumentative at times
- May become over focussed on results, regardless of consequences
- Believes he already has the answers
- Regularly ruffles feathers
- May cut people off
- Tendency to become controlling
- May appear restless
- May not be really listening

Turn challenges into a development plan

1. Select 2 or 3 points that you feel most apply to you and impact your performance
2. Select situations where these were relevant
3. Identify options for change
4. Consult colleagues and make a development plan

Blind Spots

Blind Spots are the aspects of your behaviour you may be less aware of, but that your colleagues may see in team situations. These may be you on a bad day, viewed by your opposite type.

Ryan needs to be seen to consider other people's views. When under pressure, Ryan can be seen as domineering. Slowing the decision making process by taking into account other people's opinion can be regarded as a sign of strength. His competitive streak and his high need for control, may mean he sees himself in competition with the team leader. Don't expect others to bend to his every demand; remember the team feel just as passionately about the project. Talking over others is not a good way to get his point across. Rushing straight into the solution before his colleagues have had a chance to give their opinions may not lead to the best solution. Not everyone wants to get up in front of the group and present; respect their quiet demeanour.

Under pressure, Ryan just wants to make a decision; patience and consideration of all the implications may be a better strategy. Winning can come at a cost, including his relationships with others. Stating his point more loudly will not assist the comprehension of his colleagues. Patience is a virtue. Less extraverted colleagues need time to consider their responses; his quick-fire questioning technique may put them under unnecessary pressure. A caring and sympathetic approach to a problem is not always wrong. He needs to take a step back and think over the issues before making quick-fire decisions. Others will buy into Ryan's conclusions more if he leaves space for them to see their own role and their gain from being involved.

Actions

Consult the people close to you and get their input into which of these statements you should focus on as development points.

These are suggestions you may wish to share with your colleagues about which communication strategies are likely to be more or less effective for you.



Effective Communication

Communication preferences, do:

- Focus on immediate action
- Make him feel his views are important
- Show where others fit in
- Keep the conversation stimulating
- State up front the purpose of your communication
- He prefers short, sharp debates
- He may interject ideas
- Present ideas with certainty



Ineffective Communication

Less preferred options, don't:

- Present every single bit of evidence before accepting a conclusion
- Forget the big picture
- Get involved in a long, drawn out debate
- Think consensus really matters
- Delay the conclusions
- Constrain him with a rigid formula to follow
- Arrive with conclusions he can't question
- Adopt a threatening posture

Action Points

Select three or four statements on either side to help your colleagues understand your preferences and communicate with you more effectively.

Effective Colourful Communication

The ideas below may then help you think about communicating well with those who have different colour combinations to your own.

Give facts, ideally in writing
Be rational and practical
Ask for their questions
Discuss the principles
Be logical and thorough
Listen carefully to questions
Allow time to prepare

Demonstrate conviction
Identify their role quickly
Be direct and action focused
Present options
Focus on success
Be clear and brief
Refer early to the objective

Allow time for discussion
Listen carefully
Show sincere interest
Be polite and courteous
Consider their opinions
Be sensitive; feelings matter
Progress at their relaxed pace

Be interactive and friendly
Use visuals
Allow free flow
Be light and fast paced
Make direct eye contact
Seek their views and ideas
Allow for an open discussion



Enabling Engagement

What motivates and demonstrates commitment:

- First in line to commit
- Must have full belief in the leader
- Commits to the success not just to joining the project
- Has a clear view of what commitment looks like and expects others to share his view
- Uses strong words and backs them with actions to demonstrate commitment
- Frustrated by others that are unwilling to openly express their level of commitment
- For Ryan it is all or nothing
- Expresses a strong desire for the team to succeed

Action points

Select three statements that are most important to you.



Role Agility

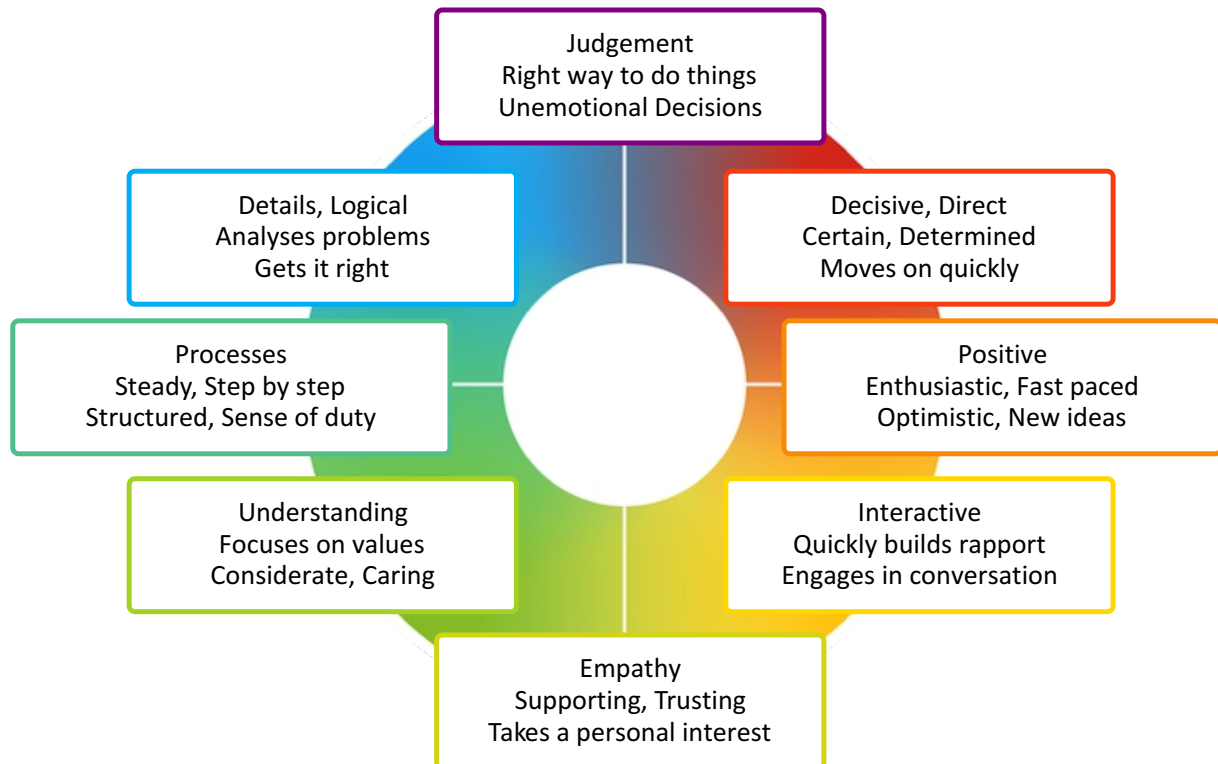
Ryan's role preferences and how he may react to change:

- Happy to swap roles mid task if he believes he can add value or do it better
- Likes to lead from the front
- Role flexibility that improves the drive to get the end result is welcomed
- Wants autonomy within the role
- Likes enough role definition to be able to measure his success
- Will measure others against defined goals
- Prefers a role with challenge and excitement
- Prefers a role where he is in charge of his own destiny

Action points

Select statements that you feel describe your role preferences best.

Role fit around the wheel



Positive Ways of Handling Setbacks

Turning issues into opportunities - Positive ways Ryan will prefer to handle moments of crisis when they occur:

- Uses each setback to channel the direction in a better way
- Brings clarity and purpose to a change of plan
- Looks for the three key learning points and then moves on
- Focuses clearly on the original goal
- Relishes the challenge
- Takes the view that this is a temporary glitch; success will still win out
- Comes up with quick solutions
- Adapts the project plan and refocuses the team

Less Positive Ways of Handling Setbacks

Possible negative ways in which Ryan may react in moments of crisis when they occur:

- Reluctant to analyse fully the reasons for a failure and may miss the opportunity to learn from them
- May leap into action without considering all the facts
- His strength of reaction may lead to team members withdrawing
- Pressurises others towards a solution they may not support
- May forget the others involved
- May only focus on the area they see as the single problem
- May be blind to setbacks and not learn from the past
- Can become frustrated with less positive colleagues

Managing Stress

Signs:

Getting stuck in analysis
Impatience
Becoming unresponsive, distant
Only able to see the negatives
Not knowing where to start

Action:

Give them time and space
Avoid interrupting them
Answer questions fully

Signs:

Resignation if the goal feels unachievable
Work life balance becoming misaligned
Becoming over focused, zealous
Showing flashes of frustration
Making hasty decisions

Action:

Avoid mirroring their behaviour
Help them to prioritise
Give them options

Signs:

Going quiet, and becoming disconnected
Increasingly worrying
Internalising
Becoming less supportive
Feeling overwhelmed

Action:

Ask how to support them and others
Help them to recognize there is an issue
Listen to them, don't try to fix it for them

Signs:

Not being able to say no
Becoming distracted
Withdrawing
Becoming chaotic
Having a negative attitude

Action:

Listen to them and involve them
Give them positive reflection
Give them validation

Action Learning

Please use this page to capture your reflections and actions going forwards.

Harness all four colour preferences to capture different perspectives.

