

High Performance Plus

includes new remote working sections

Klaudia Knight

22 April 2020

Introduction

Welcome to C-me Profiling. C-me is a behavioural profiling tool that helps us understand a person's likely preferred way of doing things.

Your High Performance Report includes:

1. A number of sections on elements that are core to individual behaviour and working with others.
2. Aspects of behaviour that are observed to be critical for high performing teams:
 - Enabling Engagement - how to motivate buy-in and how commitment may be expressed
 - Role agility
 - Resilience - positive and negative ways of handling setbacks

Your C-me profile gives you information about your preferred ways of doing things expressed in the language of different combinations of four colours. This combination gives each person their unique temperament. This approach provides a behavioural language to help us to understand, remember and relate to our own preferred way of working, but also to use and translate into action.

No profile is carved in stone - and there are no right or wrong profiles. Each combination has its own strengths and weaknesses, like two sides of the same coin. C-me reports are all about sparking helpful conversations and discussions, and assisting each of us to learn more about ourselves and each other.

We get excellent feedback on the accuracy of our reports. However it is likely that you will not agree with everything that is said. That's normal. However do take the time to check any such statements out with someone who knows you well as sometimes they can reflect characteristics that are true but simply not visible to you. Hopefully you will find yourself nodding - maybe even smiling - in agreement with most of what you read.

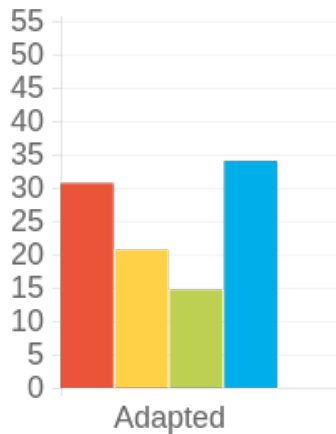
We hope your profile helps you to increase the value you bring to a relationship, to a team or organisation.

You may find you get most value from this report by sharing with those close to you in a work or personal context. It provides a useful foundation if you are considering undergoing personal coaching to improve your performance or value to an organisation. It is further enriched by knowing profiles of those you connect regularly with.

We hope you enjoy your report and find it thought provoking and useful.

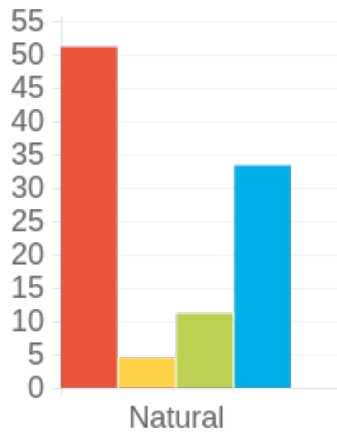
Klaudia

These graphs show your likely behaviour patterns based on how you answered the questionnaire.



Adapted Behaviour

This graph shows how you are modifying your behaviour in your current context.



Natural Behaviour

This graph shows your more natural way of behaving, when you are relaxed or also when you are under a lot of pressure.



Wheel Position

The further your position is from someone else's, the more you may differ in what you think is the "correct" way to do things.

General characteristics of the C-me Colours

Logical and analytical
 Enjoys problem solving
 Needs time for reflection
 Realistic
 Sorts out the details
 Strong sense of duty
 Structured and disciplined

Confident and optimistic
 Task focused
 Enjoys stretching goals
 Leads from the front
 Sets a winning mentality
 Thinks big
 Direct and to the point

Conscientious
 Concern for colleagues
 Avoids conflict
 Involves others in decisions
 Respects others' values
 Supportive and loyal
 Works for democratic solution

Free spirited
 Friendly and optimistic
 Enjoys networking opportunities
 Inspirational and visionary
 Lively, sociable and fun
 Not afraid to take risks
 Spontaneous and imaginative

Overview

This section provides a broad outline of your preferred ways of doing things.

Klaudia likes to know how things work and will see ways to make them work better. Colleagues may well be confronted by a sceptical approach to radical ideas until they have explained the facts and the practical application. Others may see her as blunt and critical but she sees herself as honest and fair. She may enjoy 'David and Goliath' situations and thrive on seemingly impossible challenges. Meeting the objectives on time is often so important to her, she can be surprised that some of her colleagues are more concerned about the people issues. Problems are intellectual challenges for Klaudia to solve. It may be necessary to remind her of the importance of the people in her team as she can have a tendency to become too absorbed in the fine details of a project. She thinks quickly through a problem with her logical, analytical mind.

Klaudia has a strong work ethic and sets high standards for herself and others. Structure, discipline, control and organisation are all on Klaudia's list of top business qualities. She prefers to do things her way with little supervision; she is happy to be accountable for the result. Opposition from the majority of the group will not put her off; it may just increase her determination to get her point across. Klaudia rarely accepts what others say at face value without gathering more information. When she has a deadline to meet, she may not be sympathetic to her colleagues and their problems. Cool under pressure, her emotional detachment usually makes her comfortable making tough decisions. Decisions, on occasions, can be dispensed with little sympathy.

Sticking to her views, even with more senior colleagues, has never been a problem to Klaudia, especially when armed with good information. When immersed in facts and logic, she may neglect her interpersonal skills. Long term plans are likely to be objectively thought out and backed up with her critical, logical thinking. Although she usually likes to do things her own way, she probably thought the job through and collected feedback before she started and may not now welcome being told a better way. She can be fiercely independent and everyone on the team taking an alternative view may not make her change her mind. Sometimes she can be very direct when dealing with what she considers to be poor or inappropriate behaviour. It may be difficult to win even the small points when debating with Klaudia. Because she accepts responsibility willingly, she is sometimes surprised when others don't step up as well.

Actions

Please tick or highlight the statements that you really like, cross out the statements that are just not you and add any other comments you would like to make.



Resilient Strengths

These are some of the key strengths someone with this colour preference may have:

- Able to confront under-performance
- Team's timekeeper
- Realistic and adaptable
- Keeps to the allotted timescales
- Has a head for complexity
- Focuses clearly on the task in hand
- Strong sense of duty
- Seeks all the facts

Action points

Select the three key strengths that you think best describe you, add any you think may have been missed.



Team Contribution

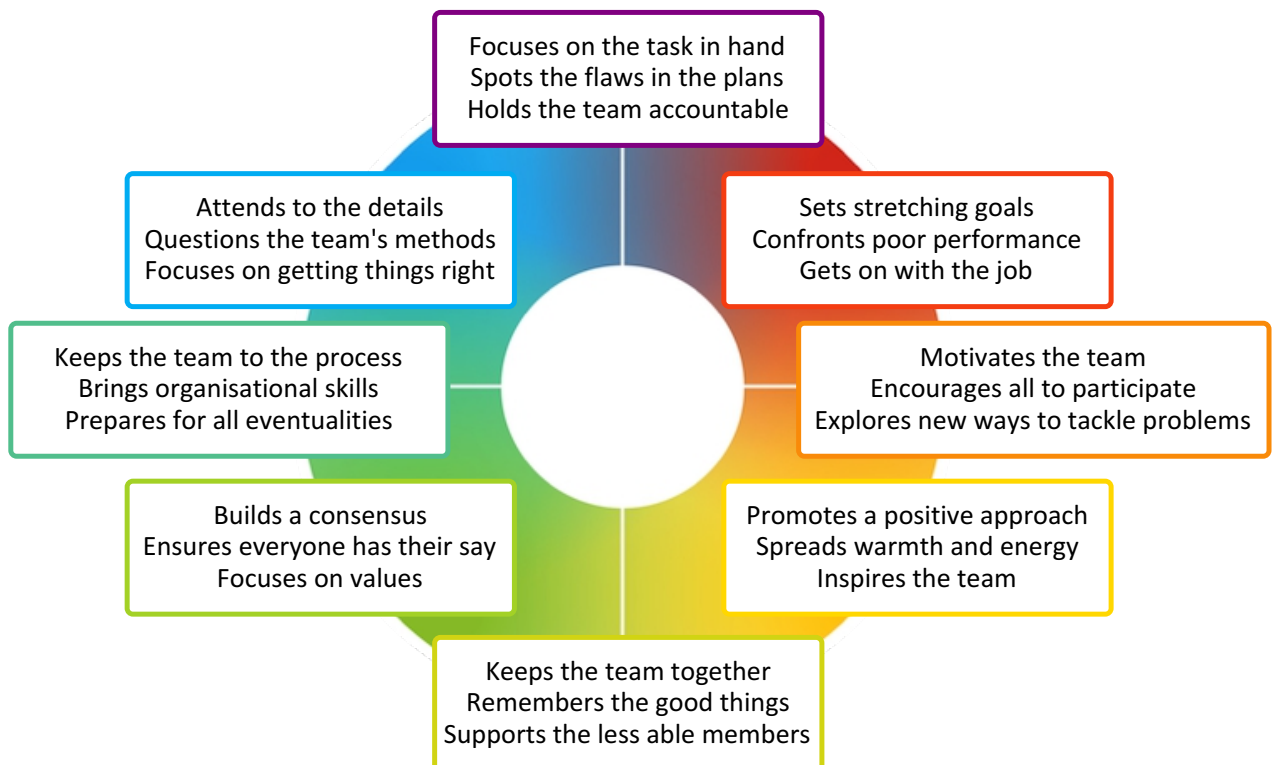
Your strongest value to a team may be in these areas:

- Brings composure back to hectic situations
- Takes responsibility for the details
- Spots the flaws in the plan
- Tells it like it is with no concessions for others' feelings
- Accepts responsibility for the tough tasks
- Will not compromise on quality
- Readily accepts responsibility
- Adds an intensity to the need to get things right

Action points

You will get best value from this section by getting feedback on it from other members of your team.

Contribution colour combinations may bring to a team



Areas for Development

Possible challenges to be aware of and areas you may still like to work on:

- Does not always recognise others' valid opinions
- Lacks sensitivity to others' needs
- Over demanding of herself and others
- More interested in the result than the people
- Sticks rigidly to the timescale, when a little flexibility would help
- Colleagues may find her cold
- Single-minded focus can lead to stubbornness
- May give the impression that compromise is never acceptable

Turn challenges into a development plan

1. Select 2 or 3 points that you feel most apply to you and impact your performance
2. Select situations where these were relevant
3. Identify options for change
4. Consult colleagues and make a development plan

Blind Spots

Blind Spots are the aspects of your behaviour you may be less conscious of, but that your colleagues may see in team situations. These may be you on a bad day, viewed by your opposite type.

Klaudia should remember that people are far more likely to agree with a plan if they have contributed in their own way; there is more than one way. Try to understand that for others, enjoying the journey will be as important as reaching the destination. Enjoying the journey is as important as designing it. Enjoying a task does not necessarily make it less serious or effective. Adding passion and enthusiasm will mean they are better received. She sometimes seeks clarity by stopping the process while she questions the details; it may be more helpful to go with the flow. Senior colleagues may view her free-thinking, bold but critical approach as cheeky or insubordinate at times. People's feelings may escape her.

Klaudia should understand that her need to get things right may place too rigid a structure around the project. Being ok with less than perfect solutions may make her easier to work with. Some colleagues need more time to chill out. The timescales are important but not necessarily carved in stone. The right solution is a mixture of developing and improving ideas over time, not just your own personal view at one particular moment. Inner certainty and the strength of her delivery means she doesn't concede points easily. She may occasionally benefit from describing things with colourful, emotional language rather than as a list of bullet points. People's feelings are to be considered rather than measured.

Actions

Consult the people close to you and get their input into which of these statements you should focus on as development points.

These are suggestions for your preferred communication strategies.



Effective Communication

Communication preferences, do:

- Include all the information
- Make sure of your facts
- Respect her precious time
- Be well prepared
- Show you are really trying
- Demonstrate your commitment to excellence
- Present information with references from recognised experts
- Take responsibility



Ineffective Communication

Less preferred options, don't:

- Ask her to let go of a goal before it is achieved
- Be dogmatic about what is required
- Arrive with conclusions she can't question
- Say excellence does not matter
- Show uncertainty
- Show signs of being unsystematic or muddled
- Offer ambiguous or imprecise options
- Give her your life story; just the facts will do

Action Points

Select three or four statements on either side to help your colleagues understand your preferences and communicate with you more effectively.

Effective Colourful Communication

The ideas below may then help you think about communicating well with those who have different colour combinations to your own.

Give facts, ideally in writing
Be rational and practical
Ask for their questions
Discuss the principles
Be logical and thorough
Listen carefully to questions
Allow time to prepare

Demonstrate conviction
Identify their role quickly
Be direct and action focused
Present options
Focus on success
Be clear and brief
Refer early to the objective

Allow time for discussion
Listen carefully
Show sincere interest
Be polite and courteous
Consider their opinions
Be sensitive; feelings matter
Progress at their relaxed pace

Be interactive and friendly
Use visuals
Allow free flow
Be light and fast paced
Make direct eye contact
Seek their views and ideas
Allow for an open discussion

Based on your personal colour combination here is a springboard for reflection and discussion of your remote working preferences and challenges

Productive Remote Working

Ideas that could help you work well remotely:

- Set and share milestones and timescales
- Get organised before starting the day
- Accept that this is not always a perfect environment for productivity
- Help guide others in defining roles and responsibilities
- Set stretching goals for each element of the task
- Maintain a sense of realism
- Give others the certainty they need
- Demonstrate unwavering resolve

Action points

Select the three statements that resonate most strongly. What changes would maximise your productivity?

Remote Working Challenges

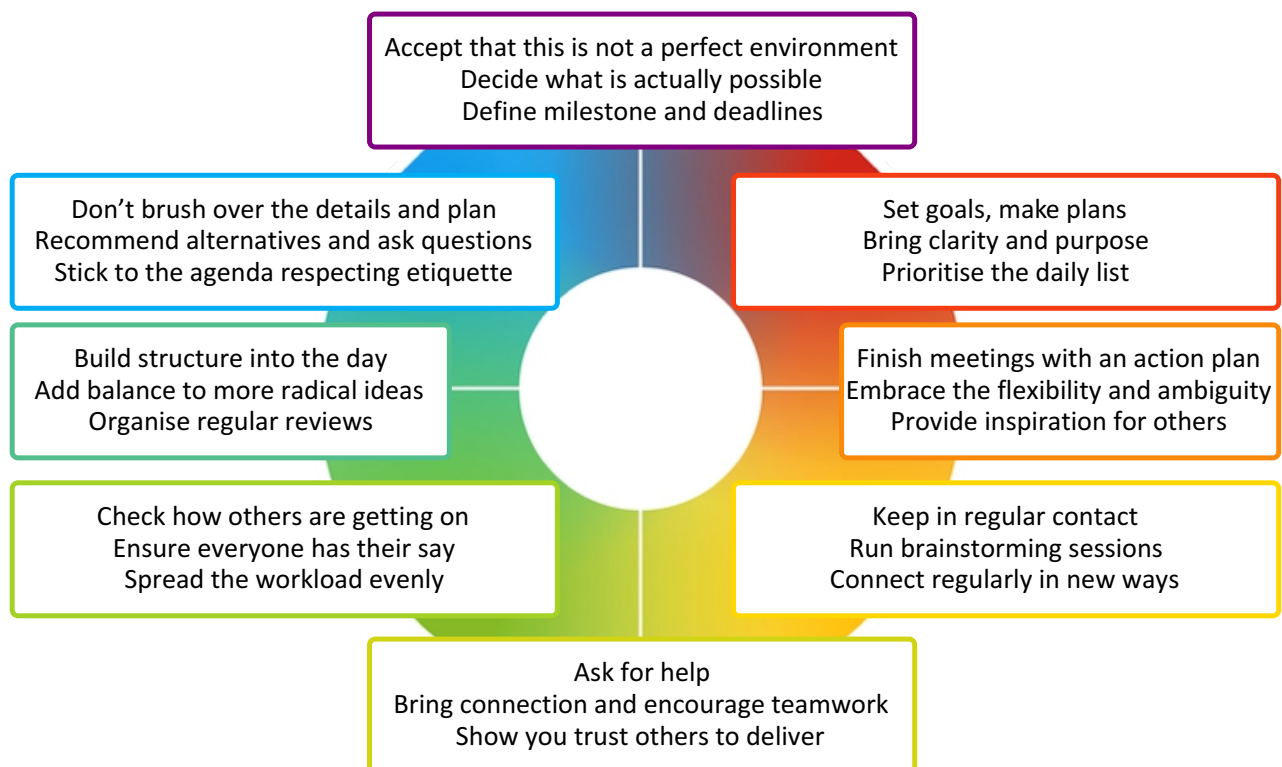
Potential frustrations that may challenge you in working remotely:

- Poorly thought through ideas
- Colleagues that don't care
- An absence of measurable goals
- Restrictions on controls
- Injustice
- Duties that appear to be too simple
- No cohesive plan
- People giving less than 100% effort

Action points

Select the most resonant points and think about how you can overcome them.

How to get the best from your team working remotely



Enabling Engagement

What motivates and demonstrates commitment:

- May write off members that demonstrate less commitment
- Holds others to account
- Willing to work hard once she's aligned with the goal
- Regards commitment as all or nothing
- Expects full commitment from others and is dismissive of those who don't agree
- She may need detailed questions answered to strengthen commitment to a project
- Takes a serious view of her commitment to the task
- Finds it really difficult to let go of a commitment

Action points

Select three statements that are most important to you.

Role Agility

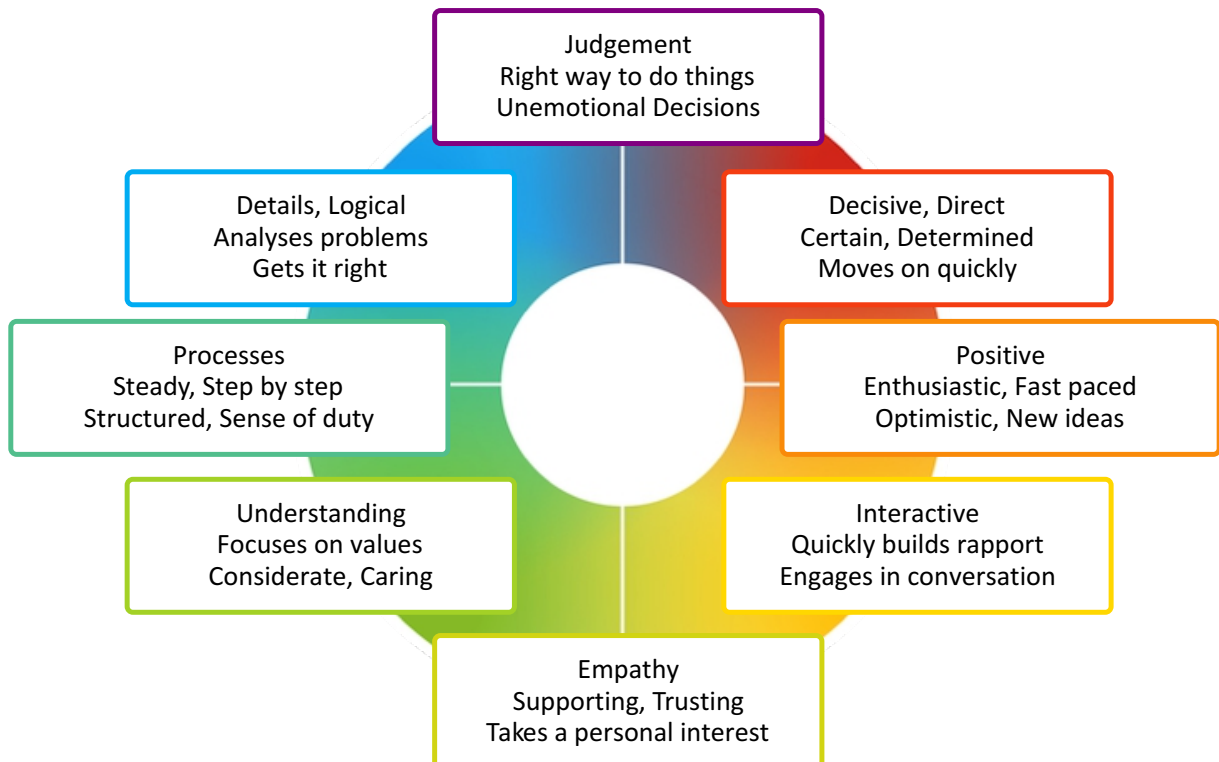
Klaudia's role preferences and how she may react to change:

- Assumes any role, even one she does not like, to achieve the goal
- Wants a clear, concise role with a measure for achievements
- Keep definitions of roles succinct
- Applies herself single-mindedly to a new role
- She takes an impersonal view of her role and is less worried about relationships and more about delivery
- Klaudia enjoys wide ranging responsibility
- Klaudia prefers to balance discussion with action
- She is not usually regarded as flexible but can adapt well to a new role to achieve her goals

Action points

Select statements that you feel describe your role preferences best.

Role fit around the wheel



Positive Ways of Handling Setbacks

Turning issues into opportunities - Positive ways Klaudia will prefer to handle moments of crisis when they occur:

- Works on immediately solving the problem
- Analyses the situation and takes a decision
- Evaluates the problem and presents new options for the way forward
- Negotiates a tough resolution
- Identifies who was responsible
- Drives the team forward to ensure delivery
- Refocuses effort in key areas
- Stands back and considers in detail what has gone wrong

Less Positive Ways of Handling Setbacks

Possible negative ways in which Klaudia may react in moments of crisis when they occur:

- Clings onto original goals long after it's time to move on
- Reluctant to praise what is good if the overall result is not right
- So focused on the challenge that the people issues can be neglected
- May not even canvas for other people's views in the pursuit of her solution to the problem
- Questions individuals' efforts
- Dismissive of others' views of the way forward
- Can stick with the original plan long after she should have moved on
- May take herself too seriously

Managing Stress

Signs:

Getting stuck in analysis
Impatience
Becoming unresponsive, distant
Only able to see the negatives
Not knowing where to start

Action:

Give them time and space
Avoid interrupting them
Answer questions fully

Signs:

Resignation if the goal feels unachievable
Work life balance becoming misaligned
Becoming over focused, zealous
Showing flashes of frustration
Making hasty decisions

Action:

Avoid mirroring their behaviour
Help them to prioritise
Give them options

Signs:

Going quiet, and becoming disconnected
Increasingly worrying
Internalising
Becoming less supportive
Feeling overwhelmed

Action:

Ask how to support them and others
Help them to recognize there is an issue
Listen to them, don't try to fix it for them

Signs:

Not being able to say no
Becoming distracted
Withdrawing
Becoming chaotic
Having a negative attitude

Action:

Listen to them and involve them
Give them positive reflection
Give them validation

Action Learning

Please use this page to capture your reflections and actions going forwards.

Harness all four colour preferences to capture different perspectives.

