

## Summary of Behavioral Styles

	<b>The High D</b> <i>Dominant/Driving</i>	<b>The High I</b> <i>Influential/Expressive</i>
<b>Best work situation for this individual</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Opportunity to exercise authority</li> <li><input type="checkbox"/> Challenge, difficult assignments</li> <li><input type="checkbox"/> Heavy workload</li> <li><input type="checkbox"/> Freedom from control</li> <li><input type="checkbox"/> Variety and novel situations</li> <li><input type="checkbox"/> Opportunity for advancement and prestige</li> <li><input type="checkbox"/> Opportunity to take risks</li> <li><input type="checkbox"/> Control of factors influencing results</li> <li><input type="checkbox"/> Chance to innovate</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Opportunity for social recognition and popularity</li> <li><input type="checkbox"/> Chance to work with people</li> <li><input type="checkbox"/> Opportunity to speak</li> <li><input type="checkbox"/> Freedom from controls and details</li> <li><input type="checkbox"/> Positive work environment</li> <li><input type="checkbox"/> Opportunity to motivate and influence people</li> <li><input type="checkbox"/> Recognition of abilities</li> </ul>
<b>Best job structure for this individual</b>	Difficult assignments that provide challenge and hold interest, and jobs that provide and involve initiative. Stress and pressure increase interest in the task.	Assignments involving interacting with and motivating people. Tasks providing an opportunity to speak and receive recognition are an important aspect of the job.
<b>Keys to motivating and encouraging this individual</b>	<b>Challenge</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Opportunity for achievement</li> <li><input type="checkbox"/> Additional responsibility</li> </ul>	<b>Recognition</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Opportunities to be in the spotlight</li> <li><input type="checkbox"/> Incentives for taking on tasks</li> <li><input type="checkbox"/> Humor</li> </ul>
<b>How to manage and lead an employee of this style</b>	<p>Works best for a direct, straightforward manager: someone with whom they can “level” and negotiate commitment.</p> <p><b>To manage:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Be responsive</li> <li><input type="checkbox"/> Communicate in a direct, straightforward manner (brief and to the point)</li> <li><input type="checkbox"/> Provide autonomy</li> <li><input type="checkbox"/> Set firm boundaries</li> <li><input type="checkbox"/> Allow initiative</li> </ul>	<p>Works best for a democratic manager who is as much a friend as a boss and with whom they can associate outside of work.</p> <p><b>To manage:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Use a friendly, relaxed, and informal approach</li> <li><input type="checkbox"/> Demonstrate flexibility</li> <li><input type="checkbox"/> Provide a democratic relationship</li> <li><input type="checkbox"/> Provide opportunity to verbalize ideas</li> <li><input type="checkbox"/> Help translate talk into results</li> </ul>
<b>How to relate to a manager of this style</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrate competence</li> <li><input type="checkbox"/> Stick to business</li> <li><input type="checkbox"/> Be direct and straightforward</li> <li><input type="checkbox"/> Demonstrate independence</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrate tact</li> <li><input type="checkbox"/> Keep things in a light, humorous vein</li> <li><input type="checkbox"/> Provide details in writing, but not too many</li> <li><input type="checkbox"/> Be personable</li> </ul>
<b>How to communicate with a manager of this style</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide direct answers and be brief and to the point; stress <i>what</i> has to be done, not <i>how</i> it is to be done</li> <li><input type="checkbox"/> Don't be problem-oriented; stress options and possibilities, then emphasize results</li> <li><input type="checkbox"/> Emphasize logic of ideas and approaches</li> <li><input type="checkbox"/> Agree with facts, position, or ideas—not just the person</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Stress the new, the special, the novel</li> <li><input type="checkbox"/> Demonstrate ability to be articulate</li> <li><input type="checkbox"/> Stress testimonies or feedback from “experts”</li> <li><input type="checkbox"/> Provide opportunity for give and take</li> <li><input type="checkbox"/> Avoid dominating the conversation</li> </ul>
<b>How people of this style work with others</b>	Generally not sensitive to and empathetic with others. Sometimes has difficulty communicating with others.	“People person” who works well with others, both as a leader and as a team member. Generally an effective motivator who can generate enthusiasm.
<b>What people of this style need to learn</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Empathy is not a weakness</li> <li><input type="checkbox"/> Some controls are needed</li> <li><input type="checkbox"/> Everyone (even the High “D”) has a boss</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Time control helps</li> <li><input type="checkbox"/> Deadlines really are urgent</li> <li><input type="checkbox"/> There is such a thing as too much optimism</li> </ul>

## Summary of Behavioral Styles

	<b>The High S</b> <i>Steady/Amiable</i>	<b>The High C</b> <i>Conscientious/Analytical</i>
<b>Best work situation for this individual</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Situation that protects the status quo</li> <li><input type="checkbox"/> Time to adjust to change</li> <li><input type="checkbox"/> Opportunity to develop a specialized work pattern</li> <li><input type="checkbox"/> Security</li> <li><input type="checkbox"/> Well-defined boundary lines</li> <li><input type="checkbox"/> Identification with a group</li> <li><input type="checkbox"/> Unemotional</li> <li><input type="checkbox"/> Practical, factual environment</li> <li><input type="checkbox"/> Sincere appreciation</li> <li><input type="checkbox"/> Opportunity to analyze</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Few sudden changes</li> <li><input type="checkbox"/> Structure and exact job description</li> <li><input type="checkbox"/> Security</li> <li><input type="checkbox"/> Little responsibility</li> <li><input type="checkbox"/> Team participation</li> <li><input type="checkbox"/> Controlled, supportive work environment</li> <li><input type="checkbox"/> Somewhat idealistic climate</li> <li><input type="checkbox"/> Opportunity for accurate, detailed work</li> <li><input type="checkbox"/> Personal attention</li> <li><input type="checkbox"/> Consistent reassurance</li> </ul>
<b>Best job structure for this individual</b>	Specialized, repetitive tasks that can be done at own pace. Work that requires traditional procedures.	Work that can be done without making errors and where responsibility can be shared. Assignments that require precision and planning.
<b>Keys to motivating and encouraging this individual</b>	<p><b>Appreciation</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Sincere appreciation</li> <li><input type="checkbox"/> New ideas tied to old methods</li> <li><input type="checkbox"/> Logic, facts, and structure</li> <li><input type="checkbox"/> Minimum risk and assurances of support</li> <li><input type="checkbox"/> Secure, personal, and agreeable environment</li> </ul>	<p><b>Security and Protection</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Security and protection</li> <li><input type="checkbox"/> Appeals to principles</li> <li><input type="checkbox"/> Allowing them to help</li> <li><input type="checkbox"/> Demonstrations of concern</li> <li><input type="checkbox"/> Appeals to excellence, accuracy, detail, quality</li> </ul>
<b>How to manage and lead an employee of this style</b>	<p>Works best for a relaxed, amicable manager who takes the time to be interested in him/her personally as well as for the work: someone who is a friend.</p> <p><b>To manage:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Be systematic and objective</li> <li><input type="checkbox"/> Be relaxed and amiable</li> <li><input type="checkbox"/> Be consistent</li> <li><input type="checkbox"/> Explain <i>why</i></li> <li><input type="checkbox"/> Alert in advance of future changes</li> <li><input type="checkbox"/> Express a sincere interest in him/her as a person</li> <li><input type="checkbox"/> Clearly define the goals and their role in the overall scheme of things</li> </ul>	<p>Works best for a supportive manager who maintains an “open door” policy and who is always available and willing to discuss key moves. Needs to have an exact job description and detailed explanations.</p> <p><b>To manage:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Allow mutual goal-setting</li> <li><input type="checkbox"/> Maintain an “open door” policy</li> <li><input type="checkbox"/> Provide detailed job description</li> <li><input type="checkbox"/> Be dependable</li> <li><input type="checkbox"/> Provide recognition</li> </ul>
<b>How to relate to a manager of this style</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Pay attention</li> <li><input type="checkbox"/> Use systematic approaches</li> <li><input type="checkbox"/> Move into new territory slowly</li> <li><input type="checkbox"/> Provide logical approaches</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrate loyalty and be sincere</li> <li><input type="checkbox"/> Be a team player</li> <li><input type="checkbox"/> Do your “homework” and pay attention to details</li> <li><input type="checkbox"/> Rely on precedent and provide written proposals</li> </ul>
<b>How to communicate with a manager of this style</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use patience in drawing out his/her goals</li> <li><input type="checkbox"/> Emphasize how a given approach will minimize risk</li> <li><input type="checkbox"/> Talk security, service, and dependability</li> <li><input type="checkbox"/> Ask “how” questions and get feedback</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use comparative data</li> <li><input type="checkbox"/> Appeal to logic, showing facts and benefits</li> <li><input type="checkbox"/> Provide written proposals for major decisions</li> <li><input type="checkbox"/> Appeal to interest in research, statistics, etc.</li> <li><input type="checkbox"/> Provide detailed responses to questions and don’t brush objections aside</li> <li><input type="checkbox"/> Stress quality and reliability</li> </ul>
<b>How people of this style work with others</b>	Comfortable working with people whom he/she considers friends. Tends to have a few intimate friends, in contrast to the High “I” who has many acquaintances.	Works well in teams and other shared-responsibility situations because of security rather than a desire to affiliate with others.
<b>What people of this style need to learn</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Reassurance can come from results</li> <li><input type="checkbox"/> Change presents opportunity</li> <li><input type="checkbox"/> Even friends need discipline</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Even exact job descriptions vary a little</li> <li><input type="checkbox"/> Deadlines must be met despite double-checking</li> <li><input type="checkbox"/> Total support is not always available</li> </ul>

# What different styles

## look for in communication

Now that you understand other styles and have seen how they work together, you can learn to communicate with people of different temperaments.

D

- Brevity
- Command of the subject
- Logical organization
- Bottom line
- Benefits stated early
- Presentation of options
- Innovation
- Authority
- Businesslike attitude
- Efficient use of time (in presentation, meetings)
- Competence and self-confidence
- Focus on results
- Logic

I

- Enthusiasm
- Creativity
- High-energy, yet friendly tone
- Opportunity for lots of feedback
- Clear presentation of rewards and benefits
- Benefits tied to personal recognition
- Humor
- Relaxed attitude toward time
- Attention-grabbing delivery
- Presents big picture
- References to others' reaction
- Highly visual approach
- Lots of personal anecdotes/stories
- Appeals to the High I's need to be in the spotlight

C

- Facts and data
- Plenty of time and information to examine and evaluate
- Reassurance
- Clear assessment of risk
- High quality communication (written and spoken)
- Personal attention
- Clear description of processes
- Appeals to principles
- The *right* or *best* answer
- Appeals to excellence, accuracy, detail, quality
- Logical, detailed presentation of ideas
- Clear procedures, guidelines, specifications
- Precise choice of words
- Exact figures

S

- Sincere tone
- Traditional, low-key presentation
- New ideas tied to old methods
- Logic, facts, and structure
- Highly specialized approach
- Guarantees and assurances
- Organized to show clearly how components and ideas work together
- Affirmation from others
- Assurance of support
- Emphasis on benefits as they relate to the most people
- Absence of controversy
- Personal as well as business relationship
- Appeals to the High S's need for security and stability

# Representative DISC Patterns

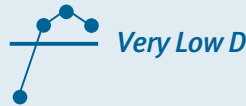
D



I

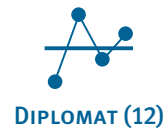


COOPERATOR (6)



STRATEGIST (13)

Very Low I



Very Low C



Very Low S



PERFECTIONIST (21)

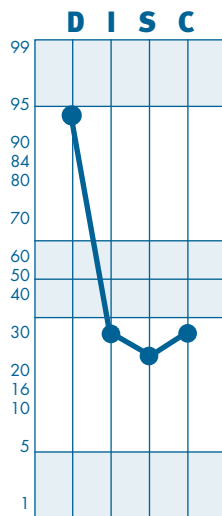


C



S

# (1) Director



## Observable Traits

Other people see you as aggressive, analytical, impatient, and independent. You are inwardly-driven and try hard to overcome obstacles and reach your goals, which can often become obsessions. You like difficult problems that you can overcome with brainpower, logic, and tactics. You are very factual, cool, and competitive, and you like to run the show your own way. You are eager to accept responsibility and make decisions on your own.

## Internal Motivators

Underneath, you are dominant, reflective, active, and very determined. In your daily activities you see the need to initiate action, exercise authority, and produce tangible results. You are an individualist, and you want both power and freedom. You work well in fast-moving environments. The more difficult the problem, the more interested you are. You usually move with determination.

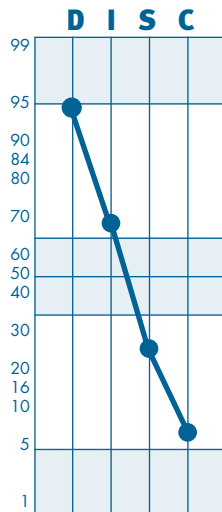
## Potential for Growth

Your impact on others can be stronger than you realize. You can be cold, blunt, and critical. When people don't measure up to your standards you tell it like it is, and that often hurts others. In your impatience to get things done, you don't hesitate to do it all yourself; you can therefore be a poor delegator and communicator. You are likely to become impatient and irritable when things don't go your way. Routine tasks can become boring very quickly.

## Ideal Work Setting

You work best for a direct, straightforward manager with whom you can "level" and negotiate commitments on an equal basis. You need to be given difficult assignments that will challenge your logic and analytical ability. You often need to be made aware of your biting impact on co-workers and subordinates.

# (2) Entrepreneur



## Observable Traits

Aggressive, persuasive, active, and extremely independent: all these characterize you as an entrepreneur. You are a supreme individualist: confident, energetic, and persistent. You are incurably venturesome and will try anything once. Your desire for power is combined with a stubborn determination to control both events and people. You act decisively and positively, usually moving ahead without consultation or conference. Your impatience results in quick reactions, virtually instant boredom, and an itch for greener pastures. You are versatile, flexible, and self-motivated, with a great sense of urgency and a high tolerance for pressure.

## Internal Motivators

You are hard-driving, sociable (on your own terms), alert, and very sure of yourself. In daily activities, you tend to charge ahead against resistance and opposition. You view restraints as a challenge to getting the quick results you want. You value freedom more than equality and want room to operate. You are most effective where innovation, experimentation, and results are important, and where there are few rules and guidelines.

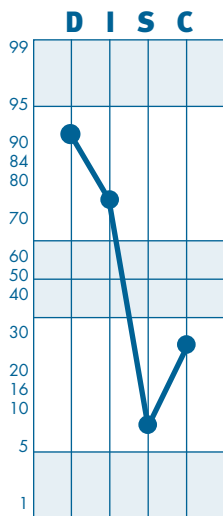
## Potential for Growth

You dislike corporate structures and controls unless you do the organizing and controlling. As a subordinate, you tend to be a maverick. You may usurp power, overstep bounds, and want to do it your way. You are often critical of supervisors and you resent criticism of your actions. As a young person, you are likely to move from job to job looking for the right challenge.

## Ideal Work Setting

You can often be a challenge to manage. You must be given as much freedom as possible to run things your way, but you must also be made to understand that limits to your authority do exist. You are ambitious and want to move quickly toward greater responsibility. You work best for a positive, competent, friendly supervisor with whom you can honestly and openly discuss what is expected on a no-holds-barred basis.

## (3) Organizer



### Observable Traits

You are aggressive, persuasive, active, and independent: an action-oriented self-starter who drives for goals regardless of obstacles. Giving up or giving in is unthinkable. You are a mover who loves competition. You prod or persuade, compliment or needle, exhort or drive, depending on the situation. You tend to demand first and ask second, and your love of power primes you for top roles; pride provides the impetus to take risks and implement bold plans. In favorable environments, you are friendly; in antagonistic environments, you are rough.

### Internal Motivators

You are forceful, confident, impatient, and firm. In your daily activities, you see the need to move positively for measurable results, pushing aside anything that stands in the way. You set a fast pace and expect associates or subordinates to keep up. You make decisions quickly and easily, but are willing to recognize that some restraints are reasonable and necessary.

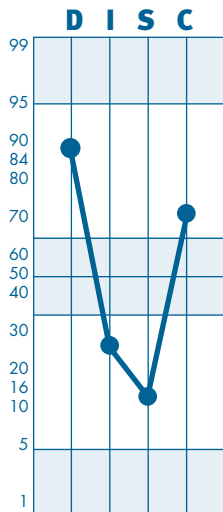
### Potential for Growth

The drive for quick results often makes you a poor delegator and a direct but too-brief communicator. You tend to be a half-hearted listener who is better at sending than receiving. In addition, you may spend too much time putting out fires and not enough time on long-range planning. In decision-making, you may be impulsive and tend to shoot from the hip.

### Ideal Work Setting

Your supervisors need tolerance for criticism and must be willing and able to delegate. To you, respect for authority doesn't mean blind obedience. You don't particularly like projects that don't challenge or extend you. Your successes should be acknowledged openly and often. You need to be involved and moving up, or you may move on.

## (4) Pioneer



### Observable Traits

People see you as an aggressive, factual, impatient, systematic person. You respond quickly to a challenge with mobility and flexibility. You are a versatile self-starter who responds rapidly to competition. You try to avoid unnecessary risks or trouble. You are sensitive to nuances and tend to look for hidden meanings. Generally, you need confirmation of the correctness of your action or decision, but in a crucial situation you tend to go with your intuition. You are logical, critical, and incisive in your approach to attaining goals. You are challenged by problems requiring original and analytical effort.

### Internal Motivators

Basically, you are apt to be a perfectionist, and you have an equal striving for accomplishment and quality. You are not satisfied with just *any* answer; you want the *best* answer. In your daily activities, you see a need to resolve your perfectionism on the side of practical action. You are decisive on routine matters, but on major issues you weigh the pros and cons very carefully. You prefer an ever-changing environment that is unusual and different. You prefer to find the answers for yourself. You want authority and important assignments; advancement and challenge are important to you.

### Potential for Growth

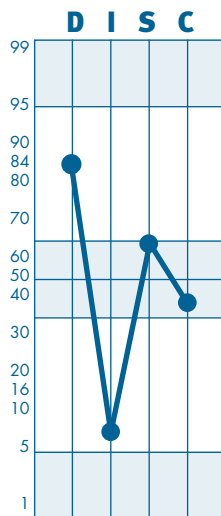
You may have some difficulties with people; under pressure you may be cool and blunt. You can be critical and fault-finding when your standards are not met. You may become impatient and dissatisfied if you feel your life is becoming routine. Under stress, you may seem to waiver and appear indecisive when you encounter a conflict between the need to consider the big picture and the need to focus on the details.

### Ideal Work Setting

You work best with direct, straightforward associates with whom you can "level" and negotiate commitments on a basis of equality. You should be given difficult assignments that will challenge and extend you. You need to be aware of—and try to soften—your sometimes aggressive impact on people.



## (5) *Prevailer*



### Observable Traits

Others see you as positive, logical, and systematic. You push for results but with sensitivity and tact, and you seem to have an instinctive knack for picking your battles. You are dogged in pursuing the solutions to problems, and you are adept at creating processes and procedures to achieve your goals. Although you drive for what you think is important, your assertiveness comes across as low-key and respectful of others. You lead by example as well as by direction, and you dominate with patience and persistence. You are results-oriented, but you are willing to take the time to do it right, often without a sense of urgency.

### Internal Motivators

You are resolute, methodical, and driven by a need to weigh the pros and cons of a situation. You are motivated by achieving goals that allow you to work independently or with trusted associates. You take a measured approach to change—not avoiding it but not being too quick to embrace it. You prefer to find answers to situations for yourself, and you do not want people looking over your shoulder or second-guessing your decisions.

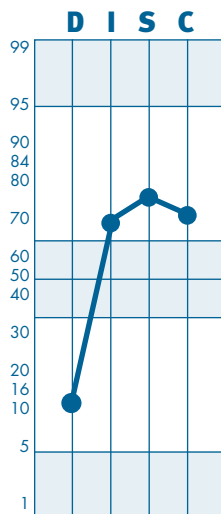
### Potential for Growth

You can be slow to communicate, often unwilling to share information or authority. When you do communicate you may be perceived as either blunt and intimidating or apathetic and pessimistic. Once you make up your mind, it is extremely difficult for you to change it. If you are immersed in a project, you may ignore or neglect other obligations or the needs of others.

### Ideal Work Setting

You prefer working for a manager who respects your need for independence and self-pacing. On the other hand, when the situation turns stressful, you want your manager to give you the support that you need, primarily by creating a supportive infrastructure in which to operate. You like to receive praise and recognition for a job well done in a low-key, no-nonsense way, without involving other people. Primarily, you want appreciation for your hard work and commitment. To you, the best reward comes in the form of continuing responsibilities and opportunities to identify and solve problems.

## (6) *Cooperator*



### Observable Traits

Others often see you as modest, sociable, predictable, and cooperative. You tend to be careful and conservative and are generally willing to modify your position in order to achieve your goals. The low level of D in your makeup leads you to minimize risks by careful investigation. You prefer an atmosphere free from antagonism and desire harmony. You are steady and consistent, and you prefer to deal with one project at a time. You will usually direct your skills and experience to areas requiring depth and specialization. Usually steady under pressure, you strive to stabilize your environment and you react negatively to change. You are poised and cordial and can create and maintain an atmosphere of goodwill.

### Internal Motivators

Because a major influence in your behavior is a near-absence of the D factor, your nature is to conserve rather than expand. Your basic behavior is much like what other people see: unassuming, friendly, dependable, and conscientious. You want people to be as considerate, fair, and altruistic as you are. You respect authority and want to please. You are hurt by rejection, or rebuff, or by being overlooked, and you don't forget an injury. You want to avoid contention, complications, and conflict.

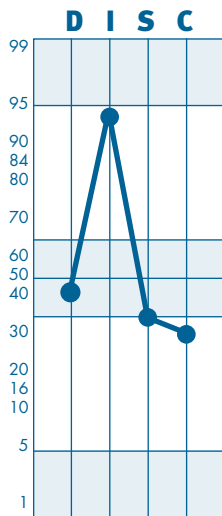
### Potential for Growth

You are un-aggressive and tend to minimize risks by procrastinating. You may dawdle, deliberate, and consult before taking a risk or making a decision. You tend to prefer traditional methods and procedures over innovation, and you may be too willing to follow rules, convention, and instruction. You may trust people too much and get hurt in the process.

### Ideal Work Setting

You work best for a relaxed manager who is always available to discuss key decisions and who is supportive in stressful situations. You want to work as a member of a friendly team at an unhurried pace. You prefer your associates to be personally interested in you and express sincere appreciation for your contributions. You want to know as much as possible about what is expected of you so you can do it well and conscientiously.

## (7) Affiliator



### Observable Traits

People see you as modest, outgoing, active, and independent. You strive to make your environment favorable and friendly. You try to make a good first impression and sell yourself, and you enjoy doing favors for people. Optimistic and enthusiastic, you exhibit self-confidence. You prefer to persuade people rather than command or direct them, motivating others by teamwork and togetherness.

### Internal Motivators

Basically, you are much the same person that other people see: alert, unassuming, gregarious, and determined. You see little need to change your basic behavior in order to be successful; it has worked well for you through the years. You seek popularity and prestige. You like friendly relationships and group activities, and you want to work with people in pleasant surroundings.

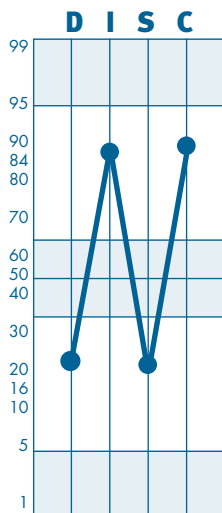
### Potential for Growth

You may trust people too much and misjudge their capabilities. At times you can talk too much and over-sell. You may overestimate the results of your projects and over-commit in setting objectives. On occasion, you may act impulsively and jump to conclusions. Over-involvement with people may disrupt your time schedule.

### Ideal Work Setting

You work best for a friendly, democratic manager with whom you can discuss situations freely. You like to be given recognition for your accomplishments. Status symbols may be important to you. Most of all, you need a chance to speak and be heard.

## (8) Negotiator



### Observable Traits

Other people view you as modest, enthusiastic, active, and diplomatic. More tactful than pushy, you are an incurable optimist and are cheerful, talkative, and at home with strangers. You use words to dispel gloom and doubt. Your sales talk, no matter what your profession, is smooth and low-pressure. You handle small talk well and easily make your own openings in conversation. You have the ability to create and maintain a pleasant atmosphere of goodwill, both for yourself and your company. You are smooth and tactful, easy-going and smiling, and are very comfortable with a large and diverse circle of acquaintances and associates.

### Internal Motivators

Essentially, you are unassuming, outgoing, alert, and tactful. In your daily activities, you see the need to be persuasive but at the same time be careful of people and their feelings. You want to be popular and liked, and you seek open recognition of your ability and acceptance from those around you. You want to work with people in open, familiar, friendly surroundings. You value prestige and want people to be impressed with your organization and career.

### Potential for Growth

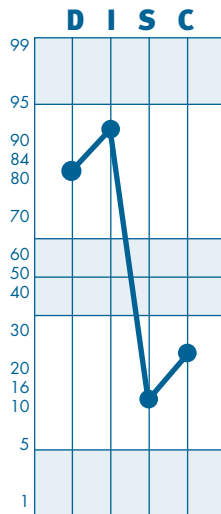
To some people you may appear superficial and a little phony. You may also appear more casual than purposeful and more indirect than specific. Good relations for the long haul may be more important than immediate results. You also tend to overestimate other people's abilities and may, therefore, expect more than you get. You cushion interpersonal conflicts and find it difficult to be firm, insistent, and direct when handling people problems. You are a diplomat, not a taskmaster.

### Ideal Work Setting

You work best with a supervisor who is friendly and pleasant in favorable situations and supportive when the chips are down. You want to be able to exchange ideas and get advice. You prefer to be on a first-name basis with the boss and want to be involved socially with peers and superiors. You do particularly well with assignments that require working with and motivating groups of people in low-pressure situations.



## (9) Motivator



### Observable Traits

As a Motivator, you are verbally aggressive, outgoing, on-the-go, and independent. You are very active socially. You like to play but know when to work. Both business and social activities involve you with people. You get along well with and are able to motivate all types of people. Behind your friendliness, however, is a determined push for results. You speak well and are a natural persuader. Having natural charisma, you can maintain agreeableness even while disagreeing. You can joke about yourself, and you try not to hurt anyone intentionally. Under pressure, you stand up for what is right.

### Internal Motivators

Deep down you are positive, gregarious, impatient, and unconventional. In your daily activities, you seek to emphasize your natural ability with people and get results through confidence and persuasion. You are prejudiced in favor of people and for what they may potentially accomplish and become. You dislike routine and regimentation; you like to move around, live well, gain prestige and status, and generally be on top of things.

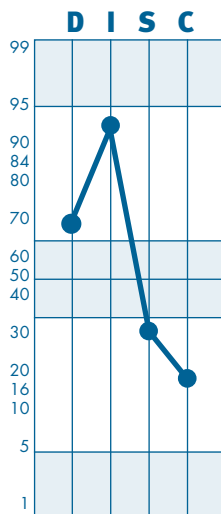
### Potential for Growth

You tend to trust people too much and overestimate your ability to change them. You delegate well, but you are often weak in follow-through because you expect the best from people. You look on the bright side and may be too optimistic about the results of your efforts. On occasion, you may be too enthusiastic and over-sell. You may also lean too heavily on your own personality when dealing with others.

### Ideal Work Setting

You respond best to a friendly, democratic manager. You want your manager to be as much a confidant as a boss—someone with whom you can talk things over pleasantly. You need public recognition for your accomplishments; status symbols can be important to you. You need to interact with a variety of people, and you want a chance to show what you can accomplish.

## (10) Persuader



### Observable Traits

Others view you as positive, persuasive, alert, and independent. You are a direct-action extrovert who is goal-minded and self-motivated. You thrive on taking risks. You are friendly but argumentative and persistent in pursuit of *your* ends. To you, talking is more important than listening; you tend to dominate the social situation as well as the business environment. When you get going verbally, words often seem to pop into your head and out of your mouth. But your basic empathy for people overrides your desire to win and stand out above the rest. Your self-esteem is as strong as your desire for acceptance.

### Internal Motivators

Basically, you are self-reliant, outgoing, energetic, and uninhibited. To be successful, you see the need to be a self-starter who can convince people that your way is right. You possess a stubborn determination to control events and people. You prefer to deal with the “big picture” rather than details and prefer to avoid routine. You are willing to assume authority or even usurp it. You like to be “center stage.” You can sometimes be self-indulgent and tend to want what you want when you want it.

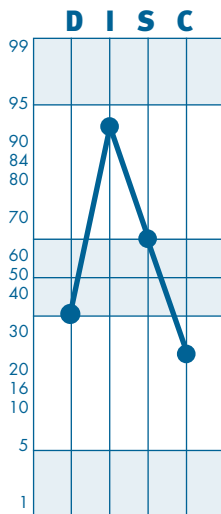
### Potential for Growth

You are likely to be too independent to change your ways. Despite your friendliness, you can sometimes be inconsiderate of others. You might find it helpful to listen and observe more and to curb your stubborn, argumentative streak. Under pressure, your friendliness fades a little as you become more rigid against opposition.

### Ideal Work Setting

You are too individualistic to respond well to close supervision; you want to be independent. You need to know why certain things are expected of you and work best with clear general instructions and few restrictions. You need to know specifically what you are being held accountable for. You need as much freedom as possible, but you must also know the limits of your authority. You respond well to a democratic manager with whom you can discuss things freely.

# (11) Colleague



## Observable Traits

Others see you as friendly, extroverted, and easy-going. You are a genuinely nice person who is likeable and appreciated among acquaintances, coworkers, and close friends. People are drawn to you because of your charm, enthusiasm, empathy, and understanding. You have a comfortable combination of self-confidence and modesty. You pursue the spotlight for yourself and for others. You prefer to persuade people rather than command them, and you motivate with teamwork and togetherness.

## Internal Motivators

You are inherently personable, energetic, accommodating, and congenial. You have confidence in your own abilities, and you reach out to people, initiating contact with them easily and smoothly. Once you have established relationships, you want people to be as considerate, fair, and trustworthy as you are. You have a strong desire to please and to be well thought of by others. You are hurt by rejection or by being overlooked. Although you want to avoid contention, you don't easily forget an injury.

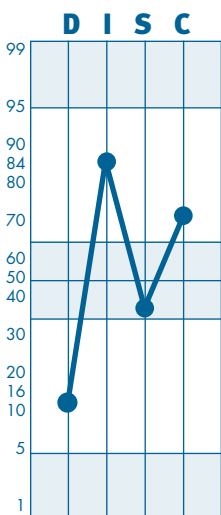
## Potential for Growth

You may be too trusting of others, and as a manager you may be too lenient on marginal to weak performers. Over-involvement with people may disrupt your time schedule, and your desire to be appreciated and admired may cause you to over commit in setting objectives and then struggle to keep your commitments. You have a difficult time separating issues from personality, so if people reject you or your ideas, you may reject them in return.

## Ideal Work Setting

You prefer a democratic, relaxed management style with opportunities for recognition for a job well done. You want your manager to know and appreciate you as a person, and you appreciate a boss who goes out of his/her way to express sincere gratitude for your contribution. You need to know as much as possible about what is expected of you so that you can succeed in the job, and you need to feel that you can discuss things freely with your manager and receive guidance in times of stress. You can be counted on as a team player, and are adept at enlisting the help of others when necessary. You approach new projects enthusiastically and can rally support for your exciting ideas, but you are also able to buckle down and follow projects through to completion.

# (12) Diplomat



## Observable Traits

Others see you as enthusiastic, sociable, systematic, and tactful. You are poised and cheerful, at home with strangers and good at small talk. Your general approach is smooth and low-pressure, and you get along well with all types of people. Behind your friendliness and relaxed demeanor lie a cautious optimism and an ability to assess situations and people and adapt accordingly. You have the ability to win people over to you and your ideas, both through your personal magnetism and enthusiasm and your precise, logical approach.

## Internal Motivators

You are gregarious, predictable, and intellectually curious. You have confidence in your own abilities, but you also have a healthy respect for authority and want to please. You want to be recognized for your accomplishments but liked and appreciated as a person. You are sensitive to criticism whether it's aimed at you personally or at your work.

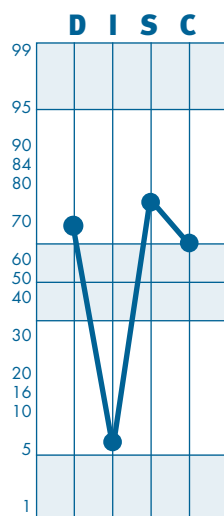
## Potential for Growth

You may overestimate the abilities of others and expect them to achieve the same high standards you have set for yourself. On one hand, you may jump to quick, intuitive decisions while at other times you may waver and vacillate. Under stress, you may tend to focus on the personal ramifications of a situation and either shift blame or become hypercritical of others.

## Ideal Work Setting

You prefer a relaxed management style and work best for a friendly, available manager who is accessible to discuss key decisions and who is supportive during times of stress. You excel in assignments that allow you to work with others in friendly surroundings on low pressure projects, at an unhurried pace or with flexible deadlines. You need associates to be personally interested in you and appreciative of your contributions. You want to know exactly what is expected of you so that you can do it well and conscientiously.

# (13) Strategist



## Observable Traits

People see you as a positive, cool, steady, systematic person. You are direct and are straightforward, telling it like it is. You are intellectually curious and challenged by difficult problems requiring brainpower and logical analysis. Patient, controlled, moderate, and deliberate, you prefer working with things more than influencing people. You are reserved and reflective, devoted to standards, procedures, precedent, and traditional methods. You try to avoid unnecessary risk or trouble. You are conventional, usually diplomatic, and often worried. You are rarely satisfied in your search for the best answer. You want to achieve, but you also want to be right. Your equal striving for accomplishment and quality often leads others to see you as a perfectionist.

## Internal Motivators

Because a significant influence in your pattern is a low I factor, you prefer facts, figures, and things to working with people. To be successful, you see a need to take your time and weigh the pros and cons of each situation very carefully. You prefer to do one thing at a time and do it thoroughly. You strive to maintain the status quo and need time to adjust to change. You make few unnecessary decisions, knowing that time solves more problems than people do.

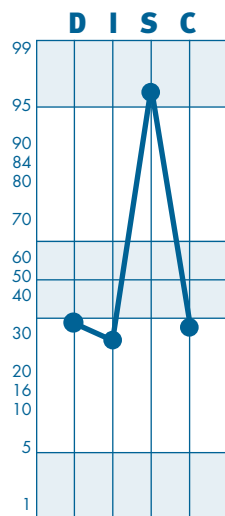
## Potential for Growth

You do not usually show hurts openly, but you can bear a grudge and, in time, get even. Since you can be possessive with information, you may be slow to communicate. When you do, your low I may cause you to be blunt without apology. If you are engaged in more than one project, you may have to be pushed a little to meet deadlines. Your perfectionism keeps you from ever being completely satisfied with anything, making you appear to waver and be indecisive.

## Ideal Work Setting

Your manager needs to use a logical rather than an emotional approach with you. You need to be given difficult problems and time to arrive at the best answer. You usually work better alone than with others.

# (14) Persister



## Observable Traits

People see you as a modest, sociable, dependable, determined person. You are not easily swayed once your mind has been made up. You like to set your own pace and stick with it. You are a steady, consistent individual who prefers to deal with one thing at a time. You tend to focus your skills and experience on areas requiring depth and specialization. Usually steady under pressure, you strive to stabilize your environment and often react negatively to change. You are a patient and controlled person who acts with moderation and deliberateness in most undertakings. Even under stress, you will usually project a relatively unruffled, unconcerned appearance. You generally approach most situations with care and concentration.

## Internal Motivators

Basically, you are conservative, congenial, stable, and firm. To be successful, you see a need to emphasize persistence and dependability. You like to build close relationships with a relatively small group of intimate associates. You are apt to have deep family ties and usually prefer to be at home rather than traveling. You like specialized assignments and want a familiar work environment with a predictable pattern. You want and need time to adjust to change.

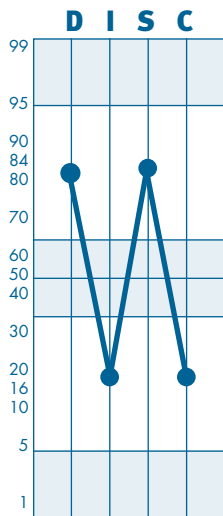
## Potential for Growth

You may conceal grievances and be a grudge-holder. You are often slow to take the initiative and do not adapt quickly to change. You strive to maintain the status quo. You prefer to wait for orders before acting. Under pressure, you can be quietly unyielding.

## Ideal Work Setting

You need constant inspiration and sincere appreciation. You appreciate having advance warning before any change. Short-cut methods and help in starting new projects will help you meet deadlines. You like to be an integral part of your group. You do particularly well with assignments of a specialized nature, and you work best with associates who take the time to express sincere interest in you and your family and who honestly want to be your friends.

# (15) Investigator



## Observable Traits

Others view you as determined, logical, tenacious, and rigidly independent. Amiable, but usually aloof, decisive and quite deliberate; you are reflective but not hesitant to voice opinions. You like to follow leads, chase clues, dig for facts, and uncover hidden meanings. You analyze problems and evaluate circumstances objectively and dispassionately. You dominate with patience. You are results-oriented without a sense of urgency, and you take little for granted. Your effective performance is more the result of long, hard work than flashes of insight or inspiration.

## Internal Motivators

Basically, you are dogged, suspicious, unhurried, and stubborn. In daily activities, you see a need to be independent and to use a questioning approach. You are very thorough and can be counted on to follow through. You want to operate individually and do things your own way at your own pace. You prefer to jump to suspicions rather than to conclusions. You want tough assignments that you can work on independently. You do not want people looking over your shoulder, and you prefer to work with things rather than people.

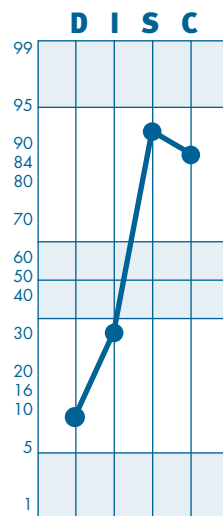
## Potential for Growth

Disbelieving what you see on the surface, skeptical of intentions, and challenged by unsolved problems, you tend to see people as perplexing and sometimes annoying obstructions. You are not always interested in pleasing others and can be blunt, tactless, stubborn, and obstinate. It is extremely difficult to get you to change your mind. You often have difficulty persuading others or generating enthusiasm.

## Ideal Work Setting

You spurn emotional appeals. Suppression of feelings is a virtue and you are proud to be analytical and objective. Your mind runs on one track; you are practical, quite candid, and a challenge for any manager. You react favorably only to a direct but sincere management style: "Let's both be frank, decide what I'm going to do, and then leave me alone to do it." You are tough and do not back away from confrontation and argument.

# (16) Specialist



## Observable Traits

You appear to others as quiet, amiable, predictable, self-controlled, practical, and down-to-earth. You seek the familiar and maintain relationships with a few relatively close friends. You are level headed, reflective, and considerate, and you are well-liked by others. Soft-spoken, unexcitable, easy-going and relaxed, you proceed at your own deliberate pace and perform consistently and steadily.

## Internal Motivators

Essentially, you are unassuming, factual, patient, and accurate. In your daily activities, you need to concentrate on the job at hand—one that is generally repetitive and specialized. You like to do one thing at a time and do it thoroughly. You strive to maintain the status quo and need time to adjust to change. You usually prefer to work in one place rather than travel. You make few unnecessary decisions, knowing that time solves more problems than people do. Your mildness, possessive nature, and modest aspirations converge to form a placid personality and a diligent style.

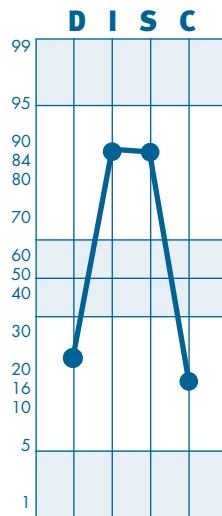
## Potential for Growth

You are more oriented to the past than to the future. A traditionalist, you seem more pleased with where you've been than where you might go. You talk about better times and the "good old days." You are not likely to show hurts openly, but you can bear grudges, and, in time, get even. Since you are possessive, you may be slow to delegate. Keeping personally involved makes you feel needed and gives you a sense of security. Generally, you prefer to follow rather than initiate. If more than one project is in process at the same time, you may have to be pushed to meet deadlines.

## Ideal Work Setting

You work best with a relaxed, amiable manager who goes out of his/her way to be interested in you and to express sincere appreciation for your contributions. You want to work with friends. You need ample time to prepare for change. You need to believe that what you are doing is worthwhile. Once you begin a project, you can work steadily, but you may need gentle prodding and help in getting started.

# (17) Advisor



## Observable Traits

Others see you as easy-going, friendly, relaxed, and independent. You are a nice person who poses no threat and, consequently, are impossible not to like. People come to you with their problems because you enjoy people and are willing to listen. If you have any suggestions, you offer them in an indirect, offhand way. People are naturally drawn to you because of your warmth, sympathy, empathy, and understanding. Your self-confidence and modesty, poise and mildness, persistence and devotion to people all combine to make you likeable.

## Internal Motivators

You are inherently patient, personable, unassuming, and steadfast. In daily activities, you see the need to exhibit your amiability and goodwill. You hate to be alone: you want to work with and help people you know in a personal, unhurried environment. You are generally good-natured and pleasant. Regardless of occupation, you will enjoy teaching, counseling, and advising.

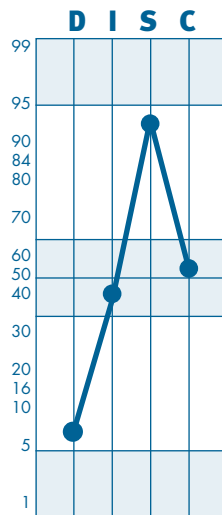
## Potential for Growth

You want to be venturesome, but have some difficulty deciding when to defer or defy, pause or persist, rebuff or befriend. You dislike having to give direct orders. You may be too easy on marginal workers, and if you do get upset, you will find a way to make peace. You may hold grudges against those who criticize you or don't allow you to have your own way.

## Ideal Work Setting

You prefer a democratic, relaxed management style. You are geared completely to a favorable environment and do not work well in a stressful, threatening atmosphere. Your manager should get to know you as a person and express open appreciation for your good work. Since you are in no hurry, you may need some friendly prodding to set and meet realistic deadlines. You do not particularly like abrupt people; you prefer patient associates who operate in friendly cooperation.

# (18) Associate



## Observable Traits

Others see you as easygoing, friendly, predictable, and cooperative. You are a responsive, courteous person who is likeable and appreciated among acquaintances, coworkers, and close friends. People are drawn to you because of your sincere friendliness, empathy, and understanding. You prefer to work with a team of people rather than command them, but you also need time to work alone on projects that require concentration and precision. You will usually direct your skills and experience to areas requiring depth and specialization.

## Internal Motivators

You are inherently personable, energetic, accommodating, and congenial. Although you are somewhat reserved, you enjoy social contacts among trusted coworkers and desire a sense of community and harmony in the workplace. Under pressure, you strive to stabilize the environment. You are hurt by rejection or by being overlooked. Although you want to avoid contention, you don't easily forget an injury.

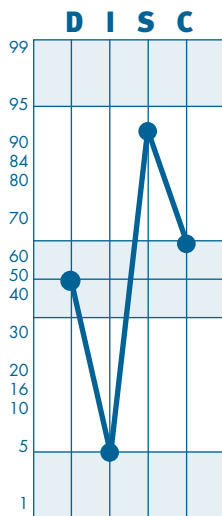
## Potential for Growth

You tend to minimize risks by procrastinating. You may over deliberate or consult with many others before making a decision. You may be unwilling to challenge the status quo, preferring traditional methods and procedures over innovation. You may hesitate to act on your own initiative and be slow to express your opinions for fear of displeasing others or garnering unwelcome attention. You may be oversensitive in receiving criticism and reluctant to act on suggestions for changing behaviors.

## Ideal Work Setting

You prefer working for a manager who is relaxed and low key when things are going well but who is supportive in tangible ways when the situation turns stressful. You want your manager to know and appreciate you as a person but also to value the work that you do. You want to work with trusted and likeable colleagues, and you need to believe that what you are doing is important and worthwhile.

# (19) Coordinator



## Observable Traits

People see you as amiable, self-controlled, and deliberate. You are generally comfortable in familiar surroundings, where you are able to set your own pace and stick with it. Steady, consistent, and determined, you prefer to deal with one thing at a time, with a clear understanding of goals and expectations. Soft-spoken and unexcitable, you act with moderation and deliberateness and are not satisfied until you find the best answer. You are considerate of others and have a few close friends, but primarily you prefer to work alone.

## Internal Motivators

For the most part, you are unassuming, factual, patient, and no-nonsense. In daily activities you need to be independent, doing things at your own pace and in your own way. Very thorough, you can be counted on to follow through. You are happy with maintaining the status quo, unless you see a real need for change and you are able to participate in the change process. You avoid unnecessary decisions, knowing that time solves more problems than people do. When you consider an issue important, however, you will make deliberate, measured decisions asking numerous questions and considering various options.

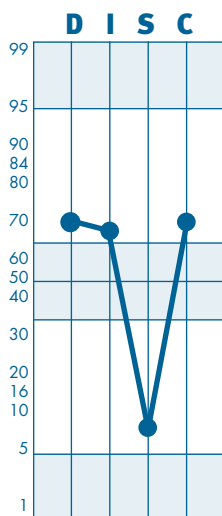
## Potential for Growth

You are more oriented to the past than to the future, and are often skeptical of new ideas and unsolved problems. You tend to be possessive of projects and territory, and you tend to delegate grudgingly and be slow to communicate. Being involved makes you feel needed, secure, and in control. Once your mind is made up, getting you to change it is difficult. Under pressure, you can be quietly unyielding. You may be slow to give feedback, either positive or negative.

## Ideal Work Setting

You work best with a relaxed, amiable manager who appreciates you and lets you work independently, yet is willing to help out when the pressure is on. You prefer to work with long-time, trusted colleagues. You need a work situation that gives you ample time to prepare for change or lets you be an active participant in the change process from the beginning. You would rather be consulted about decisions than make them. You need to know exactly what is expected of you, so that you can focus on planning, attention to details, precision, and organization. You prefer to work with objects and tools and are motivated by an overall goal that will benefit people. You have a high tolerance for repetitive procedures and prefer to rely on known skills, performing tasks you know you can do well.

# (20) Whirlwind



## Observable Traits

People see you as positive, sociable, hyperactive, and systematic. You are impatient for results, react rapidly, display boredom quickly, and respond well to a challenge. You are versatile, self-motivated, and sometimes irritable. You are able to handle pressure and have no problem exerting pressure on others. You are comfortable with shifting goals, new projects, and innovative methods, and you can win people over with persuasiveness and optimism. You can be diplomatic and precise on one hand and restless and discontented on the other. You are not happy until events or others confirm the correctness of your action or decision. You want to achieve, but you also want to be right. Often seen as a perfectionist, you strive equally for accomplishment and quality.

## Internal Motivators

Basically, you are self-starting, poised, impatient, and conscientious. Lacking a significant S factor, you are a bundle of energy that keeps you going at high speed. But your perfectionism will not allow you to accept just *any* answer; you want the *best* answer. You see a need to weigh the pros and cons of each situation—but fast. With one foot on the gas and the other on the brake, you can generate activity, see alternatives, and cover a lot of ground.

## Potential for Growth

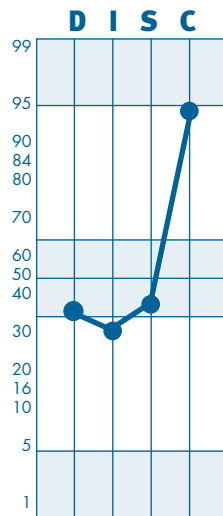
Sometimes your reactions may be too quick and impulsive. The low level of S leaves you dissatisfied with the status quo and irritated with obstacles. You may jump suddenly to quick, seemingly intuitive decisions. At other times, you may waver and vacillate. Your sometimes aggressive, sometimes cautious behavior may confuse your associates.

## Ideal Work Setting

You work best for a manager who gives you a wide scope of operations, with many problems to solve. But you should slow down and not try to do everything at once. Be careful not to let your perfectionism degenerate into indecision. If you don't learn to pace yourself, you will spread yourself too thin.



## (21) Perfectionist



### Observable Traits

People see you as conservative, logical, alert, and conscientious. You are apt to be diplomatic and precise on one hand, and restless and discontented on the other. You are sensitive to nuances and alert to possible hidden meanings and ulterior motives. You are uneasy until the correctness of your actions and decisions is confirmed. You are reserved and reflective, and you want to avoid unnecessary risks or trouble. You are reliable, precise, and tactful. You are a stickler for details, and an enforcer of established rules. You are thorough and foresighted.

### Internal Motivators

Basically you are much the same person other people see: low-key, factual, active, and accurate. To be successful in your daily activities, you see a need to be careful and cooperative. You want to feel that you are doing the right thing, but under pressure your perfectionism may make you appear to waver and be indecisive. You seem willing to pay the price for social acceptance, but since this behavior runs against your grain it may engender some tension.

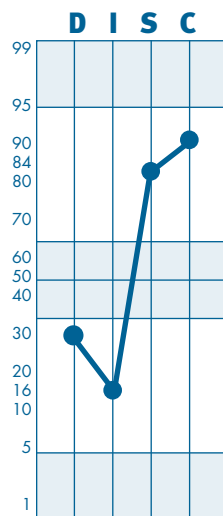
### Potential for Growth

You may spend too much time doing things yourself in order to be sure they're right. Fretting over little things and continuously re-checking details may get in the way of performance. Your strong sense of obligation and your conscientious effort to please may inhibit your actions and results.

### Ideal Work Setting

You need to know exactly what is expected of you so that you can do it thoroughly and well. You are particularly good with projects requiring precision, organization, and planning. You work best for a manager who is always available to discuss key decisions and who can make useful suggestions in stressful situations.

## (22) Analyst



### Observable Traits

People see you as a reliable, factual, steady, open-minded person. You tend to be a stickler for system and order. You make decisions based on proven precedent and known facts. In all your activity, you try meticulously to live up to high standards. You are diplomatic and precise, and you try to avoid unnecessary risks or trouble. You are not at ease until the correctness of your actions and decisions has been confirmed. You are sensitive to possible hidden meanings and ulterior motives. You are cooperative and careful, tactful and thorough, consistent and foresighted. You are logical, critical, and incisive in your approach to attaining goals.

### Internal Motivators

Basically, you are much the same person that other people see: modest, reflective, stable, and precise. You are challenged by difficult problems that require thought and analysis but will not accept just any solution—you want the right answer. You are a good team member and like to share responsibility by operating as part of a group. You like standard operating procedures and having a settled track to follow. You are painstakingly accurate.

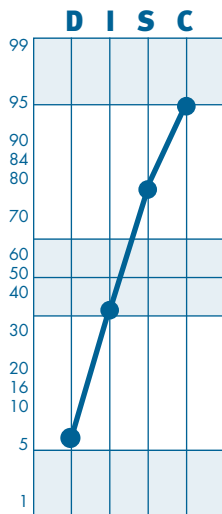
### Potential for Growth

You may spend too much time rechecking details and doing things yourself to be sure they're done right. You may become too dependent upon procedures. Your decisions tend to be tentative, guarded, and low-risk, and you may hesitate to act without orders, rules, or precedent.

### Ideal Work Setting

You work best for a manager who is always available to discuss key decisions and who is willing to help out when the pressure is on. You do particularly well with projects involving precision, organization, and planning. You like to know exactly what is expected of you so you can do it conscientiously and well.

## (23) Adaptor



### Observable Traits

Other people see you as conservative, reserved, stable, and conscientious. You are cooperative and compliant, precise and systematic, courteous and diplomatic. Orderly and neat, you tend to follow procedures and live up to high standards. You are sensitive and alert to possible danger. You try to look ahead, thereby avoiding unnecessary trouble and risk. You have a passion for impeccability and order. You follow directions carefully in order to turn in an error-free performance.

### Internal Motivators

You are essentially accommodating, contemplative, methodical, and conscientious. In daily activities, you see the need to follow orders, precedent, rules and regulations. You are often drawn to jobs requiring meticulous work with things and painstaking attention to detail. You prefer to share responsibility by working as a member of a team. You dislike sudden or abrupt change. You are a good planner since you are well-informed, accurate on details, conservative on estimates, and certain of precedents.

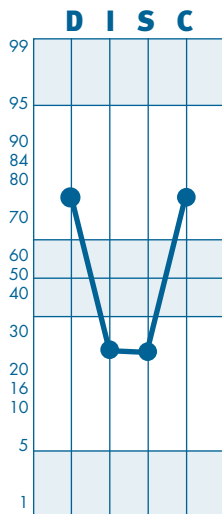
### Potential for Growth

Since you do things yourself to be sure you are right, you generally do not delegate well. When you do delegate, you tend to over-manage. Endlessly rechecking details may throw you off schedule. Your decisions are usually low risk, because you do your homework. You may hesitate to act on your own initiative, be tentative and guarded, and wait for instruction from above. You dislike antagonism and may give in to others to avoid it.

### Ideal Work Setting

You work best for a manager who maintains an “open door” policy and who is always available to discuss key decisions. You are likely to need support and backup in difficult situations. You prefer to be in on decisions rather than to make them. You need detailed instructions and an exact job description so you know what is expected of you. You do particularly well with assignments requiring planning, attention to detail, precision, and organization.

## (24) Creator



### Observable Traits

To others you appear forceful, factual, impulsive, and systematic. You are likely to be highly intelligent but with a flair for disorganization. You are oriented toward concepts, theories, projections, and probabilities. You investigate facts inexhaustibly and pursue all possible solutions to a problem. You can't accept just any answer; you strive unendingly for the best answer. This process results in new and often-creative ideas. As a result, many people view you as a perfectionist.

### Internal Motivators

You are basically driving, analytical, intense, and complex. Your perfectionism springs from your flair for seeing the forest and all the trees. You can uncover more alternatives than your acquaintances and associates can imagine. You are highly regarded as a problem solver. Discontented with the past, present, and future, you are in a constant quest for something about which to wonder and ponder. You are drawn to intricate puzzles, tactics, and strategies. You prefer to work alone, usually in a technical area. You want time to explore and freedom to probe.

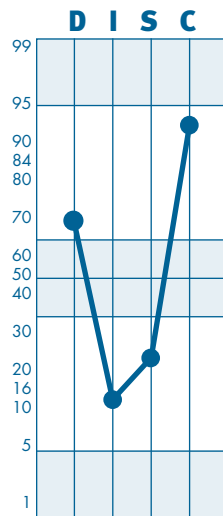
### Potential for Growth

The presence of a Creator can be exciting to some and exasperating to others. Carefully aggressive, tensely tactful, self-critical, and overly serious, you drive for results with one foot on the gas pedal and the other on the brake. Due to your perfectionist instincts, you are never quite satisfied with anything. As a result, you appear to vacillate and sometimes reverse yourself. Not interested in people as much as “creative things,” you can be cool and aloof. You tend to work in spurts rather than at a steady pace and sometimes lack the communication skills necessary for your creative ideas to be understood and accepted.

### Ideal Work Setting

You can take action and make a decision when least expected to do so, and then consult and delay when there is every reason but your own to move ahead. This unpredictability confuses your associates, who can't always read your motives. You need someone to tap your creative flow and put your ideas into practice. You need a manager who helps you get things finished and new projects begun.

## (25) Administrator



### Observable Traits

Others see you as a positive, cool, systematic person. You are direct and straightforward, intellectually curious and challenged by difficult problems that require logical analysis and clear goals. You are versatile, self-motivated, forceful, and systematic—oriented toward concepts, theories, projections and probabilities. You are dogged in your pursuit of a goal, investigating facts inexhaustibly and pursuing all possible solutions to a problem.

### Internal Motivators

You are analytical, conscientious, and thorough but at the same time impatient. You see a need to weigh the pros and cons of a situation, but under pressure you will act decisively, often making decisions unilaterally. You are challenged by difficult problems that require thought and analysis. You strive for both accomplishment and quality.

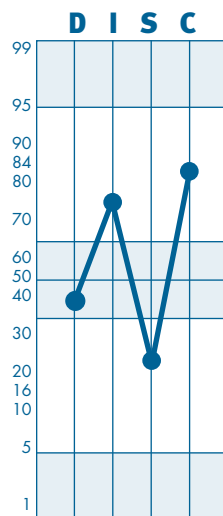
### Potential for Growth

Because you prefer working with tasks rather than people, in interpersonal relationships you can be cool and withdrawn or blunt and argumentative. Your behavior is sometimes cautious, sometimes aggressive, which may confuse those around you. You may find it difficult to strike the right balance between focusing on details and keeping the big picture in perspective. You can be critical and faultfinding when your standards aren't met by others.

### Ideal Work Setting

You thrive on difficult assignments that will challenge and extend you. You work best with straightforward associates who focus on the job at hand, with little mixing of the personal and the professional. You prefer to work with an egalitarian manager who trusts you to maintain high standards and achieve goals and who is hands-off unless you seek advice and support to help you get things finished and new projects begun.

## (26) Advocate



### Observable Traits

Others see you as positive, friendly, logical, and systematic. You are known for your versatility and the ability to wear several "hats" as the situation demands. You can be diplomatic or assertive, sometimes winning others over with the force of your persuasive personality and other times with your cool logic and expertise. You strive for accomplishment and goal attainment, but not at the expense of quality.

### Internal Motivators

In your daily activities, you see the need to be persuasive and goal-oriented but at the same time are careful of others' feelings. You understand that different situations demand different approaches, and you are skilled in adapting your style and tactics to accommodate the situation. You often weigh the pros and cons of a situation, but you also feel the need to do it quickly. You are especially capable of seeing creative alternatives.

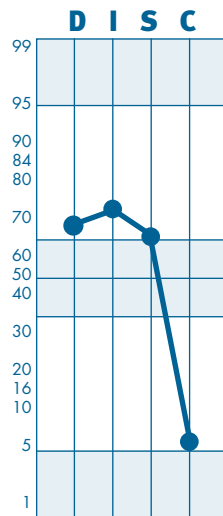
### Potential for Growth

Your carefully aggressive nature, juxtaposed with your need to please and be liked, may send mixed signals to those around you. You never seem to be quite satisfied, but you may hesitate to describe the problem clearly. Depending on the particular situation, you may cushion interpersonal conflicts on one hand, and be demanding on the other.

### Ideal Work Setting

You work well with people who share your passion for quality and results that bring approval and highlight your capabilities. You want to feel that your assignments are important and meaningful. You need to work for a manager who understands the seeming contradictions in your behavior, giving you the opportunity to find the answers for yourself and keep you from spreading yourself too thin.

## (27) Individualist



### Observable Traits

People see you as an assertive, persuasive, steady, independent person. You act positively and directly in the face of opposition and will take a forceful stand to fight for your positions. You are willing to take chances. You display self-confidence in dealing with others. Although you strive to win people's approval, you are reluctant to give up your own point of view. Persistent and persevering, you aren't easily swayed once your mind is made up. You prefer to set your own pace and stick with it. You can be rigidly independent when force is applied and can be exasperating to others who want you to adapt.

### Internal Motivators

You are much the same person that other people see: convincing, driving, determined, and stubborn. You see little need to change your basic behavior to be successful. You want room to operate and the freedom to run things your way. Your low C makes you resistant to being bound by precedent, tradition, or accepted ways of doing things. You want to be able to state your views firmly and defend them persistently.

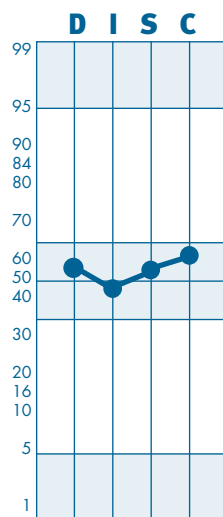
### Potential for Growth

At times you may usurp power and overstep your authority. Because of the near-absence of the C factor, you can be direct, blunt, and fearless in reaction to opposition. You actually welcome argument, contention, and controversy. Under stress you can become rigid, act without precedent, and state an unpopular opinion.

### Ideal Work Setting

You can be difficult to get along with, since you are generally sure that you know what is right. You need to be able to negotiate commitments on an equal basis and then have as much freedom as possible to get results your way. Your manager must clearly establish the limits of your authority, or you will take as much as you can get. After you get the desired results, you need recognition of your accomplishments.

## (28) Level Patterns



### Observable Traits

People see you as a reliable, congenial, steady, mature person. Your drive for accomplishment is counter-balanced by your need to be right, and as a result, you are sometimes seen as a perfectionist. You cannot accept just *any* answer; you want the *best* answer. You do not project a consistently readable disposition. Sometimes you are decisive, ready to take a stand, firm in conviction, and ready to argue a point. At other times you may compromise, concede, and comply with accepted practice. You can be either tense or surprisingly calm, venturesome or cautious, noticeable or unobtrusive.

### Internal Motivators

To be successful, you see a need in your daily activities to act differently at different times. Sometimes you are positive, factual, alert, and determined. At other times, you project a low-key, friendly, helpful approach. The flexibility you demand of yourself could cause some tension. You want ample time to assure perfection in all your undertakings, with freedom to explore and the authority to re-examine your findings.

### Potential for Growth

At times, your perfectionism may cause you to vacillate and waver between alternatives. On some matters you are willing to go along with the wishes of others; on the other issues, you will take a stand and defend it. Your unpredictable behavior may on occasion confuse your associates who can't get a "fix" on you. You tend to work in spurts rather than at a steady sustained pace.

### Ideal Work Setting

You work best for an understanding manager who realizes that your apparent inconsistency stems from your perfectionism and your desire to do the best possible job. You may need some help in bringing projects to conclusion (since you want to continue refining and improving).

**Special Note:** People who demonstrate level patterns may be going through major life changes and/or transition periods. As a result, the profile reveals a lack of clear definition of behavioral characteristics. We recommend that those whose scores create a level pattern (all four scores within the 35-65 midrange) retake this instrument when the situation has been resolved.