

**High Performance Plus**

# 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.

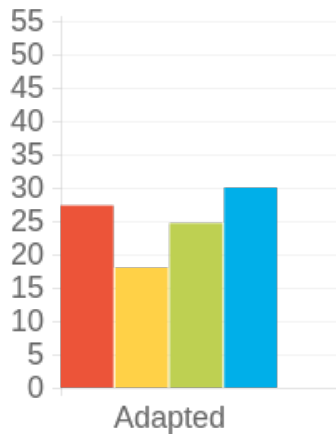
We hope your profile helps you to increase the value you bring to a relationship, to a team or organisation.

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.

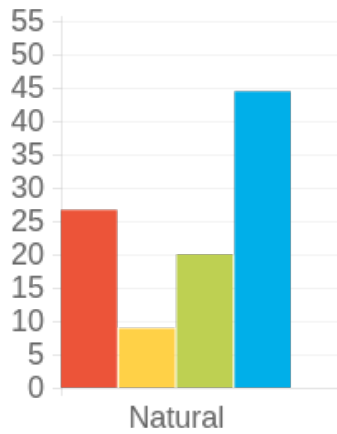
# Craig

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.

Craig likes to know the principles behind the facts not just the facts themselves. Those that don't know him well may think he is trying to come across as being intellectually superior; he's not, he just enjoys sharing his knowledge. When immersed in facts and logic, he may neglect his interpersonal skills. Occasionally unemotional, even dispassionate, he may regard these characteristics as valuable to help him arrive at the right decisions. The world fascinates Craig and he is always looking for new ways to tackle things. He is practical and pragmatic and will get on with a job while others are still discussing the best action. Meeting the objectives on time is often so important to him, he can be surprised that some of his colleagues are more concerned about the people issues. Devouring information on new subjects and filing things away for future use is his way of adding to his bank of knowledge.

Craig likes to see people putting maximum effort into everything that they do; he may be critical when faced with inefficiency. Craig is normally reserved; his thoughts and feelings will not be shared with colleagues unless he is sure they are on the same wavelength. Although he takes others feelings into account, expressing his appreciation more frequently may help him get his point across. When colleagues don't follow the logic of his conclusions he can occasionally express frustration at their lack of understanding. When others don't comply with the rules, he is likely to feel disappointed. Because he has a strong sense of duty, he expects all the team to pull their weight. Craig will say what he means and mean what he says, sometimes without much concern for others' sensitivities. Usually, well documented case histories from recognised experts impress him more than passionate presentations.

Craig likes time to complete a task to his own high standards, preferring not be rushed. He thinks quickly through a problem with his logical, analytical mind. He likes to prepare for all eventualities and consider all the details. The how and the why of decisions are really important to Craig; given the right detailed information he is much more likely to support a decision. Once he has launched on his plan, it is often difficult to distract him. When he is taking over a task, he prefers precise information on the outcomes expected; he is likely to be less comfortable if things are vague or left to chance. Problems are intellectual challenges for Craig to solve. His confidence that a solution will be possible comes from his ability to analyse the facts.

## 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:

- Thinks through the issues
- Strong sense of duty
- Spots the flaw in the plan
- Well organised
- Brings a common sense approach
- Draws conclusions from detailed analysis of the data
- Concentrates single-mindedly on the assignment
- Prepares in detail for all the eventualities

### Action points

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



## Team Contribution

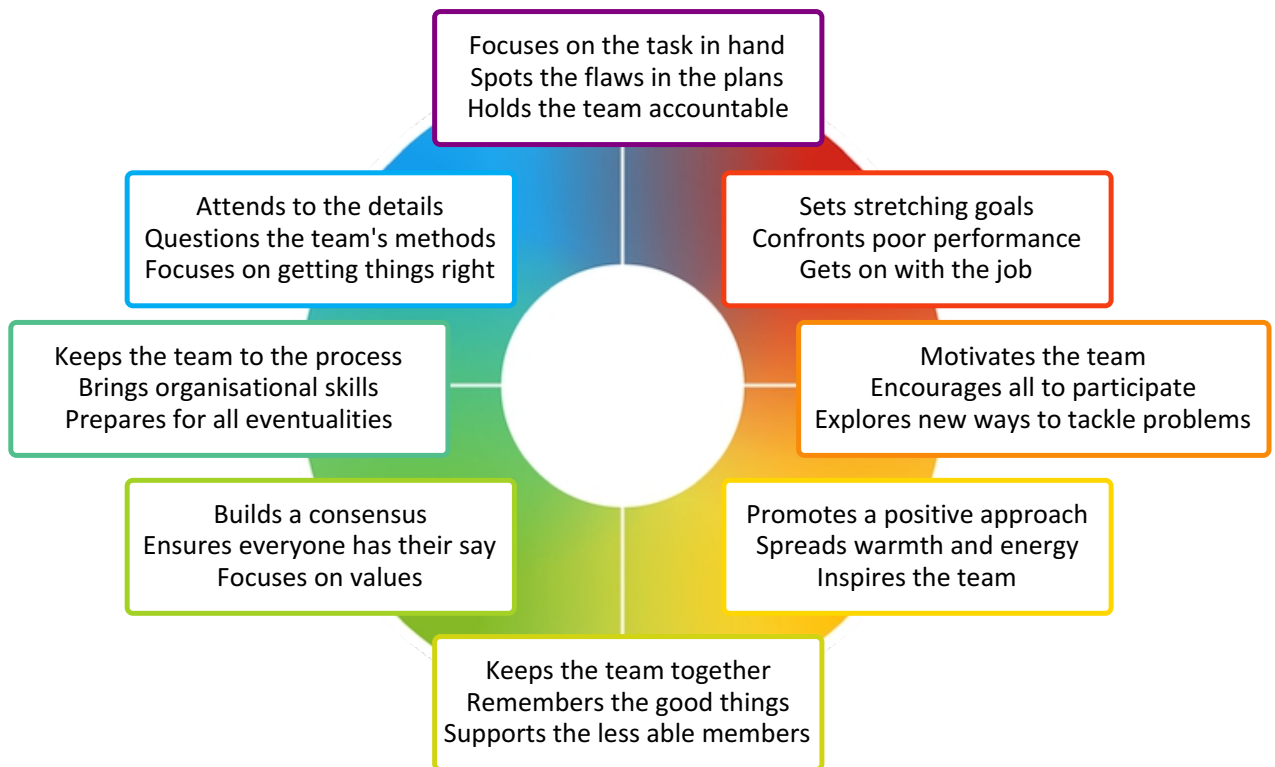
Your strongest value to a team may be in these areas:

- Will stand back and evaluate before launching into the plan
- Explains the depth and details of the challenge
- Keeps calm in a crisis
- Works hard to explain the underlying principles
- Reminds the team of the quality goals
- Acts as the team's quality controller
- Adopts a down to earth approach
- Makes a difference by focusing on the small steps

### 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:

- Tendency to take himself too seriously
- Reluctant to attend a surprise party
- Beats himself up for little mistakes
- May appear insensitive to some colleagues
- May not keep up with the pace of the project
- May at times become constrained by the rules or the process
- Gives too much information
- Still working while the extraverted colleagues have already started celebrating success

## 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.

Craig will not usually give credit for every day things and reserves his praise for exceptional performance. He could sometimes benefit from proceeding with 90% of the information, rather than waiting for 110%. He is inclined to judge others by his standards; they may be using their own. The timescales are important but not necessarily carved in stone. The right solution is a mixture of developing and improving ideas over time, not just your own personal view at one particular moment. He may be slow to trust colleagues; which can come across as distrust. The others may have given him time to prepare and assemble the details; it's now his job to help them decide and move on quickly. Be careful that he doesn't end up chasing the solution that best exercises his intellect rather than the best thing for the team.

Craig can appear slow even though he is just collecting information to make the decision. Although evaluating the options is important, too much focus on the research may prevent a timely decision. Adding passion and enthusiasm to compliments will mean they are better received. Others' lack of attention to detail may not be a weakness; their ability to generate new ideas may be what the team needs. People's feelings may escape him. Some projects are time bound and quick results are the most important thing. Being ok with less than perfect solutions may make him easier to work with. Not everyone is energised by looking at the deeper principles of why a situation has occurred.

### 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:

- Discuss the principles and not just the conclusions
- Keep the conversation private
- Stick to the point
- Present the data and allow him to decide
- Respect his quiet demeanour
- Detailed questioning does not mean disagreement
- Allow him time to prepare in advance
- Explain the reasons why



## Ineffective Communication

Less preferred options, don't:

- Ask him to let go of a goal before it is achieved
- Invade his space
- Display undue emotion
- Be flippant or make light of a serious situation
- Pretend to know more than you do; he will find out
- Stray from the agenda
- Give vague instructions
- Make light of issues important to him

### 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

## Enabling Engagement

What motivates and demonstrates commitment:

- Will feel more committed if his opinion is sought
- He carefully evaluates the reasons to commit
- Detailed questions are not a sign of lack of commitment
- He may need detailed questions answered to strengthen commitment to a project
- Needs time to question the details before commitment
- Once bought in, he will get his head down and get on with it
- He will commit to something where he can acquire new knowledge
- His commitment is a firm decision and once made is cast in stone

### Action points

Select three statements that are most important to you.

## Role Agility

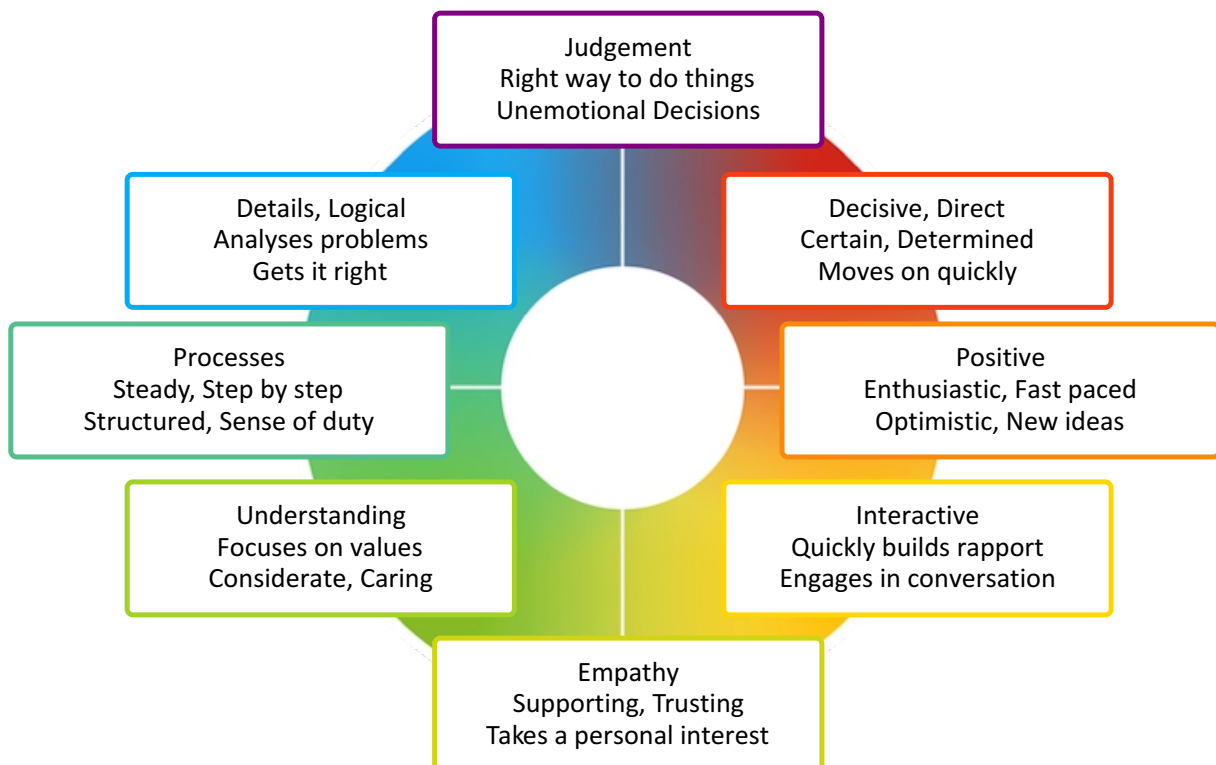
Craig's role preferences and how he may react to change:

- Moving roles needs to be accompanied by specific deliverables in each function
- Likes to work methodically through tasks, finishing one before starting another
- Experiences discomfort when roles change
- Identifies challenges or overlaps with roles and seeks to resolve these quickly
- If he is needed for a particular role, he will accept it and get on with it
- He is not usually regarded as flexible but can adapt well to a new role to achieve his goals
- Objectives for the team should be written and agreed
- Likes a defined end to one role before starting the next

### 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 Craig will prefer to handle moments of crisis when they occur:

- Calls for expert advice and gets the facts
- Thinks through options of what to do next
- Accepts responsibility
- Wants to understand the reason for the setback before moving on
- Analyses the setback and exactly how it occurred
- Perseveres and works harder
- Analyses the roles and responsibilities
- Goes back to the original plan and checks assumptions

## Less Positive Ways of Handling Setbacks

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

- Sticks rigidly to principles
- Reminds the team of the original plan
- Questions the purpose of the task
- Finds it difficult to accept ideas as worthwhile without detailed examination
- Presents his options dispassionately
- Sets impossible standards
- May fail to acknowledge others' contributions to the project so far
- Goes over old ground - again!

## 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

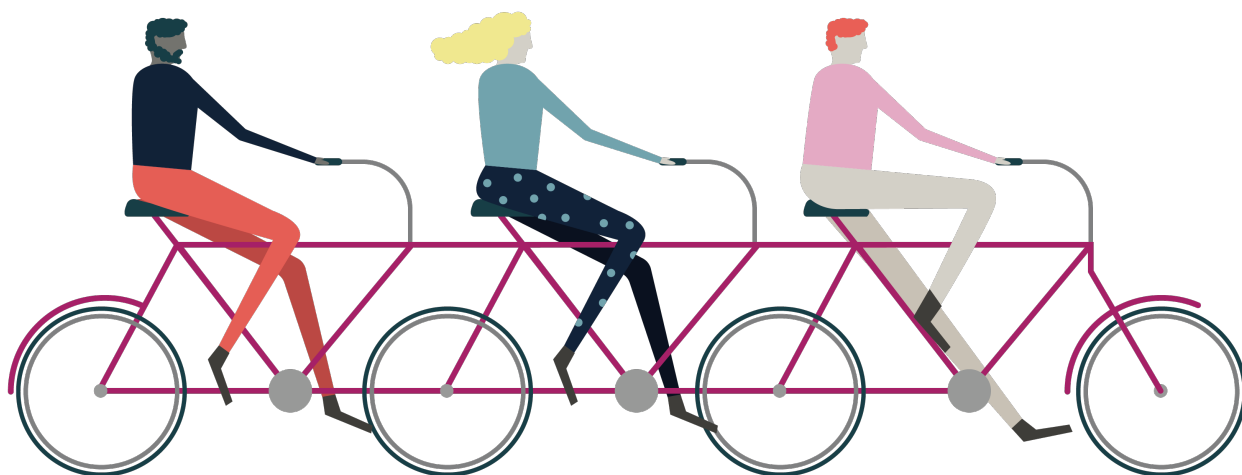
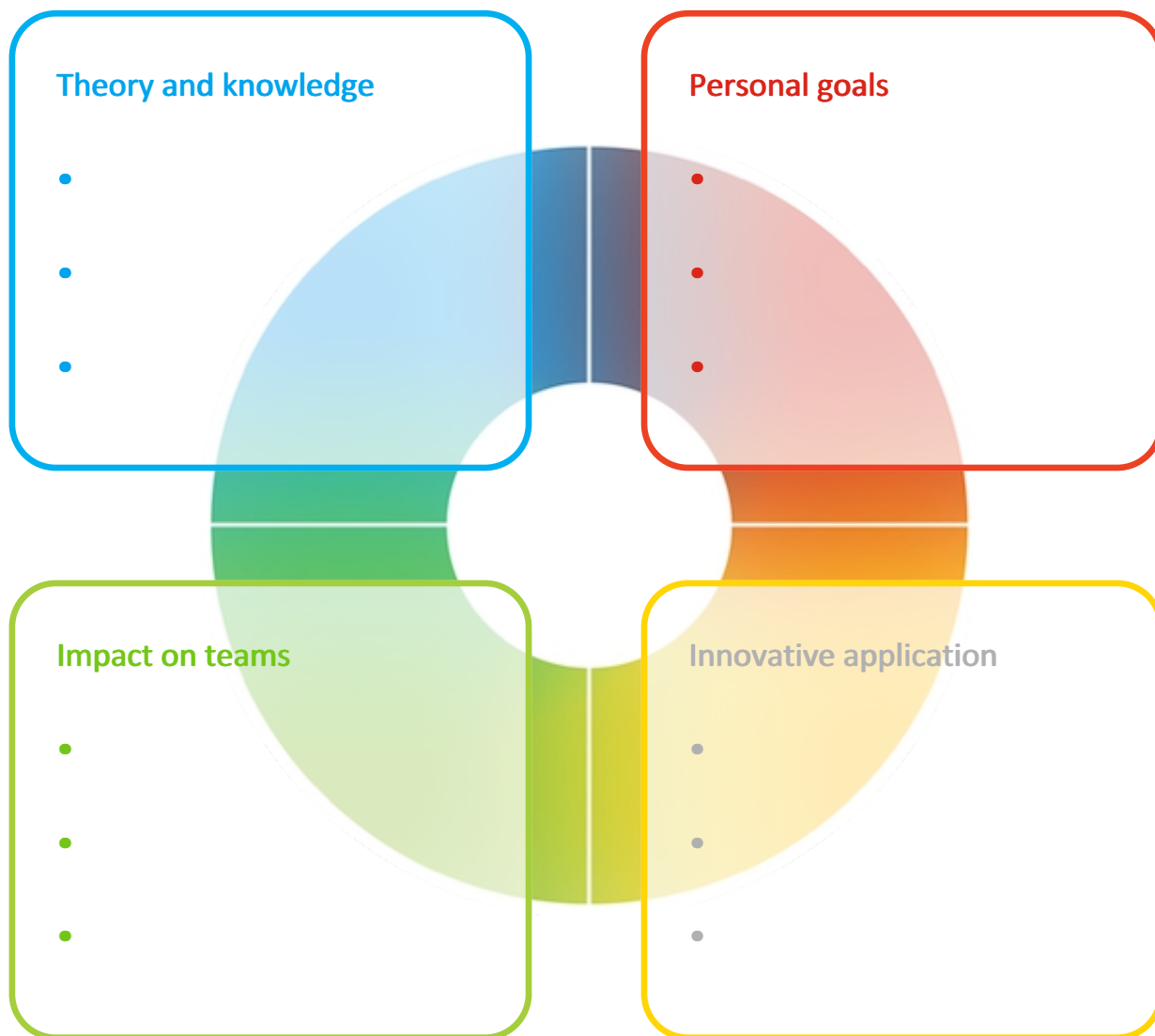
### Action:

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.





LIVING YOUR LEARNING