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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Mostly  Left column | | Both | Mostly  Right column | |
| *Time orientation* |  |  |  |  |
| Short Term  Focus on deadlines, immediate priorities, sense of urgency |  |  |  | Long Term  Visions, strategies and potentials opportunities |
| *Focus of responsiveness* |  |  |  |  |
| Reactive  External drives, prevailing rules and procedures  Following templates, guidelines  Abiding to rules and current practices to be efficient and save time  Why? |  |  |  | Creative  Taking initiative, new approaches, internal drives  Innovation, experimentation  Versatility, flexibility  Questioning current practices  Why not? |
| *Focus of attention* |  |  |  |  |
| Local  Focus on self or immediate group |  |  |  | Global  Whole organization, larger community, world or planet |
| *Working style and focus* |  |  |  |  |
| Competition  Focus on competitive advantages, winning, being first |  |  |  | Collaboration  Inclusive, participatory, seeking input, negotiating |
| *Logic* |  |  |  |  |
| Distinction and Clarity  Either/or choices  Black and white facts  Right or wrong |  |  |  | Complexity  Both/and  Working in gray zones  Paradoxes |
| *Perspective* |  |  |  |  |
| Fragmenting reality, breaking up into units of analysis  Certainty |  |  |  | Integrated, holistic, larger picture, birds view  Uncertainty |
| *Problem solving* |  |  |  |  |
| Analysis, logic, facts  Linear thinking, cause-effect  Data  Rational thinking  Control, plan |  |  |  | Relationships, patterns,  cyclical flow, multiple causes (unknown factors), tendencies, intuitive impressions, feelings, trust the process and flow |
| *Problem consideration* |  |  |  |  |
| Accountability, responsibility, Blame  Feeling victim of situations  Clear assignments, self-protection, it’s not my area, it’s not my fault, don’t get caught  Things have to be done right |  |  |  | Learning, inquiry, compassion  Forgive, 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/having  Consumption, cost-effectiveness, financial performance, quantitative growth, material wealth, ambition/greed  Achievement |  |  |  | Being  Having 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 nature  Saving, giving, restoring, reusing, refraining from use |
| *Relation to others* |  |  |  |  |
| Enhancing differentiation, focus on diversity and differences  Me, self, my identity |  |  |  | Interconnectedness, focus on sameness  Us, all, others |
| *Territory* |  |  |  |  |
| Independence, autonomy, self-regulation, self-determination, advocacy |  |  |  | Collectivism, interdependency, co-determination, consensus, compromising |
| *Pace* |  |  |  |  |
| Rapid, speed, arriving first, doing more and faster  Quick browse and scan  Volume beats depth |  |  |  | Paused, relaxed, slow  Do less. Take time, reflect, ponder, explore carefully  Depth 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*