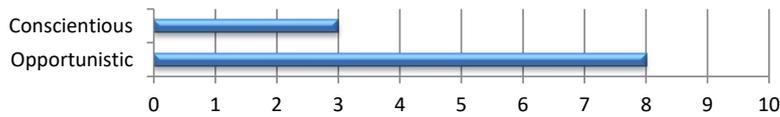


## Expert Guide: Opportunistic



**Your Rating on this Dimension is Above Average. This indicates that this could be quite an important development area for you. Based on this score, we suggest that you should consider implementing steps 1, 2, 3 and 6 of the Development Actions listed on the EQ - IQ Leadership Journey Website for this personality dimension.**

### Productive Behaviours Associated with this Dimension

Good at seizing opportunities  
 Good at cutting corners and through red tape  
 See the bigger picture

### Counterproductive Behaviours Associated with Excesses of this Dimension

Unreliable  
 Unsystematic  
 Failure to plan ahead  
 Poor organizing and structuring of tasks  
 Lack of Follow - up and Follow - Through  
 Inclined to take short cuts

### Your Profile:

You tend to have a flexible mind-set when it comes to rules, regulations, and commonly accepted ethical codes. On the up side you may be very flexible and good at seizing opportunities and achieving short term gains. You are probably also willing to take short cuts and to cut through red tape and bureaucracy in the interest of getting things done.

### Counterproductive behaviours Explained:

On the down side people who are expedient are not naturally inclined to plan ahead, plan for contingencies, or to be systematic, thorough and organised when dealing with tasks. They may also show a tendency to be opportunistic, and to cut corners. They may tend to live in the moment, and as a result may fail to foresee the consequences of actions or decisions or to plan ahead and to be organised, thorough and systematic. Follow – up and follow – through as well as attention to detail can be poor. They may also be inclined to only meet their obligations when it is convenient to them. This can frustrate others, create a bad impression and tarnish credibility. A tendency to make snap decisions rather than using good judgement can also be prevalent.

### Coach Suggests:

If you observe that your tendency to be opportunistic is counterproductive to your performance, then it may also be useful for you to raise your awareness around this. You can do this by carefully studying this expert guide and then for you to reflect on how and in what situations it affects your performance.

You may also need to consider managing yourself a bit more closely. Make sure that you have control and follow - up mechanisms in place when you undertake tasks. Make sure that you are clear that the who, what, where, when and how are explicit before you begin a task or project. Commit to specific dates and times for the completion of tasks and make sure that you stick to them. Make an effort to ensure that loose - ends are tied up, decisions have been clearly thought through, plans are tight and that things do not fall between the cracks.

It could also be helpful for you to learn proper planning processes such as the ones found in the Recommended Reading in your workbook. Learn to set SMART goals. You should pay more attention to detail, the potential adverse consequences of non - delivery in any given situation, and ensure that there are clearly spelled out performance standards when you perform tasks. Learn to stick to your commitments and to fulfil your obligations consistently - not only when it is convenient.

### Key Coaching Points

Consider managing yourself more closely and make sure that deadlines and performance standards are explicit. Don't leave loopholes for yourself. Develop planning and organizing skills. Have a mechanism whereby you track your progress on tasks. Make sure you have a clear "who, what, where, when, how and to what standard" when you performs tasks. Use SMART goals. Stick to your commitments. Plan ahead.

### Target Behaviours

It will be useful for you to develop some of the following target behaviours to minimise the counterproductive aspects of expediency:

- Forward Planning
- Follow – up and follow through
- Commitment
- Keeping your word
- Becoming systematic and thorough
- Goal Setting

### Development Recommendations

The table below outlines the development actions that have been recommended for you. These recommendations are

Recommended Development Actions	Manual Practice	Estimated Time Frame
1. Master the Expert Guide		1 Week
2. Do the Increase Self Awareness and Insight Exercise		1 Week
3. Master at least 4 of the Expert Articles		2 Weeks
4. Do at least 2 EQ Workouts		2 Weeks

### Additional Development Actions

Repeat Steps 3 and 4 using different Expert Articles if you feel that you need more development in order to master this Development Dimension

### Expert Articles

Micro Management 1: [http://www.mindtools.com/pages/article/newTMM\\_90.htm](http://www.mindtools.com/pages/article/newTMM_90.htm)

Micro Management 2: <http://www.adams-hall.com/micwilstrany.html>

Micro Management 3: <http://www.brasstackthinking.com/2010/06/dealing-with-micromanagement/>

Micro Management 4: <http://www.microsoft.com/business/en-us/resources/management/employee-relations/8-ways-micro-managers-can-cure-themselves.aspx?fbid= mf4Sf7xAK1>

Micro Management 5 : [http://headrush.typepad.com/creating\\_passionate\\_users/2005/12/braindeath\\_by\\_m.html](http://headrush.typepad.com/creating_passionate_users/2005/12/braindeath_by_m.html)

Delegation: [http://www.mindtools.com/pages/article/newLDR\\_98.htm](http://www.mindtools.com/pages/article/newLDR_98.htm)

Micromismanagement: <http://www.nfib.com/business-resources/business-resources-item?cmsid=31587>