

	MOTIVATING NEEDS	CHALLENGES	STRENGTHS TO FOCUS ON	HOW TO CONNECT	WORDS TO USE
High A	Seeks control of own activities, opportunity to prove him/herself, influence and being valued for own ideas and results, independent recognition	Will argue with you	Exudes confidence, independent thinking and actions, takes a risk	Direct and to the point, focus on individual's goals and accomplishments	Big picture, achieving results, accomplishing objectives, vision, goals, future, impacts you, independent, challenge, opportunity, priorities, latitude, innovative, your agenda
Low A	Seeks encouragement, reassurance, harmony, strong leadership, supportive team- oriented environment and recognition	If feeling threatened or confronted with a superior tone will tell you things are fine or understood, when in fact, they are not	Cooperative, good listening skills, participation, supportive, unselfish, accommodating	Use suggestions, be considerate, reassuring, supportive, focus on cooperation, avoid a superior tone, maintain congenial, warm atmosphere	Specific instructions, support, training, guidance, familiar, we, ours, impact on team, I understand, appreciate, recognize, practical, dependable
High B	Seeks social interaction, social recognition/acceptance, validation for ideas, opportunities to talk things through	Will protect his/her image, get defensive and make excuses	Enthusiastic, positive verbal communication, quickly connects with people, trusts, shares information, friendly	Avoid giving feedback in front of others, focus on relationships and communication abilities, be positive and enthusiastic	How it will be perceived by others, exciting, social, talk, interact, hands- on, involvement, feeling, communicate, team, group, sharing ideas, consensus, networking, we, our, image
Low B	Seeks opportunity for introspection, recognition for technical accomplishments, freedom from "politics", private/personal recognition	Won't say much during coaching session, but may seek your time later to discuss	Specific, clear, well thought out communication, analytical, technical problem solver	Allow for thinking time, clear organized feedback with specific examples, written, matter of fact	Facts, proven, how it has been done in the past, research, data, systems, process, methods, measured, thinking, thoughts, standards
High C	Seeks security, "management cares about me," stable work, environment, familiar surroundings/people, supportive, "family-like" work team, recognition for loyalty, seniority	Reacts negatively to interruption or change in routine	Listening skills, steady and loyal, dependable, consistent, reliable, sequential task master	Schedule routine coaching sessions, do not interrupt individual in mid-sentence, lean back and be relaxed, be specific in time frames, listen, give full attention	Reasonable timing, support, guidance, understand, appreciate, recognize, dependable, loyalty, stability, steady, pace ourselves, family
Low C	Seeks variety/change of pace, mobility, freedom from repetition	Will interrupt, gets easily frustrated when desired changes don't happen quickly	Positive response to pressure, quick to respond, manages interruptions, multi-task master	Provide timely coaching (as it happens), lean forward, quick, be intense	Quick, now, ASAP, when, make it happen, variety, mobility, mix it up, intense, response, proactive
High D	Seeks certainty, understanding the rules, specific knowledge of job, opportunities for training, freedom from risk, strong and confidence- inspiring leadership, recognition for accuracy and expertise	Thin skinned, will get defensive, hard on themselves	Accuracy, attention to detail, an expert, strong follow up and follow through, sees things to the end, doing things the "right" way	Clear, written, specific feedback with examples; focus on furthering expertise, avoid using words like "mistake" or "you did this wrong"	Specific instructions, support, training, procedures, guidance, details, understand, appreciate, recognize, practical, dependable, expertise, development opportunity, even better
Low D	Seeks freedom from rigid structure or tight controls, opportunity to delegate details, informality, freedom of expression	Thick skinned – doesn't always absorb feedback, stubborn in doing this his/her own way	Willing to try something new, unconventional, "outside the box" thinking and problem solving	Focus on flexibility, informal and casual approach	Flexible, maverick, outside the box, do it your own way, creativity, individuality, unique, unconventional