Sheri Smith

Top 5 Skills

<table>
<thead>
<tr>
<th>Personal Skills Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
</tbody>
</table>

1. Goal Orientation
2. Creativity/Innovation
3. Leadership
4. Interpersonal Skills
5. Flexibility

Strengths

- Sings the praises of peers and the contributions others make.
- Good at promoting causes that improve society.
- Promotes efficiency and results.
- Resourceful and influential in creating effective results.
- Looks for a better approach to help others.
- Can be resourceful to influence others to get results.

Motivators

1. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.
2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.
3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.
4. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.
5. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.
6. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

Behaviors

D = Dominance
I = Influencing
S = Steadiness
C = Compliance

High I's tend to be enthusiastic, persuasive, and optimistic.

Value to a Team

Can support or oppose strongly.
Motivates others towards goals.
Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
Optimistic and enthusiastic.
Has the confidence to do the difficult assignments.
Positive sense of humor.
SUMMARY PAGE EXPLAINED

Welcome to the Indigo Report! This page provides a quick overview regarding what's on your Indigo Summary page. For more details visit, www.IndigotheAssessment.com.

Sample Report

Top 5 Skills

<table>
<thead>
<tr>
<th>Personal Skills Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
</tr>
<tr>
<td>Continuous Learning</td>
</tr>
<tr>
<td>Leadership</td>
</tr>
<tr>
<td>Creativity/Innovation</td>
</tr>
<tr>
<td>Futuristic Thinking</td>
</tr>
</tbody>
</table>

Strengths

- Will keep sensitive information under lock and key.
- Delivers his knowledge and wisdom objectively.
- The “glue” that ties multiple visions together.
- Highly in tune to the environment and synergy within it.
- Will bring high energy and enthusiasm to the researching process.
- Brings enthusiasm to the creative process.

Motivators

1. Theoretical - Rewards those who value knowledge for knowledge’s sake, continuing education and intellectual growth.
   - 0 1 2 3 4 5 6 7 8 9 10
   - 6.0*

2. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.
   - 0 1 2 3 4 5 6 7 8 9 10
   - 4.3

3. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.
   - 0 1 2 3 4 5 6 7 8 9 10
   - 4.3

4. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.
   - 0 1 2 3 4 5 6 7 8 9 10
   - 5.7

5. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.
   - 0 1 2 3 4 5 6 7 8 9 10
   - 3.7

6. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.
   - 0 1 2 3 4 5 6 7 8 9 10
   - 4.7

Value to a Team

Respect for authority and organizational structure.

- Dependable team player.
- Service-oriented.
- Adaptable.
- Works for a leader and a cause.
- Patient and empathetic.

D = Dominance
I = Influencing
S = Steadiness
C = Compliance

High S’s tend to be steady, patient, and predictable.

This is what you're good at.

#1 and #2 Motivators are critical for personal fulfillment.

#6 may be important to avoid.

Use these skills most.

Lead with your strengths.
ABOUT YOU

Everyone is different and there is no right or wrong way to be. These paragraphs describe how you likely show up in your natural style.

Sheri likes feedback from her manager on how she is doing. She is optimistic about her ability to do any job. She projects a self-assured and self-confident image. She does not like close supervision. Sheri likes to develop people and build organizations. She, as a manager, supervisor or group leader can use her people skills to build group involvement and increase participation from the group. She tries to influence others through a personal relationship and many times will perform services to develop this relationship. She likes to get results through others. She is at her best when she has people working with her. Sheri has a strong ego and usually projects this ego in friendly terms. She is driven by status and power.

Sheri is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. She may leap to a favorable conclusion without considering all the facts. She believes rules exist to serve rather than to be followed by her. Sometimes she will seek the quick and simple decision. Her aversion to detailed work motivates her desire for simplicity. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. She can make decisions even though some of the facts to support the decision may be missing. She may be inconsistent in disciplining others.

Sheri tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. She will know many people. She has a tendency to be a name dropper. She may do this without thinking, trying to establish rapport with people she may not know well. She has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. She is good at negotiating conflict between others. Sheri feels that "if everyone would just talk it out, everything would be okay!" Sheri is people-oriented and verbally fluent. She usually uses many gestures when talking. It is important for Sheri to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences. She judges others by their verbal skills and warmth.
YOUR NATURAL AND ADAPTED BEHAVIORAL STYLES

The graphs represent your behavioral styles based on the DISC model.

There is no "correct" score. Your personal style is a unique blend of D, I, S, and C.

D stands for dominance.
I stands for influencing.
S stands for steadiness.
C stands for compliance.

A score over 50 indicates that you are "High" in that behavior. A score under 50, indicates "Low". Scores close to the middle indicate a more adaptable style in this category.

The graph on the right represents your natural style and the graph on the left represents how you feel like you have to "adapt" your behavior based on current circumstances.

D, the red bar on the graphs, stands for Dominance. High D's tend to be direct, forceful, results oriented, and bold. Low D's tend to be non-confrontational, low key, cooperative, and agreeable.
Famous high D's are Lionel Messi, Princess Leia (Star Wars), Steve Jobs, and Tyra Banks.
Famous Low D's are the Dalai Lama, Yoda (Star Wars), Malala Yousafzai, and Drake.

I, the yellow bar on the graphs, stands for Influencing. High I's tend to be enthusiastic, persuasive, and talkative.
Low I's tend to be good listeners, reflective, skeptical, and factual.
Famous high I's are Jimmy Fallon, Jennifer Lopez, Jar Jar Binks (Star Wars), and Oprah Winfrey.
Famous low I's are Abraham Lincoln, Anakin Skywalker/Darth Vader (Star Wars), Mark Zuckerberg, and Adele.

S, the green bar on the graphs, stands for Steadiness. High S's tend to be patient, predictable, and calm.
Low S's tend to be change oriented, restless, and impatient.
Famous high S's are Michelle Obama, Gandhi, Duchess Kate Middleton, and Obi-Wan Kenobi (Star Wars).
Famous low S's are Kevin Hart, Elon Musk, Finn (Star Wars), and Lady Gaga.

C, the blue bar on the graphs, stands for Compliance. High C's tend to be analytical, detail oriented, and cautious. Low C's tend to be independent, unsystematic, and less concerned with details.
Famous high C's are Neil Degrasse Tyson, JayZ, Supreme Court Justice Sonia Sotomayor, and C-3PO (Star Wars).
Famous low C's are Rosa Parks, Ellen Degeneres, Han Solo (Star Wars), and Justin Bieber.

Find your DISC Graph on the Indigo summary page: Take note of scores furthest away from 50 on the DISC graph (high or low). These are the behaviors that will stand out most for you. Reference "stand-out" scores below. Various combinations of stand-out DISC factors will influence communication styles and environmental needs. For example, a High D, Low C will need a fast-paced, results-oriented environment with lots of freedom. However, a High D, High C will need an environment where results can be achieved through structure, quality, and attention to detail. If all scores are near the middle, you are likely adaptable to many environments.

<table>
<thead>
<tr>
<th>Behavior Style</th>
<th>People with this style have a difficult time in…</th>
<th>Communication with people having this style:</th>
<th>Ideal environments for this style:</th>
<th>Job Tips</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High D</strong> Direct</td>
<td>situations where they can't express themselves.</td>
<td>Be clear. Don't be intimidated. Get to the point.</td>
<td>Competitive. Results-oriented. Opportunities to lead.</td>
<td>Results-focused job.</td>
</tr>
<tr>
<td>Forceful Bold</td>
<td>controlled environments.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>people without opinions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreeable Peaceful</td>
<td>competitive projects and programs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sociable Enthusiastic</td>
<td>being alone too long.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>impersonal, business-like instruction.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Low I</strong> Reserved</td>
<td>facilitating groups.</td>
<td>Don't crowd them. Short dialogues. Give time to process.</td>
<td>Independent projects. Classes that do not grade for verbal participation.</td>
<td>Jobs where you don't need to talk too much.</td>
</tr>
<tr>
<td>Reflective Listens</td>
<td>activities with prolonged interaction, especially without reflection time.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient</td>
<td>chaotic classrooms.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understanding</td>
<td>confusion/lack of clarity in instructions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Low S</strong> Flexible</td>
<td>monotonous classes.</td>
<td>Be spontaneous. Show emotion.</td>
<td>Flexible course work. Room for change and variety.</td>
<td>Jobs with a variety of tasks and adventure.</td>
</tr>
<tr>
<td>Restless Impulsive</td>
<td>highly structured situations with minimal choice or flexibility.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conscientious</td>
<td>risky situations.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cautious</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instinctive</td>
<td>activities that demand quality and detail.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avoids details</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
WHAT MOTIVATES YOU

Motivators are like an engine beneath the hood of a car. Motivators aren’t easily seen from the outside but they are what power you. This is important to your college and career choice because motivators correlate directly to fulfillment and meaning. Most people are happiest selecting a major and career based on their top two motivators.

<table>
<thead>
<tr>
<th>Social</th>
<th>Mainstream</th>
<th>Passionate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilitarian</td>
<td>Mainstream</td>
<td>Mainstream</td>
</tr>
<tr>
<td>Individualistic</td>
<td>Mainstream</td>
<td>Mainstream</td>
</tr>
<tr>
<td>Theoretical</td>
<td>Mainstream</td>
<td>Mainstream</td>
</tr>
<tr>
<td>Traditional</td>
<td>Mainstream</td>
<td>Mainstream</td>
</tr>
<tr>
<td>Aesthetic</td>
<td>Mainstream</td>
<td>Mainstream</td>
</tr>
</tbody>
</table>

- 68 percent of the population | - national mean | ⭐ - your score

Mainstream - one standard deviation of the national mean
Passionate - two standard deviations above the national mean
Indifferent - two standard deviations below the national mean
Extreme - three standard deviations from the national mean

TRADITIONAL:
Beliefs, Values, Family

INDIVIDUALISTIC:
Independence, Recognition, Choice

SOCIAL:
Helping Others, Making a Difference

UTILITARIAN:
Efficiency, Money, Practicality

AESTHETIC:
Balance, Art, Music, Beauty, Nature

THEORETICAL:
Knowledge, Continually Learning
Find your motivators on the Indigo summary page: Connecting with the top two motivators are most important. A secondary motivator supports the first motivator; for example, a "Social/Theoretical" will use knowledge to help people. But a Social/Utilitarian will want to help people in an efficient and results-oriented way. A Social/Individualistic wants to help in their own way. **NOTE:** The third motivator might be important as well, especially if it is above the Adult Mean. And the last motivator may be important to avoid!

<table>
<thead>
<tr>
<th>Motivators</th>
<th>Things to Do</th>
<th>Activities You Might Enjoy</th>
<th>Major/Career Ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theoretical</strong></td>
<td>Connecting with the top two motivators are most important. A secondary motivator supports the first motivator; for example, a &quot;Social/Theoretical&quot; will use knowledge to help people. But a Social/Utilitarian will want to help people in an efficient and results-oriented way. A Social/Individualistic wants to help in their own way. <strong>NOTE:</strong> The third motivator might be important as well, especially if it is above the Adult Mean. And the last motivator may be important to avoid!</td>
<td>* Research-based tasks. * Lectures with lots of facts or high concept load. * Robotics and science clubs. * Continuous education and learning opportunities.</td>
<td>Science, R&amp;D, Astronomy, Engineering, Education, IT, Mathematics, Economics, Journalism, Law, Medicine, Aerospace, Think Tanks, Healthcare, Psychology.</td>
</tr>
<tr>
<td>Value learning and knowledge.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value practical accomplishments.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value beauty and harmony.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value being of service.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Individualistic</strong></td>
<td>Assist a local political campaign. Start your own business. Create your own music. Participate in individual sports.</td>
<td>* Opportunities for public recognition in class or job. * Independent learning and freedom. * Control over assignments and delivery of that assignment. * Theater, student government, music performance, leadership programs.</td>
<td>Entrepreneurship, Politics, Chef, Public Speaker, Consulting, Driver, Actor/Singer, Pilot, Outdoor/Adventure Jobs, Investment Banking, Accounting, Gaming, Trade Jobs such as Welding, Plumbing, Masonry etc.</td>
</tr>
<tr>
<td>Value personal achievement, freedom, and independence.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Traditional</strong></td>
<td>Help local military groups and veterans. Volunteer at your religious institution. Work with cultural or government groups. Family time.</td>
<td>* Opportunities to share your beliefs with others. * Assignments and activities that align with your core values. * Joining a cultural or religious group.</td>
<td>Government, Education, Banking, Military, Engineering, Health Services, Insurance, Religious Roles, Lobbying, Oil and Gas Jobs, Quality Control, Industrial Jobs, Activism.</td>
</tr>
<tr>
<td>Unique system of driving values.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**YOUR SKILLS**

This page shows 23 skills that are important in the world of work. The key to success is utilizing your strengths while minimizing your weaknesses. You are more likely to excel with your top skills. For more information visit http://www.indigotheassessment.com.

<table>
<thead>
<tr>
<th></th>
<th>Personal Skills Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Goal Orientation</td>
</tr>
<tr>
<td>2</td>
<td>Creativity/Innovation</td>
</tr>
<tr>
<td>3</td>
<td>Leadership</td>
</tr>
<tr>
<td>4</td>
<td>Interpersonal Skills</td>
</tr>
<tr>
<td>5</td>
<td>Flexibility</td>
</tr>
<tr>
<td>6</td>
<td>Persuasion</td>
</tr>
<tr>
<td>7</td>
<td>Futuristic Thinking</td>
</tr>
<tr>
<td>8</td>
<td>Mentoring/Coaching</td>
</tr>
<tr>
<td>9</td>
<td>Management</td>
</tr>
<tr>
<td>10</td>
<td>Personal Responsibility</td>
</tr>
<tr>
<td>11</td>
<td>Decision Making</td>
</tr>
<tr>
<td>12</td>
<td>Empathy</td>
</tr>
<tr>
<td>13</td>
<td>Written Communication</td>
</tr>
<tr>
<td>14</td>
<td>Continuous Learning</td>
</tr>
<tr>
<td>15</td>
<td>Conflict Management</td>
</tr>
<tr>
<td>16</td>
<td>People Advocacy</td>
</tr>
<tr>
<td>17</td>
<td>Presenting</td>
</tr>
<tr>
<td>18</td>
<td>Negotiation</td>
</tr>
<tr>
<td>19</td>
<td>Analytical Problem Solving</td>
</tr>
<tr>
<td>20</td>
<td>Teamwork</td>
</tr>
<tr>
<td>21</td>
<td>Diplomacy/Tact</td>
</tr>
<tr>
<td>22</td>
<td>Planning/Organizing</td>
</tr>
<tr>
<td>23</td>
<td>Time and Priority Management</td>
</tr>
</tbody>
</table>

Skills continue to develop over time and you don’t have to be good at everything.

Brain science proves you can learn any skill!

Your top skills are the easiest to master and some are naturally easier or harder.

If you spend much of your day using less developed skills, you may feel stressed and exhausted.
DO'S: HOW OTHER PEOPLE SHOULD COMMUNICATE WITH YOU...

This page provides other people a list of things to DO when communicating with you. This is how you like to be communicated with. Everyone has different communication styles. Knowing your style and acknowledging other's styles is critical to success in any job or relationship.

- Define the problem in writing.
- Be brief--be bright--be gone.
- Flatter her ego.
- Confront when in disagreement.
- Read the body language for approval or disapproval.
- Plan interaction that supports her dreams and intentions.
- Expect her to return to fight another day when she has received a "no" answer.
- Provide testimonials from people she sees as important.
- Understand her defiant nature.
- Ask for her opinions/ideas regarding people.
- Talk about her, her goals and the opinions she finds stimulating.
- Provide ideas for implementing action.

DON'TS: ... AND HOW OTHERS SHOULD NOT COMMUNICATE WITH YOU

This page provides other people a list of things NOT to do when communicating with you. Everyone has different communication styles. Knowing your style and acknowledging other's styles is critical to success in any job or relationship.

- Give her your opinion unless asked.
- Leave decisions hanging in the air.
- Be curt, cold or tight-lipped.
- Be dictatorial.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Legislate or muffle--don't overcontrol the conversation.
- "Dream" with her or you'll lose time.
- Drive on to facts, figures, alternatives or abstractions.
- Be paternalistic.
- Talk down to her.
- Hesitate when confronted.
- Let her overpower you with verbiage.
- Ramble.
THINGS YOU MAY WANT FROM OTHERS

People are more motivated when they choose careers and college programs that satisfy their unique set of "wants".

- A friendly work environment.
- Opportunity for rapid advancement.
- Opportunities for achieving things faster and of more value.
- Public recognition of financial rewards for returns and efficiency.
- To get results through her ability to help others and champion causes.
- To be seen as a person who helps others, both on and off the job.

YOUR IDEAL WORK ENVIRONMENT

An ideal working environment for you should include elements from this list.

- Freedom of movement.
- Freedom from controls, supervision and details.
- An environment where direct, bottom-line efforts are appreciated.
- The experience is seen as a part of the desired return on investment.
- Ability to utilize own strengths to help others achieve results.
- Rewards based on group "wins", not just individual contributions.

SOME POTENTIAL CHALLENGES

The areas below are things to be careful of because they may create roadblocks to your success. Identify any areas that may be affecting your success now and develop an action plan to overcome these challenges.

- May overestimate the impact she can have on others.
- Would rather take responsibility for others' actions than have a difficult conversation with a direct report.
- Struggles balancing financial advice with actual results.
- Overestimates what others will contribute.
- Can sometimes lack diplomacy in offering assistance.
- Method of helping others is not negotiable.
- May tend to flaunt success and use money as a scorecard.
- May offend others with too much discussion of results.
YOUR STRENGTHS

These are areas where you really shine! Use these strengths to talk about yourself on college applications, job/internship interviews, and with teammates for school projects and extracurricular activities. Practice using your strengths every opportunity you can.

- Always willing to offer her time and perspective.
- Good at promoting causes that improve society.
- Sees the positive in all resources and will want to use resources accordingly.
- Brings enthusiasm to practical situations.
- Looks for a better approach to help others.
- Generous and effective with their time, talent, and resources.
- Can be resourceful to influence others to get results.
- Very creative in solving problems.

WHAT OTHERS MAY VALUE IN YOU

These are qualities that you bring to teams and organizations.

- Optimistic and enthusiastic.
- Pioneering.
- Positive sense of humor.
- Motivates others towards goals.
- Big thinker.
- Negotiates conflicts.
- People-oriented.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.

POTENTIAL WEAKNESSES WITH YOUR STYLE

Every behavioral style has inherent positives and negatives. This section lists some possible behaviors that may hold you back in life. Knowing what they are will help you get along with others and reduce stress.

- Act impulsively--heart over mind, especially if her security is not perceived to be threatened.
- Overuse praise in motivating others.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- Be a situational listener if not given an opportunity to tell her ideas.
- Be too verbal in expressing criticism.
- Take information at face value without validation or substantial investigation.
Possible Degree Matches

These are potential degrees and directions that fit your personal profile. Not all of these will be a perfect fit. However, they provide a good starting point for programs to research and consider.

Arts and Sciences
Broadcasting
Communications
Criminal Justice
Entertainment and Arts Management
Meteorology
Pre-Law
Radio and Broadcast Communications

Business
Business Communications, Public Relations
Business Management, Consulting
Finance and Investments
General Business
General Management

Career and Technical
Entrepreneurism

Engineering
Industrial Engineering
Operations Research

Evolving Opportunities
Alternative Medicine, Holistic Health
Community and Public Health Administration
Educational Administrator
Entrepreneurial Studies
Life Coaching
Outside Sales
Peace and Conflict Resolution Studies
Social Entrepreneurism

Health Sciences
Hospital and Health Administration
Nursing
Psychology
Possible Degree Matches

Other Career Paths
Business Sales
Real Estate Development
# LIKELY TIME WASTERS

This section is designed to identify potential distractions that could impact your effectiveness and use of time. Possible causes and solutions outlined can serve as a basis for creating an effective plan for increasing your overall performance.

1. **Long Lunches**

   Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

   **Possible Causes:**
   - Get involved in the excitement of conversation and forget about time
   - See long lunches as a networking opportunity
   - Like doing business in a social, non-threatening environment
   - Use long lunches as a way to avoid unpleasant tasks, people or the work environment

   **Possible Solutions:**
   - Set a specific time for lunch and STICK TO IT
   - Have meetings in the office
   - Set meetings right after lunch
   - Have working lunches

2. **Excessive Socializing**

   Excessive socializing is defined as those interactions that go beyond the usual required time for discussing an issue or task. It can also be interacting too frequently with those who do not support or contribute to the accomplishment of daily priorities.

   **Possible Causes:**
   - Enjoy people
   - Want to be liked
   - Are creatively motivated when with others
   - Allow and even encourage visitors and telephone calls
   - Haven't prioritized daily requirements
   - Confuse deadlines

   **Possible Solutions:**
   - Keep daily priorities in view to keep you on task
   - Set time guidelines for informal conversations, lunches and meetings
   - Monitor your open door policy
   - Screen and put a time limit on telephone calls
   - Be willing to tell visitors and callers that you cannot be interrupted at this time

3. **Inability To Say No**

   The inability to say no is when you are unable to or feel powerless to refuse any request.

   **Possible Causes:**
   - Have many interests and want to be involved
   - Confuse priorities
   - Fail to set priorities
   - Do not want to hurt others' feelings
   - Do not want to refuse a superior's request
   - Do not feel comfortable giving "real" reason and doesn't want to lie
LIKELY TIME WASTERS

**Possible Solutions:**
- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

4. **Open Door Policy**

An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

**Possible Causes:**
- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"
- Use people interruptions as a way of procrastinating or justifying missed deadlines

**Possible Solutions:**
- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office

5. **Procrastination**

Procrastination is the process of delaying action. It is also the inability to begin action.

**Possible Causes:**
- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

**Possible Solutions:**
- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute