- They look for positions where they are the ultimate authority or can make a highly visible impact.
- They are not as interested as Achievers are in figuring out *how* to make something work. They care more for making an impact and influencing *others* to make something work.
- Unlike Affiliators, who are dependent on other people for approval, Influencers don't worry quite so much about their critics. They know better who they are and what they want. They are solid in their moves, with few apologies.
- Influencers are self-confident. They have very clear goals, and have worked out their rationale, which includes the organizational or institutional accomplishments they often could foster with their power.
- Loyalty evoked by personalized Influencers is generally of the kind we associate with a charismatic leader.
- Loyalty evoked by socialized Influencers tends to be more attached to the team, the task, or institution.

Studies comparing personalized-power managers with socialized-power managers found the latter to be more effective.

It might help to compare behavior patterns between all three work types. For example, the kinds of self-help books they would read:

- **Achievers** would read books with sixteen choices about how to do something and what makes any of them work, so *they* could gather the information and make their own individualistic decision about which way is best to accomplish their task.

- **Affiliators** wouldn't like that many choices. They want more *consensus* in their thinking. Therefore they would like the most popular how-to books to make them more successful from a currently accepted point of view.

- **Influencers** would have less interest in either of these types of books, since neither speaks to their desire for *impact* on a situation and its constituents. They would read historical biographies of strong, successful charismatic leaders and what made them effective.

What about sports?

- **Achievers** would prefer individual sports like golf, so they could compare their scores with par or what they did last time. It would give