

DIRECTOR

- Slow down and be more patient
- Talk less and focus on listening to other people
- Be less expressive with own opinions
- Focus more on details and follow up
- Be less aggressive and blunt
- Spend more time relating to people

CHARACTERISTICS	STRENGTHS	CHALLENGES
Driven and goal-oriented	Resolves issues quickly	Impatient listener
Blunt and demanding	Takes responsibility	May miss true issue and needs
Aggressive and impatient	Comes up with new solutions	Offers solutions too quickly
Interrupts others	Is decisive	May exceed level of authority
States own opinions	Is responsive and fast	May argue with customers
Often appears to be in a hurry	Can handle pressure well	May not show empathy
Makes quick decisions	Doesn't get emotional	May lack diplomacy
Multi-tasks	Handles issues independently	May focus on being right
Becomes irritated	Can change quickly	May struggle follow-through

MOTIVATOR

- Focuses more on listening to the needs and the issues
- Talk less – allow others to be heard
- Focus more on details, facts, and specifics
- Remember to follow up
- Do not get too emotional

CHARACTERISTICS	STRENGTHS	CHALLENGES
Talks a lot	Outgoing and positive	Overlooks details / facts
Is animated	Easy to approach	Too much time talking
Easily excited	Comforts others	Difficulty listening
Disorganized	Seen as open and friendly	May forget to follow up
Doesn't listen	Creates a positive atmosphere	Overpromises
Emotional	Enjoys interacting	Overly trusting
Jumps among topics	Gets excited	Mixes issues with emotions
Doesn't focus on details	Contagious enthusiasm	Impulsive
Focuses on who they know	Creative solutions	Asks same questions

NURTURER

- Move faster to resolve the issues and provide solutions
- Take more risks and chances
- Be more assertive and confident
- Rely less on the old way of doing things
- Be positive and optimistic
- Be more decisive and expressive

CHARACTERISTICS	STRENGTHS	CHALLENGES
Appears calm & easy going	Remains calm and steady	Appears wishy-washy
Listens carefully	Is a patient listener	Struggles with change
Isn't really excited	Seeks to find needs	Inexpressive
Doesn't express opinions	Reliable and thorough	May not show true feelings
Slow in making decisions	Builds and maintains trust	Needs orderly focus
Likes to build consensus	Good with sequences	Can be bureaucratic
Very thoughtful	Very pleasant and warm	May be indirect and evasive
Very accommodating	Seeks fairness and equality	Submissive / accommodating
Seeks agreement	Accepting	Holds resentments

INVESTIGATOR

- Focus more on feelings and emotions
- Talk less about the facts and details
- Spend more time relating to people
- Focus less on the rules and policies
- Be more flexible and spontaneous
- Talk more and show enthusiasm and expressiveness

CHARACTERISTICS	STRENGTHS	CHALLENGES
Focused on details	Thorough with details/facts	May appear distant and cold
Proceeds cautiously	Seen as an expert	Gets stuck (paralysis –analysis)
Asks a lot of questions	Provides consistent service	Misses the human interaction
Appears reserved and quiet	Aims for perfection	Maybe monotone and dull
Completes research	Strives for quality	Limits time interacting
Studies specifications	Focuses on main issues	Maybe rigid with policies
Very critical and cynical	Does not get emotional	May appear rigid and inflexible
Makes careful decisions	Systematic and exact	Struggles with deviations
Facts-oriented	Good with follow-through	Can overwhelm with details

