

BEHAVIOUR UNDER PRESSURE – COLLEAGUE VIEW

COLLEAGUE'S NAME:

YOUR NAME:

INSTRUCTIONS: Please study the eleven factors below. Choose up to three of the eleven factors that you have observed in your colleague. Next place a tick in the box on the left of the chart to indicate your opinion. You are allowed no more than three ticks.

TICK	MOVING AWAY FROM OTHERS	Behaviour when NOT under pressure	Behaviour when under stress
	Enthusiastic > Excitable	Develops strong enthusiasms for people and projects. Enjoys a combination of routine mixed with change and variety. Has high standards and expectations about what is wanted. Can be changeable in mood.	Volatile – 'I can get angry quickly.' Easily Disappointed – 'Few people have met my expectations.' No Direction – 'Sometimes I am not sure what I really believe.'
	Shrewd > Sceptical	Alert for signs of deceit and will act if wrongly treated. Difficult to fool, alert and well tuned into the politics of the organisation. Adept at picking up inconsistencies in arguments. Encourages others to justify and think about their actions.	Cynical – 'When someone does me a favour, I wonder what he/she wants.' Mistrusting – 'People who are in charge will take advantage of you if you let them.' Grudges – 'There are some people I will never forgive.'
	Careful > Cautious	Very careful not to make mistakes and be criticised. A good corporate citizen who likes to stick to the rules. Values tried and tested procedures. Likes order and predictability. Gracious and obliging, unlikely to cause problems at work. Not ambitious.	Avoidant – 'I feel awkward around strangers.' Fearful – 'People sometimes think I am timid.' Unassertive – 'People tell me I'm not assertive enough.'
	Independent > Reserved	Self-sufficient, unafraid of rejection or confrontation. Able to concentrate on the job in hand, without being influenced by others' emotions and concerns. Forthright and willing to speak out. Does not need praise to keep working.	Introverted – 'I consider myself a loner.' Unsocial – 'I prefer to keep people at a distance.' Tough – 'Other people's problems don't concern me.'
	Focussed > Leisurely	Likes to work according to own standards and timetable. Obliging and pleasant to colleagues while able to remain focussed. Sticks to own agenda without being swayed by others. Can maintain sociability even when things bother them and while resisting being diverted from their schedule.	Passive Aggressive – 'I sometimes put off doing things for people I don't like.' Unappreciated – 'People at work expect me to do everything.' Irritated – 'It irritates me to be interrupted when I am working on something.'
	MOVING AGAINST OTHERS	Behaviour when NOT under pressure	Behaviour when under stress
	Confident > Bold	Communicates competence, talent, and achievement. Charismatic, able to make good first impression. Socially confident, energetic, and pleased to take the lead. Self-assured and focussed on achieving great things. Maintains courage of convictions.	Entitled – 'I would never take a job that is beneath me.' Overconfident – 'I do many things better than almost everyone I know.' Fantatised Talent – 'I was born to do great things.'
	Charming > Mischievous	Friendly, fun loving and insightful with good social skills. Decisive, spontaneous, and proactive. Good fun and makes light of things. Impresses others as composed in most situations. Will not dwell on past mistakes and has confidence to take risks and undertake new ventures.	Risky – 'I try things that other people think are too risky.' Impulsive – 'I often do things on the spur of the moment.' Manipulative – 'When I want to get my way, I know how to "turn on the charm".'
	Vivacious > Colourful	Good public speaker who enjoys selling their vision. Not necessarily outgoing, but can create an aura, making strong first impression, doing well at influencing others. Can maintain social composure and inspire colleagues. Entertaining and attractive personality who needs the limelight.	Public Confidence – 'In a group, I am often the centre of attention.' Distractable – 'I like to have several things going on at the same time.' Self-Display – 'I sometimes dress to stand out from the crowd.'
	Creative > Imaginative	Entertaining and creative, with striking thoughts and actions. Appears insightful and a major source of innovation for the organisation. Imaginative, brimming with ideas and business solutions. Able to think outside the box and at a tangent.	Eccentric – 'People describe me as unconventional.' Sensitivity – 'I sometimes feel I have special talents and abilities.' Creative Thinking – 'Many of my ideas are ahead of their time.'
	MOVING TOWARDS OTHERS	Behaviour when NOT under pressure	Behaviour when under stress
	Conscientious > Diligent	Conscientious, orderly with attention to detail. Organised and hardworking. Will take on a lot and be thorough in execution. High standards about own work and that of others. Well-prepared and well-organised. Can spot errors and omissions.	Standards – 'I have high standards for my performance at work.' Perfectionistic – 'I tend to be a perfectionist about my work.' Organised – 'I am fussy about schedules and timing.'
	Amicable > Dutiful	Keen to please. Will defer judgement to maintain an amicable relationship. Pleasant, agreeable and accepted by others as a team player. Polite and approachable, especially easy to get on with. Very good at creating axis with boss.	Indecisive – 'On important issues, I dislike making decisions on my own.' Ingratating – 'There is nothing wrong with flattering your boss.' Conforming – 'I take pride in being a good follower.'