

Style Summary

	DRIVER	PROMOTER	SUPPORTER	ANALYZER
Leadership Style:	Directive	Visionary	Personal/Relating	Evaluating
Strengths:	Action oriented, Determined, Produces results, Unemotional in crisis, Efficient, Problem solver, Takes charge	Idea generator, Optimistic, Creative, Spontaneous, Exciting, Motivator, Inspirational, Fun	Listens well, Helpful, Caring, Excellent follower, Collaborator, Great team player, Sensitive to others, Loyal	Thorough and accurate, Methodical, Detailed, Intelligent, Persistent, Inquisitive, Systematic, Logical, Practical
When Strengths are Taken to the Extreme	Can be Stubborn, Insensitive to others, Arrogant, Domineering. Manipulative, Impatient, Impulsive when taking big risks	Often Leaves things incomplete, Disorganized, Avoids or misses details, Dreamer, Unrealistic, Superficial, Impatient, Manipulative	Can be Self-effacing, Needs approval, Covertly manipulative, Sacrifices honesty for harmony, Resentful, Ignores own needs to help others	Often is Indecisive, Critical, Negative towards new ideas, Buries emotions, Picky, Dislikes change, Overly serious
Overplayed Drama:	Dictator	Runaway	Rescuer	Victim
Value to the Organization:	Organizer, Delegates, Task accomplisher, Produces results, Self motivated, Hard working, Progressive, Decisive, Disciplined, Timely	Conceptualizes, Competitive, Loves a challenge, Fun to be around, Generates high energy, Initiates relationships, Motivates others to take action	Shares information, Builds consensus, Dependable and loyal, Good at reconciling factions, Very calming, Builds bridges	Thinks of all angles, Identifies loopholes, Evaluates, Maintains standards, Defines, Clarifies, Gathers information, Critiques and tests.

	DRIVER	PROMOTER	SUPPORTER	ANALYZER
Tends to be most successful in the following professions:	Legal, CEOs of established organizations, Mergers and Acquisitions	Sales, Marketing, Entertainment, Public Relations, Advertising	Human Resources, Therapy, Education	Medicine, Accounting and Finance, Strategic Planning, Engineering, Computers
Needs leadership which:	Allows them freedom to do things their own way	Inspires them to bigger and better accomplishments	Details specific plans and activities, Reassures when doing well	Structures a framework or a track to follow, Provides well established rules and procedures
Need to be Given:	Opportunity to achieve and compete, Recognition	Approval, Recognition, Chance to be heard	Acceptance, Compliments, Emotional security	Security, Quality, No surprises
Need to save:	Time	Effort	Relationships	Face
Communication Style:	Direct, To the point, Makes statements, High eye contact, quick, fast paced	Animated, Dramatic, Unrestricted, Expressive, Enthusiastic	Relaxed, Gentle, High physical contact, Indirect, Listens	Restricted, Low Eye Contact, Factual, Unemotional, Listens
Most needs to learn:	How to listen to others and respond to feelings, How to cooperate, Humility	Discipline and focus, To follow through and complete, To think before acting	To reach for goals, To act without agreement, To be more driven and results focused	To take risks and deal with the unknown, To respond more rapidly, To initiate, To lighten up, To appear wrong

Style Discussion

Analyzers

The analyzer style is very deep and thoughtful. They're serious and purposeful individuals. They set very high standards, so they have very high standards of performance personally and professionally. Analyzers are orderly and organized. They also tend to have that really dry but witty sense of humor.

Analyzers' strengths are that they are perfectionists. They want things done right and they want them done right the first time. They're neat and tidy individuals. Analyzers are economical, and they are self-disciplined.

Analyzers weaknesses are that they can be moody, critical, and negative. Analyzers can be indecisive and they over-analyze everything. Their perfectionism can also manifest as a weakness at times, as they can be guilty of making their pursuit of perfection stall completion.

Analyzers can appear unsociable, especially to Supporters and Promoters. They may seem serious and indecisive. This is because they need to look at every conceivable angle before they feel satisfied. A consequence of this is that they are persistent in their questioning and focus on detail and facts. However, once they have made a decision, they stick with it as they invariably feel that it is infallible.

In conflict, they can "whine", become sarcastic and are often negative.

Characteristics: Serious, mull matters over, Indecisive, persistent, ask lots of questions, attention to detail.

In Conflict: whining, sarcastic, negative

Working or Interacting With: Don't argue with them. Listen attentively. Stress the need for facts and data rather than emotion, to build a case. Back up your facts with proof. Help them commit to agreements by getting them to set deadlines.

Working or Interacting With Other Styles: Speak more and smile more. Show appreciation and personal interest. Relax; share information and be open to others. Remember: Enthusiasm will not kill you...

Basic Need: To be correct

Style Discussion

Drivers

Drivers are the dynamic and active style. They exude confidence and naturally gravitate toward leadership positions. They move very quickly to action, but they are not detail oriented. Drivers are great with the big picture—they're visionaries and they see how we're going to get to where we need to go, but they're not always great at taking the interim steps needed to get there.

You can probably see how an Analyzer and a Driver might not work very well together – but also that their skills can nicely complement each other. It can be said that if you want to get to the moon you hire a Driver, but if you want to get back you hire an analyzer.

Driver's strengths are that they are very determined individuals. They are independent and they are productive. Drivers get a lot of things done. They are visionaries and they're decisive. A Driver would rather make a bad decision than no decision. They just want that decision to be made.

On the weak side, the Driver can be insensitive, unsympathetic, harsh, proud, and sarcastic. Drivers do not like to admit when they are wrong. They can also rush to a decision without thoroughly thinking through or understanding the results or consequences of their decision.

Drivers are task orientated and expect efficiency from everyone they come into contact with. Little emphasis is placed on building relationships with other people. They can be perceived as aggressive and uncaring, especially by supporters, though are often needed to take risks and push things through. In conflict, they will try to " steam roller " over anyone who comes in their way.

Characteristics: Task orientated, clearly defined goals, committed, determined, risk takers, efficient.

In Conflict: Aggressive, rude, abrupt,

Working or Interacting With: Be assertive and firm, have a solution to the problem, listen. Be businesslike; let them give you input on the action to be taken. Provide choices of action where possible and let them select the course of action. Summarize facts with various options. Depend on his or her own self-discipline rather than excessive reports.

Working or Interacting With Other Styles: Slow down with "slow" people. Take time to listen to the ideas of others. Hold back from dominating; relinquish some control. Show more patience and act more relaxed.

Basic Need: To be in control

Style Discussion

Supporters

The Supporter style is a very patient and well-balanced individual. They're quiet but witty. They're very sympathetic, kind, and inoffensive—Supporters do not like to offend people.

A Supporter is easy going and everybody likes the Supporter. You know why? Because they don't like conflict so they're very easy to get along with. They're diplomatic and calm. But on the weak side, Supporters can be stubborn and selfish. Their aversion to offence and conflict can also manifest as a weakness.

The supporter person likes other people's company, though is more of a listener than a talker. Promoters find them useful, because they are prepared to listen to what they are saying. They are loyal, personable and show patience when dealing with other people.

They may however not be perceived as people " who get things done " because they spend more time developing relationships with others. They are also unlikely to take risks as they need to have the feeling of security.

In difficult situations, they are likely to avoid the situation and lack conviction of their feelings and if pushed likely to make promises that they cannot keep. Drivers often find them frustrating because they want a straight answer and the supporter can find this difficult to deliver.

Characteristics: Loyal, personable, patient, Uncomfortable with risk, Non-Confrontational, Dislike pressure, Enjoy the company of others.

In Conflict: Likely to be " passive," lack conviction, avoidance.

Working or Interacting With: Reassure, Support, and Confirm commitment. Work on one item at a time, in detail. Encourage suggestions, participation, and input. Slow down and provide detail and specifics on how to accomplish what you want. Help them see the big picture and how they relate.

Working or Interacting With Other Styles: Speed up with "fast" people. Talk more, listen less. Take control occasionally; be assertive. Take some risks.

Basic Need: Security

Style Discussion

Promoters

We call Promoters the social specialist because they love to have fun. They are individuals who turn disaster into humor, they prevent dull moments, and they are very generous people. They want to be included. Promoters want to be included in projects. They want to be included on teams. They want to be included in conversations.

On the strong side, the Promoter is very outgoing. They are ambitious, charismatic, and persuasive. On the weak side, they can be disorganized, undisciplined, loud, and incredibly talkative. Promoters can talk up to 200 words a minute with gusts up to 300. They can talk.

The promoter likes the company of other people, though unlike, the supporter this is because they need to “express” themselves. Supporters complement them very well, unless the promoter becomes too aggressive and puts them off.

They can be good people to have at a party, because they're enthusiastic, dramatic and “interesting” people to have around. However, if they don't receive the attention they crave, they can get upset and even “difficult” to deal with.

In conflict, they become emotional, prone to exaggeration, and unpredictable. The best way to deal with this is to let them calm down. Try not to fuel the fire by saying anything controversial.

Characteristics: People orientated, center of attention, positive, emotional, talkative, enthusiastic, dramatic.

In Conflict: Unpredictable, emotional.

Working or Interacting With: Allow them time to gain composure. Ask questions and problem solve. Stand your ground when challenged on rules and previously established procedures. Be more open about how the behavior makes you feel. Ask for their opinion and input in a noncritical, accepting way.

Working or Interacting With Other Styles: Listen more; slow down, relax. Write things down; set specific goals. Check details and stay calm. Learn to concentrate.

Basic Need: Recognition