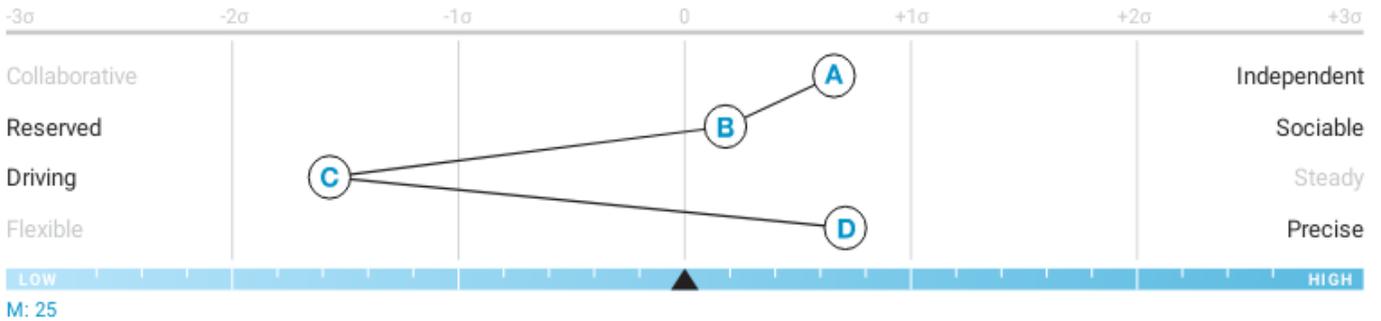


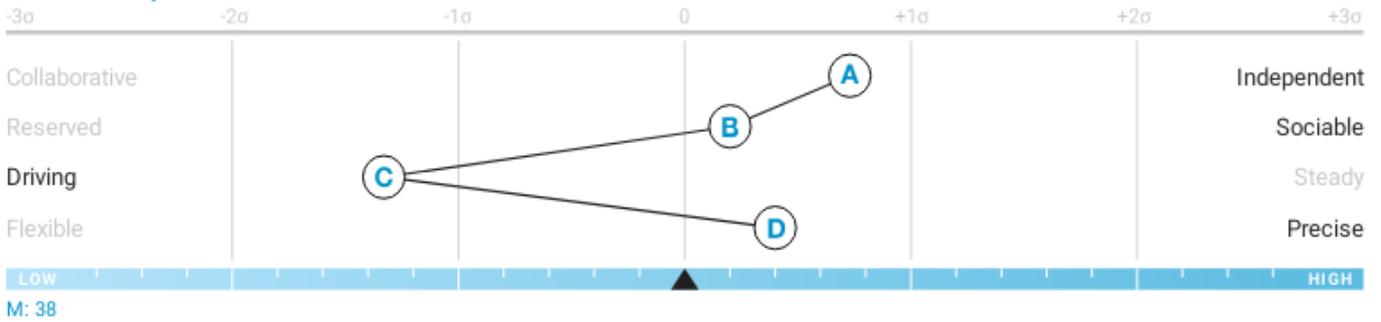
**Controller**

A Controller is detail-oriented and conservative, with a preference for high quality and technical expertise.

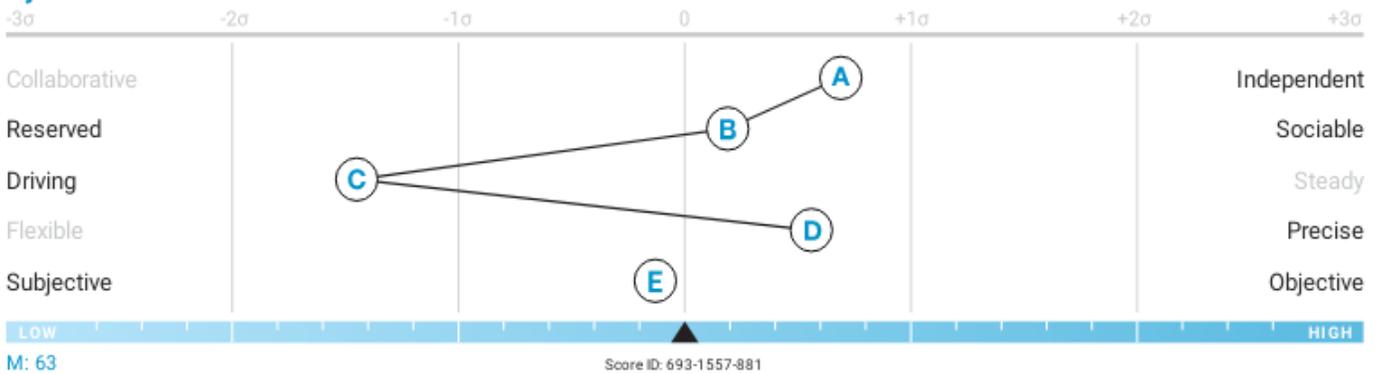
**Self**



**Self-Concept**



**Synthesis**



## Strongest Behaviors

---

### Troy will most strongly express the following behaviors:

- Careful with rules; precise, "by the book", fast-paced, and literal in interpreting rules, schedules and results.
- Detail-oriented and thorough; works to ensure things don't fall through the cracks, and follows up to ensure they're done properly and on time.
- Driven to achieve operational efficiencies: thinks about what needs to be done and how it can be done as fast as possible while maintaining a high-quality outcome. Impatient with routines.
- Proactivity, assertiveness, and sense of urgency in driving to reach personal goals. Openly challenges the world.
- Independent in putting forth their own ideas, which are often innovative and, if implemented, cause change. Resourcefully works through or around anything blocking completion of what they want to accomplish; aggressive when challenged.
- Impatient for results, puts pressure on themselves and others for rapid implementation, and is far less productive when doing routine work.

## Summary

---

Troy is an intense and driving individual with a strong concern for getting work done right and on time. Strongly motivated by a sense of responsibility, they will work rapidly within the framework of established company policies and procedures, referring to these standards for assurance of exactly how things should be done. While the primary focus stays on the tasks at hand, Troy will give some energy to the people and relationships needed to finish.

Functioning within the structure of defined responsibilities and duties, they will be a purposeful, conscientious self-starter, responding positively and actively to both technical and "people" problems with the need to get things done in a timely fashion. Within the range of their training and experience, this individual is a firmly decisive person able to make decisions quickly, to express and act on them with authority, and to share information about them. Decisions will be of a conservative nature, tending to avoid uncertainty and risk, and based on thorough knowledge of all pertinent information, including some input from experts and colleagues.

Working at a faster than average pace, Troy can learn quickly and thoroughly, adapting to new ideas and policies with caution and discretion. They have a strong critical sense and, because of a respect for recognized methods and policies, they'll need to see detailed evidence of the value of change or novelty before accepting it. While conservative, they are respectful of subject matter experts who express ideas in a disciplined manner, and with proof to back them up.

As a communicator, Troy is factual, direct, and authoritative, speaking with precision and, in the event of delays or obstacles, with impatience. Although conveying the purpose and information is the primary concern, they'll have some focus on the audience, and can, at times, soften or adjust styles accordingly. Troy is uncomfortable with repetitive routines, and can handle such routines effectively only as long as they are an occasional aspect of the work.

## Management Style

---

As a manager of people or projects, Troy will be:

- Driven to ensure the team produces exceptionally high quality results in a timely fashion – no exceptions
- Authoritative, fast moving, and decisive when working within their field of expertise and realm of defined responsibilities; Troy will ensure the team is driven to uphold these same standards for quality and timeliness
- Motivated to control and minimize risk by ensuring that the team understands the parameters for success, has a template for validation, and is always thoroughly trained and knowledgeable
- Cautious in delegation; when it is necessary, follow-up will be quick and meticulous ensuring that all procedures have been followed and all standards met
- Formal and organized in approach and communication; presents information to the team and to others in a logical, organized, and well-thought-out manner

## Influencing Style

---

As an influencer, Troy will be:

- Authoritative and assertive when representing ideas or concepts in areas of expertise
- Eager to thoroughly understand any idea or concept before bringing it before others; prefers book knowledge and facts to thinking on the spot or “winging it”
- Focused on the technical aspects of other’s business in order to understand how an idea or concept will solve problems
- Vigilant about implementation details and how they will affect the process; takes on only what can be delivered with certainty
- Better at influencing others about tangible facts than with more abstract concepts or ideas
- Eager to discuss proven successes with their ideas and solutions as solid proof of reliability and integrity.

## Management Strategies

---

To maximize effectiveness, productivity, and job satisfaction, consider providing Troy with the following:

- Opportunity to learn a job thoroughly, with a clear, specific definition of responsibilities and clearly and consistently expressed company policies
- Work that affords variety and a fast pace within areas of expertise
- Some interaction and collaboration with other people, particularly when they’re subject-matter experts who speak with proof and authority
- Responsibility and opportunities to express initiative and competence, with achievement rewarded by company recognition, and gradual broadening of responsibility.