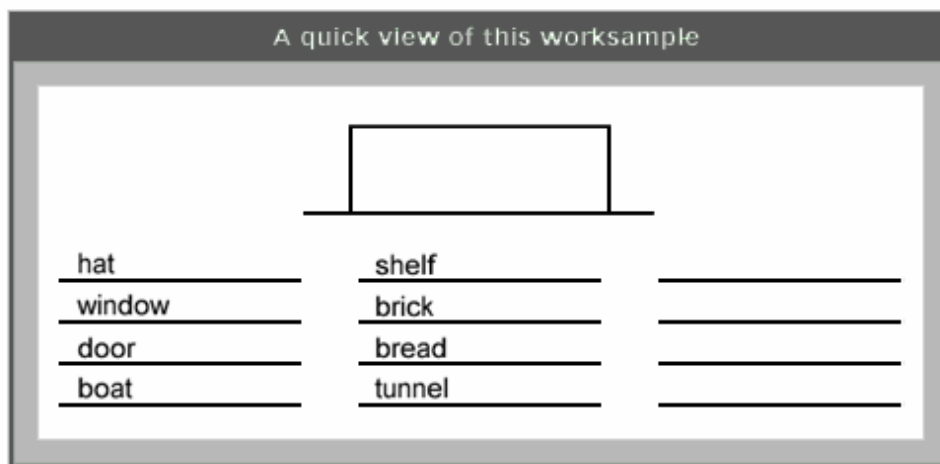


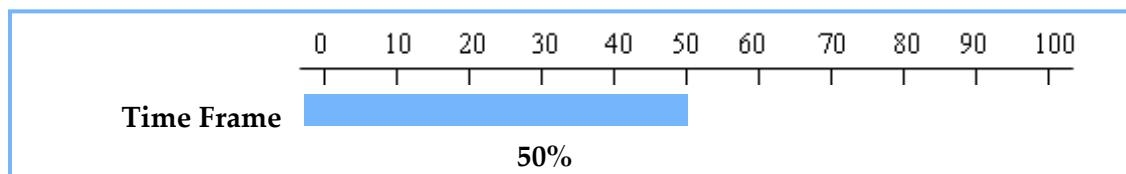
Part III (C) - Time Frame Orientation

Time Frame Scale. This scale tells us how different leaders think about and utilize time - the time horizon a leader is most comfortable with in deciding upon his or her objectives, plans, and future. How far into the future is the leader likely to look? What is his or her tolerance for the length of time between a decision and a result? What steps will he or she take if a goal is not reached within the time allotted?

While everyone tends towards one of three natural time orientations (immediate, intermediate and long-range), successful leaders know that they have to build skills and methods which enable them to operate in all three. When a production goal is not reached, for example, a leader will want to know why and will respond either by moving in a different direction all together or by modifying and extending the date for completion. Leaders need to know their natural time horizon, however, in order to select the kind of project they will be most comfortable with (e.g., a short-term advertising campaign vs. an extended pharmaceutical research project).



Your Results



Your results in this worksample indicate that you prefer to plan and work with an intermediate timeframe orientation. You are capable of keeping track of targets and plans between one and five years into the future.

As a person with an intermediate time frame orientation, you:

- Have a natural ability to see between one and five years into the future for making plans, plotting your career, or considering the impact on your career of your present job.
- Can achieve a longer-term goal (in excess of five years) by consciously breaking that goal into sequential steps each of which is within your natural timeframe.
- Are able to put off instant gratification for longer range goals, so long as they are not too far into the future.
- Have a good deal of flexibility in time management and orientation; you are able to plan and manage short-term projects as well as undertake and manage longer-range goals.

Leaders whose natural timeframe orientation is intermediate tend to focus on targets 1-5 years into the future. Their strength lies in making and implementing decisions that will mature into profitable results in the future. Without realizing it, the decisions they make now are designed to anticipate what they think will happen down the road. They lead with a sense of gradual and systematic change. They are often able to focus and sustain the group's attention on attaining a vital future goal.

Leaders who are in the mid-range in Time Frame can plan and sustain projects and targets 1-5 years into the future. They are able to keep a distant goal in sight and are undaunted by the implementation of new processes if they are convinced they will help to meet a future goal. They have to put much of their energy into keeping the here-and-now organized and defined. At the same time, they do not normally involve themselves in long-term strategies that extend beyond 5 years.

Leaders with this orientation may need to:

- Recognize when immediate intervention is required to maintain the group's focus and direction.
- Use aids (including other people) to help keep the here-and-now organized.
- Use aids (including other people) to understand and project plans and targets beyond five years.
- Analyze and control present projects to keep them within the boundaries set for 1-5 year results.
- Understand the nature of the business or enterprise enough to schedule sequential targets at various stages in time.