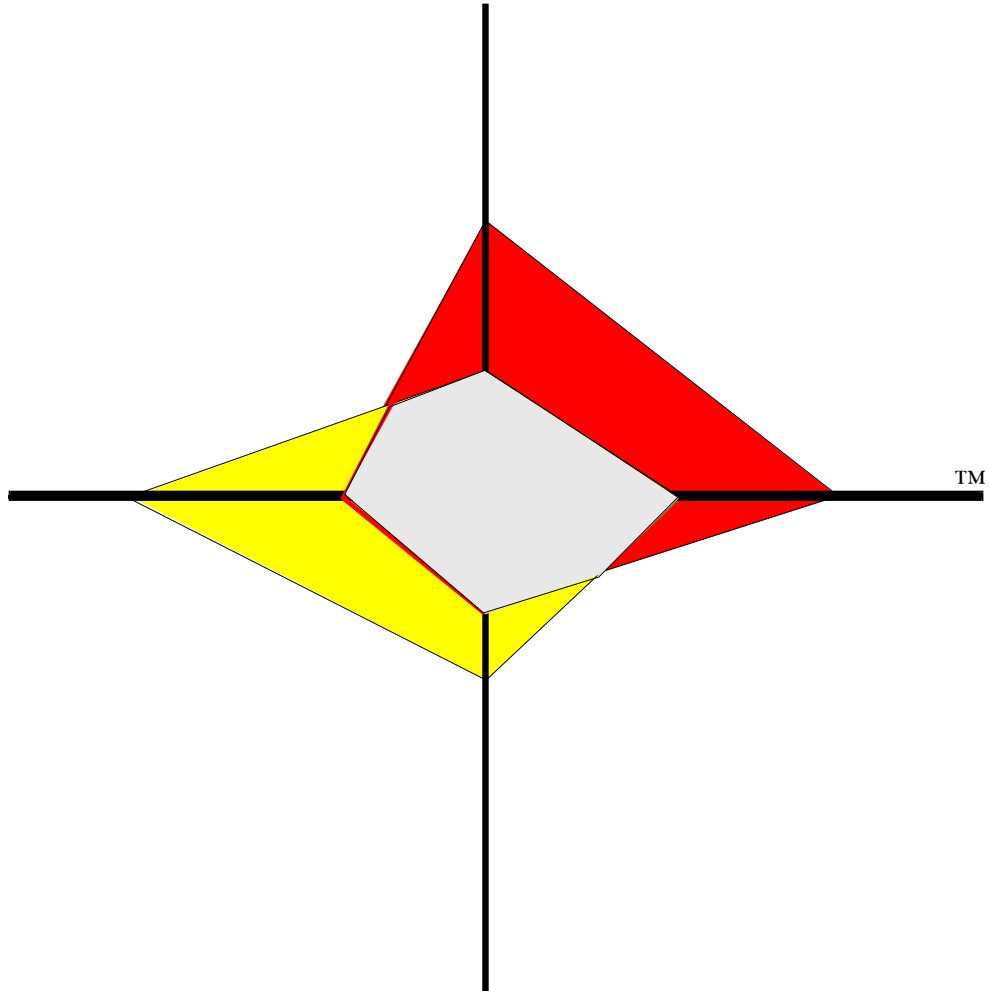


# "I OPT"®

(Input Output Processing Template)

## TWO PERSON REPORT



### Tim and Sue

# Tim and Sue

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	This page looks at the relationship of the two people by comparing them in the Conservator ( <i>proven methods, deliberate action</i> ) and Perfector ( <i>new ideas, planning and assessment</i> ) dimensions.	
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## WHAT IS AN EXECUTIVE SUMMARY?

SEE DETAILED ANALYSIS FOR EXPLANATION AND ANALYTICAL REASONING

# EXECUTIVE SUMMARY

An Executive Summary is a condensation of some of the major points made in the report. It is not intended to be complete or comprehensive. Rather, it is used to help orient the reader(s) to what is contained in the balance of the report. The entire report should be referenced for the analysis of characteristics that seem to be inherent in this particular relationship.

## SOME MAJOR POINTS

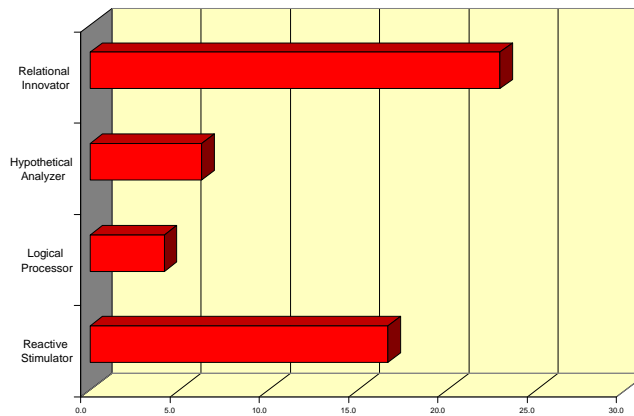
- ? This pair has a challenging level of structural compatibility. This means that the people involved will tend to use different assumptions, values and may select different variables as “relevant” input elements. Measures of success are likely to differ. If the parties can develop a respect for each other, this can be a very powerful pairing since together they “cover many bases.” However, both parties may have to work at the relationship to realize these benefits. Communication and coordination are unlikely to be “easy” (see page 4).
- ? Tim is more inclined toward using a strategy of quickly originating and applying new ideas, sometimes without fully thinking through their implications. Risk is usually controlled by only tentative commitments (see page 5).
- ? Sue is relatively more inclined toward a Performer strategy. If recognized, the relatively greater focus on task-specific, shorter term, and action oriented strategies might be deployed to the pair’s advantage (see page 5).
- ? Sue is relatively more inclined toward a Conservator pattern focused on study, careful specification and methodical execution. Tim may see this as evidence of a somewhat cautious, skeptical posture (see page 6).
- ? Tim is more inclined toward a Perfector pattern focused on the generation, study, and assessment of new ideas. Attention may focus on idea generation leaving an opportunity for support in study and analysis (see page 6).
- ? This pair may occasionally encounter differences in the need for fast, expedient action. However, if a mutual understanding can be reached, the probable joint tendency will likely be seen as about right for most situations (see page 7).
- ? Tension may arise because of differences in objectives since one person puts high value on certainty of result while the other may value this less. The overall tendency would be moderate use of disciplined methods (see page 7).
- ? Tensions in this pair based on the “right” level of study may occasionally arise but are unlikely to be serious. It is likely that the pair will tend to agree on analytical postures that will be seen by others as usually “sensible.”(see page 8).
- ? Tension based on the volume and character of idea flows is possible but not inevitable. Mutual benefit depends on both people seeing the merit in each other’s posture. This can probably be achieved by discussion (see page 8).

**WHAT DOES I-OPT MEASURE?**

## THE “RAW” RESULTS

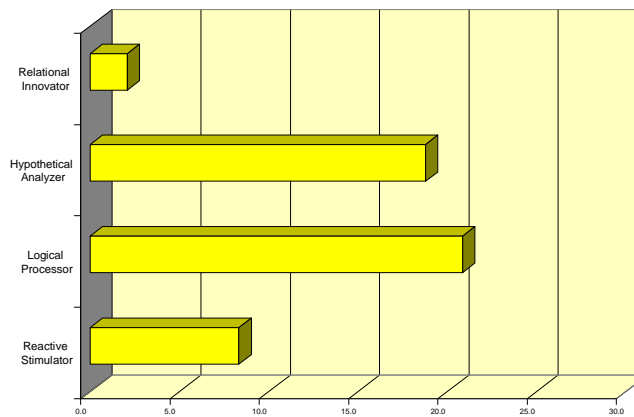
The survey you took is **not** a “psychological” test. It does not claim to measure changeless attributes of a person. Rather, it tries to estimate the likelihood that a person might use a particular information processing strategy. Each strategy carries with it inherent strengths and vulnerabilities. By recognizing our complementary strengths, it may be possible to arrange our relationship so that one person’s strength covers another person’s vulnerability. This could allow the pair of people to realize better outcomes than either person could achieve working alone.

### Tim’s STRATEGIC STYLE ESTIMATES



**THE RAW RESULTS**

### Sue’s STRATEGIC STYLE ESTIMATES

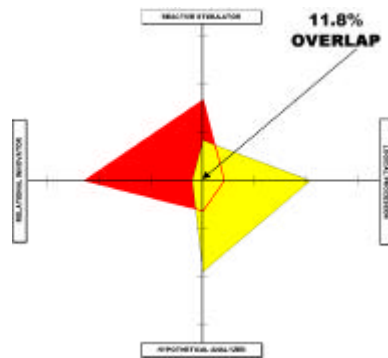


**HOW SHOULD THIS REPORT BE USED?**

When considering this report, Tim and Sue should keep in mind that analysis is being done without personal knowledge of either person. Unique variables important to this pair may not be fully considered. Further, it would be unreasonable to expect that a 24-question instrument that takes less than 10 minutes to complete would capture all dimensions of interaction. However, the information provided by the instrument and analysis might be profitably employed as a “foil.” Used as a stimulus for discussion, it might help guide the pair in considering some of the factors that can influence the success level the pair has or will achieve. The observations in this report are offered as points that may merit consideration, not recommendations for specific actions.

# ANALYSIS OF STRATEGIC PROFILE OVERLAP

## COMPARATIVE PROFILES



## WHAT OVERLAP MEANS

This graphic shows the profiles of the two people. The area of overlap shows where the two people are likely to reach agreement on issues. The larger the overlap, the more likely that the parties will view a situation in the same way. This does not mean that they will arrive at the same result. It does mean that the approach used has a probability of being of the same character (*e.g., levels of detail, length of horizon, focus on action or thought, etc.*).

## RELATION OF THIS PAIR

This pair has a complementary relationship. Both parties are bringing different things “to the party.” Since their capabilities are different, this means that the two-person unit has the capability to effectively handle a greater range of issues than would either person alone. The cost of this capability is that there may be difficulties getting through to each other. Coordination will require effort from both people.

## ANALYSIS OF THIS RELATION

Both people should recognize that difficulty may occur because they are seeing the same issue from different perspectives. Differences could involve underlying assumptions (*e.g., the degree of action required*), sensitivity to different elements of the issue (*e.g., the appropriate degree of detail*), the horizon used (*long or short range*), the outcome sought (*e.g., satisfactory or optimal outcomes*), and so on. These differences can be unspoken and can make communication difficult.

This pair may want to recognize that understandings can be frequent, as different assumptions, different values and different “relevant” input can color interaction. If the parties must work in a close relationship, it would probably be wise for both to take extra time to reach a common understanding on an issue before proceeding. There may be a temptation to terminate discussions too early.

## WHAT THIS MEANS TO THE PAIR

If the work does not require close interaction, a strategy of “zones of influence” might be considered. Here each party concedes the strengths of the other and defers to their judgment on issues falling within that zone. While the people will not expand each other’s perspectives, the output of the two-person unit might be maximized.

Effective working relationships in complementary situations usually involve some type of “zoning” strategy. This strategy builds on mutual respect and can be refined by the people involved by carefully defining their mutual expectations. This allows each person to use their own strategy optimally without compromising it by the need to accommodate the other person’s view.

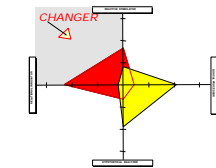
# ANALYSIS OF STRATEGIC PATTERNS

## WHAT IS A PATTERN?

A pattern is the combination of two adjoining strategic postures. This section analyzes relative patterns in this particular relationship. In other words, if one party is identified as a stronger “Changer,” it is only relative to the other person. It does not mean that the person is a “Changer” on any kind of absolute scale.

## CHANGER PATTERN

Rapid generation of new ideas and quick execution using a tentative, experimental Posture.



The Changer pattern is a combination of the idea-oriented RI and the action prone RS strategic styles. Characteristics common to these styles are a tendency to omit detail, an enjoyment of variety, relatively short attention spans and a preference for communication in short, intense bursts.

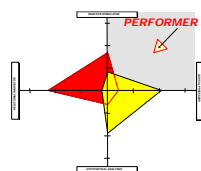
Of the two people, Tim has the greater commitment to the Changer pattern. The pattern is characterized by a tendency to quickly generate new ideas and immediately move to implement them. An experimental “let’s give it a try” strategy, rather than planning and analysis, is usually favored by people holding Changer pattern convictions. Using this strategy, Tim saves on planning/analysis time but incurs a greater risk of failure as the trade-off. Tim is probably motivated by both the idea and seeing it “in play.”

Sue may want to keep this inclination in mind when dealing with Tim. Innovation and creativity are probably areas of relative strength as well as a source of personal motivation. If speed counts, downside risk is not great and the issue is amenable to new untested approaches, Tim’s approach might well be encouraged. It could be a valuable contributor to the success the pair has or will enjoy.

## PERFORMER PATTERN

## PERFORMER PATTERN

Typically displays a strong focus on immediate results using means readily at hand. Concrete, tangible outcomes are usually targeted.



The Performer pattern is a combination of the instant-action RS and the methodical-action LP strategic styles. Both of these postures favor positions that have a direct effect in the external environment. They both prefer outcomes that are tangible and approach issues in a direct manner with a focus on nearer-term objectives.

Sue is somewhat more inclined to engage the Performer pattern in addressing issues of common concern. This pattern typically focuses on task-specific, relatively short-term issues that require action as a response. The strategic posture can be characterized by having a “let’s get it done” attitude. A somewhat greater tendency to rely on objective, often numerical measures may also be noticed.

In pursuit of Performer outcomes, Sue appears to be a bit more inclined to employ methodical rather than expedient methods than might the other member of the pair. A greater focus is likely to be given to optimal resolution of an issue. This can slow the pace of resolution since perfection takes time to achieve. Tim may want to bear this in mind when participating in task allocation decisions.

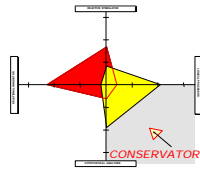
Overall, Sue will be more inclined to see issues in terms of nearer-term, task-oriented opportunities. However, the pair’s output may benefit if each recognizes the other’s relative strength and takes advantage of it when allocating tasks.

# ANALYSIS OF STRATEGIC PATTERNS

## CONSERVATOR PATTERN

Careful, fully considered, methodically executed actions designed to insure a high certainty of final outcome. Typically sensitive to operational details.

### CONSERVATOR PATTERN



This pattern is a combination of the action-oriented LP and the analytically inclined HA strategic postures. The focus of this strategy usually tries to make sure that the intended outcome will actually be achieved and that it is realized with a high degree of precision. “Doing it right” is usually a major focus of this pattern.

Sue is somewhat more inclined to engage the Conservator pattern in addressing issues of common concern. This pattern typically focuses on study, careful specification and methodical execution. Sue probably places a higher value on certainty of outcome than Tim and can be expected to place more emphasis on proven processes since they have the highest probability of yielding certain results.

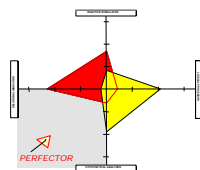
Sue may be somewhat more skeptical in accepting new initiatives than might Tim. New, unproven methods always carry a greater risk and this can endanger the certainty that is valued. Tim might find a major contribution to the pairs’ performance in helping identify and “sell” changes of merit.

Relative to Tim, Sue is probably more concerned with “doing it right” and is probably willing to pay the price of a more measured pace of progress. This may be valuable in situations where time is available and the downside risk of error is heavy. It may also be an opportunity for synergy. Tim might want to “move in” more heavily on those issues where speed is of significance.

## PERFECTOR PATTERN

A typical focus is on interesting new ideas with an aim to fully understand their implications. Output typically centers on detailed assessment and thorough planning.

### PERFECTOR PATTERN



This pattern combines the analytical HA and the idea generating RI strategic postures. People using this approach typically place high value on new ideas but tend to act only after they have been fully explored and refined (*i.e.*, “perfected”). Since the strategy incorporates both ideas and analysis, the pattern is often found in good “advisors.”

Tim appears to be more focused on generating and thinking through new options than is Sue. This probably translates into a greater inclination to generate ideas, create options, consider, assess and plan. Tim’s primary contribution when operating in the “Perfector” dimension will probably be seen in the area of new idea generation. Intellectual satisfactions involved in creativity probably motivate Tim and this might be kept in mind when “managing” the pair relationship.

Sue may note that Tim may have a tendency to be a bit fragmented. This can be seen as an expression of the relatively higher value being put on “creativity.” If this is visible, it may be a potential source of synergy. Efforts centering on providing a constant focus might pay high dividends to group performance.

Ideas are the fuel for analytical process. However their value is realized when they are assessed and “winnowed” to separate the wheat and chaff. Synergistic support in the area of analysis, planning and assessment may also serve to further the pair’s mutual interest.

# STRATEGIC STYLE STRENGTH INTERACTION

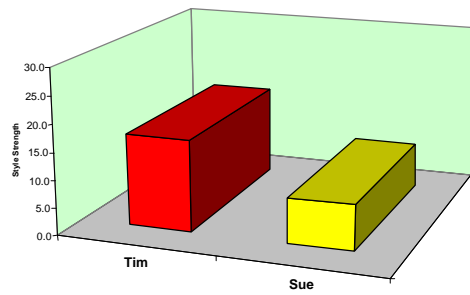
## WHAT IS STYLE STRENGTH?

People usually have elements of all four strategic styles in their behavioral command. Their commitment to any particular style, however, varies. The stronger the strength of a particular style, the more likely it is that the person will use that particular strategic style in his or her interactions. The interaction of strategic style preferences can give insight into the character of two person teams.

## REACTIVE STIMULATOR

The RS is action oriented, tends to use expedient methods and places high value on speed with which an issue is resolved.

### COMPARATIVE STYLE STRENGTHS: REACTIVE STIMULATOR



A strength of the pure RS is an ability to act quickly and being comfortable in making decisions with minimal information and detail. For example, this can be especially valuable in conditions where an immediate remedy for a situation is of high value and the means by which it is accomplished is a secondary concern. Emergency room staffs often confront this situation and frequently have a high RS component.

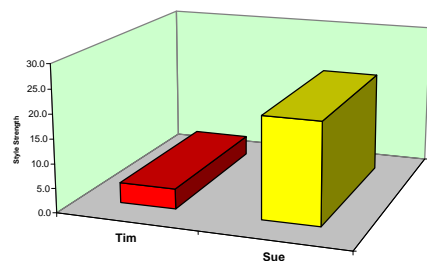
Tim has a moderate tendency to apply fast, expedient methods to the resolution of group issues. Sue has a low inclination in this direction. Overall, there is a moderate joint tendency to solve issues by quickly by deploying expedient, perhaps less than optimal, methods.

Tim is a more likely to move issues rapidly toward resolution. Sue might find these initiatives occasionally disconcerting and sometimes uncomfortable. However, if the two people can “work out” an understanding on the matter, it is likely that their joint response will be seen as “okay” by others. This “work out” might take the form of early discussions centering on the “right” level of precision, detail and speed for the issue at hand. This probably can be done with minimal effort.

### COMPARATIVE STYLE STRENGTHS: LOGICAL PROCESSOR

## LOGICAL PROCESSOR

The LP is also an action oriented style. However, the LP values consistency, predictability and certainty. These are usually obtained by applying precise, systematic methods to issues at hand.



The strength of the pure LP is the ability to define and execute programs, methodologies and techniques in a disciplined fashion (*e.g., surgeons and scientists often have a high LP component*). Precision, certainty and an inclination toward action characterize this strategic posture.

Sue exhibits a strong commitment to the LP approach while Tim registers a low tendency. There is a moderate joint tendency to address issues by thorough, methodical application of proven, tested, well-understood methods.

The differences along this axis can be a formula for persistent tension. Sue puts high value on “doing things right.” This is probably interpreted as exactly following proven methods that have yielded predictable, consistent results in the past. Tim, on the other hand, puts less stock in these values and is instead pursuing other values which might be compromised (*e.g., speed, creativity, etc.*) by the rigorous application of stringent methods. Synergistic cooperation may be difficult. A strategy of delegating activities based on the strengths of the people may yield favorable results.



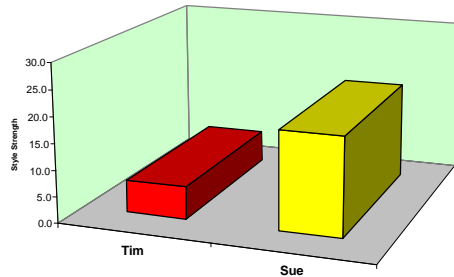
# STRATEGIC STYLE STRENGTH INTERACTION

(CONTINUED)

## HYPOTHETICAL ANALYZER

The HA is a problem solver. The style uses a thought based strategy. It tends to focus on planning and evaluation. The HA values complete understanding and exhaustive identification of all possible outcomes.

### COMPARATIVE STYLE STRENGTHS: HYPOTHETICAL ANALYZER

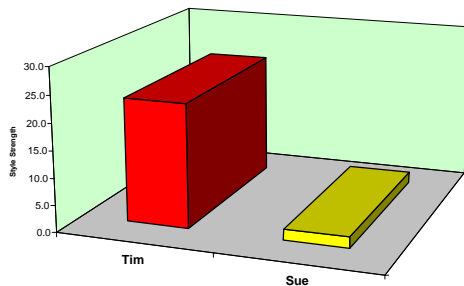


The strength of the HA style is the ability to analyze and assess complicated problems and situations. This style is typically able to effectively communicate the results of their study to others (*e.g., many judges, teachers and professors have HA as a dominant style*). This is a strategy particularly well suited to assessing options and creating plans.

Sue exhibits a moderate commitment to the HA approach while Tim registers a low tendency to use this style. There is a moderate joint tendency to address issues using indepth evaluation, assessment and planning.

Tim might find Sue's tendency to "ponder" to be a bit in excess of the need. It is probable that Tim would prefer a more direct approach to addressing issues. Sue, on the other hand, might consider Tim to be a bit shortsighted in being willing to move on an issue before it is sufficiently understood. If the differences are seen as based on strategic postures, it is unlikely that differences will reach serious proportions. Reasoned discussion will likely resolve the issues as they arise and a need to specifically address this as an issue is probably unnecessary. Together, the pair's likely common position will be seen as "moderate."

### COMPARATIVE STYLE STRENGTHS: RELATIONAL INNOVATOR



The idea oriented RI is focused on new and different ways of accomplishing things. For example, inventors and entrepreneurs typically have a strong RI component. The style is characterized by minimal attention to detail and the ability to rapidly generate new, often unusual, ways of addressing a situation.

Tim exhibits a strong commitment to the RI approach while Sue registers a low tendency. There is a moderate combined tendency to resolve issues by the application of new, novel and unproven ideas, methods and initiatives.

This type of relationship can result in tension. Tim may be seen as a bit "spacey" and given to considering issues in a way that can have no operationally useful outcome. The ideas themselves are likely to be appreciated; but the volume and relative lack of focus may be an annoyance. There is a probability that Sue will try to impose constraints to more closely align the pair's preferences. These attempts might be seen by Tim as an irritant. If the pair comes to view each other positively, both are likely to benefit. If viewed negatively, both people are likely to endure annoyance. Time given to discussing and aligning postures could be well invested.

## RELATIONAL INNOVATOR

The RI is also a thought based style. The pure RI highly values creativity and innovation. Issues are addressed rapidly using minimum detail and are quickly integrated into theories and systems.

## Tim's BASIC INDIVIDUAL RESULTS

### WHAT IS A STRATEGIC STYLE?

Information processing preferences influence our behavior. For example, ignoring detail allows a person to move faster at the cost of precision and certainty. Behaviors “fall-out” of the information we choose to pay attention to and what we tend to do with it. Strategic styles are a name assigned to the common elements which “fall-out” of particular processing styles. Every style has inherent strengths and vulnerabilities.

### YOUR PRIMARY STYLE

People are able to use all of the strategic styles. A primary style is the one most likely to be used.

#### Relational Innovator (RI)

The pure RI puts high value on creativity. They typically focus on global missions and tend to handle new situations by quickly coming up with innovative, often unique ways of doing things. Concepts, ideas and innovations are quickly integrated into coherent theories and systems. The RI is typically a great idea and change generator.

The RI likes and needs flexible goals with latitude to change, expand and redirect them. Minimum supervision is usually preferred since the RI gets satisfaction from being able to explore options, many totally unexpected. RI's typically do not welcome personal comments as expressions of commendation. A focus on ideas or contributions will generally be accepted and appreciated.

If totally committed to an issue, the RI can be very attentive to detail. Most of the time, however, they are unconcerned with it. This posture positions the RI to respond well to volatile, intense situations since the RI has not invested heavily in operational or conceptual understanding. RI's are usually seen as flexible and adaptive.

An exposure associated with a pure RI mode is one of diffusion. The new ideas or options they continually generate can divert their attention and redirect their activities. This can lead to a halting pattern of progress where items are set aside before they are finished in order to pursue a new option. The pure RI typically benefits from association with people with a strong analytical preference (HA) who can “flesh out” the raw ideas and with people who can quickly test the ideas in the action arena (RS).

### YOUR SECONDARY STYLE

If the primary style is not applicable, this is the next most likely strategic style the person will employ.

#### Reactive Stimulator (RS)

The pure RS puts high value on the speed at which things are done. They tend to search for immediate results, value variety and handle new issues by trying to find a easier, faster way using things readily at hand. Concentrating on the central, ignoring detail and targeting tangible outcomes are ways commonly used to enhance speed.

Since the RS tends to use a short-range horizon, they can benefit from support tying their efforts into longer-range objectives. The RS, however, is typically insensitive to rules and explicit direction. When working in this mode, “easy going” supervision providing general direction is usually valuable.

An exposure arising from the use of this strategy might be inattention to important details that can result in encountering unexpected negative consequences. If involved with efforts carrying serious error consequences, the RS may benefit from support by people more oriented toward detailed, methodical methods.

# Sue's BASIC INDIVIDUAL RESULTS

## WHAT IS A STRATEGIC STYLE?

Information processing preferences influence our behavior. For example, ignoring detail allows a person to move faster at the cost of precision and certainty. Behaviors “fall-out” of the information we choose to pay attention to and what we tend to do with it. Strategic styles are a name assigned to the common elements which “fall-out” of particular processing styles. Every style has inherent strengths and vulnerabilities.

## YOUR PRIMARY STYLE

People are able to use all of the strategic styles. A primary style is the one most likely to be used.

### Logical Processor (LP)

The pure LP puts a high value on consistency and certainty of outcome. They tend to focus on the task at hand and address issues by clarifying them to a point of complete operational understanding. Execution then usually proceeds at a pace can be described as deliberate and relentless. The pure LP can usually be depended upon to provide output of consistent quality, with methodical precision, over extended periods.

The LP typically needs clear direction, sees value in logical rules and welcomes specific training. People operating in this mode typically value organizational predictability and logical structure. Fluid organizations tend to compromise their ability to realize the consistency, precision and certainty they value.

Because they value complete understanding and seek certainty of outcome, the LP may not welcome radical change. Change almost always carries an uncertain element that can be seen as compromising the certainty of outcome the LP values. Change that is practical, well planned and which builds on current practice is better accepted.

An exposure arising from the LP posture may be a tendency to focus too heavily on the immediate task thereby potentially sacrificing longer-term opportunities that might be available. The deliberate work pace required for precision and consistency may also tend to undervalue speed as a value-added component of issue resolution. Support in longer-range planning and expedient action is usually beneficial.

### Hypothetical Analyzer (HA)

The pure HA puts high value on complete conceptual understanding. They typically focus on the larger project, enjoy complexity and tend to handle issues by exhaustively by considering all options and contingencies. The pure HA is typically great in analysis, planning and problem solving.

The HA is detail sensitive at a conceptual (*e.g., planning*) level but interest may wane as things move to implementation. The HA may prefer delegating actual execution to others. They accommodate change as a problem solving opportunity but can become frustrated in highly fluid situations where their structured methods are “short circuited.”

An exposure which can arise in the HA mode might be a tendency toward over-caution as more weight is assigned to identified contingencies than apt. Also, a relatively slow reaction time can result in being unable to take advantage of passing opportunities. Alliance with more action-oriented people can be advantageous.

## YOUR SECONDARY STYLE

If the primary style is not applicable, this is the next most likely strategic style the person will employ.

# STRATEGIC PROFILE ANALYSIS

WHAT IS A PATTERN?  
WHAT IS A PROFILE?

People usually use elements of each of the four strategic styles. Various combinations of strategic styles combine to form a strategic pattern. These patterns can themselves be combined to create a strategic profile that shows the overall tendency to follow any of the four basic patterns (*I, II, III, or IV*). The strategic pattern is like an overall, longer-range strategy while the strategic style (*e.g., HA or RS*) can be seen as more like personal tactics.

ANALYSIS OF STRATEGIC PATTERNS



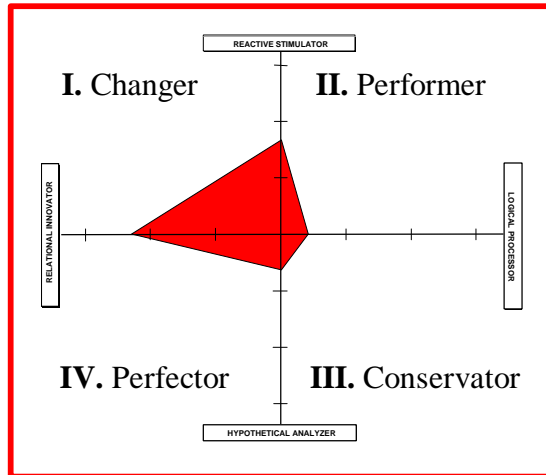
PRIMARY

This is the pattern a person is most likely to use in conducting their day-to-day affairs.

If the primary pattern is not applicable, this is the next most likely pattern the person will employ.

These are patterns which the person has some access to but will probably not be as good at as they are in their primary or secondary patterns.

## Tim's STRATEGIC PROFILE



Tim seems to strongly favor the “Changer” pattern—a combination of RS and RI strategic styles. This thought and action-oriented approach focuses on new and often radical methods. Changers typically value creativity, novelty and tangible outcomes (*versus plans*). Detail is usually compromised in the interest of speed of implementation.

Tim’s moderate secondary tendency is to use the Perfector pattern—the fusion of the HA and RI strategic styles. This is a thought-based posture focused on new ideas. However, analysis and planning rather than action is a typical outcome. This posture can combine with the primary to create an image of a creative person with an interest in new approaches.

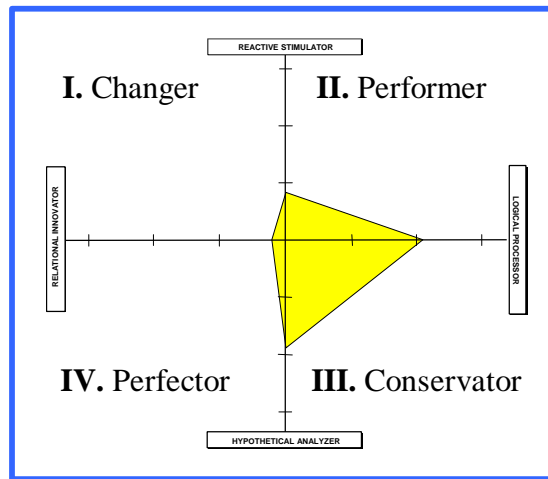
Tim has access to the Performer and Conservator peripheral patterns. Some contributions to the expeditious resolution of nearer-term, task oriented issues and comprehensive specification and methodical execution can be expected. However, the facility using these strategies is unlikely to be strong. Tim should probably not be relied upon for outstanding contributions in these areas.

# STRATEGIC PROFILE ANALYSIS

WHAT IS A PATTERN?  
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People usually use elements of each of the four strategic styles. Various combinations of strategic styles combine to form a strategic pattern. These patterns can themselves be combined to create a strategic profile that shows the overall tendency to follow any of the four basic patterns (*I, II, III, or IV*). The strategic pattern is like an overall, longer-range strategy while the strategic style (*e.g., HA or RS*) can be seen as more like personal tactics.

## Sue's STRATEGIC PROFILE



ANALYSIS OF STRATEGIC PATTERNS



PRIMARY

This is the pattern a person is most likely to use in conducting their day-to-day affairs.

Sue appears to strongly favor the “Conservator” pattern (*HA and LP styles*). This is an action response usually focused on optimum (*i.e., best*) rather than “satisficing” (*i.e. good enough*) results. The LP typically values precision, predictability and certainty of outcome. Tested, proven methods are often favored since they increase the odds of realizing these objectives.

If the primary pattern is not applicable, this is the next most likely pattern the person will employ.

Secondarily, Sue appears to favor the Performer pattern—an RS and LP style combination. This posture favors action. It differs from the primary in that detail and precision are sacrificed for speed of issue resolution and volume of items addressed. The combination of these patterns is likely to give the individual an image of a focused “doer.”

These are patterns which the person has some access to but will probably not be as good at as they are in their primary or secondary patterns.

Sue has access to the Changer and Perfector peripheral patterns. Some contributions to the rapid deployment of new ideas and the comprehensive assessment and the thorough planning for new initiatives can be expected. However, the facility using these strategies is unlikely to be strong. Sue should probably not be relied upon for outstanding contributions in these areas.