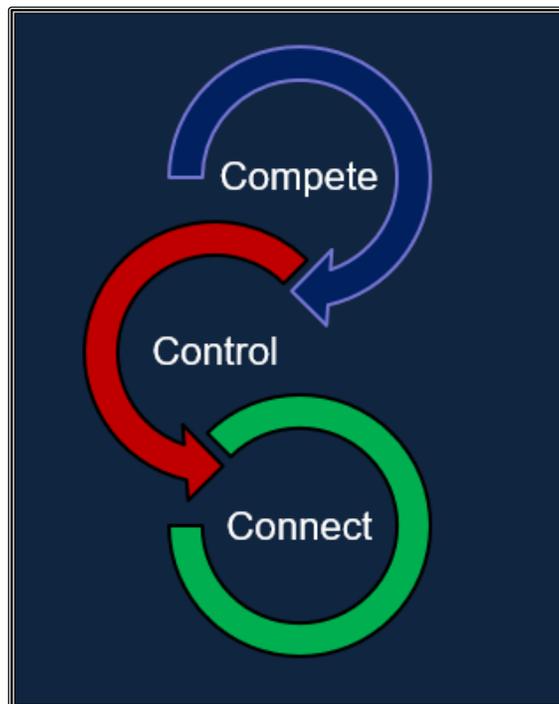




**G.C. GAMBLE**  
& ASSOCIATES

**Understanding 3C© Performance Modeling: Harnessing Employee Workstyle Preferences to Boost Engagement and Drive Business Success**



G.C. Gamble & Associates is a consulting firm focused on enhancing individual, team, and organizational performance by unlocking potential. With specialized tools and extensive experience, we help clients address barriers to success. For details about G. C. Gamble & Associates, visit our website:

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An Introduction to 3C<sup>®</sup> Performance Modeling: Harnessing Employee Workstyle Preferences to Boost Engagement and Drive Business Success

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## Introduction

3C Performance Modeling, launched in 2009, helps organizations swiftly adapt to market changes by redirecting work efforts. It uses an online assessment to identify current organizational focus, guiding leaders toward necessary behavioral adjustments for goal achievement. 3C is straightforward, quick to implement, and yields immediate results. Its simple design offers a model, language, and high-performance behaviors that align strategy with action for better outcomes.

3C helps individuals, teams and organizations define, and then focus on the key challenges hindering optimum business performance. 3C is “output oriented”, meaning it’s all about action and results. 3C answers essential questions such as:

- Where do we need to go as individuals, teams and an organization?
- What do we need to do now to make visible progress on our goals and objectives?
- What’s getting in our way?
- How can I contribute to our success?

3C, once introduced into an organization, or team, helps people to not only better understand themselves and their unique work approach, but enables the understanding of co-workers as well. 3C provides a simple model of human behavior and provides a clear and concise language for discussing behaviors and differences in approach. 3C also enables leadership to communicate in simple terms where the organization needs to head, and the specific corresponding behaviors necessary for success.

To attain annual – or even long-term goals, organizations, teams and individuals are constantly adapting – making slight (or major) changes in operational direction as different situations demand. To get from point A to point B is NEVER a straight line – it is a series of turns, ultimately arriving at the destination. If you’ve ever been on a sailboat, you know that it takes a series of tacking maneuvers to get where you want to go. You must react to and leverage the wind to move forward. The same is true for reaching goals and objectives.

These turns mean that the organization needs different approaches and styles at each turn. For example, an organization or team may find that implementation of a new system or product requires an unanticipated change in a policy or procedure required to deliver that product. This forces the team to focus on developing those procedures before going to market.

### 3C Accelerates Performance

With its focus on all aspects of organizational structure, 3C helps maximize individual, team and leadership contribution and performance. 3C focuses on three distinct, but integrated components:

- The Organization - how it needs to operate in the short term (in order to achieve annual goals)
- The Individual – what specific skill sets an individual needs to apply in the short term to achieve the required goal
- Leadership – what leadership capabilities are required to lead the organization at this given moment

3C outlines the essential short-term operating environment and required behaviors for success. It assesses individual, team, and leadership actions to improve performance and clearly defines success requirements. 3C also identifies developmental needs at both individual and leadership levels, helping organizations maximize potential.

3C ensures actions align with goals and objectives.



### **3C® Performance Modeling Construct**

One of the greatest strengths of 3C is its simplicity. The 3C disciplines are:

#### A Competitive focus:

- The drive for results and execution
- A focus on delivering expected outcomes quickly
- An opportunistic, energetic, intense, focused, targeted, driven, risk and goal-oriented organization

#### A Controlling focus:

- A preference for process
- A focus on structure order, and methodology
- A logical, analytical & metric-focused organization

#### A Connective focus:

- A drive for involvement and interaction
- A focus on relationships – how the pieces all fit and work together
- An organization focused on working together, having a broad outlook and perspective, inclusive activities

Using a web-based questionnaire, there are assessments for individual 3C preference profiles, leadership capabilities, and organizational dynamics. Using the individual preference information, there are team dynamics implications.

From a business perspective, 3C helps define what is necessary in the short term, for success. Often, circumstances require an organization to shift focus in order to take advantage of market opportunities, or regulatory issues, or competitive pressures. 3C Performance Modeling enables leadership to define the specific focus (compete, control, or connect) and then align team members in that focus.

From a team perspective, 3C Performance Modeling is able to help teams understand their areas of natural/innate strengths, as well as point out possible underrepresented perspectives.

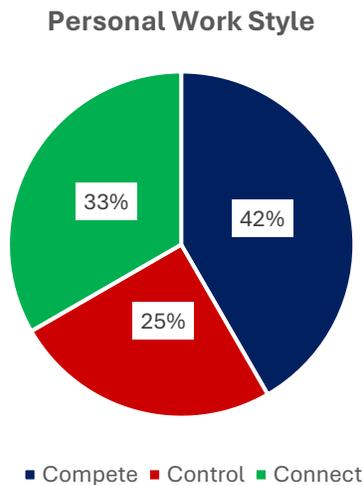
The remainder of this whitepaper focuses on the Individual 3C inventory – the 3C Preference Profile.

### The Individual 3C Preference Profile

- As adults, we’ve developed habits... tendencies. We have ways we prefer to behave.
- These tendencies are consistent and form a unique pattern in each individual.
- We’ve defined performance attributes associated with these patterns - a “3C Preference Profile”.
- 3C is about output – actions and behaviors.

The individual 3C Report provides a graphic wheel which provides the relative percentage of each 3C attribute. This wheel is based on the responses chosen by the individual on the web-based inventory.

The inventory contains 24 questions which are forced-choice, meaning that the individual may see multiple options they like or agree with, but must select the best-fitting or most representative response. This is done to better discriminate and more truly represent the individual’s behavioral preferences. The inventory assesses personal work style, preferred leadership / management style, and preferred work environment.



### 3C Detailed: The “Compete” Discipline

The Compete Discipline centers on achieving results and meeting goals through focus, drive, risk-taking, and perseverance. Organizations prioritizing this discipline set clear objectives, promote a strong sales mindset, manage performance actively, and reward achievement. This competitive culture is energetic, opportunistic, and demanding, with defined consequences and expectations. Individuals comfortable in this setting are known as Competitors.

A competitive culture is marked by a focus on execution, timely delivery, action, innovation, leadership, and ambitious goals. Such cultures embrace transformational change and adapt quickly to shifting circumstances. They prefer an external perspective and are often driven by acquisition. Rapid progress defines the environment, where failure is seen as part of the process—as long as one perseveres. Ultimately, achievement is determined by decisive actions and speed.

A “Competitive” organization that lacks balance often changes simply for the sake of change. Have you encountered a company where goals and objectives shift daily? Employees become uncertain of what to do, so they wait. Frequent shifts—whether forward, backward, or toward new objectives—lead to minimal actual progress. Efforts become fragmented and uncoordinated. While some may find this fast-paced, chaotic environment energizing, others may feel it's too uncontrolled. Other drawbacks of a culture dominated by competitiveness include setting unrealistic goals, skipping planning steps, stubbornness, and tendencies toward being obsessive, elitist, and overly demanding.



### 3C Detailed: The “Control” Discipline

The Control Discipline is characterized by an emphasis on process, organizational structure, and order. This approach is analytical, pragmatic, and methodical, with a strong reliance on metrics within the organization. Teams that excel in this discipline are dedicated to advancing process improvement, implementing robust analytics and reporting practices, and ensuring clear procedural frameworks. Documenting outcomes and thoroughly analyzing the results of actions are integral to the culture. Individuals who thrive in this environment are referred to as Controllers.

Controlling cultures are characterized by factual accuracy, structured processes, reliance on numerical reporting, scientific methodologies, technological integration, consistency, monitoring practices, routinization, and pragmatic, methodical approaches. Such organizations exhibit a preference for gradual and transitional growth, favoring development that is episodic, deliberate, organized, and measurable. While they may appear slow to adapt to change—particularly from the perspective of leaders with a competitive orientation—these organizations prioritize careful planning and precision, exemplified by the philosophy of “measure twice, cut once.”

An organization that overemphasizes the “Controlling” discipline may become heavily focused on documentation, data, processes, and analysis. This tendency can result in slower decision-making due to an ongoing demand for detailed measurement. Such an approach risks fostering a narrow perspective, rigidity, and excessive control within the company. Outcomes may include a limited viewpoint, restricted adaptability caused by procedural constraints, and an environment characterized by repetitive, highly regulated, unimaginative practices.



### **3C Detailed: The “Connect” Discipline**

The Connect Discipline centers on the interactive nature of work, emphasizing involvement, relationships, and collective effort. Organizations applying this approach take a holistic view, focusing on how parts fit together and prioritizing experience, community, intuition, and cooperation. The discipline encourages inclusiveness, teamwork, and effective communication, reviewing morale and constituency needs. Individuals who thrive in this environment are called Connectors.

Connective cultures favor growth that develops gradually, focusing on advancing current practices through incremental and emergent change. At their core, connective growth is conservative, seeking to preserve existing structures. Organizations with these cultures may seem complex, as they require thorough consideration before taking any action.

A “Connective” organization that lacks balance can become overly unstructured. Choices are often driven by sentiment or subjective judgments instead of clear, objective data. With minimal standards in place, company performance tends to decline, and unmet objectives rarely face consequences. When an organization solely emphasizes “Connectivity,” it risks developing a culture that is unnecessarily complex, overlooks details, relies too much on subjectivity, encourages dependency, diminishes individuality, loses distinct elements, and struggles to properly identify genuine priorities.



### 3C and Your Preferred Management/Leadership Style

In your individual 3C report, you'll find a unique color wheel which reflects the type of management / leadership style that best fits your preference.

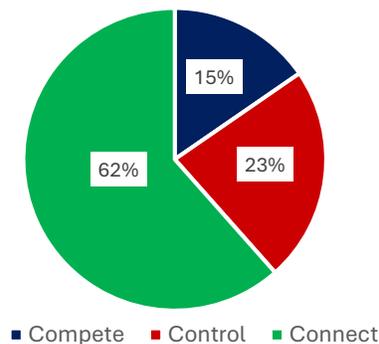
Those who favor a Competitive Manager or Leadership approach thrive under pressure, advancing even when some details are missing, and focusing on reaching goals with urgency. Such managers or leaders inspire high performance, aim for meaningful results, and know how to encourage others by applying motivating pressure.

If you favor a Controlling Manager or Leadership approach, you enjoy working in environments that demand attention to detail, complexity, and systematic processes. Such managers and leaders prioritize accuracy, task completion, quality, measurable progress, and a consistent pursuit of objectives. Although they may sometimes appear “distant” or “detached”, their primary concern is finding optimal solutions and establishing the most efficient, high-quality methods for delivering products or services.

If you lean toward a Connective management or leadership style, you thrive working with energetic, creative, and spontaneous people. Connective managers focus on building teamwork, camaraderie, and collaboration in everything they do. They instinctively welcome input and involvement from their team members. Both the well-being of the group and everyone's success matter greatly to Connective managers and leaders.

The 3C report wheel integrates all these approaches, but each is present in varying degrees. This reflects the dynamic nature of management and leadership, which adapts to meet both immediate and future requirements of the organization, the team, and individuals.

Leadership / Management Preference



### 3C and Your Preferred Work Environment

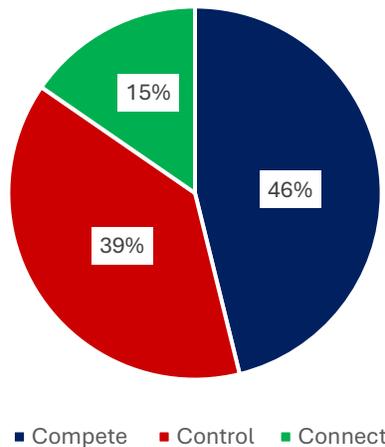
Your individual 3C report will also outline your preferred work environment. That result wheel will have all three disciplines, though in varying degrees.

Individuals who thrive in environments emphasizing competition are typically adept at handling pressure, challenges, defined goals and objectives, performance-based incentives, and meritocratic principles. Such workplaces are often characterised by a dynamic, fast-paced, and energetic atmosphere.

Individuals who prefer to work in environments that emphasize “Control” are typically comfortable within meticulous, regimented, and process-driven settings. Such control-oriented workplaces are generally calm, metric-focused, and data-driven, placing significant value on expertise, accuracy, and the pursuit of high-quality outcomes.

Individuals who thrive in a "Connect" work environment typically value spontaneity, collaboration, inclusivity, and a positive atmosphere. Such environments emphasize teamwork, promote cohesion, encourage networking and relationship-building, and support achieving a healthy balance between professional responsibilities and other life pursuits.

Work Environment Preference



### 3C Preference Attribute Comparison Table

Connective Preferences	Competitive Preferences	Controlling Preferences
<p><u>Organizational Performance Expectations</u></p> <p>A focus on the interactive nature of work, high involvement, relationship and a collective effort. A systemic and holistically orientation; concerned with how things “fit” or do not “fit” together.</p>	<p><u>Organizational Performance Expectations</u></p> <p>A focused, targeted, driven, risk taking, goal-oriented and persevering organization focused on results and delivery.</p>	<p><u>Organizational Performance Expectations</u></p> <p>Focus on process improvement, metrics and analytics, reporting and clarity of process, metric based, analytical, cautious.</p>
<p><u>Persona</u></p> <ol style="list-style-type: none"> <li>1. Highly diplomatic</li> <li>2. Generates ideas for others</li> <li>3. Relationship builder</li> <li>4. Champions harmony and consistency towards goals</li> <li>5. Collaborative</li> </ol>	<p><u>Persona</u></p> <ol style="list-style-type: none"> <li>1. Sets clear, bold goals</li> <li>2. Drives change</li> <li>3. Drives performance and execution</li> <li>4. Delivers fast results</li> <li>5. High risk tolerance</li> </ol>	<p><u>Persona</u></p> <ol style="list-style-type: none"> <li>1. Analytical</li> <li>2. Pragmatic: sets realistic goals</li> <li>3. Process focused</li> <li>4. Methodical</li> <li>5. Plan first, then act</li> </ol>
<p><u>Communication Style</u></p> <ol style="list-style-type: none"> <li>1. Expressive</li> <li>2. Dramatic</li> <li>3. Open</li> <li>4. Uses Metaphors</li> <li>5. Charming</li> <li>6. Involving</li> </ol>	<p><u>Communication Style</u></p> <ol style="list-style-type: none"> <li>1. Forceful</li> <li>2. Clear and Simple</li> <li>3. Directive</li> <li>4. Abrupt</li> <li>5. Candid</li> <li>6. Brief</li> </ol>	<p><u>Communication Style</u></p> <ol style="list-style-type: none"> <li>1. Deliberate</li> <li>2. Indirect</li> <li>3. Detailed</li> <li>4. Elaborate</li> <li>5. Disengaged</li> <li>6. Patient</li> </ol>
<p><u>Work Style</u></p> <ol style="list-style-type: none"> <li>1. Participative</li> <li>2. Involved</li> <li>3. Inclusive</li> <li>4. Imaginative</li> <li>5. Resists structure</li> <li>6. Builds alliances</li> </ol>	<p><u>Work Style</u></p> <ol style="list-style-type: none"> <li>1. Results driven</li> <li>2. Disciplinarian</li> <li>3. Unambiguous</li> <li>4. Loves pressure</li> <li>5. Creates pressure</li> <li>6. Demands clarity</li> </ol>	<p><u>Work Style</u></p> <ol style="list-style-type: none"> <li>1. Perfectionist</li> <li>2. Cautious</li> <li>3. Complex</li> <li>4. Values detail</li> <li>5. Measured</li> <li>6. Dislikes pressure</li> </ol>

### 3C Preference – Shifting Behaviors When Required

A reminder that 3C is about tapping into specific, necessary behaviors when a change is required. The Individual 3C Preference Profile® provides you with a snapshot of your primary and secondary preferences. The key to quickly transitioning to a new method of working is being able to:

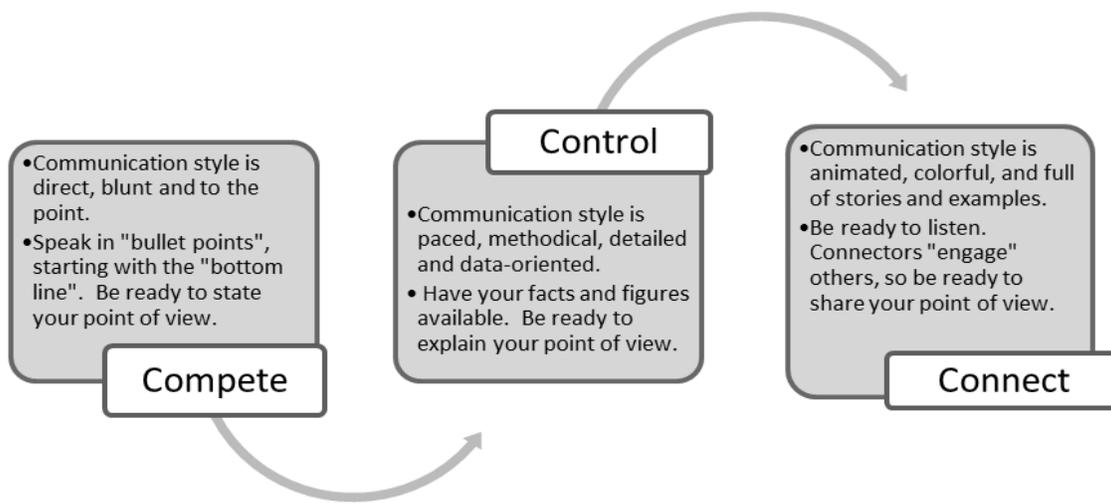
- (a) Recognizing a change is needed
- (b) Understanding the new expectations within the organization
- (c) Translating those new expectations into your specific role
- (d) Gaining clarity on what new behaviors will be required for your success

When you are more at ease recognizing and carrying out the required behaviors of Compete, Control and Connect, you'll find that adapting to new circumstances and challenges will be faster and easier.

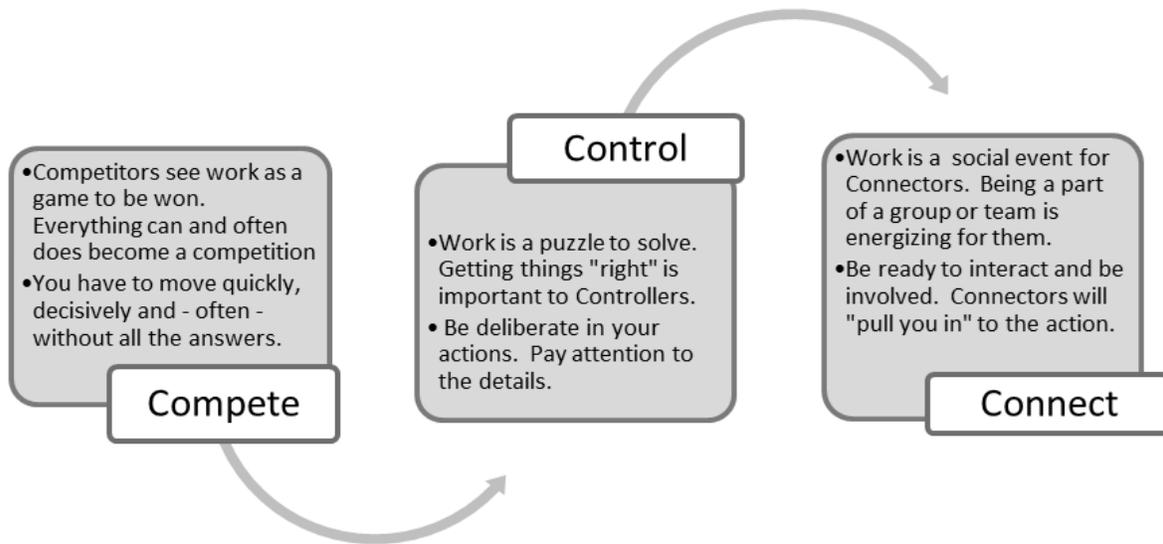
You can and do use compete, control and connective behaviors.

#### Quick Keys for Fast Transitions between the 3C Preferences

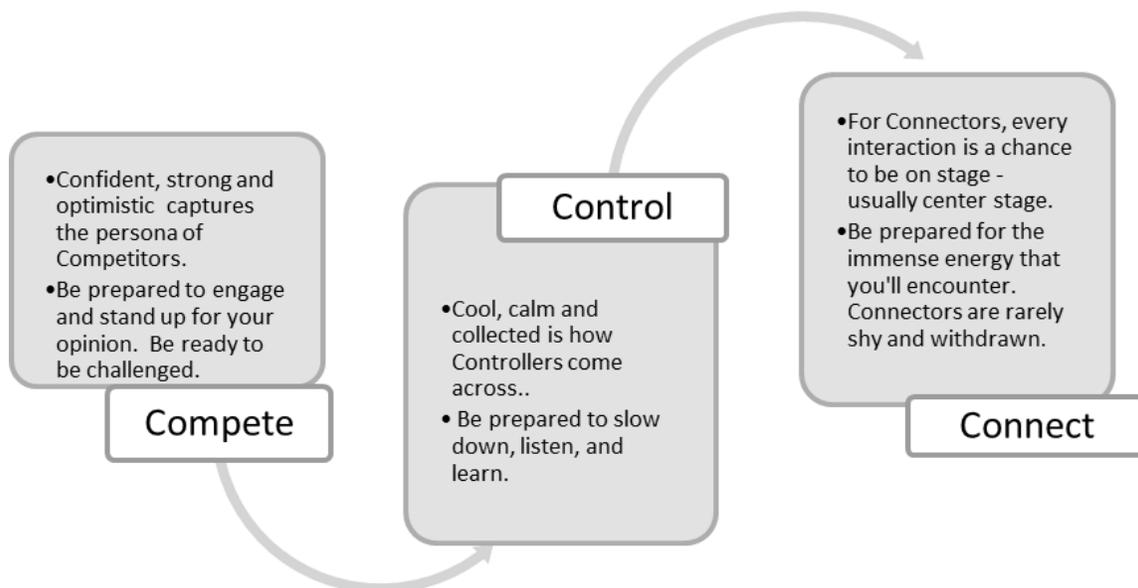
##### Matching Communication Preferences:



### Matching Work Style Preferences:



### Matching Personal Style Preferences:



## The Science behind 3C Performance Modeling

In 2012 a series of validation studies were conducted by John L. Christensen PhD, Assistant Professor in the Department of Communications at the University of Connecticut. These studies were established to assess the validity and reliability of the 3C Performance Modeling application. Study participants were drawn from Amazon's Mechanical Turk Crowdsourcing pool. The samples obtained for each of the three studies were similar.

A little more than half of the participants were female. The average age was 30 Years with the majority identifying as White/Caucasian (73%). Most worked in the private sector (61%) In a support staff role (56%).

### Internal Consistency Reliability

Internal consistency is used to determine whether the individual items that make up a scale are reliably measuring the same construct. This type of reliability is assessed by calculating Cronbach's Alpha, which ranges from zero, to one with higher values indicating greater reliability. Alpha coefficients of .60 or .70 are commonly accepted benchmarks. Coefficients in this range or higher would indicate that the reliability of the 3C scales is on par with other scales typically used in social science research. Each 3C subscale was examined in three separate studies with separate samples.

Reliability exceeded the benchmark in each case (see following table). Cronbach's Alpha for the competitive subscale was .93, .93, and .92. Cronbach's Alpha for the controlling subscale was .94, .94, And .92. Cronbach's Alpha for the connective subscale was .93, .93, and .92.

These analyses demonstrate that the reliability of each 3C Subscale is acceptable and replicable.

Study 1		Study 2		Study 3	
Competitive	.93	Competitive	.94	Competitive	.93
Controlling	.93	Controlling	.94	Controlling	.93
Connective	.92	Connective	.92	Connective	.92

## Construct Validity

Two types of construct validity were examined. Convergent Validity assesses the extent to which a scale is measuring what it claims to be measuring. Each 3C Subscale should be correlated with other psychological scales that are theoretically similar. Discriminant Validity assesses the extent to which a scale does not measure something unrelated. Each 3C subscale should be uncorrelated with other psychological scales that are theoretically dissimilar.

Measures of risk-taking. The Competitive subscale was positively correlated with business risk ( $r=.25, p<.01$ ) but negatively correlated with both financial risk ( $r=-.15, p<.05$ ) and social risk ( $r=-.15, p<.05$ ). The competitive subscale was not associated with ethical risk or health risk. The Controlling subscale was negatively correlated with ethical risk ( $r=-.15, p<.05$ ). However, it was not correlated with the other risk scales. The Connective subscale was positively correlated with business risk ( $r=.23, p<.01$ ) but unrelated to the other risk scales.

Measures of cognition and interpersonal relations. The competitive subscale was positively correlated with the rational mindset scale ( $r=.32, p<.001$ ), the intuition mindset scale ( $r=.26, p<.001$ ), and the empathic concern scale ( $r=.17, p<.01$ ). It was not associated with the trusting of others scale. The controlling subscale was positively correlated with both the rational mindset ( $r=.33, p<.001$ ) and intuition mindset scales ( $r=.24, p<.001$ ) but not the others. The connective subscale was positively correlated with the rational mindset scale ( $r=.29, p<.001$ ), the intuition mindset scale ( $r=.26, p<.001$ ), trusting of others ( $r=.18, p<.01$ ), and empathic concern ( $r=.44, p<.001$ ).