

<p><b>S– The Technician</b></p> <p><i>Description:</i> Steady, supporting, submissive</p> <p><i>Primary Drive:</i> Security</p> <p><i>Personal Strength:</i> Loyal and friendly, peacemaker</p> <p><i>As a Team Member:</i> Cooperative, consistent</p> <p><i>As a Leader:</i> Steady, gentle, sensible</p> <p><i>Greatest Fear:</i> Disharmony and confrontation</p> <p><i>Overuses:</i> Resisting change</p> <p><i>When Stressed:</i> Peace at all cost, internalize stress</p> <p><i>Tendencies to Watch:</i> Easily taken advantage by others</p> <p><i>Needs to Learn:</i> To be more assertive and that change can be good.</p>	<p><b>I– The Relator</b></p> <p><i>Description:</i> Inspiring, influential, social</p> <p><i>Primary Drive:</i> Approval</p> <p><i>Personal Strength:</i> Optimistic, affectionate</p> <p><i>As a Team Member:</i> Persuasive and enthusiastic</p> <p><i>As a Leader:</i> Great natural presenter</p> <p><i>Greatest Fear:</i> Social rejection</p> <p><i>Overuses:</i> Speaking without thinking</p> <p><i>When Stressed:</i> Talkative and shift blame</p> <p><i>Tendencies to Watch:</i> Forgetting past commitments, disorganization, giving in to peer pressure</p> <p><i>Needs to Learn:</i> To listen more and to control feelings.</p>
<p><b>S/I– The Advisor</b></p> <p><i>Description:</i> Sensitive, inspirational</p> <p><i>Primary Drive:</i> Maintaining peace and harmony</p> <p><i>Personal Strength:</i> Tolerance and forgiveness</p> <p><i>As a Team Member:</i> Hospitable and loyal</p> <p><i>As a Leader:</i> Encourage others to follow</p> <p><i>Greatest Fear:</i> Facing dissension and conflict</p> <p><i>Overuses:</i> Compromise of self to keep the peace</p> <p><i>When Stressed:</i> Internalizes conflict</p> <p><i>Tendencies to Watch:</i> Not paying attention to directions</p> <p><i>Needs to Learn:</i> Be more aggressive, finish work</p>	<p><b>I/S– The Encourager</b></p> <p><i>Description:</i> Influential, stable</p> <p><i>Primary Drive:</i> Maintains peace and harmony</p> <p><i>Personal Strength:</i> Sees potential in others</p> <p><i>As a Team Member:</i> Encourages others</p> <p><i>As a Leader:</i> Influences and supports others</p> <p><i>Greatest Fear:</i> Disharmony, disappointing friends</p> <p><i>Overuses:</i> Tolerance and trust</p> <p><i>When Stressed:</i> Gives in to others</p> <p><i>Tendencies to Watch:</i> Caring more about with whom to do things than what to do</p> <p><i>Needs to learn:</i> to be more objective about people and situations</p>
<p><b>C/S– The Adaptor</b></p> <p><i>Description:</i> Consistent, cooperative</p> <p><i>Primary Drive:</i> To serve, to do things correctly</p> <p><i>Personal Strength:</i> Commitment to quality</p> <p><i>As a Team Member:</i> Team player, helps team stay on track</p> <p><i>As a Leader:</i> Works best behind scenes</p> <p><i>Greatest Fear:</i> Surprises, illogical thinking</p> <p><i>Overuses:</i> Questioning for accuracy</p> <p><i>When Stressed:</i> Introspective, worried by “what ifs”</p> <p><i>Tendencies to Watch:</i> Resisting change</p> <p><i>Need to Learn:</i> Try new things, be more optimistic</p>	<p><b>C– The Perfectionist</b></p> <p><i>Description:</i> Conscientious, compliant</p> <p><i>Primary Drive:</i> Perfection</p> <p><i>Personal Strength:</i> Creativity, competence, logic</p> <p><i>As a Team Member:</i> Research and Development</p> <p><i>As a Leader:</i> Go by the book</p> <p><i>Greatest Fear:</i> The unknown and undefined</p> <p><i>Overuses:</i> Slow pace and resistance to change</p> <p><i>When Stressed:</i> Caution and indecisive</p> <p><i>Tendencies to Watch:</i> Focusing on details and forgetting the big picture</p> <p><i>Needs to learn:</i> Be more open with emotions</p>

<p><b>S/C– The Specialist</b></p> <p><i>Description:</i> Stable, contemplative</p> <p><i>Primary Drive:</i> Researching facts</p> <p><i>Personal Strength:</i> Conscientiousness, logic</p> <p><i>As a Team Member:</i> Systematic, sensitive to others</p> <p><i>As a Leader:</i> Prefers small groups</p> <p><i>Greatest Fear:</i> Public speaking</p> <p><i>Overuses:</i> Fault-finding and standard operating procedure</p> <p><i>When Stressed:</i> Critical, caustic, holds grudges</p> <p><i>Tendencies to Watch:</i> Pessimism</p> <p><i>Needs to Learn:</i> To be more enthusiastic and optimistic and</p>	<p><b>I/D– The Promoter</b></p> <p><i>Description:</i> Independent, uninhibited, risk taker</p> <p><i>Primary Drive:</i> Influencing large groups</p> <p><i>Personal Strength:</i> Friendly communicator</p> <p><i>As a Team Member:</i> Reads other people’s needs</p> <p><i>As a Leader:</i> Motivates people to action</p> <p><i>Greatest Fear:</i> Rejection by friends</p> <p><i>Overuses:</i> Tolerance and the indirect approach</p> <p><i>When Stressed:</i> Easily persuaded</p> <p><i>Tendencies to Watch:</i> Gets into trouble by trying to please the crowd</p> <p><i>Needs to Learn:</i> Attention to details and following through</p>
<p><b>D/S– The Achiever</b></p> <p><i>Description:</i> Persevering, successful, steady</p> <p><i>Primary Drive:</i> To meet personal goals</p> <p><i>Personal Strength:</i> Practical and self sufficient</p> <p><i>As a Team Member:</i> Thorough and objective</p> <p><i>As a Leader:</i> May be blunt and unyielding</p> <p><i>Greatest Fear:</i> Inferior results</p> <p><i>Overuses:</i> Reliance on self and systems</p> <p><i>When Stressed:</i> Stubborn, non-demonstrative, frustrated</p> <p><i>Tendencies to Watch:</i> Strives for personal accomplishment sometimes at the expense of the group</p> <p><i>Needs to Learn:</i> To increase flexibility and compromise, develop task priorities</p>	<p><b>I/C– The Negotiator</b></p> <p><i>Description:</i> Inspiring, but cautious</p> <p><i>Primary Drive:</i> Approval and popularity</p> <p><i>Personal Strength:</i> Getting the job done through people</p> <p><i>As a Team Member:</i> Promote people and projects</p> <p><i>As a Leader:</i> Inspires people to work together</p> <p><i>Greatest Fear:</i> Looking bad before peers</p> <p><i>Overuses:</i> Authority</p> <p><i>When Stressed:</i> Impatient, critical, intense</p> <p><i>Tendencies to Watch:</i> time management, misjudging abilities of others</p> <p><i>Needs to Learn:</i> To pace themselves, objectivity, to control mood swings</p>
<p><b>I/S/C– The Practitioner</b></p> <p><i>Description:</i> Verbally fluent, loyal</p> <p><i>Primary Drive:</i> To accomplish results through others</p> <p><i>Personal Strength:</i> Ability to communicate and think logically</p> <p><i>As a Team Member:</i> Friendly, personable, careful</p> <p><i>As a Leader:</i> Energetic, optimistic, sensitive</p> <p><i>Greatest Fear:</i> Rejection, loss of security</p> <p><i>Overuses:</i> Opinions of others</p> <p><i>When Stressed:</i> Restless, impatient, overly sensitive</p> <p><i>Tendencies to Watch:</i> Self-imposed standards</p> <p><i>Need to learn:</i> To follow through and to not fear to increase directness</p>	<p><b>C/I– The Teacher</b></p> <p><i>Description:</i> Creative, effective, influential</p> <p><i>Primary Drive:</i> Innovation with excellence</p> <p><i>Personal Strength:</i> Imparting information</p> <p><i>As a Team Member:</i> Encourages others by praise and recognition.</p> <p><i>As a Leader:</i> Completes projects through cooperation with others</p> <p><i>Greatest Fear:</i> Loss of social recognition</p> <p><i>Overuses:</i> Competition</p> <p><i>When Stressed:</i> Impatient, critical, intense</p> <p><i>Tendencies to Watch:</i> Insensitivity to other’s feelings</p> <p><i>Needs to Learn:</i> To go against the crowd sometimes, control mood swings.</p>

<p><b>D– The Director</b></p> <p><i>Description:</i> Dominant, decisive, independent</p> <p><i>Primary Drive:</i> Authority, action</p> <p><i>Personal Strength:</i> Confidence, leadership</p> <p><i>As a Team Member:</i> Energetic drive to complete the task</p> <p><i>As a Leader:</i> Demanding, results oriented</p> <p><i>Greatest Fear:</i> Being out of control</p> <p><i>Overuses:</i> Desire to win at all costs</p> <p><i>When Stressed:</i> Confrontational, insensitive to others</p> <p><i>Tendencies to Watch:</i> Impatience with others</p> <p><i>Needs to Learn:</i> To do things correctly and be accountable to others</p>	<p><b>D=I– The Motivator</b></p> <p><i>Description:</i> impressive, demanding</p> <p><i>Primary Drive:</i> To control and impress</p> <p><i>Personal Strength:</i> Communication skills</p> <p><i>As a Team Member:</i> Identify the best way to motivate others</p> <p><i>As a Leader:</i> Influence large crowds</p> <p><i>Greatest Fear:</i> No authority to control events</p> <p><i>Overuses:</i> Position; the end justifies the means</p> <p><i>When Stressed:</i> Restless, quarrelsome</p> <p><i>Tendencies to Watch:</i> Aggressive style can cause others to be passive/rebellious</p> <p><i>Needs to Learn:</i> To slow down and think through projects</p>
<p><b>D/I– The Organizer</b></p> <p><i>Description:</i> Quick, decisive</p> <p><i>Primary Drive:</i> The bottom-line</p> <p><i>Personal Strength:</i> Command respect</p> <p><i>As a Team Member:</i> Does that induce others to follow</p> <p><i>As a Leader:</i> Determined leader of people</p> <p><i>Greatest Fear:</i> People won't follow</p> <p><i>Overuses:</i> Competition, pushes for action when patience would be better</p> <p><i>When Stressed:</i> Emotionally reactive</p> <p><i>Tendencies to Watch:</i> May appear cold and blunt</p> <p><i>Needs to Learn:</i> To focus on one thing at a time; not to manipulate people.</p>	<p><b>D/C– The Pioneer</b></p> <p><i>Description:</i> Problem-solver, driving</p> <p><i>Primary Drive:</i> Get the job done</p> <p><i>Personal Strength:</i> Initiate change</p> <p><i>As a Team Member:</i> Critically look at old systems and try to improve them</p> <p><i>As a Leader:</i> Drives self and others</p> <p><i>Greatest Fear:</i> Others will fail to meet their standards; not being influential</p> <p><i>Overuses:</i> Fixing things that are NOT broken</p> <p><i>When Stressed:</i> Caustic and dominant</p> <p><i>Tendencies to Watch:</i> Cares more about the job getting done than what people think</p> <p><i>Needs to Learn:</i> To be more understanding</p>
<p><b>C/D– The Designer</b></p> <p><i>Description:</i> Creative problem-solver</p> <p><i>Primary Drive:</i> Discovering unique solutions</p> <p><i>Personal Strength:</i> Foresight on projects</p> <p><i>As a Team Member:</i> Sets pace in developing projects</p> <p><i>As a Leader:</i> Cool and blunt</p> <p><i>Greatest Fear:</i> Failure</p> <p><i>Overuses:</i> Perfectionism which leads to vacillating in decision-making</p> <p><i>When Stressed:</i> Bored with routine, sulks</p> <p><i>Tendencies to Watch:</i> Not trusting easily</p> <p><i>Need to learn:</i> To show warmth and become more verbal</p>	<p><b>S/D– The Investigator</b></p> <p><i>Description:</i> Diligent, doer</p> <p><i>Primary Drive:</i> To get the job done</p> <p><i>Personal Strength:</i> Follows through to completion</p> <p><i>As a Team Member:</i> Strong administrative skills</p> <p><i>As a Leader:</i> Leads small groups well</p> <p><i>Greatest Fear:</i> Non-compliance to standards</p> <p><i>Overuses:</i> Drive to succeed</p> <p><i>When Stressed:</i> Impatient with others and will take over job</p> <p><i>Tendencies to Watch:</i> Too much focus on job instead of relationships</p> <p><i>Needs to Learn:</i> Sensitivity to others</p>

<p><b>D/I/C– The Investigator</b></p> <p><i>Description:</i> Demanding, persuasive</p> <p><i>Primary Drive:</i> Accomplishment</p> <p><i>Personal Strength:</i> Determination, verbal skill</p> <p><i>As a Team Member:</i> Do things correctly and drive others to follow their example</p> <p><i>As a Leader:</i> Inspire team competence</p> <p><i>Greatest Fear:</i> Poor quality product</p> <p><i>Overuses:</i> Desire to look good to others</p> <p><i>When Stressed:</i> Demanding</p> <p><i>Tendencies to Watch:</i> Hurts others by driving for accomplishment</p> <p><i>Needs to Learn:</i> To be more sensitive and gentle</p>	<p><b>D/C/S– The Designer</b></p> <p><i>Description:</i> Quiet, creative, hard-working</p> <p><i>Primary Drive:</i> To try progressive ideas</p> <p><i>Personal Strength:</i> Intelligent and quick reactions</p> <p><i>As a Team Member:</i> Initiates change and improvements</p> <p><i>As a Leader:</i> Perfectionist and blunt</p> <p><i>Greatest Fear:</i> Not being influential</p> <p><i>Overuses:</i> Drive for results</p> <p><i>When Stressed:</i> Assertive and pioneering</p> <p><i>Tendencies to Watch:</i> Lack of social poise</p> <p><i>Needs to Learn:</i> To become more team oriented</p>
<p><b>S/C/D– The Strategist</b></p> <p><i>Description:</i> Never give up</p> <p><i>Primary Drive:</i> Tenacity, determination</p> <p><i>Personal Strength:</i> Exploring options</p> <p><i>As a Team Member:</i> Unwavering loyalty</p> <p><i>As a Leader:</i> Leads by serving</p> <p><i>Greatest Fear:</i> Having to match wits with strong personalities</p> <p><i>Overuses:</i> Stubbornness, conservatism</p> <p><i>When Stressed:</i> An introspective worrier</p> <p><i>Tendencies to Watch:</i> Being unaware of people while solving a problem or doing a difficult task</p> <p><i>Needs to Learn:</i> To express feelings and to show appreciation</p>	<p><b>S/C/I– The Advocate</b></p> <p><i>Description:</i> Steady, sociable, dependable</p> <p><i>Primary Drive:</i> Acceptance from others</p> <p><i>Personal Strength:</i> Positive relationships</p> <p><i>As a Team Member:</i> Supportive, empathizing, serving</p> <p><i>As a Leader:</i> Steady, encouraging</p> <p><i>Greatest Fear:</i> Dissension and conflict</p> <p><i>Overuses:</i> Kindness, supporting the underdog</p> <p><i>When Stressed:</i> Persuasive through relationships or information</p> <p><i>Tendencies to Watch:</i> Difficulty making decisions</p> <p><i>Needs to Learn:</i> To develop firmness and self assertion</p>
<p><b>C/I/S– The Cooperator</b></p> <p><i>Description:</i> Do it right, stabilize situations</p> <p><i>Primary Drive:</i> Quality and cooperation</p> <p><i>Personal Strength:</i> Conscientious communicator</p> <p><i>As a Team Member:</i> Do many things well</p> <p><i>As a Leader:</i> Influences without being pushy</p> <p><i>Greatest Fear:</i> Criticism of personal work</p> <p><i>Overuses:</i> Self-imposed standards</p> <p><i>When Stressed:</i> Overly sensitive, restless</p> <p><i>Tendencies to Watch:</i> Being too subjective and too slow in decision making</p> <p><i>Need to learn:</i> To be more assertive</p>	<p><b>C/S/D– The Analyst</b></p> <p><i>Description:</i> Cautious, stable, determined</p> <p><i>Primary Drive:</i> Doing things right</p> <p><i>Personal Strength:</i> Natural achiever</p> <p><i>As a Team Member:</i> Unwavering dependability</p> <p><i>As a Leader:</i> Gets the job done in small groups</p> <p><i>Greatest Fear:</i> Being criticized</p> <p><i>Overuses:</i> Legalism</p> <p><i>When Stressed:</i> Self-critical</p> <p><i>Tendencies to Watch:</i> Caring about others but not showing it</p> <p><i>Needs to Learn:</i> To be more friendly, less critical</p>