



MPA PROPERTIES

Definitions for left, middle and right positions.

A: ACHIEVEMENT ORIENTATION; describes how goals are primarily defined and achieved.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Long time horizons Defines objectives and results qualitatively Considers priorities thoroughly Focus on the process	Weighs objectives and the time needed to reach them Defines objectives and results in qualitative and quantitative terms Focus on the objective and the process by which the target is reached	Short time horizons Defines objectives and results quantitatively Avid competitor Goal oriented

B: SELF-ASSERTION; describes how influence is sought.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Seldom expresses own opinions Hands over control Reticent Adapts to the group Listening	Expresses own opinions and attitudes Listening and influences attitudes in the group Balanced in approach to influence without domineering	Pushes through own opinions Takes control Dominating Seeks to influence Great clout and impact

C: USE OF ENERGY; describes how energy is usually used.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Persevering Calm working environment Focus on task in hand Prioritises own energy Few tasks at a time	Perceived as active Varied work pace Able to adapt the pace of work to tasks Initiates new activities and completes work in hand	Forced and impatient Hectic work environment Enterprising Dynamic Many tasks at a time

D: EMOTIONAL CONTROL; describes how persons prefer to show and use their feelings.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Freely expresses emotions Becomes emotionally involved Affected by ambience and situations Often worries Temperamental	Expresses emotions appropriately Interested in others' feelings Picks up on the ambience without allowing it to dominate Emotionally stable	Seldom exhibits own feelings Focuses on business Rational Nonchalant Emotionally controlled

E: SOCIAL CONTACT; describes how much contact persons want to have with others.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Prefers working independently Socially hesitant Withdrawn Prefers small groups Focuses on existing relationships	Works well both independently and in groups Sociable and outgoing Takes the initiative to make new contacts, without wasting time on such activity Keeps in contact with others	Prefers working with other people Active in making new contacts Talks to everyone Extremely sociable Creates many new contacts

F: CONFIDENCE/TRUST; describes how persons typically show confidence and trust in others.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Is reserved and sceptical of others Speaks out Does not shy away from conflicts Speaks his mind and is very direct Critical	Accommodating while exhibiting a "natural scepticism" Assesses whether conflict is necessary Copes with conflicts where necessary Criticism formulated openly and constructively	Accommodating and trusting Difficulty in speaking out Shies away from conflicts Considerate Tolerant

G: ATTENTION TO DETAIL; describes persons' preferred approach to work duties.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Holistic approach Overview Delegates routine tasks Variation	Studies details to obtain an overview Creates overview to single out details Takes on routine tasks, but favours variation	Attentive to detail Thorough Takes on routine tasks Immerses self in tasks

H: SECURITY; describes how persons prefer to make decisions.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Short decision-making processes Takes chances Spontaneous Numerous and quick decisions Willing to act quickly	Assesses time use when making decisions Occasional risk-taker Can be thoughtful Acts within a reasonable time frame	Long decision-making processes Fail-safe decisions Thorough consideration Takes time to reach the "right" decision Reluctant to act quickly

I: ABSTRACTION ORIENTATION; describes persons' interest in development and new ideas.

<i>Left</i>	<i>Middle</i>	<i>Right</i>
Practical and concrete Gets things done Thrives when job guidelines are in place Traditional methods Usual practice	Converts theory into practice Balance between guidelines and room for renewal Open to new ideas Converts thoughts into actions	Abstract and theoretical Contriving Challenges guidelines Untraditional methods Focus on alternatives and new ideas