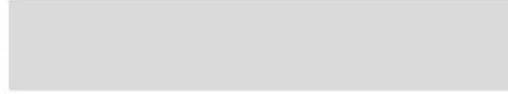


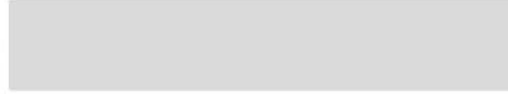
Working with Other Trust Temperaments

Working with:	AN EXPERT (CR)	A STEWARD (RS)	A DOER (RI)	A CONNECTOR (IS)	A CATALYST (CI)	A PROFESSOR (CS)
	Shared C and R	Shared R	Shared R	Alert! nothing shared	Shared C	Shared C
AN EXPERT (CR)	You'll align when you:					
	Natural alignment	<ul style="list-style-type: none"> Zero in on goals, and plans for achieving them (R) Link issues to the larger purpose or mission; use "team" and "we" language (S) Use logic and facts judiciously; appreciate the "shades of grey" (S) 	<ul style="list-style-type: none"> Zero in on tasks and timelines (R) Raise and respond to practical concerns (R) Listen deeply to understand all aspects of an issue/ opportunity (I) 	<ul style="list-style-type: none"> Consider the human side of an issue at hand (I) Show your own humanity—e.g., where are you a little uncertain? (I) Use logic and facts judiciously; appreciate the "shades of grey" (S) 	<ul style="list-style-type: none"> Start with a larger context: what improvement are you trying to make? (C) Show your own passion and enthusiasm (C, I) Brainstorm, rather than have all the answers (C, I) 	<ul style="list-style-type: none"> Focus on the intellectual challenges at-hand (C) Know not only your facts, but also their implications (C) Follow the discussion, rather than drive the discussion (S)
	Watch out for your natural tendency to:					
	<ul style="list-style-type: none"> Be competitive/ argumentative (C) Debate for the sport of it, rather than to move an issue forward (C) Fail to consider the human side of an issue at hand (I) 	<ul style="list-style-type: none"> Judge what seems like lack of ambition (C) Fail to anchor an issue in the big picture (S) Over-play your expertise; appear ego-driven (S) 	<ul style="list-style-type: none"> Assume everyone loves a good debate (C) Move to action before considering all the implications (R) Dismiss "small talk" and personal connections (I) 	<ul style="list-style-type: none"> Assume everyone loves a good debate (C) Dismiss "small talk" and personal connections (I) Over-play your expertise; appear ego-driven (S) 	<ul style="list-style-type: none"> Be competitive/ argumentative (C) Emphasize rules or "shoulds" (C) Stick to facts and figures, rather than ideas and implications (S) 	<ul style="list-style-type: none"> Be competitive/ argumentative (C) Judge what seem like tangents and non sequiturs (C) Over-play your expertise; appear ego-driven (S)



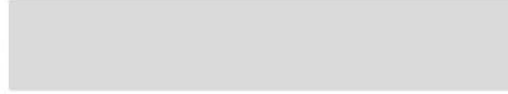
Working with Other Trust Temperaments

Working with:	AN EXPERT (CR)	A STEWARD (RS)	A DOER (RI)	A CONNECTOR (IS)	A CATALYST (CI)	A PROFESSOR (CS)
	<i>Shared R</i>	<i>Shared R and S</i>	<i>Shared R</i>	<i>Shared S</i>	<i>Alert! nothing shared</i>	<i>Shared S</i>
A STEWARD (RS)	You'll align when you:					
	<ul style="list-style-type: none"> Use logic and facts, demonstrations and case studies (C) Be assertive; express your point of view (C) Zero in on tasks and timelines (R) 	Natural alignment	<ul style="list-style-type: none"> Zero in on tasks and timelines (R) Demonstrate your commitment to getting things done in the short-term as well as long-term (R) Listen deeply to understand all aspects of an issue/ opportunity (I) 	<ul style="list-style-type: none"> Consider the human side of an issue at hand (I) Emphasize the greater good as context (S) Focus on the benefit for the team or group (S) 	<ul style="list-style-type: none"> Start with a larger context: what improvement are you trying to make? (C) Be willing to explore ideas that may not seem anchored to mission/purpose (C) Show your own passion and enthusiasm (C, I) 	<ul style="list-style-type: none"> Focus on the intellectual challenges at-hand (C) Demonstrate your interest in learning, acquiring knowledge (C) Keep the conversation focused on ideas that will help drive outcomes (S)
	Watch out for your natural tendency to:					
	<ul style="list-style-type: none"> Under-play your expertise; appear passive or disengaged (C) Fail to consider the human side of an issue at hand (I) Judge what appear to be ego-driven motives (S) 	<ul style="list-style-type: none"> Allow the "shades of grey" to impede decisiveness (C) Be overly cooperative/ consensus-oriented (S) Be overzealous/ evangelical (S) 	<ul style="list-style-type: none"> Move to planning before considering all the angles/ implications (R) Dismiss "small talk" and personal connection (I) Be overzealous/ evangelical (S) 	<ul style="list-style-type: none"> Allow the "shades of grey" to impede decisiveness (C) Dismiss "small talk" and personal connection (I) Be overly cooperative/ consensus-oriented (S) 	<ul style="list-style-type: none"> Emphasize rules or "shoulds" (R) Judge what appears to be a lack of commitment to taking action (R) Be overzealous (S) 	<ul style="list-style-type: none"> Push for planning before considering all the angles/ implications (R) Be impatient with exploring an idea for its own sake (S) Judge what appears to be a lack of focus on mission/purpose (S)



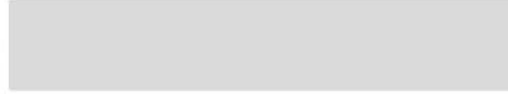
Working with Other Trust Temperaments

Working with:	AN EXPERT (CR)	A STEWARD (RS)	A DOER (RI)	A CONNECTOR (IS)	A CATALYST (CI)	A PROFESSOR (CS)
	Shared R	Shared R	Shared R and I	Shared I	Shared I	Alert! nothing shared
A DOER (RI)	You'll align when you:					
	<ul style="list-style-type: none"> Use logic and facts, demonstrations and case studies (C) Be assertive, express your point of view (C) Zero in on tasks and timelines (R) 	<ul style="list-style-type: none"> Demonstrate your commitment to the long-term as well as the short-term (R) Link issues to the larger purpose or mission; use "team" and "we" language (S) Focus on the benefit to the team or group (S) 	Natural alignment	<ul style="list-style-type: none"> Consider the human side of an issue at hand (I) Show your interest and enthusiasm (I) Emphasize the greater good as context (S) 	<ul style="list-style-type: none"> Start with a larger context: what improvement are you trying to make? (C) Show your own passion and enthusiasm (C, I) Be willing to explore ideas that may not seem immediately actionable (I) 	<ul style="list-style-type: none"> Focus on the intellectual challenges at-hand (C) Demonstrate your interest in learning, acquiring knowledge (C) Follow the discussion, rather than drive the discussion (S)
	Watch out for your natural tendency to:					
	<ul style="list-style-type: none"> Under-play your expertise (C) Focus on practical details too quickly (R) Judge what appears to be a lack of appreciation for all aspects of an issue/opportunity (I) 	<ul style="list-style-type: none"> Over-emphasize tasks and timelines (R) Judge what appears to be a lack of drive to complete tasks (R) Fail to anchor the discussion in the big picture (S) 	<ul style="list-style-type: none"> Move too quickly to tasks and timelines (R) Ignore others' points of view in an effort to get things done (R) Lose sight of the big picture (S) 	<ul style="list-style-type: none"> Move to action before considering all the angles/implications (R) Over-emphasize deadlines and measurable results (R) Lose sight of the big picture (S) 	<ul style="list-style-type: none"> Emphasize rules or "shoulds" (C) Move to action before considering all the possibilities (R) Be impatient with exploring an idea (R) 	<ul style="list-style-type: none"> Be impatient with exploring, learning for its own sake (R) Move to action before considering all the angles/implications (R) Judge what appears as lack of appreciation for all aspects of an issue/opportunity (I)



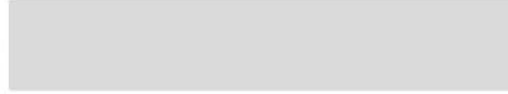
Working with Other Trust Temperaments

Working with:	AN EXPERT (CR)	A STEWARD (RS)	A DOER (RI)	A CONNECTOR (IS)	A CATALYST (CI)	A PROFESSOR (CS)
	Alert! nothing shared	Shared S	Shared I	Shared I and S	Shared I	Shared S
A CONNECTOR (IS)	You'll align when you:					
	<ul style="list-style-type: none"> Use logic and facts, demonstrations and case studies (C) Be assertive; express your point of view (C) Pay attention to tasks and timelines (R) 	<ul style="list-style-type: none"> Demonstrate your commitment to achieving an end result (R) Link issues to the larger purpose or mission; use "team" and "we" language (S) Focus on the benefit for the team or group (S) 	<ul style="list-style-type: none"> Pay attention to tasks and timelines (R) Raise and respond to practical concerns (R) Listen deeply to understand all aspects of an issue/ opportunity (I) 	Natural alignment	<ul style="list-style-type: none"> Start with a larger context: what improvement are you trying to make? (C) Show your passion and enthusiasm (C, I) Be willing to explore ideas first, people impact later (I) 	<ul style="list-style-type: none"> Focus on the intellectual challenges at-hand (C) Demonstrate your interest in learning, acquiring knowledge (C) Follow the discussion, rather than facilitate the discussion (S)
	Watch out for your natural tendency to:					
	<ul style="list-style-type: none"> Be unwilling to debate an issue (C) Insist on "small talk" and personal connections (I) Judge what appear to be ego-driven motives (S) 	<ul style="list-style-type: none"> Allow the "shades of grey" to impede decisiveness (C) Insist on "small talk" and personal connections (I) Be overly cooperative/ consensus-oriented (S) 	<ul style="list-style-type: none"> Allow concerns for the human side of an issue to impede decisiveness (C) Judge what appears to be a "blindness on" approach (R) Downplay the importance of deadlines, action (R) 	<ul style="list-style-type: none"> Allow the "shades of grey" to impede decisiveness (C) Downplay the importance of deadlines, action (R) Be overly cooperative/ consensus-oriented (S) 	<ul style="list-style-type: none"> Allow enthusiasm and collegiality to impede decisiveness (C) Downplay the importance of deadlines, action (R) Judge what might appear to be ego-driven motives (S) 	<ul style="list-style-type: none"> Downplay or ignore the importance of deadlines, action (R) Insist on "small talk" and personal connections (I) Judge what appears to be a lack of focus on people (S)



Working with Other Trust Temperaments

Working with:	AN EXPERT (CR)	A STEWARD (RS)	A DOER (RI)	A CONNECTOR (IS)	A CATALYST (CI)	A PROFESSOR (CS)
	Shared C	Alert! nothing shared	Shared I	Shared I	Shared C and I	Shared C
A CATALYST (CI)	You'll align when you:					
	<ul style="list-style-type: none"> Use logic and facts, demonstrations and case studies (C) Are willing to focus on specific problems/ challenges (C) Pay attention to tasks and timelines (R) 	<ul style="list-style-type: none"> Demonstrate your commitment to achieving an end result (R) Link issues to the larger purpose or mission; use "team" and "we" language (S) Use hyperbole judiciously; appreciate the "shades of gray" (S) 	<ul style="list-style-type: none"> Demonstrate your commitment to achieving short-term results (R) Pay attention to tasks and timelines (R) Listen deeply to understand all aspects of an issue/ opportunity (I) 	<ul style="list-style-type: none"> Consider the human side of an issue at hand (I) Reveal your own personal stake in the matter (I) Emphasize the greater good as context (S) 	Natural alignment	<ul style="list-style-type: none"> Focus on the intellectual challenges at-hand (C) Demonstrate your interest in learning, acquiring knowledge (C) Follow the discussion, rather than facilitate the discussion (S)
	Watch out for your natural tendency to:					
	<ul style="list-style-type: none"> Downplay the importance of deadlines, action (R) Eschew rules and order (R) Insist on "small talk" and personal connections (I) 	<ul style="list-style-type: none"> Eschew rules and order (R) Fail to anchor an issue in the big picture (S) Overplay your ambition; appear ego-driven (S) 	<ul style="list-style-type: none"> Eschew rules and order (R) Downplay the importance of deadlines, action (R) Be overly focused on group consensus and balance (I) 	<ul style="list-style-type: none"> Ignore the importance of deadlines, action (R) Be overly focused on group consensus and balance (I) Overplay your ambition; appear ego-driven (S) 	<ul style="list-style-type: none"> Allow enthusiasm and collegiality to impede focus (C) Ignore the importance of deadlines, action (R) Eschew rules and order (R) 	<ul style="list-style-type: none"> Get overly distracted by tangents and non-sequitors (C) Ignore the importance of deadlines, action (R) Overplay the importance of your ideas (S)



Working with Other Trust Temperaments

Working with: If you are:	AN EXPERT (CR)	A STEWARD (RS)	A DOER (RI)	A CONNECTOR (IS)	A CATALYST (CI)	A PROFESSOR (CS)
A PROFESSOR (CS)	Shared C	Shared S	Alert! nothing shared	Shared S	Shared C	Shared C and S
	You'll align when you:					
	<ul style="list-style-type: none"> Use logic and facts, demonstrations and case studies (C) Are willing to focus on specific problems/challenges (C) Pay attention to tasks and timelines (R) 	<ul style="list-style-type: none"> Demonstrate your commitment to achieving an end result (R) Link learning/knowledge to the larger purpose or mission; use "team" and "we" language (S) Focus on the benefit for the team or group (S) 	<ul style="list-style-type: none"> Pay attention to tasks and timelines (R) Raise and respond to practical concerns (R) Listen deeply to understand all aspects of an issue/opportunity (I) 	<ul style="list-style-type: none"> Consider the human side of an issue at hand (I) Show your own humanity—e.g., where are you a little uncertain? (I) Emphasize the greater good as context (S) 	<ul style="list-style-type: none"> Start with a larger context: what improvement are you trying to make? (C) Show your own passion and enthusiasm (C, I) Are willing to consider different points of view (I) 	Natural alignment
	Watch out for your natural tendency to:					
	<ul style="list-style-type: none"> Lead with intellect/learning rather than practicalities (R) Fail to consider the human side of an issue at hand (I) Judge what appear to be ego-driven motives (S) 	<ul style="list-style-type: none"> Lead with intellect/learning rather than practicalities (R) Fail to anchor the discussion in the big picture (S) Be dogmatic/inflexible (S) 	<ul style="list-style-type: none"> Lead with intellect/learning rather than practicalities (R) Downplay the importance of deadlines, action (R) Dismiss "small talk" and personal connections (I) 	<ul style="list-style-type: none"> Ignore the importance of deadlines, action (R) Dismiss "small talk" and personal connections (I) Be dogmatic/inflexible (S) 	<ul style="list-style-type: none"> Emphasize rules or "shoulds" (C) Ignore the importance of deadlines, action (R) Judge what appear to be ego-driven motives (S) 	<ul style="list-style-type: none"> Ignore the importance of deadlines, action (R) Fail to consider the emotional aspect of an issue (I) Be dogmatic/inflexible (S)