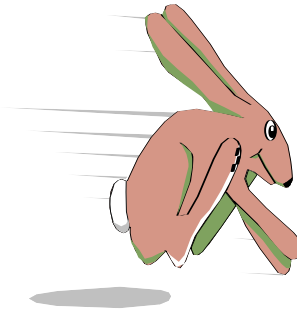


## Hurry Up



### Myth:

Everything must be done as quickly as possible  
I get rewarded (and feel OK) for finishing things quickly

### Symptoms:

Rushing everywhere, driving fast  
Over-filled diary - at work and at home  
Speaking quickly, interrupting others, glancing at watch, fidgeting  
Writing fast, sometimes not fast enough to keep up with your thinking  
Hates queuing, waiting, lying on the beach doing nothing

### Productive Behaviours:

Efficiency  
Responds well to deadlines  
Gets lots done  
Quick thinking

### Unproductive Behaviours:

Mistakes, carelessness  
Interrupts others, doesn't brief clearly

### Perception of Others:

Lively, energetic, dynamic, adventurous

### Perception of Others:

Insensitive, impatient

### Stressors:

Having time to think  
Nothing to do  
"I'll never get it all done"  
"I must not be long"

### Antidote:

Plan sufficient time  
Plan work in stages  
Learn and practise good listening skills  
Learn to relax and be alone

## Be Perfect



### Myth:

Everything must be **exactly** right **first** time, **every** time  
I get rewarded (and feel OK) for getting it done right

### Symptoms:

Deliberate speech, uses jargon, says "Obviously, actually, there's something missing"  
Immaculate clothes, aloof, stiff  
Everything needing to be just so before we start, straightening pictures, papers  
Getting into the detail

### Productive Behaviours:

Organisational skills  
Completer-finisher, with an eye for detail  
Plans ahead, thorough preparation  
"What if ...", risk planning  
Accurate  
Logical, concerned with 'how'

### Unproductive Behaviours:

May not meet deadlines  
Overly critical of self and others  
Won't delegate  
Uses jargon, too much detail  
Complexity and over-questioning

### Perception of Others:

Structured, organised, detailed, exact, reliable,  
trustworthy

### Perception of Others:

Slow, risk-averse, picky

### Stressors:

Own and others' perceived carelessness,  
mistakes  
Loss of control, certainty or structure  
Can really struggle in times of high ambiguity and  
change

### Antidote:

Keep clear about what your goal is  
Prioritise  
Learn to use mistakes as a source of learning  
It doesn't have to be perfect before you start -  
take a risk  
Ask for and understand the appropriate quality  
needed for a job ("fit for purpose")

## Please People



### Myth:

I have to please others (often without asking or being asked)  
I have to get it right for you, by doing the right thing (which I have to guess)

### Symptoms:

Lots of smiling, good eye contact, head nodding when listening  
“I mean ...”, “You know”, “Really ...”  
Gets very anxious when conflict and anger appear in meetings  
Presents views as questions  
Concerned about others’ opinions

### Productive Behaviours:

Flexible  
Adaptable  
Concerned for others,  
Intuitive, particularly to others’ feelings  
Good, empathetic listeners  
Teamworkers

### Unproductive Behaviours:

Finds it difficult to confront, over-sensitive to criticism  
Can’t say “no” takes on too much, can lack assertiveness  
Will guess rather than ask  
Tendency to do for others what they are capable of doing for themselves

### Perception of Others:

Willing, likeable, friendly, considerate,  
Empathetic

### Perception of Others:

Manipulative, insincere, indirect, or  
condescending

### Stressors:

If I disagree with you may not like me  
If my help is rejected I feel misunderstood  
“I am responsible for how you feel”  
Being ignored, criticised or blamed

### Antidote:

Learn to confront constructively  
Learn to say “no”  
Give others the responsibility for their own feelings  
Learn to accept feedback that is constructive

## Try Hard



### Myth:

It's the effort that counts

I must try hard (not necessarily to get a result), see how hard I tried

### Symptoms:

"I'll try and do that", "That's interesting ...", "Can you ..."

"Here's something new and exciting I've found"

Volunteering, interested, enthusiastic

Lots of questions, some off at a tangent

A trail of unfinished jobs

### Productive Behaviours:

Persistence

Enthusiasm

Innovative, creative

Very hard worker, setting high goals

### Unproductive Behaviours:

Not finishing tasks and projects, unfocused

Abdicating rather than delegating

Gets bored easily and has to move on, constantly changing priorities.

If goals are not aligned with the team's, can cause havoc by pursuing own agenda

### Perception of Others:

Passionate, motivated, enthusiastic, interested

### Perception of Others:

Butterfly, faddish, fickle, no attention to the detail, superficial, dreamer

### Stressors:

Being criticised for not caring

"You're not trying hard enough"

Irresponsibility - self and others

Fear of failure

### Antidote:

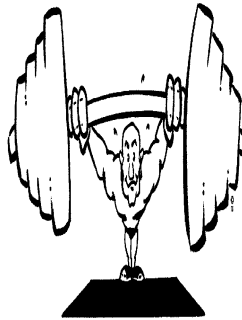
Clarify goals and direction, and **prioritise**

Learn to finish and to recognise and celebrate your successes

Stop volunteering

Stop trying and just do it!

## Be Strong



### Myth:

I must cope, by myself

I have to do it all

Showing any form of weakness means I'm not OK

### Symptoms:

Distant, aloof

Unemotional, detached, calm

"The Facts are here ..." "Let me sort it out ..." "Pull yourself together ..."

Doesn't smile much, maybe a loner, doesn't often ask for help

### Productive Behaviours:

Calm under pressure

Firm but fair

Strong sense of duty

Works at unpleasant tasks

Gives honest feedback

Can work well alone

### Unproductive Behaviours:

Delegation is a sign of weakness

Working long hours

Unemotional when the situation demands an emotional response

Lacking empathy

Highly self-critical and highly task-focused

### Perception of Others:

Reliable, trustworthy, rock-solid

### Perception of Others:

Martyrdom, distant, unapproachable

### Stressors:

Forced to talk or expose feelings

Being vulnerable

Being close to others, soft and fluffy team-building events

### Antidote:

It is OK to ask for help

Check your work/life balance. Are your work levels realistic?

New task? Check you've asked for enough resource and set realistic targets

Recognise the importance to others of their feelings