

# GENERAL CHARACTERISTICS

*Based on Clay's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Clay's natural behavior.*

Clay likes to win through persistence. He uses his strong, steady tendencies to accomplish his goals. When the time is right, Clay can stand up aggressively for what he believes. He is often seen as practical and objective. He likes harmony and cooperation. Most of the time he appears as cool, calm and controlled. Clay wins through hard work and persistence. He likes to stay with one task until it is completed. He tends to build a close relationship with a relatively small group of associates. Relationships with others are warm, personal and lasting. He doesn't resist change as much as he resists being changed. He needs to be an active participant in situations that will impact his work. Clay may not project a sense of urgency like some people with different behavioral styles. Outwardly, he may appear to be totally accepting of others. He may, however, have deep convictions that are not apparent to others.

Clay prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. Occasionally he will underplay bad news, if telling it as it is will offend someone. He may fear it would disturb the relationship. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. He can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. Clay is persistent and persevering in his approach to achieving goals. He may tend to fight for his beliefs or those things he feels passionate

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about. He may want to think over major decisions before acting. He must be convinced that actions will produce the desired result. He finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family."

Clay does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve. He likes a friendly, open style of communication. He is not easily triggered or explosive, but he may conceal some grievances because he doesn't always state his feelings. He likes to know what is expected of him in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Clay will be open with those he trusts; however, reaching the required trust level may take time. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He is quick to pick up on group dynamics and skilled in fitting in with a group. He brings both speaking and listening skills to the group.