



**Individual:** Jennifer Toney  
**Sponsor:** Willis Group  
**Project:** Willis Group Corporate Office

**Assessment Results**

Individual: Jennifer Toney  
 Primary Energy: **RED**  
 Active Energy: Extraversion

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

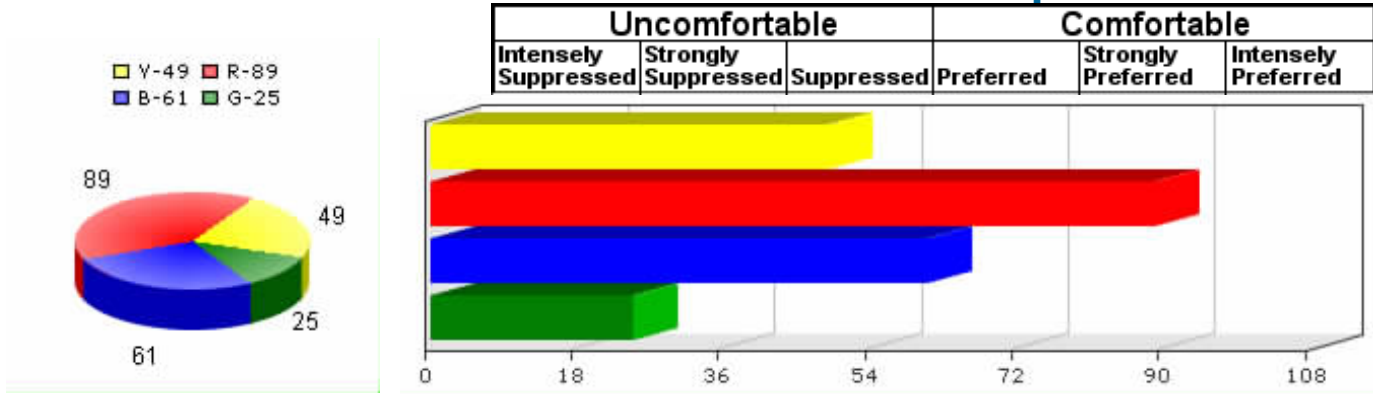
**Understanding the Energy Scores**

Each energy has a maximum score of 108. A score of 54 or more indicates our preference to using that energy. A score of less than 54 indicates your reluctance to using that energy.

The farther the bar moves to the right the more comfortable it is to use that energy. The farther the bar moves to the left the more difficult it is to use that energy.

**Energy Levels** Yellow: 49 Red: 89 Blue: 61 Green: 25

**Interest Preference Indicator Graphs**



As with all preferences, by keeping the **DIRECTOR** connected to the conversation, three things will occur:

- They will desire to continue to listen.
- They will continue to raise their level of trust in what you are communicating.
- They will then retain the highest level of information possible.

**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 build a bond 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."



# ICS-CONNECT

*How to connect with anyone to build a bond of mutual trust.*

## The Twelve ICS-CONNECT Preferences

The four color energies have been divided into twelve ICS-CONNECT preferences. The twelve preferences are derived from the four basic energies.

The twelve preferences are identified as Director, Stimulator (Thinking) / (Feeling), Encourager, Assister (Extraverted) / (Introverted), Supporter, Synchronizer (Feeling) / (Thinking), Monitor, and Developer (Introverted) / (Extraverted).



### 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 (Thinking)

- like the Director are fast paced and active. They are very uncomfortable when questioned about their purpose or in a quiet, easy going environment.

### The Stimulator (Feeling)

- believes in "moving forward" like the Encouragers they are extremely enthusiastic, very persuasive, have a purpose for everything they set to accomplish. They are very uncomfortable when they questioned about their relationships with others.

### 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 (Extraverted)

- like the Encourager believes in "reaching a consensus" using their relationship building skills. Assisters are very trusting, will respond emotionally, and are very descriptive in their story telling. They are very uncomfortable when required to be disciplined, or are in a logical and formal environment.

### The Assister (Introverted)

- like the Supporter are very comfortable when they are required to be disciplined, or are in a formal environment. They are very uncomfortable when required to openly discuss issues before they are ready.

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### 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 (Feeling)

- like the Supporter enjoy being by themselves and reflecting on life. They are very uncomfortable when they are in an active, hectic, and fast-paced environment.

### The Synchronizer (Thinking)

- like the Monitor believes in "being neat and tidy" and are very, relaxed, easy-going, and quiet. They are very uncomfortable when they are not given enough time to become informed and reflective.

### 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 (Introverted)

- like the Monitor is very independent, disciplined, using thoughtful logic to reach conclusions. They are very uncomfortable when they are required to take control without a logical plan.

### The Developer (Extraverted)

- like the Director believes in "just get it done". They are very uncomfortable when people are too trusting, personal, sociable and compassionate.

