

# JONATHAN LINDSAY

This Manager Development Chart provides you with actionable insights based on your behavioral drives as measured by The Predictive Index. The Chart includes a description of your natural Strengths and respective Caution areas to consider as a Manager. The Self-Coaching Tips provided can help you balance your most naturally occurring behavioral style in a variety of situations.

## DOMINANCE (A)- The need to control

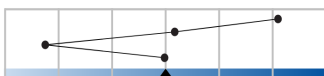
EXTREMELY	VERY	MODERATELY	MODERATELY	VERY	EXTREMELY <b>A</b>			
<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>· Collaborative approach when working with direct reports</li> <li>· Accepting of decisions that impact the team</li> <li>· Supportive management style</li> <li>· Interested in team welfare and development</li> </ul>			<p><b>CAUTIONS</b></p> <ul style="list-style-type: none"> <li>· May shy away from tough conversations when needed</li> <li>· May have difficulty making unpopular decisions</li> <li>· May be seen as too cautious or not strategic enough</li> </ul>					
<p><b>SELF-COACHING TIPS</b></p> <ul style="list-style-type: none"> <li>· Shift your mindset from "I want harmony" to "I want the best results from my team"</li> <li>· Stand your ground with other managers and leaders when you know you're correct</li> <li>· Capitalize on opportunities to be assertive in meetings</li> </ul>			<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>· Drives change and challenges status quo</li> <li>· Natural leader seeking to make an impact</li> <li>· Self-motivated, achievement-oriented style</li> <li>· Assertive and willing to take charge</li> </ul>			<p><b>CAUTIONS</b></p> <ul style="list-style-type: none"> <li>· May be seen as overly aggressive by direct reports</li> <li>· May intimidate rather than motivate</li> <li>· May have difficulty delegating authority</li> <li>· May appear to be tough-minded and directive</li> </ul>		
<p><b>SELF-COACHING TIPS</b></p> <ul style="list-style-type: none"> <li>· Actively seek input from direct reports</li> <li>· Practice active listening and encourage your team to express their opinions or ideas</li> <li>· Think before you speak; think of how your message will be received</li> </ul>								

## EXTRAVERSION (B)- The need for social interaction

EXTREMELY	VERY	SITUATIONALLY <b>B</b>	VERY	EXTREMELY	
<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>· Data driven, analytical decision-making style</li> <li>· Thoughtful approach to communicating information to team members</li> <li>· Reflective and introspective</li> <li>· Anticipates problems</li> </ul>		<p><b>CAUTIONS</b></p> <ul style="list-style-type: none"> <li>· May be slow to demonstrate trust until comfortable with new team members</li> <li>· Communication may be too pointed for socially-driven team members</li> <li>· May appear overly task-focused or remote</li> </ul>			
<p><b>SELF-COACHING TIPS</b></p> <ul style="list-style-type: none"> <li>· Give presentations in your area of expertise</li> <li>· Initiate conversations or schedule time to speak with team members</li> <li>· Create processes that encourage communication among team members</li> </ul>		<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>· Motivating, stimulating leadership style</li> <li>· People-oriented, sociable</li> <li>· Builds team cohesion and collaboration</li> <li>· Thoughtful delegator</li> </ul>		<p><b>CAUTIONS</b></p> <ul style="list-style-type: none"> <li>· May be too optimistic or trusting of low performers</li> <li>· May prioritize being liked or being the focus of attention over results</li> <li>· May appear overly talkative</li> <li>· May avoid conflict in order to keep interactions positive</li> </ul>	
<p><b>SELF-COACHING TIPS</b></p> <ul style="list-style-type: none"> <li>· Give people the opportunity to contribute and influence outcomes</li> <li>· Consider how much detail or tangible information is really needed</li> <li>· Ask about potential problems or risks</li> <li>· Practice saying "no"</li> </ul>					



Captain



**Use responsibly.** People are complex. This PI Insight is a helpful starting point, but there's more to this person and pattern than what's presented here. Contact a PI expert for additional insight.



PI Insights are great, but they're no substitute for the knowledge and hands-on experience gained by attending a PI workshop. Contact your PI Consultant or visit [www.predictiveindex.com](http://www.predictiveindex.com) to learn more.

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## PATIENCE (C)- The need for stability

EXTREMELY	VERY	MODERATELY	MODERATELY	VERY	EXTREMELY
<p><b>EXTREMELY C</b></p> <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>Proactive and results-oriented leadership style</li> <li>Able to deal with time pressure</li> <li>Able to deal with variety and change</li> <li>Multitasker, able to juggle priorities</li> </ul> <p><b>CAUTIONS</b></p> <ul style="list-style-type: none"> <li>May appear to be terse to more steady team members</li> <li>May tend to be intolerant of delays especially when impacting results</li> <li>May become frustrated at the team's pace and ability to be flexible</li> </ul> <p><b>SELF-COACHING TIPS</b></p> <ul style="list-style-type: none"> <li>Reflect on situational urgency - does everything need to be done right now?</li> <li>Recognize that people have different paces and manage expectations</li> <li>Honor priorities and see initiatives through to completion</li> </ul>			<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>Calm and stable leadership style</li> <li>Thoughtful listener to direct reports</li> <li>Builds solid group processes</li> <li>Gives team time to process</li> </ul> <p><b>CAUTIONS</b></p> <ul style="list-style-type: none"> <li>May appear uncomfortable with change</li> <li>May appear to over-analyze situations or be too cautious</li> <li>May struggle under time pressure</li> <li>May be too comfortable with the familiar and slow to adopt new ideas</li> </ul> <p><b>SELF-COACHING TIPS</b></p> <ul style="list-style-type: none"> <li>Clarify timelines and focus on creating a sense of urgency among team members</li> <li>Manage team's time wisely - start early and leave time for the unexpected</li> <li>Keep others informed when progress is made</li> </ul>		

## FORMALITY (D)- The need to conform

EXTREMELY	VERY	SITUATIONALLY	VERY	EXTREMELY
<p><b>EXTREMELY D</b></p> <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>Flexible approach to most management situations and direct reports</li> <li>Able to delegate details easily</li> <li>Adept at changing organizational needs</li> <li>Deals well with ambiguous management situations</li> </ul> <p><b>CAUTIONS</b></p> <ul style="list-style-type: none"> <li>May not provide as much attention to detail as direct reports need</li> <li>May not provide enough structure or direction for the team</li> <li>May appear too casual or not serious enough</li> </ul> <p><b>SELF-COACHING TIPS</b></p> <ul style="list-style-type: none"> <li>Seek data to support your management decisions</li> <li>Evaluate decisions from the perspectives of multiple team members</li> <li>Respect questions others have about "how" things will be done</li> <li>Pay attention to when your serious side is needed</li> </ul>			<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>Strong discipline and execution; emphasis on quality</li> <li>Builds team structure and respect for the plan</li> <li>Focuses team on how to get things done right</li> <li>Organized and thorough follow-up with direct reports</li> </ul> <p><b>CAUTIONS</b></p> <ul style="list-style-type: none"> <li>May be uncomfortable in management ambiguous situations</li> <li>May struggle with situations that call for team and personal flexibility</li> <li>May be seen as a perfectionist rather than a producer</li> </ul> <p><b>SELF-COACHING TIPS</b></p> <ul style="list-style-type: none"> <li>Learn how to move forward when "enough" information is available</li> <li>Ask yourself: Is it worth this much time and process?</li> <li>Recognize and respect flexibility shown by direct reports</li> </ul>	



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