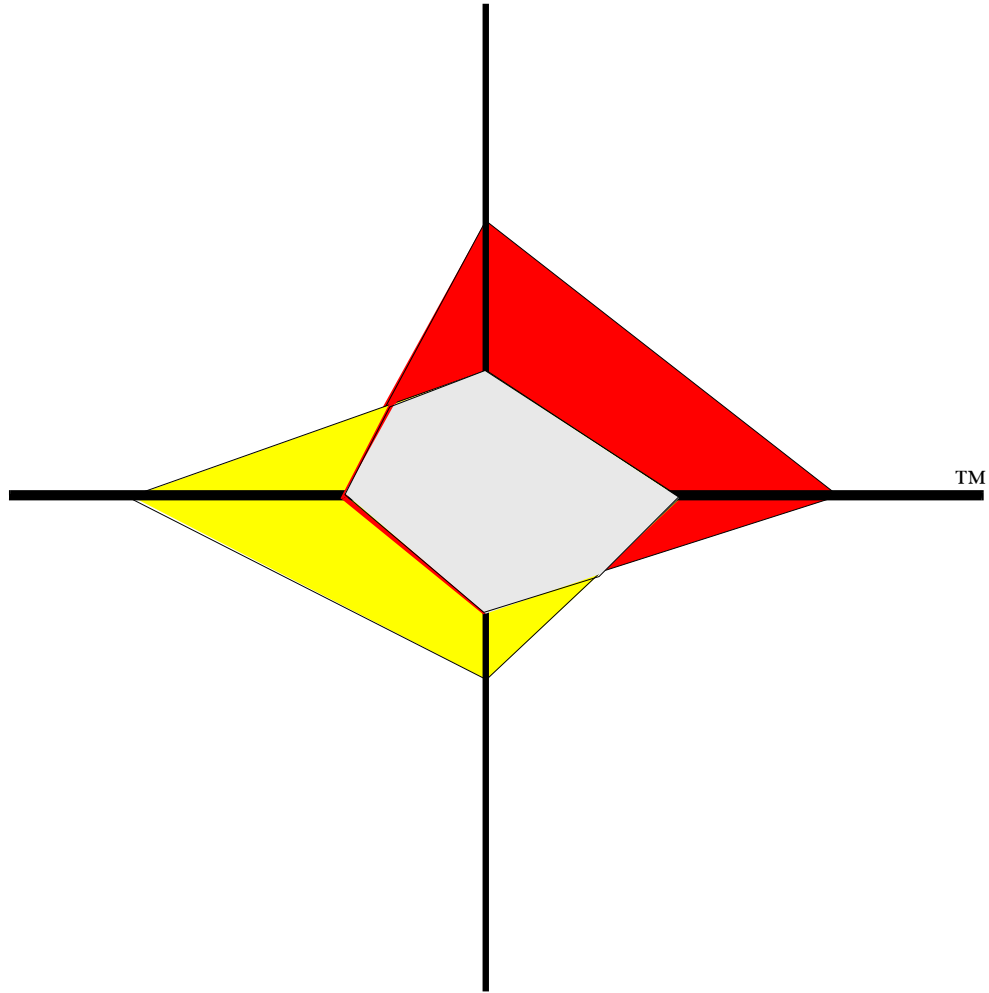


I-OPT™

(Input-Output Processing Template)

INDIVIDUAL ANALYSIS REPORT



This report has been prepared for:

Sample Individual Report

© 1999, Professional Communications Inc. All rights reserved.
Trademarks: Professional Communications Inc.

Get your own personal I-Opt Individual Report Today at
www.whatspossible.com/iopt_individual.html

“I-Opt”™

Individual Summary Report

Prepared for: **Sample Individual Report**

Date Prepared: 10/15/2004

Thank you for completing the “I Opt”™ Survey. Your responses to the questionnaire have been tabulated and your own personal strategic style(s) have been identified.

Your answers indicate that you scored highest in the ranges of **Relational Innovator** and **Reactive Stimulator**, respectively. This report contains a description of the behavioral traits and preferences common to those strategic styles.

When interpreting these results you should carefully note that, regardless of their strategic style, most individuals can plan, create, respond quickly, analyze, innovate, execute with precision and so on. The point is simply that, in general, individuals will be most productive, do a better job, experience less stress, and will find more personal satisfaction performing tasks that are well aligned with their strategic preferences.

The classifications above are based on the scores calculated from the answers that you provided. The scores do **NOT** reflect or predict personality, ability, experience or suitability. Any explanation or interpretation of this report should take into account ALL relevant input such as actual experience, interests, abilities and skills.

Your Primary Strategic Style is Relational Innovator

RELATIONAL INNOVATOR (RI)

COMMON CHARACTERISTICS

Priority in the job environment	the mission
Basic job want	autonomy
Will solve problems by	generating possibilities— may uncover new problems before deciding

TYPICAL NEEDS

Trust

Prefers minimal supervision—flexible goals

Freedom to explore alternatives and untested possibilities

Commitment to the project or to people in the project

GOALS	Likes very flexible goals with latitude to expand them.
DIRECTIONS	Prefers to create their own directions.
SUPERVISION	Prefers minimal supervision. Likes the freedom to explore and generate options.
APPRECIATION	Will rarely enjoy personal comments. Gets major satisfaction from being able to correctly identify THE PROBLEM or issue.
ORGANIZATION	May appear to be unorganized, but they often have their own system and like autonomy to organize time and task.
DETAILS	Attentive to detail for those things to which they feel heavily invested or committed.
CHANGE	Likes to identify problems and generate many solutions. Flexible.

Your Secondary Strategic Style is Reactive Stimulator

REACTIVE STIMULATOR (RS)

COMMON CHARACTERISTICS

Priority in the job environment	immediate results
Basic job want	variety
Will solve problems by	finding an easier way

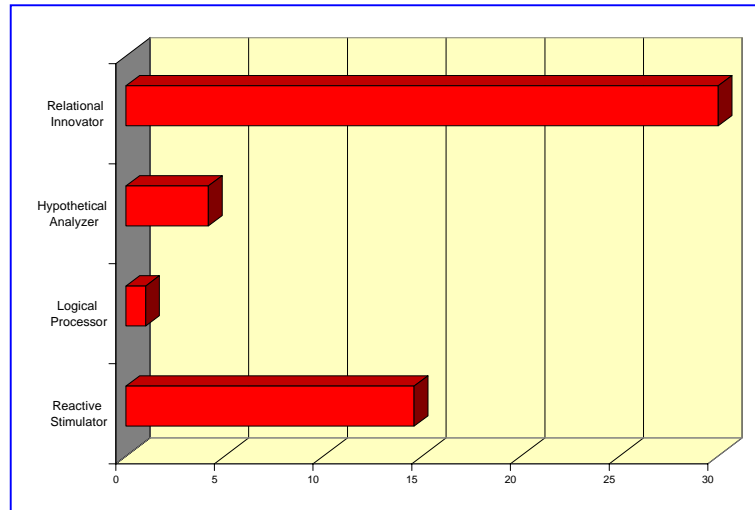
TYPICAL NEEDS

- Support for planning and completion
- A sense of personal control
- Flexibility
- Will respond at less than full capacity if given ironclad set of rules

GOALS	Prefers to self-select goals, but benefits from assistance.
DIRECTIONS	Needs clear guidance but has a tendency to resist rules and directions.
SUPERVISION	Likes “easy going” supervision with support for planning and completion.
APPRECIATION	Likes to hear about HOW a task was performed. Comments on adaptability are usually well received.
ORGANIZATION	Likes variety and change—may need help in organizing and staying on task.
DETAILS	Likes brainstorming, quick-fixes and finding an easier way. May be inattentive to detail.
CHANGE	Likes variety, fast pace and immediate results.

Your Strategic Style Distribution

Most people have scores and capacities within all four basic strategic styles. The following graph plots your scores on all four basic strategic dimensions. Examining your chart will give you an understanding of how high or low one dimension is relative to the other three.



YOUR STRATEGIC STYLE INTERRELATIONSHIPS

If one or two of your highest scoring styles are significantly higher than the others, you will find yourself most often responding according to the characteristic preferences and traits associated with the higher rated style(s). However, if your scores are relatively close to each other on this graph, you will probably find yourself responding nearly equally between those styles.

What Knowledge of Strategic Styles can mean to you

The "I Opt"TM survey measures the amount and kind of information a person considers before responding to new ideas, issues, goals and/or processes. By understanding our strategic style(s) we are better equipped to increase our personal productivity and interactions with co-workers, family and friends. The following sections describe some of the ways this knowledge might be used for your benefit.

Learning and the Relational Innovator

The RI—The RI can absorb and combine seemingly unrelated facts into relational, rational theories. This relational capacity of the RI can be employed to maximum advantage if effective use is made of analogies and examples to illustrate points and convey new concepts. However, this relational tendency can also lead the RI to lose concentration on the immediate learning task. This is an exposure because the RI can easily lose concentration on the PART because their tendency is to think of the WHOLE. Involving the RI in interactive group activities can assist them in staying on track while trying out or learning something new. The RI will welcome learning new concepts and will keep an open-mind about new ideas.

Teamwork and the Relational Innovator

Working with Reactive Stimulators (RS): This can be very invigorating. However, adding a Hypothetical Analyzer or a Logical Processor to this team may be worth considering. These disciplined styles might help to keep them on task rather than leaving them to their own creative imaginings.

Working with Logical Processors (LP): The logical processor can help keep the RI focused on practical outcomes. However, the disciplined approach of the LP may contrast with the more spontaneous tendencies of the RI to give rise to some tension.

Working with Hypothetical Analyzers (HA): The best chance of a good fit. The HA will appreciate the RI's ideas and can be expected to contribute to their refinement. There is, however, a risk of entering an idea-analysis cycle where projects are not completed because of a need to constantly analyze the stream of new ideas likely to be born out of the interaction.

Working with Other Relational Innovators (RI): This is a great brainstorming team that can be valuable when new ideas are needed. However, they can benefit from the input of an LP or HA in tasks requiring disciplined, focused action.

Best Relational Innovator Organizational Environment

Organizational structures best suited for the RI include new or changing organizations where there is a recognized need to identify problems and isolate options. While RI's desire autonomy, they tend to recognize the contribution of others and usually treat others with respect.

Strengths of the Relational Innovator

The outstanding characteristic of the Relational Innovator is their ability to see relationships between divergent situations and ideas and fashion them into theories and systems which others can use to frame their activities. They are natural innovators and like to explore alternative ways of doing things. They are change generators and are typically highly flexible and adaptive. They can be comfortable in highly fluid situations.

Contributions of Other Styles to RI Performance

Reactive Stimulators (RS) can contribute their natural tendency toward action and their focus on a task rather than the more abstract mission orientation of the RI. The speed of their reaction is well suited to the speed with which the RI can generate new ideas. The challenge for the RI and RS will be to discipline themselves to remain focused long enough to achieve significant results.

Logical Processors (LP) can contribute a methodical, detailed approach and their ability to stick with a job until it is done. Used effectively, they can bring the RI's ideas to systematic, long-term fruition. The challenge for the RI will be to understand the LP's need for stability and to help them accommodate the change inherent in the RI's style and approach to problems.

Hypothetical Analyzers (HA) can contribute their ability to analyze, organize and solve problems at the more tangible project level. They share the RI's ability to see the 'big picture' and can accommodate change if given the time to employ their analytical and planning skills. The challenge for the RI may be to understand the HA's need to address all operational aspects of a situation before arriving at conclusions and to tolerate the seeming inactivity of the HA during that process.

Communications in Teams

Teams derive their benefits from coordinated action. Coordination flows from effective communication. Team performance depends, to a significant degree, on how well people listen and talk to each other.

Listening to People with Different Strategic Styles

The natural tendency of a Relational Innovator (RI) is to focus on creatively addressing problems and opportunities. This can cause the RI's attention to be diverted as new relationships or opportunities are recognized. The RI's interest could be well served by developing strategies to keep concentration on the speaker.

Talking to People with Different Strategic Styles

When talking to people of different styles, the RI will be more effective if the communication is aligned with the natural tendencies of the audience.

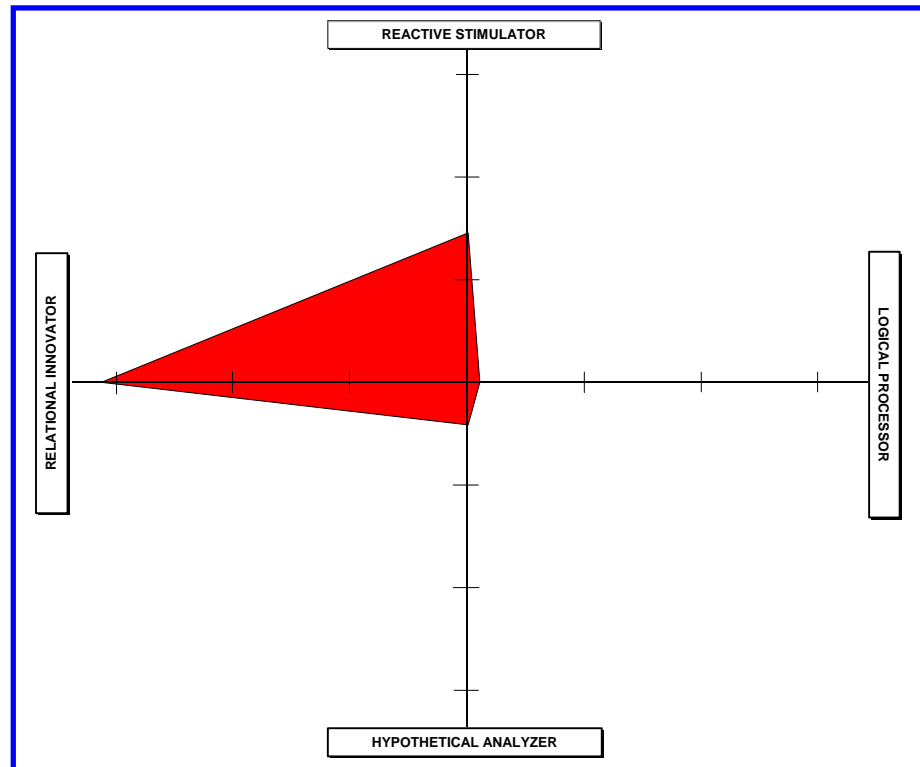
Reactive Stimulator (RS): The RS is action oriented and will respond well to new ideas. However, they value direct communication and may become impatient if the RI wanders over new ideas as they occur. Essential points should be focused and covered quickly—the RS is concerned with NOW. The RS will respond to emotion and can be expected to pick up the RI's natural enthusiasm.

Logical Processor (LP): LP's are good listeners and will generally pay attention to what is being said. However, they tend to have a skeptical bent and will tend to be more receptive if shown how ideas are consistent with known ideas which the LP already believes valid. The RI will also tend to have more success if they speak clearly, concisely and logically rather than through analogies.

Hypothetical Analyzer (HA): The HA has an ability for critical thought. The RI should be prepared for questions, objections and challenges. Like the LP, HA's do not respond well to emotion. Their focus is on the facts presented in a natural, methodological way. The RI can help satisfy their analytical needs by demonstrating that ideas have been examined from various viewpoints. The RI should also show how ideas fit into the "Big Picture." The HA needs to see how the idea fits into the whole.

Your Strategic Profile

This report is focused on your primary strategic style. However, most people have some level of inclination in each of the four basic strategic directions. Perhaps the best way to view your total strategic information processing preferences is by viewing it through the lens of your profile.



YOUR STRATEGIC PROFILE

One way that your strategic profile can be used is as a tool to gain insight into how your processing preferences might interact with others. Simply overlay the two profiles. The greater the overlap, the more likely it is that a shared approach will be found on issues of common concern. The less overlap, the greater the likelihood of a complementary relationship—both parties bringing different perspectives to an issue. While sometimes difficult to govern, these relations hold the potential for increasing the scope of options available.