Spencer Horn
The Team Performance Authority

STRONGER THAN YOUR STRENGTHS DRAG ASSESSMENT

INCLUDING WORKSHEETS ON UNDERSTANDING BEHAVIORS.

ALTIUM
LEADERSHIP & COACHING

Spencer Horn | 702-807-4698 | spencer@altiumleadership.com

DRAG TO LEADERSHIP AND EFFECTIVE COMMUNICATION

CHECK ALL THAT APPLY TO YOU

HIGH DOMINANCE

- [ ] Taking on too much/difficulty delegating
- [ ] Can intimidate others due to intensity level
- [ ] Preoccupied with the need to control people, circumstances and surroundings
- [ ] Self imposed tension and stress
- [ ] Demanding nature can divide people and teams
- [ ] Intensity level can cause people to stop openly sharing their true thoughts, feelings and feedback
- [ ] Inflexible and perceived as controlling
- [ ] Low, high or unrealistic expectations of others
- [ ] Overly critical, may wear people down
- [ ] Control vs. empowering
- [ ] Focus or ruminating on problems
- [ ] Overactive and busy but lacking meaning and purpose
- [ ] Overly sensitive to being disrespected or embarrassed
- [ ] “Have to” work hard mentality
- [ ] Thinking about what they want to say next Instead of truly listening

HIGH EXTROVERSION

- [ ] Needing to like and to be liked
- [ ] Difficulty focusing
- [ ] Attention to completion
- [ ] Compulsive need to be heard and to speak
- [ ] Thinking about what they want to say next instead of truly listening
- [ ] Talking too much instead of working
- [ ] Overly focused on making popular decisions instead of grounded, task and outcome focused decisions
- [ ] Being indecisive and doing what’s popular
- [ ] Indecisiveness
- [ ] Perfectionism to look good/smart/successful
- [ ] Overly focused on people and acceptance but having a lack of purpose
- [ ] Fear of embarrassment
- [ ] Verbally attacking when embarrassed
- [ ] Fear of rejection

LOW DOMINANCE

- [ ] Being overly agreeable with forceful personalities
- [ ] Agreeable and easy-going nature can be taken advantage of by intense personalities
- [ ] Deferring decisions to gather consensus can be perceived as indecisive by others
- [ ] Deferring or not taking action sooner can create regret and or resentment over time
- [ ] Not speaking up when necessary
- [ ] Avoiding conflict to maintain a sense of calm

LOW EXTROVERSION

- [ ] Sceptical of overly talkative personalities
- [ ] Slow to trust which can be perceived by others as closed minded
- [ ] Stoic when meeting new people, especially in groups
- [ ] A reluctance to talk or expand on topics they don’t understand
- [ ] Low to no interest in public recognition or awards presented in front of others
- [ ] Reluctance to give praise/recognition to others can demotivate people and teams

DRAG TO LEADERSHIP AND EFFECTIVE COMMUNICATION

CHECK ALL THAT APPLY TO YOU

HIGH PACE / PATIENCE

- [ ] Avoiding conflict
- [ ] Putting off decisions to avoid disharmony and or controversy
- [ ] Need to be the peacekeeper
- [ ] Withdrawing and becoming quiet when faced with conflict
- [ ] Sharing indirect, behind the scenes dissatisfaction which may divide people and teams
- [ ] Asserting unpopular views/decisions
- [ ] Putting off ending or negotiating difficult relationships with people/team members
- [ ] Making faster decisions
- [ ] Developing resentment over time for not speaking up sooner on important issues
- [ ] Wanting to support instead of lead
- [ ] Quiet stubbornness
- [ ] Indecisiveness
- [ ] Fear of rejection
- [ ] Agreeable and easy-going nature can be taken advantage of by intense personalities
- [ ] Being quiet and contemplative can be perceived as weakness by intense personalities

HIGH CONFORMITY

- [ ] Making quicker decisions without all the facts
- [ ] Defending existing policies/practices
- [ ] Being stuck on details “analysis paralysis”
- [ ] Looking at the pessimistic side
- [ ] Burying people with facts to support one’s opinions can cause people to avoid interactions
- [ ] Personal dislike for being “sold to” can create resistance and blocks to selling or conveying ideas to others
- [ ] Not wanting to take responsibility to be the leader
- [ ] Getting lost in the planning, not making a start
- [ ] Inflexible, seen as closed minded
- [ ] Fear of risk or getting something wrong may cause hesitation or avoidance at decisive moments
- [ ] Fear of being caught without the answer
- [ ] Indecisiveness when choosing between something proven vs new innovation
- [ ] Low expectations of others to meet high standards
- [ ] Overly critical/perfectionism, focus on problems
- [ ] Lack of a larger overriding purpose
- [ ] Fear of embarrassment
- [ ] “Have to” work hard to “get it right”

LOW PACE / IMPATIENCE

- [ ] The need for variety and change of focus is a driving force
- [ ] Consistent pent up energy and tension
- [ ] Intrinsic sense of urgency can be disruptive to others and work teams
- [ ] Things can’t happen fast enough
- [ ] Frustrated by slow pace of progress and slower paced people
- [ ] Stimulated by interruptions and changing focus on multiple projects

LOW CONFORMITY

- [ ] High sensitivity to being over controlled or over managed
- [ ] High need for autonomy and independence
- [ ] High need to be creative and innovative to accomplish objectives
- [ ] Sensitive to overly structured people and projects
- [ ] Freewheeling and uninhibited style can create challenges with controlling or high conforming people and team members
- [ ] Changing agreement or direction due to too many new ideas can be seen as disruptive and draining by people and team members

PDP BACK-UP STYLE

Any Strength overused becomes a weakness! What individuals resort to whenever they run out of energy, patience, or feel that it just isn't worth the effort.

DOMINANCE | *DICTATORIAL STEAMROLLER*

May turn into a steamroller or become dictatorial to gain, regain or maintain control

---

EXTROVERSION | *VERBAL ATTACK*

May launch verbal attack or give exhaustive over explanation if feel cornered, ignored or not appreciated and valued

---

PACE | *AVOID CONFLICT*

Avoid conflict and give in so as not to make a scene. May get even later through listing multiple previous grievances, avoiding responsibilities, or quitting.

CONFORMITY | *MUST BE RIGHT*

Must be right, tend to cover the situation with facts, stall, and see more information, particularly if unjust criticism is experienced or anticipated

UNDERSTANDING BEHAVIOR TO CAPITALIZE ON STRENGTHS

1. TO INCREASE INDIRECTNESS

(when "D"s and "E"s interact with "P"s and "C"s):

Listen more closely and speak less
Listen to the opinions of others
Relax a little and show less energy
Refrain from criticizing opinions
Use less frequent and direct eye contact

2. TO INCREASE DIRECTNESS

(when "P"s and "C"s interact with "D"s and "E"s):

Talk more of the time and ask fewer questions
Speak and move a little faster
Take some risks
Give direct recommendations instead of asking for a vote or asking for opinions
Be able to confront conflicts directly

3. TO INCREASE PEOPLE-ORIENTATION

(when "D"s and "C"s interact with "E"s and "P"s):

Concentrate more on personal issues
Allow "E"s and "P"s to digress a little in their personal conversations
Be willing to digress from the agenda
Pay personal compliments
Use more personal, friendly language

4. TO INCREASE TASK-ORIENTATION

(when "E"s and "P"s interact with "D"s and "C"s):

Concentrate more on business issues
Allow "D"s and "C"s to stick to the agenda and remain on time
Maintain more of a factual-based and logical approach to business
Use more formal, business language

UNDERSTANDING BEHAVIOR TO CAPITALIZE ON STRENGTHS

DOMINANCE

Remember, a High D may want: Authority, challenges, prestige, freedom, varied activities, growth assignments, "bottom line" approach, opportunity for advancement.

Provide direct answers, be brief and to the point.

Ask "what" questions, not how.

Stick to business, results they desire.

Outline possibilities for person to get results, solve problems, be in charge.

Stress logical benefits of featured ideas, approaches.

When in agreement, agree with facts and ideas rather than the person.

If timeliness or sanctions exist, get these into the open as related to end results or objectives.

EXTROVERSION

Remember, a High E may want: Social recognition, popularity, people to talk to, freedom from control and detail, favorable working conditions, recognition of abilities, chance to motivate people, inclusion by others.

Provide favorable, friendly environment.

Provide chance for them to verbalize about ideas, people and their intuition.

Offer them ideas for transferring talk into action.

Provide testimonials.

Provide time for stimulating, sociable activities.

Provide details in writing, but don't dwell on these.

Provide a participative relationship.

Provide incentives for taking on tasks.

CONFORMITY

Remember, a High C may want: Personal autonomy, opportunity for careful planning, exact job descriptions, precise expectations.

Take time to prepare your case in advance.

Provide straight pros and cons of ideas.

Support ideas with accurate data.

Provide reassurance that no surprises will occur.

Provide exact job descriptions with precise explanation of how it fits the big picture.

Review recommendations to them in a systematic and comprehensive manner.

If agreeing, be specific.

If disagreeing, disagree with the facts rather that the person.

Be prepared to provide explanations in a patient, persistent, diplomatic manner.

PACE/PATIENCE

Remember, a High P may want: Security of situation, time to adjust to change, sincere appreciation, identification with group, limited territory, areas of specialization.

Provide a sincere, personal and agreeable environment.

Provide a sincere interest in them as a person.

Focus on answers to "how" questions to provide them with clarification.

Be patient in drawing out their goals.

Present ideas or departure from current practices in a non-threatening manner, give them a chance to adjust.

Clearly define goals, roles or procedures and their place in the overall plan.

Provide personal assurances of follow-up support.

Emphasize how their actions will minimize risks involved and enhance current practices.