What aspects describe best how do you make decisions in your work?

|  |  |  |
| --- | --- | --- |
| Mostly Left column | Both | MostlyRight column |
| *Time orientation* |  |  |  |  |
| Short TermFocus on deadlines, immediate priorities, sense of urgency |  |  |  | Long TermVisions, strategies and potentials opportunities |
| *Focus of responsiveness* |  |  |  |  |
| ReactiveExternal drives, prevailing rules and proceduresFollowing templates, guidelinesAbiding to rules and current practices to be efficient and save timeWhy? |  |  |  | CreativeTaking initiative, new approaches, internal drivesInnovation, experimentationVersatility, flexibilityQuestioning current practicesWhy not? |
| *Focus of attention* |  |  |  |  |
| LocalFocus on self or immediate group |  |  |  | GlobalWhole organization, larger community, world or planet |
| *Working style and focus* |  |  |  |  |
| CompetitionFocus on competitive advantages, winning, being first |  |  |  | CollaborationInclusive, participatory, seeking input, negotiating |
| *Logic* |  |  |  |  |
| Distinction and ClarityEither/or choicesBlack and white factsRight or wrong |  |  |  | ComplexityBoth/and Working in gray zonesParadoxes |
| *Perspective* |  |  |  |  |
| Fragmenting reality, breaking up into units of analysisCertainty  |  |  |  | Integrated, holistic, larger picture, birds viewUncertainty |
| *Problem solving* |  |  |  |  |
| Analysis, logic, factsLinear thinking, cause-effectDataRational thinkingControl, plan |  |  |  | Relationships, patterns, cyclical flow, multiple causes (unknown factors), tendencies, intuitive impressions, feelings, trust the process and flow |
| *Problem consideration* |  |  |  |  |
| Accountability, responsibility, BlameFeeling victim of situationsClear assignments, self-protection, it’s not my area, it’s not my fault, don’t get caughtThings have to be done right |  |  |  | Learning, inquiry, compassionForgive, stand in your shoes. What is my contribution to the problem? Understanding, building on all types of experience. Failure seen as a teaching |
| *Life orientation* |  |  |  |  |
| Doing/havingConsumption, cost-effectiveness, financial performance, quantitative growth, material wealth, ambition/greedAchievement |  |  |  | BeingHaving enough, self-realization, greater good, intangibles valued, qualitative growth, Nature |
| *Relation to Nature* |  |  |  |  |
| Nature as resource, raw material, human superiority to master nature.Spending, taking, transforming, consuming |  |  |  | Oneness with Nature, we are one part of natureSaving, giving, restoring, reusing, refraining from use |
| *Relation to others* |  |  |  |  |
| Enhancing differentiation, focus on diversity and differencesMe, self, my identity |  |  |  | Interconnectedness, focus on samenessUs, all, others |
| *Territory* |  |  |  |  |
| Independence, autonomy, self-regulation, self-determination, advocacy |  |  |  | Collectivism, interdependency, co-determination, consensus, compromising |
| *Pace* |  |  |  |  |
| Rapid, speed, arriving first, doing more and fasterQuick browse and scanVolume beats depth |  |  |  | Paused, relaxed, slowDo less. Take time, reflect, ponder, explore carefullyDepth over volume |
| *Focus* |  |  |  |  |
| Focused gains, concentrated scope, visible, measurable results |  |  |  | Consider larger impact, on others, other systems, indirect consequences, intangibles |
| *Work /life*  |  |  |  |  |
| Productivity, thoughtless  |  |  |  | Purpose, meaning. mission |

*Adapted from Adams, J.D. Rimanoczy, I. 2014*