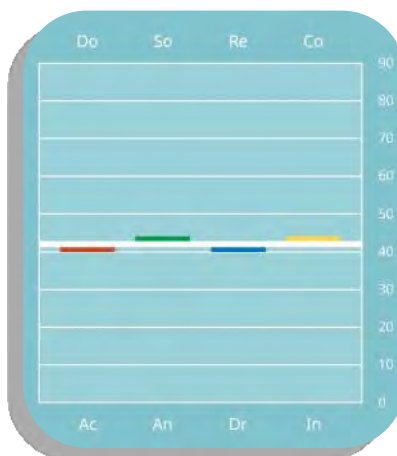


Profiles



The Generalist

- is competitive, ambitious and goal-orientated & tackles projects and situations
- is independent, persistent and decisive & wants to take charge and show initiative
- is restless, driving and energetic & has a strong sense of urgency to get things done quickly
- is friendly, sociable and outgoing & enjoys working with and selling ideas to people

The Pioneer

- wants responsibility for and authority over people & enjoys achieving goals in the face of obstacles
- is restless, driving and energetic & has a sense of urgency to get things done quickly
- is independent, persistent and decisive & wants to take charge and show initiative
- is logical, task orientated and analytical is likely to weigh the pros and cons

The Persuader

- is a good communicator, optimistic, tending to see the positive side of things
- is independent, persistent and decisive & wants to take charge and show initiative
- is restless, driving and energetic & has a strong sense of urgency to get things done quickly
- wants responsibility for and authority over people

The Administrator

- is very competitive, ambitious and goal-orientated & enjoys overcoming objections/resistance
- is logical, task orientated and analytical & makes decisions on facts, rather than on emotions
- is independent, persistent and decisive & wants to take charge and show initiative
- is good at and likes routine work & is predictable in performance

Balanced

- can do many things well
- no great strengths but no great weaknesses either
- very adaptable & flexible
- can fit into most situations without difficulty

Profiles



The Specialist

- is accepting, cautious and deliberate in approach & makes a point of avoiding friction with others
- is good with detail and takes his/her duties seriously
- is relaxed, patient, steady and reliable and likes routine work
- is logical, task orientated and analytical & will make decisions on facts rather than on emotions



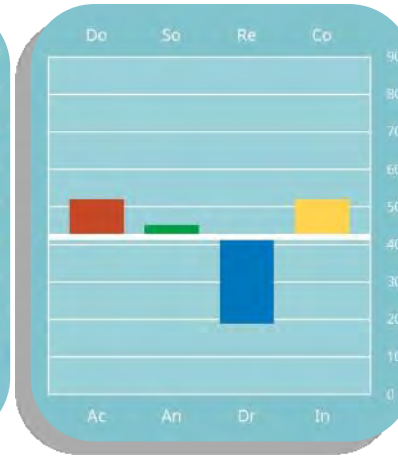
The Co-Operator

- is accepting, cautious and deliberate in approach and will be careful about making decisions
- is friendly, sociable, out-going and enjoys working with people
- is relaxed, patient, steady and reliable and likes routine work
- is conscientious and co-operative & will likely follow company rules and directions well



The Enthusiast

- is conscientious and co-operative & follows company rules and directions
- is very accepting, cautious and deliberate in approach & makes a point of avoiding friction with others
- is restless, driving and energetic & has a strong sense of urgency to get things done quickly
- is friendly, sociable, optimistic and tends to see the positive side of things



Transition

- when the D & C appear within about 10 points of each other
- may show above or below the 42 line—severity is indicated by distance of D/C from the 42 line
- it is not Transition if either D or C fall within “balanced”
- means individual shows contradictory behaviour and cannot decide what they are really like
- may seem edgy, tense, unpredictable, preoccupied, absent-minded and will be more likely to make mistakes
- Transition in the Real is temporary—this means you don’t know what the Real is
- Transition in the Real is usually due to personal changes
- depending on the nature of the change it may take some time to pass
- people in transition are already under pressure—avoid adding to it