







THE "S" TYPE PERSONALITY STANDS FOR STRUCTURE

OF PARAMOUNT IMPORTANCE TO ME:

- * DUTY * STABILITY * PREDICTABILITY * RESPONSIBILITY * TITLES * STRUCTURE * BELONGING * TRADITION * RULES MY TALENTS INCLUDE: * PROVIDING * MANAGING * PLANNING * PRESERVING WHAT IS
 - * LOGISTICS
- * SEQUENTIAL THINKING
- * IMPLEMENTING
- * COMMITMENT
- * RESPONSIBILITY

- * CREDENTIALS
- * DEPENDABILITY
- * OWNERSHIP
- * ORGANIZING
- * TENACITY
- * DETAILS

IN MY STARRING ROLE:

- ★ 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
- ★ IVALUE ROOTS & HOME
- ★ I DISLIKE PEOPLE WHO QUESTION AUTHORITY OR DO NOT OBEY
- ★ I MAY INSIST ON PROCEDURE FOR PROCEDURE'S SAKE AND NOT BE RESPONSIVE TO NEED
- ★ I USE THE PAST TO GUIDE ME INTO THE FUTURE

- ★ CONCRETE FACTS
- ★ DETAILS PROVEN RELIABILITY AND TRACK RECORD
- ★ INCLUSION & BELONGING
- ★ PREDICTABILITY I 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



- ★ 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 THE 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, STRUCTURES, 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 ME

AND I NEED:

- ★ A SENSE OF BELONGING
- ★ PREDICTABILITY
- ★ STABILITY AND SECURITY

I'M SOMETIMES UNAWARE:

★ 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 SHOULDS AND SHOULD NOTS AND NOT ON PEOPLE'S NEEDS * THAT I CAN BE TOO CAUTIOUS * THAT I TAKE ON EVER- INCREASING LOADS OR RESPONSIBILITY

ARES 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'S NEED TO OVERTLY SHOW THAT CARE AND CONCERN





THE "T" TYPE PERSONALITY STANDS FOR TECHNICAL

* UNIVERSAL TRUTHS

* LOGICAL CONSISTENCY

* RATIONALITY

* ANALYSIS

* PROBLEM SOLVING

* THE LARGER PICTURE

OF PARAMOUNT IMPORTANCE TO ME:

* KNOWLEDGE & LEARNING

MY TALENTS INCLUDE

* STRATEGIC THINKING

* ABSTRACT THINKING

* BEING VISIONARY

- * COMPETENCE
- * INTELLIGENCE

- * DEALING WITH COMPLEXITY
- * THEORY DEVELOPMENT

* SELF-MASTERY

* UNDERSTANDING

* CONCEPTS

- * PERPETUAL LEARNING
- * USING PRECISION IN THOUGHT * SEARCHING FOR A BETTER WAY
- & LANGUAGE

IN MY TALENTS INCLUDE:

- ★ 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 SCIENCE
- ★ I FOCUS ON LONG-TERM RESULTS & CAN PROJECT FAR INTO THE FUTURE
- ★ I EASILY LEARN ABSTRACT IDEAS & CAN PROJECT FAR INTO THE FUTURE
- ★ 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

- ★ 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 CHANCE OR IMPROVE SOMETHING
- ★ THE VALIDITY & LOGICAL PROOF OF AN 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



- * INSIGHT
- * PROGRESS
- * ACCURACY
- * CREATING
- * LOGIC
- * DESIGNING

- ★ TAKE CHARGE, CLARITY THE GOAL, AND EXPECT OTHER TO CARRY IT THROUGH
- ★ CREATE A VISION & BUILD THE THEORETICAL MODELS
- ★ LOOK FOR A 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 I F 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:

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

I'M SOMETIMES UNAWARE:

- ★ 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 & NOW * I MAY BECOME SO ABSORBED IN LEARNING THAT I DON'T TAKE ACTION * RECOGNIZE THE IMPORTANCE OF LOGISTICS







THE "A" TYPE PERSONALITY STANDS FOR ACTION

OF PARAMOUNT IMPORTANCE TO ME:

- * FREEDOM OF ACTION * ADAPTABILITY * SPONTANEITY
- * MAKING AN IMPACT * BEAUTY
- * STIMULATION * OPPORTUNITY * OPTIONS & CHOICES * PASSION
- * EXCITEMENT

* ACTION -- NOW

MY TALENTS INCLUDE:

* VARIETY

- * PROMOTING
- * TACTICS
- * PERFORMING * ENTERTAINING
- * NEGOTIATING * IMPROVISING
- * STORY TELLING
- * HAVING FUN * COMPETING
- * REALISTIC PROBLEM SOLVING
- * TROUBLESHOOTING
- * HANDLING CRISIS
- * FLEXIBILITY

- * PULLING THINGS TOGETHER

IN MY STARRING ROLE:

- ★ I AM A SKILLFUL NEGOTIATOR
- ★ I AM AN OPTIMIST AND SOMETIME PROCEED ON BLIND FAITH (EVERYTHING WILL BE OKAY)
- ★ I AM GRACEFUL AND HAVE DEXTERITY WITH TOOLS. BASEBALL BATS. AND DANCING SHOES
- ★ ITOVE 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
- ★ IAM 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!!

- ★ 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 AS YOU TALK
- ★ THE AESTHETIC BEAUTY
- ★ AN OPPORTUNITY
- ★ A CHANCE TO JUMP IN & "SHOW 'EM HOW TO DO IT"
- ★ THE VARIETY OF ACTIVITIES-- WITH MINIMAL ROUTINE....NO BOREDOM
- ★ CONCRETE EXAMPLES--NOT 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



- ★ 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 BEEN 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:

★ 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 AWHILE. I NEED TO <u>STOP</u> ... 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)







THE "R" TYPE PERSONALITY STANDS FOR RELATIONSHIP

OF PARAMOUNT IMPORTANCE TO ME:

- * EMPATHIC RELATIONSHIPS * IDENTITY
- * AUTHENTICITY

* SELF-ACTUALIZATION

- * IDEALS
 - * ETHICS
- * INVOLVEMENT * COOPERATION

* SIGNIFICANCE

- * HARMONY
- * MORALITY
- * PERSONAL GROWTH

MY TALENTS INCLUDE:

- * INSPIRING
- * DIPLOMACY * EMPATHY
- * IMAGINING
- * ENCOURAGING
- * ROMANCE
- * BEING A CATALYST
- * COUNSELING
- * COMMUNICATION
- * PEOPLE SKILLS
- * USING METAPHORS
- * BUILDING RAPPORT
- * MENTORING
- * ENVISIONING THE IDEAL

IN MY STARRING ROLE:

- ★ I AM POTENTIAL ORIENTED ABOVE ALL
- ★ I SHOW APPRECIATION EASILY -- IN MANY WAYS
- ★ I SEEK A DEEPER MEANING THAN MATERIAL POSSESSIONS ALONE
- ★ I AM ENTHUSIASTIC AND INTENSE
- ★ IAM 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 IN AUTHENTIC 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

- ★ 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



- ★ 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 NUMBER ON A FORM
- ★ FOCUS ON PEOPLE'S NEEDS MORE THAN TASK DEMANDS
- ★ TRY TO HELP WITH CO-WORKER'S PERSONAL PROBLEMS

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 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 SUPPORTIVE CST 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

