



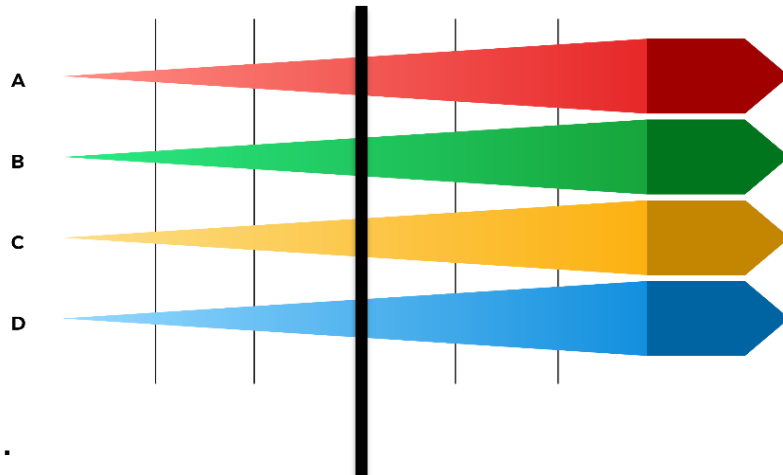
Four Behavioral Drives. A drive to behave in a particular way; each is different from the other.

A = Dominance

Drive to exert one's influence on people or events

C = Patience

Drive for consistency and stability



B = Extraversion

Drive for social interaction with others

D = Formality

Drive to conform to rules and structure

An Individual's Needs . . .

| | Below Midpoint | Above Midpoint |
|--------------------------|---|---|
| A Dominance | <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 Extraversion | <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 Patience | <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 Formality | <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 |



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



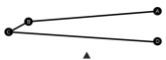
Altruist



- 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



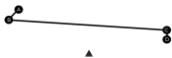
Analyzer



- 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



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



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



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



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



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



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



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



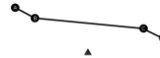
Operator



- 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



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



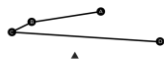
Promoter



- 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



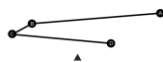
Controller



- 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



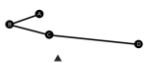
Strategist



- 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



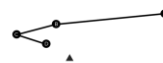
Specialist



- 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

Coach Yourself to Build Better Relationships

| | Below Midpoint | Above Midpoint |
|----------|--|---|
| A | <input type="checkbox"/> Stand your ground when you know you're correct <input type="checkbox"/> Come to situations and meetings prepared to contribute <input type="checkbox"/> Recognize that disagreement and "conflict" is natural <input type="checkbox"/> Allow debate to play out <input type="checkbox"/> Proactively State: This is what I think about a situation | <input type="checkbox"/> Actively seek input from others <input type="checkbox"/> Listen. Allow others to share opinions or ideas <input type="checkbox"/> Think about how your message will be received <input type="checkbox"/> Get comfortable being wrong now and then <input type="checkbox"/> Ask: <i>I'd like to hear what ideas you have?</i> |
| B | <input type="checkbox"/> Initiate conversations, schedule time to speak to others <input type="checkbox"/> Create processes that encourage direct communication <input type="checkbox"/> Do not be overly reliant on electronic communication <input type="checkbox"/> Speak up when something is unclear <input type="checkbox"/> Ask: <i>Let me think on it; when do you need an answer?</i> | <input type="checkbox"/> Allow others an opportunity to contribute <input type="checkbox"/> Be succinct when communicating <input type="checkbox"/> Ask about problems or risks <input type="checkbox"/> Ensure everyone has a chance to speak <input type="checkbox"/> Clarify: <i>What am I responsible for / when?</i> |
| C | <input type="checkbox"/> "Does everything need to be done right now?" <input type="checkbox"/> Recognize others have a different pace than you <input type="checkbox"/> Honor priorities and see initiatives to completion <input type="checkbox"/> Ask: <i>What is our biggest priority now?</i> | <input type="checkbox"/> Clarify timelines and focus on "when" <input type="checkbox"/> Start early and leave time for the unexpected <input type="checkbox"/> Keep others informed when progress is made <input type="checkbox"/> Ask: <i>When do you need it completed?</i> |
| D | <input type="checkbox"/> Seek data to support decisions <input type="checkbox"/> Evaluate decisions from multiple perspectives <input type="checkbox"/> Respect others' questions and need for information <input type="checkbox"/> Ask: <i>What data or details might I be missing on this?</i> | <input type="checkbox"/> Learn how to move forward with "enough" info <input type="checkbox"/> Ask yourself: "Is it worth this much time?" <input type="checkbox"/> Respect flexibility shown by others <input type="checkbox"/> Ask: <i>What details would be helpful to you?</i> |



People Reading

Principles

- People reading isn't meant to label. Instead, it is a way to help understand others' needs.
- There are no good or bad styles: All styles have strengths and cautions.
- Everyone is a blend of all four styles, so it may be difficult to read people correctly.

Observable Behaviors

- Body language, such as posture, use of hands, facial expressions, etc.
- Tone of voice and expression, such as pace, inflection, volume, etc.
- Words chosen to deliver the actual message.

Steps to People Reading: Identifying someone's strongest drive

1. Is the individual (1) fast-paced and outspoken or (2) cautious and reflective?
2. Is the individual more (3) questioning and skeptical or (4) accepting and warm?
3. 1+3 = Dominant, 1+4 = Extravert, 2+4 = Patient, 2+3 = Formal

A. Dominant

Needs: Independence, Control, Challenge

Behaviors: Assertive, self-confident, competitive, comfortable with conflict

Strengths: Drives change, challenge status quo, seeks impact, big picture

Cautions: Seen as aggressive or intimidating, tough-minded

1+3

B. Extravert

Needs: Interaction, Recognition, Connection

Behaviors: Outgoing, people-oriented, persuasive, stimulating, enthusiastic, empathetic

Strengths: Motivating; sociable; builds team, cohesion and collaboration

Cautions: Overly optimistic, may appear to be overly talkative or superficial

1+4

D. Formal

Needs: Rules, Knowledge, Expertise

Behaviors: Serious, diligent, reserved, thorough, precise, organized, cautious

Strengths: Strong discipline / execution, organized, structured, thorough follow-up

Cautions: Uncomfortable with ambiguity and flexibility, perfectionist.

2+3

C. Patient

Needs: Steadiness, Stability, Support

Behaviors: Agreeable, patient, stable, calm, deliberate, comfortable with familiar

Strengths: Calm, thoughtful listener, builds solid processes, gives people time to process

Cautions; Uncomfortable with change, appear to over-analyze, difficult with time pressure

2+4

