

## Reference Family: Controller

The Family Portrait report shows your profile and the "reference" profile so you can see immediately how close the fit is. You will see two profiles on the chart. The red one is your own profile which is overlaid on a grey profile which is the reference profile for your Family. The similarity between the two profiles will indicate how close you are to that reference profile. The Family Portrait gives a quick overview under a number of key headings.

## Word Picture

- Reserved, fairly formal style
- Avoids risks and can resist change
- Likes clear guidelines and agendas
- Respects a hierarchy and the status quo
- Can seem too conservative
- Could be perceived as distant and aloof

## Contribution to a team

- Provides a sense of focus and process
- Insists on high standards and integrity
- Ties up details and ensures a quality result
- Sets agendas
- Might be rigid and undemonstrative
- Style may be too formal for some

## To Manage

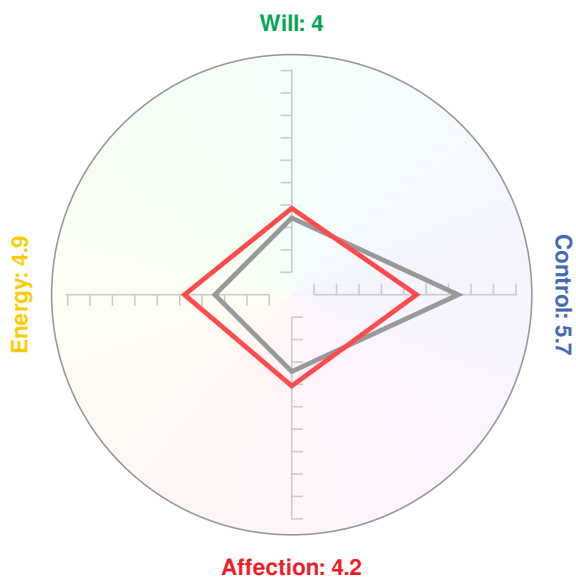
- Be professional and serious - give a very clear picture.
- Rely on practical viewpoint and persistence
- Plan ahead and define the agenda
- Set specific easily measured goals and objectives
- Ask for updates
- Emphasise professionalism and thoroughness
- Show how success is being achieved

## As Leader

- Measured and logical in communication
- Focusses people on practicalities
- Clear expectations of behaviour
- Defines goals precisely
- Monitors performance accurately
- Ensures reporting is timely and accurate
- Ensures development plans are in place

## Motivated by

- Working with experts
- Time to focus
- Developing and running a process
- Recognition for effort
- Quality, precision and standards in the work



**Leo Irby brings to any organisation a concern for process and meticulous attention to detail. Conscientious and well prepared, Leo Irby is a highly professional individual who will contribute to efficient decision-making and effective processes.**

## Leadership

*You should expect:*

- well-defined guidelines for work
- effective work systems and procedures
- monitors people's performance
- provides routine reports on progress

*You should watch for:*

- imposing too many procedures and rules
- a stifling of creativity

## Interpersonal

*You should expect:*

- practical and businesslike with people
- keeps to work issues - doesn't gossip
- values people for their competence
- keeps to a small group of friends

*You should watch for:*

- distrustful and hard to approach
- avoiding people

## Initiative and Effort

*You should expect:*

- works conscientiously within the system
- will not fail to do what is requested
- ensures work is to the highest standard
- careful and thorough

*You should watch for:*

- lacking independent initiative
- little interest in helping others

## Communication

*You should expect:*

- contribution is well considered and prepared
- ideas based on careful research
- will not speak up unless ideas add real value
- practical and unwilling to commit rashly

*You should watch for:*

- avoids casual discussion - needs a purpose
- critical of people who are more radical

## Analysis and Decision Making

*You should expect:*

- decisions based upon research and analysis
- a reputation for caution
- ensures a practical result
- carefully checks alternatives

*You should watch for:*

- slow and overly systematic
- unadventurous and cautious

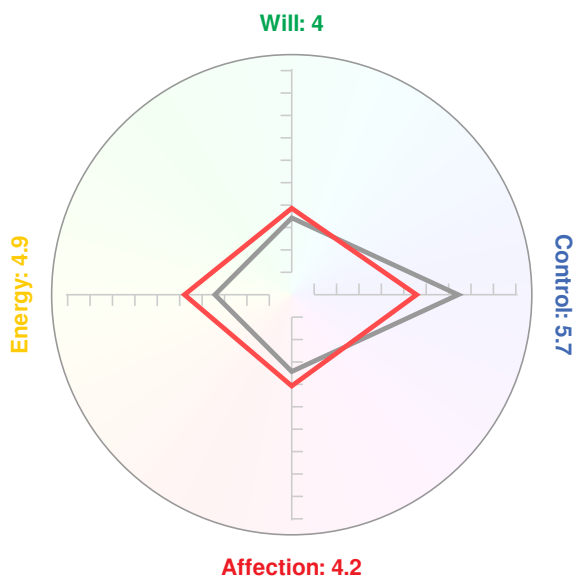
## Planning and Organising

*You should expect:*

- plans are carefully worked through
- careful adherence to rules
- tries to allow for all eventualities
- focuses on the real business needs

*You should watch for:*

- difficulty delegating to others
- hard to involve in other activities



## Creating a Vision

- Be professional and serious in your presentation and prepared to provide a very clear picture
- Leo Irby will respond positively to a logical and constructive proposal
- Capitalise on a desire for self-improvement and outline the potential opportunities
- Emphasise how it will require a measured and careful approach and how it will improve efficiency and quality
- Appeal to Leo Irby's strong sense of duty and remember Leo Irby needs to work to high ethical, moral and professional standards

## Stimulating the Environment

- Leo Irby enjoys the status and respect that comes with a position of obvious responsibility
- Appeal to a conventional outlook and need to feel that things are being done properly and thoroughly
- Let Leo Irby know that you rely on a practical viewpoint and persistence even when things get tedious and difficult
- Offer plenty of scope for Leo Irby to adopt a careful and measured approach, and to feel valued

## Treating People as Individuals

- Recognise Leo Irby's tendency to be quite formal and contained in the way they interact with others
- Plan meetings ahead and define the agenda - Leo Irby hates surprises

- Encourage and welcome Leo Irby's input and be prepared to answer questions and give clarification
- Allow Leo Irby time to think things through before committing to something
- Expect a very detailed and structured response and reward the effort that will inevitably put in by giving Leo Irby's input serious consideration

## Goal Setting

- Respect Leo Irby's need to know what's expected
- Set goals and objectives that are specific and easily measured - Leo Irby needs to know
- Create opportunities that carry a high level of responsibility and kudos and require a systematic and structured approach
- Leo Irby will respond well to working on projects that search for improvements and have an element of 'troubleshooting'

## Monitoring Performance

- Leo Irby is reliable, conscientious and a perfectionist and requires no more than routine supervision
- Monitor progress by asking for specific updates, but remember that Leo Irby will be very reluctant to ask for help as this is tantamount to admitting failure
- Changes to plans and unforeseen events will upset and annoy. Be patient and tactful - give detailed explanations and time to readjust

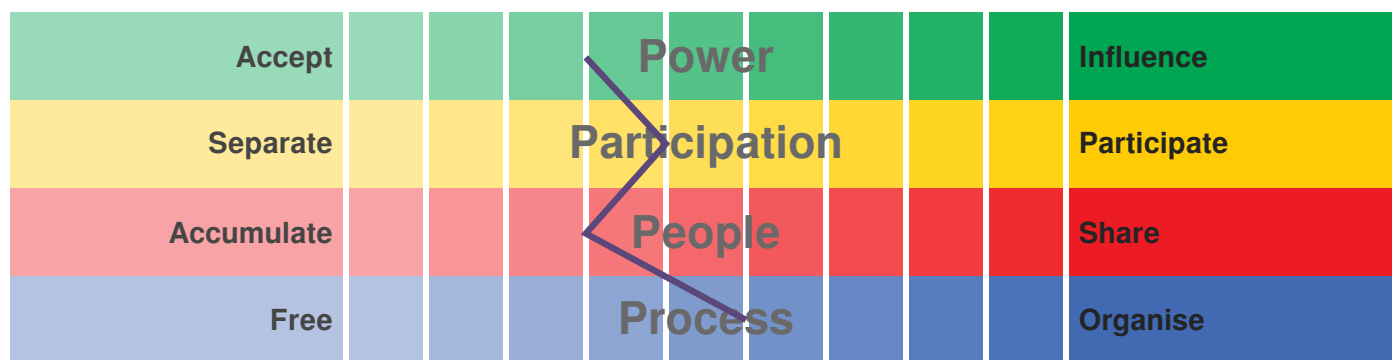
- Acknowledge Leo Irby's willingness to work hard and ability to deliver objectives against all odds

## Providing Feedback

- Congratulate Leo Irby for specific achievements and a sophisticated and constructive outlook
- Pass on others' views and emphasise the professionalism and thoroughness of Leo Irby's work
- If criticism is required, make it constructive and aimed at self-improvement. Be sure of your facts and make it clear that you are criticising the action and not the person
- Avoid emotion - express some disappointment but also confidence in Leo Irby's ability to learn from it

## Developing Careers

- Leo Irby feels a strong sense of duty to other people and to society at large
- People like Leo Irby like to feel in control of their own careers and that they are moving steadily and logically towards success
- Create opportunities for Leo Irby to supervise others and the delivery of work that requires precision and care
- If necessary, help Leo Irby recognise the need to be more flexible and relaxed in own outlook and less formal in interactions with others



**This pattern of Drivers suggest that Leo Irby is best suited by a role which provides the following**

- Working with experts
- Time to focus and prepare your thoughts and ideas
- Developing and running efficient processes
- Recognition for effort
- Work that requires precision and high standards

**Research has shown the following job elements to be key to maintaining Leo Irby's motivation and interest**

- A position where your skills and experience command respect
- Working within a well defined structure and hierarchy
- Working in a clearly structured environment
- Being set clear goals and responsibilities
- Personal recognition and material rewards for your work and expertise
- Being given the chance to demonstrate expertise
- Job security and regular hours
- Confidence that the job is within your capabilities

**Having to spend too much time on the following elements has been shown to be demotivating for Leo Irby and likely to lead to frustration**

- Being asked to work or solve problems outside of your area of expertise
- Dealing with ambiguity
- Having to work constantly and actively as part of a team
- Casual attitudes and informal work practices
- Vague targets and ill defined goals and responsibilities
- When plans are changed without sufficient notice or consultation
- A loud and aggressive working environment
- Having to interact with new people on a regular basis



## Facet5 Factors

		Subscales	
<b>Will</b>	The driving force behind the promotion and defence of your own ideas	<b>Determination</b> <b>Confrontation</b> <b>Independence</b>	The inner drive to commit to own ideas A drive to confront issues as they arise A tendency to go your own way
<b>Energy</b>	The extent to which you need to interact with other people	<b>Vitality</b> <b>Sociability</b> <b>Adaptability</b>	Obvious enthusiasm and energy Interest in being with people Involving other's in your thinking
<b>Affection</b>	The degree which you are 'Self or 'Others' focused	<b>Altruism</b> <b>Support</b> <b>Trust</b>	Putting other people's interests first Always trying to be understanding Tendency to take people at face value
<b>Control</b>	A measure of the amount of self-discipline and responsibility you have	<b>Discipline</b> <b>Responsibility</b>	Being personally organised and planned Being willing to take personal responsibility
<b>Emotionality</b>	A measure of the level of anxiety and apprehension you experience in your everyday life	<b>Tension</b> <b>Apprehension</b>	A general sense of tension or stress Being cautious and not over-optimistic