



**Company:** Willis Group  
**Assessor:** Lynette Rhodes-Garmonsway  
**Project:** Willis US

### Assessment Results

Individual: Karl Alfeld  
Primary Energy: **RED**  
Active Energy: Extraversion

ICS-CONNECT Interest and Preference  
Indicator is: **DIRECTOR**  
Approaches Situations Through: Thinking

### Understanding the Energy Scores

Each energy has a maximum score of 108. Energies above the mid-line (54) are your preferred energy styles, those energies we like about ourselves and like to display to others. We easily connect with others who display these energies.

Energies below the mid-line are the energies you are reluctant to use and prefer not to display to others. We tend to disconnect with others who have a preference to displaying these energies.

### Interest Preference Indicator Graphs

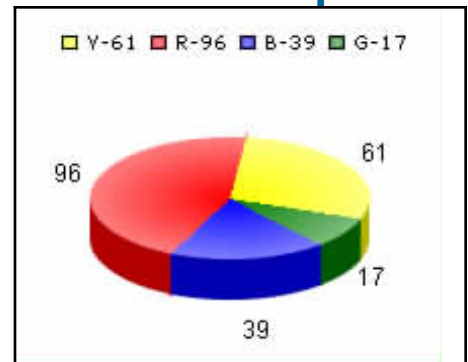
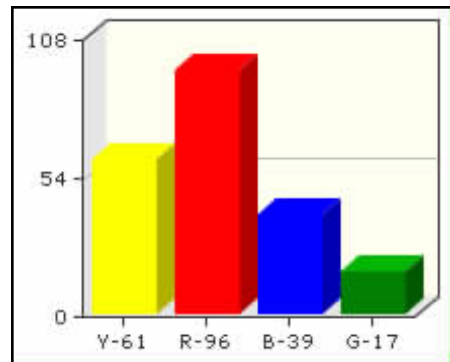
#### Energy Levels

**Yellow: 61**

**Red: 96**

**Blue: 39**

**Green: 17**



As with all preferences, to keep a **DIRECTOR** engaged in the conversation, three things must occur:

- They must be willing to listen.
- They must retain information.
- They must have a high level of trust in the messenger.

When they disconnect, one or all of these things will cease even though the conversation continues.

Therefore:

**“When communicating with others you must keep them connected long enough to raise the level of trust where they are willing to let you influence them.”**

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## THE DIRECTOR

### Will stay connected when others:

- Understand and identify that gap analysis is most important
- Are being clear-cut, immediate, well-organized, and to the point
- Have explored solutions and, then, are willing to move into action
- Understand the big picture and have practical solutions
- Can deal with the task at hand without letting their emotions or feelings affect their thinking
- Are persons of authority and comfortable with being in control

### Tends to disconnect when others:

- Are not fully committed to the project or solution
- Become emotional and waiver in their convictions
- Are not willing to believe that they can make it happen
- Are not willing to step out and take a chance even if the risk is high
- Are moving the project along too slowly
- Don't respect the Director's authority

### What Directors like people to know about themselves:

- They can be counted on in any emergency
- They are persons of principles and ethics that are non-negotiable
- If they say they are going to do a task, then you can be sure it will be done. Their word is their bond
- They are fact paced, highly competitive, and certain of their actions

### What Directors don't recognize or like to admit in themselves:

- They have a tendency to be very direct and may alarm those around them
- They are restless and irritated when others aren't willing to see things their way
- They find it difficult to take the time to listen to the view point of others

### Some things Directors want others to see in themselves:

- **Who I am:** Born to lead
- **Purpose:** Powerful, self-determination
- **Value to the organization:** Drive, ability to focus, reality, strength
- **Under stress becomes:** Challenging, Critical and Noncompliant
- **Worries about:** Losing control, and seen as being too easy going
- **Would be more successful by:** Being tolerant, people friendly, modest, and accepting that they don't have all the answers

### Things you rarely observe Directors doing:

- Failing to take control when others around them are in a state of panic
- Playing a game of golf without playing to win
- Giving in when they know that they are right
- Not contributing to the success of the project

### How to be in touch with Directors:

- Be proud of who you are. Be positive, strong, and unswerving
- Don't talk behind their back or betray their trust
- Remember that they have an exposed and potentially defenseless side
- When they are being assertive, don't take it personally
- If they become irritable and lose their temper, give them enough space to let it pass

### Those who really understand Directors say:

- "You always know where they stand on almost any topic. They aren't afraid to stand up for what they believe, even though, it may not be popular with others."
- "They are very straight forward. They speak their mind and encourage others to do the same."
- "They are excellent leaders and delegators. Their employees always know what is expected of them and where they stand."



## The Eight ICS-CONNECT Preferences

The four color energies have been divided into eight ICS-CONNECT preferences. The eight preferences are derived from the four basic energies. The eight preferences are identified as Director, Stimulator, Encourager, Assister, Supporter, Synchronizer, Monitor, and Developer.

**The Director** believes in "getting it done now". Directors are fast paced, certain about what they are doing with a strong will to be competitive. They are very uncomfortable in a relaxed, comfortable, and supporting environment.

**The Stimulator** believes in "moving forward". Stimulators are extremely enthusiastic, very persuasive, have a purpose for everything they set to accomplish. Like the Director they are fast paced and active. They are very uncomfortable when questioned about their purpose or in a quiet, easy going environment.

**The Encourager** believes in "making it happen together". Encouragers are very interactive, highly competitive, and have a passion for what they believe. They are quick to make many friends, the more the better. They are very uncomfortable when others are slow-paced, formal, and very self-controlled.

**The Assister** believes in "reaching a consensus". Assisters are very trusting, will respond emotionally, and are very descriptive in their story telling. They are very uncomfortable when they are required to be disciplined, or are in a logical and formal environment.

**The Supporter** believes in "doing things in a tactful manner". Supporters are very encouraging, sincerely care about people, and are accepting of others. They are very uncomfortable in a fast paced, competitive environment where other people may not be taken into consideration.

**The Synchronizer** believes in "being neat and tidy". Synchronizers are very, relaxed, easy-going, and quiet. They enjoy being by themselves and reflecting on life. They are very uncomfortable when they are in an active, hectic, and fast-paced environment.

**The Monitor** believes in "doing it right the first time". Monitors are very deliberate, slow-paced, formal, and self-controlled. They are very uncomfortable when the environment is creative, emotional, spontaneous, and expressive.

**The Developer** believes in "just get it done". Developers are very independent, disciplined, using thoughtful logic to reach conclusions. They are very uncomfortable when people are too trusting, personal, sociable and compassionate.

