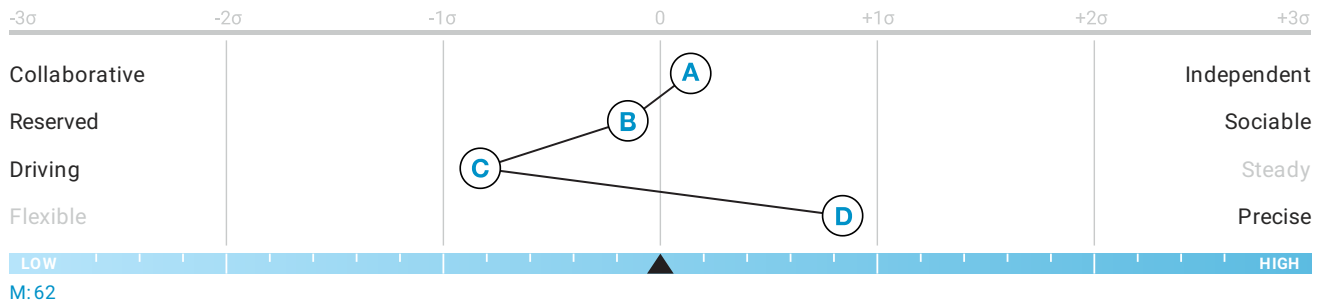




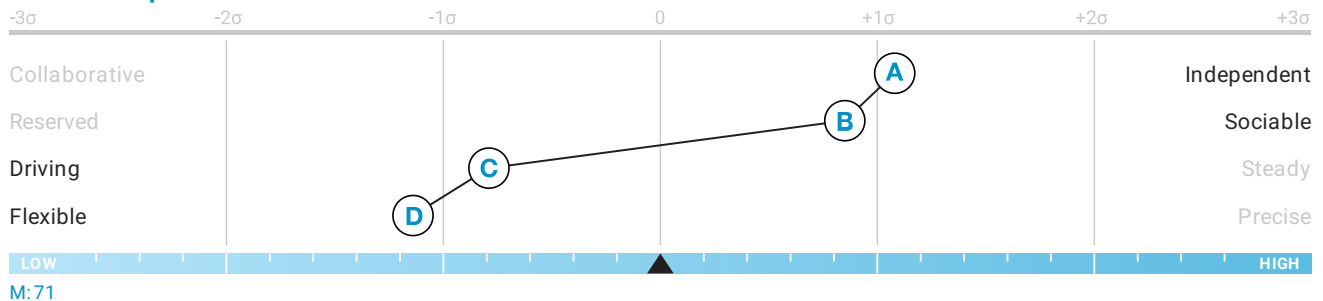
Controller

A Controller is detail-oriented and conservative, with a preference for high quality and technical expertise.

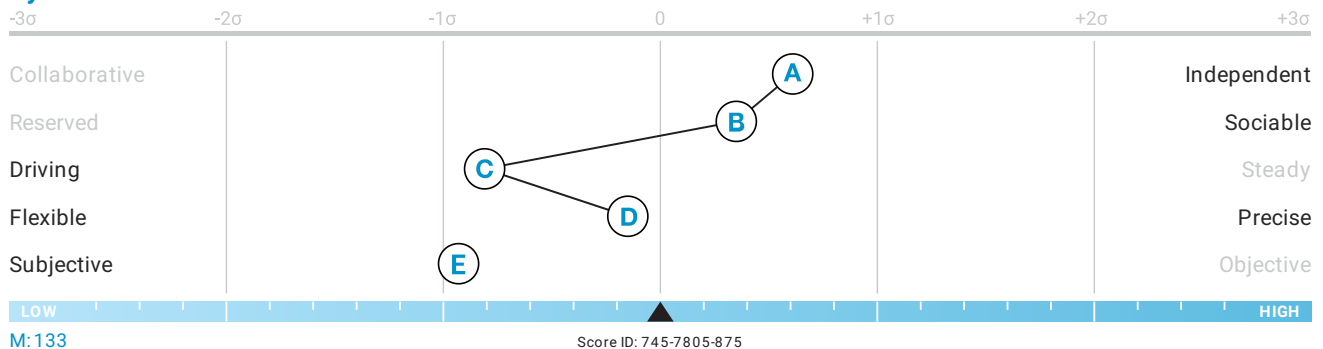
Self



Self-Concept



Synthesis



Strongest Behaviors

Niall will most strongly express the following behaviors:

- Careful with rules; precise, "by the book", fast-paced, and literal in interpreting rules, schedules and results.
- Detail-oriented and thorough; works to ensure things don't fall through the cracks, and follows up to ensure they're done properly and on time.
- Driven to achieve operational efficiencies: thinks about what needs to be done and how it can be done as fast as possible while maintaining a high-quality outcome. Impatient with routines.
- Relatively formal, reserved, and skeptical of new people; requires some "proof" to build trust in new people.
- Attention to detail; follows through on tasks to ensure completion in general accordance with quality standards.
- Operationally, as opposed to socially, focused. Thinks about what needs to be done, and how to do it well, and generally follows that execution plan.
- Proactivity in driving to reach goals while moving at a faster-than-average pace. Inquisitive about the world.
- Relatively independent in taking action on their own ideas. Resourcefully works around most obstacles blocking completion of what they want to accomplish.
- Eager for results, drive is for swift implementation. Works best in fast-paced environments offering a variety of activities, rather than routines.

Summary

Niall is an intense, results-oriented person, whose drive and sense of urgency are tempered and disciplined by a strong concern for the accuracy and quality of the details of any work for which they are responsible. Approach to any work done will be based on thorough analysis and detailed knowledge of all pertinent facts.

Much more technically than socially-oriented; has confidence in technical/professional knowledge and ability to get things done correctly. With experience, will develop a high level of expertise in their own work and will be critical of mistakes made by themselves or others. Takes the work and responsibilities very seriously and expects others to do the same.

In relation to people, Niall is reserved and private, with little interest in "small talk". Interest and energy will be focused primarily on their own work, and, in general, they are more comfortable and open in the work environment than in purely social situations. Style of communication is factual and direct.

A forceful person with the drive to make decisions and initiate action. However, this individual is most effective when making decisions within their expertise, where they can predict and control the risks associated with the decisions. Niall will thoroughly analyze, and often avoid, discussions related to less familiar things and, therefore, less able to predict and control the accompanying risks. When under pressure to make risk decisions quickly, may delay or put off those decisions because of a strong need to find the "perfect" solution.

Management Style

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

- Both broadly focused and tactically cognizant; attention is split equally between goal attainment and quality assurance – getting it done – and making sure it is done absolutely right

- Analytical, intense, and imaginative – a problem solver driven to perfection
- Hesitant to delegate authority or details and, when they do delegate, follow-up is close and critical; it is very difficult to meet their exacting standards
- Slow to trust others until they have produced accurate, timely results consistently; even then, this individual is cautious in delegation
- Literal in interpreting deadlines; pushes the team hard to meet them
- More focused on professional or technical results than on team building or collaboration
- Private, reserved, and formal; offers opinion only after they've mastered the information.

Management Strategies

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

- Encouragement to express own ideas and put them into action
- Freedom from day-to-day pressure to make quick decisions outside area of expertise
- Absence of very close, critical oversight of their work
- Opportunities to use their know-how and expertise in finding creative solutions to problems, with relative freedom from organizational involvement in doing so.