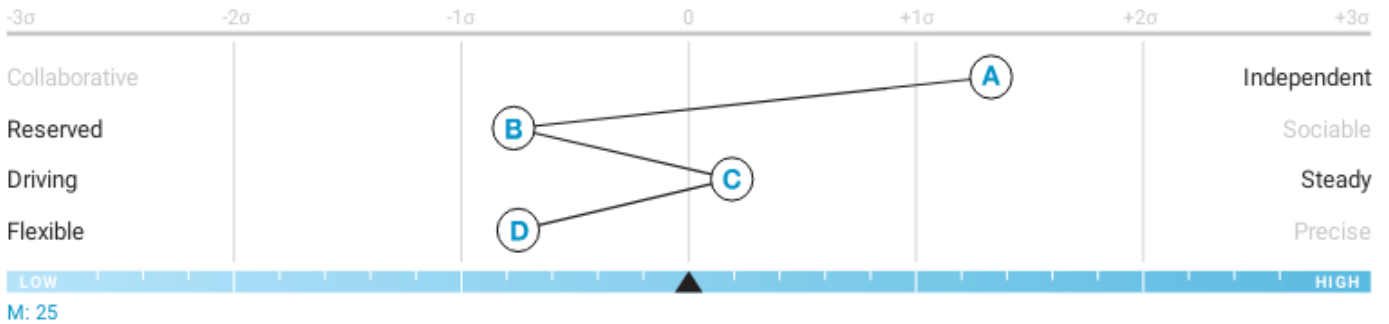




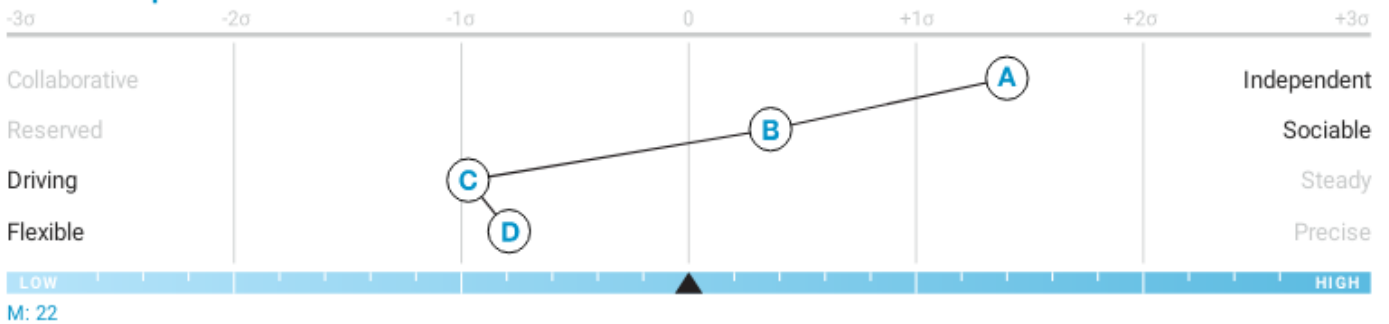
Individualist

An Individualist is highly independent and persistent, while remaining results-oriented.

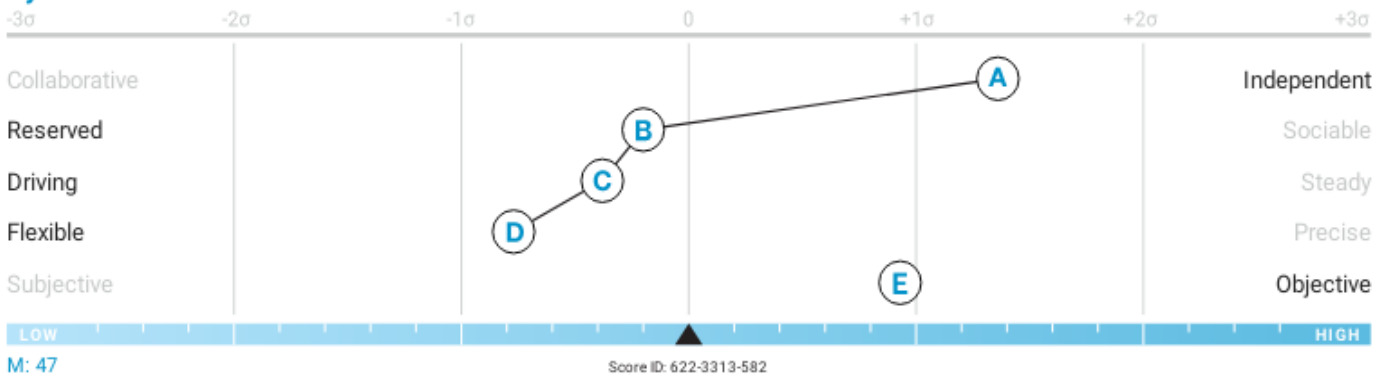
Self



Self-Concept



Synthesis



Strongest Behaviors

Shannon will most strongly express the following behaviors:

- Task-focused; quickly notices and pushes to fix technical problems, assertively cutting through any personal/emotional issues. Has aptitude to spot trends in data or figure out how complex systems work.
- Independent, analytical, critical, and creative thinking and action; little need for external validation before action. Private.
- Authoritative and direct, driven to accomplish personal goals; pushes through roadblocks assertively. Communication is direct, to the point, and sometimes brusque.
- Risk-taking, daring, and focus on future goals; this individual is more concerned with where they're going than either how they'll get there, or where they've been. Adaptable, operates flexibly.
- Makes decisions and takes action, even with little proof confirming their decision. Confident in their own ideas and unimpressed with tradition.
- Flexible approach to "the book" often bends the rules and does things their own way. An innovative, "outside the box" thinker who is undaunted by failure.

Summary

Shannon is independent and individualistic in thinking and behavior. Has strong ideas and opinions and expresses them with confidence and certainty.

Having a willingness to take risk, this individual is likely to develop and act on ideas that are distinctly new or unconventional. This is a creative and nonconformist personality.

In expressing and acting on their ideas, this individual is determined and persistent and has the kind of confidence and nerve involved in initiating innovation or change. Very determined and persistent, once a goal is set they'll generally push hard to reach it, regardless of the goal's popularity with others. Undaunted by criticisms or failures.

Dealing with people, Shannon is frank and outspoken, communicating factually, at times bluntly, and with strong conviction. In general, interest in people is secondary to a concern for getting things done their own way and at their own pace. Patient and persevering, works at a steady, unhurried pace, at times developing new ideas which are presented in a self-assured and forthright manner.

Being more conceptual than detail-oriented, Shannon is fairly casual in working with details which are not vital to the job. Prefers to delegate such work to other people whenever possible. What is much more interesting is a new idea, or the big picture and an analytical, critical approach to solving problems and in getting results.

Management Style

As a manager of people or projects, Shannon will be:

- An individualistic manager who is broadly focused on their own goals; a conceptualizer who takes time pursuing innovative, creative solutions to problems
- While reluctant to delegate true authority, Shannon will delegate details freely; follow-up will be casual and cursory as the true focus will be on solving the next complex technical problem
- Steadfastly persistent and assertive in pursuing goals; has a high tolerance for risk, is undaunted by failure, and is stimulated by experimenting with "outside the box" solutions. Expects the same approach from the team, and as long as they're all focused on the same goal, Shannon will give them plenty of room to experiment.
- Distinctly individualistic; collaborates only with those perceived as consummate experts (to whom implementation or documentation details can be delegated) and like-minded thinkers (theorists who can challenge ideas and are not intimidated by unconventional solutions to problems)
- A technically-oriented problem solver, focuses on solving difficult problems or developing complex ideas rather than the social or "political" aspects of an organization
- Communicates directly; expresses ideas in a "take it or leave it" manner (and if you leave it, they will likely pursue it anyway).

Influencing Style

As an influencer, Shannon will be:

- Confident in own ideas and opinions; explains why what they present is the best; unequivocal conviction
- Technical and probing: calmly asks broad questions and suggests unconventional solutions
- Focused on gaining agreement, considering the details and implementation steps for a conversation later
- Confident and calm, guides the process in the way they perceive as best; will prepare only as much as necessary, and even then, focuses more on the technical issues to be solved than on implementation details or perfectly polished presentations
- Concise; will engage in as little "small talk" as necessary; speaks calmly, with a moderate pace and relaxed body language
- Independent; confident making solo decisions without a lot of input from others
- Determined to influence others; undeterred by rejection, failure, or criticism and very persistent.

Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing Shannon with the following:

- Lots of room for independent self-expression and autonomy in acting on their own ideas
- Opportunities to solve problems and overcome challenges independently
- An environment, or management, which is receptive to new ideas and change, allowing participation in goal-setting, and operating with freedom from oversight and control
- The opportunity to work alone, unless chosen otherwise