

THE BLUE BOOK

A Supervisory Guide

BANKS & WEITZUL

Princeton, NJ

The Banks and Weitzul *Blue Book* started as an internal reference for our consultants. In a nutshell, it summarizes how to identify basic behavior types – how to supervise and motivate individuals in the work place.

Because we have found this practical for ourselves, we are now making it available for our clients.

While useful by itself, *The Blue Book* is really most effective when used with our other materials – in particular, our in-depth testing and consultations.

I hope you find this book useful, and I welcome your comments.

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THE BLUE BOOK

A Supervisory Guide

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

BANKS & WEITZUL

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THE BLUE BOOK

A Supervisory Guide

INTRODUCTION

This guide is intended to help in the assessment of individuals in work or social situations. It represents large amounts of time and effort which have been applied to help categorize and understand human behavior. It is designed to be used without reference to any psychology texts.

In the guide, detailed descriptions of individuals with certain behavior types are described. What exactly is a *behavior type*? The term behavior type refers to the way in which an individual is perceived by others. He or she may be perceived a little bit differently by different people, but each individual will have a certain characteristic way of living, talking, breathing, working, and socializing, which is relatively consistent. Behavior type refers to the *uniqueness* of the individual; it refers to the idea that people are perceived as unique by the ways in which they express themselves.

Understand People

Using this guide can be a very helpful way to understand people. Although everyone has one's own way of understanding and categorizing people, the guide offers an additional advantage. Through systematic scientific study, it has been possible to characterize a large number of very different people in terms of seven basic behavior patterns. These behavior patterns can be useful in helping people understand and relate to the needs and goals of others. The guide is intended to clarify some vital and complex functions of human behavior. One important concept which will be employed in this guide is that an individual's behavior pattern is being considered primarily in the context of a *work* situation. The work situation is one of the most

frequently misunderstood and understudied areas dealing with human behavior.

Interpersonal attraction between people who deal with each other will often times facilitate communication and increase productivity. Not everybody can like everyone, and personal conflicts over style and content are bound to occur. However, by understanding the behavior type of another individual, communication and general progress will be improved. The old adage, "He's not such a bad guy once you get to know him," is certainly true, and once you can predict a person's behavior it becomes much easier to interact with that person. If you know in advance that a certain approach that you are using will definitely elicit a specific positive response,

and a different approach, a negative response, then you will feel greater self-confidence in making your proposal and more effectively using your time.

The usefulness of the guide is not limited to the work situation, though, and can be quite useful in outside social activities. Moreover, any person whose activities require people interaction can profit from reading the guide. It is written with the idea that human behavior is neither "good" nor "bad;" that interaction between two people does not necessarily mean approval or affiliation; but that since communication is taking place, it should be as efficient as possible.

Understand Human Behavior

Understanding human behavior is important because it is the combination of psychological tendencies which determine how individuals react to different situations. By reading and using this guide the reader may begin to recognize many of their own strengths and weaknesses. This may seem disconcerting at first, but it should be expected to happen. One of the most valuable products from the study of human behavior is this insight which can occur. Recognizing behavior characteristics in one's self or in close colleagues, friends, or family can be very helpful and interesting. The knowledge can be used in a constructive manner to help build and improve relationships, and to provide a means for understanding other people's idiosyncrasies.

The guide is organized along seven specific types of behavior:

- (1) Overachiever
- (2) Entrepreneur
- (3) Active
- (4) Passive
- (5) Aggressive
- (6) Sensitized
- (7) Compulsive

It also includes combinations of these types. The guide itself presents a detailed analysis covering several aspects of each type.

Overachiever

The *Overachiever* behavior type is evidenced by an attitude of self-control, self-restraint, and dedication to the ideal of constant improvement. The overachiever is constantly at the task of improving performance and sets perfectionistic standards both self-imposed and for associates to achieve in the work situation. The overachiever remains his cool under all circumstances and, in fact, may appear cold and even unapproachable at times. An attitude of, "If I can do it, surely you can at least try as hard as I do", will probably be displayed. The moderate overachiever will discipline internally as the situation warrants, but will also be able to relax and enjoy the surroundings more at social gatherings. The moderate overachiever is disciplined and self-regulated to a good degree but also demonstrates more sociability and more people skills than the high overachiever. The low overachiever is virtually "the prisoner of his own whims;" and may seem unreliable, not trustworthy, and incapable of maintaining long term relationships. "Here today, gone tomorrow," is the underlying orientation.

Entrepreneur

The *Entrepreneur* behavior type is also interested in self-development and advancement. However, the entrepreneur strives to achieve these aims by being individually competitive, risk prone, and adventuresome. This individual sees "business" as a natural domain and is capable of

sizing up both people and deals equally well. This individual is clever, somewhat money motivated, and anxious to “get ahead.” If the amount of overachiever in this behavior style is high, all the rules along the way to success will be obeyed. However, as the overachiever trait diminishes, corporate rules and guidelines tend to be interpreted loosely, rather than as they should. The moderate entrepreneur is more honest, if somewhat less manipulative in approach, and will maintain ideas within the law. The low entrepreneur is characterized by an absence of interest in monetary matters and is frequently victimized and misused by others far less scrupulous. In brief, this is a highly vulnerable individual who should be protected from activities requiring any horse trading ability or significant business acumen.

Active and Passive

The *Active* and *Passive* behavior types are frequently combined in an individual in a variety of degrees and will be discussed jointly in this introductory description. Although they are frequently found together, it is not uncommon to find an active without much of the passive traits; or a strict passive without significant amounts of the active. The active behavior type is readily recognized due to overall cheerfulness, enthusiasm for whatever activity engaged in, and genuine warmth for the people interacting with. Periods of reduced activity may be exhibited from time to time, but generally whatever energy is necessary will be marshalled to accomplish happily whatever task has been assigned. When the active individual lacks self-control, such enthusiasm is likely to become bothersome to the more serious members of the organization, and an untiring desire for fun and frivolity will discourage the most loyal friend. As the control diminishes, periods of moodiness and downheartedness will begin to show. Overall performance will be impaired by periods of both elation and real depression. These mood swings will become unpredictable and increasingly irksome to fellow employees.

When the two traits are present in a person’s makeup to an equal degree, it results in an individual who is at times positive, optimistic, cheerful, and industrious, and at other times downhearted, moody, grouchy, and sullen. The actual amount of time spent in the two moods varies from one individual to the next so that all manner of combinations is possible.

An apparently happy, outgoing, and cheerful person's mood may quickly change to conservatism and nitpicking, without apparent reason or cause. Frequently, the active-passive behavior type starts the day feeling tired, worn out, and barely able to meet the minimal requirements of the day, but after a cup of coffee and some self-prodding, becomes a veritable unstoppable bundle of energy, taking this responsibility, and looking into that project. The active-passive is really a cyclic behavior type pattern, with frequent changes in the type that presents itself at any given moment.

Sensitized

The *Sensitized* behavior type is characterized by a general pattern of seclusiveness, and shyness; this person is generally socially withdrawn. The sensitive person enjoys being alone and delights in solitude which allows time for daydreaming and creative thinking. Although the outward appearance may be as a classic wallflower (i.e., not interested in the traditional social activities requiring human interaction), this individual does possess a rich and varied imagination. This far-reaching mind allows considerable escape to faraway places, and if inclined, to come up with new and meaningful solutions to age-old company problems. Such people frequently appear docile and simple to the point where others might think that they can easily "bully" them into accepting a decision being forced on them. This is simply not the case, as they are quietly stubborn, and although they may give lip service to regulations they do not agree with, they will quietly go their own way and ignore the imposed rules. The moderately sensitized person is sociable and politely diplomatic in dealings. The individual with very little of the sensitized traits may be totally insensitive to the feelings, attitudes and wishes of other people, but the most obvious traits and typical manner of behavior will be determined by the other traits which are dominant in any of the behavior types.

Aggressive

The *Aggressive* behavior type can be socially domineering and tends to be a "take charge" sort of person. The aggressive individual wants to accomplish something and generally sees him/her self as the person to lead the activity. This person is determined, persevering, and will stick

to a task after others have given up on it as hopeless. An aggressive person can be charismatic and inspire deep loyalty in others and is frequently an effective leader because a stand will be taken and held to. Others rely on an intuitive sense of direction and task dedication. The aggressive individual is frequently is a team player, but prefers to be the captain.

The person possessing a moderate or lesser degree of this trait is not necessarily a “follower” and may, in fact, be a very effective leader, although with a much different style. This individual is not overly pushy, shovey or argumentative and accomplishes goals *with* people rather than over them. In positions of leadership the difference between the strong and moderate aggressive may be conceptualized in terms of leading by coercion on the one hand and team incentive on the other. The person with a low amount of the aggressive trait generally shows little interest in positions requiring strong managerial needs. Such people tend to avoid arguments, are not especially status conscious, and would rather switch than fight.

Compulsive

The *Compulsive* behavior type is most easily understood in terms of a desire to work on projects, tasks, and assignments in a detailed and methodical fashion. Delight is taken in planning ahead, arranging thoughts, and then accepting the complete responsibility for assignments. The compulsive person prefers to devote attention to one task and then work through the many duties in a systematic fashion. Due to this high degree of task orientation, this individual should not be interrupted and may appear grouchy and angry if unnecessarily disturbed while performing a task. Pride is taken in accomplishing whatever is expected in an on-time fashion, and this then serves as a reward, leading to accepting additional responsibilities.

People with a high amount of the compulsive trait are rare in our society. Most people rate average in content of this factor. The average compulsive person is generally quite sufficient for most administrative positions. The same general traits are possessed although not in the

same degree as the high compulsive. The low compulsive person typically dislikes detailed work and lacks any sense of organization about the work. Administrative tasks are delegated as a rule, and the individual spends significant amounts of time redoing work or defining a system to work from. If the overachiever component of the behavior type is high, an individual can compensate for the low compulsiveness with the attitude that, "I hate the details, but I force myself to do them."

Using Knowledge of Behavior Types in the Work Place

The chapters that follow will review the above mentioned behavior types as single behavior types with distinctive traits: **overachiever, entrepreneur, active/passive, sensitized, aggressive, and compulsive**. We then meet combinations of these behavior styles, such as overachiever-entrepreneur, aggressive-compulsive, etc. Most individuals exhibit some combination of these behavior types.

Enumerated are those characteristics that are most noticeable and which the reader will, no doubt, recognize in him/her-self and friends and family. This list gives the reader an understanding of each personality type.

Using what we have learned about behavior types, we will apply this information to the work place. Each chapter will highlight a particular personality type's *distinctive traits, central motivation, preferred work environment, and index of frustration*. Once an employer better understands each employee, insights will develop as to how best to approach each individual in a unique fashion.

Each chapter, then, contains a *supervisory approach*, plus four additional techniques for interaction: *an approach when motivating, when correcting, to foster cooperation and when teaching*.

Central Motivation/Preferred Work Environment

Each chapter deals with the individual's *Central Motivation* or drive. This is the basic need that dictates behavior. All other motivation must spring from this need. Once a supervisor has taken the time to know his/

her employees well, he/she will be able to motivate them most effectively.

We also learn in what type of position the individual is most comfortable. As each section builds on the last we learn that the *Preferred Work Environment* is a logical progression from what we have learned about the individual's *Distinctive Traits* and *Central Motivation*. We learn where and in what capacity they function most effectively.

Index of Frustration

Next we learn of the individual's *Index Of Frustration*. These are situations in which the individual does not cope well, and in what fashion individual danger signs manifest themselves. This section allows an employer to recognize when an employee is becoming bored, restless or frustrated with current duties and when it is time for a change. It also calls attention to behaviors in an individual that must be monitored or discouraged. The next section addresses this area.

Supervisor Approaches

Supervisory Approaches teaches the employer, generally, how closely the employee has to be watched to be effective and what the employee can be entrusted to achieve independently.

Approaches When Motivating

Approaches When Motivating takes the role of the employer or supervisor one step further by actually teaching how to motivate employees, and what incentives and encouragement will be best responded to. By showing the employer how to reinforce employees, this section also teaches how to win their devotion.

Approaches When Correcting

Another sensitive area is how to correct an employee and to ensure that the behavior is not repeated. The *Approaches When Correcting* section handles this area quite thoroughly. The point is to let the employee

know of your displeasure without offending or destroying confidence.

Approaches to Foster Cooperation

The *Approaches To Foster Cooperation* section explores the means by which the employee can be encouraged to accept a proposal of one kind or another. This section explains what will inspire an employee to get involved and enthusiastic about a project, thereby nipping any problem or lack of interest in the bud.

Approaches When Teaching

The *Approaches When Teaching* section is probably the most valuable to employers as many times this becomes a most frustrating problem. It can be very difficult to communicate instructions or a process in a clear concise manner, but it is also difficult to present the information in a way which will be understood by each and every individual listening. This section tackles this problem by showing the employer what the individual will respond negatively to and what types of information will be tuned out.

Summary

In summary, an individual's behavior type refers to a set of psychological characteristics. It refers to a number of different behaviors from which an insight can be made. A behavior type is always inferred from observable behavior.

The ability to perceive individual character traits and overall behavior patterns in a short time is not an easy task. The reason for this is simple: people generally act in a culturally approved manner and tend to inhibit or restrain their feelings and behavior in the short run. The real behavior type may not become obvious until a stressful situation occurs, at which time a real behavior pattern will come out. People maintain this pretense, not so much from a desire to deceive as from a desire to do the expected. The guide is designed to assist you in recognizing and dealing with different behavior types as accurately as possible.

INTRODUCTION

The guide provides a supervisor or employer with a multitude of tools with which to carefully build an understanding of individual personality types.

OVERACHIEVER

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Uses own standards to measure self and others.
- Can sometimes appear cold.
- Efficient in the expenditure of energy.
- Relentless in pursuit of excellence and the high goals set for oneself.
- May appear somewhat austere, determined, and socially formal, although usually means well.
- Strives for self control.
- Endeavors always to view things rationally and unemotionally.
- Works for self-improvement, and is critical of own shortcomings.
- Conservative with resources.
- Shows little emotion, keeps reactions under control.
- Conscientious about following social rules.

Central Motivation

- Always takes the rational and unemotional approach and invests great effort in being sure to do so. Strives to use energy and material resources efficiently and for optimal return.

Preferred Work Environment

- Most comfortable in a neat and organized environment.
- Likes to work by established rules.

Index of Frustration

- Under extremely stressful conditions, energy will decrease. May actually become ill and lose time from work as a consequence.
- Does not easily express dissatisfaction.
- However, under difficult circumstances, may become irritable and overinsistent. May become intolerant of the shortcomings of others.
- No matter what the situation, tries to be positive and seek ways to make the best of it.

Supervisory Approaches

- Routine instructions are enough to get prompt action.
- Functions smoothly and causes little disruption in a department.
- May require encouragement to be more at ease and less reserved in interactions with people.

Approaches When Motivating

- Give praise for progress and improvement shown.
- Communicate sense of admiration from others.
- Reinforce positive attitude.

Approaches When Correcting

- Present your comments as suggestions for self-improvement.
- Express specifically what needs to be improved or changed.
- Point out ways that current behavior prevents progress and improvement.
- Keep your comments constructive and your approach low keyed.
- Show concern in a friendly, but not overly emotional, manner.

Approaches to Foster Cooperation

- Point out ways your proposal will refine and make current procedures better.
- Emphasize improvement as an outcome of the implementation of your idea.
- Outline the opportunities presented for self-betterment.
- Show how the proposal will result in better organization and less confusion.
- Be logical and rational in your approach.
- Present the proposal concisely and with little emotion.
- Indicate the ways in which the proposal is businesslike and credible.

Approaches When Teaching

- Organize your material and deliver it without emotion.
- Keep your presentation concise, and only elaborate if something is unclear.

ENTREPRENEUR

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Eagerly pursues financial prosperity. Can sometimes appear cold.
- Something of a risk-taker, especially if a big win results.
- Takes pride in material possessions.
- Has business acumen and is able to see ways to turn circumstances to good fortune.
- Focuses energies on the possibilities for the future, not the past.
- More of a pragmatist than an idealist.
- Personal success is important.
- Highly competitive and seeks to “win” at most activities.
- Extremely goal oriented — determined to reach goals regardless of what that may require.
- Reads people well and is clever at projecting an “image.”

Central Motivation

- Has a strong desire for personal status and affluence. More self than group oriented in quest for position and wealth and all the creature comforts that they can provide.

Preferred Work Environment

- Typically conscious of appearances. The symbols of status, such as a name plate, a prime office location, etc., are important. Wants everything to which a higher position in the company permits.

Index of Frustration

- Money becomes a main topic of conversation.
- Behavior becomes more self-centered and inappropriately playful. May become more concerned with health.
- Production drops and more and more work is delegated.
- Wants, and asks for, preferential treatment.
- A gambling habit may increase as attempts are made to compensate for “bad luck.”

Supervisory Approaches

- Requires tight supervision to ensure corners are not cut to take the easiest route to complete a job. Some methods may include shrewd or very clever ones, so a close watch must be kept.

Approaches When Motivating

- Compliment often on ingenuity and pragmatism.
- Compliment frequently on appearance and presentation.
- Likes being told that others are envious of position.
- Flattery is a great motivator.
- Express admiration for large salary and material possessions.
- Highlight a smooth integration with people of status.
- Mention that others are envious of strengths and talents.

Approaches When Correcting

- A firm approach is best.
- Be explicit with your requirements.
- Refer to absurd behavior and how this appears to others.
- Spell out the rules and berate if necessary for not following them.
- Make it clear that you cannot be conned or fooled.
- Be confident of the facts and remain calm and unflappable when discussing them.
- Immediately correct misbehavior. Never ignore, overlook or approve of anything done wrong.

Approaches to Foster Cooperation

- Point out the possibility of material benefit or, on the other hand, material loss — either can be effective. Caution that lack of cooperation could lead to a cutback in material rewards.
- Give support to a realistic attitude.
- Stress ways that using your proposal will be of direct benefit.
- Emphasize some long-term future financial rewards, since the usual response would be only to the promise of immediate gain.
- Point out a more immediate reward in deference to the difficulty of waiting for rewards that are slow in coming.
- Provide flattering attention. This provides satisfaction and allows for your being well thought of.
- Easily impressed by prestige and social status, so fuel interest by naming people of status with whom work will be done.
- Demonstrate your own sharpness and ingenuity. Admires others who are clever and shrewd.
- Highlight the importance of cooperation with you as a means of achieving or thwarting goals.

Approaches When Teaching

- Get directly to the point and indicate precisely, and in detail, what you want done.
- Caution against using unwise methods in trying to shrewdly “expedite” the task.
- Check understanding of your proposal, making sure your desires are clear. Otherwise, advantage might be taken in interpreting your instructions.

ACTIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Seeks and enjoys the company of other people. Is comfortable in social situations.
- Has a positive attitude, and is, in general, pleased with the world and enthusiastic about own position in it.
- Overall view of things is sunny and interactions with people spontaneous and uninhibited.
- Readily shows positive feelings, especially appreciation of human contact.
- Alertly observant. Enjoys the stimulation of having several activities going on at once.
- Adapts easily to new things.
- Enjoys laughing and has a warm sense of humor that responds quickly to a good joke.
- Likes being with people, as reflected in talkative nature.
- Has a high energy level that is enthusiastically spent on doing things.

ACTIVE

Central Motivation

- Seeks social stimulation in the form of parties and other fun times with people; the more the better: more change, more parties, more fun.

Preferred Environment

- Has a strong people orientation. Likes interacting with colleagues and with customers.

Index of Frustration

- Has difficulty concentrating and attention is easily distracted.
- Loses temper easily.
- Seeks more and more social distractions at work, taking more breaks and chatting with others.
- Becomes uncharacteristically sad or quiet.

Supervisory Approaches

- Remember this is an extremely social being. Do not give any secret information great difficulty might be had maintaining secrecy.
- Be aware of a tendency to take too many breaks and to socialize excessively.

Approaches When Motivating

- Emphasize and commend the positive effect had on other people. Point out how much more cheerful the atmosphere is when around.
- Show your appreciation of flexible and creative behavior.
- When you praise, be enthusiastic and warm.
- Reinforce a sense of popularity and of admiration from others.

Approaches When Correcting

- Give your criticisms immediately. Respond to criticism after the fact.
- If there is an emotional outburst, as will tend to happen, remain calm and quiet. Continue what you were saying when calm is restored.
- Make sure your criticism is directed at an action, not at the person. Make it clear your admiration remains strong.
- Be pleasant but firm. Don't allow minimization or playing down of the seriousness of what you are saying.
- Be direct and come straight to the point.
- Emphasize the social effects of behavior. Point out, in particular, that friends will not accept such behavior.
- Elicit from individual ways that work can be improved by this person.

Approaches to Foster Cooperation

- Allow your own enthusiasm for your proposal to be evident, but keep discussion focused on the issues. Don't permit an enthusiastic nature to allow tangent discussion.
- Be brief and concise; can be bored easily and attention will wander if you are too lengthy.
- Point out how ideas and creativity can be used.
- Make use of a social nature. Responds to pep talks and will rally to a call for effort for the team.
- Keep an upbeat, sociable approach.
- Indicate interaction with people.

Approaches When Teaching

- Remember - can be distracted easily. Don't allow yourself to go off-course by seeking for diversity and activity.
- Make sure pace is slow enough to understand fully what you want done.

PASSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- An excellent quality control person. Readily sees the possible mistakes that others will miss.
- Kind, gentle and well meaning, although sometimes moody and unsure of future direction.
- Takes a sometimes slow but generally steady approach.
- An occasionally cautious individual who is a dependable employee. Work will improve at a slow and steady pace.
- Desires security and certainty. Does not change jobs frequently.
- Readily empathizes with others' difficulties.
- Is cautious to respond to new ideas. Is made uncomfortable by spontaneous or impulsive behavior in others.
- Does not readily show much emotional enthusiasm.
- Sometimes uses energy worrying.

Central Motivation

- Security and safety are important, therefore is reluctant to take chances with spontaneous impulses or spur-of-the-moment thoughts. Tends toward discontentment and a somewhat anxious conservation of resources.

Preferred Work Environment

- Nothing truly provides contentment. Dissatisfaction is a chronic condition. No special attention is necessary.

Index of Frustration

- Strong feelings of insecurity become more apparent.
- Becomes increasingly anxious and unable to make decisions.
- Becomes distracted and has difficulty focusing on what's going on.
- Procrastinates — has trouble getting moving.
- Becomes morbidly concerned with health.
- Blames self for failures.

Supervisory Approaches

- Take care to see that sufficient work has been provided; may become anxious when no direction is given. Give a deadline to provide enough pressure to ensure the job gets done.

Approaches When Motivating

- Flatter.
- Support and praise, when warranted, the care taken in making decisions.
- Give as much encouragement and praise as you can.
- Reinforce good behavior by recalling past incidents where job is well done.

Approaches When Correcting

- Choose your words carefully — has a strong tendency to take any criticism personally.
- Request thought about individual's behavior and how it might be improved.
- Be careful that you focus on behavior and not on individual. Self-confidence is fragile and will be hard to repair.
- Convey that you believe in capabilities and have confidence that job can be done.

Approaches to Foster Cooperation

- Let it be known at the outset that you see all viewpoints, and that some complaints are valid.
- Since there is great difficulty in getting started, work to begin implementing suggestions.
- Proceed at a slow pace. Concepts are not quickly grasped, and there is discomfort with impulsive behavior.
- Always counteract any critical and negative thoughts with positive and optimistic statements.
- Keep your instructions clear and simple. May be frustrated when confused.
- Seek specific comments about what is perceived as wrong. Encourage employee to see and voice positive and practical solutions.
- Approach, if possible, at times when you sense a more positive feeling.
- Responds best to lots of encouragement; confidence level is low.

Approaches When Teaching

- As you teach, be careful the forest isn't missed for a tree. Tends to focus on details.
- Present the information in small amounts, giving sufficient breaks to assimilate it.
- Proceed slowly, carefully and with a good deal of patience.
- Give assistance at the onset to get things moving.

SENSITIZED

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Thinks independently and follows own direction.
- Tends to see criticism and disapproval as personal.
- Is highly tactful and indirect when expressing an opinion.
- Has no difficulty conforming to rules.
- An extremely creative person with a wealth of ideas.
- A person very comfortable alone.
- A perfectionist when it comes to self and what is seen as personal defects.
- Frequently a utopian idealist, who believes in fairness and equality.
- Has difficulty admitting to self or others any negative feelings.
- Can easily grasp intangible and theoretical concepts.
- Sensitive and self-consciously aware of others. Takes great care not to offend.

Central Motivation

- Works independently and preferably alone.

Preferred Work Environment

- Enjoys the solitude of working alone in quiet surroundings, or with a few helpful and considerate people.

Index of Frustration

- Avoids people or situations that cause awkwardness or embarrassment.
- Takes the stance that either “I am misunderstood” or “I don’t care.”
- Escapes into daydreams. Creates excuses to actually escape from the work situation.
- Withdraws more and more, a situation that makes it difficult to talk with or make demands of individual.

Supervisory Approaches

- Can be trusted to work independently. Being reliable and cooperative are important; although tendency toward being overly idealistic may need to be supervised.

Approaches When Motivating

- Compliment when job is well done. This will be taken that as approval.
- Communicate that co-workers think a job is well done.
- Since there is some difficulty in face-to-face interactions, a letter of commendation is a good tool to use.
- Do not use flattery, especially not in front of others.
- Let it be known that you consider the work creative, thoughtful and subtle.

Approaches When Correcting

- Use tact. Make sure your comments are diplomatic and presented in a helpful, subtle way.
- Allow a presentation of ways that work can be improved.
- Focus on the behavior you want changed, not the person.
- Will readily understand you. It is not necessary to be emphatic or repetitive.

Approaches to Foster Cooperation

- Speak quietly and lightly. At first, speak of general matters — this will put everyone at ease.
- Works most easily alone. It is better to avoid placement in group situations. Most importantly, do not apply pressure by designating as leader or head speaker.
- Can be persuaded to share creative and thoughtful ideas.
- Include background information on how and why you formulated your proposal. It will be appreciated more for understanding it better.
- Foster an appreciation and liking of you by discouraging others from ridicule.
- Let it be known that you consider a diplomatic way of presenting things an asset. Encourage a voicing of opinions.
- If the individual becomes withdrawn, gently guide back with tact and respect for all thoughts and ideas.

Approaches When Teaching

- Encourage the expression of thoughts, ideas and suggestions.
- Give a brief explanation of the background of the project. A better job will be done if it is understood why and how it relates to the company.
- It is not necessary to stress details. Present them quickly; details are readily understood and can be put in perspective.

AGGRESSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Enjoys team competition, and sees self as the Captain.
- Dynamic, forceful and can be charismatic.
- May have strong opinions and tends to express them.
- Believes intensely in own viewpoints.
- Sensitive to perceived slights.
- Enjoys being in charge.
- Sometimes has difficulty seeing others' points of view and can seem overbearing at times.
- Hardheaded in beliefs and may defy authority figures.
- Strongly stands behind own ideas and methods.
- Determined in the pursuit of goals.
- Responds to competitors and aversions with zealous opposition.

Central Motivation

- Prominence and authority over others gives great satisfaction. Defensively and offensively protects position.

Preferred Work Environment

- Prefers being in a position of prestige and authority. Enjoys the feeling of importance and the admiration felt from others for it. The trappings of prestige, such as an expensive car, an impressive title, etc., provide a feeling of success.

Index of Frustration

- Overly sensitive and may see threats or abuse where they do not exist.
- Looks for outside reasons for failures, blames others and rationalizes.
- Antagonistic and takes an aggressive stance.
- May ally with, or create, a case against superiors in the company.
- Retaliates and seeks retribution for perceived wrongs.
- Work performance becomes careless and less productive.

Supervisory Approaches

- Requires infrequent checks to ensure the following of company policy and procedures. Be direct, uncomplicated and firm in your communications.

Approaches When Motivating

- Show your admiration of thoughtful and diligent work habits and the perceptiveness and soundness of decisions. Pride is taken in these.
- Applaud achievements, and when it is justifiable, point out a favorable comparison to others.
- Compliment in the company of others, so all are aware of accomplishments.
- Give flattery and open respect.

Approaches When Correcting

- Be sure of your facts and give them slowly and deliberately.
- Give guidance through the steps of a new or difficult assignment. Tactful, quietly expressed comments and recommendations are helpful.
- Do not accept excuses or rationalizations for unsatisfactory work.
- Sound preparation is necessary as uncertainty on your part will be sensed quickly and turned to an advantage.
- Try to keep your contributions positive and constructive.
- Point out how specific behaviors may be perceived negatively by others and lessen stature in their eyes.
- Be resolute. Show no hesitancy or indecision.

Approaches to Foster Cooperation

- Don't allow employee to become trapped by saying something that can't be retracted.
- Support your proposal with facts and not personal biases or questionable data.
- Let it be known that contributed efforts are definitely needed and that ideas are valued.
- Refuse to argue. Seek a common ground and then slowly work from there.
- Calmly repeat your point instead of becoming belligerently emotional.
- Be sure there is comprehension of what you've said and listen to opposing views before you propose your idea.
- Present your ideas in a subtle manner that allows for a picking up on the ideas and expanding on them in a way that makes them one's own.
- Encourage an appreciation of all sides of the matter.
- Point out where rewards will come.
- Use diplomacy and choose your words carefully so as not to offend.
- If you can find no other way, resort to using your position to order a following through of your directions.

Approaches When Teaching

- Make sure instructions are fully understood.
- Notice and praise ideas.
- Do not allow for inferior feelings by using technical words, a fancy vocabulary or your familiarity with the operation.
- At first, find points where you both agree. Then, at a slow pace, begin to introduce subjects that may be resisted.

COMPULSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- A good ally in the planning stage of a project.
- A hard and extremely thorough worker.
- Prefers getting the job done independently rather than delegating it.
- Does well with the details of a job and likes to have the sole responsibility for an assignment.
- Is deliberate, logical and businesslike in approach.
- In social conversations, involvement in the job is reflected by speaking of work related matters in a very detailed way.
- Takes pride in completing a task.
- Very directed in approach and dislikes being interrupted or sidetracked from goal.
- Can be depended upon to have as a top priority keeping a job on schedule.

COMPULSIVE

Central Motivation

- Carrying assignments to their designated ends provides great self-satisfaction.

Preferred Work Environment

- Enjoys a place where repetitive tasks can be uninterruptedly performed to their completion.

Index of Frustration

- May overreact to small incidents.
- Focuses compulsively on details and one job.
- Loses sight of the broader aspects and duties of the job as an obsession with one assignment or a few details becomes overwhelming.

Supervisory Approaches

- Can become sidetracked from the main task and may need to be taken back occasionally and put in the right direction again.
- Must be monitored about deadlines.

Approaches When Motivating

- Indicate that you value a persistent and meticulous way of working, but do so at a time when employee is not busy.
- Praise an unprejudiced, clearheaded viewpoint.
- Do not interrupt to praise.

Approaches When Correcting

- Give the specifics of what is unsatisfactory.
- Stress the necessity of keeping the whole picture in mind and not getting lost in details.
- Be direct, objective and informal.

Approaches to Foster Cooperation

- If possible, prearrange your meeting, allowing time to plan for it.
- Emphasize the importance of the assignment, underlining the fact that this particular employee is the one who has been selected to do it.
- Proceed at a slow pace, allowing time to absorb all the aspects and details.
- Be orderly and meticulous. These are traits that are valued in this individual and in others.
- If at all possible, talk only when this person is not busy. Being interrupted can be upsetting.
- Present your proposal logically, in a step-by-step manner.
- Explain clearly what you want done, including as many details as possible.

Approaches When Teaching

- Do not proceed at too fast a pace; make sure details are being followed.
- If the job requires less attention to detail than is the usual wont, explain how detailed you want it to be.
- Speak precisely and in an analytical manner.

OVERACHIEVER—ENTREPRENEUR

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Has strong self-discipline and self-control, which are assets in the pursuit of financial prosperity.
- A perfectionist in the pursuit of success.
- Is a self-imposed, demanding taskmaster. The measure of success, though, is an internal, not external, one.
- Conservative in financial matters, unless there is certainty that the situation can be controlled.
- Carefully follows social rules, using them to an advantage in creating a portrait of a successful business person.
- Maintains a calm, cool appearance, and is always alert to ways circumstances can be used to an advantage.
- Diligent in self-imposed demands to improve a financial position.
- Careful about spending money, but is willing to make an investment if the expectations are that it will bring a good return.
- Takes a strong “bottom line” approach to most projects.

Central Motivation

- Wants structure, order and discipline, both as an individual and in the environment. Enjoys competition, but main satisfaction comes from winning and the accumulation of wealth and material possessions.

Preferred Work Environment

- Wants things uncluttered and orderly so there is nothing to distract from the pursuit of goals.
- Conscious of status, but because of a dislike of waste, this will be expressed only as it affects the work environment — a larger office, bigger desk, etc.

Index of Frustration

- Does not discourage easily, but when this occurs, it's usually about money matters.
- Has little tolerance for people who do not work at the level of expectation.
- To get what is felt to be deserved, thoughts may arise of the necessity of using unethical means.
- Becomes tense and irritable and talks about money a lot.

Supervisory Approaches

- Requires close supervision, especially in financial matters.
- Is highly disciplined and strongly motivated to produce, but the underlying motivation is personal financial gain.

Approaches When Motivating

- Make it known that you admire this employee's practical nature.
- Publicize that others in the company wish they had the self-discipline exhibited.
- Mention that others in the company want to work together on projects.
- Express others' admiration for extensive financial acumen.

Approaches When Correcting

- Be explicit and exact.
- Spell out exactly what you want done.
- Know your facts and approach with firmness.
- Present yourself rationally, logically and firmly.
- Let it be known that unacceptable behavior will hinder any advancement in the company.
- Make it evident that you come from a position of strength and that it would be advantageous to listen and heed what you are saying.
- Explain that you respect the individual's goals, but that you expect the rules to be followed.

Approaches to Foster Cooperation

- Emphasize the opportunities for self-advancement, especially specific financial advancement.
- Use a logical, rational approach in presenting your plan, emphasizing especially the "bottom line."
- Match your demeanor during conversation; i.e., play the appropriate role but avoid the display of any real emotion. Just present the facts.
- Mention the benefits that will accrue from the prestigious contacts made during this project.
- Make it known that a disciplined way of working will be an asset in advancing financially within the organization.
- Keep your interchange logical and rational, but also let it be known that you are aware of a capacity for scheming.
- Try to form an alliance by implying that combining this employee's strong self-discipline with your connections will result in your both going far.
- Use flattery. Show your admiration for discipline, pragmatism and strong goal orientation exhibited.

Approaches When Teaching

- Be precise and explicit, especially spell out how much money can be expected.
- Be direct. Give your plan in dollars and cents.
- Present the plan logically, stressing the practical and financial aspects of the plan.
- Highlight those financial benefits that might arise, but also stress the losses that may be incurred due to failure to fully comprehend the plan as you have presented it.

OVERACHIEVER—ACTIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Gauges own accomplishments by high standards and freely helps others towards their goals.
- A highly disciplined and reserved demeanor belies an underlying warm and friendly personality.
- Enjoys change and a diversity of experiences, but only if it is believed that they are based on reason.
- Is a highly verbal individual whose attitude is positive and motives good. Is concerned about doing what is “right.”
- When first introduced to someone, is sincerely polite but somewhat formal.
- Controls and disciplines reactions so as not to appear overly emotional.
- If the group does not share task orientation, may seem too restricted and regimented by comparison.
- The employee’s approach is always reasonable and logical; does not lose sight of the long-term interests of the group.

Central Motivation

- Enjoys working with, and helping, people. Endeavors to use talents for the best results within this framework.

Preferred Work Environment

- Thoroughly enjoys interacting with people within a structured setting.
- Wants to be among people in pleasant but sedate social circumstances.

Index of Frustration

- Has a high level of tolerance for frustration, and usually doesn't permit it to have a negative affect.
- The usual warmth and friendliness will be less apparent, and a more disciplined demeanor will appear.
- Works long hours in the belief that this will at least appear productive to others in the group.
- Loses the usual care and concern about the emotional needs of co-workers, and those being supervised.
- May become easily distracted and have difficulty concentrating on work.

Supervisory Approaches

- Once it is clear what is required, a strong self-discipline makes close supervision unnecessary.
- An ease with people allows this person to smoothly become an accepted part of the informal society of office personnel.

Approaches When Motivating

- Give praise for a positive approach, a concern for people and disciplined working habits.
- Mention how this responsible and no nonsense approach is admired by others.
- Point out how the task provides opportunities for self and group improvement.
- Let it be known that enthusiasm and a positive attitude are needed to implement the project.

Approaches When Correcting

- Be firm and direct, but not cold.
- Show your concern and be friendly, but keep the exchange somewhat formal. Does not respect a superior who is overly familiar.
- Make it clear exactly what you want changed.
- Make self-improvement and group benefit the intent of your suggestions.
- Keep your criticism focused on actions, not the individual.
- Let the employee come up with a way to improve behavior.

Approaches to Foster Cooperation

- Present your plan logically and reasonably, letting your own enthusiasm show.
- Point out how everyone can benefit from your plan.
- Introduce just the details at first, indicating you will cover them more fully later.
- Express, in a warm and friendly way, that the group needs this individual's talents for discipline and organization.
- Emphasize that the project involves working with people.

Approaches When Teaching

- Be warm, but stress the logic, organization and methods involved in what you are presenting.
- Make sure that what you are saying is understood by asking for questions about anything that is unclear.

OVERACHIEVER—SENSITIZED

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- A hard worker, who does well independently.
- Tends to take criticism personally, but uses it as an impetus toward self-improvement.
- Careful not to judge, but has trouble understanding why peers don't meet self-imposed high standards.
- Resourceful.
- Extremely knowledgeable about a few areas of interest.
- Seeks perfectionistic ideals in self and society.
- Strongly self-controlled. Concerned with doing things according to the rules and correctly.
- Prefers own company, but in the cause of self-improvement, will force interaction with others.
- A bit of a dreamer, but has the discipline and drive to reach goals. Sensitive to others' needs, but strongly resists giving in to them.
- Despite high degree of self-consciousness, will feel compelled to deal with people problems.

Central Motivation

- Likes to work alone and strives to make the most of given talents. Competes with self against own standards in a quest for self-improvement, “marching to his own drummer.”

Preferred Work Environment

- Prefers working alone in a quiet, structured setting. Is most comfortable having complete responsibility for a task, with a minimum of supervision. Works best in a secluded corner where quiet concentration is encouraged.

Index of Frustration

- It becomes obvious that there is a struggle for self-control. Sees the frustrating situation, but tries to be optimistic.
- Withdraws from the people causing the frustration.
- Becomes increasingly passively resistant, and conflicted between doing what's expected and wanting to escape from the situation.

Supervisory Approaches

- Works best independently. May require checking to keep perfectionistic and idealistic tendencies from getting out of hand.

Approaches When Motivating

- Explain that this person's work has been noticed with approval by others.
- Compliment on optimistic attitude.
- Voice your appreciation for the way new and creative improvements are continually thought of.
- Conduct the conversation privately.
- Express your praise indirectly, by suggestion or implication.
- Keep in mind that, even though strong discipline is exhibited, this is basically a shy person, and the quality of the work is as important as the quantity.
- Will see blatant flattery as shallow and insincere, so avoid it.

Approaches When Correcting

- Use tact, directing your comments to the work, not the person.
- Give specifics in an unemotional manner.
- Elicit ideas for improvement.
- Calmly go over mistakes in a logical manner, being careful to use diplomacy and to express concern.
- Speak softly and avoid emotional outbursts.
- Show concern and interest in helping to improve employee's work.

Approaches to Foster Cooperation

- To better understand this person and to have a common topic to talk about, find out who is admired.
- Present your proposal within the framework of current rules and regulations.
- Diplomatically encourage a contribution to the group.
- Stress the systematic and businesslike aspects of your proposal.
- Although the thinking process is highly creative, encouragement is needed to voice ideas.
- Create a defense in the face of an attack on ideas, and you will be seen as an ally and come to be trusted.
- Communicate how your ideas evolved and what the thinking was that led to their development.

Approaches When Teaching

- Present the background information on the new task.
- Encourage questions.
- Keep the encounter businesslike — not overly friendly.
- Give your presentation in a clear, concise and logical manner.
- Seeing these traits within is a source of pride, and one admired in others.
- Never be condescending or overbearing and always respect independence.

OVERACHIEVER—AGGRESSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Aggressive and forceful in social interactions, but behavior is generally disciplined and controlled.
- Places high expectations on self and on those under direct supervision.
- Enjoys competing and takes pride in winning, but plays strictly by the rules.
- Firmly maintains viewpoints, which were formed on the basis of sound logic.
- Makes the maximum use of energy, sometimes forcing self beyond own limits.
- Sensitive to criticism, but reacts by working harder to reach goals.
- Eager to be a supervisor, where shots can be called and others can be inspired toward a goal.
- May seem high-minded and become highly dedicated to a particular task.
- Has conservative political leanings, and is quite ready to give positive views on thrift.
- Careful to observe all the formal rules of etiquette.

Central Motivation

- Uses personal talents and resources in striving for a position of prestige and recognition. Wants to be the boss, and is even more demanding of self than subordinates.

Preferred Work Environment

- Is able to work well within the framework of established rules.
- Efficiency is important, but the little extra of status symbols goes a long way toward improving disposition.

Index of Frustration

- Becomes increasingly suspicious of the motives of others and less concerned with maintaining a high level of efficiency.
- May feel overburdened, complaining of carrying all of the load, with no one else contributing.
- May become obsessively focused on getting revenge for perceived wrongs.
- May exhibit a tendency to blame others for errors and deny own responsibility.

Supervisory Approaches

- Requires little direct supervision, is capable and can work independently.
- If supervision is required, give it firmly in a systematic and logical manner.
- Will follow the rules, so be certain they are clear.

Approaches When Motivating

- Point out obviously self-disciplined work habits and how energetically work is approached.
- Praise when others are present, pointing out extremely high standards as being laudable and note-worthy.
- Communicate admiration by others, particularly for firmly disciplined determination.
- Give admiration and respect by commending the logical and systematic way tasks are approached.

Approaches When Correcting

- Be absolutely certain of your facts and present them logically, suggesting they be used for self-improvement.
- Do not permit any attempt to downplay your comments, and continue firmly and quietly to make your point.
- Mention how poor performance will surprise and disappoint others.
- Speak with authority. It is best to be unemotional, as emotions are seen as a sign of weakness.
- Stress how your proposal is logical, will benefit the business and will give an opportunity to lead.
- The individual is emotionally controlled, but the ego is fragile. Be careful, therefore, not to be overbearing or too strict during the learning process.
- It is important to keep the discussion to the point and constructive.

Approaches to Foster Cooperation

- Emphasize the opportunities for self-improvement and leadership that the proposed task will provide.
- Mention how a disciplined approach is needed to ensure the project is coordinated and completed in an orderly way.
- Be certain it is understood what needs to be done, but be sure to present the facts unemotionally — emotional communications are not understood.
- Require listening with an open mind to what you are saying, as there is a tendency to form opinions too quickly.
- Be well prepared for your presentation. Careful organization is important and well admired in others.
- Point out that recognition and prestige will be received as a result of your joint efforts.
- If all else fails, use your authority to insist on assumption of the responsibility for the job.

Approaches When Teaching

- This individual's ego is large, so take care to listen to suggestions and commend them even if they are not usable.
- Speak in a direct, logical and methodical manner, avoiding emotional displays.
- You will gain respect if it is obvious you are well prepared and organized.
- Delineate clearly the limits of exercisable authority and make sure it is agreed to stay within them.

ENTREPRENEUR—ACTIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Is able to work with the team in a friendly and cheerful way in order to fulfill personal needs for financial gain.
- Has a likeable and personable persona, even though a prime motivation tends to be individual's own success.
- Uses outgoing and cheerful personality to own advantage.
- Enjoys the limelight and makes use of such situations to get noticed by superiors.
- An ambitious nature is not always readily apparent behind a friendly camaraderie.
- Maintaining a given position in the company is of primary importance.
- Sees the humor in many situations, except those involving money.
- Honestly enjoys the camaraderie of team sports, but looks for individual recognition for separate contribution.
- Making friends and earning money are two prime objectives in life.

Central Motivation

- Personal material gain, and secondly friendships are main motivations. Strives to be sociably agreeable, and genuinely likes people, but tends to enjoy money more.

Preferred Work Environment

- Likes having a lot of people around.
- Does not do well at jobs that are monotonous and repetitive.
- Has difficulty meeting deadlines.
- Likes the stimulation of change and an atmosphere of excitement.
- Wants the best possible conditions.
- Most at ease in comfortable surroundings.

Index of Frustration

- Loses the ability to concentrate on work.
- Expend a lot of time and energy feeling dissatisfied.
- May escape into more social interactions.
- Has eruptions of anger that subside as quickly as they appear.
- Focuses on others as the cause of problems for which there is accountability.
- Unhappy if blocked from pursuing the material gains striven for.
- Threats to a need for self-preservation can greatly frustrate.
- Production may decrease and others are expected to take up the slack caused.
- Selfishness and lack of interest in fellow workers may become apparent.

Supervisory Approaches

- Is easily distracted, especially by plans that might lead to making money. Needs to be closely supervised.
- Make frequent checks to make sure the job is getting done.

Approaches When Motivating

- Appeal to feelings.
- Praise achievements and the financial and material gains made.
- Praise directly and personally.
- Stress that the individual has achieved an important position in the company and is very much appreciated for the work done.
- Mention the popularity that has been earned and highlight financial rewards that are possible.

Approaches When Correcting

- Get to the point of your criticism quickly.
- Don't let yourself be influenced or diverted by flattery.
- Check that you are being listened to and understood, and not just with half-an-ear.
- Begin with something positive, shifting then to the areas you want corrected.
- Focus on the possible negative reactions others may have to this behavior, suggesting other's respect may be lost.
- Communicate that a rule has been broken and consequences must/will be taken.

Approaches to Foster Cooperation

- Communicate the usefulness of the ability to balance the needs of people and the practical needs of a situation.
- Point out the advantages that exist for the group and for this person in particular.
- Talk about the fun to be had in making the big money if your goals are achieved.
- Behave in a light, joking, friendly manner, taking care to also show your business acumen and cleverness. Your warm company and astuteness will be respected.
- Point out that social advancement may be possible and that a friendly personality will be an asset.
- Suggest that cooperating with you will result in the achievement of ends that will be significantly better than if you each had worked alone.
- Emphasize how this one project will involve having fun, social advancement and money-making.

Approaches When Teaching

- Don't let joking and high energy get out of hand. Be explicit and practical, leaving little to the imagination.
- Spell out exactly what you want done. Make sure fine details are understood and allow no room to interpret things to an advantage.
- This person may assume the problem is grasped before it actually is; therefore, make certain he pays close attention to your explanations.

ENTREPRENEUR—AGGRESSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Finds monetary rewards intensely satisfying and approaches many situations in terms of how they can be turned to an advantage.
- Likes to have things move quickly so that there is not a long wait to know what the outcome will be.
- Individually competitive and determined to reach goals.
- Can be careless of subordinates due to an enthusiasm to reach goals.
- Prestige is very important, leading, at times, to taking credit for accomplishments of subordinates.
- Because of an intense focus on goals and achievements, there is a tendency not to notice the concerns of people under direct supervision.
- Is self-proclaimed “captain of the ship and leader of the group,” thereby, expecting respect from subordinates.
- Does not suffer fools lightly, and wants quick and immediate feedback on unit’s performance.

Central Motivation

- Mainly motivated by the desire for power, status and financial prosperity.

Preferred Work Environment

- The material makeup of the work environment is extremely important. Wants all the trappings of success — a company paid executive car, an important office location.

Index of Frustration

- Displays discontent openly — criticizes employees, the company, etc.
- Uses others to gain advantage and becomes more and more insensitive.
- Walks away from responsibilities, taking time off at will. Sees others as being the cause of inadequacies.
- Careless. Avoids responsibilities, passing them off onto others.

Supervisory Approaches

- Needs strong supervision.
- Be fair but strong.
- Steer the energy and drive of a self-centered and aggressive nature in more positive, healthy ways.

Approaches When Motivating

- Praise particularly for assignments that were time consuming and thoroughly done.
- Use flattery.
- Compliment drive to succeed.
- Compliment only for things you are sure have been done.
- Give approval for completing an assignment.

Approaches When Correcting

- Be clear and explicit about which behaviors you approve and which you disapprove.
- Be sure that a consequence will be the result, such as a fine or some other penalty.
- Make it clear that actions will be accountable and that you are monitoring the situation.
- Be direct.
- Do your homework and be sure you know all aspects of the issue.
- Prepare yourself well so no uncertainty is apparent in your voice or demeanor.
- Correct now, not later.

Approaches to Foster Cooperation

- Point out the advantages gained if the job is well done.
- Point out how the talent of being clever, realistic and aggressive can be used as advantages.
- Use the employee in a contest or commission situation.
- Point out the more immediate rewards that can be reaped.
- Emphasize the importance of the job and the status that can be gained by a job well done.

Approaches When Teaching

- Use the knowledge gained from previous jobs by showing how this one is the same or different.
- Make it clear that you will be watching progress closely and then be sure you do.
- Provide a good amount of information.
- Define limits, in particular in relation to expense accounts, time off and the people who are to be supervised.
- Determine how a particular assignment is seen — what is expected, what is assumed.

ACTIVE—PASSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Capable of “performing” in front of a group in a very entertaining and persuasive way.
- At times experiences sudden bursts of creativity, artistic insight, and problem solving ability.
- Self-confidence can fluctuate depending on what’s going on in the social environment.
- Mood may shift from euphoria and self-reliance to caution and dependency.
- Performs best when speaking to an appreciative audience.
- Occasionally daydreams about the “bigger” issues.
- May present a confusing picture of conflicting feelings of high self-confidence and sudden self-doubt.
- Genuinely likes people, but if confidence is low, may withdraw from people and need to be alone.

Central Motivation

- Has a strong desire to belong and be accepted. Would like to contribute to society in an important way.

Preferred Work Environment

- Needs ego support from a gentle and considerate supervisor.
- Prefers to work on own project while others are in the vicinity working on separate jobs.

Index of Frustration

- Becomes more and more anxious and worried.
- Deadlines come and go without being met.
- Becomes more pessimistic and wishes for things to be different.
- Spends time sulking with the result that there is a loss in the quantity and the quality of work.

Supervisory Approaches

- Creative input needs to be supervised. Ideas may become unrealistic and impractical.
- To prevent daydreaming, keep occupied.

Approaches When Motivating

- Compliment on something small. Individual will be grateful for your attention and thoughtfulness.
- Point out how dependability and ability to work with little or no supervision are assets.
- Should be encouraged to “keep up the good work.” Mention, also, that particular achievements have been noticed by others.
- Show your appreciation of good naturedness and considerate way of behaving.

Approaches When Correcting

- Communicate that you admire this person, and ask what is thought of the work that you see as unsatisfactory.
- Use tact and be helpful in your comments.
- Direct your criticisms to actions, not the person.

Approaches to Foster Cooperation

- Make it clear that others like this individual and find it easy to work together.
- Provide the background that led to a problem and request a solution to it.
- Show that you feel these ideas are creative and worthwhile.
- Bolster self-confidence, especially in relation to communication abilities.
- Optimism will be expressed. Build on this by being positive and enthusiastic when you communicate.
- Underline that this individual will be part of a team effort and contribute to the group.
- Emphasize that there will be lots of opportunities for interactions with people.

Approaches When Teaching

- Don't inundate with an excess of details.
- Give assistance getting started on the task.
- Be sure to give instructions at a slow enough pace.
- At frequent intervals, check to ensure that all details are understood.
- Be aware of changes in mood, but don't let them deter you from your discussion. Proceed steadily.
- Be considerate if there is a "derailment" and take the time to get employee back on track.
- If easily distracted, take a short break. Remind with tact, however, that the assignment is important and must be finished on time.
- Build on any enthusiasm shown, focusing on what needs to be done.

ACTIVE—AGGRESSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Behaves knowledgeably on a variety of subjects, and likes talking to people about what is known.
- An understanding, sincere and concerned person. Likes to lead and have the respect of the group.
- Has a democratic view of a group, with all being equal. As leader, sees self as having just a bit more influence.
- Enthusiastic, energetic and involved, but also goal oriented and driven.
- Has a high level of self-confidence, and assumes everyone wants to be associated with him/her. Enjoys being praised in public.
- Is openly proud of achievements at times.
- Assumes a welcome in private conversations and closed meetings.
- Has good intentions but at times is overzealous.
- Will “get the job done,” almost no matter what.

Central Motivation

- Wants to be accepted and fit in with the group, but as a recognized leader.

Preferred Work Environment

- Endless energy finds release in responses to excitement and changing situations.
- Likes to be surrounded by people.
- Adjusts well to change.
- Seeks to be in positions of power, authority and prestige.

Index of Frustration

- Finds it difficult to concentrate.
- Spends more time in social interactions.
- Aggressive tendencies increase.
- Becomes more suspicious of others and what is going on.
- Will become more obstinate.

Supervisory Approaches

- Needs to be supervised constantly and closely.
- Check work often without advance notification. This will ensure job well done.
- Monitor on a regular basis.
- On occasion, make sure that the morale of those under person's supervision is good.
- When trying to change behavior, be firm and unemotional.

Approaches When Motivating

- Give praise with warmth and sincerity.
- Be enthusiastic and positive towards individual and the work being done.
- Show interest in the person and specific projects; likes to know other people are interested.
- Place in a position of authority over others; this is enjoyed.
- Praise in a direct and pleasant way.

Approaches When Correcting

- Criticize directly and immediately after the unacceptable behavior.
- Emphasize the antisocial aspect of behavior; this is particularly effective.
- Offer the criticism in a firm and unwavering manner.

Approaches to Foster Cooperation

- Make sure that attention is being paid when you provide details.
- Make it clear that ideas and opinions are valued.
- Show the recognition that may be forthcoming if there is cooperation.
- You are more likely to obtain results by fostering agreement, not argument.
- State the facts with firmness and certainty to secure cooperation.
- Encourage seeing both sides of the issue.
- Using your authority is usually an ineffective means of getting cooperation.

Approaches When Teaching

- Stick to the point. Tends to focus on the overall picture and may lose sight of what needs to be done.
- State your opinions firmly and directly. Make sure they are strongly supported by facts.
- Approach first on an area of agreement, then work from there to broaden the scope of this agreement.
- Use a tactful and persistent approach; do not behave in a superior manner.
- Make it understood from your actions and demeanor that you respect all ideas and opinions.

ACTIVE—COMPULSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Is tireless in getting the job done, whether that involves doing own work or encouraging and aiding others to get the job done.
- Approaches a job in a positive, industrious way and gets it done efficiently.
- Accomplishes tasks with high levels of energy and motivation.
- Has a high level of production, usually producing more than is expected.
- Sensitive to what others need to work well, and is interested in increasing their production.
- Versatile and can work on several projects at once. An alert and adaptable individual.
- Works in an organized and systematic manner, but enjoys warm human relationships.
- Finishing a task gives satisfaction and is important, but never at the price of the people involved in that task.
- More verbal in social interactions than other compulsive people.

Central Motivation

- May enjoy work for its own sake as much as the enjoyment of having fun and memorable times. A generally contented individual who derives satisfaction from a completed task.

Preferred Work Environment

- People are important. Enjoys working along with them and having customer contacts. Is most comfortable when there is a goal to pursue. Works hard at achieving the goal, but never loses sight of the needs of the people involved.

Index of Frustration

- Distracted easily. Has trouble concentrating on work.
- Saddens and becomes less talkative.
- Focuses more on details.
- Minor details receive too much attention.
- Becomes almost directionless, running around in an almost panic stricken way.

Supervisory Approaches

- Is a social animal and has difficulty being secretive.
- Don't give secret information; it is too much of a burden.
- Check that too many breaks are not taken or that too much socializing does not occur.
- Outline overall objectives.

Approaches When Motivating

- Show that popularity and the friendly way of working with people is a great advantage.
- Solicit thoughts and ideas about a new project. Ask for specific suggestions.
- Praise high standards, versatility and creativity.
- Compliment on the maintenance of a good work relationship along with a strong record of accomplishment.

Approaches When Correcting

- Criticize immediately; mistakes are forgotten quickly.
- Present your corrections and suggestions quietly and without emotion.
- Make your criticism detailed and constructive.
- Be friendly but firm, focusing on the assignment at hand.
- Elicit suggestions for improving own work.
- Be careful you criticize only actions, not the person.
- Emphasize that a particular behavior is socially unacceptable, and that it does not further the success of the project.
- While maintaining good rapport, get straight to the point.

Approaches to Foster Cooperation

- Underline the importance of the project and stress that it requires a strong team effort.
- Proceed at a slow pace to ensure that everything is understood.
- At first, be friendly and jovial. Once you have attention, get more specific and give more details.
- Point out that there will be work with people on the project and part of the responsibilities will be to organize group efforts.
- Be businesslike but unafraid to show some warmth and empathy.

Approaches When Teaching

- Make sure your instructions are being followed.
- Speak precisely and deliberately so that the pace is being kept and that there is no racing ahead with thinking.
- State specifically the amount of detail you want included in the job, and outline the amount of coordination that will be required.

PASSIVE—AGGRESSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Thinks of self as being powerful but tends to see the negative side of situations.
- Avoids having to make “hard” decisions.
- Capacity to “talk big” but produces primarily when prodded.
- Cautious about others’ enthusiastic plans for the future.
- Likes to lead the “quality control” function in the company.
- Critical of others and tends to focus on the negative rather than the positive.
- Can be emotionally reactive if frustrated, and will make a scene.
- Approaches situations expecting negative outcomes.
- High need for security and power.
- Is frequently afraid and suspicious of people.
- Has a poor sense of friendship within the organization and prone to indulge in gossip.

PASSIVE-AGGRESSIVE

Central Motivation

- Wants prestige, and power over people and situations, to bolster shaky sense of security. Would like to be in charge but desire for security is much stronger than drive to succeed.

Preferred Work Environment

- Wants an unchallenging job that doesn't require competition or proving of self.
- Desires long-term, safe jobs.
- Wants to work at the same level as co-workers.
- Seeks the power and prestige of leadership of others. This could increase motivation.

Index of Frustration

- May tend to find fault with self but will argue with others.
- May become irritable and lose temper quickly.
- Self-confidence level becomes low.
- May appear preoccupied.
- Facial expression may be blank.
- Production drops.

Supervisory Approaches

- Requires close supervision.
- Is extremely sensitive to personal criticism. Be extremely careful, therefore, to distinguish between behavior and person.

- Ask for reactions to the new project.
- Imply that cooperation will make future more secure.
- Compliment job performance, and suggest that in the eyes of others, is seen as having importance and strength.
- Speak directly, in a personal manner.
- Praising frequently can be productive, but be sure the praise is sincere.
- Be reassuring at times, conveying that you believe the job can be done.

Approaches When Correcting

- You may have to criticize harshly, but be certain that, along with the criticism, you provide support emotionally.
- A few words and a pained expression may get results.
- Make it clear you are directing your criticism toward the problem behavior and not the person.
- It is essential that your criticism be constructive.
- When you have finished your criticisms, giving encouragement is essential to getting individual back on track and working with the group.

Approaches to Foster Cooperation

- It is best to approach when individual is feeling optimistic, particularly after a job has been successfully finished.

PASSIVE-AGGRESSIVE

- Introduce a new idea slowly, allowing time to see its value.
- Show that opinions are valued by the company, and that recognition might follow.
- Don't allow expression of opinions before giving all the facts.
- Give specifics.
- Present yourself as positive and confident. Encourage a viewing of the whole picture.
- It may be necessary to actively counteract very strong feelings of inferiority and inadequacy.
- If a mistake is made, permit a graceful backtracking and correction, without "losing face."

Approaches When Teaching

- Proceed slowly, step-by-step. Spell out exactly what is required and the limits of authority, making certain as you go that all is understood.
- Introduce your plan clearly and concisely.
- Tolerate the playing of "big-shot" at times, to bolster low self-esteem.

SENSITIZED—COMPULSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Exhibits both high creativity and methodical organization in all endeavors.
- Has a reserved and quiet demeanor, under which lives a highly organized individual.
- Prefers working independently and alone.
- Dislikes being interrupted unexpectedly.
- Gets satisfaction from completing a task.
- Sensitive to other people, taking great care to avoid hurting their feelings.
- In social situations, likes to talk in detail about work projects or utopian systems.
- Always detail minded, whether in relation to routine matters or more grand projects.
- Has the ability readily to project theoretical and abstract possibilities that even the originator of a plan perhaps did not see.
- Working alone is a source of satisfaction and completing one task is incentive enough for beginning another.

Central Motivation

- Derives enjoyment from successfully completing tasks assigned by others or of own creation. Emotional and personal independence are important goals.

Preferred Work Environment

- Relishes the freedom of working independently, setting own pace. Prefers a secluded setting where work can be done uninterrupted in a methodical and systematic way.

Index of Frustration

- Daydreams, may become overly focused on small details of a minor project.
- Withdraws, particularly from those who may have caused embarrassment socially, fearing they may do so again.
- Desire for isolation increases, may withdraw from people and reality.
- Avoids face-to-face contact, communicating only in writing; communications focus mainly on details and specifics.

Supervisory Approaches

- Although functions best independently, an occasional check may be necessary to ensure a practical approach.
- Frequently will respond more positively to a written commendation of ability, with implied personal approval, than to one given in person.
- Avoid public praise: this is intensely embarrassing.
- Do not approach when busy.
- Would rather not be interrupted than receive praise.

Approaches When Motivating

- Is strongly devoted to tasks and shy about accepting praise. Try to be sure that person is “free” when approached. Dislikes being interrupted and may be annoyed if in the middle of thinking through an important task.
- Written praise is probably more effective than verbal praise. Likes to review things internally. A written note is more personal and more effective than other types of acknowledgment.
- Include comments on creative ability and conscientious attention to detail. Suggest that it is rare (which it is) that one person possesses both of these skills.
- Avoid public praise as this will cause discomfort and may have a negative impact on what you want to accomplish.

Approaches When Correcting

- Being diplomatic is of paramount importance, but also be direct.
- Focus strictly on work, taking care not to belittle the individual.
- Make it clear that your criticism of some specific detail of work does not affect your general approval level.
- If necessary, shift focus from a specific to the whole picture.

Approaches to Foster Cooperation

- Be calm but businesslike. Use a softspoken, gentle approach.
- Do not overwhelm with leadership responsibilities at group meetings, and allow work on tasks that can be handled alone.
- Be systematic, conscientious and low key in your approach. These characteristics are valued in self and in others.
- Provide as much detail as possible. This is required to fully understand a project.
- Encourage a presentation of creative ideas to the group. Be sure, though, that no one ridicules them.
- Go slowly. Extra time may be required to absorb all the details.

Approaches When Teaching

- Ask for questions to be sure of comprehension.
- Give the background and history of the plan. Having all the facts makes the individual feel more comfortable.
- Present your material in a precise, methodical and systematic way.

AGGRESSIVE—COMPULSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Approaches projects aggressively.
- Strongly believes in the “rightness” of arguments.
- Has strong opinions.
- May be determined and emotional when arguing points.
- Creates elaborate dreams of how things could be.
- Enjoys and seeks the stimulation of verbal arguments.
- Keeps aware of the status of the power structure of the organization; always knows who is ahead of whom.
- Sometimes becomes so involved with power struggles, that production drops off.
- Being “in the know” is important, as are others’ opinions.
- Has difficulty acknowledging responsibility for a mistake; tends to make excuses.
- Has difficulty accepting gracefully being called on an error.

Central Motivation

- Seeks prestige and the admiration of others for achievements.

Preferred Work Environment

- Likes being associated with the most important projects, and ones for which especially skilled.
- Dislikes interruptions.

Index of Frustration

- Becomes more and more obstinate, slanting facts to make them suit particular needs.
- Looks outside self, to subordinates and colleagues, to explain own inadequacies.
- Is more and more concerned with details, losing sight of the whole.
- Becomes irritable.

Supervisory Approaches

- Force acknowledgment of responsibility for mistakes or incompetence.
- Don't allow a bogging down in details; and don't be misled by distortion of the facts for individual's needs.

Approaches When Motivating

- Praise only when not busy.
- Stress in a quiet and understated manner that you appreciate attention to details and an organized way of working.
- Compliment perseverance and a persistent way of working.
- Compliment on the logic and value of achievements.

Approaches When Correcting

- Present your criticism as only modifying a basically good plan.
- Couch your criticism in the form of suggestions.
- Correct immediately; do not delay.
- Be sure of your facts before presenting your views.

Approaches to Foster Cooperation

- Emphasize the recognition that will be received when job has been completed.
- Compliment this person on accomplishments.
- Present the job you've chosen specifically as one requiring a precise and analytical mind.

Approaches When Teaching

- Spell everything out; include all details. Leave nothing unclear.
- After listening politely to suggestions, guide attention to your proposal.
- Incorporate issues felt strongly by this person into your proposal.
- Outline explicitly what you want done and give the deadline by which you want it done.

OVERACHIEVER—ENTREPRENEUR AGGRESSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Self controlled but eager for a post of authority and works to someday enjoy the good life.
- Comes across in a firm but fair manner, suggesting that the problem will be solved one way or another.
- Inclined to take strong action and ask polite questions later.
- Projects an attitude of “the right way, the wrong way and my way.”
- A firm, at times tough, experienced negotiator who knows all the angles and will use them if necessary.
- A “man’s man” who calls situations as seen - a person who you may not like, but almost certainly have to respect for accomplishments.

Central Motivation

- A position of status, power and financial return in the organization. Will work to obtain such a post and fight to keep it once obtained.

Preferred Work Environment

- Enjoys the thick carpet, paneled office, and oak desk but also uses them to impress people in financial dealings.
- Tends to want a little bit more than other people at a given level in the organization.

Index of Frustration

- Highly disciplined and guarded about private feelings but also suspicious and leery about monetary security.
- May harbor a fear of others “ganging-up” unfairly.
- May smoothly but aggressively disavow self from any project that fails, despite original (if any) involvement.
- Finds increasing fault with others performance and complains of having to do everything personally.
- May publicly preach the need for discipline and loyalty but secretly be planning to pull out of a given deal.

Supervisory Approaches

- Works best with strong supervision applied whenever considering bending or breaking the rules.
- Requires independence to be effective, but does not highly respect a superior.
- Will go own way, and emphasize own needs, over those of the organization.

Approaches When Motivating

- Mention and praise a hard headed practical approach to solving problems to others.
- Attempt to build some personal ties on the basis of the two of you really doing something to show the others to in the organization.
- Lead to discussions about the material possessions that can be accumulated after the risks are taken.
- Imply that others are apparently jealous of unique finesse in financial matters and influence with people.

Approaches When Correcting

- Do not allow any leeway with errors involving money or power. This will interpreted as approval for specific methods.
- Be rational, specific, logical and cold. Emphasize that you both know the way things are supposed to be accomplished.
- Use a phrase like “I wasn’t born yesterday, you may think you’re fooling somebody, but you’re not fooling me.”
- Must be reminded that you are the boss and that you want to work together but that you are still the boss.
- Make sure of your facts when correcting. In an argument, don’t give an inch or a foot will be taken.
- Do not allow a “side-stepping” of the issues, or putting the blame on other people or outside factors.

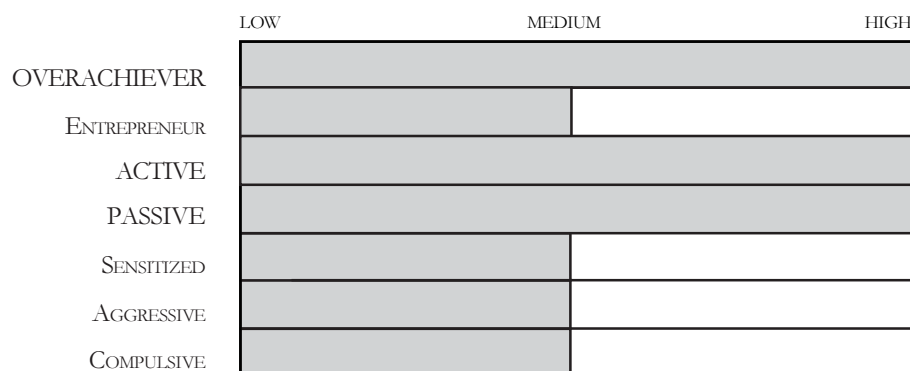
Approaches to Foster Cooperation

- Express the opportunities for self control as well as the chance to lead other people in a profit making venture.
- When discussing your plans, sporadically mention the money to be made and how each part of the plan will contribute to that goal.
- Indicate how the “higher-ups” in the organization will be watching involvement in and the results of the job done.
- Mention that the plan contains both good and bad points but emphasize that it cannot be changed. This will eliminate arguments.
- Once the plan is agreed to, explain that you will be monitoring performance and that you expect a solid contribution.
- Explain the short term rewards, but also remind that bigger rewards are available for additional effort.
- Explain how the job is a natural match for talents and a money-power inclination.

Approaches When Teaching

- Be careful, exact and specific about the limits of power and financial responsibilities.
- It is not necessary to come on “heavy,” just be yourself and explain that you will apply the rules no matter what.
- Suggest that everything you are explaining will have an effect monetarily and then show where it will effect the bottom line.

OVERACHIEVER—ACTIVE PASSIVE



Distinctive Traits

- Has a “nervous stomach” and can feel slightly uneasy around people but generally forces self to be sociable.
- May appear somewhat anxious and nervous with people but at times becomes the life of the party.
- Honestly enjoys the company of other people. Almost seems to derive increased energy from being with other people.
- Strongly desires to be appreciated and included in social activities, and once invited provides a valuable contribution to the group.
- Enjoys dreaming out the possibilities of a situation but also possesses the discipline to implement ideas.
- Wants to help people and see them through difficult times, but also wants things done right.
- Shows sensitivity and compassion for people and will help others within “reasonable” limits.
- Suffers internal battles between showing concern and exercising self discipline in emotional situations.

Central Motivation

- Wants to be accepted by any group seeking to join and take an active social leadership post with the group. Enjoys performing for or entertaining people, but also needs time alone to “recharge the batteries.”

Preferred Work Environment

- Prefers a quiet place amid the hustle and bustle of a large organization. Desires office privacy but with the option of visiting with others.
- Enjoys the company of other people but prefers the interaction to have some structure.

Index of Frustration

- Loses usual emotional sparkle and becomes short with people.
- Becomes involved with the ideals of a problem and loses sight of the reality of the task.
- Demonstrates listless, careless behavior and shows less and less interest in the job to be accomplished.
- Shows less social, people, or team interest and becomes more harping and critical of other peoples’ performance.

Supervisory Approaches

- Does not require much supervision and is generally quite effective as a supervisor himself.
- May need gentle reminder to focus energies back on the work if too involved with office good times.

Approaches When Motivating

- Commend on social skills and ability to get along with an assortment of different people.
- Let it be known that the individual is needed by you and that the group looks in this direction to be an unofficial leader.
- Suggest that others may have great confidence in ability, and leadership, and that the unit looks for answers and mature reasoning in times of doubt.

Approaches When Correcting

- Remember this individual is disciplined but emotional, so approach gently and then become increasingly specific about the error.
- Approach in a friendly manner but keep your criticism to the work and not the person.
- Correct in private, away from the observation of other people.

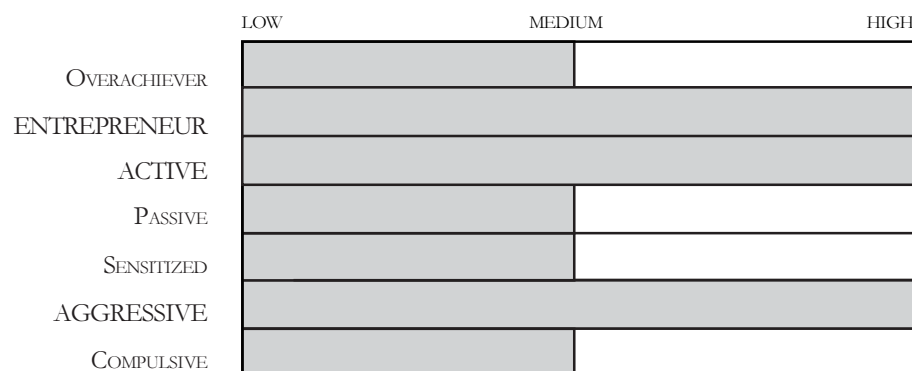
Approaches to Foster Cooperation

- Indicate that the team needs this warm and personable but disciplined orientation.
- Comment on human relations skills and a special ability to get people to “come around” in the group.
- Remind of the objectivity that maturity brings to a project.
- Don’t be afraid to show some positive emotion yourself and build on this when some is expressed.
- Point out the inherent opportunities for self-development, as well as group accomplishment, in the task.
- Suggest the possibility of using creative energy to solve old problems with new comprehensive solutions.
- As enthusiasm begins to show, back off some and let this person consider the full range of possibilities independently.

Approaches When Teaching

- Provide information in a sequential logical manner, without overloading or burdening too much at one time.
- Allow certain periods of “down” time to recharge batteries.
- Do not criticize directly, but gently nudge back to work. This individual is perceptive and will quickly read your meaning.
- Indicate that you are tired and need a break, when you sense that This person is becoming distracted.
- Respects genuine warmth and sincerity not just enthusiasm for its own sake. Avoid this.
- Can absorb a great deal of information if presented in a steady and organized fashion.

ENTREPRENEUR—ACTIVE AGGRESSIVE



Distinctive Traits

- Highly motivated in desire for fame and fortune.
- Is proud of, and lets others know about, financial achievements.
- Assumes that financial goals are as important to others as they are this person.
- Uses high energy and determination to devise and pursue plans that will produce achievements and profits.
- Is pragmatic in business matters.
- Appearance and prestige are important.
- Sees financial wealth as a way of increasing social status.
- Presents self as an authority, particularly on financial matters.
- Seeks opportunities for financial profit.
- Believes that money is power and may show less concern for emotional feelings.
- Actively but openly pursues goals of financial gain and social advancement.

Central Motivation

- Seeks, through the accumulation of financial wealth, to achieve a higher social status and a position of influence and dominance over others. Wants to reach the "top."

Preferred Work Environment

- Enjoys an office setting that makes status apparent to all: thick carpet, panelled office.
- Likes interacting in a group where leadership is acknowledged.
- Has little patience for administrative details and wants to be in on the more important plans of the organization.

Index of Frustration

- Becomes more and more distracted and has difficulty concentrating on administrative details.
- Tries to avoid taking on responsibilities for work while claiming more credit for what is accomplished.
- Strong ego and aggressive impulses will become more apparent; will alienate people.
- Others' motives will become suspect, and will take actions to reinforce position.
- Will take greater and greater risks in an effort to profit before everything collapses.

Supervisory Approaches

- Requires close and constant supervision to check a tendency to use others and circumstances for own advantage.
- Channeling a desire for financial gain into a sales position is most ideal, thereby allowing the opportunity honestly to earn large amounts of money.
- Establish a system that will automatically monitor work performance.
- Provide a network in which subordinates are also connected to another, more stable individual in the company.
- Supervise in a direct, specific and unemotional manner, and cite potential financial loss if immediate behavior does not conform to your requests.

Approaches When Motivating

- Compliment on material effects and the status and position within the organization.
- Imply that there are possible large financial gains and leadership positions ahead.
- Indicate that others envy this position and wealth.
- Speak energetically and enthusiastically, and include references to money.
- Indicate that a good impression is being made on people met.

Approaches When Correcting

- Give your corrections as soon as possible, giving specifics and speaking firmly.
- Point out that money will certainly be lost if errors are repeated.
- Stress that you are neither impressed nor fooled by behavior, and that you expect immediate compliance.
- Make the point that strong leaders are needed, but if this person won't conform, you will find another who will.
- Be sure to correct even small errors to keep all involved fully aware of the real situation.
- Explain that you value friendship and that the individual is a real asset to the organization, but that consequences of having broken the rules must be accepted.

Approaches to Foster Cooperation

- Indicate that the plan was designed with the spotlight on this person as a participant/leader.
- Explain that a sense of dynamic energy is critical to the success of the project.
- Mention that you consider him/her the best qualified to lead the project.
- Reinforce that if this opportunity is passed up, others will probably jump at it.

Approaches When Teaching

- Start with areas of agreement and expand upon them; this person is strong-willed and independent.
- Where warranted, credit ideas, but make it clear you don't want corners cut in the interest of saving time.
- Support what you say with facts and firmly defend your ideas.
- Outline exactly what you want done and when you expect it finished. Be certain the limits of his authority are understood.

ENTREPRENEUR—ACTIVE PASSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Has a polished, self-confident appearance that masks some feelings of unsureness and anxiety.
- Likes to portray an image of importance, but lacks the social aggressiveness or discipline to achieve it.
- Concerned about people and the group, but also self-centered.
- Desires financial gain, but is timid about taking risks in that direction.
- Can produce big plans, but often lacks the confidence to carry them out.
- Mainly motivated toward financial gain, although also projects a sincere and professional image.
- Plans to be independent, but lacks the confidence to leave the security of the organization.
- Is capable of showing and experiencing compassion for others, but basically views others' setbacks as caused by their own errors.

Central Motivation

- Desires social status and the financial means to support a comfortable living style. Basically wants material possessions and freedom from concern about money matters but is unsure how to attain them.

Preferred Work Environment

- Intensely concerned with getting the best of what comes with the position. Will be inclined to compare things assigned, such as office, with those given to others.
- If proud of surroundings, will freely and proudly exhibit them.

Index of Frustration

- Tends to worry more, and complaints, about things in general and lack of money in particular, increase.
- Spends time daydreaming while designating others to do the work assigned.
- Finds fault with the system, taking no responsibility for own mistakes and rationalizing own shortcomings.
- Increases the frequency of breaks and spends more time talking about issues than implementing solutions.

Supervisory Approaches

- Needs firm supervision to keep concentration on the present job.
- Warn that there will be financial penalties if behavior is not professional and ethical.

Approaches When Motivating

- Indicate that others admire individual's polish and apparent social ease.
- This person's ego is fragile, so frequently reassure with encouragement and praise.
- Compliment on discriminating taste in dress and possessions.
- Remark on popularity, especially with people of high social and economic status.
- Restrict your compliments to those that are genuine and sincere. Lacks emotional depth, and quickly recognizes hollow behavior in others.

Approaches When Correcting

- Approach in a warm and friendly way. Speak firmly and direct your comments toward specific behaviors you want changed.
- Do not allow criticisms to be brushed off. If this is attempted, firmly make it clear that you know what is being done and will not permit it.
- Point out how this behavior is frowned on by others, especially by those in the higher echelons of the organization.
- Make it clear that you believe the job can be done correctly, but that you will not hesitate to terminate the connection with the company if behavior does not change.
- Acknowledge individual's contribution and importance to the group, but stress the team's efforts.
- Be careful you make clear the distinction between your dislike of particular behaviors and your admiration for the individual.

Approaches to Foster Cooperation

- Stress the money that will be earned when the project is successfully completed.
- Clarify the details that are important, but don't belabor them.
- Speak in a warm and friendly manner, and show that these concerns are your basic concerns, too.
- Reinforce working as part of a team, and that everyone will benefit greatly and quickly if all pull together.
- Subtly imply that the greatest profit will not be immediately forthcoming, but in the long run.
- Give encouraging support to counteract underlying feelings of inferiority and inadequacy.
- Keep a positive attitude and be shrewd. These are characteristics admired in self and in others.

Approaches When Teaching

- Get attention at the start by first mentioning the reward to come.
- Make certain the essential rules are clear, and caution not to cut corners.
- Has a tendency to assume too quickly that a concept is understood, so be sure your entire presentation is heard.

ACTIVE-PASSIVE-SENSITIZED

	LOW	MEDIUM	HIGH
Overachiever			
Entrepreneur			
ACTIVE			
PASSIVE			
SENSITIZED			
Aggressive			
Compulsive			

Distinctive Traits

- Most often is optimistic and sociable, but can switch to more cautious, unsure and dependent behavior.
- Relishes the company of people, but may respond too sensitively to their needs and desires.
- Responds by withdrawing, if feels too harshly or personally criticized.
- Requires both periods of being with people and periods of solitude to rally self again.
- Ideas tend toward the idealistic. May respond with disappointment if others don't agree.
- May experience alternately the conflicting emotions of a strong desire for change and fear of the consequences of change.
- Genuinely empathic toward the weaknesses and problems of others.
- May produce many creative ideas, but also may lack the drive to put them into practice without help.

Central Motivation

- Makes and keeps friendships with many people. Highly sensitive and perceptive in relationships; interacts with real warmth. Security and social acceptance are of paramount importance, and has a strong social conscience.

Preferred Work Environment

- Thinks of self as someone who is friendly and who functions well with little supervision. Requires support in the form of guidance and administrative assistance.
- Depending on emotional needs of the moment, alternates between a desire to be with people and a need for solitude.

Index of Frustration

- May take great pains to avoid people and situations that are seen as frustrating.
- Sees more clearly the risks inherent in a situation and tries to make position more secure.
- May become sullen and anxious about small details.
- Will lose enthusiasm and fail to meet deadlines.

Supervisory Approaches

- Requires sporadic doses of reinforcement and assurances that this person is worthwhile. Likes to be told that contributions to the company are valued. On occasion, daydreaming tendencies may require checking.

Approaches When Motivating

- Praise in a positive and warmly emotional way for work accomplished, remind of capabilities.
- Make use of good natured and friendly disposition.
- Point out that individual is appreciated and needed on the team to ensure its success.
- Comment on how much has already been achieved and mention that this person can be “Number One” with a little more effort.
- Agree on setbacks, but emphasize that they were overcome and goals achieved despite them.

Approaches When Correcting

- Has good insight and is sensitive to error, particularly those self-created, so state the problem simply and correct gently.
- Encourage the creation of a plan for correcting mistakes.
- Use tact and give breathing room to admit mistakes before pointing them out.
- Make sure the meeting ends on a positive note and that you have made it clear that this person is still appreciated.

Approaches to Foster Cooperation

- Express how much you admire an ability to get along well with so many people.
- Encourage the sharing of ideas with you and the organization in general.
- Point out how much of an asset to the organization someone with this versatility and adaptability is.
- Once interested in your project, foster that interest with some enthusiasm of your own.
- If there are signs of self-doubt, ask for solutions to any problems seen.
- Keep your own approach positive and, by example, demonstrate how effective positive thinking can be.
- Give the history and background of your plan, detailing the steps that led to it.

Approaches When Teaching

- Allow the freedom to interject ideas as you are explaining the project.
- Provide all the background information and then allow questions to be asked.
- A lot of enthusiasm will be displayed in the beginning, but interest will tend to wander. You will want to help plan steps that can be followed for finishing the project.
- Demonstrate warmth and personal concern while presenting the material logically and factually.
- If it makes sense in terms of age, assume the role of mentor when presenting new material.
- Be considerate and gentle, but be firm about honoring deadlines.

ACTIVE—PASSIVE

AGGRESSIVE

	LOW	MEDIUM	HIGH
OVERACHIEVER			
ENTREPRENEUR			
ACTIVE			
PASSIVE			
SENSITIZED			
AGGRESSIVE			
COMPULSIVE			

Distinctive Traits

- Optimistic and conscientious in regard to group achievement, particularly if in charge.
- Can be strong and dominating in interactions with people, with an underlying deep concern for their welfare and problems.
- Holds few grudges. Generally quickly forgives and forgets.
- Would like to achieve a high position but may lack the drive to reach it.
- Likes to associate with people of status and sees self as their equal.
- Would prefer being in charge and may contribute suggestions for improvements. Is reluctant, though, to assume the responsibilities they entail.
- Wants status, but seeks it in a secure position.
- Conveys self-confidence in the short run, but not fully confident about abilities.

Central Motivation

- Most comfortable in a supervisory position that provides with status and recognition but that does not necessitate making independent and “tough” decisions. Is essentially a proud person, but may not show a strong sense of independent drive.

Preferred Work Environment

- Desires all the things that are the visible signs of success and prestige: a corner office, for example. Would take great satisfaction in having these.

Index of Frustration

- Becomes irritable and quick to anger.
- May become moody and suspicious of others’ motives.
- Procrastinates, and becomes careless about the tasks not finished.
- Dealings with people and approach to problems become sarcastic and negative.

Supervisory Approaches

- Usually keeps self productively occupied, but any frustration in achieving a goal may cause a slowing down. At such times, will need to be gently encouraged back on track.
- Emphasize that deadlines are necessary because the projects undertaken are very important to the company.

Approaches When Motivating

- Praise social skills, pointing out that others see this person as a leader.
- Commend accomplishments, indicating that you see these as a sign of capability of taking on more responsibilities.
- Bolster confidence by praising in front of associates.
- Keep your praise sincere and warm; is probably very sensitive.

Approaches When Correcting

- Be certain your facts are correct and present them tactfully and diplomatically.
- Don't accept excuses or rationalizations, and don't allow blame to be placed elsewhere.
- Anticipate that moods may shift in a variety of ways from argumentative to depressed. Modify your reactions to fit the situation.
- Correct in a calm, deliberate and gentle manner.
- Indicate that this behavior has a negative effect on the group, and will lower the status within it.
- Emphasize your confidence in this person and the ability to use your corrections in a positive, constructive way.

Approaches to Foster Cooperation

- If possible, get support in your early planning stages from the individual since a dual problem arises in being both moody and headstrong.
- Approach when individual is feeling optimistic, and encourage a commitment to specific tasks.
- Be specific and exact. This will give a framework to work with and prevent any argument.
- Bolster confidence by suggesting that terrific leadership is needed by the group and, particularly, you need this person to supervise the group.
- Set clearly the limits of authority and make sure that these limits are not exceeded.
- Counteract any insecurity or evasiveness you may see with your own positive approach. Specifically ask for solutions to any problem seen.
- Make certain all aspects of your proposal are understood, and allow time to consider it before a decision is made.
- Emphasize that the project involves people, a situation for which inherent talents as a compassionate leader will be an asset.
- Avoid open disagreement; this could provoke withdrawal. Instead, seek a point of agreement and work to expand that.

Approaches When Teaching

- Acknowledge ideas, but keep individual focused on, and understanding, what you want done.
- Set firm rules in a friendly way, since there is difficulty keeping the balance between taking on too much responsibility and completing a job by the deadline.
- May be slow to catch on at first, but approach will become more self-assured as confidence increases. As long as the project is heading down the right path, allow for its continuation.
- Keep your demeanor warm and responsive, and completely non-threatening to this person's ego.

ABOUT BANKS & WEITZUL

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PUBLICATIONS

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EVALUATING INTERPERSONAL SKILLS in the JOB INTERVIEW: A Guide for Human Resource Professionals, James B. Weitzul, Ph.D., 1992, Quorum Books, Westport, CT.

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