

HOW TO DELIVER EVERY TIME

MAINTAINING EFFORT

Write down how you (honestly) think you would go about achieving an objective to deadline and what you would do in each situation to maintain momentum. If this reveals that you would use different methods think how, in future, you could amalgamate these methods to achieve consistent effective delivery.

Situation	My Delivery Style	What to do to Maintain Effort	My Ideal Delivery Style
Typical style			
Under general pressure			
Feeling great			
Time pressured			
Delivering through others			
Deadline approaching			

HOW TO KNOW WHEN AND HOW TO TAKE RISKS

HOW RISKY ARE YOU?

Develop an understanding of your personality style in the situations described below, imagine you're helping someone make a decision. Indicate the minimum odds you'd need to recommend one of the available options.

Increase your self-awareness: are you a risk taker?

1. Mr. B, a 45-year-old accountant, has recently been told by his doctor that he has a heart condition. It's serious enough to force him to make several fundamental changes to his lifestyle including reducing his work load, drastically changing his diet and giving up favourite leisure pursuits. The doctor suggests a delicate operation which, if successful, would cure the condition. However, its success can't be guaranteed, and it may prove fatal. Listed below are probabilities or odds of the operation being successful. Indicate the lowest probability you'd consider acceptable for recommending it.

- Tick here if you think that Mr. B should not have the operation, no matter what the probabilities are (10 in 10).
- The chances are 9 in 10 that the operation will be a success.
- The chances are 7 in 10 that the operation will be a success.
- The chances are 5 in 10 that the operation will be a success.
- The chances are 3 in 10 that the operation will be a success.
- The chances are 1 in 10 that the operation will be a success.

2. Mr. D is captain of University X's sports team. University X is playing its traditional rival, University Y, in the final game of the season. The game is in its final seconds, and University X is losing. University X has time for one more play. Mr. D, the captain, must decide whether it would be best to settle for a score to tie the match that would almost certainly work or, on the other hand, try a more complicated and risky play that would bring victory if successful but defeat if not. Tick the lowest probability you'd consider acceptable for the risky play to be attempted.

- Tick here if you think that Mr. D should not attempt the risky play, no matter what the probabilities.
- The chances are 9 in 10 that the risky play will work.
- The chances are 7 in 10 that the risky play will work.
- The chances are 5 in 10 that the risky play will work.
- The chances are 3 in 10 that the risky play will work.
- The chances are 1 in 10 that the risky play will work.

3. Ms. K is a successful businesswoman who has done a lot of valuable work for the community. She has been approached by the leaders of her local school as a possible councillor in the next election. Ms. K would like to become a school councillor but to do so would involve a serious investment because of the time she needs to campaign to the parents who will vote in the elections. She would also have to spend less time with her family and with her other charities. Tick the lowest probability you'd consider worthwhile for Ms. K to run for political office.

- Tick here if you think that Ms. K should not run for office, no matter what the probability.
- The chances are 9 in 10 that Ms. K will win the election.
- The chances are 7 in 10 that Ms. K will win the election.
- The chances are 5 in 10 that Ms. K will win the election.
- The chances are 3 in 10 that Ms. K will win the election.
- The chances are 1 in 10 that Ms. K will win the election.

4. Ms. L, a 30-year-old research physicist, has been given a five-year appointment by a major university laboratory. As she contemplates the next five years, she realises that she might be given the opportunity to work on a difficult, long-term scientific problem, a solution for which would win accolades for her. If no solution were found, however, Ms. L would have little to show for her five years in the laboratory and would find it difficult to get a good job afterwards. On the other hand, she could, as most of her professional associates are doing, work on a series of short-term problems for which solutions are easier to find but of less scientific importance. Tick the lowest probability you'd consider acceptable to make it worthwhile for Ms. L to work on the more difficult, long-term problem.

- The chances are 1 in 10 that Ms. L will solve the long-term problem.
- The chances are 3 in 10 that Ms. L will solve the long-term problem.
- The chances are 5 in 10 that Ms. L will solve the long-term problem.
- The chances are 7 in 10 that Ms. L will solve the long-term problem.
- The chances are 9 in 10 that Ms. L will solve the long-term problem.
- Tick here if you think Ms. L should not choose the long-term, difficult problem, no matter what the probabilities.