

DOER

Strengths	Weaknesses
<p><i>Tendencies include:</i></p> <ul style="list-style-type: none"> • getting immediate results • making quick decisions • persistence • solving problems • taking charge • self-reliance • accepting challenges <p><i>The ideal environment includes:</i></p> <ul style="list-style-type: none"> • many new and varied activities • opportunity to get things done • continual challenges • difficult assignments • freedom to act • control over situations • direct answers from others 	<p><i>Tendencies may include:</i></p> <ul style="list-style-type: none"> • insensitivity to others • impatience • overlooks risks and cautions • inflexibility and unyielding • taking on too much • being inattentive to detail • resenting restrictions • being too demanding of others <p><i>Need others to provide:</i></p> <ul style="list-style-type: none"> • sensitivity to needs of others • caution • details and facts <p><i>Life development areas:</i></p> <ul style="list-style-type: none"> • greater patience • sensitivity to the needs of others • being more flexible

Basic motivation: results and challenge

Best environment: continual challenges, freedom to act, variety

Accepts: the difficult

Rejects: inaction

Behavior under tension: autocratic

Would benefit from: listening

Persuade them by: showing how it will get things accomplished

INFLUENCER

Strengths	Weaknesses
<p>Tendencies include:</p> <ul style="list-style-type: none"> • optimism • enthusiasm • being personable • making a good impression • being verbally articulate • a desire to help others • creating an entertaining climate <p>The ideal environment includes:</p> <ul style="list-style-type: none"> • a friendly atmosphere • freedom from control and details • opportunity to influence others • public recognition of ability • opportunity to verbalise • positive reinforcement and praise • enthusiastic responses to ideas 	<p>Tendencies may include:</p> <ul style="list-style-type: none"> • lack of follow-through • over-selling • over-estimating anticipated results • misjudging capabilities • talking too much • acting impulsively • jumping to conclusions • over-committing <p>Need others to provide:</p> <ul style="list-style-type: none"> • follow-through on detail • a logical approach • concentration on the task <p>Life development areas:</p> <ul style="list-style-type: none"> • better control of time • objectivity in decision making • pausing before acting

Basic motivation: recognition and approval

Best environment: friendly atmosphere, freedom from control and detail, opportunity to influence others

Accepts: involvement with others

Rejects: isolation

Behavior under tension: attacks

Would benefit from: pausing

Persuade them by: showing them how it will impact the most people

RELATER

Strengths	Weaknesses
<p><i>Tendencies include:</i></p> <ul style="list-style-type: none"> • being supportive • being agreeable • loyalty • self-control • consistency • being a good listener • performing established work patterns <p><i>The ideal environment includes:</i></p> <ul style="list-style-type: none"> • sincere appreciation • minimal conflict • security • acknowledgement of work • limited territory • traditional way of doing things • opportunity to develop relationships 	<p><i>Tendencies may include:</i></p> <ul style="list-style-type: none"> • resisting change • trouble meeting deadlines • being overly lenient • procrastinating • being indecisive • holding a grudge • being overly possessive • lack of initiative <p><i>Need others to provide:</i></p> <ul style="list-style-type: none"> • stretch toward new challenges • help in solving difficult problems • initiative and change <p><i>Life development areas:</i></p> <ul style="list-style-type: none"> • facing confrontation • initiating more • increasing pace

Basic motivation: relationships and appreciation

Best environment: specialisation, working with a group, consistency

Accepts: friendships

Rejects: conflict

Behavior under tension: giving way

Would benefit from: initiating

Persuade them by: Showing them how it will improve harmony/relationships

THINKER

Strengths	Weaknesses
<p>Tendencies include:</p> <ul style="list-style-type: none"> • orderliness • conscientiousness • discipline • preciseness • thoroughness • being diplomatic with people • being analytical <p>The ideal environment includes:</p> <ul style="list-style-type: none"> • being able to concentrate on detail • opportunity to critique • stable surrounding • an exact job description • opportunities for careful planning • time to do things right 	<p>Tendencies may include:</p> <ul style="list-style-type: none"> • indecisiveness • getting bogged down in detail • rigidity on the how-to's • avoiding controversy • low self-esteem • being hesitant to try new things • sensitivity to criticism • pessimism <p>Need others to provide:</p> <ul style="list-style-type: none"> • quick decision making • reassurance • stretching of capabilities <p>Life development areas:</p> <ul style="list-style-type: none"> • being more open • developing self-confidence • being more optimistic

Basic motivation: to be right, quality

Best environment: supportive and predictable, clearly defined, requiring precision

Accepts: methods

Rejects: lack of quality

Behavior under tension: avoids

Would benefit from: declaring

Persuade them by: show them how the facts fit the situation