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## T.E.A.M. Characteristics

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# Togetherness

### Strengths

- Strives for cooperation and consensus
- Keeps everyone involved
- Peacemaker
- Kind
- Supportive
- Amiable/Tactful
- Sensitive
- Good listener

### Self - Improvements

- Make feelings clear
- Ask for clear directions
- Stop apologizing for opinions/ideas
- Take events "in stride"
- Focus on handling criticism with more emotional detachment

### Challenges

- Wants to please everyone
- Easily offended
- Has difficulty making decisions
- Can be overly passive
- Has trouble standing up for feelings

### 7 Critical Working Adjustments

- Go slowly
- Pay close attention when they talk
- Demonstrate concern for others
- Use statements of commitment
- Ask how they feel about...
- End with specific steps and time frames
- Do not force a decision

### Things You Can See

- **Demeanor**
  - Friendly
  - Even Keel
  - Calm and Passive
- **Eyes**
  - Soft
  - Caring
  - Approachable
- **Face and Physical Style**
  - Non - Threatening
  - Mirrors Mannerisms

### Things You Can Hear

- **Conversational Flow**
  - Responsive
  - Respectful
  - Nods
  - Cooperates
- **Style of Questioning**
  - Asks role - oriented questions
  - "What will you need from me?"
  - "How will you support me?"
- **Vocal Patterns and Pace**
  - Limited Range
  - Slow and Steady

*Adapted from Van Kampen Consulting*

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# Enterpriser

## Strengths

- Results oriented
- Competitive
- Time conscious
- Candid
- Risk taker
- Thrives on pressure
- Projects confidence
- Catalysts for change

## Self - Improvements

- Show more patience with people/processes
- Articulate more encouragement and support
- Make sure others see the vision before moving
- Listen
- Get help for detail work
- Get others involved
- Treat people with respect

## Challenges

- Impatient with people and processes
- Can be abrasive/tactless
- May compromise quality for speed
- Autocratic tendencies
- Overly individualistic

## 7 Critical Working Adjustments

- Establish your competence and philosophy quickly
- Inquire about their achievements
- Put them behind the wheel
- Pick up the pace; don't be a slave to the script
- Paint a broad brush stroke
- Allow them a way to win
- Pinpoint when it will get done and follow through

## Things You Can See

- **Demeanor**
  - Candid
  - Confident
- **Eyes**
  - Laser Direct
  - Busy
- **Face and Physical Style**
  - Smirk/uplifted chin
  - Restless
  - Poised for action

## Things You Can Hear

- **Conversational Flow**
  - Pushes to bottom line
  - Interrupts
  - Confrontational
  - Abrupt
- **Style of Questioning**
  - Asks time questions
    - “What’s the bottom line?”
    - “How long will this take?”
- **Vocal Patterns and Pace**
  - Punches certain words
  - Fast and punctuated

Adapted from Van Kampen Consulting

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# Analyzer

## Strengths

- Accurate
- Seeks proof and validation
- Plans projects in a step-by-step manner
- Focus on facts
- Quality conscious
- Sets high standards for self/others
- Logical
- Not easily duped

## Self - Improvements

- Open up to new ideas and ways of doing things
- Accept people for who they are
- Display more warmth and affection
- Restrain judgment
- Work on stress management
- Streamline communications

## Challenges

- Tends toward pessimism
- Rigid
- Can be critical/judgmental
- Paralysis by analysis
- Difficulty with spontaneity
- Can be impersonal

## 7 Critical Working Adjustments

- Slow your pace; listen intently
- Ask for their concerns and take copious notes
- Do your homework; be accurate and specific
- Avoid exaggeration, emotion, and over promising
- Don't be derailed when they seem unenthusiastic
- Summarize your presentation carefully
- Give them time; don't try to finish too soon

## Things You Can See

- **Demeanor**
  - Reserved
  - Meticulous
- **Eyes**
  - Scrutinizing
  - Scanning/squinting
- **Face and Physical Style**
  - "Poker face"
  - Rigid posture

## Things You Can Hear

- **Conversational Flow**
  - Deliberate
  - Intensely focused
  - Hesitant
- **Style of Questioning**
  - Asks detail questions
  - "Who, what, when, where, why?"
- **Vocal Patterns and Pace**
  - Precise, sometimes monotone
  - Slow and deliberate

*Adapted from Van Kampen Consulting*

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## Motivator

### Strengths

- Enthusiastic/High energy
- Likes variety
- Tries to create an amicable atmosphere
- Persuasive/Articulate
- Spontaneous
- Laughs easily/fun loving
- Flexible
- Optimistic

### Self - Improvements

- Plan and see projects to the end
- Be careful in making commitments
- Get organizational support
- Listen and restrain commentary
- Don't take credit where it is not deserved

### Challenges

- Impulsive
- Lacks discipline and follow through
- Actions may not be thought all the way through
- Gets bored easily
- Several projects going at once but few complete
- Overlooks analysis
- Whimsical; may easily forget earlier commitments
- Overuses enthusiasm
- Has an aversion to small type

### 7 Critical Working Adjustments

- Smile and use informal, playful approach
- Ask about their histories, victories, and goals
- Lead with passion, then features and proof
- Use storytelling, anecdotes, and metaphors
- Avoid small print and thick presentations
- Emphasize their pay off
- Remember that negativity is a deal killer

### Things You Can See

- **Demeanor**
  - Free flowing
  - Animated
  - Playful
- **Eyes**
  - Happy
  - Dancing
  - Wide open
- **Face and Physical Style**
  - Easy smile
  - Energetic

### Things You Can Hear

- **Conversational Flow**
  - Flexible
  - Random flow
  - Fidgety
  - Holds back energy
- **Style of Questioning**
  - Asks networking and potential questions
- **Vocal Patterns and Pace**
  - Full range

Adapted from Van Kampen Consulting