**Approaches to Work / Work Style:**

- Assertive, active, decisive
- Likes to determine course of events and be in control of professional relationship
- Quick to act, expresses sense of urgency for others to act now
- Enjoys challenges presented by difficult situations and people
- Thinks in terms of “bottom line”
- Likes quick pace and fast track
- Perseveres, not stopped by hearing “NO,” probes and presses to get at hidden resistances
- Likes variety, novelty, new projects
- Comfortable being in front
- Value action-oriented words, phrases “Do it now!” “I’ll do it!” “What’s the bottom line?”

**Overuse: Style Taken to Excess**

- Can easily overlook process and comprehensive strategic planning when driven by need to act and decide
- Can get defensive quickly, argue, try to “out expert” you
- Can lose patience, pushes for decisions before its time, avoids discussion
- Can be autocratic, want things their way, has difficulty being a team member
- Sees things in terms of black and white, little tolerance for ambiguity
- May go beyond limits, get impulsive and disregard practical issues
- Not heedful of other’s feelings, may be perceived as cold
- Have trouble relinquishing control – find it hard to delegate, “If you want something done right, do it yourself!”

---

**Approaches to Work / Work Style:**

- Visionary who sees the big picture
- Generative and creative thinker, able to think outside the box
- Very idea oriented, focuses on future thought
- Makes decisions by standing in the future
- Insight into mission and purpose
- Looks for overarching themes, ideas
- Adept at solving problems
- Likes to experiment, explore
- Appreciates a lot of information
- Value word: “option, possibility, imagine”

**Overuse: Style Taken to Excess**

- Can put too much emphasis on vision at the expense of action
- Can lose focus on tasks
- Poor follow through on projects, can develop a reputation for lack of dependability and attention to detail
- Not time-bound, may lose track of time
- Tends to be highly enthusiastic early on, then burn out over the long haul
- Will not work on projects that do not have a comprehensive vision
- Easily frustrated and overwhelmed when outcomes are not in line with the vision
**SOUTH – EMPATHY**

**APPROACHES TO WORK / WORK STYLE:**
- Understands how people need to receive information in order to act on it
- Integrates others input in determining direction of what’s happening
- Value driven regarding aspects of professional life
- Uses professional relationships to accomplish tasks, interaction is primary
- Supportive to colleagues and peers
- Willingness to trust others’ statements at face value
- Feeling based, trusts own emotions and intuition, intuition regarded as “truth”
- Receptive to other’s ideas, team player, builds on ideas of others, noncompetitive
- Able to focus on present moment
- Value words “right” and “fair”

**OVERUSE: STYLE TAKEN TO EXCESS**
- Can lose focus on goals when believe relationships, needs of people, are being compromised
- Has trouble saying “no” to requests
- Internalizes difficulty and assumes blame
- Prone to disappointment when relationship is seen as secondary to task
- Difficulty confronting, dealing with anger, may be manipulated by anger
- Can over-compromise to avoid conflict
- Immersed in NOW, loses track of time, may not see long-range view
- Become mired in process at expense of accomplishing goals

**WEST – ANALYSIS**

**APPROACHES TO WORK / WORK STYLE:**
- Understands what information is needed to assist in decision making
- Seen as practical, dependable and thorough in task situations
- Helpful to others by providing planning and resources, comes through for the team
- Moves carefully and follows procedures and guidelines
- Uses data analysis and logic to make decisions
- Weighs all sides of an issue, balanced
- Introspective, self-analytical
- Careful, thoroughly examines people’s needs in situations
- Maximizes existing resources – gets the most out of what has been in the past
- Skilled at finding fatal flaws in an idea or project
- Value word: “objective”

**OVERUSE: STYLE TAKEN TO AN EXCESS**
- Can be bogged down by information, analysis process at expense of moving forward
- Can become stubborn and entrenched in position
- Can be indecisive, collect unnecessary data, mired in details, “analysis paralysis”
- May appear cold, withdrawn, with respect to others’ working styles
- Tendency towards watchfulness, observation
- Can remain withdrawn, distanced

**CITY YEAR**
• Resists emotional pleas and change