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## Achiever –

- Establish a relationship with this person by working alongside them. Working hard together is often a bonding experience for them. Is annoyed by “slackers”
- Recognize that this person likes to be busy. Sitting in meetings is likely to be very boring for them. So only invite them to meetings where you really need them and they can be fully engaged. If they don’t need to be at the meeting, let them get their work done instead.
- This person may well need less sleep and gets up earlier than others. Look to them when these conditions are required on the job. Also, ask them questions such as “How late did you have to work to get this done?” or “When did you come in this morning?” They will appreciate this kind of attention.

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## Activator –

- Tell this person that you know she is someone who can make things happen and that you may be asking her for help at key times. Your expectations will energize them.
- When this person complains, listen carefully – you may learn something. Then get them on your side by talking about new initiatives that they can lead or new improvements that they can make. Do this immediately, because unchecked, they can quickly stir up negativity when they get off track.
- Ask this person what new goals or improvements your team needs to achieve. Then help them to see what steps they can take to start making progress toward these goals.

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## Adaptability –

- This person’s instinctively flexible nature makes them a valuable addition to almost any team. When plans go awry, they will adjust to the new circumstances and try to make progress. They will not sit on the sidelines and sulk.
- With this person’s willingness to “go with the flow” they can provide a wonderful environment in which others can experiment and learn.
- This person will be most productive on short-term assignments that require immediate action. They prefer a life filled with many quick skirmishes rather than long, drawn-out campaigns.

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## Analytical –

- Whenever this person is involved with an important decision, take time to think through the issues with them. They will want to know all the key factors involved.
- When you are defending a decision or a principle, show this person the supporting numbers. They instinctively give more credibility to information that displays numbers.
- Because accuracy is so important to this person, getting a task done correctly may be more important to them than meeting a deadline. Therefore, as the deadline draws near, keep checking in with her to make sure that she has the necessary time to do the job right,

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## Arranger –

- This person is excited by complex, multifaceted assignments. They will thrive in situations in which they have many things going on at the same time.
- When you are launching a project, ask this person for help in positioning the members of the project team. They are good at figuring out how each person’s strengths might add greatest value to the team.
- This person can be resourceful. Feel confident that if something is not working, they will enjoy figuring out other ways of doing things.

**Belief –**

- This person is likely to be very passionate about the things closest to their heart. Discover that passion and help them connect it to the work they have to do.
  - Learn about this persons family and community. They will have made rock-solid commitments to them. Understand, appreciate and honor these commitments and they will respect you for it.
  - You do not have to share this persons belief system, but you do have to understand it, respect it, and apply it. Otherwise, major conflicts will eventually erupt.
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**Command–**

- Always ask this person for evaluations of what’s happening in your organization. They are likely to give you a straight answer. In the same vein, look to them to raise ideas that are different from your own. They aren’t likely to be a head-nodder.
  - When you need to jar a project loose and get things moving again, or when people need to be persuaded, look to this person to take charge.
  - Never threaten this person unless you are 100% ready to follow through.
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**Communication –**

- This person finds it easy to carry on a conversation. Ask them to come to social gatherings, dinners, or any events where you want to entertain prospects or customers.
  - Take the time to hear about this persons life and experiences. They will enjoy telling you, and you will enjoy listening. And your relationship will be closer because of it.
  - Discuss plans for your organizations social events with this person. They are likely to have good ideas both for entertainment and for what should be communicated at the event.
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**Competition –**

- Use competitive language with this person. It is a win-lose world for them, so from his perspective, achieving a goal is winning and missing a goal is losing.
  - Help this person find places where they can win. If they lose repeatedly they may stop playing. Remember, in the contests that matter to them, they don’t compete for the fun of it. They compete to win.
  - When this person loses, they may need to mourn for a while. Let them. Then help them quickly move into another opportunity to win.
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**Connectedness –**

- This person will likely have social issues that they will defend strongly. Listen closely to know what inspires this passion in her. Your acceptance of these issues will influence the depth of the relationship you can build with them.
  - Encourage this person to build bridges to the different groups in the organization. They naturally think about how things are connected, so they should excel at showing different people how each relies on the others.
  - If you also have dominant connectedness talents, share articles, writing and experiences with this person. You can reinforce each others focus.
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## Consistency –

- Be supportive of this person during times of great change because they are most comfortable with predictable patterns that they know works well.
- This person has a practical bent and thus will tend to prefer getting tasks accomplished and decision made rather than doing more abstract work such as brainstorming or long-range planning.
- When it comes time to recognize others after the completion of a project, ask this person to pinpoint everyone’s contributions. They will make sure that each person receives the accolades he or she truly deserves.

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## Context –

- During meetings, always turn to this person to review what’s been done and what’s been learned. Instinctively they will want others to be aware of the context of decision making.
- This person thinks in terms of case studies: “When did we face a similar situation? What did we do? What happened? What did we learn?” You can expect them to use this talent to help others learn, especially when the need for anecdotes and illustration is important.
- When you introduce this person to new colleagues, ask them to talk about their backgrounds before you get down to business.

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## Deliberative –

- Ask this person to join teams or groups that tend to be impulsive. They will have a temporizing effect, adding much needed thoughtfulness and anticipated to the mix.
- This person is likely to be a rigorous thinker. Before you make a decision, ask them to help you identify the land mines that may derail your plans.
- Respect the fact that this person may be private. Unless invited, do not push to become too familiar with them too quickly. And by the same token, don’t take it personally if they keep you at arms length.

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## Developer –

- Reinforce this persons self-concept as someone who encourages people to stretch and to excel. For example, tell them “They would never have broken the record by themselves. Your encouragement and confidence gave them the spark they needed.”
- Look to this person when it is time to recognize your coworkers. They will enjoy selecting the achievements that deserve praise, and these colleagues on the receiving end will know that the praise is genuine.
- Ask this person to help you grow in your job. They are likely to pick up small increments of progress that others miss.

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## Discipline –

- When working on a project with this person, make sure to give them advance notice of deadlines. They feel a need to get work done ahead of schedule and cant do this if you don’t tell them the timelines.
- Try not to surprise this person with sudden changes in plans and priorities. The unexpected is distressing to them. It can ruin their day.
- Disorganization will annoy this person. Don’t expect them to last long in a physically cluttered environment.

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## Empathy –

- Ask this person to help you understand how certain people in your organization are feeling. They are sensitive to the emotions of others.
- Before securing this person's commitment to a particular course of action, ask them how they feel and how other people feel about the issues involved. For them, emotions are as real as other more practical factors and must be weighted when making decisions.
- When employees or customers have difficulty understanding why an action is necessary, ask this person for help. They may be able to sense what they are missing.

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## Focus –

- When there are projects with critical deadlines, try to involve this person. They instinctively honor timelines and commitments. As soon as they own a project with a deadline, they concentrate all their energies on it until it is completed.
- Be aware that unstructured meetings will bother this person. So when they are present at a meeting, try to follow the agenda.
- Don't expect this person to always be sensitive to the feelings of others because getting their work done often takes priority over people's sensitivities.

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## Futuristic –

- Keep in mind that this person lives for the future. Ask them to share their vision with you – their vision about their career, about your organization and about the marketplace or field in general.
- Stimulate this person by talking with them often about what could be. Ask lots of questions. Push them to make the future they see as vivid as possible.
- Send this person any data or articles you spot that would be of interest to them. They need grist for their futuristic mill.

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## Harmony –

- Steer this person as far as possible away from conflict. Try not to invite this person to meetings where there will almost certainly be arguments, because they are not at their best when confronting others.
- Don't waste your time discussing controversial subjects with this person. They will not enjoy debate for its own sake. Instead, keep your discussion focused on practical matters where clear action can be taken.
- When others are locked in disagreement, this person can help unlock them. They will not necessarily resolve the subject under debate, but they will help people find other areas where they agree. This common ground can be the starting point for working productively together.

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## Ideation –

- This person enjoys the power of words. Whenever you come across a word combination that perfectly captures a concept, idea, or pattern, share it with them. It will stimulate their thinking.
- This person will be particularly effective as a designer, whether of sales strategies, marketing campaigns, customer service solutions or new products. Whenever possible, try to make the most of their ability to create.
- Try to feed this person new ideas; they thrive on them. They will not only be more excited about their work, but they will also use these new concepts to generate new insights and discoveries of their own.

**Includer –**

- When you have group functions, ask this person to help ensure that everyone is included. They will work hard to see that no individual or group is overlooked.
  - Ask this person to help you think about potential customers, markets or opportunities you are not reaching today.
  - If you are not a “natural” in social settings, stay close to an Includer. They will make sure you are a part of the conversation.
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**Individualization –**

- When you are having difficulty understanding someone else’s perspective, turn to this person for insight. They can show you the world through their eyes.
  - If you want to learn more about your unique talents and how you stand out in a crowd, ask this person for their insights.
  - Have a discussion with this person when you are having problems with a coworker. Their intuitions about the appropriate action for each individual will be sound.
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**Input –**

- Keep this person posted on the latest news. They need to be in the know. Pass along books, articles and papers you think they would like to read.
  - See if you can find a few common interests and then share facts and stories on these topics. This is often how great relationships begin.
  - When you are in meetings, make a point of asking this person for information. Look for opportunities to leverage their abundant knowledge.
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**Intellection –**

- Don’t hesitate to challenge this persons thinking, they probably won’t be threatened by this. On the contrary they should take it as a sign that you’re paying attention to them.
  - When you’re faced with books, articles or proposals that need to be evaluated, ask this person to read them and let you know what they think. They love to read.
  - Capitalize on the fact that thinking energizes this person. For example, when you need to explain why something has to be done, ask them to think it through and to help you uncover a detailed explanation.
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**Learner –**

- Regardless of this person’s role, he will be eager to learn new facts, skills or knowledge. Help them find new ways to learn and get motivated.
  - Help this person track their learning progress by identifying milestones or levels that they have reached. Celebrate these achievements.
  - Encourage this person to become the “master of trade” or “resident expert” in a specific area. This will feed their need for extreme competency.
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## Maximizer –

- This person is interested in taking something that works and figuring out ways to make the most of it. They may not be particularly interested in fixing things that are broken. If possible, avoid asking this person to do things that demand continual problem solving. Instead ask them for help when you need to uncover best practices.
  - If you do not have someone around you who regularly focuses on your strengths, spend more time with a maximizer. They are naturally inquisitive about excellence and will help you hone in on what you do best.
  - This person will expect you to understand her strengths and to value them for them. They will become frustrated if you spend too much time focusing on their weaknesses.
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## Positivity

- This person brings drama and energy to the workplace. They will make your organization more positive and dynamic.
  - The positivity theme doesn't imply that this person is always in a good mood. But it does imply that through his humor and attitude, they can make people more excited about their work. Remind them of this strength and encourage them to use it.
  - Cynics will quickly sap this persons energy. Don't expect them to enjoy cheering up negative people. They will do better when asking to energize basically positive people who are simply in need of a spark.
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## Relator –

- This person enjoys developing genuine bonds with her colleagues. These relationships take time to build, so you must invest in them on a regular basis.
  - Tell this person directly that you care about them. More than likely, this language will not sound inappropriate and will be welcomed by them. They organize their life around their close relationships, so they will want to know where they stand with you.
  - Trust this person with confidential information. They are loyal, place a high value on trust and will not betray yours.
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## Responsibility --

- This person defines themselves by their ability to live up to their commitments. It will be intensely frustrating for them to work with people who don't.
  - This person dislikes sacrificing quality for speed, so be careful not to rush them. In discussing their work, talk about its quality first.
  - Help this person avoid taking on too much, particularly if they are lacking the discipline talents. Help them see that one more burden may result in their dropping the ball --- a notion they will loathe.
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## Restorative --

- Ask this person for their observations when you want to identify a problem within your organization. Their insights will be particularly acute.
  - When a situation in your organization needs immediate improvement, turn to this person for help. They will not panic. Instead, they will respond in a focused, professional way.
  - Offer your support when this person meets a particularly thorny problem. Because they define themselves by their ability to cope, they may well feel personally defeated if a problem remains unresolved. Help them through it.
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## Self-Assurance --

- If you are working on a team with this person, give them leeway in making decisions. They will neither want nor require hand-holding.
- Help this person understand that their decisions and actions do produce outcomes. They are most effective when they believe they are in control of their world. Highlight practices that work.
- Although this person's self-confidence can often prove useful, if they over claim or make some major misjudgments, be sure to point ties out immediately They need clear feedback to inform their instincts.

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## Significance --

- Be aware of this person's need for independence. If you do need to challenge them, understand that a confrontation may ensue.
- Acknowledge that this person thrives on meaningful recognition for their contributions. Give them room to maneuver, but never ignore them.
- Give this person the opportunity to stand out, to be known. They enjoy the pressure of being the focal point of attention.

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## Strategic

- Involve this person in planning sessions. Ask them, "If this happened, what should we expect? If that happened, what should we expect?"
- Always give this person ample time to think through a situation before asking for their input. They aren't likely to voice their opinion until they have played out a couple of scenarios in their mind.
- When you hear or read of strategies that worked in your field, share them with this person. It will stimulate their thinking.

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## Woo

- Help this person meet new people every day. They can put strangers at ease and help them feel comfortable with your organization.
- If you need to extend your own network, reach out to someone with strong woo talents. They will help you broaden your own connections and get what you want.
- Understand that this persons values having a wide network of friends. If they are quick to meet and greet and then move on, do not take it personally.

