

## CONTROLLER-CONTROLLER

People with a strong Controller-Controller Style focus their energy on getting things done. They prefer to expend energy getting others to do the same. They come across as strong individualists who continuously seek new challenges. They enjoy breaking barriers and overcoming obstacles.

Because of their focus on getting things done, these individuals prefer to be in charge. They are comfortable spending energy on directing both tasks and people. They are oriented toward action and tend to become impatient with those they perceive as reluctant or “too slow.”

Their strengths include making decisions and solving problems. Because of a strong sense of urgency, there is a natural tendency to involve too few people in this process. Their strong focus on task accomplishment makes it difficult for them to spend energy listening to others for very long.

Because their energy is directed more at task than people they can be perceived as cold, unfeeling and intimidating.

**Improving Flexibility:** People with high Controller-Controller energy could improve their effectiveness by increasing their 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 “whys” and “hows” rather than simply telling them the “whats.” This will result in greater buy-in and a better understanding of the task from others.

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## CONTROLLER-ANALYZER

Controller-Analyzers tend to primarily focus their energy on accomplishing tasks at a high level of perfection, but with attention to deadlines as well. For this reason, they can be very good project managers.

They tend to be full of ideas as to how to accomplish a task or solve a problem. They achieve quality by analyzing and criticizing each idea, coming up with all the reasons why the idea will not work. In that way, they discover what WILL work. This natural tendency to “poke holes in ideas” can be internal (in their heads) or out loud in meetings. It can be very difficult to change their mind once they have made a decision. They can be perceived as stubborn and negative, when their intent is to drive high-quality work.

They are often innovative in their thinking and generate ideas and solutions that are unique to the situation. Controller-Analyzers may focus so heavily on the task that they fail to notice what is going on for the people.

**Improving Flexibility:** Controller-Analyzers could improve their flexibility by developing the ability to communicate more openly, recognize team members’ strengths 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. Controller-Analyzers will enhance trust and respect by learning to acknowledge the accomplishments of others and give out praise.

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## CONTROLLER-PERSUADER

Controller-Persuaders tend to be perceived as self-confident, independent and even forceful people. They are often change agents, but will work with people to accomplish change. However, when under pressure, they tend to become more direct and demanding, often at the expense of relationships.

Individuals with this Pattern 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 can become bored by detail and routine and frustrated with constraints and controlling supervision (e.g. “Give me the task and let me run with it.”).

They are both verbal and direct and this may cause tension in others. They are able to quickly see the “big picture” and express it, but can become impatient with those who take longer to grasp the picture and irritated with those who do not take action quickly.

**Improving Flexibility:** Controller-Persuaders could improve their flexibility by creating context and taking the time to explain things clearly, delegating and letting go. When responsible for details, Controller-Persuaders need to monitor their desire for speed and make sure they do thorough work. Controller-Persuaders also need to increase their patience and desire to understand if they want to bring out the best in people who do not act or speak quickly and who need detailed explanations prior to making decisions

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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” and although they are able to work well in a team, they like to be in charge.

When credit or recognition is due, they want it without much fanfare. 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 connections and build harmony with 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. Rapid change or personal conflict creates tension for them. They worry a great deal and can find it difficult to make decisions or initiate action because of the tension or conflict it may create.

**Improving Flexibility:** Stabilizer-Stabilizers could improve their flexibility by taking more time for themselves rather than looking for ways to help others. Their need for harmony and security is so strong that they may need to become more assertive when there is conflict or when decisions need to be made. Learning to not take things personally will decrease stress levels. They will also benefit from keeping an eye on deadlines and the big picture.

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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 may be perceived as systematic, cautious and determined in accomplishing their goals. Because of a high level of sensitivity, often not expressed, they tend to take things personally and spend time worrying about the conflict rather than dealing with it directly.

Because others may not meet their standards of perfection, Stabilizer-Analyzers often prefer working alone. However, they work well with one or two others whom they trust. They are objective and thorough in their work and can 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. It is helpful for them to remember that efficiency is not as important to others as it is to them. Also, Stabilizer-Analyzers will benefit from developing their skills in adapting to changes in the environment and to the needs of others. Because they can slip into “Analysis-Paralysis” they need to keep a focus on deadlines and the big picture. “Perfect” is not always achievable or necessary.

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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 cold, 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 to 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 agree, but I am doing this now because...”).

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## STABILIZER-PERSUADER

Stabilizer-Persuaders tend to be characterized by warmth, openness, 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 linked to whether or not they believe they are building positive relationships. They tend to be excellent team players, but are strongly affected by conflict, dissension and tension. Stabilizer-Persuaders spend considerable time worrying about both relationships and getting things done. They often carry these burdens home.

They find warmth and appreciation motivating, but their kindness to others can be perceived by Controller and Analyzer patterns 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 deferring to others. By learning to say no and not accepting the burdens of others, they increase credibility with task focused styles. Stabilizer-Persuaders need to recognize their strengths and capabilities rather than worrying about their self-perceived weaknesses. They can increase their effectiveness by dealing more directly with conflict, asking others for accountability and standing up for themselves at the expense of being “nice.”

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## ANALYZER-ANALYZER

Analyzer-Analyzers tend to be most competent at “following the rules” and getting it done correctly. They establish very high performance and behavior standards for themselves and for others. Their ability to pay attention to detail and to synthesize information is one of their strengths. For example, after listening to hours of meeting dialogue, they can itemize the three crucial points that were made.

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One of their significant contributions, though not always perceived as such by others, is maintaining quality control. They tend to be very 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” and can be perceived by others as slow. Dealing with rapid change or making decisions without enough time or information is difficult and causes tension.

Since Analyzer-Analyzers are highly emotionally controlled, they can be perceived as cold. However, because of their need to do things perfectly, and their close identification with their work, they tend to take criticism personally (which may not be apparent to others). When they provide information or answers to questions, the information is nearly always accurate.

**Improving Flexibility:** Analyzer-Analyzers could improve their flexibility by learning to perceive shades of gray rather than “black and white” thinking. Setting realistic standards for themselves and others and communicating expectations to others will help reduce tensions. They can put others at ease by increasing their awareness that perfection is rarely achievable. Discussing the personal opinions and interests of others helps build trust and respect in relationships.

## ANALYZER-STABILIZER

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

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If things are not going well, they tend to worry both at work and at home. Analyzer-Stabilizers like to work alone or with one or two others, especially people who think and operate in the same manner. They prefer to avoid large groups and are less verbal in meetings. Making the “right” decision is important and this can cause them to be risk-averse. If they believe the right decision is not clear, they may decide to not make a decision.

Paralysis by analysis is not uncommon and is accompanied by worry about the need for a decision, or worry about whether it is the right one. They tend to be quiet people and perceive others who are highly expressive as less trustworthy until credibility is established.

**Improving Flexibility:** Analyzer-Stabilizers could improve their flexibility by recognizing the value of taking action instead of worrying about making it perfect. They would increase the level of trust they build with other Styles by sharing their thoughts and feelings. They can increase the level of respect from others by sharing their wealth of information and knowledge. The key is to share enough but not too much.

## ANALYZER-CONTROLLER

Analyzer-Controllers tend to prefer to work alone, and they focus on the task at hand when they interact with others. They don't consider work an appropriate place for social interactions. They develop a high level of technical expertise and when given a project, sufficient time for completion and the appropriate resources, the outcome will usually be quite successful.

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If there are changes in the time line, or 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 or even arrogant. Because "perfect" is the goal, they are often critical of themselves as well as others and can be perceived as being blunt with their comments.

One of their significant strengths is their response to the challenge of the unknown. They will generally use traditional procedures and can be seen as dogmatic in arriving at why things work, how to make it work and the "right" way things should be done. Analyzer-Controllers tend to be private people who do not get close to others easily. They also tend to perceive group meetings as a waste of time and look for reasons to avoid them.

**Improving Flexibility:** Analyzer-Controllers could improve their flexibility by learning to recognize and express their feelings as well as accepting the feelings of others. They need to remain open to the possibility that tradition and history may not apply and that to err is not to fail. It can be helpful if they occasionally do something "just for the fun of it."

## 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.

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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 tap into their technical skill when they engage with people. They are not easily swayed by people's intuition and emotions but will listen and stay involved in conversations, which allows them to quickly summarize the pros and cons of what others say while staying focused on the goal.

**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.

## PERSUADER-PERSUADER

Persuader-Persuaders tend to enjoy working with, and being with, others. Ideally, they would like to surround themselves with enthusiastic people who support each other, share ideas and promote each other's thoughts and feelings. Freedom from control and supervision is a goal, and they easily become bored with routine.

They are verbally articulate and can stimulate groups of people into action. Others can perceive them as overly dramatic, as they express their emotions and feelings freely. They are motivated by approval, praise and popularity. In group settings, without realizing it, they may dominate verbally. When assigned a task, they may forget to follow through.

One of their strengths is trusting others and assuming others trust them in return. However, they feel hurt when they sense that their trust has been violated. Persuader-Persuaders gain insight and use intuition when they talk things out. People who are highly controlled emotionally cause tension for a Persuader-Persuader. If they do not know how others feel about things, they have a difficult time communicating with them. Highly controlled people often perceive Persuader-Persuaders as too dramatic, verbal, and inconsistent.

**Improving Flexibility:** Persuader-Persuaders could improve their flexibility by being less verbal about their emotions. Under pressure, they tend to become careless or disorganized. This can be avoided by developing the ability to plan ahead and to follow through, especially with commitments. They can improve their relationships with people who are quieter and more deliberate by slowing down verbally, listening attentively, and providing more details and context about the work.

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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 one way they accomplish goals.

Frequently the relationships become more important than the tasks. Persuader-Stabilizers want to be liked 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 situations.

Because of their great verbal skills Persuader-Stabilizers tend to talk around things and not get to the point when there is conflict. For fear of hurting others' feelings, they may wait too long before taking action. Frequently they worry too much about what others think instead of taking action.

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

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## PERSUADER-CONTROLLER

Persuader-Controllers tend to use poise, confidence, enthusiasm and optimism in working with others. They accomplish objectives through and with 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 strengths include selling ideas and delegating responsibilities. Because they have the ability to gain the confidence of others, they can attain positions of responsibility—sometimes even beyond their level of knowledge and experience. Performing routine or repetitious tasks or working alone for extended periods of time creates tension for Persuader-Controllers.

They tend to be impulsive decision makers and often oversell through optimism and enthusiasm. Looking good and getting it done appear to be more important than being organized and paying attention to details. This Style is a change agent, and they tend to make and adapt to change with ease.

**Improving Flexibility:** Persuader-Controllers could improve their flexibility by asking questions to gain perceptions of others and collecting and analyzing data prior to taking action. Developing a better understanding and tolerance of those who are slower to change will increase the Persuader-Controller's ability to influence. Unrealistic optimism is a significant blind spot. It is also important for them to avoid a tendency to “stretch the truth” or to leave out potential negatives in order 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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## MIDRANGE

This outcome means there is no clear Behavior Style preference. There are a number of possible causes for this result that are worth exploring.

These causes include:

- A recent significant change in environment or job.
- The effort to try to be all things to all people.
- A high level of stress or significant loss.
- Job expectations that require many different behaviors.

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1. If there has been a major change in job roles or relationships, then performance requirements and expectations are often ambiguous. It is difficult to adapt when it is not clear what is expected. We recommend taking the assessment again once there is a sense of comfort and familiarity as a Style preference will probably become evident.
2. 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 Style sometimes occurs when there is role ambiguity or when an individual is working as an overachiever.
3. When someone is experiencing a high level of stress or significant loss they are usually less aware of where they get energy and how they are behaving (awareness of impact). In these circumstances this type of confusion is natural. We recommend taking the assessment again when the stress has decreased or the loss is less acute as it is likely a preference will then become evident.
4. Some roles require individuals to frequently change their Style in significant ways and demonstrate all the Styles. This might occur if someone's job requires them to frequently demonstrate behaviors that are less innate. There are two potential challenges, 1) your impact is confusing because others don't know what to expect from you, and 2) you may not be taking care of yourself in ways that would be appropriate. It is very difficult to sustain a Midrange Style for a long time period.