

<p>D- The Director</p> <p><i>Description:</i> Dominant, decisive, independent <i>Primary Drive:</i> Authority, action <i>Personal Strength:</i> Confidence, leadership <i>As part of a team:</i> Energetic drive to complete the task <i>As a leader:</i> Demanding, results-oriented <i>Greatest fear:</i> Being out of control <i>Overuses:</i> Desire to win at all costs which leads to insensitivity to others. <i>Under stress is:</i> Confrontational and active <i>Tendencies to watch:</i> Impatience with others <i>Needs to learn:</i> To do things correctly; that they must be accountable to others.</p>	<p>D=I- The Motivator</p> <p><i>Description:</i> Impressive, demanding <i>Primary Drive:</i> To control and impress <i>Personal Strength:</i> Communication skills <i>As part of a team:</i> Identify the best way to motivate others. <i>As a leader:</i> Influence large crowds <i>Greatest fear:</i> No authority to control events <i>Overuses:</i> Position; end justifies means <i>Under stress is:</i> Restless, quarrelsome <i>Tendencies to watch:</i> Aggressive style can cause others to be passive/rebellious <i>Needs to learn:</i> To slow down and think through projects</p>
<p>D/I- The Organizer</p> <p><i>Description:</i> Quick, decisive <i>Primary Drive:</i> The bottom-line <i>Personal Strength:</i> Command respect <i>As part of a team:</i> Does that induce others to follow. <i>As a leader:</i> Determined leader of people <i>Greatest fear:</i> People won't follow <i>Overuses:</i> Competition; pushes for action when patience would be better. <i>Under stress is:</i> Emotionally reactive <i>Tendencies to watch:</i> May appear cold and blunt <i>Needs to learn:</i> To focus on one thing at a time; not manipulate people</p>	<p>D/C- The Pioneer</p> <p><i>Description:</i> Problem-solver, driving <i>Primary Drive:</i> Get the job done <i>Personal Strength:</i> Initiate change <i>As part of a team:</i> Critically looks at old systems and tries to improve them. <i>As a leader:</i> Drives self and others <i>Greatest fear:</i> Others will fail to meet their standards; not being influential <i>Overuses:</i> Fixing things that are NOT broken <i>Under stress is:</i> Caustic and dominant <i>Tendencies to watch:</i> Cares more about the job getting done than what people think <i>Needs to learn:</i> To be more understanding.</p>
<p>C/D- The Designer</p> <p><i>Description:</i> Creative problem-solver <i>Primary Drive:</i> Discovering unique solutions <i>Personal Strength:</i> Foresight on projects <i>As part of a team:</i> Sets pace in developing projects <i>As a leader:</i> Cool and blunt <i>Greatest fear:</i> Failure <i>Overuses:</i> Perfectionism which leads to vacillating in decision-making <i>Under stress is:</i> Bored with routine; sulks <i>Tendencies to watch:</i> Not trusting easily <i>Needs to learn:</i> To show warmth and become more verbal.</p>	<p>C- The Perfectionist</p> <p><i>Description:</i> Conscientious, compliant <i>Primary Drive:</i> Perfection <i>Personal Strength:</i> Creativity, competence, and logical <i>As part of a team:</i> Research and Development <i>As a leader:</i> Go by the book <i>Greatest fear:</i> The unknown and the undefined <i>Overuses:</i> Slow pace and resistance to change <i>Under stress is:</i> Cautious and indecisive <i>Tendencies to watch:</i> Focus on details and forgetting the big picture <i>Needs to learn:</i> To see the potential rather than the problem; to be more open with emotions.</p>

<p>I- The Relator</p> <p><i>Description:</i> Inspiring, influential, social <i>Primary Drive:</i> Approval <i>Personal Strength:</i> Optimistic, affectionate <i>As part of a team:</i> Persuasive and enthusiastic <i>As a leader:</i> Great natural presenter <i>Greatest fear:</i> Social rejection <i>Overuses:</i> Speaking without thinking <i>Under stress is:</i> Talkative and shifts blame <i>Tendencies to watch:</i> Forgetting past commitments; disorganization; caving in to peer pressure <i>Needs to learn:</i> To listen more; to think more logically; to control feelings</p>	<p>I/D- The Promotor</p> <p><i>Description:</i> Independent, uninhibited, risk-taker <i>Primary Drive:</i> Influencing large groups <i>Personal Strength:</i> Friendly communicator <i>As part of a team:</i> Reads other people's needs <i>As a leader:</i> Motivates people to action <i>Greatest fear:</i> Rejection by friends <i>Overuses:</i> Tolerance and the indirect approach <i>Under stress is:</i> Easily persuaded <i>Tendencies to watch:</i> Gets into trouble by trying to please the crowd. <i>Needs to learn:</i> Attention to details and following through</p>
<p>I/S- The Encourager</p> <p><i>Description:</i> Influential, stable <i>Primary Drive:</i> Maintains peace and harmony <i>Personal Strength:</i> Sees potential in others <i>As part of a team:</i> Encourages others <i>As a leader:</i> Influences and supports others <i>Greatest fear:</i> Disharmony; disappointing friends <i>Overuses:</i> Tolerance and trust <i>Under stress is:</i> Giving in to others <i>Tendencies to watch:</i> Caring more about with whom to do things than what to do <i>Needs to learn:</i> To be more objective about people and situations.</p>	<p>I/C- The Negotiator</p> <p><i>Description:</i> Inspiring but cautious <i>Primary Drive:</i> Approval and popularity <i>Personal Strength:</i> Getting the job done through people <i>As part of a team:</i> Promotes people and projects <i>As a leader:</i> Inspires people to work together <i>Greatest fear:</i> Looking bad before peers <i>Overuses:</i> Authority <i>Under stress is:</i> Impatient, critical, intense <i>Tendencies to watch:</i> Misjudging abilities of others; difficulty planning time <i>Needs to learn:</i> To pace themselves; objectivity; and to control mood swings.</p>
<p>I/S/C- The Practitioner</p> <p><i>Description:</i> Verbally fluent, loyal <i>Primary Drive:</i> To accomplish results through others. <i>Personal Strength:</i> Ability to communicate and think logically <i>As part of a team:</i> Friendly, personable, careful <i>As a leader:</i> Energetic, optimistic, sensitive <i>Greatest fear:</i> Rejection, loss of security <i>Overuses:</i> Opinions of others <i>Under stress is:</i> Restless, overly sensitive, impatient <i>Tendencies to watch:</i> Self-imposed standards <i>Needs to learn:</i> Follow-through; increased directness</p>	<p>C/I- The Teacher</p> <p><i>Description:</i> Creative, effective, influential <i>Primary Drive:</i> Innovation with excellence <i>Personal Strength:</i> Imparting information <i>As part of a team:</i> Encourages others by praise and recognition <i>As a leader:</i> Completes projects through cooperation with others. <i>Greatest fear:</i> Loss of social recognition <i>Overuses:</i> Competition <i>Under stress is:</i> Impatient, critical, and intense <i>Tendencies to watch:</i> Insensitivity to other's feelings. <i>Needs to learn:</i> To go against the crowd sometimes; control mood swings.</p>

<p>S- The Technician</p> <p><i>Description:</i> Steady, supporting, submissive <i>Primary Drive:</i> Security <i>Personal Strength:</i> Loyal and friendly <i>As part of a team:</i> Cooperative, consistent, peacemaking <i>As a leader:</i> Steady, gentle, and sensible <i>Greatest fear:</i> Disharmony and confrontation <i>Overuses:</i> Resisting change <i>Under stress is:</i> Peace at any cost, internalizes stress <i>Tendencies to watch:</i> Easily taken advantage of by others. <i>Needs to learn:</i> To be more assertive and that change can be good.</p>	<p>S/D- The Investigator</p> <p><i>Description:</i> Diligent, doer <i>Primary Drive:</i> To get the job done <i>Personal Strength:</i> Follows through to completion <i>As part of a team:</i> Strong administrative skills <i>As a leader:</i> Leads small groups well <i>Greatest fear:</i> Noncompliance to standards <i>Overuses:</i> Drive to succeed <i>Under stress is:</i> Impatient with others; takes charge <i>Tendencies to watch:</i> Too much focus on job instead of relationships <i>Needs to learn:</i> Sensitivity to others</p>
<p>S/I- The Advisor</p> <p><i>Description:</i> Sensitive, inspirational <i>Primary Drive:</i> Maintaining peace, harmony <i>Personal Strength:</i> Tolerance and forgiveness <i>As part of a team:</i> Hospitable and loyal <i>As a leader:</i> Induces others to follow <i>Greatest fear:</i> Facing dissension and conflict <i>Overuses:</i> Compromise of self to keep the peace <i>Under stress is:</i> Internalizing conflict <i>Tendencies to watch:</i> Not paying attention to directions <i>Needs to learn:</i> To be more aggressive; to Finish the work</p>	<p>S/C- The Specialist</p> <p><i>Description:</i> Stable, contemplative <i>Primary Drive:</i> Researching facts <i>Personal Strength:</i> Conscientiousness, logic <i>As part of a team:</i> Systematic; sensitive to others <i>As a leader:</i> Prefers small groups <i>Greatest fear:</i> Public speaking <i>Overuses:</i> Fault-finding and standard operating procedure <i>Under stress is:</i> Critical, caustic, and holding grudges <i>Tendencies to watch:</i> Pessimism <i>Needs to learn:</i> To be more enthusiastic and optimistic</p>
<p>C/S- The Adaptor</p> <p><i>Description:</i> Consistent, cooperative <i>Primary Drive:</i> To serve, to do things right <i>Personal Strength:</i> Commitment to quality <i>As part of a team:</i> Team-player, helps group stay on track <i>As a leader:</i> Works best behind the scene <i>Greatest fear:</i> Surprises, illogical thinking <i>Overuses:</i> Questioning for accuracy <i>Under stress is:</i> Introspective, worried by “what ifs” <i>Tendencies to watch:</i> Resisting change <i>Needs to learn:</i> To try new things; to be more optimistic</p>	<p>D/S- The Achiever</p> <p><i>Description:</i> Persevering, successful, steady <i>Primary Drive:</i> To meet personal goals. <i>Personal Strength:</i> Practical and self sufficient <i>As part of a team:</i> Thorough and objective <i>As a leader:</i> May be blunt and unyielding <i>Greatest fear:</i> Inferior results <i>Overuses:</i> Reliance on self and systems <i>Under stress is:</i> Stubborn, frustrated, non-demonstrative <i>Tendencies to watch:</i> Strives for personal accomplishment sometimes at the expense of the group. <i>Needs to learn:</i> To increase flexibility and compromise; develop task priorities</p>

<p>D/I/C- The Investigator</p> <p><i>Description:</i> Demanding, persuasive, competent</p> <p><i>Primary Drive:</i> Accomplishment</p> <p><i>Personal Strength:</i> Determination, verbal skill</p> <p><i>As part of a team:</i> Do things correctly and drive others to follow their example</p> <p><i>As a leader:</i> Inspire team to competence</p> <p><i>Greatest fear:</i> Poor quality product</p> <p><i>Overuses:</i> Desire to look good to others</p> <p><i>Under stress is:</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 with others</p>	<p>D/C/S- The Designer</p> <p><i>Description:</i> Quiet, creative, hard-working</p> <p><i>Primary Drive:</i> Progressive ideas</p> <p><i>Personal Strength:</i> Intelligence and quick reactions</p> <p><i>As part of a team:</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>Under stress is:</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>S/C/D- The Strategist</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 part of a team:</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>Under stress is:</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; to show appreciation.</p>	<p>S/C/I- The Advocate</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 part of a team:</i> Supportive, empathizing, and 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>Under stress is:</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>C/I/S- The Cooperator</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 part of a team:</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>Under stress is:</i> Overly sensitive, restless</p> <p><i>Tendencies to watch:</i> Being too subjective and too slow in decision making</p> <p><i>Needs to learn:</i> To be more assertive</p>	<p>C/S/D- The Analyst</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 part of a team:</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>Under stress is:</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>