

Work Preferences

Glen Lipka

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Overview

You are energetic, ambitious and adventurous. You welcome challenges and will not be diverted from your purpose. Rather, you are determined to work on a project tirelessly to bring it to completion. You take advantage of new opportunities better than most people. Life for you can be a vibrant affair in which you passionately pursue success, experience and achievement. You are dramatic, idealistic, proud and self-assured with a creative mind.

People enjoy relating to you, personally and professionally, whether one-on-one, in a group or over a telephone. They feel safe and secure that you're listening to their needs; you're taking care of business by putting a thorough action plan into place; you're intelligent and creative enough to solve any spontaneous problems by considering various options; and you're capable of motivating and leading them toward successful outcomes.

You are an innovative thinker with an actively curious and very quick mind. With your talent for grasping abstract concepts, you learn new ideas quickly and easily. Your mental energies can become scattered. You will be most productive if you can focus on one project at a time, but you have a tendency to become bored unless you are constantly stimulated by new information. Since you are interested in so many things, choosing a field in which to specialize might be a challenge, but once committed to a course of action, you will aggressively pursue it.

You turn thought into action almost instantly. When you get an idea you become excited by it, then get others excited about it, then act on it. You can become so involved in your pursuit of success that you forget to tend to the details and planning that are necessary along the way. You must learn to discern good ideas from bad ones and, most of all, to make a clear outline of the steps, procedures and deadlines needed to proceed successfully. Without care, this energy can turn into chaos.

Interaction

Sharing ideas and feelings with others is important to you. You are a gifted conversationalist who is keenly aware of both verbal and nonverbal exchanges. You anticipate the appropriate thing to say next and know how to keep your audience comfortable and feeling good. When dialogue reaches an impasse, you can keep the conversation going with new input or humor. In discussions, you can become emotionally involved — and downright passionate. You love with your whole heart and soul, and people know that they can depend on you. Others enjoy your easy-going charm and appealing wit, and you know how to flatter people to win them over.

Written Communication

You might have a problem sitting still and writing. However, you have a lot of ideas and writing is one effective way to express them. If you have the ambition, and the patience, to write, you can. Because you never forget that you're trying to engage an audience, your writing style is compelling and interesting. However, you should seek out an editor because you are not a natural proofreader and may not pay enough attention to perfect grammar and spelling.

Taking Direction and Task Orientation

You enjoy a high energy, open-ended work environment. You like lots of different activities and demands throughout the day. The phone's ringing and you have to be at a meeting and you have a client in your office all at the same time: This kind of action suits you just fine. Bring on more. Multi-tasking should be your middle name: You can make it all happen at once and you thrive on doing so. You are likely to be unhappy in positions where everything is predictable and you are told exactly what to do and where to be. You work long and hard, but it must be on your own terms. And your own terms work quite well as long as you have some people on board who tend to the details.

You do whatever needs to be done to accomplish a task. When you finish one, you rush to the next: It's never-ending. You like activities and interactions to move at a fast pace. If you have to slow down, you can become bored and impatient quite easily. Sometimes you'll create a problem or a crisis just to enliven yourself and those around you.

You might benefit from looking at the way in which you delegate. As you work through any task or project, you likely to have more ideas, more energy, more enthusiasm, than you can contain. Naturally you delegate to people. But you

also must be sure to do so in an orderly fashion. You may move so fast that you fail to adequately explain yourself. You may delegate in a contradictory fashion. You may assume people know more than they do. Most people do not move as quickly as you do.

Leadership

Charming and magnetic, you have the ability to attract a lot of attention and are comfortable in the spotlight. You naturally "take charge" and others believe that you can accomplish anything. Therefore, no matter what the situation, you can inspire others to follow your lead.

You might run into trouble because of the whirlwind with which you surround yourself. Sometimes people won't completely understand what they should be doing because you're so quick when you delegate. It bears repeating: Slow down a bit and make sure they know exactly what is being asked of them. To make the action-oriented directives clear, so that everyone can accomplish their tasks and work together to meet the goal, you must lay out a focused, effective and easy-to-implement plan. Lastly, you have to continually measure how well the plan is being implemented and what else is required to make the final outcome successful.

Decision Making and Risk Taking

You are quick to make decisions — sometimes too quick. You have to learn to take the time to think about the situation. This may be one of the hardest lessons you learn. There has to be a point when you step back, look objectively at what is going on and base a decision on that moment, as opposed to your usual modus operandi, which is simply to make a decision because someone has asked you to do so. You also have to take into account the fact that you are not afraid of risks, so your decision-making process can be skewed because of your fearless nature. Decisions that are not completely thought out may not affect you directly, but they can have heavy consequences for the organization or people around you. Try to surround yourself with people who are less impetuous than you and can offer you guidance in making rational decisions that will lead to successful outcomes.

Sales Orientation

It wouldn't surprise you that at this point to be described as a great salesperson. You are terrific with people, you are persuasive and you can communicate ideas with enthusiasm. If you believe in what you're selling and if you want to sell, you can effortlessly initiate and close any sale. The only way for you to succeed, however, is if you are internally inspired to sell. You must find deep within yourself a compelling reason to do so. Otherwise, you will stir up a lot of activity but will not follow through. You equate your personal pride with your product. If you have confidence, then the world will lay itself at your feet.

Learning Preferences

Glen Lipka

Above all else remember:

You learn by asking "What?"

Your Learning Keys

- You are a pragmatic learner who wants to get things done. You are always asking, "What's the point?"; "What can I do with this?"; "What's my assignment?"
- When someone is teaching you something, specifically ask that he or she start with the applied purpose of the information.
- You perceive anything that is not useful or actionable as an inefficient distraction. However, if you also have a high Explore score, you will be interested in the big picture from a systems perspective.
- Speed is the name of the game, and the game is highly competitive. You like to win at learning — and at everything else.
- Brevity. Bullet points. Less = More.
- You like clear, short instructional sessions, not open-ended learning voyages.
- Kinetic, action-oriented learning works very well for you.
- You want specific objectives, expectations and priorities. Clear, logical lessons are best.
- You demand efficiency, punctuality and conciseness from yourself and respect those qualities in others. Let people know that.
- You prefer to express ideas succinctly and to complete tasks quickly.

How To Take Charge of Your Own Learning

Strategies to share with anyone who is teaching you something

Your teacher/trainer should remember that:

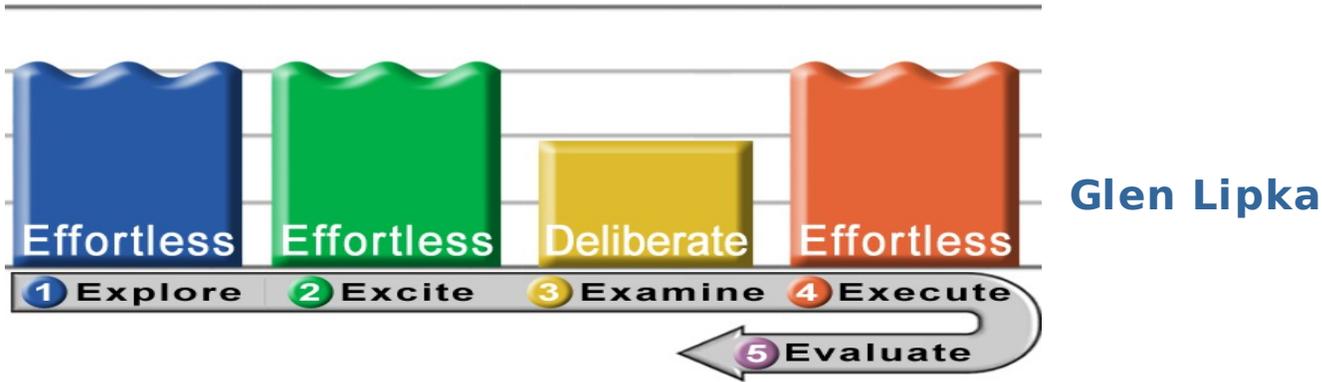
- **You love challenges!** You thrive on pushing your limits and will work tirelessly when challenged by someone you respect.
- **You work well with criticism.** You want to improve. But the person teaching you should be sure to follow up criticism with practical suggestions.
- **Categorizing works for you.** You organize information into mental

boxes for quicker recall.

Your teacher/trainer should be sure to:

- **Stay organized.** You are impatient with tardiness, confusion and vagueness.
- **Limit options.** You prefer only a few examples and alternatives so you can get to the point.
- **Immediately present** the goals, objectives, and expectations of the classes/training sessions and be sure to articulate what you need to do to succeed.
- **Stay on topic.** Digression makes you impatient, bored — even angry.
- **Avoid theory.** Unless you also have a high Explore score, you will quickly become bored and impatient.
- **At the end:**
 1. Summarize the session;
 2. Ask you to evaluate the experience; and
 3. Give you direct, rational feedback.

Energy Map Glen Lipka



ENERGY MAP LEGEND

DYNAMICS: Intrinsic to the work process
Depicted by color

- 1** 1st Dynamic: **Explore**
Generate possibilities
- 2** 2nd Dynamic: **Excite**
Create enthusiasm around those ideas
- 3** 3rd Dynamic: **Examine**
Detailed Planning
- 4** 4th Dynamic: **Execute**
Implementation
- 5** 5th Dynamic: **Evaluate**
Measure external success and internal satisfaction

ENERGIES: Intrinsic to the person (not competencies)
Depicted by shape

- EXTREME**
To the point of overflow
- EFFORTLESS**
Easy and natural
- DELIBERATE**
Willful and conscious
- STRESS**
Erratic and tense

Energy Map

This is a chart of how much energy this person applies in typical situations, from start to finish.

Spending prolonged periods of time outside of a zone of comfort will drain a person and ultimately lead to mental and physical stress and lower results.

1 EXPLORE Energy Map

You are **Effortless**

**You perform naturally in this Dynamic.
You can move in and out of it with ease.**

1st Dynamic

DESCRIPTION:

Effort and attention is focused inward on ideas, feelings and concepts. This Dynamic is creative, independent and fluid.

ORIENTATION:

Asks "how."
Is process-oriented.

What you are like in 1st Dynamic

DESCRIPTION:

You enjoy being in the world of ideas and possibilities. You have a lot of creative energy.

ORIENTATION:

You like to know how things interrelate as part of the "bigger picture."

APPLICATION:

1st Dynamic is most useful at the beginning of projects when new ideas, creativity and open-mindedness are required.

PERFORMANCE:

This dynamic is most effective when participants think broadly, considering more ideas, information, connections and possibilities.

APPLICATION:

You often start new projects. You search for possibilities and connections at opportune moments.

PERFORMANCE:

You find performing in a limitless and expanding environment invigorating. You are quite content when you can indulge in the creative process.

2

EXCITE
Energy Map

You are **Effortless**

You perform naturally in this Dynamic.
You can move in and out of it with ease.

2nd Dynamic

DESCRIPTION:

Activity is expressive and outward, sharing and invigorating the conceptual process from 1st Dynamic.

ORIENTATION:

Asks "who."
Is interaction-oriented.

APPLICATION:

2nd Dynamic provides the impetus for progress. It generates this energy with inspiration, influence and persuasion.

PERFORMANCE:

This Dynamic is most effective when it generates substantive, active discourse among people through both verbal and non-verbal communication.

What you are like in 2nd Dynamic

DESCRIPTION:

Internally and externally, you generate genuine enthusiasm and excitement. This breathes life into any of your initiatives.

ORIENTATION:

You focus on connecting to and communicating with people.

APPLICATION:

You have a natural ability to animate people and your environment. You lift spirits using motivation, optimism and humor.

PERFORMANCE:

You acquire energy when you are encouraged to relate to people.

3

EXAMINE
Energy Map

You are **Deliberate**

It takes a bit of effort for you to move through this Dynamic.
You complete the required actions but it takes conscious application.

3rd Dynamic

DESCRIPTION:

Energy focus is cautious and introspective, extracting realistic expectations from the energized vision from 2nd Dynamic.

What you are like in 3rd Dynamic

DESCRIPTION:

You will make some effort to judge what possibilities can become realities, based on facts and time constraints.

ORIENTATION:

Asks "why."
Is detail- and fact-oriented.

APPLICATION:

3rd Dynamic provides the procedural strategy and informational tools required for successful completion of the project.

PERFORMANCE:

The focus is on avoiding and/or mitigating omissions, mistakes and potential weaknesses.

ORIENTATION:

You will dive into the weeds of research, details and fact-finding missions only if the situation calls for it.

APPLICATION:

You put enough energy into creating and organizing structures, rules and timelines to ensure a solid foundation for action.

PERFORMANCE:

You must make a conscious effort to focus on flaws and anticipate problems. Your instinct is to consider what will go "right."

4

EXECUTE
Energy Map

You are **Effortless**

You perform naturally in this Dynamic.
You can move in and out of it with ease.

4th Dynamic

DESCRIPTION:

This is the Dynamic of external results, implementing the plan developed in 3rd Dynamic and producing concrete action.

ORIENTATION:

Asks "what."
Is goal- and control-oriented.

APPLICATION:

4th Dynamic focuses on completing tasks with accountability, authority and delegation.

PERFORMANCE:

This Dynamic thrives on challenge, competition and reward.

What you are like in 4th Dynamic

DESCRIPTION:

You can maintain the stamina and intense energy necessary to force action, accountability, decision-making and task completion.

ORIENTATION:

You like to have measured control over situations and people. You have an essential interest in material gain.

APPLICATION:

You can focus exclusively on task-completion. You are quite comfortable delegating and/or having authority.

PERFORMANCE:

You have an essential interest in winning and seeking material rewards.

5

EVALUATE
Energy Map

This is a universal Dynamic that requires each individual to reflect on the preceding Cycle and anticipate the next.

DESCRIPTION:

The focus of this Dynamic is both internal and external. Internal focus evaluates feelings of satisfaction and self-worth. External focus evaluates feelings of success and how one appears to others.

ORIENTATION:

This Dynamic asks all the open-ended questions - the ones that start with "Who," "What," "Why" and "How."

APPLICATION:

Examine the process just completed according to these criteria: Where were individual and group strengths put to their best use? Where was productivity at its best, and where was it at its worst? Where was the work energized, and where did the energy dip? Repeat this advice for every Dynamic.

PERFORMANCE:

Take a careful look at whether you're free to move on to a new subject or process, or whether you should repeat what you've been working on. Before any process begins, think about what you would consider an ideal outcome. When the work is over, compare the results with that ideal result.

Time Map Glen Lipka



Glen Lipka

TIME MAP LEGEND

DYNAMICS: Intrinsic to the work process
Depicted by color

- 1 1st Dynamic: Explore**
Generate possibilities
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Create enthusiasm around those ideas
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Detailed Planning
- 4 4th Dynamic: Execute**
Implementation
- 5 5th Dynamic: Evaluate**
Measure external success and internal satisfaction

TIME: Intrinsic to the person (not competencies)
Depicted by shape

- EXTREME**
Enormous amount of time
- EFFORTLESS**
Perfect amount of time
- DELIBERATE**
Some amount of time
- STRESS**
Erratic amount of time

Time Map

This map shows how a person prefers to spend their time on any job, role, or task.

There are two things to know: first, how a person experiences time, and objectively how much time they allocate each given phase of any task.

1

You are **Effortless**

EXPLORE
Time Map

Time flies when you are engaged in this Dynamic but you intuitively know when to end your work here and move on.

1st Dynamic

How you experience time in 1st Dynamic

Focus is on the future.

You like to consider possible outcomes, but not at the expense of present concerns.

Rhythm is slow and stretches over time.

You appreciate working where time is not a critical factor. You have patience when unexpected problems arise with people or projects.

Time for a change.

You like to implement creative solutions and options if time permits.

Time for innovation is time well spent

You like to take some time to incubate your thoughts. In this way you maximize your creative potential and

2

EXCITE Time Map

You are **Effortless**

Time flies when you are engaged in this Dynamic but you intuitively know when to end your work here and move on.

2nd Dynamic

Focus is on the present.

Rhythm has a jazz-like time signature.

Living in the moment.

Time for relating is time well spent.

How you experience time in 2nd Dynamic

You enjoy spontaneity and living in the moment.

In this Dynamic, you work to a varying tempo that calls forth moment-to-moment improvisation.

You can seize the moment. You move in and out of this Dynamic effortlessly and intuitively, right on cue.

You like healthy relationships. You put time into energizing feelings and relationships and creating a community.

3

EXAMINE Time Map

You are **Deliberate**

You can work effectively here for varying periods of time before the attraction of other Dynamics pull you away.

3rd Dynamic

Focus is on the past.

Succinctly shortens time and breaks rhythm down into a steady beat.

Understanding the art of doing little things over a long period of time.

Time for planning is time well spent.

How you experience time in 3rd Dynamic

Looking at historical data may not come easily to you. You may do well to spend more time considering what has worked well in the past.

You can work at a steady and even pace for some periods of time. However, you may need to change the pace to keep yourself energized and engaged.

You must put some effort into truly understanding and practicing the art of doing little things over a realistic period of time.

You will experience a greater amount of success if you spend more time in the planning process before carrying out a project.

4

EXECUTE Time Map

You are **Effortless**

Time flies when you are engaged in this Dynamic but you intuitively know when to end your work here and move on.

4th Dynamic

Focus is on immediate

How you experience time in 4th Dynamic

You stay motivated to complete all tasks because you

actions and results.

focus solely on getting the job done.

Increases existing tempo.

You smoothly speed up your natural tempo to meet or beat a deadline.

Marked by meeting deadlines.

You have an inherent respect for deadlines and meet them when the situation calls for it.

Time for efficiency is time well spent.

You consciously measure time and accomplishment in discrete intervals as you near the end of a project.

5

EVALUATE
Time Map

This is a universal Dynamic that requires each individual to reflect on the preceding Cycle and anticipate the next.

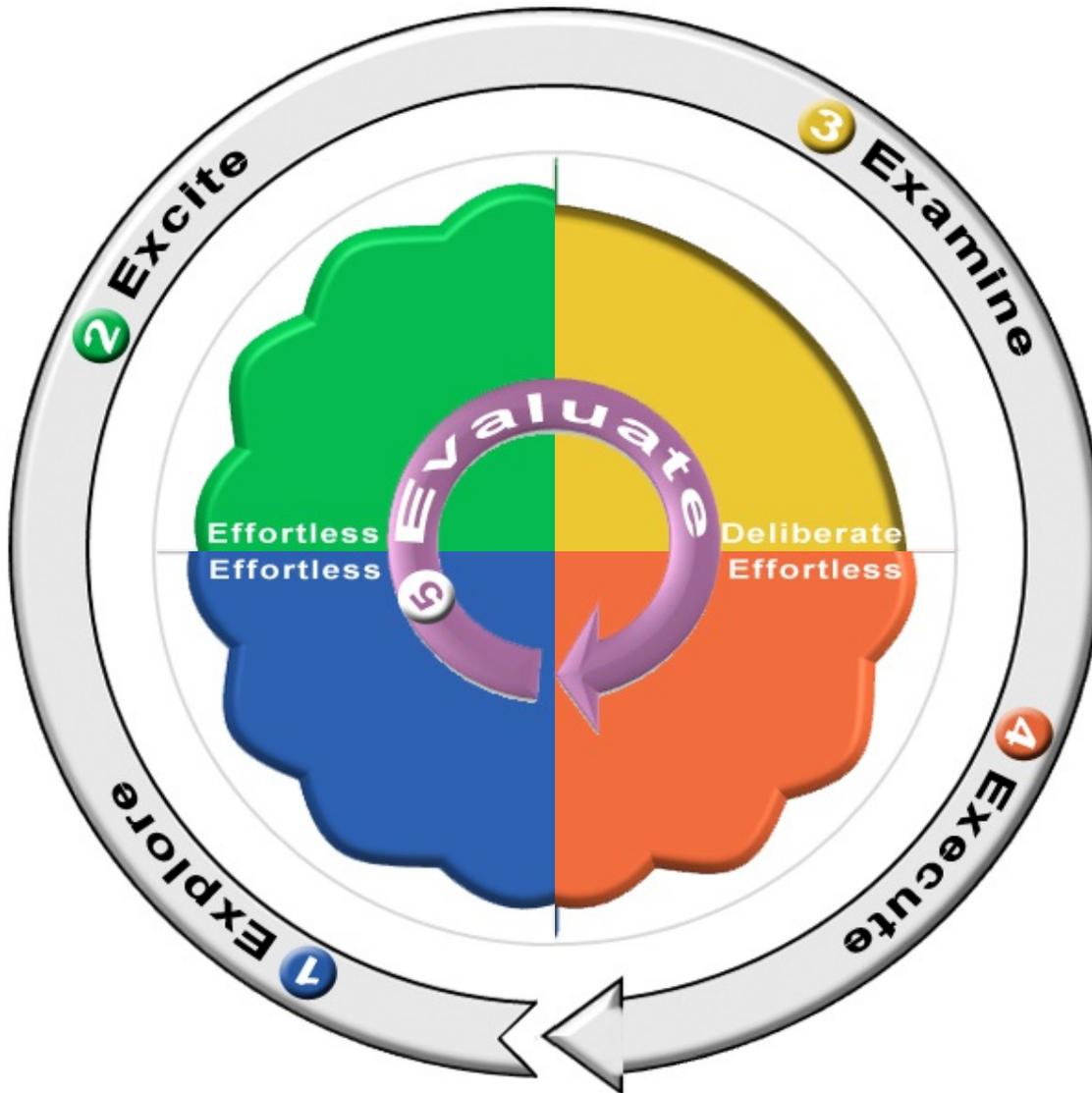
Focus on past, present and future.

Pay attention to the unique rhythm of each Dynamic. As each is completed, make a conscious transition to the next.

As you complete each Dynamic, take time to review what happened. Evaluate what worked and what did not work.

Time can be mastered with awareness and focus.

Performance Cycle Glen Lipka



Glen Lipka

PERFORMANCE CYCLE LEGEND

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To the point of overflow
-  **EFFORTLESS**
Easy and natural
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Willful and conscious
-  **STRESS**
Erratic and tense

Performance Cycle

This offers a view of process as a Cycle instead of a straight line. This can assist a person in seeing their process as a repeated pattern. Understanding one's process preferences, and strategies for the lower energy phases are keys to success and satisfaction.

1

EXPLORE Performance Cycle

You are **Effortless**

Energy: Balanced energy
Time: Spends appropriate amount of time

1st Dynamic Properties

BEGINNING:

1st Dynamic marks the beginning of the Performance Cycle. This is the point at which awareness, new ideas and perceptions are generated. They will become realities in the following Dynamics.

SETTING:

In this Dynamic, the setting has neither boundaries nor order and logic.

FOR A TEAM:

For a team, this is the stage where the focus is on brainstorming and on identifying options.

CONCLUSION:

The culmination of 1st Dynamic should be a renewed vigor that fosters fresh and creative ideas as it moves into 2nd Dynamic.

What you experience in 1st Dynamic

When you enter the 1st Dynamic, your energy level and awareness increase. You free up this energy when you brainstorm, create and innovate.

This is exclusively the realm of awareness, connections and ideas. You are relaxed in this space.

You offer the team an abundance of awareness, ideas and creative solutions.

You allow the necessary time and space for the creative potential of the 1st Dynamic to run its course.

2

EXCITE Performance Cycle

You are **Effortless**

Energy: Balanced energy
Time: Spends appropriate amount of time

2nd Dynamic Properties

BEGINNING:

The 2nd Dynamic takes new ideas and insights identified during 1st Dynamic and builds a

What you experience in 2nd Dynamic

When you enter the 2nd Dynamic, you reach out to share your enthusiasm with others.

collective energy and excitement around them.

SETTING:

The setting for this Dynamic is positive, warm and light, involving camaraderie, sharing and enthusiasm.

FOR A TEAM:

This Dynamic should foster increased unity within the team that can increase efficiency and provide foundational support for action over the long term.

CONCLUSION:

At the conclusion of the 2nd Dynamic the idea has acquired enough energy and excitement for the rigorous processing of 3rd Dynamic.

You love to heighten the energy of this Dynamic. You can radiate enthusiasm for as long as it takes to "sell" an idea.

You like healthy and deep relationships. You invest time and energy into feelings, people and creating a sense of community.

You enjoy the feeling of heightening and focusing awareness and ideas so they possess enough energy to shift into the planning stage.

3

EXAMINE
Performance
Cycle

You are **Deliberate**

Energy: Selective energy

Time: Spends moderate amounts of time

3rd Dynamic Properties

BEGINNING:

3rd Dynamic subjects the now energized idea or ideas to a thorough refining and critical-review process.

SETTING:

The setting of this Dynamic is characterized by logical procedures and rules, limits and boundaries.

FOR A TEAM:

At this stage, the team focuses on how the idea can be effectively integrated with existing budgets, timetables and operational standards. Institutional data is used to define this idea according to realistic objectives.

CONCLUSION:

At the end of 3rd Dynamic the new idea should be clearly defined, positioned within the organizational context and ready for action and realization in 4th Dynamic.

What you experience in 3rd Dynamic

You enter the 3rd Dynamic with some interest in getting down to the specifics of planning.

You may become uncomfortable if you have to remain in this climate for long periods of time.

You will stay within the boundaries necessary to get through the 3rd Dynamic. You very seldom distract the team from the agenda.

You will put a fair amount of effort into asking if you have fully secured a solid plan to move forward into 4th Dynamic.

4

EXECUTE
Performance

You are **Effortless**

Energy: Balanced energy

Time: Spends appropriate amount of time

4th Dynamic Properties

BEGINNING:

4th Dynamic puts 3rd Dynamic's strategic planning into action.

SETTING:

The setting in this Dynamic is one of concentrated effort, speed and achievement.

FOR A TEAM:

This stage propels the team toward rapid completion of the chosen objectives. It demands accountability and requires task-oriented focus.

CONCLUSION:

Upon completion of 4th Dynamic, externally verifiable results should be presented for assessment in 5th Dynamic (Evaluate).

What you experience in 4th Dynamic

You are essentially primed to get through the very productive 4th Dynamic. You easily implement plans within deadlines and other boundaries.

Your energy and rhythm are relaxed while you make the effort that is required in the 4th Dynamic.

You get the team to the finish line. You will always keep the focus on the task at hand and do so without reservation.

You feel great satisfaction when you check off the actions that have been completed.

5

EVALUATE Performance Cycle

This is a universal Dynamic that requires each individual to reflect on the preceding Cycle and anticipate the next.

BEGINNING:

The beginning of 5th dynamic marks an end of one Cycle and the beginning of the next. As you enter this Dynamic, be prepared to critique the work that's been done in the previous four.

SETTING:

The setting of this Dynamic is reflective and analytical. What worked and what did not work in the previous Dynamics?

FOR A TEAM:

This is the point in the Cycle that presents the greatest potential for team improvement. As a group, look at how the process worked. Was the group aware of its process in the moment? Which individuals dealt well with their stress factors? Who stepped up?

CONCLUSION:

The conclusion of 5th Dynamic asks the question, "Is there success and satisfaction?" If the answer is yes, move on to a new Cycle. If the answer is no, look at what went wrong. Make modifications and repeat the Cycle.

