	D (Dominant)	l (Influence)	S (Steady)	C (Conscientious)
	Task oriented People oriented		e oriented	Task oriented
	Fast paced / direct		Slow to change / indirect	
Wants	Results, productivity	Approval, recognition	Stability, appreciation	Accuracy, order
Acts	Decisively	Enthusiastically	Systematically	Cautiously
Asks	What	Who	How	Why
Pace	Fast, decisive	Fast, spontaneous	Slow, easy	Slow, systematic
Priority	Results, success	Interacting, status	Relationships	Process, credibility
Wants to be	In charge	Admired	Liked	Correct
Support their	Goals	Ideas	Feelings	Thoughts
Specialty	Control	Communication	Harmonizing	Information
Decisions	Quick	Spontaneous	Collaborative	Deliberate
Appears	Walks fast, firm stance, strong gestures	Easy smile, alert eyes, wide gestures	Direct gaze, relaxed stance, few gestures	Reserved, eyebrows raised, controlled gestures
Clothing	Formal, functional	Fashionable, stylish	Casual, conforming	Formal, conservative
Work space	Busy, formal, efficient	Stimulating, friendly, cluttered	Personal, relaxed, friendly	Organized, structure, functional
Preferred communication	To the point	Stimulating	Pleasant	Precise
Irritated by	Inefficiency, indecision	Boredom, routine, formality	Insensitivity, impatience	Surprises, unpredictability
Finds security in	Control	Flexibility	Close relationships	Preparation
Fears	Loss of control, criticism, being taken advantage of	Loss of prestige, loss of influence	Confrontation, unpredictability, loss of stability, rejection	Embarrassment, poor work product, uncontrolled emotions, criticism
Limitations	Impatience, selective listening	Lack of follow through, unrealistic	Overly modest, resist change, sensitive	Overly critical of self and others
Motto	Just Do It!	Don't Worry; Be Happy!	Let's Do It Together!	Do it Right - the First Time!