



THE HIGH 'D' CHARACTERISTICS: -

FORCEFUL	DEMAND RESPECT
DRIVING	SELF-ASSURED
AGGRESSIVE	DOMINATING
SELF-STARTER	DIRECT
COMPETITIVE	DEMANDING
SELF-INDULGING	BLUNT
DARING	OVERBEARING
VENTURESOME	ASSERTIVE
DECISIVE	

THE LOW 'D' CHARACTERISTICS: -

CONSERVATIVE	LOW DECISION NEED
MODEST	UNASSUMING
PEACEFUL	UNPRETENTIOUS
SEEN AS HESITANT	NON-DEMANDING
MILD MANNERED	ACCOMMODATING
MAY BE INTIMIDATED	NON-AGGRESSIVE
UNOBTRUSIVE	AVOID CONFRONTATION
SEEN AS HUMBLE	FEARFUL



THE HIGH 'I' CHARACTERISTICS: -

CHARISMATIC	AFFABLE
OPTIMISTIC	FRIENDLY
SELF-PROMOTING	CONFIDENT
OUTGOING	TRUSTING
GREGARIOUS	CHARMING
EMPATHETIC	VERBAL
GENEROUS	COMMUNICATIVE
INFLUENTIAL	PARTICIPATIVE
PERSUASIVE	POSITIVE

THE LOW 'I' CHARACTERISTICS: -

NOT EMPATHETIC	SELF-CONSCIOUS
THINGS OVER PEOPLE	NON-COMMUNICATIVE
LOGICAL	QUITE
RESERVED	NOT TRUSTING
REFLECTIVE	DO NOT NEED PEOPLE
CAN BE SUSPICIOUS	PROBING
SEEN AS RETIRING	NON SOCIAL
PESSIMISTIC	SERIOUS



THE HIGH 'S' CHARACTERISTICS: -

DEPENDABLE
 SELF-CONTROLLED
 EASY-GOING
 SERENE
 RELAXED
 NON-DEMONSTRATIVE
 PREDICTABLE
 PATIENT
 DELIBERATE
 FEAR SUDDEN
 CHANGE

AMIABLE
 STEADY
 EVEN-TEMPERED
 PERSISTENT
 GOOD-LISTENER
 KIND
 SYMPATHETIC
 LENIENT
 ACCOMMODATING
 NEED TO PLAN

THE LOW 'S' CHARACTERISTICS: -

QUICK
 FAST
 FAULT-FINDING
 IMPETUOUS
 MOBILE
 ALERT
 RESTLESS
 IMPULSIVE

FIDGETY
 DISCONTENTED
 SELF-CRITICAL
 DEMONSTRATIVE
 ENERGETIC
 IMPATIENT
 TENSE
 ANXIOUS



THE HIGH 'C' CHARACTERISTICS: -

DISCIPLINED	ACCURATE
COMPLIANT	CONVENTIONAL
SELF-EFFACING	OPEN-MINDED
POLITE	CAUTIOUS
CAREFUL	CONSERVATIVE
SYSTEMATIC	ADAPTABLE
PRECISE	PERFECTION-SEEKING
DIPLOMATIC	LOGICAL

THE LOW 'C' CHARACTERISTICS: -

INDEPENDENT	UNCONVENTIONAL
STUBBORN	FEARLESS
WAYWARD	STRONG-WILLED
TACTLESS	EXPEDIENT
OPINIONATED	HATES RULES
DEFIANT	HATES DETAIL
REBELLIOUS	OBSTINATE

PERSONAL CHARACTERISTICS

DRIVER **DOMINANT** ← **TASK** → ANALYSER **COMPLIANT**

ACTIVE
 FORCEFUL
 AMBITIOUS
 STRONG WILLED
 TAKES THE INITIATIVE
 ACTS SELF-CONFIDENTLY
 HIDES PERSONAL FEELINGS
 I AM IN CHARGE ATTITUDE

QUIET
 REFLECTIVE
 THOUGHTFUL
 THINKS FIRST - ACTS LATER
 AVOIDS CONFRONTATION
 UNEMOTIONAL
 ANALYTICAL

FRIENDLY
 OUTGOING
 FUN LOVING
 SELF-PROMOTING
 NEEDS ATTENTION
 TENDENCY TO EXAGGERATE
 TAKES THINGS PERSONALLY
 SELF-CENTRED

AGREEABLE
 SYMPATHETIC
 NEEDS SINCERE APPRECIATION
 SHOWS FEELINGS
 STEADY PACED
 PERSEVERING
 RESERVED
 PATIENT

EXPRESSIVE **INFLUENTIAL**

AMIABLE **STEADY**

← **PEOPLE** →

↑
ASK
 ↓

PERSONAL STYLES STRENGTHS

DRIVER DOMINANT

CONFIDENT
FOCUSED ON GOAL
DETERMINED
COMPETITIVE
CHALLENGING
OBJECTIVE SETTING
TARGET ORIENTATED

ANALYSER COMPLIANT

CALM
ACCURATE
KNOWLEDGEABLE / EXPERTS
HIGH INTEGRITY
THOROUGH
GOOD ORGANISER
AVOIDS EMOTION

VERBAL
ENTHUSIASTIC
MOTIVATIONAL
QUICK TO COMMIT
INTERPERSONAL SKILLS
GET PEOPLE INVOLVED
GENERATES HARMONY
EMPATHETIC

LOYAL
PERSISTENT
TENACIOUS
RELIABLE
AGREEABLE
SUPPORTIVE
DEPENDABLE
GOOD LISTENER

EXPRESSIVE INFLUENTIAL

AMIABLE STEADY

PERSONAL STYLES WEAKNESSES

DRIVER DOMINANT

ABRUPT
 CRITICAL
 ARROGANT
 IMPATIENT
 INSENSITIVE
 EASILY BORED
 OVERBEARING
 TOO MANY GOALS
 OBJECTIVES BEFORE PEOPLE

ANALYSER COMPLIANT

ALOOF
 PERFECTIONIST
 OUTWARDLY COLD
 PICKY & PEDANTIC
 POOR PEOPLE SKILLS
 EVERYTHING IN DETAIL
 PARALYSIS BY ANALYSIS
 INTELLECTUALLY ARROGANT

LITTLE CONCERN FOR DETAIL
 POOR ON FOLLOW THROUGH
 LACK OF FOCUS
 POOR LISTENER
 MANIPULATIVE
 OVER COMMIT THEMSELVES
 DISORGANISED
 TOO VERBAL

PASSIVE
 REFLECTOR
 STUBBORN
 RISK AVERSE
 OUTWARDLY SLOW
 SHORT ON URGENCY
 SYSTEMS BEFORE OBJECTIVES

EXPRESSIVE INFLUENTIAL

AMIABLE STEADY

WORKING METHODS & COMMUNICATION

DRIVER **D**
ACHIEVER

TASK

ANALYSER **C**
THINKER

TASKS RATHER THAN
PEOPLE

TELLS DIRECTLY
RATHER THAN ASKS

DEMANDS RESPECT

NEED TO WIN

FACTS NOT PEOPLE
ORIENTATED

ASKING IN DETAIL
NOT TELLING

SCEPTICAL

TELLS ENTHUSIASTICALLY
RATHER THAN ASKS

PEOPLE RATHER THAN
TASK ORIENTED

SELLS SELF

ASKING NICELY
RATHER THAN TELLING

PEOPLE AND SYSTEMS
NOT TASKS

TAKES PLENTY OF TIME

ASKS WHY

ASK

EXPRESSIVE **I**
OPTIMIST

PEOPLE

AMIABLE
STEADY **S**

HOW THEY SEE OTHERS

FROM A DRIVER (HIGH D) PERSPECTIVE

**DRIVER
DOMINANT**

**ANALYSER
COMPLIANT**

<p>THEY SEE</p> <p>COMPETITION AND CONFLICT</p>	<p>PICKY & PEDANTIC</p> <p>COLD & IMPARTIAL</p> <p>THREATENING BECAUSE OF KNOWLEDGE</p> <p>USEFUL BECAUSE THEY ARE TASK DRIVEN</p> <p>KNOWLEDGABLE</p>
<p>LOUD & OFTEN INEFFECTIVE</p> <p>FULL OF NONSENSE & DREAMS</p> <p>GOOD TEAM PLAYER</p> <p>NOT ALWAYS EFFICIENT</p> <p>POOR COMPLETER</p> <p>PROMISES MUCH</p>	<p>SLOW</p> <p>BORING</p> <p>NEGATIVE</p> <p>OBSTRUCTIVE</p>

**EXPRESSIVE
INFLUENTIAL**

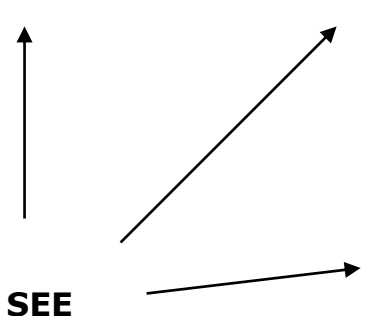
**AMIABLE
STEADY**

HOW THEY SEE OTHERS

FROM AN INFLUENTIAL (HIGH I)

DRIVER
DOMINANT

ANALYSER
COMPLIANT

<p>BULLY</p> <p>BRUTAL & UNFEELING</p> <p>POWER CRAZY</p> <p>TEND TO SUPPRESS</p> <p>GET THINGS DONE</p>	<p>COLD & UNFEELING</p> <p>DAMPENS ENTHUSIASM</p> <p>DEMOTIVATING</p> <p>MACHINE LIKE</p> <p>THREAT DUE TO KNOWLEDGE</p>
<p>THEY SEE</p> 	<p>USEFUL</p> <p>EASILY MANIPULATED</p> <p>SLOW & PEDANTIC</p> <p>LOYAL</p> <p>WARM & CARING</p>

EXPRESSIVE
INFLUENTIAL

AMIABLE
STEADY

HOW THEY SEE OTHERS

FROM AN AMIABLE (HIGH S)

**DRIVER
DOMINANT**

**ANALYSER
COMPLIANT**

<p>PUSHY</p> <p>DANGEROUS</p> <p>UNREASONABLE</p> <p>UNFAIR</p> <p>DICTATORIAL</p> <p>INTIMIDATING</p>	<p>RULE BOUND</p> <p>CALCULATING</p> <p>KNOWLEDGEABLE</p> <p>HONEST & FAIR</p> <p>DEMANDING</p> <p>COLD & IMPERSONAL</p>
<p>NOISY</p> <p>UNTRUSTWORTHY</p> <p>POOR LISTENER</p> <p>LIKEABLE</p> <p>TEAM PERSON</p> <p>POLITICAL</p>	<p>THEY SEE</p>

**EXPRESSIVE
INFLUENTIAL**

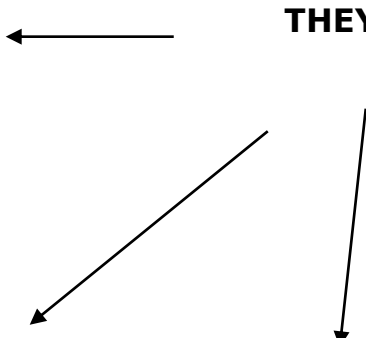
**AMIABLE
STEADY**

HOW THEY SEE OTHERS

FROM AN ANALYSER (HIGH C) PERSPECTIVE

DRIVER
DOMINANT

ANALYSER
COMPLIANT

<p>STUPID</p> <p>ARROGANT</p> <p>INEFFICIENT</p> <p>BULLY</p> <p>COMMANDING</p> <p>USEFUL AT TIMES AS GUNS TO TURN ON OTHERS</p>	<p>THEY SEE</p> 
<p>LOUD & OVER EMOTIONAL</p> <p>TIMEWASTERS</p> <p>DO NOT TRUST</p> <p>BLUFFER</p> <p>ALL ABOUT THE TEAM</p> <p>SPACE INVADERS</p>	<p>USEFUL</p> <p>UNTIDY</p> <p>SLOPPY</p> <p>RELIABLE</p> <p>DELIBERATE</p> <p>TOO EASY GOING</p>

EXPRESSIVE
INFLUENTIAL

AMIABLE
STEADY