

PERSONALITY STYLES

THINKER

Emphasizes Conceptual Functions

- + information and opinion seekers
- + good at analysis and process observation
- + prefer to make decisions based on facts
- + prefer as much information as possible before deciding
- + can come out with totally off-the-wall solutions
- + translate feelings and experiences into ideas
- Δ can be slow in making decisions or dogged in the facts or can happily leave most decisions to others and focus on one problem or challenge
- Δ have to watch out for non-involvement or unrealistic ideas if they get into their world



Honor their need for information while also requesting them to tell you how they will decide or delegate and when.

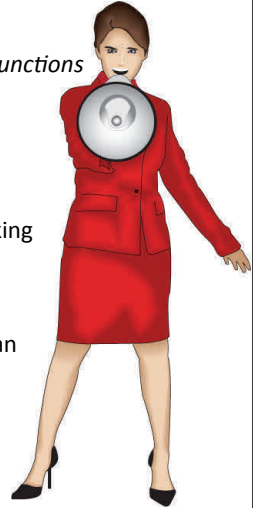
Some Effects on Group

Thinkers are often in the minority, but the function is essential. If a group doesn't pay attention to this area, it will miss out on significant learning that comes from observation and analysis. The group may also be missing important process steps or other ways to view a situation. With a lot of this style in a group, the group may not move on much, because the discussion, laissez-faire attitude, and analysis allow opportunities to pass.

DRIVER

Emphasizes Action & Directing Functions

- + information and opinion givers
- + decision-making is easy for them
- + often the keeper of the vision in a group
- + great at taking a stand, being direct and making things happen
- + usually not too shaken by critical feedback
- Δ often will urge "let's decide" as indecision can drive them crazy
- Δ will sometimes decide without input from others & step on toes
- Δ make mistakes when moving too quickly without adequate information
- Δ can come across as too impersonal and lose connection with group
- Δ have to be careful not to "over lead" if strongly in this quadrant



Be as direct as possible. Bring problems and opinions to them.

Some Effects on Group

If a group does not have drivers, it must pick up driver functions or it can fail to meet far-reaching goals. Mature drivers are non-reactionary individuals with strong ability in the other quads. When not mature, there may be too much individuality or structure. Turf battles or a lack of collaboration can ensue. Creativity and motivation can be stunted.

GLUE

Emphasizes Caring Function

- + excellent at building and sustaining community
- + works well on a team
- + great at building support, consensus, commitment, seeking feedback
- + support, praise, concern
- + display high regard for other's wishes, viewpoints and actions
- Δ may not take an unpopular stance if it puts a relationship at risk
- Δ can put so much emphasis on relationship that task and decision-making may fall behind
- Δ can forget or downplay their own needs, to their detriment



Ask them to be more specific in outlining their expectation. Encourage critical feedback and tell them you want to know what they think & want.

Some Effects on Group

You cannot have too much caring and respect as part of your capacity; it is the connective glue, and essential for a functional group. It is powerful when combined with other quadrant functions. If it is the only style a group has, the group may not take enough risks or make enough decisions to move forward significantly. The group may also avoid conflict to the extent that there is lack of depth in genuine connection and innovation.

MOTIVATOR

Emphasizes Emotional Stimulation Function

- + often voice their ideas and supply passion to follow those ideas and energizers
- + great at motivating people as they possess a sense of mission or vision
- + often both interpersonal problem solvers as well as task problem solvers
- + good at energetic dialogue with teammates
- Δ can be emotionally bound to their ideas; objectivity can be their biggest challenge
- Δ can create a highly emotionally charged climate if they put too much emphasis on challenging others and confronting assumptions



Know your own stance/position and don't be afraid to voice it. Ask them to give concrete examples to back up their viewpoints.

Some Effects on Group

Motivators are often light bulbs. Groups need this function to sparkle, create, prod, stir the pot and impassion. A group without this style may be functional, but somewhat lackluster. When mature people with this style choose to be detached or attached and monitor their emotional involvement, this is highly effective. If too much of this style is present, or when not mature, a group can be overly reactive, or so impassioned around their ideals they lose touch with other realities. Many charismatic leaders & cult leaders come from this quadrant.