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## Your COI® Report

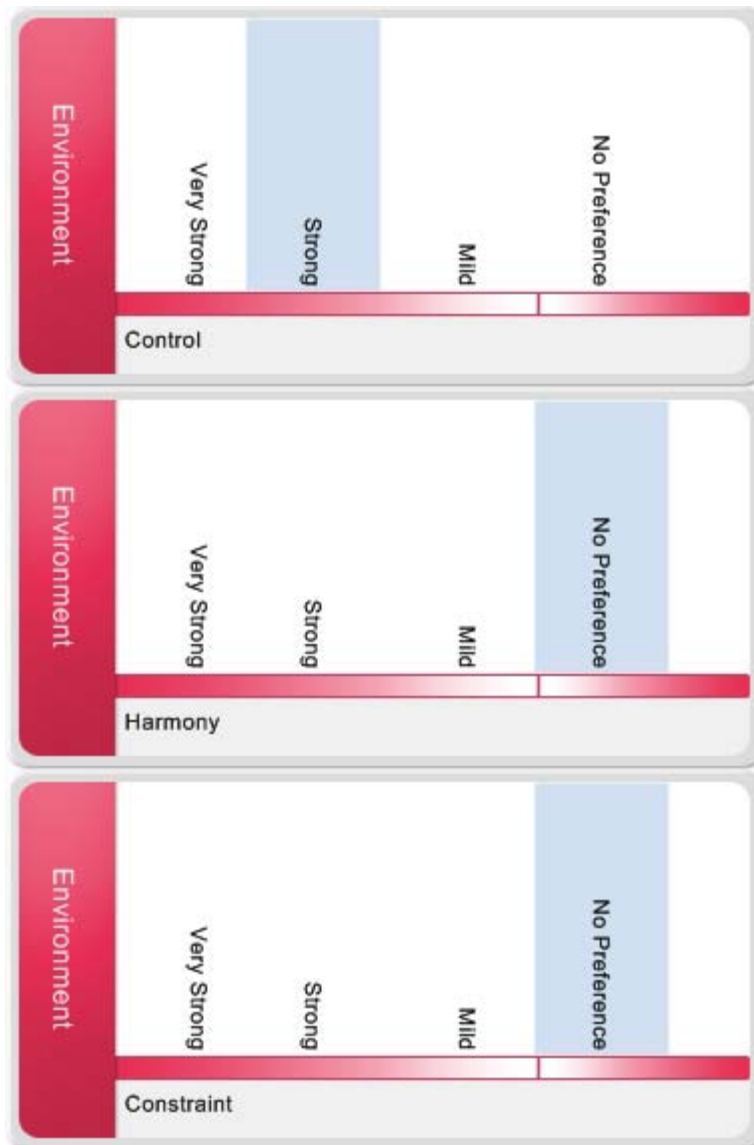


\* Strong  
\*\* Very Strong

### Environment

How individuals view and relate to the people, objects and issues in their sphere of influence.

Control / Harmony / Constraint Continuum



## Your preference: Control

Importance is given to changing the environment to fit ti

### Personal Preference ?

You are a strong believer in the saying: "Where there's a will, your destiny is primarily in your own hands. When you encounter a problem, you approach the world with a natural sense of problems as insurmountable. You have a need for individual control over your immediate environment. You often assume that objects and people should conform to your preferred approach, methods and procedures."

driven, and assertive and find that you naturally take initiative. You want to take charge in most situations and do not shy away from conflict and risk. You get frustrated with people who do not seem to be actively engaged in problem-solving, do not share your sense of purpose, and tend to lack initiative.

The stronger this orientation is, the more you may tend to:

- Believe that your destiny is in your own hands.
- Immediately look for a solution upon encountering a problem.
- Approach the world with a natural sense of empowerment.
- Have a need for individual ownership of tasks and problems in your immediate environment.
- Assume that objects and people should conform to your preferred approach and processes.
- Be proactive, self-driven and assertive; taking initiative comes naturally to you.
- Become frustrated with people who do not seem to actively problem-solve.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May be perceived as aggressive and/or confrontational.
- May assume that you will lead and direct in most situations.
- May become easily frustrated and impatient with those who do not share your sense of urgency toward problem-solving.
- May tend to overestimate yourself and your ability to get things done.

### Recommendations ?

You may need to:

- Approach new situations more carefully and slowly.
- Develop patience.
- Phase in your initiatives and contributions incrementally.

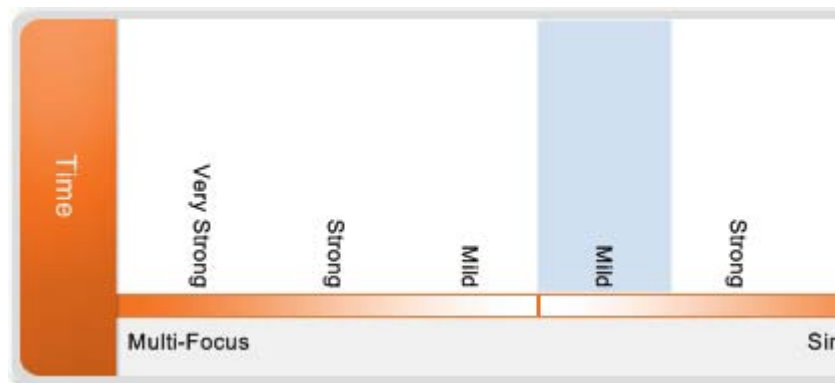
### Reflections ?



## Time

How individuals perceive the nature of time and its use.

### Single-Focus / Multi-Focus Continuum



### Your preference: Single-Focus

Importance is given to concentration on one task at a time and schedules.

#### Personal Preference ?

You prefer to work on one thing at a time and break down work to handle sequentially. You tend to have a high commitment to schedules and tools for ordering tasks. You are generally analytical in your approach and consider it impolite or unprofessional to talk to several people at once.

The stronger this orientation is, the more you may tend to:

- Prefer to work on one thing at a time and break down work into a series of steps to handle sequentially.
- Have a high commitment to schedules which you see as effective tools for productivity.
- Be generally analytical in your approach to problem-solving.
- Consider it impolite or unprofessional to hold several conversations simultaneously.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May feel overwhelmed when confronting complex situations, particularly when a quick response is required.
- May believe that the quality of your work suffers when you cannot focus on one task exclusively.
- May like to compartmentalize your work.
- May organize tasks in discrete pieces to such a degree that you lose sense of the overall project.
- May rely on agendas, clear objectives and guidelines to run effective meetings.

### Recommendations ?

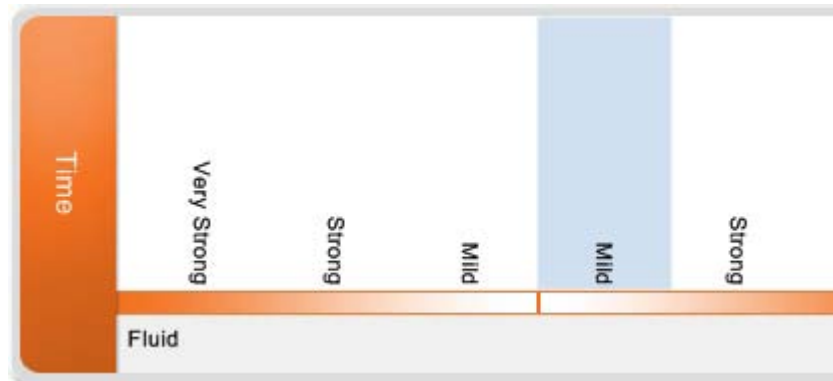
You may need to:

- Feel comfortable when you must engage in many tasks at once.
- Develop a tolerance when communicating with individuals who are multi-taskers.
- Learn to reorganize and restructure on short notice with ease.
- Remind yourself often of the long-term goals of a given project.

### Reflections ?



## Fixed / Fluid Continuum



### Your preference: Fixed

Importance is given to punctuality defined precisely.

#### Personal Preference ?

For you, events are critically determined and affected by time. You want to be controlled and managed. You think of time in precisely defined terms. Punctuality is important to you. Good time management defines much of your success as a critical professional attribute. To your way of thinking, planning is closely connected to time. You take schedules, deadlines and commitments seriously.

The stronger this orientation is, the more you may tend to:

- View events as critically determined and affected by time.
- Value time and believe that it should be controlled and managed.
- View punctuality as important.
- View good time management as a critical professional attribute.
- Draw a strong link between planning and preparation and execution.
- Take deadlines, schedules and commitments seriously.

#### Common Challenges ?

When this orientation is strong or very strong, you:

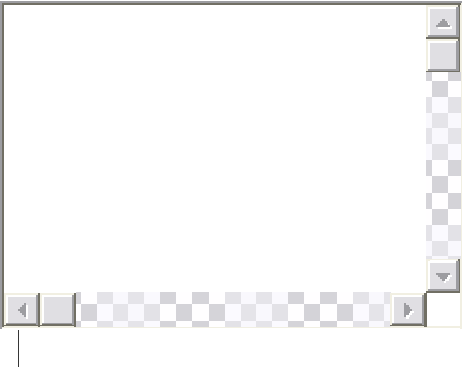
- May be perceived as rigid and inflexible by those who do not share your orientation.
- May be perceived as lacking in commitment to the overall goals and responsibilities and tasks that would change your plans and schedules.
- May spend time trying to plan and structure events that change.

- precision.
- May be easily frustrated by people who value time differently.
- May focus on the strict adherence to prearranged schedules but not give overall purpose and context.

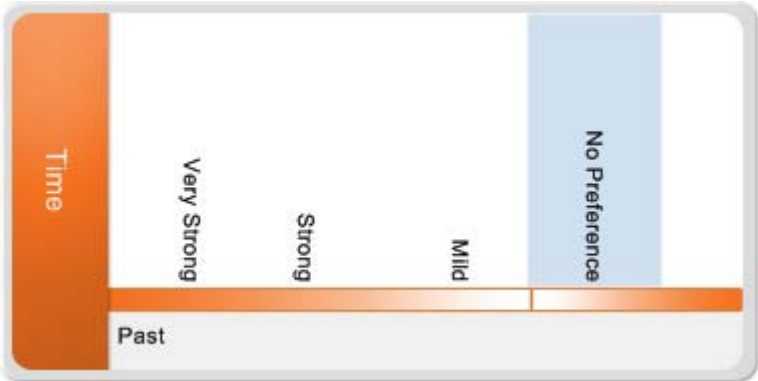
**Recommendations** ?

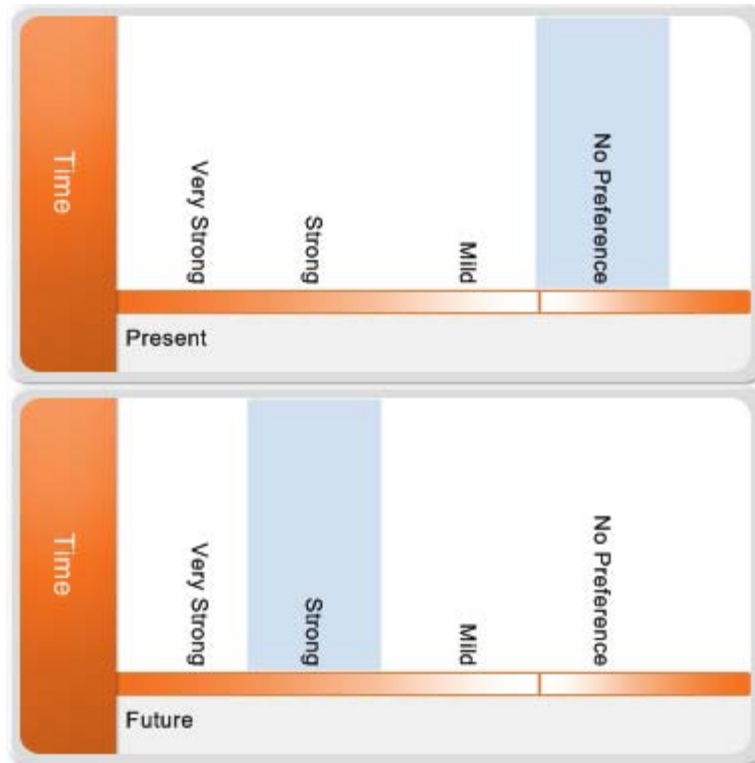
- You may need to:
- See time as relative rather than as absolute.
  - Develop patience for business situations that are determined by a fluid-ti
  - Build in flexibility when scheduling and establishing time lines.

**Reflections** ?



**Past / Present / Future Continuum**





## Your preference: Future

Importance is given to the willingness to trade short-term

### Personal Preference ?

You are guided by concerns over the long-term future. You tend to solve problems on long-term projections. You evaluate the present by ideas based on their benefits for the long term. You have little in common with the past and the present. Indeed, you are motivated by the desire to attain this different future. You will change, but only if you are confident that it will be profitable and

The stronger this orientation is, the more you may tend to:

- Be guided by the concerns of the long-term future.
- Base planning and problem-solving on long-term projections.
- Evaluate the present by its long-term projections.
- Evaluate the present by its potential for the future and judge the long-term.
- Easily envision a future that is radically different from the

- Be motivated to act in the present to attain goals in the future.
- Welcome change, as long as it is profitable and beneficial in the long run.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May be so visionary that you neglect the requirements of the moment.
- May underestimate problems, crises and opportunities in the present.
- May limit the flexibility of the organization by committing to long-term pr

### Recommendations ?

You may need to:

- Focus on present requirements and strategies to optimize the outcome ov
- Recognize the significance and importance of history, tradition and consis  
oriented individuals.
- Consider immediate concerns in your plan of action.

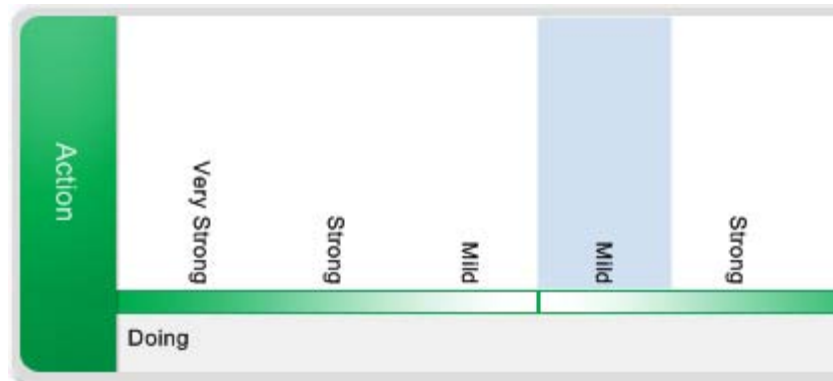
### Reflections ?



## Action

How individuals conceptualize actions and interactions with people and objects in their environment.

Being / Doing Continuum



## Your preference: Being

Importance is given to relationships, contemplation, reflection

### Personal Preference ?

In interactions, you are guided by a concern for building and maintaining good relationships with those around you. You are motivated by good, trusting interpersonal relationships. Building such relationships is a function of time, experience with relationships, and incremental self-disclosure. For you, relationship building often takes precedence over task accomplishment. You may have a need to surround yourself with a permanent group of friends. When meeting new people in business, you require a relatively long warm-up period to extend trust too quickly. It is important for you that individuals are reliable. Before taking action, you need time to contemplate and reflect on issues carefully. You do not jump to conclusions or take action impulsively. It is important that decisions are well-founded and well-grounded.

The stronger this orientation is, the more you may tend to:

- Be guided by a concern for building and maintaining good relationships.
- Be motivated by good, trusting interpersonal relationships.
- Expect the building of relationships to be a function of time and incremental self-disclosure.
- Value relationship building over task accomplishment.
- Surround yourself with a permanent group of friends.
- Require a long warm-up period in social situations and be slow to extend trust too quickly.
- Contemplate and reflect thoroughly before acting.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May not be as effective on short-term team projects due to the longer wait times you require in social situations.
- May be inaccessible due to the permanent group of trusted individuals that you rely on.
- May be susceptible to groupthink and paralysis analysis.
- May have lower flexibility and responsiveness due to your slower decision-making process.

### Recommendations ?

You may need to:

- Develop a comfort level with making decisions and determining actions based on incomplete and/or incomplete information.
- Focus on tasks and de-emphasize relationship building.
- Learn to engage in business relationships with people with whom you are not personally acquainted (it is advantageous to your organization to do so.)

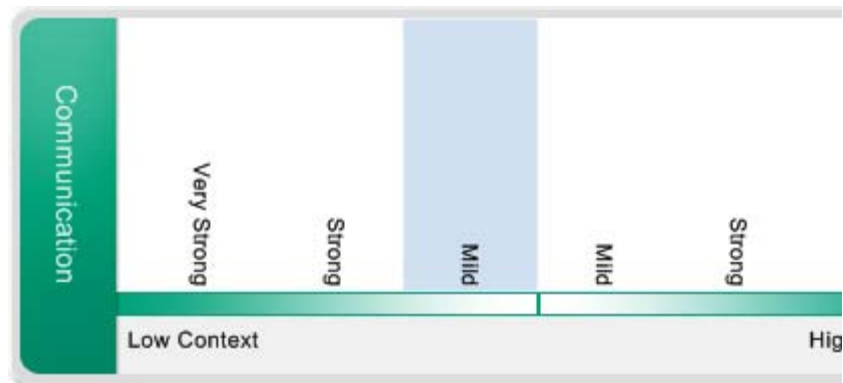
### Reflections ?



## Communication

How individuals express themselves.

High Context / Low Context Continuum



## Your preference: Low Context

Importance is given to explicit communication.

### Personal Preference ?

As a low-context communicator, you value words and documentation and tend to view and use language pragmatically and with precision. Communication is directly tied to the literal meaning of the words. Written messages have more value and significance to you than information conveyed through oral communication. You place great value on good and precise oral and written communication records.

The stronger this orientation is, the more you may tend to:

- Value words and documentation.
- Use language pragmatically and with precision.
- View successful communication as being tied to the literal meaning of the words.
- Value the process of choosing and interpreting words.
- Require little contextual information about those with whom you are conducting business.
- Value good and precise written and oral communication.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May alienate higher context communicators with your reliance on explicit communication.

- May discover that higher context counterparts feel patronized or insulted by an explicit approach to language.
- May be perceived as cold and indifferent.
- May overlook information conveyed in a non- or extra-verbal manner.

### Recommendations ?

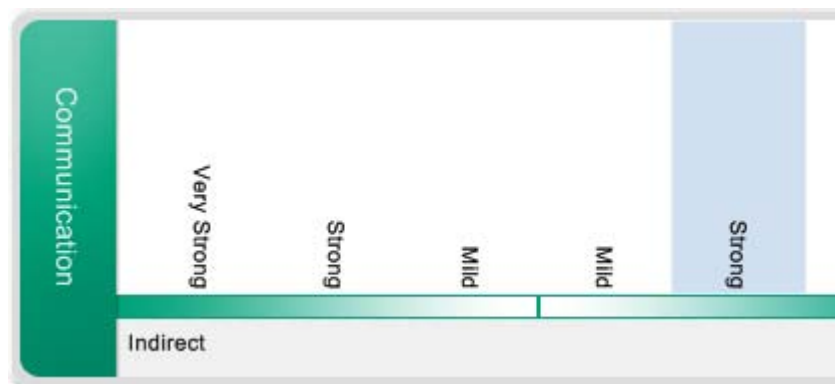
You may need to:

- Be more attentive to nonverbal, extra-verbal and contextual components and assess them for unexpected meaning.
- Acquire an understanding of the symbolic meaning of contextual components operating in a given environment.
- Use more visual cues when communicating with higher context communication.

### Reflections ?



### Direct / Indirect Continuum



Your preference: Direct

**Importance is given to open and direct orientation to communication.**

### Personal Preference

You tend to handle conflict in a direct and explicit manner. You generally see conflict as impersonal issues that need to be addressed openly and face-to-face to reach resolution. You believe that conflicts can be positive and constructive and that most can be resolved through direct communication. Generally, you are not deeply disturbed when tension runs high. You appreciate direct communication and bringing contentious issues into the open. For you, direct conflict management is linked to the notion of honesty and trustworthiness.

The stronger this orientation is, the more you may tend to:

- Handle conflict in a direct and explicit manner.
- View conflict situations as impersonal issues that need to be approached through direct communication for resolution.
- View conflicts as positive and constructive, seeing open conflict as constructive.
- Link direct conflict management with honesty and trustworthiness.

### Common Challenges

When this orientation is strong or very strong, you:

- May not be sufficiently attuned to situations in which it is inappropriate to confront people directly or openly.
- May be perceived by indirect communicators as insensitive and insulting.
- May underestimate the deep sense of embarrassment that direct confrontation of presumably contentious issues might arouse.
- May feel comfortable giving people feedback shortly after a given task or project.

### Recommendations

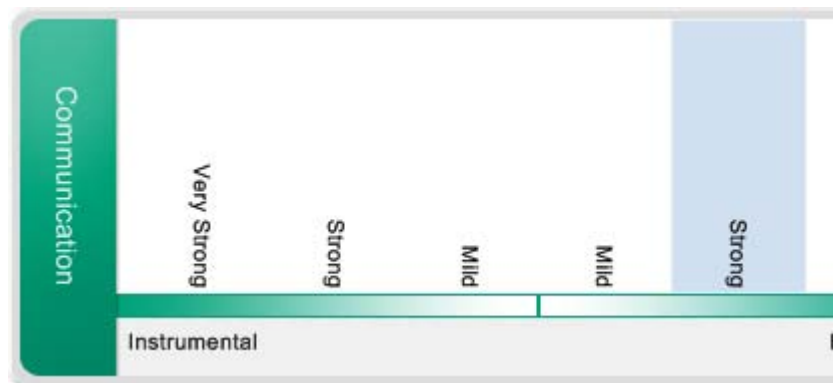
You may need to:

- Avoid confronting business associates who are embarrassed by confrontation.
- Increase your awareness of the situational appropriateness of direct conflict resolution.
- Familiarize yourself with the indirect conflict resolution strategies used and preferred by indirect communicators.

### Reflections



## Expressive / Instrumental Continuum



### Your preference: Expressive

Importance is given to displaying emotions and demonstrating communication.

#### Personal Preference ?

As an expressive communicator, you value demonstrative expression as an emotional experience for you. Emotional expression and convincing and persuading people with whom you work to adopt important for you to see emotional responses to work issues by superiors. You expect both positive and negative emotions to occur and may even require a constant ebb and flow of emotion in order to be quite animated in your use of words and body language and in your contact with others. You evaluate the credibility and trustworthiness of partners based on their display of human qualities, which you display and expression of emotions. Style and eloquence may be important. You may feel that the display of your personal and professional qualities and your ability to express ideas and opinions artfully through the

allegories. Your favorable evaluation of others may be linked to your impression of their sophistication.

The stronger this orientation is, the more you may tend to:

- Value demonstrative expression in the workplace.
- View expression and expressiveness as playing an integral role in persuasion.
- Expect positive and negative emotions to run high in the workplace.
- Be quite animated in your use of words and body language.
- Evaluate the credibility and trustworthiness of coworkers and business partners based on the display of human qualities.
- See the display of your personal and professional competence as contingent on your ability to relay ideas artfully.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May suffer loss of credibility by those who evaluate it based on a non-expressive style.
- May find that your need for expressiveness and open display of emotions may frustrate and demoralize coworkers who are less expressive in their communication.
- May be judged as unprofessional by coworkers with a different orientation.

### Recommendations ?

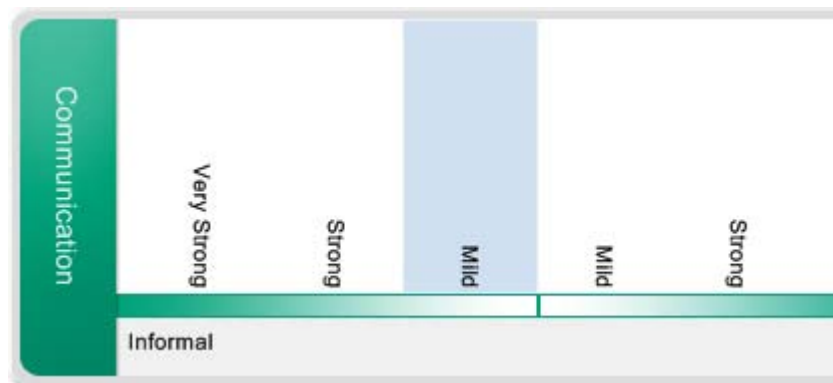
You may need to:

- Accept emotional detachment in others and adjust levels of eloquence and expressiveness to an acceptable threshold for those around you.
- Restrain your need for physical contact in the workplace.
- Find outlets for your emotions outside the workplace, if they are not acceptable in the workplace.
- Tone down the use of emotion in presentations, meetings, or one-on-one communication.

### Reflections ?



## Formal / Informal Continuum



### Your preference: Informal

Importance is given to dispensing with ceremony and protocol.

#### Personal Preference ?

You value casual, relaxed and friendly conduct in the workplace that observing etiquette, decorum, and tradition establishes a barrier between people. For you, credibility, trustworthiness and sincerity are important. You have a jovial style. You see formalities, social conventions, and customer service as insurmountable barriers to good communication and solving problems. You prefer informal situations and feel alienated and excluded by those who insist on formality through the use of rules and decorum. You may feel uncomfortable with strict customs and rituals. You tend to value a free, open, and unceremonious style. You emphasize flexibility and spontaneity and an appearance of informality in a business relationship.

The stronger this orientation is, the more you may tend to:

- Value casual, relaxed and friendly conduct in the workplace.
- View etiquette, decorum and tradition as obstacles in developing relationships.
- Link credibility and trustworthiness to a casual and friendly style.
- View formalities and social conventions as barriers to effective communication.
- Be uncomfortable in formal situations and excluded by those who follow more traditional conventions.
- Value a free and uncensored flow of opinions and thoughts.
- Emphasize flexibility, spontaneity and basic equality between the people in the relationship.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May be perceived as rude or disrespectful by those who value formal communication.
- May have difficulty setting up effective communication with those whom professional conventions are essential.
- May inadvertently and inappropriately transgress relationship boundaries (e.g., address a business associate as if he/she were a close friend).

### Recommendations ?

You may need to:

- Increase your comfort level with formality and social distance.
- Understand the value of formal behavior in a business setting.
- Familiarize yourself with the rules of etiquette and protocol in particular situations.

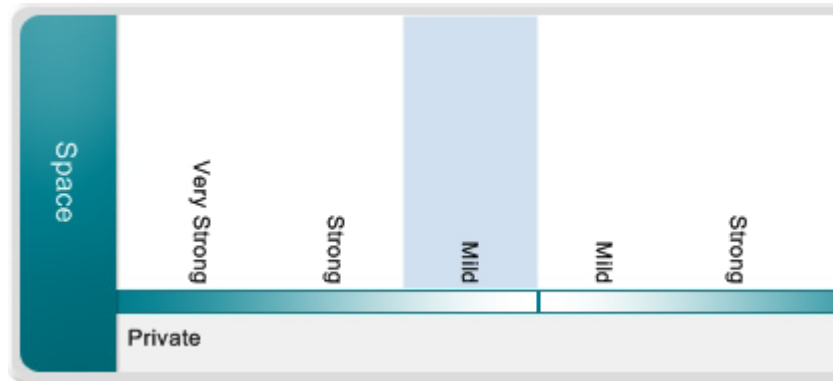
### Reflections ?

◀
▶

## Space

How individuals demarcate their physical and psychological space.

### Private / Public Continuum



### Your preference: Private

Importance is given to distance between individuals.

#### Personal Preference ?

Private-space cultures may place distance between people through separate offices, or the size of the room. Private-space cultures may prefer meetings with minimal interruptions. People prefer to stand farther apart during conversation. Private space-oriented people prefer a task-oriented approach to communicating with others and select locations that enhance their ability to reach agreement. The use of technology for communication may be preferred for sharing information across long distances. Private-space cultures may favor centralization and empowerment of individuals because management activities of subordinates who are separated. Private and public space orientations lead to a distinction between what information can be shared or not shared. People with a private-space orientation tend to share information less frequently. Spaces that separate people and job tasks may lead to less information sharing, especially if connected electronically.

The stronger this orientation is, the more you may tend to:

- Place distance between people through separate offices, separate rooms, or the size of the room which may lead to less information sharing.

- Emphasize closed door meetings with minimal interruptions.
- Expect the use of technology for sharing information across long distances.
- Require more decentralization and empowerment of individuals because you cannot supervise the daily activities of subordinates who are separated by location and geography.
- Share information only if necessary.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May appear shy, withdrawn or disinterested.
- May seem unfriendly and lacking energy.
- May be perceived as inaccessible and/or secretive by coworkers.

### Recommendations ?

You may need to:

- Stop yourself from expressing frustration and anger when coworkers enter your space.
- Feel more comfortable in social situations and public environments.
- Be less concerned with the possible negative social consequences of your actions.
- Learn to disclose information more freely and openly when appropriate.
- Establish a greater comfort level with physical contact and proximity to others.

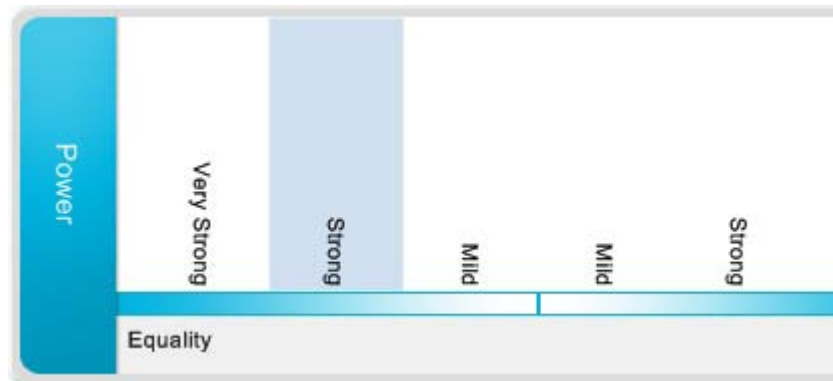
### Reflections ?



Power

## How individuals view differential power relationships.

### Hierarchy / Equality Continuum



### Your preference: Equality

Importance is given to the minimization of power structure.

#### Personal Preference ?

You assume that everyone has the same essential value, right? You tend to downplay, minimize or even hide economic and social differences in your personal life. It is important to you that everyone is included. You tend to be sensitive to the needs of everyone in a given situation. You may bypass formal lines of authority in order to get things done. You may be uncomfortable with official titles and forms of address that reinforce hierarchical structures. You prefer to work within a "flat" organizational structure.

The stronger this orientation is, the more you may tend to:

- Assume that everyone has the same essential value right
- Downplay, minimize or even hide economic and social differences in your personal life.
- Value inclusion and sensitivity to everyone's needs in a given situation.
- Feel it is acceptable to bypass formal lines in order to accomplish a task.
- Be uncomfortable with official titles and forms of address that reinforce hierarchical structures.
- Prefer to work in a flat organizational structure.

#### Common Challenges ?

When this orientation is strong or very strong, you:

- May not notice that others expect you to maintain a 'power distance.'
- May cause hierarchy-oriented individuals to interpret your behavior as 'fra'
- May be perceived as lacking a clear understanding of your status and role social graces.
- May create great conflict in hierarchy-oriented individuals who report to y understand your attempts to 'empower' them.
- May have difficulty assuming a position of status and authority even when you.

### Recommendations ?

You may need to:

- Respect authority with deference based on position, social level and education.
- Develop an understanding of the role that status and hierarchy individuals play in organization.
- Learn the markers of power, status and associated behaviors that operate in hierarchy-oriented environments.
- Internalize a sense of propriety and timing when voicing personal opinions.

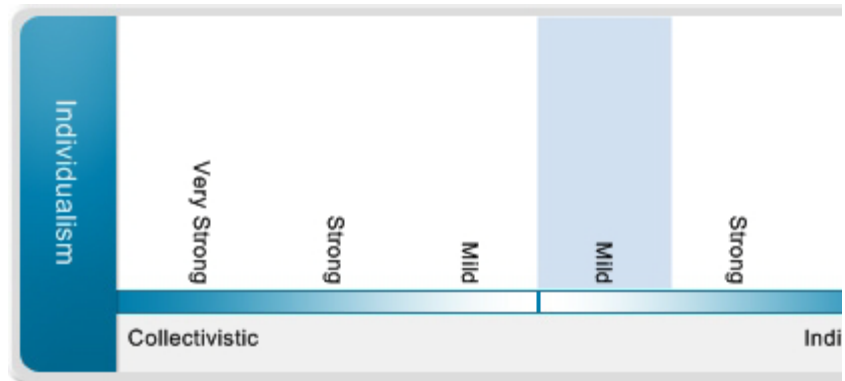
### Reflections ?



## Individualism

How individuals define their identity.

Individualistic / Collectivistic Continuum



## Your preference: Individualistic

Importance is given to independence.

### Personal Preference ?

You are driven and motivated primarily by your own personal potentials. You make decisions and take action according to your wishes and judgment. You require and expect your environment to provide you with a great degree of personal choice. You expect every individual to be primarily driven by their own interests, reach their goals and meet their needs. You value personal achievements and you expect to be recognized and rewarded for your achievements. You value and admire self-driven, determined and self-motivated people.

The stronger this orientation is, the more you may tend to:

- Be driven and motivated by your own interests, accomplishments, and goals.
- Make decisions based on what is most beneficial for you.
- Expect your environment to provide you with a great degree of personal choice.
- Embrace conflict as a way for you to assert your personal interests.
- Value personal independence, prize individual achievements, and expect to be recognized and rewarded for them.
- Admire people that are self-driven, determined, and self-motivated.

### Common Challenges ?

When this orientation is strong or very strong, you:

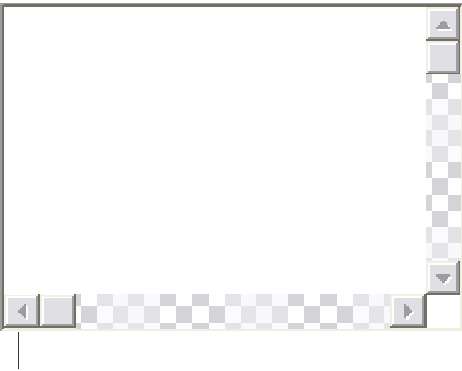
- May seem selfish and inconsiderate of others.
- May often underestimate the need for groups to process information.

- their productive potential.
- May experience difficulties working effectively in teams.
- May alienate others who are primarily motivated by collaborative efforts.
- May become frustrated by an absence of choices.

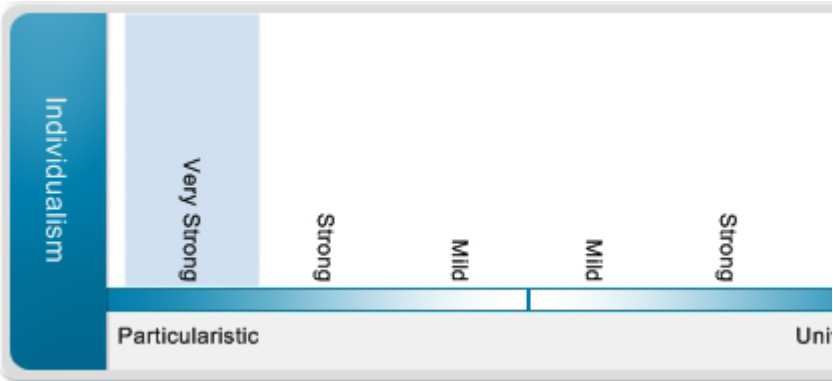
**Recommendations ?**

- You may need to:
- Consider the impact of your decisions and actions on others in the work e
  - Understand the needs of those who identify with and are motivated by co
  - Increase tolerance for situations in which individual choices are absent an  
determined.
  - De-emphasize self-interests and consider the importance of group or team

**Reflections ?**



**Universalistic / Particularistic Continuum**



## Your preference: Particularistic

Importance is given to emphasizing differences and uniqueness.

### Personal Preference ?

Your sense of obligation centers primarily around your family and social network and a sense of your own uniqueness. Trust in and obligation to those in your network influence your decisions. You are very loyal to the people in your network and expect loyalty in return. You may respect formal rules and procedures for conduct but tend to tailor them to you. You value and encourage uniqueness and the careful consideration of particular circumstances. You tend to view norms, rules, and procedures as expressions of intent and loose guidelines, but you may not feel bound by them. You value the ability to adapt your approach to the requirements of the situation.

The stronger this orientation is, the more you may tend to:

- Feel a sense of obligation primarily to your family and social network.
- Have a strong sense of your own uniqueness.
- Determine your decisions based on trust and obligation to those in your network.
- Be very loyal to the people in your network and expect loyalty in return.
- Respect formal rules and procedures for conduct but assert that they do not apply to you.
- Value and encourage uniqueness and the careful consideration of particular circumstances.
- View norms, rules and procedures as expressions of intent and loose guidelines.
- Value the ability to adapt your behavior and approach to the requirements of the situation.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May be perceived as obstructionist because of your refusal to comply with universalistic standards.
- May be viewed as eccentric by people who are universalistic in orientation.
- May be seen as showing favoritism if you change or bend the rules for particular people.
- May be regarded as unfair by those who do not share your orientation.

### Recommendations ?

You may need to:

- Place trust in standards, procedures and rules.
- Meet the interactive needs of those who require an affirmation of uniformity.

- formalized problem resolution.
- Operate according to rules in a universalistic business environment.

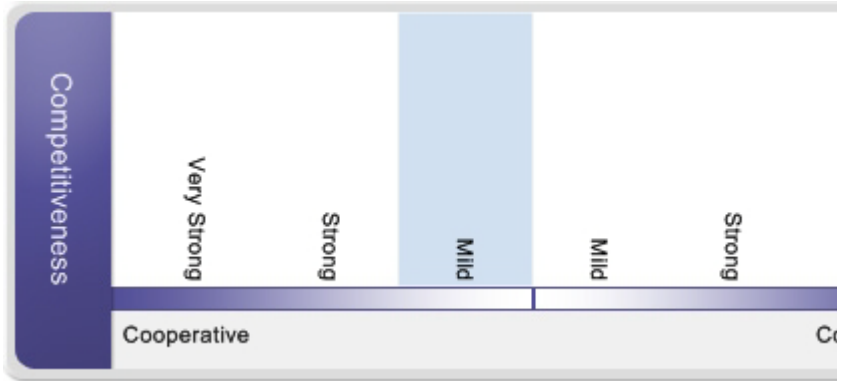
**Reflections** ?



**Competitiveness**

How individuals are motivated.

Competitive / Cooperative Continuum



**Your preference: Cooperative**

Importance is given to quality of life, interdependence and

**Personal Preference** ?

You seek harmonious and mutually supportive, even familial, relationships with family, friends, and coworkers; you expect to build strong and trusting relationships; you value and maintain and nurture long-term relationships built on trust. You

group-oriented and place great value on conforming with established norms, p  
procedures.

The stronger this orientation is, the more you may tend to:

- Seek and expect to build harmonious and mutually supportive relationships  
and coworkers.
- See long-term relationships that are maintained and nurtured as important.
- Be strongly team- and group-oriented and place great value on conforming  
norms, patterns and procedures.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May avoid openly competitive and aggressive situations.
- May be easily discouraged by colleagues who see you as competition for t
- May be perceived as lacking self-confidence and conviction by individuals  
orientation.

### Recommendations ?

You may need to:

- Make decisions without building consensus first, when warranted.
- Express yourself in ways that communicate self-confidence.
- Enter into competitive situations more easily.
- Define your personal, goals and ambitions before entering a competitive  
environment.

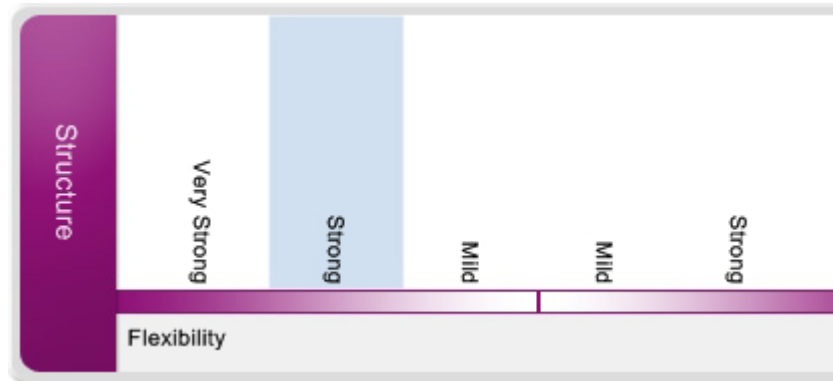
### Reflections ?



## Structure

How individuals approach change, risk, ambiguity and uncertainty.

### Order / Flexibility Continuum



### Your preference: Flexibility

Importance is given to receptivity to new people and ideas.

#### Personal Preference ?

You expect the conditions of your work to change and are willing to adjust your goals and priorities accordingly. You value innovative and unconventional methods and are open to new behavior patterns. You tend to view change and risk as opportunities and are not threatened by shifting parameters or unpredictable and uncertain situations. You are comfortable in situations that require you to take risks, improve yourself, and strive for innovation and adaptability.

The stronger this orientation is, the more you may tend to:

- Expect the conditions of your work to change.
- Value innovative and unconventional methods.
- Be comfortable with tasks that require you to take risks and embrace change as an opportunity for growth.
- Strive for adaptability and innovation.
- Be open to new behavior patterns.

#### Common Challenges ?

When this orientation is strong or very strong, you:

- May strongly resist settling into routines and structures and underestimate team- and group-oriented situations.
- May be perceived as insensitive to the profound stress that change and order-oriented individuals.

### Recommendations ?

You may need to:

- Be more comfortable with ordered and structured environments.
- Understand the need for stability and predictability in order-oriented individuals require more time and preparation in order to make change and innovation.
- Lower expectations for quick-paced change when working with order-oriented individuals.
- Accept the status quo when it is advisable or beneficial for you.

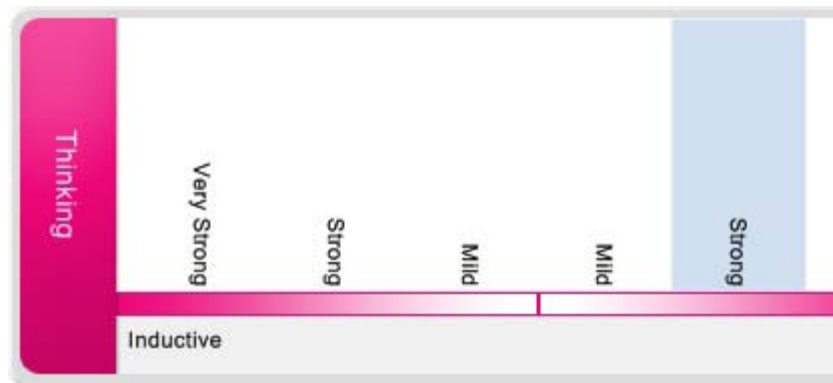
### Reflections ?



## Thinking

How individuals conceptualize.

Deductive / Inductive Continuum



## Your preference: Deductive

Reasoning based on theory and logic.

### Personal Preference ?

You focus primarily on theories, abstract concepts, and principles in a given situation. In other words, your thinking moves from the general to the specific. You evaluate the quality and soundness of a presentation or a proposal based on the principles upon which they rest. You get frustrated when the conceptual foundation is not well developed. You tend to scrutinize and debate conceptual frameworks and key principles, rather than applying them to individual situations. In addition, you frequently discuss and discuss the underlying principles and theories rather than scenarios.

The stronger this orientation is, the more you may tend to:

- Focus primarily on theories, abstract concepts and principles in a given situation.
- Evaluate the quality and soundness of a presentation and proposal based on the principles upon which they rest.
- Get frustrated when the conceptual foundation is not well developed.
- Scrutinize and debate conceptual frameworks and key principles, rather than applying them to individual situations.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May be perceived as unrealistic or lost in conceptualization.
- Others may not value this orientation.

- May frequently introduce new ideas by outlining and discussing the underlying theories, rather than their application to particular situations.
- May ignore significant particulars in order to 'fit' data to a theory.
- May be perceived as dogmatic and inflexible by inductive thinkers.

### Recommendations ?

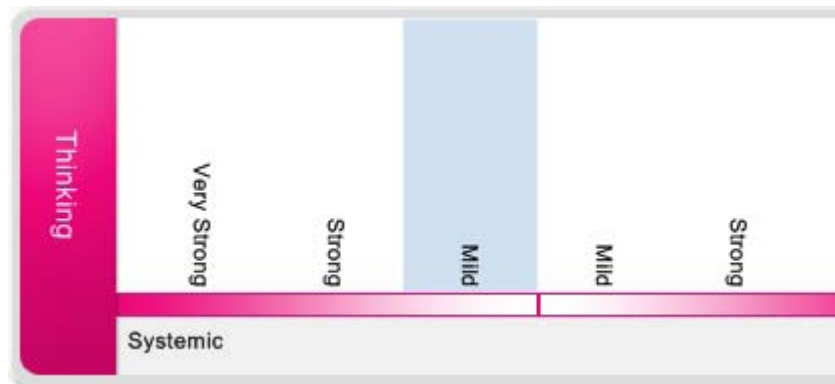
You may need to:

- Resist 'fitting' data to a theory.
- Pay greater attention to detail.
- Focus on the application and implementation of concepts and models.
- Learn to value case studies and anecdotes when important.

### Reflections ?



### Linear / Systemic Continuum



Your preference: Systemic

**Importance is given to an analysis focusing on the larger picture.**

### Personal Preference ?

You prefer to approach questions and problems from a broad, "big picture" perspective and focus on relationships between concepts or components of a situation. In order to accept a proposition or argument, you point out the likely impact and effect of the proposition. You prefer a synthetic pattern of thinking. Being mindful of the complexity and interrelatedness of issues is a hallmark of realism for you. You tend to find a linear orientation to thinking as reductionist and naive.

The stronger this orientation is, the more you may tend to:

- Focus on relationships between concepts or components of a situation.
- Point out the likely impact and effect of a proposition or argument on relationships. Use a synthetic method of persuasion.
- Prefer a synthetic pattern of thinking.
- Be mindful of the complexity and interrelatedness of issues.
- Find a linear orientation to thinking as reductionist and naive.

### Common Challenges ?

When this orientation is strong or very strong, you:

- May tend to present issues in a complex way that can seem clumsy and difficult for individuals with a linear orientation.
- May overemphasize the 'big picture' and overlook the important details.
- May feel stifled or paralyzed by the complexity of issues before you.

### Recommendations ?

You may need to:

- Develop greater appreciation for and patience with a linear approach.
- Develop a more analytical approach to conceptualization.

### Reflections ?



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