

ARCHITECTS & ANALYSTS

Emphasizes meaning and conceptual functions

- ✓ information and opinion seekers
- ✓ good at analysis and process observation
- ✓ prefer to make decisions based on facts
- ✓ prefer as much information as possible before deciding
- ✓ can come out with totally off the wall solutions, that work
- ✓ translate feelings and experiences into ideas
- ✗ can be slow in making decision or dogged in the facts
- ✗ can happily leave most decision to others and focus on only one decision
- ✗ have to watch out for non-involvement or unrealistic ideas if they get into their world
- If a leader has this style, honor their need for information while also requesting them to tell you how they will decide or delegate and when.

Some affects on group:

Architects & analysts are often in the minority but the function is essential. If a group does not pay attention to this area, it will miss out on significant learning that come from observation and analysis. The group may also be missing important process steps or other ways to view a situation. Too much of this style in a group and the group may not move on much, because the discussion, laissez-faire attitude and analysis allows opportunity to pass.

RELATIONSHIP MASTERS

Emphasizes caring function

- ✓ excellent at building and sustaining community
- ✓ work well on a team
- ✓ great at building rapport, consensus, commitment, seeking feedback
- ✓ support, praise, are concerned
- ✓ display high regard for other's wishes, viewpoints, and actions
- ✗ may not take an unpopular stance if it puts a relationship at risk
- ✗ can put so much emphasis on relationship that task and decision-making fall behind
- ✗ can forget or down play their own needs, to their detriment
- If a leader has this style, you may need to ask them to be more specific in outlining their expectations. Encourage critical feedback from them and tell them when you want to know what *they* think and want

Some affects on group:

You cannot have too much caring and respect as part of your capacity-it is the connective glue and essential for a functional group. As a leader, it is powerful when combined with other quadrant functions. If it is the only style a group has, the group may not take enough risks or make enough decisions to move forward significantly. The group may also avoid conflict to the extent that there is a lack of depth in genuine connection and innovation.

DRIVERS

Emphasizes action and directing functions

- ✓ information and opinion givers
- ✓ decision making is easy for them
- ✓ often the keeper of the vision in a group
- ✓ great at taking a stand, being direct and making things happen
- ✓ usually not too shaken by critical feedback
- ✗ often will urge 'let's decide' as indecision can drive them crazy
- ✗ will sometimes decide without input from others and step on toes
- ✗ make mistakes when moving too quickly without adequate information
- ✗ can come across as too impersonal and lose connections with their group
- ✗ have to be careful not to 'over-lead' if strongly in this quadrant
- If a leader has this style, be as direct as possible. Bring problems and opinions to them as they expect this.

Some affects on group:

If a group does not have drivers, they must pick up driver functions or they can fail to meet far reaching goals. Mature drivers are non-reactionary individuals with much ability in the other quads and help ground a group. When this style is not mature, there may too much individuality or structure. Turf battles or a lack of member autonomy and collaboration ensue.

SPONTANEOUS MOTIVATORS

Emphasizes emotional stimulation function

- ✓ often voice their ideas and supply passion to follow those ideas; energizers
- ✓ great at motivating people as they possess a sense of mission or vision
- ✓ good at energetic dialogues with other group members
- ✗ can be emotionally bound to their ideas; objectivity can be their biggest challenge
- ✗ can create a highly emotional charged climate if they put too much emphasis on challenging others and confronting assumptions
- If a leader has this style, know your own stance/ position and don't be afraid to voice it. Ask them to give concrete examples to back up their viewpoints.

Some affects on group:

Spontaneous motivators are often light bulbs. Groups need this function to sparkle, create, prod, stir the pot and impassion. A group without this style may be functional, but somewhat lackluster. When mature people with this style can choose to be detached or attached and monitor their emotional involvement. This is highly effective. If too much of this is present in a leader, or when not mature, a group can be overly reactive, or so impassioned around their ideals, that they lose touch with other realities. Interestingly many charismatic leaders and cult leaders, come from this quadrant.