D (LION) DOMINANT - DRIVER
Active/Task-Oriented Shows Confidence of GOD (Choleric, Lion, Green)
Characteristics: Dominant, Direct, Demanding, Decisive, Confident, Problem-Solver, Risk Taker, Self Starter.
Value to Team: Bottom Line Organizer, High Value on Time, Innovative, Challenges the Status Quo.
Basic Motivation: Challenge and Control
Greatest Fear: Being take advantage of.
Leadership Style: Take control and be in charge. Do not like people telling them what to do. Likely to delegate tasks to others. Make quick decisions. Direct and demanding approach to management.
Following Style: Respects strong leaders. Wants to Win. Wants choices not orders. Wants power, authority, take control and be in charge. Do not like people telling them what to do. Like to delegate.
Greatest Fear: Challenge and Control
Basic Motivation: Recognition and Approval
Following Style: Demanding approach to management.
Expectation of his/her leader: Direct, prompt answers; sticks to the task; gets to the point; provides pressure, allows freedom for personal accomplishments.
Desires: Freedom from control; varied, changing activities; difficult, challenging assignments; choices, not ultimatums; opportunities for advancement.
Possible Weaknesses: Oversteps authority; dislikes ultimatums; opportunities for advancement.
Needs to Learn: People are important; sensitivity to people’s feeling is wise; relaxation is not a crime; some controls are necessary; everyone has a boss; self control is important.
Communicate: What? Discuss end results first, summarize first, provide details in writing for review later, put your thoughts in one-page memo with problems, summarize first, provide details in writing for review later, detailed-oriented, very informative. Serious about doing the job just right. Provide lots of facts and data that have been well researched and offer corrections.
How to Disagree: Find the larger goal you agree on first and then propose plan that will expedite reaching the goal. (Remember goal is primary, methodology is secondary).

I (MAN) INFLUENCING-INSPIRING
Active/People-Oriented Shows the Joy of GOD (Sanguine, Otter, Red)
Value to Team: Creative problem-solver; great encourager; motivates others to achieve; positive sense of humor; negotiates conflict, peacemaker.
Basic Motivation: Recognition and Approval
Greatest Fear: Rejection
Leadership Style: Inspiring and enthusiastic; loves to talk and influence others; naturally great presenters; talkative; loves a crowd; impressive and positive.
Following Style: Follows with their heart; tend to be impulsive followers; want opportunities that will make them look good; talk a lot; make great first impressions; often rise to the top as leaders due to persuasiveness and high confidence; leader may not know who’s leading whom.
Expectation of his/her leader: Fair and friendly; provides social involvement; provides recognition of ability; offers freedom to do what they want to do. Provides reassurance; shows excellence of God.
Desires: Prestige; friendly relationships; freedom from detail; opportunities to help and motivate others; chance to verbalize ideas.
Possible Weaknesses: More concerned with popularity than tangible results; inattentive to detail; overuses gestures and facial expressions; talks too much; tends to listen only when it is convenient; exaggerates to point of lying; interrupts when others are talking; first to quit when fun is over and disciplined work is required.
Needs to Learn: Time management; deadlines are important; too much optimism; too dangerous; being responsible is more important than being popular; listening better will improve one’s influence.
Communicate: Who? Personal testimonies and listening better will improve one’s influence.
How to Disagree: Postpone an immediate decision if possible, will lose emotional attachment with passing of time; delay decision for a day or two may open the door for them to accept new ideas.

S (OX/ANGEL) STABLE - STEADY
Passive/People-Oriented Shows Faithfulness of GOD (Phlegmatic, Golden Retriever, Blue)
Characteristics: Steady, faithful, good listener; team player, possessive, predictable, understanding, friendly, shy, security-oriented, servant submissive, specialist, never gets up on a ladder.
Value to Team: Reliable, dependable, loyal team worker, compliant towards authority, good listener, patient and empathetic.
Basic Motivation: Stability and Support
Greatest Fear: Loss of Security
Leadership Style: Sweet, steady and stable leaders. Seldom demand anything. Friendly and loyal, passive and laid back, cool. Often miss opportunities due to caution and avoid/dislikes changes, reliable and relaxed, reserved.
Following Style: Want to establish a relationship with a gentle, understanding leader who will be around for a long time. Want to serve in a stable environment. Will make decisions slowly, very close to someone with sensible, slow judgment, like familiar and low-key environment.
Expectation of his/her leader: Relaxed and friendly; allows time to adjust to changes; allows to work at own pace; give personal support.
Desires: An area of specialization; identification with a group; established work patterns; security of situation; the freedom to pursue interests.
Possible Weaknesses: Resists change; takes a long time to adjust; holds a grudge; passive-aggressive; will in rather that argue.
Needs to Learn: Change provides opportunity; friendliness isn’t everything; discipline is good; boldness and taking risks are sometimes necessary.
Communicate: How? Naturally think of the practical approach to any actions or issues; is reason why, provide the rationale for changes, decisions, or actions through well-researched details, facts, and data. Motivated by logic, not by feelings and emotions.
How to Disagree: Carefully document your position with facts and data that have been well researched and offer proof. Ask them to consider the case. Try not to back into them into a corner, give time to think about the evidence; appeal to their logic. No public embarrassments corrections.

C (EAGLE) CAREFUL - CORRECT
Passive/Task-Oriented Shows Excellence of GOD (Melancholy, Beaver, Yellow)
Characteristics: Competent, cautious, calculating, conscientious, accurate, analytical, precise, systematic, fact-finder, contemplative.
Value to Team: Reality oriented; conscientious; thorough in all activities; defines situation; gathers, criticizes and tests information; focuses on the problem and pitfalls.
Following Style: “Consumer Report” type followers, analyze each decision. Love research and development. Quality oriented followers. No quick or easy answers. Picky and precise, follow their mind, not the heart. Want time to think about decisions and get work done with excellence. If convinced, they follow best.
Expectation of his/her leader: Provides reassurance; spells out detailed operating procedures; provides resources to do tasks correctly; lists to suggestions.
Desires: Clearly defined tasks; details; limited risks; assignments that require precision and planning; time to think; time to prepare for changes.
Possible Weaknesses: Needs clear-cut boundaries for action/relationships; bound by procedures and methods; gets bogged down in details; prefers not to verbalize feelings; sensitive and easily offended; never forgets a detail; makes decisions slowly, takes a long time. Want to serve in a stable environment. Will make decisions slowly, very close to someone with sensible, slow judgment, like familiar and low-key environment.
Needs to Learn: Total support is not always possible; thorough explanation is not everything; deadlines must be met; more optimism will lead to greater success.
Communicate: Why? Tend to resist changes unless they are forced to. Tend to resist changes unless they are forced to. Why? Tend to resist changes unless they are forced to.
How to Disagree: Carefully document your position with facts and data that have been well researched and offer proof. Ask them to consider the case. Try not to back into them into a corner, give time to think about the evidence; appeal to their logic. No public embarrassments corrections.