



PERSONALITY QUICK REFERENCE

Questions you can ask yourself for educated guesses into someone's personality.

DATA AND INFORMATION ORIENTED

Questions to Ask Yourself

- Does this person speak up infrequently or are they among the last to contribute to the conversation?
- Do they overtly value data and information?
- Do they appear most concerned with getting things right, no matter how long it takes?
- Would you guess that they are generally introverted?
- Are they frequently suggesting that a decision should be delayed until something else is done or knowledge is gained?
- Do they seem to be most concerned with rules, laws, organization and process?

Best Practices for working with someone demonstrating many of these behaviors:

- Make more information available to these stakeholders than you might think is necessary. They are likely to appreciate it and they will edit out that which they do not value.
- Provide them advance notice of any ideas or decisions to be made and allow them the chance to do their due diligence prior to being put on the spot.
- Delay decisions in the event advanced notice can't be provided.
- Structure meetings in such a way that all participants might take turns in some way to weigh in on the topic being discussed.

DIRECT AND OUTSPOKEN

Questions to Ask Yourself

- Is this person often the first to speak and also offer an opinion?
- Could they be described as action-oriented and even aggressive at times?
- Are they likely to take lead on projects? Do they often appear to be obvious choices for leadership positions?
- Do they tend to be direct in their speech and matter of fact in their feedback?
- Do they move quick in actions and decisions?

Best Practices for working with someone demonstrating many of these behaviors:

- Speak frankly and succinctly.
- Give broad (but brief) summaries and allow them to ask the questions they need to ask (as opposed to giving lots of detail up front).
- Focus on advancing the project, discussion, or process as quickly as possible to support their need to keep things moving.
- Challenge points you think to be in error. People that lead as Direct and Outspoken, particularly those who possess emotional intelligence, care less about where the good idea comes from and more about getting things right in pursuit of the final goal.

EMPATHETIC AND RESERVED

Questions to Ask Yourself

- Are they slower to speak up or assert themselves or their agenda?
- Do they appear to prefer the company of individuals and small groups as opposed to larger events?
- Are they easy to confide in and/or do they readily make themselves available in times of trouble or turmoil?
- Does their focus tend to be on people involved as opposed to the data or the tactics?
- Is it important is it to them to have all voices and opinions included?

Best Practices for working with someone demonstrating many of these behaviors:

- Inquire about them personally. These are likely to be interested in connecting beyond the task or the shared project.
- Allow space in meetings and one-on-one interactions for this personal conversation. It can't be all business.
- Pay attention to physical clues and things not said in conversation. They might be less likely to "just come out and say it."
- Similar to those who are "Data and Information Oriented," "Empathetic and Reserved" value having time to process ideas and concepts prior to being asked for their thoughts and definitely before decisions are needed.

ENTHUSIASTIC AND OUTGOING

Questions to Ask Yourself

- Are they quick to act and speak, sometimes at the risk of not thinking something through completely?
- Are they often considered to be fun to be around or easy to have a conversation with?
- Do they have a large number of interests or projects going at the same time? Or, do their interests vary widely – either professionally or personally?
- Does their focus on the outcome sometimes seem to overlook important information or risk skipping process and procedure?

Best Practices for working with someone demonstrating many of these behaviors:

- Allow for fun. They value jokes, excitement and general levity and appreciate when there is space in conversations and meetings for them.
- Let them express themselves as openly and frequently as possible. They often need to talk things through to come to good conclusions.
- Don't bog them down with details and information.
- Assume best intentions even when they appear scattered or unfocused.