

Collaborative Setting

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Theme	Domain	What CSF Themes Look & Sounds Like In A Collaborative Setting
Achiever	Executing	Looks Like: Always driven and intense about their work. Intolerant of laziness or failure to complete. Sounds Like: "We have a lot of things that need to be accomplished, so let's get to work. I'd rather work alone if working with others slows me down."
Achiever	Executing	
Activator	Influencing	Looks Like: Always eager to get things started. His or her urgency can resemble impatience. Sounds Like: "Let's not over think this project. Let's get going and see what we learn along the way. We might make mistakes, but that's not a problem. We can always change our minds. When can we get started?"
Activator	Influencing	
Adaptability	Relationship Building	Looks Like: He or she is always flying by the seat of their pants. They are aware of what is going on around them and willingly accommodate it. Sounds Like: "I love to encounter things I am not expecting. It makes life interesting. I hate it when every day is the same."
Adaptability	Relationship Building	
Analytical	Strategic Thinking	Looks Like: Always trusts the mind over the heart. He/She demands the facts and discards feelings. Sounds Like: "Before jumping to some emotional conclusion let's take time to look at the numbers. I won't believe it until I see some proof."
Analytical	Strategic Thinking	
Arranger	Executing	Looks Like: This collaborator is always trying to find a better way to do things. For him/her, nothing will be etched in stone.

Arranger	Executing	Sounds Like: "Remember when I told you we were going to do this. I changed my mind. I think doing that will work better? What do you think? If you take this part, I will take that part?" Looks Like: This collaborator is always passionate and dogmatic about the things they believe in. He /She is not willing to compromise on the things that are most important to them.
Belief	Executing	Sounds Like: "There is no way I will do that. It goes completely against the grain of what I believe. You'll have to get someone else."
Belief	Executing	Looks Like: This collaborator is always most comfortable in the drivers seat. He/She provides influence by exerting powerful pressure and direct control when needed
Command	Influencing	Sounds Like: "We've got an emergency on our hands. Here is exactly what needs to happen. I need you to do this now and I won't take no for an answer."
Command	Influencing	Looks Like: This collaborator always has something to say. He/She needs to talks to understand and to be understood.
Communication	Influencing	Sounds Like: "Silence is not golden to me. People who are quiet drive me nuts. I think more clearly when I am talking. Can we talk now?"
Communication	Influencing	Looks Like: This collaborator is always looking at the scoreboard or at the people running in the other lanes. He/she is motivated by the comparison of his/her performance to that of another.
Competition	Influencing	Sounds Like: "I get better when I pay attention to the person in the lane next to me. There are no consolation prizes. The gold medal is the only medal."
Competition	Influencing	

Connectedness	Relationship Building	Looks Like: This collaborator is always aware of and attracted to the invisible mysteries of life. He/She seeks to integrate what other may see as separate.
Connectedness	Relationship Building	Sounds Like: "From my perspective, we are all in the same boat. What affects one affects all. There is always a bigger picture and a higher purpose."
Consistency	Executing	Looks Like: This collaborator is always thinking about the group and the efficiency of its processes. He/She will suggest standard operating procedures and resist customization.
Consistency	Executing	Sounds Like: "We've got to stop reinventing the wheel. This creativity is killing us. If we do more of the same it will be much more efficient."
Context	Strategic Thinking	Looks Like: This collaborator is always thinking about what has been. He /she will recall and remember the background that they consider important but others might see as irrelevant or outdated.
Context	Strategic Thinking	Sounds Like: "We tried that before and it didn't work. Before I decide I will need more background."
Deliberative	Executing	Looks Like: He/she is always aware of what could go wrong and will typically show restraint and caution when faced with new opportunities and potential risk
Deliberative	Executing	Sounds Like: "Haste make waste. We need to look very carefully and thoroughly before we leap. An ounce of prevention is worth a pound of cure."
Developer	Relationship Building	Looks Like: He/she is always trying to teach somebody something and will often be more intent on getting people done than work done.

Developer	Relationship Building	Sounds Like: "What did you learn from your failure? What will you do differently next time? Look how far you have come. I bet you will get it right next time."
Discipline	Executing	Looks Like: He/She is always demanding precision of plan and detail. He/She can see the trees (the details), but might miss the forest (the bigger picture).
Discipline	Executing	Sounds Like: "When is the deadline? Exactly how many of these do you need? I don't understand why we need to deviate from our original plan? People who fail to execute the plan should be executed."
Empathy	Relationship Building	Looks Like: This collaborator is always taking the emotional temperature of individuals and groups. He/she will be affected by the affect of others.
Empathy	Relationship Building	Sounds Like: "I think Bob is having some troubles at home. Maybe we should delay our request until he feels better. I would feel terrible if I had to do it now."
Focus	Executing	Looks Like: This collaborator is always in a zone and doesn't particularly enjoy getting out of that zone. He/She concentrates with ease and will be difficult to get off track.
Focus	Executing	Sounds Like: "I like to get to work before others arrive so I can get my work done. Even if my door is closed, people are always popping in to chit-chat and it drives me nuts."
Futuristic	Strategic Thinking	Looks Like: This collaborator is always dreaming about tomorrow. He/She may be so intent on the ideal world that they are oblivious to the real world.
Futuristic	Strategic Thinking	Sounds Like: Wouldn't it be great if we could.....? Just imagine what the world will be like when.....! I see a day when.....!"

Harmony	Relationship Building	Looks Like: This collaborator is always bringing people down to earth emotionally and intellectually. He/She is convinced that when emotions get too high or too low there are problems.
Harmony	Relationship Building	Sounds Like: "Let's not waste time or energy by getting too angry or too afraid or too euphoric or too philosophical. Let's just work together."
Ideation	Strategic Thinking	Looks Like: This collaborator is always coming up with something brand new. He/She will be unaffected by the risk or ambiguity of innovation.
Ideation	Strategic Thinking	Sounds Like: "I need freedom to conceptual and verbally explore possibilities without restraints or limits. I hate it when others squelch my creativity."
Includer	Relationship Building	Looks Like: This collaborator is always trying to get everybody involved. He/She will be the first to notice when someone has been left out.
Includer	Relationship Building	Sounds Like: "This organization is filled with cliques. What does somebody have to do to get in the 'in-crowd'? Why weren't they invited to the meeting?"
Individualization	Relationship Building	Looks Like: This collaborator is always trying to find the perfect fit for each person. He/She will be more aware of what works for a person than what works for the group.
Individualization	Relationship Building	Sounds Like: "This job description will never work for Mary. The expectations just don't match her talent. I wouldn't be right to expect her to be something she 's not."

Input	Strategic Thinking	Looks Like: This collaborator is always convinced that adequate tangible resources are the key to success. He She will often be dissatisfied with the equipment or materials that are presently available.
Input	Strategic Thinking	Sounds Like: "I think you will find the book I just read very helpful. We are never going to succeed until we get a new customer tracking system. Our leadership development curriculum is just plain outdated." Looks Like: This collaborator is always certain that theory must precede practice. He/She will need considerable time and space to think when important decisions need to be made.
Intellection	Strategic Thinking	Sounds Like: "I think we need to think this through before we take action. What is the underlying philosophy here? This just doesn't make sense to me."
Intellection	Strategic Thinking	Looks like: This collaborator is always gravitating towards the new and away from the old. . He/She exhibits an open mind and will be frustrated by those whose minds are more closed.
Learner	Strategic Thinking	Sounds Like: "I think we should look into some new approaches to marketing. I am just curious about what others might be doing."
Learner	Strategic Thinking	Looks Like: This collaborator is always sure that something can be done better. He/She has an appreciation for excellence and that usually means perfect.
Maximizer	Influencing	Sounds Like: "We need to change the font style on this document. I don't like the way it looks. Can we get Bob to replace Bill on our team? I know he will be an A-player."
Maximizer	Influencing	

Positivity	Relationship Building	Looks Like: This collaborator is always going to be bright and chipper, even at 5am in the morning. He/She will consider more contrarian attitudes and approaches as whining.
Positivity	Relationship Building	Sounds Like: "Our workplace needs to be more fun and exciting. Before we start the meeting, I have a funny story to tell."
Relator	Relationship Building	Looks Like: This collaborator is often reluctant to reach out to people they don't know. He/She will value close relationships above most other things.
Relator	Relationship Building	Sounds Like: "We can't let Sally go. She has been with us for such a long time. I'm not sure about the new person we hired. I'm having a hard time connecting with them."
Responsibility	Executing	Looks Like: This collaborator is always making evaluations about people and things. He/she will be very disappointed when others fail to act in a trustworthy manner.
Responsibility	Executing	Sounds Like: "I can't believe she didn't get it done on time. I am never going to ask her again."
Restorative	Executing	Looks Like: This collaborator is always noticing flaws and shortcomings. He/she will often be found around points of pain and areas of dysfunction.
Restorative	Executing	Sounds Like: "Did anybody notice the misspelled word on page 6 and the improper punctuation in the header on page 8? We need to get those fixed."
Self-Assurance	Influencing	Looks Like: This collaborator is always right, at least in their mind. He/She will exhibit an air of independent certainty and some resistance to following.
Self-Assurance	Influencing	A Self-Assurance Collaborator Sounds Like: "I may be wrong, but I doubt it. Thanks for the input, but I think I will do it my way."

Significance	Influencing	Looks Like: This collaborator is always in need of greater visibility with an important audience. He/She will gravitate towards roles that are more public in nature.
Significance	Influencing	Sounds like: "I would be willing to do the presentation to the board. I hate this job. Nobody ever gets to see me in action."
Strategic	Strategic Thinking	Looks Like: This collaborator is always evaluating possibilities. He/She will not be satisfied until all of the options have been considered, eliminating the worst and keeping the best.
Strategic	Strategic Thinking	Sounds Like: "Instead of doing the new product launch like we did it last time, what if we tried this instead? There is always more than one what to accomplish something."
Woo	Influencing	Looks Like: This collaborator will always be looking for someone new to meet. He/she will get socially bored when working with the same people all the time.
Woo	Influencing	Sounds Like: "I prefer the field to corporate. When I was in the field I got to meet new people every day. Here at corporate it always the same old people."