PERSONAL PROFILE OF \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dominant Temperament:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Strengths

**I have tendencies that include: My ideal environment includes:**

1)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 1)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 2)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 3)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 4)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 5)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

6)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 6)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Growth Areas

**I have tendencies to:**  **I need others to provide:**

1)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 1)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 2)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 3)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **My life development areas include:**

6)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 1)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**THE DOERS**

Doers are valuable to team because they take initiative! They tend to be motivated by results. They are very interested in being direct and using time efficiently. This can result in communication being decidedly one way, though they are very good at initiating conversations. Emotionally, they tend to be detached and independent. Their decision making is somewhat impulsive and always goal oriented. When stressed they tend to be Autocratic.

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| Strengths | Growth Areas |
| *Tendencies Include:*   * Getting immediate results * Making quick decisions * Persistence * Solving problems * Taking charge * Self-reliance | *Tendencies may include:*   * Insensitivity to others * Impatience * Overlooks risks and cautions * Inflexibility and unyielding * Taking on too much * Being inattentive to detail * Resent restrictions * Being too demanding of others |
| *The ideal environment includes:*   * Many new and varied activities * Opportunity to get things done * Continual challenges * Difficult assignments * Freedom to act * Control over situations | *Need others to provide:*   * Sensitivity to needs of others * Caution, details, and facts |
| *Life development areas:*   * Greater patience * Sensitivity to the needs of others * Being more flexible |

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| Understanding the Doer | | |
| Basic Motivation: |  | Results and challenge |
| Best environment: | Continual challenges, freedom to act, variety |
| Accepts/Rejects: | Accepts the difficult; rejects inaction |
| Behavior under tension: | Autocratic |
| Could benefit from: | Listening |
| **Major strengths:** | **Grow Areas:** |
| Getting things done |  | Insensitive to others |
| Decisiveness |  | Impatient, overlooks risks, facts |
| Persistent |  | Inflexible |

**THE RELATERS**

Relaters are valuable to a team because they are great at building relationships! They tend to be motivated by being appreciated and building harmonious relationships. They are very interested in personal interactions; sometimes to the detriment of the task. They are great communicators and encourage two-way flow. They are also excellent listeners. Emotionally, they are warm and friendly. Their decision making process is somewhat slow, due to wanting input from others. When stressed they tend to acquiesce.

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| Strengths | Growth Areas |
| *Tendencies Include:*   * Being supportive * Being agreeable * Loyalty, self control * Consistency * Being a good listener * Performing established work patterns | *Tendencies may include:*   * Resisting change * Trouble meeting deadlines, overly lenient * Procrastinating * Being indecisive * Holding a grudge * Being overly possessive * Lack of initiative |
| *The ideal environment includes:*   * Sincere application * Minimal conflict, security * Acknowledgment of work, limited territory * Traditional way of doing things * Opportunity to develop relationships | *Need others to provide:*   * Stretch towards new challenges * Help in solving difficult problems * Initiative and change |
| *Life development areas:*   * Facing confrontation * Initiating more, increasing pace |

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| Understanding the Relater | | |
| Basic Motivation: |  | Relationships and appreciation |
| Best environment: | Specialization, working with a group, consistency |
| Accepts/Rejects: | Accepts friendships, rejects conflict |
| Behavior under tension: | Acquiesces |
| Could benefit from: | Initiating |
| **Major strengths:** | **Grow Areas:** |
| Supportive |  | Conforming |
| Agreeable |  | Retiring |
| Loyal |  | Missed opportunity |

**THE INFLUENCERS**

Influencers are valuable to a team because they influence others! They tend to be motivated by recognition, approval and visibility. They are very interested in the future, sometimes this leads them to rush on the next exciting thing without finishing their current tasks. They are enthusiastic communicators! They have a tendency to be one-way communicators, but they also inspire others. Emotionally, they tend to have highs and lows, they can be very excitable. Their decision making is often quick and intuitive. This results in many wins, but losses as well when stressed they tend to attack.

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| Strengths | Growth Areas |
| *Tendencies Include:*   * Optimism, enthusiasm * Being personable * Making a good impression * Being verbally articulate * A desire to help others * Creating an entertaining climate | *Tendencies may include:*   * Lack of follow through * Over-selling, overestimating anticipated results, misjudging capabilities * Talking too much * Acting impulsively * Jumping to conclusions * Over-communicating |
| *The ideal environment includes:*   * A friendly atmosphere * Freedom from control and detail * Opportunity to influence others * Public recognition of ability * Opportunity to verbalize * Positive reinforcement and praise * Enthusiastic responses to ideas | *Need others to provide:*   * Follow-through on detail * A logical approach * Concentrate on tasks |
| *Life development areas:*   * Better control of time * Objectivity in decision making * Pausing before acting |

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| Understanding the Relater | | |
| Basic Motivation: |  | Recognition and approval |
| Best environment: | Friendly atmosphere, freedom from control and detail, opportunity to influence others |
| Accepts/Rejects: | Accepts involvement with others, rejects isolation |
| Behavior under tension: | Attacks |
| Could benefit from: | Pausing |
| **Major strengths:** | **Grow Areas:** |
| Optimism |  | Over-selling |
| Personable |  | Manipulative |
| Enthusiastic |  | Lack of follow-through |

**THE THINKERS**

Thinkers are valuable to a team because they focus on the details! They tend to be motivated by being right and producing quality work. They are very interested learning from past mistakes. They will often work more slowly to ensure accuracy. They are great listeners, especially when it relates to the tasks at hand. Emotionally, they are sensitive and careful. They often need a lot of evidence and are very thorough in their research before making a decision; sometimes this makes them seem reluctant to decide things. When stressed they tend to avoid.

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| Strengths | Growth Areas |
| *Tendencies Include:*   * Orderliness * Conscientiousness * Discipline * Preciseness * Thoroughness * Being diplomatic with people * Being analytical | *Tendencies may include:*   * Indecisiveness * Getting bogged down in detail * Rigidness on how-to’s * Avoiding controversy * Low self-esteem * Being hesitant to try new things, sensitivity to criticism, pessimism |
| *The ideal environment includes:*   * Being able to concentrate on detail * Opportunities to critique * Stable surrounding * An exact job description * Opportunities for careful planning * Time to do things right | *Need others to provide:*   * Quick decision making * Reassurance * Stretching of capabilities |
| *Life development areas:*   * Being more open * Developing self-confidence |

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| Understanding the Thinker | | |
| Basic Motivation: |  | To be right, quality |
| Best environment: | Supportive and predictable, clearly defined, requiring precision |
| Accepts/Rejects: | Accepts methods, rejects lack of quality |
| Behavior under tension: | Avoids |
| Could benefit from: | Declaring |
| **Major strengths:** | **Grow Areas:** |
| Orderly |  | Picky |
| Thorough |  | Too detailed |
| Analytical |  | Too cautious |

**How can you best use the DIRT you have on your colleagues?**

Now that you know a little bit more about yourself and your colleagues, you can use this information to make your team communicate better and work together more effectively. Here you will find a concise overview of each profile, information about the most common tensions between the profiles and steps you can take to increase versatility.

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| Understanding Temperaments Summary |

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|  | Doer | Influencer | | Relater | Thinker | |
| Value to a team | Takes initiative | Influences people | | Builds relationships | Focuses on details | |
| Motivated by: | Results; challenges action | Recognition; approval, visibility | | Relationships; appreciation | Being right; quality | |
| Time management | Focus on the now, efficient use of time. Likes to get to the point | Focus on the future; tends to rush to the next exciting thing | | Focus on the present; spends time in personal interaction sometimes to the detriment of the task | Focus on the past; works more slowly to ensure accuracy | |
| Communication | One way—not as good a listener, better at initiating communication | Enthusiastic, stimulating, often one-way, can inspire others | | Two-way flow, a good listener | Good listener, especially in relation to tasks | |
| Emotional Response | Detached; independent | Highs and lows; excitable | | Warm; friendly | Sensitive, careful | |
| Decision-making | Impulsive; always makes decisions with goal in mind | Intuitive; quick; lots of wins and losses | | Relational; makes decisions more slowly, due to input from others | Reluctant; thorough, needs lots of evidence | |
| Behavior under tension | Autocratic | Attacks | | Acquiesces | Avoids | |
| Notes: |  |  | |  |  | |
| Identify Tension Areas | | | | | |
| If you are a … | & someone else is a … | | These behaviors may cause tension in them: | | |
| Doer | Doer | | Tendency to over-control a situation, reducing freedom and ability to control. | | |
| Influencer | | Concern for results, accompanied by an apparent lack of concern for an motivational environment | | |
| Relater | | Tendency not to take enough time to listen. Priority of time over relationships | | |
| Thinker | | Being so quick, but perhaps not thorough enough | | |
| Influencer | Doer | | Your apparent lack of results orientation/too emotional | | |
| Influencer | | Your desire for visibility especially if it reduces their visibility | | |
| Relater | | The lack of depth in some of your relationships/your quickness | | |
| Thinker | | Your lack of attention to detail/your impulsive tendencies | | |
| Relater | Doer | | Your time engaged in too much small talk | | |
| Influencer | | Your apparent lack of quickness | | |
| Relater | | Your lack of initiative, especially if it means they have to initiate | | |
| Thinker | | Your people/small talk orientation-not task orientation | | |
| Thinker | Doer | | Your slower and more methodical pace | | |
| Influencer | | Your attention to detail | | |
| Relater | | Your lack of letting them know how you feel | | |
| Thinker | | Your desire to be more right/correct than they are | | |

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| Use DIRT to create a working plan for your team |

What are five strategies your team might consider based on the DIRT you have on one another?

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| Strategy #1 |  |
| Strategy #2 |  |
| Strategy #3 |  |
| Strategy #4 |  |
| Strategy #5 |  |

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| If you are a… | Ways you can demonstrate versatility | |
| Doer |  Listen more   Focus on people   Be more flexible   Be warmer, more open  Be patient | Notes: |
| Influencer |  Slow down   Control emotions   Evaluate activities   Follow-through  Listen more  Focus on the details/facts | Notes: |
| Relater |  Face confrontation   Be more decisive   Learn to say “no”   Initiate more  Increase pace  Be more direct | Notes: |
| Thinker |  Be more open/flexible   Trust your intuition   Respond quicker   Be more optimistic  Be less fact-oriented  Take more risks | Notes: |