



Reference Profiles are a quick and easy way to communicate the characteristics of a group of people who have similar and different drives. This page highlights contrasting profiles.



Altruist



- Needs structure and adheres to the rules
- Cooperative, collaborative, congenial
- Asks, "What can I do to help you?"
- Dislikes risks
- Positive responses to pressure
- Empathetic, extraverted, enthusiastic
- Fast, intense, efficient, precise detail and follow-up



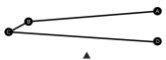
Individualist



- Highly independent generalist
- Resists structure and authority
- Big picture, little interest in details
- Venturesome, risk-taker
- Goal and results oriented
- Authoritative, does things his/her own way



Analyzer



- Tense, moves quickly
- Demanding of self and others
- Exacting in setting performance standards
- Intensely analytical, thorough, disciplined
- Reserved in communication
- Skeptical and calculating
- Risk-averse, wants all answers before taking action



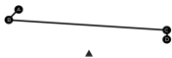
Collaborator



- Warm, friendly, lively, extraverted
- Easygoing
- Willing team player; helpful, understanding, listener
- Patient, steady, does not like pressure
- Most effective with the familiar
- Uncritical, accommodating, accepting; dislikes risk
- Average detail in follow through



Artisan



- Produces highly precise, accurate work
- Needs strong structure
- Adhere to rules
- Respects and seeks direction
- Needs a plan to follow
- Sensitive to criticism
- Straightforward, factual, calls it as it is
- Analytical thinking



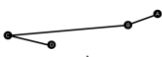
Persuader



- Warmth, charm, social poise and social
- Persuasive selling style
- Team-builder and developer
- Generalist, needs freedom from structure
- Venturesome, risk taker, rallies other people around their goals
- Self-confident, strong ego, initiative



Captain



- Problem-solver, likes change and innovation
- Risk-taker, confident, self-starter
- Results-oriented, fast, intense and impatient
- Drive to control big picture
- Wants others buy in
- Authoritative, telling, diplomatic
- Best with systems, effective with people



Operator



- Steady, patient, relaxed, warm and approachable
- Best with unchanging environment
- Has tolerance for and learns by repetition
- Respects / seeks direction, needs a plan
- Eager to do what is expected, better than average detail work
- Patient listener



Maverick



- Innovative, "outside the box" thinker
- Venturesome, risk-taker
- Animated, direct, telling
- Quick to act, driving
- Needs freedom from rules and control
- Freely delegates with loose follow-up



Guardian



- Skillful detail work, precise
- Wants to do the right thing
- Needs strong structure, adheres to rules
- Respects and seeks direction, needs a plan
- Works harmoniously with the group
- Shy with strangers, opens-up in familiar circumstances
- Patient, steady, higher tolerance for repetitive work



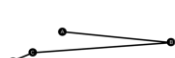
Scholar



- Thorough, accurate, careful, precise
- Reserved, introspective, imaginative, analytical
- High level of technical expertise
- Needs structure, adheres to rules
- Patient, consistent, methodical, tight delegation, strong follow-up
- Authoritative, telling



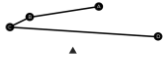
Promoter



- Extravert, warm, friendly, casual, uninhibited
- Persuasive selling, empathetic, communicates verbally
- Sells intangibles, little emphasis on facts or details
- Effective with groups
- Delegates details, little follow-up
- Won't take no for an answer



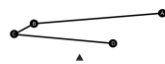
Controller



- Specialist, needs strong structure
- Adheres to rules
- High-quality detail work
- Very tight in delegation
- Loyal, conscientious, cautious, conservative
- Does things fast and right
- Expert in technical specialty
- Best with systems, concepts, things



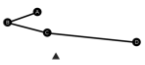
Strategist



- Results oriented
- Innovative, drive for change, calculated risk-taker
- Self-starter, self-motivator, initiative
- Analytical, critical, creative thinking
- Controlling, tough on people
- High standards, high-quality work, expert



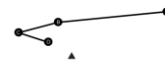
Specialist



- Needs strong structure, adheres to the rules
- High-precision, high-quality detail work
- Respects authority
- Reserved, analytical, introspective
- Serious, skeptical
- Sincere, factual, cautious communicator



Venturer

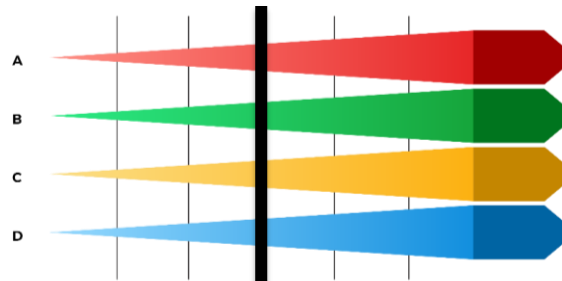


- Self-starter, self-motivator, takes initiative
- Results and goal oriented, fast, intense
- Independent generalist, free from structure
- Venturesome, risk-taker, authoritative,
- New ideas, technologies, innovation



Adapter

- Bridge-builder
- Empathetic
- Versatile, Flexible
- Adapts to situations easily



- A = Dominance.** Drive to exert one's influence
- B = Extraversion.** Drive for social interaction with others
- C = Patience.** Drive for consistency and stability
- D = Formality.** Drive to conform to rules and structure

An Individual's Needs . . .

	Below Midpoint	Above Midpoint
A	<ul style="list-style-type: none"> • Encouragement • Reassurance • Harmony • Understanding • Team recognition • Freedom from competition • Opportunities to collaborate 	<ul style="list-style-type: none"> • Independence • Control of own activities • Challenge • Understand big picture • Autonomy in problem solving • Individual recognition • Opportunities to compete
B	<ul style="list-style-type: none"> • Opportunities to reflect • Room for introspection • Freedom from office politics • Private recognition • Privacy • Time to trust others • Work with facts 	<ul style="list-style-type: none"> • Opportunities to interact • Work with others and influence • Social acceptance • Public recognition • Connect with others • Visible signs of accomplishments
C	<ul style="list-style-type: none"> • Variety • Opportunities to work at a faster pace • Handle multiple priorities • Freedom from routine and repetition • Change • Mobility 	<ul style="list-style-type: none"> • Long-term affiliation • Ability to work at a steady pace • Familiar surroundings • Stable work environment • Freedom from changing priorities • Supportive team • Recognition for loyalty
D	<ul style="list-style-type: none"> • Freedom from rigid structure • Freedom of expression • Freedom of rules and controls • Opportunities to delegate and be spontaneous • Flexibility • Informality 	<ul style="list-style-type: none"> • Understanding of rules and regulations • Specific knowledge of job • Freedom from risk of error • Time to gain expertise • Recognition for depth of knowledge • Clarity of expectations • Certainty