

High Performance Plus

includes new remote working sections

Klaudia Knight

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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.

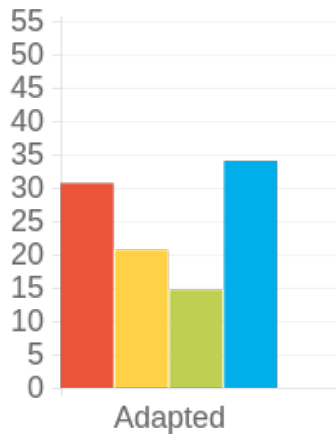
We hope your profile helps you to increase the value you bring to a relationship, to a team or organisation.

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.

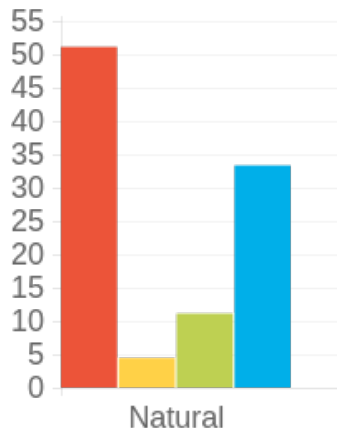
Klaudia

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 is willing to work hard to achieve her goals. Sometimes she comes across as seeing issues as black or white. She is an organised thinker and will tackle a problem with logical analysis. Although she takes others feelings into account, expressing her appreciation more frequently may help her get her point across. Her confidence that a solution will be possible comes from her ability to analyse the facts. Opposition from the majority of the group will not put her off; it may just increase her determination to get her point across. 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 has consistently high expectations of herself and others.

Klaudia gives instructions easily in fast changing situations and enjoys taking charge. Independence is important to her and she will resist those who try to control what she does. Sometimes she can be very direct when dealing with what she considers to be poor or inappropriate behaviour. She enjoys tasks where the results are tangible and measureable. Although delivery is key for her, she also needs to be tolerant of those less single-minded. When her colleagues need her in a crisis, she is usually a pillar of strength. 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. Because she has a strong sense of duty, she expects all the team to pull their weight.

Klaudia is always looking to improve products and processes, finding better ways of doing things. It may be difficult to win even the small points when debating with Klaudia. She thinks quickly through a problem with her logical, analytical mind. When others question her competence, she may become defensive. She can be fiercely independent and everyone on the team taking an alternative view may not make her change her mind. Getting to the point and into action is what really counts to her; she will strive for the right result every time. When the situation calls for it, she can be tough and pragmatic. Cool under pressure, her emotional detachment usually makes her comfortable making tough decisions.

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:

- Will not compromise easily
- Pragmatic decision maker
- Analyses the challenges succinctly
- Gives direct feedback
- Brings drive and certainty
- Sets high standards
- Hardworking and persevering
- Concentrates single-mindedly on the assignment

Action points

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



Team Contribution

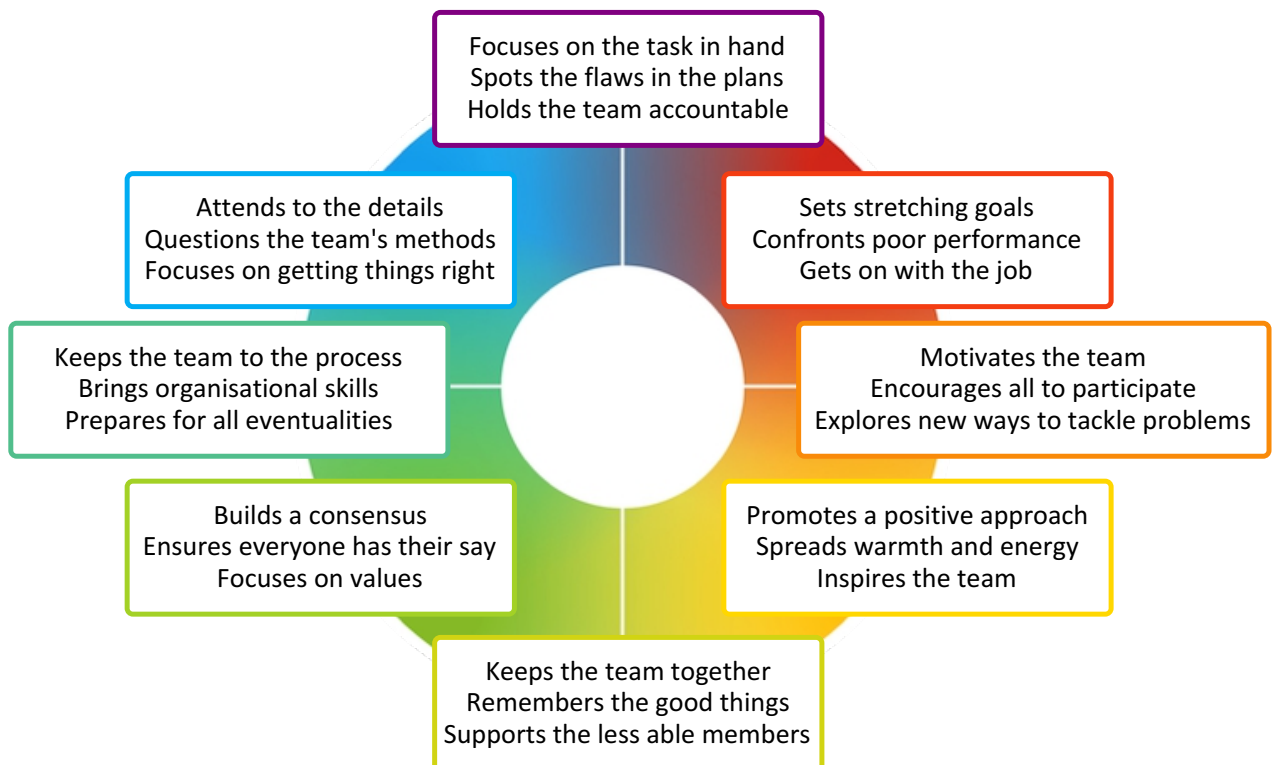
Your strongest value to a team may be in these areas:

- Shows a depth of knowledge
- Ensures that the team plays by the rules
- Spots the flaws in the plan
- Holds the team to account for commitments
- Quickly evaluates situations and suggests solutions
- Focuses on the important tasks
- Does not suffer fools gladly
- Works hard and perseveres until the job is complete

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:

- May focus on the facts but forget about the people that need to deliver the project
- Quick to point out faults
- Does not always place high importance on the people issues
- May give the impression that compromise is never acceptable
- May resent criticism and the person delivering it
- Can be abrasive
- May fail to acknowledge others' contributions
- Single-minded focus can lead to stubbornness

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 expresses herself with such certainty that others may be put off from making their contribution. She should work hard to be more open to others' opinions and less judgmental of others who have different values. To manage people effectively she needs to understand their needs; the different strokes for different folks. Adding passion and enthusiasm to compliments will mean they are better received. Inner certainty and the strength of her delivery means she doesn't concede points easily. Enjoying a task does not necessarily make it less serious or effective. Sometimes the task needs to be set aside while the people issues are discussed. She may occasionally benefit from describing things with colourful, emotional language rather than as a list of bullet points.

Klaudia will not usually give credit for every day things and reserves her praise for exceptional performance. Sympathy can go a long way. Showing her personal side can help her connect with others. Senior colleagues may view her free-thinking, bold but critical approach as cheeky or insubordinate at times. Being ok with less than perfect solutions may make her easier to work with. Try to understand that for others, enjoying the journey will be as important as reaching the destination. Sincere compliments are welcomed by most people and worth making the effort. Dismissing as irrelevant ideas or theories from those she does not value is not a good way to discover new things.

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:

- Be organised and well disciplined
- Be well prepared
- Recognise the 'right' way to do things
- Meet her high expectations
- Ask for her help to define the real project needs
- Make an effort
- Present the data and allow her to decide
- Respect her precious time



Ineffective Communication

Less preferred options, don't:

- Ask too little from her talents
- Expect sympathy
- Suggest that good enough is good enough
- Forget the details
- Try to water down her expectations
- Show uncertainty
- Be indecisive
- Focus on feelings

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

These personalised statements can facilitate conversations around productive working preferences which are likely to be heightened in a remote working environment

Productive Remote Working

Ideas that could help you work well remotely:

- Get organised before starting the day
- Keep to the plan when things get tough
- Adapt available resources to meet the challenge
- Work hard on interesting, difficult problems
- Take responsibility for tough tasks
- Make a decision to be more tolerant
- Drive the plans forward
- Avoid getting involved in personal problems

Action points

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

Remote Working Challenges

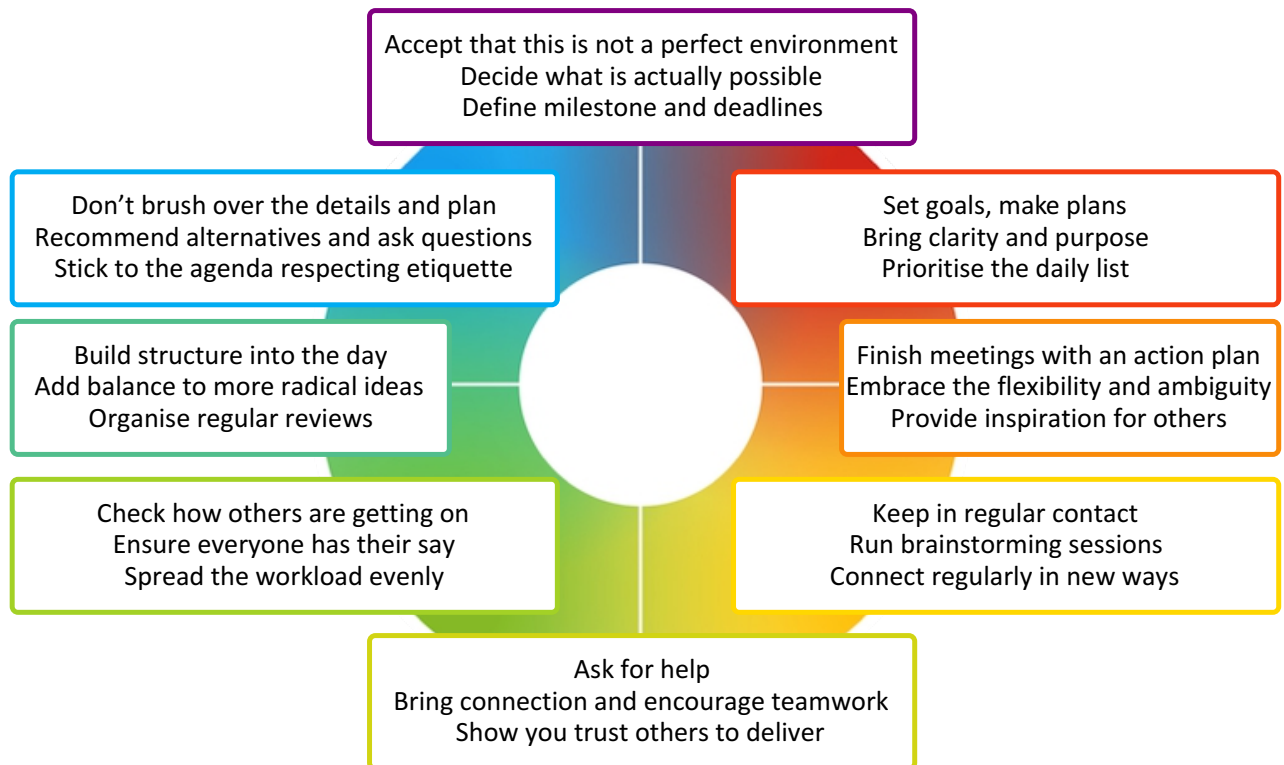
Potential frustrations that may challenge you in working remotely:

- Poorly thought through ideas
- Others ignoring good advice
- Regularly shifting goalposts
- Disorganisation
- Decisions being passed down without asking for your input
- Ever-changing deadlines
- Being shown to be wrong
- Mistakes

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:

- Her commitment allows little leeway for people issues or emotion
- Regards commitment as all or nothing
- Expects full commitment from others and is dismissive of those who don't agree
- Holds others to account
- Regards commitment as absolute
- She will express strong commitment which can seem overplayed to others
- Give her ownership of part of the project
- Surprised if anyone questions her commitment

Action points

Select three statements that are most important to you.

Role Agility

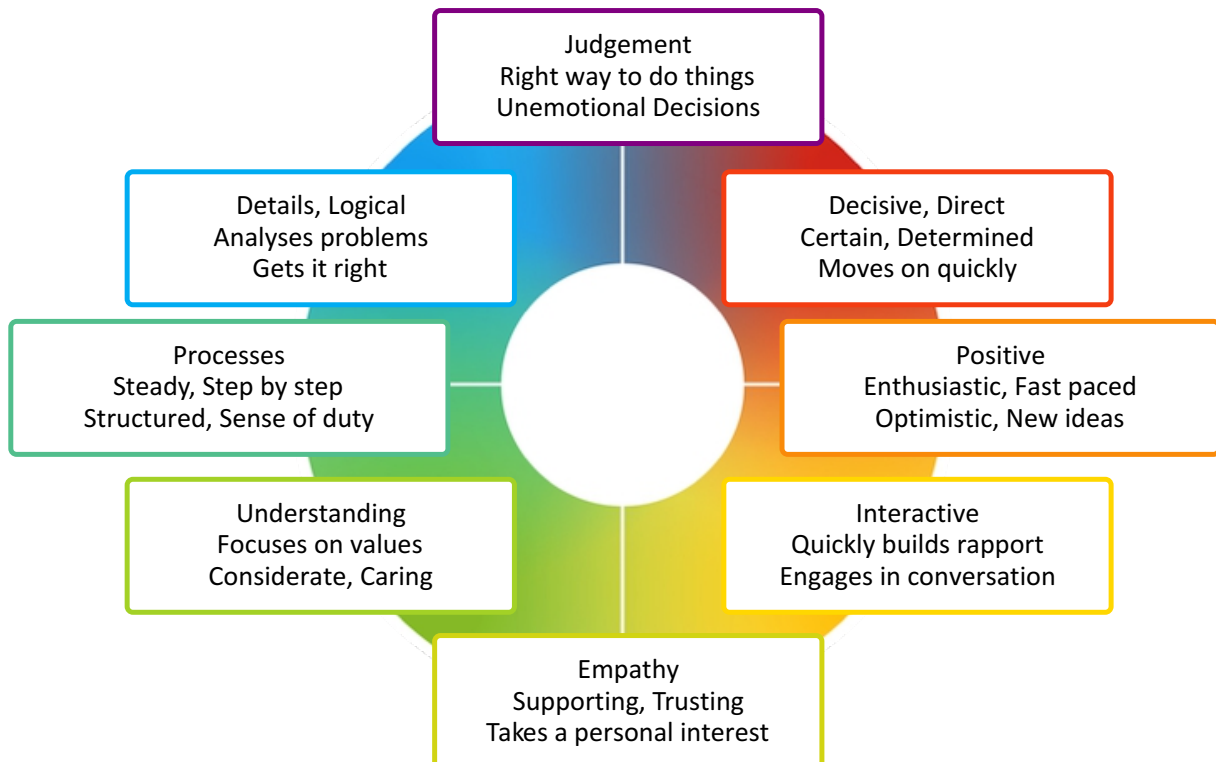
Klaudia's role preferences and how she may react to change:

- Wants a clear, concise role with a measure for achievements
- May be inflexible if asked to change role shortly before completion of an objective
- Klaudia approaches life with certainty and prefers a role that is similarly unambiguous
- Applies herself single-mindedly to a new role
- Likes to see the big picture and how her role fits
- Likes a well defined role and goals but will readily jump in when needed
- Klaudia enjoys wide ranging responsibility
- Defines her version of the new role though may not share this with the rest of the team

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:

- Cuts to the nub of the problem
- Pragmatic problem solver
- Evaluates the problem and presents new options for the way forward
- Stands back and considers in detail what has gone wrong
- Confronts the problem
- Takes responsibility for tough tasks
- Works on immediately solving the problem
- Brings calm certainty that the team will deliver

Less Positive Ways of Handling Setbacks

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

- Forgets that other people may have a valid opinion
- Seems unsympathetic
- More interested in putting things right than how the people are coping
- May fail to acknowledge others' contributions to the project so far
- Will doggedly negotiate her preferred solution
- Colleagues may find her cold
- Steps on toes to put things right
- So focused on the challenge that the people issues can be neglected

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.

