

EXPERT (CR)

YOU'RE GREAT AT solving the hard problems.

- People trust you for your expertise and follow-through.
- You're self-governing and are able to prioritize tasks to get things done.
- You can be driven and competitive.

YOU CARE ABOUT

What others think of your work.

OTHERS SEE YOU AS

Reliable, well-informed, up-to-date, and proactive.

BENEFIT TO YOUR ORGANIZATION	Your clear presentation of the facts and analysis, along with your informed decision-making help clients believe that your organization can be trusted.
DOWNSIDE	At times your objectivity can block you from taking emotional risks. Your expertise can come across as arrogance.
TEMPERAMENT TWINS YOU MAY KNOW	<ul style="list-style-type: none"> • Warren Buffet—<i>investor</i> • Alan Greenspan—<i>economist</i> • Christine Lagarde—<i>Managing Director of the International Monetary Fund</i> • Vince Lombardi—<i>football coach</i>
MOTTO	"Lead, follow, or get out of the way"—Thomas Paine

STEWARD (RS)

YOU'RE GREAT AT not letting your ego interfere with your work.

- People can count on you to do what you say you will.
- You keep clients' interests top-of-mind.
- Your leadership comes from a willingness to serve rather than a desire to dominate.
- You have concern for the team as well as the job.

YOU CARE ABOUT

Fulfilling the mission, taking care of the organization.

OTHERS SEE YOU AS

Genuine, consistent, and dependable. They don't worry that you have a hidden or selfish agenda. They appreciate that you can see both sides of a case and think from their point of view.

BENEFIT TO YOUR ORGANIZATION	You assume the role of caretaker of any group you are in, whether it's in your job description or not.
DOWNSIDE	Others may interpret your collaborative nature as a lack of personal ambition.
TEMPERAMENT TWINS YOU MAY KNOW	<ul style="list-style-type: none"> • Margaret Mead—<i>anthropologist</i> • Bono—<i>singer/humanitarian</i> • Morgan Freeman—<i>actor</i> • Steve Wozniak—<i>co-founder of Apple Computers</i> • Aung San Suu Kyi—<i>Noble Peace Prize winner</i> • Ursula Burns—<i>Chairperson of XEROX</i>
MOTTO	"Do whatever it takes to meet the mission."

DOER (RI)

YOU'RE GREAT AT meeting deadlines and adhering to budgets.

- People feel safe with you and count on you to follow through.
- You are dependable, optimistic, friendly, and a good listener.
- You roll up your sleeves and get things done, often working behind the scenes.
- Your word is your bond.

YOU CARE ABOUT

Getting organized, getting the job done and getting others to help you.

OTHERS SEE YOU AS

The kindly drill sergeant, diplomatic and motivating. They trust your common sense. Because you're very personable, people are willing to follow your direction. People value your organization, dependability, sincerity, and predictability.

BENEFIT TO YOUR ORGANIZATION	You motivate others to stay on task.
DOWNSIDE	You may focus on the task at hand at the expense of the overall goal. To increase others' trust in you, look for ways you can broaden your interest in other points of view, lowering your Self-Orientation.
TEMPERAMENT TWINS YOU MAY KNOW	<ul style="list-style-type: none"> • Michelle Obama—<i>First Lady of the United States</i> • Eleanor Roosevelt—<i>former First Lady of the United States</i> • Sergio Marchionne—<i>CEO/Chairman of Fiat and Chrysler</i> • Angela Merkel—<i>German Chancellor</i>
MOTTO	"Let's roll up our sleeves and all pitch in."

CONNECTOR (IS)

YOU'RE GREAT AT accomplishing things through others.

- You are magnetic, approachable, and personable.
- People often disclose sensitive information to you.
- You accomplish things through others.
- You have a wide network in every part of the organization.

YOU CARE ABOUT

Other people.

OTHERS SEE YOU AS

Really caring about them. They can trust you with their feelings and concerns. People come to you to find out what's really going on.

BENEFIT TO YOUR ORGANIZATION	You bring the humanity into every situation and have invaluable insights for the leaders of your organization.
DOWNSIDE	You may neglect to boost your own credibility and authority. You may need to bolster your Credibility by learning from all those you can tap into and by asserting yourself. Work on earning the trust of higher ups and focusing on your own career goals.
TEMPERAMENT TWINS YOU MAY KNOW	<ul style="list-style-type: none"> • Oprah Winfrey—<i>television executive</i> • Malcolm Gladwell—<i>author</i> • Ellen DeGeneris—<i>talk show host</i> • Jim Henson—<i>creator of "Sesame Street"</i>
MOTTO	"People who need people are the luckiest people in the world."

CATALYST (CI)

YOU'RE GREAT AT brainstorming and coming up with new ideas.

- People rely on you for eliciting ideas from others and incorporating them into a cohesive action plan.
- You love to spark ideas and come up with new ideas, then synthesize and integrate them.
- You like to make up your own rules.

YOU CARE ABOUT

Big issues, framing problems, and gaining insights.

OTHERS SEE YOU AS

A synthesizer and integrator. They count on you to frame issues in a clear and complete way. They look to you for your expertise and yet know that you value their input.

BENEFIT TO YOUR ORGANIZATION	Your ability to combine lively thinking with attentiveness to other people makes you valuable on any team or problem-solving group.
DOWNSIDE	You depend a lot on others for follow through; out of enthusiasm, you may over-commit and under-deliver.
TEMPERAMENT TWINS YOU MAY KNOW	<ul style="list-style-type: none"> • Bill Clinton—<i>former US President</i> • Henry Kissinger—<i>political scientist</i> • Robin Williams—<i>actor</i> • Dr. Martin Luther King, Jr.—<i>activist</i> • Marshall McLuhan—<i>author</i> • Thomas Jefferson—<i>American patriot and founding father</i> • Indra Nooyi—<i>Chairperson and CEO of Pepsico</i>
MOTTO	"So what if it's not broken; we can make it better."

PROFESSOR (CS)

YOU'RE GREAT AT acquiring new knowledge and sharing it with others.

- Others trust your expertise, knowing that your self-interest is not a ruling factor.
- You love the content of your work; you like thinking about it and exploring where it will go.
- You tend to share your expertise through the more impersonal means of lectures, articles, and books rather than through mentoring or coaching.
- You may say little during a meeting, then step in at the end with a key insight.

YOU CARE ABOUT

Their success, generously sharing ideas with your clients or students.

OTHERS SEE YOU AS

Knowledgeable and really smart.

BENEFIT TO YOUR ORGANIZATION	Your quest for more knowledge enriches those you share it with.
DOWNSIDE	You may frustrate those around you if you miss deadlines or fail to complete your part of a team project. Great ideas may sidetrack you from everyday tasks.
TEMPERAMENT TWINS YOU MAY KNOW	<ul style="list-style-type: none"> • Albert Einstein—<i>physicist</i> • Albus Dumbledore—<i>fictional wizard and teacher</i> • Lao Tzu—<i>philosopher</i> • Marie Curie—<i>chemist and physicist</i> • Sanjay Gupta—<i>neurosurgeon</i>
MOTTO	"Curiosity has its own reason for existing"—Albert Einstein