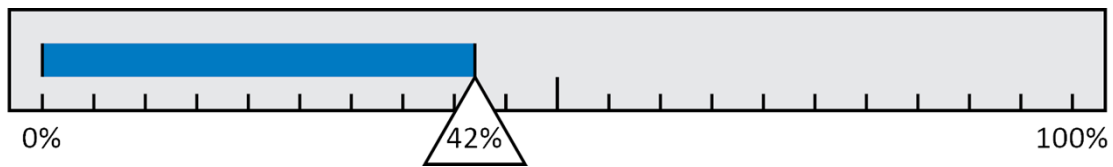




## MULTI-PATHWAYS



The Multi-Pathways sub-scale measures your tendency to generate pathways around obstacles. Some people will look for just a few ways around obstacles, whereas others will generate lots of possible pathways, giving them more options.

You scored in the low range on the Multi-Pathways sub-scale. This means that you are more likely to concentrate on just a few ways of obtaining what you want. You may believe that there is only one way to do things well, and you will often persist with one line of action until you get what you want, or you decide to direct your efforts elsewhere. This will be more so if you also scored strongly on the MTG Energy sub-scale.

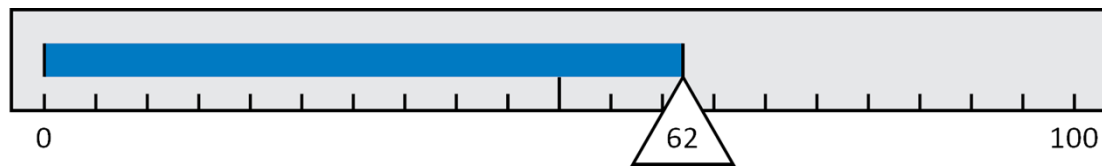
You could be a person who likes to work to rules and procedures, as you consider that these have been designed to deliver results. You may prefer to work on projects similar to ones that you are currently involved in, where you can be sure that your abilities are being used to the best advantage.

If you are involved with different projects, where you are working on unfamiliar tasks, you may lack confidence in your ability to deliver results. You may need to be careful that you don't reject what others are saying, just because they are proposing an unusual solution to a problem.

Your lower scores on the Multi-Pathways sub-scale may make you risk-averse when it comes to looking for ways around obstacles. In part, this may be due to a lack of confidence in being able to identify new pathways. If this is the case, you will benefit from studying the Multi-Pathway Generation Model, described in the accompanying *Development Guide*. Here there are four generic approaches to use: Introverted Left-Brain (ILB) Thinking, Introverted Right-Brain (IRB) Thinking, Extroverted Right-Brain (ERB) Thinking, and Extroverted Left-Brain (ELB) Thinking. More than likely you will be comfortable with one of these techniques but big improvements can be made by developing skills in the others as well.



## HANDLING CHANGE



The four sub-scales of Multi-Pathways, Optimism, Fault-Finding and Time Focus can be combined to give some indication of how you handle change. The calculation shows that you will understand the need for change but will usually need to be convinced that it is absolutely necessary and not simply a sudden notion of someone elsewhere in the organisation. In general, you are against change for the sake of change.

You could be uncomfortable with some new initiatives, particularly those that are introduced too quickly. Usually, this is because you prefer to work with proven approaches rather than ambiguous situations. You will want to see how any changes affect current operations, and are more comfortable with gradual change, rather than something that is too radical.

You may need to understand why, on occasions, you might resist change. It could be that your perception of the obstacles associated with the changes seems insurmountable in relation to the benefits likely to accrue. In the language of this Profile you could have a significantly lower QO2™ than those proposing the changes. For you, it is important that all the reasons why the change initiatives might fail have been well thought through, but often those with a higher QO2™ may not have even considered what the obstacles are! If this is the case you can help them by explaining carefully what objections you might have. If this is done from a logical perspective it is likely to be well received. They will appreciate the different viewpoint that you may be able to give.

You may not see the benefits of change as quickly as others, so don't expect them to agree with you when you first offer your views. To you the obstacles may seem obvious but you will need to be patient and realise that others may need more time to accept what you are saying. It is also a good idea to have done a Potential Obstacles Analysis on the issues of the change so that you can present your assessment clearly. It may also help to indicate that you can see the opportunities that the changes will bring, but only after any potential problems have been factored in. When promoting change yourself, you are likely to take a conservative approach and make sure that the opportunities significantly outweigh the obstacles before you become an advocate. Consequently, your ideas may be accepted because of your track record with well-thought-through proposals.