



Type	Focus of Attention	Speaking Style/Body Language	Consider
<b>1 Perfectionist</b>	What is correct and incorrect, bringing things up to standards, rules and following procedures, acting with personal integrity, doing the right thing, keeping their word	Factual, precise (e.g., “correct”), reserved, poised, serious facial expressions, frustration may show through physical clenching (e.g., jaw, stiff posture), reserved, polite	<ul style="list-style-type: none"> <li>Looking for positive insights in addition to constructive feedback</li> <li>Bringing more humor to situations</li> <li>Showing more empathy and understanding</li> <li>Relaxing sense of personal obligation to fix everything yourself</li> <li>Accepting mistakes happen in yourself and others</li> </ul>
<b>2 Giver</b>	Maintaining the relationship, others’ needs, what is good about a person, how to help, motivating others to reach potential	Open, expressive, happy facial expressions, warm, encouraging, demonstrative, praising; talkative, openly expresses feelings, gives advice, people-centered	<ul style="list-style-type: none"> <li>Being more objective</li> <li>Showing less empathy</li> <li>Being more direct and firm</li> <li>More serious</li> <li>Separating feelings from business</li> <li>Saying the hard things too</li> <li>Setting good boundaries</li> <li>Offering less advice</li> </ul>
<b>3 Performer</b>	Accomplishments, results, deliverables, targets, goals, appearing successful, winning, being the best	Efficient, direct, rational, enthusiastic, quick on their feet, charismatic, looks the part, reads an audience well, can show impatience when things stall or move slowly	<ul style="list-style-type: none"> <li>Letting people get to know you beyond your role</li> <li>Slowing down and being patient</li> <li>Less avoidance of conversations that involve emotions</li> <li>Giving feedback conversations enough time</li> </ul>
<b>4 Romantic</b>	Meaning and purpose of work, depth of relationships, ideals, how things fall short of ideals, their feelings, compassion, issues they find important	Thoughtful, empathic, reflective, intense, shares personal stories, discusses feelings, tends to vacillate between introversion and communicating with great passion and strong opinions	<ul style="list-style-type: none"> <li>Less intensity, more objectivity</li> <li>Trying not to take things personally</li> <li>Giving the other person equal air time and drawing them out with questions</li> <li>Delaying reactive actions until intense emotions subside</li> <li>Moving into right action instead of being stopped by emotion</li> <li>Limiting self-referencing</li> </ul>



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<b>5 Observer</b>	Facts, expert knowledge, information, analysis, avoiding emotion, energy drains, intrusions	Rational, minimal expression, detached, limits interactions and communication, tend to keep thoughts/opinions to themselves, expert stance	<ul style="list-style-type: none"> <li>Talking with people and initiating communication</li> <li>Increasing your capacity to engage rather than withdraw</li> <li>Encouraging open discussion and feedback</li> <li>Attempting to keep people as informed as possible</li> <li>Making eye contact</li> </ul>
<b>6 Loyal Skeptic</b>	Anticipation, prediction, getting context via questions, worst case scenarios and potential hazards, finding common ground, welfare of the group, problem solving and analysis, process implementation	Asks questions, pays attention to details, plays devil's advocate, can appear skeptical (e.g., crossed arms, furrowed brow), scans environment, can be warm and engaging, looks for common interests	<ul style="list-style-type: none"> <li>Framing your feedback in a positive way</li> <li>Keeping bigger picture in mind</li> <li>Watching questioning doesn't come across as interrogating</li> <li>Suspending doubt</li> </ul>
<b>7 Epicure</b>	Possibilities, innovation, insight, options, having fun, silver lining, new ideas, the future, expressing their potential	Happy, enthusiastic, entertaining, storyteller, upbeat, active, engaging, may interrupt, can speak at a quick pace, may talk more than listen, get distracted or change course, may take a circuitous route with conversations	<ul style="list-style-type: none"> <li>Staying focused</li> <li>Giving the feedback conversation your full attention</li> <li>Following through</li> <li>Less avoidance of awkward or difficult conversations</li> <li>Becoming comfortable with silence</li> <li>Minimizing exaggeration</li> </ul>
<b>8 Protector</b>	Fairness, truth, justice, being in control, reality testing, strength, accountability, not being blamed	Commanding, expresses self easily especially anger, direct, intimidating, bold, big picture, real, intense, passionate, quick, likes to get to the point; impatient with many details or slower pace	<ul style="list-style-type: none"> <li>Pausing before sharing (especially when angry)</li> <li>Turning down intensity</li> <li>Releasing certainty and being open to others' points of view</li> <li>More empathy</li> <li>Giving others a moment to catch up</li> </ul>
<b>9 Mediator</b>	Seeing others' points of view, keeping the peace and avoiding conflict, harmony, fairness, being inclusive	Grounded, easygoing, calm, relaxed, steady, low emotional expression, stoic, may meander in conversation, good listener, unflappable	<ul style="list-style-type: none"> <li>Disputing self-talk that holds you back from sharing your point of view</li> <li>Committing to say more about your thoughts and insights</li> <li>Asking others directly for what you want and need from them</li> </ul>