

Pattern Tables

The appropriate paragraphs from these tables appear in the *FEBI* report on the detailed profile pages, 6-9.

Very High Driver

Summary:

Your score suggests that you are characterized by the Driver's sense of urgency, directness and fast pace. You're driven to make things happen, and are likely to be impatient and irritable with anyone or anything that stands between you and your single-minded goals. You love to win - so much so that you may not notice the high price you're paying for it in terms of relationships or ignoring the rules.

As a Leader or on teams, you're likely to be forceful and blunt, and highly critical of colleagues. You may get feedback that you don't listen, you blow up easily, or frequently show impatience. Your tendency is to work fast and alone, especially if others don't focus fast enough on what you think is important.

High Driver

Summary:

Your score suggests that you make liberal use of the Driver's directness and sense of urgency. You like to make things happen, and may be impatient with those who do not think or act as quickly as you do. You're generally clear about setting targets, staying on task, and you love to win.

As a Leader or on teams, you may get feedback that you don't listen enough, or seem open to other's points of view. You prefer charging ahead toward the goal, and if others don't move with you quickly enough, your tendency is to do it yourself.

Moderate Driver

Summary:

Your score suggests that you're comfortable using the Driver's directness and you know when to push. You can hit your targets, while still keeping a broader perspective. You enjoy a good win, and balance a sense of urgency with consideration for others or for doing things the right way. You can be a self-starter, and also work well with others.

As a Leader or on teams, you can provide the right balance of drive and recovery that leads to high, sustainable performance. You may receive feedback that you're not always as demanding, or clear as some would like.

Low Driver

Summary:

Your score suggests that you're not very comfortable with the sense of urgency and directness of the Driver. You may have a hard time reaching your goals - or even setting goals. You tend to be slow to get to the point and have a hard time focusing on a vital few priorities.

As a Leader or on teams, you're likely to be highly agreeable, but unlikely to be the energy behind getting things done. When others push on you, they rarely meet much resistance, and you may not assert yourself enough.

Very Low Driver

Summary:

Your score suggests that you hardly ever act as a Driver, and your life and work are likely to reflect a lack of focus. You tend to be easy-going to the point of lacking ambition. Your way of thinking, speaking and working is likely to wander off point.

As a Leader or on teams, you may get feedback that you don't drive performance enough, or stand up for what you believe in. Others may run over you, or perceive your gentle nature as weakness.



Very High Organizer

Summary:

Your score suggests that you are characterized by the Organizer's orderliness and dependability. You are so conscientious that others may take advantage, and you may feel, at times, like a dutiful martyr. You tend to be highly self-conscious and concerned with getting it right.

As a Leader or on teams, you give overriding attention to doing things the right way, and with proper quality. Others may find you rule-bound and rigid. With your love of order, you may be slow to see when the old order needs to give way to changing circumstances.

High Organizer

Summary:

Your score suggests a high degree of ease in the Organizer's orderliness and dependability. You tend to be someone others can count on to plan work and get it done; you're good at working through things one step at a time. You tend to take a cautious, deliberate approach to new opportunities.

As a Leader or on teams, you are concerned with doing things right and being correct. You respect the rules (including the rules of logic) and may feel overly bound by them. You tend to be steady and predictable, and may struggle at times to be imaginative or inspiring.

Moderate Organizer

Summary:

Your score suggests that you're comfortable using the Organizer's systematic ways, and people can count on you – most of the time – to deliver what you promise. You have respect for the rules without being bound by them, and you know that part of the value of a plan is knowing when to change it.

As a Leader or on teams, you are able to organize work in practical ways. You may let a few details slip by you, but you generally follow through where it's important.

Low Organizer

Summary:

Your score suggests that you rarely use the Organizer's methodical approach. You tend to be more disorganized in your work, and often it doesn't come together as you expect. You're casual about rules – they're for somebody else; you're more about daring and adventure.

As a Leader or on teams, you may be inspiring and creative, but break trust by not delivering what you promise, or not doing it the right way. You may get feedback that you're disorganized or unreliable. And since getting things right tends not to be that important to you, you may not care!

Very Low Organizer

Summary:

Your score suggests that you hardly ever act as an Organizer. Your behaviors at work are likely to be seen as inconsistent: up one day, down the next, jumping impulsively from one thing to another. You may be highly creative, but your relative inability to break a task down into steps makes it hard to plan or get things done.

As a Leader or on teams, you'll likewise struggle with organizing the work of others. You may seem so unconventional that others cannot follow your thinking. And your inconsistent behavior is likely to break trust with others who are wanting to depend on you.



Very High Collaborator

Summary:
Your score suggests that the Collaborator's gregarious, playful ways are among your defining traits. You tend to need an audience, and your characteristic charm may be, at times, spellbinding and, at other times overwhelming or inappropriate. You go back and forth on decisions, run hot and cold with people, and have a tendency to get overwhelmed.

As a Leader or on teams, you tend to be the center of attention, and bring plenty of energy into what you do – sometimes focused on the task, but mostly on you, on others, and on just having a good time.

High Collaborator

Summary:
Your score suggests that you frequently play in the Collaborator's enthusiastic engagement of people. You love an audience, and tend to exude a warm, fun and positive attitude that others find inspiring. When things go wrong, you bounce right back.

As a Leader or on teams, you tend to be a team player, who talks a lot, takes on a lot and delivers, well, some of the time. You're most likely great at communicating where you want people to go, but you're also likely to change your mind. You know how to "work a room" and have good political sense; some would say, too good. You tend to be concerned with the welfare of others and convey a generous spirit.

Moderate Collaborator

Summary:
Your score suggests you are comfortable accessing the Collaborator's playfulness and ability to engage people. You are reasonably warm and fun, but not a clown. In facing disappointments, you're able to land with a bounce.

As a Leader or on teams, you are able to move with others, and get them moving with you. You know that sometimes things are best done indirectly, and how to "work the system." You balance your concern for others with the needs of the work situation.

Low Collaborator

Summary:
Your score suggests that you're not very comfortable with the playfulness and people-orientation of the Collaborator. You may have a hard time influencing or inspiring people, and others may find you cool and distant. You tend to see the glass as half empty, more than half full, and take disappointments hard.

As a Leader or on teams, you're likely to be less focused on the people than on the task at hand. You may get feedback that you don't communicate enough or that you're not a team player.

Very Low Collaborator

Summary:
Your score suggests that you almost never engage the Collaborator's playful, generous spirit, nor spread its enthusiasm. You tend to prefer working alone, and others may find you withdrawn and unapproachable. You're likely to take things too seriously, too literally, and too hard.

As a Leader or on teams, you'll likely find the human interaction more of a chore than a benefit. Lacking a sense of rhythm with people, you may find yourself stepping on people's toes unknowingly.



Very High Visionary

Summary:

Your score suggests that the Visionary's leaping imagination is one of your defining traits. Your unconventional thinking may be off the wall, or transformational. Future-oriented, you may have a hard time attending to the present.

As a Leader or on teams, you tend to be long on ideas (if others can understand them) and short on follow through. You're likely to be easily distracted, and may not seem altogether present.

High Visionary

Summary:

Your score suggests that you're very comfortable in the expansive mindset of the Visionary. You tend to be open to new possibilities and creative in seeing opportunity. You tend to enjoy strategic thinking, future trends, or getting to the essence of a problem. Your challenge is in organizing effective action.

As a Leader or on teams, you tend to open things up more than nail them down. Others may find you exasperating when they're anxious to reach closure and move on. You are more comfortable with chaos than are most people, and your disorganized way sometimes creates it.

Moderate Visionary

Summary:

Your score suggests that with moderate ease, you can access the Visionary's leaping creativity and openness. You're able to let go of the past, imagine the future, and bring both into the present.

As a Leader or on teams, you tend to value others' ideas, always wanting to get to the heart of the matter. You're able to connect ideas, open up to new possibilities, while still being able to nail things down.

Low Visionary

Summary:

Your score suggests that you rarely use the Visionary's big picture mindset. You tend to be more methodical in your approach, and if that doesn't work, you try to work harder. You don't let go of things easily, and you tend to have your mind already made up. When situations change, you don't always notice. If you're forced to change, you don't do it gracefully.

As a Leader or on teams, you tend to focus on details, but not have a good sense about where you're leading people or why. You tend to look at issues more from a short-term, concrete perspective, than from a broad context. Others may find you lacking in big ideas.

Very Low Visionary

Summary:

Your score suggests that you hardly ever open up to the Visionary's expansive view and ability to go with the flow. You tend to have difficulty letting go, and get highly irritated when events do not accord your plans. You tend to see things on the surface, but miss the deeper possibilities they present.

As a Leader or on teams, you tend to be industrious and hardworking. You may have trouble describing a future state, or what's possible, since it's probably not clear to you. In fact, visioning exercises may strike you as a waste of time. Others may say you're not strategic enough.



Style Tables

*These paragraphs appear in the **FEBI** report as primary or backup styles for patterns expressed at the moderate level or higher.*

Driver-Organizer



The Driver-Organizer style combines a make-it-happen sense of urgency, with the organization and implementation skills to get-things done. Generally crisp in appearance and thought, you tend to have laser focus on goals and as well as attention to details. You are characteristically clear about setting and reaching targets, holding people accountable, raising the performance bar, and doing what you say you're going to do.

In decision making, you tend to make decisions quickly and once-and-for all. In this style, you're most comfortable making decisions based on technical knowledge or experience, less comfortable using intuition. Your risk is in making sure that you have the right context, and that you've considered not just the task and data, but also the human element.

In conflict situations, you tend to challenge, and have the facts available to back up your position. You're generally more inclined to justify the rightness of your view, rather than see both sides of an issue or consider alternatives.

Driver-Collaborator



The Driver-Collaborator style leader is a felt presence in an organization. Driven to make things happen, you also work easily through people, and can marshal them toward an often-ambitious agenda. You prefer a participatory style of management, with time for fun, but never losing focus on the prize. You tend to be political savvy, and some might label you a political animal.

In decision making, while not afraid to make decisions on your own, you recognize the importance of building consensus and hearing multiple points of view. But you won't let this process go on too long before you'll land on a decision – one you may end up revisiting if it was made too hastily.

In conflict situations, you tend challenge people, and also take things personally. Your assertive presence may be overpowering to some people, who then back down, even if they don't agree with you. If you have a history of "winning" this way, you may be something of a bully.

Driver-Visionary



The Driver-Visionary style is about converting new opportunities into “wins” - and you like to keep score. You tend to be open to new possibility, which you quickly convert to a goal, a budget plan, or a new conversation to take it to the next level. Your focus alternates between a broad scan of the big picture, a deep probing of what’s *really* going on, and pinpointed focus on “now what?”

In decision making you tend to explore wide possibilities quickly, and then land on a solution. You move between hanging loose in the field of possibilities and nailing things down. When combined with a good sense of timing, this quality can be enormously powerful.

In conflict situations, you tend to challenge, but often in ways where you’re hard to pin down. You can have a smooth way about you, and still get what you want. In the end, you like to win, but you also want to make sure you’re addressing the *real* issue.

Organizer-Driver



The Organizer-Driver style brings conscientiousness together with a sense of urgency, with the result being that you tend to take on responsibility, accomplish a great deal, and may work too much. You’re concerned with quality, order, and getting things done. Generally taking one thing at a time, you know your top priorities, and you methodically pursue them. Your management style tends to be disciplined and focused; some would say relentless.

In decision making, you tend to be analytical and challenging, but once you think you’ve got the facts, you like to make a decision once and for all. A critical thinker, you are sharply discerning, and tend to challenge whether others have reached the correct decision.

In conflict situations, you tend to defend your position and challenge others when you feel it’s necessary, but you may doubt or berate yourself later. You’re hard on yourself and on others – generally in that order.

Organizer-Collaborator



The Organizer-Collaborator style is a responsible, loyal friend; some might describe you as a “teddy bear.” You’re motivated to do what’s right in human practical terms, generally helping one person at a time. You tend to be generous and dependable, endearing you to colleagues and friends alike.

In decision making, you may struggle between building consensus and getting to what you think is the right answer. You may go back and forth on decisions, or settle on consensus being the right answer; it is a challenge for you to make unpopular decisions.

In conflict situations, you may use humor to defuse tension, and you make sincere attempts to see both sides of an issue. What other people think of you tends to matter to you, and you’ll really work to resolve the conflict in a way that feels right for both sides.

Organizer-Visionary



The Organizer-Visionary style is about bringing big ideas and a sense of purpose into dependably doing the right thing; you like to live “on purpose.” You tend to apply your imagination to getting things done in ways that are efficient, improvisational, or aesthetically pleasing. You see the bigger picture in ways that let you parse it into plans, processes, and to-do lists.

In decision making, you tend to diverge, opening up to data, possibilities and a big picture view, and then converge to a decision you’d prefer making once and for all. You will revisit it, however, as conditions warrant.

In conflict situations, you may just not show up. You tend to withdraw from conflict, and will do what you can to return to a place of harmony. If you can stand the heat, you tend to be a calming voice - good at recapping the logic, reframing the issue, and getting to its essence.

Collaborator-Driver



The Collaborator-Driver style is bold, fun and enthusiastic, and you’re likely to make a big splash wherever you go. You’re driven to win for and through people, and you tend to be strong politically. You may challenge people with your humor or directness, and push them along your generally ambitious agenda. You prefer a participatory style of management, combining fun with focus,

In decision making, you tend to prefer consensus building and gathering multiple points of view. If people or facts don’t agree, however, you’ll just make the call and be done with it - though you may find that you have to reverse yourself later.

In conflict situations, your high energy tends to dominate others. This, plus your humor and ability to work around obstacles, can make you effective at resolving conflicts. But your challenging edge and dramatic ways also stir up conflict.

Collaborator-Organizer



The Collaborator-Organizer style is a consummate team player. You tend to be enthusiastic and oriented to people, with playful ways of getting things done. You enjoy a good time, and yet also respect boundaries and maintain propriety. You bring fun to work, and still deliver. Mentoring or coaching fits well with your style.

In decision making, you may deliberate at length, gathering and weighing the facts, going back and forth in your mind on what is the right decision. You prefer decisions that are popular with others; if one of your decisions meets with strong resistance, you’re likely to revisit it, which may seem to some like “weathervaning.”

In conflict situations, your generally upbeat attitude tries to find a way around obstacles. You see both sides, weigh alternatives, apply humor, and work hard to get to a solution that’s right for everybody.

Collaborator-Visionary



The Collaborator-Visionary style combines an enthusiastic orientation to people with lively creativity. You tend to enjoy being in front of people, regaling them with your insight, humor, and bright ideas. You tend to be good at making connections between people and ideas. Teaching comes naturally to this style.

In decision making, you may waffle, or put off making decisions until the last possible moment. You tend to prefer keeping your options open. Nothing is done “once and for all” for you.

In conflict situations, your tendency will be to blow them off with humor, which may work some of the time, and be ineffective other times. Being oriented toward people and harmony, conflict produces tension for you, and you may try to dismiss it too quickly.

Visionary-Driver



The Visionary-Driver style follows the flow of what is going on, senses opportunity, and then acts decisively. You tend to hold your big picture goals fluidly, even as you drive toward them. You’re likely to think big and act quickly – a natural entrepreneur. You generally enjoy hunting and winning opportunities more than doing the work. You focus on the start and the end, but not so much on the middle.

In decision making you tend to explore wide possibilities, and land on decisions as opportunities dictate. You don’t decide anything before you have to, but you can decide in a flash if you feel the situation requires it. You tend to trust your intuition and leap to decisions.

In conflict situations, you tend to dismiss the ones that seem unessential, and try to smoothly win the others. You’re not one to let yourself be backed into a corner, and you’ll challenge others when you need to.

Visionary-Organizer



The Visionary-Organizer style brings steadiness and fluidity together; you use your dependable, organizing skills to give form to your creativity, ideas and aesthetic sense. You tend to apply your organizing skills to getting to the essence of problems, or exploring possibilities, and making them tangible or actionable. While you tend to be spontaneous, you'll persevere in doing what's right in service of the bigger picture.

In decision making, you tend to diverge, opening up to data, possibilities and a big picture view, and then converge to a decision only when you have to. In making a decision, you want to get it right, and you may delay at times – awaiting one more data point – well past the tolerance of others.

In conflict situations, you may just not show up; you prefer avoiding conflict. But once you're in it, you try to restore harmony with a focus on what's fair and right. You tend to be good at reframing issues for others, and getting to the essence of the issue.

Visionary-Collaborator



The Visionary-Collaborator style combines leaping imagination with an orientation to people. You tend to use your charm and people skills in service of a larger purpose, or a bigger picture; you give audience to your vision. You're generally concerned with the welfare of people in a big picture sense; i.e., as a humanitarian more than as an individual caregiver. Your management style tends to be loose and friendly; some would say disorganized.

In decision making, you will tend to hold off until the last moment, weighing a wide field of possibilities in human, practical terms. You're more comfortable with ambiguity than are other styles, and some may find you "wishy-washy."

In conflict situations, your tendency is to try to see both sides and harmonize them. You tend to be highly creative in how you approach problems, and can often see options others miss. In the end, you want what's fair for all.

Balanced



The balanced style means you're reasonably comfortable in a variety of styles; you don't have strong preferences among the pathways, and can access any of them with moderate ease. If you're applying the right pathway when it's called for, you already know the effectiveness and balance it brings to work. At its best, the balanced management style is situationally appropriate: you know when to push, when to plan, when to involve others, and when to let go.

At its worst, a balanced style may mean you're using all the pathways, but at the wrong time. Using the timing and sensitivity of the Collaborator, and now your knowledge of the pathways, you can start reading situations for which pathway would work best, and watch how and when you apply each one.

In decision making, your method is varied by how you're reading the situation: sometimes fast, other times deliberate, sometimes keeping options open, other times jumping to a conclusion. This may be clear to you, but confusing to others who look for a more consistent approach.

In conflict situations, you can apply a variety of responses: push back, apply logic, see both sides, look at the bigger picture. If you're able to appropriately read the people you're in conflict with, and apply an appropriate approach, you could be a consummate negotiator or mediator.

If there is a downside to the balanced style, it is that in relation to your colleagues, many of whom are high or very high in expressing one or more of these pathways, you may not stand out as much, or distinguish yourself. You won't tend to be as driven, organized, collaborative or visionary as the strongest among them. Just as a company benefits from having a clear strategy – needing to do everything adequately well, but choosing what it does exceptionally well – so you as a leader can also benefit from blending your balance with something you choose to be excellent at. Remember, even though your results did not reveal it, you do have a Home pattern. And perhaps with knowing these pathways and watching your life, it will become clearer to you what, indeed, is your winning way.