

DIRECTING _____

"I know what I want and go after it!"

"I enjoy taking charge of situation."

"I take on new challenges that are a real test for me."

"You'll know who I am by my steady eye contact and firm handshake."



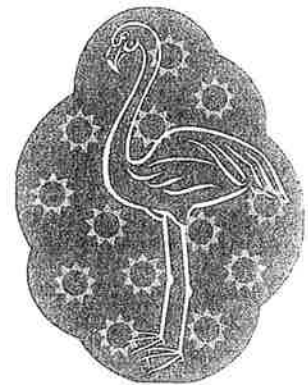
ENTERTAINING _____

"I make new friends easily and always want to be included."

"I prefer freedom from control, detail and complexity."

"I really enjoy entertaining and motivating people."

"You'll know who I am by my animated and informal style of communication."



STEADY _____

"I'm most comfortable when I know what others expect of me."

"I prefer it when things go smoothly and I don't like change."

"I receive satisfaction from working together with others."

"You'll know who I am by my intermittent eye contact, gentle handshake and less forceful tone of voice."



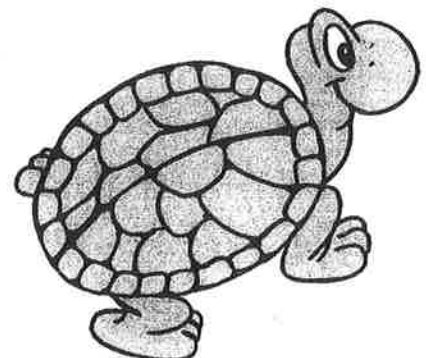
CAUTIOUS _____

"I have need to do things correctly because I'm uncomfortable making mistakes."

"I prefer to be careful, quiet and observant."

"I like situations where I have freedom to concentrate on perfecting ideas and work without interruption."

"You'll know me by my reserved nature, slow speech and attention to detail."



DIRECTING _____

The _____ most often:

Asks "what" questions – not as interested in "who", "how", or "why".

Seeks control and strives for immediate, tangible results.

Delegates detail and focuses on the bottom line.

Overcomes opposition and completes tasks on time.

Takes risks and implements change.

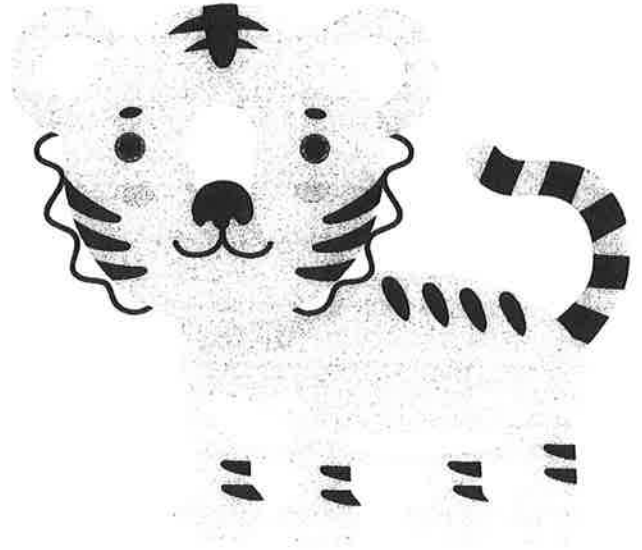
Interprets rules and makes quick decisions.

Downplays feelings and relationships.

Asks fewer questions – makes more statements.

Talks more than listens.

Outwardly displays high self-confidence.



The _____ is motivated by:

Difficult assignments, power, prestige, challenge, competition, variety, opportunity for individual accomplishment, freedom from control and supervision, and potential growth.

For balance in teamwork, the _____ needs others who will:

Weigh pros and cons. Research facts. Structure a predictable environment. Handle the detail. Calculate risks.

To improve relationships with the _____:

Focus on results. Be efficient. Minimize small talk. Use a few facts and logic to convince. Avoid detail. Agree with the facts, not the ideas.

For the _____ to be more effective they need to:

Recognize the worth of practical experience.

Realize their own need for and appreciation of people.

Release some control in order to benefit from the talents of others.

Slow his/her pace.

ENTERTAINING _____

The _____ most often:

Asks "who" questions – not as interested in "what", "how", or "why".

Operates spontaneously but strives for noticeable results.

Initiates contact with people and desires to help others.

Seeks freedom from detail and control.

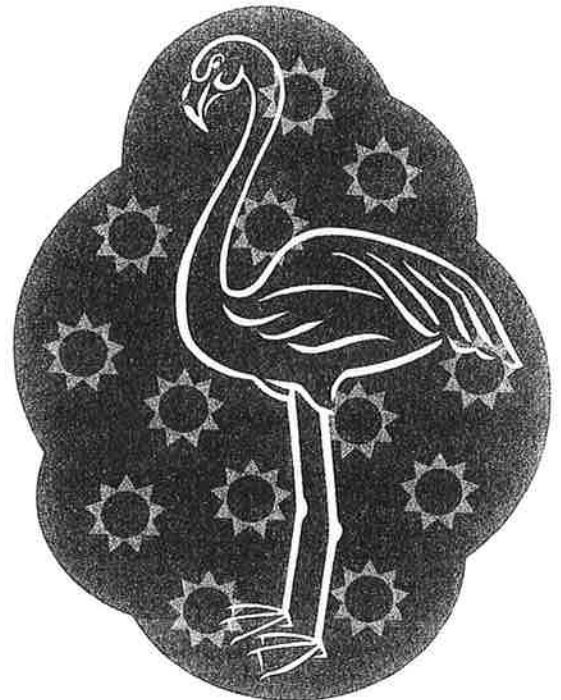
Generates enthusiasm and brings other into alliance to accomplish tasks.

Brainstorms creative ideas and participates well as a team player.

Emphasizes relationships and openly expresses feelings.

Takes risks when pressured by others to do so.

Needs frequent breaks because of shorter attention span.



The _____ is motivated by:

New assignments, participatory management, known and obtainable goals, high visibility tasks, social recognition, freedom of expression, group activities outside of the job, and opportunity to verbalize proposals.

For balance in teamwork, the _____ needs others who will:

Appreciate sincerity. Provide immediate feedback about his/her work. Concentrate on the tasks at hand. Seek facts.

Prefer dealing with things more than people. Organize time and follow-up on projects.

To improve relationships with the _____:

Focus on ideas and people. Provide verbal approval and recognition. Treat with warmth. Recognize special talents and accomplishments. Be friendly and encourage conversation. Use stories to prove points. Support their help of others.

Avoid detail. Offer incentive for challenge.

For the _____ to be more effective they need to:

Control time and adhere to deadlines.

Make more objective decisions and more realistic appraisals.

Spend more time checking, verifying and organizing or locating someone to handle these areas.

Accept direction.

STEADY _____

The _____ most often:

Asks "how" questions – not as interested in "what", "who", or "why".

Cooperates with others and makes only group decisions to carry out the task.

Performs routine and specialized work in a predictable manner.

Seeks stability and security in personal and professional lives.

Listens more than talks and calms heated discussions.

Demonstrates patience and loyalty.



The _____ is motivated by:

Similar assignments along with the same people, clearly stated ground rules and procedures, Identification with a group, sincere appreciation, and organization in the workplace.

For balance in teamwork, the _____ needs others who will:

Appreciate sincerity. Provide immediate feedback about his/her work. Concentrate on the tasks at hand. Seek facts.

Prefer dealing with things more than people. Organize time and follow-up on projects.

To improve relationships with the _____:

Be friendly and sincere. Notify before making any changes. Explain the importance of their role in reaching a goal.

Emphasize how specific actions will minimize risks.

For the _____ to be more effective they need to:

Validate own self worth and have more confidence in the abilities of others.

Respect and take part in healthy disagreements and problem solving.

Become open to new ideas.

Let go of need for known and certain in order to grow and adjust today.

CAUTIOUS _____

The _____ most often:

Asks "why" questions – not as interested in "what", "who", or "how".

Works within existing circumstances to produce quality rather than quantity.

Bases decisions on logical thinking and critical analysis.

Generates many unique perspectives and ideas as situations are viewed from many angles – often left unstated.

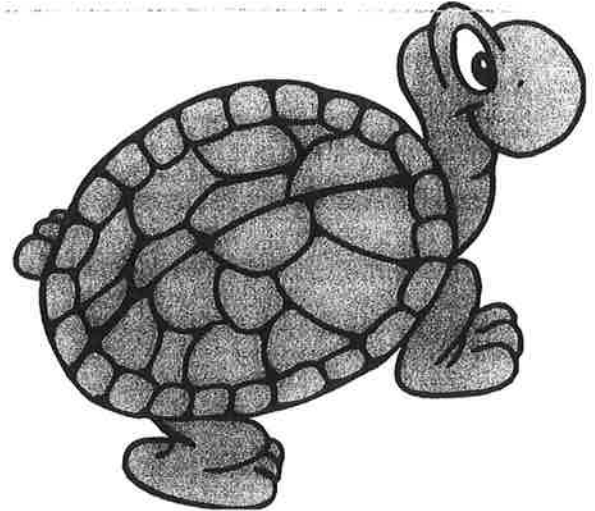
Focuses on key directives and details, checking and rechecking for accuracy.

Develops long term strategies and thorough plans rather than reacts to given situations.

Works with complete data systems or develops own.

Takes few risks.

Asks many question as part of fact finding – makes statements as necessary.



The _____ is motivated by:

Standard operation procedures, goals, fears, organized workplace, opportunity for careful planning, exact job descriptions and objectives, scheduled performance appraisals, responsiveness to individual efforts, back-up plans for action, assurance of security.

For balance in teamwork, the _____ needs others who will:

Make quick decisions. Compromise with the opposition. Use policies only as guidelines.

To improve relationships with the _____:

Respect the need for privacy and detail. Focus on step-by-step explanations. Avoid surprising changes and violating standards. Provide pros and cons to persuade and disagree with the facts, not the person. Hold to minimum socializing at work.

For the _____ to be more effective they need to:

Share their vast information stores with less concern over the opinions of others.

Develop tolerance for healthy conflict.

Remember to laugh at themselves and others.



For the _____ to be more effective they need to:

Recognize the worth of practical experience.

Realize their own need for and appreciation of people.

Release some control in order to benefit from the talents of others.

Slow his/her pace.



For the _____ to be more effective they need to:

Control time and adhere to deadlines.

Make more objective decisions and more realistic appraisals.

Spend more time checking, verifying and organizing or locating someone to handle these areas.

Accept direction.



For the _____ to be more effective they need to:

Validate own self worth and have more confidence in the abilities of others.

Respect and take part in healthy disagreements and problem solving.

Become open to new ideas.

Let go of need for known and certain in order to grow and adjust today.



For the _____ to be more effective they need to:

Share their vast information stores with less concern over the opinions of others.

Develop tolerance for healthy conflict.

Remember to laugh at themselves and others.