



Date: 11/25/2009

AVA on-the-job Behavior General Manager - 77517

Descriptors of Natural Behavior:

- Self-reliant
- Diligent
- Secure
- Definite
- Consistent
- Rational
- Poised
- Confident
- Positive
- Independent

Natural Tendencies:

- Is independent in thought and action.
- Self-reliant, prefers to make own decisions.
- Shows tenacity; doesn't give up easily.
- Requires that policies, procedures and methods have a rational basis for their existence.
- Displays confidence; stands on "own two feet".
- Prefers to operate within the "big picture;" is not over-concerned with details.
- Feels hampered by detailed rules and systems (unless they are his/her own).
- Exercises a positive approach to most work situations.
- Prefers to work on own without close supervision.
- Approaches situations from a rational point-of-view.
- Has a high tolerance for unclear and vague problems and situations.
- Shows initiative in one's work.



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Operating Style:

- Objects to rules and regulations that block progress, particularly when they do not have a rational basis.
- Confident, positive, tactful, rational, and independent.
- Prefers to lead through providing broad-based overall objectives as opposed to being a micro-manager.
- Expresses opinions freely in directing others.
- Is persistent in working toward goals.
- Makes decisions in a composed, self-assured manner, based on the readily available information.
- Is helpful and understanding, with an ability to be sensitive to the needs and feelings of others.
- Supports the efforts of others to overcome obstacles blocking their success.
- In managing others, uses a non-threatening approach, good listening skills, and usually has a high tolerance for shortcomings.
- Has a natural planning and organizing capability.
- Believes employees will perform effectively when given the guidance, opportunity, and freedom to do so on their own.
- Able to take appropriate corrective action as needed when people are not performing.
- Encourages subordinates to be accountable for their work.
- Effective at counseling and teaching people.

Ideal Environment:

- Deals in the "big picture" rather than in the details.
- Gives positive feedback for assignments completed effectively.
- Has minimal need for precise and detailed tasks of a routine nature.
- Recognizes the ability to work with people from diverse backgrounds.
- Recognizes the ability to deal effectively with ambiguous situations.
- Allows expression of one's opinions, suggestions, and comments.
- Allows for freedom to act in the job.
- Recognizes the need for flexibility in doing the job.
- Requires accountability for results, not how the results are achieved.
- Has high expectations for quality work.