

## SQ Management Considerations

| DIMENSION   | LEFT SIDE   | MID RANGE  | RIGHT SIDE   |
|---|---|--|--|
| <b>RESISTANT VS. ACCOMMODATING</b>  |   |  |  |
| The degree to which a person <b>follows rules &amp; is open to training &amp; coaching.</b> | <p><b>Questions all new &amp; existing rules</b></p> <ul style="list-style-type: none"> <li>• May benefit from knowing the reasons behind rules &amp; the consequences of ignoring them</li> <li>• May need extra time to adapt to changes in routine or rules</li> <li>• Monitoring of compliance may be necessary, especially with new rules &amp; regulations</li> </ul> | <p><b>Questions some new or existing rules</b></p> <ul style="list-style-type: none"> <li>• May not always inform others when standard procedures aren't appropriate</li> <li>• Would benefit from knowing the reasons behind rules &amp; the consequences of ignoring them</li> <li>• May hesitate to stop &amp; question things</li> </ul> | <p><b>Accepts new &amp; existing rules</b></p> <ul style="list-style-type: none"> <li>• May hesitate to stop &amp; question things</li> <li>• May "blindly" follow rules even when standard procedures aren't appropriate</li> <li>• May hesitate to point out areas for improvement</li> </ul>                        |
| <b>ANXIOUS VS. CALM</b>   |   |  |  |
| The degree to which a person <b>experiences stress &amp; pressure</b>                       | <p><b>Sensitive to stress &amp; pressure</b></p> <ul style="list-style-type: none"> <li>• Quickly feels stress &amp; pressure</li> <li>• May need to be reminded that mistakes are improvement opportunities</li> <li>• Would benefit from reassurance &amp; support, when learning new things</li> </ul>   | <p><b>Tolerant of typical stress &amp; pressure</b></p> <ul style="list-style-type: none"> <li>• Would benefit from feedback &amp; coaching</li> <li>• Should be encouraged to build confidence through skill development</li> <li>• May need to be reminded to see mistakes as developmental opportunities</li> </ul>                       | <p><b>Tolerant of immense stress &amp; pressure</b></p> <ul style="list-style-type: none"> <li>• May not display signs of stress or fatigue outwardly</li> <li>• Others may mistake calmness for a lack of enthusiasm</li> <li>• May prefer to wait before taking action in some situations</li> </ul>                 |
| <b>IMPATIENT VS. PATIENT</b>  |   |  |  |
| The degree to which a person <b>experiences frustration &amp; irritation.</b>               | <p><b>Sensitive to frustrations &amp; irritations</b></p> <ul style="list-style-type: none"> <li>• May need to be reminded of the impact his/her actions have on others</li> <li>• May need encouragement to let go of grudges &amp; stop taking others' behavior personally</li> <li>• May need time to "cool off" after becoming frustrated</li> </ul>                    | <p><b>Tolerant of typical frustrations &amp; irritations</b></p> <ul style="list-style-type: none"> <li>• When under extreme stress, may become annoyed by others</li> <li>• Should be encouraged to speak up if something is bothering him/her</li> <li>• Would not usually take others' behavior personally</li> </ul>                     | <p><b>Tolerant of frequent frustrations &amp; irritations</b></p> <ul style="list-style-type: none"> <li>• May not always correct unsafe behavior in other team members</li> <li>• May be too tolerant of others bad behavior</li> <li>• Should be encouraged to speak up if something is bothering him/her</li> </ul> |

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|---|--|--|---|
| <b>DISTRACTIBLE VS. FOCUSED</b>   |  |  |   |
| The degree to which a person <b>seeks routine &amp; simplicity.</b>                           | <p><b>Enjoys &amp; seeks variety &amp; stimulation</b></p> <ul style="list-style-type: none"> <li>• May be tempted to stray from standard operating procedures</li> <li>• May become bored or restless quickly</li> <li>• May not be suited to roles involving long periods of independent work</li> </ul>                           | <p><b>Comfortable with both variety &amp; routine</b></p> <ul style="list-style-type: none"> <li>• Would benefit from having some variety in tasks</li> <li>• Comfortable when circumstances change</li> <li>• May become restless or bored after long periods of repetitive work</li> </ul>   | <p><b>Enjoys &amp; seeks routine &amp; simplicity</b></p> <ul style="list-style-type: none"> <li>• May not be comfortable with a lot of change in tasks</li> <li>• May prefer to follow a routine or set process</li> <li>• May not be comfortable having to multi-task rather than focus</li> </ul>              |
| <b>IMPULSIVE VS. CAUTIOUS</b>   |  |  |   |
| The degree to which a person <b>considers consequences &amp; risks when making decisions.</b> | <p><b>Quick &amp; instinctive decision-making</b></p> <ul style="list-style-type: none"> <li>• May be overconfident in own abilities</li> <li>• May need to be reminded to think through possible negative consequences of actions</li> <li>• May underestimate the risks of not following standard procedures</li> </ul>            | <p><b>Comfortable making quick or thoughtful decisions when needed</b></p> <ul style="list-style-type: none"> <li>• May need to be reminded to think through possible negative consequences of actions occasionally</li> <li>• May need coaching on when to decide quickly and when to decide slowly and carefully</li> <li>• Would benefit from learning the mistakes others have made in the past</li> </ul> | <p><b>Thoughtful &amp; careful decision-making</b></p> <ul style="list-style-type: none"> <li>• May be hesitant to take action in unusual situations</li> <li>• May be slower than others to make decisions</li> <li>• May be seen as too cautious or too careful</li> </ul>                                      |
| <b>THRILL-SEEKING VS. APPREHENSIVE</b>  |  |  |   |
| The degree to which a person <b>avoids uncertainty &amp; risk.</b>                            | <p><b>Excited by uncertainty &amp; risk</b></p> <ul style="list-style-type: none"> <li>• May benefit from relying on other team members to identify unnecessary risks</li> <li>• May not recognize when risks should not be tolerated</li> <li>• May become restless or bored with tasks that he/she has already mastered</li> </ul> | <p><b>Comfortable with typical uncertainty &amp; risk</b></p> <ul style="list-style-type: none"> <li>• May benefit from help in recognizing risks he/she may overlook</li> <li>• May not always recognize when risks should not be tolerated</li> <li>• May become bored with tasks that he/she has already mastered</li> </ul>  | <p><b>Avoidant of uncertainty &amp; risk</b></p> <ul style="list-style-type: none"> <li>• May be uncomfortable in uncertain situations</li> <li>• May find it difficult to take risks even when it is necessary</li> <li>• May avoid trying new ways to complete tasks or experimenting with new ideas</li> </ul> |