




Solving the People Puzzle

Psychological Maturity


Outgoing/Active

Reserved/Passive

1 _____		_____ 1
2 _____	Outgoing	_____ 2
3 _____		_____ 3
4 _____	Reserved	_____ 4
5 _____		_____ 5
6 _____		_____ 6

Task/High Tech

People/High Touch

1 _____		_____ 1
2 _____		_____ 2
3 _____	Task-oriented	_____ 3
4 _____		_____ 4
5 _____	People-oriented	_____ 5
6 _____		_____ 6

D

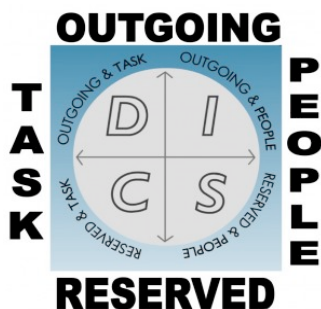
Outgoing - Task Oriented

Dominant
Direct
Demanding
Decisive
Determined
Doer

I

Outgoing - People Oriented

Inspiring
Influencing
Impressionable
Interactive
Impressive
Interested in people



C

Reserved - Task Oriented

Cautious
Calculating
Competent
Conscientious
Contemplative
Careful

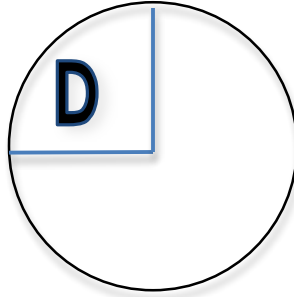
S

Reserved - People-Oriented

Supportive
Stable
Steady
Sweet
Status Quo
Shy

OUTGOING

T
A
S
K



_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

D

Percentage of population: _____%

Examples: _____

Basic Needs: _____

D

STRENGTHS

STRONG-WILLED

DETERMINED

INDEPENDENT

OPTIMISTIC

PRACTICAL

PRODUCTIVE

DECISIVE

LEADER

CONFIDENT

Key Concept...

*Strengths Pushed To
An Extreme Become
Weaknesses.*

Consider This...

What We Really Need
is Balance!

UNDER CONTROL

COURAGEOUS

QUICK TO RESPOND

GOAL-ORIENTED

RESULTS-ORIENTED

DELIBERATE

SELF-CONFIDENT

DIRECT

SELF-RELIANT

STRAIGHTFORWARD

COMPETITIVE

OUT OF CONTROL

RECKLESS

RUDE

IMPATIENT

PUSHY

DICTATORIAL

CONCEITED

OFFENSIVE

ARROGANT

ABRASIVE

RUTHLESS



D Types Make Good...

Administrators

Athletes

Boxers

Builders

Business Owners

Coaches

Developers

Directors

Drill Instructors

Entrepreneurs

Executives

Fighter Pilots

Foremen

Government Agents

Law Enforcement Officers

Lawyers

Military/Special Forces

Motivators

News Anchors

Private Investigators

Producers

Race Car Drivers

Real Estates Developers

Sales Managers

Supervisors

Truck Drivers

D Types Like...

Activity

Bigness

Challenge

Competition

Debate

Doing Things

D Types...

Can be critical of poorly performed tasks

Compete amazing amounts of work

May believe that approval and encouragement lead to complacency

Tend to seek leadership roles

Could need to learn to delegate responsibility

Might unintentionally intimidate people

D Types are...

Goal-oriented

Intense

Industrious

Performance conscious

Self-confident

Firm

D Types Don't Like...

Indecision

Talk without action

Activities without a goal

Slow activities

Unproductive people

Being told what to do

D Types Want You to Be...

Quick

Confident

Productive

To the point

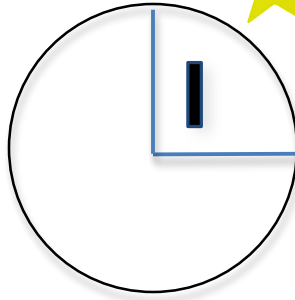
Specific

Driven

OUTGOING



PEOPLE



_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____



Percentage of population: _____%

Examples: _____

Basic Needs: _____

STRENGTHS

FRIENDLY
COMPASSIONATE
CAREFREE
TALKATIVE
OUTGOING
ENTHUSIASTIC
WARM
PERSONABLE
FUN

Key Concept...

*Strengths Pushed To
An Extreme Become
Weaknesses.*

Consider This...

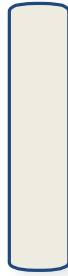
What We Really Need
is Balance!

UNDER CONTROL

OPTIMISTIC
PERSUASIVE
EXCITED
COMMUNICATIVE
SPONTANEOUS
OUTGOING
EXPRESSIVE
INVOLVED
IMAGINATIVE
WARM / FRIENDLY

OUT OF CONTROL

UNREALISTIC
MANIPULATIVE
EMOTIONAL
GOSSIP
IMPULSIVE
UNFOCUSED
EXCITABLE
DIRECTIONLESS
DAYDREAMING
PURPOSELESS



I Types Make Good...

Actors

Airline Attendants

Auctioneers

Broadcasters

Clowns

Coaches

Comedians

Entertainers

Evangelists

Masters of Ceremonies

Meeting Planners

Peace Corps Volunteers

Performers

Politicians

Preachers

Public Relations Directors

Public Speakers

Radio Personalities

Receptionists

Reporters

Salespeople

Teachers

Telemarketers

Telephone Operators

Travel Agents

Wedding Consultants

I Types Like...

Exposure to lots of people	Short-term projects
Lots of activity	To be on the go
Making people laugh	Prestige

I Types...

Enjoy making people happy
Can be "higher than a kite" or "lower than a skunk"
Have a lot of friends
May believe that talking and doing are synonymous
Might need to focus more
Take pleasure in playing while they work

I Types are...

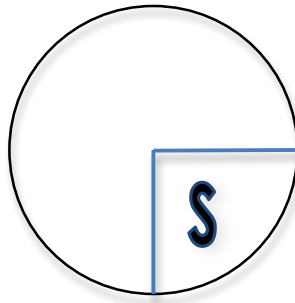
Fun to watch	Likeable
Great starters	Prone to exaggerate
Quickly bored	Easily excitable

I Types Don't Like...

Being ignored	Being isolated
Being ridiculed	Doing repetitive tasks
Looking bad	Constraints

I Types Want You to Be...

Fun	Positive
Responsive	Upbeat
Stimulating	Enthusiastic



PEOPLE

RESERVED

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

S

Percentage of population: _____%

Examples: _____

Basic Needs: _____

S

STRENGTHS

CALM

DEPENDABLE

EASYGOING

TRUSTWORTHY

EFFICIENT

PRACTICAL

CONSERVATIVE

DIPLOMATIC

Key Concept...

*Strengths Pushed To
An Extreme Become
Weaknesses.*

Consider This...

What We Really Need
is Balance!

UNDER CONTROL

OUT OF CONTROL

RELAXED

RELIABLE

COOPERATIVE

STABLE

GOOD LISTENER

SINGLE-MINDED

STEADFAST

SOFTHEARTED

SYSTEMATIC

AMIABLE

LACKING INITIATIVE

DEPENDENT

USED BY OTHERS

INDECISIVE

UNCOMMUNICATIVE

INFLEXIBLE

RESISTANT TO CHANGE

EASILY MANIPULATED

SLOW

RESENTFUL



S Types Make Good...

Artists

Chefs

Child Care Workers

Counselors

Customer Service Representatives

Department Heads

Diplomats

Flight Attendants

Funeral Directors

Human Resources Directors

Librarians

Managers

Nurses

Painters

Pharmacists

Pastors

Planners

Real Estate Agents

Researchers

School Teachers

Secretaries

Social Workers

Supervisors

Technicians

Veterinarians

Waiters/Waitresses

S Types Like...

Peace

Stabilizing things

Helping others

Friendly environments

To finish the job

Teamwork

S Types...

Will support you

Like to take their time

Stay with proven methods

Consider the feelings of others

Are sentimental

Want to be appreciated

S Types are...

Loyal friends

Agreeable

Great finishers

Compassionate decision makers

Nicest people in the world

Concerned about how to start

S Types Don't Like...

Insensitivity

Misunderstandings

Surprises

Intense conversation

Sarcasm

Being pushed

S Types Want You to Be...

Kind

Pleasant

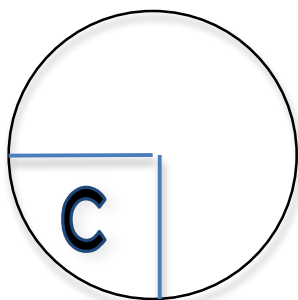
Caring

Patient

Understanding

Gentle

T
A
S
K



RESERVED

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____



Percentage of population:_____%

Examples:_____

Basic Needs:_____

C

STRENGTHS

GIFTED
ANALYTICAL
SENSITIVE
PERFECTIONISTIC
AESTHETIC
IDEALISTIC
LOYAL
SELF-SACRIFICING
THOROUGH

Key Concept...

*Strengths Pushed To
An Extreme Become
Weaknesses.*

Consider This...

What We Really Need
is Balance!

UNDER CONTROL

ORDERLY
LOGICAL
INTENSE
CURIOUS
TEACHABLE
CAUTIOUS
CORRECT
QUESTIONING
CONSCIENTIOUS
PRECISE

OUT OF CONTROL

COMPULSIVE
CRITICAL
UNSOCIABLE
PRYING
EASILY OFFENDED
FEARFUL
INFLEXIBLE
DOUBTFUL
WORRISOME
PICKY



C Types Make Good...

Accountants

Architects

Artists

Authors

Bankers

Bookkeepers

Computer Programmers

Consultants

Dentists

Engineers

Finishing Carpenters

Inventors

Lawyers

Librarians

Mechanics

Military Intelligence

Musicians

Philosophers

Physicians

Pilots

Professors

Scientists

Surgeons

Teachers

C Types Like...

Consistency
Detail
Excellent work

Creativity
Perfection
Getting it right

C Types...

Think in concepts
Might seem uncaring
See the pitfalls

Have lots of questions
Want to understand
Want to exceed expectations

C Types are...

Self-sacrificing
Focused on excellence
Dedicated to the task

Sometimes difficult to please
Logical
Attentive to details

C Types Don't Like...

Being criticized
Unnecessary interruptions
Ambition without a plan

Mistakes
Mediocrity
Illogical changes

C Types Want You to Be...

Open-minded
Accountable
Structured

Accurate
Analytical
Reasonable

Characterizing	D	I
Question	What?	Who?
Color	Green	Red
Animal	Doberman	Fluffy puppy
Vehicle	Luxury/power	Sporty/fun
Motto	"Go for it!"	"Lighten up!"
Song	"I Did It My Way"	"Don't Worry, Be Happy"
Philosophy	"I want it yesterday!"	"Let the good times roll!"
Magazine	Money	People
Target	"Ready...Fire... Aim!"	"Ready...Aim... Talk!"
Need	Challenge	Recognition
Tend to Want	Results	To be liked

S	C	Characterizing
How?	Why?	Question
Blue	Yellow	Color
Cat	Tropical fish	Animal
Family/Reliable	Quality/ Economical	Vehicle
"All for one...one for all!"	"If something can go wrong, it will!"	Motto
"Lean on Me"	"Tell My Why"	Song
"Working together, we can succeed"	"Don't show all your cards!"	Philosophy
Reader's Digest	Consumer Reports	Magazine
"Ready...Ready ... Ready..."	"Ready...Aim... Aim...Aim..."	Target
Appreciation	Quality Answers	Need
Reassurance	Understanding	Tend to Want

Notes

Notes

