



Putting It All Together

Dominance – Achieves success by taking decisive actions towards their goal

Strengths: comfortable in a leadership role, problem solver, can make tough decisions, not afraid to confront issues, sees change as a challenge, stays focused on the mission.

Limitations (Others may see): intimidating, insensitive, brusque, impatient, intolerant, unapproachable

Examples: Vince Lombardi, Norman Schwarzkopf, Jane Fonda, Margaret Thatcher, George Patton

Influence – Achieves success by persuading others to work with them towards the goal

Strengths: always available for others, inspiring to be around, spreads positive attitude, praises others.

Limitations (Others may see): tasks fall through the cracks, projects don't get finished, lack organization

Examples: Willard Scott, Muhammad Ali, Tracy Ullman, Magic Johnson, Bill Clinton, Katie Couric

Conscientious – Works within rules and procedures to ensure success

Strengths: thorough, follows standards accurately, conscientious, diplomatic, accurate, fair (because following the rules does that).

Limitations (Others may see): overly concerned with perfection, aloof, delay decisions, want more data, "fussy about minor issues"

Examples: Colin Powell, Mr. Spock, Joe Friday, Bill Gates, Jackie Kennedy Onassis

Steadiness: Works with others as part of a team to achieve success

Strengths: good team player, empathetic to others' needs, methodical, good listener, easy to get along with, appreciative of others, praises

Limitations (Others may see): indecisive, indirect, resistant to change, sometimes worn down by others' problems

Examples: Mother Teresa, Mr. Rogers, Pope John Paul, John Denver, Charlie Gibson

Assertive

Reserved

Task

People

D **i**
C **S**