SH, Shaper

**Characteristics:**

* Highly strung, outgoing, dynamic.
* Shapers are highly motivated people with a lot of **nervous energy and a great need for achievement.**
* Often they seem to be **aggressive extroverts with strong drive.**
* Shapers like to **challenge,** to lead and to push others into action - **and to win.**
* If obstacles arise, they will find a way round - but can be headstrong and emotional in response to any form of disappointment or frustration.
* Shapers can handle and even thrive on confrontation.

**Function:**

* Shapers generally make good managers because they **generate action and thrive on pressure.**
* They are excellent at **sparking life into a team** and are very useful in groups where political complications are apt to slow things down.
* Shapers are inclined to **rise above problems** of this kind and forge ahead regardless.
* They like making necessary changes and do not mind taking unpopular decisions.
* As the name implies, they try to **impose some shape and pattern on group** discussion or activities.
* They are probably the **most effective members of a team** in guaranteeing **positive action.**

**Strengths:**

* Drive and a readiness to challenge inertia, ineffectiveness, **complacency or self-deception.**

**Allowable Weaknesses:**

* Prone to provocation, irritation and impatience, and a **tendency to offend others.**