

ENGAGERS

1. Like to ask, “Why?”
2. Like to bring harmony to all situations.
3. Function by clarifying values.
4. Usually like innovation and new ideas.
5. Integrate experiences with the self.
6. Learn by sharing.
7. Value insight thinking.
8. Absorb reality and believe in their own experience.
9. Usually think with imagination.
10. Tend to be thinkers more than doers.
11. Like to be involved with people and culture.
12. Are usually thoughtful people.
13. Often enjoy ‘people watching’.
14. May like time alone to develop ideas, but tend to like brainstorming with others.
15. Lead by establishing trust and allowing others to participate.
16. Strive for solidarity within an organization.
17. Need to be around coworkers who share their sense of mission.
18. May show fear under pressure and often are not daring.
19. Are aware of the ‘big picture’ in society.
20. Enjoy cooperation.
21. Enjoy helping people grow into more self-awareness and authenticity.
22. May be perceived as gullible.
23. Often favor group work or discussions.
24. Are usually seen as being fairly personable.
25. Sometimes spend too much time thinking about things and can’t seem to get anything done.



ENGAGERS

DO'S

- Explain why you are doing something or doing it a certain way and how it affects people
- Promote harmonious relationships
- Allow plenty of group work/teamwork
- Establish and maintain trust
- Be flexible and expect exceptions rather than rigid rules and timelines
- Praise collaboration and people skills



DON'TS

- Leave everything open-ended, or nothing will get done
- Embarrass them publicly (and DO be tactful in private)
- Force them to do too many projects alone
- Dismiss imaginative ideas/contributions
- Rush to task and come across as impersonal/uncaring
- Expect them to remain task-focused or stop talking/interacting with others at work... they gain energy through interactions (increasing productivity) and become dismal without them

ADVICE

ENGAGERS tend to be people and relationship focused persons, who like to view things holistically and build from the ground up. Spend extra time with **ENGAGERS** and show you care to motivate them.

PLANNERS

1. Strive for intellectual recognition.
2. Function best by thinking things through step by step.
3. Like to begin questions with, "What?"
4. Usually good at taking disparate facts and putting them together into coherent theories.
5. Like working with organized people who have agreements in writing and follow through.
6. Favor tradition over innovation.
7. Can be assertively persuasive, backing up their position with facts.
8. Lead by citing principles and procedures.
9. Approach problems with rationality & logic.
10. Strive for continuity.
11. Need to know what experts think to make decisions.
12. Learn by thinking through ideas sequentially.
13. Like detailed information, and will critique thoroughly as they collect data.
14. Uncomfortable deciding without data and research.
15. Will re-examine facts when they are in doubt.
16. Often spend extraordinary time thinking about things without making decisions & acting.
17. Enjoy transmitting knowledge.
18. Favor accuracy, facts, and traditional teaching.
19. Like curricula to cover significant information and be presented systematically.
20. See an increase in knowledge as the way to comprehension.
21. Form theories by integrating what they observe with what they believe to be true.
22. Have a difficult time understanding people who jump from one thing to another.
23. Believe in traditional authority and hierarchy.
24. Think authority should be exercised directly.
25. Can express a dominating attitude that discourages creativity.



PLANNERS

DO' S

- Plan to spend considerable time answering questions about projects/assignments
- Explain things thoroughly, step by step
- Keep things as organized as possible
- Praise knowledge and intellect
- Appreciate their need for tradition/continuity
- Use logic to back up your position or explain initiatives

DON' TS

- Jump around from one thing to another
- Assume innovations will be viewed positively
- Give sketchy directions
- Try to dazzle them with BS
- Have (or appear to have) unclear expectations
- Expect immediate action before they have time to analyze something

ADVICE

PLANNERS tend to be detail-oriented, thorough thinkers who like to learn as much as possible about things before initiating action. Take extra time with PLANNERS to allow them to become comfortable with any changes.



DOERS

1. Thrive on planning with timelines.
2. Solve problems by making unilateral decisions.
3. Like coworkers who are task-driven and act quickly.
4. Use a lot of reward/punishment to motivate.
5. Lead by example and personal forcefulness.
6. Like technical skills and hands-on jobs.
7. Sometimes lack teamwork skills.
8. The fewer rules the better— but they must be enforced quickly, completely, and equitably.
9. Prefer the scientific method for decision making.
10. Strive for quality productivity.
11. Like practical applications of curricula.
12. Like to ask, “How?” and “When?”
13. Attempt to make the present line up with the future for security.
14. Gather facts by direct experience.
15. Learn by trying out theories and adding a little common sense.
16. Are very pragmatic— if it works, do it (now, please!).
17. Have little tolerance for hazy ideas.
18. Favor strategic thinking that gets right to the point without ceremony.
19. Like solving problems and often resent being given the answer by an “expert”.
20. Are very down-to-earth people who like to take care of business in a hurry.
21. Sometimes come across as being aloof, bossy, and not very personal.
22. Have little tolerance for the “bleeding heart” or “touchy/feely” people.
23. Need to know how things work and will tinker endlessly.
24. Like strategic thinking leading immediately to productivity.
25. Can be inflexible and self-contained, leaving others wondering why they don’t care more.



DOERS

DO'S

- Allow plenty of self-direction/independence
- Tolerate trial and error mistakes
- Stick to business and get to the point
- Praise work ethic
- Tell them the end goal and let them come up with a solution/process to achieve it
- Encourage action on projects— especially group projects where a person or small task force (sub-group) is needed to begin initial or exploratory work



DON'TS

- Spend too much time explaining
- Micromanage
- Give vague timelines
- Focus on feelings or personal issues
- Demand that a particular process/approach be followed
- Make them waste time on unproductive tasks or assignments with no clear goal/benefit

ADVICE

DOERS tend to be task-focused, results-oriented people. Consider that they prioritize action and outcomes and are not being rude if they skip the pleasantries. Give **DOERS** room to run.

INVENTORS

1. *Work best during crisis & challenge— sometimes putting things off until the last minute or otherwise creating a crisis to solve.*
2. *Enjoy helping people discover the true self and then act on their dreams and visions.*
3. *Lead others by energizing them.*
4. *Are sometimes seen as disorganized and may appear to be much less productive than they actually are.*
5. *Like co-workers who are social, entertaining, and enjoy variety.*
6. *Are often visionary, and sometimes forget to let others in on the vision's details.*
7. *Are natural "out of the box" thinkers... Living comfortably "outside the box".*
8. *Think the Renaissance was just great fun!*
9. *Do not like to follow the beaten path.*
10. *Get bored easily with procedures, details, and ceremonies.*
11. *Approach problems by looking for patterns and possibilities.*
12. *Like to ask questions beginning with "If?" or "What if?"*
13. *Are very adept at getting things done, though they sometimes leave others wondering how they did it.*
14. *Usually are not afraid to take risks or try new things.*
15. *Enjoy fast-paced, changing environments and readily adapt to new methods.*
16. *Can sometimes be seen as naïve or rash.*
17. *Often reach accurate conclusions without logical justification or documentation.*
18. *Enjoy people and like adding to life for everyone to enjoy.*
19. *Tend to learn well (and like to learn) by trial and error.*
20. *Believe curricula should be geared toward the learner's interests.*
21. *Like variety, drama, and stimulating environments.*
22. *Will work diligently to enhance the prestige of the organization they work for.*
23. *Need others who can do follow-up and detail work to offset their scattered, hectic approach.*
24. *Seek to bring action to ideas— and can be manipulative or even pushy to do so.*
25. *Are usually iron-clad. They have a vision and know that it is viable. They feel that others will eventually see the dream as they see it... and if they don't then they probably aren't worth the worry.*



INVENTORS

DOS

- **Let them have some fun while working**
- **Show them how to self-impose tight deadlines that get things done well in advance of the real deadline... otherwise they tend to procrastinate**
- **Involve them extensively in planning/brainstorming and learn to respect their ideas more than just their experience**
- **Encourage cross-training and a variety of tasks/responsibilities**
- **Accept trial and error as part of the package— focus on the end result rather than the process by which they achieve it**
- **Energize them with possibilities and praise creativity**



DON'TS

- **Micromanage**
- **Make them do the same tasks repetitively**
- **Stymie their creativity by bogging them down in details and procedure**
- **Expect them to do things the way they've always been done**
- **Force them to organize things neatly... *INVENTORS* tend to pile information rather than file it neatly**
- **Bore them to death with sequential logic or long-winded speeches full of details (or if you do, don't get upset if they simultaneously work on something else... *INVENTORS* are natural multi-taskers)**

ADVICE

***INVENTORS* tend to be variety and creativity-focused, natural multi-taskers. Encourage them to bring action to their ideas, and allow fun as part of the normal workflow while gently helping them focus.**