



ADW | Profile

Conversation Guide

This Report Prepared for

Ted Lasso | Program Manager

Extra Loving Care (ID) 95771844

2019-01-07

Leader: Kimberly Davis Program Director | (ID) 81573895

Interpretation Requirements

General Member Training

1-Day Intensive Certificate Available



Table of Contents

| | |
|------------------------------------------|-----------|
| Part I: Focusing Your Onboarding | 3 |
| Building New Relationships | 4 |
| Learning Job Requirements | 6 |
| Receptivity to Feedback | 8 |
| Adapting to Change | 10 |
| | |
| Part II: Working with Your Leader | 12 |
| Personality Similarity | 13 |
| Information Exchange | 15 |
| Task Completion | 17 |
| Working Alliance | 19 |

D For an expedited conversation, discuss topics highlighted by the DayOne symbol.



Focusing Your Onboarding



The Onboarding Focus Indicators display how much attention and focus will likely be needed as Ted begins a new role in the organization. There are 4 Onboarding Areas of Focus: Building New Relationships, Learning Job Requirements, Receptivity to Feedback, and Adapting to Change. The greater the bar, the more focus is necessary to ensure a successful onboarding experience.

- Normal Focus
- Moderate Focus
- Strong Focus
- Intense Focus

Building New Relationships



Suggested Level of Focus: Strong

Ted may have some personality traits that help with building new relationships with co-workers; however, they may experience more distress or discomfort than most people when asked to form relationships.

Learning Job Requirements



Suggested Level of Focus: Normal

Ted will engage in learning the new duties and responsibilities of the job. They will be motivated to learn, initiative their own learning, and respond well to positive reinforcement and additional teaching from their manager.

Receptivity to Feedback



Suggested Level of Focus: Moderate

Ted may be open to some feedback on their behavior. When feeling secure, they will be open to exploring their impact on others, but will need reassurance and validation from their manager. When feedback is overly direct, they may feel criticized or unable to reflect on behavior changes.

Adapting to Change



Suggested Level of Focus: Strong

Ted will not be overly adaptable; they will require support, clarity, and reassurance when asked to make changes to their work routines. They may accept that not everything can be certain, but may struggle to maintain peak effectiveness amidst ambiguity. They may tend to worried about the future.



Building New Relationships



Normal Focus Recommended

Intense Focus Necessary



In most new situations, Ted may have some personality traits that help with building new relationships with co-workers; however, they may experience more distress or discomfort than most people when asked to form relationships. Below are the relevant personality traits that impact Building New Relationships:

Solitudinous



Gregariousness



Ted is energized by solitude, prefers to connect with others on an individual basis, seeks out activities that can be done alone, and avoids social engagements or situations involving large groups

Skeptical



Trust



Ted prefers to be self-reliant, protects self in new situations, doubts others, requires others to earn trust, assumes hidden agendas and questions others' choices

Directness



Diplomacy

Ted is generally aware of group conflict, may sacrifice own needs to keep group at ease, tends to forgive and forget, may be seen by others as deferential to others to maintain cohesion

Yielding



Assertiveness

Ted may be someone who holds back own opinions or point of view, at times may give in to others, and could be seen as passive in group decision making, particularly in given situations



Building New Relationships

How can these traits be assets to you as you build new relationships?

How might these traits get in your way as you build new relationships?

How can Kimberly be helpful as you work to build new relationships?

What are your 90-day goals for building new relationships?



Learning Job Requirements

Normal Focus Recommended

Intense Focus Necessary



In most new situations, Ted will engage in learning the new duties and responsibilities of the job. They will be motivated to learn, initiative their own learning, and respond well to positive reinforcement and additional teaching from their manager. Below are the relevant personality traits that impact Learning Job Requirements:

Accepts Knowledge



Ted will be flexible in their thinking, be receptive to others, and enjoys learning new ideas

Open to Learning



Doubts Abilities



Ted May be fairly independent, believes, for the most part, in own general and decision-making, at times may over rely on own perspective or self for project completion

Self-Confidence

Conventional



Ted is open to a variety of ideas, feelings, and experiences; is imaginative, aesthetically sensitive, has conceptual conversations and has a wide range of interests

Openness



Accepts Inexactness



Ted has little need to know all relevant information and will be comfortable relying on own intuition for decision making, yet may become frustrated from frequent requests for information

Values Information





Learning Job Requirements

How can these traits be assets to you as you learn your job requirements?

How might these traits get in your way as you learn your job requirements?

How can Kimberly be helpful as you work to learn your job requirements?

What are your 90-day goals for learning job requirements?



Receptivity to Feedback



Normal Focus Recommended

Intense Focus Necessary



In most new situations, Ted may be open to some feedback on their behavior. When feeling secure, they will be open to exploring their impact on others, but will need reassurance and validation from their manager. When feedback is overly direct, they may feel criticized or unable to reflect on behavior changes. Below are questions designed for Ted to explore their Receptivity to Feedback:

What is it like for you when people ask you for your opinion on your work performance?

How do you keep from taking feedback too personally?



How do you know when you need help developing a new skill?

How do you pick out the useful parts of feedback?





Receptivity to Feedback

How can what you discussed on page 8 help you use feedback more effectively?

How might what you discussed get in your way as you receive feedback?

How can Kimberly offer you feedback on your work behaviors?

What are your 90-day goals for receiving feedback?



Adapting to Change



Normal Focus Recommended

Intense Focus Necessary



In most new situations, Ted will not be overly adaptable; they will require support, clarity, and reassurance when asked to make changes to their work routines. They may accept that not everything can be certain, but may struggle to maintain peak effectiveness amidst ambiguity. They may tend to be worried about the future. Below are questions designed for Ted to explore their Adapting to Change:

How do you know when change is helpful and necessary versus when it is upsetting and dangerous?

How do you know when you become too controlling of what will happen at work?

How do you know when to stick with your routines?

How do you know what details are not important to know before making changes?



Adapting to Change

How can what you discussed on page 10 be used as assets for adapting to change?

How might you sometimes get in your way of effectively adapting to change?

How can Kimberly help you effectively adapt to important changes?

What are your 90-day goals for adapting to change?



Working with Your Leader



The Alignment Focus Indicators display how much attention and focus Ted and Kimberly will need to spend on aspects of their working relationship. There are 4 Alignment Areas of Focus: Personality Match, Information Exchange, Task Completion, and Working Alliance. The greater the bar, the more focus is necessary to ensure a successful onboarding experience.



Normal Focus



Moderate Focus



Strong Focus



Intense Focus

Personality Similarity



Suggested Level of Focus: Strong

Ted and Kimberly share only a few personality characteristics. They are likely to think and communicate in different ways. It will be very important for Kimberly to learn about Ted's styles and patterns.

Information Exchange



Suggested Level of Focus: Strong

As a pair, Ted and Kimberly will need help to effectively communicate with one another, even under optimal circumstances. When faced with challenges or conflict their communication may break down. Kimberly should be intentional about keeping communication open.

Task Completion



Suggested Level of Focus: Normal

As a pair, Ted and Kimberly will likely accomplish tasks well together, especially when the assignments are clear. They will be as diligent as most employees, but may have some tendency to question plans or shift their focus. Kimberly should be intentional about prioritizing work projects and check-in on deadlines.

Working Alliance



Suggested Level of Focus: Moderate

With outside support, Ted and Kimberly can effectively build professional relationships. At times, they miss communicate, grow skeptical, or fail to connect. With support, they can create positive outcomes. However, intense differences may be challenging to overcome.



Personality Similarity



Normal Focus Recommended

Intense Focus Necessary



In most circumstances, Ted and Kimberly share only a few personality characteristics. They are likely to think and communicate in different ways. It will be very important for Kimberly to learn about Ted's styles and patterns. Below are how Ted and Kimberly align on the Five Factors of Personality:

Conventional



| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Traditional, grounded, and practical; prefers to engage with the here and now; thinks concretely and narrowly; likely gravitates toward established, or already proven, methods | Open to a variety of ideas, feelings, and experiences; is imaginative, aesthetically sensitive, has conceptual conversations and has a wide range of interests |

Openness



Flexibility



| | |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Spontaneous, sensation-seeking and easy-going; is flexible and carefree; may struggle with follow-through or keeping commitments to plans | Self-disciplined, dutiful, organized, and goal driven; is focused and diligent; may be stubborn or hard on others who change their commitments |

Conscientiousness



Introversion

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Internally-oriented; gains energy by recharging in solitude; is quite, reserved, and contemplative; may struggle being center of attention or being around people for extended periods | Externally-oriented; gains energy by social stimulation; is talkative, outgoing, sociable, energetic, and domineering; may struggle letting others have the attention |

Extraversion

Tough-Minded

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Direct and uncompromising of own interests; skeptical of others' intentions; expecting of competition and challenge from others; seen as assertive and sometimes stubborn and tough-minded | Trusting, accommodating, cooperative, sympathetic toward others, and willing to compromise own interests; may not readily express own point of view; may be overly trusting or unconcerned about others' motives |

Agreeableness

Controlled

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Emotionally controlled; may not express or share intense emotions or acknowledge the impact of stress, sadness, worry, or anger on own self; may be emotionally closed | Emotionally expressive; may freely express or share intense emotions or be overly attuned to the impact of stress, sadness, worry, or anger on own self; may be emotionally reactive |

Emotionality



Personality Similarity

How are you similar? How can you leverage this? What issues may arise?

How are you different? How can you balance one another? What can get in the way?

How can Kimberly adjust their approach to best relate to you?

How can you adjust your approach when appropriate?



Information Exchange



Normal Focus Recommended

Intense Focus Necessary



As a pair, Ted and Kimberly will need help to effectively communicate with one another, even under optimal circumstances. When faced with challenges or conflict their communication may break down. Kimberly should be intentional about keeping communication open. Below are the specific personality traits that impact Information Exchange:

Accepts Inexactness

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| <p>D Has little need to know all relevant information; will be comfortable relying on own intuition; does not require objective data to feel comfortable making a decision; may become frustrated from frequent requests for information</p> | <p>Needs information to gain sense of security; may become distressed from a lack of detailed information; is uncomfortable making decisions without extensive, objective information; may not trust own intuition</p> |

Values Information

Concrete

| | |
|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| | |
| <p>D Thinks in a linear, straight-forward manner; seeks out proven or established methods</p> | <p>Has a vivid imagination; makes unusual connections; thinks about possibilities</p> |

Imaginative

Accepts Knowledge

| | |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| | |
| <p>D Accepts current level of knowledge; will not question or challenge others</p> | <p>Receptive to new forms of knowledge or theories; actively seeks new learning</p> |

Open to Learning

Yielding

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| | |
| <p>D Holds back own opinions or point of view; gives in or avoids direct confrontation; seen as passive in group decision making</p> | <p>Makes self heard; expresses own point of view and stands up for self; confronts issues; seen as dominant and forceful</p> |

Assertiveness



Information Exchange

D Values Information

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

D Imaginative

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

D Open to Learning

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

D Assertiveness

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?



Task Completion

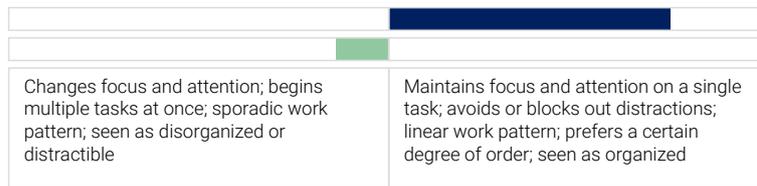
Normal Focus Recommended

Intense Focus Necessary



As a pair, Ted and Kimberly will likely accomplish tasks well together, especially when the assignments are clear. They will be as diligent as most employees, but may have some tendency to question plans or shift their focus. Kimberly should be intentional about prioritizing work projects and check-in on deadlines. Below are the specific personality traits that impact Task Completion:

Shifts Focus



Keeps Focus

Independence



Dutifulness

Effort Conservation



Achievement Drive

Stoic



Impulsivity



Task Completion

Keeps Focus

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

D Dutifulness

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

Achievement Drive

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

Stoic

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?



Working Alliance

Normal Focus Recommended

Intense Focus Necessary



With outside support, Ted and Kimberly can effectively build professional relationships. At times, they miss communicate, grow skeptical, or fail to connect. With support, they can create positive outcomes. However, intense differences may be challenging to overcome. Below are the specific personality traits that impact Working Alliance:

Skeptical



| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Wonders about others' motives and intentions; doubts others, questions why people do what they do; assumes hidden agendas and questions others' choices | Accepts others' choices; does not question motivations or suspect hidden agendas; believes that others are well-intentioned and trustworthy; readily assumes the best intentions |

Trust

Directness



| | |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Direct about own needs and interests; will not easily let go of conflicts or back down from own point of view; often seen as argumentative | Aware of group conflict; will sacrifice own needs to keep group at ease; will forgive and forget; deferential to others to maintain cohesion |

Diplomacy

Low Affiliation



| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Own sense of identity is unrelated to feeling connected to others; does not need a sense of community or belonging to feel fulfilled; may feel connection with groups impedes individualism and autonomy | Needs to feel connected to others to gain security or fulfillment; needs to be around others to feel a sense of belonging; seeks to affiliate with groups and larger purposes for identity |

Values Connection

Emotional Disinclination

| | |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| Not inclined to relate to the emotional experiences of others; may fail to connect with or acknowledge the emotions of others | Understand the emotional experience of self and others; can effectively connect the emotional experience to work objectives; may need to feel a strong purpose in order to maintain motivation |

Emotional Intelligence



Working Alliance

D Trust

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

D Diplomacy

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

D Values Connection

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

Emotional Intelligence

How are you similar/different on this trait?

How might these similarities/differences help? How might they get in the way?

