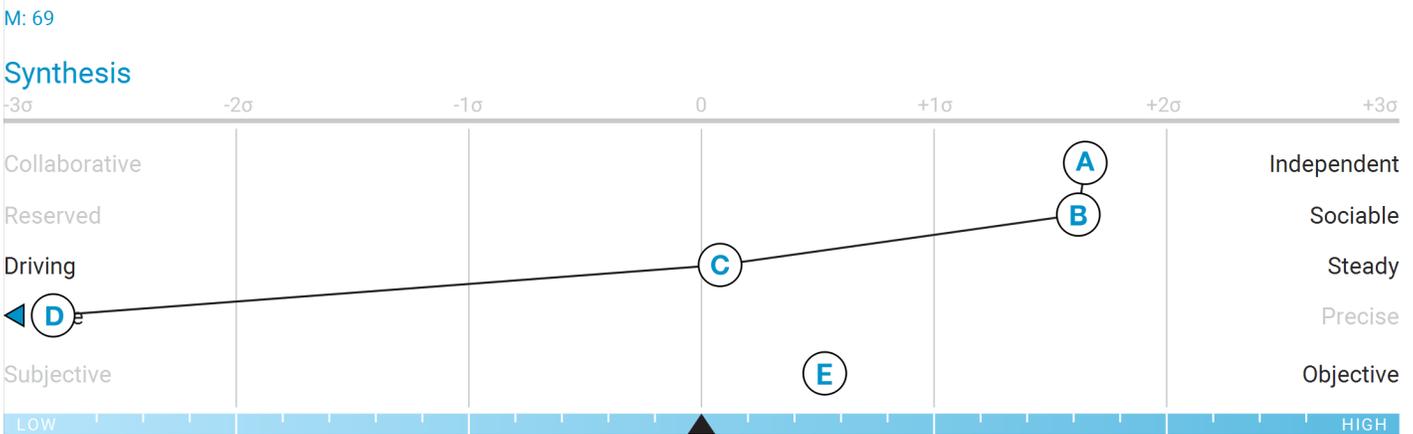
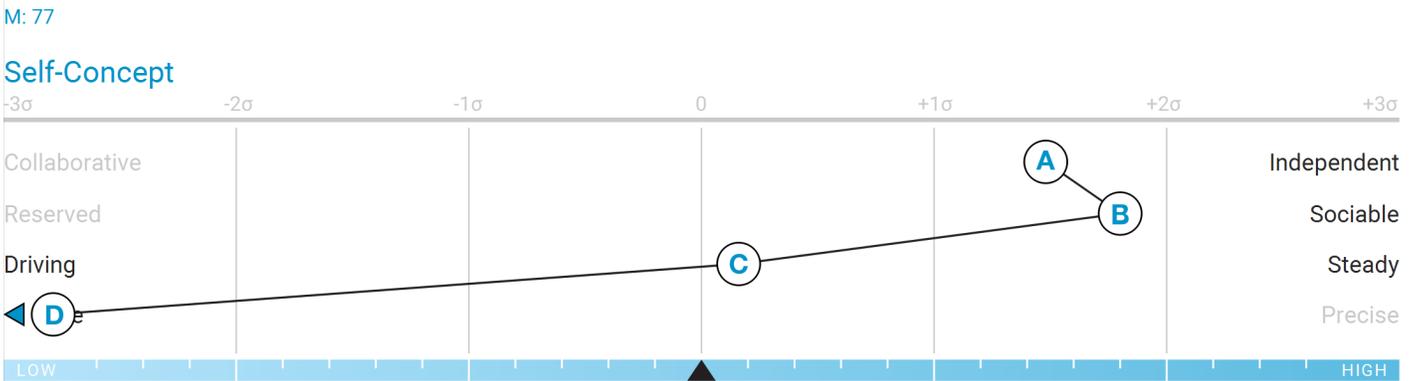
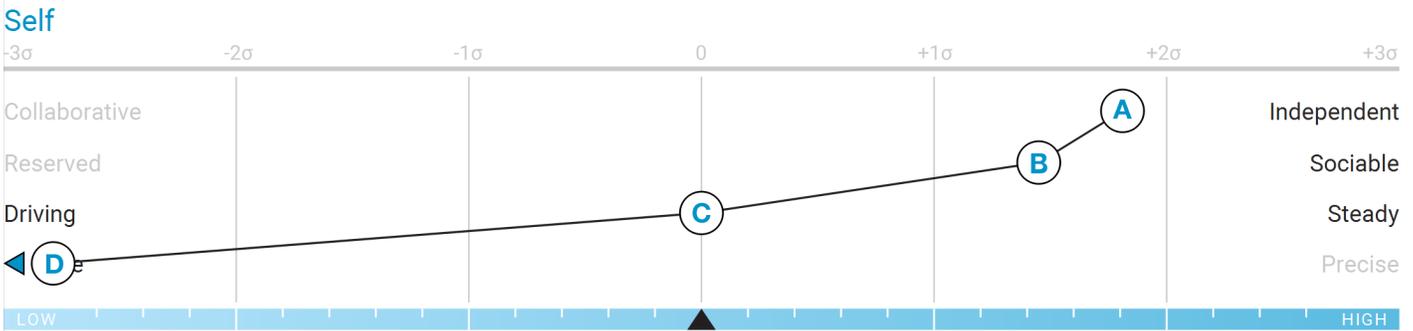




Maverick

Innovative, "outside the box" thinker, undaunted by failure



M: 146

Strongest Behaviors

Martina's PI Pattern is extremely wide, which means that her behaviors are very strongly expressed and her needs are very strongly felt.

Martina will most strongly express the following behaviors:

- Strongly venturesome in taking risks and focusing on the future; she's almost exclusively concerned with where she's going rather than either how she'll get there, or where she's been. Very adaptable; solves problems as they occur rather than through advance planning.
- Makes decisions and takes action, even when there's an absence of proof confirming her decision. Comfortable operating outside of traditions, she pursues strongly innovative ideas, even in the face of failures or popular opposition.
- Remarkably independent. Resists authority and proven, 'by the book' methods in favor of her own ideas.
- Extremely informal, extraverted, and outgoing; gets familiar very soon after you meet her. Communicates effusively, flexibly, and engagingly; draws others into the conversation.
- Almost exclusively focused on people, building relationships, and teamwork rather than technical matters. Uninhibited; very open and trusting in sharing her thoughts and in asking personal questions.
- Not interested in the details; delegates them freely. Needs unstructured projects where flexibly working with people, and a focus on the goals rather than the plans, is necessary.

Summary

Martina is independent and venturesome and potentially very creative. She is highly individualistic and has confidence in her own ideas and opinions, and she will express those thoughts in a forceful and uncompromising manner.

While she will be aware of, and interested in, the ideas or opinions of others, she will be relatively uninfluenced by them or by traditional policies or precedents. She is much more likely to develop and act on ideas which are her own, which will often be new, and will challenge convention. Other people, particularly those who oppose her views, will often perceive her as being stubborn, opinionated, and tenacious. Martina is persistent and largely unaffected by opposition, failures, or previous failures by others; she is confident and resolute and does not readily change her aspirations.

This is an innovator, and a very decisive person who does not readily change her mind once she has made it up. A generalist who thinks in terms of the "big picture", she can be persuasive, forceful, and stimulating in presenting her views and aggressive and determined in dealing with opinions that differ from her own.

In contact with others she is poised and self-assured, frank, candid and outspoken. Her interest in others is secondary to her concern for getting the things done which she considers of primary importance, in her own way and on her own initiative. She works at a steady and deliberate pace.

Having only a minimal interest in details, she is casual and offhand in working with them, preferring to delegate them to other people whenever possible. In general, she is primarily interested in the overall aspects and objectives of plans or ideas which she has developed herself and ingenious in dealing with problems involved in getting results.

Management Style

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

- Enthusiastically venturesome in leading her team to create unique solutions to 'big picture' technically-oriented problems
- Tenaciously persistent in pursuing her goals with little deference towards tradition, authority, or proven methods
- Very comfortable delegating details and implementation plans, viewing them as a hindrance towards problem solving or creating; her follow-up is casual and cursory, relying more on trusted relationships than exact metrics
- Reluctant to delegate true authority; she will discuss her ideas with others, and respects unique viewpoints, but is unlikely to change her mind once it is made up
- Forceful and uninhibited in expressing her opinion; she works and speaks at a deliberate, steady pace, always projecting confidence even if she is in uncertain or unproven territory.

Selling Style

As a salesperson, Martina will be:

- Determined and tenacious in guiding the process towards her goal, while building the necessary relationships to get herself there
- Confident in her ideas and opinions and eager to explain why what she is selling is the best
- Comfortable taking risks such as cold-calling or experimenting with a new product idea
- Likely to promote very unconventional solutions; she is venturesome, extremely risk-tolerant, and welcomes solutions or products without proven track records
- Self-assured and composed; Martina speaks calmly and has relaxed, composed body language
- Adept selling in environments which require creative, spontaneous solutions; capable of thinking on her feet or 'winging it.'

Management Strategies

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

- Opportunities for independent self-expression, venture, and autonomy in acting on her own ideas
- Authority to make decisions and solve problems on her own
- Management which is receptive to new ideas and change while maintaining some oversight of her activities
- Freedom to exercise her initiative and "do her own thing"
- If necessary for her kind of work, thorough training, with intense concentration and discipline in teaching her the details, routines and systems which are basic to her work. Follow up will be necessary on any specifics or details.