

TalentClick

Predict Strengths AND Risks.



Leadership Profile Quick Reference Guide



Includes:

Workstyle, Work Values & Safety/Risk Profile *(p.2)*

Business Reasoning *(p.11)*

Conflict Management Style *(p.12)*

WPP Workstyle & Performance Profile

DIMENSION	LEFT SIDE	MID RANGE	RIGHT SIDE
NON-DOMINANT VS. DOMINANT			
<p>Leadership Orientation</p> <p>The degree to which a person is driven to take charge & lead others.</p>	<p>Driven to contribute as opposed to lead others</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Agreeable & modest • Enjoys being an individual contributor or team- player • Readily follows direction <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May not want to assume a leadership role • May be uncomfortable being assertive or delegating to others 	<p>Comfortable contributing or leading when needed</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Comfortable taking directions from others • Comfortable taking charge if necessary <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May have difficulty leading others every day • May need some opportunity to take charge to be satisfied at work 	<p>Driven to lead others</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Assertive & self-assured • Enjoys taking charge & providing direction • Shows initiative <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May feel frustrated if unable to make independent decisions • May find it difficult to follow direction from others
CONTENTED VS. ACHIEVEMENT-FOCUSED			
<p>Achievement Orientation</p> <p>The degree to which a person is focused on achieving challenging goals.</p>	<p>Motivated by modest goals</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Easy-going & easy-to-please • Generally satisfied with themselves & others • Enjoys straightforward tasks or those that they have already mastered <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May find it challenging at times to maintain a high level of performance • May need active support with demanding goals 	<p>Motivated by realistic, reachable goals</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Able to fulfill responsibilities & meet others' standards & expectations • Has realistic expectations of themselves & others <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May feel frustrated by expectations that they think are unreasonable • May need encouragement with goals that are difficult to reach 	<p>Motivated by challenging goals</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Self-driven & hard-working • Has high expectations of themselves & others • Enjoys difficult tasks & stretch projects • Seeks growth & self-improvement <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May need to be challenged & fully utilized to be engaged • May feel frustrated when personal goals or expectations are not met

DIMENSION	LEFT SIDE	MID RANGE	RIGHT SIDE
REACTIVE VS. CALM			
<p>Emotional Orientation</p> <p>The degree to which a person is tolerant of stress & pressure.</p>	<p>Responsive to stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Vigilant & prompt Shows a sense of urgency Quick to respond to high-pressure situations <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> May be tense or anxious May become upset or discouraged when things do not go well 	<p>Tolerant of typical stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Can handle typical work stress & pressure Generally seen by others as balanced & stable <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> May not always display a sense of urgency May become distressed with prolonged periods of heavy job demands 	<p>Resilient to stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Even-tempered & level-headed Thinks through possible solutions before acting Takes heavy job demands in stride <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> May be slower to respond to urgent situations Others may mistake calmness for lack of enthusiasm
RESERVED VS. OUTGOING			
<p>Social Orientation</p> <p>The degree to which a person enjoys social interaction.</p>	<p>Enjoys & seeks independent work</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Reflective & thoughtful Easily focuses on independent work Carefully considers thoughts & ideas before sharing <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> May prefer to work independently when involving others is required May not openly voice ideas & opinions 	<p>Comfortable working independently or with others when needed</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Capable of both independent & collaborative tasks Comfortable working with others <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> May not enjoy events with unfamiliar people or networking May require some opportunity to work with others to stay engaged 	<p>Enjoys & seeks social interaction</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Open & communicative Easily builds relationships with others Enjoys meeting new people & networking Readily shares thoughts & ideas <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> May prefer to involve others when independent work is required May need verbal recognition from others to stay engaged

DIMENSION	LEFT SIDE	MID RANGE	RIGHT SIDE
DIRECT VS. EMPATHETIC			
<p>Interpersonal Orientation</p> <p>The degree to which a person is sensitive to the needs & feelings of others.</p>	<p>Concerned with objectivity & task completion</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Forthright & candid • Straightforward & clear communicator • Easily voices unpopular opinions • Takes an objective, non-emotional point of view <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May focus on completing tasks more than personal needs • May be perceived as insensitive to the feelings of others 	<p>Mindful of both task completion & the feelings of others</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Honest about views & opinions • Considerate of the needs & feelings of others <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May be uncomfortable dealing with people who are upset or angry • May find it difficult to deliver or receive negative feedback 	<p>Concerned with the needs & feelings of others</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Compassionate & helpful • Tactful communicator • Focused on supporting others • Strives to achieve outcomes where all parties are satisfied <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May focus on personal needs more than completing tasks • May put others needs ahead of their own
SPONTANEOUS VS. REGIMENTED			
<p>Task Orientation</p> <p>The degree to which a person is systematic in their approach to tasks.</p>	<p>Prefers a flexible approach to tasks</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Improvising & adaptable • Follows the quickest route to achieving objectives • Easily grasps the 'big picture' • Not bound by rules or processes <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May neglect planning & preparation requirements • May overlook details or cut corners 	<p>Comfortable being more flexible or systematic when needed</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Mindful of planning & preparation requirements • Able to pivot when needed to meet objectives <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May find it difficult to always follow a strict plan or process • May find it difficult to improvise or learn through 'trial & error' 	<p>Prefers a systematic approach to tasks</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Conscientious & dependable • Creates & follows plans • Establishes order & structure • Easily attends to details • Naturally compliant to rules & processes <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May require a detailed plan in order to complete tasks • May overlook the 'big picture'

DIMENSION	LEFT SIDE	MID RANGE	RIGHT SIDE
CONVENTIONAL VS. OPEN-MINDED			
<p>Conceptual Orientation</p> <p>The degree to which a person is receptive to new ideas or experiences.</p>	<p>Desires proven ideas & familiar experiences</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Practical & predictable • Adheres to established methods • Finds 'tried & true' solutions to problems • Stays focused on repetitive tasks <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May be resistant to new tools or methods • May need time to adapt to organizational change 	<p>Receptive to proven or experimental approaches as needed</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Able to build on others' ideas • Has a realistic problem-solving style <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May be initially resistant to ideas that involve rapid or drastic change • May feel frustrated with no task variability 	<p>Desires innovative ideas & new experiences</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Imaginative & curious • Experiments with new tools & methods • Finds creative solutions to problems • Easily adapts to change <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May need a lot of change to remain stimulated • May not assess the practicality of new ideas before implementing

WVA Work Values & Attitude

DIMENSION	LOW	HIGH
CONFORMITY		
The degree to which a person respects rules & generally-accepted standards.	<p>Acts independently from rules & generally-accepted standards</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Questions rules & norms • Comfortable playing in the 'gray area' & using loop-holes • Not concerned with others' opinions • Seen as an independent thinker <p>CHALLENGES</p> <ul style="list-style-type: none"> • May ignore important rules or codes of conduct • May focus on what is best for them in the moment • May bend the truth to get something done 	<p>Respects rules & generally-accepted standards</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Follows rules & norms • Trusting of others' intentions • Takes their own reputation seriously • Seen as ethical & honorable <p>CHALLENGES</p> <ul style="list-style-type: none"> • May struggle with bending the rules when needed • May be overly protective of their reputation • May be too trusting of others
RESPONSIBILITY		
The degree to which a person is driven to meet others' expectations & timelines.	<p>Casual with expectations & timelines</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Flexible with commitments • Comfortable changing plans • Willing to delegate versus complete tasks themselves • Seen as understanding & flexible <p>CHALLENGES</p> <ul style="list-style-type: none"> • May struggle with punctuality or follow-through • May avoid making commitments • May be perceived as unreliable or tardy 	<p>Strict with expectations & timelines</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Follows through on commitments • Adheres to plans & timelines • Prefers to complete tasks themselves • Seen as punctual & reliable <p>CHALLENGES</p> <ul style="list-style-type: none"> • May be hesitant to change plans when needed • May over-commit to others & ignore their own needs • May be seen as rigid or inflexible

WVA Work Values & Attitude

DIMENSION	LOW	HIGH
COACHABILITY		
<p>The degree to which a person responds positively to suggestions & is motivated to improve behavior.</p>	<p>Skeptical of suggestions for improvement</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Carefully evaluates advice from others Discerning with others' feedback Requires clear justification before changing behavior Confident in own capabilities <p>CHALLENGES</p> <ul style="list-style-type: none"> May respond defensively to performance feedback May be resistant to behavior change May lack self-awareness of limitations 	<p>Responds positively to suggestions for improvement</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Seeks suggestions for improvement Readily implements others' feedback from others Highly willing to change behavior Self-aware of abilities & limitations <p>CHALLENGES</p> <ul style="list-style-type: none"> May act on advice from others without question May weight all sources of feedback equally May expect to reach unrealistic standards for self-improvement
POSITIVITY		
<p>The degree to which a person controls negative emotions & maintains an optimistic outlook.</p>	<p>Open with negative emotions & maintains realistic outlook</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Open with emotions Foresees potential downsides to plans or ideas Willing to provide critical feedback Notices potential risks <p>CHALLENGES</p> <ul style="list-style-type: none"> May be easily upset or discouraged May not realize when their words or actions discourage others May be seen as cynical or pessimistic 	<p>Controls negative emotions & maintains optimistic outlook</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Not easily upset or discouraged Sees the upside to situations & new ideas Encouraging impact on others Seen as cooperative & upbeat <p>CHALLENGES</p> <ul style="list-style-type: none"> May not see potential downsides or risks May not voice critical feedback May not understand others with skeptical viewpoints

WVA Work Values & Attitude

DIMENSION	LOW	HIGH
AGGRESSION CONTROL		
<p>The degree to which a person is motivated to avoid confrontation or adversarial interactions.</p>	<p>Embraces confrontation & adversarial situations</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Guards personal boundaries • Comfortable being assertive • Readily addresses conflict • Quick to confront unacceptable behavior <p>CHALLENGES</p> <ul style="list-style-type: none"> • May be easily agitated or angered • May be argumentative when not appropriate • May engage in aggressive or retaliatory behavior 	<p>Avoids confrontation & adversarial situations</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Not easily provoked or offended • Keeps emotions under control • Avoids combative interactions • Seen as patient & understanding with others <p>CHALLENGES</p> <ul style="list-style-type: none"> • May be too passive in situations when they should assert themselves • May avoid addressing interpersonal conflict • May not confront unacceptable behaviors
OPEN COMMUNICATION		
<p>The degree to which a person openly shares thoughts, feelings, opinions & information.</p>	<p>Cautious sharing thoughts, feelings, opinions & information</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Strong sense of boundaries & discretion • Comfortable with limited information • Prefers listening to speaking • Unlikely to distract others with social conversation <p>CHALLENGES</p> <ul style="list-style-type: none"> • May hesitate to share information with others • May keep others at a distance • May be seen as 'closed-off' or 'secretive' 	<p>Openly shares thoughts, feelings, opinions & information</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Initiates communication with others • Readily trusts others with information • Embraces knowledge-sharing & collaboration • Seen as transparent & approachable <p>CHALLENGES</p> <ul style="list-style-type: none"> • May lack discretion or boundaries with coworkers or customers • May talk when action is required • May require high degree of transparency & information

SQ / Risk Quotient

DIMENSION	LEFT SIDE	RIGHT SIDE
	RESISTANT	ACCOMMODATING
The degree to which a person follows rules & is open to retraining & behavior change.	<p>Questions rules & change</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Questions the reason or purpose behind new & existing rules Points out areas for improvement in safety procedures <p>CHALLENGES</p> <ul style="list-style-type: none"> May defy safety rules & SOPs May resist retraining & behavior change 	<p>Accepts rules & change</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Compliant & rule-abiding Receptive to retraining & behavior change <p>CHALLENGES</p> <ul style="list-style-type: none"> May 'blindly' follow rules when they are not appropriate May fail to notice areas for improvement
	ANXIOUS	CALM
The degree to which a person experiences stress & pressure.	<p>Sensitive to stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Quick to perceive the gravity or seriousness of a situation Strong sense of urgency <p>CHALLENGES</p> <ul style="list-style-type: none"> May quickly experience stress in unexpected situations May have difficulty thinking clearly & rationally under pressure 	<p>Tolerant of stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> High threshold for stress Thinks clearly & rationally under pressure <p>CHALLENGES</p> <ul style="list-style-type: none"> May underestimate the seriousness of a situation May lack a sense of urgency
	IMPATIENT	PATIENT
The degree to which a person experiences frustration & irritation.	<p>Sensitive to frustrations & irritations</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Quick to address negative or unsafe behavior Assertive & outspoken <p>CHALLENGES</p> <ul style="list-style-type: none"> May take work issues personally May be easily annoyed with others May be perceived as unapproachable 	<p>Tolerant of frustrations & irritations</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Rarely shows agitation towards others Even-tempered & approachable <p>CHALLENGES</p> <ul style="list-style-type: none"> May be too tolerant or lenient May avoid addressing negative or unsafe behavior

SQ / Risk Quotient

DIMENSION	LEFT SIDE	RIGHT SIDE
	DISTRACTIBLE	FOCUSED
The degree to which a person seeks variety & stimulation.	<p>Seeks variety & stimulation</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Easily shifts focus & accommodates new stimuli Comfortable with 'multitasking' or split-focus <p>CHALLENGES</p> <ul style="list-style-type: none"> May struggle to focus for long periods May be easily distracted or bored with routine or repetitive tasks 	<p>Seeks routine & repetition</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Easily focuses for long periods Comfortable with routine or repetitive tasks <p>CHALLENGES</p> <ul style="list-style-type: none"> May struggle with shifting focus or accomodating new stimuli May feel overwhelmed by multiple job demands
	IMPULSIVE	CAUTIOUS
The degree to which a person considers consequences & risks when making decisions.	<p>Quick & instinctive decision-making</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Quick to decide Readily takes action Confident in capabilities <p>CHALLENGES</p> <ul style="list-style-type: none"> May underestimate negative consequences & risks May overestimate capabilities May be prone to rushing 	<p>Thoughtful & careful decision-making</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Carefully evaluates consequences & risks before acting Realistic regarding capabilities & limitations <p>CHALLENGES</p> <ul style="list-style-type: none"> May be slow to make decisions May hesitate to take action when needed May underestimate own capabilities
	THRILL-SEEKING	APPREHENSIVE
The degree to which a person avoids uncertainty & risk.	<p>Excited by uncertainty & risk</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Suited for inherently high-risk tasks Enjoys novel & unfamiliar experiences <p>CHALLENGES</p> <ul style="list-style-type: none"> May take unnecessary risks May engage in dangerous behavior when restless or bored 	<p>Avoidant of uncertainty & risk</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Avoids unnecessary risks Avoids dangerous tasks <p>CHALLENGES</p> <ul style="list-style-type: none"> May have difficulty taking necessary or unavoidable risks May avoid unfamiliar experiences

Business Reasoning

DIMENSION	BASIC	ADVANCED
VERBAL REASONING ABILITY		
<p>The degree to which a person is able to understand & solve business problems in a written or verbal format using logic & judgement.</p>	<p>Difficulty solving business problems in a written or verbal format</p> <p>CHALLENGES</p> <ul style="list-style-type: none"> • May need input from others to interpret complex information • May need assistance solving day-to-day scenarios requiring logic & reasoning • May benefit from extra coaching & training on complex problem-solving 	<p>Correctly solves business problems in a written or verbal format</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Able to analyze & interpret complex written or oral information • Able to make correct judgments from written information • Able to solve day-to-day scenarios requiring logic & reasoning
NUMERICAL REASONING ABILITY		
<p>The degree to which a person is able to understand & solve business problems in a numerical format by making the appropriate calculations.</p>	<p>Difficulty solving business problems in a numerical format</p> <p>CHALLENGES</p> <ul style="list-style-type: none"> • May need input from others to make correct judgements from numerical data • May need assistance solving day-to-day scenarios requiring numerical calculations • May benefit from extra training on making complex numerical calculations 	<p>Correctly solves business problems in a numerical format</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Able to make correct judgments & decisions based on numerical calculations • Able to solve day-to-day scenarios requiring numerical calculations • Able to analyze & interpret complex numerical data, such as financial information

Conflict Management Style

DESCRIPTION	MOST EFFECTIVE WHEN:	LEAST EFFECTIVE WHEN:
DOMINATING		
<p>The degree to which a person resolves conflict by directing the other party to accept their position.</p>	<p>The outcome is more important than the relationship</p> <ul style="list-style-type: none"> • The outcome is critical & cannot be compromised • An immediate decision is needed • It is an emergency or safety concern • Being right matters more than preserving the relationship • An unfavorable decision by the other party will be costly to you or the organization • The other party lacks the expertise to make the decision • Your position, authority, or rights are being challenged • An unpopular course of action is necessary 	<p>The relationship is equally or more important than the outcome</p> <ul style="list-style-type: none"> • Preserving or building the relationship is very important • The issue is not important to you • The other party is in a position of authority • You may be wrong or the alternate position could be better • Commitment & support from the other party is required for success • The other party possesses a high degree of competency • The issue is complex & requires input from others • The decision does not have to be made quickly
OBLIGING		
<p>The degree to which a person resolves conflict by 'giving in' & letting the other party have their way.</p>	<p>The relationship is more important than the outcome</p> <ul style="list-style-type: none"> • Preserving or building the relationship matters more than being right • The issue is not important to you • The other party is in a position of authority • Supporting the needs of the other party will not be costly to you • A temporary resolution provides time to reach a future agreement • A favorable outcome is unlikely & it is better to restore harmony • Helping others learn from their decisions is important • Customer service & satisfaction is the priority 	<p>The outcome is equally or more important than the relationship</p> <ul style="list-style-type: none"> • The issue is very important to you • An unfavorable decision by the other party will be costly to you or the organization • You strongly believe that you are right • The other party lacks the expertise to make the decision on their own • Your position, authority, or rights are being challenged • Strong, confident leadership is needed • The issue is complex & requires discussion of alternate ideas • The decision does not have to be made quickly

DESCRIPTION	MOST EFFECTIVE WHEN:	LEAST EFFECTIVE WHEN:
COLLABORATING		
<p>The degree to which a person resolves conflict by working to find a 'win-win' solution where both parties achieve their objectives.</p>	<p>Both the outcome & relationship are highly important</p> <ul style="list-style-type: none"> • The issue is complex • One party cannot solve the problem on their own • Multiple perspectives or expertise are needed to generate a creative solution • Commitment is needed from both parties for successful implementation • Time & energy are available for discussion • The long-term ability to work together is important • Mutual growth & learning is a priority • A proactive decision is needed 	<p>Either the outcome or relationship is not important</p> <ul style="list-style-type: none"> • The issue is trivial or straightforward • An immediate decision is required • The outcome is not important to you or the other party • Time & energy are not available for exploring all possible options • The position of the other party is wrong beyond doubt
COMPROMISING		
<p>The degree to which a person resolves conflict by 'meeting in the middle' where both parties make concessions.</p>	<p>Both the outcome & relationship are moderately important</p> <ul style="list-style-type: none"> • The goals of the parties are mutually exclusive • It is unrealistic to totally satisfy both parties • You are willing to give up something in exchange for something else • A quick resolution matters more than exploring all options • Consensus cannot be reached • A collaborating or dominating approach has not worked • Settling on any solution is better than a stalemate • A temporary solution to a complex problem is needed 	<p>Either the outcome or relationship is highly important</p> <ul style="list-style-type: none"> • The issue is complex & requires a creative solution • The outcomes are important enough to warrant the time & energy needed for collaborating • Either party will not achieve an acceptable outcome • Lingering dissatisfaction or resentment may trigger subsequent conflict • One party is in a position of authority • Principles or values are at stake & must not be compromised • A long-term solution is required

DESCRIPTION	MOST EFFECTIVE WHEN:	LEAST EFFECTIVE WHEN:
AVOIDING		
<p>The degree to which a person chooses to avoid or delay dealing with conflict.</p>	<p>Neither the outcome nor relationship is important</p> <ul style="list-style-type: none"> • The issue is trivial • There will not be a continued relationship with the other party • The potential damage outweighs the benefit of addressing the issue • It is more appropriate for others to resolve the issue • A temporary 'cooling-off' period is needed to reduce tensions or regain composure • There is no opportunity to constructively address the issue 	<p>Either the outcome or relationship is important</p> <ul style="list-style-type: none"> • The issue is important to you or the other party • It is your responsibility to make a decision • The other party would benefit from constructive confrontation • Prompt attention is needed • Postponing resolution will be costly to you or the organization • The other party is unwilling to defer