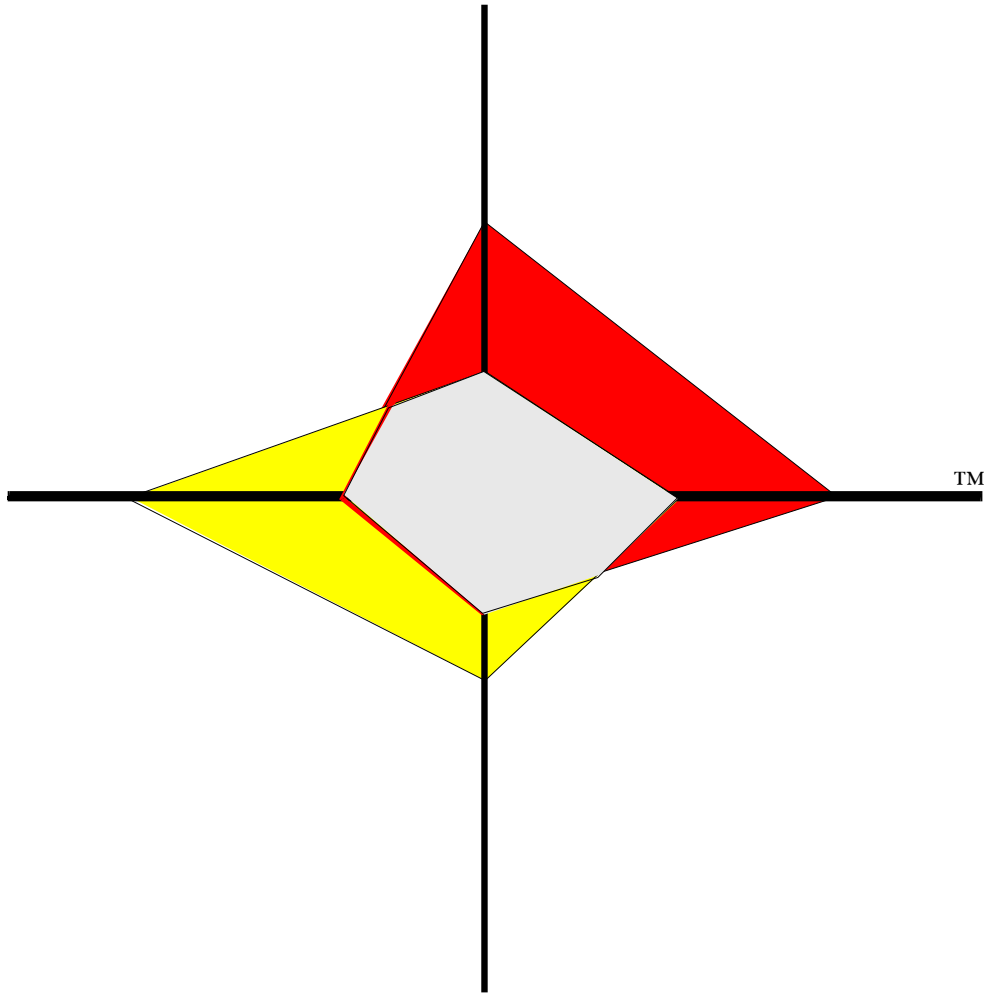


# “I OPT”®

(Input Output Processing Template)

## INDIVIDUAL LEADERSHIP REPORT



This report has been prepared for:  
**Sample Leadership Report**

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## Individual Leadership Report

Prepared for: **Sample Leadership Report**

Date Prepared: 3/1/2005

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 **Hypothetical Analyzer** and **Relational Innovator**, respectively. This report contains a sketch of the behavioral traits and preferences common to those styles. These styles describe the general preferences that a person uses to navigate life.

This report focuses on leadership. A leader is a person other people follow. Everyone has been, is and will be a leader. Leadership skills are of universal value. However, the more you fill the role of leader, the more important it is for you understand the differences between yourself and the people who you lead. This understanding allows you to frame your direction so that others are likely to move in the way that you intended.

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

## Your Primary Style is Hypothetical Analyzer

### **HYPOTHETICAL ANALYZER (HA)**

#### **COMMON CHARACTERISTICS**

- Goals:** A perfect solution to the issue at hand.
- Wants:** To know all options and alternatives.
- Likely to:** Value understanding and depth of knowledge.
- Driver:** Intellectual challenge.

#### **LEADERSHIP TENDENCIES**

- Tends to focus on strategic issues at a systems level.
- Will use reasoned, even-handed approach in guiding group activities.
- Welcomes improvement suggestions but implements cautiously.
- Places high value on full understanding of all contingencies.
- Attends to conceptual level detail. Less interested in actual execution.
- Tends to use expert authority as a leadership strategy.

**ENVIRONMENT:** Is likely to create a reasoned, congenial atmosphere that is characterized by open and honest discussion.

**PLANNING:** Relies on strategic plans outlining major directions and initiatives. May tend to undervalue operational plans and explicit procedures (i.e., “how to” specifications).

**COORDINATION:** Tends to delegate and adopt a “hands off” approach to supervision. Tends to prefer formal meetings and similar interpersonal methods as coordination mechanisms.

**MOTIVATION:** Is likely to view others as being motivated by the intellectual challenge of problem solving. Will tend to use intangible rewards (i.e., emotional rewards that depend on “feelings”) generously. May tend to undervalue the importance of tangible rewards.

**COMMUNICATION:** Will probably be congenial, sensitive and understanding in approach. Is likely to guide discussions by asking questions. Will tend to frame guidance in terms of longer-run effects and consequences.

**CONTROL:** Tends to use scheduled update meetings as a principal vehicle of control. Is inclined to gauge progress by the thoroughness and depth of advances since the last report. Typically is not driven by time.

## Your Secondary Style is Relational Innovator

### **RELATIONAL INNOVATOR (RI)**

#### **COMMON CHARACTERISTICS**

<b>Goals:</b>	Creativity.
<b>Wants:</b>	Fundamental advances.
<b>Likes:</b>	Spontaneity, ingenuity and novelty.
<b>Driver:</b>	To make a big difference.

#### **LEADERSHIP TENDENCIES**

- Tends to focus on mission level (i.e., end purpose) issues.
- Tends to be charismatic in approach (i.e., enthusiasm, emotion).
- Attention centers on the most interesting issue or problem.
- Provides general direction with minimal detail and wide discretion.
- Delegates authority and responsibility readily.
- Has a low tolerance for detail and routine matters.
- Relies on personal, achievement-based respect as a leadership strategy.

**ENVIRONMENT:** Is likely to create an eclectic organizational environment that is characterized by easy access and a somewhat “playful” atmosphere.

**PLANNING:** Tends to prefer summary level plans focused on mission objectives. Strategic plans may be used but are likely to be fluid. May tend to limit operational plans (i.e., “how to” specifications) to the absolutely necessary amount.

**COORDINATION:** Is apt to rely on informal, interpersonal methods such as impromptu meetings or spontaneous interventions. Will probably rely on the self-initiatives of group members to coordinate necessary interactions.

**MOTIVATION:** Will tend to use intangible rewards (i.e., emotional rewards that depend on “feelings”) generously. May tend to undervalue the importance of tangible rewards.

**COMMUNICATION:** Prefers an informal, interpersonal approach. Is likely to focus on central concepts and major points. Will probably use analogies and comparisons to convey directional guidance.

**CONTROL:** Generally takes a minimalist approach. Is likely to be guided by the basic needs of those to whom they report.

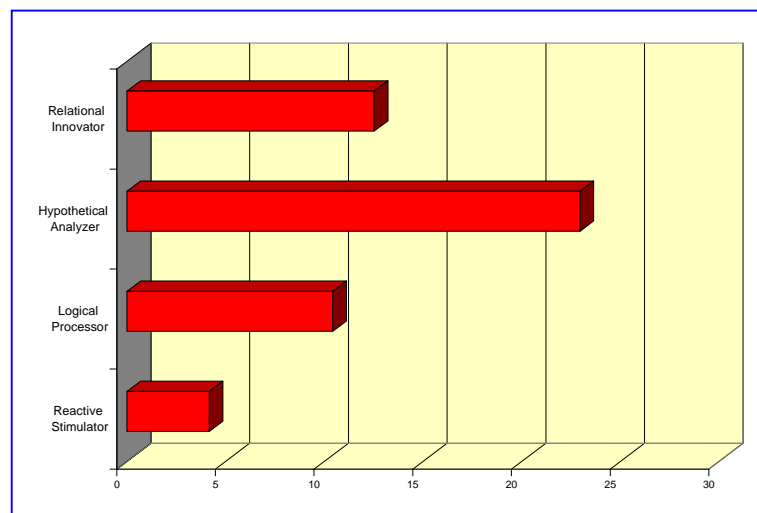
## What did the Survey Measure?

The survey you took measures your strategy for processing information. A leader must guide people who use different information strategies. To do this, a leader must understand the strategy he or she is using. This tells them about their own “blind spots” (every strategy has them). The leader must also understand the strategies of the people being lead. This tells the leader about the “built in” strengths and vulnerabilities of group members (every strategy has both).

Leadership itself involves devising a way of “translating” the direction framed in the leader’s strategic language into a form that is useable by the people using different strategies. This translation capability is a key leadership skill.

## Your Information Processing Strategy

All strategic postures are “good” and you have some ability in each. But, the degree that one or another is favored will vary by person. Your unique mix of strategies creates your strategic style. This is your way of navigating life.



### **YOUR STRATEGIC STYLE PROFILE**

Each combination of strategies produces unique traits and behaviors. The higher your score in a category, the more likely you are to display characteristics typical of that strategy. If two or more of your highest scores are close to each other, you are likely to find yourself displaying the qualities of each of the styles about equally.

## **Patterns and the Hypothetical Analyzer (HA)**

Your primary approach to life is through the HA strategy. However, when this does not apply to a situation you are likely to fall back on your secondary strategy—the one that is next highest in your preference hierarchy. These two strategies often combine to produce behavioral orientations that you will display when you are leading others. These behavior patterns can be summarized as:

**If your secondary style is LP (Conservator Pattern):** Your secondary strategy is focused on precise execution. This combines with your basic thought orientation to create a pattern characterized by excellence and a high certainty of outcome. Your general approach is likely to be “Let’s first understand what we are doing then move on to do it right!” To get these results you are likely to guide your group toward careful planning using trusted, proven methods (certainty) executed with precision (excellence). A natural exposure arising from this combination is a tendency to undervalue speed as a component of success and perhaps to be a bit reluctant in actually implementing new approaches to standard responsibilities.

**If your secondary style is RI (Perfector Pattern):** Your secondary strategy is focused on new, novel and sometimes groundbreaking ideas. Your general approach is likely to be “Let’s come up with a better way of doing things and then deliver exactly what we intend under all possible conditions.” You are likely to guide your group toward thorough investigation and careful planning. You may be impatient with group members who move too fast on ideas or who revert to traditional methods without considering promising options. A natural exposure arising from this combination is a tendency to undervalue speed as a component of success.

**If your secondary style is RS (Split Style):** Your secondary strategy is focused on quick execution using any means at hand. If your primary “think it through” strategy is not applicable you are likely to revert to an expedient “get it done” approach. Careful, deliberate thought is replaced by sudden and often forceful action. On a personal basis this combination makes you a “switch hitter” who is able to handle widely divergent tasks. The exposure arising from this combination lies with the group you lead rather than yourself. To effectively follow your general direction, the members of your group must be able to anticipate your needs in any given situation. The closer your primary and secondary styles are to each other, the more difficult this will become. This means that they will have to plan thoroughly while remaining ready to act without reference to the plans they created. Group inefficiency and frustration is a possible outcome.

## **Leading Individual Group Members**

As a leader, you will have to work with individual group members as well as with the group as a whole. An individual “I Opt” Report is the best way of determining a person’s preferred approach to issues. However, you can use a “rule of thumb” (in blue) if the report is not available. Your estimate will not be perfect but it can give you a basis that is better than one based on pure chance.

### **Leading LP’s**

You can recognize the LP by a **formal, guarded and detail-sensitive approach**. Like you, the LP is logical and thorough in approach. They are detail sensitive and are likely to find much merit in your comprehensive approach to issues. However, the LP is action oriented. Their focus is likely to be getting the job done. If given action level plans they can be expected to execute them flawlessly. Involving them too deeply in your systems level thinking may not produce a result that meets your standards. Focusing the LP on specifying the action steps needed to put your plans into operation could be synergistic.

### **Leading other HA’s**

You can recognize the HA by **their patient, unhurried and relaxed approach**. HA’s are problem solvers. This is both an advantage and vulnerability. They enjoy complexity and can be expected to both broaden and deepen your understanding of an issue or problem. On the other side, they can lead you into a mire of conditions that are theoretically interesting but operationally insignificant. If you allow this to happen the productivity of the group can decline. Delay is a major vulnerability of working with other HA’s.

### **Leading RI’s**

You can recognize the RI by their **frequent use of analogies, a dislike of detail and a steady flow of new ideas**. When directing a RI, give only as much detail as necessary to complete the assigned task. Use analogies (e.g., “it’s like ...”) and comparisons rather than facts to explain your intentions. Schedule updates to insure that the RI keeps focus. You are likely to encourage the RI’s ideas. Keep in mind that you will find many of these interesting and they may well divert you from your central mission. You may want to restrain yourself from extensive interaction to keep from falling into an idea-analysis cycle.

### **Leading RS’**

Unless you are a split style, the RS is likely to be the style that you will find most difficult. You can recognize an RS by their **direct, positive and straightforward approach with a focus on “doing” something**. You are likely to find the RS’ to be somewhat impulsive and inattentive to detail. When leading an RS, keep in mind that they have a short attention span and a low tolerance for detail. Keep your directions brief and to the point. If the situation demands that you convey large amounts of detail try to break it up and give it to the RS over time.

## **Leading Groups**

Leaders guide groups as well as the individuals. Subjects like policy and strategy must be communicated in a way that a common understanding is created. This is best done in a group context.

Like individuals, groups have strategic profiles. They are created by the overlap of the strategic profiles of the individual members. The actual profile of a group is only obtainable using “I Opt” technology. However, a useful estimate can be obtained by counting the dominant strategy of each member of the group (see page 6). The strategy used by the most people is an approximation of the group’s dominant character.

### **Leading an LP Group**

Be prepared to provide specific operational details. Justify your positions and identify the benefits. Organize your presentation into a logical, internally consistent format. Deliver it in a factual, emotionless manner. Frame your direction in near-term, actionable expectations. Schedule long sessions and be prepared to for a skeptical reception.

### **Leading an HA Group**

Organize your presentation into a logical, internally consistent format. Present your direction with methodological insights (i.e., the processes you used to arrive at your position). Specify the long-term consequences of your direction and outline the options that you considered and the reasoning for your choice. Schedule long sessions and be prepared for skepticism offered with civility.

### **Leading an RI Group**

Concentrate on the major concepts. Deliver information at a rapid pace and intersperse your presentation with analogies (“*its just like*”) and comparisons. Minimize the “how to”, focus instead on the “what” and “why.” Provide frequent reinforcements—RI’s forget easily. Expect frequent diversions and be prepared to return the focus to the purpose of the session.

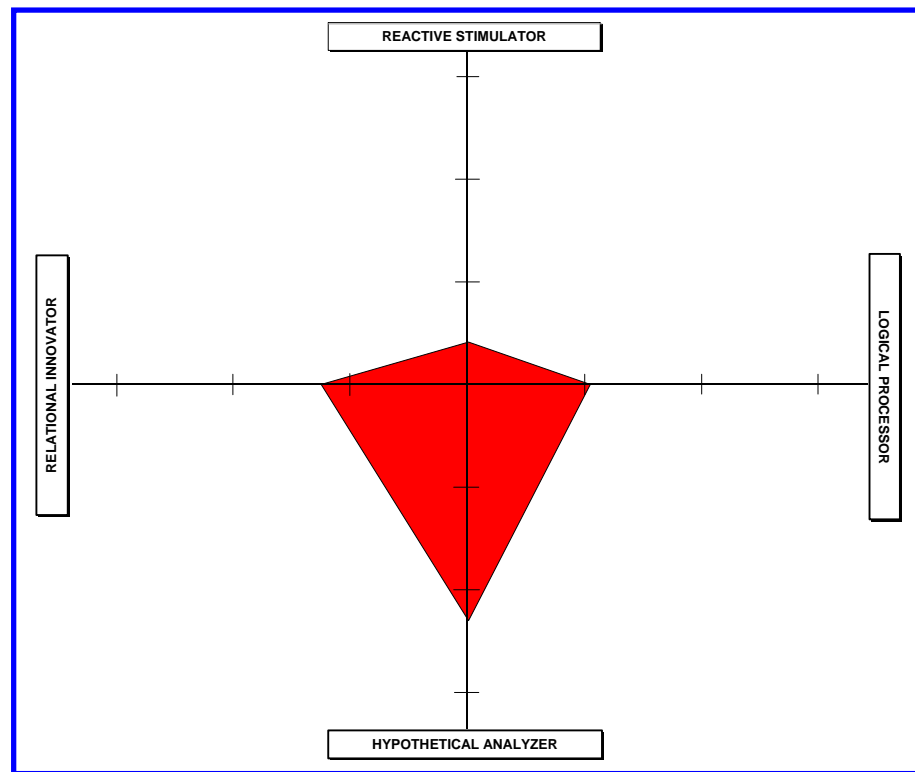
### **Leading an RS Group**

Unless you are a split style, the RS is likely to be the group you will find most difficult. Be short, direct and to the point. Avoid elaborate explanations. Frame your guidance in terms of actionable directions. Express emotions in voice variation and body language to emphasize major points. Keep meetings as short as possible. If you must have a long meeting, be generous in your use of breaks.

If more than one strategy is strongly represented in your group, you will need to balance your approach between them. These suggestions will help you get your information across in a way that the group is most likely to “hear” you.

## Your Leadership Profile

This report is focused on your primary leadership style. However, most people have some ability in all four basic directions. The graphic below gives you a picture of your total profile in all of its directions.



### **YOUR LEADERSHIP PROFILE**

Generally, the higher your score on a strategy the easier it is for you to use it in your leadership activities. Lower strength strategies are likely to be the most difficult for you to execute. You will have both a challenge and opportunity if the people you are leading are strong in the areas you are weak. The challenge is to give direction in a way that they can understand and follow. The opportunity is that they will be able to cover “bases” that you would otherwise leave unattended.

Your profile describes the way you choose to navigate life as well as the way that you prefer to lead. Other people live in different situations and have developed different strategies. No one is right or wrong. They are just different.