

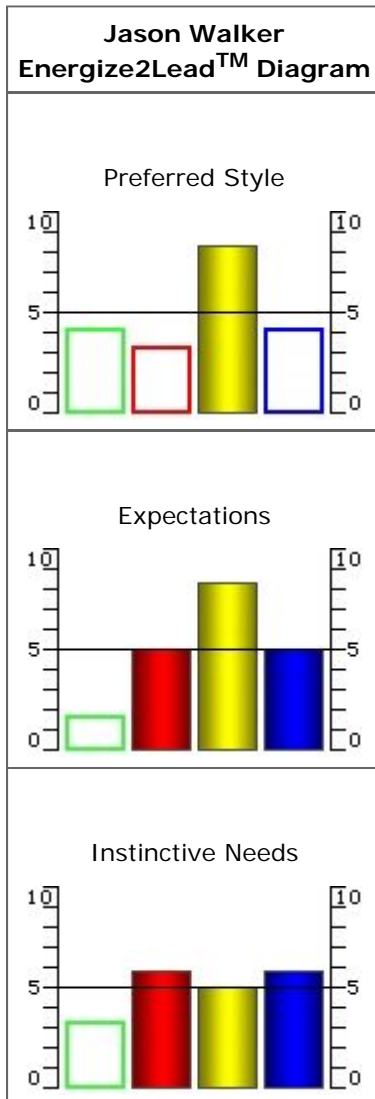


ACADEMY LEADERSHIP

Developing Leaders Who Deliver Results

Academy Leadership: Jason Walker

Energize2Lead Profile™ Summary



Preferred Style

Preferred jobs

Jason enjoys jobs and activities that require a team atmosphere. Work that provides flexibility and variety will be the most satisfying, and made even more enjoyable when surrounded by people with positive attitudes.

Least rewarding jobs

Jason may become frustrated with jobs that require a lot of attention to detail and little variety. Jobs and activities that provide little human contact and where strict rules and regulations must be followed at all times are the most challenging.

Expectations

Jason was socialized as a young adult to think that people should be open-minded, productive, and engage with others in a can-do, inquisitive style. These became Jason's Expectations of how people should act and communicate, and they apply equally to personal and work life.

When communicating with Jason, remember to:

be specific about what needs to be done. Keep Jason involved and encourage questions.

Avoid:

responses that sound negative and telling Jason how to do things.

Instinctive Needs

Jason has an instinctive need for action, involvement and the freedom to explore. Prospecting new opportunities with positive, like-minded people who don't get too hung up on the details provides motivation and a sense of security.

Remember to:

maintain a positive, can-do attitude and encourage involvement. Keep an open mind to new ideas and encourage Jason to participate in debate.

Avoid:

challenging Jason's need for freedom, flexibility and independence. Don't hem Jason in with procedures and negative responses.

Building trust

Jason trusts people who are not afraid to think outside of the box. In building trust with Jason, demonstrate a willingness to listen to any and all ideas and maintain a positive, can-do attitude. Avoid putting unnecessary procedures in the way of the goal or cutting off problem-solving processes.

Coping with change

In times of change it's important that Jason understands what the change means and how it will affect the big picture. Involve Jason as early as possible in the change process and encourage questions. Establish timeframes up front to complete tasks.

Motivational needs

Jason needs action, involvement and freedom. The motivation to accomplish goals while addressing the needs of the group help Jason remain positive and focused on goals under pressure.

De-motivating factors

Jason may become frustrated in situations where the main focus is regulatory in nature. Jason may become especially frustrated in situations where independence, flexibility and freedom are stifled.

Showing concern for unmet needs

In situations where Jason's Instinctive Needs can't be met, it's important to show proper concern and support. It's not always possible to provide the challenge, involvement and explanations Jason needs. When this happens, keep Jason involved in discussions and ask for ideas and input whenever possible. Remember, Jason can be especially frustrated when unable to keep things moving. Positive, open discussions redefining goals and objectives are especially helpful.

Performance review strategy

Your review will be more effective if you deliver it in Jason's instinctive language. Instinctively, Jason is a can-do, forward-thinking optimist. Using this approach during the review will yield the highest results. Focus on positive, open dialogue, discussing new goals and objectives. If you must discuss past performance shortfalls, keep those conversations proportionately short and refocus on what can be done to make things better. Freedom, independence and flexibility provide confidence, so be especially careful to allow Jason to determine an individual pathway towards the required goals and objectives, if possible. Touch base often after the review.
