

TEMPERAMENT IN LEADING BY MANAGER TYPE

	SJ MANAGER	NT MANAGER	SP MANAGER	NF MANAGER
	<i>Traditionalist – Stabilizer – Consolidator</i>	<i>Visionary – Architect of Systems - Builder</i>	<i>Troubleshooter – Negotiator – Fire Fighter</i>	<i>Catalyst – Spokesperson - Energizer</i>
FOCUS	The hierarchy of the organization	The mission and systems of the organization	The expedient needs of the organization	The growth needs of the organization
ABILITIES	Establishes policies, rules, schedules Is patient, thorough, steady, reliable Follows through	Builds conceptual frameworks Develops prototypes, pilots, models Plans approaches to change	Immediate response to problems Open and flexible style Strong base	Communicates organizational norms Makes decisions by participation Is personal, insightful, charismatic
QUESTIONS ASKED	What is the order? What is my duty? How is this justified? Does it work?	What is involved? What is the strategy? Who has the power? What is the system?	What is the need right now? What are the stakes? Where is the crisis?	How does this affect workers' morale? Who needs to know? What impact does this have on the organization's principles? What is most important to people?
BELIEFS	Self and others must earn their keep Organization must run on solid facts	Organization should run according to its mission Organization must grow and develop	The present time is the important focus Organization must run to meet current needs	People's potential is organization's strength Organization must utilize workers' talents
VALUES	Caution Carefulness Accuracy of work	Competence Intelligence Complexity Principles	Flexibility Change Taking risks Action	Autonomy Cooperation Harmony Self-determination
ORIENTATION	Product that meets standard	Planned change for organization's future	Product that reflects current needs	Motivated workers equal high productivity
APPRECIATES IN SELF	Sense of responsibility Loyalty Industry	Ideas Logic Ingenuity	Active orientation Cleverness Sense of timing	High energy Ability to value others Unique contributions
NEEDS	Appreciation	Recognition	Response	Approval
IRRITATIONS AT WORK	Others not employing standards Ignored operating procedures Ignored deadlines Others not playing by the rules	Redundancy Stupid errors Illogical actions	Restrictions Being told how to work Doing it "the way it's always been done"	Impersonal treatment Criticism Lack of positive feedback
IRRITATES OTHERS BY	Doom and gloom positions Sarcasm Sharp criticism Failure to see humor	Skepticism Splitting hairs Hurting feelings Taking people's contributions for granted	Lack of follow through Little advance preparation Carelessness and haste Overlooking established priorities	Taking emotional stands Moralistic positions Getting overextended Creating dependencies
PITFALLS AS MANAGER	Is impatient when projects get delayed Decides issues too quickly Is overly concerned with dire happenings Believes hard and long work is way to success	Great strengths and great weaknesses Lack of execution after design phase Escalating standards Impatient with human concerns	Hard to predict Impatient with theory and abstraction Shoots from the hip Ignores the past and its implications for the future	Sweeps problems under rug Plays favorites Others' priorities before their own Too anxious to please