My Dominant Type: ______  My Subordinate Type: ______

Date of administration: _______________________

Focus: _________________________
### ANALYZERS NEED …

**Analyzer Characteristics:**
- Tends to need a great deal of time to make decisions.
- Likes to avoid personal confrontations.
- Requires precision and accuracy.

**Their expectations of me:**
- That I will be specific and thorough
- That I am an expert in my field
- That my personal work is thorough, precise, and based upon accurate facts.
- Dislike emotional appeals

**Analyzers tend to respond to:**
- Punctuality, precision, and accuracy of a presentation
- Detailed and precise explanations of questions
- A written analysis with documented evidence, which supports their principles and logic.
- Require a significant amount of time to make a decision

**In making decisions the Analyzer will:**
- Need to see evidence of expertise
- Want to know how this solution will work in their situation
- Prefer a direct but low pressure request for the order, but only after they stop asking questions
- Expect accurate answers to questions and will accept a delay for the sake of precision

### CONTROLLERS NEED …

**Controller Characteristics:**
- Tends to be decisive.
- Wants concise, documented evidence of your competency, qualifications, and track record.
- Doesn’t listen well.

**Their expectations of me:**
- To be on time, businesslike, and to the point
- To provide support for their ideas, objectives, and conclusions
- They want competence and efficiency

**Controllers tend to respond to:**
- Your competence and track record
- Your effectiveness in getting the job done
- Adaptability in dealing with changes

**In making decisions the Controller will:**
- Need to receive immediate results
- Want to remain in control
- Expect a proposal to include specific dates, terms, prices
- Want options and the potential benefits of each option
- Expect documented evidence
- Negotiate
- Prefer an answer now, not later
- Expect you to be on time and to make efficient use of time
- Want support for their ideas, opinions, and conclusions
**ORGANIZERS NEED …**

<table>
<thead>
<tr>
<th>Organizer Characteristics:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tends to need agreement of others before deciding.</td>
<td>Likes support and service after the sale.</td>
</tr>
<tr>
<td>Wants conflict free decisions and implementation.</td>
<td>Responds to dependability and reliability.</td>
</tr>
<tr>
<td>Requires assurances and guarantees.</td>
<td>Prefers a low-key, low-pressure relationship.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Their expectations of me:</th>
<th>Organizers tend to respond to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>That I will do what I say</td>
<td>Trust and dependability</td>
</tr>
<tr>
<td>There will be support and a continued relationship after the sale.</td>
<td>Someone who takes the time to know the Organizer, their specific situation, and their personal concerns.</td>
</tr>
<tr>
<td>Patient and thorough explanations</td>
<td>Personal assurances and guarantees, especially in writing</td>
</tr>
</tbody>
</table>

**In making decisions the Organizers will:**

<table>
<thead>
<tr>
<th>Needs to see evidence that I am trustworthy</th>
<th>Want to be comfortable with me personally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expect me to understand his/her personal situation</td>
<td>Not want to feel pressured or threatening</td>
</tr>
<tr>
<td>Want to have my assurances in writing</td>
<td>Want my personal involvement to follow up and services</td>
</tr>
<tr>
<td>Prefer a low pressure, indirect request for the order</td>
<td>Be inclined to seek advice from others before deciding</td>
</tr>
<tr>
<td>Want assurance that this decision is the best available to solve their problem; now and in the future</td>
<td>Attempt to make provisions for a way out should things go wrong</td>
</tr>
</tbody>
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**PERSUADERS NEED …**

<table>
<thead>
<tr>
<th>Persuader Characteristics:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tends to be impulsive</td>
<td>Responds to testimonies of important people</td>
</tr>
<tr>
<td>Likes incentives and will take risks for them</td>
<td>Forgets to check details</td>
</tr>
<tr>
<td>Wants personal attention and to look good</td>
<td>Dreams and uses intuition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Their expectations of me:</th>
<th>Persuaders tend to respond to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be open, friendly, and enthusiastic</td>
<td>Taking time to know them</td>
</tr>
<tr>
<td>They want to know who I am, what I think, and who I know, who are my clients</td>
<td>They want recognitions and approval of their ideas, opinions, and beliefs</td>
</tr>
<tr>
<td>That action will take place immediately</td>
<td>Positive ideas and responses</td>
</tr>
<tr>
<td>A personal call</td>
<td>Personal recognition</td>
</tr>
</tbody>
</table>

**In making decisions the Persuader will:**

<table>
<thead>
<tr>
<th>Need to make own decisions</th>
<th>Like personal credit for their ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Want to know the opinions of people they perceive as important or successful</td>
<td>Appreciate your working out the details and providing a written summary</td>
</tr>
<tr>
<td>Tend to respond to incentive if action or risk is involved (price, break, added value, etc.)</td>
<td>Sometimes change their mind. Getting written order or down payment can prevent this</td>
</tr>
<tr>
<td>Appreciate an informal letter or phone call after the business is completed</td>
<td>Expect immediate action</td>
</tr>
</tbody>
</table>
Controller-Controllers

Controller-Controllers tend to have high expectations of themselves and others. However, they may not communicate these to others. They tend to be strong individualist who continuously seek new challenges. They need to be in charge. Individuals of this style tend to be forceful and directive, and are also capable of manipulating or controlling both people and situations. They are oriented toward action, and tend to become impatient and sometimes belligerent with those they perceive as reluctant or inactive. Their strengths include making long decisions and solving problems, but they tend to not involve or listen to others. They would rather do everything themselves; others take too long. Maintaining high emotional control they are often perceived as cold, unfeeling, and intimidating. Yet one of the greatest strengths of the Controller-Controllers is the ability to break barriers and overcome obstacles.

Controller-Controllers could improve their effectiveness by developing empathy and patience with others, and developing the ability to work effectively in a team. Setting things aside and listening to others strengthens relationships. Take the time to let others know the whys and hows, rather than simply telling them the whats. This will result in a greater commitment on the part of other people.

Controller-Persuaders

Controller-Persuaders are perceived as self-confident, independent, and forceful people. They are often change agents, but will work with people to accomplish change. However, when under pressure they will tend to forget the people and demand, direct, or dictate. Individuals of this style tend to be highly competitive and seek challenges and unique assignments. They have the ability to work effectively both alone and with others. They are excellent team players as long as the team in “winning.” Controller-Persuader will avoid detail and routine, and become frustrated with constraints and controlling supervision. “Give me the task and let me run with it.” Being verbal and direct, they may cause tension in others. They are able to see the “big picture” quickly and express it, but will become irritated and impatient with those who don’t see it.

Controller-Persuaders could become more effective by taking the time to explain things more clearly, delegating and letting go, and by showing more concern for others. Developing humility strengthens relationships. Having understanding and patients with those who don’t act quickly, who speak slowly, and who need detailed explanations prior to making decisions will bring out the best in those people.

Controller-Organizers

The Controller-Organizers tend to be industrious, internally motivated people. Their goal is high personal achievement, sometimes at the expense of the team goal. Their intensity is striving for accomplishment is significant strengths, but often they worry about not having accomplished enough. Delegation may be difficult, as they prefer to do it themselves so that it is done right. Controlling-Organizer accepts accountability for their work and actions, and hold others accountable as well. They will “tell it like it is.” They are able to work well n a team, but like to be in charge. When credit or recognition is due, they want. They are also willing to give recognition to others.

Controller-Organizers could improve their effectiveness by taking the time to enjoy the satisfaction of their accomplishments, by not perceive every task as a personal obligation, and by delegating and letting go. Develop the ability to listen and to involve others early on. Don’t wait to long to others know you intentions.

Controller-Analyzer

The primary goal of the Controller-Analyzer tends to be accomplishment to perfection. This is both strength, because of the personal drive, and a weakness, because perfection is rarely achieved. They tend to be full of ideas as to how to accomplish a task or solve a problem. Then they will analyze and criticize each idea, coming up with all the reasons why the ideas won’t work. These conflicts are often internal. Once they have made up their mind, however, it is unlikely that it can be changed. They are often innovative in their thinking and generate ideas and solutions that are unique to the situations. The Controller-Analyzer tend to be sensitive, yet often have difficulty expressing feelings or emotions.
Controller-Analyzers could improve their effectiveness by developing the ability to communicate more openly, accept others in a team situation, and by being less critical of self and others. No idea is perfect, and no plan is without flaws. Let people experiment and try new things. Learn to give praise with ease.

**Analyzer – Analyzer**

The analyzer-Analyzer is most competent at doing things the right way. They establish very high performance and behavior standards for themselves and for others. Their ability to pay attention to detail is a strength. Often, after listing to hours of dialogue, they can itemize the tree important points that were made. One of their significant contributions, though not always perceived this way by others, is maintain quality control. They tend to be precise and systematic and follow standard procedures in both work and personal life. Sometimes, while in search of facts and details, they lose sight of the purpose or “big picture.” Dealing with rapid change or making decisions without enough time or facts is difficult and causes tension. Because of the need to do things perfectly, they tend to react defensively to criticism. When they provide information or answers to question, you can be sure that it will be accurate.

Analyzer – Analyzers could improve their effectiveness by learning to perceive shades of gray, rather than “either-or” and “black and white” thinking. Setting realistic standards for self and others, and communicating expectations to others will help reduce tensions. Remember, nobody is perfect.

**Analyzer – Organizer**

The Analyzer – Organizer works best in a peaceful and harmonious environment. Dissension, confrontation, or an aggressive and demanding Controller disrupts their ability to perform. They are capable of collecting and analyzing factual data and presenting their position in a logical way. If things aren’t going well however they tend to worry both at work and at home. Analyzer – Organizers like to work with one or two others, preferably people who think and operate in the same manner. They would prefer to avoid large groups, and tend to not speak out in meetings. Making the “right” decisions is important even to the point of not being able to make a decision. “Analysis to paralysis” is not uncommon, accompanied by worry about the need for a decision and worry about whether it is the right one. They tend to maintain a high level of emotional control, and perceive emotional people as having little credibility.

Analyzer – Organizers could improve their effectiveness by taking action quicker and learning how to control worry. Expressing feelings helps to build trust. Sharing their wealth of information and knowledge results in the development of respect.

**Analyzer – Controller**

The Analyzer – Controller tends to prefer working alone. They develop a high level of technical expertise. When given a project, sufficient time for completion, and the appropriate resources, the outcome will usually be quite successful. However, if there are changes in the timeline, they are required to work on several projects at the same time, or there are too many people involved, the pressure can be overwhelming. The scientific method of problem solving and decision-making is a major part of their style. Because they separate emotion from task, even in personal relationships, they are often perceived as cold, aloof, and even arrogant. They are often critical of themselves as well as others, and are usually rather blunt with their comments. One of their significant strengths is their response to the challenge of the unknown. Though they will generally use traditional procedures, they can be dogmatic in arriving at why things work, how to make it work the “right” way things should be done, etc. Analyzer-Controllers tend to not allow others to get close to them. They also perceive group meetings as a waste of time. Thus they usually find reasons for avoiding them.

Analyzer – Controllers could improve their effectiveness by accepting emotions as natural, both in themselves and others, and learning to express feelings. Also by learning to perceive when tradition and history do not apply, and experimenting with new ideas and techniques instead. To error is not to fail. Sometimes do something just for fun.
Analyzer – Persuader

The Analyzer – Persuader tends to develop both specialized technical skill and the ability to deal with people. They establish high performance expectations in themselves and in others, and verbalize these often. They may be perceived as having an attitude of superiority about their way of doing things. Because they develop a high level of expertise in their area, they often attempt to do everything themselves rather than delegate to others. Quality control and meeting high expectations are important. If others don’t meet the standards, the Analyzer – Persuader will verbalize their disappointment and will point out specifically what was not done well. Self-discipline is a significant strength, as is their ability to apply technical skill with people involvement.

Analyzer – Persuaders could improve their effectiveness by letting go after delegating. If expectations are not met, coaching others works better than criticizing. In addition, it is more motivating to others if the Analyzer – Persuader expresses appreciation or praise for accomplishments, rather than stating how things could have been done better.

Persuader – Persuader

The Persuader – Persuader truly enjoys working with and being with other people. Ideally, they would like to surround themselves with enthusiastic people who support each other, share ideas and promote each others projects. Freedom from control and supervision is a goal, and planning or detail work often results in boredom. They are verbally articulate and can stimulate groups of people into action. Others often perceive them as overly dramatic, as they express their emotions and feelings freely. They are motivated by approval, praise, and popularity. In a group they may dominate verbally, and when assigned a task may forget to follow through. Tending to trust others easily, they are often hurt when they feel that their trust has been violated. They gain insight and use intuition when they are able to talk things out. People who are high controlled emotionally cause tension for the Persuader – Persuader if they don’t know how others “feel” about things. Persuaders have a difficult time communicating. High controlled people often perceive the Persuader – Persuader as overly expressive and inconsistent.

Persuader – Persuaders could improve their effectiveness through greater emotional control and verbalizing less. Under pressure they tend to become careless or disorganized. This can be avoided through developing the ability to plan ahead and the self-discipline to follow through - especially with commitments.

Persuader - Controller

Persuader – Controllers use poise, confidence, enthusiasm, and optimism in working with people. Objectives are accomplished through people. They are especially motivated by challenges, particularly things that haven’t been done before. Persuader – Controllers are warm, friendly, and open even in new relationships. Their significant strengths include selling ideas and delegating responsibilities. Because they have the ability to gain the confidence of others, they often attain positions of responsibility; sometimes beyond their level of knowledge and experience. Working alone at one station, and performing routine or repetitious tasks can create unbearable tension. They tend to be impulsive decision makers and often oversell through optimism and enthusiasm. Looking good is more important than being organized and paying attention to details. This is a change agent style, and making change or adapting to change is accomplished with ease.

Persuader – Controllers could improve their effectiveness by learning to collect and analyze data prior to taking action. Developing a better understanding and tolerance of those who are slow to change will increase the Persuader – Controller’s ability to influence. Unrealistic optimism can be a significant weakness.

Persuader – Organizer

Persuader – Organizers show caring and empathy for people. They see the good in everyone, and spend considerable time developing close relationships and helping others solve problems. Keeping people happy and satisfied is a means for them to accomplish goals. Sometimes the people become more important than the task. They want to be like personally and have a difficult time working with someone who is cold or shows no interest in them as a person. They tend to be
loyal, dependable, and excellent team members. During times of rapid change or crisis, they are often the stabilizers. When there is conflict, the Persuader – Organizer will tend to talk around things and not get to the point. For fear of hurting others’ feelings, they may be too long before taking action. Sometimes they worry too much about what others think before making a decision.

Persuader – Organizer could improve their effectiveness by learning to communicate directly to the point when dealing with conflict making demands, or disciplining. More concentration on task and less on people problems would help in meeting timelines and objectives. Less concern about whether or not they are like by others could relieve some tension.

**Persuader - Analyzer**

Persuader – Analyzers take factual information and sell ideas convincingly. They are competitive and accomplish goals through people. Maintaining high standards of personal performance is important, and they can be caustic with someone whose performance is below those standards. They tend to be direct but also considerate. One of their significant strengths is the ability to develop a detailed plan and then involve others in the implementation, decision-making, and problem solving. They are motivated by a drive to win, but sometimes overuse authority and power. They often work with great intensity and occasionally push others beyond their limits. Approval, praise, and applause for accomplishments are important rewards; as are status and position. They sometimes get caught up in dealing with people and lose sight of the task.

Persuader – Analyzers could improve their effectiveness by being more gentle when criticizing and providing constructive options. Their self-criticism is often based upon unrealistic expectations, and can become a source of serious tension. Everything is not “win or lose.”

**Organizer - Organizer**

Loyalty, dependability, and service to others tend to characterize the Organizer – Organizer. Because they have a high level of concern for others, they are supportive listeners and good friends. They’re always willing to help, and as a result, often spend their own time doing things for others. In making decisions, their concern is about what others will think; do others agree? Organizers are not necessarily organized personally, but have the ability to develop cohesiveness in others; especially one – on – one or in small groups. They like things to be predictable and stable, and value security. One of their significant strengths is the ability to take a task from beginning to completion, sometimes with stubborn tenacity. They enjoy pleasing others, and are motivated by honest appreciation. Because rapid change or personal conflict creates tension for them, they may worry too much and find it difficult to make decisions or initiate actions.

Organizer – Organizers could improve their effectiveness by taking more time for themselves rather than looking for ways of helping others. They need to develop the ability to increase their assertiveness when there is conflict or when there are decisions to be made. Less stress is experienced when on can let go of the wrongs that have been done.

**Organizer - Analyzer**

For the Organizer – Analyzer, a systematic approach and determined follow through are characteristics. Paying attention to details and the “right way” of doing things is important. They tend to develop one or two close relationships, and are less interested in the welfare of the whole group. They are often perceived as unemotional, logical, and determined in accomplishing their goals. Because of a high level of sensitivity, often not expressed, the Organizer – Analyzer tends to take things personally and internalizes conflict. If offended, they never forget. Because others tend to “screw things up,” they prefer working alone, but also will work well with one or two others whom they trust. They are objective and thorough in their work, and can always be counted on; even when things are difficult.

Organizer – Analyzer could improve their effectiveness through learning about and accepting the styles of others. Not everyone is as efficient as you. They also need to develop the ability to adapt more easily to changes in the environment and to the needs of others. Showing more enthusiasm and emotion would help others to more easily relate with you.
**Organizer – Controller**
The Organizer-Controllers use their ability to develop strong personal relationships as a means to motivate others and accomplish tasks. If that fails, or if under pressure, they can become very demanding, directive, and task oriented. This sometimes puts a strain on relationships, as it is difficult for others to see the reason for the change in behavior. This is especially true when the friendly, warm, and personal Organizer-Controller seems to suddenly become sullen, demanding, and blunt. One of the significant strengths of this style is their ability to work with a team, develop cohesiveness, and see a task through to completion. They have no reluctance in giving others credit and appreciation when it is due. Occasionally they experience internal conflict when they perceive a need to make a good decision or take action, but don’t want to hurt anyone’s feelings. Their need to be a friend and help sometimes gets in the way of good judgment.

Organizer-Controllers could improve their effectiveness by delegating and letting go, holding others accountable earlier, and by communicating immediately the source of tension and the need for decisiveness and action; “You may not like it, but I’m doing this now because…”

**Organizer – Persuader**
Warmth, affection, understanding, and friendship are characteristic of the Organizer-Persuaders. They tend to be loyal to relationships and to the organization, sometimes to a fault. Though relationships are of primary importance, they are also concerned about accomplishing the task. Their perception of their value is often whether or not others “like me.” They tend to be excellent team players, but are affected by conflict, dissension, and hostility. Organizer-Persuaders may spend considerable time worrying about both relationships and getting things done, and often carry the burdens home. They find warmth and appreciation as motivating, but their kindness to others is often perceived by Controllers and Analyzers as weakness. One of their significant strengths is the ability to develop harmony with a task orientation.

Organizer-Persuaders could improve their effectiveness by taking a stand more often (rather than, “whatever you decide is OK with me.”), by learning to say no, and by not accepting the burdens of others. They may also need to develop a perception of their strengths and capabilities rather than affirming perceived weaknesses.