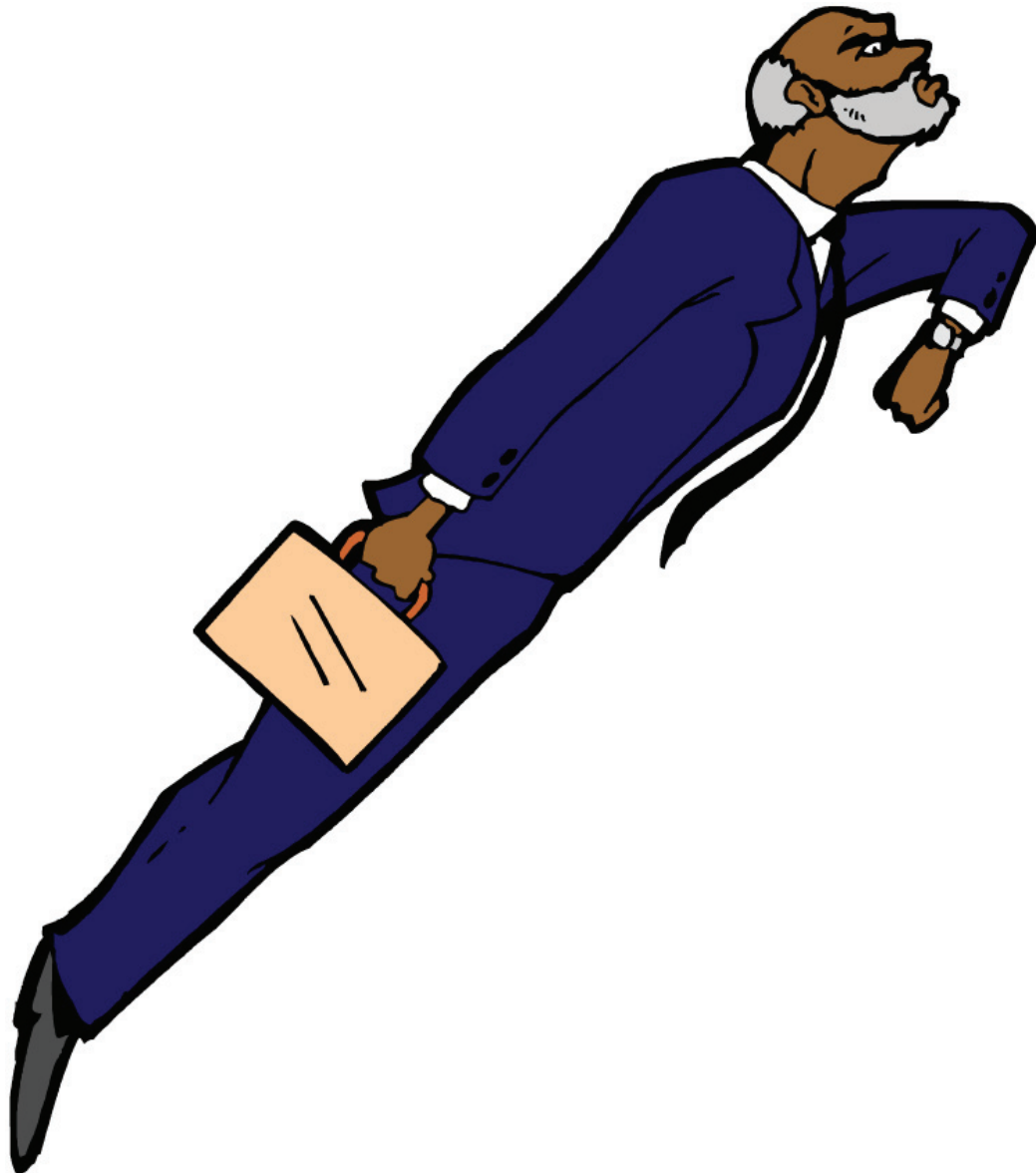
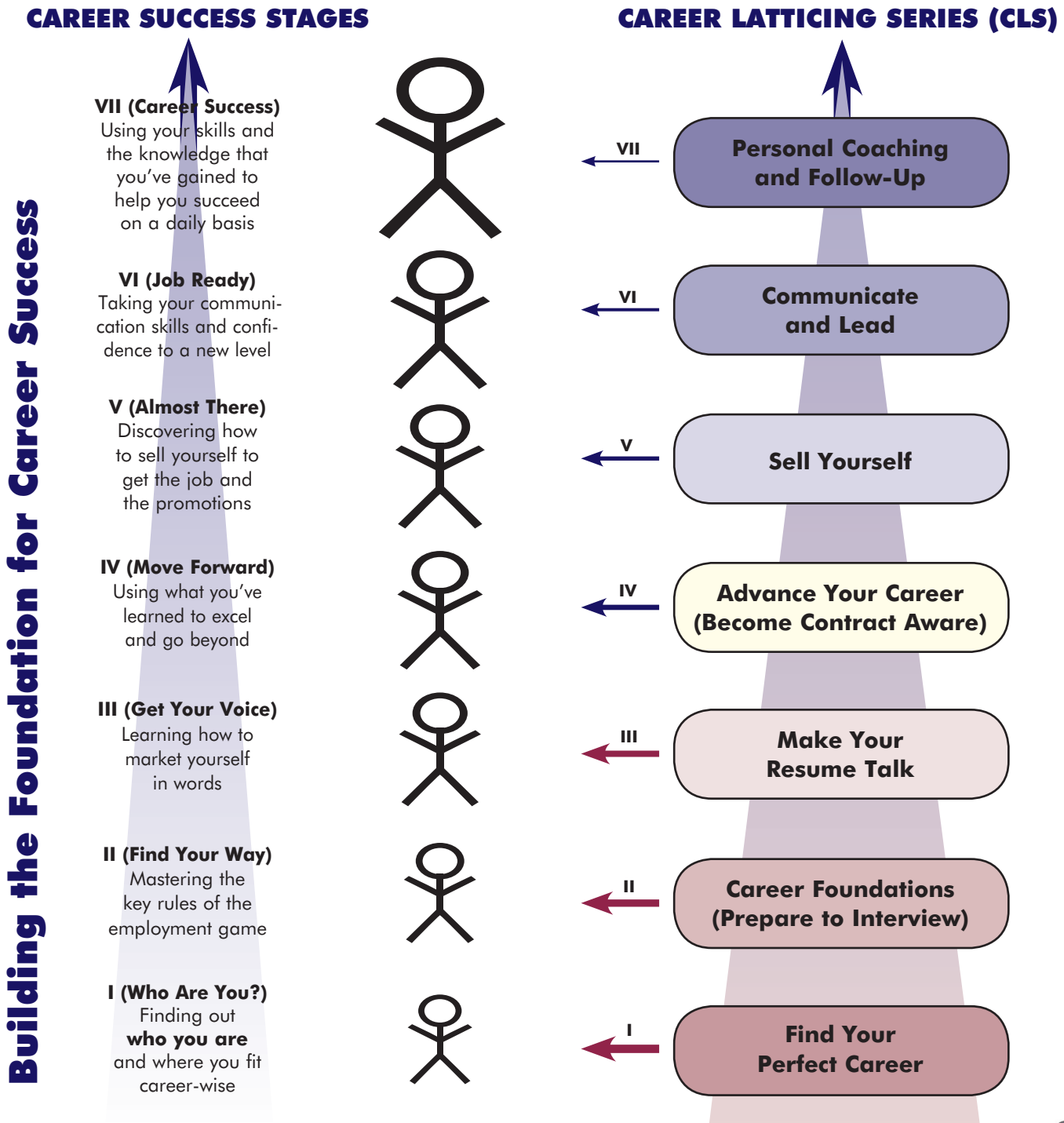


# Advance Your Career: *Armored but Agile*



**The Avadon Group 7-Step Path to Career Success**

The objective of the Avadon Career Latticing Series Program is to help individuals rethink their career, prepare them to make a meaningful contribution, help them to create the road map that ensures the best chance of employment and career success, and provide the navigational tools that will get them to their desired destination.



### Your Career Plan

- 1. Dare to dream
- 2. Assessing your experiences
- 3. Assessing what work experiences you need to gain
- 4. Assessing what additional training you need
- 5. Begin with the end in mind

I  
2

### Your Career Plan

- 6. Analyze your personality
  - a. Are you an extrovert or an introvert?
  - b. Do you like thinking or doing?
  - c. Do you like routine or change?
  - d. Do you like sitting behind a desk or being on the move?

II  
3

### Your Career Plan

- 7. The roadmap from the rocking chair
- 8. Put your milestones in place
- 9. Insert a timeline

III  
4

### Setting The Stage To Succeed

- 1. Workplace Styles applied to team dynamics
  - a. Diversity is not only good, it's great
  - b. Conflict management, a matter of understanding and communication
  - c. A raving fan mentality

IV  
5

**Take the Platinum Rule Self-Assessment in class. Or, to get a more formal, paid assessment of your behavioral profile, go to [www.platinumrule.com](http://www.platinumrule.com).**

Notes:

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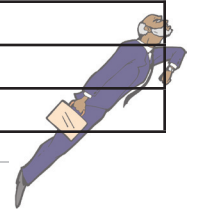
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**Drivers** tend to do well in subjects that don't bore them. They hate sitting still. They are doers, so activity where they can express their freedom and individuality are best. They make great tacticians and are always on the look out for good ideas. Not surprisingly, most entrepreneurs are Drivers. They are also artistic creators and developers, excelling at jobs that require creativity.

Actors	Firefighters	Paramedics
Advertising Executives	Fund Managers	Pilots
Art Directors	General Managers	Police Officers
Athletes	Graphic Designers	Production Coordinators
Auctioneers	Industrial Designers	Radio Announcers
Barristers	Interior Decorators	Real Estate
Building Inspectors	Lawyers	Restauranteurs
Business Consultants	Marketing	Sales Consultants
Buyers	Mechanics	Sculptors
Chefs	Medical Administrators	Security Guards
Choreographers	Mortgage Brokers	Self-Employed
City Managers	Musicians	Show Business
Composers	Negotiators	Solicitors
Consultants	News Broadcasters	Sports Announcers
Entrepreneurs	Novelists	Stockbrokers
Fashion Designers	Painters	Surgeons
Film Directors		Travel Agents

**Analyticals /Administrators** tend to do well in subjects that are related to math, engineering, science, computers, and philosophy. They are best suited for positions of detailed information, maintaining high standards, accuracy, and order. Careers that involve the collection of data, administration, or figuring out the best way to make it work.

Accountants	Economists	Planners
Administrators	Electricians	Psychologists
Agriculture	Engineers	Quality Controllers
Analysts	Financial Planners	Researchers
Architects	Florists	Scientists
Astronomers	Graphic Artists	Service Technicians
Automotive	Health & Safety	Sociologists
Bankers	Librarians	Software Designers
Biologists	Marine Biologists	Specialist Sales
Carpenters	Mathematicians	Statisticians
Chemists	Medical Technologists	Surgeons
Computers	Mining Engineers	Technical Writers
Construction	Opticians	Technologists
Dentists	Photographers	Therapists
Designers	Physicists	Traffic Controllers
Doctors	Pilots	Trainers





**Relaters / Supporters** have a great talent for logistics, supplies, schedules, distribution and similar tasks. They keep the world running. They have a keen eye for everything in its place and accept rules and procedures. They are practical and enjoy business and commerce. Supporters enjoy working with people and managing operations. They have a talent for quality control and regulatory compliance. They excel at providing their company with goods and services and seeing to the health and welfare of employees and family. Supporters are interested in protecting people.

Administrators	Hospital Administrators	Property Managers
Air Traffic Controllers	Hospitality	Psychologists
Business Managers	Hotel Managers	Purchasers
Charitable Organizations	Judges	Quality Controllers
Child Care	Landscape Gardeners	Real Estate
Company Secretaries	Lecturers	Receptionists
Counselors	Librarians	Research & Development
Credit Controllers	Lifestyle Coaches	Retailers
Customer Service Personnel	Museums Curators	School Principals
Customs Officers	Nurses	School Teachers
Database Administrators	Office Managers	Secretaries
Dentists	Optometrists	Security Agents
Distribution Managers	Painters	Shipping
Doctors	Pharmacists	Social Workers
Draftsmen	Photographers	Statisticians
Engineering Managers	Physiotherapists	Student Services
Fire Chiefs	Plumbers	Telemarketers
Flight Attendants	Police Chiefs	Therapists
Florists	Private Investigators	Transport Supervisors
Funeral Directors	Production Supervisors	Travel Agents
Health Inspectors	Project Engineers	Vocational Educators
		Warehouse Managers

**To learn more, download the behavioral styles PDF from:**

[www.horizonone.com.au/pdf/About%20MyProfile%20Behavioural%20Styles.pdf](http://www.horizonone.com.au/pdf/About%20MyProfile%20Behavioural%20Styles.pdf)

**Also, download, study, and complete the Work Style Inventory Quiz from the following link:**

[http://trainers.calsac.org/fs/global:file/publish/jmkizr1eij7gpai\\_files/file/id/xqtpcy0eh8xmry?\\_c=xrddio125jlxwl](http://trainers.calsac.org/fs/global:file/publish/jmkizr1eij7gpai_files/file/id/xqtpcy0eh8xmry?_c=xrddio125jlxwl)

Notes:

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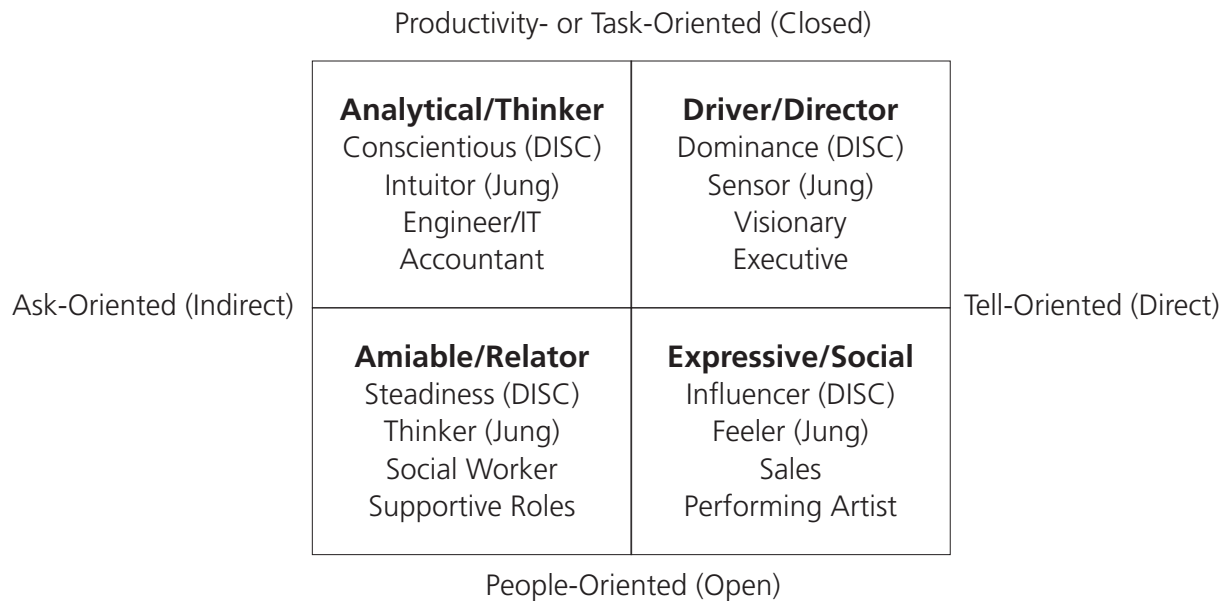
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## Workplace Styles

### Workstyle Quadrants



## Communication Styles\*

### The Director

The quadrant dominated by a fast pace (Direct) and a nonexistent attitude about relationships (Closed) is for Directors — who are often best known for their aggressive, competitive natures. It is difficult to find a Director scientist in a laboratory, because they work so hard to get out of the lab. Instead, the Director prefers to have the corner office. He or she is the person in an organization who can be depended on to get results, but may be criticized for having too little concern about the effect of those results on the feelings of others. Directors are very independent. As project leaders they shape the environment around their project to best suit their needs, aggressively pushing team members forward with an approach that announces, “If you can’t stand the pressure, get out of my way.”

*Communication with Directors is done at their quick-pace level, with an emphasis on getting right to the point. Always see things from their viewpoint, avoid chitchat, and show how your ideas will move the project toward the Director’s goals.*

### The Thinker

A line that crosses the quadrant dominated by a slower pace (Indirect) and a closed personal style indicates a Thinker. Thinkers see themselves as efficient and place a high value on thoroughness and precision. Their laboratory space is neat and structured. These scientists have a thoroughly analytical approach to their work, and they prefer to solve problems at a slow, cautious pace. They are typically computer-oriented and enjoy getting the data into shape on their terminals, which managers sometimes see as excessive reliance on the computer, making them “slow at the switch” in making decisions.

*Communication with the Thinker should take place at their slower pace, with a good deal of emphasis on showing proof. Approaching this person with ideas for changes in his or her department or on his/her project requires an accompaniment of facts and data about how the change would move things along to the next step.*

\*Adapted from *Behavioral Style: Understanding Communication Styles Can Advance Your Relationships — and Your Career Prospects, Part 2* by David G. Jensen, which focused on communication styles in relation to hiring for scientific positions.



### The Socializer

The connecting line for Socializers passes through the quadrant that indicates both a desire to build relationships (Open) and a fast-paced, aggressive approach (Direct). Socializers are fun, always a bit playful (even in the laboratory). Their general interests run toward interacting with others rather than playing the loner. They will literally run out of the laboratory if caught up in some boring task, or if by chance they end up being alone. A Socializer is usually quite talkative, but works well with others — and quite quickly, although he or she may shift from one activity to another more often than the manager prefers.

*To communicate with a Socializer, remember their need for personal prestige and acceptance. These folks tend to make decisions in an almost spontaneous fashion, with what they and others feel is "intuition." In the lab, this sense of intuition can help make great strides in scientific progress — or cause a research program to take an unexpected stumble.*

### The Relator

The line for Relators passes through the quadrant dominated by a slower pace (Indirect) and a relationship-oriented approach (Open). The Relator scientist or manager is exceptionally easy to work with, a person who is quite good at co-operating with others. You can spot a Relator in the lab by the presence of personal items: photos, plants, and objects that create an informal atmosphere. As a project manager, however, a Relator is likely to strive for a happy team rather than a task-oriented group. Working for a manager who seems more concerned about the feelings of the people involved than the degree of organization in the department can be really frustrating for the team member who likes to have his or her tasks laid out in a perfectly organized fashion.

*When communicating with Relators remember to slow your pace to match theirs. It is also useful to keep bringing the conversation back to how your issue will affect the personal inter-relationships of those in the lab. The last thing you want to do with a Relator is to come across as pushy or aggressive.*

### Testing Your Style



**Communication Styles Preference Test**

Now that you have an appreciation for the value of knowing about communication styles, you can increase your leverage by measuring your own preference. The test below was designed to be printed out and completed on paper.

For each of the following statements:  
Place the number 4 next to the phrase that best describes you. Place a 3 next to the phrase that would next best describe you, and so on, ending with a 1 next to the phrase that least describes you. Do this for each of the five statements. Scoring information follows the test.

1. I make important decisions based on:
  - (K) Gut level feelings.
  - (A) Which way sounds the best.
  - (V) What looks best to me.
  - (D) Precise diligent study of the issues.
2. During an argument, I am most likely to be influenced by:
  - (A) The other person's tone of voice.
  - (V) Whether or not I can see the other person's point of view.
  - (D) The logic of the other person's argument.
  - (K) Whether or not I feel I am in touch with the other person's true feelings.
3. I most easily communicate what is going on with me by:
  - (V) The way I dress.
  - (K) The feelings I share.
  - (D) The words I choose.
  - (A) My tone of voice.
4. It is easy for me to:
  - (A) Find the ideal volume and tuning on a stereo system.
  - (D) Select the most intellectually relevant points concerning an interesting subject.
  - (K) Select superbly comfortable furniture.
  - (V) Select rich color combinations.
5. In regards to my awareness:
  - (A) I am very attuned to the sounds in my surroundings.
  - (D) I am very adept at making sense of new facts and data.
  - (K) I am very sensitive to the way articles of clothing feel on my body.
  - (V) I have a strong response to colors and the way a room looks.

**Scoring the Communication Preference Test**

**Step 1:** Add all the numbers associated with each letter. There will be five entries for each letter. Enter those totals into the form below. Your final total should = 50.

Scoring Totals A D K V  
 \_\_\_\_\_ A-AUDITORY; \_\_\_\_\_ D-DIGITAL; \_\_\_\_\_ K-KINESTHETIC; \_\_\_\_\_ V-VISUAL

**Step 2:** The comparison of the totaled scores above give the relative preference for each of the representational systems.

**Step 3:** If you would like a detailed, expert interpretation of your communication preferences by the Sales Doctor, presented by phone, please print and complete this sheet, along with the following information:

Your Name:  
 Your Company:  
 Work Position:  
 Daytime Phone:  
 Evening Phone:  
 Email Address:  
 ...and mail it with your check for \$45 to:

The Sales Catalyst, Inc.  
 410 Loblolly Drive  
 Durham, NC 27712-8919





### Setting the Stage – For Communication

1. Do – Seek to understand
2. Do – Communicate the way your co-worker wants to see/hear/read
3. Do – Communicate via work style

V

### Setting the Stage – For Communication

4. Do – Communicate via learning style
5. Communication Don'ts
  - a. Don't assume meaning behind words
  - b. Don't assume others' thinking processes are similar to yours
  - c. Don't tell first and listen later

VI

## Communication Preferences

*by Roger Ellerton PhD, ISP, CMC, Renewal Technologies Inc. [www.renewal.ca](http://www.renewal.ca)*

Visual (V), auditory (A), kinesthetic (K), gustatory (G) and olfactory (O) are the five primary sensory modalities that we use to experience the world around us (the neuro of neuro linguistic programming – see the article, *What is NLP?* @ [www.renewal.ca/nlp1.htm](http://www.renewal.ca/nlp1.htm)). These modalities are also known as representational systems (rep systems) as they are the primary ways we represent, code, store and give meaning or language (linguistic) to our experiences.

### Preferred Representational Systems

We use all of our senses, and, depending on the circumstances, may focus on one or more of them: when listening to a favorite piece of music, we may close our eyes to more fully listen and to experience certain feelings.

Each of us have preferred representational systems. For example, when learning something new, some of us may prefer to see it or imagine it performed, others need to hear how to do it, others need to get a feeling for it, and still others have to make sense of it. In general, one system is not better than another. However, depending on the context, one or more of the representational systems may be more effective: landscape painters — visual; musicians — auditory tonal; athletes — kinesthetic; and mathematicians — auditory digital. People at the top of their profession typically have the ability to use all of the representational systems and to choose the one most appropriate for the situation.

Depending on your preferred representational system(s), you may exhibit certain behaviors or characteristics. Before exploring these behaviors, please note that depending on what is going on in your life, or the context, you may change your preferred representational system(s). Hence, it is more useful to notice the representational system a person is currently favouring, rather than pigeon-holing a person.

The following are generalizations on the characteristics of people with a preference for visual, auditory tonal, kinesthetic or auditory digital. Remember, with all generalizations, there are always exceptions.

### AUDITORY TONAL

People with an auditory tonal preference, will tend to:

- Be more aware of subtle change in the tone of your voice and be more responsive to certain tones of voice.
- Perceive and represent sequences and are able to remember directions or instructions more easily.
- Learn by listening and asking questions.
- Enjoy discussions and prefer to communicate through spoken language rather than through the written word.
- Talk through problems and like to have someone available to serve as a sounding board for their ideas.
- Need to be heard.
- Be easily distracted by noise.

## VISUAL

People with a visual preference, will tend to:

- Be organized, neat and well-groomed. Why? Because they want to look good. And what do they expect from you? Yes, the same thing!
- Use visualization for memory and decision making — often getting insights about something.
- Be more imaginative and may have difficulty putting their ideas into words.
- Speak faster than the general population. Why? They have a picture(s) in their mind; and if it is a moving picture, there is a lot to tell in so little time!
- Want to see the big picture.
- Prefer in-person interactions — to see the other person and his/her reactions.
- Want to see or be shown concepts, ideas or how something is done.
- May not remember what people have said and become confused if you give them too many verbal instructions. However, if you can draw a map or picture for them, then they can see what you are saying.
- Remember faces more easily than names.
- Be distracted by visual activity and less so by noise.

## KINESTHETIC

People with a kinesthetic preference, will tend to:

- Speak slower than the general population. Why? Because they need time to get in touch with how they feel about the topic.
- Be more sensitive to their bodies and their feelings and respond to physical rewards and touching.
- Learn by doing, moving or touching.
- Dress and groom themselves more for comfort than how they look.
- Make decisions based on their feelings.
- Stand closer to other people than those with a visual preference – to feel the other person's energy, whereas the person with a visual preference will stand back to see more of the other person (body language, etc.).

## AUDITORY DIGITAL

Auditory digital is devoid of the senses. People with an auditory digital preference, will tend to:

- Have a need to make sense of the world, to figure things out, to understand.
- Talk to themselves and carry on conversations with you in their mind. Often they will say they remember discussing something with you, when you actually did not have the conversation. They did, however, in their mind!
- Learn by working things out in their mind.
- Not be spontaneous, as they like to think things through.
- Have logic play as a key role in the decision-making process as do facts and figures.
- Memorize by steps, procedures, sequences.

I (Roger Ellerton) have a PhD in Statistics, does this give you some idea as to my preferred representational system? (At least my system when I was working on my PhD — remember, I may have changed my preferences over time.) If you said auditory digital (facts and figures, logic), you are partially correct. I also had a preference for visual (although weaker than auditory digital) — I was able to visualize mathematical formulations in my mind and work them through before actually writing them down on paper. Many scientists and inventors have a highly developed ability to visualize.

Can you see yourself in one or more of these representational systems? Does one sound better than the others, do you feel one is a better fit, or does one just make sense to you? A preference assessment can help you decide which is (are) your preferred representational system(s), illustrate how you can identify another person's preferred representational system(s), and demonstrate how you can use this knowledge at work and in your personal life to enhance your relationships with others. And, NLP is much more than that!

*Roger Ellerton is a certified NLP trainer, certified management consultant and the founder and managing partner of Renewal Technologies. He can be reached through [www.renewal.ca](http://www.renewal.ca). The above article is an extract from his book, *Live Your Dreams Let Reality Catch Up: NLP and Common Sense for Coaches, Managers and You*.*



### Business Literacy

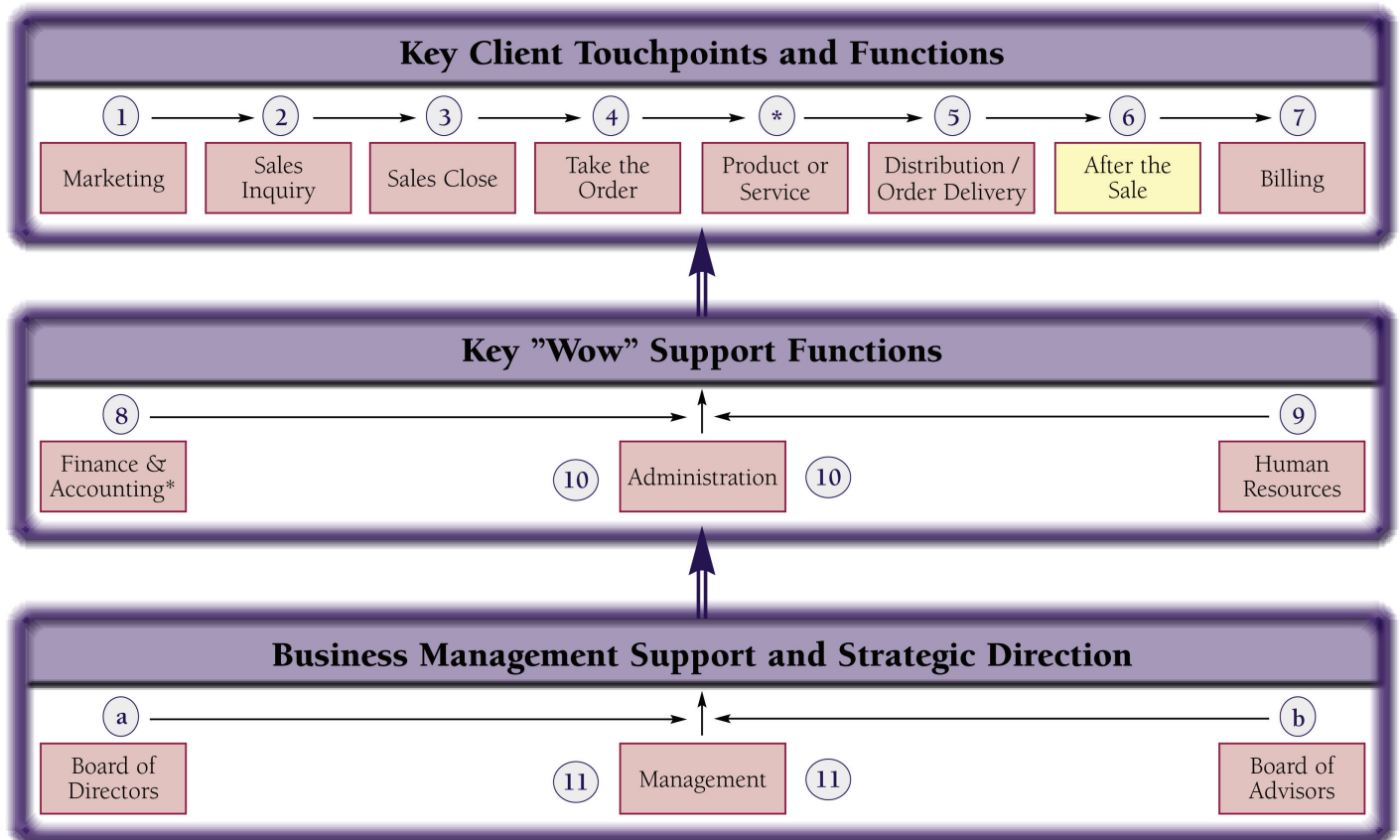
1. Keeping the client firmly in view:
  - a. Internally
  - b. Externally
2. The frontline
3. The support roles
4. Business management

VII

### Business Literacy

5. Positioning yourself to advance in the context of the company's goals
6. Time management is, in reality, priority management:
  - a. Doing it effectively
  - b. Doing the hard work at your peak performance part of the day

VIII



\*Funds in / Funds out  
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 D/B/A Avadon. All rights reserved



## Branding Yourself

1. Believe in yourself first
  - a. Attracting opportunities
2. Passing that belief to others

IX

## Digital Literacy

1. Keeping up with today’s technology — the eight (8) week half life
2. The DOs & DON’Ts of email in the workplace
  - a. The rule of 3
    - i. Pick up the phone if you find yourself sending a fourth (4<sup>th</sup>) email
3. The ability to do “just in time” learning, using the Internet
4. Evaluating the company’s culture from a technological point of view

X

## Tending Your Career

1. Calculate your personal “ROI”
  - a. Formulas
    - i. Time Savings
    - ii. Productivity
    - iii. End Results
  - b. Communicating your value
    - i. Subtly
    - ii. Strategically (Your Career Plan)
  - c. Build your success journal
    - i. What to include
    - ii. How to utilize it

XI

## Tending Your Career

2. Networking while working
  - a. Remember your job life plan
  - b. Set your next stage or career move
3. Track and strategize to keep momentum
4. Develop a personal career support system
  - a. Friends
  - b. Coaches
  - c. Personal advisory board

XII

## Lifelong Education

1. The reality of “cradle to the grave” education:
  - a. The basics
  - b. The necessity in a web economy
2. Tapping web 2.0
3. There’s more than one way to get where you need to go

XIV

## Next Steps

1. Personal Selling for the 21<sup>st</sup> Century
2. Future opportunities
3. Keep the passion and the faith

XV

