- They take *calculated* risks, preferring to *work* on the outcome rather than leave it to chance.
- They want concrete feedback on how well they're doing.
- They're quite accustomed to having the task itself be enough motivation for them; concepts about persuasiveness and motivating others don't naturally occur to them.
- Communication is often little more than a one-way street for Achievers, related to explaining what needs to get done. They're so strongly goal-oriented that when they look across the desk, the people they see may simply appear as implementors of the tasks assigned, not as multi-dimensional, fallible, needy individuals.
- Entrepreneurs tend to be classic Achievers.

To the outside world, Achievers can look insensitive and unfeeling. Not true. They just work from a different set of motivations than many of us; the software of human consideration and understanding doesn't always seem to be part of their concept of work. Achievers are hard taskmasters for themselves and therefore bring the same demanding standards to others with whom they work.

Considerations such as "Do you like me?" are usually beside the point for Achievers, though this varies. They give *themselves* love when they accomplish. An extension of that is to have others know of and acknowledge their accomplishments. Achievement is where they find their identity and feel their usefulness. Money may be regarded as a further affirmation of their ability to achieve.

Affiliators

Fitting theme song: "People Who Need People."

Affiliators care about belonging, relating, how others treat them. This is such a high-priority item that it is factored into all the choices they make about how they do their jobs.

- They need to gain confirmation for their own beliefs from others.
- They would rather be part of a group than be, or work, alone.
- They want and need to be liked and expend great effort to be sure that happens.
- They prefer conciliation, dislike conflict, and try to find ways to smooth things out.