

## BMSK4013 - Management Communication

Author : Kirsty Rees (UWTSD student 1917792)

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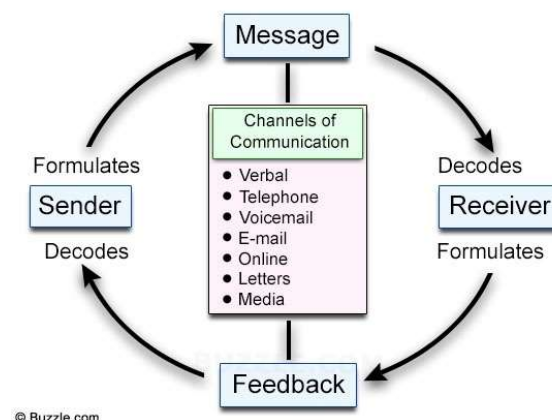
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## The Relevance of Communication Cycles for Effective Communication in Management

Good communication is vital in the achieving of effective communication, poor communication will be detrimental to workplace relationships. According to Radovic Markovic and Salamzadeh (2018) for successful communication amongst leadership and employee it is vital that employees' personal views and opinions are respected and welcome by leadership. This will encourage trust to grow and ensure employees views are validated and provide a platform for open honest communication to take place.

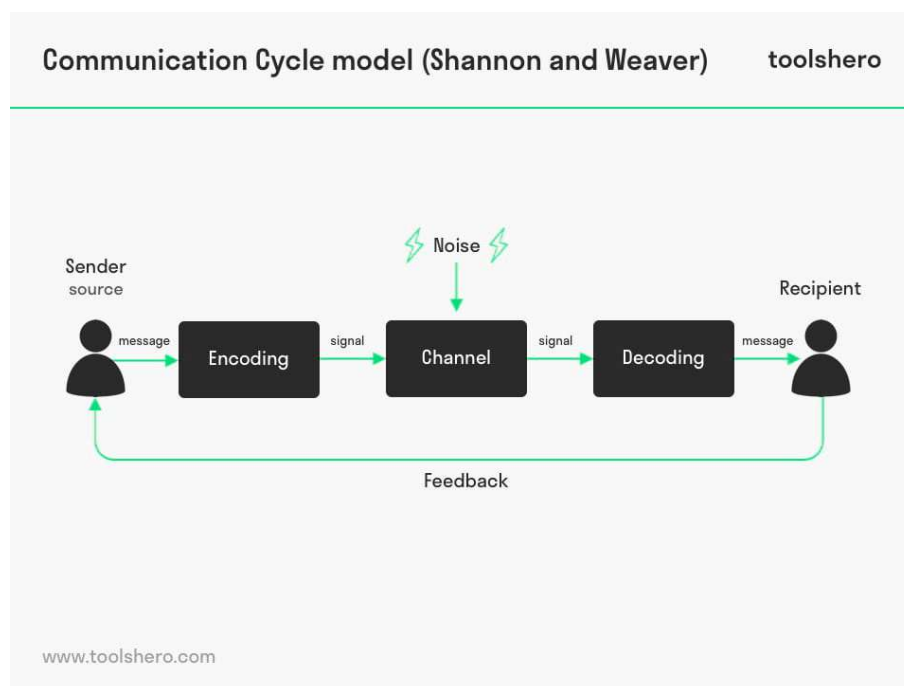
The communication cycle I have based my findings on has 4 different stages to the process to ensure you communicate effectively whilst taking into account many different delivery factors such as body language, tone of voice and the delivery method. First the **sender** must decide or formulate the **message**, they then select an appropriate channel to communicate. The **receiver** then decodes the message and provides **feedback** using the appropriate communication channel. Following these steps will ensure a concise and effective delivery to all receivers.



## The Importance of Accepting an Appropriate Tone, Language and Formality in Management Communication

The above communication cycle is a very useful tool when used effectively to ensure all parties are fully understanding of the intended message being delivered. The correct communication channel is a vital part of the process, the message to deliver should be taken into account when selecting the appropriate channel. If the message the sender wishes to formulate is sensitive or upsetting then the appropriate channel would be via verbal face to face rather than an insensitive email or voicemail. This will ensure the receiver is supported through the process and the sender can confirm the message has been decoded correctly and the message has been fully understood.

Another effective communication cycle produced by Shannon & Weaver (1949) is similar to the previous cycle however it introduces a **noise** element to the cycle. Noise can be an interference in the communication cycle which can cause misunderstandings which will then lead to miscommunications. Noise can be many different elements such as **external noise** - *the environment chosen to deliver the message is too disruptive, the recipient may be experiencing sensory issues from the temperature in the room or there are connection issues during a phone call.* However other forms of noise can be just as disruptive, **Internal noise** - *the recipient may require the message broken down into simpler terms, the recipient may be distracted when the message is delivered or may be feeling unwell causing difficulties in concentrating or understanding the message.* According to a study conducted by Velentzas & Broni (2014) noise can lead to barriers in communication cycle and it can be detrimental to the organisation. The study also highlights the importance of using the correct style of communication that is appropriate for the situation and to ensure that words that have several different means are not used to ensure the communication is not misinterpreted at any stage of the process.



The sender should assess and consider each of the noise elements which could affect the delivery of the message when choosing the correct 'Signal' or channel of communication.

Unfortunately in a previous workplace there were many examples I could use where inappropriate channels were used to deliver sensitive messages. I was on annual leave when a decision was made that redundancies were the only option for our department. I was informed by a member of my team over the phone, not a member of the leadership team. I was very disappointed with not only their decision but also in the manner I had been informed. There had been no consideration to

informing any members of staff who were not present at the meeting. Thankfully after many stressful months my role was safe and I continued to work there for another 5/6 years.

However for the remainder of my employment I was always concerned about the safety of my position in the organisation and struggled to move forward after their insensitive handling of the situation.

In these circumstances the leadership team should have made sure all employees who were affected by the upcoming redundancies were all informed within the same fair manner. In this matter I had actually been given some incorrect information from said colleague which would have been avoided if they had ensured we had all been informed at the same time. Should I find myself in the leaders unfortunate position in the future, I will ensure all members of staff are invited to attend the meeting and consistently receive the correct information available at the time.

## The Effectiveness of a Range of Verbal and Written Communication Methods Within your Organisation

Communication is used daily in all different aspects. Good communication is vital to building healthy strong relationships and leading a team. There are many avenues of communication, these vary from email, face to face, hand gestures, phone conversations to presentations.

According to Indeed Editorial Team (Jan 2023) there are four methods of communication within the workplace. They are as follows, I have provided my own thoughts to the methods–

- **Verbal** – to enable you to effectively use verbal communication in a positive manner you must have strong verbal communication skills and speak confidently. Active listening is essential to ensure verbal communication is practiced, providing feedback and showing attentiveness reaffirms you are present and are listening.
- **Non-verbal** – Non-verbal communication can range from body language, eye contact and hand gestures. Closed body language, arms folded, expressionless face and avoiding eye contact would set a negative tone to the communication being sent. Open body language, arms at the side, smiling face and eye contact would send a positive message to the intended and would result in the receiver being more open to what is needed to be discussed. Phutela (2015) highlights that not fully understanding the impact of non-verbal communication can be detrimental to effective communication. It reports that often when verbal communication is unsuccessful non-verbal communication can be relied upon, so it is vital that careful attention is given to non-verbal communication at all times.
- **Written** – there are many positives to using written communication, it is a safe avenue to communicate should you need to refer back to or evidence in the future. There are also negatives to written correspondence, it can sometimes appear insensitive and can be

misread by the receiver. It could be helpful to keep the text simple, reread the text before sending to ensure there are no errors and obtain feedback from the receiver that all was understood.

- **Visual** - Visual learners will benefit from this style of communication but it will also enhance the process for all team members. Aids such as graphs, tables and images will compliment other forms of communication effectively. Visuals should be relevant to the topic, easy to understand and should also consider your audience when selecting any visuals. When used correctly this style of communication helps to deliver information directly, enhances the impact to the audience and increases credibility to the topic.

During my working career I have been subjected to mixed communication methods. When attending my yearly appraisal at my previous organisation I entered the room to an expressionless crossed armed supervisor, it filled me with concern instantly. My appraisal went very well but the body language from the appraiser caused a lot of unnecessary worry and anxiety. Which resulted in me being unable to concentrate on topics being discussed throughout the meeting for fear of what was on the agenda to be discussed.

Within my current organisation we are a smaller more effective team. We all have a voice and are able to share tips and opinions without the fear of anyone being offended. We meet regularly to discuss any concerns and to discuss cases. Our leader has successfully created a safe, supportive and motivating environment to all team members. We frequently meet face to face to discuss complex matters, should the outcome require many detailed steps we receive communication via email to ensure we are all aware of the case and we have all received the correct details.

When we are required to send difficult replies to constituents we ensure we give this via written communication. We follow up with a supportive telephone call to ensure the information was delivered and understood. We chose this form of communication to limit the misunderstandings and to provide the constituent with a detailed response they can use as evidence should they require to escalate the matter.

We often find ourselves dealing with conflict between organisations and constituents. In these

instances we take into account the 'Conflict Iceberg Model', the following graphic of an iceberg is commonly used as a metaphor about conflict. This is on the basis that the tip or the portion that we see on the surface is just the issues. The conflict could have many different layers beneath the surface and each layer has the potential to add heavier conflict to the matters in question.



This often reminds us to take into account that the issues in dispute are viewed as above the waterline whilst also remembering those below the waterline.

Below the water line is much more complex and telling, there are perceptions, assumptions, expectations, emotions, needs, values and a variety of views and emotions. Collective histories can also attribute to conflict therefore it is important we that we take into account anything below the waterline when dealing with conflict.

Unfortunately we sometimes find ourselves handling queries from aggressive constituents, in this instance we immediately try to de-escalate the matter whilst maintaining a high standard of service. However if this is still met with aggression we provide warnings, if the constituent continues to use rude or offensive behaviour we terminate the call and explain we will be unable to assist them further until we can communicate appropriately. If our previous efforts were unsuccessful we then will only deal with the constituent via email or letter, this is to ensure all parties are protected.

We frequently support constituents during upsetting times, to provide the required support we ensure we practice active listening, are patient and reassure as much as possible. We support and ensure we clarify all information taken to ensure there has been no miscommunication. We provide them with realistic expectations for the outcome of the case.

## Motivational Theorists

McGregor's (1960) created a motivational model of theory X & theory Y which indicates that leaders often fall into the two categories in their leadership style and what they believe motivates employees. Leaders who relate to **theory X** are often very controlling and have the perspective employees are not committed to work and will avoid work as much as possible. They have the belief the best way to motivate employees is through fear and will often issues threats and will heavily monitor employees at all times.

Leaders who relate to theory Y often believe employees are willing to work and seek responsibility. They also believe employees are motivated by rewards and praise. This type of leadership style is often less controlling and will allow employees to be creative. This style encourages employees which in turn motivates them to feel valued and heard. According to Hattangadi (2015) it is important to understand the style of leadership will heavily depend on the type of organisational structure and will be dependent on the nature of the work. It reports this will influence the correct style of management to achieve the desired results.

McCellend (1961) believed that to motivate employees it is essential to understand what their characteristics are. He created a model of three different categories that outlines what an employee needs are and if leaders can identify the correct category and meet the employees needs this will result in motivated employees.

- **Achievement** - employees have a strong desire to achieve their goals. They often are driven by results and feedback.
- **Affliction** - employees often need to build strong relationships with colleagues and enjoy working with a team. They need to receive praise and feel valued and accepted within the organisation. They often don't respond well to risk and will often avoid conflict.
- **Power** - They thrive for power and can be controlling. They have a strong need to be heard and will express their opinions. They need their ideas to be acknowledged and



## Maslow's hierarchy of needs

the more intellectual cosmetic needs will be higher up in the pyramid making them of greater importance. The theory states we are motivated to fulfil our needs in a hierarchical order. The process can only begin with the more basic needs are satisfied before moving onto the more advanced needs. So you will be unable to fulfil your desire or status if you are lacking employment security or physiological needs.

does not shy away from conflict.

Upon completing the questionnaire my results and findings will be evaluated in my self evaluation section and Appendix 4.

According to Maslow (1943) it is essential to understand human needs in order to motivate employees, he created a pyramid of hierarchy of needs to reflect this. Maslow reports a persons' basic needs are arranged in order of importance, safety and health appear lower down the pyramid,

## Theory of Motivation Relevant to my Workplace

Whilst researching motivation theories with my current workplace in mind, due to the leadership style my leader portrays Theory Y characteristics based on McGregor's (1960) motivational model. They trust employees and encourage effectively. They are not controlling, they get the best from our team and it provides a safe environment for us to become creative and motivates us to excel. I have also witnessed the use of McClelland (1961) theory, our leader has established motivators for each of us and implements the varieties to the appropriate staff member. This successfully keeps each of us motivated and inspired. I can relate to the Affliction theory, I feel motivated when receiving positive feedback and this reflects in my thrive to continue to work successfully with my team. It has helped me form strong relationships with colleagues, this creates a happier and positive environment and this motivates me greatly. Some of my colleagues would fall into the achievement category, they thrive from seeing data and results.

There are many motivational factors built into our team daily. Our team support the Senedd Member (MS) within his role at the Senedd and constituency. The safety of our jobs rely solely on the MS being elected at the local elections. This is a huge motivational factor that contributes to

the teams need and want to provide an excellent level of support to constituents during the MS's elected term. If the team were underperforming and consistently providing inadequate levels of professionalism this would of course impact the next general election and sadly result in the team being unemployed.

Due to this reason Maslow's theory doesn't relate fully to our workplace, each 5 years we return to the security stage at each election. We don't have full job security, some elements we can apply but our needs for security have to be re-met at each election.

## The Principle Factors that may Affect Performance and Motivation within the Workplace

There are many factors that will have negative and positive impacts on performance. Values relate to our core beliefs, if you can align these beliefs or values within the team that will improve environment and performance. Many of our values were likely instilled by family, friends and society.

According to Herzberg (1964) if people are not happy in the workplace it is caused by the environment, when they are happy in the workplace it's because they are feeling fulfilled and motivated. Leaders looking to create a satisfying workplace with motivated employees need to incorporate a harmonious environment with competitive wages and job security whilst also ensuring there are career opportunities for employees to aspire and work towards.

Environment can have both a negative and positive impact on team members. If the environment is over stimulating it can become too distracting to members and impact the work performance, arguably a plain and boring environment can also be uninspiring to members and you will see this reflect in their work.

Lack of job security will have a negative impact on team members, this will demotivate staff and cause levels of stress. Stress will in time cause absences within the team which will then lead to other members

Conflict in the workplace will affect the performance of staff, leaders should deal with any conflict in an appropriate manner. Failure to deal with conflict will cause frustration will demotivate the team.

Aside from the above impacting negatively on performance there are also many ways to improve the performance and motivation, improving environment, recognise and reward colleagues, create career opportunities, actively listen to staff and take on board their needs, encourage creativity and embrace transparency at all levels.

## My Communication Effectiveness

In order to evaluate my own communication effectiveness I decided it would be beneficial to ask my colleagues for some critical feedback, this was initially done in jest but after gaining lots of insight I feel it is appropriate to include this in my findings. My colleagues started by telling me positives, they felt I was approachable, a good team player, supportive, dedicated, always offering to lend a hand to assist them to meet deadlines and I take initiative. I informed them I would welcome feedback on my weaknesses so they informed me my nerves often get the better of me, I overthink scenarios, I lack confidence in public speaking and am too self-critical. I feel this is a true reflection and I fully take on board their concerns and I agree with them. After receiving their feedback I completed a Gap Analysis (Appendix 1) I used the findings to create a Personal Development Plan (Appendix 2). I decided to highlight some of the teams observations into my GAP and PDP. I do lack confidence and self-belief, I will work on this to ensure I don't let my nerves provide any further obstacles to my career.

A good communicator speaks in a clear and concise manner and uses jargon free language, I feel working on my confidence will greatly enhance my communication skills. At present I work in a communications and adviser role, my desire is to become the office manager. My GAP analysis highlighted concerns of office restructuring and fear of the appointment causing issues within the team, my colleagues have been with our employer prior to me and although they have never expressed an interest in any progression within our workplace I feel this could possibly cause some conflict.

Successful communication helps us to better understand people and their situations. It helps prevent conflict, build trust and respect. It promotes active listening at all levels and encourages creative ideas and problem solving in a safe respectful environment.

I was delighted my colleagues had stated they felt I was supportive and a good team player, leaders should have both of these qualities and always lend a hand when required. I feel my colleagues views have caused my desire and confidence to grow to progress to office manager.

Motivation in the workplace relies heavily on how a leader will motivate and influence their team. Employees feel more enthusiastic with leaders who effectively motivate them. I feel this will be a strong skill of mine when I become a leader, I know my team and their strengths and weaknesses, I have learnt what motivates each of them and will implement this into our team structure.

Each of our team has adopted unofficial titles, I have become the calm level headed person within our team. I often handle the difficult cases and try to de-escalate situations before they become conflict and unmanageable both with constituents and within the workplace. I have proven myself to successfully manage and resolve conflict and feel this will be a great skill to take into a leadership role.

In order to fully evaluate my skills and communication style I completed a Communication Style Questionnaire (Appendix 3). This questionnaire is designed to help you assess your preferred communication style. It enables you to assess your behaviour at work by answering each statement and scoring will represent which best typifies your behaviour. My result was 'Passive'. A passive style communicator are often apologetic, self-deprecating and avoid expressing feelings or opinions in fear of conflict. From the data obtained from the findings of the questionnaire this has left me concerned, a true leader would not be afraid to express their opinions and be self-deprecating. This further backs up my findings from my GAP & PDP where this is an area I must work on urgently.

I undertook a Motivational style quiz (Appendix 4) to obtain my motivational findings within the theory, this confirmed I had achiever characteristics, this confirmed I have goals and strive to achieve them. I struggle to delegate work and work well to deadlines. I often seek feedback from leaders and am known within my team to have high standards and expectations.

To summarise my findings briefly, the areas of concern from GAP, PDP, Communication style questionnaire and motivational analysis quiz indicate similar areas of skills I must enhance, namely my lack of confidence. I plan to use my PDP and have a strong desire to achieve my goals.

I will use this data to enable me to become a strong leader. Researching this topic has been very insightful and I am keen to put my findings into improving my skillset and implementing them within the workplace.

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iceberg conflict model

<https://agilevietnam.com/2012/12/25/the-iceberg-of-conflict>

## Appendix

### Appendix 1 Gap Analysis

| Current State (FROM)                                                  | GAPS                                                                                                                                                                                                                                                      | Desired Future State (TO)                         |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| Senior Communications and Development Officer                         | <ul style="list-style-type: none"> <li>Office restructuring would be required</li> <li>Pay scale would need to set</li> <li>Could unsettle longer standing team members</li> <li>No leadership qualifications</li> </ul>                                  | Become Office Manager                             |
| Inconsistent communication with constituents                          | <ul style="list-style-type: none"> <li>Too many team members handling cases</li> <li>Voicemail not being checked after use of the phone</li> <li>Too many avenues of communication (social media, email, phone etc) can cause miscommunication</li> </ul> | Provide excellent communication with constituents |
| Lack of confidence and self-esteem causing lack of career progression | <ul style="list-style-type: none"> <li>Work on my confidence building</li> <li>Source online courses to help with low self-esteem</li> <li>Focus on my positives and strengths</li> </ul>                                                                 | Be more confident in the workplace and at events  |
| Low scale motivated team                                              | <ul style="list-style-type: none"> <li>Find motivating factors for all team members</li> <li>Implement tailored motivated</li> </ul>                                                                                                                      | Motivated team working effectively                |

## Appendix 2 Personal Development Plan

| What do I want to do?            | How can I do it?                                                                                                                                                                                                  | What resources will I need?                                                                                                                                                                  | How will I measure success?                      | Target date for review |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------|
| Become more organised            | <ul style="list-style-type: none"> <li>• Limit distractions at the work place and when home working</li> <li>• Obtain diary information in advance</li> <li>• Keep a clearer desk</li> </ul>                      | <ul style="list-style-type: none"> <li>• Create to-do lists</li> <li>• Clear desk</li> <li>• Use an agenda</li> </ul>                                                                        | Track progress and obtain data on our efficiency | 01 May 2023            |
| Manage my diary more effectively | <ul style="list-style-type: none"> <li>• Input important dates when received</li> <li>• Allow for travel and traffic when planning visits</li> <li>• Ensure all attendees are invited into diary entry</li> </ul> | <ul style="list-style-type: none"> <li>• Electronic diary</li> <li>• Colour coded categories within the diary</li> <li>• Create route planner from office to venue prior to visit</li> </ul> | Track progress on time management                | 01 May 2023            |
| Practice active listening        | <ul style="list-style-type: none"> <li>• Face speaker</li> <li>• Improve eye contact</li> <li>• Not interrupt the speaker</li> <li>• Ask questions</li> </ul>                                                     | <ul style="list-style-type: none"> <li>• Patience</li> <li>• Focus</li> </ul>                                                                                                                | Request feedback from colleagues                 | 01 June 2023           |
| Gain more confidence in myself   | <ul style="list-style-type: none"> <li>• Source confidence courses</li> <li>• Focus on my strengths</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>• Online or in person courses</li> </ul>                                                                                                              | Request feedback from colleagues                 | 01 July 2023           |

## Communication Style Questionnaire

**4 = agree strongly, 3 = agree somewhat, 2 = disagree somewhat, and 1 = disagree strongly.**

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1. I express my opinions in an honest and appropriate manner. 3
2. I can get angry and let this show. 1
3. I find it difficult to say 'no'. 4
4. If I do not agree with a task that my boss has given me, I find a way of dragging my feet on it. 1
5. I feel comfortable in asking for help from someone if they know more than me. 3
6. I feel guilty if I leave on time for a valid reason and other people are still working. 4
7. I can be sarcastic. 4
8. I think my way of doing things is better than other people's. 3
9. If someone takes advantage of me, I find a way of evening the score. 1
10. I feel I have a right to say no to other people's requests and to negotiate a compromise. 2
11. If I am in a large meeting, I find I do not speak up. 4
12. I like to be in control of a situation. 4
13. I stare people down. 1
14. I make good eye contact with other people. 1
15. If I am unsure about a task that I have been given, I find it uncomfortable to ask for help. 3
16. I talk about other people behind their backs. 4
17. When I have to deal with someone in authority, I find it difficult to look them directly in the eye. 3
18. I am a good listener and equally other people listen to what I have to say. 3
19. Rather than confronting someone about an issue, I would rather give them the cold shoulder or drop hints to other people that I am not happy. 3
20. I am not afraid to be direct with someone, even if they think I am being rude. 1

## Results

|           |          |                    |            |
|-----------|----------|--------------------|------------|
| Q1<br>3   | Q3<br>4  | Q4<br>1            | Q2<br>1    |
| Q5<br>3   | Q6<br>4  | Q7<br>4            | Q8<br>3    |
| Q10<br>2  | Q11<br>4 | Q9<br>1            | Q12<br>4   |
| Q14<br>1  | Q15<br>3 | Q16<br>4           | Q13<br>1   |
| Q18<br>3  | Q17<br>3 | Q19<br>3           | Q20<br>1   |
| Total 12  | Total 18 | Total 13           | Total 10   |
| Assertive | Passive  | Passive Aggressive | Aggressive |

#### Appendix 4 Motivational Analysis Quiz

##### MOTIVATIONAL ANALYSIS QUIZ (Based on Motivation Theory by John Atkinson and David McClelland)

1. \_\_\_\_\_ a. When doing a job, I seek feedback.  
  X   b. I prefer to work alone and am eager to be my own boss.  
\_\_\_\_\_ c. I seem to be uncomfortable when forced to work alone.
2.   X   a. I go out of my way to make friends with new people.  
\_\_\_\_\_ b. I enjoy a good argument.  
\_\_\_\_\_ c. After starting a task, I am not comfortable until it is completed.
3. \_\_\_\_\_ a. Status symbols are important to me.  
\_\_\_\_\_ b. I am always getting involved in group projects.  
  X   c. I work better when there is a deadline.
4.   X   a. I work best when there is some challenge involved.  
\_\_\_\_\_ b. I would rather give orders than take them.  
\_\_\_\_\_ c. I am sensitive to others - especially when they are mad.
5. \_\_\_\_\_ a. I am eager to be my own boss.  
  X   b. I accept responsibility eagerly.  
\_\_\_\_\_ c. I try to get personally involved with my superiors.
6. \_\_\_\_\_ a. I am uncomfortable when forced to work alone.  
\_\_\_\_\_ b. I prefer being my own boss, even when others feel a joint effort is required.  
  X   c. When given responsibility, I set measurable standards of high performance.
7. \_\_\_\_\_ a. I am very concerned about my reputation or position.  
\_\_\_\_\_ b. I have a desire to out-perform others.  
  X   c. I am concerned with being liked and accepted.
8. \_\_\_\_\_ a. I enjoy and seek warm, friendly relationships.  
  X   b. I attempt complete involvement in a project.  
\_\_\_\_\_ c. I want my ideas to predominate.
9.   X   a. I desire unique accomplishments  
\_\_\_\_\_ b. It concerns me when I am being separated from others.  
\_\_\_\_\_ c. I have a need and desire to influence others.
10.   X   a. I think about consoling and helping others.  
\_\_\_\_\_ b. I am verbally fluent.  
\_\_\_\_\_ c. I am restless and innovative.
11.   X   a. I set goals and think about how to attain them.  
\_\_\_\_\_ b. I think about ways to change people

## Results

# of Achievement – 7    # of Influence – 1    # of Affiliation – 3

### Achiever” Characteristic

**Interests:** Goals and how to achieve them Problems and how to solve them Strong performance and success

**Strengths:** Well organized Innovative Takes initiative Planning & problem-solving

### Struggles and Weaknesses:

Delegation to others  
Process (they can be impatient) Valuing  
relationships and team Perfectionism  
Sensitivity  
Risk-Taking (only calculated)

### Needs:

Feedback (they don't like to fail) Challenge and  
opportunity to grow  
High standards, unique accomplishments Deadlines  
Responsibility  
Checklists (and crossing them off!)

### Best Types of Jobs:

|             |                     |
|-------------|---------------------|
| Fundraising | Board of directors  |
| Training    | Administration Data |
| gathering   | Finance             |