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## **JOHN Q. PUBLIC**

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**This Workbook contains the following topic(s):**

**How to manage him/her**  
**His/Her management style**  
**His/Her leadership style**  
**How he/she seeks to influence others**  
**How he/she incentivizes others**  
**How to incentivize him/her**  
**Motivating for best performance**  
**Organizational strengths**  
**How he/she "fits in" organizationally**  
**The effect of interests on work**  
**Career focus**  
**How he/she approaches job interviews (alpha)**  
**His/Her limitations**  
**His/Her possible ineffective tactics in meetings**  
**Your job search**

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# What's in this Workbook

<a href="#"><u>About this Dynamas Dialog Workbook</u></a> .....	1
<a href="#"><u>Topic 1: How to manage him/her</u></a> .....	2
<a href="#"><u>About this Topic</u></a> .....	2
<a href="#"><u>JOHN Q. PUBLIC: Topic 1: How to manage him</u></a> .....	3
<a href="#"><u>Topic 2: His/her management style</u></a> .....	4
<a href="#"><u>About this Topic</u></a> .....	4
<a href="#"><u>JOHN Q. PUBLIC: Topic 2: His management style</u></a> .....	5
<a href="#"><u>Topic 3: His/her leadership style</u></a> .....	6
<a href="#"><u>About this Topic</u></a> .....	6
<a href="#"><u>JOHN Q. PUBLIC: Topic 3: His leadership style</u></a> .....	7
<a href="#"><u>Topic 4: How he/she seeks to influence others</u></a> .....	8
<a href="#"><u>About this Topic</u></a> .....	8
<a href="#"><u>JOHN Q. PUBLIC: Topic 4: How he seeks to influence others</u></a> .....	9
<a href="#"><u>Topic 5: How he/she incentivizes others</u></a> .....	10
<a href="#"><u>About this Topic</u></a> .....	10
<a href="#"><u>JOHN Q. PUBLIC: Topic 5: How he incentivizes others</u></a> .....	11
<a href="#"><u>Topic 6: How to incentivize him/her</u></a> .....	12
<a href="#"><u>About this Topic</u></a> .....	12
<a href="#"><u>JOHN Q. PUBLIC: Topic 6: How to incentivize him</u></a> .....	13
<a href="#"><u>Topic 7: Motivating for best performance</u></a> .....	14
<a href="#"><u>About this Topic</u></a> .....	14
<a href="#"><u>JOHN Q. PUBLIC: Topic 7: Motivating for best performance</u></a> .....	15
<a href="#"><u>Topic 8: Organizational strengths</u></a> .....	16
<a href="#"><u>About this Topic</u></a> .....	16
<a href="#"><u>JOHN Q. PUBLIC: Topic 8: Organizational strengths</u></a> .....	17
<a href="#"><u>Topic 9: How he/she "fits in" organizationally</u></a> .....	18
<a href="#"><u>About this Topic</u></a> .....	18
<a href="#"><u>JOHN Q. PUBLIC: Topic 9: How he "fits in" organizationally</u></a> .....	19
<a href="#"><u>Topic 10: The effect of interests on work</u></a> .....	20
<a href="#"><u>About this Topic</u></a> .....	20
<a href="#"><u>JOHN Q. PUBLIC: Topic 10: The effect of interests on work</u></a> .....	21
<a href="#"><u>Topic 11: Career focus</u></a> .....	22
<a href="#"><u>About this Topic</u></a> .....	22
<a href="#"><u>JOHN Q. PUBLIC: Topic 11: Career focus</u></a> .....	23
<a href="#"><u>Topic 12: How he/she approaches job interviews (alpha)</u></a> .....	25
<a href="#"><u>About this Topic</u></a> .....	25
<a href="#"><u>JOHN Q. PUBLIC: Topic 12: How he approaches job interviews (alpha)</u></a> .....	26

# What's in this Workbook

<b><u>Topic 13: His/Her limitations</u></b> .....	<b>27</b>
<u>About this Topic</u> .....	27
<u>JOHN Q. PUBLIC: Topic 13: His limitations</u> .....	28
<b><u>Topic 14: His/Her possible ineffective tactics in meetings</u></b> .....	<b>29</b>
<u>About this Topic</u> .....	29
<u>JOHN Q. PUBLIC: Topic 14: His possible ineffective tactics in meetings</u> .....	30
<b><u>Topic 15: Your job search</u></b> .....	<b>31</b>
<u>About this Topic</u> .....	31
<u>JOHN Q. PUBLIC: Topic 15: Your job search</u> .....	32
<b><u>An Action Plan</u></b> .....	<b>33</b>

# About this Dynamas Dialog Workbook

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## Instructions

### 1. Use the Workbook with another person

The Workbook is designed to be used by two or more people working together. Please don't use it on your own -- you will not get the full benefit of the Workbook if you try to use it by yourself.

### 2. Work with one Topic at a time

If your Workbook contains more than one Topic, work with each Topic separately. Don't try to deal with more than one Topic at a time.

### 3. How to work with each Topic

- For each Topic, find the page that describes you.
- There are checkboxes next to each statement that describes you. Next to each statement is a checkbox. Find two or three statements that you feel best describe you. Put a check in the checkbox next to each of those statements.
- Wait till your Partner(s) have done the same.
- Now take turns telling your Partner(s) why you chose the statements you chose. Tell your Partner(s) why you chose those statements. Let your Partner(s) do the same.
- Now you can discuss the statements you chose. How do the statements affect the way you relate to your Partners? For each Partner, how do the statements that he/she chose affect their relationships with you? Do the statements suggest what your strengths may be? Do they suggest why you might have problems with your Partner(s) from time to time? Are there any changes that you and your Partner(s) could make as a result of your discussions? What might you and your Partner(s) do differently in the future? How can these statements, and your discussions, help you meet your joint goals?
- When you have concluded your discussions, *write what you have learned and what you intend to do in your Action Plan (the last page of this Workbook).*

# Topic 1: How to manage him/her

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## About this Topic

This topic describes the best way to manage the respondent.

Different respondents may receive different numbers of statements for this topic. Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

# JOHN Q. PUBLIC: Topic 1: How to manage him

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- [ ] Be direct and straightforward
  - [ ] Don't force group interaction on him constantly
  - [ ] Be sure he sees you as a natural authority figure, if he is to avoid the temptation to overstep his bounds
  - [ ] Offer challenging assignments; be aware of his tendency to blame himself for failures
  - [ ] Don't distract him with multiple concerns if it can be avoided
  - [ ] Offer him opportunities to express his individuality
- 

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Dynamas knows [the way to manage key people](#). Details from your consultant -- contact information is above

## Topic 2: His/her management style

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### About this Topic

This topic describes the respondent's distinctive style of management.

Different respondents may receive different numbers of statements for this topic. Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

The topic focuses as much as possible on the *distinctive* aspects of the respondent's management style. In particular, a statement will appear where the respondent appears to have management strengths that might not be apparent from his general behavior style. For example, a manager might have a detailed financial orientation, even though in general terms she looks more like a strategic thinker. It's these characteristics that are the hardest to discover in respondents, and yet they can be the key to success in certain areas of management.

The focus of this topic is the way the respondent relates to the organization as much as the way he/she relates to other people.

## JOHN Q. PUBLIC: Topic 2: His management style

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Shows evidence of being a management generalist rather than a specialist in any particular area
  - Unorthodox or less effective in operational roles
  - Thinks more like an accountant than other managers who share his general style
  - Looks more like an expert who works alone or heads up a small team, rather than the classic manager
- 

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Dynamas can tell you [how an adolescent child sees its parents](#) -- ask your consultant for details. Contact information is above

## Topic 3: His/her leadership style

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### About this Topic

This topic describes the leadership style of the respondent.

Different respondents may receive different numbers of statements for this topic. Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

This report describes those aspects of the respondent's leadership style that are likely to be distinctive. Leadership characteristics that are seen in the majority of leaders are not mentioned.

## JOHN Q. PUBLIC: Topic 3: His leadership style

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- [ ] An unselfconscious leader, direct and to the point, who prefers you to be frank with him
  - [ ] Strongly directive and commanding, needing to see a similarly authoritative figure in you
  - [ ] Self-demanding as a leader and also demanding of others, including you
  - [ ] A reflective leader, at home in ambiguous or complex situations
- 

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# Topic 4: How he/she seeks to influence others

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## About this Topic

This topic describes how the respondent seeks to influence others.

Different respondents may receive different numbers of statements for this topic. Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

# JOHN Q. PUBLIC: Topic 4: How he seeks to influence others

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

## *Effective approach*

- Talks directly to people in one-on-one encounters, believing that this demonstrates his respect for them
- Believes that outlining a structured plan and getting others to buy into it is the most effective approach
- Uses his natural authority to command the attention and agreement of others
- Likes to appeal to others' competitive natures by emphasizing individual as well as team benefits that may result from people's acceptance of his ideas
- Tends to offer an idea in terms of key actions steps and seeks agreement on those
- Presents ideas that may be more ambitious by emphasizing their demanding nature
- Likes to emphasize a variety of approaches to and benefits of the idea he is promoting
- Attempts to inspire others by out-of-the-box thinking and promoting more unusual ideas

## *Less effective approach*

- Can fail to realize when he has alienated others by being too direct and forthright
- In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it
- Can see disagreement as a challenge to his authority: can become domineering, seeing criticism as a threat to his "turf" or personal authority
- Can be seen by others as more interested in establishing a competitive environment than a team atmosphere
- Can be over-demanding of himself and others: inclined to under-estimate the extent to which others are intimidated by lofty goals
- Can let his attention wander: inclined to follow others' focus on side issues, to the detriment of the main idea
- Can sometimes increase other people's resistance by being too unorthodox

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What's the best way to [talk to that important person](#)? Ask your Dynamas consultant for more details: [contact information is above](#)

# Topic 5: How he/she incentivizes others

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

## JOHN Q. PUBLIC: Topic 5: How he incentivizes others

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Tends to tell people forthrightly what he thinks is their value
  - More at ease when incentives can be determined from some pre-existing remuneration plan
  - Much prefers to recognize achievement with concrete financial rewards
  - Values employees who are busy and seem always to be heavily scheduled
  - Readily rewards those who make truly significant contributions
- 

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How do your [interests affect your work](#)? Your Dynamas consultant can tell you: [contact information is above](#)

# Topic 6: How to incentivize him/her

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

## JOHN Q. PUBLIC: Topic 6: How to incentivize him

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Talk about remuneration privately, not openly
  - Reward only the attainment of demanding, meaningful achievements
  - Unorthodox incentives often work well with him
- 

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Changing careers? [Dynamas can help](#) -- ask your consultant for details. Contact information is above

# Topic 7: Motivating for best performance

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

## JOHN Q. PUBLIC: Topic 7: Motivating for best performance

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Likely to be more self-motivated when he is not made to specialize in a particular area of work
  - Not strongly self-motivated when it comes to hands-on matters
  - Responds readily to opportunities to influence others directly
  - Particularly responsive to situations where he can help others
  - Motivated by tasks involving numbers or statistics
  - Prefers direct, no-nonsense instructions and encouragement
  - Is most self-motivated when allowed some time to work alone or with a very small group
  - Most effective when directed by someone he sees as a natural authority figure
  - Often rises well to ambitious targets and goals
  - Let him concentrate -- don't interrupt if it's avoidable
  - Allow him to be a little unorthodox on occasion
- 

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Dynamas shows you [how people influence others](#). Details from your consultant: [contact information is above](#)

# Topic 8: Organizational strengths

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

# JOHN Q. PUBLIC: Topic 8: Organizational strengths

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Not strongly motivated by operational matters
- 

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How does that manager [incentivize other people?](#) Ask your Dynamas consultant -- contact information is above

# Topic 9: How he/she "fits in" organizationally

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

## JOHN Q. PUBLIC: Topic 9: How he "fits in" organizationally

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Thinks in terms of classic organizational structure; relates well to the formal management structure of the large organization
  - Prefers to manage using a combination of formal management training and field experience; inclined to be doubtful of those who are over-dependent on management theory, or of those whose management background is purely experiential
  - Tends to be motivated primarily by the inherent interest he has in work or in its results, rather than by work for its own sake
  - Can be something of a free-wheeler: tends to base his actions on what benefits the organization or his immediate group rather than on corporately mandated or abstract values
  - Something of a free spirit; may be less predictable than other people in terms of his response to the corporate "line" and more inclined to follow his own way of thinking
- 

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What's the best way to [talk to that important person](#)? Ask your Dynamas consultant for more details: contact information is above

# Topic 10: The effect of interests on work

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

## JOHN Q. PUBLIC: Topic 10: The effect of interests on work

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Has an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
  - Has above-average interest in promoting ideas, products, or services
  - Has an unusual combination of promotional interest and an affinity for number. Might be effective in pre-sales or post-sales work; selling financial products or services; or positions which involve some accounting work with selling activities
  - Brings a level of curiosity -- perhaps an investigative or research focus -- to the work that he does
  - Likely to respond well to positions which involve helping people
  - More interested in work which helps other people than might be suspected from the rest of his interests
  - More attuned to working with numbers than people who share his general interests
  - Not likely to be interested in positions which involve reading or writing
- 

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What's the best way to [talk to that important person](#)? Ask your Dynamas consultant for more details: contact information is above

# Topic 11: Career focus

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

## JOHN Q. PUBLIC: Topic 11: Career focus

	Name	Description	Score
[ ]	<b>Accounting</b>	General accounting, tax accounting, general auditing, controllers	<b>8</b>
[ ]	<b>Knowledge Specialist</b>	Counselors, psychologists, ministers, nursing managers, employee relations, professors, litigation specialists. Managers with high scores are often specialists in some area of expertise and may oversee smaller teams	<b>7</b>
[ ]	<b>Social Service Counseling</b>	Clergy, therapists, counselors, social workers, sociologists, psychologists	<b>6</b>
[ ]	<b>Pre- or Post-Sales, Services</b>	Bank marketing, sales of stocks and bonds, sales of medical services	<b>6</b>
[ ]	<b>Human Relations, Training</b>	Career counselors, HR and employee relations, marketing and advertising, legal assistants and consultants, industrial relations, lobbyists	<b>6</b>
[ ]	<b>Financial</b>	Banking operations, tellers, financial analysts, loan officers, financial officers	<b>6</b>
[ ]	<b>Pre- or Post-Sales, Product</b>	Sales engineers, sales of energy, pharmaceuticals, medical equipment, software; purchasing agents and buyers	<b>6</b>
[ ]	<b>Arts</b>	Visual arts, literary and editorial positions, performing arts, architecture, art sales, travel agents	<b>5</b>
[ ]	<b>Teaching</b>	Teachers, professors, educational administrators	<b>5</b>
[ ]	<b>Administrative Management</b>	Benefits administration, internal auditors, credit administration	<b>5</b>
[ ]	<b>Advocacy/Career Generalist</b>	Lawyers in litigation and business specialties. High scores are also characteristic of respondents who may be generalists, or who may not yet have determined a specific career path	<b>4</b>
[ ]	<b>Health and Wellness</b>	Nutritionists, pharmacists, nurses, physicians, health administrators, clinical scientists	<b>4</b>
[ ]	<b>Direct Sales, Services</b>	Insurance sales, real estate sales, telecommunications sales	<b>4</b>
[ ]	<b>Investigative Research</b>	Environmental workers and specialists, biologists, geologists, chemists, physicists, nuclear scientists	<b>4</b>
[ ]	<b>Delegative Management</b>	Property managers, sales managers, bank managers, controllers, administrators, managers in the entertainment and hospitality areas	<b>4</b>
[ ]	<b>Direct Sales, Product</b>	Sales of merchandise, clothing, costumes, jewelry, appliances, furniture, autos, general retail sales	<b>4</b>
[ ]	<b>Technical Design</b>	Medical technicians, computer analysts, programmers, agriculture, petroleum engineers, production engineers, civil engineers, electrical engineers, chemical engineers, mechanical engineers, research engineers	<b>3</b>

[ ]	<b>Enforcement/Security</b>	Enlisted military, firefighters, paramedics, police	<b>3</b>
[ ]	<b>General Administrative</b>	Receptionists, office clerks, secretaries, administrative assistants	<b>3</b>
[ ]	<b>Maintenance/Operations</b>	Operators in the energy and chemical industries	<b>3</b>
[ ]	<b>Directive Management</b>	Managers of operations, manufacturing, construction, petrochemical plants, telecommunications, utilities, police departments, grocery stores, information centers, and military officers	<b>3</b>
[ ]	<b>Craftsmanship</b>	Operators in manufacturing and construction	<b>3</b>
[ ]	<b>Data Entry</b>	Data entry clerks, bookkeepers, accounting or billing customer service	<b>1</b>

# Topic 12: How he/she approaches job interviews (alpha)

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

# JOHN Q. PUBLIC: Topic 12: How he approaches job interviews

(alpha)

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

## *SECTION A: When he is at his best in the interview*

- Responds directly and unselfconsciously to questions
- Most comfortable when the interview follows a structured format rather than being casual or informal
- Not afraid to express his differences with the interviewer
- Not afraid to discuss remuneration issues, particularly where these are related to competitive achievement
- Likely to come across in the interview process as an energetic candidate
- May appear self-critical during the interview, though this may well be the result of the high standards he sets himself
- May well address two or more topics at the same time during the interview process
- Sometimes has a slightly unorthodox way of looking at things which may become apparent during the interview

## *SECTION B: When he is less at ease in the interview*

- Can be too direct and forthright
- May fail to respond adequately to social cues in the interview process
- May become unexpectedly domineering, particularly if annoyed by some aspect of the interview
- May appear over-eager when money matters are raised
- Can appear too self-critical, and critical of others too, during the interview process
- May start addressing another topic before fully answering the question that was asked
- May sometimes be tempted to say something unconventional when feeling pressured

## *SECTION C: Preparing for the interview*

Practicing with a friend before an interview is an excellent idea. If he does this, he should ask his friend to watch particularly for the potential issues listed here

- He should be prepared to be courteous if the interviewer is attempting to put him at his ease
- He should remember that he may need to show social abilities if there is an interviewing panel or if the interview is conducted in a social setting
- He needs to keep calm even if he feels provoked in some way during the interview process
- He should have a prepared number of personal successes to talk about in the interview, and should avoid getting over-analytical about the questions he is asked
- He should be prepared for an interviewer to ask some unrelated question while he is still answering the previous question
- He should beware of saying something idiosyncratic when he is caught off-guard during the interview

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# Topic 13: His/Her limitations

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

## JOHN Q. PUBLIC: Topic 13: His limitations

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- [ ] Can be unaware of the extent to which he is brusque or dismissive
  - [ ] Can ignore social convention
  - [ ] Becomes domineering, even aggressive
  - [ ] Too tempted by short-term payoffs and by winning at any price
  - [ ] A tendency to over-analyze, blame himself, feel inadequate
  - [ ] Finds it hard to concentrate, is too easily distracted
  - [ ] Too inclined to be different for its own sake
- 

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Changing jobs? Dynamas can tell you [how to do your job search](#). Talk to your consultant: contact information is above

# Topic 14: His/Her possible ineffective tactics in meetings

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

## JOHN Q. PUBLIC: Topic 14: His possible ineffective tactics in meetings

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Can tend to be dismissive of individuals he disagrees with
  - Can be silent during the meeting or refuse to contribute
  - May start to argue loudly, become bossy, even aggressive
  - Wants to win at all costs
  - Can become over-critical of others or accepts an unreasonable degree of responsibility for any problems
  - Can lose focus and bring in irrelevant issues
  - May make unconventional statements or suggestions, sometimes merely for effect
- 

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[How do you see your child? Dynamas can tell you.](#) Talk to your consultant: [contact information is above](#)

# Topic 15: Your job search

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## About this Topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

# JOHN Q. PUBLIC: Topic 15: Your job search

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Read each of the statements carefully, and then check the two or three statements you feel are most significant

## *SECTION 1: Approaching your job search*

- Directly ask those you know for networking contacts
- Use your organizing approach and follow a structured plan as you pursue your job search
- Ideally, find a job that allows you to be competitive and to be paid on results
- If possible, actively start your job search as soon as you can
- You like to push yourself on occasions, and this is a time that such an approach is appropriate
- You'll feel you're achieving most if you pursue several different lines of inquiry at the same time

## *SECTION 2: When the job search becomes stressful*

- Under pressure, you can be a little too terse
- You're tempted to withdraw or hide when things get tough
- You have a tendency to focus too much on what the job pays and not enough on things like work conditions
- You may be inclined to blame yourself for your job loss or for your inability to find another
- You can find it hard to sit still and concentrate on what you committed to do, because it's easier to keep trying something new

## *SECTION 3: Finding and developing a support group and/or process*

- Seek the support of friends who will be direct and forthright with you
- One or two close supporters are more beneficial to you than a group of more casual friends
- Seek the support of people who expect much of you and who understand your self-critical nature
- Stay away from distractions

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# An Action Plan

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All the discussions you have had with your Partner(s), and all the commitments you may have made with respect to changes, will come to nothing unless you create a plan to bring those changes about.

Create your Action Plan by thinking about what you have experienced while working with this information and your Partner(s).

**What have you learned from this experience? What are you going to do differently? How will you *know* you have done what you commit to do here?**