

CONTROLLER-CONTROLLER

Controller-Controllers tend to have high expectations of themselves and others. However, they may not communicate these to others. They tend to be strong individualists who continuously seek new challenges.

Controller-Controllers need to be in charge. Individuals of this Style tend to be forceful, directive and are capable of manipulating or controlling both people and situations. They are oriented toward action and tend to become impatient and sometimes belligerent with those they perceive as reluctant or inactive.

Their strengths include making decisions and solving problems, but they tend to not involve or listen to others. They find it easier to do everything themselves—others take too long. Because they maintain high emotional control, they are often perceived as cold, unfeeling and intimidating. The greatest strength of the Controller-Controller is the ability to break barriers and overcome obstacles.

Improving Flexibility: Controller-Controllers could improve their flexibility by demonstrating empathy and patience with others and developing their ability to work effectively as a team. Setting tasks aside and listening to others will strengthen their professional relationships. It is important for them to take the time to let others know the “why’s” and “how’s” rather than simply telling them the “what’s.” This will result in a greater buy-in on the part of other people who work for them.

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CONTROLLER-ANALYZER

Controller-Analyzers tend to primarily focus on accomplishment to a high level of perfection. This is both a strength, because of the personal drive, and a weakness, because perfection is rarely achieved.

They tend to be full of ideas as to how to accomplish a task or solve a problem. They will analyze and criticize each idea, coming up with all the reasons why the ideas will not work. These conflicts are often internal. However, once they have made up their mind it is unlikely that it can be changed.

They are often innovative in their thinking and generate ideas and solutions that are unique to the situation. The Controller-Analyzer tends to be sensitive to feelings, yet often has difficulty expressing these feelings or emotions to others.

Improving Flexibility: Controller-Analyzers could improve their flexibility by developing the ability to communicate more openly, accept others in a team situation and by being less critical of self and others. Since no idea is perfect and no plan is without flaws, it is important for them to let people experiment and try new things. They will benefit from learning to give out praise.

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CONTROLLER-PERSUADER

Controller-Persuaders tend to be perceived as self-confident, independent and forceful people. They are often change agents but will work with people to accomplish change. However, when under pressure they will tend to forget the people and demand, direct or dictate.

Individuals of this Style tend to be highly competitive and seek challenges and unique assignments. They have the ability to work effectively both alone and with others. They are excellent team players when the team is "winning." Controller-Persuaders will avoid detail and routine and become frustrated with constraints and controlling supervision (e.g. "Give me the task and let me run with it.").

Being verbal and direct, they may cause tension in others. They are able to quickly see the "big picture" and express it but can become irritated and impatient with those who cannot.

Improving Flexibility: Controller-Persuaders could improve their flexibility by taking the time to explain things more clearly, delegating and letting go, and by showing more concern for others. By developing humility they can strengthen their professional relationships. Having understanding and patience with those who do not act quickly, who speak slowly and who need detailed explanations prior to making decisions will bring out the best in those people.

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CONTROLLER-STABILIZER

Controller-Stabilizers tend to be industrious, internally motivated people. Their goal is high personal achievement, even sometimes at the expense of the team goal. Their intensity in striving for accomplishment is a significant strength, but often they worry about not having accomplished enough.

Delegation may be difficult, as they prefer to do things themselves so they are done right. Controller-Stabilizers accept accountability for their work and actions and hold others accountable as well. They will "tell it like it is." They are able to work well in a team but like to be in charge.

When credit or recognition is due, they want it. They are also willing and able to give recognition to others. Building relationships is important but is secondary to getting the job done.

Improving Flexibility: Controller-Stabilizers could improve their flexibility by taking the time to enjoy the satisfaction of their accomplishments, by not perceiving every task as a personal obligation and by delegating and letting go. They need to develop the ability to listen and to involve others early on. It would be helpful for Controller-Stabilizers to clarify their intentions—task or relationship—when working with others.

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STABILIZER-STABILIZER

Stabilizer-Stabilizers tend to be characterized by loyalty, dependability and service to others. Because they have a high level of concern for others, they are supportive listeners and good friends. They are always willing to help, and as a result, often spend their own time doing things for others.

In making decisions, their concern is about what others will think (e.g. do others agree?). Stabilizer-Stabilizers have the ability to develop cohesiveness in others, especially one-on-one or in small groups. They like things to be predictable and stable, and value security.

One of their significant strengths is the ability to take a task from beginning to completion, sometimes with stubborn tenacity. They enjoy pleasing others and are motivated by honest appreciation. Because rapid change or personal conflict creates tension for them, they may worry too much and find it difficult to make decisions or initiate action.

Improving Flexibility: Stabilizer-Stabilizers could improve their flexibility by taking more time for themselves rather than looking for ways to help others. They need to increase their assertiveness when there is conflict or when decisions need to be made. They will experience less stress when they let go of the wrongs that have been done.

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STABILIZER-ANALYZER

Stabilizer-Analyzers tend to be characterized by a systematic approach and determined follow through. Paying attention to details and the "right way" of doing things is vital. They tend to develop one or two close relationships and are less interested in the welfare of the whole group.

Stabilizer-Analyzers may be perceived as unemotional, logical and determined in accomplishing their goals. Because of a high level of sensitivity, often not expressed, they tend to take things personally and internalize conflict. If offended, they never forget.

Because others tend to "screw things up," they prefer working alone but also will work well with one or two others whom they trust. They are objective and thorough in their work and can always be counted on; even when things are difficult.

Improving Flexibility: Stabilizer-Analyzers could improve their flexibility by learning about and accepting the Styles of others. They should remember that efficiency is not as important to others as it is to them. They need to learn to adapt to the changes in the environment and to the needs of others. Showing more enthusiasm and emotion would help others to more easily relate with them.

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STABILIZER-CONTROLLER

Stabilizer-Controllers tend to use their ability to develop strong personal relationships as a means to motivate others and accomplish tasks. If that fails, or if they are under pressure, they can shift and become very demanding, directive and task oriented.

This sometimes puts a strain on relationships, as it is difficult for others to see the reason for their change in behavior. This is especially true when the friendly, warm and personable Stabilizer-Controller seems to suddenly become sullen, demanding and blunt.

Some of the significant strengths of this Style is their ability to work with a team, develop cohesiveness and see a task through to completion. They have no reluctance in giving others credit and appreciation when it is due. Occasionally, they experience internal conflict when they perceive a need to make a decision or take action but do not want to hurt anyone's feelings. Their need to be a friend and help sometimes gets in the way of good judgment.

Improving Flexibility: Stabilizer-Controllers could improve their flexibility by delegating and letting go, holding others accountable earlier and by communicating immediately the source of tension and their need for decisiveness and action (e.g. "You may not like it, but I am doing this now because...").

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STABILIZER-PERSUADER

Stabilizer-Persuaders tend to be characterized by warmth, affection, understanding and friendship. They are loyal to relationships and their organization—sometimes to a fault. Though relationships are of primary importance, they are also concerned about accomplishing the task.

Their perception of their value is often whether or not others "like me." They tend to be excellent team players but are affected by conflict, dissension and hostility. Stabilizer-Persuaders may spend considerable time worrying about both relationships and getting things done and often carry the burdens home.

They find warmth and appreciation as motivating, but their kindness to others is often perceived by Controllers and Analyzers as a weakness. One of their significant strengths is the ability to develop harmony with a task orientation.

Improving Flexibility: Stabilizer-Persuaders could improve their flexibility by taking a stand more often (rather than, "whatever you decide is OK with me"), by learning to say no and by not accepting the burdens of others. They may also need to develop a perception of their strengths and capabilities rather than affirming perceived weaknesses.

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ANALYZER-ANALYZER

Analyzer-Analyzers tend to be most competent at doing things the "right" way. They establish very high performance and behavior standards for themselves and for others. Their ability to pay attention to detail is a strength. Often, after listening to hours of meeting dialogue, they can itemize the three crucial points that were made.

One of their significant contributions, though not always perceived as such by others, is maintaining quality control. They tend to be precise and systematic and follow standard procedures in both work and personal life. Sometimes, while in search of facts and details, they lose sight of the purpose or "big picture." Dealing with rapid change or making decisions without enough time or facts is difficult and causes tension.

Because of their need to do things perfectly, they tend to react defensively to criticism. When they provide information or answers to questions, everyone can rely on their accuracy.

Improving Flexibility: Analyzer-Analyzers could improve their flexibility by learning to perceive shades of gray, rather than "either-or" and "black and white" thinking. Setting realistic standards for self and others and communicating expectations to others will help reduce tensions. They need to remember that nobody is perfect.

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ANALYZER-STABILIZER

Analyzer-Stabilizers tend to work best in a peaceful and harmonious environment. Dissension, confrontation or an aggressive and demanding Controller disrupts their ability to perform. They are capable of collecting and analyzing factual data and presenting their position in a logical way.

However, if things are not going well, they tend to worry both at work and at home. Analyzer-Stabilizers like to work with one or two others, preferably people who think and operate in the same manner. They would prefer to avoid large groups and tend to not speak out in meetings. Making the "right" decision is important, even to the point of not being able to make any decision.

Paralysis by analysis is not uncommon and may be accompanied by worry about the need for a decision or worry about whether it is the right one. They tend to maintain a high level of emotional control and perceive emotional people as having little credibility.

Improving Flexibility: Analyzer-Stabilizers could improve their flexibility by taking action quicker and learning how to manage worry. They could discover that expressing feelings helps to build trust. Sharing their wealth of information and knowledge results in the development of respect.

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ANALYZER-CONTROLLER

Analyzer-Controllers tend to prefer working alone. They develop a high level of technical expertise.

When given a project, sufficient time for completion and the appropriate resources, the outcome will usually be quite successful.

However, if there are changes in the timeline, they are required to work on several projects

simultaneously or there are too many people

involved, the pressure can be overwhelming. Because they separate emotion from task, even in personal relationships, they are often perceived as cold, aloof and even arrogant. They are often critical of themselves as well as others and are usually rather blunt with their comments.

One of their significant strengths is their response to the challenge of the unknown. Though they will generally use traditional procedures, they can be dogmatic in arriving at why things work, how to make it work and the "right" way things should be done. Analyzer-Controllers tend to not allow others to get close to them. They perceive group meetings as a waste of time and usually find reasons to avoid them.

Improving Flexibility: Analyzer-Controllers could improve their flexibility by learning to recognize and express feelings and by learning to perceive when tradition and history do not apply. They need to discover that to err is not to fail. Occasionally, they should just do something for the fun of it.

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ANALYZER-PERSUADER

Analyzer-Persuaders tend to develop both specialized technical skills and the ability to deal with people. They establish high performance expectations in themselves and in others and verbalize these often. They may be perceived as having an attitude of superiority about their way of doing things.

Because they develop a high level of expertise in their area, they often attempt to do everything themselves rather than delegate to others. Quality control and meeting high expectations are important. If others do not meet the standards, Analyzer-Persuaders will verbalize their disappointment and point out specifically what was not done well.

Self-discipline is a significant strength, as is their ability to apply technical skill with people involvement.

Improving Flexibility: Analyzer-Persuaders could improve their effectiveness by letting go after delegating. If expectations are not met, coaching others is better than criticizing. In addition, it is more motivating to others if Analyzer-Persuaders express appreciation or praise for accomplishments, rather than stating how things could have been done better.

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PERSUADER-PERSUADER

Persuader-Persuaders tend to enjoy working with and being with other people. Ideally, they would like to surround themselves with enthusiastic people who support each other, share ideas and promote each other's projects. Freedom from control and supervision is a goal, and planning or detail work often results in boredom.

They are verbally articulate and can stimulate groups of people into action. Others often perceive them as overly dramatic, as they express their emotions and feelings freely. They are motivated by approval, praise and popularity. In a group they may dominate verbally. When assigned a task they may forget to follow through.

Tending to trust others easily, they are often hurt when they feel that their trust has been violated. They gain insight and use intuition when they are able to talk things out. People who are highly controlled emotionally cause tension for the Persuader-Persuader. If they do not know how others "feel" about things, they have a difficult time communicating. Highly controlled people often perceive the Persuader-Persuader as too emotional and inconsistent.

Improving Flexibility: Persuader-Persuaders could improve their flexibility through greater emotional control and less verbalizing. Under pressure, they tend to become careless or disorganized. This can be avoided by developing the ability to plan ahead and the self-discipline to follow through—especially with commitments.

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PERSUADER-STABILIZER

Persuader-Stabilizers tend to show caring and empathy for people. They see the good in everyone and spend considerable time developing close relationships and helping others solve problems. Keeping people happy and satisfied is a means for them to accomplish goals. Sometimes the people become more important than the task.

Persuader-Stabilizers want to be liked personally and have a difficult time working with anyone who is cold or shows no interest in them as a person. They tend to be loyal, dependable and excellent team members. During times of rapid change or crises, they tend to stabilize the situation.

When there is conflict, the Persuader-Stabilizer will tend to talk around things and not get to the point. For fear of hurting others' feelings, they may wait too long before taking action. Sometimes they worry too much about what others think before making a decision.

Improving Flexibility: Persuader-Stabilizers could improve their flexibility by learning to communicate directly to the point when dealing with conflict, making demands or disciplining. More concentration on task and less on people problems would help in meeting timelines and objectives. Less concern about whether or not they are liked by others could relieve some of their tension.

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PERSUADER-CONTROLLER

Persuader-Controllers tend to use poise, confidence, enthusiasm and optimism in working with people. Objectives are accomplished through people. They are especially motivated by challenges, particularly things that have not been done before. Persuader-Controllers are warm, friendly and open, even in new relationships.

Their significant strengths include selling ideas and delegating responsibilities. Because they have the ability to gain the confidence of others, they often attain positions of responsibility—sometimes even beyond their level of knowledge and experience. Working alone or performing routine or repetitious tasks can create tension.

They tend to be impulsive decision makers and often oversell through optimism and enthusiasm. Looking good is more important than being organized and paying attention to details. This is a change agent Style and making change or adapting to change is accomplished with ease.

Improving Flexibility: Persuader-Controllers could improve their flexibility by learning to collect and analyze data prior to taking action. Developing a better understanding and tolerance of those who are slow to change will increase the Persuader-Controller's ability to influence. Unrealistic optimism can be a significant weakness. It is important not to "stretch the truth" to achieve a goal.

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PERSUADER-ANALYZER

Persuader-Analyzers tend to take factual information and sell ideas convincingly. They are competitive and accomplish goals through people. Maintaining high standards of personal performance is important, and they can be caustic with someone whose performance is below those standards.

Persuader-Analyzers tend to be direct but also considerate. One of their significant strengths is the ability to develop a detailed plan and then involve others in the implementation, decision making and problem solving. They are motivated by a drive to win but sometimes overuse authority and power. They often work with great intensity and occasionally push others beyond their limits.

Approval, praise and applause for accomplishments are important rewards as are status and position. They can get caught up in dealing with people and lose sight of the task.

Improving Flexibility: Persuader-Analyzers could improve their flexibility by being more gentle when criticizing and providing constructive options. Their self-criticism is often based upon unrealistic expectations and can become a source of serious tension. Everything is not "win or lose."

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OVERBALANCE

An Overbalance occurs when all four bars are to the right of the midline. Generally there are two causes for this: 1) when an individual has recently made a significant change in environment or job, or 2) when an individual is attempting to be all things to all people.

If there has been a major change in job roles or relationships, then performance requirements and expectations within the relationship are often ambiguous. It is difficult to adapt when it is not clear what is expected. As comfort and familiarity develop, an individual's true Style usually emerges. Having expectations clarified is an important first step.

Attempting to be all things to all people can be very stressful. Making decisions, taking action, critically analyzing, implementing tasks and working with and through people normally cannot be accomplished well by one individual. This sometimes occurs when there is role ambiguity or when an individual is working as an overachiever. Working through your natural Style is usually more effective and less stressful.

Take the profile again in a few weeks and see if there are ANY changes.

Example

