

TABLE 4.2 Four Types of Personality Style

(Self-Contained)

DIRECTOR/BEHAVIORAL  
(Action)

General Orientation: Self-Contained and Direct

To tasks:Wants results now

To people:Seeks authority

To problems:Tactical, strategic

To stress:Doubles effort, will dictate, “If you can’t stand the heat get out of the kitchen.”

To time:Future and present

Typical Strengths

Acts rapidly to get results

Is inventive and productive

Shows endurance under stress

Is driven to achieve goals

Can take authority boldly

Common Difficulties

Can be too forceful or impatient

Can often think their way is best

Can be insensitive to others

Can be manipulative or coercive

Can be lonely or fatigued

THINKER/COGNITIVE  
(Analysis)

General Orientation: Self-Contained and Indirect

To tasks:Wants quality

To people:Seeks security

To problems:Analyzes data

To stress:Withdraws, “I can’t help you any further; do what you want.” (7)

To time:Past and future

Typical Strengths

Acts cautiously to avoid errors

Engages in critical analysis

Seeks to create a low stress climate

Slow, steady, methodical

Complies with authority, “show me” attitude

Common Difficulties

Can bog down in details

Can be too critical and finicky

Can be overly sensitive to feedback

Can seem to be lacking in courage

Can be too self-sufficient, alone

(Direct)

SOCIALIZER/AFFECTIVE  
(Expressive)

General Orientation: Open and Direct

To tasks:People come first

To people:Seeks to influence

To problems:Intuitive and creative

To stress:Will confront it, “Listen you turkey I’ve taken your abuse long enough.” (7)

To time:Future and present

Typical Strengths

Spontaneous, gregarious

Acts creatively on intuition

Is sensitive to others’ feelings

Is resilient in times of stress

Develops a network of contacts

Is often willing to help others

Common Difficulties

Can lose track of time

Can “overburn” and over-indulge

Can be too talkative

Can lose objectivity, be emotional

Can be self-oriented, self-assured

RELATER/INTERPERSONAL  
(Harmony)

General Orientation: Open and Indirect

To tasks:Reliable performance

To people:Seeks to help others

To problems:Practical solutions

To stress:Will submit, “OK, if that’s the way you must have it, we’ll try it.” (7)

To time:Present

Typical Strengths

Promotes harmony and balance

Is reliable and consistent

Tries to adapt to stress

Sees the obvious that others miss

Is often easy-going and warm

Supports and “actively” listens to others

Common Difficulties

Can be too slow to make decisions

Can allow others to take advantage of them

Can become bitter if unappreciated

Can feel low in self-worth

Can be too dependent on others

(Open)