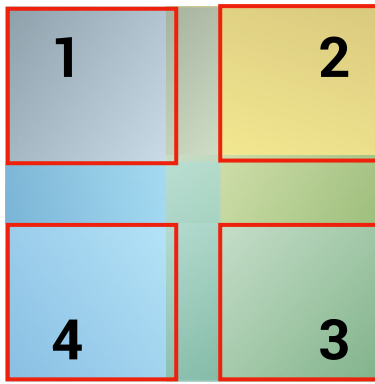




PERSONALITY ASSESSMENT

Predominant Styles - 1, 2, 3, 4

1 COMMANDING DRIVERS

- Driven, dominant, direct and decisive in thoughts and actions
- Displays a take-charge attitude with stated deadlines
- Firm handshake with steady eye contact
- Communicates forcefully or confrontationally
- Competitive: needs a challenge with risks involved
- Can easily get impatient or frustrated with a slow pace
- Values efficiency over accuracy

2 HIGH ENERGIZERS

- Very much a socializer, easily excitable
- Tells stories with animated gestures and facial expressions
- Communicates on an informal and personal level
- Lots of voice inflection and vocal variety
- People-oriented, well-liked
- Creative, has a strong sense of humor
- Energetic speakers, motivators and team leaders

4 ANALYZING PERFECTIONISTS

- Highly organized, detail and task oriented
- Needs facts and supporting documentation
- Formal, focused, written communication
- Analyzes and systematically works through problems
- Monotone voice with few arm and face gestures
- Reason excites them, calculated critical thinkers
- Prefers not to speak until all data has been reviewed

3 SUPPORTING CHEERLEADERS

- Solid, stable, steady worker
- Listens more than talks
- Talks slower, quieter, even tempered voice
- Values teamwork and harmony
- Patient, loyal, dependable
- Needs and creates a predictable and supportive environment
- Team player, establishes and maintains rapport with others

1	1.5	2
4.5		2.5
4	3.5	3

PERSONALITY ASSESSMENT

Blended Styles - 1.5, 2.5, 3.5, 4.5

1.5

- See the world, and projects, at the 50,000' level
- Do not concern themselves with details of any kind
- Want results told to them quickly and directly
- Energetic and action oriented – walk fast, talk fast, think fast – and have a difficult time sitting still or standing in one place
- Have a high degree of self-confidence and assertiveness; their attitude can border on arrogance
- Take control of a situation, regardless if they have the leader title or not
- Motivated by opportunities, freedom and taking risks

2.5

- Connecting with people is the top priority
- Will ask you about your family and social activities
- Will share their personal information along with stories of their outside work life
- Enjoy talking about any event that has people involved
- Prefer team activities or interactions where they can exchange and share ideas
- Need to feel they are part of a group
- Small talk is essential – just jumping into business will unsettle them
- Need the friendly, personal smile that makes them feel like they are an important member of the team

4.5

- Discussions are business related and small talk is considered 'fluff'
- Create boundaries around them and maintain their own identity
- Value their personal space, their privacy and their autonomy
- Sharing stories of a technical or non-personal nature cements relationships
- Objectivity, data and facts support their decisions.
- Details (the how, when and why) are important to them
- Give them an agenda or a schedule and they will follow it
- Persuade them with your logic and rationale

3.5

- More inwardly focused
- Need time to think through in their own mind at their own pace
- Will not make quick decisions
- Take notes, pause between sentences and nod their head
- Need time to process information before they will speak up
- Do not feel a need to be in control of the overall project, just over their area of expertise
- Require clear expectations and corresponding timelines
- Pride themselves in high standards and following proper procedures
- Enjoy routine and a stable, even-paced environment