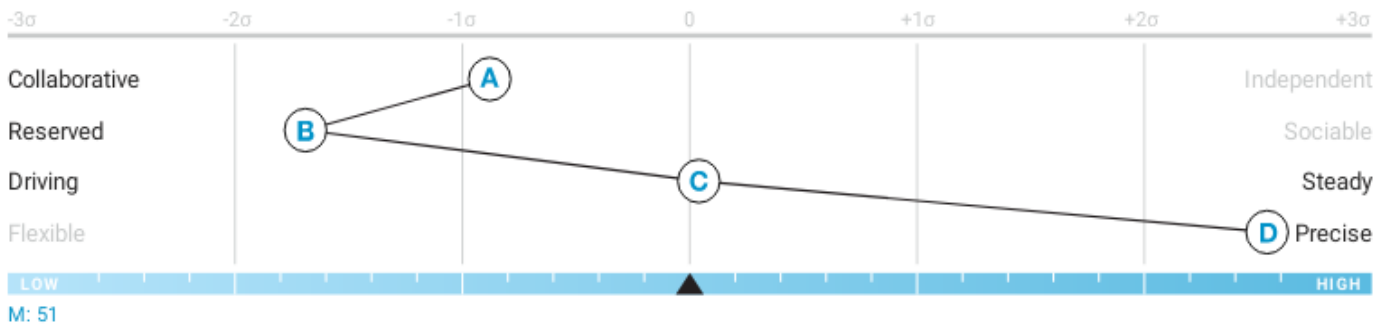




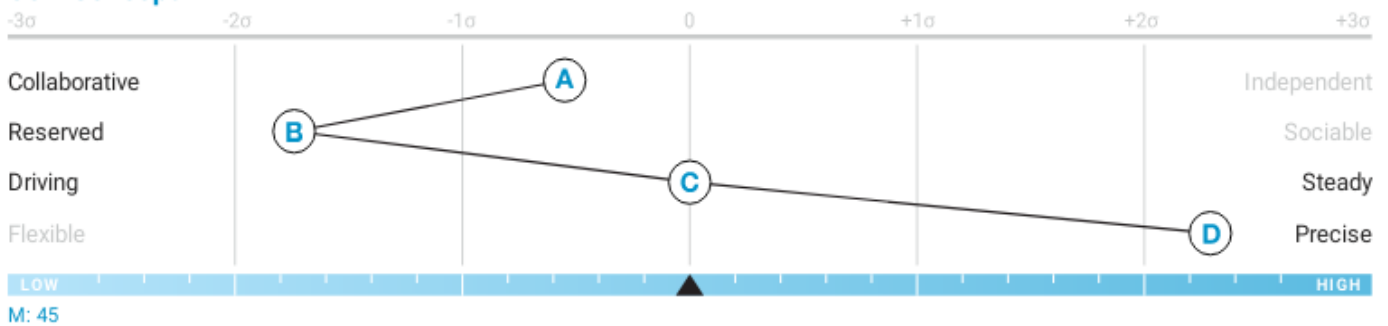
### Specialist

A Specialist is a highly precise worker, who remains skeptical while respecting authority.

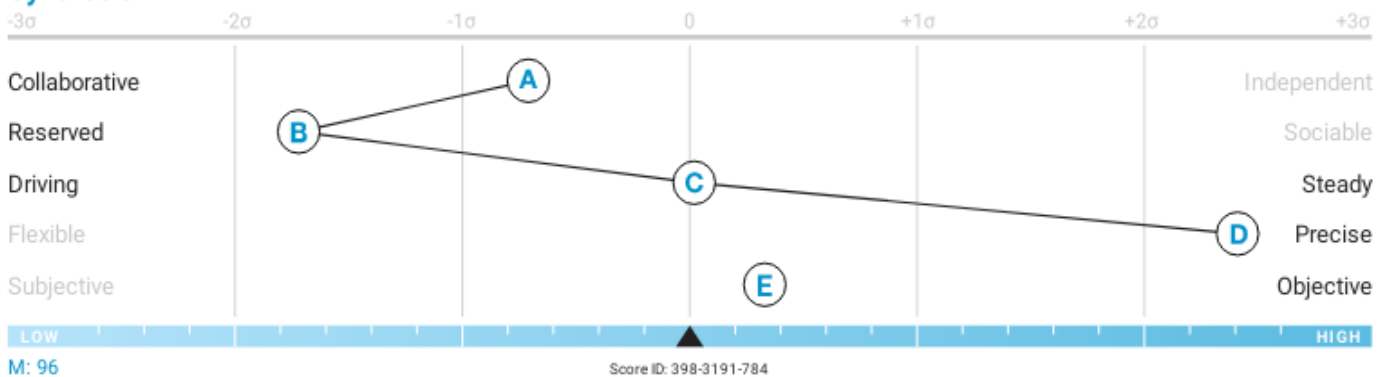
#### Self



#### Self-Concept



#### Synthesis



## Strongest Behaviors

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This Behavioral Pattern is extremely wide, which means that observed behaviors are very strongly expressed and needs are very strongly felt.

### **Yen will most strongly express the following behaviors:**

- Strongly formal and reflective; a cool, sometimes withdrawn person who's often deep in thought. Very skeptical of new people, requires substantial "proof" to build trust in someone.
- Extreme precision, sometimes perfectionistic; strong follow-through to ensure tasks are completed exactly in accordance with quality standards.
- Nearly exclusive focus on technical, rather than social issues. Very disciplined, specific thinking about what needs to be done, how to do it perfectly, and how to avoid pitfalls. Makes and checks an execution plan that is followed literally.
- Drive to protect the company against risk by doing things in general accordance with established standards.
- Careful; usually follows a plan to avoid making mistakes. Generally has proof to support decisions before taking action.
- Detail-oriented and helpful; works comfortably as part of a team and often checks work.

## Summary

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Yen is a very conscientious person, particularly attentive to, careful of, and accurate with the details involved in the job. Identifies problems, and enjoys solving them, particularly within own area of expertise.

Reserved, serious, and always concerned with the exact correctness of the work. Self-discipline, sense of duty, and respect for authority and tradition are strong qualities in Yen, who takes responsibilities very seriously.

With experience and/or training, Yen will develop a high level of specialized expertise and efficiency. Disciplined and dedicated to the job and the company. Work pace is somewhat faster-than-average, and Yen is motivated by a real concern for getting work done on time and correctly. Discipline and circumspect thinking will lend caution to decision-making; plans ahead, double checks, and follows up carefully on decisions and actions.

A modest and unassuming person, works quite autonomously and decisively in their specialized area. When working outside of their expertise, they'll look to management, written resources, or subject-matter experts for direction. Most effective and productive when working within the field of own specialty and experience, and prefers to stick to the proven way. If it becomes necessary to initiate or adopt change, Yen will need to see cold, hard, evidence to prove that the new way is more efficient, yields high-quality results, and is complete. In addition, Yen will carefully plan the implementation to minimize problems and maximize results.

Social behavior is reserved and accommodating. Will express themselves sincerely and factually and is, in general, rather cautious and conservative in their style. Being very sensitive to criticism, they'll always try to make sure that the work is done right.

## Management Style

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

- Closely focused on the tactical and technical aspects of the work; eager to do work “by the book”, within company policy, and up to precise standards
- Much more effective if they’ve had personal experience or knowledge in the areas they’re managing; a specialist who learns as much as possible in their area of expertise, and uses that background for the good of the company
- Respectful of authority, tradition, and established departmental responsibilities; will conduct themselves with a strong sense of duty
- Cautious when delegating; when delegation is needed, follow-up will be curt and meticulous ensuring that all procedures have been followed and all standards met
- Disciplined to do things right and “by the book” will work on problems independently rather than collaborate with others
- Comfortable sharing thoughts with the team only after having time to think about and organize those thoughts
- A strong problem-solver and technical resource, given the time and experience to develop the background
- Serious, self-disciplined, and responsible – striving to do what’s expected, do it on time, and ensure that work is error free.

## Influencing Style

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As an influencer, Yen will be:

- Thorough and precise; primary concern is diagnosing situations and conveying solutions as accurately and completely as possible
- Focused more on the business or technical issues involved than the personal or emotional issues; will ask very pointed questions and carefully consider the answers
- Driven to prepare thoroughly before attempting to influence others to ensure that any and all questions that might be asked can be answered
- Prone to deliver exactly what was promised; given the background, Yen will be very knowledgeable, with precision, about the steps necessary to achieve the objectives
- Serious, logical, and particularly attentive to details; driven to understand the needs of others and find specific, proven solutions
- This individual is more comfortable influencing others about ideas and concepts with which they are intimately familiar and perceives themselves as an expert; with proper training and time to learn, they can be adept at influencing others about ideas and concepts, particularly in environments where the relationship has already been established.

## Management Strategies

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

- Clearly defined work, responsibilities, and reporting relationships
- Work that uses their training, experience, and specialized knowledge (including work that requires identifying, defining, and solving problems within those areas)
- Thorough training whenever needed, and no ambiguity about what is expected
- Security in a stable work environment
- Leaders and co-workers who can be respected and trusted
- Supportive team
- Appreciation of their competence, conscientiousness, and loyalty.