

WHAT IS YOUR PERSONALITY TYPE?

Please complete the following exercise with your trainer so we can better understand your personality type. In the first horizontal row of four blocks decide which group of these words seems most like you and put a 4 in that square.

The group or words in that same row that seem next most like you will rate a score of 3, another group will get a 2, and the group which seems least like you should be given a score of 1.

Then go to the second horizontal row and score those squares in the same way. Four for the group that's most like you, one for the group that's least like you, and two and three for the ones in between.

A S R T

FIRST ROW	SPONTANEOUS IMPULSIVE IMPETUOUS	STABLE METHODICAL PLANNER	COOPERATIVE IDEALISTIC WANTS HARMONY	RATIONAL CURIOUS COMPLEX
SECOND ROW	ADVENTUROUS DARING IN A HURRY	TRADITIONAL RESPONSIBLE DEPENDABLE	CATALYST COMPASSIONATE INSPIRATIONAL	LOGICAL ANALYTIC LONER
THIRD ROW	LOVE EXCITEMENT EXPLORER UNPREDICTABLE	DUTIFUL TEACHER INDUSTRIOUS	AUTHENTIC EMPATHIC MOTIVATOR	INTELLECTUAL INVENTIVE PROBLEM SOLVER
FOURTH ROW	ENERGETIC EXPEDIENT JOKESTER	MAKES RULES ORDERLY PREPARES	SUPPORTIVE SELF-AWARE CARING	SYSTEM- THINKER INDEPENDENT PERFECTIONIST
FIFTH ROW	BOLD WITTY RISK-TAKER	LOYAL RELIABLE LIKES STRUCTURE	ROMANTIC FLEXIBLE SELF- ACTUALIZING	THEORETICAL INGENIOUS INDIVIDUALIST

Now add the numbers in each of the vertical columns and put the totals in these squares.

TOTALS

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TOTALS

PERSONALITY TYPES- DESCRIPTIONS

<p style="text-align: center;">Stability</p> <p>I have rules, tradition, and authority. I have a clear idea of what people should do. I want to belong. I handle details well and I'm a hard worker. I like to care for others- look out for them. I want to anticipate and prepare for the future. The home and family are the core of society. It's important to me to have rules, laws, and controls. I appreciate awards and public recognition. I demonstrate my love in practical ways.</p> <p>Loyal, dependable, punctual, trustworthy. They know that everyone else should be, too. Structure and order are very important. They establish and maintain institutions. Very reliable- the backbone of a stable social system. Resist change and see hierarchy as essential to society, the company, and the family. Any leadership or authority role must be earned. They have strong urges to conserve, plan, and perpetuate.</p>	<p style="text-align: center;">Action</p> <p>I like being free to do things my own way. Where are the new frontiers? I want to explore. Life is a wonderful game. Let's play. Variety and excitement are fun and stimulating. Give me a challenge. I'll handle it NOW! I LOVE THE SPOTLIGHT. Watch me perform. Let's find a new and different way to do it. Freedom is important. Don't fence me in. Rules that don't make sense can be broken. Bells are for ringing, mountains are for climbing.</p> <p>Tend to be more concerned about what's happened right now than in the future. Adventurous hobbies, impulsive behavior- if it isn't fun, forget it! Easy to ignore clutter. Generous, sharing, helpful. Waiting is awful. They love fine tools, instruments, and the artist's brush. Easily bored and restless. Learn by doing, experiencing. Naturally competitive, witty, and charming. Defeats are temporary. Exciting, light-hearted, and joyful.</p>
<p style="text-align: center;">Theory</p> <p>Searching, learning, and understanding are fun. I love puzzles, problems, and finding solutions. I like to work independently. Intelligence, justice, and fairness are important. I want to be correct- to do things right. It would be great fun to explore the universe. Once I've found the solution, others can take over and put it into action. My calm exterior may hide some inner turmoil. I love to create a brand new idea. Being competent is absolutely essential. I want my brain to manage my emotions.</p> <p>They want to know all there is not know about everything. They like to analyze, probe, study, invent, investigate, and explore. Nonconforming and independent, they tend to appear calm, cool, and collected most of the time. The worst situation would be to appear stupid. If there's time to read- outside of important books and journals- mysteries or science fiction will be the logical choice. They love abstractions and puzzles.</p>	<p style="text-align: center;">Relationship</p> <p>Relationships are important to me. I want to have lots of friends- share and care. I have integrity. I'm authentic and unique. I like helping others become what they can be. Emotions are okay and I show mine easily. People are much more important than things. I enjoy flowers, music, and romantic movies. I love to help friends solve their problems. My hunches work. I'm very intuitive. Empathy and sympathy are both easy to me. I thrive on recognition and acceptance. I'm really good at motivating people.</p> <p>See the possibilities in others and in themselves! Striving for authenticity- they want to become what they can be. Uniqueness is important, yet they can shift identities to fit the situation. Life is a search for meaning. Warmth and compassion flow easily and with sincerity. Devoted friends, they love to talk, share, and help imaginative, very creative, and have lots of sensitivity to the thoughts and feelings of other people.</p>

STABILITY

OF PARAMOUNT IMPORTANCE TO ME:			
<ul style="list-style-type: none"> ▪ STABILITY ▪ RESPONSIBILITY ▪ BELONGING 	<ul style="list-style-type: none"> ▪ DUTY ▪ TITLES ▪ TRADITION 	<ul style="list-style-type: none"> ▪ PREDICTABILITY ▪ STRUCTURE ▪ RULES 	<ul style="list-style-type: none"> ▪ CREDENTIALS ▪ DEPENDABILITY ▪ OWNERSHIP

MY TALENTS INCLUDE:			
<ul style="list-style-type: none"> ▪ PROVIDING ▪ PRESERVING WHAT IS ▪ SEQUENTIAL THINKING ▪ MAKING THINGS EASY FOR PEOPLE 	<ul style="list-style-type: none"> ▪ MANAGING ▪ LOGISTICS ▪ IMPLEMENTING 	<ul style="list-style-type: none"> ▪ PLANNING ▪ COMMITMENT ▪ RESPONSIBILITY ▪ CONSERVING 	<ul style="list-style-type: none"> ▪ ORGANIZING ▪ TENACITY ▪ DETAILS

IN MY STARRING ROLE:
<ul style="list-style-type: none"> ▪ I EXPECT EVERYONE TO FOLLOW THE RULES AND REGULATIONS ▪ I EXPECT YOU TO DO WHAT YOU SAY YOU WILL DO ▪ I SET UP & IMPLEMENT PREDICTABLE SYSTEMS ▪ I TRUST PROVEN AUTHORITY ▪ I TEND TO SEE THE WORLD IN BLACK AND WHITE ▪ I ACCEPT A TIME-TESTED & PROVEN ESTABLISHMENT ▪ I LEARN BEST THROUGH MEMORIZATION, RECALL & DRILL ▪ I RUN EFFICIENT MEETINGS WITH AN AGENDA & ON TIME ▪ I VALUE ROOTS & HOME ▪ I DISLIKE PEOPLE WHO QUESTION AUTHORITY OR DO NOT OBEY ▪ I MAY INSIST ON PROCEDURE FOR PROCEDURE 'S SAKE AND NOT BE RESPONSIBLE TO NEEDS ▪ I USE THE PAST TO GUIDE ME INTO THE FUTURE

TO COMMUNICATE WITH ME, MAKE A BIG PRODUCTION ABOUT:
<ul style="list-style-type: none"> ▪ CONCRETE FACTS ▪ DETAILS ▪ PROVEN RELIABILITY AND TRACK RECORD ▪ PREDICTABILITY - DON'T CHANGE EASILY ▪ BEING ORGANIZED ▪ INCREASED EFFICIENCY ▪ OWNERSHIP WHICH PROVIDES A SENSE OF STABILITY ▪ PUNCTUALITY ▪ COOPERATION TO REACH ORGANIZATIONAL GOALS ▪ CERTAINTY ▪ KEEPING COMMITMENTS ▪ LOW RISK AND SAFETY ▪ WELL THOUGHT OUT PLANS & SYSTEMS

STABILITY

WHEN I'M THE DIRECTOR (LEADER), I TEND TO :

- BE FORMAL AND I CLEARLY DEFINE ROLES
- BE DEMANDING
- KEEP THE ORGANIZATION ON TRACK
- FOCUS ON GETTING THE RIGHT THING - IN THE RIGHT PLACE - AT THE RIGHT TIME
- GIVE SPECIFIC DETAILS AND RELEVANT INFORMATION TO REACH SPECIFIC RESULTS
- GIVE FEEDBACK THAT FOCUSES ON GETTING BACK ON COURSE
- BELIEVE EACH PERSON MUST EARN APPRECIATION

AND I NEED:

- TO BE GIVEN AUTHORITY BEFORE I WILL TAKE CHARGE
- A PLANNED, STRUCTURED, STABLE ENVIRONMENT
- TO KNOW THE RULES

WHEN I'M BEING DIRECTED (FOLLOWER), I TEND TO :

- WORK BETTER IF THE TASKS & ROLES ARE DEFINED WELL
- BE RESPONSIBLE, DILIGENT, AND STEADY
- FOLLOW THROUGH WITH EVERY DETAIL
- I CARRY OUT POLICIES AND PROCEDURES EFFICIENTLY
- DO THINGS RIGHT THE FIRST TIME
- LIKE LEADERS WHO HAVE EARNED THEIR TITLES OVER TIME

AND I NEED:

- A SENSE OF BELONGING
- PREDICTABILITY
- STABILITY AND SECURITY

I'M SOMETIMES UNAWARE OF:

- OF SMALL CONTRIBUTIONS BY PEOPLE AND MY LACK OF FEEDBACK CAN BE INTERPRETED AS CRITICISM
- THAT IN MY QUEST FOR EFFICIENCY, I MAY SEEM CALLOUS
- THAT I MAY FOCUS ON SHOULD'S AND SHOULD NOT'S AND NOT ON PEOPLE'S NEEDS
- THAT I CAN BE TOO CAUTIOUS
- THAT I TAKE ON EVER-INCREASING LOADS OF RESPONSIBILITY

AREAS I NEED TO IMPROVE (OR FIND A SUPPORTING CAST TO HELP):

- I NEED PATIENCE WITH OTHERS WHO WORK IN SPURTS AND NOT AT A STEADY RATE
- I NEED TO BE MORE OPEN TO CHANGE
- I NEED TO TAKE MORE RISKS
- I NEED TO HEAR OTHER'S POINTS OF VIEW
- I DO CARE ABOUT PEOPLE AND NEED TO OVERTLY SHOW THAT CARE AND CONCERN

THEORY

OF PARAMOUNT IMPORTANCE TO ME:			
<ul style="list-style-type: none"> ▪ KNOWLEDGE & LEARNING ▪ COMPETENCE ▪ INTELLIGENCE 	<ul style="list-style-type: none"> ▪ SELF-MASTERY ▪ CONCEPTS ▪ UNDERSTANDING 	<ul style="list-style-type: none"> ▪ UNIVERSAL TRUTHS ▪ LOGICAL CONSISTENCY ▪ THE LARGER PICTURE 	<ul style="list-style-type: none"> ▪ INSIGHT ▪ PROGRESS ▪ ACCURACY

MY TALENTS INCLUDE:			
<ul style="list-style-type: none"> ▪ STRATEGIC THINKING ▪ ABSTRACT THINKING ▪ BEING VISIONARY ▪ USING PRECISION IN THOUGHT & LANGUAGE 	<ul style="list-style-type: none"> ▪ DEALING WITH COMPLEXITY ▪ THEORY DEVELOPMENT ▪ PERPETUAL LEARNING 	<ul style="list-style-type: none"> ▪ RATIONALITY ▪ PROBLEM SOLVING ▪ ANALYSIS ▪ SEARCHING FOR A BETTER WAY 	<ul style="list-style-type: none"> ▪ CREATING ▪ LOGIC ▪ DESIGNING

IN MY STARRING ROLE:
<ul style="list-style-type: none"> ▪ I TRUST LOGIC & REASON ABOVE ALL ▪ I CAN MAP OUT A STRATEGY & OVERALL PLAN ▪ I AM PRECISE IN MY SPEECH & NOTICE CONTRADICTIONS ▪ I DESIRE WILLPOWER ▪ I WANT POWER OVER NATURE & AM ATTRACTED TO THE SCIENCES ▪ I FOCUS ON LONG-TERM RESULTS & CAN PROJECT FAR INTO THE FUTURE ▪ I EASILY LEARN ABSTRACT IDEAS & DISLIKE MEMORIZING WITHOUT UNDERSTANDING ▪ I CAN KEEP SEVERAL ISSUES IN MIND AT THE SAME TIME ▪ I RESOLVE CONFLICT LOGICALLY, RATIONALLY, AND AVOID EMOTIONALISM ▪ I USE DIAGRAMS & MODELS TO COMMUNICATE ABSTRACTIONS ▪ I AM SELF-CRITICAL AND USUALLY SPOT MY ERRORS BEFORE ANYONE ELSE ▪ I DISLIKE CHIT-CHAT & SMALL TALK AND SEEK CONVERSATIONS WITH SUBSTANCE

TO COMMUNICATE WITH ME, MAKE A BIG PRODUCTION ABOUT:
<ul style="list-style-type: none"> ▪ THE RATIONALE OR LOGIC BEHIND AN EVENT OR REQUEST ▪ EXPLAINING THE THEORY OR PRINCIPLES BEHIND AN IDEA- THE WHY ▪ AN OPPORTUNITY TO LEARN- I HAVE TO KNOW ▪ GETTING TO THE POINT- EFFICIENCY OF COMMUNICATION ▪ APOLOGIZING AHEAD OF TIME WHEN ASKING ME TO REPEAT MYSELF ▪ A METHOD TO CHANGE OR IMPROVE SOMETHING ▪ THE VALIDITY & LOGICAL PROOF OF A NEW IDEA ▪ NEW INSIGHTS TO SOLVE A COMPLEX PROBLEM ▪ TECHNICAL DETAILS & COMPLEXITIES ▪ A PERSON OR OBJECT'S GENIUS, PRECISION, AND EFFICIENCY ▪ OBJECTIVE TRUTH, LOGICAL REASONING ▪ CONSISTENCY IN THE IDEAS PRESENTED, WITHOUT EXCESSIVE ENTHUSIASM ▪ EFFICIENCY ▪ WAYS TO IMPLEMENT MY IDEAS

THEORY

WHEN I'M THE DIRECTOR (LEADER), I TEND TO :

- TAKE CHARGE, CLARIFY THE GOAL, AND EXPECT OTHERS TO CARRY IT THROUGH
- CREATE A VISION & BUILD THE THEORETICAL MODELS
- LOOK FOR TALENT & COMPETENCE
- FOCUS ON EFFICIENCY
- BE IMPATIENT WITH ERRORS & INEFFICIENCIES
- PREFER INNOVATIVE PROJECTS
- WORK TOWARD LONG-TERM GOALS

AND I NEED:

- TO ACHIEVE AT A HIGH STANDARD
- COMPLICATED PROBLEMS TO SOLVE
- RELATIONSHIPS THAT WORK

WHEN I'M BEING DIRECTED (FOLLOWER), I TEND TO :

- WANT FREEDOM TO DEVELOP A STRATEGY
- WANT THE LEADER TO BE KNOWLEDGEABLE & COMPETENT
- SIT & PLAN AND NOT TAKE ACTION IF I FEAR FAILURE
- DESIGN SOLUTIONS TO COMPLEX PROBLEMS
- BE CONSUMED BY A PROJECT THAT'S INTELLECTUALLY CHALLENGING
- AVOID BUREAUCRACY & TIME WASTING PAPERWORK

AND I NEED:

- TO HAVE NEW IDEAS & APPROACHES LOGICALLY PROVEN AND VALIDATED
- AN ENVIRONMENT TO DESIGN OR DO DEVELOPMENT WITHOUT SYSTEM HINDRANCE
- TIME ALONE TO REFLECT ON A PROBLEM OR IDEA

I'M SOMETIMES UNAWARE OF:

- THAT I MAY BE EMBARRASSED BY PRAISE
- THAT I OFFER SOLUTIONS TO PROBLEMS OTHERS DON'T KNOW THEY HAVE
- THAT I HAVE LITTLE PATIENCE WITH PEOPLE WHO DON'T DEAL IN ABSTRACT THINKING
- THAT SINCE I DISLIKE REPETITION, I MAY BE SEEN AS TERSE OR NON-COMMUNICATIVE
- THAT I MAY BE SEEN AS CRITICAL AND COLD

AREAS I NEED TO IMPROVE (OR FIND A SUPPORTING CAST TO HELP):

- INCREASE MY ABILITY TO SHOW PRAISE TO OTHERS
- I NEED TO RECOGNIZE PEOPLE'S FEELINGS- THE HUMAN ELEMENT
- I NEED A TEAM OF PEOPLE WITH A CONCRETE, PRACTICAL ORIENTATION, TO KEEP ME IN TOUCH WITH THE HERE AND NOW
- I MAY BECOME SO ABSORBED IN LEARNING THAT I DON'T TAKE ACTION
- RECOGNIZE THE IMPORTANCE OF LOGISTICS

ACTION

OF PARAMOUNT IMPORTANCE TO ME:			
<ul style="list-style-type: none"> ▪ FREEDOM OF ACTION ▪ MAKING AN IMPACT ▪ VARIETY 	<ul style="list-style-type: none"> ▪ ADAPTABILITY ▪ BEAUTY ▪ OPPORTUNITIES 	<ul style="list-style-type: none"> ▪ SPONTANEITY ▪ STIMULATION ▪ OPTIONS & CHOICES 	<ul style="list-style-type: none"> ▪ ACTION- NOW ▪ EXCITEMENT ▪ PASSION

MY TALENTS INCLUDE:			
<ul style="list-style-type: none"> ▪ PROMOTING TACTICS ▪ STORY TELLING ▪ PULLING THINGS TOGETHER 	<ul style="list-style-type: none"> ▪ PERFORMING ▪ NEGOTIATING ▪ HAVING FUN 	<ul style="list-style-type: none"> ▪ ENTERTAINING ▪ IMPROVISING ▪ COMPETING ▪ REALISTIC PROBLEM SOLVING 	<ul style="list-style-type: none"> ▪ TROUBLESHOOTING ▪ HANDLING CRISIS ▪ FLEXIBILITY

IN MY STARRING ROLE:
<ul style="list-style-type: none"> ▪ I AM A SKILLFUL NEGOTIATOR ▪ I AM AN OPTIMIST AND SOMETIMES PROCEED ON BLIND FAITH (EVERYTHING WILL BE OKAY) ▪ I AM GRACEFUL AND HAVE DEXTERITY WITH TOOLS, BASEBALL BATS, AND DANCING SHOES ▪ I LOVE BEAUTY AND THE AESTHETICALLY PLEASING ▪ I RECOGNIZE AND GO AFTER OPPORTUNITY ▪ I TRY TO FIND A BETTER WAY TO DO IT ▪ I SOMETIMES REBEL AGAINST RULES, ROUTINE, & STRUCTURE ▪ I TAKE RISKS TO GET THINGS DONE ▪ I AM A NATURAL ENTREPRENEUR ▪ I LEARN BEST THROUGH HANDS-ON METHODS- SHOW ME, DON'T TELL ME ▪ I DISLIKE BOREDOM OR WAITING ▪ I DISLIKE ABSTRACT IDEAS & USELESS THEORY - GET REAL!!!

TO COMMUNICATE WITH ME, MAKE A BIG PRODUCTION ABOUT:
<ul style="list-style-type: none"> ▪ FREEDOM TO ACT ▪ THE ACTION INVOLVED ▪ THE BOTTOM LINE FIRST - AND I'M ALWAYS IN A HURRY, SO TALK QUICK!!! ▪ THE CHANCE TO BE THE FIRST, THE BIGGEST, THE BEST ▪ ANY HANDS-ON ACTIVITY I CAN BE INVOLVED WITH AS YOU TALK ▪ THE AESTHETIC BEAUTY ▪ AN OPPORTUNITY ▪ A CHANCE TO JUMP IN AND SHOW EM HOW TO DO IT ▪ THE VARIETY OF ACTIVITIES - WITH MINIMAL ROUTINE... NO BOREDOM ▪ CONCRETE EXAMPLES - NO THEORIES ▪ HOW I CAN DO IT FAST - PROBABLY FASTER THAN ANYONE ELSE ▪ A SYSTEM IN PLACE TO DEAL WITH THINGS I DISLIKE - PAPERWORK, ETC. ▪ ENTERTAINING STORIES ▪ REWARDS & AWARDS

ACTION

WHEN I'M THE DIRECTOR (LEADER), I TEND TO :

- BE PRAGMATIC & DO WHATEVER IT TAKES TO GET THE JOB DONE
- EXUDE CONFIDENCE & EXPECT OTHERS TO OBEY
- BE ADAPTABLE - IF I FIND A BETTER WAY, I'LL CHANGE
- NOT BE GOVERNED BY THE WAY IT'S ALWAYS DONE
- BE RESOURCEFUL
- FIND SOMEONE TO DO THE UNEXCITING TASKS WHICH ARE NECESSARY FOR A+ RESULTS
- MOTIVATE THE TEAM TO GO FOR THE GOLD

AND I NEED:

- PROBLEMS TO SOLVE & A CRISIS TO HANDLE
- RECOGNITION FOR A JOB WELL DONE
- FREEDOM TO DO IT MY WAY

WHEN I'M BEING DIRECTED (FOLLOWER), I TEND TO :

- CHALLENGE AUTHORITY
- IGNORE INCONVENIENT POLICIES & SYSTEMS IF I CAN DO IT BETTER OR FASTER
- AVOID CONFINING SITUATIONS
- THRIVE ON ACTION - I MUST BE DOING SOMETHING
- TRUST MY IMPULSES
- LOOK FOR THE IMMEDIATE PAYOFF

AND I NEED:

- A LEADER WHO HAS EARNED THE RIGHT TO LEAD BY A PROVEN TRACK RECORD
- TO BE SHOWN THE OBJECTIVE AND GIVEN THE FLEXIBILITY TO DO IT MY WAY
- A SYSTEM TO MEET DEADLINES & FINISH PROJECTS

I'M SOMETIMES UNAWARE OF:

- THAT I AVOID MAKING PLANS & COMMITMENTS
- THAT I GET SO ABSORBED IN A SPECIFIC ACTIVITY AND FORGET THE LONG RANGE OBJECTIVE
- THAT IN MY NEED FOR EXCITEMENT I MAY NOT SEE THE DANGERS
- THAT IF I DON'T HAVE A CRISIS, I MAY CREATE ONE
- THAT ONCE IN A WHILE, I NEED TO **STOP** ... REFLECT ... PLAN ... GET ORGANIZED

AREAS I NEED TO IMPROVE (OR FIND A SUPPORTING CAST TO HELP):

- RESOLVE CONFLICT IN A COLLABORATIVE WAY
- MAKE & KEEP COMMITMENTS
- LOOK BEYOND THE QUICK FIX
- TAKE TIME TO LISTEN TO OTHERS' POINTS OF VIEW
- RECOGNIZE THE IMPORTANCE OF CONCEPTS AND IDEAS (A SOLID FOUNDATION FOR MY ACTION)

RELATIONSHIP

OF PARAMOUNT IMPORTANCE TO ME:			
<ul style="list-style-type: none"> ▪ EMPATHIC RELATIONSHIPS ▪ AUTHENTICITY ▪ SELF-ACTUALIZATION 	<ul style="list-style-type: none"> ▪ IDENTITY ▪ IDEALS ▪ ETHICS 	<ul style="list-style-type: none"> ▪ SIGNIFICANCE ▪ INVOLVEMENT ▪ COOPERATION 	<ul style="list-style-type: none"> ▪ HARMONY ▪ MORALITY ▪ PERSONAL GROWTH

MY TALENTS INCLUDE:			
<ul style="list-style-type: none"> ▪ DIPLOMACY ▪ EMPATHY ▪ IMAGINING 	<ul style="list-style-type: none"> ▪ INSPIRING ▪ ENCOURAGING ▪ ROMANCE ▪ BEING A CATALYST 	<ul style="list-style-type: none"> ▪ COUNSELING ▪ COMMUNICATION ▪ PEOPLE SKILLS 	<ul style="list-style-type: none"> ▪ USING METAPHORS ▪ BUILDING RAPPORT ▪ MENTORING ▪ ENVISIONING THE IDEAL

IN MY STARRING ROLE:
<ul style="list-style-type: none"> ▪ I AM POTENTIAL ORIENTED ABOVE ALL ▪ I SHOW APPRECIATION EASILY – IN MANY WAYS ▪ I SEEK DEEPER MEANING THAN MATERIAL POSSESSIONS ALONE ▪ I AM ENTHUSIASTIC AND INTENSE ▪ I AM ON A QUEST FOR SELF-ACTUALIZATION AND WANT TO HELP OTHERS DO THE SAME ▪ I LEARN BEST IF THE SUBJECT INCLUDES PEOPLE ... I NEED TO RELATE TO THE TEACHER ▪ I NEED PEOPLE INTERACTION ▪ I DISLIKE INAUTHENTIC OR FAKE PEOPLE ▪ I AM A SUPPORTER AND CONFIDANT, EMPOWERING OTHERS TO BE THEIR BEST ▪ WHEN CHANGE IS CONSIDERED, THE #1 QUESTION IS: WHAT WILL IT DO FOR THE PEOPLE? ▪ IN BUSINESS, I STAND OUT IN RECRUITING, TRAINING, MOTIVATING, AND COUNSELING ▪ I WILL DISCUSS IDEAS, BUT IF ANGER SURFACES, I MAY LEAVE

TO COMMUNICATE WITH ME, MAKE A BIG PRODUCTION ABOUT:
<ul style="list-style-type: none"> ▪ DEVELOPING PEOPLE'S POTENTIAL ▪ NEW IDEAS ▪ INVOLVEMENT AND COOPERATION ▪ THE MEANING OF LIFE AND IDEALS ▪ THE ETHICAL ▪ A WORTHY CAUSE- ESPECIALLY INVOLVING PEOPLE OR ANIMALS ▪ BRINGING OUT THE BEST IN MYSELF OR OTHERS ▪ HOW MUCH YOU APPRECIATE ME AND MY EFFORTS BEFORE ANY CONSTRUCTIVE CRITICISM ▪ THE GOOD FOR BOTH THE PEOPLE AND THE ORGANIZATION ▪ WHAT YOU REALLY MEAN (I CAN USUALLY READ BETWEEN THE LINES FOR TRUE MEANING) ▪ MAKING AN IMPACT ON PEOPLE'S LIVES ▪ EMPOWERING ▪ EXAMPLES USING METAPHORS ▪ BUILDING RAPPORT & SHARING PERSONAL EXAMPLES

RELATIONSHIP

WHEN I'M THE DIRECTOR (LEADER), I TEND TO :

- MAKE WORK MEANINGFUL FOR EVERYONE, SO IT'S MORE THAN A JOB
- FOSTER A PARTICIPATIVE MANAGEMENT STYLE
- LEAD BY COACHING, EMPOWERING, & GIVING POSITIVE FEEDBACK
- WANT SYSTEMS THAT ALLOW PEOPLE TO WORK TOGETHER WITH MINIMAL CONFLICT
- SEE ASSOCIATES AS REAL PEOPLE, NOT JUST NUMBERS ON A FORM
- FOCUS ON PEOPLE'S NEEDS MORE THAN TASK DEMANDS
- TRY TO HELP WITH CO-WORKER'S PERSONAL PROBLEMS

AND I NEED:

- HARMONY
- TO INSPIRE & BE INSPIRED
- RAPPORT, OR I MAY NOT STAY INVOLVED

WHEN I'M BEING DIRECTED (FOLLOWER), I TEND TO :

- LIKE FOLLOWING AN ETHICAL LEADER WHO CARES, RATHER THAN AN AUTHORITARIAN
- RESIST CHANGES THAT DON'T CONSIDER THE PEOPLE FACTOR
- LIKE COLLABORATIVE TEAMS
- WORK TO PLEASE
- BE MORE LOYAL TO PEOPLE THAN SYSTEMS
- RESPOND TO WARMTH & KINDNESS, NOT TO COLD RULES & POLICIES

AND I NEED:

- APPRECIATION, NOT CRITICISM
- TO BE CREATIVE & STILL BE WITH PEOPLE
- A HIGHER PURPOSE THAN DAY-TO-DAY WORK

I'M SOMETIMES UNAWARE OF:

- OF THE NEGATIVE, TRYING TO FIND THE GOOD IN EVEN A BAD SITUATION, SO I MAY GET SHOCKED BY REALITY
- THAT I PERSONALIZE CONFLICTS
- THAT WHEN LEARNING, IT'S EASY FOR ME TO SEE THE BIG PICTURE IMPLICATIONS & MISS THE DETAILS (WHICH MAY BORE ME)
- THAT I'M INTO PEOPLE SO MUCH, I MAY NEGLECT THE GOAL
- THAT I MAY PREFER FANTASY TO REALITY AND DREAMS TO ACTION

AREAS I NEED TO IMPROVE (OR FIND A SUPPORTING CAST TO HELP):

- I NEED TO BE MORE ASSERTIVE IN CONFLICTS
- I IGNORE CONFLICTS AS LONG AS POSSIBLE
- I MUST NOT GET EMOTIONALLY CAUGHT UP IN THE PROBLEMS OR FAILURES OF EVERYONE
- I MUST ENCOURAGE OTHERS TO TAKE RESPONSIBILITY
- I MUST REMEMBER MY OWN HEALTH & NEEDS AND NOT SPEND ALL MY TIME HELPING OTHERS